



FOR THE COMMUNITY

INTEGRATED DEVELOPMENT PLAN DRAFT 2022/23 UHLELO LENTUTHUKO EDIDIYELWE

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AG	Auditor General
ASGISA	Accelerated Shared Growth Initiative for South Africa
CBD	Central Business District
COGTA	Co-operative Governance and Traditional Affairs
CPF	Community Policing Forum
DBSA	Development Bank of South Africa
DHS	Department of Human Settlement
DOT	Department of Transport
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
EXCO	Executive Committee
FBS	Free Basic Services
GGP	Gross Geographical Product
GRAP	Generally, Recognised Accounting Practice
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
KPA	Key Performance Area
KZN	KwaZulu-Natal
LED	Local Economic Development
RSC	Regional Service Centre
SAPS	South African Police Services
SCM	Supply Chain Management
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDP	Site Development Plan
SMME	Small, Medium and Micro Enterprise
TLC	Transitional Local Council

WSP	Workplace Skills Plan
LUMF	Land Use Management Framework
LUMS	Land Use Management System
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MPAC	Municipal Public Accounts Committee
MIG	Municipal Infrastructure Grant
MTSF	Medium -Term Strategic Framework 2019-2024
MTEF	Medium-Term Expenditure Framework
NDBG	Neighborhood Development Partnership Grant
NSDP	National Spatial Development Perspective
MLM	Mkhambathini Local Municipality
PGDS	Provincial Growth Development Strategy
PMS	Performance Management System
PTO	Permission to Occupy
RSC	Regional Service Centre
SCM	Supply Chain Management
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDP	Site Development Plan
SMME	Small, Medium and Micro Enterprise
TLC	Transitional Local Council
WSP	Workplace Skills Plan
RSC	Regional Service Centre
SCM	Supply Chain Management

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR NW NTOMBELA



Mkhambathini 2022/2023 Draft IDP has been reviewed in identifying our greatest challenges and indicate the best solutions and plans in addressing them with also taking cognizance of the Covid-19 regulations and measures.

The municipality's IDP is becoming richer with information to ensure that the readers fully understand who we are as Mkhambathini Local Municipality.

Draft IDP and Budget Public Participation consultative engagements have been carried out in the month of May 2021 and the Mayoral Outreach Roadshow programme were carried throughout all wards of Mkhambathini in the month of October 2021 with the municipality adhering to Covid-19 protocol Several issues were raised that impact the livelihoods of community members i.e., housing, water, access roads and electricity provisions. Engagements were also conducted through social media platforms such as radio station, the municipal Facebook page, and the municipal WhatsApp group. The municipality is in continuous engagement with uMgungundlovu District Municipality, Department of Transport, Department of Co-operative Governance and Traditional Affairs and Department of Human Settlements and various other entities, to find ways of addressing backlogs and challenges that we face in ensuring efficient and effective service delivery for all.

The vision of Mkhambathini Municipality is that ***"By 2030 Mkhambathini Municipality will be the KwaZulu Natal's mega-hub for industries, tourism and agriculture along the N3 Corridor which provides for a socially cohesive environment."***

Considering the vision of the Municipality, we continue to make financial decisions that will bring us closer to the fulfilment of this vision under turbulent circumstances such as a weak economy, political climate, rising costs of living and often high service delivery expectations. We intend to take full advantage of our location within the N3 Corridor and will create a conducive environment for investors to come in.

Projects undertaken by the municipality took off and some have been completed to the delight of the community:

Projects:

- Ezinembeni Creche
- Manzamyama Hall
- Kwenzokuhle Hall
- Halwani Creche
- Nonzila Access Road
- Ntweka Access Road

There are three catalytic projects that are confirmed to take off and promise to benefit, development, business and community when implemented, these are the construction of the Camperdown Wastewater Treatment Plant, Development of a New Town (industrial, commercial, and residential projects) and the Nkanyezini Reservoir. We have a responsibility to transform our economy and achieve economic freedom for our citizens.

The South African National Roads Agency Ltd (SANRAL) is undertaking projects in the municipality and has committed to sowing back into the community with the following projects that have been approved

Camperdown Road (Ward 3)

Camperdown Town Creche (Ward 3)

Youth Skills Centre (Ward 2)

Camperdown Park (Ward 3)

Financially the municipality has performed well in 2020/2021. It improved on its liquidity levels of the previous year and ended the year with a surplus of R8,957 409, excluding non-cash transactions. We have maintained an unqualified audit finding we are tightening internal measures to ensure we attain clean audits in coming years.

We continue to respond to the needs of people living on farmlands, who are desperate for access to our services. Much progress has been made with provided and in this area as talks with halls, houses, water, and electricity provided. We will continue to engage farmers in the interest of serving the people.

Furthermore, the IDP participation process allowed a platform for the community to contribute towards the drafting of the IDP of Mkhambathini Local Municipality. Of course, there remains the triple challenges of poverty, unemployment, and inequality, all of this must be balanced with distributing quality service to all communities within the jurisdiction of our municipality.

The municipality has approved an indigent register with an aim of assisting poor households. We continue to excel in the implementation of the Expanded Public Works Program (EPWP). In an effort to unearth and encourage athletic participation we have partnered with a community organization, Mkhambathini Athletics to host the annual Mkhambathini Marathon. This initiative goes a long way in putting our municipality on the sporting map as it can attract athletes from all over the country, this feeds into tourism and will boost local economy.

The municipality is committing itself to ensuring that the implementation programmes and projects are aligned to the Service Delivery and Budget Implementation Plan (SDBIP) and aligned to the District Development Model. I would like to convey my gratitude to the community of Mkhambathini, management and staff and my fellow councillors for meaningful contribution which will ensure better and speedy delivery of services.

Cllr NW Ntombela

Mayor of Mkhambathini Municipality

MUNICIPAL MANAGER'S OVERVIEW



I am delighted to present the Mkhambathini Municipality Draft 2022/2023 IDP to our community and all stakeholders. This document sets out a clear vision for our future as a municipality which is dominantly rural, rich in agriculture and tourism potential. The N3 is identified in the Spatial Growth and Development Strategy as a provincial corridor in the municipal area. The Draft IDP goes beyond the mere fulfilment of legal requirements and presents a collective and clear plan to continue with the momentum of changing the lives of our

community. It is my pleasure to share the achievements attained by the municipality during the year under review. The year signified a turning point for the municipality in several areas of performance, municipal transformation and institutional development, basic service delivery, cross-cutting issues, local economic development, and finance. The municipality is striving for greater outputs and has managed to consolidate and finalize the draft IDP.

The municipality has been greatly affected by the global Covid-19 pandemic in terms of businesses, farmers and SMMEs within the municipality. The impact of the Covid-19 pandemic has resulted in sudden loss of income for the Mkhambathini businesses and individual community members. All these factors have deepened poverty, unemployment, and hunger. This negative impact is going to have an unbearable long-term effect across the board.

IDP Public Participation and Budget Izimbizo meetings which were held May 2021 through social media platforms and radio interviews due to COVID19 restrictions on gatherings, were a new territory but one that proved that we can always reach our communities even in the midst of a pandemic. As levels of gathering restrictions eased in 2020, we engaged the community in the Month of October 2021 through the Mayoral Outreach Program and thankfully in 2021 we were able to hold the IDP and Budget public meetings in May in all the Wards. Several issues were raised during the meetings i.e., housing, water access roads and electricity provision. Sports development has been bolstered with the inception of the Mkhambathini Marathon in 2021, the marathon unearths and encourage athletic participation in our jurisdiction. The marathon further puts our area on the athletic calendar and has potential to bring in tourists and businesses will benefit from the scores of athletes and spectators.

It has proved to be a great year with all senior manager's position filled, this has resulted in the tightening up of processes and allowed for proper leadership and guidance of municipal personnel.

There were several areas where remarkable achievement was attained. The Technical Services department has a mandate of implementing infrastructure programs and projects of the municipality. This is in line with the basic services and infrastructure investment priorities. The Technical Services Department through the assistance of Municipal Manager's office was able to turn around the slow delivery and finalization of projects.

Furthermore, a planning and development shared service model led by uMngeni Municipality have assisted the municipality in the speedy implementation of the Spatial Planning and Land Use Management Act 16 of 2014.

Policy Developments:

The year under review saw localised policy implementations geared towards bringing us closer to working more efficiently under proper guidelines that promise to make service delivery better in coming years. A set of strategy guidelines were formulated the following area:

- Review of Town Planning Policy
- Unallocated Receipts
- Funding Policy
- Maintenance Plan
- Investment and business retention policy
- Informal Economic by law
- Informal Economic policy
- LED Strategy

The approval and yearly review of these policies brings us in alignment with the Sustainable Development Goals, The National Development Plan, National Outcomes and District Development Model.

There are three catalytic projects that are confirmed to take off and promise to benefit, development, business and community when implemented, these are the construction of the Camperdown Wastewater Treatment Plant, Development of a New Town (industrial, commercial, and residential projects) and the Nkanyezini Reservoir. We have a responsibility to transform our economy and achieve economic freedom for our citizens.

The South African National Roads Agency Ltd (SANRAL) is undertaking projects in the municipality and has committed to sowing back into the community with the following projects that have been approved

Camperdown Road (Ward 3)

Camperdown Town Creche (Ward 3)

Youth Skills Centre (Ward 2)

Camperdown Park (Ward 3)

The availability of land for development remains a challenge as most land surrounding the municipality is privately owned and the remainder is in the hands of Ingonyama Trust however the privately owned land within the vicinity of our town is currently being developed for dry port storages.

We would like to thank our Council, our community at large for allowing us to work together with them to fulfil the municipal mandate.



Mr. S Mngwengwe
Municipal Manager

CHAPTER 1: EXECUTIVE SUMMARY

1.1. PURPOSE

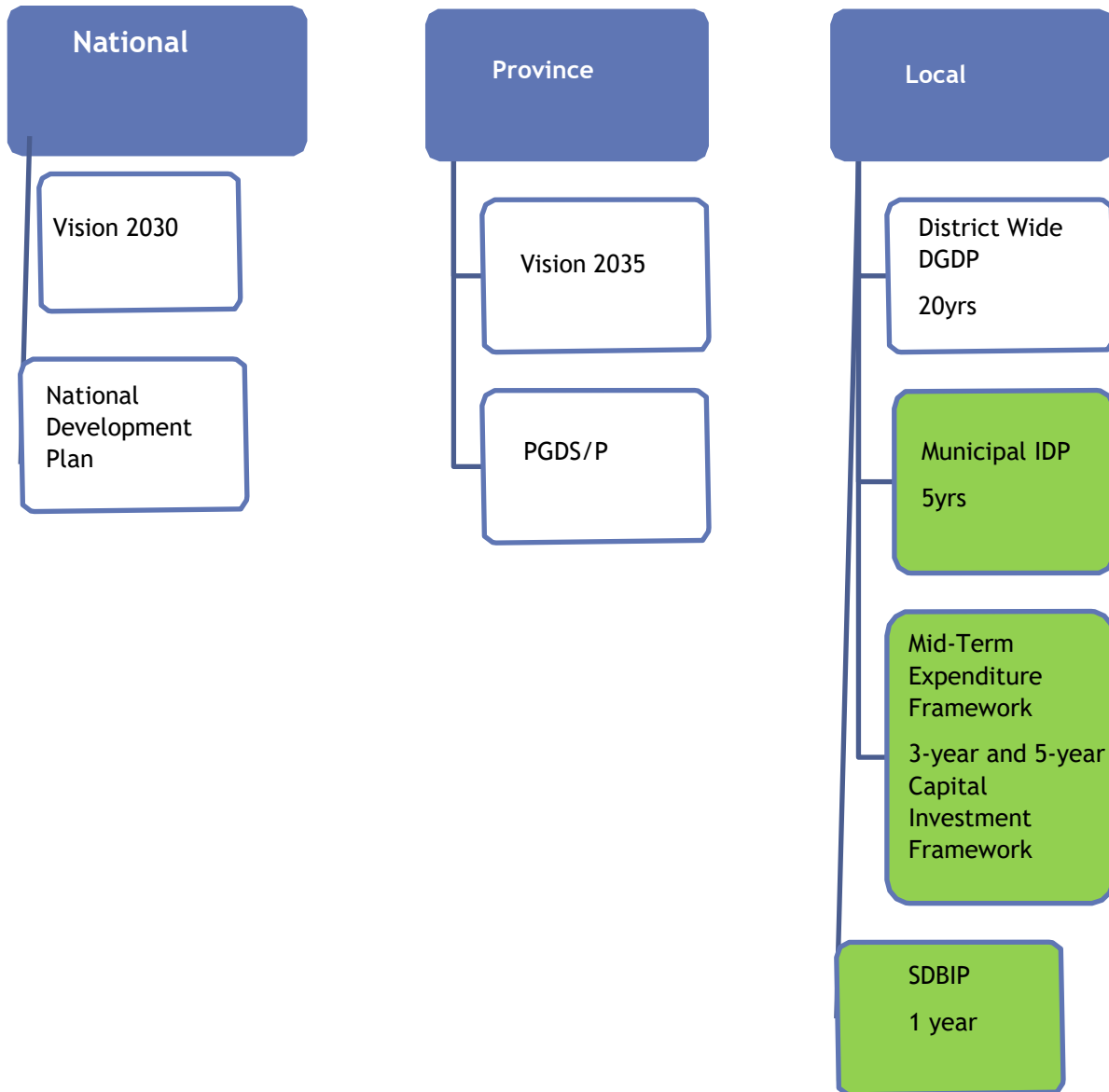
This document presents an Integrated Development Plan (IDP) for Mkhambathini Local Municipality (MLM), one of the seven local municipalities which forms part of the uMgungundlovu District. The IDP is prepared in compliance with the requirements of Chapter 5, Section 25 of the Local Government Municipal Systems Act (Act No. 32 of 2000) and the Performance Management Regulations (PMR), which obligates municipal council to adopt a single, all-inclusive, and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. The Mkhambathini Local Municipality 5th generation IDP outlines a development agenda for the municipality for the period 2021 to 2026. It informs the budget and tries to respond to the aspirations and needs of the community of Mkhambathini Local Municipality and makes pronouncement of uMgungundlovu District Development Model.

The IDP entails adjustment and revisions based on the monitoring and evaluation of information within the Municipality and take into consideration the Covid-19 Pandemic and the regulations in line with the measures that should be entailed within the municipality.

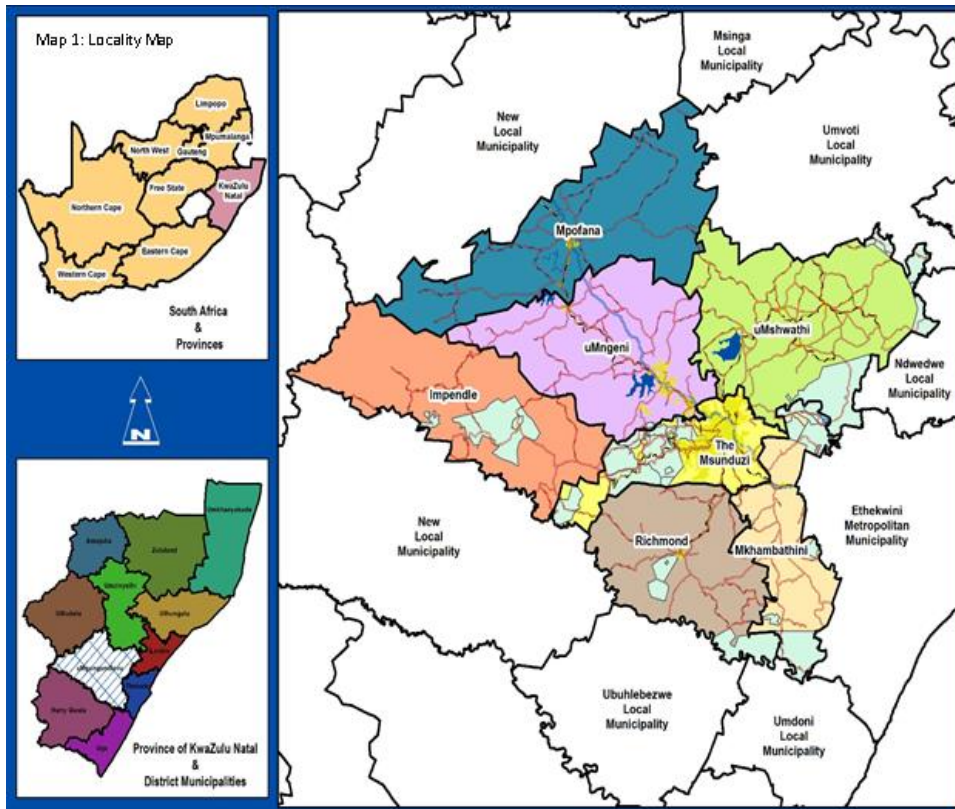
The monitoring and evaluation stages are crucial for the following reasons:

- They ensure that the plans and projects adopted are implemented accordingly and take cognizance of the Covid-19 measures.
- They measure the impact of the effect of strategies and/ or projects on development and the prioritization of the lives of the community.
- They measure the financial viability of the municipality and its ability to carry out its developmental mandate and envisaged projects and they ensure the efficient utilization of resources.

The diagram below depicts the alignment across the spheres of Government



1.2 WHO ARE WE



Mkhambathini Local Municipality was established in terms of Section 155 (1)(b) of the constitution of the Republic of South Africa (1996) following the 2000 local government elections. It is approximately 917 km² in full extent. It is one of the seven (7) category B municipalities comprising uMgungundlovu District Municipality. Thus, it shares municipal executive and legislative authority with uMgungundlovu District Municipality. The other local municipalities comprising uMgungundlovu District are Mpofana, Msunduzi, Richmond, Mshwathi, uMngeni and Impendle local Municipalities.

Mkhambathini Local Municipality is one of seven Local Authorities within the uMgungundlovu District Municipality, which is situated

within southwest KwaZulu-Natal. Mkhambathini Local Municipality consists of 7 wards with a large part of the municipality being rural in nature and underdeveloped. Towns within the municipal boundaries include Camperdown, Eston and Mid Illovo. Mkhambathini Local Municipality is located along the south-eastern boundary of Umgungundlovu District Municipality. It covers an area of approximately 917km² and is the second smallest municipality within Umgungundlovu District Municipality.

Mkhambathini is 24.1 Km away from Pietermaritzburg the Capital city of KwaZulu-Natal, 23.6 Km from the Oribi airport and 81.4 Km from King Shaka International AirPort. It covers areas of approximately 917km² and is the second smallest municipality within uMgungundlovu District Municipality after iMpendle Local Municipality. The N3 National Road traverses the municipality linking it to Durban in the east and Pietermaritzburg in the west and the Gauteng Highveld in the North and which has been identified as a It is well located in relation to Durban and Pietermaritzburg and adjoins Cato Ridge, a potential industrial node. The N3, which is identified in the Spatial Growth and Development Strategy as a Provincial Corridor, runs east-west through the central part of the municipal area. Significant portions of the municipality fall within the Valley of a Thousand Hills (with Table Mountain a major landmark), an area with high potential for ecotourism, and in the Midlands Mist Belt, which has a well-established agricultural economy Significant portions of the municipality fall within the Valley of a Thousand Hills (with Table Mountain a major landmark), an area with high potential for ecotourism, and in the Midlands Mist Belt, which has a well-established agricultural economy. Mkhambathini Local Municipality consist of 7 wards with large part of the municipality being rural in nature and underdeveloped. The municipality also has four Traditional Authorities namely Mbambangalo Traditional Authority, MaNyavu Traditional Authority, Macala-Gwala Traditional Authority as well as Embo Thimuni Traditional Authority. The population of the municipality within the ward areas is unpacked as per ward area.

The Municipality has a total of 14 Councillors comprising 5 Ward Councillors and 5 Proportional Representatives (PR 's). Each of the 7 Wards has fully functional Ward Committees that serve to enhance public participation in municipal affairs. Figure 1 below shows the list of councillors in Mkhambathini Local Municipality.

1.2.1 THE STRUCTURE OF MKHAMBATHINI LOCAL MUNICIPALITY: POLITICAL AND ADMINISTRATIVE GOVERNANCE.

KNOW YOUR COUNCILLOR



 LINDIWE LEMBETHE WARD: 4 083 466 7846	 MAKHOSI LUSHABA WARD: 1 071 171 8160	 MENZI MKHIZE WARD: 2 072 615 1722	 MHLENGI CELE WARD: 6 078 328 0050	 MUSA NGCONGO WARD: 3 076 794 6874
 MZWANDILE SHANDU WARD: 7 072 608 4027	 NHLAKANIPHO NTOMBELA WARD: 5 073 321 8895	 NKOSINATHI MAPHUMULO WARD: 1 071 314 5518	 NONHLANHLA MAPHANGA WARD: 3 073 282 2182	 RONICA MOFOKENG WARD: 5 072 642 4453
 SBONGILE MDLADLA WARD: 1 076 371 4002	 SIPHIWE NGIDI WARD: 2 073 841 3906	CONTACT 031 785 9344	 THEMBALIKHO GWALA WARD: 4 082 593 4610	 ZWELETHU MBAMBO WARD: 3 082 964 6141

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www.mkhambathini.gov.za

TABLE 1: LIST OF COUNCILLORS

NO	NAME	SURNAME	DESIGNATION	WARD
1.	CLLR. NW	NTOMBELA	HONRABLE MAYOR	5
2.	CLLR. P. N	MAPHANGA	DEPUTY MAYOR	3
3.	CLLR. T A	GWALA	SPEAKER	4
4.	CLLR. K R	MOFOKENG	EXCO MEMBER	
5.	CLLR. N.M	MAPHUMULO	WARD COUNCILLOR	1
6.	CLLR. S	NGIDI	WARD COUNCILLOR	2
7.	CLLR. M	CELE	WARD COUNCILLOR	6
8.	CLLR .M R	SHANDU	WARD COUNCILLOR	7
9.	CLLR. L.Z	LEMBETHE	PR COUNCILLOR	
10.	CLLR. P.M	LUSHABA	PR COUNCILLOR	
11.	CLLR. Z F	MBAMBO	PR COUNCILLOR	
12.	CLLR. S.M	MDLADLA	PR COUNCILLOR	
13.	CLLR. M.M	MKHIZE	PR COUNCILLOR	
14.	CLLR .M.A	NGCONGO	PR COUNCILLOR	

ADMINISTRATIVE GOVERNANCE: HEADED BY



Municipal Manager: Mr. S Mngwengwe



Chief Financial Officer: Mr. TE Gambu



**Community Service Director
Ms. N Mkhize**



**Technical Service Director:
Mr. GS Mkhize**



**Corporate Services Director:
Ms. P Ngubane**

TABLE 2: ADMINISTRATIVE GOVERNANCE

DEPARTMENTS	UNIT	HEADED BY
OFFICE OF THE MUNICIPAL MANAGER	<ul style="list-style-type: none"> ● Performance System Management Unit ● Public Participation ● Communications ● Integrated Development Planning ● Internal Audit 	Municipal Manager: Mr. S Mngwengwe
FINANCE DEPARTMENT	<ul style="list-style-type: none"> ● Revenue management ● Expenditure management ● Budgeting and Reporting ● Supply Chain Management ● Assets Management 	Chief Financial Officer: Mr. TE Gambu
CORPORATE SERVICES DEPARTMENT	<ul style="list-style-type: none"> ● Administration ● Registry ● Human Resources Management ● Skills and Development ● Occupational Health and Safety ● Fleet management 	Director: Corporate Services: Ms. P Ngubane
COMMUNITY SERVICES DEPARTMENT	<ul style="list-style-type: none"> ● Special Programmes unit ● Childcare facilities ● Community facilities (halls & sports) ● Health Care Services ● Motor licensing ● Youth and Sport Development ● Disaster management ● Refuse removal, solid waste disposal ● LED unit 	Director: Community Services: Ms. N Mkhize
TECHNICAL SERVICES DEPARTMENT	<ul style="list-style-type: none"> ● Building regulations ● Municipal parks and recreation ● Project Management Unit ● Planning and Development Unit 	Director: Technical Services: Mr. SG Mkhize

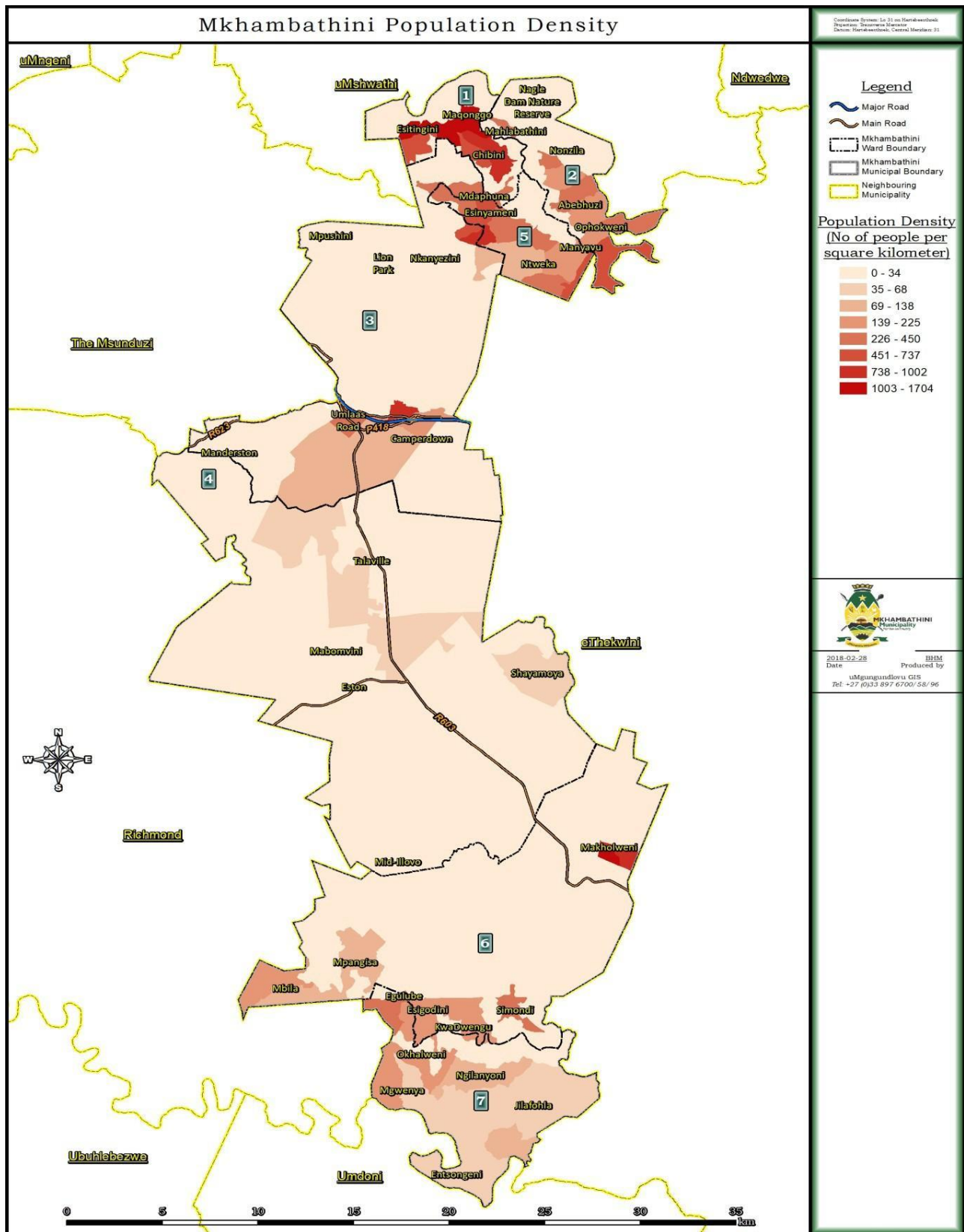


FIGURE 1: POPULATION DENSITY

1.2.2 POPULATION BY AREA

TABLE 3: POPULATION BY AREA - WARD 1

Characteristics	Cabazini	Chibini	Esinyameni	Maqonqo	Esitingini
Total Population	1334	3717	1367	1307	2848
Young (0-14)	35.2%	36.9%	32.8%	30.3%	37.7%
Working Age (15-64)	61.2%	59.4%	61.9%	64.6%	57.9%
Elderly (65+)	3.6%	3.8%	5.3%	5.1%	4.3%
Dependency Ration	63.3	68.4	61.6	54.7%	72.6
Sex Ration	84.4	80.8	92.4	89.7	92.7
Population Density	1350 persons/ km ²	810 persons/ km ²	562 persons/ km ²	1406 persons/ km ²	859 persons/ km ²

TABLE 4: POPULATION BY AREA - WARD 2

Characteristics	Abebhuzi	Manzamnyama	Nagle	Oqweqweni	Ophokweni
Total Population	2088	328	86	5922	2369
Young (0-14)	31.8%	33.3%	3.5%	33,1%	34.4%
Working Age (15-64)	63.3%	61.8%	96.5%	61.8%	61.9%
Elderly (65+)	4.9%	4.9%	0%	5%	3.7%
Dependency Ration	57.9	61.9	3.6	61.8	61.6
Sex Ration	85.3	78.3	126.3	86.6	90.3
Population Density	263 persons/ km ²	399 persons/ km ²	5 persons/ km ²	278 persons/ km ²	539 persons/ km ²

TABLE 5: POPULATION BY AREA - WARD 3

Characteristics	Camperdown	Mboyi	Mvuyane	Mbila
Total Population	2101	1274	836	1515
Young (0-14)	15.8%	33.9%	36.5%	43.5%
Working Age (15-64)	77.7%	62.3%	59.3%	52.5%
Elderly (65+)	6.5%	3.8%	4.2%	4%
Dependency Ration	28.7%	60.5%	68.7%	90.3
Sex Ration	125.3	84.6%	88.9	74.9
Population Density	339 persons/km ²	326 person/km ²	577 persons/km ²	167 persons/km ²

TABLE 6: POPULATION BY AREA - WARD 4

Characteristics	Total Population	Young (0-14)	Working Age (15-64)	Elderly (65+)	Dependency Ration	Sex Ration	Population Density
Shayamoya	390	34.9%	60%	5.1%	66.7	79.3	42 persons/km ²

TABLE 7: POPULATION BY AREA - WARD 5

Characteristics	Total population	Young (0-14)	Working Age (15-64)	Elderly (65+)	Dependency Ration	Sex Ration	Population Density
Ezinembeni	1965	36.3%	57.5%	6.2%	73.9	78.8	307 persons/ km ²
Mahlabathini	14465	19.8%	76.4%	3.8%	30.9	112.4	22 persons/ km ²

TABLE 8: POPULATION BY AREA - WARD 6

Characteristics	Dwengu	Makholwe ni	Mahlabathi ni	Mpangisa	Simondi
Total Population	620	2117	259	848	669
Young (0-14)	38.1%	34.8%	39%	37.5%	35%
Working Age (15-64)	56.5%	59.6%	56.8%	58.4%	58.6%
Elderly (65+)	5.5%	5.6%	4.2%	4.1%	6.4%
Dependency Ration	77.1%	67.8	76.2	71.3	70.7
Sex Ration	81.8	95.5	104.7	90.1	92.2
Population Density	138 persons/km ²	977 persons/km ²	401 persons / km ²	137 persons/km ²	307 persons/km ²

TABLE 9: POPULATION BY AREA - WARD 7

Characteristics	Mngwenya	Gulube	Entshongeni	Ngilanyoni	Okhalweni	Esigodini
Total Population	1239	769	577	660	761	953
Young (0-14)	44%	38.6%	37%	44.2%	43.2%	34.3%
Working Age (15-64)	49.5%	55%	55.9%	50.2%	51.5%	58.8%
Elderly (65+)	6.5%	6.4%	7.1%	5.6%	5.3%	6.9%
Dependency Ration	102%	81.8	78.9	99.1	94.1	70.1%
Sex Ration	77.8	81.8	72	76.5	75.8	79.8%
Population Density	87 persons/km ²	284 persons/km ²	56 persons/km ²	107 persons/km ²	216 persons/km ²	189 persons/km ²

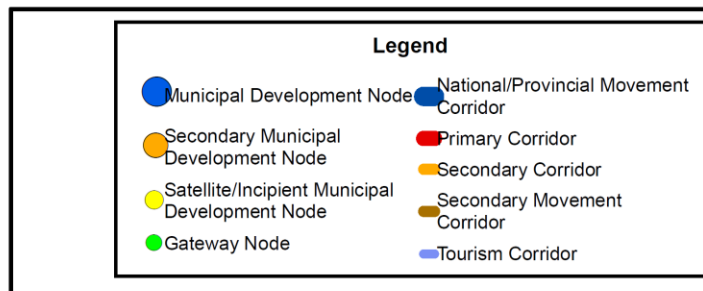
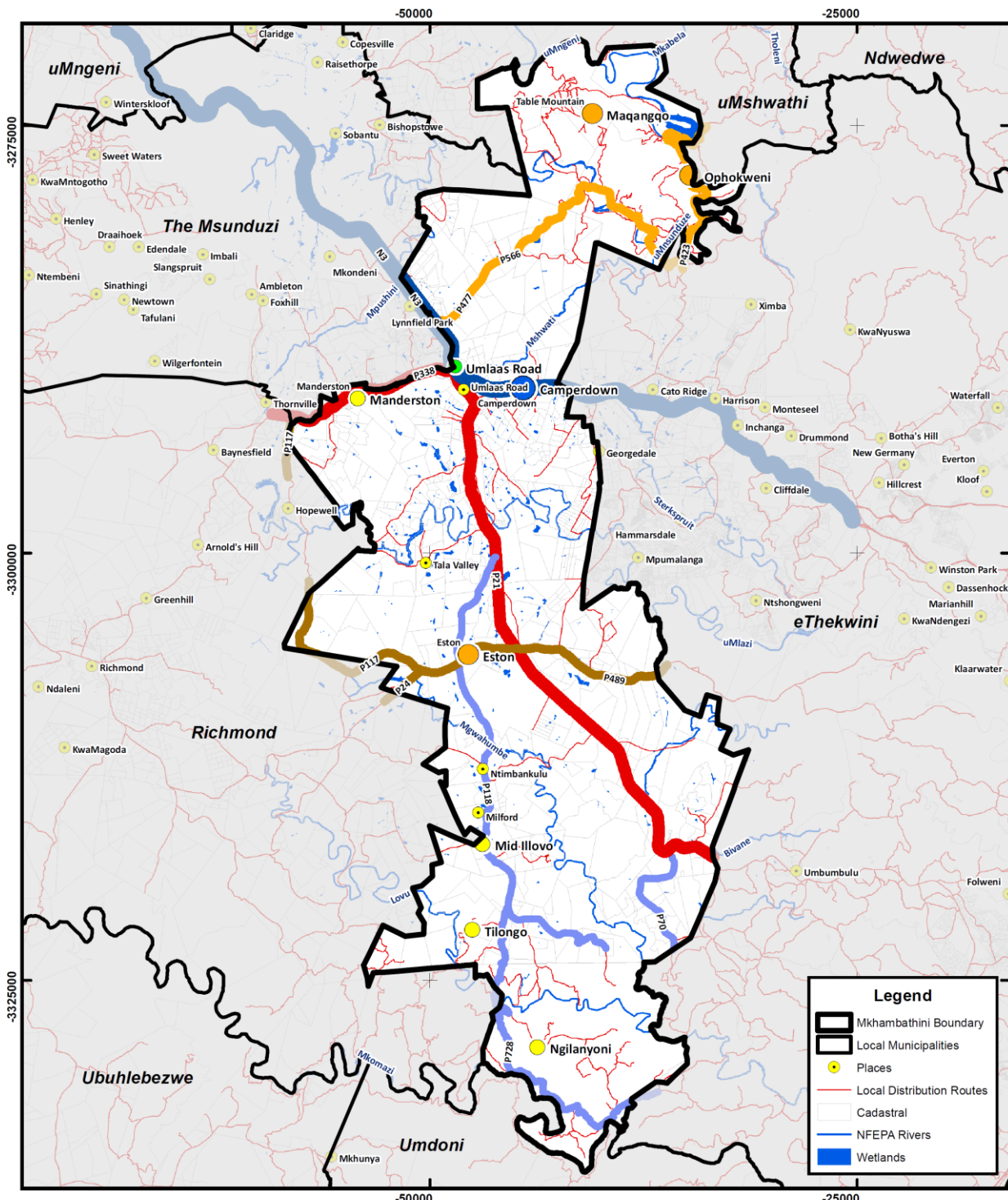
1.3 MAJOR CHALLENGES FACING THE MUNICIPALITY

The challenges that are facing the municipality that need to be addressed are amongst the issue of spatial location of the municipal area which indicates that a vast amount of the community resides in the tribal authority areas which are characterized as rural areas. The following service delivery identified challenges play a pivotal role in the development of the Municipality:

Insufficient funding provided for bulk infrastructure has become a challenge to assist in Local Economic Development Tribal Authority Community as it has severely affected the slow provision of basic service delivery due to lack of geographic location of some areas within the Municipality. Provision of Refuse Removal is only limited to urban area. The way refuse is disposed in rural areas is a concern, as the burning of refuse is utilized as a form of disposing off unwanted materials. The areas residing in the rural communities still use Pit Latrines or no system at all.

The Bad Weather conditions that have caused an impact in the various wards within the municipality which are ward 6 and ward 7.

MAP: SPATIAL DEVELOPMENT FRAMEWORK (SDF) 2019



DATA SOURCES:
 Towns: CoGta
 Roads: DOT
 Municipal/Ward Boundaries: MDB
 Stats: STATSSA
 Agric Land Cover: DAG
 Environmental Data: KZN Wildlife 2016
 Land Reform: DRDLR
 Cadastral: KZN SGO

Datum: WGS84
 Date: May 2019

SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2019

Nodes and Corridors

1.3.1 THE MUNICIPAL LONG-TERM VISION

Mkhambathini Spatial Vision

A municipal spatial structure which promotes the sustainable use of land, biophysical and infrastructural resources for the economic and social growth and development towards the

Mkhambathini Development Vision

By 2030 Mkhambathini Municipality will be KwaZulu Natal's mega-hub for industries, tourism and agriculture along the N3 Corridor which provides a socially cohesive environment."

1.4 GOALS AND OBJECTIVES

The Mkhambathini Municipality's IDP has adopted a long-term planning perspective, but also present a short to medium term strategic agenda and detailed five-year programme commencing in the 2022/2023 financial year ending in 2026/2027 financial year. This period coincides with the term of office of the incumbent council and aligns with the budget cycle.

The IDP is prepared in accordance with Section 25 requirements of the Municipal Systems Act (Act. No. 32 of 2000) and the associated regulations and is intended to serve as a strategic guide for public sector investment and development generally. It is based on the issues articulated by all stakeholders and is informed by the national and provincial development imperatives.

1.4.1. THE GOALS AND KEY OBJECTIVES OF THE MKHAMBATHINI MUNICIPALITY'S IDP ARE AS FOLLOWS:

- To create of a Newtown that promotes local economic development.
- To prioritize the municipality's catalytic projects which focuses on the wastewater treatment works.
- To strengthen intergovernmental relations to ensure the resuscitation of the railway network, accelerating the interchange upgrade programme and augment the water storage facility.
- To develop the municipality's public transport network.
- To ensure provision of socio-economic infrastructure that provides for a full range of housing types, educational facilities, health facilities

1.4.2. HOW WILL OUR PROGRESS BE MEASURED?

The municipality has a performance management system in place. The PMS process must address the alignment of the IDP, performance management systems (PMS) and budget as they are all components of one overall development planning and management system. This requires each of the Departmental Heads to sign performance agreement linked to the objectives of the IDP and meeting the service delivery needs of the community. This is in the form of Scorecards aligned to the functions and responsibilities of each Department. The Performance Management System (PMS) Unit, by using manual means such as an Excel Spreadsheet enables monitoring of progress within the municipality and compiles quarterly reports. This in essence contributes to the Organizational Performance Management System, which the Municipal Manager is responsible for.

1.4.3. HOW WAS MKHAMBATHINI LOCAL MUNICIPALITY IDP DEVELOPED

The development of this plan emanated from the process plan which was adopted by the municipality's council in accordance of the Municipal Systems Act 32 of 2000 to embark on a wide range of consultative process to ensure proper coordination between and within the spheres of government is achieved within this process. The plan adopted clarified the allocation of roles and responsibilities, organizational arrangements for IDP Review Process, mechanisms for public participation, alignment of the IDP/Budget/Municipal PMS, alignment mechanism, binding legislation and planning requirement, action programme and time frames. The IDP provides for the local implementation of the National and Provincial development initiatives, outlined in the National Development Plan, and the Provincial Growth and Development Strategy, The District Growth and Development Plan and District Development

1.4. 4 IDP DEVELOPMENT PROCESS

THE FOLLOWING TABLE ELABORATES THE VARIOUS CONSULTATIONS AND PROCESSES THAT WERE FOLLOWED IN THE DEVELOPMENT OF THE IDP.

TABLE 10: IDP DEVELOPMENT PROCESS

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
1.	1 st IDP Steering Committee: To discuss the MEC Letter and areas of improvement on preparation of the Draft IDP for 2022/23	January 2022	January 2022
2.	KZN COGTA: IDP Stakeholder engagements on the preparation of the 5 th Generation IDP and sectoral coordination	5 TH February 2022	February 2022
3.	Mkhambathini Strategic Planning Session in preparation of the Draft IDP for 2022/23. Head of Departments to incorporate their inputs in line with the Draft Budget/ Govt spatially mapped projects to be included in 4 th Generation Draft IDP	7-9 March 2022	March 2022
4.	Advertising of the Draft Budget and Draft IDP	March-April 2022	March-April 2022
5.	Submit Draft 2022/23IDP / Draft 2022/23SDBIP to COGTA	31 March 2022	
6.	EXCO and Council approval of Draft IDP	30 March 2022	March 2022
7.	Submission of draft IDP to KZN COGTA for Provincial Assessment	31 March 2022	31 March 2022
8.	1 st IDP Steering committee: to discuss Provincial Assessment on IDP and any further amendments on Draft prior final adoption of IDP	April 2022	April 2022
9.	Advertisement of Draft IDP for public comments/objections/inputs (minimum 21 Day Period)	April 2022	April 2022
10.	Attending UMDM DRAFT IDP and BUDGET IZIMBIZO	May 2022	May 2022
11.	1 st Mkhambathini IDP Forum Meeting: Govt Department to present the projects and programmes planned for Mkhambathini in the 2022/23 FY. The relevant stakeholder was invited Ratepayers/Traditional Leadership/Business/etc	May 2022	May 2022
12.	Mayoral Draft IDP and Budget izimbizo engagements considering Covid-19 regulation	April-May 2022	May 2022
13.	Budget tabled at EXCO for adoption of the Budget	May 2022	May 2022
14.	Mayoral Budget/Izimbizo IDP Review - Public participation engagement	May 2022	May 2022
15.	Adoption of Review IDP for 2022/23	30 June 2022	June 2022
16.	Advertise the Adopted reviewed IDP FOR 2022/23	June 2022	June 2022
17.	2 ND District IDP Subcluster: District Family in preparation of the process plans for the Draft IDP for 2022/23	July 2022	July 2022

18.	Preparation of Draft Process Plan for the 2022/23 and submission to COGTA for assessment	31 July 2022	31 July 2022 Submitted Draft Process Plan to CoGTA for comments
19.	One on one engagement with KZN COGTA: IDP on the adoption of the Draft Process Plan	July 2022	July 2022
20.	Adoption of Process Plan by Council	August 2022	August 2022
21.	Advertising of Process Plan	August 2022	August 2022
22.	Submission of adopted Process Plan	September 2022	
23.	2 nd District IDP Subcluster meeting to discuss the readiness of the 4 th Generation Draft IDP /Sector plans /Public participation in light of Covid-19 regulations	October 2022	October 2022
24.	2 ND IDP Steering Committee Meeting: To discuss the identified gaps/Review/inclusion of critical sector plans review/required inputs from each municipal department/each department to give a status quo of their relevant plans required for inclusion in the IDP	October 2022	October 2022
25.	Public Participation: Mayoral Outreach Programme/Roads with the participation of the District Municipality. The Honourable Mayor gives feedback to the community on what the municipality has done this far and address the issues of the community	November 2022	November 2022
26.	2 ND IDP Forum Meeting with Government Departments to present the progress of the implemented projects and programmes for Mkhambathini Municipality	17 November 2022	November 2022
27.	KZN CoGTA Alignment Feedback Sessions	November 2022	November 2022
28.	MEC Comments delivered by COGTA: IDP Unit to the Mayor of the municipality	November 2022	November 2022
29.	KZN COGTA Best Practice	December 2022	December 2022

TABLE 11: ALIGNMENT OF NKPAs, STRATEGIC OBJECTIVES AND BACK TO BASICS

IDP/PM S ALIGNMENT NO.	NKPA	IDP Goal	Back to Basics	Strategic Objective
MIDT1	Municipal Transformation & Institutional Development	Capacitate municipal workforce through training	Pillar 5: Building capable local government institutions	To ensure a functional organizational structure
MIDT2				To ensure sound human resource management
MIDT4				To ensure effective and efficient Library Services
MIDT5				To ensure that municipal staff is skilled according to job requirements
MIDT6				To ensure effective and efficient asset management
MIDT7				To promote occupational health and safety in the workplace
MIDT8				To ensure that efficient and effective fleet management
MIDT9				To ensure effective and efficient ICT Management
MIDT10				To promote healthy lifestyle amongst employees
MIDT11				
BSD1	Basic Service Delivery	Identify backlogs in order To improve	Pillar 2: Basic service delivery	To ensure the upgrade, construction and maintenance of infrastructure assets to enhance socio- economic development within the municipality.

BSD2		access to services and ensure proper operations and maintenance		To Ensure a Safe & Healthy Environment
BSD4				To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality
LED1	Local Economic Development	Create and promote an environment that promotes the development of the local economy and facilitate job creation through sustainable projects	Pillar 2: Basic service delivery	To support the Municipality's Rural and Agricultural Development Initiatives
LED2				To develop and support all emerging SMMEs and Cooperatives within the municipality
LED3				To promote the rights of vulnerable groups through various socio-economic development programmes
LED4				To Promote Sports and Recreation
LED5				To create awareness and promote healthy lifestyles that combat dreaded diseases such as HIV/AIDS and COVID-19
LED6				To promote tourism within the municipal area
LED7				To promote Arts and Culture Activities
LED8				To ensure effective implementation of Operation Sukuma Sakhe and Special Programs
LED9				To promote emerging businesses
FIN1	Municipal Financial Viability and	Review the revenue enhancement	Pillar 4: Sound financial management	To ensure enforcement of sound financial management practices
FIN2				To ensure that the Budget is spent according

	Management	strategy and implement financial management policies, procedures, and systems		to budget projection
FIN3				To ensure compilation of a credible Annual Financial Statements
FIN4				To ensure revenue enhancement
FIN5				To ensure that the Municipal Liquidity position is managed at 1:07
FIN6				To ensure effective management of the payroll system
FIN7				To ensure effective and efficient grants management
FIN8				To improve report management
FIN9				To ensure effective and efficient supply chain management system
GG1				Good Governance and Public Participation
GG4	To Transform the Municipality into a performance driven Municipality ensure an effective Audit and Performance Committee			
GG5	Ensure Functional Public Municipal Accounts Committee			
GG6	To ensure continuous engagement with ward constituency			
GG7	To ensure rapid response to community issues that threaten to halt service delivery			
GG8	To provide reasonable assurance on the adequacy and effectiveness of internal control system			
GG9	To ensure that services provided to the Municipality by service providers is of high			

				quality
GG10				To transform the municipality into a performance driven institution
CC1	Cross Cutting Issues	Development of schemes and unlocking of municipal land.	Pillar 2: Basic service delivery	To ensure strategic development and management of the municipality's Integrated Development Plan
				To facilitate spatial development in the entire area of Mkhambathini Municipality
CC2				To promote effective and efficient building control services
CC3				To enhance public safety control mechanisms
CC4				To provide support on disaster management services
CC5				To ensure integrated housing development within the municipality
CC6				To facilitate the development of the New Town Development

1.6 IMPACT OF COVID 19 AND UNREST LOCKDOWN IN MKHAMBATHINI LOCAL MUNICIPALITY

During the year 2020, The President addressed the nation of the Global pandemic, COVID-19 which has changed the economic outlook of the global economy. The pandemic has spread with alarming speed, infecting millions and bringing economic activities to a near standstill as countries imposed tight restrictions on movement to halt the spread of the virus. The June 2020 Global Economic Prospects describes both the immediate and near-term outlook for the impact of the pandemic and the long-term damage it has dealt to prospects for growth. The baseline forecast envisions a 5.2 percent contraction in global GDP in 2020, using market exchange rate weights—the deepest global recession in decades, despite the extraordinary efforts of governments to counter the downturn with fiscal and monetary policy support. Over the longer horizon, the deep recessions triggered by the pandemic are expected to leave lasting scars through lower investment, an erosion of human capital through lost work and schooling, and fragmentation of global trade and supply linkages.

The President of South Africa, on the 15th of March 2020 declared the spread of Covid-19 as a National State of Disaster in terms of the National Disaster Management. This announcement was made after the World Health Organisation had also declared the Covid-19 outbreak as an international pandemic.

On the 23 March 2020, the President further announced the 21 days of nation-wide lockdown. Subsequently, the Regulations in terms of National Disaster Management Act, No. 57 of 2002 and several Covid -19 regulation circulars were issued. These came with measures among which included, confining people in their place of residence unless they perform essential service, obtaining an essential service or goods, collecting social grants, or performing other essential activities.

These and many other restrictions and conditions aimed to restrict the spread of Covid-19 pandemic has resulted in sudden loss of income for the Mkhambathini businesses and individual community members, deepening poverty, and hunger. Rural areas within Mkhambathini who already endure a high rate of unemployment and poverty, the resulted negative impact is going to be unbearable.

It is upon this background that; the Mkhambathini Local Municipality seeks to accede to the call that a socio-economic recovery plan be developed to mitigate the impact of Covid-19 to our local businesses which is largely dominated by informal sector, and to our community, especially the vulnerable community members.

- To create strategies to help our business community, more especially the informal traders, SMMEs, retail stores, spaza shops and the Mkhambathini residents during and after the COVID-19 pandemic
- To develop immediate response action plan for socio-economic recovery as a short- term intervention
- To develop a comprehensive medium for long term socio - economic recovery plan, informed by a thorough assessment of the COVID-19 impact, and scientific data on viable economic sectors

The implications of the Nation-wide lockdown to businesses and community at large were not business as usual since all businesses and other entities had to terminate operations, except for any business or entities that were providing essential goods or services. Retail shops and spaza shops had to close, except where essential goods are sold but operate under strict conditions. The retail shops, spaza shops and informal traders selling authorised goods were prohibited from selling any other goods.

1.7 THE OVERALL ECONOMIC CLIMATE

Renamed Mkhambathini and based in Camperdown, is situated in the south-eastern periphery of uMgungundlovu District Municipality, the area is only 47 minutes from King Shaka International Airport and 30 minutes from Africa's busiest harbour. Mkhambathini is the fifth largest economy within the uMgungundlovu District Municipality. The main economic sectors include Agriculture, Tourism, Manufacturing, and Small Macro and Micro Enterprises (SMMEs). Agricultural production accounts for 33% of the economic sector. The production centers on vegetables grown for local and hinterland fresh produce markets, maize, and sugar cane (processed through a mill at Eston). The area features the second highest concentration of poultry producers in the world, supported by a network of service suppliers, as well as pig and beef farming. Tourism is centered on African experiences, with attraction such as the Tala Game Reserve, Nagle Dam and Umgeni Valley.

The second largest economy within the municipality is the manufacturing sector with 18.5%, then community and social is 10%, wholesale catering and retail is 9.8%, and other sectors account for the remaining 9%. The current focus of central Government is to grow economy and to create a conducive environment for further job creation. It has been agreed by Government that skilled development is key to the achievement of these objectives. This is relevant to the Mkhambathini Municipality like in the District since the majority of the population are the youth aged between 15-35 years who constitutes 34% of the total population (excluding the depended children who are 31%) there is a need to strengthen and support education and training programmes. Most of these youths are un-franchised and are jobless. Therefore, the already started partnership with organizations such as SEDA need to be strengthened.

Through the newly revised and adopted Local Economic Development Strategy, the Local Economic Development Unit under the leadership of the Director Community Services is continuing with strengthening the small, medium and micro business sub-sector. There is a need for vigorous creativity and effort in furthering these programmes by the municipality. The ideas must be turned into tangible programmes and projects. Furthermore, the District has partnered with the Provincial Department of Economic Development and Tourism over the years in co-funding projects. This has been augmented since the Department is a permanent member of the Economic Department sub-committee of the Planning and Development Cluster, which is part of the District Family's IGR. It has already been mentioned that economically active group constitutes 30%, which means very few are employed as there is 28% unemployment in the district. The elderly, who are above 65 years old, constitutes 5% of the total population.

1.7.2 MANUFACTURING

The manufacturing sector is the fourth largest sector within the Mkhambathini Municipality in terms of its contribution to employment and economic growth and development objectives. However, its overall share of contribution has been declining during the last few decades. As a secondary sector, it plays particularly important development objectives in terms of job creation and supporting other industries within the local economy. Mkhambathini Municipality has become particularly attractive to industrial investors due to its relatively cheap electricity compared to eThekweni and Msunduzi Municipalities.

Relatively cheap land has also been cited as an additional reason which contributes to the increasing number of industrialists choosing to locate within or near the Mkhambathini Municipality. The third factor that has also been highlighted relates to the location of the Mkhambathini Municipality relative to the N3, Durban and therefore the overall proximity to export markets. There is an urgent need for the Mkhambathini Municipality to look at compiling and developing its industrial development strategy that will translate these comparative advantages into competitive ones that will seek to achieve the following:

- Enhance the potential of the agricultural sector.
- Unlock further industrial development opportunities; and
- Enhance the potential for logistics and transportation sectors.

Further to this, number of industries either moving to, or already operating within the vicinity of Camperdown continues to escalate and this presents an opportunity for job creation and growth in local economy.

1.7.3 AGRICULTURE

Agricultural sector in Mkhambathini Local Municipality area is characterised by apartheid based inequalities manifested in the dichotomy between the well-developed, well-endowed and productive commercial sector in ward 3 and ward 4, and the underdeveloped, under resourced subsistence agriculture in ward 1, 2, 5, 6 and 7. Concentration of agricultural production in these areas means that the majority of rural people residing on Traditional Authority areas excluded from commercial agriculture. However, there is scope for out grower scheme and strategic partnership with major poultry producers.

The agricultural sector has been a cornerstone of the Camperdown region, the larger parts of which were incorporated into the current administrative boundaries of Mkhambathini Municipality, for a very long time. It is one of the matured economic sectors characteristics of the municipality's economic and industrial bases.

The sector is promoted by a long- established network of organized business structures which form part of the broader KwaNalu organization. The sector is characterized by business interests ranging from sugar cane, forestry, and related products and one of the greatest concentration of poultry networks in the world. There is a big network of agri-industries creating

synergy and increasing the overall comparative advantage of the sector. The importance of the agricultural sector within Mkhambathini Municipality is underlined by the sector's overall contribution to formal employment as well as GVA. Latest figures show that the agricultural sector is the second biggest, after community services. This is crucial in the sense that while there has been a clear pattern which indicates the decline in terms of the current economic sectors' ability to absorb internal labour and the increase in the reliance towards government support grants, etc; the capacity of the agricultural sector creates a strong balance.

It is also crucial to note that a large section of the agricultural sector the performance of the subsistence agricultural sector has never been included in the informal policy and strategic documents. As a result, this crucial sector remains invisible when it comes to strategic decision-making processes that can contribute to further growth and development of the sector. Measures are urgently needed for Mkhambathini Municipality to incorporate the developments that are taking place within the subsistence agricultural sector as it supports most people within the Ingonyama Trust land.

1.7.4 TOURISM

Tourism has been identified as one of the strategic economic sectors in South Africa. It has the inherent potential to positively impact other sectors of the economy including retail and financial services sectors. Tourism also has high capacity to create jobs for both urban and rural areas and earn the country valuable foreign exchange. Mkhambathini Municipality has a comparative advantage in tourism, which can also be attributed to its locational advantage relative to Durban and Pietermaritzburg. However, it also has its own unique natural, landscape-based and cultural attributes making it an important contributor.

Attractions range from natural based resources such game reserves, Bed and Breakfast establishments, venture-based activities such as the Duzi and Comrades Marathon and a host of others. Although Mkhambathini has an extensive network of operators which provide an institutional base within which tourism as a sector can be promoted and developed, there is no properly recognised tourism body such as Msunduzi Tourism, KZN tourism and so on found in other areas. There is a Tourism Plan in place which is incorporated in the LED Strategy of Mkhambathini Municipality. This plan highlights several advantages which both existing and new entrants in the sector could take full advantage of.

The municipality has several cultural, historical, and natural assets, which have begun to form the basis of an emergent tourism industry. The main features of the existing tourism sector are:

- Eco-tourism: Private game ranches offering up-market accommodation and wildlife trails for visitors (including Tala Valley Game Ranch, Killarney Game Ranch, White Lodge, Insingizi Lodge, the Lion Park, and Zoo).
- Agro- tourism: The Sakabula Circuit comprises of several autoroutes that meander through the municipality, linking it to adjacent area (Thornville, Baynesfield, Richmond, and Byrne Valley) and offers scenic views as well as country attractions, such as fresh produce, clothing, and farm stalls as well as accommodation.

- Adventure Tourism: The area is host to a number of adventure and sporting activities including off-road motorcycle and car races, canoeing events on Nagle dam, mountain bike races (cycling), micro lighting, skydiving, waterskiing and hiking trails.
- A Game reserve has been proposed for the Mkhambathini Areas between the N3 and Cato Ridge, although the progress to develop the park is unclear.
- Tourism attractions are generally located close to the main roads traversing the municipality. Ownership of the tourism industry tends to be highly concentrated with little involvement by rural communities. Participants at community workshops called for the exploitation of undeveloped tourism potential in the municipality, their involvement in tourism development and related income generating opportunities, as well as the need for education about the benefits and obligations of tourism.

1.7.5 SCOPE OF THE MKHAMBATHINI IDP

In line with Section 26 of the Municipal Systems Act (Act No. 32 of 2000) which prescribes the key components of an IDP, and the focus on development outcomes, Mkhambathini Municipality's IDP is presented in four main sections as follows: -

- An outline of the key development issues which are aligned to the DDM, and trends based on an analysis of the current level of development (Situational Analysis).
- A strategic framework which outlines Council's Long-term vision with specific emphasis on the municipality's most critical development objectives, actions plan entailed in line the Covid-19 priorities and strategies (Development Strategies).
- A capital program including a one- year program, a three- year program aligned to the Medium-Term Expenditure Framework, Medium-Term Strategic Framework, and the Five-Year Plan (Capital Investment Projects).
- An implementation framework which includes sector plans particularly the financial plan, spatial development framework, organizational performance management system and an organizational transformation and institutional development plan (Integration).
- The outline of the Mkhambathini IDP was reviewed in line with the performance targets achieved by the municipality with the 2020/21 municipal annual report which is attached as an annexure in the IDP

The IDP will inform the Medium-Term Expenditure Framework (MTEF) and guide the annual budget process. Chapter 4, Section 21(1) of the Municipal Finance Management Act (MFMA No. 56 of 2003) requires a municipality to align and sustain a close functional link between its IDP and the budget.

1.7.6. APPROACH

The approach adopted in reviewing the Draft IDP for the 2022/23 financial year was strongly guided by the guidelines prepared by the Department of Co-Operative Governance and Traditional Affairs (COGTA) as set out in the Revised KZN IDP Framework Guidelines dated 18 February 2022. The guide pack advocates for a process that is integrated, sustainable, issue-driven, people centered, and practical and action oriented.

The IDP adopts an outcome-based approach in line with the national government priorities and the associated 12 outcomes. Early in the National Cabinet adopted twelve outcome areas that collectively address the main strategic priorities of government.

The strategic objective of the outcome-based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

High level Negotiated Service Delivery Agreements (NSDA) based on these outcomes has been concluded between the President and national ministers. The Government outcome nine commits the Minister of Co-Operative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9 (refer to Box 3), this IDP responds directly to issues facing the area and its communities, render local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development, and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

- **Output 1:** Implement a differentiated approach to municipal financing, planning and support.
- **Output 2:** Improving access to basic services.
- **Output 3:** Implementation of the Community Works Programme.
- **Output 4:** Actions supporting of the Human Settlement Outcome.
- **Output 5:** Deepen democracy through a refined Ward Committee Model; and
- **Output 6:** Administrative and Financial Capability

In addition, the IDP also considers the emerging national and provincial long-term strategic plans as encapsulated in the National Development Plan, the Provincial Growth and Development Strategy to achieve the long-term vision of the NDP by 2030. Given its strategic location in the northern part of KwaZulu-Natal, Mkhambathini Municipality will make a significant contribution towards the implantation and attainment of the strategic objectives of each of these strategic plans. Again, it is critically important to ensure that the IDP aligns with these documents once they are

completed.

The approach adopted in the preparation of this round of IDP process 2022/2023 was strongly guided by the guidelines prepared by the Department of Co-operative Governance and Traditional Affairs (COGTA) as set out in the 5th Generation guide packs. The guide packs advocate a process that is integrative, sustainable, issue driven, people centered, practical and action oriented.

1.7.7 PUBLIC PARTICIPATION

The IDP preparation process involved extensive stakeholder and public participation as required in terms of the MSA (Act No. 32 of 2000). At least three IDP Representative Forum meetings were held, each coinciding with a distinct phase in the process. In addition, several meetings were held at ward level to establish community development needs and consult communities on the general affairs of the municipality. The comments raised during the Budget/IDP Roadshows also provided valuable input into the process. Moving forward we need to take cognizance of the Covid-19 regulations which created a diverse approach considering public participation, the municipality had to utilize social media platforms, radio stations and virtual meeting to enhance public participation in the IDP processes.

The following entails a schedule of the key activities that have undertaken towards reviewing the IDP: -

- Strategic review of the MLM Draft IDP (2022/23) in line with the comments from the MEC Letter: KZN COGTA of Reviewed 2021/22 IDP.
- Strategic review of outdated sector plans.
- Strategic review of MLM IDP 2022/2023 in line with of the Municipality's 2020/21 Annual Report
- Improved alignment between the IDP/Budget and PMS.
- Self- assessment of the COGTA Alignment Session Feedback
- Strategic review of the MLM SDF (2019/20)) in line with the comments from the MEC: KZN COGTA of 2021/22 IDP.
- National and Provincial Priorities, SDG, NDP, PGDS, DGDP, DDM and The MSTF 2019-2024
- Review of the three-year financial plan.
- Development of the SDBIP.
- Preparation of the IDP in line with the Covid-19 priorities and regulations.

1.7.8. PROCESS FOR PUBLIC PARTICIPATION

The IDP preparation process involved extensive stakeholder sectoral participation within the public participation process as required in terms of the MSA but due to the Covid-19 Pandemic the Municipality had to utilize alternative public participation approaches for the planned public consultation in accordance with the Covid Regulations and measures. That had to be prioritized by the municipality. The municipality utilized social media platforms and radio stations. The IDP Representative Forum meeting was held considering the Covid-19 Pandemic with adherence to the Covid-19 protocol. The necessary measures were taken into by the municipality and are coinciding with a distinct phase in the process. In addition, several meetings were held at ward level to establish community development needs and consult communities on municipal business generally. The Mayoral Reviewed IDP and Draft Budget Izimbizo also provide a valuable input into the public participation, IDP and Budget process which the municipality conducts engagement within all 7 of the ward areas to give feedback to the community on what Mkhambathini Local Municipality has planned for this FY 2022/23 for the community in line with the services delivery need that the community has in terms of priority development that the municipal council has implemented in terms of job creation along with programmes for the people of Mkhambathini. The review of the IDP over the next five years will also follow the same process. The following public engagement meetings were held.

The issues have been raised by the communities within the 7 wards are basically similar, the issues faced in the wards are the following:

- Housing
- Cattle Dips
- Access Roads
- Water and Sanitation
- Telecommunication (Lack of Network Coverage)
- Agricultural issues
- Lack of Healthcare facilities

Table 9: Stakeholders Meeting

STAKEHOLDERS	VENUE	DATE	TIME
Public Consultations: Mayoral Outreach IDP and Public Participation 2021/22 Roadshows by Hon Mayor	Ward 2 Hlukana Community Hall	October 2021	10h00
	Ward 1 Maqongqo Community Hall	October 2021	10h00
	Ward 6 Mpangisa Community Hall	October 2021	10h00
	Ward 7 Nsongeni Sports field	October 2021	10h00
	Ward 5 Mbungwini Community Hall	October 2021	10h00
	Ward 3 Nkanyezini Community Hall	October 2021	10h00
	Ward 4 Dukes Community Hall	October 2021	10h00
Mkhambathini IDP Rep Forum	Ward 4 Dukes Community Hall	October 2021	10h00



The newly elected Mayor Cllr NW Ntombela will be delivering the Review of the 5th Generation 2022/23 IDP Review and Draft Budget to the community of Mkhambathini within all the 7 wards of Mkhambathini Local Municipality with the inclusion of financial projections of the planned projects and programmes the municipality implemented for the 2022/23 FY.

The municipality also provides support to the SMME's in the 7 Wards, with providing those SMME's with different equipment to grow their businesses and which the municipality will be monitoring usage of the equipment through the Local Economic Development Office.

Mayoral Outreach Programmes will be conducted in the month of October/November 2022 in all 7 wards to implement the reviewed 2022/23 IDP which will be tabled at Council in the month of June. Which aims to address service delivery issues raised by the community within the 7 wards which will assist the municipality when implementing IDP which is informed by the Budget the FY of 2022/23.



1.8.3 SECTOR DEPARTMENT INVOLVEMENT

It has been indicated that the participation of sector planning is very weak within the South African Local Government system as municipalities are not getting recognition as development overseers within their respective areas of jurisdiction. The implementation of the District Development Model (DDM) is aimed to intensify sectoral coordination and alignment of their budgets with municipal budgets and allocation resources using the prioritization list from municipalities through the consultations with communities.

However, Mkhambathini Municipality has managed to incorporate a diverse approach which has brought sector departments to be fully involved their IDP process and the attendance of the sector departments in the IDP Representative Forum has improved. The mechanism adopted was to engage sector departments on a one-on-one basis to deal with specific issues affecting the municipality that need to be addressed. Sector departments have also fully participated in the IDP Representative Forums held by the municipality throughout the year. As a result, the municipality has worked effectively with the following departments and their participation has made significant improvements towards service delivery.

The only challenge is that not all the sector departments are willing to participate in municipal engagements to enhance sectoral coordination between local and provincial government: -

- Department of Transport
- Department of Cooperative Governance and Traditional Affairs (COGTA)
- Department of Social Development
- Department of Public Works
- Department of Health
- Department of Agriculture
- Departments of Rural and Land Reforms
- Department of Education
- Department of STATS SA
- Departments of Community Safety and Liaison
- Department of Economic Development and Tourism
- Department of Arts and Culture (Library and Museum sections)
- uMgungundlovu District Municipality
- The South African National Road Agency Ltd (SANRAL)
- Department of Human Settlements, and
- ESKOM.
- UMNGENI Water

1.8.4. ALIGNMENT WITH FAMILY OF MUNICIPALITIES WITHIN THE DISTRICT

Engagements were held with the district family of municipalities through virtual platforms to align the IDPs the following is an indication of some of the key alignment issues addressed to date: -

- The IDPs of the uMgungundlovu family are focusing on the outcome based IDP approach thereby align with the Key Performance Areas developed by national government.
- Both the SONA and SOPA have been incorporated into the IDP's
- Outcome 9 has been incorporated into the IDPs there by giving emphasis to good governance and sustainable human settlements (Outcome 8).
- The PGDP has been incorporated as part of improving the alignment between the province and local government.
- The DGDP has been incorporated to improve alignment between the district and local government.
- The IDPs have given emphasis to the Operation Sukuma Sakhe Program and its associated impact on communities the fight against poverty through job creation.
- Green economy through recycling initiatives is done within the 7 wards of the municipality to enhance waste management within the municipal ward areas and climate change has also been incorporated and awareness campaigns are done championed by the Waste Management Unit to encourage and educate the community about green economy within their areas. These include the implementation of solar energies and smart and conventional meters on new housing developments.
- The implementation of the DDM of the DDM is done through the District and the Local Municipalities are part of the various DDM sub clusters structures
- The prioritization of the Covid-19 regulations and measures have been incorporated and the community has been educated to improve basic services in the Municipality.
- The Local Municipality Mayor, Municipal Manager and Municipal Officials form part of the DDM Sub-clusters

1.9. KEY DEVELOPMENT CHALLENGES

Although the Mkhambathini Local Municipality has made significant progress in addressing service delivery backlogs and promoting development within its area of jurisdiction, there are still several key development challenges that face the municipal area and its people. These are discussed briefly and categorized according to the national key performance areas below.

1.9.3. HIGH RATE OF UNEMPLOYMENT AND LOW ECONOMIC GROWTH

One of the critical issues that the municipality continues to encounter is the increasing number of unemployment is especially youth unemployment. There has been an increase in the number of graduates who are loitering in the streets because they are struggling to find employment. This has driven many young people to migrate to big cities with the hope of employment opportunities. The local economy, which is predominantly agricultural, indicates that the area has a high potential for tourism development within the Municipal jurisdiction. The N3 which carries trade and tourist traffic, also runs through Mkhambathini, and provides an opportunity for local economic development for the municipality.

The IDP process should address important economic issues which include:

- High rate of unemployment, scarcity of employment opportunities and the slow economic growth of Mkhambathini.
- The exclusion of the poor and largely black people from ownership of land and access to the means of production

1.9.4. HIGH LEVEL OF POVERTY AND INEQUALITY

Poverty manifests itself in different dimensions with income poverty and human poverty being the most common. Income poverty refers to the lack of enough income to satisfy basic food needs and essential non-food needs such as clothing, energy and shelter. It arises from a high rate of unemployment, poor access to productive resources, lack of marketable skills and general lack of job opportunities.

Human poverty broadly refers to the lack of basic human capabilities that arises from high representation of the members who cannot read, write and numerate, food insecurity, malnutrition, declining life expectancy, increase of sickness and deaths related to preventable diseases and poor access to basic services. Overcrowding also contributes to this situation.

The National Development Plan (NDP) (2011) and the Vision for 2030 echoes the sentiments of the Reconstruction and Development Programme (RDP) (1994) “no political democracy can survive and flourish if the mass of our people remain in poverty, without land without tangible prospects for a better life attacking poverty and deprivation must therefore be the first priority of a democratic government”. Two fundamental objectives apply:

- Elimination of Poverty
- Reduction of Inequality
- In 2012, a set of three national poverty lines were established:
- Food Level Poverty (FPL) for individual unable to purchase food
- Lower Bound Poverty Line (LBPL) includes non-food items; however, individuals sacrifice food to purchase other items
- Upper Bound Poverty Line (UBPL) includes individuals that can purchase food and non-food items.

The table below is based on (Consumer Price Index) CPI between the period 2001 and 2011.

TABLE 12: INFLATED-ADJUSTED POVERTY LINES (PER CAPITAL MONTH IN RANDS)

Year	Food Poverty Line	Lower-inbound Poverty Line	Upper-bound Poverty Line
2000	141	209	308
2005	202	288	413
2010	307	424	594
2011	321	443	620

In South Africa, as the table below suggests the poverty level has dropped from 2009 to 2011.

TABLE 13: POVERTY LEVEL INDICATOR FOR 2009 AND 2011

Poverty Headcounts	2009	2011
% of population that is poor	56.8%	45.5%
% of population living in extreme poverty	32.4%	20.2%

1.9.5. BACKLOG IN THE DELIVERY OF PUBLIC FACILITIES

Huge backlogs in the delivery of public services have been identified as one of the key issues facing Mkhambathini Municipality. It manifests itself in the following forms:

- Poor condition of schools, which does not contribute to building a culture of learning and teaching.
- Poor access to institutions for early childhood education. This field has been identified by the national government as a priority of intervention.
- Poor Access to health services which affect delivery of health care. The latter is a strategy used by the national government to deliver health services
- Lack of visible policing.
- Poor access to library services which also affects the development of a culture of learning and teaching.
- Poor access to welfare services including pension pay points, magistrate services, etc.
- Poor access to cemeteries.

1.9.6. POOR ACCESS TO ADEQUATE SHELTER

Mkhambathini Municipality is predominantly rural in character and most of the people reside within traditional authority areas, which are characterised by a high level of poverty. People in these areas cannot afford to build and maintain proper houses, due to high level of unemployment. However, it should be noted that as much as the area is characterized by high level of poverty, we have over the years witnessed a shift in some of the wards in particular ward 3 where we witnessed a higher-class home being built in Lion Park. Even though there are some challenges with that development the Municipality is working hand in hand with the tribal authority and Department of Corporative and Traditional Affairs to resolve the issue. This will change the landscape of not only Ward 3 but will also have a positive impact of mixed class forward 1, 2 and ward 5 as well. Moreover, traditional authority areas were previously excluded from housing subsidy scheme. Housing needs for farm workers should also be addressed.

1.9.7. BACKLOG IN THE DELIVERY OF BASIC INFRASTRUCTURE

Although substantially progress has been made to deliver such as electricity, water and telecommunication infrastructure the level/extant of need is such that provision of these services remains one of the key development challenges facing Mkhambathini Local Municipality. Many settlements is still without reliable sources of energy and depend on candles, paraffin and firewood for light and power.

Access to firewood is becoming a serious problem while the cost for candles and paraffin may not be affordable to some households. Water delivered below RDP standards with certain areas showing a high rate of dependence on (boreholes) and natural resources.

In some instances, plans have been developed for the delivery of bulk water, but it is important to note that some of the existing bulk water schemes within the district are operating at a loss and put strains on the financial situation of the municipality. Through ward committees the municipality is putting together a backlog statistic which will assist the numbers we have since 2011/2016 statistics report.

1.9.8. INEQUITABLE ACCESS TO LAND

Access to land within Mkhambathini Municipality is skewed in favour of a few white commercial farmers who owns about 71, 8% of land. This situation is not unique to Mkhambathini but affects the whole of South Africa. To address this situation the Development of Land Affairs has developed a programme designed to fast-track land redistribution and has set a target of transferring not less than 30% of agricultural land to the previously disadvantaged and marginalised people within 15 years. Poor environmental management manifests itself in the form of overgrazing and environmental degradation, which characterised the traditional authority areas, and occurs in a few privately owned farms. This issue arises from lack of information about environmental management, poor access to land resources and poor management of natural resources. Water and quality is also declining as a result of pollution from industries in Pietermaritzburg.

1.9.9. POOR ENVIRONMENTAL QUALITY

Poor environmental management manifests itself in the form of overgrazing and environmental degradation, which characterised the traditional authority areas, and occurs in a few privately owned farms. This issue arises from lack of information about environmental management, poor access to land resources and poor management of natural resources. Water and quality are also declining because of pollution from industries in Pietermaritzburg.

1.9.10 INEFFICIENT SPATIAL STRUCTURE

The spatial structure of Mkhambathini Municipality is grossly inefficient with most poor and low-income people being resident in remote, distant and badly located areas in the northern and southern tips of the area. The middle part where the N3 runs and Camperdown is located is dominated by commercial farm. This makes Camperdown, which is the main economic center inaccessible to most of the population it should serve.

1.9.11. LACK OF CAPACITY WITHIN MKHAMBATHINI

Mkhambathini Municipality was developed based on Camperdown Transactional Local Council, which was small and did not have sufficient capacity. While the situation remains largely the same in term of resources, the size of the area Mkhambathini or servicing has increased substantially. There is an urgent, need to create sufficient capacity to be able to deliver in terms of constitution and legislative mandate.

1.9.12. PREVALENCE OF HIV/AIDS AND COVID-19 PANADEMIC

The impact of HIV and AIDS pandemic in Mkhambathini Local Municipality has manifested itself on various ways. Most local municipalities that constitute the district are experiencing an increase in the number of deaths that are HIV and AIDS related. This situation manifests in the increase in the demand for burial sites.

The number of people who are sick and require assistance in the form of home-based care is also on the increase. This situation has resulted in a number of households not being able to pay for municipal services. Some of these families have lost the sole provider. The number of families that live below poverty line are increasing.

HIV and AIDS is political and socio-economical challenge and therefore its impact is felt in several various ways, which include the impact on:

- Individual members of the society
- Families
- Communities in general
- Economic development; and
- Provision of services

The impact of Covid-19 Pandemic in Mkhambathini Local Municipality has manifested itself in various ways within the community. As several community members have lost their loved ones due to the pandemic, others have lost jobs and are currently unemployed.

The municipality in partnership with the Department of Health have tired various tools to educate the community of Mkhambathini Local Municipality and assist the Department of Health in informing the people about the Covid-19 Pandemic by encouraging the youth to assist in educating the elderly about Covid-19

But this remains a challenge for the municipality and the Department of Health as the municipality is rurally dominated and the access to healthcare services is limited in Mkhambathini Local Municipality.

SECTION B

CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES AND IMPERITIVES

Planning and development in Mkhambathini Local Municipality occurs within the national and provincial policy framework and provides for the implementation of the priorities as outlined in these documents.

2.1. NATIONAL POLICY FRAMEWORK

2.1.1. NATIONAL DEVELOPMENT PLAN

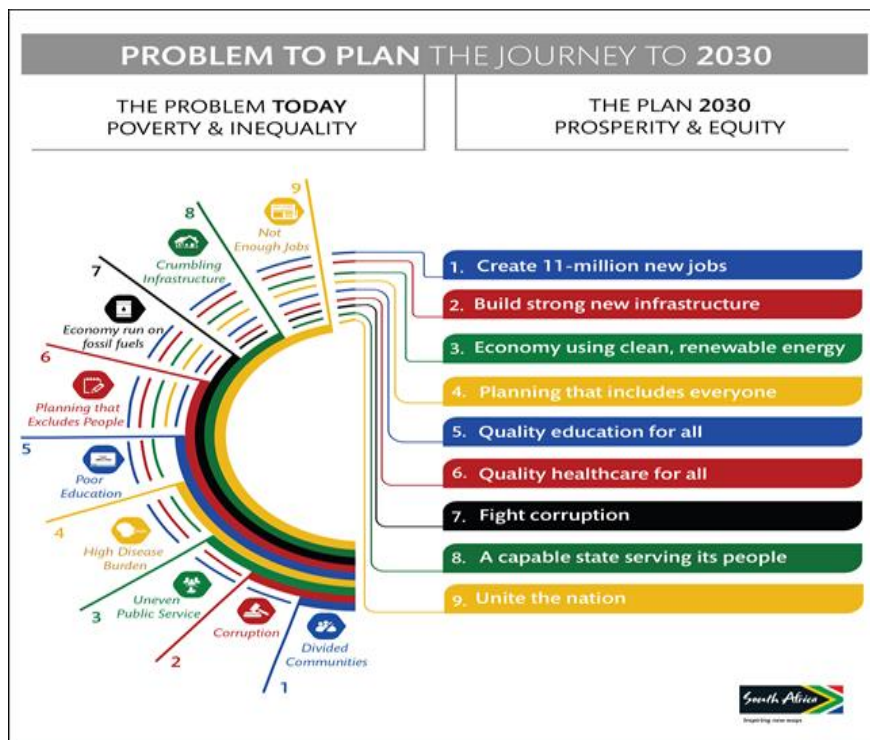


FIGURE 2: NATIONAL DEVELOPMENT PLAN DIAGRAM

The National Development Plan (NDP) is the all-encompassing master plan which seeks to remove poverty and lessen inequality by the year 2030. At the core of this plan is the robust focus on the access and opportunities people have towards education, skills development, decent human settlement, nutrition, safe communities, and community security, transport, and employment opportunities. The NDP specifies that to respond to economic opportunities and challenges, the economy would need to be extended to absorb labour and improve the overall ability of South African society and organizations when dissolving the NDP with economic challenges and opportunities in Mkhambathini Municipality, you discover that there is extensive information provided due its location, land availability as well as current, future and potential economic activities within the

area.

The NDP has significantly stressed the importance of growing the logistics infrastructure in the country. A growing number of major companies in both the manufacturing and logistics sectors have started localizing in Mkhambathini Municipality providing prospects to tap into the Durban-Gauteng freight corridor and expansion of the seaport infrastructure. The proposed dry port in Cato Ridge further promotes the expansion of public transport infrastructure which will impact directly on spatial development within the major town within the municipality.

Mkhambathini municipality is predominantly rural and shaped largely by the Apartheid policies which segregated people from economic opportunities. NDP strongly emphasis Rural Development in conjunction with agricultural development. The agricultural sector has experienced a number of challenges, such as the drought. Furthermore, the redistribution of land to people who don't have sufficient skills to maintain the agricultural activities is also taking a large toll in the decline of agricultural activities. The Municipality should strive to ensure that the indigenous people as well as those who acquire land through redistribution have the required skills to maintain agricultural production within the area. All development initiatives in Mkhambathini are guided by the KZN PGDS, NSDP, DFA principles and the parameters of the PDA.

2.1.2. SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The Sustainable Development Goals (SDGs) are eight international development goals that 192 United Nations member states have agreed to achieve by the year 2030. The aim of the SDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e., making sure that human development reaches everyone, everywhere. The SDGs focus on three main areas of human development vis. Bolstering human capital, improving infrastructure and increasing social, economic, and political rights.



FIGURE 3: THE SUSTAINABLE DEVELOPMENT GOALS

2.1.3. THE FOURTEEN NATIONAL OUTCOME

The IDP adopts an outcome-based approach in line with the national government priorities and the associated 14 outcomes (refer to Box 2 below). Early in the National Cabinet, adopted were twelve outcome areas that collectively address the main strategic priorities of government. Subsequently, two new outcomes were introduced making it 14 national outcome areas aimed at addressing government priorities. The strategic objective of the outcome-based approach is to improve services delivery across all spheres of government. and to introduce a systematic planning, monitoring and evaluation process.

- An improved quality of basic education.
- A long and healthy life for all South Africans.
- All South Africans should be safe and feel safe.
- Decent employment through inclusive growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive and responsive economic infrastructure network.
- Vibrant, equitable, sustainable rural communities with food security for all.
- Sustainable human settlements and an improved quality of household life.
- A responsive, accountable, effective and efficient local government system.
- Environmental assets and natural resources that are well protected and enhanced.
- A better Africa and a better world as a result of South Africa's contributions to global relations.
- An efficient and development-oriented public service and an empowered, fair and inclusive citizenship.
- An inclusive and responsive social protection system.
- Transforming society and uniting the country

High level Negotiated Service Delivery Agreements (NSDA) based on these outcomes have been concluded between the President and national ministers. The National Outcome Nine (9) commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is responsive, accountable, effective, and efficient. In line with Outcome 9 Mkhambathini Municipality's IDP responds directly to issues facing the area and its communities with the aim of rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

2.1.4. THE STATE OF THE NATION ADDRESS (SONA) AND STATE OF THE PROVINCE ADDRESS (SOPA) -2022



The State of the Nation Address (SONA) was called by the President in terms of Section 42(5) of the Constitution. It is a joint sitting of the two Houses of Parliament and one of the rare occasions that bring together the three arms of the State under one roof considering the Covid-19 pandemic. President Cyril Ramaphosa said in his 2021 State of the Nation Address. The COVID-19 pandemic has wrought havoc on the South African economy, infected nearly 1.5-million people and killed more than 45 000.

“Beyond these statistics lies a human story of tragedy and pain. There is no family, no community, and no place of work that has not lost someone they knew, worked with, and loved,” he said.

“It is also a story of courage and resilience. The resilience of the hospital worker who - day after day, night after night - goes to work to save lives, knowing that they themselves are at risk of infection.

“It is a wonderful account of the courage of the police officer, the soldier, the essential worker, the carer and all those on the frontline who have kept our country safe, our people fed and our economy going.

“It is a story of solidarity and compassion. Of a nation that has stood together to confront COVID-19 in ways not seen since the early days of our democracy.

“More than anything else, this crisis has revealed the true character of our remarkable nation. It has revealed a spirit of the people who refused to be defeated,” said the president.

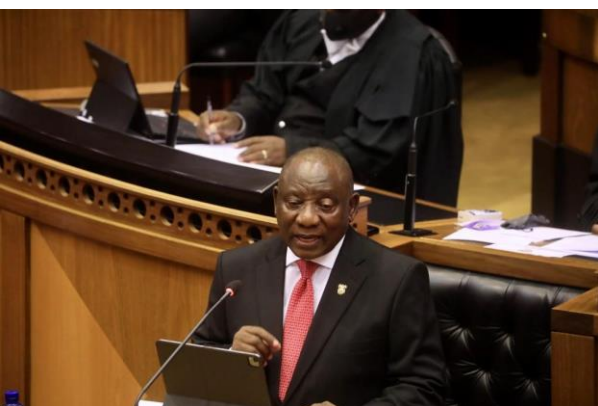
DEFEATING COVID-19

- The human cost to South Africa could have been far worse, had it not been for the unrelenting, comprehensive response to COVID-19
- But we must intensify prevention and strengthen the health system. We must also undertake a massive vaccination programme
- South Africa has secured 9-million doses of the Johnson & Johnson vaccine, with the first 80 000 doses arriving next week. Health and other frontline workers will be prioritised in the first phase
- A total of 500 000 doses of the Johnson & Johnson vaccine arrive in the next four weeks
- Pfizer has committed 20-million vaccine doses, with deliveries commencing at the end of the first quarter
- A further 12-million doses have been secured through the global COVAX facility
- This will be complemented by other vaccines available to South Africa through the African Union’s African Vaccine Acquisition Task Team facility
- Engagements with all vaccine manufacturers are continuing, to ensure sufficient quantities of vaccines suitable to our conditions are secured
- All provinces have vaccination roll-out plans in place

COVID SOCIAL AND ECONOMIC RELIEF

- COVID-19 has contributed to rising poverty and deepening inequality, with our economy 6% smaller in the third quarter of 2020 compared with the last quarter of 2019: 1.7-million fewer people were employed, and unemployment stands at 30.8%
- However, the government’s relief measures, and phased reopening of the economy augurs well for strong employment recovery by the end of 2020
- The government’s social and economic relief package, introduced in April 2020, has identified R500-billion (10% of GDP) in measures to provide cash to poor households, provide wage support and provide relief to struggling businesses

- A third of our population, 18-million people, received additional grant payments, lifting more than 5 million above the food poverty line
- More than R57-billion in wage support has been paid to over 4.5-million workers through the Special UIF TERS scheme
- Small and medium-sized businesses have received more than R1.3-billion in support, and over R70-billion in tax relief was extended to struggling businesses
- About R18.9-billion in loans has been approved through the loan guarantee scheme for 13 000 businesses
- The period for the Special COVID-19 Grant of R350 will be extended by a further three months
- The COVID-19 TERS benefit will also be extended until 15 March 2021, only for those sectors that have not been able to operate
- National Treasury will work with its partners and stakeholders on improvements to the loan guarantee scheme to better address the realities of SMMEs and other businesses



ECONOMIC RECONSTRUCTION AND RECOVERY PLAN

The Economic Reconstruction and Recovery Plan, presented four months ago to Parliament, has focused on four priority areas:

- A massive rollout of infrastructure throughout South Africa
- A massive increase in local production
- An employment stimulus to create jobs and support livelihoods
- The rapid expansion of our energy generation capacity

INFRASTRUCTURE

- Technical skills have had to be built within the government to prepare and manage large infrastructure projects
- An infrastructure investment project pipeline worth R340-billion in network industries such as energy, water, transport and telecommunications has been developed. Construction has started and progress has been made
- Two major human settlements projects that will provide homes to almost 68 000 households in Gauteng province have begun. Similar projects are planned in other provinces
- New post-apartheid cities, announced two years ago, are being conceptualised in a number of places. The master plan for the first, the Lanseria Smart City, which will house between 350 000 and 500 000 people, is now out for public comment
- Progress is being made on several major water infrastructure projects: Phase 2A of the Mokolo and Crocodile River project, and the uMkhomazi Water Project
- The Infrastructure Investment Plan identifies road projects worth R19-billion. Work is under way to finalise project finance structuring
- Resources have been committed from the fiscus to support the construction and rehabilitation of the N1, N2, and N3 highways
- The R100-billion Infrastructure Fund is now in full operation. Its approved project pipeline for 2021 is varied: it includes the Student Housing Infrastructure Programme, which aims to provide 300 000 student beds, and SA Connect, a programme to roll out broadband to schools, hospitals, police stations and other government facilities

INDUSTRIALISATION AND LOCAL PRODUCTION

Supporting a massive increase in local production and making South African exports globally competitive will encourage greater investment by the private sector in productive activity

Key to this plan is a renewed commitment from government, business and organised labour to buy local.

- All social partners who participated in the development of the Economic Reconstruction and Recovery Plan have agreed to work together to reduce our reliance on imports by 20% over the next five years
- They have identified 42 products - ranging from edible oils to furniture, fruit concentrates, personal protective equipment, steel products and green economy inputs - that can be sourced locally
- Achieving this target will significantly expand our productive economy, potentially returning more than R200-billion to the country's annual output
- Last year, we undertook to create a larger market for small businesses and designate 1 000 locally produced products that must be procured from SMMEs. The closure of global supply chains owing to COVID-19 has allowed this process to be accelerated
- The departments of Small Business Development and Trade, Industry and Competition are supporting SMMEs to access larger domestic and international markets
- Four master plans to rejuvenate and grow key industries have been completed and signed to date, and have already had an impact in their respective industries
- Through the poultry master plan, the industry has invested R800-million to upgrade production. South Africa now produces an additional one million chickens weekly
- The sugar master plan includes a commitment from large users of sugar to procure at least 80% of their sugar needs from local growers
- The clothing, textile, footwear and leather master plan has seen the investment of more than R500-million to expand local manufacturing facilities
- The auto sector has recovered around 70% of its normal annual production, in difficult circumstances. Last week, the Ford Motor Company announced a R16-billion investment to expand their manufacturing facility in Tshwane; Toyota has invested in its KwaZulu-Natal facility; investment announcements have been made by Nissan, Mercedes-Benz and Isuzu
- This year, our focus will be on getting the industry back to full production, implementing the Black Industrialist Fund and working on a new platform for expanded auto trade with the rest of the continent
- Also, this year, we will begin to harness the opportunities presented by the African Continental Free Trade Area, which came into operation on 1 January. It provides a platform for South African businesses to expand into markets across the continent
- Last year, government agreed to landmark deals with companies that will advance black economic empowerment by transferring ownership to their workers
- In November last year, we held our third South Africa Investment Conference to review the implementation of previous commitments and to generate new investment into our economy. The Investment Conference managed to raise R108-billion in additional investment commitments, bringing the total for the last three years to R773-billion. Around R183-billion has already flowed into projects
- In the past year, more than 125 000 new companies have been registered through the BizPortal platform, completing their registration in a matter of hours

EMPLOYMENT STIMULUS

We continue to work in a social compact with the private sector to create a more conducive environment for it to be able to create jobs

- The Presidential Employment Stimulus is one of the most significant expansions of public and social employment in South Africa's history: by the end of January, over 430 000 opportunities had been supported. A further 180 000 opportunities are currently in the recruitment process

- The National Youth Development Agency and the Department of Small Business Development provided grant funding and business support to 1 000 young entrepreneurs
- More than 1.2-million young people are already in the national Pathway Management Network, which provides support and opportunities to young people.
- It is a priority for 2021 to regain lost time and improve educational outcomes, from the early years to post-school education and training

ENERGY SECURITY

- Restoring Eskom to operational and financial health and accelerating its restructuring process is central to this objective
- Eskom has been restructured into three separate entities for generation, transmission and distribution, laying the foundations for an efficient, modern and competitive energy system
- Eskom is making substantial progress with its intensive maintenance and operational excellence programmes to improve the reliability of its coal fleet
- The government is working closely with Eskom on proposals to improve its financial position, manage its debt and reduce its dependence on the fiscus
- The electricity tariff path is to be reviewed, to ensure that it reflects all reasonable costs and measures to resolve the problem of municipal debt
- In December 2020, the government and its social partners signed the historic Eskom Social Compact, which outlines the necessary actions we must take to meet the country's current and future energy needs
- Action has been taken to urgently and substantially increase generation capacity in addition to what Eskom generates:
 - successful bids for 2 000 megawatts of emergency power generation will soon be announced.
 - regulations have been amended and the requirements clarified for municipalities to buy power from independent power producers.
 - the government will soon be initiating the procurement of an additional 11 800 megawatts of power from renewable energy, natural gas, battery storage and coal
- The government will in the coming weeks open bid window 4 of the renewal energy programme for 2 600 megawatts from wind and solar energy
- The government will amend Schedule 2 of the Electricity Regulation Act within the next three months to increase the licensing threshold for embedded generation projects, unlocking up to 5 000 megawatts more capacity.
- We are working to fulfil our commitments under the United Nations Framework Convention on Climate Change and its Paris Agreement which include the reduction of greenhouse gas emissions. Eskom has committed in principle to net zero emissions by 2050
- Our work on climate change will be guided by the Presidential Coordinating Commission on Climate Change, which is meeting for the first time this month. It will work on a plan for a just transition to a low-carbon economy and climate resilient society



ECONOMIC REFORMS

- Economic reform is being driven through Operation Vulindlela, which involves a team in National Treasury and the President's office
- Operation Vulindlela focuses on reforms in the electricity, water, telecommunications and transport sectors, as well as reforms to our visa and immigration regime
- The phased switch-off of analogue TV transmitters and phased migration to digital begins next month. This process is due to be completed by March 2022
- In the water sector, Operation Vulindlela is ensuring that water licence applications are finalised

within the revised timeframe of 90 days, and that the Blue Drop and Green Drop programmes are revived to strengthen water quality monitoring.

- The establishment of a national Water Resources Infrastructure Agency will be accelerated
- Durban is being positioned as a hub port for the Southern Hemisphere, and Ngqura developed as the container terminal of choice
- The rail corridor from Gauteng is being extended to enable the export of vehicles through Port Elizabeth
- Work is under way with the relevant departments to reform our visa and immigration regime, to attract skills and grow the tourism sector. A full roll-out of eVisas to visitors from China, India, Nigeria, Kenya and 10 other countries will be undertaken

STATE-OWNED ENTERPRISES

- The Presidential State-Owned Enterprises Council has outlined a clear set of reforms to enable SOEs to fulfil their growth and development mandate
- Overarching legislation for state-owned companies will be tabled in Cabinet this financial year and Parliament in the next the financial year
- A centralised SOE model is being implemented this financial year, which will ensure a standardised governance, financial management and operational performance framework for all SOEs
- The mandates of all SOEs are being re-evaluated

AGRICULTURE AND FOOD SECURITY

- Despite COVID-19, South Africa's agricultural sector has performed remarkably well. In 2020, we became the world's second-largest exporter of citrus, with strong export growth in wine, maize, nuts, deciduous fruit and sugar cane
- There is opportunity for further public-private partnership in agriculture to promote transformation, ensure sustainable growth and accelerate land redistribution
- To date, government has redistributed over 5-million hectares of land, totalling around 5 500 farms, to more than 300 000 beneficiaries
- Additionally, the land restitution process has benefited over 2-million land claimants and resulted in the transfer of around 2.7-million hectares
- Programmes are being pursued to assist smallholder and emerging farmers
- A Land and Agrarian Reform Agency to fast-track land reform will be established in the next financial year

BUILDING A CAPABLE STATE

- The National School of Government will continue to roll out programmes to advance honesty, ethics and integrity in the public service
- Ministerial Performance Agreements, which are available online, were signed off in October 2020
- Efforts to strengthen local government infrastructure and accelerate service delivery through the District Development Model are proceeding
- There is a focus on appointing properly qualified officials at a local level to ensure effective management and provision of services

FIGHTING CRIME AND CORRUPTION

- Corruption is one of the greatest impediments to the country's growth and development, and the rebuilding effort begun three years ago must be maintained
- There has been great progress in turning around law enforcement bodies, with critical leadership positions filled, improved cooperation and sharing of resources by law enforcement agencies, and implementation of the National Anti-Corruption Strategy. National Anti-Corruption Advisory Council members will be appointed shortly
- The Fusion Centre, which brings together key law enforcement agencies to share information and resources, was established last year to act on fraud and corruption in the procurement of COVID-related goods and services. Millions of rands in public funds have been preserved or recovered
- The Special Investigating Unit was authorised to investigate allegations of unlawful conduct with respect to COVID procurement by all state bodies during the National State of Disaster. The SIU has finalised investigations into 164 contracts with a total value of R3.5-billion
- The Political Party Funding Act will come into operation on 1 April this year. This will regulate public and private funding of political parties
- Task teams have been set up in a number of provinces to deal with extortion and violence on sites of economic activity
- The implementation and capacitation of the Border Management Agency, to curb illegal immigration and cross-border crime, is being fast-tracked

GENDER-BASED VIOLENCE

- Three key pieces of legislation were introduced in Parliament last year to make the criminal justice system more effective in combating gender-based violence
- Progress is being made in reducing the backlog of gender-based violence cases
- Care and support to survivors of gender-based violence will continue
- Last year, Cabinet approved a policy that 40% of public procurement should go to women-owned businesses. Several departments have begun implementing this policy
- The ground-breaking, private sector-led GBVF Response Fund was launched last week, with several South African companies and global philanthropies pledging a total of R128-million
- Over the next three years, the government will allocate approximately R12-billion to implement the various components of the National Strategic Plan
- Attention must be given to issues affecting children, including improving school readiness, Early Childhood Development planning and funding, protection against preventable diseases, policy reform around child welfare and reducing violence against children
- The government will in the next year forge ahead with providing greater opportunities for persons with disabilities to participate in the economy and in society in general

“In counting the great cost to our society over the past year, we may be tempted to lose faith. But we can get

through this. Because we are a nation of heroes," said President Ramaphosa.

"I am referring not to the glorious lineage of struggle icons, but to the everyday heroes that walk among us, who work hard every day to put food on the table, to keep the company running, and to give support, help and care to our people.

"It is your resilience that will help this country recover," he said.

Parliament to present to the nation the Economic Reconstruction and Recovery Plan to report on progress in the implementation of the recovery plan and the priority actions we must take to restore growth and create jobs.

We have given ourselves 100 days to finalise a comprehensive social compact to grow our economy, create jobs and combat hunger.

2.1.5. STATE OF THE PROVINCE ADDRESS (SOPA) -2022



Honourable Speaker, we meet in the mid-term of the sixth democratic administration. The resilient and courageous people of KwaZulu-Natal are at a turning point.

This is our decisive moment to turn the corner, build on our resilience, forge lasting peace, create job opportunities and usher in sustainable growth.

After two and a half testing years, we find ourselves at a fork in the road. We must choose determination over hesitancy and hope over fear to steer our Province to a better, brighter future. Our province has undergone experiences we could not have imagined at the start of this term. Chief among these has been the deadly and devastating impact of the Coronavirus which has laid bare the structural challenges of inequality, poverty and unemployment which also has a race and gender bias.

Covid-19 has claimed the lives of almost 100 000 South Africans and worsened unemployment as a number of companies had to close down.

Scientific advice is that vaccination is the best solution to mitigate the impact of Covid-19. Vaccination is an individual and collective duty in this time of crisis. Vaccine hesitancy has held us back from getting our lives back to normal.

As we rode through the unprecedented turmoil visited upon us by Covid-19, the sun set in the middle of the day when on 12 March 2021 news reached the nation of the passing of His Majesty King Zwelithini KaBhekuzulu after close to 50 years on the throne.

Our nation and Province were shattered. Barely a month later, we were again shaken by the passing of the Regent, Queen Mantfombi Dlamini Zulu.

As we recall our collective grief, we console ourselves that the spirits of uMdllokombane and all the departed Zulu Kings and Queens continue to watch over our nation.

We pray for healing, peace and enduring unity among our Royal family and the nation.



Madam Speaker we are honoured to be graced by the presence on this auspicious occasion of members of the Royal Family.

While we battle the effects of the Covid-19, our province is yet to recover from the destruction and death of the July unrest.

We must do more to heal our province, reconcile communities, and get justice for the victims of the Phoenix violence. At the same time, we must draw on the collective goodwill of all the people of the province to turn the corner towards a KwaZulu-Natal that is truly united and at peace with itself.

The work to heal our community from the scars of both the Covid-19 and the July unrest will intensify in 2022. We wish to remember the over 300 people who died during the July unrest and the many thousands whose lives were cut short by Covid-19.

Notwithstanding our hardships, together we will prevail and advance development.
Poet WM Gilliland captures the uncertainty that recently gripped the country when he says:

*"Our vision is dimmed; we are tired And long for ease
We neglect our vital spark - That burning Jove for freedom Which once lit
Our blackest nights - and now we fumble Confused and fearful, hearing our Foundations crumble ..."*

We dare not let our foundation as KwaZulu-Natal crumble. Our task is to rediscover our vital spark and the burning love for freedom.

We know no other option but to be resilient, to see opportunity in times of adversity, and to use our recent experience to build the road to better prosperity for KwaZulu-Natal.

Madam Speaker and Honourable Members, we must approach the year ahead with renewed hope and optimism.

We have together ridden the waves and the most difficult storms. Learning from our experience we must set our compass to conquer the high seas of Job creation, Economic Recovery, Fight against crime, Water provision, Building a capable and incorruptible government.

We pay tribute to the people of KwaZulu-Natal in their numbers for having taken time to inform the 2022 State of the Province Address. Among them is Mrs Zilungile Nguse from uMzimkhulu who has related the challenges faced by her community in Mfulamhle. Mrs Nguse, in response to your concerns, we wish to assure you that the next Operation Sukuma Sakhe will take place in Mfulamhle.

Mama Nguse sisendleleni ukuzobheka izinkinga zamanzi nemigwaqo namathuba emisebenzi. We will meet you and the community there to tackle the challenges you raised in your message. To Mr Patrick Belebesi, a young person who gave us his views about youth unemployment, we trust that as you listen to this address you will hear about the opportunities that will be presented to benefit you and many other young people.

We are already attending to the cries of the people of Nhlazuka where pupils have been crossing the river on a makeshift bridge.

Mfowethu Doctor Ngcobo, Fuze sizwakele isikhalo sakho mayelana nenkinga yamabhuloho asendaweni yasOsuthu ngasesigodlweni.

Akusiphathi kahle ukubona abafundi nemiphakathi bebeka izimpilo zabo engcupheni ngokuwela imifula enobungozi.

Sesiyalele umnyango wezokuThutha ukuthi wenze ucwaningo ngalamabhuloho amancane asezindaweni zasemakhaya futhi uqalise ngokushesha izinhlelo zokuxazulula lesisimo.

PRIORITIES OF THE 6TH ADMINISTRATION

Madam Speaker and Honourable Members, at the beginning of the 6th Provincial Administration after the 2019 General Elections, we identified the following 8 priorities for the province. These are:

- Provision of Basic Services -immediate challenge being water;
- Job Creation;
- Growing the Economy;
- Growing SMMEs and Cooperatives;
- Education and Skills Development;
- Human Settlements and Sustainable Livelihoods;
- Build a Peaceful Province;
- Build a Caring and Incorruptible Government.

There is an urgency to decisively address the unemployment rate, particularly among the youth, women and vulnerable groups. We must turn the corner to narrow the gap of race and gender- based inequality and poverty.

Ours is a vision based on the aspirations of the Freedom Charter, the Reconstruction and Development Plan (RDP), the National Development Plan Vision 2030, the United Nations Sustainable Development Goals, the African Union's Agenda 2063 and our own Provincial Growth and Development Strategy.

Our province is unambiguous about radical economic transformation and the need to level the playing field by bringing black people in general and Africans in particular into the mainstream economy.



Madam Speaker and Honourable Members, as part of our response to COVID - 19, we managed to mount a formidable and highly effective response plan.

This included the reconfiguration of hospitals such as Doris Goodwin, Richmond, Clairwood, Dundee, St Francis, Siloah, Bethesda, Mosvold, Wentworth, GJ Crookes and Niemeyer Memorial hospitals in record time.

We were able to establish four Field Hospitals namely Clairwood, Royal Agricultural Showgrounds, General Justice Gizenga Mpanza and Ngwelezane. We achieved this in a matter of months.

We will not be going back to the old ways of doing things, of operating in silos. Learning from the disaster of Covid-19, we will implement in a coordinated manner, avoid fragmentation and misalignment in planning. We will accelerate the adoption of the latest technology and speed up the digitisation of service delivery.

In this regard, we call on all municipalities to complete their One Budget, One Plan by the end of March 2022 to effect better service delivery as part of the District Development Model.

This administration wants to be more performance-driven, measurable and impactful in changing the lives of the people of KwaZulu-Natal.

It is against this background that our focal areas for 2022 will be working better and faster by prioritizing:

- Economic Recovery and Creating Jobs;
- Improving Access to Water and Sanitation;
- Fighting Crime and Building Safer Communities;
- Social Protection and Human Development;
- Building the Capacity of the State;
- Building a Better Africa and a Better World.

Madam Speaker we deliver this SOPA against the unfolding challenges of our economic growth as worsened by the crises we outlined earlier.

Our unemployment rate has now risen to 28.7%, from about 23% before the pandemic. The increase in discouraged work seekers continues to add to this figure on a regular basis. Our country's economic structure is the primary cause behind our persistently low levels of economic productivity and low growth that is driven by high input costs.

Our economy is saddled with corporate corruption, failure of companies to invest in self- development, lack of sustainable energy generation, instability created by criminal activities of some business forums. All this has been worsened by lockdowns intended to keep citizens safe from Covid-19. To change the status quo, we need major economic reforms anchored on radical economic transformation and greater participation in the mainstream economy.

MARA PHONE

Madam Speaker, one setback we have experienced is the closure of Mara Phones South Africa (Pty) Ltd which launched operations at the Dube Tradeport in 2019. The company had pledged to invest R1,5 billion and create 736 jobs in KwaZulu-Natal.

Mara Phones production commenced in October 2019 but was disrupted in early 2020 owing to the worldwide COVID-19 pandemic and the hard lockdown. Consequently, the production volumes were impacted and were below target. The Independent Development Corporation (IDC) is not undertaking any further capitalization of the business. It is engaging interested parties on offers to take the business forward. We are disappointed by the decision of Sapref to indefinitely suspend refinery operations in Durban by the end of March 2022. The announcement comes not so long after Engen Refinery announced a similar decision regarding their operations in Durban.

We are of the firm view that retaining refinery operations in the province is key for economic growth and job creation rather than solely relying on importing refined oil. For that reason, we have called on National Government to buy Sapref, not only to protect jobs, but to build the capacity of the state. It cannot be that the country will remain dependent on foreign-owned, private conglomerates who are only driven by the profit motive and owe no loyalty to our developmental agenda.

Madam Speaker, we wish to update the people of KwaZulu-Natal that the Provincial Government has already met with Sapref and we have started engaging with the Department of Minerals and Energy to work towards taking over the full operations of Sapref as a state-owned oil company.



While the above setback besieged the provincial economic outlook, not all was doom and gloom on investment attraction in 2021.

Madam Speaker and Honourable Members, we are pleased to announce that through Trade Investment KwaZulu-Natal (TIKZN) our province attracted investment to the value of R5.3bn with over 8554 jobs created. Prominent among these are:

- Tetra Pak investment of R500m adding 120 to the already existing 300 jobs.
- Webhelp Call Centre investment of R500m which will initially create 500 jobs which will grow to over 2000 jobs in the next two years.
- Capita BPO investment of R120m creating 500 jobs.
- Blythesdale Coastal Resort's R800m investment creating over 2000 jobs.
- The launch by His Excellency President Ramaphosa of Toyota South Africa's R2.6bn investment for the production of Toyota Corolla Cross.
- In another significant show of confidence to our economy in May 2021 we were excited to be part of the announcement that the Pepkor Group has also joined three other blue-chip companies in the Hammarsdale Precinct. Not only is the Pepkor Group investing R1,5 billion but the company is now expanding the business in the very precinct worth more than a R1billion.
- In addition, the Aquelle Group is investing R300 million and also Sequence Refrigeration is also making major investments to be announced in due course.
- As recent as this week our province received the good news that Investec Property will be investing more than R6bn to redevelop the old Corobrik site north of Durban into a logistics and distribution hub to tap the growing demand for warehousing facilities in the province. The new logistics hub has the potential to create 16000 jobs.

Madam Speaker to consolidate all these gains the Provincial Government has already adopted the export strategy which aims to facilitate access to the wider African market under the Africa Continental Free Trade Area Agreement (AfCFTA).

In this regard, the KZN Provincial Government together with African Import and Export Bank (Afreximbank), the African Union and the Secretariat for the Africa Continental Free Trade Area hosted the Intra-Africa Trade Fair - IATF 2021 at the Inkosi Albert Luthuli International Convention Centre, Durban on the 15-21 November 2021.

In total, 128 countries were represented at IATF 2021 and deals in excess of R400m were concluded by KZN-based companies.

The province also presented deals at the Afreximbank Deal Room to the tune of R7.8bn and a potential job-creation of 80 000. These will form part of the Afreximbank's funding consideration.

We are pleased to announce that we will be hosting the KwaZulu-Natal International Investment Conference from 22 - 23 March 2022. This will be a build up to the Presidential Investment Conference which will be held on the 24th March 2022.

INFRASTRUCTURE A KEY PILLAR OF ECONOMIC GROWTH

Madam Speaker, the provincial government continues to pursue infrastructure-led development. Transport infrastructure is a catalyst for economic growth, job creation and development.

We are pleased to confirm that the upgrade of the national network by Sanral is on track.

The route from Cato Ridge to Dardanelles estimated at R1.6billion is under construction. It has a job creation target of 1450.

The route from Dardanelles to Lynnfield Park at a contract value of R15billion is estimated to create 1400 jobs.

Other work packages are continuing as planned. This will include the upgrade of the EB Cloete interchange and the KwaMashu interchange.

As we committed in the last SOPA, we are pleased that all **the 14 Welisizwe bridges are now complete. Communities can** now cross safely to access important services even when there is flooding. This year we will through the intervention of Welisizwe Bailey Bridges, create an additional 11 000 jobs.

We welcome the pronouncement in the SONA that more of these bridges will be built this year. In addition to these projects through the Department of Transport we have allocated R8.7 billion for construction and maintenance of road infrastructure in the province. Of this, R4.8 billion will go to the maintenance of existing infrastructure and R3.9 billion is allocated for construction of new projects, upgrade and other engineering work. This includes infrastructure damaged by the recent storms. Further details will be elaborated in the budget speech of the department.

The ANC-led government continues to prioritise housing for the most vulnerable to restore their dignity. In 2021, we announced the following programmes to provide sustainable livelihoods through transformed Human Settlements.

These are:

The Cornubia Integrated Residential Development Project in eThekweni Municipality. With 28,000 houses planned in Phase 1 already, 2,662 units have been completed and 1,946 transfers effected to date. Construction for Phase 2 will commence in June 2022.

Umlazi Urban Regeneration project in eThekweni Municipality a total of 19,160 houses have been built to date. There are 330 units in construction currently in the uMlazi Part 4 and Part 3 and the extension of Part 4. EThekweni Inner City Regeneration with four social housing projects, with a total yield of 958 units, were packaged- and allocated to Social Housing Institutes in 2021/22.

A further 1,367 units from six (6) social housing projects will be packaged and allocated in 2022/23. The overall Inner-City Regeneration project will realise 10,580 units.

Madam Speaker, since the last SOPA 8 578 of 11 345 fully subsidized houses (units) were built and 6 907 of these units were built in rural areas.

We are in the process of completing 2 767 houses; 355 finance linked individual subsidies provided to households who bought their own properties through loans from financial institutions; 4 016 sites were serviced; 2 540 households were provided with title deeds.



Madam Speaker, during the pre-SOPA listening campaign, we received concerns from a place called Siyahlala-la near Newcastle. We heard your cries about armed invaders who have unlawfully taken occupation of your RDP properties. Within three months the Department of Human Settlements will conduct an audit, and anyone found to have occupied a house illegally will be evicted and criminally charged.

CATALYTIC HOUSING DEVELOPMENTS

This year we will roll out massive projects such as the Empangeni IRDP Housing Project, Amaoti Greater Housing, eThekwini inner city regeneration and Bridge City Housing. We are hard at work to build houses for people living on farms.

We will continue to prioritise military veterans through housing developments in Alfred Duma, Lovu, Copesville, uMshwathi and Bergville.

Madame Speaker, we have a programme to decommission all olindela in eThekwini and other municipalities. We are proud to say that the Isiphingo Lindela has been targeted through the current development of Kanku Road Project with an approved budget of more than R20, 5 million for 360 sites. Planning has been completed and installation of bulk infrastructure is 95% complete. At least 130 houses are already at various stages of completion.

This year eThekwini Municipality will decommission five Lindelas. In 2023, a total of 14 Lindelas will be relocated to various projects.

In 2025 the remaining 26 Lindelas will be relocated, thus bringing to an end all the 45 Lindelas that currently exist in eThekwini.

JOB OPPORTUNITIES AS A CUSHION AGAINST POVERTY

In our effort to quicken the tempo of job creation while protecting the poor and vulnerable, we managed since last year to create job opportunities through projects and Expanded Public Works Programme (EPWP) targeting youth, women and the disabled.

As recently as 07 February 2022, 46 178 work opportunities (WOs) and 24 288 Full-Time Equivalents (FTEs) were created through EPWP Social Sector in KwaZulu-Natal.

In the year 2022/2023:

- 10 000 job opportunities will be created throughout the province in housing projects;
- 1000 youths will be trained as artisans in bricklaying, carpentry and plumbing;

Overall, the through initiatives implemented in the province the Expanded Public Works Programme created job opportunities amounting to 181 244 over the past year and 139 422 full time equivalents opportunities.

As part of the fight against Covid-19 a total of 16 365 youths were also employed in schools as screeners, cleaners and security volunteers.

The two provincial Special Economic Zones (SEZ) of Dube Trade Port and Richards Bay IDZ jointly contributed 4 499 job opportunities through construction activities associated with new investments in these hubs. This year the two SEZ are projected to jointly create a further 4500 employment opportunities.

Madam Speaker, infrastructure development at the provincial industrial estates such as Madadeni, Isithebe and Ezakheni created 1 578 job opportunities during last year. A further 2 660 are envisaged this year.

KwaZulu-Natal also attracted new investments of R5.5 billion in various sectors which created 8 875 jobs. Through regulating and enforcing compliance in the liquor sector, we have created 1 620 job opportunities, and we expect an additional 2 500 jobs this year.



BLACK INDUSTRIALISTS PROGRAMME

We remain focused on implementing the Black Industrialists Programme to drive radical economic transformation and the participation of black people in the mainstream economy.

In partnership with the Department of Trade, Industry and Competition more than R700 million has been allocated to 35 black industrialists who are active in the various manufacturing sectors in the province. This programme has created at least over 4000 jobs especially in clothing and textile, chemicals, paper and pulp among other sectors.

The support of SMMEs is critical to economic redistribution and job creation. The Provincial Government has adopted Operation Vula as an overarching intervention in support of SMMEs by providing financial support, training, incubation and sustainable access to the market.

Madam Speaker, Honourable Members, we are inspired by the success of young people who benefited from the KZN Youth Fund. The introduction of the youth business fund has enabled young people to play a meaning role in the economy of the province.

In the audience we have some of these beneficiaries of the KwaZulu-Natal Youth Empowerment Fund. Amasumahle Trading from Harry Gwala is in the forestry industry. Through our support the business has now secured a contract with Sappi and created 45 jobs.

Mr. Nathi Mbhele is founder of AdNotes Digital which provides WIFI network in rural communities including in the Shobashobane area. The Youth Empowerment Fund has enabled the company to expand beyond the borders of the Republic and have secured contracts in Kenya. The company employs 55 youths, 20 of whom are female.



Some of the Youth Fund beneficiaries participated in the Intra- Africa Trade Fair 2021. This saw Khethi Bet Pty Ltd from Ilembe District which specialises in manufacturing and engineering starting engagement with a Ghana based hotel group to install industrial geysers. Their first order amounted to R2million and also successfully got a job for hot water tanks to the value of R500 000 with a Newcastle-based business.

The company is owned and led by Mr Albert Mkhwanazi who is one of our guests today. RPSM Chirwa is a waste management situated in Esikhaleni in the King Cetshwayo District. It is owned by Samukelisiwe and Sma Chirwa. The company has been operating for over six years as a buy-back centre, and is moving into its own glass manufacturing operation.

To support young people who want to be job creators rather than job seekers, we are pleased to announce an increase in the value of the KZN Youth Empowerment Fund commitment from an initial R50 million in 2019 to R100 million in 2022.

We invite the private sector to support this initiative in order to grow entrepreneurship, drive innovation and create jobs. We look to these entrepreneurs and their creative ideas to grow our economy and reduce inequality, unemployment, and poverty.

Madam Speaker, we are also joined today by the founders of the award-winning and women- owned cosmetic company, Get2Natural Beauty which operates from KwaMashu - Nosihle Dlamini and Phumelele Khumalo. They started this company in 2017 using their own contributions as well as funding from KZN EDTEA and the Tech Transfer Fund.

At the IATF 2021 in Durban, the company won "Africa's Next Champion" Award and an opportunity to exhibit in Dubai. All the SMMEs represented today have turned the corner and are the pride of our province. They deserve a huge round of applause for exceeding all expectations.

Honourable Members the provincial government is determined to ensure that rural areas are not left behind in economic growth. We are proud of the Lilani Hot Springs Resort that is run by the Mthembu Sithole Development Trust, under the leadership of iNkosi Sithole.

Lilani Hot Springs represents the potential we have for our rural economic development prospects, especially in the Tourism sector. Through the Department of Tourism, the government supported the Lilani Hot Springs Resorts to build hotel accommodation with an amount R17 million.



OPERATION VULA FUND

Madam Speaker, since the launch of the Fund, 1016 applications worth R339.2 million were approved in various priority sectors of the economy. About R221.2 million has been disbursed to 785 Small Micro-Medium Enterprises (SMMEs) and R117.9 million is due for disbursement to the remaining 233 businesses.

We are determined to use government procurement to enhance localisation and to create more opportunities for black-owned SMMEs with an emphasis on businesses that show sustainability and at the same time create jobs.

The Department of Economic Development, Tourism and Environmental Affairs is committed to open the Second window of Operation Vula Budget and ensure that funds are disbursed this year. We have further committed as part of this programme to allocate at least 50% to women during this phase.

We have heard the outcry of citizens who are above 35 years of age who feel excluded from job and economic empowerment opportunities. A dedicated amount should be made available to support enterprises owned by citizens above 35.

We have entered into a technical partnership with the Federation for German Cooperatives (DGRV) to provide technical support of R2.9 million to more than 180 cooperatives with inputs and technical support.

PROGRAMMATIC INTERVENTIONS TO ACCELERATE GROWTH THROUGH SOCIAL

In order to successfully turn the corner, the province needs to employ decisive and pragmatic interventions that will be cemented by optimal partnerships among all stakeholders.

As in successful developmental states, the value of social compacts lies in the ability of government to mobilise all sectors behind a common developmental agenda. Pragmatism and good governance are key attributes required to speed up implementation within budget and timeframes.

In such a drive, social compacts demand that all partners play their role with a great sense of responsiveness. As the Provincial Government, we will enhance and strengthen the working relations with the business, trade unions and civil society through the KZN Economic Council and KZN Growth Coalition.

We equally expect the Metro, all districts and secondary cities to strengthen their working relations with these key social partners to fast-track economic growth, job creation and quality service delivery to all.

The Provincial Growth Coalition will meet at the beginning of March 2022 and the KZN Economic Council will meet quarterly without fail.

The government will further upscale the implementation of key developmental programmes through the introduction of a framework that ensures quarterly progress assessment of all catalytic projects, major government programmes and dedicated assessment on support provided to potential investors.

The Provincial Government has been working on upscaling interventions aimed at dealing with law breakers who extort businesses under the pretext of business forums. We applaud the decisive intervention by the police which led to the arrest of those who were invading the construction site of the Durban High Court. There are other arrests that were previously done by the police. We send a stern warning to those contemplating such criminal activity that this government has drawn a line in the sand against economic sabotage and similar crimes.

We support the establishment of specialised multi-disciplinary units to end extortion at construction sites and vandalism of infrastructure as announced in the SONA. We cannot allow this crime which sabotages our economy, stalls projects, chase away investors, and costs our people jobs. We will also engage municipalities to take an uncompromising stance against those involved in extortion and invasion of business. We have noticed that because of fear, some in the private sector have been succumbing to these criminal elements. It therefore compels us to put in stern mechanisms to uproot these syndicates. We have to build trust between government, the private sector and communities.



The Provincial Government remains focused on the realisation of port development to ensure ease of doing business, free flow of cargo, global competitiveness and expanding port capacity. Following our engagements with Transnet as the Executive Council we can confirm that Transnet National Ports Authority (TNPA) is forging ahead with the finalization of the KwaZulu-Natal (KZN) Ports Master Plan which seeks to position the Port of Durban as a Container Hub Port and Richards Bay as a Dry Bulk & Liquefied Natural Gas (LNG) hub.

The high-speed commuter train link to Gauteng remains on the agenda of the National Department of Transport. This project aligns with the aspirations and vision of KwaZulu-Natal's rural development and socio-economic growth.

The Transnet Port Master Plan includes the already approved Cato Ridge Dry Port and this is now receiving a dedicated focus as part of easing congestion to the port. This ground-breaking expansion programme will not only contribute to the country's Economic Reconstruction and Recovery Plan to support growth of the economy but will see Transnet SOC Ltd to enter into partnerships with the private sector through an aggressive funding strategy. Notable achievements and announcements related to the KZN Ports expansion projects include:

The completion of the KwaZulu-Natal Cruise Terminal (KCT) within the Port of Durban in November 2021 which will contribute immensely to the tourism sector.

The Request for quotations (RFQs) for Durban Container Terminals Pier 2 Container Terminal.

The Request for information (RFIs) for the Point Container Terminal. RFI for a gas terminal development in Richards Bay. The land claim settlement agreement in Richards Bay which has been finally concluded and will come into effect in April 2022.

ENHANCING ENERGY GENERATION CAPACITY

Madam Speaker, one area that has been stifling our economic prospects is the persistent energy shortage resulting in load shedding. We are taking various steps to secure energy supply.

The province has always positioned itself for alternative energy generation. In this regard, the Executive Council has constituted a team to work on alternative energy generation including working with municipalities to fast-track energy generation. The team is led by MEC for EDTEA and is composed of MEC for Transport, Community Safety and Liaison, MEC for COGTA and MEC for Human Settlements and Public Works. The team will provide quarterly reports to the Executive Council.

The Department of Minerals and Energy has approved the appointment of professional service providers to undertake a study to develop the Provincial Integrated Electrification Master plan within KZN Province. The Master Plan enables Municipalities to generate their own energy. EThekweni and Msunduzi are already piloting this as part of the Energy plans.

Having examined all forms of energy generation, the Provincial Government will launch a feasibility study on Green Hydrogen Electricity. The strategic position of the province together with its weather inclination provides great potential for green hydro energy.

The abundance of sugarcane gives the Province a competitive edge to become a leader in biofuels, especially ethanol for blended energy solutions. This is critical in the light of the escalation of fossil fuel prices and the demand for low carbon sources. Thus we have resuscitated the engagement with the Minister of Minerals and Energy on expediting the bill on bioethanol. The engagement with Transnet on ensuring that Richards Bay become a gas and oil hub for the country is bearing fruit.

Transnet has already issued the first call for Expressions of Interest for companies to generate gas in Richards Bay. Accordingly, this should not be the only gas-to-energy project but a few more should be explored as the initial agreement was to host 2000 Gas Megawatts in Richards Bay.

Madam Speaker, Honourable Members, we have come to appreciate that the timeframe to expedite broadband roll-out cannot be extended any further. Accordingly, a Provincial ICT Indaba comprising all industry stakeholders will be hosted in partnership with the Office of the Premier during the first quarter of this year. The objective is to emerge with holistic solutions to the ICT challenge that the province faces. We will additionally develop a strategy to deploy KZN Broadband, Fourth Industrial Revolution services and related ICT services and build a Smart Province.

THE AUTOMOTIVE SUPPLIER PARK

Madam Speaker, the automotive sector plays a leading role in providing decent jobs in the province. The Dube Trade Port is leading efforts for the establishment of an automotive supplier park in Durban. The first phase of the project is to be developed at the old Durban International Airport site, now called the Durban Logistics Hub. We expect the park to be operational by the end of 2023.

It was pleasing to note that Toyota South Africa invested R2.6 billion in building the Corolla Cross, the first hybrid car to be produced in Durban. This was a demonstration of investor confidence in KwaZulu-Natal and South African as a preferred destination for foreign direct and domestic investment.

We witnessed the Richards Bay IDZ launch the Nyanza light metals investment worth R 4.5 billion to produce Titanium Dioxide and other co-products such as gypsum, aluminium and ferrous sulphate. Nyanza's operation will produce 80 000 tons per annum of TiO₂ pigment to be used in paints and plastics, cosmetics, inks, dyes and a whole range of other everyday products.

Wilmar Oils started the construction of a R1.3 billion plant that will produce edible oils. The facility will be operational by the end of 2022. As part of value addition, this facility will provide farmers with a sustainable market to supply soya beans.





ESTABLISHMENT OF AGRI-HUBS

Honourable Members, His Majesty King Zwelithini always reminded us that Umhlaba unguBaba noMama wethu futhi yilona golide lethu.

Clearly, there is a need to consider an increase in the budget allocated to agriculture given its potential for accelerating economic growth, creating jobs and improving food security. As announced last year, we have identified the sites where these agri-hubs are going to be developed. These sites have been approved by the relevant authorities subject to additional studies such as the geotech, Environmental Impact Assessment (EIA) and valuation of properties that do not belong to the municipalities.

The Red Meat Hub is going to be located in the Zululand District Municipality while the Wool, Skin and Hides Treatment Facility will be located in uThukela District Municipality. The White Meat Hub will be on the border of eThekweni Municipality and UMgungundlovu District.

The Dairy Hub will be in the Harry Gwala District Municipality, the Fresh Produce Hub in King Cetshwayo Municipality District and the Grain Hub in the Amajuba District Municipality.

All agri-hub business plans have been developed including the designs and submitted to some funding institutions which have already expressed their desire to partner with the provincial government on their implementation.

Madam Speaker, the Radical Agrarian and Socio-Economic Transformation (RASET) initiative remains a far-reaching programme that seeks to transform the structure of the agricultural value-chains. Through RASET we seek to transform the agricultural sector effectively, and to introduce black farmers into the value-adding segments of the agriculture sector.

Already RASET has changed the fortunes of about 608 small-scale farmers the majority of whom are females. The female farmers were assisted with market access that realised production valued at over R34million. Through the RASET programme these farmers secured 24 private markets, three government markets and in the process created 595 jobs.

The exploration of the cannabis industry has stimulated hope amongst many who have always viewed this as a critical sector for economic growth. As we were reminded by His Excellency President Cyril Ramaphosa KwaZulu-Natal and Eastern Cape are the leading provinces that are geared to take advantage of the burgeoning cannabis industry.

Through the Moses Kotane Institute the Province has since produced a comprehensive study on the green rush. This is to guide our interventions as government including making substantial hectares of land available for cannabis production. This year, we will fast-track the implementation of Cannabis Master Plan. The MECs for Agriculture and Rural Development and Economic Development will elaborate further in their forthcoming budget speeches.

Madam Speaker, one of the negative impacts of the pandemic was the disruption of our plans to launch the textile and leather SEZ in the Province. As announced in our SOPA last year, we remain committed to the establishment of the clothing and textile SEZ in the Newcastle and Ladysmith corridor.

We are pleased to report that KwaZulu-Natal has developed a comprehensive Strategy on Rural and Township Economies. Among others, the strategy seeks to ensure long money circulation in townships and rural areas and to commit government to set aside specific Township/Rural Budgets. The Township and Rural Economies Revitalization Strategy (TRERS) encompasses small towns, villages, informal trader in townships, semi-urban and our rural areas. The TRERS is anchored on the development of light industry which includes bakeries, clothing and fashion design, detergent and cleaning chemicals, bulk buying and warehousing with the aim of reducing input costs for SMMEs.

TRERS encourages the reimagining of township and rural areas as vibrant places in which to live and to develop sustainable economies that promote full employment and reduction of inequalities. To support rural and township tourism development and growth, the implementation of the strategy will be linked with community tourism organisations for route development.

Further details on growing the rural and township economies will be provided by the Department of EDTEA in the budget vote speech.

MASS YOUTH EMPLOYMENT PROGRAMMES

In our quest to create jobs for the growing number of unemployed youth in our province, the KwaZulu-Natal Provincial Government has packaged various mass employment programmes. We have identified the following sectors for this initiative:

Youth in Agriculture - engaging youth in key programmes such as high value horticulture, harvesting, dip tank management, livestock rangers and the multi-planting season;

Environmental Rehabilitation - managing and cleaning our ocean shores/beaches, rivers and dam management, recycling, tree planting and waste to energy initiatives are being considered. We have already created **around 11 225** employment opportunities, and we will ramp up this programme to employ more than **20,000 youths** this year;

Youth in Policing - in our endeavour to fight crime in the province, we intend working with the security industry to involve our young people in protecting our cities and strategic areas;

Youth Ranger programme - we intend training our youth to use drones at our regional airports such Mkhuze, Ulundi, Ladysmith and Newcastle as a way of monitoring our parks and to help fight poaching of our endangered wildlife;

Youth in Construction - We are fast-tracking the implementation of various provincial road maintenance and upgrade programmes which will create about **45,000 job opportunities**. We have identified the empowerment opportunities for our people through localization, particularly in sub-contracting, building material supply and labour;

Unemployed Graduate Programme - We are also pleased to announce that the Moses Kotane Institute (MKI) **will employ 1500 graduates to assist with primary data collection** for various research projects. We are also working with various municipalities to provide funding for unemployed graduates in the tourism sector. This year we will fund employment of about **200 graduates across all our municipalities to train as tourism guides**.

The provincial government has through the Department of Education has afforded **62 292 as part of the Presidential Youth Employment Initiative**. These young men and women are serving as teaching assistants, reading and ICT champions, handymen and women in our schools.

Discussions with the Provincial Treasury and the National Government are underway to invest a minimum of **R200 million this year to support youth employment initiatives** as identified above. Our preliminary analysis shows that if we were to invest this amount in various programmes will create **at least 10,000 job opportunities for youth for 2022/23 budget year**.

EMPLOYMENT CREATION THROUGH THE EXPANDED PUBLIC WORKS PROGRAMME

Madam Speaker and Honourable Members, KwaZulu-Natal continues to lead in the implementation of the Expanded Public Works Programme.

The Sixth Administration has to date created **446 283 work opportunities, against a 5-year target of 643 268 work opportunities to be created by 2024.**

In the current financial year, the Province **created 137 337 Work Opportunities against a target of 128 699.**

For the next two years, KwaZulu-Natal will **increase our EPWP targets to 300 000 beneficiaries to respond to the increased urgency of job creation.**

Whilst job creation initiatives have been successfully implemented, we must admit that there is a need to ensure proper coordination to maximise intake, and to come up with training and exit strategies.

The Executive Council has resolved that each department, with the exception of the front line services departments, will reprioritize within its **budget R10million to contribute towards job creation through an intensified EPWP Programme.**

This is over and above the already existing interventions by individual departments. We need to strengthen coordination as we implement this programme to ensure that the risk of corruption or abuse of state resources is contained.

The Invasive Alien **Species programme demonstrated its impact by creating 7725 jobs. In the 2022/23 financial year, we anticipate creating about 7730 jobs** for rural communities in the province.

Over the past year we remodelled poor waste management to stimulate the economy with **1000 jobs being created** with the Presidential Employment Stimulus Package has allocated R95 million to the Province for the implementation of Solid Innovative Waste Management Programme. This pilot programme intends to create **4 400 employment opportunities and supports 37 SMMEs.**

Both Ray Nkonyeni (450) and Msunduzi (650) have been sampled to participate in the pilot programme from January to March 2022. To date, **3 555 beneficiaries have been recruited and activated and at least 37 SMMEs are also receiving support through the DCoG-MISA partnership.**

Madam Speaker through the Zibambele Women Empowerment Programme, **we have created 41 000 job opportunities. In addition through the Vukayibambe Routine Road Maintenance Programme and other capital projects 5000 jobs have been created.**

CREATING JOB OPPORTUNITIES THROUGH ARTS, CULTURE AND HERITAGE

We are aware that artists have suffered immensely because of the pandemic. The KwaZulu- Natal Department of Arts and Culture implemented "Keeping Arts Alive" programme for cultural and creative practitioners throughout the Province. The main purpose of the Keeping Arts Alive Programme was to give a quick post-COVID-19 recovery to the creative sector.

In this regard, the Department of Arts and Culture will host the inaugural Coastal Cultural Heritage Experience from 4 to 6 March. It aims to create a unique KwaZulu-Natal experience and to showcase our province's rich diversity and artistic talent.

KwaZulu-Natal is forging ahead with the implementation of the Economic Recovery and Transformation Plan to speed up economic growth and social transformation.

This plan prioritises Agriculture, Industrial Development; Health Innovation and Manufacturing; Clothing and Textiles; Creative Industries; Informal sector; Investment and Trade; Infrastructure Development; Tourism, Fourth Industrial Revolution (4IR); ICT Innovation and Finance.

In the aftermath of the deadly we embarked on the promotion tour of the province KZN and engaged the Diplomatic Community to assure them of the stability of the province and creating a conducive environment for international investment.

As part of economic recovery we have worked closely with the Development Finance Institutions (DFIs) to assist businesses affected by the July 2021 civil unrest.

The milestones achieved by the province are:

The Department of Trade Industry and Competition (DTIC) through the Critical **Infrastructure Recovery Programme and working with the Industrial Development Corporation and National Empowerment Fund disbursed R2.57 billion to 140 businesses in KZN.** This programme retained about 50 000 jobs;

Department of Small Business Development disbursed **R109.7 million to 111 businesses in KZN** out of **439 applications** received at a value of about **R421.6 million;**

Trade Investment **KwaZulu-Natal (TIKZN) disbursed R9.3 million to 125 businesses and 468 jobs were saved.**

Sasria disbursed **R10.3 billion to affected businesses** in KZN out of a total value of R27.5 billion of applications received.

KZN government working with the national government and the DFIs are implementing a programme to de-risk hot spots such as Mooi River and some townships.

As at the end of December 2021 (Q3) the procurement spend by KZN departments is R26.032billion. Of this R10.34bn is on companies from KZN. We want to increase the spend as part of our efforts to use government procurement to drive Radical Economic Transformation.

We are determined to work with all other spheres of government to give comfort to investors that Mooi River is a safe area to invest in. The Mpofana Municipality must benefit from the investment in agriculture, agri-hub for agro-processing, clothing, textile and agro-process.

KWAZULU-NATAL: A GATEWAY TO THE CONTINENT OF AFRICA

Honourable Speaker, for KwaZulu-Natal to realise the goal of being a gateway to the rest of Africa the overall transport sector needs attention. An integrated road, rail, maritime, and pipeline transportation system is key to driving the economic and social development of the province.

We are working to realise the full the potential of our two ports and the oceans economy. Easing road congestion is a priority and the strategic corridors like the N3 are frequently plagued by freight vehicle congestion. Working with Transnet will increase moving of cargo from road to rail this year. Rail must be revitalized to ensure that the rail-friendly cargo can be taken off the road.

Key infrastructure projects like the link from King Shaka International Airport to Durban and Pietermaritzburg are still in the pipeline. This project was halted by court challenges, and we hope that a resolution will be found soon.

We welcome the return of **Qatar Airways and Emirates Airways** to Durban and the recommissioning of South African Airways which has bolstered air transportation and connectivity.

ACSA continues to be an impactful partner in the province. King Shaka International Airport contributes over R1.6 billion in the province's GDP and supports over 3 978 jobs. We recently had an engagement with Airports Company South Africa.

ACSA has given commitment to partner with us on making the province the preferred tourism destination in our country. Through the Durban Aerotropolis Strategy, the City of eThekweni will become a premier business and trade hub in Sub-Saharan Africa.

ACSA has committed to levelling the playing field about the Passenger and Marketing Strategy. This will result in King Shaka International Airport, being more accessible to our people from all walks of life.

The province has also packaged number of high level international and domestic events that will reposition KZN as the Africa leading conference and event centre.





Madam Speaker government has invested in the construction of the Terminal Building at Mkhuze Airport to the value of about R72.31 million. We created 215 jobs and 13 of the 22 sub-contractors used during construction were from the uMkhanyakude District in support of localisation and made a direct impact on the community.

The renovations at Margate Airport Terminal building at R10.3 million created 50 jobs. This project will be completed at the end of March 2022. We seem to be turning the corner in economic revival with more visitors coming to KwaZulu-Natal.

We are pleased to note that during the festive season the Margate Airport recorded an increase in passenger movements from 2467 passengers in the previous year (2020/21) to 5356 passengers for (21/22). This represents a 117% annual increase. In the near term, we will be upgrading the Pietermaritzburg, Newcastle and Richards Bay airports to ensure that these assets are fully used to drive tourism in KZN.

Tourism is a critical pillar of the KwaZulu-Natal economy. Prior to Covid-19 it contributed at least 9.5% to the GDP of the province. We intend revive this sector. Earlier this week we had opportunity to interact with stakeholders in the industry where we reached consensus that we must work together to rebuild the sector.

Some of our initiatives to re-ignite the sector will include intensive marketing of the province, support for rural and township tourism organisation and working with municipalities to improve roads and connectivity.

We are pleased to announce that after a two-year break the Durban July will be back this year with a **brand-new sponsor, Hollywoodbets. Our premier events will return including the Comrades Marathon and the Amashova Cycle Race.**

Africa's Travel Indaba, which is the continent's biggest tourism trade show, will be back after a two year break.

EDTEA will present more interventions that government has put in place to resuscitate this industry during his budget speech.

We are on course to create a new post-apartheid African Smart City. Two of our districts Ugu and Harry Gwala are going to be critical players in this historic development.

The Executive Council has approved the declaration of the earmarked districts as a regional developmental spatial framework which will provide legal framework for planning, land use, budgeting and development for the area.

The rehabilitation of small towns will gain momentum during this year to drive the revitalisation of priority nodes throughout the province.

Already as part of the Small-Town Rehabilitation (STR), Corridor Development and the RASET Programme, a number of projects were completed which support local economic development.

As we announced in the previous State of the Province Address, we are in the process of finalising all funding and regulatory requirements for the Provincial Government Precinct to be based in Pietermaritzburg.

The Preliminary Design Concepts for the Legislature and Archives will be completed by April this year to allow for stakeholder engagements. The concept for the office blocks is targeted for July 2022.

Madam Speaker, the skewed ownership in the property is receiving more attention and the plan to ensure this is transformed is already in motion. This plan includes financial backup for African Investors.

In this regard, the province is forging ahead with the establishment of the state-owned construction company, the Strategic Infrastructure Development Agency (SIDA). The SIDA will be responsible for the planning and execution of catalytic projects in the Province. The Department of Public Works is tasked to accelerate the establishment and operationalization of SIDA before 30 June this year with a phased operational budget and interim management.

IMPROVING EDUCATION AND SKILLS

Madam Speaker, we are inspired by the Matric class of 2021 which achieved an outstanding 76.8%. The number of matriculates who passed increased from 104 938 to 127 990 in 2021.

Importantly, the number of bachelor passes increased from 51 074 in 2020 to 61 856 in 2021. We produced 61 887 distinctions which was the highest in the whole country in 2021. We are proud to report that in KwaZulu-Natal we have achieved universal access to education. Our main focus is now on the quality of our education.

The province enhanced performance in key subjects like Physical Science, Mathematics. For the first time since 1994 none of our schools received a 0% pass rate.

It is indeed true that it takes a village to raise a child. We applaud parents, teachers, principals, business, and civil society organisations that are actively involved in improving the education outcomes in KwaZulu-Natal.

Let me take the opportunity to congratulate the Edendale Technical High School Under-16 team who made us proud at the GAF Girls Under-16 Pan African Football Championship held in the DRC. The girls narrowly lost (1-0) to Morocco and five of the players have now been called to the National Under-17 SAFA camp.



IMPROVING SCHOOL INFRASTRUCTURE

Madam Speaker, in all our disagreements as the people of KwaZulu-Natal, we must never sacrifice the future of our children or gamble with it.

When people vandalise or burn school infrastructure because they demand a road or water, they further risk our collective efforts by toying with the future of young people. We strongly condemn the locking of schools by some members of the community at the start of this year. NgesiZulu sithi ukuzigwaza ngowethu ukwenza kanje, siyanxusa ukuthi ingaphinde yenzeke nanini into enobudlova nokucekela phansi ikusasa labantwana bethu.

The Department of Education continues to eliminate barriers to learning and to meet the needs of all learners. KwaZulu-Natal has 76 Special Schools spread across the province and in 2021 we launched the state-of-the-art Pholela Special School at a cost of R220m.

In spite of budgetary constraints, the Department of Education will this year forge ahead with the completion of the School for Autism. This year the Department of Education has set itself the target of eradicating pit **latrine toilets at schools** and to ensure that all schools have sanitation infrastructure in line with the DOE's norms and standards.



BUILDING AND EXPANDING HEALTH INFRASTRUCTURE

Honourable Speaker, KwaZulu-Natal continues with its fight to defeat COVID-19. The number of new infections is declining - the figure is now below 500 a day. The current cases are largely driven by the ages 5-39. At present, KwaZulu-Natal has vaccinated more than 4.7 million people.

KwaZulu-Natal is putting together the building blocks to achieve universal health care by 2030 through the implementation of the National Health Insurance (NHI).

As part of the NHI we are improving and expanding health infrastructure like clinics, hospitals and enhancing human resource development.

As pronounced in the last SOPA about the opening of the Dr. Pixley Ka Isaka Seme Memorial Hospital, we can report that the practical handover is happening in phases and that services have commenced at the facility.

We are focused on the expansion of Universal Health Coverage (UHC) preparedness in all 10 KZN Districts and the EThekweni Metro. At present, 74.8% Clinics obtained Ideal Clinic Status. The Ideal Clinic Status is impacted by ageing infrastructure and poor maintenance of facilities. Going forward, we aim to attain 100% Ideal Clinic Status. We reiterate that our healthcare facilities must meet the ideal standard of being patient-friendly, having adequate medicine, being clean and opening on time.

We applaud the Department of Health for having contracted 10245 Community health workers (CHWs) into the health system. This year, the Department has set itself the target of contracting 10 350 Community Health Workers (CHWs) and we must ensure that there is closer monitoring of work performed.



TURNING THE CORNER AGAINST THE COLLUSION OF PANDEMICS AND OTHER DISEASES

This year we must turn the corner against pandemics and other diseases. We must provide leadership, act with urgency, and mobilise society towards improving health outcomes by:

Attaining 95-95-95 targets for the HIV/AIDS programme;

Catch up campaigns for immunization;

Improving sexual and reproductive health programmes tailored to the LGBTQI+ Community;

Achieving mental health screening rate of 35%.

Above all these interventions, we must continue to encourage all the people of KwaZulu-Natal to prevent lifestyle diseases by eating healthy, exercising, avoiding smoking and the abuse of drugs and alcohol.

Honourable Speaker, Femicide and other forms of violence perpetrated against women, children are a shameful blight on our hard-won freedom and democracy. We honour all the citizens, including men, who are standing up against Gender Based Violence and Femicide.

The province has approved the 365 Day GBV and Femicide Strategy to eliminate this scourge. Honourable Members, since the last SOPA:

165 000 people reached through prevention, education and awareness programmes;

GBVF Rapid Response Teams have been established in all 11 districts;

Two White Door Centres of Hope were established at UMgungundlovu District;

Honourable Members we were unable to set up substance abuse treatment centres in the Ilembe & Ugu Districts due to the reprioritisation of funds to focus on COVID-19. The process has been resuscitated and it is currently at the planning stage.

Recent research by the Department of Social Development points to the need to attend to anger issues among men. The research looked at why they are possibly angry and at the need to ensure that these men must undergo public engagement and healing.

The provincial government will strengthen campaigns with civic organisations such as Sukuma Ndoda Sakhe and others to encourage dialogue amongst men and to raise boys to become responsible men.

We welcome the three new pieces of legislation signed in January, aimed at strengthening efforts to end GBV. The amendment of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, the Criminal and Related Matters Amendment Act, and the Domestic Violence Amendment Act will surely strengthen not only the country, but the SAPS's responses to GBVF.



SOCIAL COHESION AND NATION BUILDING: A BACKBONE FOR PROSPEROUS SOCIETY

In 2022, we will intensify the implementation of the Provincial Social Cohesion and Moral Regeneration Programme with practical programmes that promote the values of Ubuntu and address racial intolerance and social ills. This programme will be complemented by multi-stakeholder outreach to mobilise community leaders to take charge of promoting peace, safety and cultural development in their respective areas.

The Phoenix Massacre is one of the most painful and polarising episodes in the history of the province since 1994 which must never be repeated. Whilst the prosecution of those alleged to be involved in these crimes continues, we are also engaging communities in the process of reconciliation and healing process through:

Continued engagement and dialogues with Peace Committees and Community of those affected by the unrest;

Unveiling of the Phoenix Memorial;

School twinning programme;

Social Cohesion through sport and recreation programmes especially between the affected communities;

Youth development programme (Soul Talk).



TURNING THE CORNER IN THE FIGHT AGAINST CRIME AND BUILDING SAFER COMMUNITIES

Madam Speaker, the province of KwaZulu-Natal cannot be a home to criminals who terrorise our communities. We hear the pain and cries of the people of KwaZulu-Natal who are confronted by crime daily.

We refuse to allow places like Loskop, Richmond, Pietermaritzburg, Inanda, Umlazi and Plessislaer to be known as the new killing fields of our Province.

Fighting crime will be the single biggest area of focus this year and beyond. We commend the good work done by law enforcement agencies. Currently the statistics show that 17 community crimes have decreased. Concern is that contact crimes overall are on the rise.

Our achievements in the fight against crime since the 2021 SOPA include 16 people convicted of private sector corruption and 24 government officials convicted for corruption.

We salute our law enforcement agencies and those patriotic and ethical public servants who are helping to report corruption and crime. You are our real heroes!

Madam Speaker, in line with the SONA, in 2022 we will strengthen and where necessary re-establish community policing forums to collectively fight crime in our communities.

This year we will hold the KwaZulu-Natal Crime Summit to concretize plans to reduce crime and to mobilise all stakeholders in the fight against crime.

We are concerned about the number of parolees that are implicated in crimes. We will partner with Correctional Services in crime prevention efforts.

We call on law enforcement agencies to pay attention to maverick security companies' involvement in serious crime as evidenced during the July unrest and recent crime incidents.

The crime wave is fueled by illegal weapons and drugs. We will intensify efforts to stop the proliferation of illegal firearms, drugs and fraudulent gun licences.

Our province will embark on a major initiative to reclaim our streets, towns and villages from armed and dangerous criminals, and businesses that do not comply with South African laws.



THE MURDER OF AMAKHOSI, IZINDUNA AND COUNCILLORS

Provincial government is seized with the task of eliminating the scourge of murder of Amakhosi and Izinduna in KwaZulu-Natal. Excellent work is being done to crack these cases and bring perpetrators to book.

According to the SAPS at least forty-two cases of murder concerning the killing of traditional leaders have been registered by the South African Police Service since 2012. Twenty-five people have been arrested in relation to 14 of these cases. We also regard the murder of Councillors as an attack on our democracy and attempt to subvert the will of the people. We have faith that the culprits will be found and prosecuted.

We welcome the establishment of the new community safety intervention unit under the Department of Community Safety and Liaison. This unit will work with law enforcement agencies dealing with specific challenges related to the security situation in communities.



We commend the increase in visible policing at 184 police stations with a special focus on the high crime stations. We are implementing the KZN Provincial Safety Strategy, the Safer Cities Framework, strengthening monitoring and evaluation of police stations and services, and firming up community partnerships.

To improve school safety, we continue to establish School safety committees and link schools with police stations. We have set specific targets on the reduction of crimes against women, children, and human trafficking.

The Department of Community Safety and Liaison will continue to monitor the functioning of the police and enhance community participation including through programmes such as Sports Against Crime and programmes on rural safety and border control.



As the province, we value the rights and dignity of all people. It is unfortunate that in various parts of the province people who live in farming communities are subjected to appalling living conditions and their rights are trampled upon. To address the plight of communities living on farms, Provincial Government established a Ministerial Sub-Committee on Land Reform and Agrarian Transformation.

A comprehensive programme is being undertaken which includes access to residential and farming land, access to basic services, protection of farm workers' rights and dealing with tensions and allegations arising from land restitution.

Equally, as government we stand firm against the killing of farmers that affects these areas. The Ministerial Committee will also engage all affected communities and further ensure that police investigate these cases.

TURNING THE CORNER IN WATER PROVISION

Madam Speaker, the Sixth Administration in KwaZulu-Natal identified water as a pressing challenge facing communities and business in this Province.

We welcome the fact that since 1994 the democratic government has increased access to water for the entire population to over 80% in KwaZulu-Natal.

In spite of this remarkable progress our Province is experiencing regression which manifests itself through infrastructure collapse, water leaks and vandalism.



Madam Speaker in response to these challenges we have presented the KZN Provincial Water Master Plan as our blueprint to turn the corner out of this challenge.

The Plan articulates our commitment to building better communities through water delivery that is clean and reliable. It rests on 3 pillars, namely resource planning and bulk infrastructure; distribution planning and sustainability.

COGTA is working to build technical capacity in municipalities to ensure proper planning and implementation of water projects and maintenance. This approach includes strengthening the Provincial Crack Team that will delve into specific challenges per area and work with districts to address those challenges.

There is a focused plan to address water challenges in Ugu and uMkhanyakude District through dedicated support from the provincial government which aim to urgently build capacity, improve specified schemes.

In Ugu, we have set plans with timelines that includes the refurbishment of key critical water works to be completed by June 2022 and others by October 2022. An Inter-Ministerial Committee supported by a Technical Task team now meets weekly as part of the War Room and reports on a monthly basis to the Provincial Executive Council.

Ultimately, we expect the District Councils to play their role in such crises and to draft their own turnaround plans in respect of water provision to residents all over the province.

EThekweni Metro is also paying attention to building its capacity to ensure uninterrupted provision of water through upgrading their infrastructure.

Considerable work to improve water security is underway as we saw with the delivery of the uMshwati Bulk Water Scheme at a cost of R500-million.

We welcome the announcement yesterday by the Minister of Finance in the Budget Speech that an amount totaling R830m is committed to Umngeni Water for the implementation of the Umkhomazi Water Scheme. This project will go a long way in addressing challenges in the water stressed Ugu District.

The province will engage on Operation Mbo to intervene in areas with dire needs for service delivery. We will see all departments identifying and following up on projects that will make meaningful change in the lives of communities within a short space of time. Among the priority districts will be uMkhanyakude followed by other districts, aimed at delivering projects to address the plight of communities.

A Land Summit will be held this year to focus on better ways of using the land under our control, and that which we have access to for economic development purposes.

Madam Speaker, between November 2021 and January 2022, the province was hard hit by devastating storms, strong winds and floods. This led to the Executive Council asking the National Government to classify the province as affected by the State of Disaster. Departments are in the meantime responding through various interventions such as immediate relief and various long-term interventions to fix damaged infrastructure.

What is clear is that our province is experiencing the effects of climate change. We are prone to deadly lightning, floods and storms. To mitigate this risk, our government is continuing to install lightning conductors in homesteads and public facilities such as schools, clinics, community halls and other areas of high impact. We must continue with efforts to reduce the carbon footprint, adopt environmentally friendly technologies while ensuring a just transition. We must mobilise the people of the province to mitigate this global emergency.



The National Development Plan envisages a developmental state which does not leave the programme of socio-economic transformation in the hands of the free market. It sees a developmental state as being activist in its approach and mobilises the whole of society behind developmental objectives. In the South African context, such a state plays a central role in addressing the root causes of underdevelopment, poverty, inequality, and unemployment.

A capable, ethical and developmental state is to be understood at two levels:

Capacity - which is about systems and instruments available to deliver services, e.g., technology, regulations that guide etc.

The second part is capability - which is about the know-how, having a workforce that knows how to apply and implement public policy. These are skilled, competent, professional and diligent public servants.

In KwaZulu-Natal we have a vision of an efficient public service machinery which is led by able and skilled people appointed on merit, experience, and have passion for development.

Day by day, we are building a developmental, capable, ethical and caring state that is responsive to the needs of society.

Since the last State of the Province Address, we can report that a Provincial Consequence Management framework was approved by the Executive Council. The focus now is on the implementation of the framework.

On Training of Public Servants over 7000 officials were trained. We can also report that 100% of municipal officials have been audited on skills. A skills audit has been conducted on 48 896 municipal officials from 54 municipalities.

A Provincial Consequence Management framework has now been approved by the Executive Council and is now being implemented. This next phase will target Departments with a high number of unresolved cases.

Madame Speaker, we are pleased to report that with effect from 01 April 2022, the departments of Sport and Recreation and the Department of Arts and Culture will be finally merged into a single department to be known as the KwaZulu-Natal Department of Sport, Arts and Culture.

During the upcoming financial year, we will revive service delivery campaigns aimed at re- focusing municipalities to prioritize basics.

The stabilisation of local government is going to be the focus area. We are rolling out programmes to empower Councillors to perform oversight over the administration.

We commend eThekweni Metro for being the only municipality to finalise the One Plan One Budgets and we urge all other municipalities to conclude theirs with speed.

Among the campaigns we will undertake we can mention:

The Masakhane campaign which will create awareness of the importance of paying for services. This is an area that has been found in the municipal assessment as a major crippling factor to municipalities.

Repairs to street lights, Clean up campaigns; We call on every person in KwaZulu-Natal to be counted during this census. This will help ensure that the province is allocated a Budget that is proportionate to the size of our population. In the last Census KwaZulu-Natal lost a significant chunk of its Budget due to the undercounting of our population. We make a special appeal to every member of the Legislature to play their role in mobilising communities and their constituencies to be counted. Poor participation will mean declining revenue and will impact negatively on services.

Madam Speaker, we present this state of the province as an account of the work we have done since 2021 and to further outline the key priorities for this year.

We are acutely mindful that we are not alone in this struggle for transformation and nation building. We depend entirely on the support of all the people of KwaZulu-Natal and different stakeholders.

Thus, I would like to convey words of appreciation to the people of KwaZulu-Natal for their earnest contribution to this year's State of the Province Address. Our social media platforms were inundated with constructive contributions which came from all corners of the province. Other valuable inputs were received from listeners of community, commercial and public radio stations who called in and shared their views on Growing KwaZulu-Natal Together.

We appreciate your input and we are emboldened that we are really at a turning point of our economic recovery and growth as well as heightened service delivery to the people of our Province.

We are thankful to the many dedicated public servants who put our people first and serve them with respect and enthusiasm.

To my colleagues in the Provincial Executive Council, thank you for always being there as we travelled the province in the quest to deliver basic services to the people of KwaZulu-Natal in the midst of many difficulties.

We would not have transcended the challenges had we not been united in our resolve not to fail our communities.

Allow me to pay tribute to our activist legislature and all political parties represented in it for their patriotism and never failing to hold the provincial executive council accountable. We are indebted to the Director-General of the province, Dr N.O. Mkhize and all Heads of Departments for their leadership and commitment to the building of an effective, capable, developmental state.

I salute the revolutionary guidance and support always provided to us by the glorious liberation movement of the people of South Africa - the African National Congress. Indeed, my utmost conviction is that the National Democratic Revolution will triumph and day by day we are progressing to achieve a truly united, non-racial, non-sexist, equal, and prosperous society.

I would like to thank my family, especially my better half uNelisiwe uMaZondi. Had it not been for your unwavering support and allow me time to participate in the struggle national liberation. Thank you for always being my pillar of strength and support through thick and thin.

Once again, we pledge ourselves to serve and lead the struggle for the creation of better life for all. We call on all people to join us as we turn the tide against contemporary challenges that hinders progress.

Building on the resilience of the people of KwaZulu-Natal, let us turn the corner towards lasting peace, job creation, and sustainable growth. Let us all turn the tide towards accelerated service delivery so that we reach the turning point of investment growth and economic prosperity of our beloved province

Honourable Members the many ideas and strategies to take our province forward some are not entirely new. What is new is the energy and the vitality we must now invest in these plans. This is no time to dither.

As Ben Okri reminds us, it is our duty

"... as creative participants in the universe to redream our world. The fact of possessing imagination means that everything can be redreamed. Each reality can have its alternative possibilities. Human beings are blessed with the necessity of transformation

These priority issues that need to be addressed and applied by the Mkhambathini Municipality are as follows:

TABLE 14: NATIONAL AND PROVINCIAL COMMITMENTS FOR 2021/2022

KEY PRIORITIES	MKHAMBATHINI RESPONSE
Resolving energy challenge	<ul style="list-style-type: none"> ✓ Addressing the ongoing backlog research which was conducted ✓ Projects implemented through INEP funding and at a small scale by Eskom
Revitalizing Agriculture and Agro- processing value chain	<ul style="list-style-type: none"> ✓ Business plan for Farmer Support Unit ✓ Participation in uMgungundlovu District Agri-park ✓ Draft LED strategy focuses on agriculture development
Advancing beneficiation or adding value to our mineral wealth/ resources	<ul style="list-style-type: none"> ✓ Further research is being conducted on the potential of sand mining within Mkhambathini Municipal Areas
More effective implementation of high impact industrial policy action Plan	<ul style="list-style-type: none"> ✓ Relevant National/ Provincial Departments
Encouraging private sector investment	<ul style="list-style-type: none"> ✓ Working with UMEDA to resuscitate the N3 Corridor development
Moderating workplace conflict	<ul style="list-style-type: none"> ✓ Effective Local Labour Forum ✓ Staff information sessions
Unlocking the potential job creation through of SMMEs, Cooperatives, townships, and rural enterprises	<ul style="list-style-type: none"> ✓ LED strategy focuses on development of SMMEs, cooperatives, and informal economy recovery ✓ Mkhambathini LED programmes to create job creation for the community of Mkhambathini
State reform and boosting the role of state-Owned companies, ICT infrastructure or broad-band rollout, water, sanitation, and transport infrastructure	<ul style="list-style-type: none"> ✓ Involvement in the N3 corridor development ✓ National Government funding to assist in the N3 corridor development. ✓ District to assist the municipality with water and sanitation development, Prioritization of wastewater treatment works which will bring development for Mkhambathini Local Municipality
Re-igniting economic recovery and job creation	<ul style="list-style-type: none"> ✓ LED strategy focuses on the economic response with the inclusion of the municipalities economic recovery plan which responds to the Covid-19 pandemic and job creation

2.1.6. STRATEGIC INFRASTRUCTURE PROGRAMME (SIP)

The Infrastructure Plan adopted by Government is intended to transform the economic landscape of South Africa, create a significant number of new jobs, strengthen the delivery of basic services to the people of South Africa and support the integration of African economies. The Presidential Infrastructure Coordinating Commission (PICC), with its supporting management structures, has been established to integrate and coordinate the construction of long-term infrastructure.

The plan is based on an objective assessment of the infrastructure gaps through spatial mapping which analyses future population growth, projected economic growth and areas of the country which are not served with water, electricity, roads, sanitation, and communication. Based on this work, seventeen Strategic Infrastructure Projects (SIPs) have been developed and approved to support economic development and address service delivery in the poorest provinces. Each SIP comprises of many specific infrastructure components and programmes.

Among the 17 projects are the initiatives to improve the movement of goods through the Durban-Free State-Gauteng logistics and industrial corridor by prioritising a range of rail and port improvements, supported significantly by a R300-billion investment programme by Transnet over the coming seven years. One of the rail links targeted for upgrading runs through Mkhambathini and is the main Durban Johannesburg link. After this is the upgrade and expansion of the N3 road linking the city of eThekweni in Durban, via Mkhambathini to Johannesburg and Mpumalanga Province. These infrastructure programs are meant to boost the economy of the country to achieve the vision 2030. In conclusion, Mkhambathini has also been identified as one of the Industrial hubs with emphasis on the manufacturing sector which is textile and chemicals.

2.1.6.1 NATIONAL DEVELOPMENT PLAN



The NDP serves as an action plan for securing the future of South Africans as charted in the Constitution. The Constitution requires that *“we must build a united and democratic South Africa, able to take its rightful place as a sovereign state in the family of nations”*. The NDP is founded on 6 pillars that represent the broad objectives of the plan to eliminate poverty and reduce inequality.

The NDP aims to achieve the following objectives by 2030:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country
- Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that work together to solve our problems

According to the NDP by 2030 there should be:

- A reduction in the number of people who live in households with a monthly income below R419 per person from 39 percent to zero.
- A reduction in inequality as measured by the Gini coefficient, from 0.69 to 0.6.

This can be done by addressing the underlying causes of poverty and inequality by redirecting the focus of policy making from short- term symptom- based policies to longer- term policies based on sound evidence and reason. At the core of the NDP, the NDP aims to ensure the achievement of a *“decent standard of living”* for all South Africans by 2030.

A decent standard of living consists of the following core elements:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Government alone cannot provide a decent standard of living; it requires determined and measurable actions from all social actors and partners across all sectors in society. The NDP is divided into thirteen chapters that addresses the most pressing challenges facing South Africa and provides solutions to these challenges in the form of proposals and actions. The plan outlines sector specific goals and a vision for South Africa to be achieved by the year 2030.

The NDP and its proposals need to be implemented in the correct order over the next 15 years (3 phases), for the achievement of Vision 2030 to become a reality. The NDP calls on all South Africans from all walks of life to join forces, uniting all energies towards the implementation of this plan. This is **our plan, our future**, let's **make it work!**

2.1.7. INTEGRATED URBAN DEVELOPMENT FRAMEWORK (2014)

The Integrated Urban Development Framework is designed to unlock the development synergy that comes from coordinated investments in people and places and aims to guide the development of an inclusive, resilient, and livable urban settlements, while directly addressing conditions and challenges facing South Africa's cities and towns. This it does through a new approach to urban investment by the developmental state, which in turn guides the private sector and households in line with its vision which is as follows: -

'Livable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life.'

Due to a variety of cities and towns in South Africa with differentiated attributes that influence the respective roles they play and the requirements thereof, the vision has to be interpreted and pursued in differentiated and locally relevant ways and this may be done through the introduction of the following 4 strategic goals: -

- **Access:** to ensure people have access to social and economic services, opportunities, and choices.
- **Growth:** to harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** to enhance the capacity of the state and its citizens to work together to achieve social integration.
- **Spatial Transformation:** to forge new special forms in settlement. Transport, social and economic areas.

The 4 strategic goals mentioned above inform the priority objectives of the eight levers and these eight levers are premised on an understanding that: -

- Spatial Planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions
- Integrated transport that informs
- Targeted investments into integrated human settlements, underpinned by
- Integrated infrastructure network systems and
- Efficient land governance, which all together can trigger
- Economic diversification and inclusion
- Empowered communities, which in turn will dem, and
- Deep governance reform to enable and sustain all the above.

The following entails the Integrated Urban Development Frameworks 8 policy levers aimed towards addressing the structural drivers that will promote that current scenario of cities and towns: -

- **Policy Lever 1:** Integrated Spatial Planning.
- **Policy Lever 2:** Integrated Transport and Mobility.
- **Policy Lever 3:** Integrated and Sustainable Human Settlements.
- **Policy Lever 4:** Integrated Urban Infrastructure.
- **Policy Lever 5:** Efficient Land Governance and Management.
- **Policy Lever 6:** Inclusive Economic Development.
- **Policy Lever 7:** Empowered Active Communities.
- **Policy Lever 8:** Effective Urban Governance.

2.1.8. NATIONAL FRAMEWORK FOR SUSTAINABLE DEVELOPMENT (NFSD)

Sustainable development is about enhancing human well-being and quality of life for all time, those most affected by poverty and inequality. Resources use efficiency and intergenerational equity are the core principle. Human welfare and well-being, equality and sustainable living are at the core of many of the MDGs and JPOI targets. The interdependence between people-planet-prosperity is evident in these targets.

The purpose of the National Framework on Sustainable Development is to ensure enunciate South Africa's national vision for sustainable development and indicate strategic interventions to re-orientate South Africa's development path in a more sustainable direction. It proposes a guide the development of the national strategy and action plan.

The national framework for sustainable development seeks to build on existing programmes and strategies that have emerged in the first 14 years of democracy. It aims to identify key, short, medium, and long-term challenges in our sustainable development efforts, sets the framework for a common understanding and vision of sustainable development; and defines strategic focus areas for intervention.

South Africa as a country have adopted the following vision for sustainable development: Sustainable development is about enhancing human well-being and quality of life for all time, in those most affected by poverty and inequality. Resources use efficiency and intergenerational equity are the core principle. Human welfare and well-being, equality and sustainable living are at the core of many of the MDGs and JPOI targets. The interdependence between people-planet-prosperity is evident in these targets.

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The national vision is underpinned by a set of principles that must guide all of us in all decision and actions taken to achieve the vision. These principles are captured in the box below:

The "first order" of fundamental principles relate to those fundamental human rights that are guaranteed in the Constitution and underpin the very nature of our society and system of governance. These principles affirm the democratic values of:

- Human dignity and social equity
- Justice and fairness
- Democratic governance

The "substantive principles" address the content or conditions that must be met to have a sustainable society and are based on principles already enshrined in legislation and policies. The principles under- score a cyclical and systems approach to achieving sustainable development and are as follows:

- Efficient and sustainable use of natural resources
- Socio-economic systems are embedded within, and dependent upon, eco-system.
- Basic human needs must be met to ensure resources necessary for long-term survival are not destroyed for short term gain.

The five strategic priority areas for action and intervention that are necessary to reach the desired state of sustainable development described in the national vision reflect a systemic and integrative approach and seek to transcend traditional divisions and sectors. These priority areas, or "pathways" to achieving sustain- able development are

reflected in the table below:

TABLE 15: PATH TO SUSTAINABLE DEVELOPMENT

PATH TO SUSTAINABLE DEVELOPMENT	MUNICIPAL RESPONSES
Enhancing systems for integrated planning and implementation	✓ District planning shared services
Sustaining our ecosystems and using natural resources efficiently	✓ Research on sustainable renewable energy
Economic development via investing in sustainable infrastructure	✓ Negotiations with private landowners through UMEDA
Creating sustainable human settlement	✓ Partnership with the Department of Human Settlement
Responding appropriately to emerging human development, economic and environmental challenges	✓ Addressed in the LED strategy

MEDIUM -TERM STRATEGIC FRAMEWORK (MTSF) 2019-2024

The Medium-Term Strategic Framework (MTSF) 2019-2024 is our second 5-year implementation plan for the NDP. The MTSF 2019-2024 also sets out the package of interventions and programmes that will advance the seven priorities adopted by government. The plan focuses on the seven priorities and related interventions of the sixth administration of government and across the national development pillars, the integrated monitoring framework focuses on monitoring outcomes, indicators, and targets towards the achievement of the priorities. The MTSF promotes alignment, coordination and ultimately full integration of all development planning instruments into an integrated framework bearing results without duplication, role conflict and development contradictions, better coordination through the DDM. These are the 7 priorities of the MTSF:

- Priority 1: A Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- Priority 6: Social Cohesion and Safer Communities
- Priority 7: A Better Africa and World

2.1.9. COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

The strategic objective of the CRDP is to facilitate integrated development and social cohesion through participatory approaches in partnership with all sectors of society. Rural development in general is regarded as the action and initiative taken to improve the standard of living of communities in non-urban areas. These areas are usually characterised by low ratio of inhabitants in wide open spaces where agricultural activities are prominent, while economic activities relate mainly to the production of food and raw materials.

Rural development actions are therefore mainly aimed at enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This can be achieved through co-ordinated and integrated broad-based agrarian transformation as well as strategic investment in the relevant economic and social infrastructure to the benefit of all rural communities and not only those involved in agriculture. The success of rural development will culminate in sustainable and vibrant rural communities.

The CRDP hinges on a three-pronged strategy with interrelated objectives:

- A coordinated and integrated broad-based agrarian transformation.
- Strategically increasing rural development; and
- An improved land reform programme

2.1.10. AGRARIAN TRANSFORMATION

Agrarian transformation shall mean rapid and fundamental change in the power relations between land (as well as other natural resources, livestock, and cropping) and the community. Some of the objectives of the agrarian transformation strategy include but not limited to:

- Facilitates the establishment of business initiative, rural and agro-industries, cooperatives, cultural initiatives, and vibrant local markets
- Empowerment of rural communities to be self-reliant and able to take charge of their destiny.
- Development of mitigation and adoption strategies to reduce vulnerabilities with special reference to climate change erosion, flooding and other natural disaster.

- Increased production and sustainable use of natural resources
- Livestock farming and related value chain development (exploring all possible species for food and economic activity)
- Cropping and related value chain development (exploring all possible pieces, especially indigenous plants, for food and economic activity)
- Strengthening rural livelihoods for vibrant local economic development. A livelihood is the means of living that rural people build through access to and use of the assets they need for this purpose.
- Use of appropriate technologies, modern approaches, and indigenous knowledge system.
- Food security, dignity, and improved quality of life for each rural household.

2.1.11. RURAL DEVELOPMENT

Rural development is about enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources. It is a participatory process through which rural people learn over time, through their own experiences and initiatives, how to adapt their indigenous knowledge to their changing world. Rural development can be achieved through self-help initiatives as well as through strategic investment in economic and social infrastructure that benefits entire rural communities, and not only transformation strategy includes but limited to:

- Social mobilisation to enable rural communities to take initiatives.
- Establish savings clubs and cooperatives for economic activities, wealth creation and productive use of assets.
- Access to resources clinics.
- Non-farm activities for strengthening of rural livelihoods.
- Leadership training, social facilitation and conscientious for CRDP and socio-economic Independence.
- Democratisation of rural development, participation and ownership of all processes, projects and programmes.
- Co-ordination, alignment, and cooperative governance (Local Municipalities, Traditional Council, Provincial Government)
- Participation of Non-Governmental Organisations including Faith-Based Organisation
- Community Based Organisations and other organs of civil society
- Social cohesion an access to human and social capital

It is acknowledged that there has been major shortcoming in the delivery of rural infrastructure services. In South Africa alone, backlogs in infrastructure delivery are still very high and are particularly severe in rural areas that still receive less attention despite efforts made to self- finance their infrastructure in the past. The CRDP will therefore place great emphasis on the development of new and the rehabilitation of existing infrastructure in rural areas:

a. Improvements or Development of Economic Infrastructure:

- Roads
- Railway,
- Ports
- Shearing Sheds
- Dipping Tanks
- Milking
- Parlours
- Community gardens
- Production/Marketing Stalls
- Fencing for agriculture
- Storage warehouse
- Distribution and transport networks

- Rural electrification
- Communication networks (land lines, cell phones, radio, TV etc)
- Irrigation schemes for small scale farmers
- Water harvesting, water basin and water shed management system (dams etc)
- Post Office and Internet Cafes
- Rural shopping malls

b. Improving or Development of Social Infrastructure:

- Communal sanitation and ablution system, showers, toilets, etc. for improved health.
- Access to resourced health clinics
- Sport and recreation facilities especially for woman and youth development
- Rural libraries for developing reading nation
- Rehabilitation and development of schools as Centers of Excellence
- Community hall and museums
- ABET center for capacity building and appropriate skills development

Such infrastructural development will become a catalyst to unlock the development potential of rural areas.

2.1.12. LAND REFORM

Land reform is national priority and is further entrenched in Section 25 (4) of the Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996). The case for the government’s rural land reform programme and its cope and content were clearly set out in the initial policy document of the Reconstruction and Development Programme in 1994:

Land is the most basic need for rural dwellers. Apartheid policies pushed millions of black South Africans into overcrowded and impoverished reserves, homelands, and townships. In addition, capital intensive agricultural policies led to the large-scale eviction of farm dwellers from their land and homes. The abolition of the Land Acts cannot redress inequities in land distribution. Only a tiny minority of black people can afford land on the free market. A national land reform programme is the central and driving force of a programme of rural development.

The objectives of the land reform programme are to address the:

- Injustice of racially based land dispossession
- Inequitable distribution of land ownership
- Need for security of tenure for all
- Need for sustainable use of land
- Need for rapid release of land for development
- Need to record and register all rights in property; and
- The need to administer public land in an effective manner

The land reform programme encompasses three distinct components, namely restitution, tenure reform, and the redistribution programme. The establishment of the new Department of Rural Development and Land Reform has also reconfirmed Government's commitment to revitalise and develop rural areas and the land should be seen a catalyst for poverty alleviation, job creation, food security and entrepreneurship.

2.1.13. SPATIAL PLANNING AND LAND USE MANAGEMENT BILL

The Spatial Planning and Land Use Management Bill, 2011, sets out the following spatial planning and land use management principles:

The principle of **spatial justice**, whereby: -

- Past spatial and other development imbalances are redressed through improved access to and use of land.
- Spatial Development Frameworks and policies at all spheres of government address the inclusion of people and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation.
- Spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons.
- Land use management system are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantage areas, informal settlements, and former homeland areas.
- Land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- Where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application.

The principle of **spatial sustainability**, whereby:

- Spatial planning and land use management system must- promote land development that is within the fiscal, institutional, and administrative means of the country
- Ensure protection of the prime and unique agricultural land, the environment, and other protected lands and the safe utilisation of land
- Promote and stimulate the effective and equitable functioning of land markets
- Consider all the current and future costs to all parties for the provision of infrastructure and social services in land developments
- Promote land development in locations that are sustainable and limit urban sprawl
- Result in communities that are viable
- The principle of efficiency whereby Land development optimises the use of existing resources and infrastructure; decision- making procedures are designed with a view to minimizing negative financial, social, economic, or environmental impacts; and

- Development application procedures are efficient and streamlined and time frames are adhered to by all parties; The principle spatial resilience whereby flexible in spatial plans, policies and land use management system is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

The principle of **good administration** whereby: -

- All spheres of government ensure an integrated and land development that is guided by the spatial planning and land use management systems as embodied in this Act
- No government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Framework
- The requirement of any law relating to land development and land use are met timeously
- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and
- Policies, legislation, and procedures must be clearly set out and inform and empower citizens

2.2. PROVINCIAL POLICY FRAMEWORK

2.2.1. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY(PGDS)



The KwaZulu-Natal Province’s development vision is outlined in the Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the province to 2030. It provides the province with a rational 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 ((PGDS, 2011) Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The MLM IDP is formulated within the framework of the PGDS and is fully aligned with the provincial development goals.

The PGDS identifies 7 strategic goals and 30 strategic objectives designed to move the KwaZulu- Natal Province progressively towards the attainment of the 2030 development vision and the These goals and objectives are as relevant to the Mkhambathini Municipality as they are for the KwaZulu-Natal Province and the goals are aligned to the interventions that the Municipality aims to address within the municipal area. This is despite some not being direct functions of local government goal 3 to goal 7 form an integral part of local government agenda and focus areas for

the Municipality.

The PGDP has 30 objectives that are mentioned as follows:

- Industrial Development through Trade, Investment & Exports
- Government-led job creation
- SMME, Entrepreneurial and Youth Development
- Enhance the Knowledge Economy
- Early Childhood Development, Primary and Secondary Education
- Skills alignment to Economic Growth
- Youth Skills Dev & Life-Long Learning
- Poverty Alleviation & Social Welfare
- Health of Communities and Citizens
- Sustainable Household Food Security
- Promote Sustainable Human Settlement
- Enhance Safety & Security
- Advance Social Capital
- Development of Harbours
- Development of Ports
- Development of Road & Rail Networks
- Development of ICT Infrastructure
- Improve Water Resource Management
- Develop Energy Production and Supply
- Productive Use of Land
- Alternative Energy Generation
- Manage pressures on Biodiversity
- Adaptation to Climate Change
- Policy and Strategy Co-ordination & IGR
- Building Government Capacity
- Eradicating Fraud & Corruption
- Participative Governance
- Promoting Spatial Concentration
- Integrated Land Man & Spatial Planning.

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need, and economic development are not evenly distributed, and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives, and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalisation from economic opportunities of most of the population needs to be addressed to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Needs and Potential. The agricultural sector is key to address poverty within the province of KwaZulu-Natal since most of the areas are currently experiencing high levels of poverty, more specifically within rural areas. The agricultural sector's

contribution towards the provincial economy is minimal but has the potential to increase if its full potential is realised. The commercial agricultural sector is the major employer within major municipalities and forms the economic anchor of such municipalities. Subsistence agriculture is regarded as the most important source of sustenance for most rural households. The challenge towards reducing unemployment and poverty may be addressed through the transformation of the agricultural sector.

2.2.2. OPERATION SUKUMA SAKHE

The Special Programmes (SP) Unit within Community Services Department aims to redress previous imbalances, create equal opportunities, and promote accessibility, transparency, and accountability of target groups development programmes. It comprises of cross-cutting issues, of which a blind eye cannot be turned as far as service delivery is concerned. Both the political and administrative wings have a critical role to play in the effectiveness of this psychologically tuned mandate.

The Special Programmes initiatives are profound than any other project/programme in that through behavioural change, and this change calls for the transformation in cognitive and social stimuli. It has been evident that development is not just about providing shelter, roads etc., but also about the psychological well-being of the community. Children, youth, senior citizen, and people living with disabilities, men and women must have a voice in governance.

The municipality is at the stage whereby it acknowledges that people are different yet the same. In no way can the municipality implement service delivery in isolation of the local democracy. Mkhambathini Municipality has launched the Provincial Sukuma Sakhe program at level and aims to address the key interventions against poverty and social challenges facing the community of Mkhambathini. Operation Sukuma Sakhe Programme (formerly known 5 and 7 as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to instill behavioural change amongst the citizens of the province.

The formulation of this 5th Generation IDP has adopted the principles of Operation Sukuma Sakhe Program thereby establishing partnerships with the local community and getting involved into War Rooms. 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. Mkhambathini Municipality has ensured that all 7 ward committees together with ward councillors do participate in this program through formation of war rooms at ward level.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 14 National Outcomes. The program encourages the social mobilization where communities have a role, as well as delivery of Government services in a more integrated way.

The government has structured programs which need to get as deep as to the level of the people they are serving. This is at ward level, translating to all 7 wards and all households within the Mkhambathini area of jurisdiction. The KwaZulu Natal provincial government humbly accepts that it cannot achieve this alone but needs community's hands in building this nation together.

The following provincial departments have been prominent in spearheading the Operation Sukuma Sakhe program in Mkhambathini Municipality. These include: -

- Department of Health
- Department of Education
- Department of Sports and Recreation
- Department of Social Development
- Office of Premier; and
- Co-Operative Governance and Traditional Affairs through Community Development Workers
- (CDWs).

SPECIAL AND LED PROGRAMMES HIGHLIGHTS FOR 2021/22

Senior Citizen Year End Function

Mkhambathini Local Municipality commemorate senior citizen day annually with the purpose to show appreciation and acknowledgement towards them by handing out gifts. These events took place on the 08th of December 2021 at Manzamnyama Hall in ward 02. The other event took place on the 09th of December 2021 at Dukes Hall in ward 04. The structure representing Senior Citizen in Mkhambathini will be formed and launched this quarter year 2022.

Disability Year End Function

The purpose of this event is that South Africa celebrates National Disability Rights Awareness Month annually between 3 November and 03 December. 03 December is the International Day of Persons with disabilities and is also celebrated as National Disability Rights Awareness Day. The Mkhambathini Local Municipality host this event annually to celebrate people with disability in Mkhambathini, under the Special Programmes Unit/ Office. The events took place on the 06th of December 2021 at Maqongqo Hall in ward 01 and the other took place on the 07th of December 2021 at EMakholweni Hall in ward 06. There is Disability Forum as a structure for Disability and it is functional.

Gender

The women and men's Dialogue on Gender Based Violence, the aim of these dialogues is to create a platform for the women of Mkhambathini to express their issues and experiences in the community. The Women's workshop took place on the 05th of October 2021 at Camperdown Town Hall in ward 03. The Men's workshop took place on the 06th of October 2021 at Camperdown Town Hall in ward 03. The structures for Women and Men will be formed and launched this quarter year 2022.

Local Task Team (LTT)

The Local Task Team sit quarterly combined with Local Aids Council (LAC). It is a platform that is used for the municipality to intervene with the Departments stakeholders to provide strategies

on matters arising at a local level. The Local Task Team is strengthened by the functioning of War rooms meetings that sit monthly per ward and all the matters that were noted in war room meetings they will be reported to LTT and be strategized accordingly

Highlights of the Senior Citizens : Year -End Function conducted by the municipality for Senior Citizens



2.2.3.BACK TO BASIC (B2B) PROGRAMME

Mkhambathini Municipality implement the legislation and carry out the Constitutional Mandate by subscribing to Back to Basic as articulated by COGTA. Local government is the sphere of government which is closest to the people. It is also the gateway to service delivery and the platform where most citizens get to interface and interact with government. The vision of a developmental local government system was that it would be the building block on which the reconstruction and development of the country and society was to be built. It was also a place in which the citizens of South Africa could engage in a meaningful and direct way with the institutions of the state.

Several issues related to governance within the local sphere have emanated over the years hence necessitating efforts that support, educate, and where needed, enforce implementation. Considering the issues related to the local sphere of government, the transformation of the government sectors thereof remains a priority.

According to the National Development Plan (NDP), achieving South Africa's transformation agenda requires functional municipalities and a capable machinery at a local level that can create safe and healthy economically- sustainable areas where citizens and people can work, live and socialize. Therefore, it is vital to understand where South Africa is, where the country could be and what needs to be done to achieve the developmental vision of the country. The goal of Government is to improve the functioning of municipalities to effectively render meaningful basic services to communities by getting the basics right. Since the decentralized system of local government was put in place in 1995, as enshrined in the country's Constitution (i.e. as a 'distinctive, interdependent and interrelated' sphere of government), much has been achieved towards building local government.

National Government has provided support to the system of local government through the development of world-class local government legislation and policy, supported by a transparent system of intergovernmental grants that enable municipalities to perform their roles. Furthermore, a wall-to-wall system of municipalities has been developed for the sole purpose of integrating communities that were previously divided by the apartheid regime. The Local Government White Paper put forward a vision of local government as a key component of the developmental state, and in pursuit of that vision, services have been progressively extended to more citizens than ever before.

His Excellency, President Jacob Zuma, in his State of the Nation Address delivered on the 17th of June 2014, articulated Government's concerns regarding improvements needed at local government level. As part of Government's plan of action to revitalize local government, President Jacob Zuma stated that "South African municipalities are built on a firm foundation, built over the last 20 years of democracy. We have evaluated all our Municipalities. We have inspected their financial management, how they work within legislative processes as well as their ability to roll out projects and to address capacity constraints. We have also looked at how they respond to service delivery protests. There have been many successes in many municipalities. However, we face a number of challenges."

Therefore, against the backdrop of the statement by His Excellency - President Jacob

Zuma, the Ministry of Cooperative Governance and Traditional Affairs is pursuing the Back-to-Basics Approach in order to address the challenges that are faced by local government, and also to strengthen municipalities and instill a sense of urgency towards improving the lives of citizens.

The Back-to-Basics Approach is premised on the recent review of all the 278 municipalities within South Africa, which established three groups of municipalities namely the Top Group, the Middle Group, and the Lower Group. In terms of the Back-to-Basics Approach, clear benchmarks are set, and these are directed towards increasing performance in Government's efforts to ensure that all municipalities perform these basic functions without compromise.

Furthermore, the Back-to-Basics Approach is of significance because it also supports a transformation agenda which is premised on the need to ensure functional municipalities as outlined by the Minister of Cooperative Governance and Traditional Affairs in his 2014 Budget Vote. The approach is informed by the Constitution, legislation and programmes that are intended at streamlining a new agenda aimed at changing Government's approach and strategic orientation especially at a local level towards serving the people whilst ensuring service delivery.

As part of Government's efforts to recognize and adequately reward good performance and ensure sufficient consequences for under-performance, the Department of Cooperative Governance (DCoG) has developed a set of indicators to be reported on a monthly basis as per the pillars of the Back-to-Basics Approach. These indicators will function thus to measure whether Mkhambathini Municipality is performing in terms of the basics, and these are as follows: -

- Putting people first
- Delivering basic services
- Good governance
- Sound financial management; and
- Building capable local government institutions.

Following the first Back to Basics reporting template sent in terms of the Department of Cooperative Governance Circular No. 47 of 2014, Mkhambathini Municipality's reporting.

TABLE 17: BACK TO BASICS REPORTING AREAS

BACK TO BASICS	BACK TO BASIC PILLARS	OBJECTIVES
Good Governance	<i>Pillar 3</i>	<ul style="list-style-type: none"> • Clear description of roles and responsibilities. (Council and Administration) • Transparency and accountability • Community engagements (Public meeting by Ward Councillors) • Functional Oversight Committees (Audit Committee, Municipal Public Accounts Committee)
Public Participation: putting people first	Pillar 3	<ul style="list-style-type: none"> • Regular and concise reporting (reports by ward councillors) • Timely Feedbacks to address complaints. • Clean engagement platforms with civil society, ratepayers, and the other stakeholders • Accountable and responsive governance • Functional Ward Committees
Basic Services creating decent living conditions	Pillar 2	<ul style="list-style-type: none"> • Job creation through EPWP, CWP and Working for the Coast Programme • Maintenance of infrastructure Assets within the municipality • Implement infrastructure maintenance plan. • Source more funding to facilitate service delivery
Sound Financial Management	Pillar 4	<ul style="list-style-type: none"> • Proper records keeping of annual financial statements. • Functional supply chain management unit • Increase revenue base. • Ensure strong systems of internal controls. • Continuous awareness on issues relating to Fraud and Corruption. • Greater transparency and scrutiny for supply management • Ensure efficient Supply Chain Management process (Bid Committees)
Building Capable Institution and Administration	Pillar 5	<ul style="list-style-type: none"> • Review and implement system of delegation. • Regular interaction between management and organized labour • Realistic organogram that should be aligned to municipal development strategy outlined in the IDP. • Ensure competency standards to all managers. • Facilitate the implementation of Performance Management to lower-level staff.

2.3. ALIGNMENT OF THE IDP WITH PROVINCIAL, NATIONAL AND GLOBAL PRIORITIES

Local government must contribute to the realisation of national targets for service delivery and development. Mkhambathini Municipality recognizes that the importance of the fact that our strategic plan needs to be aligned to and fit in with plans of other spheres of government so that there is a seamless integration and a cohesive approach to planning between all the spheres. This is precisely because the planning that is undertaken at Mkhambathini needs to be consistent with planning of other sectors and as such we have attempted to try in terms of aligning our priorities with those that have been set by other spheres.

TABLE 18: MUNICIPAL PLAN TO ADDRESS NATIONAL PRIORITIES

Sustainable Development Goals	National Priorities	Provincial Priorities	Mkhambathini Priorities
GOAL 9: Industry, Innovation and Infrastructure	Economic transformation and Job creation	Basic Services	Basic Service
GOAL 8: Decent Work and Economic Growth	Education, skills and health	Job creation	Economic Development and Job creation
GOAL 4: Quality Education	Consolidating the social wage through reliable and quality basic services	Growing the Economy	Education, Skills Development and Health
GOAL 11: Sustainable Cities and Communities	Spatial integration, human settlements and local government	Growing SMMEs and Cooperative	Human Settlements and Livelihood
GOAL 16: Peace and Justice Strong Institutions	Social cohesion and safe communities	Education and Skills Development	Social cohesion and safe community
GOAL 6: Clean Water and Sanitation	A capable, ethical and developmental state	Human settlements and sustainable livelihood	
		Build a Peaceful Province and Building a caring and incorruptible government	

Improved intergovernmental coordination is critical for the realisation of the country's development agenda and accelerating service delivery. National government cannot realise its development and delivery targets without the contribution of provincial and local government. Similarly, while local government must contribute to national targets, it requires a supportive environment and national framework in which to promote the socio-economic development of its local area.

SECTION C

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 DEMOGRAPHIC CHARACTERISTICS

3.1.1. REGIONAL CONTEXT

A comparative demographic analysis demonstrates that the geographic size of Mkhambathini is the second smallest (following Msunduzi Municipality) within Umgungundlovu District Municipality. The area has a substantially low population catchment compared to most areas within Umgungundlovu. It is in fifth position out of the seven areas following Msunduzi, uMshwathi, uMngeni and Richmond. However, in terms of population density, it is the second highest (following Msunduzi) and this is probably due to the geographic size. This density of 69 people/km² is lower than the provincial average of 108.8 people/km² but higher than the national average of 42 people/km².

3.1.2. POPULATION SIZE AND GROWTH PATTERNS

Population Estimates, Density and GVA: Mkhambathini Local Municipality within the family of Municipalities within uMgungundlovu District, KwaZulu-Natal, and South Africa

TABLE 19: POPULATION SIZE AND GROWTH PATTERNS

Area	Area Size (km ²)	Population Estimate for 2016	Population Density (persons per km ²)	Gross Value Adding (GVA) R000
South Africa	1,221,219	51,770,560	42.4	2,405,380,000,000
KwaZulu-Natal	94,361	11,065,240	10838	187,486,020
Umgungundlovu	9,189	1,095,865	113.8	5,709,100
uMshwathi LM	1,811	111,645	58.7	1,857,024
uMngeni LM	1,567	109,867	59.2	1,496,207
Mpofana LM	1,810	37,391	21.0	267,462
Impendle LM	947	29,526	35.0	148,807
Msunduzi LM	648	679,039	954.5	11,039,508
Mkhambathini LM	915	57,075	69.0	1,733,729

Area	Area Size (km ²)	Population Estimate for 2016	Population Density (persons per km ²)	Gross Value Adding (GVA) R000
Richmond LM	1,133	71,322	58.1	478,414

The Gross Value Added (GVA) produced and services rendered within Mkhambathini totaled R1,733,729.00 in 2004. This places Mkhambathini in the third position within uMgungundlovu in terms of the highest GVA within uMgungundlovu District. This is a good indication in terms of the economic productivity of the area when compared with most municipalities within the district.

3.1.3 DEMOGRAPHIC DIVIDENDS

The Statistical information contained in this report come from Statistics South Africa (StatsSA) based on the recent Census 2011 and 2016 Community Survey results.

Introduction

The IDP responds to the triple challenges of poverty, inequality, and unemployment. This is in line with the National and Provincial spheres of Government's priorities in addressing this triple challenge. The focus is also that of being citizen-centric while carrying out the core mandates in water and sanitation provision. This section of the IDP presents an analysis of data from primary sources such as Census 2011 (by Stats SA) and from secondary sources such as KZN Treasury, Umgeni Water, Eskom, and others. The analysis is going to be in the following areas:

- 1) Demographic profile (population size, age, gender, etc. Also, this will incorporate some Economic analysis and other indicators such as Health and Education)
- 2) Spatial and Settlement analysis-higher-level (detailed in a relevant sector plans)
- 3) Environmental analysis-higher-level (detailed in relevant sector plans)
- 4) Institutional analysis.

This phase will be followed by the identification of projects, budget allocations and development of performance measures. Thereafter, it will be the integration of sector plans and approval.

Furthermore, the IDP is aligned with the International: SDGs, Regional: AU Agenda, nationally: NDP, provincially: PGDS/PGDP and DGDP.

TABLE 0-11: KWAZULU- NATAL IN SOUTH AFRICA

PROVINCE	POPULATION 1996	POPULATION 2001	POPULATION 2011
Eastern Cape	6147240	6278650	6562050
Free State	2633500	2706780	2745590
Gauteng	7834120	9388850	12272300
KwaZulu-Natal	8572300	9584130	10267300
Limpopo	4576570	4995460	5404870
Mpumalanga	3123870	3365550	4039940
North West	2727220	2984100	3509950
Northern Cape	1011860	991919	1145860
Western Cape	3956880	4524340	5822730

	POPULATION 1996	POPULATION 2001	POPULATION 2011
SOUTH AFRICA	40583560	44819779	51770590

GENERAL STATISTICS OF THE UMGUNGUNDLOVU DISTRICT AND LOCAL MUNICIPALITIES

The district is now second in population size with 1017763 (one million, 17 thousand, seven hundred and sixty three) in the Province after eThekweni Metro

Table 12 Population of the District and its municipalities

Municipality	Population						
	Census 1996	Census 2001	CS 2007	Census 2011	% Change 1996/2001	% Change 2001/2011	% Change 2007/2011
DC22: UMGungundlovu	881,674	932,121	992,524	1,017,763	5.7	9.2	2.5
KZN221: uMshwathi	114,924	108,422	113,054	106,374	-5.7	-1.9	-5.9
KZN222: uMngeni	69,742	73,896	84,781	92,710	6.0	25.5	9.4
KZN223: Mpofana	25,512	36,832	31,530	38,103	44.4	3.5	20.8
KZN224: Impendle	39,957	37,844	43,087	33,105	-5.3	-12.5	-23.2
KZN225: The Msunduzi	524,266	552,837	616,730	618,536	5.4	11.9	0.3
KZN226: Mkhambathini	45,174	59,067	46,570	63,142	30.8	6.9	35.6
KZN227: Richmond	62,099	63,223	56,772	65,793	1.8	4.1	15.9

Table 2 shows 5.7 growth change between 1996 and 2001: 9.2% change between 2001 and 2011 and 2.5% change between 2007 and 2011. The declaration of Pietermaritzburg as the Capital of KwaZulu-Natal has a direct impact in the 9.2% population growth between 2001 and 2011. The other growths and declines inter-municipalities are due to the dynamic pull and push factors such as communities migrating to seek better work or facilities opportunities. Rural to urban areas trend is dominant.

INDICATOR: DEMOGRAPHIC VARIABLES

Indicator	Sub-indicator	KwaZulu-Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Population		11065240	1095865	57075
Population Composition	0 - 14	3848948	362985	19666
	15 - 34	4049185	406577	21284
	35 - 59	2361135	250460	12265
	60+	805972	75843	3861
Gender	Male	5306295	528727	27736
	Female	5758945	567138	29339
Population group	Black African	9625934	925270	54207
	Coloured	134089	20887	79
	Indian/Asian	873161	84941	991
	White	432056	64767	1799
	Yes	4312754	410747	19566

Table 14 Demographics

DEMOGRAPHICS														
	Population		Age Structure						Dependency Ratio		Sex Ratio		Population Growth (% p.a.)	
			<15		15-64		65+		per 100 (15-64)		Males per 100 females			
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	1996-2001	2001-2011
SOUTH AFRICA	44819777	51770561	32.1	29.2	63.0	65.5	4.9	5.3	58.7	52.7	91.7	94.8	1.99	1.44
DC22: uMgungundlovu	932121	1017763	31.2	28.3	63.8	66.4	5.0	5.3	56.8	50.7	89.5	91.4	1.11	0.88
KZN226: Mkhambathini	59067	63142	36.2	31.7	59.1	63.5	4.8	4.8	69.3	57.6	90.9	92.1	5.36	0.67

POPULATION BY SEX

Location	Male	Female	Total
KwaZulu-Natal	5 306 295	5 758 945	11 065 240
DC22: Umgungundlovu	528 727	567 138	1 095 865
KZN226 : Mkhambathini	27 736	29 339	57 075

INDICATOR: EDUCATION AND SKILLS DEVELOPMENT

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Current school attendance	No	6744606	684295	37509
	Do not know	7275	714	0
Current school attendance (by gender)	Yes (Male)	2136526	200616	9659
	No (Male)	3165609	327553	18078
	Do not know (Male)	3899	482	0
	Yes (Female)	2176228	210131	9907
	No (Female)	3578997	356742	19431
	Do not know (Female)	3376	232	0
Current school attendance (by race)	Yes (Black African)	3962162	363101	18729
	No (Black African)	5657151	561526	35478
	Do not know (Black African)	6217	584	0
	Yes (Coloured)	39984	6516	24
	No (Coloured)	94065	14346	54
	Do not know (Coloured)	23	7	0
	Yes (Indian/Asian)	207050	23228	335
	No (Indian/Asian)	665458	61605	656
	Do not know (Indian/Asian)	558	107	0
	Yes (White)	103557	17902	479
	No (White)	327932	46818	1320
	Do not know (White)	477	16	0

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Highest level of education	No schooling	1816661	158656	10860
	Primary schooling	3239750	302649	17082
	Some secondary	2968939	293921	16202
	Matric	2383019	249361	10964
	Tertiary	576403	81791	1870
Highest level of education (by gender)	No schooling (Males)	846417	75165	4819
	No schooling (Females)	970243	83491	6041
	Primary Schooling (Males)	1592954	148562	8139
	Primary Schooling (Females)	1646796	154087	8943
	Some Secondary (Males)	1432021	145075	8439
	Some Secondary (Females)	1536918	148846	7762
	Matric (Males)	1134929	118213	5461
	Matric (Females)	1248089	131148	5503
	Tertiary (Males)	259530	36649	840
	Tertiary (Females)	316873	45142	1031
Highest level of education (by race)	No schooling (Black African)	1695388	144916	10823
	No schooling (Coloured)	13771	1844	0
	No schooling (Indian/Asian)	77717	8181	0
	No schooling (White)	29785	3715	37

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Schooling (by gender)	Primary Schooling (Black African)	2993984	274651	16579
	Primary Schooling (Coloured)	27964	4015	0
	Primary Schooling (Indian/Asian)	164100	14833	150
	Primary Schooling (White)	53702	9151	352
	Some Secondary (Black African)	2643775	259574	15262
	Some Secondary (Coloured)	36154	5130	79
	Some Secondary (Indian/Asian)	211239	18893	435
	Some Secondary (White)	77770	10324	426
	Matric (Black African)	1866905	194472	10074
	Matric (Coloured)	40433	6549	0
	Matric (Indian/Asian)	321709	29557	275
	Matric (White)	153973	18783	616
	Tertiary (Black African)	360691	44058	1377
	Tertiary (Coloured)	14613	3170	0
	Tertiary (Indian/Asian)	90139	12759	126
Tertiary (White)	110961	21803	368	
Matric (20+ age group)	Female	2243251	231902	10463
	Male	1076892	110535	5317

INDICATOR: HEALTH AND WELLBEING

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Matric (20+ age group by gender)	Female	1166359	121367	5146
Matric (20+ age group by population group)	Black African	1755883	181345	9605
	Coloured	37784	6060	0
	Indian/Asian	301653	26904	243
	White	147930	17593	616
Number of households	Number of households	2875843	298463	15460
Household percentage share by population group	Black/African	2443359	250388	14694
	Coloured	50955	7262	76
	Indian/Asian	246441	21977	225
	White	168005	23081	682
Head of household (gender)	Male	2414213	248387	13028
	Female	2249740	235369	11467
Main dwelling	Formal	2090067	228768	9648
	Informal	246272	22387	669
	Traditional	520244	45826	5143
	Other	19062	1424	0

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Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Main source of drinking water	Piped (tap) water inside dwelling	1076667	112615	1428
	Piped (tap) water inside yard	828016	123356	5730
	Piped water on communal stand	371943	22292	2194
	Borehole in yard	22159	1783	213
	Rain-water tank in yard	28880	1398	212
	Neighbours tap	51864	5499	545
	Public/communal tap	128860	9365	2592
	Water-carrier/tanker	86012	8018	858
	Borehole outside yard	63632	1532	162
	Flowing water/stream/river	182727	9858	1439
	Well	4617	104	11
	Spring	18431	1271	0
	Other	12036	1372	75
Main type of toilet facility used	Flush toilet (Sewage system/sceptic tank)	1345349	142369	1784
	Chemical toilet	421037	33267	97
	Pit latrine (with/without) ventilation	876969	97032	10577
	Ecological toilet (e.g. urine diversion, enviroloo)	20299	2740	2118

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
	Bucket toilet (collected by municipality/Emptied by household)	50655	1859	8
Household access to electricity	In-house conventional meter	626985	75847	1344
	In-house prepaid meter	1835019	192736	12147
	Connected to other source which household pays for	45025	5088	223
	Connected to other source which household is not paying for	44654	3266	314
	Solar home system	10412	611	2
	Other	27523	2241	45
	No electricity	286224	18673	1385
Refuse removal	Local authority/Private/community members at least once a week	1372467	123619	1302
	Local authority/Private/community members less often than once a week	92244	10867	407
	Communal refuse dump	141927	8201	555
	Own refuse dump	1114605	141241	12398
	Dump or leave rubbish anywhere (no rubbish disposal)	117702	10387	768
	Other	36898	4148	29

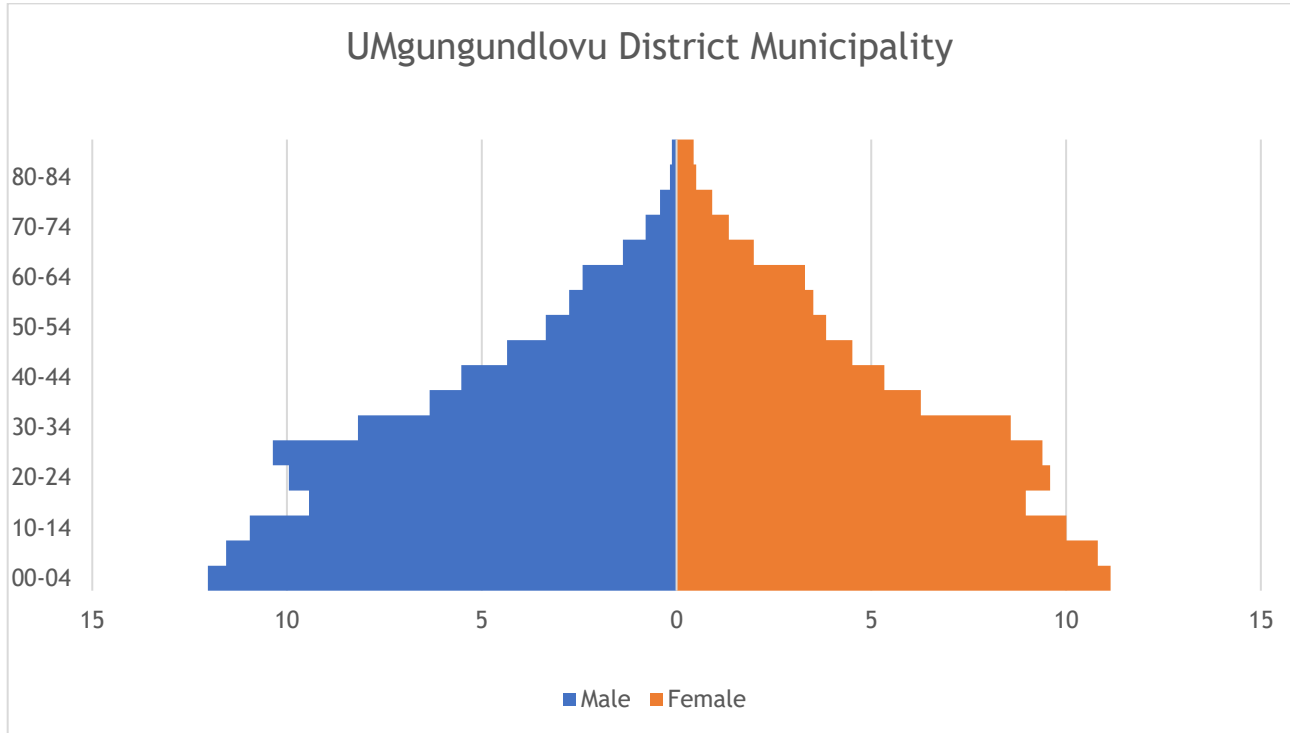
Indicator	Sub-indicator	KwaZulu-Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Main source of energy for cooking	Electricity from mains	2346563	261312	12693
	Other source of electricity (e.g. generator etc.)	13504	810	0
	Gas	67133	7979	318
	Paraffin	84643	9045	651
	Wood	347804	18552	1798
	Coal	6332	102	0
	None	9277	523	0
Main source of energy for water heating	Electricity from mains	2308619	259013	12607
	Other source of electricity (e.g. generator etc.)	21094	1534	142
	Gas	31732	2885	119
	Paraffin	70593	6887	289
	Wood	365252	23893	2119
	Coal	6836	284	12
	Solar	13807	786	29
	None	55229	2884	144
Main source of energy for space heating	Electricity from mains	1841798	220145	12188
	Gas	16388	2147	71
	Paraffin	42507	3066	22
	Wood	383222	35280	2443
	Coal	12041	847	69

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Main source of energy for lighting	Other	83592	4991	193
	None	494034	31636	471
	Electricity from mains	2535270	275910	13856
	Other source of electricity (e.g. generator etc.)	9678	908	36
	Gas	4618	314	2
	Paraffin	20266	2919	285
	Candles	283043	17204	1240
	Solar	13140	204	0
	None	5856	489	8
Household goods	Air conditioner	252353	24515	1094
	Cellphone	2651310	271343	13665
	Computer/Laptop	521013	61757	1694
	DVD	1383755	165742	7219
	Geyser	656229	81238	1685
	Home Theatre System	627508	67445	3147
	Landline	359298	40650	728
	Microwave oven	1384214	161667	5814
	Motor Vehicle	765298	91394	3231
	Radio	2037409	220517	11655
	Refrigerator	2170598	238947	11558

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
	Satellite decoder	1019427	120313	4063
	Stove (Electric/Gas)	2223584	240138	11420
	Tablet of Phablet	48813	57097	2109
	Television	2262638	249246	12279
	Vacuum cleaner	347619	43471	909
	Washing machine	584699	71714	1282
	Internet Services - Connected in the dwelling	254100	27830	2258
Run out of money to buy food in past 12 months	Yes	667625	59164	1393
	No	2202001	238388	14048
	Do not know	5227	689	19
Skipped meal in the past 12 months	Yes	425660	36577	881
	No	2444362	261129	14574
	Do not know	5468	694	5
Run out of money to buy food for 5 or more days in the past 30 days	Yes	250441	23273	578
	No	173285	13054	304
	Do not know	1771	228	0
Household involved in agricultural activity	Yes	536225	54670	2915
	No	2339618	243793	12545
	Livestock production	256045	19071	1672

Indicator	Sub-indicator	KwaZulu- Natal	DC22: uMgungundlovu	KZN226: Mkhambathini
Type of agricultural activity	Poultry production	310458	23248	1807
	Grains and food crops	143477	15498	397
	Industrial crops	2358	628	70
	Fruit production	55920	6240	161
	Vegetable production	188442	28650	1176
	Other	8449	1191	23
Death in household	Yes	87778	10678	475
	No	2788065	287785	14985
Ever given birth	Yes	1288873	134128	6509
	No	1065757	111739	5707
	Do not know	5993	347	0

POPULATION BY AGE GROUP



The Data is obtained from Stats SA. UMDM's population in 2016 was 1 095 865 and is estimated to grow to 1 187 861 in the year 2024.

POPULATION DIVIDEND

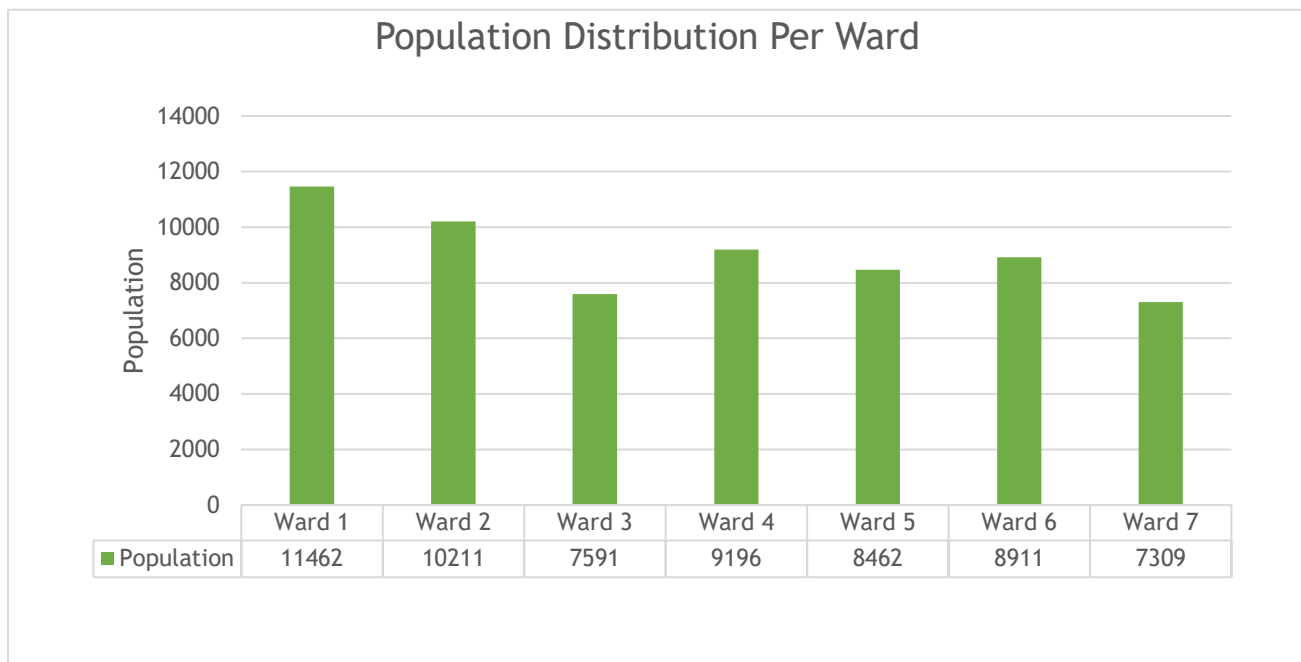
As the leading international agency on population and development issues, the United Nations Population Fund (UNFPA) developed the Demographic Dividend (DD) Programme Guide, which provide guidance on measures that countries need to implement to draw benefits from its demographic trends. There are two types of dividends the demographers have identified, both initially emanating from a sustained reduction in fertility. The first dividend is when the share of the population 15-64 years starts to rise, resulting in a 'youth bulge'. The second occurs when this bulge moves to older ages, where the share of the aging population become large.

The Graph above depicts how the uMgungundlovu District Municipality population dividend in bulging in the young population. Where we see a bulge between the 10-14 up until 30-34 years. This therefore impacts the municipality in terms of catering for the young community and ensuring that planning is influenced by the needs of this growing population.

POPULATION BY RACE

Municipality	Black African	Coloured	Indian/Asian	White	Total
DC22: uMgungundlovu	925 270	20 887	84 941	64 767	1 095 865
KZN226 : Mkhambathini	54 207	79	991	1 799	57 075

POPULATION DISTRIBUTION PER WARD IN MKHAMBATHINI



The greatest concentration of households appears to be toward the North and South of the Municipality, primarily on Traditional Authority Land. The key Traditional Authority in the North is: Maphumulo and Manyavu Authority area, and in the South, the Embo/ Timuni Traditional Authority area. The population also appears to be denser along the corridors and the reason for this settlement pattern relates directly to accessibility. According to census 1011 stats, based on the old demarcation of wards, Ward 1 and 2 appear to have the largest number of people however these wards are also among the smallest in the Municipality, and under Traditional Authority. The distribution of the [population is uneven, with a higher density toward the North and South, and a lower density along the central areas. This is perhaps due to land ownership with the majority of the land in Wards 3, 4 and 6 under private ownership. Ward 5 has since the new demarcation been absorbed by eThekweni Municipality

GROWTH SCENARIO

Mkhambathini has experienced an annual growth rate of 0.67% from 2001 to 2011. Information obtained from the Stats SA, indicates that the district growth rate is 0.9%, whereas the Provincial growth rate as per the census data is 0.7%. Mkhambathini's growth rate almost mirrors the Provincial growth rate. According to Stats SA 2016 Community Survey, the Provincial growth rate is currently at 1.5% whilst the National Growth rate is slightly lower, at 1.46%. The tables below show a low, medium and high use the growth scenario projecting the population growth to the year 2040.

LOW GROWTH SCENARIOS

This is based on the actual growth for the Mkhambathini Municipality, as per census data from 2001-2011.

Mkhambathini Projected Growth Rate at 0.67%							
	2011	2017	2020	2025	2030	2035	2040
Population	54680	56915	58067	60038	62077	64184	66364

MEDIUM GROWTH SCENARIOS

This is based on the actual growth for the Mkhambathini Local Municipality, as per census data from 2001-2011.

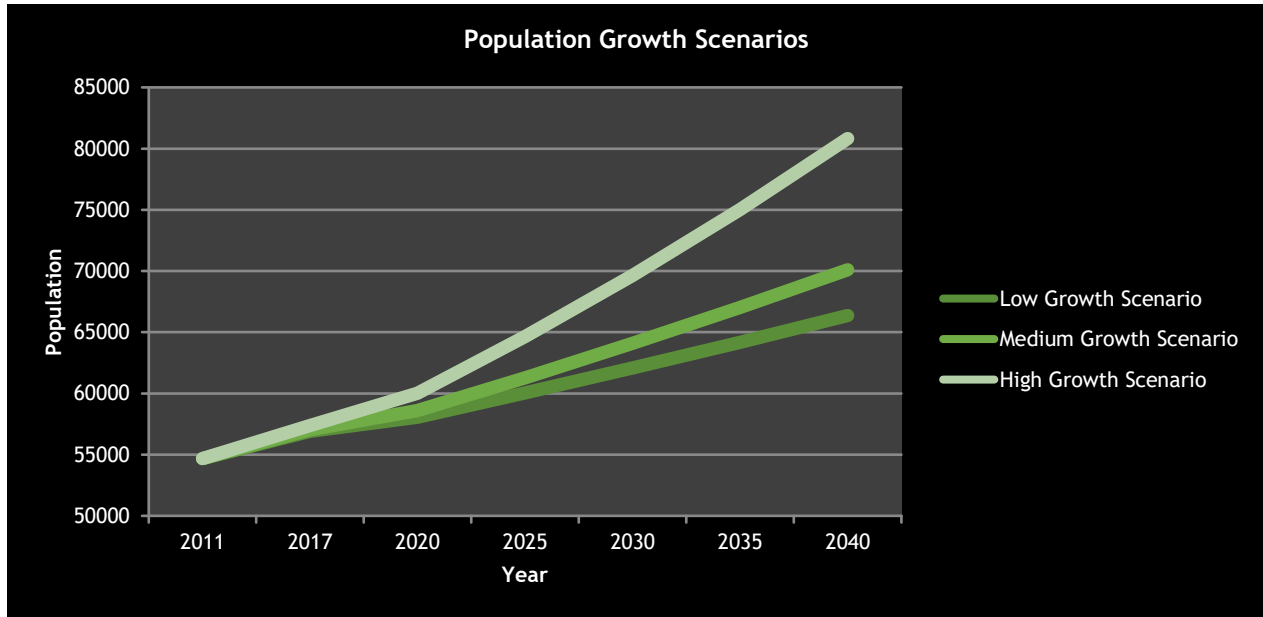
Mkhambathini Projected Growth Rate at 0.9%							
	2011	2017	2020	2025	2030	2035	2040
Population	54680	57045	58599	61284	64092	67029	70100

HIGH GROWTH SCENARIOS

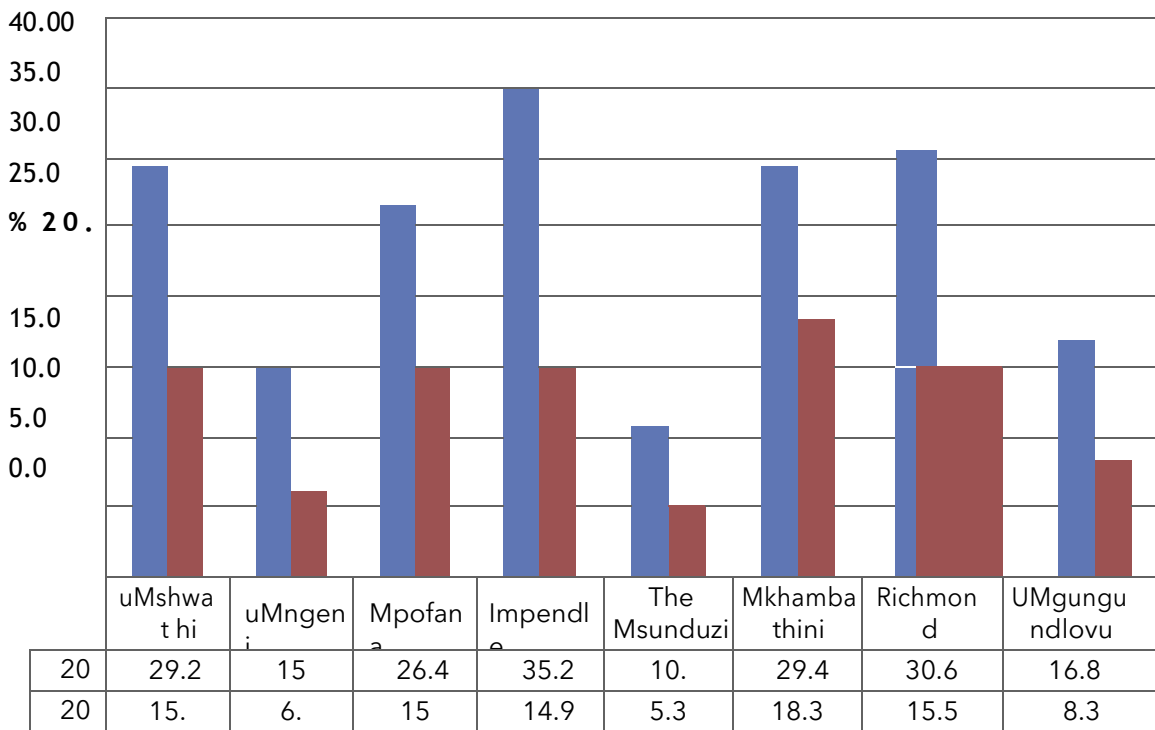
This is based on the growth rate for the province of KZN, as per Census statistics data using the 2016 community survey.

Mkhambathini Projected Growth Rate at 1.5%							
	2011	2017	2020	2025	2030	2035	2040
Population	54680	57385	60006	64643	69639	75021	80819

The graph below illustrates the different growth scenarios



UMGUNGUNDOVU DISTRICT FAMILIES' LEVELS OF EDUCATION



UMGUNGUNDLOVU DISTRICT FAMILY LABOUR FORCE

Table on unemployment

	KZN221: uMshwathi	KZN222: uMngeni	KZN223: Mpofana	KZN224: Impendle	KZN225: The Msunduzi	KZN226: Mkhambathini	KZN227: Richmond	uMgungundlovu
Employed	32.3	49.4	40.7	12.7	36.4	33.5	32.8	36.3
Unemployed	10.7	15.5	12.8	10.4	17.9	12.3	11.7	15.9
Discouraged work-seeker	6.7	4.7	8.7	12.4	6.0	7.9	9.9	6.5
Other not economically active	50.3	30.4	37.8	64.5	39.7	46.3	45.6	41.2
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

The Above Table simply breaks down the Labour Force, which is explained as the number or percentage of the population between age 16-64 or the economically active irrespective of whether they are employed or not. The Table delineates between the categories of unemployment.



Figure 15 Labour Stats and Unemployment Rate, Source: StatsSA, 2014

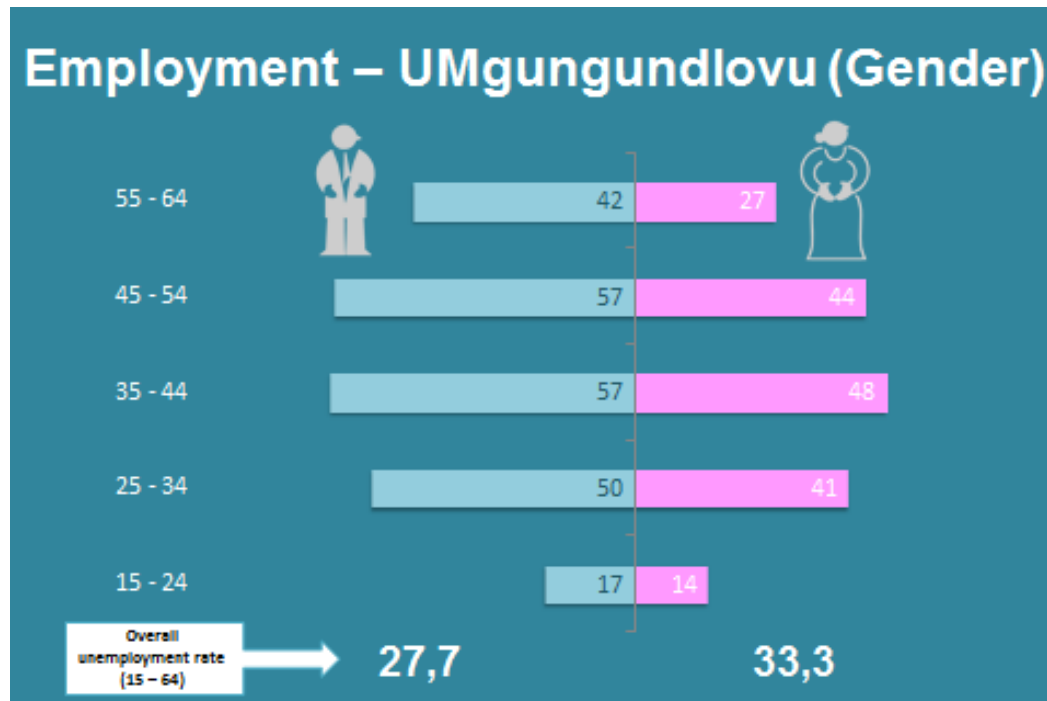


Figure 16 Unemployment by Gender, Source: StatsSA (2014)

33.3% are females and 27.7% are males of the total unemployed.

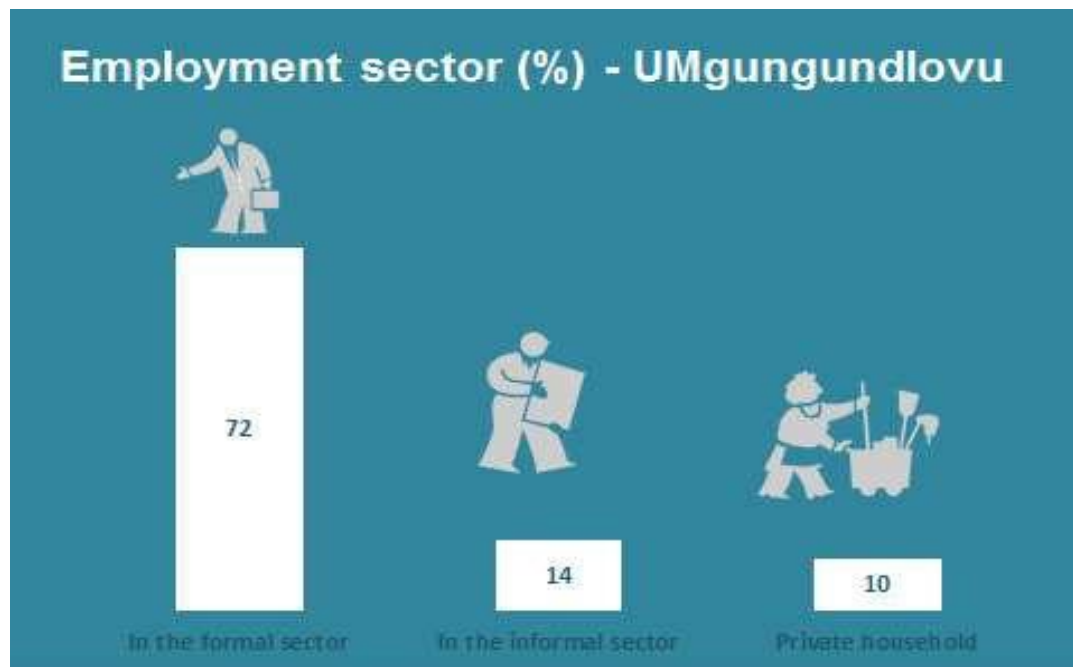


Figure 17 Employment by Sector (%), Source: StatsSA (2014)

There is still a need to focus on the informal sector to develop it as it employs 14% of the working age population.

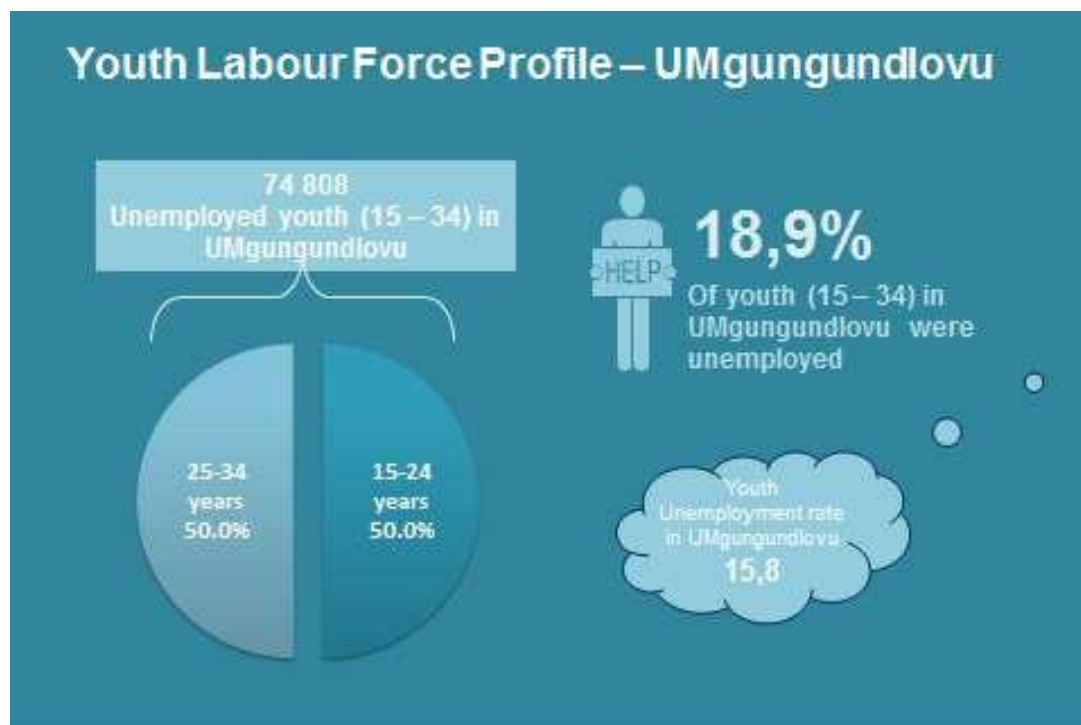


Figure 18 Youth Labour Force Profile, Source: StatsSA (2014)

Youth unemployment is a challenge and calls for a need for partnerships with the Office of the Premier, other

State Organs and the Private Sector on consolidating efforts that are directly aimed

at youth economic empowerment.

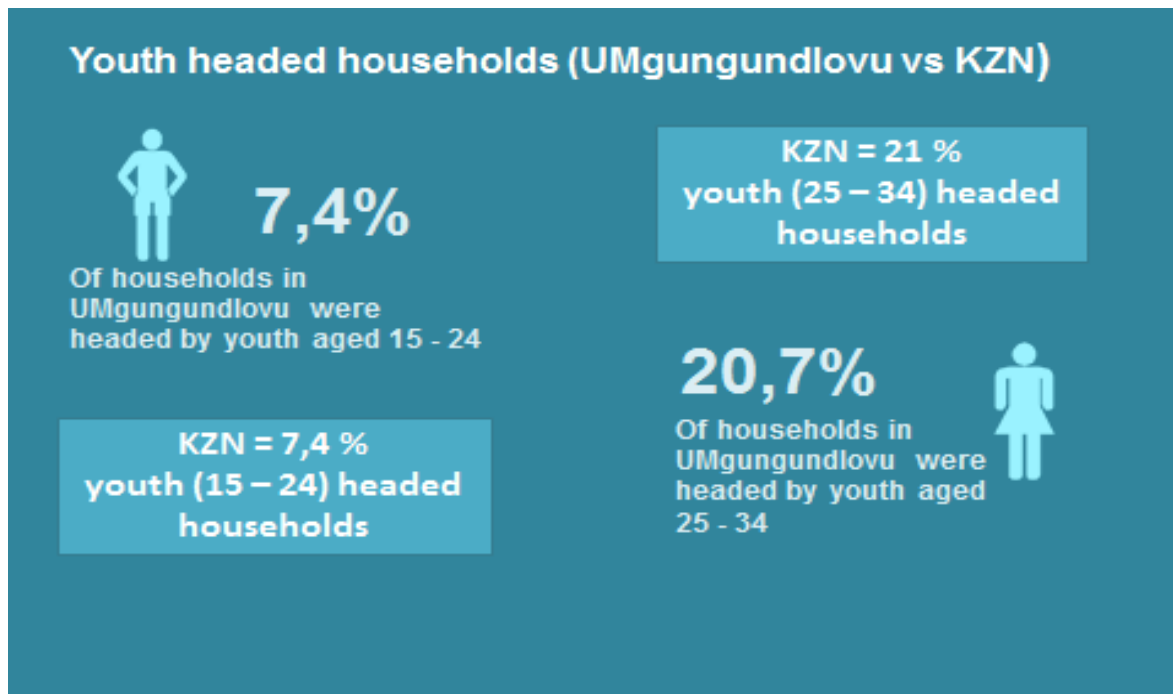


Figure 19 Youth Headed households, Source: StatsSA (2012)

POVERTY

There is a need to deal with the dimensions of poverty as depicted on the diagram show below:



Figure 20 Poverty dimensions

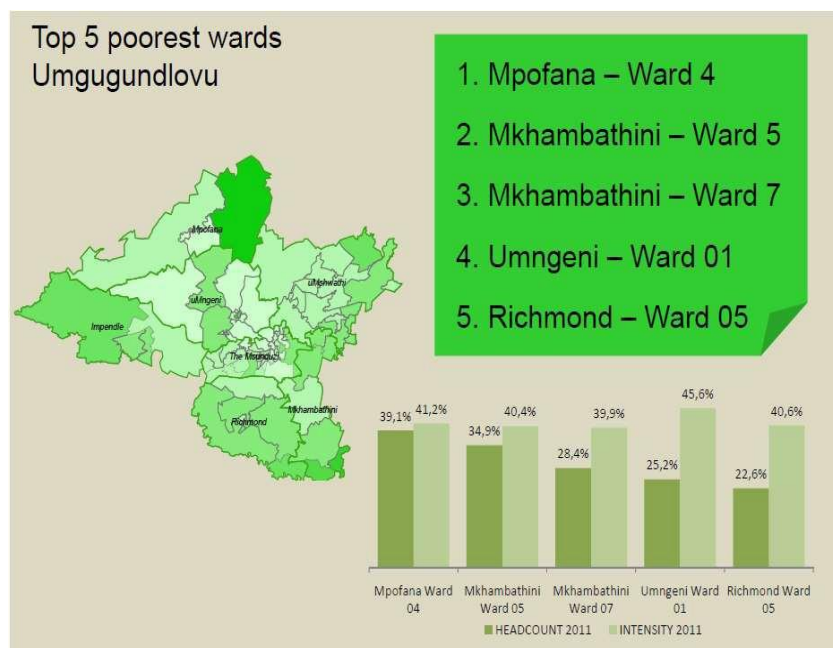
LABOR INDICATORS AND STATISTICS

Unemployment Rate 2011	
KZN221: uMshwathi	24.9
KZN222: uMngeni	23.9
KZN223: Mpofana	23.9
KZN224: Impendle	45.1
KZN225: The Msunduzi	33.0
KZN226: Mkhambathini	26.8
KZN227: Richmond	26.3
uMgungundlovu	30.4

UMDM in 2001 it was 46.3%, in 2011 its 30/4%. In South Africa: 2001 it was 41.6%, in 2011 it was: 29.8%; In KZN in 2001 it was 49%, in 2011 it was: 33%. According to Census 2011 official results, the unemployment rate of the District is at 30.4 %, which makes it to be lower than the KZN Province by 2.6% but slightly higher than RSA's by 0.6% in 2011. The positive thing is that unemployment is reducing however the District economy would need to work even harder to reduce unemployment further. The targeted economic sectors among others that need more attention are manufacturing and agriculture and also the informal sector.

According to the South African multidimensional poverty index (SAMPI: 2014) conducted by StatsSA, unemployment remains the major driver of poverty.

POOREST WARDS IN THE DISTRICT



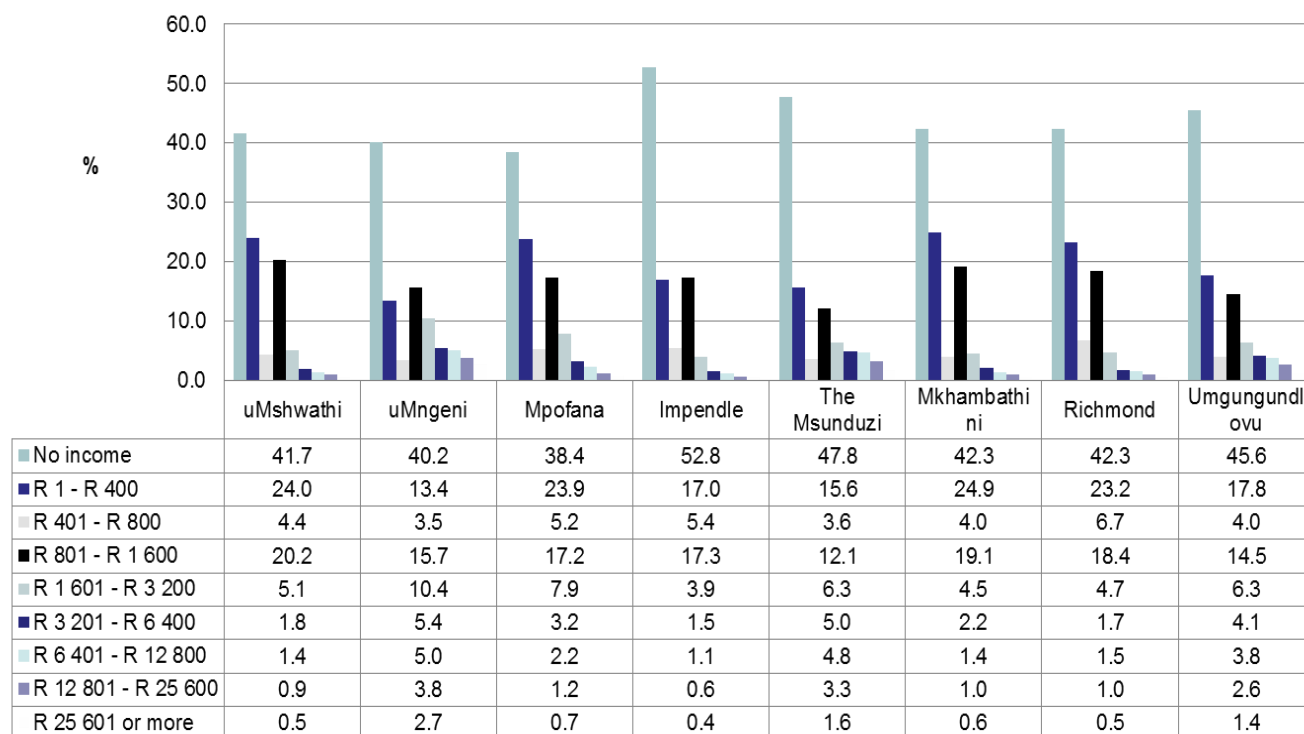


Figure 22 Monthly income levels amongst the population (age 15-65) uMgungundlovu District in 2011

45.6% are within the below the poverty line (food poverty line) as they get between R1-R400 per month income. Also 17.8% are in lower bound and upper bound poverty lines with R401-R800 per month. The StatsSA' SAMPI definitions and thresholds are that R321 means lower bound- based on food where some people go to bed hungry, R620 means upper bound poverty line where people choose between food and other important non-food items). The rest above R620 means they cannot afford the lifestyle they want.

3.1.4 POPULATION DYNAMICS AND FUTURE GROWTH TRENDS

POPULATION SIZE AND GROWTH PROJECTIONS

The total size of Mkhambathini population is estimated at 57 075 people. This only accounts for 6% of the district population. The number of households is estimated at 15 460, the majority of these are situated within the traditional authority areas. According to the graph below, the population of Mkhambathini has been inconsistent in terms of growth and decline over the past 17 years. It increased by 16% from 1996 to 2001 but from 2001 to 2007 it declined by 21% and it shows that the population of KwaZulu-Natal grew at annual growth rate of 1,7% between 2011 and 2016 community survey. This implies that there has been a great level of in-and-out migration that has taken place with the municipal areas.

POPULATION DISTRIBUTION

The population of Mkhambathini is unevenly distributed amongst seven administrative wards as depicted in the graph below. The northern and southern parts of the municipality comprise of the traditional council areas which accommodate more people than many parts of the municipal area. Ward 1 has the highest population.

This ward is located on the far north side of the municipal area and the settlement composition of this ward includes Table Mountain, Maqongqo and Villa Maria. This is followed by ward 2 which is located adjacent to ward 1 and it has Ntweka, Ophokweni, Abebhuzi and Manyavu settlement areas. There is a substantial number of people who also reside within Camperdown, Eston, Manderston, Ntimbankulu and Tala Valley. These areas make up ward 4 which is located within the middle of Mkhambathini Municipal Area.

TABLE 20: GENDER DIFFERENTIATION

Age Group	Male	Female	Grand Total
00-04	3314	3213	6528
05-09	3130	3334	6464
10-14	3176	3497	6674
15-19	2660	2492	5152
20-24	2858	3010	5867
25-29	2739	2821	5560
30-34	2482	2223	4705
35-39	1770	1529	3300
40-44	1309	1010	2319
45-49	1213	1534	2747
50-54	911	1305	2216
55-59	596	1086	1682
60-64	791	985	1776
65-69	404	524	928
70-74	289	426	716
75-79	69	134	203
80-84	12	106	118
85+	13	108	121
Grand Total	27736	29339	57075

Mkhambathini Local Municipality's population is slightly imbalances with female's outnumbering their male counterparts. In 2016 females outnumbered their male counterparts by 8%. This confirms the national and provincial trend that a higher proportion of women than men are found in rural areas. Nevertheless, this confirms with the national trends that a higher proportion of women are found in the dominant rural areas than men.

This disparity in the proportion could well be attributed to the fact that the male counterparts still tend to leave the homestead in search of work. Therefore, how the municipality factors this gender split into their service delivery priorities, especially human settlement development, is of essence. In addition to the above, it can also be suggested that there is a need for a development agenda that should proactively target female empowerment within Mkhambathini area.

AGE COMPOSITION

Mkhambathini is dominated by youthful population segments. According to the table above, the population structure of the area demonstrates that approximately 51% of the population consists of working age-group members aged between 20 and 60 years. This is followed by the infancy and school age populations which amount to 41% of the population. The aged population (older than 60 years) is relatively low at 8%.

SOCIO-ECONOMIC PROFILE AND LIVELIHOODS

UNEMPLOYMENT AND POVERTY ANALYSIS

The unemployment rate is currently at 12% within the area. Although this may appear to be relatively low when a comparison is drawn with the national unemployment rate which is sitting at 25%, Mkhambathini has a very high proportion of non-economically active population (46%) and discouraged job seekers (8%) and this implies that the dependency rate is quite high. Poverty is a complex concept to define measure. Initial measures of poverty are usually based on financial indicators such as the World Bank measure in come less than \$1/day. The World Bank recommends that when monitoring countries poverty trends, indicators based on national poverty line should be used in place of the WB measures.

In view of this, the Minimum Household Living Level (MHLL)" created by the South African Bureau for Market Research can be used as an indication of the prevalence of poverty in the study The MHLL states that in March 2004 and average household with 3.7 members living on R22, 728/year (R1, 894/month) or less will be unable to meet its financial requirements. 1354 households do not have any form of income while most of the households (6760) have an income which is below R 22,728 per annum and are regarded as living below the poverty datum line. This income profile is also a reflection of the low education level and high rate of unemployment that is found within Mkhambathini.

EDUCATION PROFILE AND LITERACY LEVELS

Education plays a pivotal role in community development. It provides a base of skills development, creativity, and innovative ability for individuals within the community. The 1996 constitution provides everyone with the right to basic education, which includes Adult Basic Education. It also provides individuals with the right to further education, with the progressively making it accessible and available to all. The level of education is slowly improving rate of people who have no schooling has dropped from 37.6% (in 1996) to 12% in 2011 and has increased to 24,9% in 2016 .However, the number of people who did not complete school is very high, with approximately 29% of the population failing to complete primary school, while an alarming 37% did not complete secondary school in 2011 but there shows an improvement in 2016 of 33.5% did not complete secondary. Only 14% of the population completed Matric (grade 12). The number of people with higher education has however constantly increased from 1.9% (1996) to 2.5% (2001) , to 3.4% in (2011) and eventually 3,7% in 2016 . This shows a growing number of people accessing funds to further their education and the results being produced are at least suitable for submission to tertiary institutions.

The municipality aims to promote and encourage the emphasis of basic education amongst the youth and community of Mkhambathini Municipality , there have been a number of programmes relating to education that have been enforced by the municipality for the community and the emphasis of the Covid-19 regulations within schools such as ECD's, Primary and Secondary Schools to educate the pupils of Covid-19 and provide the schools within Mkhambathini with the necessary PPE's to prevent the spread of the Covid-19 in the community and schools , the picture below show the initiative the municipality has done amongst the schools of Mkhambathini.

HIV/AIDS

A survey which was conducted by the National Department of Health indicates that 29.5% of the women who visited antenatal clinics are HIV/AIDS infected. According to a study, KwaZulu-Natal has the highest prevalence of the HIV/AIDS incidents in South Africa (40.75). The figure below indicates that 38.5% of HIV positive people are between the ages of 25-29, followed by the age category of between 30 and 34, which constitutes 30.8%of people with AIDS.

The HIV and AIDS pandemic has had a profound impact on both the quality of life of communities and families and on the economy. Several initiatives have been implemented through the National Department of Health to combat the current epidemic however major challenges remain.

Within Mkhambathini, the number of HIV positive persons has increased at an average annual growth rate of 3.2 % during the period March 2020- April 2021, bringing the percentage of the population with HIV to almost 22,9 of the total population. The number of AIDS related deaths has increased at an average annual growth rate in the AIDS deaths accounting for about. This highlights the severity of the current situation

and the need for interventions that target and attempt to address these HIV/AIDS challenges. Low and/or zero population growth rate, thus affecting the sustainability of projects that are based on certain population projections.

A significant number of households will suffer a loss of income when the economically active member/bread-winner dies of AIDS related complications. Families of HIV/AIDS victims will be forced to divert their income, which could have been used for other socio-economic activities to conduct burial ceremonies, as the African culture encourages expensive funerals. The economy of Mkhambathini and KZN province will be negatively affected, as income will be lost due to absenteeism caused by ill health, and the necessary training of new incumbents.

The agricultural sector will suffer most as it relies heavily on the availability of masculine workforce members and the 70% management (equivalent of 100% management in the laboratory) needed to realize maximum potential yield. For the agricultural sector to continue thriving in this HIV/AIDS age it needs to shift its focus from being labour intensive to instead being capital intensive.

The increase in the number of orphans and abject poverty will eventually force the government to spend more on social activities rather than on capital infrastructure, which would propel economic development. This will have a negative impact on the ability of the municipality and the locality, as investments rely heavily on the availability of capital infrastructure. The table below illustrates the number and the percentage of people who have gone for testing at the local clinics within Mkhambathini Local Municipality.

Table 19: Number of people tested for HIV

Name of Clinic	PERIOD	No of people tested	No of people tested positive	No of people Tested negative	% of HIV positive	% of HIV negative
Baniyela Clinic	APR 2020 TO MARCH 2021	2189	30	2159	1.4	99
Camperdown Mobile Clinic	APR 2020 TO MARCH 2021	1803	98	1705	5.4	95
Camperdown Mobile Clinic	APR 2020 TO MARCH 2021	2330	122	2208	5.2	95
Embo Clinic	APR 2020 TO MARCH 2021	3819	67	3752	1.8	98
Injabulo Clinic	APR 2020 TO MARCH 2021	5210	166	5044	3.2	97
Maguza Clinic	APR 2020 TO MARCH 2021	4258	120	4138	2.8	97
Mkhambathini Local Municipality	APR 2020 TO MARCH 2021	19609	603	19006	3.1	97

(The source of information for the HIV DATA, derived from the Department of Health)

It is a major link between the national industrial hubs of Johannesburg and Durban. A significant portion of Mkhambathini Municipality falls within the Valley of a Thousand Hills, with Table Mountain being a major landmark. This area has been identified as a high potential area for eco-tourism. A large portion of Mkhambathini Municipality falls within the Midland Mist belt, which is well known for its high agricultural potential and well-established agricultural economy.

PRINCIPLES AND NORMS FOR LAND USE AND MANAGEMENT

The principles and norms collectively form a vision for land use and planning in the country. They constitute a single point of reference, and an overarching coherent set of policy guides to direct and steer land development, planning and decision-making in all spheres of government including other public agencies involved in land use so that outcomes thereof are consistent with the national objectives. The principles and norms are to promote the normative based spatial planning, land use management and land development system first introduced by the DFA.

The municipality's adopted land use scheme is guided by the principles and norms for land use and management which are the following:

principle of sustainability

The principle of sustainability requires the sustainable management and use of the resources making up the natural and built environment. Land use and development decisions must promote a harmonious relationship between the built and the natural environment while ensuring that land development is sustainable over in longer term period. The principle demands a holistic approach to land development in order to minimise the long-term negative impacts of current land use or development decisions. The long-term adequacy or availability of physical, social and economic resources to support or carry development.

norms based on this principle are:

- Land may only be used or developed in accordance with law.
- The primary interest in making decisions affecting land development and land use is that of national, provincial or local interest as recorded in approved policy.
- Land development and planning processes must integrate disaster prevention, management, or mitigation measures.
- Land use planning and development should protect existing natural, environmental and cultural resources.
- Land which is currently in agricultural use shall only be reallocated to other uses where real need exists, and prime agricultural land should remain in production.

principle of equality

The principle of equality requires that everyone affected by spatial planning, land use management and land development actions or decisions must enjoy equal protection and benefits, and no unfair discrimination should be allowed. As been characterised by extreme inequality. Not only are principles required to ensure equity in the way that decisions are taken in the future but also that they address the inequitable legacy inherited from decades of planning in the interests of a racial minority.

norms based on this principle are:

- Public involvement in land use planning and development processes must be inclusive of all persons and groups with an interest in the matter being decided.
- Land use regulators and planning authorities must ensure that benefits and opportunities flowing from land development are received by previously disadvantaged communities and areas.
- The appropriateness of land use must be determined on the basis of its impact on society as a whole rather than only the applicant or immediate neighbours.

principle of efficiency

The principle of efficiency requires that the desired result of land use must be produced with the minimum expenditure of resources.

This principle aims to achieve efficiency in institutional arrangements and operations, adopted procedures, the settlement form or pattern, and the utilization of man-made or natural resources during land planning and development.

norms based on this principle are:

- Land use planning and development should promote the development of compact human settlements, combating low intensity urban sprawl.
- The areas in which people live and work should be close to each other; and
- Plans of contiguous municipalities and regions should relate positively to each other.

principle of integration

The principle of integration requires that the separate and diverse elements involved in development planning and land use should be combined and coordinated into a more complete or harmonious whole.

The principle of integration reflects the need to integrate systems, policies and approaches in land use planning and development. This principle finds particular expression in two areas. Firstly, it requires that the planning process is integrated, taking into account the often-disparate sectoral concerns, policies and laws and their requirements, and reaching conclusions that are efficient and sustainable from a management and governance point of view. Secondly it requires an integrated 'on the ground' outcome, one that breaks down not

only the racial and socio-economic segregation that characterise our country, but which also look at spatial integration of different land uses

norms based on this principle are:

- Land use planning and development decisions should take account of and relate to the sectoral policies of other spheres and departments of government.
- Land use and development should promote efficient, functional and integrated settlements.
- Land use and development should be determined by the availability of appropriate services and infrastructure, including transportation infrastructure.
- Land use and development should promote racial integration.
- Land use and development should promote mixed use development.

principle of fair and good governance

The principle of fair and good governance requires that spatial planning, land use management and land development must be democratic, legitimate and participatory enhanced governance and participation process (SPLUMA, 2013).

Land use planning is a centrally important government function, directly affecting the lives of all people. It is therefore particularly important that it is characterised by fairness and transparency and that people are afforded a meaningful right to participate in decisions. When public authorities formulate new plans, they must put in place processes that actively involve citizens, interest groups, stakeholders and others. Also, where land development projects are initiated by the private and non-governmental sectors, there must be procedures that ensure that interested parties have an opportunity to express their views or to object.

norms based on this principle are:

- Affected parties have a right to access information pertinent to land use and development plans that are being considered by land use regulators.
- Capacities of affected communities should be enhanced to enable them to comprehend and participate meaningfully in development and planning processes affecting them.
- Decisions must be made in the public domain, with written reasons available to any interested party on request and no planning decisions taken behind closed doors.
- The names and contact details of officials with whom the public should communicate in relation to spatial planning, land use management and land development matters must be publicised.
- Land use and development decisions must be taken within statutorily specified time frames; and
Accessible participatory structures should be created to allow interested and affected parties to express their concerns or support for any land use or land development decision at sufficiently early stage in the decision-making process.

3.3 ADMINISTRATIVE ENTITIES

Mkhambathini Local Municipality is divided into seven (7) administrative wards. Wards 1, 2, 5 and 7 comprise traditional council areas. The traditional councils that exist within wards 1 and 2 are Maphumulo and Manyavu, while wards 5 and 7 accommodate Embo-Timuni. Wards 3 and 6 mainly consist of farming areas with a few settlements such as Umlaas Road, Mid-Illovo, Milford, and Avondale. Ward 4 comprises the urban component of the municipality. It is centrally located within the middle of the municipality, and it entails Camperdown, Eston, Manderston, Ntimbankulu and Tala Valley settlements.

3.3.1. STRUCTURING ELEMENTS

IMPACT OF POST-APARTHEID SPATIAL PLANNING LEGACY

The legacy of the post-apartheid policies had a profound impact of the structure and functionality of Mkhambathini Municipality. Its fragmented communities marginalised their economic activities and undermined their participation in the economy. It located people in areas with poor access to urban services and facilities, and effectively entrenched the philosophy of unequal development. Spatial fragmentation was implemented to effectively separate the urban complex of Camperdown and the rural areas of Embo-Timuni, Maphumulo and Manyavu.

These two areas are situated at least between 30km and 59km from Camperdown Central Business District (CBD) in line with apartheid spatial engineering. Spatial fragmentation, referring to separate blobs of development with no linkages, has the potential to undermine the role of Mkhambathini in its regional context and impact negatively on its ability to perform its functions effectively and efficiently.

INFLUENCE OF STEEP TERRAIN AND MOUNTAINOUS AREAS

Slope and terrain are also very strong structuring elements in terms of Mkhambathini spatial configuration. The northern part of Camperdown town has very steep terrain which limits the expansion of this town towards the north. This implies that the physical expansion of this town will be severely limited. The northern and southern parts of the municipality have high slope inclines, indicating mountainous areas. This steep terrain within the traditional council areas promotes the dispersed settlements structure and creates difficulties in terms of bulk infrastructure provision. In fact, most of the settlements within the rural parts of Mkhambathini have followed this terrain such that the homesteads have tended to locate within the flatter terrain while steep spaces within and between settlements have remained vacant.

UMNGENI AND MKHOMAZI RIVERS

The biggest rivers that are found within the Mkhambathini Municipal area are the Umngeni and Mkhomazi Rivers. These rivers are the most visible natural structuring elements of the municipal area such that the Municipal Demarcation Board used these to demarcate the boundaries between Mkhambathini. As evidenced from the map (insert), Umngeni River is used as a northern boundary of the municipality which separates Mkhambathini from the uMshwathi area of jurisdiction. The southern part of the municipality contains Mkhomazi River which acts as a boundary that separates Mkhambathini with Vulamehlo Municipal area.

THE ROLE OF THE N3 NATIONAL ROUTE

The N3 runs east to west through the central part of the municipal area. It is the busiest corridor in the province and a major link between the national industrial hubs of Johannesburg and Durban. It can be considered as the primary route within the area. This route is, however, largely a movement corridor between the dominant urban areas. Due to the high volumes of traffic along this road, and the fact that it is largely being utilised as a main route by trucks and other freight vehicles, many opportunities exist for development that can capitalise on the existence of this route. Due to the limited access nature of this road, opportunity exist at key intersections or off-ramps along its route, of which two occurs within the study area.

3.3.2 EXISTING NODES (INCLUDING URBAN EDGES)

The nodes identified are based on the functions of the centers within the municipality and were classified as such by the Mkhambathini Local Municipality. The municipality differentiates between primary, secondary, and tertiary nodes:

The following map indicates the Mkhambathini Municipality nodes.

PRIMARY NODE: CAMPERDOWN

Camperdown has been identified as the primary centers within Mkhambathini Local Municipality. Its role and development are focused on promoting municipality-wide development and re-enforcing integration with the surrounding major urban centers. Other than forming part of set of nodes along the N3 corridor, Camperdown holds the key to future integration of the Greater Pietermaritzburg Functional area and the Durban Unicity area. It accommodates the municipal offices, schools, police station, a hotel bottle store, and a variety of commercial and retail outlets. The "village in the country" atmosphere which is evident in some portions of the area is an important attribute which needs to be conserved and enhanced, particularly as new areas are opened for residential and other development. The node is traversed and separated by the Primary Movement Corridor which is the National Road Route (N3) and to the West it links onto the Primary Corridor Connecting the Municipality to the South Coast (R603) providing a high degree of accessibility.

SECONDARY NODES: ESTON AND OPHOKWENI

The areas of Opokweni overlapping into the Outer West Municipality, and Eston have been identified as Secondary Nodes or Service Centers. These areas play an important role as service centers to communities and farmers in the northern and central portions of the municipality, providing housing and a smaller range of commercial and social services than what is offered in the Primary Node.

TERTIARY NODES

Tertiary nodes have been identified at Maqongqo (north), Mid-Illovo (central), Tilongo, Ngilanyoni and Ezimwini (south).

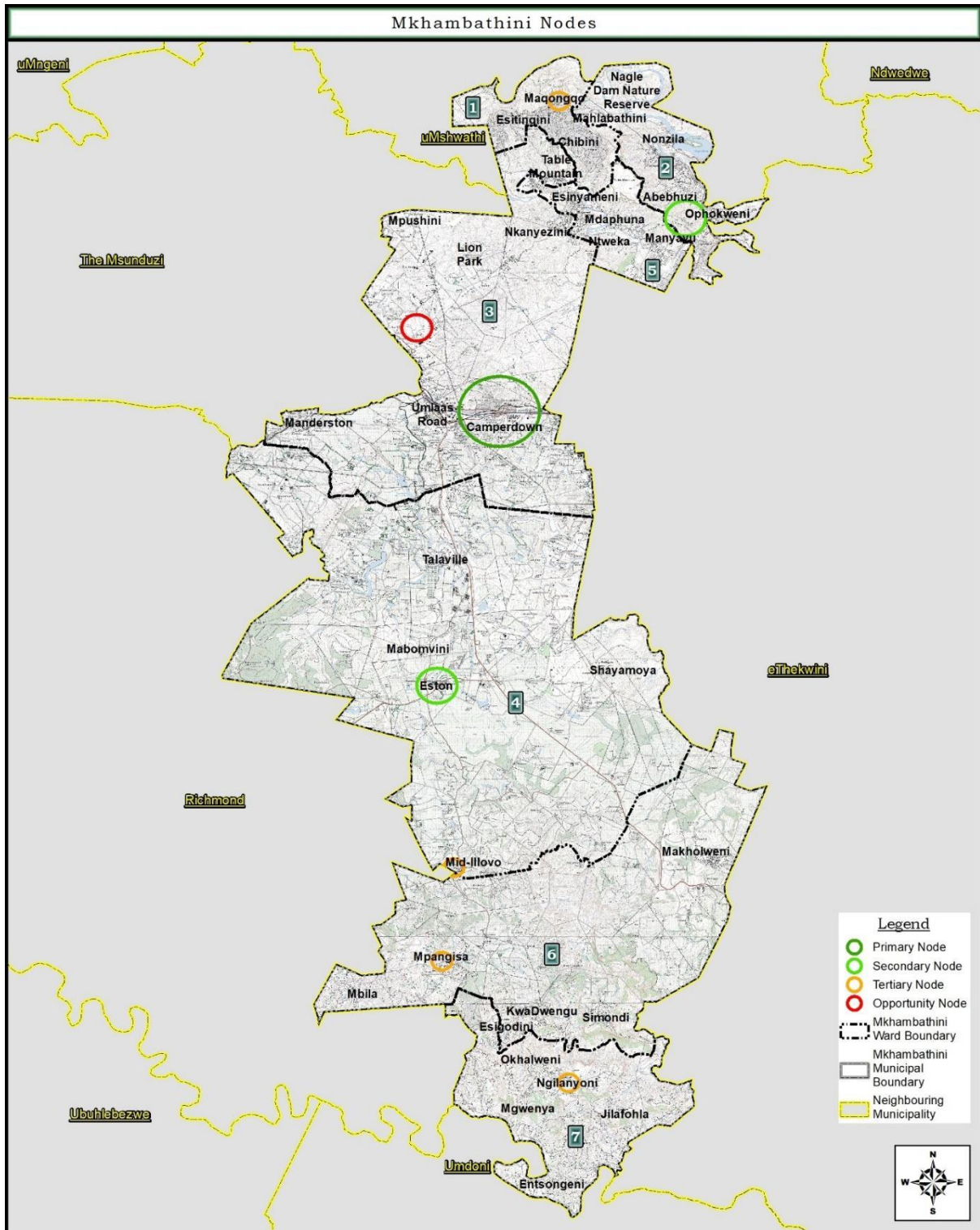


FIGURE 5: MKHAMBATHINI NODES

3.3.3. EXISTING CORRIDORS

Below is a map of all Mkhambathini corridors.

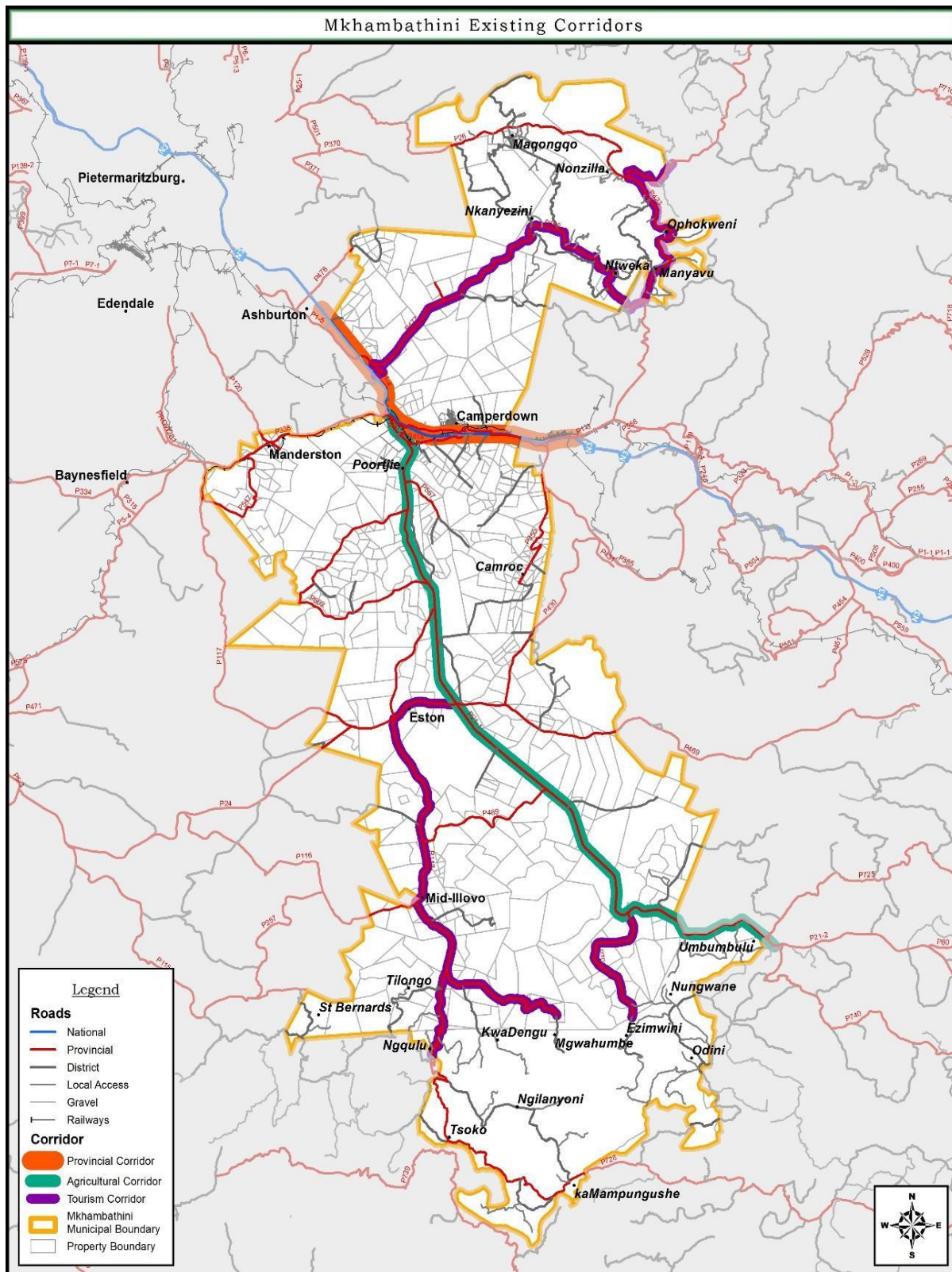


FIGURE 6: MKHAMBATHINI LM CORRIDORS PROVINCIAL CORRIDOR: N2

The N3 corridor (identified as a Provincial Corridor in the PGDS) that runs through the municipality provides opportunities linked to the Provincial corridor development. Mkhambathini is located along the N3 Primary Corridor and between the only primary node in the province (eThekweni) and the secondary node of Pietermaritzburg. The N3 highway is the most strategically important route, cutting through the northern portion of the municipality in an east-west direction. The potential strategic impact of the corridor is seen as essential for the economic future growth of the municipality. Not only does the N3 route provide access to the only formalized town (Camperdown) within the municipality, but it also plays a significant role in the municipality tourism development potential and continued capacity for agricultural production and distribution.

Mkhambathini recognizes the significance of the N3 as a National/Provincial corridor, and the opportunities it creates for the municipality as it identified as the main feeder and/or access. It provides an opportunity for growth and development for the Mkhambathini Municipal Area. As the main transportation conduit, it links the Municipality to the Metropolitan area of eThekweni as well as the economic powerhouse of Gauteng. The N3 function is greater than a Primary Corridor and its main functions should be sustained. Development immediately adjoining on either side of this corridor should be a variety of industrial and mixed-use commercial and be visually attractive when observed from the N3. This has led to increasing interest in logistics and warehousing related industries wanting to position themselves near Umlaas Road. The private market interest in the area is reiterated within national corridor development initiatives such as the Strategic Infrastructure Projects.

3.3.3.1 MKHAMBATHINI SMALL TOWN DEVELOPMENT

BACKGROUND OF SMALL-TOWN DEVELOPMENT

Mkhambathini Local Municipality (MLM) is a Category B municipality located along the south-eastern boundary of the uMgungundlovu District in KwaZulu-Natal. The municipal area has numerous relative advantages. It is well located on the SIP2 corridor connecting Durban, Free State and Johannesburg and is the only logical link between Durban and Pietermaritzburg which adjoins the industrial node of Cato Ridge. Camperdown within the municipality is seen to be a natural growth area between Pietermaritzburg and the rapidly growing Hillcrest region. The N3, which is identified in the Spatial Growth and Development Strategy as a Provincial Corridor, runs east west through the central part of the municipal area. Significant portions of the municipality fall within the Valley of a Thousand Hills, an area with high potential for eco-tourism, and in the Midlands Mist Belt. Easy access off the N3 highway to Cato Ridge makes it well placed to take the overflow from traditional commercial, industrial, and residential areas, which are either reaching capacity or preclude a growing number of home seekers as a result of the residential price growth evidenced in the last few years in many nearby suburbs.

Stemming from the need to establish an integrated development plan at Mkhambathini which by its location is a strategic area linking important destinations within the province and the country, the MLM decided to proceed with the planning of the new town plan development within its municipal boundaries. This initiative will comprise the development of formalized Human Settlement; Retail; Commercial; and continuation of industrial areas which will redress the economies of the past and displacement of people away from opportunities. This growth needs to be managed and appropriately planned to avoid any more injustices of the past and clashes on land uses within the municipality versus the infrastructure role out. The aim is to have an inclusive mixed-use area that caters for all particularly the underprivileged and those working in the area. Create a human settlement that serves the needs of the community connecting business, environment, exploration, and people to one another. The municipality has already secured the services of a consultant to Project Manage and assist in driving the strategy development and co-ordination of the overall municipal land portfolio on this corridor in line with National, Provincial and Local government plans. The SIP2 corridor which forms part of all tiers of government's strategic areas requires upfront and proper planning in so far as township development and post development management is concerned. The Municipality intends to develop the areas within its boundaries in a progressive manner and well planned to consider what the market requires and addressing disparities of the past in spatial planning.

The MLM also aims to fast-track all the outstanding planning requirements for the development of the area. All work ought to be done in a manner that is in line with the accepted overall spatial development framework of the proposed areas. Land use management requires that there be co-ordination with infrastructure roll out plans to avoid growth happening against the plans. With the various industrial developments that are mushrooming in this strategic corridor, an integrated human settlement needs to be planned and executed earlier which will serve the needs of the community, connecting business and people in one environment with outdoor activities. MLM wants to fast-track the creation of an environment that will attract key investments into this corridor.

THE ENHANCEMENT MODEL

The Mkhambathini new town plan development vision is premised on the notion of linkages meaning that planning considers the corridor and infrastructure in relation to community needs and placing people first, through response to their needs and ultimately giving them a space with which they can truly connect and resonate. The key objective being that of developing a responsive Town that has a positive ripple effect throughout the region and beyond. The preservation of the natural beauty (outdoor activities and precious green spaces) of the area as far as possible and food security (agricultural activities) is key to the development plan.

STRATEGIC IMPORTANCE

The MLM new town plan development will play an important role as a vital business focal point for this presently under-serviced region within the corridor. Considering this, it will bring much needed services and economic opportunities to the communities within this area, particularly the semi-rural and marginalised residential neighbourhood. This linkage resembles what Midland did to Johannesburg and Pretoria through the development of the precinct around Mall of Africa. Positioned between the port of Durban and inland centre of Johannesburg, this Development will facilitate more streamlined distribution and logistics activities. This will accelerate employment in the immediate area and stimulate the local economy. Beside the latter, this development will improve quality of life for the residents and neighbours of MLM through the creation of this business hub, inhabitants particularly will be able to easily access services currently only available to them through expensive travel.

RESIDENTIAL

There are opportunities for several residential components that include affordable as well as integrated residential expansion to lifestyle residential components featuring over 2000 family homes that will be planned with the local and provincial government.

INDUSTRIAL AND LOGISTICS PARK

This precinct will be a continuation of the existing industrial and logistics park that is already mushrooming in this region and has been seen to dominate this corridor from Pinetown through to Cato Ridge.

COMMERCIAL AND RETAIL CENTRE

By its own right Mkhambathini is a mixed-use precinct and therefore with more industries and residential coming on board there is a need for expansion the commercial land uses to respond to that. An opportunity for hotels and office spaces that are in a central location between Pietermaritzburg and Durban exists and there appears to be demand for such facilities.

SOCIO-ECONOMIC IMPACT

The Development impact of this node will be noteworthy, starting from the construction phase and through to post development phase. The employment (temporal and permanent jobs) that will be generated far exceed what other similar local municipalities have achieved and these

numbers are yet to be confirmed. The annual rates base for the MLM will be significantly increased by more than a third and the annual tax revenue paid to fiscus will improve over time

EXECUTION

To ensure proper facilitation, planning and successful implementation of the development; an integrated steering committee co-chaired by the technical services director and the consultant has been formed and Terms of Reference adopted. The main aim of the Steering Committee is to drive the development through the developed workstreams that will deal with:

- a) Socio-economic transformation and funding
- b) Bulk Infrastructure and Traffic Management
- c) Planning and Environmental
- d) Marketing and Communication

The members of the steering committee workstreams are selected from the different municipal, relevant district, and provincial departments. Each of the workstreams have their objectives which are aligned to the Steering Committee objectives. The first phase in the execution of the task at hand is identification of the land parcels and their current zoning which will help to refine the strategy of delivering the development responding to the immediate challenges like housing which is a challenge for government nationally. Second to that is understanding the infrastructural capacity and location of that capacity. Sourcing funding from other authorities is a fundamental and vital stage in this process so that the MLM financial and human resource capacity can be enhanced.

PRIMARY CORRIDOR: R603 and P338

The R603 is a Regional Route and forms part of Primary Development Corridor. It links the Municipality from Camperdown to eThekweni's South Coast at Kingsburgh. It is of Provincial and Municipal importance and serves the commercial agriculture community, rural residential communities and serves as a tourism link. As such, it should also be acknowledged as an agricultural corridor and development along this corridor should be attractive to enhance tourist appreciation.

The other Primary Development Corridor is the P338, which is also a Regional Route. The P338 is the primary corridor that links Mkhambathini Local Municipality with the western and southern portions of KwaZulu-Natal. The P338 roughly forms the boundary between Mkhambathini and Msunduzi and runs through Manderston. The area on Msunduzi's side is designated for agri-business / commercial development. The P338 also provides an important link to the R56, which is a regional development corridor on a provincial level. Future planning proposals are in place to develop the P338 as a National Route linking Mkhambathini to the Eastern Cape.

SECONDARY CORRIDOR

The secondary corridors include the following:

- The P477 and P566 secondary corridor to the north.
- The R624.

The first corridor includes the P477 and P566, north of the N3 leading from Lion Park Interchange (Lynnfield Park offramp 65) to the Mapumulo and Manyavu Traditional Areas. A small corridor from the N3 along R103 route is proposed, since it is centred on the interchange. The length of this corridor would extend approximately 1.5 to 2km from the interchange in addition to the proposed gateway node identified at this intersection / interchange. Awareness in respect of the irreplaceable vegetation in this locality must be taken into consideration. To promote eco adventure-tourism, routes have been identified and are shown linking Eston with the tribal areas and ultimately the Umkomaas River and into Umdoni Municipality.

The R624 consisting of KZN DoT roads P117, P24, P489 & D561, is the other secondary corridor, but can be classified as a secondary movement route. It is located south of the N3 connecting Eston to Hopewell (Richmond LM) in the west, and eThekweni in the east. As such, its main function is to facilitate movement through the municipality in an east-west direction.

3.3.4. BROAD LAND USES

URBAN SETTLEMENT

The areas that are urban include Camperdown, Mid-Illovo and Eston. There is a concentration of commercial land use areas adjacent to the N3. This is expected, as the N3 is a strategic national transport route and the area is located on a stretch between Durban and Pietermaritzburg, with substantial road and rail freight traversing the area. Camperdown is the commercial hub of Mkhambathini Local Municipality. It has a large residential component compared to a relatively small business and retail sector due to the surrounding agricultural potential and poultry farming that consist in the area. Camperdown poses a more relaxed lifestyle on a regional scale outside the rushed city life of Durban and Pietermaritzburg.

The urban settlements are illustrated on the map below.

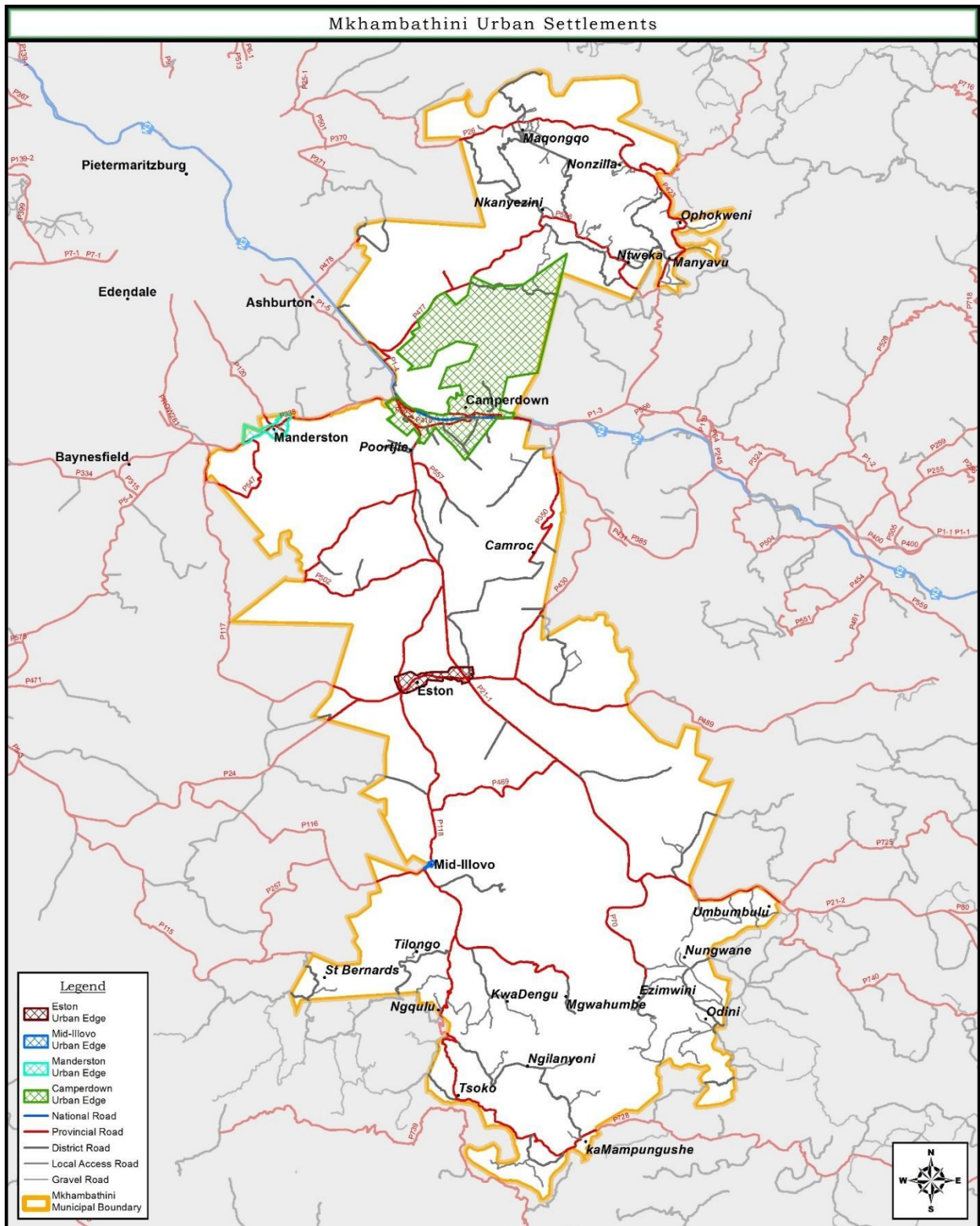


FIGURE 7: URBAN SETTLEMENT REPRESENTATION

The northern and southern parts of the municipality are the rural settlements. The southern part is mountainous, steep and mainly covered with subsistence cultivation and thicket with some scattered forest areas, while the northern sloped areas are distinctively covered with thicket and natural grassland and some limited forest areas and informal built-up areas. Although indicated as “built- up” in terms of the land cover classification, most of these settlements are characterized as rural in terms of density and character. These settlements are heavily concentrated within the north central parts of the municipality within the traditional authority areas and occur along national and provincial roads. The main concentration of subsistence farming is found in the south-eastern portions of the municipality.

COMMERCIAL FARMING

Most of the central portions of the municipality are cultivated for commercial sugarcane, with especially high occurrence of this around the Eston settlement area. The southern parts of the municipality have a potential for wildlife, forestry, and light grazing as land use options. The central parts of the municipality are dominated by Classes IV and VI. Class VI includes wildlife, forestry and light and moderate grazing as land use options. Class IV, which is dominant in the central areas directly south of the N3 and also widely scattered in the southern parts of the municipality, includes wildlife, forestry and light, moderate and intensive grazing as well as poorly adopted cultivation as land use options.

The northern part of the municipality has large areas of class II land, which include arable land for intensive, well adopted cultivation purposes, moderately well adopted cultivation, light to intensive grazing, wildlife, and forestry. These areas are scattered in the lower lying areas of the northern part of the municipality and can generally be regarded as having high agricultural potential. The agricultural production in the municipality centers around vegetables grown for local and hinterland fresh produce markets, and maize and sugarcane production. The area features the second highest concentration of poultry producers in the world, supported by a network of service suppliers, as well as pig and beef farming.

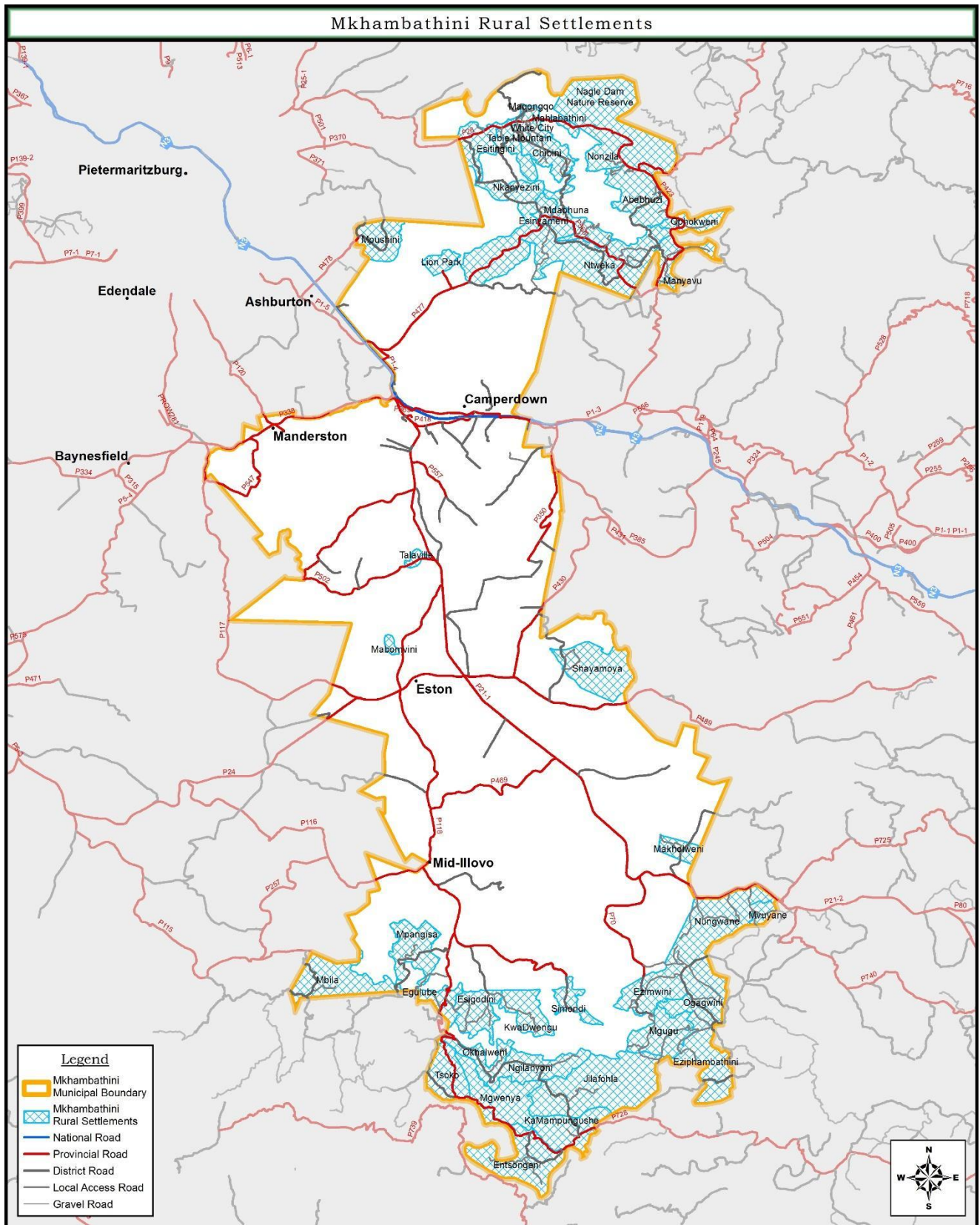


FIGURE 8: MKHAMBATHINI RURAL SETTLEMENT

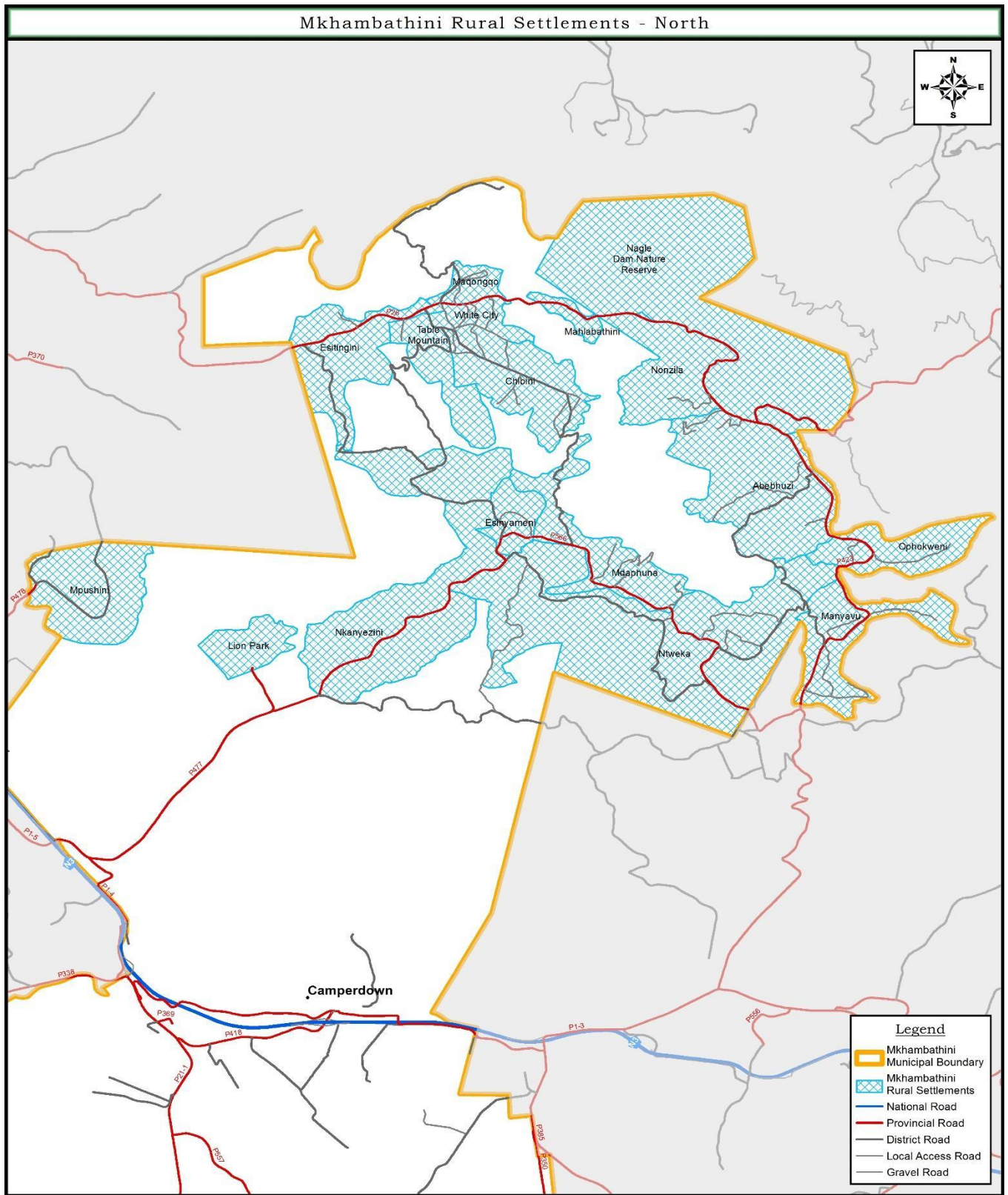


FIGURE 9: RURAL SETTLEMENTS ON THE NORTH OF MKHAMBATHINI MUNICIPAL AREA

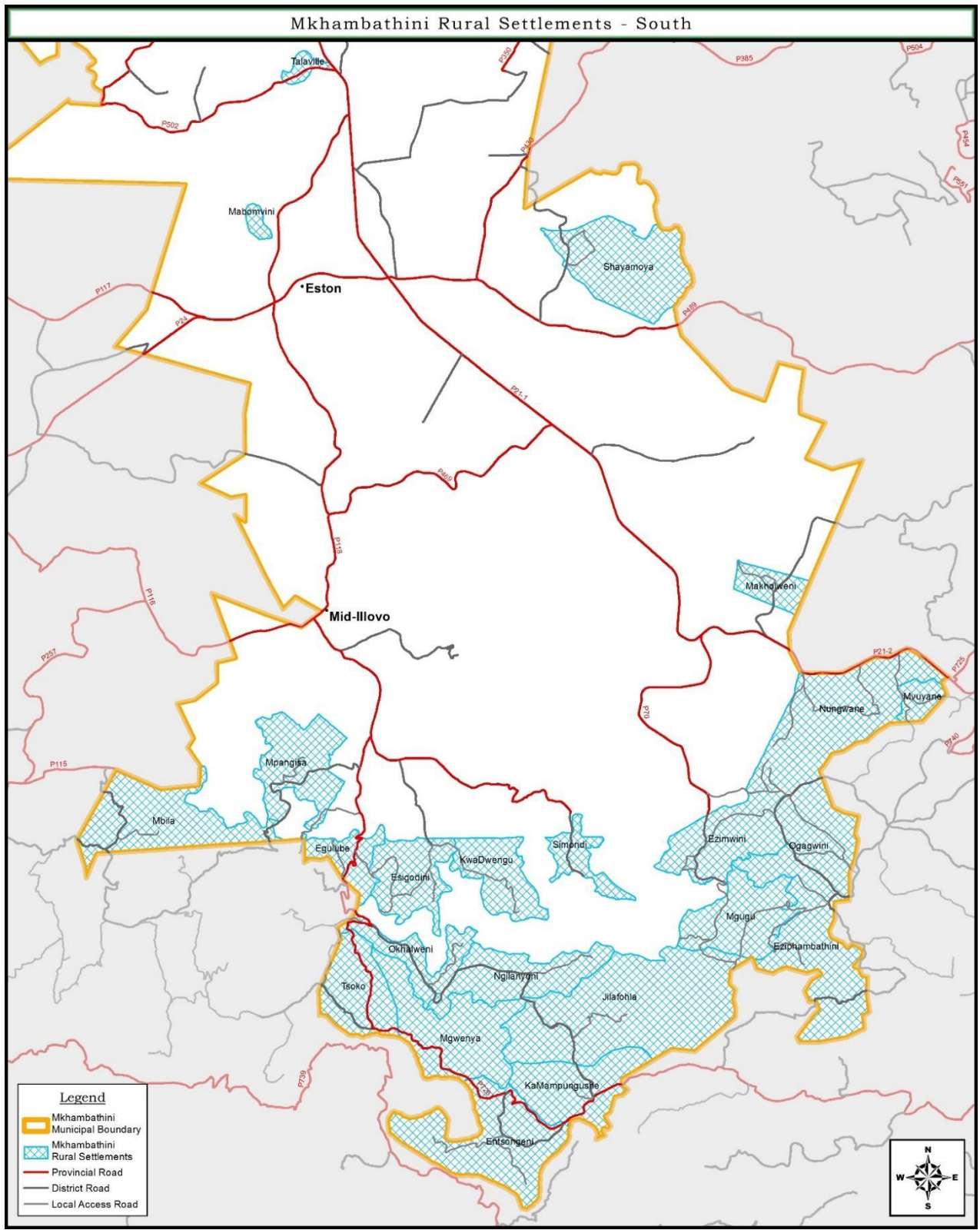


FIGURE 10: RURAL SETTLEMENTS ON THE SOUTH OF MKHAMBATHINI MUNICIPAL AREA

Mkhambathini is one of the municipalities with a very diverse land ownership composition. Most of the land is however privately owned. The broad pattern of this can be divided as follows:

- State land
- Privately owned land
- Trust owned land
- Land owned by Companies or Close Corporation
- Land owned by Entities; Ingonyama Trust land; and
- There are areas where Ownership is unknown at this stage.

Most of the farms located within the central portions of the municipality are either privately owned or trust owned. This increased number of the farms that are owned by trusts in the form of the Communal Property Associations (CPAs) is an outcome of the land reform process. Previously these farms were under private ownership. There are several farms that also belong to companies and close corporations while the remaining few farms belong to the state. The vast tracks of land in wards 1, 2, 5 and 7 belong to Ingonyama Trust. The day-to-day management of this land is the responsibility of the traditional council under the leadership of the tribal chiefs concerned, but the administration and long- term leasing of these land parcels is the responsibility of the Ingonyama Trust Board. The land parcels within Camperdown are mainly owned by individuals or private owners.

3.3.5. LAND REFORM AND PROGRAMME AND RURAL DEVELOPMENT

LAND RESTITUTION CLAIMS

The process of transferring the farms that were under restitution claims as part of the land reform programme has progressed extremely well within Mkhambathini Municipal Area of jurisdiction. A total of 503 claims were lodged within Mkhambathini amount to 45 964 ha of land. 498 of these claims have been settled with the land that amounts 44 971 ha. The question that remains is the effectiveness of this programme in terms of ensuring that the farms that have been transferred are productively used.

LABOUR TENANT CLAIMS

A total of 263 labour tenant claims have been lodged within Mkhambathini. These total sizes of the land affected is 9 086 ha. It is unclear at this stage if these claims have been resolved. Land Tenure Reform is a complex process, which involves interests in land and the form which these interests should take. While it addresses problems created by the past apartheid policies (inferior tenure rights for black people), it introduces a fundamental change to the notions of land ownership. In terms of a suite of legislation including Extension of Informal Land Rights Act, (Act No. 62 of 1997), the right of access to land, its use and its occupation may now be shared between its owner and other persons who hold rights to the land the rights conventionally held by third parties and encompass notions of co- ownership.

Although Mkhambathini is relatively stable and has not had conflicts arising from land tenure issues between the landowners and the farm dwellers, several people reside within commercial farms under different situations. Some live-in compounds and their residential rights are linked to employment while others have acquired ESTA rights in view of their length of stay within these farms. Irrespective of the nature of land rights, this segment of the population requires special attention as it does not benefit from government funding and does not have adequate access to public services and facilities.

3.3.6 LAND OWNERSHIP

LAND REFORM PROJECTS

There are twelve land reform projects that have been undertaken within Mkhambathini Municipality. These can be indicated on the table below:

TABLE 21: LAND REFORM PROJECTS

LEGAL NAME	NAME OF PROJECT	PROGRAMME USED	PRODUCT TYPE AND NUMBER OF HOUSEHOLDS
Mzomusha CPA	Vaalkop and Dedefontein	LTA	Settlement (10 HH)
PL & DS Mkhabela	Mr PL Mkhabela	Redistribution	Agri (1 HH)
Alhe Brothers CC	Camperdown Ahle Brothers	Redistribution	Commercial Farming (4 HH)
Tomboti Trading	Tomboti Trading Pty Ltd	Redistribution	Agri (4HH)
Zungu Family Trustees	Killarney Labour tentants	LTA	Stock farming, cropping and settlement (1HH)
Singhs and Singhs Auctioneers CC	Killarney (Singhs and Singhs	Redistribution	Sugar cane farming (3HH)
Zibophezele Community Land Trust	Naglebrook	Redistribution	Sugar Cane and Livestock Farming (64 People)
Amadwala Trading 115 cc	Amadwala Trading 115	Redistribution	Farming, chicken, piggery, goats (2HH)
Zuma Family Trust	Sweethorne	Labour Tenant	Sugar Cane (18 People)
Clear Trade 108 cc	Velsch River Clear Trade	Redistribution	Sugar Cane Farming (3HH)
T Bulala	Valsch River TFSL Farming cc	Redistribution	Sugar Cane Farming (3HH)

According to the information received from the Department of Rural Development and Land Reform, these projects were implemented successfully and are said to have benefited approximately 35 houses.

3.3.7 LAND CAPABILITY

The land capability of Mkhambathini Municipal Area, as indicated on the map 3.6.3 Land

Capability, is highly dispersed, ranging between Land capabilities classes II to VII. There is no dominant land capability classification found in the municipal area and a very large portion of the land is falls under Classes IV, VI or VII. According to Table 2 below, Class VII, which is dominant in the southern parts of the municipality, includes Wildlife, forestry, and light grazing as land use options. The central parts of the municipality are dominated by Classes IV and VI. Class VI includes wildlife, forestry, and light and moderate grazing as land use options. Class IV which is dominant in the central areas directly south of the N3 and widely scattered in the southern parts of the municipality includes wildlife, forestry and light, moderate and intensive grazing as well as poorly adopted cultivation as land use options.

The northern part of the municipality has large areas of Class II land, which include arable land for intensive, well adopted cultivation purposes, moderately well adopted cultivation, light to intensive grazing, wildlife, and forestry. These areas are scattered in the lower lying areas of the northern part of the municipality and can generally be regarded as having high agricultural potential. This will need to be factored into the economic development and agrarian reform strategies of the municipality.

The Soil Depth within the Municipal Area ranges from >750mm to <450mm with relative fields in between. Depicted on the map the northern section together with parts in the east has soil depths of 450mm-750mm indicated in green. The other major visible field is soil less than 450mm in depth, located in the mid central areas and towards the southern border of the municipal area indicated in yellow. Soil depth, although not exclusively, has an impact on agricultural activities and disaster management. Areas where soil depths are shallower normally have lower agricultural potential. Flood risks could also be higher, due to the shallow soil's inability to capture absorb and maintain moisture.

3.3.8 ENVIRONMENTAL ANALYSIS

The indigenous plants found within Mkhambathini Municipality are a function of several factors such as availability of water, soil type and so on. Preliminary investigation indicates that the predominant vegetation type within Mkhambathini Municipality is the Ngononi Veld type and the Valley Bushveld type. The Ngononi Veld type is mostly found in Ward 2, in certain portions of wards 3, 4, 5 and 6 and in certain areas along the N3. The Valley Bushveld vegetation characterizes most of wards 1, 2, 7 and certain portions of ward 4. The land slope in most areas of Mkhambathini Municipality can be regarded as disturbed, and the causing factors are mainly settlement agricultural activities. Nevertheless, there are certain portions of undisturbed land within various wards. The remaining undisturbed land should be protected wherever possible since it provides habitats for various species. The maintaining of indigenous habitats will assist towards augmenting biodiversity in the area

3.3.9 KEY HYDROLOGICAL FEATURES

The main rivers that run through Mkhambathini Municipality are Mlazi, Umgeni, Mkomazi and Lovu Rivers. Wards 1, 2 and 3 drain towards the Umgeni River, whilst certain portions of ward 4 are drained by Umlazi River. Certain portions of wards 5, 6 and 7 are drained by Mkomazi River. As a result of extensive soil erosion, steep valley is evident especially in wards 1 and 7. The drainage system within Mkhambathini Municipality has been described as comprising of large system of perennial and non-perennial rivers. This drainage system evolves from a high surface run off which is attributed to low permeable shallow cover.

Hydrology exerts a need to protect, conserve and manage the amount and quality of surface as well as ground water resources. As a result, management of water resources especially in the Northern part of Mkhambathini Municipality has been prioritised by Umgeni Water. It is described as the lifeblood of Durban and Pietermaritzburg and supports about 40% of the population and 65% of the industrial activities. Water resources within Mkhambathini Municipality have other potentials. Umgeni and Msunduzi Rivers host the annual Duzi Canoe Marathon, which has become a major sporting event of international importance. This event attracts tourists and visitors from around the country, and it generates substantial revenue for the region.

Below is the map showing environmentally sensitive areas within Mkhambathini Municipality.

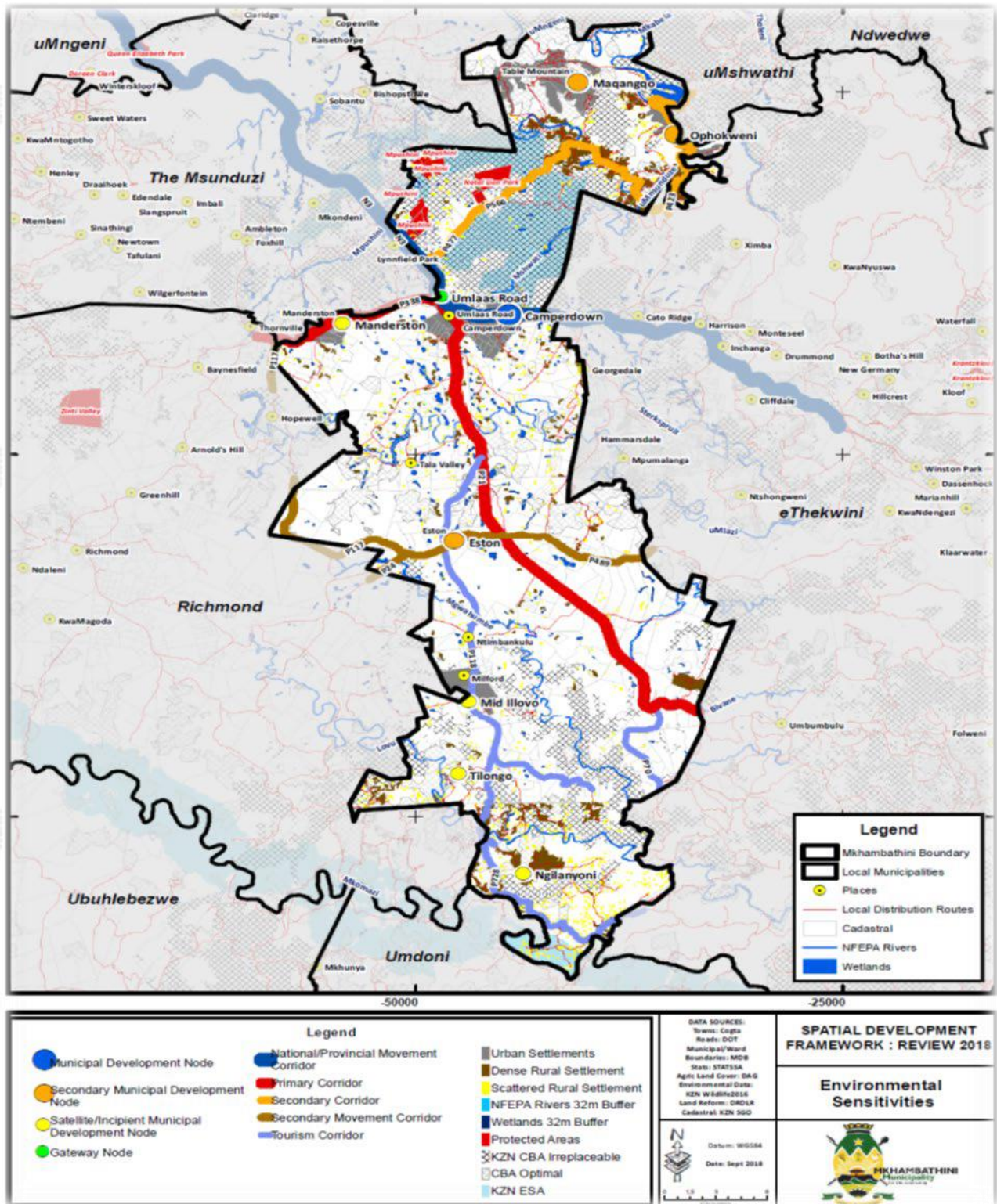


FIGURE 11: ENVIRONMENTALLY SENSITIVE AREA

3.3.10 PROTECTED AREAS

The existing protected areas within Mkhambathini Municipality include Mpushini Protected Reserve, Camper-down Nature Reserve, Killarney Isle and Gwahumbe Game Reserve. According to map environmental sensitivity is classified in composite weights ranging from high to low. The composite weighting in Mkhambathini municipality is dominated by Medium to low weighting, with some scattered areas to the south and north classified as medium to high. There is a strong correlation between the Environmental Sensitivity and Minset maps as the medium to high composite weighting is also in areas with priority in terms of biodiversity. Ezemvelo Wildlife embarked on a process whereby it systematically mapped critical biodiversity areas in Kwazulu-Natal with increasing accuracy. This dataset is based on various studies on fauna, flora, and water resources, identifying key local biodiversity areas to be considered in spatial planning, and this is referred to as Minset.

The Minset map for the Mkhambathini Municipal area hosts different biodiversity priority areas, with the light green areas being biodiversity priority 1 areas where they are depicted towards the north of the N3 and scattered areas towards the south forming a decisive majority. Biodiversity priority 3 areas are found towards the far north and central portions of the municipality with scattered patches towards the south depicted in yellow. Large areas of Transformed land are found in the central areas indicated in red. Groundwater vulnerability depicts the vulnerability of groundwater in the Mkhambathini Municipal area, and clearly shows that the vulnerability of the larger area of the municipality is classified as being very low. Only in the southern areas of the municipality is the vulnerability slightly higher, being classified as being medium to low. Small, scattered areas around the borders in the central and northern parts of the municipality are also classified as medium to low.

3.3.11. BIODIVERSITY

Bio resource units are demarcated areas in which the environmental conditions such as soil, water, vegetation, climate, and terrain are sufficiently similar to permit uniform recommendations of land use for a given area. It also provides a framework for decision-making regarding the types of crops that can be grown and the expected yields per unit area to be made. Various bio resource units are grouped together to form bio resource groups for an area. This permits easier agricultural planning and allocation of agricultural resources for a given area.

There are twenty-three bio resource groups in KwaZulu-Natal. The KZN Department of Agriculture and Environmental Affairs is responsible for conducting research and establishing information. The institution provides technical advice and relevant information concerning agricultural resources and farm practices. Of the twenty- three (23) bio resource group of KwaZulu-Natal, as indicated by the bio resources groups of KZN Department of Agriculture and Environmental Affairs, Mkhambathini Municipality falls into eight vegetation and ecological systems. The various bio resource groups and the wards in which they fall are shown in Table 1 (insert). The Dry Midlands Mist belt appears to be widest spread ecological system in the Mkhambathini Municipality. However, the single most extensive bio resource group within Mkhambathini Municipality is the moist Coast Hinterland Ngongoni Veld, which occupies an

estimated land area of 50% of Ward 3, 75% of Ward 4, 30% or 5.50% of Ward 6, and 25% of Ward 7.

3.3.12. CLIMATE CHANGE

South Africa has a relatively good weather pattern. However, this weather pattern faces a threat due to climate change which is taking place at a global level. Global climate change is possibly the greatest environmental challenge facing the world in this century. Although often referred to as 'global warming', global climate change is more about serious disruptions of the entire world's weather and climate patterns. This includes the impacts on rainfall, extreme weather events and sea level rise, rather than just moderate temperature increases. According to the international studies undertaken by NFCC the impacts of a global average temperature rise of between 2.5°C and 3°C from the 1990 levels are countless, and in South Africa it is estimated that agriculture, tourism and conservation will be the areas which will feel the effects the most.

Reference was made to the Kruger National Park which may encounter a situation whereby a third of the animal species are likely to become extinct under temperature changes. This will devastate the park in terms of its tourism revenue and effectively put an end to South Africa's oldest conservation reserve. For the global tourism industry, climate change brings more risks than opportunities. There will be regional and seasonal shifts in tourist flows, resulting in both winners and losers. Although most of the developing world faces greater challenges than the developed world, South Africa is in a better situation compared to the rest of the African countries. This is since South Africa has more heterogeneous and less climate-dependent products to offer tourists.

3.3.13. STRATEGIC ENVIRONMENTAL ASSESSMENT

TOPOGRAPHY

KwaZulu-Natal is well known for undulating topography and steep slopes. Like other areas within the province, the terrain is linked to the land use pattern and reflects the impact of the apartheid past. Fertile and gentle sloping land above the escarpment is generally covered by commercial farms while the traditional authority areas where the majority of the population resides are located below the escarpment on the northern part of the municipal area and in areas characterized by sloping terrain in the south. Substantial portion of Wards 1, 2 and 3 are located on steep slopes, with a low agricultural potential. Most wards 1 and 2 form part of the Valley of thousand Hills, which is famous for its undulating terrain. The scenic amenity created by the impressive views and vistas over such landscape has served as a catalyst for eco-tourist related development within Mkhambathini and provides further opportunity for an expansion in this regard. Map 10 depicts the dominant land cover within Mkhambathini.

The impact of the topography on development within the municipal area is difficult to judge since the delineation of the boundaries was based on the existing situation and nothing has changed since then. However, it is important to note that steep terrain on

both ends of the municipal area possess a serious threat to development. Settlement, especially on the northern part of the area, is not only far from well-established transport infrastructure, but also occurs in small isolated pockets separated by very steep terrains and river valleys.

This results in very high establishment and maintenance costs. The major transport corridors such as the N3 and Durban Gauteng railway line has largely followed the availability of flat land along the crest lines and bottom of some valleys. The same applies to the alignment of the R603. Furthermore, the delivery of water to various settlements will have to be undertaken in the form of small piecemeal water schemes.

CLIMATE CHANGE MKHAMBATHINI SITUATION

Mkhambathini Municipality is characterized by humid temperature with dry winter and wet summer seasons. Wards 3 and 4 falls within the Midlands Mist belt, which is known for its high agricultural potential and mean annual rainfall. Ward 1 and 2 are regarded as the driest areas within Mkhambathini Municipality, getting approximately 600 to 700mm of rainfall per annum. Wards 5, 6 and 7 receive a great share of rainfall on annual basis. Good climate conditions within Mkhambathini Municipality manifest through the indigenous vegetation, and agricultural activities, which are being undertaken without any complications. Of the seven wards, ward 5 is reported to have good potential land and this is mainly attributed to high annual rainfall.

GEOLOGY AND SOILS

The geological formations that apply to Mkhambathini Municipality are summarized as follows: Maphumulo Group, which is characterised by low permeability and porosity. It has shallow soils with a limited percolation and high surface, which encourages soil erosion and loss of vegetation cover. Natal Group, which forms part of the Table Mountain Sandstone. According to the IDP, sandstone and shales of the Natal group underly most of the central portion of the municipal area. The combination of less resistant shale and more resistant sand- stones has resulted in flat topography. The valley sides are more steeply sloping due to incising by the major watercourses. Karoo group, which is divided into four series, that is Dwyka series and Ecca series. This formation dominates the area between Camperdown and Mid Illovo.

Geological formations will have a major impact on the soils found within Mkhambathini Municipality, in terms of texture, depth, drainage as well as its suitability for agricultural activities etc. The soil resources will provide basis for effective and efficient land use management. It will assist in providing the basis for identifying land, which has a potential for agriculture and for grazing. Most soils found in wards 1 and 2 ranges from dark grey sandy soils to fine sandy loams soils. Wards 3 and 1 have been identified as having high agricultural land potential. Ward 4 is regarded as having less potential for agricultural activities. However, the extensive use of irrigation equipment has resulted in this area becoming the most agriculturally productive portion within the Mkhambathini Municipality. Timber and dry land- cropping activities dominate Ward 6. Ward 5 is also reported to have high agricultural potential. However, a more in-depth analysis of the soil issues should be undertaken as a separate study.

QUALITY WATER

Umgeni Water maintains that the quality of water flowing to the main water sources within Umgeni valley has deteriorated over time leading to high purification costs. This is mainly attributed to pollutants flowing into Msunduzi River from Pietermaritzburg and the impact of the lack of proper sanitation and waste disposal facilities for settlements located along river Valley. Umgeni water and the department of Water Affairs and Forestry (DWAF) have both raised concerns about the following issues, which also affect the quality of water and life:

- Spread of waterborne diseases caused by consumption of raw water from the natural sources.
- Excessive algae growth in both Nagle and Inanda dams and the resulting high purification costs.
- Forest plantations, which have reduced the availability of water by a margin not less than 20%, which is equivalent to increased water demand. Flooding which results to loss of life and damage to property.
- Loss of topsoil, which results to soil erosion.

Increase in alien vegetation, which results to an increase in pollution levels. Below is the map showing the Mkhambathini Municipality's water network.

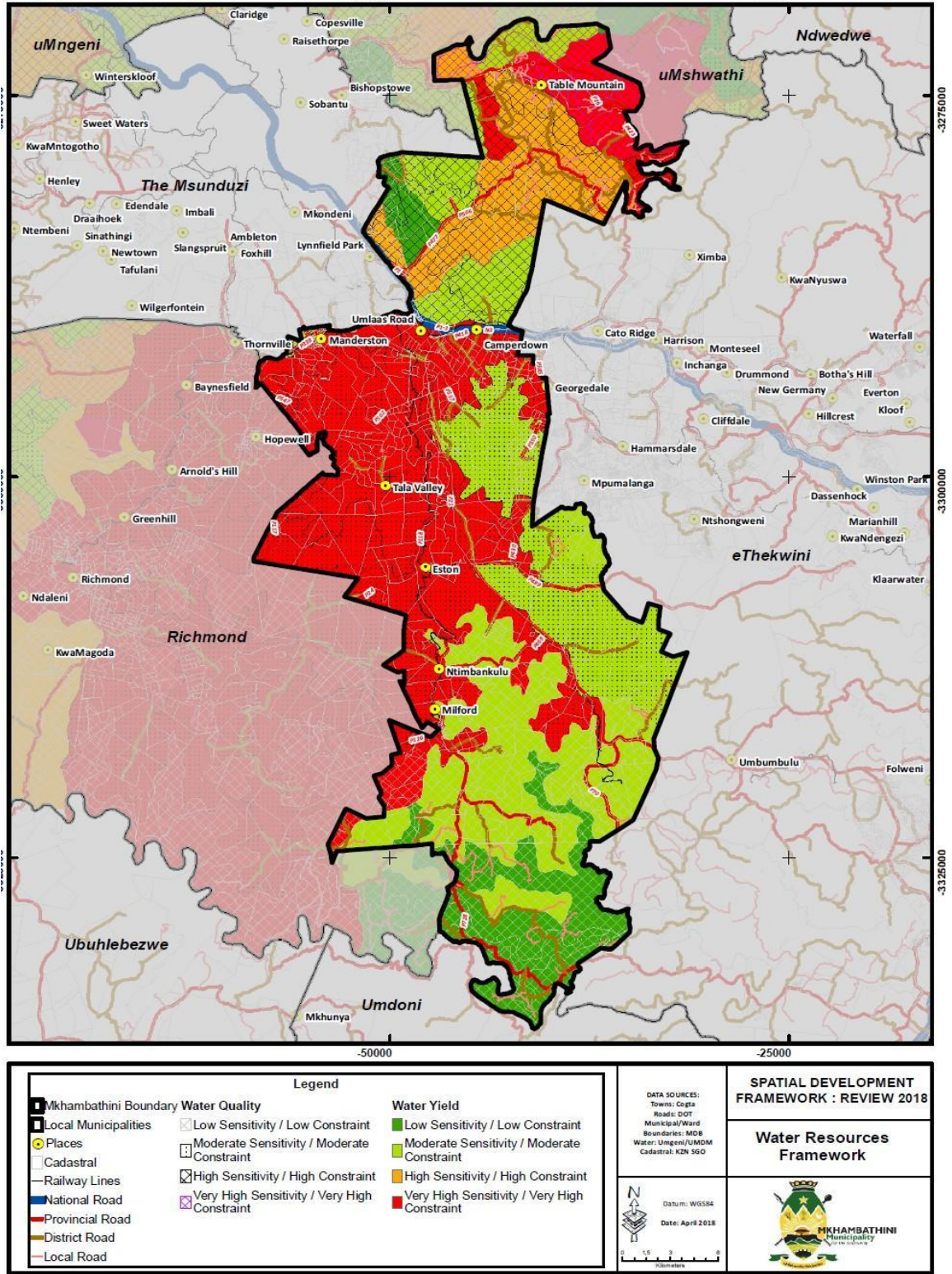


FIGURE 12: MKHAMBATHINI LM

3.3.14. SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

TABLE 22: SPATIAL AND ENVIRONMENT SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ▪ Mkhambathini’s strategic location which is the N3 primary corridor. This is essential for future economic growth. ▪ Mkhambathini has prime agricultural land. ▪ The municipality has adopted a wall-to-wall scheme in accordance with the SPLUMA, Act 16 of 2013, which guides development and creates investor confidence. ▪ Two underutilized interchanges on the N3. ▪ The presence of the main railway line network in parallel to the N3. 	<ul style="list-style-type: none"> ▪ Location of the Municipality is not being actively marketed. ▪ Configuration of the municipality. ▪ There is a declining performance in the agricultural sector and its contribution to the Local economy. ▪ Badly structured routes at a regional level limit the regional integration within the municipality. ▪ Most of the land is privately owned which may limit the pace at which the state can deliver the public facilities since the land acquisition processes may sometimes be time consuming. ▪ Steep terrain limits development within some parts of the municipality especially the CBD expansion towards the north as well as agricultural development in ward 1, 2 and 3.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ It’s achieving more compact cities by maintaining settlement edge in order to discourage development sprawling into prime agricultural land and other natural resource areas. ▪ Create housing opportunities for the poor in areas that improve access to urban opportunities including employment and access to basic services. ▪ The tarring of roads will provide transport services access to remote regions. ▪ Potential to develop and intensify the role of Eston and Ophokweni as secondary nodes. ▪ The municipality is endowed with relatively good agricultural land and opportunities exists to develop this sector even further with the demarcation of an Agri-hub amongst other things. ▪ Land claims (restitution) have progressed very well, and this provides opportunities for agrarian reform. ▪ The possible re-opening of the Umlaas Road railway station to service the industrial area. 	<ul style="list-style-type: none"> ▪ Encroachment onto agricultural land. ▪ There is poor settlement planning within the municipality. ▪ Majority of the municipal road are gravel and roads need to be upgraded and tarred. ▪ The wrong type of development on prime land. ▪ Aging infrastructure and lack of augmentation.

3.3.15. ECOSYSTEM-BASED DISASTER RISK REDUCTION

The Mkhambathini Municipality understands the importance of development of an Ecosystem-Based Disaster Risk Reduction plan, as such this will be actioned together with the current disaster management plan review, to be budgeted for in the 2020/2021 financial year. This was also considered during the Spatial Development Framework Review approved in 2019/2020 financial year.

3.3.16. DISASTER MANAGEMENT

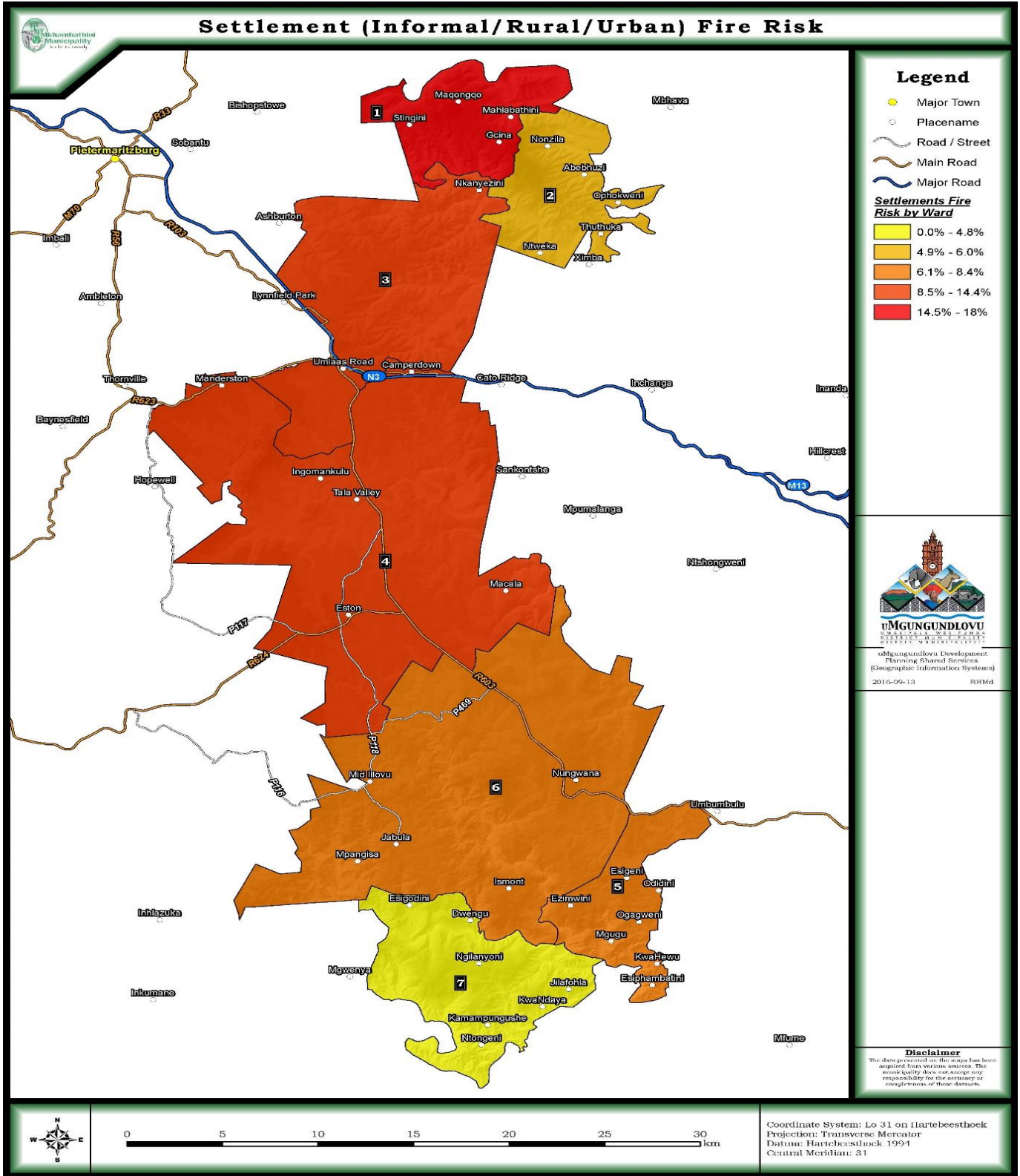
The Mkhambathini Municipality has prioritized the provision of Disaster Management Services in line with the amended Disaster Management Act no 57 of 2002

- The Constitution of the Republic of South Africa - Chapter 2/3/Schedule 4b
- Disaster Management Act 57 of 2002
- A Policy Framework for Disaster Risk Management in South Africa GN654 of 2006
- Fire Brigade Services Act no 99 of 1987 and regulations
- White Paper on Fire Services Gazette no 43734
- Sendai Framework for Disaster Risk Reduction 2015-2030

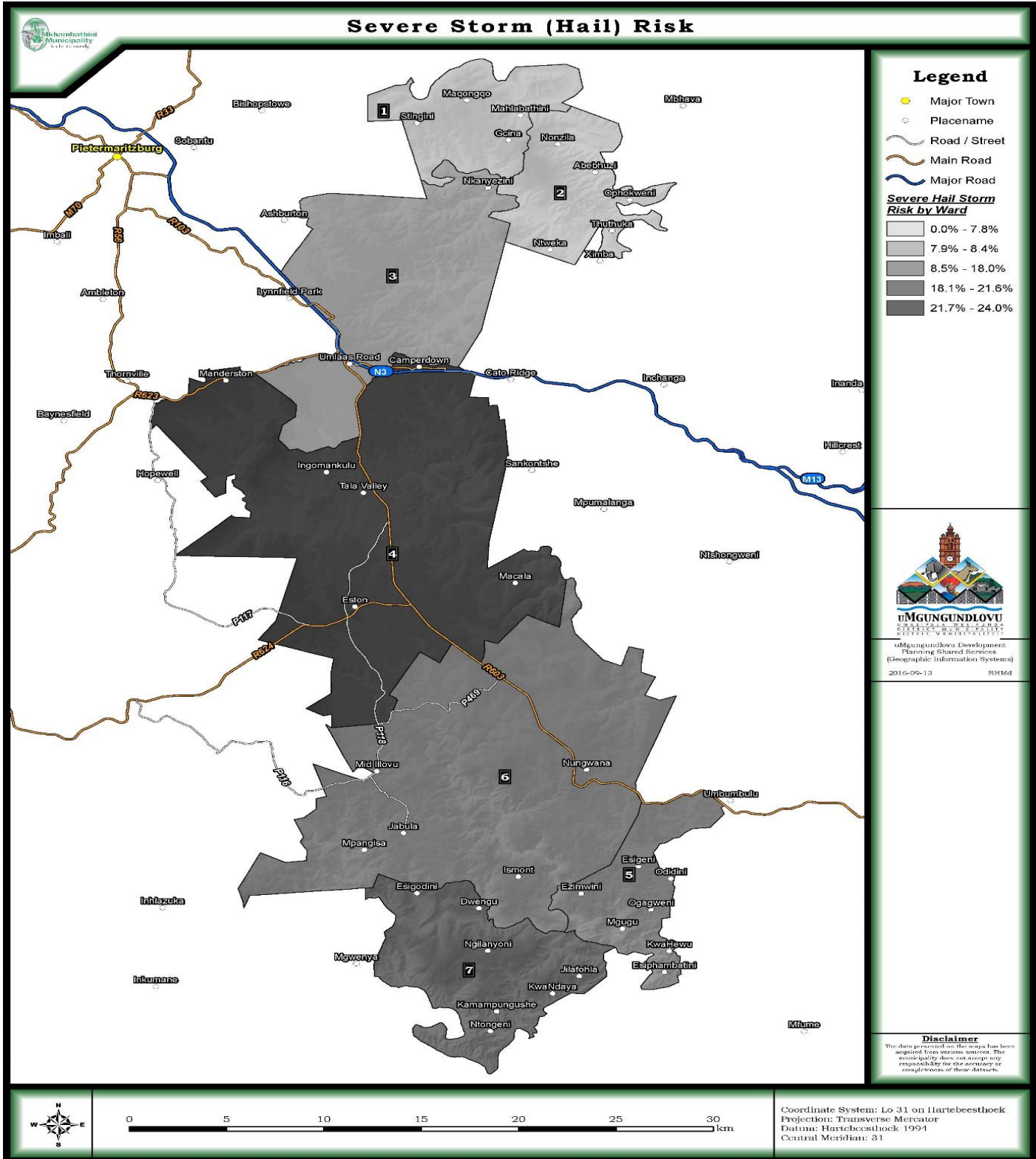
To ensure prevention and reduction of disaster risks, mitigation of severity of disasters, preparedness for emergencies, rapid response and post-disaster recovery and rehabilitation.

Since the municipality has just recently established the Disaster Management Unit, the process of developing essential strategic disaster management documents is still underway. The Municipality's Disaster Management Sector Plan is currently being reviewed and is to be adopted by the end of 2022/23 financial. The current review has considered inclusion of the ecosystem-based disaster risk reduction (EcoDRR) strategy. This is with the view that taking care of the ecosystem, such as the wetlands, forests and rivers will assist in mitigating against natural disasters.

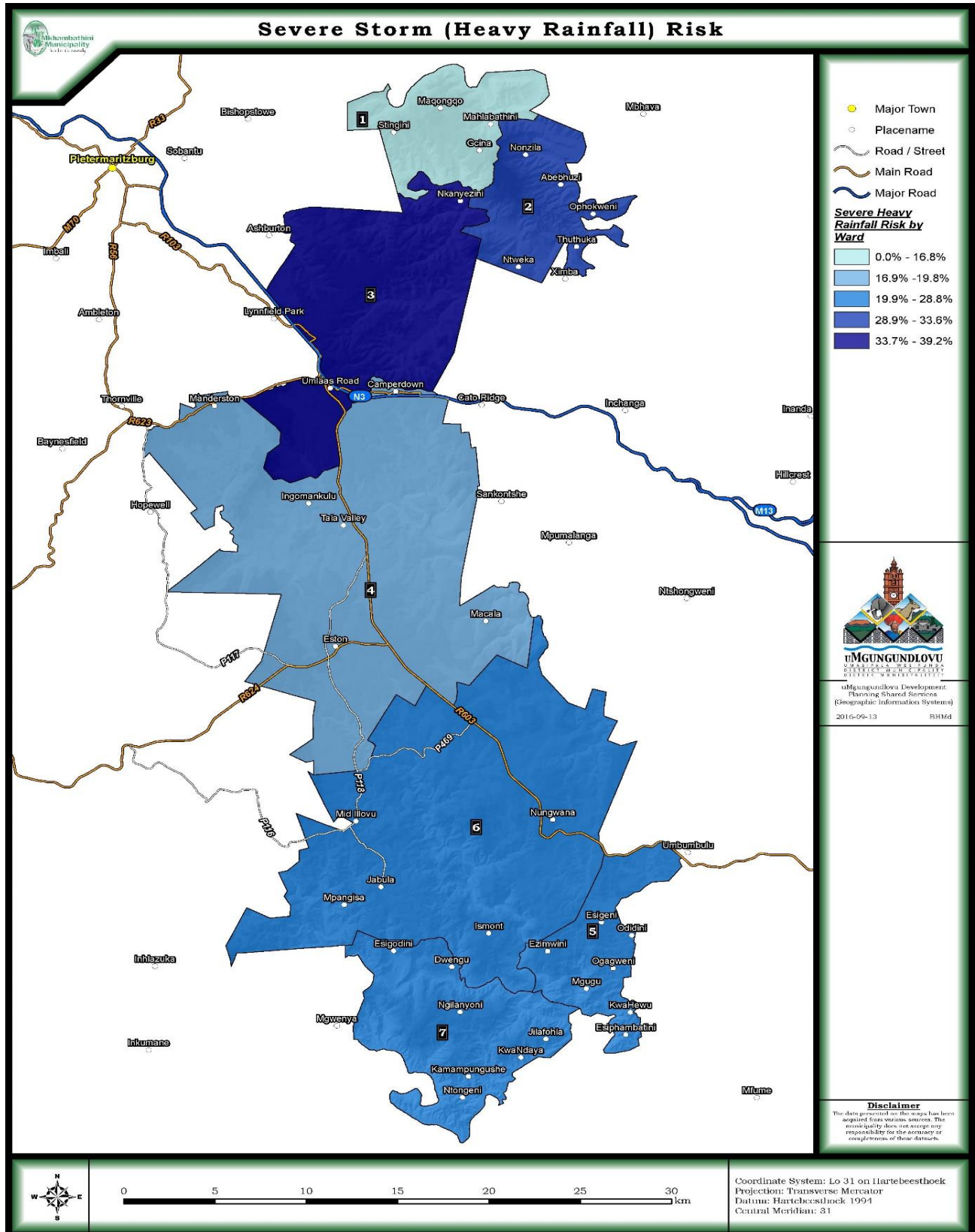
The municipality continues to proactively develop the seasonal Disaster Contingency Plans to ensure proper planning and seasonal disaster prevention.



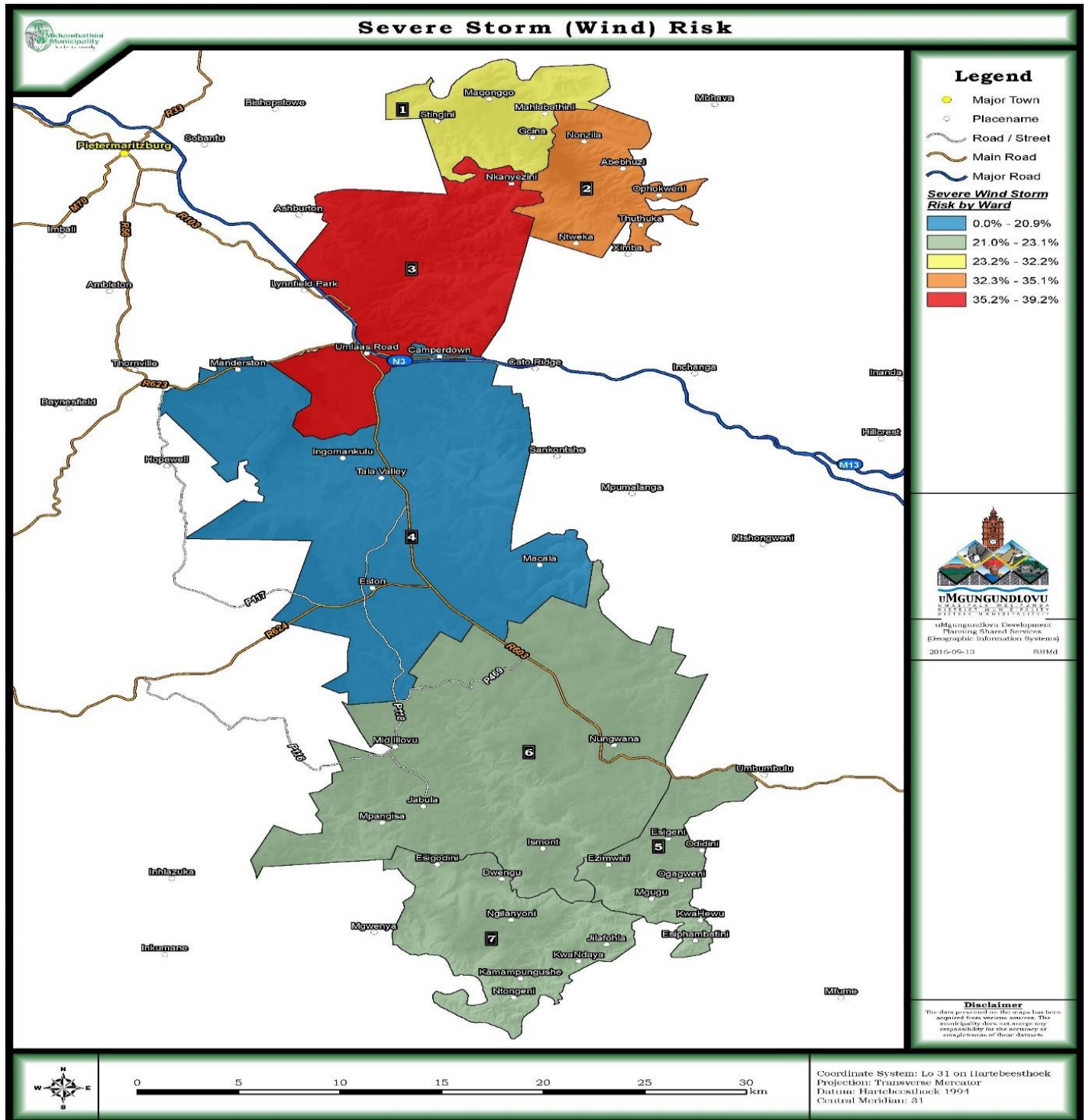
MAP: INFORMAL/RURAL/URBAN FIRE RISK 1



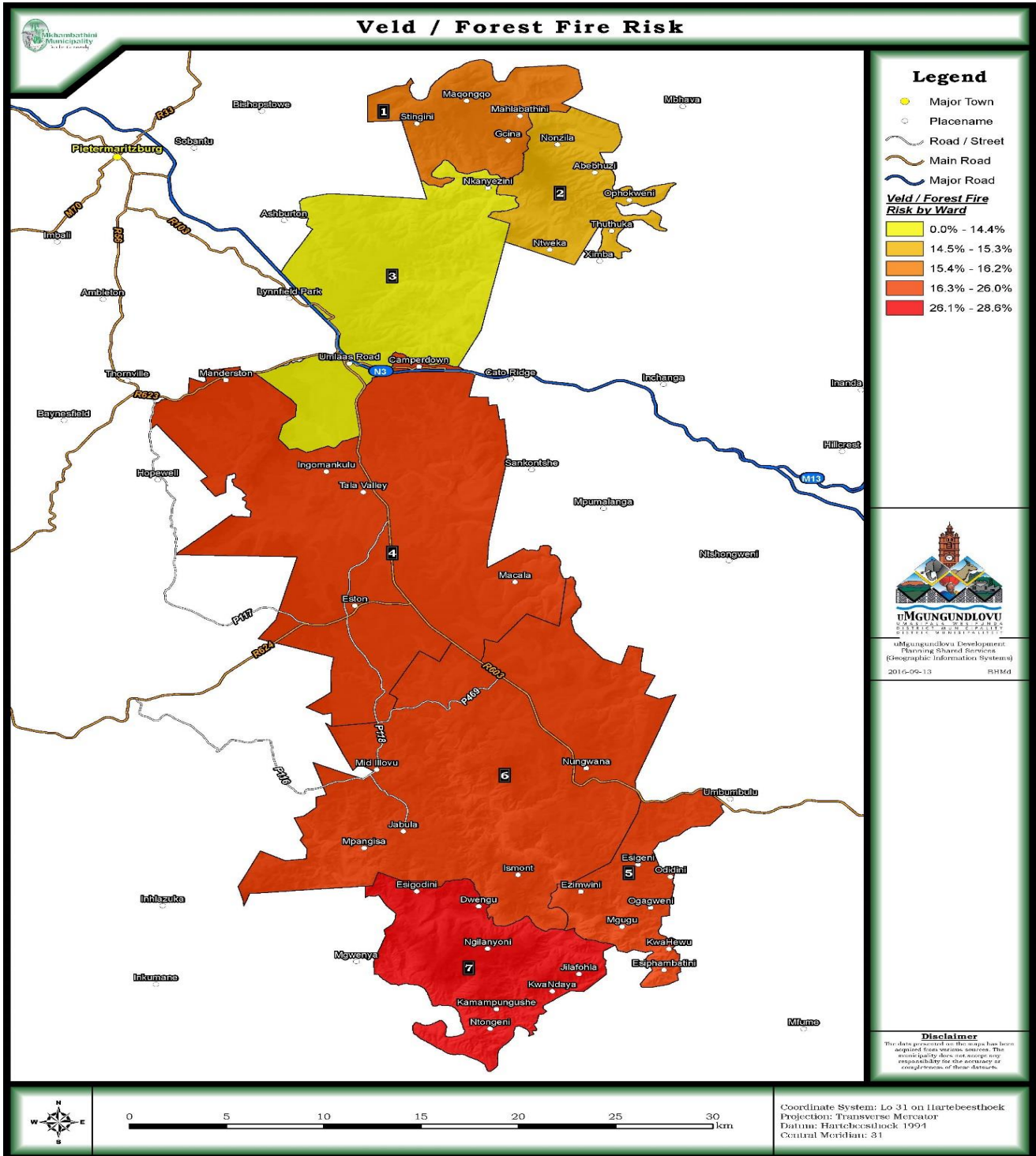
MAP: SEVERE STORM RISK



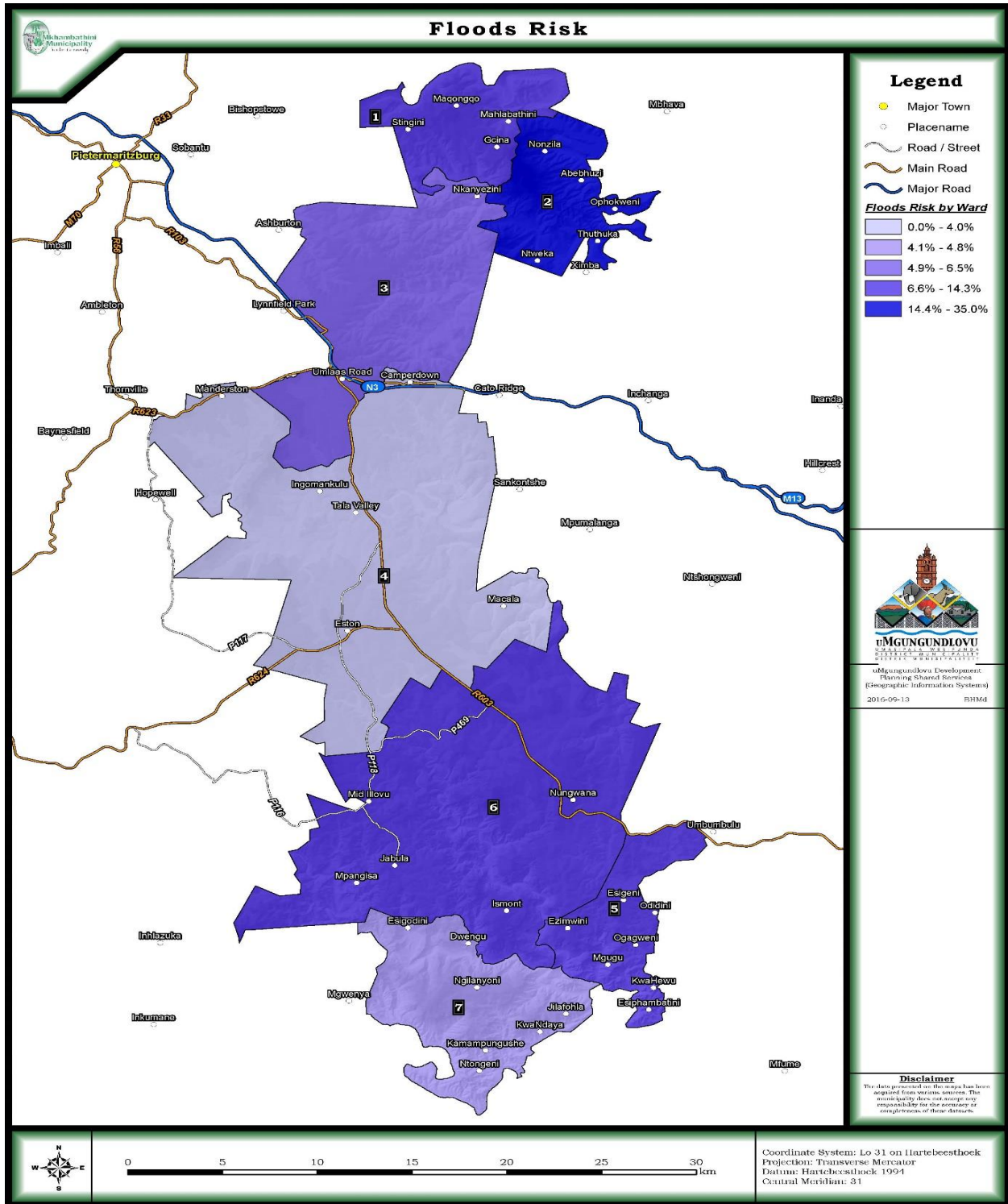
MAP: SEVERE STORM (HAIL RAINFALL) RISK



MAP: SERVE STORM(WIND) RISK MAP: VELD/FOREST FIRE RISK 1



MAP: VELD/FOREST FIRE RISK



MAP: FLOOD RISK 1

3.3.17 EDUCATION AND TRAINING

As part of risk reduction, the municipality embarked on awareness raising campaigns for all the 7 wards within the municipality, schools were visited, and a refresher workshop was conducted for the volunteers, Councillors and Sector Departments. See the section on risk reduction for a detailed programme.

The municipality further responded to incidents that were reported where some dwelling structures were badly damaged by rain and in some cases fire. Due to the limited budget, the municipality is only in the position to respond with blankets, sponges and food parcels provided by the Municipality. The Department of Human Settlement makes provision of emergency housing structures. In severe cases, sector departments such as COGTA, Department of Social Development, SASSA and Human Settlements are roped to assist, with the assistance of the District Disaster Management Centre.

The municipality has also responded effectively to the amended Disaster Management regulations in line with the declared state of emergency resulting from the Covid-19 Pandemic. The activities included awareness raising through loud hailing and information dissemination, sanitization of public spaces and disaster rapid response.

DISASTER MANAGEMENT INSTITUTIONAL ARRANGEMENTS

The structure of the Umgungundlovu District Municipality and Mkhambathini Municipality's Disaster Management Units Follow. It is to be noted that the district structure is included due to the fact that they play a major role in ensuring disaster mitigation and response locally.

MUNICIPAL INSTITUTIONAL CAPACITY FOR DISASTER MANAGEMENT

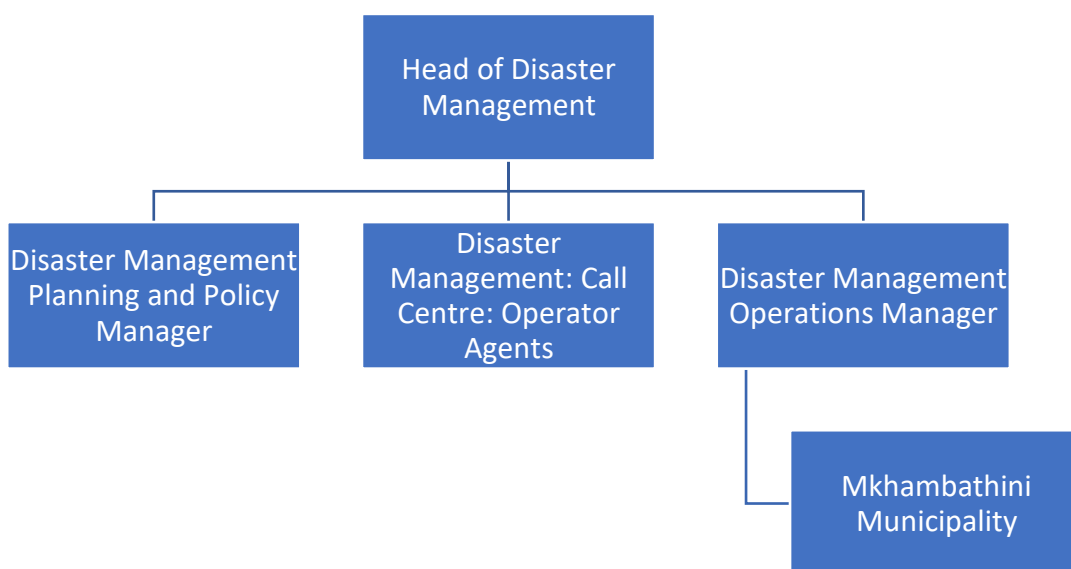


FIGURE 13: UMGUNDUNDLOVU DISTRICT DISASTER MANAGEMENT ORGANOGRAM

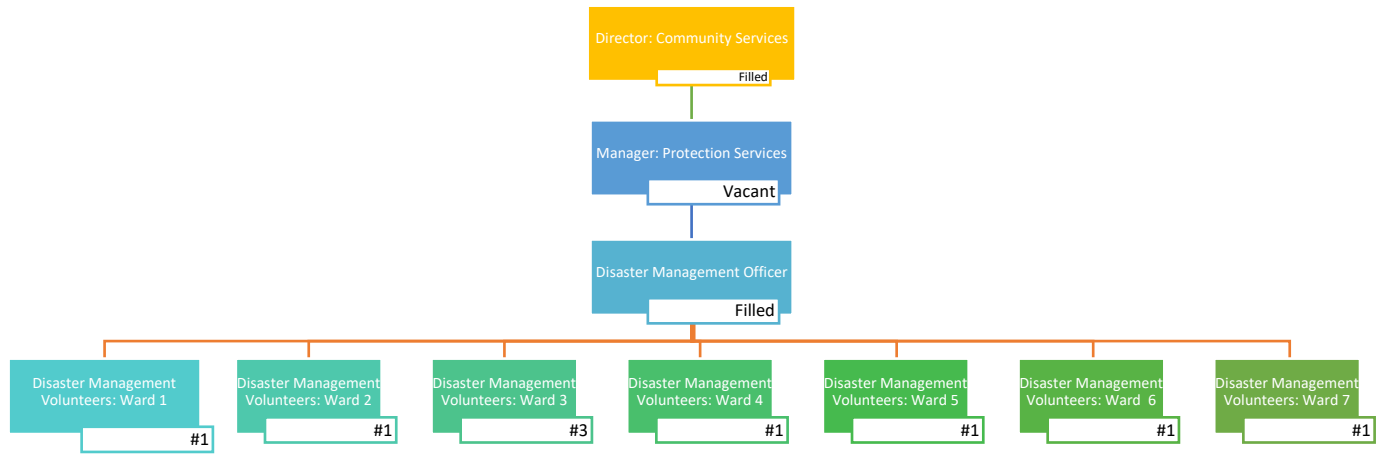


FIGURE 14: MKHAMBATHINI MUNICIPALITY DISASTER MANAGEMENT ORGANOGRAM

Below is a Map indicating Mkhambathini Flood zone.

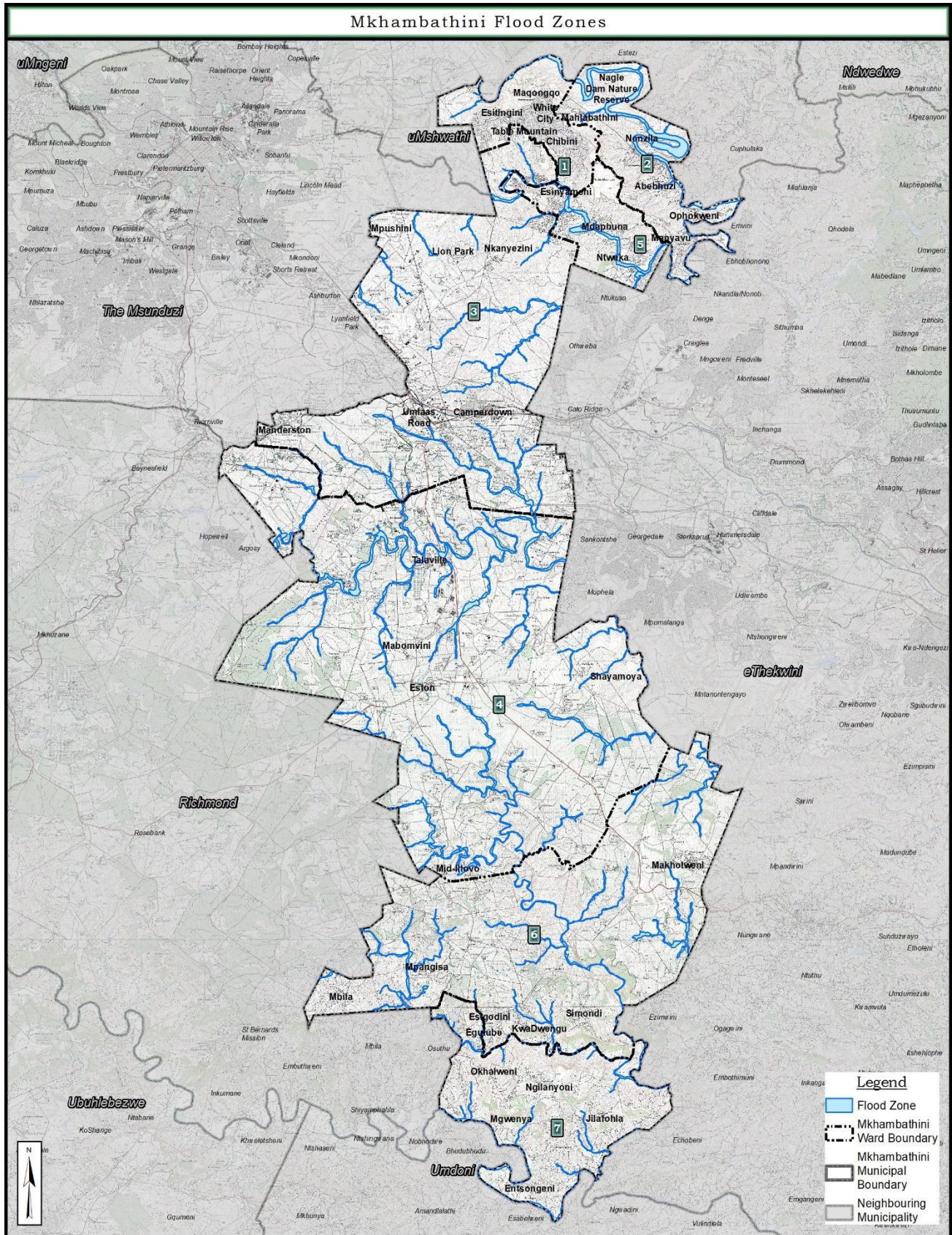


FIGURE 15: MAP SHOWING FLOOD ZONE

With reference to figure 15 above, the management of disasters within

uMgungundlovu District is undertaken by the Social Development Unit which falls under the Department of Community Services. The unit is well staffed with a compliment of 17 which are responsible for Mkhambathini. In terms of figure 14, Mkhambathini Local Municipality has also started the process of allocating human resources as well as setting aside a sizable budget for the management of disasters (which included prevention and rapid response). However, the organisational structure currently has provision for a single position of Disaster Management Officer. This position is also vacant which implies that the municipality does not have any resources for the execution of this function. To ensure increased capacity at ward level, the municipality has through the Extended Public Works Programme added nine Disaster Management Volunteers. The volunteers have been trained with the assistance of the District Fire Department.

DISASTER MANAGEMENT WARD BASED RISK ASSESSMENT

In line with the Disaster Management Act 57 OF 2002, Mkhambathini Municipality established and re-launched its Disaster Management Advisory Forum in 2019. This is an advisory body in which a municipality and relevant disaster management role players in government, business, academia, Labour and civil society consult one another, assist people to better understand their roles in reducing the impact of disasters; assist in the planning, development and coordination of actions to address all aspects of disasters risk reduction. Since its establishment, this forum sits on quarterly basis.

The main aim of the Disaster Risk Assessment is to establish uniform approaches for disaster risks in all 7 wards, to ensure management planning and risk reduction through:

- Hazard identification- to identify its Nature, Location, and Intensity, Likelihood (probability and frequency)
- Vulnerability analysis - to identify the existence and degree of vulnerabilities and exposure to threats.
- Capacity analysis - To determine capacities and resources available to reduce level of risk or the effect of a Disaster
- Risks analysis to determine the levels of risk
- Risk Evaluation and prioritization

Risk Assessment was conducted Done in 01 September 2021 - February 2022

Risk assessment team:

- Disaster Management Coordinator
- Mkhambathini Support Staff (Mthokozisi Mthembu)
- UMDM

Risks Considerations

Risk Criteria	Considerations	Average Score
Hazard	Probability Frequency Predictability Magnitude	3 - High possibility
Vulnerability	Political Economical Social/ human Technological Environmental	3/4 - Medium to high vulnerability
Capacity	Institutional mgt capacity Programme capacity Physical capacity Resources People capacity and competencies Support network	2 - Very low capacity
Priority	Importance Urgency in terms of time Growth	4 - for immediate action/response

The table below is a detailed analysis of the risk factors to be considered.

HAZARD AND CATERGORY NAME HYDRO METEOROLOGY

Hydrometeorological hazards received the highest score in all wards, in terms of probability and magnitude and taking into consideration the current change in weather patterns. These hazards are highly common.

MKHAMBATHINI PRIORITY RISKS

Potential Hazards or Hazardous Events	Category	Peak Season	Vulnerability	Likelihood	Rating	Consequence	Rating	Risk Rating	Risk Profile
Flooding	Natural	Summer	high	Likely	4	Moderate	3	12	High
House fires	Man-induced	Winter	medium	Possible	3	Minor	2	6	Medium
Veld fires	Man-induced	Winter	medium	Possible	3	Minor	2	6	Medium
Severe storms	Natural	Summer	high	Likely	4	Moderate	3	12	High
Landslide	Natural	Summer	high	Unlikely	2	Minor	2	4	Low
Transport accident	Technological	All year	medium	Possible	3	Minor	2	6	Medium
Env pollution	Civil	All year	medium	Possible	3	Minor	2	6	Medium
Hazmat	Technological	All year	high	Rare	1	Minor	2	2	Low
Animal and plant disease	Biological	All year	medium	Possible	3	Minor	2	6	Medium
Epidemic human disease	Biological	All year	medium	Possible	3	Moderate	3	9	Medium
Drought	Natural	Summer	high	Rare	1	Minor	2	2	Low
Lighting and thunderstorm	Natural	Summer	medium	Rare	1	Minor	2	2	Low
Tornados	Natural	Summer	high	Possible	3	Minor	2	6	Medium

TABLE 23: HAZARD AND CATEGORY NAME HYDRO METEOROLOGY

WARD 1 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK <i>Specific communities known to be at risk</i>
	Priority		
SCORE			
Hydro-meteorological - Drought	12	High	Entire Ward
Fire Hazards - Veld/Forest Fires	12	High	Ophokweni,Oqaqeni
Fire Hazards - Structural fires	13	High	Entire Ward
Hydro-meteorological Hazards - Floods (River)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Strong Winds)	11	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Hail)	10	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Lightning)	11	High	Entire Ward
Hydro-meteorological Hazards - Floods (Flash floods)	11	High	Entire Ward
Civil unrest			
Human Disease outbreak (Covid 19)			

WARD 2 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK <i>Specific communities known to be at risk</i>
	Priority		
SCORE			
Hydro-meteorological - Drought	12	High	Entire Ward
Fire Hazards - Veld/Forest Fires	12	High	Entire Ward
Fire Hazards - Structural fires	13	High	Entire Ward
Hydro-meteorological Hazards - Floods (River)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Strong Winds)	11	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Hail)	10	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Lightning)	11	High	Entire Ward
Hydro-meteorological Hazards - Floods (Flash floods)	11	High	Entire Ward
Human Disease outbreak (Covid 19)			

WARD 3 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK <i>Specific communities known to be at risk</i>
	Priority		
SCORE			
Hydro-meteorological - Drought	12	High	Entire Ward
Fire Hazards - Veld/Forest Fires	12	High	Entire Ward
Fire Hazards - Structural fires	13	High	Mandalay, Camperdown, Van's garage, Emabhodini
Hydro-meteorological Hazards - Floods (River)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Strong Winds)	11	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Hail)	10	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Lightning)	11	High	Entire Ward
Hydro-meteorological Hazards - Floods (Flash floods)	11	High	Entire Ward
Human Disease outbreak (Covid 19)			

WARD 4 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK <i>Specific communities known to be at risk</i>
	Priority		
SCORE			
Hydro-meteorological - Drought	12	High	Entire Ward
Fire Hazards - Veld/Forest Fires	12	High	Entire Ward
Fire Hazards - Structural fires	13	High	Entire Ward
Hydro-meteorological Hazards - Floods (River)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Strong Winds)	11	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Hail)	10	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Lightning)	11	High	Entire Ward
Hydro-meteorological Hazards - Floods (Flash floods)	11	High	Entire Ward
Human Disease outbreak (Covid 19)			

WARD 5 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK <i>Specific communities known to be at risk</i>
	Priority		
SCORE			
Hydro-meteorological - Drought	12	High	Entire Ward
Fire Hazards - Veld/Forest Fires	12	High	Entire Ward
Fire Hazards - Structural fires	13	High	Entire Ward
Hydro-meteorological Hazards - Floods (River)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Strong Winds)	11	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Hail)	10	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Lightning)	11	High	Entire Ward
Hydro-meteorological Hazards - Floods (Flash floods)	11	High	Entire Ward
Civil unrest			
Human Disease outbreak (Covid 19)			

WARD 6 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK <i>Specific communities known to be at risk</i>
	Priority		
SCORE			
Hydro-meteorological - Drought	12	High	Entire Ward
Fire Hazards - Veld/Forest Fires	12	High	Entire Ward
Fire Hazards - Structural fires	13	High	Entire Ward
Hydro-meteorological Hazards - Floods (River)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Strong Winds)	11	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Hail)	10	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Lightning)	11	High	Entire Ward
Hydro-meteorological Hazards - Floods (Flash floods)	11	High	Entire Ward
Human Disease outbreak (Covid 19)			

WARD 7 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK <i>Specific communities known to be at risk</i>
	Priority		
SCORE			
Hydro-meteorological - Drought	12	High	Entire Ward
Fire Hazards - Veld/Forest Fires	12	High	Entire Ward
Fire Hazards - Structural fires	13	High	Entire Ward
Hydro-meteorological Hazards - Floods (River)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	12	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Strong Winds)	11	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Hail)	10	High	Entire Ward
Hydro-meteorological Hazards - Severe Storms (Lightning)	11	High	Entire Ward
Hydro-meteorological Hazards - Floods (Flash floods)	11	High	Entire Ward
Human Disease outbreak (Covid 19)			

IDENTIFICATION OF COMMUNITIES AT RISK DROUGHT

Since 2015, almost every region in the Province of KZN has been facing the shortage of water. Mkhambathini Municipality is no exception as there is clear indication of major rivers and dams losing water and some have dried up completely. The Climate change is the most contributing factor in this challenge. This renders emerging and commercial farmers within the jurisdiction of the municipal area at risk.

LIGHTNING

Over the years, Mkhambathini Municipality has seen an increase in the number of lightning incidents in the rural communities. In places such as Maqongqo under ward 1, the use of corrugated material in building of housing structures and roof was identified as the cause in the increased incidents. In Mid-Illovo under ward 6, ward 7 and KwaNyavu under ward 2, it was noted that because of their mountainous terrain and high in latitude, they are more prone to being affected lighting conditions. Indigenous knowledge, installation of lightning conductors and public awareness programs are encouraged as part of mitigation of risks.

FIRE

All seven wards within Mkhambathini Municipality are prone to fire incidents and/or disasters, as such, it is crucial that the municipality develops and communicates fire regulations. The Municipality does not have a local fire station and this makes it vulnerable to exacerbated fires as the nearest Fire Station is in Pietermaritzburg. The municipal risk profile must thus include fire management plans, trainings, and awareness (which includes training of volunteers). It is further understood that strategic risk mitigation plans need to be in place, this includes fire breaks and memorandum of understanding with neighboring Municipalities and farmer's associations for rapid response when fire breaks.

Furthermore, it has also been identified that there is a challenge with accessing water when there are fires, there is a dire need for fire hydrants in the area. The Disaster Management Officer, together with the District Fire Services continue to embark on community based educational programmes to help prevent fires and teach the communities on precautionary measures to be observed when there are fires. The communities are also taught how to make fire belts/breaks in their areas in order to help prevent the spread of felt fires.

Mkhambathini Municipal area did experience outbreaks of veld fires that threatened to destroy crops and animals in farms and almost also damaged households. As stated earlier, various stakeholders worked together to manage the fire disaster which served as a warning to ensure management and prevention of future incidents.

MAJOR ACCIDENTS AND HAZARDOUS CHEMICALS

The N3 Road is the main road arterial route from Durban to Gauteng Province and is notorious for major accidents especially overloaded taxis, buses, speeding motor cars and heavy trucks carrying hazardous chemicals which can spill on the road. The Transnet pipeline is the major transporter of many hazardous chemicals and fuels. In the past financial year, the municipality together with Transnet embarked in a training programme to sensitize the informal dweller on the danger of building near and on the pipeline. This included providing safety measures to manage risks.

DISASTER RISKS REDUCTION PROJECTS IMPLEMENTED BY THE MUNICIPALITY

PROJECTS	TARGET COMMUNITIES
Awareness Campaigns	
Door to door Visits	Informal Settlements (4 areas)
School Visits	Learners in all municipal schools
Community Awareness Workshops	Community Members
Information Sharing	Community with social media
Fire Breaks by on Fire Working	All wards that have target areas
Clearing of Alien Plants and potential Fire Fuel materials	All Wards with the need
Disaster Stakeholders' workshops	Disaster Stakeholders



The pictures attached : Are a highlight of some of the disaster management initiative done by the municipality in light of storm damage disaster caused by bad weather and Covid-19 programmes done by Mkhambathini.

TABLE 24: DISASTER MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Voluntary Participation from Affected Communities I.E Ward Committee Members, CCG And CDWS Etc; And ▪ Good relations with community leaders, i.e schools and community halls are readily available to assist with emergency accommodation in case of a major incident. ▪ Functional Disaster Management Unit at the District Municipality and locally ▪ Local response personnel to disaster issues in place ▪ Disaster Management Sector Plan review in progress ▪ Ward-based Disaster Management Volunteers ▪ Functional Disaster Management Forum 	<ul style="list-style-type: none"> ▪ Lack Of Preparedness For A Major Incident Or Disaster; ▪ No Permanent Disaster Management Official; And ▪ Political Organisations Using Political Affiliation When Assisting ▪ Limited resources and capacity for responding on major disasters ▪ Lack of localised firefighting resources ▪ Outdated Disaster Management Sector Plan ▪ The spatial configuration and isolation for some of the areas may threaten the turnaround time to arrive during emergencies during an incident. ▪ Budget constraints
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Non-Governmental Organisations Willing to Partner I.E. Al Imdaad Etc; ▪ Private Sector Also Willing to Partner When Conducting Awareness Campaigns Thus Saving Costs, For Example, Transnet and SSA; And ▪ PDMC To Conduct Disaster Management Training to Cllrs and Traditional Leaders. ▪ Review of the Disaster Management Plan ▪ Education, training, and public awareness 	<ul style="list-style-type: none"> ▪ Flooding, house fires, veld fires and severe storms have been identified as the highest risks ▪ Illegal developments in disaster prone areas ▪ Supply chain processes taking longer in case of an incident leading to the turnaround time not being met. ▪ Political Organisations Lack of Understanding of The Duties of Disaster Management. ▪ Not Prioritising the Function; And ▪ Supply Chain Processes Taking Longer in Case of An Incident Leading to The Turnaround Time Not Being Met.

DISASTER MANAGEMENT CHALLENGES

- Unavailability of temporary shelter as and when disaster happens.
- Lack of local fire services
- Lack of storage space for relief materials.

3.4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.4.1. HUMAN RESOURCES STRATEGY

The council adopted the Human Resources Strategy in 2018, which is a five-year strategy, used as part of the municipal tool for achieving efficient and effective service delivery. The Human Resource strategy will be taken to council for review in June 2022 as there is new Council and will be implemented from July 2022- June 2027.

THIS STRATEGY HAS BEEN COMPILED AND IT ADDRESSES THE FOLLOWING:

- Planning the municipal workforce in totality.
- Developing a capable and skilled workforce that is striving towards service excellence.
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the municipality.

TABLE 25: HUMAN RESOURCE STRATEGY GOALS

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will Success be measured)	Base-line	Planned Target Date	Actual	Responsible Person	Evidence	Resources	Date of submission of progress report
HR Strategic Goal 1: Organizational Development								
Expand human resources Efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.	Documented evidence of a HRM & HRD Strategy and Implementation Plan that includes goals and strategies	None	01 July 2022	September 2022	Corporate Services Director HR Officer	Adopted HRM & HRD Strategy and Implementation Plan	Corporate Services Manager HR Officer	Annual Reviewed
Annual alignment of the organizational Structure aligned to the reviewed IDP and SDBIPs	Documented Organizational Structure aligned to the IDP	2022 Structure	May 2022	June 2022	Corporate Services Director r/ HR Manager	Adopted Organizational Structure aligned to the IDP	Director Corporate Services/HR Manager	Annual Management reports
HR Strategic Goal 2: Effective Human Resource Planning								
Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives	Documented Recruitment & Retention Policy, Processes	None	January 2023	June 2023	Corporate Services Director HR Manager	Performance Agreement approved by Heads of Departments	Corporate Services Manager, HR Manager	Review Annually

Develop and update standardized job profiles for all positions to be used as a basis for recruitment and career path	Documented Job Profiles	Existing Job Profiles	January 2023	March 2023	HR Manager	Updated Job Profiles	HR Manager	Annually
Develop and deploy an integrated workforce plan which will Enable the municipality to hire and retain the right talent, at the right time, in the right place	Development and review of Retention Policy	Draft Policy Developed	March 2021	June 2021	HR Manager	Copy of adopted Policy	HR Manager /Corporate Services	Monthly Management Reports
Conduct skills audit and identify scarce and critical skills	Skills Audit Report and Register of scarce and critical skills	COGTA Skills Audit Report	30 April 2022		HR Manager	Skills Audit Report and Register of scarce and critical skills to be submitted to Corporate Services Director	Corporate Services Director	Annually

HR Strategic Goal 3: Talent management

Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.	Increase in percentage of standardized \ Streamlined orientation and on-boarding activity	Existing Induction Program	July 2022	September 2022	HR Manager	Records & Reports	SDF HR Manager	Quarterly Reports
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HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities

Conduct an annual training needs assessment to ensure training is designed to improve organizational and individual performance.	WSP	WSP& Annual Training Report, Needs Analysis Tool	April 2022	April 2023	HR Officer	WSP& Annual Training Report	SDF/HR Manager	Reviewed Annually
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HR Strategic Goal 5: Inculcate A Results-Oriented High-Performance Culture

Roll-out of Employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organizational, team and individual performance.	Individual Performance Plans & Development Plans	Organizational PMS	July 2022	September 2022	HR Manager PMS	Individual Performance Plans & Development Plans	Corporate Services Director	Quarterly Management Report
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Develop Individual Development Plans for All employees and translate that into Workplace Skills Plan for training interventions to address skills gaps.	Individual Development Plans & Workplace Skills Plan	Organizational PMS	July 2022	September 2022	HR Manager PMS	Individual Performance Plans & Development Plans	Corporate Services Director	Quarterly Management Report
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HR Strategic Goal 6: Reward and Recognize Performance

Establish a Recognition and Reward Programme with both financial and non-financial incentives	Develop and review IPMS Policy	OPMS	30 July 2023	01 September 2023	Corporate Service Director	IPMS Policy	Finance	Annually Management Report
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HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance

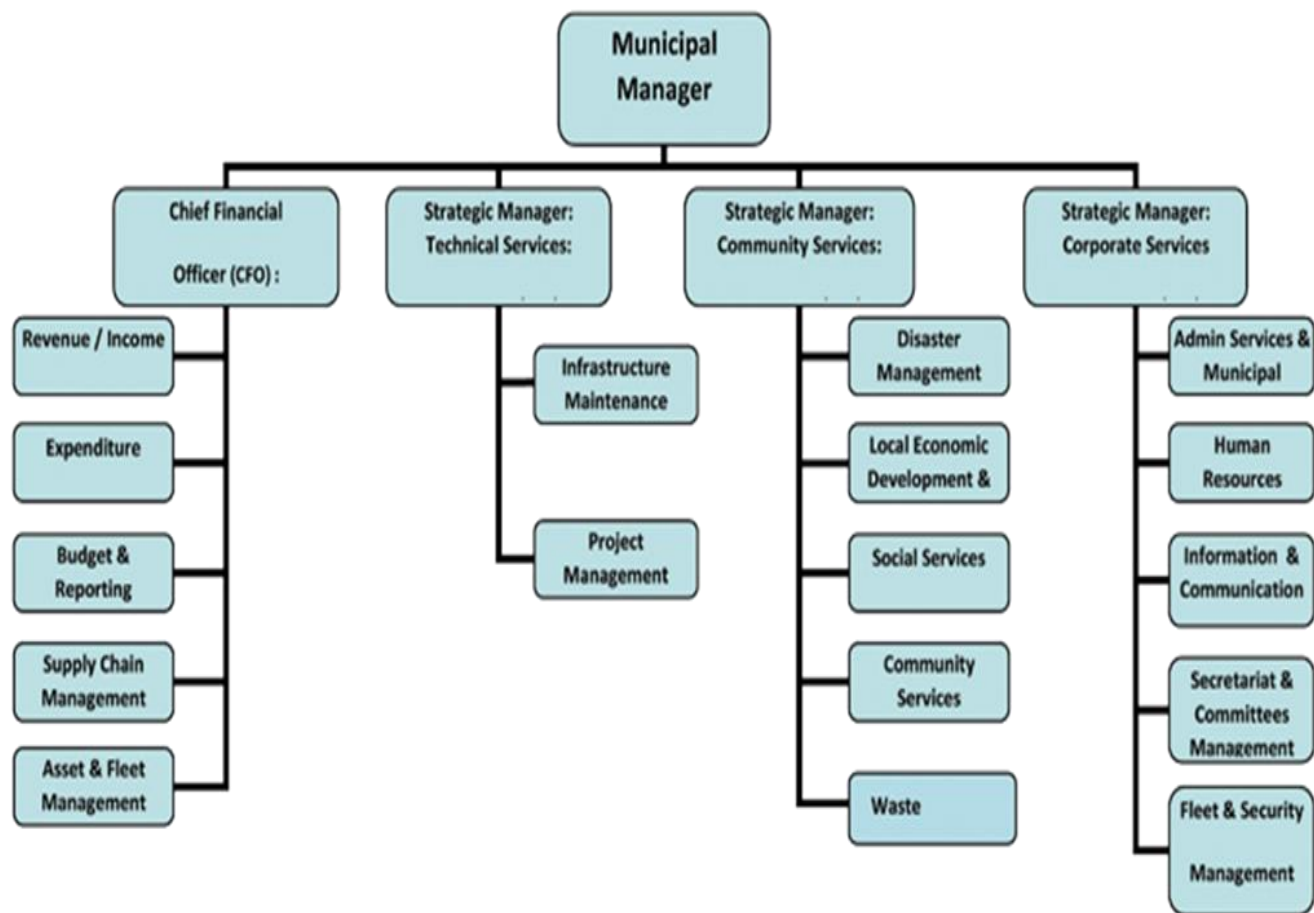
Conduct a review of HR Policies, and Processes as and when required, ensuring alignment to legislative requirements and best practice	Documented Policies, Processes and Procedures aligned to best practice and compliant to prevailing legislation	Organisational Policies	July 2022	June 2021	HR Manager	Reviewed Policies,	Corporate Services	Annually Policies
Capacitate line Management/ Supervisors through coaching and continuous training on grievances and disciplinary matters so that	Increased Number of effective dispute handling cases	Training conducted	January 2023	March 2023	HR Manager	Training Certificates, Attendance Register	SDF/HR Manager	Quarterly Management Reports

these are used as corrective and not punitive measures								
Establish Employee Forums To educate and up skill employees on labour related matters	Employee Forums	LLF, EE Forum, Skills Development Forum	01 July 2022	June 2023	Corporate Services Director	Reports, Minutes	HR Manager	Quarterly Report
Develop effective Workplace Diversity, Transformation and OHS Programme	Documented OHS Programme	Existing OHS Forums	July 2022	June 2023	Corporate Services Director	Reports, Minutes	Corporate Services Director	Quarterly Report to MANCO
HR Strategic Goal 8: Comprehensive Employee Wellness Programme								
Develop Employee Wellness Plan	None	None	July 2022	June 2023	Corporate Services Director	Employee Wellness Plan	Corporate Services	Quarterly Reports to MANCO

3.4.2. MUNICIPAL ORGANISATION STRUCTURE

The Mkhambathini Municipality has 14 Councilors of which seven (7) are Ward Councilors and seven (7) are Proportional Representatives. The organisational structure for Mkhambathini Municipality that was adopted by council on the 30 June 2021 has five (5) departments and each department is headed by the Director who reports directly to the Municipal Manager, Office of the Municipal Manager, which is headed by the Municipal Manager, Department of BTO which is headed by the Chief Financial Officer and the Department of Corporate Services, Community Services and Technical Services. All the Departmental Heads have been appointed in terms of Section 54A and 56 of the Municipal Systems Act No 32 of 2000.

The reviews were done in consultation with organized labour and all relevant structures of Council. A copy of the approved organogram is attached. The municipal structure will be reviewed every year before the new financial year begins to ensure that the strategic objectives of the municipality are fulfilled.



3.4.3. FILLING OF CRITICAL POSTS

All Section 54 and 56 positions are filled.

3.4.4. EMPLOYMENT EQUITY

The Municipal Vacancy of Mkhambathini Municipality has a total staff complement of 137 employees, 120 of these are permanent while only 17 are temporary employees. The management (section 57 employees) comprises of 3 (three) males and 2 (two) females.

The EE plan was adopted at the end of June 2020 after submission to LLF on the 18 June 2020. The Progress Report of the Employment Equity Plan is submitted to Council at the end of the financial year highlighting progress made. The Employment Equity Plan was aimed at addressing the injustice of the past through the promotion of affirmative action and gender equity for the previously disadvantaged groups. According to this plan, substantial progress has been made with regards to affirmative action.

The EEP also assist the municipality and sets out the measures to be taken to ensure legal compliance with the Employment Equity Act, 55 of 1998. It also includes the objectives, activities, numerical goals and targets to progressively move towards achieving the number of the designated groups across the organizational structure.

This EEP is the result of an ongoing and structured process of analysis and review of the Human Resources policies and practices of the municipality in consultation with the Local Labour Forum (LLF).

3.4.4.1. NUMBER OF EMPLOYEES PER GROUP

Female	-63
Male	-74
White female	-2
Indian female	-2
Disability (Male)	0

Targets have not been met as the municipality currently have no person living with a disability and no Indian male. Going forward there are targeted groups which the municipality tend to meet by 2025. We also had 1 disabled person, however his contract ended whilst we were trying to reach the goals of 2 percent (2%) or more. Through the years, we have been complying with submission of EEA2 and EEA 4 to the Department of Labour annually.

The Implementation of the EEP is dependent on the diversity of people responding to advertised positions. The Municipality is striving to ensure that EEP targets are considered when appointing new employees. This will be visible when several vacant positions are filled within the municipality.

TABLE 27 :EMPLOYMENT EQUITY AND WORKPLACE PLAN

Occupational Level	Male				Female				Foreign National		PWD		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	0	0	1
Senior Management	2	0	0	0	2	0	0	0	0	0	0	0	4
Professionally Qualified and Experiences specialist and mid Management	6	0	0	0	9	0	1	1	0	0			17
Skilled Technical and academically qualified workers, junior management, supervisors, foremen and superintendent	15	0	0	0	20	0	0	1	0	0			36
Semi-skilled and discretionary decision making	11	0	0	0	10	0	1	1	0	0			23
Unskilled and defined decision making	30	0	0	0	10	0	0	0	0	0			42
Total Permanent	64	0	0	0	51	0	2	2	0	0			119
Temporary Employees	14	0	0	0	3	0	0	0	0	0			17
Grand Total	78	0	0	0	54	0	2	2	0	0			137

3.4.5. IMPLEMENTATION OF WORKPLACE SKILLS PLAN

Workplace Skills Plan was approved by council and endorsed by LGSETA. It is aligned with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently. The WSP for 2021/2022. This is different type of trainings per department that the employees and their managers identified as training needs

3.4.5.1. SKILLS AUDIT

A full skills audit was conducted on all officials to inform the nature of future training programmes. This sought to ensure that relevant training programmes are rolled out to the relevant personnel. Staff developments important to the Municipality as it assists in the achievement of its goal.

3.4.5.2 WORKPLACE SKILLS PLAN

At the beginning of each calendar year. The Human Resource Unit requests employees to submit lists of the training programmes that they would like to attend to capacitated themselves. The training programmes provided in the list are used to implement the WSP for 2021/2022.

Name	Position	Training Interventions/Needs
TECHNICAL SERVICES DEPARTMENT		
1. Mbonambi Z	Town Planner	GIS, Project Management
2. Ngwenya N	Data Capture	MIG Training
3. Mthethwa A	Senior Building Inspector	Law Enforcement
4. Shandu PS	Maintenance Officer	Trade Test Electricity
5. Luthuli M	General Worker	Welding, Tiling, Plumbing Trade test
6. Pheyane Z	General Worker	Welding, Tiling, Plumbing Trade Test
7. Ndimande Cyril	General Worker	Tiling, Plumbing Trade Test
8. Ngubane Xolani	General Worker	Tiling, Welding, Plumbing Trade test
CORPORATE SERVICES		
9. Shange S	Registry Clerk	Records Management
10. Msomi K	Senior Registry Clerk	Archivers and Record Management, MFMP
11. Mathenjwa Z	Secretary	Minute taking, Events Planning and Coordinating

12.Momoza M	IT Support	COBIT Foundation, Cyber Security, CCNP Security, Certified Ethical Hacker, MFMP
13.Makhanya M	Secretary	Report Writing, Meeting Coordinating
14. Ndlovu N	Manager Human Resources	Conflict Management, MFMP, OHS Act, Monitoring and Evaluation
15.Ngubane M	Human Resources Clerk	Advance Computer, Employee Relations Management, Minutes and Report Writing
16.Ziqubu N	Skills Development Coordinator	MFMP, Mentoring and Coaching
FINANCE		
17.Dlamini M	Manager SCM	CaseWare and AFS preparations, Local content
18.Duma T	Accountant SCM	Contract Management, Bid Evaluation, CaseWare
19.Langa N	Accountant Expenditure	Advanced Diploma in Financial Management
20.Ntenga N	SCM Clerk	CaseWare
21.Zondo N	Creditors Clerk	MFMP, MSCOA, Creditors Control Management
22.Ngubane N	Budget Clerk	CaseWare, Reporting, advance excel
23.Motsoeneng M	Secretary	Report Writing, Advance Excel
24.Ngongoma Z	Accountant Income	CaseWare, Advance Excel
25.Zimu S	Accountant Asset	Advance excel, CaseWare
26.Mkhize B	Cashier	Advance excel
27.Ndlovu L	Payroll Clerk	Advanced Diploma in Accounting
MUNICIPAL MANAGER'S OFFICE		
28.Nkosi N	Secretary	Report Writing
29.Ngcongong M	Manager Public Participation	Public Speaking, Public Management
30.Buyiswa Mthiyane	Communications Officer	Government Communication and Marketing, Graphic Design, Social Media Training
31.Magini Z	IDP Officer	SPLUMA, GIS Mapping

COMMUNITY SERVICES		
32.Mabaso K	Secretary	Ms Excel, Data, PowerPoint, Customer Services, Project Management
33.Ngcongong A	Disaster Management Officer	Project Management, Ms Excel PowerPoint, Presentation Skills
34.Gwala S	EPWP Supervisor	Supervisor Skills, Business Writing Etiquette
SECURITIES		
35.	All Securities	Customer Services, General Practices for Securities
COUNCILLORS		
36.	All Councillors	Local Government Practices
UNEMPLOYED		
37.	70 people	Computer Training
38.	30	Plumbing
39.	20	Bricklaying

3.3.5.3. MUNICIPAL BURSARIES

The Municipality is offering bursaries to employees every financial year.

LOCAL GOVERNMENT DIPLOMA

The municipality offered the Local Government diploma to 25 employees which is a NQF 6 this qualification will assist the employees to have a clear understanding of Local Government and also to meet the workplace needs particularly in the fields of Local Government Management, the IDP, Service Delivery, the legislative and policy process, Local Government Finance, performance management and HRM. The first preference and criteria that was used to award the diploma the municipality choose the employees that were only have grade 12 and most of those employees was General workers within the municipality. The employees are also encouraged to apply for bursaries as the municipality put aside the budget to capacitate the employees in their fields.

3.3.5.4. THE MUNICIPALITY ALSO OFFERED THE FOLLOWING PROGRAMME FOR EMPLOYEES

1. Mbongwa Dlamini	Finance	MFMP
2. Phumelele Ngubane	Corporate Services	MFMP
3. Sipho Magcaba	Finance	MFMP
4. Thokozani Dlamini	Finance	MFMP
5. Phathiswa Maphumulo	Finance	MFMP
6. Thobeka Ntombela	Finance	MFMP

3.3.6. HUMAN RESOURCE POLICIES

3.3.6.1. RECRUITMENT AND SELECTION POLICY

The municipality review the Recruitment and Selection policy of which its purpose is to give guidelines on the Recruitment and selection of existing and new employees to vacant positions on the approved establishment of the Mkhambathini Municipality. The Municipality aims to attract, obtain and retain people with the required competencies (knowledge, skills and attributes) within the organization.

In addition, this policy aims to ensure that a continuous supply of high caliber employees is available to meet the Municipality's immediate and future Human Resource needs.

3.3.6.2. RETENTION POLICY:

The Mkhambathini Municipality acknowledges the value of retaining employees within the municipality, especially employees with valued or needed skills or experience in critical fields. The objective of this policy is to establish an environment which will best ensure the retention of employees within the municipality so as to enable the Municipality to fulfill its functions.

3.3.6.3. INDIVIDUAL PERFORMANCE MANAGEMENT POLICY

The municipality has implemented the performance management system to all staff levels. The aim of performance management is to optimise every employee's output in terms of quality and quantity, thereby improving the Municipal overall performance and service delivery.

3.3.6.4. OCCUPATIONAL HEALTH AND SAFETY

The Municipality has a full time Occupational Health and Safety committee who work reports to the Director Corporate Services. A Committee comprising of representatives from each Department meets quarterly to give reports on concerns and recommendations from their relevant department. The committee is also responsible to increases safety in the workplace and ensures that the Municipality complies with all relevant legislation imposed by the Constitution through the Department Labour and Employment

The municipality also develop the OHS policy of which its purpose is to

- Provide and maintain a working environment that is safe for employees and other persons affected by the Municipality's business.
- Ensure that the rights of the employee are respected with regard to his/her health, safety, security and injury on duty.
- Provide the facilities in a management system where consultation, inspection of workplaces, investigation of incidents, meetings, etc. can take place in view to provide a healthy and safe working environment which is reasonable, workable and functioning rationally.

Our overall objective is to create a positive safety culture that enables our employees to strive for safety and realize their full potential to form part of a team in establishing a healthy and safety environment in the workplace, including the visitors and contractors.

3.4.7. POWERS AND FUNCTIONS

The following Local Government Powers and Functions as assigned to Mkhambathini Municipality were separated into core and non-core functions. Further allocation of powers and functions is elaborated on under institutional arrangements section.

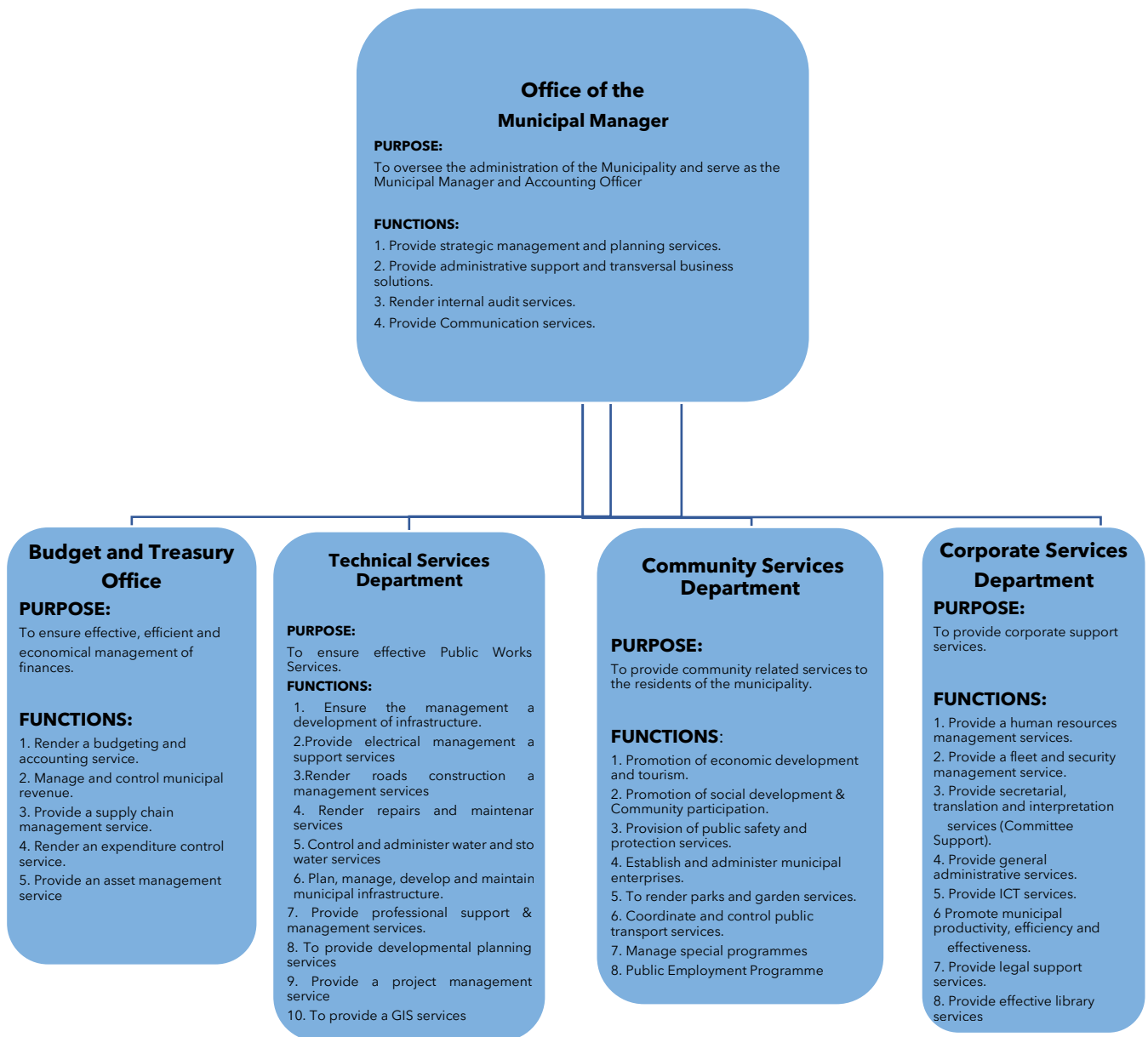


TABLE 28: CORE POWERS AND FUNCTIONS

CORE/ PRIMARY	FUNCTION	CAPACITY TO IMPLEMENT (MDB)	PROPOSED INTERVENTIO N
Schedule Part B4	Building Regulations	Yes	None
	Municipal Planning	Yes	None
	Storm water Management systems in Built up areas	Yes	None
Schedule Part B5	Cemeteries	Yes	None
	Cleansing	Yes	None
	Municipal Roads	Yes	None
	Refuse Removal		

TABLE 29: NON-CORE POWERS AND FUNCTIONS

SCHEDULE 4 PART B	COMMENT FROM MDB (DISTRICT WIDE)	SCHEDULE 5 PART B	COMMENT FROM MDB (DISTRICT WIDE)
Air Pollution	None	Beaches and Amusement Facilities	Not or being poorly performed
Child Care facilities	Not or being poorly performed	Billboards and the display of advertisements in public places	None
Municipal Airports	Not or being poorly performed	Control of undertakings that sell liquor to the public	Not or being poorly Performed
Municipal Health Ser- vices	None	Facilities for the accommodation, care and burial of animals	Not or being poorly performed
Municipal Public Trans- port	Not or being poorly performed None	Fencing and fences	None
Municipal Public Works	None	Licensing of dogs	Not or being poorly performed
Pontoons, ferries, Jetties etc	Not or being poorly performed	Licensing and control of undertakings that sell food to the public	Not or being poorly performed
Trading Regulations	Not or being poorly performed	Markets	Not or being poorly performed
Local Tourism	Being poorly performed	Municipal Abattoirs	Not or being poorly performed
		Noise Pollution	Not or being poorly performed
		Pounds	None
		Public Places	None
		Street Trading	None
		Control of public nuisances	
		Local Sports facilities	None
		Municipal parks and recreation	
		Funeral parlours and Crematoria	

Due to the size of the municipality some of the core functions are shared with other local municipalities within the UMDM family of municipalities. Some of the non-core functions are performed with an assistance of various government departments and other service delivery agencies e.g. Eskom.

All powers as stipulated in Section 32 of the Local Government: Municipal Structures Act 1998, not otherwise delegated, have been delegated to the Executive Committee excluding the following:

- Approval of the IDP
- Passing of by laws
- Approval Budget
- Imposition of rates and other taxes, levies, and duties; and
- Raising of Loan

3.4.7. ICT STRATEGY

3.4.7.1 Background

Information and Communications Technology (ICT) Systems and Services are playing an ever-increasing role as a strategic enabler of organisational transformation and service delivery in the public sector. There is also a growing acknowledgement at corporate governance level that ICT services and systems form an integral part of the municipal service delivery value chain. The continuous alignment of ICT Services with the strategic goals and objectives of the Municipality imposes major challenges on the ICT Unit and its resources.

To date, ICT Unit in the Municipality is still too operationally focused and given the existing resources in the ICT Unit, it becomes increasingly difficult to transform strategic concepts into workable solutions within budget and within agreed time frames. The dynamic nature of Information and Communications Technology, as well as investments made in ICT related services and systems warrant a continuous re-assessment of such investments and system functionalities to ensure that value for money is always achieved.

The ICT Strategy was developed and approved to be implemented from 2021/2022 to 2025/2026 Financial year. The strategy focuses on ICT governance, ICT infrastructure, Security framework, business continuity, projects and implementation plan.

Regulatory Compliance

Recent statements of direction from National Government implies a strategic approach must be introduced by all local government entities to migrate its existing portfolio of legacy ICT services and systems to a business systems architecture that will enable improved access to data and information, as well as the potential to share certain ICT related services and systems between the various spheres of government.

ICT Industry Trends

Latest Technology trends are the trademark of the ICT Industry and for local government not to exploit the business opportunities to enhance our service delivery and collaboration with our communities and residents, will be a self-inflicted legacy of estrangement between the Municipality and its communities and residents. The most recent and imminent trends in the ICT Industry are the following:

Cloud Native platforms are technologies that allow you to build new application architectures that are resilient, elastic, and agile – enabling you to respond to rapid digital change.

Cybersecurity Mesh enables best-of-breed, stand-alone security solutions to work together to improve overall security while moving control points closer to the assets they're designed to protect. It can quickly and reliably verify identity, context and policy adherence across cloud and non-cloud environments.

Privacy enhancing computation utilizes a variety of privacy-protection techniques to allow value to be extracted from data while still meeting compliance requirements.

Data fabric provides a flexible, resilient integration of data sources across platforms and business users, making data available everywhere it's needed regardless of where the data lives.

Decision intelligence is a practical approach to improve organizational decision making. It models each decision as a set of processes, using intelligence and analytics to inform, learn from and refine decisions.

Distributed Enterprises reflect a digital-first, remote-first business model to improve employee experiences, digitalize consumer and partner touchpoints, and build out product experiences.

Autonomic systems create an agile set of technology capabilities that are able to support new requirements and situations, optimize performance and defend against attacks without human intervention.

Given the current availability of skills and resources in the ICT Unit consultative skills will be required to fully exploit the business benefits of these technologies for Mkhambathini Municipality.

Smart Cities

As cities compete for global investment and talent, efficient cities with low red tape barriers, ICT competitiveness comes centre stage. A smart city is adaptable to change and demands that emanate from growth, and in response applies information and communication technologies to enhance performance and urban services in order to respond to demand whilst reducing consumption, waste and costs. Smart cities need to capitalise on digital technology to facilitate speed of information to support more efficient delivery of goods and service and contribute to the greater vibrancy of cities.

A **smart city** is a municipality that uses information and communication technologies to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.

A smart city is a holistic ecosystem

Where people are interconnected and contributing towards a common vision, creation of knowledge and exchange of ideas.

Global best practices recommend three primary categories when determining the benefits and priorities for the design and implementation of the smart city roadmap. The smart city roadmap includes the following:

1. **Smart Economy**

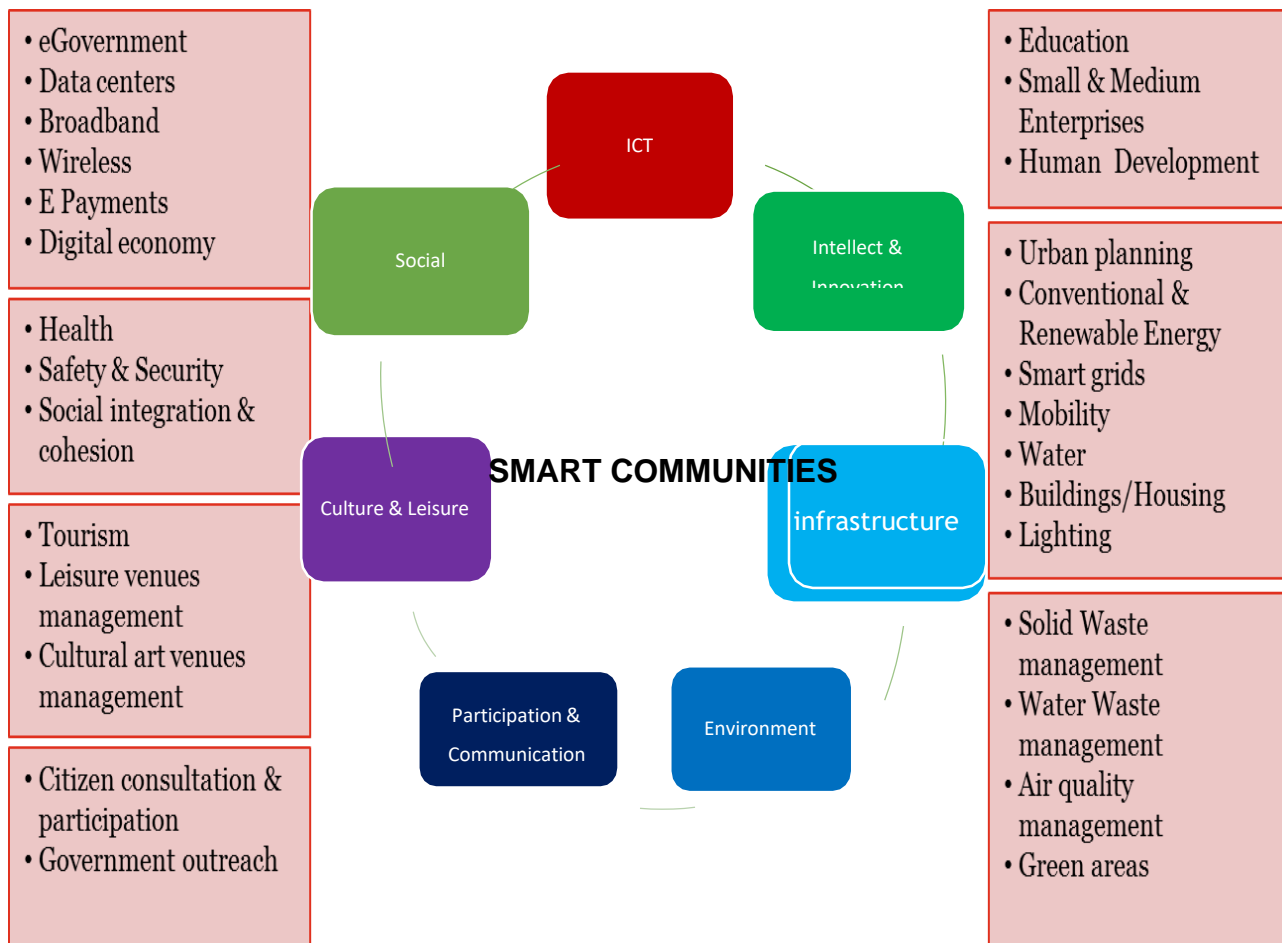
Grow and diversify the local economy through the attraction of new investment, skills development, and facilitation of an enabling environment for small business growth and job creation.

2. Smart Governance

Transform the institutional systems, processes and organisational structure to one of high-performance organization to effectively deliver basic services.

3. Smart Livelihood

Implementation and integration of innovative digital platforms to enable social upliftment.



In order to attain the smart city vision, the Municipality will have to develop the smart city strategy which will pave a way for the implementation of smart city initiatives, in the 2022/2023 a budget will be allocated to develop such strategy.

TABLE 30: ICT SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ▪ Renowned ERP system; ▪ Use of modern technology; ▪ Good relations with stakeholders; ▪ All core ICT system to support the business are currently in place ▪ Strong commitment from the business support ICT initiatives ▪ Dedicated Server Room; ▪ Full management support of ICT ▪ ICT Steering Committee 	<ul style="list-style-type: none"> ▪ Insufficient ICT resources to support business ▪ Insufficient budget to address technological changes and project implementation. ▪ Lack of Disaster Recovery Site
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Using ICT to enhance revenue Based; ▪ Speeding up ICT service ▪ Existing modern technology base can be further exploited; ▪ New Technology can enhance business operations; ▪ Maximum utilization of Municipal systems to meet business needs 	<ul style="list-style-type: none"> ▪ Staff stress/moral is an issue as it may make the users negative towards ICT; ▪ Business units make decision which may impact ICT without consulting ICT ▪ Constantly changing ICT technologies ▪ Increasingly sophisticated security risks and threats. ▪ More stringent audit focusing on controls; ▪ Trends towards e-government integration

3.4.12. ORGANISATIONAL DEVELOPMENT

INSTITUTIONAL ARRANGEMENT

The Municipality (KZ 226) is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act 1998. The Municipality functions under the Collective Executive System consisting of Four (4) executive members of whom one is a mayor. The Council consist of 14 Councillors including the members of the Executive Committee. Of the 14 Councillors 7 are Ward elected Councillors. The councillors also participate in the various DDM Sub-clusters which are driven by the District IGR Department. The Council has 7 portfolio standing Committees which each member of EXCO serving as a portfolio councillor. The seven Portfolio of the Municipality are as follows.

- Infrastructure Committee
- Performance Management and Audit Committee
- Community and Administration and Corporate Services Committee
- Budget Steering Committee
- Finance Committee
- Local Labour Forum and
- Municipal Public Accounts Committee

The Communication strategies that the Municipality is currently using include the Integrated Development Planning (IDP) Representative Forum, Mayoral Imbizo, Monthly Ward Committee Meeting and Communication Survey (i.e. through suggestion boxes and questionnaires)

MUNICIPAL POLICIES

The following policies are in place and adopted.

Table 28: Municipal Policies

CORPORATE SERVICES DEPARTMENT			
POLICY NAME	DATE OF ADOPTION	REVIEWED	NEXT REVIEW
Mkhambathini Waste Management Plan	30/06/2019		
Enterprise Risk Management Frame- work	30/06/2019		
Leave	30/06/2021		
Training and Development	30/06/2021		
Employment Equity	30/06/2020		
Task Job Evaluation	30/06/2019		
Sexual Harassment	30/06/2021		
Enterprise Risk Management Frame- work	30/06/2019		
Leave	30/06/2021		

FINANCEE SERVICES DEPARTMENT			
POLICY NAME	DATE OF ADOPTION	REVIEWED	NEXT REVIEW
Payroll Policy	30/06/2019		
Credit Control and Debt Collection	30/06/2019		
Petty Cash	30/06/2019		
Rates	30/06/2019		
Virement Policy	30/06/2019		
Appointment of Consultants	30/06/2019		

COMMUNITY SERVICES DEPARTMENT			
POLICY NAME	DATE OF ADOPTION	REVIEWED	NEXT REVIEW
Mkhambathini Waste Management Plan	30/09/2020		
EPWP Policy	30/06/2018		
LED Strategy	30/06/2021		
Disaster Management Plan			

OFFICE OF THE MUNICIPAL MANAGER			
POLICY NAME	DATE OF ADOPTION	REVIEWED	NEXT REVIEW
Audit Committee Charter	30/06/2019		
Incapacity: performance	30/06/20		
Public Participation Policy	30/06/2019		
Batho Pele Policy	30/06/2019		
Performance Management Framework	30/06/2019		

3.4.13. DEMOCRACY AND GOVERNANCE: INTERACTION WITH COMMUNITY

Section 6 (3) b of the Constitution stipulates that the municipality use the language that the communities prefer when communicating. The White Paper on Local Government suggest mechanisms, which includes forums, focused research, and focused stakeholder's groups as communication tools. Transparency and reciprocal information flows are the tenants being put forward by the government. Transparency has been given more prominence through Acts such as the Promotion of Administrative Justice Act and the Access to Information Act. In this instance, the Municipality has prepared and adopted a Communication Strategy. IT should be noted that the IDP Representative Forum is also legislative requirement that promotes public participation in the affairs of the municipality.

3.4.14. ACTION PLAN ON AUDITOR GENERAL'S FINDING

The table below is the Auditor -General's Action plan aimed at addressing the audit findings raised by the Auditor General during the audit of the 2020/2021 financial year. This is currently the Municipal updated Auditor-General Action Plan is attached below in the IDP.

TABLE 31: ACTION PLAN ON AG FINDINGS

NATURE OF AUDIT QUERY	DETAILED FINDING	COMMITMENT BY MANAGEMENT	TARGET DATE	RESPONSIBLE OFFICIAL	PROGRESS	STATUS
Irregular fruitless and wasteful expenditure incurred in the previous year's not investigated	To conclude Irregular fruitless and wasteful expenditure incurred in the previous years.	20-May-22	Municipal Manager	The investigate for last financial years is currently on progress and the MPAC requested the Accounting Officer to request the Internal Audit to assist with the investigation for 2020/21 .	Not resolved	Irregular fruitless and wasteful expenditure incurred in the previous years not investigated

3.4.15. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

TABLE 32: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ▪ The Portfolio Committee is in place ▪ Council decisions are compliant with the legislation ▪ Communication Strategies and culture of public participation is being practice through Imbizo, IDP Representative Forums, and suggestion boxes ▪ Human Resource Policies have been developed and adopted. ▪ Good political and administrative interface 	<ul style="list-style-type: none"> ▪ Lack of sufficient capacity as there are vacancies throughout the Departments; ▪ Insufficient budget to fill vacant positions this results in post remain frozen, this hampers the municipality from delivering on some of its functions. ▪ Low levels of staff in certain occupational levels ▪
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Strategic location of the municipality in the N3 Corridor ▪ Employer of choice 	<ul style="list-style-type: none"> ▪ Lack of institutions of higher learning ▪ Unresolved disputes regarding traditional leadership

3.5 BASIC SERVICE DELIVERY

3.5.1. THE MUNICIPALITY AS WATER SERVICES AUTHORITY

Mkhambathini Municipality is not a water services authority, uMgungundlovu District Municipality is responsible for all water related issues within the Mkhambathini Municipal Area. UMDM Water Services Authority has Umgeni Water as its Bulk Water Service Provider (BWSP). This means that Umgeni Water as the BWSP is responsible for operation of the dams supplying UMDM, to treat the raw water abstracted from the Umgeni-operated dams to safe drinking water standards and to distribute this treated water. However, all the projects that are related to water services are undertaken by UMDM and are communicated through IGR Structures and the Economic Sector, Investment & Infrastructure Development Subcluster which is chaired by the district and progress reports are tabled to council on a continuous basis.

uMgungundlovu District Municipality has several water and sanitation projects that have been planned for current intervention and implemented for Mkhambathini Local Municipality. Currently, UMDM has no Infrastructure Asset Management Plan and Infrastructure Procurement Strategy. UMDM is in the process of compiling both the Infrastructure Asset Management Plan and the Infrastructure Procurement Strategy.

WATER SERVICES

UMDM prepares all Operations and Maintenance Plans for water and sanitation consultation with uMngeni Water and District WSDP was last reviewed in 2017. The district is currently in the process of reviewing their WSDP and has an adopted O&M plan. The following map (see link below) indicates water sources of UMDM which provides for its surrounding municipalities.

The Link of the WSDP is included below:

<http://ws.dwa.gov.za/wsdp/Reports/ShowReport.aspx?report=baseline&year=2020>

The percentage of the ward's population reliant on boreholes, springs, dams, water tanks, rainfall, and rivers for water supply (extracted from the 2016 Stats SA community survey census data)

TABLE 33: ACCESS TO PIPES WATER SUPPLY

HOUSEHOLD ACCESS TO WATER	TOTAL NUMBERS
Piped (tap) water inside dwelling / institution	1 428
Piped (Tap) Water Inside Yard	5 730
Piped (Tap) Water On Community Stand: Distance Between 200m And 500m From Dwelling / Institution	2 194
Rain-Water Tank In Yard	212
Piped (Tap) Borehole In The Yard - Borehole Outside The Yard	375
Piped (Tap) Neighbours Tap	545
Piped (Tap) Public/Communal Tap	2 592
Water Carrier/Tanker	858
Flowing Water/Stream/River	1 439
No Access To Piped/Other (Tap) Water	86
Total	15 460

Source: Census 2016

ACCESS TO SANITATION

Access to sanitation within Mkhambathini Municipality rural areas is in the form of ventilated improved pit latrines and septic tanks and sewer lines within the Camperdown Town . The Community Survey 2016 is revealing a positive story in the sense that access to sanitation at an RDP Standard has increased from 18.4% in 2011 to 56% in 2016, an increase by 37%. This point to the functionality of intergovernmental relations efforts by the municipality, uMgungundlovu District Municipality and sector departments ensure that all households have access to a dignified sanitation in Mkhambathini Local Municipality

PROGRESS NOTE ON UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY

Mkhambathini Municipality obtains potable water and sanitation services from the uMgungundlovu District Municipality, which is the Water Services Authority (WSA). The uMgungundlovu WSA has Umgeni Water as its Bulk Water Service Provider (BWSP). This means that Umgeni Water as the BWSP is responsible for the operation of the dams supplying uMgungundlovu District Municipality, to treat the raw water abstracted from the Umgeni Water-operated dams to safe drinking water standards and to distribute this treated water via a series of pipelines, reservoirs and pump stations to the uMgungundlovu WSA infrastructure. The uMgungundlovu WSA then reticulates the treated water via its infrastructure to the Mkhambathini Municipality consumers.

The Umgeni Water operated infrastructure in uMgungundlovu District Municipality is shown in

Figure 1.1. It is illustrated in **Figure 1.1** that Mkhambathini Municipality obtains potable water from the Midmar Water Treatment Plant (WTP) and the D.V. Harris WTP through a series of pipelines (and reservoirs and pump stations not shown on **Figure 1.1**). The Midmar WTP (located in uMngeni Municipality) and the D.V. Harris WTP (located in Msunduzi Municipality) treat the raw water from Midmar Dam (located in uMngeni Municipality). It is further shown in **Figure 1.1** that the water in Midmar Dam is augmented with releases from Spring Grove Dam (located in both uMngeni Municipality and Mpofana Municipality) and Mearns Weir (located in Mpofana Municipality). Further details on the bulk water supply system providing water to Mkhambathini Municipality is described in [Volume 2 of the Umgeni Water Infrastructure Master Plan](#) (see <https://www.umgeni.co.za/infrastructure-master-plans/> for the most recent version).

It is also shown in **Figure 1.1** that Nagle Dam (on the uMngeni River) is located in Mkhambathini Municipality. Although a small dam, Nagle Dam is a critical dam in the water supply to eThekweni Municipality. Nagle Dam obtains water via releases from Midmar Dam and Albert Falls Dam (both located on the uMngeni River) and supplies eThekweni Municipality via a series of pipelines and tunnels to the Durban Heights WTP and via releases into the Inanda Dam which supplies the Wiggins WTP. Mkhambathini Municipality therefore plays a critical role in protecting the water resource supplying the primary economic hub in KwaZulu-Natal (KZN) via land use management around Nagle Dam. The daily levels for the dams supplying

and located in Mkhambathini Municipality are available at <http://umgeni.centralus.cloudapp.azure.com/umgeni/storage>.

It is further illustrated in **Figure 1.1** that Umgeni Water operates the Camperdown Wastewater Works (WWW) on behalf of the uMgungundlovu WSA, who is the owner of this WWW. Further details on this WWW is available in [Volume 10 the Umgeni Water Infrastructure Master](#) (see <https://www.umgeni.co.za/infrastructure-master-plans/> for the most recent version).

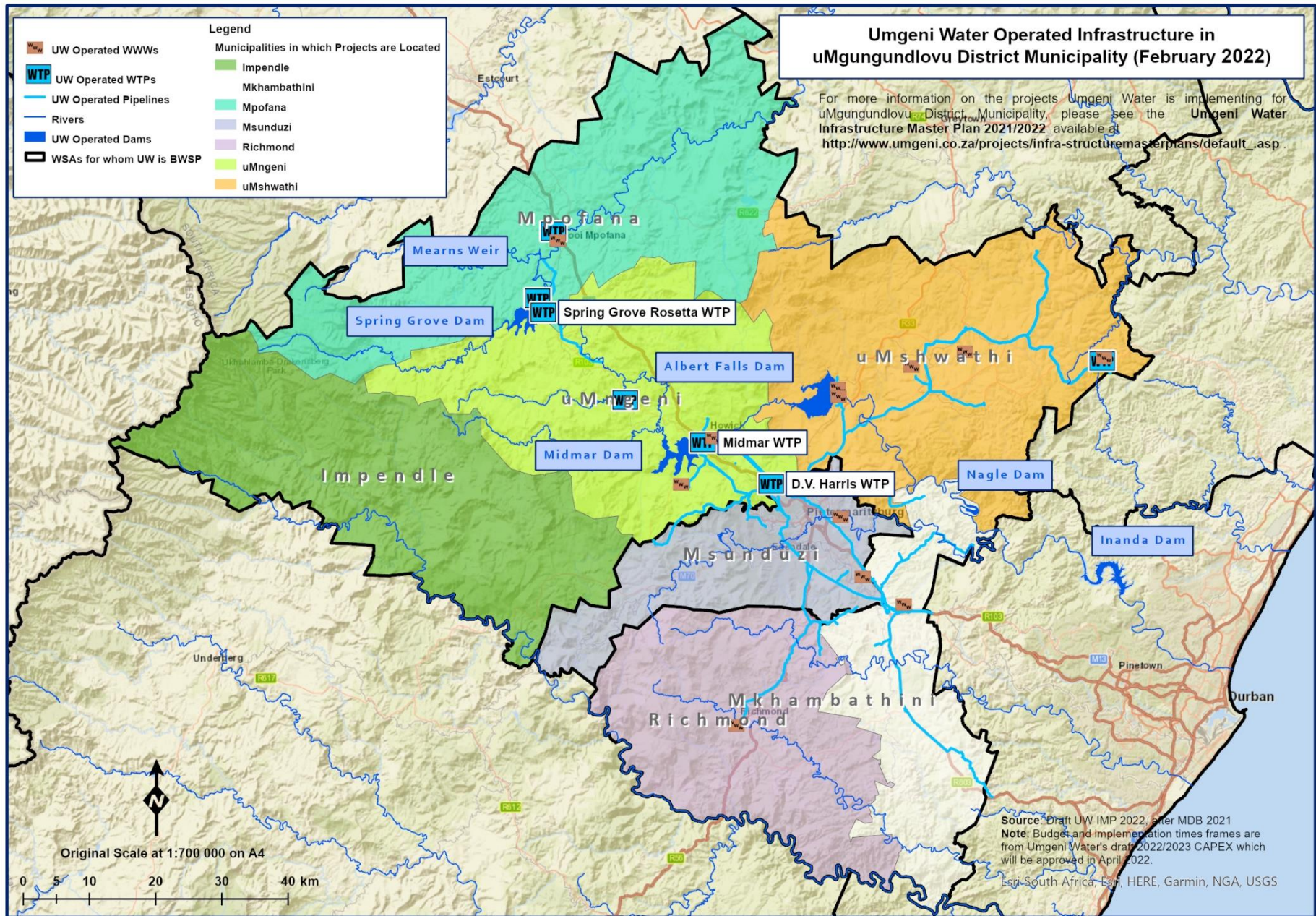


FIGURE 0.1 UMGENI WATER OPERATED INFRASTRUCTURE IN UMGUNGUNDOLOVU DISTRICT MUNICIPALITY (ESRI 2022; DRAFT UW IMP 2022; AFTER MDB 2021).

The projects Umgeni Water is implementing for the benefit of Mkhambathini Municipality and/or which are located in Mkhambathini Municipality are illustrated in **Figure 1.2**. The purpose of each of these projects are as follows:

- a) **uMkhomazi Water Project Phase 1:** With the commissioning of Phase 2B of the Mooi-Mgeni Transfer Scheme (MMT-2), the water resources available in the Mooi and Mgeni catchments to augment the Mgeni System are now fully utilised (2021: Volume 2, Umgeni Water Infrastructure Master Plan 2021/2022). However, water demands are still growing in the eThekweni area. Water resource development on the uMkhomazi River has been identified as the next major project to secure long-term water resources for the eThekweni area (2021: Volume 2, Umgeni Water Infrastructure Master Plan 2021/2022). Phase 1 of the uMkhomazi Water Project consists of the construction of the proposed Smithfield Dam, the proposed uMkhomazi Raw Water Tunnel and Pipeline, the proposed uMkhomazi WTP and the proposed uMkhomazi Potable Water Pipeline as shown in **Figure 1.2**. The proposed uMkhomazi Potable Water Pipeline will transect the north-western portion of Ward 4 in Mkhambathini Municipality and the south-western portion of Ward 3 in Mkhambathini Municipality to feed into the existing Umgeni Water operated bulk water pipeline between Umlaas Road and Camperdown. With the anticipated commissioning of the uMkhomazi Water Project Phase 1 in 2031, Mkhambathini Municipality will receive an increased assurance of water supply from Midmar Dam. The current status of the project is Stage 3: Design Development with the Water User Agreements currently being discussed with the uMgungundlovu, Msunduzi and eThekweni WSAs. For more information, see **Section 7.5.2 a) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2021**.

- b) **Umbumbulu Pump Station:** Supply to Greater Eston and Umbumbulu is via the Eston-Umbumbulu 450 mm diameter pipeline (southern portion of Ward 3, Ward 4 and eastern portion of Ward 6 as shown in **Figure 1.2**). The capacity of this pipeline is restricted to 15 Mℓ/day due to the ground level profile along

the pipeline route. The current flow in this pipeline is 11 Mℓ/day and with the natural growth in the areas supplied, the flow in this pipeline will soon reach capacity. A booster pump station would increase the capacity of the pipeline to serve future water demands hence this project as shown in **Figure 1.2**. This project is currently in the Stage 5: Works phase with the anticipated date of commissioning being in 2023. For more information, see **Section 7.5.2 e) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2021**.

- c) **Table Mountain Upgrade:** uMgungundlovu District Municipality requested Umgeni Water to consider the augmentation of the existing Table Mountain supply infrastructure to meet current and future demand. This project consists of the components shown in **Figure 1.2** and is currently in the Stage 2: Concept phase. For more information, see **Section 7.5.2 g) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2021**.

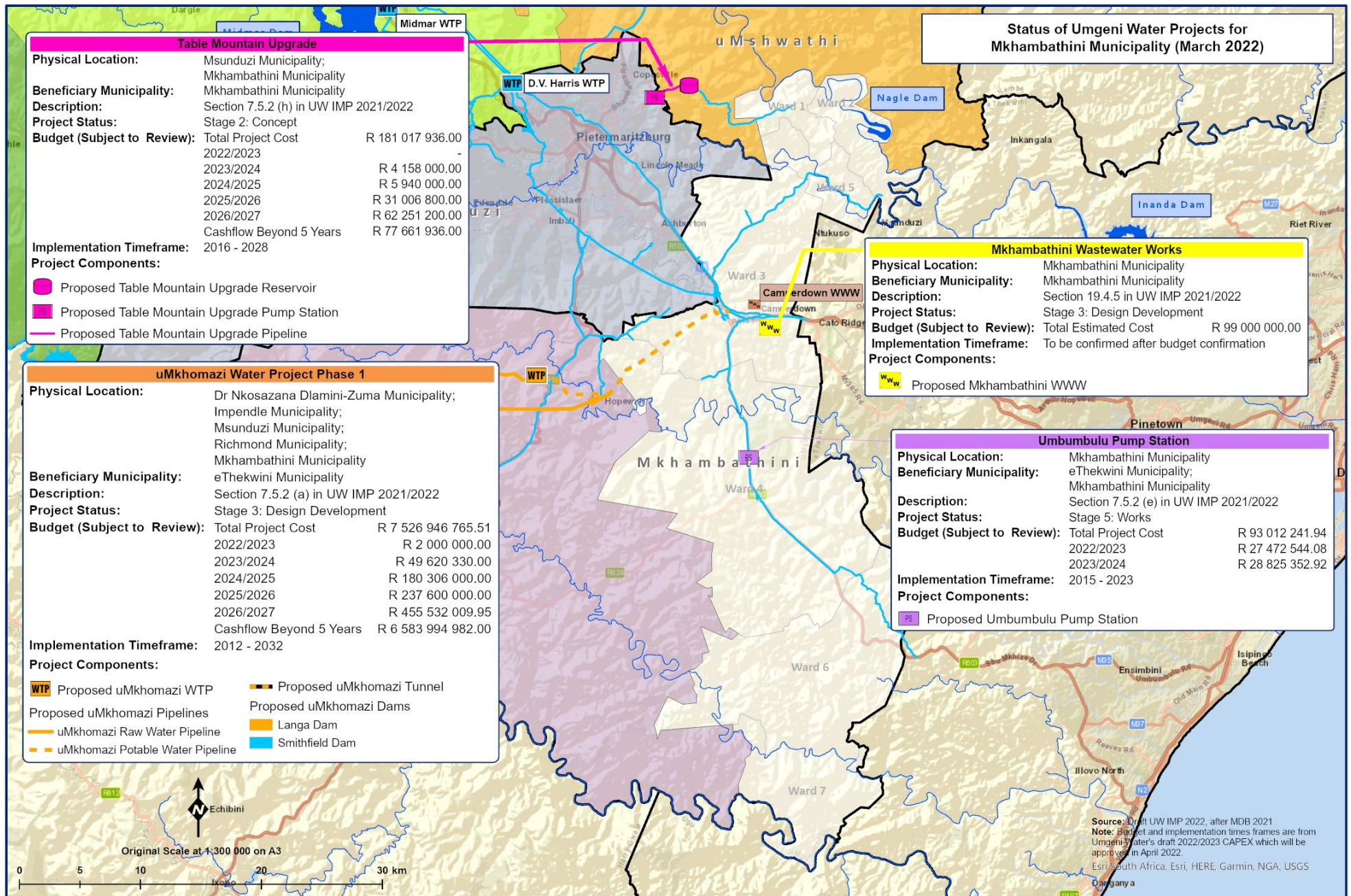


FIGURE 0.2 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2022).

d) **Mkhambathini Wastewater Works:** Umgeni Water currently operates the Camperdown WWW on behalf of uMgungundlovu District Municipality under a twenty-year management contract. It was identified by planning studies that Camperdown requires a new WWW that can serve the entire population and future development. The Stage 3: Design Development of the proposed Mkhambathini WWW has been completed with the site being identified west of the N3 national road as shown in **Figure 1.2**. The project is currently awaiting confirmation of funding so that it may proceed. For more information, see **Section 19.4.6 in Volume 10 of the Umgeni Water Infrastructure Master Plan 2021**.

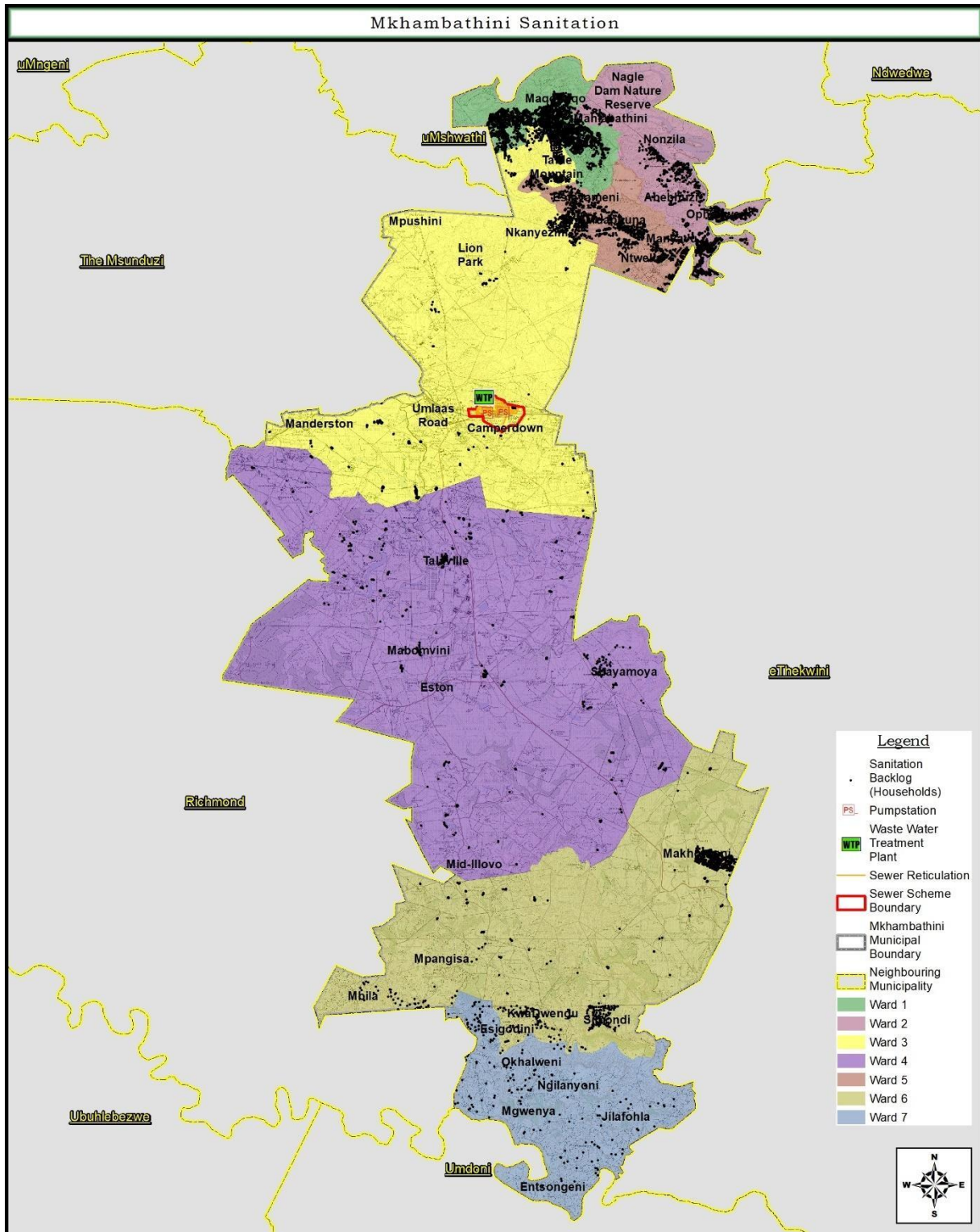


FIGURE 19: MAP SHOWING OVERALL ACCESS TO SANITATION IN MKHAMBATHINI

FIGURE 20: ACCESS TO SANITATION BY TYPE (SOURCE: COMMUNITY SURVEY CENSUS 2016)

HOUSEHOLD ACCESS TO SANITATION	TOTAL NUMBERS
Flush toilet connected to a public sewerage system	450
Flush toilet connected to a septic tank or conservancy Tank	1 334
Chemical toilet	97
Pit latrine/toilet with ventilation pipe	4 669
Pit latrine/toilet without ventilation pipe	5 908
Ecological toilet (e.g. urine diversion; enviro-loo; etc.)	2 118
Bucket toilet (collected by municipality)	8
Bucket toilet (emptied by household)	8
Other	51
None	826
Total	15 460

The table below indicates an improvement in the service delivery of water within the municipality.

TABLE 35: WATER SERVICE DELIVERY WITHIN MKHAMBATHINI

	Census 1995	Census 2001	Census Community Survey 2016
In dwelling/yard	3560	5722	5 730
Access to piped water	3621	5189	5 730

NEEDS AND PRIORITIES FOR WATER AND SANITATION SERVICES

TABLE 36: NEED AND PRIORITIES FOR WATER AND SANITATION SERVICES

WATER AND WASTEWATER WORKS				
1.	Mkhambathini	Upgrading of Manyavu Community Water Supply Scheme	Completed	R65,145,903.20
2.	Mkhambathini	Upgrade Nkanyezi Community Water Supply Scheme	Construction	R96,913,319.65
3.	Mkhambathini	Upgrade Manzamnyama Community Water Supply Scheme	Completed	R63,801,487.13
4.	Mkhambathini	Maqongqo Community Water Supply Scheme Phase 5	Completed	R19,116,346.37
5.	Mkhambathini	iThala Valley Community Water Supply Scheme COVID 19	Design stage	R 12 844 746,70

THE WATER AND WASTEWATER WORKS IMPLEMENTED BY THE DISTRICT MUNICIPALITY FOR MKHAMBATHINI LOCAL MUNICIPALITY

UPGRADING OF MANYAVU COMMUNITY WATER SUPPLY SCHEME

PROJECT DESCRIPTION & BACKGROUND

The scheme comprises of approximately 10km of uPVC / Steel pipeline ranging from 200mm to 250mm in diameter, the construction of 1№ 10Ml Post-tensioned Reinforced Concrete Reservoir and associated valves, chambers and fittings.

Commencement of Work: 29 Nov 2021
 Completion Date: 30 May 2023
 Contract Period: 18 months

LOCATION

Wards 3 & 5 of Mkhambathini Local Municipality

POPULATION

On completion the bulk supply will serve 1126 Households and 9008 people households

JOB IMPACT:

Planned Job creation : +/- 100 jobs

Actual Job opportunities : 264 jobs

BUDGET & EXPENDITURE:

Construction Cost: R 86 877 470.35 10%

Contingencies: R 8 687 747.04

Escalation: R 9 556 521.74

Sub Total R 105 121 739.13

15% VAT: R 15 768 260.87

Total Award R 120 890 000.00

PROGRESS

- The overall project progress percentage is 98%.
- A total of 109.5 km of pipe has been laid to date.
- 80 km of pipe have been pressure tested (Zone 2)
- Contractor is currently working on snags scour and air valves , ongoing and pressure testing on Zone 2.
- Contractor is behind working hard on catching up and finish the project.
- Contractor is ready to commence with sterilizing process however there has been a shortage of water supply and had delayed the above process

COMMENTS/CHALLENGES:

- PSC and CLO still to be appointed. Eskom to give wayleave approvals for works to be carried out under transmission lines. Servitude agreements are pending UMDM council approval.

Upgrading of Nkanyezini water supply

The tender has been awarded to Afriscan construction dated the 5th of August 2021. Contract Sureties have been finalized on the 26th of November 2021. Construction work permit is in place. All contractual documentation is in order. Contractor commenced with site establishment on the 7th of December 2021. Surveyor confirmed control survey points and checking of ground lines. Fencing erected on 10th December 2021. Site offices arrived on the 10th of December 2021.

UPGRADING OF MANYAVU WATER SUPPLY

UPGRADING OF MANYAVU COMMUNITY WATER SUPPLY SCHEME

PROJECT DESCRIPTION & BACKGROUND

"The construction of approximately 98 km of HDPE, uPVC and steel pipelines ranging from 20mm-250mm in diameter. Construction of 3 ground storage steel tanks ranging from 20kl – 80kl. Refurbishment of existing 250kl concrete reservoir 9.

LOCATION

Wards 2& 5of Mkhambathini Local Municipality

POPULATION

On completion the bulk supply will serve 885 Households

JOB IMPACT:

Planned Job creation : +/- 109 jobs

Actual Job opportunities : 109 jobs

BUDGET & EXPENDITURE:

R 47 649 129.66

R 9 426 470.00 (VO)

R 57 075 599.66

R 6 955 994.15 (COVID VO)

R 64 031 593.81

PROGRESS

- The overall project progress percentage is 98%.
- A total of 109.5 km of pipe has been laid to date.
- 80 km of pipe have been pressure tested (Zone 2)
- Contractor is currently working on snags scour and air valves , ongoing and pressure testing on Zone 2.
- Contractor is behind working hard on catching up and finish the project.
- Contractor is ready to commence with sterilizing process however there has been a shortage of water supply and had delayed the above process

COMMENTS/CHALLENGES:

- Challenge of supply within the Mkhambathini area.
- The local community is reluctant to have their meter registered and this requires for a detailed consumer education to take place.

"Upgrading of Manyavu water supply

The overall project progress percentage is 98%. A total of 109km of pipe has been laid to date. Practical completion has been achieved.

All work on site has been completed and snagged. The contractor is still on site and is busy with the disinfection and commissioning of the outstanding zones. Zones that have been completed, have been checked by the engineer and accepted as practically complete. The challenges with water supply in the area continues to be a hindrance for the contractor. "

SOLID WASTE MANAGEMENT

Waste Collection 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). The Waste Act fundamentally reforms the law regulating waste management, and for the first time provides a coherent and integrated legislative framework addressing all the steps in the waste management hierarchy.

Strategic Goals

There are seven strategic goals around which the Mkhambathini Waste Management Strategy was developed, in line with National Strategy for Waste Management. They are structured as follows:

Goal 1: Promote waste minimisation, re-use, recycling and recovery of waste.

Goal 2: Ensure the effective and efficient delivery of waste services.

Goal 3: Grow the contribution of the waste sector to the green economy

Goal 4: Ensure that people are aware of the impact of waste on their health, wellbeing and the environment.

Goal 5: Achieve integrated waste management planning.

Goal 6: Ensure sound budgeting and financial management for waste services.

Goal 7: Establish effective compliance with and enforcement of the Waste Act.

In terms of the Mkhambathini Waste Management unit the following has been achieved, in line with its strategic goals,

Goal 1: Promote Waste Minimisation, Re-Use, Recycling and Recovery of Waste.

As a way of achieving this goal certain activities should be promoted by the Municipality in line with its Integrated Waste Management Plan. The following activities are being implemented:

- Reduce the percentage of recyclable material to landfill;
- Ensure separation at source in our Municipality;
- Encourage the establishment of Material Recovery Facilities (MRFs);
- Encourage alternative treatment of waste; and
- Support the diversion of high calorific waste from landfill to recovery options.

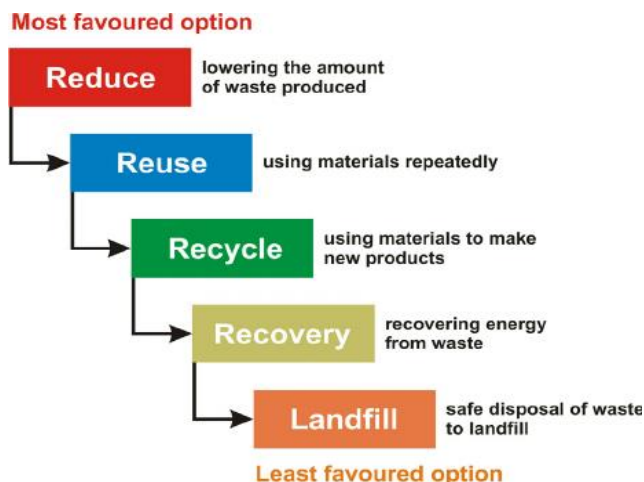
Ensure Separation at Source in our Municipality (Kerb Recycling)

There are currently 4 areas where separation at source is taking place, which are Camperdown, Eston, Umlaas Road and Nkanyezini. Recyclables are collected by the 4ton waste truck to the Nkanyezini EPWP recycler's site on the day of removal for further sorting and then to sell to major recyclers in Pietermaritzburg. The recyclers are employed under the EPWP Exit Project strategy which means that the municipality sets the goals to mentor and finance the participants for the 2021/2022 financial year to ensure that a profitable self-sustained business is brought forward and left to run itself.

Recyclables from Camperdown CBD are collected by informal waste-pickers who sell recyclables collected from trolley bins in order to sustain their livelihoods. This practice further minimizes waste going to the landfill while benefitting green economy and facilitating job creation.

This program has benefitted a number of individuals in the green economy, referred to as "Wastepreneurs". The Municipality is still looking at ways of diverting waste (such as organic waste) away from landfill site, and recycling is just one part of it.

Figure 1: Waste Hierarchy



Though the impacts of the kerb side recycling programmes are evident to the municipality, it is however still a challenge to provide proper figures and quantities of recyclables diverted from the landfill because of the lack of municipal infrastructure to weigh diverted quantities internally. However the operations are consistent and continue to grow and contributes to **Goal 3** of the Waste Strategic Goals.

Nkanyezini Recycling Site

The site forms under the EPWP Exit Project, where a group that was participating in a river cleaning campaign for the Duzi Marathon displayed interests. The municipality trained and capacitated them this led to the group registering a Co-operative and acquiring land from the Traditional Council which is used for further sorting and reselling.

The municipality assists with transportation, business development, private sector involvement and a monthly stipend for the participants. The project has been an overall success as it has managed to get sponsorship from the Oceans Alive organization, Tuff Bag and Adopt-A-River SA organisations. Approaching the end of the Exit-Project 2021/2022 period the municipality will continue to work closely with the project which will now not only sell recyclables to recyclers in Pietermaritzburg but have will be equipped and funded with a PET processing plant and will now sell directly to major recyclers and make plastic by products. The project will the first municipal recovery facility and has an opportunity to grow to be a buy back centre in the rural community.

Goal 2: Ensure The Effective and Efficient Delivery of Waste Services.

In terms of the Constitution the responsibility for waste management functions is to be devolved to the lowest level of government. It is therefore clear that the municipality is responsible for Waste Management within its area of jurisdiction and has to ensure proper handling of waste thus preserving a healthy environment. The following are the core daily operations in achieving goal 2,

Weekly waste collection from wards 3,4 and 6, both informal, farms and urban, and disposed thereof at an approved landfill site. (New England Landfill site- uMsunduzi Municipality)

Street sweeping, litter picking and public ablution facilities cleansing at the Camperdown Taxi Rank.

Recovery of re-usable and recyclable material from the mainstream of waste.

Clearing of illegal dumping spots within Mkhambathini in all 7 wards.

Education and awareness campaigns.

Plans to eradicate backlogs.

Goal 3: Grow the contribution of the Waste Sector to the Green Economy

It is highly recommended for the municipality prioritizes the establishment of Material Recovery Facilities, this will address the extension of waste as a basic service to rural areas as the municipality collects from 11.4% of households within its

jurisdiction. The MRF will not only assist the municipality but will benefit communities and will contribute to the green economy and empowering communities through the formalizing of the informal waste picker sector.

The municipality has worked in partnership with EPWP and conservation organizations to conduct a feasibility study in the rural wards 5 and 2 which are communities along the Msundizi and Umgeni River route. The aim is to use waste to create jobs, thus contributing to the local economy, while at the same time preserving environment.

The establishment of waste beneficiation projects in rural areas, namely buy-back centres will mitigate the state of uncleanliness in rural areas where waste services are limited.

Obtaining skills that will equip women and youth to create products and crafts from waste materials.

Embarking on technological advancements by creating alternative by products in relation to those that are of detriment to the environment through neglected ethnic and organic methods of the past and modernising them slightly to meet the demands of the current generation.

Greening communities through food production and indigenous species growth to maintain the health of our water systems and the environment at large. This in turn opens avenues for food security fighting poverty and establishing local fresh food sector and attracts tourism to the area through rich ecosystems and marvels of nature in rural communities for sustainable growth and development.

Goal 4: Ensure that People are aware of the impact of Waste on their Health, wellbeing and the environment

More environmental awareness and clean-ups are needed in order to educate communities on activities that people do which have negative impact to environment. A number of Community Clean up campaigns were carried out involving scholars and community members. Waste Management is working in partnership with National Department of Forestry Fisheries and Environmental Affairs, The Department of Economic Development Tourism and Environmental Affairs who assists in terms of resources needed for environmental education and awareness and other beneficiation programmes through the Waste and Pollution Control Directorate.

The Municipality alone conducted 24 waste management environmental awareness campaigns over the 2021/2022 financial year which took place in schools and communities in a form of clean up campaigns, school talks, door to door campaigns, and workshops. All these were aimed at ensuring that people start recycling, discourage illegal dumping, anti-litter, so as to promote a healthy environment it is also serves as a form public involvement and communities participating in their development and having a contribution to the trajectory and shape for the delivery of basic services. This programme provides assistance as it provides an opportunity for environmental protection.

Goal 5: Achieve Integrated Waste Management Planning.

The Mkhambathini municipality has finalized its updated integrated waste management plan (IWMP) 2020/2022 and is currently being implemented.

One of the new exciting projects will be the alternative treatment of waste rather than landfilling. The municipality is currently busy with "Diversion of waste away from landfill site", This contributes a lot towards alternative treatment of waste.

The municipality through public private partnerships should also extensively work at services provision for other waste streams such as organic waste, electronic waste and demolishing waste this is to eradicate illegal dumping and the development of the waste sector.

Goal 6: Ensure Sound Budgeting and Financial Management For Waste Services.

Within the limited budget the section is working vigorously to expand service to rural areas, where service was never provided before. Refuse removal is now provided to all 4 wards Mkhambathini, even though service is not 100% currently. The service in rural areas is currently provided as a free basic service, and therefore no income is generated, which means the Municipality should ensure that revenue is enhanced through all possible ways. The Section continuously survey existing business, as main contributors to revenue, but still looking at other avenues so as to ensure that more is done with limited funding.

Goal 7: Establish Effective Compliance with and Enforcement of the Waste Act.

In terms of Waste Act, all handlers of waste should be registered with Waste Management Officer. Currently 5 waste handlers who have registered already, and that assist so that waste is properly profiled. Furthermore, Waste management Bylaws are being reviewed to be in line with IWMP,

Solid Waste Management Indicators and Targets

MKHAMBATHINI MUNICIPALITY REFUSE REMOVAL						
Objective	Strategies	Performance Indicator	2020/2021	2021/2021	2021/2022	2021/20.2
			Actual Baseline	Annual Target	Baseline	Annual Target
To improve access to domestic solid waste removal services to the community	Provide a frequent domestic solid waste removal service to the community	Total No. of households	14 964		14 964	
		No. of households receiving formal waste services	396 2.64%	396 2.64%	400 2.67%	405 2.7%
		No. of households with access to free basic services	1 700 11.4%	1000 6.7%	1700 11.4%	4200 28%
		No. of households without basic waste services	14 568 97.3%	13 568 90.7%	13 264 88.7%	10 764 72%

MKHAMBATHINI MUNICIPALITY CLEANUP AND AWARENESS CAMPAIGNS						
Objective	Strategies	Performance Indicator	2020/2021 Actual Baseline	2021/2021 Annual Target	2021/2022 Baseline	Mitigation Strategies
	Clean and remove all illegal dumping spots and provide alternative means of disposal. To also create awareness and educate on the impacts of illegal dumping (health, environment and land value)	Total No. of Cleanup Campaigns conducted	24	12	12	The municipality has installed 5 bulk waste cages for waste disposal on spots that were identified to be prone to illegal dumping. The cages are maintained weekly permanently removing the illegal dump. The demolishing and rehabilitation of the Eston illegal dump to a spot to an indigenous garden working in collaboration with Beaumont Eston Farmer's Association, DFFE, EDTEA and RAUBEX.
		Wards	1,3,4,5 and 6	1,3,4,5 and 6	1,3 and 6	

MKHAMBATHINI MUNICIPALITY GREENING INITIATIVES					
Performance Indicator	2020/2021	2020/2021	2021/2022	2021/2022	Mitigation Strategies
	Actual	Baseline	Annual Target	Baseline	
No. of indigenous trees planted	120	80			
Rehabilitated illegal dump spots and greening of municipal facilities	0	0	4	7	
Seedlings distribution for community and household gardens	0	0	Outreach to all wards	Outreach to all wards	
Organic waste disposal site and composting project	0	1	0	1	The site has been identified in Camperdown and zoned for waste management. The required budget for site development is R1 000 000.00, this will cover fencing, infrastructural material and equipment.

MKHAMBATHINI MUNICIPALITY RECYCLING PROGRAMMES AND WASTE MINIMIZATION						
Objective	Strategies	Performance Indicator	2020/2021	2020/2021	2021/2022	2021/2022
			Actual	Baseline	Annual Target	Baseline
Reducing, reusing, recycling and recovering waste	Reduce the percentage (%) of recyclable material to landfill; Ensure separation at source in all areas; Encourage the establishments of Material Recovery Facilities (MRFs); Encourage waste to energy options; Support the diversion of high calorific waste from landfill to recovery options	Establish and support cooperatives and businesses in recycling and waste beneficiation	0	0	1	1
		Keep a database of informal waste pickers in the municipality	1	1	1	1
		Provide trainings, integration and support to all informal waste pickers. Facilitating job creation	(1)Training Ongoing support	(1)Training Ongoing support	(1)Training Ongoing support	(1)Training Ongoing support
		Establish Material Recovery Facilities, job creation and waste businesses	0	0	1	1

		Sort @ Source Initiative as an avenue for poverty alleviation	1	1	6	4
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MKHAMBATHINI MUNICIPALITY EDUCATION AND AWARENESS CAMPAIGNS							
Objective	Strategies	Performance Indicator	2020/2021	2020/2021	2021/2022	2021/2022	Mitigation Strategies
			Actual Baseline	Annual Target	Baseline	Annual Target	
Ensure that people are aware of the impact of waste on their health, wellbeing and the environment	Develop national and local awareness campaigns on the social importance of waste management; <ul style="list-style-type: none"> Promote waste minimization and recycling through education system; Establish an equivalent to the "ECO Schools" award for waste management in partnership with the SEEP (EDTEA programme) 	No. of Education and Awareness Campaigns in schools	16	12	8	12	The "Your waste, my treasure" programme is a waste beneficiation initiative which targets disadvantaged schools in informal settlements whereby learners collect recyclables and in exchange in relation to the quantities collected are able to select donated clothing items of their choice. The aim is also to facilitate school clubs and adopt a school programmes (disadvantaged to advantaged schools) skills transfer.
		Workshop teachers and school personnel on waste management	1	1	1	1	
		Establish the School ECO-Clubs and awards through the green schools' flag	1	1	4	7	
		Community based education and awareness campaigns	20	12	12	4	
		Commemorating environmental calendar days and educating about the calendar event	As per DFFE calendar	As per DFFE calendar	(3) As per DFFE calendar	(5) As per DFFE calendar	

TABLE 37: REFUSE COLLECTION AND DISPOSAL INFORMATION

Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other	Total
1 302	407	555	0	12 398	768	29	15 460

3.5.2.1 REFUSE REMOVAL PER WARD

Currently, the Mkhambathini Municipality only provides weekly waste removal to wards 3, 4 and 6 (396 households and CBD Shopping Centre) as these are the only areas billable for the services (these include urban areas, CBD and farms). There is currently an active collection schedule detailing days and collection points per day.

Wards 1, 2, 5 and 7 are predominantly rural/ Ingonyama Trust Board land with households that are not billable for the services. As such, the municipality does not a weekly collection service rendered to these areas. However, it has been noted with concern that waste levels have extremely escalated in these areas, with notable illegal dump sites in various pockets of these areas. Through the IWMP, the municipality has thus included clean up campaigns as well as education and training in the community and schools.

Furthermore, to enhance the cleaning and waste collection efforts, the municipality is in the process of installing waste collection skips and cages that will help contain the waste and avoid the surge of illegal dump sites.

The municipality is also in the process of introducing recycling to encourage separation of waste at source and enhance the green economy programmes. There are waste pickers that have been absorbed into this new project to help enhance their business efforts (transporting their waste) while they assist with waste sorting.

The municipality is currently exploring strategies of sorting and separating waste for recycling purposes, (this includes separation at sources) with the aim of reducing waste disposed of at the landfill site. The Municipality provides Solid Waste Services to its 480 Households. 300 Households are benefiting from a free basic service.

3.3.1.1. WASTE TRANSPORTATION

The municipality has 2 waste removal trucks which include a Waste Compactor Truck that was procured in 2017. This truck is utilized for weekly waste collection. The second truck is a normal 4-ton truck used during clean up campaigns/ activities.

MUNICIPAL LANDFILL SITE

Mkhambathini Municipality does not own a landfill site nor a waste disposal/ transfer site. The municipality thus disposes off at the Msunduzi Municipality' New England site at a fee, charged daily. The municipality is now in the process of exploring having a waste sorting and transfer station that will also assist the municipality to move towards recycling and implementing green economy projects through waste management.

It is to be noted that the municipality is in the process of installing waste cages as an extension of waste services. This is also intended to reduce illegal dump sites. These cages will further ensure minimisation of waste that goes to the landfill sites through a recycling process.

The municipality does not have ownership of vacant land that could in future be used as a landfill site hence more focus on introduction of recycling programmes.

WASTE RECYCLING

The focus of the municipality's IWMP is recycling initiatives which includes educating citizens to separate waste at source and recycle their waste to minimize the level of waste that goes to the landfill site. Further to this the municipality is also exploring the concept of establishing a refuse sorting and transfer site. This will also include recycling of garden refuse.

Further to this, the municipality has established working relations with the informal waste pickers with the intention of working with them to sort waste and assist them generate income from the collected recyclables.

Below are highlight of the waste recycling initiatives done by the municipality in the community ward areas.



The Action Plan commits MLM to carry out reviews of all the waste minimisation activities and its collection services by assessing their suitability, success and whether they are sustainable with the resources currently available.

Reviewing of refuse collection, cleaning and improvements in waste management services are key in order to factor the potential of higher waste volumes as a consequence of economic growth.



Waste Management conducted with the Municipal ward areas by the EPWP workers.



IWMP ACTION PLAN IS ATTACHED IN THE IDP ON THE FOLLOWING PAGE:

Objectives	Actions	Targets	Timeframe
<p>To increase waste minimisation within MLM</p>	<p>Review of the current waste status quo in the municipality</p> <p>Budget and secure funds for various recycling and re-use initiatives and schemes to be in place to achieve targets timeously.</p> <p>Establish MRFs to create storage and sorting of separated waste in rural and un serviced areas.</p> <p>Promotion and implementation of Separation @source</p>	<ul style="list-style-type: none"> · Achieve waste recycling rate of 25% per NWMS (2011)- Goal 1 · Add SMME's and cooperatives participating in waste services through PPP to run buy back centres and MRFs in rural areas. Ward 1, Ward 5 and 	<p>Recycling target to be:</p> <p>25% - 2020/21</p> <p>30% - 2020/21</p> <p>35%- 2021/22</p> <p>40% - 2022/23</p> <p>50% - 2023/24</p> <p>2021-2023</p>

	<p>through various media platforms (municipal) in all serviced areas.</p> <p>Incorporate informal waste pickers to the collection of recyclables and provide an incentive through localized buy back centres.</p> <ul style="list-style-type: none"> · Engage in proper composting practices. · MLM to lead by example, workplace recycling station separating waste. <p>Develop and source funds for swap shops and buy back</p>	<p>Ward 4</p> <p>Camperdown (Ward 3)</p> <p>Eston (Ward 4)</p> <p>Ward 1, ward 4 and ward 5</p> <p>Garden waste drop-off site in Camperdown.</p>	<p>2021 onwards</p> <p>2021- 2023</p> <p>2021 ongoing</p> <p>2020 ongoing</p>
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	centres, partnering with local businesses for incentives	Municipal offices Ward 1, Ward 2 and Ward 5	2021 ongoing
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Objectives	Actions	Targets	Timeframe
Standardisation of waste storage receptables	<ul style="list-style-type: none"> Develop a phased approach for procurement of the required number of bulky waste bins. 	<ul style="list-style-type: none"> Recycling receptables rolled out in all wards 	<ul style="list-style-type: none"> 2021 ongoing
To minimise the amount of waste sent to landfill	<ul style="list-style-type: none"> Municipal buy in to the delivery of glass/ cardboard/ newspaper/PET to school recycling projects and informal waste pickers Skips to be made available in poorly serviced and un serviced areas. Develop drop-off and collections points for recycling, sorting and separation facilities in all wards All waste recyclers in the municipality will be required to register and report on the MLM waste information system which will capture the quantities (kg) of recyclable waste that is being diverted from the landfill. 	<ul style="list-style-type: none"> All wards Illegal dumping common sites in all wards. Ward 1, Ward 2 and ward 3 and ward 4 Ward 1, ward 2, ward 3 and ward 4 Local SMMEs, Adopt-A-River and Ocean Plastics 	<ul style="list-style-type: none"> 2021 ongoing 2021/ 2025 2021 ongoing

	Create public private partnerships for recycling.		2020 ongoing
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<p>To increase understanding and engagement in waste & recycling</p>	<ul style="list-style-type: none"> · Education and awareness campaigns - Waste Management and environmental education schools programme - Participation in industry driven waste awareness campaigns and competitions - Door-to-door awareness and education campaign · Development of recycling and 	<ul style="list-style-type: none"> · Posters rolled out to community members · Primary schools in all wards will have a school ENVIRO-CLUB, participating in the EDTEA (SEEP) programme and other stakeholders (UMGENI Water, DEFE ,SANBI) · Include community members and industries. · Glass company school's programme · Updated information sharing, education and awareness about waste management on social media and municipal website. 	<ul style="list-style-type: none"> · 2020 ongoing · 2020 ongoing
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	<p>Communications Plan to develop more effective ways of explaining to residents how waste should be tailor-made to suit the audience.</p> <ul style="list-style-type: none"> · Broaden participation by SMME's, job creation and opportunities through waste · Involve Councillors and Ward Committees by embarking on green economy development 	<ul style="list-style-type: none"> · Capacitate SMMEs in the green economy and EPWP exit projects on green initiatives. · Ward based clean-up campaigns and community awareness programmes 	
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<p>Successful Implementation of WMS</p>	<ul style="list-style-type: none"> · Review of incentive and rebates including tariffs for waste management services. · Quantify savings from recycling opportunities - Reduced waste to landfill - Transport costs - Review of capacity to implement the WMS: - Assess human resources required 	<ul style="list-style-type: none"> - Investigation of options and opportunities - Align options and opportunities with MLM IDP - Municipal waste management by-laws must include recycling and waste minimisation, 	<ul style="list-style-type: none"> - 2020- ongoing
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- Make use of the Municipal Budget.
- Utilise internal and external funding sources available such as: National to local fiscal transfer, MIG Grants, The Green Fund, The Jobs Fund, EPWP programmes, Development Bank and international development organisations
- MLM to enter partnerships with private sector and NPO's for

	<p>collaboration and support into recycling initiatives at schools, collection of recyclable materials from separation at source activities</p> <ul style="list-style-type: none">- Additional funding for the processing and new infrastructure required for technologies such as MRFs.		
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WASTE MANAGEMENT PARTNERSHIPS

The Mkhambathini Municipality notes the importance of working in partnership with civil society organisations, government departments and the communities at large in order to ensure that waste is effectively managed which would eventually drive Mkhambathini Municipality to becoming the one of the cleanest municipalities in South Africa.

Over the years the municipality has thus established the following partnerships:

Stakeholder	Service/ Partnership
Ward 5 Community	Illegal Dump Clean up and clearing of nappies disposed near the river
Informal Waste Pickers	Sorting and disposal of recyclables
Adopt a River (in partnership with the Community)	Clean up of Msunduzi River
Beaumont Farmers Association	Clean up at Eston Rank and Digging waste disposal pits
The Glass Bank	Installation of glass collection banks in Eston
Department of Environmental Affairs	Good Green Deeds cadres - Cleaning up at ward 3, 4 and 6
	Youth Coordinator - assisting with waste management issues
Department of Public Works	+/-150 EPWP employees cleaning up in all 7 wards

The municipality is working on expanding waste management partnership with various stakeholders, including business owners operating within the jurisdiction on the municipality to ensure that waste management becomes a collaborated effort.

WASTE MANAGEMENT FUTURE PLANS IN LINE WITH THE IWMP

STRATEGIC OBJECTIVE	KEY PROJECTS	BUDGET	TIMEFRAME
To ensure the development of the green economy, through recycling, reusing, and reducing initiatives.	<ul style="list-style-type: none"> ● Organic waste storage and processing site for composting. ● Distribution of the organic compost to community gardens. All wards ● Reuse of waste products for arts and other crafts to create job opportunities through enhancing skills and SMMEs ● Urban harvest gardens set-up and community nursery. 	R500 000.0 0	2021-2024

<p>To ensure the extension of waste services to rural areas</p>	<ul style="list-style-type: none"> ● The procurement of skips and development of materials recovery facilities on accessible points for the ease of collection and recycling initiatives in rural areas. (Ward 3, 5,1 and 4) ● To form partnership (PPP) for the establishment and running of buy back centre in Mkhambathini. ● To capacitate informal waste pickers in our communities through trainings, workshops and transporting services for recyclables to buy back centres. 	<p>R200 000.00</p>	<p>2021-2024</p>
<p>To ensure effective, safe and healthy methods of waste storage in all scheduled collection points (farms and informal settlements)</p>	<ul style="list-style-type: none"> ● To procure bulk waste storage receptacles that will minimize the scattering of waste awaiting the collection in the designated spots. ● Procuring appropriate receptacles for the storage of waste to avoid the contamination of water, overall cleanliness, and hygiene in collection points. 	<p>R100 000.00</p>	<p>2021- 2024</p>
<p>To ensure an environmentally sustainable town beautification model</p>	<ul style="list-style-type: none"> ● The removal of alien species and management of shrubs. ● To ensure that the parks and all public spaces are kept clean and well maintained through grass cutting, weed removal on pavement and road edges and street sweeping. ● The maintenance of vacant properties and property owners are held accountable for the upkeep of the properties. 	<p>R50 000.00</p>	<p>2021-2024</p>

3.5.2. TRANSPORT INFRASTRUCTURE

TRANSPORTATION INFRASTRUCTURE NETWORK

The Municipality currently has a draft Comprehensive Integrated Transport Plan which is the process of being reviewed by council for future projections. This plan is still a working document that will be prioritized by the municipality. This plan will look into providing the communities with access to better socio-economic opportunities in order to effectively understand and have improved transport planning.

The municipality must develop a Comprehensive Local Integrated Transport Plan which will seek assistance from DOT and the district municipality in formalizing the final plan in line with the National Land Transport Transition Act, No. 22 of 2000 as amended. It is a requirement that every Local Municipality prepares a set of transport plans, and such plans need to be updated and give guidance to the contemporary transport operating environment, however with better coordination between the various spheres of government and with the assistance from the Department of Transport.

ROAD NETWORK

The primary transport route within the municipality is the N3 Route that traverses Mkhambathini and links Durban to the east with Pietermaritzburg and ultimately the Gauteng Highveld to the west and north- west. Mkhambathini enjoys a relatively good level of access at a Provincial and Regional level. This allows for a smooth flow of goods and movement of people in and out of the area. Access to roads shows that most households in the Mkhambathini municipality enjoy access to roads at less than 1km. There are several provincial roads spread relatively evenly throughout the municipal area, improving the relative accessibility of most settlements and households in the municipality. Many households are also serviced through lower order, district or local and roads. The Mkhambathini Municipal Area is accessed via the N3 highway which links into the R103 via the Lynfield Park and the Umlaas Road Interchanges as well as the R106 which links the municipality from Camperdown to eThkwni's South Coast. These district roads then feed into lower order municipal roads and the Traditional Authority areas

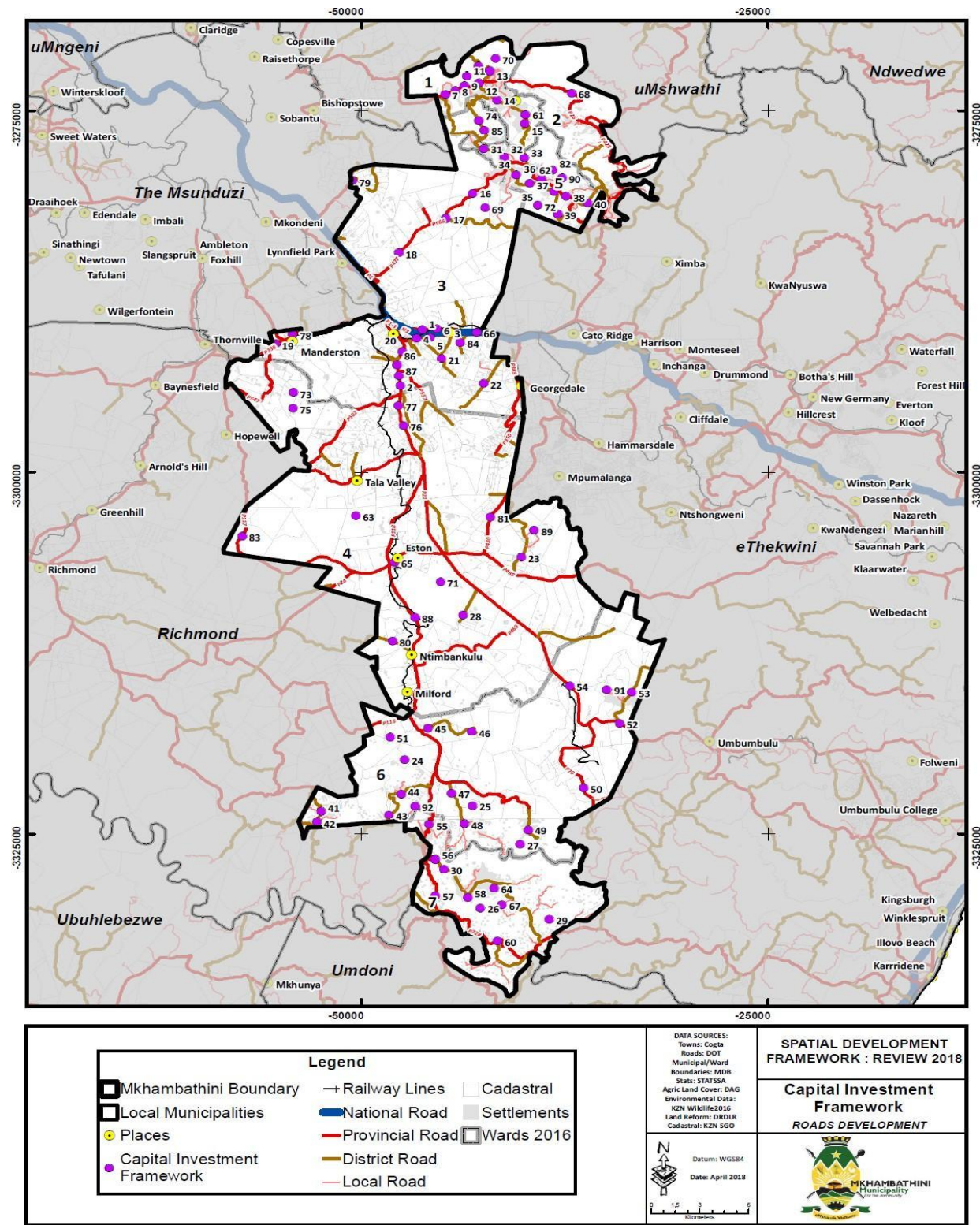


FIGURE 22: MAP INDICATING TRANSPORT/ ROAD NETWORK

INSTITUTIONAL RESPONSIBILITY

OPERATIONAL AND MAINTENANCE PLAN FOR EXISTING ROADS AND PUBLIC TRANSPORT

The following are the roads that will be maintained by the Department of Transport on behalf of the Municipality:

TABLE 39: DEPARTMENT OF TRANSPORT: ROADS PROJECTS

Project Name	PROEJCT NO	2020-21 Budget
Upgrading of various raods (Design stage and supervision)	B22/0150/S	R2 000 000
Maintenance Contract (Richmond Zone)	C227/9521/S	R15 000 000
Regravelling of P115 (5km - 10km = 5km)	C227/1563/S	R2 000 000
Regravelling of D158 (17km - 22.5km = 5km)	C227/1565/S	R1 600 000
Upgrade of N3 from 2 lanes to 3 lanes (N3 Corridor Development)	SANRAL PROJECT	N/A

TABLE 40: MUNICIPAL ROADS MAINTENANCE PLAN

NAME OF THE PROJECT	WARD NAME	ESTIMATED BUDGET
Regravelling of Access roads from various wards	All Ward	R9 000 000.00

ROAD NUMBER	PROJECT NAME	ACTIVITIES	BUDGET ALLOCATION
N/A	3559 Whitecliff uMgeni	New Pedestrian Bridge	R 1 000 000
N/A	3559 Whitecliff uMgeni	Design and Supervision	R 500 000
P21-1 (km15 to km18)	P21-1 (km15 to km18)	Heavy Rehab	R 68 796 000
P21-1 (km15 to km18)	Professional Fees	Heavy Rehab	R 1 938 290
P118 (km0 to km 1.8)	Professional Fees	Reseal	R 162 000

PROVISION OF NEW ROADS AND RELATED FACILITIES

INTEGRATED TRANSPORT PLAN (ITP)

The Municipality currently has a draft comprehensive integrated transport plan in place which is in the process of being reviewed by council, and the municipality is prioritizing the review of this plan as it also

looks into the future development and access to better socio-economic opportunities in order to effectively understand and have improved transport planning. The Draft Integrated Transport Plan is attached as annexure in the IDP.

Below is the map showing the municipality's Road Network that will inform the Transport Plan.

VARIOUS ROADS AND UPGRADES AND PEDESTRIAN BRIDGES PROPOSAL TO DEPT OF TRANSPORT

PURPOSE OF THE PROJECT

The purpose of the proposed construction is to:

- Improve the road's service levels;
- Ensure adequate safety to road users by improving the stability of roads; and
- Create a temporary employment for the local people living in the surrounding area for the duration of the contract.

I. VISION – (IDP – 2022/23)

“By the Year 2030 Mkhambathini will be the KwaZulu Natal mega-hub for industries, tourism and agriculture along the N3 corridor which provides a socially cohesive environment.”

II. PROJECT SCOPE

Location and GPS Coordinates			
	<i>Table 1: Co-ordinate</i>		
	Co-ordinates		
	Nearest Facilities	Start	End
	Along Eston B&B, Ward 4	29°52'06.47''S 30°33'38.75''E	and 29°52'54.78''S and 30°37'13.84''E
	Toyota Test Track Ward 4	29°52'06.47''S 30°33'38.75''E	and 29°49'46.55''S and 30°34'35.61''E
	Ismont Secondary School Ward 6&7	30°00'38.56''S 30°32'35.31''E	and 30°02'45.91''S and 30°35'38.41''E
	Gulube Primary Embo Clinic Ward 6 & 7	30°00'15.32''S 30°31'44.77''E	and 30°04'11.85''S and 30°35'42.06''E
	Maguzu Clinic Mcoseleli Secondary School (Ward 1,2&5)	29°34'30.00''S 30°33'30.80''E	and 29°37'35.29''S and 30°35'20.28''E
	Nkanyezeni Hall Ntekwa Primary (Ward 3 &5)	29°37'47.51''S 30°34'30.68''E	and 29°38'32.64''S and 30°36'34.56''E
Nkanyezeni Primary Ward 1 & 3	29°35'03.75''S 30°33'49.73''E	and 29°37'28.81''S and 30°34'28.05''E	
Maguza Clinic Ward 1 & 3	29°34'45.11''S 30°33'43.31''E	and 29°36'14.73''S and 30°34'09.19''E	

Maqonqo Kingdom Hall Church (Ward 1 & 3)	29°34'58.39"S and 30°32'00.19"E	29°52'06.47"S and 30°33'38.75"E
Thuthuka Supermarket (Ward 5 & 2)	29°38'54.22"S and 30°37'10.06"E	29°38'53.21"S and 30°38'27.91"E
Thuthuka Supermarket Dlamini service station (Ward 2)	29°38'53.55"S and 30°38'28.23"E	29°39'27.73"S and 30°38'13.70"E
Ward2	29°37'42.26"S and 30°39'04.63"E	29°37'33.96"S and 30°40'02.08"E
Mpulule Primary School (Ward 6)	29°58'27.95"S and 30°38'47.46"E	29°56'26.87"S and 30°40'02.01"E
Sansikane to Shangase (L1499)	29°43'36.35"S and 30°31'55.40"E	29°43'35.07"S and 30°31'35.03"E

Brief Project Description	<ul style="list-style-type: none"> ✓ Mkhambathini CBD <p>Access to the sites can be gained from N3. Travelling Southeast on N3. Take exit 57 towards Camperdown, turn right towards R103 (Signs for Camperdown) for 400m, take sharp left onto R103 travel for 1.5km, turn left travel for 230m and the destination will be on the left. The total length of the proposed roads is 100 km including 2 number of pedestrian bridges.</p>
Key Role Players and Responsibilities	<ul style="list-style-type: none"> ✓ The Municipal Technical Department ✓ Prospective Funders ✓ KZN Department of Transport ✓ Provincial & National Treasury ✓ The Community
Ownership and Institutional arrangement of project	<ul style="list-style-type: none"> ✓ The project will be implemented through the Technical Services Department headed by the Technical Director with the PMU Manager and Siwa Consulting Engineers and Project Managers.
Beneficiaries and role players consulted in the conceptualisation of the project	<ul style="list-style-type: none"> ✓ The beneficiaries will be the Business community of the Municipality, surrounding local residents within the municipality, prospective investors to the municipality, local and international tourists and other surrounding municipalities. ✓ The community-based plans informed the IDP. ✓ Local small traders.
Objectives of project	<ul style="list-style-type: none"> ✓ Rehabilitation of District and Local Road infrastructure; ✓ Attracting potential investors; ✓ Minimisation of infrastructural backlogs; ✓ Minimisation of road accidents and loss of life; ✓ Minimisation of over-flooding; ✓ Reducing the maintenance and operational cost of road curing;
Anticipated benefits of project in line with PSEDS	<ul style="list-style-type: none"> ✓ Creation of jobs through the Public Works Programme & CWP; ✓ On-the-job training to enhance skills development to the community partaking in the construction process; ✓ Creation of employment through LED initiatives aided by the trading infrastructure.
Number and analysis of beneficiaries	<ul style="list-style-type: none"> ✓ There will be direct and indirect beneficiaries who will be recruited and skilled through the project; ✓ The municipality will directly benefit from the investment; ✓ The local residents; ✓ The tourists; ✓ Business investors; ✓ A minimum of 9196 individuals will benefit.

Current situation	<ul style="list-style-type: none"> ✓ The roads are gravel roads in a very bad state; ✓ Upgrading of gravel roads to asphalt roads; ✓ Construction of two pedestrian bridges;
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III. BENEFITS OF THE UPGRADING AND CONSTRUCTION OF ROADS / PEDESTRAIN BRIDGES & STORM WATER SYSTEMS

1. Increased competitiveness of the municipality;
2. Increased investor confidence, in tourism, agriculture, tourism and manufacturing sectors;
3. Increased access to public and community facilities;
4. Increased linkage between economic and social areas;
5. Increased value of property;
6. Increased revenue generating activities for municipality;
7. Increased regional and national linkages;
8. Reduced tension between community and government.

IV. STRATEGIC GOALS

The following long-term goals are;

- ✓ To ensure that the roads are upgraded and or constructed in a manner that they address the needs of the community and investors;
- ✓ Ensuring that the needs of pedestrians, through construction of pedestrian bridges are fulfilled.
- ✓ Reducing the risks of flooding through the strategic development and implementation of storm water drainage systems
- ✓ Increase the access to public / social facilities;

Mkhambathini Local Municipality is located along the south-eastern boundary of uMgungundlovu District Municipality. It covers an area of approximately 917km² and is the second smallest municipality within uMgungundlovu District Municipality.

Mkhambathini Municipality is characterised by its large sugar cane fields, the grain pit in the town centre, its great history of King Shaka Zulu who founded the city in 1820 and was buried within the city as his grave is recognized on an international level as a heritage site. These attributes have therefore contributed to the nature and character of the whole municipality.

1.1.1 DEMOGRAPHIC PROFILE

Mkhambathini Municipality is located within uMgungundlovu which is one of the fastest growing districts in the province in both demographic and economic terms. Below is a comparison of population Distribution per Local Municipality. The population is spread unevenly among the seven local municipalities with the majority being in the Msunduzi Municipality.

Population Distribution by the Municipality

Camperdown	Population
All Wards	57 075

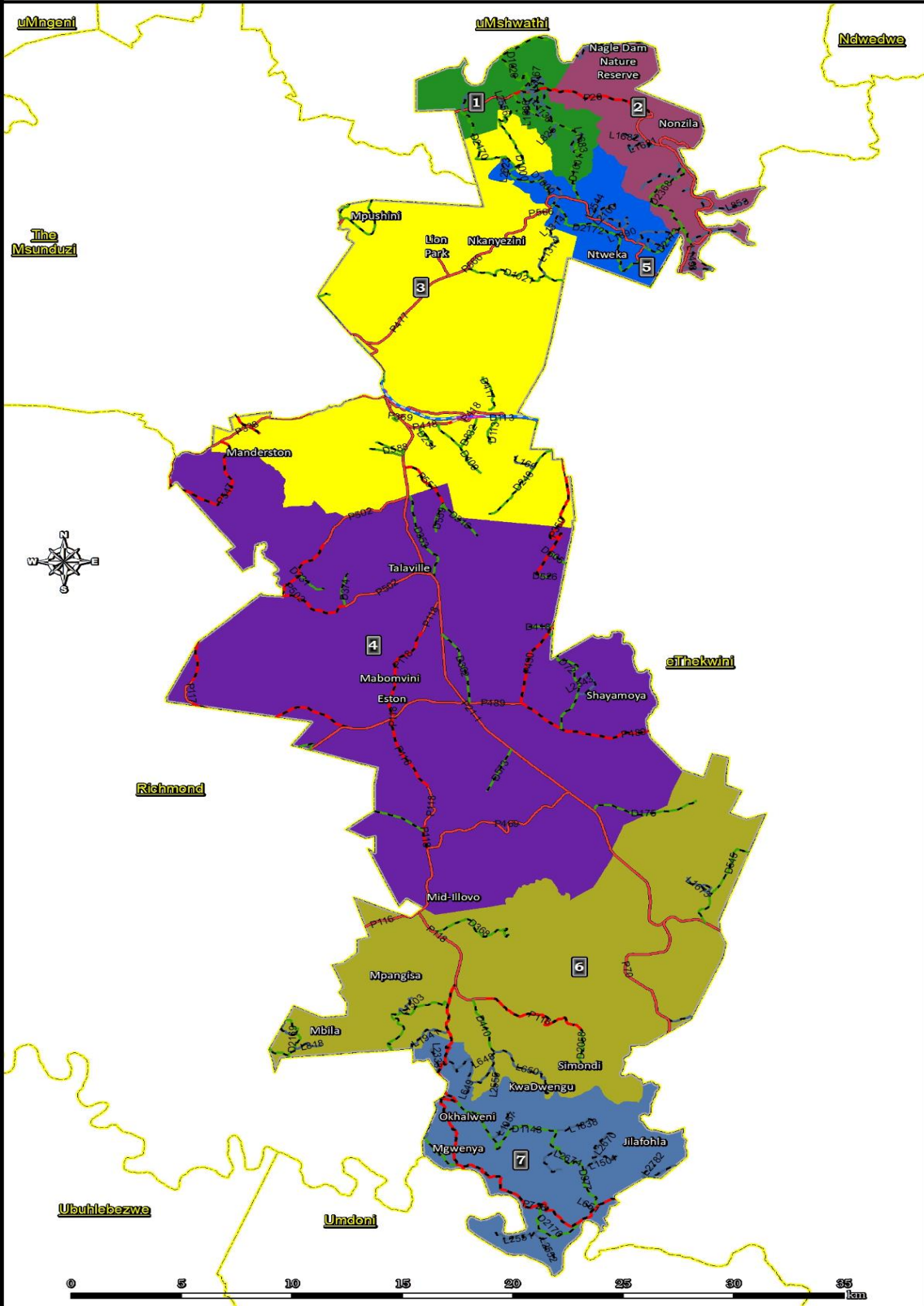
1.1.2 SWOT ANALYSIS OF MKHAMBATHINI IMPACTING ON SERVICE DELIVERY

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Electricity supply has been reasonable extended to the rural areas i.e. tribal council areas. ✓ The location of the municipality near Oribi Airport in Pietermaritzburg, King Shaka International Airport and Dube Trade Port is an advantage for investment and trading opportunities within the area. A very small housing backlog exists within the urban area. 	<ul style="list-style-type: none"> ✓ Lack of bulk water infrastructure to support development within some parts of the municipality. Most of the roads (69%) within the Municipality are gravel which limits the development prospects in some areas. There is no stormwater master plan resulting in adhoc project implementation. ✓ There is general lack of public transport facilities in the Mkhambathini Municipality, the few existing alternatives are informal and require serious upgrading. ✓ There is a huge housing backlog in rural areas.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Plans to construct a new Waste Water Treatment Works with a 2Ml capacity within Camperdown will unlock development opportunities. 	<ul style="list-style-type: none"> ✓ Failure to implement the National Environmental Management Waste Act No. 59 of 2008 (extending waste

<p>✓ The National government's massive investment in rail infrastructure may result in the revamp of the railway line connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini.</p>	<p>management to tribal council areas) due to unaffordability of this service.</p> <p>✓ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards, resulting in community uproar.</p>
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Mkhambathini Declared Roads (DOT)

Coordinate System: UTM 31Q, North African
 Projection: Transverse Mercator
 Datum: Transverse, Central Meridian 31



- Legend**
- Mkhambathini Municipal Boundary
 - Neighbouring Municipality
- Mkhambathini Wards**
- Ward 1
 - Ward 2
 - Ward 3
 - Ward 4
 - Ward 5
 - Ward 6
 - Ward 7



MKHAMBATHINI Municipality

2018-02-28 BHM
 Date Produced by
 uMnguni@dot.gov.za GIS
 Tel: +27 (0)33 897 6700/58796

- Declared Roads**
- National Road, Blacktop
 - National Road, Concrete
 - Provincial Main Road, Blacktop
 - Provincial Main Road, Concrete
 - Provincial Main Road, Gravel
 - Provincial District Road, Blacktop
 - Provincial District Road, Concrete
 - Provincial District Road, Gravel
 - Provincial Local Road, Blacktop
 - Provincial Local Road, Concrete
 - Provincial Local Road, Gravel
 - Provincial Online Main, Blacktop
 - Provincial Online Main, Gravel
 - Glide, Ramp, Slip Road, Blacktop
 - Glide, Ramp, Slip Road, Concrete
 - Glide, Ramp, Slip Road, Gravel

MKHAMBATHINI RAIL NETWORK

The rail system within the Mkhambathini Municipal Area runs parallel to the N3 and passes the town of Camperdown. The railway system provides services mainly for the transportation of goods between Durban and the Witwatersrand. Transnet is planning to upgrade the line though the time for upgrade is unknown.

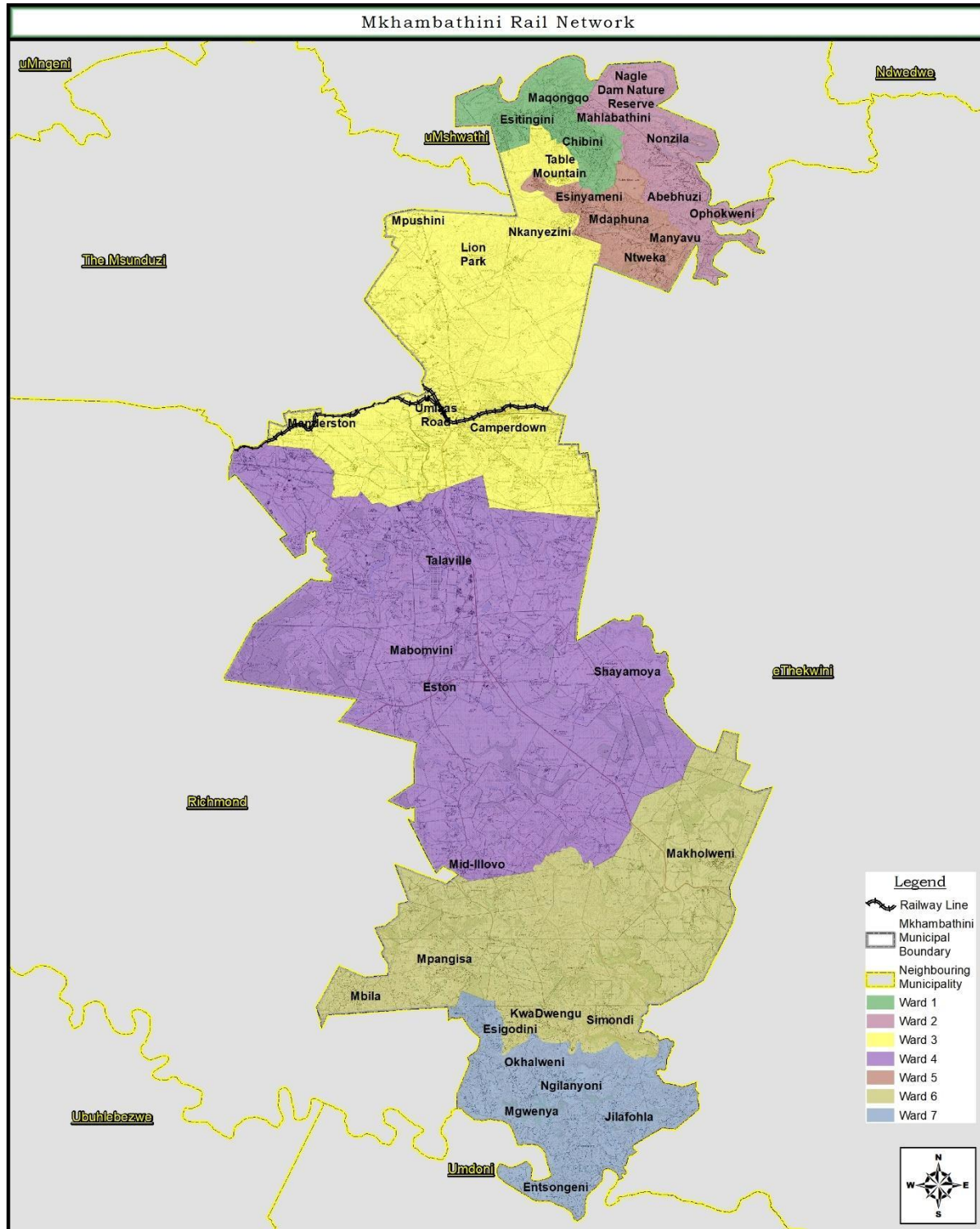


FIGURE 24: MAP SHOWING MKHAMBATHINI RAIL NETWORK

3.5.3. ENERGY

PROVISION OF ENERGY

The Municipality is not the Electricity Provider/Energy Provider; however, it has a responsibility to ensure that the community benefits in the provision of electricity using the grant funding from Department of Minerals and Energy. Furthermore, the Municipality does provide to the indigent in its annual budget which is paid to Eskom who is the provider of electricity within its jurisdiction.

Electricity units which are 20 Amp per /household with 0.8 kVA design ADMD as per our INEP Grant Projects and 60 Amp for Eskom project.

There has been a substantial improvement in the percentages of households that use electricity for the following table depicts the results of the conducted 2016 Community Survey which have the total numbers of the various energy sources utilized in Mkhambathini Local Municipality (See Table Below):

TABLE 43: ENERGY/ FUEL FOR LIGHTING, HEATING AND COOKING

Energy / Fuel	Census 1996	Census 2001	Census 2011	Census 2016
Lighting	2578	5329	9758	13 872
Heating	1484	2553	6441	12 607
Cooking	1734	3021	7767	12 693

(Energy Sources: Census 2011)

TABLE 44: HOUSEHOLDS ACCESS TO ELECTRICITY

INDICATOR	SUB-INDICATOR	KZN226
Households access to electricity	In-house conventional meter	1344
	In-house prepaid meter	12147
	Connected to other source which household pays for	223
	Connected to other source which household is not paying for	314
	Solar home system	2
	Other	25
	No electricity	1385
	TOTAL	15 460

(SOURCE : COMMUNITY SURVEY 2016)

ENERGY SECTOR PLAN

Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and therefore also plays an important revenue source for local government and the majority of households in the Mkhambathini municipality have electricity for lighting therefore has been a significant increase in households using paraffin whilst there has been a decrease in households using other forms of lighting. Renewable Energy to be regarded as an alternative form of energy for the less advantageous households.

Normally formal structures are supplied with electricity for lighting. The use of candles and paraffin is within areas where there are service backlogs. Rural communities experience electricity backlogs due to tenure rights where land is vested in privately owned land. This makes it difficult for Eskom to supply electricity to these communities if the application for electricity is not made by the landowner.

Eskom is responsible for the Energy Sector Plan. The municipality only receives reports of the implementation, therefore. However, the Municipality has conducted its own survey relating to electricity backlog and an Electricity Master Plan was developed and approved by the council in June 2019.

This Infrastructure Master Plan describes Mkhambathini Local Municipality electrical infrastructure plans, and it is a comprehensive technical report that provides detailed information on the organization's current infrastructure and on its future infrastructure development plans.

The backlog on electricity services is still significant and most households who do not yet have access are generally located in the rural areas of the country. Mkhambathini local municipality has too many households without electricity, hence the Master Plan serves as a clear information item of the backlog.

The households with no electricity are presented on Table 1-below show the households with no electricity. Over 3641 households without electricity in Mkhambathini. Table 1 below presents all wards name and number of households without electricity within Mkhambathini Local Municipality.

TABLE 45: NUMBER OF HOUSEHOLDS CONNECTED PER WARD

Ward	N.o of Connections
1	259
2	516
3	1660
4	274
5	563
6	142
7	227

ELECTRICITY SECTOR PLAN

THE STUDY WAS DONE ON BELOW WARD AREAS.

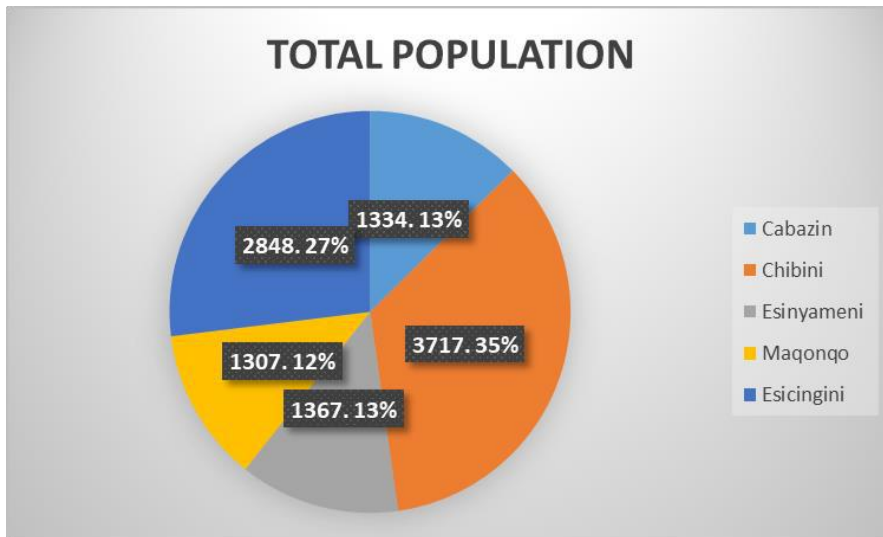


FIGURE 25: GRAPHICAL PRESENTATION FOR WARD 1

TABLE 46: POPULATION BY AREA: WARD 1

Characteristics	Cabazini	Chibini	Esinyameni	Maqonqo	Esicingini
Total population	1334	3717	1367	1307	2848
Population density	1350 persons/km ²	810 persons/km ²	562 persons/km ²	1406 persons/km ²	859 persons/km ²

TABLE 47: POPULATION BY AREA: WARD 2

Characteristics	Abekhuzi	Manzamyama	Nagle	Oqweqweni	Ophokweni
Total Population	2088	328	86	5922	2369
Population Density	263 persons/km ²	399 persons/km ²	5 persons/km ²	278 persons/km ²	539 persons/km ²

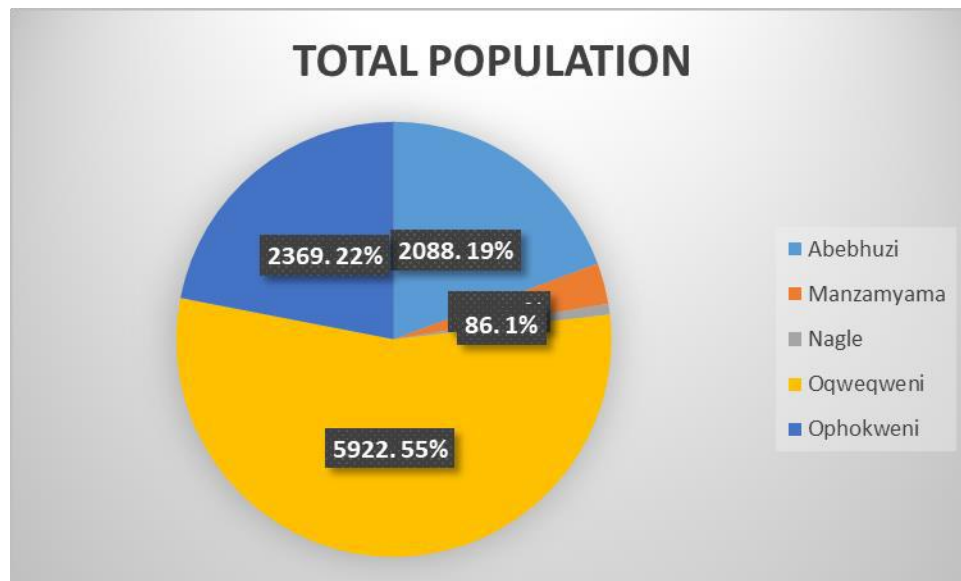


FIGURE 26: GRAPHICAL PRESENTATION FOR WARD 2

TABLE 48: POPULATION BY AREA: WARD 3

Characteristics	Camperdown	Mboyi	Mvuyane	Mbila
Total Population	2101	1274	836	1515
Population Density	339 persons/km ²	326 persons/km ²	577 persons/km ²	167 persons/km ²

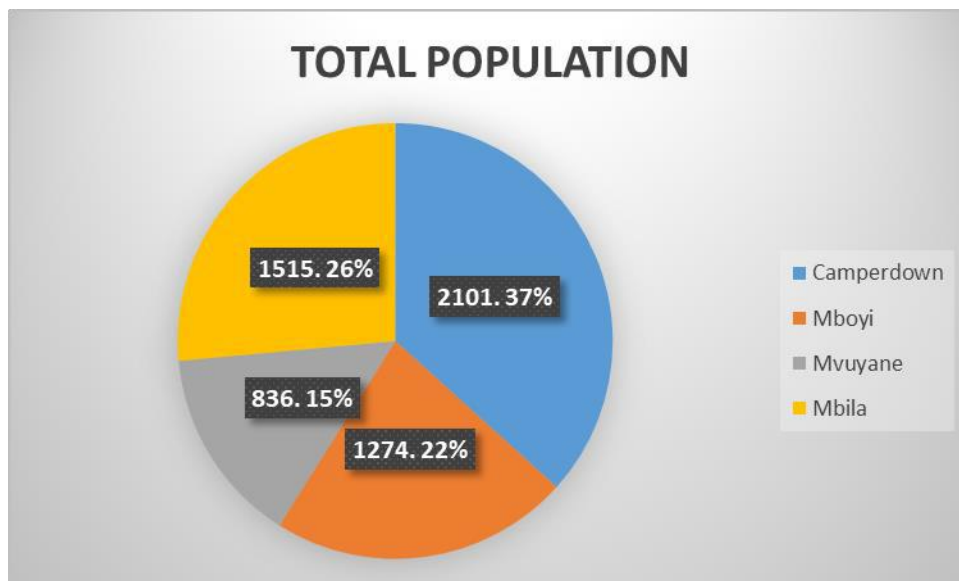


FIGURE 27: GRAPH PRESENTATION FOR WARD 3

TABLE 49: POPULATION BY AREA: WARD 4

Characteristics	Total Population	Population density
Shayamoya	390	42 persons/km ²

TABLE 50: POPULATION BY AREA: WARD 5

Characteristics	Total Population	Population density
Ezinembeni	1965	307 persons/km ²
Mahlabathini	14465	22 persons/km ²

TABLE 51: POPULATION BY AREA: WARD 6

Characteristics	Dwengu	Makholweni	Mahlabathini	Mpangisa	Simondi
Total Population	620	2117	259	848	669
Population Density	138 persons/km ²	977 persons/km ²	401 persons/km ²	137 persons/km ²	92.2 persons/km ²

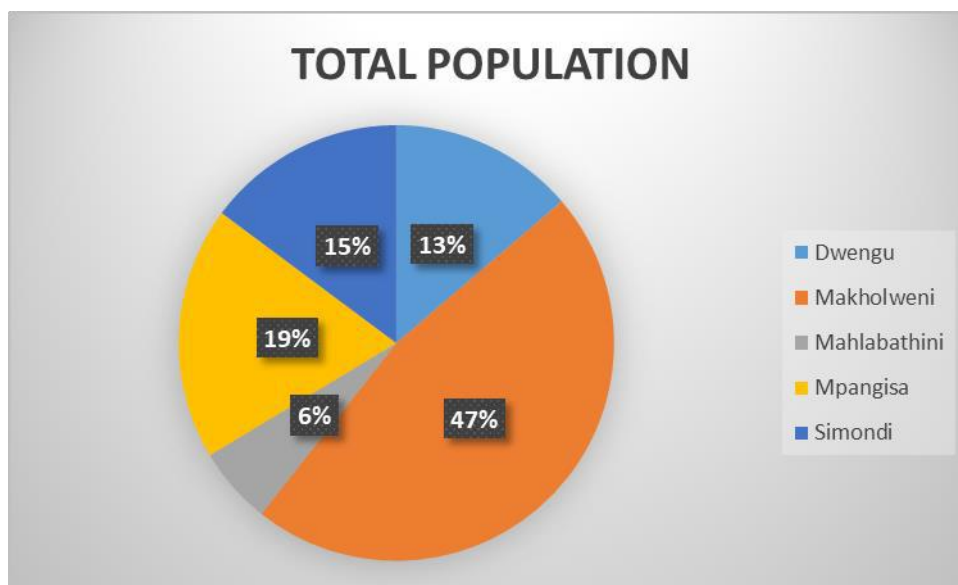


TABLE 52: POPULATION BY AREA: WARD 7

Characteristics	Mgwenya	Gulube	Entshongeni	Ngilanyoni	Okhalweni	Esigodini
Total Population	1239	769	577	660	761	953
Population density	87 persons/km ²	284 persons/km ²	56 persons/km ²	107 persons/km ²	216 persons/km ²	189 persons/km ²

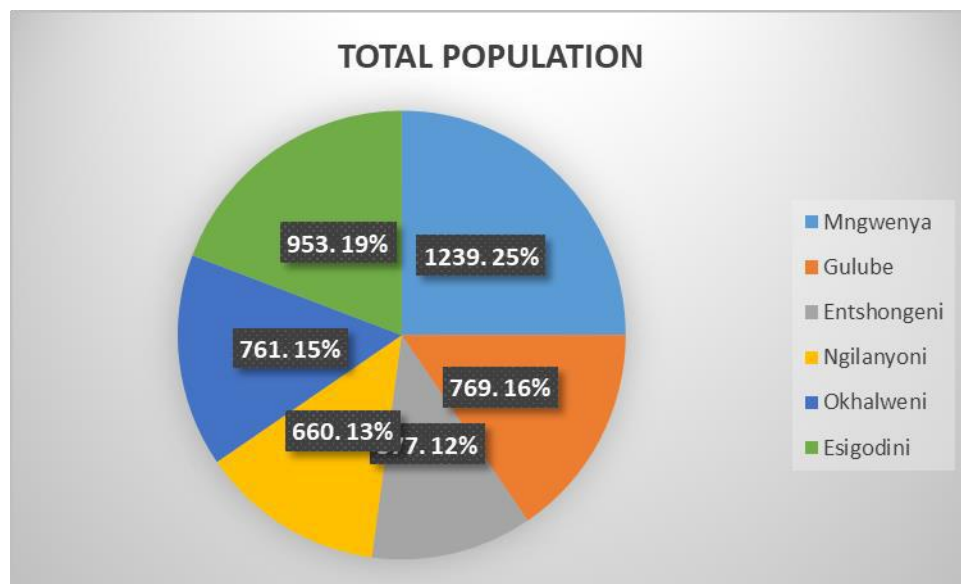


FIGURE 29: GRAPHICAL PRESENTATION FOR WARD 7

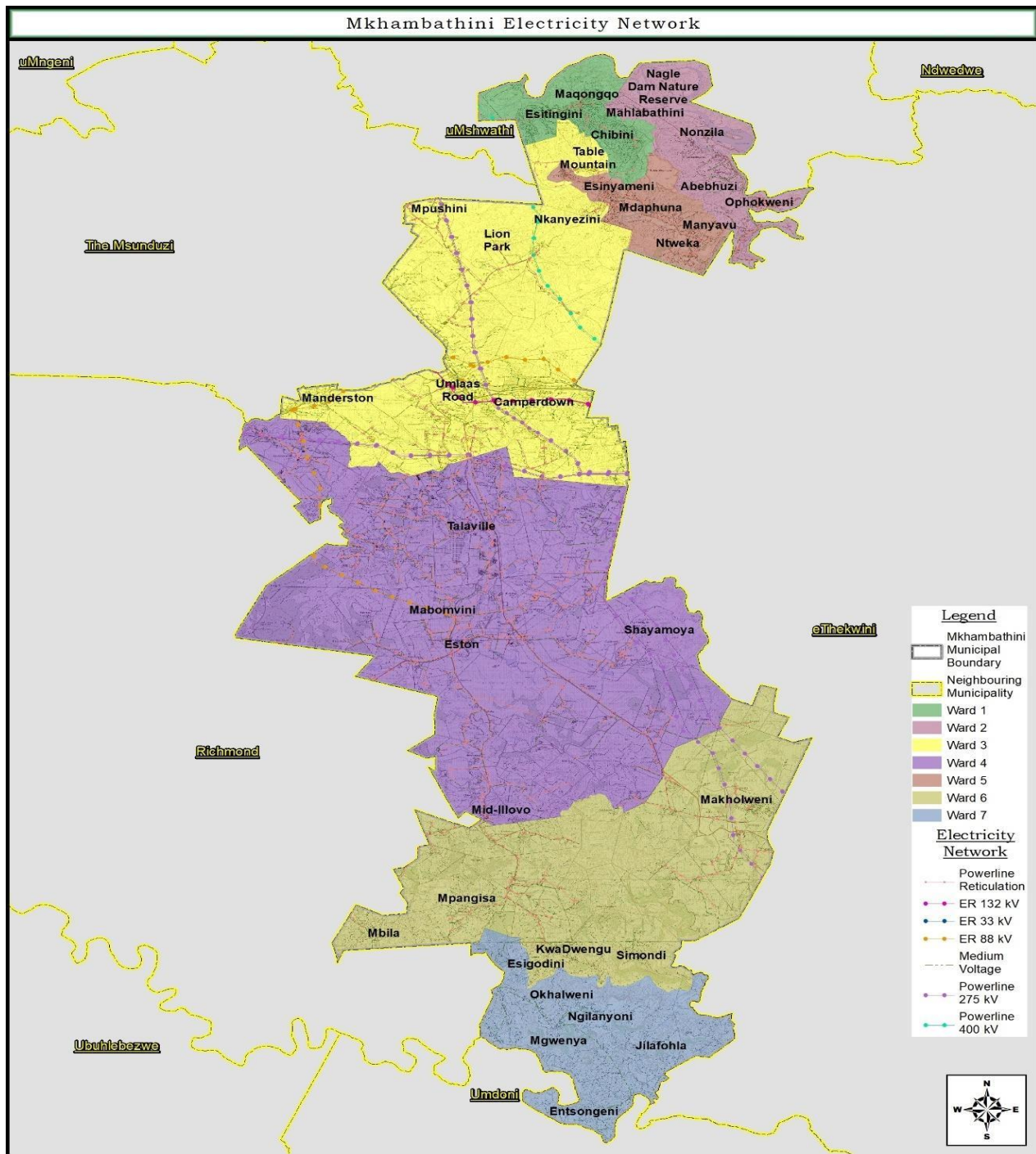


FIGURE :

FIGURE 31: MAP SHOWING ELECTRICITY NETWORK

ESTIMATED BACKLOG

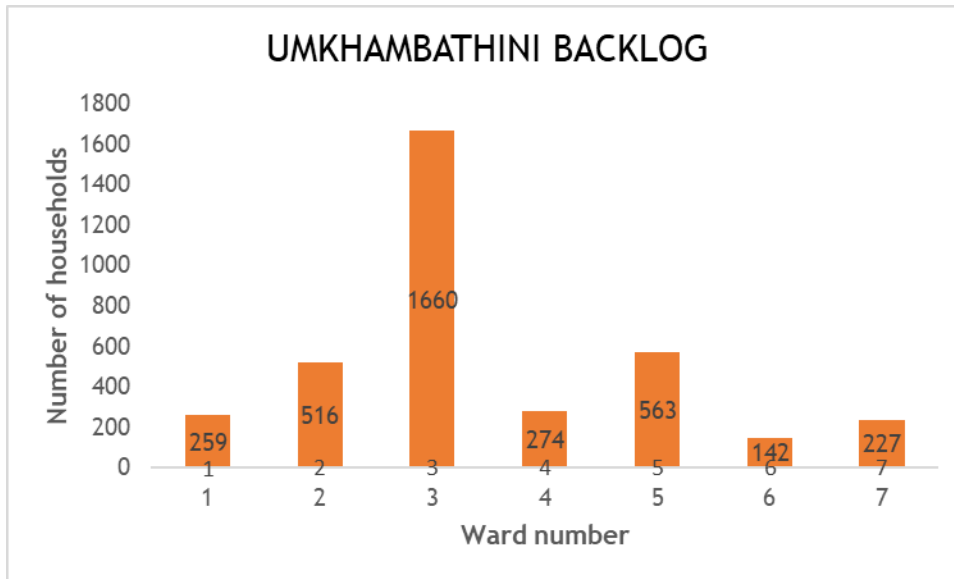


FIGURE 32: ELECTRIFICATION BACKLOGS FOR MKHAMBATHINI

ELECTRIFICATION PROJECTS

TABLE 53: ELECTRIFICATION PROJECTS

Project Name	Project Number	No of Household to be electrified	Progress
Electrification of ward 2	MKH/ELE/WO2	516	Budgeted in 2020/21
Electrification of ward 1	MKH/ELE/WO1	259	No funding, application made from various government institution
Electrification of ward 3	MKH/ELE/WO3	1660	
Electrification of ward 4	MKH/ELE/WO4	274	
Electrification of ward 5	MKH/ELE/WO5	563	
Electrification of ward 7	MKH/ELE/WO7	227	

FIGURE 33: ESTIMATED BACKLOGS (STATS SA CENSUS 2011)

Total Number of Households	No of Households	No of Household not electrified	% Electrified
12 550	7093	5457	57%

The number of households electrified based on completed INEP projects from 2001 to date excludes Eskom and Customer Funded Programme. The total backlog for electricity within Mkhambathini Municipality is 43%.

3.5.4. ACCESS TO COMMUNITY FACILITIES

There are 18 community halls within Mkhambathini Municipality, of which the local community mainly uses these halls. The provision of services such as access to water, electricity and sanitation are limited to just a few of these halls. In addition, it is stated that some of the halls are in a bad state of disrepair. In the strategic planning session, it was then decided that there needs to be a thorough assessment of all the community halls which guide the maintenance and servicing in the next coming five years. Mkhambathini Municipality does not have authorized cemetery sites and crematoria. Currently the communities within the rural areas bury in the homesteads and those that prefer to use cemeteries, including those in the urban areas use the sites in the neighboring municipalities (mainly Mophela and Catoridge in Ethekeeni, Msunduzi and Mshwathi). Council has approved and adopted a Community Facilities Policy 31 March 2018

TABLE 54: ACCESS TO COMMUNITY FACILITIES

WAR D	FACILITY	COMMUNITY	STATUS AND CONDITION
1	Maqongqo Sports field	Maqongqo	Upgrade required
2	Mphayeni Sports field	Mphaya	No Netball Court & Tap
2	Ophokweni Sports field	Ophokweni	No Netball Court & Tap
2	Stadeni Sports field	Esidadeni	Maintenance required
3	Mahlabathini Sports field	Nkanyezini	Upgrade required
3	Masangweni Sports field	Masangweni	Upgrade required
3	Camperdown Sports field	Camperdown	Maintenance required
4	Mahleka Sports Field	Njobokazi	Maintenance Required
4	Dukes Sports Field	Estone	Maintenance Required
5	Ngangezwe Sports field	Ngangezwe	No Netball Court & Tap
5	Mbungwini Sports field	Mbungwini	No Netball Court & Tap
5	Banqobile Sports field	Banqobile	Upgrade required
6	Makholweni Sports field	Makholweni	Maintenance required
6	Ismont Sports field	Ismont	Maintenance required
7	Nsongeni Sports field	Nsongeni	Upgrade required

There is no standard prescribed in terms of population catchment for sports facilities but a 15 minutes' drive by Public Transport facilities is recommended. Mkhambathini does not appear to be encountering backlogs in terms of the adequacy of these facilities but the challenge is maintaining these to keep them in a proper condition.

TABLE 55: STATUS OF COMMUNITY HALLS

WARD	NAME OF THE HALL	CONDITION	STATUS
Ward 1	Gcina Hall	Maintenance Required	None
	Stingini Hall	Maintenance Required	Maintained in 2017/18 Year
	Maqongqo hall	Maintenance Required	Maintained in 2017/18 Year
	Qalakahle Community Hall	Maintenance Required	Maintained 2018/2019
Ward 2	Abekhuzi hall	Maintenance Required	Maintained in 2017/18 Year
	Ophokweni hall	Maintenance Required	None
	Ngangezwe hall	Maintenance Required	Maintained in 2017/18 Year
	Hlukana Hall	New	None
Ward 3	Nkanyezini Hall	Maintenance Required	Maintained 2019/2020
	Camperdown Town Hall	New	Renovations 2021/2022 Year
Ward 4	Njobokazi Hall	Maintenance Required	Maintained in 2017/18 Year
	Kwaponi Hall	Ground Works Required	None
	Dukes Hall	New	None
Ward 5	Mqampompweni hall	Maintenance Required	None
	Nkosi Mdluli Hall	New	None
	Ogagwini hall	Maintenance Required	None
Ward 6	Ismont hall	Maintenance Required	Maintained 2019/2020
	KwaDwengu Hall	New	None
	Charles Mkhize hall	Maintenance Required	None
	Mpangisa Hall	New	None
Ward 7	Mpekula	Maintenance Required	None
	Esgodini Hall	Maintenance Required	None

This is highly unlikely, as Mkhambathini is well established, and with the amount of schools, several multipurpose facilities must have been constructed to be utilised by the community and the schools. The data indicating the number and location of community halls should be confirmed and the Municipality is in a process to map all these facilities. Mkhambathini makes provision of Early Childhood Development Centers within the municipal area as well as the Department of Social Development makes provision of ECD, Youth Centers within the municipal area.

3.5.5. COMPLETED PROJECTS 2019/2020 - 2021/2022

TABLE 56: PROJECTS COMPLETED IN 2019/2020 AND 2021/2022

PROJECT NAME	AREA	STATUS
Njobokazi Creche	Ward 4	Completed
Gulube Creche	Ward 7	Completed
Abebhuzi Creche	Ward 2	Completed
KwaDwengu Community Hall	Ward 5	Completed
Camperdown Town Hall	Ward 3	Completed
Nobhala Access Road	Ward 3	Completed
Inkosi Mdluli Community Hall	Ward 5	Completed
Mdala Access Road	Ward 4	Completed
Mkhishwa Access Road	Ward 6	Completed
Ezinembeni Creche	Ward 1	Completed
Manzamnyama Community Hall	Ward 2	Completed
Okhalweni Creche	Ward 7	Completed

3.5.6. HUMAN SETTLEMENT

The Municipality has approached the Department of Human Settlements for assistance with reviewing our housing sector plan which is outdated. We wrote a letter in June 2020 seeking for assistance with the HSP but unfortunately, we have not received any response from the Department of Human settlements and the plan is in the process of being reviewed to intensify the alignment of KZN Human Settlements Master Spatial Plan, which aim to address the housing development within the municipality. This implies that future housing delivery and development that takes place within Mkhambathini should be incorporated with the master spatial plan which will look into supporting the process and guide spatial planning for local the municipality, based on the Master Spatial Plan Concept document the municipality's housing sector plan be In accordance with the spatial principles which look into the following:

- **Justice:** The human right to access and use land recognises that people must have access to land for the purpose of their livelihood.
- **Sustainability:** The core principle of sustainability emphasises environmental and social responsibility, integration and affordability.
- **Resilience:** A Resilient City is one that has developed capacities to help absorb future shocks and stresses to its social, economic, and technical systems and infrastructures so as to still be able to maintain essentially the same functions, structures, systems, and identity"1 and the following design principles are applied: diversity, redundancy, modularity and Independence of System Components, feedback sensitivity capacity for adaptation, environmental responsiveness and integration
- **Quality:** Human settlements on well-located land where suitable locations that are responsive to a localised development context and subject to particular developmental objectives.
- **Efficiency:** Asset management that results in value creation is important for the future vibrancy of land markets.
- **Good administration** Enhanced governance and participation process (SPLUMA, 2013)

Additional to the above spatial principles the alignment of the Municipalities Housing Sector Plan to the KZN Human Settlements MSP should:

- Create a spatial framework to guide investment by all state departments and state-owned companies and specifically the Human Settlements Sector
- Provide guidance to the implementation of all MTSF targets in alignment with a spatial plan and approval of projects
- Support the process and guide spatial planning for the Local Municipality and Provincial authorities.

PRINCIPLES ON SUSTAINABLE HUMAN SETTLEMENTS

Currently, the municipality looks into the notion of sustainable human settlement refers to an integrated approach to housing provision for the residents of Mkhambathini (especially those who are classified within the low-income group). At the concept level, the requirements of sustainable human settlement are precise and unambiguous. In terms of the level in which housing should be provided for the residents within Mkhambathini which these can be briefly summarized as follows:

The focus on the provision of housing should not only be on housing delivery but also on housing development with a greater positive impact for the residents to be able to sustain their livelihood within that locality and within the vicinity of social facilities and economic opportunities to make it easier for the community to commute, in order to obtain services and employment opportunities.

This requirement is intended to address the legacies of the past whereby individuals (especially the less privileged) were subjected to poor living conditions with a serious lack of amenities to sustain their livelihood within those settlements. The provision of housing should be an integrated approach to development using the delivery of shelter as a primary focus but including amongst other things basic service delivery (i.e. potable water, appropriate sanitation and access to electricity), obtaining or upgrading of land tenure rights, ease of access to adjacent communities and economic services, job creation plus skills transfer (i.e. during construction stages) and the outcomes should also build self-esteem in the end users.

Housing delivery and development within Mkhambathini occurs into different forms. The first regards the state funded, low-cost housing in which the Department of Human Settlements serves as the developer. The second pertains to private sector developments targeting mainly the upper income groups. The draft Mkhambathini Spatial Development Framework should be a pillar in terms of informing the realization of sustainable human settlements through the implementation of these housing projects.

RURAL HOUSING DEMAND

Approximately 46% (6269) of the households consist of traditional dwellings. From this, it is evident that the housing backlog is very high in rural council areas. Housing demand is defined as the number of households requiring formal housing. Traditional housing is perceived as an acceptable form of housing and most of the traditional population lives in this form of housing. In the Tribal Areas traditional households usually include the clustering of several thatched roofed huts which lack basic infrastructure. Formal dwellings are houses with solid, usually concrete, top structure that are served with basic infrastructure. Informal dwellings are made from a variety of materials, are not structurally secure and have no basic infrastructure. Large portions of the people in the municipal area reside in traditional houses with formal and informal houses concentrated mainly in urban areas.

URBAN HOUSING DEMAND

According to the 2011 Census data, the Mkhambathini Local Municipality had a

population estimated at 63 142 people. This only accounts for 6% of the district population. The number of households is estimated at 14 964, the majority of these are situated within the traditional authority areas. According to the graph below, the population of Mkhambathini has been inconsistent in terms of growth and decline over the past 17 years. It increased by 16% from 1996 to 2001 but from 2001 to 2007 it declined by 21% and it has since increased by 26% from 2007 to 2011. This implies that there has been a great level of in-and-out migration that has taken place with the area.

Figure 23: Population and Household Increase Graphs (Source: Stats SA - Census 2001/2011)

CURRENT HOUSING PROJECTS

There are 10 projects within the municipality which are at various stages. An amount of R 35 744 000.00 was allocated in the 2014/2015 financial year.

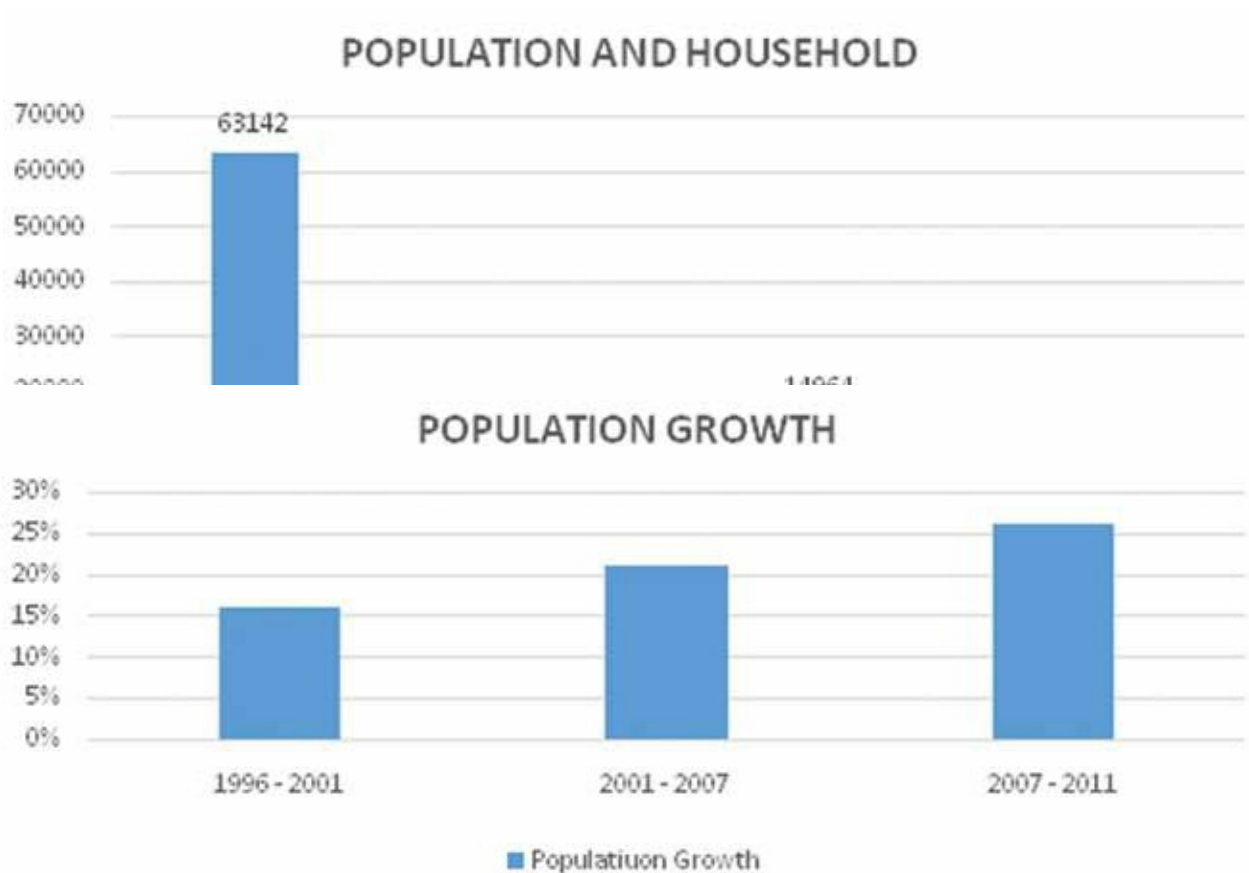


FIGURE 34: POPULATION AND HOUSEHOLDS INCREASE GRAPH

Table 57: Projects Under Implementation Stage

PROJECT NAME	HOUSING UNIT	COMPLETION YEAR	STATUS
Maqongqo Rural housing Project	500	2015-2019	Under construction
Kwa-Mahleka Rural Housing Project	500	2015-2019	Under construction
KwaNjobokazi Rural Housing Project	401	2015-2019	Under construction
Ward 7 Housing Project (Phase 1)	500	2017-2021	Completed
Ward 7 Housing Project (Phase 2)	300	2017-2021	Under construction
OSS 100 Maqogqo	100	2017-2021	Under construction

TABLE 58: PROJECTS AT PLANNING STAGE

PROJECT NAME	HOUSING UNITS	EXPECTED COMPLETION YEAR	STATUS
Stockdale Project	250	2018-2021	detailed environmental study is required
Portjie Slums Clearance Project	500	2018-2021	land issues

TABLE 59: PROJECTS AT INCEPTION STAGE

PROJECT NAME	HOUSING UNITS	STATUS
Rental stock	400	Planning stage
Rural housing Project Ward 2	1000	Planning stage
Rural housing Project Ward 5	1000	Planning stage

TABLE 60: HOUSING PROJECTS BREAKDOWN

PROJECT NAME	WARD	NO OF SUBSIDIES	PROJECT VALUE	MONIES SPENT TO DATE	START DATE	END DATE	HOUSES BUILT TO DATE
KwaMahleka Rural Housing	5	500	R36 742 530	R30 587 428.433	June 2012	June 2019 (EOT Submitted)	359
KwaNjobokazi Rural Housing	4	400	R41 043 191.55	R 16 586 530.81	March 2013	March 2015	127
Maqongqo Rural Housing	1	500	R 39 260 581.55	R 39 247 733.25	May 2007	April 2022	440
Ward 7 Housing Project (Phase 1)	7	500	R 64 147 395.00	R 62 116 684.50	March 2017	January 2021	500
Ward 7 Housing Project (Phase 2)	7	300	R 40 26590.00	R 3 930 990.67	August 2020	April 2022	15
OSS 100 Maqongqo	1	100	R 10 685 051.00	R8 414 784.17	May 2007	June 2021 (EOT Submitted)	87

TABLE 61: POTENTIAL HOUSING PROJECTS

Stockdale:	This project has been recently approved by the Department of Human Settlements for 250 units for the Financial Year.
Portje:	This is a slums clearance project which is planned to have approximately 481 units. However, there is a land issue, the owners challenged the expropriation.
Mkhambathini Ward 7 & 6:	A service provider has been appointed and currently on site for the construction stage. No challenges reported.
Mkhambathini Wards 2 & 5:	These are new projects and the service provider still needs to be appointed. The project is planned for 2021-2024 financial years.

TABLE 62: OTHER POTENTIAL PROJECTS

WARD	NUMBER OF BENEFICIARIES
Mkhambathini Ward 6	200 units
Mkhambathini Ward 3	400 units

Middle income development the land is owned by eThekweni Metro. The municipality is engaging the Metro to transfer the land with an aim of building rental stock.

- **2016 COMMUNITY SURVEY INDICATOR**

TABLE 63: DWELLING TYPE

Year	FORMAL	TRADITIONAL	INFORMAL	OTHER
2011	26040	1347	2723	380
2016	32904	1563	3052	374

Source: (2011 Census and 2016 Community Survey Stats SA)

- **OPERATION SUKUMA SAKHE: HOUSING DELIVERY CASES**

- 32 units have been profiled from various wards. The service provider has been appointed but reluctant to start the construction due to the reasons that the houses are far apart and this might cost more than the allocated funds. Discussions are held with other service provider.
- Beneficiaries assisted under Mbambangalo Project, all houses are completed, 5 beneficiaries already benefiting from the Maqongqo Housing Project.
- The contract for the previously appointed service provider for 32 interventions was terminated in October 2013. A new service provider is being engaged to take over the project. One house got burnt at Maqongqo and will form part of Operation Sukuma Sakhe.
- Three projects have been identified from ward 2, 5 and 6 and the beneficiaries are currently being verified.

- **TOTAL HOUSING DEMAND AND BACKLOG**

The total housing backlog is estimated at 6733 units. These include 6269 dwelling units within the tribal council areas as well as 464 units within the urban areas.

3.5.7. TELECOMMUNICATION INFRASTRUCTURE

Mkhambathini is supplied with the necessary telecommunication infrastructure, such as coverage by cell phone service provider and Telkom. As such, the area is serviced with communications technology which is easily accessible to individuals. Telecommunication infrastructure is still a challenge within the broader Mkhambathini area.

Challenges faced through telecommunication infrastructure

- Challenges range from different networks coverage,
- Internet accessibility as well as availability of other telecommunication services.
- Special reference to the rural wards in Mkhambathini area,
- There is a huge challenge of lack of network coverage for cell phone usage.

As a result, the municipality undertook to conduct a survey in all seven wards to establish the areas that lack network coverage. The survey was conducted between July-October 2017 and the GPS Coordinates were taken from all wards and sent to various network providers [see attached GPS Coordinates from all 7 wards].

TABLE 64: MKHAMBATHINI MUNICIPALITY GPS COORDINATES SURVEY RESULTS

AREA	GPS CO-ORDINATE
▪ Phoswa Farm	S 29 44 139 E 030 31 107
▪ Mavalindlela	S 29 44 897 E 030 30 345
▪ Killarney Isles	S 29 45 282 E 030 30 387
▪ Mandalay Farm	S 29 44 744 E 030 29 457
▪ Atlas Farm	S 29 46 366 E 030 31 491
▪ Mpushini	S 29 41 888 E 030 29 630
▪ Do Vale Farm	S 29 46 226 E 030 30 457
▪ Cosmo School	S 29 46 311 E 030 29 920
▪ Cosmo Farm	S 29 46 218 E 030 29 648
▪ Mandela	S 29 47 227 E 030 32 413
▪ Ja Paul & Sons Farm	S 29 47 073 E 030 30 730
▪ LionPark	S 29 39 942 E 030 31 222
▪ Umlaas Road: Evengrass	S 29 45 282 E 030 30 387
▪ Evengrass	S 29 46 944 E 030 28 518
▪ Lion ParkSites	S 29 38 957 E 030 32 877
▪ Lettie Mkhize Creche	S 29 48 533 E 030 30 314
▪ Vans Manderstone	S 29 44 292 E 030 26 326
▪ Ngomankulu	S 29 47 479 E 030 28 143
▪ Nkanyezini	S 29 38 248 E 030 33 822
▪ Beaumont Farm	S 29 47 929 E 030 27 825
▪ Okhalweni	S 29 40 016 E 030 37 684
▪ Ngangezwe	S 29 39 406 E 030 37 061
▪ Ntweka	S 29 37 916 E 030 34 318
▪ Khalamanzi	S 29 38 579 E 030 36 594

▪ Mbungwini	S 29 38 338 E 030 36 263
▪ Ophokweni	S 29 39 545 E 030 38 194
▪ Manzamnyama	S 29 38 429 E 030 38 924
▪ NagleDam	S 29 37 869 E 030 38 647
▪ Emabomvini	S 29 51 359 E 030 29 884
▪ Mbutho Primary	S 29 51 428 E 030 35 284
▪ Gcina Primary	S 29 35 785 E 030 35 315

AREA	GPS CO-ORDINATE
Redlands Farm	S 29 51 788 E 030 30 023
Eston	S 29 52 059 E 030 31 638
Baniyena Clinic	S 30 07 106 E 030 35 243
Dukes Farm	S 29 52 083 E 030 32 581
Muzi Hall	S 29 51 721 E 030 35 422
Stoney Ridge	S 29 51 937 E 030 29 961
Uminathi School	S 29 51 807 E 030 35 241
Waverly Farm	S 29 52 091 E 030 30 538
Mbutho	S 29 51 853 E 030 35 269
Brendasfontein Store	S 29 51 853 E 030 35 270
Bebhuzi	S 29 36 651 E 030 38 313
Maqongqo	S 29 34 907 E 030 32 266
Eston Primary	S 29 52 378 E 030 29 994
Number 2	S 29 36 004 E 030 37 706
Maguzi Clinic	S 29 34 779 E 030 33 851
Njabulo Clinic	S 29 36 174 E 030 38 032
Villa Maria School	S 29 34 738 E 030 34 200
Number 1	S 29 35 432 E 030 36 964
Njobokazi	S 29 52 578 E 030 34 776
NagleDam	S 29 35 387 E 030 37 669
Nonzila	S 29 34 554 E 030 35 413
WhiteCity	S 29 34 332 E 030 34 407
Desdale	S 29 55 501 E 030 32 639
EMakholweni	S 29 57 606 E 030 38 864
Mid-Illovo	S 29 59 347 E 030 31 910
Emdakeni	S 30 00 098 E 030 31 148
Jabula Store	S 30 00 228 E 030 31 755
Mpangisa	S 30 00 835 E 030 30 934
SDingane	S 30 02 076 E 030 32 753
Kwathomi	S 30 01 948 E 030 01 948
Esgodini	S 30 02 537 E 030 32 823
Gulube Primary	S 30 02 552 E 030 31 473
Dwengu	S 30 02 678 E 030 33 650
DwenguEzansi	S 30 02 797 E 030 34 154
Sgodini Hall	S 30 03 083 E 030 32 115
Gulube2	S 30 03 334 E 030 31 282
Baniyena	S 30 03 747 E 030 31 421
Embo	S 30 04 279 E 030 32 527

AREA	GPS CO-ORDINATE
Othiyeni	S 30 04 387 E 030 33 912
Ngilanyoni	S 30 04 323 E 030 35 242 S 30 04 840 E 030 33 007
Mgwenywa	S 30 05 052 E 030 31 678
Mpekula/Jilafohla	S 30 05 099 E 030 34 679
Mgwenya2	S 30 05 463 E 030 31 744
Endaya	S 30 05 765 E 030 35 368
Ntsongeni	S 30 06 960 E 030 34 629

3.5.8. SERVICE DELIVERY AND INFRASTRUCTURE: SWOT ANALYSIS

TABLE 65: SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ▪ Electricity supply has been reasonable extended to the rural areas i.e. tribal council areas. ▪ The location of the municipality near Oribi Airport in Pietermaritzburg, King Shaka International Airport and Dube Trade Port is an advantage for investment and trading opportunities within the area. A very small housing backlog exists within the urban area. ▪ Availability of Housing Sector plan ▪ Availability of (SDF) Spatial Development Framework Plan ▪ Well defined nodal areas in the municipality ▪ Functional Shared Services Model to support development and spatial planning. ▪ Government Grants ▪ Strong intergovernmental relations 	<ul style="list-style-type: none"> ▪ Lack of bulk water infrastructure to support development with- in some parts of the municipality. Most of the roads (69%) within the Municipality are gravel which limits the development prospects in some areas. There is no storm-water master plan resulting in adhoc project implementation. ▪ There is general lack of public transport facilities in the Mkhambathini Municipality, the few existing alternatives are informal and require serious upgrading. ▪ There is a huge housing backlog in rural areas. ▪ Lack of available land for Housing Development ▪ Slow pace on the implementation of housing projects ▪ Most people will move to urban centers. ▪ Backlogs in the provision of other basic services: <ul style="list-style-type: none"> Access to refuse removal ▪ Lack of Waste Disposal Facilities Land Fill Site ▪ Inadequate capital projects funding
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Plans to construct a new Wastewater Treatment Works with a 2Ml capacity within Camperdown will unlock development opportunities. ▪ The National government's massive investment in rail infrastructure may ▪ result in the revamp of the railway line connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini. 	<ul style="list-style-type: none"> ▪ Failure to implement the National Environmental Management Waste Act No. 59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service. ▪ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards, resulting in community uproar. ▪ Delays in grant approval for housing projects ▪ Climate change ▪ Fleet breakdowns ▪ Natural disasters ▪ Constrained infrastructure (Electricity substations); ▪ Vandalism of municipal assets by the community ▪ Privately owned land/Out of boundary ▪ Illegal dumping and connections ▪ Poor quality of emerging contractors

LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND OF THE PLAN

The Local government Municipal Systems Act (2000) as amended required municipalities to prepare Integrated Development Plans that include economic development aims. Mkhambathini Local Municipality consists of seven (07) wards of which a large part of them is rural in nature and underdeveloped. Several disadvantages have been identified to cause hindrances in the development of municipalities, however those which stand out amongst the most include: The lack of financial Capacity and the lack of effective institutional framework to implement sustainable economic development strategies.

The intention is that the LED Strategy is to undergo a thorough review to address the needs of the Municipality and to deal with the priority issues in alignment with the Municipal IDP. The LED Plan should include a matrix to assist with the selection and prioritisation of projects within the various sectors to enable strategic and focussed decision making; a communication strategy to ensure a system of coordinated decision making; and a list of three projects or investment opportunities to undergo a fully-fledged feasibility studies and possible implementation in the next financial year, together with a list of potential private investors for each opportunity.

1.2. PURPOSE OF THE PLAN

The local economic development (LED) plan is a sector plan that forms part of the municipal IDP and aims to help local government and their partners address the challenges facing the local economy. In other words, the LED plan aims to build up the economic capacity of a local area to improve its economic future and the quality of life for all its residents. The LED plan is a strategic yet meaningful guideline to the local municipality in terms of where it should focus its economic development initiatives.

The objective of the LED plan is to provide a strategic framework to integrate and coordinate activities and decisions made by public and private development

partners within the local municipality. It aims to clarify the roles, functions, and responsibilities of the various role players in promoting and creating economic development, as well as the procedures to be followed. It also aims to get the necessary buy-in from local partners into the importance of local economic development.

1.2.1 OBJECTIVES OF THE PLAN

The main objective of the project is to review recent socio-economic and demographic trends within the municipality which will address the development challenges currently affecting the economy while concurrently focusing on the comparative advantage sectors such as tourism, agriculture, manufacturing, the service sector and the SMME sector (including micro and informal enterprises). The objective of the plan also aims to observe the lessons learnt from the led Strategy that was outsourced by the municipality in 2018 and made minor changes in the implementation plan in 2021. The following are the objectives which emanate directly from the terms of reference:

- A co-ordinated economic development approach that ensures that the municipality retains a systematic competitive advantage.
- An optimisation of the LED resources within the municipality to retain and attract investment.
- A single differentiated LED strategy that reflects the unique nature of Mkhambathini Municipality and its constituent wards.
- The above intentions and their subsequent execution should ensure that a solid ground is prepared for the development of the industrial and SMME strategies which aspects are congruent with the national government's priorities in terms of development objectives

Project prioritization will need the political buy in, traditional authority, formal, informal businesses as well as private sector to ensure proper implementation and focus is in the economic development.

1.3 PROJECT PROCESS FLOW

The process followed for the development of the plan is elaborated below.

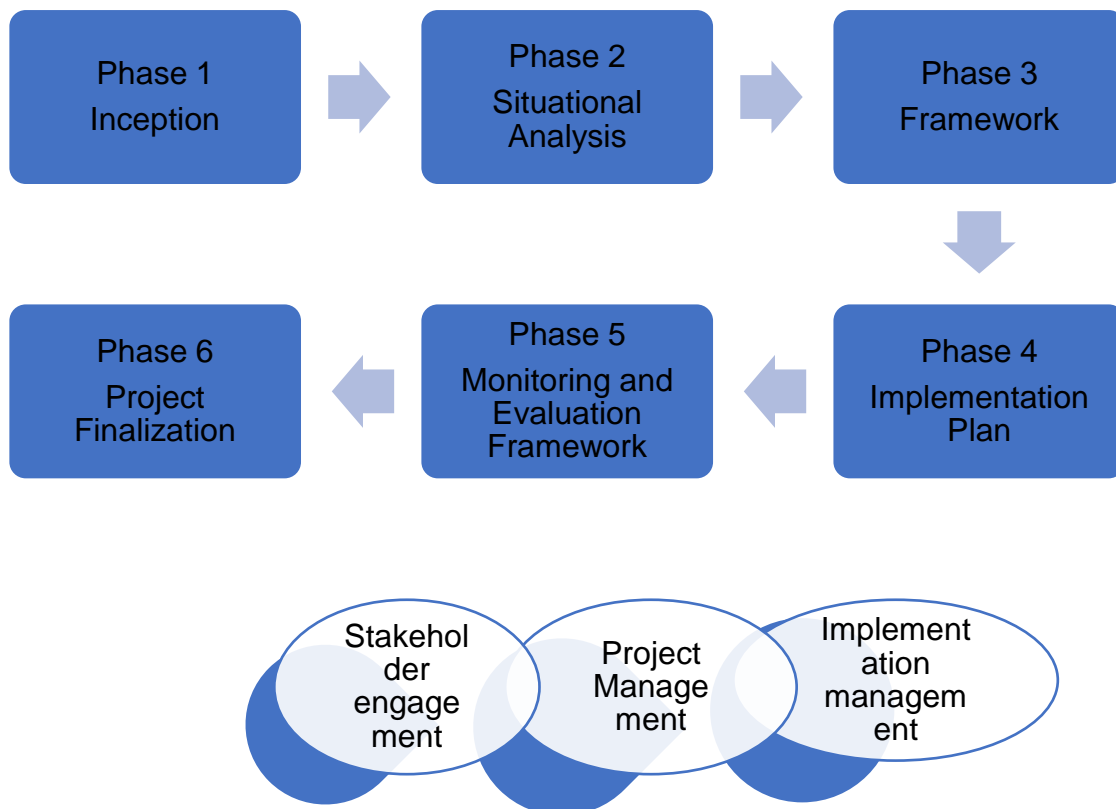


Figure 1: Process Flow of the project

The figure above illustrates 5 phases that the plan includes (phase 1,2,3,4 and 5). The figure also states clear that there were consultation engagements to get the inputs of the economic sectors and the inputs from the traditional councils that falls within the Mkhambathini jurisdiction.

1.4 INSTITUTIONAL ARRANGEMENT

The LED Strategy has been developed in consultation with the LED stakeholders as illustrated below.

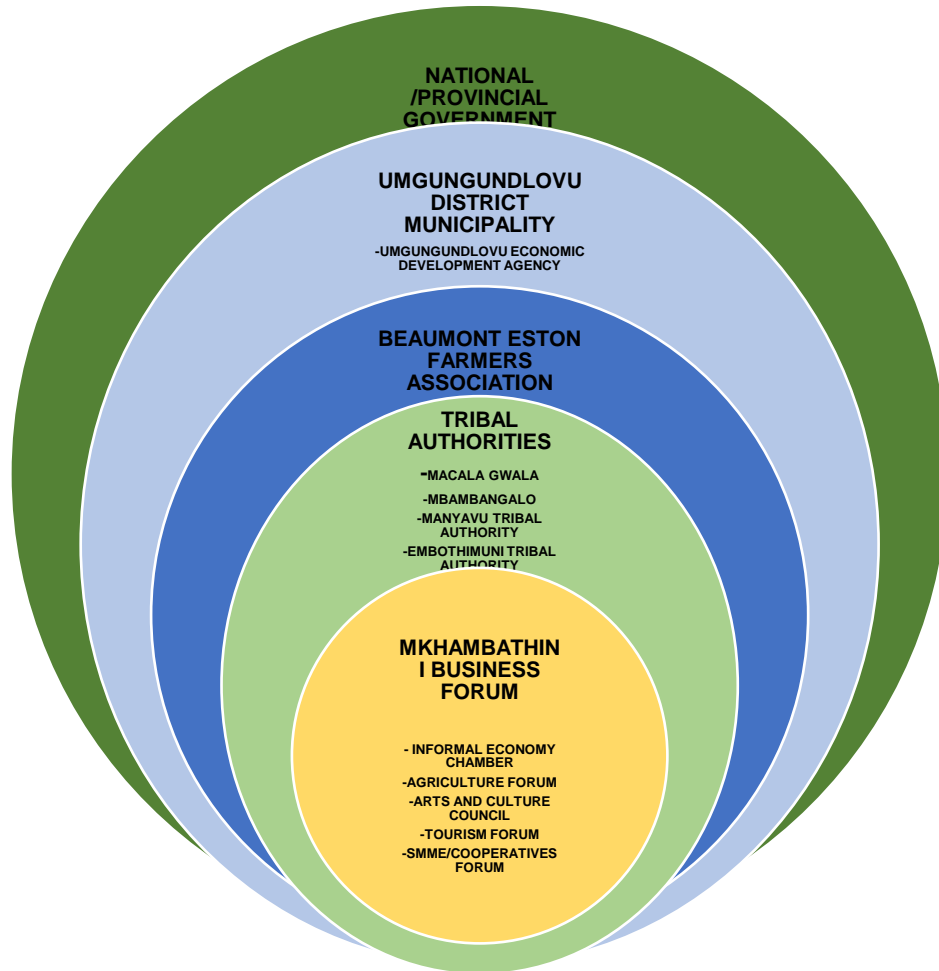


Figure 2: LED Stakeholders

Mkhambathini Municipality has conducted consultations to all economic sectors as below:

Sector	Date of meeting	Venue	Time
Informal Economy Chamber	10 February 2022	Council Chamber	10h00
Arts and culture council	10 February 2022	Council chamber	12h00
Tourism	09 February 2022	Council chamber	11h00
SMME/ Cooperative's business forum	09 February 2022	Council chamber	11h00
Agriculture	07 February 2022	Council Chamber	10h00
Macala Gwala Tribal Authority	18 February 2022	Camperdown Town Hall	10h00
Mbambangalo Tribal Authority	17 February 2022	Mbambangalo Tribal Court	10h00

Table 1: Consultation table

CHAPTER 2: POLICY ENVIRONMENT

2.1 REVIEW OF NATIONAL POLICIES, STRATEGIC AND FRAMEWORK DOCUMENTS

As part of the LED Strategy Review, it is necessary to understand the legislative framework as well as policy directives that have implications on the Local Municipality. The Policy Section will provide a glimpse of the National, Provincial, district and Local Policies to ensure that there is alignment of its local economic development plan to government priorities. The strategy will respond to priorities, coordination, and alignment of the current strategic policies. The Mkhambathini LED strategy summarises the key policies, listed below:

2.1.1 THE CONSTITUTION

The Constitution of the Republic of South Africa in particular section 152 (c) clearly states that the objective of local government is to promote the social and economic development of the communities. Municipalities therefore are bound by the South African Constitution to develop strategies and programmes to promote economic growth and development.

2.1.2 NATIONAL DEVELOPMENT PLAN VISION 2030

The National Development Plan is the overarching master plan which seeks to eliminate poverty and reduce inequality by the year 2030. At the core of this plan is the strong focus on the access people have towards education, skills development, decent accommodation, nutrition, safe communities, and social security, transport, and job opportunities. The National Development Plan indicates that to respond to economic opportunities and challenges, the economy would need to be expanded to absorb labour and improve the overall ability of South African people and institutions.

When dissolving the National Development Plan with economic challenges and opportunities in Mkhambathini Municipality, you find that there is extensive information provided due its location, land availability as well as current, future and potential economic activities within the area.

The NDP has significantly emphasised the importance of expanding the logistics infrastructure in the country. A growing number of major companies in both the

manufacturing and logistics sectors have started locating in Mkhambathini Municipality providing opportunities to tap into the Durban-Gauteng freight corridor and expansion of the port infrastructure. The proposed dry port in Cato Ridge further promotes the expansion of public transport infrastructure which will impact directly on spatial development within the major town within the municipality.

Mkhambathini municipality is predominantly rural and shaped largely by the Apartheid policies which segregated people from economic opportunities. The National Development Plan strongly emphasis Rural Development in conjunction with agricultural development. The agricultural sector has experienced several challenges, such as the drought. Furthermore, the redistribution of land to people who don't have sufficient skills to maintain the agricultural activities is also taking a large toll in the decline of agricultural activities. The Municipality should ensure that the indigenous people as well as those who acquire land through redistribution have the required skills to maintain agricultural production within the area.

2.1.3 NATIONAL LED FRAMEWORK

The developed National Framework for Local Economic Development in South Africa provides a detailed understanding of Local Economic Development as a holistic system comprising of several interdependent pillars. The 2014-2019 National Framework for Local Economic Development (LED) is intended as a strategic coordination, planning and implementation guide that provides and enhances a commonly shared understanding of LED in South Africa. The National Framework presents the following six pillars for sustainable Local Economic Development:

- Building a diverse and Innovation-driven Local Economies
- Developing Learning and Skilful Local Economies
- Developing Inclusive Economies
- Enterprise Development and Support
- Economic Governance and Infrastructure
- Strengthen Local Innovation Systems

2.2 PROVINCIAL POLICIES

2.2.1 THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The PGDS provides greater detail of the issues indicated in the National Development Plan because their alignment is highly crucial in informing the IDP and sector plans which are specific to the municipal level. The following is a list of the PGDP goals which highlight the role and direction of the economic sector within Mkhambathini Municipality.

Related to job creation

- Enhancing agricultural value-adding and marketing
- SMME access to appropriately located facilities

Human and Community Development

- Ensuring equitable access to health and special facilities
- Ensuring equitable access to health and special facilities
- Developing infrastructure for local markets
- Supporting the informal economy
- 100ha Programme by Traditional Councils
- Densification of settlement patterns
- Developing a provincial strategy and plan to address housing Gap Market

Strategic Infrastructure

- Planning and developing an inland multi-modal logistics hub
- Implementing plans for the Dig-Out Port (relevant as it will increase the focus on the N3 corridor)
- Improving the Durban Passenger Terminal (relevant because of the strong tourism focus on Midlands and beyond)
- Co-ordinating Provincial Input to PICC SIP 2 Plan
- Establishing a dedicated freight link: Durban Port to Inland Hub
- Extending rural road access and maintain secondary roads
- Expanding and maintaining core rail freight network and the branch Lines
- Expanding community access to broadband services

Spatial Equity

- Focusing on spatial transformation of settlement
- Wall-to-wall spatial planning for municipalities

2.2.2 KZN INVESTMENT STRATEGY

The KZN Investment Strategy was developed as a tool to 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 to stimulate job creation and income generation. 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.
- Channeling resources to where they have the greatest impact (i.e.: foreign countries, geographic areas, economic sectors).
- Ensuring that competitive advantages are utilized to the fullest and building on these, Alignment and integration with national, provincial, and local policies, strategies, and programmes.
- Maximization of job creation and retention through business retention and

expansion.

- Gaining optimal benefit from incentives such as DTI sector-based incentives and service and utility incentives.
- Public sector investment into infrastructure to lead the private sector (including rural and small towns).

2.2.3 KZN SMALL ENTERPRISE DEVELOPMENT STRATEGY

The purpose of the Small Enterprise Development Strategy is to formulate a provincial wide framework that will assist in coordinating, orientating, and guiding all small enterprise development programmes and related activities in the province of KwaZulu-Natal. Through this strategy, all stakeholders will be able to align their programmes and actions and therefore support and add value to the development of emerging small enterprises. The key objective of the strategy is the implementation of a comprehensive and integrated programme for the development and growth of small enterprises in the province. This will be achieved by:

- Developing entrepreneurship skills.
- Facilitating easy access to local and international markets.
- Facilitating access to finance.
- Providing relevant and effective training to small enterprise operators; and
- Facilitating a mentoring and incubation programme for all small enterprises in KZN.

2.2.4 PROVINCIAL TOURISM MASTER PLAN

The Provincial Tourism Master Plan has recently been by Cabinet. Its focus is the promotion of the province through experiences, which are classified along the province's tourism geographical regions. The vision of the tourism master plan is that "by 2030 KwaZulu-Natal will be globally renowned as Africa's top beach destination with a unique blend of wildlife, scenic and heritage experiences for all visitors". As part of its mission, the tourism master plan aims to ensure that tourism development is guided by the following principles.

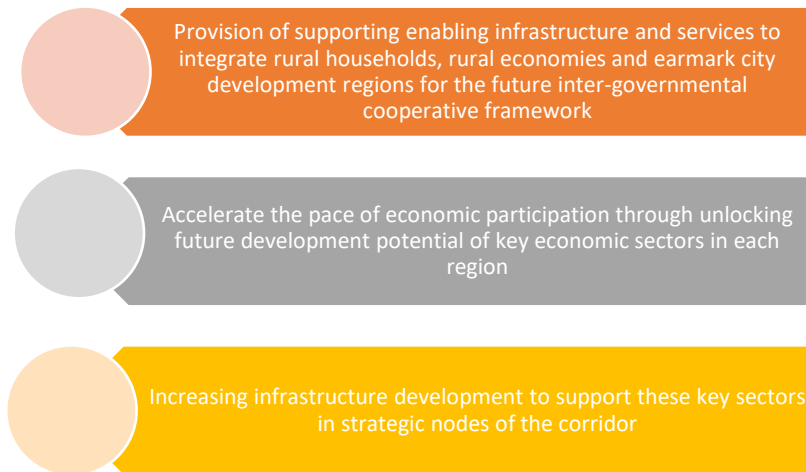
- A geographic spread of the tourism benefits throughout the province
- A growth of visitor numbers and visitor yields
- Focused (prioritized) tourism development growing from the core of beach and Durban
- Superlative customer experiences - quality, authenticity, and service excellence
- Public and private sector collaboration
- Demand-led development, meeting market potential and needs
- Responsible tourism ensuring sustainability and benefits for all

2.2.5 N3 CORRIDOR PLAN

The N3 Corridor is plagued by numerous socio-economic challenges which need to be overcome within the National Development Plan 2030 period. The Plan

suggests that for the N3 Corridor to accelerate its economic development, local municipalities will need to embrace a new way of thinking, a new way of working, and a new way of conducting business. The new way of conducting business would involve the development of Industrial HUBs to transfer products from source to value add to markets.

Mkhambathini is strategically placed between eThekweni and Msunduzi and can harness this opportunity to promote private development (industrially based) along the N3 corridor. The key factors stressed within the Corridor Plan include:



2.2.6 PROVINCIAL LOCAL ECONOMIC DEVELOPMENT PLAN

The KwaZulu-Natal Department of Cooperative Government and Traditional Affairs (KZN COGTA) have developed the Provincial Local Economic Development Plan with per District which is aligned to the Provincial Growth and Development Plan (PGDP) and the National LED Framework. The main objectives for the development of the plan are:

- Inform the provision, planning and delivery of hard and soft economic and social opportunities in the various sectors
- Identification of priority sectors of support for economic development
- Identification of key economic themes for each region
- High level assessment of projects that can be implemented per region
- High level assessment of nodes for potential nodal development
- Programme of integrated development approach within the province
- Empowerment models for key sectors and projects
- Overview of Constitutional framework

Strategic Goal 1

Job creation deals directly with local economic development and is of particular importance to the purposes of the current analysis. The key strategic objectives within the goal are:

- Unleashing the agricultural sector
- Enhancing sectoral development through trade and investment

- Improving the efficiency of government-led job creation programmes
- Promoting SMME and entrepreneurial development
- Development the knowledge base to enhance the knowledge economy

2.3 DISTRICT POLICIES

2.3.1 UMGUNGUNDLOVU DISTRICT DEVELOPMENT MODEL

The district model includes all the economic sectors that are available that participate in the development of the district, catalytic projects that includes all municipalities and ways on how the economy can be driven in the district to improve areas of development. Mkhambathini municipality has catalytic projects that are included in the uMgungundlovu Development Model and are found in the Mkhambathini IDP and in the Mkhambathini LED Strategy.

2.3.2 DISTRICT RECOVERY PLAN

Mkhambathini Municipality participated in the formation of the holistic uMgungundlovu Recovery Plan that includes all 7 local municipalities and has projects that are designed for Mkhambathini that will provide support and recover the economic sectors within the area. The recovery plan objectives are as follows:

- To recalibrate, revitalise, restructure, and transform the economy of the district to achieve sustainable growth and employment creation.
- Facilitate the access of relief measures by business
- Reduces the risk of transmission of corona pandemic amongst workers in various sector of the provincial economy
- Devise a process of managing the unintended socio-economic risks of Covid 19 crisis
- Formulate an actionable short-, medium- and long-term plan to address the economic impact **caused by Covid 19 crisis and** the pre-existing low level of economic growth

The projects that are included in the recovery plan for Mkhambathini projects that are included in the recovery plan are included in the implementation plan for Mkhambathini

2.3.3 AGRI-PARKS MASTER PLAN

The strategic objective includes strengthening system of agro-processing, logistics, marketing, farm infrastructure, capacity building, production, and mechanisation inputs. Agri-park (Hub). Agri-park hub proposed location for uMgungundlovu district is at uMngeni Municipality, the concept includes establishment of Farmers Production Support unit (FPSU) which will be in each local municipality.

Mkhambathini Municipality have a developed business plan and have tried to source the property that can be suitable for the FPSU at the Eston crossroads. However, the lease fee from Ithala Bank that was supposed to

be paid by the municipality was too high and currently the municipality is still trying to get another suitable site.

2.4 LOCAL POLICIES

2.4.1 MKHAMBATHINI INFORMAL ECONOMY POLICY

Currently, Mkhambathini has Informal Economy Policy which LED unit done consultation process with the informal economy chamber to comment and have inputs regarding the policy. After the consultation process, the draft was tabled to the Mkhambathini Council and was adopted on 30 June 2021. The policy aims to:

- Defines an integrated and holistic approach for all departments/ stakeholders within the jurisdiction of Mkhambathini Municipal area.
- Clarifies the Council's policy to all relevant stakeholders.
- Forms the basis for the By-Law that will regulate Informal Trading in the municipality.
- Provides a basis for resource allocation decision.
- Establishment of the basis for a monitoring and evaluation process, with clearly defined key objectives.

2.4.2 MKHAMBATHINI INVESTMENT AND BUSINESS RETENTION DIRECTORY

Mkhambathini municipality is delighted to have the Investment and business Retention directory which was adopted by Mkhambathini Council on 30 June 2021. The directory is a one stop shop that shows the main economic indicators within Mkhambathini Municipality and land that is available for the development currently which also shows where those land parcels are and services available for each land parcel. The Investment and Retention directory is attached as an annexure to this document.

2.4.3 MKHAMBATHINI INTERGRATED MUNICIPAL WASTE MANAGEMENT PLAN/ GREEN ECONOMY

Mkhambathini Municipality recently adopted by Council and annexure to the IDP document clearly outlines the green economy programmes that the municipality is embarking on. This project is cross cutting between LED and the Waste Management Units.

The strategic objective and key activities for effective implementation of the green economy concept in Mkhambathini Municipality are:

- To ensure the development of the green economy, through recycling, reusing, and reducing initiatives.
- Organic waste storage and processing site for composting
- Distribution of the organic compost to community gardens
- Reuse of waste products for arts and other craft opportunities through

- enhancing skills and SMMEs
- Urban harvest garden setup and community nursery
- The procurement of skips and development of material recovery facilities on accessible points for ease of collection and recycling in rural areas (ward 3,5,1 and 4)
- To form partnership (PPP) for the establishment and running of buy back center in Mkhambathini
- To capacitate informal waste pickers in our communities through training and workshops and transporting services for recyclables to buy back center

2.4.4 ALIGNMENT WITH NATIONAL LED FRAMEWORK

National LED Framework Pillars0	PGDP	DGD P	Local Perspective
<ul style="list-style-type: none"> Building a Diverse & Innovation-driven Local Economies 	<ul style="list-style-type: none"> Improve the efficiency, innovation and variety of Government led job creation programmes. 	<ul style="list-style-type: none"> Development of Special Economic Zones and Industrial Hubs 	<ul style="list-style-type: none"> Development of Mkhambathini value adding Pack House Development of Mkhambathini economic hub
<ul style="list-style-type: none"> Developing Inclusive Economies 	<ul style="list-style-type: none"> Enhance sectoral development through trade, investment, and business retention. 	<ul style="list-style-type: none"> Diversification of Agricultural Production and Identification of Niche Markets and Agri-Processing opportunities 	<ul style="list-style-type: none"> A sustainable agriculture and tourism sector Increased support and capacitation of SMME's, Co-operatives and informal economy
<ul style="list-style-type: none"> Developing Learning & Skilful Economies 	<ul style="list-style-type: none"> Enhance the knowledge economy 	<ul style="list-style-type: none"> Capacity Building and Mentorship Support for Small Enterprises 	<ul style="list-style-type: none"> Trainings and workshops for SMMEs Human development
<ul style="list-style-type: none"> Enterprise Development & Support 	<ul style="list-style-type: none"> Promoting SMME, Entrepreneurial and Youth Development 	<ul style="list-style-type: none"> Promoting SMME And Entrepreneurial Development Facilitation of Access to Finance for Small Enterprises 	<ul style="list-style-type: none"> Strengthen enterprise and community Development Support Develop procurement policy that will uplift local enterprise.
<ul style="list-style-type: none"> Economic Governance & Infrastructure 	<ul style="list-style-type: none"> Ensure access to affordable, reliable, sustainable, and modern energy for all. 	<ul style="list-style-type: none"> Expansion of Irrigation Schemes and Water Use Efficiency 	<ul style="list-style-type: none"> Providing market stalls for the informal economy Developing Infrastructure that will attract Investment

<ul style="list-style-type: none"> Strengthening Local Innovation Systems 	<ul style="list-style-type: none"> Skills alignment to economic growth 	<ul style="list-style-type: none"> Strengthen Partnerships Between Public and Private Sector and Research and Tertiary Institutions 	<ul style="list-style-type: none"> Develop Skills Plans for Lead Economic Sectors, based On Skills Demand
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Table 2: Alignment with the National LED Framework

2.4.4 MKHAMBATHINI SDF 2019

The vision for Mkhambathini as per the SDF is:

“A municipal spatial structure which promotes the sustainable use of land, biophysical and infrastructural resources for the economic and social growth and development towards the most equitable distribution of local opportunities to various role-players within the municipality.”

The key spatial development objectives are based on the Spatial Planning and Land Use Management Act, Act 16 of 2013 and incorporate the principles of:

Spatial Justice, Spatial Sustainability, Spatial Efficiency, Spatial Resilience and Good Governance. The primary node suggested by the SDF, is Camperdown, with Ophokweni and Eston as secondary nodes. Camperdown is strategically located alongside the N3 corridor. Currently properties alongside the N3, in Camperdown have predominantly a Commercial, and or Industrial Zoning, which makes it easier to facilitate future growth in the Municipality.

CHAPTER 3: DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

3.1 DEMOGRAPHIC OVERVIEW

This section elaborates the demographic overview of the Mkhambathini Municipality. The municipality has approximately **63 388** of population with poverty growth of 80.1%.

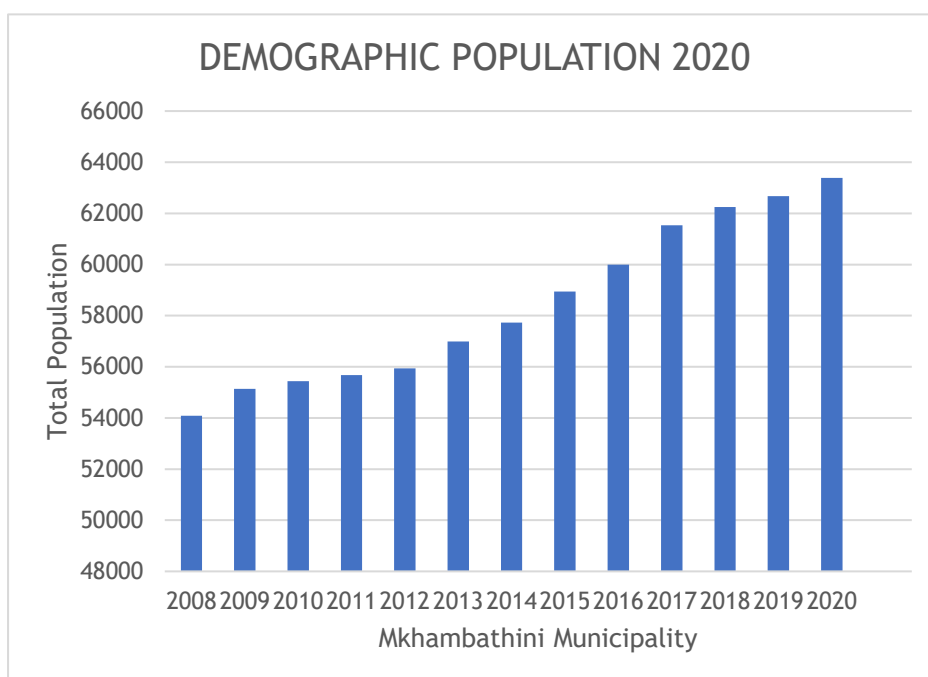
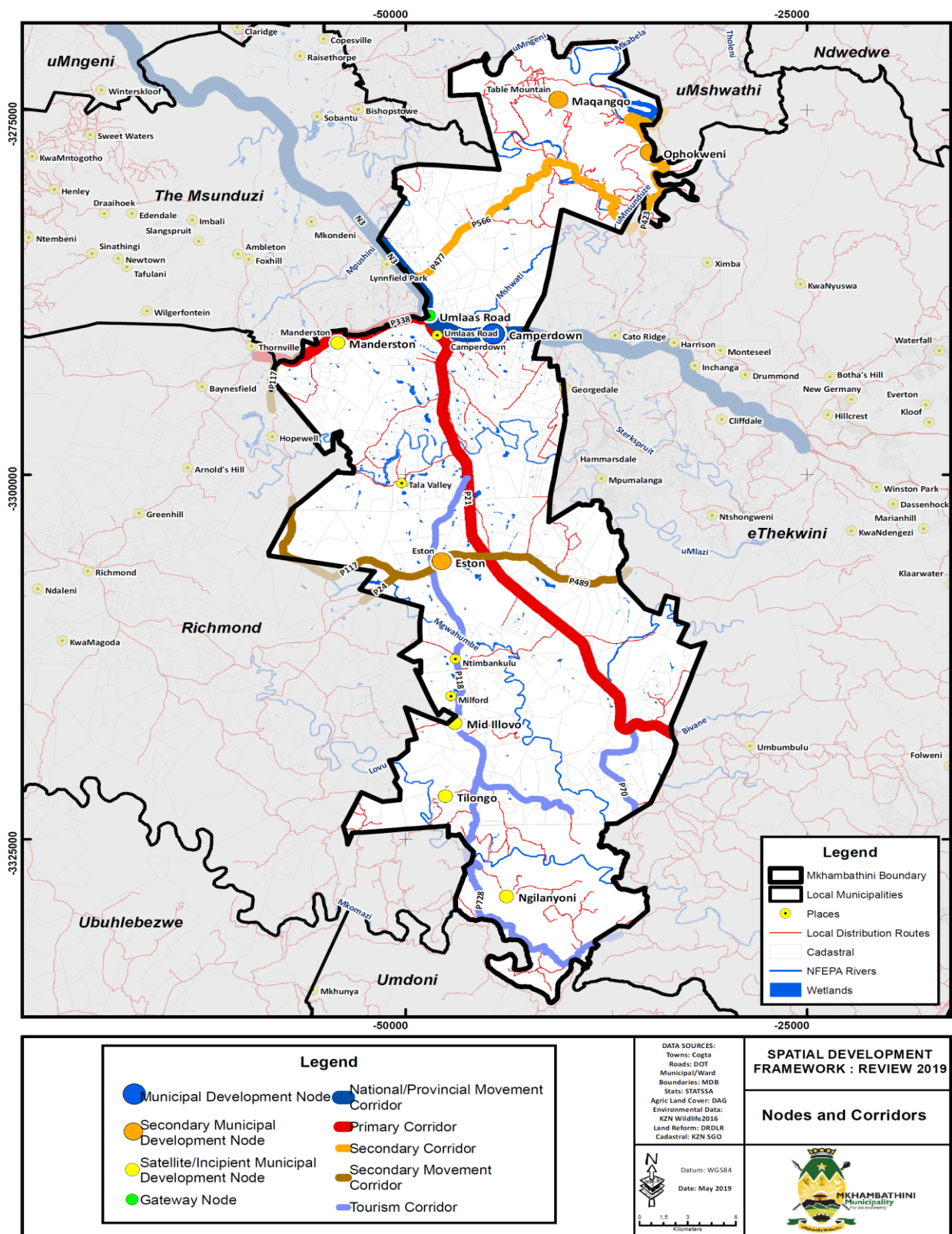


Figure 3: Demographic population



Map 1: Spatial Development Framework (SDF 2019)

3.1.1 LABOR MARKET INDICATORS: 2020

LABOUR INDICATORS	STATUS
Working age population	41 689
Labour force	19 989
Discouraged work seekers	4 644
Total unemployment	5 135
Labour absorption rate	35.6%

Table 3: Labour market indicators

3.2 ECONOMIC OVERVIEW

3.2.1 MKHAMBATHINI ECONOMIC PERFORMANCE

Mkhambathini Municipality contribute **3.14%** of GDP to uMgungundlovu District Municipality out of 100% compared to other local municipalities within the district

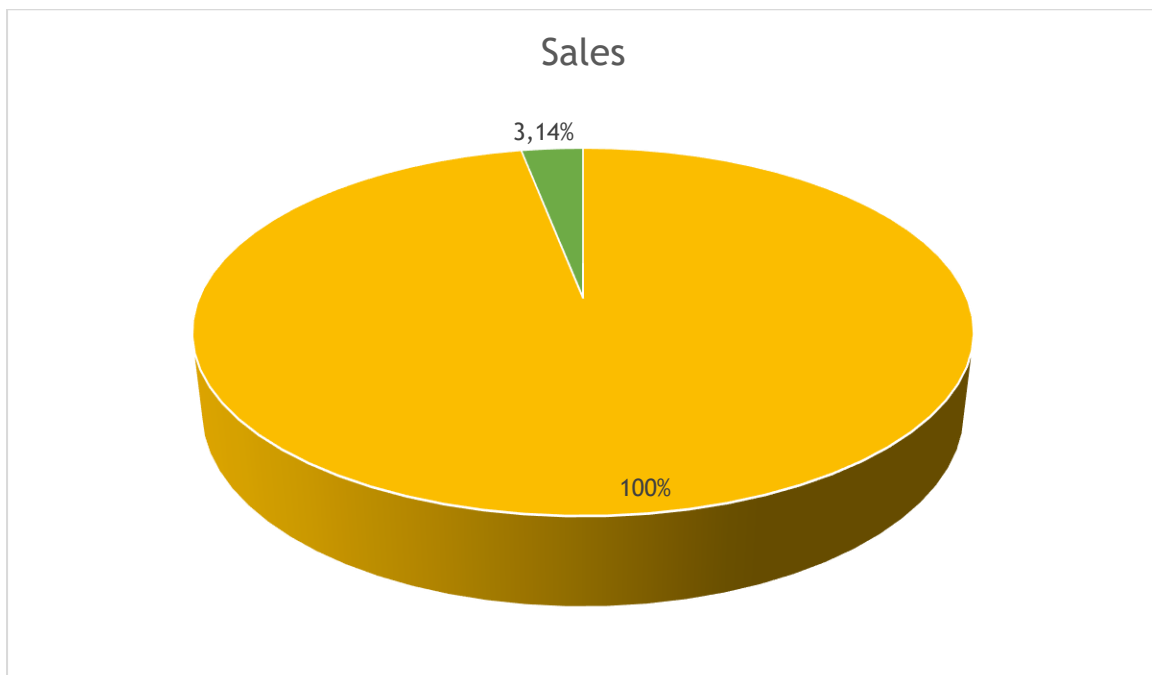


Figure 4: Mkhambathini Economic Performance to uMgungundlovu District Economy

3.2.2 COVID 19 AND UNREST IMPACT

Mkhambathini economy was disturbed due to the covid 19 pandemic as the economy drastically decreased **0% to -6%**. This was due to the national lockdown where businesses were completely shut down and there was no trade. While the ease of restrictions was implemented, the economy was picking up a bit in 2021 and the unrest in July impacted to decrease again.

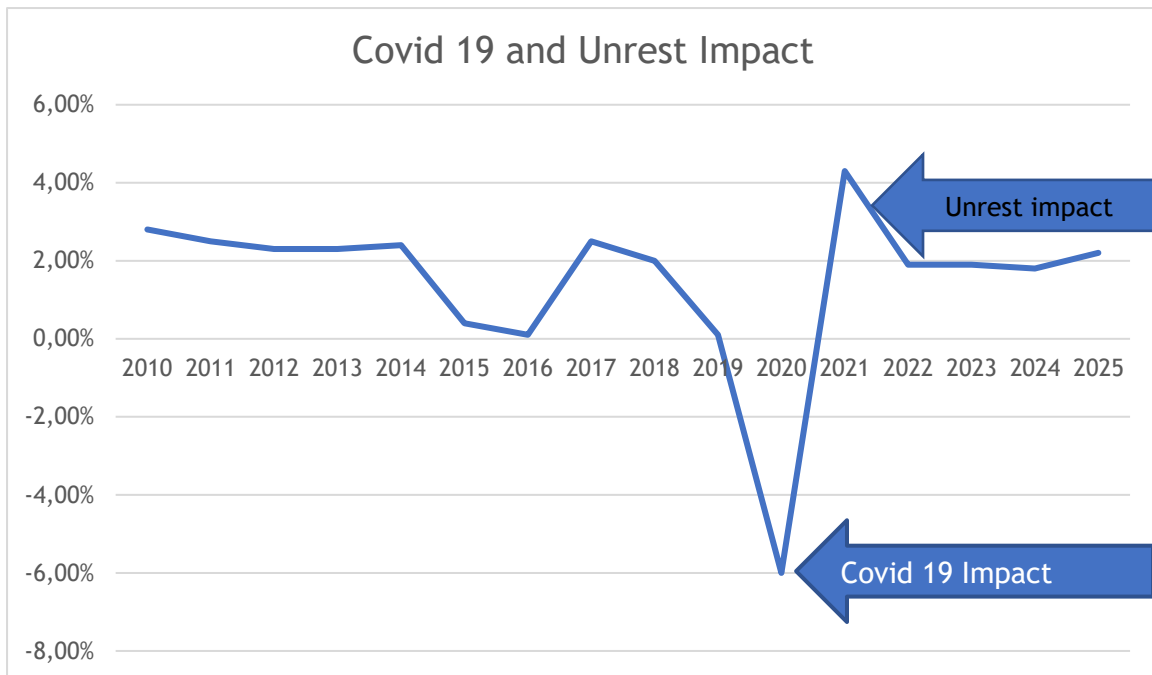


Figure 5: Covid 19 and Unrest Impact to Mkhambathini Economy

3.2.3 ECONOMIC SECTOR PERFORMANCE

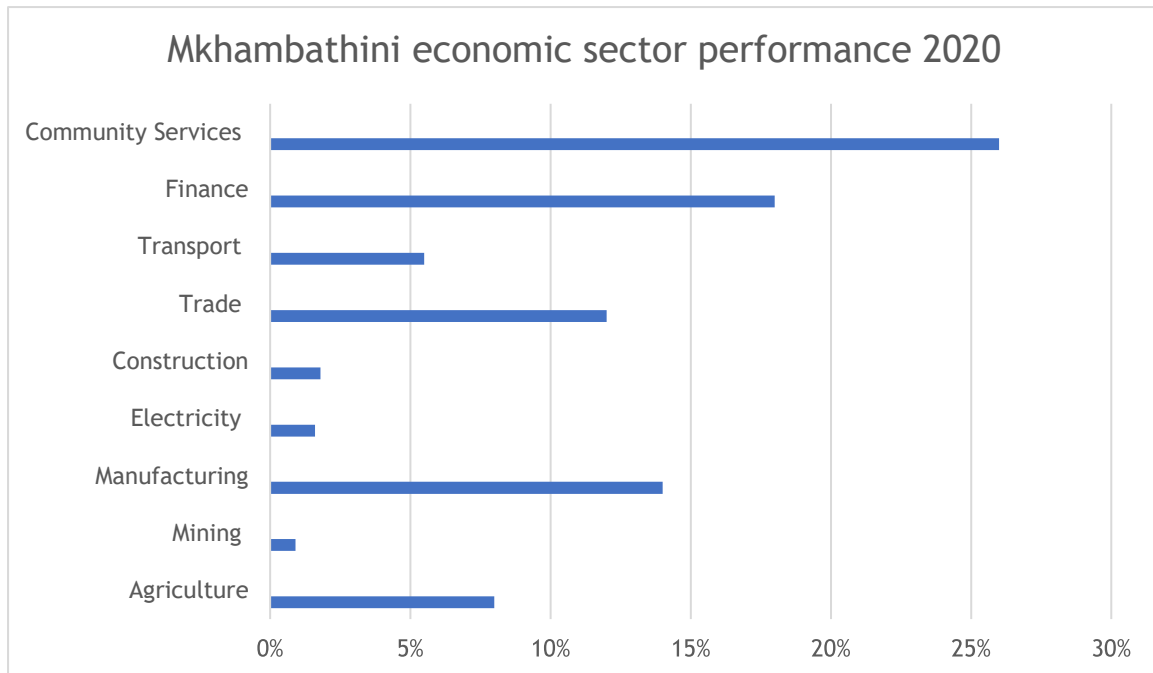


Figure 6: Economic contribution per sector in Mkhambathini Local Municipality

Mkhambathini Municipality Comparative advantage is finance, which can be broken down further to real estate in the area due to high rate of property. However, Mkhambathini Municipality have advantages in manufacturing and Transport.

3.2.4 COMPARATIVE AND COMPETITIVE ADVANTAGES

COMPARATIVE ADVANTAGES	COMPETITIVE ADVANTAGES
<ul style="list-style-type: none"> ➤ Finance can be broken down further to real estate in the area due to high rate of property ➤ Manufacturing industries found in the area contributes more to the municipal economy ➤ Transport warehouses are contributing well due to warehouse development taking place in the area currently ➤ Easy access to national road (N3) and provincial road R603 ➤ Few kilometres to the Capital City of KZN and provincial government departments 	<ul style="list-style-type: none"> ➤ Strong scenic beauty and natural resource (Table Mountain), history and culture ➤ Mkhambathini is situated at an altitude where it is out of rust ➤ The area is well situated that it forms part of huge sports events (Duzi Canoeing Marathon and Comrades Marathon) ➤ Mkhambathini area has high sugar cane farms with Mill that supply the province of KZN ➤ Mkhambathini is situated in the major development corridor and is linked to the strategic infrastructure programme (SIP) of the National Government

Table 4: Comparative and Competitive Advantages

3.3 SOCIAL FACILITIES AVAILABLE PER WARD

SERVICES	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5
Halls	2	4	3	3	2
Schools	3	7	4	8	5
Libraries	1	n/a	1	n/a	n/a
Cemetries	n/a	n/a	n/a	n/a	n/a
Dumpsites	n/a	n/a	n/a	n/a	n/a
Landfills	n/a	n/a	n/a	n/a	n/a
Police Stations	Serviced by Bishopstowe in Msunduzi LM	1	1	Serviced by ward 6	Serviced by ward 2
Pounds	n/a	n/a	n/a	n/a	n/a

Clinics	1	1	n/a	n/a	n/a
Mobile Clinics	n/a	n/a	1	1	1
Hospitals	n/a	n/a	n/a	n/a	n/a
Sporting Facilities	1	2	2	3	4
Early Childhood Facilities	6	3	2	2	7
Dip Tanks	6	4	n/a	n/a	1

Table 5: Social Facilities available in Mkhambathini

3.4 SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ Local Aids Council in place and functional ➤ Disability Forum in place and functional ➤ All ward war rooms are in place 	<ul style="list-style-type: none"> ➤ High teenage pregnancy especially Mabomvini High ➤ Water issues on food security ➤ Lack and slow participation of Government departments to resolve issues identified at Warrooms ➤ Lack of participation of Government departments to support the Local Task Team that resolves issues identified at Warrooms ➤ Higher numbers depended on grants
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ High number of youths with higher education qualifications ➤ Organized youth structures ➤ High number of Sports codes participation 	<ul style="list-style-type: none"> ➤ Drug and subsistence abuse especially youth ➤ High Indigent list ➤ Lack of water / water cut ➤ Crime ➤ High number of taverns, bottle stores and shebeens not licensed ➤ Child abuse (rape cases are increasing)

Table 6: Social Development Swot analysis

CHAPTER 4: ECONOMIC SECTOR ANALYSIS

4.1 AGRICULTURE

The agricultural sector in Mkhambathini plays a vital role in the economy. Most of farming comes from sugar cane which stretches from Mlaas Road to Mid Illovo using the Illovo Mill situated in Eston for sugar cane processing. There are commercial farmers that produces veggies in Mlaas Road, emerging farmers and cooperatives producing veggies in all wards. However, there is a diverse contribution of subsistence farming in rural communities where there a more participation of cooperatives in veggies, dry beans, livestock (poultry, cattle's, goats, piggery). The more developed, well-endowed, and productive commercial sector can mainly be found in ward 3 and ward 4, and the underdeveloped, under-resourced subsistence agriculture in ward 1, 2, 5, 6 and 7. Concentration of agricultural production in these areas means that most rural people residing on traditional authority areas. Eston area has lot of land plots converted to macadamia which will results to processing in the future.

4.1.1 INSTITUTIONAL ARRANGEMENT

The municipality has the agriculture forum that has participation of emerging farmers and cooperatives found in rural areas 1, 2, 3, 4, 5, 6 and 7. The forum aims to deliberate on issues pertaining agriculture with the support of the Department of Agriculture and the Municipality. The Department of Agriculture has projects that they are currently funding as follows:

- Phambili Madoda Project that is situated in ward 1 that deals with livestock and goats' production
- The construction of an Abattoir in Eston which was funded under ADA unit within the Department that deals with cattle and goats
- Vukambokodo Cooperative that is situated in ward 4 that produces veggies was supported with mechanisation (fencing material)
- Killarney project that is situated in ward 4 was supported with mechanisation

However, the Department provides extension services to all wards that are situated within Mkhambathini LM

The municipality has supported following projects:

- Isivuno Semvelo cooperative that situated in ward 2, produces veggies and was supported with the fencing material, jojo tanks, irrigation system (pump and pipes)

- Zamisa cooperative that is situated in ward 4, produces veggies and was supported with the fencing material
- Gconi Cooperative, situated in ward 4, produces veggies and was supported with fencing material
- Nkunzini Cooperative, situated at ward 7, produces veggies and was supported with fencing material
- Izithelo Zamandayi cooperative, situated in ward 7, produces veggies and was supported with the fencing material

4.2 TOURISM

Tourism is centred on African experiences, with attraction such as the Tala Game Reserve, neighbouring Nagle Dam and Msinsi Resort and Table Mountain. Private game ranches offering up-market accommodation and wildlife trails for visitors (including Tala Valley Game Ranch, the Lion Park, African Birds of Prey and Zoo). The area also offers a variety of accommodation varies from B&B and Lodges

There are several motor routes that meander through the municipality, linking it to the adjacent areas (like: Thornville, Baynesfield, Richmond, and Byrne Valley) and offers scenic views as well as country attractions and accommodation. The area is host to several adventure and sporting activities including off-road motorcycle and car races, canoeing events on Nagle dam, mountain bike races (cycling), micro lighting, skydiving, and hiking trails. The area is also well situated as some of the huge sports events passes Mkhambathini like Duzi Canoeing and Comrades Marathon. The area is rich in history and cultural activities that bring more people into the area like Indlondlo Zulu dancers however the ownership of Tourist attractions is under private ownership

4.2.1 TOURISM INSTITUTIONAL ARRANGEMENTS

Mkhambathini Municipality had Community Tourism Association that was established in 2016 but was not functional due to lot of Tourism establishments (private sector) operating in the agricultural zoned land but had developed tourism businesses without proper rezoning application. Currently the municipality has revived the Community Tourism Association with minimal participation from rural tourism. The Community Tourism Association is in the process to register with the Department of Environmental Affairs, Tourism and Environmental Affairs (EDTEA).

The municipality in partnership and support of Umngungundlovu Development Agency, Department of Economic Development and Environmental Affairs, Mkhambathini Tourism Association is busy developing the tourism route that will be divided into two parts (Mkhambathini and Mid Illovo side) which will focus on ward 1, 2, 3, 4, 5, 6 and 7. The route focuses on history, scenic beauty, adventure, nature, cultural activities, sangoma experience, shisanyama and home stays. The project will first undergo the feasibility study which will advise its potential in the area.

4.2.2 MARKETING

Mkhambathini Municipality has developed the Tourism /Business Directory which is available in the municipal website. The directory has listings of tourism establishments available (private sector) in the area but also includes art and craft, accommodation, Supermarkets, Emergency numbers, caterers and Deco, food outlets, farming, industries and companies, hardware and feed, tree harvesting, events and adventure. The municipality communicated with the private sector directly while developing the directory.

4.3 INFORMAL ECONOMY

Mkhambathini Municipality has informal traders that are trading within Camperdown Main Taxi Rank, Eston crossroad, Mid Illovo station and have street traders that are trading illegally to undesignated spaces opposite the municipal building, outside Parak Supermarket, next to ANC offices, along R603 and at P338 road towards Manderstone. Apart from the above-mentioned areas, trading also occurs at numerous wards next to the roads i.e., Ward 2 main road towards Nagle Dam.

Currently there is a need for trading stalls to be constructed in Camperdown taxi rank which will accommodate and address the current challenge of traders trading to undesignated spaces within Camperdown Town. Mkhambathini LM has informal economy traders ranging from salons, tuck shops/ spaza shops, street vendors, clothing and textile, motor mechanics, catering, Shisanyama, mobile traders, woodworks, plumbing, electrical and electronic services, livestock trading, mining, traditional healers, and car washers.

4.3.1 INSTITUTIONAL ARRANGEMENTS

Mkhambathini Municipality has well established informal economy chamber that seats quarterly that discuss issues and challenges facing the sector. The chamber has representation of all wards and the municipal officials. The municipality has supported the informal traders with the working equipment as follows:

NAME AND SURNAME	WARD	SUPPORT PROVIDED
Nkosinathi Gcabashe	01	1 x Industrial Sewing Machine 1 x overlocking machine

Hloniphani Ndlovu	02	2 x grass cutting machines
Zakithi Pretty Shozi	04	1 x sink 1 x mirror 1 x salon chair
Busisiwe Mzobe	05	1 x Industrial baking oven with baking trays
Zwelithini Phetha	05	1 x level 1 x drill
Lass Luthuli	07	1 x Industrial sewing machine 1 x overlocking machine
Nokubonga Gumede	07	1 x Industrial sewing machine 1 x overlocking machine

Table 7: Informal traders supported by Mkhambathini LM

4.4 SMME AND COOPERATIVES

Mkhambathini Municipality has emerging businesses, enterprises and cooperatives that are operating with Mkhambathini jurisdiction. These enterprises participate in the development of the economy as there is a diverse of services namely construction, catering, block making, tire changing, clothing and textile, wedding, furniture manufacturing, filming production, Architects, detergents manufacturing.

4.4.1 INSTITUTIONAL ARRANGEMENTS

The municipality has the SMME and cooperatives forum that seats quarterly with representative of businesses from all wards (ward 1,2,3,4,5,6,7), the municipal officials and sector departments to deliberate on issues and challenges facing the sector. The municipality has supported various businesses as below:

BUSINESS NAME	CONTACT PERSON	WARD	SUPPORT PROVIDED
Estingini Mechanics	Xolani Nala	1	1 1x engine lifter
Masopeni Cooperative	Bekani Ntuli	2	2 x
Dark Owl	Mfanufikile Zimu	3	1 x tire changing machine
Lwandlelenkosi enterprise	Lindelani Shezi	3	1 x Block making machine
Mzungezi	Cosmos Ngcongo	6	1 x block making machine
Sotobe Bakery	Bazamile Sibiya	6	1 x industrial baking machine with baking trays

Table 8: SMMEs & Cooperatives supported by Mkhambathini LM

The Department of Economic Development, Tourism and Environmental Affairs has established the Operation Vula Fund which supported the Mkhambathini SMMEs with funding to buy their business needs while increasing capacity and contribution to the economy.

Name & Surname	Ward	Company Name	Commodity	Amount
Jabulani Gwala	01	Majiya Multipurpose	Agriculture	R95 000.00

Zandile Mthembu	05	Nhlanhleni Primary cooperative	Agriculture	R200 000.00
Thamsanqa Ndlovu	01	BT Ndlovu Trading	Agriculture	R119 800.00
Nomalanga Ndulini	03	Ikhishi for funeral	Catering	R72 916.00
Monde Mkhize	04	Mkhizeness Trading	Farming	R190 652.00
Charity Zulu	02	Jakada Enterprise Catering	Catering	R200 000.00
Busisiwe Ngcamu	02	Goben Tours	Tour Operator / Tour guiding	R200 000.00

THE SMMEs AND COOPERATIVES PROGRAMMES

TABLE 74: SMMEs AND COOPERATIVES PROGRAMMES

Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of fencing material to agricultural cooperatives.	June 2021
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of poultry machinery	June 2022- June 2023
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of vegetable seedlings to agricultural cooperatives	June 2020-June 2022
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the municipality	Procurement of municipal tractor that will cultivate cooperatives gardens	June 2022
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the municipality	Procurement of irrigation system (pump and pipes) / boreholes for watering purposes	June 2023-June 2024
Support to all cooperative	To promote local economic development projects	Procurement of machinery/ equipment for cooperatives to create job opportunities. i.e. alluminium, furniture	June 2022- June 2024
Cooperatives Capacity building	To ensure that vegetable and poultry produce is in good market condition	Vegetable / poultry production workshop	June 2022
Cooperatives Capacity building	To capacitate cooperatives in value adding	Implementation of value adding workshop	June 2022- June 2023

Cooperatives Capacity building	To capacitate cooperatives in packaging	Packaging workshop for vegetable and poultry cooperatives	June 2022
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SMME SUPPORT

Support to all SMMEs	To create a conducive environment for SMMEs	Procurement of working equipment for SMMEs in bakery, manufacturing	June 2022- June 2024
Support to SMMEs	To support SMMEs and emerging farmers with transport to cut cost attached to transport	Hiring of transportation to deliver produce to market	June 2022-June 2023
SMME Support	To create enabling environment for SMMEs	Construction of SMME HUB to be used by SMMEs to trade	June 2023
Virtual ward based Mkhamba Fair	To showcase and market small businesses in art, clothing textile, catering, kiddies products, furniture etc	Appointment of service provider to take pictures, create video and add the information to Mkhambathini website	June 2021-June 2023
SMME Training	To ensure that SMMEs are skillful digitally to develop and market their businesses	Implementation of Digital Enablement Training	June 2022
SMME Capacity Building	To ensure skillful SMMEs to economic development	Implementation of pricing workshop for SMMEs in construction and catering	June 2021-2023
SMME Capacity Building	To ensure skillful SMMEs to economic development	Implementation of health and layout workshop for SMMEs in catering	June 2022-June 2023

4.5 ARTS AND CULTURE

Mkhambathini Municipality has various artists in arts and craft, woodwork, beadwork, groups, and artist in performing arts. The sector contributes to the economic development of the area due to artists live through beadwork, music, art, and craft.

4.5.1 INSTITUTIONAL ARRANGEMENTS

Mkhambathini Municipality has arts and culture council that seats quarterly and discuss issues, challenges and programmes that exist within the sector. Mkhambathini municipality has programmes that support the sector as follows:

- Amaciko Omkhambathi - is implemented in a form of talent search and is phased in a two (2) year circle starting from ward-based level competitions to municipal based competitions. Mkhambathini Municipality is delighted to produce famous Maskandi Artist who known as Automatic, he has produces album called Tablet through his 1st prize won during the municipal competitions and then released another album called WhatsApp. The music is available to all shelves across the country, plays in radio stations and is available in all social media platforms i.e., you tube, Tik Tok etc.
- Transportation of artists and groups
- Artist capacity buildings and trainings
- Maidens support through social ills capacity buildings (Azibuye Emasisweni), provision of refreshments and transport to Enyokeni and supporting the two Traditional Authorities with Reed Dance Activations (Mbambangalo and KwaNyavu)
- Supporting local cultural events at ward 2 called Ilembe that brings various visitors in the area

Mkhambathini Municipality has good working relationship with the Department of Arts and Culture which has supported the municipality with trainings such as Visual Art Training and artist development workshop where the department has linked the municipality with NGO called KwaZulu Natal United Music Industry Association (KUMISA) and there is still support from the NGO to develop Mkhambathini artists in music.

4.6 PRIVATE SECTOR INSTITUTIONAL ARRANGEMENT

Mkhambathini Municipality has developed the business directory for all businesses found within the Mkhambathini jurisdiction. The directory was developed through direct consultation with the sector to get information on their businesses and pictures to be displayed in the municipal website. There is a good working relationship with the Beaumont Eston Farmers Association as they attend the IDP forum meetings, and they are also part of the project steering committee in the review of the current LED plan. LED unit has to strengthen the good working

relationship with the sector especially tourism sector to try and get them on board to develop the tourism sector

The municipality has been able to receive the funding from Umngeni Water and the Department of Trade and Industry to develop the waste-water treatment works which is one of the bulk infrastructure projects that will support the development of the area and support the major need for the private sector while increasing chances for investors.

4.7 MANUFACTURING

Manufacturing activity occurs primarily at Umlaas Road as well around Eston Sugar Mill. The sector is dominated by agro processing relating to sugar cane and poultry as well as logistics (cars). There is potential for upstream and downstream linkages in both industries.

4.7 GREEN ECONOMY

Mkhambathini Municipality strategic objective to ensure the development of the green economy, through recycling, reusing, and reducing initiatives.

Currently there are waste pickers from EPWP exit programme and SMMEs that contribute to green economy. Green economy has projects in the implementation plan that seek to provide support to the green economy

4.8 WHOLESALE, RETAIL AND CATERING

Wholesale and retail opportunities can be found within the Camperdown area, around Eston and Mid-Illovo, as well as in the Maqonqo area, which is within ward 1, and under Traditional authority ownership.

The catering industry includes the Bed and Breakfasts around the Mkhambathini Municipality and are generally located on privately owned farmlands.

4.9 TRANSPORT AND STORAGE

This would include the logistics industry and these types of facilities occur within Camperdown and along Umlaas Road. The strategic nature of the N3 currently allow for a greater concentration of logistic type services alongside the corridor, between the Camperdown and Umlaas Road Interchange on the southern side. This is mainly due to strategic location of the area is rust free and is above the latitude. Camperdown has new transport and storage developments happening in the area (Grinrod) whom contributes to economy.

4.10 MKHAMBATHINI LED FORUM

The municipality has managed to establish various LED sector specific forums being set up as follows:

Forum	Chairperson	Meetings Intervals
LED Forum	Establishment Pending	Quarterly
Business Forum	Mr S Mzobe	Quarterly
Informal Economy Chamber	Ms N. Mzobe	Quarterly
Tourism Forum	Ms B Ngcamu	Quarterly
Agri-Forum	Ms B Shange	Quarterly
Arts and Culture Council	Ms M Mwelase	Quarterly

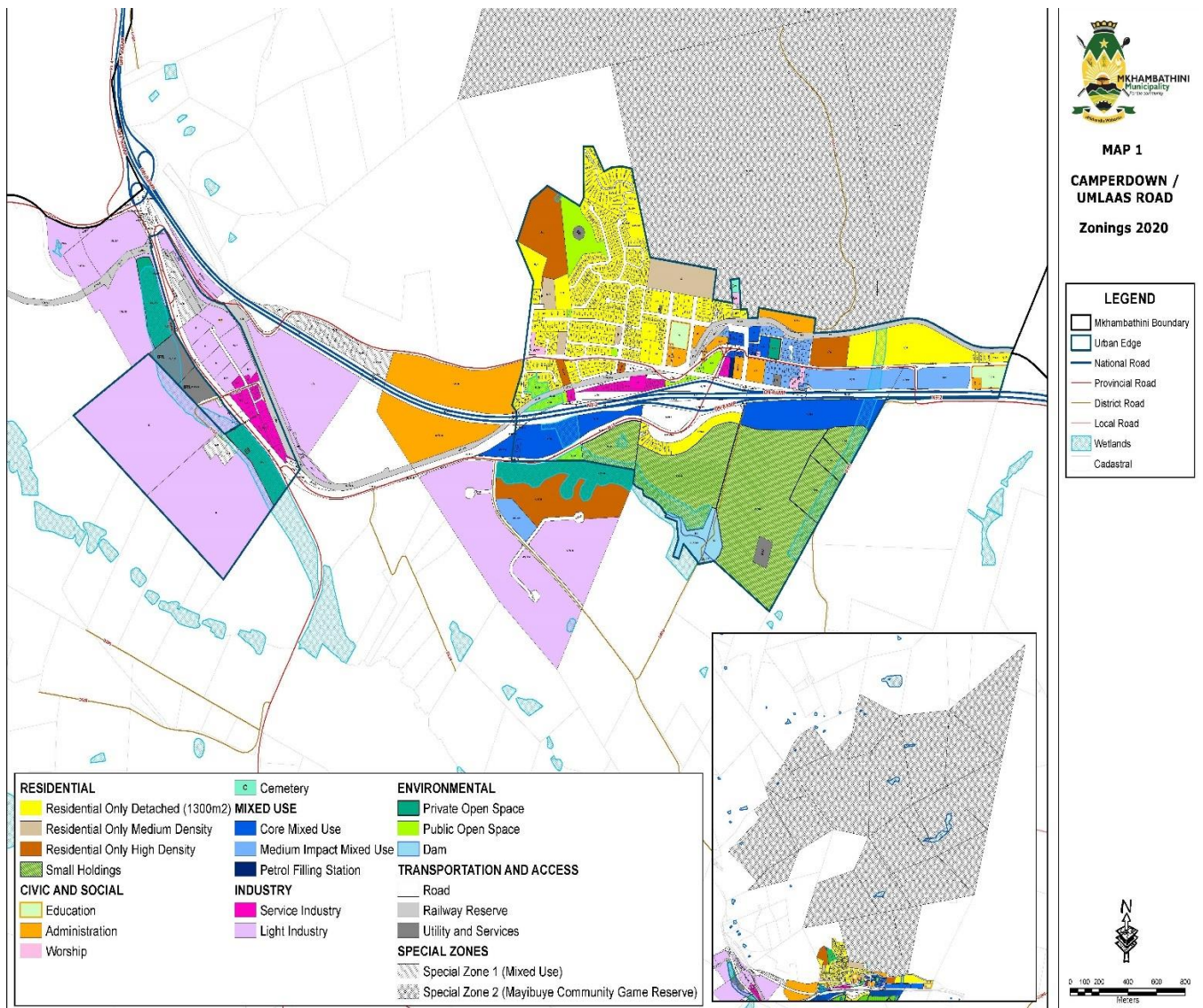
Table 9: LED sector forums

The municipality has delayed establishment of the LED forum since there were challenges that compelled the municipality to ensure stability of the sector forums, further ensuring that they are representative of all the seven wards within Mkhambathini Municipality. The LED Forum will be established in due course and the municipality understands that the importance of the LED Forum as it monitors and evaluate the implementation of projects and programmes available in the LED Strategy.

Furthermore, the municipality participates in the District LED Forum and is also actively involved in the RASET programme implemented by UMEDA, the Value-Added Industries implemented by EDTEA and many other public employment platforms by various government departments Over and above this, the municipality actively participates in the various DDM clusters, including the District Command Centre.

4.11 INDUSTRIAL DEVELOPMENT

Industrial development that is available with Mkhambathini jurisdiction includes light, general and service industries who are found at Mlaas Road.



Map 2: Industrial development

4.11.1 LIGHT INDUSTRIES

The zone permits low impact industrial activities which are compatible with land uses permitted and adjacent more sensitive land use zones, such as residential, mixed use and open space zones. As a light industrial zone, it would permit industrial activities that usually do not involve significant vibration, noise, dust, odour, or high-volume automobile and truck traffic. Warehousing of materials considered non-noxious or non hazardous are permitted in buildings in this zone, with possible conditions.

4.11.2 GENERAL INDUSTRIES

A zone that permits manufacturing use which may not be compatible with other manufacturing uses and includes activities that may produce significant vibration, odour or high-volume automobile and truck traffic

4.11.3 SERVICE INDUSTRIES

This zone allows for a **limited range of low-impact service industrial activities** catering specifically for the local customer, and includes a builder's yard and allied trades, laundry, baker, dry cleaning and similar types of uses.

4.12 MKHAMBATHINI LOCAL ECONOMIC DEVELOPMENT CAPACITY

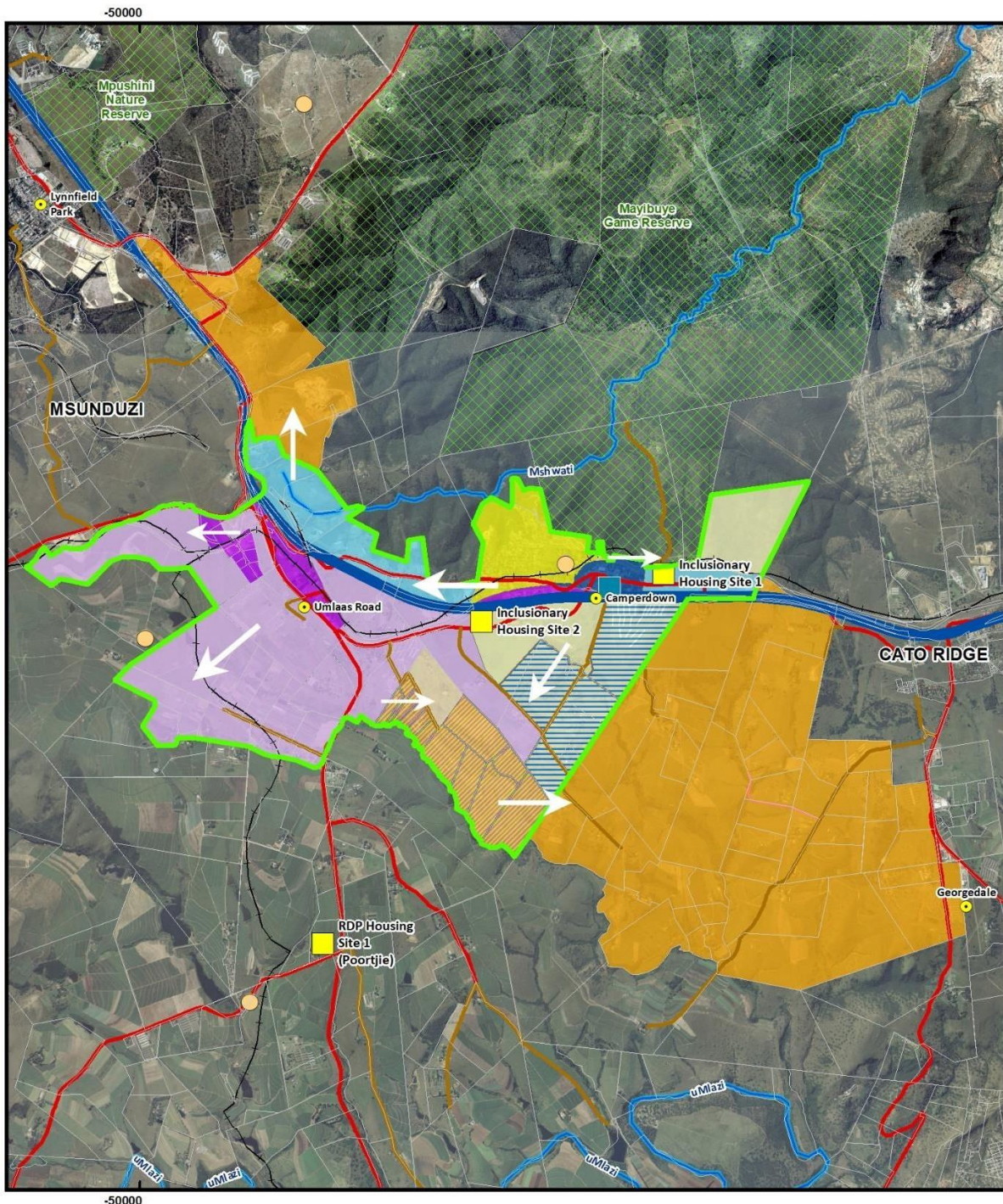
The LED unit has two (2) permanent personnel who coordinate local economic development functions within the municipality and one (1) intern. There is a need to increase capacity in the LED unit to ensure proper implementation of programmes in the unit. The municipality does put aside an LED budget which support the implementation of current programmes although is always not covering all LED initiatives to ensure proper coordination and to support all enterprises and businesses to create enabling environment.


Mkhambathini LED unit works hand in hand with planning unit to support business applications that relates to SPLUMA and building plans approval. There are no back locks currently within the unit and.

4.13 MAJOR ECONOMIC DEVELOPMENT

4.13.1 NEW TOWN PLAN

Mkhambathini municipality has appointed the service provider to develop the new town plan that will support the municipality to maximize on what the municipality is currently doing within the corridor development. The below maps explain the 5 year vision with Camperdown which is a primary node and the Mlaas road/ Camperdown 20 year vision



<ul style="list-style-type: none"> Places 5 Year Urban Edges Housing Projects Cadastral Primary Schools Police Stations 	<p>Legend</p> <p>EXISTING USES</p> <ul style="list-style-type: none"> Existing Commercial Existing Industrial Existing Residential <p>PROPOSED FUTURE USES</p> <ul style="list-style-type: none"> Future Expansion 	<ul style="list-style-type: none"> Railway Lines National Road Provincial Road District Road Local Road NFEPA Rivers Nature Based Tourism NFEPA Rivers 32m Buffer 	<p>Legend</p> <ul style="list-style-type: none"> Future Industrial Future Residential Mixed Use - Industry Mixed Use - Industry/Residential Mixed Use - Office/Retail Mixed Use - Residential Mixed Use - Residential/Retail
<p>DATA SOURCES: Towns: Cogta Road: DOT Municipal/Ward Boundaries: MDS Land Use: Black Balance Cadastre: KZN SGO</p>			<p>SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2019</p>
<p>Detum: WGS84 Date: May 2019</p>			<p>CAMPERDOWN Long Term Vision (5yr) for Primary Node</p> 

Map 3: Camperdown/ Mlaas road 20 year development vision and Camperdown 5 year development vision

CHAPTER 5: SWOT AND PESTEL

5.1 ECONOMIC SECTOR SWOT ANALYSIS

The table below suggests the Strengths and weakness of Mkhambathini Local Municipality, as well as the Opportunities and Threats as well.

SWOT ANALYSIS	
Strength	Weakness
PLANNING	
<ul style="list-style-type: none"> • The Municipality is strategically located in terms of its position between provincial nodes (Pietermaritzburg and Durban) as well as the national corridor (N3) (SIP Corridor) • The town of Camperdown is the most urban area of the municipality and the municipality's primary node- appropriately positioned in proximity to the N3. • Mkhambathini LM has received funding from Umngeni Water and Department Trade and Investment to provide the Wastewater Treatment Works that will support investment to happen in the area 	<ul style="list-style-type: none"> • It is a rural municipality with limited private development taking place within it, institutional capacity is limited therefore law enforcement in terms of illegal opportunities become an issue. • Marginalization of communities from key economic opportunities exacerbated by poorly structured routes (predominantly north and south). • Large tracts of land (which have development potential is privately owned which may limit the sale or acquisition of land- private landowners selling prices too exorbitant. • Steep terrain limits development within some parts of the municipality especially the CBD expansion towards the north as well as agricultural development in ward 1, 2 and 7.
INFRASTRUCTURE	
<ul style="list-style-type: none"> • Electricity supply has been recently extended to the rural areas i.e., tribal council areas. • The location of the municipality in terms of proximity to Msunduzi and EThekweni is an advantage for investment and trading opportunities within the area and movement of goods. 	<ul style="list-style-type: none"> • Most of the roads (69%) within the Municipality are gravel which limits the development prospects in some areas. • There is general lack of public transport facilities in the Mkhambathini Municipality, the few existing alternatives are informal and require serious upgrading.

SWOT ANALYSIS	
Strength	Weakness
	<ul style="list-style-type: none"> • There is a huge housing backlog in Traditional Authority- 46% households are traditional dwellings (IDP: 2015/16). • Mkhambathini is reliant on the District Municipality for all its Bulk Services.
LED	
<ul style="list-style-type: none"> • LED unit is well established • Functional LED support structures (forums) for tourism, agriculture, informal economy chamber, art, and culture • Commercial and subsistence Farming- their association-called Beaumont Famers Association (BEFA) & Mid Illovo Farmers Association- is in place, as well as cooperatives in farming and other individual farmers. • Location in relation to the economic hubs (i.e., Durban and Pietermaritzburg) • Good weather conditions to produce veggies and poultry farming. 	<ul style="list-style-type: none"> • The state of water stress may hamper the agricultural productive regions. • Decline in the Agricultural Sector has contributed to job loss • High levels of unemployment, loss of jobs due to the closure of Rainbow Farms. • Impact of land reform processes has affected the agricultural sector • Insufficient funding to support LED programmes
TOURISM	
<ul style="list-style-type: none"> • Geographic position of Mkhambathini makes the N3 highly accessible. • Political will and commitment from dedicated officials within local and district municipalities as well as Participation of Amakhosi in Tourism Development • Commitment from the community to allow for the promotion of tourism related activities. • Existing tourism products and destinations 	<ul style="list-style-type: none"> • Lack of basic services and infrastructure • Loss of tourism visitors during level 5 lockdown and loss of revenues • No signage to tourism related routes • Tourist operators operating without planning approval, businesses, or liquor licenses.

SWOT ANALYSIS**Strength**

- National Events such as Comrades marathon Duzi Canoeing and Triple Challenge.
- The municipality has a functioning Tourism forum, Community Tourism Organization which has a logo that the municipality is recognising and assisting.

Weakness

SWOT ANALYSIS	
Opportunity	Threats
PLANNING	
<ul style="list-style-type: none"> • Mkhambathini is in proximity to the busiest corridor within the province which opens a lot of trading and logistics opportunities. • Potential exists to develop and intensify the role of Eston and Ophokweni as secondary nodes. • The municipality is endowed with relatively good agricultural land and opportunities exist to develop this sector even further. • Land parcels alongside the N3 to be unlocked to provide growth in the economic sector • 	<ul style="list-style-type: none"> • Growing pressure to protect sensitive vegetation such as Ngongoni and Bushveld Valley. • There is an increasing burden to protect the rivers and wetlands with limited resources available at the municipality. • Movement of people outside of the municipality for employment, in this case the relocation of Rainbow chicken (Only 8 farms) • Closure of 8 Rainbow Farms has led to job loss and economic decline within Mkhambathini
INFRASTRUCTURE	
<ul style="list-style-type: none"> • Plans to construct a new Wastewater Treatment Works with a 2MI capacity within Camperdown will unlock development opportunities. • The National government's massive investment in rail infrastructure may result in the revamp of the railway line connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini. 	<ul style="list-style-type: none"> • Failure to implement the National Environmental Management Waste Act No. 59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service. • Failure to deliver community facilities (health and libraries) that are needed, resulting in community uproar. • Lack of financial capacity to roll out the implementation of infrastructural services, wastewater management
Strength	Weakness
LED	
<ul style="list-style-type: none"> • LED unit is well established • Functional LED support structures (forums) for tourism, agriculture, informal economy chamber, art and culture • Commercial and subsistence Farming- their association- called Beaumont Farmers Association (BEFA) & Mid Illovo Farmers Association- is in place, as well as cooperatives in farming and other individual farmers. • Location in relation to the economic hubs (i.e. Durban and Pietermaritzburg) • Good weather conditions for the production of veggies and poultry farming • 	<ul style="list-style-type: none"> • The state of water stress may hamper the agricultural productive regions. • Decline in the Agricultural Sector has contributed to job loss • High levels of unemployment, loss of jobs due to the closure of Rainbow Farms. • Impact of land reform processes has affected the agricultural sector • Insufficient funding to support LED programmes

Strength	Weakness
TOURISM	
<ul style="list-style-type: none"> • Geographic position of Mkhambathini makes the N3 highly accessible. • Political will and commitment from dedicated officials within local and district municipalities as well as Participation of Amakhosi in Tourism Development • Commitment from the community to allow for the promotion of tourism related activities. • Existing tourism products and destinations • National Events such as Comrades marathon Duzi Canoeing and Triple Challenge. • The municipality has a functioning Tourism forum, Community Tourism Organization which has a logo that the municipality is recognising and assisting. 	<ul style="list-style-type: none"> • Lack of basic services and infrastructure • Loss of tourism visitors during level 5 lockdown and loss of revenues • No signage to tourism related routes • Tourist operators operating without planning approval, businesses or liquor licenses.
Opportunity	Threats
PLANNING	
<ul style="list-style-type: none"> • Mkhambathini is located in proximity to the busiest corridor within the province which opens a lot of trading and logistics opportunities. • Potential exists to develop and intensify the role of Eston and Ophokweni as secondary nodes. • The municipality is endowed with relatively good agricultural land and opportunities exist to develop this sector even further. • Land parcels alongside the N3 to be unlocked to provide growth in the economic sector 	<ul style="list-style-type: none"> • Growing pressure to protect sensitive vegetation such as Ngongoni and Bushveld Valley. • There is an increasing burden to protect the rivers and wetlands with limited resources available at the municipality. • Movement of people outside of the municipality for employment, in this case the relocation of Rainbow chicken (Only 8 farms) • Closure of 8 Rainbow Farms has led to job loss and economic decline within Mkhambathini
Opportunity	Threats
INFRASTRUCTURE	
<ul style="list-style-type: none"> • Plans to construct a new Waste Water Treatment Works with a 2MI capacity within Camperdown will unlock development opportunities. 	<ul style="list-style-type: none"> • Failure to implement the National Environmental Management Waste Act No. 59 of 2008 (extending waste management to

<ul style="list-style-type: none"> The National government's massive investment in rail infrastructure may result in the revamp of the railway line connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini. 	<ul style="list-style-type: none"> tribal council areas) due to unaffordability of this service. Failure to deliver community facilities (health and libraries) that are needed, resulting in community uproar. Lack of financial capacity to roll out the implementation of infrastructural services, wastewater management
Opportunity	Threats

LED

<ul style="list-style-type: none"> Few alternatives approach to sustainable development, such as recycling, exploitation of natural and renewable energy sources. Recycling in the Mkhambathini region. National and provincial focus on the N3 corridor development. Agriculture; increase of production Tourism within Mkhambathini contributes to the economy due to the scenic beauty (Table Mountain), adventure activities, accommodation, cultural activities, nature, major events and rural activities found in the area . Legalise sand mining operations by forcing (illegal) operators to comply, by charging fees for permits, which need to be renewed on a 6-month basis. LED partnership (private and social) 	<ul style="list-style-type: none"> Impact of climate change on the agricultural sector. Land ownership. Unreliable water supply. Poverty (nutrition, quality education, quality health); Lack of proper road infrastructure
Opportunity	Threats

TOURISM

<ul style="list-style-type: none"> Development of a tourism Plan N3 Corridor Tourism signage to promote Tourism revenue. Proposed shuttle services to Wild Life Reserves and Adventure Tourism Destinations 	<ul style="list-style-type: none"> High unemployment and poverty Land ownership problems Poor access to funding for emerging tourism SMME's Marginalisation of communities Poor infrastructure in rural areas. Unauthorised Tourism venues.
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<ul style="list-style-type: none"> • Tourism related programmes that are SMME and marketing related (revival of agro tourism) • Marketing Strategy including marketing slogans (e.g. hosting educational competitions for a tourism/ marketing slogan for Mkhambathini) • Development of the tourism route • 	<ul style="list-style-type: none"> • Location of information office and the closure of the information office over the weekends and public holidays • Loss of tourism visitors and revenues during level 5 lockdown and during the Covid 19 pandemic
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Table 10: SWOT Analysis

5.2 PESTEL ANALYSIS

There are different macro-environmental factors that can affect the municipal LED strategy. So, it is vital to follow the PESTEL framework to assess how exactly the factors influence the LED strategy implementation.

<p>Political</p>	<ul style="list-style-type: none"> • Political instability that are current happening between wards and Tribal Authority (ward 2,5) as resulted in closing voting stations and shutdown of schools. • Community protest due to dissatisfaction with service delivery.
<p>Economic</p>	<ul style="list-style-type: none"> • Lack of land owned by the municipality of government lead to shortage of catalytic projects that can have great impact on economy and social development • Covid 19 pandemic and the July unrest decreased the economy that was picking up in the municipality • Unskilled labour hinders employment opportunities to local municipality • Poor economic infrastructure results to lower pace of development • The municipality need to adapt to Provincial and Economic trends • Lack of business license applications by businesses operating within Mkhambathini and lower pace of renewals in issued licenses and trading permits results to illegal trading
<p>Social</p>	<ul style="list-style-type: none"> • Child abuse (increasing rape cases) • Substance drug abuse • Recent protest from ward 1 and 2
<p>Technology</p>	<ul style="list-style-type: none"> • Poor cell phone coverage in rural wards. • Lower pace in preparation for the 4th Industrial Revolution • Installation of free WIFI
<p>Environment</p>	<ul style="list-style-type: none"> • Water cut issue in some wards
<p>Legal</p>	<ul style="list-style-type: none"> • Lower pace of business licence & permit renewal • Business is operating without complying to business Act (business licence) • SPLUMA

Table 11: PESTEL Analysis

CHAPTER 6: INFRASTRUCTURE ASSESSMENT

There is a significant relationship between development and infrastructure. For any of the possible or potential avenues of development listed above, there needs to be an appropriate infrastructure response. Suffice to say, one of the main infrastructure responses should be along wastewater availability and sanitation.

An infrastructure assessment is a requirement to gauge whether development is possible. This chapter provides a brief assessment of the infrastructure available in the Mkhambathini Local Municipality in terms of:

Transport (Inclusive of Roads, Rail and Air), Water and Sanitation and Electricity

Currently, DOT is responsible for the road infrastructure (local) within the Municipality. Electricity is provided via Eskom through the Mkhambathini Local Municipality. Bulk Services (Water and Sanitation) is under the jurisdiction of the Umgungundlovu District Municipality.

6.1 BULK INFRASTRUCTURE

6.1.1 WATER

In terms of the Water Services Act, (Act No. 108 of 1997), uMgungundlovu District Municipality is the Water Service Authority within its area. Structures such as Mvula Trust and Umgeni Water provide bulk supply but do not carry out the reticulation aspect. Currently, the uMgungundlovu District Municipality has a significant infrastructure within Mkhambathini and provides water to Camperdown and a few settlements in the northern parts of the municipal area.

Bulk water lines feed the more urban area of Camperdown, with the areas North of Camperdown having basic access to water by means of standpipes and are better serviced than the southern areas, who have access to water by standpipes, however these are scattered, and not within 800m of the homestead.

6.1.2 SANITATION

The Camperdown area is largely served with on-site septic tanks and soak-aways and a very small sewerage treatment plant. There are plans in place to construct a new Wastewater Treatment Works with a 2MI capacity. The anticipated level of improvement expected from the Wastewater Works has been negated until funds become available to start construction on the Wastewater Treatment Works. The potential of the 2MI Wastewater Treatment Works will go a long way in terms of accommodating current and future development, which is highly probable and in alignment with the intention of the N3 Corridor Plan.

Most of the rural areas within the Municipality use pit- latrine systems, whilst the more urban areas and commercial agricultural farmers use the septic tank system.

6.1.3 STORM WATER

Currently the municipality does not have a stormwater master plan. The only area that has stormwater infrastructure is the Camperdown area. The rest of the Municipality is rural in nature, and there is no stormwater drainage infrastructure. Surface run-off currently flows via the natural relief into existing valley lines, streams and rivers. These could be potentially harmful to riverine systems, due to pollution etc. for any new developments, there is a need to construct stormwater drainage

infrastructure along the roads to support these major developments. In the event of any new road development, it will be essential for the Municipality to employ stormwater management and infrastructure to mitigate any possible negative effects.

6.1.4 ELECTRICITY

Mkhambathini has been fortunate to have been part of the pilot rural electrification programmes established by Eskom. The Municipality is of the opinion that post the year 2000, Electricity provision can be regarded as adequate with most of the municipality being serviced by Eskom.

6.1.5 TRANSPORT

6.1.5.1 ROAD NETWORK

The primary transport route within the municipality is the N3 Route that traverses Mkhambathini and links Durban to the east with Pietermaritzburg and ultimately the Gauteng Highveld to the west and north-west. Mkhambathini enjoys a relatively good level of access at a Provincial and Regional level. The issue stems around the lower order roads that provide local accessibility. These local roads, are prevalent in the traditional authority areas (North and South End), are generally in a poor condition and in need of upgrade. In terms of accessibility these areas are sometimes accessed from the surrounding municipalities, since the topography within the North and south create barriers that reduce accessibility of communities to the core economic opportunities within the Camperdown area. Lower orders roads are un-surfaced, gravel roads that are in dire need of maintenance and upgrading. This impacts negatively, on the development potential of these areas.

6.1.5.2 INTERCHANGES

Currently SANRAL is busy refurbishing Camperdown and Mlass Road intersection. Umlaas Road is envisaged as a logistics hub and due consideration should be given to the interchange, as this will affect the movement of goods to the interior or toward the port.

6.1.5.2 PUBLIC TRANSPORT

Mkhambathini have a dedicated public transport system. Most public transport facilities within the Municipality are informal and in need of upgrading especially in ward 6 and ward 7. There is currently a need to provide shelters and drop off zones, or lay-byes, as well as refurbishment of formal taxi Rank with proper shelters and associated facilities, for example a dedicated informal/formal trader area and hygienic ablutions.

6.1.5.3 RAIL

The rail system runs parallel to the N3 and passes the town of Camperdown. The railway system provides services mainly for the transportation of goods between Durban and the Witwatersrand. The municipality in partnership with Transnet is planning to upgrade the line though the time for upgrade has not given to Mkhambathini Municipality.

6.1.5.4 AIR TRANSPORT

There is no established and operational air transport system within Mkhambathini. The nearest airport is the Oribi Airport in Msunduzi Municipality (± 30 km away). King Shaka International, found in eThekweni Municipality is approximately 102 km's away. There are however air strips located in the Municipality owned and operated by the commercial farmers.

6.2. RED TAPE REDUCTION

Mkhambathini Municipality has a reduction plan in place for SMMEs which is implemented for ease of doing business. SMMEs are one of the key economic drivers of economic growth, innovation have proved to be the major contributors to job creation. The Department of Cooperative Governance and Traditional Affairs has assisted Mkhambathini Municipality with the development of the action plan for red tape reduction. Red tape indicators affect the operation of businesses and the regulations, rules and procedures that regulate the business operation, create undesirable consequences on business, the economy and individuals when not implemented correctly. The below 7 indicators outlined below have distinct symptoms and have been identified as common areas where red tape is experienced.

The role of business in the municipal space is an area of interest where business regulation and processes must be able to foster growth in support of employment and income-generating activities. To this effect, efforts are being made at Mkhambathini Municipality to ensure that all bottlenecks also known as "Red Tape" which hinder business development are minimised and eventually eradicated. Below are 7 indicators which outlines how Mkhambathini Municipality is addressing the issue of red tape reduction action plan is attached as an annexure in the IDP

6.2.1 SOCIAL LABOUR PLANS

6.2.1.1 AFRISAM

Afrisam as one of mining companies that are operating within the Mkhambathini jurisdiction has funded Mkhambathini municipality with a Health Post which is situated in ward 3 Nkanyezini. The Memorandum of understanding was signed between Mkhambathini municipality, Afrisam and Department of Health in 2018. The project was identified to address social health issues that the community around ward 3 and ward 5 encounter as they are far with clinics and transport is a challenge to get to the clinics is an issue. The project created job opportunities in the implementation phase where local contractors and the community played a vital role in the completion of the project. The health post has been handed over to the municipality in September 2019 and currently the Municipality is waiting for Department of Health to appoint staff which will allow the health post to be in operation fully. Mkhambathini Municipality will also benefit in jobs creations when the health post is in operation.

6.2.1.2 AFRIMAT AGGREGATES

Afrimat has committed to build 2 classrooms for Nobhala High School from ward 3 to address congestion of learners within the classroom and during the Covid 19 pandemic which requires social distancing, more classes are needed to ensure transmission of the pandemic is prevented in schools. Currently the project is in the planning stage as Afrimat is waiting for building plans that are to be submitted by Department of Public works as they control government assets. Immediately when building plans are received, the implementation phase will be initiated. The project is planned to be complete in 2023

SPECIFIC PROGRAMME TARGETING VULNERABLE GROUPS (WOMEN, YOUTH AND DISABLED)

The following projects were identified during the public consultative meetings.

TABLE 75: PROGRAMMES FOR VULNERABLE PROGRAMMES

VULNERABLE GROUP	NAME OF PROGRAMME	WARD	TARGET NUMBER
WOMEN	Beadwork	5,6,7 (6&7 is the most deprived wards)	15
YOUTH	Tissue Making	2,1,3	12
DISABLED	Centre for Physio	3,4	10
	Shoe Making	5,2,1	12
	Tissue Making	4,6,7	12
	Bead Work	3,4,5	12

I. Specific Programmes and Job Initiatives Targeting Youth Groups

NAME OF YOUTH PROGRAMME	WARD	TARGET NUMBER
Cellphone repairs	6,7	15
Internet cafe	5,6,7	12
Upholstery	1,3	10
T-shirt printing	4,5,6	12
ICT Support repairs	1,2,3,4	16

Table 7: Programme targeting youth.

TABLE 81: COMMUNITY SERVICES

Aspect	Programmes	Responsible Sections
Sustainable Waste Management Practices		
<ul style="list-style-type: none"> • Waste Minimization 	Recycling initiatives through youth/ female SMMEs with the municipality.	LED
<ul style="list-style-type: none"> • Waste Beneficiation 	Liaison with major recyclers, information dissemination regarding waste products to be sold and other factors. Educate society on waste beneficiation and recycling houses.	Waste/LED
Agricultural and Food Production	<ul style="list-style-type: none"> • Develop an organic waste disposal site, in which composting can take place and the final product is distributed to community gardens (LED) for soil enrichment cultivating food production. • Distribution/ donation of seedlings by incorporating with EDTEA and DEFF. • Propose urban community garden situated within the SASSA premises. Produce from the garden can be distributed to poor patrons visiting the premises as determined by SASSA officials. 	LED/ Waste EDTEA/ DEFF Waste/SASSA/ DEFF/EDTEA
Resource Conservation	<ul style="list-style-type: none"> • Working with the Adopt-A-River programme. Cleaning the Msunduzi River and education and awareness sessions. 	Waste/ Adopt-A-River programme
Water Management	<ul style="list-style-type: none"> • Ensuring a strategy to maintain river health by cleaning up waste disposed in rivers with a greater focus on disposable nappies found on the river banks and in the rivers. 	Waste/DEFF/ Adopt-A-River
Alternative Technology for food production	<ul style="list-style-type: none"> • Assisting community gardens (LED) with ploughing gardens, by assigning the tractor (using 2 old municipal tractors and getting them in a good working condition) and recruiting a designated driver through EPWP project. 	Waste/LED/ Fleet and Ward Committee
Environmental Sustainability	<ul style="list-style-type: none"> • Greening projects, planting indigenous trees in municipal facilities, open spaces and areas cleared off illegal dumps. 	Waste/DEFF and DEFF

3.7.5 CATALYTIC PROJECTS

The catalytic project in accordance with the above and the LED Strategy of the municipality (the one approved in 2017 and the current review) are depicted in the table below. It is to be noted that not all Government Sector Departments could provide GIS Coordinates for their Catalytic Projects.

TABLE 71: MKHAMBATHINI ECONOMIC DEVELOPMENT CATALYTIC PROJECTS

Mkhambathini Catalytic Projects (Internal and External)				
No	Project	Intended outcome	Type of Funding	Responsible Stakeholder
1.	N3 Corridor Development Projects			
1.1	N3 Upgrade	- Improved investment route/ transport network to attract more industries in the area for job creation and economic development	External (SANRAL)	SANRAL
1.2	Bulk Wastewater Treatment Works	- To attract business, housing and industrial development	External	UMDM & Umgeni Water
1.3	N3 Intersections	- Improved aesthetics of the area	No funding yet	<i>Currently searching for investors</i>
2.	Tourism Development Projects (Adventure Tourism and Tourism)			
2.1	Upgrading of Roads: P477, P556, AE3611, P26 and L823 and P21-1	- Linking key areas for improved eco-adventure tourism	No funding yet	<i>Currently searching for investors</i>
2.2	Mkhambathini Online Tourism Brochure	- Creation of a platform for marketing of local tourism businesses (Accommodation, tourism destination sites and things to do locally) - Marketing of Mkhambathini Municipal Area	Internal	Mkhambathini Municipality
3.	Agricultural Development Projects			
3.1	Mkhambathini Agri-Parks (Farmer Support Units)	- Provision of a municipal based farmer support unit (FSPSU) - Creation of an agricultural produce market for local emerging farmers. - Training and Development of emerging farmers to expand to the bigger market. - Opportunities in the agri-processing sector unleashed	External. Working on securing a grant for internal running of the project.	UMEDA (FSPSU & RASET)

HOUSEHOLD FOOD SECURITY INITIATIVES

Mkhambathini municipality coordinates implementation of "one home one garden initiative" by the Department of Agriculture in consultation with the members of community.

N3 PRIORITY: DURBAN TO PIETERMARITZBURG

Ref	DESCRIPTION	DISTRICT	ESTIMATED PROJECT VALUE	PROGRESS	STATUS
H	Cato Ridge (Km 19.4 to Dardenelles I/C (Km 26.6)	eThekwini/umgungundlovu	TBC	0%	Contract Awarded
I	Dardenelles I/C (26.6) to Lynnfield Park (Km 30.6)	Umgungundlovu	TBC	0%	Contract Awarded
J	Lynnfield Park (Km 30.6) to Asburton I/C (Km 1.5)	Umgungundlovu	TBC	0%	Contract Awarded
K	Asburton I/C (Km 1.5) to Murray Road (Km6.1)	Umgungundlovu	TBC	0%	Tender closing end of Feb 2021
L	Murray Road (Km 6.1) to New England Rd I/c	Umgungundlovu	TBC	0%	Tender closing end of Feb 2021
M	New England Rd I/C to Twickenham Road (Km 16.4)	Umgungundlovu	TBC	0%	Tender to be issued in 2022
-	Crushing Contract to Supply Packages H,I,J,K,L	eThekwini/Umgungundlovu	TBC	0%	Contract awarded. Commencement of contract in Feb 2021
-	Construction and Supply of Temporary Barriers	eThekwini/Umgungundlovu	TBC	0%	Contract awarded. Commencement of contract in May 2021

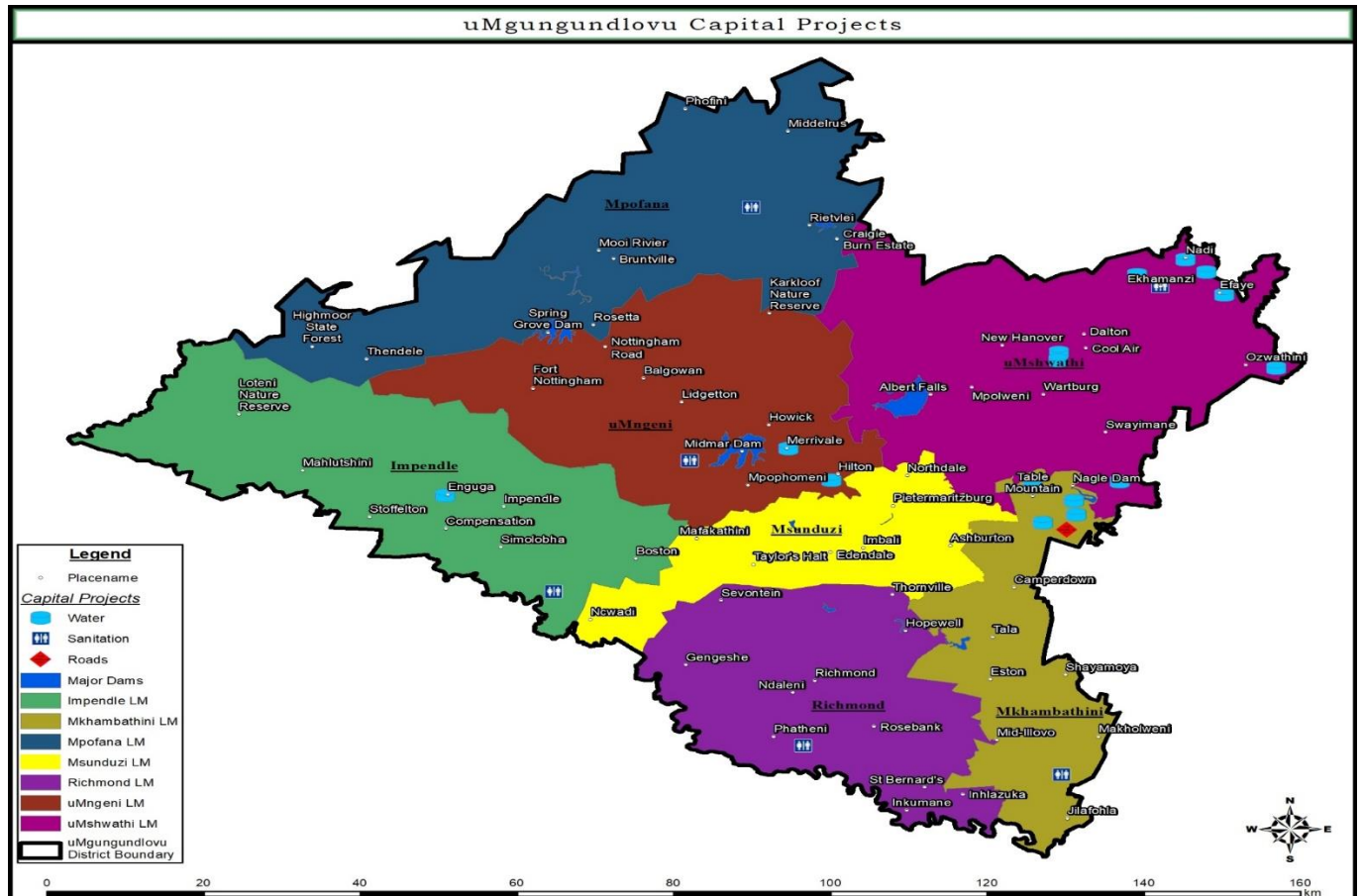
UMEDA (UMGUNGUNDLOVU ECONOMIC DEVELOPMENT AGENCY) PROJECTS

- RASET Programme (All 7 Municipalities)

PROVINCIAL AND DISTRICT CATALYTIC PROJECTS

The following catalytic projects of the District and Government Dept that have been identified and funding is being sourced:

FIGURE 35: DISTRICT SPATIALLY MAPPED PROJECTS



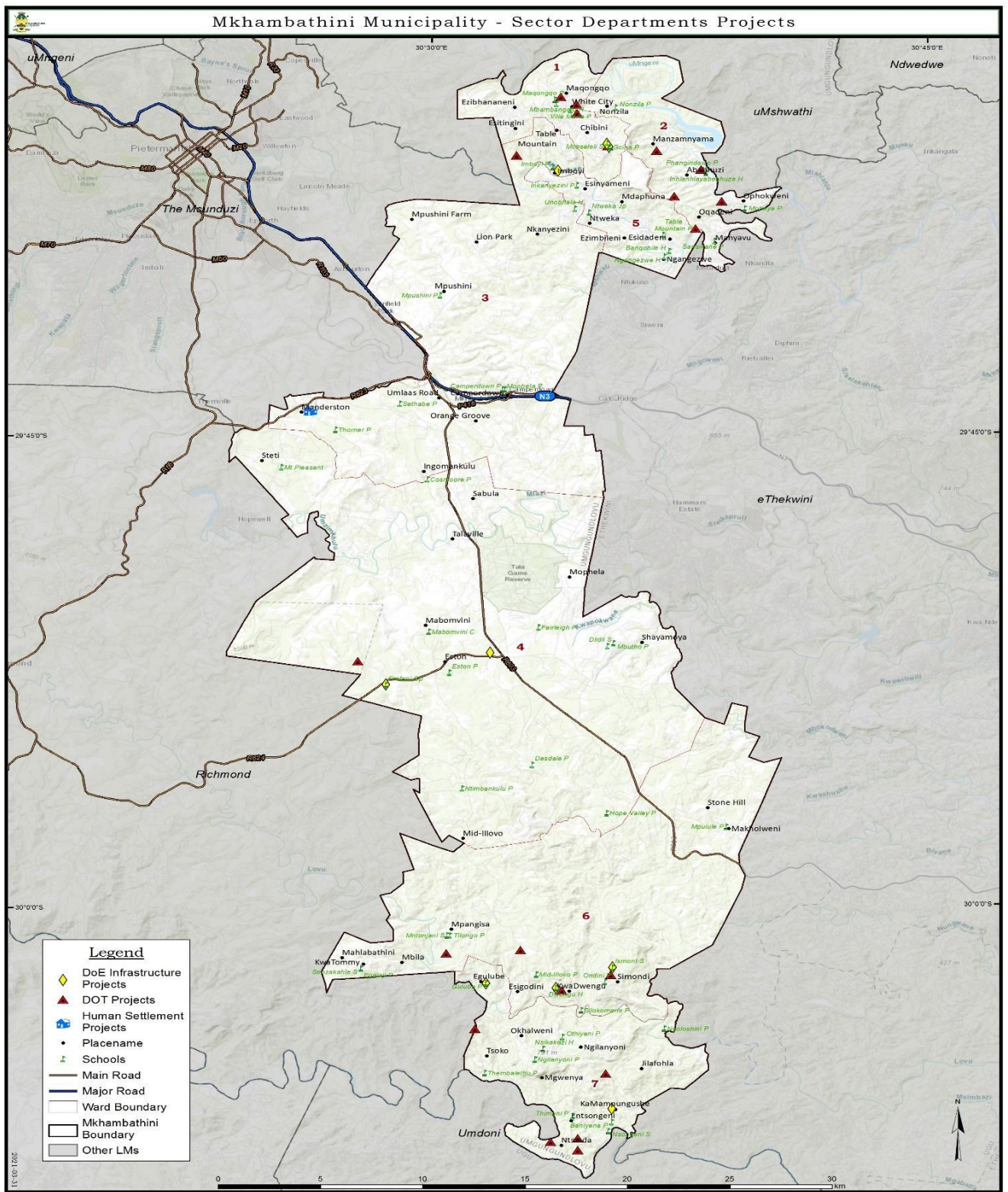


FIGURE 37: GOVERNMENT DEPARTMENTS MAPPED PROJECTS

DEPT. OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS PROJECTS

Project	Description	Location	Status	Budget
Operation Vula Fund Tiers: T1-3	Entrepreneurial Support In progress	Umgungundlovu District Tiers: 1 2 3 Msunduzi : 67 2 17 Umshwathi : 8, 0 0 Mkhambathini: 7 0 0 Umngeni: 5 0 0 Impendle: 7 0 1 Mpofana: 6 0 0 Richmond: 3 0 1	Different levels of Implementation	R17,000,000 R900,000 R33,000,000 R50,500,000 <i>(Detailed list available and provided)</i>
N3 Corridor Development Master Plan	Plan and establish a New Town along the N3 (eThubeni). UMEDA - Champion	Mkhambathini LM along the N3 Development Corridor	Funds transferred to UMEDA and very slow progress to date.	R1,750,000
Tourism Graduate Development Programme (Ongoing project - roll over)	Provides integrated learning for unemployed tourism students to promote job creation in sector	Edendale/Mbali CTO 1, Mpophomeni CTO 1, Richmond 1, uMshwathi 1, Impendle 2, uMngeni 1, UMEDA 1, EDTEA 1 <i>(Total - 9)</i>	The graduates were appointed During December 2020	Monthly stipends +/- R6,000pm

Project	Description	Location	Status	Budget
Programme 7 Invasive Alien Species Programme	Invasive alien plant clearing project	Mkhambathini LM <i>David Dlamini</i> Cell: 082 464 8833	Final planning stage - 420 jobs to clear 1883ha	R3,634,000
	IAS Project	uMshwathi LM <i>Samantha Deeplall</i> Cell: 079 895 3630	Inception Stage - 306 jobs to clear 1659ha	R3,200,00
	IAS and Parthenium Project	Msunduzi LM <i>Thobeka Zondi</i> Cell: 0768830559	Inception Stage - 133 jobs to clear 887ha	R1,600,00
	VAI Project	uMngeni LM <i>Bheki Dlamini</i> Cell: 082 848 6775	Implementation Phase - 169 jobs to train beneficiaries on furniture manufacturing	R5,000,000
	Invasive alien plant clearing project	Richmond LM <i>Mendy Majola</i> Cell: 081 7361 960	Implementation stage - create 105 jobs to clear 1256ha	R2,247,703
TOTAL			1 133 jobs	15,681,703

DEPARTMENT OF TRANSPORT PROJECTS

COST CENTRE PMB OFFICE
Serves the Following Areas:

KZ226 Mkhambathini LC

MPUMALANGA AREA

DC C22 - Road Lengths
March 2021

AREA	KZ No	Blacktop	Concrete	Gravel	TOTAL
Umshwathi	KZ221	341.806	1.281	579.824	922.911
uMngeni	KZ222	192.061		299.677	491.738
Mpofana	KZ223	154.724		302.739	457.463
Impendle	KZ224	92.002	0.193	315.504	407.699
The Msunduzi	KZ225	210.787	6.083	364.806	581.676
Mkhambathini	KZ226	155.556	0.431	373.173	529.16
Richmond	KZ227	131.934		336.207	468.141
TOTAL		1278.87	7.988	2571.93	3858.788

**MPUMALANGA KZ226/7- AREA BASED ZONE MAINTENANCE CONTRACTS
EXP AT JULY 2021**

Project name	Budget	TOTAL	BALANCE
Maintenance Contract - Eston zone	10 000 000.00	6 500 788.04	3 499 211.96
Maintenance contract - Camperdown zone	10 000 000.00	5 848 034.62	4 151 965.38
Maintenance contract - Nagle Dam zone *****<i>(Contractor has abandoned Site)</i>	2 000 000.00	262 282.80	1 737 717.20

GRAVELLING PROJECTS

**MPUMALANGA
KZ226-7**

2021/2

Road No	Award Amount	Length	Comments	LC
D1001	2 136 761	4.00	In Progress / Complete	KZ226
D2170		4.40	In Progress / Complete	KZ226
L1932 & L1136		2.81	In Progress / Complete	KZ226
D2368	2 057 980	5.00	In Progress / Complete	KZ226
L1680 & L2101		1.42	In Progress / Complete	KZ226
D2173		4.07	In Progress / Complete	KZ226

Road No	Budget	Length	Comments	LC
D389	4 000 000	9.68	Tender Adjudication	KZ226
D1001	2 000 000	4.00	Tender Adjudication	KZ226

REHABILITATION PROJECTS

Road No.	Local Council	Start KM	End KM	Financial Year	Status	Budget Allocation
P338	KZ226	0.000	8.000km	21/22	In Progress	R115 058 943

UPGRADE OF ROADS

Road Number	Length	LC	Budget	Comments
P489	TBA	KZ226	TBA	On Hold - HO

CHALLENGES

The municipality had a few challenges with receiving the GIS coordinates of the projects of the sector departments projects presented at the Municipal Strategic Planning Session engagement for this Financial Year which had to be spatially mapped and incorporated in the IDP.

This remains a challenge for us as local municipality, as we were receive some of the spatially mapped projects from the District and only a few sector departments were able to share their planned projects and programmes and the participation of sector department in IDP processes still remains a challenge for us as municipalities.

The municipality will highly appreciate it if COGTA: IDP unit intervene regarding the matter of the participation of sector departments from the various sector departments to enhance the realization of the DDM through the participation and coordination of sector departments.

Further to the projects listed on the table above, the municipality is currently working with UMEDA, the Umgungundlovu Economic Development Agency on the implementation of RASET and Farmer support Unit. As such more than 6 emerging farmers have benefited from the programme through seeds. Over and above this the municipality has managed to assist with fencing of 4 community gardens that are about 1hacter each. Below is the process that the municipality is currently embarking on:

- Development of Agri-Parks (FPSU and RASET):
 - Location of Agri-Park and feasibility study
 - Database of all co-operatives
 - Linkage of co-operatives to Agri-park
- Find funding to assist more emerging farmers with security fencing.
- Ensure that high potential agricultural land is defined and included in all strategic documents.
- Provide support to emerging farmers by facilitating:
 - Business plans
 - Business registrations
 - Training of farmers- mentorship programme
 - Increasing production through irrigation systems.
- Identify markets for crop producers.

Livestock farmers are currently assisted with various training which include branding and carrying for their livestock. The municipality together with the Department of Agriculture are currently working on the programme to restore cattle deeps in areas where they have been identified as a need.

- Identify markets for livestock producers.
- Livestock branding.

3.7.1. PRIORITIES PER WARD

TABLE 82: SERVICE DELIVERY PRIORITIES PER WARD

WARD	PROJECT NAME
Ward 1	<ul style="list-style-type: none"> ✓ Access Roads to be rehabilitated. ✓ Electricity ✓ Mast Lights
Ward 2	<ul style="list-style-type: none"> ✓ Housing (RDP) ✓ Electricity (In-Fills and green fills) ✓ Creches (Early Childhood Development Centers) ✓ Mast Lights ✓ Access Roads to be rehabilitated.
Ward 3	<ul style="list-style-type: none"> ✓ Electricity In-Fills ✓ Access Roads to be Rehabilitated ✓ Mast Lights ✓ Old Age home
Ward 4	<ul style="list-style-type: none"> ✓ Community Halls ✓ Access Roads to be rehabilitated. ✓ Electricity In-Fills ✓ Mast Lights ✓ Taxi Rank
Ward 5	<ul style="list-style-type: none"> ✓ Access Road to be Rehabilitated ✓ Community Halls ✓ Mast Lights ✓ Electricity (In-Fills and green fills)
Ward 6	<ul style="list-style-type: none"> ✓ Electricity (In-Fills) ✓ Sanitation ✓ Housing (RDP) ✓ Mast Lights
Ward 7	<ul style="list-style-type: none"> ✓ Creches (Early Childhood Development Centers) ✓ Access Road to be Rehabilitated. ✓ Mast Lights ✓ Electricity (In-Fills and green fills)

3.7.2. HEALTH AND EDUCATION SECTORS SITUATIONAL ANALYSIS

EDUCATION SECTOR ANALYSIS

Education level have a major bearing on the quality of life. The ability of an individual to perform certain basic functions due to illiteracy is also part of elements that define human poverty. Low educational levels are likely to push individuals to unemployment and to low paying jobs. Low educational levels also limit the ability of an individual to learn new skills and be trained. Generally, majority of the population in the municipal area have no high educational level.

This is a major challenge, which is likely to lead to low household income levels that further limit the ability of families to invest into the education of youthful members. Such low futures also limit the ability to absorbing new skills and effectively compete for high paying jobs. The effects or consequences of the problem are:

- Low Information and Technology Skills base
- Migration of youth to urban areas
- High unemployment rate
- High dependency rate
- Employment of low paying jobs
- Increase in indigent dependency

The geographic location of the municipality makes it impossible to create an environment conducive for its community to receive services. The Municipality is engaging with service providers to create computer hubs within each ward. This will assist learners to participate in information and technology world. This project will be rolled out in terms of private partnership programme.

The Municipality has a vast amount of Early Childhood Centers within the municipal wards there are about 14 ECDs located within the 7 wards of the municipality the following Early Childhood Development Centers within the wards are:

TABLE 83: MKHAMBATHINI ECD CENTRES

No	Name of Childhood Development Centre	Ward
1.	Njobokazi Creche	Ward 4
2.	Gulube Creche	Ward 7
3.	Abebhuzi Creche	Ward 2
4.	Njobokazi Creche	Ward 4
5.	Nonzila Creche	Ward 2
6.	Makhokhoba Creche	Ward 3
7.	Dukes Creche	Ward 4
8.	Mhali Creche	Ward 5
9.	Dwengu Creche	Ward 6
10.	Nsongeni Creche	Ward 7
11.	Khalweni Creche	Ward 7
12.	Ngoloshini Creche	Ward 7
13.	Ediphini Creche	Ward 7
14.	Ezinembeni Creche	Ward 1

Picture below : ECD centre which was built by the municipality in ward area



The Following are schools around Mkhambathini Municipality:

TABLE 84: WARD 1 PRIMARY SCHOOLS

No	Name of School	Principal
1	Gcina Primary School	Mr. NJ Mthembu
2	Villa Maria Primary School	Mr. SS Ntaka
3	Maqonqo Primary School	Mrs. Mkhize

TABLE 85: WARD 1 HIGH SCHOOLS

No	Name of School	Principal
1	Mbambangalo High School	Mr. Sibisi
2	Mcoseli High School	Mr. Mtolo

TABLE 86: WARD 2 PRIMARY SCHOOLS

No	Name of School	Principal
1	Nonzila Primary School	Mrs. KJ Ntaka
2	Phangidawo Primary School	Mr. S Mtshali
3	Mphayeni Primary School	Mrs. BB Ngubane
4	Sansikane Primary School	Mr. LE Phetha
5		

TABLE 87: WARD 2 HIGH SCHOOLS

No	Name of School	Principal
1	Inhlanhlayabebhuzi High School	Mr. SPT Hlongwane
2	Banqobile High School	Mr. SB Nkwanyana
3	Ngangezwe High School	Mr. FF Ngubane

TABLE 88: WARD 3 PRIMARY SCHOOLS

No	Name of School	Principal
1	Mpushini Primary School	Mrs. Mbanjwa
2	Ntweka Primary School	Ms NC Mkhize
3	Nkanyezini Primary School	Mr. TJ Vezi
4	Mboyi Primary School	Mr. ZG Mngadi

TABLE 89: WARD 3 HIGH SCHOOLS

No	Name of School	Principal
1	Nobhala High School	Mr. SN Mkhize

TABLE 90: WARD 4 PRIMARY SCHOOLS

No	Name of School	Principal
1	Camperdown Primary School	Mrs SN Mchunu
2	Cosmoore Primary School	Ms Ndlovu
3	Sethabe Primary School	Mrs. Zungu
4	Mabovini CP School	Mr. BW Maphanga
5	Emfeni Primary School	Mrs Masikane
6	Fairleigh Primary School	Ms RN Dlamini
7	Mabutho Primary School	Mr. FP Nzimande
	Mander Stone Primary School	

TABLE 91: WARD 4 HIGH SCHOOLS

No	Name of School	Principal
1	Mabovini High School	Mr. BW Maphanga

WARD 5 PRIMARY SCHOOLS

No	Name of School	Principal
1		

WARD 5 HIGH SCHOOLS

No	Name of School	Principal
1		

TABLE 92: WARD 6 PRIMARY SCHOOLS

No	Name of School	Principal
2	Itilongo Primary School	Mr. Mofokeng
3	Mpulule Primary School	Ms BB Njapha
4	Egalaji Primary School	Mrs. YB Mtungwa

TABLE 93: WARD 6 HIGH SCHOOLS

No	Name of School	Principal
1	Muntunjani High School	
2	Senzakahle High School	Mr. F.J. Gwamanda
3	Ismont High School	Mrs Khumalo speak Zanele
4	Dwengu high school	Mr Z.M.Chonco

TABLE 94: WARD 7 PRIMARY SCHOOLS

No	Name of School	Principal
1	Gulube Primary School	Mrs. CD Shange
2	Mid-illovo Primary	MR Ndlovu
3	Ondini Primary School	Mr. ME Mhlongo
4	Thembalethe Primary School	Mr TP Gumede
5	Thimuni Primary School	Mr. DI Khawula
6	Baniyena Primary School	Mr. Meyiwa
7	Engoloshini Primary School	Mr. SH Muthwa
8	Othiyeni Primary School	Mr. MN Mhlongo
9	Silokomane Primary School	Mrs. JV Mvubu
10	Ngilanyoni Primary School	Mr. DM Shandu

TABLE 95: WARD 7 HIGH SCHOOLS

No	Name of School	Principal
1	Nsikakazi High School	Mr Ndlovu
3	Nsongeni High School	Mr. Mngadi (tch)

3.6.18.2. HEALTH SECTOR ANALYSIS

The population of the Municipality is faced with a challenge of HIV/AIDS related diseases, even though this is not a municipality problem only the whole country is faced with the same challenge. Lot has been done to promote awareness of the problem through the office of the Mayor. Several awareness programmes have been rolled out to the community and around Mkhambathini schools.

The municipality has developed an HIV/AIDS strategy, which will be rolled out from July 2017 - July 2021. This strategy looks at broad programmes of dealing with pandemic in the greater municipal area in the next five years. The fight against HIV/AIDS is handled in a coordinated manner by government departments and NGO's. Community involvement in AIDS awareness campaigns is crucial where strategies like abstinence, education and other relevant methods are embraced with active participation from councillors, traditional leaders, church leaders, school stakeholders, and sports stakeholders. Furthermore, it is to be noted that health services are the responsibility of the District Department of Health therefore the municipality does not have bylaws developed to this effect.

3.6.18.3 SAFETY AND SECURITY

The Municipality has of police stations within its jurisdiction The current state is that the communities in other several areas indicates that the station is not properly servicing them, as there is a level of resources for the police to perform their jobs. During the public participation process the following issue were to be considered to improve this service:

- Tightening up of relationship with SAPS and CPF's
- Crime awareness campaigns
- Publication of crime statistics in the municipal website as part of intergovernmental relations.

MUNICIPAL SAFETY PLAN

The municipality will be in the process to develop a community safety plan that still needs to be disseminated amongst the relevant committees before council approves the plan. The plan will be drafted, and the municipality will seek assistance from the Department of Community Safety and liaison to assist us into looking the safety measures and guidelines of developing a plan which contains the strategic interventions formulated to improve the safety of the community, visitors and those who do business in Mkhambathini Local Municipality. The municipality will coordinate the implementation of this Community Safety Plan, which can only be implemented through a multi- disciplinary approach outlined in the 1996 National Crime Prevention Strategy in partnership with Disaster Management Unit of UMDM and Community Safety and Liaison Department.

COMMUNITY DEVELOPMENT

The municipality has continuously focused in addressing the needs of special groups in the municipality such as youth, orphans, disabled, children and people living with HIV/AIDS.

PLANS TO RESPOND TO VULNERABLE GROUPS

In line with the Provincial special programmes as well as Operation Sukuma Sakhe, the municipality has a special programme unit which are specifically is made of the following sectors within the Municipality:

- Children
- Senior Citizens
- Persons living with Disabilities; and
- Gender.

These sectors are to have forums which are sub forums of the Mkhambathini Special Programmes Forum. It is to be noted that the Disability Forum was established in 2017 and the Municipality is in the process of setting up the other sub-forum. The special programmes forum will be launched in 2020/2021 under Operation Sukuma Sakhe, the Municipality through the Mayor champions the Local Task Team that Monitors the functionality of the war rooms in all seven (7) wards of the municipality. Furthermore, the municipality implements campaigns called operation MBO where in various essential Departments gather to render services to the communities in need for the purposes of speeding the process of obtaining legal documents, social grants, access to schools etc.

YOUTH, SPORT AND DEVELOPMENT

Youth, Sport and Development activities in Mkhambathini Local Municipality are currently coordinated in partnership with Internal and External Stakeholders. Establishment of local groups and gaining grass-root partnership and support is the focus of the office. However primarily, the office's main objectives are to basically research and develop programs that benefit young people in Mkhambathini. Operationally, the Youth Development Manager administers these programs from planning to the implementation phase. The office deals with assessment of programs required by the youth in the community, communicates with the youth in order to determine their needs and interests in terms of empowerment and further ensures proper development of youth structures, like the Sports Stars and Youth Council that exist in the local municipality. It also evaluates the effectiveness of youth programs to avoid redundancy and inefficiency of these programs. The Youth

Development Office serves to ensure a variety of developmental programs e.g., sports, education, and skills development.



Hon. Mayor Cllr. NW Ntombela on right and Deputy Mayor on the right Cllr. N. Maphanga, awarding learners at Mkhambathini Matric Achievement Awards Class 2021.

Skill and Development



**Mkhambathini Municipality Sports Clinic
2020**

Challenges Include:

- Limited resources restrain thorough practice of Youth Work and Development.
- The non-functionality of the Youth Council has limited the co-ordination and monitoring of youth development programs.

The Municipality shall, on an annual basis, conduct Youth Dialogue Outreach's throughout Mkhambathini Local Municipality in the form of a Summit where developmental programs and projects that are beneficial to young people will be planned. These programs will be documented in the form of a resolutions that will pave a way forward for youth development policies and inclusive planning in youth development activities all around the Municipality. Skills Development Programs such as:

- Technical Skills Training (Driving licence programme, Beadwork and tissue making and shoe Making)
- Bursaries and matric upgrading funds (Registration Bursary to study in an institution of the student's choice),
- Mkhambathini Local Municipality Youth Summit (Youth Dialogue Outreach)
- Career Expo (Grade 8-11)
- Sports Development Tournament (Mayoral Games)

All these programs, through the office of the Executive Mayor, have one similar objective, to keep the youth well-informed, capacitate, up-skill and to combat socio-economic ills that are prevalent within Mkhambathini.

SPORT

"Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else can. Sport can awaken hope where there was previously only despair" (Nelson Mandela, 2000)

As Mkhambathini Municipality we are proud to be party of 2022 Dusi Canoe Marathon where we supported a team of young paddlers led by our legend Michael Mbanjwa. Working with Mkhambathini local Sport Confederation we support we support seven local sport coeds, with an aim of giving each young person a chance to participate in sport.



FOOD PRODUCTION INITIATIVES

Through the Department of Agriculture's Extension Officers, communities, cooperatives and Households are assisted to access resources for starting and sustaining food gardens. Furthermore, the Municipality has an Agri-Forum open to all community members interested in farming and small-scale gardening.

NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)

Presently the Department of Education implements the National School Nutrition Programme. It should be noted that once the Food Production Initiatives programme are functioning well the Municipality will work together with the DoE to ensure sustainable NSNP.

3.7 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

The Mkhambathini Municipality has a clear workable financial plan in line with the Three-year funding model. Furthermore, the municipality is viable and is striving to ensure that it remains viable, this is assisted by Senior Managers being able to analyse financial reports and identify risks related to municipal spending patterns. The municipality always strives to be realistic in budgeting given its limited revenue streams. The Municipal ratio currently is 10:1, this translates that the municipal current assets are 10 times higher than municipal current liabilities which is above the norm of 3:1. This indicates that should the municipal liabilities be due, the municipality will be in the position to pay them. The indigent register has currently been reviewed by the municipality on an annual basis.

It is included as an Annexure in the IDP

The financial plan is broken down as follows.

3.7.1. CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

The financial plan is broken down as follows;

3.7.1. CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY THREE YEAR FUNDING MODEL

Table 96: Three Year Funding Model

Projects	2022/2023 FY	2023/2024 FY	2024/2025 FY	Nature of the Project	Funding Source
New Computers and Printers	300 000	0	0	New	Own
Construction of Municipal Offices	0	0	0	New	Own
Municipal Vehicles	1 000 000	1,200,000	1,200,000	New	Own
Furniture	400 000	120 000	130 000	New	Own
Mgwaphuna Access Road Phase 2 W4	6 763 661	0	0	New	MIG
Makhokhoba Gravel Road	2 112 210	0	0	New	MIG
Upgrade of Banqobile Sport Field	2 299 367	0	0	Upgrade	MIG
Muzingezwi Access Road	4 067 539	0	0	New	MIG
Nonzila Creche	0	5 431 786	0	New	MIG
Estinini Sport Field	0	1 235 561	0	New	MIG
Tala Valley Sportfield	0	0	0	New	MIG
Upgrade of Maqongqo-Sports field		0	0	Renew	Own
Mkhize Access Road	2 361 671	0	0	New	MIG
Thimuni Community Hall	0	5 830 044	0	New	MIG

Maqonqo Sport field		5 720 057			
Total Capital Budget	19,481,000	19,714,000	1,500,000		
	0	0			

FUNDS RECEIVED OVER THREE YEARS

TABLE 97: FUNDING OVER THREE YEARS

	2021/2022	2022/2023	2023/2024
MIG Funds	24,755,000	17,027,000	17,781,000
	0		
Electrification	18,110,000	8,000,000	8,000,000
	0		
Own Funding	6,866,000	0	0

FUNDS SPENT AND UNSPENT OVER THREE YEARS

TABLE 98: FUNDING EXPENDITURE OVER THREE YEARS

	2021/2022	2022/2023	2023/2024
Capex Spent	24,755,000	17,027,000	17,781,000
Capex Funds Unspent	0	0	0
Electricity Spent	18,110,000	8,000,000	8,000,000
Electricity Unspent	0	0	0

PRIORITIZATION AND DURATION OF THREE-YEAR PROJECTS

Table 99: Projects Prioritization over three years

Projects	WARD	FINANCIAL YEAR	DURATION	Nature of the Project	Funding Source
Mgwaphuna Access Road Phase 2 W4	4	2020/2021	2020/2021	Renew	Own
Stingini Sportfield	1	2020/2021	2020/2021	New	Own
Mahlabathini Access Road	6	2020/2021	2020/2021	New	Own
Nonzila Creche	2	2020/2021	2020/2021	New	Own
Kwenzokuhle Hall	6	2021/2022	2021/2022	New	Own
Manzamnyama Gravel Road	2	2020/2021	2020/2021	New	Own
Makhokhoba Road	3	2021/2022	2021/2022	New	MIG
Banqobile Sportfield	5	2021/2022	2021/2022	New	MIG
Jilafohla Access Road	7	2021/2022	2021/2022	New	MIG
Maromeni Access Road	3	2021/2022	2021/2022	New	MIG
Tala Valley Sportfield	4	2020/2021	2020/2021	New	MIG
Upgrade of Maqongqo-Sports field	1	2021/2022	2021/2022	Renew	MIG
Eqeleni Access Road	4	2021/2022	2021/2022	New	MIG
Muzingezwi Access Road	6	2021/2022	2021/2022	Renew	MIG

3.7.3. PROJECTS WITHOUT FUNDING

The Municipality Also Have Projects for The Development of Mkhambathini Municipality Which Are Not Funded And These Projects Are As Follow:

TABLE 101: MKHAMBATHINI'S NON-FUNDED PROJECTS

REF NO	PROJECT NAME
1.	Upgrading of Old Main Road - R103 (from umlaas Road intersection to Muslim University)
2.	Pedestrian sidewalks from Oehley Road to Squires Place
3.	Streetlights from Oehley Road to Squires Place
4.	Intersection of N3 off-ramp and old main road to be upgraded to a circle
5.	Upgrading of D409 and P419 intersection
6.	Revamping of Camperdown Community Park
7.	Construction of Camperdown Town Clinic
8.	Construction of Camperdown Town Creche
9.	Construction of D545 to Asphalt 4km
10.	Upgrade/ Extension of Msunduzi Bridge with link Mkhambathini Municipality and Ethekewini Municipality. (-29.661152, 30.636203)
11.	Donate/ make available the portion of Land for Waste-Water Treatment Plant, Lot 106 of Camperdown which will service Camperdown.
12.	Upgrade of Camperdown Taxi Rank
13.	Construction of Mkhambathini Community Health Centre
14.	Camperdown residential project

3.7.4. PRIORITIZATION OF THREE-YEAR CAPITAL PLAN FOR MUNICIPAL INFRASTRUCTURE GRANT(MIG)

CAPITAL PROJECTS THREE YEAR CAPITAL PLAN

WARD	PROJECT
Ward 1	<ul style="list-style-type: none"> ● Maqongqo Taxi Rank ● Upgrade of Maqongqo Sports Field, with indoor sport and Grandstands ● Estinini SportsField ● White City Crèche ● Ezinembeni Access Road ● Echibini Access Road ● Ezibhananeni Access Road ● Estingini Access Road ● Installation of Solar High Mast lights (8)
Ward 2	<ul style="list-style-type: none"> ● Nonzila Crèche ● Chibini Access Road ● Manzamyama Gravel Road ● Qalakahle Sports Field with Grandstands ● Sgubudwini Access Road ● No. 7 Access Road ● Upgrade of Ophokweni No.8 Sports Field with Grandstands ● Ophokweni Access Road ● Bus Shelter (3 areas) ● Installation of Solar High Mast lights (8)
Ward 3	<ul style="list-style-type: none"> ● Construction of Nkanyezi Sports Field with Grandstands ● Mboyi Community Hall ● Maromeni Access Road ● Mboyi Bridge ● Cosmoore Crèche ● Nqgulunga Access Road with pedestrian bridge ● Nobhala Access Road Phase 2

	<ul style="list-style-type: none"> ● Bus/Taxi Shelter ● Installation of Solar High Mast lights (8)
Ward 4	<ul style="list-style-type: none"> ● Mgwaphuna Access Road Phase 2 ● Cattle Deep ● Mkhize Access Road ● Tala Valley Sports Field with Grandstands ● Dlamini Access Road ● Installation of Solar High Mast lights (8) ● Eston Sports Field with Grandstands
Ward 5	<ul style="list-style-type: none"> ● Mkhize Access Road ● Nene Access Road ● eQeleni Access Road ● Installation of Solar High Mast lights (8) ● Bus/ Taxi Shelter ● Ntweka Community Hall
Ward 6	<ul style="list-style-type: none"> ● Makholweni Access Road ● Upgrade of Makholweni Sports Field with Grandstand including combi courts ● Kwaluzizi Access Road ● Mdakeni Access Road ● Muzingezwi Access Road ● eSigqumeni Access Road ● Dwengu Access road ● Esigodini Access Road ● Installation of Solar High Mast lights (8) ● Bus/ Taxi Shelter
Ward 7	<ul style="list-style-type: none"> ● Matigulu Access Road ● Ngilanyoni Community Hall ● Bhora Access Road ● Mndayi Access Road

- Njangwini Cattle Deep
- Gulube Sportsfield
- Nganono Access Road
- Thimon Community Hall
- Nsongeni Creche
- Installation of Solar High Mast lights (8)
- Bus/ Taxi Shelter

The municipality has an asset management register that is updated on an ongoing basis in the municipality. On the 27th of May 2021, Council adopted the Mkhambathini Public Facilities Management Policy which forms part of asset management.

TABLE 103: INVESTMENT REGISTER

INSTITUTION	OPENING BALANCE 01/07/2021	INVESTMENT IN CURRENT YEAR	WITHDRAWAL	BALANCE AS AT 30 JUNE 2022	INTEREST EARNED
First National Bank Main Account	2,545,988.32	0 0		00	0.00
First National Bank-Call Account	56,389,924	0 0		30,812,000	0.00

3.7.4.1. CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The Municipality has enough capacity to execute all its capital projects and is currently looking for other revenue streams that might fund additional capital projects. The municipality has engaged the Department of Co-operative Governance and Traditional Affairs, Department of transport and Department of Energy for acceleration of service delivery.

TABLE 104: THREE YEAR CAPITAL BUDGET FOR PROJECTS (2021/2022 - 2023/2024)

Year 1 (2021/2022)	Year 2 (2022/2023)	Year 3 (2023/2024)
24,755,000	17,027,000	17,781,000

TABLE 105: PERCENTAGE SPENT ON CAPITAL PROJECTS

Year 1 (2021/2022)	Year 2 (2022/2023)	Year 3 (2023/2024)
100%	100%	100%

3.7.5. REVENUE BASE

Total operating revenue has decreased by 9 per cent or R 9.2 million for the 2021/22 financial year when compared to the 2020/21 Adjustments Budget. For the two outer years, operational revenue will increase in 2022/23 financial year by R 4.9 million and increase in 2023/24 financial year by R 7.5 million when compared to the 2020/21 financial year.

3.7.5.1. 2019/20 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK

TABLE 106: BUDGET FINANCIAL PERFORMANCE (REVENUE MANAGEMENT)

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	17 144	17 480	21 840	19 782	19 782	19 782	(22 790)	20 553	21 375	22 230
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	498	520	528	574	574	574	(574)	597	621	645
Rental of facilities and equipment		572	132	248	345	345	345	-	350	373	388
Interest earned - external investments		3 484	4 539	4 285	3 850	3 850	3 850	1 351	4 000	4 100	4 327
Interest earned - outstanding debtors		2 920	3 748	900	1 883	-	-	(10)	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and tributes		28	30	25	34	34	34	2	30	37	38
Licences and permits		6 004	6 402	4 704	7 121	7 122	7 122	4 508	7 400	7 000	8 004
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		55 012	60 000	60 002	73 403	85 405	85 405	85 070	76 550	87 043	88 002
Other revenue	2	684	641	534	1 174	2 700	2 700	3 100	1 185	2 018	3 035
Being		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		87 008	94 187	102 227	108 226	119 808	119 808	70 718	110 888	124 823	127 868

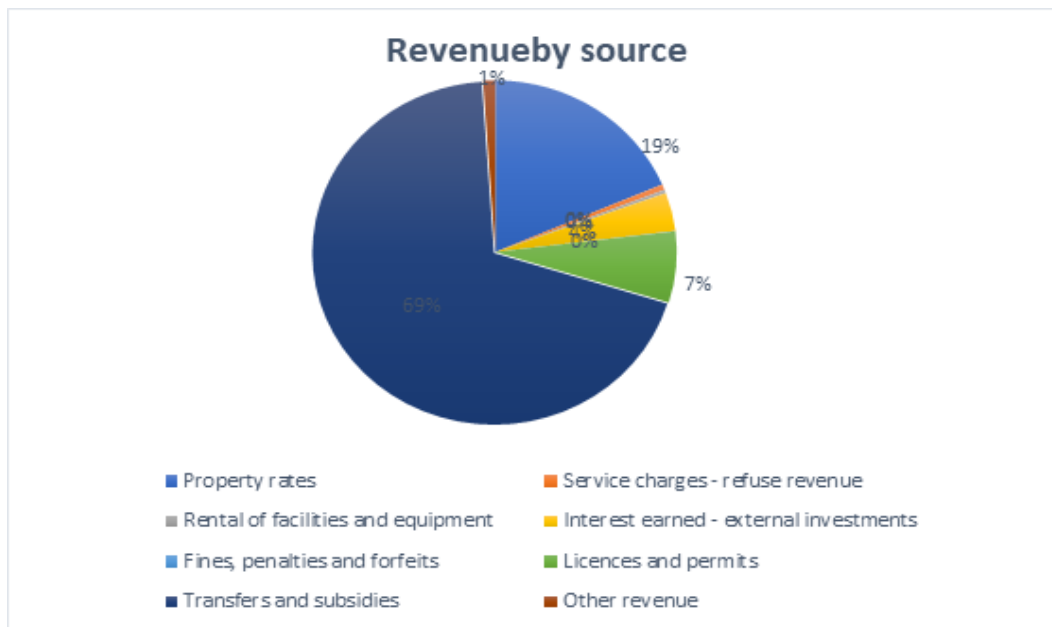


FIGURE 38: REVENUE BY SOURCE

The municipality depends on grants mostly (70%). The total projected income of R 110 688 million will Property Rates (19%), Rentals (1%), licences and permits (7%), interest earned from investment (4%), other revenue (1%) and Service charges – refuse (1%)

3.7.3. EXPENDITURE

The Municipality’s expenditure framework for the 2021/22 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan.
- 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 project plans no budget. If there is no business plan no funding allocation can be made.

The following table is a high-level summary of the 2021/2022 budget and MTREF (classified per main type of operating expenditure):

TABLE 107: EXPENDITURE INDICATOR

KZN226 Mkhambathini - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	17 144	17 480	21 849	19 782	19 782	19 782	(22 706)	20 553	21 375	22 230
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	498	520	528	574	574	574	(574)	597	621	645
Rental of facilities and equipment		572	132	248	345	345	345	-	359	373	388
Interest earned - external investments		3 484	4 539	4 385	3 850	3 850	3 850	1 351	4 000	4 160	4 327
Interest earned - outstanding debtors		2 920	3 748	960	1 883	-	-	(20)	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		28	30	25	34	34	34	2	36	37	38
Licences and permits		6 064	6 462	4 704	7 121	7 122	7 122	4 568	7 400	7 690	8 004
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		55 612	60 009	69 092	73 493	85 495	85 495	85 070	76 599	87 043	88 092
Other revenue	2	684	641	534	1 174	2 700	2 700	3 109	1 185	2 018	3 035
Gain		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		87 008	94 187	102 227	108 228	119 908	119 908	70 708	110 888	124 823	127 369
Expenditure By Type											
Employee related costs	2	34 125	34 071	36 529	44 092	44 606	44 606	34 376	48 558	50 155	53 644
Remuneration of councillors		5 173	5 809	6 024	6 374	6 374	6 374	4 981	6 693	4 039	7 247
Depreciation & asset impairment	3	742	1 540	590	3 140	3 140	3 140	-	3 140	3 580	4 081
Depreciation & asset impairment	2	8 791	8 722	9 319	11 173	11 173	11 173	7 644	11 609	12 073	12 550
Finance charges		-	3	4	-	-	-	5	-	-	-
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	-	-	-	6 307	6 459	6 459	3 894	6 051	6 308	6 582
Contracted services		12 839	18 584	27 530	30 420	43 923	43 923	39 027	43 396	37 165	39 271
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	9 525	11 233	13 712	19 372	26 865	26 865	19 175	23 455	22 367	23 240
Losses		3 422	195	113	-	-	-	-	-	-	-
Total Expenditure		79 818	81 067	88 821	121 687	142 640	142 640	107 271	142 802	136 888	148 823
Surplus (Deficit)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		7 980	13 110	8 498	(18 310)	(22 837)	(22 837)	(38 682)	(32 214)	(10 886)	(19 283)
Transfers and subsidies - capital (monetary allocations) (National / Provincial, Departmental Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	120	-	-	-	10	-	-	-
Surplus (Deficit) after capital transfers & contributions		26 116	32 486	24 802	2 888	3 168	3 168	(18 324)	(7 469)	8 918	(889)
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus (Deficit) after taxation		26 116	32 486	24 802	2 888	3 168	3 168	(18 324)	(7 469)	8 918	(889)
Attributable minorities		-	-	-	-	-	-	-	-	-	-
Surplus (Deficit) attributable to municipality		26 116	32 486	24 802	2 888	3 168	3 168	(18 324)	(7 469)	8 918	(889)
Share of surplus/deficit of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus (Deficit) for the year		26 116	32 486	24 802	2 888	3 168	3 168	(18 324)	(7 469)	8 918	(889)

The budgeted allocation for employee related costs for the 2021/2022 financial year totals R 48 558 million.

In the compilation of the MTREF, the following influencing factors were considered:

The cost associated with the remuneration of councillors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling Mkhambathini Local Municipality Annual budget.

Mkhambathini Local Municipality expenditure framework for the 2021/22 Annual Budget is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan.
- 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 project plans no budget. If there is no business plan no funding allocation can be made

Salaries were adjusted using the following assumptions:

EMPLOYEE RELATED COSTS

There was a budgeted 5% increase for this financial year. The salary budget is in line with the Organogram, and we also provide a budget for vacant posts.

Organogram with vacant posts expected to be filled within 2022/2023 Financial year

The vacant posts employer contribution was calculated using:

UIF = 1% of salary limit 148.72

SDL = 1% of Salary

Pension and Provident fund maximum option = 13.65% salary

An annual increase on salaries of 5 per cent and 5 per cent has been included in the two outer years of the MTREF to be conservative and implement cost cutting measures. The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered.

in compiling the Municipality's budget.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate of asset consumption. Budget appropriations in this regard total R 12 063 062.10 for the 2022/2023 financial year. The budget also covers the following expenses and programs.

DEBT IMPAIRMENT

Debt impairment was budgeted for using gross debtors balance since there municipality debtors' balance is increasing drastically over the years and the municipality only collects 85% as per the collection rate. This alone is an indication for impairments.

The municipality opted for this rate because there are ongoing engagements with government departments to settle their debts, the engagements have been fruitful. The municipality will be implementing a recently developed debt collection strategy and anticipate a positive spinoff in the collection of outstanding debtors.

LED PROGRAMS

The office of LED, Arts and Culture and Tourism works very close with communities which helps them be able to start their own businesses as well as encourage citizens to practice its culture. These programmes have been budgeted for in the 2022/2023 financial year and it is R2 .5 million

SPECIAL PROGRAMS

The special programmes component includes Disability programmes, Senior Citizens, Gender programme and Children's sector. The municipality have included a budget amounting to R1. 8 million for the new financial year 2022/2023

HIV/AIDS PROGRAMS

In fighting and combating the spread of HIV/AIDS the municipality have made a budget which amounts to R270 400.00 which will be used in the campaign and awareness of HIV/AIDS to its citizens.

DISASTER MANAGEMENT

In response to Disaster Management Act and National State of Disaster as declared by the President last year March 2020, the municipality have allocated an amount of R950 000 to assist in fighting the COVID19 pandemic. We are still expecting funding and assistance in order to fight the pandemic our budget is not sufficient to deal with pandemic and other natural disaster, Total Disaster provision is R1,6 million.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

The expenditure as per chart is as follows:

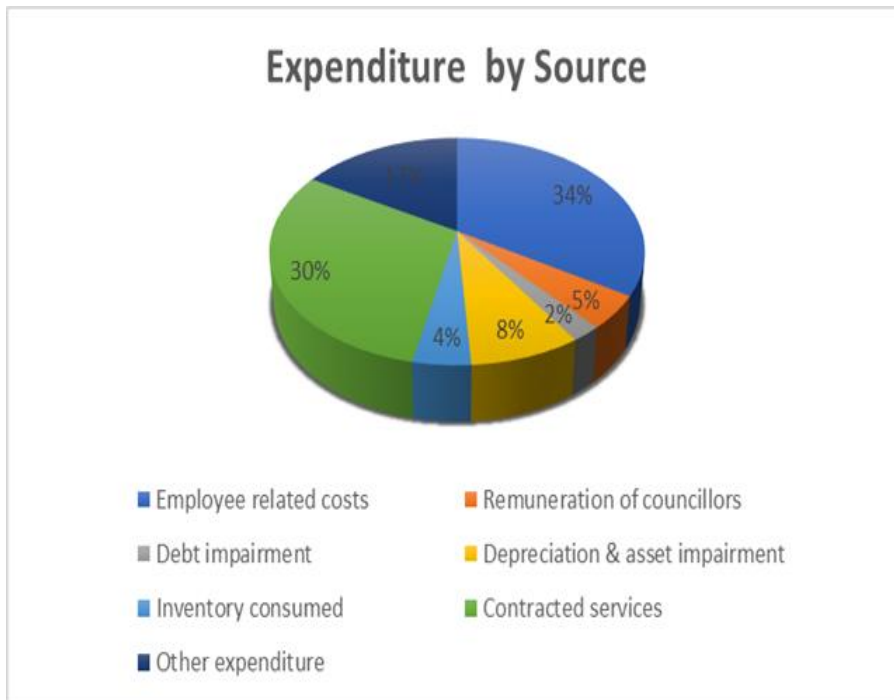


FIGURE 39: EXPENDITURE BY SOURCE

IMPLICATIONS: FISCAL CAPACITY TO IMPLEMENT CAPITAL PROJECTS

Despite heavy reliance on government grants, limited generation of own revenue and huge expenditure on salaries, the municipal budget shows a surplus of R4 mill in total which include the expenditure of R14,3 million which is non-cash items therefore when non-cash items are taken out the municipality have surplus. This is an indication that the municipality can accommodate additional expenditure for some of the capital projects that the IDP has prioritized.

BUDGET PROVISION FOR FREE BASIC SERVICES

3.7.4. FREE BASIC SERVICES: BASIC SOCIAL SERVICES PACKAGE

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act. And takes the form of social relief for the family of deceased persons who are destitute without income.

The Free Basic Services is funded through the equitable share which is received from National Government. There are currently 300 households who are registered as indigents in 2017 but that database is reviewed on an annual basis for ensuring that the Municipality cover all affected families.

The following table indicate the budget provision for free basic services:

TABLE 108: ELECTRIFICATION INDICATOR

Services	
Eskom Free Basic Electricity	321,492
Rebate	1,566,220
Total	1,887,712

COST OF FREE BASIC SERVICES IN THE LAST THREE YEARS

TABLE 109: COST OF FREE BASIC SERVICES

2021/2022	2022/2023	2023/2024
R 321,492	R 340,367	R 374,403

INDIGENT LEVEL GROWTH

TABLE 110: INDIGENT LEVEL GROWTH

2021/2022	2022/2023	2023/2024
NIL	NIL	NIL

3.7.8. BUDGET ALLOCATED TO PEOPLE WITH DISABILITY

The following is the budget allocated to people with disability.

TABLE 111: BUDGET ALLOCATED TO PEOPLE WITH DISABILITIES

DISABILITY PROGRAMME	2021/2022	2022/2023	2023/2024
Disability Forum Awareness Campaigns	R 220 000.00	R 228 800.00	R237 952.00
Annual Disability Celebration	R 250 000.00	R 260 000.00	R 270 400.00
Disability District Games	R 100 000.00	R 104 000.00	R 108 160.00

3.7.9. REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

3.7.9.1. REVENUE ENHANCEMENT MECHANISMS

Mkhambathini Municipality has resolved to implement the Municipal Property Rates Act, 6 of 2004 (Act No. 6 of 2004) [the MPRA] on 1 July 2009. This is one of the mechanisms that the municipality hopes that it will be useful in terms of enhancing its revenue base. Section 3 of the MPRA requires the Municipality to adopt a policy consistent with the MPRA on the levying of rates on ratable property in the Municipality. The municipality currently has a Revenue Enhancement Strategy in place.

This Rates Policy for Mkhambathini Municipality determines how properties are rated and must be read in conjunction with the MPRA and ancillary legislation. This policy takes effect from 1 July 2009. This is the effective date of the first valuation roll prepared by the municipality in terms of the MPRA and must accompany the municipality's budget for the financial year. The Rates Policy will be reviewed annually, and if necessary, amended by the Municipality such amendments to be affected in conjunction with the Municipality's annual budget in terms of Sections 22 and 23 of the Municipal Financial Management Act.

The municipality has identified challenges within its revenue value chain which could potentially be turned around to opportunities. The municipality is currently faced with an increasing arrear debt of approximately R 29 million (based on a debtor's age analysis of 30 June 2021), with over R 26 million outstanding for a period of exceeding 120 days. This is considered very high, given the financial position / sustainability of the municipality.

The following are factors contributing to an increased debtor's book balance and other challenges faced by the municipality:

- Lack of or outdated policies and procedure manuals
- Weak control environment
- Incomplete customer information in the customer data master-file

In line with best practices the framework for the revenue enhancement strategy, considering the unique requirements of Mkhambathini Municipality, comprised a phased approach, with timeframe(s) for the implementation of the strategic interventions.

3.7.10. MUNICIPAL CONSUMER DEBT POSITION (DEBT MANAGEMENT)

During 2019/2020 period, consumer debtors represent a figure of R 19,344,466 or 22% of current assets. There was 5% movement in terms of percentage compared to 2018/2019 financial year. The percentage of consumer debtors which are categorized as long-term receivable amount, however, has increased sharply. The municipality is currently implementing the Credit and Debt Control Policy in trying to reduce the amount outstanding from debtors. The overdue accounts have been handed over to the municipal attorney for collection.

The same data is presented in tabular format below:

TABLE 112: MUNICIPAL CONSUMER DEBT POSITION

	2021/2022	2022/2023	2023/2024
Rates	29,548,131	28,070,724	29,193,553
Refuse	407,569	407,569	407,569

TABLE 113: ALLOWANCE FOR IMPAIRMENT

	2021/2022	2022/2023	2023/2024
Impairment	(3,140,134)	(3,579,753)	(4,080,918)

TABLE 114: NET BALANCE

Debtors	2021/2022	2022/2023	2023/2024
Current (0-30 days)	1,255,059	1,193,306	1,239,998
30 Days	792,361	752,742	782,851
60 Days	484,570	460,341	478,755
90 Days	487,343	462,975	481,494
120 Days	450,688	428,153	445,279
180+ Days	26,485,680	25,161,396	26,167,851

TABLE 115: PROVISION FOR BAD DEBTS

Provision for Bad Debts	3,140,134	3,579,753	4,080,918
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There is a huge increase in 180-day debt, to an amount greater than all other

debtor's period combined and this is a worrying trend in the 2021 period. The municipality have engaged with Municipal Attorneys for the collection of the outstanding debts.

3.7.11 FINANCIAL MANAGEMENT

BUDGET AND TREASURY OFFICE

SUPPLY CHAIN MANAGEMENT

The municipality has in place tender committees to ensure compliance and sound controls over the handling of procurement matters above R200 000. The bid committees are in place and have been reviewed in the 2021/2022 financial year in order to improve efficiencies within the system and will continue to be reviewed annually. The Supply Chain Management policy is reviewed annually as all other municipal policies.

The performance of the bid committees underpins the provision of services. It is therefore important that the municipality is able to play close monitoring over the procurement cycle to ensure service delivery targets are met. Each committee is constituted with the right caliber of employees with an intent to ensure the right balance of expertise within the committee system. In the 2021/2022 the performance against the critical targets set within the SDBIP in relation to the efficiency of committee reflected a slow move between the evaluation committee and the adjudication committee which mainly due to lack of quorum thus delaying the conclusion of tenders after closure. The bid specification committee performed with efficacy and managed to perform in lesser time than projected in the SDBIP.

The poor performance in the speedy conclusion of tenders was also hampered by the lack of implementation of procurement plan which will be enhanced during 2021/2022. The procurement plan is linked to the timeframes set in the SDBIP in finalizing the tender process within stipulated timeframes in order for the municipality to meet its service delivery commitments as suggested in the SDBIP.

The stipulated table below gives an oversight of the challenges experienced with the SCM unit which have been supported by the measures taken to address these challenges with the timeframe as follow:

TABLE 116: SCM CHALLENGES

<p>KEY CHALLENGES</p>	<ul style="list-style-type: none"> ▪ Storeman/ handyman need within the Supply Chain Department. This post has been included in the 2021/2022 organizational structure.
<p>MEASURES TAKEN TO ADDRESS THE CHALLENGES</p>	<ul style="list-style-type: none"> • Currently the approved organizational structure 2019/2020 financial year have a Vacant Post within the SCM Unit, this makes the unit not be able to function accurately as they is no segregation of duties within the unit. • The unit is in a need Storeman or a dedicated person who will be responsible for receiving delivered goods to the municipality and keep them for collection by the relevant department who ordered those goods. • Office space is a challenge within the unit to occupy all the officials within the SCM unit, officials include the SCM Manager, SCM Accountant , SCM clerk and finance intern. • When goods and services are procured, they come to SCM office as we do not have a storeroom or warehouse then the office becomes crowded.

3.7.11. *PROCUREMENT PLAN FOR 2021/2022 FOR ALL CAPITAL PROJECTS*

The municipality has developed a schedule of procurement plan for all 2021/2022 projects to ensure that projects are efficiently and effectively implemented and has been attached as annexure of the IDP.

The schedule which is presented on the table found on the next page is the Procurement Plan for 2020/21 along with the Assessments of the Service Providers which were appointed in 2020/21 Financial Year.

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible department within municipality
MKH02020/10	Sipho - Glad Construction and General Trading cc	CONSTRUCTION OF MGWAPHU NA GRAVEL ROAD (WARD 04)	R 2,684,311.98	15 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	Technical Services Department
MKH02020/12	Khanya Africa Networks cc	PANEL FOR SERVICE PROVIDERS FOR PROVISION OF ICT SERVICES FOR A PERIOD OF	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	Corporate Services Department

		36 MONTHS					
MKH02020/12	Morar incorporated, Enhanced IT Solutions	PANEL FOR SERVICE PROVIDERS FOR PROVISION OF ICT SERVICES FOR A PERIOD OF 36 MONTHS	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	Corporate Services Department
MKH02020/12	Emalangeni Technologies (PTY) LTD	PANEL FOR SERVICE PROVIDERS FOR PROVISION OF ICT SERVICES FOR A PERIOD OF 36 MONTHS	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	Corporate Services Department
MKH02020/12	Enhanced IT Solutions (PTY) LTD	PANEL FOR SERVICE PROVIDERS FOR	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	Corporate Services Department

		PROVISION OF ICT SERVICES FOR A PERIOD OF 36 MONTHS					
MKH02020/12	Kamoso JV Zabest Construction (PTY) LTD	Panel of contractors for surfacing of access roads for a period of 36 months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	Technical Services Department
MKH02020/12	Aqua Transport & Plant Hire (PTY) LTD, SMB Group (PTY) LTD	Panel of contractors for surfacing of access roads for a period of 36 months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	Technical Services Department
MKH02020/12	ION Consulting (PTY) LTD, Elethu Systems (PTY) LTD, k2k Information Systems (PTY)	PANEL FOR SERVICE PROVIDERS FOR PROVISION OF ICT SERVICES FOR A	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	Corporate Services Department

	LTD	PERIOD OF 36 MONTHS					
MKH02020/12	Sinothando Construction cc, Ten Logistics and Civils, High End General Construction (PTY) LTD	Panel of contractors for surfacing of access roads for a period of 36 months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	Technical Services Department
MKH02020/12	Tongaat Asphalts, Appileh Nandie Trading and Projects, Raubex KZN (PTY) LTD	Panel of contractors for surfacing of access roads for a period of 36 months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	Technical Services Department
MKH02020/12	Ethos Transport and Road Services, Lavender Moon Trading 264 cc T/A Latoya Training	Panel of contractors for surfacing of access roads for a period of 36 months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	Technical Services Department

	Institutes						
MKH02020/08	Pooven Chetty and Associates T/A Umnotho Business Consulting	Provision of internal auditor for a period of 36 months	R 3,300,000.00	15 JUNE 2020	15 JULY 2020	1 SEPTEMBER 2020	Office of the Municipal Manager
MKH02020/18	Zyanda Development Projects (PTY) LTD	Renovation of Kwandaya Community Hall ward 07	R 878,985.25	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	Technical Services Department
MKH02020/13	Smartech Trading and Projects (PTY) LTD	Rehabilitation of Gcina Gravel Road	R 775,295.00	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	Technical Services Department
MKH02020/14	Nzombane Investment Company (PTY) LTd	Renovation of Ophokweni Community Hall ward 02.	R 795,621.75	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	Technical Services Department

MKH02020/17	Londacorp Trading cc	Renovation of Ismont Creche Ward 06.	R 703,491.8	11 NOVEMBER 2020	24 NOVEMBE R 2020	18 DECEMBER 2020	Technical Services Department
MKH02020/09	Nongafa Trading Enterprise	Upgrade of Camperdown Community Hall	R 5,682,498.91	21 AUGUST 2020	14 SEPTEMBE R 2020	04 NOVEMBER 2020	Technical Services Department
MKH02020/16	Vezokungcono Trading cc	Rehabilitation of Banqobile Gravel road	R 742,135.25	11 NOVEMBER 2020	24 NOVEMBE R 2020	18 DECEMBER 2020	Technical Services Department
MKH02020/15	Thumamina Group (PTY) LTD	Renovation of Dukes Hall Ward 04	R 461,370.80	11 NOVEMBER 2020	24 NOVEMBE R 2020	18 DECEMBER 2020	Technical Services Department
MKH02020/12	Xoli M Projects	Construction of Kwenzokuhle Community Hall Ward 06	R 6,320,000.00	11 NOVEMBER 2020	24 NOVEMBE R 2020	18 DECEMBER 2020	Technical Services Department

MKH02020/19	HAMSA CONSULTING ENGINEERS	PANEL OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION FOR 3 FINANCIAL YEARS	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department
MKH02020/19	SPK ENGINEERS	PANEL OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION FOR 3 FINANCIAL YEARS	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department
MKH02020/19	BVI CONSULTING ENGINEERS KWAZULU-NATAL	PANEL OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department

		ATION FOR 3 FINANCIAL YEARS					
MKH02020/19	CIVTECH ENGINEERS	PANEL OF OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION FOR 3 FINANCIAL YEARS	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department
MKH02020/19	MUTEO CONSULTING CC/KUHLEMC EBO ENGINEERS (PTY) LTD	PANEL OF OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION FOR 3 FINANCIAL YEARS	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department

MKH02020/19	SIBGEM PARTNERS (PTY) LTD	PANEL OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION FOR 3 FINANCIAL YEARS	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department
MKH02020/19	ASANDE PROJECT CONSULTING AND ENGINEERING	PANEL OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION FOR 3 FINANCIAL YEARS	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department
MKH02020/19	ZLM PROJECT ENGINEERS (PTY) LTD/BTMN ENGINEERS (PTY) LTD	PANEL OF CONSULTANTS FOR IMPLIMENTATION OF ELECTRIFICATION FOR 3 FINANCIAL	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	Technical Services Department

		YEARS					
MKH02020/22	Thumamina Group (PTY) LTD	REHABILITATION OF D1000 GRAVEL ROAD	R 6,692,770.00	15 JANUARY 2021	29 JANUARY 2021	17 FEBRUARY 2021	Technical Services Department
MKH02020/21	BORN AND BREAD GROUP/NOBUHLE MEDIA HOUSE	PANEL OF GRAPHIC DESIGNERS FOR 36 MONTHS	ADMIN %	19 NOVEMBER 2020	18 DECEMBER 2020	17 FEBRUARY 2021	Corporate Services Department
MKH02020/20	BONAKUDE CONSULTING (PTY) LTD	APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT THE PHYSICAL VERIFICATION, CONDITION ASSESSMENT INCLUDING	R 1 933 458.66	19 NOVEMBER 2020	18 DECEMBER 2020	17 FEBRUARY 2021	Finance

		CALCULATING, COMPONENTISATION OF IMMOVABLE ASSETS AND VALUATION OF					
MKH02021/12	INGADLANG ADLA CIVIL PROJECTS JV PATY CIVILS PTY LTD	CONSTRUCTION OF NTWEKA ROAD	R 2,374,909.91	4 DECEMBER 2020	18 DECEMBER 2020	19 MARCH 2021	Technical Services Department
MKH02021/12	KHANYISA CIVILS AND GENERAL MAINTENANCE CC	CONSTRUCTION OF NONZILA GRAVEL ROAD	R 2,972,244.00	04 DECEMBER 2020	18 DECEMBER 2020	19 MARCH 2021	Technical Services Department
MKH02021/001	DARTINGO CONSULTING ENGINEERS/ MAZIBI CONSULTING ENGINEERING/ BM	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

	INFRASTRUCTURE DEVELOPMENTS (PTY) Ltd	PROJECT MANAGERS					
MKH02021/001	GENDU CONSULTING & NWS CONSULTING ENGINEERS	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	IMPANDE CONSULTING ENGINEERS (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	SIWA CONSULTING ENGINEERING/ SIBGEM PARTNERS	PANEL OF CIVIL AND BUILDING ENGINEERING	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

	(PTY) LTD	CONSULTANTS AND PROJECT MANAGERS					
MKH02021/001	SPK ENGINEERS/INZUZO PROJECT ENGINEERS	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	MMK GROUP (PTY) LTD & NGEJA CONSULTING ENGINEERS	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	MZOLO Consulting EngineerS & BVI CONSULTING	PANEL OF CIVIL AND BUILDING ENGINEERING	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

	ENGINEERS KZN (PTY) LTD	CONSULTANTS AND PROJECT MANAGERS					
MKH02021/001	PMA CONSULTING (PTY) LTD & SKYV CONSULTING ENGINEERS (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	ISANDO AND SIMUKAYI PROJECTS JV	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	LIKHNYILE CONSULTING ENGINEERS AND PROJECT	PANEL OF CIVIL AND BUILDING ENGINEERING	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

	MANAGERS	CONSULTANTS AND PROJECT MANAGERS					
MKH02021/001	DLAMINDLOVU CONSULTING ENGINEERS (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	MZANSI AFRICA CIVILS CC & BHOSIBO DEVELOPMENT PROJECTS CC	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	INFRACHAMPS CONSULTING & SAMTAK CONSULTING	PANEL OF CIVIL AND BUILDING ENGINEERING	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

	SERVICES (PTY) LTD	CONSULTANTS AND PROJECT MANAGERS					
MKH02021/001	BI INFRASTRUCTURE CONSULTANTS (PTY) LTD & CELANKOBE ENGINEERING AND ARCHITECTURAL CONSULTANTS	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	KAMAWEWE DEVELOPMENT CONSULTANTS & YINTWENHLE CONSULTING & DELTRON PROJECTS PTY LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

MKH02021/001	ABAZINGELI CIVILS & VUMESA (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	IX ENGINEERS (PTY) LTD & SIST ENGINEERS	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	MN AFRICA CONSULTING ENGINEERS & SIBAYA ENGINEERS & MZIBANI CONSULTING ENGINEERS (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

MKH02021/001	ILUNGELO LAMI JV LANDA ILANGA	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	CALLIPER COSULTING ENGI	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKH02021/001	DLOKWE INVESTMENT S T/A KULU CONSULTING & DLOKWE INVESTMENT	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

MKHO2021/001	MAP AFRICA CONSULTING ENGINEERS & ASANDE PROJECTS	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKHO2021/001	MGAZIE TRIBE & VANGISA CONSULTING ENGINEERS PROJECT MANAGERS	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKHO2021/001	AB PROJECTS CC & GIBB (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

MKHO2021/001	LIBEKO (PTY) LTD & NYELETI CONSULTING (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department
MKHO2021/001	GUDUNKOMO INVESTMENTS AND CONSULTING (PTY) LTD & LODEMANN HOLDINGS (PTY) LTD	PANEL OF CIVIL AND BUILDING ENGINEERING CONSULTANTS AND PROJECT MANAGERS	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	Technical Services Department

Annexure A: Assessment of Service Providers 2019/2020 For Period Of 01 July to 30 June 2020/2021

TABLE 118: PERFORMANCE ASSESSMENT OF SERVICE PROVIDERS

BID NUMBER	PROJECT NAME & BRIEF DESCRIPTION	ESTIMATED VALUE (INCLUDING ALL APPLICABLE TAXES)	ENVISAGED DATE OF ADVERTISEMENT IN THE WEBSITE, NEWSPAPERS OR OTHER MEDIA	ENVISAGED CLOSING DATE OF BID	ENVISAGED DATE OF AWARD	RESPONSIBLE DEPARTMENT WITHIN MUNICIPALITY	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH02020 /10	Sipho - Glad Construction and General Trading cc	Construction Of Mgwaphuna Gravel Road (Ward 04)	R2,684,311.98	15 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	GOOD
MKH02020 /12	Khanya Africa Networks cc	Panel For Service Providers For Provision Of ICT Services For A Period Of 36 Months	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	GOOD

MKH02020 /12	Morar incorporated, Enhanced IT Solutions	Panel For Service Providers For Provision Of ICT Services for A Period Of 36 Months	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	GOOD
MKH02020 /12	Emalangeneni Technologies (PTY) LTD	Panel For Service Providers For Provision Of ICT Services For A Period Of 36 Months	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	FAIR
MKH02020 /12	Enhanced IT Solutions (PTY) LTD	Panel For Service Providers For Provision Of ICT Services For A Period Of 36 Months	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	FAIR
MKH02020 /12	Kamoso JV Zabest Construction (PTY) LTD	Panel Of Contractors For Surfacing Of Access Roads For A Period Of 36 Months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	FAIR
MKH02020 /12	Aqua Transport & Plant Hire (PTY) LTD, SMB Group (PTY) LTD	Panel Of Contractors For Surfacing Of Access Roads For	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	FAIR

		A Period Of 36 Months					
MKH02020 /12	ION Consulting (PTY) LTD, Elethu Systems (PTY) LTD, k2k Information Systems (PTY) LTD	Panel For Service Providers For Provision Of ICT Services For A Period Of 36 Months	ADMIN %	18 JUNE 2020	15 JULY 2020	01 SEPTEMBER 2020	GOOD
MKH02020 /12	Sinothando Construction cc, Ten Logistics and Civils, High End General Construction (PTY) LTD	Panel of contractors for surfacing of access roads for a period of 36 months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	FAIR
MKH02020 /12	Tongaat Asphalts, Appileh Nandie Trading and Projects, Raubex KZN (PTY) LTD	Panel of contractors for surfacing of access roads for a period of 36 months	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	GOOD
MKH02020 /12	Ethos Transport and Road Services, Lavender Moon Trading 264 cc T/A Latoya	Panel of contractors for surfacing of access roads for a	ADMIN %	10 JULY 2020	11 AUGUST 2020	1 SEPTEMBER 2020	SATISFACTORY

	Training Institutes	period of 36 months					
MKH02020 /08	Pooven Chetty and Associates T/A Umnotho Business Consulting	Provision of internal auditor for a period of 36 months	R3,300,000.00	15 JUNE 2020	15 JULY 2020	1 SEPTEMBER 2020	SATISFACTORY
MKH02020 /18	Zyanda Development Projects (PTY) LTD	Renovation of Kwandaya Community Hall ward 07	R878,985.25	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	GOOD
MKH02020 /13	Smartech Trading and Projects (PTY) LTD	Rehabilitation of Gcina Gravel Road	R775,295.00	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	GOOD
MKH02020 /14	Nzombane Investement Company (PTY) LTd	Renovation of Ophokweni Community Hall ward 02.	R795,621.75	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	GOOD
MKH02020 /17	Londacorp Trading cc	Renovation of Ismont Creche Ward 06.	R703,491.8	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	GOOD

MKH02020 /09	Nongafa Trading Enterprise	Upgrade of Camperdown Community Hall	R5,682,498.91	21 AUGUST 2020	14 SEPTEMBER 2020	04 NOVEMBER 2020	FAIR
MKH02020 /16	Vezokungcono Trading cc	Rehabilitation of Banqobile Gravel road	R742,135.25	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	GOOD
MKH02020 /15	Thumamina Group (PTY) LTD	Renovation of Dukes Hall Ward 04	R461,370.80	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	GOOD
MKH02020 /12	Xoli M Projects	Construction Of Kwenzokuhle Community Hall Ward 06	R6,320,000.00	11 NOVEMBER 2020	24 NOVEMBER 2020	18 DECEMBER 2020	GOOD
MKH02020 /19	HAMSA CONSULTING ENGINEERS	Panel Of Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	FAIR
MKH02020 /19	SPK ENGINEERS	Panel Of Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	FAIR

MKH02020 /19	BVI CONSULTING ENGINEERS KWAZULU-NATAL	Panel Of Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	FAIR
MKH02020 /19	CIVTECH ENGINEERS	Panel Of Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	FAIR
MKH02020 /19	MUTEO CONSULTING CC/KUHLEMCE BO ENGINEERS (PTY) LTD	Panel Of Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	FAIR
MKH02020 /19	SIBGEM PARTNERS (PTY) LTD	Panel Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	FAIR

MKH02020 /19	ASANDE PROJECT CONSULTING AND ENGINEERING	Panel Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	FAIR
MKH02020 /19	ZLM PROJECT ENGINEERS (PTY) LTD/BTMN ENGINEERS (PTY) LTD	Panel Of Consultants For Implimentation Of Electrification For 3 Financial Years	ADMIN %	11 NOVEMBER 2020	10 DECEMBER 2020	17 FEBRUARY 2021	GOOD
MKH02020 /22	Thumamina Group (PTY) LTD	Rehabilitation Of D1000 Gravel Road	R6,692,77 0.00	15 JANUARY 2021	29 JANUARY 2021	17 FEBRUARY 2021	POOR
MKH02020 /21	BORN AND BREAD GROUP/NOBU HLE MEDIA HOUSE	Panel Of Graphic Designers For 36 Months	ADMIN %	19 NOVEMBER 2020	18 DECEMBER 2020	17 FEBRUARY 2021	GOOD

MKH02020 /20	BONAKUDE CONSULTING (PTY) LTD	Appointment Of A Service Provider To Conduct The Physical Verification, Condition Assessment Including Calculating, Componentisation Of Immovable Assets And Valuation Of	R 1 933 458.66	19 NOVEMBER 2020	18 DECEMBER 2020	17 FEBRUARY 2021	GOOD
MKH02021 /12	INGADLANGAD LA CIVIL PROJECTS JV PATY CIVILS PTY LTD	Construction Of Ntweka Road	R2,374,909.91	4 DECEMBER 2020	18 DECEMBER 2020	19 MARCH 2021	SATISFACTORY
MKH02021 /12	KHANYISA CIVILS AND GENERAL MAINTENANCE CC	Construction Of Nonzila Gravel Road	R2,972,244.00	04 DECEMBER 2020	18 DECEMBER 2020	19 MARCH 2021	GOOD
MKH02021 /001	DARTINGO CONSULTING ENGINEERS/MA	Panel Of Civil And Building Engineering	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR

	ZIBI CONSULTING ENGINEERING/ BM INFRASTRUCTURE DEVELOPMENTS (PTY) Ltd	Consultants And Project Managers					
MKH02021 /12	INGADLANGAD LA CIVIL PROJECTS JV PATY CIVILS PTY LTD	Construction Of Ntweka Road	R2,374,909.91	4 DECEMBER 2020	18 DECEMBER 2020	19 MARCH 2021	SATISFACTORY
MKH02021 /001	GENDU CONSULTING & NWS CONSULTING ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	IMPANDE CONSULTING ENGINEERS (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers`	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKH02021 /001	SIWA CONSULTING ENGINEERING/ SIBGEM PARTNERS (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD

MKH02021 /001	SPK ENGINEERS/INZ UZO PROJECT ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	MMK GROUP (PTY) LTD & NGEJA CONSULTING ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	MZOLO Consulting EngineerS & BVI CONSULTING ENGINEERS KZN (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	PMA CONSULTING (PTY) LTD & SKYV CONSULTING ENGINEERS (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKH02021 /001	ISANDO AND SIMUKAYI PROJECTS JV	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD

MKH02021 /001	LIKHNYILE CONSULTING ENGINEERS AND PROJECT MANAGERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKH02021 /001	DLAMINDLOVU CONSULTING ENGINEERS (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKH02021 /001	MZANSI AFRICA CIVILS CC & BHOSIBO DEVELOPMENT PROJECTS CC	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	INFRACHAMPS CONSULTING & SAMTAK CONSULTING SERVICES (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	BI INFRASTRUCTURE CONSULTANTS (PTY) LTD & CELANKOBE ENGINEERING AND ARCHITECTURA	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR

	L CONSULTANTS						
MKH02021 /001	KAMAWEWE DEVELOPMENT CONSULTANTS & YINTWENHLE CONSULTING & DELTRON PROJECTS PTY LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKH02021 /001	ABAZINGELI CIVILS & VUMESA (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	IX ENGINEERS (PTY) LTD & SIST ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	MN AFRICA CONSULTING ENGINEERS & SIBAYA ENGINEERS & MZIBANI CONSULTING ENGINEERS (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR

MKH02021 /001	ILUNGELO LAMI JV LANDA ILANGA	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	CALLIPER COSULTING ENGI	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKH02021 /001	DLOKWE INVESTMENTS T/A KULU CONSULTING & DLOKWE INVESTMENT	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKHO202 1/001	MAP AFRICA CONSULTING ENGINEERS & ASANDE PROJECTS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKHO202 1/001	MGAZIE TRIBE & VANGISA CONSULTING ENGINEERS PROJECT MANAGERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR

MKHO202 1/001	AB PROJECTS CC & GIBB (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKHO202 1/001	LIBEKO (PTY) LTD & NYELETI CONSULTING (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD
MKHO202 1/001	GUDUNKOMO INVESTMENTS AND CONSULTING (PTY) LTD & LODEMANN HOLDINGS (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKHO202 1/001	MGAMULE CONSULTING ENGINEERS & LESTOPA CONSULTING ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKHO2021/ 001	CIVTECH ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD

MKHO2021/001	GUDUNKOMO INVESTMENTS AND CONSULTING (PTY) LTD & LODEMANN HOLDINGS (PTY) LTD	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKHO2021/001	MGAMULE CONSULTING ENGINEERS & LESTOPA CONSULTING ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	FAIR
MKHO2021/001	CIVTECH ENGINEERS	Panel Of Civil And Building Engineering Consultants And Project Managers	ADMIN %	28 JANUARY 2021	01 MARCH 2021	15 APRIL 2021	GOOD

3.7.12. GRANTS

The grant with the most allocation is the Equitable Share which has approximately R70,470,000 for 2021/2022 financial year. It is followed by a Municipal Infrastructure Grant with an allocation of R24,755,000 while the Department of Energy has allocated R18,110,000 for electrification programmes.

3.7.13. MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (Q&M)

The Asset and Infrastructure Maintenance plan is attached as an annexure to the IDP. Aligned to the priority given to preserving the maintaining the Municipality’s current infrastructure, the 2021/2022 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulation, operating repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchase of materials and contracted services.

Considering these cost drivers, the following table is a consolidated of all the expenditures associated with repairs and maintenance. In order to meet the standard of achieving the 8% repairs and maintenance target of operating expenditure, the municipality is committed to increase this percentage progressively over the MTREF to reach this target.

TABLE 119: REPAIRS AND MAINTENANCE

Description	2021/2022 Medium Term Revenue & Expenditure Framework		
	Budget Year 2021/2022	Budget Year +1 2022/2023	Budget Year +2 2023/24
R thousand			
Re-graveling of Access Road	9,800,000	14,692,000	15,099,680
Roads Structure	10,500,000	2,200,000	2,420,000
Community Assets	5,000,000	2,200,000	2,420,000
Sport Fields	1,900,000	1,650,000	1,815,000
Municipal Vehicles and Assets	1,000,000	402,800	426,968
Total	28,200,000	21,144,800	22,181,648

Source: 2021/2022 Medium Term Revenue & Expenditure Framework

Aligned to the priority being given to preserving and maintaining the Municipality’s current infrastructure, the 2021/2022 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. 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. The budget is R 28 2128 000 that is allocated to repairs and maintenance then this is the 12% of the total assets as per our 2019/20 Audited Annual financial Statement.

In responding to the inputs from the community in relation to the road infrastructure the municipality have introduced the re-gravelling of access roads in all wards and the operational repairs and maintenance R 28 2128 000 which is also summarised as follow

Re-graveling of Access Roads in various wards is R 9 .8 million

Maintenance of community Assets is R 5 million

Maintenance of Sport facilities is R 1.9 million

Maintenance of Roads R 10.5 million

Maintenance of municipal vehicles and another assets is R 1 million

Fixed Assets Register value 2019/2020	Repairs and Maintenance budget 2021/2022 Financial year	Repairs and maintenance expressed as a %	Above/ below the norm
R161 800 969	R28 200 000	17%	Above

Repairs and maintenance is above the norm of 8%.

3.7.14. FINANCIAL RATIOS

In 2019/2020, as highlighted above, 54% of all assets of Mkhambathini Municipality are non-current, with all non-current assets falling in the property, plant and equipment category. 35% of total assets are current, and almost 75% of current assets consist of cash or cash equivalents.

When compared to the 2019 year, we see the following comparison:

3.7.15.1 HISTORICAL FINANCIAL RATIOS

TABLE 120: HISTORICAL FINANCIAL RATIOS

	2019/2020	2020/2021	2021/2022
Cash Coverage Ratio	8 Month(s)	8.3 Month(s)	8.0 Month(s)
Current Ratio	10: 1	8: 1	6,2: 1

3.7.15.2 CASH FLOW IMPROVEMENT PLAN

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

TABLE 121: CASH FLOW IMPROVEMENT PLAN

KZN226 Mkhambathini - Table A7 Budgeted Cash Flows

Description	Ref	2017/18 Audited Outcome	2018/19 Audited Outcome	2019/20 Audited Outcome	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	16 814	16 814	16 814	-	17 470	17 688	19 022
Service charges		-	-	-	574	574	574	-	507	527	549
Other revenue		-	-	-	8 075	8 075	8 075	-	8 979	9 338	9 712
Transfers and Subsidies - Operational	1	-	-	-	70 871	85 495	85 495	-	94 009	97 397	98 521
Transfers and Subsidies - Capital	1	-	-	-	15 990	25 800	25 800	-	24 755	17 027	17 781
Interest		-	-	-	-	3 409	3 409	-	4 000	4 160	4 325
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	-	-	-	(127 917)	(127 917)	-	(144 203)	(149 714)	(155 725)
Finance charges		-	-	-	-	-	-	-	-	-	-
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM (USED) OPERATING ACTIVITIES					118 881	12 861	12 861	-	6 117	(8 378)	(7 814)
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	-	(48 782)	(48 782)	-	(31 021)	(17 871)	(18 394)
NET CASH FROM (USED) INVESTING ACTIVITIES						(48 782)	(48 782)	-	(81 821)	(17 871)	(18 894)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-
NET CASH FROM (USED) FINANCING ACTIVITIES											
NET INCREASE/(DECREASE) IN CASH HELD					118 881	(30 912)	(30 912)	-	(26 604)	(21 248)	(28 208)
Cash/cash equivalents at the year begin:	2	-	-	-	-	-	-	-	68 818	30 812	8 688
Cash/cash equivalents at the year end:	2	-	-	-	118 881	(30 912)	(30 912)	-	30 812	9 568	(16 846)

3.7.16. FINANCIAL RATIOS INCLUDING AUDITED OUTCOME

TABLE 122: FINANCIAL RATIOS

	2019/2020	2020/2021	2021/2022
Current Ratio	10: 1	8: 1	6,2: 1
Capital Expenditure to Total Expenditure	14%	16%	14.3%
Debt to Revenue	0%	0%	0%
Collection Rate	96%	95%	95%
Remuneration (Employees and Councillors) to Total Expenditure	45%	46%	42%

3.7.17. LOANS, BORROWING AND GRANTS DEPENDENCY

LOANS/BORROWINGS

The Municipality is not intending to borrow or planning to borrow in the next 5 years

GRANTS DEPENDENCY

The ratio assesses the extent of own source revenue to total operating revenue including agency revenue hence self-sufficiency. The ratio measuring own source of revenue will be increased over time as it reflects municipal efforts towards self-sufficiency. The lesser the revenue the more the municipality relies on the grants.

Own Source of Revenue to Total Operating Revenue (including agency revenue)
 = Own Source of revenue (Total Revenue - Government Grants and Subsidies - Public Contribution and Donations) / Total Operating Revenue (including agency services) x 100

$$= R\ 110,688,000 - R76,559,000 / R110,688,000$$

$$= 31\%$$

The total operating revenue consist of 69% of the grants which simple means that the municipality depends on grants for the smooth operations of the municipality without grants the municipality might face challenges of meeting its obligations.

3.7.18. EXPENDITURE MANAGEMENT

TABLE 123: OPERATION EXPENDITURE

Expenditure	2021/2022 FY	2022/2023 FY	2023/2024 FY
Employee Costs	48,558,000	50,155,000	53,644,000
Remuneration of Councilors	6,693,000	4,039,000	7,247,000
Debt Impairment	3,140,000	3,580,000	4,081,000
Depreciation & Asset Impairment	11,609,000	12,073,000	12,556,000
Other Expenditure	72,902,000	65,840,000	69,094,000
Total Expenditure	142,902,000	135,688,000	146,623,000

3.7.19. AUDITOR GENERAL'S OPINION

TABLE 124: AG OPINION FOR THE PAST FOUR YEARS

YEAR	OPINION
2017/2018	Unqualified
2018/2019	Unqualified
2019/2020	Unqualified
2020/2021	Unqualified

Over the years, the municipality has received a positive outcome from the audits that are undertaken by the Office of the Auditor-General per annum. This is evidenced from the unqualified audit opinions that were received for four consecutive years.

PLANS TO IMPROVE ON AUDITOR GENERAL'S OPINION

The Mkhambathini Municipality has developed an audit action plan based on the key findings raised and recommendations by the Auditor General. The audit improvement plan will be a standing item on the Audit and Performance Audit Committee and MPAC.

Furthermore, the municipality is in a process to finalise the review of compliance registers and activity flow processes. Each Manager will be responsible for compliance relating to his/her function. The municipality have appointed private investigator to investigate the UIFW Expenditure in line with the Audit action plan.

The Audit Action Plan is attached as annexure to the IDP.

As per the provided AFS, the standing of irregular expenditure for Mkhambathini Municipality during the 2019/20 financial was the key finding.

3.7.20. MUNICIPAL BORROWINGS

The Municipality does not have any borrowing and is not intending to borrow in the next 3 years.

3.7.21. EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)

The budgeted allocation for employee related costs for the 2020/21 financial year totals R48,558 million, which equals 25% of the total operating expenditure. Salary increases have been factored into this budget at a percentage increase of 7% for the 2021/22 financial year. An annual increase of 6.5% is applied to the 2022/23 year and 6% has been included in the two outer years of the MTREF to be conservative and implement cost cutting measures.

VACANT POSITIONS

The Municipality is striving to fill all vacant positions within the Municipality. The municipality has finalised and implemented the Job Evaluation, and this will assist in the filling of critical positions in the 2022/2023 financial year. Assures are put in place to ensure that critical processes are not compromised in terms of operation and segregation of duties.

3.7.22. CONTRACTED SERVICES

The municipality's contracted services are listed in the table below.

CONTRACTED SERVICES	COST 2022/23
Umnotho Business Consulting	Varies
Ubuhle Media	Varies
DM ICT	R 27 600.00
Emalangeneni Technologies	Varies
CCG Systems	Varies
Genix Valuations	Varies
ION Consulting	R 180 007.00
Vodacom	Varies
Bonakude	Varies
Telkom	Varies
SBD Business Systems	Varies
Westwood insurance brokers	Varies
Mazibuko Z & Associates	Varies
City of Choice	Varies
Matthew Frances and Incorporate	Varies

Each service provider contracted by the municipality is obliged to transfer skills where necessary. A plan has been put in place where skills are transferred to municipal employees by relevant service providers. The Municipality introduced clauses in the contracts that require the service provider to indicate how they will transfer skills to the municipal staff. This is measured when service provider performance is being assessed.

3.7.23. FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ▪ Revenue base is increasing. ▪ Opinion from the AG about the state of the finance at the municipality is good. ▪ The municipality operates with a positive balance. ▪ The municipality interim finance committee sits on weekly basis. ▪ GRAP Compliant AFS ▪ Functional Interim Finance Committee 	<ul style="list-style-type: none"> ▪ Performance Management not cascaded down to lower the level employees ▪ The culture of non-payments affects municipal revenue ▪ Limited rates based ▪ High grants dependence ▪ Limited of debt collection
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Promotion of Good Governance ▪ Revenue Enhancement ▪ Cost cutting measures 	<ul style="list-style-type: none"> ▪ High Level of unemployment ▪ Dets collection ▪ Grant dependent

3.7.24. FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

TABLE 127: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

KEY CHALLENGE(S)	<ul style="list-style-type: none"> ▪ Insufficient funding ▪ Low revenue base ▪ Non-payment culture in community and government department;
DESCRIPTION	<p>It is also the desired goal that our municipality is financially viable and sustainable. It is therefore important that the municipality manage its financial affairs and resources in a way that will ensure financial sustain- ability. To ensure that the municipality achieves this goal, it is necessary the aforementioned challenges bead dressed.</p>

3.8. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To ensure optimal service delivery to the community of Mkhambathini Local Municipality, the Municipality utilizes the Batho Pele Principles. The utilization of Batho Pele Principles is envisaged to ensure that the service delivery interventions in Mkhambathini Local Municipality are responsive to the needs of the communities identified during IDP Roadshows. Batho Pele Principles plays a pivotal role in ensuring that the Mkhambathini Local Municipality proactively responds to the service delivery issues in the planning instruments (i.e. strategic and budgetary planning).

The Municipality has developed draft Service Delivery Charter and Standards and a draft Service Delivery Improvement Plan (SDIP) with intent of promoting community participation in service delivery processes in line with District Development Model objectives. This is aimed at promoting sectoral coordination in response to the needs of communities within the jurisdiction of Mkhambathini Local Municipality. Furthermore, the utilization of Batho Pele Principles is aimed at enabling the realization of accountable Mkhambathini Local Municipality whereby the community members will enable the municipal officials to redress service delivery initiatives that were poorly executed.

The Batho Pele Principles contributes significantly to enabling compliance to legal provisions such as Municipal Systems Act: Section 16(1)(a) pertinent to Community Participation in municipal service delivery instruments.

3.8.1. BATHO PELE PRINCIPLE

Following are the Batho Pele Principles that the Municipality's administrative and political structures strive to achieve when delivering services to the people:

Consultation: All developments in the municipality are undertaken through community participation and engagements. The municipality has engaged the community in its development through the following channels: CDW's, radio, newsletters, meetings, suggestion boxes, izimbizo, etc.

Leadership and Strategic Direction: Our leaders must create an atmosphere which allows for creativity.

Customer Impact: If we put all the Batho Pele Principles into practice, we then increase the chances of improvements in our service delivery. This in turn will have a positive impact on our customers. It is about how the nine principles link together to show we have improved our overall service delivery.

Service Standards: The municipality is striving towards providing services to the community that are of good quality and satisfying.

Access: The municipality is striving to ensure that the community has access to the basic services such as water, electricity, etc. Whilst there are challenges such as limited financial resources in realizing this aspect, a lot has been achieved thus far.

Courtesy: Our staff are encouraged to be polite and friendly to our customers. Customers should be treated with respect and consideration. Staff must always be willing to assist.

Information: Information on municipal developments and projects is always conveyed to the community through IDP Rep Forums, newsletters, newspapers, radio, posters, Imbizo, etc.

Openness and Transparency: The municipality has established various structures that ensure that the public knows municipal activities. Information is made available to the public through annual reports, strategic plans, service commitment charters, etc.

Redress: Redress is making it easy for people to tell us if they are unhappy with our service.

The municipality has a suggestion box that is attended to. Complaints are attended to effectively and efficiently.

Value for Money: Our municipality is striving to make the best use of its available resources, avoid wasteful expenditure, fraud and corruption and finding new ways of improving services at little or no cost.

Encouraging Innovation and Rewarding Excellence: The municipality embraces partnerships with different sectors in order to improve service delivery. The municipality has been very active in its IGR Structures and many stakeholders have been engaged in these structures to ensure that all partners participate in providing services to the people.

3.8.2 MUNICIPAL SERVICES CHARTER /STANDARDS BACKGROUND

We exist in order to provide services at a fair and acceptable cost, to each one of our customers and it is thus necessary that we indicate the level of service that our customers can expect from us. This level of service shall be applied consistently throughout every street, suburb, and town within the municipality. The White Paper on the Transformation of Public Service Delivery (1997) sets out eight Batho Pele (People First) principles, which aims to transform public service delivery.

This document referred to as the Batho Pele (People First) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements.

The Batho Pele principles remain central to this document, promoting service excellence in the public sector and more specifically in local government.

The Batho Pele policy and Public Participation policy were adopted by Council on the 27th of May 2018.

VALUES OF MKHAMBATHINI

High quality of life

Universal access to basic services

Energy Efficient and environmentally conscious

Sustainable and Integrated communities

Safe and Secure Environment

SERVICE STANDARDS

The service standards that may be expected from each service department in the Mkhambathini Municipality are listed in this booklet. Our Service Standards and Service Charter will be delivered proportionally to all our stakeholders by not later than August each year. The Service Standards and Charter will further be published on the website throughout the year.

GENERIC SERVICE STANDARDS

Office Hours

We will commit to these office hours Monday to Friday

07:45-16:15

Motor licensing

08:00-13:00

Driver Licensing

07:30-14:00

Note: The council will endeavor to keep customer desks such as libraries, the rates, halls, open during lunch periods as well.

TELEPHONIC CALLS

We will endeavor to answer our telephone calls within seven (7) rings

If we are unable to take your call, you will be able to leave a message on our voice mail system and we commit to respond within three working days.

For emergency calls, see Protection Services Standards.

MAIL & FAX CORRESPONDENCE

We will acknowledge receipt of your correspondence within three working days.

If we are unable to respond to issues within three (3) working days, we will provide as estimate time based on the complexity of the enquiry within a further five (5) working days.

WRITTEN CORRESPONDENCES

If it must be posted, we will respond in five (5) working days.

Walk in customers

Appropriate signage will be displayed to ensure easy access to our facilities

We will have received by informed and responsive staff

We will identify who is serving you and who is in charge

We will inform you of services available

Information readily available will be provided within 30minutes

If the information is not available, you will be apprised of the status and when to expect the information

We will attend to all enquiries/complaints by keeping proper records and ensuring that you receive feedback on all concerns raised.

Your cooperation in providing full, accurate and timely information will help us provide you with quality service.

3.8.2. SERVICES STANDARDS

TABLE 128: SERVICE STANDARDS

TECHNICAL SERVICES	
ROADS	
Grading of gravel streets	✓ Will be done according to a schedule programme
Repair of potholes	✓ Will be done accordingly to a scheduled programme
Maintenance of tarred roads	✓ Will be done accordingly to a scheduled programme
STORM WATER	
Floods / emergencies	✓ Reaction within one hour after incident has been reported
DEVELOPMENT AND PLANNING	
Building plans	
Acknowledgement of receipt	✓ Within five (5) working days
Finalization of building plan process - Standard residential building plans Non - standard building plans occupancy certificate	<ul style="list-style-type: none"> ✓ Forty (40) working days sixty (60) working days ✓ Within twenty (20) working days of submission
Application for Land use	
Acknowledge of receipt of application	✓ Within five (5) working days
Consideration of standard applications if the application meet the minimum requirements <ul style="list-style-type: none"> ✓ Township establishment ✓ Rezoning and removable of restrictions ✓ Consolidations ✓ Consent use application and subdivisions ✓ Building plan relaxations ✓ Site development plans if not able to do within stipulated time frame, feedback will be given	<ul style="list-style-type: none"> ✓ Within six (6) months. Within six (6) months ✓ Within sixty (60) calendar days. Within five (5) months ✓ Within forty (40) working days within sixty (60) working days.
PUBLIC PARTICIPATION	
The IDP review process to be conducted as per approved schedule	IDP review is conducted in March and Adoption in June
Public participation engagements are conducted taking into account the Covid-19 regulation.	Draft IDP and Budget are conducted in May
COMMUNITY SERVICES	
SPORTS FIELD	
Mowing of grass of sport fields	✓ Done according to a needs base scheduled match programmes
PUBLIC PARKS	
Mowing of lawns and pruning of shrubs and trees	✓ Done according to prescheduled match programmes

CARCASS REMOVALS	
All Mkhambathini controlled roads	<ul style="list-style-type: none"> ✓ Remove within forty-eight (48) hours ✓ Will report to relevant authorities
Replacement of damaged stop signs	<ul style="list-style-type: none"> ✓ Immediate after reporting one (1) day, subject to availability of stock
Repaint of faded stop markings	<ul style="list-style-type: none"> ✓ Immediately after reporting, one (1) day subject to availability of material
OTHER	
Illegal dumping	<ul style="list-style-type: none"> ✓ When polluter is identified, a notice within Three (3) working days. Otherwise removed within two (2) weeks
Noise pollution needs to be reported to SAPS	<ul style="list-style-type: none"> ✓ See contact list
CLEANSING AND WASTE REMOVAL	
Collection of residential, garden and business refuse <ul style="list-style-type: none"> ✓ Residential area ✓ Business Areas 	<ul style="list-style-type: none"> ✓ Done on weekly basis accordingly to a scheduled programme ✓ Done three (3) times a week swept on a daily basis.
LIBRARIES	
Will be open from 07h45 – 16h15 Saturday from 08h00 – 12h00	
AMBULANCES	
Emergency services number 082911	
VEHICLE LICENSING AND REGISTRATION	
Motor Licensing 08h00 -13h00 Learners Unit 07h45 – 14h00	
ROAD MARKINGS AND ROAD SIGNS	
Road marking complaints	<ul style="list-style-type: none"> ✓ Complaints investigated and finalised within seven (7) - fourteen (14) days
Road marking, street names and road signs	<ul style="list-style-type: none"> ✓ As per technical roster two (2) month (per ward)subject to availability of stock
	<ul style="list-style-type: none"> ✓ Within three (3) working days from the day of application
Formal trade license	<ul style="list-style-type: none"> ✓ Within fourteen (14) working days (ward councilor and departments)
Application for trading on Demarcated areas	<ul style="list-style-type: none"> ✓ Within three (3) working days from the day of application
Application on area which is not demarcated	<ul style="list-style-type: none"> ✓ Within fourteen (14) working days (ward councilor and relevant departments)
Application for business on selling of food	<ul style="list-style-type: none"> ✓ Within twenty-one (21) working days after Application received

POSTERS	
Application for posters	✓ Within three (3) working days after application
Complaints finalization	✓ Within five (5) days of complaint received
Posters removal	✓ Within four (4) days after expiry date
Deposit refunds	✓ Within twenty-one (21) days after submission of documents
Events	<ul style="list-style-type: none"> ✓ Big events: Apply 6 months before the event. An event with a spectator capacity of at least 2000 persons. ✓ Small events: Apply 30 (thirty) working days before the event. An event with a spectator capacity of 250 to 1999 persons. (should there be high profile persons (VIP's)the event will be considered as a risk event; the application period can be more than 30 days) ✓ Functions: Apply 30 working days before the event. A function with 30-250 people's e.g weddings, funerals, celebrations, initiation, ceremonies etc. ✓ Safety certificates must be obtained and yearly renewed.
DISASTER MANAGEMENT	
Natural disaster response	✓ Dispatched within one (1) hour depending on the area where disaster occurred, dispatch might take up to 4hours
CORPORATE SERVICES	
Rental of municipal facilities	✓ Confirmation immediately upon proof of payment
Council meetings	✓ Open to the public at least one (1) on a monthly basis at 11h00 as per schedule on The website
FINANCE SERVICES	
Queuing time for municipal accounts payments	✓ Within thirty (30) minutes
Clearance certificate turnaround time	✓ Within five (5) working days
All accessible meters will be read on a monthly Basis	
Cashier offices 08h00-15h00	

CONTACT DETAILS

The municipality can be contacted during office hours

Physical address:

18 Old Main Road
Camperdown
3270

Postal Address:

P.O Box x04
Camperdown
3270

Fax: 031 785 2121

Switchboard: 031 785 9300

Complaints email address: info@mkhambathini.gov.za

Website address: www.mkhambathini.gov.za

Facebook page: Mkhambathini Municipality

3.8.3. SERVICE DELIVERY IMPROVEMENT PLAN

Service Delivery Improvement Plan is there to develop an improvement plan that is practical, effective, and resulting to continuous improvement of service delivery and satisfaction to service beneficiaries. However, in our municipality we still have departments with business units having challenges when it comes to service delivery to the communities within the municipality jurisdictions. These are some of the business units with minor issues.

Problem statement and Improvement plan:

Finance Department

The key service includes the billing of customers to collect revenue. Over the past year's municipality has experienced an increase in total book debt due to the challenges experienced in the implementation of the new revenue management system. There is small revenue base, that the municipality still depends highly on grants (71%). Therefore, to improve services, the municipality needs to review and do implementation of revenue enhancement strategy. Moreover, provide conducive environment for developers to invest and implementation of planning and development Act.

Community services department

The community services department has been working constantly hard in ensuring that the community within jurisdictions of Mkhambathini obtains the best service continuously. However, it has been discovered that there are measures that should be taken for improvement. Some of the key problem statements is the one of illegal dumps keep increasing, especial in wards that are not serviced through weekly collection. Lack of land availability of establishment of Traffic Management Centre. For the service to improve the municipality must do installation of waste cages (for waste sorting by waste pickers). In addition, municipality to consider procurement of privately owned land.

NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL

Mkhambathini Municipality has successfully rolled out operation “Sukuma Sakhe” within its area of jurisdiction. The municipality started in Ward 7 which was very successful, and the programme was then rolled out in all wards. Each ward has a war room. Operation “Sukuma Sakhe” is an attempt to declare war against poverty and social challenges facing the community. Operation Sukuma Sakhe Programme (formerly known as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to still behavioral change amongst the citizens of the province. The formulation of this 4th Generation IDP has adopted the principles of Operation Sukuma Sakhe Program thereby establishing partnerships with the local community and getting involved into War Rooms. Operation Sukuma Sakhe has a ‘whole of Government approach’ as its philosophical basis.

The functionality of War Rooms to enable the implementation of Operation Sukuma Sakhe is infused into the District Development Model (DDM) Technical Hubs, whereby the Municipal Manager reports on the functionality of the 7 War Rooms at the aforesaid DDM Technical Hubs attended by sector departments. The main aim is to ensure that the OSS service delivery issues are incorporated into the planning and reporting of the DDM by all spheres of government.

Subsequently, OSS spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, and how 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 14 National Outcomes. The program encourages the social mobilization where communities have a role, as well as delivery of government services in a more integrated way. The Government has structures programs which need to drill down to the level of the people they are serving. This is a ward level, translating to all 7 wards and all households within the Mkhambathini area of jurisdiction. The KwaZulu-Natal provincial government humbly accept that it cannot achieve this alone and needs community’s hands in building this nation together. The LED strategy adopted by Council in November 2017 was developed in response to the issues the PGDP and the DGDP.

The alignment details are on the LED strategy attached as an annexure to the IDP.

EXPANDED PUBLIC WORKS PROGRAMME

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. The Expanded Public Works Programme involves creating work opportunities for unemployed persons, and so allowing them to participate economically and contribute to the development of their communities and the country.

EPWP is currently on Phase 4 with a mandate approved by the cabinet to ensure EPWP continues with its three outputs of 1) employment creation, 2) income support and 3) service delivery and assets creation. These assets have been delivered consistently and at the required level of quality in order to make the required impact, which is to enhance the livelihoods of the people they are aimed at, and to contribute to local economic development.

In the financial year 2021/2022, Mkhambathini municipality received the R1,329,000 grant from the National Department of Public Works for the facilitation, coordination, and implementation of this programme which at Umkhambathini Municipality has 8 projects namely:

IZANDLAZETHU

This project was initiated in order to ensure that all the municipal buildings (Halls and Creches and (sometimes when requested schools) are well maintained, cleaned and secured. This helps to control access to the buildings.

MY JOB MY FUTURE

This project aims to provide on the job training for youth that has just finished their tertiary level training and require in-service training to either complete their Diplomas/Degrees or get a bit of work experience. The trainees in the Project are allocated in the municipal offices

ASIPHEPHE

This project is made up of disaster volunteers based in wards for immediate attendance to disaster emergencies and also responsible for disaster awareness programmes in wards.

SPORTS STARTS

This project aims to promote sports development in all wards of the Mkhambathini Municipality.

SPORTSFIELD CARETAKERS

This project aims to ensure that the municipality sports fields are well maintained and accessible and secured.

TOWN BEAUTIFICATION

Town beautification project aims to ensure the upkeep of the Camperdown town. The tasks involved in this project are gardening, landscaping, grass cutting and cleaning.

RECYCLING

It is a co- operative that is responsible for recycling projects and also assist with waste. It is an exit programme that is focused in certain wards

DATA CAPTURERS

This project is aimed at offering on the job experiential training to the unemployed youth. The participants are situated in offices assisting with EPWP administration work.

SECTOR	Work Opportunities	Work Opportunities	Full Time Equivalents	Full Time Equivalents	WOs	FTEs
Environment and Culture Sector	28	38	12	15	138%	130%
Infrastructure Sector	85	146	28	38	171%	134%
Social Sector	55	56	21	16	102%	76%
Total	168	240	61	69	143%	113%

3.8.4. INTERGOVERNMENTAL RELATIONS (IGR)

Sector departments and the district participate in the IDP processes of as a strategic planning document that is intended to guide their capital budget. The information on planned projects by sector departments and the district should inform the multi-year plans, and municipalities must not receive unexpected grants since this cripple planning in advance and can lead to adhoc project implementation. It should be compulsory for all sector departments to align their budgets with municipal budgets in line with the provincial allocate resources, using the prioritisation list available in the municipal ward-based plan of municipalities after thorough consultations with communities.

The strategic pronouncements from National and Provincial discussed in the District IGR Structures, where the progress is monitored through the District Command Council

The structures such as the IDP Steering Committees and Representative Forum are in place, also taking consideration the functionality of the various forums within the municipality. This platform that is intended to create an environment that is conducive for intergovernmental relations within the municipality and amongst spheres of government. Mkhambathini Municipality is part of the uMgungundlovu District.

The Clusters were:

- Mayors Forum
- Municipal Manager's forum
- Finance Forum
- Corporate Services Forum
- Speakers Forum
- Governance Forum
- ICT Forum
- Social and Community Forum
- Infrastructure
- Development & Planning

The introduction of DDM in the District Municipality, the forums are being reconfigured and now it'll be the

- Economic & Infrastructure Cluster,
- Governance & Finance Cluster
- Communications
- Justice, Policing
- Social & Community

The Mayor, Municipal Manager, Senior Management and municipal officials participate fully in the DDM clusters the table below provides an overview of the Municipal officials who participate in the clusters:

TABLE 129: DDM SUB-CLUSTER PARTICIPATION

DDM SUB-CLUSTER	INITIALS AND SURNAME OF OFFICIALS	DESIGNATION
Economic & Infrastructure Cluster,	<ol style="list-style-type: none"> 1. Ms NS Mkhize 2. Mr S Mkhize 3. Mrs P Ngcobo 4. Ms Z Magini 	Director: Community Services Director: Technical Services Manager: Local Economic Development (LED) IDP Officer
Governance & Finance Cluster	<ol style="list-style-type: none"> 1. Mr S Mngwengwe 2. Ms N Ngubane 3. Mr T Gambu 	Municipal Manager Director: Corporate Services Chief Financial Officer (CFO)
Communications Cluster	<ol style="list-style-type: none"> 1. Ms B Mthiyane 	Communications Officer
Justice, Policing Cluster	<ol style="list-style-type: none"> 1. Ms N Ngubane 	Director: Corporate Services
Social & Community Cluster	<ol style="list-style-type: none"> 1. Ms NS Mkhize 	Director: Community Services
District Command Council	<ol style="list-style-type: none"> 1. Cllr NW Ntombela 2. Cllr TA Gwala 3. Mr S Mngwengwe 	Mayor Speaker Municipal Manager

uMgungundlovu District IGR Structures are in existence and functional. The IGR Structures are chaired by respective Municipal Managers.

3.8.6. PARTICIPATION IN THE PROVINCIAL FORUM

The Municipal Manager of Mkhambathini participates in the Technical Munimec and Premiers Coordination Forum. Furthermore, the Mayor and the Municipal Manager also participate in the Munimec and The Mayor and Municipal Manager also participate and head the following DDM sub-clusters as well, The Mayor of Mkhambathini and the Mayor of Umngeni are the Chairperson's of the Justice, Crime Prevention and Security Cluster and the Municipal Manager of Mkhambathini and Msunduzi are the conveners of the Governance, State Capacity and Institutional Development Cluster.

3.8.6.1. IGR OFFICIAL IN THE MUNICIPALITY

The resolutions emanated from The Cluster are tabled at the Mkhambathini Municipal Council and the council is updated on the interventions that have been for the Municipality by the District. The participation of the municipality, senior management, municipal council member/councillors and municipal officials in these various DDM sub-clusters that have been introduced by the DDM are functional. The implementation of the resolutions is executed in order to expedite service delivery interventions emanated from the Umgungundlovu District Command Council.

Furthermore, the Municipal Manager presents progress report at the District Development Model Technical Hub and District Command Council on the work done by Mkhambathini Local Municipality on the resolutions made.

3.8.7. MUNICIPAL WARD COMMITTEE

The Municipality is a developmental local government structure that is committed to working with citizens and organized interest groups to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

According to Municipal Structures Act, Section 74(a)(ii) the ward committee go through the ward councilor may table their service delivery issues at the Municipal Council. The Mkhambathini Local Municipality comprises of 7 wards and the review of the IDP took into consideration the service delivery in issues emanated from the ward committees within the jurisdiction of Mkhambathini Local Municipality

This assertion complements the right of communities to participate in the decisions that affect development in their respective areas, and a corresponding duty on the municipality to encourage community participation in matters of local governance. The Municipality achieves this goal mainly through Ward Committee structures and a variety of other measures designed to foster open, transparent, and consultative municipal governance.

The Ward Committees Meetings are functional for the better part of 2021/22 as COGTA Public Participation Unit had assessed us.

The Ward Committee structures have been functioning in the 2021/2022 financial year despite the covid-19 protocols and unrest, which caused challenges in the seating and reporting of ward committee engagement in the quarter of July- September 2021. The municipal ward committee engagements were disrupted in the 3rd quarter in October-December since all the municipalities were in a process of electing new councilors. However, the municipality is now undergoing with the ward committee election process plan. Once, the ward committees established and all the necessary trainings finalized in the 4th quarter which is April-June 2022, ward committee meetings will resume and function accordingly.

The municipality is made of 70 ward committee members within the seven wards and each ward committee member has a focus sector which they report monthly to the public participation manager, the ward committees meet three times in a quarter [one meeting per month] and public meetings are held once at least once a week.

3.8.8. TRADITIONAL LEADERSHIP PARTICIPATING IN MUNICIPAL COUNCIL

Section 81 (1) of the Municipal Structures Act, 117 of 1998 provides for the participation of traditional leaders in municipal councils. Traditional Leaders are an important component of Municipal stakeholders, and their representative are always inviting in the council sitting to participate in the municipal strategies and policy decisions. The two Traditional Leaders represented that the Municipality participate in the Infrastructure and Administration and Corporate Services Portfolio committees. The Traditional Leadership participate in public engagements which are planned by the municipal the participation of Amakhosi and Izinduna in the IDP processes is of paramount importance in the municipality as this also assist the municipality in identifying community members which are affected by poverty eradication and are in the need of basic services as we know that Mkhambathini Municipality is dominantly rural areas.

3.8.9. MUNICIPAL STRUCTURES

Mkhambathini has all the statutory structures in place for the processes involved in the development of the IDP. These can be outlined as follows:

- Ward Committees- represents the interest for the community on the ground. The ward committees participate on the IDP representative forum, and they also have their own scheduled ward meetings.
- IDP Steering Committee - this structure comprises of the sector departments, municipal management, parastatals, and other service delivery agencies.
- IDP Representative Forum- this is a much wider IDP participatory platform which includes the members of the IDP steering committee (including management as members), municipal councillors, ward committees and general members of the community.
- Portfolio Committees - Mkhambathini has seven portfolio committees which are the internal structures that discuss issues and make recommendations to the Executive Council Committee.
- EXCO - this structure comprises of four members of council (including the mayor). It is responsible for making recommendations on items before they reach Council.
- Council- the full council of Mkhambathini has a complement of 14 members who take final decisions for the municipality.
- TROKIA- The Trokia consist of five members (including the Municipal Manager and meet on a quarterly basis

3.8.10. COMMUNICATION PLAN

The Municipality has a communication Strategy and a Communication Plan in place. The post of the Communications Officer has been filled. This will assist in ensuring the speedy communication of municipal programmes and progress to the Community. The Municipality is continuing to communicate with its community through a newsletter, and a communication social media page have been developed. The municipality has enhanced its lines of communication through the various social media platforms which are The Municipality's Whatsapp and Facebook Page, this is where the municipality utilizes a diverse approach of communication due to Covid -19, where the municipality can communicate with the community ,share public notices and public engagements planned by the municipality for the community of Mkhambathini Local Municipality

3.8.11. AUDIT COMMITTEE & PERFORMANCE AUDIT COMMITTEE

Mkhambathini Municipality has taken a decision to combine the Audit Committee and Performance Audit Committee due to the Audit Committee playing both oversight roles and also assists with issues relating to Performance. The Audit Committee members are skilled on issues pertaining to the running of local government. These members are duly qualified in areas of local government finance, performance management and municipal administration. The Audit Committee & Performance Audit Committee is fully functional, and it meets on a quarterly basis. Furthermore, the reports are tabled to council twice a year. The chairperson of the Audit Committee plays an oversight role in the MPAC.

The municipality is using the Audit Committee & Performance Audit committee to deal with issues of Performance management. Meetings of the Audit Committee are held to deal with Performance & Audit issues. The audit committee undertakes a responsibility of both Finance, Internal Control and Performance Management responsibilities.

TABLE 130: AUDIT COMMITTEE MEMBERS

Audit Committee Members	
Mr S Shabalala	Chairperson
Mrs PN Ngubo	Member
Mr D Mncwabe	Member

3.8.12. MUNICIPAL BID COMMITTEES

The municipality's Bid Committees are in place and are functional. All tender/bids are facilitated through the bid committees.

Bid Specification Committee Members: Mr N Ntenga, (Chairperson), Mr AN Mthethwa and Ms Z Magini. User department is always represented by ex-officio member to present the specification.

Bid Evaluation Committee: Miss TF Duma (Chairperson) Ms Z P Ngongoma, Mrs B K Mthiyane; Mr S C Magcaba and Mr T S G Zulu.

Bid Adjudication Committee: Mr TE Gambu (Chairperson); Ms NSN Mkhize; Ms PP Ngubane; Mr MS Dlamini; Mr GS Mkhize New bid committee members will be appointed on the 01 July 2021.

3.8.13. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The Municipal Public Accounts committee is functional and oversees the implementation of budget and municipal projects. The committee from time to time attends the Audit and Performance Audit Committee with a common interest on issues discussed the Audit and Performance Audit Committee. This assist the Chairperson of the Municipal Public Accounts Committee in understanding all elements of municipal processes.

The Yearly Programme of the Municipal Public Accounts Committee also included the visiting of project as part of oversight to ensure that the project on the ground are performing as reported on a quarterly basis. The following table is gives an overview of the members of the MPAC Committee:

TABLE 131: MPAC COMMITTEE MEMBERS

Members of the MPAC Committee	
Cllr MR Shandu	Chairperson
Cllr SM Mdladla	Member
Cllr MM Mkhize	Member
Cllr M Ngcongo	Member
Cllr PM Lushaba	Member
Cllr MN Maphumulo	Member
Cllr M Cele	Member

3.8.14. MUNICIPAL PORTFOLIO COMMITTEES

The Municipality has a properly constituted and functional portfolio committees. Reports on the progress and implementation of the municipal elements are presented to each portfolio as per its competency. The Committee are proportionally represented and the Mayor Chairperson the Executive Committee Meeting. The Deputy Mayor, who is a female, chairs the Infrastructure and Planning Portfolio committee.

Finance Services Committee	
Cllr NW Ntombela	Chairperson (Mayor)
Cllr ZF Mbambo	Member
Cllr M Cele	Member
Cllr PM Lushaba	Member

Corporate Services Committee	
Cllr PN Maphanga	(Deputy Mayor) -Chairperson
Cllr S Ngidi	Member
Cllr MR Shandu	Member
Cllr MM Mkhize	Member

Community Services Committee	
Cllr NW Ntombela	(Mayor) -Chairperson
Cllr MR Shandu	Member
Cllr MN Maphumulo	Member
Cllr M Ngcongco	Member

Infrastructure Services and Planning Committee	
Cllr PN Maphanga	Deputy Mayor) -Chairperson
Cllr S Ngidi	Member
Cllr SM Mdladla	Member
Cllr ZL Lembethe	Member

Housing Think "Tank" Committee	
Cllr NW Ntombela	(Mayor) -Chairperson
Cllr MN Maphumulo	Member
Cllr S Ngidi	Member
Cllr NP Maphanga	(Deputy Mayor)
Cllr TA Gwala	(Speaker)
Cllr M Cele	Member

3.8.15. MUNICIPAL RISK MANAGEMENT AND RISK MANAGEMENT COMMITTEE

Mkhambathini Municipality has developed and adopted a Risk Management Strategy/Framework and Policy. The policy is intended to address key elements of the risk management framework to be implemented and maintained by the Municipality, which will allow for the management of risks within defined risks/return parameters, risk appetite and tolerances as well as risk management standards. As such, it provides a framework for the effective identification, evaluation, management, measurement and reporting of the Municipality's risks. The policy assigns the Internal Audit Activity, Audit Committee, CFO and Municipal Manager with the identification and management of risks.

It starts with the Municipal Manager who will coordinate an annual review of the effectiveness of this policy as well as all organisational risks, uninsured and uninsurable risks together with the key managers in the Municipality. This annual review will take place immediately prior to the development of the annual business and integrated development plans so that it can have due regards to the current as well as the emerging risk profile of the business. Internal Audit will monitor key controls identified in the risk management system as part of the annual audit plan developed in conjunction with the Accounting Officer and approved by the Audit Committee.

The Municipality reviewed the risk profile in developing the risk management action plan for the 2021/2022 financial year. Risks related to fraud are identified separately from the original Risk management process. This will assist in the monitoring of the risks related to fraud.

The Management has been appointed by council to play a pivotal role in the Risk Management.

Committee and Internal Audit Activity is a standing invitee in the Risk Management Committee Meetings.

3.8.16. ANTI FRAUD AND ANTI-CORRUPTION STRATEGY

The Municipality has an adopted Anti-Fraud and Corruption Strategy which was adopted Council. The Strategy will be workshopped to Staff on an ongoing basis. Furthermore, the municipality has a fraud hotline managed by the Office of the Municipal Manager.

3.8.17. MUNICIPAL BY LAWS

Mkhambathini has a total of 17 bylaws which have been approved and gazetted.

These are as follows:

TABLE 132: MUNICIPAL BYLAWS

1.	Outdoor Advertising	10	Public Amenities
2.	Animal Pound	11	Public Meeting & gatherings
3.	Cemetery & Crematoria	12	Public Roads
4.	Fire Prevention	13	Standing Rules & Order of the Council and its Committees
5.	Property Encroachment	14	Storm Water Management
6.	Nuisance	15	Street Trading
7.	Parking Ground	16	Public Transport.
8.	Park & Open Public Spaces	17	Credit Controls and Debt collection bylaw.
9.	Pollution Control		

3.8.18. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

Section 16 (1) of the Municipality Systems Act requires municipalities to develop a culture of municipal governance that compliments formal representative government with a system of participatory local government. As such, Mkhambathini Municipality has adopted a ward committee system and established such structures in all 7 municipal wards. The ward committees represent diverse interests and serve as the means for public participation in the IDP and municipal affairs generally.

The Ward Committees played a meaning full role during IDP/ Budget Izimbizo's as they outline the prioritization list of the communities per ward. The Municipality has utilised the services of Ward Committees to do research on Electricity Backlog on all wards and it also has utilised the ward committees to educate the community on the outbreak of the Covid-19 and emphasized the importance of the regulations and measure that need to take cognizance of the basic services of the community.

3.8.19. GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SWOT ANALYSIS

Section 16 (1) of the Municipal Systems Act requires municipalities to develop a culture of municipal governance that compliments format representative's government with a system of participatory local government. As such, Mkhambathini Local Municipality has adopted a ward committee system and established such structures in all 7 municipal wards. The ward committees represent diverse interests and serve as the means meaning full role during IDP/ Budget Izimbizos's. The Municipality has utilised the services of ward committees to do research on electricity backlog on all wards

TABLE 107: GOOD GOVERNANCE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Mkhambathini is participating in the IGR structure at a district level. ✓ Public participation and municipal structures are in place which embraces good governance. ✓ Audit Committee is in place and the Internal Audit Unit is functional. ✓ Functional Risk Management Process; ✓ Risk Management Policy and Risk Management Strategy in Place; ✓ Risk Register Updated Quarterly; ✓ Emerging Risk Identified Quarterly; ✓ Most policies and by-laws have been developed, approved and adopted. ✓ Fraud and Corruption Hotline ✓ Ward Committees Trained on Budget, IDP and Annual Report Processes. ✓ Functional Ward Committee Structures. 	<ul style="list-style-type: none"> ✓ Some of the ward committees still battle to understand the IDP process and planning cycles; ✓ Lack of Capacity; ✓ Lack of conducive office space; ✓ Staff not adapting to change management; ✓ Risk management processes not understood by all employees ✓ Review the Performance Management Framework to include Support Staff.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ If the system of good governance are not implemented, especially public participation and transparency, this could lead to limited mistrust and community up roar. ✓ Geographic Location and Vastness of the Municipality. ✓ Inability to attract skilled personnel ✓ Possibility of losing more skilled personnel 	<ul style="list-style-type: none"> ✓ Cascading Down OPMS; ✓ Support from COGTA

3.9. KEY CHALLENGES

One of the distinguishing features of integrated development planning is its focus on strategic areas of intervention and concern with interventions with a high impact using the limited resources available to the municipality. This focus is intended to achieve faster and appropriate delivery of services and create an enabling framework for social and economic development. It is however important to acknowledge that integrated development planning is not and cannot be a panacea for all problems facing the municipality and its people. Integrated development planning is predicated on the availability of enough information and is strategic in nature.

A compilation of the municipal data and an analysis of the current development situation within Mkhambathini Municipality indicate a high level and wide spread of need. Certainly, Mkhambathini Municipality cannot address these issues alone and do not have the capacity, both human and financial, to launch a comprehensive attack on these issues. To this end, it requires support of the district municipality, provincial and national government, as well as various other service providers working within the municipality area. The key development issues are briefly outlined below.

The combined SWOT Analysis has demonstrated the strengths that our municipality intends to build on to exploit on the opportunities. Likewise, the municipality has developed interventional measure to address the weaknesses and threats. Following is a summary of the key challenges per KPA. The municipality during its Strategic Planning Session 2020/21 developed interventional strategies to address these challenges.

TABLE 133: COMBINED KEY CHALLENGES

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Training & development; ✓ Insufficient funds to fill vacant positions; ✓ Retention of skilled staff; ✓ Lack of office space; ✓ Ineffective Employee Wellness Program; ✓ Human Resources responsible for the implementation of Strategic Agenda
DESCRIPTION	<p>The Municipality is not in a position to retain skills personnel due to the size of the municipality. Once skilled there get attracted by bigger municipality. Some of the community members, municipal staffs and political structures have a shortage of appropriate skills and education to efficiently and effectively deliver services to the community. A number of vacant positions are as a result of challenge faced by the municipality of losing skilled employees.</p> <p>The geographical area of the municipality does not have a potential of expanding our offices and also limited financial resources prevents the municipality to expand the Municipality is in a process of finding ways to address the above challenges. But with limited resources the municipality is still functioning as a result of continuously engaging staff in all municipal processes as part of their growth.</p>

BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

KEY CHALLENGES	<ul style="list-style-type: none"> ✓ Lack of supporting bulk infrastructure; ✓ High backlogs in electricity, water, sanitation, roads; ✓ To ensure effective, efficient and economical environmental management; ✓ Inadequate water services infrastructure ✓ Inadequate water services infrastructure Refuse removal still a challenge due to the topography, rural nature of the municipality and low revenue base ✓ Poor state of community halls (services, maintenance and vandalism) ✓ Illegal dumping and connections ✓ Insufficient revenue to implement IDP projects (High backlog) ✓ Housing backlog(delay sin construction, protests, and land tenure issues)
DESCRIPTION	<p>The Municipality is lacking bulk infrastructure and as such experiences a backlog in electricity, water and sanitation and waste removal mostly in the rural areas.</p> <p>There is a need to reduce the backlogs and improve the economic infrastructure so that the municipality can enjoy its full economic potentials. The municipality is currently busy facilitating funding through various funding sources to ensure that the backlog issues are reduced if not eliminated. Similarly, there are infrastructure projects that are being implemented to improve the economic condition of the municipality.</p>

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ High unemployment rate; High Poverty rate. ✓ Lack Informal Traders By-laws. ✓ Ineffective co-ordination and communication with LED stakeholders; ✓ Limited land for development (Urban Expansion);
DESCRIPTION	<p>The municipality is characterized by high unemployment and poverty, which is caused by amongst others lack employment opportunities and high illiteracy. The geographic location of our communities makes it impossible for The LED program to flourish .The municipality is in the process of reviewing the bylaws to restore law and order in the informal sector.</p> <p>There has been a lack of coordination by LED Stakeholders hence a low pace in economic development and growth. Likewise, lack of land is undermining investment in the area. The municipality has established a structure that will coordinate the LED Stakeholders to ensure effective implementation of LED Projects.</p> <p>The Municipality is in a process of identifying landowners around Camperdown area with an aim of engaging them to release land for potential investors</p>

FINANCIAL VIABILTY AND FINANCIAL MANAGEMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Insufficient funding; ✓ Low revenue base; ✓ Non-payment culture in community and government department;
DESCRIPTION	<p>It is also the desired goal that our municipality is financially viable and sustain- able. It is therefore important that the municipality manage its financial affairs and resources in a way that will ensure financial sustainability. To ensure that the municipality achieves this goal, it is necessary the aforementioned challenges be addressed.</p>
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Ward based plans ✓ Ward Committee trainings and workshops ✓ Lack of tools of trades
DESCRIPTION	<p>Municipalities are required by law (Municipal Systems Act) to embrace accountability and transparency in its operation to all its stakeholders. To achieve this desired goal, the municipality intends install efficient and effective internal and external communication and management systems. Such systems will enhance good governance and public participation.</p>
CROSS CUTTING ISSUES	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Billing system not linked to GIS; ✓ Conflicting Land Uses and the need for improved alignment; ✓ Unauthorized developments and the need for enforcement; ✓ Unnecessary and costly duplication of essential services ✓ the need for cohesive cross-border plans
DESCRIPTION	<p>According to the Spatial Planning and Land Use Management act 16 of 2013, all municipalities must establish a SPLUMA complaint land use scheme in order to achieve the desired spatial form of a municipality. it is therefore essential for municipalities to establish more cohesive cross border alignments with neighbouring municipalities and to enforce land use transgressions.</p>

3.10. COMBINED SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ✓ Mkhambathini is strategically located in terms of its position between provincial nodes (Pietermaritzburg and Durban) as well as the national corridor (N3). 	<ul style="list-style-type: none"> ✓ Some of the ward committees still battle to understand the IDP process and planning cycles.
<ul style="list-style-type: none"> ✓ The town of Camperdown is growing into a strong service center for the municipality and it's appropriately positioned at the central part of Municipality and N3 corridor. 	<ul style="list-style-type: none"> ✓ It is a very small predominantly rural municipality with limited private development taking place within it.
<ul style="list-style-type: none"> ✓ Good climatic condition. 	<ul style="list-style-type: none"> ✓ The legacy of past apartheid policies is still visible in the sense of communities that were marginalized from economic opportunities, are still largely suffering. Badly structures routes at a regional level limits regional integration within the municipality.
<ul style="list-style-type: none"> ✓ Mkhambathini is participating in the IGR structure at a district level. 	<ul style="list-style-type: none"> ✓ Most of the land is privately owned which may limit the pace at which the state can deliver the public facilities since the land acquisition process may sometimes be time consuming. Steep terrain limits development with some parts of the municipality, especially CBD expansion towards the north as well as agricultural development in Wards 1, 2, and 3.
<ul style="list-style-type: none"> ✓ Public participation and municipal structures are in place, which embraces good governance. Audit Committee is in place and the Internal Audit Unit is functional. 	<ul style="list-style-type: none"> ✓ Limited human capital allocation at a local municipal level.
<ul style="list-style-type: none"> ✓ Risk Management policy is in place. District Disaster Management Plan is in place and has a sound coverage for Mkhambathini. Most of the resources in terms of human capital are allocated at a district level to handle disaster situations that may take place in Mkhambathini. 	<ul style="list-style-type: none"> ✓ Lack of a local disaster management plan isolation for some of the areas may threaten the turnaround time to arrive during emergencies'
<ul style="list-style-type: none"> ✓ Most policies and by-laws have been developed, approved and adopted. 	<ul style="list-style-type: none"> ✓ The volunteer programme is neither legislated nor guaranteed success.
<ul style="list-style-type: none"> ✓ Mkhambathini is not prone to dreadful natural disasters such as tornadoes, earthquakes or hurricane, extended to the rural areas i.e. tribal council areas. 	<ul style="list-style-type: none"> ✓ Lack of bulk water infrastructure to support development within some parts of the municipality.
<ul style="list-style-type: none"> ✓ The location of the municipality near Oribi Airport in Pietermaritzburg, King Shaka International Airport and Dube Trade Port is an advantage for investment and ✓ trading opportunities within the area. 	<ul style="list-style-type: none"> ✓ Most of the roads (69%) within the municipality are gravel, which limits the development prospects in some areas. There is general lack of public transport facilities
THREAT	OPPORTUNITY

✓ The portfolio committee system is in place and the council decision processes complies with MSA.	✓ Decline in the agricultural sector has caused jobs losses.
✓ Communication strategies and culture of public participation is being practiced through Izimbizo, IDP Rep Forums and suggestion boxes.	✓ Impact of land reform processes has affected the agricultural sector.
✓ Human Resource Policies have been developed.	✓ Lack of social facilities in most areas of the municipality.
✓ Revenue base is increasing.	✓ Disabled people are often left in the care of people who have not received training in this regard.
✓ Opinion from the AG about the state of the finances at the municipality is good.	✓ Lack of sufficient capacity (vacancies) is causing the municipality to bat tle with executing some of the functions. Vacancies at Section 57 level may hamper the efficiency of the municipality grants and subsidies.
✓ The municipality operates with a positive balance.	✓ If the grant and subsidies received by municipality are reduced by National Government, then the municipality will struggle to cope.
✓ Mkhambathini is participating in the IGR structure at a district level.	✓ The municipality is largely dependent on grants and subsidies.
✓ Public participation and municipal structures are in place, which embraces good governance.	✓ High expenditure on salaries.
✓ Audit Committee is in place and the Internal Audit Unit is functional.	✓ No support system for indigents.
✓ Most policies and by-laws have been developed, approved and adopted.	✓ The culture of non- payment of municipal accounts by consumers affects municipal revenue.
✓ Risk management policy is in place.	✓ Unspent grants.
✓ It is located within the busiest corridor within the province, which open a lot of trading and storage opportunities.	✓ Processes to identify and manage unwarranted, unauthorized, irregular or wasteful expenditure are not robust.
✓ It is located within the busiest corridor within the province, which open a lot of trading and storage opportunities.	✓ Revenue collection activities are also not being carries our adequately.
✓ Potential exists to develop and intensify the role of Eston and Ophokweni as secondary nodes.	✓ Some of the ward committees still battle to understand the IDP process and planning cycles.
✓ Mkhambathini is endowed with relatively good agricultural land and opportunities exist to develop this sector even further.	✓ Growing pressure to protect sensitive vegetation such as Ngongoni and Bushveld Valley.
✓ The land claims(restitution)have progressed very well and this provides opportunities for agrarian reform. Training of ward committees on Municipal IDP and budgeting.	✓ Mounting burden to protect the rivers and wet- lands with limited resources available at the municipality.

<ul style="list-style-type: none"> ✓ The opportunity still exists to develop a local disaster management plan using the district plan as framework. 	<ul style="list-style-type: none"> ✓ If the systems of good governance are not implemented, especially public participation and transparency, this could lead to limited mistrust and community uproar.
<ul style="list-style-type: none"> ✓ The structures used during IDP processes can be utilized to identify and mobilize volunteers. 	<ul style="list-style-type: none"> ✓ Inability to respond to emergencies within pre-scribed response time would undermine the role of the municipality in terms of meeting constitutional obligation.
<ul style="list-style-type: none"> ✓ The planned construction of the new Waste Water Treatment Work with a 2MI capacity within Camperdown will unlock development opportunities. 	<ul style="list-style-type: none"> ✓ Lack of sufficient budgeting would imply that the plan would not be implemented effectively.
<ul style="list-style-type: none"> ✓ The national government massive investment in rail infrastructure may result on the revamp of the railway line between Durban-Pietermaritzburg- Witwatersrand. This will be of great benefit to Mkhambathini. 	<ul style="list-style-type: none"> ✓ Failure to implement the National Environment Management Waste Act No.59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service.
<ul style="list-style-type: none"> ✓ Municipality is reviewing its LED Plan which will assist with governing economic development. 	<ul style="list-style-type: none"> ✓ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards resulting in community uproar.
<ul style="list-style-type: none"> ✓ In terms of demographic, Mkhambathini has a high number of women and youth, this ✓ encourages the government to pilot programmes that target these groups. 	<ul style="list-style-type: none"> ✓ Impact of global economic climate i. e. recession.
<ul style="list-style-type: none"> ✓ Opportunity exists to fill the vacant posts in order to beef up municipal capacity. 	<ul style="list-style-type: none"> ✓ Impact of climate change and how it may affect the agricultural sector.
<ul style="list-style-type: none"> ✓ Revenue enhancement is being initiated through extending the rates collection coverage. 	<ul style="list-style-type: none"> ✓ If early childhood development does not receive sufficient investment, this may have negative repercussions about the future generation of the area.
<ul style="list-style-type: none"> ✓ Training of Ward Committees on Municipal IDP and budgeting. 	<ul style="list-style-type: none"> ✓ Lack of budget to fill vacant posts may result in the situation whereby these posts remain frozen. This could hamper the municipality from delivering on some of its functions.

The non-achievements highlighted in the 2020/21 Draft Annual Performance Report were considered when formulating this IDP and will be attached as an annexure to the IDP with measures for improvement indicated.

CHAPTER 4: VISION, MISSION AND GOALS

4.1 MUNICIPAL VISION, GOALS AND OBJECTIVES

The development strategy of the Mkhambathini Local Municipality is designed to fit in and give effect to the intention of both the national and provincial development strategies. This includes, within the national development plan, Vision 2030 and various government programs. Mkhambathini Local Municipality IDP also fits within the provincial development framework as set out in the PGDS. The Mkhambathini Local Municipality strategy covers the following:

- Strategic fit (Alignment with National and Provincial Development Strategies).
- Mkhambathini Local Municipality Long-Term Strategic Direction and Organizational Culture.
- Mkhambathini Local Municipality Short to Medium Term Strategies and Action Plans.

The IDP also considers the emerging National and Provincial Long-Term Strategic Plans as encapsulated in the National Development Plan and the Provincial Growth and Development Strategy. Given its strategic location in the northern part of KwaZulu-Natal, Mkhambathini Municipality will make a significant contribution towards the implementation and attainment of the strategic objectives of each of these strategic plans.

Strategic approach of Mkhambathini Local Municipality is meant to highlight the impact that the municipality seeks to create in the long-term period. As indicated on Figure 29 above, in addition to outcome 9, the Mkhambathini Local Municipality will contribute to the attainment of outcomes 2, 4, 5, 6, 8, 9, 10 and 12 with the 5 KPAs as the strategic areas for intervention. As such, the development strategy for the MLM is designed to address issues that are specific to the MLM while also contributing to the attainment of the national priorities.

4.1.1. THE MKHAMBATHINI VISION

“By 2030 Mkhambathini Municipality will be KwaZulu Natal’s mega-hub for industries, tourism and agriculture along the N3 Corridor which provides a socially cohesive environment.”

MISSION STATEMENT

Mkhambathini Municipality commits itself to the following.

Upholding our leadership vision.

Working with integrity in an accountable manner towards the upliftment of the community;

Protecting and enhancing the interest of our clients always; Consistently performing our function with transparency honesty and dedication in dealing with clients; Responding promptly to the needs of our clients; Subscribing to the Batho Pele principles

The mission statement acknowledges the objects of Local Government which are outlined in chapter 7 of Local Government Legislation. That will give an effect through the IDP and the associated sector plans. It also seeks to align the municipal strategic activities, structure and resource allocation with the powers and functions as prescribed in the Constitution of the Republic of South Africa in Chapter 7.

4.1.2. DEVELOPMENT GOALS

The following long-term development goals have been identified and are aligned to the Provincial Growth and Development Strategy based on the above key performance areas:

government legislation and given effect through the IDP and the associated sector plans. It also seeks to align the municipal strategic activities, structure, and resource allocation with the powers the goals of the municipality are aligned to the 7 Goals of The Provincial Growth and Development Strategy.

- To build an efficient and sustainable local government structure.
- To promote an equitable access to infrastructure and basic services.
- To create a condition conducive to economic development.
- To promote sustainable social and economic development.
- To create a spatial framework that facilitates an equitable distribution of development.
- To promote sustainable and integrated land use pattern.
- To create of a Newtown that promotes local economic development.
- To prioritize the municipality’s catalytic projects which focus on the Wastewater Treatment Works.
- To strengthen intergovernmental relations to ensure the resuscitation of the railway network, accelerating the interchange upgrade programme and

augment the water storage facility.

- To develop the municipality's public transport network.
- To ensure provision of socio-economic infrastructure that provides for a full range of housing types, educational facilities, health facilities.

GOALS

A goal is a desired result that a person or a system envisions, plans and commits to achieve: a personal or organizational desired endpoint in some sort of assumed development.

DEFINITION OF OBJECTIVES

An objective can be defined as a specific point a person, or an organisation aims to achieve within a set time frame. Objectives are easier to follow as one can be able to draw a plan for each objective, this will assist in ensuring that an objective is easily achievable.

DIFFERENCES BETWEEN GOALS AND OBJECTIVES

The words' goal and objective are often confused with each other. They both describe things that a person or an organisation want to achieve or attain but in relative terms may mean different things. Both are desired out- comes of work done by a person but what sets them apart is the time frame, attributes they are set for and the effect they inflict.

4.2. STRATEGY

Strategy is a high-level plan to achieve one or more goals under conditions of uncertainty. Strategy is important because the resources available to achieve these goals are usually limited. Strategy generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). Strategy can be intended or can emerge as a pattern of activity as the organization adapts to its environment or competes. It involves activities such as strategic planning and strategic thinking.

4.1.2 ALIGNMENT OF THE KZN PGDS GOALS WITH THE MUNICIPAL GOALS, OBJECTIVES AND STRATEGIES

The Municipality in its engagement and planning for the review of the IDP, KZN PGDS were considered together with the National goals and strategies. When engaging the public in the preparation of the IDP the project identified will assist in promoting the i) human and natural resources, ii) basic services iii) poverty alleviation iv) education v) and safety and security through the network of good infrastructure. The following table indicate the linkage of the Municipality goals, objectives with that of the KZN PGDS.

4.1.3 GOALS, OBJECTIVES AND STRATEGIES ASSOCIATED AND STRUCTURED INTO 6 KZN KPA'S

GOALS	STRATEGIC OBJECTIVE	STRATEGIES/PROJECTS
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
GOAL 1: INCLUSIVE ECONOMIC GROWTH	To ensure that municipal staff and councillors are informed of skills development Programmes	<ul style="list-style-type: none"> ✓ Review and adopt Municipal Policies ✓ Develop training plan for both the community and staff
GOAL 2 ;HUMAN RESOURCE DEVELOPMENT	To ensure that municipal staff is skilled according to job requirements	<ul style="list-style-type: none"> ✓ Fill crucial vacant position ✓ Create jobs through EPWP ✓ Award bursaries to staff and community ✓ Adopt and submit WSP to LG SETA ✓ Implement wellness programme ✓ Implement health and safety programme ✓ Inform the community of all municipal activities ✓ Promote the standard of administration and auxiliary support by filling and disposing of documents
GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT	Capacitate Municipal Workforce and Community through training	<ul style="list-style-type: none"> ✓ Ensure functional committee meetings
	Enhance community participation and development through the Ward Committees	
KPA 2: BASIC SERVICE DELIVERY		
GOAL 4: STRATEGIC INFRASTRUCTURE	Ensure that municipal assets promote safe and security to its citizens	<ul style="list-style-type: none"> ✓ Review Maintenance Plan ✓ Priorities Regravelling of Road infrastructure ✓ Provide access to roads ✓ Provide access to community service and sorting facilities
GOAL 4: STRATEGIC INFRASTRUCTURE	Identify backlogs in order to improve access to services and ensure proper operations and maintenance	<ul style="list-style-type: none"> ✓ Upgrade and maintain infrastructure within the municipality ✓ Provide refuse removal services ✓ Update indigent register ✓ Facilitate housing meetings with developers and Department of Human Settlement ✓ Facilitate the access to basic electricity ✓ Maintain roads and stormwater drains
KPA 3: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT		

GOAL 5: ENVIRONMENTAL SUSTAINABILITY	<p>Create a climate that will allow for economic development.</p> <p>Create and promote an environment that promotes the development of the local economy and facilitate job creation through</p>	<ul style="list-style-type: none"> ✓ Facilitate the implementation of LED projects ✓ Develop LED Strategy ✓ Identify land for development ✓ Facilitate disaster awareness campaigns ✓ Facilitate youth programmes ✓ Host senior citizens and fun day for children
GOAL 5: ENVIRONMENTAL SUSTAINABILITY	<p>Facilitate the enhancement of special programmes through SMME, Cooperatives programmes and special programmes that make provision of the Senior Citizens, Unemployed Graduates and the Disabled</p>	<ul style="list-style-type: none"> ✓ Implement HIV and AIDS Programmes ✓ Implement SMME Cooperatives programmes and projects. ✓ Facilitate rural development through support programmes. ✓ Develop tourism strategy ✓ Support Local Tourism ✓ Facilitate and implement crafters support programmes Facilitate library events
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
GOAL 6: GOVERNANCE AND POLICY	<p>Create a climate that will allow for economic development.</p> <p>Review the revenue enhancement strategy and implement financial management policies, procedures and systems</p>	<ul style="list-style-type: none"> ✓ Review Revenue Enhancement Strategy ✓ Hand over long overdue accounts. ✓ Improve income control ✓ Ensure compliance to SCM policies ✓ Facilitate the training of the workforce through WSP ✓ Monitor the income from learners and motor licensing. ✓ Review monthly budget expenditure ✓ Comply with prescribed dates to improve reporting control Manage all municipal assets
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
GOAL 6: GOVERNANCE AND POLICY	<p>Promote and encourage culture of participation</p> <p>Promote and encourage the culture of participation and ensure that principles of good governance are respected.</p>	<ul style="list-style-type: none"> ✓ Monitor and Implement the AG and IA audit action plans. ✓ Review Compliance Register. ✓ Implement and maintain Risk management workshop ✓ Monitor targets achieved through performance reports ✓ Ensure functionality of oversight committee Ensure functional ward committee and public participation
KPA 6: CROSS CUTTING ISSUES		
GOAL 7: SPATIAL EQUITY	<p>Develop a system that will ensure Orderly development of Schemes and unlocking of land</p>	<ul style="list-style-type: none"> ✓ Develop land use management scheme ✓ Develop and implement a credible IDP Develop and implement a Spatial Development Framework.

CHAPTER 5: STRATEGIC MAPPING

5.1 ENVIRONMENT SENSITIVE AREAS (AGRICULTURAL POTENTIAL AREAS & DISASTER RISK PROFILE)

The areas of high, moderate, and low potential agricultural land have been embodied in the map work included in the Spatial Development Framework plan (SDF) which seeks to limit development in areas which need to be protected for food security. Provincial data differs from the National record base, and it was decided to utilize Provincial data as it has to some extent been ground-trothed. Formally conserved areas and Environment Management Areas have likewise been identified on the SDF plan based on data sourced from Ezemvelo KZN Wildlife and the UMDM SEA. The SDF includes maps showing critical biodiversity overlay, agricultural land use and agricultural potential

5.1.1. DESIRED SPATIAL OUTCOMES

The direction of growth is detailed in the map work attaching to the SDF which further includes tables of preferred and non-preferred land uses in these designated zones.

5.1.2. DESIRED SPATIAL FORM AND LAND USE

This is clearly indicated on the SDF plan with designated broad land use zones. The urban Scheme further entrenches the spatial form and land use in a legally binding document with a plan which has a defined urban edge and includes zoned areas for future growth over a 5- year period.

5.1.3. SPATIAL RECONSTRUCTION OF THE MUNICIPALITY

This is embodied in the SDF, Urban Scheme and Rural Land Use Management Policy which were adopted at the end of 2014 and is in place for a 5 period. Areas for development and, direction of growth, are reflected spatially in each document for decision making purposes.

5.1.4 STRATEGIC GUIDANCE IN RESPECT OF THE LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY

This is provided in plans attaching to the SDF and Urban Scheme which are both legally binding documents. The Rural Land Use Management Policy which covers the rural farming and traditional authority areas is a guideline document with no legal status.

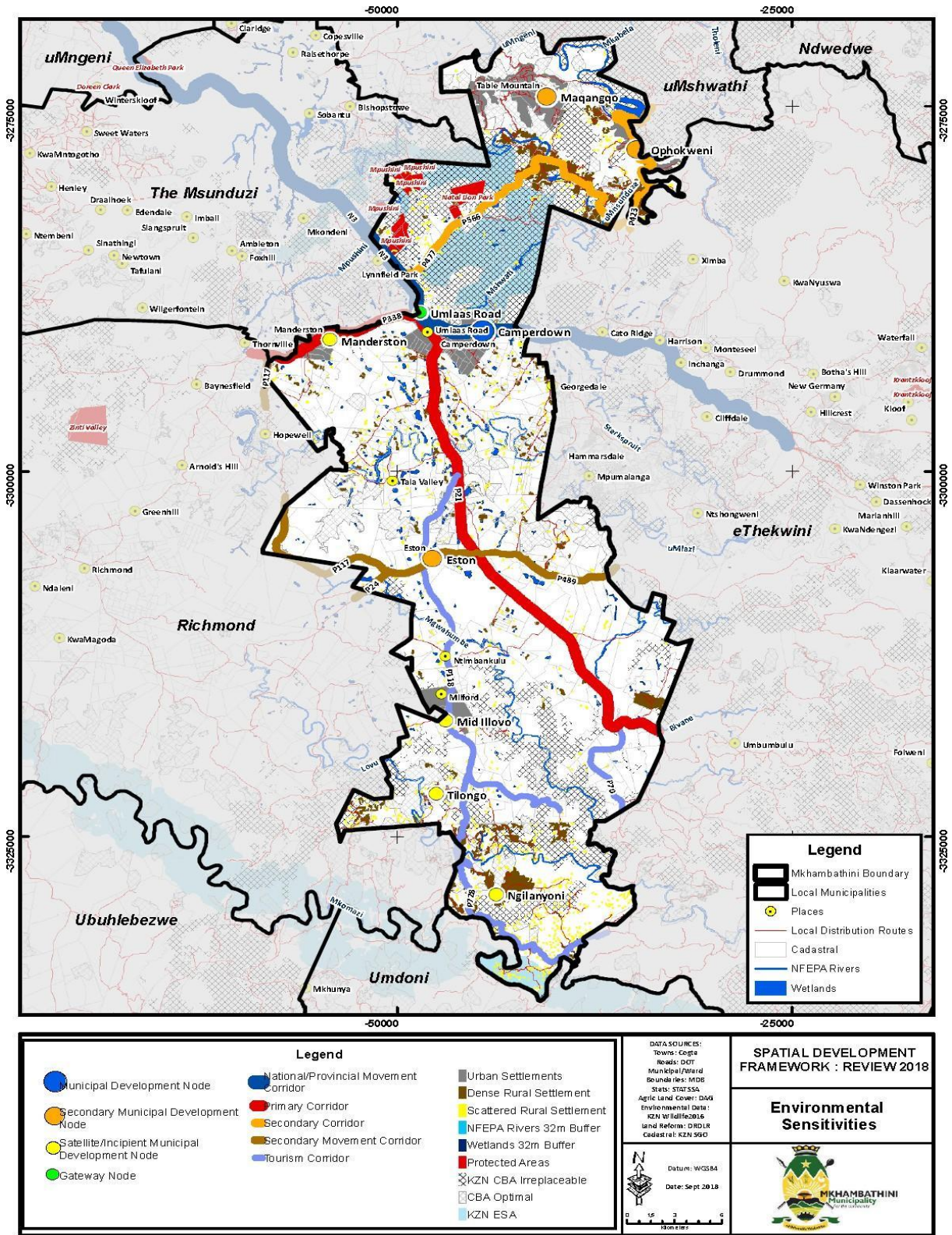


FIGURE 40: ENVIRONMENTAL SENSITIVE AREAS

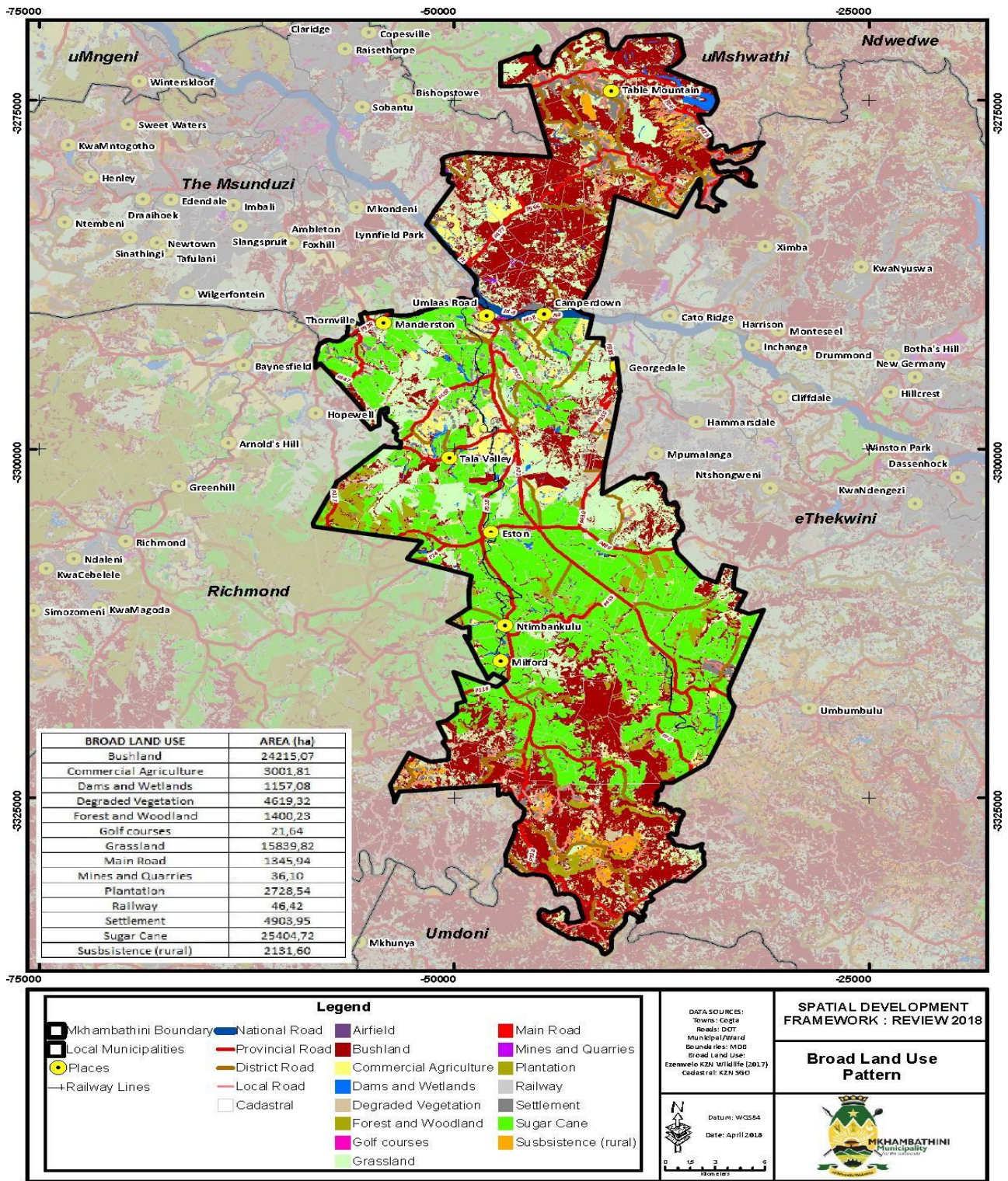
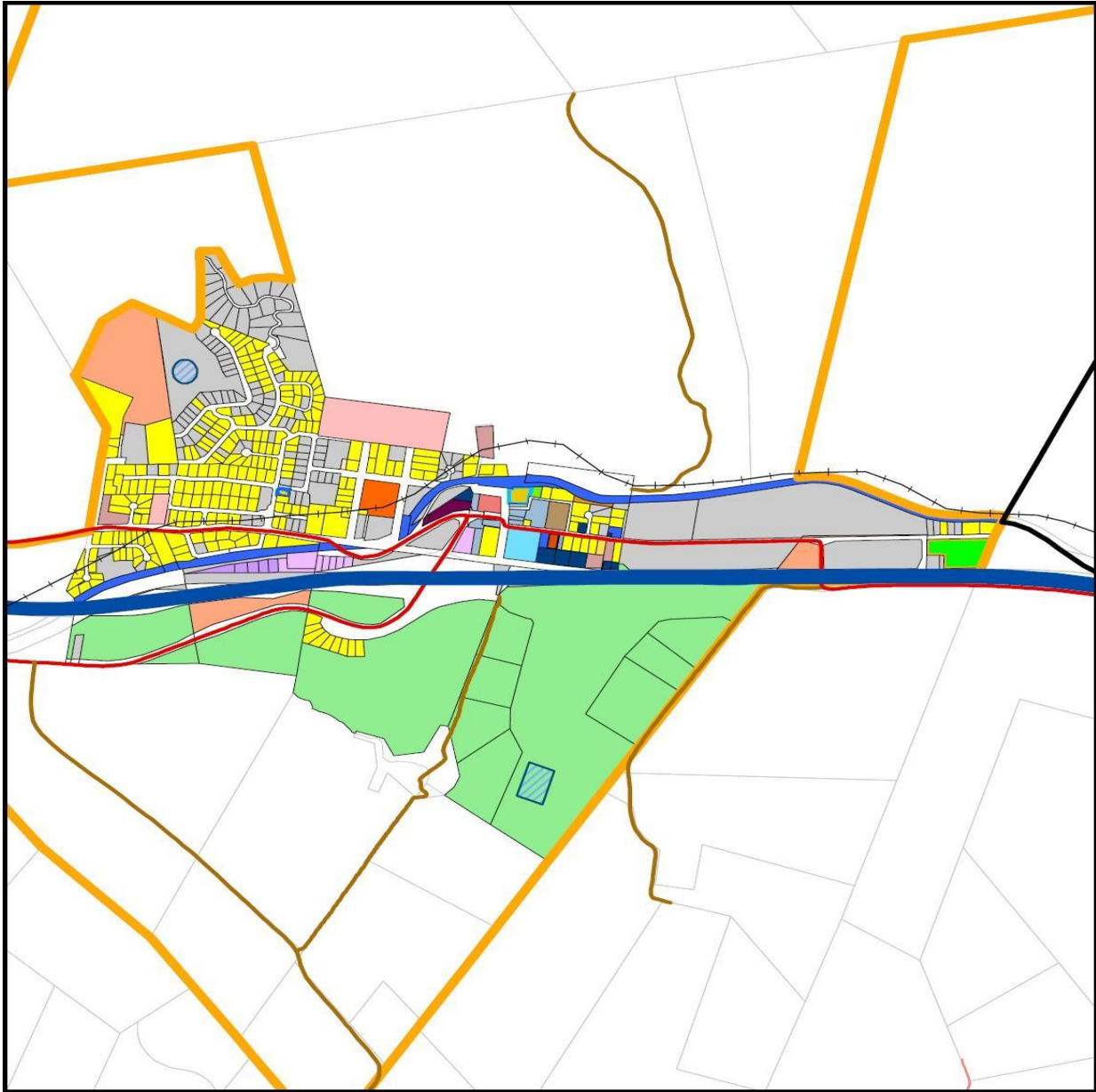


FIGURE 41: DESIRED SPATIAL FORMS



<p>Legend</p> <ul style="list-style-type: none"> Mkhambathini Boundary Local Municipalities Railway Lines National Road Provincial Road District Road Local Road 		<p>Camperdown Land use</p> <ul style="list-style-type: none"> Agricultural Building Agricultural Land Agriculture Commercial Dwelling House Educational Building Funeral Parlor 		<p>Legend</p> <ul style="list-style-type: none"> Camperdown/Umlaas Urban Edge Sewerage Works Garage Hotel Industrial Building Informal Dwelling House Medium Density Housing Office Office Building Offices Place of Worship Police Station / Magistrate's Public Office Railway Line Recreational Building Road School Service Industrial Building Shop Shopping Centre Utility Vacant Cadastral 		<p>DATA SOURCES: Towns: Cogta Roads: DDT Municipal/Ward Boundaries: MDS Land Use: Black Balance Cadastral: KZN 590</p>	<p>SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2018</p> <p>CAMPERDOWN Land Use</p>
				<p>Datum: WGS84 Date: April 2018</p>			

FIGURE 42: MKHAMBATHINI LAND USES

5.1.1. INDICATION ON WHERE PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT SHOULD TAKE PLACE

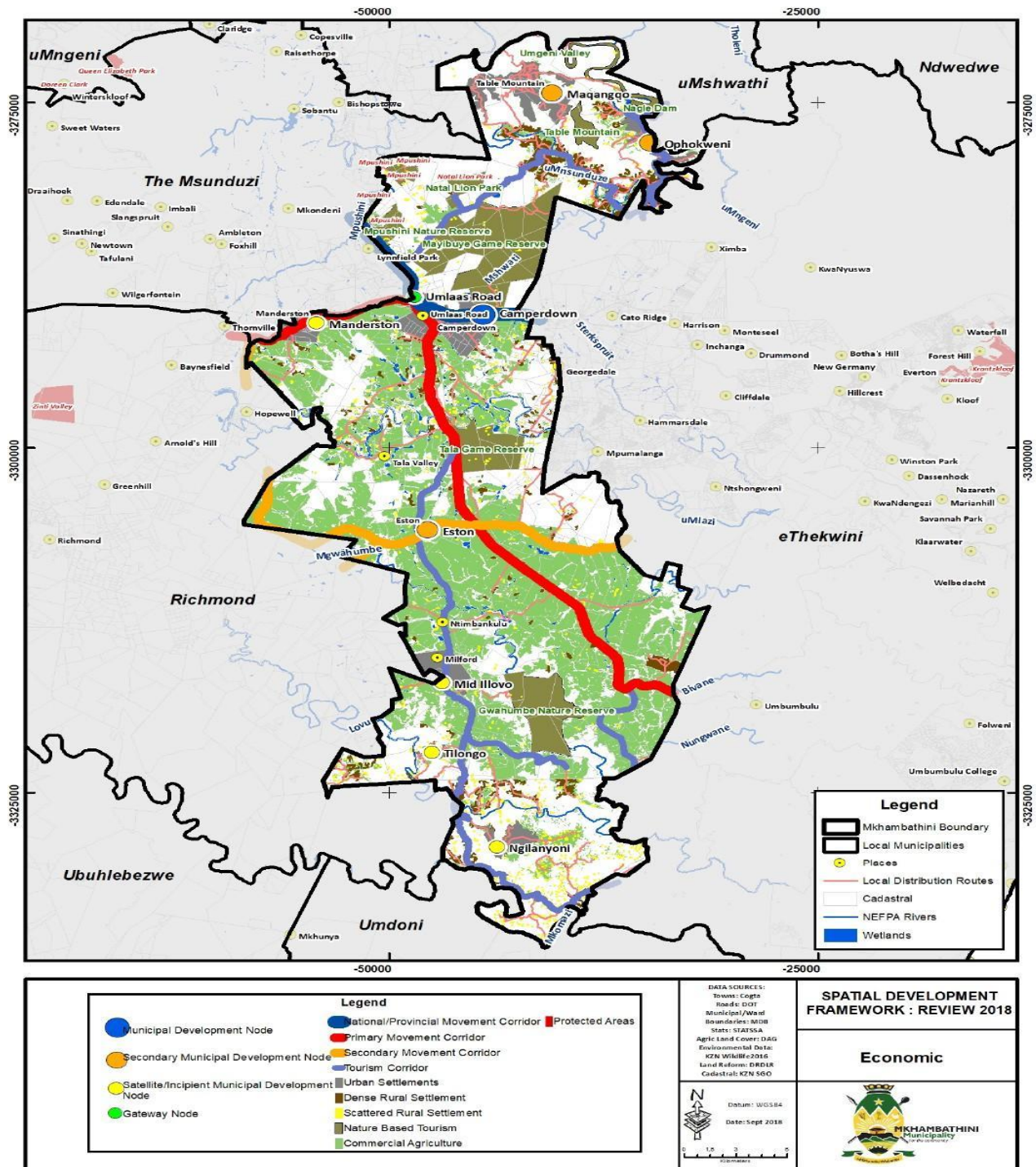


FIGURE 43: PLANNING FOR PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE MAP

Clearly demarcated on the Urban Scheme map. The SDF gives direction in this regard but is not site specific.

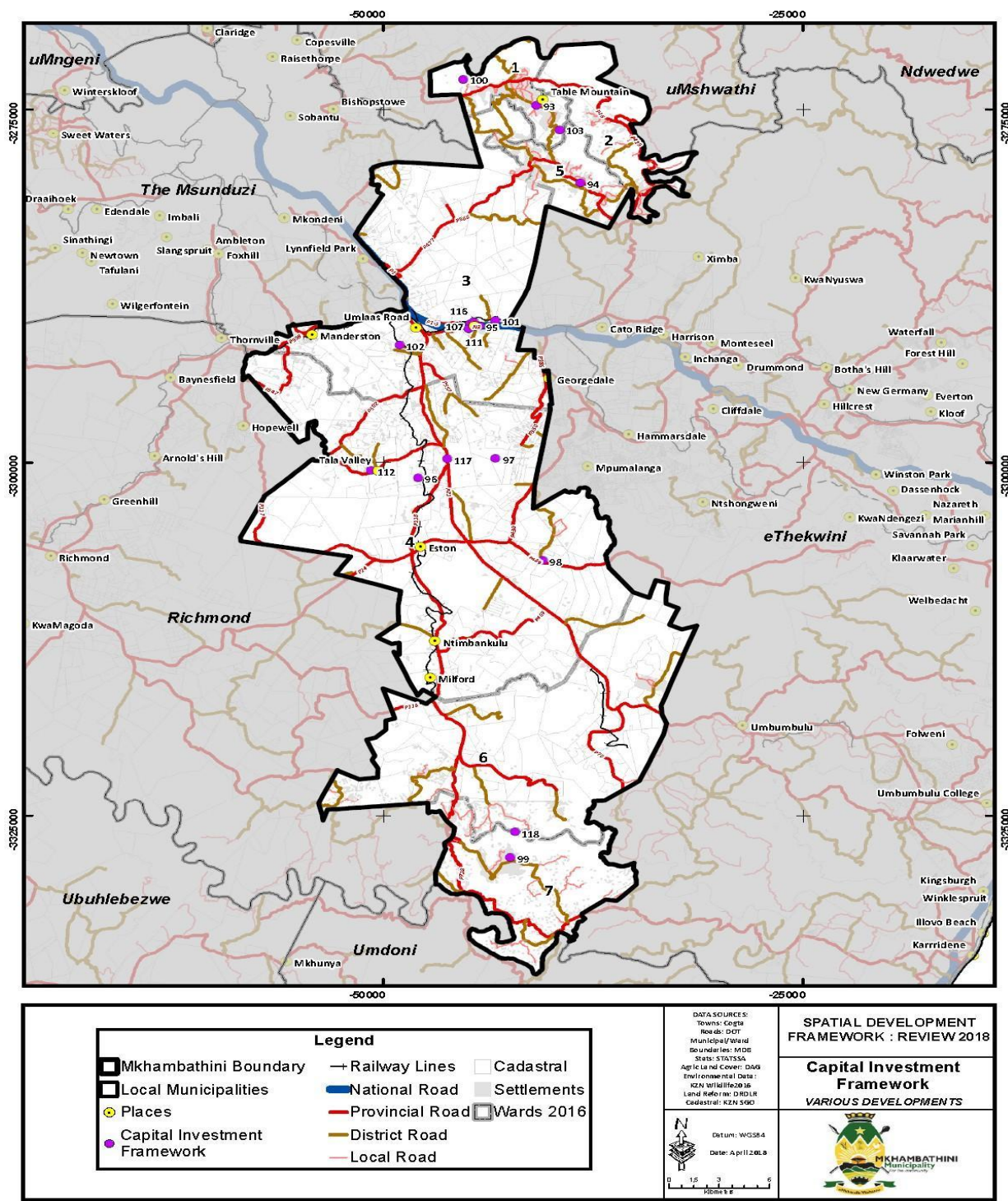


FIGURE 44: CAPITAL INVESTMENT

5.1.4. AREAS WHERE STRATEGIC INTERVENTION IS REQUIRED

- ✓ The Mkhambathini sewage works (UMDM project) The Progress on the intervention,

The new waste treatment works in the Camperdown urban part, will assist to reduce the cost of transporting sewage to the PMB works (conservancy tanks) or the lower densities imposed because of the land are required for the septic tank/soak away systems.

- ✓ Upgrading of roads in urban areas servicing industrial and commercial enterprises
 - Slum's clearance projects which are delayed by lack of funding for expropriation procedures, and the need for extension of bulk services (UMDM)
 - Precinct planning around the emerging Umlaas Road node with reference to its role in the larger SIP2 corridor initiative.
 - An urban regeneration plans
 - Infrastructure investigation and audit.

Map work highlighting unemployment distribution, areas of social need, income levels per ward, access to sanitation, water & electricity, health services, education facilities and community policing have been demarcated spatially in the SDF.

5.1.5. AREAS WHERE PRIORITY SPENDING IS REQUIRED

- Water-borne sewerage.
- Urban road upgrades.
- Land purchase for RDP housing; and
- Maintenance of municipal gravel

5.2. 5 YEAR CAPITAL PROJECT IMPLEMENTATION PLAN

TABLE 136: FIVE YEAR CAPITAL IMPLEMENTATION PLAN

PROJECT NO.	NAME OF THE PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
001/2018/2019	Mdala Road	A					
002/2018/2019	Nkosi Mdluli Hall	A					
003/2018/2019	Mkhishwa Road	A					
004/2018/2019	Nkosi Mdluli Community Hall	A					
001/2019/2020	Nobhala Road		A				
002/2019/2020	Ezinembeni Creche		A	A			
003/2019/2020	Manzamyama Hall		A	A			
004/2019/2020	Okhalweni creche		A	A			
009/2020/2021	Makhokhoba Access Road			A	A		
001/2020/2021	Mgwaphuma Road			A			
002/2020/2021	Ntweka Access Road			A			
003/2020/2021	Nonzila Gravel Road			A			
004/2020/2021	Qedazulu Access Road			A			
005/2020/2021	Kwenzokuhle Hall			A	A		
001/2021/2022	Jilafohla Access Road				A		
002/2021/2022	Renovation of Maqongqo Sport Filed				A		
003/2021/2022	Updrade of Banqobile Sports Filed				A		
004/2021/2022	Mahlabathini Access Road				A		
001/2022/2023	Construction of Maqonqo taxi rank					A	
002/2022/2023	Mgwaphuna Access Road (Phase 2)					A	
003/2022/2023	Mkhize Access Road					A	
004/2022/2023	Muzingezwi Access Road					A	
001/2023/2024	Construction of Maqonqo taxi rank						A
002/2023/2024	Nonzila Creche						A
003/2023/2024	Thimon Community Hall						A

CHAPTER 6: FINANCIAL PLAN

“Financial Plan prepared by the Financial Services Department this will assist the Department to draw a clear vision of ensuring that the Municipality is financially viable.”

The IDP laid a foundation that formed the 2018/2019 budget process including the engagement with the Local stakeholders as the operations of the budget steering committee to ensure integration and alignment of the service delivery priorities and budget availability and allocation in accordance with Section 53 (i) (a) of the MFMA which states that Mayor of the Municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. Budgeting is primarily about prioritising objectives to be achieved due to limited funding available.

The Plan is prepared in Terms of Section 26 (h) of the Local Government Municipal Systems Act, as amended, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan. The five-year financial plan includes an Operating Budget and Capital Budget informed by the IDP Priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The review of the Municipal IDP has a ripple effect on the budget.

In addition to being informed by the IDP, the municipal fiscal environment is influenced by a variety of macro- economic control measures. National Treasury determines the ceiling of year- on-year increases in the total Operating Budget, whilst the National Electricity Regulator regulates electricity tariff increases. Various government departments also affect municipal service delivery through level of grants and subsidies.

Consequently, the IDP process has been extended to include the financial plan in this IDP. The financial Plan is set out as follows:

- Financial Strategies for the next 5 years
- Financial Issues
- Detailed 5-year Financial Action Plan
- Multi Year Budgets.
- Capital and Investment Programs.

6.1. FINANCIAL STRATEGIES AND ACTION PLAN

TABLE 137: FINANCIAL STRATEGIES

FINANCIAL STRATEGIES	Include Financial Strategies as part of Management Committee Agendas and discuss ongoing strategies monthly.
	Identify Landowners around Camperdown with an aim of promoting development around the area
	Identify Potential developers for development proposals to land Owners
ASSET MANAGEMENT STRATEGY	Dispose all unutilized assets
	Identify assets have potential future use
FINANCIAL MANAGEMENT	Ensure adherence with legal prescripts
	Continuous review of monthly management reports
	Ensure continuous timely reporting
	Allocate equitable share proportionally and ensure that our internal funding is utilized for operating expenditure and managed the use of Equitable Share to ensure that it is utilized for developmental areas in the next five years.
	Verify details of new application before opening an account
	Review new application forms and close gaps where necessary
	Review the financial system to ensure that has all the required fields for inputting consumer information.
	Verify new consumer applications information with ITC once a year.
	Promote customer relations through engaging our debtors before handing them over for collection
	Reconcile all arrears account and establish whether there has potential of being collected
	Engage Municipal lawyers to enhance ways of collecting outstanding debts.
	Identify skills gaps through skills audit of finance staff
	Introduce process-based scorecards
	Introduce reporting platform on Extended Management Committee Meetings
	Effective Implementation of Vehicle Policy
Effective Implementation of Assets Management Policy	
Review Requisition procedures.	

6.2. CAPITAL AND OPERATIONAL FUNDED PROJECTS

Municipal Standard Classification	Project Name	Full Year Amount
Community Services	LED20_AGRICULTURAL ASSISTANCE AND SUPPORT	150 000,00
Community Services	HIV/ AIDS AWARENESS CAMPAIGNS	92 405,00
Community Services	BS003_REFUSE REMOVAL AND DISPOSAL	440 000,00
Community Services	LED31_CRAFTERS DEVELOPMENT TRAINING	100 000,00
Community Services	LED007_MKHAMBATHINI YOUTH SUMMIT	620 000,00
Community Services	LED13.3_MAYORAL GAMES TOURNAMENT	364 300,00
Community Services	LED13.2_SPORTS DEVELOPMENT FORUMS	208 200,00
Community Services	EPWP PROGRAMME	1 143 000,00
Community Services	LED009_MKHAMBATHINI SENIOR CITIZENS CHRISTMAS CELEBRATION	301 572,00
Community Services	LED27.1_TOURISM PROJECTS	110 000,00
Community Services	LED27_MKHAMBA FAIR BUSINESS EXPO	270 000,00
Community Services	LED11.1_GOLDEN GAMES WARD BASED SELECTION	80 000,00
Community Services	LED003_DISASTER MANAGEMENT PLAN ANNUAL REVIEW	50 000,00
Community Services	LED33.1_MKHAMBATHINI CLEANING CAMPAIGNS	95 000,00
Community Services	LED006_UMKHAMBATHINI CAREER EXPO	200 000,00
Community Services	LED11.3_GOLDEN GAMES DISTRICT SELECTION	110 000,00
Community Services	LED13_INDIGENOUS GAMES	95 000,00
Community Services	LED005.2_INDEGENT SUPPORT PROGRAMME	500 000,00
Community Services	LED16_Reduction of new infections	12 480,00
Community Services	LED007.1_YOUTH COUNCIL CAMPAIGNS AND MEETINGS	340 000,00
Community Services	LED008.1_MKHAMBATHINI ACHIEVEMENTS AWARDS	470 000,00
Community Services	LED005_DISASTER AWARENESS CAMPAIGNS	66 750,00
Community Services	LED10.2_DISABILITY DISTRICT GAMES	65 000,00
Community Services	LED19_SMMEs AND COOPERATIVES SUPPORT AND TRAINING	130 220,00
Community	LED009.1_SENIOR CITIZENS SUPPORT CLUBS JOINT DIALOGUES	109 000,00

Services		
Community Services	LED28.1_REED DANCE ACTIVATION (AMAKHOSI)	105 000,00
Community Services	LED29_MKHAMBATHINI ARTS AND CULTURE COMPETITIONS	602 000,00
Community Services	LED040 MKHAMBATHINI YOUTH SKILLS DEVELOPMENT	334 688,00
Community Services	LED38_COMMUNITY OUTREACH ACTIVITIES	1 142 236,00
Community Services	LED10.1_MKHAMBATHINI DISABILITY FORUM AWARENESS CAMPAIGNS	144 550,00
Community Services	LED10.3_GENDER FORUM AWARENESS CAMPAIGNS (16 Days)	120 000,00
Community Services	LED37_MKHAMBATHINI OPERATION MBO CAMPAIGNS	26 040,00
Community Services	LED008_Educational assistance and bursaries fees	1 200 000,00
Community Services	LED17_Development and Approval of HIV/AIDS Strategy	85 000,00
Community Services	LED005_DISASTER RESPONSE ACTIVITIES	600 000,00
Community Services	Covid-19	800 000,00
		11 282 441,00
Corporate Services	New Municipal Offices	1 521 951,00
Corporate Services	CAP007_Server Room Renovations	1 000 000,00
Corporate Services	MITD15_EAP and Employee Wellness Programme	155 000,00
Corporate Services	CAP002_New Furniture & Equipment	400 000,00
Corporate Services	GG025_System and Equipment Maintained	600 000,00
Corporate Services	MTID004_Training of Municipal Staff	490 000,00
Corporate Services	GG026_ICT Review	70 000,00
		4 236 951,00
Library services	LED34_MKHAMBATHINI LIBRARY WEEK OUTREACH PROGRAMME	111 702,00
Library services	LED35.6_MKHAMBATHINI TERTIARIES APPLICATION PROGRAMME	94 850,00
Library services	LED35_MMKHAMBATHINI MZANSI ONLINE OUTREACH	112 270,00
Library services	LED35.5_LIBRARIES OUTREACH (SCHOOL RESOURCES)	27 805,00
Library services	LED35.1_WORLD READ ALOUD DAY: STORY TELLING ACTIVATION MEETING	1 545,00
Library services	LED35.3_LIBRARIY DISPLAYS	10 300,00
Library services	LED35.2_WORLD READ ALOUD DAY: STORY TELLING	2 060,00
Library services	LED35.4_COMPUTER TRAINING SESSIONS	6 180,00
		366 712,00
Municipal Manager	CC14_Credible IDP developed, reviewed and adopted	3 030 000,00
Municipal Manager	GG009_Performance Management	260 000,00
municipal Manager	GG002_Development and Training	1 300 000,00
Municipal	MTID17_Corporate Identity	2 100

Manager		000,00
Municipal Manager	GG001_Risk Management	300 000,00
Municipal Manager	GG014_Annual Report Developed and Adopted	250 000,00
		7 240 000,00
Technical Services	CAP003_New Computer hardware & Software	300 000,00
Technical Services	CAP006_Shelter for Municipal Vehicles	550 000,00
Technical Services	BSD009_Ezinembeni Creche_WARD1	1 538 516,00
Technical Services	BSD005_Dwengu Hall	507 082,00
Technical Services	BSD002_Construction of Camperdown Hall	5 132 585,00
Technical Services	BSD014_Manzamyama Hall	1 529 393,00
Technical Services	BS20_Resurfacing of O Hillary Road	3 282 733,00
Technical Services	BS019_Maintain Municipal Infrastructure Assets (Halls and Creches)	4 979 775,00
Technical Services	BS21_MAINTENANCE OF SPORTS FIELDS	1 500 000,00
Technical Services	Resurfacing of Charton Place Road	951 232,00
Technical Services	Kwenzokuhle Community Hall	2 757 993,00
Technical Services	Mgwahumbe Greavel road	3 277 118,00
Technical Services	Mgwahumbe Greavel road	15 584 266,00
Technical Services	Resurfacing of Leylands Road	800 682,00
Technical Services	Resurfacing of Wood Circle	2 039 750,00
Technical Services	Cap11 Qeda Zulu	6 189 900,00
Technical Services	Resurfacing of Victoria Road	938 675,00
Technical Services	Resurfacing of Alfred Storm	911 532,00
Technical Services	Resurfacing of Ascent Crescent	745 982,00
Technical Services	BSD228 Oehley Road Ward3	2 670 097,00
		56 187 311,00

TABLE 138: BUDGET PLAN

KZN226 Mkhambathini - Table A4 Budgeted Financial Performance (revenue and expenditure)				
Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand				
Revenue By Source				
Property rates	18,699	19,782	20,969	22,227
Service charges - electricity revenue	(296)	-	-	-
Service charges - refuse revenue	542	574	609	645
Rental of facilities and equipment	326	345	366	388
Interest earned - external investments	3,409	3,850	4,081	4,326
Interest earned - outstanding debtors	1,811	1,883	1,959	2,037
Dividends received	-			
Fines, penalties and forfeits	28	34	36	38
Licences and permits	6,717	7,121	7,548	8,001
Agency services	-			
Transfers and subsidies	68,915	85,868	75,423	80,081
Other revenue	640	1,174	1,230	1,289
Gains				
Total Revenue (excluding capital transfers and contributions)	100,790	120,631	112,221	119,032
Expenditure By Type				
Employee related costs	38,580	44,692	50,764	53,761
Remuneration of councillors	5,989	6,374	6,540	6,577
Debt impairment	2,755	3,140	3,580	4,081
Depreciation & asset impairment	10,158	11,173	12,291	13,520
Other materials	4,690	6,367	4,208	4,539
Contracted services	24,058	30,420	26,896	28,720
Transfers and subsidies	-	309	340	374
Other expenditure	18,634	19,062	19,854	20,476
Losses				
Total Expenditure	104,864	121,537	124,472	132,048

6.2 BUDGET ASSESSMENT

6.2.1. CREDIBILITY

The Municipal budget is funded in accordance with section 18 of the Municipal Finance Management Act (MFMA). The Municipality embraces budget processes and procedures, and this involves amongst others engagement with political oversight and public through public participation.

The Municipality is currently in the process of allocating budget to all IDP programs and projects, whereby, the proposed budget will then go through the municipal council approval and adoption.

Through its processes the municipality dedicates/commits funding for the Review of the IDP and its entire associated budget. The budget is reflected in both the Municipal SDBIP 2021/2022 and the IDP Implementation Plan.

6.2.2. BUDGET ASSUMPTIONS

The Multi- year budget is underpinned by the following assumptions.

- The equitable share grant and MIG will escalate as indicated on the budget speech for 2020 and Division of Revenue 2020 Bill MTERF.
- The budget is built into sensitivity switches to allow for the variation of the various assumptions to demonstrate the effect of different scenarios on the municipality's financial position and results.
- The Municipality will remain largely a grant funded municipality with grant funding expected to make up 68% of total municipal revenue during the 2020/2021 financial year.
- The contribution to total revenue from rate will remain minimal (4%) and is expected to be at 6% for the 2020/2021 financial year.

6.2.3. RELEVANCE

The Municipal budget is aligned to the revised IDP. All projects that have been budgeted for are project that were identified during the public participation process and are within the 6th KwaZulu Natal KPA. Due to limited resources, the municipality ensured that projects and programs were screened to ensure that only projects that are aligned to the national and provincial priorities are considered for budgeting.

6.2.4. OPERATING BUDGET

TABLE 139: OPERATING BUDGET

Description R Thousands	Adjusted Budget 2019/20	Budget Year 2020/21	% Increase	Budget Year +1 2021/22	% Increase	Budget Year +2 2022/23
Property Rates	18,699,083	19,781,621	5.8%	20,968,519	6%	22,226,630
Investment Revenue	3,408,647	3,850,000	13%	4,081,000	6%	4,325,860
Transfers recognized - Operational	68,915,155	85,868,000	%	75,423,000	6%	80,081,000
Other Own Revenue	9,767,240	11,132,334	13.5%	11,748,148	6%	12,398,867

TABLE 140: CONSOLIDATED OVERVIEW OF THE MTREF

Description	Adjusted Budget 2019/20	Draft Budget 2020/21	Year 1 Budget 2021/22	Year 2 Budget 2022/23
Total Operating Revenue	120 631 000	120 631 000	112 221 000	119 032 000
Total Operating Expenditure	112 204 000	116 166 000	120 260 000	127 071 000
Surplus/ Deficit	(1 414 000)	4 465 000	(8 039 000)	(8 038 000)
Total Capital Expenditure	26 757 000	30 696 000	32 227 000	24 381 000

TABLE 141: OPERATING TRANSFER AND CAPITAL GRANTS

Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
		R thousand	Budget Year 2020/21	Budget Year +1 2021/22
RECEIPTS:				
<u>Operating Transfers and Grants</u>				
National Government:	66,608	85,678	83,423	89,081
Local Government Equitable Share	62,733	79,735	72,423	76,881
Finance Management	2,435	2,800	3,000	3,200
Municipal Systems Improvement				
Integrated National Electrification Programme		2,000	8,000	9,000
EPWP Incentive	1,440	1,143		
Other transfers/grants [insert description]				
Provincial Government:	1,714	1,816	-	-
Library Grant	1,714	1,816	-	-
District Municipality:	-	-	-	-
Total Operating Transfers and Grants	68,322	87,494	83,423	89,081
<u>Capital Transfers and Grants</u>				
National Government:	16,076	15,996	17,027	17,781
Municipal Infrastructure Grant (MIG)	16,076	15,996	17,027	17,781
Total Capital Transfers and Grants	16,076	15,996	17,027	17,781
TOTAL RECEIPTS OF TRANSFERS & GRANTS	84,398	103,490	100,450	106,862

TABLE 142: OPERATING TRANSFER AND CAPITAL GRANTS

Description	Adjusted Budget 2019/20	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Roads, Pavements and Bridges	2,759,000	6,000,000	7,500,000	7,000,000
Community Halls	3,122,000	1,500,000	3,000,000	3,500,000
General Vehicles	400,000	400,000	450,000	500,000
Civic Land and Building	2,400,000	1,000,000	-	2,000,000
Other	695,000	3,000,000	2,250,000	1,075,000
Total Repairs and Maintenance	9 376 000	11 900 000	13 200 00	14 075 000

6.2.5. REPAIRS AND MAINTENANCE

Aligned to the priority given to preserving the maintaining the Municipality's current infrastructure, the 2020/2021 budget and MTREF provide for extensive growth in asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulation, operating repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchase of materials and contracted services.

Considering these cost drivers, the following table is a consolidated of all the expenditures associated with repairs and maintenance. To meet the standard of achieving the 8% repairs and maintenance target of operating expenditure, the municipality is committed to increase this percentage progressively over the MTREF to reach this target. Repairs and Maintenance plan has been included as annexure.

TABLE 143: OPERATIONAL REPAIRS AND MAINTENANCE

Description	Adjusted Budget 2019/20	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Roads, Pavements and Bridges	2,759,000	6,000,000	7,500,000	7,000,000
Community Halls	3,122,000	1,500,000	3,000,000	3,500,000
General Vehicles	400,000	400,000	450,000	500,000
Civic Land and Building	2,400,000	1,000,000	-	2,000,000
Other	695,000	3,000,000	2,250,000	1,075,000
Total Repairs and Maintenance	9 376 000	11 9000 000	13 200 00	14 075 000

CHAPTER 7: ANNUAL OPERATIONAL PLAN

7.1. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The strategic direction that the Municipality will undertake has been set forth in the Integrated Development Plan. The plan has been reviewed and adopted, and is supported by a credible Budget, as required by the Municipal Finance Management Act (MFMA) and its supporting reforms.

The Service Delivery and Budget Implementation Plan (SDBIP) will give effect to the IDP and Budget. This document is the expression of the strategic priorities, in quantifiable outcomes that will be implemented by the administration over the next twelve months. Therefore, the SDBIP serves as a “contract” between the administration, council, and community, and provides a basis for measuring performance in service delivery targets and budget implementation.

Apart from providing the vital link between the mayor, council and administration, the SDBIP will facilitate the process of accountability, ensuring that appropriate information is circulated internally and externally.

The content of this document is high-level and strategic and is intended for the general public and councillors. The SDBIP is a layered plan, with the top layer dealing with the consolidated service delivery targets and linking such targets to top management (MFMA circular 13). Therefore, only the tip of the information pyramid is published as the SDBIP, and this correlates with the requirements of the National Treasury.

The SDBIP is attached as an annexure to the IDP.

7.1.1. LEGISLATIVE IMPERATIVE

In terms of Section 53(1)(c)(ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the Mayor of the Municipality for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate the following:

- Projections for each month
- Revenue to be collected, by source and.
- Operational and capital expenditure, by vote
- Service delivery targets and performance indicators for each quarter; and
- Other matters prescribed.

According to Section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval.

7.1.2. LINK THE IDP TO THE BUDGET

The Municipality identified six strategic areas based on the community consultation, namely:

- Municipal Transformation and Institutional Development.
- Social and Local Economic Development.
- Basic Service Delivery and Infrastructure Development.
- Good Governance and Public Participation.
- Municipal Finance Viability and Management; and
- Spatial and Environmental Analysis , Cross-cutting issues

The diagram below indicates the strategic process that the Municipality will be following in terms of addressing the above strategic areas.

7.1.3. REPORTING ON THE SDBIP

Reporting on the SDBIP is an important way of linking this document to the oversight and monitoring operation of the Municipality's administration. A series of reporting requirements are outlined in the MFMA, both the mayor and the accounting officer (Municipal Manager) have clear roles as defined in the MFMA, in preparing and presenting reports. These reports then allow the Councillors of the Municipality to monitor the implementation of the service delivery programs and initiatives.

MONTHLY REPORTING

Section 71 of the MFMA requires the municipality to report on actual revenue collected and actual expenditure incurred against the approved budget. This report must be prepared by the accounting officer monthly, 10 days after each month end.

The report must include the following, namely:

- Actual revenue, per source;
- Actual borrowings.
- Actual expenditure, per vote.
- Actual capital expenditure, per vote; and
- The amount of any allocations received.

In addition, the following explanations must be included:

- Any material variances from the projected budget targets.
- Any material variances from the SDBIP; and
- Any remedial or corrective action taken or to be taken.

QUARTERLY REPORTING

Section 52(d) of the MFMA requires the mayor to submit a report to council, detailing the implementation of the budget and financial state of affairs of the municipality within 30 days after each quarter. The quarterly performance targets indicative within the SDBIP is the basis of this report.

MID-YEAR REPORTING

Section 72(1)(a) of the MFMA outlines the mid-year reporting requirements. The accounting officer is required by the 25th January of each year to assess the performance of the Municipality, and must take into account the following:

- The monthly Section 71 reports.
- The service delivery performance against the targets and indicators set forth in the SDBIP; and
- The previous year's annual report and progress made to resolve any issues identified in this report.

Based on this performance assessment report the municipality may decide to table an adjustments budget in terms of Section 28 of the MFMA. The SDBIP is a living document and may be modified in conjunction with the adjustment budget process, based on the outcome of the mid-year performance review.

7.1.4. REVENUE AND EXPENDITURE PROJECTIONS

This section contains the financial information as required by the SDBIP.

- The monthly projection of revenue by source; and
- The monthly projection of both operating and capital expenditure and revenue by vote

The Service Delivery Budget Implementation Plan reflecting objectives, Key Performance Areas, Key performance Indicators and targets.

CHAPTER 8: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT

8.1. HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

Mkhambathini Municipality Adopted the Key Performance Area Model (Model) at its preferred model. The Planning and Performance Management Regulations stipulates that a municipal organisational performance management system (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted organised and managed, including determining the roles of the different role players.

In the model the performance indicators are grouped together per KPA, for example the key performance indicator dealing with good governance will be group together and those dealing with infrastructure and service delivery will be grouped together.

The municipality is implementing the process of cascading down the PMS to the level below section 57 for the year 2021/2022 and this will assist the municipality in ensuring that all levels are accountable in the running of the municipality This will be done in consultation with the organised labour.

In line with the said legal requirement the municipality has developed an OPMS Framework; this framework is seen as a policy document that will set out:

- The requirements that the Municipality's' OPMS will need to fulfil,
- The principles that must inform its development and subsequent implementation,
- The preferred performance management model of the Municipality,
- The process by which the system will work,
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

8.2. ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR

Annual Performance Report of the Previous Financial Year is attached as of the IDP Annexure

The following section of this IDP contains the following:

- Organisational Key Performance Indicators linked to the departmental indicators.
- Departmental indicators linked to outputs in the Performance Agreements.
- Out puts in the Performance Agreements linked to activities in the Operational Plans and Indicators.
- The IDP ensure that the OPMS are seamlessly aligned with the Municipal Goals, the associated Objectives and the Municipal Budget.

8.3. ANNEXURE: COUNCIL ADOPTED/REVIEWED MUNICIPAL POLICIES & PLANS

TABLE 144: ANNEXURE: COUNCIL ADOPTED/ REVIEWED MUNICIPAL POLICIES AND PLANS ATTACHEMENTS

NO	SECTOR PLAN	DEVELOPED Y/N	REVIEWING Y /N	ADOPT ED Y / N	ADOPTION DATE	DATE OF NEXT REVIEW
1.	Disaster Management Plan	Y	Y			BY THE END OF 2021/22 FY
2.	LED Strategy and Plan			Y	30 JUNE 2021	
2.1	Mkhambathini Business Investment Directory			Y	30 JUNE 2021	
2.2	Informal Economy Policy & BYLAW			Y	30 JUNE 2021	
3.	IWMP Plan			Y	25 TH SEPT 2020	
4.	SDF			Y	25 TH JUNE 2019	
5.	Housing Sector Plan					
6.	Employment Equity Plan			Y	APRIL 2021	
8.	Retention Policy			Y	JUNE 2021	
9.	Human Resource Strategy and Plan			Y		
10.	Draft Comprehensive Integrated Transport Plan					
11.	Revenue Enhancement Strategy		Y			
12.	Supply Chain Management Policy		Y			
13.	Recruitment and Selection Policy			Y	30 JUNE 2021	
13.2	Reviewed Municipal Organogram			Y	30 JUNE 2021	
13.2	WSP Planning Training Report					
13.3	ICT Strategy			Y	30 JUNE 2021	
14.	Indigent Register Policy		Y			
15.	Operations and Maintenance Plan		Y			
16	Reviewed WSDP Water Service Development Plan		UMDM Link attached in IDP			
17.	Communication Plan			Y		
18	Mkhambathini Annual Report 2019/20			Y		
19	SDBIP 2021/22			Y		30 JUNE 2021

