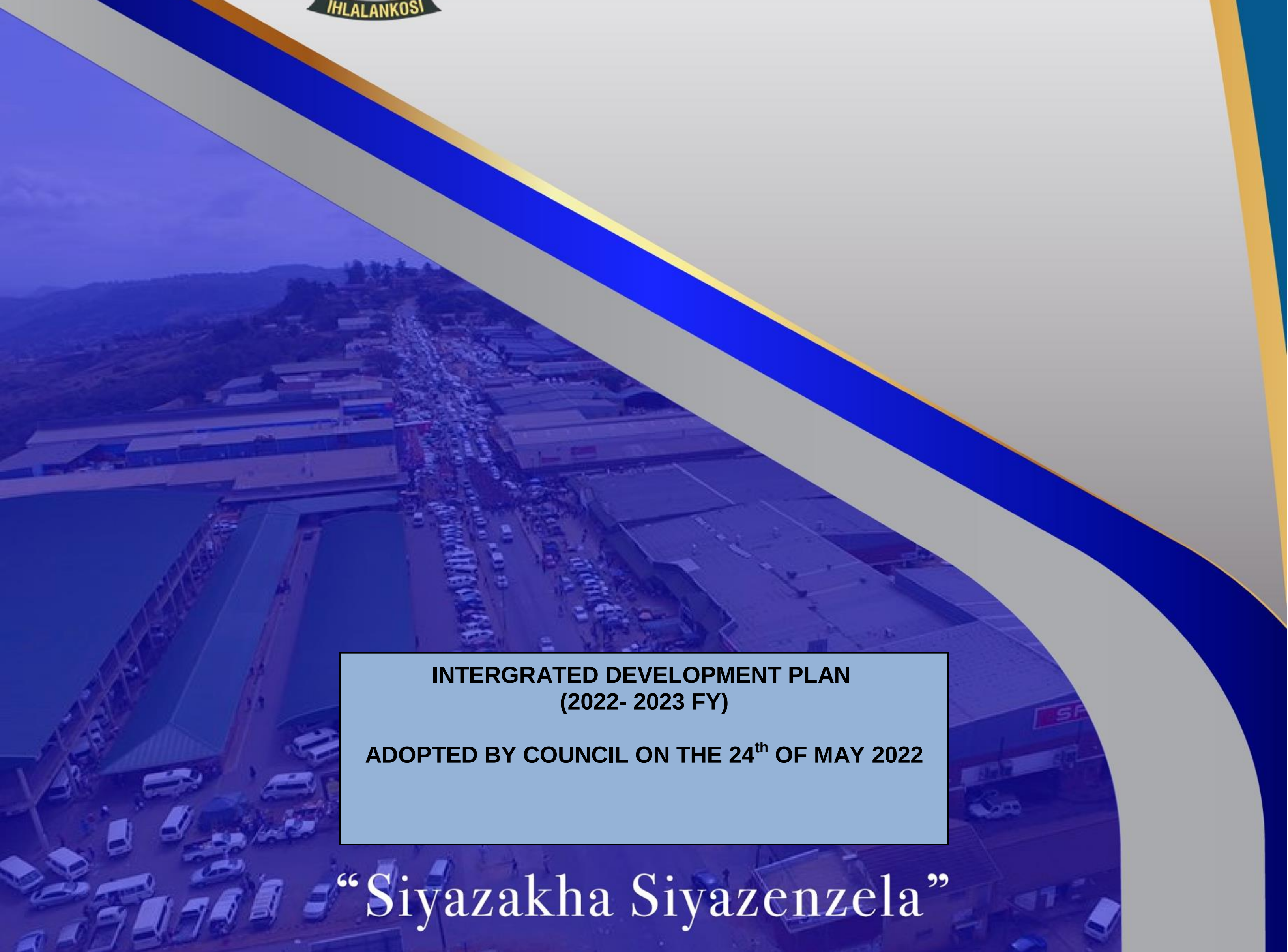
Umkhandlu wakwa
NONGOMA
LOCAL MUNICIPALITY



INTERGRATED DEVELOPMENT PLAN
(2022- 2023 FY)

ADOPTED BY COUNCIL ON THE 24th OF MAY 2022

"Siyazakha Siyazenzela"

Contents

THE MAYOR'S FOREWORD

Greetings,

The preparation of the 2022/2023FY – 2026/2027 FY generation of IDP marks another milestone not only for Nongoma municipality, but for local government as a sector.

Through the recently held local government elections; Nongoma communities have given us a further 5 years to continue with our developmental agenda and improve continue improving the quality of their lives.

This IDP articulates a detail service delivery mandate for Nongoma Local Municipality that will inform Nongoma LM's 5-year strategic agenda. A section containing the 5-year implementation plan indicates the programmes that the municipality wants to implement in the next 5 years, for an example, the municipality will continue to provide Mayoral Bursary scheme and registration fee support to deserving learners. This is in line with promoting and enhancing culture of learning among children & youth.

The recent floods that have engulfed the province of KwaZulu-Natal suggest that we reconsider and put emphasis on matters pertaining to Climate Change issues in relation to human settlement and Spatial Planning at large. Our municipality has been proactive in that it has already developed its Climate Change Response plan, to guide and inform our strategies to mitigate climate change impacts among others.

We continue keeping our heads high despite all the challenges face by the municipality, which include, among others, poor revenue and our dependent on grants. It is a known fact that Nongoma municipality being a rural area, there are no abundant sources of income. It was such limitations that led to us coining the "Ukuzakha nokuzenzela" mantra.

Through our mantra, we shall remain vigilant to the fact that our people will always judge us on the strength and our abilities to deliver their needs. Understanding that these limitations are merely motivation to innovations; we will go an extra mile in ensuring that betterment of the lives of the people of Nongoma.

Lastly, I would like to thank the council and the management as a whole for working tirelessly in ensuring that the mandate given to us by the people of Nongoma is realised, despite all the challenges, this is work to be adored, Ngiyathokoza.

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Cllr M.A Mncwango

His Worship, the Mayor

THE MUNICIPAL MANAGER'S OVERVIEW

Greetings.

As we enter a new era in terms of IDP generations, we enter it with our heads high. For three consecutive years Nongoma municipality has on one hand, maintained an unqualified audit opinion (2018/2019 – 2020/2021FY) and on the other, improved from being one of the worse municipalities (2017/2018 FY), i.e. one of the weakest municipality in the province in terms of the provincial assessment, to an improved rating in 2019/2020 and 2020/2021, an 11% and 13% respectively; culminating to being one of the best (top 10) in the 2021/2022FY.

The municipality has developed it 5-year strategic agenda in line with the 5 year political mandate given to our political principals. The strategic agenda will be reviewed annually as the municipality navigate through all the challenges and limitations it may encounter during the implementation of the plan.

It would be appropriate for me to express my gratitude to the 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 resolute support. Lastly, I am humbled to lead a team of Nongoma municipal employees, in particular the management, for ensuring that the institution became a well-oiled machine and instilling a military precision approach.

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Mr. MM Zungu
Municipal Manager (Acting)
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Council is headed by the following full-time councilors:

<table>
<tr><th colspan="3">POLITICAL STRUCTURE</th></tr>
<tr><td>No.</td><td>DESIGNATION</td><td>FUNCTIONS</td></tr>
<tr><td></td><td>
His worship, The Mayor:
Cllr M.A Mncwango</td><td>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.</td></tr>
<tr><td>2.</td><td>
Hon. Deputy Mayor
Cllr GS Nkosi</td><td>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.</td></tr>
<tr><td>3.</td><td>
Hon. Speaker: Cllr. B.W Zulu</td><td>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.</td></tr>
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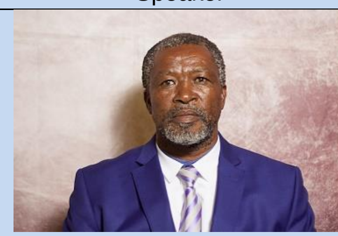
The municipal council is made up of the following councilors:

 1. Cllr M.A Mncwango The Mayor	 2. Cllr G.S Nkosi The Deputy Mayor	 3. Cllr. BW Zulu Speaker
 4. Cllr J.T Nkosi Ward 18 Councillor EXCO Member	 5. Cllr. TJ Nsele Ward 10 Councillor EXCO Member	 6. Cllr K.M. Dladla PR Councillor
 7. Cllr N.M Mthembu PR Councillor	 8. Cllr B.H. Sithole PR Councillor	 9. Cllr. C.M Ndabandaba PR Councillor
 10. Cllr. N.M Mchunu PR Councillor	 11. Cllr. SM Mbatha (Chief Whip) Ward 14 Councillor	 12. Cllr. P.W Gumbi PR Councillor (MPAC Chair)
 13. Cllr F.M Shongwe Ward 1 Councillor	 14. Cllr. G.N Mthiyane Ward 2 Councillor	 15. Cllr. B.G Ndwandwe Ward 3 Councillor

 16. Cllr. N.M Manqele Ward 4 Councillor	 17. Cllr S.L Mbongwa Ward 5 Councillor	 18. Cllr S.A Mhlongo Ward 6 Councillor
 19. Cllr D.J Mtshali Ward 7 Councillor	 20. Cllr. M.P Nxumalo Ward 8 Councillor	 21. Cllr S.S.Z Dlamini Ward 9 Councillor
 22. Cllr N.S Ntshangase Ward 11 Councillor	 23. Cllr. TM Ndwandwe Ward 12 Councillor	 24. Cllr. MA Mtshali Ward 13 Councillor
 25. Cllr. Z.H Zungu Ward 16 Councillor	 26. Cllr S. Mbatha Ward 17 Councillor	 27. Cllr N.P Ndebele Ward 19 Councillor
 28. Cllr N. Msomi Ward 20 Councillor	 29. Cllr. B.L Buthelezi Ward 21 Councillor	 30. Cllr M.H Zulu Ward 22 Councillor

 31. Cllr. V.P Mpanza Ward 23 Councillor	 32. Cllr S,V Nxumalo PR Councillor	 33. Cllr G.N Xaba PR Councillor
 34. Cllr A.N Manqele PR Councillor	 35. Cllr N.F Zungu PR Councillor	 36. Cllr. T.J.C Mthimkhulu PR Councillor
 37. Cllr Cllr. S.M Zulu PR Councillor	 38. Cllr. LN Buthelezi PR Councillor	 39. Cllr. C.S.P Sithole PR Councillor
 40. Cllr. M.N Sokhela PR Councillor	 41. Cllr. L.N Mdluli PR Councillor	 42. Cllr. SC Ndwandwe PR Councillor
 43. Cllr M.E Ndwandwe PR Councillor	 44. Cllr ZN Sithole PR Councillor	 45. Cllr BA Mncwango PR Councillor

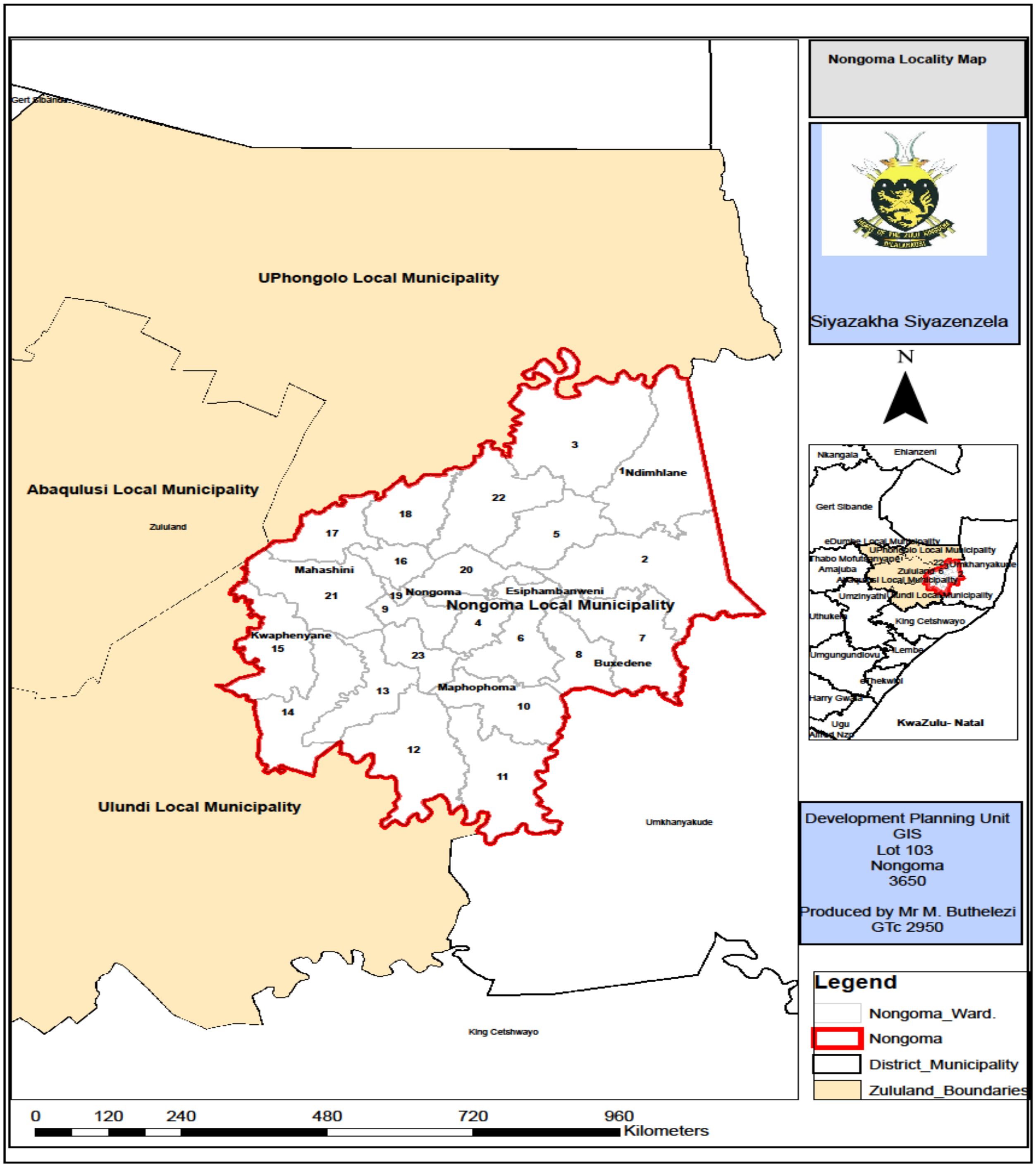
A: EXECUTIVE SUMMARY

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)



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%. One would have expected the population growth rate to remain the same as in period 2001-2011 (-0.18%/year), thus anticipation the population of Nongoma to be about 192 125 in 2019. 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)

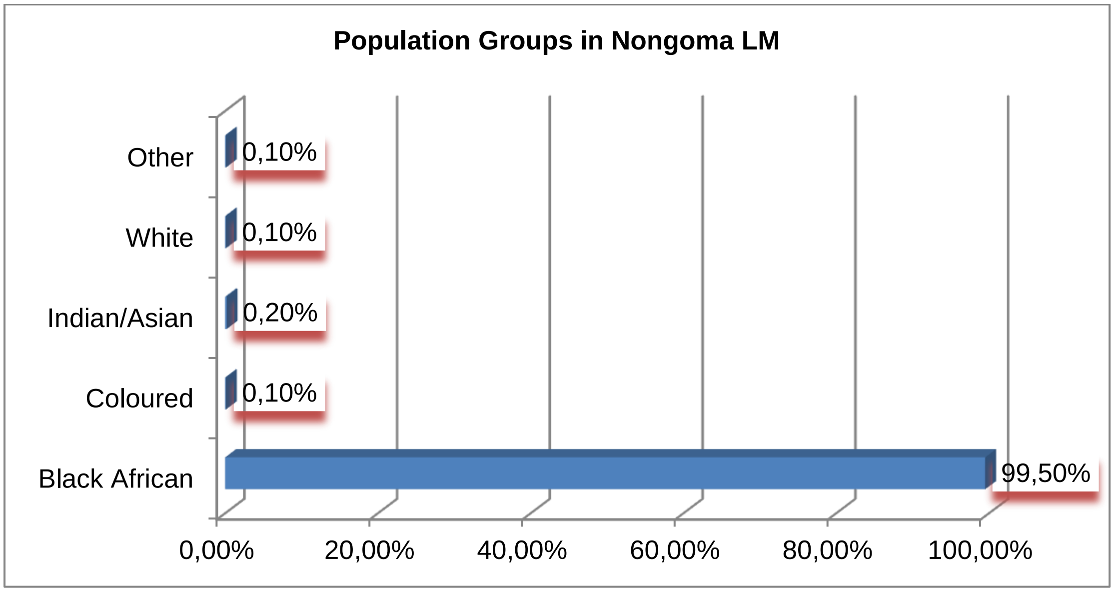
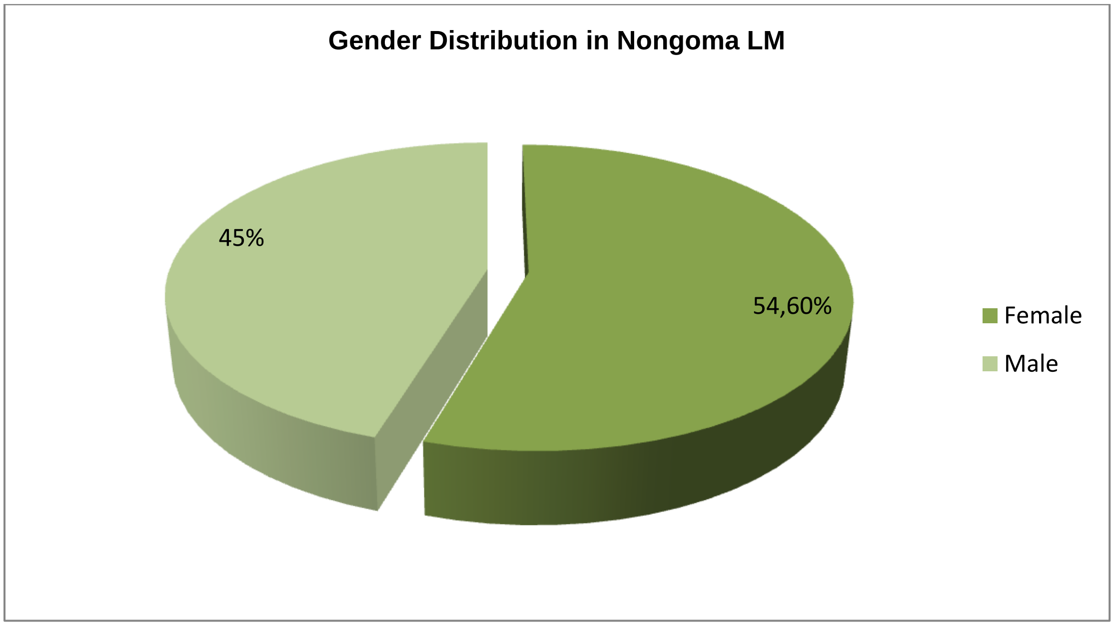


Figure 2: Gender Distribution in Nongoma LM (StatsSa, 2011)



1.2. VISION FOR NONGOMA LOCAL MUNICIPALITY

A strategic planning session was held on the 23rd to the 25th of March 2021 at Bo Hotel Waterfront, Richards Bay. The purpose of the strategic planning session was as follows:

- To develop service delivery mandate of Nongoma Local Municipality that will inform Nongoma LM's 5-year strategic agenda;
- Realign municipal mission, vision, strategic objectives and organogram in line with reviewed municipal and government priorities as contained in the NDP, PGDP and DGDP; State of the Nation Address; State of the Province Address, DDM and other various applicable policy directives;
- Mainstreaming Ward-Based planning in all municipal development initiative and elevating ward-based issues into the municipal strategic planning.
- To create a platform for the necessary culture of organizational teamwork; integration; and alignment across the Municipal machinery
- To discuss the Final 2020/21 Audit Outcome and Action Plan

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 2040 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 STATEMENT:

Inspired by the philosophy of ukuzakha nokuzenzela, we will:

- **Strive for Integrity**: Through the principle of servant leadership accountability and responsive governance; Nongoma municipality will strive for good governance and public participation.
- **Empower our communities**: Through skills development, bursaries, resources and training, to create self-help and self-reliance, with a special focus on supporting people with disabilities, youth and women-led projects.
- **Create food security**: By supporting subsistence farmers, developing cooperatives and assisting emerging farmers, in particular women and youth-led projects.
- **Partner with traditional leaders**: By recognising just how vital traditional leaders are and how important it is to support and resource Amakhosi, so that they can execute their functions of ensuring that communities' needs are met and that everyone is treated with dignity and respect.
- **Make communities safer**: By fighting the scourge of GBV by strengthening law enforcement to protect the vulnerable, and invest in well-resourced community policing forums and additional law enforcement units to boost capacity to root out all forms of lawlessness
- **Build homes**: By building good quality, dignified housing that is efficiently and fairly allocated – and we build roads and transport systems to connect you.
- **Look after our communities' health**: By ensuring basic access to primary healthcare
- **Provide clean water**: Liaise with the District municipality in elevating water-related needs of the Nongoma communities; thus ensuring access to clean water
- **Light up the lives of the communities**: through electricity and network connections
- **Build the next generation**: By prioritising Early Childhood Development (ECD) Centres and sports fields; and continue to provide bursaries to the deprived learners

MUNICIPAL GOALS

- Improve institutional efficiency and effectiveness
- Improved basic service delivery and infrastructure development
- Improved inclusive economic growth and community development
- Improved financial viability and sustainability
- Responsive, transparent, participatory and accountable municipal governance
  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
- Uncoordinated Performance Management & Reporting
- High number of unskilled Workforce
- Poor Implementation of Employment Equity
- Gender Imbalances in the municipal critical positions (Senior Manager level)
- Limited Funding to address non-infrastructure and infrastructure projects
- Aged/Aging infrastructure, with poor operations and maintenance
- Majority of Access roads requires maintenance

- Housing backlogs characterised by poor failure by implementers to complete projects within stipulated timeframes.
- Inability to extend to extend Waste Refusal collection services
- Dilapidated waste collection infrastructure
- Mainstreaming and Integration of special programmes to assist vulnerable groups
- Prevalence of HIV / AIDS pandemic
- Poor involvement of communities in the municipal planning processes, characterised by poor institutional accountability
- Poor communication with stakeholders and community at large
- Dysfunctional ward committees
- Poor environmental Management

These challenges are thoroughly articulated on Section 3.9, pages 252 – 258

1.2.2. Key Outcomes for the Nongoma Local Municipality

1. Embrace the principles of good corporate governance and accountable and disciplined administration
2. Effective and efficient communication within the institution, and to all stakeholders including community in line with Batho Pele principles
3. Emancipation of women, youth and people with disabilities, in sports, education, the economy and skills development.
4. Eradication of poverty through food security and job creation
5. Safety and security for all communities within Nongoma municipality
6. Access to health care for all communities within Nongoma municipality
7. Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives and Emerging Contractors
8. Efficient and effective spatial planning and development, and disaster management
9. Efficient and effective safeguarding and proper management of municipal assets
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. Good Governance and Clean Administration
2. Revenue enhancement
3. Spatial Planning and Economic Development;
4. Waste and Pound Management

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

1.3. DEVELOPMENT OF THE 2022/2023 INTEGRATED DEVELOPMENT PLAN

Central to the development of the 2021/2022IDP is the IDP Process Plan, which provides a framework upon which an IDP review process would happen. The process of developing 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 of the IDP; an IDP Steering Committee must be formulated. The municipality formulated its Steering Committee just after the adoption by the council of the IDP Process plan. Membership of the Nongoma IDP Steering Committee is as follows:

- The Chairperson: Municipal Manager, initially it was Mr. MB Mnguni, whom after his resignation later in the financial year, the Acting Municipal Manager took over, i.e Mr MM Zungu.
- The Chief Financial Officer: Mr. MM Zungu. After assuming the acting municipal manager role; he was replaced by Mr. N. Shandu (Acting CFO).
- HOD: Corporate Services, Mr. ME Sithole
- HOD: Planning & Infrastructure Development services, Mr. NFT Buthelezi
- HOD: Community Services. Initially it was the Acting HOD, Mr G.A Ndaba, later replaced by Mr. K. Zulu (also acting HOD).
- IDP Manager: Mr. G.A Ndaba.

At an early stage, the Steering Committee would meet once a month and also on ad hoc basis. However, later towards the finalization stage of the IDP, i.e between March and May months; the committee met every Mondays.

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 development process include:

- Issues raised by the Auditor General on the 20202021 Financial and Performance report
- MEC comments and comments received from the various role-players in the assessment of the IDP Review documentation for 2021/2022
- 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
- development of the Strategic elements of the IDP based on new council's priorities and management objectives
- 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.

1.3.2. ISSUES RAISED BY THE AUDITOR GENERAL (2020/2021 AG FINDINGS)

The following issues were raised by the AG as part of the finding in the 2020/2021 Audit report:

- During the audit, it was noted that reasonable steps were not taken to prevent unauthorised expenditure as disclosed in the notes to the financial statements. The spending was not in accordance with the final approved budget, the non-compliance occurred in the current and previous financial year and the non-compliance could have been prevented if adequate controls and processes were implemented to prevent it. This result in material non-compliance with section 62(1)(d) of MFMA
- The municipality did not include a specific condition that only locally produced goods or locally manufactured goods, meeting the stipulated minimum threshold for local production and content would be considered. As a result, one award was made without including the special conditions of local content and production on the advertisement.
- Management did not monitor the declarations of interest of the supplier and the declarations of municipal councillors to prevent awards to be made to persons in service of the state or the Municipality. As a result, the municipality made an award to a company that has a municipal councillor as a director.
- Management did not include the National Treasury instructions notes compliance requirements on the municipal compliance checklist to ensure that DTI is notified and provided with particulars of the winning bidder as required by Treasury Instruction notes on designated sectors. As result, DTI was not notified of successful bidders and not provided with copies of contracts and the SBD/MBD 6.2 certificates.

1.3.3. MEC COMMENTS ON THE 2021/2022 IDP

KEY PERFORMANCE AREAS (KPA)	COMMENTS BY THE MEC	RESPONSE/PROGRESS MADE IN ADDRESSING THE COMMENTS
Municipal Transformation and Institutional Development	- To adopt and implement Human Resource Strategy - Develop and adopt Retention Policy - Indicate proof of submission of Workplace Skills Plan to LGSETA - Indicate vacancy rate - Reflect the percentage of employees living with disabilities	
Basic Services Delivery and Infrastructure Development	- Improve information about the Water Services Authority(WSA) and the Water Services Development Plan (WSDP) - Develop Local Integrated Transport Plan (LITP) - Establish Municipal Animal Pounds in the municipal area or jurisdiction or conclude shared services agreement for the operation of the pounds	
Local Economic Development	- Link the core pillars of the National LED Framework to specific interventions and not just mention them - Review implementation plan of the LED Strategy annually to help track progress in the implementation of the strategy - Interventions that are suggested should be feasible and practical - Make available adequate funding for implementation of the strategy, taking into consideration non-governmental sources of funding	
Financial Viability & Management	- Unimproved debt collection strategy with spiral debtors' book and increasing indigence - Supply chain non-compliances - Indigent management should be improved and indigent policy should be attached - Supply chain management processes must be improved and challenges within the SCM Unit disclosed - Insufficient information regarding debtors management including age analysis should be provided - Lack of policy decisions to deal with e.g. write-off or plans to	

	recover. - Insufficient details to indicate how the revenue enhancement strategy is working should be provided - Poor infrastructure and asset management - Oversight by accounting officer and council, fiscal discipline and financial reporting must be improved - Early warning systems must be in place and effective monitoring and evaluation of projects and finances	
Good Governance and Public Participation	- All bylaws should be adopted by Council - Municipality to set processes in motion to fast-track the adoption and promulgation of these bylaws	
Cross Cutting Issues	- Quantification of services required could also be improved on .i.e. water availability vs backlog, and infrastructure capacity to provide for future development. - To show the phasing of future implementation - There is no Spatial and Environmental SWOT analysis conducted - It is recommended that SWOT analysis be included in the documents - There is no alignment between the IDP and SDF documents (the implementation plan is not available on the SDF) - It is recommended to prioritize more on green project/initiatives - Develop other environmental management plans (Strategic Environmental Assessment Climate Change strategy, Alien Invasive plan, etc.) as per the legislation requirements	

1.3.4. 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). 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 environment and underpinned by a coherent spatial						Maintain and improve the environmental integrity of Nongoma municipal

	development						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.

1.3.5. Summary of Activities for the 2022/2023 IDP Preparation Process

KEY ACTIVITY	KEY OUTPUT	BY WHOM?	TARGET DATE
STEERING COMMITTEE			**MONTHLY**
1. Development & Submission of the Process Plan	IDP Process Plan	Steering Committee	30 July 2021
2. Council Adoption of the Process Plan	Council Resolution	MM	30 July 2021
3. Advertisement of the Process Plan	Copy of an advert	IDP/PMS Unit & Finance	14 August 2021
4. Provincial IDP Feedback Session (IDP Indaba)	Feedback on credibility of the IDP	COGTA	23 September 2021
5. Zululand IDP Feedback session	Feedback on credibility of the IDP	COGTA	05 November 2021
STEERING COMMITTEE			**MONTHLY**
IDP REPRESENATIVE FORUM			**04 September 2021**
6. Compilation of Situational Analysis	Status quo reports	Heads of Departments	30 November 2021
7. Municipal-wide analysis	Needs Analysis reports	MM, Mayor & Council	14 December 2021
STRATEGIC PLANNING SESSION			23-25 March 2022
8. Identification of Priority Issues	Priority issues report	Steering Committee, Municipal Departments	23-25 March 2022
9. Consolidation of Analysis results	Analysis Chapter of the IDP	IDP/PMS Unit	23-25 March 2022
10. Development of Objectives & Strategies	Draft Strategies	Municipal Departments	23-25 March 2022
11. Identification of Priority Projects	Draft list of 2022/2023 Projects	Portfolio Committees	23-25 March 2022
12. Compilation of an Implementation Plan	5 year implementation plan and a draft organizational SDBIP focusing on the 2022/23 FY	IDP Unit, Municipal Departments	23-25 March 2022
STEERING COMMITTEE			**EVERY MONDAY**
13. Finalization/Adoption of the Drat IDP Document	Draft IDP	IDP/PMS Unit Council	30 March 2022
14. Advertisement of the IDP Document for Noting	Issuing of an advert for noting and soliciting public comments on both the IDP and Budget	IDP Unit, The CFO and the MM	05 April 2022
15. IDP/Budget Roadshows	IDP/Budget presentations at all 3 traditional Authorities and via Contact Session/Media Platform	The Mayor	Mandalkazi TC:04/05/22; Matheni TC: 06/05/22; oSuthu TC: 10/05/22 Council Chamber: 13/05/22
IDP REPRESENATIVE FORUM			12/05/22
16. Draft IDP Feedback Session	Zululand District Family of municipalities Feedback session on the draft IDPs		
STEERING COMMITTEE			**EVERY MONDAY**
17. Final Adoption of the IDP	Final IDP Document	Council	26 May 2022
18. Submission of an IDP Document to COGTA	Final IDP & Acknowledgement letter	IDP/PMS Unit	03 June 2022

	from COGTA		
19. Advertisement of the IDP Document for Noting	Copy of an advert	IDP/PMS Unit & Finance	09 June 2022

2: PLANNING & DEVELOPMENT PRINCIPLES, POLICIES & IMPERATIVES

2.1. Introduction

The Integrated Development Planning (IDP) is a process by which Nongoma Local Municipality prepares its 5-year strategic developmental agenda. It 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 2021/2022 IDP, and also taking into consideration the extent to which the municipality has implemented the 4th generation of IDP
- Taking into consideration, the circular 88 reporting and the extent to which that has been integrated into the municipal performance management system;
- 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;
- Circular 88 reporting;
- 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 2022, President Ramaphosa highlighted the following issues he said would underpin Government's intervention:

1) Growing The Economy And Jobs: Government's biggest immediate priority is to ensure that South Africa emerges from the pandemic with an economy that creates more jobs and provides more opportunities for those who have been excluded, especially women and young people.
2) A broad range of programmes and policies have been put in place to support the growth of small businesses, develop infrastructure for faster economic growth, encourage investment from inside and outside of South Africa, and more. These measures will enable businesses to grow and create jobs alongside expanded public employment and social protection.
3) Build better lives- Reducing the impact of poverty through social support and expanding access to services such as healthcare and education is vital to the achievement of a better quality of life for all South Africans.
4) Fighting Corruption - Corruption undermines the delivery of services, hampers job creation and investor confidence, and damages public trust in the government.
5) Making Communities Safer - Crime has a severe impact on the quality of life of all South Africans, particularly the poor. High levels of crime also efforts to stimulate growth, increase investment and reduce poverty.
6) Making Government Work - To address South Africa's social and economic challenges, and to deliver the basic services that enhance quality of life for all citizens, government

is working to strengthen the capabilities and resources of provinces and municipalities across the country. This means improving coordination between national, provincial and local governments and ensuring that public servants at all levels have the skills and support they need to do their jobs.

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. Circular 88 Reporting and Integration into Performance Management

Circular 88 reporting integrates the Back-to-Basics reporting and it integration into municipal management system (PMS) would intensify service delivery. Circular 88 reporting is still based on similar pillars as the Back-to-Basics, those are:

- Building Capable Local Government Institutions;
- Putting people first
- Improve basic service delivery and infrastructure development;
- Good Governance and;
- Sound Financial Management; and

Nongoma municipality has already begun integrating some elements of the Circular 88 reporting, wherein the Back-to-basic principles have formed the basis for the development of the strategic objectives and strategies to address matters identified in the analysis section of the IDP document. Most Back-to-basics indicators form part and have been integrated into the municipal SDBIPs (Organizational and Departmental) **(Refer to section 3.4.2, page 139, and Section 4.6, page 256)**

2.10. GOVERNMENT POLICIES/IMPARATIVES AND THEIR APPLICABILITY TO NONGOMA LM

POLICIES/IMPERATIVES	APPLICATION BY THE MUNICIPALITY
Outcome Delivery Agreement (Outcome: 9 & 12)	To ensure an A responsive, accountable, effective and efficient local government system, Nongoma municipality has committed itself to Strive for Integrity: Through the principle of servant leadership accountability and responsive governance; Nongoma municipality will strive for good governance and public participation To ensure an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship, the municipality has, among others, adopted Service Delivery Charter and Service Delivery Improvement Plan. To tackle corruption, the municipality has developed and adopted an Anti-Fraud and Anti-Corruption Strategy.
Sustainable Development Goals (SDGs)	Nongoma municipality has developed its six municipal goals. These goals are further unpacked into priorities and outcomes, upon which the strategic direction of the municipality is based. Hence their articulation in the IDP
National Development Plan	In responding to the nine key challenges as identified by the National Development Plan's diagnostic report; Nongoma municipality has identified six key priority areas which it is envisaged they will address some of the key challenges identified in the NDP, e.g. Key Priority 5) Spatial Planning & Development; and Key Priority 6) Good Governance & Clean Administration are aimed at addressing Spatial patterns exclude the poor from the fruits of development and Widespread Corruption challenges as articulated in the NDP.
State of the Nation's Address (SONA)	Nongoma municipality has identified, among its 10 Key Outcomes, the following which are in line with the State of the Nation's Address, as was delivered by the state president: Eradication of poverty through food security and job creation. Safety and security for all communities within Nongoma municipality Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives and Emerging Contractors
The Provincial Growth and Development Strategy (PGDS)	KPAs for the Nongoma LM Municipality are linked to the PGDS, for instance "Inclusive Economic Growth" is articulated as Local Economic Development & Social Development KPA 3; "Strategic Infrastructure" (KPA 2: Basic Service Delivery & Infrastructure Development)
District Growth and Development Plan	In line with the PGDS seven strategic goals and thirty strategic objectives that will drive the Province towards its 2035 vision; Nongoma municipality identified and coined its 10-point plan (Commitments) which are then translated into ten key outcomes for the municipality. (Refer to the section on vision)
The District Development Model (DDM)	In ensuring optimum participation, the Nongoma municipality allocated its officials (at a management level) to different District Cluster Hubs. These officials report back to MANCO on their participation on the respective Hubs. One official, i.e HOD: Corporate Services has since been appointed as the Deputy Chair for the Governance Cluster Hub. The municipality has also contributed towards the compilation of the DDM for the ZDM by compiling and submitting its implementation plan for integration into the DDM
Back-to-Basics & Circular 88 Reporting	Nongoma municipality has integrated the B-2-B principles into its Performance Management. Circular 88 reporting has also been integrated into the Performance Management reporting, and has been the basis for the development of the SDBIP linked to this IDP document.

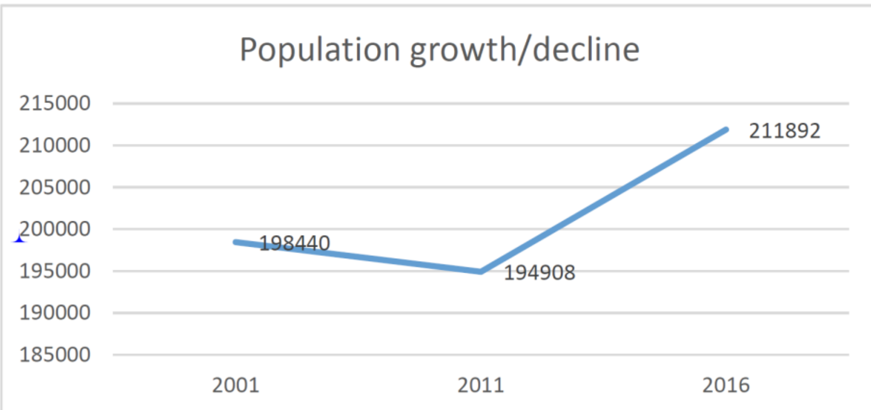
C: SITUATIONAL ANALYSIS

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%)

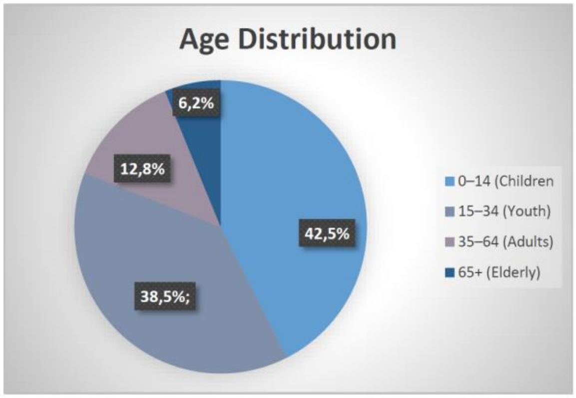
3.1.2. POPULATION DISTRIBUTION

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.

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.

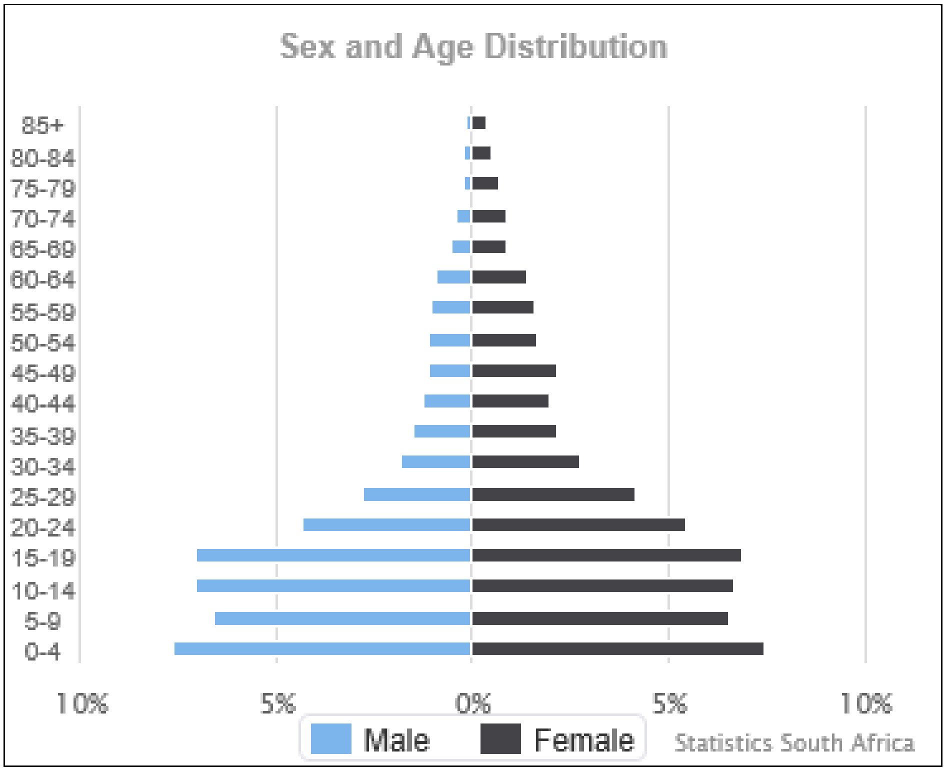
Figure 4: Nongoma Age Distribution, (StatSa, Community Survey 2016)



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 5: 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.

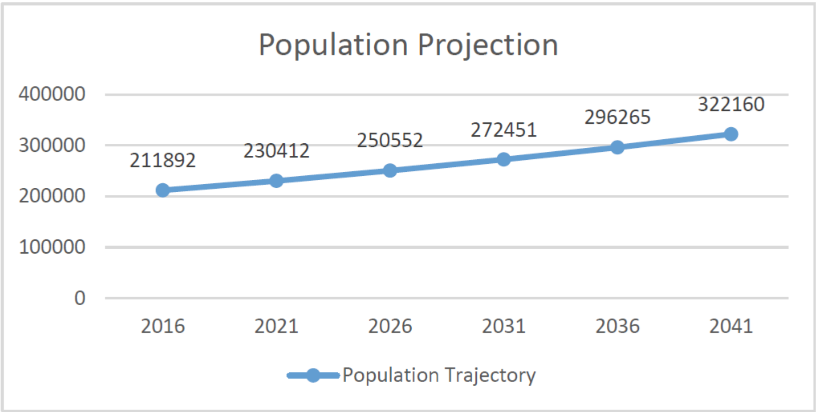
Based on the figure 5 indications are that the window for demographic dividend in Nongoma municipality is close, and the structure is not even marching towards the window. This is due to high fertility rate, the high number of children under the age of 15 years, the high rates of unemployment among the 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 6: Nongoma population projections



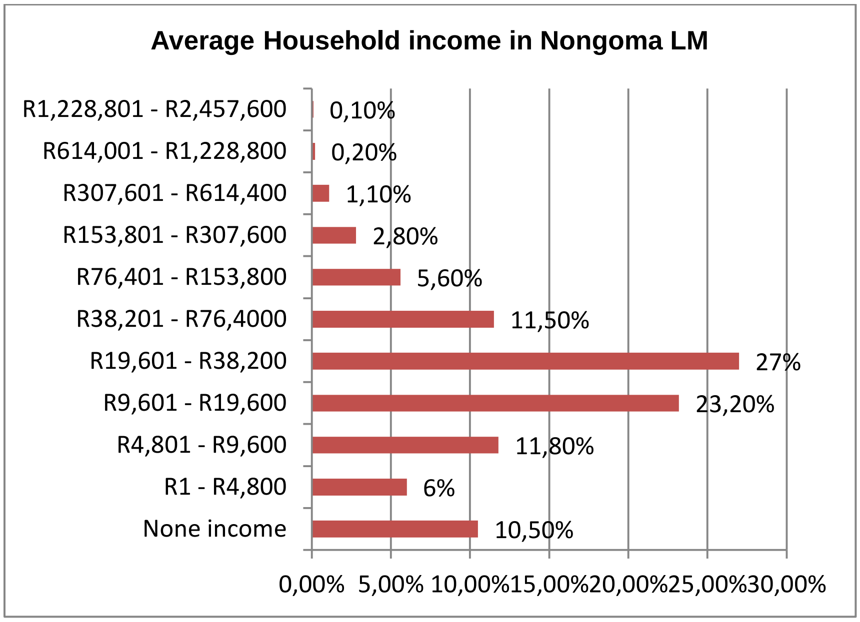
3.1.7. SOCIO-ECONOMIC ANALYSIS

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

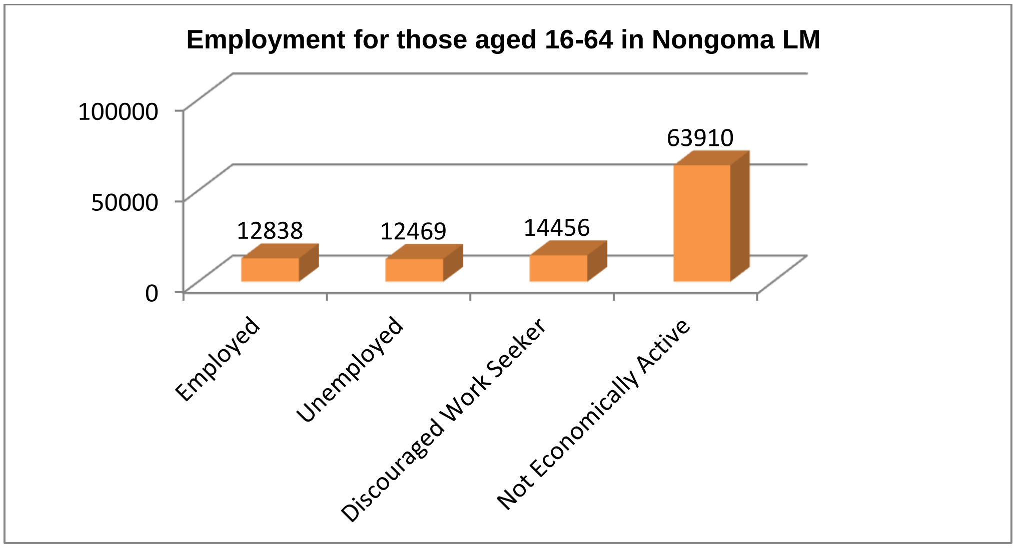


Noteworthy, is that 77.60% of those earning an income are within the income brackets of R1-R4800 and R9601 – R19200. These are the income regions within which the child grant and the old age pension grant administered by government are found. This signifies a profoundly welfare dependent community.

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 8: 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

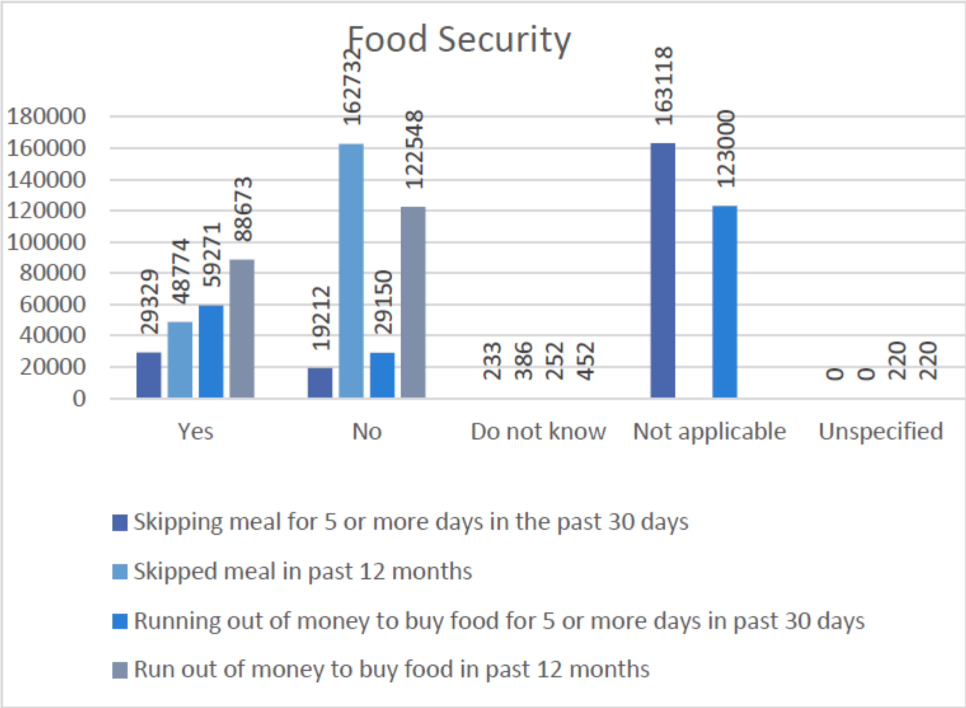
In line with prevailing national trends, the poverty found within Nongoma municipality is generally concentrated in the rural areas and noting that Nongoma is a largely rural municipality. There are various indicators that can be used to determine poverty within the municipality, however hunger and food 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 9: Food security challenge in Nongoma



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.

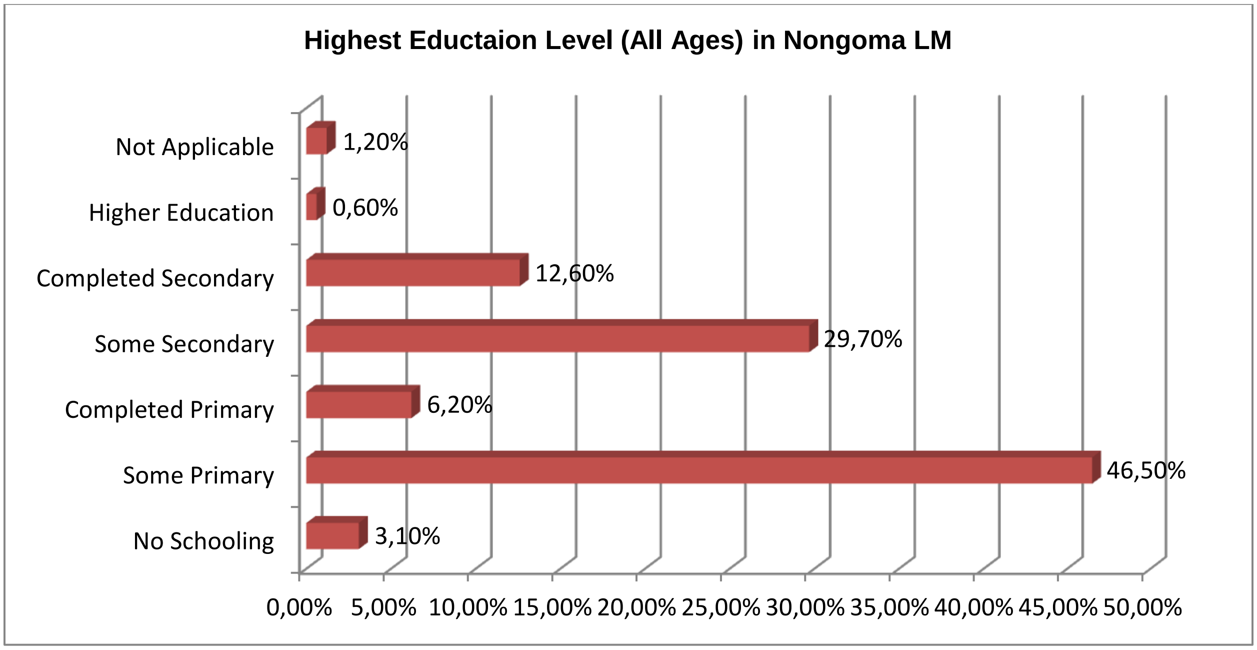
[1] A poverty line generally refers to an amount of money per month that sets a boundary between being "poor" and "non-poor". The inflation-adjusted food poverty line as defined by Stats SA was R335 in 2011 and is now R547 in 2018, per person per month

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 10: Education Levels in Nongoma LM (StatsSa, 2011)

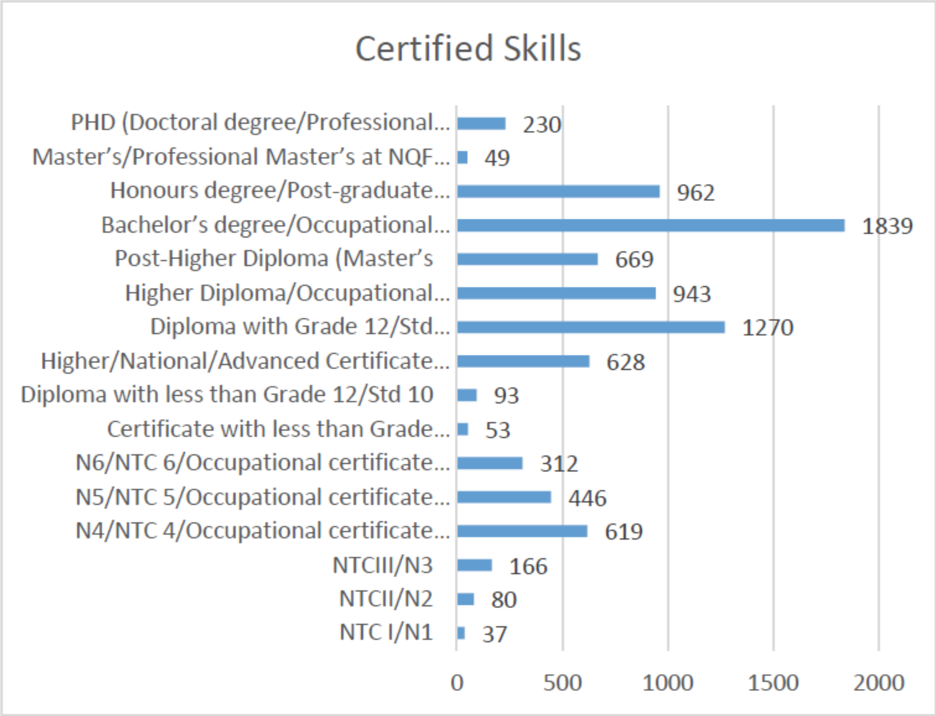


Functional literacy, in simple terms, involves being able to manage daily living and employment tasks that require reading, writing and performing basic mathematical calculations. Functional literacy is critical for improving the capacity of people to address environmental and development issues. The 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 11: 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:

- **Indigent households**: Most households in Nongoma municipality are indigent. A majority of which a female-headed households and to a certain extent, child-headed households. This therefore suggests that the municipality must update its indigent register so as to ensure that indigent households have access to basic services and are assisted as per the requirements.
- **Youthful economically inactive population**: 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. Efforts to municipal development should therefore be aimed at investments in education and the creation of employment opportunities.
- **High crime rate, especially Gender-based Violence**: While Nongoma is notoriously known for its taxi-related killings; the municipality tops the list of Gender-based violence crimes with reports of women abuse and killings almost every week.
- **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 cover 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 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 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 relies on rivers, wells for source of water.

3.2. ANALYSIS OF CROSS-CUTTING ISSUES

3.2.1. ENVIRONMENTAL SITUATION ANALYSIS

3.2.1.1. ASSESSING BIOPHYSICAL RESOURCES OF THE MUNICIPALITY

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. LAND

NLM has a surface area of 2,185.5 km2 which is equivalent to 218,550 hectares. Land use categories indicated in Table 18 account for 218,241 hectares which is about 99.9% of the area of the NLM. Table 18 shows that the dominant land uses in NLM include the following: bushland, degraded vegetation, forest and woodland, dams and wetlands, settlement, grassland, and subsistence agriculture. Grassland is the predominant land cover making up approximately a quarter (24.7%) of the surface area of NLM. Bushland and degraded vegetation make up 19.4% and 19.3% of the area, respectively (Table 3). Subsistence agriculture and settlement make up 18.9% and 5.4% of the area, respectively.

Commercial agriculture is very limited, only making up 0.8% of the area in the municipality. According to Nongoma SDF 2020, 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.

Much as soil 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 (Nongoma SDF, 2020). The highest occurrence of erosion is at Madumo, and on the northern boundary of the Municipality.

Table 3: NLM Land cover, NLM SDF 2020

Land Cover	Area (hectares)	The percentage of the municipality
Bushland	42,505	19.4%
Commercial Agriculture	1,809	0.8%
Dams and wetlands	1,476	0.7%
Degraded vegetation	42,133	19.3%
Forest and woodland	19,725	9.0%
Golf courses	5	0.002%
Grassland	54,085	24.7%
Main road	3,338	1.5%
Plantation	92	0.04%
Settlement	11,742	5.4%
Sugar cane	1	0.0005%
Subsistence(rural)	41,287	18.9%
Total	**218,241**	Total

Extensive, low density and dispersed (sprawling) rural settlement patterns primarily occur on traditional land and are associated with major alterations of the vegetation types in the municipality which include Zululand Lowveld, Northern Zululand Sourveld, Ithala Quartzite Sourveld and Scarp Forests. Zululand Lowveld is classified as Vulnerable whereas both Northern Zululand Sourveld and Ithala Quarzite Sourveld are classified as Least threatened (Table 20). The fragmented settlement patterns are associated with livestock rearing and grazing, as well as crop production to support livelihoods. These activities place further pressures on the remaining 'untransformed' vegetation. Tenure plays an important role in how communities live and use land resources.

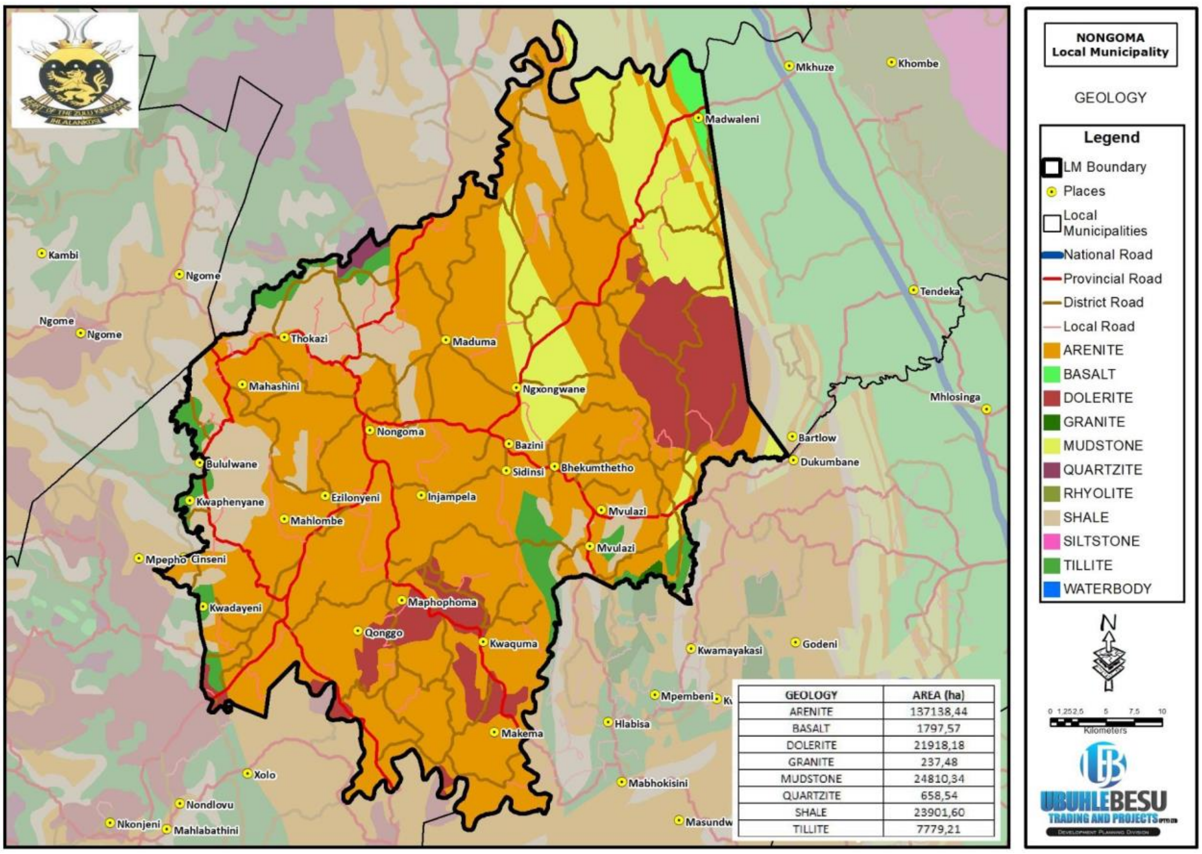
2. GEOLOGY AND TOPOGRAPHY

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 4: 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 2: Nongoma Geology



GEOLOGY	AREA (ha)
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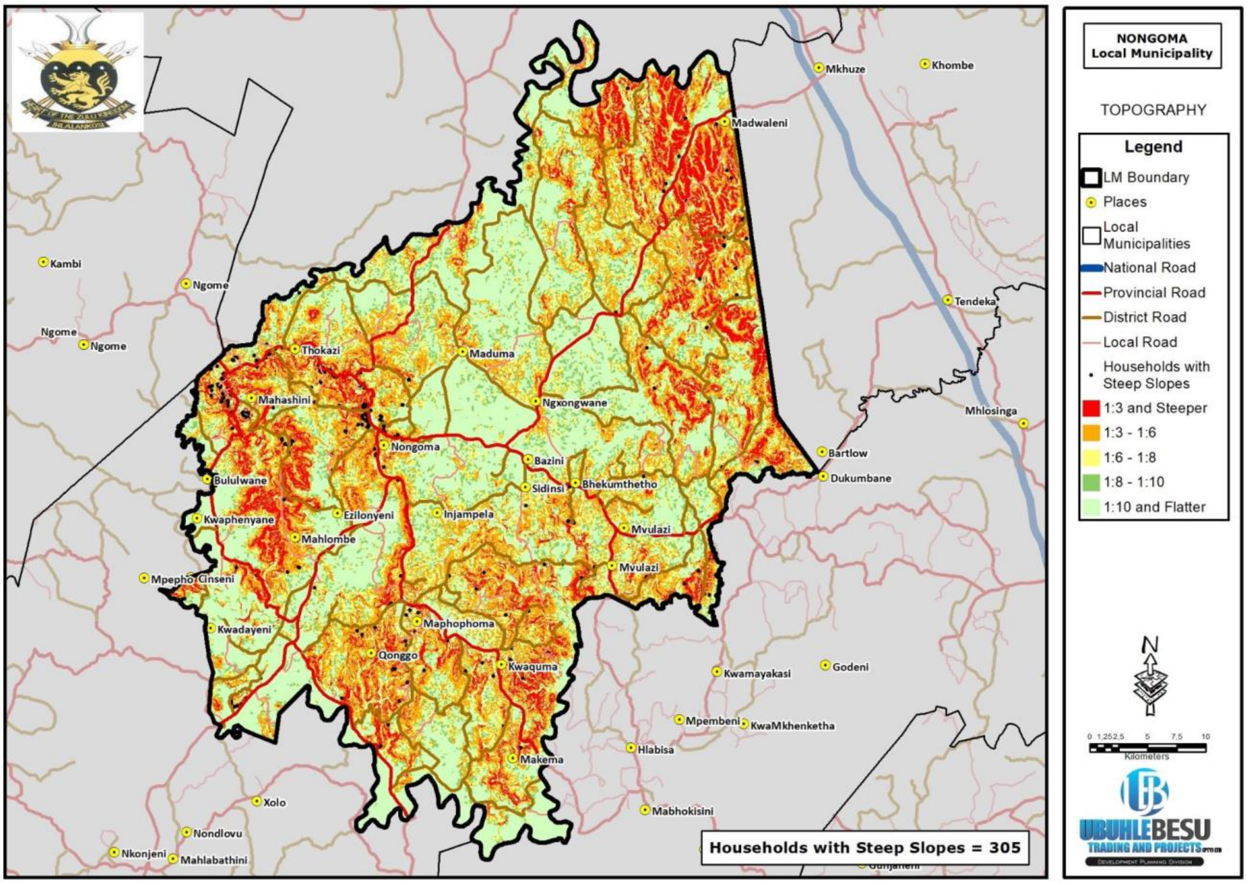
BASALT	1797,57
DOLERITE	21918,18
GRANITE	237,48
MUDSTONE	24810,34
QUARTZITE	658,54
SHALE	23901,60
TILLITE	7779,21

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.

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 3: 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. CLIMATE CHANGE

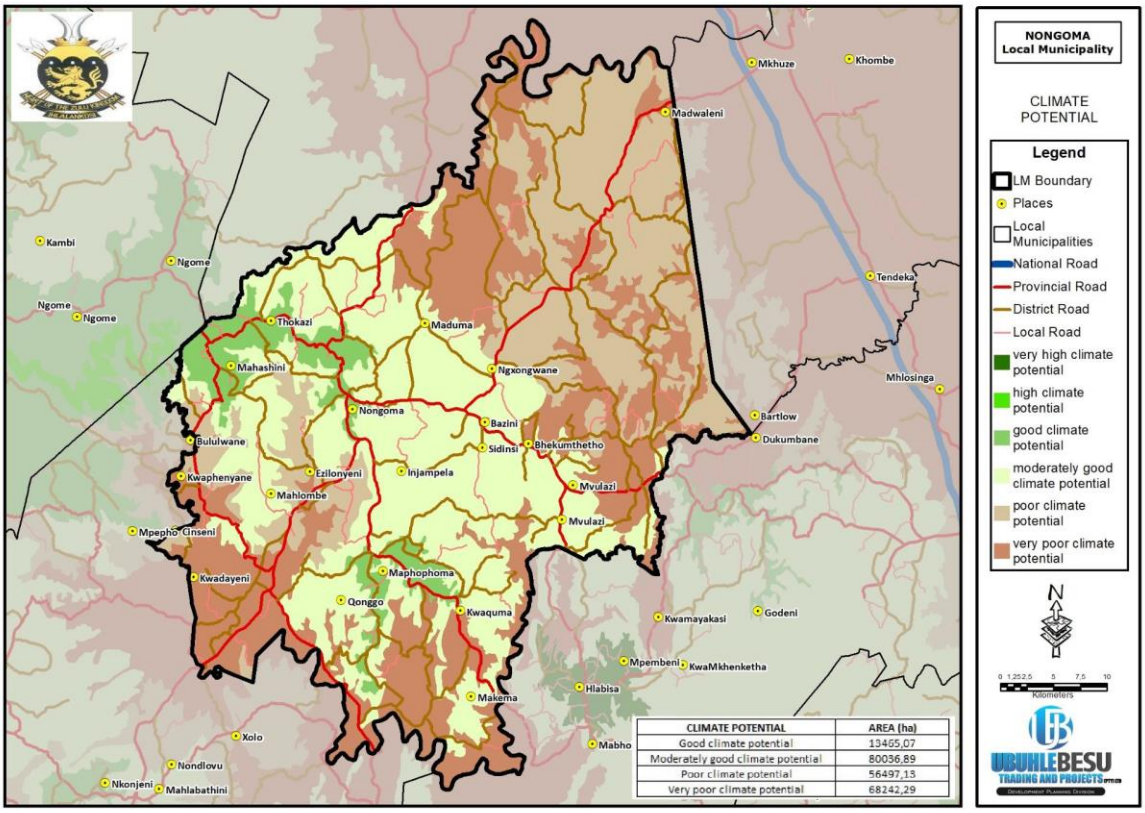
Nongoma normally receives about 775mm of rain per year, with most rainfall occurring mainly during mid-summer. The average rainfall varies for Nongoma per month and it receives the lowest rainfall (8mm) in July and the highest (124mm) in December. The monthly distribution of average daily maximum temperatures 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.

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 4: Nongoma Climate Map



CLIMATE POTENTIAL	AREA (ha)
Good climate potential	13465,07
Moderately good climate potential	80036,89
Poor climate potential	56497,13
Very poor climate potential	68242,29

4.1. CLIMATE CHANGE: IMPACTS AND PRIORITIES

Climate change is already having severe impacts on both rural and urban areas in the Zululand in the form of extreme weather events (drought and heat waves) as cited in the Zululand Vulnerability Studies Report. Poor communities are especially vulnerable to climate change, variability, and climate extremes. This is due to their limited access to resources, secure housing, proper infrastructure, insurance, technology, and information. These are the situations that occur in Zululand where communities rely on rain-fed subsistence agriculture. Nongoma Municipality needs to quantify its vulnerability to climate shocks, empower and capacitate its people on how to respond to climate change stressors.

One of the tools of managing the impacts of climate change is the Climate Change Response Strategy and Plan. Nongoma municipality has such a plan in place, and the climate change-related torrential rains which has led to floods in most parts of KZN has lead the municipality into prioritizing issues pertaining to climate change. The development of the Climate Change Response Plan allowed the municipality to mainstream climate change issues and responses into the IDP.

The municipality has gone a step further to ensure integration of climate change strategic objectives and strategies. This has encouraged introduction of climate-smart projects and activities. As such, projects such as installation of solar-powered street lights and installation of drainage system in Nongoma town have been introduced.

5. BIODIVERSITY & CONSERVATION

The National Environmental Management: Biodiversity Act (Act 10 of 2004) defines biodiversity as: “The variability among living organisms from all sources including, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part and also includes diversity within species, between species, and of ecosystems.”

5.1. ECOSYSTEMS

It is essential that biodiversity features remain intact and functional in order to maintain the ecological infrastructure which supplies the ecosystem services upon which all life and industry depend. Ecosystem services are direct and indirect benefits, and include:

- Maintenance of clean water and air.
- Regulation and control of climate, streamflow, erosion, disease, floodwaters and carbon storage (limiting global warming).
- Food, fuel and fibre and genetic resources.
- Spiritual, recreational, aesthetic, inspirational, educational, and community.

Biodiversity is crucial for social and economic growth and development by providing the biophysical landscape and ecological processes essential for human socio-economic well-being, such as commercial and subsistence agriculture (food security), industrial materials, fishing, tourism, recreation and both commercial and indigenous medicinal use and development (Ezemvelo KZN Wildlife, 2015).

Loss of biodiversity therefore puts the economy and our quality of life at risk, especially for those who are already living under adverse socio-economic conditions, and depend on the environment for daily subsistence. The loss of biodiversity also reduces the range of possibilities for future generations to overcome socio-economic challenges (Ezemvelo KZN Wildlife, 2015).

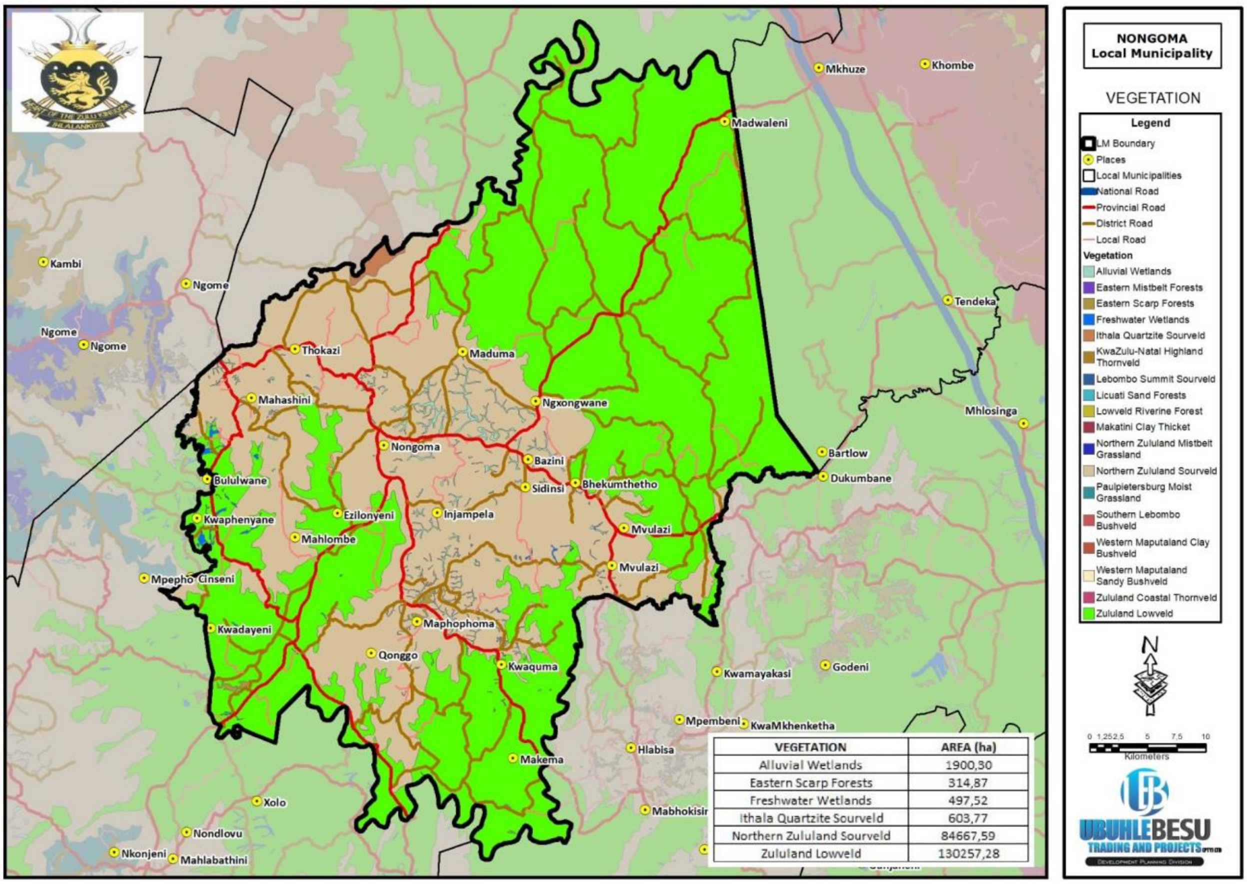
5.2. VEGETATION

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 6: 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 5: Vegetation Map for Nongoma



5.3. THREATENED ECOSYSTEMS

The National Department of Environmental Affairs (DEA) published a list of threatened terrestrial ecosystems (DEA 2011), which classifies all threatened or protected ecosystems in South Africa into four categories: *Critically Endangered* (CR), *Endangered* (EN), *Vulnerable* (VU), or *Protected*. The purpose of categorising these ecosystems was to prioritise conservation areas, to reduce the rates of ecosystem and species extinction, as well as to prevent further degradation and loss of structure, function and composition of these ecosystems. In NLM only Zululand Lowveld is threatened and is categorised as vulnerable. Northern Zululand Sourveld and Ithala Quartzite Sourveld are considered least threatened (Table 7).

Table 7: Threatened Vegetation

Vegetation type	Threatened status	Area (ha)	Land owners with specific duty of care in respect of meeting national biodiversity targets
Zululand Lowveld	Vulnerable	130,257	Ingonyama Trust land
Northern Zululand Sourveld	Least threatened	84,668	Ingonyama Trust land
Ithala Quartzite Sourveld	Least threatened	604	Ingonyama Trust land

5.4. Threatened Species

Whilst the majority of conservation important species as identified in the Zululand District are not well conserved within existing Protected Areas, the majority of Red Data plant and animal species recordings in the Zululand District have been within Protected Areas, special interest areas, and to a lesser extent in private game ranches or private nature reserves; which may be due to sampling bias.

Few species have been recorded in Traditional Authority Areas, which is most likely indicative that these areas have been subject to the lowest levels of sampling. Topographical constraints to settlement expansion are known to offer a level of protection and biodiversity resilience that is likely to ensure biodiversity persistence in such areas. However, larger mammals and birds, which would be subject to hunting pressures, may not be protected. The same applies to other inaccessible areas, such as the Pongola River valleys.

5.4. FLORA AND FAUNA

A number of plant species protected in terms of the KwaZulu-Natal Conservation Ordinance and other Red Data species occur within the Zululand District, including at least 11 Endangered, 28 Vulnerable, and 95 Lower Risk and Data Deficient species. The majority of these species are grassland and open savanna species, which are vegetation types at most risk of degradation. It is obvious that some of these Red Data species occur in NLM.

Many of the animal species require a large area for foraging of an individual animal, which emphasizes the importance of maintaining large connected areas of natural habitat for ensuring their viability. The protection and management of the remaining intact habitat within the municipality is critical to ensuring the viability of conservation important faunal species listed above.

In addition Zululand District is an avifaunal hotspot, comprising in excess of 400 birds. There are at least 2 Critically Endangered species, 4 endangered species, 35 Vulnerable species, and 50 Near Threatened species. The African Skimmer (*Rynchops flavirostris*) is classified as Regionally Extinct. Five important fish species, 19 mammals, 3 reptiles, and 6 invertebrates have been identified as important. Here again, some of these Red Data species would occur in NLM.

6. 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.

7. 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.

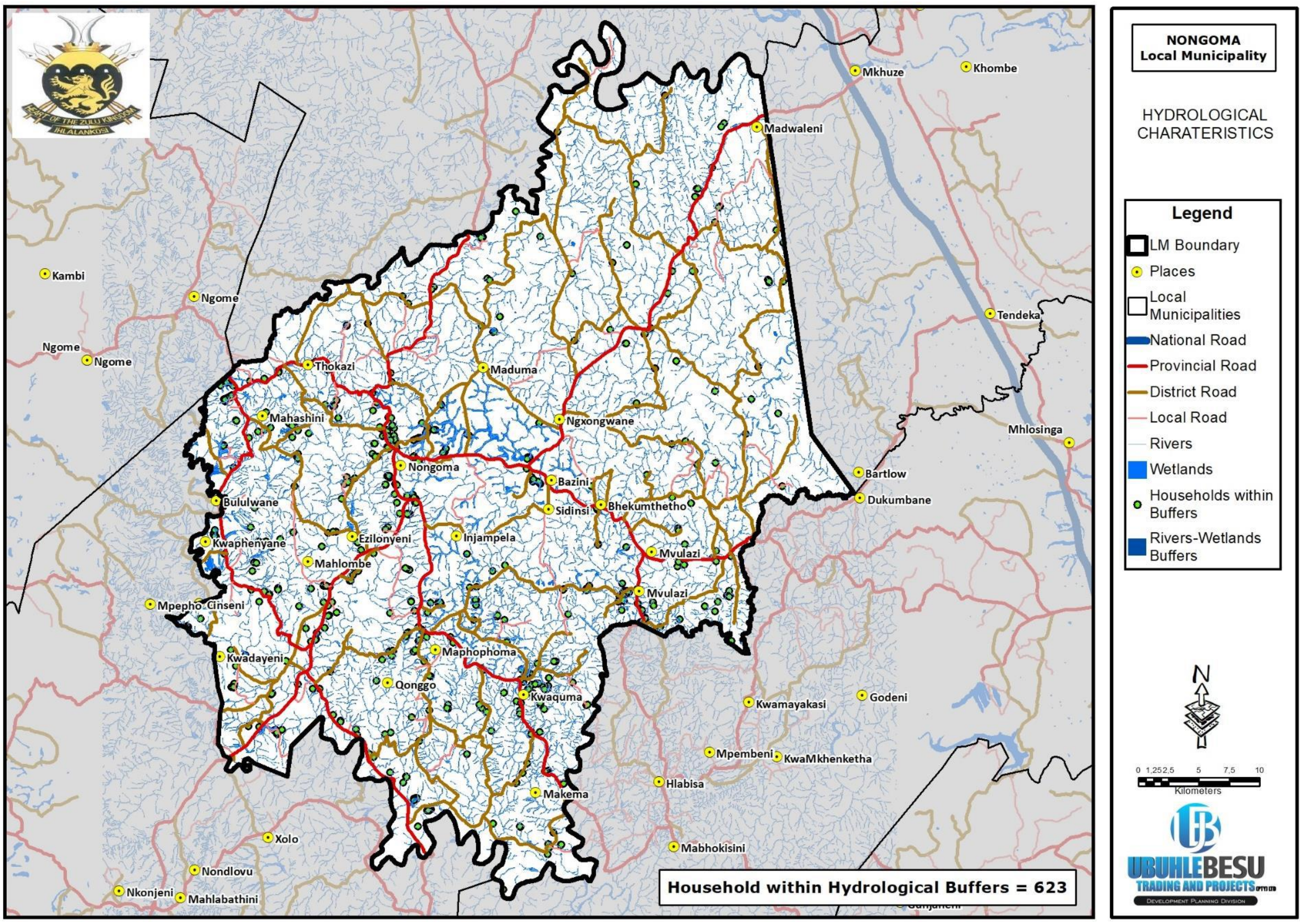
The Map below depicts the catchment areas for Nongoma LM. A total of 11 quaternary catchment areas exist within the Local Authority, which is also an indication of the extreme topographical changes of the area. As can be seen on the Map: Hydrological Characteristics below; the drainage patterns in the 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.

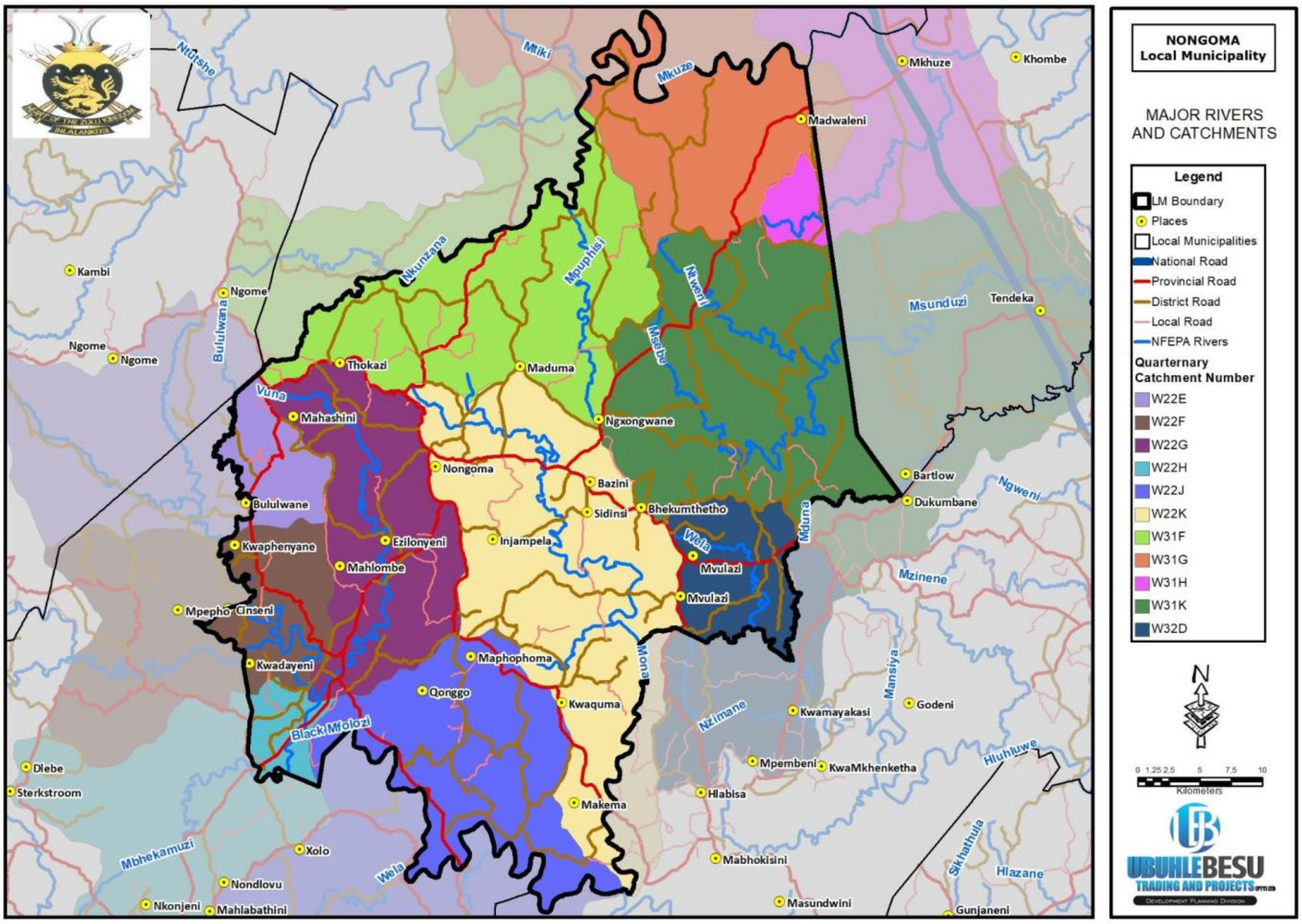
The water resources of the Black Mfolozi catchments are mostly undeveloped and underutilized. The major water users in these catchments are irrigation and domestic rural water supply. Nongoma receives water from the Vuna River (W22G). A reconciliation that includes the Usuthu RWSS, with estimated water 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 6: 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.

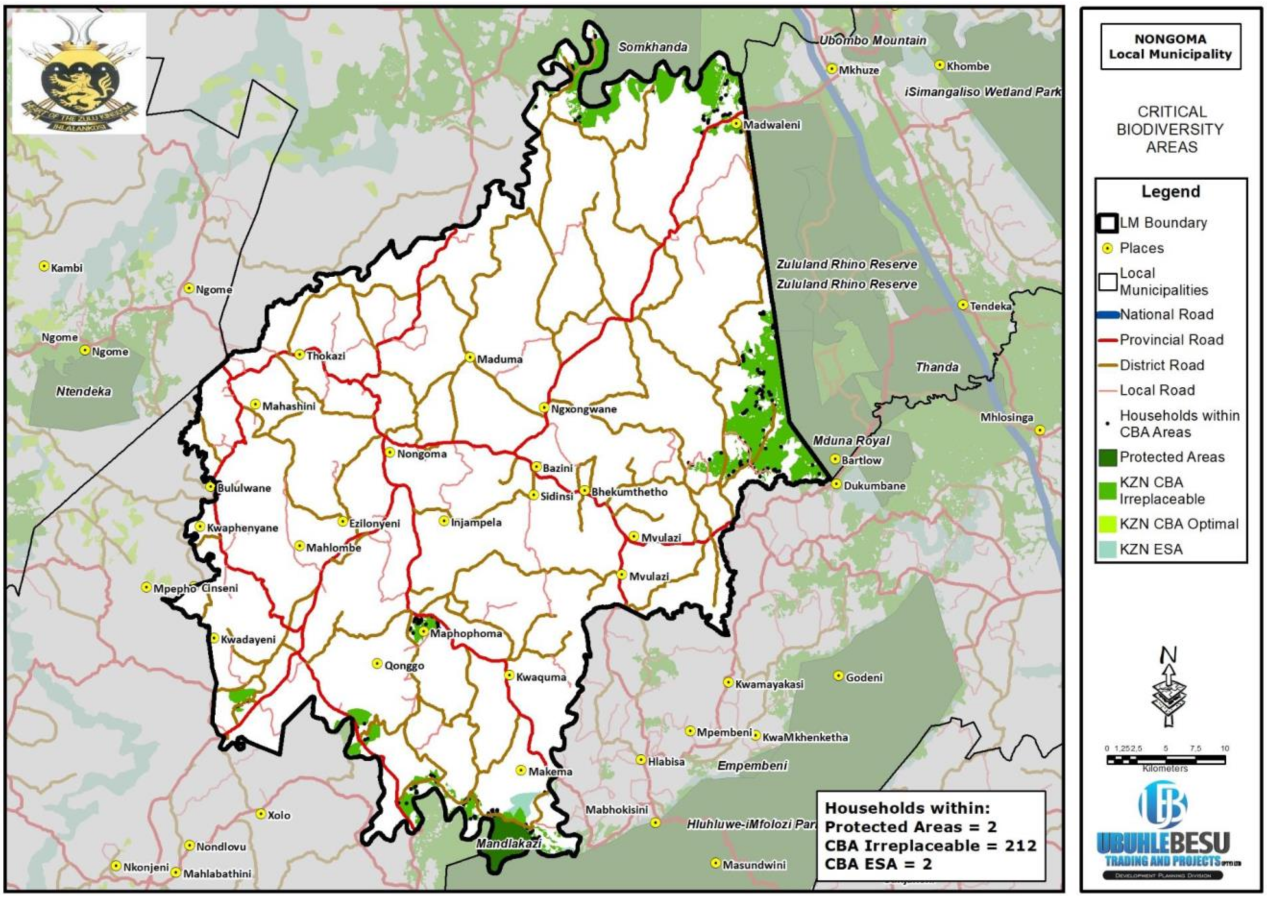
Map 7: Nongoma Rivers & Catchments



8. 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.

Map 8: Nongoma Critical Biodiversity Areas



9. 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.

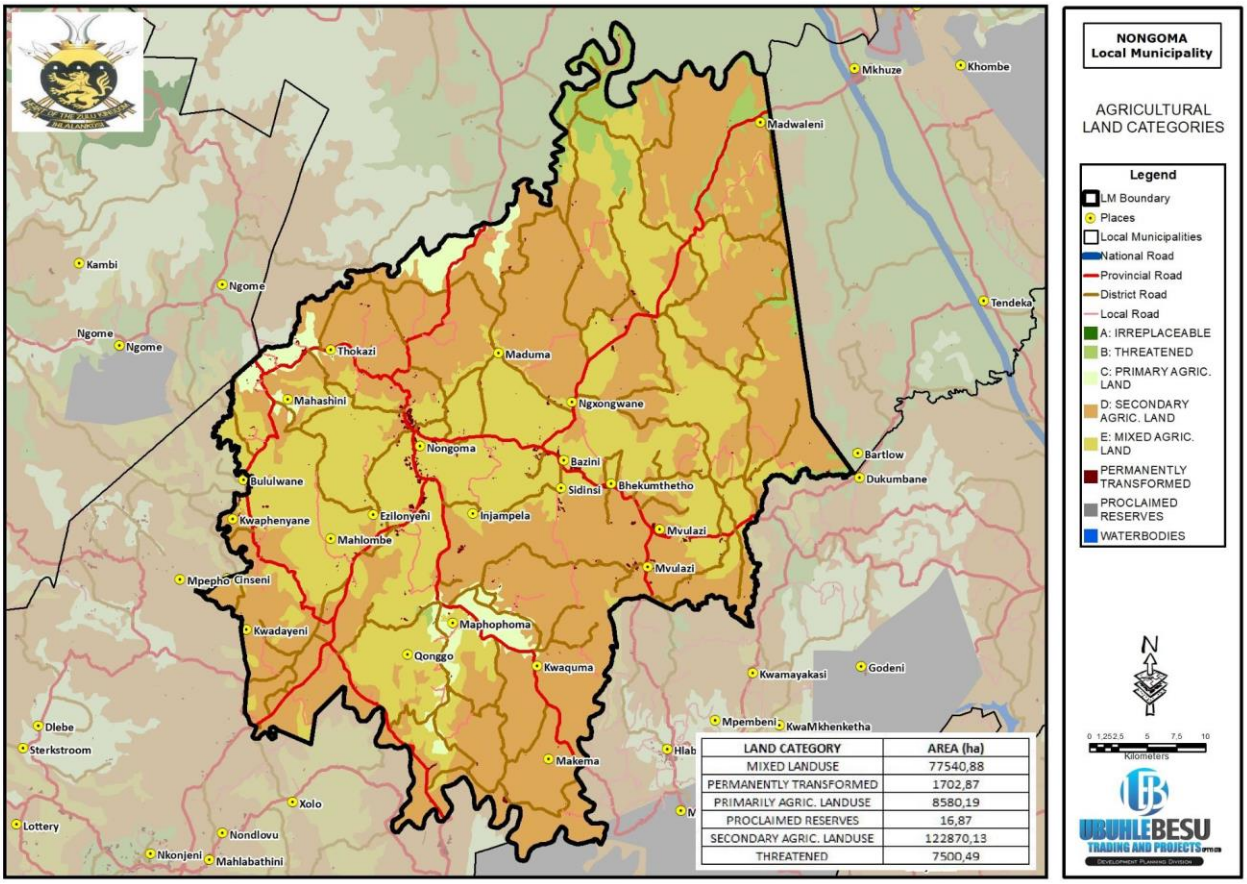
The land with the highest potential is situated on the Northern boundary with uPhongolo Local Municipality, and centrally in the Maphophoma area and surrounding. The lowest category seems to follow the movement routes of the R66 and R618, and was transformed due to human activity along these routes. 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 9: 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

The Department of Agriculture and Rural Development (DARD) has divided the province into 590 agro-ecological zones called Bio resource Units (BRUs). An agro-ecological unit (AEU) is a demarcated area of land, throughout which there are recurring patterns of topography, soils, vegetation and climate. Climatic factors, primarily rainfall and temperature, are the main criteria used in the delineation of the AEUs. Nongoma Local Municipality falls within 21 different AEUs namely Xb2,Ub6b, Ub8a/b, Ua1, Ub7, Vb2, Tub3a, Wb1, Ta1, Vb4, Tb1a/b/c, Tvb4, RSa1a/c/d, STa2a, Sa1, Ub9, STa1, Ta4, Wb8a/b, Va3a and Ua8 (Table and Figure 12).

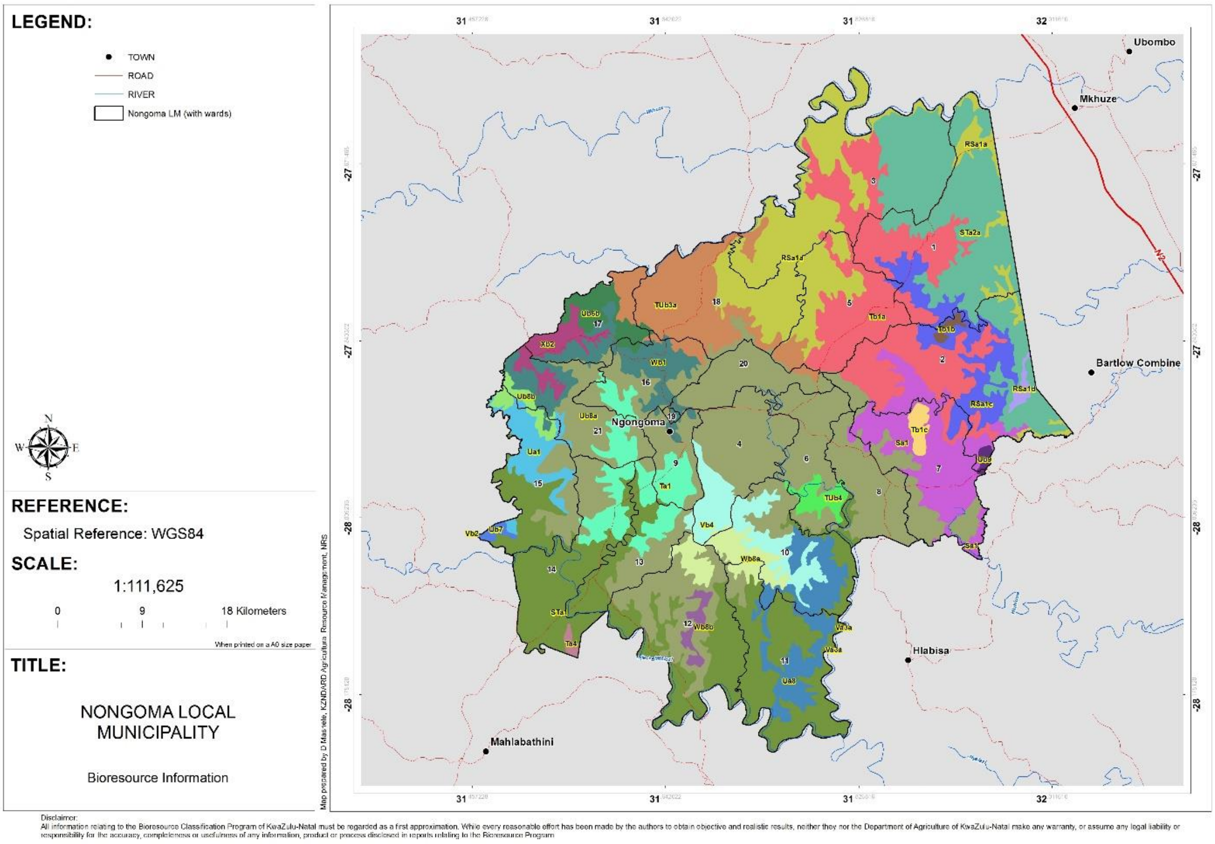
Table 8: Nongoma Agro-Ecological Units (Nongoma Local Municipality Agricultural Strategy, 2019)

Code	BRG	Mean Rainfall (mm)	Soil Summary	Agricultural Suitability
Xb2	Moist Lowland Tall Grassveld (15)	877	80.9% of soils are arable, 78.20% are good, well drained soils and 16.50% are poorly drained young soils.	The land has a good potential and intensive and semi-intensive farming could be practiced due to the limited risk (5.4) soil erosion hazard
Ub6b	Dry Lowland Tall Grassveld (16)	738	17.1% of soil ecotopes are arable and high potential soils. Young, poorly developed, alluvial and duplex soils make up 82.9%.	The land has a moderate potential due to the very high risk (3.9) soil erosion hazard. Semi intensive practices can be applied.
Ub8a, Ub8b	Dry Lowland Tall Grassveld (16)	735	7.40% of this AEU is arable and well-drained soils. The rest is duplex, young, alluvial and soils ecotopes of poor drainage.	The soil erosion risk of this AEU is very high risk (3.6), it is of Restricted potential and is mainly suitable for semi- extensive farming.
Ua1	Lowveld (22)	727	9% of soil ecotopes are arable, high potential soils make up 4.20% & young, poorly developed and duplex soils make up 91.00%	The land has restricted potential due to the very high (3.8) soil erosion hazard. Extensive farming systems are recommended.
Ub7	Dry Lowland Tall Grassveld (16)	722	4.5% of this AEU is arable, 1.4% is high potential land. The rest is soil ecotopes of poor drainage, young, black and duplex.	The soil erosion risk of this AEU is high risk (4.5), it is of low potential and is mainly suitable for extensive farming.
Vb2	Dry Lowland Tall Grassveld (16)	777	4.9% of soils are arable and 55.10% are poorly drained Young and duplex soils	The land has a low potential and extensive farming systems are suitable for this AEUs. There is a high soil erosion hazard(4.4).
Tub3a	Dry Zululand Thornveld (20)	716	High potential soils make up 2.80% and well drained soils are 17.00% of the AEU. The rest of the soils are alluvial, young and poorly drained soils.	The land has restricted potential and semi-extensive practices need to be applied. The area has a very high risk soil erosion hazard (3.9).
Wb1	Moist Lowland Tall Grassveld (15)	849	47.30% of the soils are arable and the rest are composed of young, alluvial and poorly drained soils.	The land has a restricted potential due to high risk soil erosion potential (4.8) hence a semi-extensive farming system is recommended.
Ta1	Lowveld (22)	675	Only 3.50% of the soils are arable. The majority of the soils are duplex. The rest is young, black and poorly drained soils.	The land potential is restricted due to very high risk soil erosion hazard (2.8). A semi-extensive system must applied.
Vb4	Dry Lowland Tall Grassveld	787	27.60% of the soils are arable and out of this only	The land has a good potential and an intensive system should be

Code	BRG	Mean Rainfall (mm)	Soil Summary	Agricultural Suitability
	(16)		19.7 are high potential.	carefully applied. The soil erosion hazard is limited risk (5.4)
Tb1a, Tb1b & Tb1c	Lowveld (22)	673	Arable and well drained soils constitutes 6.00% of the BRU. The rest is black, young, alluvial and poorly drained soils.	The BRU has a low potential due to very high risk soil erosion hazard (3.7). An extensive farming system is considerable.
Tub4	Dry Zululand Thornveld (20)	719	Only 9.40% of soils are arable. 7.40% are of high potential.	The BRU has a moderate potential and a semi-extensive farming system is recommended. The soil erosion hazard is very high risk (2.8).
RSa1a, RSa1c & RSa1d	Lowveld (22)	605	31.10% of the soils are arable; amongst these only 6.70% are high potential soils. The majority are black, young and duplex soils.	The BRU has a restricted potential due to high risk soil erosion hazard (4.2). An extensive farming practice is recommended.
STa2a	Lowveld (22)	661	Arable and well drained soils are 14.30% of the AEU. The majority are young and duplex soils (71.70%)	The area a low potential due to high risk of erosion potential (4.1). An extensive farming system is recommended.
Sa1	Lowveld (22)	624	10.60% of soils are arable. Only 2.80% are high potential soils. The rest is black, young, duplex and poorly drained soils.	There is very high risk of soils erosion (3.5) making the BRU very restricted hence an extensive system is recommended.
Ub9	Dry Lowland Tall Grassveld (16)	717	16.00% of the soils are arable. Only 5.30% of high potential quality. The majority is young and duplex soils.	The soil erosion risk is very high (3.6). The BRU has a moderate potential and a semi-extensive farming system is recommended.
STa1	Lowveld (22)	650	18.90% are arable soils and only 3.70% are of high potential. 62.40% are young and duplex soils.	The BRU has a very restricted potential and an extensive system is recommended. The soil erosion risk is very high risk (3.8).
Ta4	Lowveld (22)	684	Only 3.10% of the soils are arable. The rest is made up of young, black, duplex and poorly drained soils.	The BRU has a very restricted potential due to very high risk of soil erosion. An extensive farming system is recommended.
Wb8a & Wb8b	Moist Lowland Tall Grassveld (15)	837	Above 50.00% of the soils are well drained. 10.80% are high potential soils. The rest of the soils are composed of young, black, duplex and poorly drained soils.	The AEU has a limited soil erodibility risk (5.1) and a good agricultural potential. A semi-intensive farming system is applied.
Va3a	Dry Zululand Thornveld (20)	783	11.30% of the soils are arable and well drained. 1.70% of the soils are of high potential. The majority of the soils are young, duplex and black.	The area has a restricted potential hence a semi extensive farming system. There is a high risk of soil erosion (4.1)
Ua8	Lowveld (22)	742	Arable soils constitute 8.70%. Only 1.20% are high potential soils. Young and duplex soils are the majority.	There is a high risk of soil erosion (4.1) across the BRU making it a very low potential area. An extensive farming system is preferable.

The incidence of low frost and relatively high rainfall creates an environment favourable for crop production. However, the land has a very restricted potential and extensive farming systems are recommended due to high soil erosion risk. Any farming system would require intensive land-care practices.

Map 10: Nongoma Bio-Resource Units (Nongoma Municipality Agricultural Strategy, 2019)



3.2.2. AGRICULTURAL AND ENVIRONMENTAL SWOT ANALYSIS

Strengths:	**Weaknesses:**
− Climate: good climatic weather that favours most agricultural crops − Rainfall average of more than 600mm p.a. − Existing of high potential agricultural land in some wards − Community involvement and commitment from Amakhosi towards agricultural development − Availability of Co-operatives involved in agriculture − Organized agriculture (Farmers' Associations and Cooperatives) − Existence of the road network linking Nongoma to other LMs (R66 corridor)	− Inadequate financial resources for agricultural development − Land ownership not favouring traditional financial lending − Undulating topography limiting agricultural development − Youth involvement in agricultural development − High level of illiteracy among citizens − High levels of poverty and underdevelopment − Limited market access for agricultural produce − Equipment to practice farming are not sufficient
Opportunities: − Roads R66, R69, P 700 (linking Nongoma with Richards Bay, Durban, Vryheid and Pongola).	**Threats:** − Inadequate funding for agricultural projects − High level of illiteracy among farmers

− KZN Growth Fund to expand public and private investment in local job creation opportunities − Extension services from the DARD − Funding opportunities from DARD, DRDLR, EDTEA,ADA and other funders − Diversification of agricultural activities − Poverty reduction agricultural projects and agri-processing projects − Government Programmes i.e. RASET (Operation Vula), Agri-parks and the National Schools Nutrition Programme	− Poor road networks to transport goods − Shortage of infrastructure such as roads, sanitation, water, electricity − Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation − Availability of alien invasive plants − Climate change (drought patterns)

3.2.3. Key Agricultural and Environmental Challenges

- ***Undulating topography limiting agricultural development***: The topography in Nongoma renders most areas unsuitable for agriculture, and also prone to soil erosion especially during heavy rains
- ***Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation*****:** Linked to the above, farming practices that does not take into cognisance then topography results in soil erosion, deterioration and degradation of veld.
- ***Widespread alien invasive plants***: Absence of Alien Invasive Eradication plan in the municipality, compounded by lack or inability to eradicate and curb the spread of alien invasive species leads to degradation of arable lands.
- ***Poor road networks to transport goods***: Road networks linking the areas of agricultural potential are in an atrocious state, thus making it difficult and costly for farm produce movement into market, and even for aspiring customers to access the produced goods.

3.2.4. DISASTER MANAGEMENT ANALYSIS

3.2.4.1. 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

3.2.4.2. STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

1. Status of Municipal Disaster Management Centre

The Nongoma Municipality Council has not yet resolved to establish its own Disaster Management Centre. In terms of Section 43(4) of Disaster Management Act 57 of 2002, as amended, it is optional for the local municipality to establish its own Centre. It currently not cost effective to establish such centre with requirements.

In terms of Section 43(2), the District Municipality must establish Disaster Management Centre after consultation with local municipalities within its area; and may operate such Centre in partnership with those local municipalities. The Zululand District Municipality, our parent municipality, has established the District Management Centre in 2006 which serves the whole district area. The municipality needs to formalize the agreement to operate a ZDMC in partnership.

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).

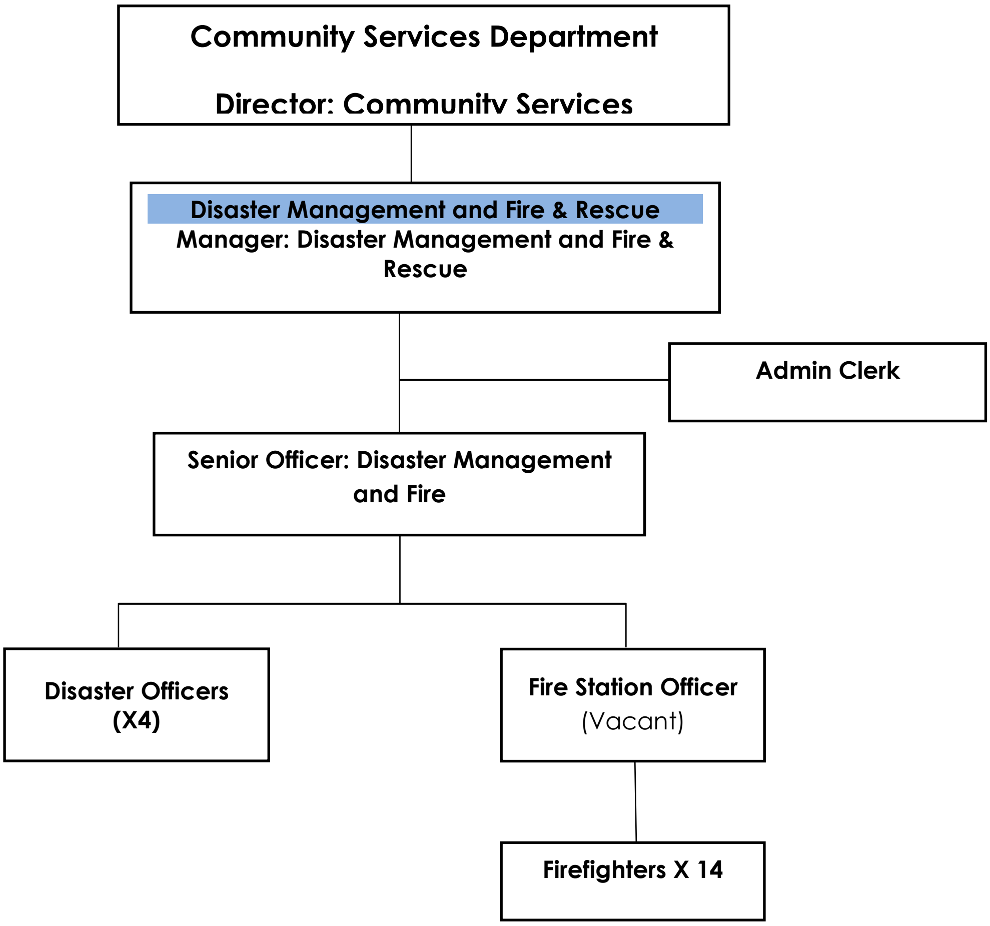
The following are capacity requirements for Nongoma Disaster Management Centre:

- 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 incorporating 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:



3.2.4.3. Status of Municipal Disaster Management Policy Framework

Nongoma Local Municipaliy falls under the Zululand District Municipality. In terms of Section 42(1) each metropolitan and each district municipalities must establish and implement a framework for a disaster management in the municipalty aimed at ensuring an integrated and uniform approach to its in its area. The district must develop such disaster management framework after in consultation with the local municipalities in its area. The Zululand District has no yet develop such Disaster Management Framework hence our municipality uses the KwaZulu -Natal Disaster Management Framwork to deals with disaster matters.

3.2.4.4. Status of Municipal Disaster Management Plan

The Nongoma municipal Disaster Management Plan was adopted by the council in November 2017 (Refer to annexure 3). The municipality could not review its Disaster Management Plan as per its plan in the 2021/2022FY. As such the review of the said plan has been deferred to the 2022/2023FY.

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.

3.2.4.5. Municipal Disaster Management Inter-Departmental Committee

The Disaster Management Act No. 57 of 2002, as amended (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 (MIDMC) must be established.

The Nongoma Local Municipality - Municipal Interdepartmental Disaster Risk Management Committee has been established by the Municipal Manager. The Manager: Disaster Risk Management is responsible for the strategic direction and execution of the requirements of the DM Act and must therefore chair the MIDMC. The disaster risk management centre must provide the secretariat for the MIDRMC and must ensure that accurate records of the activities of the MIDMC are maintained.

The committee is as follows;

- Municipal Manager
- Director: Community Services
- Director: Planning & Infrastructure Services
- Director : Corporate Services
- Chief Financial Officer
- Manager : Disaster Risk Management
- Manager : IDP
- Manager : Communications
- Representative from District Disaster Management Centre

The composition of MIDMC does not preclude the co -option of additional staff nor does preclude the ad hoc co-option of specialised expertise for specific purpose.

The MIDMC in the municipality must facilitate integrated and coordinated planning by providing a forum for the development and implementation of programmes and projects aimed at disaster risk reduction and other relevant disaster risk management activities in the municipality. In this respect, the responsibilities and powers of municipal councils and municipal disaster risk management centres are prescribed in sections 47, 48, 52 and 53 of the DM Act.

The MIDMC must support the disaster risk management centre and assist with supervising the preparation, coordination, monitoring and review of disaster risk management plans and their integration into other developmental processes. For the purpose of implementing sections 47 and 48 and any other relevant imperatives of the DM Act, the responsibilities of the MIDMC need to include:

In respect of disaster risk reduction:

- monitoring, assessing and coordinating departmental disaster risk management planning and implementation, with a particular focus on disaster risk reduction policies, practices and strategies;
- coordinating, monitoring progress and facilitating collaboration on joint projects and programmes and ensuring their integration into other developmental programmes;
- annually reviewing the disaster management plan of the Nongoma Local Municipality and ensure compliance with latest Zululand District Municipality Disaster Management Framework
- promoting joint standards of practice within and between municipal departments and
- monitoring progress made with the implementation of priority projects aimed at disaster risk reduction;
- participating in biannual desk-top exercises to remain current with regard to roles and responsibilities in the activation and operation of the disaster operations centre and to ensure rapid and efficient response and recovery in the event of a local disaster occurring or threatening to occur; and
- making recommendations to the Zululand Municipality disaster risk management centre regarding disaster risk management policy and related disaster risk management matters.

In respect of response and recovery operations:

- on receipt of an activation alert from the Manager : Disaster Management (or someone designated by the head), immediately reporting to the disaster operations centre when a disaster classified by the head of the Zululand Disaster Management Centre as a local disaster occurs or is threatening to occur;
- conducting initial and specialist post-disaster assessments for the functional area of the relevant department or entity;
- ensuring rapid departmental response to disasters;
- ensuring efficient and coordinated disaster response and recovery operations;
- monitoring progress of technical teams tasked with post-disaster reconstruction and rehabilitation projects;
- ensuring that reports on progress with disaster recovery are regularly submitted to the disaster risk management centre of the Zululand District Municipality; and
- ensuring that all documentation and records relating to the disaster are retained and placed in safe keeping for the purpose of a post-disaster investigation, inquiry or review.

The committee meet at least quarterly. Depending on prevailing circumstances, it may meet more or less frequently.

1. Municipal Disaster Management Advisory Forum

Nongoma municipality has a dysfunctional MDMAF established as per Section 51 of the Disaster Management Act. The forum became dysfunction after it was superseded by Covid-19 JOC. The municipality will look into resuscitating the forum in the 2022/2023FY. The forum will be 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.

3.2.4.6. 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 – Establishment of Municipal Interdepartmental Disaster Management Plan with clear roles and responsibilities – Equipment i.e. Jaws of Life and Fire Trucks	– Lack of resources – Lack of staff and equipment – Lack of Emergency / Disaster Management Centre – Insufficient funds allocated to Disaster Management Section. – Lack of disaster Management bylaws – Dysfunctional of Disaster Management Advisory Forum – Lack of documented Contingency plans for identified risks – Unscientifically ranking of top 10 disaster risks – Poor mapping of identified hazards – Poor coordination between stakeholders i.e. other government departments
OPPORTUNITIES	**THREATS**
– Construction of Disaster Management Centre – Working on fire. – Number of NGO's dealing with disasters	– 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 –

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

- **Absence of a Municipal Disaster Management Inter-Departmental Committee:** The outbreak of Covid-19 and the April Floods that hit most part of KwaZulu-Natal, including Nongoma municipality exposed the municipality in terms of readiness and its ability to swiftly respond to disasters. The absence of the municipal inter-Departmental Committee aggravated poor coordination from within the institution.
- **Insufficient funds allocated for Disaster Management function and relief:** Disaster Management functions are inappropriately funded. There are also no funds available as reserves that could be utilised in case there is a disaster. This challenge is linked to the 1st one in that the municipality is even incapable of converging during a disaster occurrence, to source fund from various votes so as to respond to a disaster.
- **Allocation of land that create vulnerable settlements**: The settlement of communities in disaster high risk lead to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. The reality of Climate Change conditions such as torrential rains, thunderstorms renders most of the settlements within Nongoma vulnerable and at risk from floods.

3.2.4.8. DISASTER RISK ASSESSMENT

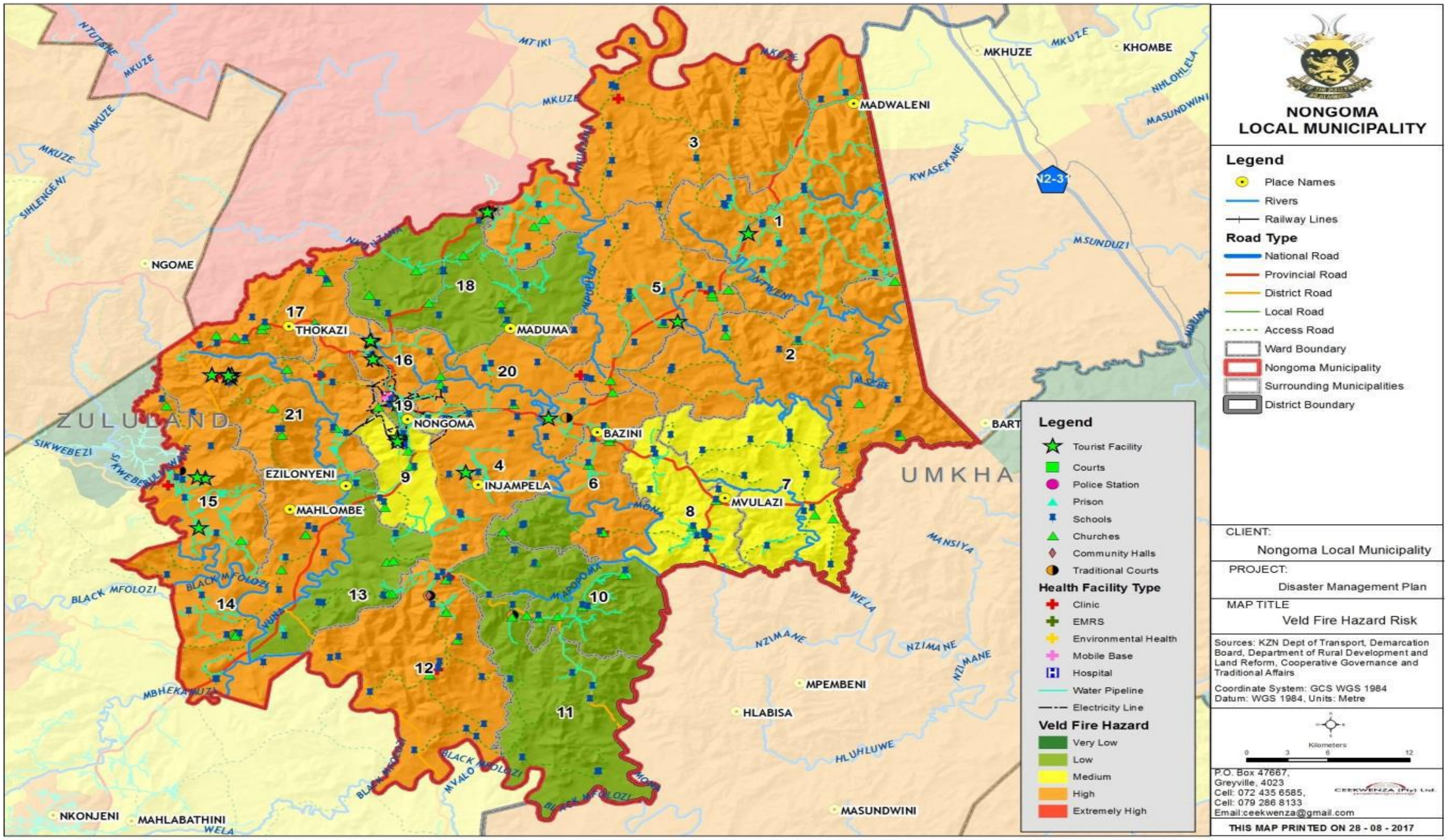
1. List of Priority Risks (Hazards)

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 12: 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 11: Veld Fires Hazard Risk in Nongoma LM, NLM Disaster Management Plan

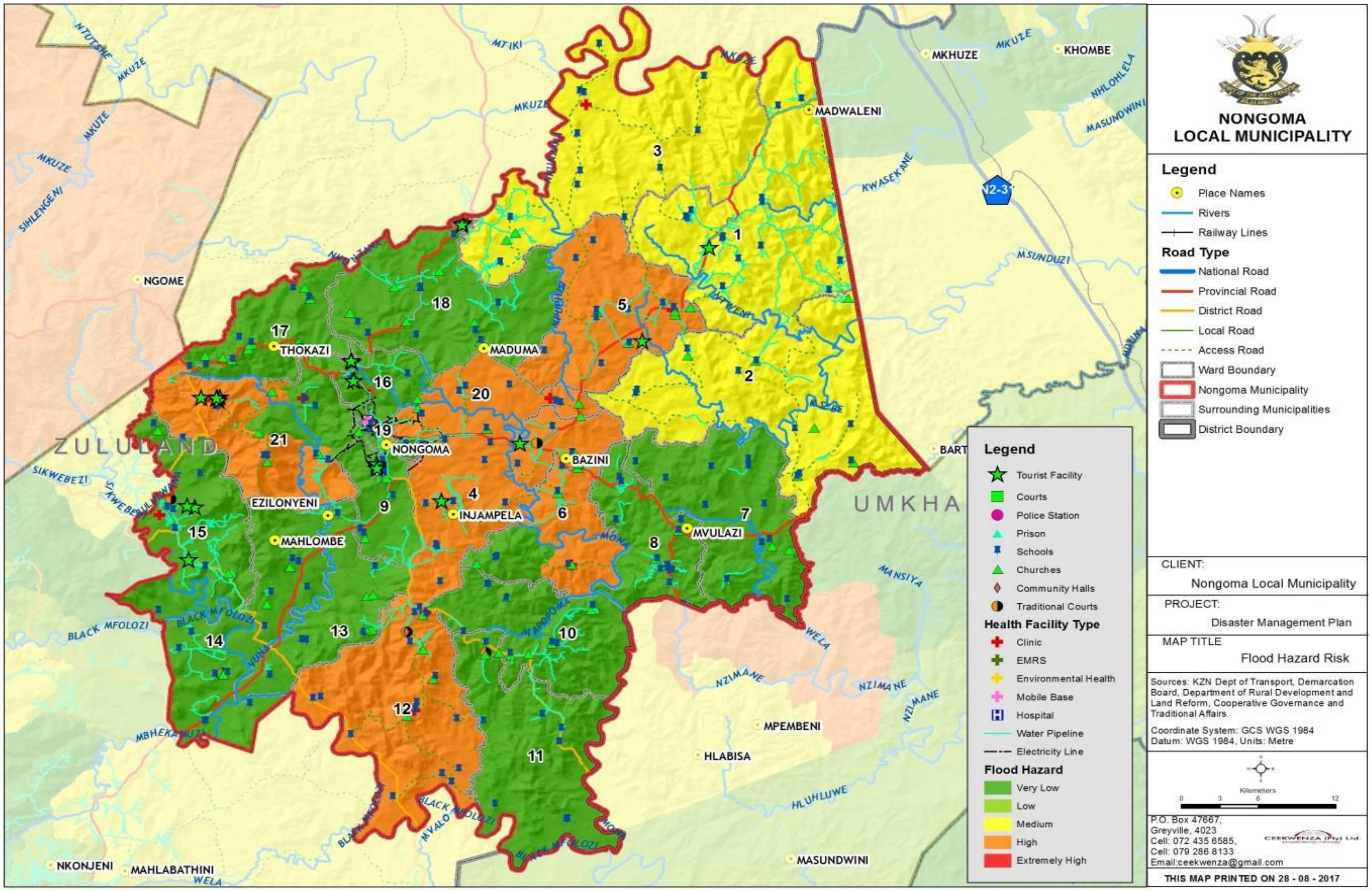


2. High Priority Disaster Risks

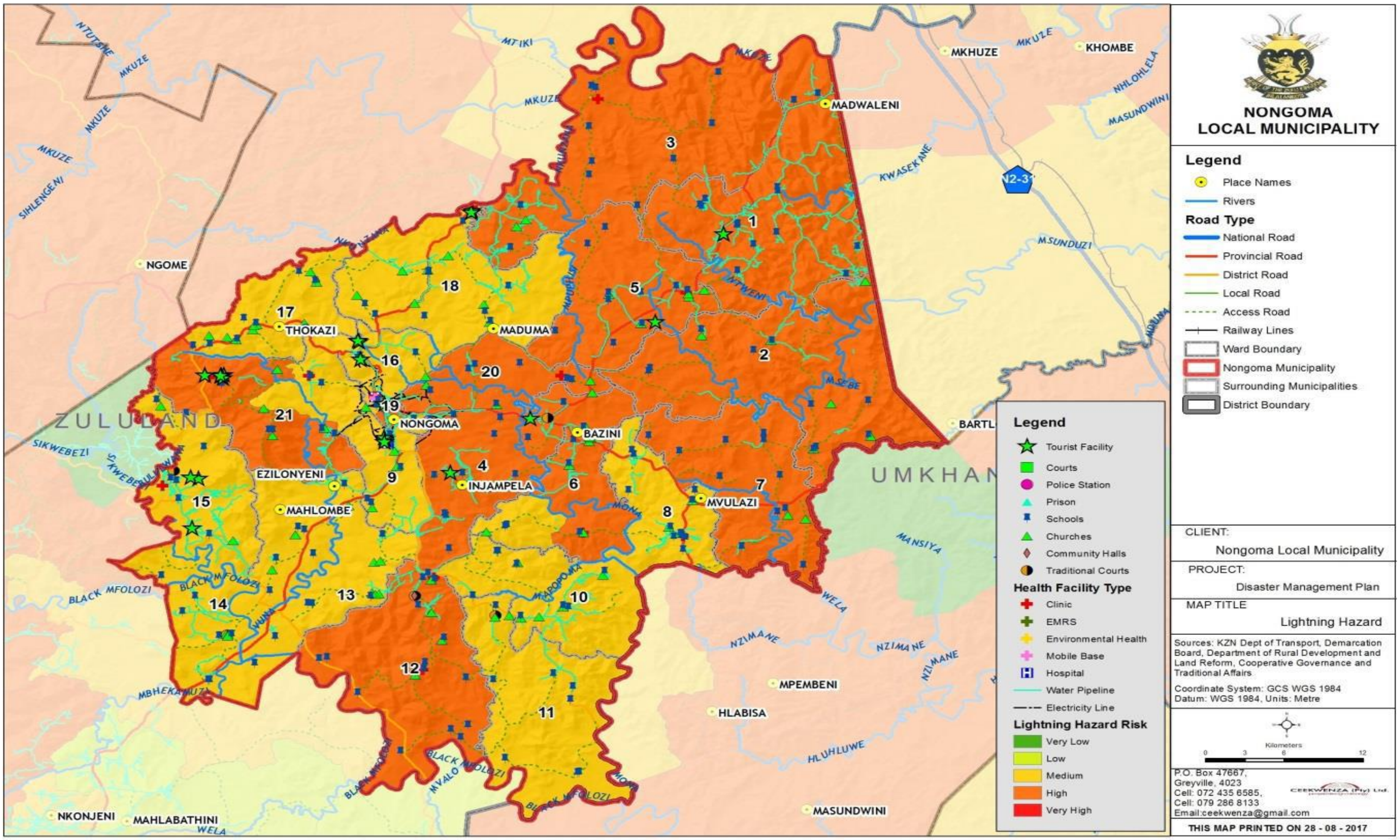
The high priority disaster risks for the municipality were identified as:

HIGH PRIORITY DISASTER RISKS	
Drought	▪ 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)
Strong Winds	▪ 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.
Lightning	
Heavy rains	
Structural Fires	Nongoma municipal area is vulnerable to structural fires and veld fires.
Veld Fires	

Map 12: Flood Hazard Risk in Nongoma LM, NLM Disaster Management Plan



Map 13: Areas prone to Lightning in Nongoma LM, NLM Disaster Management Plan



3.2.4.8. 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.

Disaster Management & Fire Services Programmes/Projects by Municipality

NAME OF THE PROJECT	BUDGET	TARGETED AREAS
Nongoma Black Top and Drainage in Town	R8,640,899.40	Ward 19
Distribution of Disaster Wendy houses	R200 000.00	All Wards

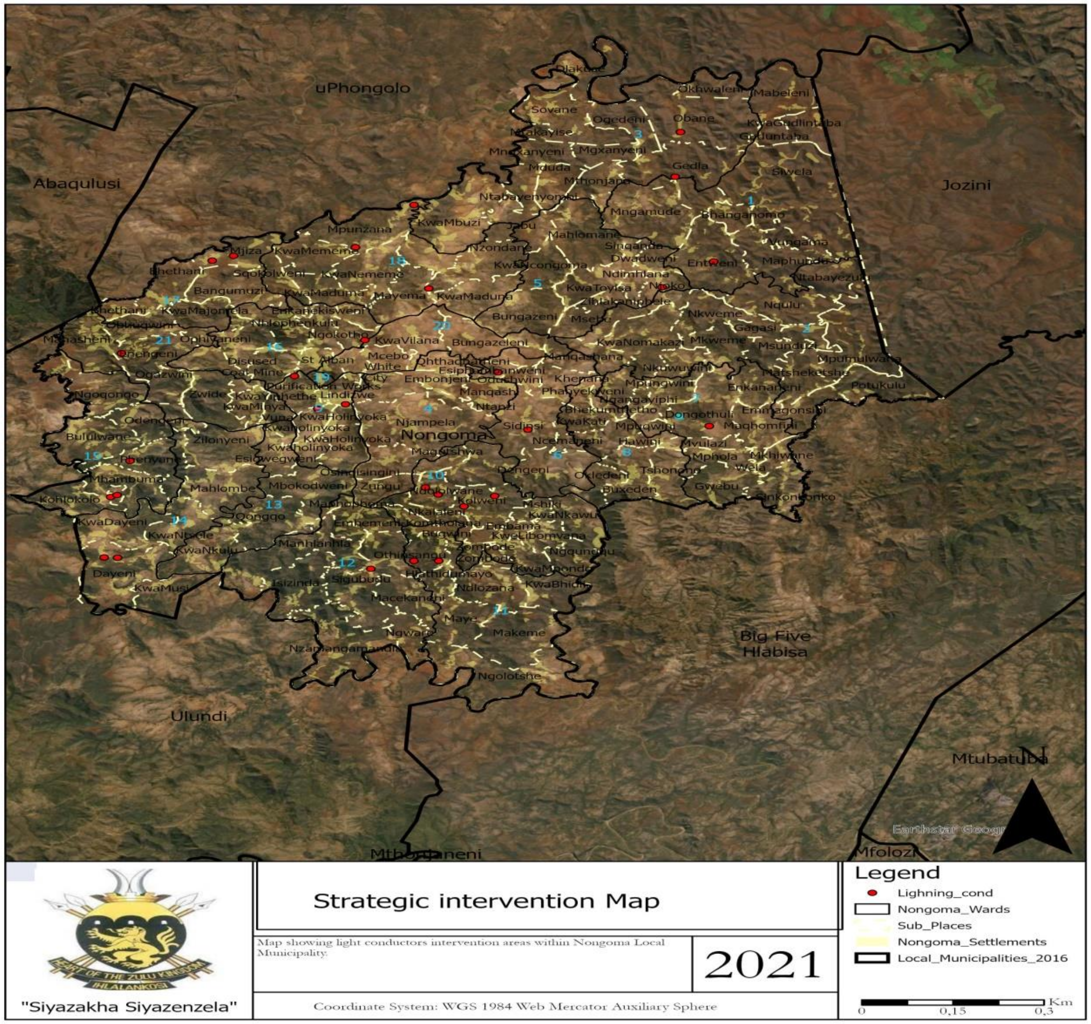
Disaster Management Programmes/Projects by Stakeholders

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

8.1. 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 14: Map depicting municipal strategic interventions for Disaster Risk Reduction, NLM GIS 2021



3.2.4.9. 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.

3.2.4.10. INFORMATION MANAGEMENT AND COMMUNICATION

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. 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

3.2.4.11. EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

1. Planned Capacity Building Programmes

During the 2021/2022 FY, the municipality had the following programme:

- 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 2022
- 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

2. Planned Public Awareness Campaigns

The following public awareness campaigns have been planned for the 2022/2023 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

3. 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:

- Relief Material: R600 000
- Purchasing of Log cabins/(Wendy Houses): R400 000

3.2.5. WASTE MANAGEMENT

Nongoma Local municipality has an outdated Integrated Waste Management Plan, and is currently reviewing its IWMP. The IWMP will be tabled to council by 30 September 2022. The draft IWMP is herein annexed as annexure 7. 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). There is, however, a disjuncture between houses that are provided with waste collection services and those that pay for the services rendered. Very few households pay for waste services rendered.

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

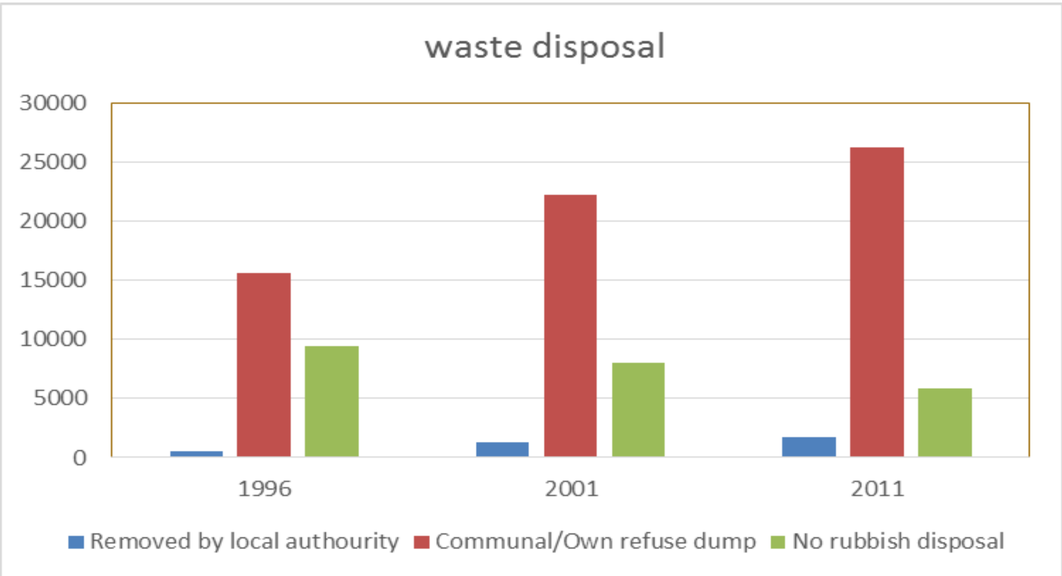


Table 9: Waste Disposal in Nongoma

	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 Nongoma central business district (CBD) is dirty during that day and especially the busiest hours, which is from around 06H00 to 18H00. During that time, littered waste is found everywhere, especially around big and busy supermarkets such as Boxer, Cambridge Spar and Ithala Centre. The taxi rank also falls within those areas that are prone to waste littering.

The municipality has, as mitigating factor, strategically placed skip bins along areas identified as busy and prone to waste littering. The municipality has also, through it Waste Management Forum, engaged businesses to install waste cages, with the aim of integrating recycles into its waste management process. Waste will be separated and placed in the waste cages; thus allowing waste pickers to harvest their resources of interest.

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.

MONDAY	**Time**	**TUESDAY**	**Time**	**WEDNESDAY**	**Time**	**THURSDAY**	**Time**	**FRIDAY**	**Time**	**SATURDAY**	**Time**
Nongoma CBD	**ALL DAY**	Nongoma CBD	**ALL DAY**	Nongoma CBD	**ALL DAY**	Nongoma CBD	**ALL DAY**	Nongoma CBD	**ALL DAY**	Nongoma CBD	**ALL DAY**
		White City	09:30			White City	09:30				
		Public Works Route	10:30			Public Works Route	10:30				
Suburbs	09:30			Suburbs	09:30			Suburbs	09:30		
Redhill to kwaGqikazi	11:30			Redhill to kwaGqikazi	11:30			Redhill to kwaGqikazi	11:30		
Dilini.	10:00			Dilini;	10:00			Dilini.	10:00		

1.3. Eradicating illegal dumping spots

Nongoma municipality has embarked on an exercise of identifying and mapping of all illegal dumping spots in an around Nongoma town. The mapping process allowed the municipality to quantify and understand the extent of the problem. It also allowed the municipality to a clear strategy of dealing and eradicating these illegal dumping spots. Each time a spot is cleared, the map is update. The same is true when a new dumping spot is discovered.

Figure 14: Mapped illegal dumping spots in Nongoma

1.4. 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.

1.5. 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.

1.6. Waste collection initiatives

The municipality has the waste brigades (EPWP initiative) who are assisting with the waste management within the municipality. Through EPWP programme, the municipality has employed eighteen personnel including: one supervisor, four administrators, six administrators and seven landfill site assistants.

The Youth Community Outreach Programme (YCOP) is a community based environmental education and awareness programme here is also Youth Community Outreach Programme (YCOP) is a community based environmental education and awareness programme. The program mostly deals with waste management, community based environmental awareness, school-based environmental awareness and environmental education and other environmental related activities within the municipality. There are 20 EPWP waste pickers and environmental educators working hand in hand with the municipality permanent waste pickers in Nongoma town and the surrounding areas.

Nongoma has come up with a strategy to combat illegal dumping and targeting the hot spots. Clean-up campaigns are conducted twice a week (Wednesday and Fridays) and regular “walkabouts” are conducted as a collective to clean the whole town.

1.7. Waste re-use and recycling
Diversion of the waste from the landfill reduces presuure 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 allowing them to sell cardboard papers 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 three municipal employees on site who register and inspect waste before being dumped. The companies only take paper and plastics and sell to Mondi in Richards Bay. The lack of structured waste separation initiatives impacts on downstream waste management activities within the municipality because 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

Nongoma has three recycles that deals with different waste.

1. **Mphathikahle Company** collects cardboards, plastic, and papers
2. **Sant and Sons** collects papers, cardboards, and plastic. It also deals with green waste like glass and bottles.
3. **Baba ka Baba recyclers** deals with paper, plstics and bottles. The recycler recently won R150 000 in the “cleanest rural town competition’ (2021/2022).

The municipality has a strategy to furnish the residence and with wheelie bin and steel cages for the retail shops. This will enable the shops and residents to separate waste from source, and the recycles can collect the recyclables when it still clean and the animal farmers can collect perishable foods at source. There will be no waste that will be transported to the dumpsite.

1.8. 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).

Having received R800 000.00 as being the 2nd municipality in the cleanest municipality competition "Rural municipality category"; the municipality committed to utilized the price money towards procurement of the waste compact truck. A commitment was also made by the municipality that it would top-up additional fund to ensure that the truck is indeed procured.

2.1. Waste disposal site
The municipality owns a waste disposal site. The site is located adjacent to Nongoma town, its 4 KM (estimated distance) from the Nongoma town. The municipality is in a process of rehabilitating its current waste disposal site, since the extended usage period in term of the license requires that the site should be closed in the next 5 years. The municipality is exploring the possibility of establishing a recycling centre on the rehabilitated waste disposal site.

The municipality has not been complying with the conditions of the waste disposal site licence. There are currently adequate controls in place to mitigate unregistered and hazardous. The municipality has done the following to prepare for the site closure and comply with the environment conditions:

1. Improved access control on site: Security personnel have been deployed on site, and three personnel who work to keep record of vehicles and waste entering the site. The municipality has fenced the site and has put access gate to ensure controlled access into the site.

2. The rehabilitation process has started, and 20% of the disposal site has been closed off.

Figure 15: A section of a landfill site that is being rehabilitated

2.1. Waste Disposal compliance Checklist

While there has been an improvement, Nongoma municipality is still 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 10: 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 stand-alone fully-fledged Waste Management Unit;
- Establishment of a Waste Management Forum
- Rehabilitation of the current waste disposal site, some sections of the site have been closed off and are being rehabilitated.
- The process of identifying a suitable land for the establishment of a new landfill site has commenced.
- Integration of waste recyclers into the municipal waste management process is underway
- Regular Awareness and Clean-up campaigns are conducted (twice a week)

4. Waste Management Challenges

- **Inability to find suitable land for a land disposal site**: The current waste disposal site has been licenced for closure, and is due to close in the next 4 years. While the municipality has commenced with the rehabilitation in some part of the site; there is still no land for the establishment of the new waste disposal site.
- **Dysfunctional Municipal Waste Management Forum**: The dysfunctionality of the waste forum stems from the distorted institutional arrangements. Such arrangements have since been dealt with subsequent to the establishment of an Environmental/Waste Management unit. The next step is therefore for the manager responsible to resuscitate the waste management forum.
- **Waste Bylaws that have not been gazetted:** This is also linked to the distorted institutional arrangement, which meant that upon compilation of the waste bylaws; there was no dedicated person to ensure that the bylaws were promulgated.
- **Inability to service other areas (outside of Nongoma town and its adjacent areas) in terms of waste collection services:** There is a myriad of issues contributing to the municipality's inability to provide waste collection services beyond the Nongoma town and its adjacent settlement (namely white city, Deline and Redhill). This includes inadequate equipment and the costs associated with providing the service vs the return on investment in terms of households having to pay for the service rendered.

3.2.6. SWOT ANALYSIS: CROSS-CUTTING ISSUES

<table>
<tr><th colspan="2">SWOT ANALYSIS: CROSS-CUTTING ISSUES</th></tr>
<tr><td>Strengths
• SDF in place with identified areas of economic growth and population densification
• Existing Urban development framework
• Disaster risks map available with disaster management plan
• Existing disaster unit, but supposed to be disaster centre.
• Well trained staff</td><td>Weaknesses
• Changing climatic conditions
• High poverty and unemployment levels
• Overdependence on Government grants
• High services backlog
• Rural road infrastructure deficits
• Environmental degradation</td></tr>
<tr><td>Opportunities
• Willingness of Public Works to release Erf 5000
• High demand of rental stock
• Functional, able to take resolutions</td><td>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</td></tr>
</table>

3.2.7. SUMMARISED CHALLENGES FOR CROSS-CUTTING ISSUES

- **Contestation of Authority over ERF 5000**: 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. Thus sorting out the long standing issue around title deeds. This could also have far reaching consequences in terms of rates collection, since municipality is currently struggling to bill households who claim to have no title deeds for their properties.

- **Undulating topography limiting agricultural development**: The topography in Nongoma renders most areas unsuitable for agriculture, and also prone to soil erosion especially during heavy rains

- **Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation:** Linked to the above, farming practices that does not take into cognisance then topography results in soil erosion, deterioration and degradation of veld.

- **Widespread alien invasive plants**: Absence of Alien Invasive Eradication plan in the municipality, compounded by lack or inability to eradicate and curb the spread of alien invasive species leads to degradation of arable lands.
- **Poor road networks to transport goods**: Road networks linking the areas of agricultural potential are in an atrocious state, thus making it difficult and costly for farm produce movement into market, and even for aspiring customers to access the produced goods.
- **Absence of a Municipal Disaster Management Inter-Departmental Committee:** The outbreak of Covid-19 and the April Floods that hit most part of KwaZulu-Natal, including Nongoma municipality exposed the municipality in terms of readiness and its ability to swiftly respond to disasters. The absence of the municipal inter-Departmental Committee aggravated poor coordination from within the institution.
- **Insufficient funds allocated for Disaster Management function and relief:** Disaster Management functions are inappropriately funded. There are also no funds available as reserves that could be utilised in case there is a disaster. This challenge is linked to the 1st one in that the municipality is even incapable of converging during a disaster occurrence, to source fund from various votes so as to respond to a disaster.
- **Allocation of land that create vulnerable settlements**: The settlement of communities in disaster high risk lead to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. The reality of Climate Change conditions such as torrential rains, thunderstorms renders most of the settlements within Nongoma vulnerable and at risk from floods.
- **Inability to find suitable land for a land disposal site**: The current waste disposal site has been licenced for closure, and is due to close in the next 4 years. While the municipality has commenced with the rehabilitation in some part of the site; there is still no land for the establishment of the new waste disposal site.
- **Dysfunctional Municipal Waste Management Forum**: The dysfunctionality of the waste forum stems from the distorted institutional arrangements. Such arrangements have since been dealt with subsequent to the establishment of an Environmental/Waste Management unit. The next step is therefore for the manager responsible to resuscitate the waste management forum.
- **Absence of By-Laws:** In order to promote standards for community as well as safety, health and welfare of Nongoma communities; the municipality must develop by-laws in relation to Schedule 4B and Schedule 5B of the constitution. Nongoma municipality only has a handful of by-laws have been developed, and of those, only one has been promulgate
- **Inability to develop and gazzette by-laws:** Some by-law have been developed as early as 2016, however they have never been gazzetted. Perhaps this is because gazetting of by-laws is left to the department responsible for monitoring and implementation of a particular by-law.
- **Inability to service other areas (outside of Nongoma town and its adjacent areas) in terms of waste collection services:** There is a myriad of issues contributing to the municipality's inability to provide waste collection services beyond the Nongoma town and

its adjacent settlement (namely white city, Deline and Redhill). This includes inadequate equipment and the costs associated with providing the service vs the return on investment in terms of households having to pay for the service rendered.

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

Subsequent to Local Government Elections of 02 November 2021, Nongoma Municipality inaugurated a new Council in its meeting held on 22 November 2021 in terms of Section 29(2) of the Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998), as amended.

Council of Nongoma composes of 45 Councillors made up of 23 Ward Councillors and 22 PR Councillors as follows:

- IFP: 19 Ward Councillors and 01 PR Councillor
- NFP: 04 Ward Councillors and 10 PR Councillors
- ANC: 08 PR Councillors
- EFF: 02 PR Councillors
- NAPF: 01 PR Councillor

Three (3) of the 45 Councillors are full time Office Bearers that include the Mayor, Deputy Mayor and the Speaker. Council of Nongoma is fully functional. It is chaired by the Speaker and its meetings sit at least once a quarter as per the approved annual schedule. Special Meetings are coordinated as and when necessary.

Three (3) Traditional Leaders partake in Council Meetings in terms of section 81 of the Municipal Structures Act, namely:

- Ematheni Traditional Council,
- OSuthu Traditional Council, and
- Mandlakazi Traditional Council.

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 11: 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

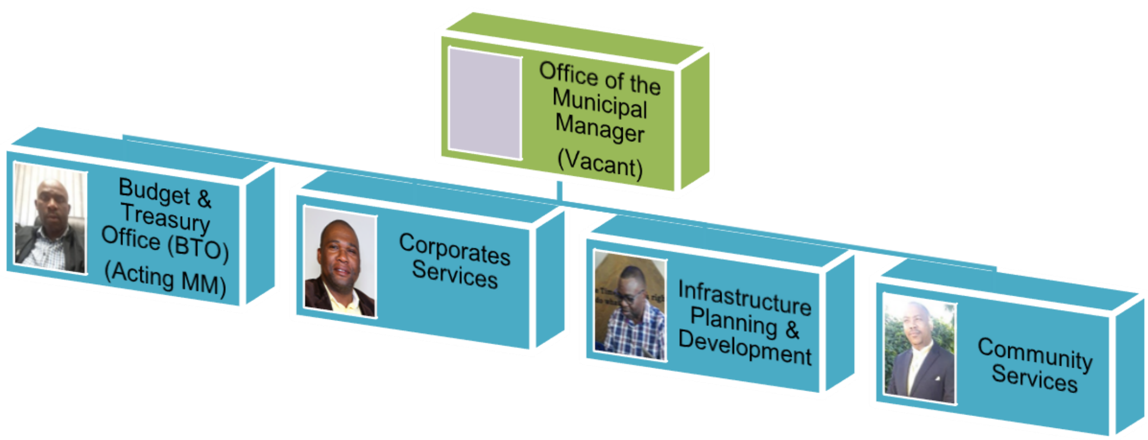
3.3.3. ADMINISTRATIVE STRUCTURE OF THE MUNICIPALITY

The municipal organizational structure is headed by the municipal manager who is supported by directors. The administrative structure consists of the following 4 departments and Units:

- 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 30th of March 2022 and is attached as annexure1 in this document.

3.3.3.1. 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 & Compliance Unit
- Mayoral Support Unit
- Public Participation Unit
- IDP & PMS Unit
- Internal Audit Unit (Outsourced)

3.3.3.2. 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.

The Department has 5 Units, which are:

- Human Resource Management Unit
- Human Resource Development
- Legal & Labour Relations
- Information Communication Technology (ICT)
- Administration & Auxiliary Services Unit

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

3.3.3.3. 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

3.3.3.4. Community Services Department

The Community Services Department is responsible for ensuring provision of an acceptable standard of Social Services, Emergency Services, and Environmental Management (inclusive of Waste, Open Space management, cemeteries) Services, Pound Management, Community Safety and Road Traffic Management as well as Sports, Arts and Cultural Services to the communities.

The Department's main responsibilities include the following:

- Provision of efficient and coordinated firefighting services
- Prevent or reduce the risk of disasters, mitigate the severity of disasters, cultivate emergency preparedness within the communities, and to rapidly and effectively respond to disasters and to promote post disaster recovery.
- Ensure access to waste collection service, and implementing the Waste Management plan.
- Protection and maintenance of sensitive, vulnerable areas and cultural heritage sites to sustainable levels;
- Proper management of Municipal community facilities including, sportfields and community halls;
- Public spaces and recreation centres, parks and facilities.
- Provision of Safety and Security in municipal area.
- Manages and monitors the implementation of crime prevention strategies thereby improving safety and security in communities;
- Manages the provision of efficient and coordinated community welfare services such as:
    - Day-care centres;

The department has the following units:

- Community Safety and Security Services Unit
- Disaster Management and Fire & Rescue
- Environmental Management Unit
- Libraries & Public Amenities Unit
- Pound Management Unit

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)

3.3.4. VACANCY RATE

At the beginning of the financial year, the vacancy rate was 18%. There has, however, been a slight decrease in the vacancy towards the end of the financial year, as it currently stands at 16%. This was due to a handful of posts being removed from the organogram.

3.3.5. FILLING OF CRITICAL VACANT POSTS

Until March 2022, the municipality had a full capacity in terms of filling of critical posts, i.e all critical posts had been filled. The status changed from the 01 April 2022, subsequent to the resignation of the accounting officer. The post had therefore been declared vacant and an advert issued.

The shortlisting/interview panel had also been determined and approved by the council. It is envisaged that the new accounting officer would have been appointed by the beginning of the new financial year. At the time of adoption of this IDP document, the process of finding the next municipal manager had reach the interview stage, with the interviews having been conducted on the 18th of May 2022.

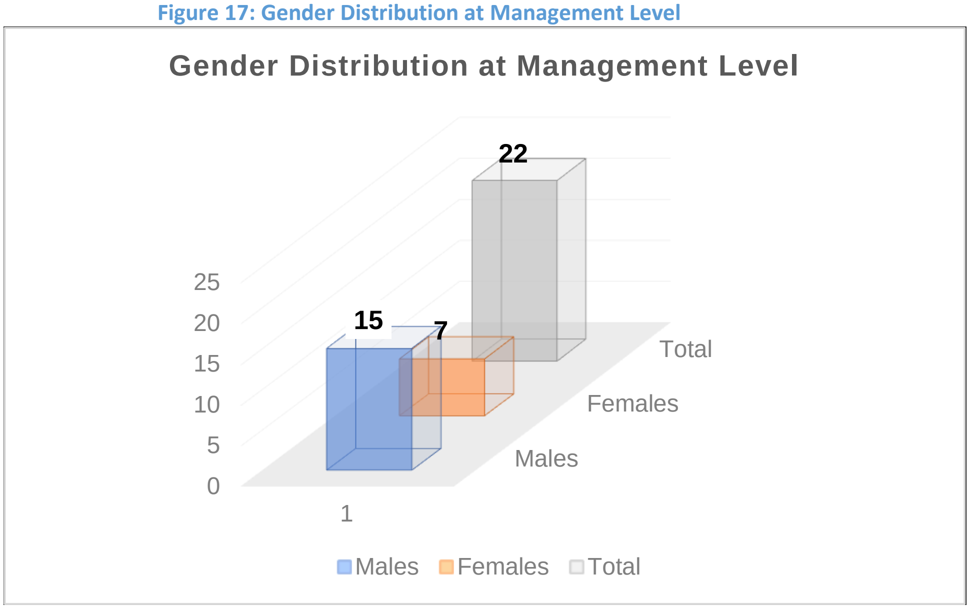
Technically, another critical post has been vacant since the suspension of the incumbent, i.e Head of Department: Community Services. The legal scuffle has been dragging on for quite some time now, and as such the incumbent has been on suspension for almost a year now.

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 17: Gender Distribution at Management Level



3.3.7. HUMAN RESOURCES DEVELOPMENT STRATEGY

The municipality has a Human Resource Strategy in place. The strategy was adopted on the 28th of May 2021. In light of the new generation of IDP, this municipality is therefore reviewing its Human Resource strategy, and it will be tabled for adoption by Council by 30 June 2022. The draft Human Resource strategy is herein attached as annexure 5.

Human Resources Strategy forms an integral part of the municipal Integrated Development Plan (IDP) to proper assess HRM capacity, identifying gaps and forecasting future demand and supply of the workforce.HR Strategy enables municipality to strategically review and develop human capital management value chains that will appropriately fit into organisational culture in consideration of environmental changing forces.

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. HR strategic planning is about determining the demand and supply of staff that are critical to achieving strategic objectives, analysing the gap between the demand and supply, and developing a plan that seeks to close the gap.

In order to ensure that the Municipality makes the best possible use of its human resources to attain its commitments and programme objectives set out in the IDP, BUDGET and SDBIPs, the Municipality must have a concrete HRM Strategy in place together with HRM &D Implementation Plan matrix.

3.7.1. STRATEGIC OBJECTIVES FOR NONGOMA LM HUMAN RESOURCE STRATEGY

- Provide a roadmap on how HR should run and develop the specific set of actions
- Assist to identify gaps that need to be addressed by ensuring that the Municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives.
- Draw HR Plan and action plan on how will address issues by ensuring that the Municipality makes optimum use of human resources and anticipates surpluses and shortages of staff.
- Attract and retain highly capable workforce including critical and scarce skills individuals in line with Employment Equity Plan targets.
- Maintain a safe and healthy working environment by ensuring that municipality provides adequate resources to municipal staff and value skills and competencies in delivering sustainable solutions, advice and capacity building.

The following were key initiatives/projects in terms of Human Resource strategy. The status is herein indicated:

- **Individual Performance Management implementation**: Implemented on supervisory and officer levels. Levels below will be implemented in the 2022/23FY.
- Exit Management Policy:
- **Implementation of ESS-Payday**: Successfully implemented. All leave applications are processed on-line
- **Finalisation of job evaluation process**: Achieved. Nongoma TASK final outcome report tabled to Council for adoption, and employees affected have been informed accordingly.
- **Verification of Qualifications of all new appointments**: This is being done as an when a new employee enters the institution.
- **Introduction of staff bursaries:** Not Achieved due to financial constraints.
- **Online Induction for new employees**: Not Achieved
- **Remuneration Committee**: The committee has since been established.
- **Clocking Machines links to Payroll system**: Delayed due to covid-19 outbreak.
- **HRM & D Procedure Manual**: Procedure manual was compiled.

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 report was submitted to Department of Employment and Labour on the 14th of January 2022.

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 2021/2022 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 (Planning & Infrastructure development).

The employment equity target for the next financial year (2022/2023) is to employ 2 people living with disabilities. In anticipation of the soon to be vacant post for the municipal manager, the municipality is hoping to attract female candidates.

The municipality has adopted among other HR policies, an Employment Equity Policy. The policy was adopted by the council on the 26th of May 2022. The purpose of the policy is:

- To provide the municipality with guiding principles, the institutional framework and basic strategies for the development and implementation of its Employment Equity Programme.
- To enhance the mix of racial, gender and disabled groups across functions and at different levels where imbalances exist through –
    i. Equalizing opportunities by providing additional training and development for employees who have historically been marginalised; and
    ii. Pro-actively recruiting and advancing designated groups to make the municipality representative of the demographic composition of Kwa-Zulu Natal and South Africa.
- To ensure progress by developing and monitoring Employment Equity targets in consultation with employee representatives. This target shall be set out in the Employment Equity Plan and based on economically active population, geographical demographics, and operational requirements.
- To provide the guidance to the employer on how to deal with gender based sexual harassment in the workplace for the purpose of protecting employees who may happen to be victims.
- To ensure that the Employment Equity Plan represents the critical link between the current workforce profile and possible barriers in employment policies and procedures, and the implementation of remedial steps to ultimately results in Employment Equity in the workplace.

The following table summarizes the demographic profile of employees.

Table 12: 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 be submitted on the 30th of April 2022. 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 2021/2022 financial year:

LEARNING PROGRAMME	TARGET BENEFICIARY	DURATION	NO. OF BENEFICIARY	SERVICE PROVIDER
Executive Secretaries Training	Employed	3 Days	6	Sanda Skills Training Solutions
Traffic Officers	Employed	12 months	5	
Online Conditions of Service-Collective Agreement	Employed	1 day (zoom)	2	SALGA
Job Evaluation	Employed	2 weeks	1	SALGA & Deloitte
MFMP	Employed	6 Months	7	FACHS Business Consulting
Pay Day Training	Employed	2 Days	6	Pay Day
Payday HR Full Course	Employed	5 Days	2	Payday
Sector Based Orientation Workshop	Councillors	3 Days		COGTA
ICIP	Councillors	5 Days	40	SALGA

3.3.10. RECRUITMENT AND SELECTION STRATEGY

The Recruitment and Selection Strategy had been adopted by the council on the 31st of March 2021. The municipality however, resolved to review some of the HR policies include this one as an alignment with the new generation of IDPs. As such the Recruitment & Selection Strategy was adopted by the council on the 26th of May 2022 with the IDP. 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.

The objectives of the policy are as follows:

- To promote equal employment opportunity and affirmative action.
- To inject uniform, transparent, fair and sound recruitment and selection procedures.
- To guide in a regulatory mechanism for filling an approved vacant post.
- To provide measures for a fair and just selection process for candidates to be interviewed.

The Recruitment and Selection strategy has been utilized since its initial adoption in March 2021. All posts that have been filled have been filled according to the strategy, and the filling of an acting position of Head of the Department: Community Services was through the Recruitment and Selection strategy wherein the council authorized the Acting municipal Manager to headhunt a suitably qualified incumbent to act as the HOD.

3.3.11. ATTRACTION AND RETENTION POLICY

The development of the Retention Strategy had been abandoned in 2021, for it was resolved that 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. The development of the policy has since been resuscitated in 2022, hence its adoption on the 26th of May 2022.

Nongoma Local Municipality is facing a challenge of staff turnover especially in critical positions due to geographical area. It’s become a major concern to an organization that when an employee exits the municipality, the organizational memory is also lost. It was therefore imperative for municipality to formulate a policy for attraction and retention of skilled, knowledgeable, competent staff and scarce skilled personnel.

The purpose of the policy:

- To provide the municipality with the standardised framework to attract and retain critical and scarce skill employees.
- To transform municipality to be a user-friendly working environment where employee has a zeal to serve.

Nongoma municipality salaries are skewed, with line managers earning higher than Heads of Departments in some cases some HODs earn higher than the Accounting Officer. To a lesser instance the situation is similar at levels below line management, where there are employees earning different salaries but holding similar positions. All this leads to dissatisfaction and low morale, thus resulting in high staff turn-over.

The main cause of the highly attrition rate is unattractive salary package offered by the municipality. However, the municipality is of the view that through effective and rational implementation of the Human Resource Strategy it will drastically reduce the turnover rate successfully. It must also be mentioned that the problem is further compounded by the grading of the municipality and the fact that it is not able generate enough revenue.

Commitment of Nongoma Municipality on attraction and retention policy include:

- Managing employees well to ensure directed and motivated employees
- Developing people and retaining the best by providing perpetual learning and challenge
- Provision of reasonable remuneration and rewarding outstanding performance
- Establishing a work-life culture and climate that is attractive and supportive.
- Continuously improve the working conditions of staff.
- Provision of mentoring, coaching and working tools
- Attend to issues relate to employee wellness and Health and Safety.

Strategies for attraction and retention of employees include:

- **Career Management:** Nongoma LM commits itself to providing guidance and advice on career paths. It also commits itself to introducing systematic procedures for identifying potential
- **Training and development**: By providing quality on job training at zero costs mentoring and coaching; and also providing compliance programs to staff, where such programs are required
- **Bursary allocation**: Municipality to provide formal (first degree, honours, masters, etc.) tertiary training to staff irrespective of salary levels through distance learning
- **Incentive / Rewards**: The municipality is committed to rewarding certain staff that performed well during the year. The rewards may include any of the following awards, time off, overtime, cash bonuses, long term service bonuses, ordinary bonus (13th cheque), etc, depend on the availability of funds and adoption by management.
- **Rental Housing**: The municipality shall provide 24-hour security rental flats as staff accommodation to senior managers for efficiency and convenience purpose. Occupants shall be responsible only for 50% of rental payment per month.
- **Market Premium**: The municipality finds it difficult to attract and retail suitably qualified and competent candidates to fill positions of senior managers due to geographical location and unattractive remuneration packages. Municipality shall provide market premium allowance to attract and retain critical occupations at senior management level only. The market premium is defined as a separate item in the remuneration package.

3.3.12. LIST OF HR POLICIES

The development of a new generation IDP prompted the municipality to review most of its Human Resource policies. The policies in question are highlighted in a table below:

POLICY/STRATEGY	DATE OF ADOPTION
Employment Equity Policy	26 May 2022
Human Resource Strategy	26 May 2022
Induction and Orientation Policy	26 May 2022
Remuneration Policy	31 May 2021
Standby Policy	26 May 2022
Acting Policy	26 May 2022
Rental Housing Policy for Sec 56/57	26 May 2022
Car Allowance Policy	31 May 2021
Individual Performance Management System (IPMS) Policy	26 May 2022
Recruitment and Selection	26 May 2022
Attraction & Retention Strategy	26 May 2022
Occupational Health & Safety Policy	26 May 2022
Leave Policy	26 May 2022
Training & Development Policy	26 May 2022
Employee Assistance Programme (EAP) policy	26 May 2022

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

Nongoma municipality has in place an ICT Steering Committee. The committee sits once a quarter. In order to address a repeat finding regarding non-sitting of the ICT Steering committee; the municipality ensured that all meetings were held accordingly in the 2021/2022 FY. 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 using Jozini municipality as it secondary backup site. The location is 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 2022/2023 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 4^{th} industrial revolution is upon us. The municipality had planned to extend access to internet beyond its municipal offices, i.e. to Nongoma town, especially around the main taxi rank. The project would have seen the municipality installing network connections that would provide free Wi-Fi connection to communities. The project could not be implemented as planned in the 2021/2022 FY, as it was earmarked for the 1st quarter of the 2021/2022 FY. It is therefore planned for the 2022/2023 FY.

The municipality intends extending access to internet beyond its municipal offices. Nongoma town especially, the municipality will install network connections that would provide free Wi-Fi connection to communities.

3.3.14. SWOT ANALYSIS MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

Strength	**Weaknesses**
• Approved policies • Information system (Payday) • Commitments towards team members • Willingness of the team • Top management support structure • Strong partnership between HRM and Payroll section. • Less use of consultants • Tailor made policies and SOP's • Young blood team with expertise of technology • Sound working principles	• Budgetary constraints • Non provision of staff bursary • Inadequate records safe keeping • Non electronic files • Non implementation of HR policies by the departments • Labour relations matters are dealt with by legal section • Inappropriate communication channels • Inadequate training of permanently employed staff due to lack of funds • Non-existent succession planning and organisational growth. • Talent management strategy. • Inability to meet the Employment Equity targets.
Opportunities	**Threats**
• Advancing of technology (4th IR) • Capacity building • On the job training • Promotion within • Communication improvement • Social media page • Engagement of private sector • Capacity to grow	• Staff turnover • Aging workforce • HR team shortage • Covid-19 pandemic • Political dynamics • Less opportunity for innovation •

3.3.15. KEY CHALLENGES RELATING TO MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

- **High staff turn-over**: Nongoma municipality salaries are skewed, with line managers earning higher than Heads of Departments in some cases some HODs earn higher than the Accounting Officer. To a lesser instance the situation is similar at levels below line management, where there are employees earning different salaries but holding similar positions. All this leads to dissatisfaction and low morale, thus resulting in high staff turn-over
- **Non-existent succession planning and organisational growth:** Succession planning and organisational growth is hampered by salary disparities between what the line managers and Heads of departments earn. Most line managers are comfortable with what they are earning, and would not want to grow and move up the organisational ladder, because such a move would me a regress in terms of salary, yet a growth in terms of the position.
- **Inability to meet the employment equity targets:** 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 (Planning & Infrastructure development). The municipality has also failed to employed the required percentage of people living with disabilities.
- This also affects the growth of officials below the line managers. Line managers' comfortability becomes a stumbling block for officers below, because they cannot move up the organisational ladder, not unless the manager above resigns (which is unlikely) or passes on (which has not happened for the past 5 years).
- **Non implementation of HR policies by the departments:** HR policies are mostly implemented at a departmental level. In most cases, departments are the culprits when it comes to non-implementation of HR policies. Heads of Departments and Managers alike, process and approve leaves, standby and overtime without taking into consideration the related policies.
- **Inadequate training of permanently employed staff due to lack of funds:** There are not enough funds available for training of staff. This inability of the municipality to invest in its human capital is one of the main causes of staff turnover and low morale. WSP is compiled as required and employees indicate through the WSP, their required training interventions, but funds limitation derails the process of adequately responding to the employees' training needs.
- **Labour relations matters are dealt with by legal section:** There is no stand-alone labour relations office. Labour relations matters are dealt with by Legal. This skewed institutional arrangement has resulted in the establishment of a unit called "Legal & Labour Relations unit headed by a manager whose qualifications are of legal nature,
- **Active suspension taking longer than 3 months:** Labour disputes drag on for more than 3 months, resulting in suspensions for a period over 3 consecutive months. This put pressure on the already stretched employee salary bill because the municipality finds itself having to pay an acting allowance to an acting official who is on suspension and earning a full salary.

3.4. GOOD GOVERNANCE & PUBLIC PARTICIPATION

3.4.1. GOOD GOVERNANCE

In line with the development of the new 5-year strategic agenda and the 2022/2023 IDP; Nongoma municipality has developed the Service Delivery Charter & Standards (SDC&S) and Service Delivery Improvement Plan (SDIP). These documents were adopted by the council together with the IDP on the 26th of May 2022. The municipality seeks, as part of ensuring the institutionalization of "Batho Pele" principles; to ensure that through the SDIP and SDC&S), the implementation of Batho Pele is attained. The Service Delivery Charter & Standards and the Service Delivery Improvement Plan is attached as annexure 11 and 12 respectively).

3.4.1.1. BATHO PELE POLICY AND PROCEDURE MANUAL

The Batho Pele Policy & 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 once performance management system has been cascaded to all municipal employees***
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.

3.4.1.2. 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 2021/2022 FY, Nongoma municipality had identified 3 planned standards as area of improvement. Those planned standards were:

1) Planned Standard #1: All critical vacant post filled by 30 June 2021: All critical vacant posts were filled in the 2021/2022 FY, resulting in a stable and functional top management.
2) Planned Standard #2: 100% spending of Capital Budget: 100% spending on MIG and INEP funding was achieved.
3) Planned Standard #3: Working towards Clean Audit: The municipality received Unqualified Audit finding, with only few matters.

For the 2022/2023 FY, the municipality has identified the following 3 planned standards as area of improvement:

1) **Planned Standard #1: 100% spending of Capital Budget:** The municipality is still committed into ensuring that 100% spending on Capital Budget spending is maintained.

2) **Planned Standard #2: Working towards Clean Audit:** Subsequent to the attainment of unqualified audit opinions for audit opinions for 3 consecutive financial years (2018/2019, 2019/2020 and 2020/2021 FY), the municipality still aims on attaining a clean audit in the audit for the 2021/2022 FY.

3) **Planned Standard #3: All critical vacant post filled within 3 months of the closing date of the advert:** From the 1st of April, the post for the municipal manager has been vacant. This is after the resignation of the municipal manager. The post would have been filled at the beginning of the new financial year. The municipality also intend ensuring that in case of a vacant critical post, such post id filled within 3 months after the closing date of the advert.

3.4.1.3. 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.

3.4.1.4. 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

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.

Nongoma Local Municipality OSS Leadership:

Nongoma Local Task Team EXCO Members				
SURNAME & INITIALS	POSITION	DEPARTMENT	CONTACT NO.	E-MAIL ADRESS / FAX NUMBER
Mr. Zulu S.B	Chairperson	Nongoma Local Municipality	0760208062	Sbu.led@nongoma.gov.za Sbu4syhle@gmail.com
Mrs Dube R.Z	Deputy 1st Chairperson–	Department Of Health -Benedictine Hospital	0824371897	Renneth.Dube@kznhealth.gov.za rzinto@gmail.com
Ms Buthelezi S	2nd Deputy Chairperson	Department of Home Affairs – Nongoma Office	0727231022	Sinelisiwe.Buthelezi@dha.gov.za
Mrs Nhlebela L	Secretary	DSD – Nongoma Office	0715246514	Lizert.Nhlebela@kznsocdev.gov.za lizertznhlebela@gmail.com
Ms Khumalo S	1st Deputy Secretary	Nongoma Local Municipality	082 6696395	khumalosebeh@gmail.com
Miss Xulu S	2nd Deputy Secretary	TBHIV CARE	079 4705574	Nosipho1xulu@gmail.com

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 integrated into the municipal IDP.

The war rooms operationalize Operation Sukuma Sakhe, and issues get elevated into the District OSS, which has gained momentum through the introduction of the District Development Model. At a District level, OSS finds space in the District Development model.

The following is the depiction of Operation Sukuma Sakhe Deployment and sitting schedule of War Rooms for Nongoma Local Municipality

Ward	Ward Councillor/ Champion	Municipal Official/Deployee		Sitting Frequency	Functionality
		Name & Surname	Designation		
1	Cllr FM Shongwe	Mr MS Ntanzi	Officer: Public Participation	Twice a month	Functional
2	Cllr GN Mthiyane	Mr S Mngomezulu	Officer: Sports	Every week	Functional
3	Cllr BG Ndwandwe	Mr M Buthelezi	Senior Officer: GIS	Twice a month	Functional
4	Cllr MN Manqele	Ms PN Zulu	Manager: Environ/Waste	Twice a month	Functional
		Ms N Ntuli	Manager: Mayoral Support	Twice a month	Functional
5	Cllr SL Mbongwa	Mrs SB Khumalo	Manager: Municipal Amenities	Twice a month	Functional
6	Cllr SA Mhlongo	Mr M Nxumalo	Youth Officer	Twice a month	Functional
7	Cllr DJ Mtshali	Ms S Zuma	IDP Specialist	Twice a month	Functional
8	Cllr MP Nxumalo	Mr ME Mondise	HOD: Corporate Services	Twice a month	Functional
9	Cllr SSZ Dlamini	Mr PZ Ziqubu	LED Officer	Twice a month	Functional
10	Cllr TJ Ntsele	Mr H Ntombela	Manager: Legal Services	Twice a month	Functional
11	Cllr NS Ntshangase	Mr K Manqele	Acting SCM Manager	Every week	Functional
12	Cllr TM Ndwandwe	Mr LB Mhlungu	Manager: Risk & Compliance	Twice a month	Functional
13	Cllr MA Mtshali	Mr SB Zulu	Manager: LED/Tourism	Twice a month	Functional
14	Cllr SSP Mbatha	Mr IS Ndlela	Manager: Disaster Management	Every week	Functional
15	Cllr BW Zulu	Ms L Maema	Manager: Fleet & Assest	Every week	Functional
		Mrs GNZ Maphisa	Manager: Public Participation	Every week	Functional
16	Cllr ZH Zungu	Mrs S Ngema	Senior Officer:: Council Support	Every week	Functional
17	Cllr B Mbatha	Ms F Majola	Mayoral Support Clerk	Twice a month	Functional
18	Cllr JT Nkosi	Mr MG Ngobese	Manager Council Support	Twice a month	Functional
19	Cllr NP Ndebele	Mr S Qwabe	Officer: Public Participation	Every week	Functional
20	Cllr N Msomi	Mr SEL Ndwandwe	Senior Officer: Disaster Management	Every week	Functional
21	Cllr BI Buthelezi	Prince P Zulu	Manager: Safety & Security	Every week	Functional
22	Cllr MH Zulu	Mr N Nxumalo	Public Participation	Every week	Functional
23	Cllr VP Mpanza	Ms FO Ntshangase	Manager: Human Resource	Every week	Functional

3.4.1.5. COMMUNITY DEVELOPMENT WORKS PROGRAMME

CDW progranmme 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 23 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.

3.4.1.6. 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)

The District Development Model (DDM) has introduced new IGR planning, budgeting and implementation paradigm and discipline (spatial targeting and budgeting towards common long term outcomes). Its introduction has resulted in all the traditional municipal IGR structures dying a natural death.

The DDM is an operational model for improving cooperative governance aimed at building a capable, ethical developmental state. The key overarching objective is to narrow the distance between people and government by focusing on the District Municipality as a center of joint planning, coordination, monitoring and evaluation of service delivery initiatives by all 3 spheres of government.

As the case with other district municipalities, Zululand DM as the main driver of the District Development model within the Zululand District established various DDM structures. The clusters were functional and were only derailed by the local government elections. However, as soon as new councils were inaugurated, the sitting of the DDM clusters were back on track.

The ZDM DDM structures are arranged as follows:

- **DISTRICT POLITICAL HUB:** The District Political Hub is chaired by the District Mayor, Ministerial Champion and MEC Champion. It comprises of Local Mayors, Speakers, Chair of District House of Traditional Leaders, and Support Teams of the Ministerial Champion, District Mayor and MEC Champion. The purpose of the Political Hub is to oversee the approval, monitoring of the ONE PLAN & ONE BUDGET, promote greater accountability of government, ensure inclusion of community needs and account to province for the DDM functionality and impact.

- **DISTRICT TECHNICAL HUB**: Chaired by the District Municipal Manager and the Provincial HOD Champion, the structure sees representation from Local Municipalities and the Senior Managers, National/Provincial Sector Departments, District Cluster Chairs and other support structures. The purpose of the Technical Hub is to oversee the development and recommendation of the ONE PLAN and ONE BUDGET, ensure all 3 spheres of government are accountable & participating, ensure streamlined IGR structures, co-ordinate shared services and report to the Political Hub.

- **THE CLUSTER HUBS** are chaired by each of the Zululand DM General Managers. Representation includes Local House of Traditional Leader Portfolio Convenors, Sector Departments Representatives, OSS Chairs, Municipal and Departmental Entities. The purpose of the Cluster Hubs is to provide a platform for sector specific co-ordinated joint planning & oversight of approved DDM plans and sector advisory role to the DDM technical hub. The Cluster Hubs are arranged as follows:

  - Governance Cluster: The cluster is chaired by the ZDM's Ms MS Linda, HOD: Corporate Services and deputised by Mr. ME Sithole, HOD: Corporate Services form Nongoma Municipality
  - Economic Cluster: Chaired by ZDM's Mr S. Kheswa, Acting General Manager GSCID: The name of this Technical Cluster is "Governance, State Capacity and Institutional Development" (GSCID) also referred to as Governance Cluster
  - Security Cluster: The cluster is chaired by the ZDM's Mr WJ Jordaan, The Acting General Manager.
  - Social Cluster:

In ensuring optimum participation, the Nongoma municipality allocated its officials (at a management level) to different District Cluster Hubs. These officials report back to MANCO on their participation on the respective Hubs. One official, i.e HOD: Corporate Services has since been appointed as the Deputy Chair for the Governance Cluster Hub. The allocation of the Nongoma municipal officials in the Cluster Hubs is as follows:

CLUSTER HUB	OFFICIAL	POSITION
Governance Cluster	Mr. M.E Sithole	HOD: Corporate Service
	Mr. F.O Ntshangase	Manager: Human Resource
	Mr. GA Ndaba	Manager: IDP/PMS
Economic Cluster	Mr NFT Buthelezi	HOD: Planning & Infrastructure Dev
	Ms Mbali Khambule	Manager: Spatial Planning
	Mr. S.B Zulu	Manager: LED/Tourism
	Mr. S. Khumalo	Manager: PMU
Security Cluster	Mr IR Barnes	HOD: Community Services
	Prince P. Zulu	Manager: Safety & Security
	Mr. LB Mhlungu	Manager Risk & Compliance
Social Cluster	Mr IS Ndlela	Manager: Disaster Management
	Ms NP Zuli	Manager: Environment & Waste

Central to the success of the DDM is the full participation of the District family of municipalities. Recent reports suggested there had been poor participation by local municipalities at the cluster meetings. In light of the absence of any reports having been submitted to the office of the MM regarding participation to these meetings; it is therefore safe to say that Nongoma officials have not been fully participating as expected.

To ameliorate the situation, all the above-listed officials were served with a reminder memo of their responsibilities to participate and have meaningful contribution to the DDM, and that as appointed officials, they are expected to submit a report to the Acting Municipal Manager and make a presentation to MANCO regarding all their engagements in the above-indicated clusters.

2.1. FUNCTIONALITY OF THE ABOVE-INDICATED IGR STRUCTURES

The above-indicated structures are functional. The sitting of the structure were briefly suspended during the course of the local government elections, since it affected mainly the Political Hub and therefore the elevation of issues from the clusters up to the Technical Hub. Subsequent to the councils inaugurations the confirmation of the political office bearers, specifically the mayors and the speakers whom are expected to be part of the Political Hub; all DDM structure were reconvened. All these structures have been functional since then.

2.2. IGR STRUCTURE PERTAINING TO LANDUSE 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 semi-functional as it does not sit accordingly. Non-functionality of the JMPT affects land use planning applications process; resulting in unnecessary delays in terms of getting projects off the ground.

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 the 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.

3. COUNCIL COMMITTEES

As promulgated in section 79 and 80 of the Municipal Structures Act, 1998 (Act No. 117 of 1998), a municipal council may establish one or more committees necessary for the effective and efficient performance of its functions or the exercise of any of its powers. Section 79 committee reports directly to Council while a section 80 committee reports to the Executive Committee.

Nongoma Municipality has the following Council Committees that are functional: Executive Committee (EXCO), Municipal Public Accounts Committee (MPAC), Audit and Performance Committee and Portfolio Committees.

The portfolio committees for Nongoma municipality are arranged as follows:

Portfolio Committee	Chairperson of the Committee
Corporate Services	Cllr GS Nkosi
Finance Department (BTO)	Cllr MA Mncwango
Community Services	Cllr. TJ Nsele
Planning & Infrastructure Development	Cllr. JT Nkosi

While Council, EXCO and Finance portfolio committee have always been functional; the functionality of other portfolio committees was compromised at the beginning, i.e just after their formation. The non-functionality of the council committees was as a result of the impasse regarding the composition of EXCO and some councillors not recognising the chairpersons of portfolio committees. Finance portfolio was not affected since its chairpersonship was not disputed.

The situation has since improved, and all portfolio committees are deemed 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 of Nongoma is functional because it quorate despite pending court case regarding reduction from 9 to 7 members. It holds its meetings monthly in terms of an approved schedule and makes recommendations to Council. The accountability of EXCO to Council stands as a cardinal principle of good governance.

- **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 a committee of the municipal council, appointed in accordance with section 79 of the Municipal Structures Act, 1998. The MPAC of Nongoma is functional and chaired the Councillor from the opposition party, the NAPF. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. MPAC operates in terms of approved Terms of Reference and its meetings of the MPAC sit once a quarter.
The following are the members of the committee:

- Chairperson: Cllr PW Gumbi
- Member: Cllr TM Ndwandwe
- Member: Cllr MA Mtshali
- Member: Cllr NA Manqele
- Member: Cllr TJC Mthimkhulu
- Member: Cllr ME Ndwandwe
- Member: Cllr BA Mncwango

Audit/Performance Committee (APC): 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. All Senior Managers attend APC Meetings. In addition, the Mayor, the Chairperson of Risk Management Committee, Internal Audit Team, MPAC Chair, COGTA Official and AG Official are standing invitees to APC Meetings. The Audit Committee tables 2 reports in a financial year at Council.

Internal audit: Internal Audit function has been outsourced. 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

APC oversight on Internal Audit: APC oversees the performance of the internal audit. Nongoma Municipality has an outsourced internal audit function whose responsibility is to assess the effectiveness of risk management, control and governance processes and to provide insight and recommendations that can enhance these processes, particularly relating to effectiveness of operations, reliability of financial management and reporting; and compliance with laws and regulations. There is one municipal official, an Internal Auditor, whose duties are to coordinate the activities of both the internal audit and the APC.

Internal Audit operates in terms of the approved Internal Audit Charter and the approved Risk-Based Internal Audit Plan which composes of various reviews that include ITGCR, Credit Control and Debt Collection Review, Supply Chain Management Review, Budget Management, Bi-Annual Risk Management Review, IA Follow-up, AG Follow-up, Quarterly Review of Performance Information, Revised SDBIP Review and Annual Financial Statements Review.

3. PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

Nongoma LM is made up of three (3) Traditional Councils that consistently participate not only in council meetings, but in the affairs of the municipality. These TCs are as follows:

- Ematheni Traditional Council,
- oSuthu Traditional Council, and
- Mandlakazi Traditional Council.

Based on the C.88 report, the traditional authorities have been full participating in all council meetings via their respective representatives. The commitment to ensure full participation of the Amakhosi in the affairs of the municipality is further articulated in Section 4.1.2. below, wherein the Mayor visited all Traditional Council to present the IDP/Budget for the municipality.

3.4.1.8. 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 of the IDP; an IDP Steering Committee must be formulated. The municipality formulated its Steering Committee just after the adoption by the council of the IDP Process plan. Membership of the Nongoma IDP Steering Committee is as follows:

- The Chairperson: Municipal Manager, initially it was Mr. MB Mnguni, whom after his resignation later in the financial year, the Acting Municipal Manager took over, i.e Mr MM Zungu.
- The Chief Financial Officer: Mr. MM Zungu. After assuming the acting municipal manager role; he was replaced by Mr. N. Shandu (Acting CFO).
- HOD: Corporate Services, Mr. ME Sithole
- HOD: Planning & Infrastructure Development services, Mr. NFT Buthelezi
- HOD: Community Services. Initially it was the Acting HOD, Mr G.A Ndaba, later replaced by Mr. K. Zulu (also acting HOD).
- IDP Manager: Mr. G.A Ndaba.

At an early stage, the Steering Committee would meet once a month and also on ad hoc basis. However, later towards the finalization stage of the IDP, i.e between March and May months; the committee met every Mondays.

2. BID COMMITTEES

The work of the Bid Committees is influenced by the procurement plan. The municipal 2022/2023 Procurement plan is in place 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:
  - Manager Revenue
  - Accountant SCM – Chairperson
  - Assistance Manager Skills Development
  - Technician
  - Manager Council Support
- Bid Evaluation Committee: The committee is functional and is made up of the following members:
  - Manager Expenditure- Chairperson
  - SCM Officer
  - Manager Waste Management
  - Manager Budget
  - PMU Manager
  - Asset Accountant

- Bid Adjudication Committee: The committee is functional and is made up of the following members:
  - SCM Manager
  - CFO- Chairperson
  - SM: Technical Services
  - SM: Corporate Services
  - Community Services Manager
  - Director: Community Services

3. RISK MANAGEMENT COMMITTEE

The Risk Management Committee (RMC) was established by the Nongoma Local Municipality in terms of section 62(1)(d) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) to assist the Municipal Manager to fulfil his duties on risk management and control responsibilities in accordance with prescribed legislation and corporate governance principles. It is our policy that the Risk Management Committee also serves as Fraud Prevention Committee. RMC membership is composed of an external Chairperson who is a Chartered Accountant and Senior Management. Officials from Internal Audit, Legal Services, Operational Health & Safety and ICT also sit in quarterly meetings of the RMC as standing invitees.

Nongoma RMC is functional; it monitors the implementation of Risk Management Framework of the Municipality including Fraud Risk and report quarterly to Audit and Performance Committee. As part of its operations, RMC has reviewed and recommended to Council the approval of the following key documents:

- ✓ RMC Charter (Terms of Reference)
- ✓ Risk Management Policy
- ✓ Risk Management Strategy
- ✓ Risk Management Implementation Plan
- ✓ Fraud Prevention Policy
- ✓ Fraud Prevention Strategy and Plan
- ✓ Policy on the Acceptance of Grants, Gifts, Donations and Sponsorships
- ✓ Whistle Blowing Policy
- ✓ Conflict of Interest Policy

A dedicated Unit, Risk & Compliance Unit has been established within the office of the Municipal Manager to coordinate risk and compliance matters. At a departmental level, Risk Champions from each department have been designated. These designated officials are at a managerial level. Risk Champions act as change agents in the enterprise risk management process. A key part of the Risk Champion’s responsibility involve escalating instances where the risk management efforts are stifled, such as when individuals try to block enterprise risk management initiatives.

The municipality has an Fraud Prevention Strategy and Fraud Prevention Policy in place, all of which were adopted by the council in December 2020. There is also a Whistle-Blowing Policy in place.

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. NONGOMA DISCIPLINARY BOARD

Council of Nongoma appointed a Disciplinary Board as per the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings. The Board is composed of external members that include Members of the Audit Committee, the Internal Auditor and an Attorney from the appointed panel of legal service providers. It was provided with orientation workshop and operates in terms of the approved Terms of Reference.

6. COUNCIL-ADOPTED PLANS/STRATEGIES AND POLICIES

Name of the Policy	Status	Date of Adoption
Employment Equity Plan	Available	26 May 2022
Induction Policy	Available	26 May 2022
Remuneration Policy	Available	26 May 2022
Acting Policy	Available	26 May 2022
Rental Housing Policy for Sec 56/57	Available	26 May 2022
Car Allowance Policy	Available	26 May 2022
Individual Performance Management System (IPMS) Policy	Available	26 May 2022
Recruitment and Selection	Available	26 May 2022
Occupational Health & Safety	Available	26 May 2022
Leave Policy	Available	26 May 2022
Training & Development	Available	26 May 2022
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	26 May 2022
Cash and bank policy	Available	26 May 2022
Property rates policy	Available	26 May 2022
Tariff policy	Available	26 May 2022
Credit control policy	Available	26 May 2022
Indigent support policy	Available	26 May 2022
Budget policy	Available	26 May 2022
Virement Policy	Available	26 May 2022
Asset Management policy	Available	26 May 2022
Petty Cash Policy	Available	26 May 2022
Expenditure Policy	Available	26 May 2022
Banking and Investment Policy	Available	26 May 2022

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
Indigent Pauper Burial Policy	Available	27 June 2019
Nongoma Informal Trading Policy	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

6. STATUS OF MUNICIPAL BY-LAWS

The status of Nongoma municipal by-laws is atrocious. A handful of by-laws have been developed, and only one has been promulgated. The situation suggests the municipality's inability to promote standards for community as well as protect the safety, health and welfare of its residents.

It could be that the absence and non-implementation of by-laws such as waste management, traffic, pound by-laws; is the reason there is congestion in Nongoma town, widespread illegal dumping of waste (especially on unattended premises), and livestock loitering in the town.

The municipality recently adopted Outdoor Advertising By-Law, upon which it conducted a clean-up of all illegal advertisements and signboards. The by-law is yet to be promulgated. There seem to be an inability to gazzette by-laws. Perhaps this is because promulgation is left to the department responsible for monitoring and implementation of a particular by-law. To ameliorate the situation, the municipality should consider centralising the promulgation of by-laws, perhaps with corporate services' Legal Services unit. The status of the Nongoma municipal by-laws is herein articulated:

Name of the By-law	**STATUS**		
	Date of Adoption	**Gazetting Date**	**Challenges?**
Waste Management By-Law	May 2018	No	Developing the by-laws was easy due to the availability of DEA model by-laws. Ensuring that they were gazetted became difficult, due to the then institutional arrangements. There was no dedicated manager to manage the process.
Firefighting Services By-Laws	–	–	–
Lease of Municipal Halls By-Law	–	–	–
Outdoor Advertising By-Law	May 2021		Recently been adopted. Will be gazetted in 2023
Parking By-Law	–	–	–
Unsightly and Neglected Buildings and Premises By-Law	–	–	–
Traffic By-Laws	May 2018	No	No budget

Pound By-laws	July 2016	No	Developing the by-laws was easy due to the availability of model by-laws. Ensuring that they were gazetted became difficult, due to the then institutional arrangements. There was no dedicated manager to manage the process.
Nongoma Informal Economy By-laws	27 June 2019	17/12/2020	–
Open Spaces By-Laws	–	–	–
Municipal Cemeteries By-Law	July 2016	No	–
Events Management By-Law	–		–
Municipal Facilities By-Law	–		–
Disaster Management Plan By-Law	–		–
Nuisance By-Law	–		–
Fire Services By-Law	–		–

3.4.2. PUBLIC PARTICPATION

3.4.2.1. COMMUNICATION/PUBLIC PARTICIPATION STRATEGY
The municipality has both the Public Participation Strategy and Communication Strategy. These documents were adopted by the council in the 2021/2022 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 conducted in May 2022 thus providing an opportunity for the municipality to engage the community it serves.

3.4.2.2. 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	31 August 2021	NLM Council Chambers
Q2	None	N/A
Q3	None	N/A
Q4	12 May 2022	NLM Council Chamber

2. IDP CONSULTATIVE ENGAGEMENTS FOR 2022/2023 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 Consultative meetings were conducted between September and October 2021. All wards were visited by the Mayor.

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.

IDP Consultative Engagements for 2022/2023 were scheduled as follows:

DATE	WARD	VENUE	TIME
10 September 2021	17	Ntombazi	12H00
14 September 2021	15	Kohlokolo (Sportsfied)	12H00
15 September 2021	11	Enzobo (Sportsfield)	12H00
16 September 2021	12	Esgubudu(Next to Hall)	12H00
21 September 2021	08	Mvulazi (Shelter)	12H00
22 September 2021	21	Mahhashini Creche	12H00
23 September 2021	14	Kwa-Nsele Creche	12H00
28 September 2021	13	Ezilonyeni (Sportsfield)	12H00
30 September 2021	04	Njampela Sportsfield	12H00
01 October 2021	20	Kwa-Vilane (Shelter)	12H00
05 October 2021	09	Kwa-Vilane (Sportsfield)	12H00
07 October 2021	16	Mlokothwa Sportfield	12H00
12 October 2021	19	Multi- Purpose Hall	12H00
13 October 2021	22	To be confirmed	12H00
14 October 2021	23	To be confirmed	12H00

3. IDP/BUDGET ROADSHOWS

The IDP/Budget Roadshows for Nongoma took two forms, i.e on one hand there was a clustering of wards according to the Traditional Authorities they fall in, and on the other hand, a session which combined both contact session and social media platforms.

The municipality decided to take its IDP/Budget to the traditional Authorities. This was to enhance and deepen the participation of Traditional authorities in the affairs of the municipality. It was also based on the fact that wards exist in a Traditional Council area, and therefore all wards were clustered according to the traditional authorities within whom they fall; thus allowing traditional leaders to take lead in the proceedings.

The last session on the 13th of May was conducted live from the council chambers where there were attendees. It was also broadcast live on the local radio station (Nongoma FM). The session was also streamed live on the municipality's Facebook page.

The IDP/Budget Roadshows were thus arranged as follows:

Traditional Council	Date	Venue
Mandlakazi IDP/Budget Roadshow	04/05/2022	Esiphambanweni Traditional Court
EMatheni IDP/Budget Roadshow	05/05/2022	KwaNqobuzulu Traditional Court
OSuthu IDP/Budget Roadshow	10/05/2022	oSuthu Traditional Court
Nongoma and Beyond	13/05/2020	Council Change & through social media platforms

Other means of ensuring that comments and inputs were received from communities and stakeholders at large, a IDP email was created and share with stakeholders. 23 IDP documents were printed and submitted to all wards via ward committees. Two (2) IDP documents were place in the Nongoma Main library and uSuthu library; and the IDP document was placed on the municipal website.

4. INVOLVEMENT OF AMAKHOSI IN THE AFFAIRS OF THE MUNICIPALITY

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	23 October 2021	Linduzulu Royal House
Mandlakazi TC	24 October 2021	Mandlakazi Traditional Court
EMatheni TC	25 October 2021	eMatheni Traditional Court

5. WARD COMMITTEE SYSTEM

The inauguration of the new council subsequent to the 2021 Local Government election inevitable led to establishment of ward committees throughout the municipality. Nongoma ward committees have been established as per section 73 of the Local Government: Municipal Structures Act 117 of 1998 in all 23 wards of the municipality,

The election of ward committee members was a month long extensive, yet free and fair process that was conducted through the office of the speaker. The process begun from the 2nd of February and was completed on the 22nd of February 2022. The sectors represented in each Ward Committee structure are as follows:

- Disability group
- Women
- Youth
- Infrastructure
- Local Economic Development (LED)
- Sports & Recreation
- Water
- Traditional
- Transport.

While the previous ward committees were deemed functional, the functionality of the current ward committees is yet to be fully determined since they have just been constituted. Despite that, so far, there is an indication that the ward committees are functional, for all ward committee meetings have been conducted in all 23 wards.

The meetings of Ward Committees are chaired by Ward Councillors where sector reports by each ward committee are submitted to ensure functionality. Nongoma Municipality has been receiving 100% in its functionality

6. WARD-BASED PLANNING

Ward-Based Planning establishes a participatory process for mobilizing communities and planning around ward development issues and how they can relate to the broader municipal planning perspective. Linking WBP and IDP creates the opportunity for further grounding the IDP in the local context and gives greater meaning to the participatory requirements of the Municipal Systems Act.

The municipality through its Public participation Unit has embarked on ward-based plan development process to review its 23 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 PRIORITIZED NEEDS	WARD	THREE PRIORITIZED NEEDS	WARD	THREE PRIORITIZED NEEDS
1	Creche at Engwedleni Area	9	Refurbishment of Access Roads in Lindizwe Area	17	Causeway in Bhuqwini(Dambula)
	Community Hall		Electricity infills		Refurbishment of Dlovuna and Thokazi road
	Construction of Road in KwaMntengazi Area		RDP Houses at Ntabeniyecala		Makhula Creche
2	Causeway in the kwaNdema Area	10	Causeway at Klolweni	18	Electricity infills at Emaye
	Access road from Gagwini to QwaQwa		Renovation of Ovukeni Sports Field		RDP Houses at Mzweni
	Refurbishment of Emagonsini Sports Field		Electrification of Kwelibomvu and Dindela Area		Road at Mshanelo Area
3	Mduda causeway	11	RDP Houses at Ngolotsha Area	19	Fencing of Dutch Graveyard
	Fencing of Graceyard		Emcibilindini Creche		Fencing along the River to assist in Crime Prevention
	Bhaqalwesizwe RDP Houses & Community Hall		Satelite Police Station		Refurbishment of road behind boxer, build it and old post office
4	Refurbishment of Nqokotho to Zinkanekisweni road	12	Electricity in Nzama Area	20	Community Hall at Magedlane
	Ezingadini causeway		Road from Ndlanzini to main Road		Refurbishment of Magomba road
	RDP Houses		Ngwabi Community Hall		Refurbishment of Access Roads at Manzimakhulu
5	Electricity for recently built houses	13	Community Hall	21	Mangamhlophe Community Hall
	Water Dams		Renovation of Eqonqo SportsField		Electricity infills
	Shelter for Community Meetings		Roofing of Creche		Holoba Causeway
6	Creche in KwaCwayisa Area	14	KwaDayeni Tar Road	22	RDP Houses Meyama
	Electricity infills at		kwaMmusi Sports Field		Electricity Infills Kombuzi

	Bazini Area				
	Repair of Water Pump at Emjika		Water Pump		Acess road from KwaQondile to Kwamaduma
7	Community Hall in Emphola Area	15	RDP houses should be finalised (phase 1 and 2)	23	Access Roads Holinyoka
	Fencing of Water Well in Emagangeni		Phenyane Community Hall		RDP Houses Denge
	Causeway in Msunduze		Renovation of Kohlokolo to Makhalathini road		Road from Ibhunge to Ezinhlabeni
8	Ncemaneni Sports Ground	16	Electricity infills at Maqhamsele opposite community Hall		
	Ntshonono Creche		Refurbishment of Zinkanekisweni Road		
	Buxdene to Ezimpisini Road		RDP Houses		

3.4.2. BACK-TO-BASICS PROGRAMME

Circular 88 reporting integrates the Back-to-Basics reporting and its integration into municipal management system (PMS) would intensify service delivery. Circular 88 reporting is still based on similar pillars as the Back-to-Basics, those are:

- Building Capable Local Government Institutions;
- Putting people first
- Improve basic service delivery and infrastructure development;
- Good Governance and;
- Sound Financial Management; and

Nongoma municipality has already begun integrating some elements of the Circular 88 reporting, wherein the Back-to-basic principles have formed the basis for the development of the strategic objectives and strategies to address matters identified in the analysis section of the IDP document. Most Back-to-basics indicators form part and have been integrated into the municipal SDBIPs (Organizational and Departmental)

3.4.2.1. Back to Basics principles linked to the municipal goals

- **In Building a Capable Local Government Institution**, Nongoma LM seeks to ***improve its institutional efficiency and effectiveness***
- **Delivering Basic Services is central to the municipality**, hence it seeks to ***improve basic service delivery and infrastructure development***
- To ensure **Good Governance** and the municipality **puts people first**, Nongoma LM wants to be a ***responsive, transparent, participatory and accountable municipality***.
- To ensure a **Sound Financial Management**, the municipality seeks to ***improve its financial viability and management***

3.4.3. SECTOR INVOLVEMENT

Nongoma municipality relies on various sector departmental involvements in order to realize its strategic agenda as articulated in this document. Hence it is a prerequisite that the municipality must align itself with the provincial and national strategic agendas. Various sector departments have been and continue to involve themselves in the affairs of the municipality. One such department has been the Provincial department of Cooperative Governance and Traditional Affairs (KZN-**COGTA**). Various directorates with KZN COGTA have been assisting the municipality on various aspects. Such aspects include Integrated Development Planning and Performance Management.

Through vigorous efforts by the department, Nongoma LM's IDP has immensely improved for the past 3 financial years; an improvement from being one of the worse municipalities (2017/2018 FY) to being among the best (top 10) in the 2021/2022FY. The department has been central in ensuring the Nongoma LM's Performance Management System (PMS) remains function. This has also seen the integration of Back-to-basics principles and its Key performance indicators (KPIs) into the municipal strategic objectives and Service Delivery and Budget Implementation Plan (SDBIP).

The participation of other sector departments is herein articulated:

SECTOR DEPARTMENT.ENTITY	INVOLVEMENT
Department of Environment, Forestry and Fisheries (DFFE)	Through its Local Government Support programme, the department has an LGS official based in the District assisting municipalities on environmental management issues. The official also serves as a link between the municipalities. The department is also implementing various environmental programmes within the municipality. These include Green Deed that is implemented through the Zululand District, and has employed 21 youths. The other programme implemented by the department is the YCOP programme, wherein one official is based within the municipality and is hosted within community services department.
KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA)	To ensure that it is closer to the municipalities, the department has District offices, and Nongoma municipality has access to all services provided for by the department via its district offices. The department plays a crucial role in ensuring that LED/Tourism forum is functional. Through its tourism directorate, the department had provided over the years, the municipality with a much needed capacity through its internship programme. The department's waste section has been assisting the municipality in dealing with the management of the waste disposal site, and has since extended the license for closure of the site to allow the municipality time to explore alternatives including finding land for a new waste disposal site. The planning team from the department has been assisting the municipality in the articulation of the environmental information in the IDP.
KZN Department of Education (DoE)	The department is accessible and has provided the municipality with information for IDP integration purposes. Hence the project section also covers projects by the department.
KZN Department of Transport (DoT)	A not so accessible department. The department work in silo, wherein they implement projects without engaging the municipality. Most issues in Nongoma are matters pertaining to roads, most of which a provincial roads. The departments could not respond to roads-related matters elevated to it by the municipality. The department could not share its projects for Nongoma municipal area, this despite numerous efforts from the municipality. As a result, there is no reflection of the department's projects in the IDP.
Department of Energy (ESKOM)	A visible government entity, ESKOM has been regularly

	engaging the municipality and has been accessible. The entity has provided the municipality with the information including its proposed projects (infills) within Nongoma municipality.
Department of Social Development	The department is central in ensuring that Nongoma municipality has operational Sukuma Sakhe, and has been playing a crucial role in ensuring Warrooms are operational.

3.4.4. 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 – Absence of By-Laws – 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	– Implementation of un-gazetted by-laws. – IGR and Good Governance in general are dependent on the support from various institutions and organs of state to ensure success.

3.4.5. SUMMARIZED CHALLENGES FOR FINANCIAL VIABILITY AND MANAGEMENT

- **Absence of By-Laws:** In order to promote standards for community as well as safety, health and welfare of Nongoma communities; the municipality must develop by-laws in relation to Schedule 4B and Schedule 5B of the constitution. Nongoma municipality only has a handful of by-laws have been developed, and of those, only one has been promulgated

- **Inability to develop and gazzette by-laws:** Some by-law have been developed as early as 2016, however they have never been gazzetted. Perhaps this is because gazetting of by-laws is left to the department responsible for monitoring and implementation of a particular by-law.

3.5. BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

3.5.1. 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 Water & Sanitation Development Plan (WSDP) is prepared and implemented by playing a facilitation role, by making sure that the Municipality is always represented on all engagements concerning water.

The ZDM's WSDP was last reviewed in 2017/2018 FY. It is now due for a review. 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

3.5.2. 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. In line with the 2017 National Norms and Standards for Domestic Water and Sanitation Supply Services, 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

3.5.2.1. MUNICIPAL WATER SYSTEM: PROVISION OF POTABLE DRINKING WATER

A municipal water system is a water supply network that includes a municipal water treatment plant, storage facilities like water tanks, towers, and reservoirs, and a water pipe network for distribution of treated water to residential and commercial customers.

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.

There are two (2) regional water schemes; i.e. uSuthu Regional Water Scheme and Mandlakazi regional water scheme utilizing black umfolozi and Pongolaport dam as the respective sources of raw water.

There are nine (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.

Raw water is supplied from Pongolaport dam, black umfolozi river, Vuna and Vokwama dams into the 2 regional water schemes where it goes through what could be termed “primary treatment”. At this stage, the treatment aims to remove physical contaminants from water. Water is then piped into the WTW, where a secondary treatment is applied. The secondary treatment includes removal of fine solids and contaminants by coagulation, filtration and other techniques. Secondary treatment introduces chemical procedures and microorganisms. In the final stage, or tertiary treatment, also at the water treatment plant, pH adjustment, disinfection, and carbon treatments are applied.

Clean potable drinking water is then supplied to residents and commercial customers through pipe networks. In areas that do not have access to piped water system, potable drinking water is supplies by means of water tankers. It should be stated that 58.51% of the population still do not have access to a safe drinking water supply service; an indication of the prevailing water backlog in Nongoma LM.

1. 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%.

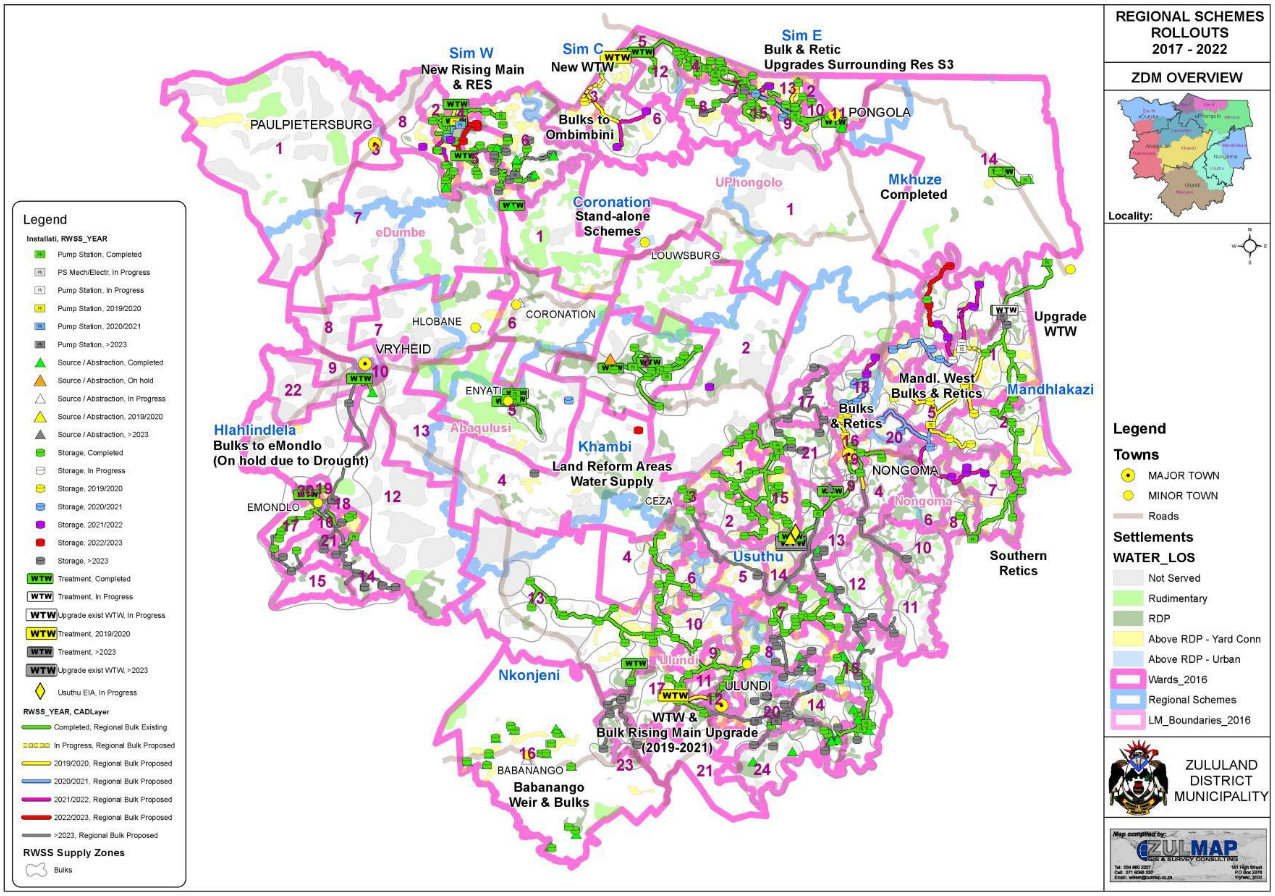
b. Mandlakazi Regional Water Scheme

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 18: Regional Water Supply Schemes



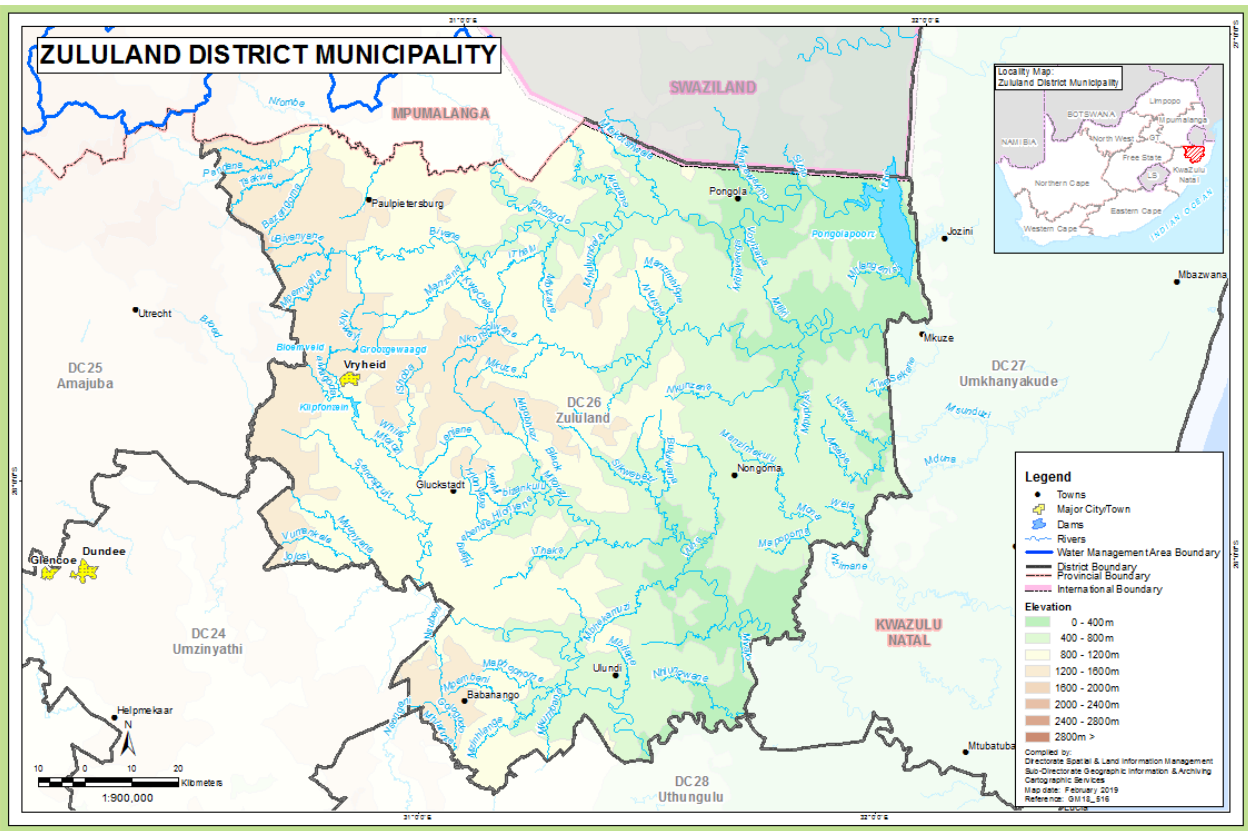
The quality of water in these rivers/streams and springs is generally poor and is not suitable for human consumption. These statistics therefore suggest that almost halve of the Nongoma households risks being infected by waterborne diseases such as cholera. This is due to that in most cases stagnant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

2. SOURCES OF WATER

According to the current Water Management Areas (WMAs) delineation, Nongoma has only one Water Management Areas (WMA) and one wetland covering 3246.9 ha which 1.5% of Nongoma surface area. The Department of Water Affairs and Sanitation is however proposing to re-demarcate the WMAs and the process is underway. Figure 6 below shows the location of the municipality within the WMAs. The WMA include the following:

- Riverine Areas with buffer of 50m
- All river and stream areas, Wetlands & Dams in excess of 1 Ha with a 30m buffer around the boundary.
- Riverine buffer areas. A conceptual buffer of 30m from centreline was utilised.

Map 15: Location of Nongoma LM in relation to Water Management Areas (Nongoma Municipality Agricultural Strategy, 2019)

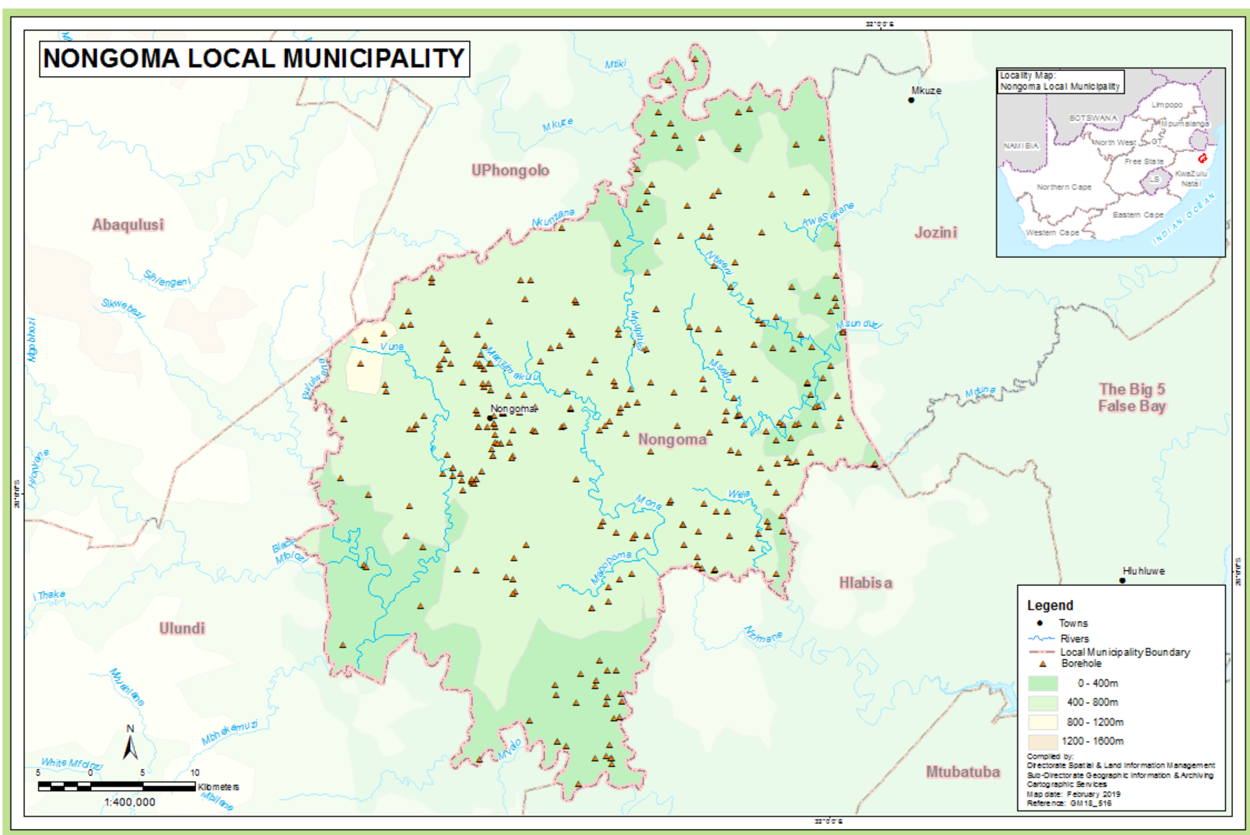


The steep terrain limits irrigation potential in some area within the municipality even though there are rivers that can potentially be used for irrigated agriculture. There is a long list of rivers recorded as perennial rivers however due to global warming and drought to be specific many rivers have gone dry. There is also a list of annual rivers which most have never flown in the recent past. The following are all perennial and annual rivers in the Nongoma Local Municipality:

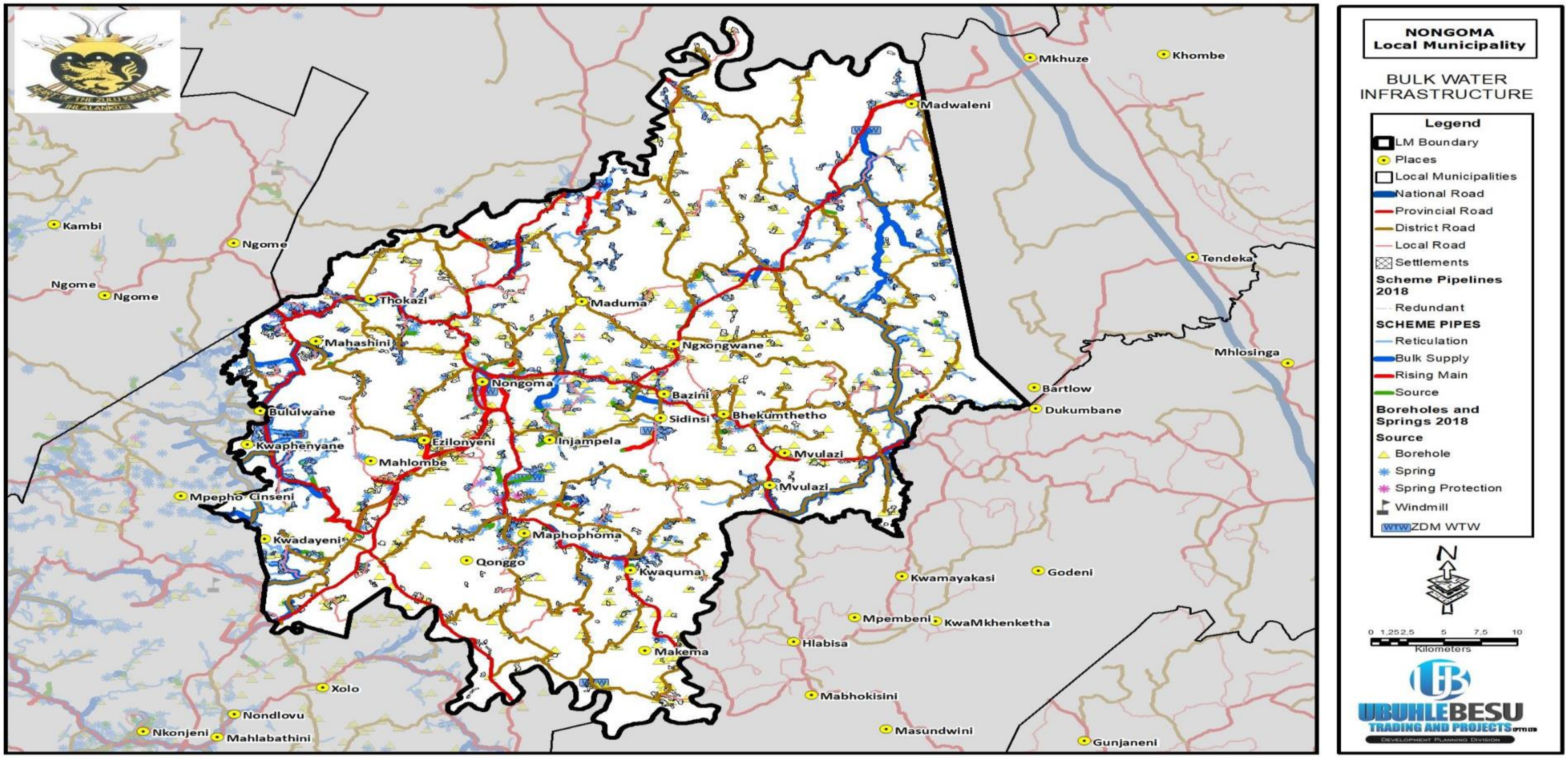
Perennial	Annual
Black Mfolozi	Mduna
Manzimakhulu	Mvalo
Mbhekamuzi	Ntweni
Vuna	
Mona	
Sikwebezi	
Wela	
Mkhuze	
Msebe	
Wela	
Msunduzi	

In addition to the above rivers, there are many boreholes in the municipality. This is the main and economically viable source of water due to topographic challenges in using piped water. There are no registered dams within the municipality. Figure 6 shows the rivers and boreholes location within the municipality.

Map 16: Water Resources in Nongoma LM (Nongoma municipality Agricultural Strategy, 2019)



Map 17: Bulk water supply in Nongoma municipality, Nongoma LM SDF: Status Quo report, 2019



3. DROUGT RELIEF PROGRAMME

Information the drought relief programme is available on Zululand District Municipality's website http://www.zululand.org.za/ .Some of the interventions within Nongoma municipality include the following.

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

1. ASSESSMENT OF ACCESS TO POTABLE DRINKING WATER

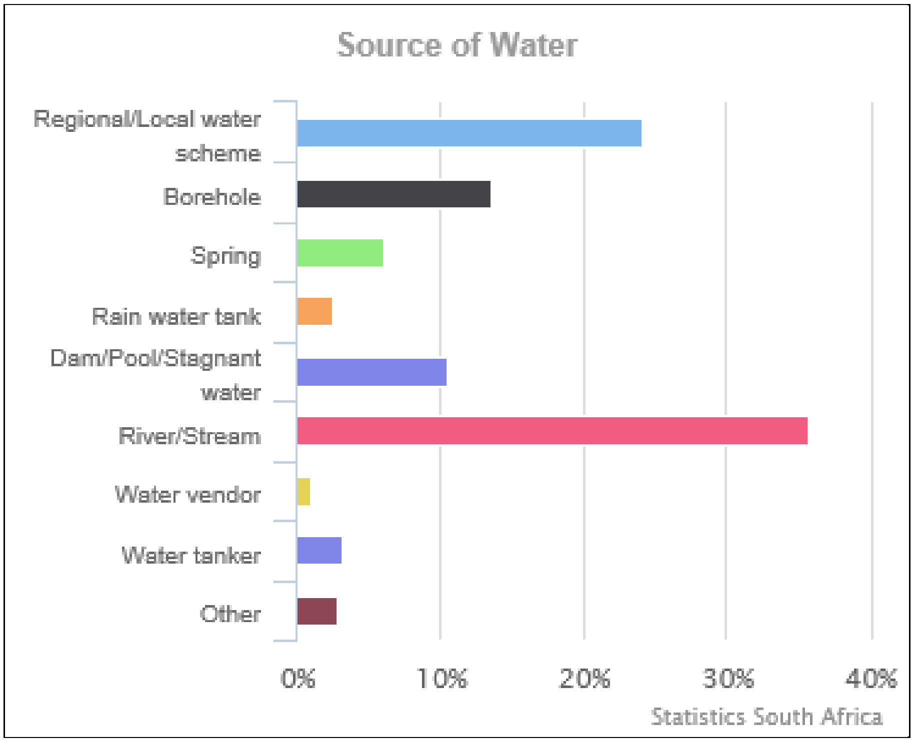
The table below indicates that about 58.51% of the population of Nongoma municipality still do not have access to a safe drinking water supply service. This provides an indication of the prevailing water backlog in Nongoma LM. Water access remains the prevalent obstacle to efficient service delivery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

Table 13: 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	

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.

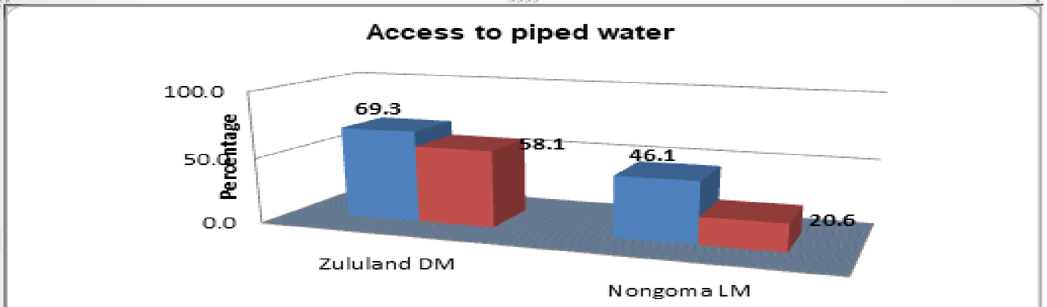
Figure 19: Water Sources within Nongoma LM (StasSa, 2016)



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.

Figure 20: Access to Piped Water (StatSa, 2016)



	Zululand DM	Nongoma LM
Access to Piped Water % 2011	69.3	46.1
Access to Piped Water % 2016	58.1	20.6

3.5.2.2. MUNICIPAL SANITATION SYSTEM: PROVISION OF SANITATION SERVICES

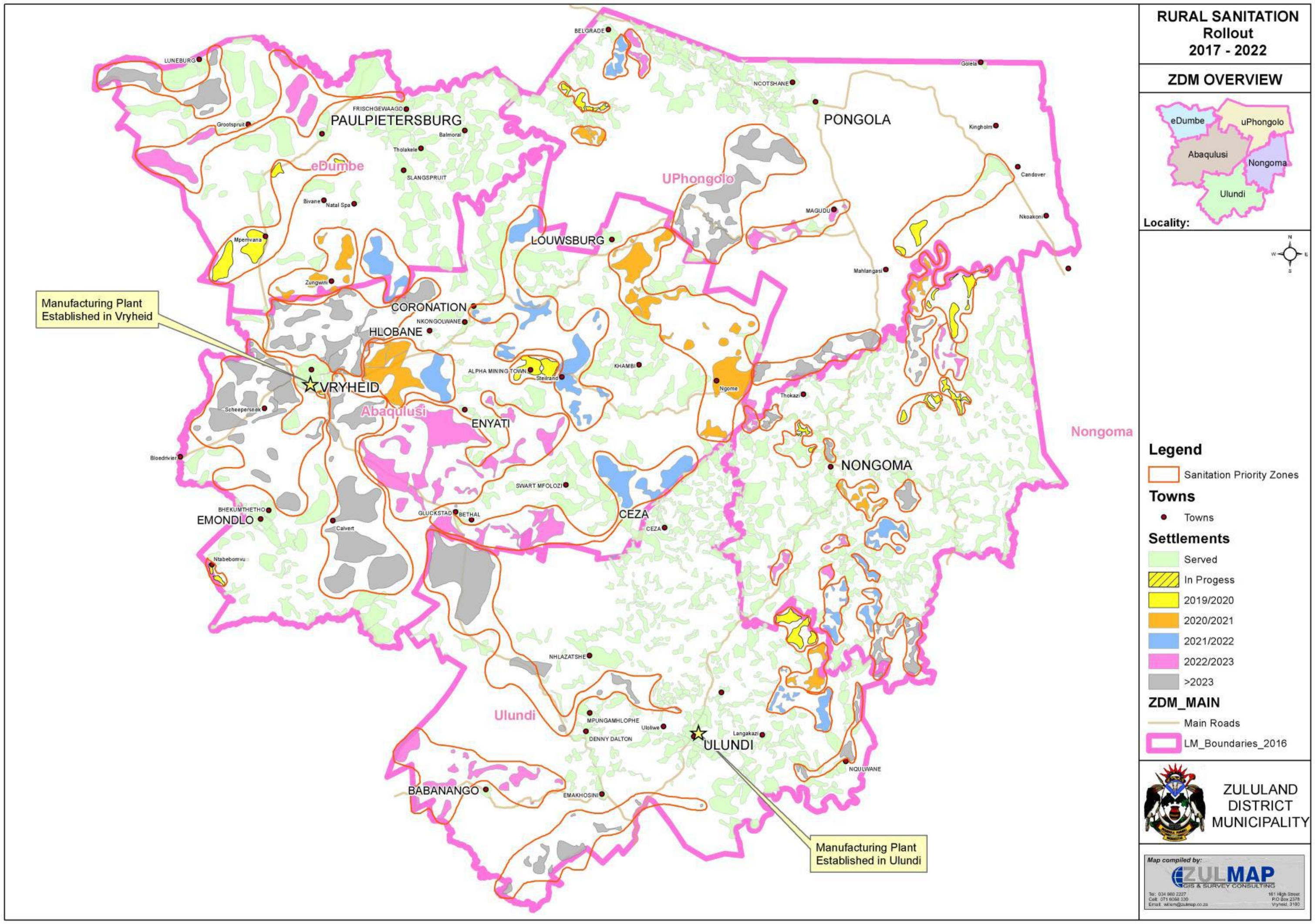
There are three levels of service in terms of sanitation services. There are the formally established urban areas, in the case of the Municipality it would be Nongoma CBD, White city and its surrounding settlements. These areas have a higher level of service with full water borne sewerage networks that 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. Those are:

- 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 21: Rural Sanitation (New Infrastructure)

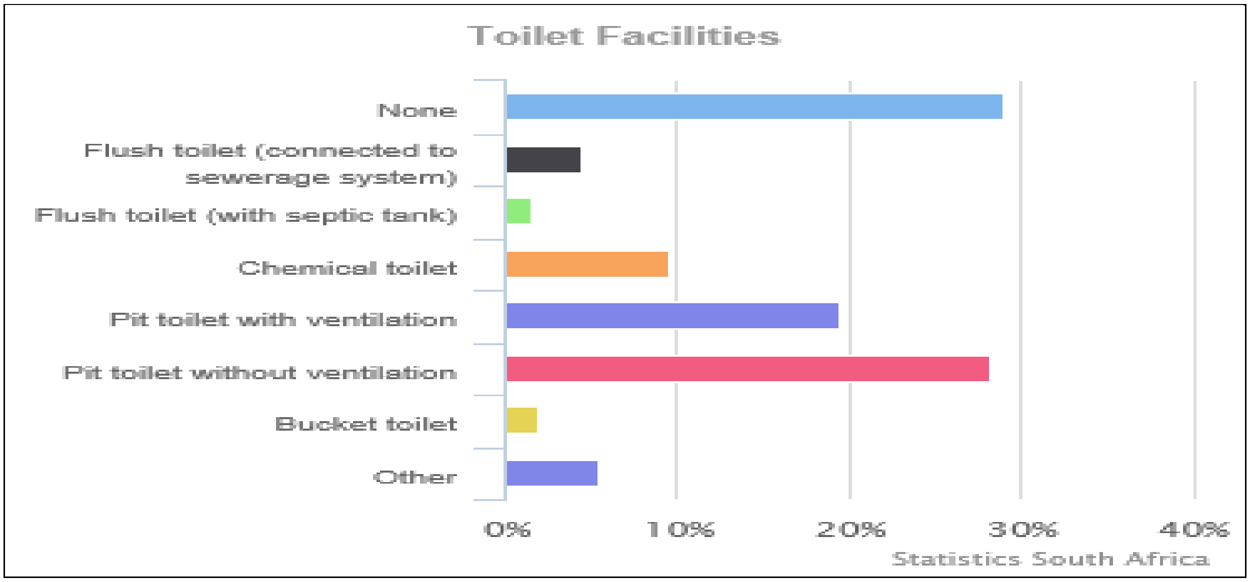


1. ACCESSS TO SANITATION FACILITIES

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.

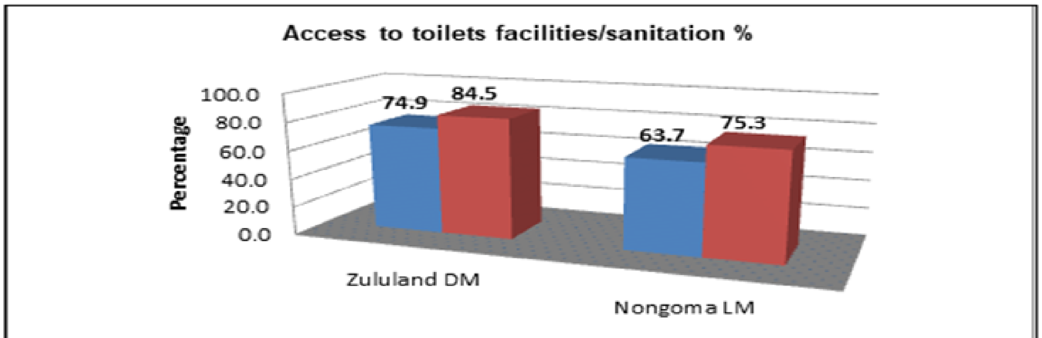
Figure 22: Toilet facilities in Nongoma LM 2016)



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 23 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 23: Access to toilet facilities/Sanitation (StatSa, 2016)



	Zululand DM	Nongoma LM
Access to Toilet Facilities / Sanitation % 2011	74.9	63.7
Access to Toilet Facilities / Sanitation % 2016	84.5	75.3

3.5.2.3. THE STATUS OF WSA-RELATED INFRASTRUCTURE PLANS/STRATEGIES

Operation and Maintenance management 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 in order to produce a cost effective and SANS 241 acquiescent quality of water. It is also to Operate and Maintain the Bulk Infrastructure in order 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.

An Asset Management Plan was compiled in 2016 for ZDM which outlines the following key aspects for O&M:

- Maintenance Strategy
- Compilation of Asset Register
- Budget Analysis
- Skills Assessment, Mentorship & Capacitating

An Infrastructure Management Plan, Infrastructure Programme Management Plan, and Operations Management Plans are in place, and reporting is done on a monthly basis. Of critical importance is the funding of Operations and Maintenance of existing and future schemes as they are being commissioned.

Correct O&M of physical infrastructure is arguably more important than infrastructure construction because unless successful preventative maintenance procedures are instituted schemes will become inoperative. As a large proportion of expenditure relates to staff, competent personnel are required to ensure that the large investments in water services are not negated through dysfunction or dereliction.

The overall status of the WSA-related infrastructure plan and strategies is herein outlined in the table:

PLAN/STRATEGY/REPORT	STATUS	
	IN PLACE/NOT IN PLACE	DATE OF ADOPTION
Infrastructure Asset Management Plan	In place	2016
Infrastructure Procurement Strategy	In place	2016
Infrastructure Programme Management Plan	In place	2016
WSA's Operations Management Plan	In Place	2016
Maintenance Management Plan	In Place	2016
Operations and Maintenance Review Report	In Place, reporting done on a monthly basis	

3.5.2.4. WATER SERVICES PROVIDERS' INSTITUTIONAL ARRANGEMENTS

All Water Services Provider functions were taken over by ZDM in 2003 from the Local Municipalities, except for the urban reticulation services within the AbaQulusi Local Municipality. An agreement between ZDM and AbaQulusi LM (better known as the Natal Spa Agreement) was reached in 2003 where AbaQulusi LM would serve as the WSP for an interim period, ending in June 2006.

The purpose of this agreement was for AbaQulusi LM to assist ZDM in the WSP function for an interim period up until ZDM could function as the WSP. This agreement has however been extended on an annual basis since June 2006, but is currently under review by ZDM.

3.5.3. ENERGY SERVICES LEVELS

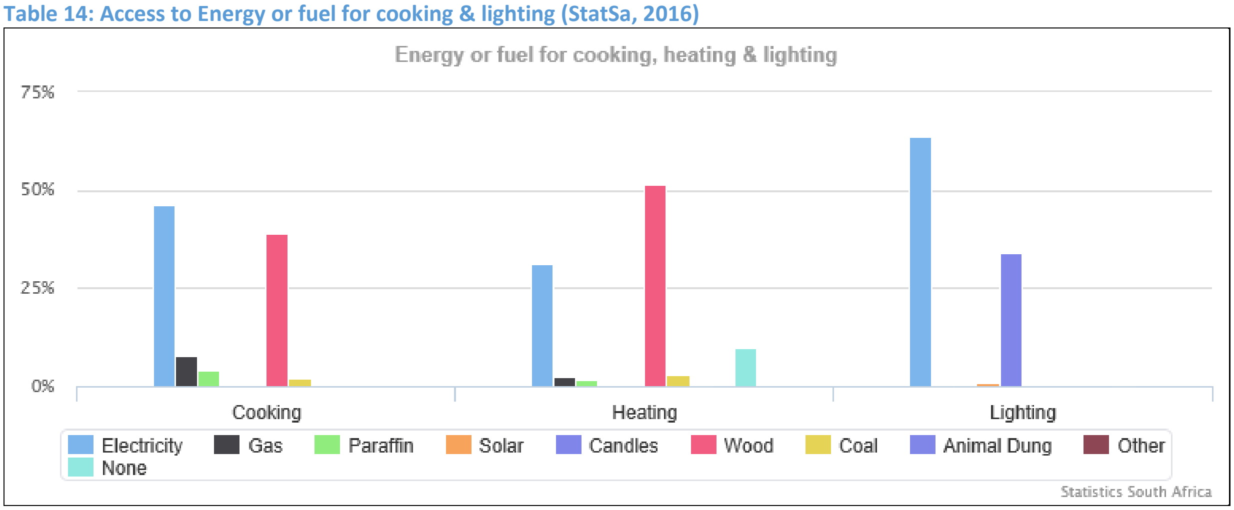
Nongoma Local Municipality is not the electricity / energy provider. However, it plays a facilitation role to ensure that Eskom smoothly provides the services to the communities. Currently all infrastructure is owned by Eskom. Distribution of electricity to all the households that are supplied within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

Nongoma LM has received an amount of R3 million from the department of energy for electrification of rural areas and connection to the electricity grid in 2022/2023 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:

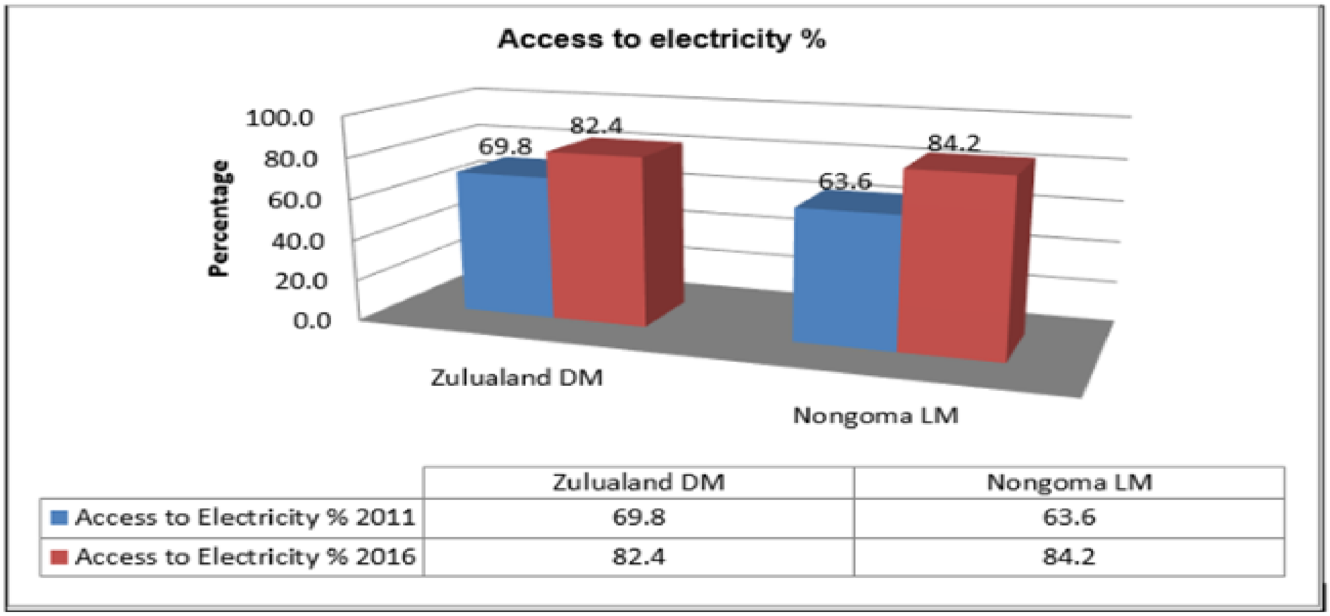
- Integrating IDP with Eskom Plans;
- Lack of Sector Planning from Local Municipality;
- Feedback to Local Municipality's DORA Section 23
- Updating of Indigent register

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 24: Access to electricity (StatSa, 2016)



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.

2. ESKOM PROPOSED PROJECTS

Project Name	Ward Number	Project Type	Estimated Connections	Timeframe
Nongoma NB4 KwaNememe Ward 18 infills	Ward 18	Household	114	2023/24FY
Hlabisa NB29 Nongoma Ward 7 Infills -Ndongande, Emanqomfini, Wela, Sinkonkonko, Zagazendlala, Mphola	**Ward 7**	Household	60	2023/2024FY

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

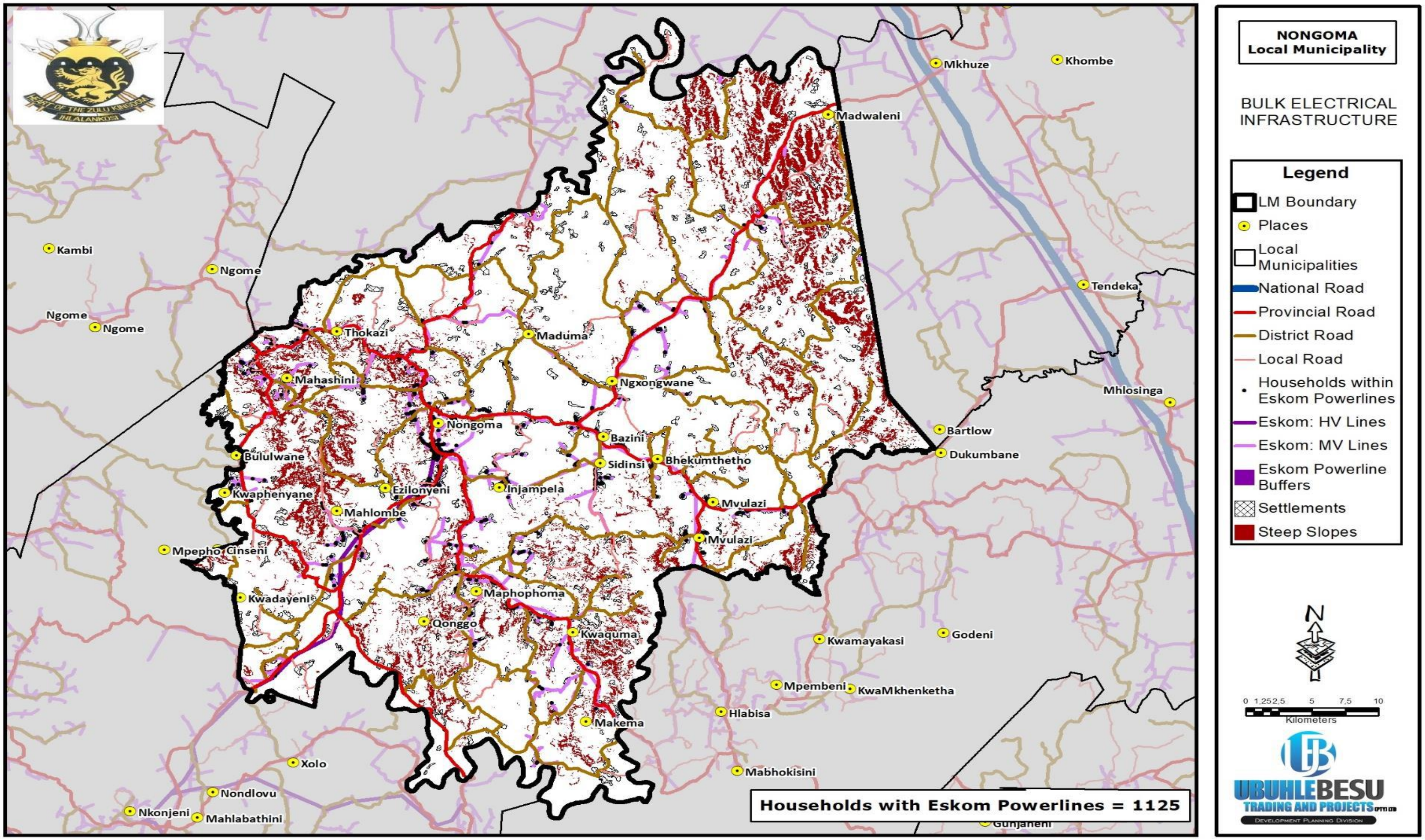


Figure 25: Zululand Existing network, Eskom 2019

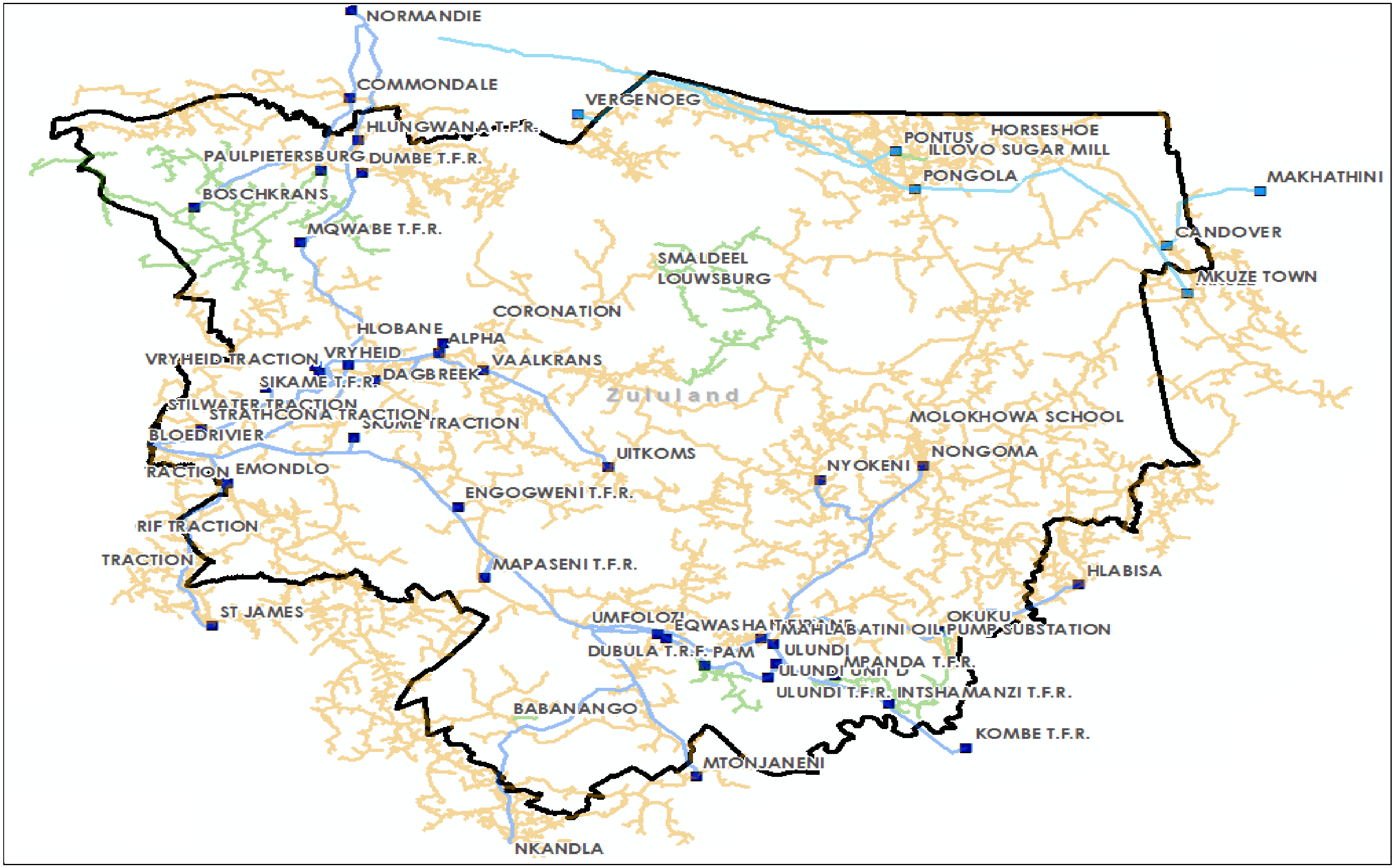
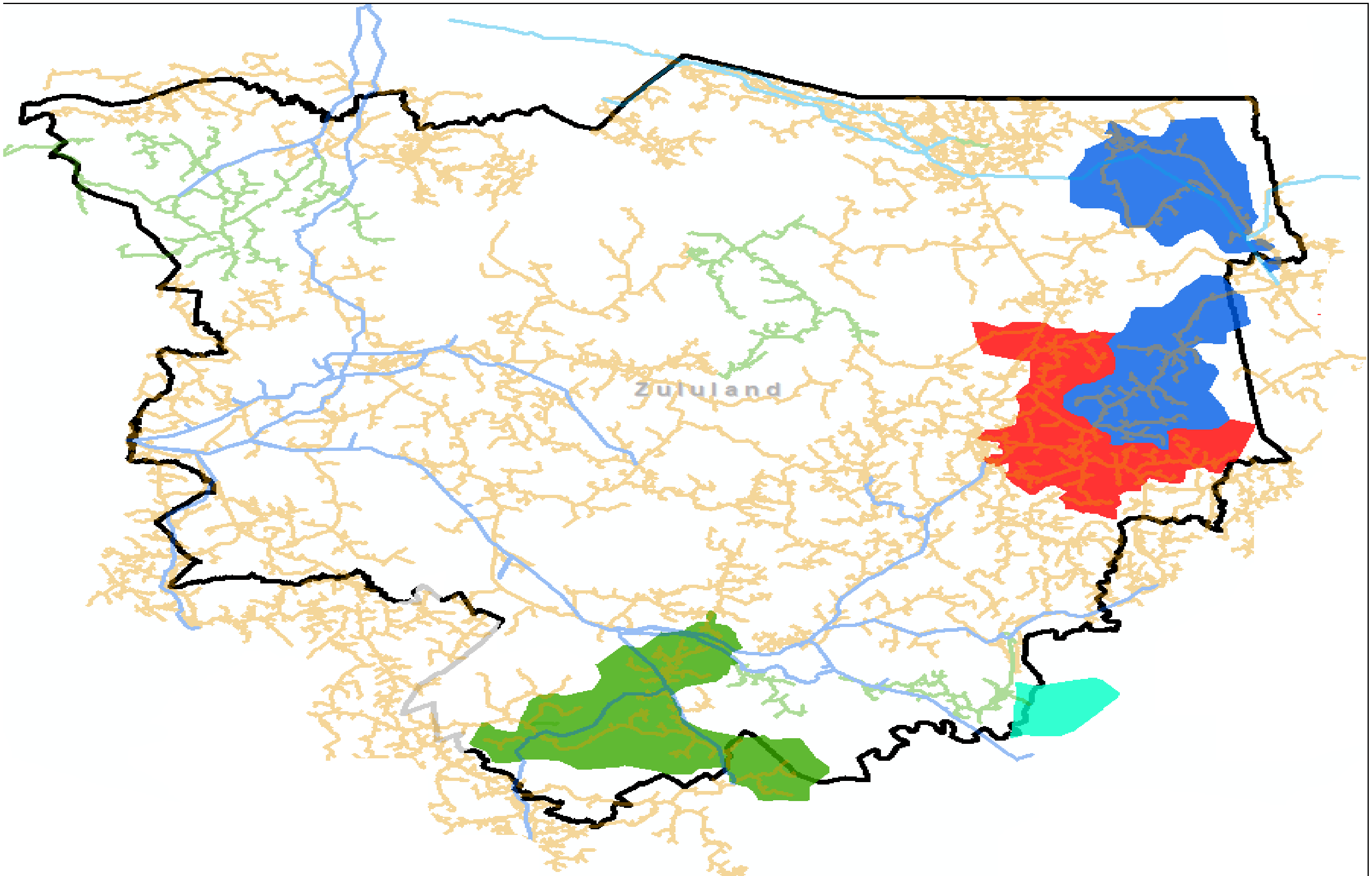


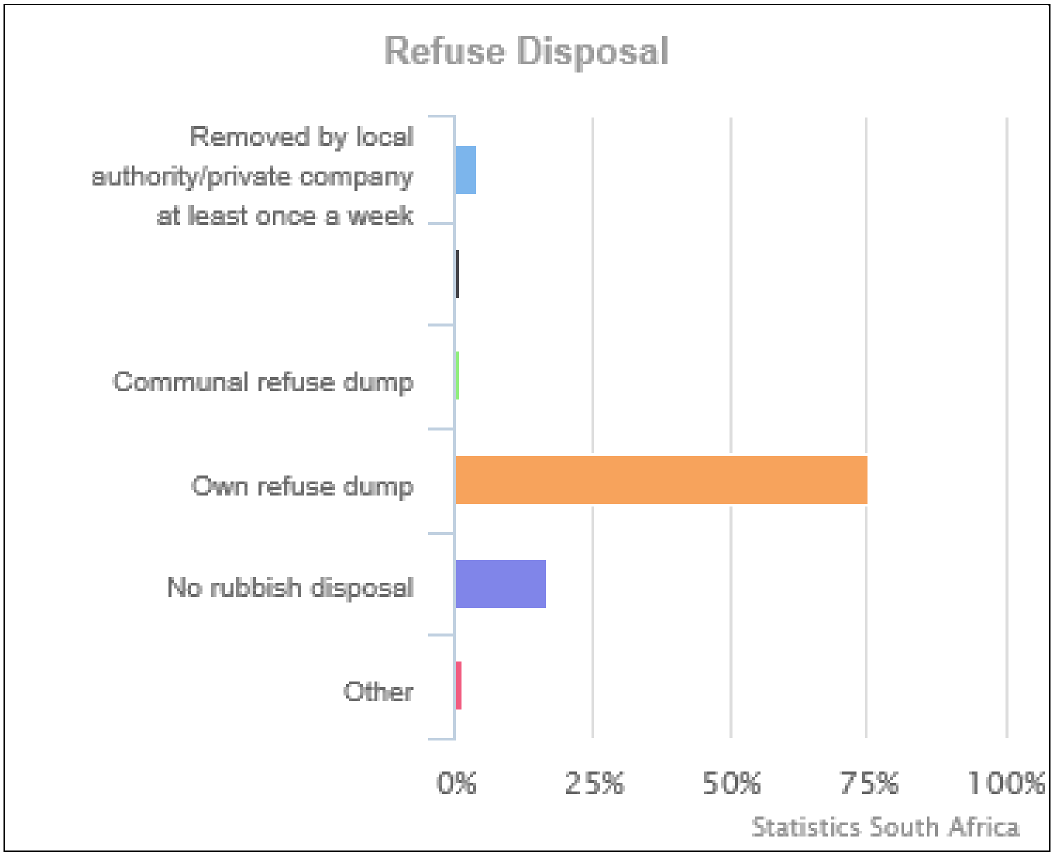
Figure 26: Zululand District Infrastructure Plan, Eskom 2019



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 82**). 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 27: 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 Delini 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 Delini. 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.

Table 15: Access to Waste removal, StatSa Community Survey, 2016

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	

2. **WASTE MANAGEMENT FACILITIES**

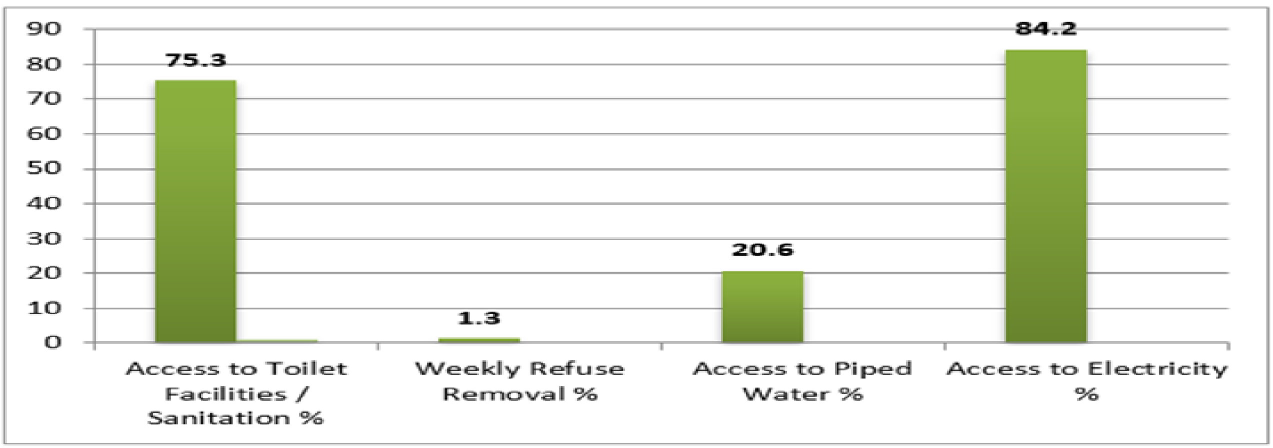
The municipality owns a waste disposal site. The site is located adjacent to Nongoma town, its 4 KM (estimated distance) from the Nongoma town. The municipality is in a process of rehabilitating its current waste disposal site, since the extended usage period in term of the license requires that the site should be closed in the next 5 years. The municipality is exploring the possibility of establishing a recycling centre on the rehabilitated waste disposal site.

3.5.5. SUMMATIVE ANALYSIS 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 28: Summative Analysis to Basic Service Delivery



3.5.6. 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.

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

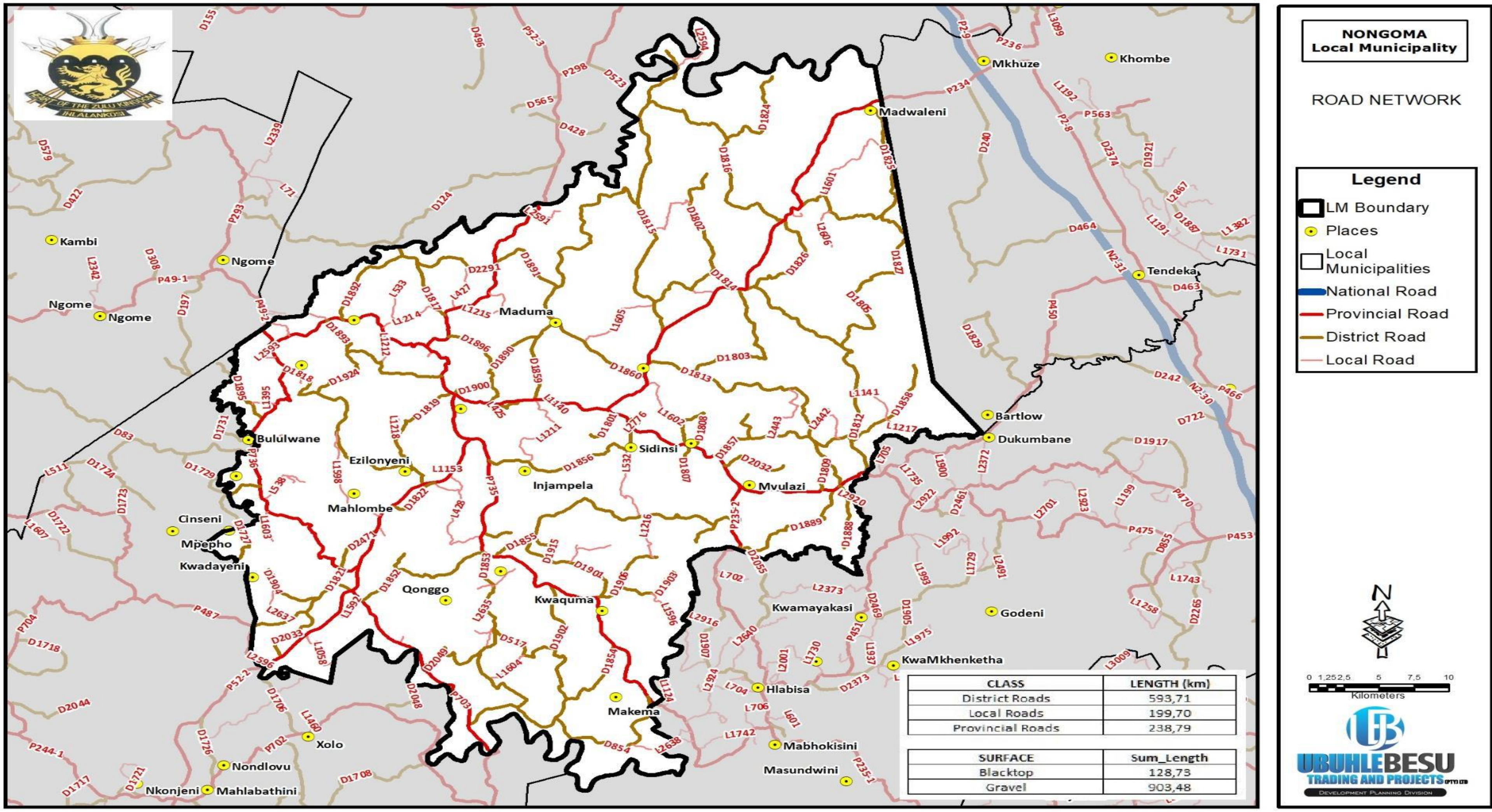
Nongoma Local Municipality does not have an Integrated Transport plan in place due to lack of capacity and budget constraints to appoint a service provider to develop a credible Integrated transport Plan. The Municipality is current using the Zululand District Municipality's Public Transport Plan.

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



3.5.7. 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.

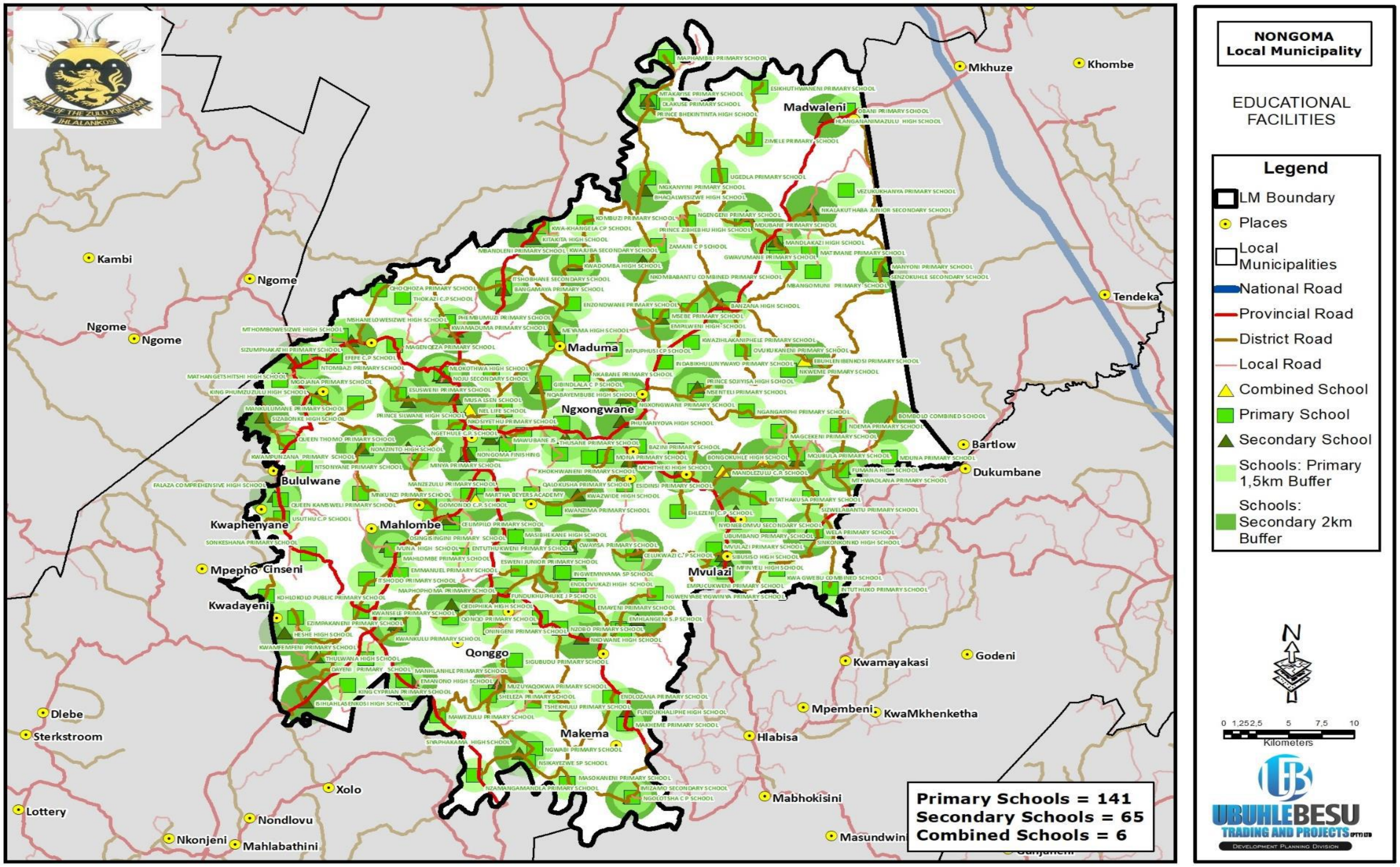
- To establish a Primary School, an estimated minimum population of 3 000 - 4 000 people is required. With a maximum travel time: 20 minutes, whether by foot, bicycle or by vehicle and a maximum walking distance1,5 km.
- To establish a High School an estimated minimum population: 6 000 - 10 000 people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

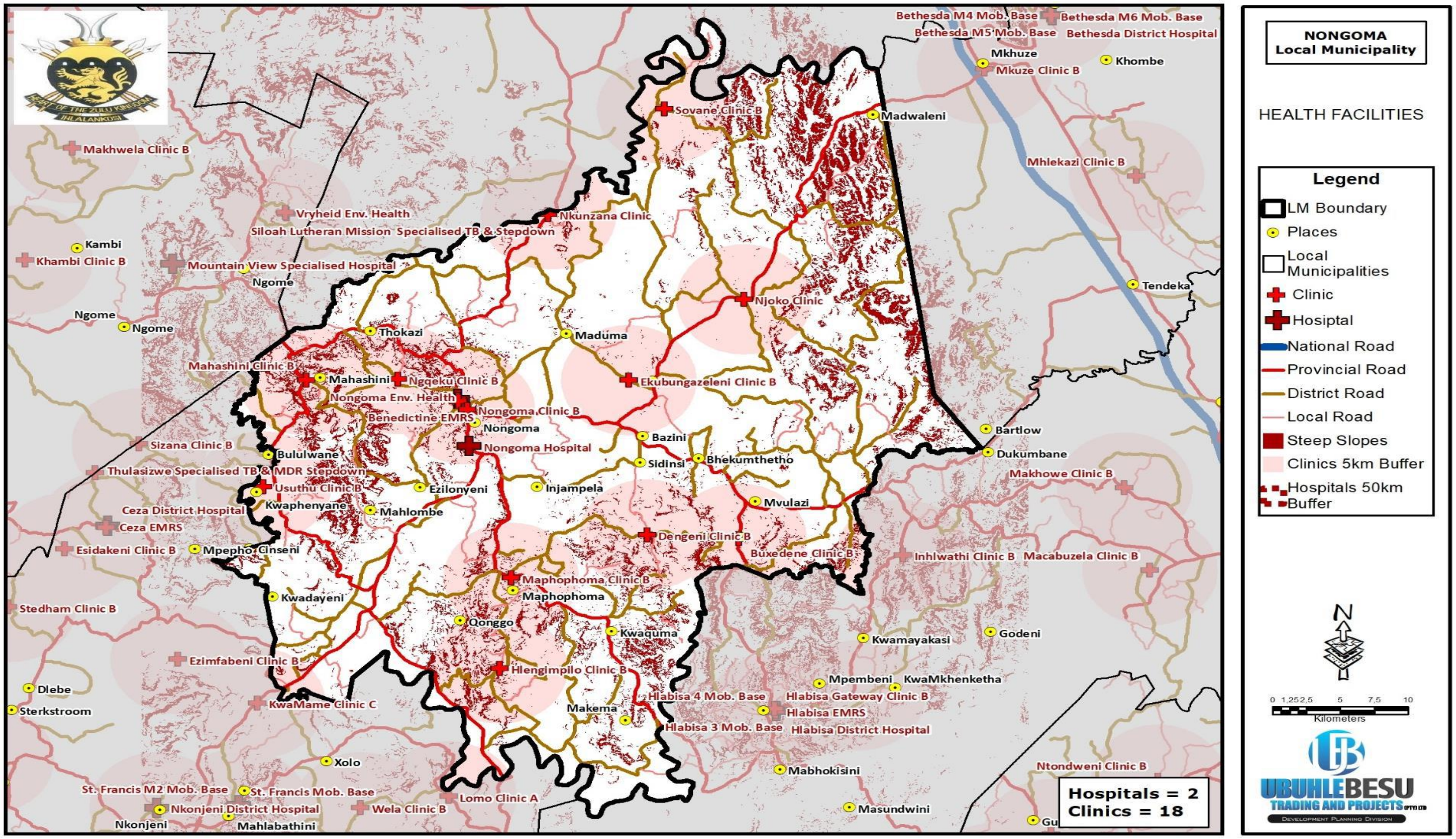
All electrification projects provide the school in the project with a point of supply and ESKOM includes the schools already provided with point of supply into their school's electrification program. As a result of this all schools in already electrified areas have electricity. All schools in areas to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

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



Map 20: Health facilities within Nongoma LM, (NLM SDF, 2020)



2. 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 16: 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

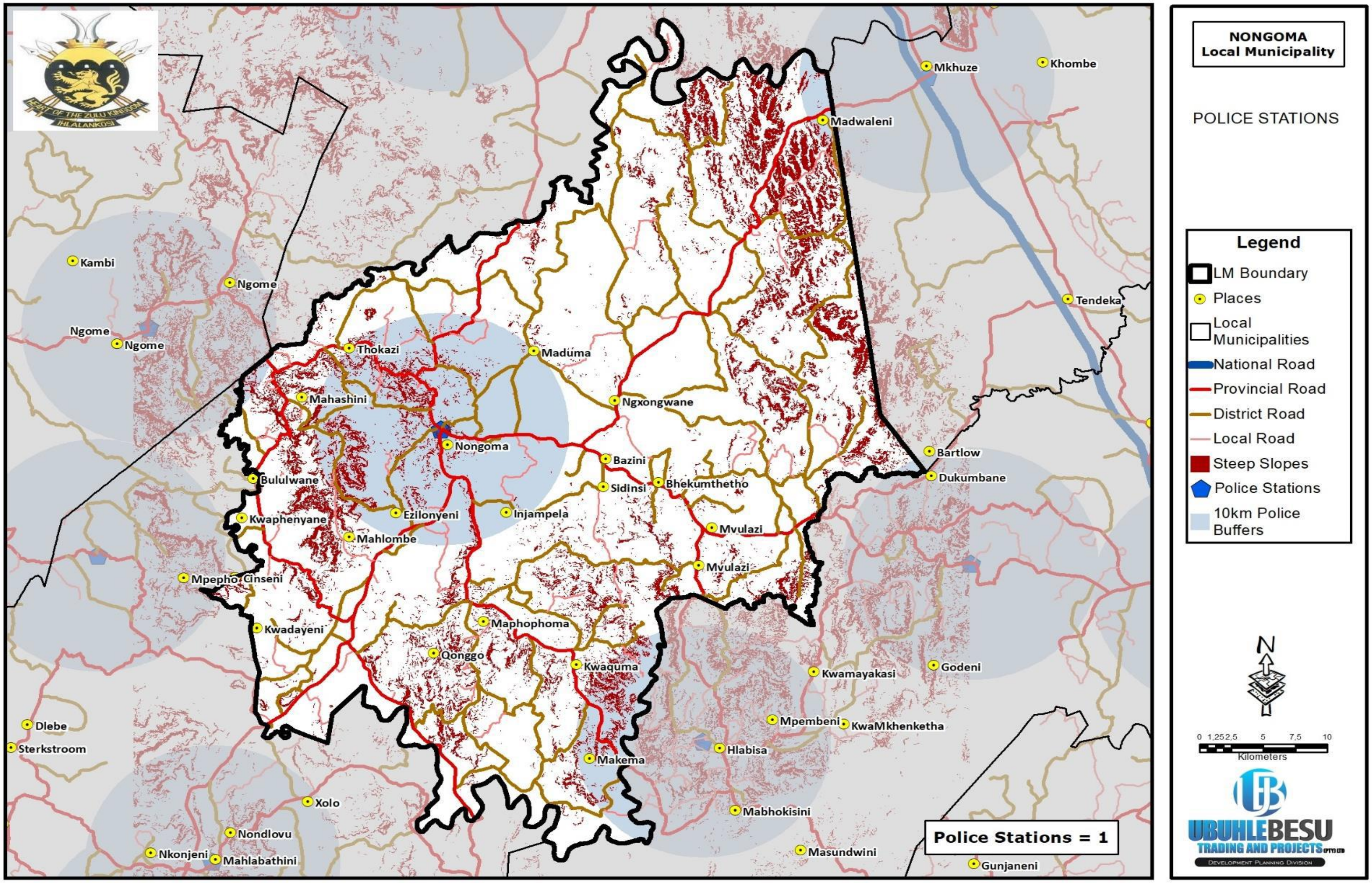
Ward	Type of Health Service	Name of Health Service
Ward 20	Clinic	Ekubungazeleni Clinic
Ward 13 (KwaMinya)	Clinic	Ekuseni Clinic
Ward 21 (KwaMpunzana)	Clinic	KwaMpunzana Clinic
Ward 19	Hospital	Philani Private Hospital

3. 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 is a new police station is under construction in ward 10 (KwaDabhasi area). The police station is nearing completion. There is also 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 21: Location of Public Safety facilities in Nongoma, (NLM SDF, 2020)



4. 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 Sportsfield . Of these facilities, only Mona Sportsfield has change room facilities and a public entertainment area with adequate catering, medical, technical and club house facilities.

5. LIBRARIES

Nongoma is currently serviced by 3 libraries; the central one being the Nongoma town Library situated at 103 Main Street, opposite the Telkom offices in Nongoma. The others are modular libraries, oSuthu library and the recently-constructed KwaKhetha library. There is however a need for additional libraries to be strategically placed throughout the municipality.

Access to library is skewed, in that all three libraries are located within one traditional council, ie uSuthu TC. Library users especially the learners struggle to access the main library since it closes at 16H00. By then a leaner coming from as far as Mandlakazi high school for an example, would have to navigate the scarce transport, having come out of school at about 14H00. By the time the learner reaches Nongoma town, the library is already closed..

6. 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.

7. 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 17: 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**

Nongoma municipality is in a need of a new cemetery to service Nongoma town and its adjacent settlements a burial site. This is in light of the reality that the current cemetery is full and has reached its capacity with all available spaces already reserved. The municipality has established a Task team to engage with Traditional Councils with a view of acquiring cemeteries for future burials.

The municipality does not have cemeteries and crematoria policy, neither does it have pauper burial policy in place. It does however, have a cemetery by-law which was adopted by the council in 2016 and never gazetted. The by-law is due for a review.

The municipality has embarked on a process of identifying and mapping all cemeteries throughout the municipality. The aim is to provide fencing for those cemeteries and to register them so they could be properly managed.

8. POUND MANAGEMENT

The municipality once received funding for the establishment of an animal pound. However due to the dysfunctionality and failure to establish a fully-fledge pound management unit; funds were exhausted and the established animal pound could not match the utilized funds and was not appropriate for the keeping of the impounded animals. While there were pound rangers who had be taken to training; those pound rangers were subsequently placed within various units, leading to the demise of the pound management unit.

The resuscitation of the pound management unit started in the 2021/2022 FY when the municipal organogram was compiled. The municipality has developed, through COGTA model bylaw, the municipal pound bylaw. The by-law would have been adopted by the end of June 2022.

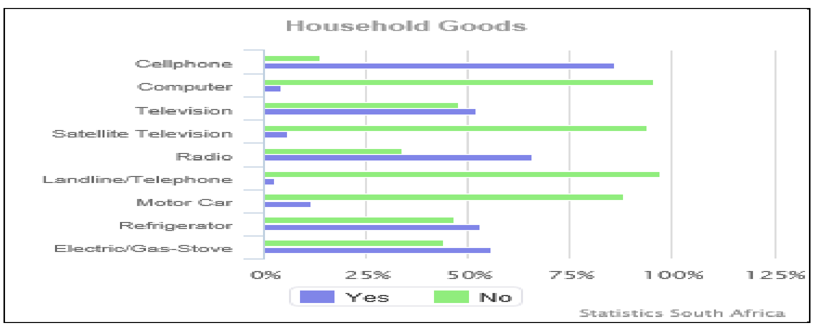
Subsequent to recommendations by the planning department, which suggested that an alternative site should be identified for the establishment of an animal pound; the site has been identified, and a three-year programme of establishing an animal pound has been coined. The three-year programme would see the allocation of budget towards the establishment of the pound for the next three financial years, In terms of human resources capacity, a Pound officer has been appointed and some of the officials that had previously been trained as pound rangers have been recalled to the resuscitated pound management unit.

3.5.8. 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.

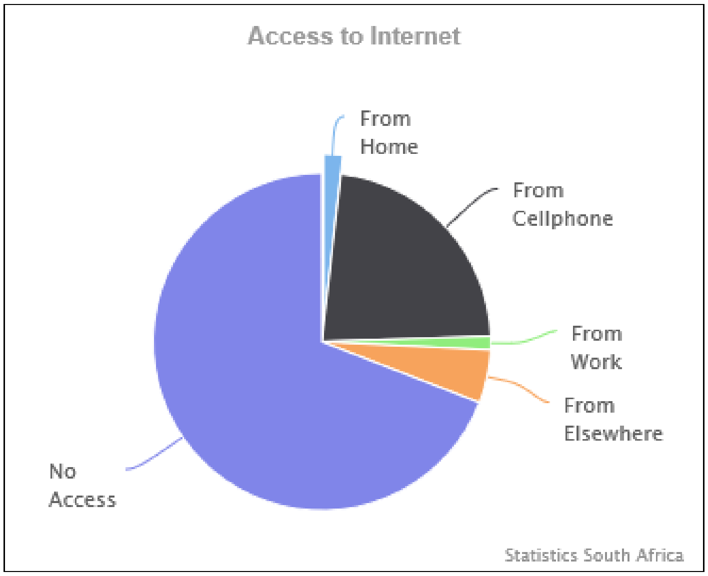
Figure 29: Nongoma LM Households Goods, StatsSa, 2011



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 30: Access to Electricity in Nongoma LM, StatsSa, 2016



3.5.9. 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 annexure 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:

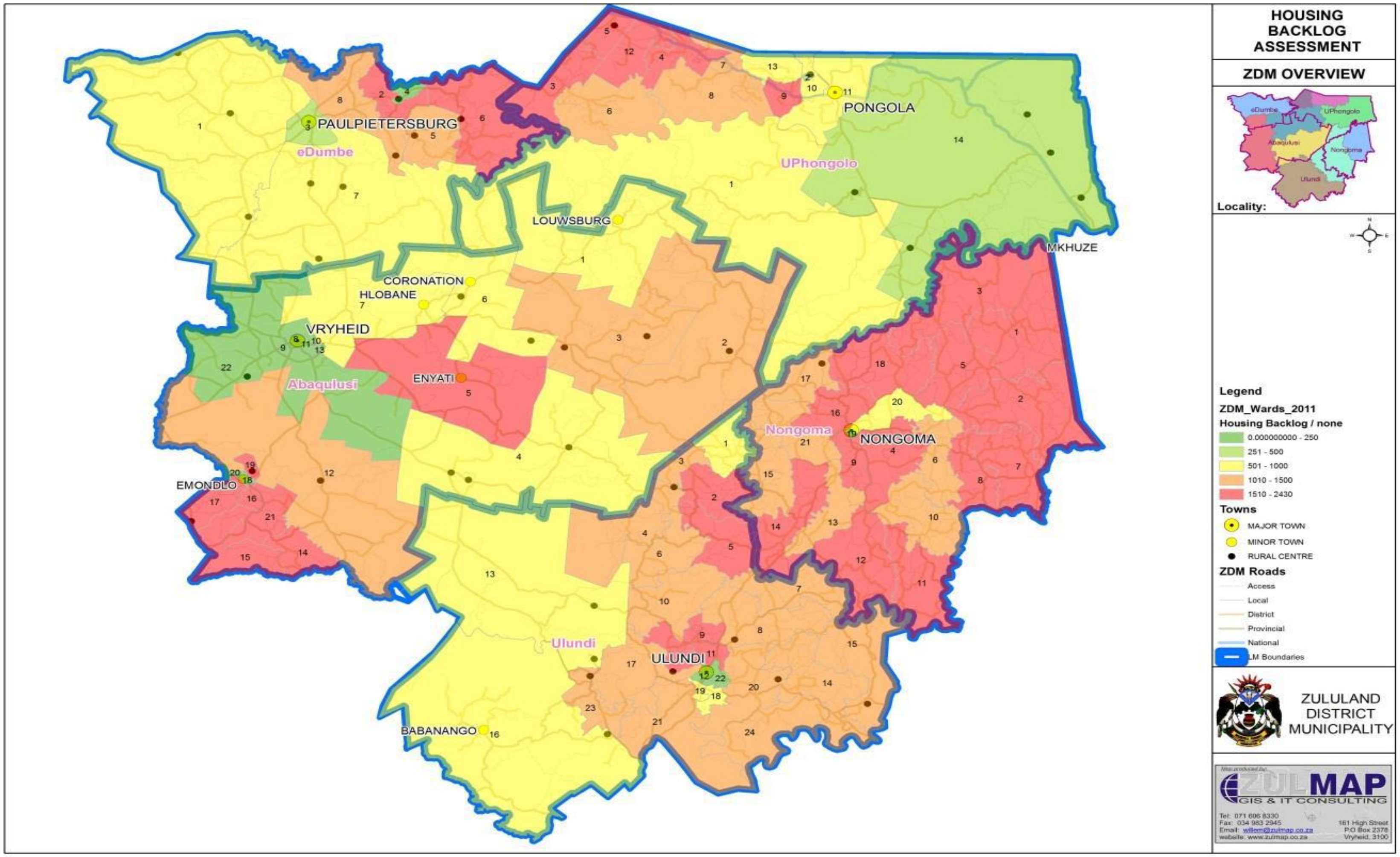
“A rental or co-operative housing option for low income persons at a level of scale and built form which requires institutionalized management and which is provided by accredited social housing institutions or in accredited social housing projects in designated restructuring zones”

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.

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.

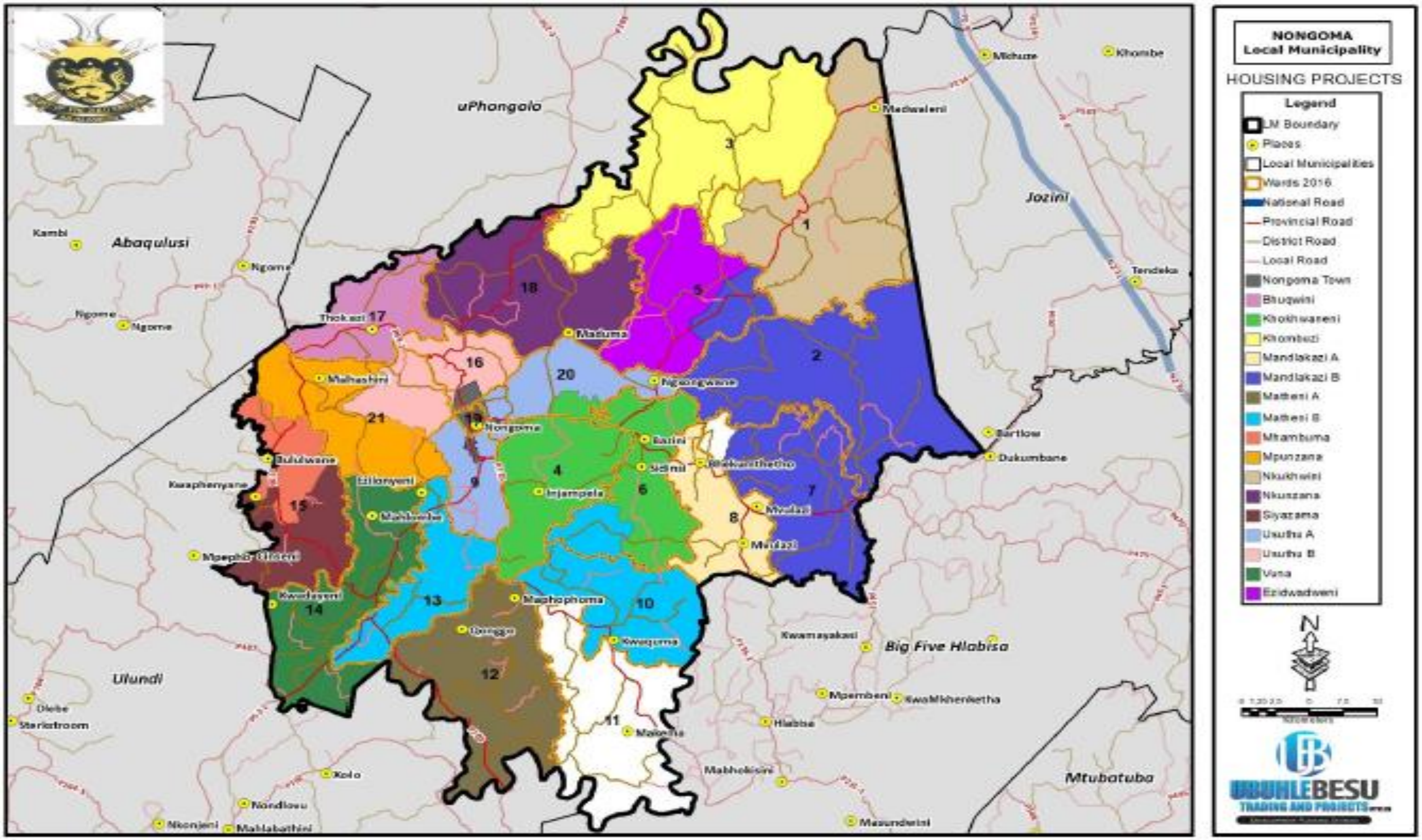
5. PLANNED AND CURRENT HOUSING DELIVERY

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:
Osuthu A Project	09,14,20	2000
Osuthu B Project	16,17 & 18	2000
Mandlakazi A Project	06,08	2000
Mandlakazi B Project	02,03,05,07	2000
Matheni A Project	12	2000
Matheni B Project	10 & 13	2000
Nkukhwini Project	01	3000
Kombuzi Projects	03	1500
Zidwadweni Project	05	1200
Mpunzana Project	21	1800
Nkunzana Project	18	1800
Vuna Project	14	2000
Khokhwaneni Project	04,06	3100
Mhambuma Project	15	1000
Bhuqwini Project	17	1200
Ndongande Project	07	2000
Nqokotho Project	16	2100
Makhalaneni Project	02	2000
Sigodiphola Project	20	2000
Maduma Project	18	1000
Siyazama Project	15	1000

Map 23: Nongoma 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.

3.5.10. 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 • 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 • Unavailability of skills development centre • Skewed access to libraries due to poor location • Growing population characterized by high birth rate among the young

3.5.11. SUMMARIZED CHALLENGES FOR BASIC SERVICE DELIVERY & INFRASTRUCTURE

- **Youthful economically inactive population**: 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. Efforts to municipal development should therefore be aimed at investments in education and the creation of employment opportunities.
- **Waste Collection** services in Nongoma LM only cover 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.
- **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.
- **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.
- **Skewed Access to libraries:** All three libraries are located within one traditional council, ie uSuthu TC. Library users especially the learners struggle to access the main library since it closes at 16H00. By then a leaner coming from as far as Mandlakazi high school for an example, would have to navigate the scarce transport, having come out of school at about 14H00. By the time the learner reaches Nongoma town, the library is already closed.
- **Limited Funding to address non-infrastructure and infrastructure projects**: MIG funding which covers almost every infrastructure project that is implemented by the municipality is always not enough to deal with the demand in term s of the needs by the communities. The municipality has not internally-generated revenue to top-up and add to what has been provided through MIG funding.
- **Reduced INEP Funding**: Despite approaching universal electrification, the demand for electricity is always increasing as a result of new settlements and households. As a result future electricity projects in Nongoma would be infills to cover newly-built homes.

In the 2021/2022 FY, the municipality had received R17 000 000 in INEP funding. This has been reduced to a merely R3 000 000 in the 2022/2023 FY.

- **Aged/Aging infrastructure:/Rural road infrastructure deficit:** Majority of access roads are in a dilapidated state and as such, requires maintenance. The situation has been worsened by the April Floods that hit the KZN province.
- **Slow pace of housing delivery:** The pace at which houses are delivered is very slow, and is compounded by the increasing in demand. The municipality has little control over the appointment of services providers for the delivery of housing developments.

3.6. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT

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].

3.6.1. 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 annexure 8 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.

3.6.2. CHALLENGES FOR LED IN THE MUNICIPALITY

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

- **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.
- **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.

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

- **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.
- **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.
- **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.

3.6.3. 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.

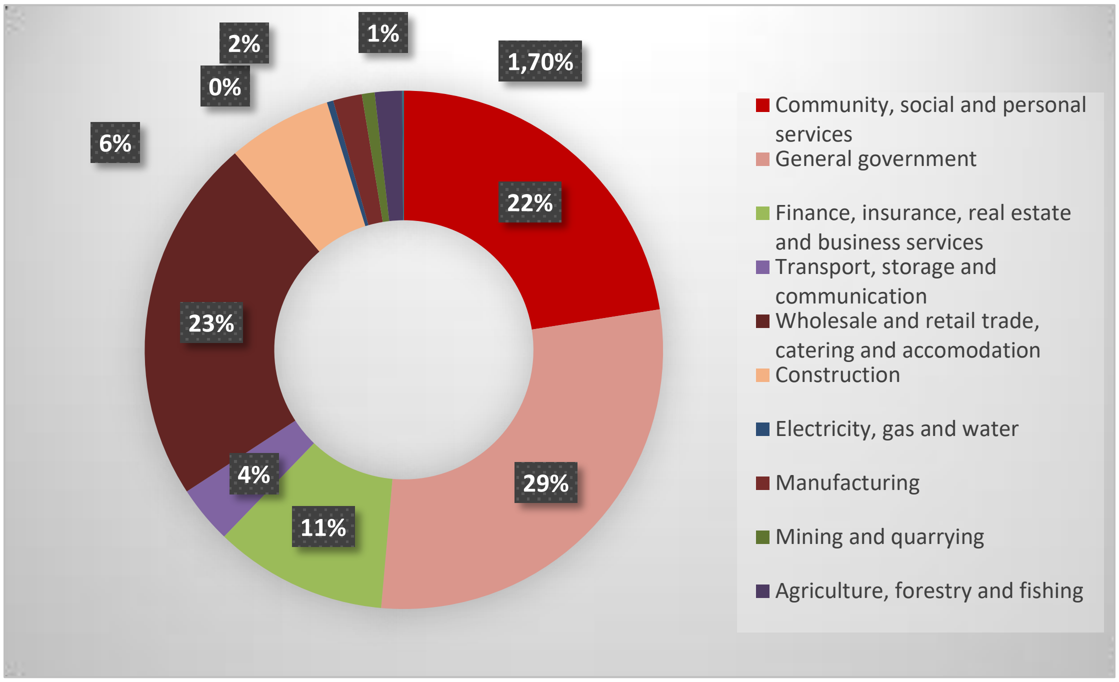


Figure 31: Sectoral contribution to employment, NLM LED Strategy (2019)

3.6.4. CURRENT STATE OF MAIN SECTORS' PERFORMANCE AND RELATED OPPORTUNITIES

3.6.4.1. 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

1. 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. EXPLOITING GOVERNMENT PROGRAMME TO DEVELOP SMALL-SCALE FARMERS

2.1. 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. 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.

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.

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

1.3.1. 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.

1.3.*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.

1.3.3. UMkhosi woMhlanga – 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.

1.3.4. 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.

1.4. 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.

1.5. 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.

1.6. 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

3.6.5. S.W.O.T. ANALYSIS OF THE ECONOMY

STRENGHTS	WEAKNESS

– Secondary and Tertiary nodes have a good opportunity for growth;
– Have good accessibility to Nongoma;
– Decentralised service delivery points in the form of regional offices;
– Rural settlement has some sort of formalized settlement pattern;
– Nongoma has a dynamic land cover;
– The area is located in close proximity to the Zulu Kingdom which makes it attractive for tourism (local, international;
– The Municipality has a potential for developing the local economic activities through its indigenous wealth in the form of subsistence to commercial farming and ecotourism;
– There are Six Royal Palaces where the King resides;
– Battlefield sites of national and international significance in close proximity;
– Preservation of Zulu culture and rural nature of municipality;
– The area has a rich cultural heritage annual events like Royal Reed Dance Ceremony
– Airstrip at eBukhalini that services the flight needs of the region;
– Proximity to Swaziland, Mozambique and Smangaliso Wetland Park and heritage site;
– Potential to multi-cultural indigenous tourism points;
– Existence of a number of public and private owned game and nature reserves for eco-tourism developments;
– Nongoma being the seat of the Zulu Kingdom;
– Potential culture, crafts and arts opportunities;
– Thriving informal trade in Nongoma town as well as Mona Market;
– Enyokeni cultural hub development;
– Cultural tourism combined with community based, ‘green’ or ecotourism where possible;
– Decent tourism accommodation facilities;
– An opportunity exists to link to surrounding municipalities to establish a tourism route/s;
– The Municipality has a potential for developing the local economic activities through its indigenous wealth in the form of agricultural farming and tourism;
– Thriving informal trade in Nongoma town as well as Mona Market;
– Functional municipality structures (IDP structures, Council, Portfolio Committees, etc.;
	– Funding challenges to implement Strategic documents;
	– Strategic land is communally owned by the Ingoyama Trust;
	– Steep river valleys and hilly terrain;
	– Obstacles to accessibility, and limits the extent of agricultural production;
	– Weak roads and communication linkages;
	– Poor public road infrastructure, facilities and pedestrian access to enable service delivery and economic development;
	    – Inadequate provision of essential services (waste collection; etc.)
	    – Lack of library service infrastructure;
	    – Unavailability of skills development centre.
	– Lack of unified marketing strategy which limit tourism development;
	– Lack of supporting infrastructure in areas with latent tourism potential;
	– Limited availability of recreational facilities (parks, reserves, etc.);
	– Lack of compliant and effective tourism information office;
	– 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;
	– Shortage of basic living amenities (water, electricity, etc.);
	– High rate of unemployment and poverty;
	– Slow National GDP growth;
	– Limited flowing rivers throughout the year;;
	– Lack of Access to funding;
	– High Crime Rates e.g. Theft of livestock at rural areas;
	– Rural road infrastructure deficit;
	– No recreational facilities;
	– Shortage of skills and high level of illiteracy;
	– Lack of unified marketing strategy which limit agricultural and tourism development;
	– Lack of an economic hub or development centre to facilitate economic development;
	– Poor involvement and benefits in tourism for the local communities;
	– Lack of development of retention strategy;
	– Lack of scarce skilled employees e.g. Engineers, Technicians, Financial Investment Analysts, Accountants etc.;
	– Lack of effective revenue enhancement and collection strategy;
	– Tedious process for land acquisition by potential investors;

– Nongoma Chamber of Commerce and Industries in place; – Initiatives for revenue enhancement are in place; – Decentralised service delivery points in the form of regional offices; – Thriving Trade and Financial sectors. – Initiatives for revenue enhancement are in place;	Unavailability of skills development centre;
OPPORTUNITIES	**THREATS**
– Proximity to Swaziland and iSmangaliso Wetland Park and heritage site; – Potential to economic growth through agriculture; – Valuable resource in the form of grazing for livestock; – Nongoma as a whole has a potential for vast growth; – Proximity to Durban Markets; – Potential to leverage multi-cultural indigenous tourism points; – Existence of a number of public and privately owned game and nature reserves for eco-tourism developments; – Availability of government grants for LED related programmes – Nongoma being the seat of the Zulu Kingdom; – Enyokeni cultural hub development; – Bulk water in town being installed; – Many residential settlements which provide opportunities for nodal development; – Untapped Market, Nongoma Local Municipality has not reached its full potential since it has a lot of untapped products and services including mining, agriculture, tourism services etc. – Strategic location of the municipality for export opportunity. – Untapped natural resources potential for exploration requiring application for prospecting rights e.g. coal mining – Big push investment market – Reasonably strong infrastructure linkages with Pongola and Richards bay – Relatively young population – Subsistence farming which could be expanded to commercial	– Distance from major economic nodes in the province; – Global Warming and Climate Change**;** – Limited availability of flowing rivers throughout the year – Limited activities to tap into agricultural potential due to lack of irrigation scheme – Environmental degradation; – Poor investor confidence and lack of investment promotion initiatives – Rural road infrastructure deficit; – Inadequate funding for agricultural , tourism and LED projects; – Slow National GDP growth; – High Unemployment Rates Including youths unemployment rates; – Overdependence on Government Grants – Uncoordinated land use; – High Crime Rates e.g. Theft of livestock at pound; – Congested town centre & lack of parking space; – Poor investor confidence (e.g. failure to get investors for offices); – Youth substance abuse; – Rural road infrastructure deficits; – Geographical location of the Municipality (Deeply rural) – shortage of skills and high level of illiteracy – Limited rainfall and convenient climate

3.6.6. STRATEGIC GOALS AND OBJECTIVES FOR LED

The Nongoma municipality's vision which is to be "A caring and Responsive municipality, guided by uBuntu-Botho"; is inspired by the philosophy of "ukuzakha nokuzenzela" which encourages communities to work for themselves while the municipality creates an enabling environment for them.

Agriculture is one of the priority issues for the municipality/ Hence a commitment to support subsistence farmers, developing cooperatives and assisting emerging farmers, in particular women and youth-led projects.

One of the municipal strategic goals is "Improved inclusive economic growth and community development". This is then translated into 3 of the 10 Nongoma municipality key outcomes which are operationalized through the municipal Local Economic Development Plan:

1. Emancipation of women, youth and people with disabilities, in sports, education, the economy and skills development.
2. Eradication of poverty through food security and job creation
3. Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives and Emerging Contractors

3.6.6.1. ECONOMIC DEVELOPMENT PROGRAMMES AND PROJECTS / INITIATIVES

STRATEGIES	STRATEGIC PROGRAMMES	PROJECTS / INITIATIVES
Expansion of the agricultural sector	Agricultural development	▪ Encourage the development of agro-processing facilities (esp. beef processing) ▪ Restrict herd sizes or grazing ranges to prevent overgrazing and the over-use of crop lands. ▪ Undertake a pre-feasibility study for hydroponic/aquaponic project. ▪ Initiate the development of a hydroponic/aquaponic project. ▪ Ensure market access. ▪ Coordinate with Zululand District Municipality for the establishment of formal fresh farmers' markets for emerging and small-scale farmers within the district. ▪ Initiate food gardens. ▪ Resuscitation of Buxedene Poultry and Construction of Abattoir ▪ Clustering of projects in order to strengthen machinery acquisition power. ▪ Establishment of sustainable secondary and tertiary cooperatives to deal with value-chain activities (transport, agro-processing, grading, etc). ▪ Form commodity structures to facilitate bulk purchases and delivery to rural areas. ▪ To support the Ngome tea estate redevelopment.
	Institutional Support and Policy	▪ Establish a system for coordinated support to agriculture ▪ Ensure effective inclusion of agricultural development issues in IDP planning ▪ Ensure protection of productive agricultural land ▪ Facilitate the establishment of agro-processing and support services. ▪ Conduct pre-feasibility study for agro-processing opportunities within the municipality. ▪ Implement Agricultural Strategy. ▪ Initiate alien plant species and bush encroachment control project. ▪ Develop a soil, water and veld care project. ▪ Stimulating the development of land care groups. ▪ Identify high potential areas in traditional council areas and raise awareness about reserving for agriculture.
	Supporting emerging and small-scale farmers	▪ Provide small and emerging farmers with necessary technical and logistical support. ▪ Mentorship and training. ▪ Facilitate buy-in and support for small-holder farmers/coops in line with the Zululand Agri-parks programme ▪ Establishing a farmers' production support unit (FPSU) to support all local emerging farmers that will address skills development and capacity building and encouraging the growth of agri-processing industries. ▪ Ensure good relations with the agricultural sector. ▪ Ensure that structures supporting agriculture are in place. ▪ Develop a skills development programme for agriculture.

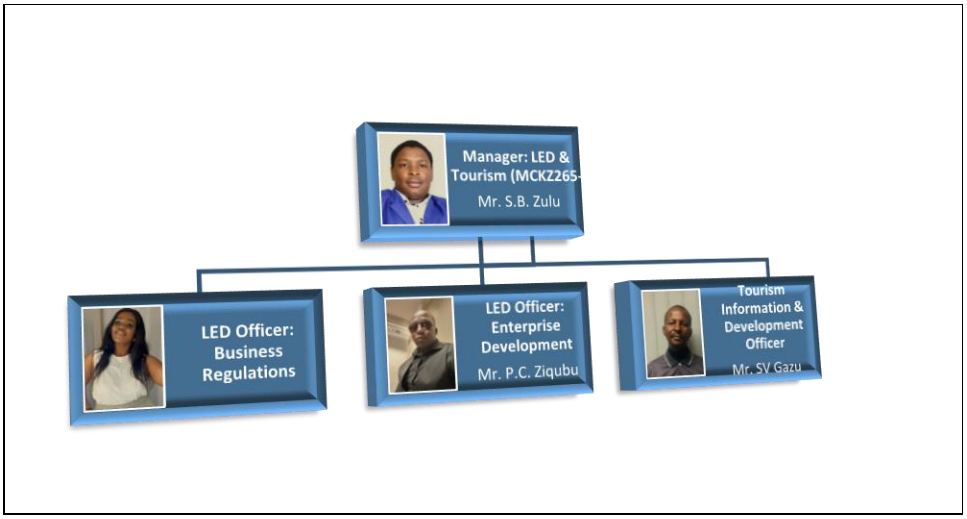
		▪ Influence perceptions about the role that agriculture as a business opportunity, focusing on the youth. ▪ Ensure agricultural land care management.
Tourism development and support	Expanding tourism attractions and activities	▪ Identify tourism products. ▪ Identification and classification of crafters. ▪ Provide appropriate training and mentorship support programmes for local crafters ▪ and craft cooperatives. ▪ Promoting the development of adventure tourism, agri-tourism and cultural tourism ▪ (through rural tours). ▪ Facilitate and promote the expansion of the hospitality industry and link it with the ▪ available tourism products in the municipality ▪ Facilitate the development of tourist accommodation. ▪ P736 Tourism (Lodge) and Service Station. ▪ Link Nongoma with Emakhosini Eco Tourism Hub and Ulundi Airport (shuttles)
	Tourism information, marketing and promotion	▪ Develop nodal tourism plans. ▪ Establish a one stop shop tourism centre. ▪ Initiate a tourism awareness campaign.
	Tourism infrastructure upgrades	▪ Install signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities. ▪ Upgrade and Marketing of Zulu Heritage Route. ▪ Upgrade and Marketing of Nongoma Wedding and Conference Centre ▪ Encourage sustainable and environmentally friendly tourism developments and operations
	Facilitate training of tour guides	▪ Initiate a skills development programme focussed on service excellence and tourist guide.
Support for the Informal economy and SMME's	Small business support and local procurement	▪ Develop and update SMME Data base. ▪ Establish an SMME electronic tender/business advisory System. ▪ Establish SMME Support Centre (One Stop Shop). ▪ Conduct training workshop and information sessions to SMMEs.
	SMME training and mentorship	▪ Develop skills development programme ▪ Capacity building and training through SETA ▪ Facilitate mentorship programmes for of SMME's
	Value-chain development and innovation	▪ Facilitate the formation of sectoral associations for informal traders. ▪ Facilitate SMMEs, cooperatives and local corporate collaboration for procurement ▪ purposes. ▪ Engage informal trader representatives and associations on proposed and planned ▪ projects for the informal economy. ▪ Identify and support potential new enterprises.

	Fight against crime in the municipality	▪ Establish community policing forums and business against crime in the municipality.
Growing and Diversifying local industries	Industrial sector strategy and planning	▪ Implement investment promotion and facilitation strategy with a focus on the local industries. ▪ Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces. ▪ Participate in Investment promotion conferences and forums. ▪ Facilitate access of prospecting rights for coal mining, ignite and various commodities. ▪ Establishment of KwaMinya Coal Mine. ▪ Town Formalization & Beautification of Nongoma CBD
	SMME participation within the industrial sector	▪ Encourage industrial development through leveraging of national funds. ▪ Establishment of business incubator where various services can be provided (incl.training, access to funding, water, electricity, transport, business premises, etc.) ▪ Facilitate the establishment of a Beef processing ▪ Facilitate and Promote Small Scale Timber Processing. ▪ Assist small-scale industrialist to form co-operatives ▪ Facilitate access to skills, water and electricity to welders and brick manufacturers. ▪ Facilitate informal traders to access trading permits.
	Land and Infrastructure development	▪ Upgrading existing infrastructure as required. ▪ Provide municipal support in terms of infrastructure development. ▪ Identify and zone suitable land available for industrial development. ▪ Facilitate the development of a small-scale manufacturing and service centre. ▪ Revitalisation of the Kwamjomela Manufacturing and Services Centre. ▪ Construction of Esiphambanweni Mini Shopping Centre. ▪ Construction of Buxedene Mini Shopping Centre ▪ Construction of KwaNjoko Mini Shopping Centre ▪ Revitalisation of the Ehlalankosi Sowing Project.
	Incentive Programme	▪ Develop incentive programme designed to attract investment in in the municipality and increase the rate of investment.
	Business development strategies targeting SMME's	▪ Capacity building and training. ▪ Business support and advice.
Improve the policy Environment for effective economic development	LED stakeholder coordination and communication	▪ Participate in District Intergovernmental forums. ▪ Improve municipal interdepartmental and external governmental communication through the establishment of monthly interdepartmental forums and bi-annual intergovernmental forums. ▪ Formulate a Communication Strategy.
	Funding for LED implementation	▪ Develop a database of all potential funding sources for LED implementation. ▪ Initiate summits bringing together SMME's, investors and banks.
	Business retention and	▪ Commission a Business Retention and Expansion Strategy for the municipality.

	expansion	▪ Development of a red-tape reduction plan to reduce administrative processing times. ▪ Initiate a municipal wide Business Retention and Expansion programme. ▪ Establish a business visitation programme to identify opportunities and problems along with identifying businesses at risk for closing. ▪ Compile and maintain a database of contact details for businesses in the Local Municipality. ▪ Develop an annual Business Needs Survey that is extended to all private businesses found within the Municipality and identify interventions that can be implemented to address these needs.
	Improving the capacity of Nongoma Economic Development Unit	▪ Develop a monitoring and evaluation systems across the municipality in concurrent with the EDTEA monitoring and evaluation unit. ▪ Extend the LED & Tourism Unit to include a business unit, agriculture unit, LED capacity and special programmes unit.
Develop strategic economic infrastructure	Efficientprovision of bulk infrastructure and services	▪ Improve the provision of water, electricity & sanitation in the municipality. ▪ Creating and/or upgrading of substations and upgrading networks. ▪ Implement Integrated Waste Management Plan
	Transportation infrastructure Capacity and maintenance	▪ Prioritize transport as a value add to the municipal economy by regularly maintaining and upgrading local transport infrastructure linking producers with markets and prioritizing the development and upgrading of road infrastructure in rural areas that ensure links with mainstream economic activities ▪ The bypass road for Nongoma Town ▪ Potential linkages from Nongoma to the south to link with the P700
	Enabling ease of access to land for development	▪ To speed-up the Town rehabilitation. ▪ Building community service centres in rural nodes where necessary. ▪ Fast track the development of shopping complex.
Ensuring effective education, skills and capacity development	Skills training and development	▪ Facilitate training for farmers, SMME and informal businesses. ▪ Provision of financial management skills, marketing and promotion skills and business management skills. ▪ Initiate periodical cooperatives training programmes. ▪ Promote trades as employment opportunities to youth (including plumbing, electricity,hairdressing, etc.) through links with FET colleges.
	Development of industry relations (incl. industries and tertiary & further training institutions)	▪ Initiate a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand. ▪ Provide a platform engaging local business and tertiary institutions to ensure alignment of programmes with industry demand.
	Retention of skilled people within the locality	▪ Development a marketing programme in partnership with local business focussed on ▪ promoting quality of life to retain skilled residents in Nongoma.

3.6.7. 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, an 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. 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 2021/2022 implementation plan, and also the targets achieved. It also indicates an updated 2022/2023 Implementation plan.

Programme	**2021/2022 FY Implementation Plan**	**Targets achieved**	**Updated Implementation Plan (2022/2023 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 (Including Cooperatives)	– Development of 3 LED project concept documents aimed at emancipation of women and youth – Revitalisation of the Kwamjomela Manufacturing and Services Centre – Revitalisation of the	– Development of 3 LED project concept documents aimed at emancipation of women and youth – Revitalisation of the Kwamjomela Manufacturing	– Appointment of a panel of consultants at own risk to source funds for led projects /capital projects – Nongoma Business Week (seminar, tender, women, liquor, exhibition , Business mass

	Ehlalankosi Sewing Project	and Services Centre – Revitalisation of the Ehlalankosis Sewing Project	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 development			– Host community cooperatives and business management / book keeping training / technical skills in all 21 wards

3. FUNDING AND IMPLEMENTATION OF THE LED IN THE 2022/2023 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 terms of the 2022/2023 FY draft budget, Nongoma municipality has set the following budget for the implementation of the LED:

- Implementation of ward based LED projects: R2 000 000.00
- Community Tourism Organisation (CTO) Grant funding: R200 000.00
- Tourism Exhibition: R217 569.60

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.

3.6.8. 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 DDM Economic Cluster engagement, which has replaced what used to be known as Zululand District Planning and Development Forum.

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.

3.6.9. 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 asset creation);
	    – Driven by the comparative advantages of the province;
	    – In order to stimulate job creation 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 these;
		▪ Alignment and integration with national, provincial and local policies, strategies

	income generation.	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 IDP:	▪ 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 ▪ 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.

3.6.10. 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 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

3.6.11. 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)

3.6.12. INVESTMENT PROMOTION

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

Table 18: 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.

3.6.13. 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 19: Investment facilitation in Nongoma LM, Insingo Projects, 2019

<table>
<tr><th>Method</th><th colspan="2">Description</th></tr>
<tr><td>Information on the local regulatory environment</td><td colspan="2">– 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.</td></tr>
<tr><td rowspan="2">Regulation of business:</td><td colspan="2">– The strengths and weaknesses outlined below are deduced from the private business surveys:</td></tr>
<tr><td>Strengths
– Access to business premises
– Good provision and connection of Water
– Good provision and connection Electricity</td><td>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.</td></tr>
</table>

		– 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.
	– Telecommunications	– 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.

3.6.14. 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 20: 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.

3.6.15. 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.

3.6.16. 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 21: 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.

3.5.17. 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

3.5.18. 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 2021/2022 financial year, 70% 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 2022/2023 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 2022/23FY, 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.

3.6.19. 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.

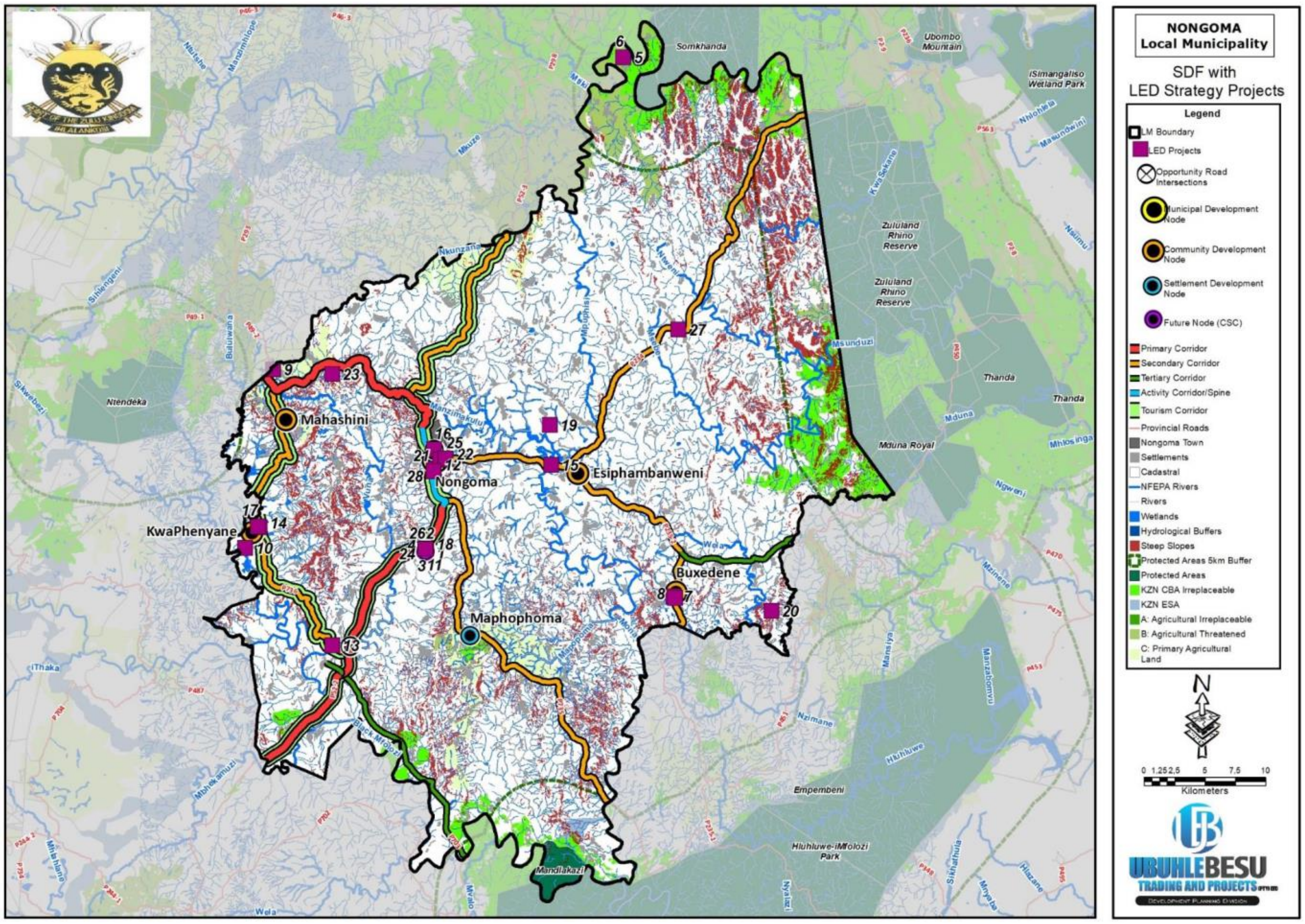
Development corridors in Nongoma Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourage nodal development at strategic 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



3.6.20. 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.

3.5.20. SOCIAL DEVELOPMENT ANALYSIS

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.

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.

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%.

Most households in Nongoma municipality are indigent. A majority of which are female-headed households and to a certain extent, child-headed households. This therefore suggests that the municipality must update its indigent register so as to ensure that indigent households have access to basic services and are assisted as per the requirements. Three hundred and ninety six (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.

While Nongoma is notoriously known for its taxi-related killings; the municipality tops the list of Gender-based violence crimes with reports of women abuse and killings almost every week.

3.5.21. RESPONSES TO THE SOCIAL CHALLENGES AND ILLS

1. NONGOMA YOUTH COUNCIL

Youth unemployment sits at 59.9%, and in order to deal with youth-related matters; Nongoma municipality has established a Youth Council structure. The structure liaise directly with the municipality's special programmes unit, whose main objective is to address issues that are confronted by the vulnerable groups. The municipality has the following programmes for the youth:

- Free Driver's License programme
- Right to learn – CAO/NSFAS application outreach programmes
- NYDA Programmes
- Career exhibition program
- Learnership and Skills Development

2. NONGOMA YOUTH COUNCIL

Nongoma Local Municipality has developed a Children's policy which aims to monitor all programmes' pertaining children. A Children's Forum has been established whereby young people advocate on issues affecting children around Nongoma. Below is a list of some of the initiatives that the Municipality has for children:

- Child headed Families visit
- School Children's Road Traffic Awareness
- Destitute Children's home visit
- Toy Distribution
- Take a girl child to work

3. NONGOMA WOMEN IN COUNCIL

Nongoma municipality has established the Women in Council structure, which is meant to play a pivotal role in advocating for women and dealing with issues that are faced by women in Nongoma. Nongoma has been identified as one of the areas with a high rate of GBV cases as a result the Municipality has had a number of campaigns that aim to address this pandemic. Some of the initiatives that the Municipality has in addressing women's substances are as follows:

- Cancer Awareness Campaign
- One home one garden programme
- Women SMME's Monitoring programme and capacity building
- Programs against Gender Based Violence
- Human Right Awareness

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 2021/2022 financial year, 45% 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.

4. PROGRAMME FOR PEOPLE LIVING WITH DISABILITY AND THE ELDERLY

The Municipality has developed a Disability policy that was tabled before Council in March 2022. As informed by the policy the Municipality has established a Disability Forum and is also establishing Disability structures in ward level. This is meant to ensure that people leaving with Disabilities are fully represented in all areas. The Municipality has the following programmes that are set for people living with Disabilities:

- Disability Summit
- Disability rights and awareness
- 4.3% of the population in Nongoma is above the age of 65 thus the Municipality has a policy in place that deal with issues distressing the elderly. With the establishment of the Senior Citizens Forum there are programs that are in place that focus on Senior Citizens. Some of the initiatives that are in place for Senior Citizens include working close with Luncheon Clubs, Thanksgiving Day for Senior Citizens.

The reviewed SCM Policy for 2022/2023 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.

5. COMMUNITY SAFETY PLAN

In light of its mandate to respond to the developmental needs of communities and to coordinate the delivery of basic services across municipalities, local government is well positioned to deliver on the basic fundamentals of safety and violence prevention. As a result, local government has been delegated a series of responsibilities in terms of the 2016 White Paper, which include:

- Integrating safety and violence prevention outcomes into local, district and metropolitan IDPs

- Facilitating meaningful participation by communities in safety planning activities and forums
- Aligning budgets and resources to safety and violence prevention objectives and outcomes
- Coordinating safety and violence prevention programmes within the municipalities
- Conducting needs assessments and audits of challenges to community safety at a local level
- Developing community safety plans and local strategies to identify the safety needs of municipalities

Nongoma municipality is currently developing its community safety plan. The plan is in a draft stage, and it it envisaged that it would be tabled to council in the 1st quarter of the 2022/2023FY.

6. ESTABLISHMENT OF COMMUNITY SAFETY FORUMS (CSFs)

One element of the implementation plan for the Community Safety would be the establishment of community safety forums through the municipality. It is envisaged that these CSFs would be embedded upon the already existing structures at a ward level, such as ward committee and warrooms.

As the primary structure for bringing government's integrated approach to safety to communities, the community safety forum (CSFs) will well positioned to not only lead the development of community safety plans, but to also coordinate a multi-sectoral approach to building safer communities on a local level. It would provide a structured link between the many community resources that may exist in the local municipality.

7. ENSURING A SAFER NONGOMA TOWN

The municipality has already started implementing projects that seek to ensure a safer Nongoma town. These include installation of 5 high-mast lights in strategic areas around Nongoma town, white City, and Delini. The municipality would be installing solar powered streetlights in town and also along the road from Nongoma hospital to white city.

3.5.22. 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

- 16 Days of Activism
- World Aids day commemoration
- HIV/ AIDS & TB awareness and campaigns
- Isibaya Samadoda (fight with GBV)

3.6.22. EXPANDEND PUBLIC WORKS PROGRAMME (EPWP)

The municipality has an EPWP Policy in place. It was last reviewed in 2020/2021 FY. In order to ensure proper coordination of the Expanded Public Works Programme (EPWP); for proper coordination, an EPWP Coordination Committee which comprises of departmental coordinators and a champion has been established.

The municipality had a set target of 335 work opportunities for the 2021/2022 FY; a target that had since been exceeded since 538 work opportunities were created. The target for the 2022/2023 FY has been set at 336 work opportunities.

3.6.2.3. SWOT ANALYSIS FOR LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT

STRENGHTS	WEAKNESS

– Secondary and Tertiary nodes have a good opportunity for growth;
– Have good accessibility to Nongoma;
– Decentralised service delivery points in the form of regional offices;
– Rural settlement has some sort of formalized settlement pattern;
– Nongoma has a dynamic land cover;
– The area is located in close proximity to the Zulu Kingdom which makes it attractive for tourism (local, international;
– The Municipality has a potential for developing the local economic activities through its indigenous wealth in the form of subsistence to commercial farming and ecotourism;
– There are Six Royal Palaces where the King resides;
– Battlefield sites of national and international significance in close proximity;
– Preservation of Zulu culture and rural nature of municipality;
– The area has a rich cultural heritage annual events like Royal Reed Dance Ceremony
– Airstrip at eBukhalini that services the flight needs of the region;
– Proximity to Swaziland, Mozambique and Smangaliso Wetland Park and heritage site;
– Potential to multi-cultural indigenous tourism points;
– Existence of a number of public and private owned game and nature reserves for eco-tourism developments;
– Nongoma being the seat of the Zulu Kingdom;
– Potential culture, crafts and arts opportunities;
– Thriving informal trade in Nongoma town as well as Mona Market;
– Enyokeni cultural hub development;
– Cultural tourism combined with community based, ‘green’ or ecotourism where possible;
– Decent tourism accommodation facilities;
– An opportunity exists to link to surrounding municipalities to establish a tourism route/s;
– The Municipality has a potential for developing the local economic activities through its indigenous wealth in the form of agricultural farming and tourism;
– Thriving informal trade in Nongoma town as well as Mona Market;
– Functional municipality structures (IDP structures, Council, Portfolio Committees, etc.;
	– Funding challenges to implement Strategic documents;
	– Strategic land is communally owned by the Ingoyama Trust;
	– Steep river valleys and hilly terrain;
	– Obstacles to accessibility, and limits the extent of agricultural production;
	– Weak roads and communication linkages;
	– Poor public road infrastructure, facilities and pedestrian access to enable service delivery and economic development;
	    – Inadequate provision of essential services (waste collection; etc.)
	    – Lack of library service infrastructure;
	    – Unavailability of skills development centre.
	– Lack of unified marketing strategy which limit tourism development;
	– Lack of supporting infrastructure in areas with latent tourism potential;
	– Limited availability of recreational facilities (parks, reserves, etc.);
	– Lack of compliant and effective tourism information office;
	– 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;
	– Shortage of basic living amenities (water, electricity, etc.);
	– High rate of unemployment and poverty;
	– Slow National GDP growth;
	– Limited flowing rivers throughout the year;;
	– Lack of Access to funding;
	– High Crime Rates e.g. Theft of livestock at rural areas;
	– Rural road infrastructure deficit;
	– No recreational facilities;
	– Shortage of skills and high level of illiteracy;
	– Lack of unified marketing strategy which limit agricultural and tourism development;
	– Lack of an economic hub or development centre to facilitate economic development;
	– Poor involvement and benefits in tourism for the local communities;
	– Lack of development of retention strategy;
	– Lack of scarce skilled employees e.g. Engineers, Technicians, Financial Investment Analysts, Accountants etc.;
	– Lack of effective revenue enhancement and collection strategy;
	– Tedious process for land acquisition by potential investors;

– Nongoma Chamber of Commerce and Industries in place; – Initiatives for revenue enhancement are in place; – Decentralised service delivery points in the form of regional offices; – Thriving Trade and Financial sectors. – Initiatives for revenue enhancement are in place;	–
OPPORTUNITIES	**THREATS**
– Proximity to Swaziland and iSmangaliso Wetland Park and heritage site; – Potential to economic growth through agriculture; – Valuable resource in the form of grazing for livestock; – Nongoma as a whole has a potential for vast growth; – Proximity to Durban Markets; – Potential to leverage multi-cultural indigenous tourism points; – Existence of a number of public and privately owned game and nature reserves for eco-tourism developments; – Availability of government grants for LED related programmes – Nongoma being the seat of the Zulu Kingdom; – Enyokeni cultural hub development; – Bulk water in town being installed; – Many residential settlements which provide opportunities for nodal development; – Untapped Market, Nongoma Local Municipality has not reached its full potential since it has a lot of untapped products and services including mining, agriculture, tourism services etc. – Strategic location of the municipality for export opportunity. – Untapped natural resources potential for exploration requiring application for prospecting rights e.g. coal mining – Big push investment market – Reasonably strong infrastructure linkages with Pongola and Richards bay – Relatively young population – Subsistence farming which could be expanded to commercial	– Distance from major economic nodes in the province; – Global Warming and Climate Change**;** – Limited availability of flowing rivers throughout the year – Limited activities to tap into agricultural potential due to lack of irrigation scheme – Environmental degradation; – Poor investor confidence and lack of investment promotion initiatives – Rural road infrastructure deficit; – Inadequate funding for agricultural , tourism and LED projects; – Slow National GDP growth; – High Unemployment Rates Including youths unemployment rates; – Overdependence on Government Grants – Uncoordinated land use; – High Crime Rates e.g. Theft of livestock at pound; – Congested town centre & lack of parking space; – Poor investor confidence (e.g. failure to get investors for offices); – Youth substance abuse; – Rural road infrastructure deficits; – Geographical location of the Municipality (Deeply rural) – shortage of skills and high level of illiteracy – Limited rainfall and convenient climate – Unemployment (including job losses as well as inability to create jobs across the sectors); – Poverty and wealth inequality; –

3.6.2.4. SUMMARISED CHALLENGES FOR LED AND SOCIAL DEVELOPMENT

- **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.
- **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.
- **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.
- **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.
- **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.
- **Indigent households**: Most households in Nongoma municipality are indigent. A majority of which a female-headed households and to a certain extent, child-headed households. This therefore suggests that the municipality must update its indigent register so as to ensure that indigent households have access to basic services and are assisted as per the requirements.
- **Youthful economically inactive population**: 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. Efforts to municipal development should therefore be aimed at investments in education and the creation of employment opportunities.

- **High crime rate, especially Gender-based Violence**: While Nongoma is notoriously known for its taxi-related killings; the municipality tops the list of Gender-based violence crimes with reports of women abuse and killings almost every week.

3.7. 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.

3.7.1. Audit Opinions

The audit outcomes of Nongoma Municipality have maintained unqualified audit opinions from 2018/19 to 2020/21 financial years. The number of audit findings in the audit report of 2020/21 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	2018/19
Unqualified audit Opinion	2019/20
Unqualified audit Opinion	2020/21

Management has developed the audit action plan to address finding raised by Auditor General during 2020/21 financial year. The aim of the audit action plan is to avoid repeat finding in 2021/22 financial and improve audit result (the audit action plan is attached as an annexure 10).

3.7.2. 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;

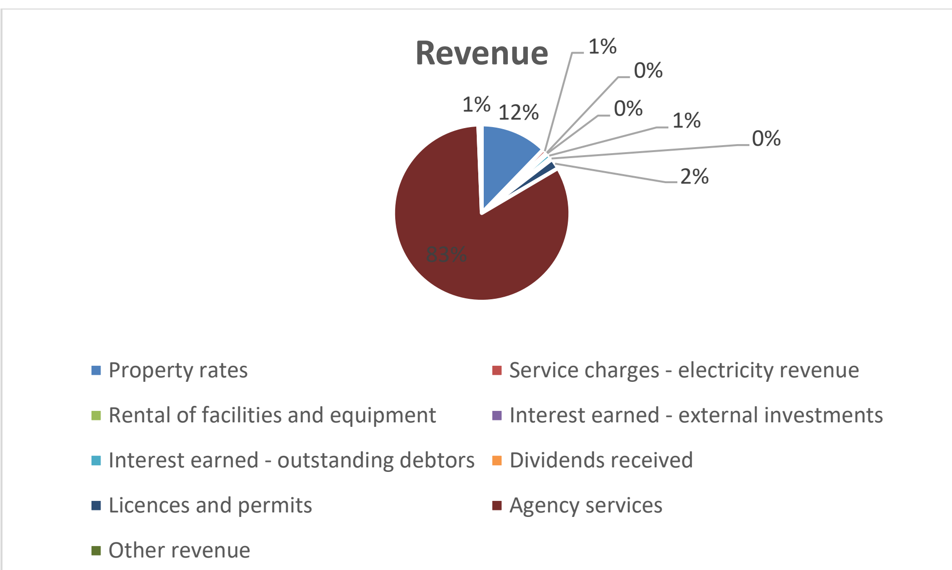
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

Table 22: Summary of Revenue classified by main revenue source

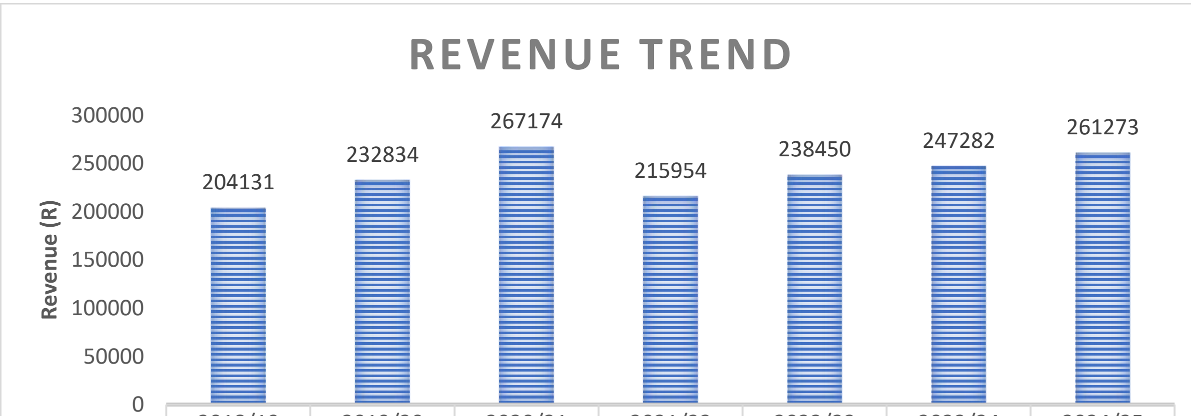
KZN265 Nongoma - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	22,123	24,847	25,751	27,830	27,830	27,830	27,830	29,166	30,449	31,819
Service charges - refuse revenue	2	1,881	1,769	1,928	1,920	1,920	1,920	1,920	1,995	2,083	2,176
Rental of facilities and equipment		196	211	175	305	142	142	142	191	199	208
Interest earned - external investments		1,580	1,349	706	700	350	350	350	455	475	496
Interest earned - outstanding debtors		3,519	4,693	4,196	2,986	1,893	1,893	1,893	2,174	2,270	2,372
Fines, penalties and forfeits		435	389	470	377	445	445	445	780	813	849
Licences and permits		926	600	839	2,901	2,031	2,031	2,031	4,636	4,831	5,043
Transfers and subsidies		141,954	166,791	201,652	177,147	177,147	177,147	177,147	197,543	205,474	217,535
Other revenue	2	453	258	167	1,233	4,197	4,197	4,197	1,510	689	774
Gains		(16)	(1,038)	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**173,052**	**199,870**	**235,883**	**215,399**	**215,954**	**215,954**	**215,954**	**238,450**	**247,282**	**261,273**

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.



	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Revenue	204131	232834	267174	215954	238450	247282	261273

As indicated in the above table, revenue has increased by 10 percent from 2021/22 to 2022/23 which has been caused by the increase in the equitable share allocation for 2022/23 financial year by 11% as indicated in the previous tables. As articulated above, the major portion of the municipal revenue is through government grants at 83 percent of the total operating revenue.

The second highest revenue source is generated from property taxes at 12 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.

Table 23: Operating Transfers and Grants Receipts

The following table depicts the operational grants and subsidies received by the municipality from 2018/19 financial year to the projected 2024/25 financial year.

Description	2018/19	2019/20	2020/21	Dora 2021/2	Budget Year 2022/23	Difference	Change %	Budget Year +1 2023/24	Budget + 2 2024/25
Operational Grants									
National Government	140,145	159,684	198,843	174,606	194,878	20,272	73%	202,809	214,753
Equitable Share	136,391	154,506	194,844	170,818	189,932	19,114	11%	200,809	212,753
Finance Management	1,970	1,970	1,900	1,920	2,000	80	4%	2,000	2,000
EPWP	1,784	2,016	2,099	1,868	2,946	1,078	58%	-	-
Disaster		1,192							
Provincial Government	1,809	2,780	2,405	2,541	2,665	124	10%	2,665	2,782
Community Library Services	838	880	905	935	981	46	5%	981	1,024
Provincialisation of Libraries	396	1,163	1,500	1,606	1,684	78	5%	1,684	1,758
Sport Grant	575	737							
Total Operational Grants	**141,954**	**162,464**	**201,248**	**177,147**	**197,543**	**20,396**	**83%**	**205,474**	**217,535**

The Municipality has considered interventions that are aimed at improving revenue collections to be developed during the next financial year. The interventions are envisioned to benefit the Municipality in securing a buy-in from businesses and communities who show their appreciation of the services provided by paying for them.

The main goal of Nongoma Municipality in regard to revenue performance is to create an economic environment in which investment can grow and jobs can be created. Increase in employment opportunities shall empower citizens who will take full responsibility to pay for basic services and thus contribute towards the enhancement of municipal revenue. The Municipality intends to attract big corporations to establish their industries in Nongoma. It wishes to encourage those sectors where there is a competitive advantage, such as the agro-processing, tourism, retail (new shopping mall) and to expand within municipality.

Other Strategies

The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The Nongoma Municipality's borrowing strategy is primarily informed by the affordability of debt repayments.

The structure of the Municipality's debt portfolio is dominated by loans/ finance instalment sale agreements and leases. The following financial performance indicators have formed part of the compilation of the 2022/23 MTREF:

- Capital charges to operating expenditure is a measure of borrowing cost in relation to the operating expenditure and assesses the affordability of debt expenditure.

In summary, various financial risks could have a negative impact on the future borrowing capacity of the municipality. In particular, the continued ability of the Municipality to meet its revenue targets and ensure its forecasted cash flow targets are achieved will be critical in meeting the repayments of the debt service costs.

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 2018/19 finaicial year to 2021/22 financial year and to be received by the Nongoma municipality up to 2024/25 finaincial year.

Description	2018/19	2019/20	2020/21	Dora 2021/22	Budget Year 2022/23	Difference	Change %	Budget Year +1 2023/24	Budget + 2 2024/25
Capital Grants									
Municipal Insfrastructure (MIG)	31,286	31,873	31,679	33,521	36,009	2,488	7%	37,495	39,075
National Electrification Programme (INEP)	15,000	8,000	8,400	17,082	3,000	(14,082)	-82%	3,000	6,269
Total Capital Grants	**46,286**	**39,873**	**40,079**	**50,603**	**39,009**	**(11,594)**	**-75%**	**40,495**	**45,344**

The 2022/2023 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 (2018/2019 and 2019/2020) are tabled herein-below respectively:

Grants Performance per Financial Year

Nongoma Municipality												
Capital Grants Perfrmance												
Name of Grant	2018/19			2019/20			2020/21			2021/22		
	Funds Received	Expenditure	Unspent Funds	Funds Received	Expenditur e	Unspent Funds	Funds Received	Expenditur e	Unspent Funds	Funds Received	Expenditure	Unspent Funds
Municipal Infrastructure Grant	31,286	31,286	-	31,873	31,873	-	31,679	31,679	-	33,521	33,521	-
Intergrated Electrification Programme	15,000	14,954	46	8,000	8,000	-	7,000	7,000	-	17,082	17,082	-
Total Capital Grants	**46,286**	**46,240**	**46**	**39,873**	**39,873**	**-**	**38,679**	**38,679**	**-**	**50,603**	**50,603**	**-**

In 2018/19 financial year, the municipality spent 99.99 percent of its capital allocation. In 2019/20 financail, 100 percent was spent. In 2020/21, the municipality spent 100% of its allocation. As as May 2022, 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. The municipality had setbacks in the implementation of 2021/22 projects due heavy rains that halted the projects and damaged number of roads within the municipality which called for reprioritisation of projects. It worth noting that the municipality does not have challenges of unspent grants.

Expenditure Management

The Municipality's expenditure framework for the 2022/23 budget and MTREF is informed by the following:

- The infrastructure master plan for repairs and maintenance;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of "no procurement plan - no budget". If there is no procurement plan no funding allocation can be made. Departments have been given the period between the tabling of the draft budget and finalization of the final budget to submit their procurement plans.
- Strict adherence to the cost containment policy as approved and reviewed by council.

Operational Grants Performance

Operational Grants Performance									
Grants Name	2020/21			2019/20			2018/19		
	Funds Received	Expenditure	Funds Unspent	Funds Received	Expenditure	Funds Unspent	Funds Received	Expenditure	Funds Unspent
Equitable Share	194,844,000	194,844,000	-	15,450,600	15,450,600	-	136,391,000	136,391,000	-
Finance Management Grant (FMG)	1,900,000	1,900,000	-	1,970,000	1,970,000	-	1,970,000	1,970,000	-
Expanded Public Works (EPWP)	2,099,000	2,099,000	-	2,016,000	2,016,000	-	1,784,066	1,784,066	-
Provincialisation of Libraries	905,000	905,000	-	880,000	880,000	-	838,000	838,000	-
Sport Grant		-	-	45,884	45,884	-	4,116	4,116	-
Kwakhetha Library	398,640	398,640	-		-	-		-	-
Osuthu Liabrary	637,000	637,000	-	951,000	951,000	-	199,200	199,200	-
LG Seta	377,774	377,774	-	288,284	288,284	-	139,049	139,049	-
Cyber Cadets	226,000	226,000	-	211,000	211,000	-	197,000	197,000	-
School Patrol	264,377	264,377	-	403,820	403,820	-	431,984	431,984	-
Disaster Grant		-	-	1,192,000	1,192,000	-		-	-
	201,651,791	**201,651,791**	**-**	**23,408,588**	**23,408,588**	**-**	**141,954,415**	**141,954,415**	**-**

The following table is a high-level summary of the 2022/23 budget and MTREF (classified per main type of operating expenditure):

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Expenditure By Type										
Employee related costs	94,354	98,721	103,430	105,922	105,922	105,922	72,028	109,422	113,252	117,216
Remuneration of councillors	13,532	14,251	14,051	16,895	14,595	14,595	9,514	15,033	15,484	15,948
Debt impairment	(9,262)	3,607	9,660	2,000	2,000	2,000	7	2,000	2,084	2,176
Depreciation & asset impairment	12,089	13,991	20,723	21,819	8,930	8,930	8,218	21,714	22,626	23,621
Finance charges	696	482	902	900	800	800	605	900	938	979
Bulk purchases - electricity	–	–	–	–	–	–	–	–	–	–
Inventory consumed	(194)	–	–	1,768	5,348	5,348	6,684	2,468	2,572	2,685
Contracted services	34,755	178,244	114,972	30,008	37,774	37,774	28,190	30,367	31,642	33,035
Transfers and subsidies	713	189	2,429	1,200	4,900	4,900	4,643	840	875	914
Other expenditure	34,501	46,505	52,058	31,659	33,506	33,506	30,126	34,477	33,922	37,499
Losses	–	–	–	–	–	–	–	–	–	–
Total Expenditure	**181,185**	**355,989**	**318,224**	**212,171**	**213,775**	**213,775**	**160,015**	**217,220**	**223,394**	**234,072**

3.7.3. 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 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Source of Funds	Status of the Projects
Sigubudu community hall	ward12	1,300,000	331,713			MIG	Complete
Ekubuseni Creche	ward13	111,843	100,000			MIG	Complete
Emzweni community hall	ward18	251,444				MIG	Complete
Ophaphasi hall	Ward 5	800,000	800,000			MIG	Complete
Ndololwane crèche	Ward 6	2,000,000	363,347			MIG	Complete
Mphuphusi sportsfield	Ward 5	601,717				MIG	Complete
Qedumona Sportsfied	Ward 11	120,000				MIG	Complete
Mona sportsfield	Ward 4	884,810				MIG	Complete
Qondile to Kwajuba gravel road and low-level bridge	Ward 3	3,100,000				MIG	Complete
Nzondwane to Ndongande gravel road &low-level bridge	Ward 3	4,000,000				MIG	Complete
nkolweni gravel road	Ward 10	4,383.				MIG	Complete
kwamatsheketshe gravel road	Ward 2	121,265				MIG	Complete

buxedene to mission gravel road	Ward 2	1,266				MIG	Complete
mankulumane gravel road	Ward 18	973,811				MIG	Complete
bhuqwini gravel road	Ward 17	1,134,610				MIG	Complete
Esikhaleni gravel road	Ward 20	2000,000	1,500,000			MIG	Complete
Matshamhlophe gravel	Ward 12	1,000,000				MIG	Complete
Emaye hall and creche	Ward 14	1,000,000				MIG	Complete
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	Complete
ebuhleni electrification	Ward 2	2,720,000	4000,000			INEP	Complete
dabhazi electrification	Ward 11	1,251,000				INEP	Complete
Nongoma CBD Stormwater- New	Ward 19		4,000,000	3,036,921		MIG	Ongoing
Deleni Road - Renewal	Ward 19		2,416,500	3,000,000	9 625 982	MIG	Ongoing
White City Access Road – Renewal	Ward 19		4,000,000	7,045,207	7 432 640	MIG	Ongoing

Nongoma CBD Sidewalks – Renewal	Ward 19		3,460,796			MIG	Complete
Nongoma Blacktop-renewal	Ward 19		3,074,932	3,939,250	8 640 900	MIG	Ongoing
Redhil Road - renewal	Ward 9		3,679,679	2,430,232	1 384 777	MIG	Ongoing
Nongoma Street lights & Appolo	Ward 19			10,476,314	4 042 660	MIG	Ongoing
Manzimakhulu Hall & Creche	Ward 20			832,285	1 379 865	MIG	Ongoing
Magedlane Hall & Creche	Ward 11			851,839	932 595	MIG	Ongoing
Nongoma Testing Station	Ward 19			2,000,000	2 000 000	OWN	Ongoing
Gobamagagu Gravel	Ward 12				467 653	MIG	New
Ezimpakaneni Hall	Ward 13				301 478	MIG	New
Mandlakazi electricfication					1 448 200	INEP	NEW
Matheni electrification					800 000	INEP	NEW
Osuthu electrification					751 800	INEP	NEW

3.7.4. 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 investment balance is as follows:

30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 April 2022
R2 001 726	R7 068 740	R8 323 860	R14 663 020	R14 280 235

The investment register as at 30 April 2022 is detailed below:

Umkhandlu wakwa - NONGOMA - Local Municipality

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

INVESTMEST REGISTER

Bank Account Number	Account Description	GL Code	Opening Balance	Deposits	Withdrawals	Interest received	Bank Charges	Closing Balance
62373063222	Money Market	7000/7008	15,919,246.94		-9,850,000.00	18,752.04		**6,087,998.98**
62370638573	Money Market	7000/7009	113.98					**113.98**
62202226751	MIG Account	7000/7005	3,922,097.95		-3,738,983.32	1,656.81	-95.00	**184,676.44**
74427065468	7 Days Notice	7000/7012	258.57					**258.57**
62203761962	Licencing	7000/7003	57,216.58	88,280.00	-50,000.00	83.06	-95.00	**95,484.64**
53153278884	FNB Main Account	7000/7000	8,239,022.06	11,195,602.98	-11,524,587.89	12,214.98	-10,549.52	**7,911,702.61**
			28,137,956.08	**11,283,882.98**	**-25,163,571.21**	**32,706.89**	**-10,739.52**	**14,280,235.22**

3.7.5. 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.

Municipality Council has adopted an indigent policy, which is subject to annual review. It is the objective of Council in this regard is to ensure the provision of basic services to the community in a manner that is sustainable. This fulfilment of this objective shall only be possible within the financial and administrative capacity of the Municipality. The Municipality also recognizes the fact that many of the residents cannot afford the cost of full-service provision and, hence, will endeavor to ensure affordability through:

▪ Setting of tariffs in terms of the Council's Tariff Policy, which shall balance the availability of continued service delivery; and

▪ Determining appropriate service levels. The actual indigent policy is annexed hereto for ease of reference (refer to annexure 13).

The provision of Free Basic Services was made in the last two financial years and the Municipality has made provision for Free Basic Services in the 2022/2023 Draft Financial Plan and Budget.

The transfers and grants are comprised of basic services rendered to the indigent community and other households. To this end, free basic electricity is provided to indigent households. The category of indigent support is indicated in Nongoma Municipality Indigent Relief Policy.

Level of Indigent Support:

The Indigent Policy provides that Council shall determine the overall subsidy to be granted to qualifying applicants during the approval of its annual budget. The policy further stipulates what the indigent subsidy may be granted upon namely:

- Property rates (100% rebate or full subsidy);

- Refuse removal (100% rebate);
- Electricity (50 kwh per month in respect of prepaid electricity)
- Burial assistance (total households income must be less than or equal to two (2) state pension grant income per month.

The Municipality has a monitoring mechanism in place (such as SDBIP-Community Services under Special Programmes and Monthly budget statement report), where progress reports on Disability Programmes and its expenditure are reported.

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**	**2021/22**	**2022/23**
R3 200 pm	R3 560 pm	R3 720 pm	R3 780 pm	R3 960pm	R4 158 pm

(A copy of indigent policy is attached as annexure 13)

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

3.7.6. 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 independent 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. 2021/22 Financial Year

Table 24: Total outstanding debtors per category

Table below indicate the age analysis as at 31 April 2022 (Current year)

Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total -
Debtors Age Analysis By Income Source									
Receivables from Non-exchange Transactions - Property Rates	1,795,231	-40,513	527,449	224,673	0	188,981	4,876,308	20,129,990	27,702,118
Receivables from Exchange Transactions - Waste Management	334,308	-285	246,132	124,204	-824	117,578	765,953	13,862,223	15,449,290
Receivables from Exchange Transactions - Property Rental Debtors	12,624	0	3,479	1,740	0	1,202	0	-2,674,088	-2,655,043
Interest on Arrear Debtor Accounts	329,386	0	330,508	168,809	0	140,537	1,830,038	14,065,547	16,864,826
Other	0	0	0	0	0	0	0	2,862,871	2,862,871
Total By Income Source	**2,471,550**	**-40,799**	**1,107,569**	**519,426**	**-824**	**448,298**	**7,472,299**	**48,246,543**	**60,224,062**
Debtors Age Analysis By Customer Group									
Organs of State	484,920	-40,513	115,965	55,755	0	34,818	4,623,610	18,283,201	23,557,755
Commercial	1,529,215	-112	579,398	276,304	-112	273,024	1,797,010	17,529,431	21,984,159
Households	210,642	-62	213,517	103,227	-62	91,974	554,528	5,526,694	6,700,458
Other	246,773	-112	198,689	84,139	-650	48,482	497,152	6,907,217	7,981,690
Total By Customer Group	**2,471,550**	**-40,799**	**1,107,569**	**519,426**	**-824**	**448,298**	**7,472,299**	**48,246,543**	**60,224,062**

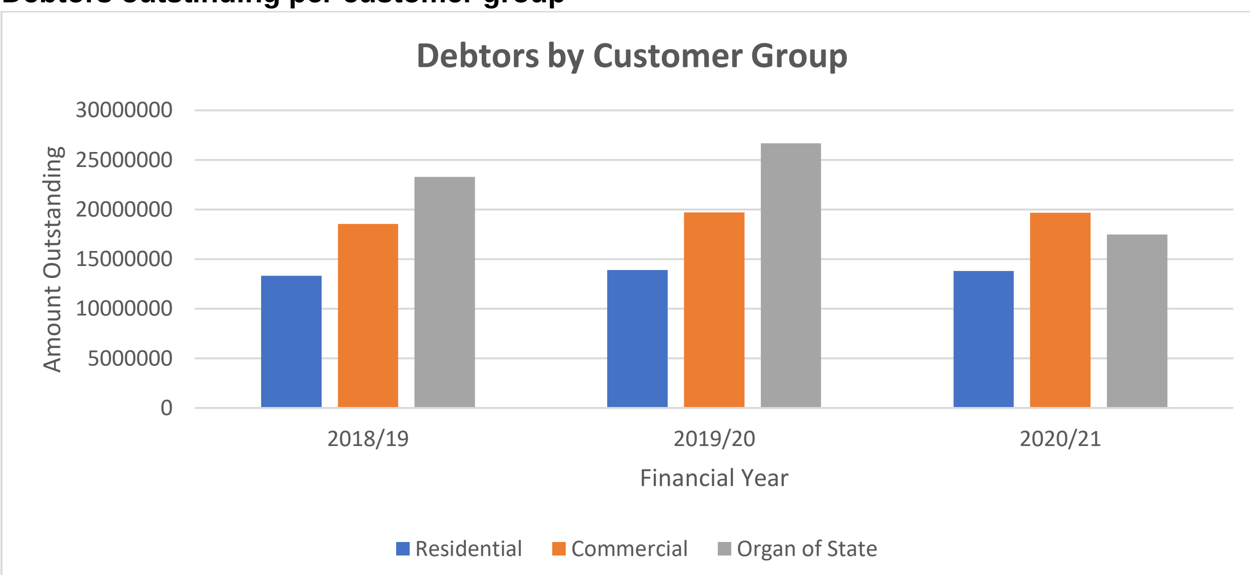
The below table below indicate the debtors outstanding for 2018/19, 2019/20 and 2020/21 financial years as per audited outcome.

Table 25: Debtors Outstanding for 2018/19, 2019/20 & 2020/21 financial years as per audited outcome and as at 30 April 2021

	Current Year- April 22	2020/21	2019/20	2018/19
Resident				
Current (0-30 days)	330 456	315 077	329 741	284 365
31-60 days	145 334	156 847	185 621	144 102
61-90 days	129 455	133 030	155 515	143 691
91-120 days	130 433	134 770	173 670	142 501
365 Days	13 966 470	13 079 250	13 076 161	12 607 803
Total	**14 702 148**	**13 818 974**	**13 920 708**	**13 322 462**
Industrial/ Commercial				
Current (0-30 days)	1 324 400	1 427 365	936 016	1 088 934
31-60 days	160 022	155 845	798 437	258 413
61-90 days	295 434	287 429	299 534	248 401
91-120 days	310 234	318 670	309 480	292 524
365 Days	19 874 069	17 503 920	17 365 584	16 657 126

Total	**21 964 159**	**19 693 229**	**19 709 051**	**18 545 398**
National and Provincial government				
Current (0-30 days)	289 456	365 924	272 786	366 306
31-60 days	164 200	170 551	614 590	240 252
61-90 days	111 340	108 362	228 629	228 375
91-120 days	184 560	174 154	355 974	248 122
365 Days	22 808 199	16 675 215	25 216 209	22 213 005
Total	**23 557 755**	**17 494 206**	**26 688 188**	**23 296 060**
TOTAL OUTSTANDING DEBTORS				
Current (0-30 days)	1 944 312	2 246 859	2 285 317	1 739 604
31-60 days	469 556	536 460	989 303	642 767
61-90 days	536 229	572 975	723 085	620 468
91-120 days	625 227	677 920	884 097	683 147
365 Days	56 648 738	50 237 555	58 295 630	51 477 935
Total Outstanding Debtors	**60 224 062**	**54 271 769**	**63 177 432**	**55 163 921**

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 2018/19 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.

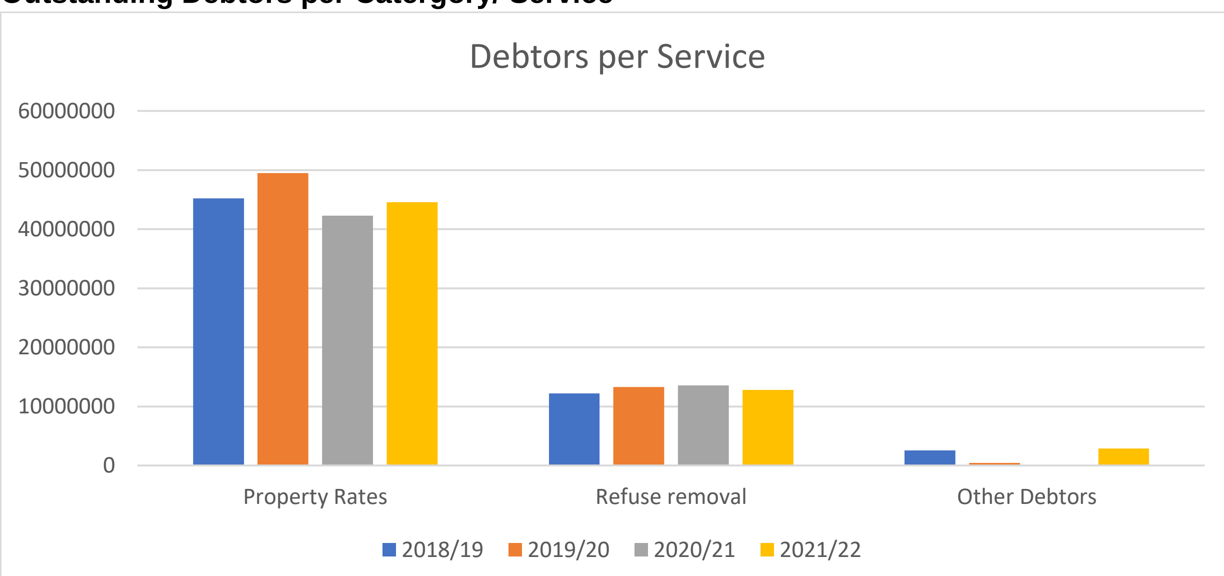
Outstanding Debtors Per Service/ Catergory

The following table indicate the debtors per catergory of service offered by the municipality. This table indicate amount outstainding per catergory from 2018/19 finaincial to 2021/22 fininancial year.

Service Type	2018/19 Audited	2019/20 Audited	2020/21 Audited	2021/22 Current Yr
Property Rates	45,189,944	49,467,542	42 303 106	44 565 944
Refuse Removal	12,211,832	13,257,146	13 558 857	12 794 247
Other Debtors	2,564,937	452,744		2 863 871
	59,966,713	**63,177,432**	**54 271 769**	**60 224 062**

NONGOMA MUNICIPALITY OUTSTANDING DEBTORS PER CATERGORY/ SERVICE

Outstanding Debtors per Catergory/ Service



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 2018/19 financial year to 2021/22 financial year.

3.7.7. 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.

3.7.8. 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.

3.7.9. 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 2022/2023 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 2021/22 financial, the SCM unit has no major challenges and there are no delays in awarding of tenders.

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 constitutional court ruling regarding BEEE

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 Committees

Bid Specification Committee (BSC)	Bid Evaluation Committee (BEC)	Bid Adjudication Committee (BAC)
Manager Revenue	Manager Expenditure-Chairperson	SCM Manager
Accountant SCM – Chairperson	SCM Officer	CFO- Chairperson
Assistance Manager Skills Development	Manager Waste Management	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 2022/2023 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.

3.7.10. 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

Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
ASSET REGISTER SUMMARY - PPE (WDV)	332,183	337,638	352,572	411,510	393,873	393,873	272,399	286,187	303,829
Roads Infrastructure	127,580	139,772	151,500	25,891	175,520	175,520	31,595	20,137	6,172
Storm water Infrastructure	9,071	8,127	13,082	3,037	3,037	3,037	–	–	–
Electrical Infrastructure	–	–	–	17,082	17,082	17,082	3,000	3,000	6,269
Water Supply Infrastructure	–	–	–	–	15,297	15,297	–	–	–
Sanitation Infrastructure	280	280	280	–	–	–	–	–	–
Solid Waste Infrastructure	3,614	3,634	3,481	–	3,481	3,481	398,679	435,381	471,795
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	222	222	222	–	–	–	–	–	–
Infrastructure	*140,767*	*152,035*	*168,565*	*46,010*	*214,417*	*214,417*	*433,273*	*458,519*	*484,236*
Community Assets	158,626	156,923	153,793	364,790	149,257	149,257	(158,412)	(168,294)	(176,370)
Heritage Assets	–	–	–	–	–	–	–	–	–
Other Assets	11,844	7,418	12,657	–	12,866	12,866	–	–	–
Intangible Assets	245	119	43	350	43	43	43	43	43
Computer Equipment	8,271	9,721	1,484	–	749	749	200	–	–
Furniture and Office Equipment	1,036	769	6,004	200	2,216	2,216	15	–	–
Machinery and Equipment	1,712	2,241	2,959	160	3,178	3,178	160	–	–
Transport Assets	3,929	2,657	1,311	–	5,392	5,392	(2,881)	(4,081)	(4,081)
Land	5,754	5,754	5,754	–	5,754	5,754	–	–	–
Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–	–	–
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	332,183	337,638	352,572	411,510	393,873	393,873	272,399	286,187	303,829

3.7.11. 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: Operational Repairs and Maintenance

Description	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
EXPENDITURE OTHER ITEMS	**18,298**	**20,592**	**31,732**	**27,184**	**14,565**	**14,565**	**27,094**	**28,231**	**29,474**
Depreciation	12,089	12,456	20,640	21,819	8,930	8,930	21,714	22,626	23,621
Repairs and Maintenance by Asset Class	**6,209**	**8,136**	**11,092**	**5,365**	**5,635**	**5,635**	**5,380**	**5,606**	**5,853**
Roads Infrastructure	2,765	5,745	7,850	3,535	2,535	2,535	1,500	1,563	1,632
Information and Communication Infrastructure	–	–	371	50	1,350	1,350	600	625	653
Infrastructure	***2,765***	***5,745***	***8,221***	***3,585***	***3,885***	***3,885***	***2,100***	***2,188***	***2,284***
Operational Buildings	2,167	–	83	–	–	–	–	–	–
Other Assets	***2,167***	–	***83***	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	1,500	1,563	1,632
Intangible Assets	–	–	–	–	–	–	***1,500***	***1,563***	***1,632***
Computer Equipment	**4**	**3**	**67**	**620**	**450**	**450**	**620**	**646**	**674**
Machinery and Equipment	**(0)**	**30**	**31**	**160**	–	–	**160**	**167**	**174**
Transport Assets	**1,272**	**2,359**	**2,691**	**1,000**	**1,300**	**1,300**	**1,000**	**1,042**	**1,088**
TOTAL EXPENDITURE OTHER ITEMS	**18,298**	**20,592**	**31,732**	**27,184**	**14,565**	**14,565**	**27,094**	**28,231**	**29,474**

The budget for repairs and maintenance 2022/23 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.

3.7.12. Financial Viability- Ratio Analysis

The following ratios indicate the financial viability of the municipality

Name of Ratio	Formula	2021/22 Projection	2020/21 Actual	2019/20 Actual	2018/19 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	1 month Treasury norm 1-3 months	0.02 months Treasury norm 1-3 months
Current Ratio	Current Asset/ Current Liabilities	0.88:1	0.95:1 Treasury norm 1.5-2:1	1.50:1	1.23:1 Treasury norm 1.5-2:1
Capital Expenditure to total expenditure	Capital Expenditure/ Total Expenditure	25%	11%	18%	14%
Debt to	(Overdraft +current	81%	96%	120%	137%

Revenue	finance lease obligation +non-current lease +Long term loan/ (total operational revenue – Operational conditional grants)				
Collection Ratio	(Gross debtors Closing balance + Billed Revenue – Gross Debtors Opening balance – Bad Debts written off)/ billed Revenue	71%	78%	74%	74%
Remuneration to total Expenditure	(Employee Cost + Remuneration of councillors)/ Total Expenditure	35%	31%	58%	48%

3.7.13. 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			

3.7.14. OVERSIGHT COMMITTEE

The oversight committee is articulated under Good Governance & Public participation chapter. 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 PW Gumbi
- Member: Councillor TM Ndwandwe
- Member: Councillor MA Mtshali
- Member: Councillor NA Manqele
- Member: Councillor TJC Mthimkhulu
- Member: Councillor ME Ndwandwe
- Member: Councillor BA Mncwango

3.7.15. SWOT Analysis for Financial Management and Municipal Viability

Strengths (Internal)	**Weaknesses (internal)**
- Financial Management Strategy in place and Implementation Plan thereof. - Financial Management Structure. - Financial Management Policies, Financial System Upgrade etc - Positive audit outcome	- Grant dependence status of the municipality - 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)	**Threats (External)**
- Available continuous support from Provincial Treasury, National Treasury and COGTA - The municipality have a room to increase or enhance own generated through identified revenue streams	- Withholding of conditional grants by National department will result to no service delivery. - Nongoma LM mostly comprises of Indigent households.

3.7.16. 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
CREDITORS MANAGEMENT (i.e. 30 days payments procedures)	Payments of service providers' improvement procedures. Document Management for Financial Vouchers.

3.7.17. SUMMARIZED CHALLENGES FOR FINANCIAL VIABILITY AND MANAGEMENT

- **The municipality is highly grant dependence**: The municipality does not reliable source of revenue. As such it is highly dependent on grants, the main being the equitable share. This impact negatively on its ability to delivery services.
- **Poor revenue collection:** This is mainly due to human capacity. While billing is made, the municipality is unable to collect all that is due, from different customers, i.e. residential, commercial and government institutions.
- **Reasonable steps not taken to prevent unauthorized expenditure: This was a repeat finding by the AG on the 2020/2021 Audit report:** During the audit, it was noted that reasonable steps were not taken to prevent unauthorised expenditure as disclosed in the notes to the financial statements. The spending was not in accordance with the final approved budget, the non-compliance occurred in the current and previous financial year and the non-compliance could have been prevented if adequate controls and processes were implemented to prevent it. This result in material non-compliance with section 62(1)(d) of MFMA

3.8. COMBINED SWOT ANALYSIS

CROSS-CUTTING INTERVENTIONS	
Strengths – SDF in place with identified areas of economic growth and population densification – Existing Urban development framework – 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
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	
Strengths – Approved policies – Information system (Payday) – Commitments towards team members – Willingness of the team – Top management support structure – Strong partnership between HRM and Payroll section. – Less use of consultants – Tailor made policies and SOP's – Young blood team with expertise of technology – Sound working principles	**Weaknesses:** – Budgetary constraints – Non provision of staff bursary – Inadequate records safe keeping – Non electronic files – Non implementation of HR policies by the departments – Labour relations matters are dealt with by legal section – Inappropriate communication channels – Inadequate training of permanently employed staff due to lack of funds – Non-existent succession planning and organisational growth. – Talent management strategy. – Inability to meet the employment equity targets
Opportunities – Advancing of technology (4th IR) – Capacity building – On the job training – Promotion within – Communication improvement – Social media page – Engagement of private sector – Capacity to grow	**Weaknesses** – Staff turnover – Aging workforce – HR team shortage – Covid-19 pandemic – Political dynamics – Less opportunity for innovation
GOOD GOVERNANCE & PUBLIC PARTICIPATION	
Strengths: – Functional municipal Council and all council committees – Proactive participation in the District IGR structures	**Weaknesses:** – Poor internal communication – Absence of By-Laws – Inability to gazzette By-Laws – Ward Committees have to remain functional.

Opportunities: – 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	**Threats:** – 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.
FINANCIAL VIABILITY & MANAGEMENT	
Strengths: - Financial Management Strategy in place and Implementation Plan thereof. - Financial Management Structure. - Financial Management Policies, Financial System Upgrade etc - Positive audit outcome	**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 – The municipality have a room to increase or enhance own generated through identified revenue streams	**Threats** - Withholding of conditional grants by National department will result to no service delivery. - Community unrest due to non-delivery of services.
BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	
Strengths • Integrated Waste Management Plan (IWMP) in place, and currently being reviewed. • 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** • 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 • Unavailability of skills development centre • Skewed access to libraries due to poor location • Growing population characterized by high birth rate among the young
LOCAL ECONOMIC DEVELOPEMENT & 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 • Poor pound management. • Youth substance abuse
CROSS-CUTTING ISSUES	
Strengths – SDF in place with identified areas of economic growth and population densification – Existing Urban development framework – 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

3.9. KEY CHALLENGES

The key challenges faced by Nongoma municipality are indicated herein:

KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

- **High staff turn-over**: Nongoma municipality salaries are skewed, with line managers earning higher than Heads of Departments in some cases some HODs earn higher than the Accounting Officer. To a lesser instance the situation is similar at levels below line management, where there are employees earning different salaries but holding similar positions. All this leads to dissatisfaction and low morale, thus resulting in high staff turn-over
- **Non-existent succession planning and organisational growth:** Succession planning and organisational growth is hampered by salary disparities between what the line managers and Heads of departments earn. Most line managers are comfortable with what they are earning, and would not want to grow and move up the organisational ladder, because such a move would me a regress in terms of salary, yet a growth in terms of the position.

This also affects the growth of officials below the line managers. Line managers' comfortability becomes a stumbling block for officers below, because they cannot move up the organisational ladder, not unless the manager above resigns (which is unlikely) or passes on (which has not happened for the past 5 years).

- **Inability to meet the employment equity targets:** 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 (Planning & Infrastructure development). The municipality has also failed to employed the required percentage of people living with disabilities.
- **Non implementation of HR policies by the departments:** HR policies are mostly implemented at a departmental level. In most cases, departments are the culprits when it comes to non-implementation of HR policies. Heads of Departments and Managers alike, process and approve leaves, standby and overtime without taking into consideration the related policies.
- **Inadequate training of permanently employed staff due to lack of funds:** There are not enough funds available for training of staff. This inability of the municipality to invest in its human capital is one of the main causes of staff turnover and low morale. WSP is compiled as required and employees indicate through the WSP, their required training interventions, but funds limitation derails the process of adequately responding to the employees' training needs.
- **Labour relations matters are dealt with by legal section:** There is no stand-alone labour relations office. Labour relations matters are dealt with by Legal. This skewed institutional arrangement has resulted in the establishment of a unit called "Legal & Labour Relations unit headed by a manager whose qualifications are of legal nature,
- **Active suspension taking longer than 3 months:** Labour disputes drag on for more than 3 months, resulting in suspensions for a period over 3 consecutive months. This put pressure on the already stretched employee salary bill because the municipality finds itself having to pay an acting allowance to an acting official who is on suspension and earning a full salary.
- **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

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

- **Limited Funding to address non-infrastructure and infrastructure projects**: MIG funding which covers almost every infrastructure project that is implemented by the municipality is always not enough to deal with the demand in term s of the needs by the communities. The municipality has not internally-generated revenue to top-up and add to what has been provided through MIG funding.
- **Reduced INEP Funding**: Despite approaching universal electrification, the demand for electricity is always increasing as a result of new settlements and households. As a result future electricity projects in Nongoma would be infills to cover newly-built homes. In the

2021/2022 FY, the municipality had received R17 000 000 in INEP funding. This has been reduced to a merely R3 000 000 in the 2022/2023 FY.

- **Aged/Aging infrastructure:/Rural road infrastructure deficit:** Majority of access roads are in a dilapidated state and as such, requires maintenance. The situation has been worsened by the April Floods that hit the KZN province.
- **Slow pace of housing delivery:** The pace at which houses are delivered is very slow, and is compounded by the increasing in demand. The municipality has little control over the appointment of services providers for the delivery of housing developments.
- **Poor road networks to transport goods**: Road networks linking the areas of agricultural potential are in an atrocious state, thus making it difficult and costly for farm produce movement into market, and even for aspiring customers to access the produced goods.
- **Inability to service other areas (outside of Nongoma town and its adjacent areas) in terms of waste collection services:** There is a myriad of issues contributing to the municipality's inability to provide waste collection services beyond the Nongoma town and its adjacent settlement (namely white city, Deline and Redhill). This includes inadequate equipment and the costs associated with providing the service vs the return on investment in terms of households having to pay for the service rendered.

KPA 3: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT

- **Absence of By-Laws:** In order to promote standards for community as well as safety, health and welfare of Nongoma communities; the municipality must develop by-laws in relation to Schedule 4B and Schedule 5B of the constitution. Nongoma municipality only has a handful of by-laws have been developed, and of those, only one has been promulgated

- **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.
- **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.
- **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.

- **Indigent households**: Most households in Nongoma municipality are indigent. A majority of which a female-headed households and to a certain extent, child-headed households. This therefore suggests that the municipality must update its indigent register so as to ensure that indigent households have access to basic services and are assisted as per the requirements.
- **Youthful economically inactive population**: 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. Efforts to municipal development should therefore be aimed at investments in education and the creation of employment opportunities.
- **High crime rate, especially Gender-based Violence**: While Nongoma is notoriously known for its taxi-related killings; the municipality tops the list of Gender-based violence crimes with reports of women abuse and killings almost every week.

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

- **The municipality is highly grant dependence**: The municipality does not reliable source of revenue. As such it is highly dependent on grants, the main being the equitable share. This impact negatively on its ability to delivery services.
- **Poor revenue collection:** This is mainly due to human capacity. While billing is made, the municipality is unable to collect all that is due, from different customers, i.e. residential, commercial and government institutions.
- **Reasonable steps not taken to prevent unauthorized expenditure: This was a repeat finding by the AG on the 2020/2021 Audit report:** During the audit, it was noted that reasonable steps were not taken to prevent unauthorised expenditure as disclosed in the notes to the financial statements. The spending was not in accordance with the final approved budget, the non-compliance occurred in the current and previous financial year and the non-compliance could have been prevented if adequate controls and processes were implemented to prevent it. This result in material non-compliance with section 62(1)(d) of MFMA
- (**Grant dependence**) 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

KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

- **Inability to develop and gazzette by-laws:** Some by-law have been developed as early as 2016, however they have never been gazzetted. Perhaps this is because gazetting of by-laws is left to the department responsible for monitoring and implementation of a particular by-law.

- **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.

- **Insufficient funds allocated for Disaster Management function and relief:** Disaster Management functions are inappropriately funded. There are also no funds available as reserves that could be utilised in case there is a disaster. This challenge is linked to the 1st one in that the municipality is even incapable of converging during a disaster occurrence, to source fund from various votes so as to respond to a disaster.

- **Dysfunctional Municipal Waste Management Forum**: The dysfunctionality of the waste forum stems from the distorted institutional arrangements. Such arrangements have since been dealt with subsequent to the establishment of an Environmental/Waste Management unit. The next step is therefore for the manager responsible to resuscitate the waste management forum.

- **Waste Bylaws that have not been gazetted:** This is also linked to the distorted institutional arrangement, which meant that upon compilation of the waste bylaws; there was no dedicated person to ensure that the bylaws were promulgated.

- **Poor Pound Management:** Nongoma is characterised by loitering livestock. This poses danger to road user and may deter tourist from exploring Nongoma's rich heritage historical sites.

KPA 6: CROSS-CUTTING ISSUES

- **Contestation of Authority over ERF 5000**: 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. Thus sorting out the long standing issue around title deeds. This could also have far reaching consequences in terms of rates collection, since municipality is currently struggling to bill households who claim to have no title deeds for their properties.

- **Undulating topography limiting agricultural development**: The topography in Nongoma renders most areas unsuitable for agriculture, and also prone to soil erosion especially during heavy rains
- **Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation:** Linked to the above, farming practices that does not take into cognisance then topography results in soil erosion, deterioration and degradation of veld.
- **Widespread alien invasive plants**: Absence of Alien Invasive Eradication plan in the municipality, compounded by lack or inability to eradicate and curb the spread of alien invasive species leads to degradation of arable lands.
- **Poor road networks to transport goods**: Road networks linking the areas of agricultural potential are in an atrocious state, thus making it difficult and costly for farm produce movement into market, and even for aspiring customers to access the produced goods.
- **Absence of a Municipal Disaster Management Inter-Departmental Committee:** The outbreak of Covid-19 and the April Floods that hit most part of KwaZulu-Natal, including Nongoma municipality exposed the municipality in terms of readiness and its ability to swiftly respond to disasters. The absence of the municipal inter-Departmental Committee aggravated poor coordination from within the institution.
- **Insufficient funds allocated for Disaster Management function and relief:** Disaster Management functions are inappropriately funded. There are also no funds available as reserves that could be utilised in case there is a disaster. This challenge is linked to the 1st one in that the municipality is even incapable of converging during a disaster occurrence, to source fund from various votes so as to respond to a disaster.
- **Allocation of land that create vulnerable settlements**: The settlement of communities in disaster high risk lead to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. The reality of Climate Change conditions such as torrential rains, thunderstorms renders most of the settlements within Nongoma vulnerable and at risk from floods.
- **Inability to find suitable land for a land disposal site**: The current waste disposal site has been licenced for closure, and is due to close in the next 4 years. While the municipality has commenced with the rehabilitation in some part of the site; there is still no land for the establishment of the new waste disposal site.
- **Dysfunctional Municipal Waste Management Forum**: The dysfunctionality of the waste forum stems from the distorted institutional arrangements. Such arrangements have since been dealt with subsequent to the establishment of an Environmental/Waste Management unit. The next step is therefore for the manager responsible to resuscitate the waste management forum.
- **Absence of By-Laws:** In order to promote standards for community as well as safety, health and welfare of Nongoma communities; the municipality must develop by-laws in relation to Schedule 4B and Schedule 5B of the constitution. Nongoma municipality only has a handful of by-laws have been developed, and of those, only one has been promulgate

- **Inability to develop and gazzette by-laws:** Some by-law have been developed as early as 2016, however they have never been gazzetted. Perhaps this is because gazetting of by-laws is left to the department responsible for monitoring and implementation of a particular by-law.
- **Inability to service other areas (outside of Nongoma town and its adjacent areas) in terms of waste collection services:** There is a myriad of issues contributing to the municipality's inability to provide waste collection services beyond the Nongoma town and its adjacent settlement (namely white city, Deline and Redhill). This includes inadequate equipment and the costs associated with providing the service vs the return on investment in terms of households having to pay for the service rendered.

4. SECTION D: DEVELOPMENT GOALS AND OBJECTIVES

A strategic planning session was held on the 23rd to the 25th of March 2021 at Bon Hotel Waterfront, Richards Bay. The purpose of the strategic planning session was as follows:

- To develop service delivery mandate of Nongoma Local Municipality that will inform Nongoma LM's 5-year strategic agenda;
- Realign municipal mission, vision, strategic objectives and organogram in line with reviewed municipal and government priorities as contained in the NDP, PGDP and DGDP; State of the Nation Address; State of the Province Address, DDM and other various applicable policy directives;
- Mainstreaming Ward-Based planning in all municipal development initiative and elevating ward-based issues into the municipal strategic planning.
- To create a platform for the necessary culture of organizational teamwork; integration; and alignment across the Municipal machinery
- To discuss the Final 2020/21 Audit Outcome and Action Plan

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

4.1. VISION FOR NONGOMA LOCAL MUNICIPALITY

"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 2040 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

We will also:

- **Strive for Integrity**: Through the principle of servant leadership accountability and responsive governance; Nongoma municipality will strive for good governance and public participation.
- **Empower our communities**: Through skills development, bursaries, resources and training, to create self-help and self-reliance, with a special focus on supporting people with disabilities, youth and women-led projects.
- **Create food security**: By supporting subsistence farmers, developing cooperatives and assisting emerging farmers, in particular women and youth-led projects.
- **Partner with traditional leaders**: By recognising just how vital traditional leaders are and how important it is to support and resource Amakhosi, so that they can execute their functions of ensuring that communities' needs are met and that everyone is treated with dignity and respect.
- **Make communities safer**: By fighting the scourge of GBV by strengthening law enforcement to protect the vulnerable, and invest in well-resourced community policing forums and additional law enforcement units to boost capacity to root out all forms of lawlessness
- **Build homes**: By building good quality, dignified housing that is efficiently and fairly allocated – and we build roads and transport systems to connect you.
- **Look after our communities' health**: By ensuring basic access to primary healthcare
- **Provide clean water**: Liaise with the District municipality in elevating water-related needs of the Nongoma communities; thus ensuring access to clean water
- **Light up the lives of the communities**: through electricity and network connections
- **Build the next generation**: By prioritising Early Childhood Development (ECD) Centres and sports fields; and continue to provide bursaries to the deprived learners

MUNICIPAL GOALS

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

11. Embrace the principles of good corporate governance and accountable and disciplined administration
12. Effective and efficient communication within the institution, and to all stakeholders including community in line with Batho Pele principles
13. Emancipation of women, youth and people with disabilities, in sports, education, the economy and skills development.
14. Eradication of poverty through food security and job creation
15. Safety and security for all communities within Nongoma municipality
16. Access to health care for all communities within Nongoma municipality
17. Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives and Emerging Contractors
18. Efficient and effective spatial planning and development, and disaster management
19. Efficient and effective safeguarding and proper management of municipal assets
20. 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.

In developing its strategic objectives, strategies and targets, the municipality referred to the Back-to-basics principles to ensure alignment. The Back-to-basic principles informed the municipal goals upon which the strategic objectives were based.

Towards **Building a Capable Local Government Institution**, Nongoma LM seeks to ***improve its institutional efficiency and effectiveness.*** **Delivering Basic Services is central to the municipality**; hence it seeks to ***improve basic service delivery and infrastructure development.*** In ensuring **Good Governance** and that the municipality **puts its people first**; Nongoma LM wants to be a ***responsive, transparent, participatory and accountable municipality***. Lastly, in ensuring a **Sound Financial Management**, the municipality seeks to ***improve its financial viability and management.***

Most key performance indicators used were informed by the Back-to-basics indicators, and in some instances, some indicators were transferred into the municipal indicators.

A. Municipal Transformation and Institutional Development						
B2B PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS						
CHALLENGES	**GOAL**	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
– High staff turn-over – Non-existent succession planning and organisational growth – Non implementation of HR policies by the departments – Inadequate training of permanently employed staff due to lack of funds – Labour relations matters are dealt with by legal section – Active suspension taking longer than 3 months	**IMPROVED INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS**	**A1. To ensure a Strategic Workforce plan that meets the organizational needs, through proper Human Resource management, capacity building and performance management**	**A1.1. Review, Implementation and monitoring of Human Resources Strategy**	**A1.1.1**	Date of tabling of tabling to council of the reviewed municipal organogram	Reviewed municipal organogram tabled to council by 31 March 2023
				A1.1.2	Date of tabling to council of the reviewed Annual Human Resource Implementation plan	Annual Human resource Implementation plan tabled to council by 30 March 2023
				A1.1.3	Number of HRD Strategy Functionality assessment tabled to Council	2 HRD Strategy Functionality Assessment reports tabled to Council by 30 June 2023
			A1.2. Review and implementation of Workplace Skills Plan	**A1.2.1**	Date of submission of Nongoma Workplace Skills Plan to LGSETA	Nongoma Workplace Skills Plan submitted to LGSETA by 30 April 2023
				A1.2.2	Percentage of budget spent on implementing WSP	100% of Municipality's budget allocated for WSP spent on implementation by 30 June 2023
				A1.2.3	Number of employees trained	50 Employee trained by 30 June 2023
				A1.2.4	Number of councillors trained	20 Councillors trained by 30 June 2023

				A1.2.4	Date of submission of Nongoma Employment Equity Report to Department of Labour	Nongoma Employment Equity Report submitted to Department of Labour by 15 January 2023
			A1.3. Review and implementation of Employment Equity Plan	**A1.3.1**	% gender representation at Senior Management level (Section 54/56 Employees)	50% gender representation at Senior Management level (Section 54/56 Employees) by 30 June 2023
				A1.3.2	% people living with disability representation of the total municipal staff compliment	2% people living with disability representation of the total municipal staff compliment by 30 June 2023
			A1.4. Development and Implementation of Performance Management System (PMS)	**A1.4.1**	Number of performance agreements by the MM and Section 56 Managers	4 performance agreements by the MM and Section 56 Managers signed by 31 July 2022
				A1.4.2	Date of Mayoral approval 2023/2024 Performance Management Policy Framework to Council	Council-approved Performance Management Policy Framework tabled to Council by 30 June 2023
				A1.4.3	Date of approval the 2023/2024 Organisational SDBIP	2023/2024 Organisational SDBIP by the Mayor 30 June 2023
				A1.4.4	Number of S54/S56 Performance Reviews	2 S54/S56 Performance Reviews conducted by 30 June 2023

					conducted	
				A1.4.5	Number of quarterly Organisational SDBIP reports tabled to council	4 Quarterly Organisational SDBIP reports tabled to council by 30 June 2023
		A2. To ensure an improved Information, Communication Technology (ICT) System in the municipality	**A2.1. Development, Implementation and monitoring of the ICT Governance Framework**	**A2.1.1**	Number of ICT Framework functionality assessment reports tabled to EXCO	2 ICT Framework functionality assessment reports tabled to EXCO by 30 June 2023
B. Basic Service Delivery and Infrastructure Development						
B2B2 PILLAR 2: BASIC SERVICE DELIVERY						
CHALLENGES	**GOAL**	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
– Limited Funding to address non-infrastructure and infrastructure projects – Reduced INEP Funding – Aged/Aging infrastructure:/Rural road infrastructure deficit – Slow pace of housing delivery – Poor road networks to transport goods – Inability to service other areas (outside of Nongoma town and its adjacent areas) in terms of waste collection services	**BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT AND SOCIAL FACILITIES**	**B1. To provide high quality infrastructure network and community facilities to support improved quality of life and economic growth**	**B1.1. Provision of high quality roads infrastructure**	**B1.1.1**	Kilometres of municipal road lanes resurfaced and resealed (Tarred)	5 Kilometres of municipal road lanes resurfaced and resealed (Tarred) by 30 June 2023
				B.1.1.2	% Completion of Delini Road Phase 2	100% completion Delini Road Phase 2 by 30 June 2023
				B1.1.3	% Completion of White City Road	100% completion of White City Road by 30 June 2023
				B1.1.4	% Completion of Gobamagagu Road	100 % Completion of Gobamagagu Road by 30 June 2023
				B1.1.5	% Completion of Red Hill Phase 1	100% Completion Red Hill Phase 1 &2 by 30 June 2023
				B1.1.6	% Completion of Red Hill Phase 2	100% Completion Red Hill Phase 2 by 30 June 2023
			B1.2. Provision of high	**B1.2.1**	% Completion of	100% Completion

			quality community services facilities		Ezimpakaneni Hall	of Ezimpakaneni Hall by 30 June 2023
				B1.2.2	% completion of Magedlane Hall	100% completion of Magedlane Hall by 30 June 2023
				B1.2.3	% Completion of Emanzimakhulu Hall	100% completion of Emanzimakhulu Hall by 30 June 2023
				B1.2.4	% completion of the Nongoma Testing ground	100% completion of the Nongoma testing ground by 30 June 2023
			B1.3. Provision of electricity infrastructure	**B1.3.1**	% Completion of Mcakwini Electrification Project Phase 3	100% Completion of Mcakwini Electrification Project Phase 3 by 30 June 2021
				B1.3.2	% Completion of Ebuhleni Electrification Phase 3	100% Completion of Ebuhleni Electrification Phase 3 by 30 June 2023
				B1.3.3	% Completion of Mandlakazi Electrification Extension 1	100% Completion of Mandlakazi Electrification Extension 1by 30 June 2023
				B1.3.14	% Completion of Mandlakazi Electrification Extension 2	100% Completion of Mandlakazi Electrification Extension 2 by 30 June 2023
				B1.3.15	% Completion of Matheni Electrification	100% Completion of Matheni Electrification by 30 June 2023
		B2. To ensure efficient, sustainable and climate-smart delivery of service	**B2.1. Provision of climate-smart infrastructure services**	**B2.1.1**	% Completion of Nongoma Black Top and Drainage in Town	100% completion Nongoma Black Top and Drainage in Town by 30 June

						2023
				B2.1.2	% Completion of Nongoma Street Lights Phase2	100% completion of Nongoma Street Lights Phase 2 by 30 June 2023
		B3. Ensure continuous operations and maintenance of the existing infrastructure to ensure functionality	**B3.1. Monitor the Implementation of Operations and Maintenance Plan**	**B3.1.1**	% of reported potholes fixed within standard municipal response time	100% of reported potholes fixed within standard municipal response time through the 2022/23FY
		B4. Ensure improved access to basic services and human settlements	**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 2023
				B4.1.2	Date of Procurement of a Waste Compactor Truck	Waste Compactor Truck procured by 31 March 2023
		B5. Improving sustainable human settlement	**B5.1. Monitor the implementation of Human Settlement projects in Nongoma municipality**	**B5.1.1**	Number of reports on the implementation of Human Settlement projects, tabled to Council	2 reports on the implementation of Human Settlement projects, tabled to Council by 30 June 2023

C. Local Economic Development & Social Development

B2B2 PILLAR 2: BASIC SERVICE DELIVERY

CHALLENGES	GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
– Inadequate skills – Underutilized Livelihood Assets – Sub-Optimal Performance of Real Sectors	**IMPROVED INCLUSIVE ECONOMIC GROWTH AND COMMUNITY**	**C1. To create an enabling environment for economic growth and job creation**	**C1.1. Promote economic growth and Job creation**	**C1.1.1**	Average time taken to process business license applications	Business license applications processed within 21 days through the 2022/2023 FY

– High Levels of Economic Vulnerability – Poor Stakeholder Partnerships – Youthful economically inactive population – High crime rate, especially Gender-based Violence – Absence of By-Laws – Inability to develop and gazette by-laws – Poor Pound Management:	**DEVELOPMENT**			**C1.1.2**	Develop a database of all potential funding sources for LED implementation.	Database of all funding sources for LED implementation developed by 30 September 2022
				C1.1.3	Date of tabling the Reviewed LED annual Implementation Plan to council	Reviewed LED annual implementation plan tabled to council by 31 March 2023
				C1.1.4	Number of work opportunities created through EPWP, CWP and other related infrastructure programmes	336 work opportunities created through EPWP, CWP and other related infrastructure programmes by 30 June 2023
			C.1.2. Support for the Informal economy and SMME's	**C1.2.1**	Number of mentorship programmes for SMMEs facilitated	5 mentorship programmes for SMMEs facilitated
				C1.2.2	Develop and update SMME Database	SMME Database developed by 30 September 2022, and update quarterly thereof
				C1.2.3	Stage a SMME summit (bringing together SMME's, investors and funding institutions)	SMME Summit conducted by 31 March 2023
			C.1.3. Support Tourism and Agricultural Development	**C1.3.1**	Transfer funding for Nongoma CTO (to operate effectively in managing tourism development at a local level)	Funding for Nongoma CTO transferred by 30 September 2022

				C1.3.2	Number of Cooperatives and PTYs registered	40 Cooperatives and PTYs registered by 30 June 2023
				C1.3.3	Number of training/Capacity building facilitated for Cooperatives	2 training/Capacity building facilitated for Cooperatives by 30 June 2023
				C1.3.4	Number of Agri-Business Forums conducted	4 Agri-Business Forums conducted by 30 June 2023
		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 2022
				C2.1.2	Gate of Re-establishment of disability forum	Disability forum re-established by 31 December 2022
				C2.1.3	Date of Re-establishment of women's forum	Women's forum re-established by 31 December 2022
				C2.1.4	Date of Re-establishment of Local Aids Committee (LAC)	Local Aids Committee (LAC) by 31 December 2022
			C2.2. Coordination of Sports & Recreation and Arts & Culture programme	**C2.2.1**	Number of Sports & Recreation programmes conducted	4 Sports & Recreation programmes conducted
				C2.2.2	Number of Arts & Culture programmes conducted	3 Arts & Culture programmes conducted by 30 June
			C2.3. Develop, implement and monitor poverty alleviation programmes	**C2.1.1**	Date of hand-over of poverty alleviation instruments/implements to beneficiaries	Poverty alleviation instruments/implements handed over to beneficiaries by 30 June 2023
			C2.4. Promote healthy and	**C2.3.1**	Number of Road	2 road safety

			safety environment		Safety Campaigns conducted	campaigns conducted by 30 June 2023
				C2.4.2	Number of Occupational Health & Safety Campaigns conducted	2 Health & Safety Campaigns conducted by 30 June 2023
				C2.4.3	Date of adoption of Nongoma Community Safety Plan	Nongoma Community Safety Plan adopted by council by 30 September 2022
				C2.4.4	% completion of a Security Control Room	100% completion of a Security Control Room by 30 June 2023
				C2.4.5	Date of Identification and securing of a suitable land for the waste disposal site	Suitable Land for establishment of a waste disposal site identified and secured by 30 June 2023
		C3. To develop and empower unemployed youth through systematic and structured skills development and experiential learning interventions.	**C3.1. Promote and enhance culture of learning among children & youth**	**C3.1.1**	Date of conducting Nongoma Career EXPO	Nongoma career EXPO conducted by 30 June 2023
				C3.1.2	Number of Youth beneficiaries awarded with Mayoral Tertiary institution registration fee	20 beneficiaries awarded with Mayoral Tertiary Registration fee by 31 March 2023
				C3.1.3	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 2023
				C3.1.4	Date of conducting	Nongoma Mayoral Excellence Award

					Nongoma Mayoral Matric Excellence Award Ceremony	Ceremony conducted by 31 March 2023
			C3.2. Provision and implementation of skills development and workplace learning programmes for the youth	**C3.2.1**	Number of unemployed youth trained in Municipal Finance Management Programme	20 unemployed youth trained in Municipal Finance Management Programme by 30 June 2023
				C3.2.2	Number of Community Development Graduates enrolled in the municipal internship programme	20 Community Development Graduates enrolled in the municipal internship programme by 30 June 2023

D. Financial Viability and Management

B2B2 PILLAR 4: SOUND FINANCIAL MANAGEMENT

	GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
– The municipality is highly grant dependence – Poor revenue collection – Reasonable steps not taken to prevent unauthorized expenditure (AG Finding) – Indigent households	**IMPROVED FINANCIAL VIABILITY AND SUSTAINABILITY**	**D1.To ensure sound financial viability and management**	**D1.1. Implementation of revenue enhancement strategy**	**D1.1.1**	Ratio in compliance with MFMA Section 64(2)(a)	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent throughout the 2022/2023 FY
				D1.1.2	Ratio in compliance with MFMA Section 65(2)(e)	More than 1 Debt coverage Ratio maintained throughout the 2022/2023 FY
			D1.2. Develop, implement and monitor standard operating procedures related to expenditure management	**D1.2.1**	Ratio compliance with MFMA Section 65(2)(e)	More than 1 Cost Coverage Ratio maintained throughout the 2022/2023 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	2023/2024 MTREF adopted by Council by 31 May 2023
				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 2023
				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 2023
				D1.3.4	Date of submission of the Nongoma Mid-year budget and performance assessment report to the Mayor	Nongoma Mid-year Budget and Performance Assessment report submitted to the Mayor by 25 January 2023
			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 2023
			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 2022
			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	**D1.7.1**	Percentage	Maintain > 95%

			implementation		compliance with MFMA Section 69(1)(a)	spending on operating Adjusted budget by 30 June 2023
				D.1.7.2	Percentage compliance with MFMA Section 69(1)(b)	Maintain >95% implementation of Service Charges Revenue Budget evenly throughout 2022/2023 FY
		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 2023
E. Good Governance & Public Participation						
B2B PILLAR 3: GOOD GOVERNANCE/ B2B2 PILLAR 1: PUTTING PEOPLE FIRST						
	GOAL	**OBJECTIVE**	**STRATEGY**	**KPI NO**	**KPI**	**TARGET**
– Poor Stakeholder Partnerships – Dysfunctional Municipal Waste Management Forum – Absence of a Municipal Disaster Management Inter-Departmental Committee – Poor Pound Management	**RESPONSIVE, TRANSPARENT PARTICIPATORY AND ACCOUNTABLE MUNICIPAL GOVERNANCE**	**E.1. To ensure functional council and council committees**	**E1.1. Coordination of Council committee meetings**	**E1.1.1**	Number of council meetings held	4 council meetings held by 30 June 2023
				E1.1.2	Number of meetings held by EXCO	4 EXCO meetings held by 30 June 2023
				E1.1.3	Number of Portfolio Committee meetings held	48 Portfolio meetings held by 30 June 2023
				E1.1.4	Number of MPAC meetings held	4 MPAC meetings held by 30 June 2023
		E.2. To ensure maximum participation of the Traditional Authorities in the affairs of the municipality	**E2.1.Coordination of attendance of Traditional Authorities to Council meetings, and of regular meetings between the municipality and Traditional Authorities**	**E2.1.1**	Number of council meetings with traditional leaders in attendance	4 council meetings with traditional leaders in attendance by 30 June 2023
				E2.1.2	Number of meetings held between the municipality and	12 meetings held between the municipality and the Traditional

					the Traditional Authorities	Authorities by 30 June 2023
		E3. To promote effective public participation in the affairs of the municipality	**E3.1. Facilitate Municipal Stakeholder engagements**	**E3.1.1**	Number of meetings convened by Mayor/executive committee to provide report to the community on service delivery issues	4 meetings convened by Mayor/executive committee to provide report to the community on service delivery issues by 30 June 2023
				E3.1.2	Percentage of ward committees that are functional	100% of Ward committees to be functional by 30 June 2023
				E3.1.3	Number of IDP-RF meetings held	4 IDP-RF meetings held by 30 June 2023
				E3.1.4	Number of Waste Management Forum conducted	4 Waste Management Forum conducted by 30 June 2023
		E4. To ensure effective governance through municipal policy development	**4.1. Development and monitoring of municipal policies and by-laws**	**E4.1.1**	Number of policies (reviewed)t abled to Council in compliance with MFMA Section 64(2)(a)	3 policies (reviewed) tabled to Council for approval by 31 May 2023
				E4.1.2	Number of municipal By-Laws developed	7 Municipal By-Laws (Waste Management, Pound, Lease of municipal halls, Building Control,) developed by 31 December 2022

		E5. To ensure functional, risk-conscious and compliant management committees	**E5.1. Facilitation of functional Management Committees**	**E5.1.1**	Number of Audit Committee meetings conducted	4 Audit Committee meetings conducted by 30 June 2023
				E5.1.2	Number of Risk Management Committee meetings held	4 Risk Management Committee meetings held by 30 June 2023
				E5.1.3	Date of establishment of Municipal Disaster Management Inter-Departmental Committee	Municipal Disaster Management Inter-Departmental Committee established by 30 September 2023
			E5.2. Development and monitor Strategic Risk Management register in line with the municipal strategic document (IDP) implementation	**E5.2.1**	Develop Municipal Strategic Risk register	Municipal Strategic Risk register developed by 30 September 2023
		E6. To ensure Institutional accountability and transparency	**E6.1. Implementation of internal audit systems**	**E6.1.1**	Number of Audit Action Plan reports tabled to Audit Committee	4 Audit Action reports tabled to the Audit Committee by 30 June 2023
			E6.2. Ensure Complaint Reporting and Publication	**E6.2.1**	Number of Circular 88 indicators reports submitted to COGTA	4 Circular 88 indicators reports submitted to COGTA by 30 June 2023
				E6.2.1	Submit 2023/24 FY budget & SDBIP to National & Provincial Treasury	2023/24FY Budget and SDBIP submitted to National & Provincial Treasury by 30 June 2023
F. Cross-cutting Issues						

CHALLENGES	GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
– Contestation of authority over ERF 5000 – Undulating topography limiting agricultural development – Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation – Widespread alien invasive plants – Insufficient funds allocated for Disaster Management function and relief – Allocation of land not suitable for human settlement that create vulnerable settlements – Inability to find suitable land for a land disposal site	**IMPROVE SPATIAL EQUITY AND ENVIRONMENTAL SUSTAINABILITY**	**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 2023/2024 IDP Process plan	Council-adopted 2023/2024 IDP Process Plan by 31 August 2022
				F1.2	Date of adopting of an 2023/2024 IDP document	Council-adopted 2023/2024 IDP by 30 June 2023
		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. Guide, monitor & control spatial planning, land use management & development within the municipality**	**F2.1.1**	Number of Inspection reports of new buildings and building alterations	4 inspection reports of new buildings and building alterations
				F2.1.2	Number of properties Registered in to municipal name	5 properties registered in to the municipal name by 30 June 2023
				F2.1.3	% Land Use applications processed through JMPT	100% Land Use applications processed through JMPT by 30 June 2023
		F3. To enhance resilience of ecosystem services	**F3.1. Maintain and improve the environmental integrity of Nongoma municipal area of jurisdiction**	**F2.2.1**	Date of adoption of the Integrated Waste Management Plan	Council-approved IWMP by 31 December 2022
				F2.2.2	Date of adoption of the Alien Invasive Species Eradication Plan	Alien Invasive Species Eradication Plan adopted by council by 30 June 2023
		F4. To ensure appropriate adaptation and effective response to Climate Change	**F4.1. Review and implementation of Disaster Management Plan**	**F3.1.1**	Date of adoption of the Disaster Management Plan	Disaster Management Plan adopted by the council by 30 September 2022

				F3.1.2	Number of natural hazards related incidents/disasters reports tabled to council	4 reports of natural hazards related incidents/disasters tabled to Council by 30 June 2023

5. SECTION E. IMPLEMENTATION PLAN

CHALLENGES	OBJECTIVES	DEVELOPMENT STRATEGY	PROJECT/ INTERVENTION	PERFORMANCE INDICATOR (KPI)	BASELINE	5 YEAR IMPLEMENTATION TARGET					TARGETS IF OUTSIDE 5 YR PERIOD	BUDGET	FUNDING SOURCE	RESPONSIBILTY
						YR 1 22/23	YR 2 23/24	YR 3 24/25	YR 4 25/26	YR 5 26/27				
A. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
High staff turn-over; Non-existent succession planning and organisational growth; Non implementation of HR policies by the departments; Inadequate training of permanently employed staff due to lack of funds; Labour relations matters are dealt with by legal section; Active suspension taking longer than 3 months	A1. To ensure a Strategic Workforce plan that meets the organizational needs, through proper Human Resource management, capacity building and performance management	A1.1. Review, Implementation and monitoring of Human Resources Strategy	Municipal Organogram	Date of tabling of tabling to council of the reviewed municipal organogram	Municipal Organogram adopted by the council by 30 June 2022	organogram reviewed	organogram reviewed	organogram reviewed	organogram reviewed	organogram reviewed	N/A	R0.00	N/A	Corporate Services
			Human Resource Implementation Plan	Date of tabling to council of the reviewed Annual Human Resource Implementation plan	New project	HR Implementation Plan tabled to council	HR Implementation Plan tabled to council	HR Implementation Plan tabled to council	HR Implementation Plan tabled to council	HR Implementation Plan tabled to council	N/A	R0.00	N/A	Corporate Services
			HRD Strategy Functionality Reports	Number of HRD Strategy Functionality assessment tabled to Council	2 reports tabled in 2021/22 FY	HRD Strategy Functionality tabled to Council	HRD Strategy Functionality tabled to Council	HRD Strategy Functionality tabled to Council	HRD Strategy Functionality tabled to Council	HRD Strategy Functionality tabled to Council	N/A	R0.00	N/A	Corporate Services
		A1.2. Review and implementation of Workplace Skills Plan	Work Place Skills Plan	Date of submission of Nongoma Workplace Skills Plan to LGSETA	Nongoma Workplace Skills Plan to LGSETA by 30 April 2022	30-Apr-23	30-Apr-24	30-Apr-05	30-Apr-26	30-Apr-27	N/A	R0.00	N/A	Corporate Services
			Work Place Skills Plan Implementation	Percentage of budget spent on implementing WSP	100% used in 2021/22FY	100%	100%	100%	100%	100%	N/A	**R0.00**	Equitable Share	Finance Department
				Number of employees trained	65 employees trained in 2021/22FY	80	95	120	150	100	N/A	**R429 998**	Equitable Share	Corporate Services
				Number of councillors trained	38 Councillors trained in 2021/22FY	40	40	40	40	40	N/A		Equitable Share	Corporate Services
		A1.3. Review and implementation of Employment Equity Plan	Employment Equity Planing & Reporting	Date of submission of Nongoma Employment Equity Report to Department of Labour	Nongoma Employment Equity Report to Department of Labour by 15 January 2022	15-Jan-23	15-Jan-24	15-Jan-25	15-Jan-26	15-Jan-27	N/A	R0.00	N/A	Corporate Services
				% gender representation at Senior Management level (Section 54/56 Employees)	0% representation in 2021/22FY	.								Corporate Services
				% people living with disability representation of the total municipal staff compliment	0,7% representation at the end of the 2021/22FY	1%	1%	2%	2%	2%	N/A	R0.00	N/A	Corporate Services

		A1.4. Development and Implementation of Performance Management System (PMS)	Performance Management and Review	Number of performance agreements by the MM and Section 56 Managers	5 performance agreements by the MM and Section 56 Managers signed in 2021/22FY	5	5	5	5	5	N/A	R0.00	N/A	Corporate Services
				Date of approval 2023/2024 Performance Management Policy Framework by Council	2023/2024 Performance Management Policy Frameworkapproved by Council by 30 June 2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	R0.00	N/A	Office of the MM
				Date of Mayoral approval the 2023/2024 Organisational SDBIP	2022/2023 Organisational SDBIP approved by the Mayor on the 22 June 2022	28-Jun-23	28-Jun-24	28-Jun-25	28-Jun-26	28-Jun-27	N/A	R0.00	N/A	Office of the MM
				Number of S54/S56 Performance Reviews conducted	2 S54/56 Performance Reviews condcuted in 2021/22FY	2	2	2	2	2	N/A	R0.00	N/A	Office of the MM
				Number of quarterly Organisational SDBIP reports tabled to council	4 reports were tabled in 2021.22FY	4	4	4	4	4	N/A	R0.00	N/A	Office of the MM
	A2. To ensure an improved Information, Communication Technology (ICT) System in the municipality	A2.1. Development, Implementation and monitoring of the ICT Governance Framework	ICT Framework	Number of ICT Framework functionality assessment reports tabled to EXCO	2 reports tabled in 2021/22 FY	2	2	2	2	2	N/A	R0.00	N/A	Office of the MM
B. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Limited Funding to address non-infrastructure and infrastructure projects; Reduced INEP Funding; Aged/Aging infrastructure:/Rural road infrastructure deficit; Slow pace of housing delivery; Poor road networks to transport goods; Inability to service other areas (outside of Nongoma town and its adjacent areas) in terms of waste collection services	B1. To provide high quality infrastructure network and community facilities to support improved quality of life and economic growth	B1.1. Provision of high quality roads infrastructure	Road construction	Kilometres of municipal road lanes resurfaced and resealed (Tarred)	0 KM in 2021/22FY	**5**	**4**	**4**	**3**	**5**	**N/A**	**R7 432 640.25**	**MIG**	**Planning & Infrastructure Deve**
				% Completion of Delini Road Phase 2	New project	100%	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**R8 634 406.65**	**MIG**	**Planning & Infrastructure Deve**
				% Completion of White City Road	The contract was terminated, the project was at 45 %	100%	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**R7 432 640.25**	**MIG**	**Planning & Infrastructure Deve**
				% Completion of Gobamagagu Road	New project	100%	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**R467 653.03**	**MIG**	**Planning & Infrastructure Deve**
				% Completion of Red Hill Phase 1	The project was at 30% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R1 384 777.63	**MIG**	**Planning & Infrastructure Deve**
				Completion of Red Hill Phase 2	New project	100%	N/A	N/A	N/A	N/A	N/A		**MIG**	**Planning & Infrastructure Deve**
		B1.2. Provision of	Community Facilities	% Completion of Ezimpakaneni Hall	New project	100%	N/A	N/A	N/A	N/A	N/A	R301 478.69	**MIG**	**Planning & Infrastructure Deve**

		high quality community services facilities		% completion of Magedlane Hall	New project	100%	N/A	N/A	N/A	N/A	N/A	R932 594.93	**MIG**	**Planning & Infrastructure Deve**
				% Completion of Emanzimakhulu Hall and creche	The project was at 40% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R1 379 864.70	**MIG**	**Planning & Infrastructure Deve**
				% completion of the Nongoma Testing ground	New project	100%	N/A	N/A	N/A	N/A	N/A	R2 000 000,00	**INEP**	**Planning & Infrastructure Deve**
		B1.3. Provision of electricity infrastructure	Electricity Infrastructure	% Completion of Mcakwini Electrification Project Phase 3	The project was at 50% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R2 500 000	**INEP**	**Planning & Infrastructure Deve**
				% Completion of Ebuhleni Electrification Phase 3	The project was at 30% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R2,430,333 .00	**INEP**	**Planning & Infrastructure Deve**
				% Completion of Mandlakazi Electrification Extension 1	The project was at 30% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R2.430,333 .00	**INEP**	**Planning & Infrastructure Deve**
				% Completion of Mandlakazi Electrification Extension 2	The project was at 30% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R2,430,333 .00	**INEP**	**Planning & Infrastructure Deve**
				% Completion of Matheni Electrification	The project was at 30% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R4,712,378 .96	**INEP**	**Planning & Infrastructure Deve**
	B2. To ensure efficient, sustainable and climate-smart delivery of service	B2.1. Provision of climate-smart infrastructure services	Climate-smart infrastructure	% Completion of Nongoma Black Top and Drainage in Town	The project was at 30% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R8 640 899.40	**INEP**	**Planning & Infrastructure Deve**
				% Completion of Nongoma Street Lights Phase2	The project was at 10% at the end of 2021/22FY	100%	N/A	N/A	N/A	N/A	N/A	R4 042 659.92	**INEP**	**Planning & Infrastructure Deve**
	B3. Ensure continuous operations and maintenance of the existing infrastructure to ensure functionality	B3.1. Monitor the Implementatio n of Operations and Maintenance Plan	Operations & Maintanance	% of reported potholes fixed within standard municipal response time	100% of reported potholes were fixed in 2021/2022FY	100%	100%	100%	100%	100%	N/A	Not indicated	**Equitable Share**	**Planning & Infrastructure Deve**
	B3. Ensure improved access to basic services and human settlements	B3.1.Provisio n of access to refuse removal	Refuse Removal	Number of households with access to refuse removal	420 households at the end of 2021/22FY	800	1000	1200	1400	1600	N/A	Not indicated	**Equitable Share**	**Planning & Infrastructure Deve**
				Date of Procurement of a Waste Compactor Truck	New project	31-Mar-23	N/A	N/A	N/A	N/A	N/A	R1 200 000.00	**EDTEA**	**Planning & Infrastructure Deve**
	B4. Improving sustainable human settlement	B4.1. Monitor the implementatio n of Human Settlement projects in Nongoma municipality	Human Settlements	Number of reports on the implementation of Human Settlement projects, tabled to Council	4 reports were tabled in 2021/2022FY	4 reports	4 reports	4 reports	4 reports	4 reports	N/A	R0.00	N/A	**Planning & Infrastructure Deve**

C. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT														
Inadequate skills; Underutilized Livelihood Assets; Sub-Optimal Performance of Real Sectors; High Levels of Economic Vulnerability; Poor Stakeholder Partnerships; Youthful economically inactive population; High crime rate, especially Gender-based Violence; Absence of By-Laws; Inability to develop and gazette by-laws	C1. To create an enabling environment for economic growth and job creation	C1.1. Promote economic growth and Job creation	Economic Growth & Job Creation	Average time taken to process business license applications	In 2021/22FY Business licences were processed with 21 Days (the norm)	21 days	21 Days	21 Days	21 Days	21 Day	N/A	R0.00	N/A	Planning & Infrastructure Deve
				Develop a database of all potential funding sources for LED implementation.	New project	Databased developed	Database Updated	Database Updated	Database Updated	Database Updated	N/A	R0.00	N/A	Planning & Infrastructure Deve
				Date of tabling the Reviewed LED annual Implementation Plan to council	Implementation Plan could not be tabled in 2021/22FY	Implementa tion Plan tabled	Implementatio n Plan tabled	Implementa tion Plan tabled	Implementa tion Plan tabled	Implementa tion Plan tabled	N/A	R0.00	N/A	Planning & Infrastructure Deve
				Number of work opportunities created through EPWP, CWP and other related infrastructure programmes	336 created in 2021/22FY	336						R2 949 000		Planning & Infrastructure Deve & Corporate Services
		C.1.2. Support for the Informal economy and SMME's	Informal Economy & SMME Support	Number of mentorship programmes for SMMEs facilitated		4	8	6	8	8	N/A	R0.00	N/A	Planning & Infrastructure Deve
				Develop and update SMME Database	New project	Databased eveloped	Database Updated	Database Updated	Database Updated	Database Updated	N/A	R0.00	N/A	Planning & Infrastructure Deve
				Stage a SMME summit (bringing together SMME's, investors and funding institutions)	New project	SMME Summit staged	SMME Summit staged	SMME Summit staged	SMME Summit staged	SMME Summit staged	N/A	R0.00	N/A	Planning & Infrastructure Deve
		C.1.3. Support Tourism and Agricultural Development	Tourism & Agricultural Support	Transfer funding for Nongoma CTO (to operate effectively in managing tourism development at a local level)	R110 000 Grant was transferred to the Nongoma CTO in 2021/22FY	R110 000	R114 620	R119 663,28	N/A	N/A	N/A	R110 000	N/A	Planning & Infrastructure Deve
				Number of Cooperatives and PTYs registered	30 Coorperatives were register in 2021/22FY	30	30	30	30	30	N/A	R0.00	N/A	Planning & Infrastructure Deve
				Number of training/Capacity building facilitated for Cooperatives	1 training/capacity building facilitated in the 2021/22FY	1	1	1	1	1	N/A	R0.00	N/A	Planning & Infrastructure Deve
				Number of Agri-Business Forums conducted	4 forums conducted in 2021/22FY	4	4	4	4	4	N/A	R0.00	N/A	Planning & Infrastructure Deve

	C2. To improve the quality of lives for people within Nongoma municipality	C2.1. Develop, Implement and monitor special programmes	Special Programmes	Date of conducting Children & Elderly Event	Children & Elderly Event conducted in 2021/22FY	Childern & Elderly event	Childern & Elderly event	Childern & Elderly event	Childern & Elderly event	Childern & Elderly event	N/A	R600 000	N/A	Office of the MM
				Date of Re-establishment of disability forum	The term of the previous forum has ended	31-Dec-22	N/A	N/A	N/A	N/A	N/A	R150 000	N/A	Office of the MM
				Date of Re-establishment of women's forum	The term of the previous forum has ended	31-Dec-22	N/A	N/A	N/A	N/A	N/A	R100 000	N/A	Office of the MM
				Date of Re-establishment of Local Aids Committee (LAC)	The term of the previous council has ended	31-Dec-22	N/A	N/A	N/A	N/A	N/A	R90 000	N/A	Office of the MM
		C2.2. Coordination of Sports & Recreation and Arts & Culture programme	Sports & Recreation and Arts & Culture	Number of Sports & Recreation programmes conducted	2 Sports & Recreation programmes condcuted in 2021/22FY	4	4	4	4	4	N/A	R1 116 000	Equitable Share	Office of the MM
				Number of Arts & Culture programmes conducted	2 Arts & Culture programmes condcuted in 2021/22FY	4	4	4	4	4	N/A	R1 030 000	Equitable Share	Office of the MM
		C2.3. Develop, implement and monitor poverty alleviation programmes	Poverty Alleviation programmes	Date of hand-over of poverty alleviation instruments/implements to beneficiaries	Poverty alleviation instruments/implements handed over to beneficiaries by 30 June 2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	R500 000	Equitable Share	Planning & Infrastructure Deve
		C2.4. Promote healthy and safety environment	Health & Safety Programmes	Number of Road Safety Campaigns conducted	2 Road Safety campaigns were conducted in 2021/22FY	2	2	2	2	2	N/A	R0.00	N/A	Community Services
				Number of Occupational Health & Safety Campaigns conducted	1 health & Safety Campaigns conducted in 2021/22FY	2	2	2	2	2	N/A	R0.00	N/A	Corporate Services
				Date of adoption of Nongoma Community Safety Plan	New project	30-Sep-22	N/A	N/A	N/A	N/A	N/A	R0.00	N/A	Community Services
				Date of Identification and securing of a suitable land for the waste disposal site	New project	30-Jun-23	N/A	N/A	N/A	N/A	N/A	R0.00	N/A	Planning & Infrastructure Dev and Community Services
				Date of Identification of a suitable land for the animal pound	New project	N/A	30-Jun-24	N/A	N/A	N/A	N/A	R0.00	N/A	Planning & Infrastructure Dev and Community Services
		C2.5 Promote and enhance	Youtrh Support programmes	Date of conducting	Career EXPO was conducted by 30	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	R0.00	N/A	Office of the MM

		culture of learning among children & youth		Nongoma Career EXPO	June 2022									
				Number of Youth beneficiaries awarded with Mayoral Tertiary institution registration fee	60 Youth beneficiaries awarded with Mayoral Tertiary institution registration fee	60	60	60	60	60	N/A		Equitable Share	Corporate Services
				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	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	N/A	R300 000	Equitable Share	Corporate Services
				Date of conducting Nongoma Mayoral Matric Excellence Award Ceremony	Nongoma Mayoral Excellence Award Ceremony conducted by 31 March 2022	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	N/A	R100 000	Equitable Share	Office of the MM
D. FINANCIAL VIABILITY AND MANAGEMENT														
The municipality is highly grant dependence; Poor revenue collection; Reasonable steps not taken to prevent unauthorized expenditure (AG Finding); Indigent households	D1.To ensure sound financial viability and management	D1.1. Implementation of revenue enhancement strategy	Revenue enhancement	Ratio in compliance with MFMA Section 64(2)(a)	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent throughout the 2021/22FY	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent	Outstanding Service Debtors to Service Revenue ratio maintained at less than 30 percent	N/A	R0.00	NA	Finance Department
				Ratio in compliance with MFMA Section 65(2)(e)	More than 1 Debt coverage Ratio maintained throughout the 2021/2022 FY	More than 1 Debt coverage Ratio maintained	More than 1 Debt coverage Ratio maintained	More than 1 Debt coverage Ratio maintained	More than 1 Debt coverage Ratio maintained	More than 1 Debt coverage Ratio maintained	N/A	R0.00	NA	Finance Department
		D1.2. Develop, implement and monitor standard operating procedures related to expenditure management	Expenditure management	Ratio compliance with MFMA Section 65(2)(e)	More than 1 Cost Coverage Ratio maintained throughout the 2021/2022 FY	More than 1 Cost Coverage Ratio maintained	More than 1 Cost Coverage Ratio maintained	More than 1 Cost Coverage Ratio maintained	More than 1 Cost Coverage Ratio maintained	More than 1 Cost Coverage Ratio maintained	N/A	R0.00	NA	Finance Department
		D1.3. Develop a credible budget and report in accordance with the provisions of the MFMA	Budget & Budget reporting	Date of adoption of Budget	2022/2023 MTREF adopted by Council by 31 May 2022	31-May-23	31-May-24	31-May-25	31-May-26	31-May-27	N/A	R0.00	NA	Finance Department
				Number of reports submitted to Mayor in compliance with MFMA Sec.71	twelve (12) S71 Reports submitted to the Mayor in Terms MFMA Section 71 by 30 June 2022	12 reports	12 reports	12 reports	12 reports	12 reports	N/A	R0.00	NA	Finance Department
				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	4 reports	4 reports	4 reports	4 reports	4 reports	N/A	R0.00	NA	Finance Department

				Date of submission of the Nongoma Mid-year budget and performance assessment report to the Mayor	Nongoma Mid-year Budget and Performance Assessment report submitted to the Mayor by 25 January 2022	25-Jan-23	25-Jan-24	25-Jan-25	25-Jan-26	25-Jan-27	N/A	R0.00	NA	Finance Department
		D1.4. Effective Implementatio n of Supply Chain Management Regulations	Supply Chain Management	Number of reports on the implementation of Supply Chain Management Policy, tabled to EXCO by 30 June 2022	4 reports tabled in 2021/22FY	4 reports	4 reports	4 reports	4 reports	4 reports	N/A	R0.00	NA	Finance Department
		D1.5. Monitor implementatio n of audit action plan on regular basis	AG Action Plan	Percentage compliance with MFMA Section 131(1)	100% of 2020/2021 Auditor General Findings raised, resolved	100%	100%	100%	100%	100%	N/A	R0.00	NA	Finance Department
		D1.6. Monitor spending on conditional grants	Condictioanal Grant Spending	Percentage compliance with DORA Section 21 - Unspent Conditional Grants	100% of MIG grant cash backed throughout 2021/2022 financial year.	100%	100%	100%	100%	100%	N/A	R0.00	NA	Finance Department
		D1.7. 2020/2021 Budget implementatio n	Budget Implementation	Percentage compliance with MFMA Section 69(1)(a)	> 95% spending on operating Adjusted budget maintained throughout 2021/22FY	> 95% spending	> 95% spending	> 95% spending	> 95% spending	> 95% spending	N/A	R0.00	NA	Finance Department
				Percentage compliance with MFMA Section 69(1)(b)	>95% implementation of Service Charges Revenue Budget evenly maintained throughout 2021/2022 financial year	>95% implementa tion of Service Charges Revenue Budget evenly maintained	>95% implementatio n of Service Charges Revenue Budget evenly maintained	>95% implementa tion of Service Charges Revenue Budget evenly maintained	>95% implementa tion of Service Charges Revenue Budget evenly maintained	>95% implementa tion of Service Charges Revenue Budget evenly maintained	N/A	R0.00	NA	Finance Department
		D2.1. Implementatio n, monitoring and adherence to asset management policies and regulations.	Asset Management	Number of Asset Management reports submitted to Accounting Officer	2 Asset Management reports to the Accounting Officer by 30 June 2022	2 reports	2 reports	2 reports	2 reports	2 reports	N/A	R0.00	NA	Finance Department
E. GOOD GOVERNANCE & PUBLIC PARTICIPATION														
Poor Stakeholder Partnerships; Dysfunctional Municipal Waste Management Forum; Absence of a Municipal Disaster Management Inter-Departmental Committee	E.1. To ensure functional council and council committees	E1.1. Coordination of Council committee meetings	Council Committees	Number of council meetings held	8 meetings in 2021/22 FY	8 meetings	8 meetings	8 meetings	8 meetings	8 meetings	N/A	R0.00	N/A	Corporate Services
				Number of meetings held by EXCO	12 meetings in 2021.22 FY	12 meetings	12 meetings	12 meetings	12 meetings	12 meetings	N/A	R0.00	N/A	Corporate Services
				Number of Portfolio Committee meetings held	48 meetings held in 2021/22FY	48 meetings	48 meetings	48 meetings	48 meetings	48 meetings	N/A	R0.00	N/A	Corporate Services
				Number of	4 MOAC meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	N/A	R0.00	N/A	Corporate Services

				MPAC meetings held	held in 2021/22FY									
	E.2. To ensure maximum participation of the Traditional Authorities in the affairs of the municipality	E2.1.Coordination of attendance of Traditional Authorities to Council meetings, and of regular meetings between the municipality and Traditional Authorities	Traditional Councils Participation	Number of council meetings with traditional leaders in attendance	TC attended in 8 Council meeting 2021/22FY	8 meetings	8 meetings	8 meetings	8 meetings	8 meetings	N/A	R0.00	N/A	Corporate Services
				Number of meetings held between the municipality and the Traditional Authorities	12 meetings in 2021.22 FY	8 meetings	8 meetings	8 meetings	8 meetings	8 meetings	N/A	R0.00	N/A	Corporate Services
	E3. To promote effective public participation in the affairs of the municipality	E3.1. Facilitate Municipal Stakeholder engagements	Stakeholder Engagement	Number of meetings convened by Mayor/executive committee to provide report to the community on service delivery issues	4 meetings in 2021/22FY	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	N/A	R0.00	N/A	Corporate Services
				Percentage of ward committees that are functional	100% wards committees were functional in 2021/22FY	100%	100%	100%	100%	100%	N/A	R0.00	N/A	Office of the MM
				Number of IDP-RF meetings held	2 meetings held in 2021/22FY	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	N/A	R0.00	N/A	Office of the MM
				Number of Waste Management Forum conducted	0 meetings conducted in 2021/22FY	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	N/A	R0.00	N/A	Community Services
	E4. To ensure effective governance through municipal policy development	4.1. Development and monitoring of municipal policies and by-laws	Municipal Policies & By-Laws	Number of policies (reviewed)t abled 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 2022	3 policies	3 policies	3 policies	3 policies	3 policies	N/A	R0.00	N/A	Finance Department
				Number of municipal By-Laws developed	1 municipal by-law developed in 2021/22FY	7	0	0	0	0	N/A	R0.00	N/A	Community Services, Planning & Infrastructure Dev
				Number of municipal By-Laws gazetted	0 municipal by-law gazetted	0	8	0	0	0	N/A	R0.00	N/A	Corporate Services
	E5. To ensure functional, risk-conscious and compliant management committees	E5.1. Facilitation of functional Management Committees	Management Committees	Number of Audit Committee Meetings held	4 Audit Committee meetings held in 2021/22FY	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	N/A	R0.00	N/A	Office of the MM
				Number of Risk Management Committee meetings held	4 Risk management Committee meetings held	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	N/A	R0.00	N/A	Office of the MM
				Date of establishment of Municipal Disaster Management Inter-	New project	30-Sep-22	N/A	N/A	N/A	N/A	N/A	R0.00	N/A	Community Services

				Departmental Committee										
		E5.2. Development and monitor Strategic Risk Management register in line with the municipal strategic document (IDP) implementation	Risk Management	Develop Municipal Strategic Risk register	Municipal Strategic Risk register developed by 30 September 2021	30-Sep-22	30-Sep-23	30-Sep-24	30-Sep-25	30-Sep-26	N/A	R0.00	N/A	Office of the MM
	E6. To ensure Institutional accountability and transparency	E6.2. Ensure Complaint Reporting and Publication	Reporting & Publication	Number of Circular 88 indicators reports submitted to COGTA	Circular 88 indicators reports submitted to COGTA by 30 June 2022	4 reports	4 reports	4 reports	4 reports	4 reports	N/A	R0.00	N/A	Office of the MM
				Submit 2023/24 FY budget & SDBIP to National & Provincial Treasury	2022/23FY Budget and SDBIP submitted to National & Provincial Treasury by 30 June 2022	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	N/A	R0.00	N/A	Finance Department and Office of the MM
F. CROSS-CUTTING ISSUES														
Contestation of authority over ERF 5000; Undulating topography limiting agricultural development; Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation; Widespread alien invasive plants; Insufficient funds allocated for Disaster Management function and relief; Allocation of land not suitable for human settlement that create vulnerable settlements; Inability to find suitable land for a land disposal site	F1. To provide strategic planning support across the organization, i.e. IDP	F1.1. Development of a credible Integrated Development Planning (IDP)	Integrated Development Planning	Date of adopting the 2023/2024 IDP Process plan	2022/2023 IDP Process Plan adopted by 30 September 2021	30-Sep-22	30-Sep-23	30-Sep-24	30-Sep-25	30-Sep-26	N/A	R0.00	N/A	Office of the MM
				Date of adopting of an 2023/2024 IDP document	2022/23FY IDP adopted by Council by 30 June 2021	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	N/A	R0.00	N/A	Office of the MM
	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. Guide, monitor & control spatial planning, land use management & development within the municipality	Spatial Planning and Land Use Management	Number of Inspection reports of new buildings and building alterations	New project	4 reports	4 reports	4 reports	4 reports	4 reports	N/A	R0.00	N/A	Planning & Infrastructure Dev
				Number of properties Registered in to municipal name	New project	5	5	5	5	5	N/A	R0.00	N/A	Planning & Infrastructure Dev
				% Land Use applications processed through JMPT	100 % Land Use applications processed through JMPT in 2021/22 FY	100%	100%	100%	100%	100%	N/A	R0.00	N/A	Planning & Infrastructure Dev
		F2.2 Maintain and improve the environmental integrity of Nongoma municipal area of jurisdiction	Environmental Management	Date of adoption of adoption of the Integrated Waste Management Plan	IWMP outdated	31-Dec-22	N/A	N/A	N/A	N/A	N/A	R0.00	N/A	Community Services

	F3. To ensure functional and responsive Disaster Management services	F3.1. Review and implementation of Disaster Management Plan	Disaster Management	Date of adoption of the Disaster Management Plan	Disaster Management Plan outdated	31-Dec-22	N/A	N/A	N/A	N/A	N/A	R0.00	N/A	Community Services
				Number of natural hazards related incidents/disasters reports compiled	4 reports were compiled	4 reports	4 reports	4 reports	4 reports	4 reports	N/A	R0.00	N/A	Community Services
TOTAL														

6. SECTION F: FINANCIAL PLAN

6.1. INTRODUCTION

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). The financial plan in the form of an approved municipal budget is herein annexed as Annexure 2.

6.2. OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET

The timing of the preparation of 2022/23 budget took place under arduous economic conditions in South Africa. The increase in petrol prices put burden to all living within the country, this includes inter alia all spheres of government. It is has not been an easy task to ensure that the municipality prepares a funded budget. This situation required the application of sound financial management principles. The Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low-to high priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government. National Treasury's MFMA Circular No. 115 was used to guide the compilation of the 2022/23 MTREF.

The main challenges experienced during the compilation of the 2022/23 MTREF can be summarized as follows:

- It reflects a combination of the impact of changes in the global environment, along with South Africa's own unique challenges. This includes the increase in the price of commodities which affect citizens' affordability.
- Violent unrest in July 2021 that destroyed Nongoma town hence businesses were severely affected and the municipality as well, as businesses could not make payments to the municipality, and restrictions imposed to manage the third wave of COVID-19 further eroded the gains South Africa made in the first half of the year.
- The re-emergence of load-shedding, also slowed the pace of the recovery within businesses in Nongoma town.
- The 2022 budget highlights the difficult economic and fiscal choices confronting government and Nongoma Municipality is no exception to these difficulties.
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality.
- The equitable share allocation to Nongoma municipality is not enough to meet obligations that the municipality faces which the municipality is attempting to keep under control. Almost 60% of the equitable share is devoted to employee related cost. This condition implies that the municipality is only left with 40% for service delivery and municipal running cost.
- The municipality's affordability of capital projects remained in misery as in the previous years. The municipality relies on Municipal Infrastructure Grants and Integrated National Electrification Grant to fund capital projects.

The following budget principles and guidelines directly informed the compilation of the 2022/23 MTREF:

- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality.
- No new positions have been funded, except where another vacant position has been sacrificed to fund it;
- The following expenditure as highlighted in the cost containment policy of the municipality has been radically lowered.
  - Overtime cost has not been budget in this financial year;
  - Minimal funding for catering expenditure;
  - Conferences;
  - Ad-hoc travelling; and
- The existing contracts will be re-negotiated with service providers for reducing non-essential services built within the contracts or service level agreements (SLAs).

In view of the aforementioned, the following table is a consolidated overview of the proposed 2022/2023 Medium-term Revenue and Expenditure Framework:

Table 29: Consolidate overview of the 2022/23 MTREF

Description					
R thousand	Adjusted Budget	Budget Year 2022/23	Change %	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue					
Grants and subsidies	6,269	**7,611**	11%	**4,665**	**4,782**
Equitable Share	170,818	189,932	12%	200,809	212,753
Total Grant Revenue	**177,087**	**197,543**	**5%**	**205,474**	**217,535**
Property rates	27,830	29,166	4%	30,449	31,819
Service charges- refuse revenue	1,920	1,995	7%	2,083	2,176
other income	9,068	9,746	5%	9,276	9,742
Total Municpal Generated Revenue	**38,818**	**40,907**	**10%**	**41,808**	**43,738**
Total Revenue	**215,905**	**238,450**	**10%**	**247,282**	**261,273**
Expenditure					
Employee and Remuneration of councillors	120,517	124,662	3%	128,950	133,386
Depreciation & Debt impairment	10,930	23,714	117%	24,710	25,797
Contracted services	35,996	27,249	-24%	28,393	29,643
Other Expenditure	50,322	41,596	-17%	43,341	45,246
Total Expenditure	**217,765**	**217,220**	**0%**	**225,394**	**234,072**
Surplus/(Deficit) for the year	**1,860**	**21,229**		**21,888**	**27,201**

7. SECTION G: ANNUAL OPERATIONAL PLAN (SDBIP)

7.1. SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN (SDBIP)

The Service Delivery and Budget Implementation Plan is a mechanism that ensures proper alignment between the municipality Integrated Development plan (IDP), Budget and PMS. It is central in monitoring and evaluation of the performance of the Municipality in implementing its IDP and Budget.

The municipal strategic objections, strategies and targets as articulated in section 4.6 were translated into the SDBIP, wherein the target was broken down into 4 quarterly targets of the financial year. SDBIP comprise of two layers. The upper layer is the one that must be presented to Mayor for approval; and made public subsequent to it being tabled to council.

The lower layer applies to departments and forms the basis of their performance plans and agreements. This layer consists of additional indicators that support indicators in the upper layer. The lower layer is the responsibility of Directors, developed in consultation with their staff.

Since the municipality's strategic objectives, strategies and targets drew from the Back-to-basics principles for alignment purpose; the indicators used in the SDBIP were also derived from the Back-to-Basics principles. The SDBIP will be adopted by the council by 30 June together with the performance agreements for the Municipal Manager and managers directly accountable to the Municipal Manager. The Draft SDBIP is herein attached as annexure 6.

7.2. PROJECTS FOR 2022/2023 FY

The SDBIP indicates projects in the form of capital projects and activities the municipality would embark on in the financial year in question. The projects are therefore herein articulated:

No.	Project Name	Locality	Source of Funding	Budget	Responsibility
1	Review of the Municipal organogram	Administration & satellite offices	N/A	R0.00	Corporate Services
2	Review of Human resource Implementation plan	Administration & satellite offices	N/A	R0.00	Corporate Services
3	2 HRD Strategy Functionality Assessment reports compiled	Administration & satellite offices	N/A	R0.00	Corporate Services
4	Nongoma Workplace Skills Plan compiled and submitted	Administration & satellite offices	N/A	R0.00	Corporate Services
5	Training /capacity building for 50 employees	Administration & satellite offices	N/A	R429 998	Corporate Services
6	Training /capacity building for 50 councillors	Administration & satellite offices	N/A		
7	Creation and employment of 336 EPWP beneficiaries	All wards	Department of Public Works	R2 949 000. 03	Corporate Services
8	Nongoma Employment Equity Report compiled and submitted	Administration & satellite offices	N/A	R0,00	Corporate Services
9	Mayoral Tertiary institution registration fee for 20 beneficiaries	Administration & satellite offices	Equitable share	R300 000	Corporate Services
10	Nongoma Mayoral Full bursary scheme for 5 beneficiaries	Administration & satellite offices	Equitable share	R300 000	Corporate Services
11	2 ICT Framework functionality assessment reports	Administration & satellite offices	N/A	R0.00	Corporate Services
12	2 Health & Safety Campaigns	Administration & satellite offices	N/A	R0.00	Corporate Services
13	4 performance agreements for Senior managers compiled and signed	Administration & satellite offices	N/A	R0.00	Office of the MM
14	Nongoma Career EXPO	All Wards	N/A	R0.00	Office of the MM
15	Council-approved Performance Management Policy Framework compiled and adopted	Administration & satellite offices	N/A	R0.00	Office of the MM
16	2023/2024 Organisational SDBIP approved	Administration & satellite offices	N/A	R0.00	Office of the MM
17	2 S54/S56 Performance	Administration &	N/A	R0.00	Office of the MM

	Reviews conducted	satellite offices			
18	Children & Elderly Mayoral event	All wards	Equitable share	R600 000	Community Services & Office of the MM
19	Re-establishment of Disability forum	All wards	Equitable share	R150 000	Community Services & Office of the MM
20	Re-establishment of Women's forum	All wards	Equitable share	R100 000	Community Services & Office of the MM
21	Re-establishment of Local Aids Council	All wards	Equitable share	R90 000	Community Services & Office of the MM
22	Local Mayoral Cup	All wards	Equitable share	R246 000	Community Services & Office of the MM
23	District Mayoral Cup	All wards	Equitable share	R420 000	Community Services & Office of the MM
24	SALGA Games	All wards	Equitable share	R400 000	Community Services & Office of the MM
25	Golden Games	All wards	Equitable share	R80 000	Community Services & Office of the MM
26	Ingoma festival	All wards	Equitable share	R100 000	Community Services & Office of the MM
27	Siyaya eMhlangeni	All wards	Equitable share	R280 000	Community Services & Office of the MM
28	uMkhasi womhlanga	All wards	Equitable share	R750 000	Community Services & Office of the MM
29	Nongoma Community Safety Plan	All wards	N/A	R0.00	Community Services
30	2 road safety campaigns	Ward 19	N/A	R0.00	Community Services
31	Security Control Room		N/A	R0.00	Community Services
32	Disaster Management Plan	All Wards	N/A	R0.00	Community Services
33	Integrated Waste Management Plan (IWMP)	All Wards	N/A	R0.00	Community Services
34	4 Agri-Business Forums	Administration & satellite offices	N/A	R0.00	Planning & Infrastructure Development
35	2 training/Capacity building for Cooperatives	Administration & satellite offices	N/A	R0.00	Planning & Infrastructure Development
36	registration for 40 Cooperatives and PTYs	All wards	N/A	R0.00	Planning & Infrastructure Development

37	Funding provision for Nongoma CTO	All wards	N/A	R0.00	Planning & Infrastructure Development
38	SMME Summit	All wards	N/A	R0.00	Planning & Infrastructure Development
39	Compilation of the Reviewed LED annual Implementation Plan	Administration & satellite offices	N/A	R0.00	Planning & Infrastructure Development
40	Poverty alleviation instruments/implements handed over	All wards	Equitable share	R500 000	Planning & Infrastructure Development
41	Human settlement protects implementation	Ward 04, 14, 14	KZN Department of Human Settlement	Not specified	Planning & Infrastructure Development
42	Development of 7 municipal by-laws	All wards	N/A	R0.00	Community Services, Planning & Infrastructure, Finance Services
43	Registration of 5 properties under the municipal name	Ward 19	N/A	R0.00	Planning & Infrastructure Development
44	Procurement of a Waste Compactor Truck	Ward 19	EDTEA & Internal	R1 200 000	Planning & Infrastructure Development
45	Delini Road Phase 1	Ward 16 & 19	MIG	R991 574.80	Planning & Infrastructure Development
46	Delini Road Phase 2	Ward 16 & 19	MIG	R8 634 406.65	Planning & Infrastructure Development
47	Emanzimakhulu Hall and creche	Ward 20	MIG	R1 379 864.70	Planning & Infrastructure Development
48	White City Road	Ward 09	MIG	R7 432 640.25	Planning & Infrastructure Development
49	Nongoma Street Lights Phase2	Ward 19	MIG	R4 042 659.92	Planning & Infrastructure Development
50	Nongoma Black Top and Drainage in Town	Ward 19	MIG	R8 640 899.40	Planning & Infrastructure Development
51	Red Hill Phase 1 &2	Ward 09	MIG	R1 384 777.63	Planning & Infrastructure Development
52	Ezimpakaneni Hall	Ward 14	MIG	R301 478.69	Planning & Infrastructure Development
53	Gobamagagu Road	Ward 13	MIG	R467 653.03	Planning & Infrastructure Development

54	Magedlane Hall	Ward 18	MIG	R932 594.93	Planning & Infrastructure Development
55	Mandlakazi Electrification Extension 1	Ward 11	INEP	R890 000.00	Planning & Infrastructure Development
56	Mandlakazi Electrification extension 2	Ward 11	INEP	R558 200.00	Planning & Infrastructure Development
57	Usuthu Ext Electrification	Ward 17	INEP	R751 800.00	Planning & Infrastructure Development
58	Matheni Ext Electrification	Ward 11	INEP	R800 000.00	Planning & Infrastructure Development
59	Nongoma Testing Ground	Ward 19	Equitable Share	R2 000 000.00	Planning & Infrastructure Development
60	Emaye Community Hall	Ward 11	INEP	R1 199 999.00	Planning & Infrastructure Development

7.2.1. ZULULAND DISTRICT INFRASTRUCTURE PROJECTS WITHIN NONGOMA MUNICIPALITY

7.2.1.1. INFRASTRUCTURE PROJECTS

No.	Project Name	Project description	Budget	Duration	Budget		
					2022/2023 FY	2023/2024 FY	2024/2025 FY
1.	Mandlakazi RWSS Phase 5.1 - Zone B / B1	Construction of approximately 33.380km reticulation network with pipe diameters between 25mm to 160mm on 277 yard taps. Along with are air scour and isolating valves, valve chambers and break pressure tanks.	R18 154 351,98	1 year		R0.00	R0.00
2.	Mandlakazi RWSS Phase 5.1 - Zone C1 / D1	Construction of approximately 29.730km reticulation network with pipe diameters between 125mm to 160mm on 165 yard taps. Along with are air scour and isolating valves, valve chambers and break pressure tanks.	R16 115 353,59	1 year		R0.00	R0.00
3.	Mandlakazi RWSS Phase 5.1 - Zone H1 / H2	Not indicated	R21 431 024,71	1 year		R0.00	R0.00
4.	Mandlakazi Phase 5.2 Bulk Water Supply: 14.4km of Bulk Gravity Mains and Associated Reservoirs	Construction of 14km ductile iron and 5 x Gravity Mains with associated valves, chambers. 3 x Reservoir (B – 1200kl, D1 – 500kl , C1 – 150kl) with associated fittings.	R15 247 000,00	1 year		R0.00	R0.00
5.	Usuthu RWSS: Ward 14 Nongoma Ph 1	The project comprises of the installation approximately 18500m of HDPE piping ranging from 50-90mm including the installation of 346 yard connections with associated valves	R2 223 973,62	1 year		R0.00	R0.00
6.	Usuthu RWSS : Ward 14 Nongoma Ph 2	The installation of approximately 32 050 m of HDPE pipes ranging from 50 mm to 90 mm. In addition, the installation of 514 No yard stand	R11 659 881,00	1 year		R0.00	R0.00

		connections as well as all associated valves.					
7.	The Installation of ± 1000 pre-cast concrete VIP toilet units at Zululand District Municipality South	The scope consists of manufacturing and Installation of ± 1000 Pre-Cast Concrete VIP toilet units around Ulundi and Nongoma	R10 987 048,00			R0.00	R0.00
8.	Construction of Usuthu Reticulation network Phase 3B and 3C	Construction of Usuthu Water Reticluation network (Ezilonyeni)-Nongoma Gomondo, Ezilonyeni and Matshempunzi Water Reticulation Network	R38 569 888,00			R0.00	R0.00

7.2.1.2. CATALYSTIC PROJECTS

No.	Project Name	Project description	Location	Project Sustainability	Estimated Budget
1.	Mona Market Development	Improvement of facilities of Mona Market Rehabilitation to improve trading conditions through promoting economic activities, improve infrastructure, strategic coordination, interaction and spatial alignment for tourism and agriculture.		If properly promoted it would draw tourists, particularly from overseas. The market will provide sustainable income to the operators.	R70 000 000
2.	KwaMajomela Manufacturing Facility	The project is part of the KwaMajomela Urban/Rural Regeneration Programme. It entails the design of a small scale manufacturing and value- add services centre with access to working space, shared capital equipment and skills development for SMME's and Cooperatives in the area.	Ward 17	The facility will provide sustainable income to the operators	R13 000 000
3.	Usuthu Off-Storage Dam	An off-channel storage dam in the Kwa Nkweme River was identified to store water on bulk, to supply the Usuthu Regional Water Supply Scheme (which includes the Town of Nongoma).	Not indicated	A Preliminary investigation was done which indicated that additional storage is needed and a site was identified. Due to Zululand's susceptibility to drought, large	700 000 000

				4.backlogs in the Usuthu area and pressure on the current water system the project is in demand and will trigger several projects because of the increased availability of water.	
4.	Zululand Youth Centre Hub	It is proposed that youth centres be established in each of the local municipalities to guide and train the youth in establishing sustainable businesses informed by market gaps in Zululand. The centres will work closely with the Zululand and LMs. The centres will assist youth with Zululand sector market performance, gaps and opportunities, establishing administration and financial management advise. Banks have also made their services available through corporate contributions programmes to train SMMEs.	Not indicated	Not all people will be employed by government. The 4th Industrial Revolution has brought about demand for upgrade of ICT infrastructure as a new means of operating businesses and other institutions. Job creation must be achieved in a variety of methods including entrepreneurship.	R10 000 000

7.2.2. HUMAN SETTLEMENT PROJECTS

7.2.2.1. CURRENT CONSTRUCTION STAGE PROJECTS:

No:	PROJECT NAME	Budget	Wards	Total Size of the Units per Projects	Current Units Constructed	STATUS
1.	Zidwadweni Project	N/A	05	1200	600 (469)	Construction Stage Phase 1
2.	Vuna Project	N/A	14	2000	600 (535)	Construction Stage Phase 1
3.	Siyazama Project	N/A	15	1000	500	Construction Stage Phase 1
4.	Mhambuma Project	N/A	15	1000	300	Construction Stage Phase 1

7.2.2.2. COMPLETED (PHASE 1) PROJECTS

No:	PROJECT NAME	Wards	Total Units	Units Constructed per Phase	STATUS
1.	Osuthu B Project	16, 17, 18	2000	650	Completed phase 1 of 650 Units Completed phase 2 of 650 Units {Total of 1300 Units}
2.	Matheni B Project	10,13	2000	650	Completed phase 1 of 650 Units
3.	Kombuzi Projects	03	1500	500	Completed phase 1 of 500 Units
4.	Nkunzana Project	18	1800	600	Completed phase 1 of 600 Units
5.	Nkukhwini Project	01	3000	600	Completed phase 1 of 600 Units
5.	Khokhwaneni Project	04	3000	300	Completed phase 1 of 300 Units
6.	Mpunzana Project	21	1800	300	Completed phase 1 of 300 Units

7.2.2.3. PLANNING STAGE PROJECTS

No:	Projects Name	Budget	Wards	Total Units	STATUS
1.	Mandlakazi A Project	N/A	06,08	2000	Awaiting for Funding from DoHS
2.	Mandlakazi B Project	N/A	02,03,05,07	2000	Awaiting for Funding from DoHS
3.	Osuthu A Project	N/A	09,14,20	2000	Awaiting for Funding from DoHS
4.	Matheni A Project	N/A	12	2000	Awaiting for Funding from DoHS
5.	Bhuqwini Project	N/A	17	1200	Awaiting for Funding from DoHS

7.2.2.4. PIPELINE PROJECTS

No:	Projects Name	Budget	Wards	Total Units	STATUS
1.	Ndongande Project	N/A	07	2000	Waiting Approval to Stage 1
2.	Nqokotho Project	N/A	16	2100	Waiting Approval to Stage 1
3.	Makhalaneni Project	N/A	02	2000	Waiting Approval to Stage 1
4.	Sigodiphola Project	N/A	20	2000	Waiting Approval to Stage 1
5.	Maduma Project	N/A	18,20	1000	Waiting Approval to Stage 1

7.2.3. SECTOR DEPARTMENTAL PROJECTS IN WITHIN NONGOMA MUNICIPALITY

No.	Sector Department	Project description	Budget	Locality	Duration	Budget		
						2022/2023 FY	2023/2024 FY	2024/2025 FY
1.	KZN Department of Education (DoE)	Construction of a new school: Dungambili Primary School	R30 000 000		Not stated			
2.		Construction of a new school: Holinyoka Primary School	R41 137, 000	Ward 23	Not stated			
3.	Department of Economic Development Tourism & Environmental Affairs (EDTEA)	Construction of 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.	+- R11Million	Ward 17	2 years	R7 821 000	R5 600 000	
4.		Removal of Alien Invasive species	R1 930 000	Not stated	1 year			
5.		Greenest Municipal Competition-Environmental Project	R800 000	Ward 19	1 year			
6.		Greenest Municipal Competition-Waste Entrepreneur Support: Recycling project	R150 000	Ward 19	1 year			
7.		Establishment of a commercial broiler enterprise in Nongoma: Sesifikile Maphondwane project	R2 000 000	Ward 2	1 year			
8.	Department of Energy-ESKOM)	Nongoma NB4 KwaNememe Ward 18 **infills**	Not stated	Ward 18	Not stated			
9.		Hlabisa NB29 Nongoma	Not stated	Ward 7	Not stated			

		Ward 7 **Infills** - Ndongande, Emanqomfini, Wela, Sinkonkonko, Zagazendlala, Mphola						

7.2.4. SOCIAL LABOUR PLAN (SLP) PROJECTS

No.	Funding/sponsoring Stakeholder	Project description	Budget	Locality	Duration	Budget		
						2022/2023 FY	2023/2024 FY	2024/2025 FY
1	Zululand Anthracite Colliery (Pty)Ltd	Implementing of social programme as part of MPRDA (2002): Installation and rehabilitation of Dams at Macekaneni, Matheni and KwaMandlakazi	R1 500 000	Wards 11 & 12	3 years			
2		Implementing of social programme as part of MPRDA (2002): Access to Water – Boreholes drilling, equipping, Installation of a stand and tank	R1 500 000	Wards 11 & 12	3 years			

7.3. PROJECTS SCREENING FOR ENVIRONMENTAL AUTHORIZATION PURPOSE

PROJECT		Affected Ward	Environmental Authorization Required?	Environmental Authorization Level
NAME	DESCRIPTION			
Delini Road Phase 1 Delini Road Phase 2	Construction of a 5 metre wide 1,4 tar road and 5 metre wide 2KM gravel road, 500m concrete	Ward 16 & 19	YES	Scoping report
Emanzimakhulu Hall and creche	Construction of a community hall, including ablution facilities,	Ward 20	YES	
White City Road	Rehabilitation of 2KM x 6m of black top road, 1.8km x 5m new access gravel road with 400m x 0.15n x 5m concrete on road 1 and 6	Ward 09	YES	Scoping report
Nongoma Street Lights Phase2	Construction and installation of 5 (22 metres long) High masts at Redhill, Bus Rank, White City, Police Station and oPhalule areas	Ward 19	YES	Scoping report
Nongoma Black Top and Drainage in Town	Installation of solar street light along Nongoma town streets (11 km)	Ward 19	YES	
Red Hill Phase 1 &2	Betterment of and taring of parking in from of the shops along the main road and construction of drainage in Nongoma town	Ward 19	YES	Scoping report
Ezimpakaneni Hall	Rehab of tar road from main road…600, gravel roads 4km	Ward 9	YES	Scoping report
Gobamagagu Road	Construction of a community hall, including ablution facilities	Ward 14	YES	
Gobamagagu Road	Upgrading of 3.8 KM Gobamagagu Grave Road	Ward 13	YES	Scoping report
Magedlane Hall	Construction of a community hall and a Crèche, including ablution facilities	Ward 18		
Mandlakazi Electrification Extension 1	Pre- engineering and connecting of households.	Ward 11	YES	Scoping report
Mandlakazi Electrification extension 2	Pre- engineering and connecting of households	Ward 11	YES	Scoping report
Usuthu Ext Electrification	Pre- engineering and connecting of households. Installation of 50 connections	Ward 17	YES	Scoping report
Matheni Ext Electrification	Pre- engineering and connecting of households	Ward 11	YES	Scoping report
Nongoma Testing Ground	Construction of a testing ground	Ward 19	YES	Scoping report
Mandlakazi	Construction of approximately 33.380km			

RWSS Phase 5.1 - Zone B / B1	reticulation network with pipe diameters between 25mm to 160mm on 277 yard taps. Along with are air scour and isolating valves, valve chambers and break pressure tanks.		**YES**	**S&EIA**
Mandlakazi RWSS Phase 5.1 - Zone C1 / D1	Construction of approximately 29.730km reticulation network with pipe diameters between 125mm to 160mm on 165 yard taps. Along with are air scour and isolating valves, valve chambers and break pressure tanks.		YES	S&EIA
Mandlakazi RWSS Phase 5.1 - Zone H1 / H2	Not indicated		YES	S&EIA
Mandlakazi Phase 5.2 Bulk Water Supply: 14.4km of Bulk Gravity Mains and Associated Reservoirs	Construction of 14km ductile iron and 5 x Gravity Mains with associated valves, chambers. 3 x Reservoir (B – 1200kl, D1 – 500kl , C1 – 150kl) with associated fittings.		YES	S&EIA
Usuthu RWSS: Ward 14 Nongoma Ph 1	The project comprises of the installation approximately 18500m of HDPE piping ranging from 50-90mm including the installation of 346 yard connections with associated valves		YES	S&EIA
Usuthu RWSS : Ward 14 Nongoma Ph 2	The installation of approximately 32 050 m of HDPE pipes ranging from 50 mm to 90 mm. In addition, the installation of 514 No yard stand connections as well as all associated valves.		YES	S&EIA
The Installation of ± 1000 pre-cast concrete VIP toilet units at Zululand District Municipality South	The scope consists of manufacturing and Installation of ± 1000 Pre-Cast Concrete VIP toilet units around Ulundi and Nongoma		YES	S&EIA
Construction of Usuthu Reticulation network Phase 3B and 3C	Construction of Usuthu Water Reticluation network (Ezilonyeni)- Nongoma Gomondo, Ezilonyeni and Matshempunzi Water Reticulation Network		YES	S&EIA

9. SECTION H: ORGANIZATIONAL AND INDIVIDUAL PMS

9.1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS) -2022/2023

9.1.1. 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.

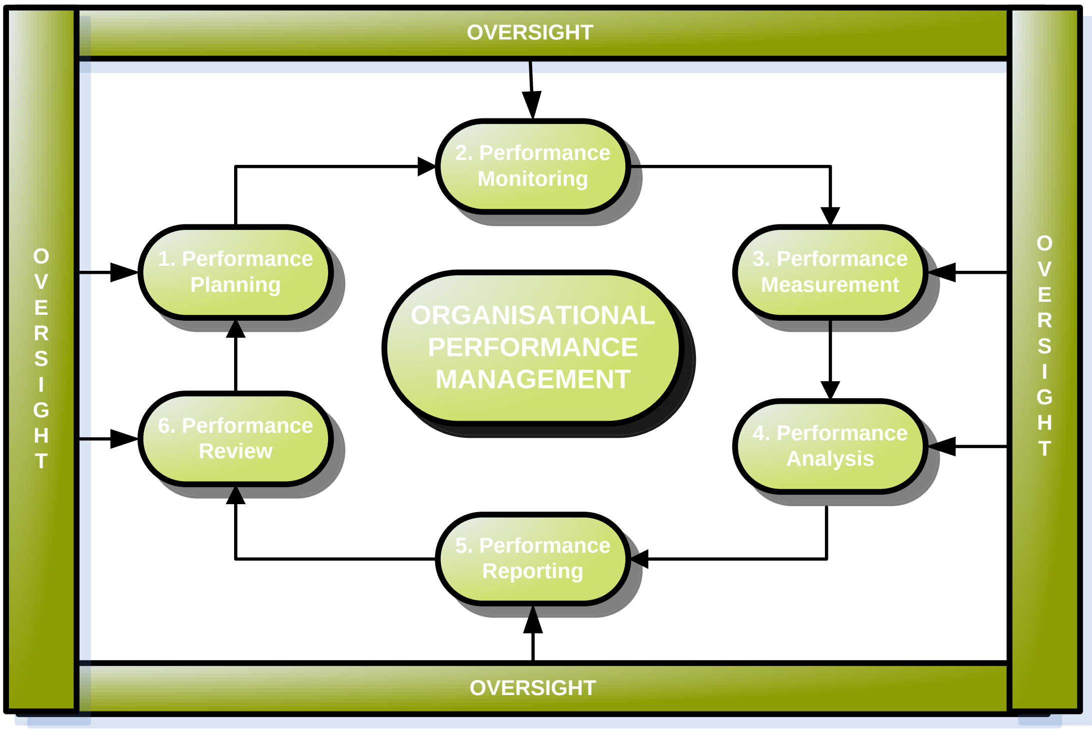
The Municipality has chosen as its preferred model the Key Performance Area model. In the said model all indicators are grouped together under the national key performance areas and the local key performance areas as per the municipal IDP. The said Model therefore enables Nongoma Municipality to assess 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

9.1.2. 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.

9.1.3. 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.

9.1.4. 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.

9.2. BACK TO BASICS

In developing its strategic objectives, strategies and targets, the municipality referred to the Back-to-basics principles to ensure alignment. The Back-to-basic principles informed the municipal goals upon which the strategic objectives were based. Key performance indicators used were informed by the Back-to-basics indicators, and in some instances, some indicators were transferred into the municipal indicators.

10. SECTION I: ANNEXURES

Status of Sector Plans, Policies and By-laws:

Name of the Sector Plan/Policy/By-Law	Status	Date of Adoption
Spatial Development Framework (SDF)	Available, but outdated due to the municipality having gained an extra 2 wards and is currently under review. It will be adopted by 30 September 2022	27 June 2019
Disaster Management Plan	Available, but outdated and is currently under review. It will be adopted by 30 September 2022	Last adopted in 30 May 2018
Integrated Waste Management Plan (IWMP)	Available, but outdated and is currently under review. It will be adopted by 30 September 2022	Last adopted in July 2016
Housing Sector Plan	Available, but outdated due to the municipality having gained an extra 2 wards and is currently under review. It will be adopted by 30 September 2022	27 June 2019
LED Strategy	Available	27 June 2019
Tourism Strategy	Available	27 June 2019
Nongoma Agricultural Strategy	Available	27 June 2019
Human Resource Strategy	Under review. It will be adopted by 30 June 2022	Last adopted in 28 May 2021
Employment Equity Plan	Available	26 May 2022
Induction Policy	Available	26 May 2022
Remuneration Policy	Available	26 May 2022
Acting Policy	Available	26 May 2022
Rental Housing Policy for Sec 56/57	Available	26 May 2022
Car Allowance Policy	Available	26 May 2022
Individual Performance Management System (IPMS) Policy	Available	26 May 2022
Recruitment and Selection	Available	26 May 2022
Occupational Health & Safety	Available	26 May 2022
Leave Policy	Available	26 May 2022
Training & Development	Available	26 May 2022
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	26 May 2022
Cash and bank policy	Available	26 May 2022
Property rates policy	Available	26 May 2022
Tariff policy	Available	26 May 2022
Credit control policy	Available	26 May 2022
Indigent support policy	Available	26 May 2022
Budget policy	Available	26 May 2022
Virement Policy	Available	26 May 2022
Asset Management policy	Available	26 May 2022

Petty Cash Policy	Available	26 May 2022
Expenditure Policy	Available	26 May 2022
Banking and Investment Policy	Available	26 May 2022
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
Indigent Pauper Burial Policy	Available	27 June 2019
Nongoma Informal Trading Policy	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
Fleet Management Policy	Available	28 August 2020
Fleet Management Policy for Office Bearers	Available	28 August 2020
Vulnerable Groups Policy	Available	28 August 2020
Special Programmes Strategy	Available	28 August 2020
Waste Management By-Law	Available, not gazetted	30 May 2018
Firefighting Services By-Laws	Not available	_
Lease of Municipal Halls By-Law	Not available	_
Outdoor Advertising By-Law	Available	25 May 2021
Parking By-Law	Not Available	_
Unsightly and Neglected Buildings and Premises By-Law	Not Available	–
Problem Building By-Laws	Available	26 May 2022
Traffic By-Laws	Available	30 May 2018
Pound By-laws	Available	26July 2016
Nongoma Informal Economy By-laws	Available	27 June 2019
Open Spaces By-Laws	Not Available	_
Municipal Cemeteries By-Law	Available	26 July 2016
Events Management By-Law	Not Available	–
Municipal Facilities By-Law	Not Available	–
Disaster Management Plan By-Law	Not Available	–
Nuisance By-Law	Not Available	–
Fire Services By-Law	Not Available	–