

NQUTHU MUNICIPALITY

UMASIPALA WASENQUTHU



USOMQULU WENTUTHUKO EDIDIYELE

INTEGRATED DEVELOPMENT PLAN

2008/2009

FINAL SUBMISION JULY

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ANNEXURE A: ORGANOGRAM OF NQUTHU MUNICIPALITY

ANNEXURE B: COMMUNITY NEEDS IDENTIFIED/UNFUNDED PROJECT

ANNEXURE C: SPATIAL DEVELOPMENT FRAMEWORK

The History, the Origin and the Meaning of the name “Nquthu”

Incazelo – Isinquthu – Isiphundu - Occipital (The back part of the head)

Indabuko yegama elithi “Nquthu” – Isinquthu

Leligama lavela ngesikhathi esilukhuni futhi esibalule le emlandweni wesizwe samaZulu, nasemlandweni weSilo sasOndini Inkosi uCetshwayo eyaziwa kakhulu emlandweni wamaZulu ngegalelo layo ekunqobeni amaNgisi empini eyabanjwa entabeni yomlando intaba Isandlwane ngomhla ka 22 January 1879.

Umlando usitshela ukuthi leligama lavelangesikhathi esilubhojazi Lapho Inkosi uCetshwayo wayekakwe izitha ezingamaNgisi ezaziqhamuka nhlangothi zonke zifuna ukudla umhlaba wakwaZulu. Lezizitha, ngokusho komlando, zaziqhamuka enhla nase zansi kwaDukuza (Stanger) naphesheya komfulakazi uMzinyathi (Buffalo River).

Inkosi uSihayo Ngobese nesizwe saMaqungebe yayakhe ezweni lakwaZulu eligudla uMzinyathi ngaphansi kweSilo uCetshwayo.

Isilo sasesithi kuSihayo “Sengethembe wena ke Sihayo ukuthi Usuyoba *“ISINQUTHU SAMI”* okwakuwukuthi uyoba amehlo eSilo angasemuva abheke izitha zingangeni ngesikhathi ngibheke entshonalanga. Indawo yonke ke, kusukela lapho yabe isibizwa ngesiNquthu seSilo uCetshwayo. Leligama ngokuhamba kwesikhathi lag ngokuba lifinyezwe kuthiwe **“NQUTHU”**

UKUBALULEKA KWEGAMA ELITHI – NQUTHU

Leligama libalulekile hhayi nje esizweni saMaqungebeni nesakwaZulu, kepha ngisho nasemlandweni wezwe lase Ninginizimu uqobo ngoba liqokhe umlando waseMaqungebeni futhi lithintana kakhulu nomlando wempi yaseSandlwane eyaliwa yanqotshwa amabuthu eSilo samaZulu uCetshwayo. Okwenza lempi kaZulu ivelele ngaka ukuthi kwaba impi yokuqala ngqa emlandweni ukunqoba impi yamaNgisi emhlabeni jikelele.

THE COURT OF ARMS



ISHLANGU: Phakathi kweshlangu sebutho “Uve” unesithunzi sentab Isandlwane sidlubhe UMGEXO wenkosi uCetshwayo wamazinyo ebhubesi

NGEMUVA KWESHLANGU Yimpambanisela YENDUKU yenkosi uCetshwayo kanye NESIZENZE, emqolweni weshlangu UMGOBO ohlobe ngoboya obumthende okwedube.

ISIQUBULO: {“**SINGAMAQHWANE ENTUTHUKO YOMNOTHO NOMPHEKATHI**”}

THE MOUNTAIN:

The famous mountain of Isandlwane where the English were defeated.

THE NECKLACE:

A typical traditional royal necklace worn by the King Cetshwayo.

THE SHIELD:

The colour and formation of the shield characterizes the regiment dedicated to the “Uve” regiment, one of the strong contributors to the defeat of the English army in the battle of Isandlwane.

THE RING HEADED STICK:

The only surviving stick known to belong to King Cetshwayo. The Stick is currently at the Pretoria Art Gallery. It was repatriated from England. Currently the stick is believed to be one of Cetshwayo possessions that were confiscated by the English.

EXECUTIVE SUMMARY

Nquthu municipality's IDP for 2008/09 was undertaken using the municipality's internal resources. This approach of doing the IDP in-house is gaining momentum and we are starting to realise a meaningful participation among Nquthu staff members. Also we are starting to witness stronger ownership by the stakeholders of their own IDP.

In order to produce a credible IDP, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in terms of the MSA. This plan for the 2008/09 Comprehensive IDP for Nquthu Local Municipality includes the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- Mechanisms and procedures for vertical and horizontal alignment.

As part of the IDP preparation process, Council has resolved to establish an IDP Steering Committee which will comprise the Nquthu Management Committee, Community Services Sub Committee, which will act as a support to the IDP Representative Forum, the Municipal Manager and the IDP Manager.

The IDP Representative Forum (IDP RF) was constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The proposed composition of the IDP RF includes the EXCO members, Councillors, Traditional leaders, Ward Committee Chairperson, Senior municipal officials, Stakeholder representatives of organized groups, Advocates of unorganised groups, Resource persons, Other community representatives, National and Provincial Departments regional representatives, NGO's, Parastatal organisations, Chamber of Business, Tourism Association and Agricultural Association

During this comprehensive IDP process the main roles and responsibilities allocated to each of the role players have been set out.

Four major functions can be aligned with the public participation process namely:

- Needs orientation and prioritization;
- Appropriateness of solutions;
- Community ownership; and
- Empowerment.

The Nquthu Local Municipality had put the following mechanisms for participation:

a) IDP Representative Forum

This forum is representative of all stakeholders and has been as inclusive as possible. Efforts have been made to bring additional organisations into the RF and ensure their continued participation throughout the process. For this particular Review process the RF was scheduled to take place in three occasions.

As usual sector departments did not do justice as far as attending these meetings. We are still pleading to these departments especially those operating in Nquthu Municipality to come on board and be active members of these meetings.

b) Public Participation

The public participation will be held in April 2008

c) Media

Both IsiZulu and English languages were fairly addressed in all sessions of publications. Most of publications were well covered in Ilanga News Paper. The main aim of such publication was to inform the community about the progress; in as far as IDP Review and Budget Process are concerned.

d) IDP Approval

Before the IDP submitted to the Province as an official adopted document it went through the following Municipal Structures for both consideration and Approval:

- Manco Committee
- Full Council (resolution and minutes will be attached)

1. INTRODUCTION

1.1 Purpose of the IDP Review

In terms of the Local Government: The Municipal Systems Act of 2000 (MSA), requires all municipalities to prepare and adopt their Integrated Development Plan (IDP). An integrated development plan adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality.

IDP is a strategic plan that binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails and binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

Nquthu Local Municipality adopted 2006/07 and 2007/8 IDP as the legislation requires this document was submitted to the KZN Provincial MEC for Local Government for assessment. The assessment was done in terms of Chapter 5, Section 25, of the Municipal Systems Act (MSA.)

In addition to the above legislative requirements, section 34 of the MSA further stipulate that each municipal council must review its integrated development plan (IDP) annually in accordance with an assessment of its performance measurements in terms of section 41; and to the extent that changing circumstances so demand. It further postulates that a municipal council may amend its IDP in accordance with a prescribed process. For comprehensive understanding

An IDP could be described as a single, inclusive and strategic plan for the development of the municipality, which:

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

The 2008/2009 Integrated Development Plan (IDP) consists of the following core components:

- The municipality's vision for long term development;
- An assessment of the existing level of development in the municipality (situational analysis) and Socio-Economic Analysis;
- The Council's development priorities and objectives;
- The Council's development strategies, which must be aligned with national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A Spatial Development Framework (SDF) and basic guidelines for a land use management system;
- A financial plan with a budget projection for three years;
- Projects and Programmes per Sector as prioritized.

- Key performance indicators and performance targets. (PMS).`1
- Service Delivery Plan.
- Public Involvement.

1.2 BACKGROUND

For many years planning in South Africa public sector has been go through transformation as the way to bring about economic development, organization, sector department and sustainable service delivery with localized area.

The concept of Integrated Development Plan (IDP) has been going through change of its functions to promote as a means of ensuring deliberate focus of municipality to wards addressing the challenges they are facing

The Integrated Development Plan (IDP) is main reason of municipalities to programme their action to face a number of restrictive challenges:

- Effective use of scarce resources
- Strengthen democracy
- Help to overcome the legacy of apartheid
- Promote coordination between local provincial & national government
- Speed up basic service delivery

1.3 MUNICIPAL STRUCTURES ACT

The act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate systems; and to provide for matters in connection therewith.

1.4 MUNICIPAL SYSTEMS ACT AND MUNICIPAL FINANCE MANAGEMENT ACT

Municipalities are guided by various legislations and policies which have been carefully considered whilst compiling this document. Amongst these legislations is the Municipal Systems Act (MSA), (Act no 32 of 2000); the Municipal Finance Management Act of 2003. Chapter 5 of the Municipal Systems Act specifies that municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

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

The Act also requires municipality to review the IDP annually. Section 21 of the MFMA stipulates that the mayor of a municipality must:

- Coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget – related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.
- At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for -
 - (i) The preparation, tabling and approval of the annual budget;
 - (ii) The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies
 - (iii) the tabling and adoption of any amendments to the integrated development plan and budget related policies; and
 - (iv) Any consultative processes forming part of the processes referred to in subparagraph (i), (ii) and (iii).

1.5 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The Policy Co-ordination and Advisory Services introduced a National Spatial Development Perspective (NSDP), which was then endorsed by the Cabinet in March 2003. The NSDP works in conjunction with different Departmental and Provincial spatial and development strategies. The four principles of the NSDP are as follows:

- Economic growth is a prerequisite for achievement of policy objectives;
- Government spending should concentrate on fixed investment, focusing on localities of economic growth and/or economic potential;
- Efforts to address the past and current inequalities should focus on people not on places; and
- To overcome spatial distortions of apartheid, future social and economic development opportunities should be channeled into nodes adjacent to the main growth centres.

In order to distinguish between localities, the NSDP uses two concepts as methodological tools, which are Potential and Poverty Gap. These two concepts will assist the NSDP in providing a course-grained analysis from a national perspective, which will be supplemented by a more finely, grained analysis at provincial and Local Government level.

In defining potential, the NSDP has drawn on recent tradition of "institutional economics" a field that has come to dominate both developmental economics and regional planning. The institutional approach suggests that beyond the usual resources of comparative advantage, the institutional adequacy of a locality will help determine whether development is sustainable or not. The NSDP therefore uses concepts of potential that rely strongly on the presence of institutional capacity to realize the developmental impact of other resources.

In summary, the NSDP will have a role to play as an instrument that informs the respective development plans of the three spheres of government i.e. IDP, PGDS and the Medium Term strategic Framework (MTSF).

1.6 ASGISA

Certain weaknesses in the way government is organized, in the capacity of key institutions, including some of those providing economic services, and insufficiently decisive leadership in policy development and implementation all negatively impact on the country's growth potential. Countering these constraints entails a series of decisive interventions. These interventions amount not to a shift in economic policy so much as a set of initiatives designed to achieve our objectives more effectively.

In developing responses to the binding constraints, certain measures to counter the constraints were developed.

- • *Macroeconomic issues;*
- • *Infrastructure programmes;*
- • *Sector investment strategies (or industrial strategies);*
- • *Skills and education initiatives,*
- • *Second economy interventions; and*
- • *Public administration issues.*

Nquthu Municipality is finalizing a Local Economic Development Strategy, which some few challenges that are dealt with accordingly in order to finalize this strategic document where the principles of ASGISA have been applied.

1.7 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The PGDS is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation.

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert of local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.

The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities.

1.8 MILLENNIUM DEVELOPMENT GOALS-2015

The Millennium Development Goals summarize the development goals agreed on at international conferences and world summits during the 1990s. At the end of the decade, world leaders distilled the key goals and targets in the Millennium Declaration (September 2000). The Millennium Development Goals, to be achieved between 1990 and 2015, are:

Halving extreme poverty and hunger;

- Target for 2015: Halve the proportion of people living on less than a dollar a day and those who suffer from hunger.

Achieving universal primary education;

- Target for 2015: Ensure that all boys and girls complete primary school.

Promoting gender equality;

- Targets for 2005 and 2015: Eliminate gender disparities in primary and secondary education preferably by 2005, and at all levels by 2015. Two-thirds of illiterates are women, and the rate of employment among women is two-thirds that of men. The proportion of seats in parliaments held by women is increasing, reaching about one third in Argentina, Mozambique and South Africa.

Reducing under-five mortality by two-thirds;

- Target for 2015: Reduce by two thirds the mortality rate among children under five. Every year nearly 11 million young children die before their fifth birthday, mainly from preventable illnesses, but that number is down from 15 million in 1980.

Reducing maternal mortality by three-quarters;

- Target for 2015: Reduce by three-quarters the ratio of women dying in childbirth. In the developing world, the risk of dying in childbirth is one in 48, but virtually all countries now have safe motherhood programmes.

Reversing the spread of HIV/AIDS, malaria and TB;

- Target for 2015: Halt and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases. In order to meet this goal, the municipality is addressing the issue through social policies.

Ensuring environmental sustainability;

Target for 2015: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.

By 2015, reduce by half the proportion of people without access to safe drinking water.

- By 2020 achieve significant improvement in the lives of at least 100 million slum dwellers.

Developing a global partnership for development, with increased efforts for aid, trade and debt relief.

- Target for 2015: Develop further an open trading and financial system that includes a commitment to good governance, development and poverty reduction - nationally and internationally;
- Address the least developed countries' special needs, and the special needs of landlocked and small island developing States;
- Deal comprehensively with developing countries' debt problems;
- Develop decent and productive work for youth;
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries;
- In cooperation with the private sector, make available the benefits of new technologies - especially information and communications technologies.

In addressing the above the municipality has various poverty eradication programmes that are part of the plan for the financial year. These programmes include assisting the local community with basic agricultural programmes for sustenance of the families. The

municipality's Local Economic Development Plan will assist in strengthening the economy of Nquthu and create jobs in the process thus reducing extreme poverty.

The municipality has acknowledged the issue of a need to build and maintain infrastructure for schools to ensure that education is accessible to many schools. The municipality will partner with the Department of Education in addressing the issue.

To address the issue of gender equality, the municipality has started with the implementation of the equity plan internally. There are various programmes to assist with reducing the spread of HIV/AIDS and also support the families that are affected by the pandemic.

1.9 MUNICIPAL POLICIES & BY-LAWS

Nquthu Municipality has the following policies in place and are managed by Corporate and community department:

- Access to Information Policy
- Property Encroachment By-laws
- Records Management Policy
- Remuneration Policy
- Promotion, Transfer and Demotion Policy
- Fixed Asset Management Policy
- Fleet Management Policy
- Records Management Policy
- Remuneration Management Policy
- Credit Control and Debt Collection Policy
- Banking and investments Policy
- Job Evaluation Policy
- Policy on HIV and AIDS in the Workplace
- Acceptance use on email, internet and other computer resources Policy
- Employee assistance wellness program Policy
- Procedure on sexual Harassment and intimidation
- Communication Policy
- Procedure on internal staff leave management
- Funeral and Burial
- Keeping of Animals By-Laws
- Cemetery and Crematoria By-Laws
- Out Door advertisement By-Laws
- Electricity Supply By-Laws
- Security Access Control Policy
- Smoking Policy
- Standing Rules of Order By-laws
- Street Trading By-laws
- Traffic Policy By-laws
- Traffic Policy
- Training Policy
- Supply Chain Management policy
- Indigent Policy
- Travel and Subs Policy
- Vehicle Policy
- Credit control policy

- Recruitment policy
- Human resources retention policy
- Land Disposal Policy
- Market Stall Policy

3. ANALYSIS PHASE

3.1 VISION

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

The vision for Nquthu Municipality is:



3.2 MISSION STATEMENT

An important element of the vision is based on the premise of being at the forefront of the economic development and community upliftment for Nquthu population by focusing on the following:

- **One community:** The focus is placed on one community, as the Nquthu Integrated Development Plan deals with integration in all respects, and the removal of the notion of separate communities and separate development.
- **Access to all basic services:** This element is commensurate with the clear backlogs being experienced in respect of services, both social and engineering.
- **Poverty eradication:** The vision statement uses the terminology of “eradication” rather than “alleviation”, so that the statement is a powerful one, demonstrating intent rather than just hope.
- **Promotion of local economic development (LED)** through agriculture development, business development and tourism development.

3.3. SUMMARY OF THE NQUTHU LOCAL MUNICIPAL SPATIAL ANALYSIS AND INTEGRATION

Spatial analysis of the area is characterized by inefficiency, high levels of inequality stemming from racially based land allocation and tenure processes. Consequently, the spatial structure reflects land use fragmentation, separation and inadequate access to ecosystem services. Interventions in terms of spatial development should facilitate effective, efficient and equitable service delivery, and unlock opportunities for sustainable ecosystem services, economic development and social justice.

3.3.1 Land Use Controls

The Nquthu area is presently subjected to three sets of planning regulations, namely the Town Planning Ordinance No 27 of 1949 which applies in town and the farmlands (state land), the KwaZulu Land Affairs Act No 11 of 1992 which applies in the traditional authority areas and the traditional land administration system based on PTO's as practiced by the Traditional Authorities.

3.3.3 Spatial distribution of Social Facilities

The urban centre of Nquthu is adequately provided with social facilities such as the post office, magistrate's court, hospital, municipal offices, offices of department of welfare and population development, children's home, sports fields and worship sites. The rural areas lack of social facilities. The only facilities that exist in rural areas include schools, Traditional courts clinics and churches. The social facilities need to be provided in terms of the RDP guidelines. There is a lack of sports facility, libraries, government departmental offices and police stations in rural areas of Nquthu.

3.3.4 Tribal Authorities

The Department of Local Government and Traditional Affairs has surveyed the boundaries of all traditional authority areas within Nquthu Municipality. Although most of the boundaries follow natural features such as rivers, valleys and hills, all of them symbolize a set of values, customs and habits which are common among the members, and serve to create a sense of belonging. There are nine tribal authorities in Nquthu Municipal area (refer to Map 5), namely:

- Mncube-Mbokodwebomvu T/A
- Molefe T/A
- Ngobese-Khiphinkunzi T/A
- Mangwe Buthanani T/A
- Sithole-Vulindlela T/A
- Zondi (2) T/A
- Zulu-Emandleni T/A
- Hlatshwayo – Sizamile T/A

- Jama T/A

In addition to traditional leadership functions, traditional authorities are also responsible for land use management within their areas of jurisdiction. They allocate sites and regulate the relationship between the neighbours.

3.3.5 Land Ownership

Land Audit undertaken by HSK Simpson in 2003 indicates that the majority of the land within Nquthu Municipality is under the control a management of traditional authorities. In fact, it is registered in the name and held in trust by the Ingonyama Trust. The latter cannot alienate or encumber the land without the prior consent of the respective traditional authorities. According to the Ingonyama Trust Act, the trust holds the land on behalf and or the material well being of the members of each of these traditional communities.

State land is limited mainly to the area where Nquthu town is located, but small patches are also found in different areas within the municipality. Other landowners represented in Nquthu include the church organisations and privately owned land

3.3.6 Environmental Concern Areas

Areas of environmental concern are mainly the wetlands, and watercourses, soil erosion prone areas, steep slopes, archaeological sites and tourism assets. Settled rural areas with no adequate water and sanitation are also a concern, as the people tend to use the bush as the system for sanitation resulting in a high potential for cholera as well as for heating source. There is a need to focus attention to these areas for environmental protection and land use management. A coordinated approach to environmental management needs to be adopted. (see attached Map no 6)

3.3.7 Agricultural Potential

The agricultural potential is dependant on soils and climate conditions. The climate within Nquthu is described as dry with rainfall range of between 645mm and 737mm per annum. The rainfall period occurs only within a limited time between December and March. The mean annual temperature is 16 c but reaches the highs of 30 c. Nquthu is an area with moderate agricultural potential.

With the higher rainfall occurring in the northern parts of Nquthu, therefore the northern areas are more favorable for farming practices. However, the area is associated with poor soils that are highly susceptible to erosion and have low agricultural potential. Agricultural production within Nquthu area is mainly for subsistence purposes, with few people actively involved in commercial production. Crop farming currently takes place on approximately 2 750 ha, with production focused on maize (60%) and beans (5%). There are no irrigation systems in place. (See attached Map no 3)

3.4 Tourism Assets

Tourism development is an important economic growth sector for Nquthu Local Municipality as a whole. Important historical battle sites that surround the municipal area:

- Isandlwana
- Rorkers Drift
- Prince Imperial
- Income/Blood River
- Fort Marshall
- Fort Newdigate
- Prince Dabulamanzi

Other historical attractions include St Augustine and Masotsheni. While these are not generally located in close proximity or adjacent to the towns, the municipality should provide necessary support services and infrastructure for the potential tourist areas. The majority of accommodation establishments are located outside the municipality, and tourists to the area are primarily day visitors. There is a need to ensure that the Land Use Management provides opportunities for the establishment of overnight accommodation (B&B, Hotels) and other tourist related activities (Restaurants, Arts and Crafts Centres and Workshops).

3.5 KEY SPATIAL DEVELOPMENT ISSUES

The objectives of the spatial strategy are to outline development principles to guide spatial growth for Nquthu in relation to the physical space. The Spatial Strategy is a prerequisite for the formulation of development strategies for the whole of Nquthu. The following are the major objectives of the strategy.

- *Development of nodes and corridors:* The hierarchy of nodes is interlinked to the hierarchy corridors and reinforces the functions of the nodes. Secondary and tertiary corridors have been identified in Nquthu and will be developed to shape the spatial structure.
- *Support of services delivery and facilities:* The nodes that are developed will be used as focal points for service delivery with the degree and range of service available varying from village to nodes.
 - *Areas serviced by a village will mainly focus on residents living closer to it.* The area serviced by a hub will encompass all villages around it and closer to it than the next hub.
 - *Promotion of development in rural hinterlands:* the development of nodes should support economies of scale and service delivery. Specific attention

should be given to balancing development at Nquthu with the proposed secondary nodes such as Nondweni, Ngolokodo, Masotsheni, Isandlwana, Qhudeni and Jama. This will promote compact settlements as well as land use densification and discourage sprawled development. The notion of promoting secondary nodes should be coupled with the provision of convenient passenger transport system for the integration of settlement hierarchies. The system will create balanced settlements and lead to improvements in service delivery to outlying rural areas.

- *Encouragement of sound land use management practices:* The hierarchical development framework should direct development and support land use management to mitigate against conflicting uses. The manual on Land use Management Systems prepared by the Planning Commission should be adopted for land use management controls and planning.

3.6 OUTLINE SPATIAL OBJECTIVES AND PRIORITIES – ALIGNMENT WITH UMZINYATHI DISTRICT SDF

The following goals were developed for formulating objectives and strategies to address sustainability in the district and should be reflected in the Nquthu SDF:

- Sustainable Conservation, Usage of Eco-Systems and Enhancing Wellbeing;
- Combating Poverty By Enabling the Poor to Achieve Sustainable Livelihoods, Economic Empowerment and Social Cohesion;
- Sustainable Agriculture, Tourism, Rural and Urban Development;
- Sustainable Land and Human Settlement Development;
- Sustainable Infrastructure Development and Addressing Poverty;
- Sustainable Social Services, Health, Water and Sanitation Provision; And
- Sustainable Governance, Financial and Institutional Development.

These localized sustainability objectives inform the structuring elements of the Sustainability Framework which are shown in Maps No.1-8 held in Annexure A. The composite SDF is made up of layers of structuring elements. Each of the elements and associated maps are discussed in turn.

Map No 1 shows the nodes corridors and archeological sites for integrated economic and tourism development

- The **Primary Development Corridor** is the provincial road (R68) linking Nquthu town and Dundee, and from Nquthu town to Babanango and other. The corridor is the main trade and transportation route because it links up with N11 and the National route (N3 & N2), which serves as a link with major provincial centres such as Durban and Pietermaritzburg. Development should be encouraged along this primary route.
- **Secondary Development Corridors** include P54 between Nquthu town and Ngolokodo. This road links up with R33 between Dundee and Vryheid. The corridor is important because it connects a number of existing and emerging settlements and provides a link with R 33. An additional secondary corridor is the route linking Nquthu Village and Nondweni servicing the northern and southern areas since the road splits into two roads at Nondweni.
- **Tertiary Development Corridors** the tertiary development corridors ensure linkages between settlements and serve as strategic areas for the location of public facilities and webs of settlement.

- **Primary Node:** Nquthu town has been identified as a primary service centre. According to the LUMS process, the following initiatives should be promoted in Nquthu town:
 - Industrial development based on the agro-economy.
 - Commercial development.
 - Decentralization point for local administration of provincial and local government services.
 - Higher order social and commercial services.
 - Integration with major urban centres such as Dundee and Vryheid
 - Housing development
- **Secondary Nodes:** Nondweni, Ngolokodo, Isandlwana, Qhudeneni, Masotsheni and Jama have been identified as secondary service centres. These centres perform a variety of functions including administrative service delivery and commercial activity. They also provide services to the adjacent rural areas. They have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions. These centres are growing and should be encouraged to develop. Development and capital projects should therefore be encouraged. The secondary centres should serve as focus points for a range of services and facilities. They are strategically suitable for commercial housing, small scale industrial and administrative activities.
- **Tertiary Nodes:** Ncepheni, Hlajakazi, St Augustine, Jabavu, Ndindindi, Potsoane, Mphazima, Mkhonjane, Mafitleng, Hlathi Dam, Mluthshana, Maduladula and Haladu have been identified as tertiary centers for the Nquthu Municipality. These centres are located in underdeveloped areas, and some are emerging settlements where population densification is occurring. They have basic administrative functions and services are highly localized. These include such as schools, postal services, pension pay points, public places, informal markets, transport facilities and commercial enterprises. These centres are located near important transportation routes.
- Business retention and expansion should be encouraged at the nodes
- Map No 2 shows the areas for integration of land reform with agriculture, development and BEE mentoring areas which can address the issues of combating poverty, economic and social empowerment;
- Map No 3 shows the agricultural potential which needs to be reserved for agricultural purposes. This provides the basis for “Sustainability Dialogues” with potential local and international investors who may be interested in agricultural development in the area.
- Map No 4 indicates the wetlands in relation to settlements and neighbouring municipalities and stresses that wetlands are important ecological assets which need to be used wisely by the municipality. This provides the basis for “Sustainability Dialogues” with potential partners and investors who may be interested in the ecological economics of the area and in maintaining and monitoring the services wetlands provide for the area and its neighbours. These wetlands provide social and ecological services for the local municipality and contribute to the sustainability of human settlements.
- Map No 6, 7 and 8 includes the ecological assets of the Nquthu local municipal area which can address escalating poverty and are the bedrock of the inter-sector issue of the sustainable harnessing of natural resources and social

development. These Maps show the environmentally sensitive areas throughout the municipality. These areas include interrelated areas providing valuable ecosystems services to the Municipality and the people whose well being is at stake. These areas are of strategic importance for medicinal plants, birds, mammals, various species, landscapes, grasslands, wetlands, rivers and forests at a local level although the data was derived from the Provincial strategic environmental assessment process. Here sustainability dialogues can potentially be developed to assess the exact economic value of these areas to the municipality in the services that they provide. Development in these areas should proceed with caution and all archeological and heritage sites should be identified and preserved in these areas.

- Map No 9 the spatial location of the strategic IDP projects
- Map No 12 shows the composite sustainability framework which is made up of the layers which are detailed in Maps 1- 9 as discussed above.

3.7 Nodes and transport routes

The municipality has a well-defined functional structure with the majority of the transport routes leading to Nquthu Town. A limited form of nodular development occurs in a number of small emerging centers found along major transport routes and within large and expansive rural settlements. This presents an opportunity for the decentralization of service delivery and access to social and other services. Major land uses found in these nodes include Traditional Administration Centres (TACs), commercial uses, clinics and schools.

Nquthu Town is the main urban settlement and is the primary commercial, administrative and service centre of the Municipality. Offices of departments such as the Departments of Education, Agriculture Environmental Affairs, Works, Health, Justice and Welfare, Road Traffic Inspectorate (RTI), Traditional Affairs, Home Affairs, South African Police Services and Correctional services are located at Nquthu Town.

There are other small secondary nodes such as Nondweni to the east of Nquthu and Isandlwana to the south of Nquthu. There are also scattered rural "betterment settlements" stemming from the previous era. Some settlements exhibit poor soil management conditions due to poor planning and population density but generally settlements are on flat land adjacent to access routes and fairly good agricultural land potential. There are clearly defined areas of settlement with specific areas set aside for agriculture. The land is largely administered by nine tribal authorities. The following are Nquthu Municipality Node:

1. Nquthu Node
2. Isandlwana Node
3. Masotsheni/ Hlath Dam Node
4. Nkande Node
5. Nondweni Node
6. Silutshanna /Magogo Node
7. Qhudeni Node
8. Jama / Machitshana Node

3.7.1 NQUTHU NODE

Nquthu Town is the largest node in terms of services in the Nquthu Municipal Area and therefore plays an important regional role. It is located on four provincial transportation routes, allowing for good regional accessibility. This node is made up of Nquthu Town, Ngedla; Thembeni; Batshe; Mtshongweni; Ngwetshana; Mho e; Vulamehlo; Gubazi; Luvisi; Zinkondlwaneni; Ndindindi; Magongoloza; Kwabiya. During the public participation with the community representatives from this node the following needs were identified:

- Street Tarring (Nquthu Town)
- Availability of sites (Nquthu Town)
- Water & Sanitation
- Informal Settlements relocation
- Network Aerials
- Congestion (Nquthu Town)
- Middle income Housing (Nquthu Town)
- Low Cost Housing (Luvisi, Khiphinkunzi)
- Grazing Fields in the outskirts of Ngobese & Molefe Tribal Authorities
- Traffic and Disaster Management Centre (in Town)
- Traffic Light in Town
- Traffic Designs on exits and entrances in town

Nquthu node has a potential of growing as a **Service Support Hub** to all 8 nodes and outside the municipal area. Nquthu is located in crossroad of provincial roads, this place the node at a strategic position as an economic powerhouse. The development potential lies in the development and improvement of the **commercial and property sector**. Nquthu node is also an **administrative centre** for the municipality and a host of other government departments.

3.7.2 ISANDLWANA NODE

Isandlwana node is located on the south central part of the municipality and is situated in the Amangwe Buthanani Tribal Authority. It is made up of the following areas Isandlwana, Ncepheni; Mfeka; Manxili; Fahlaza; Ngwebini; Kwanyezi; KwaQwabe and Mngxangala. During the public participation with the community representatives from this node the following needs were identified:

- Good quality roads
- Electricity supply
- Water & Sanitation
- Schools and Crèches
- Clinics
- Sporting facilities
- Libraries
- Community Hall
- Decent convenience shops
- Parks
- Network Aerials
- Isandlwana Tourism Development Initiative

- Road to Fahlaza school
- Dams
- V- box Sibongile
- Forestry, Grazing Camps
- Crime combat projects

Isandlwana area is a well-known tourist destination worldwide, but there is very little income if any derived by local people. This is a very worrying factor considering the fact that people in this region live well below poverty levels.

The potential anchor project in this area therefore was identified as **Traditional Hub**. This is a very wide scope but it captures all the essential projects that will enrich people of the area. The hub will consist of the **Cultural Village, Auditorium, Museum Arts and Craft Centre, Indlamu Academy, Exhibition Centre etc.**

3.7.8 MASOTSHENI / HLATHI DAM NODE

This node is located on the Western side of the Municipality and is situated mainly in the Molefe Tribal Authority. It is made up of the following areas Hlathi Dam, Masotsheni, Kwadophi, Mashesheleni, Ngonini, Mqhedlana, Mahloleng, Jabavu, Maceba, Mafitleng, Zicole and Ziqhazeni. During the public participation with the community representatives from this node the following needs were identified:

- Electricity (Jabavu, Zakheni, Ward 11, Kwadophi)
- Community Halls (Kwadophi, Ngonini, Jabavu, Mashesheleni, Mqhedlana, Zicole Mafitleng)
- Roads, River Crossing & Bridges (Hlathi, Chumbeza, Dlamadoda, Kwalubisi, Manzamnyama, Mafitleng to Molefe Tribal Court, Kwambonani, Dlamini to Ncome, Jabavu to Ekudingeni, Ngonini to Thembalihle, St Augustine to Mqhedlana, R68 to Siyabonga)
- Sporting Facilities
- Library
- Agricultural Elements (Tractors, Planters etc)
- Crèches (Ngonini, Thembalihle, Mafitleng, Masotsheni, Mqhedlane, Mashesheleni, Hlathi Dam)
- Rural Housing
- Network Aerials
- Sanitation (Ngonini)
- Access road to Molefe Tribal Court

The potential anchor projects in this area therefore include the following **St Augustine Spring Water Project, Hotel Resort Project, Potential airstrip Development, Further Education & Training Centre, Stones Crushing Plant, Various Agricultural Projects such as Chicken Farming, Cattle Farming, Piggery, Mushroom Plantations etc.** These are very possible projects that can put this node on a very strong position and will encourage the financial growth and prosperity of residents.

3.7.9 NKANDE NODE

This node is located on the far North of the Municipality and is situated in the Molefe Tribal Authority. It is made up of the following areas Nkande, Isigqumeni; Haladu; Mphazima; Ndatshana; Mathambo; Thelezini; Mkhonjane; Ohaleni. During the public participation with the community representatives from this node the following needs were identified:

- Water & Sanitation
- Internal Roads & River Crossings
- Sporting Facilities
- Clinics
- Police Station
- Rural Housing Projects
- Network Aerials
- Crèches
- Electricity (Haladu, Mathambo, Nkande)
- Community Halls needing extension (Nkande & Ndatshana)
- Need to utilize the Multi Purpose Centre (Haladu)
- Mdenevini Community Development Project
- HIV / AIDS Hospice & Home Base Care

The potential anchor project in this area therefore was identified as **Commercial Cluster Project and Agricultural Hub**. The Cluster Project will involve the identification of the area where the following can be implemented; **Sports Centre, Decent Convenience Shopping Facilities etc.** The Agricultural Hub will consist of the **Grazing Fields, Abattoir, Chicken Farming, Cattle Farming, Piggery, Maize and other veggies etc.** The other potential project includes **Waterfall Resort Development along Jojosi River and Stone Crushing initiative in the Ethe ezini Area.**

3.7.10 NONDWENI NODE

This node is located on the Eastern side of the Municipality and is situated in both Ngobese & Molefe Tribal Authorities. It is made up of the following areas Baklside; Mhlungwana; Mphondi; Ekukhanyeni; Odudela; Mhlungulu; Mabalulwane' Magara' Potsoana; Maduladula; Mbewunye. During the public participation with the community representatives from this node the following needs were identified:

- Clinic
- Electricity
- Police Station
- Water & Sanitation
- Network Aerials
- Housing
- Crèches
- New Roads (P36/2 to Mbewunye), Tarring (Nondweni) and Bridges
- Grazing Fields & Farming Elements (Tractors etc)
- Youth Support Centre
- Upgrade of Sports Hub to include Swimming Pools etc.
- Land availability for church & business activities

The potential anchor project in this area therefore was identified as **Sports Hub and Business Revitalisation**. The sports hub has already been established in Nondw but there is room for improvement to make it a complete sports centre. Whereas in terms of the business revitalisation as another potential anchor project for the area, **the mini shopping complex including a Bank to include a petrol filling station, light industrial complex to cater for sewing clubs and weldi g entrepreneurs and a traditional hotel** might just do the trick.

3.7.11 SILUTSHANA / MAGOGO NODE

This node is located on the south eastern side of the municipality and is situated in Mbokodwebomvu Tribal Authority. It is made up of the following areas Silutshana, Magogo, Hlazakazi, Mzilankatha, Mgombane, and Msimbu. During the public participation with the community representatives from this node the following needs were identified:

- Water & Sanitation
- Electricity
- Telecommunication Network / Signal
- Roads
- Sporting Facilities
- Orphanage Centre, Old Age Home, HIV / AIDS Hospice, Youth Support Centre
- Crèches
- Rural Housing
- Network Aerials
- Grazing Camps
- Tourism development (Mangeni Waterfall)
- Post Boxes

The potential anchor project in this area therefore was identified as **Cluster Project**. The Cluster Project will involve the identification of the area where the following can be implemented; **Arts & Craft Centre, Government Services Centre, and other support centres**.

3.7.12 QHUDENI NODE

This node is located on the far south of the Municipality and is situated in both Vulindlela-Sithole and Emandleni-Zulu Tribal Authorities. It is made up of the following areas Bengwana; Ntabasibahle; Sizindeni; Nqgulu; Shayanyawo; Mlambomunye.

In this node a feasibility study was convened with the assistance of the National Department of Transport. The findings of this report indicated a number of possibilities for this particular node. The report went to the extent of costing these projects and prioritising in terms of short to long term implementation.

Thus the following services should be provided:

- New Roads
- routine police patrol;

- clinic/mobile service;
- weekly mobile welfare service;
- secondary and primary schools;
- post boxes;
- mobile bank service;
- weekly bus (public transport) service;
- Rural housing
- Crèches and halls
- Electricity
- Water and Sanitation
- Grazing camp
- Aerials for Network

The **social and economic ventures** that have been identified are as follows:

- The **provision of sports and recreational facilities** to benefit the entire community.
- **The development of a Multi-Purpose Community Centre (MPCC)**, containing a clinic, home affairs office, pension payout facility, police station, restaurant and municipal offices, for the Qhudeni area.
- The development of **Small Agri-Business (SAB) Corridor** would have a one-off establishment cost of R 3 million for 16 hydroponics greenhouses (4 at each school).
- **The development of a conservancy** to promote harmony between people and animals, as well as the possible promotion of Eco-tourism to unlock the economic potential of the area.

3.7.13 JAMA/MACHITSHANA NODE

Jama node is located on the eastern part of the municipality and is situated in Jama Tribal Authority. It is made up of 2 wards, 14 and 15 with the following areas: Zwelisha, Nhlopheni, Machitshana, Ntababomvu, Hwanqana, Voyiza, icentele, Hlinzeka, Jama, Nhlabamkhosi, Scelimfundo, Nhlengile, Klwana, Magogo Kwawoshi, and Gedlekazi. During the public participation with the community representatives from this node the following needs were identified:

- Roads and Bridges
- Electricity
- Water & Sanitation
- Schools and Crèches
- Clinics
- Rural Housing

- Telecommunication/Signal
- Government Service Centre
- Youth Support Centres
- Sporting facilities
- Libraries
- Community Hall
- Mini Shopping Complex
- Network Aerials
- Ntinini Police Station
- Parks
- Arts and Craft Projects
- Grazing Camps
- Farming Projects: Soya growing, Maize growing, Poultry Piggery, fishing, crops, stock and dairy farming

The potential anchor project in this area therefore was identified as **Community Game Reserve and shoe factory**, this is a very wide scope but it captures all the essential projects that will enrich people of the area

3. DEVELOPMENT STRATEGIES

The municipal strategies have been clustered around the National Key Performance Areas to ensure that all powers and functions assigned to the municipality are captured adequately. The strategies here indicate how the municipality would achieve each and every one of these objectives. These are as follows:

3.1 Access to Basic Services & Infrastructure

Type of Services	Objectives	Strategies
1. Water	To liaise with District Municipality about No. of households that have been supplied.	8941 households without proper water supply. District has budgeted for certain priority areas in this financial year.
2. Sanitation	To liaise with District municipality about number of households serviced	8309 Households without proper sanitation. Local municipality not updated with proper statistics for a number of households that have received improved service.
3. Electricity	5 To provide 1296 urban household connections at phase II low income housing. 6 To do maintenance to Nquthu sub. Station. 7 To complete & approve electrical maintenance Plan 8 To liaise with Eskom about number of rural household provided with electricity	18700 household with electricity. Eskom has committed some funding for this financial year to address backlogs.
4. Electricity loss	To locate defective and tempered meters so that the community can be accountable for electricity usage and penalties applicable	Meter Audit Conducted & Analyzed
5. Roads and storm water Improvements	Grading and shaping of all identified roads quarterly Tarring of all identified roads / streets by the end of June 2009	Preparation of roads planning & maintenance schedule
6. Housing	To decrease housing backlog by 1500 dwelling units annually.	Construction of 1500 dwelling units 2008 / 2009 financial year
5. Sportsfield / Playgrounds improvement	5.1 To grade & level 2 existing playgrounds per ward 5.2 To supply & fit poles suitable for net hanging	15 wards without proper community sports field or playgrounds.
6. Housing	1. To provide 1296 Low Income	6500 households without

	<p>Houses for Nquthu Phase II</p> <p>2. To provide 500 Low Income Houses at Ngobkodo Area.</p> <p>3. To provide 500 Low Income House at Jabavu / Masotsheni.</p> <p>4. To provide 500 Low Income houses at Vulamehlo.</p> <p>5. To provide 1000 Low Income Housed at Luvisi.</p>	<p>shelter. Projects have been included in the housing sector plan.</p>
7. DBSA Intervention	<p>1. To source funds in the form of loan/grant for the municipal developments</p> <p>2. To source funds for Siyenzamanje progrmme</p>	<p>The Municipality operates in four scattered premises</p>
8. Free Basic Services	<p>To provide free basic services to all deserving families of the municipality</p>	<p>Indigent Policy and register being developed. Currently registration underway.</p>
9. Health Care Services	<p>To provide 1 community Clinic for every 8500 people and at least 1 regional clinic for the entire municipality</p>	<p>There is a current backlog 18 community Clinics and 1 regional Clinic. Department of Health busy with Mhlungwane clinic. No further funding for this financial year.</p>
10. Safety & Security	<p>To co - ordinate that there is 1 police station for every 25000 people.</p>	<p>There is one satellite police station to be built at Qhudeni.</p>
11. Community Facilities	<p>To provide minimum of 1 Community Centre per 7500 people; 1 sport field per 2500 people; 1 adult training centre per 25 000 people; & 1 Library per 10 000 people.</p>	<p>Currently there is a backlog of 18 community halls; 55 sport fields; 6 Adult Training Centres. DACT funding relocation and extension of Nquthu main library.</p>
12. Education & Training	<p>To provide at least 1 crèche per 6 600 people; 1 primary school per 2 500 people; 1 secondary school per 6 600 people.</p>	<p>Elementary, primary & secondary education backlog not known but there is one FET college under construction</p>

3.2 Social Development

Type of Services	Objectives	Strategies
1. Free Basic Services	To provide free basic services to all deserving families of the municipality	Formulation of indigent policy & indigent register and come out with implementation plan
2. Health Care Services	To provide at least 1 community clinic for every 8500 people and at least 1 regional clinic for the entire municipality.	Community Facilities Master plan
3. Safety and Security	To provide at 1 police station for every 25000 people	Community Facilities Master plan
4. Community Facilities	To provide a minimum of 1 Community Centre per 7 500 People; 1 Sports Field per 2 500 People; 1 Adult Training Centre per 25 000 People & 1 Library per 10 000 People	Community Facilities Master plan
5. HIV & AIDS Awareness	To help decrease the spread of HIV & AIDS	HIV/ AIDS PLAN
6. Education & Training	To provide at least 1 Crèche per 6 600 People; 1 Primary School per 2 500 People; 1 Secondary School per 6 600 People	Community Facilities Master plan

3.3 Economic Development

Type of Services	Objectives	Strategies
1. Local Economic Development Structures	To formulate strong & functional LED institutional structures by June 2007 consisting of Tourism Association; Business Chamber & Agricultural Association.	Refine Project Implementation Plan, and the finalization of LED Plan
2. Central Business District	To formulate the CBD Master plan for Nquthu Town by the end of 2008	Secure Funding & Appointment of Service Providers
3. Investment	To liaise-e with potential invests for efficient investment in Nquthu	Finalization of LED plan as well as investment plan

3.4 Municipal Transformation and Institutional Development

Type of Services	Objectives	Strategies
1. Administrative Complex	To provide central work station for all employees.	1. The Municipality currently operates in three scattered premises located between the two primary towns of Nquthu and Nondweni respectively. 2. The <i>first</i> and the main municipal Administration Block is at 83/2 Mdlalose Street in Nquthu Town, and Technical Department is located about 2-3 Km from main building and the third one is at Nondweni Township. 3. There is a plan to extend main admin. Block to accommodate other sections
2. HR and Job Profile	To formulate proper job descriptions approved and aligned to the institutional needs.	Job Descriptions under review as is the PMS.
3. Development Planning Capacity Building	To conduct all development planning functions in-house (LUMS;IDP;PMS;GIS; Transport Planning; Environmental Planning)	Filling of at least 3 positions within the department : Director, Planner and GIS Technician
4. Implement Information Technology Strategy	Fully functional IT service for the municipality.	Information Technology Strategy drafted
5. IDP	Timeous completion of the review process.	Annual review aligned with the process plan.
6. Performance Management System (PMS)	To measure the performance of the municipality against set targets	Performance Management System Developed and will be adopted by 2008.

3.5 GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

Type of Services	Objectives	Strategies
1. Formulation of Ward Committee	To ensure proper representation of people's interest.	Free and Fair Election at ward level
2. Community Development	To improve service	Distribution of CDW in all

Workers	delivery and accessibility to 3 spheres of government.	wards & constant monitoring their performance
3. Customer Care	To improve on the level service delivery in the municipality by 2008.	Provision of the means of receiving feedback from community and the implementation of Bato Pele Principles
4. Municipal Policies and By Laws	To improve Municipal standards of operation and ensure proper management	Formulation and packaging of all policies & bylaws for efficient control & monitoring

3.6 Financial Management

Type of Services	Objectives	Strategies
1. Financial Management System	To establish an accurate and timeous billing system	Not fully operational
2. Credit Control	<p>§ To identify non-paying customers so that revenue can be correctly & timeous recognized</p> <p>§ To ensure timeous payments of creditors in order to avoid penalties</p>	Timeous and correct billing statements to all customers
4. Valuation Roll	To formulate a single rates policy & compilation of valuation roll by June of 2009	Service provide appointed.
5. Municipal Budget	Ensure proper management of municipal annual budget	<ul style="list-style-type: none"> • Annual Budget Review in process. • Monthly report on cash flow
6. Cash Flow Management	To monitor monthly cash flow of the various departments within the Municipality and report accordingly as per MFMA.	Cash Flow properly managed but not yet broken down into departments.
7. Supply Chain Management	To make sure that there is a fair, transparent & cost effective way of acquiring goods & services.	<ul style="list-style-type: none"> • Policy in place and properly managed. The Bid Specification Committee, Bid

		Evaluation Committee and Bid Adjudication Committee are all in place. • Data for service providers under review
8. Asset Register	To monitor all municipal assets, allocation and their book value.	Asset register is available and annually submitted to the internal Auditors.
9. VAT Control	To comply with SARS regulations & to be reimbursed for exempt income.	Currently owing SARS but reconciliation & rebate application required.
10. Budget Process	To enable the municipality to approve and implement a budget on time in terms of MFMA.	Draft Budget

3.7 SPATIAL PLANNING AND SDF

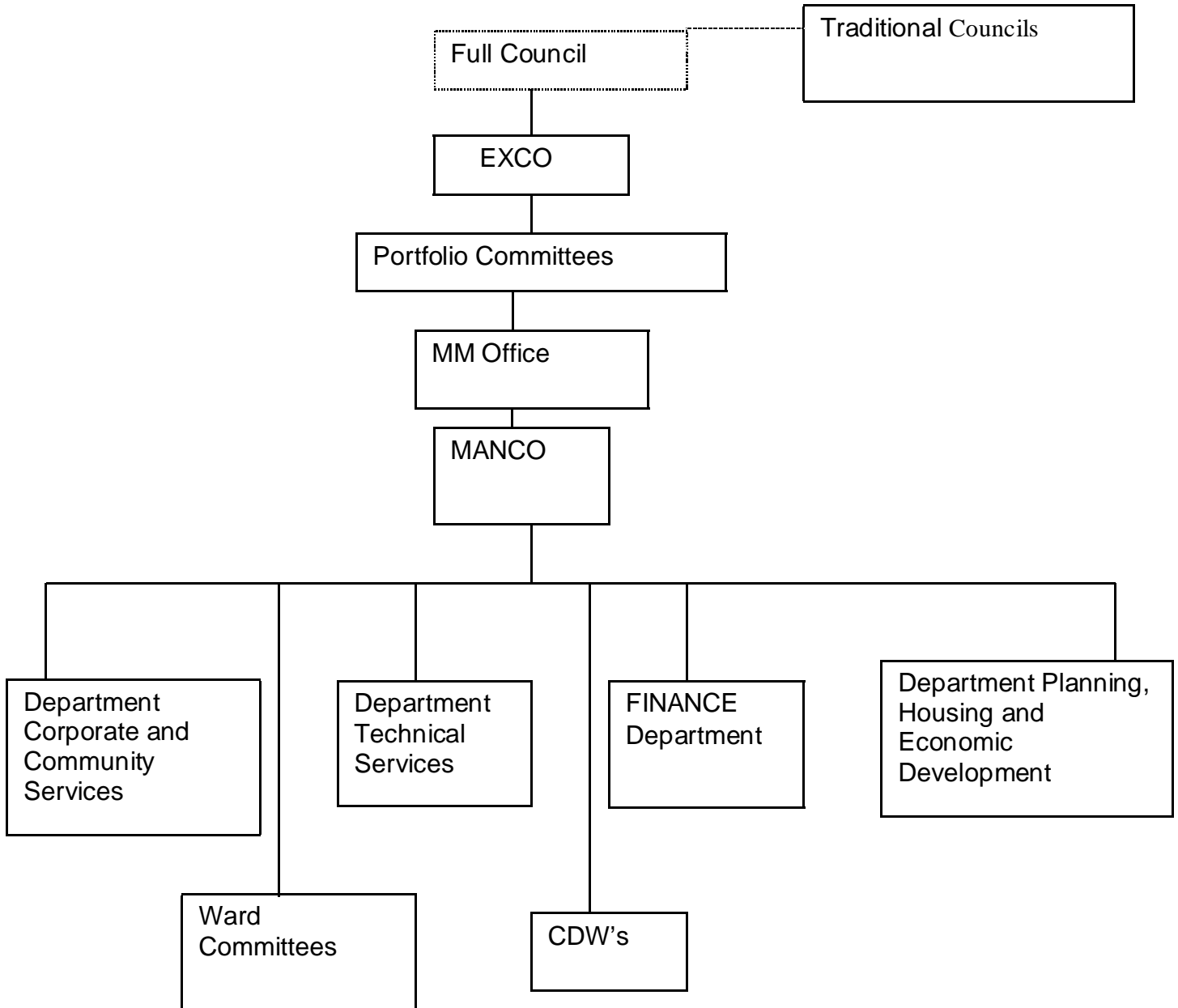
Type of Services	Objectives	Strategies
1. Land Use Management Systems (LUMS)	To manage and implement Land use management and the establishment of development planning shared services where appropriate.	LUMS to be updated and still to be legally adopted by the Council provided that all relevant departments and other stakeholders are satisfied with the final product.
2. Geographical Information System(GIS)	To monitor spatial development and to ensure proper economic development, as well as proper implementation of GIS.	GIS Business Plan being developed for Phase 2 and GIS is on function and GIS Technician has been appointed.
3. Alignment of IDP with NSDP and PGDS	To address proper alignment of IDP with National and Provincial Programmes.	addressed
4. Sites Disposal	To dispose sites for both development and residence, in order to increase revenue base for the Municipality.	The process to transfer the state land to the Municipality is work in progress, Erf 100 is finalized in terms of transfer to the Municipality, And land availability agreement has been acquired for Erf 93, but the proper development

		is still subject to the formalization of Nquthu Town and Nondweni Village in terms of town planning, the proposal for funding has been lodged with Project Consolidate.
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4. INSTITUTIONAL ANALYSIS

4.1 SUMMARISED INSTITUTIONAL STRUCTURE

The diagram below shows the framework for an institutional arrangement for Leadership and Administration in Municipality, the comprehensive ganogram for the Municipality that depicts all posts occupied and vacant posts (see attached Annexure A)



4.2 Political Profile

The Nquthu Local Municipality came into existence following the National Local Government elections of December 2000. This Municipality, which is also referred to as (KZ242), is politically being governed by an Executive Committee (EXCO) System. The Nquthu Local Municipality represents one of the four municipalities within the uMzinyathi District Municipality, which is one of the Integrated Rural Node in the province of KwaZulu Natal. Nquthu is administered by 15 electoral wards, which encompasses nine tribal areas. The Nine Tribal Authorities within the Nquthu Municipality's administrative boundaries includes the following:

- Zondi Traditional Authority
- Molefe Traditional Authority
- Mangwe Buthanani Traditional Authority
- Emandleni Traditional Authority
- Khiphinkunzi Traditional Authority
- Mbokodwebomvu Traditional Authority
- Sizamile Traditional Authority
- Vulindlela Traditional Authority
- Jama Traditional Authority - (*incorporated into the Municipality in 2006*)

The municipality has a total number of **30 constitutionally** elected councillors representing their respective political parties in the municipal governance. The councillor's categories according to their political affiliations are as follows:

- IFP – 23; ANC – 6; and FEDCON -1

The Executive Committee (EXCO) is made up six (6) councillors including the Mayor, Deputy Mayor, Speaker (*ex-officio*), and three other EXCO members. Most of the EXCO members preside over specific Portfolio Committees, which ensures necessary strategic direction and active participation by all municipal councillors.

4.3 Administrative Profile

The current Nquthu Local Municipality administration comprises the Office of the Municipal Manager and four departments, namely: **Technical Services, Financial Services, Corporate & Community Services; and Development Planning Housing & Economic Development Housing & Land Administration.**

The Municipality currently operates in three scattered premises located between the two primary towns of Nquthu and Nondweni respectively. The *first* and the main municipal building (known as the Nquthu Council Chambers and Administration Block), it was originally built as a Council Chamber for the Nquthu leadership (councillors) and later on Administration block was built to accommodate Office of the MM, Finance Department, Corporate and Community Services and Department of Development Planning and economic Development, as well as Independent Electoral Commission (IEC), these Offices are situated at 82/3 Mdlalose Street in Nquthu CBD. These premises currently serve as the Nquthu Local Municipality's Headquarters.

The *second* municipal administrative premises, which is currently home to Technical Service, is located approximately about 2-3 kilometers drive northwards of the main municipal administrative building. These premises are old ones which were

previously used by the previous Nquthu Governing structures such as Umsekeli and Township Boards.

Thirdly, the Municipality still continues to use the municipa premises in Nondweni mainly accommodating some sections of the Technical and Corpo ate Services Department’s staff. Nquthu Public Library is located at Mangosuthu Drive and has a branch at Nondweni Administrative premises.

The official opening of New Nquthu administration Block on the 23rd August 2006 was realizing an effort by the Municipality to overcome the management challenges and to attain the goals of National Key Performance Areas, particularly **Municipal transformation and Institutional development**. This Administration block is a double story building; base floor consists of 14 Offices, 1 K one Board room, IT Facility Room, Strong Room and spacious ablution block for Males and Females. The first floor consists 12 Offices, One kitchenette, Registry, Record Room; spacious ablution block caters for Males and Females as well as Lift Cav .

Nquthu Local Municipality has a total work force of **120 Staff** members being distributed among the four departments and Office of the MM. It must however be mentioned that, further information on the municipal administration is being covered in more details as part of the institutional programme which is included as a specific section in the IDP. The number of the staff is highlighted as per department in a table below:

Office of the Municipal Manager	: 2
Planning	: 4
Corporate Services	: 22
Finance Department	: 15
Technical Services	: 77

4.4 PHYSICAL AND SOCIO- ECONOMIC ANALYSIS

4.4.1 Socio economic analysis

Nquthu Local Municipality is one of the four local municipalities within Umzinyathi District (ISRDP Node), and is located along the north-eastern boundary of the district. It borders onto Abaqulusi, Utrecht, Nkandla, and Ulundi local municipalities. It covers an area of approximately 1451km², and is predominantly rural in nature with expansive rural settlements being one of the major features.

It is accessed mainly through R68 linking Ulundi/ Melm th to Newcastle/Dundee. Other important roads through the municipality are the R33, assing through the northern areas, passing east of Nondweni before linking Vryheid with the R68, P16/3 a gravel road links Nquthu with Kranskop.

It is estimated that in 1996 Nquthu had a population of 120 724 and it had grown to 145 035 by 2003. With the incorporation of the areas falling under the Jama Traditional Authority, the total population is expected to increase to approximately 165 000 people.

Nquthu Local Municipality consists of both semi-urban areas and rural settlements. The differentiation relates to demographics and socio-economic conditions and the following points summarize the most important socio-economic issues:

- Nquthu consists of a large rural population (over 90%) with less than 10% its people living in the semi-urban areas of Nquthu Town (3.44% living in Nquthu Town), Nondweni, Isandlwana and Ngolokodo. Roads and storm water in these rural areas are in a poor condition or non-existent. This places enormous pressure on the delivery of services.
- The population of Nquthu is distributed throughout the Municipality comprising 15 Wards, although the southern areas are less densely populated due to topography. The majority of the population is centred in and around the Emandleni and Vulindlela-Sithole Tribal areas (Ward 1) and the Khiphinkunzi and Mangwe Buthanani Tribal areas (Ward 10).
- The rural areas are the most densely populated areas with an average household size of 11, 6 persons.
- The rural population depends on nearby semi-urban areas such as Nquthu Town and Nondweni for services because of the lack in basic services and social services within these rural areas. This again places enormous pressure on service delivery. It is clear from the current reality as well as from the Nquthu Socio-Economic Study that the two areas of Nquthu Town and Nondweni are the most popular in the area.
- Nquthu Town is characterized by 15% more women than men. Women are assumed to be acting as household heads in the absence of partners seeking employment in other semi-urban centres. It is also accepted that these women are more disadvantaged in terms of resources.
- Approximately 60% of the population is youth & children, placing pressure on the need for education and social facilities. Many of these children would be orphaned as a result of HIV/AIDS.
- It is estimated that the **HIV/AIDS infection rate** for the Nquthu Local Municipality will be consistent with that of KwaZulu-Natal, i.e. 11, 7% (15 100 people). It is anticipated that this pandemic will have a profound impact on the need for health, social and welfare services over the next 20 years. Population growth is expected to decline over this period and this trend needs to be considered in the planning and delivery of new services.

- In respect the **level of education**, it was found that approximately one third of the population has had a basic level of education. The level is however low with more than 36% of the persons interviewed in the Nquthu Socio-Economic Study indicating a level of education of grade 7 or lower or no education whatsoever. This can be related to the fact that the area is mostly rural and transport facilities are limited. As the only higher education facilities are located outside the boundaries of the municipality, the greatest need would be for adult education facilities and programmes. The Department of Education is currently constructing the FET College in Town and there is one private nursing collage, which is up and running.
- Income levels are very low with 22, 4% of households receiving no income and a further 19, 4% with annual income of below R2 400, 00 per month – less than R200. 00 per month. The rural areas, especially Wards 1 and 4 are the most poverty stricken.
- **Unemployment levels** are exceptionally high with only 7, 2% of the economically active population (63 630 people) being employed. Of this population, 23, 5% are actively seeking employment while the rest of the potential labour force is not economically active (students, housewives etc). With such high unemployment the dependency levels are also very high and it is estimated that for every employed person there are 28 unemployed people and in need of support.
- Of those employed 26, 2% are employed in sales and services, mostly in Nquthu Town. The craft and trade industry informally employs the second highest number of people and those employed in this sector are more evenly distributed throughout the municipality.
- The majority of the population relies on **public transport facilities**. The form of public transport in Nquthu is Taxi service & bus service. The bus service is too limited, hence the public transport is considered to be unreliable and costly. The quality and efficiency of the public transport sector is in dire need of attention.
- The **provision of basic infrastructure** is hampered by the culture of non-payment. The Nquthu Socio-Economic Study indicated that 58, 13% of the population does not pay for services.
- From the analysis of the Nquthu current reality, it is clear that the priority areas of intervention within the Municipality are Nquthu Town, Nondweni, Ngolokodo and Isandlwana, Masotsheni & Qhudeni. These are areas characterized by high concentrations of rural and poverty stricken population and where the backlogs in service provision, both social and engineering, are the most severe.

- To tackle the challenges presented within these areas and the creation of a sustainable settlement, it is however critical that a better and more in depth understanding be obtained of the distinctive character of these areas and their communities. The socio-economic survey and study that were done for the municipality are geared towards providing the necessary details, thereby assisting in the planning of human settlement and redevelopment programme projects around these growth nodes.

4.4.2. Infrastructure and services backlogs

This municipality is largely tribal and rural in nature and the population is relatively dispersed and services are scarce. The backlog of services is at its greatest but where the implementation of new service infrastructure is also at its greatest. However the implementation of service infrastructure is at undeveloped levels lower than the defined minimum standards.

4.4.3 Water

The average water supply backlog for the Nquthu LM is summarized in the table below:

NO. OF HOUSEHOLDS SERVED								
Type	Sparse	Farm	tribal	Small Holding	Informal	Urban	Industrial	TOTAL
Served	188	0	5939	0	0	2116	0	8243
Not Served	185	0	22813	731	0	175	0	23904
Total	373	0	28752	731	0	2291	0	32147
Backlog	49.6%	0.0%	79.3%	99.9%	0.0%	8.0%	0.0%	74.4%

The average water backlog for the LM is 74%, and equates to approximately 23904 households not receiving a basic LOS of 25l/cap/day within 200m.

The spatial display of water backlog is typical of tribal authority areas which were notoriously poorly serviced in the past. In general water services are associated with schemes which are generally located in the less remote and densely populated areas where road infrastructure exists and significant water sources are available to sustain schemes.

Several large schemes supplied from Vant's Drift in and around the town of Nquthu, as well as groundwater fed schemes to the north, and water supply to the town of Nondweni and its surrounds do address a substantial number of households to the established basic standards. However, the remainder of the municipal area is relatively scattered, and thus service delivery to these areas is hampered by the high infrastructure cost per household to implement a bulk water supply network. The south of the Municipality (Ward 1 / Qhudeni) is particularly hindered by remoteness and poor access.

Nquthu Water			
Ward Number	Households not served	Total Households	Percentage Backlog
1	1891	1891	100%
2	1664	1874	89%
3	298	1320	23%
4	897	2000	45%
5	407	1429	28%
6	21	1244	2%
7	138	1109	12%
8	26	1219	2%
9	81	1313	6%
10	964	1721	56%
11	4	1962	0%
12	79	1550	5%
13	991	1544	64%
14	0	0	NO HUT COUNT DATA
15	9	249	4%
Total	7470	20425	37%

4.4.4 Sanitation

The average sanitation backlog for the Nquthu LM is summarized in the table below:

NO. of HOUSEHOLDS SERVED								
Type	Sparse	Farm	Tribal	Small Holding	Informal	Urban	Industrial	TOTAL
Served	240	0	6670	99	0	1758	0	8767
Not Served	133	0	22082	632	0	533	0	23380
Total	373	0	28752	731	0	2291	0	32147
Backlog	35.7%	0.0%	76.8%	86.5%	0.0%	23.3%	0.0%	72.7%

The average sanitation backlog is 73%, and equates to approximately 23380 households not receiving the basic LOS of a VIP toilet per household.

The spatial representation of sanitation backlog is typical of tribal authority areas which were notoriously poorly serviced in the past. Despite several large sanitation projects within the area, it is surprising that the backlog level is as great as it is. In general sanitation schemes are located in areas that are less remote and that are densely populated with existing road infrastructure. Thus the bulk of the high backlog areas tend to be scattered communities in remote areas where access is difficult and costs per household are high.

In conclusion, this spatial display of backlog for sanitation services in the LM is a good base level of information.

Nquthu Sanitation			
Ward Number	Households not served	Total Households	Percentage Backlog
1	1891	1891	100%
2	1874	1874	100%
3	1320	1320	100%
4	2000	2000	100%
5	1429	1429	100%
6	1244	1244	100%
7	1109	1109	100%
8	570	1219	47%
9	410	1313	31%
10	987	1721	57%
11	5	1962	0%
12	310	1550	20%
13	1477	1544	96%
14	0	0	NO HUT COUNT DATA
15	249	249	100%
Total	14875	20425	73%

4.4.5 Electricity

The average electricity backlog for the Nquthu LM is summarized in the table below:

NO. OF Households								
Type	Sparse	Farm	tribal	Small Holding	Informal	Urban	Industrial	TOTAL
Served	175	0	3039	18	0	1825	0	5057
Not Served	198	0	2571	713	0	466	0	27090
Total	373	0	2875	731	0	2291	0	32147
Backlog	53.1%	0.0%	89.4%	97.5%	0.0%	20.3%	0.0%	84.3%

The average electricity backlog for the LM is 84%, and equates to approximately 27090 households not being connected to an electricity supply network or an alternative solar generated electricity source.

The spatial distribution of electricity backlog reveals a similar pattern to that exhibited for other services where urban nodes and areas around road infrastructure tend to be better served than elsewhere. The areas of greatest backlog to be scattered and isolated communities, primarily due to the high cost of connection to low-density areas, with limited potential for cost recovery.

In conclusion, this spatial display of backlog for electricity services in the Municipality is a good base level of information.

Nquthu Electricity			
Ward Number	Households not served	Total Households	Percentage Backlog
1	1891	1891	100%
2	1874	1874	100%
3	1116	1320	85%
4	2000	2000	100%
5	1429	1429	100%
6	1244	1244	100%
7	1109	1109	100%
8	1219	1219	100%
9	898	1313	68%
10	1669	1721	97%
11	1968	1962	100%
12	1550	1550	100%
13	1484	1544	96%
14	0	0	NO HUT COUNT DATA
15	249	249	100%
Total	19700	20425	96%

4.4.6 Refuse Removal

The average refuse removal backlog for the Nquthu LM is summarized in the table below:

NO. OF Households								
Type	Sparse	Farm	tribal	Small Holding	Informal	Urban	Industrial	TOTAL
Served	190	0	678	24	0	1883	0	2775
Not Served	183	0	28074	707	0	408	0	29372
Total	373	0	28752	731	0	2291	0	32147
Backlog	49.1%	0.0%	97.6%	96.7%	0.0%	17.8%	0.0%	91.4%

The average refuse removal backlog for the LM is 91%, which equates to approximately 29372 households not receiving a basic LOS of having a refuse removal service at least once a week.

The spatial display of backlog of refuse services show an alarming lack of services to all areas other than the urban nodes of Nquthu and Nondweni. This is a typical pattern in rural communities throughout the country. Of concern is that although waste collection may take place in some areas, there are no formal waste sites within this LM to effectively deal with the waste. This needs addressing, as informal communal waste sites that are not permitted and effectively managed present real health and environmental risks.

In conclusion, this spatial display of backlog for refuse removal services in the LM is a good base level of information.

5. SECTOR PLANS

TABLE 5.1 UMZINYATHI DISTRICT SECTOR PLANS STATUS

NO	SECTOR PLAN	IDP REVIEW	STATUS
1	Condensed Water Services Development Plan	Prepared by uMzinyathi District	Completed
2	Transport Plan	Prepared by uMzinyathi District	Completed
3	Disaster Management Plan	Prepared by uMzinyathi District	Completed
4	Backlog Study	Prepared by uMzinyathi District	Not approved
5	HIV/AIDS Sector Plan	Prepared by uMzinyathi District	Not approved
6	Tourism Sector Plan	Prepared by uMzinyathi District	Not completed
7	Business Sector Plan	Prepared by uMzinyathi District	To be prepared
8	Agriculture Sector Plan	Prepared by uMzinyathi District	Not completed
9	Cemeteries and Crematoria Plan	Prepared by uMzinyathi District	To be prepared
10	Environmental Management Plan	Prepared by uMzinyathi District	To be prepared

TABLE 5.2 NQUTHU MUNICIPALITY SECTOR PLANS STATUS

NO	SECTOR PLAN	STATUS
1.	Organisational Performance Management Plan	Not approved
2.	Housing Sector Plan	Completed
3.	Land Use Management Plan	Not approved
4.	HIV/AIDS Sector Plan	To be prepared
5.	LED Plan	Not approved
6.	Solid Waste Master Plan	Completed
7.	Electricity Master Plan	To be prepared
8.	Communication Plan	To be prepared
9.	Anti - Corruption	To be prepared
10.	Municipal Health Plan	To be prepared
11.	MPCC/ Thusong Centre	To be prepared
12.	Financial Plan	To be prepared
13.	Gender and Disability Policy and programme Plan	To be prepared
14.	Integrated Transport Plan	To be prepared
15.	Infrastructure Investment Plan	To be prepared

6. PROJECT SUMMARY AND FINANCIAL PLAN

TABLE 6.1: NATIONAL AND PROVINCIAL FUNDING ALLOCATIONS FOR NQUTHU

VOTE NO	ALLOCATED FOR:	2008/9	2009/10	2010/11
	Centre Management Support	R450,000	R479,250	R510,401
597	Corridor Development Grant	R340,000	R362,100	R385,637
016	IDP Support	R50,000	R53,520	R56,711
037	Library Building Project	R177,000	R188,505	R200,758
009	GIS	R33,00	R35,145	R37,429
593	Synergistic Partnerships	R500,000	R532,500	R567,113
564	Property Rates and Valuation Role	R2,154,424	R2,29462	
546	Financial Management Grant	R500,000	R532,500	R567,113
012	Municipal System Improvement Grant	R735,000		
031	Municipal Infrastructure Grant (MIG)	R11.170.00		
410	Equitable Allocation	28,124,000	R99,952,060	R31,898,944

6.2 INCOME OF THE MUNICIPALITY

The summarised sources of income of the Nquthu Municipality as reflected in its 2008/9 budget in the tables below.

TABLE 6.2.1 OPERATING BUDGET 2008/9: OPERATING REVENUE

REVENUE SOURCE	AMOUNT
Property Rates	500,000
Service Charges – electricity revenue from tariff billings	944,024
Service Charges - refuse and removal from tariff billing	292,500
Service Charges -other	91,127
Rental of facilities and equipment	30,000
Government grant & subsidies	31,828,424
Gain on disposal of property plant and equipment	1,300,000
TOTAL OPERATING REVENUE GENERATED	34,986,075

TABLE 6.2.3 CAPITAL BUDGET 2008/09: CAPITAL FUNDING BY SOURCE

FUNDING SOURCE	BUDGET AMOUNT
National Government	1 190 500
TOTAL FUNDING	1 190 500

6.3 EXPENDITURE OF THE MUNICIPALITY

The capital and operating budget as presented in the 2008/09 budget of the Nquthu Municipality is reflected in the tables below.

TABLE 6.3.1 CAPITAL BUDGET 2008/9: CAPITAL EXPENDITURE BY VOTE

BUDGET ITEM	BUDGET AMOUNT
Vending Machine	735,000
Bus and Taxi Rank	3,610,000
Paving	2,900,000
Roads Bridges and Stormwater	4,660,000
Billing System Upgrade for Consumer Billing	1,300,000
CAPITAL EXPENDITURE BY VOTE	13,205,000

TABLE 6.3.2 CAPITAL BUDGET 2008/9: CAPITAL EXPENDITURE BY GFS

BUDGET ITEM	BUDGET AMOUNT
Executive & Council	6,842,540
Finance & Admin	10,661,497
Planning & Development	2,732,209
Community & Social Services	1,523,428
Housing	253,960
Environment Protection	653,461
Waste Management	2,015,986
Waste Water Management	2,447,762
Electricity	6,585,335
CAPITAL EXPENDITURE BY VOTE	34,986,074

TABLE 6.3.3 OPERATING BUDGET 2008/09: OPERATING EXPENDITURE

BUDGET ITEM	BUDGET AMOUNT
Salaries Wages and Allowances	22,566,425
General Expenses	10,361,079
Repairs and Maintenance	1,835,571
Contributions	8,000
Capital Charges	
OPERATING EXPENDITURE BY VOTE	34,989,075

7. SECTOR INVOLVEMENT

Local Municipality Description : NQUTU					
Category Type Description : CLINIC UPGRADES					
WIMS Number	Client Department Description	Status Description	First Delivery Date - Actual	Final Delivery Date - Actual	Final Delivery Date - Projected
026531	HEALTH	CONSTRUCTION STAGE			2010/09/13
	HEALTH	CONSTRUCTION STAGE			2010/09/13
	HEALTH	CONSTRUCTION STAGE			2010/09/13
	HEALTH	CONSTRUCTION STAGE			2010/09/13
	HEALTH	CONSTRUCTION STAGE			2010/09/13
	HEALTH	CONSTRUCTION STAGE			2010/09/13
Category Type Description : M/A CURRENT/PLANNED SERVICES					
WIMS Number	Client Department Description	Status Description	First Delivery Date - Actual	Final Delivery Date - Actual	Final Delivery Date - Projected
034342	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			
Category Type Description : NEW CONSTRUCTION (MAJOR & M/A CAP)					
WIMS Number	Client Department Description	Status Description	First Delivery Date - Actual	Final Delivery Date - Actual	Final Delivery Date - Projected
003039	EDUCATION	DESIGN STOPPED			
	EDUCATION	DESIGN STOPPED			
003060	EDUCATION	DESIGN STOPPED			
	EDUCATION	DESIGN STOPPED			
003100	EDUCATION	DESIGN STOPPED			
005328	HEALTH	CONSTRUCTION STAGE			2008/11/30
	HEALTH	CONSTRUCTION STAGE			2008/11/30
	HEALTH	CONSTRUCTION STAGE			2008/11/30
	HEALTH	CONSTRUCTION STAGE			2008/11/30
	HEALTH	CONSTRUCTION STAGE			2008/11/30
	HEALTH	CONSTRUCTION STAGE			2008/11/30
010942	EDUCATION	CONSTRUCTION STAGE			2007/12/04
	EDUCATION	CONSTRUCTION STAGE			2007/12/04
	EDUCATION	CONSTRUCTION STAGE			2007/12/04
013507	EDUCATION	DESIGN STOPPED			

	EDUCATION	DESIGN STOPPED			
017704	HEALTH	TENDER STAGE			
	HEALTH	TENDER STAGE			
	HEALTH	TENDER STAGE			
	HEALTH	TENDER STAGE			
	HEALTH	TENDER STAGE			
031041	EDUCATION	DESIGN STOPPED			
035066	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			
035067	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			
035225	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			
	EDUCATION	PRE-DESIGN STAGE			

Category Type Description : REHABILITATION/UPGRADING

WIMS Number	Client Department Description	Status Description	First Delivery Date - Actual	Final Delivery Date - Actual	Final Delivery Date - Projected
013441	EDUCATION	CONSTRUCTION STAGE			2008/08/21
	EDUCATION	CONSTRUCTION STAGE			2008/08/21
	EDUCATION	CONSTRUCTION STAGE			2008/08/21
	EDUCATION	CONSTRUCTION STAGE			2008/08/21
034121	EDUCATION	TENDER STAGE			
	EDUCATION	TENDER STAGE			
034343	EDUCATION	CONSTRUCTION STAGE			2008/05/28
	EDUCATION	CONSTRUCTION STAGE			2008/05/28
	EDUCATION	CONSTRUCTION STAGE			2008/05/28

NO	PROJECT NAME	RESPONSIBILITY	FUNDING SOURCE	APPROVED BUDGET	SUB-PROGRAMME	YEAR
1.	Creches (52)	DSD	DSD	R170.6412	Service to children	2008/09
2.	Christian Social Services	DSD	DSD	R120.000		2008/09
3.	SAVF	DSD	DSD	R120.000		2008/09
4.	Luncheon Clubs (26)	DSD	DSD	R330.000	Services to the elderly	2008/09
4.	SANCA	DSD	DSD	R120.000	Substance Abuse	2008/09
5.	Isibindi	DSD	DSD	R550.000	HIV/AIDS	2008/09
6.	Philani Community Care Centre	DSD	DSD	R146.000		2008/09
7.	Zamimpilo	DSD	DSD			2008/09
8.	Sinothando Aids Prevention & Welfare Society Soup Kitchen	DSD	DSD	R255.673.50	HIV/AIDS support	2008/09
9.	Zabalaza Youth Organization Soup Kitchen	DSD	DSD	R255.673.50	HIV/AIDS support	2008/09
10.	Nquthu Aids-Soup Kitchen	DSD	DSD	R355.763.00	HIV/AIDS support	2008/09
11.	Zakhele Poutry Farming	DSD	DSD	R355.673.00	Women Development	2008/09
12.	Asibemunye Women Co-operative	DSD	DSD	R500.000	Women Development	2008/09
13.	Naledi Poultry	DSD	DSD	R300.000	Socio-Economic	2008/09
14.	Bambanani Community Organisation	DSD	DSD	R 300.000	Food Security	2008/09
15.	Kwanele Community Organisation	DSD	DSD	R233.000		2008/09
16.	Nondweni Zamimpilo	DSD	DSD	R74.000		2008/09
17.	Mangwebuthanani Cluster	DSD	DSD			2008/09
18.	Asibemunye Women's Co-op	DSD	DSD			2008/09

AGRICULTURE

No	Project name	Responsibility	Funding source	Approved budget	Status OF project	Year
1.	Inqolobane Yesizwe Community Garden (Ward 3)	DOA	DOA	R450.000		2008/09
2.	Bumbanani Community Garden (Ward 1)	DOA	DOA	R350.000		2008/09
3.	Zizameleni Community Garden	DOA	DOA	R350.000		2008/09

(Ward 9)					
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GROUP B2 (FUNDED MANDATES-SECTOR DEPARTMENTS)**Department of Transport**

	Location/Rd No	Allocation	Sta
Local Roads			
Zakheni Road	Molefe T.A.	R 685,000.00	3
Debeni Road	Khiph'nkunzi T.A.	R 950,000.00	3
Maceba Road		R 256,771.00	3
Nodwengu Road	Molefe T.A.	R 240,000.00	3
Bayabonga Road	Khiph'nkunzi T.A.	R 445,000.00	3
Dabulamanzi Road	Hlatshwayo T.A.	R 950,000.00	3
		R 3,526,771.00	
Causeways			
Vuna Road Causeway		R 500,000.00	2
		R 500,000.00	
Headwalls			
	Location/Rd No	Allocation	Sta
Bayabonga Road Headwalls	L 1857-0	R 260,000.00	1b
Machitshana Road Headwalls	L 1867-0	R 10,000.00	1b
Ntalantala Road Headwalls	Mangwe Buthanani	R 140,000.00	1b
Ohlahla Road Headwalls	Ol 187-0	R 186,000.00	1b
Nodwengu Road Headwalls	L 1167-0	R 250,000.00	1b
		R 586,000.00	

ESKOM PROJECT

NO	PROJECT NAME	Connections	FUNDING SOURCE	APPROVED BUDGET	STATUS OF PROJECT	YEAR
1.	Mabululwana / Section k (connection)	320	Eskom	R1.856436		20010/11
2.	Batshe/ Magala (connection)	323	Eskom	R 1.765154		20010/11
3.	Sandlwana (connection)	482	Eskom	R 2.120259		2008/09
4.	Silutshana & others	163	Eskom	R7.859509		2009/10

5.	Ngedla	813	Eskom	R5.2845000		2012/13
6.	Mbewunye	213	Eskom	R1.384500		2012/13
7.	Nfongomfongo	1893	Eskom	R12.230673		2009/10
10	Jabavu	286	Eskom	R1.158300		2010/11
9.	Ngonini	115	Eskom	R4.94490		2010/11
10.	Ndatshana	912	Eskom	R4.955122		2010/11
11.	Mashesheleni	347	Eskom			2008/09
12.	Egongeni	154	Eskom			2008/09
13.	Ndindi	619	Eskom			2008/09
13	Mhlungwana	201	Eskom			2008/09
14	Nyezi	130	Eskom			2008/09
15.	Vuna	64	Eskom			2008/09

Department of Health

Project Name	Budget	Location	Financial Year
Mhlungwane Clinic	R 7,321,721-67	Mhlungwane Ward 7	2007/2008

Department of Education

Project Name	Budget	Location	Financial Year
Mthashana FET College	R 19 Million	Nquthu Town	2007/2008 – 09

Eskom

Eskom Region: EASTERN [in compliance with Section 23 and c of the Division of Revenue Act of 2006]

Name of Municipality: Nquthu

PROVINCE	Municipal Code	Project Name	Project type	Project Cost (including VAT)	TOTAL PLANNED APEX (Including VAT)	TOTAL PLANNED CONNECTION S	APRIL ACTUAL CAPEX (Including VAT)	TOTAL YEAR TO DATE ACTUAL CAPEX (Including VAT)
KWAZULU/NATAL	KZ242	MAKHONJANE 1&2£2	HOUSEHOLDS	4,311,895.00	5,244,000.00	549	0.00	0.00
KWAZULU/NATAL	KZ242	MAGONGO LOZA£2	HOUSEHOLDS	5,237,832.00	6,667,038.06	747	1,400,387.00	1,400,387.00
KWAZULU/NATAL	KZ242	MAFIHLENI	HOUSEHOLDS	2,036,413.00	2,850,000.00	265	0.00	0.00
KWAZULU/NATAL	KZ242	Mabulwana/Kwa	PRE ENGINEERING	4,395,865.00	76,209.00	0	0.00	0.00

20,420.51	43	2,483,175	355	connections were done in April.
105,850.81	2	1,161,128	305	The project started in 2006/7 and is complete terms of construction. The consultant is busy with the final account. 311 Connections have been completed. 305 was done in 2006/7 and 2 queries were resolved, awaiting the final 4 connections to be resolved.
10,337.46		3,053,870	475	The project was expedited in 2006/7 and 4 connections have been completed. The consultant is busy with the final account.

TOTAL YEAR TO DATE ACTUAL CONNECTION	REMARKS
	The consultant is busy with the detail design. All long lead time materials have been booked to the project. The project is due to start construction in May

8. PROJECTS

8.1 NEW GRAVEL ROADS

No	Project name	Responsibility	Funding source	Approved budget	Status OF project	Year
1.	Ntalantala Road Extension-Buhlbamangwe-Ntalantala	uMzinyathi	uMzinyathi	R1.450.000		2008/09
2.	Nyakaza Road	uMzinyathi	uMzinyathi	R1.110.000		2008/09
3.	Ndwalane Road Extension	uMzinyathi	uMzinyathi	R1.240.000		2008/09
4.	Blacktop Patching Nquthu-KZ242	uMzinyathi	uMzinyathi	R 130.000		2008/09
5.	P16-3 Pacht Gravelling- Qudeni-Silutshana	uMzinyathi	uMzinyathi	R900.000		2008/09
6.	P372 Patch Gravelling	uMzinyathi	uMzinyathi	R950.000		2008/09
7.	D1302 Regrevelling -Magonoloza-Magabeni	uMzinyathi	uMzinyathi	R 900.000		2008/09
8.	D2249 A Regravelling (L1956)- Thembekile School-Blood River	uMzinyathi	uMzinyathi	R 620.000		2008/09
9.	D2249 B Regravelling (L1956)- Thembekile School-Blood River	uMzinyathi	uMzinyathi	R620.000		2008/09
10.	D2249 C Regravelling- Thembeni School – Blood River	uMzinyathi	uMzinyathi	R624.318		2008/09
11.	D2284 Regravelling (L1977) Esibanini School- Inyoyethu	uMzinyathi	uMzinyathi	R1.080.000		2008/09
12.	D2286 Rergravelling- KZ242	uMzinyathi	uMzinyathi	R720.000		2008/09

8.2 MIG PROJECT

NO	PROJECT NAME	RESPONSIBILITY	FUNDING SOURCE	APPROVED BUDGET	STATUS OF PROJECT	YEAR
1.	Nquthu LED Strategy	Nquthu	LM	R146 763		2008/09
2.	Masotsheni Tourism and conference Cluster	Nquthu	Ma Johnson International (Pty)LTD	R3,800 000		2008/09
3.	Vuna Bridge-MIG	Nquthu	DLGTA	R 910.000		2008/09
4.	Nquthu Town Concrete Paving (EPWP)-MIG	Nquthu	DLGTA	R2.900.000		2008/09
5.	Taxi Rank-MIG	Nquthu	DLGTA	R800.000		2008/09
6.	Section 5 Taxi Bus Route	Nquthu	DLGTA	R1.500.000		2008/09
7.	Vulamehlo Taxi	Nquthu	DLGTA	R910.000		2008/09
8.	Ward 13 Storm Water Prevention	Nquthu	DLGTA	R820.000		2008/09
9.	Shayamoya Road	Nquthu	DLGTA	R820.000		2008/09
10.	Umthutshana Bridge	Nquthu	DLGTA	R910.000		2008/09
11.	Ngwebini Bridge/Road	Nquthu	DLGTA	R910.000		2008/09
12.	Extension and Ablution Hall	Nquthu	DLGTA	R650.000		2009/10
13.	Intando Yomphakathi Road	Nquthu Nquthu	DLGTA	R4.300.000		2009/10
14.	Magogo Road	Nquthu	DLGTA	R4.300.000		2009/10
15.	Extension of Machitshane	Nquthu	DLGTA	R1.500.000		2009/10
16.	Dalala Road	Nquthu	DLGTA	R1.500.000		2009/10
17.	Mpisini Causeway	Nquthu	DLGTA	R950.000		2009/10
18.	Vuna Road Phase II	Nquthu	DLGTA	R1.200.000		2009/10
19.	Umthutshane Bridge	Nquthu	DLGTA	R1.600.000		2009/10

8.3 GROUP A (FUNDED MANDATES-NQUTHU MUNICIPALITY)

CAPITAL BUDGET 2007/2008									
SECTION	PROJECT	WARD	SOURCE	AMOUNT	FUNDING				
					2007/2008	2008/2009	2009/2010		
Finance, & IT Section	Bizaved – Prepaid Electricity Vending Machine and IT Network		MSIG	652,319	652,319				652,319
Finance & Community Development	Evaluation Roll		MSIG	734,000	734,000				734,000
Finance & Community Development	To Confirm		MSIG	1,470,000		735,000	735,000		1,470,000
Sub Total 1				2,856,319	1,386,319	735,000	1,469,000		2,856,319
Housing & Community Dev. Facilitation	Electrification Programme		DME	8,381,000	2,000,000	2,546,000	3,835,000		8,381,000
Sub Total 2				8,381,000	2,000,000	2,546,000	3,835,000		8,381,000
Dev. Planning & Community Facilitation	Arts & Craft Centre		DBSA	3,700,000	1,000,000	1,700,000	1,000,000		3,700,000
SubTotal 3				3,700,000	1,000,000	1,700,000	1,000,000		3,700,000
Housing & Community Dev. Facilitation	Vulamehlo Low Cost Housing 500 Units	10	DOH	20,239,425	20,239,425				20,239,425
Housing & Community Dev. Facilitation	Low Cost Phase 2 Top Structure 1072 Units	8	DOH	38,783,760	38,783,760				38,783,760
Housing & Community Dev. Facilitation	Ngolokodo Cluster Project Nkande	3	DOH	20,239,425	20,239,425				20,239,425
Housing & Community Dev. Facilitation	Masotsheni – Jabavu 500 Units	9	DOH	22,367,500		22,367,500			22,367,500
Housing & Community	Isandlwana Low	4	DOH	22,367,500		22,367,500			22,367,500

CAPITAL BUDGET 2007/2008								
SECTION	PROJECT	WARD	SOURCE	AMOUNT	FUNDING			
Dev. Facilitation	Cost Housing (500)							
Housing & Community Dev. Facilitation	Jama Low Cost housing (500)	14/15	DOH	22,367,500		22,367,500		22,367,500
Housing & Community Dev. Facilitation	Luvisi Low Cost housing (1000 units)	11	DOH	36,528,000	36,528,000			36,528,000
Housing & Community Dev. Facilitation	Umkhonzane Housing Project 500	12	DOH	25,722,625			25,722,625	25,722,625
Housing & Community Dev. Facilitation	Hlazakazi/Isilutshana Housing Project 500	2	DOH	25,722,625			25,722,625	25,722,625
Housing & Community Dev. Facilitation	Qhudeni Housing Project 500	1	DOH	25,722,625			25,722,625	25,722,625
Housing & Community Dev. Facilitation	Magongoloza Housing Project 500	8	DOH	25,722,625			25,722,625	25,722,625
Sub Total 4				285,783,610	115,790,610	67,102,500	102,890,500	285,783,610
Roads & Community Dev. Facilitation	Pollock Road	6	MIG	1,000,000	1,000,000			1,000,000
Roads & Community Dev. Facilitation	Nondweni Roads Rehab	7	MIG	1,000,000	1,000,000			1,000,000
Health & Community Dev. Facilitation	2 Creches	13/15	MIG	650,000		650,000		650,000
Roads & Community Dev. Facilitation	Isandlwana Sport Facilities	4	MIG	910,000	910,000			910,000
Roads & Community Dev. Facilitation	Qhudeni Community Hall	1	MIG	1,800,000	1,800,000			1,800,000
Roads & Community Dev. Facilitation	Rehabilitation of Council Chamber	8	MIG	950,000	950,000			950,000
Roads & Community Dev. Facilitation	Mangeni Bridge	2	MIG	850,000	850,000			850,000
Roads & Community Dev. Facilitation	Patsoana/Mafihleni Bridge x 2	5	MIG	1,600,000	1,600,000			1,600,000

CAPITAL BUDGET 2007/2008									
SECTION	PROJECT	WARD	SOURCE	AMOUNT	FUNDING				
Roads & Community Dev. Facilitation	Debeni Causeway	10	MIG	500,000	500,000				500,000
Roads & Community Dev. Facilitation	Eziqhazeni Stormwater Protection	12	MIG	870,000	870,000				870,000
Roads & Community Dev. Facilitation	Hlathi/ Mazibuko 0.3 km road & Bridge	9	MIG	1,200,000	1,200,000				1,200,000
Roads & Community Dev. Facilitation	Emafihleni / D1361 road 2 KM	11	MIG	870,000	870,000				870,000
Roads & Community Dev. Facilitation	Phase 2 Housing Stormwater Protection	8	MIG	1,199,000	1,199,000				1,199,000
Roads & Community Dev. Facilitation	Vuna Bridge	5	MIG	910,000			910,000		910,000
Roads & Community Dev. Facilitation	Nquthu Town Concrete Paving (EPWP)	8	MIG	2,900,000			2,900,000		2,900,000
Roads & Community Dev. Facilitation	Taxi Rank Ward 3	3	MIG	800,000			800,000		800,000
Roads & Community Dev. Facilitation	Vulamehlo taxi route	10	MIG	910,000			910,000		910,000
Roads & Community Dev. Facilitation	Section 5 taxi/Bus route	15	MIG	1,500,000			1,500,000		1,500,000
Roads & Community Dev. Facilitation	Ward 13 Storm water prevention	13	MIG	820,000			820,000		820,000
Roads & Community Dev. Facilitation	Umthutshane Bridge	5	MIG	910,000			910,000		910,000
Roads & Community Dev. Facilitation	Shayamoya Road	6	MIG	820,000			820,000		820,000
Roads & Community	Roads & Bridges	1 to 15	MIG	7,643,000				7,643,000	7,643,000

CAPITAL BUDGET 2007/2008									
SECTION	PROJECT	WARD	SOURCE	AMOUNT	FUNDING				
Dev. Facilitation									
Roads & Community Dev. Facilitation	Ngwebeni Bridge	14	MIG	910,000		910,000			910,000
Sub Total 5				31,522,000	12,749,000	10,220,000	7,643,000		31,522,000
TOTALS				332,242,929	132,925,929	82,303,500	116,837,500		332,242,929

8.4 GROUP B1 (FUNDED MANDATES-UMZINYATHI DISTRICT MUNICIPALITY)

2007/2008 Financial Year MIG					
No.	Project Name	MOA Value	Allocation 07-08	Total Expenditure	Variance
	Ndindindi Phase 3 (Water Supply Scheme)	6,490,933.00	0.00	134,552.68	-134,552.68
	Amangwe Buthanani – Isandlwana Phase 1&2	4,343,861.00	2,685,207.01	2,043,861.03	641,345.98
	Hlazakazi Water Scheme Phase 1 – Isandlwana	18,720,577.00	12,643,641.10	7,800,000.00	4,843,641.10
	KwaJama Household Sanitation	11,134,631.00	6,500,000.00	4,100,000.00	2,400,000.00
	Qhudeni Water Scheme	24,460,408.00	10,000,000.00	6,915,997.12	3,084,002.88
	Ntanyadlovu/Ngwetshana Water Scheme	6,985,682.24	4,076,727.67	7,052,857.14	-2,976,129.47
	Mangeni Waterfall- feasibility & business plan	120,000.00	120,000.00	120,000.00	0.00
	Qhudeni agri- feasibility & business plan	150,000.00	150,000.00	150,000.00	0.00
	Nondweni Town Sewage Disposal	552,797.00	0.00	0.00	0.00
	TOTAL	72,958,889.24	36,175,575.78	28,317,267.97	7,858,307.81

8.5 NQUTHU TOURISM

No	Project name	Responsibility	Funding source	Proposed budget	Status OF project	Year
1.	Nquthu Tourism Centre	Nquthu Municipal	DBSA	R3 000.000.		2008/09
2.	Tour Guiding Training	Nquthu Tourism Org	Umzinyathi District	R35 000.00		2008/09
3.	Capacity Building of Arts Organisation	Nquthu Tourism Org	Nquthu Mun	R20.000.00		2008/09
4.	Annual events such as Ingoma, Isicathamiya and Oswenka competitions	Nquthu Tourism Org		R100 000.00		2008/09
5.	Prince Imperil	Nquthu Tourism Org		R50.000.00		2008/09
6.	Heritage Festival	Nquthu Tourism Org	Nquthu Mun	R60.000.00		2008/09
7.	Exhibition	Nquthu Tourism Org	KZNACC	R30.000.00		2008/09
8.	Tourism School Awareness	Nquthu Tourism Org	KZNTA	R25 000.00		2008/09

9. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1 PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System, a requirement of the Municipal Systems Act, is an essential management system that helps structure internal resources and then monitor and evaluates their effectiveness. This provides the possibility for continuously improving the use of resources. Performance management fulfills, monitoring and evaluation of the integrated development plans and broader activities of the Municipality.

Council in process of adopting the Nquthu Municipality performance management system to ensure accountability to our stakeholders, to enhance performance and learning and to ensure our compliance with the Systems Act. In terms of Section 39 (c) of the Systems, a municipality is required to submit its performance Management System to the council for adoption.

Performance is regularly monitored, measured and reviewed on an annual basis on its core mandate in terms of service delivery and providing efficient and adequate service to the communities within the municipality. Performance in respect of targets set for Key Performance Indicators supporting the objectives in the Municipal Strategic, further instructs a municipality to ensure that its performance management system:

- Complies with the requirements of the Act.
- Demonstrates how the system will operate and be managed from the planning stage up to the stages of performance and reporting.
- Clarifies the roles and responsibilities of each role player, including the local community.
- Determines the frequency of reporting and the lines of accountability for performance.
- Relates to the municipality's employee performance management processes.
- Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.
- Is adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan.

The implementation of a performance management system framework should allow the municipality to collect, process, organise, analyse, audit, reflect and report on performance information. It should also allow the municipality to take practical steps to improve its performance.

This framework, together with the KPIs and performance targets in the Service Delivery and Budget Implementation Plan, Performance Agreements of senior managers, regular

reporting through monthly budget statements to the Executive Mayor and quarterly reports to council, periodical review and improvement of the system, constitute the performance management system of the municipality.

9.2 PERFORMANCE, MONITORING & REVIEW

Monitoring is a continuous process of measuring, assessing, analysing and evaluating the performance of the organisation with regard to the SDBIP and corporate KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least once a quarter to the municipal council, it should enable detection of early indication of underperformance and provide for corrective measures to be taken in cases of underperformance.

The Municipal Planning and Performance Management Regulations, 2001, requires municipalities to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its auditing processes. This is meant to ensure that performance information collected by the municipality is verifiable, reliable and correct.

The Regulations and the MFMA provides for the establishment of an internal audit function. Internal auditing must include assessment of the following:

- The functionality of the municipality's performance management system.
- Whether the performance management system complies with the relevant provisions of the Municipal Systems Act, 2000.
- The extent to which the municipality's performance measurements are reliable in measuring performance.
- On a continuous basis, audit the performance measurements of the municipality.
- Submit quarterly reports on their audits to the municipal manager and the Audit Committee.

Additional functions of the Internal Auditor relating to financial and other systems of the municipality are outlined in the Municipal Finance Management Act and Internal Audit Charter.

The Audit Committee Should be established in terms of the MFMA will perform as well as the function of performance audit. The functions of the Audit Committee must be formulated in a manner that takes into account the instructions of the Planning and Performance management Regulations.

Performance review, in which a comprehensive evaluation of the municipal performance will be conducted, takes place quarterly when the annual performance report is prepared.

The annual review is informed by the results of the community satisfaction survey and reports, which are audited by the Audit Committee and measures that were taken during the year to improve performance.

The results of the review process will be used to develop corrective measures to improve performance and inform the subsequent stages of planning.

Review includes assessment of the adequacy of all components of the system. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting targets set in the Service Delivery and Budget Implementation Plan. It also measures the economy, efficiency, effectiveness in the utilization of resources and the impact government programmes are having on the lives of the people in the community. Performance improvement and adjustment is based on the results of the

Heads of Departments report to the Municipal Manager on a monthly basis at the end of each month. The reports must reflect whether key performance indicators and performance targets of the Service Delivery and Budget Implementation Plans are achieved.

Section 57 Employees annually enter into Performance Agreements with the Council. The municipal Manager which is currently employed signs the agreement with the Executive Mayor, while the Corporate Service Manager and Technical services Manager sign agreements with the municipal manager. The other two which is Financial Manager and Planning and LED Manager will be finalized formerly after the positions are filled. The Performance Agreements are based on the municipality's SDBIP.

A performance assessment system of HoDs must be outlined in the agreement and must provide for quarterly and annual performance assessment. Assessment system that covers the rest of other employees, which falls under the strategic focus of the municipality, should be developed.

Once the organizational performance management system is finalized it will be submitted to full Council for approval of the input indicators, output indicators and outcome indicators. Municipality is faced with greater challenges to ensure that services are delivered, community get better lives.

**ANNEXURE: A
NQUTHU ORGANOGRAM**

**ANNEXURE: B
NQUTHU COMMUNITY NEEDS IDENTIFIED/UNFUNDED
PROJECTS**

OVERVIEW OF COMMUNITY NEEDS IDENTIFIED THROUGH SUBMISSIONS

Ward	Request	Settlement / Area	Submitted by
Ward 1	<ul style="list-style-type: none"> • Mkhaphuza Community Hall • KwaNquna Salanjalo Hall • Mondisa FET • L. P. School - Umphendukelwa emasundwini • Ezihlabeni L.P. School • Creche Ingweni • Obengwane L.P.School • Emsamo Malandini L.P.School • Fencing of fields • Creche Mpukunyoni • Anne Clinic - Ntabasibahle • Uzihlalele Clinic • Qhudeni - Housing, water, toilet, electricity & fencing of fields • Bagayi - Bagayi hall, crèche bagayi road, housing, water, electricity & toilets • Esizindeni - Housing, water, toilet, electricity, Matshane road & fencing of fields • Gwija road extension – Nsunguza River • Nqulu – Mbhojongo road Housing, water, toilet, electricity & fencing of fields • Gwija - Housing, water, toilet, electricity & fencing of fields • Msamo - Housing, water, toilet, electricity fencing of fields & Msamo road extension • Obengwane- Mzekhomfi road, Housing, water, toilet, electricity & fencing of fields 	Vuludlela Tribal Court - Inkosi Sithole	Cllr. S. Ndlovu
Ward 1	<ul style="list-style-type: none"> • L. P. School & Hall Nsimbane • Malakatha KwaMfeka Hall • Creche Malakatha • Malakatha - Housing, water , electricity & toilets • Faku Hall – KwaZihlalele • Zihlalelel Hall • KwaZihlalele- Water, housing & electricity • KwaZihlalele H.P. School- Hangaza • Lubhudlungu Road - Eziphunzini- Manzekhomfi • Obemba LP School & Hall • Obemba Road 	Emandleni Traditional Authority- Inkosi Ntombela	Cllr. S. Ndlovu

Ward	Request	Settlement / Area	Submitted by
	<ul style="list-style-type: none"> • Obemba Crèche • KwaSundu Creche • Water & Sanitation • Electricity • Sundu Community Hall, water. Electricity, housing Toilets • Udlodlo – Housing, Water, Electricity & Creche • Udlodlo L P School • Nsimbane – roads ,water , electricity, toilets & Housing 		
Ward 1	<ul style="list-style-type: none"> • Malanga Road. • Training of Different Skills • Zibalele Clinic • Bagaye Road – Nqunu School to KwaGaye • Malanga - road, LP School & Fencing of fields 	Emandleni Traditional Authority- Inkosi Ntombela	Cllr S. Ndlovu
Ward 1	<ul style="list-style-type: none"> • Fencing of fields • L P School • Nkabane Creche • Community Hall (Jonny Hall) • Sport field • Manxili road –Enkabani road • Mdladla road- Entanyeni road • Toilet • Housing • Electricity • Water 	Mandleni Tribal Court	Induna B. Zulu
Ward 7	<ul style="list-style-type: none"> • Buza Crèche • Mhlungwane Crèche • Rehabilitation of Nondweni Stadium for 2010 	Nondweni Township	Cllr. N.P. Zulu
Ward 7	<ul style="list-style-type: none"> • Tholulwazi Pre Crèche 	Nondweni Township	Mrs Sihlongwanyana
Ward 14	<ul style="list-style-type: none"> • Mthunzi Road 	Savuye	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> • Road & Clinic 	Magogo	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> • Road & Clinic 	Hlinzeka	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> • Road & Clinic 	Vumankala	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> • Road 	Nhlengile	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> • Road 	Kwense	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> • Road 	Nqabeni	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> • Road 	Nsuze	Cllr E.M.Mkhwanazi

Ward	Request	Settlement / Area	Submitted by
Ward 14	<ul style="list-style-type: none"> Road 	Ogazini	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Ntinini	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Mtekele	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road & Clinic 	Sicelimfundo	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Ophindo	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road & Clinic 	Gezahlala	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Mthunge	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road, Clinic & Crèche 	Nhlabamkhosi	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Vumankala-02	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Hhumothi	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Mathutshana	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road 	Mgwelana	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Road & Crèche 	Driefontain	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Crèche 	Bathwa School	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Crèche 	Kwana School	Cllr E.M.Mkhwanazi
Ward 14	<ul style="list-style-type: none"> Crèche 	Ngwebini School	Cllr E.M.Mkhwanazi
Ward 15	<ul style="list-style-type: none"> Hwanqana Road and Bridge connecting D1716- 3kms Ntababomvu Road 5kms Nhlopheni Road and causeway 7kms Zwelitsha Taxi route 8kms Voyiza Crèche Mazicentele Magcekeni Crèche 		Cllr A.M. Mtshali

GROUP C (UNFUNDED MANDATES FROM 2005/06 IDP)

Group C projects are the projects that are not yet committing funding and most of the projects in this group will be prioritised according to the needs of Development Nodes; the update in this group will be done in each project in terms of status quo.

Project Name	Location	Budget	Funder	Status
Nquthu Taxi Rank Phase Two	Nquthu Town – Ward 8	R 18 Million	Public Works Grant Funding	Planning stage
Transportation plan	Throughout The Municipality	Unknown	Department Of Transport (National & Provincial)	Funding unsecured
Infrastructure And Services Plan	Throughout The Municipality	Unknown	MIG	Work in progress
Community Sport field Upgrade Programme	Throughout The Municipality	R 200,000.00	Nquthu Local Municipality	Funding unsecured
Isandlwana Multi Purpose Centre	Isandlwana – Ward 4	R 3.5 Million	Dept Of Public Works	Funding unsecured
Ngolokodo Multi-Purpose Centre	Ngolokodo – Ward 03	R 3.5 Million	Dept Of Public Works	Funding unsecured
Hlazakazi Multi Purpose Centre	Hlazakazi – Ward 2	R 3.5 Million	Dept Of Public Works	Funding unsecured
Mafitleng Multi Purpose Centre	Mafitleng – Ward 11	R 3.5 Million	Dept Of Public Works	Funding unsecured
Ndindindi Multi Purpose Centre	Ward 8, 11 & 12	R 3.5 Million	Dept Of Public Works	Funding unsecured
Mkhonjane Multi Purpose Centre	Mkhonjane – Ward 11	R 3.5 Million	Dept Of Public Works	Funding unsecured
Magongoloza Multi Purpose Centre	Magongoloza Ward 8	R 3.5 Million	Dept Of Public Works	Funding unsecured
Luvisi Multi Purpose Centre	Luvisi – Ward 8	R 3.5 Million	Dept Of Public Works	Funding unsecured
Vulamehlo Multi Purpose Centre	Vulamehlo – Ward 10	R 3.5 Million	Dept Of Public Works	Funding unsecured
Masotsheni Cluster Project	Masotsheni	R3 Million	Kzn Dept Of Public Works	Funding unsecured
Molefe Cluster Project/ Ndindindi Multi Purpose Centre	Molefe Traditional Authority – Ward 11 & 12	R 3 Million	Kzn Dept Of Public Works	Funding unsecured
Game Park	Umzinyathi Community Conservation Area	R 35 Million	Kzn Dept Of Economic Development, Mig, National Dot, Kzn Dot	Funding unsecured
Cultural Village	Ward 10 – Khiphinkunzi Ta	R 500,000.00	Kzn Dept Of Economic Development And Finance	Feasibility stage
Multi-Purpose Stadium	Ward 9, 11 & 12 (Molefe Traditional Authority)	R 8 Million (Committed)	National Dept Of Sports And Recreation	Funding unsecured
Soil Erosion And Environmental Management	Throughout Municipal Area	R 21 Million Per Annum	Kzn Wildlife & Dept Of Agriculture And Environmental Affairs	Funding unsecured
Clinics In Ward 1	Ntamoyenkunzi, Okhalweni, Qhudeni And Kwazihlalele	R 8 Million	Health And Population Development Depts.	Funding unsecured
Clinic In Ward 7	Mhlungwane		Dept of Health	Work in progress
New Schools In Ward 1	Matengeni, Qhudeni 1,	R 16 Million	Dept Of Education	Funding

Project Name	Location	Budget	Funder	Status
	Qhudeni 2 And Ensamo, Ezhlabeni, Malandeni			unsecured
Multi Purpose Centre	Ward 2 – (Hlazakazi Mission)	R1500 000.00	Umzinyathi District Municipality	Funding Unsecured
Batshe Irrigation Scheme: Feasibility Study	Batshe River	R150 000-00	DLGTA Corridor Development Programme	Funding unsecured
Community Access Roads	Ward 2 – Mbokodwebomvu	5 Million	Kzn Dept. Of Transport	Complete
Multi Purpose Centre	Ward 3 - Ngolokodo	R1500 000.00	Umzinyathi District Municipality	Complete
Community Access Roads	Ward 3	R5 Million	Umzinyathi District Municipality	Funding unsecured
Clinics In Ward 3	Ward 3	R6 Million	Kzn Dept Of Health	Funding unsecured
Community Halls	Ward 3	R3 Million	Umzinyathi District Municipality	Funding unsecured
Multi Purpose Centre	Ward 4 – Cross F Isandlwana	R1,500 000.00	Umzinyathi District Municipality	Funding unsecured
Community Access Roads	Ward 4	R15 Million (R3 Million Per Year)	Kzn Dept Of Transport	Funding unsecured
Clinics In Ward 4	Ward 4 Mashekelela Ngwebini	R4 Million	Health And Population Development	Funding unsecured
Sanitation Provision	Ward 4	R5, 100 000.00	Umzinyathi District Municipality	Work in progress
Multi Purpose Centre	Ward 5 – Patsoane	R1500,000.00	Umzinyathi District Municipality	Funding unsecured
Community Access Roads	Ward 5 Mbewunye Nako	R6 Million	Kzn Dept Of Transport	Funding unsecured
Renovation Of Schools	Maduladula Gogwane Mabaloane Mphondi	R1 Million	Dept Of Education	Awaiting status advise fro DoE
Clinics	Mbewunye Patsoane Maduladula	R 6 Million	Health And Population Development	Funding unsecured
Multi Purpose Centre	Gubazi Vulamehlo Mfongomfongo	R4,500,000.00	Umzinyathi District Municipality And Public Works	Funding unsecured
Clinic	Mfongomfongo	R2 Million	Health And Population Development	Funding unsecured
Community Access Roads	Zwelisha Nondweni Mhlungwane Battle Side	R20 Million	Kzn Dept Of Transport	Awaiting status advise from RRTF
Multi Purpose Centre	Zwelisha Nondweni Mhlungwane Battle Site	R7,5 Million	Umzinyathi District Municipality And Public Works	Funding unsecured
Creches And Pre-School Facilities	Dudela WRD 7 Mhlungwane WRD 7 Magabeni WRD 7	R 800 000-00	Umzinyathi District Municipality	Funding unsecured
Community Access Roads	Ward 8	R20 Million	KZN Dept Of Transport	Funding unsecured
Creches And Pre-School Facilities	Mpondi ward 7		Nquthu Municipality	Cmplited
Multi Purpose Centre	Qediphika Ndindindi	R3 Million	Umzinyathi District Municipality And	Funding unsecured

Project Name	Location	Budget	Funder	Status
			Public Works	
Provision Of Clinics	Ndindindi Khiphinkunzi	R4 Million	Health And Population Development	Funding unsecured
Community Access Roads	Mphikeleli	R5 Million	Kzn Dept Of Transport	Funding unsecured
Creches And Pre-School Facilities	Masotsheni / Jabavu	R400.000.00	Umzinyathi District Municipality And Education	Funding unsecured
Multi Purpose Centre	Ward 9	R1,500,000.00	Umzinyathi District Municipality	Funding unsecured
Community Access Roads	Ward 10	R15 Million	Kzn Dept Of Transport	Awaiting status advise from RRTF
Community Access Roads	Ward 1: • Matshana • Ubemba • Mangnei ext	Unknown	Kzn Dept Of Transport	Awaiting status advise from RRTF / DoT
Multi Purpose Centre	Mafihleng Hlazakazi Ncepheni Thuthukani	R4,5 Million R1,5 Million 2003 /4 R3 Million 2004 / 5	Umzinyathi District Municipality	Funding unsecured
Sports Grounds	Mbokodwebomvu Hlazakazi Mangeni Zicole	R1,5 Million	Umzinyathi District Municipality	Funding unsecured
Community Access Roads	Ward 11	R15 Million	Kzn Dept Of Transport	Awaiting status advise from RRTF
Multi Purpose Centre	Phumlani Mafihleng	R3 Million	Umzinyathi District Municipality	Funding unsecured
Sports Field	Mabedlane Zicole	R60 000.00	Umzinyathi District Municipality	Funding unsecured
Clinic	Mafihleng Haladu Thuthukani	R400 000.00	Health And Population Development	Funding unsecured
Community Access Roads	Ward 12	R10 Million	Kzn Dept Of Transport	Funding unsecured
Multi Purpose Centre	Mkhonjane	R1,500 000.00	Umzinyathi District Municipality	Funding unsecured
Community Access Roads	Ward 13 Haladu Mhlangeni	R10 Million	Kzn Dept Of Transport	Awaiting status advise from RRTF
Sanitation Provision	Ward 13	R3,900,000.00	Umzinyathi District Municipality	Work in progress
Pay-points shelters	Municipal wide	??	MIG	Funding unsecured
Nquthu Traffic and Disaster centre	Nquthu town	R4.9 million	DLGTA, DOT, Nquthu municipality	Funding unsecured
Nquthu Rudimentary Water Scheme	Municipal Wide	R 2 Million	Dept. Of Water Affairs And Forestry	Work in progress
Ndatshana Sanitation Provision	Ward 12	R2,200,000 00	Dept. Of Water Affairs And Forestry	Work in progress
Ndindindi Water Supply Scheme	Ndindindi Maceba Zicole	R 9 200, 000.00	Dept. Of Water Affairs And Forestry & Umzinyathi District Municipality	Funding unsecured
Nquthu Bulk Water And	Ngonini	R6,035,000.00	Dept. Of Water	Funding

Project Name	Location	Budget	Funder	Status
Sanitation	Ngobhoti Mqhedlana Mashesheleni		Affairs And Forestry & Umzinyathi District Municipality	unsecured
Community Access Roads Improvements	Throughout The Municipality	R 50 Million	Kzn Dept Of Transport	Awaiting status advise from RRTF
Upgrade Of Road D 1313	Ward 9	R1 Million	Kzn Dept Of Transport	
Upgrade Of Road P36/2	Between Nquthu And Nondweni	R3 Million	Kzn Dept Of Transport	Work in progress
Ngolokodo Taxi Rank	Ngolokodo – Ward 03	R400,000.00	Nquthu Lm	Funding unsecured
HIV / Aids Resources Centre	Nquthu Village	R 4 Million	Health And Population Development	Funding unsecured
Creche And Pre-Schools Facilities	All Wards	R6,500,000.00	Umzinyathi District And Education	Awaiting status advise from Dept of Works
Provision Of Sports Grounds	Ward 2 & 7	R4,200,00.00	Umzinyathi District Municipality	Funding unsecured
Centre For The Disabled	Ward 9 & 13	R800,000.00	Umzinyathi District And Health	Funding unsecured
Police Stations	Ward 2 & 13	R1 Million	Saps	Funding unsecured
Provision Of Life Stock Pound	Nquthu Village	R50.000.00	Saps	Funding unsecured
Protection Of Water Courses	Nquthu Municipal Area	R75,000.00	Umzinyathi District Municipality	Funding unsecured
The Post And Telecommunications Programme	Nquthu Municipal Area	Unknown	Telkom, Vodacom, Mtn, Cell C, Etc	ongoing
Home Affairs Services Programme (I.E. Voting Stations)	Throughout The Municipality	Unknown	Department Of Home Affairs, Iec, Nquthu Local Municipality	ongoing
Welfare Services Programme I.E. (Pension Paypoints)	Throughout The Municipality	Unknown	Department Of Social Welfare, Nquthu Local Municipality	ongoing
The Schools Development Programme	Throughout The Municipal Area	Unknown	Department Of Education, Public Works	DOE to advise on progress
Nquthu Integrated Environmental Management Programme	Municipal System	R 200, 000.00	Kzn – Dept. Of Agriculture And Environmental Affairs	Funding unsecured
Development And Implementation Of Local Government Learnership Internships Programme	Municipal System	Unknown	Dtla & Nquthu Lm	ongoing
Integrated Water Sector Plan	Municipal System	Unknown	Dtla & Nquthu Lm	Funding unsecured
Implementation Of An Led Plan Grazing Camps	Municipal System Entire Municipality	Unknown R 600, 000.00	Dtla & Nquthu Lm	ongoing
Local Business Support Centre (Lbsc)-	Nquthu Town/ Village – Ward 6	R 400, 000.00	KZN – Dept Of Economic Development	Work in progress
Preparation And	Throughout The	Unknown	Department Of	Funding

Project Name	Location	Budget	Funder	Status
Implementation Of An Agricultural Programme	Municipality		Agriculture, Eskom, NDA, Department Of Economic Development, Land Affairs, Land Claims Commission	unsecured
Game Park / Biosphere	Ward 2 & 8	R 26 Million	National Dept. Of Environmental Affairs And Tourism	Funding unsecured
Small Agri-Business Corridor	Qhudeni – Ward 1 And Vulindlela and Sithole Traditional Authorities	R 3 Million	Agriculture	Feasibility study
Manufacturing Of Cement	Municipal Wide	R400,000.00	Umzinyathi District Municipality	Funding unsecured
Sewing Clusters	Municipal Wide	R32,500.000.00	Kzn Dept Of Economic Development And Finance	Work in progress
Development Of Craft Markets	Ngolokodo Isandlwana Mangeni	R150 000.00	Nquthu Lm & Umzinyathi District Municipality	
Tourism Promotion And Marketing Programme	All Tourism Routes	R200,000.00	Umzinyathi District Municipality. Economic Development; Kzn Tourism Authority; Department Of Arts, Culture And Tourism	Work in progress
Isandlwana General Upgrade	Mangeni Isandlwana Income	R500,000.00	Umzinyathi District Municipality; Kzn Touris Authority, Department Of Arts, Culture And Tourism	Work in progress
Isandlwana Development Initiative	Isandlwana	R41 000.00	DBSA. Office of premier, TKZN, DACT, Umzinyathi , Nquthu, KwaCulture Trust, Tas and other stakeholders	Work in progress
Upgrade And Promotion Of Isandlwana Lodge And Mangeni Falls	Isandlwana And Mangeni Node	R500,000.00	Kzn Dept Of Economic Development, Department Of Arts, Culture And Tourism; Nquthu Local Municipality	Work in progress
Preparation And Implementation Of Revenue Raising Systems	Municipal System	Unknown	DtIga & Nquthu Lm	Work in progress
Establishment Of Audit Committee	Shared Service with District	Unknown	DtIga & Nquthu Lm	Ongoing
Preparation Of The Fleet Management/Transport Policy	Municipal System	Unknown	DtIga & Nquthu Lm	Work in progress
Development And Implementation Of Tariff Policy	Municipal System	Unknown	DtIga & Nquthu Lm	Work in progress
Development And Implementation Of Municipal Investment Policy	Municipal System	Unknown	DtIga & Nquthu Lm	Work in progress
Development And Implementation Of Community Participation Model	Municipal Wide	Unknown	DtIga & Nquthu Lm	Work in progress
Development And Implementation Of Ward Committees Training Model	Municipal Wide	Unknown	DtIga & Nquthu Lm	Work in progress

Project Name	Location	Budget	Funder	Status
Monitoring The Implementation Of Batho Pele & Customer Care Principles	Municipal Wide	Unknown	DtIga & Nquthu Lm	Work in progress
Ensure Maximum Participation In Municipal Budgeting	Municipal Wide	Unknown	DtIga & Nquthu Lm	Ongoing

ANNEXURE: C
NQUTHU SPATIAL DEVELOPMENT FRAMEWORK PLAN

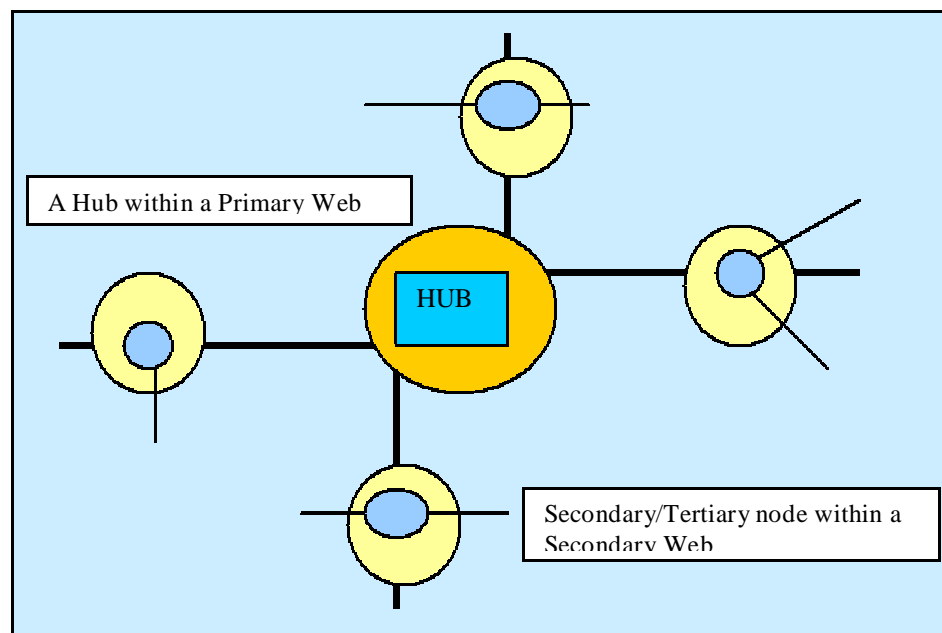
1. SPATIAL DEVELOPMENT FRAMEWORK

In terms of the Municipal Systems Act, all municipalities are required to prepare Integrated Development Plans that include a SDF. The SDF is a strategic document and is prepared at a broad scale. It is meant to guide and inform land development and management. The Spatial Development Framework should:

- Give effect to principles contained in the Development Facilitation Act, Act No. 67 of 1995
- Determine spatial priorities
- Set out spatial form objectives
- Detail strategies and policies for the above that indicate desired patterns of land use, address spatial reconstruction, and provide decision making processes relating to the nature and location of development
- Provide basic guidelines for a Land Use Management System
- Outline a Capital Investment Framework
- Contain a Strategic Environmental Assessment
- Identify programmes and projects for development of land
- Align with neighbouring SDFs
- Provide visual representation of desired spatial form

APPROACH

FIGURE 4: SPATIAL PLANNING APPROACH



The benefits for this approach are as follows:

- It provides a logical framework for assessing locational priorities. It recognises that regions are dynamic social and economic systems, which responds to change, opportunities and limitations. They are always in a process of growth and transformation.
- The objective of every investment project is to maximise the impact of and the total accessibility to the type of facility in question.
- It allows for the new investments to be informed and responds to that which has gone before. Each investment modifies the rhythm of flows and patterns of accessibility. This in turn, ensures that at each stage facilities and services have the greatest chance of being viable.

An important dimension of the approach is that it demands sectorally different forms of investment to be considered in relation to each other. Similarly, vertically linked forms of investment can be moulded into an interconnected accessibility system to ensure that each level of service has appropriate threshold.

1.2 LAND USE GUIDELINES

1.2.1 Maintaining Continuous Green Space and Protecting Biodiversity

The present generation is challenged to engage with the natural resource base and meet its development needs in a manner that enables the future generations to meet their own development needs. This is often referred to as environmentally sustainable development. It acknowledges the need to protect the environmentally sensitive areas, optimal utilization of high potential agricultural land, creation of an integrated open space system and enhancement of the aesthetic quality of the environment.

- River systems as functional systems: Ideally, a buffer line would follow the 1:50 year flood line, but in view of the lack of such information an indicative line has been used. Rivers provide opportunities for tourism, irrigation and sports development. Blood River is major river that runs through the Municipal area and forms part of the Umzinyathi River catchment area.
- Ecological zones are environmentally sensitive areas, which are not necessarily protected or declared as such. These include wetlands, areas where there are endemic species, scenic areas, etc. Although high impact development should be discouraged in such areas, they provide opportunities for environmental conservation and tourism development.

1.2.2 Transport Corridors as Investment Routes

A public investment approach, which emphasises static points, thus defining access in terms of radial service areas is inefficient. It multiplies the number of points, minimises the impact of inputs and thus the investment required. In conditions of scattered settlement pattern, as is the case in Nquthu, regional transport routes which link a number of areas should, instead, become the logical focus area of an ordered strategy for rural development. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement patterns and systematic distribution of land uses in space.

However, not all regional routes are the same in terms of the intensity of use and ability to attract investment, services, economic activities and settlement. Generally, larger routes linking generators of movement and investment have a greater generative capacity than smaller routes. It thus follows that regional facilities and services should gravitate towards these areas. Smaller facilities requiring smaller thresholds should be located along smaller routes. Viewed in this way, the structure of regional and rural spatial organisation becomes one of creating a systemic framework of interlocking activity routes over time. This has an impact of reducing spatial marginalisation, increasing equitable access to all level of services and promoting investment. Location of facilities along major routes recognises the importance of choice to the rural communities with respect to services such as education, health and welfare facilities.

1.2.3 Enforcing Integration Between Different Landscapes/Land Uses

The intention with the built environment should be the creation of large continuous precincts of built form, rather than it occurring in spatially discreet pockets or cells, as is commonly the case in Inquthu. This is necessary to obtain economies of agglomeration. At places, the continuity of the fabric should be systematically broken so as to ensure equitable access to green space and other opportunities. For this reason, extensive spaces such as arable or grazing land, should as a general rule, be located suitable land including broken topography in the case of grazing land. Where such space intersects with the built up areas, the edges of the space should be carefully defined to maintain a sense of built continuity.

1.2.4 Acknowledging the Structure and Behavior of the Existing Settlement

Settlement in Inquthu Municipality occurs in the form of low density and sometimes sprawling settlements reflecting the culture and tradition of the local communities. This pattern is not sustainable and renders service delivery and development ineffective. While this is critical in defining the structure and behavior of settlements, it has given rise to a continuum of rural settlement ranging from low density remotely located agrarian communities to centrally located relatively high density settlements. Some settlements developed as a result of betterment schemes and land reform program. These have well defined structure and pattern.

A detailed consideration of the settlement pattern reveals a high level of interdependence and connectivity between settlements, and suggests that they are functionally integrated. They are spread in space in the form of footprints (unsystematic but logical). Higher density settlements are located along the main transportation routes and are held together by a web of local access roads and public facilities located along these roads. At a regional level, they are knit together by a system of regional access routes. However, settlements are also not static. They respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into positively performing settlements. This has serious implications for detailed planning and development of these settlements:

- They should generate a wide range of opportunities. Sparsely populated settlements should be considered as opportunity areas for agricultural development such as crop production and livestock farming. Centrally located settlement should provide improved access to higher order public facilities, intensive agriculture and other urban services.
- Settlements should enable members of communities to conduct their daily activities as quickly as possible. A convenient settlement improves the level of choice, encourages creativity and investment while a less convenient settlement imposes a lifestyle on people and results in unnecessary expenses.
- Settlements should be equitable in the sense that they should provide a reasonable access to opportunities and facilities to all. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.
- Settlements should promote an efficient use of resources. This includes natural, financial, human and other types of resources.
- Settlements should appeal to people in their own right.

1.2.5 Establishing Framework for Growth

The application of different concepts and structuring devices would provide a spatial framework consisting of the following:

- Investment routes and activity systems by a systemic ordering of linkages.
- A framework for investment and growth based on different elements of the natural environment.
- A system of service centres as a means for efficient service delivery.
- A clear focus on certain dominant nodal points as the basis for urban renewal programs.
- Acknowledgement of the behaviour of settlement and their structure as webs.

A framework for land use management as the basis for Land Use Management Systems (LUMS).

SPATIAL RESTRUCTURING

The Spatial Development Framework performs two major functions, that is, indicating where development should be promoted and also where it should be discouraged. It is an overall tool for defining structure and channeling private and public sector investment. The Spatial Development Framework for Nquthu Municipality has the following critical aspects. Its key components are discussed below:

- Protection and enhancement of the natural environment within which all land use and development takes place.
- A system of corridors, which seeks to improve access and movement patterns.
- A system of settlement footprints as the basis for service delivery and development.
- A system of nodes, which forms the basis for the agglomeration of certain activities.
- Framework for economic development.

1.3.1 A System of Development Corridors

1.1.1.1 Primary Development Corridors

The system of development corridors is based on the function of each corridor and the nature of activities that occur within its area of influence. The provincial road (R68) linking Nquthu town and Dundee, and the second continuation of the R68 from Nquthu town to Babanango and Melmoth has been identified as a primary corridor (refer to Map 9). It serves as a trade route and as a spine for future economic development. It is the main transportation route because it eventually links with N11 which and the National route (N3), which serves as a link with major provincial centres such as Durban and Pietermaritzburg.

Most settlements in the municipality are located along this route; therefore it plays a critical role in facilitating service delivery to the rural communities both within and outside of Nquthu. It offers effective linkage with Dundee as a more developed regional centre when compared to Nquthu. It is anticipated that more development will continue to take place along this route and therefore the municipality should develop guidelines and controls, which will guide positioning of access points and the types of activity that could be allowed along the corridor and the distance to be allowed from the road edge.

1.1.1.2 Secondary Development Corridors

Secondary corridors link the primary centre to the secondary centres or areas outside Nquthu Municipality.

- The first secondary corridor is the provincial road P54 between Nquthu town and Ngolokodo. This eventually links up with R33 betw Dundee and Vryheid. The corridor is important because it connects a number of existing and emerging settlements and provides a link with R 33.
- The second of the Secondary corridors is the route linking Nquthu Village and Nondweni. Which splits up into two roads at Nondweni ne route goes to the north and the other to the south to service the surrounding rural areas.

1.3.1.3 Tertiary Development Corridors

Tertiary development corridors facilitate linkages between settlements and serve as strategic areas for the location of public facilities. They also form the basis for the identification of settlement webs.

1.3.2 A System of Service Centres

Service centres give meaning and credence to the devel pment corridors, and are also intended to facilitate access to social services and facilities. To this end, they service as co-ordination centres for service delivery. A proposed hierarchy of nodes is depicted on Map 10.

1.3.2.1 Primary Service Centre

Nquthu town has been identified as a primary service centre. This is in view of its diverse roles as the main administrative, service and commercial centre within Nquthu Municipality. As an Administrative centre, it accommo ates the municipal offices and sub-regional offices of various government departments. It is also centrally located and well connected by the R68 to Melmoth and Dundee. It can be expected that Nquthu town will continue to fulfil dominant economic role within the municipal area, but will be influenced its rate of development and other urban cen es around it. It is therefore vital that economic development be focused on the primary contributors in the local eco my, tourism and agricultural production.

As indicated on Map 10, Nquthu town has been identified as the primary centre within Nquthu Local Municipality. Its role and development is focused on promoting municipal wide development and re-enforcing integration with the surrounding major rural settlements. Its functions include the following:

- Main administrative centre for Nquthu Local Municipality and a sub-centre for Umzinyathi District Municipality.
- Service centre for the surrounding community including commercial farmers.

The following initiatives should be promoted in Nquthu town:

- Industrial development based on the agro-economy.
- Commercial development.
- Decentralisation point for local administration of provincial and local government services.
- Higher order social and commercial services.
- Integration with major urban centres such as Dundee and Vryheid
- Housing development

1.3.3 Settlement Webs

Rural settlements have been classified according to density and location as means to facilitate service delivery (refer to Map 11). Strategically located higher density settlements will be cheaper and easier to service with piped water, roads and grid electricity compared to dispersed and low-density areas. They provide sufficient threshold to support public facilities within a short radius. Rural housing projects can also be used as means to promote development in these areas.

1.3.4 Nquthu Town Land Use Framework

Nquthu is a small but stable urban area that has established itself as the primary commercial, administrative and service centre for the municipality as a whole. The town is an old Japie Uys town established in terms of Proclamation 67 of 1983. In order to address the housing backlogs, low cost housing projects have been approved and implemented in the town: - Nquthu Extension (317 structures) and Nquthu Phase 2 (1 060 structures).

The Town is almost centrally located in ward 6, at the intersection of the R68 linking Dundee to Melmoth, the road to Vryheid via Blood River and the road to Nondweni. It serves as provincial administrative centre, with offices of the Departments of Education, Agriculture and Environmental Affairs, Works, Health, and Welfare, Department of transport, Safety and Security (SAPS), Post Office, as well as a variety of social infrastructure. The town serves a large surrounding rural population, located in Ward 6 and Ward 8. In terms of the settlement hierarchy set out in the Integrated Rural Development Policy, Nquthu fulfils the role of the Provincial Administration Centre. The town is formally laid out and while there have been efforts made in the past to prepare a town planning scheme for the town no formal planning scheme was ever implemented.

1.3.4.1 Land Ownership and Administration

The majority of the land in Nquthu is settled stateland. The municipality does not have any land registered in its name. A process towards the transfer of the stateland where the town is located to the municipality has been initiated.

1.3.4.2 Land Use Pattern

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

Residential

The bulk of the land in this town has been laid out for residential purposes. As is evident from the land use map the majority of these sites are undeveloped and as such there is no need in the short to medium term to identify additional land for urban residential settlement. With the exception of the residential sites in the vicinity of the commercial area the average lot size is 700m².

Commercial

The current commercial area is focussed on a block of land adjacent to the intersection of the main transport routes passing through the town, namely the R68 linking Ulundi and Newcastle/Dundee and the gravel road linking Nquthu with Kranskop. Commercial activities are the second most important employment generator in the municipality with the majority of the stores being located in the business centre of Nquthu town. In addition to shops there are a limited number of office uses, mainly doctor's rooms or lawyers.

A significant proportion of the economically active population is involved in the informal sector, with informal trading being particularly vibrant. Street traders are concentrated in Nquthu town, particularly in the vicinity of the bus and taxi terminus, near the hospital. In addition an application has recently been approved to establish a new major shopping centre on the northern side of the Dundee Road. Notwithstanding this, there is adequate land available in the central area to create opportunities for smaller shopping, office and other business activities.

Industry

Despite the fact that the formal layout of the town has identified a large area, to the northeast adjacent to the bus and taxi terminus, for industrial purposes there is very limited industrial activities in the area as a whole. The proposed use of this area for industrial activities needs to be formalised through a Use Management Scheme.

Social Services

Community facilities are centralised in Nquthu. The following facilities are found in the town: Police station, Post office, Library, the magistrate's court, the CJM Hospital, the municipal offices, the offices of the Department of Welfare and Population Development a children's home, schools, sports fields, and worship sites. While the current facilities would appear to meet the communities' needs there is ample undeveloped and suitably located sites that could be zoned to meet future demand.

1.3.5 Nondweni Land Use Framework

Nondweni is a resettlement area established during the apartheid era, and previously administered by the Development Services Board. In contrast to Nquthu, it does not serve a large rural population. While Nondweni is smaller than Nquthu, it is a stable urban area that provides a limited amount of commercial, administrative and service functions for the surrounding communities. The town is formally laid out and comprises of two areas. The first of these is the original SGO township of Nondweni which includes an extensive area of town lands known as Townlands of Nondweni N° 14636, and which has not been developed in accordance with the layout. The second portion of the town comprises of the former Department of Development Aid, Section 30 Townships laid out on: Farm N° 2, N° 12746; Farm N° 3, N° 12780; Farm N° 5, N° 12713; Farm N° 6, N° 10878; and Farm N° 7, N° 12865.

1.3.5.1 Land Ownership and Administration

Nondweni Township was established through the KwaZulu Natal Land Use Management Act and is administered in terms of this piece of legislation.

1.3.5.2 Land Use Pattern

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

Residential

The bulk of the land in this town has been laid out for residential purposes. As is evident from the land use map the majority of these sites are developed. While in the short term there is adequate land available to meet the urban housing needs within former DDA Township, consideration should be given to a re-layout of the original Nondweni Town to meet any future demands. The overlay of the cadastral information on the aerial photo together with the site inspection shows that the development of this area has, as a whole, occurred in a manner, which, with the exception of Old Nondweni Town conforms, to the original layout.

Commercial

At present there is no clearly defined commercial area. There are three small commercial areas two in “new” Nondweni and one in “Old Nondweni. The primary commercial focus is on the provision of day-to-day consumer goods. There is adequate identified land, centrally located, available for the provision of commercial facilities in this town. Street traders are also active in Nondweni but on a much smaller scale than Nquthu.

Industry

Despite the existence of a formal layout for industrial purposes there is very limited industrial activity taking place in the town.

Social Services

Community facilities are dispersed centralised in Nondweni. The following facilities are found in the town: Police station, Post office, Library, community hall, municipal offices, tribal court and a clinic. While the current facilities would appear to meet the communities’ needs there is ample undeveloped and suitably located sites that could be zoned to meet future demand.

1.3.6 Tertiary Centres

Nondweni, Ngolokodo, Isandlwana, Qhudeneni, Masotsheni and Jama have been identified as secondary service centres. Some of these centres perform a variety of functions including administration, service delivery and commercial. The centres also provide services to the adjacent rural areas. They have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions. They are small but growing nodes and will over a period of time establish themselves as self-supporting entities. Development and capital projects should therefore be encouraged in these centres. The secondary centres should serve as focus points for a range of services and facilities. In view of their strategic location along corridors, they are suitable for the following spatial functions:

- Secondary administrative centre.
- Service centre for the Loskop and surrounding settlement.
- Main industrial centres for Industrial the Municipality.
- Commercial development.
- Housing development.

Ncepheni, Hlazakazi, St Augustine, Jabavu, Ndindindi, Motosoane, Mphazima, Mkhonjane, Mafitleng, Hlathi Dam, Silutshana, Maduladula and Haladu have been identified as tertiary centers for the Nquthu Municipality. These centres are mainly

located in underdeveloped areas, and some are emerging settlements characterized by population densification occurring. They also have basic administrative functions available and have localized services, such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and commercial enterprises. These centres are usually located near important transportation routes.

1.3.6.1 Isandlwana

Isandlwana is identified in the Nquthu Municipality IDP as one of the secondary nodes. Isandlwana is located on the south west of Nquthu Town. It is accessed through a main road P372 that connects with a main road R68 connecting Nquthu with Babanango and Melmoth. The area is well connected to the regional road network. It is characterised by mountainous rocky terrain with vegetation and a few rivers giving the area a very scenic look, important historical battle sites surround the area, and provides an opportunity for tourism development. The area has a lodge located on the east side of the mountain. These have led to the area developing as one of the tourist attraction sites in the Nquthu municipality.

The most prevalent land uses in Isandlwana include expansive traditional settlements, agricultural land, schools, a shop, a lodge, and a visitor's centre for tourists, two sports fields and a church. There is also a clinic located 5km away from the centre of the node. The road network to the area is good but it is characterised although it generally gravel roads. The area has pieces of vacant land, which can be seen as an opportunity for further development. Settlements in the area are unplanned and consist mainly of traditional rural settlement pattern, with a high concentration occurring along the district roads. The area has development potential in the tourism sector since it is an already established tourism destination and has readily developed road infrastructure. The site consists of a heritage managed by Amafa AkwaZulu, any future land uses in and around this site should enhance its cultural significance.

1.1.1.2 Ngolokodo Secondary Node

Ngolokodo Node is accessed off the main road P54 that connects with the provincial road R33 from Dundee to Vryheid and Newcastle. The area is located further north of Nquthu town. It is well connected to the regional road network. Ngolokodo is located along a gently sloping area, which spreads towards the valley. It is characterised by rugged terrain with marshy areas occurring at the bottom of the valley. It has moderate to good agricultural potential land, which is good for cropping and pasture.

The land uses found at Ngolokodo secondary node include traditional settlement, agricultural land, an informal taxi rank, and a cluster of shops, schools, post boxes and places of worship. Ngolokodo has vast pieces of vacant land found between dwelling units some of the land is being used for grazing purposes. The area is well linked to Nquthu and Vryheid through the main road P54. The area has a high population density, which is supported by low order social facilities such as schools and commercial facilities. The settlements in the area are rural unplanned traditional settlements that are clustered together, with a high concentration occurring along the main road P54. Since the area has a high concentration of settlements and a high population density and some vacant pieces of land with good agricultural potential and rivers for irrigation this

translates to the area having huge development potential or development opportunities in both agricultural and commercial sectors. The node in itself does not have environmentally sensitive areas however the area as a whole does contain patches of environmental mandatory and negotiated reserves.

1.3.6.3 Masotsheni Secondary Node

The area is located on the south west of Nquthu town. It is accessed through the district road D1361 that connects with main road R68 from Dundee to Nquthu. It is characterised by gravel roads, which limits its development potential. The land uses found at Masotsheni secondary node located within Nquthu municipality consist of residential areas, agricultural land, schools, a clinic, shops, an informal taxi rank, post boxes, a church and cemetery. It has vast pieces of vacant land found between dwelling units some of the land is being used for grazing purposes it is also heavily affected by soil erosion. The area is well linked to Nquthu through the district road D1361 that is a gravel road (refer to Map Masotsheni Land Use).

The area also has high population density supported by low order social facilities such as schools and a clinic. The settlements in the area are unplanned and clustered together. The area does not have any environmentally sensitive areas, however it is heavily affected by soil erosion. It also contains moderate agricultural potential land, which is good for cropping and pasture. The area has vacant pieces of land and good agricultural potential and some rivers for irrigation this translates to its developmental potential being influenced by agriculture.

Qhudeni Secondary Node

The land uses found at Qhudeni another secondary node located within Nquthu municipality consists of residential areas, agricultural land, a shop, schools, sports fields, an informal taxi rank it also has vast pieces of vacant land found between dwelling units some of the land is being used for grazing purposes. The road network to the area is poor and is characterised by gravel roads (refer to Map Qhudeni Land Use).

The area is mountainous with a rugged terrain, it is also dry with some steep pieces of land; it has few rivers for water supply. The area is located further south of Nquthu town. It is not easily accessible or well connected to the road network, however it can be accessed through community access road A1978 which links with community access road A1496 which connects with main road P16-3 which then connects with main road R68 linking Nquthu with Babanango and Melmoth. The area has a low population density, which is supported by low order social facilities such as schools however no clinics were identified in the area. The area is also made up of unplanned scattered rural settlements. The area has low developmental opportunities because it is not well connected to other areas and has low agricultural potential. The area does not have any environmentally sensitive areas, however it does have some environmental negotiated reserves.

1.3.7 Agricultural Land

Agricultural potential in the municipality is highest in ward 3 and 13 these happen to be areas with considerable population. From the Bioresource Group Programme, the general landuse potential of the municipal area has been assessed. The information in Map (landuse options for Nquthu Municipal Area) relates to dominant ecotopes in each of the BRUs, giving a general picture, however, sites may be found within each BRU where additional crops can be grown, or the suitability for crop production may vary.

Thus Map 12 is a representation of the suitability of the municipal area to produce crops, pastures and/or timber. It can be concluded that areas in the Tu1 and Vc4 are suitable for the establishment of crops and pastures, while the dominant ecotopes in Sb3 and Wd6 are not suitable for any form of cultivation. It should be noted that while Tuc1 and Vc4 are found to be suitable for dryland maize production, the expected yields (at 70% management) range from 2.4ton/ha to 5.8ton/ha for Vc4 and only 1.8ton/ha for Tuc1.

1.3.8 Environmental Management

Primary assets, include heritage, eco-tourism sites and agricultural land (refer to Map 12). These areas have been identified as primary assets and the source of pride for the Municipality. They define the competitive edge of the municipality in economic terms and facilitate integration into the Provincial economy. The IDP has identified Grasslands of intermediate value, high value Vegetation Communities, high value areas for medicinal plants and Areas of high value for bird life around Nquthu town. The environmental analysis needs to identify if any of these areas fall within the urban boundary and an appropriate Conservation Zone determined for these areas.

Another environmental issue that needs to be addressed in the Scheme is the protection of wetlands. As wetlands include: all rivers, streams and natural drainage courses passing through the urban area, the conservation zoning needs to be extended to include all wetlands. This is not only important from a biophysical perspective but provides an opportunity to link the "green" areas (including parks, sports fields etc.) with in the town which will contribute to improving the general social amenity and ambiance of the urban areas. In addition the meaningful conservation of wetland areas will assist in minimizing soil erosion and land degradation, two of the major environmental problems in Nquthu. In addition to the areas of environmental significance it is important to identify any buildings or areas of historical or cultural significance that need to be conserved.

1.3.9 Green System

1.3.9.1 Green Corridors

It is critical to establish a green system that blends and reinforces the status of the protected areas. These areas should be prioritised for catchment management

programmes, which include Working for Water type of an initiative, and development of intensive irrigation schemes in selected areas. Irresponsible land use in areas abutting to these corridors can impact negatively on the bio-diversity of these areas and compromise the quality of water on which a large number of people downstream depends (refer to Map 12).

1.3.9.2 Green Lungs

This is about the identification and protection of conservation worthy areas.

- Wetlands
- Heritage sites.
- Indigenous forests
- Other unprotected conservation worthy areas.

1.3.10 Spatial Development Framework

Spatial development framework for Nquthu are is depicted on Map 13. it reflects the following:

- A hierarchical system of nodes or service centres indicating both existing and incipient nodes.
- A system of development corridors based on role in the movement and structuring settlement pattern.
- Areas that should be prioritised for agricultural development.
- Areas that should be prioritised for service delivery using density as a criteria.

2. LAND USE MANAGEMENT FRAMEWORK

The Land Use Management Framework (LUMF) has been devised to bridge the gap between the Integrated Development Plan and the detailed requirements of a Land Use Management System to be applied at municipal level. Although it is not a legal requirement, it is an important aspect of spatial planning. It provides for the identification of areas that require different levels of detail in terms of land use schemes and the formulation of broad principles to guide the development of land use schemes. It enables development control, at differing levels of complexity to extend even over rural areas, and giving property owners, developers and the authorities a clear point of reference from which to manage the conservation and development of land. This section presents a framework for the development of LUMS for the Nquthu Municipal area, and focuses on the issues that would be dealt with in detail through the LUMS. The following are some of the issues addressed in this section:

- Typology of land use zones applicable to the Nquthu area
- Intensity of Development within each zone.
- Identification of Environmental Management Areas
- Land Use Matrices and Templates.
- Policies and Guidelines
- Systems and Procedures

2.1 LAND USE ZONES

A zone is an area set aside for a particular purpose usually used to separate different, incompatible land uses. Zones are depicted on the Scheme Map using different colours. Standard colours are used to facilitate common understanding especially as the application involves municipal and non-municipal employees/roleplayers. A zone conveys potential development rights that are stipulated in the Scheme. They form the basis of property valuations for rate calculation purposes. Based on the assessment outlined in Section 4 above, Land Use Management System for Nquthu Municipality should provide for the following broad land use zones:

- Residential zone provides for a range of housing types together with a number of compatible land uses. In Nquthu, this zone is mainly applicable in the primary and secondary nodes (Nquthu Town and Nondweni).
- Commercial:
- Industrial zone provides for the development of a range of industrial uses, but specifically excludes noxious and high polluting industries.
- Civic and social zone provides for the development of land and buildings associated with public and private service providers and administrative or government functions including education, health, pension offices, museums, libraries, correctional facilities, and community halls.
- Agriculture zone provides for the protection and reservation of land with a high agricultural value from encroachment by non-agricultural uses. High agricultural potential land should be used to promote agricultural development and fighting poverty.
- Public buildings and institutions zone provides for the development of public administrative, institutional, and infrastructural sites and buildings for the convenience and proper operation and functioning of urban and rural areas.
- General mixed use zone provides for the development of a number of uses in a single zone including commercial, business, service stations and garages, offices, trading, light and service industry, warehousing, hawking, civic and social, and residential uses so as to enable a special mix of development to occur.

- Multi-purpose retail and office provides for the development and management of land as a mechanism to accommodate the single or multi-lot development in suburban and other locations.
- Recreation:
- Transportation and access:
- Traditional settlement: This zone is used to manage land and buildings where the primary land use is residential settlement of land that is communally held and / or under the jurisdiction of a Traditional Authority
- Environmental Management (services) zone provides for the protection of ecologically sensitive, culturally valuable and historically significant sites and natural habitats of animals and other species in accordance with national and provincial laws and policies.

A Statement of Intent should be developed for each zone. This will ensure that each zone is linked to the strategies and policies outlined in the municipal IDP and SDF and that land use decisions are informed by these strategies and policies. Zones are grouped into 'parent' zones and a list of associated zones that fall within each parent zone category. This categorization has been used to facilitate progression from a simple to a more complex approach. As the intensity and diversity of development increases, the municipality may be encouraged to shift the use of the parent zones to a more complex approach, and thus increase the numbers of zones within each category. This list of zones can be used in both rural and urban situations. Additional zones can be added to each category as required.

2.2 SPECIAL ZONE

Special zones enable municipalities to manage land developments with unique or specific characteristics and where a proposed land use does not comply with the standard zones. As a key aim of a Scheme is clarity, the use of Special Zones should be kept to a minimum. Besides Special Site Planning Areas that would have controls for the duration of the development, all other Special Zones should be temporary mechanisms with the specific intention that they will be incorporated into a Scheme during the regular Scheme review process.

Intensity of Development

Within a zone a municipality may wish to provide for different intensities of development, over fairly large areas or relatively small areas. The intensity of development can be described in a number of ways. The most commonly used descriptions are:

- Density, in terms of number of dwelling units per hectare
- Minimum lot sizes
- Bulk, in absolute terms, or as a composite of coverage (the area of site that can be covered by buildings) and height.
- Floor Area Ratio (FAR), or the ratio of the total floor area of the building to the total area of the subdivision on which the building is, or is proposed, to be erected.

2.3 INTENSITY OF DEVELOPMENT

Within a zone a municipality may wish to provide for different intensities of development, over fairly large areas or relatively small areas. The intensity of development can be described in a number of ways. The most commonly used descriptions are:

- Density, in terms of number of dwelling units per hectare
- Minimum lot sizes
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- Floor Area Ratio (FAR), or the ratio of the total floor area of the building to the total area of the subdivision on which the building is, or is proposed, to be erected.

2.4 DEVELOPMENT PARAMETERS / SCHEME CONTROLS

The Municipality will manage development within each zone through a series of development parameters or Scheme controls relating to each zone. Conventionally development parameters set out the maximum development permitted on a site. However, they may also be used to set out the desirable or minimum development allowed. The development parameters set out the uses within each zone that are:

- Freely permitted: This category includes land uses that are considered to be compatible with the surrounding land uses and which may be permitted by the municipality. Currently an application in writing for permitted use is still required although a building plan is often sufficient. New legislation may remove the need for such approval for freely permitted uses.
- Development Permit: This category includes compatible /or ancillary uses considered to be low impact uses that require limited procedural mechanisms for consideration. The procedure usually involves obtaining written consent from the neighbours or community consent. If a municipality considers that the impact of the proposed use may have a significant impact on the surrounding area Special Consent Use Permit may be required. A municipality may impose conditions in granting a Development Permit.
- Special Consent Use Permit: This category includes ancillary uses that might have a more intrusive impact and may require special conditions to protect the amenity of the area or mitigate the impact of the proposed use. The procedure usually requires public advertising and a municipality may impose conditions of approval. (In the 2001 LUMS Manual this was termed a Conditional Use Permit but the name has been changed as a municipality may also apply conditions to a Development Permit.)
- Prohibited Uses: This category includes land uses which are considered to be incompatible with the surrounding land uses, and which a municipality is precluded from considering.

They may also set out rules regarding:

- Minimum lot sizes
- Height restrictions
- Floor Area Ratio (FAR) or the ratio of the total floor area of the building to the total area of the subdivision on which the building is or is to be erected
- Coverage – the percentage of the plot that may be covered by a building
- Parking and vehicle loading requirements
- Setbacks – building lines
- Build to lines
- Space around the buildings – side and rear spaces
- External appearance of buildings
- Urban design criteria
- Signage and advertising

When deciding which uses should be freely permitted, which should be permitted by Consent and which should be prohibited, a municipality must take into account the impact a land use is likely to have on the amenity of the surrounding area. This is determined in terms of the following criteria:

- Health: Making adequate provision for airflow, access to natural light, privacy, prevention of pollution and exposure to radiation; minimisation of noise; ensuring access for basic services such as water and sewer connections.
- Safety: Ensuring adequate access for fire and ambulance services, safe traffic conditions; the potential to reduce crime.
- Amenity: Enhancing factors that contribute to pleasantness of an area such as open space, trees, built form, architecture, privacy and views.
- Environmental Services: Improving the quality, regulation and supply of water, air quality, soil control; control of animal and plant populations, production of food and raw materials; access to recreation, cultural and educational facilities.
- Economic Potential: Maximising the desirability of the area for economic development by managing adjoining and ancillary uses, protecting important view sheds and by controlling traffic and access.
- Social Conditions: Consideration of the impact on women, children, the elderly and disadvantaged people; adequate provision of social facilities.
- Traffic Flow: Consideration of the impact on free flow of traffic and on the provision of adequate facilities for loading, parking, pedestrians and public transport.
- Heritage: Protecting architectural, historical, cultural and environmentally important land and buildings.

2.5 MANAGEMENT AREAS

A Management Area is a defined area of land with a distinct set of Statements of Intent and/or policy guidelines that influence and facilitate its development in a unique or specific manner. Management Areas may be shown spatially using an overlay to the Scheme map. Management Areas need not be linked to cadastral property descriptions and may cover small or large areas of land. These areas should be linked to either a template that sets out the policies, Statement of Intent, and management controls for the area; or an Area Management Plan for the area. Management plans contain the detail of how a Management Area will be developed and managed. A Management plan can be used:

- To elaborate the visions or policy statements for particular areas to differentiate them from surrounding areas
- To provide general and/or generic guidelines for particular types of development
- To provide area-specific schematic plans for particular areas or developments
- To serve as an Environmental or Conservation Management Plan for an area

- To manage detailed area-specific development plans.

2.6 ENVIRONMENTAL SERVICE AREAS

The municipality will make use of an overlay to depict an area of environmental importance or an Environmental Service Area where it is impractical to zone an area as an environmental zone due to existing zones that are in place, or where it is appropriate to zone an area for a particular use but where additional controls are required to sustain the provision of specific environmental services in an area. The use of the overlay implies that there will be an element of management applied to the area depicted. The area depicted on an Environmental Service overlay may not be defined cadastrally but may be based on other factors such as the extent of the flood line. Areas to be depicted on an Environmental Service Overlay include:

- Open space systems including fully functional, partially functional, and isolated areas, water courses, wetlands
- Areas of indigenous vegetation, breeding sites, etc.
- Other elements as determined by the municipality concerned e.g. sites of cultural or archaeological significance
- Catchment management areas
- Areas of bio-diversity

An Environmental Service overlay should be linked to a template or Management Plan/s that contain/s at least the following elements:

- Purpose of the management area overlay
- Categorization of areas
- Environmental significance, ecosystem service provided, and objectives
- Development requirements for each area depicted on the overlay
- Decision guidelines.

2.7 SYSTEMS AND PROCEDURES

The procedures for preparing and approving Schemes, Re-zonings, Scheme amendments and obtaining Special Consent from the municipality are currently set out in the Town Planning Ordinance, Ordinance No. 27 of 1949 as amended and the KwaZulu-Land Affairs Act, Act No. 11 of 1992. These include requirements for advertising and public notification. The Scheme regulations also contain information regarding these procedures. It is important to note that both pieces of legislation (Town Planning Ordinance, Ordinance No. 27 of 1949 as amended and the KwaZulu-Land Affairs Act, Act No. 11 of 1992) may be repealed and replaced with new National and Provincial

Planning Legislation. This section of the document will have to be reviewed to take account of new legislative requirements. The following set of application forms have been developed to enable implementation of the scheme:

- Submission of building plans
- Environmental applications
- Consent applications
- Development applications
- Subdivision applications
- Appeals
- Criteria for the submission of development applications.

Although these systems and procedures forms part of the LUMS, they have been excluded from the Land Use Scheme, as otherwise any change to a form would require a Scheme amendment.

2.8 MONITORING AND REVIEW

The municipality must establish, as part of the LUMS an effective monitoring programme that can be integrated with the overall Programme Management System of the municipality and any provincial monitoring system that may exist. A monitoring programme should, include, *inter-alia*:

- The implementation of directive principles contained in legislation
- A record of applications, decisions and land use changes
- A record of the time taken to process applications
- The effectiveness of the Scheme and procedures
- An assessment of the need to review and amend Schemes; generally the need to review a Scheme or its components should be considered every five years in conjunction with the revision of the IDP. However, this should be a minimum requirement and more frequent reviews may be required. (see attached annexure C for maps)