2008/9 REVIEWED IDP
A. EXECUTIVE SUMMARY

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 for   ng 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 ov   centuries. Some of the South-Africa's greatest leaders come from the area. Nkandla is indeed the source of nature & the ho   e of history.

One can not read about the true South-African history without stumbling across Nkandla. History was made in the deep gorges found within the spread of the untouched natural forest.   is the birth-place of remarkable leaders of the past and the presen . It is one of those unique places that lie along the meridian line, which may have a contribution on its weather & the character of its citizens and to its overall distinctiveness.

It is the place where kings sought refuge in the warm   lankets of the rolling hills. It is the place where kings were laid to rest. It is a place where truly South-African music was developed & was duly recognised by all nations. It is a place that i rich with natural resources which have not been explored. Its land is so rich that almost any crop could succeed. It is a place to be reckoned with in the nearest future; the home of revolutionalists. Nkandla Municipality as an institution has a major   llenge to develop Nkandla so that it is at par with the whole of South A   ca while preserving that which has always been uniquely Nkandla.

All that is said about Nkandla needs to be known by the whole nation, that there 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 place is an absolute wonder of nature.

To Nkandla, this Integrated Development Plan is a tool to ensure that this municipality remains holistically developmental, is a tool that endeavours to push Nkandla onto the national & gl   l 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. Lastly, this IDP is 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 el e that recognizes the endless opportunities & potential that lies in the area.

1. WHERE'S NKANDLA? (Establishment & Location)
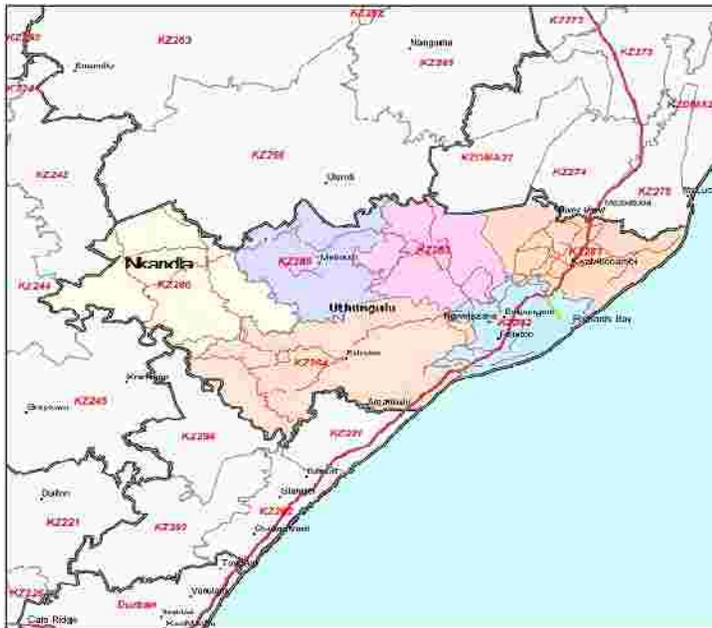
Nkandla within UThungulu DM in KwaZulu-Natal
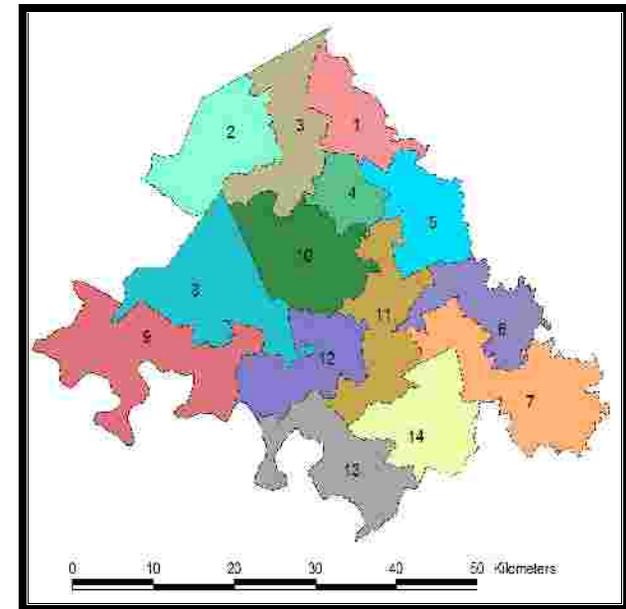
Ward Boundaries

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   fices on Lot 292 Maree Road in Nkandla Town in 2002 and the employment of more senior municipal officials. Nkandl   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 t e north along the coast to the Mozambique border and extends inland o the Eshowe and Nkandla districts (See Map 1 above)

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 kil   etres South-West of Melmoth and 60 kilometres from Eshowe. It is isolated from the major   nomic 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 is 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 sp   y delivery of basic services because of the settlement patterns. The main rivers running across Nkandla are the UThukela River which runs form 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 for   the north towards the south of the municipal boundary.

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

CHALLENGES:

Spatially

The topography, poor road networks & sparsely populated settlements make development an even 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 privat ly owned which hinders development of the town. Inappropriate structures were previously erected in the inadequate sites.

Opportunity:

- The Nodal Framework Plans are being finalized. These lans 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 prospect ction because there are no new viable investments onto the area. The community is largely dependant on socia 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 positive. 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 s 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 atleast 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 privatel owned, this 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 m icipality from the major routes & development corridors impacts negatively on the economic growth. Poor infra-structure & the unorganized settlement patterns within the mun cipal area is a major investment deterrent. Focus is on micro-economics due to the 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 compe   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 equit   policies
- The municipality has developed policies in place.
- The municipality has expanded its staff capacity and i   ssible to the communities.
- The performance management system to detect early poor   erformance.
- Implementors 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 GAMA /GRAP conversion has led to huge back-logs in debt collection. There is a high staff turnover in the key strategic po   ithin the Finance Department which has had an impact on the operations of this critical department. The population is mostly indigent & therefore is exemp   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.
  - 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 i   ove access to the Qhudeni secondary node from the northern regions of Nkandla.
  - P707 Ekhombe Hospital and Qhudeni LED node (25.9km).   t 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 aprox. 22000 households of the population reside in traditional dwellings.

PROSPECTS FOR THE FUTURE

The major challenges of this municipality are the poor revenue base, leading to high grant dependency, the high staff turnover & the high level of unemployment & the slow infra-structural development of Economic Nodes.

The municipality's focus in this term is on revenue cr   tion. Plans to provide services that had been previously provided by the District Municipality; such as electricity are   way. The implementation of the Municipal Property Rates Policy and focus on Capital projects that yield income have been emphasized this term of Council. Further to this, the broad based skills development policy aimed at supporting under-privileged and best performing matriculants who are to study in the fields that are critical to the municipality as an institution, as well as in the whole area of Nkandla. It is assumed that it would be easier to retain local staff & that by vir ue of the aid received staff would be contractually bound to the municipality.

The high staff turnover in critical posts such as the Chi   Financial Officer impacts negatively on the operations of the municipality, which also impacts on the outcome of the reports by the Auditor General. In terms of LED, the municipality has engaged with various potential investors in a bid to push of capi al projects that may open job opportunities & also be capital investments to the municipality. However t   ough the urban regeneration programme aimed at revitalizing the town, so that it becomes attractive to the prospective investors.

MUNICIPAL OBJECTIVES

For the current term of Council, the municipal objecti es have been summarized as follows:

- 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.
- To attract investments by facilitating economic growth through infra-structural development.
- To reduce poverty, unemployment & the prevalence of communicable diseases through skills development.
- To ensure efficient, effective, sustainable & qualitat ve basic service delivery.
- To increase municipal revenue through sound financial   anagement practices.
- To adhere to service excellence by promoting skills development & implementing human capital retention strategies.

The above municipal objectives are linked to the Municipal Key Performance Areas. Over the years progress has been made in a bid to achieve these within the five year term, and progress has been made in this regard and could be

tracked through the municipal Service Delivery & Budget Implementation Plan, and through the municipal Performance Management System.

MEASURING PERFORMANCE

The review of the IDP has been based on the municipal performance. Municipal Performance in 2006/7 was at 57%. This in terms of the Municipal Performance Management Frame ork is partially effective. Much improvement needs to be done, the only way this can be achieved is by engaging the services of a service provider in order to improve its performance management system..

The Municipal Performance Management System still requires improvement; the model that was adopted by Council is the spread-sheet in the year 2006/7. This Municipal Service Deli   y & Budget Implementation Plan each year spells out activities that are to be undertaken and is linked to the Key National Key Performance Indicators of Local Government. The indicators were set during the Public Participation Meetings of the IDP and were aligned to the set key performance indicators. Performance in this regard was measured quarterly and report back to the communities was undertaken through the ward committees. This IDP will be measured & monitored through the same performance management system which will be enhanced. The municipality is also   ming at engaging the services of the specialized service providers to assist in this regard in order to ensure   at the PMS is compliant to the relevant legislation.

KPA 1: DEMOCRACY & GOOD GOVERNANCE

PROCESS FOLLOWED TO PUT TOGETHER THE IDP
The approved municipal process plan spelt the followin   tivities that needed to undertaken to improve performance:

1. NKANDLA IDP/ BUDGET/ PMS PROCESS PLAN FOR 2008/9 FINANCIAL YEAR

BUDGET CYCLE				IDP CYCLE			PMS CYCLE			
LEG. REF.		DATE	ACTION	ACTION BY	DATE	ACTION	ACTION BY	DATE	ACTION	ACTION BY:
JULY 2007										
		Jul 1	Finalization of Municipal Service Delivery & Implementation Plans for 2007/8 financial year	All Depts	Jul 10	Submission of the final 2007/8 IDP to DLGTA		Jul 1	Finalization of Municipal Service Delivery & Implementation Plans for 2007/8 financial year	All Depts
		30	Finalization of the 2007/8 financial statements	CFO				10	Signing of the Section 57 contracts	Mayor & HODs
					Jul 12	KZ Alignment Meeting: Process & Framework Plan		15	Review of the Municipal PMS Framework	PMS Man.
AUGUST 2007										
					AUG 17	Finalizing the Compilation of the Draft Process Plan &	IDP Mngr			

						Nomination of the IDP Technical Committee members	& MM			
			Submission of Budget/ IDP /PMS Process Plan to MANCO	CFO	20	Submission of IDP Process Plan & IDP Technical Committee Members to MANCO for Comments	IDP Mngr.			
	10		Submission to EXCO for Comments	CFO	23	Submission to EXCO for Comments	MM			
					23	Advert of Process Plan on Local & National Newspapers for Comments	IDP Mngr.		Advert on availability of Organisational Work-plan for 2007/8 PMS Framework for Comment	PMS Man.
			Adoption of Process Plan by Council	CFO	30	Adoption of Process Plan by Council	IDP Mngr.	30	Adoption of Organisational PMS by Council	
		30	Submission of 2008/9 IDP /Budget/PMS Process Plan to DLGTA	MM		Submission of 2008/9 IDP /Budget/PMS Process Plan to DLGTA	MM	30	Submission of 2008/9 IDP /Budget/PMS Process Plan to DLGTA	MM
SEPTEMBER 2007										
		1-30	Review of budget framework to the in link with MFMA circular 28		SEPT 4			1-30	Drafting of First Quarterly Report	
					6	Nomination of Nkandla IDP Representative Forum Members	All Depts		Induction of newly appointed PMS Audit Committee	
			Public Participation on		7-30	Ward Committee Meetings	MM		Public Participation on	

			Municipal SDBIP						Municipal SDBIP	
					TBD	DM IDP alignment meeting	IDP Mngr			
OCTOBER 2007										
					Oct 1	Submission of Report on Ward Committee Meetings	MM		Tabling of the 1st Quarterly Report to MANCO	
					TBD 9-20	IDP Alignment Meeting – UThungulu DM Public Participation Meetings at Wards & Traditional Centres	IDP Mngr Ward Committees & Ward Councillors	9-20	Public Participation on Organisational PMS	Ward Committees & Ward Councillors
					23 24	Report on Public Participation Meetings Submitted to MANCO for Comments & Needs Assessment Identification of Sector Plans to be Developed/reviewed	IDP Mngr	23 24	Report on Public Participation on Organisational PMS Submission of 1st Departmental Quarterly PMS Reports for Assessments	PMS MNGR All Depts
		30	Completion of salary budget after approved of KPI & structure		30	MANCO: Development of a Multi-year Implementation Programme	All Depts	30	Submission of 1st Quarterly Organisational PMS to the PMS Audit Committee	IDP MNGR

November 2007									
					Nov 7	Nkandla IDP Representative Forum	All Depts		
						DM Representative Forum	IDP Mngr		
					8-17	Alignment & Integration of Sector Plans, Projects, Budget & identification of Sector Plans to be Drafted	All Depts		
		9	Submission of Multi-year Budget Estimates based on the Implementation Programme to EXCO for consideration		9	Submission of Multi-year Implementation Programme & Ward Needs Assessment Report to EXCO for consideration	MM		
		22	Public Participation Imbizo		22	Public Participation Imbizo	IDP Mngr	22	Public Participation Imbizo
		23	Submission of Multi-year Budget Estimates based on the Implementation Programme to Council for approval		23	Submission of Multi-year Implementation Programme & Ward Needs Assessment to Council for Approval			
					27	Submission of Sector Plans to MANCO	IDP Mngr		
December 2007									
		1-30	Review of budget related Policies &tariffs of a capital		Dec 11-	Finalization of Draft IDP	IDP Mngr	14	All Heads assess Departmental PMS to

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			projects prioritization		30				identify gaps that may effected the PMS Half-Yearly Review report	
			Submission of 1st IDP Draft to EXCO for Comments							
January 2008										
		Jan 8-	Approved of reviewed budget		Jan 15	Tabling of Draft IDP to MANCO	IDP Mngr	Jan 8	Review of IDP Implementation Process, PMS Objectives & Targets	All Depts
		15	Tabling of Reviewed Budget to EXCO		15	Tabling of Draft IDP to EXCO			MANCO: Half-yearly Performance Report	PMS Mngr
		28	Tabling of Reviewed Budget to Council					10	PMS Audit Committee Meeting	MM
								15	EXCO: Half-yearly Performance Report	MM
February 2008										
		1-30	Drawing up of budget		DTBD	IDP Alignment Meeting – UThungulu				
					5-19 Feb	Public Participation Meetings on Draft IDP & Budget for Comments	Ward Councillors & Ward Committees	5-19	Public Meeting on Reviewed Organisational PMS & preparation for 2008/9 PMS	PMS Mngr
					26-29	Incorporation of Public Comments to IDP		26-29	Incorporation of Draft targets & Indicators for	

									2008/9	
March 2008										
		3	Draft budget tabled to MANCO		Mar 3	Draft IDP Tabled to MANCO	All Depts	3	Draft targets & Indicators for 2008/9 tabled to MANCO	
		14	Tabling of draft budget to EXCO		14	Tabling of draft IDP to EXCO		14	Tabling of draft IDP to EXCO	
		30	Tabling of draft budget to Council/ Public Meeting		30	Tabling of draft IDP to Council/ Public Meeting		30	Tabling of draft PMS targets & Indicators to Council/ Public Meeting	
April 2008										
					3	DM IDP Representative Forum	IDP Mngr			
		1-21	Advertise Final Draft budget for Comment (21 Days)			Advertise Final Draft for Comment (21 Days)	IDP Mngr	14	Tabling of 3rd Quarterly Report to MANCO	PMS Mngr
		21	Second IDP Imbizo		21	Second IDP Imbizo		17	PMS Audit Committee Meeting	
		22-30	Development of Municipal Service Delivery & Budget Implementation Plan (SDBIP)					21	Comment Period on PMS targets & indicators ends	PMS Mngr
					30	Assessment & Incorporation of Public Comments		30	Compilation of the Organisational third PMS Report	PMS Mngr & MM
May 2008										
		5	Submission to MANCO: Revised Budget & IDP		5	Submission to MANCO: Revised Budget & IDP	CFO, IDP Mngr	5	Submission to MANCO Third Organisational PMS Report	PMS MNGR

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		13	Submission to EXCO: Revised Budget & IDP		13	Submission to EXCO: Revised Budget & IDP	MM	13	Submission to EXCO Third Organisational PMS Report	MM
		30	Submission to Council for Adoption Final Budget & IDP (Public Meeting)		30	Submission to Council for Adoption Final Budget & IDP (Public Meeting)	Mayor	30	Submission to Council Third Organisational PMS Report	All Depts
June 2008										
		1	Submission of Budget to DTLGA & to Provincial Treasury		1	Submission of IDP to DTLGA		1	Development of 2007/8 Organisational Work-plans	
			Notice on Municipal web-site			Notice on Municipal web-site			Notice on Municipal web-site	

1.1   INSTITUTIONAL ARRANGEMENTS TO ALIGN TO THE IDP PROCESS

The Municipality has to clarify the responsibilities of the different role-players in the IDP Process Plan. These can be outline as follows:

1.2 THE IDP TECHNICAL COMMITTEE

This team is nominated internally by different Departm   al Heads and is responsible for providing technical support and overseeing the drafting and completion of the IDP docu   t, from the drafting of the Process Plan, to analysing the information provided by the communities and assisting   the prioritization of municipal projects and alignment with the municipal budget and aligning with the different stakehol   s. This group co-ordinates & supplies all relevant information from the different role-players with regards to the IDP.

1.3 THE IDP REPRESENTATIVE FORUM

The group entails representatives from various Sector-Departments and NGOs operating within the Nkandla Area of jurisdiction and inclusive of the CDWs and the CHWs, t   intention is to share the development vision and plans for Nkandla and to prioritize uniformly taking full cognizance of the Community's needs and the current situational analysis of NKANDLA order to ensure that holistic development take   lace.

1.4 THE MANAGEMENT COMMITTEE (MANCO)

This is the highest level of the Municipal Administrat ve Structure and its role is to make recommendations to Council based on the Technical Skills and decisions taken by Officials with regards to any field of expertise and the various areas of development in Nkandla. The team is continuously briefed by the IDP Technical Committee on progress with regards to the IDP.

1.5 THE DEVOLPMENT PLANNING PORT-FOLIO COMMITTEE (IDP Steering Committee)

This Committee consists of both the Councillors and Officials who access and make recommendations in all issues relevant to the IDP & Spatial Planning and this allows the Management Committee to make further recommendations having received the political and public opinion through the Port-folio Committee. It is the Committee where Technical and the public opinions are expressed and compared wit   regards to any strategic and development issue. Collective Comments are forwarded to the MANCO and ultimately to EXCO. This Committee serves as the IDP Steering Committee.

1.6   THE EXECUTIVE COMMITTEE (EXCO)

The responsibility of this Committee is to oversee that the IDP Process is undertaken as per approved process   lan and ensures that all development plans are as in line with he Municipal Strategic Objectives and Key Performance Areas of the Municipality. This Committee makes recommendations and forward them to Council. It serves as the advisory body to Council.

1.7   COUNCIL

Council is the highest authority within the Municipali , taking all decisions with regards to Strategy, Performance Management, Budget, Projects and Project Implementatio   as well as Capacity for implementation.

1.8   WARD COMMITTEES

Ward Committees were elected form communities per ward. The constitution of these ward committees includes all or most interest groups within each ward. The average number of members is 8 per committee. These Committees therefore are a tool that brings forth the universal needs of the communities and they communicate all progress/non-progress of the development and implementation of the   P as well as other processes that run parallel to the IDP process. They are chaired by Ward Councillors who are part of the decision-making with regards to the prioritization of projects and the overall management of the Municipalit .

1.9   COMMUNITY DEVELOPMENT WORKERS (CDWs)

Community Development Workers are employees of the Department of Local Government & Traditional   orkers, they also bring forth needs of the communities that they work in, more especially the social development side. They also assist the Ward Councillors and their Committees in setting with logistical arrangements and in some cases secretariat, during the IDP Meetings at Ward Level.

1.10   TRADITIONAL COUNCILS (TCs)

The majority of Nkandla's population resides within INgonyama Trust Land, governed by Amakhosi. Therefore Amakhosi need to be involved and to participate in the developmental processes of the municipality, particularly in land for which they are custodians. They input on the developmental   s for their communities and are briefed by the Ward Councillor in respect of developments in the IDP process.

B.SITUATIONAL ANALYSIS

KPA 2: INSTITUTIONAL TRANSFORMATION

1 INSTITUTIONAL DEVELOPMENT

As prescribed in Chapter 2, Section 4 of the Municipal   ystems Act, the Municipal Council has the right to:

(a)   Govern on its own initiative, the local government affairs of the local community;
(b)   Exercise the municipality's executive and legislative authority and to do so without improper interference;
(c)   Finance the affairs of the municipality by charging fe   for services and to the extent authorised by national legislation, other taxes, levies & duties.

Therefore each municipality has the political section   s the highest level of authority and the administrative section as subordinate to the political structure. 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 nformation about the level and standard of municipal services they are entitled to receive; and
(f)   Inform the local community how the municipality is man   d, 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 Key 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.

2.   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 budge   traints.
- Proper balance of responsibilities per individual has   et to be achieved.
- A monitoring system for Council activities still needs to be developed and placed within an appropriate office amongst the political heads.

3.   LIST OF COUNCILLORS: 2008/9

				Population per ward	No of Households	Area per (km2)

Name	Port-folio	Ward	Gender		per Ward	
Cllr S.Z. Dlamini	Member of the Executive Committee and Representative at the District Council.	1	Male	9499	1653	87
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. Nzuza	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 Council.	9	Male	8777	2373	208
Cllr S.E. Mhlongo	Ward Councillor	10	Male	12135	2118	146
Cllr M.T. Majozi	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
Cllr B.V. Khanyile	Member of Council	Male
Cllr BC Basi	Member of Council	Male
Cllr N.Z. Zuma	Member of Council	Male
Cllr M. Zuma	Member of Council	Male

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NKANDLA MUNICIPALITY: MACRO STRUCTURE

COUNCIL

MAYOR

1 X EXECUTIVE SECRETARY

SPEAKER

OFFICE OF THE MAYOR

PURPOSE: TO PROVIDE SUPPORT SERVICES TO THE OFFICE OF THE MAYOR

FUNCTIONS:

1. MANAGE THE FUNCTIONAL RESPONSIBILITIES OF THE OFFICE OF THE MAYOR.
2. PROVIDE A PUBLIC RELATIONS AND COMMUNICATION SERVICE
3. PROVIDE ADMINISTRATIVE, SECRETARIAL AND LOGISTIC SUPPORT TO THE OFFICE OF THE MAYOR

MUNICIPAL MANAGER

OFFICE OF THE SPEAKER

PURPOSE: TO PROVIDE ADMINISTRATIVE SUPPORT TO THE OFFICE OF THE SPEAKER

FUNCTIONS:

1. PROVIDE SECRETARIAL, ADMINISTRATIVE AND OFFICE AUXILIARY SUPPORT TO THE SPEAKER, WARD COUNCILLORS AND WARD COMMITTEES
2. PROVIDE CONSTITUENCY DEVELOPMENT AND SUPPORT SERVICES

COMMUNICATIONS UNIT

1 X COMMUNICATIONS OFFICER – VACANT

1 X CONSTITUENCY SUPPORT OFFICER – VACANT

*FUNCTIONAL CONTROL = MAYOR/SPEAKER
ADMINISTRATIVE CONTROL = MUNICIPAL MANAGER

KEY:
INDICATES DISCIPLINARY REPORTING LINE

TOTAL FOR PAGE = 3

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6. HUMAN RESOURCES 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.

7. HUMAN RESOURCES STRATEGIC ANALYSIS/ POSITION

Main Challenges	Interventions
Staff Attraction (Recruitment)	- 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 acti ies; 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
 	
High staff turnover
	- Develop policy on employee wellness programme, which will address physical, emotional and mental health of emplo ees. This will ensure that the employees are productive.
	- The policy should encapsulate the following:
	  1. Work related stress management
	  2. HIV/AIDS action plan
	  3. Absenteeism affecting work
	  4. Substance abuse
	  5. Sexual harassment
	- Develop an intensive retention strategy, which will ad ss the problem areas.
	- Link the retention strategy to incentives and to personal

	development plans which look at the individual employee
Employees demotivated	• This will be encapsulated in the retention strategy, w ich 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 e ployees in the lower levels with the potential to develop within the organisation. • Draw up clear succession plans.
Performance improvement	• Implementation of approved performance management syst m, which is broadly understood by all employees. • Ensure roll out of performance management system to al Departmental Heads to ensure proper work management. • Align performance management to incentives and to retention strategy.
Poor capacity	• 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 empl yees on prioritised training areas.

8.   FUNCTIONS OF EACH DEPARTMENT

8.1   OFFICE OF THE MUNICIPAL MANAGER

This Department is responsible for giving the strategic direction and political oversight. It is al o responsible for overseeing the overall performance of all Municipal Departments through the office of the Municipal Manager.
The functions are as follows:

- Management of staff
- Internal audit
- Planning and development
- Public relations
- Budget
- PMS

NKANDLA MUNICIPALITY: OFFICE OF THE MUNICIPAL MANAGER

OFFICE OF THE MUNICIPAL MANAGER

PURPOSE: TO MANAGE THE FUNCTIONS ALLOCATED TO THE OFFICE OF THE MUNICIPAL MANAGER AS HEAD OF THE ADMINISTRATION OF THE MUNICIPALITY

FUNCTIONS:
1. PROVIDE CORPORATE SERVICES TO THE MUNICIPALITY
2. MANAGE THE FINANCIAL SERVICES OF THE MUNICIPALITY IN ACCORDANCE WITH LEGISLATION AND POLICIES
3. MANAGE TECHNICAL SERVICES IN ACCORDANCE WITH LEGISLATION AND THE IDP
4. MANAGE COMMUNITY AND ECONOMIC DEVELOPMENT SERVICES IN ACCORDANCE WITH LEGISLATION AND THE IDP
5. COORDINATE INTEGRATED DEVELOPMENT PLANNING AND INSTITUTIONAL PERFORMANCE MANAGEMENT AND RENDER STRATEGIC SUPPORT
6. MANAGE INTERNAL AUDITING

1 X MUNICIPAL MANAGER – NGONYAMA ME (0001)

1 X EXECUTIVE SECRETARY MNGUNI ZP (0008)

INTERNAL AUDIT COMMITTEE

DIRECTORATES

CORPORATE SERVICES (PAGE 3)

FINANCIAL SERVICES (PAGE 4)

TECHNICAL SERVICES (PAGE 5 - 6)

COMMUNITY AND ECONOMIC DEVELOPMENT SERVICES (PAGE 7 - 9)

DIVISION: IDP/PMS

PURPOSE: TO COORDINATE INTEGRATED DEVELOPMENT PLANNING AND INSTITUTIONAL PMS AND RENDER STRATEGIC SUPPORT

FUNCTIONS:

1. DEVELOP AND COORDINATE THE INTEGRATED DEVELOPMENT PLAN
2. DEVELOP AND IMPLEMENT A DEVELOPMENT STRATEGY AND OPERATIONAL PLANS
3. FACILITATE AND COORDINATE ORGANIZATIONAL PROCESSES IN SUPPORT OF PROGRAMME AND BUSINESS PLANNING
4. FACILITATE THE DEVELOPMENT OF ALTERNATIVE SERVICE DELIVERY MECHANISMS
5. DEVELOP, MAINTAIN AND MONITOR THE INSTITUTIONAL PERFORMANCE MANAGEMENT SYSTEM IN THE MUNICIPALITY

1 X IDP/PMS MANAGER – MAVIMBELA MB (0003)

1 X IDP/PMS OFFICER – VACANT

OFFICE OF THE MAYOR

SEE PAGE 1

OFFICE OF THE SPEAKER

SEE PAGE 1

DIVISION: INTERNAL AUDIT

PURPOSE: TO MANAGE INTERNAL AUDITING

FUNCTIONS:

1. PLAN INTERNAL AUDITING
2. AUDIT FINANCIAL TRANSACTIONS
3. CONDUCT INVESTIGATIONS
4. COMPILE REGULAR REPORTS, RISK ANALYSES AND REVIEW FINANCIAL CONTROL SYSTEMS
5. PERFORM COMPLIANCE AND PERFORMANCE AUDITS

1 X INTERNAL AUDITOR – KHWELA ZP (0004)

EACH HEAD OF DIRECTORATE IS RESPONSIBLE FOR RISK MANAGEMENT IN HIS/HER OWN DIRECTORATE, WHILE INTERNAL AUDIT IS RESPONSIBLE FOR THE AUDITING THEREOF

TOTAL FOR PAGE = 5
TOTAL FOR DIRECTORATE = 8

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8.2   CORPORATE SERVICES

Training development
Recruitment and selection
Industrial relations and Support
Committee services
Leave and overtime
Auxiliary services
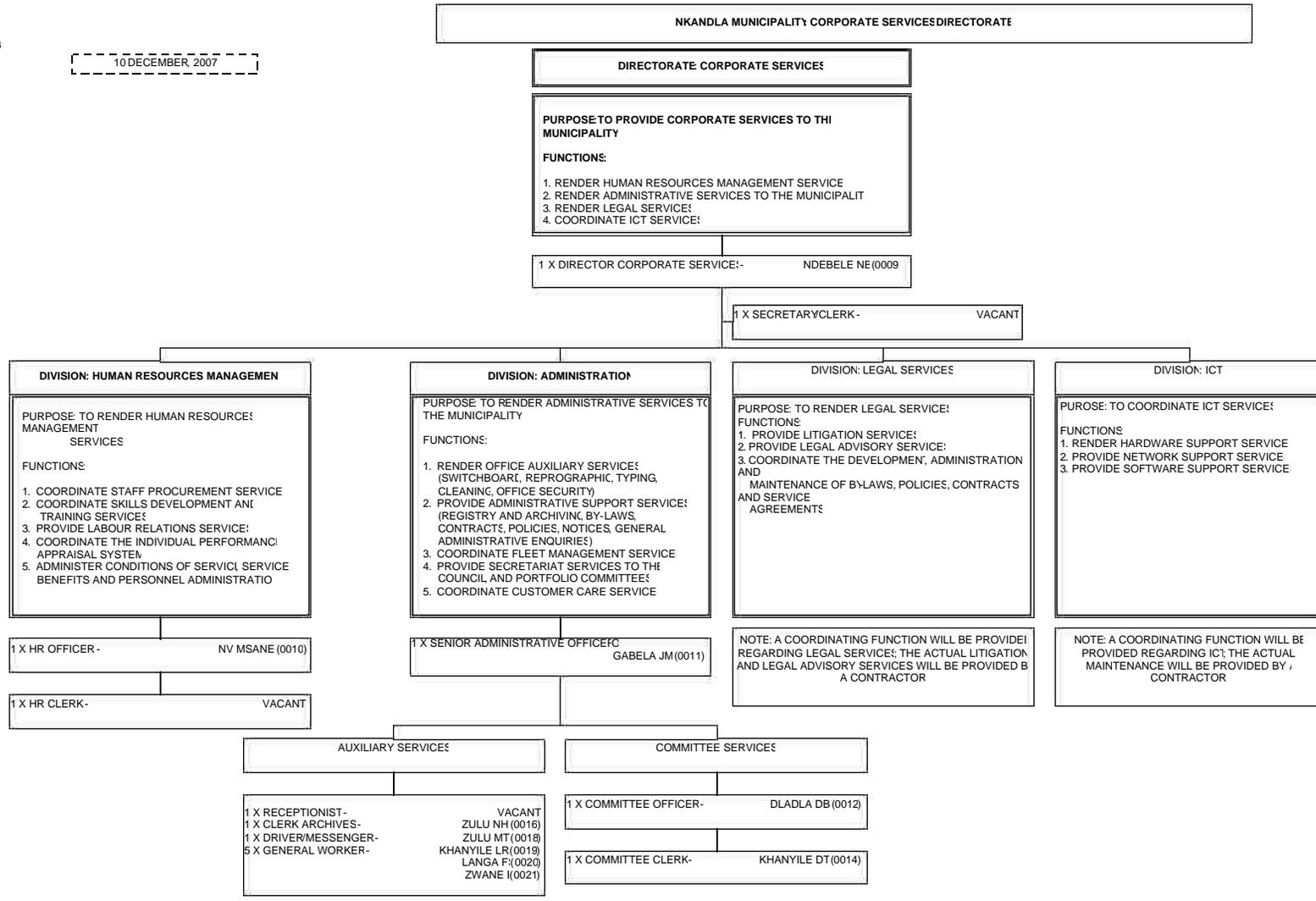Performance management system
Hr policies and procedures
Fleet management Budget

For all departments and the Municipal Council to perform optimally, it is essential that they receive the support services that they require from the Department of Corporate Services.
The objectives of this department are:
- To create an enabling environment and provide necessar   resources for the Municipality to function effectively.

- To build capacity to Municipal personnel and governance

- To align the basics policies and procedures in relation to different legislations of Municipalit es.

- The Department is tasked with overseeing the following duties;

- Management of staff

NKANDLA MUNICIPALITY CORPORATE SERVICES DIRECTORATE

DIRECTORATE: CORPORATE SERVICES

PURPOSE: TO PROVIDE CORPORATE SERVICES TO THE MUNICIPALITY

FUNCTIONS:

1. RENDER HUMAN RESOURCES MANAGEMENT SERVICE
2. RENDER ADMINISTRATIVE SERVICES TO THE MUNICIPALITY
3. RENDER LEGAL SERVICES
4. COORDINATE ICT SERVICES

1 X DIRECTOR CORPORATE SERVICES - NDEBELE NE (0009)

1 X SECRETARY/CLERK - VACANT

DIVISION: HUMAN RESOURCES MANAGEMENT

PURPOSE: TO RENDER HUMAN RESOURCES MANAGEMENT SERVICES

FUNCTIONS:

1. COORDINATE STAFF PROCUREMENT SERVICE
2. COORDINATE SKILLS DEVELOPMENT AND TRAINING SERVICES
3. PROVIDE LABOUR RELATIONS SERVICES
4. COORDINATE THE INDIVIDUAL PERFORMANCE APPRAISAL SYSTEM
5. ADMINISTER CONDITIONS OF SERVICE, SERVICE BENEFITS AND PERSONNEL ADMINISTRATION

1 X HR OFFICER - NV MSANE (0010)

1 X HR CLERK - VACANT

DIVISION: ADMINISTRATION

PURPOSE: TO RENDER ADMINISTRATIVE SERVICES TO THE MUNICIPALITY

FUNCTIONS:

1. RENDER OFFICE AUXILIARY SERVICES (SWITCHBOARD, REPROGRAPHIC, TYPING, CLEANING, OFFICE SECURITY)
2. PROVIDE ADMINISTRATIVE SUPPORT SERVICES (REGISTRY AND ARCHIVING, BY-LAWS, CONTRACTS, POLICIES, NOTICES, GENERAL ADMINISTRATIVE ENQUIRIES)
3. COORDINATE FLEET MANAGEMENT SERVICE
4. PROVIDE SECRETARIAT SERVICES TO THE COUNCIL, AND PORTFOLIO COMMITTEES
5. COORDINATE CUSTOMER CARE SERVICE

1 X SENIOR ADMINISTRATIVE OFFICER GABELA JM (0011)

DIVISION: LEGAL SERVICES

PURPOSE: TO RENDER LEGAL SERVICES
FUNCTIONS:
1. PROVIDE LITIGATION SERVICES
2. PROVIDE LEGAL ADVISORY SERVICES
3. COORDINATE THE DEVELOPMENT, ADMINISTRATION AND MAINTENANCE OF BY-LAWS, POLICIES, CONTRACTS AND SERVICE AGREEMENTS

NOTE: A COORDINATING FUNCTION WILL BE PROVIDED REGARDING LEGAL SERVICES; THE ACTUAL LITIGATION AND LEGAL ADVISORY SERVICES WILL BE PROVIDED BY A CONTRACTOR

DIVISION: ICT

PUROSE: TO COORDINATE ICT SERVICES

FUNCTIONS:
1. RENDER HARDWARE SUPPORT SERVICE
2. PROVIDE NETWORK SUPPORT SERVICE
3. PROVIDE SOFTWARE SUPPORT SERVICE

NOTE: A COORDINATING FUNCTION WILL BE PROVIDED REGARDING ICT; THE ACTUAL MAINTENANCE WILL BE PROVIDED BY A CONTRACTOR

AUXILIARY SERVICES

1 X RECEPTIONIST - VACANT
1 X CLERK ARCHIVES - ZULU NH (0016)
1 X DRIVER/MESSENGER - ZULU MT (0018)
5 X GENERAL WORKER - KHANYILE LR (0019)
LANGA F (0020)
ZWANE I (0021)

COMMITTEE SERVICES

1 X COMMITTEE OFFICER - DLADLA DB (0012)

1 X COMMITTEE CLERK - KHANYILE DT (0014)

TOTAL FOR PAGE = 15
TOTAL FOR DIRECTORATE = 15

8.3 BUDGET AND TREASURY

The Department is responsible for the following functions:
Budget and Expenditure Management
Supply Chain Management
Revenue Collection
Financial reporting
Information Technology Management

The objectives of the Budget and Treasury Finance is
To manage Council finance in accountable manner
Collect all finances of the Council
Manages Council budget
Advise Council on any irregularities that may impede i   unctionality

NKANDLA MUNICIPALITY : FINANCIAL SERVICES DIRECTORATE

DIRECTORATE: FINANCIAL SERVICES

PURPOSE: TO MANAGE THE FINANCIAL SERVICES OF THE MUNICIPALITY

FUNCTIONS:

1. MANAGE THE REVENUE AND DEBT MANAGEMENT POLICIES AND PROCEDURES
2. MANAGE EXPENDITURE POLICIES AND PROCEDURES
3. MANAGE FINANCIAL ACCOUNTING AND SUPPLY CHAIN MANAGEMENT POLICIES AND PROCEDURES

1 X 1 X CHIEF FINANCIAL OFFICER -

1 X SECRETARY/PAYROLL CLERK C   AFRICANDER (0036)

DIVISION: REVENUE AND DEBT MANAGEMENT

PURPOSE: TO MANAGE DEBTORS, BILLING, CREDIT CONTROL AND CASHIER SERVICES

FUNCTIONS:

1. CAPTURE FINANCIAL TRANSACTIONS
2. METER READING UNITS
3. FINANCIAL TRANSACTIONS
4. DATA CAPTURING
5. ACCOUNTS
6. JOURNALS
7. RECEIPTING OF CASH
8. CUSTOMER QUERIES/COMPLAINTS REGISTER
9. CREDIT CONTROL
10. INDIGENTS REGISTER
11. INTER DIRECTORATEAL CHARGES
12. SERVICE CHARGES

1 X ACCOUNTANT -   N KHUMALO (0028)

1 X CASHIER -   S ZWANE (0031)

DIVISION : EXPENDITURE

PURPOSE: TO MANAGE EXPENDITURE POLICIES AND PROCEDURES

FUNCTIONS:

1. ADMINISTER CREDITORS AND SALARIES POLICIES AND PROCEDURES
2. EXERCISE FINANCIAL CONTROL
3. ADMINISTER FLEET COSTING

1 X ACCOUNTANT -   NEW APPOINTMENT FROM 1/11/2007

1 X PRINCIPAL CLERK -   BN SHONGWE (0034)

DIVISION : FINANCIAL ACCOUNTING AND SUPPLY CHAIN MANAGEMENT

PURPOSE: TO MANAGE FINANCIAL ACCOUNTING AND SUPPLY CHAIN MANAGEMENT POLICIES AND PROCEDURES

FUNCTIONS:

1. MANAGE FINANCIAL ACCOUNTING POLICIES AND PROCEDURES, REPORTS AND BUDGETS
2. MANAGE SUPPLY CHAIN MANAGEMENT POLICIES AND PROCEDURES

1 X SUPPLY CHAIN MANAGEMENT OFFICER   VACANT

1 X STORES CLERK C   SIBIYA (0035)

TOTAL FOR PAGE = 8
TOTAL FOR DIRECTORATE = 34

8.4 COMMUNITY AND ECONOMIC DEVELOPMENT SERVICES

This Department has extremely important role to play in developmental local government as it caters for social services and community development projects such as local economic   velopment, sports and recreation, youth, gender, primary health care and basic services to indigent people.

The objective of this Department can be summarized as follows:

To promote Local Economic Development by encouraging investments in Agriculture and Tourism related projects.
To use sport as potent weapon in uniting the youth and fighting crime
To raise funds for the development of Nkandla
To develop skills among the youth and the entire community for the creation of job opportunities.
To promote two ways communication process with the com   unity it serves.

The Department of Community and Economic Develop   t is tasked with the
Following responsibilities;
Youth Development
Disaster Management
Local Economic Development
HIV/AIDS
Sports and Recreation
Arts and Culture Tourism
Facilities
Library Services
Community safety
Environmental Health
Early childhood development

10 DECEMBER, 2007

NKANDLA MUNICIPALITY: TECHNICAL SERVICES DIRECTORATE

DIRECTORATE; TECHNICAL SERVICES

PURPOSE; TO MANAGE TECHNICAL SERVICES IN ACCORDANCE WITH LEGISLATION AND THE IDP

FUNCTIONS;

1. MANAGE DEVELOPMENT PLANNING SERVICES
2. MANAGE INFRASTRUCTURAL DEVELOPMENT SERVICES
3. RENDER OPERATIONAL AND MAINTENANCE SERVICES

1 X DIRECTOR   NM MNYANDU (0049)

1 X SECRETARY CLERK -   MTHOMBENI SLZ (0055)

DIVISION; DEVELOPMENT PLANNING SERVICES

PURPOSE; TO MANAGE DEVELOPMENT PLANNING SERVICES

FUNCTIONS;

1. MANAGE LAND USE MANAGEMENT SERVICES
2. RENDER BUILDING CONTROL SERVICES

1 X SENIOR ENGINEERING TECHNICIAN   NJ MHLONGO (0051)

1 X GIS OFFICER -   VACANT

1 X PLANNING OFFICER -   VACANT

DIVISION; INFRASTRUCTURAL DEVELOPMENT

PURPOSE; TO MANAGE INFRASTRUCTURAL DEVELOPMENT SERVICES

FUNCTIONS;

1. PROVIDE PROJECT MANAGEMENT SERVICES
2. PROVIDE CONTRACT MANAGEMENT SERVICES

1 X SENIOR ENGINEERING TECHNICIAN -   VACANT

1 X ENGINEERING TECHNICIAN (PMU)-   VACANT

1 X ENGINEERING TECHNICIAN (CONTRACTS) —   VACANT

DIVISION; OPERATIONS AND MAINTENANCE

PURPOSE; TO RENDER OPERATIONS AND MAINTENANCE SERVICES

FUNCTIONS;

1. MAINTAIN INFRASTRUCTURE
2. RENDER SOLID WASTE MANAGEMENT SERVICES

SEE PAGE 6

TOTAL FOR PAGE = 8
TOTAL FOR DIRECTORATE = 27

8.5 TECHNICAL AND DEVELOPMENT PLANNING SERVCES

The function of this Department is to address the infr structural backlog in the area and the provision of basic services to the community. The department is tasked with ensuring that development is undertaken within the various pre-scripts of relevant development legislation in order to encourage organized settlements.

The Technical Department is responsible for the following key performance areas;

Refuse removal/Solid waste Management

Storm water control

Project Management

Town road maintenance

Public facilities maintenance

Housing

Statutory Planning

Monitoring the provision of portable water and sanitation

Monitoring the distribution of Electricity.

NKANDLA MUNICIPALITY : TECHNICAL SERVICES DIRECTORATE : DIVISION OPERATIONS & MAINTENANCE

DIVISION : OPERATIONS & MAINTENANCE

PURPOSE : TO RENDER OPERATIONS AND MAINTENANCE
SERVICES

FUNCTIONS :

1. MAINTAIN INFRASTRUCTURE
2. RENDER SOLID WASTE MANAGEMENT SERVICES

1 X SENIOR ENGINEERING TECHNICIAN - VACANT

SECTION: INFRASTRUCTURAL MAINTENANCE

PURPOSE : TO MAINTAIN INFRASTRUCTURE

FUNCTIONS

1. MAINTAIN ROADS AND STREETS
2. MAINTAIN COUNCIL BUILDINGS
3. MAINTAIN RECREATIONAL FACILITIES
4. MAINTAIN PUBLIC AMENITIES
5. MAINTAIN STREET LIGHTS

1 X ENGINEERING TECHNICIAN - VACANT

1 X TEAM LEADER - QWABE MG (0061)

7 X GENERAL WORKER
MAJOLA MW (0057)
SIBIYA RZ (0059)
MSOMI AS (0067)
SIKHAKHANE N (0068)
MNCULWANE TP (0069)
MKHIZE S (0074)
MAHAYE MA (0075)

1 X TRACTOR DRIVER NTULI AM (0060)

1 X OPERATOR GR II /I ZULU PM (0062)

SECTION: SOLID WASTE MANAGEMENT

PURPOSE : TO RENDER SOLID WASTE MANAGEMENT
SERVICES

FUNCTIONS

1. RENDER REFUSE REMOVAL SERVICES
2. MANAGE THE LANDFILL SITE
3. RENDER CLEANSING SERVICES (OUTSOURCED)

1 X SUPERVISOR (REFUSE) - SHEZI MB (0052)

1 X TEAM LEADER - MAHAYE PN (0066)

1 X TLB OPERATOR - VACANT

1 X COMPACTION VEHICLE DRIVER - GUMEDE BV (0070)

3 X GENERAL WORKER
BIYELA K (0071)
SHEZI MT (0072)
MAJOLA TH (0073)

TOTAL FOR PAGE = 19

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9.   THE ROLE OF PORTFOLIO COMMITTEES

The portfolio committees are committees established in terms of section 33 of the structures Act and are generally arranged in alignment with the functional areas of the Municipality.

Portfolio Committees play a role in seeing to it that   council fulfils in a meaningful way the prescriptions of chapter 4 of the Systems Act in terms of which a municipality must esta lish appropriate mechanisms, processes and procedures to enable   e local municipality to participate in the affairs of the municipality.

Portfolio Committees may be assigned delegated powers   may only fulfill an advisory role.

Generally portfolio Committees are arranged to enable the counci to be equipped to fulfill the requirements determined by the needs and priorities of the Municipality as a whole and to provide political oversight of the municipality's departmental administration.

1. Powers and Functions of Portfolio Committees

- The Executive Committee may delegate any powers and du ies of the Executive Committee to the Portfolio Committee.

- Each Councilor is assigned the political responsibility for a functional area of a Portfolio Committee to take political decisions delegated to them.

- Recommends for adoption by Counci or Executive Commit ee the policies falling within the functional area of the Portfolio.

- Monitors the implementation of the Business Plans of t   unctional areas of Portfolios.

- Oversee financial performance against approved budget including dealing with reports from the Auditor-General.

- Comments on the draft budget in respect of functional   s of the portfolio.

- Recommends to the Executive Committee legislation, nor   s and standards in respect of the functional areas of the portfolio.

- Recommends to the Executive and Council the passing or amendments of by –laws pertaining to the functional area of the portfolio.

- Recommends on prioritizing projects falling within the functional areas of the portfolio for the allocation of funds.

- Discuss and recommend on operational issues within the functional area of the Portfolio.

- Monitors sections of the organizational Work-plan (SDBIP) related to the functional area.

- Reports to the Executive Committee.

10. MEMBERSHIP OF THE PORTFOLIO COMMITTEES

Currently there are five portfolio committees established as follows;

10.1 FINANCE

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

10.2   CORPORATE SERVICES

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

10.3 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

10.4   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

11. MUNICIPAL SWOT ANALYSIS

S = STRENGTHS
W = WEAKNESSES
O = OPPORTUNITIES
T = THREATS

The SWOT Analysis is to be undertaken taken into account the Key Performance Areas for Local Government.

11.1   Good Governance & Public Participation

Strengths:

- Working relations with Traditional Authorities who own 80% of the Municipal Land.
- The legislated committees are established i.e. Audit Committees, Port-folio Committees, Ward Committees etc.
- Healthy relationship between the administrative & poli   l municipal structures.
- Political Stability within the municipal area & between Council.
- Effective tools for public participation.

- Working relations with other spheres of government.

Weaknesses:

- Poor/ ineffective participation in established good go   rnance structures.
- Lack of clear communication channels between the municipal structures i.e. political administration & other structures.
- Involvement & dependency on Civic society
- Poor intergovernmental relations
- Minimal training & capacity building of established co   mittees & other municipal bodies i.e. ward committees.
- Appointment of external staff (from outside the Distr   t Municipalities)
- Lack of strategies geared towards financial viability & management.
- Part-time Councillors
- Conflicting developmental roles between the Traditiona & Municipal Council due to different pieces of legislation e.g. the Municipal Structures Act
- Poor implementation of municipal by-laws.

Opportunities:

- Quicker approval of developments by Traditional Counci s who own 80% of the land.
- Taking informed & transparent decisions based on funct onal structures.
- Informed communities on municipal development processe & plans.
- Participation in other spheres of governance enables t   municipality to create development opportunities for Nkandla.

Threats:

- Compromising democratic process by ineffective partici   tion in established committees etc.
- Inability to access all demarcated wards due to the topography & the size of the w   d.
- Lack of information on development programmes from other spheres of government.
- Duplication of projects resulting in loss of municipal unds due to poor IGR.

- Instability due to up-coming elections.
- Insufficient political oversight due to part-time councillors.
- Imposed projects by other spheres of government withou   per liaison with the municipality.
- 80% of the Land within the municipal jurisdiction in u   INgonyama Trust.

11.2   Institutional Transformation

Strengths:

- The municipality is advanced in implementing its equit   policies
- The municipality has developed policies in place.
- The municipality has expanded its staff capacity and i   ssible to the communities.
- The performance management system to detect early poor performance.
- Implementors of the five KPAs.
- Young, informed & energetic management staff.

Weaknesses:

- High staff turnover due to mostly locality.
- Poor skills base in the municipal area.
- The size of the organization limits career advancement within the Municipality.
- Poor procedures emanating from developed policies.

Opportunities:

- Opportunity to improve service delivery due to early detection of poor performance through PMS.
- Informed decisions emanating from developed policies.
- Compliance to set municipal legislation through developed policies.
- Improved service delivery due to capacity.

Threats:

• Unstable work environment due to staff turnover.
• Impact of high staff turnover on service delivery/ excellence
• Service Excellence through the PMS system.
• Young staff compliment which is highly mobile.

11.3   INFRASTRUCTURAL DEVELOPMENT & BASIC SERVICE DELIVERY

Strengths:

• Availability of land & other natural resources for development.

Weaknesses:

• Infra-structural development not informed/aligned to the Spatial Development Framework.
• Poor urban regeneration of the town as the prime node   hich impacts on the infra-structural investment.
• No control over basic services that are in the compete   other spheres of government.
• Failure to identify key stakeholders prior to project implementation.
• Inadequate identification of recipients of free basic   ervices.
• Municipal Facilities that are not yielding income & are not managed by the municipality.
• Security in the municipality's facilities.

Opportunities:

- Economic utilization of available land on infra-structural.
- Vast investment opportunities because the municipal area is under-developed.
- Available natural resources to fast-track development.

Threats:

- Unorganized settlement patterns in town.
- Illegal developments in the town area.
- Non-compliance to the municipal infra-structural investment plan when undertaking development.
- Land Claims

11.4   FINANCIAL MANAGEMENT & VIABILITY

Strengths:

- Compliance to Finance-related legislation.
- Policies to enhance revenue

Weaknesses:

- Instability due to high turn-over.
- Grant dependency.
- Under-expenditure in some budget items.
- Alignment of the Budget to the IDP.
- Poor collective understanding of the budget processes by governance.

- Minimal revenue base in the municipal jurisdiction.
- Source documents for previous debts.

Opportunities:

- Implementation of the Property Rates Policy
- Attainment of services that are currently performed by the DM on behalf of the Municipality to increase revenue.
- Implementation of municipal by-laws to increase the revenue.
- Investment in revenue-related projects.

Threats:

- Because of the large dependency on grants the municipa ty maybe insolvent in future.
- The large number of exemptions related to the MPRA imp   ts negatively on revenue creation.
- 80% of the land falls within the Ngonyama Trust which   s a bearing on the collection of rates i.e. approximately 20% is rateable.

11.5 SOCIO-ECONOMIC DEVELOPMENT

Strenghts:

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

Weaknesses:

- High level of illiteracy.
- High level of unemployment.
- Privately owned prime development sites.
- Lack of economic growth statistics.
- High prevalence of viral diseases.
- High dependency on government programmes/handouts.
- Overlap in government programmes which leads to duplication.
- Lack of common understanding of the municipal LED Strategy.
- Poor environmental management awareness.

Opportunities:

- Capitalize on interests of civil society as a result of the municipal location.
- Conducive environmental opportunity
- Interest in Nkandla because of national political developments.

Threats:

- Lack of inter-governmental relations.
- Lack of funding sources
- High prevalence of viral diseases.
- Lack of Infra-structure
- Prevalence of Natural disasters.

12. COMMUNICATION & INTER-GOVERNMENTAL RELATIONS

12.1 The Communication Strategy

Primary Purpose

The primary focus of the strategy is to ensure efficiency and effectiveness of the Municipal communication tools in order to ensure that the Municipality is transparent in its ope   tions and that it is accessible to the Public.

The primary purpose of the strategy is to ensure efficiency and effectiveness within the context of Communication within the Nkandla Municipality as a whole. It is further in the terests of the strategy to ensure vibrancy in involving potential stakeholders and the Public in the affairs of the Nkandla Municipality.

 The Strategy shall determine the manner in which comm tion should occur Internal and External (Corporate Communication).

The following is entailed on the Internal Communications.

- Communication within the Municipality (between staff members).

- Communication between Councilors and Administrative staff.

- Communication between Councilors and Councilors (Horiz tal).

- Departments on their programmes and projects.

- Head of Departments (Horizontal).

- Head of Departments and subordinate (Vertical).

External Communication will in the other hand focus on facilitating communication between.

- Councillors and the Ward Committees.

- Ward Committees and the entire community.

- Nkandla Municipal Council and Traditional Leaders.

- Communication with other spheres of Government (Intergovernmental Relations).

- Communication with the media (electronic or print).

- Municipality and business community.

- Municipality and any other interested and affected stakeholders.

The main focus of the strategy will be based on the above mentioned areas and this will enhance and make the process of communication (Corporate Communication) more effective. The Action plan will be derived from the above mentioned areas.

Key objectives of the strategy

These are the objectives.
- To highly involve the Community arena in the affairs of the Municipality.

- Establish a comprehensive diary of events for the Municipality.

- Build good media relations.

- Communicate all municipal processes, priorities and outcomes to stakeh lders.

- Communicate services rendered to the Community through Communication Channels.

- Create positive image of the Nkandla Municipality and address issues raised through proper platforms.

- Create platforms where issues of Public interests can be debated and communicated to the Municipality and vice versa.

- Engage and educate the stakeholders on Municipal issues and how they can participate in the processes.

- Promote and clarify Communication lines between the Nkandla Municipality Council and Community Representative Structures.

- Obtain Public buy-in through information sharing and educating processes.

12.2 Accessing Internal and External environment.

Nkandla Municipality needs to ensure that all staff me bers internally must be informed with the processes and Municipal functioning. Issues of inference needs which might act as a Communication barrier needs to be addressed.

12.3 Internal communication intervention measures

The lists below are the communication channels that are deemed important for the smooth running of internal communication.

- Staff Notice Board

    This channel will be used to communicate and appraise   members on various issues occurring within the Municipality.

- Annual report to staff

    This will be a simplified version of the Municipality's annual report.

- Induction programmes

    This will be used to introduce new employees to the working environment or the organization.
- E-mails

    It will be used to communicate information particularl   with the HOD'S and this will fast track the communication do   to the subordinates.

- Regular staff meeting

These meetings will help each Department to communicate and discuss topical issues, projects and other departmental plans. Issues to be discussed will be tabled at MANCO for advices and the way forward.

- Employee hand books and manuals

   This will be used to inform employees about policies, procedures, hours wage benefits and code of conduct.

- HOD'S report to departmental staff.

- Information sessions or workshop

This will take place on regular basis to update and al w suggestions and deliberations on specific issues.
- Suggestion boxes

This will enhance the communication process. Each ward will have its suggestion box on every central place and it will be checked regularly.

- Website

This will assist to communicate information such as Municipal Policies, Municipal Services, and activities etc. of the Nkandla Municipality with the world and information will be loaded into the Municipal Website regularly. The Communications Officer is responsible for loading information into the website.

- Communication Task Team

This team will be constituted by Political and Administrative representatives.

Delegation

The Delegation process also forms part of the Internal Communication system. If delegation process shall be handled in a manner that is coherent and communicated properly for   e smooth running within the context of communication. As per the

Municipal Systems Act 32 of 2000 (section 59 (1a-2d) the Municipal Council shall develop a system of delegation that will maximize administrative and operational efficiency and provide for adequate checks and balances in accordance with the system may-

a) Instruct any such political structure, political office bearer, councillor, or staff member to perform any of the Municipality's duties.
b) Withdraw any delegation and instruction.

12.4 External Communication Intervention measures

The establishment of external communication interventi   is aimed at improving the Public Participation in the affairs of the Nkandla Municipality and to enhance and improve the co   munication process.

- Community Outreach Programme

This is a more lively activity where the Nkandla Municipality will be taken to the Community where the programme for the visit is designed. This is a Ward to Ward activity. This is one of the useful tools and it has got a hands-on experience where issues are debated and deliberations on certain issues are made. This is about visiting each Ward at a very central point where it can be easy for everyone to reach. Concerns of the Public wil then be taken into consideration and those that are feasible.

- Ingede Newsletter

This is a tool that will be used to communicate information to the public. It will also have reader's views on issues about the Nkandla Municipality. Those views will be taken to the next level for consideration.

- Ward Public meetings

These meetings will be planned and publicized on time   sure good attendance.

- Public meetings (Izimbizo)

These meetings will be staged to provide a platform for the Municipality to co municate the level of projects and programmes undertaken by council. It will also assist in allowing the public to participate directly in the affairs of the Nkandla Municipality.

- Website

- Through this tool various stakeholders will be able to access information about the Nkandla Municipality. Suggestions can even be submitted in the website. The Municipal Manager must maintain and regularly update the Municipality's official website (Municipal System Act 32 of 2000 section 21 (3).

- Annual report

The annual report will be distributed to the Public sector Departments and community organizations that we have on our database and the summary will be distributed to the Co munity at large.

- Local and National Newspapers

This medium which is mostly used in our area will be u ed to communicate various messages that concern the Nkandla Municipality.

- Local and National Radio

This communication tool is largely used in our area. This medium will be regularly used to communicate messages.

- Courtesy briefing

This is one of the most useful exercises where Ward Co mittees will put on board on any issue of urgency that might arise so that they cascade the information required to the public for consideration.

- Loud hailing

A loudspeaker will also be used to mobilize the community to attend an event organized by the Nkandla Municipality. This is the most useful tool since there are some areas that are in deep rural areas.

- Posters

Posters will be used and can be put up in the community hall and public places such as schools, clinics, post office, local businesses, etc to disseminate a particular message. A culture of having the Nkandla Municipal Notice Board will also be utilized within our area.

- Promotional Material

Products like T-shirts, caps, key holders can be used in some projects or event. This can help the Nkandla Municipality to promote its vision and mission statement.

- Special Events

Special events that involve the public are the most us   l tool measure to cascade information and to reach the public. These special events are organized annually which give the N   la Municipality a chance to cascade information. These special events draw attention of the public or the community.   e Communication unit organizes the Calendar of events to be submitted to the Media Houses which assists a lot in terms of publicity.

- Procedures for submitting Complaints and Petitions.

The Nkandla Municipality shall always be in good positon to address complaints and attend to petitions submitted by public. Complaints and petitions must be directed to the Office of Communications. The Communications Officer must then liaise directly with relevant Department or any Municipal str ctures recognized by the Municipal Structures Act 117 of 1998. Complaints and petitions must be

a) written eligibly
b) typed

c) clarify and unfold the issue/issues to be attended or in question
d) response shall be given after thorough consultation wi   the relevant Department or recognized structures within the Municipal arena.
e) report-back to the local community must be given by the Communications Officer within seven days after receiving complaints or petitions.

The Nkandla Municipality shall in some cases give cour   sy visit to the local community with challenges and complaints which is part of public relation activity.

The Nkandla Municipality on its procedures shall alwa   take into account the special needs of-
a) people who cannot read and write;
b) people with disabilities;
c) women and
d) other disadvantaged groups

For each and every Communication Strategy to be successful, there are important role players within each and every Organization. In the case of Nkandla Municipality, the e are the role players.

- Communication Officer

- All Councilors

- Ward Committees

- Management Staff

- Any member of Staff

- Union Representatives

- Communication Task Team

- Media – Press and Electronic

- Traditional Leaders and Traditional Council

- Community-based organizations

- Non-governmental organizations

- Religious or church leaders/communities

12.5 Target Audience

The following target audience is identified as End use s of messages and will also assist to evaluate Nkandla Municipality's effectiveness and efficiency in its Communication meas   s and initiatives. The Nkandla Municipality is also expecting to get the responses in all information communicated to the public so as to ensure top-down and down-top communication method.

- Media

- Traditional Leaders and Traditional council

- NGOs

- CBOs

- Government Departments

- Local Business Community

- Youth Organizations

- Political Structures

- Local Schools (Primary , Secondary,High and FET)

- Representative Forums

- Community Development Committees

- Environmental groups

- Religious Organizations

- Women Organizations

- Taxi Industry

12.6 Intergovernmental Relations Act No. 13 of 2005

This is actually aimed at improving the relations betw   Nkandla Municipality and other spheres of Government (Provincial and National). This enhances the service delivery to the Public because there is one common goal to ensure provision of services to the Public. Communication amongst the different spheres of Government in South Africa must be understood against the backdrop of our Intergovernmental system. South Africa has three spheres of Government- National, Provincial and Local-which are distinctive, interdependent and interrelated.

This is also aimed at bringing the government closer to the people. The results of these were a fairly decentralized system of government with relatively powerful local government s   uth Africa is one of the few countries in the world that enshrines local government in its Constitution (and municipaliti s are therefore not a creature of statute, as happens elsewhere)

This fairly progressive intergovernmental system, howe er, had to be balanced with other prescripts that had to ensure consistency of policies and governing styles- and that the South African state was pulling in the s me direction. The notion of cooperative government was born within this context. Organs of state shall comply with good governance norms. As a result the Constitution grants National and Provincial government oversight over local government. Provincial Government in particular is charged with capacitating, monitoring and in cases of erious maladministration, intervening in local government.

12.7 Communication with the District Municipality (Uthungul)

Through the recognized structures the Nkandla Municipa ty shall from time to time liaise with the Uthungulu District Municipality. For the mere fact that Uthungulu District Municipality is Nkandla Municipality sister Municipality certain issues on development must communicated to the District. Uthungulu District ll also give support to the Nkandla Municipality. Nkandla Municipality shall form Local Communicator's Forum (LCF) that will communicate with the District Commu cator's Forum (DCF). The DCF shall communicate with Provincial Communicator's Forum that report and communicate information to the Government Communication and Information Systems (GCIS). The GCIS should coordinate the DCF with assistance from Department, South African Local Government Association and Government Co munication and Information Systems. The DCF should be attended by the Head of Communication within Local Municipalities. The DCF should be used for information sharing and ironing out communication problems at a district level.

 Its functions also include strategic meeting of gover ment communications in a particular province, capacity building, profiling case studies, lessons learnt and best practices, strategizing for communication.   . These recognized structures will again communicate issues of importance and assist in ensuring smooth running of information within these spheres of communication.

12.8 Communication with National and Provincial Government

As Nkandla Municipality, we are obliged to communicate with National and Provincial Government about our core development policies and plans. The most important of hese are the:
- Integrated Development Plan (IDP).
- Municipal Budget
- Performance Management System

12.8.1 Integrated Development Plan

Being informed by the Municipal Systems Act which states that a Municipality must consult other organs of state during the drafting of the IDP, once adopted by Council, the Municipal Manager must submit a copy of the IDP to the MEC for local government within 10 days of adoption which must be accompanied by

- A summary of the drafting process
- A statement that the process has been complied with.
- A copy of the framework established by the District Municipality and Local Municipality.

12.8.2 Municipal Budget

The Municipal Finance Management Act sets out certain escripts concerning the communication of information about Municipal budget. The Act states that, the Mayor must consult the relevant provincial Treasury as well as National Treasury, when requested, when preparing the annual budget. During this process, the Mayor may also have to consult certain National and Provincial organs of state that may be prescribed.

Once the annual budget is tabled in council the Municipal Manager must submit this budget to both National and vincial Treasury in printed and electronic formats. The Counci must also give the Mayor an opportunity to respond to the submissions and, if necessary to revise the budget and table amendments. Finally the Municipal Manager must submit the approved annual budget to National and Provincial Treasury. In the event of irregular expenditure the Municipal Manager of the Nkandla Municipality is obliged to promptly inform the Mayor, the Local Government MEC and the Auditor-General in writing of any "unauthorized, irregular or fruitless and wasteful expenditure "incurred by the Nkandla Municipality. This must include information about whether any person is responsible or under investigation for this deed, as well as any remedial steps taken or planned.

The Nkandla Municipality shall also communicate with National and Provincial Government when entering into a contract that has future budgetary implications.

12.8.3 Performance Management Systems

The Nkandla Municipality is obliged to establish a process of regular reporting to appropriate organs of state. The Nkandla Municipality shall prepare an annual report for each financial year, which consists of:

- A performance report
- Financial statements in line with the Public Finance Mana   ment Act No1 of 1998
- An annual Audit on the financial statements and the Au   tor-General's report.

Any other reporting requirements.

Within 14days of adoption, the final annual report must be submitted to the Auditor-General, Local Government MEC and other institution prescribed by regulation.

KPA 1: DEMOCRACY & GOOD GOVERNANCE

13. OUTCOMES OF PUBLIC PARTICIPATION

Since the ward committees were established in October   6, there has been the mouthpiece of the many communities of Nkandla. There were trained on the roles & responsibilities and have been effectively providing the municipality with an update of how the community is viewing service delivery by the municipality, and of the community's needs. The Public Participation was held at Amaphuthu on 29 November 2007, to be followed by two additional iZimbizo after the finalization of the draft IDP,

where by the outcomes of the reports by the ward committees were presented. The following are community needs as provided by the communities of the different wards:

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 Madaka Dayingubo	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

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,Nkungu mathe	Creche at Zatshelwayo, 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, Gosweni, Matshensikazi	Sewing projects in the whole ward	Orchard establishment	Fencing of Graveyards at Ngwenyeni, Emadanyini, Mbizwe, Vuka, Nhlanhleni, Ekukhanyeni, Mthanadanhle.	Fencing of Grazing Land at Cholwane, Nontshiza, Matshenezimpsi,	Mqubeni – crèche, electricity, upgrading of sports field	Sewing Cub at Nyawoshane, Makhanyeni, Zintinini
Roads At Kwadladla To Thalaneni, Gosweni To Skhaleni	Road renovation at Malunga to Fort-Louis Mabhuqwini to Jubilee Mt Magogo to	Construction of Primary school at Masekwa of Ndikwe	Fencing of Gardens at Sthandokuhle, Sixhoko, Zamokuhle, Thalathula(Ndaba), Thuluzobona,	Recreational Park: Town	Mabangela – upgrading of sports field, electricity, sewing and beadswork	Goat Farming at Nyawoshane

	Mpotholo Bhacane		Manzamnyama, Ngwegweni, Ntiwane.		project	
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
Electricity Infill	Toilets in whole ward	Construction of road humps near wozawoza Primary School at KwaZondi	Clinic at Ekukhanyeni in Nhlangane Store	Land-scaping: Nkandla Town		Fencing of Gardens at Emahlathi, Nqamana
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
		Sport Field at				Water at

	Building blocks project at Ntatshana area	Malunga/Ngaphakathi, Thaleni, Ndikwe (Ntaben'ezibomvu), Wozawoza, Vimbimbobo.				Ntshamanzi at Hlwehlwe (Egugu)
		Pension pay out point at Ethaleni				Community soup kitchen at Nyawoshane
		Fencing of Ploughing Fields at Sdumuka, Thaleni, Wozawoza, Nongamlana, Vimbimbobo, Ngaphakathi/Malunga.				Courseway at Mvuzane
		Electricity in the whole ward.				
		Government Tractors, seeds and manure at Vimbimbobo.				
		Crèche at Sdumuka, Thaleni, Sidashi, Ndikwe, Wozawoza, Nongamlana.				
		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/ Malunga.			
		Ambulance Help at Vimbimbobo.			
		Water at Thaleni, Ndikwe,			

		Vimbimbob.			
		School security at Vimbimbobo. Hall at Thaleni, Ndikwe, Nongamlana, Vimbimbobo.			
		Cleaning of Schools at Vimbimbobo.			
		Training Projects at Thaleni, Ngaphakathi/M alunga.			
		Fencing of Grave Yards at Ndikwe.			
		Dips at Vimbimbobo			
		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/Malunga.				
		Milling machine at Ngaphakathi/Malunga.				
Ward 8	**Ward 9**	**Ward 10**	**Ward 11**	**Ward 12**	**Ward 13**	**Ward 14**
LIBRARY at 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, Mdlelanga, 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 Dlolwane, 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,	Primary School at Ofeni	Electricity at Pholela, Mwane, Ejokweni,	Sanitation at Mpabalala, Mthungwini,	Fencing of ploughing fields in the whole ward 14

		fencing of camps, Community Service Centre, Housing, Sewing place, milling machine, upgrading of sports fields, housing, fencing of gardens, dip, Library.		Dlolwane, Macala, Masolosolo, Salofu, Vumbu, Nongweni, Nomahlosi, Mbabane, Msobotsheni, Ezihlabeni.	nowunda, Ezilozini, Tulwane, Manyane Mwane,	
Community Hall At Ntshiza	Construction of primary at eSikhawini, Bangamanzi, Nkomeziphansi	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	Roads at Pholela D 1634, Ejokweni A1635, Dlwlane, P16/2, D 878, Macala, Masolosolo, Ntingwe, Nomahlozi.	Crèche Mphalwini, Ezilozini, Mphabalala, Manyane, Nowunda, Bambiswano, Mwane	Maintenance of existing cattle dip at Hhalambu, Mkhalazi, Othukela
Water At Zinjimbeni, Kwagugu,Qhudeni Forest,Ekhomb	Fencing of gardens at Nkomeziphansi, iNtshamlomo	Mndunduzeli – toilets, fencing of gardens, roads, Ndikwe road.	Road at Simanjalo,	Housing at Pholela, Ejokweni, Dlolwane, Mwane, Macala, Masolosolo, Salofu,	Primary School at Thuma	Houses at Ezimbidla, Mphunduman e

e, Devondale,Nsingbantu, Mathangeni, Ntshiza				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, Dlolwane, Mwane, Macala, Masolosolo, Salofu, Vumbu, Nongweni, nomahlosi, Mbabane, Nongweni, Msobotsheni, Ezihlabenu.	High School at Jameson drift	
	Construction of Secondary School at Shobalenyathi, Esikhwane(Lungelani School)		Clinic at Dlabe	Fencing of Fields at Vumbu, Salofu, Nongweni, Mbabane, Msobotsheni, Nomahlozi, Ezihlabeni.	Road at Esikhaleni A1539 – to Malenje, Ezilozini to Hlwane	
	Road construction, regravelling and upgrading at Bangamanzi,		Bridge at Ngomankulu,	Fencing of Gardens at Mwane in Mdutshini, Nikulwazi in	Causeway at Thuma, Mwane	

	Mayese, Nkomeziphansi, Samungu,			Ejokweni, Pholela, Zamakusebenza in Jabavu, Masibonisane in Dlolwane, Celimpilo in Ejokweni.		
	Eletricity 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, Shoobalenyathi		Fencing of grazing land at Mdlelanga, Mtshwili, Dlabe, Ophindweni	Service Centre at Ntingwe, Pholela,	Irrigation system at Nothekwane, Ezilozini, Manayane, Mwane	
	Playground at Mayese, Nkomeziphansi, Ntshamlomo, Samungu,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 Mdlelanga, 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 Cemetry at Mdlelanga	Information Resource Centre/ Library Services at Dlolwane, Ntingwe	Zibambeleni project at Thuma, Tulwane, Manayne, 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 Ntshamlomo		Eletricity in the while ward		Poultry Farming Ezilozini, Thuma Mthungwini	
	Library at Esihoshen, Nhloshane		Water connection at Ofeni , Mdlelnga, 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		Amachube Community Trust Mall		Community Hall at Mphabalala	

	Game Reserve at Kwadina		Amachube Community Trust Forestry		Sport Field at Thuma	
			Amachube Trust Motuary		Chrisian Centre at Tulwane	
			Amachube Community Trust B&B		Vodacom network at Nothekwane	
			Amachube Trust Crop & Stock Farming		Bridge at UThukela River, KwaMagwaza	
			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			
			Amachube Trust Hotel			
			Amachube Trust Golf Course			
			Amachube Trust Cultural village			
			Amachube Community Tust Distribution Point Amachube Trust Dipping Tank			

14. SPATIAL ANALYSIS

14.1 OUTCOMES OF THE SPATIAL ANALYSIS

Following consideration of the studies that have been   taken in the municipal area, the updated Status Quo Analysis and the resultant identified Key Spatial Planning and Deve opment 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. The results are explored below:

14.2 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   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) kandla 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 gr atly benefit from an economical point of view. These commercial plantations, if operated effectively and efficiently, ill be self-sustainable and will have further economic spin-offs in terms of down stream processing industries.

14.3 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 Qhudeni 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 e 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.

14.4 SPECIAL MANAGEMENT AREAS

Special Management Areas refers specifically to areas 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 throu   linkages of these areas with appropriate development or project initiatives such as nature trials, accommodation facilities and other related development. There are, however, also areas   hich are deemed irreplaceable land where no development may   r.

14.5 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 residenti l, active and passive open space, schools, commercial areas, service-industries, churches, offices, government buildings an   services, financial services, etc.

14.6 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 fields. It i important that the development of emerging small towns/nodes shoul be encouraged in order to improve service provision an   tunities to rural areas. The identification of such emerging small towns/nodes, however, needs to be informed by spatial   lysis and should be informed by locality, accessibility, density of population, availability of services, potential for economic growth, etc.

14.7 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   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.

14.8 MAIN MOVEMENT ROUTES AND INFRASTRUCTURE

Accessibility and natural movement between spatial com   s 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   ttlements within Nkandla Municipality, etc.

Movement routes, such as the P50, P90, P226, P707, P706, P708, as well as other roads within the municipality are considered the 'glue' that holds the area together by providing internal and external   ccess. 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 Dolw   ).

Movement routes that require upgrading include P16 (Ja   eson's Drift to Qhudeni) and the P707.

KPA 3: SOCIO-ECONOMIC DEVELOPMENT

15. DEMOGRAPHICS

The estimated population of Nkandla in 2007 according to Statistics South Africa's community survey based on the sampling method is at 127 451, which indicates a decline when compared to the 2001 stats that showed the population to be at 133

602. It is no doubt that the figure has probably tripled over the years. The number of households is at 22 387 from 24 216 in 2001. The statistics can be summarized as follows:

PROFILE ON NKANDLA LOCAL MUNICIPALITY		
CATEGORIES		Nkandla
AREA (km2)		1827
POPULATION		127 451
POPULATION DENSITY (people/ km²)		62
DEMOGRAPHICS	AFRICAN	100
	INDIAN	0
	COLOURED	0
	WHITE	0
GENDER	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 RATO (% of people dependent on remaining economic active group)		77
EDUCATION LEVELS	% NO SCHOOLING	28

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

It is estimated that in Nkandla the proportion of peop e with over the age of 20 years with no schooling is double the provincial average. The proportion with secondary levels, matric   tertiary education is about half the Provincial average. The educational levels ultimately determine the type of sk lls of the labour force within the municipal area.

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 of 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 respect to backlogs in the provision of other ser   s, some contributing factors have been scattered concentration of extremely rural settlements such as in 12 out of the 14 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 ear 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 as per RDP standards in most wards except for Ward 5   the maintenance of the already available infra-structure, but the issue is being addressed by the Nkandla Bu k Water Supply in conjunction with the UThungulu District Municipality.

16. SOCIO-ECONOMIC DEVELOPMENT

Multiple Indices – University of Oxford

The indices below show the relative (not absolute) inequalities in income, employment, living conditions, education and health by each ward at Nkandla[1]. 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 interven   by the municipality in these areas.

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[1] See Appendix 2

Income and material indices

Income and material deprivation score
11 - 35
36 - 64
65 - 150
151 - 231
232 - 331

Employment indices

Employment score
45
46 - 68
69 - 130
131 - 210
211 - 255
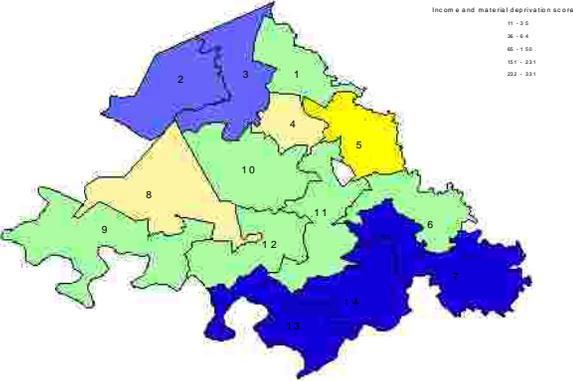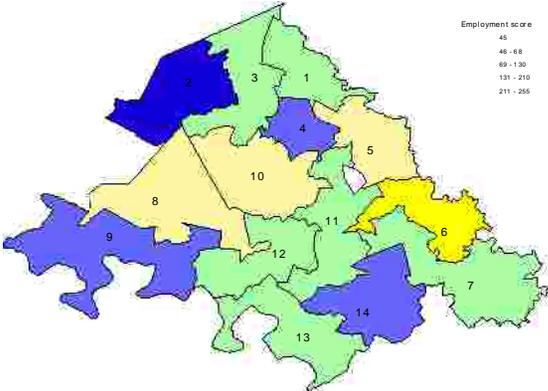
Living environment indices

Living environment deprivation score
21
22 - 61
62 - 103
104 - 176
177 - 410

Education indices

Education deprivation score
16
17 - 53
54 - 119
120 - 237
238 - 385

Health indices

Health deprivation score
10 - 32
33 - 85
86 - 238
239 - 339
340 - 460

Relatively most deprived

Relatively least deprived

85
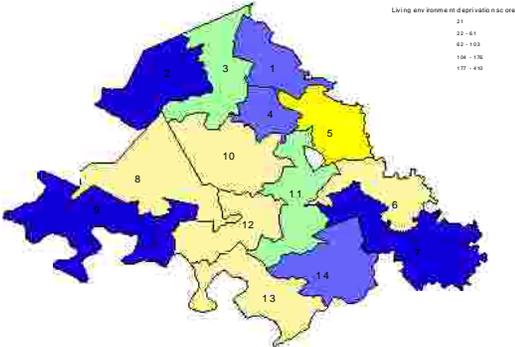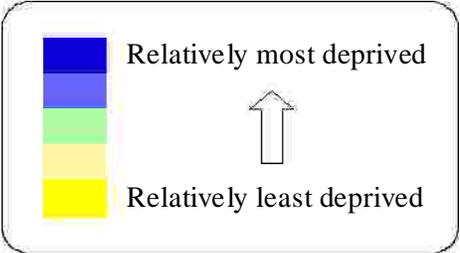
16.1 HEALTH ISSUES

HIV/AIDS

One of 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[2]

The estimated numbers of people living with HIV/AIDS a 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 soci l 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 1out 4 people in Nkandl   s HIV positive. It perhaps proper to say that the absence of reliable data 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 cal g for renewed efforts from all South African citizens, organised formations and government bodies.

Nkandla municipality saw the need to develop a plan that wil 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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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 serv ces rendered by the Municipality; provincial and national government and the workshop identified the following areas as being the most affected:

16.2 HEALTH:

For any community to prosper, it needs healthy citizen who can improve the living conditions of each an 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.

16.3 WELFARE:

- With more people getting sick and unable to provide for them selves, government will have to en   that social assistance to communities is drastically increased. Impact of HIV   IDS will have an impact on the following issues:

§   More and more families are headed by children and these children cannot support themselves therefore government will have to provide more support for them.

§   As the number of people living with AIDS increases, th   e will be a need for government to ensure that they are able to get support in the form of grants.

§   The need for social grants is also increasing. Most affected people are unemployed and their health condition does not allow them to get jobs. In this case government has to rescu   the situation by providing people with disability grants and grants that are aimed at helping orphaned children.

16.4 ECONOMY AND LABOUR:

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 aff   ts 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 mu   pality.

§   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   potential of improving living conditions of the citizens of the municipality.

16.5 EDUCATION

The number of child-headed families is on the rise. In such situations one of the children or most of them, have to leave schooling in order to survive. In some cases nobody takes care of their education.

In families where both or a single parent is unable to take care of him or herself, the responsibility of caring for that parent is left to children of that parent. If this happens, the child has to leave school and play the role of caregiver.

Few children will be able to attend school and many of them will die at an early age and this will impact negatively on the future of our country.

Teachers as well as children have disrupted the schooling programme due to continuous absence from school due to poor health conditions.

16.6 CRIME, POVERTY AND FAMILY LIFE:

Absence of adults in families exposes young children t abuse and recruitment by people who are involved in criminal activities. Children who have lost parents are an easy target for such people. These children end up in jails or as prostitutes.

When resources are committed to other issues, there will be fewer resources dedicated to protection and fighting crime.

Unemployment rise results in the increase in criminal activities

Young girls become active in the sex industry because   verty and become exposed to danger and drug abuse.

Family life is disrupted especially with the absence of adults from homes. Young boys and girls have to play senior roles in their families.

17. HOUSING

More children will need shelter from government, as th r parents are not able to pay their bonds or rent due to them not working.

PWA will not be able to access bonds due to them denied bonds by big banks
Child headed families will not able access bonds or government houses due to the   not qualifying because of age

18. EDUCATION, PREVENTION, AWARENESS and OPENNESS

What is the extent of the problem?

- Social beliefs blinds and clouds people's perspective and responses to HIV/AIDS
- Wrong interpretation of indigenous cultural, traditional and religious practises
- Poor access to services as a result of wrong attitudes civil servants have when they serve our people, un-conducive condition of work, poor management and planning
- Effects of poverty also adds negatively especially to families who are affected and people who are infected
- Lack of confidentiality and betrayal of those who voluntarily go for testing
- Language barrier impacts negatively to how we communicate
- Lack of knowledge and skills courses delays in implementation

What are the priority Needs?

§ Capacity building for those who are involved in HIV/AI   grammes
§ Transport for foot soldiers
§ HIV/AIDS budget
§ Resource mobilisation
§ Distribution of condoms in accessible areas

What are the Key Gaps?

- There is a need to strengthen peer education amongst young people
- Abstinence needs to be encouraged more to our youth

- Gender stereo types and emphasis on equality and equity Versace male and female
- Need to come up with effective, collective and diverse actions to combat poverty
- Persistence of substance abuse like drugs and alcohol
- Need to make all public facilities more accessible for   om distribution
- Conduct sexuality education in order to reduce teenage pregnancy
- Coordinate sporting and recreational activities in all our public facilities as part of wellness programme
- Conduct effective campaigns on awareness with consistent message

19. CARE AND SUPPORT FOR POEPLE LIVING WITH AIDS

What is the extent of the problem?
- Non-availability of food like the intervention of government '   d parcels' is a problem.
- Lack of communication between NGOs and Hospitals in the work of recruiting and training volunteers who provide home based care for people living with HIV virus. The NGOs have their own volunteers and Hospitals have their own.
- Children are heading families as result of people dieing every day from HIV virus related illnesses.
- Ill people who are receiving care and support from home based care givers do not want to go for testing or become honest about their status.
- Home based caregivers from both Hospitals and NGOs work in same places at a time and enter into unnecessary competition.)

New Mpandleni Gateway Clinic

What are the priority needs?

- Access of grants by the HIV/AIDS infected
- Funding for NGOs
- VCT kits
- Increase training capacity and the number of counsellors in the workplace (Department .of Agriculture)
- Budgets should be biased towards HIV/AIDS programmes.

What are the Key Gaps?

- There is a lack of communication between NGOs and Government Departments

- There is also a lack of transport as Nkandla is a very wide area
- There is also in adequate work aids or kits supply. Things like uniform, nametags, gloves, bandages, disposables, antiseptic cleaning fluids and creams.
- There is lastly lack of coordination between CBOs and

20. CARE FOR ORPHANS & VULNERABLE CHILDREN

What is the extent of the problem?
- Number of orphans increases every day
- Many of the orphans do not have necessary documentation like birth certificates and IDs, this also becomes a problem when there is no one to attest under oath that they kn w the children as true orphans
- Orphans frequently need assistance to access health se vices; education subsidy like school fees, provision of school uniform and stationary
- There is also a problem of food security like provision of monthly food parcels and ensure that they get social grants
- There is also a problem of home security for child headed homes whereby children are either too young to take care of themselves and there is no link with between child placement and Department of Welfare
- Bereavement work and funerals as an assistance to fami ies who cant afford to undertake their own funeral services lacks resources

What is being done, are we effectively reaching all who should be reached?

§   Joint campaigns with relevant stakeholders, i.e., govt. departments and Civil Society Organizations
§   Referrals
§   Processes for grant application
§   Training of volunteers

What are the priority needs?

§   Safety nets : alternative families
§   Social needs: establishing relationships; Basic needs,   , food, clothes, shelter, education, health services, etc.

§ Emotional needs: Love, Care, support therapy (play)
§ Spiritual needs: Beliefs and values
§ Child Registration – DoH, DHA
§ Integration of services (One stop shop – all children's services available under one roof so as to minimize transport costs, improve on speed of service delivery, eliminate confusion and provide a dedicated information/advice centre)

What are the Key Gaps?

§ We do not have a management strategy for orphans
§ We also do not have sufficient recourses like personne and cars to do home visits for assessment
§ Home Affairs always require necessary documentation and the alleged fraud practised by some officials
§ Overlapping of services by NGOs and Local Government

STRATEGY FOR THE THREE FOCUS AREAS

Education and Prevention, Awareness and Openness on HI AIDS

Problem statement

- Nkandla area is very vast without access roads, which akes it difficult to travel for locals and an able conduct on sight awareness activity training programmes.
- Communities neglect to attend workshops because of dis s they have to travel and the medium of instruction that is not Zulu.
- Most of our workshops, publication material and documents do not cater for people with disabilities ike sign language interpreters and brail printed material.
- At times our approach to HIV/AIDS is not gender sensit ve to cultural and societal stereotypes.
- The approach by our parents and grand parents towards customs, traditional and other indigenous way doing things serves as deterrent, rather than positively educating ldren. The example of this is when we are told that (girls are not supposed to eat eggs without explaining 'why'.)

Long-term goal

- To create a community that knows and understands the epidemic with no new infections.

Short-term objectives
To educate the community about healthy life stiles and reduce levels of new infections as result of change in risk behaviour:
- To increase number of peer educators
- To decrease the high rate of new infections
- To encourage communal planting of vegetables and fruit trees (food garden)
- To promote virginity testing for both young girls and   s as well as encourage abstinence
- Promote a positive educational approach towards our custom and cultural wa   of life

Broad approach:
- To visit and communicate with all stakeholders in the   wards. To recruit and train more peer educators in all 14 wards and ensure sustainability of their programme.
- Encourage people to do voluntary counselling and testing. Prom tion of ABC. Distribution of condoms, information packs and further educate the entire community
- Conduct workshops encouraging communities to teach one another of indigenous ways of planting and seasons that goes with different plants as well as modern commercial farming.
- Work with Tribal Authorities to communicate and provide training to virginity testing mothers and fathers. Encourage a more healthier and hygienic practise. Communicate with the rest of the public and profile virginity testing as a   tive crucial practise. Promote ABC and discourage risk beha iour
- Together with Tribal Authorities and institutions of education encourage and organise aural history and story telling sessions closing the generation gap between our youth and elders in the community

Partnerships
- Department of Health,

- Department of Agriculture,
- Department of Social Welfare,
- NGOs,
- CBO,
- Sport bodies,
- Youth Organisations,
- Faith based groups,
- Love life,
- Khomanani,
- Ward committees,
- Tribal Authorities,
- Virginity testing mothers and fathers,

Potential resources
- Transport,
- Training material,
- Stipend,
- Information material like broachers or pamphlets
- Both male and female condoms,
- Gardening, farming equipment and seeds for different vegetables and fruits
- T-shirts,
- Gloves
- Trainers and facilitators
- Operational budget
- Volunteers and community members
- Venues – schools and church halls
- Print and electronic media

21. CARE AND SUPPORT FOR PEOPLE LIVING WITH AIDS

Problem statement
- Despite consistent messages released by our government and its social partners through programmes like Khomanani and Love life; a lot people die every day because HIV/ IDS related illnesses.
- Food security is a problem resulting from people relying on retailers and wholesalers of factory processed and produced food as the only supplier.
- Provision of care and support for people living with H V/AIDS is not considered as a community issue; families who provide are not precocious in using gloves when treating their loved ones as they believe that it means they do care about them when they use their own hands without gloves.

Long-term goal
- To ensure that infected people live healthy life styles and prolonged lives through treatment, care and support

Short-term objectives
To ensure a holistic community provision of treatment,   and support for people living with HIV/AIDS, emotional and technical support to affected families
- To continuously supply with condoms and gloves in condoning safe practices
- Advocate for creation of jobs for people living with HIV virus
- Include men as home based care givers in order to fami   ise them with plight of people affected and infected

Broad approach
- Training workshops for CBO, NGOs, traditional health practitioners and all those who provide car   for infected and affected people
- Encourage and support food production projects and cooperatives in farming, construction and manufacturing by people living HIV virus
- Together with Tribal Authorities call imbizo for men to encourage men in becoming vol   ers and provide training of men as home based caregivers.
- Mobilise through the church and Social services food p   cels for PLWA and Orphans
- Liaise with churches for the storing and distribution of food parcels to the needy.
- Mobilise and supply volunteers with nursing kits for caring through the Department of Health.
- Home based caregivers to train family members on how to care for their sick relatives.

Possible partnership
- Home based care givers,
- Traditional health practitioners,
- Churches, NGOs and CBO
- Department of Social Welfare, Department. of Agriculture,
- Tribal Authorities,
- Department of Health,,
- Organised men,
- Local business
- SAPS, CDWs and CHWs

Potential resources
- Care tool kit of HIV/AIDS like condoms, gloves, sterilising liquids and many other work aid
- Land,
- Basic farming equipment,
- Business kick start assistance (funding) sponsorships   tions
- Social Grants
- Human resources
- Municipality – free basic services and
- Housing

22. CARE AND SUPPORT FOR ORPHANS

Problem statement
- As a result of HIV/AIDS there are only two kinds of people, the affected and infected, therefore epidemic becomes a human rights problem due to the daily increasing number of orphans.
- This becomes so because the epidemic poses a threat to socio-economic quality of life as it cripples growth of our society.

- Nkandla is a rural and very wide area with inadequate ess roads, also due to lack of resources and infrastructures not all orphans are accounted for.

Long-term goal
- To ensure that the community provides holistic care and support for orphans

Short-term objectives
To establish community projects caring for orphans, mo lize resources; involve all relevant stakeholders, and community members.
- Complete identification of OVC Collate data by 2010
- Ensure access to proper documentation
- Ensure access to grants and comprehensive care
- Facilitate and coordinate for establishment of communi projects by September 2007
- To mobilise necessary resources and full participation of private sector
- Establishment of orphanages and community care centres
- Establish and promote partnership
- Monitoring and evaluation

Broad approach
- Establish orphans database.
- Recruit volunteers to visit clinics, churches, schools, and social welfare and SAPS offices in our wards t identify orphans.
- Increase community involvement.
- Identify and invite participation of all relevant social partners.
- Formulate a communication strategy and define methods ement
- Advise and encourage working together of organisations that does he same work.
- Naming and registration of those identified projects.
- Organise training with department of labour
- Develop a conceptual document proposing constructive participation of private sector

- Continued monitoring through monthly reports, quarterl   ssessment through sites visits and evaluation through annual reports and audited financial statement
- Liaise with the departments of Health, Home affairs, Social services, Justice, Traditional leaders and schools and churches to assist orphans to obtain proper documentation.
- Liaise or communicate with the municipality's department for housing and Department of social services to assist orphans to access housing and free basic services.
- Recruit and train volunteers on community childcare establishment   parenting.
- Community meetings.

Possible partnership
- Department of Social Welfare,
- Department of Trade and industry
- Department of Labour,
- Department of agriculture
- Department of Education
- Faith based organisations,
- Tribal Authorities, Amakhosi, Councillor and the commu   ty
- CBOs, NGOs and all community members
- Local and international business, Welfare and UNICEF
- Community Development workers and Community health wor   s
- SAPS

Potential resources
- Operational budget funding,
- Infrastructure,
- Stationary,
- Transport,
- Personnel,
- Office equipment and
- Volunteers

The LAC I to be established & should comprise of the following members:

- The Mayor
- Councillor – who is heading the Health and Social development portfolio
- The Manager for Health and Social development
- The HIV/AIDS coordinator
- All the government departments
- NGOs, CBOs, FBOs
- Traditional health practitioners
- Traditional leaders
- Local business
- Task team coordinators
- Taxi and transport operators

23. INTEGRATED EARLY CHILDHOOD DEVELOPMENT PROGRAMME

Edutainer donated by TREE to Hloniphani

International children's day June 2007

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 Nkandla. 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   lities.

CORE COMPETENCY Municipality and focus areas that relate to children Education – ECD (Including 0-9 yrs, services for 0-5 yrs)	ACTIONS/ACTIVITIES Quick impact actions a Municipality can take to improve to t lives of children of a community • Build ECD centers (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. Education of Municipal officials to gain clarity on mandate and legislation • Registration of ECD Sites • Capacity building workshops on the rights of the child • Formulation and implementation of children's programme e.g. purchase of

	relevant material resources, physical resources
	• Providing access for disable children – new strategies needed

(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 Municipal competencies and focus areas that relates to children	ACTIONS/ACTIVITIES Quick impact actions Nkandla Municipality can take to mprove services to the children of a community
Health & Nutrition – with specific focus on children's health	• 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 silliness (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 an initiate special programmes for children and their families affected by poverty through innovative strategies and programmes as part of their Local Economic development projects. Poverty relief will not only mak   a difference for children, but will also facilitate economic growth and development within the Municipal boundaries.

CORE COMPETENCY Municipal competencies & focus areas that relates to children	ACTIONS/ ACTIVITIES
Poverty alleviation specific focus on children's poverty	• 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 speed limits in the residential areas and near schools, education programm   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 inspecti   of the suitability and availability of fire-extinguishers in all schools, child care facilities and other public places.

CORE COMPETECY	ACTIONS/ACTIVITIES

Municipal competencies & focus areas that relates to children	Quick impact actions NKANDLA Municipality can take to mprove services to children of a community
Safety with specific focus on children's safety	• Identify and inspect "safety-ness' areas • Ensure safety of children in schools, crèches, health cilities, 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 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.

(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 more than a   le 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 Municipal competencies & focus areas that relate to children	ACTIONS/ACTIVITIES
Infrastructure for children	• Provide access to sports, leisure, recreation, arts & culture. • Safe parks- inspects sites for safety • Authorization of plans – needs to consider children's safety (roads, building ,

	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 perepective e.g. policies (Child' rights) public hearings, consultati e with service providers.

24. ORGANISATIONS THAT ASSIST IN THE IMPLEMENTATION OF CHILDRENS PROGRAMME

UNICEF/TREE
    NKANDLA IECDI PROJECT

Nkandla leadership, both traditional and elected, has shown commendable commitment to building Nkandla as a 'Municipality Fit for Children'. Through initiatives on the part of th UNICEF and TREE, and subsequent to HRAP (Human Rights Approach to Programming) programmes, the Nkandla Municipality has integrated children's right and a commitment to programmes for young children. This is enormously important for long term sustainability and community based ownership and management of the IECDI programme.

With considerable support from TREE and UNICEF, the Nkandla Multi-sectoral Stakeholders' Forum is now meeting regularly d has the full support of the Nkandla Municipality. It is hoped that this body will be formalised into an LACC (Local Advisory Council for Children).

Based on the above commitments, Nkandla Municipality envisages that, with UNICEF and TREE's support and technical assistance, the:

• Nkandla Municipality and the Nkandla Multi-sectoral Stakeholders' Forum will become the driving forces to sustain the IECDI intervention.
• The Nkandla Municipality will encourage and support the community based ECD sites (crèches/pre-schools) to become resources for vulnerable young children of the communi .

- The Nkandla Municipality and the Children's Desk and HIV/AIDS Unit and Thuthukani ECD association will support the outreach of the projects to other wards at Nkandla whist consolidating the activities at Ekukhanyeni and Kwa-Ngono.

AIMS

The Kusaselihle IECDI project aims to make a discernabe improvement in the quality of life, health and education potential of young children (birth to age 7) in the Ngono & Ekukhan   nodes in the Nkandla area, with a particular focus on orphans, vulnerable young chidren and children who do not have access to ECD site based programmes. The approach is an integrated, holistic early childhood intervention, (IE   ) based on developing the parents/caregivers, the household, community, ECD sites and Municipal capacity to identif   monitor, support and sustain initiatives to ensure the well-being of their vulnerable young children.

OBJECTIVES
Working within a strong children's rights framework, a well as the UNICEF and UNAIDS 5 key strategies in the Framework for Action for 'Protection, Care and Support of Orphans and Vulnerable Children Living in a World with HIV and AIDS, working towards achieving the following objectives:

OBJECTIVE 1:

To build on the learnings of 2006 and continue to strengthen and develop the capacity of 18 ECD sites to become nodes of care and support for Family Facilitators (FF's), and families with vulnerable young chi   en in Ngono and Ekukhanyeni (Nkandla) by December 2007.

OBJECTIVE 2:
To continue to develop and support the capacity of an ncreasing number of identified vulnerable families (including those from 2006) in Ngono and Ekukhanyeni (Nkandla) to provide care, support, protection and opportunities for development for their children, particularly the birth to 5 year olds, by December 2007.

OBJECTIVE 3:

To build the capacity and mentor the Nkandla ECD Community Facilitator, as well as link her with the Nkandla Municipality ECD/HIV-AIDS Coordinator, to focus on strategies to meet the rights and needs of young children.

25. STRENGTHENING THE CAPACITY OF FAMILIES

25.1 IMPROVED PRACTICE IN IDENTIFIED HOUSEHOLDS
- An understanding of the importance of nutrition for young children at household level, and the prevention of infection/disease.
- Family members displaying love & care for children.
- Family members adopting appropriate hygiene practices n the home, such as hand washing with soap & safe disposal of faeces.
- Family members seeking support & basic social services for children with special needs.
- Family members ensuring that the home environment is safe for young children.
- Family members providing children opportunities for play, using household items, improvised toys & other play materials.
- Family members providing children with opportunities for early stimulation.
- Family members engaging in opportunities for children's language development through conversation, stories, songs and rhymes.
- Family members providing children with opportunities f   ysical development.
- Family members undertaking measures to protect childre   from abuse, neglect, accidents & HIV/AIDS.
- Children participating in family activities.
- Families making plans for wills, guardianship & succes ion planning.

25.2   MOBILISE & STRENGTHEN   COMMUNITY-BASED RESPONSES

IMPROVED PRACTICE AT COMMUNITY LEVEL
- Community based ECD sites are able to offer information on basic social services for children.

- ECD sites understand and support the IECDI programme and include children from identified vulnerable households regularly.
- ECD sites run Parenting Programmes for parents/caregivers of young children in their community.

25.3   ENSURING ACCESS TO ESSENTIAL SERVICES FOR YOUNG ORPHANS & VULNERABLE CHILDREN

IMPROVED PRACTICE IN IDENTIFIED HOUSEHOLDS

- ECD sites become nodes of information, care, support and referral t   basic social services for families in the community.
- ECD sites support their 'linked' Family Facilitator to provide support to vulnerable families in the community.
- Families apply for birth registration & other family documents & know how to follow up.
- Family members take children to the clinic regularly, possess 'Road to Health' cards, monitor children's growth & ensure children are fully immunized.
- Family members apply for the grants to which they are entitled & know how to follow up.
- Family members know how to access basic social welfare services.
- Young children from identified households attend community based ECD site programmes on regular occasions.
- School going children in the identified households attend school.

25.4   ENSURING THAT GOVERNMENT PROTECTS THE MOST VULNERABLE CHILDREN

IMPROVED PRACTICE
- Nkandla Multi-sectoral Stakeholders' Forum at Nkandla Municipal Level (LACC) meets regularly & acts on IECDI reports.
- Nkandla Municipality includes children's rights & ECD in its IDP (Integrated Development P   n).
- Nkandla Municipality make progress towards the establi hment of a Child Rights Desk.
- IECDI project is on the agenda of the KPACC.
- TREE & IECDI project personnel regularly engage with relevant government departments & encourage participation in IECDI, as well as response to service delivery to meet young children's rights.
- Advocacy for children's rights in all forums at community, district, regional, provincial & national levels.

25.5   RAISING AWARENESS TO CREATE A SUPPORTIVE ENVIRONMENT FOR YOUNG CHILDREN AFFECTED BY HIV/AIDS

RAISED AWARENESS OF YOUNG CHILDREN'S RIGHTS & NEEDS:
- at household level
- at ECD sites
- at community level
- by community leadership
- through links with CBO's & NGO's around IECDI
- at Nkandla Municipality
- at district level government departments
- at KPACC
- Families know about VCT & where to go, as well as prev   tion of Mother to Child transmission of HIV/AIDS.
- Families know what treatment is available & where to go.

OUTCOMES

1. Extend programme to 2 more wards
2. Increase # of Families who will acquire the basic know edge and skills to intervene at household level
3. Additional Households who are visited and who will re   ve interventions from family facilitators
4. Households increase the capacity to deal with basic needs of their children
5. Make data available on each family and monitor progres   per family in the community
6. Setting up data systems to update information for the use and benefit of the wards and local municipality
7. Family facilitators in partnership with Community Development Workers (CD) have a better understanding of the support they can provide caregivers and children infected and affected by HIV/Aids
8. Increased parents capacity to care for, stimulate and support young children.
9. Families and young children are appropriately referred to required service providers including local para-legals and SASSA representatives for documentation
10. Establish and support functions of Community Child Care Committees (CCCC) and fora

11. The CCCC has the capacity to respond to the needs of orphans and other vulnerable children made vulnerable by HIV/AIDS in a co-ordinated and supportive manner by including reps from local government, teachers, nurses or clinic staff and development committee members.
12. The CCCC understand the needs of children within the cont xt of orphans and other vulnerable by HIV/AIDS, ensure access to basic services e.g. schools, health clinics, foster care and grants, disability benefi s Etc.
13. There will be communication through the multi-Sectoral forum with Nkandla Municipality Office of the Rights of the child, and the CCCC and report backs to the communities and t   Technical team to facilitate the storage and analysis of information.
14. Improve the sites to improve ECD programmes to young child centre and home-based and create partnerships with family facilitators, HIV/AIDS or DOT officers, Community Health Workers, CDW and th   C.
15. To ensure that sites get registered as places of care and support for vulnerable families and children.

26. SONKE GENDER JUSTICE

Men as Partners: Engaging men to reduce children's vulnerabilities to HIV/AIDS and gender based violence in Nkandla

Project Purpose

In line with UNICEF's approach to service delivery thr   demonstration of good practices, this project seeks to demonstrate the impact of involving men in child protection and vi   ence prevention activities with the aim of both reducing violence against women and children and increasing men's support for orphans and vulnerable children.

Project Goal

The goal of the project is to mobilize men in Nkandla   unicipality and develop their capacity to be advocates and activists in efforts to eliminate violence against women and childr   to prevent the spread of HIV and AIDS and to promote health, care and support to orphans and vulnerable children.

27. CENTRE FOR RURAL HEALTH

Project purpose
Building System for OVCs in Nkandla
CRH has an experience in rural integrated District Hea th system Development to the support of Local Government and sector role players in the identification and development of an integrated system to address the needs of OVC, beginning with a focus on the area of NKANDLA in UThungulu District.

OVCs system development currently focusing on the establishment and strengthening of existing Child care forums in the Municipality & at ward levels, where all sectors (e.g. Amakhosi, Cllrs, NGO's and all Government departments) will be encourage to work together to look after Orphans and vulnerable.
Project Goal

- Phase 1 Establish a foundation on which to develop a system
- Phase 2 Build skills and mechanisms for a co-ordinated system across the wards of NKANDLA.
- Phase 3 Share learning's more widely across UThungulu District.

28. SIZANANI

OUTREACH

They are working in ward 1,4,5,6,7,11 offering care and support for OVC, mostly abandoned children, and children with HIV/AIDS.
-Provide shelter for Child headed households
-Working with People living with HIV/AIDS
-Support the ARV program at Chwezi and Vumanhlamvu
-Work with ark to facilitate access to legal documents and social grants
-Provides Home based care services
- Facilitate organic food gardens in schools and run soup kitchen in Phalane

29. SENZAKWENZEKE

OVC outreach project

It is an Organization based in NKANDLA, it operates in 3 wards (4, 5 & 7) i.e. Mahlayizeni, Mpungose and NKANDLA village. The organization is experienced in OVC include providing number of services that are relevant to the development and wellbeing of children, such as social Welfare, Health promotion, education, agriculture, justice and access to lega documents. Other activities are psychosocial support for OVC i.e. developing memory boxes, training on psychosocial support, training HIV/AIDS Counsellors. Their approach is on Child care committee (CCC)

Project Goals

- To establish a follow up and support care system for H V/AIDS orphans and Vulnerable children
- To establish child care committees for the holistic im   cted children

MIET

MIET is an abbreviation of media in education trust.   ts main objective is to facilitate the provision of assistance   orphans and vulnerable children. It is currently working in Ngono (ward 9) with OVCs in Primary schools and high school . Their aim is to use schools as nodes of care and support for OVCs.

BENEFICIARIES

1. Children at Ward Levels
2. ECD Practitioners
3. Capacity Building to Community Members
4. Parents

30. DISABILITY PROGRAMME

The South African constitution (RSA 1996), as the supreme law of the country, embodied the government to protect the rights of all South African citizens. The preamble of the consttution(RSA 1996 1) indicates that its intention is to `heal the divisions of the past and establish a society based on democratic value social justice and fundamental human rights...improve the quality of life for all citizens and free the potential of each person`.

Disability refers to a long or short term reduction in a person's activity resulting from an acute or chronic condition. It is multi faceted, complex and difficult to define. Disability goes beyond the description of a particular medical condition. Infarct, it is best understood as the interaction between such a condition and a host of personal, social and environmental factors.

In most houses, disabled people are actually hidden fr view or denied basic rights by their own families. Discrimination in the labour markets-and in the provision of social programs such as health and education which often provide significant barriers.

31. NKANDLA MUNICIPALITY DISABILITY STRATEGY

There is no single way to address disability balance, sability or accountability concerns. However, it is even more crucial recognize that these issues need to be tackled in a st ategic way to address the following issues:

ECONOMIC	Assets,Land Rights, Inheritance Rights,Savings, Investments,Employment,Income,Access To Credit For People Living With Disability.
SOCIAL	Respect For Basic Rights In The Home And Workplace,Decision

	Making,Education,Marriage,Reproductive Rights For People Living With Disability
PSYCHOSOCIAL	Security, Self Confidence,Self Esteem,Response And Recognition In Society For People Living With Disability
POLITICAL	Participation,Voting,Freedom Of Speech,Knowledge Of Legal Rights For People Living With Disability

This shows that the approach towards advocacy for equal rights for the disabled is not dependent to one government institution. Different stakeholders have a role to play; the challenge though is that the impl   entation of the disability programme is more theoretical than practical.   Stakeholders may involve the department of social services, the office of the premier, the health department, education, justice, etc. This shall require mainstreaming that shall address the needs of the people living with disability.

 From the past, this community has been faced with the   allenge of addressing the backlogs resulting from inequitable service provision and to change the medically based paradigm within which disability has been viewed in the past. When they are not fully integrated into society and the economy, they po   added cost on their families, for example more demands on their time which may be spent in other productive pursuits. Comp   ating the process of integration disabled people into the economy is the stigma and discrimination associated with being di   bled. Disabled people and their families are often taught to be ashamed of their condition, or to consider themselves   s not full human beings.The challenge is to provide support and incentives that facilitate full participation, while e suring the means to live a decent life regardless of any disability.

Nkandla Municipality committed itself to ensure the social stability of the different group of the community. Social stability is about empowering the community groups that are said to be vulnerable. Such groups may include Youth, women, children and the disabled. Nkandla disability forum was establ shed in 2007 to interalia do the following:

1. To facilitate and ensure that the needs of people living with disability are addressed accordingly.
2. To strengthen care and support for the people living with disability.
3. To ensure that the principle of `nothing about us, without us` is implemented.

4. To engage all stakeholders involved with the issues of people living with disability so that they play a visible role.
5. To ensure that the awareness programs on people living with disabilities is cascaded to all municipal wards.
6. To facilitate the implementation of people living with disability program.
7. To build integrated strategies for people living with sability that will meet physical, psychosocial, educational, material, spiritual, legal and future needs

Nkandla municipality shall facilitate the workshops on different aspects of the people living with disability. It is being envisaged that the `disability desk` shall be one of the municipal priorities in the near future. The inter governmental re tions is one of the key tool that that shall ensure that disability progra s are part of the key departments policies and are being implemented.

32. Nkandla Women. Youth & Disability

Nkandla Municipality committed itself to ensure the social stability of the different group of the community. Social stability is about empowering the community groups that are said to be vulnerable. Such groups may include Youth, women, children and the physically challenged. The municipality has a programme for each group that is aligned with the integrated development plan.

33. STATUS QUO

People that are found in Nkandla on daily basis, looking after families are women. It has been proved evident that some houses are child headed.
Characterized with poverty, unemployment and a high ra chronic diseases such as TB, HIV/AIDS, etc.

Women raise about 16% of the total income though subsistence agriculture, 13% through informal trading, 0, and 5 from local wages, 20% on migrant's remittances and the remaining 50% from government grants (pensions and social welfare). A number of women that are active in business, however, they en d business environment through government contracts. They are running these businesses on contract basis without any sustainability and growth. Government contracts business is also

operated in a very unethical business practices withou live competition, gross overtrading and kickback provision that are set to kill businesses. Businesses remain unsustainable and leave the owners without any basic knowledge of their businesses, market, prices, etc. Desperation that the business owners have does not allow them to leave the government contracts business and specialise according to their strengths.

It is common that when youth finishes matric, they either flock to the cities or stay at home and look for employment. This is sometimes due to the lack of career guidance where learners are given an opportunity to choose their career paths as early as possible. The quality of education in Nkandla is not at the acceptable level.

People living with disability should be made part of the children, youth, women of development programme of Nkandla.

1.1   SOCIAL CAPITAL

The community is still united due to the preservation of culture and respect. The   ather on family & public functions and in other public facilities for recreational purposes. The extended government and traditional leadership enable the community to demand services easily and at anytime.

1.2   HUMAN CAPITAL

There are very few skills that can be found in the area, which is due to a number of reasons such as poverty, basic education system and unavailability of tertiary education institutions. Information can be obtained through public institutions such as Municipality, hospitals, schools, etc. The state of health does contribute in the lack of the human capital since people are dying and some of them can not be productive any more.

1.3   PHYSICAL CAPITAL

The area is still underdeveloped with unacceptable state of roads; therefore, the public transport does not function properly. Although there is infrastructure for social needs such as schools, crèches, community halls, etc it is not enough and sometimes inaccessible.

1.4 FINANCIAL CAPITAL

The financial capital is not in place due to the high rate of unemployment, therefore there are few people that can save and borrow money. There only popular financial activity is saving groups that save in order to buy food at the end of the year. These savings club do not make any difference to the lives of the people since the funds are spent on groceries at the end of the year.

2. OPPORTUNITIES AVAILABLE TO VULNERABLE FOR BOTH SOCIAL   C ENTREPRENEURSHIP

There are a number of opportunities available to women, youth and disabled where they can participa e in social and economic activities in the country and make a living with the children.

2.1 SOCIAL ENTREPRENEURSHIP

The government of our country is investing a lot of money annually on social programs including health (HIV/AIDS), education (ECD), and Social Welfare. Sometimes it is not easy for the government to implement all these programs; therefore, the government rely on agencies and other non-governmental organizations for implementation.

2.2 ECONOMIC ENTREPRENEURSHIP

There are a number of business opportunities in the country, which includes doing business with the government. The two government business legislations being Broad-based Black Economic Empowerment Act and Preferential rocurement Policy Framework Act give more chances to businesses owned by women, youth and disability than men. This applies on ownership, control and management of the enterprises in the count y.

Almost all the business sectors have charters that require the inclusion of vulnerable groups in ownership, in control and management. Therefore, this does not apply to enterpri es doing business with the government only but all the enterprises operating in the country.

3. GOVERNMENT PROGRAMS AIMED AT MAXIMIZING JOB
    OPPORTUNITIES

The government initiates programs and funds almost every year with an aim of creating employment opportunities through employment and business ventures. Such programs are li ed below:

- Expanded Public Works Program
- Accelerated Growth Initiative of South Africa
- National Cooperatives Development
- National SMME Development
- Technology for Women in Business
- Apex Fund
- Black Business Supplier Development Program

4. NATURAL CAPITAL

Nkandla is very rich in terms of natural resources, it has a huge portion of land that is not used or exploited hence most of tha land is arable and can produce food for the society. I has two huge indigenous forests that keep trees and insects that are of utmost attraction to the outside.

5. SOCIAL ENTREPRENEURSHIP

People have much focus on the economic development of the society hence the social stability of the community is also relying on the social factor. It is therefore imperative that the said groups play a visible role in the social programmes that includes the following:

- Health-HIV/AIDS
- Sports and recreation

- Safety and security
- Education
- Arts and culture, etc.

34. THE ROLE OF YOUTH,WOMEN AND DISABILITY FORUMS

To enable the groups to function accordingly, the municipality has established forums for each group. The objectives of the forums may not be limited to the following:

(a) To address the issues of women, youth and disability of Nkandla and have a program that assists the groups to develop themselves in the important aspect of life i.e., socia ly, economically, etc.
(b) Forums shall have the skills development program that i independent of the municipality.
(c) Forums shall be core facilitators of the municipality   the implementation of the women programs.
(d) The office bearers of the forums shall make prior arrangements with the municipality if they seek assistance, a written request must be made to the municipality.
(e) Forums shall explore partnership with other women structures, government and non-government organizations to ask for assistance of any kind.
(f) Forums shall make sure that each group is strengthened and sustained in all wards.
(g) Each forum programme shall be integrated with differen   evelopment sectors of the municipality.

Most of the objectives mentioned above are not binding to the people living with disability. It has therefore been essential that the objectives of the Nkandla disability forum be addr ssed differently. The objectives may not be limited to the following:

- To facilitate and ensure that the needs of people living with disability are addressed   accordingly.

- To strengthen care and support for the people living with disability.
- To ensure that the principle of `nothing about us, without us` is implemented.
- To engage all stakeholders involved with the issues of people living with disability so that they play a visible role.
- To ensure that the awareness programs on people living with disabilities is cascaded to all municipal wards.
- To facilitate the implementation of people living with disability program.

- To build integrated strategies for people living with disability that will meet physical, psychosocial, educational, material, spiritual, legal and future needs
- To promote equal opportunity for disabled people in al ields of activity.

35. COMMUNITY SAFETY: DISASTER MANAGEMENT

Nkandla community have been the victims of extreme climatic changes (strong inds, running fires ,storm ,floods and lightning &thunder) ,for the past few years .That cost the council and the community it serve ,an exorbitant amount of money ,asserts and valuable belongings. Households have varying capabilities therefore; poverty must be seen as a consequence of depravation of basic capabilities rather than merely lowest of income.

 Introduction

The approach towards incident management for the past ew years has been reactive rather than pro-active. That rendered a very uncoordinated and duplication of service delivery   the victims and people at risk .Template for gathering information and monitoring & evaluation instrument shall be used in order to efficiently & effectively ;manage incidences. It must be noted that the sequence of incidence occurs as follows:
1) Development
2) Prevention
3) Risk assessment
4) Risk reduction
5) Mitigation
6) Preparedness
7) Incident
8) Respond/relief

It must be noted that incident/risk =vulnerability +hazard. Therefore, priority must be given to the reduction of risk & vulnerability of the community & property, as well as effective prom t response to the victims.

Development

The majority of households are characterised by a low standard of houses. Therefore Nkandla being rural as it is, falls within an underdeveloped category in South Africa hence the majority of households are at high risk.

Prevention

The efficient & effective method of prevention is a best practice project of public education and awareness's .

Risk Assessment
 A template for gathering information will be used in   to establish a baseline information about the households at high risk (a form shall designed and be utilized)

 Risk Reduction
This is where projects that are orientated at reducing vulnerability of the households to the hazard they face, shall be executed.

Mitigation

Measures taken in advance of an incident to minimize vulnerability of households to an expected threat. Two methods of mitigation will be applied:

1) Structural mitigation (keeping households away from hazards)
2) Non-structural mitigation(increasing the risk while postponing the loss)

Preparedness
Advance measures taken to predict ,respond and manage   s .Measures that prepare households to react appropriately before ,during and after incident (dissemination of early warning information on approaching hazard).

Incident

The sequence of reporting and dealing with incident shall be as follows:
1) Household
2) Ward Councillor and iziNduna
3) Chairperson of Portfolio committee
4) AD: Social Services
5) Community Safety Officer who shall act on the instructions of the AD: Social Services including the constitution of incident management committee.

Respond/Relief

Measures taken to alleviate immediate hardship and mee basic needs for shelter, water sanitation, health care, f   d ,clothing ,sleeping materials. This is one of the most critical   lement of the policy hence it requires an immediate decision making based on the priorities emanating from an assessment. Partnership with NGO's (Sizanani) must be established and be sustained.
Resources

1) A 4x4 vehicle designated for incidences (risk assessment , incident assessment and respond)
2) Digital video camera (to intensify evidence)
3) Cellular phone (for communication)
4) Personal Protective Clothing (to be used during fieldwork)

Declaration of an incident

Disaster Management Guidelines (2005) suggest that the Council (Mayor) in consultation with the Municipal Manager and role players ,and existing contingency plan may declare local disaster. (The declaration of a local disaster enabl s funding to be reallocated from existing budget, the release of available resources of the municipality including equipment, facilities and personnel.

Contingency Plan

Application of the plan

This plan shall be applied if and only if the policy is not applicable.

Background

Incidences are likely to be human made however there are those that are inevitable natural caused (lightning & thunder) ,therefore it is imperative to make a necessary priority upon responding.

Response and recovery

It is more likely that whenever the incident occurs, t   household looses their valuable belongings. However basic needs such as shelter, food, clothing, learning materials critical documents and at some stage even monies are destroyed .Therefore, the municipality must have some of these items at its stor s in order to respond appropriately.

Recommendation

That all relevant committees as outlined by different ections of Municipal Structures Act, debate the policy and make a resolution on the magnitude of an incident that warrant response

36. SPORTS DEVELOPMENT

2007/2008 IDP stated that Nkandla should have at least ten strong different sporting codes either than soccer, netball and volleyball being played on regular basis.
Our approach was to firstly check on the current statu of sports in Nkandla as a whole. The next challenge was to develop and sustain other codes in all Nkandla wards. Much has been done on boxing, athletics, dancing, table tennis, indigenous games, and aerobics in order to introduce and develop these codes in Nkandla. To mention the few, trainings has covered all the targeted codes and the challenge still remains (how do we involve all Nkandla residents).

Nkandla Municipality sport and recreation section introduced Mayoral Sports ward day, which is aiming at recognizing the role those stakeholders (i.e. teams and individuals, organizations), has played in the development of sports. This function was held on the Amakhosi hall on the evening of the 10th November 2006. It was successful day and we hope to aintain and uplift the standard.

37. CURRENT STATUS

The current status is that of a high love sport in Nkandla. It is estimated that 80% of the total population in Nkandla is youth. It thus become naturally logical that these highly active members of the society. However, like the rest of the country, Nkandla is not dominated by soccer anymore. There are sporting codes ho shown high improvement such as Boxing and Volleyball.

Developing the Nkandla through Sports and Recreation m t be seen as a process that will only succeed if there is an integrated approach towards it by all stakeholders viz: government; business and the local people. Government's role is very important in building the infrastructure that is the backbone of th sports development in Nkandla. This is witnessed by the sporting codes that have been developed in Nkandla within a year i.e. soccer-males, soccer-ladies, volleyball-males, volleyball-ladies, netball-males, netball-ladies, table tennis, boxing, karate, indigenous games and dance. The Nkandla municipality participated in six sporting codes in 2006 and improvement is evident as it participated with eight sporting codes in 2007 district elimination games.

STRATEGIES

The key development strategies for this function are:
- Ø To strengthen the development of soccer and particular y youth, juniors and Ladies soccer.
- Ø To establish associations for other sporting codes in addition to existing (soccer)
- Ø To create opportunities for Nkandla youth to participate to i sports Provincial, Nationally and internationally by providing the environment and platform to do so.

Human and infrastructural development in sport is key   wards achieving an accelerated growth in sports and recreation development.

Ø To strengthen the development of sport and widespread   love of sports in all Nkandla wards.

Ø To establish sports council where all sports codes wil be represented.

Ø To establish associations for other sporting codes in addition to existing (soccer)

Ø To create opportunities for Nkandla youth to participa   local sports that will enhance the love of different sporting codes.

Ø To strengthen the administrative structure where necessary.
Ø To provide a structure for the development of individual/team performers.
Ø To provide a systematic and programmed education for coaches, etc.

38. Infrastructural development

Nkandla is having 14 Municipal Wards with only eight community halls and ten soccer fields. This lives us with great challenge of making sure that we develop our young sports lovers in all codes of sport in all wards, and then the prevailing question is: after you would have trained them, where are they going to practice what they would have trained in? This is similar to the Driving school training a person how to drive the car but not   llowing the learner driver to drive on the road.

Without proper sports facilities being provided to our previously disadvantaged communities, whatsoever kind of training that can be provided will be nothing but a futile exercise.

39. ECONOMIC PROFILE & INCOME LEVELS

Income categories of employed people (as a % of total workforce) at Nkandla and KwaZulu-Natal	Chart #

Statistics SA 2001
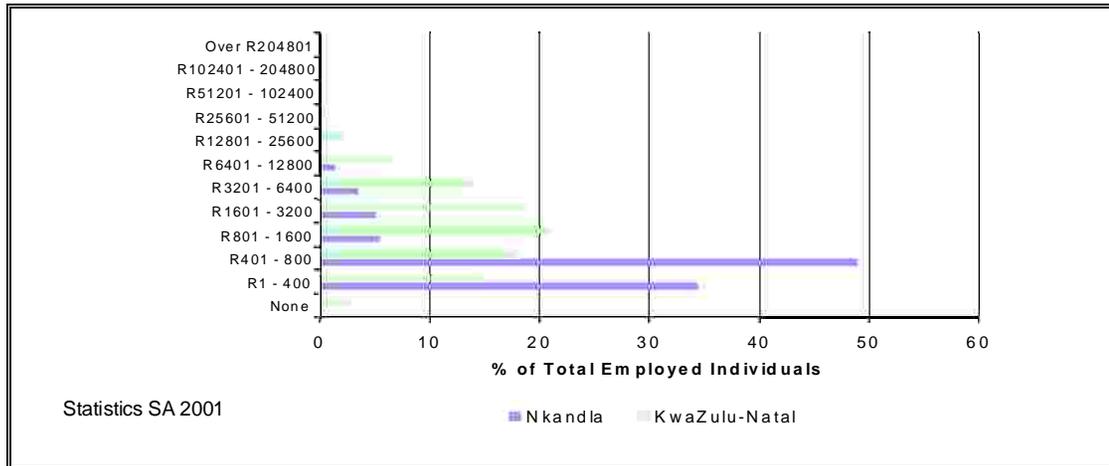
The earning power of the Nkandla labour force is related to the levels of education found in the area. Measuring education is a means of measuring the Human Capital of the region and is an indication of the ability to successfully undertake training and acquire new skills. At Nkandla, the proportion 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 #).

40. EDUCATION LEVELS & ITS RELEVANCE TO HOUSEHOLD INCOMES

Highest level of education achieved by individuals over 20 years (%) - Nkandla and KwaZulu-Natal	Chart #

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Statistics SA 2001

Legend: Nkandla, KwaZulu-Natal
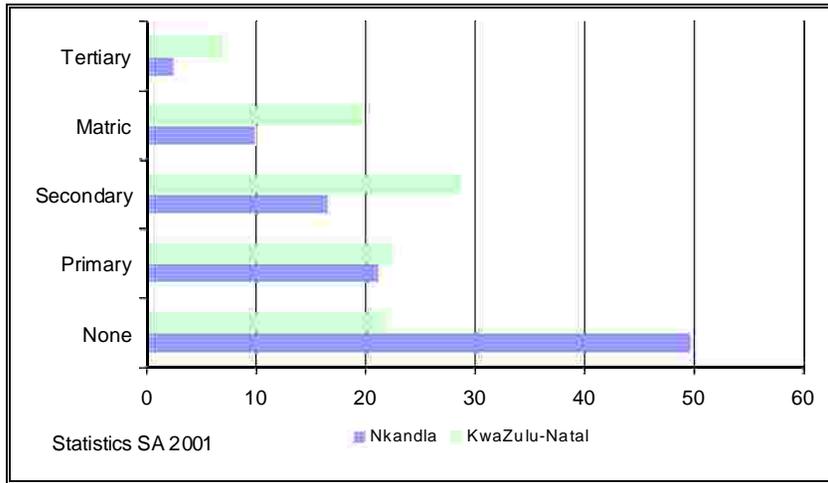
This is of particular concern in the light of studies hich show that a matric certificate alone is no longer sufficient to secure a job[3]. It is not surprising that Nkandla has a particularly high proportion of people seeking work in comparison to those who are actually employed (Chart # below). In addition, the nu ber 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 employment[4].

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[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).

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

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Comparison of the labour force	Chart #

	Not Economically Active	Unemployed	Employed
South Africa	42	24	34
KwaZulu-Natal	46	26	28
Nkandla	68	25	7

% People (15-64 Age Group)
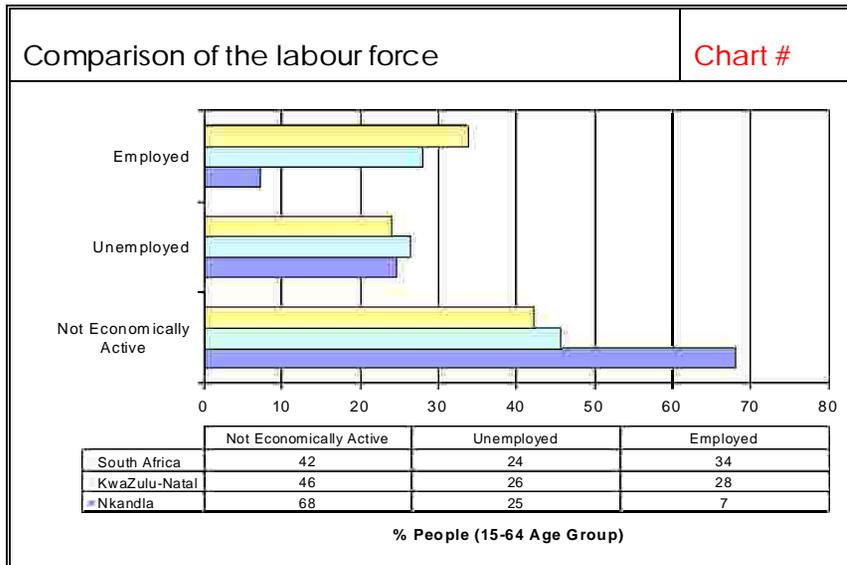
The end result of these inequalities is reflected in household incomes. Census 2001 data shows that the average annual household income is R4800 to R9600 at Nkandla compared with R19200 to R38400 in the EThekwini Metro (Chart #). UThungulu District has a similar profile to Nkandla but with significantly higher proportion of households falling into the higher income brackets. This means that more than 80% of households t 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

Source: Demarcation Board 2001
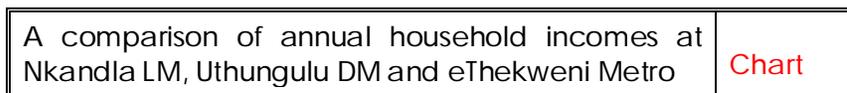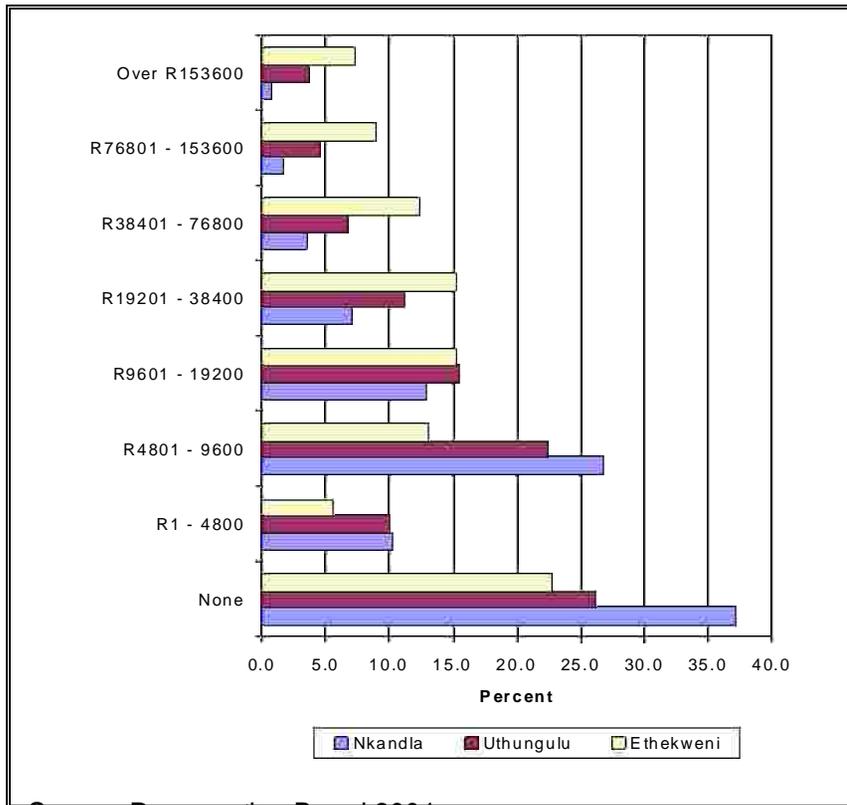
How do households survive under these circumstances? Livelihoods theory provides important insights into survival strategies of poor families. A key factor is the ability to obtain income from a diversification of sources. A 10-year longitudinal study at Nkandla showed that household income is derived from remittances, pensions, subsistence agriculture, a wide range of informal activities (housebuilding, 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.

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,   mbership of groups, relationships of trust, access to wider institutions of society), financial (savings, supplies of credit, remi tances, pensions), natural (land, water, wildlife, biodiversity, environmental resources), physical (transport, shelter, water, energ   communications, production equipment).

40.1 INCOME LEVELS

The Gross Geographic Product (GGP) per capita indicates that KwaZulu-Natal is the fourth poorest province in South Africa. The per capita GGP 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 the deep rural areas of KwaZulu – Natal (May, 1996)[5]. 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)[6].

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[5]   The Gini coefficient is a measure of inequality with 0 being equal and 1 being entirely unequal. In the graph below the Gini coeficient = shaded area OBA / triangle area OXA.
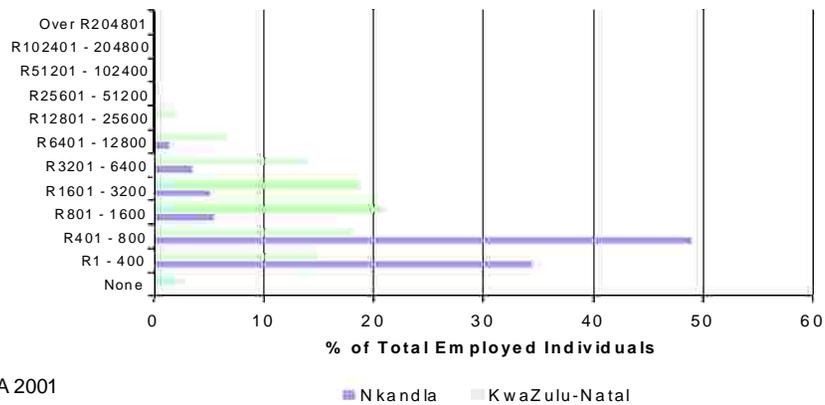
These inequalities are evident in a comparison of the   me of employed people from Nkandla with the income of employees across KwaZulu-Natal (Chart #). The average income earned by Nkandla workers is R400-R800 per month compared with R800-R1600 per month earned by employed people across the province.
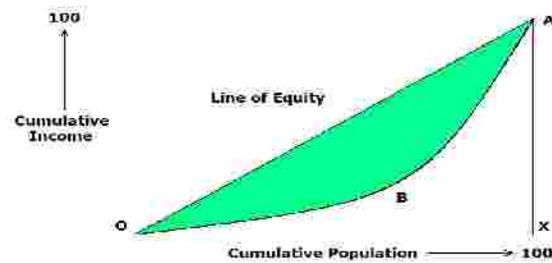
[6] The HDI is a summary measure of human development. It   asures the average achievements in a country in three basic dimensions of human development:
- A long and healthy life, as measured by life expectancy at birth
- Knowledge, as measured by the adult literacy rate (with two-thirds weight) and the combined primary, secondary and tertiary gross enrolment ratio (with one-third weight)
- A decent standard of living, as measured by GDP per capita.

Income categories of employed people (as a % of total workforce) at Nkandla and KwaZulu-Natal	Chart #

Statistics SA 2001

The earning power of the Nkandla labour force is relat   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 proport   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 #).

41. LOCAL ECONOMIC DEVELOPMENT

Definition of LED

A common definition of local economic development (LED) is "A process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation".[7]

Vision of LED

The DPLG Policy Guidelines for Implementing LED in South Africa suggests that the vision of LED should be "to develop a robust and inclusive municipal economy exploiting local oppor   nities, real potential and competitive advantages, addressing local needs and contributing to national development objecti   s"[8]. It is worth reflecting on the elaboration of this vision provided in the guidelines:

- People are the biggest resource. . They are resourceful, skilled and able to take full advantage of   mic opportunities, producing locally made and branded products for the do   estic and international market. Their leaders inspire confidence in the local economy and are able to mobilise resources for the advantage of local communities. The workforce of these economies is well capacitated, appropriately skilled and appropriately remunerated. They provide a competitive edge for the businesses and industries functioning in the local area and serve as an attraction for new businesses and industries.

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[7] World Bank LED Primer:
http://web.worldbank.org/wbsite/external/topics/exturbandevelopment/extled/0,
,menuPK:341145~pagePK:149018~piPK:149093~theSitePK:341139,00.html

[8] Drawn from the *Policy Guidelines for Implementing LED in South Africa,* DPLG. http://www.led.co.za/index.php?id=142&PHPSESSID=4d0d48   700498f5d1f89282e748a5

- Household assets. The assets (natural, physical, financial, human and   l capital) of these local economies are built and harnessed for the benefit of local economic development
- Infrastructure. The physical infrastructure, public amenities and facilities and public services are reliable, easily accessible, and efficient and improve quality of life. The natural env ronment, public spaces, settlements and buildings are attractive.
- Robust & inclusive municipal economies part of global networks. Robust and inclusive local economies are networked into local, provincial, national, continental and global economic dynamics and opportunities. These economies have a range of functioning partnerships at different levels and between different parties that enhance the ability of local role players to take full advantage of economic opportunities.
- Retention of income in local areas. The income earned by local residents is spent in the ocal area. This generates revenue for municipalities that enables the appropriate and sustained provision of infrastructure and services. The financial viability of municipalities is thus enhanced.
- Local competitive advantage realised. Each local economy has its own unique strengths – its own competitive advantage - and contributes to national growth and development in   ecial way.

41.1 Policy environment

The policy environment guiding local economic developm nt originates from Section 152 and 153 of the South African Constitution, which specifically mention the obligation of local municipalities to promote social and economic development within their areas of jurisdiction. This mandate is re   ated in the White Paper on Local Government (1998) which states "The powers and functions of local government should be exercised in a way that has a m   imum impact on the social development of communities … and on the growth of the local econom ."

Specific reference to LED is made in Section 26 (c) of the Municipal Systems Act (no.32 of 2000) which specifies that the Integrated Development Plan (IDP) of a Local Municipality must contain its Local Economic Development aims. Thus a municipal LED Strategy has legal status as part of the IDP process.

Management of municipal bank accounts, cash, investment and asset management, municipal budgets and debt management and the financial responsibilities of the m yor and municipal councillors are laid out in the Municipal Finance Management Act (No. 56 of 2003). This act therefore impacts on all aspects of the implementation of LED plans.

The Department of Provincial and Local Government (DPL has a responsibility for ensuring that local government has the resources and capacity to carry out its mandate. According to its DPLG Strategic Plan 2002-2005, it should both provide support to local government and facilitate co-ordination among National Departments, Provincial Governments and Local Governments.

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) aims to promote a national shared growth initiative, rather than "government programme" for South Africa. I 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 developm nt and (2) the Expanded Public Works Programme mandate has been extended in respect to a larger number of roads p ojects, its Early Childhood Development component, home based care and the finalisation of a process to support loca governments in developing larger EPWP projects)
- Infrastructure programmes (Eskom and Telkom, FIFA Worl tadiums, Broadband Internet, provincial special projects)
- Sector investment strategies (business process outsourcing, tourism, and biofuels)
- Skills and education initiatives (The QUIDS UP program e aimed at achieving high levels of literacy and numeracy in the lowest grades, the Maths and Science (Dinaledi) progra me, 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 ( ) 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 sma l businesses to opportunities deriving from the 2010 FIFA World Cup, to target unemployed graduate 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)

Falling within ASGISA, the Expanded Public Works Programme (EPWP) deserves special attention as this programme incorpora s 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,   ining skills while they work and increasing their capacity to earn income. The programme has been divided into four sectors (environment and cultural, social, economic and infrastructure), each consisting of a number of government departments   ith 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,   alth 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, Departmen of Public Enterprises, Department of Education, Eskom, IDT) focuses on construction, rehabi itation and maintenance activities which offer the best opportunity for use of labour (e.g. low-volume roads, trenching, stormwater and sidewalks). The programme   ttaches 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, Zimbambele 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.

In the State of the Nation Address of 2006, President Mbeki mentions key industries identified b ASGISA for accelerated growth: business Process Outsourcing

- Tourism
- Chemicals
- Bio-fuels
- Metals and metallurgy
- Wood, pulp and paper
- Agriculture
- The creative industries
- Clothing and textile

He mentions specifically that "we will pay special attention to the critical task of strengthening local government … all three spheres of government will therefore continue working ogether to ensure that each and every District and Metro municipality is properly positioned to discharge its responsibility to the people. In particular, this will mean that each of these municipalities has a realistic Integrated Development Plan, a credible Local Economic Development Programme, and the material and human resources, as well as the management and operational systems to implement these IDPs and LEDs".

The Intergovernmental Relations Framework Act (No 13 of 2005 section 37) states that the "Premier of a province is responsible for ensuring the co-ordination of intergovernmental relations within the dstrict 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 ai 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 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 ar ummarized in Section 5.2.

The Broad-Based Black Economic Empowerment Act (No. 53 of 2003) aims to increase the number of black people (and particularly black women and collective enterprises) w   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 evalua d in terms of promotion, investment and finance for programmes that fulfi the above objectives. It should be noted that any program which empowers rural and local communities by   abling access to economic activities, land, infrastructure, ownership and skills, also meets BBBEE objectives.

The National Strategy for the Development and Promotion of Small Business in South Africa aims to create an enabling environment for small enterprises in which SMME's will themselves accept responsibility for the operat   growth and progress of 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 secto s
- Create long-term jobs
- Stimulate sector-focused economic growth
- Strengthen cohesion between small enterprises
- Level the playing fields between bigger and small business 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.
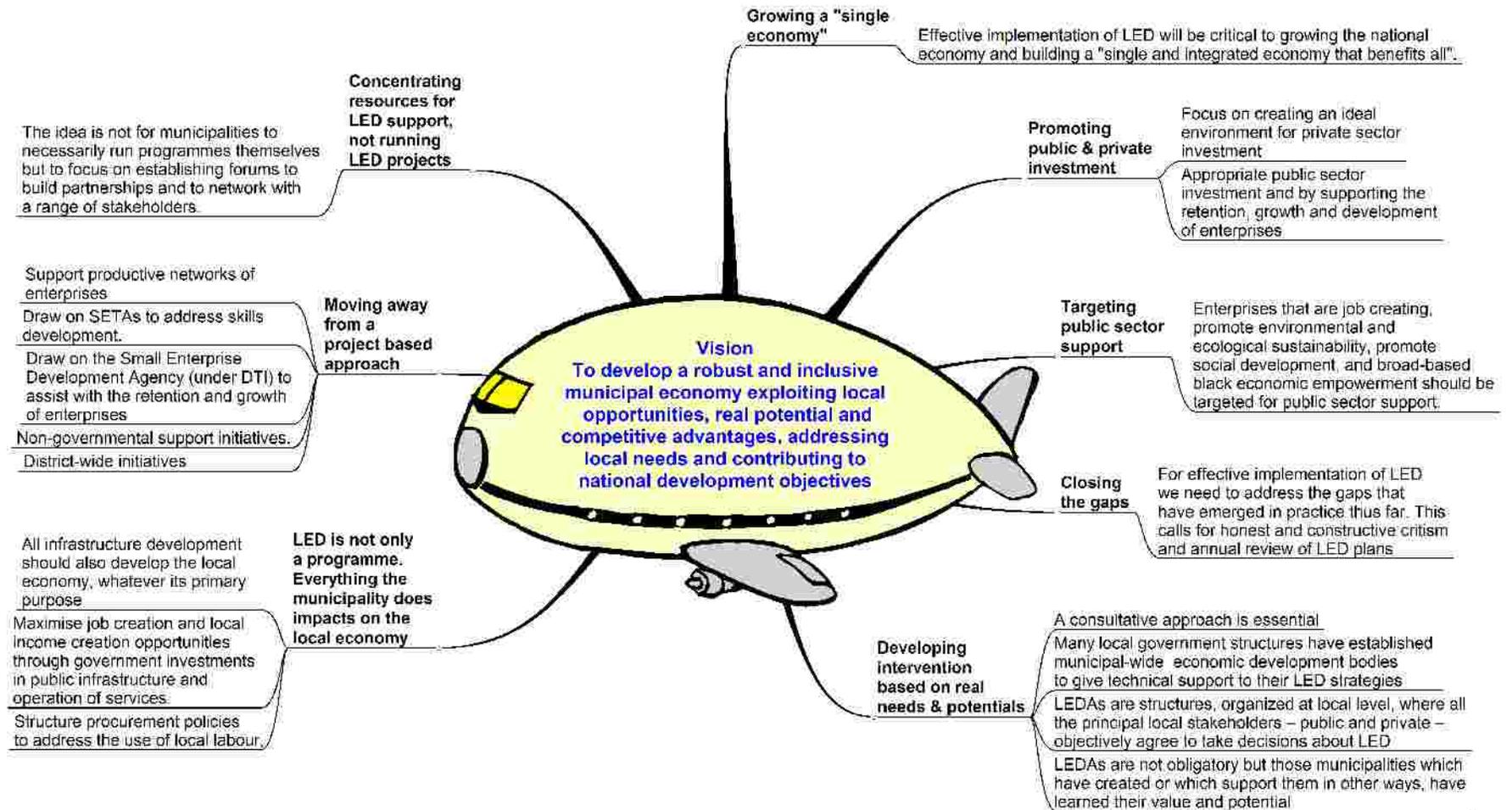
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The Industrial Development Strategy forms part of the KZN Provincial Growth and Development Strategy and aims at developing KZN's manufacturing industry and related services. Programmes include:

- Logistics and transport involving the investment in and improvement of key infrastructural and service projects
- Black and women's economic empowerment
- Investment and access to finance
- Small enterprise development
- Export development and support
- Develop technology and innovation.

Specific sectoral programmes have also been identified which include agriculture and agro-processing, clothing and textiles, wood and wood products, ICT and electronics, creative   stries and crafts.

41.2 Key Ideas:

Some of the key ideas emerging from this vision are su   marised in the "mind map" below.

Growing a "single economy"
Effective implementation of LED will be critical to growing the national economy and building a "single and integrated economy that benefits all".

Concentrating resources for LED support, not running LED projects

The idea is not for municipalities to necessarily run programmes themselves but to focus on establishing forums to build partnerships and to network with a range of stakeholders.

Promoting public & private investment
Focus on creating an ideal environment for private sector investment

Appropriate public sector investment and by supporting the retention, growth and development of enterprises

Moving away from a project based approach

Support productive networks of enterprises

Draw on SETAs to address skills development.

Draw on the Small Enterprise Development Agency (under DTI) to assist with the retention and growth of enterprises

Non-governmental support initiatives.

District-wide initiatives

Vision
To develop a robust and inclusive municipal economy exploiting local opportunities, real potential and competitive advantages, addressing local needs and contributing to national development objectives

Targeting public sector support
Enterprises that are job creating, promote environmental and ecological sustainability, promote social development, and broad-based black economic empowerment should be targeted for public sector support.

Closing the gaps
For effective implementation of LED we need to address the gaps that have emerged in practice thus far. This calls for honest and constructive critism and annual review of LED plans

LED is not only a programme. Everything the municipality does impacts on the local economy

All infrastructure development should also develop the local economy, whatever its primary purpose

Maximise job creation and local income creation opportunities through government investments in public infrastructure and operation of services.

Structure procurement policies to address the use of local labour.

Developing intervention based on real needs & potentials
A consultative approach is essential

Many local government structures have established municipal-wide economic development bodies to give technical support to their LED strategies

LEDAs are structures, organized at local level, where all the principal local stakeholders – public and private – objectively agree to take decisions about LED

LEDAs are not obligatory but those municipalities which have created or which support them in other ways, have learned their value and potential

41.3 Summary of 2004 LED economic profile findings

Description	Implication
Cross-cutting socio-economic issues	
While KZN is the 4th poorest province in South Africa, rural municipalities like Nkandla suffer from further income inequality. There are very few local opportunities for employment. Women outnumber men, who have migrated out of the area in search of work in Richards Bay and Durban. The Gini coefficient of 0.58 is amongst the highest in the country, and the HDI (3) is extremely low. The average income earned by Nkandla workers is R 0-R800 per month compared with R800-R1600 per month earned by employed people across the province.	Weighted deployment of UThungulu District resources to the marginalised local municipalities
The skills level at Nkandla is relatively low. 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. This also indicates that there is substantia leakage of people with managerial, business and technical skills the cities.	An effective skills development programme is needed to create an enabling environment for LED.
As a result of the low skills base, Nkandla has a particularly high proportion of people seeking work in comparison to tho ho are actually employed. There is a sense of hopelessness about obtaining work - 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. Unemployment will impact on crime levels, creating unfavourable conditions for further business investments in the area.	Partnerships with provincial and national government programmes must be pursued aggressively – notably the DOT broad-based employment schemes
The end result of these inequalities is reflected in household incomes. The average annual household income is R4800 t 600	A traditional sectorial analysis of the economy will n t be helpful. The LM must build household capital (this

at Nkandla compared with R19200 to R38400 in the Ethekwini Metro. More than 80% of households at Nkandla are living below the poverty datum line compared with a national average of about 50%. Households survive through adopting a key strategy – that is to obtain income from a diversification of sou ces.	approach has been adopted by Operation MBO).
There are internal inequalities within Nkandla with indications of extreme poverty in certain area (e.g. the southern regions). These areas are also poorly serviced in terms of protected w ter. However health and education facilities appear to be fairly evenly spread - although, the available. Tensions between T/As exist s a result.	The Municipality should identify the poorest and most isolated areas and deploy special up-liftment programmes in these wards

41.4 LED situational analysis findings

Description	Implication
Agriculture & Forestry	
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. Constraints are well known. Households often allocate heir lowest potential earners to agriculture. Youth have a low image of agriculture and see involvement in agricultural activities as a way of locking themselves into a lifestyle of poverty. The sector is highly vulnerable to natural disasters (such as drought or pests) – the worst of these being the HIV pandemic, which severely impacts all aspects of household capital. Without other	Building enabling institutions, including co-operatives, out-grower schemes, share equity, and community – private partnerships is needed to overcome these constraints. A wealth of learning from existing local programmes at Nkandla is available.

sources of income, households are unable to access phy ical inputs. Local markets are quickly saturated. External arkets are difficult to access, and farmers face fierce compe tion from commercial sellers who benefit in production from economies of scale. Unutilized land is difficult to access because of the communal tenure arrangements	
There are certain weaknesses with the provincial, and strict agricultural strategies. These are: • the need to factor in the impacts of HIV/AIDS on development planning • the need to use a livelihoods framework in planning development • inherent problems with institutional vehicles such as co-operatives (all institutions have weaknesses – these should be clearly stated with checks to overcome pitfalls) • the possibility of Nkandla being marginalised in the district's agricultural development strategy, • a gender focus on agriculture particularly in the light of the impact of HIV/AIDS on women. • a strategy to bring the youth into agriculture.	LED agricultural projects should address these issues
Due to the Bambatha rebellion which saw the annexure of Inkosi Shezi's land in 1906, and the Apartheid relocation of the Iziqgoza and Mbhele people in the 1960's there are com lex tensions over land rights. District and local IDPs make no comment on the forestr potential at Nkandla. Nkandla has two large commercial plantations – namely Nkonisa (5265 ha of which 478 ha are	Notably, development of the Ntingwe Tea Estate is curtailed by these issues. The Nkandla Municipality should strengthen linkages with Traditional Leaders to deal jointly with these and oth issues

planted) and Qudeni (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. Distance from markets, e poor condition of the existing sawmill at Qudeni, and certain silvicultural limitations such as the lack of diversity age-classes present challenges for a feasible enterprise around th forests. The Department of Forestry has also not yet finalised policy on B-Class forests.	
There is potential for improving profitability of exis ing small – scale woodlots elsewhere at Nkandla.	Partner with reputable forestry companies such as NCT to assist farmers in the cultivation and harvesting of these woodlots
Business	
Most (93%) businesses were positive about the pilot BR survey. Many immediate issues were identified	Link to the TIK initiative and develop the BR&E progra me
The ARRUP, Vukuzakhe and Zibambele programmes are in-line with the LED objectives of Nkandla Municipality. Three ARRUP roads are currently in construction at Nkandla. A partnership with the Department of Transport could create broad-based job opportunities for many households at Nkandla with spin-offs in irrigation schemes and potable water supplies. There are also opportunities in construction of school and water programmes.	Partner with the Department of Transport and the Local Department of Agriculture to create funding and implementation synergies around common vision. Given that one of the ARRUP roads is complete without visibl water infrastructure left behind, this should happen a soon as possible.
The ability to procure tenders appears to be a major constraint in the success of the Vukuzakhe programme	The Nkandla Municipality should devise a strategy to build capacity among Vukuzakhe members in order to successfully tender for projects

A survey of informal traders showed: • Rental on available small-scale manufacturing "garages" is high and there is a shortage of these type of facilities. • There should be a shaded market for fruit and vegetables hawkers • SMMEs lack management and business skills • There are about 350 known emerging contractors at Nkandla who are mostly unable to secure contracts because of the complicated tendering process, lack of basic start-up capital and lack of exposure to opportunities Tourism	Skills based programmes and infrastructural support programmes for informal traders
The tourism potential of the region is not being reali There are no tourism facilities, but the region has high potential for the development of a tourism sector, which could bring much needed capital into both the District and Municipality: • Insufficient publications on local tourist attractions; • Poor infrastructure in the rural and tribal areas • Lack of accommodation and related tourist facilities • The neglect of local history and culture as possible auxiliary attractions to the scenic features in the rural areas; • The lack of information, skills and business acumen to take advantage of possible tourist markets in the rural areas • The lack of adequate directional signage to tourist attractions	A comprehensive tourism plan, linked to neighboring municipalities was needed.

• Violence and crime that exists (or is perceived to exist) in the area • Pollution and destruction of the scenic environment	

41.5 Above: Location of LED Anchor Projects

Cooperatives

Training and registration of 41 co-operatives at Nkandla reflects the drive to set up pri   y co-operatives as the preferred institution for small-scale businesses. Eleven secondary co-operatives are to be set up at each District Municipality to provide support (provision and loan of capital equipment, marketing, business development) for the primary co-operatives. R50 million has been given to the Department of Economic Development and R110 million to Ithala to support the movement.

SMMEs

The Provincial Treasury is establishing a small-business-financing framework, to be called the KZN SMME FUND. T   is designed to enable the provincial government, in partnership wi   participating financial institutions, to introduce a pro-active programme to help establish small and medium enterprises within the province. The Fund is designed as   central component of a small enterprise lending framework, which seeks to complemen the existing offerings and provide loan options for those entrepreneurs and small businesses who are presently unable to access affordable loan finance. The SMME Fund wil be managed by KZN Growth Fund Managers (Pty) Ltd, via a specialised division. The initial allocation of R200 million in the first year.

The New SMME Centrerecently constructed by the Municip   ty

Agrarian Revolution

The comprehensive ploughing programme at Nkandla falls under the Siyavuna aspect of the "Agrarian Revolution" programme. The aim is to reduce the reliance on the importation of basic foodstuffs and to bring down food prices through a comprehensive support programme for emerging farmers which will faciitate:

- access to markets
- reduction in farming input costs;
- access to support for land reform beneficiaries
- access to research and technical support for better pr   ction processes.

The focus of Agrarian Revolution projects and interventions will be on boosting the capacity of
secondary agricultural co-operatives at the district level to address the whole   ltural value chain, including marketing, transport, processing, packaging and branding, the provision of technical advice and support to emerging farmers through the loan of tractors, implements and equipment. R150 million has been allocated to this programme in 2006/07

The Essential Oils Distillery in the Nkandla Agricultural Village

41.6 Expansion and capacity building of existing programmes

A number of allocations have been given toward expanding and improving the quality of existing programmes and projects. Notably:

- R57 million to develop communal agricultural infrastructure
- R280 million for the maintenance of the provincial road infrastructure
- R290 million for Adult Basic Education and Training (ABET)
- R110 million to strengthen the Further Education and Training (FET) colleges
- R279 million to improve maintenance of hospitals.

(a) ARRUP Roads

There are two remaining ARRUP roads falling in Nkandla, which will be completed by 2008. These are the P15-2 from Kranskop through Middledrift and the P50-2 from Ntumeni to the Nkandla Forest (see below).

(b) Co-ordination of LED and Social Development Programmes

Although social development projects do not fall stric y under LED, the department has played an important role in facilitating joint planning and co-ordination of social projects at Nkandla. These projec s ultimately impact on LED in the region through building rural "capital" (human, business, infrastructural, natural, institutional and knowledge as mentioned by Operation Mbo). This role has a time rather than financial cost, the import e is often under-estimated, and the responsibility can be delegated vaguely. Therefore it is formally mentioned here, and tworking should continue unimpeded by other commitments.
The total plan is summarised in the diagram below. Cur tly, a number of government departments and NGOs are conducting various aspects of this programme.

The cost to the municipality is mainly in time allocation. If meals are provided at monthly workshops, costs could be approximately R108 000 over three years (36 workshops)
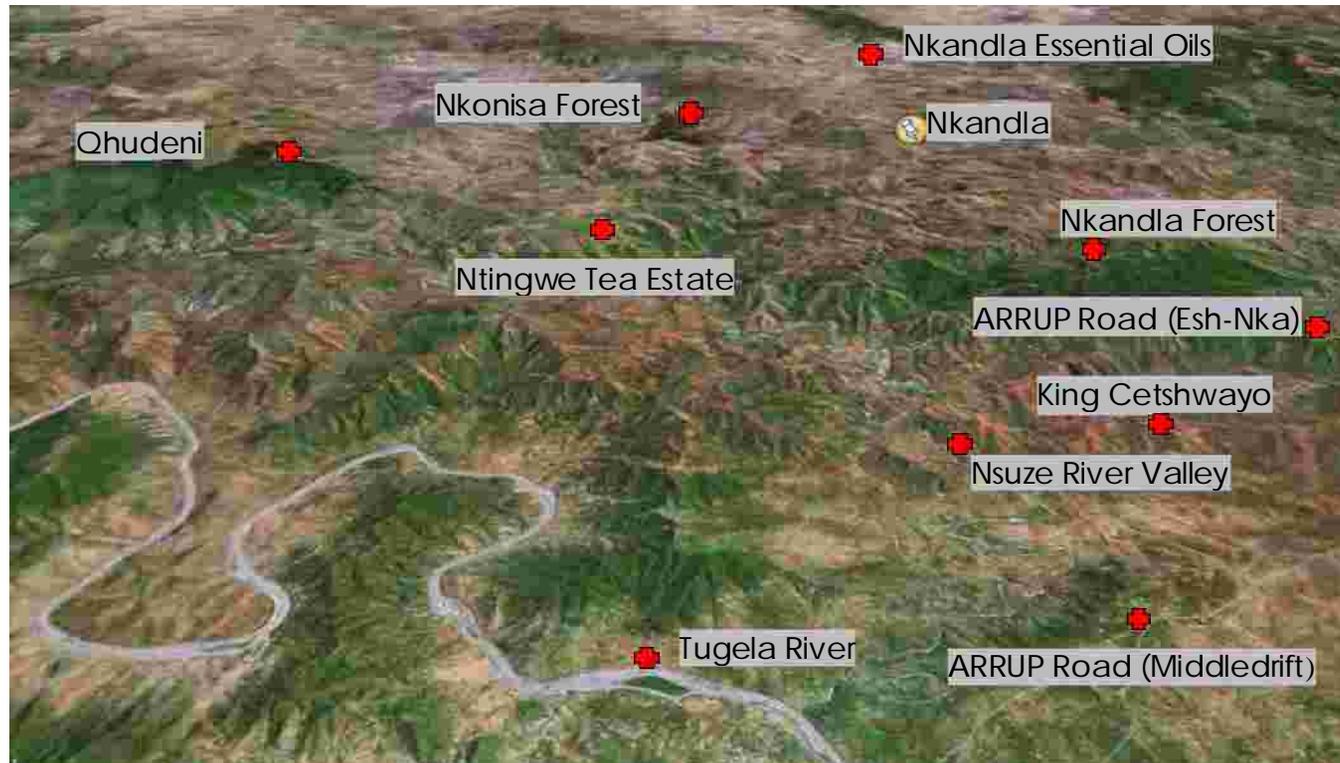
(Please see projects Chapter for Core LED Projects).

KPA: INFRA-STRUCTURAL DEVELOPMENT & BASIC SERVICES

INFRASTRUCTURE

42.1 MUNICIPAL EXISTING CAPITAL PROJECTS

Below are municipal projects that have been developed ver the years, as well as the co-ordinates within which they can be found:

Municipal Projects

PROJECT NAME	LOCATION	
	South	East
Nkandla Town Combi-Court	28.6239	31.09176
Nkandla Town Sportfield	28.62371	31.09172
Nkandla Town Public Library	28.62381	31.09214
Nkandla Municipal Offices	28.62395	31.09207
Nkandla Community Hall	28.62439	31.09184
SMME Centre	28.62209	31.09069
Nkandla Town Vending Stalls	28.62134	31.09157
Ithala Shopping Complex	28.61981	31.09145
Nkandla Town Fresh Produce Market	28.61895	31.09351
Agricultural Centre	28.62883	31.09178
Nkandla Town Cemetery Upgrade	28.63229	31.0936
Madiyane Causeway (to be completed)	28.62125	31.09921
Ophindweni Community Hall	28.67376	31.09238
Craft Market	28.64214	31.08888
Nkandla Tennis Courts	28.62348	31.09094
Sakhile Creche	28.61674	31.08981
Mahlayizeni Sportfield	28.60821	31.09358

Ngwegweni Community Hall	28.57621	31.0696
Nkandla Rental Housing Site (To be developed)	28.61787	31.08929
Nkandla Disaster Centre (To be completed) Magwaza Creche Chwezi Creche Mandaba Creche Mfongosi Creche Lindela Taxi Rank Office Nkandla Swimming Pool (To be completed) Lindela Taxi Rank Qhudeni Taxi Rank Mfongosi Taxi Rank Vimbimbobo Community Service Centre (To be completed) IThala Community Service Centre (To be completed) Ndweni Community Hall (To be completed)	28.62035	31.08685

42.3 ELECTRICITY

Energy Source for Lighting

ENERGY SOURCE		%

155

ENERGY SOURCE		%
Electricity	1612	6%
Gas	86	0%
Paraffin	1266	5%
Candles	21598	87%
Solar	91	0%
Other	256	1%
Not Applicable (institutions)	1	0%
TOTAL	24910	100%

It is alarming that only 6% of households, in 2001, had electricity supply, indicating an electricity provision backlog of 94%. Since then an approximate.

Energy Source for Cooking

ENERGY SOURCE	NO	%
Electricity	1732	7%
Gas	828	3%
Paraffin	960	4%
Wood	20443	82%
Coal	188	1%
Animal Dung	576	2%
Solar	62	0%
Other	117	0%

Not Applicable (institutions)	1	0%
TOTAL	24907	100%

The Infrastructure Map (see attached at the end of this section – Section 6) indicates that the Eskom Reticulation Network is very poor throughout the municipal area. Reticulation is mainly focused in Nkandla town and north of the town.

42.3 ELECTRICAL SUPPLY PLAN FOR NKANDLA

The New Benedict Sub-station recently built with a capital injection of R48million from DME

The district electrical supply plan has five stages as shown in the diagram below:

Stage 1. Extend the existing Eskom power grid to all clinics and Traditional Authorities.
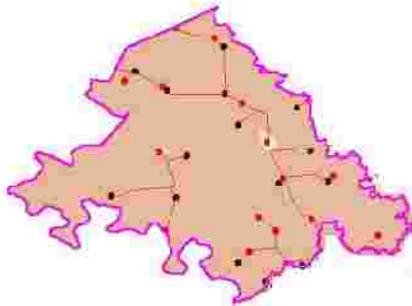
Stage 2. Create a 500m buffer around the existing Eskom power grid and extend electrical supply to all facilities that intersect this buffer.
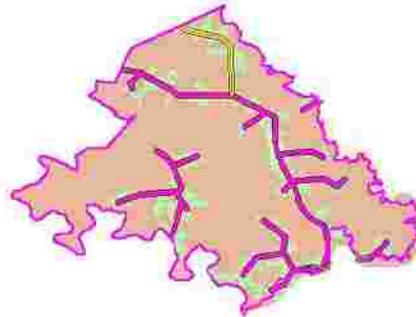
Stage 3. Extend grid to settlement nodes and clusters.

UDM Local Municipalities

Current Eskom Grid
Proposed Main Grid Extensions
• Tribal Courts
• Health Facilities
Electrical Distributors
Tribal Areas
Commercial Agriculture

UDM Local Municipalities

Current Eskom Grid
Proposed Main Grid Extensions
• Tribal Courts
• Health Facilities
Electrical Distributors
Tribal Areas
Commercial Agriculture
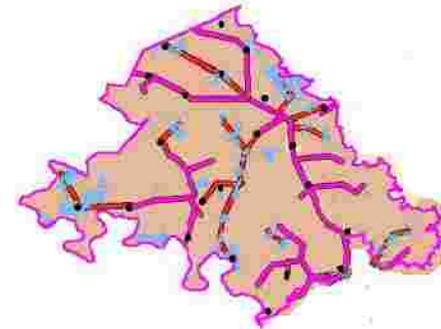
• Settlement Nodes
UDM Local Municipalities

Current Eskom Grid
Proposed Main Grid Extensions to Nodes
Proposed Main Grid Extensions
Settlements
Nodes
500m Buffer of Proposed Grid
500m Buffer of Proposed Main Grid Extensions to Nodes
500m Buffer of Eskom Main Grid
Electrical Distributors
Tribal Areas
Commercial Agriculture

Development of the Energy Sector Plan commenced in the third quarter of the year 2007/8. It is envisaged that the plan shall be completed by end of June 2008.

- The other sources of Energy (Alternative Source of Energy) and how long that take place before proper electrification is provided
- The electrification backlogs in Nkandla
- Electrification projects to be introduced to reduce backlog to zero.

Stage 4. Extend grid to settlement nodes and clusters, health facilities and settlements that intersect a 500m buffer from the main grid and proposed extensions.
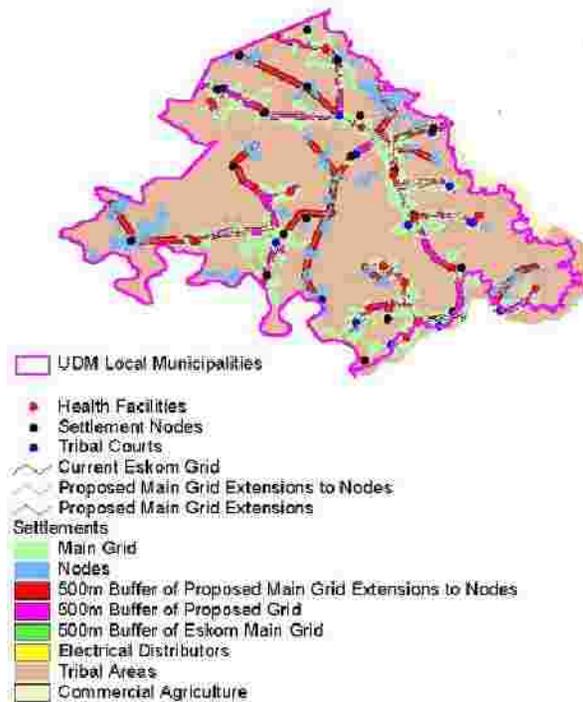
Stage 5. Use non-grid technology to service remaining areas
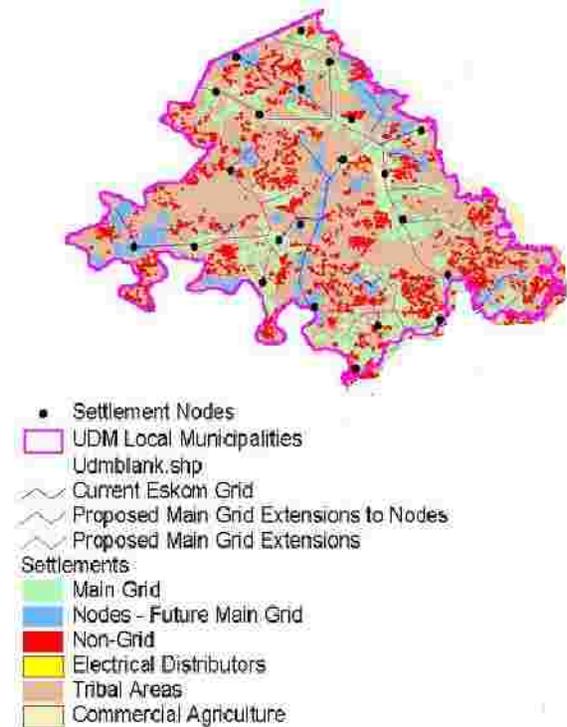
- To be aligned with Eskom' and uThungulu Energy Sector Plans

- To be aligned with Municipal Five-Year Strategic Agenda and National Targets.

The Alternative Source of Energy which is the Fire-GEL and Stoves has been provided to 1600 households in Ward 2. 7, 13, and 9 in the past financial year. These wards were prioritized based on the level of poverty and the fact that they are furthest from the electrical source. R4.8 million was allocated for the supply alternative sources of energy. This programme is to continue and expand to other wards in accordance with the Energy Distribution Plan which is yet to be developed.

The challenge that was encountered in 2006/7 was that the allocation for the whole year was to be consolidated within six months due to the demand. This will be taken into account when preparing budget for the next years. The system of supply was too costly to the municipality, since the service providers would deliver to the municipal offices then these items will have to be delivered to the respective places by the municipal Technical Staff. This has accumulated more unbudgeted for expenditure i.e. personnel and truck.

The Municipality plans for energy distribution is to s   ply these areas through local co-operatives. This will assist in saving time and eliminating inconvenience, yet opening job opportunities to the local people.

42.3 FENCING OF GRAZING LAND/PLOUGHING FIELDS

These projects are easy to implement though their impa   is not visible enough. This is due to the fact that the areas earmarked for grazing are too large yet the materials to fence are not enough at all.

Just like Alternative Sources of Energy, the supply of these materials will need to be reviewed, since the system that was used previously was bearing unbudgeted cost on the municipality. The municipality is again looking at employing local service providers to undertake this job, as the previous arran   ent of utilizing local communities as agreed between Council, the Ward Committees and Traditional Councils. The project would be easier to manage and monitor and shall be aimed at LED.

42.4 WATER & SANITATION

Existing Water Back-logs:

R1, 085,000,000 is required in order for all citizens of Nkandla to receive water & sanitation.

Local Municipality	2005 / 2006 Households	Water Coverage Household	Household Backlog	% Backlog
Mbonambi (KZ281)	21 961	12 454	9 507	43%
Ntambanana (KZ283)	19 630	10 703	8 927	45%
uMlalazi (KZ284)	54 028	25 139	28 890	53%
Mthonjaneni (KZ285)	12 137	5 683	6 453	53%
Nkandla (KZ286)	37 596	22 558	15 038	40%
Total	145 352	76 537	68 815	47%

The above table illustrates the existing back-log of 40% in Nkandla, which stands below that of the   rict Municipality. Nkandla has the lowest water back-log compared to that of the other local municipalities with the district.

The District municipality is in the process of consolidating its water sources in a bid to fast-track the distribution of water, but this will require a huge capital injection of about R1 billion & R85 million for Nkandla alone. The District Municipality will require about R185

000 000 a year for capital expenditure but only receives about R85 000 000 from the Municipal Infra-structural Grant, this invariably means that the municipality will need an extra R100 00 000 a year in order to meet its target according to the master plan.

42.5 Existing water sources

There are several existing water schemes throughout the area, with bulk water from developed boreholes, springs and rivers. From the Mhlatuze 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
Bokwe	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
Sidumuke	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 Mhlatuze River as a bulk source for the Nkandla Bulk Pipeline will 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 Mhlatuze 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 M"/day into the area in order to provide for the demands to RDP standards. The Nsuze and Mhlatuze 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 Mhlatuze River nd the existing infrastructure available, the Mhlatuze 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 t   e below.

Schemes	Heads	Scheme capacity (kl/day)	Reservoir Capacity	Level of service
Amaphuthu	4230	182	390	Metered Yard
Bokwe	1242	54	110	Metered Yard
Ethalaneni	2340	101	240	Standpipe
Hlasimpilo	45	2	80	Standpipe
Kwabadala Old age Home	54	65	235	N/A
Madiyane	378	16	80	Metered Yard
Mahlayizeni	3 087	133	140	Standpipe
Mandaba 1	171	7	200	Standpipe
Mandaba 2	225	10	60	Standpipe
Mbizwe	495	21	90	Standpipe
Mdlelanga	1 890	82	140	Metered Standpipe
Mshisandlu	1 233	53	140	Standpipe
Niselelo	1 395	60	40	Standpipe

Nkandla Bulk Phase 1 & 2	N/A	?	3 070	N/A

42.6 PRIORITISATION MODEL – WATER

The following is the process that is undertaken when p   itizing water projects. The factors that have more weight have more bearing on the selection of areas that are prioritized for water supply:

FACTOR	CRITERIA	VALUE	WEIGHTING
Water Source-Projects/Schemes	Yes or No	1 or 0	0
Water Source-Boreholes/Springs	Yes or No	1 or 0	15
Water Source-Rivers/Dams/Other	Yes or No	1 or 0	30
Population Density/Land Class	Land Class	0-1	10
Walking Distance to Water	< 1 km	0	20
	1 – 3 km	0.7	
	> 3 km		
Desperation	Yes or No	1 or 0	3
Cost Recovery Potential (Proximity to Anchor Client)	< 1 km	1	3
	1 – 2 km	0.5	
	> 2 km	0.1	
Within a Development Corridor	Yes or No	1 or 0	3
Sensitivity to Drought	Yes or No	1 or 0	3
Sensitivity to Waterborne Disease	Yes or No	1 or 0	3
Existing Use/Level of Service	LOS	0-0.75	10

Similarly with sanitation the table below is the determinant of areas that are prioritized for sanitation.

42.7 PRIORITISATION MODEL -SANITATION

FACTOR	CLASS	VALUE	WEIGHTING
Pollution Potential	Likely	1 or 0	25
	Possible	0.6	
	Low	0.4	
Development Nodes	Primary	1	10
	Secondary	0.75	
	Tertiary	0.5	
Cholera Susceptibility	Yes	1	15
	No	0	
Water Project	Yes	0	10
	No	1	
Current Situation	No Data	1	40
	No Facilities	1	
	Pit	0.5	
	Flush	0.1	

The UDM is considering consolidating the water supply a eas in order to make them more manageable & to maximize the water sources so that they remain operational & can supply m e areas & to decrease the costs of distributions.

42.8 Consolidation of Supply Areas

- Middeldrift Supply Area

- Investigation of alternative second source due to vast distance from single WTW.
- Second abstraction works proved only to have marginal   &M advantage.

- Mvutshini Supply Area

- Previously only fragmented unsustainable sources
- Vast difference in elevations (300 masl vs 1500 masl)
- Detailed feasibility study recommends:

- New dam in Nsuze river for upper areas
- Supply also to DC24
- Augmentation to Nkandla supply area
- Southern portion to be supplied from Thukela River

- Nkandla Supply Area

- Mhlatuze river may not be sufficient to cater for growth

42.9 COSTS OF MAINTAING THE EXISTING WATER SCHEMES:

Nkandla	R 10,444,112-54	R 6,946,953-80	R 17,391,066-34

42.10 STAFF COSTS FOR RETAINING THE EXISTING WATER SERVICES TAFF:

	6.1	R 1 200 000	R 3 577 636	R 2 377 636
	6.2	R 600 000	R 1 792 059	R 1 192 059
Nkandla	6.3	R 1 080 000	R 3 221 817	R 2 141 817
	6.4	R 600 000	R 1 792 059	R 1 192 059
	6.5	R 720 000	R 2 147 878	R 1 427 878

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UTHUNGULU DISTRICT MUNICIPALITY
VUTSHINI- NKANDLA SUPPLY AREA

ANNEXURE 5
RETICULATED AREAS
OPTION 1.2

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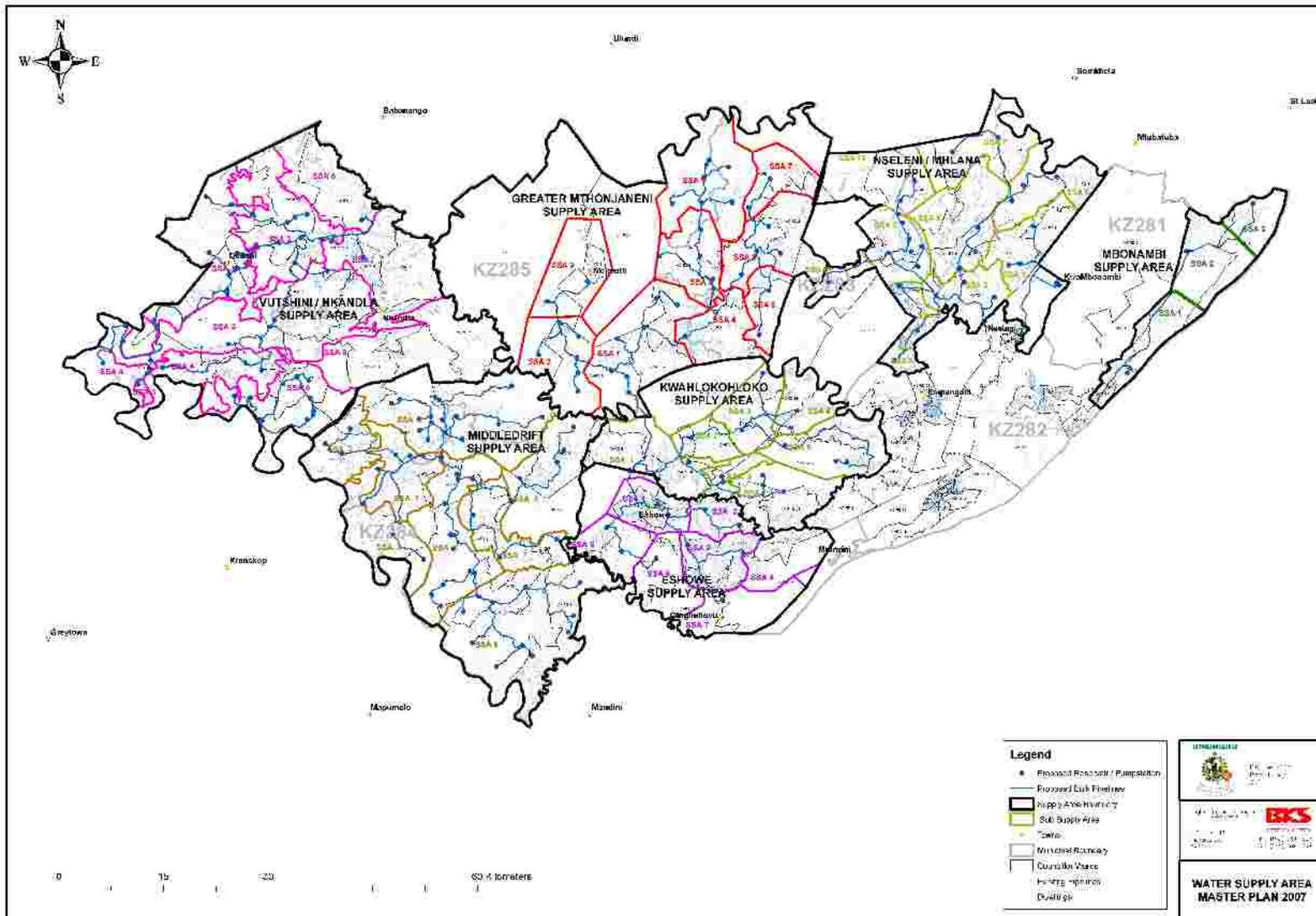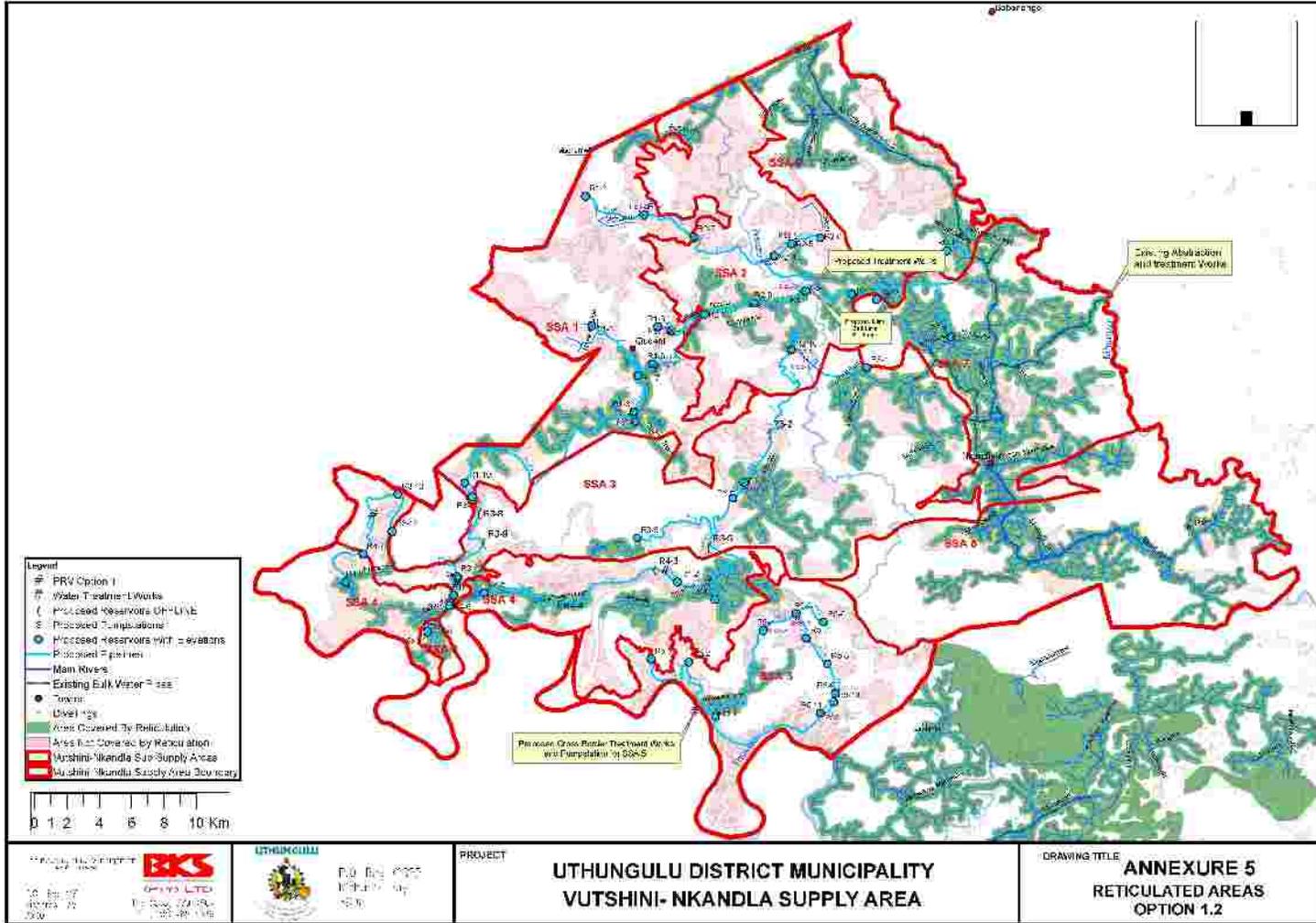
VUTSHINI-NKANDLA

- Proposed bulk infrastructure :
  - A new dam, possible mass concrete, with a capacity of 11.8mcm and a height of approximately 34 m above bed level in the upper reaches of the Nsuze River.
  - A new water treatment works of 23.5 Ml/day at the proposed dam site.
  - Reservoirs: 56 reservoirs
  - Bulk Pipelines: 220 km of new bulk pipelines will be required ranging from 7 mm to 500 mm diameter
  - Pump Stations: 25 pump stations with capacities ranging from 1.5l/s to 105l/s
  - Reticulation: Reticulation systems are required providing water to unsupplied communities

- Existing Schemes: The new bulk storage system will be connected   the existing supply schemes.

Sanitation

Back-Logs:

Local Municipality	2005 / 2006 Households	Households with Sanitation	Households without Sanitation	% Backlog
Mbonambi (KZ281)	21 961	9 922	12 039	54.8
Ntambanana (KZ283)	19 630	4 414	15 216	77.5
uMlalazi (KZ284)	54 028	6 839	47135	87.2
Mthonjaneni (KZ285)	12 137	3 544	8 593	70.8
Nkandla (KZ286)	37 596	9 760	27 836	74.0
Total	145 352	34 533	110 819	76.2

The above is an indication of the current back-log that exists in terms of sanitation this means that only 26% have receives proper sanitation in terms of the VIP
– Collate and incorporate latest information
– Incorporation of WwTW at towns into sanitation plan
– Capital budget: R350 million (VIP's)
– Capital Budget: Ocean View WWTW: R10 million

UTHUNGULU DISTRICT MUNICIPALITY
Sanitation Infrastructure
2007 Update

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43. ROAD NETWORK

Nkandla municipality is isolated from national roads, as well as from major economic development corridors and towns.

The Department of Transport, through its African Renaissance Road Upgrading Programme (ARRUP) is currently upgrading the main roads P15 and P50 extending from Kranskop to Nkandla and Eshowe (89.2kms) from gravel to blacktop. This route passes through the scenic Nkandla Forest Reserve. This is bound to i prove tourism, and encourage links with major economic hubs such as Eshowe Town and also shorten distance between Nkandla and Durban, the route which maybe used by other neighbouring municipalities.

43.1 PRIORITY ROADS IN ORDER TO UNLOCK DEVELOPMENT:

- Completion of P50 as the main route that links Nkandla with other towns, will unlock tourism & facilitate corridor development.
o 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.
o P16-3 Ntingwe and Qhudeni LED node (44.2km). This would improve access to the Qhudeni secondary node from the northern regions of Nkandla.
o P707 Ekhombe Hospital and Qhudeni LED node (25.9km). t is an important link for a number of communities in the northern region of Nkandla.
o D1642 Amatshenezimpisi guest houses (8.3km). This would improve access and encourage tourism.

44. HOUSING

- **Dwelling Type**: It is estimated that 19 067 households reside in traditional dwellings, 2891 in formal houses, 1065 in block of flats, 114 in town/cluster/semi-detached house, 278 in house/flat/room in back yard, 109 in informal dwelling/shack in back yard, 498 in informal/squatter settlement, 141 in room latlet on a shared property, 47 in a caravan/tent and 7 in private ship/boat.

- **Number of rooms**: 57% of households (14 128 households) in the municipal are   have a dwelling comprising four rooms or less.

- **Citizenship**:
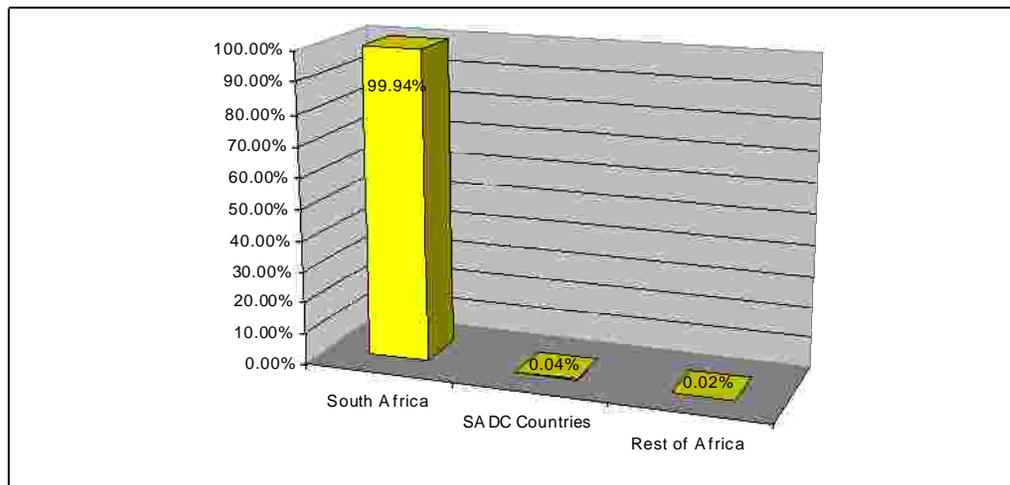
99,94% of people (133287 people) in the municipal area are South African citizens.

The implications of the abovementioned demographic profile for housing in the Nkandla Municipal Ar   are as follows:

- Focus should be paid to areas where the population den ties are the highest as the demand for housing is likely to be highest in these areas.

- The Nkandla area has a relatively young population and the demand for housing is likely to be higher in the future in order to cater for their housing need.

- The average household size is a low 5.36 persons.

- 22.64% of the labour force is employed – this has serious implications for the sustainability of housing projects in the future and the ability of household heads to pay for m   l rates and services.

- There is an extremely high proportion of individuals in the municipal area who have low-income levels (98.95% of individuals). This, coupled with the high proportion of households who fa l into the low-income bracket (i.e. 94% of households), again highlights the inability of househo ds to afford municipal services.

- The majority of people travel by foot to school and work. This has implications for the delivery of future housing – which should be located in close proximity to existing work opportunities and education facilities.

- A fair proportion of persons in the municipal area hav   some form of disability (5.087%). This is important to note as the subsidy makes provision for additional funds to be allocated to cater for an individual's disability such as paving and ramps to their doors, grab rails in bathrooms, kick plates to doors and visible door bells for the deaf.

- A high proportion of households in the municipal area reside   traditional houses i.e. 19 067.   The housing development focus should therefore be on improving the conditions of these rural households.

- Almost all residents of the area (99,94%) are South African citizens – one of the criteria for qualifying for a housing subsidy.

44.1 CURRENT HOUSING SITUATION (SEE MAP 3):

According to the 2001 Census 12% of households in the   unicipal area resided in formal houses. Given that the national housing target is for at least 60% of households to be formall   used within each municipality countrywide, the municipality is currently far behind the national target.

(a) URBAN AREAS:

The housing projects that are currently underway in the urban areas of the municipality are as follows:

PROJECT NAME	REF	WARD	NO. OF SITES	PROJECT VALUE	AMOUNT SPENT	BUDGET 2007/08

Nkandla Phase 1	K19960285	5	200	R3 385 024	R3 255 722	R129 301
Nkandla Phase 2	K19970117	5	410	R6 889 074	R6 435 590	R453 484
TOTAL			610	R10 274 098	R9 692 312	R 582 785

Source: Department of Housing – Ulundi Office (21/05/2007)

URBAN AREAS:

The housing projects that are currently underway in the urban areas of the municipality are as follows:

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Nkandla Phase 1	K19960285	5	200	R3 385 024	R3 255 722	R129 301
Nkandla Phase 2	K19970117	5	410	R6 889 074	R6 435 590	R453 484
TOTAL			610	R10 274 098	R9 692 312	R 582 785

Source: Department of Housing – Ulundi Office (21/05/2007)

 (b) RURAL AREAS:

There are no current housing projects in the rural are   of the municipality. Please refer to section 6.4 for planned rural housing projects.

45. LAND REFORM PROGRAMME:

With respect to the rural areas of the municipality it is important to note that there are no land reform rojects which are currently underway. With respect to land claims in the area, there are 7 outstanding claims. The outstanding claims are:

No.	Name of Claim	Ref No.	Status
1	Philiswe Cebekhulu	KRN6/2/2/E/33/0/0/11	Claim Verification
2	Lawrence Mkhize	KRN6/2/2/E/33/0/0/12	Claim Verification
3	Khabela Tribal Authority	KRN6/2/2/E/33/0/0/2	Claim Verification
4	Amachube Shez Tribal Authority	KRN6/2/2/E/33/0/0/4,1,10,3&32/0/0/31	Name Verification
5	Audrey Pollock	KRN6/2/2/E/33/0/0/5	Claim Verification
6	Wilter Ngcobo	KRN6/2/2/E/33/0/0/6	Claim Verification
7	Mvunyelwa Community	KRN6/2/2/E/33/0/0/9	Claim Verification

Source: Department of Land Affairs – Land Claims (18/04/2007)

46. PLANNED PROJECTS (SEE MAP 4):
47. MUNICIPALITY'S INTEGRATED DEVELOPMENT PLAN (IDP):

The 2007/2008 IDP Review indicated that the citizens i ntified housing as a need and the municipality has therefore identified the development of a housing plan and the implementation of it as an objective.

48. PROVINCIAL PRIORITY HOUSING PROGRAMMES:

The Provincial Minister of Housing identified six focu areas for the Department for the 2007/2008 financial year. The following focus areas are applicable to the Nkandla Municipality viz. eradicate slums by 2014, capacitation of municipalities, medium density housing and to accelera e development of houses in rural areas.

49. PRIORITY ISSUES, OBJECTIVES AND STRATEGIES:

PRIORITY HOUSING ISSUES	OBJECTIVE (S)	STRATEGIES
Eradication of slums by 2014.	To ensure that individuals living in these settlements are provide with formal houses.	1. Determine number of families requiring houses. 2. Identify suitable land for relocation of families o Greenfield areas. 3. Initiate project to provide houses.
Accelerate development of houses in rural areas.	To provide housing to people constituting the rural housing backlog.	1. Ensure Amakhosi involvement in process. 2. Identify households for in-situ upgrade projects and utilize Rural Housing implementation guidelines. 3. Implement Greenfield projects where applicable. 4. EPWP concepts must be implemented.

Medium density housing	To provide rental housing units to low and middle-income earners.	1. Identify potential medium density housing projects. 2. Identify suitable land within urban areas to initiate ts. 3. Utilize Social Housing Programme to implement projects.
Capacitation of municipalities	To capacitate municipalities for the effective delivery of housing through integrated planning.	1. Identify capacity constraints in terms of initiating and managing construction contracts. 2. Revise municipal organogram to make provision for municipal housing component. 3. Source funding to deal with identified capacity constr nts.

50.   INSTITUTIONAL ARRANGEMENTS:

The housing function in the Nkandla Municipality falls under the Technical Services Department. The official responsible for housing is the Assistant Director Housing. The post is currently vacant.

The municipality has also established a Housing Forum which consists of officials from the Department of Housing and municipal officials. The Forum was established to facilitate discussion on low cost housing issues within the municipality. Forum meetings are held at the municipal office to discuss new projects and progress with regard to current projects.

The municipal officials have indicated that the existing institutional arrangement is not working satisfactorily and that there is a need for the vacant post to be filled. The Organogram (below) of the municipality indicates that funding be pro ided for the appointment of the Assistant Director Housing and for e purchasing of equipment (such as computers and furniture).

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                    │                             │
                    │   Director: Technical Services │
                    │                             │
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              ▼                                       ▼
    ┌──────────────────┐                    ┌──────────────────┐
    │ Assistant Director: │                   │ Assistant Director: │
    │ Technical          │                   │ Housing            │
    └──────────────────┘                    └──────────────────┘
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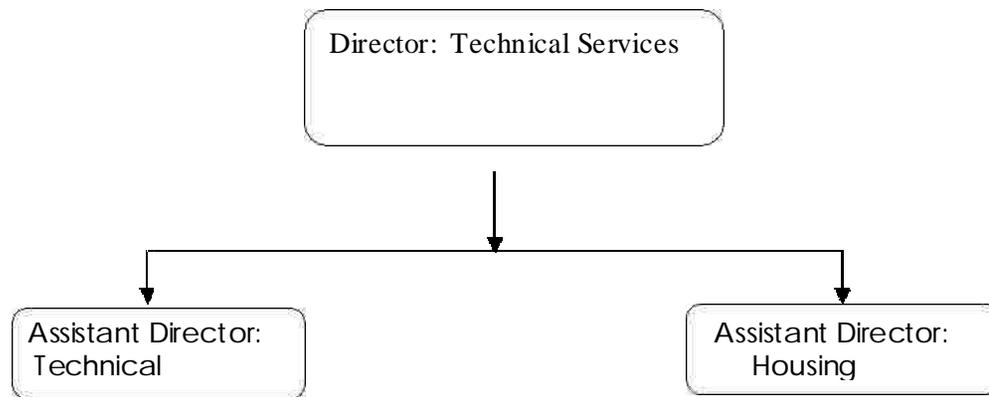
In order to transfer skills, the municipal official ha been closely involved in the compilation of the plan (through attendance of all Project Steering Committee meetings). It is suggested that the official attend the training programmes and information s ssions offered by the Capacity Building and Policy components of the Department of Housing, in order to continue to enhance the official's capacity to perform the housing function.

51.   CONCLUSION:

Housing has been identified as a priority need within the Nkandla Municipality. The municipality has also established Housing Forum, which meets on a regular basis. Projects have   planned to deal with the backlog in the rural areas as well as to provide medium density housing.

As has been detailed in this plan, the remaining housi g challenge is as follows:

- To initiate additional low cost housing projects to ca   or the remaining households in the municipality.

  In addition, it is recommended that:

- The municipality is to initiate a process to determine the housing demand (in accordance with the requirements of the Department of Housing's new housing demand database);

- The municipality is to increase its in-house capacity to deal with the housing function;

- The municipality plan projects will cater for all vul   able groups; and
-
- The municipality will review the Municipal Housing Plan on an annual basis (in conjunction with the annual IDP review).

The construction of Nkandla Town Multi-purpose Hall

Lindela Thusong Service Centre in Ward 14

ENVIRONMENTAL MANAGEMENT

52.1   STATUS QUO OF BIODIVERSITY RESOURCES

A description of the project area follows; this includes Bio Resource Classification (BRU), Climate, and Vegetation. The remainder of this chapter lists issues of concern within the projec area and recommendations for remediation.

Climate

A comprehensive description of the surrounding environ   t is described by Camp (1997) in his classification of Bio Resource Groups (BRG) for the province of KwaZulu-Natal. This area is described as being part of a 'moist midlands mist belt' or BRG 5, that stretches in a north easterly direction
throughout KwaZulu-natal. The Melmoth - Babanango area forms one of the five subgroups for this BRG. The climate (Camp, 1997:16) is humid (mean annual temp 17.0°C) with an annual rainfall of approximately 800 mm to 1280 mm per annum. Heavy mists are common in the area providing additional precipitat on. Other precipitation in the area is hail, and frost (varies from slight to severe).

Topography

This area is generally hilly and characterized by a hi h percentage of arable land (Camp, 1997; p16-18). The project area appears to be restricted or bounded by two ridges / high areas (see Appendix1.1). The first is located in the south east of the cadas al, and extends in a north easterly direction
(adjacent to the sewerage ponds and new cemetery). The second is also located in the south east ofthe cadastral and extends in a north westerly direction (west of the hospital). These form thesouthern most extents of the project area. The areas in the north of the project area are delineated by a prominent drainage line which drains in an easterly direction). The municipality is located centrally within the cadastral, with the topographysloping away from the centre.

Soil Erosion: In general there appears to be evidence   soil erosion in and around the municipal node). This appears to be related to a combination of factors namely;
• Poor range management in and around the project area i.e. over grazing, animal tracks, needs to   be managed.
• Poor storm water management, where provision to control the increased runoff from hardened surfaces within the municipal node needs to be   implemented.

Soil Stability: Related to soil erosion and to topography is stability in the area. A number of unstable areas were noted in the project area (specifically behind the nurse's compound at the   spital). Review of correspondence from Davies Lyn and Associates (DLA, 2006) indicates the reasons for the slope slippage tha occurs in the area. These are related to groundwater seepage and unique geological conditions in the area. a number of provisions were provided to reduce the impacts of the slippage. See Appendix 1.3 for an indication of these unstable areas. It is recom   ended that other developments on slopes in the area need to investigate the possibility of slope instability. Where necessary   suitable geotechnical consultant needs to be engaged by the developer where planning officials suspect these conditions may exist.

Visual Impacts: The project area is surrounded by a nu   ber of elevated and sloping surface considering the undulating nature of the area. These sites have the potential to present a   gative visual impact for certain developments (i.e. visibility of the sewerage treatment ponds or the cemetery sites- Plate 2).

Implications and Management

• Geotechnical investigations to be adequately investiga   here constriction is proposed close to steep slopes or areas where there appears to be soil creep (geotechnical issues adequately investigated).
• Investigate the possibility of slope instability for o   r developments on slopes in the project area.
• Provision to control the increased surface water generated from the hardened surfaces within the municipal node needs to be initiated.
• Range management specifically to prevent over grazing   ust be implemented, especially for areas designated agriculture in the north, south and east of the project area (Appendix 6).
• Where possible appropriate vegetation should be plante   within the project area to screen off certain projects (waste disposal site, cemetery, or sewage ponds from the public view).

Hydrology

A number of surface water resources were noted in the project area. These include a number of rivers and riverine areas, drainage lines, and wetlands areas found in the project area. A set of open sewerage ponds in the south of the project area were also noted.

Rivers and riverine areas: The project area is drained by three main streams that all drain eastwards into the Mhlathuze River. All three streams are fed by drainage lines that have their catchments
within the municipal node area. The municipality is separated from the Buffels River Catchment by a prominent ridge in the south west of the project area (See section 3.2 - Topography).

Drainage lines: See section 3.2 of this report. These are areas that channel / conduct surface water runoff from elevated areas into streams or rivers. Drainage lines usually have water flowing / running through them after a downpour within their Catchment area. These areas are generally green all year
round probably because of the high water table. Ideall   velopment should be allowed within 10m of a drainage line.

Wetlands: There are a number of prominent wetland area within the municipal node area. These are closely associated with a number of surface water features (drainage lines or streams). The first is located in the southern section of the Nkandla Node, close to the cemetery. An additional wetland is associated w th the south western part of the municipal node. Appendix 1.3 lists the location of these features (An area where public buildings and institutions is proposed is located on one of these wetland areas. This will need to be investigated by a suitable specia ist before any development can proceed. Likewise the expansion of the area zoned as utilities and services in the south of the pr   t area will also need to be investigated[9]).

There are a number of riverine habitats adjacent to rivers in the project area. These can be seen on the aerial photography for the area (Appendix 1.1). Appendix 1.2 provides an indication of surface water drainage in th area.

Implications and Management

• Ideally no development should be allowed within 10m of a drainage line and 32m of a flowing river or stream (unless an Impact Assessment has been conducted).

The existing legislation requires an EIA to be conduct d for a development less than 32m away from a river or stream.

• No development should be allowed in wetland areas. A w tland delineation will be required for any development adjacent to a wetland.

Vegetation

A map showing C-Plan designation for the entire municipality is enclosed as Appendix 1.4 for the area. The C-Plan database is a planning tool used by KZN Wildlife to indicate areas w there may be either plants or animals of conservation significance occurring in that area. There are no C-Plan areas of high conservation importance in the municipal node. A number of areas around the Nkandla Forests to the south, and also to the west of the project area are indicated as areas where a number of irreplaceable resources occur.

Camp provides a comprehensive list of vegetation found in the municipality (Appendix 2) and also its relative abundance. Grass species found in the area include hardy and unpalatable species like Aristida junciformis (Ngongoni Grass), Eragrostis plana, Sporobulous africanus and Hyparrhenia hirta. Camp also goes on to point out that a number of problems encountered in this BRG includes poor veld management, selective over grazing excessive burning. Pasture can be improved considerably through judicious burning practices and resting pastures over single season (a practice almost never practiced).

Natural forest areas consists of mixed Podocarpus sp, include remnants like the famous Nkandla forest accessible south of the town / CBD. These forest relics are located abundantly on cooler south facing slopes. Features of these forests are the abrupt forest margins where fires have destroyed the

transitional zones between the forest and grassland areas. These transitional zones harbor a diversity of plant and animal life but are constantly being pressurized by poor management practices listed above.

The majority of land in the project area consists of a disturbed and altered human landscape. S all pockets of indigenous vegetation exist within the project area. These appear to be strongly defined by cadastral boundaries with their associated land uses and also to a certain extent natural topographica features (drainage lines, or rivers etc) in the area. A number of distinct ecological areas exist within the municipal node. Thes e listed and described below;

Climax Grasslands: Generally located around the periphery of the project area. There are three distinct areas (in the south, west north and east). These are greatly influenced by fires and grazing in the area (Camp, 1998: 5). These same areas occurring north east and south east of the project area have been designated Agricultural in the existing area Draft Scheme Map shown in Appendix 6. The grasslands in the west of the project area are de   ated natural vegetation / grazing, and should therefore trigger the EIA process should there be a requirement for any development in this area.

Densely Wooded and Forested areas: These are located centrally in the project area. They consist of both remnants of naturally occurring and also cultivated alien designated stands eucalyptus and wattle).

Riparian and Drainage areas: A number of uniform bands or strips of riverine vegetation occurs within the project area. Two distinct drainage lines occur which both drain in an easterly direction in a dendritic fashion (Appendix 7). These riparian corridors represent a buffer between the river/stream and surrounding land, and need to be maintained at all costs. Some of the positive functions of this riverine vegetation include, storm water and flood attenuation, erosion control. Where large swaths of land are cleared or disturbed through human activity, alien vegetation begins to take root and dominate. There were a number areas where alien vegetation was noted encroaching on drainage lines, we and areas, and within public areas.

Alien Invader control: A number of alien species were recorded in the project area, these are listed below;

Table 3: Alien Plant Species Observed In the Nkandla Node

Plant	Common name	Growth	Catergory	Note
Lantana camara	Lantana	Shrub / scrambler	1	Poisonous
Chromolaena odora	Triffid weed	Shrub / scrambler	1	
Montonoa hibiscifolia	Tree daisy	shrub / tree	1	
Arudo donax	Giant reed	Reed	1	
Ricinus communis	Castor oil bush	Shrub / Tree	2	Poisonous
Melia azedarach	Syringe	Tree	3	Poisonous
Senna didymoboytra	Peanut butter cassia	Shrub	3	Poisonous
Psidiumguajava	Guava	Shrub / Tree	2	
Eucalyptus Sp	Gum tree	Tree	2	(Eucalypyus grandis)
Casuarinas equisetifolia	Horse tail tree – casuarlina	Tree	2	
Solanum mauritianum	Bug weed	Shrub / Tree	1	poisonous
Tithonia diversifolia	Mexican sunflower	Shrub	1	
Acacia mearnsil	Black wattle	Tree	2	

In terms of the Conservation of Agricultural Resources Act (Act 43 0f 1983) three major categories of invader species are recognized;
Category 1: Weeds which may not be grown and need to be controlled.

Category 2: Invader species with commercial and utilit value, which may be grown with a permit-under controlled conditions.
Category 3: Invaders which have amenity value and may be grown, but not planted, propagated, imported or aded. These plants may not be grown within 30m of a watercourse. DAEA may instruct you to control this category plant in other areas.

Implication and Management

Protection of riverine vegetation (designated environmental protection zone on the Draft Scheme Map - Appendix 6) and other sensitive ecosystems in the project area is important. It is suggested that this follows using an open space system similar in function to the Durban Metropolitan Open Space System (DMOSS) but at a smaller scale. The area under consideration (project area) already consists of an environmental protection zone. 'Natural vegetation and grazing' should be added to this. Any development activity being proposed in these areas needs to be informed by a suitable Environmental Assessment such as is described in section 2.2.

The existing Draft scheme map does not provide any des   ted opportunities for recreation such as parks or gardens. An open space system could build on areas designated recreational and provide a mechanism whereb   recreational areas in the MOSS can also possibly be identified from within already ex sting areas of natural beauty in the municipal node.

The municipality needs to consider the implementation   an alien plant control policy and action plan for the areas within the municipal node. This is because a number of category 1 designated alien species have been identified in and around the municipality. Alien vegetation control especially within riverine areas, wetlands, and drainage areas needs to be monitored and controlled.

53.   RECENTLY COMMISSIONED AND EXISTING MUNICIPAL DEVELOPMENTS

The following section provides an assessment of existing projects either currently running or in the process of being commissioned within the local municipality in the 2006/7 financial   ear. The list of projects was obtained from the municipal at the local municipality on the 22 September 2006 (see attached mi utes Appendix 5). All projects within Ward 5 were discussed and a short list of sites to be visited were agreed to (some projects had been cancelled or were earmarked for later development).

The aim of this section is to discuss each of the shor   sted projects visited and determine if there were any negative environmental impacts that had resulted from activities onsite. The   rojects were divided into existing projects and projects in the process of construction. These are discussed separately below. Objects discussed and visited include the following;

1. Waste disposal site

2. Existing sewerage treatment plant
3. Market stalls
4. Nkandla hospital
5. Cemetery access
6. Sakhile crèche
7. Agricultural Centre
8. Fresh Produce Market
9. SMME Centre
10. Welfare offices
11. Nurses quarters expansion
12. Court expansion
13. Essential oil Distillation

Existing Projects within the Municipal Node

The following projects located within the municipal node were visited. The issues related below are generally related to management of the sites, or location of the project.

Waste Disposal Site

The waste disposal site is located in the south of the project area. The following issues were noted when walking the site.

Site Access: Access to the waste disposal site is not restricted. The site is easily accessible because there is no security on site.

Litter: It was noted that there was a lot of wind blow litter from the waste disposal site. Indicated that this was because of the lack / shortage of over material on site. Waste was not being covered quickly enough and was being distributed by wind causing pollution to the surrounding areas. This is compounded by strong winds that drive air born litter into the drainage channel that feeds a tributary of the Mhlathuze.

Cover Material: The existing problems faced by the sit can be attributed to the lack of cover material to cover waste. The definitive guidelines for the management of a landfill ite indicate that waste needs to be covered on a daily basis. This reduces risk of fire (public health, and air pollution),
rodents, odours scavenging / picking (DWAF 2005).

Site Registration: The existing site is not registered in terms of DWAF regulations. Arrangements should be made to permit the site or develop a new site.

Implications and Management

?? Litter is to be covered daily in terms of DWAF regulations.
?? Cover material can be sourced from existing construction sites, if not available in the vicinity of the waste disposal site.
?? Restrict access to site (install a guard or lock gate) to prevent public health issues related to contact with waste ma erial.
?? Register the existing and future proposed waste disposal sites in terms of DWAF Requirements.

Sewage Treatment Ponds

The sewerage treatment plant is located in the south of the project area adjacent to the waste disposal site. The following issues were noted when walking the site.

Sewerage overflow from the treatment ponds: It was noted that the existing sewerage overflow was directed into the drainage line to the south of the roject area, especially when the booster pumps
broke down. The result was that sewerage is entering s face water resources in the area. It has been indicated that the matter has been reported to the relevant authorities for action.

Implication and Management

?? Engage a suitable professional to advise on construction and design provisions to overcome overflow problems associated with the sewage ponds.

Essential Oil Distillation

The essential oil project is located opposite the ceme ery in close proximity to the Agricultural Community Centre. The following queries were raised with regards to the site.

Waste Generated: The contractor on site was queried wi   regards to the amount of waste that would be generated from the project, but it was not apparent that the contractor was knowledgeable regards this (both Solid and Liquid wastes from the project). A concern was raised regarding the proximity of the river to the plant, and also how wastes from the site would be managed once the project was up and running.

Implication and Management

A suitable plan to manage waste (solid and liquid) fro   the site needs to be implemented.
No disposal of waste to the river should be allowed.

Cemetery access

A new fence and gate was constructed at the cemetery. he area to the south of the cemetery consists of a drainage line that feeds into a wet, low-lying area adjacent to the river. Any future utilization of this area needs to consider the implication of the possibility of there being a wetland on site.

Implication and Management

Consider the possibility of a wetland occurring south west of the existing cemetery, and its implication for the development of the zoned area designated as utilities.

Wetland delineation is recommended for the area.

Cemetery access

A new fence and gate was constructed at the cemetery. The area   the south of the cemetery consists of a drainage line that feeds into a wet, low-lying area adjacent to the river. Any future utilization of this area needs to consider the implication of the possibility of there being a wetland on site.

Implication and Management

Consider the possibility of a wetland occurring south west of the existing cemetery, and its implication for the development of the zoned area designated as utilities.

A wetland delineation is recommended for the area.

Market stalls

A number of market stalls were constructed adjacent to the taxi rank along the main road within the municipality.

There were no environmental issues associated with the   structures.

54.   Nkandla Hospital

A site visit was conducted to the hospital in the municipality, the waste storage area of the facility was observed. It was noted that a separate area was dedicated to the management of general and medical wastes. Medical wastes were bagged in Red bags, and stored in a separate locked area. There was an incinerator on site but this was not used for the disposal of wastes (hazardous medical wastes were removed by COMPASS WASTE Pty).

There were no issues of concern observed on site.

55.   Sakhile crèche

A new crèche was constructed within the Sakhile area.

There were no issues of concern noted onsite.

56.   Construction Projects within the Municipal Node

The following construction was noted within the municipality. These projects are listed below and the environmental issues resulting from them are discussed generically. It was found that the list of issues discussed is common to most construction sites in the municipal node and therefore a list of recommendations   plicable to most of the construction activities in the project area is also provided below.

1. Agricultural Centre
2. Fresh Produce Market
3. SMME Centre
4. Welfare offices
5. Nurses quarters expansion
6. Court expansion
7. Essential oil Distillation

Rubble:

In general for all of the sites above there was a lot of rubble present at the construction sites. In certain instances this can be utilized to cover waste at the waste disposal site.

Mixing cement on areas to be grassed:

The contractor at the Agricultural Community Centre wa   observed mixing cement on bare surfaces that is to be grassed in the future. A number of studies have shown that cement imp   s the growth of plants due to factors related to the high Ph levels. This will translate in lower success rates when trying to ensure that grass grows on site

Burning and Fires:

Evidence of burning was noted east of the project area. See section 3.4 – Vegetation, of this report, where camp has indicated excessive burning of veldt is a common feature of the grassland areas of this BRG.

A number of fires were seen at construction camps visited. Wor s were seen burning cement packets, and general waste on site. Burning is a nuisance and adds to air pollution of the area.

Un-surfaced Roads

There are a number of un-surfaced roads within the municipality. This invariably results in poor air quality or surrounding areas during dry months when there is a strong breeze. This s particularly exaggerated where surrounding areas do not provide a suitable windbreak. Exposed areas negatively affected are at the top of ridges and plateau areas where there ar no trees to mitigate the effects of string winds.

In addition to the above un-surfaced roads invariably do not manage storm water ad uately. This reduces the lifespan of the road and may contribute to accidents where gully erosion predominates along the sides of the road.

Fill Material

In addition to rubble as indicated above there is also a large amount of cut material seen at many of the construction sites, especially where construction was taking place on a slope. Where there is additional fill material left over this could also be utilized at the waste disposal site as cover material.

Implication and Management

Contractors must dispose of their waste (fill and rubb e etc) to the municipal waste disposal sites and provide proof thereof, this will contribute to the cover material available on site.

Contractors should also be monitored to ensure that th   are not dumping waste illegally.

Provision needs to be made to prevent surface water contamination with cement and waste material from the projec . Contractors should not be allowed to mix concrete on areas that are to be grassed in future.

Burning anywhere in built up areas should not be allow   he nuisance factor and the contribution to air pollution (by-laws related to fires etc).

Any temporary storage/collection areas for waste needs to be located at least 100m away from the river.

Where developments do not require any environmental approval, because these are not listed activities in terms of the new regulations, it is advised that before any developments are approved (a standard EMP be compiled). This will help control any problems that may arise due
to construction activities on site. It is also important that the EMP be monitored on a regular basis (i.e. monthly) by a suitable professional.

Provisions to improve un-tarred road surfaces in the area needs to be implemented. This needs to include approved storm water drainage associated with roads.

57.   Future proposed developments required environment approval

The following ward 5 projects on the Nkandla IDP for t   period 2005 – 2008 (Appendix 6). A summary of the assessment required is provided in the table below, see also the listed schedule 1 and 2 from appendix 3 and 4, which were used to determine the level of assessment required.

TABLE 4: Ward 5 projects listed on the Nkandla IDP

Projects 2005 -06	Level of assessment required	Notes
1. Agricultural Centre	Not Required	Although not explicitly listed in regulations, final confirmation from DAEA is necessary. This may be also be determined by the receiving environment.
2. town Hall	Not Required	Although not explicitly listed in regulations, final confirmation from DAEA is necessary. This may be also be determined by the receiving environment.
3. Vending Stalls	Not Required	Although not explicitly listed in regulations, final confirmation from DAEA is necessary. This may be also be determined by the receiving environment
4. Storm water upgrading	Listed	See table section 1(k) of Appendix 3 and see 1(n) of Appendix 4 In terms of the NEMA EIA regulations a Basic Assessment or Scoping Assessment may be required. Final confirmation from DAEA is necessary. This may be also be determined by the receiving environment.
5. upgrading of facilities	Listed	See table section 24 of Appendix 3 – re-commissioning or infrastructure, 19 of Appendix 3 – new facility or transformation of an existing facilit Final confirmation from DAEA is necessary. This may be also be determined by the receiving environment.

59.   SUMMARY OF CONFLICTS BETWEEN THE ENVIRONMENT AND DEVELOPMENT

A number of potential conflict areas between the envir   ent and developmental projects for the municipal node are highlighted. These are discussed below, and following this a comprehensive   ay forward is provided to manage these areas of conflict.

59.1 Areas of Conflict

A summary of the main areas of conflict are mapped in additional information is provided in the waste manage   ent plan.

59.1.1 Biodiversity Resources

Alien Vegetation Control
There are a number of areas where alien vegetation occurs on municipal property. These present a conflict regards existing alien vegetation control regulations.

Managing Biodiversity Resources
There are a number of biodiversity resources already recognized by the local municipality. These are listed and defined in the draft scheme map in Appendix 6. A number of these areas were experiencing developmental pressure from adjacent developments. This includes cutting trees in the area, clearing vegetation   t to these riverine areas so that there is less percolation of water into soil and reduced root structure to hold the soil ogether.

59.1.2 Commissioned and Existing Municipal Developments

A list of recently commissioned and existing municipal projects is provided in section 4 of this report. From this list the following projects have been identified as having or may potential have a detrimental effect on the environment;

- The existing waste disposal site (litter, poor access control, lack of cover material, site registration),
- Sewage treatment ponds (Sewerage overflow from the treatment ponds),
- The Essential Oil Distillation Plant (a general concer   around the types of waste to be generated at site and how these will be managed),
- Any future expansion of the cemetery site in a south w   terly direction (investigate and delineate wetland occurring onsite).
- In addition to this a number of problems are associated with construction activities that take place within the municipality. In general these problems can be reduced if;
- There is a specific 'body' or department responsible f   the monitoring of construction activities in the municipality.
- The developer is responsible for compiling a comprehen ive EMP that can be used to manage negative construction   ects within the construction site,
- There is a mechanism to audit each of the construction sites to ensure that during and post construction activities follow the recommendations contained in the EMP.
- An evaluation of the existing Draft Scheme Map plan contained in Appendix 6, the following areas of concern are recorded;
- Expansion of cemetery or landfill in the area designated as utilities and the impact on the wetland / drainage line in the area.
- Area zoned for public buildings and institutions in the south west of the municipal node. The development of this site may have a negative impact on the wetland area occurring here. A functional assessment of the wetland may need to be done, or the wetland could be incorporated
  as an open space feature into the proposed landuse for the site.
- Low impact industrial area. This is located close to a drainage line which runs through the area. any industries located here will need to be mana
- There is no provision for parks, gardens or recreational areas on the draft scheme map. Provision of these areas could tie into the MOSS system for the area.

60.   Recommendations

Biodiversity Resources

A comprehensive summary of biodiversity resources is provided in Section 3. Alien vegetation control and a similar system to manage the municipalities' available open spaces similar to that which exists in other municipal areas (i.e. Durban and Johannesburg) are discussed.

Alien Vegetation Control
The municipality needs to establish a policy for the control and management of alien nvasive plants. The following initial objectives are suggested to be included in a policy statement tha   s to be ratified by the municipality;

All alien invasive plants must be eradicated from municipal owned property.
The municipality needs to ensure that no alien vegetation is used for planting in open space areas, parks, cemeteries or verges anywhere in the municipality.

A comprehensive list of alien plants for control is provided in Appendix 9 of this report. These plants should be targeted by the department responsible for parks and gardens in the municipality.

Guidelines for Initiating a MOSS.   The beginnings of a functional Metropolitan Open Space System (MOSS) can be developed from the existing draft scheme map present in Appendix 6. Important areas to include on the open space systems zoned on the existing Nkandla scheme are;
- Areas designated for agricultural use,
- The environmental protection zone,
- Areas designated Natural vegetation and grazing.

In addition to the above designated areas it is import   t to ensure that there is continuity between the different categories of open space identified above. A ell managed MOSS syste   should support interactions between social, economic and ecological activities. Recreational areas (parks and gardens
etc) have not been included on the Draft scheme map. T   se can be incorporated and used as linkages between the natural areas on the MOSS system.

60.   Future & Proposed Developments Requiring Environmental Approval

A number of projects have been identified in the IDP t at may require environmental approval. Section 2.3 of this report provides a summary of projects that require environmental approva . This table can be utilized as a checklist for development applications in

the municipality. Another issue to consider is the receiving environment. A combination of the table in section 2.3 and a spatial representation of sensitive areas (see Appendix 6) may be a useful tool for development planners or other officials approving developments in the Municipal Node.

Where the existing Draft Scheme Map is used it must be remembered that areas zoned as agriculture, environmental protection zone and natural vegetation & grazing need to be consi ered sensitive to developmental pressures. Where developments are proposed within these areas a careful examination of the impacts of these developments must first be made before the development is allowed to proceed.

60.1 Generic Guidelines and Checklists

The following guidelines are meant to provide general direction to projects implemented within the
municipality;

?? Task teams need members who are aware of environmental issues. A level of understanding of the goals of, and issues related to, sustainability should be developed and maintained. If this capacity is not available in the municipality, consider appointing environmental consultant to provide guidance.
?? Project leaders should make provision for the undertaking of environmental assessments, preparation of EMPs, etc. It is important to note that projects approved during the IDP process   ay still require relevant planning and environmental procedures to be followed. Need to budget for time to undertake environmental assessments, EMPs, etc.
?? Even if the proposed development is not a listed activity under the environmental regulations, the social, economic and environmental impacts of a project must still be considered.
?? Project leaders should take into account the individual and cumulative social, environmental and economic implications, as well as the short and long-term and direct and indirect consequences.
?? Reasonable alternative concepts, designs and/or methodologies should be considered.
?? Community consultation and involvement is important. Communities need to be empowered to understand and contribute to decisions regarding activities that may impact on them. The project team should cooperate with decision-makers and the public in the pursuit of sustainability.
?? Mitigatory measures to increase benefits and minimize   gative impacts of a proposed activity should be considered and implemented. Appropriate expertise should be sought in areas where the Member's knowledge is inadequate.

The following questions are useful when considering proposed projects:

?? Is the project appropriately located? E.g. is the project located within a sensitive area? Examples of areas that are considered to be sensitive are:
o Within rivers, streams, wetlands or pans as defined by the Ramsar Convention.
o 25 meters or less from rivers, streams, wetlands or pans.
o Within the 1:50 year flood line.
o Within bird sanctuaries or adjoining properties.
o Proclaimed nature reserves or adjoining properties.
o Any areas identified as areas of natural or conservati significance in statutory or non statutory land use or development planning or maps.
o Any environmental protected area or adjoining properties (i.e. MOSS area).
o Any areas, property or adjacent property that is of cu tural or social importance e.g. historical sites, grave yards or places of worship, schools, or hospitals.
o Any ridges, hills, koppies, or mountains particularly when the proposed project may break the skyline (i.e. for telecommunications masts).
o All zoned or proclaimed open spaces.
o All areas zoned as undetermined.
o All areas zoned as conservation.
o All areas zoned as agriculture.
?? How does the project impact on the environmental assets of the area? E.g. fauna/flora.
?? Does the project have a positive effect on the environ ent? For example, does it rehabilitate an area; prevent erosion, pollution, and health hazards?
?? What are adjacent land uses? Does the proposed activity/project co plement existing land uses?
?? Does the project promote social cohesion? Does the project improve the social conditions of people? Is the project gender sensitive? Does it address the needs of youth and children, etc?
?? Is the project considered economically sustainable? Does the project unlock other projects or development? Does the project improve job opportunities?
?? Is the project located within an area considered to ha sites of cultural/architectural
significance?

?? Is the area located in an area known to be geologicall nstable?
?? Have alternatives been considered? This could be in terms of location, process (e.g. re use of water in an industrial plant), input (e.g. use of alternative raw materials), demand (e.g. using
energy more effectively rather than building more generating capacity) or activity alternatives (e.g. providing public transport vs. increasing road capacity).
?? Have cumulative impacts of the project been considered?
?? Are infrastructure/services available? If not, what additional inf structure/services may be required?
?? Does the institutional, financial and human capacity exist for effective management of the project?
?? Does the project involve new or unproven technology?
?? Is an otherwise routine project being proposed for a new or miliar setting?

60.2 Stakeholder Comments on Draft Report

A copy of the report was circulated to both the Department of Agriculture and Environmental Affairs and Ezemvelo KZN Wildlife local offices in Nkandla. Despite circulating the draft report for comment on 11 June 2007 and constant follow up, it was not possible to get any comments from the Local EKZNWL office. However, the following comments received from the DAEA (See Appendix 10) are included below;

?? All future projects must be screened against the Liste Activities as indicated in GNR 386 and GNR 387 of the NEMA (see section 2). Projects that fall into either category will requi Environmental Assessment and review by the DAEA for an ROD and final approval.
?? All illegal projects must follow a Section 24G NEMA application, and liaison with DAEA in this regard is essential.
?? Correspondence and consultation with the following stakeholders for rehabilitation plans, implementation and funding should be done with the following stakeholders-
_ Department of Transport – Provincial roads and soil erosion issues
_ Municipality – Soil erosion issues related to local municipal roads
_ Dept of Forestry, Mondi or Sappi - A forestation on riparian and Wetland Areas.

60.3   CONCLUSION

This report provides an assessment of the existing and planned developments in the Nkandla Municipal Node. It also provides an inventory of existing environmental resources and the   velopmental pressures these resources are exposed to. General and specific recommendations are also provided in the document. An indication is provided of the areas of compliance required and a way forward to resolve or mitigate the above listed areas of conflict is also provided. Some of these can be seen on the plates provided at the end of this report.

The existing draft scheme provided in Appendix 6 was also assessed, and a number of potential problems have been noted for the attention of the municipality in Section 6.2 above, which also need to be investigated before any additional development takes place.

Proposed development projects that will require environmental approval / authorization (either Basic Assessment or Full Scoping) are listed Section 5. it is recommended that construction projects proposed within the municipal node have a site specific EMP (see Section 2.2). This will help reduce construction related problems for future construction activities. Recommendations for biodiversity resources and development planning from t   assessment undertaken are provided for in Section 6.2. In addition to this general guidelines and checklists are provided in section 6.3. Of the environmental management plan.

61.   NKANDLA DEVELOPMENT STRATEGIES

61.1   NKANDLA LOCAL MUNICIPALITY'S VISION:

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

61.2   THE MUNICIPAL MISSION:

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

62.   MUNICIPAL STRATEGIES & LONG TERM OBJECTIVES

PREVIOUS MUNICIPAL STRATEGIC OBJECTIVES WHICH HAVE FORMED THE BASIS OF THE PREVIOUS IDP ARE AS FOLLOWS:

1.   To ensure that 80% of Nkandla residents have access to basic services.

2.   To attract investments to Nkandla by allocating 50% of   al 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, w th 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.

8.   To promote inter-governmental relations as key to holistic development   f Nkandla.

9.   To ensure that development is undertaken within the various prescripts of relevant development legislation in order to encourage organized settlements.

10.   To promote skills development through Capacity Building.

THESE HAVE BEEN CONSOLIDATED AND REVIEWED IN THE CURRENT FINANCIAL YEAR TO READ AS FOLLOWS:

63.   MUNICIPAL GOALS

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 co municable 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 anagement practices.

Institutional Transformation

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

64.   MUNICIPAL FIVE YEAR GOALS ACCORDING TO THE FIVE NATIONAL KEY PERFORMANCE AREAS

NKANDLA FIVE-YEAR STRATEGIC OBJECTIVES FROM 2007/8-2010/11 & BEYOND

NATIONAL KEY PERFORMANCE AREAS	UNICIPAL STRATEGIC	2007/8 Municipal Performance Area	2008/9 Municipal Performance Area	2009/10 Municipal Performance Area	2010/2011 Municipal Performance Area	2011/12 & Beyond Municipal Performance Area
INFRA-	To ensure efficient,	To facilitate the	To Facilitate the	To Facilitate the	To Facilitate the	Facilitate the

STRUCTURAL DEVELOPMENT	effective, sustainable & qualitative basic service delivery.	provision of portable water in order to reduce the annual back-log	provision of portable water in order to reduce the back-log	operation & maintenance of all water schemes	operation & maintenance of all water schemes	operation & maintenance of all water schemes
				Expand the households connections	Expand the households connections	Expand the households connections
		To facilitate the provision of sanitation services in order to reduce the back-log	To facilitate quality provision of sanitation services in order to reduce annual back-logs	To facilitate provision of sanitation the services in order to reduce the back-log	To facilitate provision of sanitation services in order to reduce the back-log	To ensure quality provision of sanitation services in order to reduce the back-log
						To ensure the rapid provision of electricity to 2000 households
		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 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 of qualitative basic service delivery.	To ensure that 10% of all households have access to roads	To ensure that 20% of all residents have access to roads	To ensure that 30% of all residents have access to roads	To ensure that 40% of all residents have access to roads	To ensure that 50% of all residents have access to roads
		To implement the housing development plan	To implement the housing development plan	To implement the housing development plan	To assess the impact of housing development to revenue collection; organised settlements & social upliftment
	To develop a proper housing development plan				
	To facilitate the construction & maintenance of major road networks to Nkandla	To facilitate the construction & maintenance of major road networks to Nkandla	To facilitate the construction & maintenance of major road networks to Nkandla	To facilitate the construction & maintenance of major road networks to Nkandla	To facilitate the construction & maintenance of major road networks to Nkandla
	To ensure maintenance of all municipal roads in Nkandla Town as a primary Node	To ensure maintenance of all municipal roads in Nkandla Town as a primary Node	To ensure maintenance of all municipal roads in Nkandla Town as a primary Node	To ensure maintenance of all municipal roads in Nkandla Town as a primary Node	To ensure maintenance of all municipal roads in Nkandla Town as a primary Node
					To ensure that Nkandla Town is visually attractive

| | | | To ensure that Nkandla Town is visually attractive through urban regeneration

To establish atleast one formal burial site at Secondary Nodal Points

To ensure the construction of qualitative top-structures with large emphasis on LED related structures

Ensure ongoing operation and maintenance of all municipal structures | To ensure that Nkandla Town is visually attractive through urban regeneration

To establish atleast one formal burial site at Secondary Nodal Points

To ensure the construction of qualitative top-structures with large emphasis on LED related structures

Ensure ongoing operation and maintenance of all municipal structures | To ensure that Nkandla Town is visually attractive through urban regeneration

To establish atleast one formal burial site at Secondary Nodal Points

To ensure the construction of qualitative top-structures with large emphasis on LED related structures

Ensure ongoing operation and maintenance of all municipal structures | To ensure that Nkandla Town is visually attractive through urban regeneration

To establish atleast one formal burial site at Secondary Nodal Points
To ensure the construction of qualitative top-structures with large emphasis on LED related structures

Ensure ongoing operation and maintenance of all municipal structures | through urban regeneration

To establish atleast one formal burial site at Secondary Nodal Points
To ensure the construction of qualitative top-structures with large emphasis on LED related structures

Ensure ongoing operation and maintenance of all 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
		60 % of Nkandla Procurement must be sourced from local businesses	80 % of Nkandla Procurement must be sourced from local businesses	Capacitate local entrepreneurs to enable them to compete nationally	Assess the impact of the capacity programme on local economic growth	Ensure continuous programmes aimed at capacitating the entrepreneurs
	To reduce poverty, unemployment & the prevalence of communicable diseases through skills development.	Develop programs aimed at capacitating youth, women & children	Roll-out programs aimed at capacitating youth, women & children	Analyze the impact of the programs	Implementation of improved programs	Monitor & Evaluate program to ensure that it yields desired outcomes
	To reduce poverty, unemployment & the prevalence of communicable diseases through skills	Support interventions by other development agencies aimed	Support interventions by other development	Support interventions by other development agencies aimed	Support interventions by other development agencies aimed at	Support interventions by other development agencies aimed at capacitating the community at large

	development.	at capacitating the community at large Align Municipal Programs to Government Intervention Programs Develop reactive plans to the potential disasters	agencies aimed at capacitating the community at large Align Municipal Programs to Government Intervention Programs Implement the reactive plans to mitigate potential disasters	at capacitating the community at large Align Municipal Programs to Government Intervention Programs Implement the reactive measures plans to mitigate potential disasters	capacitating the community at large Align Municipal Programs to Government Intervention Programs Implement the reactive measures to mitigate potential disasters	Align Municipal Programs to Government Intervention Programs Implement the reactive measures to mitigate potential disasters
	To reduce poverty, unemployment & the prevalence of communicable diseases through skills development.	Develop strategic plans to address poverty	Implement Poverty alleviation programs	Evaluate & Implement Poverty alleviation programs	Evaluate & Implement Poverty alleviation programs Assess infection	Assess impact of programs on Nkandla's Poverty line & continue with implementation/ implement alternative strategies Impact Assessment

		Develop HIV/AIDS Awareness & support plan which aligns to other support programs by government & other NGOs	Roll-out HIV/AIDS support –plan to atleast 50% of Nkandla's known victims & caregivers	Roll-out HIV/AIDS Support Plan to an additional 50% of the known victims & caregivers	rate and impact of the Support program	and continue support program
			Roll-out Awareness Programs	Roll-out Awareness Programs	Roll-out Awareness Programs	
FINANCIAL VIABILITY	To increase municipal revenue through sound financial management practices.	Recovery of 50% outstanding debt owed to the municipality	Recovery of 80% outstanding debt owed to the municipality	Recovery of 100% outstanding debt owed to the municipality	Maintain the rate of debt collection and seek improved methods of collection	Implement/maintain Effective debt collection
		Offer some Traffic Control Services	Offer some Traffic Control Services	Expand the provision of Traffic Control Services	Establish a fully functional traffic department	Assess the effectiveness of the traffic department
		Expand the municipal rates-base based on the Municipal	Expand the municipal rates-base based on the Municipal Valuation Roll	Review Valuation Roll in order to expand the rates base		

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		Valuation Roll				
		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 revenue through sound financial management practices.	Comply to relevant government legislation	Comply to relevant government legislation	Comply to relevant government legislation	Comply to relevant government legislation	Comply to relevant government legislation
GOOD GOVERNANCE	To engage the communities in the municipal development process & involving key	Ensure that development is integrated in order to achieve sustainable	Ensure that development is integrated in order to achieve sustainable	Ensure that development is integrated in order to achieve sustainable	Ensure that development is integrated in order to achieve	Ensure that development is integrated in order to achieve sustainable

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	stakeholders to meet the communities' expectations	development Align municipal strategies to government strategies Stakeholder mobilisation and information dissemination	development Align municipal strategies to government strategies Stakeholder mobilisation and information dissemination	development Align municipal strategies to government strategies Stakeholder mobilisation and information dissemination	sustainable development Align municipal strategies to government strategies Stakeholder mobilisation and information dissemination	development Align municipal strategies to government strategies Stakeholder mobilisation and information dissemination
	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 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	Promote service 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

65.   SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework (SDF) is a sector pl   of the IDP. As such, it is a spatial representation of the municipality's vision and is to be used to guide the location of deve   pment as envisaged in the IDP.

The purpose of a SDF can be described as follow:
   Ø The identification of desired patterns of land use.
   Ø The identification of spatial growth directions.
   Ø The conservation of the natural and built environment.
   Ø The correction of past imbalances as well as the integ ation of formerly disadvantaged areas.
(Source: Municipal Systems Act, No. 32 of 2000 – Regulations)

The objectives of the SDF can be described as follow:
   v Strategic guidance on the location and nature of development.
   v Set out basic guidelines for land use management.
   v Discourage low density urban sprawl.
   v Generate social and economic opportunities.
   v Promote access to opportunities.
   v Maximize resource efficiency by: (1) protecting sensitive environments, (2) protecting productive agricultural land and (3) enhancing the regional identity and character.
(Source: Municipal Systems Act, No. 32 of 2000 – Regulations)

66.   THE NKANDLA LED STRATEGY

The Nkandla LED Strategy Revision (Jul 2006) proposes, amongst others, the following Project Packages, which will have spatial implications:

Infrastructure for LED
Background The Integrated Development Framework of Nkandla Municipality has identified a hierarchy of nodes, classified as primary (Nkandla Town), secondary (Qhudeni, Fort Louis, Oolwane and Lindefa) and tertiary (remaining settlements). These nodes are to be strate   lly developed to act as springboards for economic development. Goals Develop infrastructure in the nodes as identified by the Integrated Development Plan.
Proposals   - Facilitate the process of building an electrical sub-station at Nkandla town to boost electrical supply   - Create an operational plan for funding and operations   the multi-purpose centre at Nkandla town, develop infrastructure and facilitate functioning   - Complete a business plan for the Nkandla Cultural Village and package for a funding proposal   - Upgrade key roads to Secondary Nodes and Tourist Attractions

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.
Proposals   o   Prepare Tourism Development Strategy

Agriculture and Forestry
Background Nkandla has a moderate to high potential for cropping, particularly in the north-east region. In low potential areas, certain alluvial plains along ri ers could be developed under irrigation. However, many ar e fields are left unutilized and 400 tons of maize is imported into the   on 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 lar   commercial plantations - namely Nkonisa (5265 ha of which 478 ha are planted)

Qudeni (6050 ha of which 1443 ha are planted). These   e classified as B-Class - and are to be disposed of to community-business partnerships under policy governing the privatization of state assets.
Goals
Protect and utilise natural resources.
Proposals
o   Disposal of Nkonisa and Qhudeni B Class Forests o   Facilitate Agro-processing at Nkandla

67.   NKANDLA LUMS

Through the use of GIS base information and aerial pho   aphy, areas of higher density settlement were identified. These areas were subsequently visited and fieldwork conducted to identify:

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

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

Through the LUMS, the following settlements were identified:

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	Ekhukhanyeni
2830db_Da Unnamed	Izigqoza
Ntingwe	Izigqoza
2831ca_Da Unnamed	Mhlayizeni
Madiyane	Mhlayizeni
Ndweni	Mhlayizeni
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 m   s have been prepared, are located along the main road network within the Nkandla Municipality.

Four potential development nodes (excluding the accepted Primary Node of Nkandla) have been identified namely:

o Chwezi Development Node;
o Mfongosi Development Node;
o Esihosheni Development Node; and
o Qhudeni Development Node.

Where applicable, the following land use categories ha   picted 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.

68.   DISTRIBUTION OF COMMUNITY FACILITIES

The Distribution of Community Facilities Map indicates the distribution of schools, health facilities and other community facilities throughout the Nkandla Municipal area. As indicated previously, there are certain wards where community facilities are few and far in between, meaning longer travel distance and time for users. Affected wards are wards 1, 2, 3, 8, 11 and 12.

69.   INFRASTRUCTURE ASSESSMENT

According to the 2001 census, 65% of households did no have access to piped water. According to the Nkandla IDP Review for 2006/2007 (pg 103), 47.6% of households, in 2005, did   t have access to water above the RDP standard (25l of water per person within 200m walking distance). This clearly indicates tha the water backlog is being addressed substantially. However, the backlog still remains considerable.

Areas of greatest need are Zondi, Ekukhanyeni and Izigqoza Traditional Authority Areas[9].

The Infrastructure Map (attached hereunder), indicates that the southern and central-eastern areas of the municipality is well covered with a water distribution network. Dolwane an   rounds are also well covered with a water distribution network.


[9] Nkandla IDP Review 2006/2007, pg 100
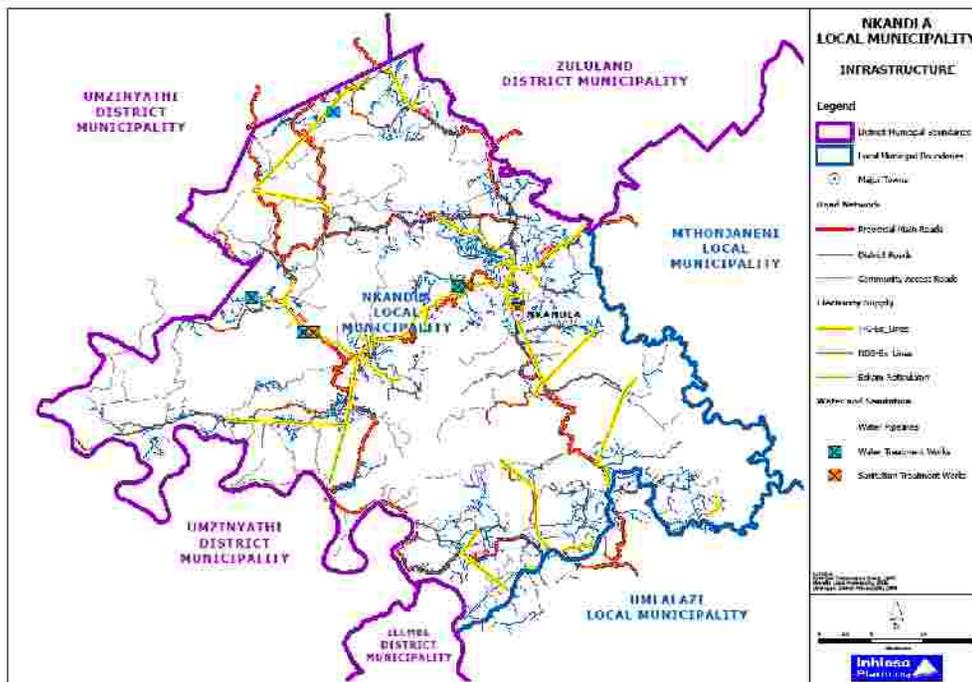
70.   ENVIRONMENTAL CONSIDERATIONS

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 specta   lar scenic viewpoints both along the P50 and P9o 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 "totaly irreplaceable site".
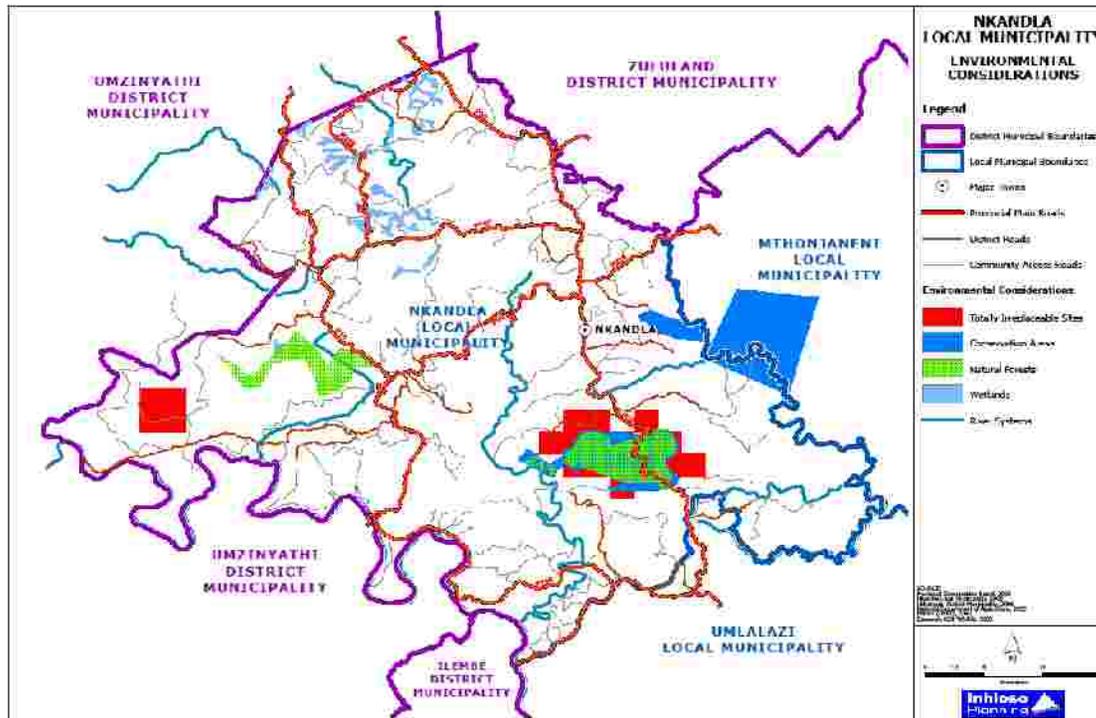
71.   TRANSPORT NETWORK

Nkandla municipality is isolated from national roads, as well as from major economic development corridors and towns.

The Department of Transport, through its African Renaissance Road Upgrading Programme (ARRUP) is currently upgrading the main roads P15 and P50 extending from Kranskop to Nkandla and Eshowe (89.2kms) from gravel to blacktop. This route passes through the scenic Nkandla Forest Reserve.

According to the Nkandla LED Strategy Revision (July 2   6, pg 67), the Nkandla Municipality has identified certain key roads that should be upgraded. These are:

- o 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 Q   deni Secondary Node.
- o P16-3 Ntingwe and Qhudeni LED node (44.2km). This would i   ove access to the Qhudeni secondary node from the northern regions of Nkandla.
- o P707 Ekhombe Hospital and Qhudeni LED node (25.9km). It is an mportant link for a number of communities in the northern region of Nkandla.
- o D1642 Amatshensipizi guest houses (8.3km).
- o D1599 King Cetshwayo Grave Site (11.84km). This road   ould open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's Grave Site – an important tourist site.

72.   PROPOSED NODAL HIERARCHY SYSTEM AND INTERVENTION AREAS

The nodal hierarchy, its respective roles and its func ions have been, to a large extent, based on criteria as outlined in a r   t entitled "A Provincial Rural Service Centre Initiative for KwaZulu-Natal and the IRDP". These are:

- o Location: as primary criterion requires that a node should enjoy good accessibility and linkages to other nodes and target service areas.

- o Population: the existing population numbers and prospects for fut   growth are important as service delivery should reach as many people as possible.
- o 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 service   evelops.
- o Infrastructure: The existing level of physical and social services as a means to facilitate further development is important.
- o 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.
- o Public participation: the identification and selection of nodes should bear in mind stakeholder input.

The preferred hierarchy of nodes and their typical rol s are outlined below:

73.   MAIN ECONOMIC DEVELOPMENT / SERVICES NODE

These towns generally have a wide range of public and   vate sector activities and Nkandla fits this category wel. 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 to   ards passenger services; and
- § serve as the locality for the establishment of infrast ucture such as sports facilities, cemeteries, landfill sites, and so forth.

74.   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 faci ties 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.

75. SERVICES 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.

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

§ Esihosheni;
§ 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 strat   lly identified due to its proximity to the P50 main transport investment route, and the agricultural investment areas to its north and south.

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

76.   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 trials.

It is crucial that the identified Tourism Nodes are provi ed with sufficient basic infrastructure (water, sanitation and electricity). In addition, each node will require appropriate land use   d management controls, due to their location in or in close proximity to identified environmentally sensitive areas.

The following table provides a summary of the facilities present at the identified nodes referred to in sections 12.1, 12.2, 12.3 and 12.4. It is important to note that not all the nodes   eloped and that nodes for future development/investment have   so been identified.

Primary Node	Secondary Nodes
Nkandla	Economic Development Nodes
	Chwezi o Future Node Dolwane o Primary School o Secondary School o Community Hall o Sports Field o Market Stalls o Taxi Rank Qudeni o Detailed Plan previously prepared Lindela o Primary School o Secondary School o Clinic o Market Stalls o Taxi Rank o MPCC (aka Thusong Centres)

	Services Nodes
	Esishosheni o Primary School o Secondary School o Clinic o Sports Field o Taxi Rank Maphuthu o Primary School o Tribal Court Ekahlangeni o Primary School o Secondary School o Tribal Court Jameson's Drift o Primary School o Clinic o Community Hall o Market Stalls o Taxi Rank o Tourism Attraction
Tertiary Nodes	Tourism Nodes

Matshenezimpisi
- o Existing tourism attraction

P90
- o Proposed future tourism node

Esibhudeni
- o Proposed future tourism node

77. 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 a   Obviously the Agricultural Development Plan will also have to consider other suitable and sustainable a   icultural development opportunities.

78. COMMERCIAL FORESTRY INVESTMENT AREAS

Nkandla has two large commercial plantations, namely N   a (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 implemen ed as soon as possible. Obviously the communities involved as well as the businesses will greatly benefit from an econom   l 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.

79.   APPROPRIATE DEVELOPMENT / LAND USE AREAS

Areas in which appropriate development or land use could be considered are at the Amatshenezim   Reserve and the Qhudeni Natural Forest. The type of development envisaged includes walking trials 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   t these locations, market forces will play a very impor   t role in identifying development options.

80.   "NO DEVELOPMENT" AREAS

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

81.   TRANSPORT INVESTMENT ROUTES AND ROAD UPGRADES

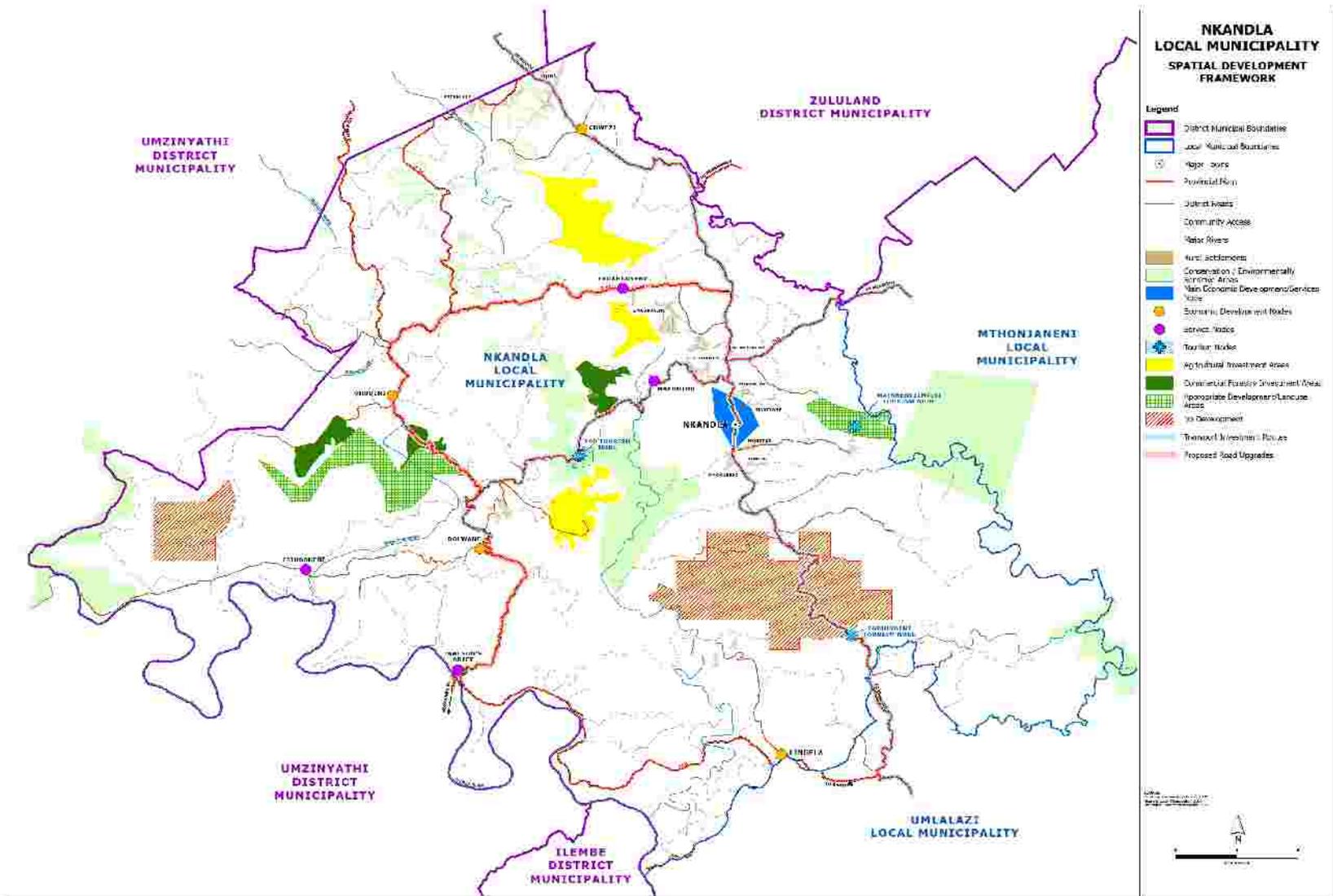The following roads have been identified as the main t ansport investment areas:

§ 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 traversement through the proposed Esibhudeni Tourism 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 traversement 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   tes needs to be upgraded:

§ The P16 between Jameson's Drift and Qhudeni up to wher   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).

§ D1599 King Cetshwayo Grave Site (11.84km). This road   ould 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
- Provincial Road
- District Roads
- Community Access
- Major Rivers
- Rural Settlements
- Conservation / Environmentally Sensitive Areas
- Main Economic Development/Services Node
- Economic Development Nodes
- Service Nodes
- Tourism Nodes
- Agricultural Investment Areas
- Commercial Forestry Development Areas
- Inappropriate Development/Landuse Areas
- Ito Development
- Transport Investment Routes
- Proposed Road Upgrades

82.   NATIONAL AND PROVINCIAL ALIGNMENT ISSUES

National Spatial Development Perspective

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development   rspective (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   f other policy objectives, key among which would be poverty alleviation.
§   Government spending on fixed investment, should theref re be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic acti ties and/or create long-term employment opportunities.
§   Efforts to address past and current social inequalitie 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 localiti s 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 aparth d, 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 potentia 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 f   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 whi   suring the equitable development of the rural areas through land reform, housing and service delivery.
§ 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

83.   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 w thin 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   asic 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 grow h
§ 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:

- o The Agricultural sector (including agri-processing and land reform)
- o The Industrial sector (Including Manufacturing)
- o The Tourism sector
- o 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 he above principles of development and growth underpinning PSEDS.

84. SPATIAL DEVELOPMENT FRAMEWORK: RECOMMENDATIONS FOR IMPLEMENTATION

In the table below, the implementation recommendations are set out, in sequential/priority order.

No	Recommended Action	Estimated Cost	Financial Year				
			1	2	3	4	5
1	Preparation of detailed Nodal Framework Plans for the posed economic development nodes, as well as services nodes s depicted on the SDF Map. This could be put out in one combined tender, which will result in cost savings and in consi .

Nodal Framework Plans to indicate implementation roll-out per node (inclusive of community facilities, government an   l facilities such as libraries, assessment of services and infrastructure and its required upgrading, etc.) | R250,000 | ▓ | ▓ | | | |
2	Preparation and adoption of a Town Planning Scheme for Nkandla Town	R70,000	▓				
2	Preparation of an Agricultural Development Plan for th proposed Agricultural Investment Areas	R75,000		▓			
3	Preparation of a Strategy (and assistance in its imple entation) 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	R25,000		▓			
4	Preparation of a Marketing Strategy for Amatshenezimpi Tourism Node	R25,000		▓			
5	Preparation of the Esibhudeni Tourism Node Development Plan	R75,000		▓			
6	Preparation of the P90 Tourism Node Development Plan	R75,000		▓			
7	Liaison and interaction with the Department of Transport for the upgrading of the P90 road, which the proposed Maputhu Service	R40,000	▓	▓			

No	Recommended Action	Estimated Cost	Financial Year				
			1	2	3	4	5
	Node and the proposed P90 Tourism Node and which links kandla Town with the proposed Dolwane Economic Development Node. This might also require the preparation of a business lan for motivating and accessing funding for such upgrade		■	■			
8	Liaison and interaction with the Department of Transport for the upgrading of the following roads: § The P16 between Jameson's Drift and Qhudeni up to where it links with the P707; § The P707 which provides access to the proposed Ekukhan eni Service Node and the proposed agricultural investment areas to the south and north of the latter Service Node. This might also require the preparation of business plans for motivating and accessing funding for such upgrades	R50,000	■	■	■		
9	Liaison and interaction with the Department of Transport for the upgrading of the following roads: § D1642 Amatshensipizi chalets (8.3km); and § 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. This might also require the preparation of business pl s for motivating and accessing funding for such upgrades	R50,000		■	■	■	
10	Implementation of Nodal Framework Plans for the proposed economic development nodes, as well as services nodes, Town Planning Scheme for Nkandla Town, the Agricultural Dev lopment Plan for the proposed Agricultural Investment Areas, a Marketi Strategy for Matshenezimpisi Tourism Node, the Esibhudeni Tourism Node Development Plan, and the P90 Tourism Node Development	unknown		■	■	■	■

No	Recommended Action	Estimated Cost	Financial Year				
			1	2	3	4	5
	Plan						

The latter action (i.e. 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 Amatshenezi pisi Tourism Node, the Esibhudeni Tourism Node Development Plan, and the P90 Tourism Node Development Plan), will invol implementation activities which will take much longer to complete than the indicated 4 years above. The time frame for pletion will depend on the availability of funding and human resources.

85.   PROGRESS ON THE IMPLEMENTATION OF THE SDF

- Funding of R200 000 has been obtained from the DLGTA: Spatial Planning Unit for the development of Nodal Framework Plans.
- The Qhudeni Nodal Framework Plan has been adopted by Council.
- The Town Planning Scheme has been submitted to DLGTA for comments and forwarding to the PPDC.
- The Agricultural & Tourism Investments plans have been finalized.
- The priority roads have been communicated to DOT.
- D1642 to Amatshenezimpisi chalets has been budgeted for 2009/10 from the MIG.
- D1599 to King Cetshwayo's Grave Site has been developed.

86. SECTOR INVOLVEMENT

The municipality outlined its strategies & objectives bove 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.

REQUIRED INTERVENTIONS OF SECTOR DEPARTMENTS

DEPARTMENT	INTERVENTION
Office Of The Premier	- Ensuring That There Are IGR Units In All Sector Departments - Ensuring Effective Implementation on the IGR Act

Provincial Treasury	• Training On Budgeting • Training On Asset Management • Supply Chain Software (Data-Base Management)
DLGTA	• 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	• Evaluate The Standard & Safety Of All Public Facilities • To Settle All Outstanding Rates Debts To The Municipality • Training Of Local Contractors On EPWP
DAEA	• 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 environmen al management unit
Health	• 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
Social Welfare	• 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	• Fast Track The Transfer Of ERF 5000 • More Information On Programmes • Assistance In Acquiring Privately Owned Land In Nkandla Town
DEAT	• Fast Tracking The Implementation Of Ekhombe Taxi Rank Project • Assist In Implementing Nkandla Forest Eco-Tourism Project At Uthukela Canoeing & Camp Site • Amatshenempisi Chalets & Game Reserve • King Cetshwayos Grave Site

Housing	• Nkandla Town Rental Housing • Fast Track The Implementation of Godide & Qhudeni Housing Projects
SAPS	• 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 Arts & Culture	• Develop a sports development programme together with the municipality. • Fund the identified sports facilities. • Exploit the richness of the culture of NKANDLA • Fund the annual cultural events such as the Annual Cultural Dance event & others

87.   FINANCIAL MANAGEMENT & VIABILITY

87.1   CHALLENGES FACING THE BUDGET & TREASURY DEPARTMENT

The Department of Budget & Treasury is critical in a m   icipality that is highly dependant on grants

87.2   AUDIT OUTCOMES

The municipality was audited during the first quarter if the financial year 2007/8. The Auditor –General expressed a qualified opinion, some of the reasons for the qualifi ation were the following:

Receivables:

There was no evidence that the Valuation Roll existed n 2006/7 & there was no source documents for some of the debtors outlined in the financial statements. The municipality has since implemented the Municipal Property Rates ACT, by: Developing & adopting the Valuation Roll which is a register of all properties & the values of those properties within the municipal area. The Municipal Rates Policy was de eloped based on the MPRA, workshopped with the respective communities and other relevant stakeholders & adopted y Council. It was hoped that the implementation of this policy would improve municipal revenue, however as most of the municipal residents are indigent, there were exempted and there are various other challenges with regards to collecting rates in the Traditional Authorities which make up 98% of the municipal area, therefore the municipality is currently able to collect from Nkandla Town hich happens to a high number of indigents as well.

Assets:

The Asset Register that was developed in 2006/7 was no compliant to the GAMAP/GRAP system, however, the municipality has put aside funding and the review of the register is underway. The challenge in this regard has been to obtain the services of accredited service providers to develop the compliant asset register.

87.3   VAT

The municipality had failed to submit the tax returns in the previous financial years timeously. The municipality has since submitted all its tax returns to the receiver and is now up-to-date with its tax returns and all the tax returns are epared internally.

Risk management

Is a process to identify, assess, manage and control potential events or situations to provide reasonable assurance regarding the achievement of the organisation's object ves.

Risk is the possibility of an event occurring that could have an impact on the achievement of objectives. Risk is measured in terms of impact and likelihood.

Risk management is a key responsibility of management. To achieve its municipal objectives, management should ensure that sound risk management processes are in place and functioning .The Council and Audit committee have an oversight role to determine that appropriate risk management process are in place and that these process are adequate and effective . The internal audit unit function in risk management is to assist both management and audit committee by examining ,evaluating, reporting and recommending improvements on the adequacy and effectiveness of management' risk management processes.

The Nkandla Municipality had identified the need to manage its risks. The first step was establishing an Internal Audit unit that will assist the Municipality in managing risks challenging its most critical objectives and related projects. As part of risk management process the internal audit unit has conducted a risk assessment for the year 2007/2008. The risk assessment is a process where the internal audit identifies and analyse external and internal risk affecting achievement of the objectives. The assessment for the year 2008/20 9 will be conducted during the month of June 2008. The internal audit has also developed a risk management policy.

The next phase will be to review a risk management strategy, which will include a risk management plan, fraud prevention plan, Disaster management plan and other identified major risk components. The main purpose for reviewing a strategy is to provide guidance and direction to Coun   , Management and staff on the management of risk facing Nkandla municipality.

REPORT BY THE COMMISSION ASSIGNED TO INVESTIGATE THE MUNICIPAL FINANCES

1. INTRODUCTORY BACKGROUND

Nkandla Municipality has almost all of its income sources coming rom the National and Provincial government as grants and subsidies. These grants and subsidies have been in the average of R25 million per year over five years including 2008/2009. However, the municipal total budget has been in an average of R35.5 million for this term, i.e. 2004/05 to 2008/09. This is due to the surpluses and reserves that have been accumulating over these years and they have been part of each year's estimates. Using accumulated surpluses and reserves as our funding sources caused a deficit of about R5.6 million for the next financial year, i.e. 2008/2009. This means that the municipality has about 18.1% of its budget without revenue source.

The current financial position of the municipality indicates that the municipality might be in the position to afford the operations without any other projects/ programs implementation. A number of capital projects could be implemented using the municipal infrastructural grant being the only funding source of the capital expenditure on the proposed   get, i.e. 2008/09 budget. On discovering this, the management had to look at the me   s to work on this situation with an aim of bridging this financial gap. A committee of four members of the management including the municipal manager was set-up and given the terms of reference. All the areas and the corners of the municipal budget had to be analyzed with an aim of establishing possible savings and meet the gap on the proposed budget.

2. TERMS OF REFERENCE

The committee was given the terms of reference as a guiding tool when executing its duties. The recommendations on this report are based on the findings on the areas as per t e set terms of reference. The terms of reference were as follows:

§   Overall Budget Analysis
§   Salaries Analysis (including councilors remuneration minimally)

§ Budget Principles
§ Establishment of Possible Saving Areas

3. COMMISSION PROCESS

The committee had to go through certain process to ensure that all the areas of the budget are analyzed and solutions to the problem source are addressed. Therefore, each member w s given a task without deviation from the terms of reference. The salaries were analyzed and found to be the major expenditure in the operational budget and in the excess of the limits set by the National Treasury. Analysis included minimal analy is of councilor's remuneration since there wouldn't be any possible interference with their appointment and remuneration.   number of votes were identified as the areas of possible saving, they include but not limited to Vehicles, Cleaning Services Legal Fees, Entertainment, etc. Affected departments were requested to assist in clarifying some of the issues relating to their functions to be affected when implementing the committee's recommendations in terms of possible saving areas.

4. FINDINGS

4.1 Overall Budget

The budget has increased by over 100% over the last four years for 2004/05 to 2006/07 financial years. This increase has been due to the utilization of the previous years' accumulated surpluses and investment   he availability of those funds allowed the council to expand its operations. Increase from operating expenditure has been material as it is more that 100% over the last four years.

4.2 Operational Budget

Employee related costs have increased by 40% over the ast four years and that increase has been caused by the introduction of the middle management and the expansion of municipa functions. The general expenditure has also increased by more than 60% over the last four year and that has again due to the expansion of municipal operations and functions. The repairs and maintenance has also been increased drastically by ore than 200%. Instead of 120% which is on average of 30% p.a. for a project.

4.3 Capital Budget

The capital budget has been grossly informed by Municipal Infrastructural Grant and there hasn't been much increase in the capital budget.

4.4 Possible savings

As part of the terms of reference of the committee the committee was tasked to look at the possible saving areas in the current budget. All departments were scrutinized and possible ving areas were communicated to the difference HOD's.

5. RECOMMENDATIONS

On conclusion of its assignment, the committee had to ecommend the reduction of some of the municipal operational costs. These areas broken down into employee related cost and other operational costs as follows:

A. Employee related cost

1. Technical Services

- § Outsourcing of non-core functions
- § Refrain from doing UDM tasks
- § Offer early retirement to staff members
- § The Director Technical should discuss with all staff affected, Manco to assist the Director

2. Budget & Treasury

- § Full utilization of current staff member

3. Community Services

- § LED Officer position to be suspended
- § Community safety to be degraded to an Assistant and Sports & Recreation Officer to perform the disaster.

4. Corporate Services

- § Registry Clerk position to be suspended
- § Mr Ntuli to be used as a pool driver rather than a dri   from technical services

B. Other operational costs

1. Motor vehicles

The number of leased vehicles was looked at the possib   reduction in the number. The recent report by the Avis Vehicle Rentals proved that the available vehicles are under u ilized. The municipality is also spending much on the fuel and oil vote. The lack in control in vehicle usage has resulted in unauthorized use of the vehicles. Use services like digicore.

2. Cleaning services

The cleaning services vote has also been looked and the possible savings can be expected or the service can be outsourced completely. There is a duplication of the service as w   ve people working as cleaners.

3. Legal Fees

There should be savings from the legal fee vote as most of the policies should be developed by the HOD's. The utilization of the legal advisor should be at a minimum. Appoint a pool of more than one service providers & source quotation. Internal hearings be concluded by HOD's.

4. Entertainment Expenses

The money that is spent on entertainment expenses should be reduced to minimum. The Council is spending much on entertainment expenditure.
§   Cater for Exco and Council meetings only
§   Eliminate/ Minimize special meetings
§   No provision of tea for meetings
§   Staff to provide their own tea grocery

5. LED related projects

The budget for LED related projects should be reduced as the Municipality is only facilitating. The LED related projects should be aligned to the Provincial Economic Development Department and others.

6. Social Development

The budget for Social Development should also be reduced and be properly aligned to the Provincial Social Development Programs.

7. Cleaning Services and Waste Management

There is duplication of services in Technical Services for cleaning services and waste management and the two votes should be combined and the budget should be reduced.
§   Refrain from collecting waste in the far lying areas, rather consider outsourcing

6. CONCLUSION

Based on the findings and recommendations thereof, it   be concluded that the current budget deficit will be eliminated if and only if the recommendations are implemented. It is further proposed that departments should cut their operational budget by not less than 50%. The Management and the Council should own this process and cooperate in its implementation.

CAPITAL BUDGET 2008/09

No.	PROJECT DISCRIPTION	ASSET TYPE	BUDGET ALLOCATED	SOURCE OF FUNDING

1	ELECTRIFICATION	COMMUNITY PROJECT	500,000.00	CURRENT REVENUE
2	AGRICULTURAL CENTRE WARD 14	BUILDING	1,300,000.00	MIG
3	SWIMMING POOL	PUBLIC FACILITY	1,500,000.00	MIG
4	NYAWOSHANE SERVICE CENTRE	HALLS	1,100,000.00	MIG
5	ITHALA SERVICE CENTRE	HALLS	1,100,000.00	MIG
6	THUMA SERVICE CENTRE	HALLS	1,100,000.00	MIG
7	MATSHEZIMPISI ROAD REHAB	ROADS	1,651,587.00	MIG
8	STANDBY GENERATOR	PLANT & EQUIPMENT	154,261.00	CURRENT REVENUE

8,405,848.00

CAPITAL BUDGET 2009/10

2	SERVICING OF RESIDENTIAL SITES	ROADS	1,500,000.00	MIG
3	STAFF RENTAL HOUSING	HALLS	3,500,000.00	MIG
4	NKANDLA SPORTS COMPLEX	HALLS	3,063,000.00	MIG
			8,063,000.00	

87. PROJECTS FOR 2008/9

LIST OF UNFUNDED PROJECTS FOR 2008/9

LOCAL ECONOMIC DEVELOPMENT

PROPOSAL
Develop a core multi-purpose centre at Nkandla
DESCRIPTION
Create an operational plan for funding and operations he 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 govern ent programmes to the Nkandla community
ANTICIPATED OUTCOMES
Gradually upgrade the services of the new Multi-Purpose Service Centre to become a fully fledged MPCC

ACTIVITIES

• Jointly plan with provincial line departments at Nkanda for the joint administration of a "one-stop shop". The basic services should include:
     – provision of government services and information
     – access to information and communication technologies, luding 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, inking 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 ll, Amakhosi Hall etc) to new centre.
 • Develop infrastructure
 • Monitor functioning
 • Research satellite locations in more inaccessible areas, starting with the secondary nodes.

RESPONSIBLE BODY	OTHER ROLEPLAYERS	
• Public Facilities (lead) • LED Officer • Nkandla Library	• ABET providers • Business Advice providers	

ESTIMATED COST	SOURCE	TIMEFRAME
• 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	Department of Works	3 Years

| participate in the MPCC) | | |
• Research Satellite Locations: R40,000		
PROPOSAL Cultural Village		
DESCRIPTION Complete a business plan for the Nkandla Cultural Vill and package for a funding proposal		
PURPOSE Promote eco-tourist opportunities at Nkandla		
ANTICIPATED OUTCOMES • Business plan for the operation of the Nkandla Cultura Village		
ACTIVITIES • "Top – up" funding provided by the DEDT for a tourism develo ment 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 s		
RESPONSIBLE BODY • External consultant • LED Officer	**OTHER ROLEPLAYERS**	
ESTIMATED COST Business Plan (as part of tourism strategy) R50,000 Implementation R1,500,000 over two years	**SOURCE** Internal Funding External sources	**TIMEFRAME** August 2006 to March 2007 May 2007 – May 2009
PROPOSAL Upgrade key roads to Secondary Nodes and Tourist Attractions		

DESCRIPTION
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.

PURPOSE
Enable infrastructural and institutional development of key secondary LED nodes and tourist attractions

ANTICIPATED OUTCOMES
• 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 Qudeni LED node (P-707)
• Provide road access to Amatshensipizi guest houses (D-1642)
• Provide road access to King Cetwayo Grave Site (D-1599)

ACTIVITIES
• Motivate why these roads are important for LED at Nkan la and send motivation to the Provincial Rural 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

CRITICAL AREA Tourism
BACKROUND 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 trategy 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
PRIORITIES
• Nkandla Forest and neighbouring historical and natural sites
• Advertising and developing potential at Amatshensipizi
• 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   and link to neighbouring municipality tourism plans. Begin to advertise existing sites on major tourism web ites. 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.
PURPOSE Focussed, do-able projects to promote tourism at Nkandla
ANTICIPATED OUTCOMES
• Short term strategy document with funding proposals packaged
• Increased occupation of Amatshensipizi for both business and tourism purposes

ACTIVITIES
• Focus the planned tourism strategy research around Nkandla Forest and Amatshensipizi. 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 Nzuze valley, and the involvement and training of loca guides
• Advertise Amatshensipizi 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 educa e residents about the programmes
• Package funding proposals arising from the strategy document for Gijima KZN

RESPONSIBLE BODY	OTHER ROLEPLAYERS	
LED Office	• Appointed consultant, Uthungulu Municipality	
	• Neighbouring Municipalities	

ESTIMATED COST	SOURCE	TIMEFRAME
Tourism strategy research: R100,000	Department of Economic Development	Aug-December 2006

CRITICAL AREA
Agriculture and Forestry

BACKROUND
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 eft unutilized and 400 tons of maize is imported into the region every month. Loca 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)   nd Qudeni (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
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 Qudeni. Lima to complete funding proposal to Gijima KZN at risk. The strategy should al   te forestry fire issues in broader Disaster Management Plan
PURPOSE Promote forestry processing facilities at Nkandla
ANTICIPATED OUTCOMES • Feasibility study for the disposal of the B Class fore s as PPPs • Disaster management plan that includes fire control in these forests

ACTIVITIES
• Meet Lima Rural Development Foundation
• Lima to write Gijima Application at risk in partnership with Nkandla Municipality before 16 August 2006. Include:
    – Current DWAF plans for dealing with state assets
    – Lease agreements and status of the Qudeni 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

RESPONSIBLE BODY	OTHER ROLEPLAYERS	
• Lima Rural Development Foundation (033) 3429043 / LED Office • Department of Forestry, Mike Modise, 082 801 4712, modisem@dwaf.gov.za	• Traditional authorities surrounding forests. • Land Claims Commission	
ESTIMATED COST Feasibility study R350,000 Implementation R5,000,000	SOURCE Gijima LCF/CAP Gijima IMP Business partners	TIMEFRAME Application: July-16 August 2006 Thereafter 6 months 2007 – 2009

PROPOSAL
Facilitate Agro-Processing at Nkandla

DESCRIPTION
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).

PURPOSE
Promote adding value and local jobs through agro-processing facilities at Nkandla

ANTICIPATED OUTCOMES
• 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
• Abbatoir to support DoA poultry projects

ACTIVITIES
• Focus the planned agricultural strategy research at specific adding-value opportunities and appoint the consultant
• Package funding proposals arising from the strategy do   ment for Gijima KZN

RESPONSIBLE BODY	OTHER ROLEPLAYERS	
• Appointed consultant • LED Officer	• Department of Agriculture • Ntingwe Board • Ikusasalethu Trust • Poultry producers • Participants in the "Agrarian Revolution" programme	

ESTIMATED COST	SOURCE	TIMEFRAME
R100,000	Gijima KZN CAP	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   ls 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

PRIORITIES
• Enable local contractors to tender for service deliver   in government construction, housing, and 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

ACTIVITIES
• Application to KZN Gijima BEF for funding for a 24 mon h contracted skills development programme manager
• Maintain a database of all local contractors, includin information about involvement in EPWP projects
• Jointly with DoT, Dept Works EPWP and NGOs, link contractors with RRUP, Vukuzakhe, Zimbambele 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 nu series, school playing fields, uses for site offices left behind etc

RESPONSIBLE BODY	OTHER ROLEPLAYERS	
• EPWP Provincial Department	• CETA	
• Nkandla FET College	• Department of Transport	
• LED Office	• Department of Economic Development	

ESTIMATED COST	SOURCE	TIMEFRAME
R800,000	Gijima KZN	2 Years
CRITICAL AREA		
Local Participation		

BACKROUND The Nkandla Municipality has established an LED commit ee 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 feedba   m 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   fforts and address shortcomings identified by Operation MBO **PURPOSE** Build local involvement in LED processes
ANTICIPATED OUTCOMES • Facilitate participation of local businesses and NGOs • Link to the TIK Business Retention and Expansion Progr mme • 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	OTHER ROLEPLAYERS	
• LED Office • TIK	Local Business Owners	

ESTIMATED COST	SOURCE	TIMEFRAME
R50,000	Internal Funds	3 Years

CRITICAL AREA
Link LED to social programmes

BACKGROUND
Although social development projects do not fall stric y 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, institutional 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   formally mentioned here, and the outworking should continue unimpeded by other commitments.

GOALS
Facilitate social cluster planning among Health and We fare departments and NGOs working at Nkandla

PRIORITIES
• Child support programmes
• Health
• ABET

PROPOSAL
Co-ordination of LED and Social Development Programmes

DESCRIPTION
Continue to facilitate and support joint planning and mplementation of Social Programmes among Line Departments and NGOs

PURPOSE
Positive broad impact on "rural capital" necessary as springboard for LED

ANTICIPATED OUTCOMES
• Improved health, adult literacy, and child care

ACTIVITIES
• Provide venue, ensure participation by local Governmen Departments and chair monthly meetings
• Keep records of minutes and act on decisions
• Facilitate co-operation between NGOs and Government Departments

RESPONSIBLE BODY	OTHER ROLEPLAYERS
• Community Services Department with inputs from LED Officer	• Nkandla Mayor • Provincial line departments at Nkandla

ESTIMATED COST	SOURCE	TIMEFRAME
N/A	N/A	Ongoing

CRITICAL AREA
Project requested to be considered for the Uthungulu District LED Review

PROPOSAL
Capacity building of Local Municipality LED Staff

DESCRIPTION
Urban Econ, who are responsible for the Uthungulu District LED Plan, 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.

PURPOSE
Build capacity of Local Municipality staff in key areas

ANTICIPATED OUTCOMES
• Develop understanding of the legal framework behind the creation of Public Private Partnerships and Municipal Entities among LED Offcers at all local municipalities • Develop an incentive programme to attract new business s to Nkandla • Develop GIS skills required for asset management and equitable distribution of resources • Build understanding of the Municipal Financial Managem t Systems, especially property rates tax

ACTIVITIES
• 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 und taken by Urban Econ • Joint training on the use of GIS software in relation o tagging of existing assets and monitoring and evaluating impact of LED programmes on household capital • Workshop on the property rates tax

RESPONSIBLE BODY	OTHER ROLEPLAYERS	
Uthungulu LED Office	Local Municipality LED Offices	
ESTIMATED COST	SOURCE	TIMEFRAME
R132,500	Gijima KZN BEF Internal District Funds	Two years

CRITICAL AREA
Project requested to be considered for support from the Office of the Premier

PROPOSAL
Feasibility Study on Building a New Shopping Complex andla 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
• 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
• Sufficient information to decide whether the project is feasible and how to pursue the establishment of the complex

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   vices
– 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
• Consultant appointed by the Office of the Premier • LED Officer	• Office of the Premier • Operation MBO task Team

ESTIMATED COST	SOURCE	TIMEFRAME
R300,000	Operation Mbo	August 2006 to March 2009

87.2   SOCIAL UNFUNDED PROJECTS

A.   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 acti e 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
	2008	2009	2010	2011	2012		
Strengthen behavioral change programmes and interventions, targeting higher risk & vulnerable population by organizing workshops with all community& political leadership sensitize them about being role models and understand that HIV is not a health issue but its community issue.	At least 20% of high risk and vulnerable groups have Access to behavior change Interventio ns	At least 30%	At least 40%	At least 50%	At least 60%	Municipality DOH	All government department And civil society
2.Implementation of intervention that address	Preparatio ns	Implementati on of gender	AT least 75% Implementa	At least 85%	At least 100%	DOE	ALL Gov department

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sexual reproductive, substance abuse and alcohol through a gender sensitive package targeting all school and out of school youth in addressing teenage pregnancies	&adapting package to NKANDLA Municipality area and developing database of priority schools	sensitive package of sexual& reproductive health intervention in at least 50% of schools with high rate of teenage pregnancies	tion of gender sensitive package of sexual& reproductive health intervention in at least 50% of schools with high rate of teenage pregnancies					and Civil societies

3.Implementation of Life skills curricula customized to different target group. Example: Primary schools children, Secondary school children, Higher Education Institution students and youth out of formal school.	Preparation and adoption of curricula that fit NKANDLA situation	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
4.Implementation of programmes that promote voluntary disclosures by PLWHA.	Preparation, training and adaptation of such programme	At least 20% of support groups implementing voluntary	At least 35%	At least 45%	At least 50%	DOH, PLWHA, CSO & Private	Private sector and workplaces

at NKANDLA local area.	discloser by PLWHA					sector	
5.Rollout of customized comprehensive HIV prevention package to special groups like: prisoners, farm workers, lesbians and gay.	Preparations and adaptation of programmes 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 packaged include VCT, TB screening, STI management, male and condoms in all workplaces in NKANDLA area	50% of comprehensive HIV Prevention package in workplace	At least 65%	At least 85%	At least 95%	At least 100%		All government departments, Private sector and Civil society.
7.Condom promotion and distribution targeting all high risk settings such as: sheebeens, 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

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 mission of HIV to <1% by 2012

INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHODERS
1.Provision of ARV treatment for all eligible pregnant women and children as per National guidelines	2008	2009	2010	2011	2012	DOH, Private sector	International organizations
	Preparation (waits National guidelines and training)	100% of both eligible mother and child receive ARV's	100%	100%	100%		
2.Development/scaling up/strengthening of community based strategies/programmes 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	Awaits for National policy	At least 5% of HIV positive	At least 10%	At least 20%	At least 30%	DOH	Private sector

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women who choose to exclusive breast-feed.	and adaptation of national programme to KZN	women who exclusively breast feed provided nutritional support				

Objective 3: To reduce the risk of HIV transmission from occupational exposure and Through injecting drug use & use of contaminated ins ruments to < 1% by 2012						OUTCOME TARGET: Risk of HIV reduced to < 1% by 2012	

INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2008	2009	20010	2011	2012		
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	At least 20% of	At least 30%	At least	At least	At least 60%	DOH, LM	Traditional

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Health Practitioners on infection control	traditional health practitioners trained on infection control		40%	50%			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 Palliative care setting.	100% of Home Base Care givers adherent to infection control guidelines.	100%	100%	100%	100%	DOH	Civic society organizations
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

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 d 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
	2008	2009	2010	2011	2012		
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 facilities with the special focus on STI, TB and antenatal services.	Preparation of policy and legislation	At least 50% of all health facilities in NKANDLA adhere to compulsory testing	At least 60%	At least 70%	At least 80%	DOH, Private sector	Youth sector, Civil societies

OBJECTIVE 2: To increase access to comprehensive treat t and care package						OUTCOMES TARGETS: 80% Of the eligible population have ccess to comprehensive treatment and care package by 2012	
INTERVENTION	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2008	2009	2010	2011	2012		
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
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

						DOH, LM	CSO, Private sector
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

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
	2008	2009	2010	20011	2012		
1.Implementantion of service delivery guidelines defining core services at local level for OVC (birth registration, child support grant and exemption from school and health services fees)	Preparations and established of services &guidelines defining core services for OVC	Guidelines services in place	Guidelines services in place	Guidelines services in place	Guideline services in place	DOHA, DOSW, SASSA, DOE	All sectors
2. Capacity development of schools, educators and early development centers to provide psychosocial, educational and	At least 20% of schools and early childhood development centers provide	At least 30%	At least 50%	At least 60%	At least 70%	DOE, LM, DOSW	UNICEF, all sectors

adherence support to children in need.	psychosocial support.						
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 ppropriate support to mitigate the impact of HIV/AIDS by 2012

INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2008	2009	2010	2011	2012		
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

GOAL: A supportive political environment with a proact 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
	2008	2009	2010	2011	2012		
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	Quarterly and annual public address on HIV/AIDS by all	Quarterly and annually address	Quarterly & annually	Quarterly & annually	Quarterly & annually	LM, PLWHA	All sectors, PLWHA

	leaders						
framework. 3.Invovlment of leaders in reduction of risk of Human Rights violations from cultural, religious and traditional practices	PREPARATIONS	All Traditional and Religious Leaders capacitated on human rights issues	No risk of violation of Human Rights through culture and religious practices	No risk	No risk	Human Rights sectors	Traditional & Religious Leaders, Human Rights sectors
4.HIV/AIDS Indaba	Annual HIV and AIDS Indaba held	Annual Indaba	Annual Indaba	Annual Indaba	Annual Indaba	LM	All sectors

OBJECTIVE 2: To promote and support involvement of peo 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
	2008	2009	2010	2011	2012		
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	Implement relevant policies and guidelines for workplaces	Implement relevant policies and guidelines for	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

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3.Empower PLWHA to recognize and deal with Human Rights violations	workplaces Preparations	20% of support groups capacitated to deal with human rights violations	workplaces 30%	40%	50%	Human Rights Commission, LM	All sectors

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 r lated HIV/AIDS are adhered to 2012		
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEY STAKEHOLDERS
	2008	2009	2010	2011	2012		
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%	A t least 50%	PAC All sectors	

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 STKEHOLDERS
	2008	2009	2010	2011	2012		
Capacity building to on HIV/AIDS	All sectors have	All sector have	All sectors have	A all sectors have	All sectors capacity to	KWANALOGA	All sectors

mainstreaming	capacity to mainstream	capacity to mainstream	capacity to mainstream	capacity to mainstream	mainstream		
Mainstreaming of HIV/AIDS in all sector mandates and plans	Preparation	50% of all sectors implementing HIV/AIDS related policies	100% of all sectors implementing HIV/AIDS related policies	100% of all sectors implementing HIVAIDS related policies	100% of all sectors implementing HIVAIDS related policies	KWANALOGA	All sectors

D.   PRIORITY 4: MANAGEMENT, MONITORING, RESEACH AND SURVEI ANCE OF RESPONSE

GOAL: Effective coordinated local response to HIV&AIDS that is informed by monitoring, evaluation and research	IMPACT TARGET: The NKANDLA Local Aids Council Strategy response achieve its impact and outcome targets by 2012

OBJECTIVE1: To ensure updates HIV/AIDS profile; develops evidence base comprehensive multi-sectoral action plans; monitors the implementation of action plan through quarterly reporting and quarterly meeting in which at least 60% of designated mbers attend; mobilize, disburse and monitor usage of resources according to plans						OUTCOME TARGET: Coordination is effective in 60% of sectors and wards of NKANDLA Municipality	
INTERVENTIONS	INDICATORS					LEAD AGENCY	KEYSTAKEHOLDERS
	2008	2009	2010	2011	2012		
1.Build capacity coordinated structure	50% LAC members trained on their role	100% members trained on their role	100% members trained on their role	100% members trained on their role	100% members trained on their role	DLG, CSO	All sectors
2.Develop and implement joint HIV/AIDS planning mechanism	50% of local sectors conducting joint planning	100% of local sectors conducting joint planning	100% of local sectors conducting joint planning	100% of local sectors conduct joint planning	100% of local sectors conduct joint planning	LM	All sectors

87.3   HOUSING PROJECTS

PROJECT NAME	PROJECT TYPE	WARD	PROJECT VALUE (R)*	NO OF SITES	PLANNED IMPLEMENTATION DATE
Godide Housing Project	Rural	13	17 024 500	500	2007/08
Qhudeni Housing Project	Rural	8	17 024 500	500	2007/08
Rectification of Sakhile Low-Cost Housing	Rectification Policy	5	To be determined.		2007/08
Phase 1: Nkandla Town Rental Housing	Institutional	5	1 095 600	30 units (1 bedroom)	2008/09
Nkungumathe Housing Project	Rural	1	17 024 500	500	2009/10
Vimbimbobo Housing Project	Rural	3	17 024 500	500	2009/10
Mangidini Housing Project	Rural	7	17 024 500	500	2010/11
Magwaza Housing Project	Rural	13	17 024 500	500	2011/12
Phase 2: Nkandla Town Rental Housing	Institutional	5	547 920	15 units (2 bedroom)	2011/12

88.   FUNDED PROJECTS

88-2   PROJECTS FUNDED BY UTHUNGULU DISTRICT MUNICIPALITY

KZ	PROJECT	COUNCIL WARD	ESTIMATED PROJECT COST	SOURCE OF FUNDING	PREVIOUS FUNDING	2007/8	2008/9
Nkandla	286-2 – VIP Sanitation Project	Partial 8,9	R 11,990,887	MIG	R 8,769,015	R 3,221,872	
Nkandla	286-3 – VIP Sanitation Project	14 Partial 11,13	R 11,000,000	MIG			
Nkandla	Nkandla Bulk Phase 3E	Partial 6,7	R 9,221,442	MIG	R 2,797,276	R 6,424,165	R 5,000,000
Nkandla	Nkandla Bulk Phase 3E additional	Partial 6,8	R 1,606,000	DWAF	R 0	R 1,606,000	
Nkandla	Vutshini Phase 1	Partial 2	R 29,500,000	MIG			
Nkandla	Vutshini Phase 2	Partial 8,10 and 12	R 19,000,000	MIG		R 300,000	R 7,000,000
Ntambanana	283-2 – VIP Sanitation Project	8, Partial 6,7	R 16,263,835	MIG	R 0	R 3,022,627	R 4,000,000

88.2 MIG & CAPITAL PROJECTS FOR THE NEXT FINANCIAL YEARS

The following are capital projects for the 2008/9 financial year:

Project Name	Location/Beneficiary	Budget	Year of Implementation
Agricultural Centre	Ward 14: Magwaza kuMdimela	R1,300 000 (MIG)	2008/9
Swimming Pool	Ward 5: Nkandla Town	R1,500 000 (MIG)	2008/9
Community Service Centre	Ward 7: Nyawoshane next to Wangu Clinic	R1,100 000 (MIG)	2008/9
Community Service Centre	Ward 1: Ithala Area	R1,100 000 (MIG)	2008/9
Community Service Centre	Ward 13: Thuma	R1,100 000 (MIG)	2008/9
Road Rehabilitation	Matshenezimpisi D1636 : Ward 5	R1,651 587 (MIG)	2008/9
Electrification	Nkandla	R500 000	2008/9
Plant & Equipment Stand-by Generator	Municipal Offices	R154 261	2008/9
Road Rehab	Ward 6: Mahlayizeni/Matshenezimpisi Road: D1642	R2063 000 (MIG)	2009/10
Community Service Centre	Ward 10: Mvutshini	R1,500 000 (MIG)	2009/10
Community Service Centre	Ward 4: Ekukhanyeni	R1,500 000 (MIG)	2009/10

Dlabe Road D1666	Ward 11:Dlabe	R1,500 000(MIG)	2009/10
Mfongosi/ Ngono Road Rehab	Ward 9: Mfongosi	R1,500 000(MIG)	2009/10

PERFORMANCE MANAGEMENT SYSTEM

89.1   OBJECTIVES OF ORGANIZATIONAL & INDIVIDUAL PERFORMANCE   T

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   ;

- Promote contact and interaction about performance betw en employees and their supervisors;

- Identify and manage employees training needs and meet aining 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 cor function of local government.

90.   PRINCIPLES OF BOTH ORGANIZATIONAL & INDIVIDUAL PERFORMANCE

90.1   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 empl ee and supervisor.

90.2   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.

90.3   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 objective and standards mutually agreed upon by the supervisor and official

and serves to clarify roles and expectations.

90.4   Employee Development

The system will help to identify strengths and 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.

90.5   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 under tand its value as a tool for personal empowerment and the transformation of the Nkandla Local Municipality into an effective and efficient delivery mechanism.

90.6   Motivation

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

90.7   Training

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

91.   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 Follows:

A.   THE MUNICIPAL MANAGER

To ensure that management of performance is in line wi   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 a 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 Municipa 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, re   mmend 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 ut lise a designated instrument to, complete quarterly and annual performance assessment for an employee within a design ted assessment period.

F.   EMPLOYEES

To take full responsibility of their careers and to co   mit 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 Commi ee.

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 be een 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 undertaken at the correct levels and that the Organiza l Performance rate is indicated or can be clearly traced and that there is clear evidence that the desired delivera les have been attained.

92. PMS 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 supervisor 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 throug e ward committee meetings as a representative of the communities as well through the IDP Steering Committee meetings:

93. MUNICIPAL OBJECTIVES & INDICATORS

KEY NATIONAL PERFORMANCE	MUNICIPAL LONG-TERM OBJECTIVES	INDICATOR	RESPONSIBLE

AREA			DEPARTMENT
Socio-economic Development	To attract investments by facilitating economic growth through infra-structural development.	Number of LED orientated infra-structural projects constructed. Number of new investors into the municipality. % increase in revenue collected from new business venture.	Community Services & Economic development
	To reduce poverty, unemployment & the prevalence of communicable diseases through skills development.	Number of community training/ awareness initiatives. Number of operational co-operatives.	Community Services & Economic development
Good-Governance & Public Participation	To engage the communities in the municipal development process & involving key stakeholders to meet the communities' expectations.	Number of operational wards committees. Number of IGR-orientated programmes. Community Comments on the Municipal IDP & Budget	Office of the Municipal Manager
Infra-structural Development & Basic Services Delivery	To ensure efficient, effective, sustainable & qualitative basic service delivery	Increase in the % of citizens with access to: Water. Electricity/ alternative & sanitation, housing & refuse	Technical Services

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		removal.	
Financial Management & Viability	To increase municipal revenue through sound financial management practices.	% Increase in the municipal revenue. Decrease in the number of queries raised by the Auditor-General.	Budget & Treasury
Institutional Transformation	To adhere to service excellence by promoting skills development & implementing human capital retention strategies.	No of training courses conducted No of people skilled Decrease in the % of resignations	Corporate Services

As IDPs are prepared a year in advance, the performance report for 2007/8 shall be included in the next financial year, herewith is the financial year for 2006/7.

94.   PERFORMANCE REPORT FOR 2006/7

SUMMARY OF THE ANNUAL PERFORMANCE REPORT
NKANDLA LOCAL MUNICIPALITY
2006/7

Herewith is a template that serves as the municipal report on performance   ing the year 2006/7. Various targets were set and actions that needed to be executed in order to realize the objectives of the 2006/7 Reviewed IDP.

1.   The Template Used

The template was adopted on 31 July 2006, as part of the reviewed PMS Framework for the year 2006/7. It is a Spread-sheet Model that consists of the following:

1.1   National Key Performance Area: As set out by the Department of Provincial & Local Government.
        Infra-structural Development
        Socio-economic Development
        Financial Viability
        Institutional Transformation
        Good Governance

        The municipality attempted to align its strategic objectives and actions to the gazetted key performance area for local government.

1.2   Strategic Objectives

        As set out in the municipal IDP and linked to National Priorities.

        -    To ensure the provision of basic services like electricity to at atleast 60% of the residents by 2014
        -    To ensure that 80% of residents have access to toilets and water atleast by RDP standards

- To grow the economy of Nkandla atleast by 2,5 % and to identify 100 entrepreneurs annually by the year 2007.
- To ensure that 50% of the community see Nkandla as safe and secure place by 2007
- To reduce the rate of HIV/AIDS by involving the youth   ogrammes addressing such
- To promote and revive sport in all codes and to ensure that at least one soccer team from Nkandla plays in SAFA's Vodacom league by 2008.
- To reduce the illiteracy rate by 20% and improve   tric results by 80% average by year 2008.
- To turn Nkandla into a prime cultural and eco-tourism destination in South-Africa by year 2007
- A clear environmental health management program is in   tion and Nkandla is regarded as a environmentally attractive place internationally by year 2007.
- To enhance capacity of staff and the community at large.
- To ensure a holistic development within Nkandla Municipality jurisdiction.
- To foster commitment and co-operation with Traditional Leaders
- To encourage full participation of all sectors of communities i.e. physical challenged youth and women.
- To implement a cash and investment program to generate income for the municipality.

1.3   Municipal Key Performance Area

These are set out by the municipality as areas of perf   mance necessary to realize the objectives of the municipality.

1.4   Key Performance Indicator

These are measures that will be used to indicate/ show that the set action has been undertaken. They maybe input, output, outcomes or process based.

1.4   Targets

What needs to be achieved and the possible time-period.

1.5   Deliverables

Overall impact once the target has been achieved.

1.6   Budget

The monetary cost of actioning the municipal strategies.

1.7   Progress to Date

What has been done to date in meeting the set target.

1.8   Corrective Measure

What is required to ensure that the target is met in the case of unmet targets.

1.9   Responsibility

The implementing department/ unit within the organization.

95.   . DELIVERY ON THE NATIONAL KEY PERFROMANCE AREAS

2.1   DEMOCRACY & GOOD GOVERNANCE

§   To ensure holistic development in Nkandla
§   To foster commitment & co-operation with Traditional Leaders
§   To encourage full participation of all sectors of communities

In this regard the municipality had the following acti   t for the financial year:

21.1.   The finalization of Draft Communications Strategy
21.2.   Establishment of Ward Committees

21.3. Implementation of Internal Controls
21.4. The Development of a Broader Risk Management System
21.5. The adoption of the 2007/8 five-year IDP
21.6. The Development & implementation of PMS
21.7. Proper Statutory Planning
21.8. The Development of the Municipal SDF
21.9. The Development of Implementation of LUMS
21.10. The updating of the Town Planning Scheme
21.11. The development of the Municipal Valuation Roll as per the Municipal Rates Act

Key internal implementation agents were:

Communications unit
Risk Management unit
Integrated Development Planning unit
Performance Management unit
Spatial Planning unit

Within the current organizational structure, all these managers report directly to the Municipal Manager.

Estimated total budget of: R1 695 000 and: R1 527 092 was spent in the financial year, which is approximately 91% of the budgeted amount mostly grant funds form various sector departments. Most activities were process based.

2.2	INSTITUTIONAL TRANSFORMATION
§	To enhance the capacity of Staff

The following were actions to be undertaken linked to   ve were:

2.2.1   Facilitating & Managing Organizational Skills Development & Growth
2.2.2   Implementation of Relevant labour legislation
2.2.3   Administrative Support/Secretariat to all municipal committee meetings
2.2.4   Maintenance & Repair of all Machinery
2.2.5   Compliance to the MFMA
2.2.6   Managing Information Systems

The institutional transformation key activities were a located to both the Corporate Services & the Budget & Treasury Components headed by the Director: Corporate Services & the Chief Financial O cer.

The estimated budget for the above functions was R364   0 and budget spent is estimated at: R453 000 with over-expenditure of: R89 000.

2.3   INFRA-STRUCTURAL DEVELOPMENT

§   To ensure the provision of basic services to atleast 60% of the residen   y 2014
§   To ensure that 80% of residents have access to   ilets & water by RDP standards

The following actions were to be undertaken under this KPA:

2.3.1   Implementation of Capital Projects
2.3.2   Distribution of alternative sources of energy
2.3.3   Development of a Housing Plan

The functions were to be implemented by the Technical   ervices Unit and monitored by the Director Technical Services.

The allocated budget to the functions was R 16 500 000 and R 11 485 000 with under-expenditure of R4 015 000.

2.4. SOCIO-ECONOMIC DEVELOPMENT

§   To grow the economy of Nkandla by 2.5% and to identify
§   To ensure that 50% of the community see Nkandla as a afe & secure place by 2007
§   To promote & revive sport in all codes
§   To turn Nkandla into a prime cultural & eco-tourism destination in South-Africa by 2007

The following actions were to be undertaken by the municipality under the above KPA:

2.4.1   Review of the LED Plan
2.4.2   Development of agriculture and Tourism Sector Plans
2.4.3   Development of integrated Empowerment Plan for Youth, Wo   and disabled
2.4.4   Expansion of Library Services
2.4.5   Development of a health and nutrition project For ECD
2.4.6   To promote economic an social development
2.4.5   To minimise HIV/AIDS effect from the vulnerable members (woman & children) of our society
2.4.6   Preparation of the public facilities management plan
2.4.7   Disaster Management

These actions were to allocated to the Community Development & Economic Development Services

The allocated budget for the above functions was: R1 012 000 and the reported expenditure is R282 000. This shows under-expenditure of
R730 000

2.5. FINANCIAL VIABILITY

§   To implement a cash & investment program to generat   income

These actions are linked to above KPA

2.5.1   Revenue collection and Investment
2.5.2   Supply Chain Management
2.5.3   Financial Management

The allocated Budget for the above functions was R1 10 000 and R906 000 was spent. This shows under-expenditure of R197 000.

3.   CONCLUSION

This report is subject to verification by the Internal Auditor, and met & unme targets shall be clearly outlined based on evidence provided.

The individual PMS has been cascaded only to the level on HODs. The individual assessments are to take place on a one-on-on basis and recommendations made in the case of poor or good perform   This report serves to give an overview of how activities have been undertaken throughout the financial year, based on the Municipal SDBIP that was adopted by Council at the beginning of the financial year.

95.   Report of the Performance Audit Committee for the year   /7

1.   Introduction

The Performance Audit Committee was operational from the beginning of the financial year, and during this period two meetings were held. During this period the committee was presented with the SDBIP or 2006/7 for input. However the input from the committee could not be incorporated in the SD P as it was too late. The counci decided to incorporate those in the 2007/8 SDBIP.

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2.   The SDBIP was prepared with focus on the four main areas:

   a. Good governance and democracy

   b. Institutional transformation

   c. Socio-economic development

   d. Infrastructure and basic services.

   e. Financial viability

2.1   Good governance and democracy

The Council had not categorized objectives and activities for the year accurately.   Some were clas ified as institutional transformation whilst others as financial viability.   ll the administrative activities for the council falling mainly under Finance, Corporate Services and Internal Audit were regarded as good governance. On assessment of the activities and performance targets set in the SDBIP for the Council it was found   0% of the performance targets were not achieved.

2.2   Institutional transformation

It was noted that during the year the council had not set any objective to transform the council as per the transformation goal for local government.   Some activities relating to good governance were classified under this heading.

2.3   Socio-economic development

The report from the Council indicated that only 40 % of the target set were achieved. Ho ever, there were a number of activities that were not properly measured due to inappropriate m sures that were set at the beginning of the year.

2.4 Infrastructure

Of the five performance targets set by the council in the SDBIP under this goal, only 20% the targets were achieved. The Committee is concern about this level of achievement especially taking cognisance of the need and the priority of infrastructure development in the national and provincial government.

2.5 Financial viability

The committee rated financial viability as high risk area that requires special attention. It is noted from the Plan that there were activities that were aimed at increasing the revenue of the Council; however, this was not attained. This threatens the vi bility criteria and has a potential of limiting performance. The level of achievement for this goal was 10%. Major part of the activities in this goal relate to the financial department. It is advisable that the Municipal Manager take actions to streng hen the operations of this department.

96. Conclusion

The content of the SDBIP still need improvement in order to make sure that performance targets are measurable and relevant to the national categories. During the year the Committee attended the w kshop for Management in which inputs were made on how to Performance improve the SDBIP. This however, w s not factored in during the year under review. The officials of the council acknowledged the weaknesses in the plan with a view to improve in the P or 2007/8.

With regard to the performance agreements of the Section 57 employees, the committee was presented with copies of the agreements for 2006/7 that had errors, which the commi ee requested improvements that were never re-submitted to the committee for consideration. The Council should also te that the committee only met twice during the year even though the required number of meetings was supposed to be four.

The co-operation and support of the municipal manager and the staff is highly ap ted.

Chairperson
Performance Audit Committee