Umkhandlu wakwa
NONGOMA
Local Municipality

2021/2022 Financial Year Reviewed IDP

Final

Office of the Municipal Manager
Nongoma Local Municipality
Lot 103 Main Street/P.O. Box 84,
Nongoma 3950

LIST OF FIGURES, TABLE AND MAPS:

THE MAYOR'S FOREWORD

Greetings,

Local government is and will remain the Implementing Agent of Government's transformation and delivery programs. Two parallel and mutually reinforcing roles of local government are sustainable upliftment and empowerment of local communities and the sustainable creation of an environment for economic development and opportunity. The primary vehicle for carrying out these roles is service delivery. Local Government should therefore create the capacity to be able to deliver the required services.

We need to appreciate the foundation that was laid by our beneficiaries in the execution of their duties. They left a legacy that could only be defined as an impressive opportunity for the current leadership as we use it to execute a great growth forward. However, in any revolutionary programme that seeks to redress many challenges that were created by the past skewed system, we will continuously encounter stumbling blocks that may delay progress for the complete service delivery programme for the people. In this regard, much as we appreciate the foundation laid, as we take the baton from them, we need to be certain about the mandate given at that moment for the next generation of leadership.

Our mandate shall forever be '**Ukuzakha nokuzenzela'** and shall we remain vigilant to the fact that our people will always judge us on the strength and our abilities to deliver their needs. Unfortunately for us as elected leaders, we depend on your ability as appointed officials to implement our strategic objectives. If you sabotage our vision then we will fail and our people will record our administration as the one that has failed them.

We all know that we have a challenge of poor revenue within our Municipality. The reason being that we are in a rural area where there are no sources of income. Year 2021 is bringing exciting and eye opening opportunities to our community. Numerous lives of our community members will change for the better. We have number of projects that are on-going.

Lastly, I would like to thank the Municipal Manager, Mr M.B. Mnguni and his team for fine-tuning our Municipality. I am quite aware that you pass through difficulties when doing it. This is work to be adored, thank you.

I would be failing in my job if I don't appreciate the favourable audit outcome achieved in the audit of 2019/20 financial year. May the spirit of excellence be maintained so that in the next audit we will achieve our long term goal, a Clean Audit.

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Cllr M.A Mncwango
His Worship, the Mayor

THE MUNICIPAL MANAGER'S OVERVIEW

Greetings.

The 2021/2022 FY IDP Review marks the end of the current IDP generation. The past four financial years can be described as the years of opportunities mixed with difficulties, for it has seen on one hand, the municipality coming out of the 2017/2018 Adverse Audit opinion to an Unqualified Audit opinion in 2018/2019 and 2019/2020 respectively; and improving from being one of the weakest municipality in the province in terms of the 2018/2019 provincial assessment to a consistent improvements in 2019/2020 and 2020/2021, an 11% and 13% respectively.

It is common knowledge that 2019/ 2020 and 2020/2021 financial years have been hectic years in several ways with COVID 19 being one of our serious quagmires. We are working in an environment that is constantly evolving thus is important that we retreat, retrospect; introspect with the aim to assess our performance and device mechanism and strategies to mitigate our shortcomings. In achieving the latter, it then becomes essential that we look back where we come from in order to appreciate our achievements and identify areas of concern.

I would like to thank Nongoma Municipal Council, in particular His Worship, the Mayor Cllr M.A Mncwango, Hon. Deputy Mayor, Hon. Speaker, the Executive Committee, and the Audit Committee members for their unwavering support. Their constructive leadership has allowed the administration to excel in executing their duties optimally.

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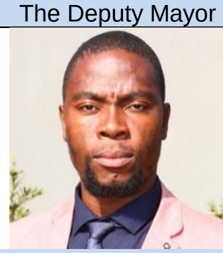
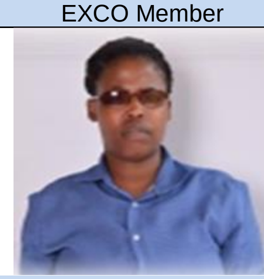
Mr. MB Mnguni
Municipal Manager

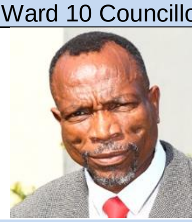
LIST OF COUNCILLORS
Council is headed by the following full-time councilors:

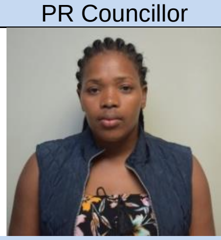
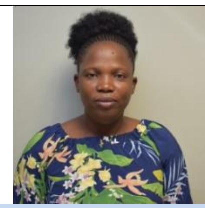
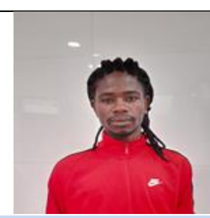
POLITICAL STRUCTURE		
No.	DESIGNATION	FUNCTIONS
	 His worship, The Mayor: Cllr M.A Mncwango	The functions of the Mayor are set out in the Municipal Structures Act. The mayor is elected by the Municipal Council to co-ordinate the work of the Municipality. Functions include the following: Ceremonial: Must perform a ceremonial role as the council may determine. EXCO: Heads the municipal EXCO Determine the venue, time and date of meeting of the mayoral committee Strategy: Recommends to the council strategies, programmes and services to address priority needs through the integrated development plan. Performance Monitoring and Evaluation: Monitor the management of the municipality's administration in accordance with the directions of the municipal council.
2.	 Hon. Deputy Mayor Cllr A.N Xulu	The Deputy Mayor is a member of the Executive Committee of the municipal council and is elected when the executive committee is elected. The Deputy Mayor exercises the powers and performs the duties of the Mayor if the Mayor is absent or not available or if the office of the Mayor is vacant. The Mayor may delegate duties to the deputy mayor.

3.	 Hon. Speaker: Cllr. B.W Zulu	The Speaker of a municipal council- ▪ presides at meetings of the council; ▪ performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000): I.e. – must ensure that the council meets at least quarterly; – must maintain order during meetings; – must ensure compliance in the council and council committees with the Code of Conduct set out in Schedule 1 to the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); and – must ensure that council meetings are conducted in accordance with the rules and orders of the council.

The municipal council is made up of the following councilors:

 1. Cllr M.A Mncwango The Mayor	 2. Cllr AN Xulu The Deputy Mayor	 3. Cllr. BW Zulu Speaker
 4. Cllr S.A Hlongwane EXCO Member	 5. Cllr A.N Ndabandaba EXCO Member	 6. Cllr B.J Ntshangase EXCO Member
 7. Cllr N.M Mthembu EXCO Member	 8. Cllr N.G Xaba EXCO Member	 9. Cllr N.P. Mbatha EXCO Member

 10. Cllr M.E Nkosi Ward 2 Councillor	 11. Cllr. E Shiba Ward 3 Councillor	 12. Cllr JT Dlamini Ward 4 Councillor
 13. Cllr A.M Mncwango Ward 5 Councillor	 14. Cllr. MS Hadebe Ward 6 Councillor	 15. Cllr. NB Nhleko Ward 8 Counicillor
 16. Cllr BG. Ntombela Ward 9 Councillor	 17. Cllr. TJ Nsele Ward 10 Councillor	 18. Cllr. SC Ngcobo Ward 11 Councillor
 19. Cllr T.M Ndwandwe Ward 17 Councillor	 20. Cllr. MA Mtshali Ward 13 Councillor	 21. Cllr. SM Mbatha Ward 14 Councillor
 22. Cllr TN Mthethwa Ward 16 Councillor	 23. Cllr. MD Ndwandwe Ward 12 Councillor	 24. Cllr. ZS Hlongwa Ward 19 Councillor
 25. Cllr P. Nhleko Ward 20 Councillor	 26. Cllr. KM Mtshali Ward 21 Councillor	 27. Cllr. NM Mkhwanazi PR Councillor (MPAC Chair)

 28. Cllr J.Z. Zungu PR Councillor	 29. Cllr. RZ Buthelezi PR Councillor	 30. Cllr. VB Zulu PR Councillor
 31. Cllr B.H. Sithole PR Councillor	 32. Cllr. LN Buthelezi PR Councillor	 33. Cllr. LN Mdluli PR Councillor
 34. Cllr N.P Mlambo PR Councillor	 35. Cllr. PM Xhakaza PR Councillor	 36. Cllr. SC Ndwandwe PR Councillor
 37. Cllr S.K Hadebe PR Councillor	 38. Cllr ZN Sithole PR Councillor	 39. Cllr. NS Magwaza PR Councillor
 40. Cllr E.M Masango PR Councillor	 41. Cllr. S Nxumalo PR Councillor	 42. Cllr. D Nxumalo PR Councillor

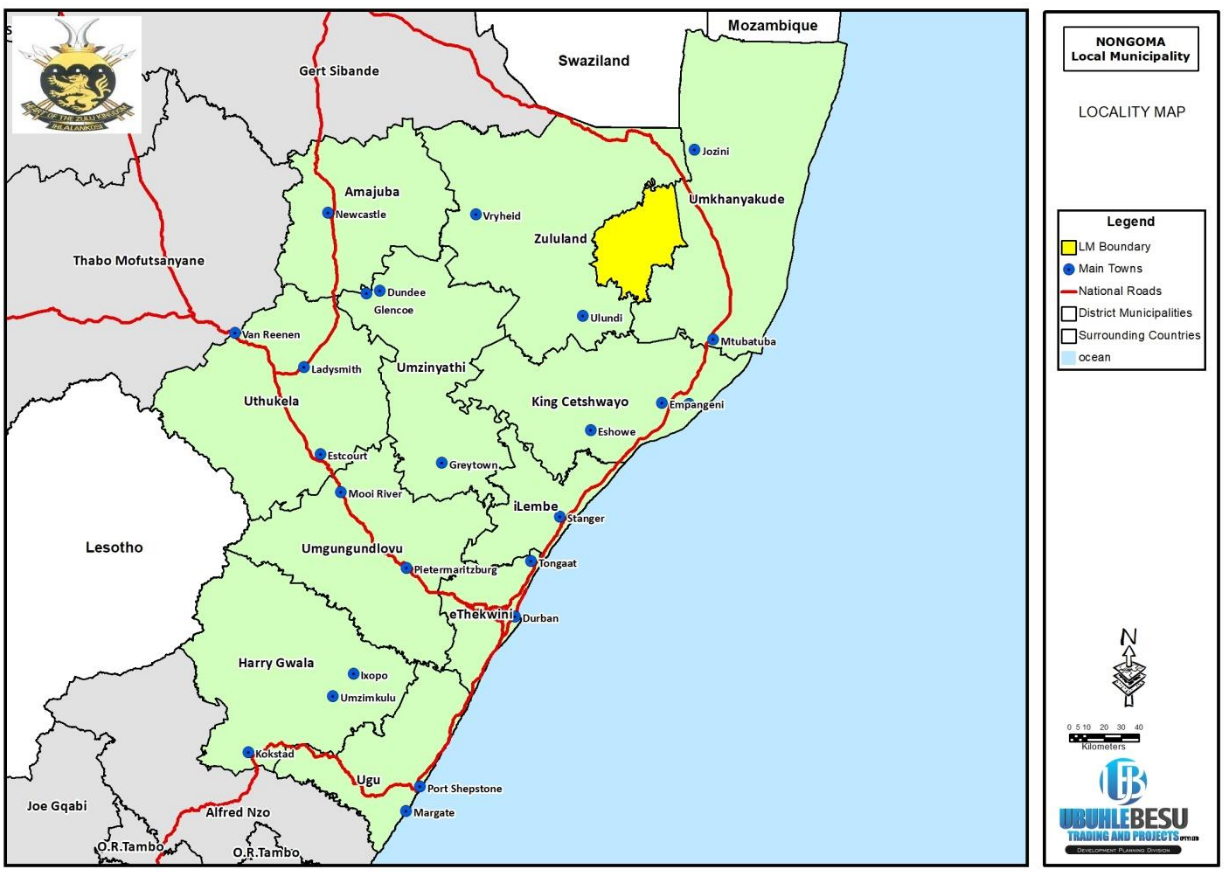
A: EXECUTIVE SUMMARY

1. Overview of the Municipality

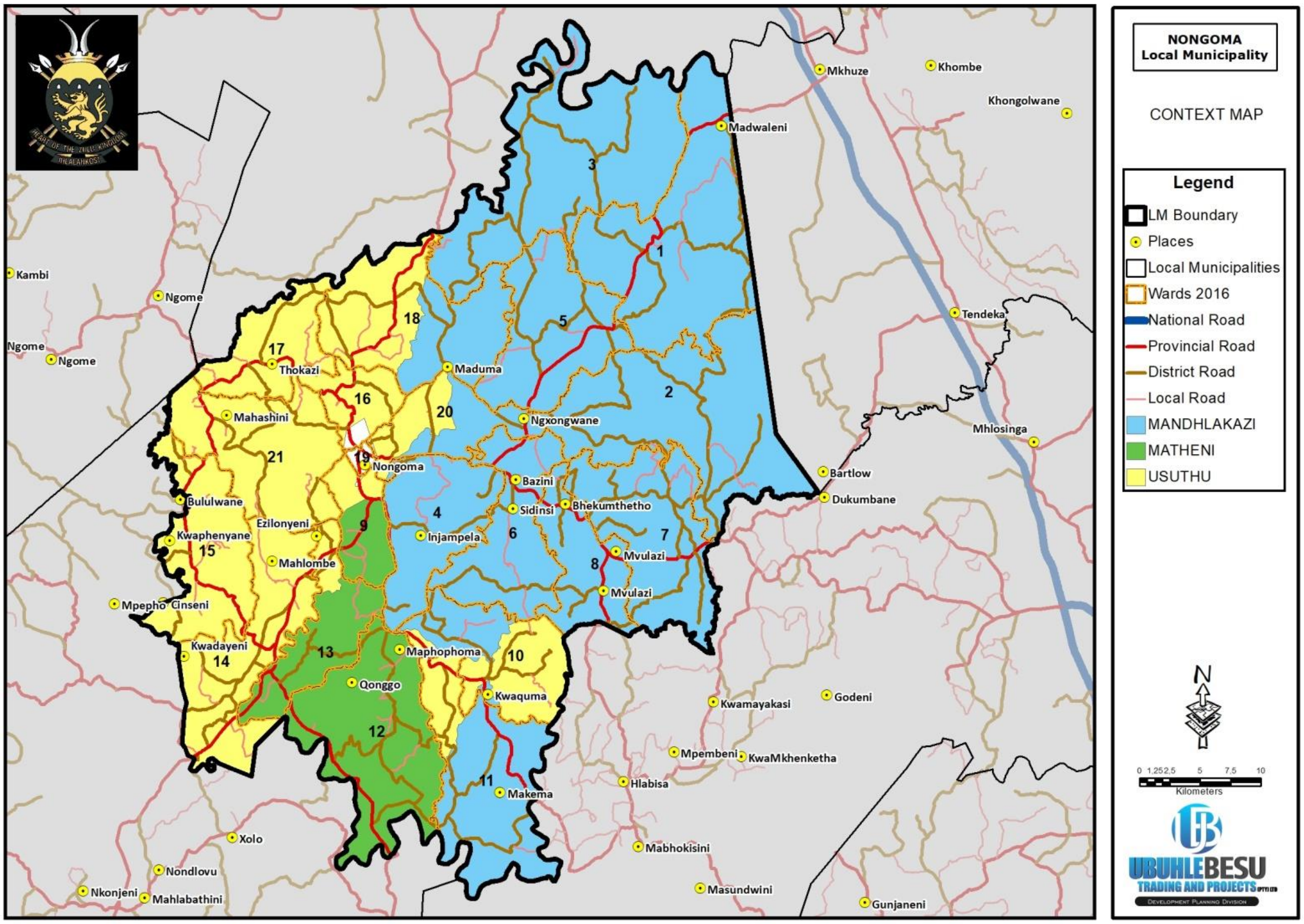
Nongoma Local Municipality is one of the 5 local municipalities within Zululand District; and is located in the northeastern part of Zululand District in the KwaZulu-Natal province of South Africa **(**27°55′S 31°39′E**)**, it has two secondary corridors, which run from Ulundi to Pongola and from Hlabisa to Vryheid. At 2,185.5 km^2 and with a population totaling 211,893 (StatSa, Community Survey 2016); the municipality is Zululand's second largest municipality in terms of population and the second largest in terms of area size.

Nongoma municipality shares its name with the town of Nongoma, which serves as the seat of the municipality. It is the home of late King Goodwill Zwelithini, the hereditary traditional leader of the Zulu nation, hence it is popularly known as the seat of the Zulu monarch. The King's royal palaces are among the main tourist attractions in the region. The municipality has three tribal authorities, namely Mandlakazi, Usuthu and Matheni. The Map below indicates the spatial location of Nongoma municipality. The municipality shares its boundaries with uMkhanyakude's Big 5 Hlabisa and Jozini Local municipalities on the South and the East respectively; and then within the Zululand District it shares its borders with Uphongolo in the North, Abaqulusi (West) and uLundi (South) municipalities.

Map 1: Nongoma Locality Map (Nongoma SDF Stratus Quo report, 2019)



Map 2: Nongoma Traditional Authorities (Nongoma SDF Stratus Quo report, 2019)



1.1. Brief Demographic Profile for Nongoma Local Municipality

1.1.1. Population

According to 2011 Statistics, Nongoma has a total population of 194 908. If compared with the 2001 statistics (198,443), it translates into a growth rate of -0, 18%. If population growth rate would be same as in period 2001-2011 (-0.18%/year), Nongoma population in 2019 would be: *192 125**. However, in terms of 2016 Community survey, the population of Nongoma had surpassed that mark, to 211 893, a growth rate of 1.90% per year.

In terms or racial characteristics; 99.5% of the people in the municipality are African Black, 0,10% are Coloured, with the other population groups making up the rest. Females make up 54.6% of the total population as compared to males (45.4%)

Figure 1: Population Groups in Nongoma LM (StatsSa, 2011)

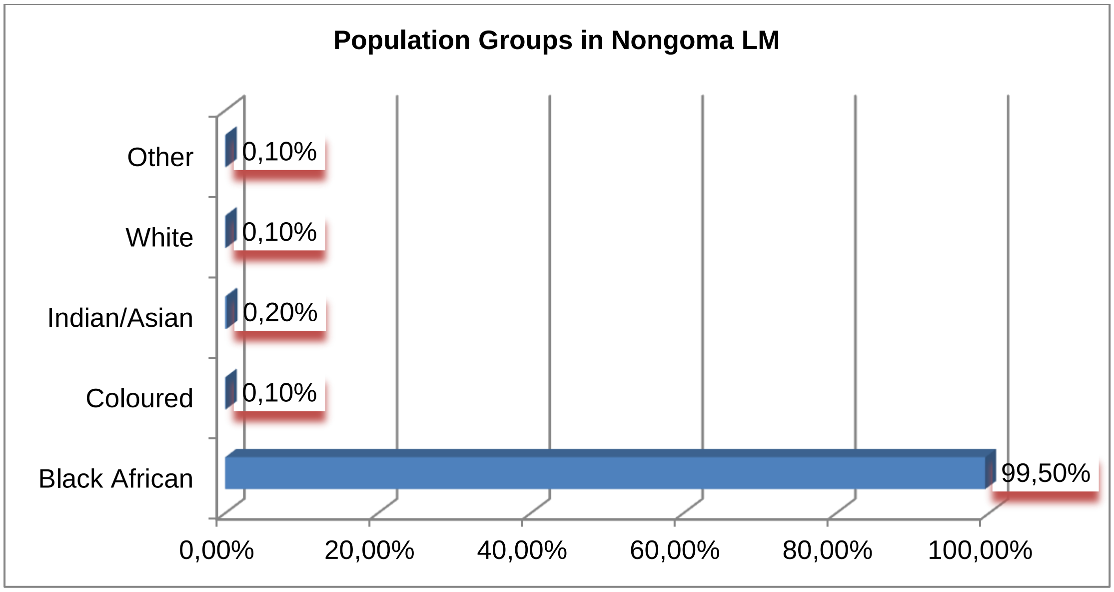
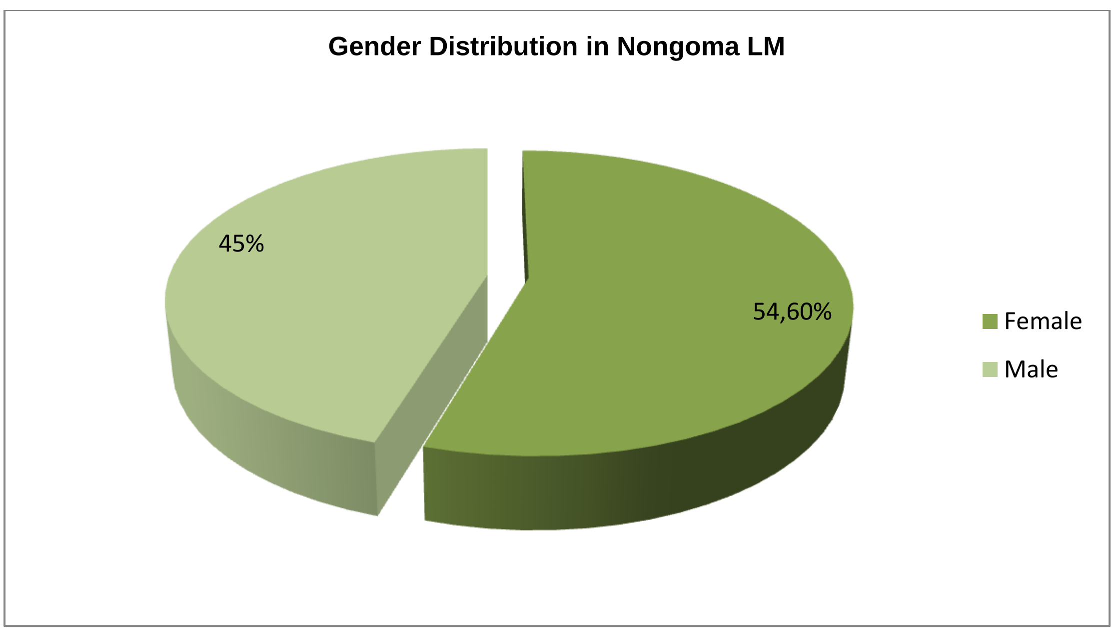


Figure 2: Gender Distribution in Nongoma LM (StatsSa, 2011)



1.2. VISION FOR NONGOMA LOCAL MUNICIPALITY

A strategic planning session was held on the 24th to the 26th of March 2021 at Natal Spa, Paulpietersburg. The purpose of the strategic planning session was as follows:

- To reflect on the strategic direction of the municipality for the past four financial years, since this is the last financial year of this IDP Generation.
- To review service delivery mandate of Nongoma Local Municipality that will inform the Reviewed 2021/2022 IDP & Budget;
- To review the Municipality's mission, vision, strategic objectives and organogram in line with reviewed government priorities as contained in the NDP, PGDP and DGDP; State of the Nation Address; State of the Province Address, and other various applicable policy directives;
- To create a platform for the necessary culture of organizational Teamwork; Integration; and alignment across the Municipal machinery

The following information is a reflection on reviewed Vision, Mission, Values, Strategic Priorities and Strategic Objectives.

"TO BE A CARING AND RESPONSIVE MUNICIPALITY, GUIDED BY UBUNTU-BOTHO"

Nongoma being the seat to the Zulu King shall have a noble living space depictive of the king's equal provision of royal treatment to all of his subjects. By 2030 Nongoma should have adequate, **environmentally sustainable** and top-quality **basic infrastructure and services** equally distributed to all citizens. **Human development** opportunities will be easily accessible and there shall be **job opportunities** for the employable. The people shall be **healthy, safe** and **celebrating their arts, culture and heritage**.

NONGOMA SPATIAL DEVELOPMENT VISION

Spatial Development Vision of the Nongoma municipality in line with the above-indicated municipal (IDP) vision is herein articulated:

"By 2040, Nongoma Municipality will have an efficient, just, resilient, and environmentally sustainable, culture conscious and economically sound spatial structure."

MISSION

"Inspired by the philosophy of ukuzakha nokuzenzela, we will provide timeous and sustainable services"

MUNICIPAL GOALS

- Improve institutional efficiency and effectiveness
- Improve financial viability and sustainability
- Responsive, transparent, participatory and accountable municipal governance
- Improved basic service delivery and infrastructure development
- Improved inclusive economic growth and community development
- Improved spatial equity and environmental sustainability

1.2.1. Key Challenges facing the municipality

A comprehensive articulation of the challenges faced by the municipality is included as a conclusion to the analysis section of this document.

- High unemployment rate characterised by Youth unemployment
- Mostly indigent households
- Poor land use management, characterised by excessively congested town
- Grant-reliant municipality with poor revenue collection

1.2.2. Key Outcomes for the Nongoma Local Municipality

1. Eradication of poverty through food security and job creation
2. Unlock economic sectors within the municipality that have potential for growth and attraction of potential investors
3. Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives and Emerging Contractors
4. Social development (youth, women, senior citizens, people living with disability) in sports, in the economy and skills development.
5. Embrace the principles of good corporate governance and accountable and disciplined administration;
6. Health and safety for all residents of Nongoma
7. Efficient and effective spatial planning and development, and disaster management
8. Efficient and effective safeguarding and proper management of municipal assets
9. Effective and efficient communication within the institution, and to all stakeholders including community in line with Batho Pele principles
10. Practice sound, fraud and corrupt-free financial management practices for long-term sustainability of the municipality.

1.2.3. Measuring Progress

Nongoma municipality will use a Performance management System to measure progress made in the achievement of set objectives. A Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review, and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. Furthermore, a municipality's PMS must also facilitate increased accountability, learning, improvement, provide early warning signals and facilitate decision- making.

The municipality has chosen the Key Performance model of the PMS. In the said model all indicators are grouped together under the national key performance areas as per the Systems Act and the local key performance areas as per the municipality's IDP. The said Model therefore enables the municipality to assess its performance based on the national and its own local key performance areas.

The following KPAs inform the OPMS of the Municipality:

1. Municipal Transformation and Institutional Development
2. Service Delivery and Infrastructure development
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation
6. Cross Cutting Interventions

Service Delivery Priorities are as follows:

1. Poverty Alleviation
2. Food Security
3. Skills Development
4. Revenue enhancement
5. Spatial planning and development
6. Good Governance and Clean Administration.

Further elaboration is made in the Strategic Agenda of this IDP document.

1.2.4. DEVELOPMENT OF THE 2021/2022 INTEGRATED DEVELOPMENT PLAN

Central to the review of the 2021/2022IDP is the IDP Process Plan, which provides a framework upon which an IDP review process would happen. The process of reviewing the IDP was driven in-house. In line with Section 30 of the Municipal Systems Act which allows the Mayor of a municipality to assign the responsibility of IDP drafting process to the Municipal Manager; The IDP/PMS Unit in the office of the municipal Manager has been responsible for Day-to-Day Management of the IDP drafting process.

As a requirement towards the development/review of the IDP; an IDP Steering Committee must be formulated. Membership of the Nongoma IDP Steering Committee includes Senior and Middle management. The committee is functional since it draws it functionality from bi-weekly sitting of the Extended MANCO. One extended MANCO meeting in a month is translated into an IDP Steering Committee meeting whereby all IDP-related matters are discussed.

Nongoma top MANCO (Senior Management) serves as a technical team responsible for various functions which include the following among others, the development and implementation of IDP process plan. The Municipal Manager is the chairperson of the IDP Steering Committee.

The IDP Manager compiles the IDP document through consultation with various sets of information and directs its output to the IDP Representative Forum for debates and further inputs and refinement of the plan. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support throughout the planning process.

Key elements that have been addressed in the IDP Review process include:

- Issues raised by the Auditor General on the 2019/2020 Financial and Performance report
- MEC comments and comments received from the various role-players in the assessment of the IDP Review documentation for 2020/2021
- Shortcomings and weaknesses identified through self-assessment including poor coordination and management of the planning process, inadequate participation of internal structures in IDP process, poor public participation process and lack of performance monitoring and evaluation mechanisms
- Review of the Strategic elements of the IDP based on new council’s priorities and management objectives
- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process
- Alignment of the IDP with newly completed Sector Plans;
- The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework.
- The service delivery imperatives in relation to COVID-19 pandemic.

1.2.5. ISSUES RAISED BY THE AUDITOR GENERAL ON THE 2019/2020 & PERFORMANCE REPORT

All issues raised by the Auditor General (AG) in the 2018/2019 Audit were addressed during 2020/2021 FY. These include:

- Insufficient IT Steering Committee meetings held: During 2020/2021 FY, IT Steering Committee meetings have been sitting accordingly.
- Absence and non-sitting of Risk Management Committee: subsequent to the formulation of the Risk Management Committee; the meetings have been sitting accordingly.
- Public Participation Strategy: The Public Participation strategy was tabled to council in the 1st quarter of 2020/22021 FY

The Audit Action Plan in response of the issues raised by the AG in the 2019/2020 Audit report is attached as Appendix 5. In terms of the findings; Financial Statements presented fairly in all material respects. Financial Statements submitted were free from Material Misstatement. Regarding Annual Performance Report, the municipality received an unqualified audit opinion. There were no material findings on the usefulness and reliability of the reported performance information for the basic service delivery and infrastructure development objective

Regarding Performance-related issues, the municipality took cognizance of its performance as per the 2019/2020 Annual Report. Consideration has also been made on the 2020/2021 Q1 to Q3 performance reports, for these reports provided the municipality with an indication of how it would perform at the end of the 2020/2021 financial year.

1.2.6. MEC COMMENTS ON THE 2020/2021 IDP

KEY PERFORMANCE AREAS (KPA)	COMMENTS BY THE MEC	RESPONSE/PROGRESS MADE IN ADDRESSING THE COMMENTS
Municipal Transformation and Institutional Development	- Fill critical vacant posts - Indicate Employment Equity Targets	All but one critical vacant post (senior management level) have been filled. The outstanding post Corporate Services) would have been filled by the end of April. At the time of tabling of the draft IDP to council, the municipality was awaiting competency test for the top two candidates. Employment Equity Targets articulated
Basic Services Delivery and Infrastructure Development	- Issues of transport infrastructure were well dealt with; however, the department requests the municipality to prioritize the development of the LITP. - The municipality is commended for undertaking the solid waste management and for dealing with issues of solid waste in the IDP and for having an approved IWMP that is waiting for endorsement by the department of EDTEA.	The development of LITP will be considered and budgeted for in the financial year under planning.
Local Economic Development	- Although the LED Strategy has been reviewed and adopted in 2019 there should be an annual review of the implementation mainly to track the implementation of the initiatives - Develop a system that allows for structured communication with businesses, Have structured engagements with both the traditional authority and the Zululand Chamber of business - Define backlog and pronounce on the contribution to Provincial Targets for ECD, Skills development, Access to Water and Sanitation (per norm and standard), Total number of jobs to be created on sectors of the economy	Implementation plan articulated on pages 147 and 148
Financial Viability &	- The municipality is commended for a well-structured	Grant dependency is articulated in section

Management	KPA - The level of grant dependency should be indicated in the next review	**3.6.13: Loans/Borrowings & Grant Dependency** (Refer to page 202)
Good Governance and Public Participation	- The municipality must fast-track the adoption and promulgation of its by-laws. - Please indicate in IGR reports are tabled to Council	LED-related by-laws have been promulgated. Others are in the process towards promulgation. A list of all by-laws indicating the status quo will be articulated in the final document.
Cross Cutting Issues	- Strategic intervention areas are indicated but with no mapping; - No mapping of alignment with neighbouring municipalities in the IDP; - Strategic intervention are indicated but with no mapping	− Strategic Intervention areas: Refer to page − Mapping of Alignment with neigbouring municipalities: Refer to page 242 − Strategic intervention (Mapping): Refer to page

1.2.7. Strategic Approach to Development

Central in ensuring that Nongoma municipality delivers on its mandate is the alignment to the Provincial Growth & Development Strategy (PGDS) and the Zululand District Growth & Development Plan (DGDP). Alignment with these plans will further be enhanced in the Nongoma Spatial Development Framework (SDF) that is currently being reviewed.

Both the PGDS and Zululand DGDP have been translated into strategic Nongoma LM strategic objectives along the National Key Performance indicators; as indicated below:

PGDS Strategic Goals	DGDP Strategic Goals	IDP KPAs					
		Inst. Trans. and Dev.	Basic Service Delivery	LED	Financial Viability	Good Governance	Cross Cutting
1. Inclusive Economic Growth	1. Expanded District Economic output and increased quantity and quality of employment opportunities		To provide high quality infrastructure network to support improved quality of life and economic growth	To create an enabling environment for economic growth and job creation			
2. Human Resource Development	2. Enhanced quality of district human resources	To provide and promote institutional and organizational development and capacity building				To ensure Institutional accountability and transparency	
3.Human and Community Development	3. Improved quality of life and life expectancy			To improve the quality of lives for the people within Nongoma municipality			
4. Strategic Infrastructure	4. High quality infrastructure network to support improved quality of life and economic growth		Ensure continuous operations and maintenance of the existing infrastructure to ensure functionality	To provide high quality infrastructure network to support improved quality of life and economic growth			
5. Environmental Sustainability	5. District characterized by integrity and quality of its physical						Maintain and improve the environmental

	environment and underpinned by a coherent spatial development						integrity of Nongoma municipal area of jurisdiction
6. Governance and Policy	6. Excellence in governance and leadership				To ensure sound financial viability and management	To integrate Risk Management, Compliance processes into performance management system of the organization	
7. Spatial Equity	5. District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development						To promote a functionally structured urban and rural spatial development pattern guided by identified nodes and corridors through an effective land use management system

Furthermore, the Strategic Agenda of the IDP is guided by the six KPAs which are:

- Municipal Transformation and Institutional Development
- Basic Service Delivery and Infrastructure development
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Cross Cutting Interventions

Other National government planning imperatives such as the National Development Plan (NDP) will be used in conjunction with the PGDS, the DGDP and the IDP. This approach will ensure that the five-year lifespan of the IDP is further supported by long-term planning approaches that would ensure sustainability of municipalities for a foreseeable future.

1.2.8. Summary of Activities for the 2021/2022 IDP Preparation Process

KEY ACTIVITY	KEY OUTPUT	BY WHOM?	TARGET DATE
MANCO MEETING (STEERING COMMITTEE)			**BI-WEEKLY**
1. Development & Submission of the Process Plan	IDP Process Plan	Steering Committee	30 July 2020
2. Council Adoption of the Process Plan	Council Resolution	MM	30 July 2020
3. Advertisement of the Process Plan	Copy of an advert	IDP/PMS Unit & Finance	14 August 2020
4. Provincial IDP Feedback Session (IDP Indaba)	Feedback on credibility of the IDP	COGTA	23 September 2020
5. Zululand IDP Feedback session	Feedback on credibility of the IDP	COGTA	05 November 2020
MANCO MEETING (STEERING COMMITTEE)			**BI-WEEKLY**
IDP REPRESENATIVE FORUM			**04 September 2020**
6. Compilation of Situational Analysis	Status quo reports	Heads of Departments	30 November 2020
7. Municipal-wide analysis	**Needs Analysis reports**	**MM, Mayor & Council**	**14 December 2020**
STRATEGIC PLANNING SESSION			**24-26 March 2021**
8. Identification of Priority Issues	Priority issues report	Steering Committee	24-26 March 2021
9. Consolidation of Analysis results	Analysis Chapter of the IDP	IDP/PMS Unit	24-26 March 2021
10. Development of Objectives & Strategies	Draft Strategies	Municipal Departments	24-26 March 2021
11. Identification of Priority Projects	Draft list of 2019/2020 Projects	Portfolio Committees	24-26 March 2021
MANCO MEETING (STEERING COMMITTEE)			**BI-WEEKLY**
12. Alignment of municipal Infrastructure Plans with the KZN Integrated Infrastructure Master Plan	Sector departmental projects identification	Sector Departments and IDP/PMS Unit	26 March 2021
13. Finalization of the Drat IDP Document	Draft IDP	IDP/PMS Unit	31 March 2021
14. Opportunity for Comments by Provincial/National Departments & Parastatals	Attendance and presentation at Provincial Assessments week	Heads of Departments and IDP/PMS Unit	
15. Opportunity for Public Comments	Municipal-wide Public Consultation Meetings	Municipal Council	
MANCO MEETING (STEERING COMMITTEE)			**BI-WEEKLY**
IDP REPRESENATIVE FORUM			
16. Final Adoption of the IDP	Final IDP Document	Council	28 May 2021
17. Submission of an IDP Document to COGTA	Final IDP & Acknowledgement letter from COGTA	IDP/PMS Unit	07 June 2021
18. Advertisement of the IDP Document for Noting	Copy of an advert	IDP/PMS Unit & Finance	09 June 2021

2: PLANNING AND DEVELOPMENT PRINCIPLES/GOVERNMENT POLICIES AND IMPERATIVES

2.1. Introduction

The Integrated Development Planning (IDP) is a process by which Nongoma Local Municipality prepares its strategic development plan for the 2021/2022 review. The Integrated Development Planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, and responsive and assumes a performance-driven character.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the Nongoma municipal area of jurisdiction without compromising the institutional capacity required to implement and co-ordinate the efforts needed across sectors and relevant spheres of government. The IDP is, therefore, the principal strategic planning instrument which guides and informs all planning, budgeting and all development in the Nongoma municipal area of jurisdiction.

Priorities and actions identified in this IDP will inform the structure of the Municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the Municipality.

Reflected on this document is the development mandate that the Council intends implementing. The following issues have been considered during the preparation of the IDP document:

- Responding on the Outcome Delivery Agreement (Outcome: 12) and its seven (7) outputs, as signed by the Minister (COGTA); all nine (9) Provincial COGTA MECs and all Mayors on the 1st of October 2010;
- Responding to KZN priority issues;
- Addressing Local Government manifesto;
- Responding to the comments and issues raised by the MEC for COGTA (KZN) in the 2019/2020 IDP;
- Responding to issues identified as part of the Back-2-Basic support plan for the municipality;
- Strengthening focused community and stakeholder participation in the IDP processes; and
- Aligning Sector Departments' strategic plans to the municipal priorities and service delivery programmes.

This document has also been informed and is aligned to the following strategic documents and National and Provincial strategic objectives:

- Global goals for Sustainable Development;
- National Development Plan;
- National Infrastructure Plan;
- Back-to-Basics;
- Provincial Growth and Development Strategy;
- Operation Sukuma Sakhe
- District Growth and Development Plan; and
- National Delivery Outcome Agreements (especially outcome nine (9) in relation to Local government and municipalities).

2.2. Sustainable Development Goals (SDGs)

The Sustainable Development Goals, otherwise known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015. The MDGs, adopted in 2000, aimed at a range of issues that included decreasing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all. The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people.

At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The following goals were adopted:

1. Zero Poverty
2. No Hunger
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
13. Climate Change
14. Life Below Water
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnerships for the Goals

2.3. National Development Plan

Through a Diagnostic Report, the National Development Plan identified nine key challenges which are:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster growth;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A widespread disease burden is compounded by a failing public health system;
- Public services are uneven and of poor quality;
- Corruption is widespread; and
- South Africa remains a divided society

The Planning Commission then identifies two challenges that are interrelated those being, too few people work and the quality of education for the majority is poor. Basically the NDP contains proposals for tackling the problems of poverty, inequality and unemployment.

The key challenges identified in the National Development Plan are deeply rooted within the District and as such, the approach of the IDP will seek to develop strategies that will tackle these challenges.

2.4. State of the Nation's Address (SONA)

The State of The Nation Address marks the opening of parliament for the New Year. While the SONA allows the head of State to report back on his administration's progress over the past year, it also set out the administration's agenda and priorities for the next year. This in turn affects and informs the budget speech. During SONA 2021, President Ramaphosa highlighted the following issues he said would underpin Government's intervention:

KEY POINTS	INTERVENTIONS	RELEVANCE TO NONGOMA LM
Covid-19 Pandemic	Nearly 1.5 million people in our country are known to have been infected with the virus. More than 45,000 people are known to have died. Beyond these statistics lies a human story of tragedy and pain. There is no family, no community and no place of work that has not lost someone they knew, worked with, and loved. The devastation caused by this virus could have been far worse, dad the government not moved quickly to restrict movement and activities.	Nongoma municipality is one of the municipalities hit hard by the covid-19 pandemic. This is evidence in the increase number of funerals. The municipal Disaster management team reported about 3 funerals a day.
Covid-19 vaccines	The state was informed that one of the vaccines that we had procured, the AstraZeneca vaccine offers minimal protection from mild to moderate infection by the new variant known as 501Y.v2. This is according to early findings of a study by scientists and researchers. The first phase of vaccination programme, which is targeted at health and other frontline workers, would now use the Johnson & Johnson vaccine, which had been shown to be effective against the 501Y.V2	The delays in the roll-out of the vaccination programme would affect the municipality, especially the elderly, who have been the most affected by the pandemic. Most people to have lost their lives due to the pandemic have been the elderly, thus leaving a trail of child-headed households. The municipality through the Local Command Council must

	variant. The country had secured 9 million doses of the Johnson & Johnson vaccine	intensify covid-19 related awareness campaigns and ensure that all Covid-related protocols are observed.
Unemployment	Over the past year, South Africa has experienced a sharp decline in growth and a significant increase in unemployment. There were 1.7 million fewer people employed in the third quarter of 2020 than there were in the first quarter, before the pandemic struck. Unemployment rate currently stands at a staggering 30.8%.	At the forefront of Nongoma municipality's strategic intervention is Youth emancipation.
Employment stimulus	The largest numbers of jobs will be created by the private sector in a number of industries as the economy recovers. Government continues to work in a social compact with the private sector to create a more conducive environment for them to be able to create jobs. The compact with the private sector is underpinned by a clear commitment to grow our economy and to create jobs. However, the public sector has a responsibility to stimulate job creation both through its policies and through direct job creation opportunities. The Presidential Employment Stimulus is one of the most significant expansions of public and social employment in South Africa's history.	Through Department of Economic Development, Tourism and Environmental Affairs; the municipality is constructing KwaMajomela Small Scale Manufacturing And Value Add Services Centre Infrastructure. This project aims to establish a small-scale manufacturing facility in KwaMajomela. It would also be extended to cater for other sectors of the economy i.e. a general purpose (mixed use) facility that includes value-adding services that can benefit other types of small enterprises
Eskom	Restoring Eskom to operational and financial health and accelerating its restructuring process is central to this objective. Eskom has been restructured into three separate entities for generation, transmission and distribution. This will lay the foundations for an efficient, modern and competitive energy system.	N/A
State-owned enterprises (SOEs)	To support government reform process, the Presidential State Owned Enterprises Council has outlined a clear set of reforms that will enable these vital public companies to fulfil their mandate for growth and development. Overarching legislation for state-owned companies will be tabled in Cabinet this financial year and Parliament in the next the financial year.	N/A
Land redistribution	To date, government has redistributed over 5 million hectares of land, totalling around 5,500 farms, to more than 300,000 beneficiaries. This is in addition to the land restitution process, which has benefited over two million land claimants and resulted in the transfer of around 2.7 million hectares. The state also pursuing programmes to assist smallholder and emerging farmers with market access, to develop skills across the entire agricultural value chain and increase the number of commercial black farmers. During the course of the next financial year, government will establish a Land and Agrarian Reform Agency to fast-track land reform.	Nongoma municipality notes that most land within its area of jurisdiction is in the hands of the Ingonyama Trust. The municipality also note that agriculture and tourism potential have not been fully exploited in Nongoma, and that land security is central in realising the full potential of the indicated sector.

Corruption	Corruption is one of the greatest impediments to the country's growth and development. The revelations from the Zondo Commission of Inquiry lay bare the extent of state capture and related corruption. Testimony at the Commission has shown how the criminal justice system was compromised and weakened. It is therefore vital that we sustain the momentum of the rebuilding effort that we began three years ago. There has been great progress in turning around law enforcement bodies. Critical leadership positions have been filled with capable, experienced and trustworthy professionals.	The municipality is committed to instituting consequence management where necessary. The municipality is also in a process of implementing recommendations on the Forensic investigation conducted by COGTA.
Crime and Violence	Crime and violence continues to undermine people's sense of safety and security. Tackling crime is central to the success of our recovery. Crimes like cable theft, railway infrastructure vandalism, land invasions, construction site disruptions and attacks on truck drivers hamper economic activity and discourage investment. Government has taken steps and will continue to stop these crimes and deal with those responsible in terms of the law. Task teams have been set up in a number of provinces to deal with extortion and violence on sites of economic activity. It is also fast-tracking the implementation and capacitation of the Border Management Agency to curb illegal immigration and cross-border crime.	Taxi violence/killings in Nongoma are on the rise. At least one killing linked to taxi industry is reported every month. Nongoma municipality is one of the main hotspots in terms of Gender-based violence (GBV)

The Nongoma municipality's Key Outcomes are aligned and linked to the above 5 points indicated by the President.

2.5. The Provincial Growth and Development Strategy (PGDS)

The Provincial Growth & Development Strategy (PGDS) is based on the following goals:

- Inclusive Economic Growth (KPA 3: Local Economic Development & Social Development)
- Human Resource Development (KPA 1: Municipal Transformation & Institutional Development)
- Human and Community Development (KPA 1: Municipal Transformation & Institutional Development)
- Strategic Infrastructure (KPA 2: Basic Service Delivery & Infrastructure Development)
- Environmental Sustainability (KPA 6: Cross-Cutting Interventions/Issues)
- Governance and Policy (KPA 5: Good Governance & Public Participation)
- Spatial Equity (KPA 6: Cross-Cutting Interventions/Issues)

KPAs for the Nongoma LM Municipality are linked to the PGDS as indicated in brackets.

2.6. Provincial Growth and Development Plan (PGDP)

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the Province towards its 2035 vision. The cabinet the identified needs to further prepare an implementation in the form of PGDP. The DGDP is aligned to the PGDP. The 7 PGDP strategic goals are linked and informed the key outcomes for Nongoma municipality as outlined below:

1. Eradication of poverty through food security and job creation
2. Unlock economic sectors within the municipality that have potential for growth and attraction of potential investors
3. Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives and Emerging Contractors
4. Social development (youth, women, senior citizens, people living with disability) in sports, in the economy and skills development.
5. Embrace the principles of good corporate governance and accountable and disciplined administration
6. Health and safety for all residents of Nongoma
7. Efficient and effective spatial planning and development, and disaster management
8. Efficient and effective safeguarding and proper management of municipal assets
9. Effective and efficient communication within the institution, and to all stakeholders including community in line with Batho Pele principles
10. Practice sound, fraud and corrupt-free financial management practices for long-term sustainability of the municipality.

2.7. District Growth and Development Plan

The District Growth and Development Plan is meant to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals. In addition to the more detailed focus on the interventions identified by the PGDS-PGDP, the DGDP is expected to propose specific milestones that will have to be achieved per priority sectors. This will be refined in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that will be set for specific time horizons.

The KwaZulu-Natal Provincial Planning Commission facilitates and supports the lead departments to develop detailed trajectories to ensure that the roadmap is clear on what is required to achieve the 2030 Vision for KwaZulu-Natal. The current DGDP is due for a review as it was developed in 2014.

2.8. The District Development Model (DDM)

The District Development Model is a new integrated planning model for Cooperative Governance which seeks to be a new integrated, district-based, service delivery approach aimed at fast-tracking service delivery and ensure that municipalities are adequately supported and resourced to carry out their mandate.

It is a 25-35-year horizon that promotes “one plan, one budget” philosophy. While IDP is a legislated municipal strategic document; DDM is more of a coordinating document, placing more emphasis on Districts as centers of coordinating district-wide service delivery provisions.

It must be noted that while municipalities are still grasping with the concept of the DDM, there has not been much of coordination coming from the District. The issue needs to be addressed in an IGR level, and the roles and responsibilities ought to be clearly outlined to ensure alignment of the IDPs to the DDM.

2.9. The Back to Basics

President of the Republic of South Africa jointly with Minister: COGTA held Local Government Summit on the 18th of September 2014 with all municipalities countrywide in Gauteng Province.

The Back to Basics Programme is all about fulfillment of municipalities on their constitutional mandate i.e. Putting people / Community first for their lives to change for the better. Five (5) key pillars of Back to Basics Programme identified as follows:

- Basic Services;
- Good Governance;
- Public Participation;
- Financial Management; and
- Institutional Capacity

Through its participation in the Back-2-Basic programme, the municipality has seen an immense improvement in terms of running its affairs and has been identified as one of the functional municipalities within the Zululand District. Through the programme, its Performance Management System (PMS) has improved such that there were no material findings on the usefulness and reliability of the reported performance information.

Nongoma municipality has been doing exceptionally well in Back-to-Basics and has integrated B-2-B elements into the departmental SDBIPs, thus ensuring proper planning and reporting.

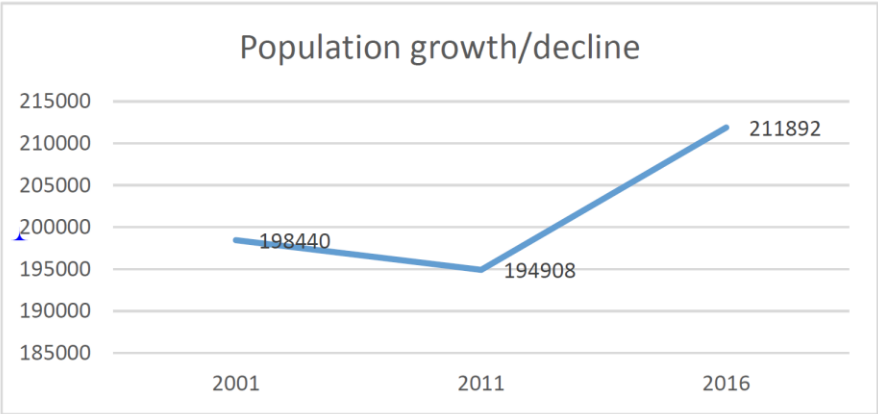
3: SITUATION ANALYSIS

3.1. DEMOGRAPHIC CHARACTERISTICS & SOCIO-ECONOMIC ANALYSIS

This section presents a report on the current demographic patterns and trends within Nongoma Local Municipality. It provides background and base information for the spatial strategy including the desired spatial structure and built form. It covers the demographic trends and patterns focusing mainly on population size, growth trends and distribution. Data from Statistics South Africa, census 2011 and 2016 Community Survey was used in the analysis.

3.1.1. POPULATION SIZE & GROWTH

Figure 3: Nongoma Population Growth/Decline



Nongoma LM had a population of 198 440 in 2001 while in 2011 the population decreased to 194 908. This indicates a decrease by 3 532 people in a period of 10 years. Thus, a negative growth rate of 0.18% was experienced between this period. In the 2016 Community Survey by Statistics South Africa, Nongoma LM recorded a population of 211 892 which is a positive growth rate of 1.69% from 2011.

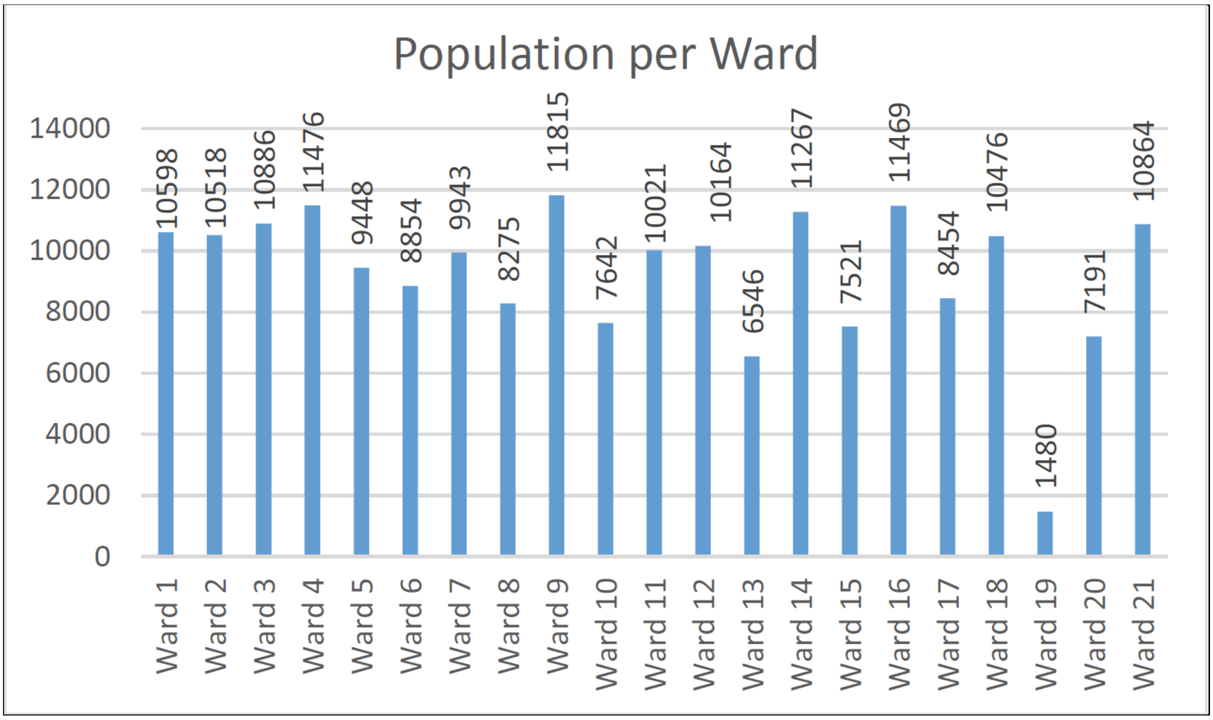
Table 1: Nongoma Population Growth Rate

	2001	2011	2016
Nongoma Population	198 440	194 908	211892
Population Growth	2001-2011 (-0.18%)		2011-2016 (1.69%)

3.1.2. POPULATION DISTRIBUTION

The population of Nongoma LM is unevenly distributed across 21 wards. In 2011, Wards 9, 4 and 16 were the biggest in terms of population size. Ward 19 has the smallest population of 1480, which accounts for 0.70% of the municipal population. Noteworthy, Ward 19 is the ward which accommodates the Nongoma Town Centre. This shows that there is minimal housing within the CBD in Nongoma.

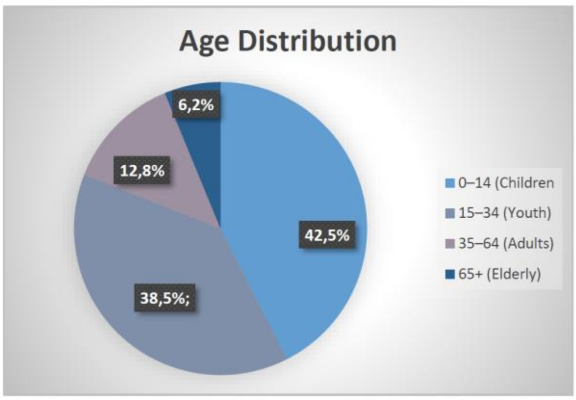
Figure 4: Nongoma population per ward (StatSa, Census 2011)



3.1.3. AGE DISTRIBUTION

Nongoma LM is made up of a largely youthful population. Approximately 42,5% of the population comprises of individuals who are less than 15 years old and thus not economically active. 81% of the population comprises of the youth. Approximately half of the population falls within working age (15-64), of which a large share includes young people. Against this background, and with rising youth unemployment in the country, efforts to municipal development should also be aimed at investments in education and the creation of employment opportunities.

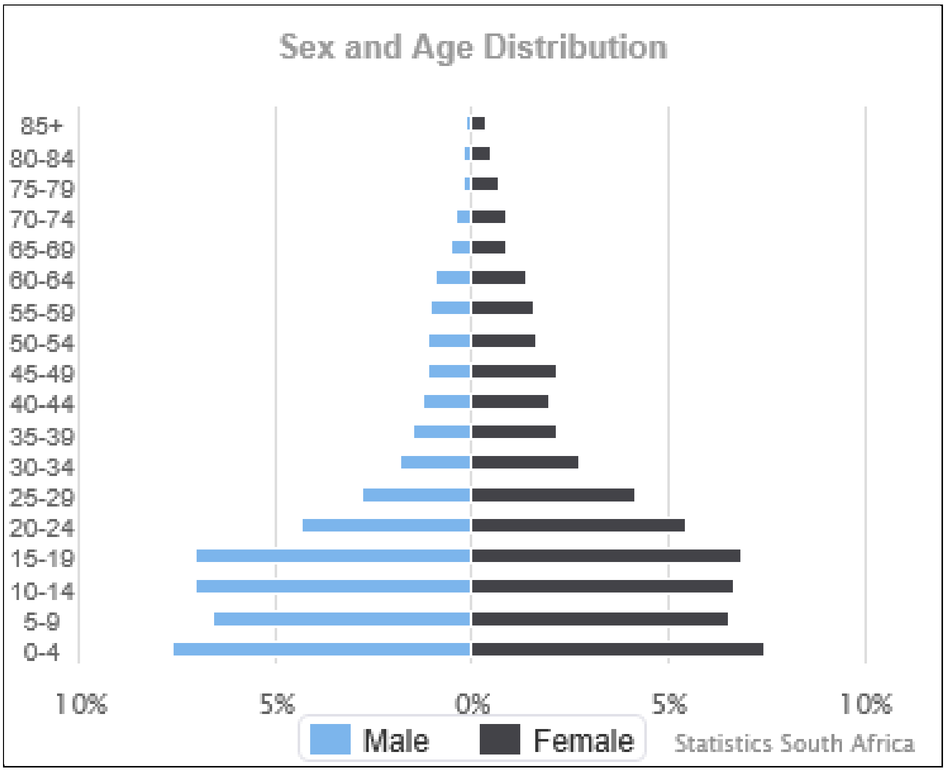
Figure 5: Nongoma Age Distribution, (StatSa, Community Survey 2016)



Figures 5 and 6 indicate that Nongoma has a bulk of children population, with 81861 children under the age of 15. The youth (15-34 years) comes in at 68646. Adults (35-64 years) and elderly (65+ years) are at 35027 and 9375 respectively (StatsSa, 2011).

A closer look at the age structure as depicted in figure 6, indicates an expansive pyramid which is wide at the base (i.e. lots of young children) implies that in Nongoma municipality there is high birth rate.

Figure 6: Sex & Age Distribution in Nongoma LM (StatsSa, Census, 2011)



3.1.4. DEPENDECY RATIO

Dependency ratio looks at the younger [population and the elderly in relation to the supposedly working age population. Low working age with high proportion of children and elderly indicate large dependency ratio. Figure 4 indicates that Nongoma municipality has a higher population of children, i.e 42.5% of the total population that is under 15 years of age (StatsSa, 2016). Even though the population age group of 60+ is not that high compared to the supposedly working population; the dependency ratio of Nongoma municipality is very high, as it sits at 87.8 in 2016 (it was 88.0 in 2011), StatsSa, 2016).

It should be noted that the unemployment rate in Nongoma municipality is at 49.3%, whereas the youth unemployment rate is at 59.9% (StatsSa, 2016). This then also affects and has a bearing on the dependency ratio.

3.1.5. DEMOGRAPHIC DIVIDEND ANALYSIS

Demographic dividend is a temporal opportunity for accelerated economic growth which comes from/benefits from a decline in fertility and mortality that result in a change in the age structure. The number one requirement for demographic dividend is a structure where there is more working population; and for it to happen there has to be a decline in fertility.

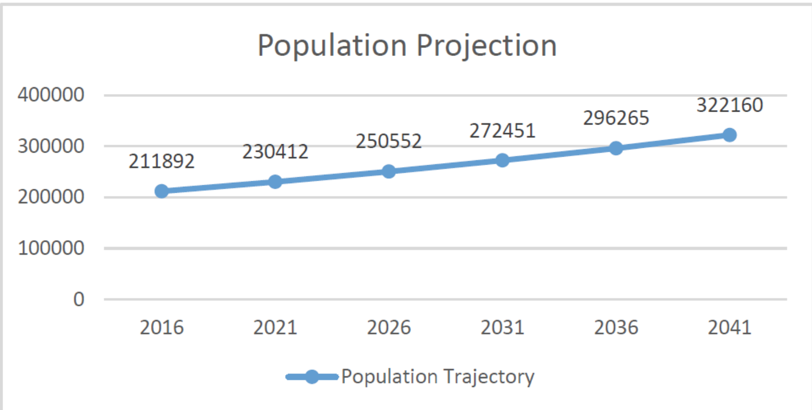
Based on the figure 6 indications are that the window for demographic dividend in Nongoma municipality is close, and the structure is not even marching towards the window. This is due to high fertility rate, the high number of children under the age of 15 years, the high rates of unemployment among the working group, and especially the high unemployment rate among youth.

Demographic dividend is neither automatic nor guaranteed. This then challenges the municipality to work with other sectors in implementing programmes that will not only accelerate rapid fertility decline in the municipality, but also ensure that there are programmes aimed at creating employment opportunities and that the supposedly working population is well educated, skilled, healthy and economically engaged.

3.1.6. POPULATION PROJECTIONS

Figure 6 presents a population projection based on the growth rate of 1.69% alluded to above. The graph shows an ascending trend which will have implications on service delivery, social facilities and human settlements. An increasing population also creates a threshold for varying intensities of development and provides human capital to support economic development.

Figure 7: Nongoma population projections



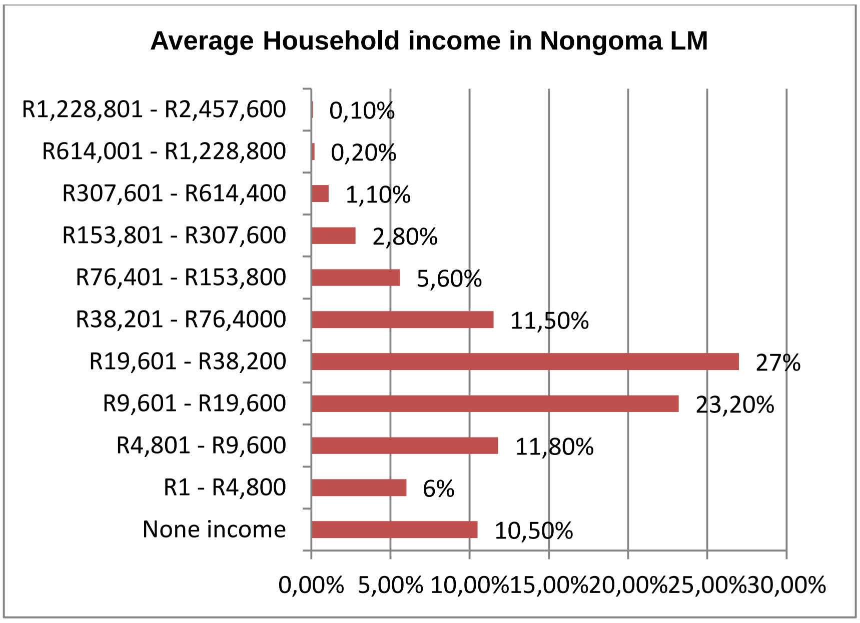
3.1.7. SOCIO-ECONOMIC ANALYSIS

The diagnostic assessment undertaken as part of the National Development Plan identified poverty, inequality and unemployment as the triple challenges facing South Africa. It further notes that these challenges are more severe in rural communities. This section provides an indication of the persistence of these challenges in Nongoma municipality using various elements as indicators.

3.1.7.1. INCOME LEVELS

Figure 7 shows that incomes generated on a monthly basis by individuals within the municipality are very low. A negative correlation exists between the number of individuals and income, as income increases, the number of individuals within higher income regions plummets significantly. 38,55% (75 132) of the individuals do not have an income at all.

Figure 8: Average Household income in Nongoma (StatSa, Census 2011)

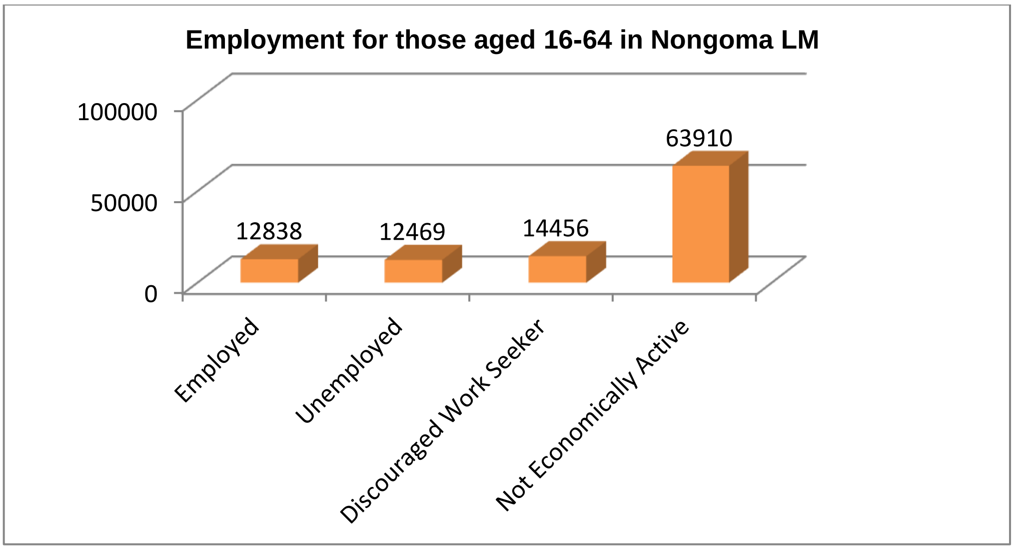


Noteworthy, is that 77.60% of those earning an income are within the income brackets of R1-R4800 and R9601 – R19200. These are the income regions within which the child grant and the old age pension grant administered by government are found. This signifies a profoundly welfare dependent community.

3.1.7.2. UNEMPLOYMENT AND ECONOMIC INACTIVITY

Figure 9 shows that only 6,59% (12 838) of the population is employed, while 6,40% (12 469) fall under the rubric of unemployed. The majority (63 910) of the population is classified as not economically active and accounts for 32,79% of the population. A need for the creation of job opportunities in the area exists. Projects and initiatives that will enhance the livelihoods of the local community are clearly in demand.

Figure 9: Employment Status in Nongoma (StatSa, Census 2011)



3.1.7.3. WELLFARE DEPENDANCY

Noteworthy from Figure 8 above, is that 77.60% of those earning an income are within the income brackets of R1-R4800 and R9601 – R19200 per annum. These are the income brackets within which the social wages in the form of the child support grant and the old age pension grant administered by government are found. This signifies the existence of profoundly welfare dependent communities.

This is further accentuated by information obtained from the South African Social Security Agency (SASSA), as indicated in the table 2 below. The data indicates there are 22 357 grants disbursed at the Nongoma A SASSA Local Office and 76 181 grants at the Nongoma B SASSA Local Office. The majority (61,90% and 80,26% respectively) of these are Child Support Grants, followed by the Old Age Grants at 24,35% and 10,11%, respectively.

Table 2: Number of Grants in Nongoma A&B Local Offices, SASSA 2020

GRANT TYPE	Nongoma-A-Local Office		Nongoma-B-Local Office	
	No. of grants	***Percentage***	***No. of grants***	***Percentage***
Care Dependency Grant	242	1,08%	883	1,16%
Child Support Grant	13 840	61,90%	61 143	80,26%
Disability Grant	2 293	10,26%	4 747	6,23%
Foster Child Grant	539	2,41%	1708	2,24%
Old Age Grant	5 443	24,35%	7 700	10,11%
Total	**22 357**		**76 181**	

3.1.7.4. POVERTY

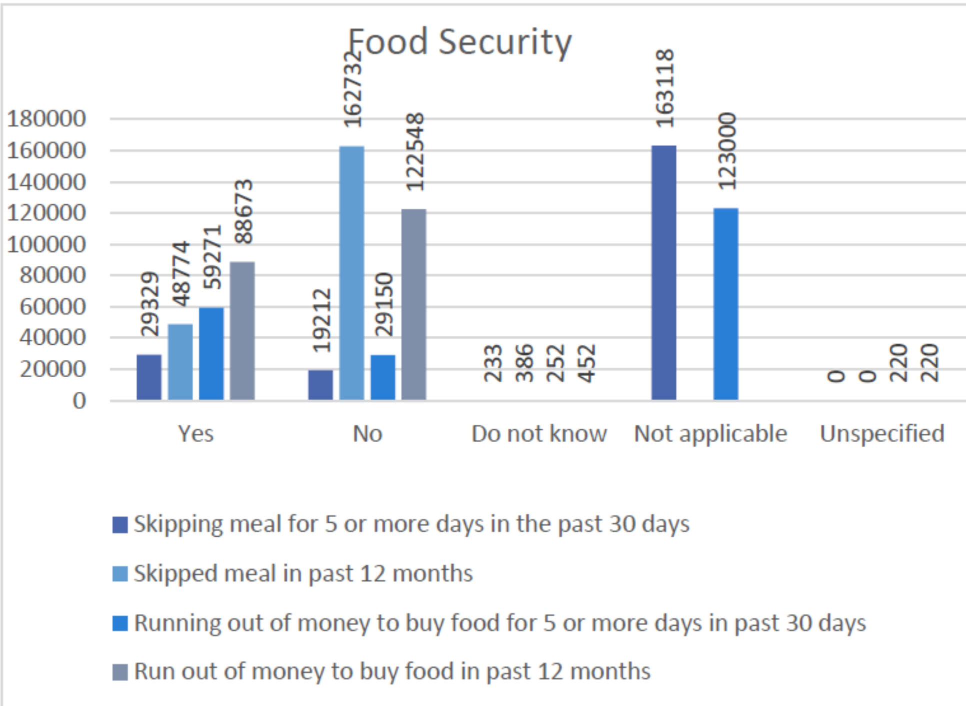
In line with prevailing national trends, the poverty found within Nongoma municipality is generally concentrated in the rural areas and noting that Nongoma is a largely rural municipality. There are various indicators that can be used to determine poverty within the municipality, however hunger and food insecurity are viewed as the main and most accurate expressions of poverty in this regard.

The Statistics SA 2016 Community Survey data (Figure 10) provides the following, as an indication of the prevailing poverty levels in the area:

- 27,97% of the population indicated that they had run out of money to buy food for 5 or more days in the past 30 days.
- 41,85% of the population indicated that they had run out of money to buy food at a certain point in the past 12 months.
- 13,84% of the population indicated that they had skipped a meal for 5 or more days in the past 30 days.
- 23,02% of the population indicated that they had skipped a meal at a certain point in the past 12 months.

This inability of a portion of the population to provide for their own food stems from having no incomes or low incomes and the inability to access income remains one of the most obvious expressions of poverty. More than 75% of the population within the municipality either have no incomes or earn less than R4800 (R400 per month). This puts the majority below the food poverty (extreme poverty) line[1].

Figure 10: Food security challenge in Nongoma



[1] A poverty line generally refers to an amount of money per month that sets a boundary between being "poor" and "non-poor". The inflation-adjusted food poverty line as defined by Stats SA was R335 in 2011 and is now R547 in 2018, per person per month

3.1.8. HOUSEHOLDS CHARACTERISTICS

According to 2016 Community Survey, there are 36409 households in Nongoma municipality with the average size of 5,5 per household. This is about one-fifth of the figure in Zululand (178 516) and less than 10 percent of the figure in KwaZulu-Natal: 2 875 843. Of these households, 5,7% are informal dwellings; about 10 percent higher than the rate in Zululand (5.17%) and two-thirds of the rate in KwaZulu-Natal at 8.53%.

3.1.8.1. FEMALE & CHILDREN-HEADED HOUSEHOLDS

60,3% of the total households are classified as female-headed households. This is about 10 percent higher than the rate in Zululand (53.83%) and about 25 percent higher than the rate in KwaZulu-Natal: 47.44%. 396 households are headed by a person younger than 18 years of age, which is about one-fifth of the figure in Zululand at 2,034; and less than 10 percent of the figure in KwaZulu-Natal at 20,048.

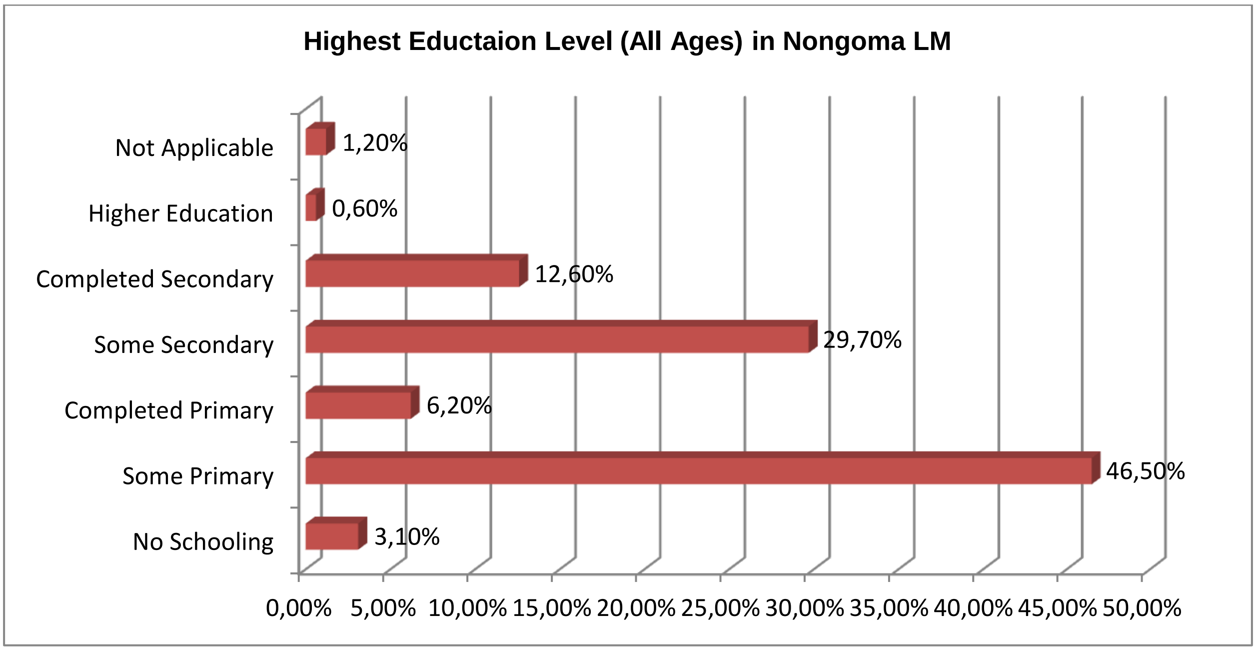
This may be attributed to historical male migration due to the migrant labour system, greater male mortality rates due to pandemic diseases, divorces or other social ills.

This form of family structure emphasizes the need for interventions and the direction of resources towards these households since children and females are commonly treated as some of the vulnerable and under resourced groups in society.

3.1.8.2. FUNCTIONAL LITERACY

Figure 11 shows that functional literacy levels are very low considering that 20,36% of the population has not / never attended school and only 3,02% completed primary education. These can be categorised as people who are functionally illiterate.

Figure 11: Education Levels in Nongoma LM (StatsSa, 2011)

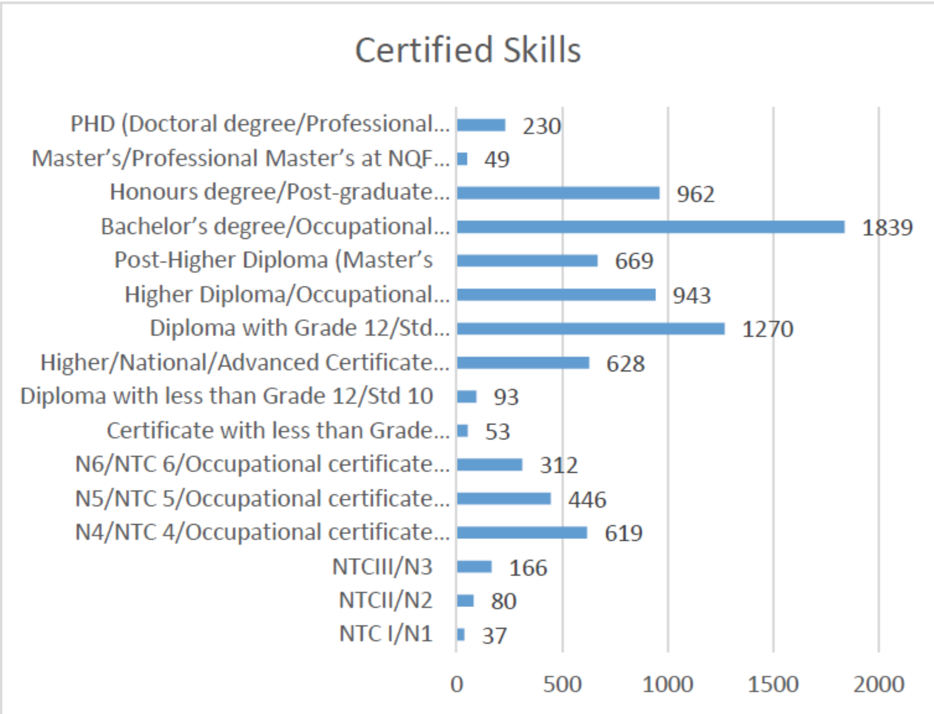


Functional literacy, in simple terms, involves being able to manage daily living and employment tasks that require reading, writing and performing basic mathematical calculations. Functional literacy is critical for improving the capacity of people to address environmental and development issues. The levels of literacy in this regard are gauged by making inferences using data on educational attainment.

The low literacy levels illustrated in Figure 11 are interrelated with and translate to the lack of a skilled populace in the area. They present challenges in terms of obtaining a skilled workforce and also the creation of sustainable job opportunities.

Figure 12 provides a breakdown of these tertiary education attainments / certified skills. The majority (21,90%) of the skilled have degree level qualifications and to a lesser extent (15,13%) diploma level qualifications. National trade courses (N1-N6) account for a 19,76%. However, it is noted that the skills existing within the municipality are not limited to those indicated in Figure 12 as there would be individuals who are skilled in other trades, but without formal certifications.

Figure 12: Certified Qualifications (StatSa, Community Survey, 2016)



3.1.9. IMPLICATIONS

The analysis of the prevailing socio-economic status outlined above indicates that the area faces a number of issues that cut across some of the key performance areas and administration / service delivery programs as outlined in the IDP. A few key issues clearly stand out. These include that the area comprises of generally impoverished communities / households with low incomes. Noteworthy, these issues emphasize the inability of these households to provide for their own social needs.

A ripple effect is noted whereby the low literacy levels lead to the lack of skills and unemployment and the unemployment, leads to low income levels, with the result being poverty (refer to figure 13). Interventions are needed to break this vicious self-perpetuating cycle, which keeps the local communities in poverty traps. Much needs to be done to ameliorate the standards of living in the area and create sustainable job opportunities.

There is also a clear need to enhance the human development levels of the people in the area. In doing this, it is important to avoid a skills mismatch by ensuring that the skills produced are in line with the current requirements of the industry.

3.1.10. ASSESSMENT OF THE EXISTING LEVEL OF DEVELOPMENT IN THE MUNICIPALITY

An in-depth assessment of the existing level of development in Nongoma municipality is articulated through the Key Performance Areas (KPA) status quo analysis in this document. However, such an assessment is worth highlighting in this section:

- **Electricity:** In terms of access to electricity, Nongoma municipality is moving towards universal electricity access, and is currently standing at 86.4%, and therefore less than 15% is without access to electricity of which the majority is the infills.

- **Waste Collection** services in Nongoma LM only covers Nongoma town and parts of adjacent settlements such as White City and Deleni until Benedictine hospital. This amount to only 1.1% of access to waste collection services. As such, just above 90% of the Nongoma households do not have access to waste collection services.

- **Water:** Water remains a challenge for most households in Nongoma. Over 26.6% of the Nongoma households have access to water. This includes 10.5% (piped water inside yard); 8.9% (piped water on community stands) and 6.8% (Rainwater tanks). Over 70% of households do not have access to water services; majority (54%) of which access water from rivers.

- **Roads**: While the municipality has embarked on gravelling and re-gravelling of rural roads; these roads are generally in poor condition and are often inaccessible during the rainy season. The poor state of roads impedes communities from accessing community facilities such as clinics.

- **Human Settlements**: Approximately 27 489 households (78,79%) of households in Nongoma Municipality are eligible for low cost housing subsidies based on income criteria. The indigent status of the majority of households suggests a high need and demand for low-cost houses.

3.1.11. IDENTIFICATION OF THE MOST-DEPRIVED WARDS

The following ward constitutes of people that are under the Deprivation Trap:

- Ward 1,
- Ward 3 and
- Ward 5

These wards constitute of mostly indigent families and are characterised by poor provision of basic services such as water. These wards are also excluded in terms of road network connections, such that they are characterised by poor access roads. Ward 1 in particular is does not have access to a health facility, with the nearest clinic some 24 KM away and a hospital about 65 KM away. Most part of the ward still rely on rivers, wells for source of water.

3.2. ANALYSIS OF CROSS-CUTTING ISSUES

The Nongoma Local Municipality Spatial Development Framework (SDF) fulfils the legal requirements set out in the Spatial Planning and Land Use Management Act (Act No. 16 of 2013). The SDF was adopted by the council in July 2020. The SDF is attached as Appendix 4.

3.2.1 SPATIAL ANALYSIS

3.2.1.1. SETTLEMENT CHARACTERISATION

The Nongoma Municipality is mainly covered by settlements, but of a limited typology. There is a limited hierarchy of settlements, ranging from dispersed rural settlements, denser rural settlements to urban settlements. Nongoma town, other extra-municipal towns, and some nodal areas such as Nyokeni, Buxedene & Esiphambanweni support the functioning of the rural settlements.

1. URBAN SETTLEMENTS

Nongoma Town (incorporating White City) is the main and only urban area within the municipality, with a sphere of influence that expands to various intra-municipal rural settlements. The town has since become a somewhat dilapidated rural town with ailing infrastructure, and a lack of aesthetic appeal – check development framework. The town also experiences a high level of congestion, in particular with regards to vehicular traffic and pedestrian movement and also does not have sufficient parking.

This may be attributed to the fact that the town essentially has one main street, where most commercial activities are clustered. This street can be classified as an intensive activity corridor, flanked by intensive levels of economic activity and to a lesser extent social activity.

The residential township component of the town which includes a township viz. White City has also been subjected to urban decay. The township exhibits a more defined and formal geometrically designed and laid out settlement structure. However, there are also rural settlements within the Nongoma townlands which border the town centre.

With the aim of addressing the abovementioned challenges, the Municipality adopted the Nongoma Urban Development Framework. This is part of the Municipality’s plan to extend the clustered Nongoma town by creating a new strategically located growth area and also to attract investment, with the ultimate aim being to improve the functionality of the Nongoma town as a whole.

2. TRADITIONAL COUNCIL AREAS

The Nongoma municipality includes vast tracts of land registered in the name of the Ingonyama Trust and falling under the jurisdiction of Traditional Councils (refer to map 5). In fact, 99% of the land is owned by ITB and 99% of the land is under Traditional Councils. Almost all the rural settlements which are the subject of discussion below are located under traditional council areas and subject to the traditional policies of traditional councils thereof. The Traditional Councils located within Nongoma municipality include:

Table 3: Nongoma Traditional Authorities

TRADITIONAL COUNCIL	GEOGRAPHIC EXTENT	% OF MUNICIPAL AREA
Usuthu Traditional Council	63238,29	28,98
Mandlakazi Traditional Council	130692,55	59,88
Matheni Traditional Council	23155,77	10,61

3. RURAL SETTLEMENTS

The municipality is essentially covered by rural settlements, which are situated within the 3 traditional councils that cover almost the entire geographic extent of the municipality. These settlements occur in pockets throughout the municipality and have clusters of rural homesteads unevenly dispersed across them. Like many other rural regions in the South African context, Nongoma Municipality is also characterised by a disjuncture between where people live and where economic opportunities are.

The rural settlements of Nongoma Municipality are populated by dwellings that have settled in an informal manner. These dwellings accordingly exhibit a rural settlement structure as they have grown organically and not benefited from any formal planning. The spatial morphology and settlement pattern of rural settlements in Nongoma Municipality reflects the impact of such unguided inhabiting of these areas. The way they are scattered in space in follows different logic from the orthodox spatial planning paradigms. Their growth neither followed policy prescripts nor has land use pattern evolved in line with the dictates of systems and procedures such as Land Use Schemes.

Traditional land allocation practices, access routes, rugged terrain, steep topography, infrastructure are some of the main influences on settlement pattern. The following are some of the other key features of the settlement in study area:

- They occur in clusters/spatially defined izigodi and are unevenly dispersed across the municipality
- They have neither followed a predetermined spatial structure nor benefitted from formal settlement design systems and procedures.
- The location and allocation of people is not based on any verifiable standards.
- Land use management is based on collective memory where members of the community collectively agree that a piece of land is earmarked for a particular use or belongs to someone.
- The spatial structure or lack thereof causes inefficiency and accounts for relatively high service delivery costs. The movement system is also relatively inefficient.
- Their location in space is influenced by various livelihood strategies such as access to arable land, reliable sources of water and grazing land. Factors such as access to public facilities, public transport routes and bulk services are fast emerging as critical

factors in the growth and expansion of these rural settlements. These factors thus also influence the size and density of these settlements.

- Land allocation is undertaken in terms of the traditional land allocation system, which is not based on any verifiable scientific standards.

- Some of the households and/or public facilities are located on land that is not suitable for settlement purposes. These include unfavourable geotechnical conditions, floodplains and wetlands. The key challenge is to direct the location of these settlements and manage their expansion.

Rural settlements should thus be managed properly in order to direct future growth and expansion in close consultation with traditional councils. In addition, future allocation of land by traditional leaders should be based on informed decisions. This process can be assisted through proper distribution of spatial and technical information at hand and training of leaders on the use and interpretation of this information.

4. SETTLEMENTS DENSITY

Settlement density is measured in terms of the number of dwellings per hectare. Planning rationale suggests that greater settlement densities contribute significantly to the creation of efficient, integrated and sustainable human settlements, thus they are encouraged. An analysis of the settlement densities within the Nongoma Municipality suggests that the densities are relatively low, which is typical of rural regions in KwaZulu-Natal. It appears that less 1% of the municipal area is covered by settlements with a density of 4 dwelling per hectare or more.

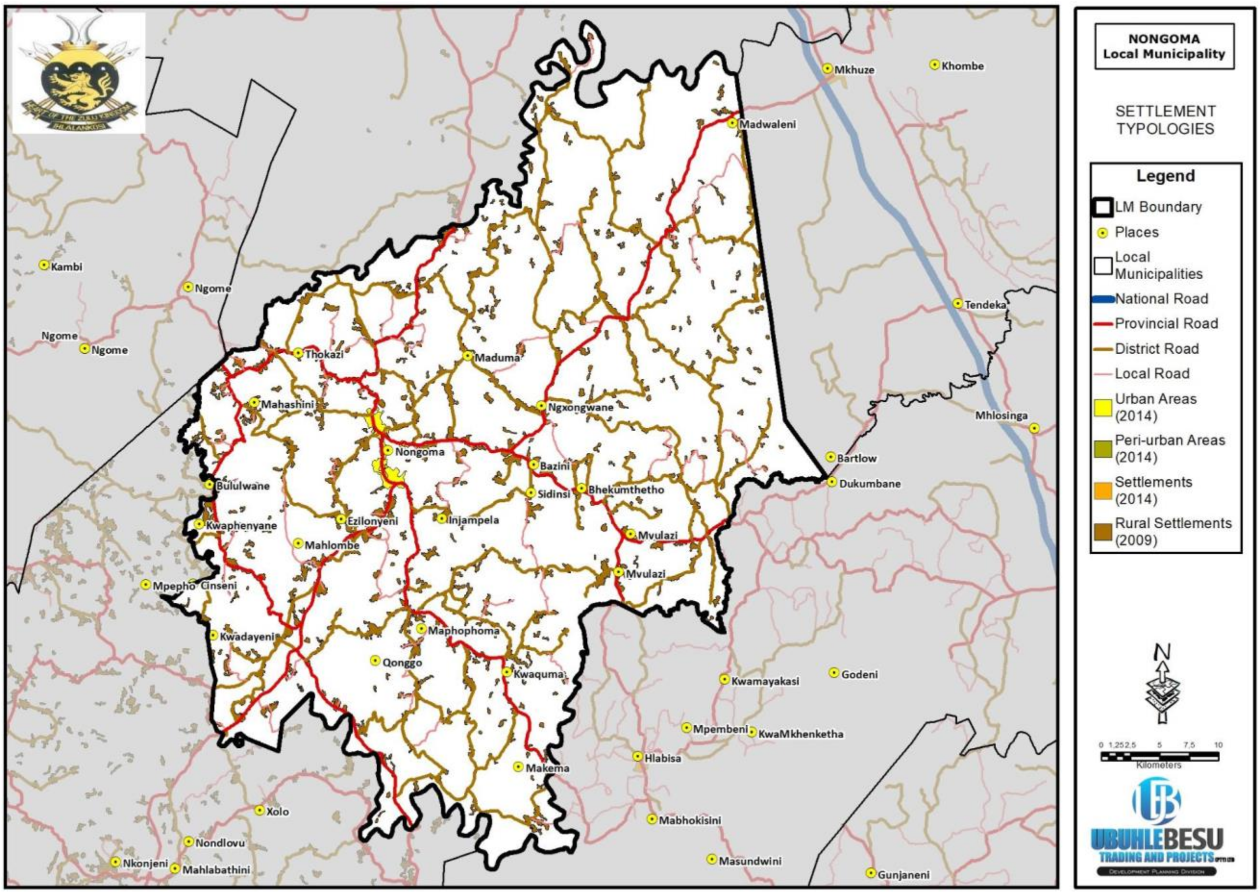
This translates to an average of 2 500m2 sites. This clearly reflects that the densities within these rural settlements are generally low as the rural homesteads (imizi) generally have large yards and are dispersed haphazardly in space. This can be attributed to the lack of standardised land allocation standards catering for the allocation of land to rural homesteads. A general correlation exists between the density of settlements and their proximity to transportation networks and service centres. In essence, settlement densities tend to be higher in settlements located along main roads and close to service centres.

This is evident along routes such as the R66 which links Nongoma with Ulundi and R618 which traverses settlements such as Esiphambanweni and links with Hlabisa on the southern side and also links with Vryheid on the western side. These routes all link directly with the Municipality's urban centre viz. Nongoma town. Relatively higher densities are also noted in nodal areas such as Nongoma Town and immediate surroundings as well as Esiphambanweni. In addition to the above, it is noted that the densities in the context of Nongoma Municipality are generally spread-out as follows:

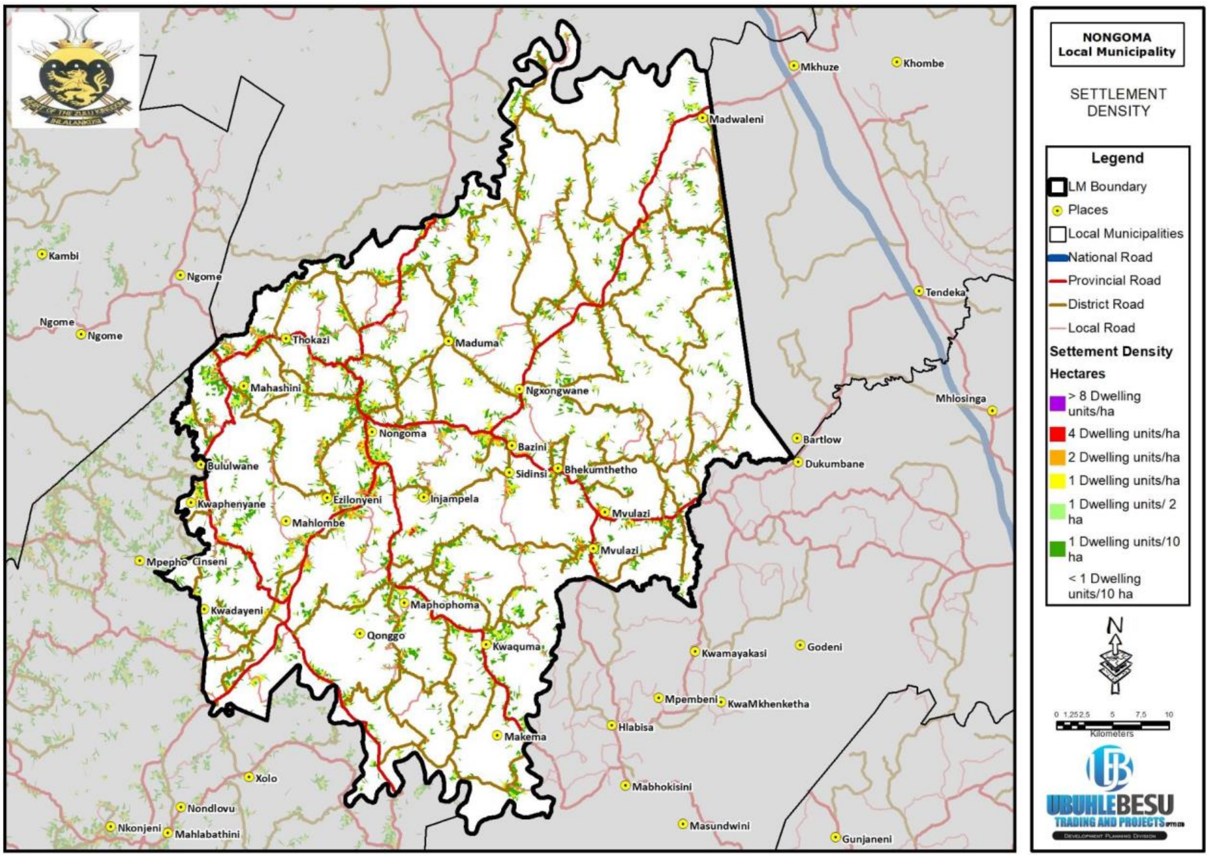
- Densely populated rural settlements – settlements located in around the Nongoma town centre and those located on routes leading to the town centre.

- Low density rural settlements the remainder of the municipal with the lowest densities being in the remote rural settlements.

Map 3: Nongoma Settlement Typology Map



Map 4: Nongoma Settlement Density



3.2.1.2. LAND USE CHARACTERISATION

Nongoma Municipality covers approximately 218 000km² of land (KZN DEDTEA) and can be categorised as a rural area with settlements patterns that are widely distributed in the landscape where most people make a subsistence living. The predominant land cover categories are bushland, degraded vegetation, forest and woodland, wetlands/dams, settlement, grassland, and subsistence agricultural. Settlements cover approximately 20% of the municipal area and follow a dispersed pattern.

Although erosion areas are found throughout the municipal area, the highest occurrence of soil erosion is near the settlement areas, where human activity is the cause of the degradation. The highest occurrence of erosion is at Madumo, and on the northern boundary of the Municipality. The main concentrations of subsistence farming are within the northern areas of the Municipality, and close to the southern settlements of Mvulazi, Bazini, Nongoma, and Kwadayeni.

1. SETTLEMENTS/RESIDENTIAL USES

The residential use occurs mainly in the form of rural homesteads which are spread unevenly and unsystematically in space and are concentrated mainly along main roads. These are mainly a culmination of the traditional land allocation system, which is implemented by traditional councils in the main. However, the area also includes formal residential areas such as White City Township. Settlement land use represents approximately 5.38% (117 42ha) of land uses in Nongoma.

2. COMMERCIAL USES

Commercial activities within the municipality are mainly found in Nongoma town, in various forms and intensities. They include shopping centres, anchor shops and small scale retail of nature. Commercial activities are also found to a lesser extent at mainly nodal areas / incipient nodes and road intersections in the rural areas. Commercial activities in these areas mainly take on the form of rural convenience shops, tuck shops & taverns / bottle stores. Commercial activities also exist in the form of Informal activities which are mostly found in Nongoma town largely due to the presence of other land uses which serve as population attractors. The few traders that exist occupy strategic locations such as taxi ranks and along the main road.

3. SUBSISTENCE AGRICULTURE

Subsistence farming is undertaken to a great degree in the municipality (18.92% of land is used for subsistence farming). It is undertaken in the form small gardens within homestead boundaries and also in the form of crop plantation fields located in the midst of the different settlement clusters. Both pastoral farming and crop farming are undertaken. Grasslands cover considerable amounts of land viz. 24.78%. The grasslands mainly serve as grazing areas for livestock. Livestock farming in these rural areas is not managed properly or based on the grazing capacity of the area. Therefore, the amount of cattle per household is not controlled and is undertaken on a subsistence basis. This causes areas to become overgrazed, which leads to soil erosion and degrading of the natural area.

4. COMMERCIAL AGRICULTURE

Land occupied by commercial agriculture is very limited in Nongoma municipality. Less than 1% of land use in Nongoma is used for commercial agriculture purposes. This is largely due to the steep topography within the municipality, which deems most land less productive for crop farming.

5. ENVIRONMENTAL AREAS / CONSERVATION

Approximately 29.2% of the municipal area’s land use is taken up by environmental areas. Bushland covers 42 504,62 hectares (19.48%), forest and woodland cover 19 724.92 hectares or 9.04% and dams and wetlands cover 1476.34 hectares or 0.68% of the geographic area. It is apparent that a significant share of environmental areas covers the municipality’s land. This includes areas identified as critical biodiversity areas and ecological support area.

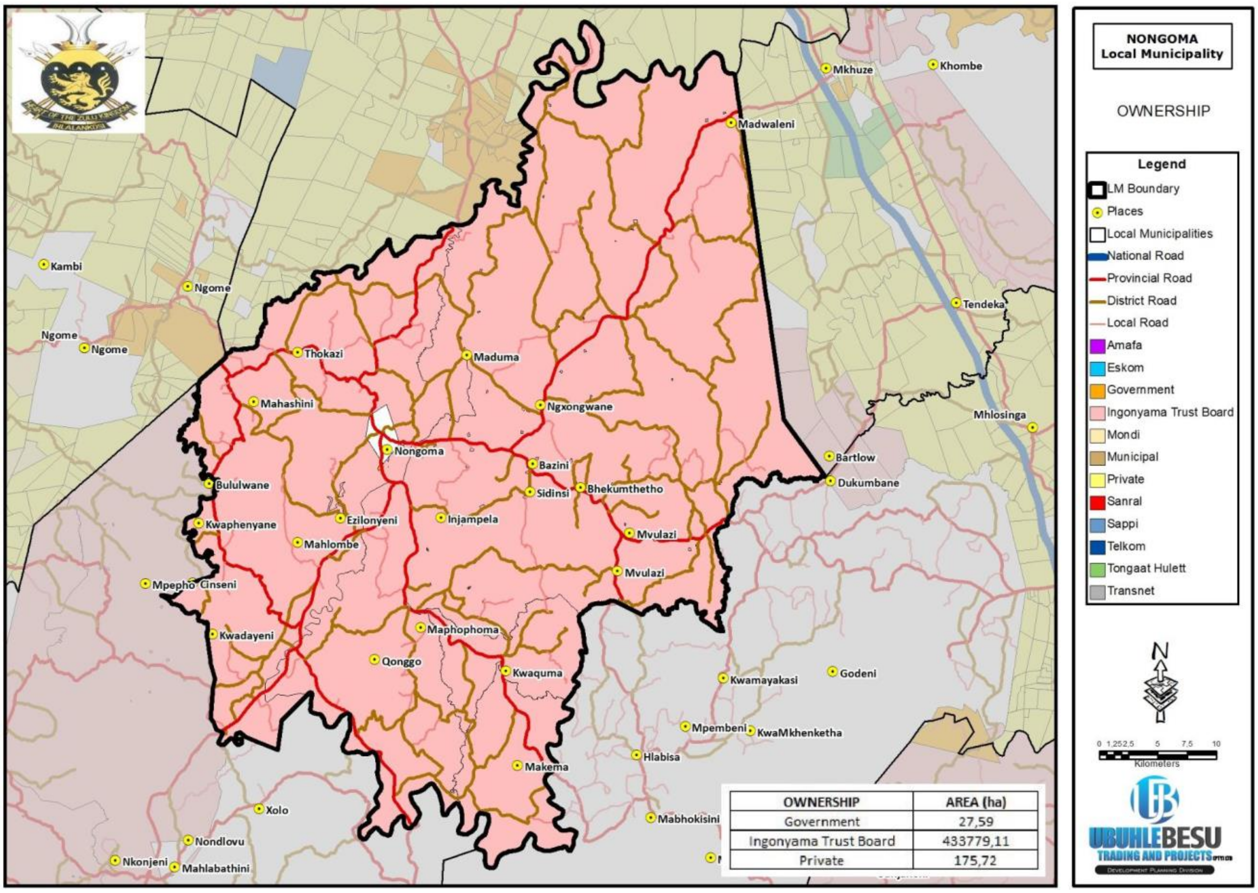
C2.1.3. LAND USE OWNERSHIP

The Nongoma Local Municipality is a rural municipality and therefore it is evident as far as land ownership is concerned, that most of the land falls under the ownership and administration of the Ingonyama Trust Board (ITB). In fact, except land within Nongoma townlands, all the land is owned by ITB. The land ownership distribution within the municipality is as follows (also see Map 5 below):

Table 4: Land Ownership

LAND OWNERSHIP	PREDOMINANT LAND USE	AREA (HA)	% of LAND
Ingonyama Trust Land	Communal land for settlements and supporting uses i.e. schools, clinics, local shops. Largely vacant unproductive land, less of agriculture and protected areas.	433779,11	99.95%
State Owned / Government	Social facilities i.e. schools, municipal land & offices, clinics and hospitals, protected areas.	27,59	0.01
Privately owned	Residential and business uses.	175,72	0.04

Map 5: Nongoma LM Land Ownership map



The distribution above has a significant impact on the nature of development that takes place within the municipality. It is an undeniable factor that land ownership is one of the key considerations for any investor, especially in the context of South Africa where the land issue is a sensitive one. Investors are generally looking for the greatest security of tenure.

It is noted that various land legal issues exist in Nongoma municipality, particularly within Nongoma Town which exists within Erf 5000 Nongoma. It is recommended for the municipality to undertake a land audit. In Nongoma Town, this can include, inter alia, undertaking a comprehensive analysis of each property, verifying the ownership and land use of each property and the occupants / users of the property and the rights they have to the land. In the rest of the municipality, this will assist to ascertain any long-term lease agreements in traditional council land and identify social facilities that have been transferred to the relevant state departments.

1. OCCUPATIONAL RIGHTS

The Nongoma Local Municipality, being a rural municipality, predominantly falls under the ownership of the Ingonyama Trust Board (ITB), with the exception of Nongoma town where there is government and private ownerships alike. Members of communities that occupy ITB land enjoy beneficial occupation rights protected in terms of the Interim Protection of Informal Land Rights Act, (Act No. 31 of 1996). These include residential, grazing and agricultural practice amongst others.

From an indigenous tenure system point of view, there are no limitations of land rights that is experienced by tenants. It is only when this system is juxtaposed with common law systems of land tenure where the perceived limitation is identified. Traditionally, rights to land were never vested in an individual, but rather in a complex web of social groups, such as a family and the residents of an Izigodi, and clear rules existed to regulate the right of all members of a family, clan or tribe to the land occupied by the tribe. This is the context that Nongoma Municipality finds itself as far as the land question is concerned.

2. ITB LAND: PTOS, LEASES AND SERVITUDES

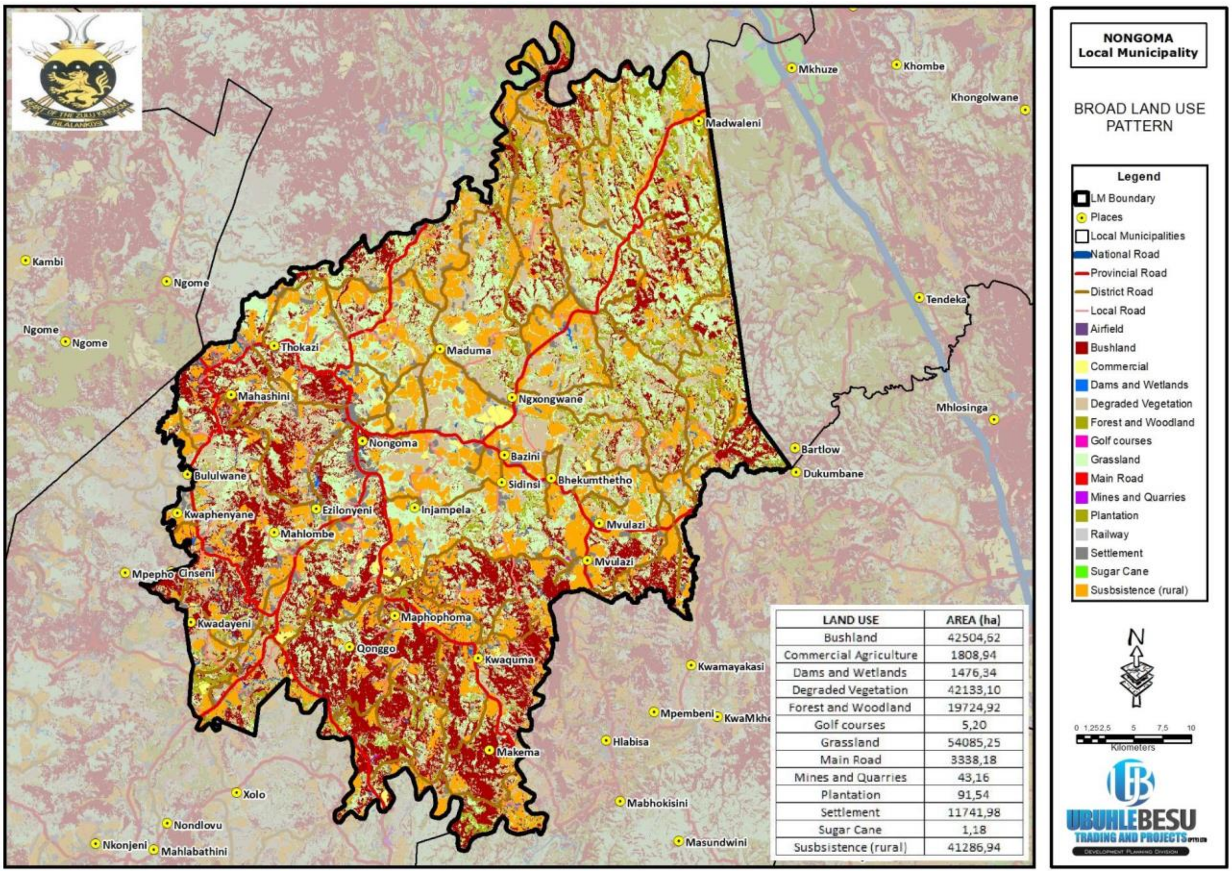
The Traditional Councils are subject to the policies and legislation that governs all land administered by the Ingonyama Trust Board. The trust holds custodianship over the land on behalf of the members of communities that occupy and use the land. The powers and functions of the ITB are contained in section 2A (2) of the Ingonyama Trust Act, which provides as follows:

- The Board shall administer the affairs of the Trust and the trust land and without detracting from the generality of the afore-going the Board may decide on and implement any encumbrance, pledge, lease, alienation or other disposal of any trust land, or of any interest or real right in such land.

Section 2(2) of the Act requires the trust to be administered for the ‘benefit, material welfare and social well-being of the members of the tribes and communities’ listed in the schedule to the Act – all the tribes and communities residing on Ingonyama Trust land. The trustees are bound to adhere to this provision.

State owned land can be found mainly around the formalised town of Nongoma where the Nongoma Town Planning Scheme is active and there is a need to subdivide land in order to optimally make use of it and to attain bulk services. Other state-owned land is found in areas where various state departments are providing some form of infrastructure and/or social facilities to the communities such as power stations, substations, schools and clinics. However, some of these services remain in traditional owned land. The same is seen with privately owned land which is situated in the formalised townships and within the formalised area.

Map 6: Map depicting Broad Land Use in Nongoma



LAND USE	AREA (ha)
Bushland	42504,62
Commercial Agriculture	1808,94
Dams and Wetlands	1476,34
Degraded Vegetation	42133,10
Forest and Woodland	19724,92
Golf courses	5,20
Grassland	54085,25
Main Road	3338,18
Mines and Quarries	43,16
Plantation	91,54
Settlement	11741,98
Sugar Cane	1,18
Susbsistence (rural)	41286,94

3.2.1.4. LAND USE MANAGEMENT

1. NONGOMA LAND USE SCHEME

Nongoma Municipality adopted a land use scheme, in line with the PDA & SPLUMA. The scheme area includes and applies mainly to the Nongoma town area and some of the rural settlements which form the immediate surroundings of Nongoma Town. These include settlements in located Ward 4, 9, 16, 19, and 20.

The Nongoma Land Use Scheme identifies suitable zones for the management of land use within the Nongoma town and surroundings. It seeks to put forward a land use management system that can be applied in the area it covers. The Land Use Scheme was developed, taking into consideration the nature of Nongoma town, the rural character of the surroundings as well as the traditional land use management practices.

2. LAND USE MANAGEMENT IN RURAL AREAS

The municipality does not have a Land Use Scheme covering the rural parts of the municipality. This means other than the Nongoma town area, the municipality's area of jurisdiction does not have any existing and applicable zonings and scheme controls imposed on it. It should be noted that this situation will change as soon as Nongoma Municipality introduces a single Land Use Scheme as per the Spatial Planning and Land Use Management Act's requirements.

Noteworthy, through the assistance by Department of Rural Development and Land Affairs; the municipality is towards the finalization of its Wall-to-wall scheme process. has already initiated a process of preparing a Land Use Scheme covering the entire municipality, meaning the study area will be under the control of a Scheme in the near future. Land use in the rural settlements is however being regulated, mainly through the Indigenous land use management practices, where land use management occurs in terms of the traditional and customary land allocation and management system. Traditional councils undertake land use management, with the Ingonyama Trust Board playing a supportive which involves registration of lease agreements where applicable.

3. LAND USE MANAGEMENT

Nongoma municipality is part of a Joint Municipal Planning Tribunal. Other members of the tribunal include Pongola municipality, eDumbe municipality and Zululand District municipality. The JPMT is however not function as it does not sit accordingly. Non-functionality of the JMPT affects land use planning applications process; such that the municipality currently has a project (Majomela small-scale project) application which has stalled due to non-sitting of the JMPT.

To ensure compliance with SPLUMA Regulation 14, the municipality has a functional planning Unit within Planning & Economic Development Department. The unit s headed by a Manager who is also a nominated member of then JMPT representing Nongoma municipality. The indicated official is an appointed Municipal Planning Authorized Officer.

Through the indicated unit; the municipality has been able to determine the manner and the format in which development and land use applications must be submitted, and such a unit is the central area (place) where all land use applications must be submitted by the applicants.

4. LAND USE MANAGEMENT ISSUES

Due to the absence of a clear and enforceable land use management system in traditional council areas, a number of general land use management problems usually emerge. These include:

- There is no functional / effective land use management system to ensure the reservation of land for particular facilities.
- Well located land that is suitable to be used for non-residential uses such as agriculture and public facilities ends up being taken / allocated to homesteads for settlement purposes.
- There have been conflicts in terms land allocations as there is no clear guide for land allocation.
- Grazing land is not clearly demarcated and fenced, thus the movement of livestock is not controlled. The resultant effect is that the livestock ends up feeding on crop plantations. This discourages the community from farming; land ends up lying fallow and the subsequent effects are felt on food security
- Taverns and other places of public amusement are located in inappropriate locations; hence they cause land use inharmoniousness and spark conflicts among community members. They also exacerbate crime.
- People settle on land that is considered inappropriate due to topographical and environmental factors.
- Some community members exploit traditional herbs in an uncontrolled manner and have commercialised the herbs, which are usually used for traditional healing purposes. This is unsustainable and can potentially lead to the extinction of some plant species

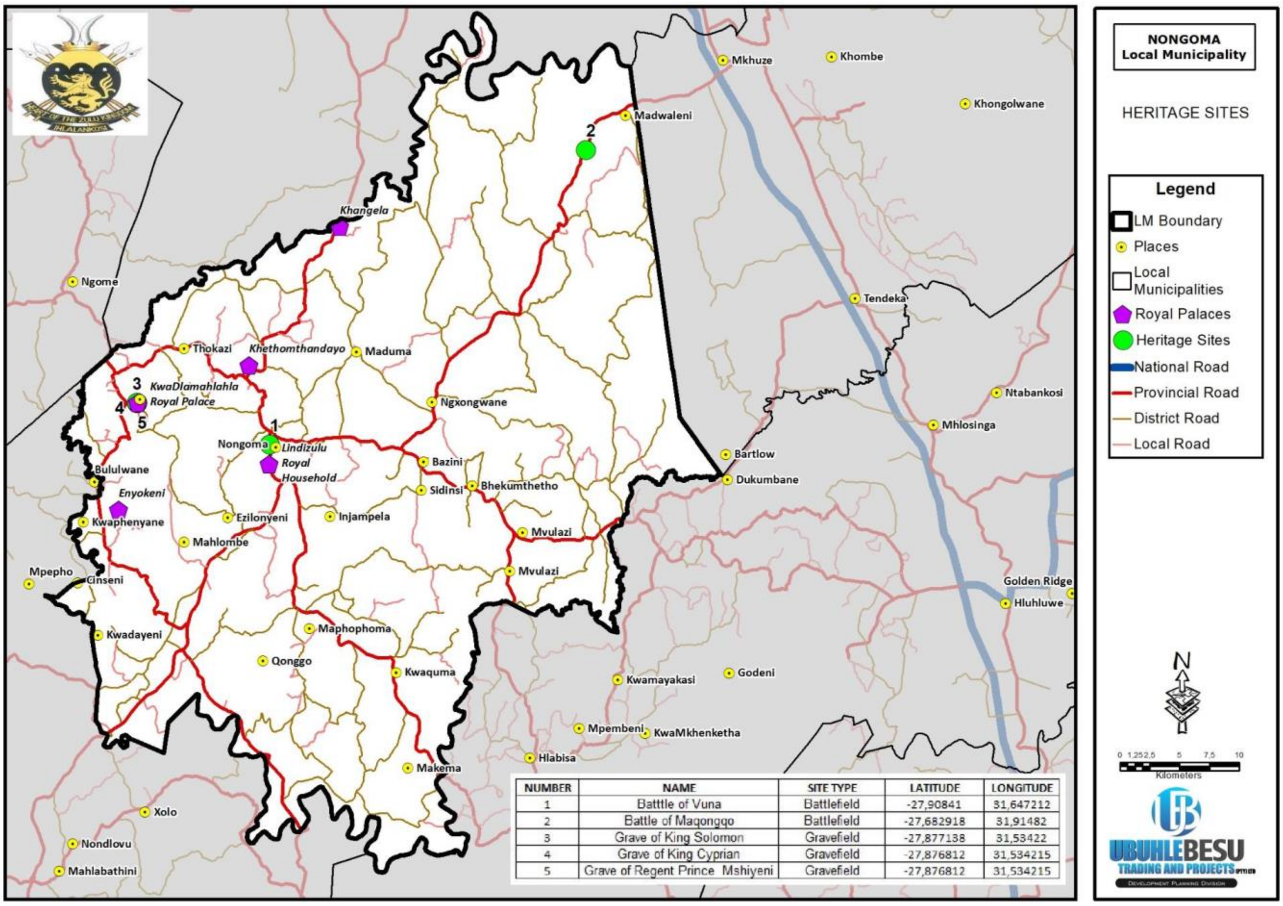
5. CULTURAL SITES, HERITAGE SITES AND PROTECTED BUILDINGS

The Nongoma Municipality is very rich in culture as it is home to the late Zulu Monarch (His Majesty King Goodwill Zwelithini kaBhekuzulu - Isilo, Ingonyama, Hlangalomhlabathi, Isilo Samabandla) and all previous Zulu Kings, including the renowned King Shaka. As a result, Nongoma is home to 6 of the King's palaces.

A list of heritage sites supplied by Amafa / Heritage KwaZulu Natali indicates 5 heritage sites which include battlefields (Battle of Vuna and Battle of Maqonqgo) and gravefields (Grave of King Solomon, Grave of King Cyprian and Grave of Regent Prince Mshiyeni).

It is noted that in addition to this list, there are a number of other heritage sites such as royal family sites and graves, of which some are indicated on Map 5. It is also noted and acknowledged by AMAFA that there are other sites of local importance such as the Magistrate's Court, Residency and any other government buildings, churches and mission stations, hospitals, schools, etc. These would include buildings that are over 60 years old, which are protected by AMAFA.

Map 7: Nongoma Heritage Map



NUMBER	NAME	SITE TYPE	LATITUDE	LONGITUDE
1	Batttle of Vuna	Battlefield	-27,90841	31,647212
2	Battle of Maqongqo	Battlefield	-27,682918	31,91482
3	Grave of King Solomon	Gravefield	-27,877138	31,53422
4	Grave of King Cyprian	Gravefield	-27,876812	31,534215
5	Grave of Regent Prince Mshiyeni	Gravefield	-27,876812	31,534215

3.2.2. ENVIRONMENTAL ANALYSIS

3.2.2.1. THE BIOPHYSICAL CONTEXT

The evaluation of the municipal biophysical context forms the basis for proactive integrated environmental management as indicated by SPLUMA to ensure that environmental management and environmental planning have the same outcomes as far as sustainability is concerned. Through this evaluation, pertinent environmental considerations can be streamlined into spatial planning processes and necessary mitigation and adaptive measures can be put in place. This section stems from Chapter 4 of SPLUMA Section 12(1)(m) and 24(1)(b) as well as NEMA Section 24(2)(c) and (e).

1. CLIMATE

Nongoma normally receives about 775mm of rain per year, with most rainfall occurring mainly during mid-summer. The average rainfall varies for Nongoma per month and it receives the lowest rainfall (8mm) in July and the highest (124mm) in December. The monthly distribution of average daily maximum temperatures shows that the average midday temperatures for Nongoma range from 21.9°C in June to 29°C in January. The region is the coldest during June when the mercury drops to 7.4°C on average during the night.

1.1. CLIMATE CHANGE: IMPACTS AND PRIORITIES

Changes in the variability or the average state of the atmosphere over time are generally accepted as part of the natural cycle of climate change, but there is a large portion of the scientific community who believe that global climate variability has accelerated beyond natural cycles due to human activities. Climate change in this context refers to changes in the modern climate, including the rise in average temperatures known as global warming.

Climate change projections indicate that extreme weather events such as floods and droughts are likely to become more frequent and intense, and that poor and marginalised groups will be most vulnerable to the risks presented by change.

Natural and human induced factors influence the biophysical environment and drives environmental change. These changes place pressures on the environment and create outcomes, which are not always desirable. Therefore, environmental pressures must be maintained within their limits to avoid sudden ecological change that can drastically reduce the flow of ecosystem services, and, thereby increase pressures on the social and economic systems. This is the basis of sustainability.

Good environmental governance and leadership is key in identifying and dealing with environmental changes within the municipality and undertaking the necessary awareness campaigns around such issues. Environmental governance is defined as “the exercising of authority over the use and management of natural resources, and the environment. It is essentially about making decisions and about who makes decisions.

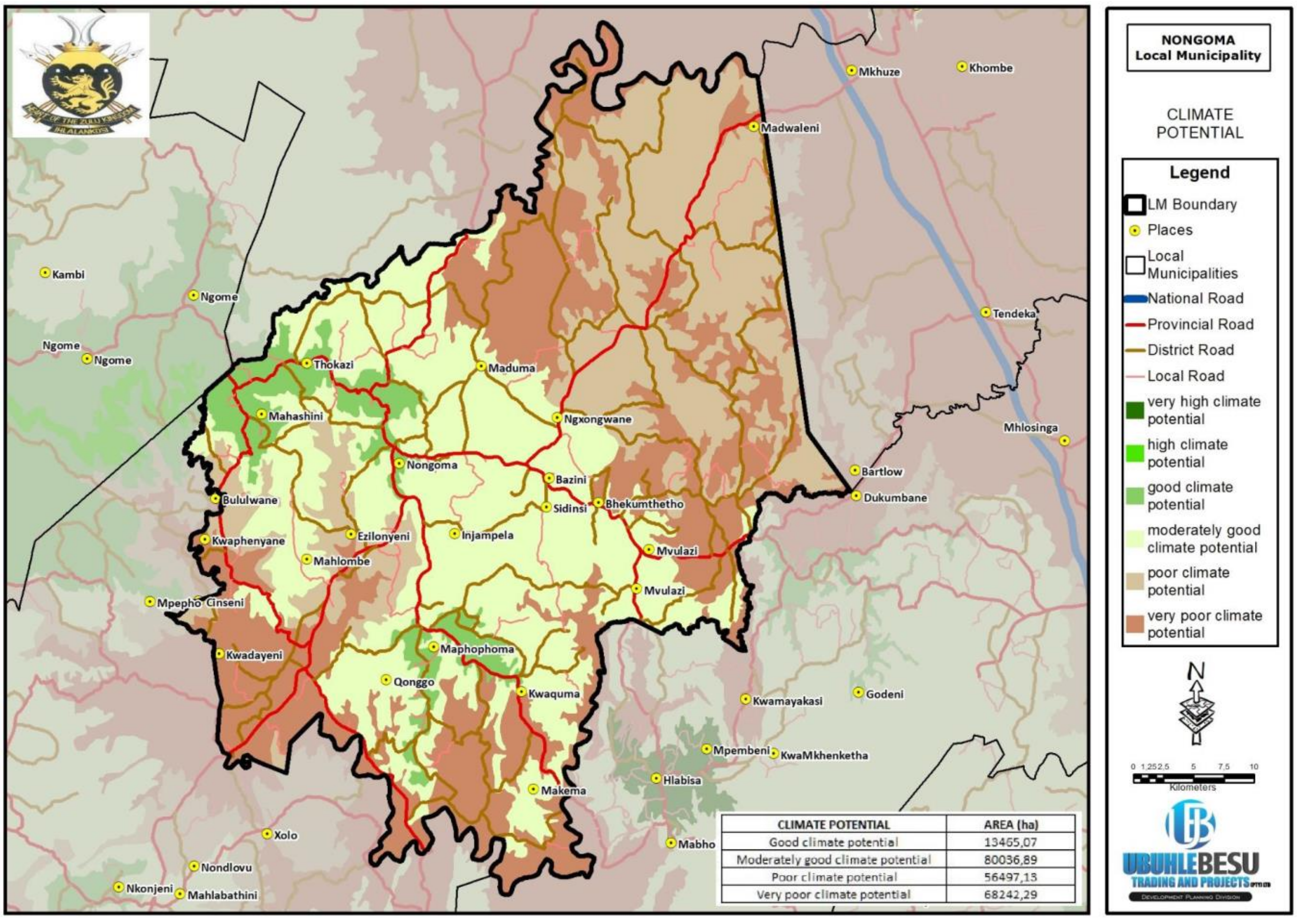
It includes rules, processes and behaviours that affect the manner in which decisions are made. These decisions ultimately determine whether the environment is harmed or improved” (DAERD, 2010). The existing municipal and traditional leadership within the municipality has great potential to drive change and creating desirable outcomes for the community and the environment.

The table below shows the climate potential as experienced in the various parts of the municipality, such potential is a result of favourable conditions for optimal use of land as far as arable land is concerned. Table 3 and Map 6below, show this distribution of climate potential spatially, depicting the areas that can be potentially pursued for different projects and programmes.

Table 5: Table depicting Climate Potential in Nongoma

CLIMATE POTENTIAL	AREA (HA)	% OF MUNICIPAL AREA
Good climate potential	13465,07	6,2
Moderately good	80036,89	36,7
Poor climate potential	56497,13	25,9
Very poor climate	68242,29	31,3

Map 8: Nongoma Climate Map



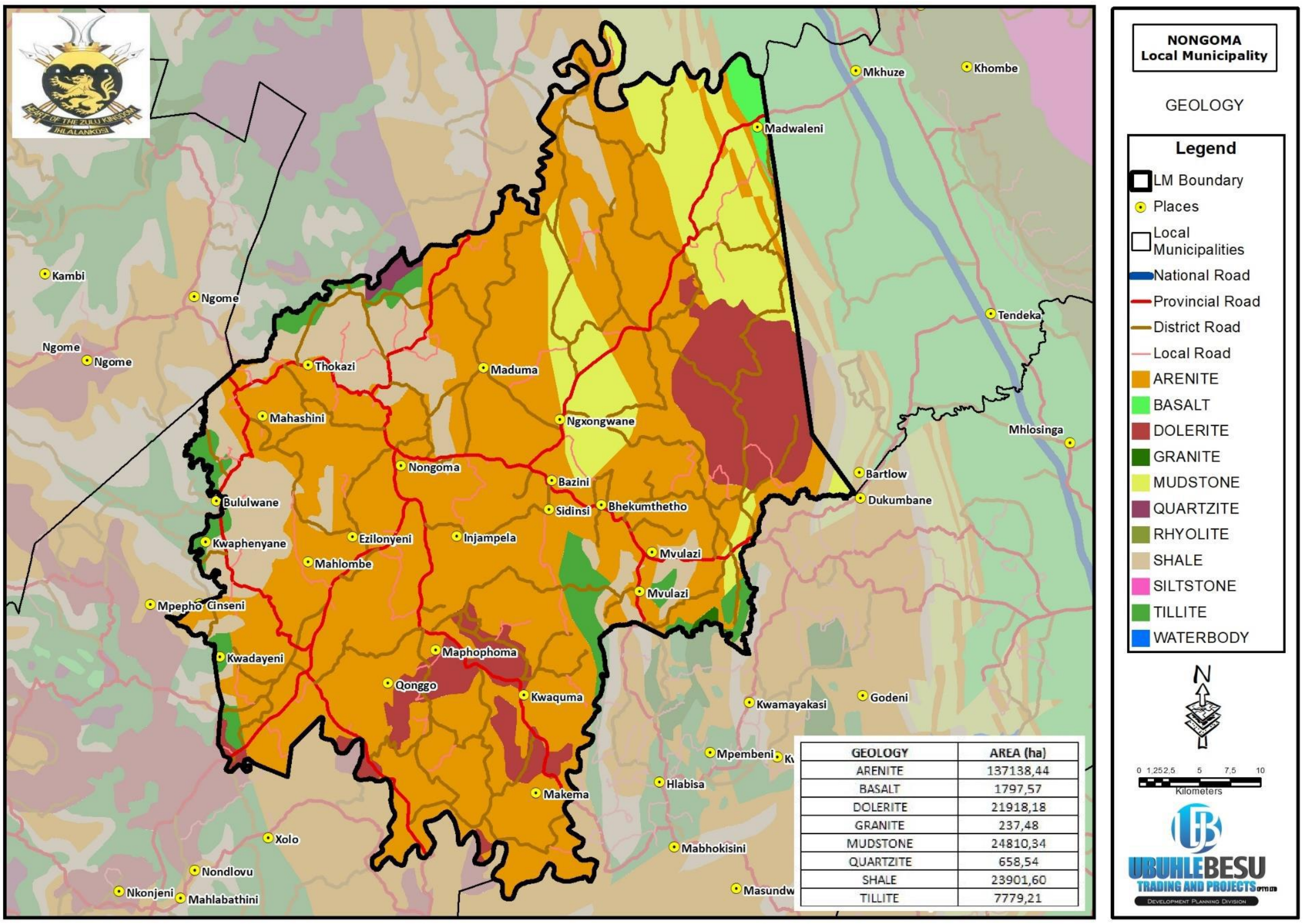
2. GEOLOGY AND TOPOGRAPHY

The geological formation of NLM rests upon the Basement Complex which comprises the most highly mineralized ancient rocks of the geological series, including granites some of which are highly erodible when exposed to the elements. The granite landscape is characterized by immense relief (Thorrington-Smith, 1978l). The geological structure found in the municipality is mainly characterised by clastic sedimentary rocks such as Arenite, Dolerite, Mudstone and Shale. Clastic sedimentary rocks are formed from mechanical weathering debris. Map 7 and the table below depict the various types of geological features found within the municipal boundary and the extent thereof:

Table 6: Table depicting Geology in Nongoma

GEOLOGY	AREA (HA)	% OF MUNICIPAL AREA
ARENITE	137138,44	62,84
BASALT	1797,57	0,82
DOLERITE	21918,18	10,04
GRANITE	237,48	0,11
MUDSTONE	24810,34	11,37
QUARTZITE	658,54	0,30
SHALE	23901,60	10,95
TILLITE	7779,21	3,56

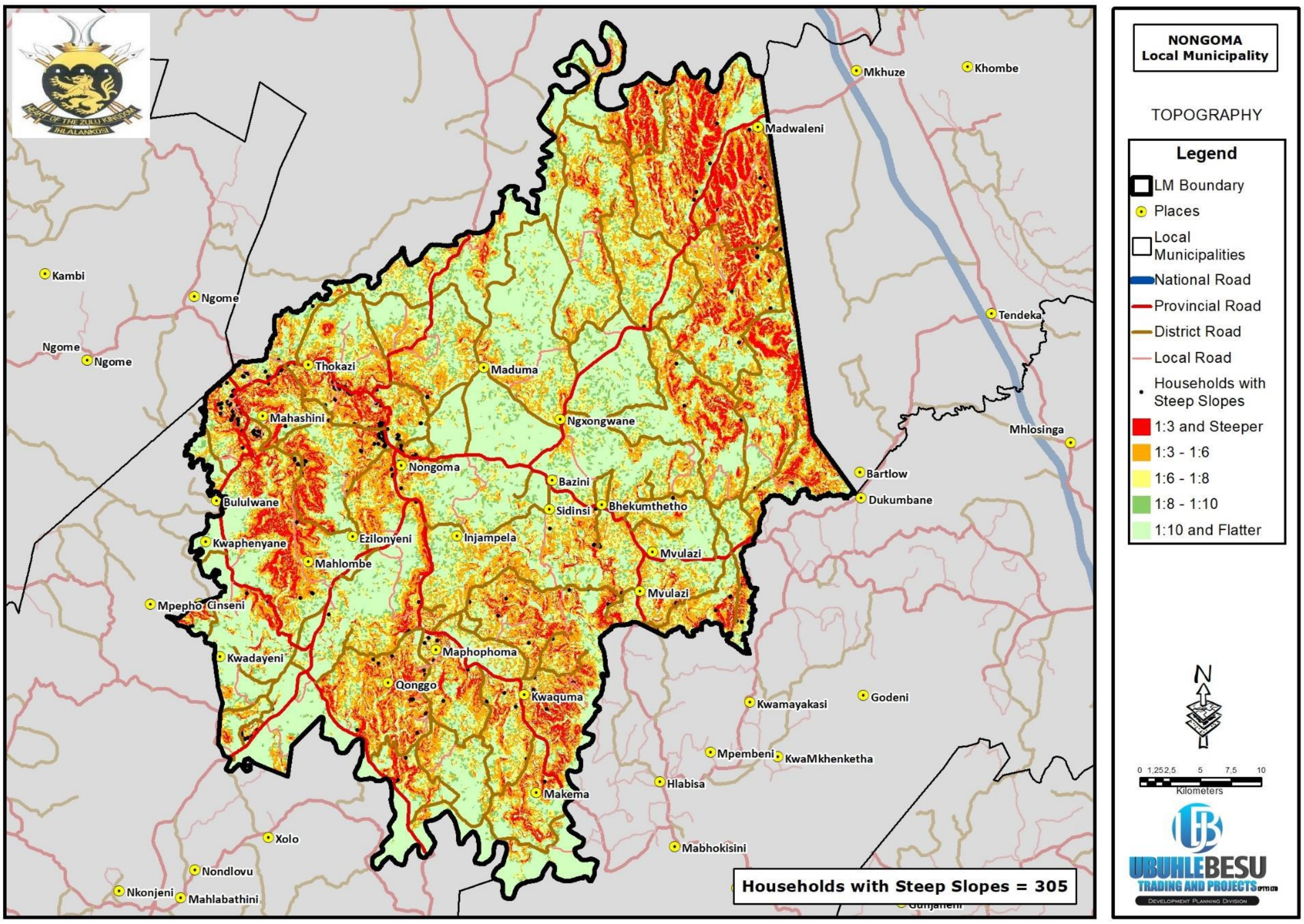
Map 9: Nongoma Geology



Nongoma is split into two topographic areas by a ridge running in an east-west line. The stony terrain is undulating to hilly with the highest areas situated in the central and north western areas of the Municipality, which includes areas of Mahashini and Nongoma town. It is dissected by several streams and rivers and is characterized by numerous Bad Lands thus the arable area is confined to the flatter parts of the plateau or in the wider river valleys. The plains and valleys are commonly used for settlements and crop cultivation, as a result scattered settlement patterns are observed (see Map 8).

The mean elevation (m above sea level) ranges from 257m above sea level, to 1,135m above sea level and the town of Nongoma is situated on a ridge approximately 750 meters above sea level slightly West of the Centre of the Municipality. The varying topography reduces the developable envelope and accessible land, however, may increase the number of possible catchments and water bodies within the areas.

Map 10: Nongoma Topography



3. NATURAL LANDSCAPE CHARACTER

The Nongoma municipality fluctuates in terms of topography and ridges are distinctively identifiable along the landscape; this landscape is characterised by rural pockets of settlements and individual residential and agricultural plots. However large parts of the landscape is covered by natural features such as aloes, vegetation and bush; all these add to the natural scenery. The combination of the rivers, valleys and topography variation around Maphophoma and Kwadayeni areas, create scenic views which have a potential for tourism routes that showcase the beauty of nature. Dry and rocky dongas are also found south of Enyonkeni Royal Palace, provides an unusual yet pleasing and fascinating visual.

4. DRAINAGE AND SURFACE WATER FEATURES

A catchment area is an extent or area of land where water from rain drains downhill into a body of water, such as a river, lake or dam. The drainage basin includes both the streams and rivers that convey the water as well as the land surfaces from which water drains into those channels and is separated from adjacent basins by a catchment divide.

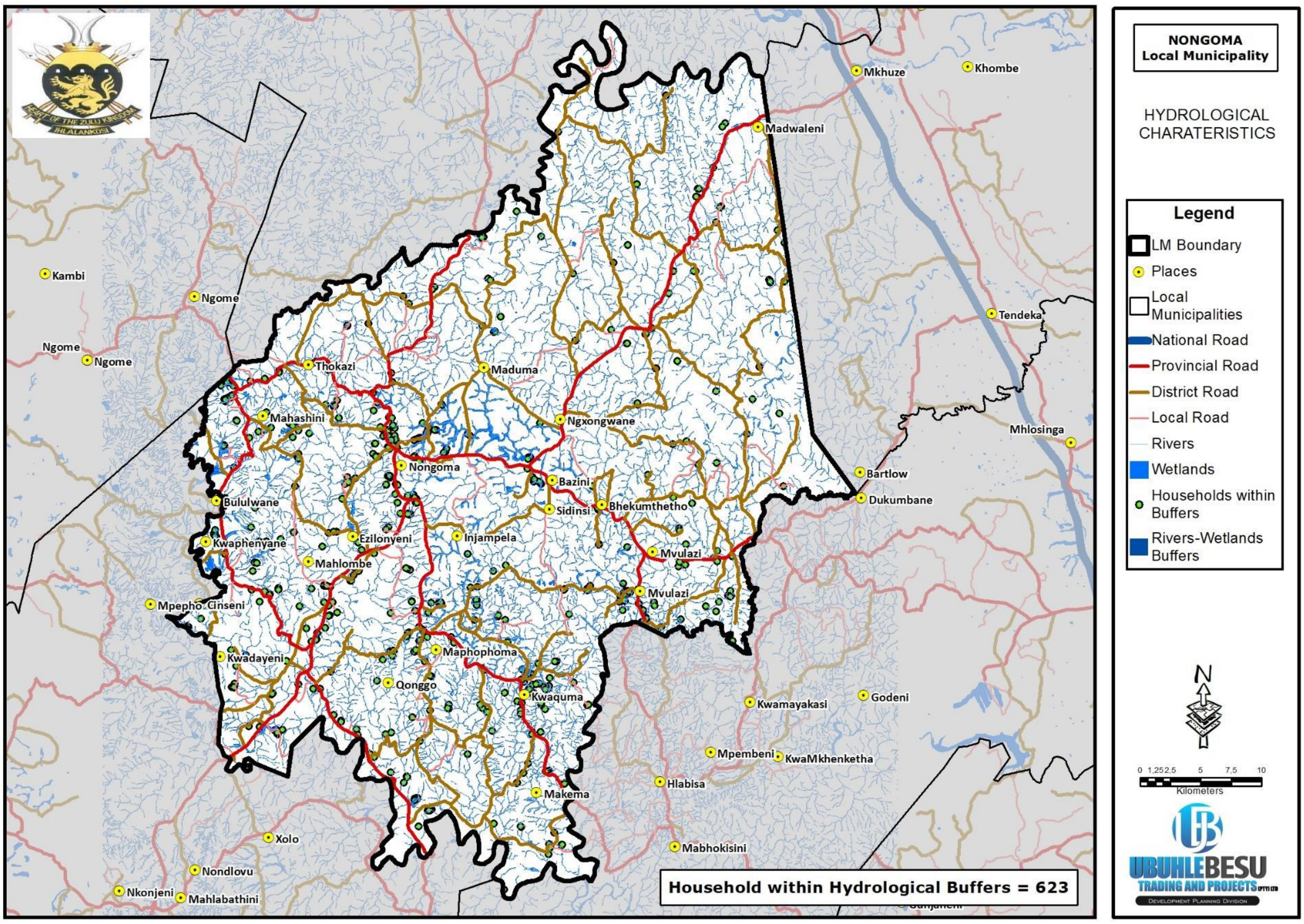
Map 9 below depicts the catchment areas for Nongoma LM. A total of 11 quaternary catchment areas exist within the Local Authority, which is also an indication of the extreme topographical changes of the area. As can be seen on the Map: Hydrological Characteristics below; the drainage patterns in the area follow the ever-changing topography that is found within the municipality where three major patterns are identifiable.

Nongoma Municipality is drained by three major rivers. The Mkuze River flows in an easterly direction dropping from approximately 300m to 150m, and draining the northern pan of the district. It also forms part of the northern boundary of the district. The western part of the district is drained by the Bululwane River, which rises in the north and flows south draining into the easterly flowing Black Umfolozi River. The Black Umfolozi River is the southern district boundary. The Mona and Vuna Rivers flow centrally of the municipality with each draining easterly and westerly, respectively.

The Black Mfolozi catchments consist mostly of Traditional Council land, with the main activity being cattle farming. There is approximately 100km2 of commercial forestry (or 3% the land cover) and 20km2 of alien vegetation (or less than 1% of the land cover) situated in the upper reaches of the catchment. Only a small portion of the catchment area is irrigated, estimated at about 15 km2. The Hluhluwe-iMfolozi Park lies at the outlet of the catchment from the Zululand District Municipality.

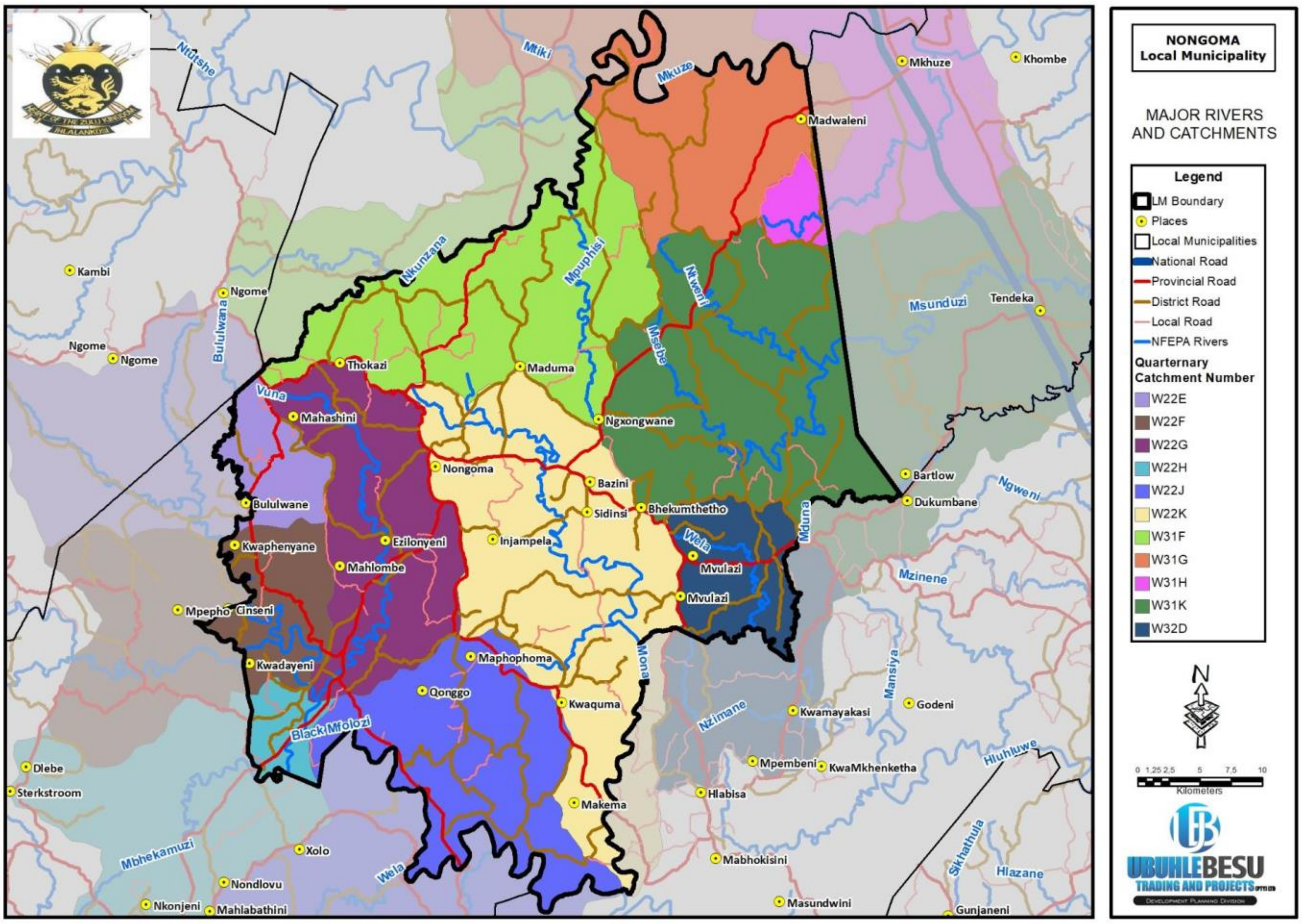
The water resources of the Black Mfolozi catchments are mostly undeveloped and underutilized. The major water users in these catchments are irrigation and domestic rural water supply. Nongoma receives water from the Vuna River (W22G). A reconciliation that includes the Usuthu RWSS, with estimated water requirements of 2.5x106m3/annum, indicates that there is a deficit in the lower Black Mfolozi during the winter months owing to large scale irrigation development near the mouth of the Mfolozi River and abstractions for transfer to the Mhlathuze catchments. The confluence of the Black and White Mfolozi Rivers occurs in the Hluhluwe-iMfolozi Park.

Map 11: Nongoma Hydrology Map



It is therefore necessary to consider the impact that settlements have on the quality of water, the environment and where sanitation services are critically needed to prevent waterborne diseases. The use of pesticides on large scale for agricultural use must be limited as commercial farming can have a negative impact on the quality of water. The spatial development framework must therefore highlight the critical aspects which need to be addressed as a matter of urgency, and ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment.

Map 12: Nongoma Rivers & Catchments



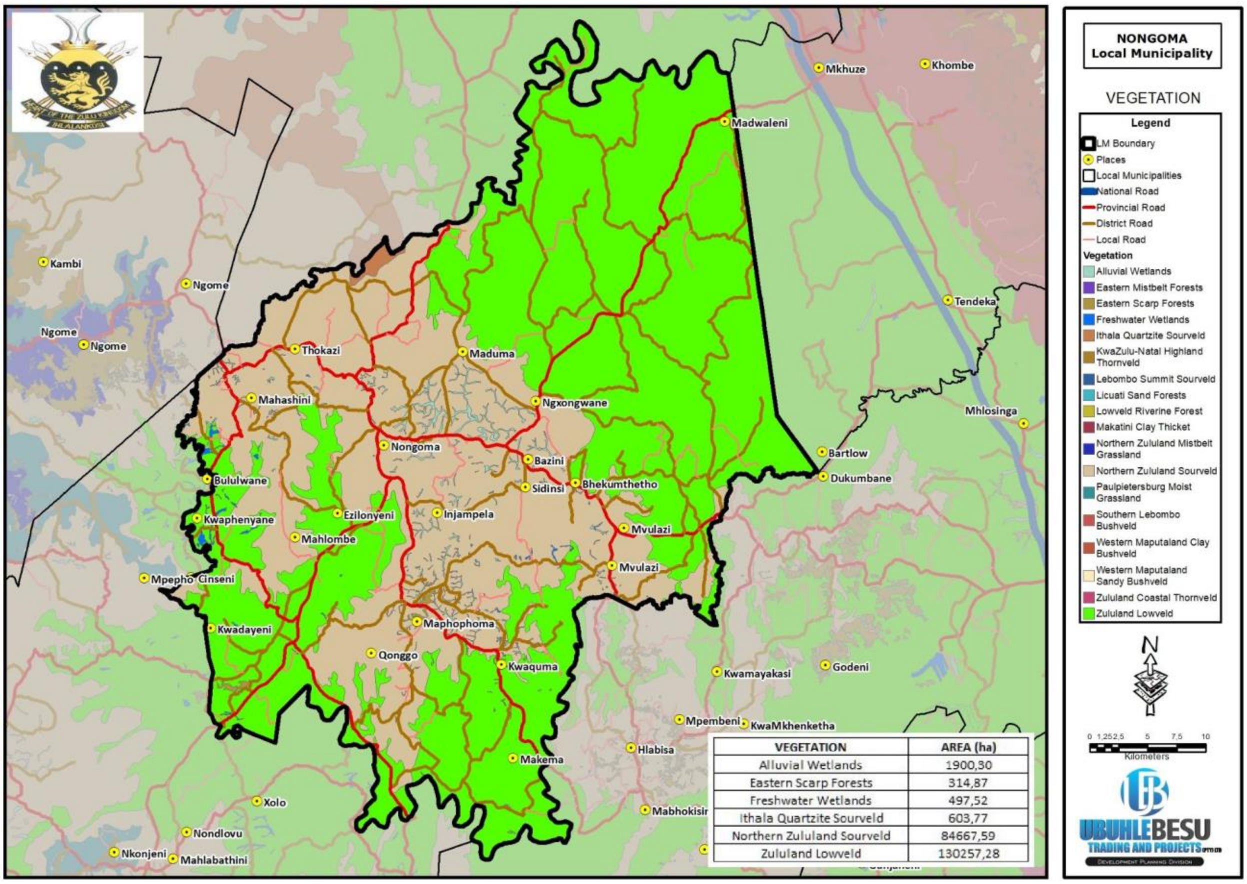
3.2.2.2. VEGETATION

The rainfall levels in the area and the diversity in landscape features have created different and a particular environment conducive for various types of vegetation in the municipal area. The northern and north-western parts of the study area are predominantly covered by Zululand Lowveld to the extent that it covers approximately 57% of the entire municipal area, as seen in the Map: Vegetation and table below.

Table 7: Table depicting Vegetation viriaty in Nongoma

VEGETATION	AREA (HA)	% OF MUNICIPAL AREA
Alluvial Wetlands	1900,30	0.87
Eastern Scarp Forests	314,87	0.14
Freshwater Wetlands	497,52	0.23
Ithala Quartzite Sourveld	603,77	0.28
Northern Zululand Sourveld	84667,59	38.80
Zululand Lowveld	130257,28	59.68

Map 13: Vegetation Map for Nongoma



3.2.2.3. AIR QUALITY

The quality of the air in NLM is good, as expected in rural areas. This can be ascribed to the rural nature of the area, with low densities of motor vehicles and no heavy industries that can contribute to a marked decrease in air quality. Air pollution is most likely to be associated with the burning of sugar cane, fuel wood and fugitive dust emissions generated from unpaved roads. Household related burning of wood is high in rural settlements however usually has a low impact to the air quality of the municipality.

3.2.2.4. WASTE MANAGEMENT

Nongoma Local municipality has an Integrated Waste Management Plan in place (Appendix 8). Most households in the NLM, use own communal dumps for waste disposal. Households that receive collection from the municipality are only 1732 and the rest of the households have no access to rubbish removal services or have to use other means of removing their refuse (Figure 8 and table 6).

Figure 13: Refuse Services per Household in Nongoma LM (Nongoma IWMP, 2018)

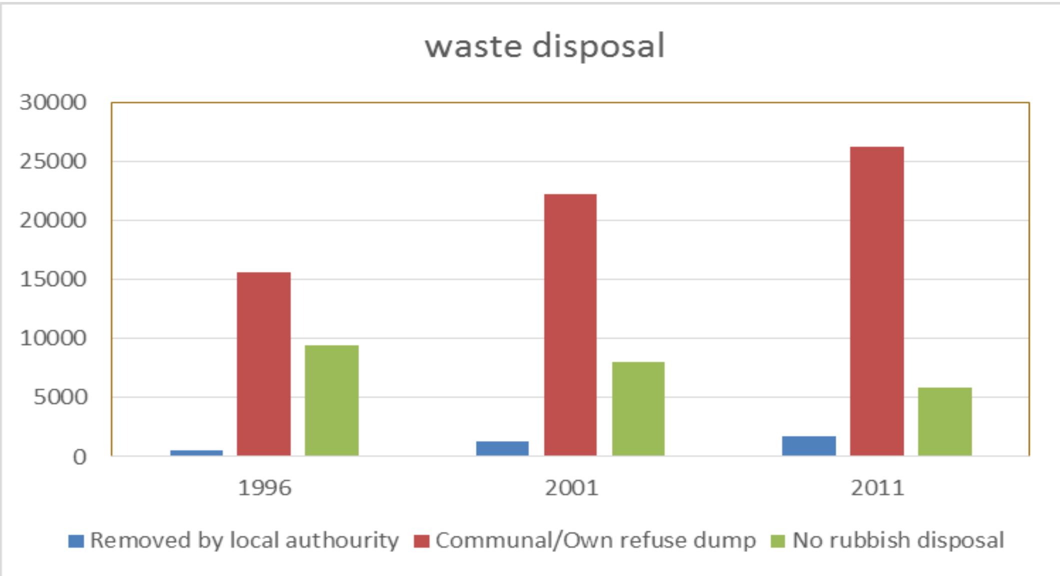


Table 8: Waste Disposal in Nongoma

	Year		
	1996	**2001**	**2011**
Removed by local authority/private company	504	1 349	1 732
Communal/Own refuse dump	15 590	22 258	26 192
No rubbish disposal	9 417	7 974	5 852

1. Waste Management Strategies, Systems and Practices

1.1 General appearance
The central business district (CBD) of Nongoma is dirty with litter all over the town especially at the taxi rank area. Although skips have been placed around the town there are no bins to prevent casual littering. There are many hotspot areas of illegal dumping around the town. Despite the fact that widespread illegal dumping within the municipal collection areas can easily be discerned all around the municipality, there are no actual figures quantifying the extent of the problem. The municipality aesthetic is not appealing.

1.2. Waste collection
The municipality is responsible for kerbside waste collection, liter picking and street cleaning. Residences receive twice a week collection and they are provided with three plastic bags. They are required to place their waste in bags or bins outside their properties on the scheduled day of collection (Tuesday and Friday). Institutions within the service areas such as schools are provided with skips which is emptied once full. There is no litter picking in the residential areas hence the area is polluted with litter. In the CBD refuse is removed daily. Skips are provided at points of high litter generation (such as taxi ranks, bus stops and shops) and are cleared once full. Street cleaning and litter picking around the CBD is done on a daily basis. During busy periods mostly month end and public holidays, an additional frequency of waste collection and cleaning up is done to clear the high volumes of waste produced.

1.3. Organic and rubble waste collection
Currently rubble and garden waste is disposed together with domestic waste in the skips. It is the intention of the municipality that rubble and garden refuse be collected separately from domestic waste. It is common within the municipality to see heaps of rubble or garden waste illegally dumped.

1.4. Medical and hazardous waste collection
The municipality has one hospital (Benedictine Hospital), fourteen clinics and one private medical practice (Philani Private Hospital). Waste from the clinics is collected to the central storage at the Benedictine hospital. Campus waste is contracted to collect the medical waste on a weekly basis which is incinerated in Pinetown. The hospital keeps detailed records on site showing the type of waste collected from clinics, volumes and what Campus waste collected. There are no measures within the municipality on dealing with household medical waste and this is collected and disposed of at the dumpsite together with the domestic waste. In terms of the legislation generators of hazardous and medical waste are responsible for its storage, collection, treatment, transportation and disposal. The municipality plays a monitoring role of making sure waste disposal is done according to stipulated standards

Household hazardous waste includes paints, paint thinners, paint strippers, drain cleaners, bleach, disused motor oil, dry cell batteries, lead acid batteries, button batteries and the associated packaging containers. Disposable nappies should also be seen as domestic hazardous waste. There does not appear to be a strategy in place for the safe disposal of any hazardous domestic waste and these products find their way to the landfill.

1.5. Waste collection initiatives

Currently the municipality has the waste brigades (EPWP initiative) who are assisting with the waste management within the municipality. The EPWP has employed eighteen personnel including: one supervisor, four administrators, six administrators and seven landfill site assistants. However they are not under the waste management department compromising their function as they are manged by the Technical Director.

1.6. Waste re-use and recycling

Diversion of the waste from the landfill reduces dependence on landfilling waste, as well as the associated risk of greenhouse gas emissions. It reduces the risk of methane and other gases impacting on the surrounding land, and reduces the risk of organic compounds and other contaminants possibly polluting groundwater. The large shops like Shoprite have a bailer provided by Mondi they sale cardboard box from the shop to Mondi.

The municipality itself is not involved in any formal recycling initiative, however the contractor managing the dumpsite has appointed three companies to recycle on site. There are about 15 employees on site who are exposed to hazardous working conditions as they do not have any proper protective clothing. The companies only take paper and plastics and sell to Mondi in Richards Bay, bottles are not recycled as there is no market to sell the bottles. The lack of structured waste separation initiatives impacts on downstream waste management activities within the municipality as a result of:

- unrecovered recyclables occupying valuable airspace at the landfill site
- negative environmental impacts due to pollution and inefficient use of natural resources
- the loss of potential empowerment opportunities and jobs which could be created by recycling projects

Without a meaningful intervention by the municipality, it is unlikely that any significant recycling will occur. Not even a paper bank exists within the municipality.

Figure 14: Separation at the Landfill site (Nongoma IWMP, 2018)

1.7. Composting

The municipality currently does not compost any of its collected organic waste.

2. Waste Management Facilities

The municipality does not have any transfer stations, Buy Back Center and Material Recovery Facilities. Below is the equipment of what municipality uses to collect waste (one compactor truck and skip bins)

2.1. Waste disposal site

The municipality owns a waste disposal site. The site is located adjacent to Nongoma town, about 4 KM (estimated distance) from the Nongoma town. The site was licenced for closure, however the municipality has not been complying with the conditions of the waste disposal site licence. There are currently inadequate controls in place to prevent the disposal of hazardous waste at this site and this is known to be a problem.

The municipality has recently been issued with a pre-compliance notice for its failure to properly manage the waste disposal site. Upon receipt of the pre-compliance notice; and subsequent to a series of meetings between EDTEA representatives and the municipality; the municipality has done the following:

1) **Improved access control on site**: Security personnel have been deployed on site, among others, to keep record of vehicles entering the site; and also, to prohibit individuals (waste pickers) entry into the site until all medical waste is removed from the site. The municipality intends installing a fence and access gate to further ensure controlled access into the site.

2) **Engaging the local hospital and local medical practitioners**: The municipality compiled letters to all medical practitioners and pharmacies operating within Nongoma regarding proper disposal of their respective medical waste illegally disposed on site. Through the letters, these practitioners were sensitized on the Department's (EDTEA) discovery of hazardous (medical waste) on Nongoma Waste Disposal site.

   They were further reminded that disposal must take place through a waste disposal facility that is licensed in terms of the National Environmental Management: Waste Act; and that any generator of waste has a 'duty of care' to handle, store, transport or dispose of waste in an environmentally sound way.

   This is referred to as the 'cradle-to-grave' responsibility since it lasts throughout the whole process of waste disposal. Therefore, responsible medical practitioners and pharmacies have a duty to handle waste in a responsible manner.

   A letter to the governmental hospital (Benedictine) was also written. The issue was also raised at the Covid 19 Local Command Team, wherein department of Health and the hospital in question are members.

3) **Appointment of the service provider and Cleaning & removal of all medical waste:** The municipality had liaised with the Benedictine Hospital regarding the cleaning and removal of medical waste form the waste disposal site. This is based on the finding that some of the medical waste found on the site bear the name of the hospital.

4) **The plan of Action:** A plan of action was developed to properly manage the site in line with the conditions of the licence, and such plan will be integrated as part of performance management for the responsible line/section Manager and the Head of Department.

2.1. Waste Disposal compliance Checklist

Nongoma municipality is not compliant in terms of operating the waste disposal site. Table 9 below depicts the municipality's compliant status is as far as operating the waste disposal site is concerned. The compliant check-list form is colour-coded, as such in terms of the findings, the municipality does not comply with most of the elements of the complaint check-list form.

Table 9: Nongoma Waste Disposal site compliant Status

NONGOMA LM DISPOSAL SITES COMPLIANT CHECK																				
Indicators>>>>> / **Name of the Site**	**License**	**Operating Plan**	**Access**	**Register**	**Access control**	**Liner**	**Controlled disposal**	**Cover**	**Equipment**	**Personnel**	**Leachate management**	**Stormwater management**	**Groundwater monitoring**	**Audits**	**Nuisance**	**Monitoring committee**	**Waste Information**	**Recycling activity on site**
Nongoma Waste Disposal site																		

LEGEND:	
	Fully-compliant
	Partially compliant, but not a significant detrimental impact
	Not compliant and/or significant detrimental impact
	Licensed for closure

3. IWMP Implementation progress to date

The municipality has an Integrated Waste Management Plan (IWMP), and the following have been achieved towards the implementation of the IWMP:

- Establishment of a sub-unit (Waste Management) under Social Services Unit;
- The landfill site audit has been conducted to determine the state and compliance of the site
- The process of identifying a suitable land for the establishment of a new landfill site has commenced.

3.2.2.5. PROTECTED AREAS AND CRITICAL BIODIVERSITY AREAS

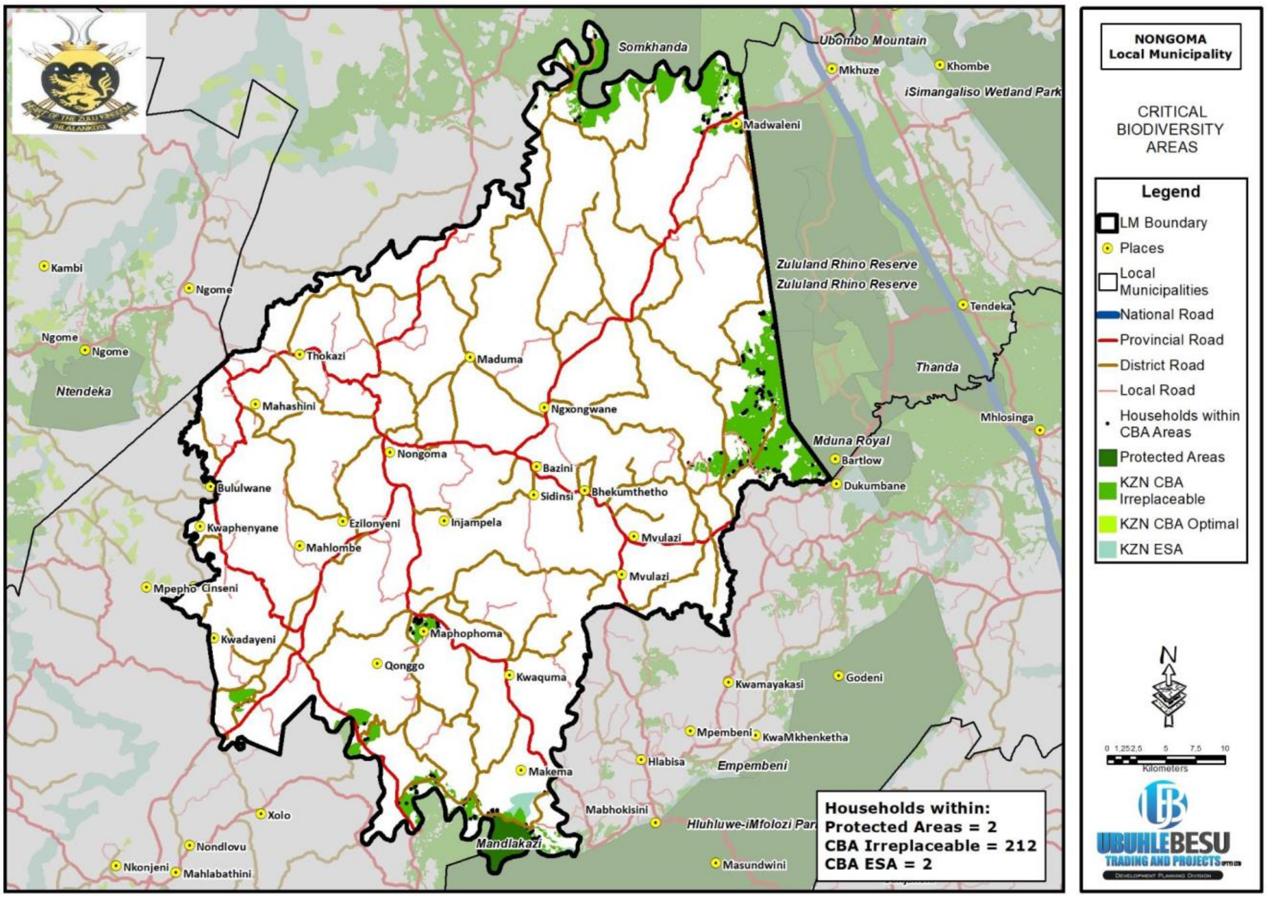
Protected Areas are terrestrial, aquatic or marine areas that are formally protected by law and managed for the purpose of biodiversity conservation. Formal Protected Areas are gazetted in terms of the National Environmental Management: Protected Areas Act, 2003. NEMPAA distinguishes between several categories of Protected Areas: Special Nature Reserves, National Parks, Nature Reserves, and Protected Environments. It also recognises World Heritage Sites declared in terms of the World Heritage Convention Act, 1999 (Act No. 49 of 1999); and other related legislation. Nongoma Municipality has two areas that are protected by Ezemvelo KZN Wildlife (1) south of the municipality in Mandlakazi which lies at the boundary with Hlabisa Municipality and forms part of the Hluhluwe-Mfolozi Park. (2) North of the municipality along the boundary with uPhongola Municipality which forms park of the Somkhande Game Reserve.

Conservation Areas are those areas of land not formally protected by law, but where primary land use is conservation. These areas are typically informally protected by the current owners and users, and managed at least partly for biodiversity conservation. As Conservation Areas are not gazetted in terms of NEMPAA, they are not considered to be Protected Areas. They could include areas covered by the Biodiversity Agreements in terms of the NEM: Biodiversity Act, 2004 (Act No.10 of 2004) (NEMBA), Community Conservation Areas, Municipal Reserves, Commercial Game Parks, as well as non-declared Private Nature Reserves and conservancies (agreements for co-operation among neighbouring landowners and require no legal long-term commitment).

Critical Biodiversity Areas (CBA)are natural or near natural landscapes that are considered critical for meeting biodiversity targets and thresholds, and which safeguard areas required for the persistence of viable populations of species and the functionality of ecosystems. There are few areas within the municipality that have been identified by Ezemvelo KZN Wildlife as KZN CBA Irreplaceable and are located along the north-eastern municipal boundary, along the western boundary bordering the Zululand Rhino Reserve, and in the area of Maphophoma.

The identification of these areas with environmentally sensitive areas aims to ensure that they are well protected and necessary considerations are made as far as development proposals are concerned. The municipality along with traditional leadership have the responsibility to ensure that these areas are protected by the community and that suitable land uses, economic activities and tourism opportunities are realised in and around these areas.

Map 14: Nongoma Critical Biodiversity Areas



3.2.3. AGRICULTURAL ANALYSIS

According to the Zululand Biodiversity Sector Plan (2015) Nongoma Municipality is predominantly covered with Secondary and Mixed Agricultural Land. The extent of high agricultural potential land and arable land in the Nongoma Municipality is approximately less than 25 percent of the total land area of the Nongoma Municipality (Draft Nongoma Agricultural Strategy, 2019). Wards 1, 2, 3 and 18 have the largest land of high agricultural potential relative to the total area of the Wards.

Thus, should primary agriculture be contemplated as a vehicle for economic development these are the key wards to focus on; wards 5, 12, 15, 16, and 17. Furthermore, ward 21 does have pockets of high productive land however most of their land area is for secondary and mixed agriculture. This proposed land use zone in the latter wards consists of "Category D Agricultural Land" which is seen as land with Moderate Potential. It will require high input costs to make small portions of land economically viable.

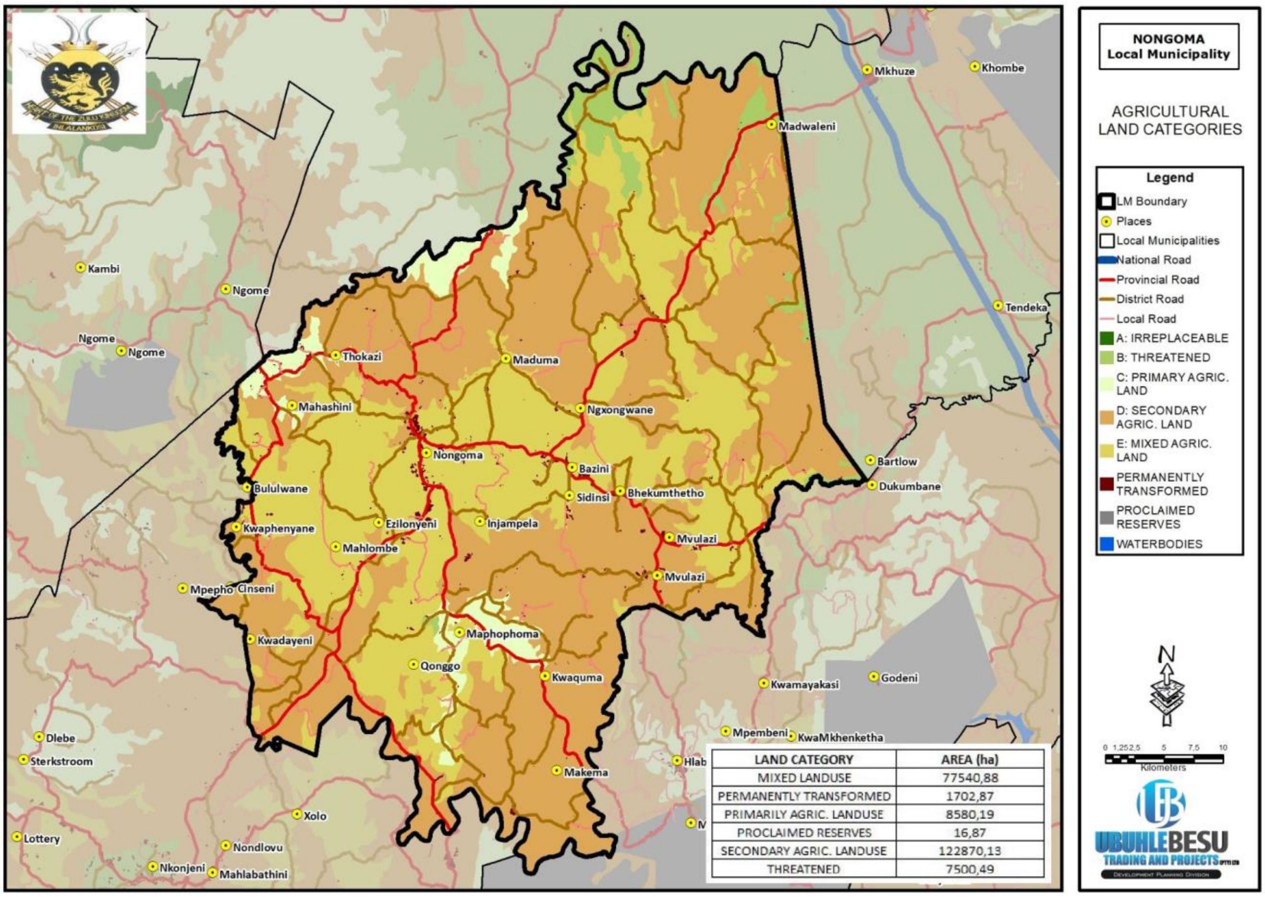
The land with the highest potential is situated on the Northern boundary with uPhongolo Local Municipality, and centrally in the Maphophoma area and surrounding. The lowest category seems to follow the movement routes of the R66 and R618, and was transformed due to human activity along these routes. The current cultivation pattern does not correspond to the potential of the land and is more linked to the settlement pattern as the settlements are dependent on agriculture and subsistence farming for survival. This might have to affect that some of the farms are not as productive as the areas closer to the higher agricultural potential land.

The land use map depicts a much larger spread of subsistence farming than the land cover plan. It also depicts only a small portion of the high agricultural land being used for Commercial farming activities. This provides an opportunity for the expansion of commercial farming within the municipality.

As the Municipality is not well served by roads, the potential of farmers in the area to grow fresh produce such as fruits and vegetables for the larger markets is limited. The municipality should consider the possibility of providing access roads to agricultural potential areas to catalyse agricultural activities that could address poverty and promote economic growth of the municipality.

The PSEDS identifies the R66 between Nongoma and Pongola Town as an agricultural Corridor. This route is identified by the PSEDS as a secondary Provincial Corridor. The agricultural production areas are situated partly on the boundary between Nongoma LM and uPhongolo, but the main arable production area is situated on the northern boundary of Nongoma. The agricultural corridor does not only refer to processing of arable agricultural product, as a large portion of the land is suitable for livestock grazing.

Map 15: Agricultural Land Categories in Nongoma



LAND CATEGORY	AREA (ha)
MIXED LANDUSE	77540,88
PERMANENTLY TRANSFORMED	1702,87
PRIMARILY AGRIC. LANDUSE	8580,19
PROCLAIMED RESERVES	16,87
SECONDARY AGRIC. LANDUSE	122870,13
THREATENED	7500,49

3.2.4. SPATIAL/ENVIRONMENT SUMMARY OF KEY ISSUE AND CHALLENGES

The status quo analysis undertaken above culminated in the identification of a number of challenges, which the municipality needs to deal with. Some of these challenges are further dissected below by undertaking a brief cause and effect analysis. The understanding of their causes and implications can assist in mitigating their effects or in terms of prioritising which ones need to be dealt with first. The Table below also provides an indication of the typology of the challenges and the nature of responses that should be employed.

CHALLENGES	TYPE OF CHALLENGE	CAUSE	EFFECT	RESPONSE TYPE	OPPORTUNITIES / RESPONSES
SPATIAL CHALLENGES					
Settlement sprawl	Current	Lack of effective land use management	Creation of dispersed, inefficient low-density rural settlements; service delivery costs	Address & Mitigate	Introduction of rural settlements plans / settlement edges in conjunction with Traditional Councils
Congested town centre	Current	Lack of effective planning and topographical challenges	Inefficient movement	Address & Mitigate	Extension and redevelopment of town; decentralization
Cross border rural settlement conurbation	Current	Settlement sprawl	Consolidation of cross-border settlements	Address & Mitigate	Cross-border planning to ensure uniformity and continuity
Lack of effective land use management system	Current	Lack of enforcement	Settlement sprawl, loss of valuable land; Illegal development / development on unsuitable land	Address	Implementation of land use scheme in entire municipality
Spatial inefficiency	Current	Dispersed settlements and disjuncture between settlements and economic opportunities	Lack of access to economic opportunities	Address	Creation of self-sufficient settlements
Derelict built form / infrastructure	Current	Lack of maintenance	Unattractiveness	Address	Introduction of urban renewal / small town rehabilitation
ENVIRONMENTAL CHALLENGES					
Climate change impacts	Current & Future	Greenhouse gas emissions	Natural catastrophes	Mitigate	Implementation of mitigation and adaptation measures
Environmental degradation and lack of natural resource management programs	Current	Settlement sprawl	Loss of natural assets	Address & Mitigate	Institution of environmental rehabilitation programmes ; Optimal use of natural resources; Introduce and implement buffers from CBA's and Protected Areas

3.2.5. DISASTER MANAGEMENT ANALYSIS

3.2.5.1. MUNICIPAL LEGISLATIVE MANDATE (DM & FIRE SERVICES)

The following legislation impact on the integrated Disaster Management Planning effort and provide the basis for operation by the relevant stakeholders.

1. **The Constitution of the Republic of South Africa Act 108 of 1996**

The Constitution redefined local government as a sphere of government that is distinctive from, yet interdependent and inter-related district, provincial and national government. Importantly, the Constitution conferred developmental issues to local government.

2. **Municipal Systems Act 32 of 2000**

The Act introduces changes towards the manner in which municipalities are organized internally, the way they plan and utilize resources, monitor and measure their performance, delegate authority, deliver services and manage their finances and revenue. Critically, the Act formalizes a range of alternative service delivery mechanisms that could be used to complement traditional service delivery mechanisms / arrangements used by municipalities.

3. **Municipal Structures Act No. 117 of 1998 (As amended in 1999 and 2000)**

The Act defined new institutional arrangements and systems for local government. Importantly, the Act laid a foundation for local government performance management and ward committee systems.

4. **Disaster Management Amendment Act 16 of 2015**

The Act streamlines and unifies disaster management and promotes a risk reduction approach particularly at municipal and provincial levels. It eliminates the confusion around disaster declaration and addresses current legislative gaps.

5. **National Disaster Management Framework (Notice 654 of 2005)**

The framework provides guidelines for the development of the provincial and municipal disaster management frameworks. This also provides the key performance areas and enablers required for the implementation of the Disaster Management Act.

6. **Policy Framework for Disaster Risk Management in the Province of Kwa-Zulu Natal (Provincial Gazette 545 of 4 February 2011 as amended by Provincial Gazette 372 of 22 January 2010).**

The framework provides guidelines for the development of the municipal disaster management frameworks. This also provides the key performance areas and enablers required for the implementation of the Disaster Management Act.

7. **Fire Brigade Services Act No 99 of 1987**

This Act forms an integral part of disaster risk management, and response to risks and disasters.

8. **National Veld and Forest Fires Act No. 101 of 1998**

This Act emphasizes the formation of Fire Protection Associations for the purpose of predicting, preventing, managing and extinguishing veld fires.

9. **The National Environmental Management Act of 1999**

This Act provides for environmental management strategies so as to prevent and mitigate environmental disasters

3.2.5.2. STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

1. **Status of Municipal Disaster Management Centre**

According to the Disaster Management Amended Act, 2015, section 43 (3) states that ''A local municipality must establish capacity for the development and co-ordination of a disaster management plan and the implementation of a disaster management function for the municipality which forms part of the disaster management plan as approved by the relevant municipal disaster management centre." A fully established, resourced and functioning Municipal Disaster Management Centre is a key element of the plan.

Nongoma municipality does not have a Disaster Management centre. Capacity to fulfil all the functions required by the Disaster Management Act is almost non-existent. The municipality is however in a process to establish its disaster management centre and the plans towards that are at an advance stage.

The municipality has a Manager: Disaster Management who is expected to manage the MDCM once completed. This would be in line with Section 45(1) of the Act, the Municipal Council must appoint a suitably qualified person as Head of the Municipal Disaster Management Centre (MDMC).

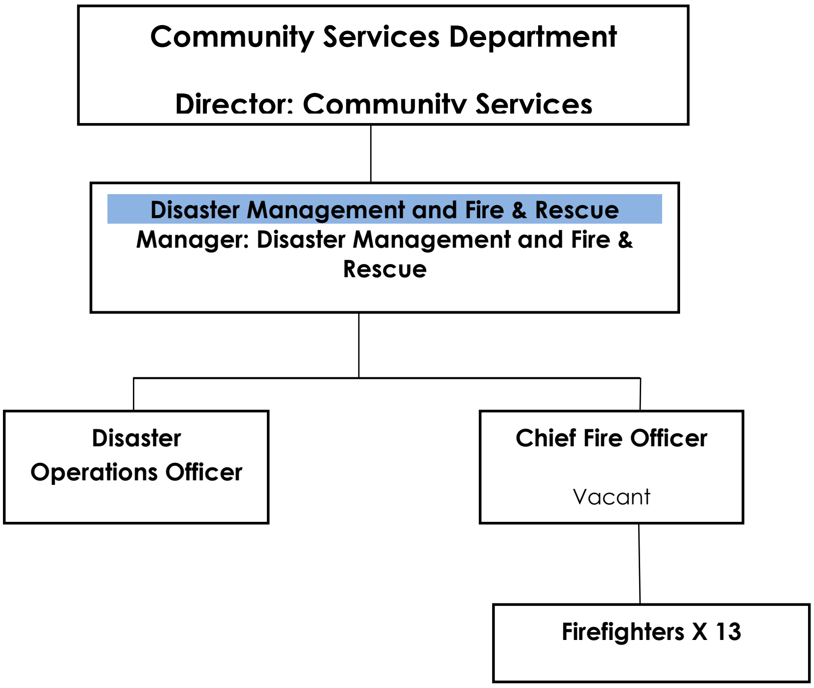
The following are capacity requirements for Nongoma Disaster Management Centre:

- Infrastructure to perform disaster management and fire & rescue services
- Additional personnel
- A Disaster management information system
- Adequate fleet
- Appropriate funding

2. **Nongoma Municipal Disaster Management and Fire & Rescue Services**

The Nongoma Municipal Disaster Management and Fire & Rescue Services falls within Community Services Department. The unit is the primary functional unit for disaster management in the municipal area, and a lead agent towards the implementation of disaster management policies and legislation. The unit also drives the integration and coordination of municipal disaster management activities and priorities in order to ensure that national and provincial objectives are achieved.

The institutional arrangement for the Unit is herein depicted:



3.2.5.3. Status of Municipal Disaster Management Policy Framework

Nongoma Municipality has a draft Disaster Management Policy Framework. The framework will be tabled to council in the 1st Quarter in the 2021/2022 financial year. The policy framework seeks to provide those with statutory disaster risk management responsibilities (in terms of the DM Act, the NDMF, the policy framework of KwaZulu-Natal province and other applicable legislation) within the Nongoma Local Municipality with a written mandate, which:

- is coherent, transparent and inclusive.
- provides criteria for the systematic management of administrative decisions, stakeholder participation, operational skills and capacities; and
- Achieves uniformity in the development, implementation, maintenance, monitoring and assessment of all policies, plans, strategies, programmes, projects and practices which are aimed at achieving the vision, mission and key performance areas of disaster risk management in Nongoma municipality.

This policy framework also serves to guide the development and implementation of uniform and integrated disaster risk management policy and plans for all the municipalities. Through the framework, Nongoma municipality's vision is to build resilient communities in Nongoma Municipality (through disaster risk reduction initiatives). As its mission, the municipality intends developing and implementing holistic and integrated disaster risk management planning and practice in a cost-effective and participatory manner to reduce vulnerabilities and build resilient communities.

3.2.5.4. Status of Municipal Disaster Management Plan

The Nongoma municipal Disaster Management Plan was adopted by the council in November 2017 (Refer to Appendix 5). It will be due for a review in the next financial year (2021/2022). The Disaster management plan has been haphazardly implemented due to lack of resources, both human and financial. The improved institutional arrangements and the positive manner to which the municipality is now treating disaster management function, suggests that the municipality will be in a better position to implement its Disaster Management Plan in the upcoming years.

3.2.5.5. Municipal Disaster Management Inter-Departmental Committee

It has been stated above that the municipality does not have a Disaster Management Center. However despite the absence of the centre, the municipality has committed itself in ensuring that disaster-related issues are prioritized and form part of the agenda at a top management level.

The Disaster Management Act No. 57 of 2002 (DM Act) requires municipal disaster risk management centres to promote a coordinated, integrated and uniform approach to disaster risk management, including the development and implementation of appropriate disaster risk reduction methodologies, emergency preparedness and rapid and effective disaster response and recovery, in their municipalities.

To achieve these objectives and to promote interdepartmental liaison, arrangements must be put in place to enable all the key internal role players in the administration of a municipality to participate in disaster risk management activities and to coordinate their disaster risk management responsibilities. To achieve this objective, a Municipal Interdepartmental Disaster Risk Management Committee (MIDRMC) must be established.

Nongoma municipality is in a process of establishing its Municipal Interdepartmental Disaster Risk Management Committee. The committee shall consist of the heads of departments and key staff from all departments in the municipal administration.

1. **Municipal Disaster Management Advisory Forum**

Nongoma municipality has a functional MDMAF established as per Section 51 of the Disaster Management Act. The forum is responsible for coordination of strategic issues related to disaster management such as risk assessments and to approve and/or review the disaster management plan for the municipality before it is submitted to Council.

The forum sits quarterly and is chaired by the Manager: Disaster Management and Fire & Rescue. The eruption of covid-19 has seen ad hoc forum meetings being conducted over and above the quarterly meetings.

3.2.5.6. Disaster Management & Fire Services Swot Analysis

STRENGTH	WEAKNESS
– Disaster Management Advisory Forum is in place – Reviewed Disaster Sector Plan – Disaster Management Awareness Campaigns conducted quarterly – Fire drills conducted quarterly as well. – Seven dedicated personal and two skid unit for firefighting and incident assessment – Trained fire and disaster experts	– Lack of resources – Lack of staff and equipment – Lack of Emergency / Disaster Management Centre – Insufficient funds allocated to Disaster Management Section.
OPPORTUNITIES	**THREATS**
– Construction of Disaster Management Centre – Working on fire.	– The settlement of communities in disaster high risk lead to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. – Unexpected weather changes – Drowning of community members – Structural and veld fires – The Nongoma Municipality is prone to lighting

3.2.5.7. Challenges for Disaster Management and Fire Services as per SWOT Analysis

– Insufficient funds allocated for Disaster Management function.
– Inadequate resources: Vehicles utilised are not suitable for the terrain
– Absence of Disaster Management Centre

3.2.5.8. DISASTER RISK ASSESSMENT

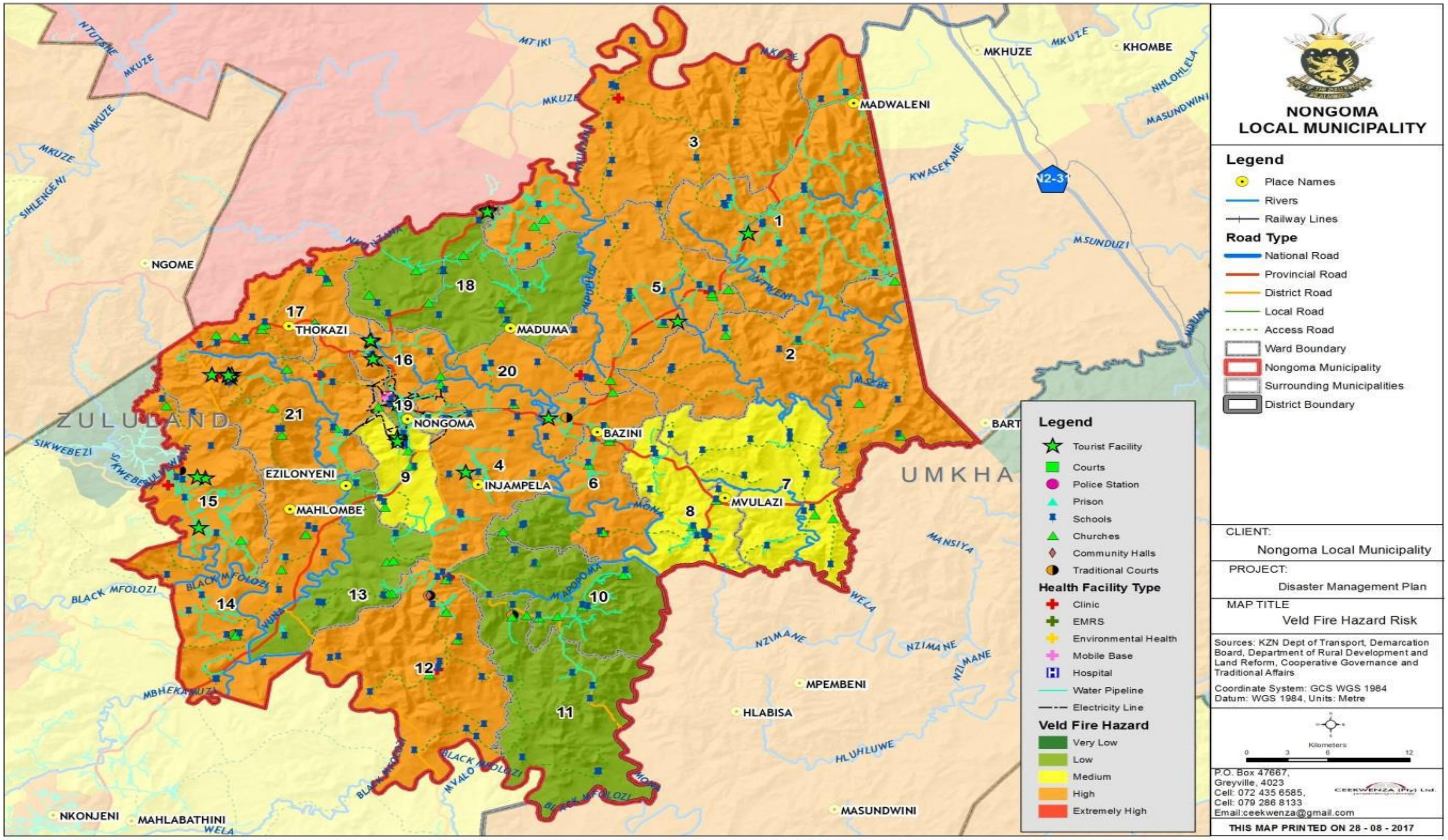
1. List of Priority Risks (Hazards)

The Municipality current disaster risk profile is based on a detailed disaster risk assessment process. The disaster risk profile for the municipality is based on the data received from the consultations with communities and community development workers. The risk prioritization for the Nongoma Municipality is shown below:

Figure 15: Nongoma Risk Prioritization

Hazard type	Risk prioritization
Drought	
Lightning	
Strong winds	
Heavy rainfall	
Animal diseases	
Structural fires	
Veld fires	
Plant disease	
Floods	
Hailstorm	
Hazardous material- Hazmat: Spill/Release	
Drownings	

Map 16: Veld Fires Hazard Risk in Nongoma LM, NLM Disaster Management Plan

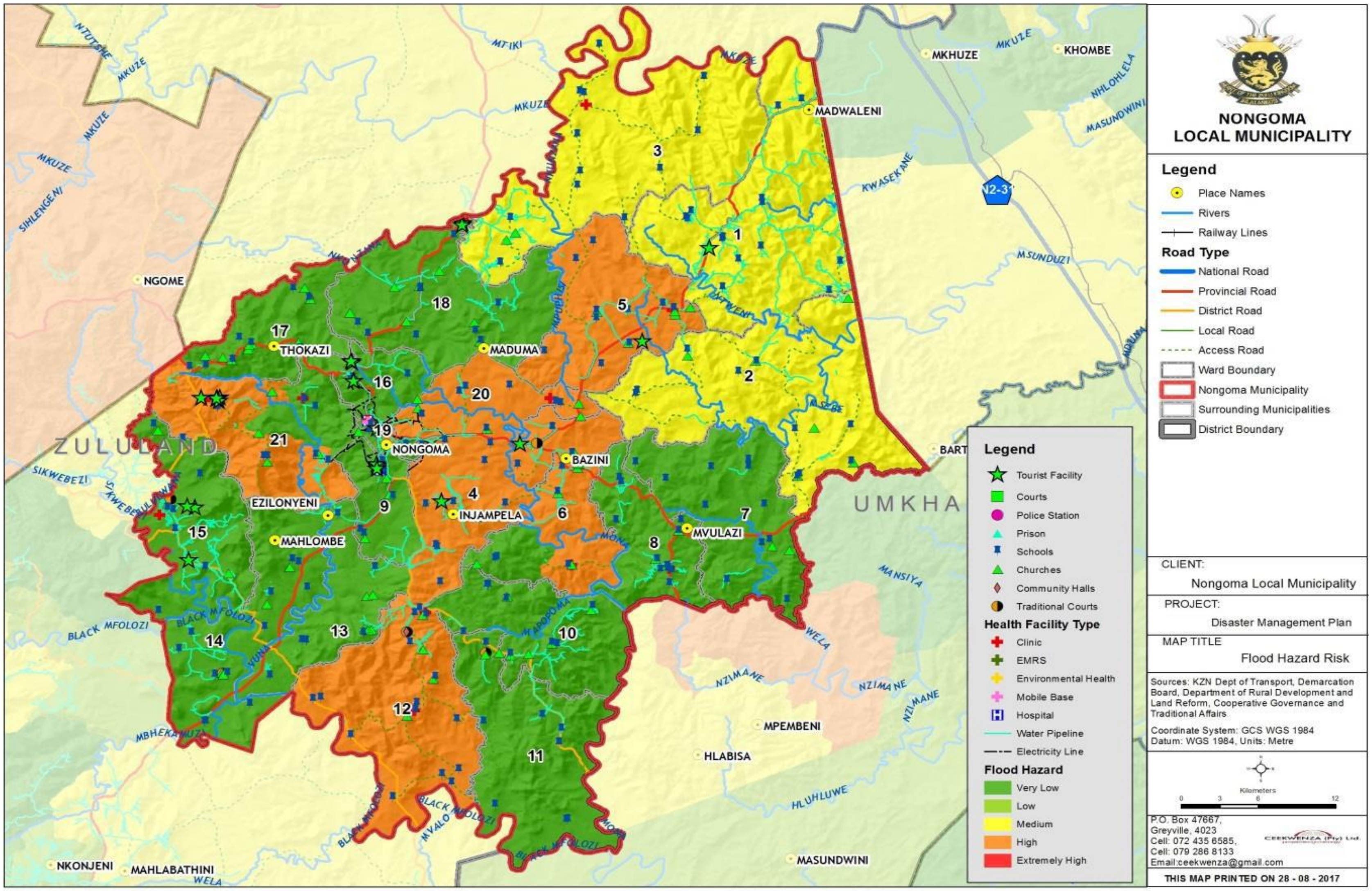


2. High Priority Disaster Risks

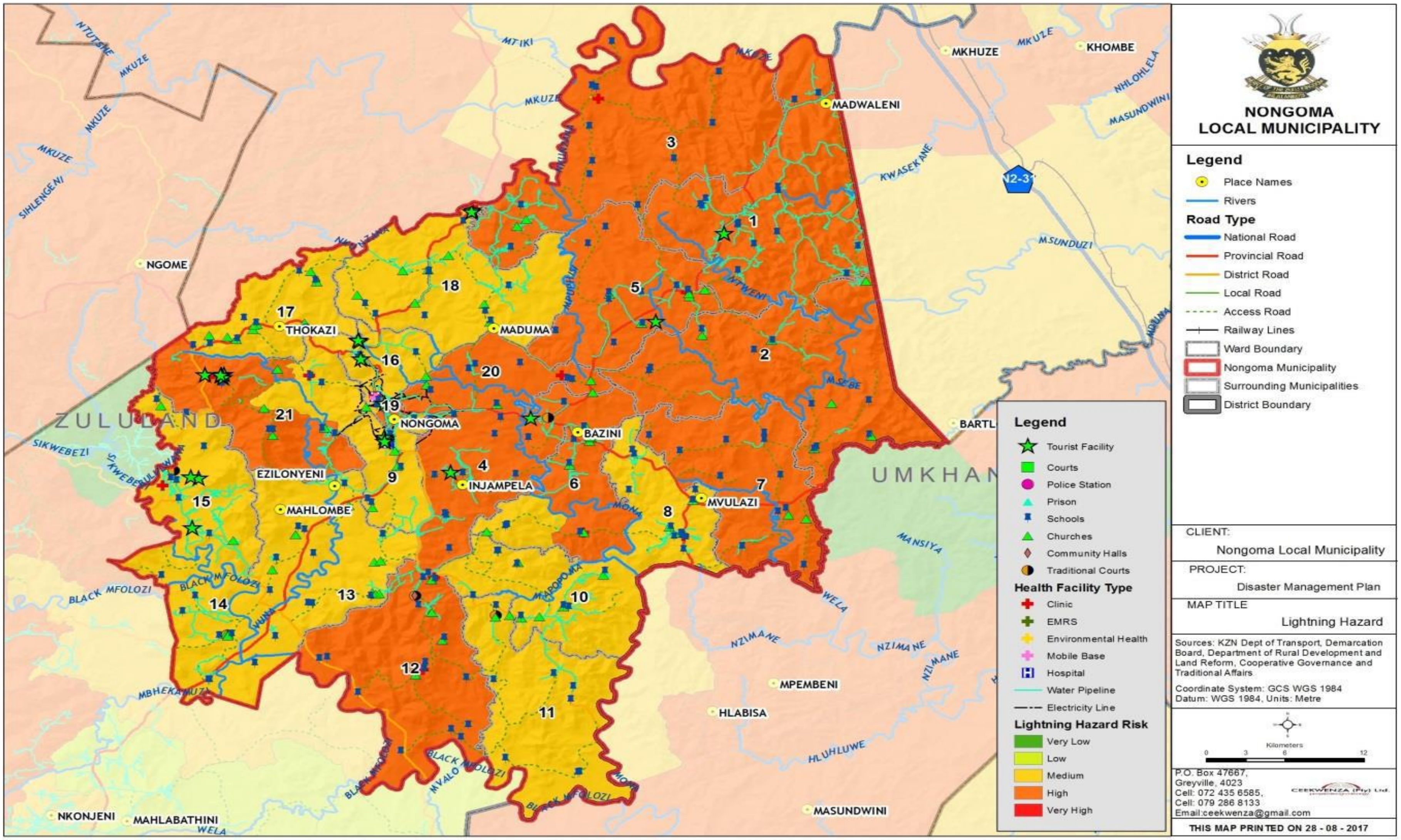
The high priority disaster risks for the municipality were identified as:

<table>
<tr><th colspan="2">HIGH PRIORITY DISASTER RISKS</th></tr>
<tr><td>Drought</td><td>The Province of Kwa-Zulu Natal, which comprises of districts and local municipalities including Zululand and Nongoma, like many parts of the country, is prone to drought. The South African Weather Services (SAWS) predicted early in 2011 that climate change, especially intense heat-wave called “El-Nino” could possibly strike South Africa in less than three years. It came as no surprise as reports of dams around the province became dry.
In particular, a drought occurs when there is a deficiency in rainfall or other forms of precipitation for an extended period of time. This affects run-off, soil moisture levels, dam levels, food production and ultimately the ability to supply portable water and to maintain the natural ecology of a particular area.
The effects of drought may be grouped into: social, (conflict between water users, inequality in the distribution of drought and relief assistance) environmental (effects of water quality, soil erosion, damage to animal and plants species) and economical (loss of crop production, income loss to farmers, revenue loses to government, decline in employment)</td></tr>
<tr><td>Strong Winds</td><td rowspan="3">Nongoma municipal area is vulnerable to lightning and strong winds. Severe storms can cause damage and disruption, especially to areas where a large percentage of community members make use of informal housing.
The municipal area is vulnerable to heavy rain fall in the summer season.</td></tr>
<tr><td>Lightning</td></tr>
<tr><td>Heavy rains</td></tr>
<tr><td>Structural Fires</td><td rowspan="2">Nongoma municipal area is vulnerable to structural fires and veld fires.</td></tr>
<tr><td>Veld Fires</td></tr>
</table>

Map 17: Flood Hazard Risk in Nongoma LM, NLM Disaster Management Plan



Map 18: Areas prone to Lightning in Nongoma LM, NLM Disaster Management Plan



3.2.5.8. DISASTER RISK REDUCTION FOR DISASTER MANAGEMENT AND FIRE SERVICES

In order for the municipality to provide rapid and effective response to disasters caused by climate change, and ensure that its community lives in a sustainable and resilient environment, it is imperative that mechanisms are put in place curb this eventuality. The Nongoma Municipality Disaster Management Plan (DMP) notes the need to link spatial planning with disaster management. It also notes the need to provide disaster risk reduction programmes which will act as disaster prevention and mitigation strategies. The DMP, inter alia, proposes the following climate change related risk reduction strategies.

1. **Disaster Management & Fire Services Programmes/Projects by Municipality**

NAME OF THE PROJECT	BUDGET	TARGETED AREAS
Distribution of Lightning conductors	R200 000.00	All Wards
Nongoma Town Stormwater	R11 835 708.00	Ward 19
Distribution of Disaster Wendyhouses	R200 000.00	All Wards

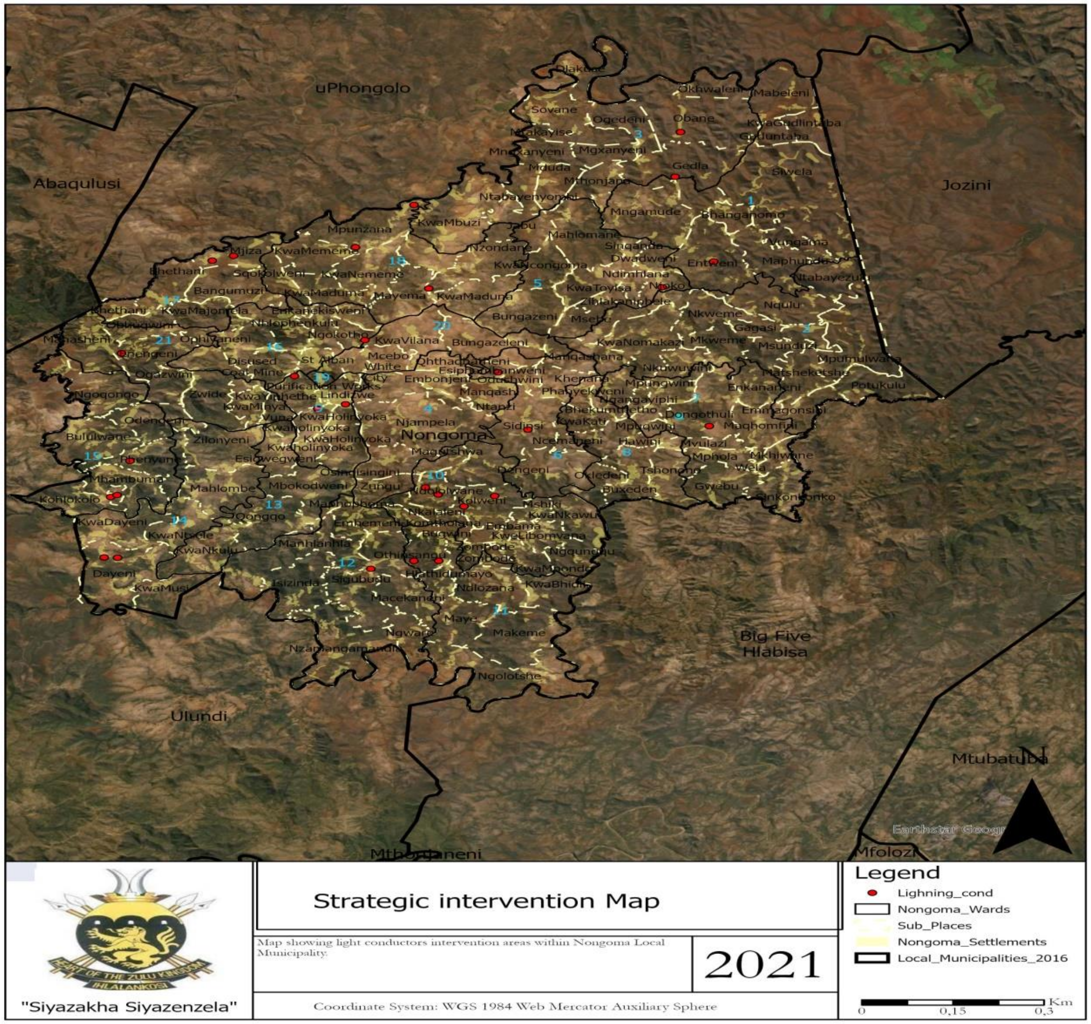
2. **Disaster Management Programmes/Projects by Stakeholders**

STAKEHOLDER	NAME OF THE PROJECT	BUDGET	TARGET AREAS
KZN COGTA	Distribution of Lightning conductors	Not specified	All Wards

2.1. Specific Climate Change Adaptation Programmes

NAME OF THE PROJECT	BUDGET	TARGET AREAS
Installation of Nongoma Town street lights Phase 1	R19 800 000.00	Ward 19

Map 19: Map depicting municipal startegic interventions for Disaster Risk Reduction, NLM GIS 2021



3.2.5.9. DISASTER RESPONSE AND RECOVERY

1. Municipal Capacity in terms of Response and Recovery

There should be a specific organ of state responsible for contingency plans for the known risks. The NDMF illustrates it with the following example: flood response and recovery would involve the combined efforts of many stakeholders, but the primary responsibility must be allocated to a specific organ of state with the other stakeholders assuming secondary responsibilities.

In the case of floods, for example, the Department of Water and Sanitation (DWS) could bear primary responsibility. In the case of drought, the DWS and Department of Agriculture & Rural Development (DARD) could be the primary agencies and in the case of extreme weather events, the Municipal Disaster Management and Emergency Services could assume primary responsibility.

The municipal Disaster Management and Fire & Rescue Unit is in a process of developing mechanisms to facilitate, guide, coordinate and monitor the integrated response to disasters. These can include:

- The allocation of responsibilities for the development of contingency plans for specific known hazards to specific organs of state;
- The identification and allocation of primary responsibilities to specific response and resource agencies for each of the various activities associated with disaster response and recovery efforts such as evacuation, search and rescue, fire-fighting, emergency medical services, shelter and humanitarian relief; and
- The inclusion of mechanisms for the activation and mobilization of resources, including the deployment of volunteers.

2. INFORMATION MANAGEMENT AND COMMUNICATION

2.1. Information Management and Communication system

According to the NDMF, there should be a comprehensive information management and communication system supporting disaster risk management in South Africa. This should include the establishment of integrated communication links with all disaster risk management role- players.

Nongoma Local municipality does not have an Information Management and Communication System. As such there is no communication links, which should enable the receipt, transmission and dissemination of information between the disaster management unit and those likely to be affected by disaster risks as well as other role players and stakeholders involved in disaster risk management.

The municipality does not have a hotline through all disasters are reported and information disseminated.

2.2. Early Warning Strategy

Early warning is a major element of disaster risk reduction. It prevents loss of life and reduces the economic and material impact of disasters. To be effective, early warning systems need to actively involve the communities at risk, facilitate public education and awareness of risks, effectively disseminate messages and warnings and ensure there is constant state of preparedness.

Nongoma municipality utilizes the following mechanisms as part of early warning for possible disasters:

- Weather Services Alert
- Emergency Collaboration group
- Bulk SMS system
- Local News Paper
- Local community radio stations and television
- Whatsapp group for councillors and committee members

3. EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

3.1. Planned Capacity Building Programmes

During the 2020/2021 FY, the municipality had the following programme:

- 42 unemployed youth provided with Skills Training on Firefighting skills
- 3 Disaster Management Capacity Building and Awareness campaign Programme conducted in Traditional Authorities
- 4 quarterly Fire Safety Inspections Drive conducted in public and business institution
- 20 school Disaster Management Awareness Campaigns conducted by 30 June 2021
- Mainstreaming of Disaster Management through Warrooms

The municipality intend intensifying its capacity building programmes in the next financial year. As such, the following programmes have been planned for the next financial year:
Training is planned for the following groups:

- Training of 3 traditional council where their roles and significance will be clearly defined in line with the DM Act
- Training of Disaster Management Advisory Forums
- Training of the new municipal councillors
- Training of new ward committee members
- Disaster Management Capacity Building and Awareness campaign Programme to be conducted in 3 Traditional Authorities
- Quarterly Fire Safety Inspections Drive to be conducted in public and business institution
- 50 school Disaster Management Awareness Campaigns to be conducted
- Mainstreaming of Disaster Management through Warrooms

3.2. **Planned Public Awareness Campaigns**

The following public awareness campaigns have been planned for the 2021/2022 FY:

- 3 Disaster Management Capacity Building and Awareness campaign Programme conducted in Traditional Authorities
- 4 quarterly Fire Safety Inspections Drive conducted in public and business institution
- 50 school Disaster Management Awareness Campaigns to be conducted
- 23 Warrooms awareness campaigns to be conducted

4. FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

The municipality relies mainly on the equitable share for financing of disaster risk management issues. The breakdown of available budget for disaster management and fire services is as follows:

- Purchasing of a Fire Engine truck: R600 000.00
- Purchasing of Lightning conductors: R200 000
- Relief Material: R200 000
- Purchasing of Log cabins/(Wendy Houses): R200 000

3.2.5.2. SWOT ANALYSIS: CROSS-CUTTING ISSUES

SWOT ANALYSIS: CROSS-CUTTING ISSUES	
Strengths • SDF in place with identified areas of economic growth and population densification • Existing Urban development framework (may need update) • Disaster risks map available with disaster management plan • Existing disaster unit, but supposed to be disaster centre. • Well trained staff	Weaknesses • Changing climatic conditions • High poverty and unemployment levels • Overdependence on Government grants • High services backlog • Rural road infrastructure deficits • Environmental degradation
Opportunities • Willingness of Public Works to release Erf 5000 • High demand of rental stock • Functional, able to take resolutions	Threats • Perception that government want to expropriate ITB land • Contestation of authority over Erf 5000 • Entrenched culture of impunity/disregard of law • Hilly terrain in town, resulting in limited land for expansion • Scattered settlements, making service delivery costly • Lightning and drought

3.3. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

Municipal transformation and institutional development relate to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal-centered approach to community participatory approach. The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed.

Nongoma Municipality was established in terms of the Constitution Act, no 108 1996, the Demarcation act 27 of 1998 and Section 12 Notice issued in terms of the Local Government: Municipal Structures Act 117 of 1998. The municipality is organized into political and administrative structures.

3.3.1. POLITICAL STRUCTURE OF THE MUNICIPALITY

Council is headed by the following full-time councilors:

- Mayor
- Deputy Mayor
- Speaker

An additional 6 councilors form part of the municipal Executive Committee (EXCO). EXCO members are then tasked with a political oversight role upon which they chair various Portfolio Committees. While at the beginning of the financial year Nongoma LM had 5 portfolios in line with the initial number (5) of departments; the merger between Planning & Economic Development services and Technical Services into one department (Planning & Infrastructure Development reduced the number of portfolios from five to four. The portfolio committees for Nongoma municipality are arranged as follows:

Portfolio Committee	Chairperson of the Committee
Corporate Services	Cllr. SA Hlongwane
Budget & Treasury Office (BTO)	Cllr M.A. Mncwango
Social & Protection Services	Cllr. A.N Xulu
Planning & Infrastructure Development	Cllr. A.N Ndabandaba
[redacted]	

The Council also has the following special programs that are located in the Office of the Mayor:

- Gender
- People living with Disability
- Youth
- HIV/Aids

3.3.2. MUNICIPAL POWERS AND FUNCTIONS

The Constitution of the Republic of South Africa Act 108 of 1996, precisely Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government, vests the powers and functions of the Municipality. Meanwhile, municipal transformation and institutional development relates to a fundamental and significant change relating to the way the municipalities perform their functions, how resources are deployed and the institutional strategies which are implemented with a view to ensuring optimum results in service delivery to the community. It is envisaged that transformation and institutional development shall be seen to take place when the following is addressed as part of the Municipality's strategic planning and direction.

Municipal powers and functions are articulated in table 6 below. The highlighted functions are those that the Nongoma local municipality is currently performing.

Table 10: Municipal Powers and Functions

Zululand District Municipality and Local Municipalities		
DISTRICT MUNICIPAL FUNCTIONS	SHARED FUNCTIONS DISTRICT AND LOCAL	LOCAL MUNICIPAL FUNCTIONS
Potable Water Supply	Fire Fighting services	Air Pollution
Sanitation Services	Local Tourism	Building regulations (National Building Regulations)
Electricity Reticulation	Municipal Airports	Child Care Facilities
Municipal Health Services	Municipal Planning	Pontoons, Ferries, Jetties, Piers and Harbours
Regional Airport	Municipal Public Transport	Storm Water Management System In Built up areas
	Cemeteries, Funeral Parlours and Crematoria	Trading regulations
	Markets	Beaches and Amusement Facilities
	Municipal Abattoirs	Billboards and the Display of advertisement in Public places
	Municipal Roads	Cleansing
	Refuse Removal, Refuse Dumps and Solid Waste	Control of Public Nuisances
		Facilities for the Accommodation, Care and Burial of Animals
		Fencing and Fences
		Licensing of Dogs
		Local amenities
		Local Sport Facilities
		Municipal Parks and Recreation
		Noise Pollution
		Pounds
		Public Places
		Street Trading
		Street Lighting
		Traffic and Parking

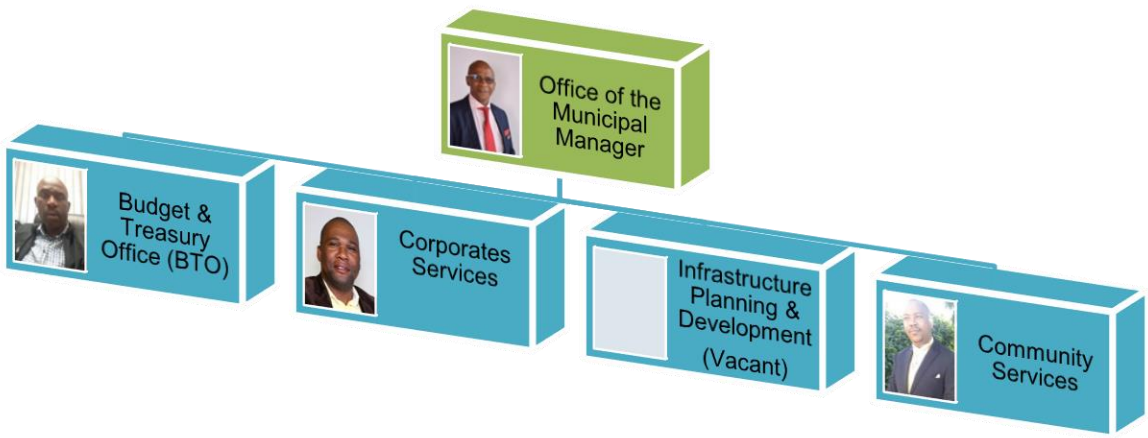
3.3.3. ADMINISTRATIVE STRUCTURE OF THE MUNICIPALITY

The municipal organizational structure is headed by the municipal manager who is supported by directors. Subsequent to the recent organizational restructuring; the municipality reduced its number of departments from 5 to 4. Planning & Infrastructure Development emerged as a new department. This, after the merger between Technical and Planning & Economic Development Services. The administration structure consists of the following departments and Units: headed by Municipal Manager.

- Corporate Services
- Finance Department
- Community Services
- Planning and Infrastructure Development

Top Management Structure

Figure 16: Top Management Structure

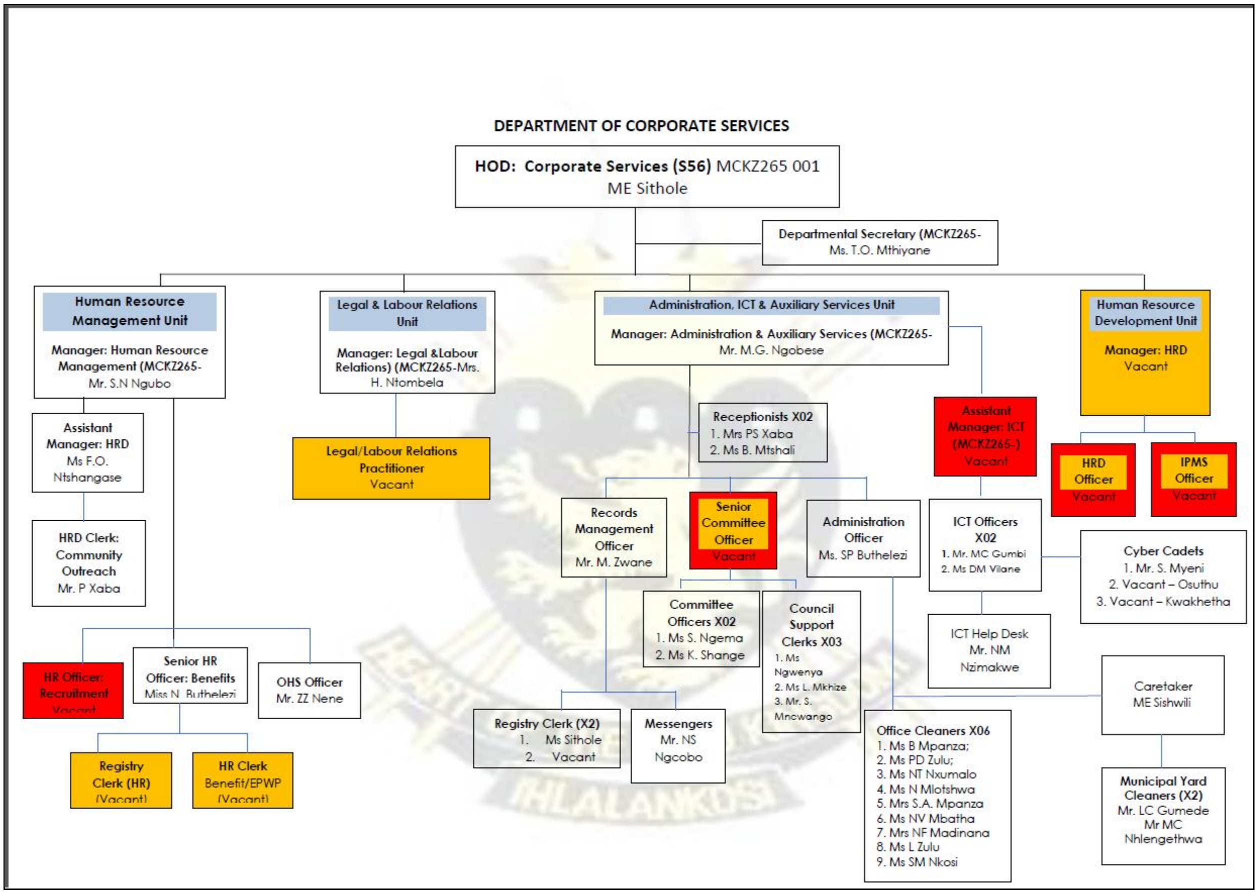


The municipal organogram was tabled and approved by the Council meeting on the 28th of May 2021 and is attached as Appendix 1 in this document.

3.3.3.1. Corporate Services

The Corporate Services Department is the portal of entry and exit in the municipality. It provide support to all the departments within the municipality in the sense that it drives the organogram development, creation of posts and review, champion the recruitment process, conduct induction to new recruits, advise on employee placement, drives skills development programmes so that an employee is able to perform to his/her level best, provide advice to management on disciplinary processes, administer employee benefits and when all is done, issue an instruction to Finance to terminate an employee from the system.

Figure 17: Corporate Services Department Structure



The functions under Corporate Services are as follows:

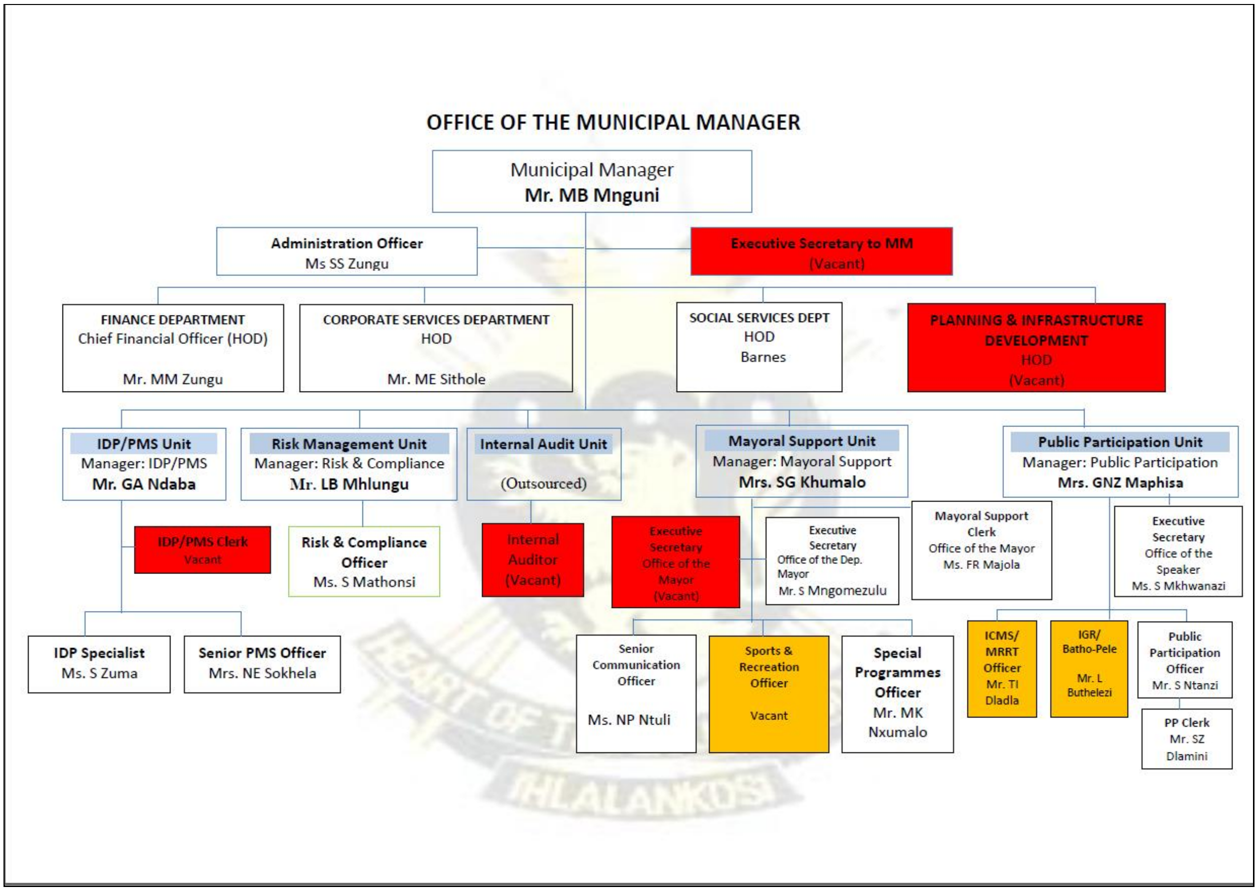
ASPECTS	FUNCTIONS
Human Resources Management	- Recruitment, induction, placement; - Skills Development and capacity building both internal and external; - Cllrs and Employee benefits administration; - Leave administration; - Labour relations; - Employment Equity
Legal Services	- Litigations - Labour issues - Contract Management (drafting)
Health and Wellness	- Occupational Health and Safety - Employee Assistance Programme
Information Communication Technology	- Electronic Records Management - Server Backup - IT Infrastructure Management - IT Support.
Administration and Auxiliary Services	- Records Management - Switchboard
Policies and Procedures	- Policy Administration - Policy Implementation - Legislative Compliance

3.3.3.2. Office of the Municipal Manager

The Office of the Manager is headed by the accounting officer, i.e. the Municipal Manager. The Office has 5 Units:

- Risk Management Unit
- Mayoral Support Unit
- Public Participation Unit
- IDP & PMS Unit
- Internal Audit Unit (Outsourced)

Figure 18: Office of the Municipal Manager Structure



3.3.3.3. Budget & Treasury Office/Finance Department

The BTO Department renders the following services through our Finance Department, to both our internal and external customers:

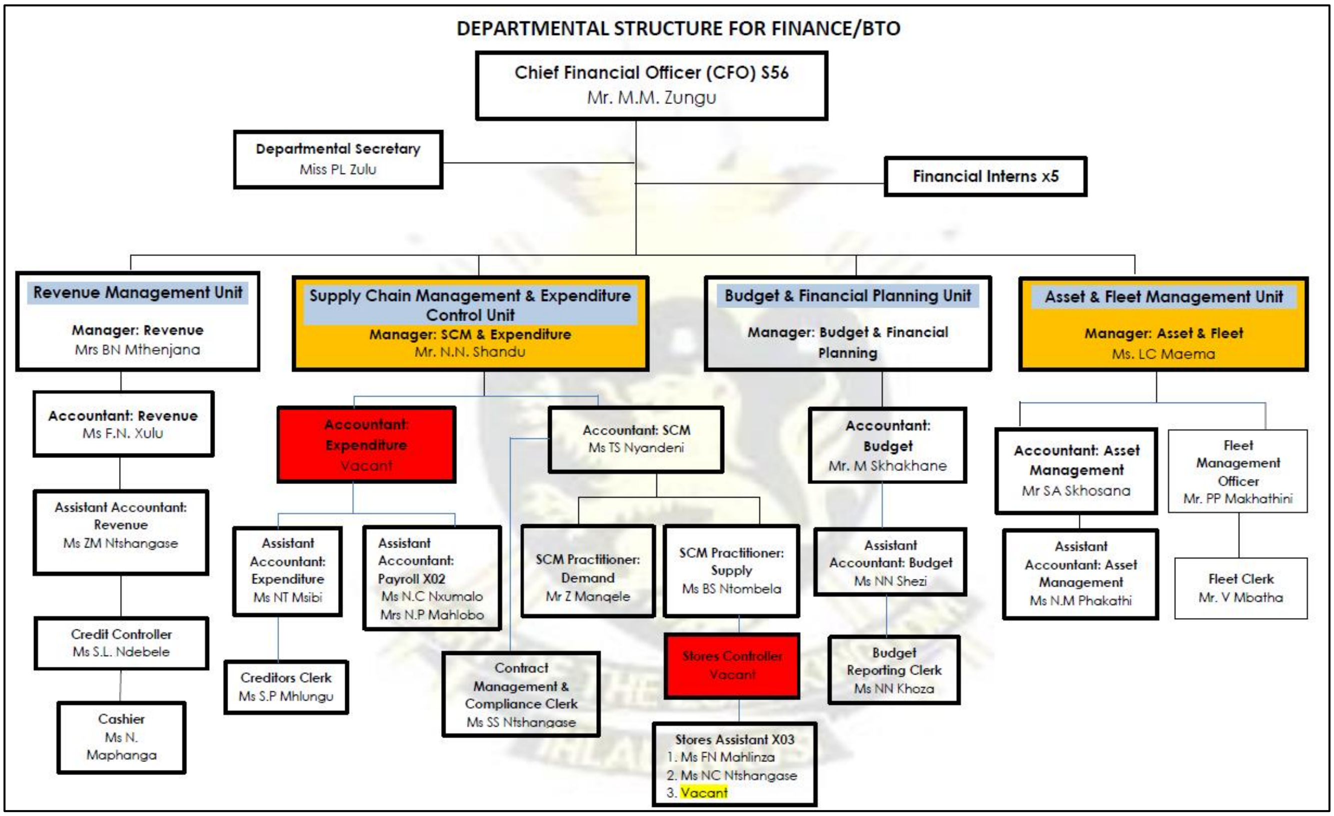
- Municipal expenditures
- Procurement of goods and services
- Revenue collection

The department has the following units:

- Supply Chain Management & Expenditure Control Unit
- Revenue Management
- Assets & Fleet Management
- Budget and Financial Planning Unit

The revised departmental structure is as follows:

Figure 19: Finance/BTO Structure



3.3.3.4. Community Services Department

The Community Services Department renders the following services:

- Traffic and Licensing Services
- By – law enforcement
- Library and Information Services
- Waste Management
- Disaster Management Services
- Public Safety
- Emergency Management

The department has the following units:

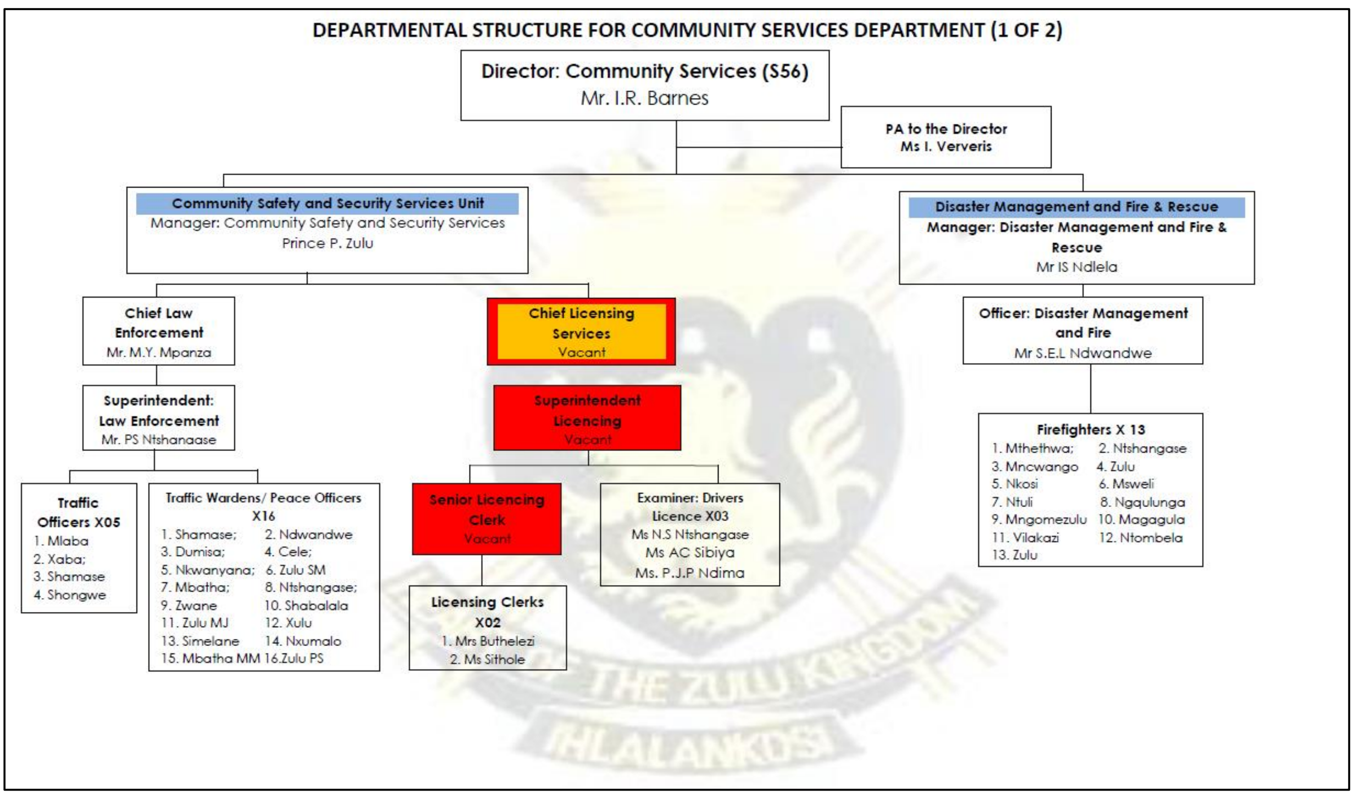
- Community Safety and Security Services Unit
- Fire and Disaster Unit
- Social Services Unit

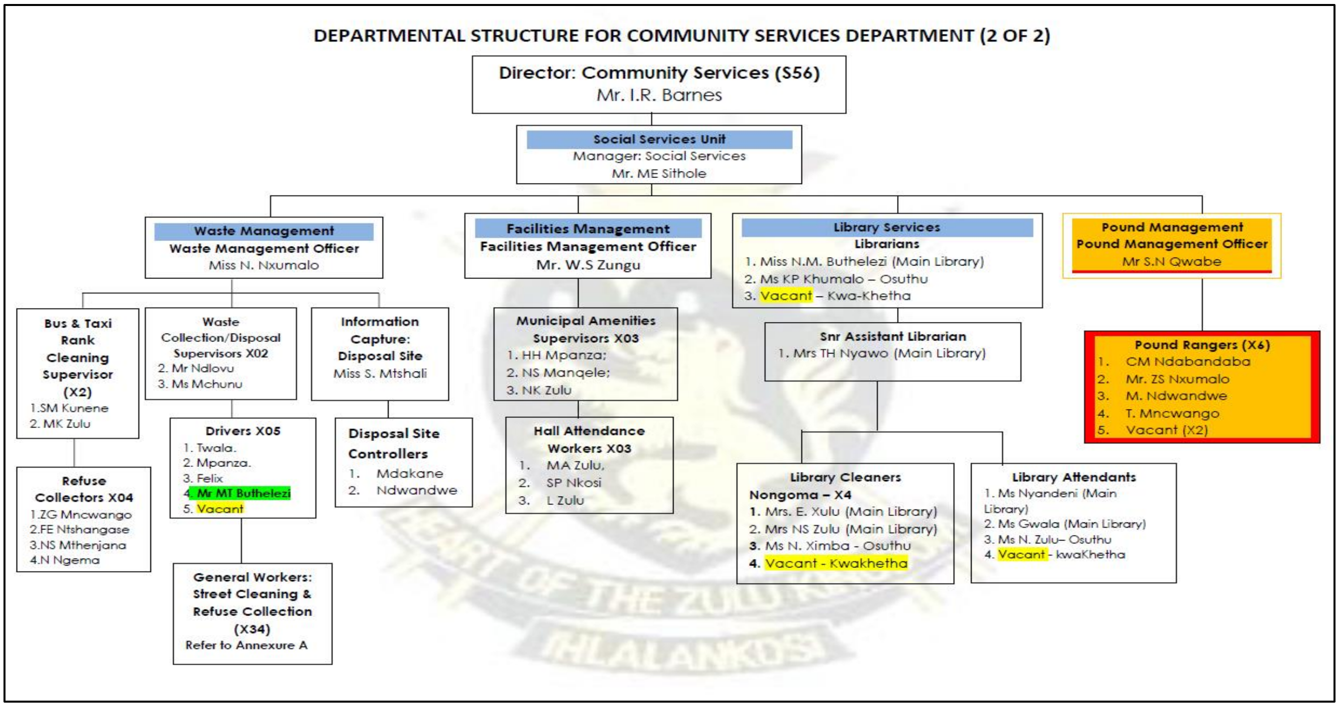
Within Social Services Unit, there are 5 sub-units, i.e.

- Waste Management
- Library Services
- Facilities Management (Halls, Sportsfields & Cemeteries) Management
- Pound Management

The revised departmental structure is as follows:

Figure 20: Social & Community Services Department Structure





3.3.3.5. Planning & Infrastructure Development

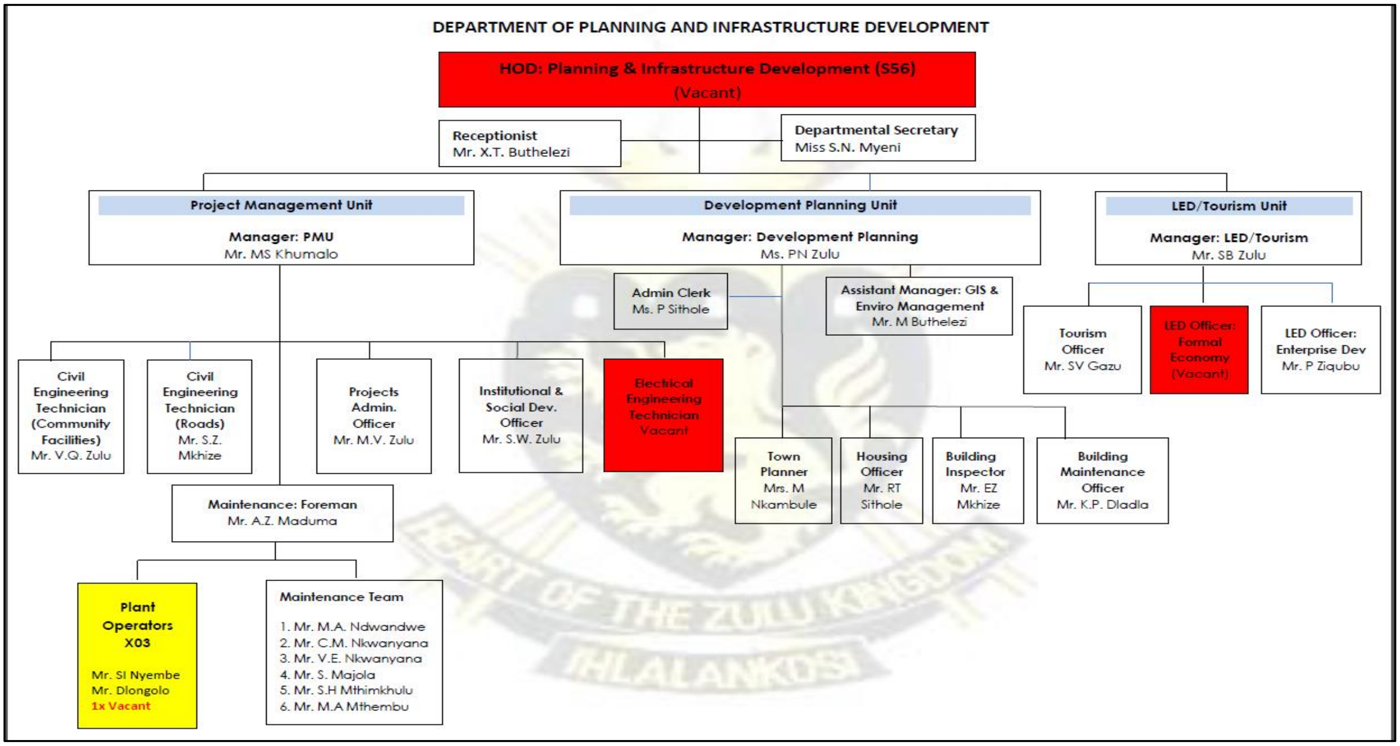
The department renders the following services:

- Local Economic Development
- Land Use Planning
- Environmental Service
- Project Management
- Roads and Storm Water Drainage Services
- Electricity Infrastructure development and maintenance

Based on the revised organogram, the department has 4 units as depicted below:

- Development Planning Unit
- LED/Tourism Unit
- Project Management Unit (PMU)
- Housing & Building Control Unit

Figure 21: Planning & Infrastructure Development Structure



3.3.4. VACANCY RATE

The vacancy rate in the municipality has been reduced from 21% to 11% during the 2020-21 financial year, In addressing the high salary bill, the municipality decided not to replace any vacant positions whenever an official resign. Only those considered critical would be filled. The revised organogram reflect such changes in the organogram, such as abolishment of certain positions and reallocation of functions to other units.

3.3.5. FILLING OF CRITICAL VACANT POSTS

Towards the end of the financial year, Nongoma municipality lost a Senior Manager (Planning & Infrastructure Development) due to resignation. This then increased the number of critical vacant posts from one to two (the other one being Corporate Services). However, on the 28th of May 2021, the council approved the appointment of the Senior Manager: Corporate Services. Therefore, at the time of the adoption of the IDP, there was one vacant post at a senior management level, i.e. Planning & Infrastructure Development).

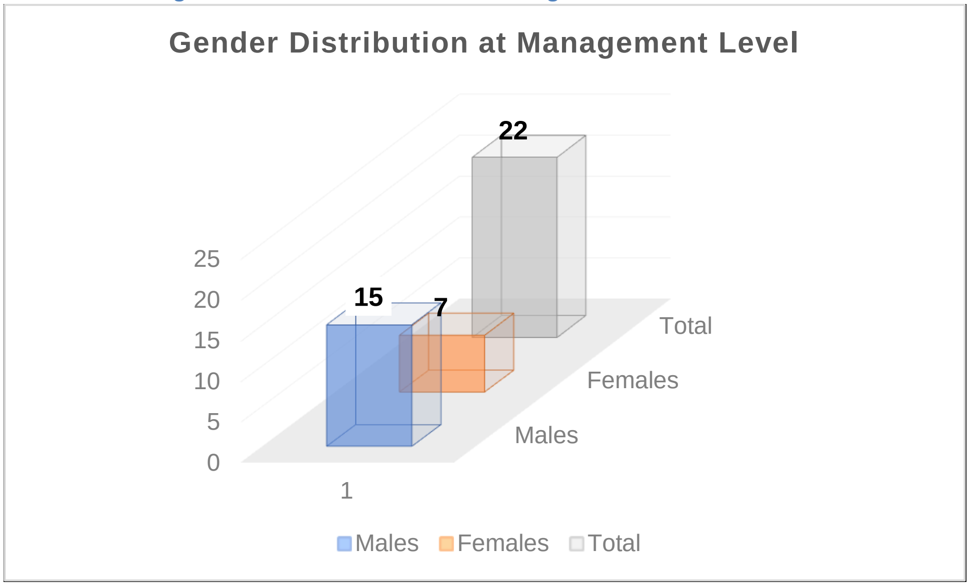
Regarding progress of appointing the Senior Manager for Planning Infrastructure Development; at the time of the adoption of the IDP, shortlisting had been conducted and the date for the interviews set. It is therefore envisaged that the post would be filled in the first quarter of the 2021/2022 FY.

3.3.6. EMPLOYEE GENDER DISTRIBUTION ANALYSIS

The overall gender distribution of employees in Nongoma municipality indicates an even distribution in terms of gender. Overall, females account for 49% of the total number of employees, whereas males account for 51%.

The disparities in terms of Employment Equity are clearly noticeable when one zoom into gender distribution in terms of various categories as depicted in table 11. At a management level (including senior managers), males constitute 68% and female are just below half of that, i.e. 32% (refer to figure 23). These disparities can be further explored by zooming into various departments, wherein Community & Social Services department is 100% males in its management level (inclusive of the Senior Manager).

Figure 22: Gender Distribution at Management Level



3.3.7. HUMAN RESOURCES DEVELOPMENT STRATEGY

The municipality adopted its Human Resource Strategy on the 28th of May 2021. The strategy is attached as Appendix 2 of this document.

The purpose of this HRM Strategy and Implementation Plan is to outline key interventions to be undertaken by the Municipality in ensuring that it has the right number of staff (staff component), with the right composition and with the right competencies in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives.

3.3.8. EMPLOYMENT EQUITY PLAN

In accordance with the Employment Equity Act (55 of 1998) the municipality has developed and implemented an Employment Equity Plan (EEP). The update Employment Equity plan was adopted by Council and submitted to the Department of Employment and Labour on the 14th of January 2021.

The main objective of the Employment Equity Plan is mainly on achieving transformation and equality in the workplace by promoting equal opportunity and fair treatment in the employment through the elimination of unfair discrimination.

Regarding EE Target for the 2020/2021 FY; the municipality could not meet its target of ensuring that a female candidate is employed in one of the vacant critical posts. The municipality did all it could to ensure gender balance in terms of the outstanding appointment at top management level (Corporate Services). The post had to be re-advertised after it was discovered that there were no women applicants. The re-advertisement of the post yielded similar results as the initial one in that there were no female applicants once again.

The employment equity target for the next financial year (2021/2022) is to employ 2 people living with disabilities. Having had an additional vacancy at a Senior Management level (Planning & Infrastructure Development), the municipality was hoping to attract female candidates. However, only one female candidate applied and could not make it to the shortlisted candidates due failure to meet the required qualification criteria.

The following table summarizes the demographic profile of employees.

Table 11: Gender Distribution per Occupational category

OCCUPATIONAL CATEGORY (OFO)	OCCUPATIONAL CATEGORY	MALE					FEMALE						PWD			GRAND TOTAL
		A	I	C	W	Total	A	I	C	W	Total	Verify	M	F	Total	
LEGISLATORS	Councillors- Not a Target												0	0	0	0
MANAGERS	Senior and Line Managers	14		1		15	7				7	22	0	0	0	22
PROFESSIONALS	Professionals	16	6			16	23				23	-39	0	0	0	39
CLERICAL AND ADMINISTRATIV E WORKERS	Clerical and Administrative Workers	9				9	17		1		18	-27	0	1	1	27
SERVICES AND SALES WORKERS	Traffic Officers/ Warden Disaster and Fire Fighter	17				17	11				11					28
MACHINE OPERATORS AND DRIVERS	Machine Operators and Drivers	6		1		7						-7	0	0	0	7
ELEMENTARY WORKERS	Labourers	64				64	55				55	133	0	0	0	119
Tota1		126		2		**128**	113		1		**114**		**0**	1	1	**242**
	Interns	4				4	3				3		0	0	0	7
Grand Total						**132**					**117**		**0**	**0**	0	**249**

3.3.9. WORKPLACE SKILLS PLAN

In accordance of Skills Development Act 97 of 1998 and regulations, every legislative organization i.e employer with 50 plus members is obligated to prepare Workplace Skills Plan and submit to relevant SETA as the compliance for the purpose of training and development of workforce.

Nongoma Local Municipality is established under chapter 7 of the RSA Constitution, therefore it also has obligation to submit WSP to LGSETA on the 30th of April 2021, provided that WSP consultation has been conducted within the municipality, and it entails skills development programs that support the IDP objectives.

The consultation process was conducted through WSP profoma, requesting managers to interact with employees in populating training needs and the information was uploaded into LGSETA system (which is Remote Net) designed to develop and submit WSP online. It entails workforce demographic profile, individual employee and councilor's profile, proposed training needs links to beneficiaries, budget and grants section,

The WSP was submitted on the 30th of April 2021. It was submitted with proof of consultation, i.e. HRD Committee meeting agenda, minutes and signed Stakeholder Authorization form generated from the system.

Most of the councillors have been undergoing through training on management, leaderships, etc. The municipal employees have continuously attended trainings that which are meant to improve their skills in their work places. However limitation of resources makes it difficult to implement the Workplace Skills Plan hence the there is a very high demand of the skills development for implement the Workplace Skills Plan hence the there is a very high demand of the skills development for the Politicians and officials.

As per requirement the Municipality is implementing the Employment Equity and Work Skills Plans and all reports are accordingly submitted to the Department of Labour.

The following highlights the implementation of the Workplace skills plan in the 2020/2021 financial year:

LEARNING PROGRAMME	TARGET BENEFICIARY	DURATION	NO. OF BENEFICIARY	SERVICE PROVIDER
GapSkills Report Analysis	Employed	2 Days	2	National COGTA
Online Disciplinary Collective Agreement	Employed	1 day (zoom)	4	SALGA
Online Conditions of Service- Collective Agreement	Employed	1 day (zoom)	2	SALGA
Online Report Writing & Minutes Taking	Employed	1 day	18	SALGA
MFMP	Employed	6 Months	7	FACHS Business Consulting

Pay Day Training	Employed	2 Days	6	Pay Day
Business Start-Up Training	Councillors	2 Days	20	UKZN
Vehicle Extrication/ Joys of Life	Employed (Disaster Team)	5 Days	14	Rural Metro Academy
First Aid Level 3	Employed (Disaster Team)	5 Days	12	Rural Metro Academy
MFMP Learnership	Unemployed	12 Months	20	Pioneer Business Consulting-Funded by LGSETA
Community House Building	Unemployed	12 Months	10	OTC-Funded by LGSETA
Wholesale & Retail Operations Learnership	Unemployed (Placement at SPAR in 1 December 2020)	12 months	24	Pioneer Business Consulting-Funded by SSETA
Business Admin Lev 2 Learnership	Unemployed (PWD)	12 months	24 disable persons (2000 pm)	THENA -Funded by SSETA
Graduate Internship-Community Development	Unemployed	12 Months	10 (R3500 stipend pm)	Funded by LGSETA
WIL- Intern	Unemployed -Tvet Student with N6	18 Months	4 (R2500)	Funded by COGTA
Full Bursary Scheme	Unemployed-University Students	R60 000.0 per student	5	Funded by NLM
Mayoral Registration Fee	Unemployed - University Students	R5 000.00	30	Funded by NLM

3.3.10. RECRUITMENT AND SELECTION STRATEGY

Nongoma LM's Recruitment & Selection Strategy is one of the 12 HR policies adopted by the council in March 2021. The policy is fundamentally aimed at matching the human resources to the strategic and operational needs of the municipality. It is designed to promote sound and fair recruitment procedures and practices which underpin the principles of equal employment opportunity and affirmative action.

Due to a moratorium on the new appointments with the exception of critical posts; there were no new appointments since the adoption of the Recruitment and Selection strategy. As such, there isn't much of a report on the implementation of the policy.

3.3.11. RETENTION STRATEGY

The municipality has in place a draft Retention Strategy/policy. The adoption of the policy had to be delayed, since the municipality had to focus on developing and reviewing policies identified as critical. It was felt that retention policy would put pressure on the municipal budget. As such the policy will be tabled in the 1st quarter of 2021/2022 FY.

Despite not have a retention strategy/policy in place, the municipality has some strategies that are used as part of employee retention, which are as follows

- Training and development of employees

- Level 15 and above gets fringe benefits including cell phone and car allowance
- Employee Assistance Programs for Employees
- 4% Rural allowance to Senior Management posts
- Internal Promotions
- Absorption of Interns if vacant jobs are available
- Long service recognition starting from 5 years

3.3.12. LIST OF HR POLICIES

An audit on Nongoma municipal HR policies indicated inadequate human resources policies, in that policies had not been reviewed accordingly in the previous financial years, and that “available” policies were not available and could not be easily accessed due to non-availability as a result of poor record-keeping for instance.

This prompted the municipality to review all policies that were claimed to have been developed and available; and also to develop some that were not in place. As a result, 7 policies were developed and another 6 reviewed. These policies were tabled and approved by the council on the 31st of March 2021. The policies in question are highlighted in a table below:

NEWLY-DEVELOPED POLICIES	REVIEWED POLICIES
Employment Equity Policy	Recruitment and Selection
Induction Policy	Occupational Health & Safety
Remuneration Policy	Leave Policy
Acting Policy	Training & Development
Rental Housing Policy for Sec 56/57	Employee Assistance Programme (EAP) policy
Car Allowance Policy	
Individual Performance Management System (IPMS) Policy	

3.3.13. INFORMATION & COMMUNICATION TECHNOLOGY (ICT)

The Corporate Governance of ICT is an integral part of the governance system in municipalities. It involves evaluating, directing and monitoring the alignment of the municipal ICT strategy with the municipal IDP’s and related strategies. The Corporate Governance of ICT also involves the monitoring of ICT service delivery to ensure a culture of continuous ICT service improvements exist in the municipality; it includes determining ICT strategic goals and plans for ICT service delivery as determined by the Service Delivery and Budget Implementation Plan (SDBIP) objectives of the municipality.

1. INFORMATION & COMMUNICATION TECHNOLOGY (ICT) FRAMEWORK

During 2020/2021 FY, Nongoma municipality reviewed its ICT Governance Framework. The framework was adopted by the council on the 11th of December 2020.

The review was due to among others ICT Risk register findings. During the exercise, it was realised that ICT was unable to provide strategic direction and documented oversight on information technology governance processes, which give due consideration to the risks, processes and controls required to ensure information technology value and improved service delivery.

2. ICT STEERING COMMITTEE

The non-functionality due to non-sitting of the ICT Steering committee meetings has been a repeat finding in the 2019/2020 financial year. While ICT steering committee was resuscitated mid-2019/2020 FY, only 2 meeting were conducted, i.e. in Q3 and Q4. During 2020/2021 FY, ICT steering committee meetings were conducted on all quarters. The ICT steering committee was central in the review of the ICT Governance Framework.

3. DISASTER RECOVERY

Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) are important to enable the municipality or any organisation's recovery of its critical business processes and IT systems in an efficient and timely manner in the event of a disaster.

Nongoma municipality is expected to conduct testing of its DRP and BCP on a regular basis. One of the findings by the Auditor General was no simulate DRP testing was ever performed at finance and HR systems. As a result, should any of the systems fails, the DRP may not be effective in retrieving data resulting in the loss of important information.

Currently, backups in terms of HR and finance systems are made and tested by the system owners (PayDay and CCG-Systems) but that's not enough since the municipality should be testing everything in secondary location, which the municipality does not have.

The municipality is currently compiling its DRP and BCP. While the plans should indicate the secondary location within which the municipality could access its data should there be a disaster in the municipal offices; the municipality is exploring having the site in one of the municipalities within Zululand municipality. The location will be indicated in organisational DRP and BCP.

In terms of implementation of the ICT Framework; the following have been achieved:

- Establishment of the municipal ICT Committee
- Coordination of the sitting of the ICT Committee
- New VOIP telephones were installed in March for all municipal offices
- Installation of new network cabling. The cabling has all the necessary network infrastructure devices installed
- In the context of Covid-19 pandemic where contact-meetings had to be avoided, ICT has allowed the institution to conduct Council meeting via the platforms such as zoom and Microsoft team meetings. It also allowed for uninterrupted engagements between the municipality and outside stakeholders, wherein the municipality would attend to online meetings hosted by sector departments.

The implementation of ICT governance goes beyond prescribed ICT governance principles within corporate governance codes. The framework should promote the integration of ICT in all municipal operations and ensure that ICT thrives in the implementation of Fourth Industrial Revolution.

4. MUNICIPAL IDP AND ICT STRATEGIC ALIGNMENT

The ICT Framework enables the municipality to align the delivery of ICT strategies and services within the IDP and strategic goals. This is achieved through the development of an ICT strategic plan which among others, seek to or contribute towards addressing some of the developmental issues identified in the IDP.

4.1. PLANNED ICT PROJECTS FOR THE 2021/2022 FY

Nongoma municipality identifies "an improved basic service delivery & infrastructure development" as of it its 6 main municipal goals. This goal is influenced, among others challenges, by high unemployment rate especially among the youth.

The municipality, in identifying access to internet as a service similar to provision of community halls etc, and informed by the new emerging need from some sections of the community, for internet connections and also by the realization that the 4th industrial revolution is upon us; in the 1st quarter of the new financial year (2021/2022 FY) the municipality intends extending access to internet beyond its municipal offices. Nongoma town especially around the main taxi rank, the municipality will install network connections that would provide free Wi-Fi connection to communities.

The municipality believes that providing this service would expose the unemployed youth to opportunities that could change their lives. The municipality would gradually expand the service throughout Nongoma, especially to the activity nodes around the Nongoma area of jurisdiction.

3.3.14. SWOT ANALYSIS MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

Strengths	Weaknesses
- HR Policies in place and up-to-date; - Functional Local Labour Forum; - Functional Employment Equity Committee; - Functional OHS Committee; - HR Strategy in place; - Approved Organogram in place; - Effective workplace wellness programme	- Poor Implementation of EEA; - Inadequate office space for both staff & councilors; - Shoe string budget allocation towards skills development; - Insufficient tools of trade; - Bloated organogram; - Compromised safety in the workplace; - Lack of well-defined organizational culture
Opportunities	**Threats**
- Set aside budget for implementation of Learnerships; - Cascading of PMS beyond line managers. -	- Disparities (salary and contractual) among Senior Managers: one senior manager is full-time and earns more that the rest who are on a fixed-term contract; - Salary disparities between Senior Managers and Line Managers: Line managers earn more than senior managers; - High staff turnover especially at senior management level.

3.4. BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

3.4.1. INTRODUCTION

Water and Sanitation is provided to the Nongoma Local Municipality by the Zululand District Municipality as the area's Water Services Authority. Zululand District Municipality is also responsible for water quality testing. Nongoma Local Municipality also has a role in ensuring that the implementation of the WSDP is prepared and implemented by playing a facilitation role, by making sure that the Municipality is always represented on all engagements concerning water.

Information on water issues, i.e status needs, backlogs, sources regarding Nongoma municipality is contained in the District WSDP website link:
http://www.zululand.org.za/media/6650/00.%20WSDP%202020%20Combined.pdf

3.4.2. WATER AND SANITATION

Zululand District Municipality has compiled a Water Services Policy and this is available from the ZDM website at www.zululand.org.za. The following levels of service for water and sanitation are available from the municipality:

Domestic Water Supply				
Service Level Number	**Level of Service**	**Definition**	**Applicable Tariff Structure**	**Norms and Standards**
DW1	Full pressure conventional house connection	Full pressure unrestricted individual erf/yard connection	Stepped block tariff	Design specifications
DW2	Yard tank (RDP standard)	Restricted (to 200l per day) individual erf connection with tank in yard	No charge	Design specifications
DW3	Communal street taps (RDP standards)	Unrestricted full pressure standpipe not further than 200m from dwellings (shared by a number of consumers)	No charge	Design specifications
DW4	Rudimentary	Formalised supply: – Borehole equipped with hand pump – Protected spring – Communal standpipe within 800m from dwellings	No charge	Design specifications

Sanitation Supply				
Service Level Number	**Level of Service**	**Definition**	**Applicable Tariff Structure**	**Norms and Standards**
DS1	Water borne	Unrestricted connection to municipal sewerage system	Water consumption based tariff structure included in water tariff	Design specifications
DS2	Conservancy tank	Localised temporary sewage storage facility	Rate per load disposed by municipality	Design specifications
DS3	Septic tanks	On-site disposal (self-treatment)	No charge	Design specifications
DS4	Ventilated improved pit (VIP)	Dry pit with sufficient capacity on-site disposal based on set standards	No charge	Design specifications

3.4.2.1. WATERSUPPLY: WATER INFRASTRUCTURE

There are 9 Water Treatment Works, 853 boreholes, 152 springs, 13 spring protection facilities and 5 windmills within Nongoma Municipality. In Nongoma rural areas, water is generally sourced through boreholes. The nine Water Treatment works are as follows: Osingisingini WTW, Ceza WTW, Khangela Palace WTW, Enyokeni Palace WTW, Mandlakazi WTW, Sidinsi WTW, Kombusi WTW, Embile WTW, Nkonjeni Hospital WTW, and Vuna WTW.

1. WATER CATCHMENT AREAS AND SUPPLY ZONES

The Nongoma Municipality falls within the Mfolozi (W2) and Mkuze (W3) secondary catchments of the Usuthu/Mhlathuze Water Management Area (WMA). In terms of supply zones, the municipality falls under the Mandlakazi Regional bulk water supply scheme, which covers the eastern areas and the Osuthu Regional bulk water supply scheme situated on the western areas of the municipality.

The Vuna dam supplies raw water to the treatment plant, but is silted up and it is estimated to have lost 75% of its storage capacity. The bulk raw water supply is thus very vulnerable to the seasonal rainfall and ongoing high maintenance and repair costs to the plant and the bulk and reticulation network. A second dam, the Vokwana dam, was constructed with the intention to augment the supply to the treatment works and to redress the siltation problem and is situated at Mbili.

2. WATER SCHEMES UNDER NONGOMA LOCAL MUNICIPALITY

a. Usuthu Regional Scheme

The Usuthu Regional Scheme is the largest water supply scheme in the district and also represents the biggest portion of the total backlogs. The scheme required the development of a new water source from the Black Mfolozi river and expensive bulk infrastructure to be rolled out over vast distances to scattered rural communities.

The biggest challenge with this scheme is the funding of the enormous capital investment of more than R500m that is required to provide the required infrastructure. ZDM has aquired additional DWA funding to fast-track the implementation of bulk services for this scheme.

The huge capital investment required eradicating the backlogs through the regional scheme infrastructure and the resulting slow progress with the roll-out of services requires an intermediate solution to be developed to alleviate immediate water supply needs. The existing rudimentary supply programme, whereby local groundwater sources are developed within 800m walking distance from households, was hampered in Usuthu area due to difficulty in finding reliable and good quality water sources close to communities. ZDM has initiated intermediate, stand-alone water schemes to address the delay in providing reticulation to communities.

These intermediate schemes are developed from production boreholes where available, and are designed in such a way that they can easily be integrated into the bulk services network in future.

The sustainability of the main water source of Nongoma town is under severe strain and no longer sustainable during drought periods. The installation of a bulk pipeline from the Black Mfolozi River to Nongoma is currently in progress to address this issue. The internal bulks for Nongoma town will also be upgraded to augment the existing water supply. Nongoma town frequently experiences intermittent water supply to consumers and businesses, even outside of drought periods. Excessive water usage by unmetered consumers and high water losses contribute to the problem. A water loss study conducted in 2003 indicated that unaccounted water supply in Nongoma was in excess of 41%. A water loss and water demand strategy is in progress as part of the Usuthu Regional Scheme planning.

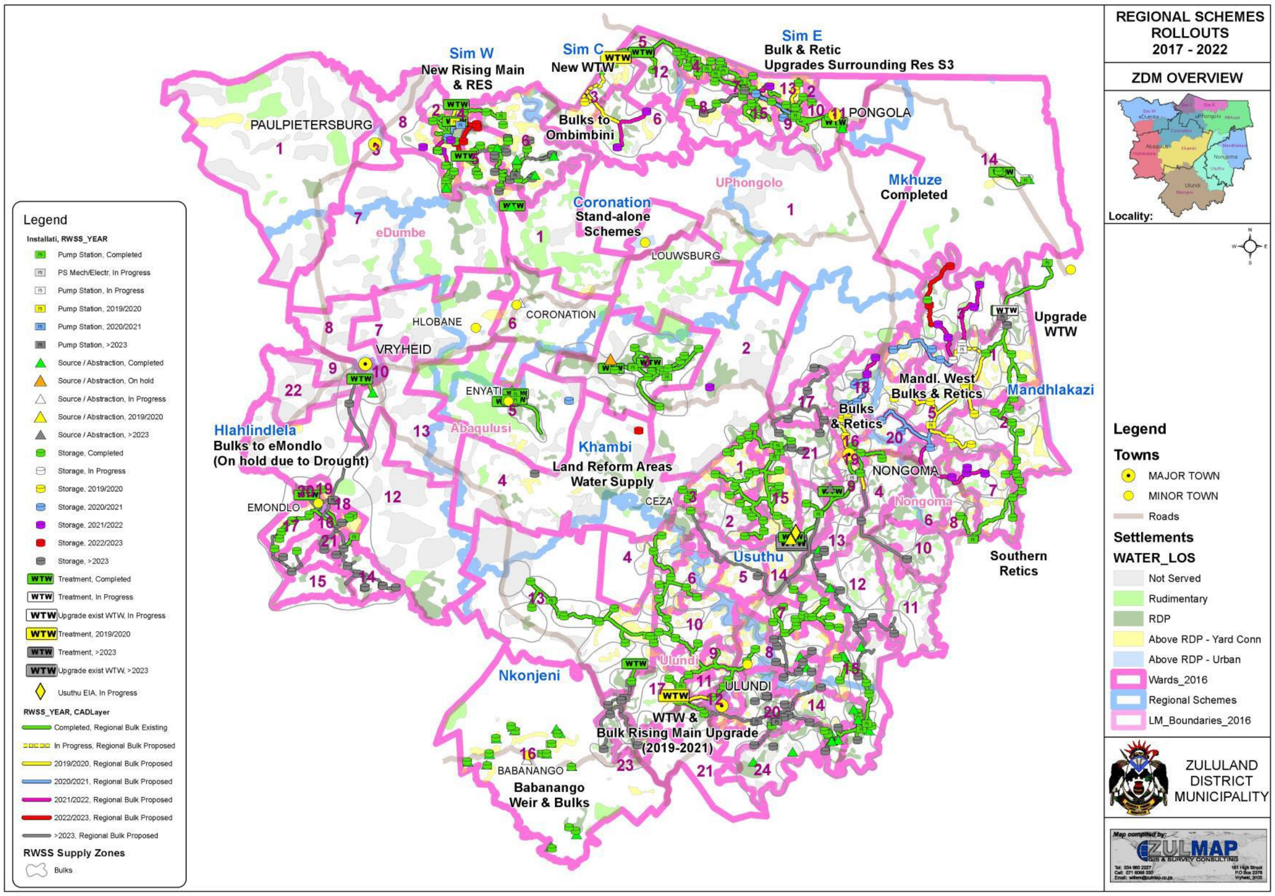
b. Mandlakazi Regional Water Scheme

The Mandlakhazi Regional Scheme represents the second largest supply area in the district and also the second biggest portion of the total backlogs of the municipality. There are no towns in the supply area and the communities are sparsely scattered and vast distances apart. The provision of water services to all communities are therefore extremely expensive and will take a long time to conclude. Water supply problems in the neighbouring Hlabisa area has resulted in a change of priorities and the construction of a bulk supply pipeline to supply the eastern side of Mandlakazi and eventually reach the Hlabisa communities.

The scheme is supplied with raw water from a privately-owned dam outside of the Zululand municipal area. The dam is supplied by the owner from the Pongolapoort Dam, which is a very reliable water source. Bulk water supply agreements are in place with the owner and the supply is secured. ZDM is however investigating the possibilities for an individual allocation and raw water abstraction permit from DWA for abstraction from the Pongolapoort Dam for long-term sustainability.

The Mandlakazi area is also in need of an intermediate solution to accelerate the provision of services to households until the regional scheme bulk infrastructure can eventually reach all the communities. Drought problems are frequent in the area and the rudimentary programme has limited success in finding sustainable and potable local sources. However, success has been achieved in some areas for good production boreholes and this will be developed as intermediate stand-alone schemes which will be integrated into the regional scheme in future.

Figure 23: Regional Water Supply Schemes



The quality of water in these rivers/streams and springs is generally poor and is not suitable for human consumption. These statistics therefore suggest that almost halve of the Nongoma households risks being infected by waterborne diseases such as cholera. This is due to that in most cases stagnant water become breeding ground for various waterborne diseases.

3. ACCESS TO WATER

Table 12: Access to water in Nomgoma (StaSa, 2011)

Access to Safe Drinking water Supply	No. of People	% of Population
YES	86 249	40.70%
NO	123 977	58.51%
Don't Know	1356	0.64%
Total	211 892	

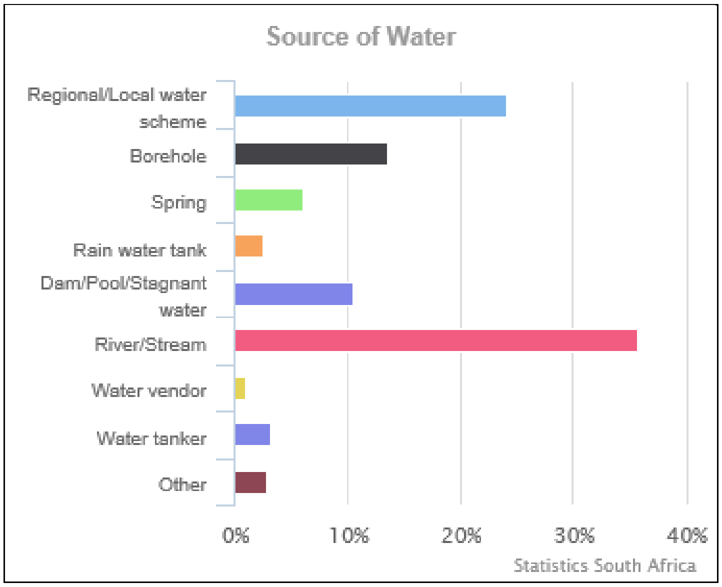
The table above shows that 58.51% of the population still do not have access to a safe drinking water supply service. This provides an indication of the prevailing water backlog in Nongoma LM. Water access remains the prevalent obstacle to efficient service delivery this is mostly because majority of areas of Nongoma are affected by drought and also the spatial setting of Nongoma.

4. SOURCES OF WATER

Majority of communities within the Municipality do not have access to clean water and there is serious water shortage which is a result of drought issues. The table below shows the main sources of water within Nongoma LM. More than half (54,22%) of the population in the municipality access water from streams or rivers. This poses great health implications and requires the municipality to prioritise the provision of safe drinking water sources.

Main source of water for drinking	No. of People	% of Population
Piped (tap) water inside the dwelling/house	3226	1,52%
Piped (tap) water inside yard	22135	10,45%
Piped water on community stand	18890	8,91%
Borehole in the yard	836	0,39%
Rain-water tank in yard	14484	6,84%
Neighbours tap	598	0,28%
Public/communal tap	6891	3,25%
Water-carrier/tanker	6292	2,97%
Borehole outside the yard	12063	5,69%
Flowing water/stream/river	114892	54,22%
Well	1508	0,71%
Spring	8407	3,97%
Other	1671	0,79%
Total	**211892**	

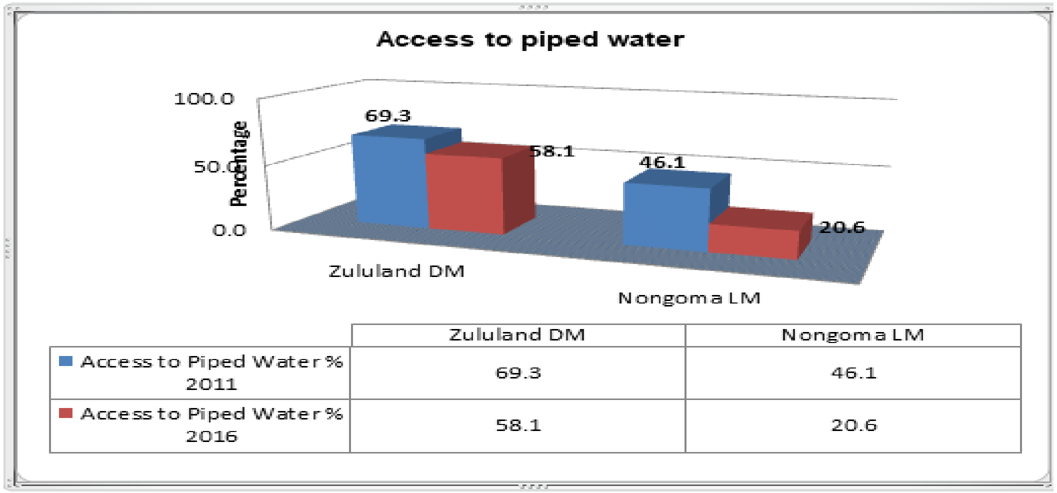
Figure 24: Water Sources within Nongoma LM (StasSa, 2016)



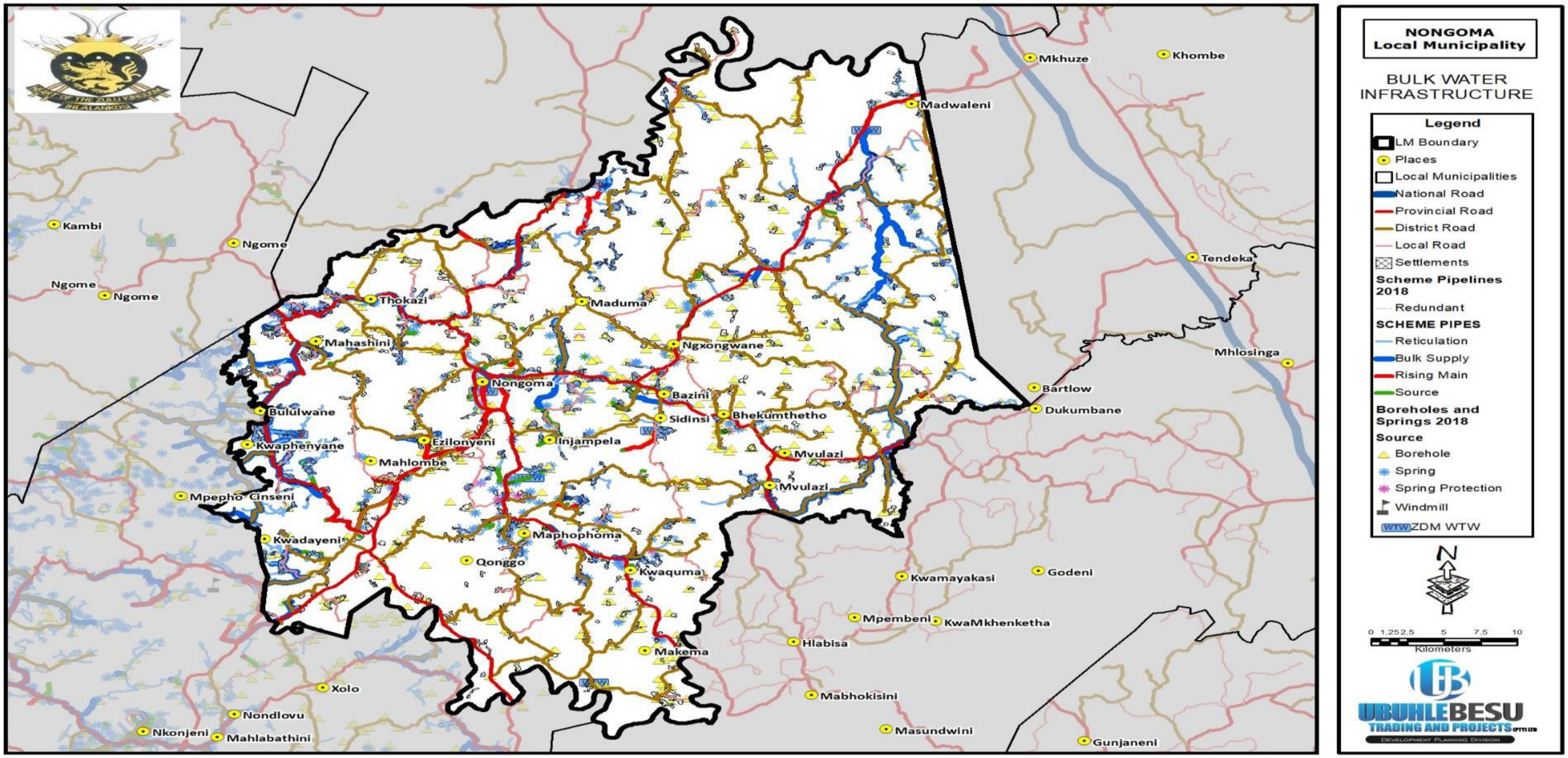
There has been a steady increase and improvement in number of households with piped water inside dwelling. In 2001 the stats sat at 2.6%, and in 2011 it was at 9.6%. However such an improvement becomes tainted when one looks at the fact that most households (35%/rivers & streams, and 10%/springs) have had to endure reduced access to water due to mainly Climate Change related issues such as drought, e.g. drying out of numerous dams and rivers across Nongoma. It is however difficult to explain the sudden and huge drop in percentage number of households with access to piped water, as illustrated through 19 below.

There is still a lot that needs to be done to reduce the water backlog. The below table indicates that there has been a huge decrease on access to water in Nongoma Local Municipality, between the 2011 Census count and the 2016 Community Survey which may be the evidence of Climate change which can be indicated by drought e.g. drying out of numerous dams, and rivers across Nongoma. The ZDM annually reviews its WSDP (Water Services Development Plan) and confirms backlogs as well the programme for the roll-out of water and sanitation investment/infrastructure.

Figure 25: Access to Piped Water (StatSa, 2016)



Map 20: Bulk water supply in Nongoma municipality, Nongoma LM SDF: Status Quo report, 2019



5. **DROUGT RELIEF PROGRAMME**

The current drought situation within the ZDM area has deteriorated to such an extent that emergency drought relief had to be implemented. An amount of R37 493 000 was made available in 2015 for drought relief Interventions within ZDM, and a planned 7 880 households were to benefit from this funding allocation. Some of the interventions within Nongoma municipality include the following.

- Spring Protection
- Water Tankers
- Borehole Drilling &
- Equipping
- Refurbish Non-functioning Schemes

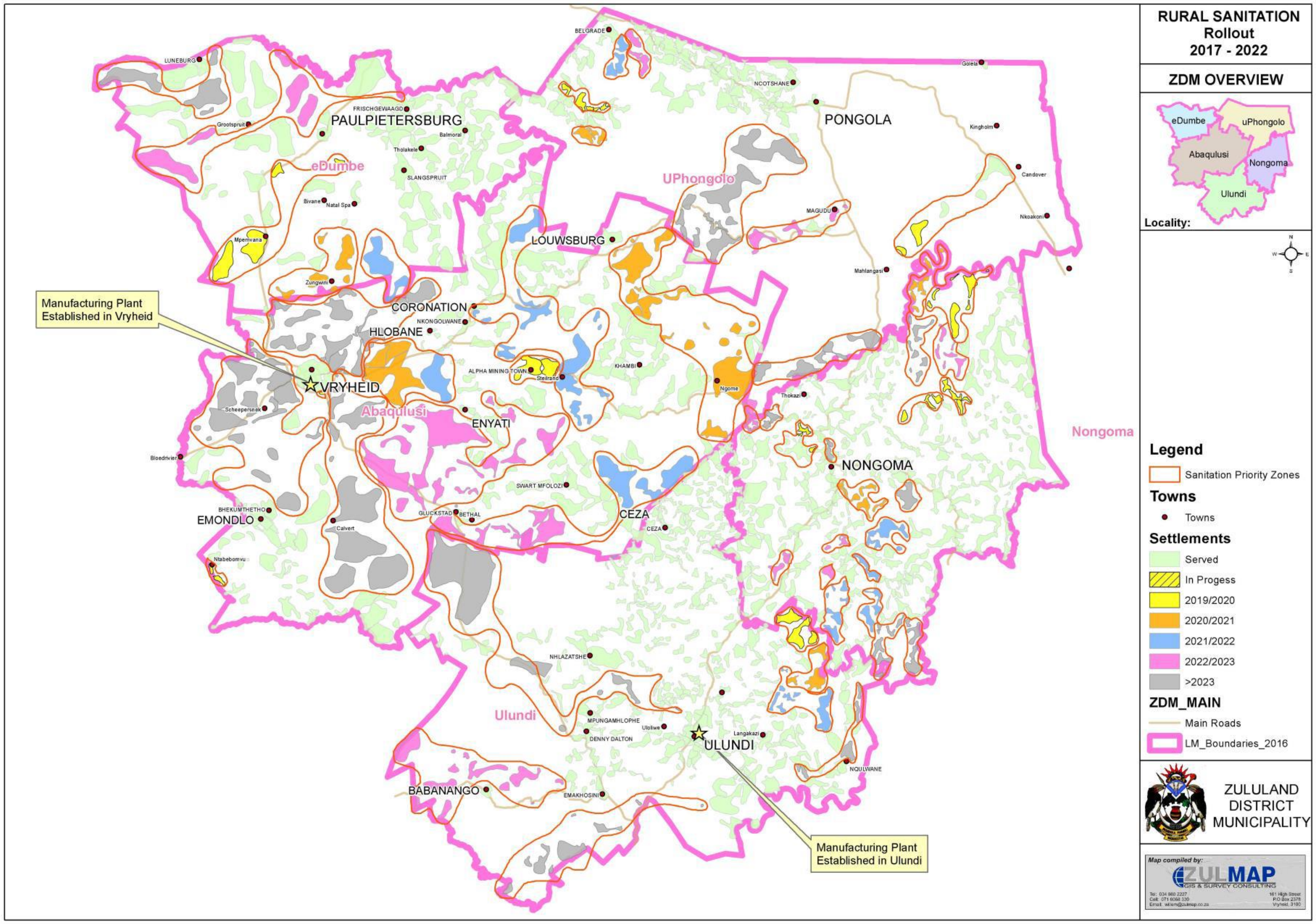
3.4.2.2. SANITATION SUPPLY - SANITATION INFRASTRUCTURE

There are three levels of service in terms of sanitation services. There are the formally established urban areas, in the case of the Municipality it would be Nongoma CBD, White city and its surrounding settlements. These areas have a higher level of service with full water borne sewerage networks that discharge into a wastewater treatment works (WWTW). In some cases, households may have on-site septic tanks or alternatively conservancy tanks that are emptied periodically by a vacuum tanker which in turn discharges the wastewater into a WWTW.

A greater part of the rural areas that do not have a sufficiently high level of water supply service rely on on-site VIP, which is defined as a basic level of service. The rural areas that have not yet benefited from a government sponsored sanitation program rely on substandard pit toilets or, worse, “use the bush”. There are currently three Wastewater Treatment works in Nongoma Benedictine Hospital WWTW, Holinyoka/Nongoma WWTW and Ceza WWTW.

Water supply and sanitation both form part of the water cycle and are referred to as water services. The installation of waterborne sewerage means that there is a direct link between water supply and sanitation. Therefore, if there are poor and low levels of access to raw water supply in the Nongoma Municipality this will translate into a poor and low level of water borne sewage as well.

Figure 26: Rural Sanitation (New Infrastructure)

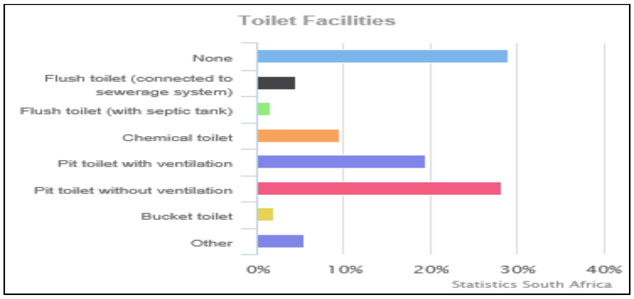


1. **ACCESSS TO SANITATION FACILITIES**

The most common sanitation facility used in the municipality is the chemical toilet, which is used by 43,46% of the population. The average household size for Nongoma local municipality is 5.5 with 64.6% of the households living in formal dwellings. While about 9.6% of the households have access to piped water inside dwelling, a mere 4.5% had access to a flush toilet connected to sewerage. Spatially, these above statistics cover the Nongoma town area

While 76.5% households have access to sanitation, i.e. some form of toilet facilities; 1.6% households have access to flush toilets with septic tanks, whereas 9.6 have access to chemical toilets. 29.1% households do not have access to sanitation (any form of toilet facilities). 19.5% have access to Pit toilets with ventilation, which are probably provided as through the implementation and provision of low-cost houses throughout the municipality. **Figure 4: Access to toilet facilities/sanitation (StatsSa,**

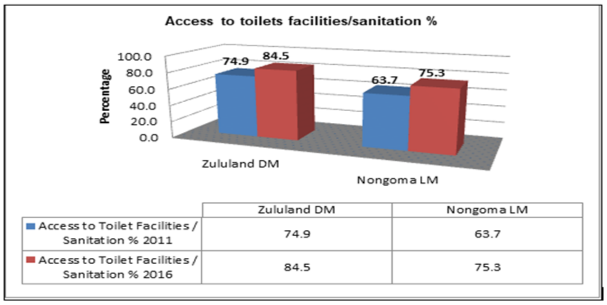
Figure 27: Toilet facilities in Nongoma LM 2016)



Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets and the strategy is to implement these simultaneously with the roll-out of water services. The municipality should also intensify access to sanitation through implementation of low-cost housing projects throughout the municipality.

The table below clearly shows the distribution of access to sanitation facilities across all 21 wards. Wards 9 and 16 have the highest number of households with access to sanitation facilities. This indicates an uneven distribution and concentration on some wards at the expense of others. While population is distributed evenly among most wards, one cannot find an explanation as to the concentration of access to sanitation in Wards 9 and 16 despite them being urban wards. Ward 21 has 89 households with access to sanitation compared to Ward 9 and 16 with 1335 and 1557 households respectively.

Figure 28: Access to toilet facilities/Sanitation (StatSa, 2016)



The population distribution in these wards is also even, with Wards 21 having 10863 people and 1793 households compared to Ward 09 and 16 that have a population of 11816 people and 2686 households and 11469 people and 2554 households respectively.

Table 13 Access to sanitation in Nongoma LM (StatsSa, 2016)

Ward	No. of households with access to sanitation	Ward	No. of households with access to sanitation	Ward	No. of households with access to sanitation	Ward	No. of households with access to sanitation
1	43	**7**	235	13	145	19	173
2	465	**8**	876	14	562	20	446
3	145	**9**	1335	15	122	21	89
4	482	**10**	99	16	1557		
5	228	**11**	160	17	319		
6	895	**12**	159	18	249		
TOTAL				**8 784**			

3.4.2.3. OPERATIONS AND MAINTANANCE

The Municipality has adopted during the 2019-20 financial year both the Operations & Maintenance Plan and the infrastructure Master Plan which seeks to provides a strategic direction and an integrated infrastructure planning and policy framework that will direct the Nongoma continuing efforts to maximize value, including the role infrastructure plays in protecting the natural environment.

The intent is that it will play an active role by presenting short- and medium-term infrastructure opportunity. The gist of the Operations & Maintenance Plan is to assist the Municipality Operations & Maintenance of all municipal infrastructures and manage the Municipality's Asset Register that does not have aging infrastructure.

Operation and Maintenance management in terms of water within Zululand District Municipality: is split up as follows:

- Bulk Water and Wastewater Management: The core function for Water Services Provision Bulk is to ensure that water and wastewater infrastructure is managed properly to produce a cost effective and SANS 241 acquiescent quality of water. It is also to Operate and Maintain the Bulk Infrastructure to minimize down time).

- Rural and Urban Reticulation: The main function of the "Urban and Rural Reticulation Section" division is to operate and maintain the water and sanitation networks in both urban and rural areas within the Local Municipalities

3.4.3. ENERGY SERVICES LEVELS

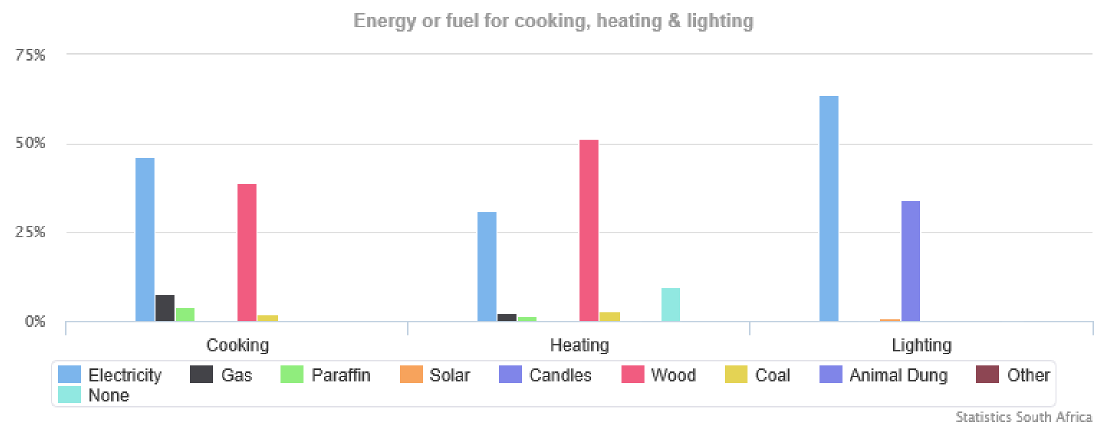
Nongoma Local Municipality is not the electricity / energy provider. However, it plays a facilitation role to ensure that Eskom smoothly provides the services to the communities. Currently all infrastructure is owned by Eskom. Distribution of electricity to all the households that are supplied within the study area follow the distribution network.

Nongoma LM has received an amount of R17 million from the department of energy for electrification of rural areas and connection to the electricity grid in 2021/2021 FY. According to 2011 statistics; 84.2 households have access to electricity, and it is the main energy source in Nongoma municipality as it is the case with other municipalities.

Electricity is mainly used for cooking (46.3%), heating (31.3%) and Lighting (63.6%). In order to reduce the costs associated with electricity usage, most households especially in the rural parts of the municipality use wood for cooking (39.1%) and heating (51.4%). Candles are used for lighting especially on emergency situations when the electricity is down.

In order to assist communities in reducing their reliant on electricity and the cost associated with its usage the municipality should explore climate change adaptation programmes/projects, such as solar water heating and lighting. This programme could be a stand-alone initiative wherein the municipality embark on a roll-out of the project, and/or could be integrated into the implementation of housing projects throughout the municipality.

Table 14: Access to Energy or fuel for cooking & lighting (StatSa, 2016)



Nongoma local municipality is close to reaching a universal access to electricity. As such the focus should now be and dealing with the outstanding backlog and the infills due to new households.

ESKOM highlighted the following as the municipal electricity challenges:

- Mobilising Resources;

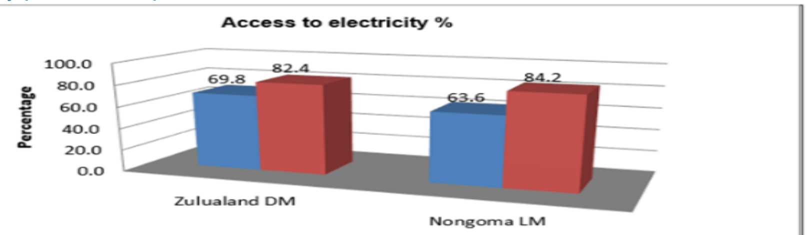
- Integrating IDP with Eskom Plans;
- Lack of Sector Planning from Local Municipality;
- Government Special Programmes;
- Feedback to Local Municipality's DORA Section 23
- Updating of Indigent register

The ZDM is responsible for the preparation of an ESDP. The purpose of an ESDP is to formulate a rational basis for the extension of grid and non- grid electricity service supply to the population of the district within as short a time as possible, within both the national and provincial electrification guidelines and budget available. Currently the ESDP is being implemented in Nongoma through Integrated National Electrification Programme called schedule 6 (done by the municipality) and Schedule 7 (done through Eskom)

1. ELECTRICFICATION BACKLOG

The municipality has significantly reduced electricity backlog in its area of jurisdiction. The households in Nongoma Local Municipality have experienced a substantial improvement in the use of electricity as the number of households having access to electricity increased from 31% in 2001 to 64.5% in 2011 and in 2016 it sits at 84.2 %

Figure 29: Access to electricity (StatSa, 2016)



	Zulualand DM	Nongoma LM
Access to Electricity % 2011	69.8	63.6
Access to Electricity % 2016	82.4	84.2

The graphs makes a comparison of household have access to electricity in Nongoma and the district, the graph shows stats in 2011 36.6% household have access to electricity and in 2016 the household have increased to 84.2 % which is an applaud able increase.

Nongoma municipality is nearing the universal access in terms of electrification provision. However, achieving the universal access is derailed by regular increase in number of new households; thus resulting in new emerging electrification needs. The new emerging needs are just infills as a result of new households within the already connected settlements.

Map 27: Nongoma Bulk Electrical Infrastructure Map, Nongoma LM SDF: Status Quo report, 2019

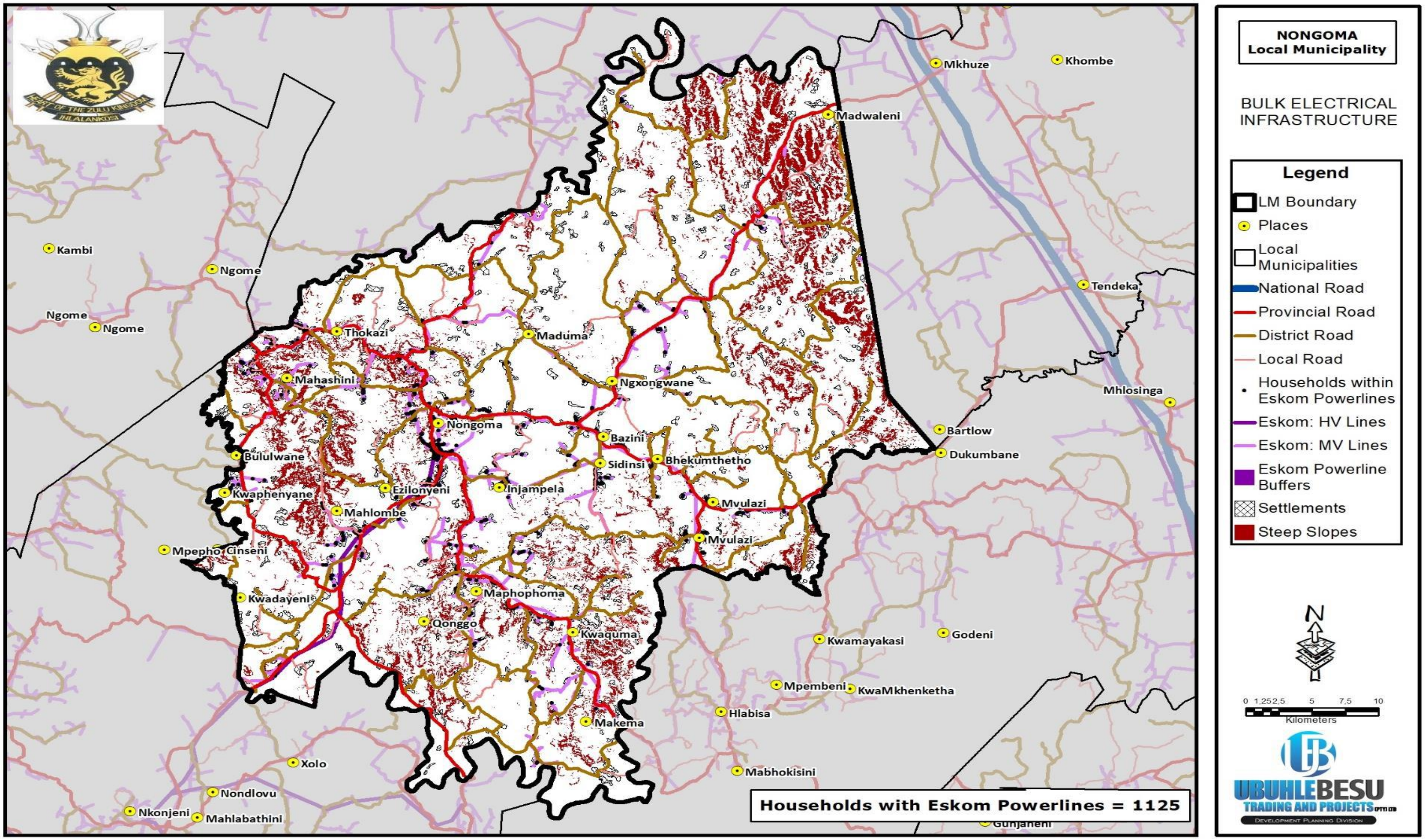


Figure 30: Zululand Existing network, Eskom 2019

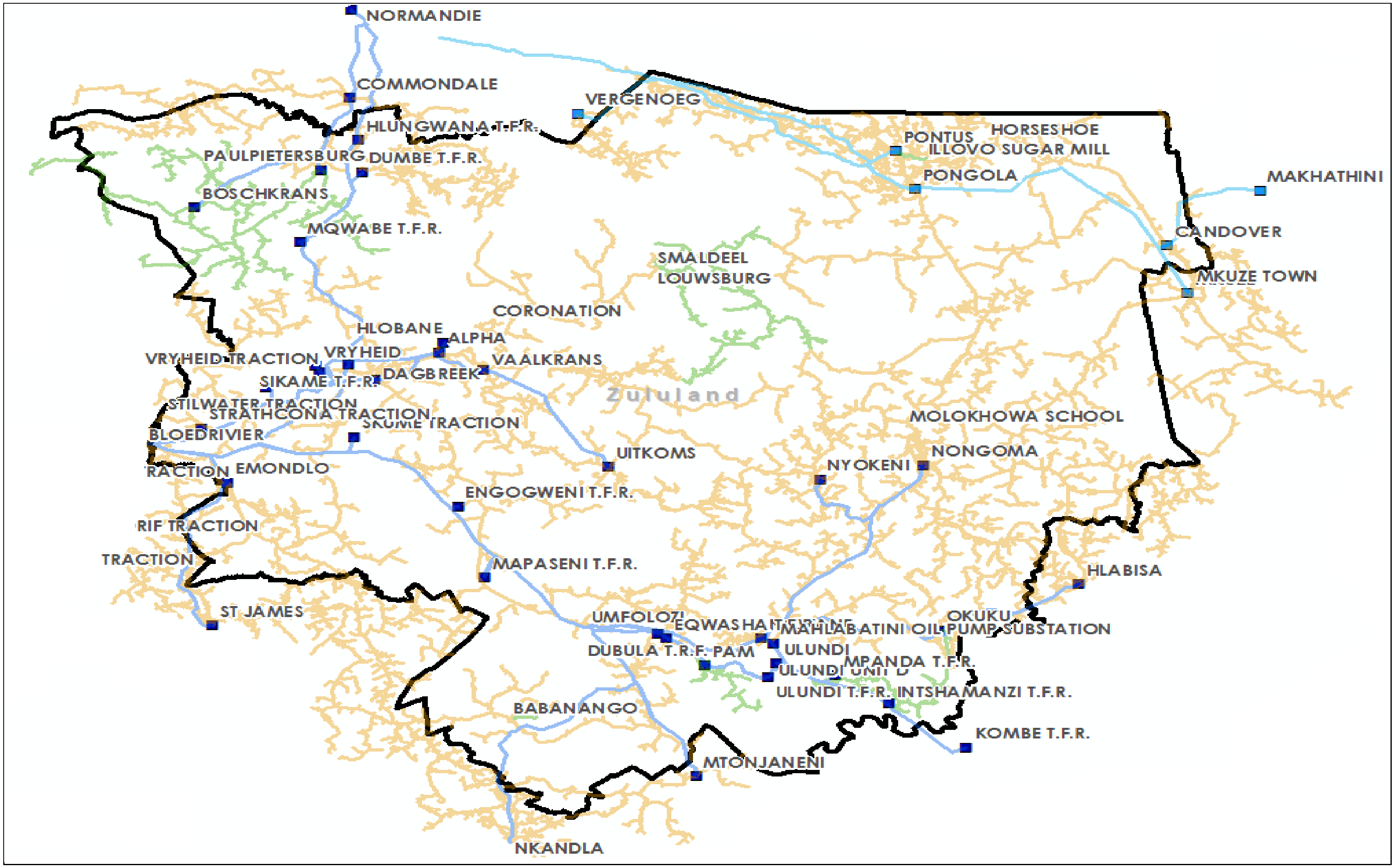
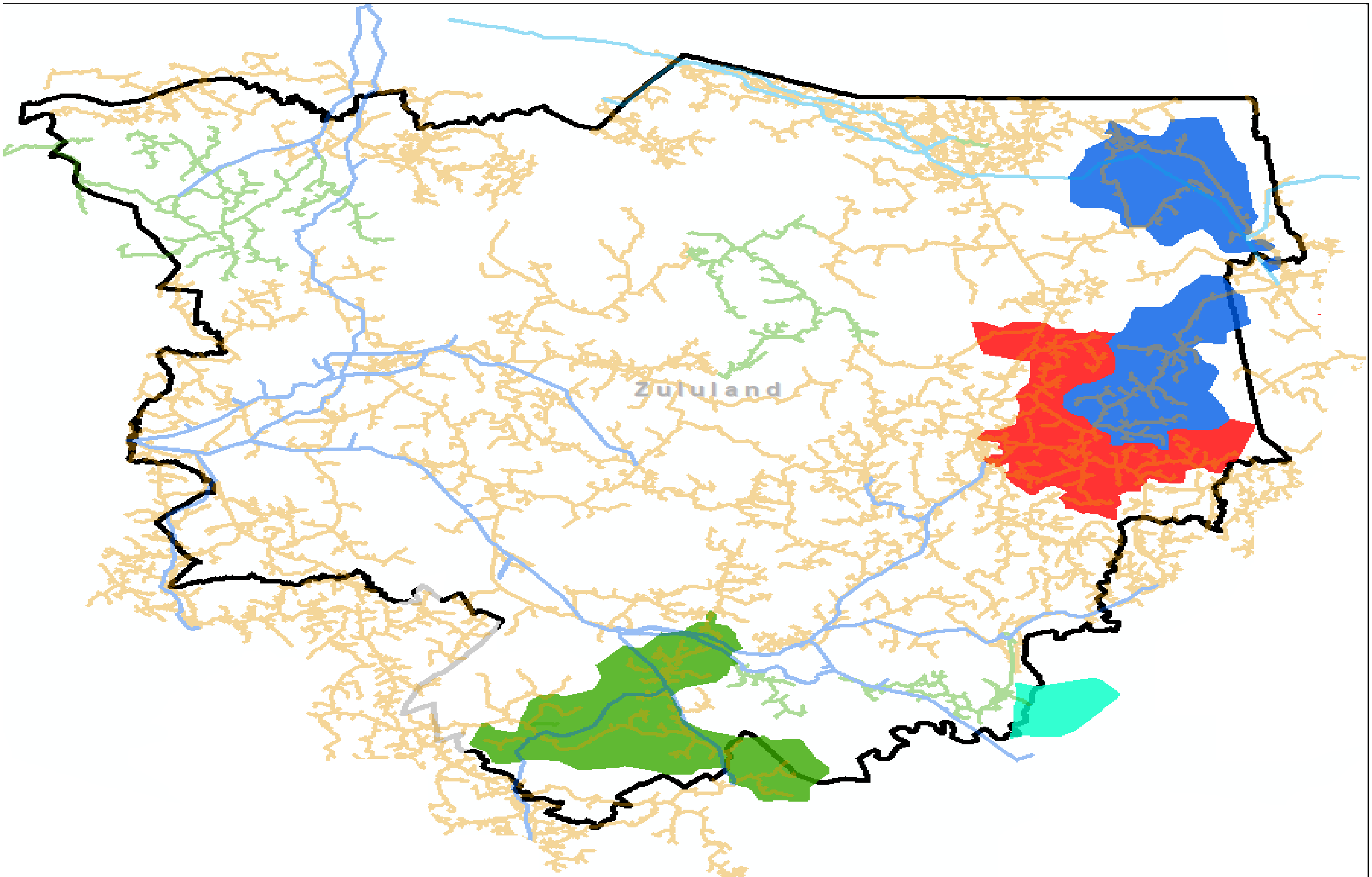


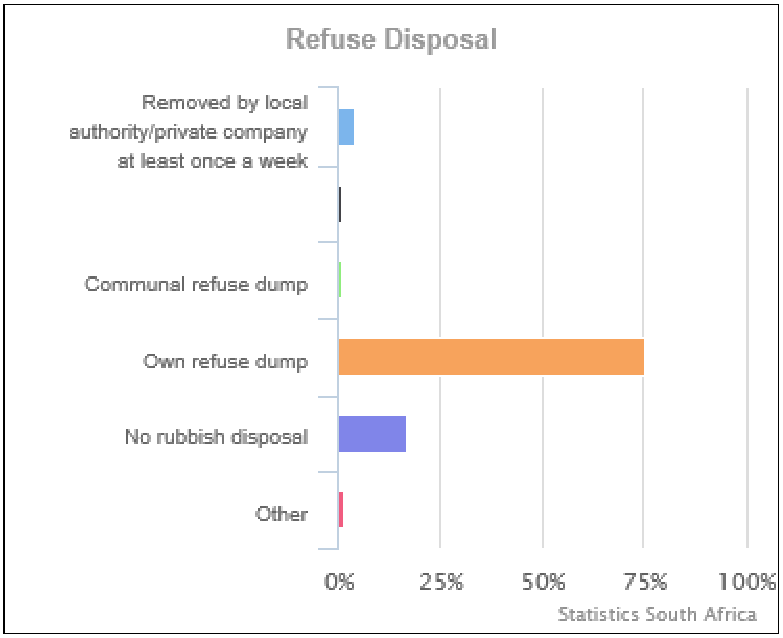
Figure 31: Zululand District Infrastructure Plan, Eskom 2019



3.4.4. WASTE MANAGEMENT

An in-depth analysis on Waste Management has been covered as part of Environmental Management in this document (Refer to Sub-section 3.2.2.4 on page 68). About 4.3% of the households have their waste removed by the municipality at least once a week, whereas about 75.3% households use their own refuse dumps. Lack of access to refuse removal could contribute to indiscriminate dumping of waste and eruption of dumping spots especially in those neglected spots.

Figure 32: Refuse Disposal in Nongoma LM



The Constitution of South Africa, 1996 provides the foundation for environmental regulation and policy in South Africa. The right to environmental protection and to live in an environment that is not harmful to health or well-being is set out in the Bill of Rights (section 24 of Chapter 2). This fundamental right underpins environmental policy and law, in particular the framework environmental legislation established by the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA).

1. ACCESS TO WASTE REMOVAL SERVICES

Two townships, White City and Dilini with the total of 195 and 415 respectively, are not on the billing system because of title deeds issues. Nongoma Local Municipality is servicing 1200 households in total, this include Suburbs, Nongoma Town, White City, Hospital and Dilini. Nongoma Local Municipality is also conducting waste collection service to Public and Private Institutions, Business premises, CBD, formal and two township areas.

The frequency of collection to these areas is Three (3) times a week, except White City where collection is two (2) times a week. The Nongoma Local Municipality through Waste Management Section is collecting waste in all urban areas, including CBD. Some residents from the suburbs around town are appearing on the Municipal Billing system with the total of 590. The Municipality purchased refuse collector truck, which is now operational. In addition, tractors with tipper trailer augment this service at least three times a week. The refuse bins have been obtained for the CBD area during however they are not enough due to high volumes in the CBD.

The results of the 2011 Census indicate that there has been an overall reduction in the number of households without waste disposal from 9417 in 1996to 5852 in 2011. It is possible that the above is the result of an increase in the use of communal or own refuse disposal dump sites. There has also been a steady increase in the number of households that benefit from local authority or private company refuse removal. The latter could be as a result of the increased number of households in the Nongoma town. The Integrated Waste Management Plan has been adopted by council and is ready for implementation.

REFUSE REMOVAL	NO. OF HOUSEHOLDES	%
Removed by local authority/private company/community members at least once a week	1222	0.58%
Communal refuse dump	496	5.41%
Communal container/central collection point	101	0.05%
Own refuse dump	163019	76.93%
Dump or leave rubbish anywhere (no rubbish disposal)	33247	15.69%
Others	2351	1.11%
Total	211892	

Source: Statistics SA, Community Survey 2016

2. WASTE MANAGEMENT FACILITIES

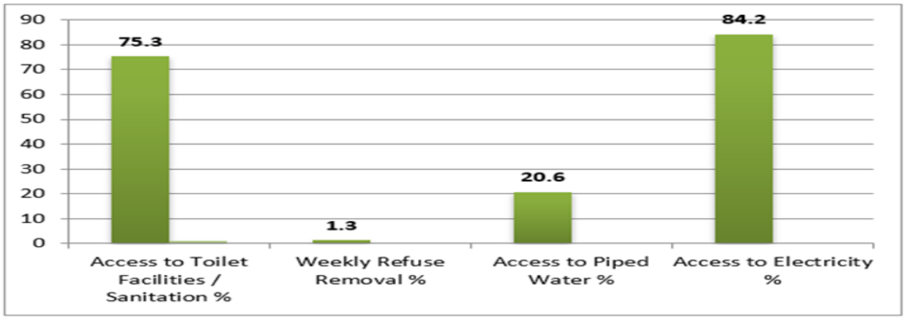
The municipality does not have a formal landfill site. Current waste disposal operations take place at an unlicensed dump site which is located about 4 kilometres from Nongoma Town. The operational standards at the dumpsite do not meet the minimum standards and requirements of DWAF. The municipality does not have any transfer stations, Buy Back Center and Material Recovery Facilities. There is no formal recycling involving the municipality, thus a very small portion of waste is recycled

3.4.5.SUMMATIVE ANAYSIS TO BASIC SERVICE DELIVERY

The summative analysis of the levels of the 4 main basic service delivery issues within Nongoma municipality indicates that the municipality has done well in electrification of its area of jurisdiction, which sits at 84% and seeks to achieve universal access to electricity. Also in terms of sanitation (provision of toilet facilities) the municipality has around 75% of its households covered. The municipality however needs to elevate to the District, the need to provide portable water to its communities.

Currently around 20% the households have access to piped water. In terms of waste collection services, the municipality should consider extending its service to other areas outside of the main centre, Nongoma town.

Figure 33: Summative Analysis to Basic Service Delivery



3.4.6. TRANSPORT INFRASTRUCTURE

The roads hierarchy within the municipal area can be divided in three categories, i.e. Provincial roads; District and Local roads. The primary routes include the national routes that exist within the area and few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The road networks provides an important social and economic infrastructure crucial for the flow of goods and services and therefore to the general development of the Municipality.

1. ROAD NETWORK

A radial network of roads converges in Nongoma Local Municipality. The main routes for Nongoma municipality are:

- R66 (P52) which stretches through Nongoma and links Ulundi to Pongola. This road is only partly surfaced which results in most travellers choosing not to use this route. The tarring of the road between Pongola and Nongoma (R66) remains a priority for the local and the district municipality.
- R618 linking Nongoma to Vryheid (west);
- R618 linking Nongoma to Hlabisa and the N2 (South- east); and
- Nongoma- Mkhuze and N2 (North- east). That needs to be upgraded to blacktop standard.

It is important to note that the N2 is links the Richards bay and Durban which are both national ports. It further links KwaZulu-Natal with Mpumalanga, Gauteng and Eastern Cape provinces. While the municipality has embarked on gravelling and re-gravelling of rural roads; these roads are generally in poor condition and are often inaccessible during the rainy season. The poor state of roads impedes communities from accessing community facilities such as clinics.

The Department of transport has injected funds to build and maintain access roads within the municipality and other major routes. Nongoma Local Municipality is currently depended on the Comprehensive Rural and Urban Road Master Plan and Maintenance Plan of Zululand District Municipality.

The Municipality has very poor road networks which results to the overall poor accessibility of the Nongoma Town and its linkages with the rest of the municipality areas, the entire district and the province. The drainage and storm water in Nongoma town needs maintenance, rehabilitation, and upgrading.

1.1. PRIMARY ROAD NETWORK

A number of other provincial roads run through the municipal area connecting different parts of Nongoma Municipality. The major challenge is to capitalise on the opportunities presented by these routes and optimise their benefits for the area. These main routes traversing Nongoma Municipality at a local level are as follows:

- P540 links Nongoma to the Jozini Municipality and to the Tendeka settlement, and also is direct link to the N2
- P736 connects from the R66 (P52-2) allowing access to the areas of Bululwane/Phenyane,and Enyokeni Palace and futher to the Mahashini settlement. The P736 further connects to the P49-2(R618) linking the areas Bululwane/Phenyane,and Enyokeni Palace to the Nongoma CBD.
- D1859 connects the Maduma settlement to the P23-2(R66) south bound. And to the north the D1859 connect to the D1891 which links to the P52-3 (R66).
- D1812 connects two major rural settlement nodes.
- D1855 connects two major rural settlement nodes.

Further to the roads indicated above, there are various other district Roads, which connect different settlements and provide access to public facilities as well as local access Roads, which provide access within each settlement and to each household. While provincial roads are generally in a good condition, the quality of some district and local access roads is poor and in need of upgrading. The poor state of these roads negatively affects intra and inter-settlement access e.g P234 to Mkuze. It also contributes to the poor public transport system in these areas. Nongoma Local Municipality's draft: SDF report 2019-20 lists the Assessment of Roads within Nongoma.

1.2. PUBLIC TRANSPORTATION ROUTES

There are four main transport routes that are of priority and of strategic importance to the Municipality. These routes should receive priority as far as the Municipality is concerned.

- The R66 route linking Nongoma to Ulundi to uPhongola. A section of this road between Nongoma and uPhongola (about 35km) need to be upgraded to blacktop.
- The R618 route linking Nongoma to Vryheid and Hlabisa. This route has to be monitored and maintained in good condition.

- The P234 route linking Nongoma to Mkuze and subsequently Jozini.

The P736 route links the R66 (from Ulundi) to the R618 (towards Vryheid), while by passing two key Municipal nodes. The P736 should be identified as a tourism route as it passes the Enyokeni Palace.

1.3. PUBLIC TRANSPORT RANKS

There are two formal taxi ranks located in Nongoma Town and there is one informal bus rank. The main mode of transport used by the residents of Nongoma is public transport in the form of taxis, buses and bakkies although public transport in the form of buses is scarce due to the poor condition of roads within the Municipality, which isolates the population of Nongoma even further from economic opportunities. Most rivers have low-lying bridges or no bridges at all. This suggests that during the summer months there are many areas that become inaccessible.

1.4. RAIL NETWORK

Nongoma Municipality has no existing railway infrastructure that traverses its area. The closest railway line to Nongoma CBD that could be accessed for social or economic reasons is located in Ulundi approximately 50km away and the other potential link is located 50km away in Mkuze.

1.5. INTEGRATED LOCAL TRANSPORT PLAN

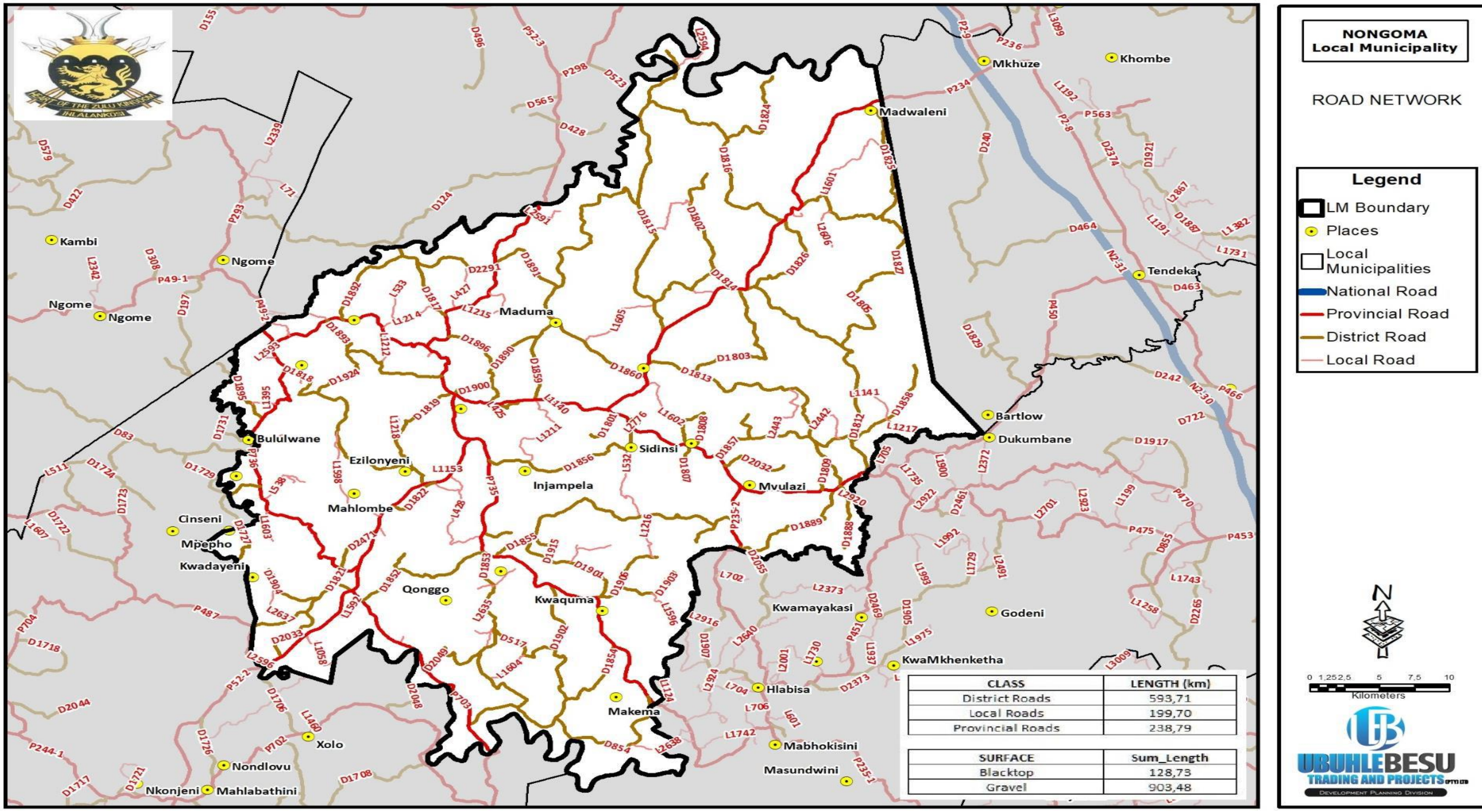
Nongoma Local Municipality does not have an Integrated Transport plan in place due to lack of capacity and budget constraints to appoint a service provider to develop a credible Integrated transport Plan. The Municipality is current using the Zululand District Municipality's Public Transport Plan.

The following transport vision and mission is for the Zululand District Municipality transport development.

Vision: Development of a safe, efficient, and accessible transport system to the community of Zululand that provides basic mobility to services and that will add to sustainable development and poverty alleviation

Mission: To plan, provide and maintain a safe, reliable, affordable, accessible, and efficient transport system that integrates all modes of transport and land-uses in a friendly and sustainable manner to the people and the environment.

Map 21: Road network within Nongoma municipality, Nongoma SDF: Status Quo report, 2019



CLASS	LENGTH (km)
District Roads	593,71
Local Roads	199,70
Provincial Roads	238,79

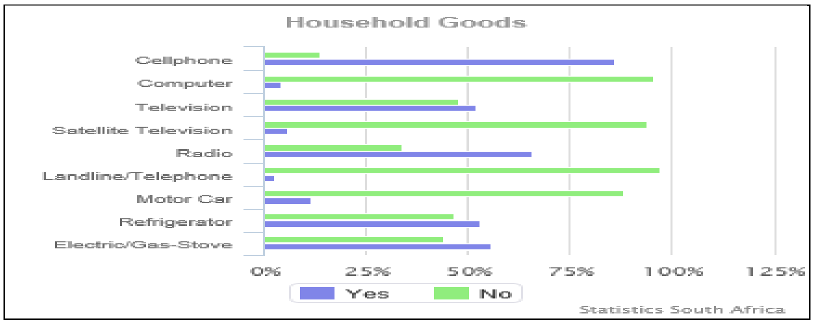
SURFACE	Sum_Length
Blacktop	128,73
Gravel	903,48

3.4.7. TELECOMUNICATIONS

Telecommunication is considered by StatSa as one of the households' commodities. Whilst communications are in most cases not considered as part of the primary bundle of development services; in most rural areas it is argued that they still provide the ever required access to information, employment opportunities, and education and health facilities. These aspects have an immense role to play in the productivity and social networks, which in turn influence the ability of individuals and households to participate productively in the economic sphere.

The following information has been extracted from the 2011 census results in respect of Telecommunications in the Nongoma Municipality.

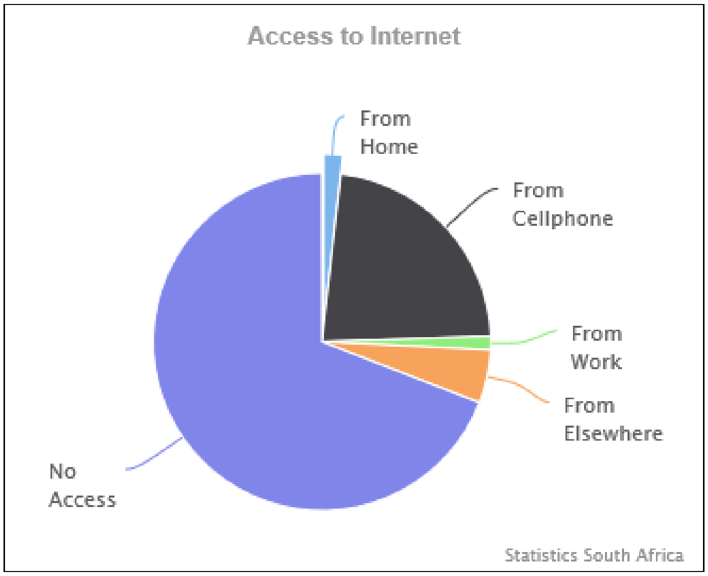
Figure 34: Nongoma LM Households Goods, StatsSa, 2011



There has been an improvement in the access to all surveys telecommunication media in the Nongoma Municipality between the 2001 and 2011 census years. A very significant increase is noted in the cellphone, satiate television and internet accessibility. The increase in access to satellite television can be linked to an increase in access to electricity. Easy access to cellphone communication reduces the need for households to install landline telephone communication.

About 69.2% have no access to internet. While there has been a significant increase in terms of access to cellphone; only 22.7% of the cellphone users access internet via cellphones.

Figure 35: Access to Electricity in Nongoma LM, StatsSa, 2016



3.4.8. HUMAN SETTLEMENT

Nongoma municipality has been classified as a housing developer for Human Settlement. The municipality plays a role in housing delivery at the local level, since housing delivery is identified as being one of the municipalities' mandates. The core role of local municipalities as outlined in the Constitution, 1996 is to take all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing.

1. THE HOUSING SECTOR PLAN

The Municipality has a Housing Sector Plan in place that was adopted in the 2020-2021 financial year (Refer to Appendix 9). The Housing Sector Plan (HSP) is a policy framework that undertakes a strategic analysis of housing issues and introduces several objectives, strategies and programmes to facilitate the development of sustainable human settlements. It is meant to guide the municipality in performing its functions and implementing its role as articulated in the National Housing Act, No. 107 of 1998 and in Section 1.4 below. The purpose and objectives of the HSP are:

- To ensure that there is a definite focus on human settlements in the IDP and provide for a link between integrated development planning and the practical delivery of housing
- To facilitate the reduction of the housing backlog in line with norms and standards in the human settlements sector
- To facilitate the development of sustainable human settlements
- To provide greater spatial linkages between the spatial development framework and the physical implementation of projects on the ground.
- To provide a formal and practical method of prioritizing housing projects.

- To ensure the effective allocation of limited resources (specifically financial and human) to a large pool of potential development interventions
- To facilitate rapid and cost-effective release of land for human settlement development purposes

The HSP will be used by the Department of Human Settlements to assess projects and allocate funds in the short to medium term, as well as monitor progress against national housing targets. In addition, it will inform planning at a strategic level and facilitate alignment between bulk infrastructure development and housing delivery.

2. HOUSING SEGMENTS AND NEEDS

Housing demand within the municipal area is still very high, with 34% of residents living in semi-permanent dwellings (mud houses) or unsafe brick houses that need to be replaced. While Nongoma municipal council in partnership with the Department of Human Settlements are dedicated to addressing the housing backlogs, the settlement patterns within the municipality pose a challenge.

The municipality also faces a challenge of not having municipal initiated rental housing stock. Therefore; the municipality needs to consider the establishment of a Social Housing Programme, which is intended to be an institutional mechanism for rental housing as a public asset for the benefit of various income groups which promotes social integration. The DHS defines Social Housing as:

“A rental or co-operative housing option for low income persons at a level of scale and built form which requires institutionalized management and which is provided by accredited social housing institutions or in accredited social housing projects in designated restructuring zones”

It is noted that the private sector also has a role to play in driving the delivery of housing in particular where this relates to the provision of GAP Housing. GAP Housing is intended to bridge the gap in housing delivery for those households which do not qualify for low cost housing, social housing and bank bonded housing due to their income.

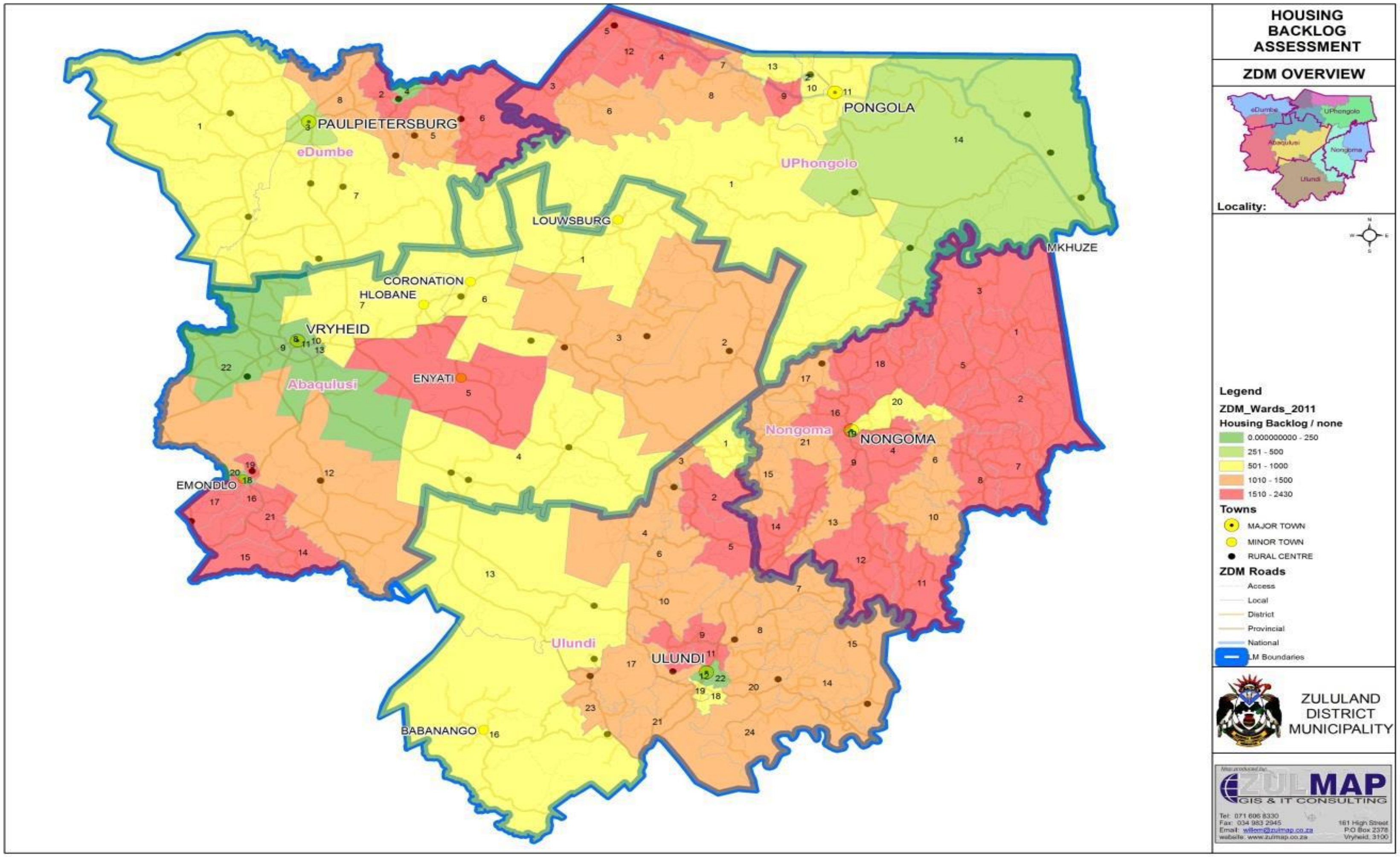
The annual household income profile of the population residing within Nongoma LM provides perspective into the extent of housing demand and need in the municipality within each of the programmes available for delivery.

Households eligible for low-income housing are those earning less than R3 500 per month or R42 000 per annum. Approximately 78,79 % households in Nongoma Municipality are eligible for low cost housing.

Table 15: Housing Backlogs against Households by wards (StaSa, 2011)

WARD	NO. OF HOUSEHOLDS	HOUSING BACKLOG
1	1 708	1 116
2	1 634	1 128
3	1 773	1 036
4	2 175	677
5	1 610	461
6	1 340	173
7	1 688	960
8	1 572	310
9	2 932	707
10	1 503	836
11	1 621	908
12	1 649	1 120
13	1 055	682
14	1 844	1 031
15	1 278	782
16	3 270	636
17	1 420	427
18	1 725	417
19	178	39
20	1 159	204
21	1 207	690
TOTAL	**34 341**	**13 340**

Map 22: Housing Backlog Assessment of Nongoma LM



The above table indicates the estimated service backlog and housing against the number of households per ward within the Nongoma municipal area: According to Census 2011, the housing need in Nongoma Municipality is estimated to be **13 340**. However this backlog may include beneficiaries earmarked for housing in the current housing projects being implemented throughout the municipality area. The above table clearly indicates that the housing backlog is evenly distributed across the 21 wards. However, wards 1; 2; 3; 12; and 14 are experiencing the highest number of housing backlog.

3. DEMAND FOR FUTURE HOUSING IN MEDIUM AND LONG-TERM

The current demand for housing in Nongoma Municipality is estimated at approximately 12 766 units (low income housing). This is made up of households who occupy dwelling units described as informal dwellings, traditional dwelling units and rooms/flatlets located on backyards/larger dwellings and other. Nongoma municipality is a rural municipality dominated by rural settlements, thus the housing demand exists mainly in the rural settlements. However, there is also a need for other rental and affordable type housing instruments in Nongoma Town.

The demand for affordable and rental subsidy programmes such as FLISP, Social Housing, and CRUs is estimated at 12262. The Provincial Human Settlements Master Spatial Plan proposes that Nongoma Town generally be prioritised for the delivery of housing opportunities.

However, the beneficiary qualification criteria as specified by the Department of Human Settlements will apply in identifying the beneficiaries that truly qualify for housing subsidies. NLM needs to implement the National Housing Needs Register to be able to appropriately estimate the demand and plan for future housing requirements and the nature of the requirements thereof.

4. LAND DEMAND / REQUIRED

To meet the future demand of the low-cost housing 12 766 households, the Nongoma Municipality will need to procure or make available approximately 687 hectares of land for green fields' development. This is calculated using the minimum site size of a low-cost housing project which is 250m².

To meet the future demand of the FLISP (GAP) housing 6 901 households, the Municipality will require approximately a further 207 hectares of land for greenfield development. This calculated using the minimum site size of a FLISP housing project which is 300m².

The first step should be to identify, map and assess all appropriately located land that is suitable for housing development. The exercise should be based on the following criteria:

- Ownership of land.
- Current land use
- Existing zoning.
- Size and potential yield for different housing products.
- Restrictive conditions of title and other encumbrances.
- Availability of services.
- Location in relation to employment and other urban opportunities.
- Market value of the land.

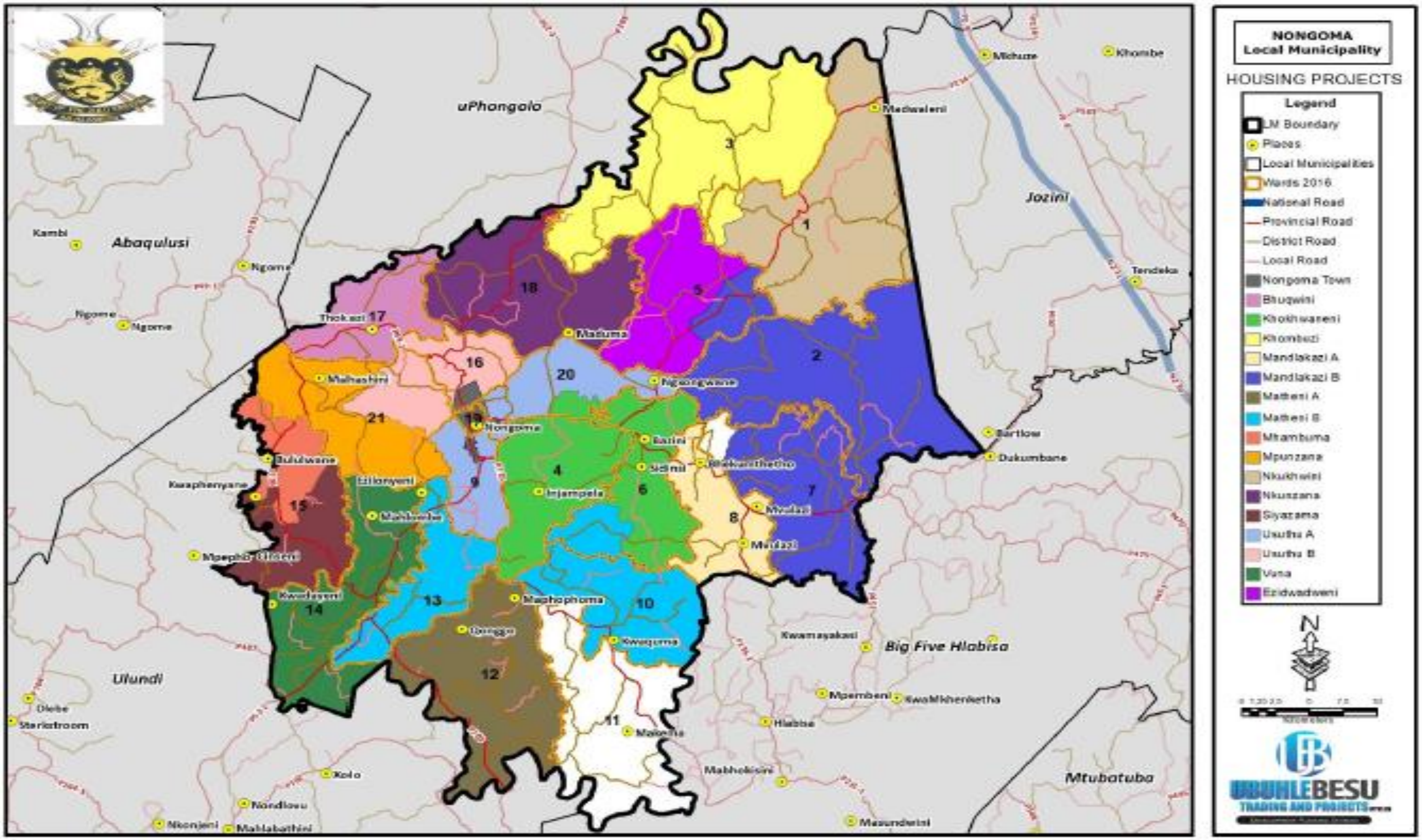
5. PLANNED AND CURRENT HOUSING DELIVERY

Over the years, the municipality has introduced a number of housing projects as part of its housing delivery programme. The table below indicates that the municipality's projects are at various stages, with the majority being at a planning stage. The projects and their location and magnitude thereof are indicated in table below. All the projects are rural housing projects.

Housing projects Nongoma Rural Housing commencements from 2016/2017 financial year to date.

Project Name	Wards	Total Units:	Number of Units Projected Phases:	Number of Units Constructed to date:	Comments:
1. Osuthu B Project	16,17,18	2000	1300	1300	Completed Phase 1 & 2
2. Matheni B Project	10,13	2000	650	650	Completed Phase 1
3. Kombuzi Project	03	1500	500	500	Completed Phase 1
4. Nkunzana Project	18	1800	600	600	Completed Phase 1
5. Nkukhwini Project	01	3000	600	436	On Construction Phase 1
6. Vuna Project	14	2000	600	600	On Construction Phase 1
7. Zidwadweni Project	05	1200	600	439	On Construction Phase 1
8. Syazama Project	15	1000	500	0	The new contractor has been appointed
9. Khokhwaneni Project	04,06	3000	300	237	On Construction Phase 1
10. Mpunzana Project	21	1800	300	163	On Construction Phase 1

Map 23: Nomgoma Housing projects



6. MECHANISM FOR COORDINATION OF HOUSING PROJECTS

Nongoma municipality has a functional Housing Forum. The forum sits quarterly and is chaired by a Municipal Official. Through the forum, the Municipality facilitates a close working relationship between itself, the main funder (Department of Human Settlement) and the implementers. Ward councillors also participate in the Housing Forum.

7. FUTURE PRIORITY LOCATION OF HOUSING

The Provincial Human Settlements Master Spatial Plan proposes that Nongoma Town generally be prioritised for the delivery of housing opportunities. The SDF further supports this trajectory. It is proposed that rental and affordable type housing instruments in Nongoma Town such as FLISP, Social Housing, and CRUs be prioritised in the SDF. Although the Town needs to be prioritised, but it is acknowledged that the rural communities of Nongoma are also in need of housing development. Denser rural settlements should be prioritised in this regard.

3.4.9. SWOT ANALYSIS FOR BASIC SERVICE DELIVERY & INFRASTRUCTURE

Strengths • Integrated Waste Management Plan (IWMP) in place • Spending MIG in expected time	**Weaknesses** • Lack of tools of trade (i.e. There is only one grader that is over-utilized and no fleet for other operations) • Inability to use current consultants for engineering issues in town, only focused on MIG • Limited/Insufficient MIG Funding • Lack of skills • Inadequate resources e.g. plant • Un-implementable Organogram (strategic posts are not filled)
Opportunities • Availability of MIG, and other grants through submission of business plans • Handover of certain roads to the Provincial department of transport • Applying for a Buy Back Centre	**Threats** • Current drought and water shortage • Majority of the access roads require maintenance • Lack of co-ordination between the ZDM and Local Municipality • Slow SCM processes resulting in poor service delivery • Vacancy of position of Technical Services Director

3.5. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT

1. INTRODUCTION

LED refers to a territory-based economic development strategy, whose project management is local and mainly aimed at increasing the number of jobs, the income mass, and achieves broader economic growth. It is a partnership approach focused on strategic planning and centred on local demand to facilitate job growth, poverty alleviation and improved living conditions through improved economic governance[2].

3.5.1. STATUS OF THE NONGOMA LED STRATEGY

Nongoma Local municipality has reviewed its LED Strategy through a service provider. The LED strategy together with its implementation plan was adopted by the council in June 2019. The implementation plan, its review is articulated herein below and the LED Strategy is attached as appendix 7 in this document.

Nongoma LED Strategy is envisaged as to be a mechanism of intervention in addressing the economic development challenges within the municipality. It serves as a guide and directs the implementation of development initiatives, which are currently occurring in an ad-hoc manner.

The strategy also takes cognisance and integrates other key sector reports and the existing District LED strategy and other programmes already developed by Zululand District Municipality. It also integrates the Provincial Growth and Development Strategy / Plan, the Comprehensive Rural Development Strategy, the National Development Plan, New Growth Path and the National Framework on LED.

The aim of the LED Strategy is to provide strategic guidance to the municipality, facilitate LED development initiatives, unlock latent local economic development potential of the area, and come up with a number of LED projects to be implemented, encourage private sector investment, and create economic development and sustainable job opportunities for the local urban and rural communities.

[2] Gwen Swiburn and François Yatta (2006) Furthering the Local Economic Development Agenda in Africa

3.5.2. LED FUNCTIONALITY AND CAPACITY

1. HUMAN RESOURCES CAPACITY TO IMPLEMENT LED STRATEGY
The Organogram for the LED/Tourism is herein outlined:

Having reviewed its LED Strategy and other plans such agricultural strategy; the current organizational setup indicates that the municipality would be unable to implement fully, all these plans. In its current state, the LED Unit of the municipality is functional but under resourced and understaffed. Other crucial sectors under the LED Department such as the, Agriculture, SMME Development do not have dedicated staff to oversee their operations. However through working together with the Zululand Development Agency, some of the human resource gaps are minimized.

2. DISTRICT AND SECTORAL INVOLVEMENT
The human resource capacity gap is momentarily addressed through EDTEA Tourism internship programme. Given the high municipal bill towards employees' salaries, it is unlikely that the vacant posts within the LED/Tourism Unit would be filled anytime soon.

The municipality also relies on the District municipality and its development agency (Zululand Development Agency) for support. In terms of promoting economic development, facilitation of private and public investments, identification, facilitation and management of the implementation of sustainable and viable Local Economic Development projects within its area of jurisdiction. Some of the catalyst projects that have been facilitated through the district municipality and its development agency include:

- KwaMajomela Small Scale Manufacturing And Value Add Services Centre Infrastructure: An EDTEA funded project
- Small business Funding and Mentorship (Senzakwenzeka Cooperative): Also, and EDTEA funded project

The District Development Agency is currently assisting the municipality on its plan to refurbish of Mona market. Mona Market a traditional market which is held in the third week of each month outside Nongoma. It is in Ward 4, and is an economic centre where all local SMME's, traditional leaders and stock keepers come and sell their product once a month. The potential of this node has resulted in some informal traders trading in the area full time. The Development Agency is in a process of acquiring funding for the refurbishment of the Mona market.

The municipality intend enticing the Zululand Chamber of Business be part of the Municipality and to serve as a body to co-ordinate issues and concerns amongst the business sector. Part of this the municipality conduct regular meetings the Chamber & local businesses. The chamber also partakes in the LED forum meetings.

2. NONGOMA LM ECONOMIC DRIVERS AND MAIN ECONOMIC CONTRIBUTORS

While Nongoma is a potentially an agricultural hub; the municipality's economic deriver is tourism. The town area offers the best mix of eco-attractions as a holiday destination with a rich diversity and scenic nature trails, historic heritage and a unique moderate climate.

The municipality is situated in the District municipality acting as the main entrance point into the Province from the Kingdom of Swaziland, and the Mpumalanga Province. There is subsequently a large number of tourist traffic traversing the district on a daily basis.

Nongoma unfortunately is not very accessible from the main entrance points to the District, but through development of the R66, and the completion of the tarred surface, a number of tourism development opportunities can be unlocked linked to the increase in tourism traffic through Nongoma

Attractions and activities need to be developed around the Royal Palaces; around traditional activities and events like hunting, festivals, rite of passage rituals. With careful planning, the wisdoms and traditions that have value for all people can be depicted in a way that is relevant and meaningful. There a number of these attractions and events which cannot be experienced anywhere else. These are a huge step away from communities who try to interpret themselves by turning their culture into a slick, marketable version of the original.

If developed and resourced accordingly, agriculture, retail and to a lesser extent, could become key drivers of the economy.

Illustrated in the figure below, general government employs more people representing (28.9%), wholesale and retail trade, catering and accommodation (22.9) and community, social and social personal services (22.5%) are the leading tope sectors contributing to the employment of people in Nongoma LM.

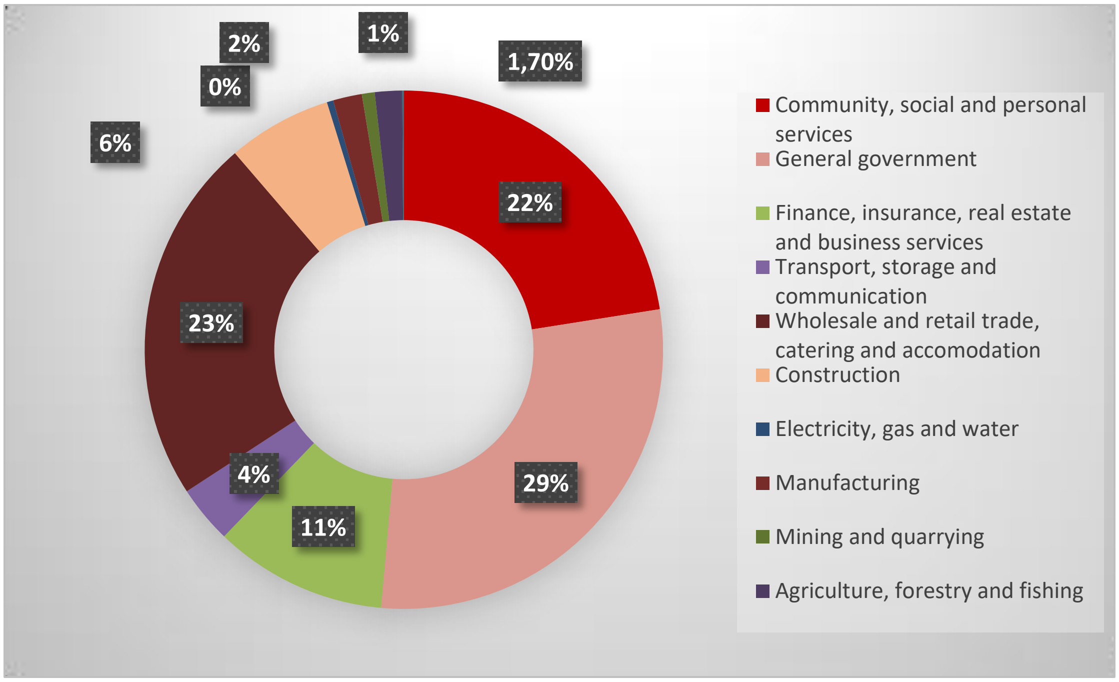


Figure 36: Sectoral contribution to employment, NLM LED Strategy (2019)

2. PROGRESS AND REVIEW OF THE LED IMPLEMENTATION PLAN

Subsequent to the implementation in part of the LED strategy, the LED Implementation Plan has been updated in compliance to the requirement that it should be reviewed annually; and also taking into consideration the new dynamics and necessary additions in terms of newly identified programmes or projects.

The following table depicts the LED Implementation plan for Nongoma municipality. It illustrates targets as per the 2020/2021 implementation plan, and also the targets achieved. It also indicates an updated 2021/2022 Implementation plan.

Programme	2020/2021 FY Implementation Plan	Targets achieved	Updated Implementation Plan (2021/2022 FY)
LED/Tourism Governance system	Coordination of: – Quarterly LED forums – Quarterly tourism forums – Quarterly CWP Reference committee forums – Quarterly Community Tourism Organisation (CTO) meetings	Coordinated of: – Quarterly LED forums – Quarterly tourism forums – Quarterly CWP Reference committee forums – Quarterly Community Tourism Organisation (CTO) meetings	Coordination of: – Quarterly LED forums – Quarterly tourism forums – Quarterly CWP Reference committee forums – Quarterly Community Tourism Organization (CTO) meetings
SMME	– Development of 3 LED	– Development of 3	– Appointment of a

Development (Including Cooperatives)	project concept documents aimed at emancipation of women and youth – Revitalisation of the Kwamjomela Manufacturing and Services Centre – Revitalisation of the Ehlalankosi Sewing Project	LED project concept documents aimed at emancipation of women and youth – Revitalisation of the Kwamjomela Manufacturing and Services Centre – Revitalisation of the Ehlalankosis Sewing Project	panel of consultants at own risk to source funds for led projects /capital projects – Nongoma Business Week (seminar, tender, women, liquor, exhibition , Business mass meeting) – Package 10 sectoral projects for funding (proposals, drawings, designs)
Informal Economy Development	– Construction of 20 informal economy shelters – Demarcation of informal economy container park – Demarcation of vehicles and trolleys informal trading bays	– 20 informal economy shelters constructed	– Demarcation of informal economy container park – Demarcation of vehicles and trolleys informal trading bays
Agriculture sector development	– Re-Instate Boer Goat Farming Sustainable Project – Fresh Produce / Fruit Market (feasibility study) – Resuscitation of Buxedene Poultry – The Ngome tea estate redevelopment		– Re-Instate Boer Goat Farming Sustainable Project – Resuscitation of Buxedene Poultry
Mining sector development	– Ekubungazeleni Coal mine Prospectus and Concessions		– Ekubungazeleni Coal mine Prospectus and Concessions
Tourism development and promotion	– Nongoma local Community Tourism Organisation (CTO) grant funding – Participate in 2 tourism exhibitions or trade shows show-casing locally-produced products. – Host quarterly tourism flea market shows – Development of Nongoma tourism website – Royal Palaces signage	– Provided Nongoma local Community Tourism Organisation (CTO) grant funding – Participated in 2 tourism exhibitions or trade shows show-casing locally-produced products. – Hosted quarterly tourism flea market shows	– Nongoma local Community Tourism Organisation (CTO) grant funding – Participate in 2 tourism exhibitions or trade shows show-casing locally-produced products. – Host quarterly tourism flea market shows – Development of Nongoma tourism website – Royal Palaces signage – Construction of accessible tourism information office.
Skills / Capacity	a)	b)	c) Host community

development			cooperatives and business management / book keeping training / technical skills in all 21 wards

3. FUNDING AND IMPLEMENTATION OF THE LED IN THE 2021/2022 FY

Nongoma municipality relies heavily on funding from external sources, i.e sector departments, government agencies, non-governmental organisations for the implementation of its LED strategy. The snail pace at which the municipality is implementing its LED strategy could be attributed to the above attribute.

In the 2021/2022 FY, Nongoma municipality has set the following budget for the implementation of the LED:

- Implementation of ward based LED projects: R2 502 050.40
- Community Tourism Organisation (CTO) Grant funding: R119 663.28
- Tourism Exhibition: R217 569.60
- Skill Development (LED/Tourism Unit staff): R42 675.66
- Demarcation of Informal Economy Sites: R108 784.80

4. EXISTING AND POTENTIAL PARTNERSHIPS FOR LED IMPLEMENTATION

A) EXISTING PARTNERSHIPS

Nongoma LM – Nongoma Spar Supermarket: The municipality has an efficient working link with local businesses such as Spar supermarket. As such, the municipality was able to place its 25 unemployed youth who had just completed a Skills Training programme on Wholesale & Retail operations.

Nongoma LM – Nongoma Ithala Centre: The symbiotic relationship between the municipality and Nongoma iThala centre has benefited 30 street traders. The street traders have been provided with lockable trading shelters within the iThala centre. This provides the traders with a sustainable market for their traders are strategically located adjacent to the iThala taxi rank and the main entrance to the busy Shoprite supermarket.

Trade & Investment KwaZulu-Natal (TIKZN): A view from private sector business reveals the Local Municipality is a poor service provider and this image could negatively impact on future investment in Nongoma. There is a good relationship with TIKZN as a promoting agency for Nongoma Local Municipality.

B) POTENTIAL PARTNERSHIPS

The Usuthu Traditional Council Development Trust: The Usuthu Traditional Council Development trust has made available a piece of land for nodal development. Part of the development includes identification of a number of LED projects aimed at supporting small businesses and job creation. The bundle of projects to be initiated in the availed land are expected to create at least 3000 jobs, empower farmers, provide food security, as well as mentor cooperatives. All these projects are in line with the LED.

Zululand Chamber of Business: To make the Zululand Chamber of Business be part of the Municipality to serve as a body to co-ordinate issues and concerns amongst the business sector; part of this will be to have regular meetings with the Chamber & local businesses. As such, an MOU with the Chamber of Commerce and Industry will have to be entered into.

3.5.3. STATUS OF THE LED FORUM

At a local municipal level, Nongoma municipality is responsible for facilitation of LED/Tourism Forum. The forum is functional and sits quarterly, and these sittings have all been achieved in terms of the municipal SDBIP set targets. The set-up is also similar at a District level, where there is an LED/Tourism Forum. Nongoma municipality also participates in the District LED/Tourism forum. Both the District and Local Forums feed into the Zululand District Planning and Development Forum which is chaired by the uLundi Municipal Manager.

One sector-specific forum that sits regularly is the Nongoma Agri-business forum. The forum coordinates the development of small scale farmers into co-operatives that would take advantage of transformative commercial opportunities within the district. Through the forum, Small-scale farmers are exposed and take advantage of the opportunities provided by information communication technology for agriculture to grow from being subsistence to commercial farmers.

3.5.4. CAPACITY GAPS AND CONSTRAINTS

The following gaps /constraints are identified in the LED Strategy:

3.5.4.1. Inadequate skills:

The municipality has a fundamental deficit of skills, considering that there is no tertiary institution in Nongoma, and consequent outmigration of the population. Nongoma is thus considered as a labour ‘sending’ region. Although labour immigrants from Nongoma do send remittances to relatives in the area, what this also suggests is that the bulk of expenditures by the immigrants take place outside the municipality.

3.5.4.2. Underutilised Livelihood Assets

Evidently, although Nongoma municipality has numerous assets such as a beautiful topography and expansive land, unfortunately these are underutilised. As already mentioned the ownership of land by the Traditional Authorities sometimes (not always) poses a major development challenge.

3.5.4.3. Sub-Optimal Performance of Real Sectors

Although the location quotient revealed a comparative advantage of agriculture, finance, trade and community services sectors, all of these sectors have performed sub-optimally. The Real sectors –agriculture and manufacturing play an insignificant role as it concerns the overall municipal economy. Notwithstanding, these sectors are strongly represented in household based economic activities. It is important to commercialise them for improved economic performance of the municipal economy.

3.5.4.4. High Levels of Economic Vulnerability

In examining Nongoma's Tress Index, this report has already argued that the municipality is heavily reliant on community services, and to a le and finance sector. The municipal Tress Index noted that as at 2012, this vulnerability was highest in a decade. Analysis of various literature sources suggest that the municipality is classified among the most vulnerable municipalities in the country. In the CoGTA's vulnerability context, Nongoma ranks among the bottom ten performers while the Municipal Vulnerability Index which measures the most productive areas or regions to work, live and invest, ranked Nongoma as the worst in 2008. By the Municipal Vulnerability Index classification, Nongoma remains among the least productive municipalities in the country.

3.5.4.5. Poor Stakeholder Partnerships

A workshop conducted among LED stakeholders suggests a poor working relationship between the private and the public sector. Informal traders on their part are suspicious of municipal intentions, while Traditional leaders are hardly accessible by the public or the government. What is more, departments within the municipality do not interact meaningfully, except only on formality levels and remotely. As a result, activities and initiatives by one department are hardly visible to another, even when there is a convergence in regards to objectives of the initiatives.

3.5.5. POLICY/REGULATORY ENVIRONMENT AND ALIGNMENT

1. NATIONAL POLICY/REGULATORY FRAMEWORK

Central to the review of the Nongoma LED Strategy was the Core and Enabling pillars of the National Framework on the LED, i.e:

- To shift towards a more strategic approach to the development of local economies and overcome challenges and failures in respect of instances where municipalities themselves try to manage litany of non-viable projects or start-ups.
- To support local economies in realising their optimal potentials and making local communities active participants in the economy of the country.
- To elevate the importance and centrality of effectively functioning local economies in growing the national economy.
- To wage the national fight against poverty more effectively through local level debates, strategies and actions.
- To improve community access to economic initiatives, support programmes and information.
- To improve the coordination of economic development planning and implementation across government and between government and non-governmental actors.
- To build greater awareness about the importance and role of localities and regions which globally are playing an increasingly significant role as points of investment facilitated by supportive national policies

These core and enabling pillars have the following implications:

- Analysis of the 52 district and metro municipal economies undertaken and shared understanding across government of the challenges and potentials of these areas developed.
- The comparative advantage and competitiveness of all District and Metro municipalities are identified, incorporated into its LED strategy and exploited.
- All District and Metro municipalities have credible LED programs, which are being effectively implemented by a dedicated local economic development unit or similar entity.
- All Municipalities have LED strategically placed in the organisational structure in order to effectively coordinate inputs that impact and strengthen the local economy
- All Municipalities have LED strategically placed in the organisational structure in order to effectively coordinate inputs that impact and strengthen the local economy discussion and joint economic planning among municipalities and with Provincial and National Government.

2. PROVINCIAL POLICY/REGULATORY FRAMEWORK

The following provincial policies, plans and strategies informed the review of the Nongoma LED Framework:

POLICY	LEGISLATIVE / POLICY PROVISIONS / OBJECTIVES	IMPLICATIONS / OBJECTIVES
PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY AND PLAN (PGDS AND PGDP)	– The recently completed PGDS provides a high-level view of key issues, mechanisms and interventions necessary to achieve continued balance growth in the province for the 30-year time horizon. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.	– Job Creation; – Human Resource Development; – Human & Community Development; – Strategic Infrastructure; – Environmental Sustainability; – Governance and Policy; – Spatial Equity.
PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)	– The PSEDS provides a strategic framework, sectoral strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people of the Province. It sets out to address the developmental challenges posed by these socio-economic contexts through a ten-year development plan. The PSEDS specific programmatic interventions are built around the particular nature of inequality and poverty in KZN. The revised PSEDS consists of spatial economic overviews of each district in the province and provides an understanding of the competitive and comparative advantages for each district. This review will inform this strategy through the situational analysis. The successful implementation of the PSEDS is dependent on the implementation at local level.	The PSEDS identifies the top 3 sectors and priority sectors in Zululand including Agriculture, Tourism, and Services and provides an indication of areas of investment into the Municipality with key opportunities. **Agriculture and Land Reform:** ▪ Development of agriculture along Ulundi – Richards Bay corridor ▪ Support land reform beneficiaries – Pongola Port dam (Gumbi claim) ▪ Support for existing and potential land reform cluster projects across Zululand with respect to livestock, maize, biofuels, green beans etc. ▪ Development of livestock and game farming potential on Trust land & land acquired by land reform beneficiaries ▪ Develop Ulundi, Nongoma & Vryheid as agricultural service and agri-processing centres

		Services ▪ Formalise and plan Nongoma & Ulundi to position for investment ▪ Provide adequate affordable housing and related services in towns **Tourism** ▪ Zulu heritage route: expansion of this & improve road links ▪ Emakhosini eco-tourism hub ▪ Ulundi Airport: improve use for charter tourism – link to eco & cultural tourism
KZN EXPORT STRATEGY	A Provincial Export Strategy was undertaken to identify the major challenges facing the province in terms export promotion and present implementable solutions to these challenges. The following are requirements identified by exporters as key to ensuring growth within the export market: – Good communications; – Cost-effective and reliable transport; – Certainty that goods will be efficiently delivered across international borders to customers; – Competitive pricing of the goods at destination through assistance with constraints; – Efficient payments to exporters and access to finance for exports; – Minimising of "red tape" associated with exports; – Skilling for exports and training in reducing input costs; – Smart export development, including spatial export development.	In response to this, the Strategy presents five key programmes: ▪ Enhancing the Export Climate and Competitiveness ▪ Improving Market Penetration ▪ Exporter Development ▪ Export Promotion ▪ Export Strategy Performance Measurement, Management & Review
RADICAL AGRARIAN SOCIO-ECONOMIC TRANSFORMATION (RASET) PROGRAMME	– KwaZulu-Natal's ground-breaking policy programme geared towards addressing the skewed economic make-up of the province through the empowerment of the previously disenfranchised. Operation Vula and its subsidiary known as the Radical Agrarian Socio-Economic Transformation (RASET) programmes as critical milestones in government's on-going campaign to bring about meaningful and tangible economic freedom which has profound positive implications on the lives of people.	▪ Operation Vula seeks to localise the economy by, initially, exploiting the government buying power to buy from SMMEs and Cooperatives. It targets specific societal groupings, such as blacks, women, youth and people with disabilities, in the province; align and coordinate enterprises regionally and sectorial; and assist targeted enterprises with skilling, funding and markets. ▪ Through the RASET programme, KwaZulu-Natal seeks to improve the participation by small scale farmers from historically underprivileged communities in the lucrative food production value chain. The deliverables of the two programmes are coordinated within the Department of Economic Development, Tourism and Environmental Affairs

KZN INVESTMENT STRATEGY	– The KZN Investment Strategy was developed as to tool for all stakeholders to assist in attracting and facilitating foreign and domestic investment in KwaZulu-Natal. The objective of the Strategy is to enable all stakeholders in the province to work together in promoting, attracting and facilitating:
	  – Foreign and domestic investment;
	  – Both of a public and private sector nature;
	  – Into productive industries (income and
		The key areas of focus of the strategy are:
		▪ Improving structures and systems of investment promotion and facilitation, and working together;
		▪ Attracting investment to meet job targets;
		▪ Channelling resources to where they have the greatest impact (i.e.: foreign countries, geographic areas, economic sectors);
		▪ Ensuring that competitive advantages are utilised to the fullest and building on

	asset creation); – Driven by the comparative advantages of the province; – In order to stimulate job creation and income generation.	these; ▪ Alignment and integration with national, provincial and local policies, strategies and programmes (incl. Richards Bay IDZ, DTP); ▪ Maximisation of job creation and retention through business retention & expansion; ▪ Gaining optimal benefit from incentives such as DTI sector-based Incentives and service & utility incentives; ▪ Public sector investment into infrastructure to lead the private sector (incl. rural and small towns).

3. DISTRICT/LOCAL POLICY/REGULATORY FRAMEWORK

The following District and Local policies, plans and strategies informed the review of the Nongoma LED Framework:

POLICY	LEGISLATIVE / POLICY PROVISIONS / OBJECTIVES	IMPLICATIONS / OBJECTIVES
NONGOMA SPATIAL DEVELOPMENT PLAN	– A Spatial Development Framework is thus required which complies with the MSA and the Municipal Planning and Performance Management Regulations, 2001, read together with the White Paper on Spatial Planning and Land Use Management, 2001. The required SDF must therefore- – give effect to the principles contained in chapter 1 of the Development Facilitation Act 1995 (Act no. of 67 1995); – set out objectives that reflect desired- spatial form of the rural municipality; – contain strategies, policies and plans which must- – Indicate desired patterns of land use within the municipality; – Address the spatial reconstruction of the location and nature of development within the municipality; and – Provide strategic guidance in respect of the location and nature of development within the municipality;	– Review current LED strategy with consideration of historical landscape and indigenous knowledge.; – Develop a precinct plan for the town of Nongoma; – To cover whole Municipal boundary as it currently covers the Nongoma town; – Provide clear spatial location of projects (i.e.: place names or GPS co-ordinates); – To spatially reference all capital investment within the municipality; – Municipality is to spatially locate site suitable for refuse to prevent community from disposing domestic waste.
ZULULAND INTERGRATED DEVELOPMENT PLAN	– The Zululand IDP is a District Level Plan for economic, social and spatial development within the District. This plan is designed to link, integrate and coordinate plans within the District and take into account the development of the region in its entirety. The resources and capacity of the District are designed to be aligned with the implementation of the plan. The District, in alignment with the DGDP, prioritised the following deliveries within the 2018/2019	▪ Water; ▪ Sanitation and Sewerage ▪ Environmental Health ▪ Economics, Social or Community, and Skills Development ▪ Poverty Eradication and Food Security ▪ Revenue Enhancement ▪ Spatial Planning and Development ▪ Communication and Information Technology

	IDP:	▪ Good Governance and Clean Administration ▪ The IDP also set out to identify the strategic and competitive advantages of the District
ZULULAND DEVELOPMENT AGENCY STRATEGY (2014 – 2019)	– Zululand Development Agency is a District entity established by Zululand District Municipality for the purposes of promoting economic development, facilitation of private and public investments, identification, facilitation and management of the implementation of sustainable and viable Local Economic Development (LED) projects in the District. The board will give leadership and strategic direction to the management and staff of agency.	▪
DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP):	– The District Municipality development a DGDP. This was done in order to compile a comprehensive and strategic vision and direction for growth in the District until the year 2030. The long-term vision for Zululand District as outlined in the DGDP is simply and clearly	▪ The District DGDP identified the following Strategic Goals for Long Term development within Zululand: ❖ Strategic Goal 1: Job Creation ❖ Strategic Goal 2: Human Resource Development ❖ Strategic Goal 3: Human and Community Development ❖ Strategic Goal 4: Strategic Infrastructure ❖ Strategic Goal 5: Environmental Sustainability ❖ Strategic Goal 6: Governance and Policy ❖ Strategic Goal 7: Spatial Equity
INFORMAL ECONOMY LEGISLATION	– Promote co-operation between all spheres of government; between departments within provincial government; between private sector and public sector and between informal economy actors and government officials; – Develop guiding principles that can be applied in supporting and developing the informal economy and – Creating support mechanisms or an enabling environment for the informal economy since the existing legislative framework is mainly geared towards policing, regulation and taxation. There is limited scope for an enabling environment	

4. INVESTMENT PROMOTION AND FACILITATION STRATEGY

Nongoma municipality has developed and adopted its Investment Promotion and Facilitation Strategy. The objectives of the strategy are:

1. To identify the strengths and weaknesses, and comparative advantages of the Nongoma Local municipality;
2. To identify and promote priority sectors within the Nongoma Local Municipality;
3. To develop a comprehensive implementation strategy outlining how investment aimed at maximising resource usage will take place at the local level; and
4. To develop a monitoring and evaluation framework to ensure that investment promotion and facilitation efforts are having the desired impact.

5. INFORMAL ECONOMY POLICY

Through its LED Unit (Business Regulations Section), the municipality has developed its Informal Economy Policy. The Nongoma Municipality through this policy framework hopes to bring informal economy into the economic and social mainstream, thereby reducing their vulnerability and exclusion.

As part of soliciting stakeholders input into the policy, the policy has been presented in the Informal Economy Chamber. It was also presented to competency Units which include Traffic, Peace Officers, Fire Fighters, Planners, Building Inspectorate, and Environmental Health ZDM. An Isizulu version of the policy has been compiled through the assistance of Arts and Culture.

The following Informal Economy-related policies and by-laws have been adopted by the council:

- Informal Economy By-laws,
- Penalty Payments Schedule
- Nongoma Informal Trading Policy
- Nongoma Informal Street Trading By-law;
- Lease Agreement for Informal Traders.

3.5.6. LOCAL ECONOMIC SECTORS ANALYSIS

1. TOURISM SECTOR

1.1. Nongoma Tourism Corridors

Nongoma Local Municipality is situated in the District municipality acting as the main entrance point into the Province from the Kingdom of Swaziland, and the Mpumalanga Province. There is subsequently a large number of tourist traffic traversing the district on a daily basis. Nongoma unfortunately is not very accessible from the main entrance points to the District, but through development of the R66, and the completion of the tarred surface, a number of tourism development opportunities can be unlocked linked to the increase in tourism traffic through Nongoma.

1.2. Nongoma Tourism Nodes

Nongoma is a potential tourist destination. The town offers the best mix of eco-attractions as a holiday destination with a rich diversity and scenic nature trails, historic heritage and a unique moderate climate. Family members of the Zulu king play an important part in encouraging tourists to visit Nongoma and are often willing to appear at dinners to chat informally to guests about the Zulu Royal House and the traditions of its people. The Nongoma Municipality currently only has one formal tourist destination namely the Zulu Cultural Learning Centre.

The Ntendeka Wilderness Area on the western border of the Municipality (within uPhongola Local Municipality), also might offer some opportunities to exploited, such as day trip tours with overnight facilities within Nongoma. Nongoma is the Royal City of KZN and certain features around traditional Zulu Live can be explored and marketed. Public interventions envisaged in this area relate to:

- Develop an Aggressive Marketing Strategy of tourist attractions in the Municipality

- Marketing and exploitation of the following traditional Zulu activities and daily life in Nongoma LM:
  - Zulu Royal Palace
  - Mona Market
  - Umkhosi woMhlanga
  - Royal Reed Dance
  - Nguni Cattle - opportunity for sales pens & Beneficiation of leather products such as hand bags.
  - Making Nongoma More Accessible to Tourists – Road upgrading and tarring.
  - Co-ordination of a regional marketing effort of the District Tourist Attractions
  - Making Nongoma More Accessible to Tourists – Road upgrading and tarring.

The Nongoma Investment Strategy drafted by Strategic Planning Resources, contains a concept framework for a tourism node development at the Enyokeni Palace. This Tourism Node is situated adjacent to the Kwaphenyane Rural Activity Point. The image below depicts the concept framework.

1.3. Gap Analysis of Nongoma Tourism

While the Nongoma tourism sector is rich with untapped latent potential, there currently are significant bottlenecks within the municipality which if not addressed with urgency will continue to impede the sustainable growth and development of the sector as a major contributor to the Nongoma gross domestic product.

These are the gaps in product development, human resource development, private sector skills development, spatial and infrastructure development, investment promotion and funding resources, and marketing initiatives which have been identified during our gap and needs analysis exercise.

1.4. Tourism Spatial & Infrastructure development

The spatial distribution of tourism products is faced with numerous challenges and inadequate product clustering. It was noted through document analysis that the tourism information office is inaccessible to potential visitors / tourists making it difficult to obtain information regarding their potential tourist queries.

There is limited upgrade and maintenance of road infrastructure between the main municipal nodes making the tourists' travelling experiences cumbersome and time consuming. This hinders the municipality's ability to compete on a national basis as a preferred tourism destination.

The tourism journey involves tourists entering an area through gateways before reaching their destination. In many instances they rely on signage and guides to move within the municipality. The signage at the municipality is currently unclear and inconsistent from main roads to secondary roads and destinations.

Additionally, there are regular events held by the local government officials and business communities at the municipality. A common observation during these events is the lack of availability of sufficient accommodation facilities to lodge guests. This is the result of limited support infrastructure such as conference rooms, hotels, lodges and inns to house an ever growing number of delegates and guests.

1.5. Brief Description of some of the Value Chain Catalytic Projects

1.5.1. Events Connected to the Royal Palace

There is always a buzz around a place where there is a reigning monarch. One needs look no further than the daily throng of tourists to London's Buckingham Palace. Attractions and activities need to be developed around the Royal Palaces; around traditional activities and events like hunting, festivals, rite of passage rituals. With careful planning, the wisdoms and traditions that have value for all people can be depicted in a way that is relevant and meaningful. There a number of these attractions and events which cannot be experienced anywhere else. These are a huge step away from communities who try to interpret themselves by turning their culture into a slick, marketable version of the original.

1.5.*2.* Mona Market

Mona Market is a traditional market which is held in the third week of each month outside Nongoma. It makes no pretences – it is rural African life in the raw. The market attracts thousands of people from all over South Africa. This colourful, vibrant event has huge potential. The Cattle sale takes place on a Thursday every month and from the Monday, locals from all over start setting up market stalls selling everything from thatched grass to venison, fresh veg, arts and crafts, potions, muthi and snake skins. It's a place to meet and mingle and consult the sangoma. The Nguni cattle of the area are an attraction in themselves.

Opportunities: Mona Market is the Africa equivalent of Chinese markets which are a huge attraction in the East. These markets give you an unequivocal, "in your face" slice of the culture and are promoted to tourists as 'must see' attractions. It is doubtful whether there is any other traditional African market like Mona and properly promoted it would draw tourists, particularly from overseas. The good thing about Mona is that it happens every month so there in no uncertainty over whether it will happen or not and it can be included on tour itineraries.

1.5.3. UMkhosi woHlanga – Reed Dance

UMkhosi woMhlanga (sometimes called the Reed Dance) has become a popular cultural heritage and tourism attraction, which lures thousands of tourists both domestic and international. This historically significant event has been revived by the King and is held at the beginning of September at the Kings traditional palace halfway between Ulundi and Nongoma. The Reed Dance (Umhkhosi woMhlanga) is essentially a rite of passage for more than 1000 young maidens from all over KwaZulu-Natal. The dance is also a celebration of the Zulu nation and performs the essential role of unifying nation and the king, who presides over the ceremony. In addition to the Reed Dance Ceremony, there is a market atmosphere where communities show off their dancing, singing, crafts and beadwork.

Opportunities: The Reed Dance is an important cultural event which can be used to create awareness of the Royal heritage and vibrant Zulu culture and the traditional Palace of the King of the Zulu could become a key attraction in the region.

1.5.4. Potential World Heritage Sites

After many years of isolation South Africa has re-joined the United Nations and therefore qualifies for World Heritage Site Status. These sites are selected and controlled by UNESCO (United Nations Educational, Scientific and Cultural Organisation). In South Africa applications for world heritage status are put forward by the Department of Environmental Affairs and Tourism. Such sites are exactly what the term suggests: areas or specific sites or sights (even single buildings like India's Taj Mahal) which are fundamentally a natural or human cultural heritage of all the worlds people – hence their importance. Most importantly, these sites attract tourists and tourists mean jobs and entrepreneurial opportunities.

All four of South Africa's first listings are, in a way, of both natural and cultural importance:

- uKhahlamba-Drakensberg Park – combining exceptional natural beauty with the finest record of
- ancient rock art to be found anywhere in the world
- Sterkfontein Caves and environs – the richest paleoanthropological site in the world
- Greater St Lucia Wetland Park – the most important estuarine wetland system in Africa
- Robben Island – One of the most historically important Political prison sites in the world

Opportunities: eMakhosini Heritage Park - the only combined game reserve and heritage park in Africa has all the criteria for selection as a World Heritage Site. In addition to eMakhosini, Zululand can capitalise on the interest in Lake St Lucia World Heritage Site and link the two sites in marketing approaches.

1.6. Tourism Investment Promotion & Facilitation

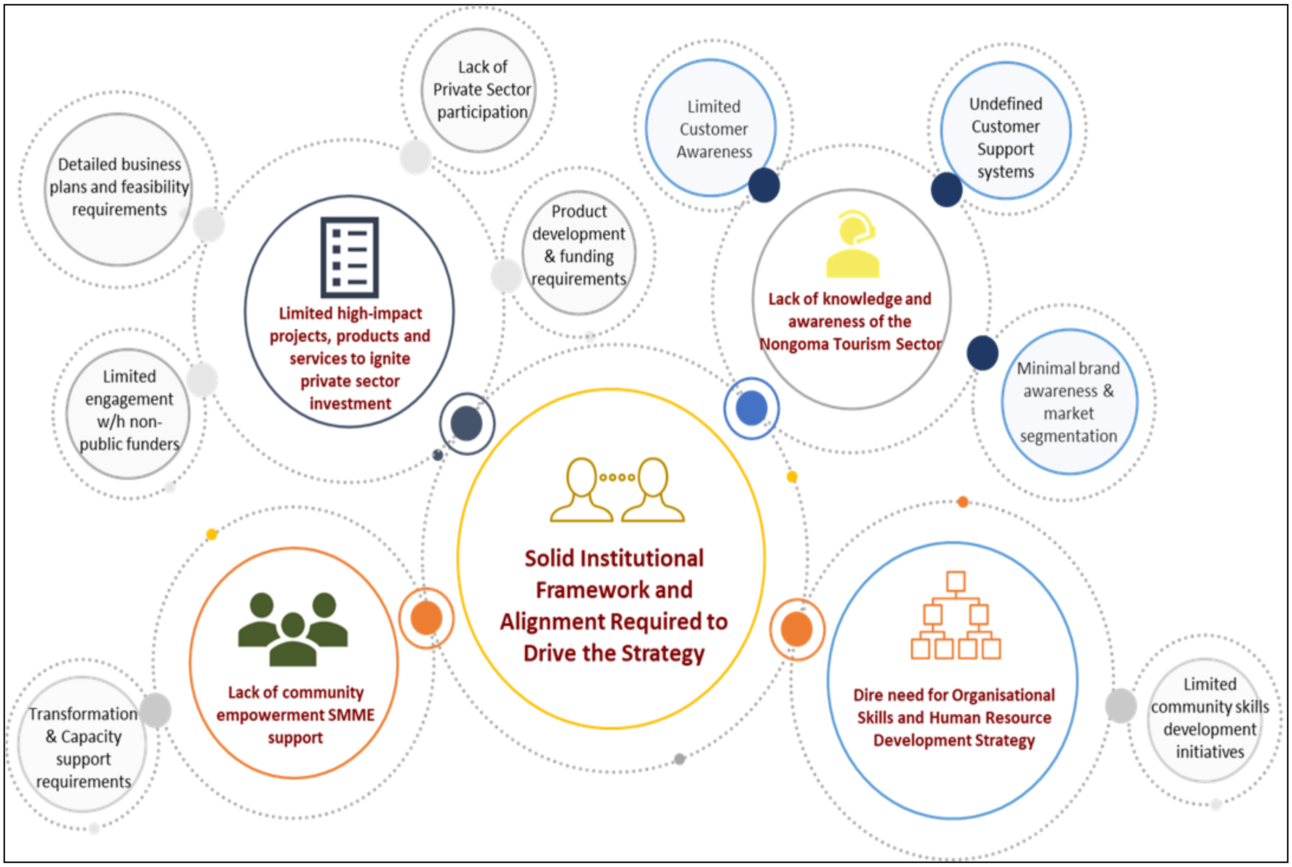
Active mobilisation of funding agents, increased private sector participation and sustained investment promotion will unleash Nongoma's tourism potential, thereby growing the sector and generating employment in line with the KZN Provincial Growth and Development Strategy.

However, the current operating and business environment of the Nongoma municipality acts as a barrier to investment in the sector due to the following identified bottlenecks:

- Inefficient administrative procedures
- A lack of transparency and clarity in policy and decision making
- Perception of high levels of bribery and corruption
- Stringent land tenure and ownership arrangements
- Relatively unproductive and expensive and or low skilled labour force
- Cumbersome industrial relations and labour laws
- Expensive and or scarce natural resources
- Inefficiency in physical infrastructure
- Theft of communications and power infrastructure
- Exchange rate volatility

1.7. Critical Challenges faced by the Nongoma Tourism Sector in Plugging the Gaps

Through the gap analysis a number of critical challenges were are identified as being currently faced by the Nongoma tourism sector in plugging these gaps. These challenges tend to centre around catalytic projects, institutional arrangements, awareness of the Nongoma tourism sector and human capital and organisational development needs. The following figure provides a synopsis of these critical challenges:



1.8. S.W.O.T. Analysis

The following figure summarises the strengths, weaknesses, opportunities and threats of Nongoma as a tourist destination.

01

Strengths

- LED / Tourism Forum in place
- Existing Tourism Strategy
- Revenue enhancement initiatives are in place
- The area has a rich cultural heritage annual events like Royal Reed Dance Ceremony
- Preservation of Zulu culture and rural nature of municipality
- Battlefield sites of national and international significance in close proximity
- There are Six Royal Palaces where the King resides

02

Weaknesses

- Lack of supporting infrastructure in areas with latent tourism potential
- Lack of Recreational facilities (parks, reserves, etc.)
- Limited funding to finance sector development
- Lack of compliant and effective tourism information office
- Unavailability of skills development centre
- Lack of updated information on the key economic sectors within the municipality and the region (for business tourism purposes)
- Lack of Tourism Marketing communication strategy

03

Opportunities

- Nongoma being the seat of the Zulu Kingdom
- Eyokeni cultural hub development
- Strategic location of the municipality for export opportunity
- ultural tourism combined with community based , 'green' or ecotourism where possible
- Thriving informal trade in Nongoma town as well as Mona Market
- Decent tourism accommodation facilities
- High resilient population
- An opportunity exist to link to surrounding municipalities to establish a tourism route/s
- Potential culture, crafts and arts opportunities.

04

Threats

- Shortage of skills and high level of illiteracy
- High rate of unemployment and poverty
- Poor investor confidence and lack of investment promotion initiatives
- Poor participation of youth and women in development programmes
- Lack of reasonably strong infrastructure linking uPhongolo and Richards Bay
- Environment degradation (Global Warming Effects)
- Rural road infrastructure deficit
- Access to funding
- Shortage of basic living amenities (water, electricity, etc.)

2. AGRICULTURE SECTOR

Agriculture is one of the 2 main economic drivers in Nongoma municipality (The other driver being Tourism). Nongoma municipality is an agricultural based locality with its output derived mainly from subsistence farming and small scale commercial agricultural production. Many policy documents denote that agriculture remains the principal driving force of rural economies in the Province, and these are characterized by income from subsistence farming.

An investigation of existing agricultural development projects within the district reveals a small number of "large scale" projects that are already in existence. These projects are largely successful and are making a contribution to the local economy, but one would expect to find more of these. Relative to other parts of the province agricultural opportunities within Zululand have been neglected and the potential for new projects is considerable. Agricultural stakeholders within the district are realising that local development is their responsibility and they cannot continue to blame government for not delivering

2.1. NONGOMA AGRICULTURAL STRATEGY

The municipality has developed its Agricultural Strategy, and a draft document has been presented. The focus of the Strategy is to seek to unlock the agricultural potential by clinically identifying high impact interventions that would assist in the eradication of food and poverty in general.

The ultimate goal of the strategy is to have an economically viable agriculture sector which ensures food security, job creation and income generation. Lastly the plan's strategic focus has to ensure more participation of farmers into the sector, graduation of farmers from subsistence to commercial and functionality of institutional vehicles for implementation.

2.2. OPPORTUNITIES IN AGRICULTURE SECTOR

Maphophoma Irrigation Scheme

This is an 80-hectare scheme that has been identified by the District in the Nongoma District. It involves the construction of an earth dam of 300 000 cubic metres. The project requires an investment of at around R5 million over a three-year investment period.

Beef Processing Unit in Vryheid

Vryheid has had two abattoirs, the municipal abattoir and an abattoir owned by the Stock Owners Co-operative. The municipal abattoir has been leased to a private company that has now taken over the management of both plants. These facilities represent an opportunity for markets for local emerging farmers.

New Irrigation Proposals

The two Umfolozi river valleys still have a considerable amount of irrigation potential that has not been fully investigated. As a follow up to the Black Umfolozi Project being undertaken at present; a study of the remaining potential of the irrigation in the district as well as a feasibility study for irrigation development would add considerable value to the assessment of the agricultural potential of the district.

2.3. EXPLOITING GOVERNMENT PROGRAMME TO DEVELOP SMALL-SCALE FARMERS

2.3.1. Maximising on the National School Nutrition Programme

The National School Nutrition Programme is the government programme that provides one nutritious meal to all learners in poorer primary and secondary schools. The objective is to provide nutritious meals to learners so as to improve their ability to learn. According to its 2019/20 annual report, the programme has reached more than 9 million learners in quintile 1, 2 and 3 schools. The programme also teaches learners and parents how to lead a healthy lifestyle, and promotes development of school vegetable gardens.

Historical Background

- The National School Nutrition Programme (NSNP) previously known as Primary School Nutrition Programme (PSNP) was initiated in 1994 as one of the presidential RDP lead projects.
- The programme was initially administered by the Department of Health until 2003.
- Following the Cabinet Resolution of 2002, the programme was transferred to the Department of Education in 2004.
- The programme has since grown from providing nutritious meals to 1,251,140 learners in 3090 schools in 2004/2005 to 2,332, 514 learners in 5272 KwaZulu-Natal schools.

Economic Development Angle

- The NSNP is one of Government initiative towards addressing poverty within the province.
- The programme targets schools in the poorest communities and benefit multitude of learners.
- The NSNP has since been earmarked as one of the government strategies to alleviate hunger and poverty in the communities.
- The programme thus contributes to the economic development of local people through co-operatives and small enterprises as service providers.
- The programme also contributes to economic development of local people through employment of Volunteer Food Handlers (Cooks) who prepare meals for the learners.

Proposed Implementation Steps in Nongoma

1 Training & Development

- Training of service providers and cooperatives to provide quality nutritious food to school learners

2 Registration & Contracting

- Co-operatives should be registered with the Department of Education and enter into sourcing agreements with the departments

3 Zoning and Funding

- Areas should be adequately zoned and seed funding should be sourced and provided to cater for start-up capital needs

Food nutrition programme is one of the few examples upon which local small scale farmers could be transformed into co-operatives that would take advantage of transformative commercial opportunities not just within the Nongoma municipality, but also within the district. Small scale farmers are the main suppliers to the food nutrition programme.

3.5.7. KEY CHALLENGES

The Nongoma Situational Perspective Analysis indicates that the municipality space is faced with a number of socio-economic challenges; key among which include the following inter alia:

- Unemployment (including job losses as well as inability to create jobs across the sectors);
- Poverty and wealth inequality;
- General low standard of living conditions;
- Low literacy and educational levels;
- Growing population; and

Addressing these socio-economic challenges requires identification, exploration and exploitation of economic opportunities and initiatives that could highly increase the ability to create jobs. The

The importance of the next phase is to establish and exhaust all possible values chains that will lead to massive job creation in the foreseeable future. All sectors need to undergo rigorous analysis to establish the extent to which they can be unpacked to contribute at full potential to the local municipality economy. This is the task of the next phase of the project. In particular, agriculture and manufacturing (which normally have longer upstream, downstream or side stream value chains) do not seem to be performing well especially in the rural-dominant municipality. The performance of agriculture in Nongoma (3% of Nongoma GVA) even dwarfs the performance of agriculture in the other local municipalities

3.5.8. COMPETITIVE ADVANTAGE

This section presents Nongoma's competitive advantage sectors, industry hubs and key interventions or projects. In short, this section presents Nongoma's economic potential and future economic plans/prospects.

Key Features	Description
Key competitive Economic Sectors include the following:	– Wholesale and retail trade, catering and accommodation – Community, social and social personal services – Transport Storage and communication, and – Tourism
Environmental and Heritage Tourism	Nongoma Local Municipality is rich in both cultural and heritage tourism opportunities and existing competitive advantages. Examples of such tourism advantages include the following: Nongoma's unique role in the Zulu nation as a kingdom is a key competitive advantage in the tourism of the province.
Strategic location of Municipality	Strategic in terms of tourism and economic development. Nodal development opportunities and international (regional) gateway opportunities. East3Route Investment Plans and Activities have been promoted (linking Swaziland, Mozambique and KwaZulu-Natal).
Transportation Linkages	Good road linkages connecting KwaZulu-Natal to neighbouring municipalities. Opportunities for more strategic infrastructure developments. The location of Nongoma alongside the R62 is strategically important for the development of a number of sectors including tourism, manufacturing and agriculture

Source: KZN Provincial Spatial Economic Development Strategy (2018)

3.5.9. INVESTMENT PROMOTION

Key activities undertaken in Nongoma with regard to investment promotion are outlined in the following table

Table 16: Investment promotion in Nongoma LM, Insingo Projects, 2019

Method	Description
Accessing gathering and compiling information	– Investment promotion is embedded within Nongoma's IDP, SDF and LED Strategy. The SDF provides a spatial and economic analysis of the area, while the IDP and LED strategy have identified the municipal's competitive advantages, highlighting avenues of investment that can capitalize on this. – The municipality, however, lacks any prospectus that investors can make use of to inform investment decisions
Identification of new opportunities and industries	– The SDF and IDP are aligned in terms of identification of new opportunities and industries. Wholesale, retail and trade, transport storage and communication and tourism are outlined as key priority sectors.

Marketing and advertising	– There is no unit or staff member allocated specifically to marketing and advertising investment opportunities in Nongoma Local and no communication or marketing strategies exist. – No Campaigning has been undertaken by Nongoma Local Municipality.
Relationship building	– There is a good relationship with TIKZN as a promoting agency for Nongoma Local Municipality. – A view from private sector business reveals the Local Municipality is a poor service provider and this image could negatively impact on future investment in Nongoma.
Incentive packages	– Tax incentives are not outlined in Nongoma's LED Strategy for target sectors and industries; and there is no Portal on Nongoma's website advertising any incentives.

3.5.10. INVESTMENT FACILITATION

Analysis is given in the following table to the various methods of investment facilitation in Nongoma Local Municipality. Included are the results from both the private and public surveys.

Table 17: Investment facilitation in Nongoma LM, Insingo Projects, 2019

Method	Description	
Information on the local regulatory environment	– LM Officials rate access to regulatory information and ease of understanding development procedures as good in Nongoma. – Municipal by-laws are made available on Nongoma's webpage, however. – Some private businesses have expressed difficulty in obtaining this information. It is evident that the LM needs to be more pro-active in terms of assisting the public in navigating the LM's various information channels and ensuring that documentation is up to date.	
Regulation of business:	– The strengths and weaknesses outlined below are deduced from the private business surveys:	
	Strengths – Access to business premises – Good provision and connection of Water – Good provision and connection Electricity	**Weaknesses** – High Rates – Slow zoning processes – Cost of business premises – Difficult access to business permits – Lack of access to information hinders the promotion of investment especially those outside the municipality both nationally and internationally. There is nowhere to get information about investment even on the municipality website. – There is also fragmentation in the processes of

		getting business licences as Department of Economic Planning and Development is also involved. – There are no set timeframes of the processes involved. – Access to land is also a real challenge in the Municipality especially for big developers.
	– Perceptions of high rates are largely linked to perceptions of poor service provision.	
Infrastructure and services:	**Type**	**Description**
	– State of the CBD	– The state of the CBD ranges from ‘fair’ to poor’ according to business surveys
	– Electricity	– There is no electricity master plan and therefore long-term planning is not in place from a capacity point of view
	– Water	– Water supply infrastructure varies between areas, with some being better serviced than others. The majority of the dense, scattered settlements around Nongoma CBD have relatively good water services provision. However, the rural areas are not well serviced.
	– Road Network	– Nongoma is well-connected in terms of the overall spatial spread of roads in the LM. Majority of roads especially in rural nodes are currently gravel, however, which limits development prospects in certain areas.
	– Railway	– There is no railway infrastructure
	– Waste Collection	– The municipality provides waste collection services in its main towns, which means that outskirt areas (the villages) are not covered in terms of waste collection.
	– Telecommunication s	– Nongoma is supplied with the necessary telecommunication infrastructure, such as coverage by cell phone service providers and Telkom. However, in the furthest rural northern part of the municipality, telecommunication network coverage is poor.
	– Police services	– Crime is one of the key issues facing Nongoma Municipality. It occurs in different formats with burglary, car hijacking and assault being the most common forms of crime and a banking facility located in major nodes.
Municipal business support services	– Businesses rate municipal support services poorly in Nongoma citing ‘Unnecessary red tape’, ‘No point of contact’ and ‘Lengthy Approval processes as most prominent hindrances. – No structured interventions have been made to address these issues.	

Facilitating stakeholder engagement and business networking support	– Limited engagement between local businesses with the municipality as a constraint to further investment. – Apart from sector specific associations from agriculture, tourism and businesses, forums for networking and engagement are minimal.

3.5.11. INVESTMENT AFTERCARE

The following table presents a summary of investor aftercare services as perceived by local businesses and highlights the current framework for investment aftercare in the LM.

Table 18: Investment Aftercare in Nongoma LM, Insingo Projects 2019

Method	Description
Understanding investors needs and perceptions	– Nongoma's LED Strategy includes a needs analysis of local businesses.
Relationship and collaboration with existing investors	– The relationship between existing investors and the LM is limited or none existent.
Problem solving with investors	– The ability of the LM to assist in problems solving is limited
Information regarding changes in regulatory measures/ costs	– Difficulty in accessing required information around business regulations.

3.5.12. BUSINESS RETENTION AND EXPANSION

No Business Retention and Expansion Strategy has been developed in Nongoma. The municipality does, however, engage in this function informally when it is within their power to provide support.

3.5.13. ANALYSIS AND EVALUATION

The following table provides a summary of the factors that support and hinder investment in the local environment. An overall rating from one to five of the LM for each component affecting the investment environment is also provided; a description of these ratings is provided below.

Table 19: Factors that enable or hinder investment in Nongoma LM, Insingo Projects 2019

Factors enabling investment	Factors hindering investment
– **Existence of a good relationship between local officials and the TIKZN as a promoting agency for Nongoma.** – **Nongoma is well-connected in terms of the overall spatial spread of roads in the LM.** – **Competitive economic sectors such as tourism, wholesale and retail.** – **Border location of Municipality.** – **Nongoma is supplied with the necessary telecommunication infrastructure,**	– There is no unit or staff member allocated specifically to marketing and advertising investment opportunities in Nongoma and no communication or marketing strategies exist. – There is no electricity master plan and therefore long-term planning is not in place from a capacity point of view. – Municipal support services are limited in Nongoma citing 'Unnecessary red tape', 'No point of contact' and 'Lengthy Approval processes as most prominent hindrances. – Limited relationship between existing investors and the LM.

3.5.14. GREEN ECONOMY OPPORTUNITIES

The following green economic projects have been proposed in the LED projects:

PROPOSED PROJECT	PROPOSED ACTIONS
Establishment of Glass Recycling Plant Recycled Packaging Materials Manufacturing	Establish a community centre where products can be made from recycled plastic, glass and tins
Fertiliser Processing Plant from the Biogas establishment	Feasibility study to be done
Compost Manufacturing from Farm Waste (SMME)	– Establish linkages with local farmers; – Establish site and waste collection operation; – Training; – Build infrastructure
Green Economy - Solar / Biogas Plants/ Wind Biofuel Plant	– It is essential to develop alternative technologies to prevent any further damage health and the environment. Speeding their implementation can benefit our environment and truly protect the planet. Explore the goals of green technology, introducing sustainable living, develop renewable energy and reduce waste. This initiative can create jobs in Nongoma Local Municipality
Recycling Programme	– Provide bins in easily accessible community areas for recycling; – Create a recycling station (s) to sort items;
SOLAR Energy Programme	– Encourage solar energy use; – Obtain solar panels to be installed in new township developments

3.5.15. LED STRATEGIC PROGRAMMES AROUND KEY ECONOMIC SECTORS

1. FUNDING AND ACCESS TO MARKET STRATEGY
Market access strategy is a pressing an important issue for almost all cooperatives and SMMEs within the municipality. A winning access to market strategy is needed for commercial success, as the products must provide benefits to customers, and it must also provide a return on investment to cooperatives and SMMEs providing these products.

To achieve this, cooperatives need to embrace market access strategy as an aim from the beginning, which requires understanding the needs of customers and providing a pragmatic solution. The value story is an important part of the market access strategy. Understanding value and preparing a compelling value story needs an in-depth grasp of the size of the market, existing treatments and cost of offered products, unmet need, and what other cooperatives (SMMEs) have in their product offerings, to truly understand best positioning for a new product not yet on the market.

By understanding the markets and generating the right types of evidence, cooperatives can build a compelling value story to best support price and access negotiations with payers. The municipality will need to support the cooperatives in sourcing additional funding outside of Nongoma as well as access to markets on their behalf to ensure sustainability.

The following projects/programmes are earmark to assist and expand employment opportunities in as far as the key economic sectors in Nongoma are concerned:

KEY ECONOMIC SECTOR	
Agriculture and agri-processing:	– Re-Instate Boer Goat Farming Sustainable Project – Resuscitation of Buxedene Poultry – Refurbishment and starting of Construction of Buxedene Abattoir – The Ngome tea estate redevelopment
Tourism:	– Refurbishment of Mona market – Nongoma Flea Market: Establishment of a Flea market to promote fruit and vegetables SMME development. – Enyokeni Arts & Craft Hub / Fruit & Vegetables Market – Tourism Development in Conservation areas: Identify conservation areas for development
Mining	– Ekubungazeleni Coal mine Prospectus and Concession: Issue Prospectus and Concessions Rights to the private sector and form Public Private Partnerships to benefit the Nongoma Local Municipality and its people. Give first preference of employment to Nongoma Local Communities
Manufacturing	**KwaMajomela Small Scale Manufacturing And Value Add Services Centre Infrastructure:** This project aims to establish a small-scale manufacturing facility in KwaMajomela. It would also be extended to cater for other sectors of the economy i.e. a general purpose

	(mixed use) facility that includes value-adding services that can benefit all kinds of small enterprises, ▪ Market stalls/stands for fresh vegetables ▪ 10 x Lockable Trading stalls for goods display and sales ▪ 1 x Cold Storage facility ▪ 1 x Training/ meeting place 50 people. ▪ 1 x Shared services centre (computers, fax machines etc.) ▪ 1 x Office centre staff ▪ 5 x Small manufacturing facilities

2. ECONOMIC EMANCIPATION OF WOMEN, YOUTH AND PEOPLE WITH DISABILITIES
In line with National Strategy for the Development & Promotion of Small Businesses in South Africa, Nongoma municipality through its LED Strategy has prioritised integration and support for the vulnerable groups. Hence the municipality is ensuring that at least 30% of appointments of service providers are local SMMEs and that procurement processes are transformed to allow for such appointments.

In the 2020/2021 financial year, 60% of the service providers appointed by the municipality were women and all of them are from Nongoma municipality.

Nongoma municipal council took a resolution to integrate SMMEs support into infrastructure development and provision projects. Local SMMEs would be incubated and capacitated while provided with practical experience under the guidance of the main contractors/service providers. A policy to guide such an initiative is currently under development.

The reviewed SCM Policy for 2021/2022 has made a provision for the disabled to qualify for tenders.

3. INNOVATIVE SYSTEMS TO SUPPORT ENTREPRENEURSHIP IN THE MUNICIPALITY
Working in conjunction with the ICT Unit, the LED Unit has successfully proposed the extension of access to internet to some sections of the community. Libraries have been connected with free Wi-Fi, thus allowing not only main library users, but also entrepreneurs, access and opportunity to conduct their businesses at no cost to them.

The municipal ICT Unit will, for the 2021/22FY, extend access to internet beyond its municipal offices, i.e to Nongoma town especially around the main taxi rank. The municipality will install network connections that would provide free Wi-Fi connection to communities frequenting town. The intention is to extend this service to various centers around the municipal area of jurisdiction; thus ensuring that aspiring entrepreneurs do not have to travel to the main center (Nongoma town) for access to free internet.

4. EASE OF DOING BUSINESS IN NONGOMA
One of the proposed actions in the LED strategy is for the municipality to work closely with the Zululand Chamber of Business. The Chamber has since served as a body that co-ordinate issues and concerns amongst the business sectors. As such regular meetings outside of the

LED/Tourism Forum are conducted to entrench communication channels between the municipality and businesses.

Issuing of business licences in Nongoma municipality is very efficient; thus, making it easy for business operators to abide by the legal requirements of operating businesses.

There are however some threats and constraints making it difficult for one to open a business in the Nongoma. Since Nongoma municipality has one main economic hub, i.e. Nongoma town, unavailability of land and tedious process for land acquisition is a major stumbling block.

The municipality is currently embarking on a land audit drive in ascertaining the ownership of the pockets of lands within Nongoma town. While this would deter land invasion; it will also allow the municipality to initiate a process of acquiring such pockets of lands for development purposes.

The threat and constraints facing businesses in Nongoma are herein outlined:

- Distance from major economic nodes in the province;
- Rural road infrastructure deficit;
- Congested town centre & lack of parking space;
- Geographical location of the Municipality (Deeply rural)
- shortage of skills and high level of illiteracy
- Tedious process for land acquisition by potential investors

5. SOCIAL & LABOUR PLAN (SLP) PROJECTS

One of the objectives of the Social & Labour Plan (SLP) is to ensure that holders of mining or production rights contribute towards the socioeconomic development of the areas in which they are operating as well as the areas from which the majority of the workforce is sourced (Section 2 (i) of the MPRDA, and the Charter).

Zululand Anthracite Colliery (uKhukhu Mine) located in the border between Nongoma and uLundi municipalities has been involved in social & labour plan project implementation in the wards within it operates. The following are some of the project that the mine has and is currently implementing within Nongoma municipality:

- Boreholes
- Sanitation Schools
- Sanitation - Households
- Solar Power

Kwethu Quarry operating along the R66 (wards 12, 13 and 14), through Zuke Consultant Services is currently involved in engagements with Nongoma municipality on the identification of possible projects the quarry could implement as part of its SLP projects.

3.5.16. PROMOTION OF DEVELOPMENT IN DEVELOPMENT CORRIDORS

Spatial development planning starts by understanding the movement networks of people, goods, and services which are channelled along specific routes that describe a network of interaction. The level of activity that these networks provide results in "Development Corridors" which are broad areas of relatively higher-intensity development centred on activity and development routes. The spatial element of development corridors involves reinforcing a hierarchy of 'integrating' activity routes, which provide access to both municipal wide and local opportunities.

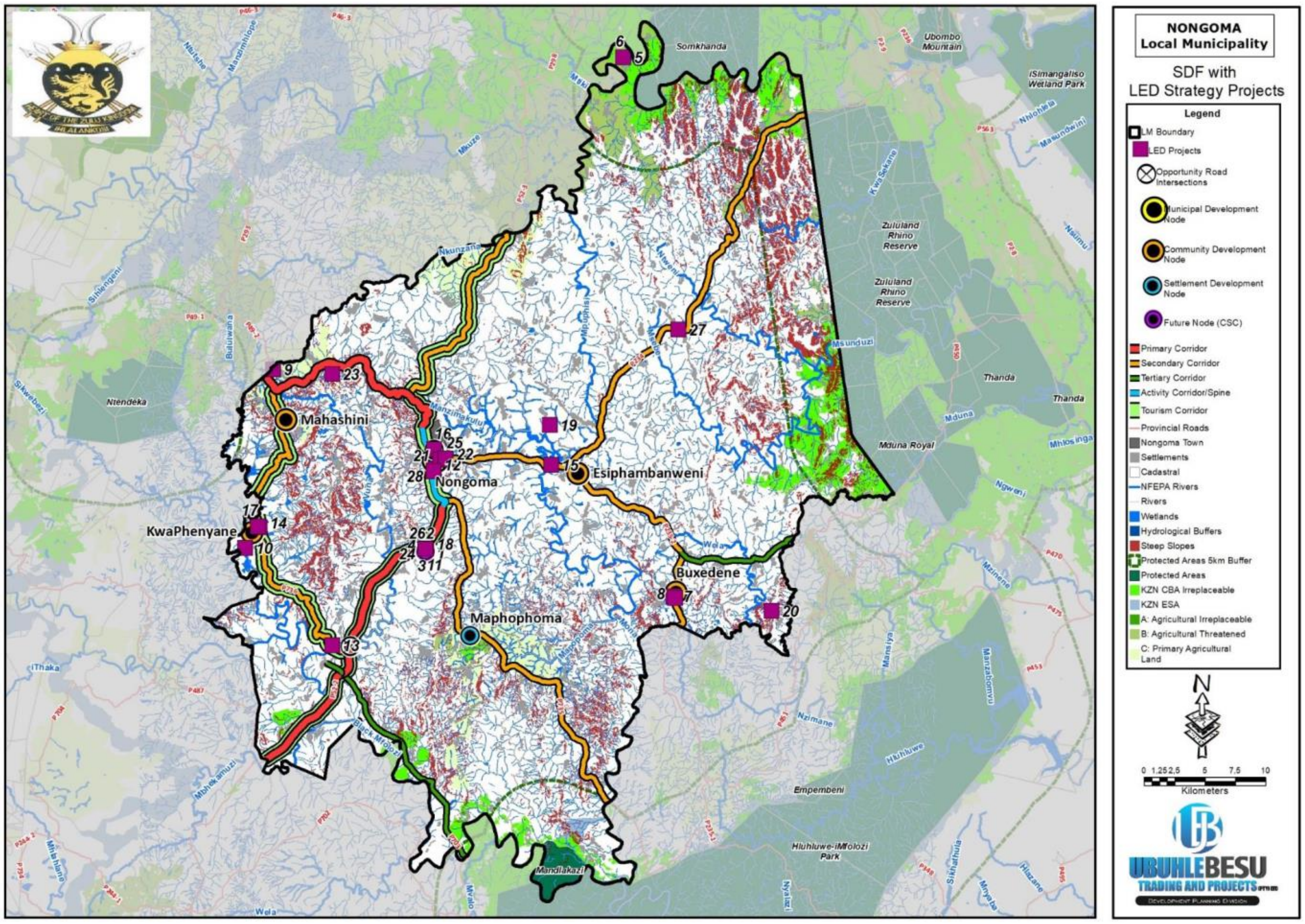
Development corridors in Nongoma Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourage nodal development at strategic points. Corridor development as a spatial structuring element, and a tool for economic growth, seeks to create functional linkages between areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This will enable areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds.

One development that is in line with the Nongoma municipality's development corridor is the proposed low impact Mixed use development, situated on Portion A of Sub 12 on Reserve No. 15832, Local Road 1140, Mandlakazi Traditional Council. The is within **R618 (P235-2)** Corridor- the R618 links Nongoma to Big Five Hlabisa Municipality, Mtubatuba Municipality and also to the N2 to the south and has been identified as a secondary corridor.

The proposed development would consist mainly of a fuel station with three pump islands for light motor vehicles and one pump island for heavy motor vehicles; Car Wash facility; convenience Shop - 380.0 m2; canopy covering the area; parking bays (X20 Vehicles); toilet facilities and ATM.

While the project may be viewed amongst other things as a solution to some of the problems that Nongoma Local municipality is experiencing, i.e. congestion especially in Nongoma town; from an LED perspective, it will serve as a catalyst towards flareup of other LED-related activities adjacent to it.

Map 24: Proposed LED Interventions/Programmes



3.5.17. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

An analysis of the current Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) faced by the Nongoma Local Economic Development Sector is herein presented:

STRENGTHS	WEAKNESSES
– The area is located in close proximity to the Zulu Kingdom which makes it attractive for tourism (local, international – Existing Tourism Strategy – Revenue enhancement initiatives are in place – Nongoma Chamber of Commerce and Industries is set up – Preservation of Zulu culture and rural nature of municipality – The area is located in close proximity to the Zulu Kingdom which makes it attractive for tourism (local, international); – The municipality has diversified skilled labour force base to enable growth and development; – Airstrip at eBukhalini that services the flight needs of the region; – Good Climatic weather that favors most agricultural crops; – Existing Tourism Strategy – Revenue enhancement initiatives are in place – Nongoma Chamber of Commerce and Industries is set up – Preservation of Zulu culture and rural nature of municipality – Rainfall average of 1000mm p.a. – The Municipality has a potential for developing the local economic activities through its indigenous wealth in the form of agricultural farming and tourism; – Review of Existing LED Strategy	– Lack of supporting infrastructure in areas with latent tourism potential – Lack of Recreational facilities (parks, reserves, etc.) – Limited funding to finance sector development – Lack of compliant and effective tourism information office – Unavailability of skills development centre – Lack of updated information on the key economic sectors within the municipality and the region (for business tourism purposes) – Lack of Tourism Marketing communication strategy; – Poor involvement and benefits in tourism for the local communities; – Poor public road infrastructure, facilities and pedestrian access to enable service delivery and economic development Inadequate provision of essential services waste collection; – Lack of library service infrastructure; – Unavailability of skills development centre – Lack of unified marketing strategy which limit economic development; – Lack of an economic hub or development centre to facilitate economic development; – Tedious process for land acquisition by potential investors; – Unavailability of skills development centre
OPPORTUNITIES	THREATHS

– Nongoma being the seat of the Zulu Kingdom – Enyokeni cultural hub development – Thriving informal trade in Nongoma town as well as Mona Market – High resilient population; – Proximity to Swaziland, – Mozambique and Kruger National Park; – Potential to multi-cultural indigenous tourism points; – Roads R66,R69 (LINKING Nongoma with Richards Bay, Durban, Vryheid and Pongola – Local Economic Development Agency may be set up to promote social economic development in Nongoma thereby dealing with the scourge of unemployment, poverty, crime, inequality, and encouraging economic participation / inclusion; – Strategic location of the municipality for export opportunity – Good working relations with Traditional leaders – Untapped Market, Nongoma Local Municipality has not reached its full potential since it has a lot of untapped products and services including minerals, agriculture, tourism services etc. – Untapped Minerals which needs exploration application for prospecting Rights in particular Coal.	– Shortage of skills and high level of illiteracy; – High rate of unemployment and poverty – Congested town centre & lack of parking space; – Poor investor confidence and lack of investment promotion initiatives; – Poor participation of youth and women in development programmes; – Lack of reasonably strong infrastructure linking uPhongolo and Richards Bay; – Environment degradation; – Rural road infrastructure deficit; – Prevalence of HIV / AIDS pandemic; – Youth substance abuse; – Inadequate funding for agricultural , tourism projects; – Slow National GDP growth; – Uncoordinated land use; – High Crime Rates e.g. Theft of livestock at pound; – Geographical location of the Municipality (Deeply rural); – No recreational facilities; – Shortage of skills and high level of illiteracy; – Overdependence on Government Grants; – Global Warming and Climate Change; – Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation.

3.5.18. SOCIAL DEVELOPEMENT

1. WARD-BASED PLANNING

The municipality through its Public Participation office has compiled Ward-based plans wherein ward priority issues have been identified and elevated into the IDP. The following table depicts 3 priority issues identified per ward within Nongoma municipality.

WARD	PRIORITY	AREA	WARD	PRIORITY	AREA	WARD	PRIORITY	AREA
WARD 1:	Access to Water-Water pump	Vungama	WARD 2:			WARD 3:	Access to Water	Entire Ward
	Fencing of agricultural land	eNtweni					Local Economic Development	koMbuzi
	Broadband	Entire ward					Broadband	Entire Ward
WARD 4:	Electricity	Manqeleni	WARD 5:	Electricity	eMhlane KwaToyisa KwaSinqanda kwaBhelenja Khetha Nkomo New Town	WARD 6:	Road Infrastructure and Bridge	Bazini Canaan KwaMbongi eMcibilindi
	Access to Water	Entire ward		Access To water	eMaphuphusi KwaJuba KwaToyisa eNdimhlene Nhlebela		Access to Water	Mathe eSiphambi ERingini
	Local Economic Development	Ntanzi Manqeleni Masundwini eMbonjeni Thokoza Okhahlambeni		Housing	KwaSinqanda		Local Economic Development	Bazini
WARD 7:	Road Infrastructure	KwaNtungunye KwaGwebu	WARD 8:	Road Infrastructure	Bhekumthetho to KwaDee	WARD 9:	Access to Water	All areas in ward Nine
	Access to Water	KwaGwebu KwaNtungunye		Access to Water	eSikhumalweni		Electricity	Lindizwe
	Local Economic Development	eSinkonkonko eMphola		Bridge	Nkugwini		Community and Recreational Facilities	eMkhondo Denge eZinhlabeni
WARD 10:	Electricity	KwaZombode	WARD 11:	Road Infrustructure	Macekaneni	WARD 12:	Bridge & Access to water	KwaQuqu eMacekaneni
	Access To Water	KwaZombode		Access to	Usuthu Tribal		Local Economic	KwaSiboya

WARD	PRIORITY	AREA	WARD	PRIORITY	AREA	WARD	PRIORITY	AREA
				Water & Sanitation	Authority jurisdiction Phezukomkhono Macekaneni		Development	Dindela Matheni Matshamhlophe eHlathini Ngolweni eNzama Gugothandayo Gwaqaza
	Local Economic Development	eKholweni KwaHabiyane KwaZombode KwaMasombuka KwaMagutshwa		Local Economic Development	Dabhazi eBuntwini Bungwini Gwaqaza KwaMpondo oThinsangu		Housing	Entire ward twelve
WARD 13:	Electricity	Gobamagagu gwaqaza	WARD 14:	Electricity	KwaMusi eVuna Nsimbini	WARD 15:	Road Infrastructure	Phenyane uMaNkulumane Mhambuma OSuthu Hlokolo
	Access to Water	eZimpisini Mbokodeni		Local Economic Development	eVuna Onyanga		Bridge & Access to Water	Pheyane KwaNsonyane School
	Local Economic Development	Nyengelezi eMbokodweni KwaNkulu eKubuseni Gomondo Machibini MaShenge eZilonyeni KwaZungu eMahhayoyo KwaNkulu		Community Facilities	KwaDayeni KwaMusi		Local Economic Development	Phenyane uMaNkulumane Mhambuma
WARD 16:	Access to Water	Nhlophenkulu eMoyeni Khenana	WARD 17:	Access to Water	Lowanakhula	WARD 18:	Road Infrastructure	Kwazimisele KwaMagomba Kwamememe KwaZibuyisele
	Local Economic Development	Nhlophenkulu eMoyeni KwaZiphethe		Local Economic Development	eBhuqwini Majomela		Access to Water	Kwazimisele KwaMaDuma Cekezeni eKubusele

WARD	PRIORITY	AREA	WARD	PRIORITY	AREA	WARD	PRIORITY	AREA
								KwaMagomba Bangamaye Sulabasha
	Community Facilities	Nhlophenkulu		Skills Development			Community Facilities	Mzweni
WARD 19:	Road Infrastructure	White City, Dilini and Nongoma Town	WARD 20:	Road Infrastructure	eKucekezeni eKuzweni to Menyama eMagedeni eMcebo eMeme to KwaGehlane White City Ngxongwane	WARD 21:	Road Infrastructure	KwaMinya
	Access to Water	Bus rank stop		Electricity	eMcebo		Access to Water	KwaMinya
	Land Use Management	Town		Access to Water	eKucekezeni eMcebo Ngxongwane		Skills Development	

3.5.19. ACCESS TO COMMUNITY SERVICES

1. **EDUCATION**

As indicated on the Map below, there are hundred and forty-three (143) schools within Nongoma Municipality (98 Primary schools, 45 Secondary and 2 combined Schools). There is currently Mthashana FET College in Nongoma, providing tertiary education to the Municipal area. The closest university is Zululand University found in Richardsbay which is located in the King Cetshawayo district region. It is approximately 184 km away.

- To establish a Primary School, an estimated minimum population of 3 000 - 4 000 people is required. With a maximum travel time: 20 minutes, whether by foot, bicycle or by vehicle and a maximum walking distance1,5 km.
- To establish a High School an estimated minimum population: 6 000 - 10 000 people is required. With a maximum travel time: 30 minutes and a walking distance 2, 25 km.

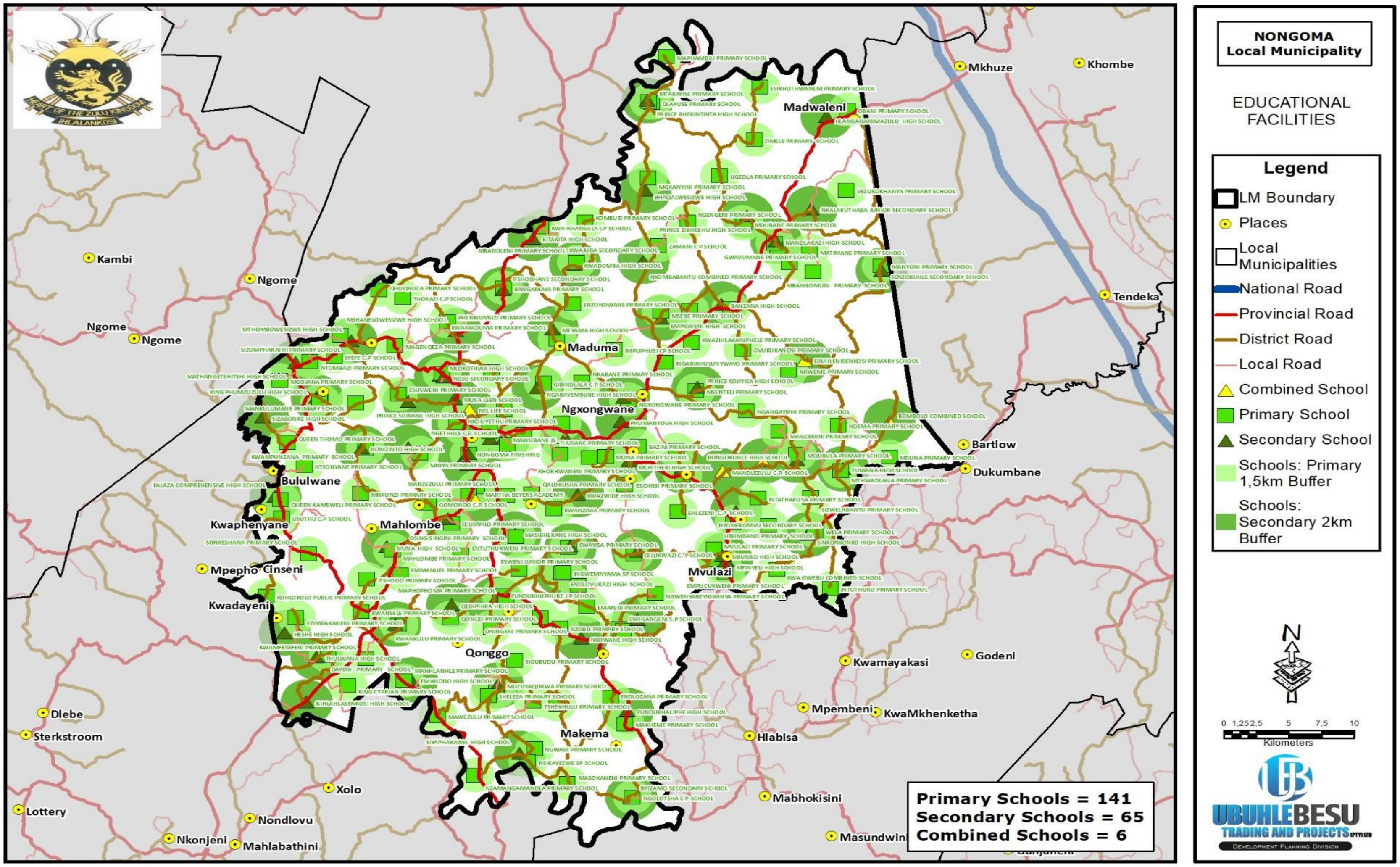
Tertiary facilities are considered to be regional scale facility meaning that it would be planned for in terms of a development framework and not when designing specific living environments.

All electrification projects provide the school in the project with a point of supply and ESKOM includes the schools already provided with point of supply into their school's electrification program. As a result of this all schools in already electrified areas have electricity. All schools in areas to be electrified in future will provided with a point of supply and the information about the schools will be forwarded to the Eskom schools electrification program.

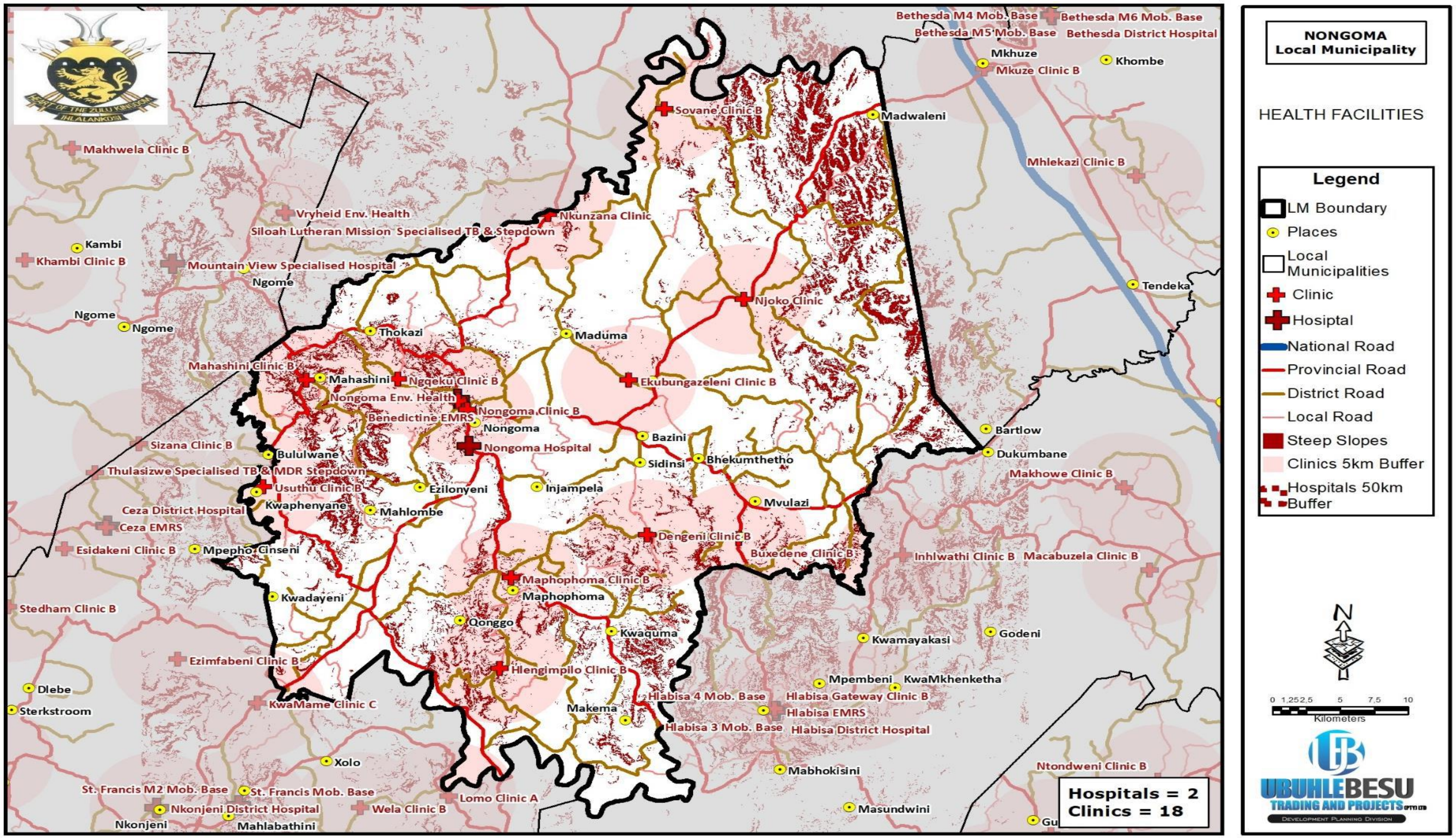
Nongoma is currently serviced by 2 libraries; the central one being the Nongoma town Library situated at 103 Main Street, opposite the Telkom offices in Nongoma. The recently constructed library will reduce pressure on the main library. There is however a need for additional libraries to be strategically placed throughout the municipality.

Regarding Early Childhood Development provision, the municipality has taken a model of constructing community halls that will include creches so that there will be proper facilities for Early Childhood Development. The Department of Social development plays a significant role towards the provision of Early Childhood Development facilities within Nongoma municipality.

Map 25: Education facilities within Nongoma LM, (NLM SDF, 2020)



Map 26: Health facilities within Nongoma LM, (NLM SDF, 2020)



1. HEALTH FACILITIES

Nongoma Municipality has eighteen (18) clinics that are administered by the Department of Health and two (2) Hospitals within the jurisdiction, which provides primary health care. Of the eighteen (18) clinics 3 are mobile clinic that are available monthly. Planning standards for health services in the area requires one clinic for every 6000 households or one clinic within a 5km radius. Considering the above, the Nongoma municipality area is well provided with clinics and health facilities. To establish a clinic within an area; an estimated minimum of 5 000 people is required.

Maximum walking distance: 2 km. Where it is not possible for the facility to be placed within walking distance, it must be easily reached via public transport, with a maximum walk of 5 minutes from the public transport stop to the facility and maximum travel time of 30 minutes to reach the facility from its surrounding settlements. In terms of the health sector, the Nongoma area is characterized by inadequate provision of social and physical infrastructure.

The highest levels of infrastructural development are centered in Nongoma Town wherein both the hospitals Benedictine Hospital and Philani Privately owned Hospital) are located.

As part of the backlog determination exercise by the ZDM, a distance further than 5km from a clinic was considered as a backlog while the standards of 1 hospital for every 100 000 people was used as a standard for determining backlogs.

The table below outlines the location of existing health facilities:

Table 20: Location of Health facilities in Nongoma LM

Ward	Type of Health Service	Name of Health Service
Ward 16	Hospital	Benedictine
Ward 19	Clinic	Queen Nolonolo clinic
Ward 13	Mobile clinic (monthly)	Ekubuseni
Ward 14	Mobile clinic (monthly)	Evuna
Ward 9	Mobile clinic (monthly)	Holinyoka
Ward 18	Clinic	Nkunzana Clinic
Ward 16	Clinic	Mangumhlophe / Nqeku Clinic
Ward 21	Clinic	Mahhashini Clinic
Ward 15	Clinic	Usuthu Clinic
Ward 12	Clinic	Hlengimpilo Clinic (Maphophoma)
Ward 10	Clinic	Nhlekiseni Clinic
Ward 08	Clinic	Buxedene Clinic
Ward 6	Clinic	Dengeni Clinic
Ward 3	Clinic	Sovane Clinic
Ward 5	Clinic	Njoko Clinic
Ward 20	Clinic	Ekubungazeleni Clinic
Ward 13 (KwaMinya)	Clinic	Ekuseni Clinic
Ward 21 (KwaMpunzana)	Clinic	KwaMpunzana Clinic

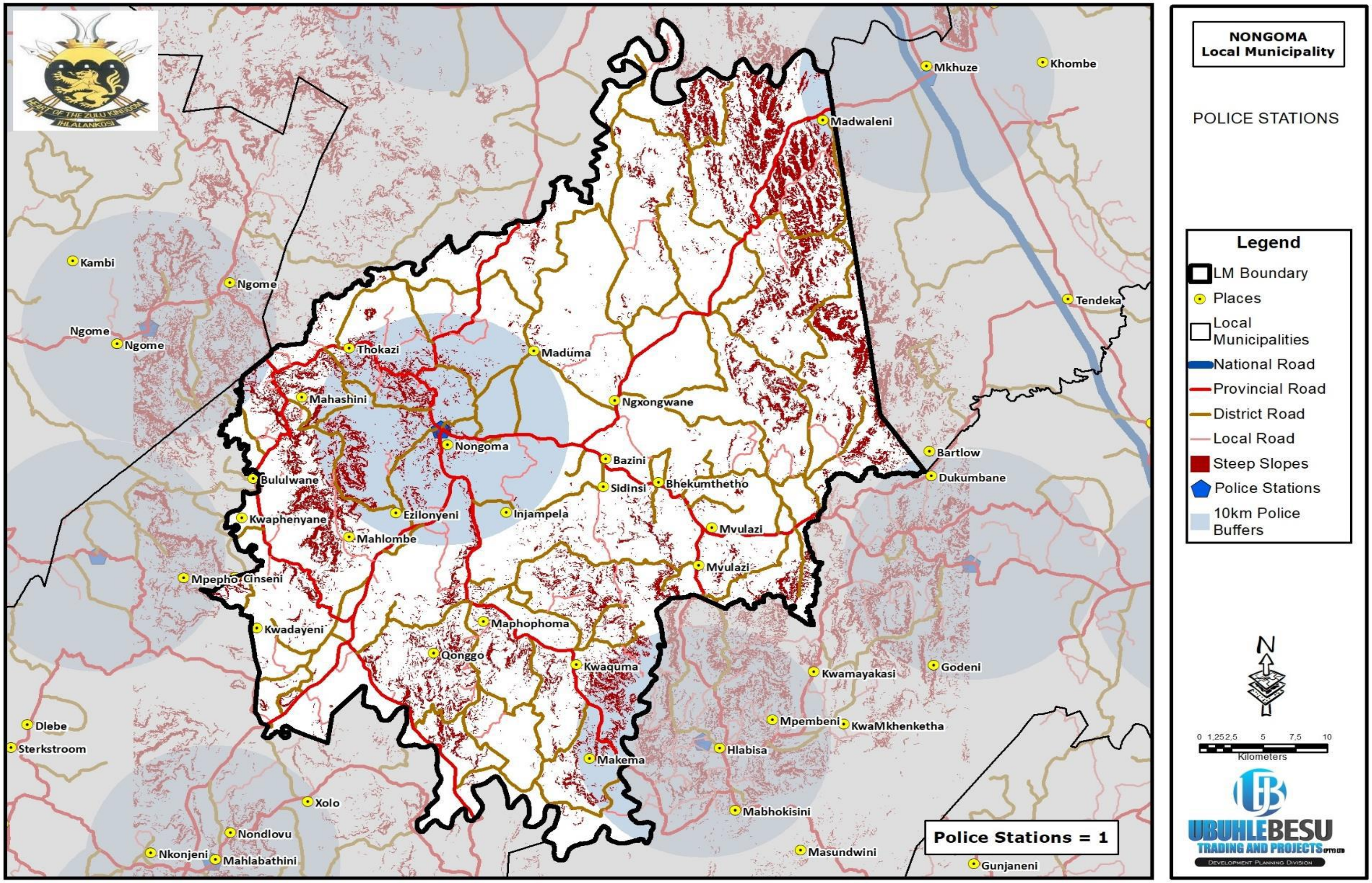
Ward	Type of Health Service	Name of Health Service
Ward 19	Hospital	Philani Private Hospital

2. PUBLIC SAFETY FACILITIES (POLICE STATIONS)

CSIR planning standards provide an indication that Nongoma Municipality requires 8 police stations but currently only has one police station situated in Nongoma town. It should be noted that the larger the size and capacity of the police station, the larger the population threshold it can service. This implies that the existing Police station may be upgraded instead of establishing new police stations.

It is however noted that there is a proposed Osuthu police station muted for development in the southern areas of Nongoma, near Maphophoma and Kwaquma, within the Osuthu Traditional Council area. A PDA application was approved in 2014 to this accord. The standard that was applied to identify areas of need relates to households further than a distance of 20km from a police station. A typical catchment of a police station is such a facility with every 25000 cumulative people. The municipality is serviced by one police station and that there is a need for satellite service station to cover the municipality.

Map 27: Location of Public Safety facilities in Nongoma, (NLM SDF, 2020)



3. SPORTS AND RECREATION FACILITIES

Nongoma is in need of sports, recreational and cultural facilities. And is in dire need of swimming facilities, there is currently none in the Municipality. There are, however, some new sports facilities, which have been provided in some areas, like Lindizwe, Bhanganoma, Thokazi, Matheni, and Mona Sports Field . These sports facilities have no change room facilities and lack a public entertainment area with adequate catering, medical, technical and club house facilities. Mona Sport field that is nearly to completion has all necessary amenities.

4. LIBRARIES

Nongoma is currently serviced by one main library situated at 103 Main Street, opposite the Telkom offices in Nongoma and a satellite library at oSuthu. A new modular library at Kwa-Khetha is nearing its completion.

There are still some challenges with this exists, the current library is under equipped and serves various communities. Therefore, more libraries are still required in Nongoma municipality. Libraries should be within walking distance of the communities they are to serve. Walking distance:1,5 km - 2,25 km. Where it is not possible to provide the facility within walking distance, it should be within 5 minutes walking distance of a public transport taxi or bus stop. Maximum travel time: 20 – 30 minutes however it is not the case with Nongoma because of the Municipalities spatial setting.

5. COMMUNITY HALL/FACILITIES

The municipality has 24 existing community halls located within all wards except, 11, and 19 that have a multipurpose centre. According to the planning standards to community halls that requires one hall for 10 000 people; the municipal area requires 10 community halls, inclusive of those currently existing. Catering for at least 10 000 – 15 000 population within 15km distance.

There is a need for the municipality to construct Thusong Service Centres. Which are one-stop centres where local, provincial and national government, as well as other sector service-providers, offer services and development information to local communities. The centres work within a framework of Batho Pele principles and values, meaning that communities around the centre(s) identify services offered by the centre based on their needs.

6. BURIAL FACILITIES

Burial arrangements are closely bound with cultural and religious traditions. In most cases burial sites are needed in relatively close proximity to settlements. According to the Zululand Cemeteries Master Plan, approximately 700 ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate approximately 800 000 cumulative deaths at that time. The Municipality is still seeking land for cemeteries.

The table below shows the breakdown of the land requirements per Municipality for cemetery requirements:

Table 21: Estimated Cemetery Land Requirements by 2020

Municipality	Projected Population	Cumulative Deaths up to 2020	Recommended Land Required (ha)
EDumbe (KZ 261)	67 583	52 723	46
UPhongolo (KZ 262)	113 149	88 274	78
Abaqulusi (KZ 263)	230 191	179 558	156
Nongoma (KZ 265)	253 114	197 479	171
Ulundi (KZ 266)	366 677	286 044	249
ZDM	**1 030 714**	**804 078**	**700**

3.5.20. ANALYSIS OF THE SPECIAL PROGRAMME

Nongoma municipality has special programme matters at the top of its agenda. It is for this reason that the mayor coined a phrase “Economic Emancipation of Women, Youth and People with Disabilities”.

The phrase is central towards ensuring policy formulations biased towards people identified as special.

Youth: Nongoma LM is made up of a largely youthful population. Approximately 42,5% of the population comprises of individuals who are less than 15 years old and thus not economically active. 81% of the population comprises of the youth. Approximately half of the population falls within working age (15-64), of which a large share includes young people. Against this background, and with rising youth unemployment in the country, efforts to municipal development should also be aimed at investments in education and the creation of employment opportunities.

Children: As illustrated in Figures 5 and 6 in the demographic analysis; Nongoma has a bulk of children population, with 81861 children under the age of 15. The youth (15-34 years) comes in at 68646. Adults (35-64 years) and elderly (65+ years) are at 35027 and 9375 respectively (StatsSa, 2011). Nongoma municipality is thus characterized by a high birth rate.

Women: So significant is the statistic women in Nongoma constitute around 54% of the total population. The striking revelation that 60,3% of the total households are classified as female-headed households become significant. This is about 10 percent higher than the rate in Zululand (53.83%) and about 25 percent higher than the rate in KwaZulu-Natal: 47.44%. 396 households are headed by a person younger than 18 years of age, which is about one-fifth of the figure in Zululand at 2,034; and less than 10 percent of the figure in KwaZulu-Natal at 20,048. This may be attributed to historical male migration due to the migrant labour system, greater male mortality rates due to pandemic diseases, divorces or other social ills.

This form of family structure emphasizes the need for interventions and the direction of resources towards these households since children and females are commonly treated as some of the vulnerable and under resourced groups in society.

In line with National Strategy for the Development & Promotion of Small Businesses in South Africa, Nongoma municipality through its LED Strategy has prioritised integration and support for the vulnerable groups. Hence the municipality is ensuring that at least 30% of appointments of service providers are local SMMEs and that procurement processes are transformed to allow for such appointments.

In the 2020/2021 financial year, 60% of the service providers appointed by the municipality were women and all of them are from Nongoma municipality.

Nongoma municipal council took a resolution to integrate SMMEs support into infrastructure development and provision projects. Local SMMEs would be incubated and capacitated while provided with practical experience under the guidance of the main contractors/service providers. A policy to guide such an initiative is currently under development.

The reviewed SCM Policy for 2021/2022 has made a provision for the disabled to qualify for tenders.

Through its Human Resource Development unit, the municipality had solicited support from various role-players towards implementation of learning programmes for the unemployed youth and people living with disabilities.

The following illustrates learning programmes implemented in the 2020/2021 financial year:

LEARNING PROGRAMME	TARGET BENEFICIARY	DURATION	NO. OF BENEFICIARY	SERVICE PROVIDER
MFMP Learnership	Unemployed	12 Months	20	Pioneer Business Consulting-Funded by LGSETA
Community House Building	Unemployed	12 Months	10	OTC-Funded by LGSETA
Wholesale & Retail Operations Learnership	Unemployed (Placement at SPAR in 1 December 2020)	12 months	24	Pioneer Business Consulting-Funded by SSETA
Business Admin Lev 2 Learnership	Unemployed (PWD)	12 months	24 disable persons (R2000 pm)	THENA -Funded by SSETA
Graduate Internship-Community Development	Unemployed	12 Months	10 (R3500 stipend pm)	Funded by LGSETA
WIL- Intern	Unemployed -Tvet Student with N6	18 Months	4 (R2500)	Funded by COGTA
Full Bursary Scheme	Unemployed-University Students	R60 000.0 per student	5	Funded by NLM
Mayoral Registration Fee	Unemployed - University Students	R5 000.00	30	Funded by NLM

The following special programmes are part of the key indicators in the 2021/2022 FY:

- 335 job opportunities created through Expanded Public Works programme (EPWP) by 30 June 2022
- Children & Elderly event conducted by 31 Dec 2021
- Disability Forums conducted by 30 June 2022

- Women Council meetings conducted by 30 June 2022
- Local Aids Council (LAC)/OSS meetings conducted by 30 June 2022
- Arts & Culture programmes conducted by 30 June 2022
- 20 beneficiaries awarded with Mayoral Tertiary Registration fee by 31 March 2022
- Payment of the annual fee for the 5 beneficiaries of Nongoma Mayoral Full bursary scheme processed by 31 March 2022
- Nongoma Mayoral Excellence Award Ceremony conducted by 31 March 2022
- 10 youth beneficiaries provided with drivers licence assistance by 30 June 2022

2. NATION BUILDING & SOCIAL COHESION
The following activities within the Nongoma Municipal Area contribute towards nation building and social cohesion:

- Sports Activities:
- Local Mayoral Cup
- District Championship
- Local Marathon
- Women's Dialogue
- Youth and Sports Indaba
- Disability Indaba
- Nongoma municipal Prayer Day

3.5.19. EXPANDEND PUBLIC WORKS PROGRAMME (EPWP)

In order to ensure proper coordination of the Expanded Public Works Programme (EPWP); the municipality has relocated the EPWP coordination function from Technical Services to Corporate Services.

An EPWP Coordination Committee which comprises of departmental coordinators and a champion has been established.

It the 2020/2021 FY, the municipality reviewed its EPWP policy. The municipality had a set target of 333 job opportunities for the 2020/2021 FY; a target that had since been exceeded since 430 job opportunities were created. A budget of about R3000 000.00 was set aside to top up the EPWP grant received from the Department of Public Works.

3.6. FINANCIAL VIABILITY AND MANAGEMENT

The Department of Financial Services focusses on providing support to all divisions within the Municipality to comply with MFMA, Treasury & SCM Regulations, DORA, Generally Recognized Accounting Practice (GRAP) standards, all other relevant Local Government prescripts to ensure clean financial administration.

3.6.1. Audit Opinions

The audit outcomes of Nongoma Municipality have maintained unqualified audit opinions from 2018/19 to 2019/20 financial years. The number of audit findings in the audit report of 2019/20 indicates that there is improvement in terms of financial reporting, compliance with legislations and performance management. The improvement in the audit outcome in the current year was attributed to the dedicated commitment displayed by management and political leadership.

AUDIT OPINION	FINANCIAL PERIOD
Unqualified Audit Opinion	2014/15
Unqualified Audit Opinion	2015/16
Unqualified Audit Opinion	2016/17
Adverse Audit Opinion	2017/18
Unqualified Audit Opinion	2018/19
Unqualified audit Opinion	2019/20

Management has developed the audit action plan to address finding raised by Auditor General during 2019/20 financial year. The aim of the audit action plan is to avoid repeat finding in 2021/22 financial and improve audit result (Refer to Appendix 6 for an Audit Action Plan: 2019/2020).

3.6.2. Operating Revenue and Expenditure Framework

For the Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure an annual collection rate of not less than 70% for property rates and other key service charges;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

Table 22: Summary of Revenue classified by main revenue source

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework				
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2021/22	Proportion of Total Revenue	Increase from Adjustment Budget	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	22,137	22,903	25,695	26,785	26,785	27,830	13%	4%	28,999	30,275
Service charges - refuse revenue	2	1,824	1,881	1,769	1,848	1,848	1,920	1%	4%	2,001	2,089
Rental of facilities and equipment		192	196	211	294	294	305	0%	4%	318	332
Interest earned - external investments		1,560	1,580	1,349	2,143	1,143	700	0%	-39%	729	761
Interest earned - outstanding debtors		1	3,519	4,693	2,872	2,872	2,986	1%	4%	3,111	3,248
Fines, penalties and forfeits		3,001	435	389	363	363	377	0%	4%	393	410
Licences and permits		901	926	600	992	992	2,901	1%	193%	3,023	3,156
Transfers and subsidies		136,902	141,954	166,791	171,159	201,506	177,147	82%	-12%	181,745	190,438
Other revenue	2	311	453	258	1,228	728	1,233	1%	69%	1,284	1,341
Gains		–	(16)	(1,038)	–	–	–			–	–
Total Revenue (excluding capital transfers and contributions)		166,829	173,832	200,718	207,684	236,531	215,399	100%		221,603	232,050

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue from government grants forms a significant percentage of the revenue basket for the Municipality. The municipality is highly grant dependent, the municipality is in the process of reviewing its revenue enhancement strategy to ensure that the existing revenue generation is maintained and collected and explore new revenue opportunities and also attract new investment within the jurisdiction of the municipality.

There is an overall decrease in revenue from 2020/21 financial year to 2021/22 of 8 percent. The revenue will increase by 2 percent and 4 percent in the two outer years, respectively. As articulated above, the major portion of the municipal revenue is through government grants at 82 percent of the total operating revenue. The second highest revenue source is generated from property taxes at 13 percent of total operation revenue. Other revenues (e.g. service charges interest on investments etc) combined generates only 5 percent of the total operation revenue.

The following table depicts the operational grants and subsidies received by the municipality from 2017/18 financial year to the projected 2023/24 financial year.

Table 23: Operating Transfers and Grants Receipts

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	% Change	Budget Year +1 2022/23	Budget Year +2 2023/24
RECEIPTS:	1, 2										
Operating Transfers and Grants											
National Government:		123,980	140,145	159,684	168,254	199,101	199,101	174,606	-22%	179,080	175,773
Local Government Equitable Share		121,046	136,391	154,506	164,354	195,102	195,102	170,818	-12%	177,080	173,773
Finance Management		1,825	1,970	1,970	1,900	1,900	1,900	1,920	1%	2,000	2,000
EPWP Incentive		1,109	1,784	2,016	2,000	2,099	2,099	1,868	-11%		-
Disaster Relief Grant				1,192							
Provincial Government:		738	1,809	2,780	2,905	2,405	2,405	2,541	10%	2,665	2,665
Provincialisation of Librarisation		559	838	880	905	905	905	935	3%	981	981
Community Libraries		179	396	1,163	1,500	1,500	1,500	1,606	7%	1,684	1,684
Sport Grant			575	737	500	–	–				
Total Operating Transfers and Grants	5	124,718	141,954	162,464	171,159	201,506	201,506	177,147	-12%	181,745	178,438

1. Three Year Synopsis on Capital Funding and Expenditure

Nongoma municipality funds its capital projects through capital allocation from both National Government and Provincial government. The contributions made by the municipality to fund its capital projects is minimal.

The table indicates capital grants received from 2017/18 finaicial year to 2020/21 financial year and to be received by the Nongoma municipality up to 2023/24 finaicial year.

Capital Transfers and Grants											
National Government:		44,417	46,286	39,873	39,679	38,679	38,679	50,603	150%	42,009	43,495
Municipal Infrastructure Grant (MIG)	–	30,417	31,286	31,873	31,679	31,679	31,679	33,521	6%	36,009	37,495
Intergared National Electrification Programme (INEP)	–	14,000	15,000	8,000	8,000	7,000	7,000	17,082	144%	6,000	6,000
Total Capital Transfers and Grants	5	44,417	46,286	39,873	39,679	38,679	38,679	50,603	150%	42,009	43,495

The 2021/2022 IDP contains a three-year synopsis on capital funding and expenditure covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds. Capital budget performances for the previous financial years (2017/2018, 2018/2019 and 2019/2020) are tabled herein-below respectively:

2. Grants Performance per Financial Year

SOURCE OF FUNDING	FINANCIAL YEAR	ROLL-OVER	FUNDS RECEIVED	EXPENDITURE	UNSPENT FUNDS	CHALLENGES
Intergrated National Electrification Programme (INEP)	2017/18	-	14,000	13,162	838	No Challenges
Municipal Infrastructure Grant (MIG)	2017/18	-	43,378	43,378		No Challenges
Total		**-**	**57,378**	**56,540**	**838**	Roll-over not approved
Intergrated National Electrification Programme (INEP)	2018/19	-	15,000	14,954	46	No Challenges
Municipal Infrastructure Grant (MIG)	2018/19	-	31,286	31,286	-	No Challenges
Total		**-**	**46,286**	**46,240**	**46**	Roll-over not approved
Intergrated National Electrification Programme (INEP)	2019/20	-	8,000	8,000	-	No Challenges
Municipal Infrastructure Grant (MIG)	2019/20	-	31,873	31,873		No Challenges
Total		**-**	**39,873**	**39,873**	-	
Intergrated National Electrification Programme (INEP)	2020/21	-	7,000	7,000	-	No Challenges
Municipal Infrastructure Grant (MIG)	2020/21	-	31,679	31,679	-	No Challenges
Total		**-**	**38,679**	**38,679**	-	

During 2017/18 finaincial year, the municipality spent 98 percent of its capital allocation. In 2018/19 financial year, the municipality spent 99.99 percent of its capital allocation. In 2019/20 financail, 100 percent was spent. As as May 2021, the municipality had already received the total allocation and recorded 100 percent exepnditure against the capital allocation. It worth noting that due to COVID-19, there are few delays encountered in the progress of the capital projects. Accordingly, the municipality has revised its business plans for the capital allocation to ensure that as at May 2021, the allocation is fully spent.

3.6.3. Capital Projects Indicated in Order of Prioritization and Project Duration

(Projects identified as either “New”or “Ongoing”)

The Municipality’s capital projects are indicated in order of prioritization and duration of each project. Projects are indicated as either new or ongoing. The Capital Budget is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

Capital Expenditure Allocation	Ward	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Source of Funds	Status of the Projects
Ndema Community hall	ward 2	400,000				MIG	Complete
Sigubudu community hall	ward12	2,100,000	1,300,000	331,713		MIG	Complete
Masundwini community hall	ward 10	17,154				MIG	Complete
Ekubuseni Creche	ward13	800,000	111,843	100,000		MIG	Complete
Emzweni community hall	ward18	1,200,000	251,444			MIG	Complete
Ophaphasi hall	Ward 5	1,300,000	800,000	800,000		MIG	Complete
Ndololwane crèche	Ward 6	800,000	2,000,000	363,347		MIG	Complete
Mphuphusi sportsfield	Ward 5	1,000,000	601,717			MIG	Complete
Qedumona Sportsfied	Ward 11	2,200,000	120,000			MIG	Complete
Nkukhwini sportsfield	Ward 1	312,26				MIG	Complete
Mona sportsfield	Ward 4	4,000,000	884,810			MIG	Complete
Mcakwini to Manyoni gravel road	Ward 1	164,643				MIG	Complete
Qondile to Kwajuba gravel road and low-level bridge	Ward 3	5,000,000	3,100,000			MIG	Complete
Nzondwane to Ndongande gravel road &low-level bridge	Ward 3	175,485	4,000,000			MIG	Complete
nkolweni gravel road	Ward 10	1,800,000	4,383.			MIG	Complete
kwamatsheketshe gravel road	Ward 2	1,300,000	121,265			MIG	Complete
buxedene to mission gravel road	Ward 2	2,600,000	1,266			MIG	Complete
mankulumane gravel road	Ward 18	1,300,000	973,811			MIG	Complete
bhuqwini gravel road	Ward 17	1,000,000	1,134,610			MIG	Complete
Esikhaleni gravel road	Ward 20	1,000,000	2000,000	1,500,000		MIG	Complete
Matshamhlophe gravel road	Ward 12		1,000,000			MIG	Complete
Emaye hall and creche	Ward 14		1,000,000			MIG	Ongoing
Foma gravel road	Ward 15		1,000,000			MIG	Complete
Nqokotho hall	Ward 16		1,500,000	300,000		MIG	Complete
Siyondlo gravel road(upgrade)	Ward 21		2,000,000	1,200,000		MIG	Complete
Gobamagagu road(upgrade)	Ward 19		2,000,000			MIG	Complete
Kwansele creche	Ward 14		2,249,049	1,417,628		MIG	Complete
streetlights (in town)	Ward 19		1,625,149	3,500,000		MIG	Ongoing

Esigangeni road	Ward 20		500,000			MIG	incomplete
Mcakwini / mkukhwini electrification	Ward 1		4,029,000	4000,000		INEP	Ongoing
ebuhleni electrification	Ward 2		2,720,000	4000,000		INEP	Ongoing
dabhazi electrification	Ward 11		1,251,000			INEP	complete
Sidinsi/khenani electrification	Ward 5	2,000,000	-			INEP	complete
Phumanyova electrification	Ward 5	1,250,000				INEP	complete
Sqonnqo e4/Xumu electrification	Ward 5	1,250,000				INEP	complete
Toyisa electrification	Ward 6	1,250,000				INEP	complete
Khethankomo electrification	Ward 6	1,250,000				INEP	complete
ekubuseni electrification	Ward 2	4,396,000				INEP	complete
Vungama electrification	ward1	3,052,000				INEP	complete
Macekaneni electrification	ward 12	540,000				INEP	Complete
Nongoma CBD Stormwater- New	Ward 19			4,000,000	3,036,921	MIG	New
Deleni Road - Renewal	Ward 19			2,416,500	3,000,000	MIG	Ongoing
White City Access Road – Renewal	Ward 19			4,000,000	7,045,207	MIG	Ongoing
Nongoma CBD Sidewalks – Renewal	Ward 19			3,460,796		MIG	Ongoing
Nongoma Blacktop-renewal	Ward 19			3,074,932	3,939,250	MIG	Ongoing
Redhil Road - renewal	Ward 9			3,679,679	2,430,232	MIG	Ongoing
Nongoma Street lights & Appolo	Ward 19				10,476,314	MIG	New
Manzimakhulu Hall & Creche	Ward 20				832,285	MIG	New
Magedlane Hall & Creche					851,839	MIG	New
Nongoma Testing Station	Ward 19				2,000,000	OWN	New

3.6.4. Investment Register

Nongoma Municipality has an investment register that provides details of all investments made by the municipality to financial institutions. The investment register which gives an outline of the funding source linked to the investment register. The Investment Register is updated monthly. The sources of funding of the various capital projects are adequately shielded in the capital budget of the Municipality.

The summary of investments balance are as follows:

30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 April 2021
R3 643 124	R2 001 726	R7 068 740	R8 323 860	R29 373 952

The investment register as at 30 April 2021 is detailed below:

INVESTMENT REGISTER

NONGOMA MUNICIPALITY

Umkhandlu wakwa - NONGOMA - Local Municipality

Tel: (035) 831 7500 | Fax: (035) 831 3152 | P.O. Box 84 | Nongoma 3950

MONTH Apr-21

Bank Account Number	Account Description	GL Code	pening Balan	Deposits	Withdrawals	Interest received	Bank Charges	Closing Balance
62373063222	Money Market	7000/7008	43,321	10,000,000	-6,000,000	50		4,043,371
62370638573	Money Market	7000/7009	16,105			3		16,108
62202226751	MIG Account	7000/7005	2,183,616		-2,015,238	920	-95	169,204
74427065468	7 Days Notice	7000/7012	29,780,906		-14,400,000	75,267		15,456,173
62203761962	Licencing	7000/7003	210,096	72,220		201	-95	282,422
		Totals	**32,234,045**	**10,072,220**	**-22,415,238**	**76,441**	**-190**	**19,967,278**
								-
53153278884	FNB Main Account	7000/7000	12,991,329	16,095,225	-19,623,942	9,870	-65,808	**9,406,674**
			45,225,373	**26,167,445**	**-42,039,179**	**86,311**	**-65,998**	**29,373,952**

3.6.5. Social and Economic Redress via indigent management

Nongoma Municipality's indigent policy has been drafted in accordance with the national guidelines and benchmarked to other municipalities. The policy is reviewed annually and approved by Council.

The social packages are exhaustive in terms of the approved indigent policy. The register is renewed through the equitable share funding and other alternate sources. This is frequently anticipated in terms of indigent and affordability to service the indigent communities in a three-year forecast. The programme is aligned to priorities of NDP i.e. those of addressing social and employment issues within Nongoma as well as the municipality's long-term goals of eradicating poverty in the communities. To qualify to register in the indigent register of the municipality, the household income must be less than two old pension subsidies combined.

Nongoma municipality has been offering Free basic services to people who qualify to be registered in the municipality's indigent register. The following has been the qualifying criteria for registration the past years. Below has been the threshold household income per month

2017/18	2018/19	2019/20	2020/21
R3 200 p.m.	R3 560 p.m.	R3 720 p.m.	R3 780 p.m.

(A copy of indigent policy is attached)

The number of registered indigent households in the municipality indigent register is **589** households. The register is reviewed on yearly bases.

The municipality is providing free basic electricity to the above-mentioned households on monthly bases through Eskom. The budget allocation to provide such service is as following:

Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
R1 500 000	R1 550 000	R 2050 000	R 1 250 000	1 313 000	1 378 000

3.6.6. Revenue Protection

Nongoma Municipality is enchanting the issue of financial sustanability serious. This is evident through the approval of credit control by-laws and credit control policy. The implementation of the policy warranted the municiplaity to ensure that collection from all debtors is made. Due to capacity constrains within the municipality, outsourcing the debt management to the independ attornery to ensure swifty collection from consumers was the better option for the municipoality. The following table indicate the total outstanding debtors per catergory:

1. 2019/20 Financial Year

Table below indicate the age analysis as at 31 April 2021 (Current year)

Table 24: Total Outstanding debtors per category

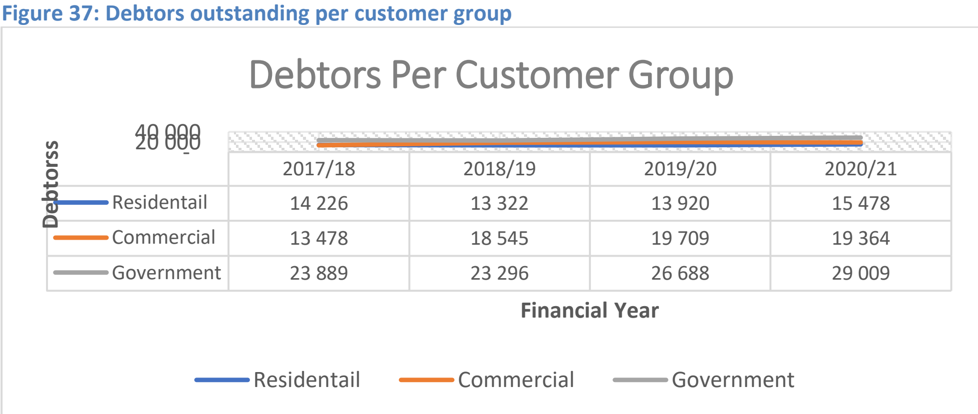
Catergory	30 Days	60 days	90 days	120 days	150 days	180 days	181- 1 year	over 1 year	Total
Property Rates	784,451	(12,715)	791,123	347,460	(1,893)	336,860	5,455,830	21,677,325	29,378,441
Refuse removal	295,455	10,464	238,909	114,894	(3,785)	112,327	743,621	12,781,988	14,293,873
Interest Charged	724,639		872,210	291,913	-	292,255	2,496,057	12,639,316	17,316,390
Other							12,900	2,849,971	2,862,871
Total Debtors by Source	**1,804,545**	**(2,251)**	**1,902,242**	**754,267**	**(5,678)**	**741,442**	**8,708,408**	**49,948,600**	**63,851,575**
Debtors Age By Customer Group									
Organs of State	784,734	(4,125)	871,976	322,487	-	313,813	5,333,420	21,387,069	29,009,374
Commercial	694,628	1,532	754,774	314,400	(1,950)	307,098	2,442,282	14,850,822	19,363,586
Households	155,481	461	146,429	61,470	(3,362)	60,741	447,795	4,877,286	5,746,301
Other	169,702	(119)	129,063	55,910	(366)	59,790	484,911	8,833,423	9,732,314
Total Debtors By Group	**1,804,545**	**(2,251)**	**1,902,242**	**754,267**	**(5,678)**	**741,442**	**8,708,408**	**49,948,600**	**63,851,575**

The table below indicate the debtors outstanding for 2016/17; 2017/18, 2018/19 and 2019/20 financial years as per audited outcome.

Table 25: Debtors outstanding for 2017/18 & 2016/17 financial years as per Audited outcome & as at 30 April 2021

	Current Year- April 21	2019/20	2018/19	2017/18
Resident				
Current (0-30 days)	325 183	329 741	284 365	191 739
31-60 days	342	185 621	144 102	173 387
61-90 days	275 492	155 515	143 691	187 541
91-120 days	117 380	173 670	142 501	179 387
121-365 days				163 448
365 Days	14 763 946	13 076 161	12 607 803	13 331 275
Total	**15 478 615**	**13 920 708**	**13 322 462**	**14 226 777**
Industrial/ Commercial				
Current (0-30 days)	694 624	936 016	1 088 934	745 780
31-60 days	1 532	798 437	258 413	394 279
61-90 days	754 774	299 534	248 401	359 193
91-120 days	314 400	309 480	292 524	219 841
121-365 days				198 867
365 Days	17 598 252	17 365 584	16 657 126	11 559 780
Total	**19 363 586**	**19 709 051**	**18 545 398**	**13 477 740**
National and Provincial government				
Current (0-30 days)	784 734	272 786	366 306	314 188
31-60 days	(4 125)	614 590	240 252	304 011
61-90 days	871 976	228 629	228 375	304 872
91-120 days	322 487	355 974	248 122	304 895
121-365 days				294 759
365 Days	27 034 302	25 216 209	22 213 005	22 366 789
Total	**29 009 374**	**26 688 188**	**23 296 060**	**23 889 604**
TOTAL OUTSTANDING DEBTORS				
Current (0-30 days)	1 804 545	2 285 317	1 739 604	1 251 707
31-60 days	(225)	989 303	642 767	871 677
61-90 days	1 902 242	723 085	620 468	851 606
91-120 days	754 267	884 097	683 147	704 212
121-365 days				657 074
365 Days	59 394 772	58 295 630	51 477 935	47 257 844
Total Outstanding Debtors	**63 851 575**	**63 177 432**	**55 163 921**	**51 594 120**

Figure 37: Debtors outstanding per customer group

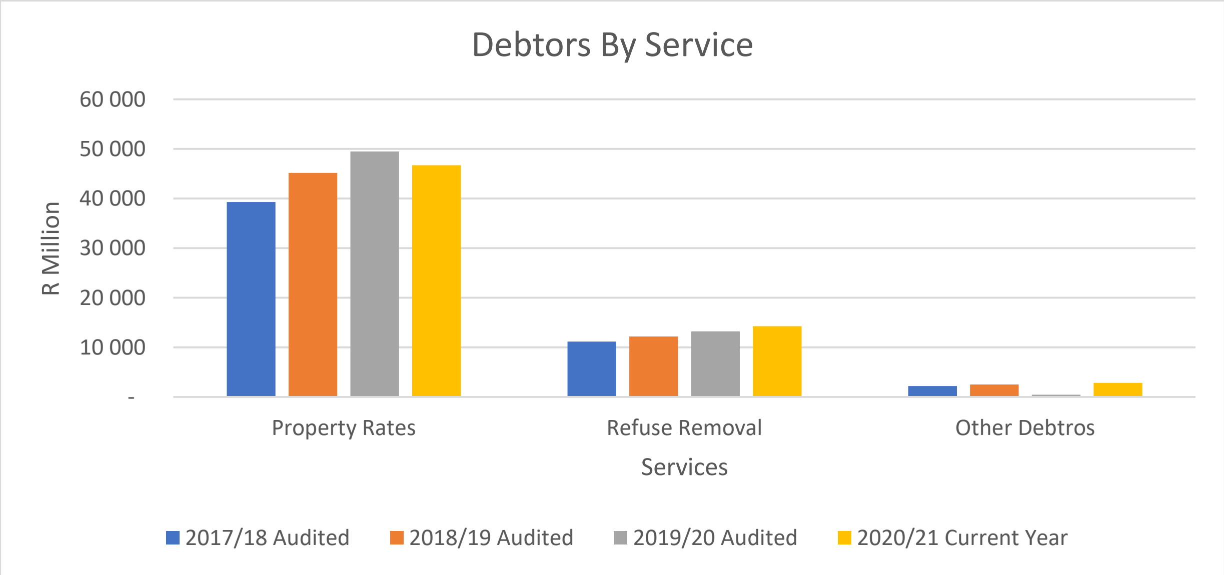


The above table/ chart indicates the amount owed to municipality by different costomers being residential, commercial and government. The data is from 2017/18 to 2020/21 finaincal year. As indicate above, government has been the highest customer with the higher outstanding amount. The department of Cooperative Governance is assisting the municipality to collect oustanding debtors from government departments.

2. Outstanding Debtors Per Service/ Catergory

The following table indicate the debtors per catergory of service offered by the municipality. This table indicate amount outstainding per catergory from 2017/18 finaicial to 2020/21 fininancial year.

Figure 38: Outstanding Debtors per Category



The above table indicates the taxes and services that the municipality is billing each finanancial year. The data dipicted above indicates that property taxes is since the highest in the municipality's debtors book from 2016/17 financial year to 2018/19 financial year.

3.6.7. Municipal tariffs

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were considered to ensure the financial sustainability of the Municipality.

3.6.8. Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process. National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance.

These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0,25:1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate a 30 per cent rebate will be granted on all residential properties (including state owned residential properties). 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy;

3.6.9. Financial Management – SCM

Nongoma Municipality has a Supply Chain Management (SCM) Unit in place with the objective of which is to address the demands, acquisitions, logistics, performance risks, and disposals to ensure that the SCM Policy together with the applicable legislations are fully complied with. The SCM unit is further responsible to ensure that procurement plan from each department are monitored and implemented accordingly.

The procurement is prepared every year after the budget has been approved by council. The 2020/2021 Procurement Plan will be approved before the start of the budget year. The Procurement Plan is aligned with the approved budget as well as the Score Card and the Departmental Service Delivery Plans (SDBIPs) to ensure that projects are executed as planned.

The SCM Unit is fully functional and the bid committees meet as regularly (when there are tenders advertised). The SCM unit ensures that all tenders advertised are awarded within 3 months after the advert. During 2019/20 financial, the SCM unit has no major challenges and there are no delays in awarding of tenders.

3.6.9.1. Challenges in SCM unit

- Delays in the submission of relevant documentation by user department (poor planning)
- Previous year's irregular contracts create irregular expenditure in each reporting period due to contractual obligations
- Delays in the finalization of tenders due to country's lockdown

In dealing with the assessment of whether or not the primary objectives of service delivery are met the Supply Chain Management ensures a cohesive approach. Management includes statements on the functionality of Bid Committees.

Members of the SCM committees are as follows

Table 26: Nongoma SCM Committee

Bid Specification Committee (BSC)	Bid Evaluation Committee (BEC)	Bid Adjudication Committee (BAC)
Manager Revenue	Manager Expenditure	SCM Manager
Accountant SCM – Chairperson	SCM Officer	CFO- Chairperson
Assistance Manager Skills Development	Human Resources Manager	SM: Technical Services
Technician	Manager Budget	SM: Corporate Services
Manager Council Support	PMU Manager	Community Services Manager
	Asset Accountant	Director: Community Services

The reviewed SCM Policy for 2021/2022 has made a provision for **the disabled to qualify for tenders**. Nongoma Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with to prevent or avoid the potential of any fraudulent activities from occurring.

The Municipality will ensure that business will not be conducted with entities owned by individuals that are employed by the state. Management of the municipality ensures that members of the bid committees and all employees are well acquainted with the changes in legislations related to SCM from time to time.

3.6.10. ASSET MANAGEMENT

Table below provides an overview of municipal capital allocations to building new assets as well as spending on repairs and maintenance by asset class.

National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. The municipality does not have major assets that need to be renewed.

The MIG and electricity projects capital projects that are being undertaken at this stage are fairly new and will probably not be renewed during the current MTREF. It is for the same reason that the budget for repairs and maintenance is not 8% of the net asset value of the municipality's property, plant and equipment.

Table 27: Asset Management

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<u>Single-year expenditure</u> *to be appropriated*	2										
Vote 1 - Executive and Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Municipal Managers Office		–	–	–	–	–	–	–	–	–	–
Vote 3 - Corporate Services				–	100	100	100	100	200	–	–
Vote 4 - Finance		2,011		–	–	–	–	–	–	–	–
Vote 5 - Community Services		1,700		–	–	–	–	–	2,160	–	–
Vote 6 - Planning and Development		1,000		–	–	500	500	500	–	–	–
Vote 7 - Technical Services		58,378	46,478	41,657	38,145	36,924	36,924	36,924	48,894	42,009	43,495
Vote 8 - Public Safety		–			–	2,000	2,000	2,000	–	–	–
Vote 9 - Disaster Management		–			–	–	–	–	–	–	–
Vote 11 - Waste Management		1,000			–	–	–	–	–	–	–
Vote 13 - Library		–			–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**64,089**	**46,478**	**41,657**	**38,245**	**39,524**	**39,524**	**39,524**	**51,254**	**42,009**	**43,495**
Total Capital Expenditure - Vote		**64,089**	**46,478**	**41,657**	**38,245**	**39,524**	**39,524**	**39,524**	**51,254**	**42,009**	**43,495**

3.6.11. REPAIRS AND MAINTANANCE

In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

Table 28: Operations & Maintenance

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
EXPENDITURE OTHER ITEMS		23,470	25,775	31,385	22,711	26,263	26,263	38,679	29,362	30,426
Depreciation	7	21,359	19,566	23,249	17,448	21,000	21,000	21,714	22,626	23,621
Repairs and Maintenance by Asset Class	3	2,111	6,209	8,136	5,263	5,263	5,263	16,965	6,737	6,804
Roads Infrastructure		–	2,765	5,745	3,230	3,230	3,230	14,035	3,683	3,846
Infrastructure		–	*2,765*	*5,745*	*3,230*	*3,230*	*3,230*	*14,035*	*3,683*	*3,846*
Community Facilities		–	–	–	300	300	300	50	52	–
Community Assets		–	–	–	*300*	*300*	*300*	*50*	*52*	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		607	2,167	–	–	–	–	1,700	1,771	1,849
Other Assets		*607*	*2,167*	–	–	–	–	*1,700*	*1,771*	*1,849*
Computer Equipment		73	4	3	60	60	60	20	21	22
Machinery and Equipment		792	(0)	30	172	172	172	160	167	–
Transport Assets		639	1,272	2,359	1,500	1,500	1,500	1,000	1,042	1,088
TOTAL EXPENDITURE OTHER ITEMS		23,470	25,775	31,385	22,711	26,263	26,263	38,679	29,362	30,426
Renewal and upgrading of Existing Assets as % of total (		*99.4%*	*94.2%*	*91.6%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
Renewal and upgrading of Existing Assets as % of depre		*93.5%*	*98.1%*	*71.9%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
R&M as a % of PPE		*0.7%*	*1.9%*	*2.4%*	*1.4%*	*1.4%*	*1.4%*	*8.0%*	*1.6%*	*1.5%*
Renewal and upgrading and R&M as a % of PPE		*7.0%*	*8.0%*	*7.0%*	*1.0%*	*1.0%*	*1.0%*	*2.0%*	*2.0%*	*2.0%*

The budget for repairs and maintenance 2021/22 financial year is 8% as per the norm of 8%. This as a result of repairs and maintenance of infrastructure and buildings to create more office spaces for employee which in turn will have savings on rental expenses.

3.6.12. FINANCIAL VIABILITY- RATIO ANALYSIS

The following ratios indicate the financial viability of the municipality

Name of Ratio	Formula	2020/21 Projection	2019/20 Actual	2018/19 Actual	2017/18 Actual
Cost Coverage ratio	(Cash & Cash Equivalents-unspent conditional Grants-overdraft)+short term investment/ (monthly fixed operational expenditure – Non-cash items)	1 month Treasury norm 1-3 months	1 month Treasury norm 1-3 months	0.02 months Treasury norm 1-3 months	0.0002 Months Treasury Norm 1-3 months
Current Ratio	Current Asset/ Current Liabilities	2:1 Treasury norm 1.5-2:1	1.50:1	1.23:1 Treasury norm 1.5-2:1	1.64:1 Treasury norm 1.5-2:1
Capital Expenditure to total expenditure	Capital Expenditure/ Total Expenditure	25%	18%	14%	21%
Debt to Revenue	(Overdraft +current finance lease obligation +non-current lease +Long term loan/ (total operational revenue – Operational conditional grants)	96%	120%	137%	2%
Collection Ratio	(Gross debtors Closing balance + Billed Revenue – Gross Debtors Opening balance – Bad Debts written off)/ billed Revenue	78%	74%	74%	69%
Remuneration to total Expenditure	(Employee Cost + Remuneration of councilors)/ Total Expenditure	50%	58%	48%	41%

3.6.13. LOANS/ BORROWINGS AND GRANT DEPENDENCY

Nongoma municipality for the past years had no borrowings in terms of long-term loan. In 2020/21 financial year the municipality entered into finance lease agreement for the procurement of municipal vehicles. The cost of the vehicles was R4,6 million. The repayment on monthly bases is R94 819 over 60 months. This is a cost serving to the municipality as vehicles are under operating lease agreement and they costing the municipality double the estimated instalment amount.

The following table indicates the loan schedule:

Description	Loan Amount	Interest	Start Date	End Date
Toyota Prado	1,017,471	9.75%	7/12/2020	6/12/2025

Toyota Fortuner	678,563	9.75%	7/12/2020	6/12/2025
Toyota Fortuner	678,563	9.75%	7/12/2020	6/12/2025
Toyota Double Cab	616,067	9.75%	7/12/2020	6/12/2025
Toyota Double Cab	616,067	9.75%	7/12/2020	6/12/2025
Toyota Corolla	328,836	9.75%	7/12/2020	6/12/2025
Totata Corolla	328,836	9.75%	7/12/2020	6/12/2025
Toyota Single Cab	278,548	9.75%	7/12/2020	6/12/2025
	4,542,951			

3.6.14. OVERSIGHT COMMITTEE

An oversight committee or Municipal Public Accounts Committee (MPAC) consisting of 6 members was appointed in terms of Section 79 of the Municipal Structures Act. The Nongoma Oversight Committee comprises of the following members:

- Chairperson: Councillor MN Mkhwanazi;
- Member: Councillor ZN Sithole;
- Member: *Councillor ME Ndwandwe (has been removed, and yet to be replaced)*
- Member: Councillor MS Hadebe;
- Member: Concillor NB Nhleko
- Member: Councillor TJ Dlamini

3.6.15. CHALLENGES and INTERVENTIONS

Challenges	Current / proposed Interventions
LOW DEBTS COLLECTION / DEBTORS MANAGEMENT	Upgrading of billing system; Accurate Bills Statements
SCM AND MFMA NON-COMPLIANCE	Procurement plans; Prevention of Irregular Expenditure Checklist; Fraud Prevention Plan and Investigation Policies SCM SOPS MFMA Compliance Checklist
CONTRACT MANAGEMENT	Development of Contract Management Framework and policy; SLAs Model Template
BUDGET CONTROL AND MANAGEMENT	Budget Control and Management procedures; Accurate section 71 Reports and timely financial reporting; Cash Flow Management procedures; Regular preparation of AFS

Challenges	Current / proposed Interventions
CREDITORS MANAGEMENT (i.e. 30 days payments procedures)	Payments of service providers' improvement procedures. Document Management for Financial Vouchers.

3.6.16. SWOT Analysis for Financial Management and Municipal Viability

Strengths (Internal)

- Financial Management Strategy in place and Implementation Plan thereof.
- Financial Management Structure.
- Financial Management Policies, Financial System Upgrade etc

Weakness (Internal)

- Capacity constraints within the department (i.e. relevant skills).
- Inadequate understanding and interpretation of all financial reforms e.g. GRAP and Municipal Legislations etc;
- Inadequate knowledge of expectations by independent assurance providers e.g. Auditor-General

Opportunities (External)

- Available continuous support from Provincial Treasury, National Treasury and COGTA

Threats (External)

- Government Grants dependency.

3.7. GOOD GOVERNANCE & PUBLIC PARTICIPATION

3.7.1. GOOD GOVERNANCE

The Service Delivery Charter & Standards (SDC&S) and Service Delivery Improvement Plan (SDIP) for Nongoma municipality were first developed and adopted in 30 May 2019. Subsequent to developing and adoption of the Service Delivery Charter & Standards (SDC&S) and Service Delivery Improvement Plan (SDIP) in 30 May 2019 as part of ensuring the institutionalization of “Batho Pele” principles; the municipality ensured, through the SDIP and SDC&S), the implementation of Batho Pele in the institution. These 2 Batho-Pele related plans were reviewed in line with the 2020/2021 Reviewed IDP.

3.7.1.1. BATHO PELE POLICY AND PROCEDURE MANUAL

The Batho Pele Policy and Procedure Manual is based on the following Batho Pele principles:

In carrying out their duties, public servants are guided by the following Batho Pele principles:

1) **Consultation:** Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice regarding the services offered;
2) **Service Standards:** Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect;
3) **Access:** All citizens have equal access to the services to which they are entitled;
4) **Courtesy:** Citizens should be treated with courtesy and consideration;
5) **Information:** Citizens should be given full, accurate information about the public services to which they are entitled;
6) **Openness and transparency:** Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge;
7) **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response;
8) **Value for money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money;
9) **Encouraging Innovation and Rewarding Excellence:** Rewarding the staff who go an extra mile to make things happen and encourage partnership to with different sectors to improve service delivery. Embrace new innovative ways of doing things. ***This has seen the process of cascading Performance management to Managers below Section 54/56 Managers introduced as of the 1st of January 2019. While the municipality has set aside a budget portion for rewarding staff that performed exceptionally; rewarding of good and exceptional performance will only commence in the 2021/2022 FY, when performance management system has been cascaded to all municipal employees FY.***
10) **Service Delivery Impact:** the Municipality shall measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the Batho Pele service delivery on the lives of the inhabitants of Nongoma Municipality.
11) **Leadership and Strategic Direction:** It is envisaged that Municipal leaders shall create an atmosphere that conducive for creativity by staff within the Municipality.

3.7.1.2. SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

The Service Delivery Improvement Plan (SDIP) is a tool to enhance the Municipality's daily operations to achieve better service delivery to its communities. The SDIP as a tool, as with any other rigorous reporting instrument would contribute towards measuring the improvement of the service delivery of Nongoma municipality, for it would point out the municipality's shortcomings and weaknesses.

In the 2020/21 FY, the municipality had identified the following 3 planned standards as area of improvement:

1) **Planned Standard #1: All critical vacant post filled by 30 June 2021:** Critical posts refer to the Senior Management positions. In the 2020/2021 financial year the municipality had 3 vacant posts at a Senior Management level. Technical Director was filled in quarter 2 and due to reconfiguration of the organizational structure; Planning & Economic Development post was abolished. The department was merged with Technical Services to form a new department called Planning & Infrastructure Development, headed by senior manager for formerly Technical Services.

   Corporate services post has gone through interview process and the municipality awaits the competency results for the 2 top candidates. Surely by the end of the financial year, the post would have been filled.

2) **Planned Standard #2: 100% spending of Capital Budget:** The municipality, as per its 2019/2020 annual report, has spent 100% of its capital budget. The progress thus far suggests that in 2020/2021, the municipality would have spent 100% of its capital budget by the end of the financial year. This planned standard remains the focus in the 2021/2022 FY.

3) The implementation of this activity is ongoing. While the actual performance in this planned standard would only be precisely articulated in the draft 2019/2020 Annual Performance Report, the progress thus far indicates that the municipality would have spent 100% of its Capital Budget by the end of the financial year.

4) **Planned Standard #3: Working towards Clean Audit:** Since receiving it worse audit opinion in 2017/18 FY, Nongoma municipality had as one of its 3 planned standards, the willingness and desire to work towards a clean audit opinion. While the municipality has thus far failed to achieve the set standard; such willingness has propelled the municipality to achieve unqualified audit opinions for 2 consecutive financial years (2018/2019 and 2019/2020 FY)

   Working towards Clean Audit is still one of the main targets for the municipality, as such an on-going issue, and in order to entrench and institutionalise this municipality's ambition, this planned standard has been embedded in the Performance Agreement of both the Senior Managers and Line/Section Managers.

The overall implementation of the SDIP as per the 8 planned standards is as follows:

	PLANNED STANDARD	PROGRESS REPORT ON IMPLEMNETATION
1	Working Towards Clean Audit	Articulated above as part of the 3 planned standards identified as areas of improvement by the municipality in 2021/2022 FY
2	100% spending of Capital Budget	
3	All critical vacant post filled by 30 June 2021	
4	Service delivery complaints are dealt with within two weeks of receiving the complaint.	On-going
5	Develop a Communication Strategy and review it annually	Communication strategy has been developed
6	The Municipality's strategic plan is reviewed annually	Strategic Planning session conducted on the 24th to the 26th of March 2021
7	All service providers will be paid within 30 days of receipt of correct invoices. Where invoices do not comply with requirements, this will be communicated to the service provider within a week of submission	In the period over review all service providers have been paid within 30 days of the receipt of the invoices
8	To empower small and medium enterprises and co-operatives.	Service provider open day conducted in Q3

3.7.1.3. SERVICE DELIVERY CHARTER AND STANDARDS

The municipality has revised its Service Delivery Charter and Standards in line with the recent configuration of the organizational structure. Through the Service Charter the municipality articulates the level and quality of services to be provided. As the municipality improves in its effort to provide services to the communities; any introduction of new services will be communicated and articulated in the Service Delivery Charter and Standard document.

As a tool of implementing the principles of Batho Pele; the main purpose of Nongoma Service Delivery Charter and Standards is to improve awareness of the availability and quality of the services offered by the municipality. It also provides guidance to service beneficiaries to claim their existing rights. This is in line with the principle that citizens have the right to expect high quality public services which meet their needs.

3.7.1.4. OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way.

Government has structured programs which need to get as deep as to the level of the people we are serving. The Nongoma Sukuma Sakhe comprises of the following departments:

- Department of Health.
- Department of Works.
- Department Social Development.

- Department of Agriculture.
- Department of Home Affairs.
- Department Transport.
- COGTA (Through CDW's)
- Department of Sport and Recreation;
- Department of Social Development;
- Non-Profit Organizations;
- South African Police Services (SAPS);and
- Nongoma Local Municipality

The Nongoma Operation Sukuma Sakhe is chaired by Department of Health's Mrs Bassie. Monthly meetings are held in an endeavor to ensure the constant functionality of the programme and to address the challenges that are facing communities in each ward and devise multi-sectoral responses to assist members of the community. The programme assists in aligning government projects and efforts and in the reduction of wastage of resources.

In ensuring the functionality and also that the municipality plays a central role in war rooms; the municipality convened a special meeting on the 22nd August 2019 with all OSS stakeholders. The engagement provided a platform for the municipality to commit itself to Good Governance and Public Participation. OSS and War rooms were recognized in the meeting as central to the enhancement of participation, and in the meeting the municipality introduced to stakeholders officials that have been allocated into various war rooms across the municipality.

The war rooms complement ward committees, thus enhancing public participation. Issues deliberated in the war rooms and ward committee were incorporated in the ward-based plans for each and every ward, which were subsequently elevated into the municipal IDP.

The following is the depiction of Operation Sukuma Sakhe Deployment and sitting schedule of War Rooms for Nongoma Local Municipality

Operation Sukuma Sakhe Deployment and sitting schedule of War Rooms for Nongoma Local Municipality is as follows:

WARD	WAR ROOM NAME	SITTING/TIME	CHAMPION CONTACT	WAR ROOM CONVINER CONTACT	MANAGER/OFFICIAL /HOD DEPLOYED BYTHE MUNICIPALITY	LTT/OSS GOVERNMENT OFFICIAL	CURRENT STATUS OF THE WAR ROOM
1	**BHANGANOMA** Venue: Bhanganoma Community Hall	Every Friday 10h00	Cllr. A.N Ndabandaba 082 864 3449	Mr. J. Nxumalo 082 9522 069	Mr. I.R Barnes (Nongoma LM) 076 981 2745	Mr. S.D Khumalo (DOH) 083 9632 587 lerato.sibiya@kznhealth.gov.za	Functional
2	**SIBONELO** Venue: Sibonelo Community Hall	Every firstTuesday of the month 10h00	Cllr. M.E Nkosi 060 834 8390	Ms. G. Mathenjwa 083 2044 060	Mr. S. Ntanzi (Nongoma LM) 071 6086 066	Mrs .R.Z. Dube 0824371897 rzintodube@gmail.com	Poorly Functional
3	**SOVANE** Venue: Sovane Community Hall	Tuesdays ;twice a month 10h00	Cllr. E Shiba 064 8487 907	Ms. Z Mngomezulu 083 7788 806	Mr M. Buthelezi (Nongoma LM) 073 8303 171	Ms. A.S. Khanyile 0722300944 anele.khanyile@kznsocdev.gov.za	Poorly Functional
4	**NJAMPELA** Venue: Njampela Community Hall	Last Week of the month 10h00	Cllr. J.T Dlamini 079 856 7990	Ms. S. Nxele	Ms. P.N Zulu (Nongoma LM) 082 8383 086	Mr W. Shandu (SASSA) 079 6911 812 Mrs F.R. Mchunu 0761723269 fikile.mchunu@kznsocdev.gov,za	Functional
5	**MSEBE** Venue: Emsebe One Stop	Every Friday	Cllr. A.M Mncwango 0834025201	Mr. S.S Gumbi 083 7789 125	Ms S. Zuma/ Mr. M Ndabandaba (Nongoma LM) 073 201 3110 - Zuma 076 6659 176 - Ndaba	Mrs B.P. Ngcobo (DOH) 0838783510 winnie.ngcobo@gmail.com	Functional
6	**ESIDINSI** Venue: Esidinsi Community Hall	Second and last week of Friday	Cllr. M.S Hadebe 078 874 9943	Mr B.S Xulu 079 6065 180	Mr. T. Dladla (Nongoma LM) 079 518 0634	Ms. P.D. Ngema 0358313300 phakamile.ngema@kznsocdev.gov.za	Functional

7	**MANQOMFINI** Venue: Manqomfini Community Hall	Every Thursday	Cllr. S.A Hlongwane 082 264 2275	Mr. D.J Mtshali 072 3337 878	Mr SSZ Dlamini (Nongoma LM) 079 9863 141	Mrs CD Nxumalo 0769414103 jabu.mpungose@kzndard.gov.za	Functional
8	**BUXEDEN** Venue: Buxeden Community HAll	Fridays: twice a month	Cllr. N.B Nhleko 072 952 2809	B. Nxumalo 0358313300 vilakazib@kznso cdev.gov.za	Mr M.E Sithole (Nongoma LM) 079 5007 277	Mrs Dlamuka 0769417492 annadlamuka@kzndard.gov.za	Functional
9	**HOLINYOKA** Venue: Holinyoka Community Hall	Wednesdays- 3rd week of the month	Cllr. B.G Ntombela 083 504 2780	Ms. G. Ncube 0358313300 gcinile.ncube@k znsocdev.gov.za	Ms F.O Ntshangase (Nongoma LM) 083 617 6381	Mr. M.D Mdlalose (DOE) 072 144 7005	Functional
10	**KWA- DUMA** Venue: Nkosikhona Community Hall	13th and 26th Of every Month, Main and Sub	Cllr. T.J Nsele 079 583 3295	Ms. Z Mncwango 083 2011 838	Mr. B. Vilakazi (Nongoma LM) 073 4090 446	(DSD) Ms. H. Mthembu 081 5720 53 hlengiwe.mthembu@kznsocdev.gov.za	Poorly Functional
11	**OTHINSANGU** Venue: Ndlozane School	First week on Thursdy every month	Cllr. S.C Ngcobo 081 807 7425	Mr. L.M Nyembe 083 2011 206	Ms. L. Zulu (Nongoma LM)	(DSD) Mrs. L.Z Nhlebela 071 5246 514 lizert.nhlebela@kznsocdev.gov.za	Poorly Functional
12	**Kwa- Gugothandayo** Venue: Gugothandayo	Thursday of the Month end	Cllr. T.M Ndwandwe 082 841 4067	Ms. Nosimilo Nkosi 083 7753 944	Mr. R.T Sithole (Nongoma LM) 083 551 1028	Ms N. Zulu 0766049979 zulun@kznsocdev.gov.za	Poorly Functional
13	**EKUBUSENI** Venue: Ekubuseni Community Hall	Every Thursday	Cllr. M.A Mtshali 073 1964 389	Ms A. Manqele 0358313300 hlengiwe.mthem bu@kznsocdev.g ov.za	Mr. S.B Zulu 076 0208 062	Mrs PP Sbiya 0769419036 xolo@mailbox.co.za	Functional
14	**VUNA** Venue: Vuna Community Hall	Every second Tuesday of the month	Cllr. S.M Mbatha 072 4134 177	Ms. N. Ngxongo 082 9418 925	Mr. I.S Ndlela 064 7543 323	Mrs T.R. Khumalo 0358313300 tusiwe.khumalo@kznsocdev.gov.za	Functional

15	**USUTHU**: Venue : Mhambuma Hall	Every Monday 10h00	Cllr. B.W Zulu Hon. Speaker	Ms. K Mahlambi 083 2011 224	Mr. S.T Buthelezi (Nongoma LM) 035 831 3134	(DSD) Mrs Zulu 073 2663 3424 Ms. N. Kubheka 0768097091 hlengiwe.mthembu@kznsocdev.gov.za	Fully Functional
16	**KWA-GWABHELA** Venue: Gwabhela Community Hall	Second week of every Thursday 10h00	Cllr. T.N Mthethwa 078 9926 464	Mr. M. Qwabe 0768097091 qwabem@kznsocdev.gov.za	Prince P. Zulu (Nongoma LM) 071 62486 859	(DOH) Mr. B.R. Khumalo 066 472 7766 bonginkosi.khumalo3@kznhealth.gov	Functional
17	**MAJOMELA** Venue: Kwa-Nozintebe Community Hall	First week of the Month-Tuesday 10h00	Cllr. M.D Ndwandwe 079 2274 339	Ms. V. Mjwara 083 2040 347	Mr. L.B Mhlungu (Nongoma LM) 072 6511 709	SAPS Major Mashazi 079 500 1285 Miss Mncwango 769416297 simangele.mnwcango@kzndard.gov.za	Functional
18	**BANGAMAYE** Venue: Bangamaye Community Hall	Every Monday 10h00	Cllr. A.N Xulu 071 0041 777 Hon. Dep. Mayor	Mr. M.N. Dlamini 0738845297 dlaminim@kznsocdev.gov.za	Mr. M.G Ngobese (Nongoma LM) 072 6105 870	Mr. B.T. Mpanza (DOH) 0835475396 Bongiwe.Mabaso@kznhealth.gov.za	Poorly Functional
19	**NONGOMA TOWN** Venue: Multipurpose Hall	Month End on Fridays 10h00	Cllr. Z.S Hlongwa 072 1235 068 Cllr Z.S Hlongwa	Ms. F. Gamede 072 8256 924 Ms. F. Gamede 072 8256 924	Mrs. NHM Dladla (Nongoma LM) 073 2692 056 Mrs. NHM Dladla (Nongoma LM)	(DOE) Mr. Ngcobo Miss Sithole 0769417750 manhicasithole@yahoo.com	Functional
20	**MOSCOW** Venue: Ngxongwane Community Hall	Every Monday/Thursdays	Cllr. P Nhleko 079 7957 281	Mr. M Mdletshe 076 7255 548	Ms. N Ntuli (Nongoma LM) 073 2789 483	Mrs Mndebele 0769414263 nokuthula.mndebele@kzndard.gov.za	Functional
21	**MINYA** Venue: Mpunzane Hall	Every Thursday	Cllr. K.M Mtshali 076 1305 778	Ms. N Mkhize 083 2030 090	Mr. S.N Ngubo (Nongoma LM) 072 2383 105	Miss Zulu S. 0769416134 zulumesuli@gmail.com	Functional

3.7.1.5. COMMUNITY DEVELOPMENT WORKS PROGRAMME

CDW programme is aimed at strengthening the capacity of the state to enable it to improve delivery and quality public services; to build partnerships with society for equitable development and to strengthen democratic institutions; and to promote a culture of transparent, honest and compassionate public service.

The Nongoma Municipality has 18 CDWs (Community Development Workers). These workers help with the dissemination of information to the poor about benefits and services to which all citizens are entitled; assist the poor to access and benefit from the services that could materially improve their lives; and provide an interface or bridge between Nongoma municipality and communities to enhance and improve the level of participation of the communities.

Through this programme the OSS Structure has managed to launched offices called the War Rooms where officials or fieldworkers from various departments work from e.g. Premier Youth Ambassadors, Youth friendly service (Health), NARYSEC (National Rural Youth Service Corps), Community Care Givers from Health Departments as well as Community Development Workers (COGTA).

Ward Councillors are champions in all these offices and the communities submit cases or issues to the war room and the OSS structure respond accordingly on a case by case basis. Through the OSS structure, department make a commitment in ensuring that the reported issues/cases are promptly dealt with. The impact of the OSS programme in Nongoma has been experienced especially in cases of disasters, wherein departments such as the provincial department of Human Settlement, promptly respond in replacing and building houses damaged by storms. The Department of Human Settlement reports regularly on the quarterly Housing Forum meetings on the progress of implementation of its Sukuma Sakhe programe within Nongoma municipality.

Community Development Workers are coordinators of the war room in all 21 wards. While not all 21 Wards has Community Development Workers; these workers manage to cover all wards through the assistance of field workers. Each ward has a War Room Task Team, and part of the task team is Traditional Councils and Izinduna within a particular ward.

A Nongoma Local Task Team meeting sits twice a month on the first and third week of each month, and War rooms meetings sits differently some take place on different days of the week which means war rooms meet once every week.

Ward Councillors, Ward committees, Youth Ambassadors, Youth Friendly, Community Care Givers, Extension Officers, Community Development, Traditional council and community members participate in these meetings to discuss issues raised in the office bearers during the week.

3.7.1.6. INTER-GOVERNMENTAL RELATIONS (IGR)

1. LEGISLATIVE BACKGROUND

Intergovernmental Relations (IGR) in South African context concern the interaction of the different spheres of government. The Constitution declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated.

According to the Constitution of the Republic of South Africa, Act, No.108 of 1996, Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes.

a) Establishment of a fully functional and operational IGR structure;
b) Development of a business engagement model which will encourage all stake holder involvement towards economic viability within the district;
c) Capacitation of Mayors on IGR; and
d) Development of a monitoring mechanism which will be used to track and report on IGR progress.

2. STATUS & FUNCTIONALITY OF INTER-GOVERNMENTAL STRUCTURES (IGR)

While facilitation of IGR Structure does not rest with Nongoma municipality; The Municipal Manager is the dedicated official for IGR forums. The relevant Personnel are allocated per IGR Forum and the facilitation of IGR matters that is situated in The Municipal Manager office.

The municipality has an IGR Officer within Pubic Participation Unit. The IGR Officer coordinates the compilation of a municipal IGR calendar. The IGR calendar is informed by all IDP-related events/engagements, Council and its committee meetings dates, MANCO dates etc. The IGR Calendar feeds into the District-wide events calendar thus ensuring proper coordination at a District level through the IDP Framework plan.

The functionality of the IGR Structures is highlighted below:

- **ZDM Mayors’ Forum**: The forum is chaired by the Zululand Mayor, Cllr. Buthelezi. It comprises of all mayors from within the Zululand District family of municipalities. Municipal Managers also participate in the Forum. The forum is functional, for it has met 5 times this financial year.

- **ZDM Municipal Managers Forum**: The forum is chaired by the Zululand District Municipal Manager (Mr. M. Manqele). Membership includes all municipal managers within the Zululand District family of municipalities. Central to the deliberations of the forum are the reports by various municipal managers on various district-wide forums they are chairing (please refer to the next bullets below).

  The forum also covers compliance issues such as MFMA-related issues, IDP & Back-to-Basics-related issues. IGR Office of the Premier and IGR COGTA are also invited to the MMs forum. The forum is functional for it has met 3 times this financial year.

- **Corporate Services Forum (CSF)**: The forum is chaired by the Nongoma Municipal Manager, Mr. M.B. Mnguni. It comprises of all Heads of Department (Corporate Services) from within the Zululand District family of municipalities. The forum is functional. It has met 3 times this financial year.

- **Zululand Planning & Development Forum**: The forum is chaired by the uLundi Municipal Manager, Mr. N.G. Zulu. It comprises of Heads of Planning and Economic Developments from within the Zululand District family of municipalities. Line/Section Managers within Planning & Economic Development participate in the forum, so are the IDP/PMS Managers. The forum is semi-functional; it has met just once this financial year.

  The forum covers issues pertaining to:
  - SPLUMA implementation: Zululand Joint Municipal Planning Tribunal activities are reported in this forum.
  - Development Planning Shared Services,
  - IDP/PMS issues,
  - LED-related issues, etc
- **Finance General & Social Forum**: The forum is chaired by the eDumbe Municipal Manager, M.R. J.F.K Khumalo. The forum is semi-functional; it has met once this financial year.
- **Communication & Disaster Management Forum**: The forum is chaired by the uPhongolo Municipal Manager, Mr. W.M. Nxumalo. The forum is semi-functional; it has met once this financial year.
- **Infrastructure Forum**: The forum is chaired by the AbaQulusi Municipal Manager, It comprises of all Heads of Technical Departments from within the District family. All municipal PMU Managers also participate in the forum. The forum is semi-functional; it has met twice this financial year.

Sector Departments participate in the relevant IGR structures, e.g. various units from COGTA would participate as per the relevance of the forum. COGTA IDP Coordination participates in the District Planning & Development Forum participating in IGR forums within the District on IDP related matters. EDTEA also participate on matters pertaining to LED, Tourism and environmental management.

Participation of the sector departments allows for the flow of information to the District and its family of municipalities. Strategic pronouncements from National & Provincial structures such as SONA, SOPA, and DDM etc. are discussed and monitored at the IGR Structures.

Department of Government Communications and Information System (GCIS) through its regional offices participates in the on the District Communication and Disaster Management Forum. COGTA provincial Disaster Management Centres (PDMC) also participates on the forum on disaster management issues.

At a Provincial level, Nongoma municipality participates in all provincial forums such as MUNIMEC and PCF. The municipality also participates in the following forums:

- Provincial Planners (SPLUMA) Forum.
- Provincial IDP Coordinating Forum
- Provincial Disaster Management Advisory Forum

The functionality of IGR structures, including the respective reports are tabled on a quarterly basis to council. While the council was not pleased with non-sitting of most forums, the matter had to be elevated to the District as the coordinator for these IGR structures. It should be noted thought that the introduction of the DDM and its various structures has a bearing in the functionality of these structures, and therefore suggests a need to revisit and review the ToRs

3.7.1.7. MUNICIPAL STRUCTURES

The following Section 79 Committees are in place and functional:

- **Full Council**: The Council is chaired by the Speaker of the municipality. Council is composed of **42 Councillors** from various political parties. Council representation is as follows:
    - **IFP:** 21 Ward Councillors and 1 PR Councillor,
    - **ANC:** 13 PR Councillors,
    - **DA:** 5 PR Councillors and
    - **EFF:** 2 PR Councillors.

  In compliance with Section 81 of Municipal Systems Act, and in recognition of the fact that most land in Nongoma is manned by the traditional authority, thus the need to involve the TCs in the municipal planning processes; the three (3) Traditional Councils of Nongoma are represented and participate in the Council:
    - Ematheni Traditional Council,
    - oSuthu Traditional Council, and
    - Mandlakazi Traditional Council.

  Council and all its sub-committees including EXCO, MPAC, Audit Committee and Portfolio Committees are functional. While in terms of the schedule the Council sits quarterly; ad hoc meetings are arranged when a need arise. Extended MANCO of the municipality participates in the Council meetings.

- **Executive Committee (EXCO**): The EXCO is chaired by the Mayor and it sits monthly. Deliberations in the EXCO would indicate if there is a need for an ad hoc Council Meeting. The EXCO normally deals with monthly compliance issues such as S71 reports as per the MFMA. Such issues are escalated as quarterly reports to the Council as it sits quarterly. Extended MANCO of the municipality participate in the EXCO meetings.

- **Troika:** The TROIKA is a meeting whose purpose is to ensure effective political management of the institution. The TROIKA is chaired by the Mayor. Members of the TOILKA include the Deputy Mayor, the Speaker and the Municipal Manager. The function of TROIKA includes:
    - Consider Council agenda;
    - Ensure items brought to Council are competent;
    - Facilitate for the political management of the Council meeting;
    - Ensure smooth running of the council; and
    - Facilitate a common understanding amongst the political offices on items before council.

  Nongoma LM Troika sits fortnightly. Discussions and agenda for Troika is determined by discussions at Extended Manco.

Municipal Public Accounts Committee (MPAC): The MPAC is chaired by an EFF PR Councilor and it sits quarterly. The committee is functional. Municipal Top MANCO participates in the committee; so it the chairperson for Audit/Performance Committee. The mayor also participates in the committee. The following are the members of the committee:

- Cllr. MN Mkhwanazi: Chairperson
- Cllr. Z.M Sithole: Member
- Cllr. S. Nxumalo: Member
- Cllr. J.J Dlamini: Member

- Cllr. N.B. Nhleko: Member
- Cllr. M.S. Hadebe: Member

Audit/Performance Committee: The municipality has a functional Audit/Performance Committee. A resolution has been taken that only senior managers and IDP/PMS Manager should participate in the audit/performance committee. Other line managers would only attend upon invitation. The following are the members of the committee:

- Mr. BEM Khuzwayo - Chairperson
- Mr. A Nxumalo - Member
- Mr. PDJ Dzanube - Member
- Mr. U Botshiwe - Member
- Ms. SP Dlungwane - Member

The objective of the committee is to assist the Executive Committee with its responsibility of safeguarding, maintaining effective and efficient internal controls, reviewing financial information and overseeing the preparation of the annual financial statements.

The committee operates in accordance with terms of reference authorized by the Council and the auditors have unrestricted access to the committee members.

Internal audit: The Internal Audit Unit has seen a resignation of 2 officials including the Manager: Internal Audit; thus, rendering the Unit dysfunctional. In order to address the vacuum, the municipality has employed a service provider to conduct Internal Audit functions while it seeks to fill the vacant posts within the unit.

The service provider, as value add function, has prepared a risk-based internal audit plan and determine whether controls in place are adequate and effective to mitigate any risks that may threatened achievement of strategic and operational objectives. It has also review adequacy and effectiveness of internal controls.

It also ensures monitoring of compliance by means of checklist and report to any issues of non-compliance to the governance structures on the regular basis. i.e monthly to Manco and quarterly to Audit Committee.

The internal audit covered the following:

- Loss Control – Follow Up Review
- Receipting and Banking – Follow Up Review
- Human Resources and Payroll – Follow Up Review
- Asset Management – Follow Up Review
- Review of Revenue
- Review of Purchases and Payables
- Review of Division of Revenue Act (DoRA)
- Review of Tenders and Contracts

Portfolio Committees: The political structure has been outlined in Section 3.4.1 of this document. It is indicated in that section that member of the Municipal EXCO which comprises of the Mayor, Deputy, the Speaker, and an additional 6 councilors are tasked with a political oversight role upon which they chair various Portfolio Committees. The portfolio committees for Nongoma municipality, their functionality are herein outlined:

Portfolio Committee	Chairperson of the Committee	Functionality
Corporate Services	Cllr. SA Hlongwane	Functional
Finance Department	Cllr M.A. Mncwango	Functional
Community Services	Cllr. AN Xulu	Functional
Planning & Infrastructure Development	Cllr. AN Ndabandaba	Functional

3.7.1.8. FUNCTIONALITY OF MANAGEMENT STRUCTURES

There are 2 main Management structures in the municipality, i.e:

- Management Committee (MANCO) which comprises of the Heads of Departments, and also the IDP/PMS Manager and Internal Audit Manager. The committee is functional and sits every week on a Monday. The Committee is chaired by the Municipal Manager.
- Extended Management Committee (MANCO) which comprises of the Heads of Departments and all line Managers (including Assistant Managers) sits every Monday or Wednesday. This Committee is also chaired by the Municipal Manager.

1. IDP STEERING COMMITTEE

As a requirement towards the development/review of the IDP; an IDP Steering Committee must be formulated. Membership of the Nongoma IDP Steering Committee includes Senior and Middle management. The committee is functional since it draws it functionality from bi-weekly sitting of the Extended MANCO. One extended MANCO meeting in a month is translated into an IDP Steering Committee meeting whereby all IDP-related matters are discussed.

Nongoma top MANCO (Senior Management) serves as a technical team responsible for various functions which include the following among others, the development and implementation of IDP process plan. The Municipal Manager is the chairperson of the IDP Steering Committee.

2. BID COMMITTEES

The work of the Bid Committees is influenced by the procurement plan. The municipal 2019/2020 Procurement plan is in plan and for it to be implemented, the bid committees must be functional.

- Bid Specification Committee: The committee is functional and is composed of the following members:
  - Chairperson: SCM Accountant
  - 1st Civil Technician
  - 2nd Civil Technician
  - Manager: LED/Tourism
- Bid Evaluation Committee: The committee is functional and is made up of the following members:
  - Chairperson: Manager: Expenditure

- HR Manager;
- Manager: Budget
- Assets
- Manager: PMU

- Bid Adjudication Committee: The committee is functional and is made up of the following members:
  - Chairperson: CFO;
  - HOD: Corporate;
  - Disaster, Protection & Community Services;
  - Acting HOD: Technical Services
  - Supply Chain Manager

All the above-indicated members of the Bid Committees have been officially appointed to serve in the Bid Committees for the duration of the 2020/2021 FY.

3. RISK MANAGEMENT COMMITTEE

In 2019/2020 FY Nongoma municipality established its Risk Management Committee. The risk management Committee was established in the 1st quarter of the 2019/2020 FY. The committee is responsible for ensuring identified risks are monitored and appropriate measures are devised and implemented to manage such risks. The committee substantially performed all the functions assigned to it in terms of section 62(1D) of the Municipal Finance Management Act) Act No. 56 of 2003).

Initially the committee was assisted by the Manager Office of MM who had been tasked ensuring that function of Risk Management was properly executed, so as to provide reasonable assurance that the institution will be successful in achieving its goals and objectives.

The municipality has since appointed a Manager: Risk and Compliance. Among the responsibilities; the official is responsible for coordination identifying, evaluating and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Municipality. Thus, reducing materialized risks to acceptable levels, as well as maximizing opportunities available to the organization.

The Committee is composed of all Senior Managers and 1 Audit Committee Member as a chairperson. It is accountable to the Audit Committee and EXCO, and it also assists the Council with risk governance responsibilities. The objectives of the Nongoma Risk Management Committee include the following:

- Ensuring Nongoma municipality maintains an effective policy and process of risk management that will enhance its ability to achieve strategic objectives.
- Ensuring that Nongoma municipality monitor and respond appropriately to the organisational key risks

The committee is functional and has seen the review of the following policies:

- Risk Management Policies
- Risk Management Operational Plan
- Risk Management & Policy Strategy
- Anti-Fraud & Corruption Policy and Strategy

In the 2020/2021 FY, the committee has achieved the following:

- Held successful meetings in every quarter of 2020/21
- Recommended the adoption of the reviewed Policies by Council

– Risk Management Committee Charter,
– Risk Management Policy,
– Risk Management Strategy,
– Fraud Prevention Policy,
– Anti-Fraud and Anti-Corruption Strategy
– Fraud Prevention Strategy and Plan

- Approved the Operational Risk Register that informed the Risk-Based Internal Audit Plan
- Reviewed the mid-year report on the implementation of Operational Risk Management Action Plans and subsequently reported to Audit Committee
- Advised the Accounting Officer on the need for the Gifts, Donations and Sponsorships Policy and subsequent recording of all Gifts to the Municipal Gift Register.
- RMC approved the Fraud Risk Register following a successful Fraud Risk Survey, Fraud Risk Training for Councillors, Management and Officials as well as Fraud Risk Assessment
- RMC approved ICT Risk Register following a successful ICT Risk Assessment
- RMC approved the Strategic Risk Register following a successful Strategic Risk Assessment

4. LOSS CONTROL MANAGEMENT COMMITTEE

The Loss Control Management Committee was established in the 2019/2020 FY. It comprises of the following members:

- CFO (Chairperson)
- HOD: Corporate Services (Deputy Chair)
- Manager: Expenditure
- Manager: Traffic & Protection Services
- Manager: Legal and Fleet
- Manager at the Office of the Municipal Manager

The committee considers and settles or repudiates claims for damages caused to the property of members of public arising against the municipality from time to time as well as consider and settle internal loss control issues as they arise.

5. COUNCIL-ADOPTED POLICIES AND BY-LAWS

Name of the Policy/Bylaw	Status	Date of Adoption
Employment Equity Plan	Available	31 March 2021
Induction Policy	Available	31 March 2021
Remuneration Policy	Available	31 March 2021
Acting Policy	Available	31 March 2021
Rental Housing Policy for Sec 56/57	Available	31 March 2021
Car Allowance Policy	Available	31 March 2021
Individual Performance Management System (IPMS) Policy	Available	31 March 2021
Recruitment and Selection	Available	31 March 2021
Occupational Health & Safety	Available	31 March 2021
Leave Policy	Available	31 March 2021
Training & Development	Available	31 March 2021
Employee Assistance Programme (EAP) policy	Available	31 March 2021
Political Office Bearers Fleet Management policy	Available	31 March 2021
Fleet Management Policy	Available	25 March 2020
ICT Account Management Policy	Available	30 August 2019
ICT Policy	Available	30 August 2019
ICT Security Policy	Available	30 August 2019
ICT Governance Policy	Available	30 August 2019
ICT Business Continuity Plan	Available	30 August 2019
Patch Management Policy	Available	30 August 2019
Change management Policy	Available	30 August 2019
Records Management Policy	Available	
Cash and bank policy	Available	28 May 2021
Property rates policy	Available	28 May 2021
Tariff policy	Available	28 May 2021
Credit control policy	Available	28 May 2021
Indigent support policy	Available	28 May 2021
Budget policy	Available	28 May 2021
Virement Policy	Available	28 May 2021
Asset Management policy	Available	28 May 2021
Petty Cash Policy	Available	28 May 2021
Expenditure Policy	Available	28 May 2021
Banking and Investment Policy	Available	28 May 2021
Fixed Assets Policy	Available	28 May 2021
Writing Off -Irrecoverable Debts Policy	Available	28 May 2021
Payroll Policy	Available	28 May 2021
SCM Policy, procedure, Delegations	Available	28 May 2021
UIFW Policy	Available	28 May 2021
Cost Containment Policy	Available	28 May 2021
Use of Consultants Policy	Available	28 May 2021
Traffic By-Laws	Available (due for review)	May 2018
Pound By-laws	Available (due for review)	July 2016
Indigent Pauper Burial Policy	Available	27 June 2019
Informal Economy By-laws	Available	27 June 2019
Penalty Payments Schedule	Available	27 June 2019
Nongoma Informal Trading Policy	Available	27 June 2019
Nongoma Informal Street Trading By-law	Available	27 June 2019
Ward Base Projects Project	Available	27 June 2019
Outdoor Advertising Policy	Available	27 June 2019
Communication Policy	Available	22 October 2020
Special Programmes Policy	Available	22 October 2020
COVID 19 Work plan and policy	Available	12 December 2020
Risk Management Policy	Available	12 December 2020
Fraud Prevention Policy	Available	12 December 2020

3.8.1. PUBLIC PARTICPATION

3.8.1.1. COMMUNICATION/PUBLIC PARTICIPATION STRATEGY
The municipality has both the Public Participation Strategy and Communication Strategy. These documents were adopted by the council in the 2020/2021 FY.

In line with the public participation strategy, the municipality has utilised various avenues of engaging communities and ensuring that they participate in the affairs of the municipality. Platforms such as ward-based meeting (monthly held), IDP-RF (Quarterly-held), IDP community meetings held in November, and IDP Road Shows were all conducted and provided an opportunity for the municipality to engage the community it serves.

3.8.1.2. STAKEHOLDERS ENGAGEMENT AND COMMUNITY PARTICIPATION IN THE IDP PROCESS
In terms of the Municipal Systems Act no 32 of 2000 section 16 (1) municipality must develop a culture of community participation in the preparation, implementation and review of its Integrated Development Plan (IDP). Subsection (c) stipulates that a municipality should use its resources and allocate budget for the purposes of implementing all provisions stipulated in section 16, which includes the IDP.

Community participation is enhanced through the IDP Representative Forums which sits quarterly. In the forum, communities are represented by their respective ward committee members. The IDP-RF becomes a platform within which ward issues are elevated into a municipal level among others, hence a link between the IDP-RF and Ward Committee meetings.

1. IDP REPRESENTATIVE FORUM
The Nongoma LM Integrated Development Plan (IDP) Representative Forum (hereafter referred to as the Rep forum) was established in terms of Section 15 of the *Local Government: Municipal Planning and Performance Regulations (No. 796, 24 August 2001)*.

The Rep forum is thus a consultative body made of various role-players having stake in the developmental imperatives of the municipality. The forum functions on a basis of broad consensus among its constituent membership.

The Rep forums were held as follows:

Quarter	Date	Venue
Q1	04 September 2020	NLM Council Chambers
Q2	None	N/A
Q3	None	N/A
Q4	17 June 2021	NLM Council Chambers

2. IDP CONSULTATIVE ENGAGEMENTS FOR 2021/2022 IDP
One of the mandates for Local Government is to give priority to the needs of the community. Communities are therefore given an opportunity to participate in the process of prioritizing their needs. Municipalities through the IDP/Budget process register the needs of its community and also set up programmes that would address these needs. Resources are then allocated to address needs that have been identified. The IDP/Budget Izimbizo for

Nongoma municipality were conducted as per Section 29(b)(I,ii,iii) of the Local Government: Municipal Systems Act, and Chapter 4 of the Municipal Systems Act of 2000; and were conducted as follows:

HOST WARD	CLUSTERED WARDS	VENUE	DATE	TIME
2	1,2,5	EMAGONSINI	21 OCTOBER	11:00
20	3,18,20	MOSCOW	22 OCTOBER	10:00
21	15,17,21	MANGAMHLOPHE	27 OCTOBER	10:00
7	6,7,8	KWANDONGANE	28 OCTOBER	10:00
19	19	MULTIPURPOSE HALL	29 OCTOBER	10:00
9	9,13,14	KWALINDIZWE	3 NOVEMBER	10:00
11	10,11,12	EMCIBILINDINI	4 NOVEMBER	10:00
4	4,16	EMBONJENI	5 NOVEMBER	10:00

During the IDP process, participation is implemented during the assessment and planning phase to help gather relevant data to define development challenges and to identify vulnerable groups, map out root causes, and set priorities in a form of IDP Public Consultation Meetings. The Municipality undergone Community needs analysis or assessment, this exercise is done to ensures that a participatory process is followed when planning the Municipal areas development which will further ensure a sense of ownership on the communities side as they will be part of the decision making process when it comes service delivery.

3. 2021/2022 IDP/BUDGET MEETINGS

The presidential Covid-19 announcement of the country's level 1 Lockdown had an impact of the implementation of the municipality's IDP process plan. The emphasis to prohibit a gathering of more than 500 people outdoors and 50% occupation capacity of the venue if it is indoors required an alternative approach towards conducting IDP-related community participation engagements.

While Nongoma municipality conducted its IDP/Budget roadshow via the local radio station (Nongoma FM) (14 May 2021) and KZN TV (19 May 2021); the session was also streamed live on the municipality's Facebook page. Other alternatives utilized by the municipality include the following:

- 21 IDP documents were disseminated to 21 wards Committees);
- 3 IDP documents were disseminated to 3 Traditional Councils;
- 2 IDP documents were place in the Nongoma Main library and uSuthu library;
- The IDP document was placed on the municipal website

4. STAKEHOLDERS ENGAGEMENT WITH TRADITIONAL COUNCIL/TRIBAL AUTHORITIES

Nongoma LM is made up of three (3) Traditional Councils of Nongoma are represented and participate in the Council:

- Ematheni Traditional Council,
- oSuthu Traditional Council, and

- Mandlakazi Traditional Council.

The Public Participation office through the office of the Speaker engaged the three TCs and on all the engagements there was an involvement of sector departments, such as Department of Home Affairs, SASSA, and Department of Social Development etc. The engagements with the Traditional Authorities were conducted as follows:

Traditional Council	Date	Venue
OSuthu TC	12 October 2020	Linduzulu Royal House
Mandlakazi TC	13 October 2020	Mandlakazi Traditional Court
EMatheni TC	14 October 2020	eMatheni Traditional Court

3.8.1.3. WARD COMMITTEE SYSTEM

Ward Committees have been established as per section 73 of the Local Government: Municipal Structures Act 117 of 1998 in all 21 wards of the municipality and they are functional. The ward committees meet on a monthly basis to discuss issues that affect the ward for onward submission to Council for consideration. This structure is developmental in nature and it serves as a vital communication link between the municipality and the community.

The Ward Committees are functional throughout the municipality. The ward Committee meetings are held on a monthly-basis and the municipality has a dedicated official whose responsibilities include ensuring functionality of the ward committees.

The functionality of ward committees has also been enhanced through the Back-2-Basics programme and is reported accordingly on quarterly B-2-B reporting engagements.

3.8.1.4. WARD-BASED PLANNING

The municipality through its Public participation Unit has embarked on ward-based plan development process to review its 21 ward-based plans. The municipality had initially received funding from COGTA to do its ward-based plans for the 2021/2022 FY. However the funding had to be recalled and redirected to covid-related responses. However, the municipality managed to conduct ward-based planning, thus compiling all 21 ward-based plans.

Through the ward-based planning process, the following prioritized ward-based developmental needs were identified:

1. PRIORITIZED WARD-BASED DEVELOPMENTAL NEEDS

WARD	THREE PRORITIZED NEEDS	WARD	THREE PRIORITIZED NEEDS
1.	Creche at Engwedleni Area	11.	RDP Houses at Ngolotsha Area
	Community Hall		Emcibilindini Creche
	Construction of Road in KwaMntengazi Area		Satelite Police Station
2.	Causeway in the kwaNdema Area	12.	Electricity in Nzama Area
	Access road from Gagwini to QwaQwa		Road from Ndlanzini to main Road
	Refurbishment of Emagonsini Sports Field		Ngwabi Community Hall
3.	Mduda causeway	13.	Community Hall
	Fencing of Graceyard		Renovation of Eqonqo SportsField
	Bhaqalwesizwe RDP Houses & Community Hall		Roofing of Creche
4.	Refurbishment of Nqokotho to Zinkanekisweni road	14.	kwaDayeni Tar Road
	Ezingadini causeway		kwaMmusi Sports Field
	RDP Houses		Water Pump
5.	Electricity for recently built houses	15.	RDP houses should be finalised (phase 1 and 2)
	Water Dams		Phenyane Community Hall
	Shelter for Community Meetings		Renovation of Kohlokolo to Makhalathini road
6.	Creche in KwaCwayisa Area	16.	Electrity infills at Maqhamsele opposite community Halls
	Electricity infills at Bazini Area		Renovation of Zinkanekisweni Road
	Repair of Water Pump at Emjika		RDP Houses
7.	Community Hall in Emphola Area	17.	Causeway in Bhuqwini(Dambula)
	Fencing of Water Well in Emagangeni		Refurbishment of Dlovuna and Thokazi road
	Causeway in Msunduze		Makhula Creche
8.	Ncemaneni Sports Ground	18.	Electricity infills at Emaye
	Ntshonono Creche		RDP Houses at Mzweni
	Buxdene to Ezimpisini Road		Road at Mshanelo Area
9.	Refurbishment of Access Roads in Lindizwe Area	19.	Fencing of Dutch Graveyard
	Electricity infills		Fencing along the River to assist in Crime Prevention
	RDP Houses at Ntabeniyecala		Refurbishment of road behind boxer, build it and old post office
10.	Causeway at Klolweni	20.	Community Hall at Magedlane
	Renovation of Ovukeni Sports Field		Refurbishment of Magomba road
	Electrification of Kwelibomvu and Dindela Area		Refurbishment of Access Roads at Manzimakhulu

			21.	Mangamhlophe Community Hall
				Electricity infills
				Holoba Causeway

3.8.1.5. BACK-TO-BASICS PROGRAMME

Back-To-Basics (B2B) Reporting: B2B reporting is two-folds, i.e. Quarterly reporting to Provincial COGTA and Monthly reporting to National COGTA. Both National and Provincial CoGTA departments require municipalities to report quarterly (KZN COGTA) and Monthly (National COGTA) on Back to Basics pillars.

KZN Provincial B2B reporting: Instead of the normal B2B report being required, COGTA used a different template that focused mainly on Performance Management System in municipalities. The Municipal Performance Management Assessment Tool had 16 questions focusing on issues such as the availability and functionality of Audit & Performance Audit Committee; Status of the Section 54/56 Managers 2019/2020 Quarter 3 Performance Review; the status of the PMS Policy and Framework review for the 2020/2021 financial year to mention just the few aspects.

Of the 16 questions/aspects, Nongoma municipality was compliant and therefore green on 13 aspects and red on 3. The 3 issues wherein the municipality was red relate to Internal Audit report, wherein the Internal Audit report could not be compiled and as such could not be tabled to the Audit Committee.

National B2B Monthly reporting: In the period over review, B2B reports for the months of March, April and May were compiled and submitted. The reports submitted were indicative of the functionality of the municipality in line with the 5 B2B pillars.

3.8.1.6. SWOT ANALYSIS: GOOD GOVERNANCE & PUBLIC PARTICPATION

STRENGHTS	**WEAKNESSES**
• Functional municipal Council and all council committees • Proactive participation in the District IGR structures	• Poor internal communication • Communication strategy not incorporated in the IDP • Inability to enforce bylaws, lack of capacity • Poor ICT management • Ward Committees have to remain functional.
OPPORTUNITIES	**THREATS**
• The Council has established a Monitoring and Evaluation Committee that seeks to evaluate the efficiency and functionality of all Stakeholders to ensure Good Governance and sound Service Delivery	• Culture of non-compliance with bylaws, and resistance • IGR and Good Governance in general are dependent on the support from various institutions and organs of state to ensure success.

3.9. COMBINED SWOT ANALYSIS

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	
Strengths • HR Policies in place. • Local Labour Forum Established. • Employment Equity Committee Established. • OHS Committee Established. • Draft HR Strategy in place. • The Organogram has been approved by Council for the current FY. • Critical positions field, e.g. Senior managers filled. • Disciplinary Collective agreement in place.	**Weaknesses** • HR Policies not reviewed. • Poor Implementation of EEA. • OHS Committee not functional • No office space for both staff & councillors. • Poor record keeping due to lack of office space and decentralization. • None existence of Municipal Code. • No budget allocated for community skills development projects; • Lack of sufficient working tools • Overstaffed • Compromised safety in the workplace • Lack of well-defined organizational culture
Opportunities • Set aside budget for implementation of Learnerships. • Cascading of PMS. • To generate own revenue; • To regain public trust.	**Threats** • Loss of information due to poor or decentralized record keeping possible loss of cases. • Loss of institutional memory • Poor performance
BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	
Strengths • Political stability • Most of critical posts are filled	**Weaknesses** • Lack of skills • Inadequate resources • Organogram
Opportunities • High possibility of development investments	**Threats** • Increment of poverty stricken people in Nongoma • Limited funds
FINANCIAL VIABILITY & MANAGEMENT	
Strengths • Financial Management Strategy in place and Implementation Plan thereof; • Financial Management Structure; • Financial Management Policies, Financial System Upgrade etc	**Weaknesses** • Capacity constraints within the department (i.e. relevant skills); • Inadequate understanding and interpretation of all financial reforms e.g. GRAP and Municipal Legislations etc; • Inadequate knowledge of expectations by independent assurance providers e.g. Auditor-General
Opportunities • Available continuous support from Provincial Treasury, National Treasury and COGTA	**Threats** • Government Grants dependency.
GOOD GOVERNANCE & PUBLIC PARTICIPATION	

Strengths • Functional municipal Council and all council committees • Proactive participation in the District IGR structures	**Weaknesses** • Poor internal communication • Communication strategy not incorporated in the IDP • Inability to enforce bylaws, lack of capacity • Poor ICT management
Opportunities • Meaningful participation to ceremonial events, i.e. Reed Dance • Young Manager whom are still energetic with prospect for growth • Stability in management • Implementation of Council resolution • Creation of inter-governmental relations	**Threats** • Political instability • Public unrest, i.e. strikes • Lack of crisis management plan
ECONOMIC & SOCIAL DEVELOPMENT	
Strengths • Productive agricultural regions especially in the South and North West part of the municipality • Thriving informal trade in Nongoma town as well as Mona Market • Decent tourism accommodation facilities • Thriving Trade and Financial sectors	**Weaknesses** • Fragmented Settlement patterns • Limited access to capital for Sustainable Economic Development Programmes • Lack of manufacturing industries • Constraint access to productive land • Lack of marketing tourism as a sector • Lack of investment opportunities • Limited information on Nongoma economic sectors • Inadequate Human capacity in enforcement of municipal by-laws • Inadequate of library infrastructure
Opportunities • Nongoma being the seat of the Zulu Kingdom • Big push investment market • Reasonably strong infrastructure linkages with Pongola and Richards bay • Subsistence farming which could be expanded to commercial • Relatively young population • Many residential settlement which provide opportunities for nodal development • Revenue enhancement through Establishment of Municipal Testing Centre	**Threats** • High rate of unemployment and poverty • Congested town centre & lack of parking space • trembling economy • shortage of skills and high level of illiteracy • Poor investor confidence (e.g. failure to get investors for offices) • Poor participation of youth and women in development programmes • Theft of livestock at pound. • Youth substance abuse • Lack of reasonably strong infrastructure linking uPhongolo and Richards Bay
CROSS-CUTTING ISSUES	
Strengths • SDF in place with identified areas of economic growth and population densification • Existing Urban development	**Weaknesses** • Changing climatic conditions • High poverty and unemployment levels • Overdependence on Government grants • High services backlog

framework (may need update) • Disaster risks map available with disaster management plan • Existing disaster unit, but supposed to be disaster centre. • Well trained staff	• Rural road infrastructure deficits • Environmental degradation
Opportunities • High demand of rental stock • Functional, able to take resolutions	**Threats** • Perception that government want to expropriate ITB land • Contestation of authority over Erf 5000 • Entrenched culture of impunity/disregard of law • Hilly terrain in town, resulting in limited land for expansion • Scattered settlements, making service delivery costly • Lightning and drought

3.10. KEY CHALLENGES

The key challenges faced by Nongoma municipality are indicated herein:

KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

- Haphazard compliance regarding Performance Management & Reporting
- High number of unskilled Workforce (Internal)
- Shortage of skills and high level of illiteracy
- Poor Implementation of Employment Equity
- Gender Imbalances in the municipal critical positions (Senior Manager)
- Poor implementation of ICT Framework

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

- Limited Funding to address non-infrastructure and infrastructure projects
- Aged/Aging infrastructure: Rural road infrastructure deficit
- Majority of Access roads requires maintenance
- Housing backlogs
- Inability to extend to extend Waste Refusal collection services

KPA 3: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT

- High rate of unemployment, joblessness and poverty
- Poor investor confidence and lack of investment promotion initiatives
- Mainstreaming and Integration of special programmes to assist vulnerable groups: Poor participation of youth and women in development programmes
- Prevalence of HIV / AIDS pandemic
- Social Cohesion, and Youth Development
- High incidence of Crime Rates e.g. Theft of livestock, Women & Gender-based abuse
- Very limited recreational facilities

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

- Revenue Collection
- Cash flow management.

- Overdependence on Government Grants
- AG Finding: Payment to suppliers not made within 30 days.
- Legislative compliant and institutional accountability
- Invalid deviations from supply chain processes
- Legislative compliant and institutional accountability

KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Poor involvement of communities in the municipal planning processes, characterised by poor institutional accountability

KPA 6: CROSS-CUTTING ISSUES

- Credible Integrated Development Planning
- Congested town centre & lack of parking space
- Spatial Equity
- Uncoordinated land-Use
- Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation
- Environment degradation: Poor environmental Management
- Absence of Environmental Management tools.

4. SECTION D: DEVELOPMENT GOALS AND OBJECTIVES

A strategic planning session was held on the 24th to the 26th of March 2021 at Natal Spa, Paulpietersburg. The purpose of the strategic planning session was as follows:

- To review service delivery mandate of Nongoma Local Municipality that will inform the Reviewed 2021/2022 IDP & Budget;
- To review the Municipality's mission, vision, strategic objectives and organogram in line with reviewed government priorities as contained in the NDP, PGDP and DGDP; State of the Nation Address; State of the Province Address, and other various applicable policy directives;
- To create a platform for the necessary culture of organizational Teamwork; Integration; and alignment across the Municipal machinery
- To review service delivery mandate of Nongoma Local Municipality that will inform the Reviewed 2021/2022 IDP & Budget;
- To review the Municipality's mission, vision, strategic objectives and organogram in line with reviewed government priorities as contained in the NDP, PGDP and DGDP; State of the Nation Address; State of the Province Address, and other various applicable policy directives;
- To create a platform for the necessary culture of organizational Teamwork; Integration; and alignment across the Municipal machinery

The following information is a reflection on reviewed Vision, Mission, Values, Strategic Priorities and Strategic Objectives:

4.1. VISION FOR NONGOMA LOCAL MUNICIPALITY

VISION:

“TO BE A CARING AND RESPONSIVE MUNICIPALITY, GUIDED BY UBUNTU-BOTHO”

Nongoma being the seat to the Zulu King shall have a noble living space depictive of the king’s equal provision of royal treatment to all of his subjects. By 2030 Nongoma should have adequate, **environmentally sustainable** and top quality **basic infrastructure and services** equally distributed to all citizens. **Human development** opportunities will be easily accessible and there shall be **job opportunities** for the employable. The people shall be **healthy, safe** and **celebrating their arts, culture and heritage**.

4.2. MISSION STATEMENT

INSPIRED BY THE PHILOSOPHY OF UKUZAKHA NOKUZENZELA, WE WILL PROVIDE TIMEOUS AND SUSTAINABLE SERVICES

MUNICIPAL GOALS

- Improve institutional efficiency and effectiveness
- Improve financial viability and sustainability
- Responsive, transparent, participatory and accountable municipal governance
- Improved basic service delivery and infrastructure development
- Improved inclusive economic growth and community development
- Improved spatial equity and environmental sustainability

4.3. VALUES

In pursuing the above-mentioned vision and mission Nongoma Local Municipality is committed to upholding the following core values inspired by the Nongoma area of jurisdiction being a **ZULU CROWN**:

Z = Zeal / ugqozi
U = unity / ubunye
L = love / uthando
U = Ubuntu
C = communication / ukuxhumana
R = respect / inhlonipho
O = openness / ukuvuleleka
W = wellness / inhlalakahle
N = nobility / ubukhosi

4.4 PRIORITIES

The following are the key priority areas of Nongoma Local Municipality:

1. Poverty Alleviation
2. Food Security
3. Skills Development
4. Revenue enhancement
5. Spatial planning and development.
6. Good Governance and Clean Administration.

4.5. KEY OUTCOMES FOR THE NONGOMA LOCAL MUNICIPALITY

1. Eradication of poverty through food security and job creation
2. Unlock economic sectors within the municipality that have potential for growth and attraction of potential investors
3. Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives and Emerging Contractors
4. Social development (youth, women, senior citizens, people living with disability) in sports, in the economy and skills development.
5. Embrace the principles of good corporate governance and accountable and disciplined administration.
6. Health and safety for all residents of Nongoma
7. Efficient and effective spatial planning and development, and disaster management
8. Efficient and effective safeguarding and proper management of municipal assets
9. Effective and efficient communication within the institution, and to all stakeholders including community in line with Batho Pele principles
10. Practice sound, fraud and corrupt-free financial management practices for long-term sustainability of the municipality.

4.6. STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS

The following section reflects strategic objective, strategies and targets.

A. Municipal Transformation and Institutional Development					
GOAL	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
Improved institutional efficiency and effectiveness	**A1. To ensure implementation of functional performance management**	**A1.1. Development and Implementation of Performance Management System (PMS)**	**A1.1.1**	Date of approval 2022/2023 Performance Management Policy Framework to Council	Council-approved Performance Management Policy Framework tabled to Council by 30 June 2022
			A 1.1.2	Date of approval the 2022/2023 Organisational SDBIP for approval	Council-approved 2022/2023 Organisational SDBIP by 30 June 2022
			A1.1.3	Number of S54/S56 Performance Assessment Reviews conducted	2 Performance Assessment Reviews conducted by 30 June 2022
			A 1.1.4	Number of quarterly Organisational SDBIP reports tabled to council	4 Quarterly Organisational SDBIP reports tabled to council by 30 June 2022
		A1.2. Ensure cascading of Performance Management System (PMS) to all municipal officials	**A1.2.1**	% of municipal officials with signed Performance plans	100% of municipal officials to have signed their performance plans by 30 September 2021
Human Resource Management & Development	**A2. To provide and promote institutional and organisational development and capacity building**	**A2.1. Review and Implementation and monitoring of Human Resources Strategy**	**A 2.1.1**	Date of adoption of Nongoma Human Resource Strategy	Nongoma Human Resource Strategy adopted by Council by 30 June 2022
			A 2.1.2	Number of HRD Strategy Functionality assessment tabled to Council	2 HRD Strategy Functionality Assessment reports tabled to Council by 30 June 2022
		A2.2. Review and implementation of Workplace Skills Plan	**A2.2.1**	Date of submission of Nongoma Workplace Skills Plan to LGSETA	Nongoma Workplace Skills Plan submitted to LGSETA by 30 April 2022
			A2.2.2	Percentage of budget spent on implementing WSP	100% of Municipality's budget allocated for WSP spent on implementation by 30 June 2022

		A2.3. Review and implementation of Employment Equity Plan	**A2.3.1**	Date of submission of Nongoma Employment Equity Report to Department of Labour	Nongoma Employment Equity Report submitted to Department of Labour by 15 January 2022
Information Communication Technology (ITC)	**A3. To ensure an improved Information, Communication Technology (ICT) System in the municipality**	**A3.1. Develop Implement and monitor ICT Governance Framework**	**A3.1.1**	Number of ICT Framework functionality assessment reports tabled to EXCO	2 ICT Framework functionality assessment reports tabled to EXCO by 30 June 2022
			A3.1.2	Number of ICT Steering Committee meetings conducted	4 ICT Steering Committee meetings conducted by 30 June 2022
B. Basic Service Delivery and Infrastructure Development					
GOAL	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
Improved basic service delivery and infrastructural development and Social facilities	**B1. To provide high quality infrastructure network to support improved quality of life and economic growth**	**B1.1. Monitor implementation and expenditure on MIG-funded projects**	**B1.1.1**	% Completion of Storm Water in Town	100% completion Storm Water in Town by 30 September 2021
			B1.1.2	% Completion of White City Road Phase 1	100% completion White City Road Phase 1 by 30 September 2021
			B1.1.3	% Completion of Deleni Road	100% completion Deleni Road Phase 1 by 30 June 2022
			B1.1.4	% Completion of Red Hill Road	100% completion of Red Hill Road by 30 June 2022
			B1.1.5	% Installation of Town streetlights Phase 1	100% completion of Town Street lights by 30 June 2022
			B1.1.6	% Completion of Nongoma Black Top Phase 1	100% completion Nongoma Black Top Phase 1 by 30 June 2022
			B1.1.7	% Completion of Ezimpakaneni Community Hall	100% Completion of Ezimpakaneni Community Hall by 30 June 2022
		B1.2. Monitor implementation and expenditure on INEP-funded projects	**B1.2.1**	% Completion of Mcakwini Electrification-Phase 3	100% Completion of Mcakwini Electrification-Phase 3 by 30 June 2022
			B1.2.2	% Completion of Ebuhleni electrification phase 3	100 % Completion of Ebuhleni electrification phase 3

			B1.2.3	% Completion of Mandlakazi Electrification Extension 1	100% completion of Mandlakazi Electrification Extension 1 Project by 30 June 2022
			B1.2.4	% Completion of Mandlakazi Electrification extension 2	100% completion of Mandlakazi Electrification extension 2 Project by 30 June 2022
			B1.2.5	% Completion of Dabhasi Electrification Project	100% completion of Dabhasi Electrification Project by 30 June 2022
			B1.2.6	% Completion of Matheni Electrification Extension Project	100% completion of Matheni Electrification Extension Project by 30 June 2022
			B1.2.7	% Completion of Usuthu extension Project	100% completion of Usuthu Extension Electrification Project by 30 June 2022
	B2. Ensure continuous operations and maintenance of the existing infrastructure to ensure functionality	**B2.1. Monitor the Implementation of the Municipal Consolidated Infrastructure Plan**	**B2.1.1**	Number of report on the Implementation of the Municipal Consolidated Infrastructure Plan tabled to EXCO	2 reports on the Implementation of the Municipal Consolidated Infrastructure Plan tabled to EXCO by 30 June 2022
		B2.2. Monitor the Implementation of Operations and Maintenance Plan	**B2.2.1**	Number of Operations & Maintenance reports tabled to EXCO	2 Operations & Maintenance reports tabled to EXCO by 30 June 2022
	B3. Improving sustainable human settlement	**B3.1. Monitor the implementation of Human Settlement projects in Nongoma municipality**	**B3.1.1**	Number of reports on the implementation of Human Settlement projects, tabled to EXCO	2 reports on the implementation of Human Settlement projects, tabled to Council by 30 June 2022
	B4. Improved basic service delivery, infrastructure development and social facilities	**B4.1. Provision of access to refuse removal**	**B4.1.1**	Number of households with access to refuse removal	540 households with access to refuse removal by 30 June 2022

C. Local Economic Development & Social Development

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Improved inclusive	C1. To create an enabling environment for economic	**C.1.1 Develop and promote Tourism potential of**	**C1.1.1**	Date of transfer of the Grant Fund to Nongoma	Grant Transfer to Nongoma Community Tourism Organisation (CTO) by 30

economic growth and community development	growth and job creation	**Nongoma municipality**		Community Tourism Organisation (CTO)	September 2021
		C.1.2 Implement LED Strategy	**C1.2.1**	Number of reports on the implementation of the LED Strategy tabled to EXCO	2 reports on the implementation of LED strategy tabled to EXCO by 30 June 2022
		C1.3. Promote job creation	**C1.3.1**	Number of jobs created through Expanded Public Works programme (EPWP)	335 job opportunities created through Expanded Public Works programme (EPWP) by 30 June 2022
	C2. To improve the quality of lives for people within Nongoma municipality	**C2.1. Develop, Implement and monitor special programmes**	**C2.1.1**	Date of conducting Children & Elderly Event	Children & Elderly event conducted by 31 Dec 2021
			C2.1.2	Number of Disability Forum conducted	2 Disability Forums conducted by 30 June 2022
			C2.1.3	Number of Women Council meetings conducted	2 Women Council meetings conducted by 30 June 2022
			C2.1.4	Number of LAC/OSS meetings conducted	4 LAC/OSS meetings conducted by 30 June 2022
		C2.2. Develop, implement and monitor poverty alleviation programmes	**C2.2.1**	Number of poverty alleviation projects implemented	21 poverty alleviation projects implemented by 30 June 2022
		C2.3. Promote healthy and safety environment	**C2.3.1**	Number of Road Safety Campaigns conducted	2 road safety campaigns conducted by 30 June 2022
			C2.3.2	Number of Occupational Health & Safety Campaigns conducted	2 Health & Safety Campaigns conducted by 30 June 2022
			C2.3.3	Number of Arts & Culture programmes conducted	2 Arts & Culture programmes conducted by 30 June 2022
		C2.4 Promote and enhance culture of learning among children & youth	**C2.4.1**	Number of Youth beneficiaries awarded with Mayoral Tertiary institution registration fee	20 beneficiaries awarded with Mayoral Tertiary Registration fee by 31 March 2022
			C2.4.2	Date of payment of the annual fee for the 5 beneficiaries of Nongoma Mayoral Full bursary scheme	Payment of the annual fee for the 5 beneficiaries of Nongoma Mayoral Full bursary scheme processed by 31 March 2022
			C2.4.3	Date of conducting	Nongoma Mayoral Excellence Award

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
				Nongoma Mayoral Matric Excellence Award Ceremony	Ceremony conducted by 31 March 2022
			C2.4.4	Number of youth beneficiaries provided with Drivers' Licence assistance	10 youth beneficiaries provided with drivers licence assistance by 30 June 2022
D. Financial Viability and Management					
GOAL	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
Improved Financial viability and sustainability	D1.To ensure sound financial viability and management	**D1.1. Implementation of revenue enhancement strategy**	**D1.1.1**	Number of policies tabled to Council in compliance with MFMA Section 64(2)(a)	3 policies tabled to Council for approval by 31 May 2022
			D1.1.2	Ratio in compliance with MFMA Section 64(2)(a)	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent throughout the 2021/2022 FY
			D1.1.3	Ratio in compliance with MFMA Section 65(2)(e)	More than 1 Debt coverage Ratio maintained throughout the 2021/2022 FY
		D1.2. Develop, implement and monitor standard operating procedures related to expenditure management	**D1.2.1**	Date of compliance with MFMA Section 65(2)(c)	Cash and Accounts Payable Management Policy approved by Council by 31 May 2022
			D1.2.2	Ratio compliance with MFMA Section 65(2)(e)	More than 1 Cost Coverage Ratio maintained throughout the 2021/2022 FY
		D1.3. Develop a credible budget and report in accordance with the provisions of the MFMA	**D1.3.1**	Date of adoption of Budget	2022/2023 MTREF adopted by Council by 31 May 2022
			D1.3.2	Number of reports submitted to Mayor in compliance with MFMA Sec.71	12 MFMA Sec.71 reports submitted to Mayor by 30 June 2022
			D1.3.3	Number of reports tabled to council, in compliance with MFMA Sec.52(d) & 66	4 of MFMA Sec.52(d) & 66 reports tabled to council by 30 June 2022
			D1.3.4	Date of submission of the Nongoma Mid-year budget and performance	Nongoma Mid-year Budget and Performance Assessment report submitted to the Mayor by 25 January

				assessment report to the Mayor	2022
		D1.4. Effective Implementation of Supply Chain Management Regulations	**D1.4.1**	Number of reports on the implementation of Supply Chain Management Policy, tabled to EXCO by 30 June 2022	4 reports on the implementation of Supply Chain Management Policy, submitted to EXCO by 30 June 2022
			D1.4.2	Number of reports tabled to council in compliance with MFMA Sec.116(2)(d)	4 MFMA Sec.116 (2)(d) reports tabled to council by 30 June 2022
		D1.5. Monitor implementation of audit action plan on regular basis	**D1.5.1**	Percentage compliance with MFMA Section 131(1)	100% of 2019/2020 Auditor General Findings raised against the municipality resolved by 30 Nov 2021
		D1.6. Monitor spending on conditional grants	**D1.6.1**	Percentage compliance with DORA Section 21 - Unspent Conditional Grants	100% of MIG grant cash backed throughout 2021/2022 financial year.
		D1.7. 2020/2021 Budget implementation	**D1.7.1**	Percentage compliance with MFMA Section 69(1)(a)	Maintain > 95% spending on operating Adjusted budget by 30 June 2022
			D.1.7.2	Percentage compliance with MFMA Section 69(1)(b)	Maintain >95% implementation of Service Charges Revenue Budget evenly throughout 2021/2022 financial year.
	D2. Effectively Implement asset management regulation	**D2.1. Implementation, monitoring and adherence to asset management policies and regulations.**	**D2.1.1**	Number of Asset Management reports submitted to Accounting Officer	2 Asset Management reports submitted to the Accounting Officer by 30 June 2022
E. Good Governance & Public Participation					
GOAL	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
Responsive, Transparent participatory and accountable	**E1. To integrate Risk Management, Compliance processes into the performance management**	**E1.1. Development and monitor Risk Management register in line with the municipal strategic**	**E1.1.1**	Number of Risk Management Reports submitted to Accounting Officer	2 Risk Management Reports submitted to Accounting Officer by 30 June 2022

municipal governance	**system of the organisation.**	**document (IDP) implementation**	**E1.1.2**	Number of Risk Management Committee meetings held	4 Risk Management Committee meetings held by 30 June 2022
	E2. To ensure Institutional accountability and transparency	**E2.1. Implementation of internal audit systems**	**E2.1.1**	Number of Audit Action Plan reports tabled to Audit Committee	4 Audit Action reports tabled to the Audit Committee by 30 June 2022
		E2.2. Implementation of Back to Basics Action Plan	**E2.2.1**	Number of Circular 88 indicators reports submitted to COGTA	4 Circular 88 indicators reports submitted to COGTA to COGTA by 30 June 2022
		E2.3. Ensure Complaint Reporting and Publication	**E2.3.1**	Date of publication of 2022/2023 Annual Budget & IDP	2022/2023 FY Annual Budget & IDP publicised by 30 June 2022
	E3. To promote effective public participation in the affairs of the municipality	**E3.1. implementation Public Participation Framework**	**E3.1.1**	Number of reports on the implementation of Public Participation Framework submitted to the Accounting Officer	2 reports on the implementation of Public Participation Framework submitted to the Accounting Officer by 30 June 2022
		E3.2. Implementation of the Communication Strategy	**E3.2.1**	Number of reports on the implementation of Communication Strategy submitted to the Accounting Officer	2 reports on the implementation of Communication strategy submitted to the Accounting Officer by 30 June 2022
		E3.3. Strengthening the functionality of ward	**E3.3.1**	Number of Ward Committee Functionality reports submitted to the Accounting Officer	2 Ward Committee Functionality reports submitted to the Accounting Officer by 30 June 2022
			E3.3.2	Date of Development of Nongoma Ward-Based Plans	Nongoma Ward-Based plans developed by 31 March 2022

F. Cross-cutting Issues					
GOAL	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
Improve spatial equity and environmental	**F1. To provide strategic planning support across the organization, i.e. IDP**	**F1.1. Development of a credible Integrated Development Planning (IDP)**	**F1.1**	Date of adopting the 2022/2023 IDP Process plan	Council-adopted 2022/2023 IDP Process Plan by 31 August 2021

sustainability			**F1.2**	Date of adopting of an 2022/2023 IDP document	Council-adopted 2022/2023 IDP by 30 June 2022
	F2. To promote a functionally structured urban and rural spatial development pattern guided by identified nodes and corridors through an effective land use management system	**F2.1 Implementation and Enforcement of SPLUMA-related programmes**	**F2.1.1**	Number of SPLUMA applications reports tabled to Joint Municipal Planning Tribunal(JMPT)	2 SPLUMA applications reports tabled to JMPT by 30 June 2022
		F2.2 Maintain and improve the environmental integrity of Nongoma municipal area of jurisdiction	**F2.2.1**	Date of adoption of Environmental Management Tools (Climate Change Response Plan and SEA)	Environmental Management Tools (Climate Change Response Plan and SEA) adopted by the council by 30 September 2021
	F3. To ensure functional and responsive Disaster Management services	**F3.1. Implementation of Disaster Management Plan**	**F3.1.1**	Number of reports on the implementation of Disaster Management Plan tabled to Council	2 reports on Disaster Management Plan implementation tabled to council by 30 June 2022

5. SECTION E: SPATIAL STRATEGIC INTERVENTION

5.1. STRATEGIC MAPPING

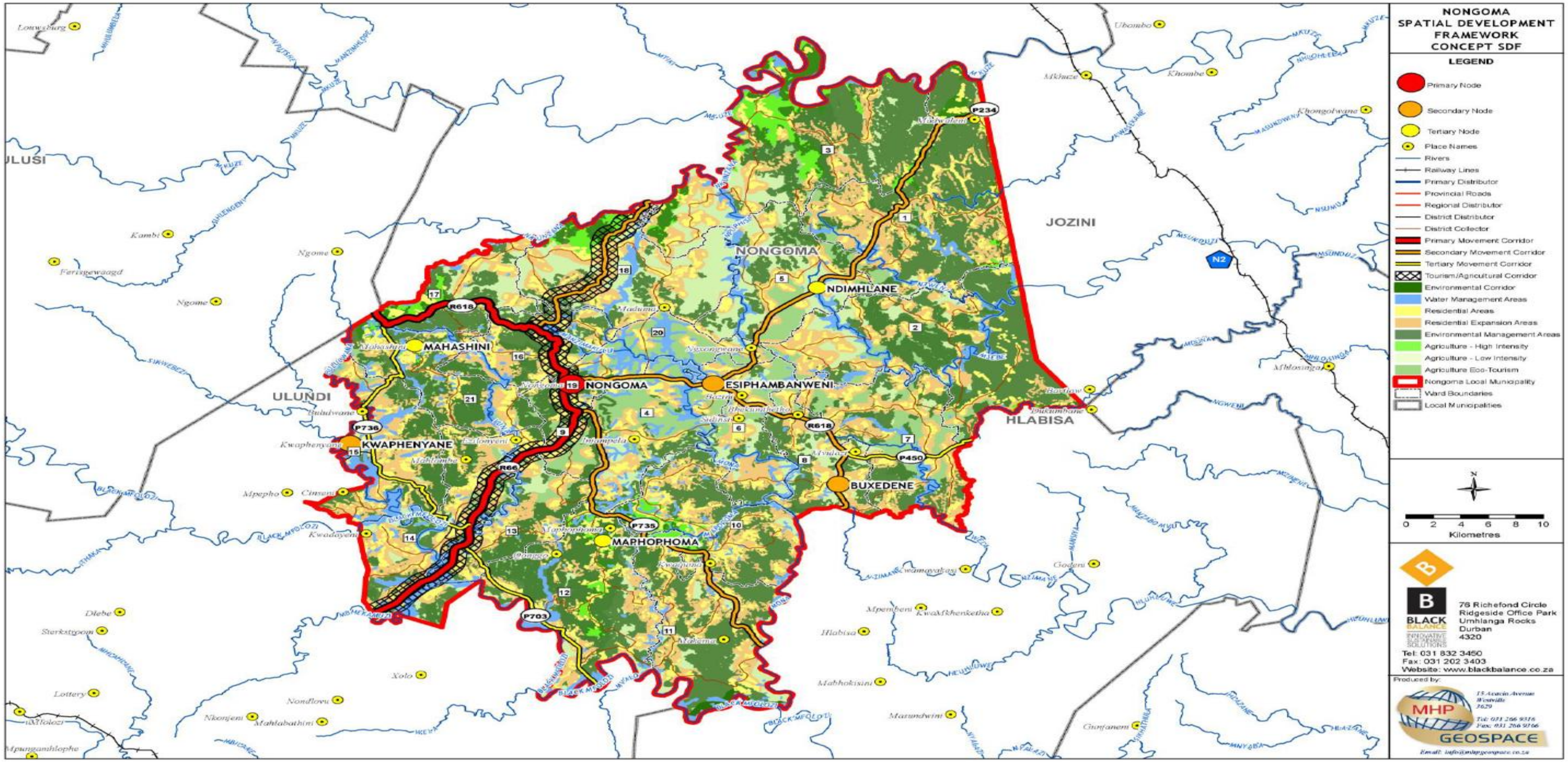
The Municipality is currently reviewing its Spatial Development Framework and has identified nodes and corridors within which specified development should take place. Upon the completion of the SDF, a Corridor Master Plan will be developed. The Corridor Master Plan will help unpack developmental activities along identified activities. The Master plan will also be central to other municipal sector plans such as LED/Tourism Strategy, Agriculture Sector Plan etc.

- **PRIMARY NODE**
  - **Nongoma Town**: the main commercial and service node servicing the entire municipality

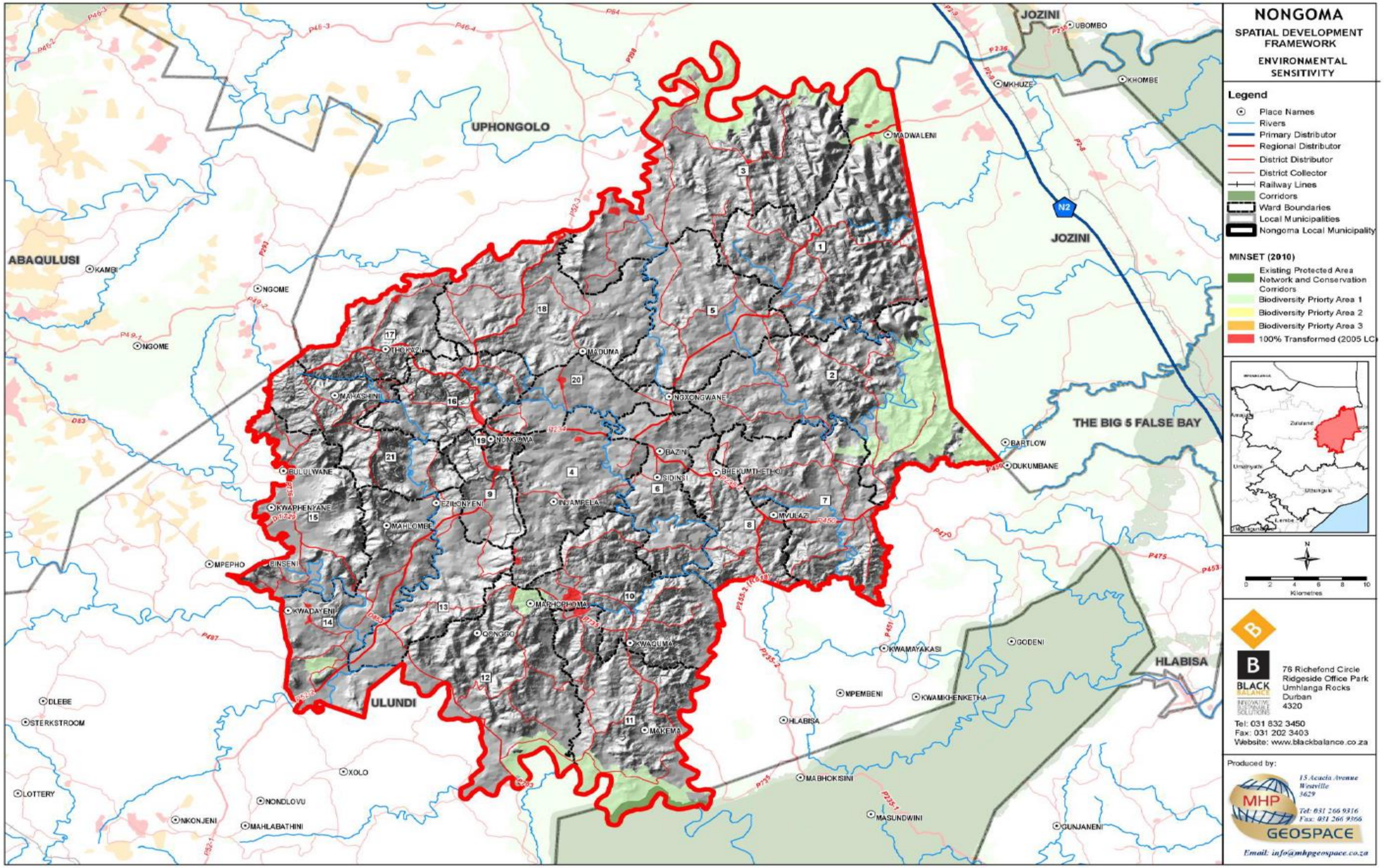
- **SECONDARY NODES**
  - **Buxedene:** service node with economic opportunity (proposed mall, pautry project)
  - **Enyokeni Cultural Hub**: economic node through cultural activities and social services
  - **Esiphambanweni/Mona:** monthly open market, with few full-time traders

- **TERTIARY (SERVICE) NODES**
  - Maphophoma
  - KwaPhenyane
  - Ndimhlane
  - KwaPhenyane
  - Mahhashini

Map 28: Nongoma municipality's Desired Spatial Outcomes

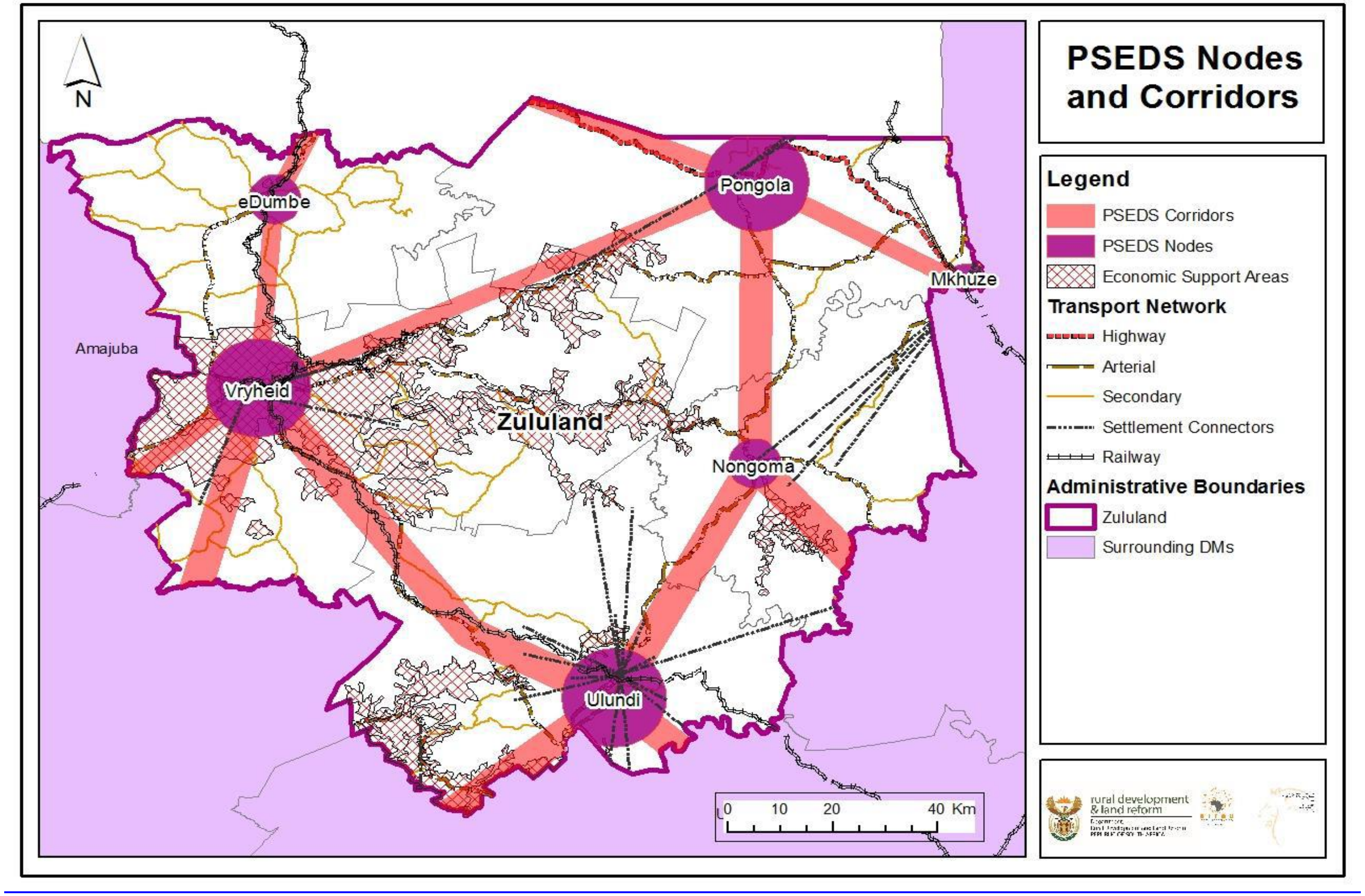


Source:NLM ,SDF (Black balance)


NONGOMA
SPATIAL DEVELOPMENT FRAMEWORK
ENVIRONMENTAL SENSITIVITY
Legend
Place Names
Rivers
Primary Distributor
Regional Distributor
District Distributor
District Collector
Railway Lines
Corridors
Ward Boundaries
Local Municipalities
Nongoma Local Municipality
MINSET (2010)
Existing Protected Area Network and Conservation Corridors
Biodiversity Priorty Area 1
Biodiversity Priorty Area 2
Biodiversity Priorty Area 3
100% Transformed (2005 LC)
Kilometres
78 Richefond Circle
Ridgeside Office Park
Umhlanga Rocks
Durban
4320
Tel: 031 832 3450
Fax: 031 202 3403
Website: www.blackbalance.co.za
Produced by:
MHP GEOSPACE
15 Acacia Avenue
Westville
3629
Tel: 031 266 9316
Fax: 031 266 9366
Email: info@mhpgeospace.co.za
UPHONGOLO
ABAQULUSI
JOZINI
THE BIG 5 FALSE BAY
HLABISA
ULUNDI
NONGOMA
MADUMA
NGXONGWANE
BAZINI
SIDINSI
BHEKUMTHETHO
MVULAZI
INJAMPELA
EZILONYENI
MAHLOMBE
MAHASHINI
THOKAZI
BULULWANE
KWAPHENYANE
EMSENI
KWADAYENI
MAPHOPHOMA
KWAQUMA
MAKEMA
MADWALENI
BARTLOW
DUKUMBANE
KWAMAYAKASI
MPEMBENI
KWAMKHENKETHA
HLABISA
MABHOKSINI
MASUNDWINI
GODENI
GUNJANENI
MKHUZE
KHOMBE
UBOMBO
NGOME
KAMBI
MPEPHO
DLEBE
STERKSTROOM
LOTTERY
XOLO
NONDLOVU
NKONJENI
MAHLABATHINI

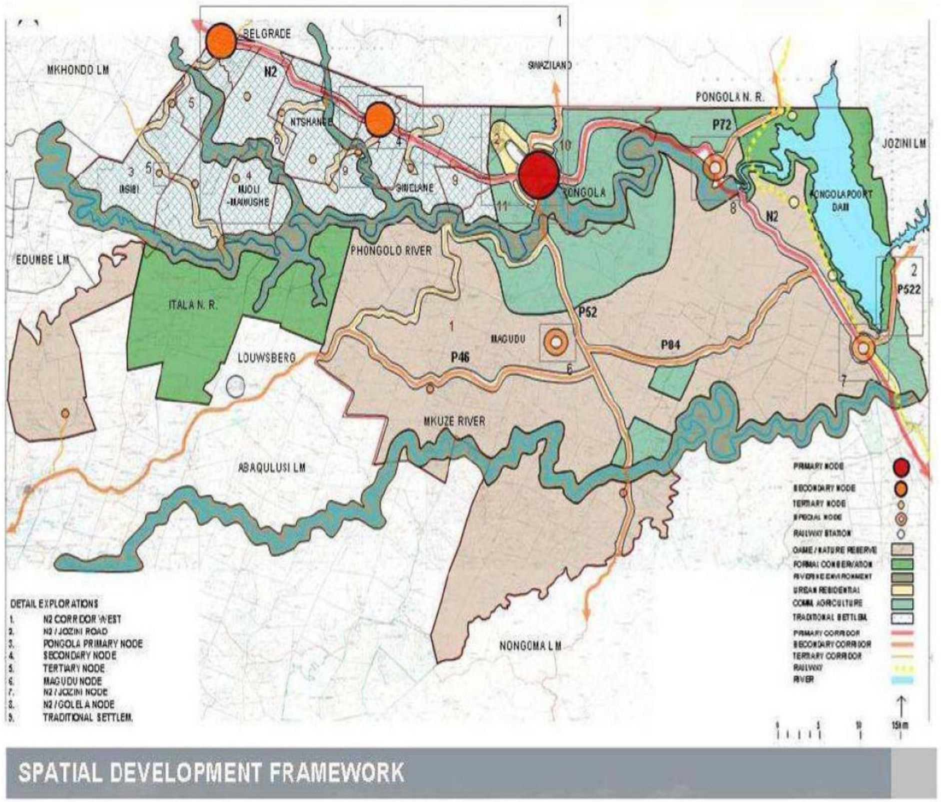
5.1.1. PROVINCIAL STRATEGIC PRIORITY AREAS

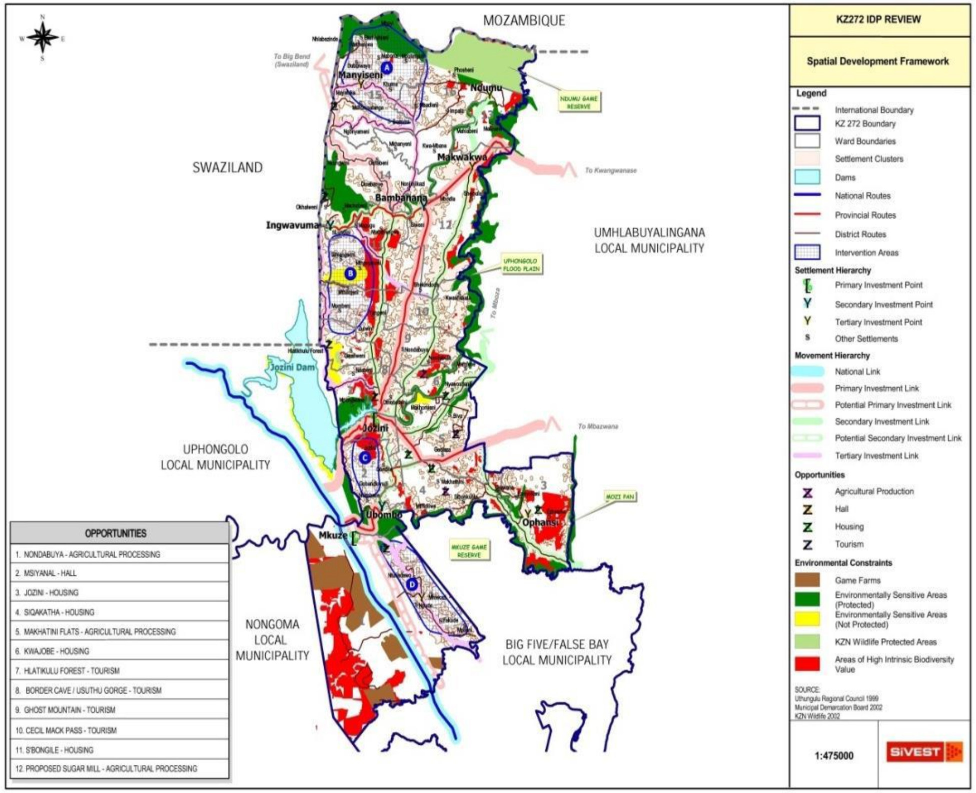
Map 29: PSEDS Nodes and Corridors



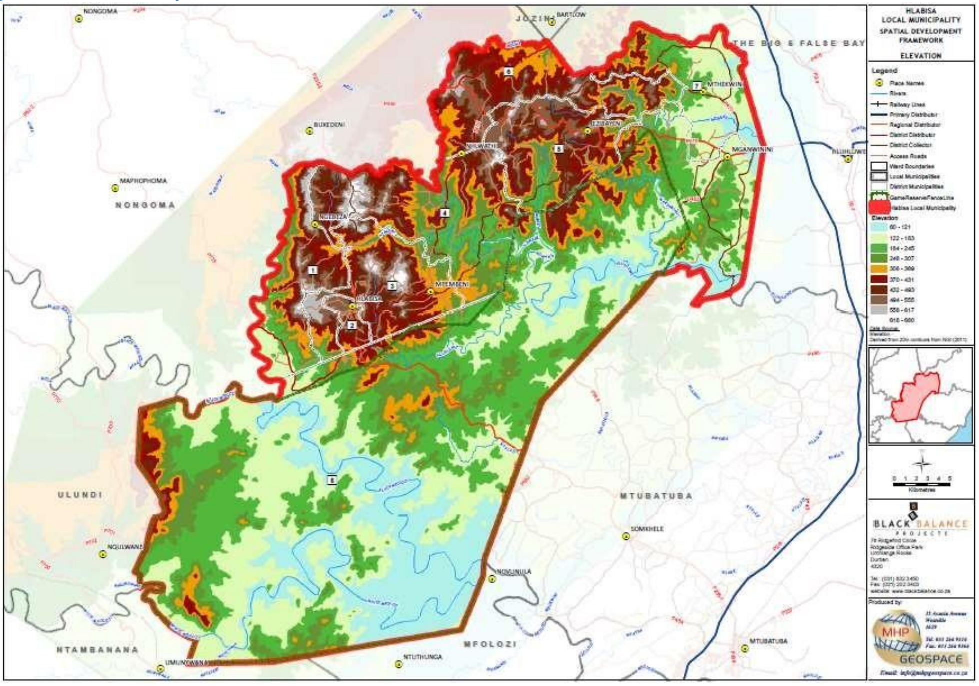
5.1.2. ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

Map 30: UPhongola and Jozini Municipal SDFs

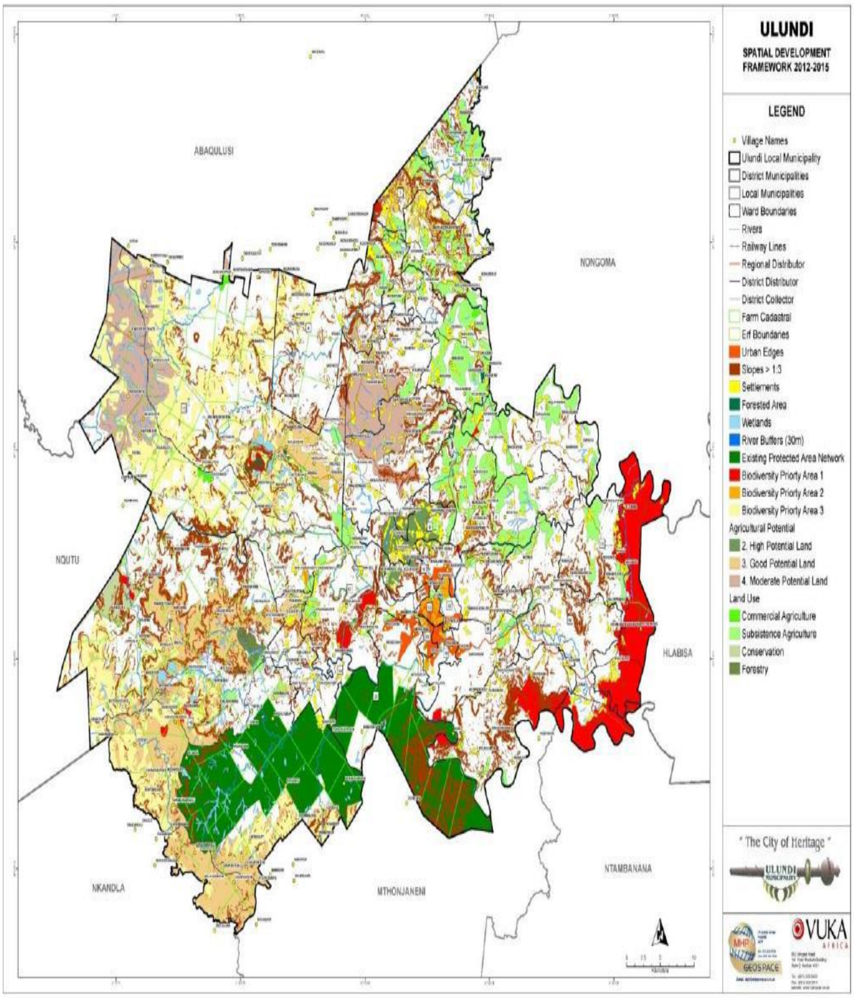




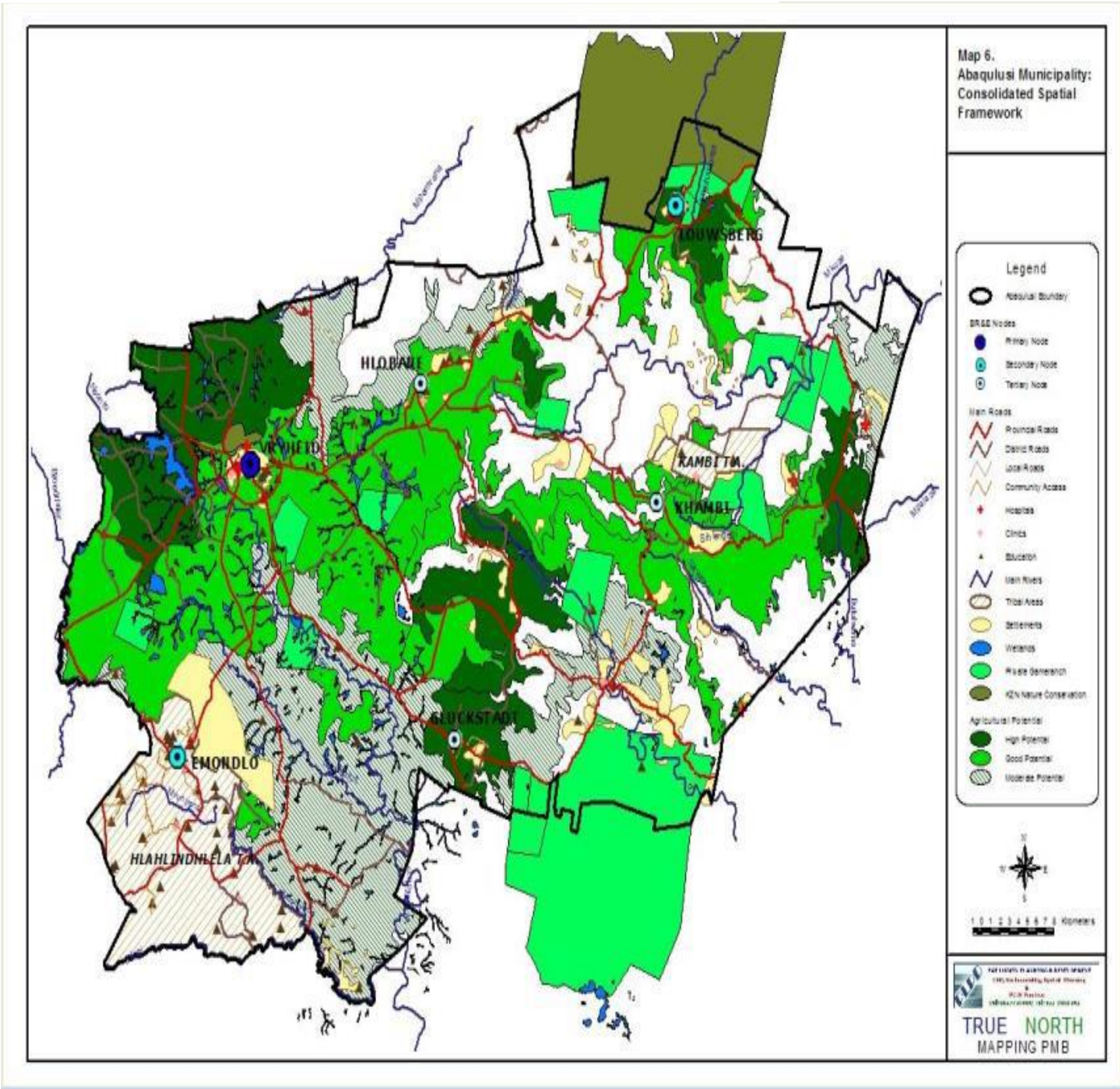
Map 31: Big 5 Hlabisa municipal SDF



Map 32: uLundi municipal SDF



Map 33: AbaQulusi municipal SDF



Spatial Development Framework at a local municipal level should be aligned with other local municipalities' SDF within a District, which in turn should be reflected in a District SDF. A local municipality's SDF should also take into consideration the SDFs of the neighbouring local municipalities (inclusive of municipalities of the neighbouring Districts, as long as there is border-sharing between the municipalities.

In order to develop proposals that are not contradictive to proposals made by adjacent municipalities, it is necessary to consider the Spatial Development Frameworks of the Adjacent Municipalities. This section therefore deals with alignment with the adjacent municipalities, which includes the following Municipalities:

- uLundi Local Municipality: The two municipalities share their borders and are connected through R66. This primary corridor has a very high economic growth potential within all three sectors and serves areas of high poverty.
- AbaQulusi Local Municipality: The two municipalities are linked through R618 linking Nongoma town and Vryheid. R168 is identified as a secondary transport corridor.
- oPhongolo Local Municipality: As with the case of uLundi municipality; Nongoma Lm shares its border with oPhongolo LM and are connected through R66. This primary corridor has a very high economic growth potential within all three sectors, and serves areas of high poverty.
- Big 5 Hlabisa Local Municipality: The two municipalities are connected through 2 routes, i.e. R618 linking Nongoma to Hlabisa/Hluhluwe and the N2 (South East) and P735 linking Nongoma to the southern parts of Hlabisa near the Hluhluwe Imfolozi Park. These corridrs are identified as Tourism corridor (Route 22 corridors); and
- Jozini Local Municipality: These two municipalities are connected through P234 linking Mona Market to Mkuze (North)

5.2. IMPLEMENTATION PLAN

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT STRATEGY	PROJECT/ INTERVENTION	PERFORMANCE INDICATOR (KPI)	BASELINE	5 YEAR TARGET					TARGETS IF OUTSIDE 5 YR PERIOD	BUDGET	FUNDING SOURCE	RESPONSIBILITY
						YR 1 17/18	YR 2 18/19	YR 3 19/20	YR 4 20/21	YR 5 21/22				
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
Uncoordinated Performance Management & Reporting	**To ensure implementation of functional performance management**	Development and Implementation of Performance Management System (PMS)	PMS Policy Framework	Date of developing 2021/2020 Performance Management Policy Framework	Performance Management Policy Framework adopted by the council in June 2020	PMS Framework Developed	PMS Framework Developed	PMS Framework Developed	PMS Framework Developed	PMS Framework Developed	N/A	R0.00	N/A	Office of the MM
			Organisational SDBIP development	Date of submitting the 2021/2022 Organisational SDBIP for approval	Organisational SDBIP (2020/2021) approved by the council in June 2019	O-PMS Approved	O-PMS Approved	O-PMS Approved	O-PMS Approved	O-PMS Approved	N/A	R0.00	N/A	Office of the MM
			Performance Reviews	Number of Performance Reviews conducted by 30 June 2021	4 Performance Reviews (2019/2020) conducted	Performance Reviews conducted	Performance Reviews conducted	Performance Reviews conducted	Performance Reviews conducted	Performance Reviews conducted	N/A	R0.00	N/A	Office of the MM
			Performance reporting	Number of quarterly Organisational SDBIP reports submitted to Council by 30 June 2021	4 Quarterly Organisational SDBIPs submitted to council in the 2019/2020 FY	SDBIP reports submitted	SDBIP reports submitted	SDBIP reports submitted	SDBIP reports submitted	SDBIP reports submitted	N/A	R0.00	N/A	Office of the MM
		Ensure cascading of Performance Management System (PMS) to all municipal officials	IPMS Policy Development	Date of development of the Individual Performance Management Policy	In 2019/2020 FY, PMS was cascaded to all Section/Line Managers					IPMS Policy adopted	N/A	R0.00	N/A	Office of the MM
High number of unskilled Workforce	**To provide and promote institutional and organisational development and capacity building**	Review and Implementation and monitoring of Human Resources Strategy	Development of Human Resource Strategy	Date of adopting HRS	HRS Strategy for 2020 was adopted by the council in december 2019	HRS adopted by council	HRS adopted by council	HRS adopted by council	HRS adopted by council	HRS adopted by council	N/A	R0.00	N/A	Corporate Services
			HR strategy functionality assessment	Number of HR Strategy Functionality assessment reports Submitted to Council	HR Strategy Functionality reports for 2019/2020 FY were tabled to Council				HR Functionality Reports submitted	HR Functionality Reports submitted	N/A	R0.00	N/A	Corporate Services
		Review and implementation	Submission of WSP	Date of submitting WSP to LG-SETA	WSP was submitted on the	WSP submitted	WSP submitted	WSP submitted	WSP submitted	WSP submitted	N/A	R0.00	N/A	Corporate Services

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
		of Workplace Skills Plan			30th April 2019									
			WSP implementation	Percentage of budget spent on implementing WSP	R350 000 was allocated for WSP Implementation in 2019/2020, 100% of the budget utilised.	100% allocation spent	100% allocation spent	100% allocation spent	100% allocation spent	100% allocation spent	N/A	R200 000	Internal	Corporate Services
Poor Implementation of Employment Equity **Gender Imbalances in the municipal critical positions (Senior Manager)**		Review and implementation of Employment Equity Plan	Employment Equity Plan Implementation	Date of adopting Employment Equity Plan	EE Plan was submitted by the 15 January 2020	EEP Adopted	EEP Adopted	EEP Adopted	EEP Adopted	EEP Adopted	N/A	R0.00	N/A	Corporate Services
Poor implementation of ICT Framework	**To ensure an improved Information, Communication Technology (ICT) System in the municipality**	Implement and monitor ICT Governance Framework	ICT Governance Framework Implementation	Number of ICT Framework Implementation reports submitted to EXCO	4 Quarterly reports tabled to as ICT Functionality Assessment Reports Council in 2019/2020 FY				ICT Governance Framework Implementati on reports submitted	ICT Governanc e Framewor k Implement ation reports submitted	N/A	R0.00	N/A	Corporate Services
AG Finding: Insufficient IT Steering Committee meetings held in 2018/19			ICT Governance	Number of ICT Steering Committee meetings conducted	4 meetings were conducted in 2019/2020 FY				4 ICT Steering Committee meetings conducted	4 ICT Steering Committe e meetings conducted	N/A	R0.00	N/A	Corporate Services
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Limited Funding to address non-infrastructure and infrastructure projects	To provide high quality infrastructure network to support improved quality of life and economic growth	Monitor expenditure on MIG/INEP funded programmes & projects	MIG Expenditure	% of MIG Expenditure by 30 June 2021	100% INEP expenditure spent in 2019/2020	100% MIG Expenditur e	100% MIG Expenditur e	100% MIG Expenditur e	100% MIG Expenditure	100% MIG Expenditur e	N/A	R31 679 000	MIG	Finance Services
			INEP Expenditure	% of INEP Expenditure by 30 June 2021	100% MIG expenditure spent in 2019/2021	100% INEP Expenditur e	100% INEP Expenditur e	100% INEP Expenditur e	100% INEP Expenditure	100% INEP Expenditur e	N/A	R8 000 000	INEP	Finance Services

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
Aged/Aging infrastructure	Ensure continuous operations and maintenance of the existing infrastructure to ensure functionality	Monitor the implementation of the Municipal Consolidated Infrastructure Plan	Implementation of a Consolidated Infrastructure Plan	Number of reports on the implementation of the Municipal Consolidated Infrastructure Plan	Municipal Consolidated Infrastructure Plan compiled in 2019/2020 FY					Consolidated Infrastructure Plan reports	N/A	R0.00	N/A	Technical Services
Majority of Access roads requires maintenance		Monitor the Implementation of Operations and Maintenance Plan	Operations and Maintenance reports	Number of Operations & Maintenance reports submitted to EXCO by 30 June 2021	No reports were submitted in 2019/2020 FY					Operations & Maintenance reports	N/A	R0.00	N/A	Technical Services
Housing backlogs	Improving sustainable human settlement	Monitor the implementation of Human Settlement projects within Nongoma municipality	Implementation of Human Settlement Sector Plan	Number of reports on the implementation of Human Settlement projects, submitted to EXCO by 30 June 2021	New project	Human Settlement projects reports	Human Settlement projects reports	Human Settlement projects reports	Human Settlement projects reports	Human Settlement projects reports	N/A	R0.00	N/A	Technical Services
Inability to extend to extend Waste Refusal collection services	Improved basic service delivery, infrastructure development and social facilities	Provision of access to refuse removal	Refuse removal services	Number of households with access to refuse removal by 30 June 2021	590 Households had access to refuse removal in 2019/2020FY	590 households with access to refuse removal	590 households with access to refuse removal	590 households with access to refuse removal	590 households with access to refuse removal	590 households with access to refuse removal	N/A	R0.00	N/A	Technical
KPA 3: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT														
High rate of unemployment and joblessness	To create an enabling environment for economic growth and job creation	Promote SMME and entrepreneurial development		Number of SMME and entrepreneurial programmes promoted	New project					Informal Economy Site Demarcation	N/A	R30 000	Internal	Planning & Economic Development Services
		Develop and promote Tourism potential of Nongoma municipality		Date of transfer of the Grant Fund to Nongoma CTO	New project	CTO Grant Transfer	CTO Grant Transfer	CTO Grant Transfer	CTO Grant Transfer	CTO Grant Transfer	N/A	R90 000	Internal	Planning & Economic Development Services
		Implement LED Strategy		Number of LED projects identified and implemented	New project					LED Projects Implementation	N/A	R2 100 000	Internal	Planning & Economic Development Services

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
		Promote job creation		Number of jobs created through Expanded Public Works Programme (EPWP)	EPWP projects implemented in 2018/2019 FY				83 EPWP Jobs created	50 EPWP Jobs created	N/A	R2 000 000	DPW	Corporate Services
Mainstreaming and Integration of special programmes to assist vulnerable groups Prevalence of HIV / AIDS pandemic	To improve the quality of lives for people within Nongoma municipality	Develop, Implement, and monitor special programmes		Date of conducting Children & Elderly Event	(2019/2020 FY) Children & Elderly event conducted by 31 Dec 2019	Children & Elderly event conducted	Children & Elderly event conducted	Children & Elderly event conducted	Children & Elderly event conducted	Children & Elderly event conducted	N/A	R120 000	Internal	Office of the MM
				Number of Disability Forum conducted by 30 June 2021	4 Disability Forums conducted in 2019/2020 FY	Disability Forums conducted	Disability Forums conducted	Disability Forums conducted	Disability Forums conducted	Disability Forums conducted	N/A	R100 000	Internal	Office of the MM
				Number of Women in Council meetings held by 30 June 2021	Women in Council event conduced by 30 September 2019	Women in Council event held	Women in Council event held	Women in Council event held	Women in Council event held	Women in Council meetings held	N/A	R60 000	Internal	Office of the MM
				HIV & AIDS Programme	4 LAC/OSS meetings held in 2019/2020 FY					LAC/OSS meetings held	N/A	R110 000	Internal	Office of the MM
Social Cohesion, and Youth Development		Promote healthy and safety environment		Number of Sports & Recreation programmes conducted	Sports & Recreation programmes implemented in the 2018/2019 FY	Sports & Recreation programmes conducted	Sports & Recreation programmes conducted	Sports & Recreation programmes conducted	Sports & Recreation programmes conducted	Sports & Recreation programmes conducted	N/A	R111 000	Internal	Community Service
				Number of Arts & Culture programmes conducted	Arts & Culture programmes (Isicathamiya & Ingoma) conducted in 2019/2020 FY	Arts & Culture programmes conducted	Arts & Culture programmes conducted	Arts & Culture programmes conducted	Arts & Culture programmes conducted	Arts & Culture programmes conducted	N/A	R340 000	Internal	Community Services
				Number of Road Safety Campaigns	2 Road safety campaigns conducted by 30 June 2020	Road safety campaigns conducted	Road safety campaigns conducted	Road safety campaigns conducted	Road safety campaigns conducted	Road safety campaigns conducted	N/A	R0.00	N/A	Community Services
		Promote and enhance culture of learning among children & youth		Date of conducting Mayoral Matric Excellence Award Ceremony	35 beneficiaries awarded with bursary scheme in 2019/2020 FY				Bursary scheme awarded to 35 beneficiaries	Bursary scheme awarded to 25 beneficiaries	N/A	R400 000	Internal	Corporate Services

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
				Number of youth beneficiaries provided with Drivers Licence assistance	Mayoral Excellence Award Ceremony conducted in 2019/2020 FY			Mayoral Excellence Award conducted	Mayoral Excellence Award conducted	Mayoral Excellence Award conducted	N/A	R100 000	Internal	Office of the MM
				Number of youth beneficiaries provided with Drivers Licence assistance	10 Youth beneficiaries were provided with drivers' licence assistance in 2019/2002 FY				Drivers Licence assistance to 10 Youth	Drivers Licence assistance to 10 Youth	N/A	R10 000	Internal	Office of the Mayor
KPA 4: FINANCIAL VIABILITY AND MANAGEMENT														
Revenue Collection	To ensure legally sound financial viability and management	Implementation of revenue enhancement strategy		Number of policies tabled to Council in compliance with MFMA Section 64(2)(a)	3 policies (Tariff Policy; Credit Control; Debt Collection Policy) tabled to Council for approval by 31 May 2020	3 policies (Tariff Policy; Credit Control; Debt Collection Policy) tabled to Council for approval	3 policies (Tariff Policy; Credit Control; Debt Collection Policy) tabled to Council for approval	3 policies (Tariff Policy; Credit Control; Debt Collection Policy) tabled to Council for approval	3 policies (Tariff Policy; Credit Control; Debt Collection Policy) tabled to Council for approval	3 policies (Tariff Policy; Credit Control; Debt Collection Policy) tabled to Council for approval	N/A	R0.00	N/A	Finance Services
				Ratio in compliance with MFMA Section 64(2)(a)	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent throughout the 2019/2020 FY						N/A	R0.00	N/A	Finance Services
				Ratio in compliance with MFMA Section 65(2)(e)	More than 1 Debt coverage Ratio maintained throughout the 2019/2020 FY						N/A	R0.00	N/A	Finance Services
Cash flow management. AG Finding: Payment to suppliers not made within 30 days.		Develop, implement, and monitor standard operating procedures related to expenditure management		Date of compliance with MFMA Section 65(2)(c)	Cash and Accounts Payable Management Policy approved by Council by 31 May 2020						N/A	R0.00	N/A	Finance Services
				Ratio compliance with MFMA Section 65(2)(e)	More than 1 Cost Coverage Ratio maintained throughout the 2019/2020 FY						N/A	R0.00	N/A	Finance Services

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
Legislative compliant and institutional accountability		Develop a credible budget and report in accordance with the provisions of the MFMA		Date of adoption of Budget	2020/2021 municipal budget adopted by the Council in May 2020	Budget adopted by Council	Budget adopted by Council	Budget adopted by Council	Budget adopted by Council	Budget adopted by Council	N/A	R0.00	N/A	Finance Services
				Number of reports submitted to Mayor in compliance with MFMA Sec.71 by 30 June 2021	12 MFMA reports submitted to Mayor in 2019/2020 FY	S.71 MFMA reports submitted to Mayor	S.71 MFMA reports submitted to Mayor	S.71 MFMA reports submitted to Mayor	S.71 MFMA reports submitted to Mayor	S.71 MFMA reports submitted to Mayor	N/A	R0.00	N/A	Finance Services
				Number of reports in compliance with MFMA Sec.52, 66 &72	4 reports submitted to Council in terms of MFMA Sec 52, 66 & 72 during 2019/2020 FY	reports submitted to Council in terms of MFMA Sec 52, 66 & 72	reports submitted to Council in terms of MFMA Sec 52, 66 & 72	reports submitted to Council in terms of MFMA Sec 52, 66 & 72	reports submitted to Council in terms of MFMA Sec 52, 66 & 72	reports submitted to Council in terms of MFMA Sec 52, 66 & 72	N/A	R0.00	N/A	Finance Services
Invalid deviations from supply chain processes		To Effectively Implement Supply Chain Management Regulations		Number of reports on the implementation of Supply Chain Management Policy, submitted to EXCO by 30 June 2021	New						N/A	R0.00	N/A	Finance Services
				Number of reports in compliance with MFMA Sec.116(d)	New					Reports in compliance with MFMA Sec.116(d)	N/A	R0.00	N/A	Finance Services
Legislative compliant and institutional accountability		Monitor implementation of audit action plan on regular basis		Percentage compliance with MFMA Section 131(1)	100% of 2017/2018 Auditor General Findings raised against the municipality resolved by 30 Nov 2019				100% of Auditor General Findings raised against the municipality resolved	100% of Auditor General Findings raised against the municipalit y resolved	N/A	R0.00	N/A	Finance Services
		Monitor spending on conditional grants		Percentage compliance with DORA Section 21 - Unspent Conditional Grants	The municipality complied DORA Section 21 - Unspent Conditional grants in 2019/2020 FY						N/A	R0.00	N/A	Finance Services
		2020/2021 Budget implementation		Percentage compliance with MFMA Section 69(1)(a)	Maintained > 95% spending on operating Adjusted budget						N/A	R0.00	N/A	Finance Services

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
					by 30 June 2020									
				Percentage compliance with MFMA Section 69(1)(b)	Maintained >95% implementation of Service Charges Revenue Budget evenly throughout 2019/2020 financial year.						N/A	R0.00	N/A	Finance Services
	Effectively Implement asset management regulation	Implementation, monitoring and adherence to asset management policies and regulations.		Number of reports tabled to Accounting Officer in compliance with Asset Management Regulations	2 Asset Management reports submitted in 2019/2020 FY				Asset Management reports submitted	Asset Managem ent reports submitted	N/A	R0.00	N/A	Finance Services
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION														
Poor involvement of communities in the municipal planning processes, characterised by poor institutional accountability	**To integrate Risk Management, Compliance processes into the performance management system of the organisation.**	Development and monitor Risk Management register in line with the municipal strategic document (IDP) implementation		Number of Risk Management Reports submitted to Accounting Officer by 30 June 2021	New project					Risk Managem ent Reports submitted	N/A	R0.00	N/A	Office of the MM
				Number of Risk Management Committee meetings held by 30 June 2021	Risk Management Committee established in 2019/2020. 1 committee meeting held				Risk Management Committee meetings	Risk Management Committee meetings	N/A	R0.00	N/A	Office of the MM
	To ensure Institutional accountability and transparency	Implementation of internal audit systems		Number of Audit Action Plan reports submitted to Audit Committee by 30 June 2021	Audit Action Plan reports were submitted to Internal Audit in 2019/2020 FY	Audit Action Plan reports submitted in IA	Audit Action Plan reports submitted in IA	Audit Action Plan reports submitted in IA	Audit Action Plan reports submitted in IA	Audit Action Plan reports submitted in IA	N/A	R0.00	N/A	Office of the MM
		Implementation of Back to Basics Action Plan		Number of reports on the implementation of the B2B Action Plan according to stipulated time frames	B2B Action Plan implemented fully by 30 June 2020			B2B Action Plan implement ed	B2B Action Plan implemented	B2B Action Plan implement ed	N/A	R0.00	N/A	Office of the MM

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
	To promote effective public participation in the affairs of the municipality	Development and implementation Public Participation Framework		Date of adopting Public Participation Framework	Public participation framework is outdated					PPF adopted by Council	N/A	R0.00	N/A	Office of the MM
				Number of Public Participation reports submitted to the Accounting Officer	New project				Public Participation reports submitted to the AO		N/A	R0.00	N/A	Office of the MM
		Implementation of the Communication Strategy		Number of reports on the implementation of the Communication strategy submitted to the Accounting Officer by 30 June 2021	Communication strategy has been reviewed				reports on the implementation of the Communication strategy		N/A	R0.00	N/A	Office of the MM
		Strengthening the functionality of ward committees		Number of Ward Functionality reports submitted to EXCO by 30 June 2021	Ward functionality report compiled in 2019/2020 FY				Functionality reports submitted to EXCO	Functionality reports submitted to EXCO	N/A	R0.00	N/A	Office of the MM
				Date of Development of Nongoma Ward-Based Plans	Nongoma Ward-Based Plans developed by 30 March 2020					Ward-Based Plans development	N/A	R500 000	COGTA (KZN)	Office of the MM
		Ensure Complaint Reporting and Publication		Date of publication of 2021/2022 Annual Budget & IDP	2020/2021 Annual Budget & IDP was publicised by 30 June 2020	Annual Budget Publicised	Annual Budget Publicised	Annual Budget Publicised	Annual Budget Publicised	Annual Budget Publicised	N/A	R0.00	N/A	Office of the MM
KPA 6: CROSS-CUTTING ISSUES														
Credible Integrated Development Planning	**To provide strategic planning support across the organization, i.e. IDP**	Development of a credible Integrated Development Planning (IDP)		Date of adopting the 2021/2022 IDP Process plan	2020/2021 IDP Process plan adopted by the Council in July 2019	IDP Process Plan Adopted	IDP Process Plan Adopted	IDP Process Plan Adopted	IDP Process Plan Adopted	IDP Process Plan Adopted	N/A	R0.00	N/A	Office of the MM
				Date of adopting of an 2021/2022 IDP document	2020/2021 IDP was adopted by Council on the 05 May 2020	IDP Adopted	IDP Adopted	IDP Adopted	IDP Adopted	IDP Adopted	N/A	R0.00	N/A	Office of the MM
Spatial Equity **Uncoordinated land-Use**	**To promote a functionally structured urban and rural spatial development pattern guided by identified nodes and corridors**	Process SPLUMA applications within the legislated timeframes		Number of Reports on SPLUMA-Compliant development applications received submitted to Council	Reports on SPLUMA applications received were compiled in 2019/2020 FY				Reports on SPLUMA-Compliant development applications submitted	Reports on SPLUMA-Compliant development applications submitted	N/A	R0.00	N/A	Planning & Economic Development

KEY CHALLENGE	OBJECTIVE	DEVELOPMENT	PROJECT/	PERFORMANCE	BASELINE	5 YEAR TARGET					TARGETS IF	BUDGET	FUNDING	RESPONSIBILIT
Poor environmental Management **Absence of Environmental Management tools.**	**through an effective land use management system**	Maintain and improve the environmental integrity of Nongoma municipal area of jurisdiction		Number of Environmental Management Tools developed by 30 June 2021	No Environmental Management Tools				Environmental Management Tools developed		N/A	R300 000	Internal	Planning & Economic Development
	To ensure functional and responsive Disaster Management	Implementation of Disaster Management Plan		Number of reports on the implementation of Disaster Management Plan	3 reports submitted in 2019/2020 FY				Disaster Management Reports submitted	Disaster Management Reports submitted	N/A	R0.00	N/A	Community Services

6. SECTION F: FINANCIAL PLAN

6.1. BACKGROUND

National Treasury prescribes the guidelines of the MTREF period through a sustained and viable process as taken from the priorities of the countries National Development Plan. The Act requires, as a core component of the IDP, the production of a Financial Management Plan (FMP) that "…..must include a budget projection for at least the next three years…." (Section 26. (h)).

The FMP forms the cornerstone of any planning and financial strategy of the Municipality within the limits of available financial resources. The IDP is accordingly supported by a realistic estimation of available funding in terms of the capital and operational budget of the Municipality, encapsulated in its Medium-Term Expenditure Framework (MTEF).

However, as economic uncertainty continues throughout the country, it is imperative that we take a conservative approach to the budget in order to give financial stability and start building financial reserves for the municipality. Controlling municipal spending by spending less than the municipality takes in, demonstrates a commitment to common-sense budgeting and economic health that Nongoma Municipality deserve. In addition, the Municipality has been able to sustain cost containment or austerity measures program during the budgeting process, and that is an ongoing process.

The municipality has adopted a very conservative approach in the preparation of 2021/2022 MTREF as the municipality's revenue base (major portion being grants and subsidies) has begun to shrink, while operation expenditure continues to grow at CPI. The conservative approached has also been informed by the current state of disaster declared by the President of the Republic of South Africa. The national disaster comes with several uncertainties in the economy, also this will impact badly on the affordability pattens of the community (customers) to afford the municipal taxes and services. This will lead to negative cash impact to the municipality. Therefore, the budget was prepared taking into consideration these unforeseen circumstances.

The economic outlook remains highly uncertain, and the economic effects of the pandemic are far reaching. According to National Treasury there were 1.7 million fewer jobs by the third quarter of 2020 compared to the same period in 2019. Rising unemployment and income losses have entrenched existing inequalities. According to National Treasury GDP is only expected to recover to pre-pandemic levels in late 2023. Treasury further indicated that although growth rates are likely to improve quickly as restrictions are removed, based on current projections, the output is only expected to return to pre-pandemic levels in 2024. Given South Africa's structural constraints, its recovery will be slower than many of its developing-country peers. Over the next several years, the Municipality requires the implementation of long-standing structural reforms to sustainably move to a higher growth path. Continuation of these economic challenges will exert pressure on municipal revenue generation and collection levels; hence a conservative approach has been implemented for revenue projections.

The implementation of regulations on municipal standard chart of account (MSCOA), has assisted the municipality in away from cost line budgeting towards project-based budgeting.

6.2. BUDGET SUMMARY

Table 29: Consolidated Overview of the 2021/2022 MTREF

Previous Years				Current Year	Medium Term Revenue & Expenditure Framework (MTREF)		
Description	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R Thousands	Audited Outcome	Audited Outcome	Audited Outcome	Adjusted Budget	Budget Year	Budget Year +1	Budget Year +2
Total Operating Revenue	161,873	174,375	189,469	238,030	215,399	221,603	232,049
Total Operating Expenditure	183,844	190,137	191,471	231,402	212,171	221,082	230,728
Surplus/(Deficit) for the year	(21,971)	(15,762)	(2,002)	6,628	3,228	521	1,321
Total Capital Allocations	57,542	46,286	39,873	39,523	51,254	42,009	43,495

The above table summarises the overall budget for three years. Total operating revenue has decrease by 9 per cent or R23 million for 2021/22 financial year when compared to the 2020/21 adjusted budget. For the two outer years, operational revenue will increase by 2 and 4 percent, respectively.

Total operating expenditure for the 2021/22 financial year has been appropriated at R212 million and translates into a budget surplus of R2.2 million. When compared to the 2020/21 adjusted budget, operational expenditure has decrease by 8 percent in the 2021/22 budget and has increased by 4 percent for both outer years. Notable is that both operational revenue and operational expenditure has decrease with 9 and 8 percent, respectively. The decrease is a result of a decrease in the equitable allocation from R195 million in 2020/21 to R170 million in 2021/22 with equites to 12 percent decrease.

The operating surplus for the two outer years is R521 thousand and R1.3 million, this denote that the municipal revenues are under immense pressure to cover expenditure; hence the more conservative approach is required on expenditure. The municipality is aware of the adversity it will face if some of the revenue sources fail to materialize as expected. The municipality has reviewed its revenue enhancement strategy and new revenues have been excluded from the budget as the conservative approach is applied.

The tabled capital revenue allocation of R51 million for 2021/22 indicate an increase of R11,7 million when compared to the 2020/21 adjusted budget.

Consolidated overview of the 2021/2021 MTREF					
Description	**Adjusted Budget 2020/2021**	**Budget Year 2021/22**	**Change %**	**Budget Year +1 2022/23**	**Budget Year +2 2023/24**
Revenue					
Grants and subsidies	**6,404,000**	**6,329,000**	**-2%**	**4,665,000**	**16,665,000**
Equitable Share	195,102,000	170,818,000	-12%	177,080,000	173,773,000
Total Grants Revenue	**201,506,000**	**177,147,000**	-12%	**181,745,000**	**190,438,000**
Property rates	26,785,389	27,830,019	3%	28,998,880	30,274,830
Service charges - refuse revenue	1,848,000	1,920,072	3%	2,000,715	2,088,746
Other Income	7,891,330	8,502,097	8%	8,858,857	9,248,393
Total Municipal Generated Revenue	**36,524,719**	**38,252,189**	**4%**	**39,858,452**	**41,639,608**
Total Revenue	**238,030,719**	**215,399,188**	**9%**	**221,603,452**	**232,049,969**
Expenditure					
Employee and Remuneration of councillors	116,577,586	122,817,194	5%	127,975,516	133,606,438
Depreciation & Debt impairment	25,000,001	23,819,000	-5%	24,819,398	25,907,283
Contracted services	34,797,204	30,058,000	-21%	31,320,436	30,274,331
Other expenditure	55,027,673	35,477,154	-30%	36,966,202	40,939,998
Total Expenditure	**231,402,466**	**212,171,348**	**-8%**	**221,081,552**	**230,728,050**
Surplus/(Deficit)	6,628,252	3,227,840		521,900	1,321,919

It can be noted from the above table that the total operating revenue budget for the Municipality for 2021/22 financial year is R215.3 million, whereas the total expenditure is expected to be R212.1 million. This equates to a surplus of R3.2 million.

Total operational expenditure, trading and non – trading services including operational IDP projects amounts to R212 million for 2021/22 increasing to R221m in 2022/23 and again increasing to R230m in 2023/24 financial years.

The total capital budget for the 2021/22 financial year is R51.2m, which is funded by Municipal Infrastructure grant and Integrated National Electrification Programme Grant.

6.3. CAPITAL BUDGET SUMMARY

The following table below is a breakdown of the funding composition of the 2021/22 medium term capital programme:

Table 30: Capital Funding

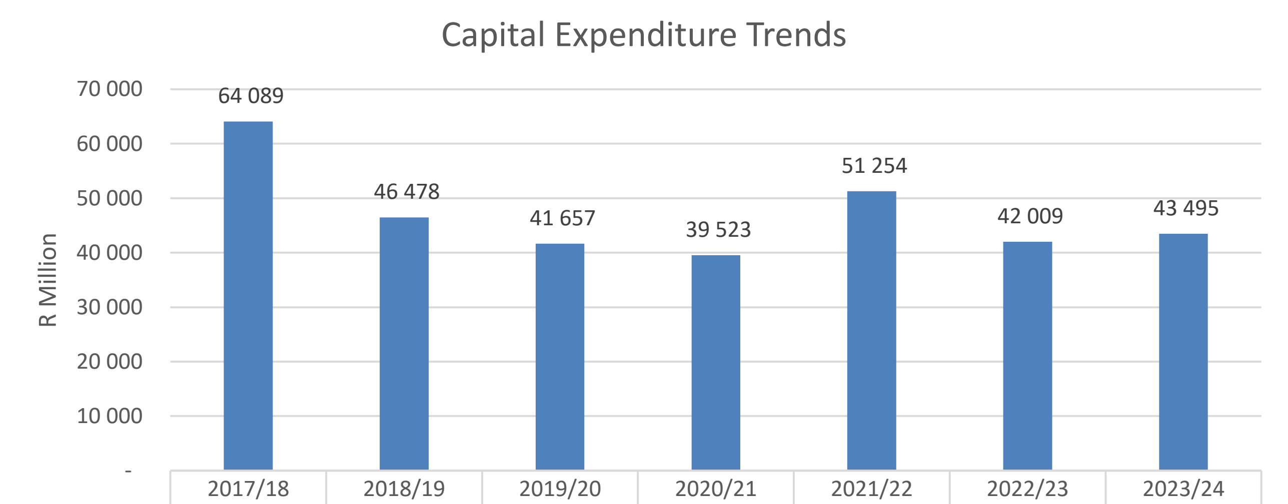
	Previous Years			Current Year	Medium Term Revenue & Expenditure Framework (MTREF)		
Description	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**
R Thousands	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Adjusted Budget**	**Budget Year**	**Budget Year +1**	**Budget Year +2**
Capital Sources of Funds							
Grants from National Government	57,542	46,286	39,873	39,523	50,603	42,009	43,495
Grants from Provincial Government							
Borrowings							
Municipal Funding					651		
District Municipality							
Total sources of capital finds	**57,542**	**46,286**	**39,873**	**39,523**	**51,254**	**42,009**	**43,495**

The capital programme increases to R51 million in 2021/22 financial year and decreases to R42 million in 2022/23. It can be noted that almost 100 percent of the municipal capital budget is funded through use of conditional grants from National Government. As indicated in the above table only R651 thousand is contributed by the municipality towards funding capital expenditure.

The municipality's capital expenditure and infrastructure development are solely reliant on grant funding from government. The capital grant funding is coming from Municipal Infrastructure Grant of R33 million and Integrated National Electrification Programme of R17 million in 2021/22 financial year. These grants have increased from 2020/21 adjusted budget which will contribute positively to the service delivery and changing the standard of living within the residents of Nongoma Municipality as the infrastructure development stimulates the economic growth in the municipality.

Capital Expenditure trends for the municipality are as follows:

Table 31: Grant Expenditure trends



	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Series1	64 089	46 478	41 657	39 523	51 254	42 009	43 495

The graph above indicates the capital expenditure trends from 2017/18 financial year to 2023/24 budget year. The municipality has been spending in a region of R40 million in its capital budget with an exception of 2017/18 where is recorded a R64 million capital expansion.

Table 32: Budget Capital Expenditure by Function

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Single-year expenditure *to be appropriated*	2										
Vote 1 - Executive and Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Municipal Managers Office		–	–	–	–	–	–	–	–	–	–
Vote 3 - Corporate Services				–	100	100	100	100	200	–	–
Vote 4 - Finance		2,011		–	–	–	–	–	–	–	–
Vote 5 - Community Services		1,700		–	–	–	–	–	2,160	–	–
Vote 6 - Planning and Development		1,000		–	–	500	500	500	–	–	–
Vote 7 - Technical Services		58,378	46,478	41,657	38,145	36,924	36,924	36,924	48,894	42,009	43,495
Vote 8 - Public Safety		–			–	2,000	2,000	2,000	–	–	–
Vote 9 - Disaster Management		–			–	–	–	–	–	–	–
Vote 11 - Waste Management		1,000			–	–	–	–	–	–	–
Vote 13 - Library		–			–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**64,089**	**46,478**	**41,657**	**38,245**	**39,524**	**39,524**	**39,524**	**51,254**	**42,009**	**43,495**
Total Capital Expenditure - Vote		**64,089**	**46,478**	**41,657**	**38,245**	**39,524**	**39,524**	**39,524**	**51,254**	**42,009**	**43,495**

The above table is a breakdown of the capital programme in relation to capital expenditure by municipality function. Single-year capital expenditure has been appropriated at R51 million for 2021/22 financial year and reduces slightly in to R42 million in 2022/22 budget year and R43 million. Single-year appropriations relate to expenditure that will be incurred in the specific budget year such tools and equipment.

The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the municipality. For the purposes of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.

Table 33: Budgeted Capital Projects

PROJECT NAME	AMOUNT	FUNDING SOURCE
Nongoma CBD Stormwater Management Ward 19	3,036,921	MIG
Deleni road (Ward 16,19)	3,000,000	MIG
Emzimkhulu Community Hall & C creche	832,285	MIG
Magedlane Communitry Hall &Creche	851,839	MIG
Emaye Community Hall	1,199,999	MIG
White City Access Road	7,045,207	MIG
Nongoma Street Light & Appolo	10,476,314	MIG
Nongoma Blacktop & Drainage system	2,939,250	MIG
Red hill Road Ward 9	2,430,232	MIG
TOTAL MIG FUNDED PROJECTS	**31 812 050**	

ELECTIFICATION PROJECTS	AMOUNT	FUNDING SOURCE
Mcakwini Electrification-Phase 3	4,430,000	INEP
Ebuhleni Electrification-Phase 3	2,430,333	INEP
Mandlakazi Electrification Extension 1	2,430,333	INEP
Mandlakazi Electrification Extension 2	2,430,333	INEP
Usuthu Electrification Extension	2,930,333	INEP
Matheni Electrification Extension	2,430,666	INEP
TOTAL ELECTRIFICATION PROJECTS	**17,082,000**	

PROJECT NAME	AMOUNT	FUNDING SOURCE
Testing Station	2,000,000	OWN
slasher x 2	60,000	OWN
brush cutter	100,000	OWN
Traffic furniture	200,000	OWN
TOTAL INTERNAL FUNDED CAPITAL PROJECTS	**2,360,000**	
TOTAL	**51,254,050**	

The table above indicates individual projects that will be implemented during 2021/22 financial year. The breakdown of the funding sources for the above projects is as follows:

- Municipal Infrastructure Grant (MIG): 62%
- National Integrated Electrification Programme (INEP): 33%
- Municipal own revenue:5%

6.4. OPERATIONAL BUDGET SUMMARY

6.4.1. Operating Revenue Framework

Nongoma Municipality requires sustainable revenue streams in order to improve the lives of its citizens. The Municipality must continuously review revenue management processes to ensure that revenue is protected and the municipality has an ability to maximize the revenue generating potential of all revenue sources through adequate and effective controls and allow for investment opportunities that will accelerate economic growth in the municipality.

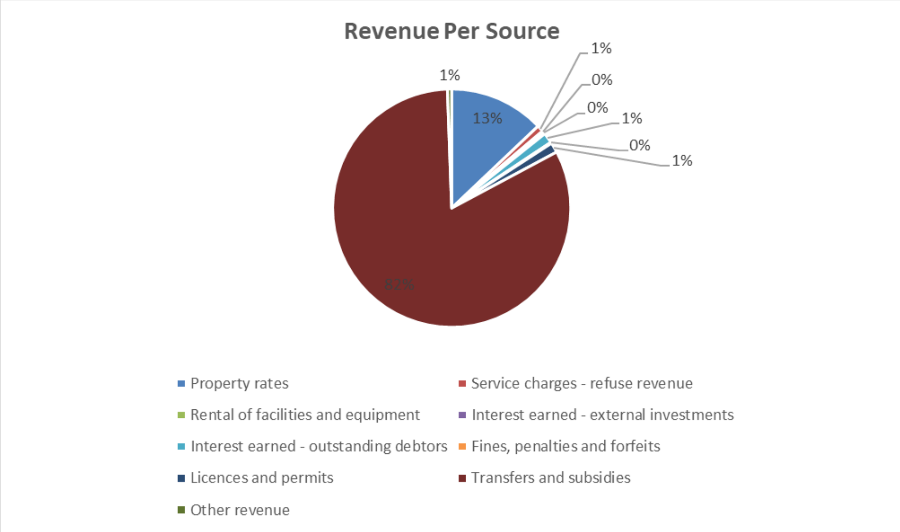
Similar to the rest of government, Nongoma municipality face a difficult fiscal environment. Even as demand for services rises, weak economic growth has put stress on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past. There is a need for the municipality to focus on collecting revenues owed by different consumers including government and eliminate wasteful and non-core spending.

The projected CPI inflation rate for 2021/22 financial year is 3.9% and increase to 4.2% and 4.4% in the two outer years, respectively. This might drastically change due to the recent downgrade of the economy of SA and due to the current corona virus pandemic. It is expected that there will be shrink in the economy of many countries due to this pandemic.

Table 34: Summary of revenue classification by main source

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework				
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2021/22	Proportion of Total Revenue	Increase from Adjustment Budget	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	22,137	22,903	25,695	26,785	26,785	27,830	13%	4%	28,999	30,275
Service charges - refuse revenue	2	1,824	1,881	1,769	1,848	1,848	1,920	1%	4%	2,001	2,089
Rental of facilities and equipment		192	196	211	294	294	305	0%	4%	318	332
Interest earned - external investments		1,560	1,580	1,349	2,143	1,143	700	0%	-39%	729	761
Interest earned - outstanding debtors		1	3,519	4,693	2,872	2,872	2,986	1%	4%	3,111	3,248
Fines, penalties and forfeits		3,001	435	389	363	363	377	0%	4%	393	410
Licences and permits		901	926	600	992	992	2,901	1%	193%	3,023	3,156
Transfers and subsidies		136,902	141,954	166,791	171,159	201,506	177,147	82%	-12%	181,745	190,438
Other revenue	2	311	453	258	1,228	728	1,233	1%	69%	1,284	1,341
Gains		–	(16)	(1,038)	–	–	–			–	–
Total Revenue (excluding capital transfers and contributions)		**166,829**	**173,832**	**200,718**	**207,684**	**236,531**	**215,399**	**100%**		**221,603**	**232,050**

Table 35: Summary of revenue per source



In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue from government grants forms a significant percentage of the revenue basket for the Municipality. The municipality is highly grant dependent and as such, it is the municipality is in the process of reviewing its revenue enhancement strategy to ensure that the existing revenue generation is maintained and collected and explore new revenue opportunities and also attract new investment within the jurisdiction of the municipality. The above table and pie chart indicate that 82 percent of the 2021/22 revenue is coming from government grants and only 18 percent is revenue generated by the municipality.

The overall decrease in revenue from 2020/21 financial year to 2021/22 is 8 percent. The revenue will increase by 2 percent and 4 percent in the two outer years, respectively. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table 36: Consolidated Transfers and Subsidies for 2021.22

Description	Dora 2020/2021	Budget Year 2021/22	Difference	Change %	Budget Year +1 2022/23	Budget Year +2 2023/24
Operational Grants						
National Government:	**199,101**	**174,546**			**179,080**	**175,773**
Local Government Equitable Share	195,102	170,818	(24,284)	-12%	177,080	173,773
Finance Management	1,900	1,920	20	1%	2,000	2,000
EPWP Incentive	2,099	1,868	(231)	-11%		
Community Library Services	905	935	30	3%	981	981
Provincialisation of Libraries	1,500	1,606	106	7%	1,684	1,684
Total Operational Grants	**201,506**	**177,147**	**(24,419)**		**181,745**	**178,438**
Municipal Infrastructure Grant (MIG)	31,679	33,521	1,842	5%	36,009	37,495
National Electrification Programme	7,000	17,082	10,082	144%	6,000	6,000
Total Capital Grants	**38,679**	**50,603**	**11,924**	**30%**	**42,009**	**43,495**
TOTAL GRANTS	**240,185**	**227,690**	**(12,492)**	**-5%**	**223,754**	**221,933**

As indicated above, the overall decrease on the operational grants from 2020/21 adjusted budget to 2021/22 budget year is 5 percent.

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

The Municipality has strived to ensure that affordability takes preference over the just achieving the desired income from a tariff increases which would be counterproductive. The level of debt collection for the municipality has remained relatively consistent at 74 percent throughout the years and continuous improvement in this area is continuously sort.

The "traditional area customer base" has a notable outstanding debt increase which has been accumulative over the years. Indigent Support effective from 2021/22 will be rolled out to target those who cannot afford services who meet the requirements of an indigent consumer.

The changes in the grant allocations when compared to the 2021/22 adjusted budget approved in the 2020/21 MTREF are as follows;

- The Equitable Share allocation has seen a decrease of R24.2 million (-12%) when compared to the 2020/21 adjusted budget as Gazetted in the 2020 Division of Revenue Act.
- The Municipal Infrastructure Grant (MIG) has increase by 5%.
- The Integrated National Electrification Programme Grant has increase by (144%).
- The Expanded Public Works Incentive grant allocation decrease with 3%
- Provincialisation of libraries has increased with 7%
- Community library service grant has increase with 3%.
- Finance Management grant has increased 1%

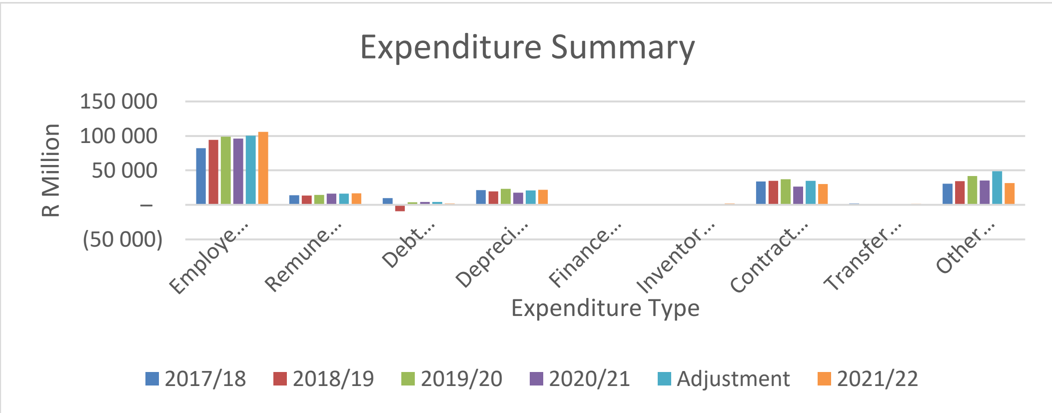
6.4.2. Operating Expenditure Framework

Table 37: Expenditure for the past 3 years

Description	2017/18	2018/19	2019/20	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework				
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2021/22	Proportion of Total Revenue	Increase from Adjustment Budget	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure By Type										
Employee related costs	82,404	94,354	98,721	95,954	100,316	105,922	50%	6%	110,370	115,227
Remuneration of councillors	13,809	13,532	14,251	16,261	16,261	16,895	8%	4%	17,605	18,380
Debt impairment	9,764	(9,262)	3,607	4,000	4,000	2,000	1%	-50%	2,084	2,172
Depreciation & asset impairment	21,359	19,566	23,249	17,448	21,000	21,819	10%	4%	22,735	23,736
Finance charges	348	696	482	869	869	900	0%	4%	938	979
Inventory consumed	–	(194)	–	–	–	1,768	1%		1,842	1,923
Contracted services	34,004	34,755	37,386	26,408	34,787	30,058	14%	-14%	31,320	30,274
Transfers and subsidies	2,052	713	189	794	1,071	1,200	1%	12%	1,250	1,305
Other expenditure	30,761	34,501	41,840	35,120	48,729	31,609	15%	-35%	32,936	36,732
Total Expenditure	**194,502**	**188,662**	**219,725**	**196,854**	**227,033**	**212,171**	**100%**	**-7%**	**221,082**	**230,728**

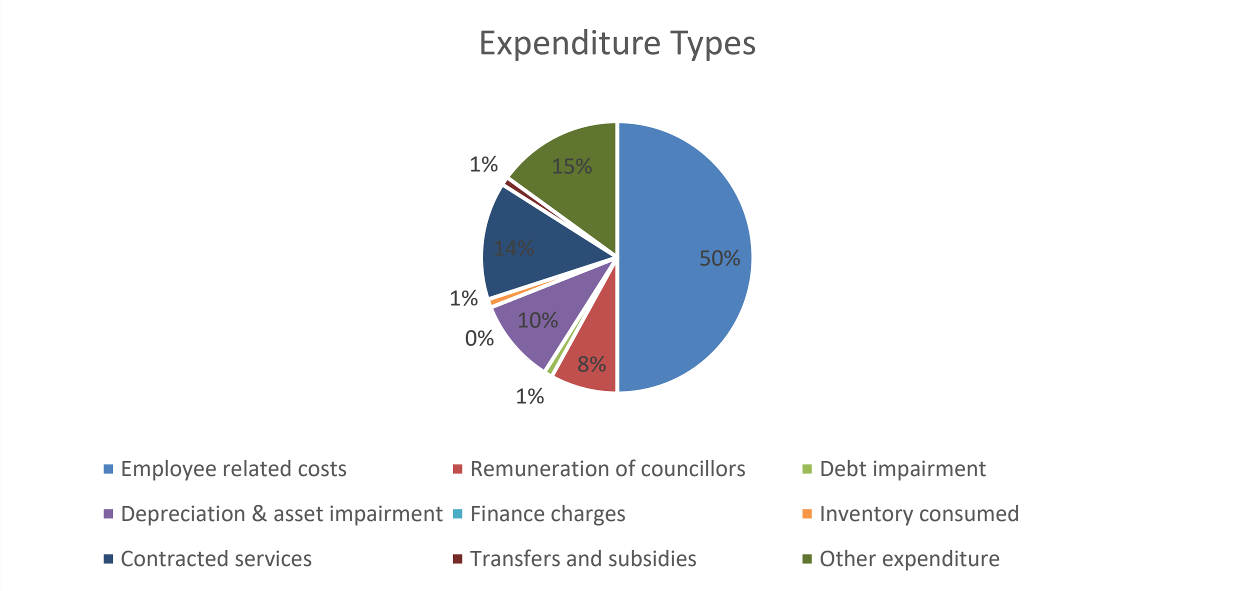
The above table indicate the municipality's expenditure in the past years and the budget year and two outer years. As it can be illustrated that municipality is spending 50 percent of its budget on employee related cost. There is an increase of 6 percent on employee related from 2020/21 adjustment budget to 2021/22 budget year, the increase is inclusive of the annual percentage increase to employees in July and the prioritization of critical position (e.g., filling of technical director position). The municipality had budgeted for an overall decrease of 9 percent in 2021/22 and increase of 4 percent in 2022/23 and increase of 4 percent 2023/24 financial year.

Figure 39: Expenditure Summary Comparison



The above figure indicates the major contributors of the municipality's expenditure over the past years and 2021/22 financial year. The result from the figure indicates that employees related cost has been the major contributor to the municipality's expenditure budget. There is no indication that this trend will decline during 2021/22 budget year.

Figure 40: 2020/21 Expenditure Type Analysis



The above graph summarises the expenditure for the 2021/22 as per expenditure types. The municipality is spending 50 percent of its expenditure budget on employee related cost. The second highest expenditure being the debt impairment, which is a requirement in terms of financial reporting principles.

6.4.3. Funding of Operational Expenditure

The below table indicate the cash flow projections for the municipality over the next three years.

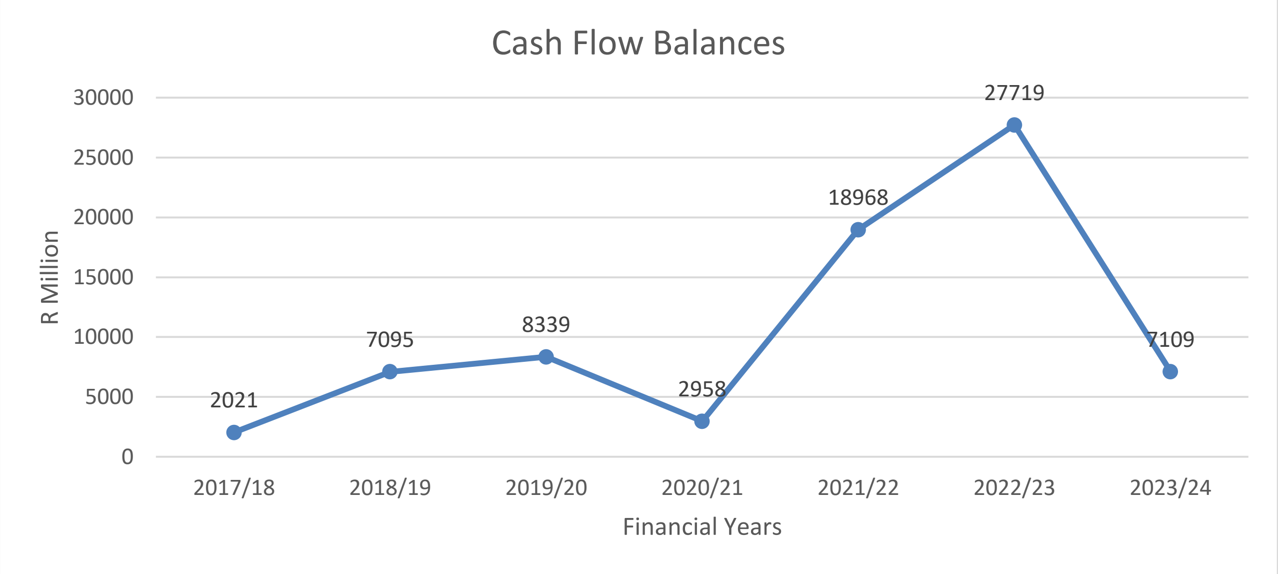
Table 38: Cash Flow projections

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		17,518	19,653	24,436	17,945	17,945	17,945	20,427	21,285	2,222
Service charges		1,824	1,197	1,002	905	905	905	684	712	744
Other revenue		2,991	1,102	2,459	2,514	2,014	2,014	4,464	4,652	4,856
Transfers and Subsidies - Operational	1	131,985	156,915	166,783	171,159	201,506	201,506	177,147	181,745	177,438
Transfers and Subsidies - Capital	1	57,542	31,330	39,873	39,679	38,679	38,679	50,603	42,009	43,495
Interest		1,556	1,580	1,349	–	–	–	700	729	761
Payments										
Suppliers and employees		(168,964)	(175,349)	(200,339)	(198,493)	(222,284)	(222,284)	(187,452)	(195,325)	(203,842)
Finance charges		(243)	–	(454)	–	(869)	(869)	(900)	(938)	(979)
Transfers and Grants	1	–	–	–	–	(1,071)	(1,071)	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**44,209**	**36,428**	**35,109**	**33,709**	**36,824**	**36,824**	**65,672**	**54,870**	**24,696**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		(2)	208	–	–	–	–	-	-	-
Decrease (increase) in non-current receivables								-	-	-
Decrease (increase) in non-current investments								-	-	-
Payments										
Capital assets		(45,848)	(31,562)	(33,657)	(38,245)	(39,524)	(39,524)	(48,894)	(42,009)	(43,495)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(45,850)**	**(31,354)**	**(33,657)**	**(38,245)**	**(39,524)**	**(39,524)**	**(48,894)**	**(42,009)**	**(43,495)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		103	–	–	–	–	–	-	-	-
Borrowing long term/refinancing		–	–	–	–	–	–	-	-	-
Increase (decrease) in consumer deposits		–	–	–	–	–	–	-	-	-
Payments										
Repayment of borrowing				(207)	1,500	355	355	(768)	(847)	(933)
NET CASH FROM/(USED) FINANCING ACTIVITIES		**103**	**–**	**(207)**	**1,500**	**355**	**355**	**(768)**	**(847)**	**(933)**
NET INCREASE/ (DECREASE) IN CASH HELD		**(1,538)**	**5,074**	**1,244**	**(3,036)**	**(2,344)**	**(2,344)**	**16,010**	**12,014**	**(19,732)**
Cash/cash equivalents at the year begin:	2	3,559	2,021	7,095	8,339	5,302	5,302	2,958	15,705	26,841
Cash/cash equivalents at the year end:	2	**2,021**	**7,095**	**8,339**	**5,302**	**2,958**	**2,958**	**18,968**	**27,719**	**7,109**

The above table indicate that the municipality will have enough cash resources to meet both its operational and capital expenditure over the MTREF. During 2021/22, the municipality will have R18 million left on the bank account and that will increase to R27 million.

Cash flow balances for the past three audited years, current year and two outer years is shown below:

Figure 41: Cash Flow Balance



6.5. FINANCIAL STRATEGY FRAMEWORK

Nongoma Municipality is a developing and growing municipality striving for service delivery excellence. Therefore, many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government.

The priority for the municipality, from the financial perspective is to ensure viability and sustainability of the municipality. The multi-year financial plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

6.5.1. Revenue Enhancement Strategy

- To seek alternative sources of funding;
- Expand income base through implementation of new valuation roll;
- The ability of the community to pay for services;
- Identification and pursuance of government grants;
- Tightening credit control measures and debt collection targets;
- Improve customer relations and promote a culture of payment;
- Realistic revenue estimates;
- The impact of inflation, the municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development and service delivery.

6.5.2. Asset Management Strategy

- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

6.5.3. Financial Management Strategy

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Preparation of the risk register and application of risk control;

- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- Training and development of senior financial staff to comply with prescribed minimum competency levels;
- Prepare annual financial statements timeously and review performance and achievements for past financial years.

6.5.4. Operational Financial Strategies

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve Supply Chain Management processes in line with regulations.

6.5.5. Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan;
- Careful consideration/prioritization on utilizing available resources in line with the IDP;
- Analyse feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending; and
- Maximizing of infrastructural development through the utilisation of all available resource.

6.5.6. Cost-effective strategy

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:
    - Provision of bad debts of at least 20%;
    - Overall cost escalation to be linked to the average inflation rate;
    - Tariff increases to be in line with inflation plus municipal growth except when regulated;
    - Maintenance of assets of at least 8% of total operating expenditure;
    - Capital cost to be in line with the acceptable norm of 18%;
    - Outstanding external debt not to be more than 50% of total operating revenue less government grants; and
    - Utilisation of Equitable Share for indigent support through Free Basic Services

6.5.7. Cost Cutting strategies

- Ensure that nice to have expenses are eliminated
- To reduce cost of consultancy
- Elimination or minimisation of cost stipulate in MFMA circular 82

6.6. REVENUE MANAGEMENT FRAMEWORK

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality.

The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the municipality's annual budget.

Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience.

The revenue strategy is a function of key components such as:

- Growth in town and economic development;
- Revenue enhancement;
- Achievement of above 90% annualized collection rate for consumer revenue;
- National Treasury guidelines;
- Approval of full cost recovery of specific department;
- Determining tariff escalation rate by establishing/calculating revenue requirement; and
- Ensuring ability to extent new services and recovering of costs thereof

The South African economy is slowly recovering from the economic downturn and it will still take some time for municipal revenues to increase through local economic growth.

6.7. FINANCIAL MANAGEMENT POLICIES

The purpose of the financial policies is to provide a sound environment to manage the financial affairs of the Municipality. The key budget related policies are listed below:

a) **Tariff Policy:** prescribes the procedures for calculating tariffs charged to the consumers. The policy is required in terms of Section 74 of the Local Government Municipal Systems Act, Act of 32 of 2000;

b) **Rates Policy:** required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of property rates.

c) **Indigent Support Policy:** the policy is to ensure that the Municipality is providing and regulate access to free basic to all registered indigents;

d) **Budget Policy:** sets out the principles which must be followed in preparing Medium Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

e) **Asset Management Policy:** the objective of the policy is to prescribe the accounting and administrative procedures relating to the property, plant and equipment.

f) **Accounting Policy:** describes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognised Accounting Practices (GRAP) and Accounting Standards.

g) **Supply Chain Management Policy:** is developed in terms of chapter 11 of the MFMA, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of Municipal Services.

h) **Subsistence and Travel Policy:** regulates the reimbursement of travelling and subsistence costs to officials and Councillors attending official business.

i) **Credit Control and Debt Collection:** provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied by the municipality.

j) **Cash Management, Banking and Investment Policy:** ensures that cash resources are managed in the most efficient and effective manner possible.

k) **Cost containment Policy:** ensures that the municipality only spend on critical expenditure items and savings are made based on the policy implementation.
l) **Expenditure Policy**: ensures compliance with MFMA 65 and reconciliations are performed.
m) **Unauthorised, Fruitless and Wasteful expenditure**: ensure that the municipality prevent, detect the UIFW and process of dealing with UIFW.

7. SECTION G: ANNUAL OPERATIONAL PLAN

7.1. ORGANISATIONAL SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

This section provides a one-year detailed implementation/operations plan for Nongoma municipality. It is an articulation of the Service Delivery & Budget Implementation Plans (SDBIP), and as such gives effect to the implementation of the IDP and the approved budget for the 2020/2021 financial year.

The SDBIP determines the performance agreements for the accounting officer and all section 57 employees, whose performance agreements can be monitored through Section 71 monthly reports. While departmental SDBIPs will be monitored and reported on monthly by the respective Senior Managers; the organisational SDBIP will be monitored and reported monthly by the municipal manager in terms of 71(1) (a) and (e).

The 2021/2022 Organizational SDBIP for Nongoma municipality is attached as Appendix 3 of this document.

8. SECTION H: ORGANIZATIONAL AND INDIVIDUAL PMS

8.1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS) -2021/2022

8.1.1. Preferred Performance Management Model

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. In this way the model provides a common framework for what aspects of performance are going to be measured and managed. It further ensures that a balanced set of measures are employed that do not rely on only one facet of performance but represent a holistic and integrated assessment of the performance of an organisation. Models have proved useful in performance management for the following reasons. They provide:

Simplicity

A good model organise what would otherwise be a long list of indicators attempting to sufficiently cover performance, into a set of categories sufficiently covering all key areas of performance.

Mapping of Inter-relationships

Models map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in a particular category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the performance planning, analysis and review stages, particularly in the diagnosis of causes of poor performance.

Alignment to strategic planning methodology

A good model will align the processes of performance management to the strategic planning processes of the organisation. The categories of key performance areas provided by a model should relate directly to identify priority areas of the strategic plans of the organisation.

A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model.

The Municipality has chosen as its preferred model the Key Performance Area model. In the said model all indicators are grouped together under the national key performance areas and the local key performance areas as per the municipal IDP. The said Model therefore enables Nongoma Municipality to assess its performance based on the national key performance areas and its own local key performance areas.

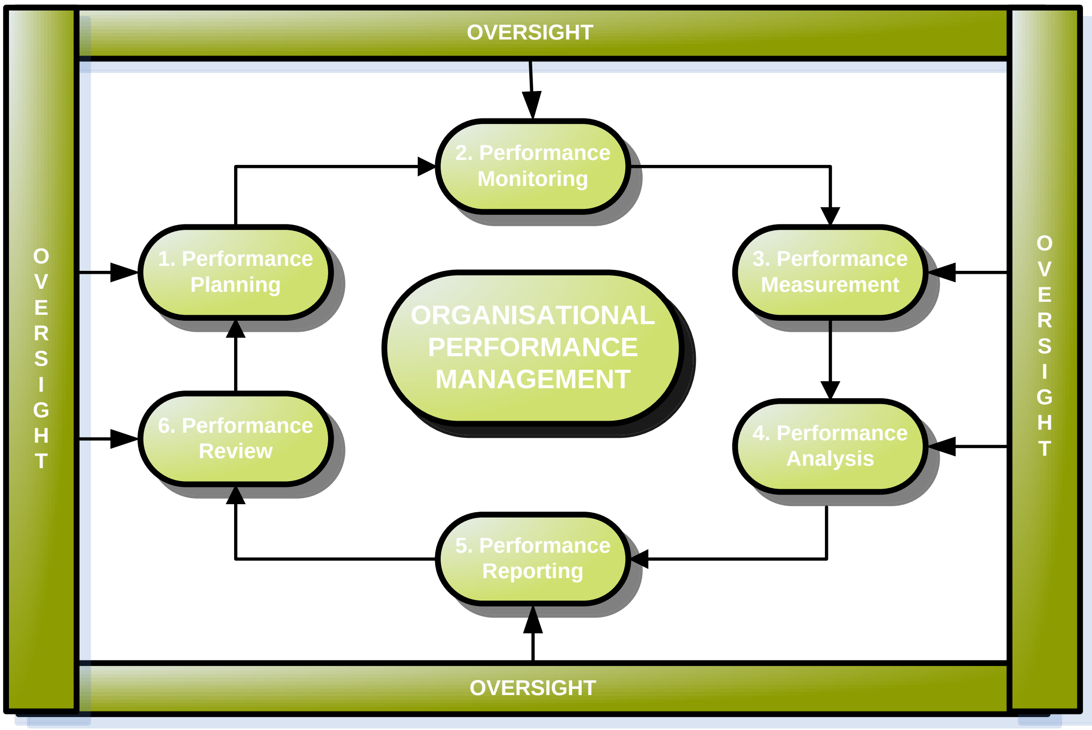
The following KPAs inform the OPMS of the Municipality:

1. Municipal Transformation and Institutional Development
2. Basic Service Delivery
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation

6. Cross Cutting Interventions

8.1.2. The process of managing performance

The process of managing performance at organisational level in the Municipality involves the stages as set out in the diagram below:



The diagram provides for the cycle of performance management in Nongoma Municipality to commence with performance planning followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process. It is important to note that each of the stages in the cycle is underpinned by Council and community oversight over the performance of the Municipal Executive and Administration.

Performance Planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance.

Performance monitoring

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against targets set.

Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator.

Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance, analysis requires that the reasons therefore should be examined and corrective action be taken.

Performance reporting and review

The next two steps in the process of performance management namely that of performance reporting and performance review will be dealt with at the same time. This section is further divided into three sections dealing with the requirements for in-year versus annual reporting and reviews respectively and lastly a summary is provided of the various reporting requirements.

In the 2019/2020 FY PMS was cascaded to all line Managers below Section 57/54 Managers. As such, Managers reporting to Senior Managers have signed their individual Performance Management Plans in line with their respective job descriptions and the OPMS, and their respective departmental SDBIPs. The intention is to cascade PMS further to cover all officials in the municipality.

8.1.3. In-year performance reporting and review

The submission of the scorecard to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any OPMS and it marks the beginning of what should become a regular event, namely using the performance report as a tool to assess and review the Municipality's performance and to make important political and management decisions on how the municipality can improve its performance.

As indicated earlier it is recommended that the organisational scorecard be submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September) January (for the period October to the end of December), April (for the period January to end of March) and July (for the period April to the end of June).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 25

January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process whereby the leadership of an organisation, after the performance of the organisation has been measured and reported to it, reviews the results and decides on appropriate action to be taken. The Executive Committee, when reviewing the organisational scorecard submitted to it, will have to ensure that the targets committed to in the scorecard have been met, and where they have not, that satisfactory and sufficient reasons for this have been provided by senior management and that the sufficient and appropriate corrective action has been proposed to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council and must be minuted and actioned accordingly.

Section 44(4) of the Municipal Structures Act, 1998 (Act 117 of 1998) as amended requires that the Executive Committee must report to Council on all its decisions taken. The outcome of the quarterly performance reviews by the Executive Committee must, in line with this requirement, be reported to the full Council for it to perform its oversight function over the performance of the Municipal Executive and Administration. In doing so Council must review the decisions taken and resolve whether it is satisfied with the corrective action adopted by the Executive Committee. If they are not then the Executive Committee recommendation must be amended accordingly and the amendments minuted and actioned.

8.1.4. Annual performance reporting and review

A comprehensive report on the performance of the Municipality also needs to be compiled on an annual basis. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary the MFMA requires that:

- All municipalities for each financial year compile an annual report which report must include the municipal performance report,
- The annual report be tabled within seven months after the end of the financial year
- The annual report be made public immediately after it has been tabled and that the local community be invited to submit representations thereon,
- The municipal Council considers the annual report within nine months of the end of the financial year and adopts an oversight report containing the Council’s comments on the annual report,
- The oversight report as adopted be made public,
- The annual report as tabled and the Council’s oversight report be forwarded to the Auditor-General, the Provincial Treasury and the Department responsible for local government in the Province,
- The annual report as tabled and the Council’s oversight report be submitted to the Provincial legislature.

It is important to note that the municipal performance report of a municipality is only one element of the annual report. To ensure that the annual report compilation, tabling and review process is completed in time to inform the next cycle of performance planning in accordance with the IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of each financial year as possible but ideally not later than two months after financial-year end.

The oversight report to be adopted provides the opportunity for the full Council to review the performance of the Municipality in line with its oversight role. The requirement that the annual report, once tabled, and the oversight report be made public also provides a mechanism for the general public to review the performance of the Municipality in line with the community's oversight role.

In order to facilitate the oversight process it is recommended that a municipal oversight committee be established consisting of a selected number of Councillors not serving on the Executive Committee. Council should also consider in line with oversight best practice that the chairperson of the oversight committee be a member of an opposition party.

The oversight committee will be responsible for the detailed analysis and review of the annual report and the drafting of the oversight report. In doing so the committee must establish mechanisms to receive and review representations made by the public on the annual report and also seek inputs from other Councilors and Council portfolio committees. Such mechanisms could involve all or any combination of the following:

- Producing a user-friendly citizens' report in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.
- Using of various forms of media including radio, newspapers and billboards to convey the annual report.
- Inviting the public to submit comments on the annual report via telephone, fax and email.
- Holding public hearings in a variety of locations to obtain their input on the annual report.
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments.
- Debating the annual report at a meeting of the IDP Representative Forum
- Hosting a number of public meetings or roadshows at which the annual report could be discussed, and input invited.
- Producing a special issue of the municipal newsletter in which the annual report is highlighted, and the public are invited to comment.
- Posting the annual report on the council website and inviting input

It is further proposed that the oversight committee functions as a standing committee on municipal accounts (municipal scopa). As such the committee must examine:

- the financial statements of all executive organs of Council;
- any audit reports issued on those statements;
- any reports issued by the AG on the affairs of any municipal entity; and
- any other financial statements or reports referred to the committee by Council.

- may report on any of those financial statements or reports to Council;
- may initiate any investigation in its area of competence; and
- must perform any other oversight function assigned to it by resolution of Council.

As the oversight committee performs an oversight function on behalf of Council it is not a duplication of and must not be confused with either the audit committee or the finance portfolio committee. The audit committee is an independent advisory body that advises Council and the Executive on financial and risk matters and can act as an advisory body to the oversight committee. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.

9. PROJECTS FOR 2021/2022 FY

9.1 Infrastructure Projects

9.1.1. BREAKDOWN OF INFRASTRUCTURE PROJECTS – 2021/2022

PROJECT NAME	Location	FUNDING	Category	Amount
streetlights (in town)	Ward 19	MIG		R 3,500,000
Esigangeni road	Ward 20	MIG		R 500 000
Mcakwini / mkukhwini electrification	Ward 1	INEP		R 4000,000
ebuhleni electrification	Ward 2	INEP		R 4000,000
Nongoma CBD Stormwater- New	Ward 19	MIG		R 3,036,921
Deleni Road - Renewal	Ward 19	MIG		R 3,000,000
White City Access Road – Renewal	Ward 19	MIG		R 3,000,000
Nongoma CBD Sidewalks – Renewal	Ward 19	MIG		R 7,045,207
Nongoma Blacktop- renewal	Ward 19	MIG		R 3,460,796
Redhil Road - renewal	Ward 9	MIG		R 3,939,250
Nongoma Street lights & Appolo	Ward 19	MIG		R 2,430,232
Manzimakhulu Hall & Creche	Ward 20	MIG		R 10,476,314
Magedlane Hall & Creche		MIG		R 832,285
Nongoma Testing Station	Ward 19	OWN		R 851,839
TOTAL		**CAPITAL BUDGET**		**R50 072 839**

4.2. HUMAN SETTLEMENT PROJECTS

4.2.1. CURRENT CONSTRUCTION STAGE PROJECTS

No:	PROJECT NAME	Budget required to finish the project	Wards	Phase	Total Units	Units Constructed
1.	Osuthu B Rural Housing Project	R 86 303 288,50	16, 17& 18	2	3000	650
2.	Nkukhwini Rural Housing Project	R 76 849 479,00	1	1	1800	430
3.	Nkunzana Rural Housing Project	R 75 719 970,00	18	1	2000	600
4.	Matheni B Rural Housing Project	R 82 828 733,00	10 &13	1	2000	650
5.	Vuna Rural Housing Project	R 76 767 642,00	14	1	1500	535
6.	Kombuzi Rural Housing Project	R 64 133 205,00	3	1	1200	500
7.	Zidwadweni Rural Housing Project	R 75 382 254,00	5	1	1000	367
8.	Siyazama Rural Hosuing Project	R 64 365 255,00	15	1	3100	0
9.	Khokhwaneni Rural Housing Project	R 38 767 644,00	4 & 6	1	1800	23
10.	Mpunzana Rural Housing Project	R 40 159 821,00	21	1	3000	0

4.2.2. PROJECTS THAT HAVE COMPLETED STAGE 1 (PLANNING)

No:	Projects Name	Budget	Wards	Total Units	Anticipated Phase
1.	Matheni A Rural Housing Project	R 39 755 253,00	**21**	2000	300
2.	Osuthu A Rural Housing Project	R 39 755 253,00	**06,08**	2000	300
3.	Mandlakazi A Rural Housing Project	R 39 755 253,00	**02,03,05,07**	2000	300
4.	Mandlakazi B Rural Housing Project	R 39 755 253,00	**09,14,20**	2000	300
5.	Bhuqwini Rural Housing Project	R 39 755 253,00	**12**	3000	300
6.	Mhambuma Rural Housing Project	R 39 755 253,00	**15**	1000	300

4.2.3. OTHER SECTOR DEPARTMENTAL PROJECTS

Projet Name	Description	Number of Beneficiaries	Funding Department	Ward	Amount
KwaMajomela Small Scale Manufacturing And Value Add Services Centre Infrastructure	This project aims to establish a small-scale manufacturing facility in KwaMajomela. It would also be extended to cater for other sectors of the economy i.e. a general purpose (mixed use) facility that includes value-adding services that can benefit all kinds of small enterprises, ▪ Market stalls/stands for fresh vegetables ▪ 10 x Lockable Trading stalls for goods display and sales ▪ 1 x Cold Storage facility ▪ 1 x Training/ meeting place 50 people. ▪ 1 x Shared services centre (computers, fax machines etc.) ▪ 1 x Office centre staff ▪ 5 x Small manufacturing facilities	Not indicated	Department of Economic Development Tourism & Environmental Affairs (EDTEA)	17	+- R11Million over 2 years
Nongoma Single Land-use Scheme	The Spatial Planning and Land Use Management Act, Act No 16 of 2013 (SPLUMA), requires municipalities to develop and introduce Land Use Schemes in their area of jurisdiction by 2020. In an attempt to implement the requirements of SPLUMA, the Department of Rural Development and Land Reform (DRDLR) has initiated a process towards the preparation of a Land Use Scheme (LUS) for the Nongoma Local Municipality area of jurisdiction.	N/A	Department of Rural Development and Land Reform (DRDLR)	All	R2 000 000.00

Small business Funding and Mentorship (Senzakwenzeka Cooperative)	This is a Block-making project which will see the connection of electricity, installation of borehole and pump, construction of concrete slab and ramp, erection of steel shelter and procurement of equipment and material	Not stated	Department of Economic Development Tourism & Environmental Affairs (EDTA)	18	R 1 178 480.00
Graduate Internship Programme	This is a COGTA-initiated graduate support and placement programme that aimed at benefiting young, unemployed graduates in any of the following fields: civil engineering, construction and build management, internal audit and risk management, urban and regional planning, finance and accounting, electrical engineering, water engineering and quality management, plumbing and sanitation, GIS and land use and human resources management.	6	Department of Co-operative Governance and Traditional Affairs (KZN COGTA)	N/A	Not stated

10. SECTION K: APPENDICES

Please note that some appendices are on a separate electronic folder:

Appendix 1 – Approved Municipal Organogram

Appendix 2 – Nongoma LM Human Resource Strategy

Appendix 3 – Organisational Service Delivery & Budget Implementation Plan (SDBIP)

Appendix 4 – Nongoma Spatial Development Framework (on a separate electronic folder)

Appendix 5 – Nongoma Local Municipality Disaster Management Plan (on a separate electronic folder)

Appendix 6– Audit Action Plan

Appendix 7 – Nongoma LED Strategy (on a separate electronic folder)

Appendix 8 – Nongoma Integrated Waste Management Plan (IWMP) (on a separate electronic folder)

Appendix 9 – Nongoma LM Housing Sector Plan (on a separate electronic folder)

Appendix 10 – Financial-related Policies (on a separate electronic folder)