FOR THE COMMUNITY

INTEGRATED DEVELOPMENT PLAN 2023/24
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LIST OF ACRONYMS

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
SAPS	South African Police Services
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

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR NW NTOMBELA



Mkhambathini' s 2023/2024 IDP has been reviewed and we can look back at it with some level of satisfaction as it points to community needs been tackled and etching closer to our vision of becoming a KwaZulu-Natal's mega hub in different industries.

The municipality's IDP is rich with information that ensures 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 2023, the Mayoral Outreach Roadshow programme was successfully carried in all wards in the month of December 2022 and in April 2023 the IDP/Budget was presented. The exercise is aimed at gathering issues impacting the community which will inform the budget. We understand that not all citizens can be present during roadshows to echo their views and needs, hence we encourage engagement on our social/electronic media platforms such as radio stations, website, the municipal Facebook page and our Whatsapp line. Being a small level, B municipality, we don't have the capacity to deliver all basic services therefore engagements continue with uMgungundlovu District Municipality, who provide water, 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 fulfilling this vision under uncertain climates such as a weak economy, volatile political space, rising costs of living and ever-increasing 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 satisfaction of the community, who have endured poor or no infrastructure access:

Projects:

Hholong Road

Ophokweni Tar Road

Meyiwa Road

Gcide Road

Mzungezwi Access Road

Mpekula Access Road

Ophokweni- 325 houses electrified

We can tap ourselves on the back for responding to the needs of many youths who have been knocking on our door for assistance with tertiary registration funds. This move is seen as monumental in ensuring that no one is

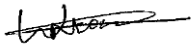
left out from pursuing a qualification. In recognising the technology space youth are operating in, we were able to award laptops to the top three performing matriculants from each of our municipal schools, this lessens the burden to a rural child who would have otherwise battled to access this technology.

Financially did not have deficit in 2023/2024. It improved on its liquidity levels of the previous year and ended the year with a surplus of R1 565 523, including non-cash transactions. We have maintained an unqualified audit finding we are tightening internal measures to keep on improving.

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.

We stepped up intake in the Expanded Public Works Program (EPWP), which is a program aimed at assisting the poor of the poor. For the first time we reached 350 participants, our aim is not just to have them work but create exit programs that assist them with skills they can apply to make a living.

The municipality is still 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 extend my sincere gratitude to the community of Mkhambathini, management and staff and my fellow councillors for meaningful contributions which will ensure better and speedy delivery of services.



Cllr NW Ntombela

Mayor of Mkhambathini Municipality

MUNICIPAL MANAGER'S OVERVIEW



It gives me pleasure to present the Mkhambathini Municipality 2023/2024 IDP Review 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 and we intend on maximising the developments in this corridor to benefit and uplift the community and infrastructure. The 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.

I am well pleased to share the achievements of 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 in striving for greater outputs and has managed to consolidate and finalize the IDP.

While Covid 19 still lurks in the background, the pandemics devastating effects linger in areas of business, job losses and social consequences. We continue to partner with provincial government and private sector to alleviate the damage done. Learnerships, workshops, disaster grant funding and connecting local business to benefit from construction tenders on offer from giants like SANRAL are some of the initiatives in place.

IDP Public Participation and Budget Izimbizo meetings which were held in April 2023 through community engagements at a gathering where all Wards were included. Radio interviews were conducted through two radio stations. Several issues were raised during the meetings i.e., housing, water & road access to electricity provision.

The stability of having the same management for each department after the renewal of our section 56 contracts, allows for continuation of the vision. Internal operations are running smoothly, and we continue to thrive for improved service delivery.

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:

Budget Policy

Rates Policy

Tariff Policy

Cash Management Policy

Investment policy

Supply Chain Management Policy

Debt and Credit Control Policy

Assets Management Policy

Indigent Policy

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. Our intention going forward is to:

Successfully implement a new Valuation Roll with minimum of 5 years supplementary Valuation Roll.

Improve financial reporting based on MSCOA requirements.

Improve debts collection to boost municipal cash flow.

To archive Clean Audit opinion (AGSA).

Continuous municipal budget related policies.

To manage our assets and liabilities (i.e., Current Ratio: Norm2:1).

To manage cash coverage norm (Norm :3 months).

Implement cost cutting measures.

Create a conducive environment for job creation and economic growth.

Annual preparation of a funded budget as per the MFMA.

The availability of land for development is a challenge as most land surrounding the municipality is privately own ed 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 will continue to engage Amakhosi and explore the purchase or expropriation of land where fit, in order to realise the goals of social and economic development.

As management we extend gratitude to our Council, employees and our community at large for allowing us to work together with them to fulfil the municipal mandate.



Mr. S Mngwengwe

Municipal Manager

SECTION A

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 2022/23 to 2026/27 As it is known that the IDP's lifespan is linked to that of the term of Council, which is five years. 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. Outcomes-based and alignment: where the IDP aligns with the 14 Outcomes as coming from the National Development Plan and the New Medium Term Strategic Framework (s) of Government.

- National priorities-SoNA and SoPA: where the IDP aligns with the National and Provincial priorities.
- Public participation as a citizen centric municipality
- A strong focus on service delivery-hence the Service Delivery Plan-containing the catalytic projects that can impact change significant to the entire District
- 7 Goals of the PGDP now localized in the DGDP-
- The Provincial Spatial Development Framework
- MSIPs
- UMDM One Plan

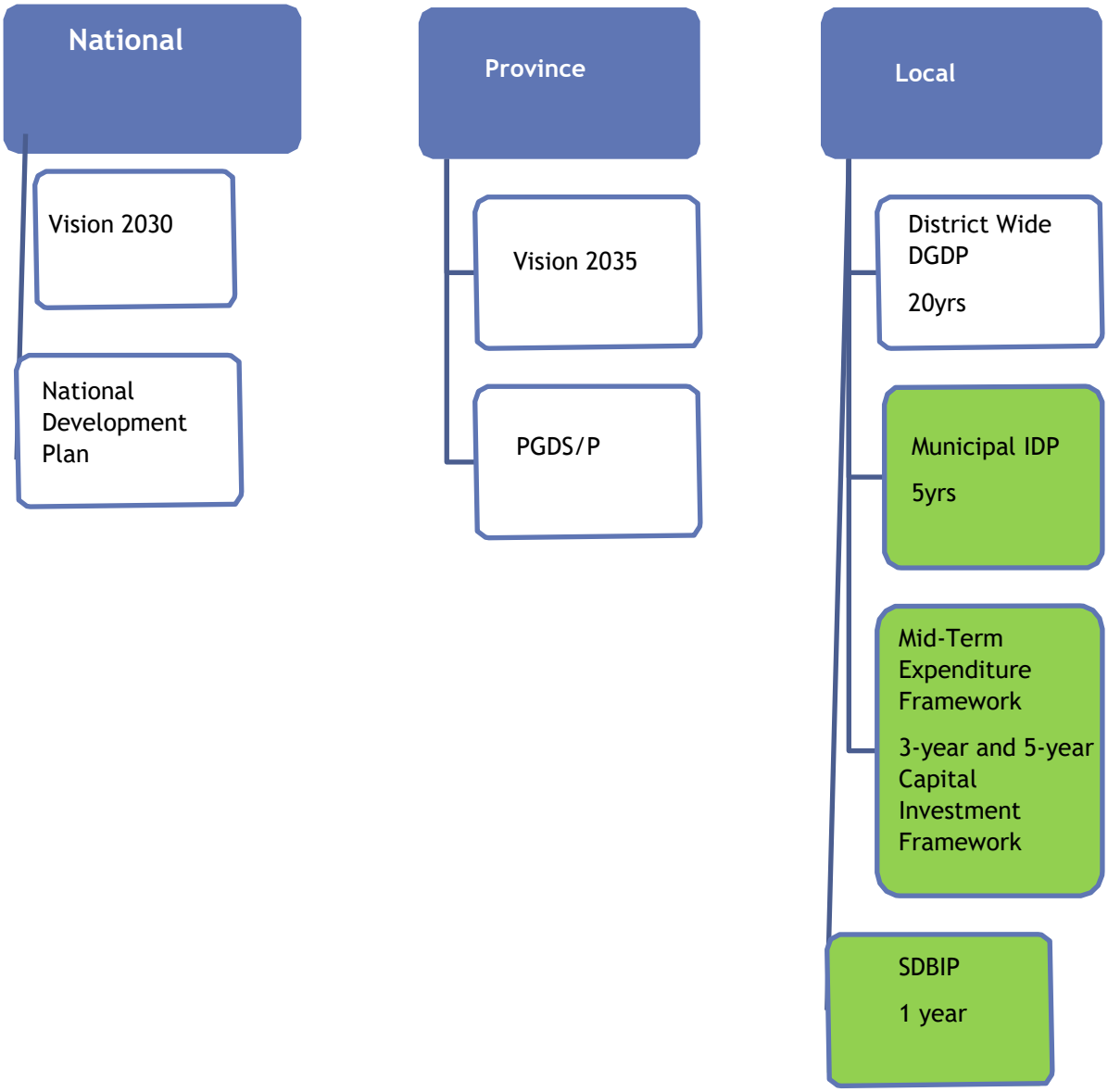
The monitoring and evaluation stages are crucial for the following reasons:

They ensure that the plans and projects adopted are implemented accordingly and take cognizance of the Covid-19 measure and the KZN Floods which have affected areas within the municipality.

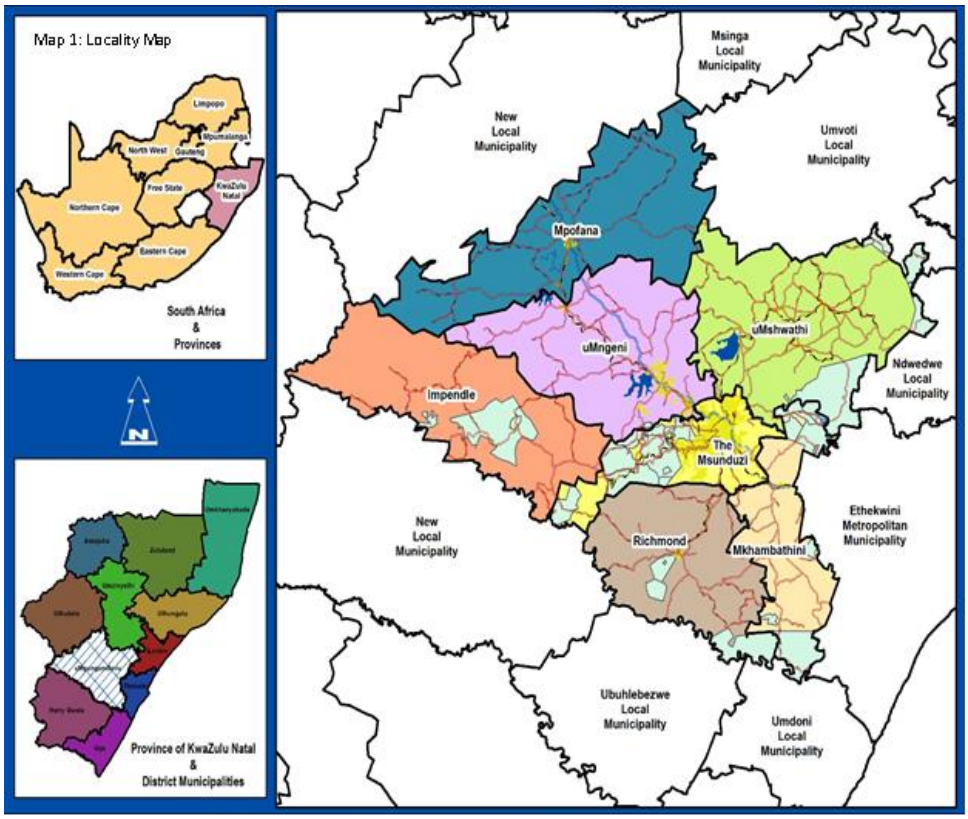
They measure the impact of the effect of strategies and/ or projects on development and the prioritization of the lives of the community.

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.

Mkhambathini Local Municipality is one of seven Local Municipalities 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

	KZ221 UMSHWATHI MUNICIPALITY: in square kilometres uMshwathi Municipality is the largest of the six Local Municipalities in the District with major urban centres in New Hanover, Wartburg, Dalton and Cool Air. Substantial rural residential settlements are to be found at Swayimane, Mpolweni, Thokozani and Ozwathini.	
	KZ222 UMNGENI MUNICIPALITY: incorporates Howick and Hilton and is ideally situated on the N3 development corridor. Significant manufacturing and industry is already established in the municipal area, with further developments in the pipeline.	
	KZ223 MPOFANA MUNICIPALITY: Agriculture and textiles form the backbone of economic development in the Mpofana municipal area. Dairy farming is one of the drivers in the agricultural sectors followed by crops such as maize, potatoes, beans and peas. Some of the most well know stud farms are located	
	KZ224 IMPENDLE MUNICIPALITY: In Impendle, the World Heritage Site and the Drakensberg-Ukhahlamba Mountain Park accentuates the immense potential in the area for tourism, community based craft endeavours and micro enterprises. An abundance of water allows for a mixed agricultural economy, while the cold winters indicate opportunities for a deciduous fruit industry	

	KZ225 MSUNDUZI MUNICIPALITY: Situated in Msunduzi, Pietermaritzburg, is not only the District's primary urban centre and seat of the uMgungundlovu District Municipality's administration, but is the thriving, modern capital of KwaZulu-Natal. The city is a dynamic commercial and industrial centre and is also recognized as a seat of academic excellence.	
	KZ226 MKHAMBATHINI MUNICIPALITY: Significantly located on the N3 corridor. The municipality has a potential to grow through a diversified economy and on bridging the rural-urban divide.	
	KZ227 RICHMOND MUNICIPALITY: Has potential with a diversified economy in agriculture, tourism as it's endowed with rich natural resources. Opportunities in manufacturing; timber and agro-processing.	

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.



TABLE 1: LIST OF COUNCILORS

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

TABLE 2: LIST OF TRADITIONAL COUNCILS IN MKHAMBATHINI

NAME OF INKOSI	NAME OF TRADITIONAL COUNCIL
Inkosi N.K Maphumulo	Mbambangalo Traditional Council
Inkosi S.E Mdluli	MaNyavu Traditional Council
	Macala -Gwala Traditional Council
	Amaqamu Tradional Council
	Embo – Thimuni Traditional Counil

PORTFOLIO COMMITTEE MEMEBERS

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

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 Ngcongo	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

1.2.1.1 ADMINISTRATIVE GOVERNANCE: HEADED BY



Municipal Manager
Mr. S Mngwengwe



Chief Financial Officer
Mr. TE Gambu



Director Corporate Services
Ms. PP Ngubane



Director Community Services
Ms. NS Mkhize

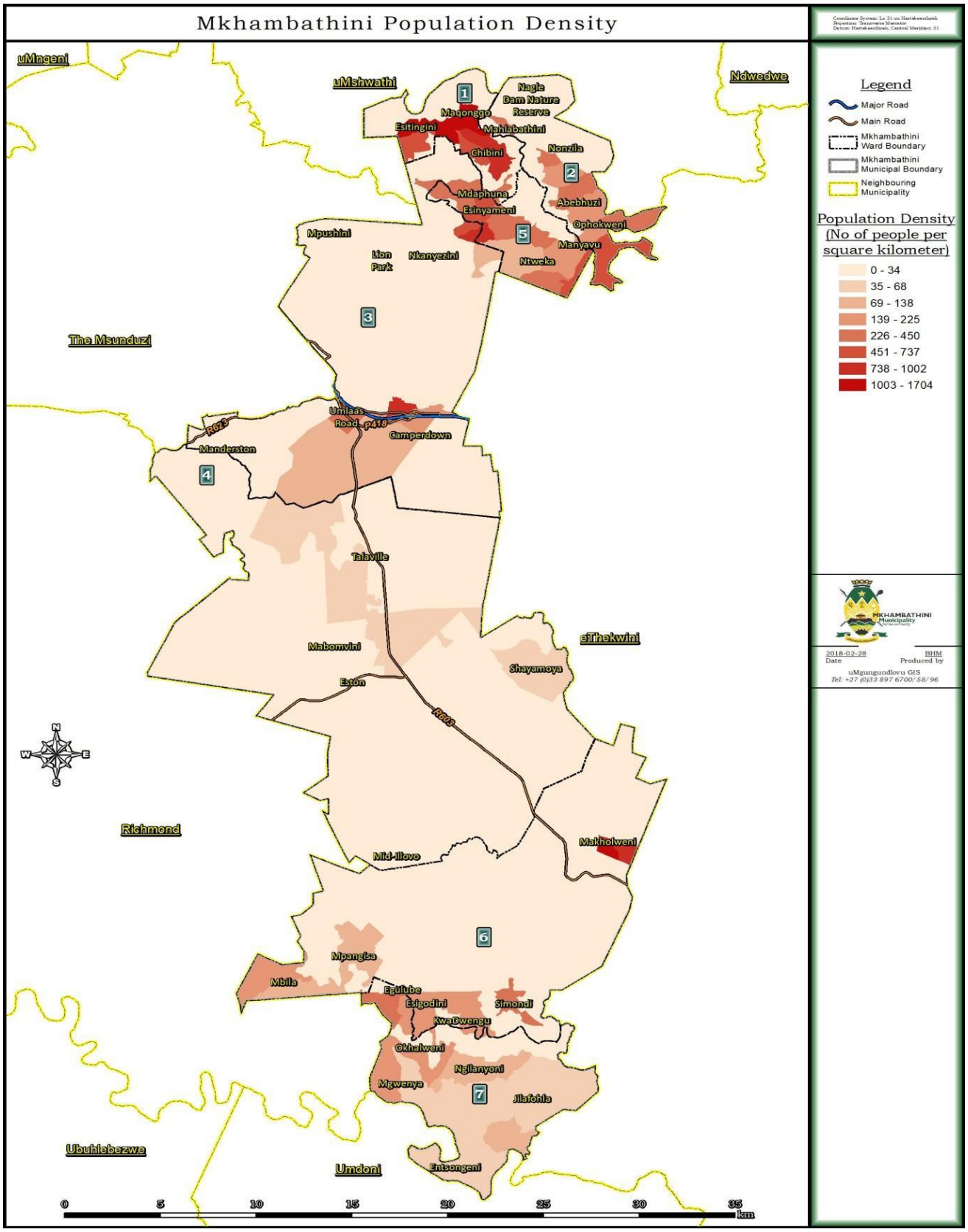


Director Technical Services
Mr. GS Mkhize

TABLE 2: ADMINISTRATIVE GOVERNANCE

DEPARTMENTS	UNIT	HEADED BY
OFFICE OF THE MUNICIPAL MANAGER	Performance System Management Unit Public Participation Unit Communications Unit Integrated Development Planning Internal Audit Unit	Municipal Manager: Mr. S Mngwengwe
FINANCE DEPARTMENT	Revenue management Expenditure management Budgeting and Reporting Supply Chain Management Assets Management Fleet management	Chief Financial Officer: Mr. TE Gambu
CORPORATE SERVICES DEPARTMENT	Administration Registry Human Resources Management Skills and Development Occupational Health and Safety	Director: Corporate Services: Ms. P Ngubane
COMMUNITY SERVICES DEPARTMENT	Special Programmes unit Childcare facilities/ Hiv/Aids 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	Building regulations Municipal parks and recreation Project Management Unit Planning and Development Unit	Director: Technical Services: Mr. SG Mkhize

FIGURE 1: POPULATION DENSITY



1.2.1.2 POPULATION BY AREA

TABLE 3: POPULATION BY AREA - WARD 1

	Population
WARD 1	***11462***

TABLE 4: POPULATION BY AREA – WARD 2

	Population
WARD 2	***10211***

TABLE 5: POPULATION BY AREA - WARD 3

	Population
WARD 3	***7591***

TABLE 6: POPULATION BY AREA - WARD 4

	Population
WARD 4	***9196***

TABLE 7: POPULATION BY AREA - WARD 5

	Population
WARD 5	***8462***

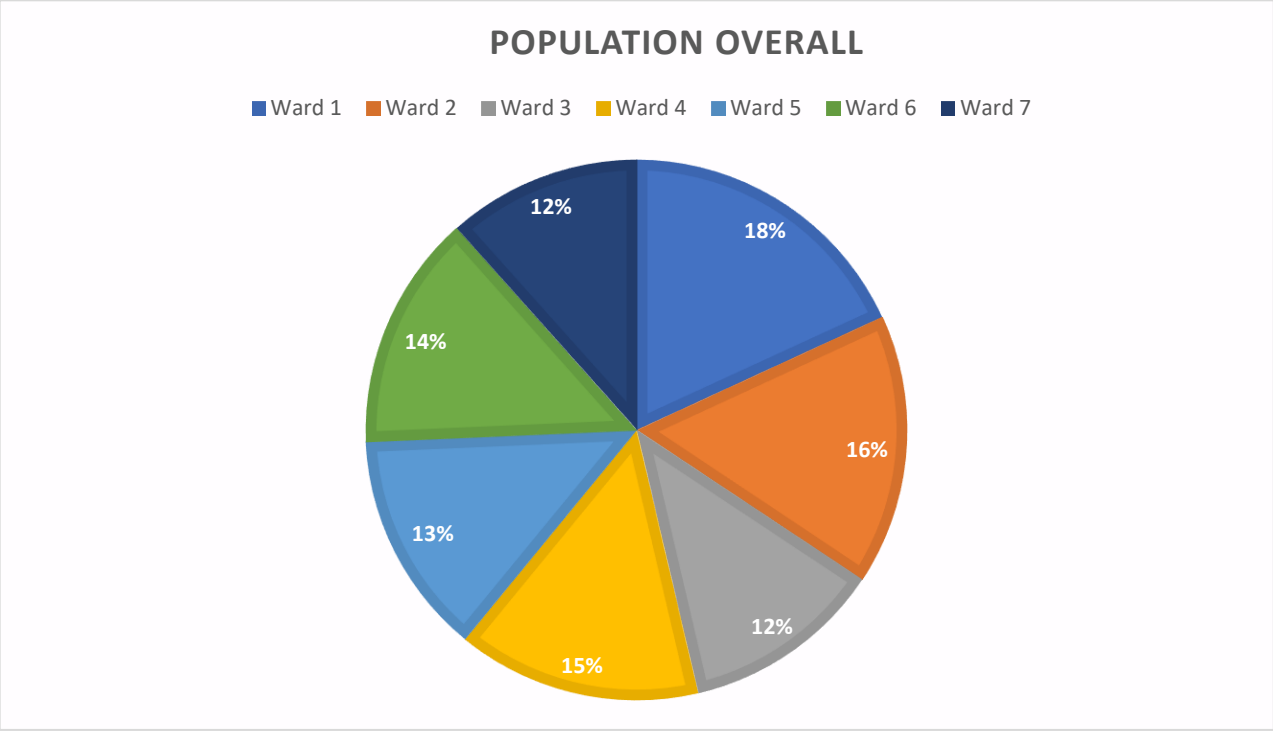
TABLE 8: POPULATION BY AREA - WARD 6

	Population
WARD 6	***8911***

TABLE 9: POPULATION BY AREA - WARD 7

	Population
WARD 7	***7309***

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Source of data: SuperCROSS Copyright © 1993-2020 Space Time Research Pty Ltd.

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:

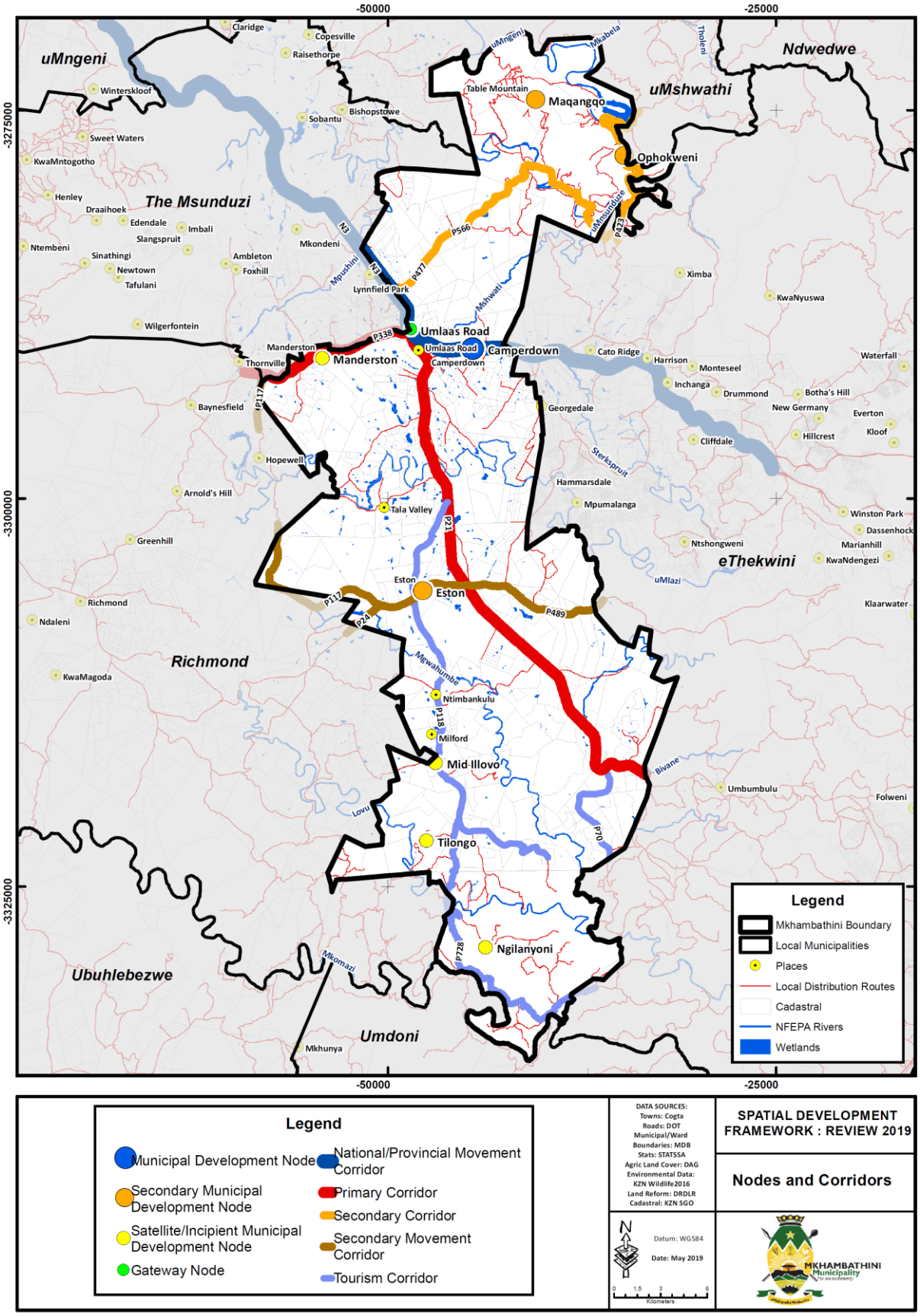
Insufficient funding provided for bulk infrastructure has become a challenge to assist in Local Economic Development Tribal Authority Community as it has severely affected the slow provision of basic service delivery due to lack of geographic location of some areas within the Municipality.

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 and KZN Floods which have caused an impact in the various wards within the municipality.

MAP: SPATIAL DEVELOPMENT FRAMEWORK (SDF) 2019



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 most equitable distribution of local opportunites to various role -players within the municipality.
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

In accordance with the provisions of the Municipal Systems Act (2000) Mkhambathini Local Municipal council in the beginning of its elected term, has adopted a single, inclusive and strategic plan for the development of the municipality. This strategic plan will be reviewed annually as depicted in the diagram below.

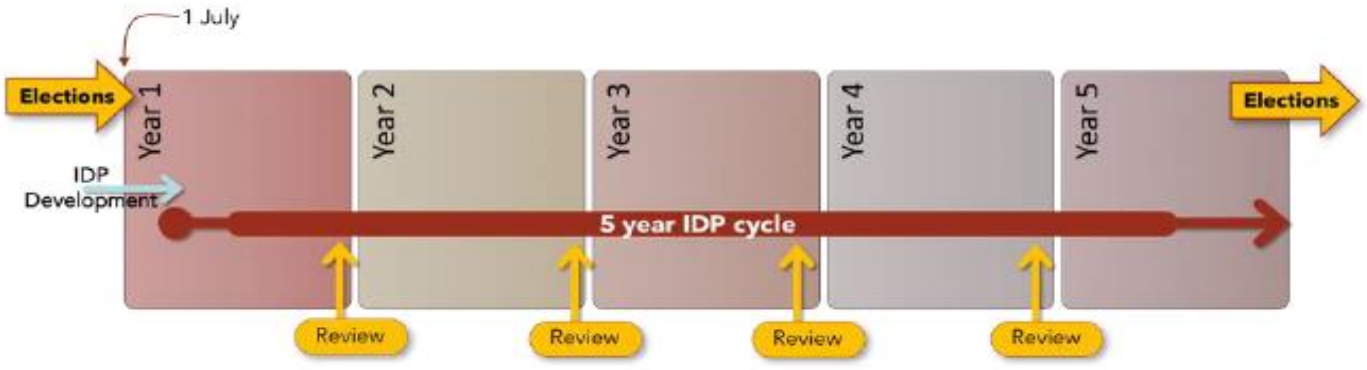


Figure : 5- year IDP Cycle (Revised IDP Guidelines: National DCoG: 2020)

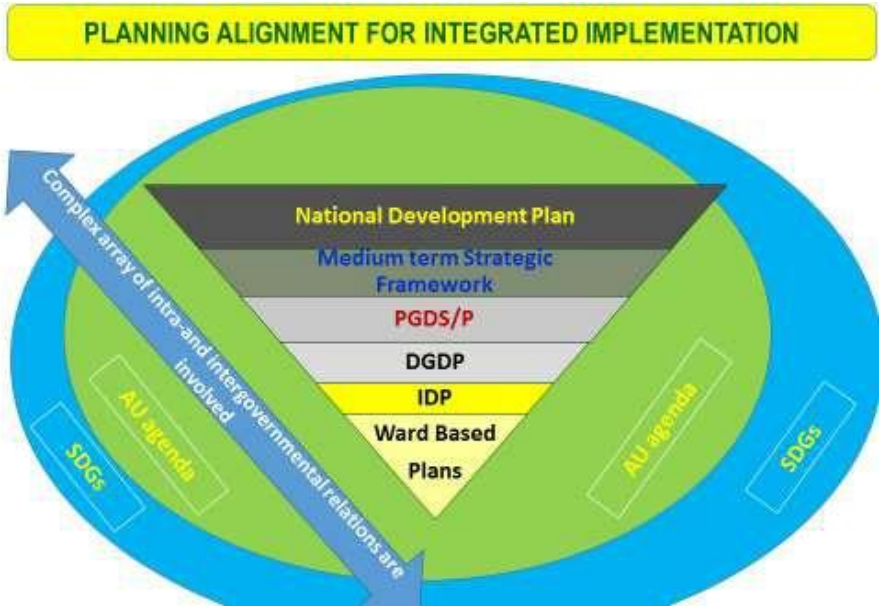


Figure 4 Alignment levels, Source: PGDS 2016

FARM DWELLERS COURT CASE

On 29 July 2019, the court declared that the Municipality's failure to provide farm occupiers and labour tenants who are residing within its area of jurisdiction with access to basic sanitation, sufficient water and refuse collection services is inconsistent with the Constitution.

The court also directed the Municipality to comply with Regulation 3 of the Regulations relating to Compulsory National Standards and Measures to Conserve Water by:

Installing a sufficient number of water use connections to supply a minimum amount of portable water of 25 litres per person per day, or 6 kilolitres per household per month to farm occupiers and labour tenants residing within their areas of jurisdiction.

- The first report and implementation plan was due on 19 February 2021 and was duly submitted to the Honourable High Court and id due every month thereafter.
- The Report informed the High Court of UMDM's implementation plan and how the plan was divided into three (3) Legs.

First Leg:

- The respondent managed to compile and complete a database of farm dwellers who reside within its jurisdiction on privately owned farms.
- The data in question was compiled using the information available on the so-called municipal Geographical Information Systems (GIS). This system enabled a desktop review of the estimated number of households on the various farms and their proximity to existing or potential services already supplied by the third respondent in the area.

- The aforesaid information does not however indicate any basic service already supplied by the landowner. Nor does the aforesaid information assist in establishing the quality and quantity of such service. This will have to be verified through physical visits to those households.

Second Leg:

- The visitation of the identified households is however a time-consuming process that requires arrangements to be made with the various private landowners. Thereafter the physical visits will commence.

Third leg

- Once the aforesaid data is collected, the third respondent was then in a position to quantify the budget required to provide the services where needed. Thereafter and upon approval of the required budget, the appointment of the service provider ensued and this was completed and the process commenced. (Fourth leg).

Water tanks were also supplied to some farms within the area of uMshwathi. Others requested water tanks to supply water in their existing tanks, and this was arranged and it is done continuously. Funding request for drilling more boreholes was submitted to KZN CoGTA.

Progress to date – Water Supply

NO.	LOCAL MUNICIPALITY	NUMBER OF BOREHOLES DRILLED
1	uMshwathi	4
2	Mpofana	14
3	Impendle	19
4	Richmond	7
5	Mkhambathini	6
Total		50

Borehole Ref Number	Local Municipality	Village/town/Locality	Co-ordinates Latitude (dd)	Co-ordinates Longitude (dd)	Date Drilled	Depth (m)	Water Strikes (m)	Water level(m)	Blow Yield (l/hr)
1	MKHAMBATHINI	Ithala Valley 1	S29° 48' 25.7"	E30° 30' 27.2"	02/06/2019	114M	96M	46.5M	300L/HR
2	MKHAMBATHINI	Ithala Valley 2	S29° 48' 20.6"	E30° 30' 34.7"	29/05/2019	114M	72M	29M	461 L/HR
3	MKHAMBATHINI	Ithala Valley 3	S29° 48' 10.8"	E30° 30' 34.2"	03/06/2019	114M	34M	2.8M	486 L/HR
4	MKHAMBATHINI	Ithala Valley 4	S29° 53' 47.5"	E30° 07' 47.3"	05/06/2019	114M	20M	3.07M	1 500 L/HR
5	MKHAMBATHINI	Ndwengu 1	S29° 36' 50.3"	E30° 37' 35.3"	08/06/2019	102M	27M	23M	1 500L/HR
6	MKHAMBATHINI	Ndwengu 2	S29° 36' 50.3"	E30° 37' 55.3"	11/06/2019	102M	36M	29M	2 500L/HR

The next batch of 64 units of VIP toilets will be implemented on the current project under MIG funding for 22/23 FY.

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.	1st IDP Steering Committee: To discuss the MEC Letter and areas of improvement on preparation of the Draft IDP for 2022/23	January 2023	January 2023
2.	KZN COGTA: IDP Stakeholder engagements on the preparation of the 5th Generation IDP and sectoral coordination	5TH February 2023	February 2023
3.	Mkhambathini Strategic Planning Session in preparation of the Draft IDP for 2023/24. Head of Departments to incorporate their inputs in line with the Draft Budget/ Govt spatially mapped projects to be included in 5th Generation Draft IDP	13-15 February 2023	February 2023
4.	Advertising of the Draft Budget and Draft IDP	March-April 2023	March-April 2023
5.	Submit Draft 2021/22 IDP / Draft 2021/22 SDBIP to COGTA	31 March 2023	
6.	EXCO and Council approval of Draft IDP	30 March 2023	March 2023
7.	Submission of draft IDP to KZN COGTA for Provincial Assessment	31 March 2023	31 March 2023
8.	1st IDP Steering committee: to discuss Provincial Assessment on IDP and any further amendments on Draft prior final adoption of IDP	April 2023	April 2023
9.	Advertisement of Draft IDP for public comments/objections/inputs (minimum 21 Day Period)	April 22023	April 2023
10.	Mayoral Draft IDP and Budget izimbizo engagements considering Covid-19 regulation	April-May 2023	April 2023

11.	IDP Process Consultation with Amakhosi aseMkhambathini	April 2023	April 2023
12.	Attending UMDM DRAFT IDP and BUDGET IZIMBIZO	May 2023	May 2023
13.	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 2023	May 2023
14.	Budget tabled at EXCO for adoption of the Budget	May 2023	May 2023
15.	Mayoral Budget/Izimbizo IDP Review – Public participation engagement	May 2023	May 2023
16.	EXCO and Council approval Adoption of Review IDP for 2023/24,SDBIP and BUDGET 2023/24	May 2023	May 2023
17.	Advertise the Adopted reviewed IDP FOR 2022/23	May 2023	May 2023
18.	District IDP Subcluster: District Family in preparation of the process plans for the Draft IDP for 2024/25	July 2023	July 2023
19.	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
20.	One on one engagement with KZN COGTA: IDP on the adoption of the Draft Process Plan	July 2023	July 2023
21.	Adoption of Process Plan by Council	August 2023	August 2023
22.	Advertising of IDP-Budget-PMS Process Plan	August 2023	August 2023
23.	Submission of adopted IDP-Budget-PMS Process Plan	September 2023	
24.	District IDP Subcluster meeting to discuss the readiness of the 4th Generation Draft IDP /Sector plans /Public participation in light of Covid-19 regulations	October 2023	October 2023
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 2023	November 2023
26.	MEC Comments delivered by COGTA: IDP Unit to the Mayor of the municipality	November 2023	November 2023

27.	IDP Steering Committee Meeting: To discuss the identified gaps from the MEC Letter/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	November 2023	November 2023
28.	2ND IDP Forum Meeting with Government Departments to present the progress of the implemented projects and programmes for Mkhambathini Municipality	November 2023	November 2023
29.	KZN CoGTA Alignment Feedback Sessions	November 2023	November 2023
30.	KZN COGTA Best Practice	December 2023	December 2023

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

NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Office of the Municipal Manager	**Pillar 2 - Delivering Basic Services**	BSD 1	BSD1.1	To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Monitor the Spending of Municipal Infrastructure Grant Expenditure to achieve 100%	Percentage of Municipal Infrastructure Grant spent
			BSD1.2		Monitor the Spending of Small-Town Rehabilitation Grant Expenditure to achieve 100%	Percentage of Small-Town Rehabilitation Grant spent
			BSD1.3		Percentage of budget of the integrated National Electrification Programme spent	Percentage of budget of the integrated National Electrification Programme spent
Technical Services			BSD1.4		Njobokazi Electrification of 294 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.5		Maqongqo Electrification of 300 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.6		Makholweni Electrification of 90 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.7		Mpangisa Electrification of 52 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.8		Dwebu Electrification of 58 households electrified	Number of households electrified but not energised (accumulative)

			BSD1.9		Construction of Maqongqo Taxi Rank	Percentage of Maqongqo Taxi Rank progress per quarter (accumulative)
			BSD1.10		Construction of Chibini Access Road	Percentage of 2,7kms progress per quarter (accumulative)
			BSD1.11		Construction of Thimon Community Hall	Percentage of Thimon Community Hall progress per quarter (accumulative)
Community Services		BSD2	BSD2.1		Reporting on households provided with access to basic level of solid waste removal	Number of reports on households with access to basic level of solid waste removal
			BSD2.2		Community Clean up Campaigns conducted as per the Municipality's Integrated Waste Management Plan	Number of Clean up Campaigns conducted and implemented in schools and communities respectively
			BSD2.3	To Ensure a Safe & Healthy Environment	Reporting to ensure the waste minimisation and diversion of waste from the landfill	Number of reports on initiatives done to minimise waste sent to the landfill
			BSD2.4		Ensure maintenance of open spaces and gardens	Number of square meters maintained through grass cutting and trimming per month
			BSD2.5			Percentage of community gardens ploughed per month against the number of requests
			BSD2.6			Percentage of sports fields ploughed per month against the number of requests
Technical Services		BSD3	BSD3.1	To ensure that the municipal infrastructure assets are maintained	Maintenance of project in Ward 1	Percentage of the total project progress per quarter (accumulative)
			BSD3.2		Maintenance of project in Ward 2	Percentage of the total project progress per quarter (accumulative)
			BSD3.3		Maintenance of project in Ward 3	Percentage of the total project progress per quarter (accumulative)

			BSD3.4		Maintenance of project in Ward 4	Percentage of the total project progress per quarter (accumulative)
			BSD3.5		Maintenance ofproject in Ward 5	Percentage of the total project progress per quarter (accumulative)
			BSD3.6		Maintenance of project in Ward 6	Percentage of the total project progress per quarter (accumulative)
			BSD3.7		Maintenance of project in Ward 7	Percentage of the total project progress per quarter (accumulative)
Community Services		BSD4	BSD4.1	To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality	Reporting on social relief support provided to indigent families within all wards	Reporting on social relief support provided to indigent families
			BSD4.2		Reporting on the number and percentage of households earning less than R4 500 a month with access to free basic Electricity	Number of reports on the number and percentage of households earning less than R4 500 a month with access to free basic Electricity
			BSD4.3	To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality	Reporting on social relief support provided to indigent families within all wards	Reporting on social relief support provided to indigent families
NATIONAL KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Office of the Municipal Manager	**Pillar 5 - Building Capable Local Government**	MIDT1	MIDT1.1	To ensure a functional organisational structure	Review of the municipal organogram	Date of adopted reviewed organogram
Community Services			MIDT1.2	A functional organizational structure	Report on the vacancies filled as per the staff regulations	Number of reports on vacancies filled
Corporate		MIDT2	MIDT2.1	To ensure sound	Monthly Leave	Number of leave reconciliation

Services				human resource management	reconciliation	report
			MIDT2.2		Training/workshop of employees on the reviewed and new Corporate policies	Number of workshop/ trainings held on corporate policies
			MIDT2.3		Reporting on IPMS being cascaded to all employees	Number of quarterly IPMS implementation reports
			MIDT2.4		Reporting on staff attendance being monitored	Number of monthly reports on staff attendance
Corporate Services		MIDT3	MIDT3.1	To ensure effective and efficient Library Services	Reporting on Library outreach programs implemented	Number of reports on outreach programs
		MIDT4	MIDT4.1	To ensure that municipal staff is skilled according to job requirements	Reporting on the Implementation of WSP	Number of training reports on WSP implementation
			MIDT4.2		Submission of the WSP and the ATR is submitted to LGSETA	Date by which the WSP and the ATR is submitted to LGSETA
		MIDT5	MIDT5.1	To ensure effective and efficient asset management	Fixed Asset Register reconciliation performed and signed of by the Finance Manager	Number of Monthly reports on Fixed Asset Register reconciliation
		MIDT6	MIDT6.1	To promote occupational health and safety in the workplace	Functional Health and Safety Committee	Number of quarterly Health and Safety meetings
Finance Department		MIDT7	MIDT7.1	To ensure that efficient and effective fleet management	Monthly fuel reconciliation reports	Number of ,monthly fuel reconciliation reports
			MIDT7.2		Fleet management reports to portfolio committee	Number of Fleet management reports submitted to portfolio committee
			MIDT7.3		Review of Fleet Policy by council	Date of reviewed Fleet Policy adopted by council
Corporate Services		MIDT8	MIDT8.1	To ensure effective and efficient ICT Management	Reporting on hours taken to repair the system, applications or network to full functionality following a failure	Number of reports on hours taken to repair the system , applications or network to full functionality following a failure

			MIDT8.2		Cycle time : Customer ticket resolution	Number of reports on hours required to resolve customer support or help ticket
			MIDT8.3		Reporting on ICT expenditure costs	Number of reports on ICT expenditure costs
		MIDT9	MIDT9.1	To provide acceptable EAP and wellness initiatives	To provide acceptable EAP and wellness initiatives	Reporting on Employee Assistance Program and wellness initiatives
		MIDT10	MIDT10.1	To ensure an effective and efficient Registry Management	Reporting on the Implementation of the Registry File Plan	Number of reports on municipal File Plan implementation
		MIDT11	MIDT11.1	To ensure that employment equity targets are met	Employment Equity Report submitted to the Department of Labour	Date of the Employment Equity Report submitted to the Department of Labour
Office of the Municipal Manager		MIDT12	MIDT12.1	To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality	Public Employment Program job opportunities created	Number of work opportunities created through EPWP (static after Q1 recruitment. This must be 300 at all times)
Corporate Services			MIDT12.2	To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality	Reporting on the Intake of items	Number of reports on intake of Interns
			MIDT12.3		Training Report on unemployed marginalized group submitted to Department of Labour	Number of reports on the unemployed marginalized group training Report submitted to Department of Labour
Community Services			MIDT12.4	To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality	Public Employment Programs job opportunities created	Number of work opportunities created through EPWP (static after Q1 recruitment)
			MIDT12.5		Training, evaluation and reporting of EPWP workers	Number of reports on training programs for EPWP workers
			MIDT12.6			Number of quarterly EPWP evaluation reports submitted to Public Works
			MIDT12.7		Reporting on Skills development and training for out of school youth	Number of Reports on out of school youth development and trained

NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Community Services	**PILLAR 1 - PUTTING PEOPLE FIRST**	LED1	LED1.1	To support Municipality's Rural and Agricultural Development initiatives	Monitor and report on the performance of rural and agriculture development programs	Number of support initiatives implemented for Agricultural programs
		LED2	LED2.1	To develop and support all emerging SMMEs and Cooperatives within the municipality	Coordinate Meetings for LED Forum	Number of quarterly reports on LED Forum meetings
			LED2.2		Reporting on SMME & Cooperatives support and training programs	Quarterly reports on SMME & Cooperatives support and training programs implemented
		LED3	LED3.1	To promote the rights of vulnerable groups through various socio-economic development programs	Youth Program implemented	Date of annual review of the youth development strategy/plan
			LED3.2		Coordinate programs for people living with Disability	Number of quarterly Disability programs implemented
			LED3.3		Coordinate gender-based activities	Number of quarterly gender-based activities implemented
			LED3.4		Coordinate the development and implementation of programs supporting and ensuring active participation of senior citizens within Mkhambathini Municipality	Number of quarterly senior citizens programs implemented
		LED4	LED4.1	To promote Sports and Recreation	Coordinate sporting development initiatives within the municipal area	Number of Sports development initiatives and tournaments implemented
		LED5	LED5.1	Coordinate and hold a life skills, workshops and programs aimed at reducing teenage pregnancy, substance abuse and HIV/AIDS infections amongst	Coordinate and hold Local Aids Council Meetings	Number of Local Aids Council Meetings
			LED5.2		Coordinate and hold a life skills, workshops and programs aimed at reducing social ills	Number of life skills initiatives implemented to reduce social ills

				teenagers and youth/any new pandemic	such as teenage pregnancy, substance abuse and HIV/AIDS infections amongst teenagers and youth	
Community Services		LED6	LED6.1	To promote tourism within the municipal area	To coordinate tourism promotion through various initiatives	Date of tourism brochure approved by Council
		LED7	LED7.1	To promote Arts and Culture Activities	Coordinate Annual heritage awareness and moral regeneration awareness event	Date of Annual Heritage and moral regeneration awareness event
			LED7.2		Coordinate development and support of local crafters and artists through various initiatives	Number of quarterly local crafters and artists initiatives implemented
		LED8	LED8.1	Ensure implementation of Operation Sukuma Sakhe and special programs	Coordination of OSS Task team (LTT) activities	Number of OSS Local Task Team Meetings
			LED8.2		Coordinate Operation Sukuma Sakhe Outreach Programs	Number of Active OSS War Rooms
		LED9	LED9.1	To Promote emerging Businesses	Monitor the number of Award made to BBBEE level 1 companies for bids more than R30 000.	No. of bids above R30 000 awarded to BBBEE level 1 companies
			LED9.2	To Promote emerging Businesses	Increase number of Award made to BBBEE level 1 companies for bids more than R30 000.	No. of bids above R30 000 awarded to BBBEE level 1 companies
NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Finance Department	**PILLAR 4- SOUND FINANCIAL**	FIN1	FIN1.1	To ensure enforcement of sound financial	Procurement plan submitted to Portfolio	Date the procurement plan is submitted to Portfolio

	MANAGEMENT			management practices	Committee and Treasury for input	Committee and Treasury
			FIN1.2		Convening of BEC within 15 days after the closing date of an advert	Number/Cycle of days of BEC meetings held after closing date of an advert
			FIN1.3		Convening of BAC within 14 working days after the BEC meetings	Number/Cycle of days of BAC meetings held after the BEC processes
		FIN2	FIN2.1	To ensure enforcement of sound financial management practices	Reporting on the implementation of the budget	Number of budget implementation reports
			FIN2.2		Inputs to Budget and Adjustment Budget submitted	Number of inputs reports on the Budget and Adjustment Budget submitted to finance
			FIN 2.3		To ensure that the Budget is spent according to budget projection	Report on the % of the capital budget actually spent on capital projects
Municipal Manager		FIN3	FIN.3.1	To ensure compilation of a credible Annual Financial Statements	Compilation and submission of the AFS to Auditor General	Date of AFS submitted to Auditor General
Finance Department			FIN3.2		AFSs submitted to AG by 31 August 2023	Date the AFS is submitted to Auditor General
			FIN3.3		Municipal Manager to monitor the preparation of Annual Financial Statements to ensure credibility	Municipal Manager to ensure that the municipality receives unqualified report by the set date
Corporate Services		FIN4	FIN4.1	To ensure revenue enhancement	Revenue through learners licensing generated	Amount of revenue generated through learners licensing
			FIN4.2		Revenue through Motor Licensing generated	Amount of revenue generated through Motor licensing
			FIN4.3		Development and approval of a revenue enhancement strategy	Date of revenue enhancement approval
			FIN4.4		Quarterly Age Analysis reports prepared and submitted to Council	Number of Age Analysis reports submitted to Council

			FIN4.5		Increased percentage of Debts collection rate	Percentage of Debt collection: Amount collected
		FIN5	FIN5.1	To ensure that the Municipal Liquidity position is managed. at 1:10	Prepare and submit cost coverage ratio [All available cash at a particular time) + (Investments)- Conditional grants)]/ Monthly fixed operating expenditure)	Cost coverage ratio [All available cash at a particular time) + (Investments)- Conditional grants)]/ Monthly fixed operating expenditure)
		FIN6	FIN6.1	To ensure effective management of the payroll system	Prepare and submit monthly Payroll Reconciliation to Senior Management	Number of monthly Payroll Reconciliation reports submitted to senior managers within 7 days after pay day
Community Services		FIN7	FIN7.1	To ensure effective and efficient grants management	Spend 100% of the EPWP allocation	Percentage spent on EPWP allocation (accumulative)
Finance Department			FIN7.2		Prepare and submit monthly Reconciliation of grants income	Number of monthly reports on Reconciliations of grants income signed off by the Finance Manager
			FIN7.3		Prepare and submit financial reports on EPWP allocation spending	Number of financial reports on % Spent on EPWP allocation submitted to Public Works
			FIN7.4	To ensure effective and efficient grants management	Spend 100% of the MIG allocation by End of June 2024	Percentage spent on MIG allocation (accumulative)
			FIN7.5		Prepare and submit progress reports on MIG projects implemented in all wards	Number of progress reports submitted to Council quarterly
			FIN7.6		Prepare and submit progress reports on INEP electricity projects implemented in all wards	Number of progress reports submitted to Council quarterly
		FIN8	FIN8.1	To improve reporting Management	Preparation of quarterly report to	Number of reports submitted to Council

					Council (Section 52d of MFMA)	
			FIN8.2		Prepare monthly Vat Reconciliations	Number of monthly Vat Reconciliations prepared and signed by the Finance Manager
Municipal Manager		FIN9	FIN9.1		Appointment of Bid Committees (BSC, BEC and BAC) in line with Municipal SCM Policy and regulations.	Date of appointment of all Bid Committees
Finance Department			FIN9.2		Appointment of Service providers within 14 working days after the BAC meetings	Number/Cycle of days of Appointments made after the BAC processes
			FIN9.3		Submit reports to the Finance Portfolio Committee on a quarterly basis	Number of Finance report submitted to Finance Committee
			FIN9.4		Ratio for cost coverage	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year
			FIN9.5			Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services
			FIN9.6	To ensure effective and efficient supply chain management system		Costs coverage ratio:((available cash less unspent conditional grants-overdraft) plus short-term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prove for bad debts, impairment and loss of disposal of assets)
			FIN9.7		Prepare and submit monthly Bank Reconciliations signed by the Finance Manager	Number of monthly bank reconciliation
			FIN9.8		Prepare and submit	Number of monthly Creditors

					monthly Creditors Reconciliations signed by the Finance Manager	Reconciliation and Age Analysis
NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND DEMOCRACY						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Municipal Manager	**PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE**	GG1	GG1.1	To implement and maintain effective enterprise risk management system	Finalise Risk Management Workshop	No of risk management Workshops Conducted
			GG1.2		Submission of Risk Management Policy and Strategy	Date of Risk Policy/Strategy submitted to council
			GG1.3		Functional Risk Management through risk committee meetings	Number of risk management meetings held
Corporate Services			GG1.4	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Community Services			GG1.5	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Finance Department			GG1.6	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Technical Services			GG1.7	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Municipal Manager		GG2	GG2.1	"To transform the Municipality into performance driven Municipality ensure an effective Audit and Performance Committee	Coordinate and hold the Audit Committee Meetings	Number of Audit Committee Meetings Held
			GG2.2		Coordinate and hold performance Audit Committee Meetings	Number Performance Audit Committee Meetings Held
		GG3	GG3.1	Ensure Functional	Coordinate Municipal	Number of quarterly Municipal

				Public Municipal Accounts Committee	Public Accounts Committee meetings	Public Accounts Committee Meetings Held
		GG4	GG4.1	To ensure continuous engagement with ward constituencies	Coordinate the Ward Committee meetings in 7 wards	Number of ward committee meetings held
			GG4.2		Coordinate the Public Meetings held	Number of Public Meetings held
		GG5	GG5.1	To provide reasonable assurance on the adequacy and effectiveness of Internal Control system.	Review of the Communication Strategy	Date of adopting the reviewed Communication Strategy
			GG5.2		Review and approve the internal audit plan	Date Internal Audit Plan approved by Audit Committee
			GG5.3		Implementation of the Internal Audit Plan	Number of Internal Audit Progress Reports produced and submitted to MANCO and Audit Committee
			GG5.4		Review and submit Internal audit charter to the audit committee for approval	Date of approval of the Internal Audit Charter by Audit Committee
			GG5.5		Review and submit the Performance and Audit Committee charter	Date of approval and adoption of the Performance and Audit Committee charter by Council
		GG6	GG6.1	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Corporate Services			GG6.2	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Community Services			GG6.3	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Finance Department			GG6.4	To ensure that services provided to the municipality by the	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers

				service providers is of high quality		
Technical Services			GG6.5	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Municipal Manager		GG7	GG7.1	To transform the municipality into a performance driven institution	Quarterly Performance Reports on achieved and not achieved targets submitted to Council	Number of Performance Reports Submitted to Council
			GG7.2		Signing of annual performance agreements for Senior Managers	Number of Performance Agreements Signed
			GG7.3		Conduct performance appraisals for Section 54/56	Number of Section 54/56 employees appraisals conducted
			GG7.4		To ensure that the mid-year Performance Report is prepared and submitted	Date of Mid Year Performance report submitted to Mayor, COGTA, Provincial and National Treasury
			GG7.5		To ensure that the mid -year Budget Report is prepared and submitted	Date of Mid Year Performance report submitted to Mayor, COGTA, Provincial and National Treasury
			GG7.6		To prepare and table the draft Annual report to Council	Date Draft Annual Report tabled to Council
			GG7.7		Coordinate the Oversight committee meeting to consider the adoption of the annual report	Date of Oversight Committee (MPAC) Meeting
			GG7.8		Oversight Process Facilitated and Adopted	Date of Oversight report adoption by council
			GG7.9	To finalise and adopt Annual Report	Date of Annual Report adoption by Council	To finalise and adopt Annual Report
Corporate Services			GG7.10	To transform the municipality into a performance driven	Number of Council meetings held	Number of council meetings held
			GG7.11		Number of EXCO	Number of EXCO meetings held

				institution	meetings held	
			GG7.12		Functional Portfolio Committees	Number of Portfolio Committees (Finance, Corporate, Community, Infrastructure) meetings held
			GG7.13		Functional MPAC and LLF Committees	Number of MPAC and LLF Committee meetings held
			GG7.14		Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	Number of Performance Reports Submitted to PMS Unit
Community Services			GG7.15		Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	Number of Performance Reports Submitted to PMS Unit
Finance Department			GG7.16		Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	Number of Performance Reports Submitted to PMS Unit
Technical Services			GG7.17		Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	Number of Performance Reports Submitted to PMS Unit
NATIONAL KEY PERFORMANCE AREA: CROSS CURRING ISSUES						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Municipal Manager	**PILLAR 2 - DELIVERY BASIC SERVICES**	CC1	CC1.1	To ensure strategic development and management of the municipality's Integrated Development Plan	Development and approval of the IDP/ Budget Process Plan	Date of adoption of the 2024/2025 IDP/ Budget Process Plan
			CC1.2		Coordinate the IDP Representative Forum meetings	Number of IDP Representative Forum meetings
			CC1.3		Adoption and Implementation of the Integrated Development Plan (IDP) focusing on	Date of adoption of the 2024/2025 IDP

					delivery of 10 critical municipal services	
Corporate Services			CC1.4		IDP Representative Forum meetings	Number of IDP Representative Forum meetings attended
Finance Department			CC1.5		Development and approval of the IDP/ Budget Process Plan	Date of adoption of the 2024/2025 IDP/ Budget Process Plan
			CC1.6		Coordinate the IDP Representative Forum meetings	Number of IDP Representative Forum meetings
			CC1.7		Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the 2024/2025 IDP
Technical Services		CC2	CC2.1	To ensure spatial development in the entire area of Mkhambathini Municipality	Reporting on SPLUMA applications approved to the Portfolio Committee	Number of reports on SPLUMA applications approved and submitted to the Portfolio Committee
		CC3	CC3.1	To promote effective and efficient building control service.	Reporting on Building Inspections to the Portfolio Committee	Number of reports on building inspections submitted to the Portfolio Committee
Corporate Services		CC4	CC4.1		Update and report on Access control	Number of reports on security management
Community Services		CC5	CC5.1	To ensure a functional Disaster Management Unit	Disaster Management Plans Developed and approved	Date of approval of the Disaster Management Plan review
			CC5.2			Date of approval of the Disaster Management Seasonal Sector Plans review
			CC5.3		Ensure a functional Disaster Management Advisory Forum	Number of Disaster Management Forum Meetings
Technical Services		CC6	CC6.1	To ensure integrated housing development within the municipality	Reporting on housing development within the municipality to the Portfolio Committee	Number of reports on housing development within the municipality submitted to the Portfolio Committee

1.5 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 h 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 authorized goods were prohibited from selling any other goods.

1.5.1 IMPACT OF THE KZN FLOODS IN MKHAMBATHINI LOCAL MUNICIPALITY

On 11 April 2022 at about 22h00, Mkhambathini Local Municipality was one of the municipality's that experienced severe inclement weather conditions which caused significant damages to property and infrastructure, with adverse economic consequences for community members.

The severe storm activities occurred and produced heavy rainfall which caused havoc in most parts of the Municipality's area of jurisdiction. The Wards affected were Wards 1,2,3,4,5,6 & 7.

The heavy downpours caused flooding, uprooted trees, caused damages to roads network infrastructure and blockages on the roads. There were also damages to motor vehicles and infrastructure caused by fallen trees in some parts of Municipality.

It is further to be noted that the effects of the flood incident are still being realised even after the inclement weather conditions as some mud structure start to crumble when the structure dries up.

STATISTICAL BREAKDOWN OF THE INCIDENT EFFECTS OF LOCAL HOUSEHOLDS

The response team visited all wards that were accessible in the two weeks following the 11th of April 2022. On the 09th of May 2022, the team went back to all seven ward to assess the households that were either not accessible or left out during the period of the incident.

Statistical Summary report:

It is to be noted that only one incident was reported as what resulted to inclement weather conditions and that is the floods. In total, within the municipal boundaries, **171** households were reported as affected by the incident, resulting to 711 individuals affected. Of those households, 145 were partially damaged, 93 were totally damaged and as such, 31 were left homeless. Table 1 below shows the breakdown:

The following table shows the number of families displaces during the April and May heavy rains.

No	Sheltered provided at	No. Families	Relief Provided	Status
01.	Ward 4, Njobokazi Community Hall	4 families	12 April 2022, Mkhambathini provided blankets, sponges and hot meals yesterday. 13 April 2022, SASSA provided food vouchers. Mkhambathini Food Parcels **MEC Visit:** 4- Box B	All Families have moved out of the camp, we are in the process of getting donations of the following: 30 zinc sheets (10/h/h) 6 plastic sheeting
02.	Ward 5 – Nkanyezini Local Church	30 families	Sleeping shelter as some people had structure that had fallen in their yard and they are scared to sleep in the structures that are still standing.	The families are no longer sheltered at the church. However, they still require the following assistance. Required: 300 zinc sheets (10/h/h) 60 plastic sheeting
03.	In all wards, there are some people whose structures were totally destroyed and had to relocate to neighbours and relatives	31	Blankets and sponges (Quantified on the beneficiary list)	These people urgently need: - Temporary shelters and building materials
04	Ward 2 Neighbours	3 families	3 Food parcels, 6 blankets	These people urgently need: - Temporary shelters.

TABLE 1: DISPLACED HOUSEHOLDS

RESPONSE AND RELIEF BREAKDOWN

On the 12th of April 2022, the municipality activated the local Disaster Management Joint Operations Committee (JOC) where all disaster related issues were discussed and joint plans were formulated to ensure that the limited resources that we all brought to the table were widely distributed to cover as many house holds as possible. The key active stakeholders were:

Institution	Blankets	Food parcels/ Vouchers	Mattresses / Sponges	Tent	Plastic Sheeting	Box b	Zinc Sheets/ Corrugated Iron	Other
MLM	**233**	**128**	**95**	N/A	0	N/A	N/A	Relocating Families Clothes for destitute families
UMDM	N/A	N/A	N/A	N/A	**35**	N/A	N/A	N/A
SASSA (SRD)	N/A	**57**	N/A	N/A	0	N/A	N/A	N/A
DSD	**27**	N/A	N/A	N/A	0	N/A	N/A	Psycho social support for 3 Bereaved families and Profiling
PDMC	**42**	N/A	N/A	N/A	**42**	**18**	N/A	8 Washing Basin and 8 Water Buckets
Beaumont Eston Farmers Association	**N/A**	1 parcel	N/A	N/A	**N/A**	**N/A**	N/A	Clothes for destitute families
Gift of the Givers	N/A	200	N/A	N/A	N/A	N/A	N/A	N/A
Total	**302**	**385**	**85**	**0**	**77**	**18**	**0**	**N/A**

Mkhambathini Municipality
UMDM Disaster Management Unit
Department of Social Development
SASSA

It is to be noted that the stakeholders and response teams are continuously on the ground more damages are reported.









Pic 1: Some of the structures affected by the incident

Table two below shows the breakdown of social relief materials distributed.

TABLE 2: SUMMARY OF SOCIAL RELIEF MATERIALS DISTRIBUTION

The table below shows further relief materials required to respond to the reported incidents as well as be contingency consignment for possible new reports.

Blankets	Food parcels	Mattresses / Sponges	Tent	Plastic Sheeting	Box b	Building Material/Zinc Sheets
150	200	120	N/A	50	10	330

TABLE 3: SOCIAL RELIEF MATERIAL REQUIRED



Pic 2: Emergency relief pack



Pic 3: Blankets and sponges issued

DAMAGED INFRASTRUCTURE

An assessment of all road and transport infrastructure was undertaken by the Department of Transport (DOT) as well and the Municipality's Technical Department. The damages were documented and costed.

It is to be noted that almost all access roads within Mkhambathini Municipality have been washed away, as such re-gravelling and stormwater drainage is required as a short-term measure, while the municipality considers reconstruction and resurfacing of the roads.

Several roads and bridges belonging to DOT were also badly damaged.

1.6 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.

1.6.1 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 eThekwini 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.

1.6.2 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.

1.6.3 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, land- scape-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 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.

1.7.1 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.
Output4: 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 vison 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.

1.7.2 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 as well as the participation of Amakhosi in the jurisdiction of Mkhambathini have participated in the IDP process along with the public consultations that have been conducted on the general affairs of the municipality. The comments raised during the Draft Budget/IDP Roadshows also provided valuable input into the process. Moving forward we take cognizance of the Covid-19 regulations which created a diverse approach considering public participation, the municipality has utilized 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 2022/2023-2026/27 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.

1.7.3 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 the Covid-19 Pandemic the Municipality had to utilize alternative public participation approach 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 municipality works closely with Traditional Councils of Mbambangalo Traditional Council and MaNyavu Traditional Council in the IDP process , consultations and public participation engagement with the assistance of COGTA Public participation and the municipality.

The Mayoral Draft IDP and Draft Budget Izimbizo have been conducted and also provide a valuable input into the public participation and budget process of the municipality engagement of all 7 of the ward areas to give feedback to the community on what Mkhambathini Local Municipality has planned for this FY 2023/24 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 that have been conducted in the month of April 2023*

STAKEHOLDERS	VENUE	DATE	TIME
Public Consultations: Draft IDP and Budget Imbizo	Echibini Sportsground ALL WARDS	23 April 2023	10;00



The Mayor Cllr NW Ntombela delivered the review of the 5th Generation 2023/24 -2026/27 Draft IDP Review and Draft Budget to the community of Mkhambathini Local Municipality in Echibhini Sportsground with all the 7 wards of Mkhambathini Local Municipality along with Amakhosi from MaNyavu TC and Mbambangalo TC were present as the mayor tabled the Draft IDP and Draft Budget with the inclusion of financial projections of the planned projects and programmes of the municipality that will be implemented for the 2023/24 FY.

The municipality also aims to provide 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 has be monitoring usage of the equipment given to community members through the Local Economic Development Office.

Mayoral Outreach Programmes will be conducted in the month of November /December 2023 for all 7 wards to implement the reviewed 2023/24 IDP which will be tabled to Council in the month of May. Which aims to address service delivery issues raised by the community within the 7 wards which assist the municipality when implementing IDP which is informed by the Budget the FY of 2023/24.



Picture 1: Political leadership and Amakhosi of Mkhambathini Local Municipality seated on stage as Mayor : Cllr NW Ntombela tables the Draft IDP and Budget to the community of memebers of all the 7 wards of Mkhambathini jurisidction.



Picture 2: Draft IDP and Budget 2023/24 Public counsultations were conducted in the month of April at Echibini Sportground at Ward 1



Picture 3: Site and Contractor Handover for Maqongqo Taxi Rank in the picture we have Mbamabangalo TC : Inkosi Maphumulo , Cllr Maphumulo who is the Ward 1 councillor and Mayor : Cllr NW Ntombela holding the spade of site for Maqongqo Taxi Rank.





Picture 4 : Community members providing inputs after the Mayor has tabled the Draft IDP and Draft Budget 2023/24



Picture 5: Site and Contractor Handover of Echibhini Access Road , in the picture we have Mayor: Cllr NW Ntombela, Speaker : Cllr TA Gwala, Deputy Mayor: Cllr Maphanga , Inkosi Maphumulo from Mbambangalo TC along with the contractor.

1.7.4 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 the funded projects for 2023/24 FY of sector departments . The various sector departments are fully involved their IDP process and even though attendance of the sector departments in the IDP Representative Forum has regressed with only a few attending such strategic consultations implemented by the municipality as guide by the Municipal System Act and the Municipalities process plan. 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 haven't 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 Agriculture
Department of Education
Department of STATS SA
Department of Economic Development and Tourism
Department of Arts and Culture
uMgungundlovu District Municipality
Department of Human Settlements, and
ESKOM.
UMNGENI Water

1.7.5 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.

1.8 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 along with the interventions the municipality has provided to address these key challenges . These are discussed briefly and categorized according to the national key performance areas below.

KEY CHALLENGES	INTERVENTIONS
HIGH RATE OF UNEMPLOYMENT AND LOW ECONOMIC GROWTH	- To develop and support all emerging SMMEs and Cooperatives within the municipality. - To promote emerging businesses
HIGH LEVEL OF POVERTY AND INEQUALITY	- To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality - To promote the rights of vulnerable groups through various socio-economic development programmes - Ensure implementation of Operation Sukuma Sakhe and Special Programmes
BACKLOG IN THE DELIVERY OF PUBLIC FACILITIES	- To provide effective and efficient Library Services - To ensure that the municipal infrastructure assets are maintained. - To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality
POOR ACCESS TO ADEQUATE SHELTER	- To ensure integrated housing development within the municipality
BACKLOG IN THE DELIVERY OF BASIC INFRASTRUCTURE	
INEQUITABLE ACCESS TO LAND	- To facilitate spatial development in the entire area of Mkhambathini Municipality
POOR ENVIRONMENTAL QUALITY	- To Ensure a Safe & Healthy Environment
INEFFECIENT SPATIAL STRUCTURE	- To facilitate spatial development in the entire area of Mkhambathini Municipality
LACK OF CAPACITY WITHIN MKHAMBATHINI	- To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality
PREVALENCE OF HIV/AIDS AND COVID-19 PANADEMIC	- To Ensure a Safe & Healthy Environment - To create awareness and promote healthy lifestyles that combat dreaded diseases such as HIV/AIDS and COVID-19/any new pandemics

SECTION B

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

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. This section of the chapter offers a summary of the government policies and imperatives that must be considered by the municipality during the integrated development planning processes. In addition, the section summarizes how the municipality has handled and applied these in its jurisdiction.

2.1 NATIONAL IMPERATIVES

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT NO. 108 OF 1996

According to the Constitution, a municipality has the authority to govern the local government affairs of its community on its own initiative, subject to national and provincial legislation, as specified in the Constitution. Local government's objectives are as follows: (a) to provide democratic and accountable government for local communities; (b) to ensure sustainable service delivery to communities; (c) to promote social and economic development: (d) to promote a safe and healthy environment; and (e) to encourage community and community organization involvement in local government matters. (2) A municipality must make every effort to accomplish these goals within its financial and administrative capacity. The Constitution further states that, a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.

The development of this fifth generation IDP has taken into account all of the aforementioned Constitutional mandates in an effort to create an inclusive development agenda that complies with the supreme law of the land.

MUNICIPAL SYSTEMS ACT NO. 32 OF 2000

The Municipal Systems Act (MSA), (Act No. 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality, which:

Links, integrates and co-ordinates plans and considers proposals for the development of the municipality.

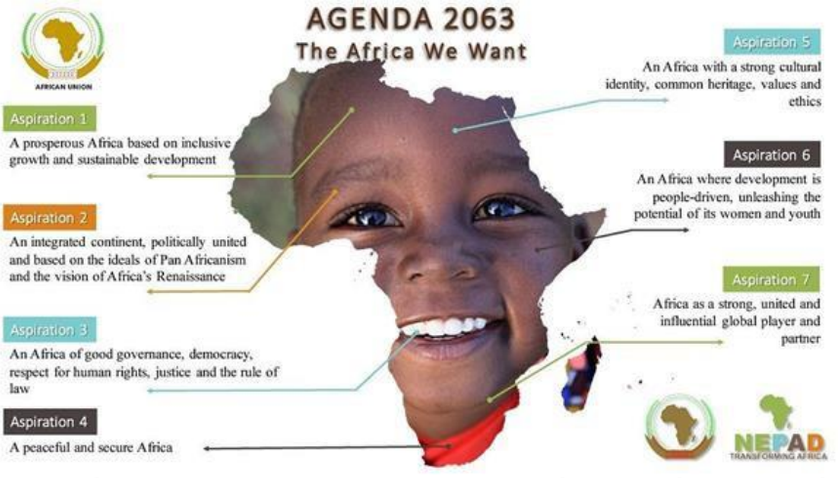
Aligns the resources and capacity of the municipality with the implementation of the IDP.

Forms the policy framework and general basis on which annual budgets must be based; and

Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

The Act also requires municipalities to review the IDP annually. By developing this IDP, Mkhambathini i is legally complying with the MSA

The African Union Launched Africa 2063



Agenda 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity

pursued under Pan-Africanism and African Renaissance. The genesis of Agenda 2063 was the realisation by African leaders that there was a need to refocus and reprioritise Africa's agenda from the struggle against apartheid and the attainment of political independence for the continent which had been the focus of the Organisation of African Unity (OAU), the precursor of the African Union; and instead to prioritise inclusive social and economic development, continental and regional integration, democratic governance and peace and security amongst other issues aimed at repositioning Africa to becoming a dominant player in the global arena. Mkhambathini Local Municipality aims to create job opportunities through attracting new investments, growing the economy and establishing new enterprises which resonate with the Agenda 2063

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 emphasize three areas of human development: growing human resources, developing infrastructure, and expanding social, economic, and political rights. If these targets are fulfilled, global poverty will be minimized, lives will be saved, and people will be able to benefit from the global economy. The following SDG goals echo with Council's development agenda:

Goal 1: No poverty - Ensure access to affordable, reliable, sustainable and modern energy for all.
Goal 2: Zero hunger – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
Goal 4: Quality Education
Obtaining a quality education is the foundation to improving people's lives and sustainable development.
Goal 7: Affordable and clean energy – Ensure access to affordable, reliable, sustainable and modern energy for all.
Goal 8: Decent work and economic growth – Promote sustainable, inclusive and economic growth, full and productive employment and decent work for all.
Goal 9: Industry, Innovation and infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
Goal 11: Sustainable cities and communities – Make human settlements inclusive, safe, resilient and sustainable.
Goal 13: Climate Action – Take urgent action to combat climate change and its impacts.
Goal 16: Peace, Justice and Strong Institutions – Promote peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels.
Goal 17: Partnerships for the goals – Strengthen the means of implementation and revitalize the global partnership for sustainable develop.



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 Goal 17: partnerships for the goals	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.	

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.

These priority issues that need to be addressed and applied by the Mkhambathini Municipality for 2022/23-2026/27 are as follows:

MKHAMBATHINI KEY PRIORITIES	NATIONAL	PROVINCIAL
1) Basic Service	Economic Recovery and Creating Jobs.	Provision of Basic Services -immediate challenge being water.
2) Economic Development and Job creation	Improving Access to Water and Sanitation.	Job Creation.
3) Education, Skills Development and Health	Fighting Crime and Building Safer Communities.	Growing the Economy.
4) Human Settlements and Livelihood	Social Protection and Human Development.	Growing SMMEs and Cooperatives.
5) Social cohesion and safe community	Building the Capacity of the State.	Education and Skills Development.
	Building a Better Africa and a Better World.	Human Settlements and Sustainable Livelihoods.
	Economic Recovery and Creating Jobs.	Build a Peaceful Province.
	Improving Access to Water and Sanitation.	Build a Caring and Incorruptible Government

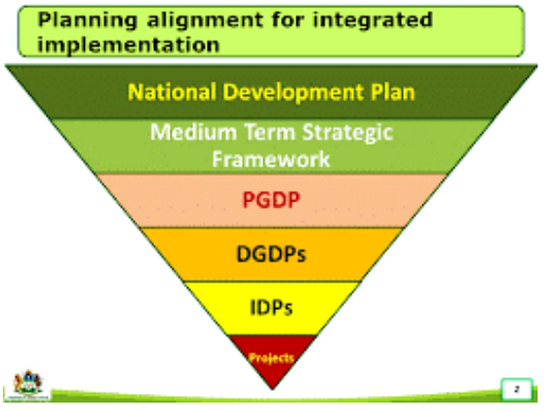
6 STRATEGIC INFRASTRUCTURE PROGRAMME (SIP)

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 ad- dress 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 eThekwini 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.

2.1.8 MEDIUM -TERM STRATEGIC FRAMEWORK (MTSF) 2019-2024

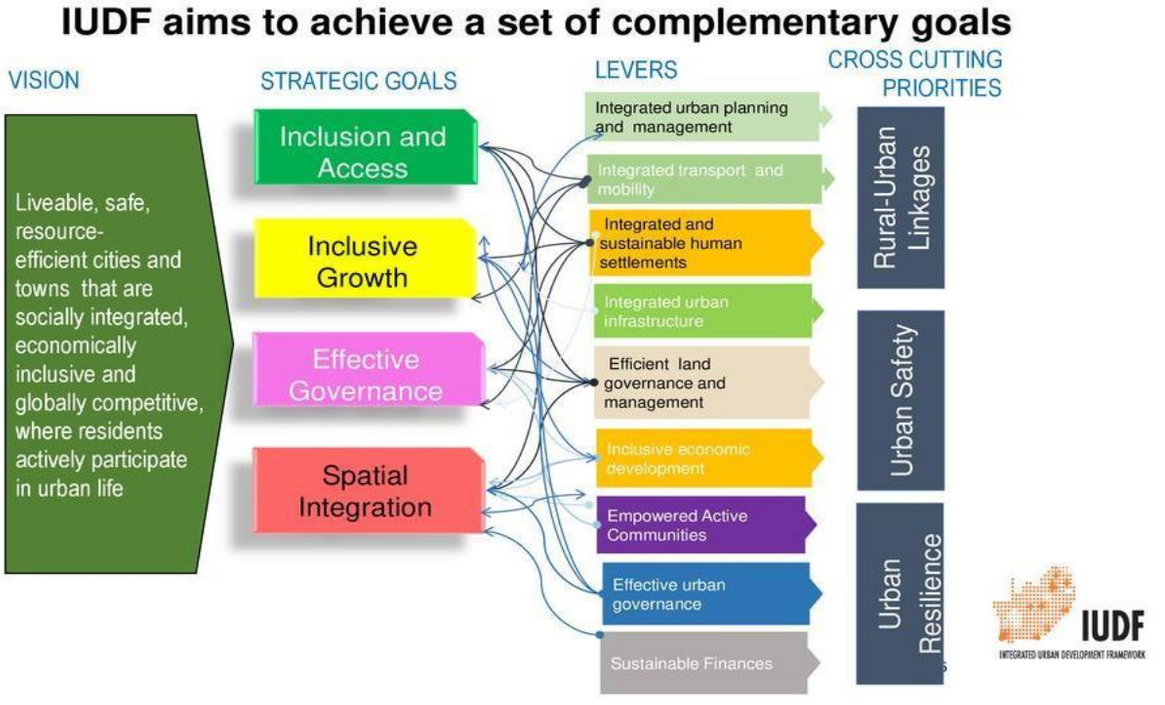


The Medium-Term Strategic Framework (MTSF) 2019-2024 is our second 5-year implementation plan for the NDP. The MTSF 2019-2024 also sets out the package of interventions and programmes that will advance the seven priorities adopted by government. The plan focuses on the seven priorities and related interventions 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 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.

2.1.10 NATIONAL FRAMEWORK FOR SUSTAINABLE DEVELOPMENT (2020)

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 purpose of this is to formalize some settlements through the development of higher-level designs that address contamination concerns while also creating a layout that protects residents' health and safety while emphasizing the rural areas itself.



The soon to be developed 20-year long-term Spatial Development Framework (SDF), which includes the Spatial Development Plan, a five-year implementation plan for the SDF long-term plan, will incorporate national spatial development imperatives

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

STATE OF THE NATION ADDRESS (2023)

The State of the Nation Address sets out the South African government's key policy objectives and deliverables for the year ahead, highlights achievements, flags challenges and outlines interventions to unlock development interventions for the coming financial year for all spheres of government. The following key issues were outlined by the President of the Republic:

- Building a new consensus; Growing the economy and jobs; Protecting lives and livelihoods; Ensuring a just transition; Fighting corruption;
- Making communities safer;
- Accelerating land reform An employment stimulus to create jobs and support livelihoods;
- Making government work;

2.1.11 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

2.1.12 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:

- Facilities 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 cli- mate change erosion, flooding and other natural disaster.

- Increased production and sustainable use of natural resources
- Livestock framing and related value chain development (exploring all possible species for food and economic activity)
- Cropping and related value chain development (exploring all possibles 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.

2.1.13 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.

2.1.14 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.

2.1.15 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 us 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.

2.1.1 NATIONAL DEVELOPMENT PLAN

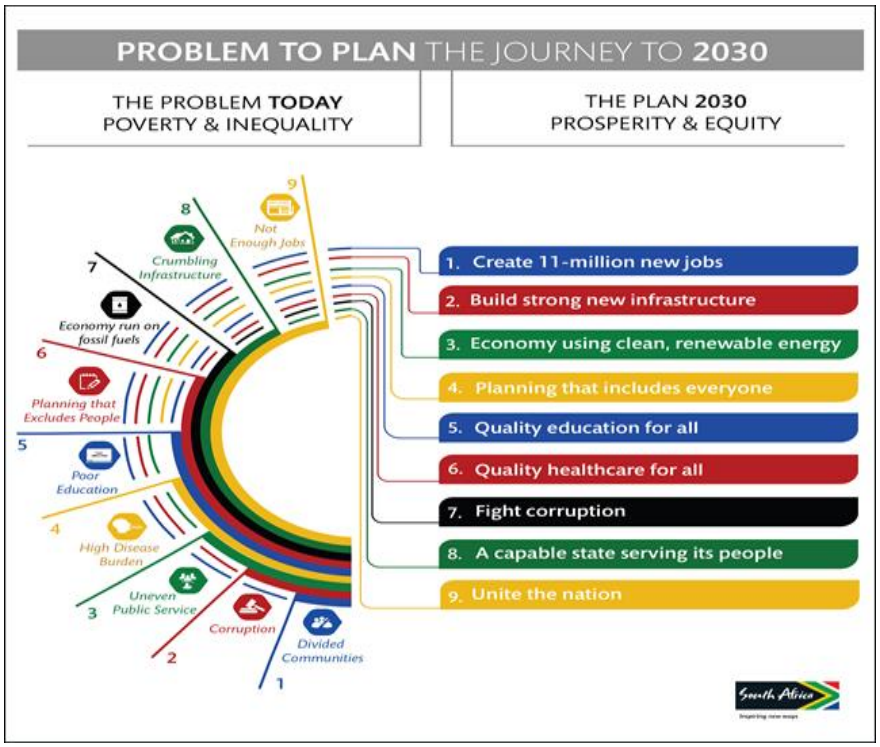


Figure 2: National Development Plan Diagram

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**

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, the principles of the PDA, the Spatial Planning & Land Use Management Act No 16 of 2013, and the SPLUMA compliant Municipal -wide Land Use Scheme (adopted June 2020)

THE NATIONAL LAND TRANSPORT ACT 5 OF 2009

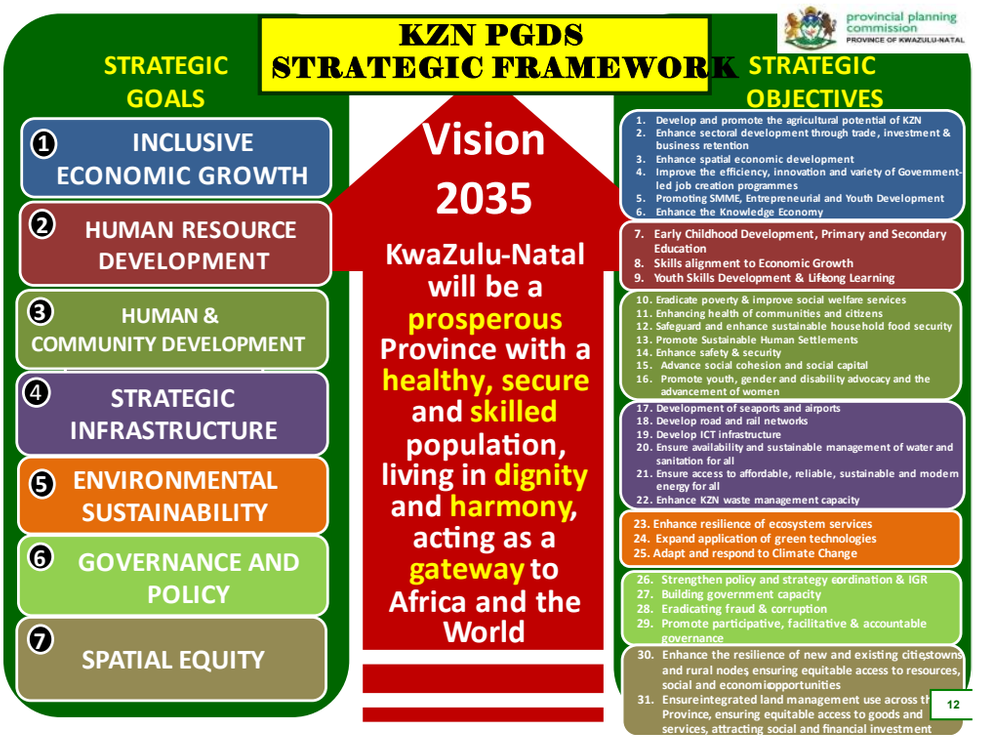
The purpose of this Act is to further the process of transformation and restructuring the national land transport system initiated by the Transition Act to give effect to national policy; 45 (c) to prescribe national principles, requirements, guidelines, frameworks and national norms and standards that must be applied uniformly in the provinces and other matters contemplated in section 146 (2) of the Constitution; and to consolidate land transport functions and locate them in the appropriate sphere of government.

The National Land Transport Act 5 of 2009 aims to provide further the process of transformation and restructuring the national land transport system initiated by the National Land Transport Transition Act, 2000 (Act No. 22 of 2000); and to provide for matters connected therewith. Furthermore, the NLTA is to provide for the transformation and restructuring of the national land transport system. The NLTA regulates and governs the transportation of passengers for reward. UMngeni is a strategically located and resourced with major arterial routes within the province which includes N3, R622 and R103.

The municipality will prioritise the development of an Integrated Transport Plan. The plan would work towards progressively implementing a municipal wide public transport network. In order to improve public transportation experience of the Mkhambathini Local Municipality residences, Council will ensure that (1) Bus shelters will be erected to keep commuters dry, and taxi ranks will be kept clean and functional by working with taxi associations to ensure that roads along critical routes are maintained, (2) The enhancement of and capacitating of the traffic department will be done to ensure that all public transportation vehicles, such as taxis, private vehicles and metered taxis, are roadworthy, (3) Attempt to subsidize public transportation for the unemployed and aged and (4) Partnerships with taxi groups and bus companies will be formed.

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 sec- tor'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.

PROVINCIAL SPATIAL DEVELOMENT FRAMEWORK

The purpose of the Provincial Spatial Development Framework will be to provide a spatial representation of the land development policies, strategies and objectives of the province, which must include the province's growth and development strategy indicate the desired and intended pattern of land use development in the province, including the delineation of areas in which development in general or development of a particular type would not be appropriate, coordinate and integrate the spatial expression of the sectoral plans of provincial departments, provide a framework for coordinating municipal spatial development frameworks with each other where they are contiguous coordinate municipal spatial development frameworks with the provincial spatial development framework and any regional spatial development frameworks as they apply in the province and incorporate any spatial aspects of relevant national development strategies and programmes as they apply in the province.

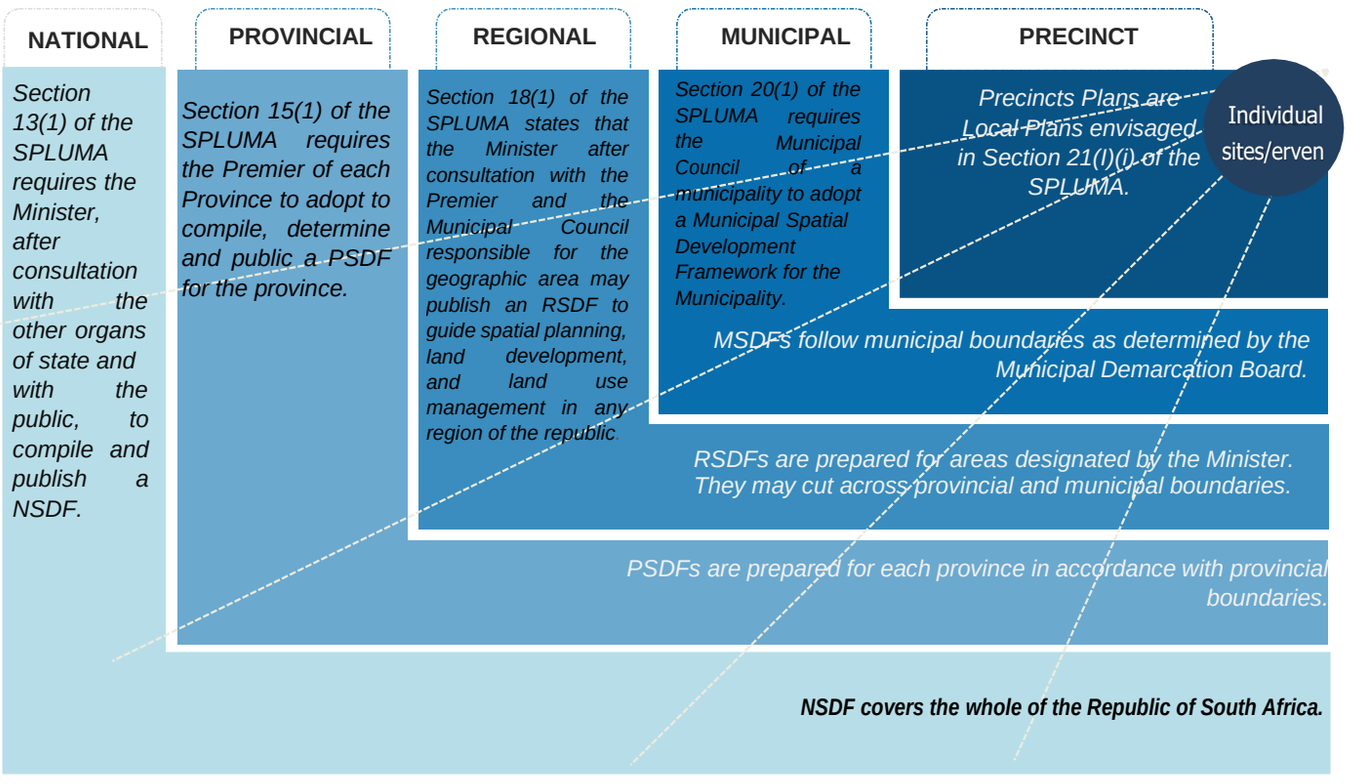
The Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013 introduced a new spatial planning system in South Africa. It replaced a myriad of discrete apartheid era legislation and the associated disjointed planning system with a single framework legislation that provides for a uniform national approach to spatial planning. As set out in Section 4 of the SPLUMA, the new spatial planning system consists of the following:

- Spatial Development Frameworks (SDFs) to be prepared at national, provincial, regional, and municipal scales.
- A set of development principles, norms and standards that will guide spatial planning, land use management and land development.
- Land use schemes which are essentially a mechanism for facilitating development and regulating land use in each local municipality.
- Procedures and processes for the submission and consideration of land use applications.
-

The new approach places spatial planning at the centre of cooperative government and intergovernmental relations. Chapter 3 of the SPLUMA is dedicated to this issue, and in addition to Schedule 4 and 5 of the Constitution, mandates both national and provincial spheres of government to implement measures to support and monitor spatial planning within their areas of jurisdiction. It entrusts the national government with the responsibility to support and strengthen both provinces and municipalities in undertaking effective spatial planning; and allocates a duty to capacitate and enable municipalities to perform their spatial planning duties and functions competently and successfully to the provincial government.

Section 12 of the SPLUMA outlines the general provisions applicable to all scales of SDFs including a PSDF. This document does not regurgitate these provisions suffice to mention that they require SDFs to express the desired long-term spatial pattern; guide both public and private sector decision making relating to spatial planning and land use management; address historical spatial imbalances; take cognizance of environmental management instruments; and give effect to the applicable legislation and policies. The attainment of this ideal necessitates a strong horizontal and vertical alignment of SDFs where higher scale SDFs provide a framework and are informed by the lower level SDFs. This makes SDFs a mechanism for spatial sectoral integration and coordination among the three spheres of government.

FIGURE 1: SPATIAL PLANNING HIERARCHY



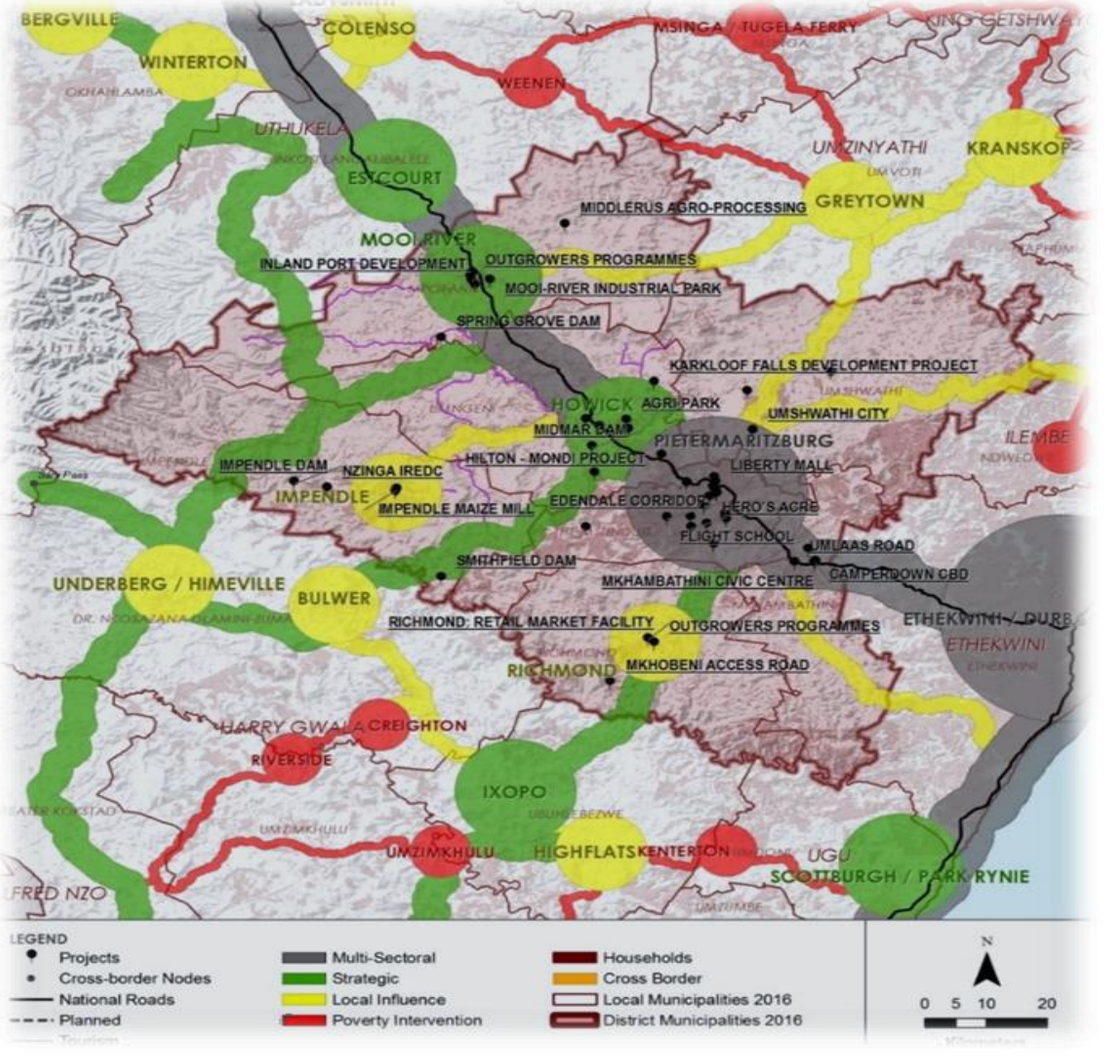
Further to the above-outlined spatial planning system, Part C of the SPLUMA provides details regarding the preparation, content, and legal effect of PSDFs. Section 16 states that a PSDF must:

- provide a spatial representation of the land development policies strategies and objectives of the province particularly the province's growth and development strategy;
- represent the desired spatial and land use pattern;
- coordinate and integrate the spatial expression of the sectoral plans of provincial government departments;
- provide a framework for coordinating contiguous municipal spatial development frameworks; and
- incorporate any spatial aspects of relevant national development strategies and programmes as they apply in each province.

A PSDF is therefore a tool for spatial transformation and development at a provincial level. It should paint a picture and outline a strategy for the attainment of the desired future within the existing policy framework and based on an in-depth understanding of spatial challenges and opportunities that characterise the province. It is a territorially based mechanism for spatial governance and coordination and/or integration of the spatial dimension of sectoral policies. It addresses the tensions and contradictions among sectoral policies (i.e., conflicts among economic development, environmental management, and social cohesion policies). It creates a rational territorial organization of land uses and strengthen the linkages between them, to balance demands for development with the need to protect the environment and to achieve social and economic development objective

PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS) 2017

PSEDS sets where government directs its investment and development initiatives, capitalize on complementarities, facilitate consistent, focused decision making, bring about strategic co-ordination, interaction, and alignment. The strategy recognizes the agriculture, tourism, manufacturing, and service sectors as the four key drivers of the KZN economy. The focus areas of the strategy are then mapped out showing the areas of highest existing and future development potential for each of the four-key economic drivers of the economy. According to the amended PGDS 2035, Mkhambathini is located on the KZN multi-sectoral route, therefore the municipality must adhere to provincial guidelines which are: (1) Strengthening governance and service delivery, (2) Economic development and job creation; (3) Integrating investment in community infrastructure; and (4) Fighting poverty and protecting vulnerable groups in society.



Map 5: KZN PSEDS

KZN STATE OF THE PROVINCE ADDRESS (2023)

The State of the Province Address (SOPA) is a speech made by the Premier or provincial head of KwaZulu Natal annually. The event usually marks the official opening of the Provincial Parliament. The speech is delivered in front of members of the provincial executive, including the Speaker, Deputy Speaker, and the Secretary. SOPA 2023 calls 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 intends to be more performance driven, measurable and impactful in changing the lives of the people of KwaZulu-Natal. The key issues of the provincial address for prioritisation are:

- Basic Services
- Job Creation
- Growing the Economy
- Growing SMMEs and Cooperative
- Education and Skills Development
- Human Settlement and sustainable livelihood
- Build a Peaceful Province
- Build a caring and incorruptible government.

UMGUNGUNDLOVU REGIONAL SPATIAL AND DEVELOPMENT PLAN (2013)

The Spatial Development Framework is a process through which a municipality prepares a strategic spatial development plan for a medium to long term period to facilitate effective implementation of the IDP.

The district's SDF purposes are to spatially guide the form and location of future developments within the district to help manage and efficiently use the districts scarce land resources, speed up service delivery and attract funding amongst other things. The district SDF thus provides a tool to guide spatial planning and development that promotes coordination and alignment amongst the local municipalities of the district.

UMGUNGUNDLOVU DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

The uMgungundlovu District Municipality Growth and Development Plan (UMDM GDP) is intended to focus and coordinate activities of all stakeholders to attain the envisaged vision for growth and development of the district. Additionally, the intent of UMDM GDP is also directed towards assisting the district municipality to align to the Provincial Growth and Development Plan (PGDS) strategic goals and to direct long term growth and development strategy. UMDM GDP proposes a developmental vision which is divided into two separate but dependent sections. The two section relate to prosperity and equity and is supported by 7 goals and 16 strategies. The municipality has over the years responded to the UMDM GDP goals and strategies by doing the following:

- Development of an Agricultural Sector Strategy that aims to explore the diversification of the agricultural sector while also providing key measures to promote agricultural production especially amongst emerging farmers.
- The municipality developed a Business Retention and Expansion Strategy in collaboration with TIKZN, with the aim of increasing trade and investment. However, this strategy must be implemented.
- The municipality employs citizens as part of the EPWP and CWP to increase government-led job growth.
- Promoting the alignment of skills to economic development, the municipality will need to perform a municipal skills assessment to determine the availability of skills needed by the local economy.
- In cooperation with other spheres of government, the municipality has recruited many graduates for internships over the last five years in order to promote youth ability growth.
- The municipality has made great strides in facilitating the building of sustainable human settlements through the provision of basic infrastructure and services in collaboration with all spheres of government.
- The municipality has an ICT Governance Framework aimed at providing information and communications technology infrastructure to support institutional and municipal growth and development needs.
- The municipality through the town planning department has developed policies like the SDF that encourage the productive use of land whilst managing pressures on biodiversity.
- The municipality continuously participate in all government IGR structures to ensure alignment of all government and private sector programmes.

2.1.7 DISTRICT DEVELOPMENT MODEL

2.1.7.1 RELATIONSHIP BETWEEN THE IDP AND ONE PLAN

In 2019, Cabinet approved the District Development Model (DDM) as a government approach to improve integrated planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metro spaces will be enabled by joint planning, budgeting and implementation process. The DDM articulates an approach by which all three spheres of government and state entities work cooperatively in an impact-oriented way to ensure enhanced performance and accountability for coherent service delivery and development outcomes.

The purpose of this section is to outline the relationship between the municipal IDPs and the One Plans of Districts and Metros.

1. Understand the DDM: Municipalities need to have a good understanding of the DDM and how it works in their district. This involves understanding the roles and responsibilities of various government departments and entities involved in the DDM, as well as the objectives and targets of the DDM plan.

2. Participate in DDM structures: Municipalities need to actively participate in the DDM structures in their district, including the District Coordination and Implementation Committees (DCIC) and the Technical Task Teams (TTT). These structures provide a platform for different government departments and entities to work together in planning and implementing development projects.

3. Align municipal plans with the DDM: Municipalities need to align their Integrated Development Plans (IDPs) with the DDM plan. This involves identifying the priorities and objectives of the DDM plan and ensuring that these are reflected in the municipality's IDP.

4. Coordinate service delivery: Municipalities need to coordinate their service delivery efforts with other government departments and entities involved in the DDM. This includes sharing information, resources, and expertise to ensure that services are delivered efficiently and effectively.

5. Monitor and evaluate progress: Municipalities need to monitor and evaluate their progress in implementing the DDM plan. This involves tracking key performance indicators, identifying challenges and areas for improvement, and reporting on progress to the relevant DDM structures.

Overall, aligning with the DDM plan requires Mkhambathini Local Municipality to work collaboratively with other government departments and entities to ensure that development planning and service delivery are coordinated and effective. The municipality has been actively participating in the development of the uMgungundlovu One Plan.

2.1.7.2 WHAT IS THE ONE PLAN?

The DDM is anchored on the development of the One Plan. This plan is an intergovernmental plan that outlines a common vision and desired future outcomes in each district and metro space. It sets out a long-term strategic framework (25-30 years) to guide investment and delivery in each of the 52 district and metropolitan spaces in the country. Furthermore, the One Plan is formulated jointly by all three spheres of government through a series of collaborative intergovernmental planning sessions. This process will facilitate a shared understanding of the district / metro space amongst all spheres of government.

The formulation of a credible One Plan will enable programmatic implementation over multi-term electoral cycles thereby entrenching predictability and stability in the government planning system. This will improve performance and coherent delivery by the State, which is a prerequisite for achieving desired developmental impacts. It is envisaged that the One Plan will be reviewed every 5 years in line with the local government electoral cycle and the development of the 5-year IDPs.

The One Plan is a Strategic Framework to guide all state and private investment within the district / metro area. It is not a detailed plan covering all departmental and municipal responsibilities. It is developed through a collaborative process. Based on a shared understanding of the district / metro space. It outlines common vision and desired future outcomes. It further outlines key commitments and targets. It will be adopted as an IGR and Social Compact tool.

It is important to note that the One Plan is not a summation of government plans and does not necessarily incorporate all the projects and programmes of government departments and State Entities. The One Plan focuses on key and strategic programmes required to catalyse and advance socio-economic transformation. It is however critical for municipalities (district and local municipalities) to be aware of all key investments and plans of other spheres to be implemented within the district space including those that might fall outside the scope of the One Plan. These will be incorporated in the IDPs and other municipal development plans.

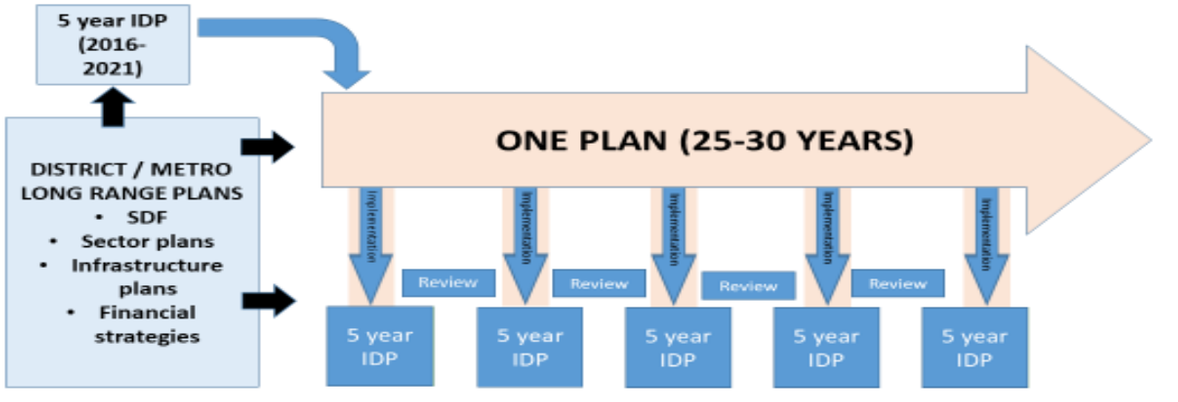
Relationship between the IDP and One Plan

The DDM introduces a new planning instrument in the form of the One Plan. This process comes into a planning environment where there are existing planning instruments at local, provincial and national levels of government. However, the One Plan was not introduced to replace the IDP or any other existing prescribed development, departmental strategic and annual performance plans that each sphere, department and state entity is responsible for or required to develop. The One Plan is rather informed by these plans and once in place, it will guide the review of these plans and budgets.

ONE PLAN (LONG TERM - 30 YEARS)	**IDP (MEDIUM TERM - 5 YEARS)**
Long-term vision of the district area of impact and common understanding of goals and objectives amongst stakeholders in the district area.	Determine how the long-term vision, goals and objectives contribute towards addressing

	challenges at a local level by directing actions and interventions towards the vision.
Long term vision expressed in policy and long-range plans across all spheres of government, i.e. NDP, PGDS, NSDF, PSDF, DSDF, etc.	Implementation of short to medium term service delivery programmes and projects informed by the MTSF, municipal SDFs, sectoral/master plans and long term financial strategies.
Determines government-wide key development strategies and priorities to be addressed.	Address municipal strategies, Council development priorities/objectives and community needs.
Conceptualisation of the desired future and results (outcomes and impact) to be achieved by the district area in the long term.	Plans implemented by municipalities and departments respond directly to the desired outcomes and impact.
Spatially referenced plans and budgets at district and metro level with emphasis on long-term catalytic programmes and interventions to unlock development potential.	Focus on implementation of immediate service delivery interventions and priority projects in the One Plan.

The One Plan is expected to strengthen and enhance the IDPs and other plans of municipalities and provide greater certainty and direction for the IDPs. During the development of the One Plans, the IDPs will inform the One Plans. However, once the One Plans are approved, IDPs are to be directed by the priorities and commitments outlined in the One Plans. In this regard, IDPs are the vehicle through which implementation of the One Plans happen at local government level. This relationship between the IDP and One Plan is outlined in the figure below:



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 PROGRAMMES AND OTHER HIGHLIGHTS FOR 2022/23

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

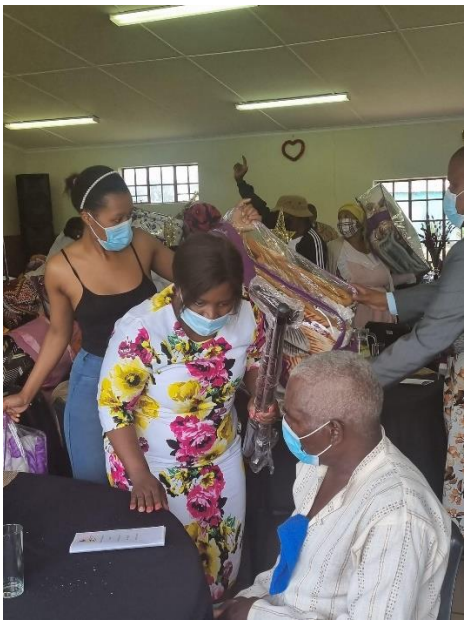
on matters arising at a local level. The Local Task Team is strengthened by the functioning of War rooms meetings that sit monthly per ward and all the matters that were noted in war room meetings they will be reported to LTT and be strategized accordingly.

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



Pic 1: Honorable Mayor: Cllr NW Ntombela gifted the elderly in their Senior citizen Christmas programme





Pic 2: Deputy Mayor: Cllr N Maphanga gifting the elderly with walking sticks at their Senior citizen campaign



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 develop- mental 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	*Pillar 3*	• Clear description of roles and responsibilities. (Council and Administration) • Transparency and accountability • Community engagement s (Public meeting by Ward Councillors) • Functional Oversight Committees (Audit Committee, Municipal Public • Accounts Committee)
Public Participation: putting people first	Pillar 3	• 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	• 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	• 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	• 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.

2.2.4 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 AND PROVINCIAL 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 with- out 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

3.1.1 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 that 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 (km2)	Population Estimate for 2016	Population Density (persons perkm2)	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 (km2)	Population Estimate for 2016	Population Density (persons perkm2)	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.

3.1.2 DEMOGRAPHIC DIVIDENDS

The Statistical information contained in this document derived from Statistics South Africa (StatsSA) based on the Mid-year Estimates .

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 challenge. The focus is also that of being citizen-centric while carrying out the core mandates in water and sanitation along with free basic services 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: 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 LOCAL MUNICIPLAITIES

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

Table 12 Population of the District and municipality

Location	Total population	% share
KwaZulu-Natal	11 065 240	
DC22: Umgungundlovu	1 095 865	9,9
KZN226 : Mkhambathini	57 075	5,2

The table above 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 is 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	Sub-indicator	KwaZulu-Natal	DC22: uMgungundlovu	KZN221: uMshwathi	KZN222: uMngeni	KZN224: Impendle	KZN225: The Msunduzi	KZN226: Mkhambathini	KZN227: Richmond	KZN223: Mpofana
Population		11065240	1095865	111645	109867	29526	679039	57075	71322	37391
Population Composition	0 – 14	3848948	362985	42639	32570	12933	213706	19666	28449	13022
	15 – 34	4049185	406577	38902	39788	8993	259466	21284	24314	13830
	35 – 59	2361135	250460	22198	26939	5060	161071	12265	14367	8561
	60+	805972	75843	7906	10570	2540	44796	3861	4191	1978
Gender	Male	5306295	528727	53665	53071	14367	326997	27736	35254	17636
	Female	5758945	567138	57980	56796	15159	352042	29339	36068	19755
Population group	Black African	9625934	925270	105201	83343	29205	551244	54207	68656	33414
	Colored	134089	20887	538	1540	15	18114	79	470	131
	Indian/asian	873161	84941	3323	4190	0	75126	991	578	733
	White	432056	64767	2583	20795	305	34554	1799	1617	3114
	Yes	4312754	410747	54356	37482	13264	244744	19566	28222	13114

INDICATOR: DEMOGRAPHIC VARIABLES

TOTAL POPULATION BY SEX OF MKHAMBATHINI

Location	Male	Female	Total
KZN226 : Mkhambathini	27 736	29 339	57 075

Male	Female
48,6	51,4

POPULATION BY RACE OF MKHAMBATHINI

	Race	Race	Race	Race		% Share			
Location	**Black african**	**Coloured**	**Indian/asian**	**White**	**Total**	**Black african**	**Coloured**	**Indian/asian**	**White**
KZN226 : Mkhambathini	54 207	79	991	1 799	57 076	95,0	0,1	1,7	3,2

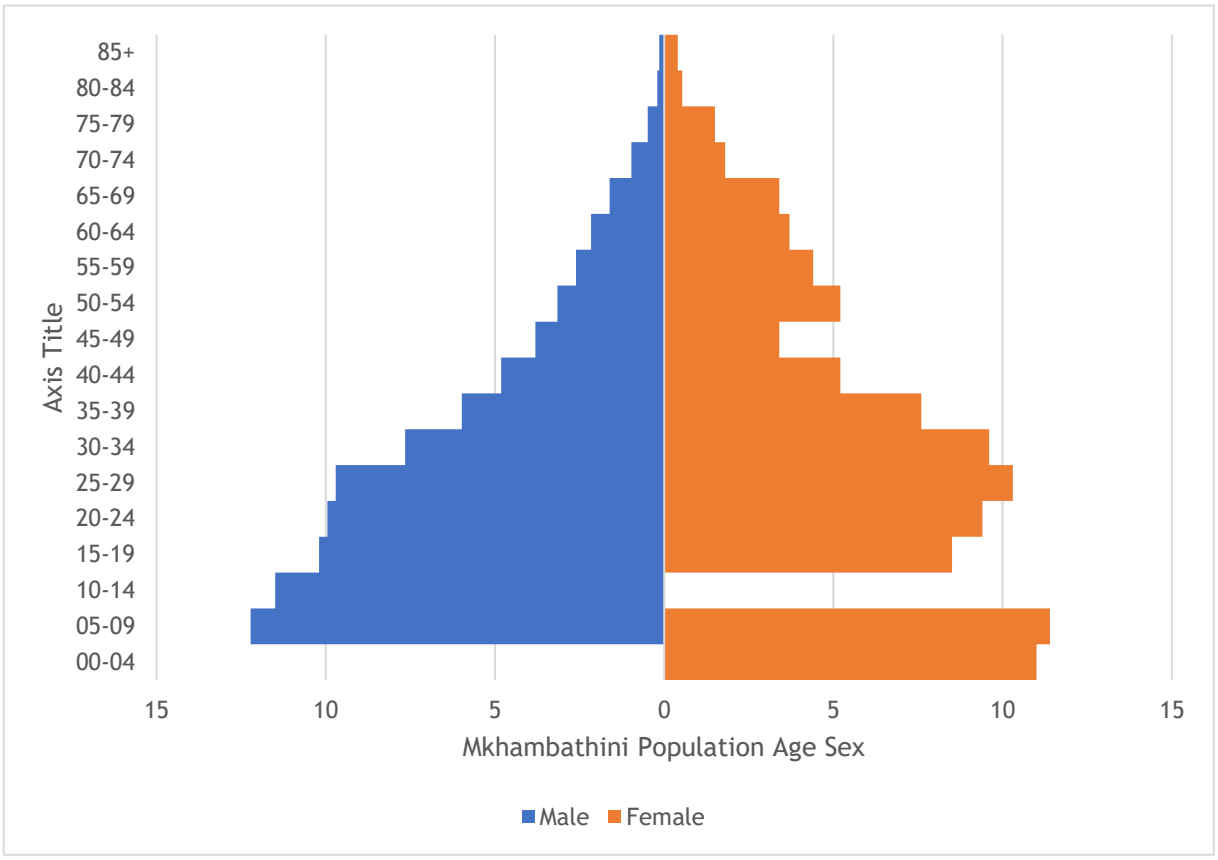
POPULATION BROAD AGE GROUP

Location	**0–14 (Children**	**15–34 (Youth)**	**35–64 (Adults)**	**65+ (Elderly)**	**Total**	**Dependency Ratio**	**0–14 (Children) % Share**	**15–34 (Youth) % Share**	**35–64 (Adults) % Share**	**65+ (Elderly) % Share**
KZN226 : Mkhambathini	19 666	21 284	14 040	2 085	57 075	61,6	34,5	37,3	24,6	3,7

The demographic of the Broad age group indicate that the majority of age group is from the Youth (15-34) .

POPULATION 4Y AGE SEX

Location	Sex	00 - 04	05 - 09	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84	85 +	Total
KZN226 : Mkhambathini	Male	3314	3130	3176	2660	2858	2739	2482	1770	1309	1213	911	596	791	404	289	69	12	13	27736
KZN226 : Mkhambathini	Female	3213	3334	3497	2492	3010	2821	2223	1529	1010	1534	1305	1086	985	524	426	134	106	108	29337



SOURCE OF DATA 2016 COMMUNITY SURVEY

INDICATOR: DEMOGRAPHIC VARIABLES

MARITAL STATUS

Marital Status	KZN226: Mkhambathini
Legally married (include customary; traditional; religious etc)	8 128
Living together like husband and wife/partners	1 352
Divorced	123
Separated; but still legally married	92
Widowed	1 621
Single; but have been living together with someone as husband/wife/partner before	1 026
Single; and have never lived together as husband/wife/partner	29 073
Not applicable	15 659
Unspecified	-

Disability: Seeing				
	Yes	No	Do not know	Not applicable - Unspecified
KZN226 : Mkhambathini	175	50 372	-	6 528

Disability: Hearing				
	Yes	No	Do not know	Not applicable - Unspecified
KZN226 : Mkhambathini	198	50 350	-	6 528

Disability: Communicating				
	Yes	No	Do not know	Unspecified - Not applicable
KZN226 : Mkhambathini	200	50 348	-	6 528

Disability: Walking				
	Yes	No	Do not know	Unspecified - Not applicable
KZN226 : Mkhambathini	200	50 348	-	6 528

Disability: Remembering				
	Yes	No	Do not know	Unspecified - Not applicable
KZN226 : Mkhambathini	272	50 276	-	6 528

Disability: Self Care				
	Yes	No	Do not know	Unspecified - Not applicable
KZN226 : Mkhambathini	636	49 911	-	6 528

Disability: Communicating				
	Yes	No	Do not know	Unspecified - Not applicable
KZN226 : Mkhambathini	303	50 244	-	6 528

Assistive Device: Eyeglasses, Spectacles, Contact Lenses		
	Yes	%
KZN226 : Mkhambathini	1 901	3,3

SOURCE OF DATA 2016 COMMUNITY SURVEY

Assistive Device: Hearing Aid		
	Yes	%
KZN226 : Mkhambathini	284	0,5

Assistive Device:	Walking stick, frame, crutches		Wheelchair	
	Yes	%	Yes	%
KZN226 : Mkhambathini	718	1,3	62	0,9

Assistive Device: Other		
	Yes	%
KZN226 : Mkhambathini	20	0,0

ORPHANHOOD

ORPHANHOOD OF 0 - 14-YEAR-OLDS

	Paternal Orphan	Maternal Orphan	Double Orphan	Population 0 - 14
KZN226 : Mkhambathini	1 429	478	67	19 666

SOURCE OF DATA 2016 COMMUNITY SURVEY

	KZN226 : Mkhambathini
Christianity	27 853
Islam	338
Traditional african religion (e.g. ancestral; tribal; animis;etc)	17 538
Hinduism	748
Buddism	-
Bahaism	-
Judaism	-
Atheism	-
Agnosticism	-
No religious affiliation/belief	10 101
Other	397
Do not know	99
Unspecified	-

RELIGIOUS BELIEFS

SOURCE OF DATA 2016 COMMUNITY SURVEY

EDUCATIONAL SKILLS DEVELOPMENT INSTITUTION ATTENDED

	KZN226 : Mkhambathini
Pre-school (incl. ecd centre; e.g. day care; creche; playgro	1 297
Primary school (grade r to 7)	9 839
Secondary school (grade 8 to 12)	6 398
Technical vocational education and training (tvet); formerly	1 034
Other college (including private and public nursing college	212
Higher educational institution (including university/univers	717
Community education and training college (including adulted)	32
Home-based education/home schooling	2
Other	24
Do not know	11
Not applicable	37 509
Unspecified	-

Applicable total (Attending school)	4,312,753	410,748	54,355	37,482	13,263	244,745	19,566	28,223	13,114

ATTENDANCE PER AGE GROUP	KZN226 : Mkhambathini
5-14	12 149
15 - 19	3 955
20+	2 411

	KZN226 : Mkhambathini
No schooling	10 860
Some Primary (Gr 0 - Gr 6)	14 580
Primary Completed (Gr 7)	2 502
Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12)	16 202
Matric	10 964
Post School (Higher Education)	1 870
Other	81
Do not know	-
Unspecified	17

INSTITUTION TYPE				
Institution type -->	**Higher education institution (University/ University of technology)**	**Tvet (formerly FET)/Private Colleges)**	**Not applicable**	**Unspecified**
KZN226 : Mkhambathini	1,586	523	54,938	29

Field: TVET	KZN226 : Mkhambathini
Management	74
Marketing	16
Information technology and computer science	-
Finance	38
Office administration	71
Electrical infrastructure construction	49
Civil engineering and building construction	21
Engineering	20
Primary agriculture	39
Hospitality	19
Tourism	-
Safety in soceity	26
Mechatronics	-
Education and development	-
Other	150
Do not know	-
Not applicable	56,523
Unspecified	29

MID YEAR POPULATION ESTIMATES 2020, MKHAMBATHINI LOCAL MUNICIPALITY 5 YEAR PROJECTIONS

Local	Age	2020		2021		2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
KZN226 : Mkhambathini	0-4	4,236	4,327	4,301	4,396	4,337	4,440	4,353	4,463	4,352	4,467	4,342	4,458
	5-9	3,900	3,820	3,977	3,888	4,057	3,962	4,136	4,038	4,217	4,115	4,287	4,181
	10-14	3,470	3,532	3,583	3,640	3,673	3,723	3,749	3,796	3,816	3,863	3,885	3,932
	15-19	2,882	2,860	2,977	2,960	3,115	3,102	3,287	3,274	3,445	3,430	3,588	3,574
	20-24	2,998	3,000	2,955	2,962	2,913	2,939	2,897	2,937	2,928	2,977	3,014	3,068
	25-29	3,570	3,497	3,540	3,490	3,528	3,503	3,491	3,489	3,459	3,476	3,425	3,456
	30-34	3,319	3,425	3,361	3,484	3,417	3,552	3,456	3,609	3,470	3,649	3,471	3,682
	35-39	2,508	2,734	2,657	2,881	2,793	3,018	2,916	3,153	3,037	3,285	3,141	3,402
	40-44	1,758	2,150	1,837	2,251	1,937	2,379	2,060	2,522	2,190	2,673	2,313	2,823
	45-49	1,626	1,824	1,694	1,912	1,743	1,984	1,777	2,033	1,810	2,081	1,862	2,147
	50-54	1,020	1,392	1,077	1,431	1,155	1,489	1,247	1,576	1,339	1,672	1,423	1,764
	55-59	993	1,309	1,028	1,345	1,060	1,371	1,089	1,393	1,125	1,417	1,178	1,450
	60-64	664	1,092	677	1,116	693	1,149	716	1,183	741	1,220	767	1,259
	65-69	517	786	519	796	520	803	521	811	524	817	530	825
	70-74	274	644	278	667	282	689	285	707	286	726	285	741
	75+	157	539	158	565	165	592	172	621	181	653	189	684

SOURCE OF DATA 2016 COMMUNITY SURVEY

POPULATION DIVIDEND

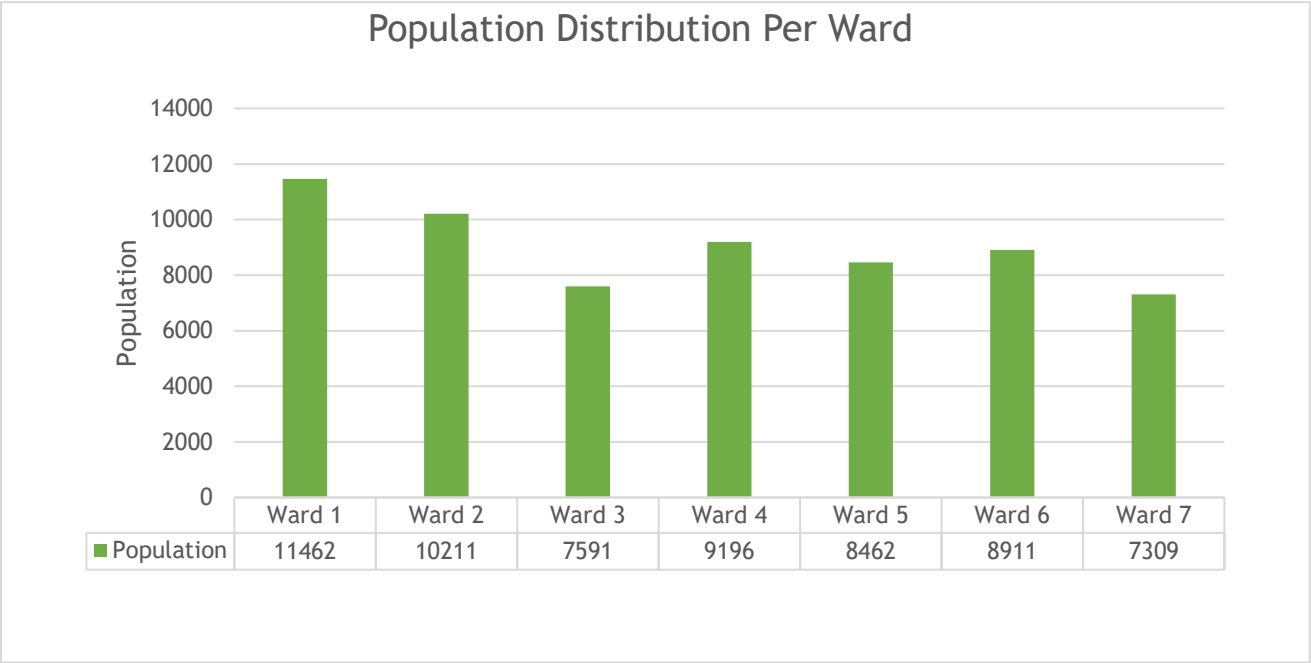
As the leading international agency on population and development issues, the United Nations Population Fund (UNFPA) developed the Demographic Dividend (DD) Programme Guide, which provide guidance on measures that countries need to implement to draw benefits from its demographic trends. There are two 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 Tables above depicts how the Mkhambathini Local 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

	Race	Race	Race	Race		% Share			
Location	**Black african**	**Coloured**	**Indian/asian**	**White**	**Total**	**Black african**	**Coloured**	**Indian/asian**	**White**
KZN226 : Mkhambathini	54 207	79	991	1 799	57 076	95,0	0,1	1,7	3,2

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 2011 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 eThekwini 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

MEDUIM 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

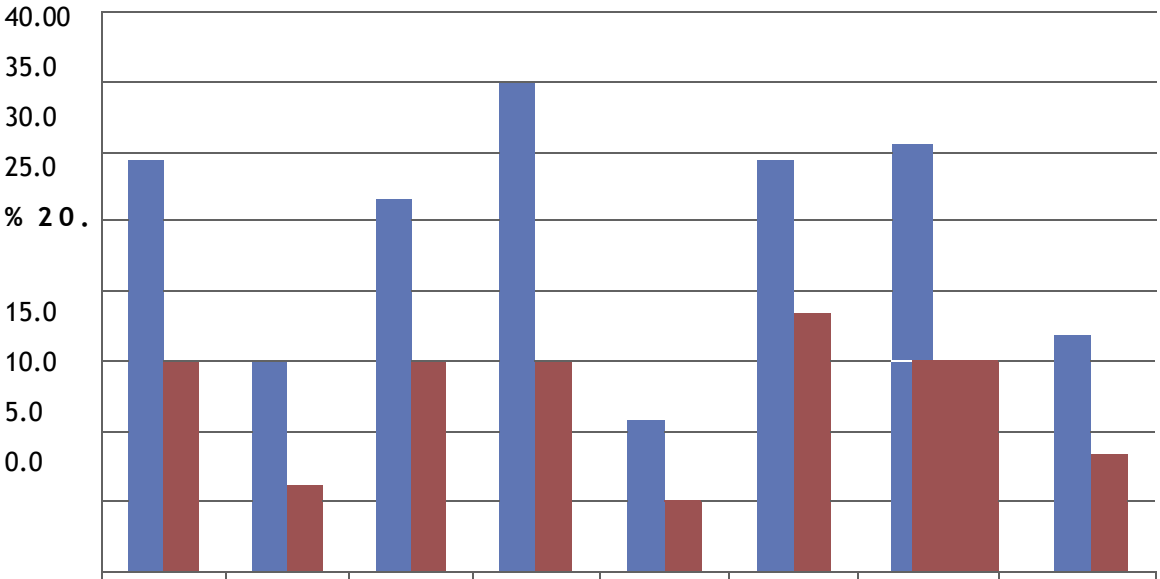
HIGH GROWTH SCENARIOS

This is based on the l 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



	uMshwat hi	uMngeni	Mpofana	Impendle	The Msunduzi	Mkhambathini	Richmond	UMgungundlovu
20	29.2	15	26.4	35.2	10.	29.4	30.6	16.8
20	15.	6.	15	14.9	5.3	18.3	15.5	8.3

UMGUNGUNDLOVU DISTRICT FAMILY LABOUR FORCE

Table on unemployment

	KZN226: Mkhambathini
Employed	**33.5**
Unemployed	**12.3**
Discouraged work-seeker	**7.9**
Other not economically active	**46.3**
Total	**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

POVERTY

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

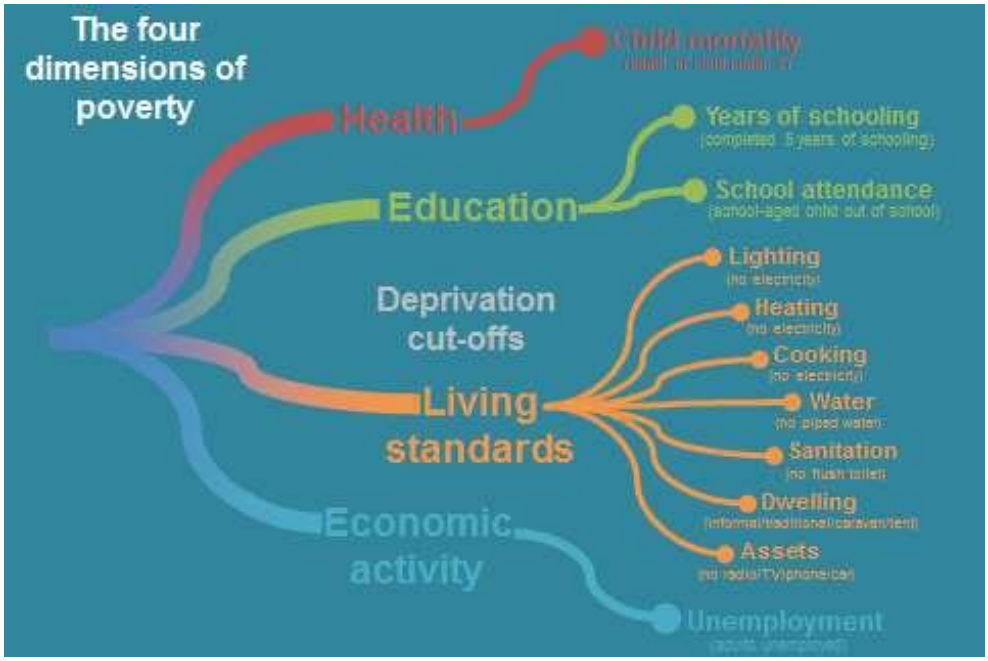
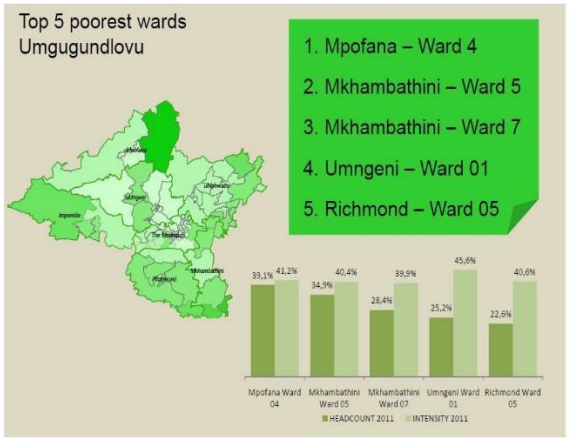


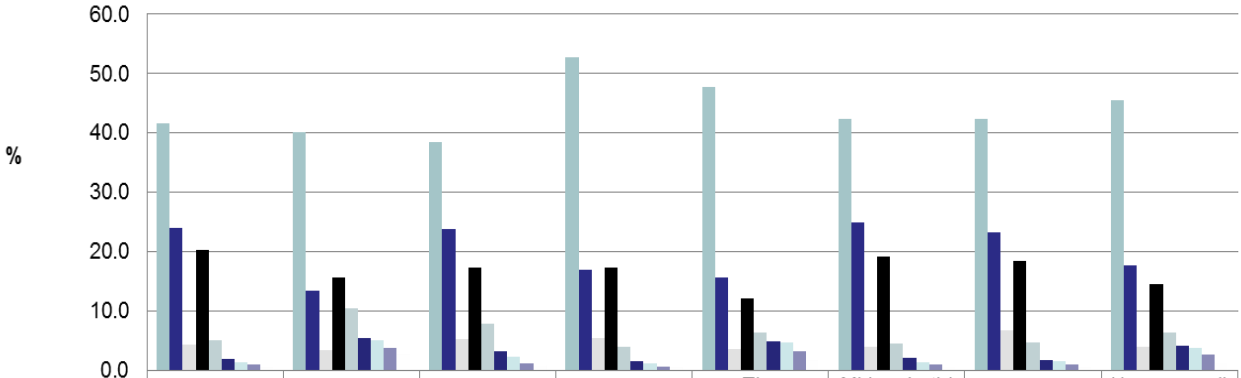
Figure 20 Poverty dimensions

LABOR INDICATORS AND STATISTICS

Unemployment Rate 2011	
KZN226: Mkhambathini	**26.8**

POOREST WARDS IN THE DISTRICT





	uMshwathi	uMngeni	Mpofana	Impendle	The Msunduzi	Mkhambathini	Richmond	Umgungundlovu
No income	41.7	40.2	38.4	52.8	47.8	42.3	42.3	45.6
R 1 - R 400	24.0	13.4	23.9	17.0	15.6	24.9	23.2	17.8
R 401 - R 800	4.4	3.5	5.2	5.4	3.6	4.0	6.7	4.0
R 801 - R 1 600	20.2	15.7	17.2	17.3	12.1	19.1	18.4	14.5
R 1 601 - R 3 200	5.1	10.4	7.9	3.9	6.3	4.5	4.7	6.3
R 3 201 - R 6 400	1.8	5.4	3.2	1.5	5.0	2.2	1.7	4.1
R 6 401 - R 12 800	1.4	5.0	2.2	1.1	4.8	1.4	1.5	3.8
R 12 801 - R 25 600	0.9	3.8	1.2	0.6	3.3	1.0	1.0	2.6
R 25 601 or more	0.5	2.7	0.7	0.4	1.6	0.6	0.5	1.4

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 war d includes Table Mountain, Maqongqo and Villa Maria. This is followed by ward2 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 out numbering their male counterparts. In 2016 females outnumbered their male counter part 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 counter parts 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 al 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.

The Mkhambathini Local AIDS Council sits quarterly and is Chaired by Mayor Councilor Ntombela and deputized by Civil Society Chairperson ,Mr. S. Makhathini. The objective of the LAC is to support and strengthen local government in its response to the HIV and AIDS epidemics. The role of the AIDS Council is to coordinate and facilitate the national multi-sectoral response to HIV and AIDS.

Achievements

1. Elected Deputy LAC Chairperson from Civil Society to co-chair the meeting in the absence of Mayor.

2. Succeeded in decreasing teenage pregnancy through the project called Ikusasa Lakho Your Future Life skills programme ,which is implemented in Youth in school. Prevalence of HIV/AIDS, teenage pregnancy, unemployment, and low economic growth, as well as high levels of poverty are some of the major challenges faced by the communities of Mkhambathini Wards.

   Resolution taken by Local AIDS Council to implement the above project was based on the above.

CAMPAIGNS

Campaigns were held as follows:

CAMPAIGNS	VENUE	SERVICES
Heath Awareness Campaign	Eston Rank	Health Education, condom distribution
Families matters workshop	Ophokweni Community Hall	Information on GBV and harmful gender norms Gender-based violence (GBV) is violence that is directed at an individual based on his or her biological sex or gender identity
Parenting workshop	Ophokweni Community Hall	Effective Parenting skills and bad parenting that you must avoid at all education
World AIDS Day	Dukes Community Hall	• Candle Light ceremony • Educational presentations • Health screening services



Pic : World AIDS Day, Candle Light Ceremony

IKUSASA LAKHO – MY FUTURE PROJECT WERE HELD AS FOLLOWS

DATE SCHEDULED	VENUE	TOPICS COVERED
March 2023	Nkanyezini Primary School	Heath Education, Child trafficking, Drug and Substance Abuse
May 2023	Sansikanene Primary School	Health Education, Child trafficking, Drug and Substance Abuse
September 2023	Mabomvini Combined School	Health Education, Child trafficking, Drug and Substance Abuse

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 2022 to Mar 2023	3174	21	3153	1	99
Camperdown Mobile Clinic	Apr 2022 to Mar 2023	1837	98	1739	5	95
Camperdown Mobile Clinic	Apr 2022 to Mar 2023	2133	85	2048	4	96
Embo Clinic	Apr 2022 to Mar 2023	6641	147	6494	2	98
Injabulo Clinic	Apr 2022 to Mar 2023	820	16	804	2	98
Maguza Clinic	Apr 2022 to Mar 2023	20366	469	19897	2	98
Mkhambathini Local Municipality	Apr 2022 to Mar 2023	3174	21	3153	1	99

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

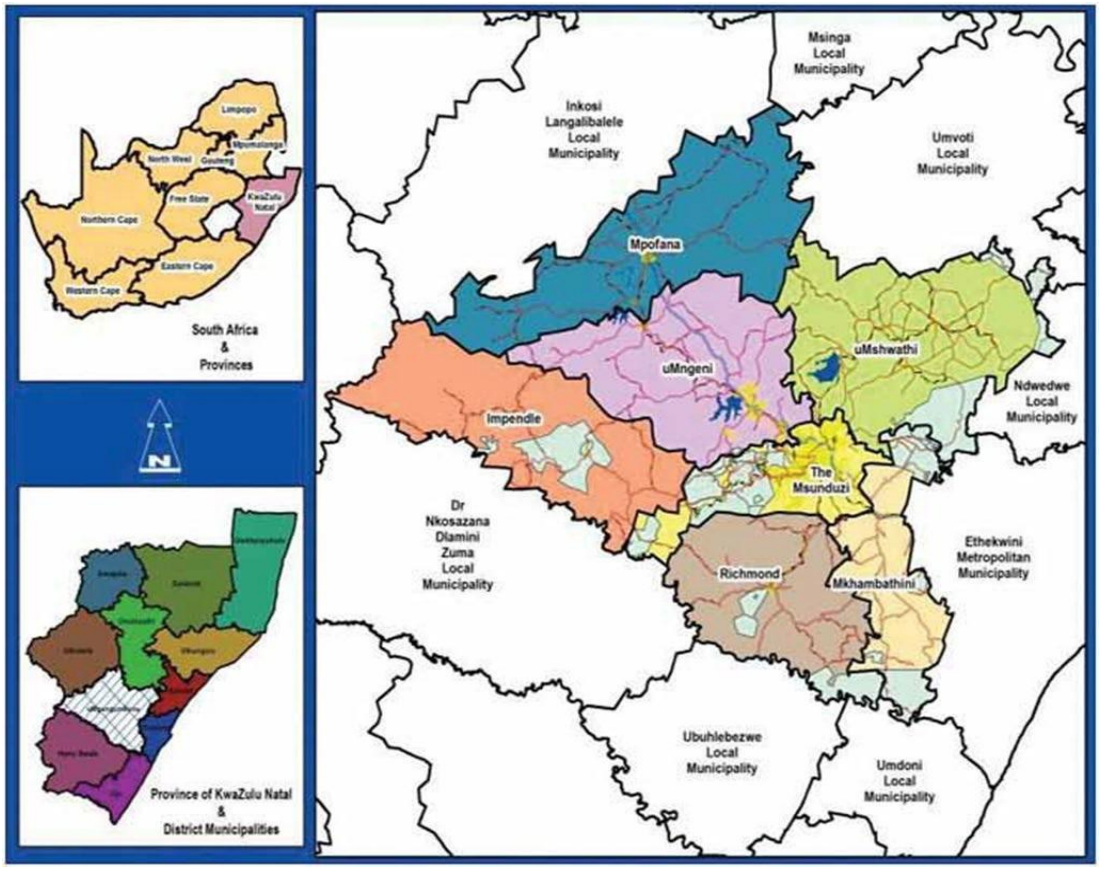
3.2. CROSS CUTTING ISSUES SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT KPA

3.2.1. SPATIAL ANALYSIS

REGIONAL CONTEXT

Mkhambathini is a strategically located Municipality within KwaZulu-Natal province. It forms part of uMgungundlovu District and provides an important link between eThekwini Unicity and the District. It is sandwiched between Pietermaritzburg and Durban, which are both urban nodes of provincial and national significance.

FIGURE 4: REGIONAL CONTEXT



The Municipality adjoins Cato Ridge, which has potential to develop as an industrial node and is a possible Relocation site for the Virginia Airport. The N3, which is identified in the Spatial Growth and Development Strategy as a Provincial Corridor, runs east to west through the central part of the municipal area.

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 step 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, may 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).

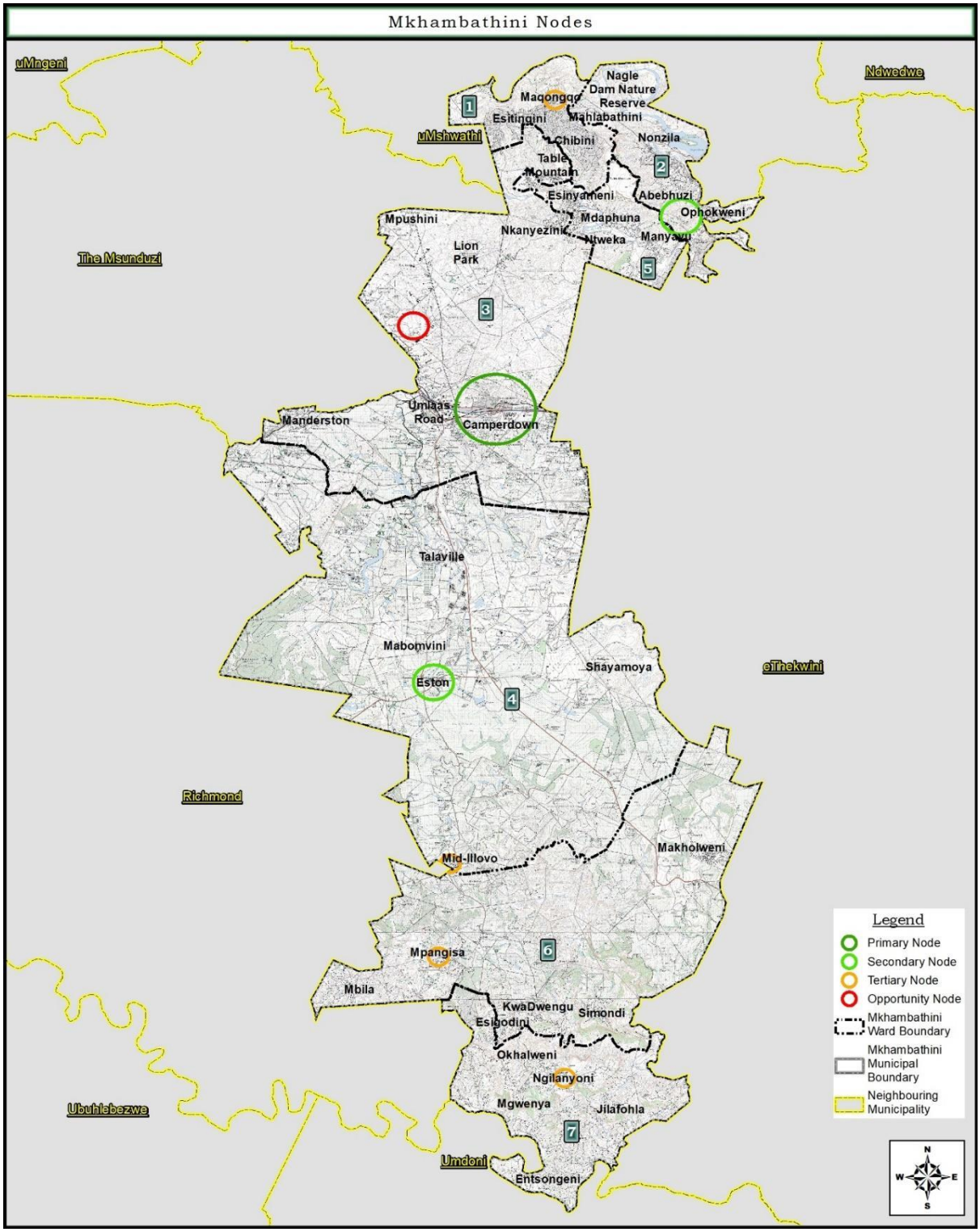


FIGURE 5: MKHAMBATHINI NODES

3.3.3 EXISTING CORRIDORS

Below is a map of all Mkhambathini corridors.

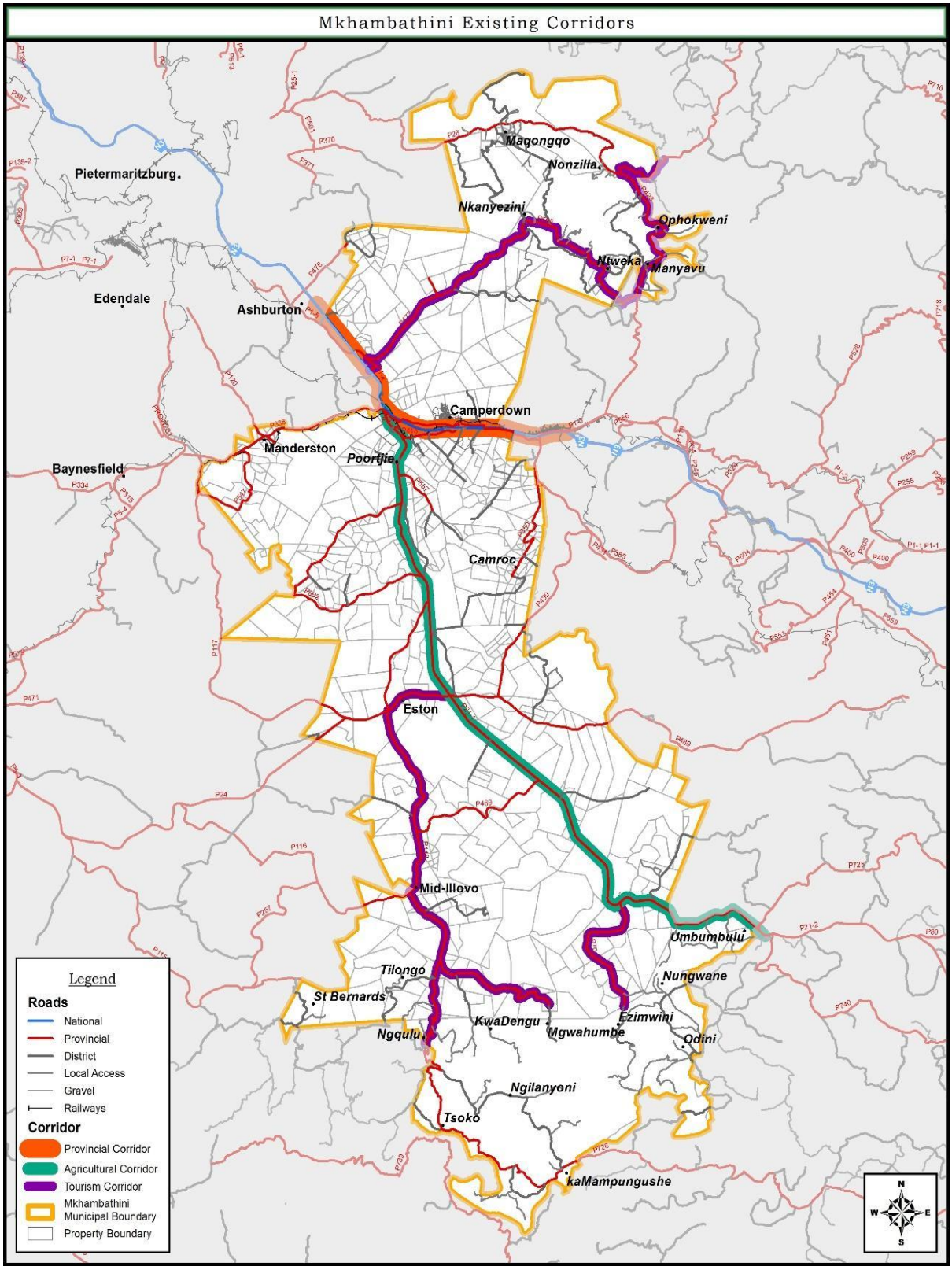


FIGURE 6: MKHAMBATHINI LM CORRIDORS PROVINCIAL CORRIDOR: N2

The Municipality adjoins Cato Ridge, which has potential to develop as an industrial node. An industrial node providing job opportunities for the local community and contributing significantly to the economy of eThekwini Municipality. Taking advantage of sophisticated transport linkages and offering quality, environmentally sensitive infrastructure to investors, and taking realistic account of the topographical realities of the landscape. The N3, which is identified in the Spatial Growth and Development Strategy as a Provincial Corridor, runs east to west through the central part of the municipal area.

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 (eThekwini) 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 provides 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 eThekwini as well as the economic powerhouse of Gauteng. The N3 function is greater than a Primary Corridor and it 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.

3.3.4 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 eThekwini'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 eThekwini in the east. As such, its main function is to facilitate movement through the municipality in an east-west direction.

3.3.5 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.

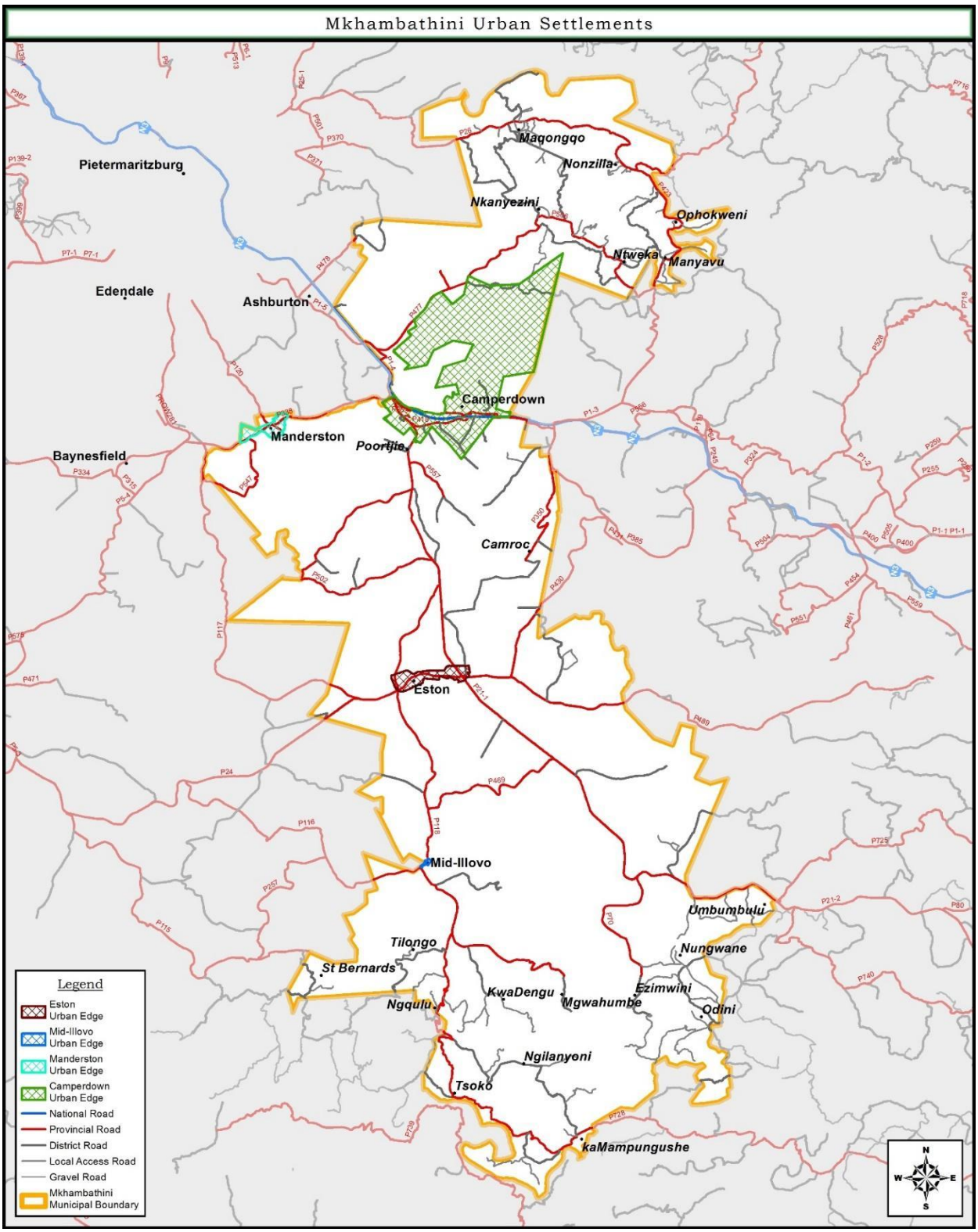


FIGURE 7: URBAN SETTLEMENT REPRESENTATION

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 N3and 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.

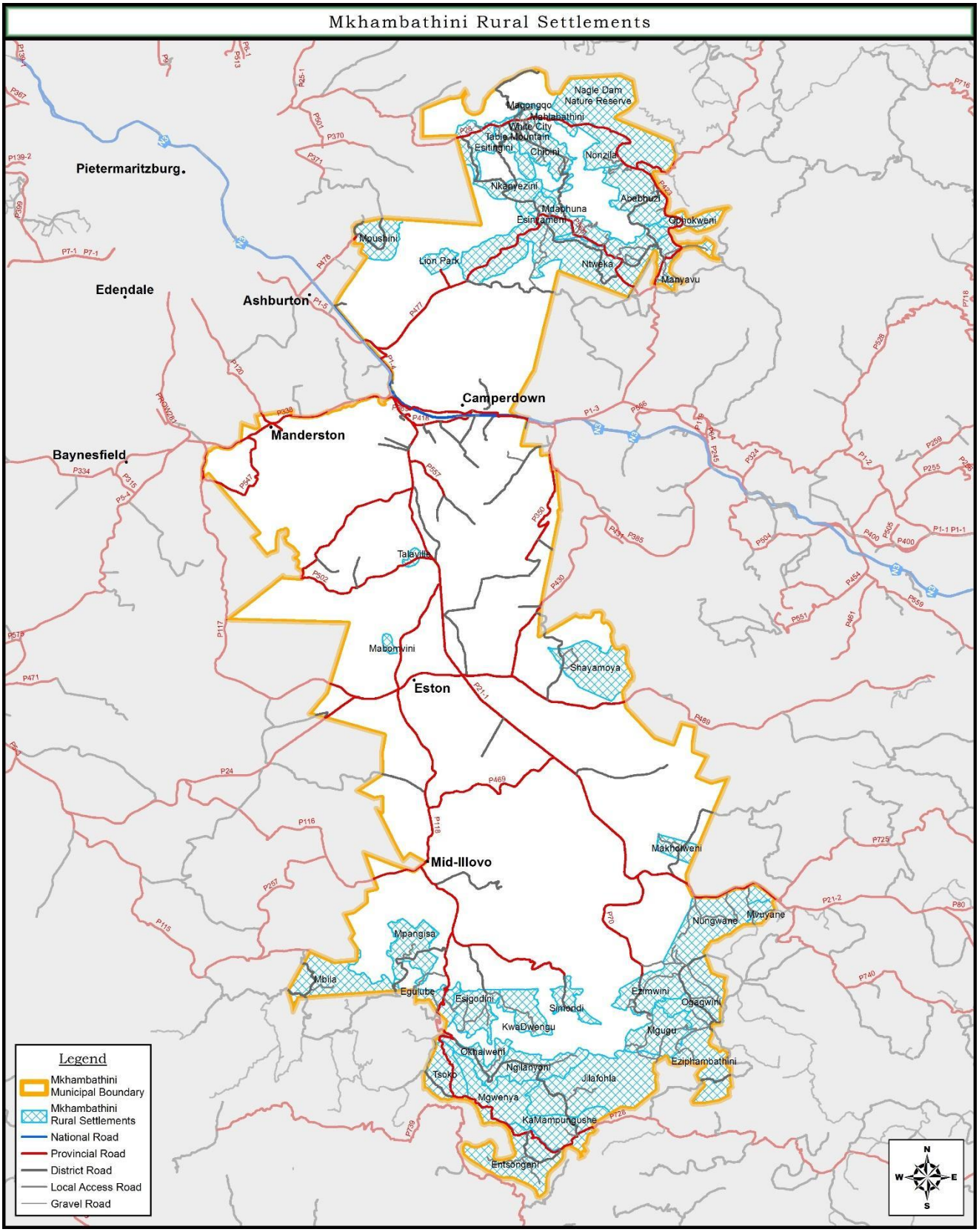


FIGURE 8: MKHAMBATHINI RURAL SETTLEMENT

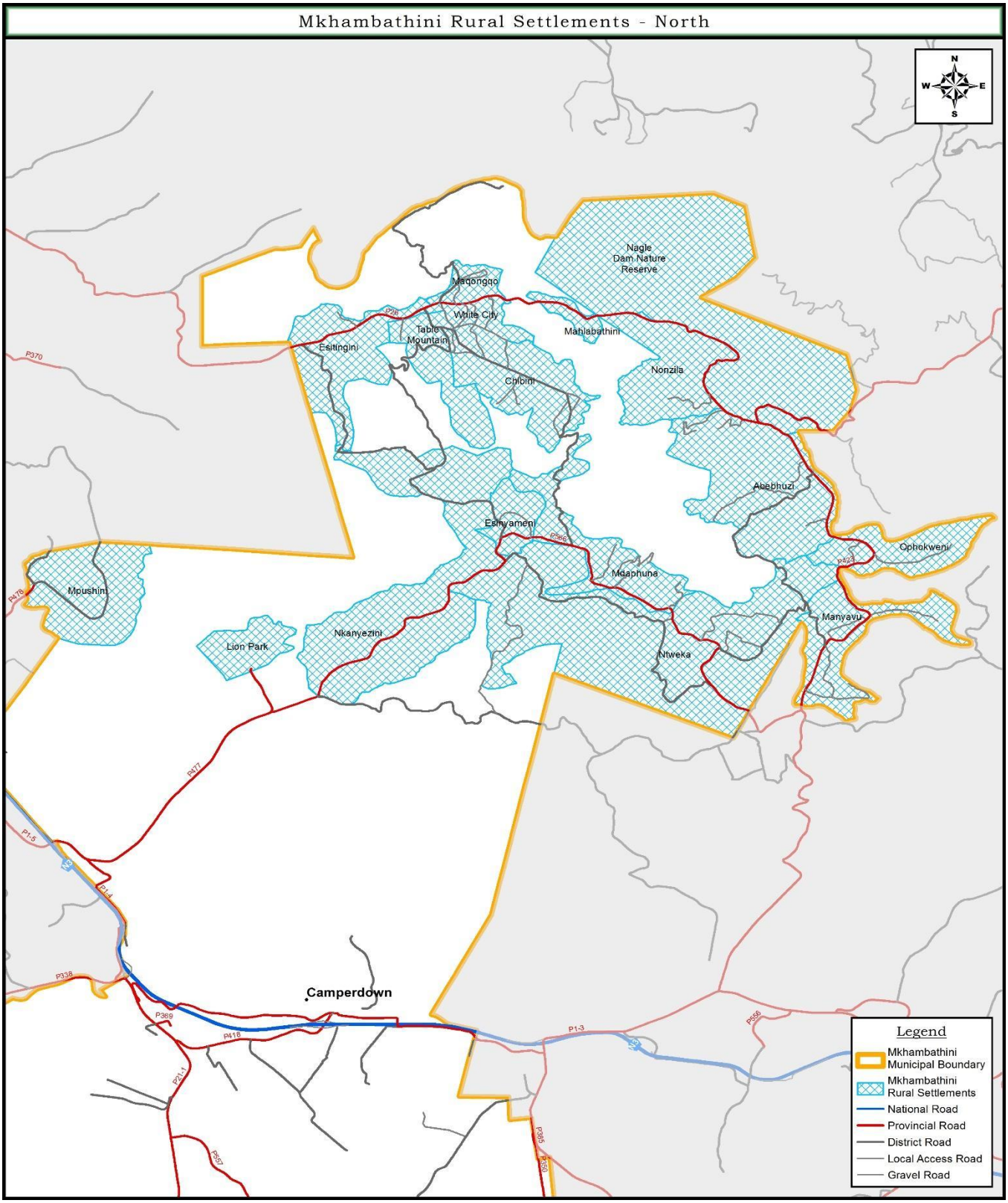


FIGURE 9: RURAL SETTLEMENTS ON THE NORTH OF MKHAMBATHINI MUNICIPAL AREA

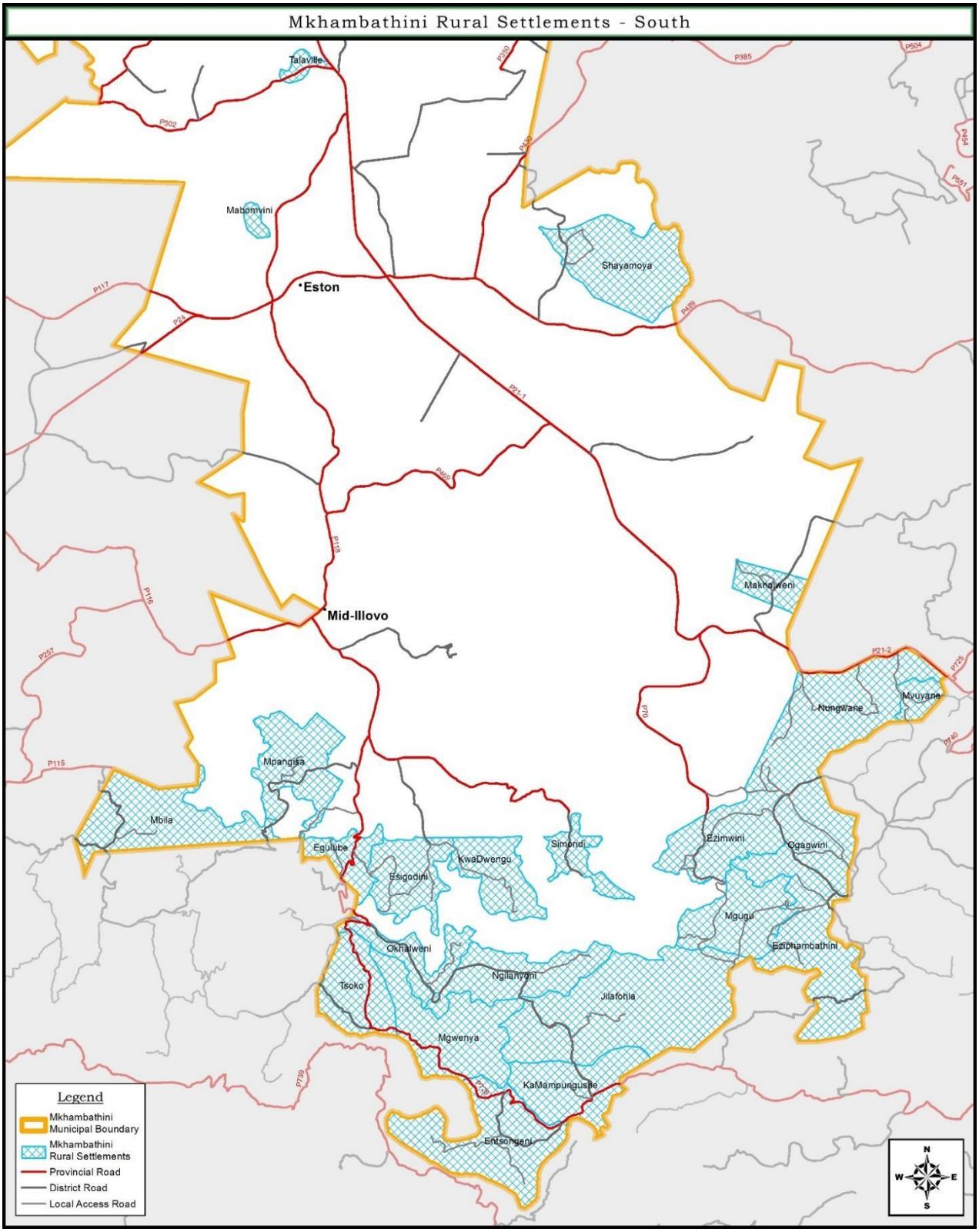


FIGURE 10: RURAL SETTLEMENTS ON THE SOUTH OF MKHAMBATHINI MUNICIPAL AREA

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.

3.3.6 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 be- tween 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 facilitate.

3.3.7 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 Dadefontein	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.

3.3.8 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.

3.3.9 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.

The District Municipality need for environmental tools and plans is provided in the South Africa's legislation, in particular the Constitution, the National Environmental Management Act (NEMA) and its subordinates legislation and the Municipal Systems Act. The environmental analysis for the District is derived from the following plans and tools which have been developed and adopted by the District to manage the state of environment.

- Environmental Management Framework (EMF)
- Air Quality Management Plan (AQMP)
- Strategic Environmental Assessment (SEA)
- Strategic Environmental Management Plan (SEMP)
- Integrated Waste Management Plan (IWMP)
- Climate Change Response Strategy
- Climate Change Adaptation Toolkit
- uMgungundlovu Biodiversity Sector Plan (BSP)

ENVIRONMENTAL ISSUES WITHIN UMDM

1.WATER QUALITY

uMgungundlovu District Municipality has various sources of water which is mainly rivers and dams. uMDM is centered on catchments that supply water to the economic hubs of Durban and Pietermaritzburg. These include Midmar Dam, Springgrove dam, Albert Falls Dam, Nagle Dam, uMsunduzi River, Mooi River, Mngeni River, and Mkomazi River. According to uMDM Environmental Management Framework (2017) the quality of water from these rivers and dams is compromised due to nutrient loading, bacteria and pathogens from sewage and animal waste contamination. Poor management of wastewater pose a threat to water resources. This is due to the treatment works and the storm water which is poorly managed. The deterioration of water quality results in the increment of water tariffs. Wetlands are an important source of water filtration and serve as an important habitat for aquatic and terrestrial species. Wetlands are the most threatened ecosystems due to some of the following factors:

Conversion of wetland habitat through draining and planting of crops such as sugar cane and timber.
Infestation of alien species due to disturbance associated with land transformation
Increased toxic and nutrients inputs associated with fertilizers and insecticide application

The Environmental Management Framework (EMF) of uMgungundlovu District Municipality is attached as an annexure of the IDP

3.3.10 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 District Municipality and Mkhambathini Municipality

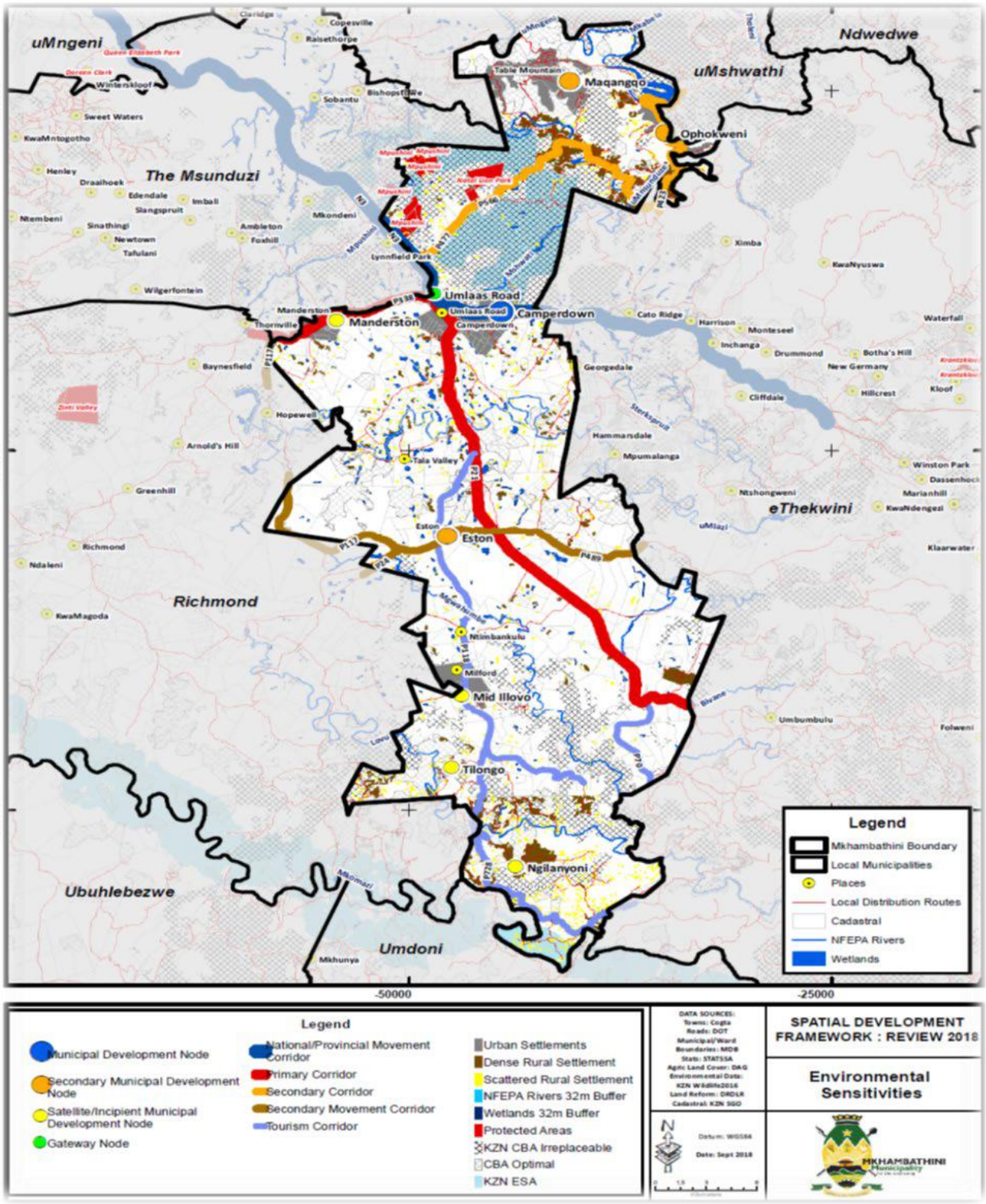
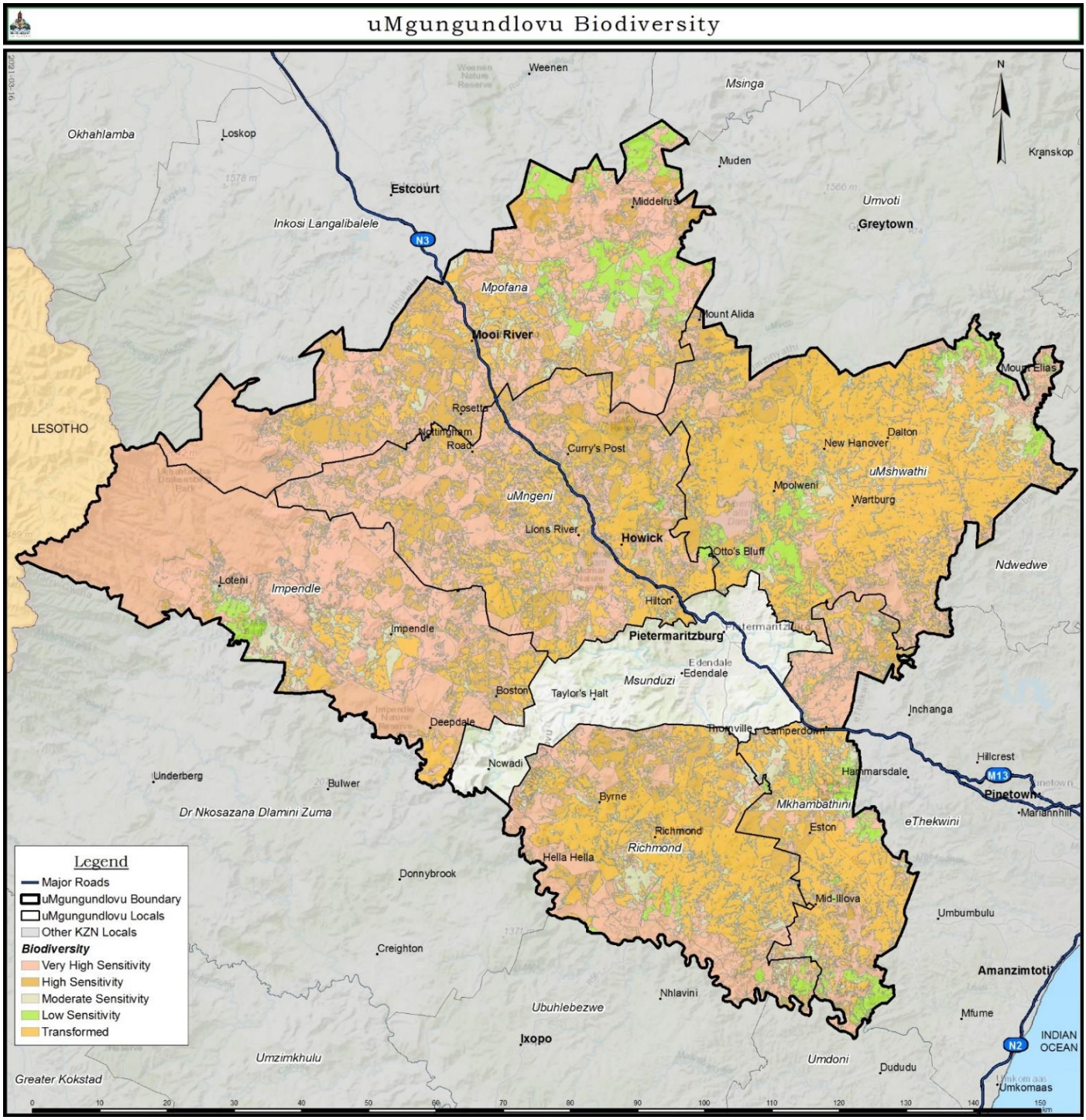


FIGURE 11: ENVIRONMENTALLY SENSITIVE AREA

3.3.11 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.



District Municipality showing the biodiversity within the municipality and Mkhambathini.

3.3.12 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.

3.3.13 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.

3.3.14 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 pro- vide 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. Umngeni 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.

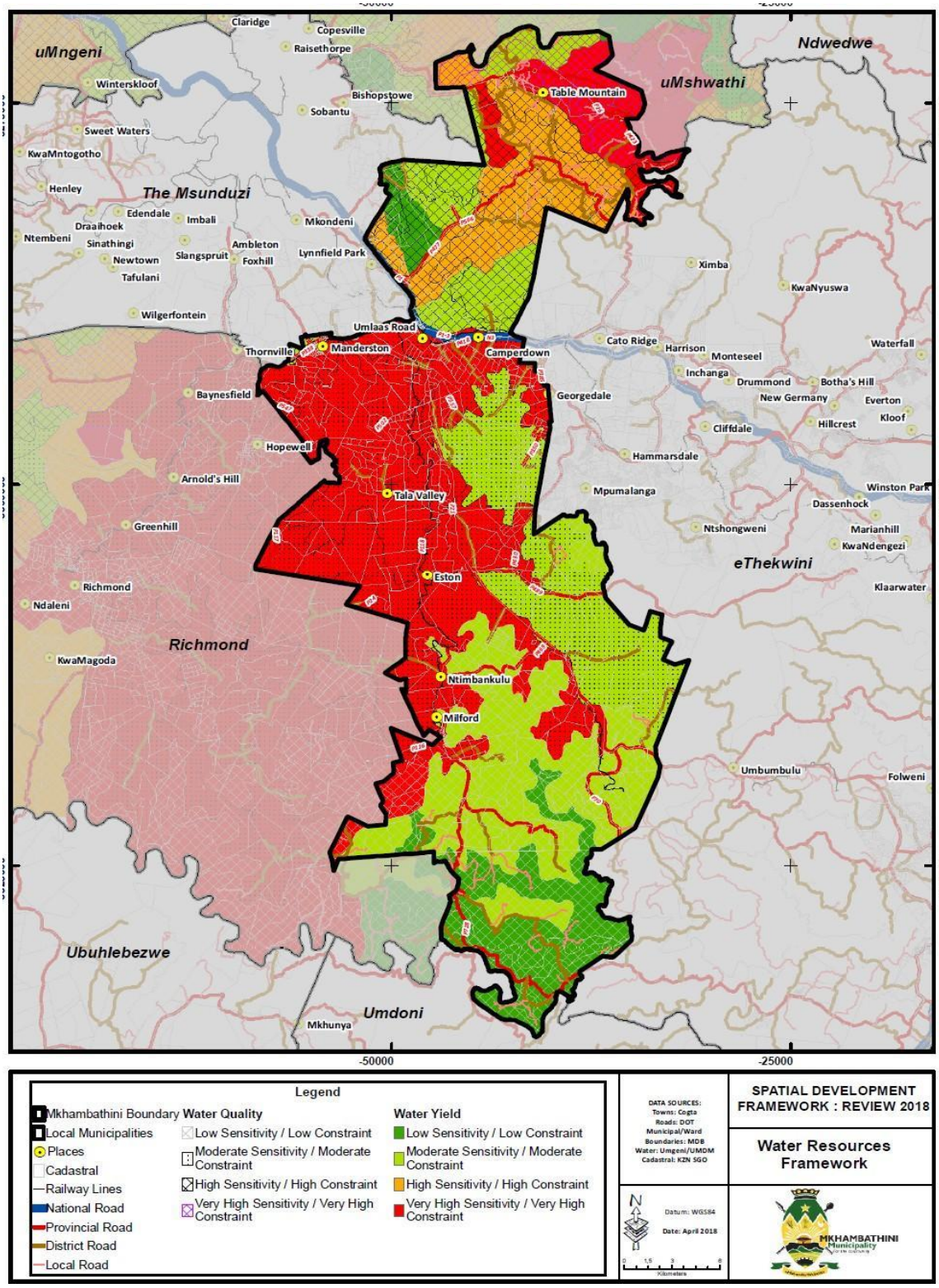


FIGURE 12: MKHAMBATHINI LM

3.3.15 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

TABLE 22: SPATIAL AND ENVIRONMENT SWOT ANALYSIS

STRENGTH	WEAKNESS
▪ 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.	▪ 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**
▪ 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.	▪ 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.

3.4 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.

3.4.1 DISASTER MANAGEMENT

MUNICIPAL LEGISLATIVE MANDATE (DM & FIRE SERVICES)

The Disaster Management Act, 2002 (Act no 57 of 2002) makes provision for an intergrated and coordinated policy for disaster management that focuses on the preventing or reducing the risks of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery and rehabilitation.

The Fire Brigade Service Act is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, coordination and standardisation of the fire brigade act. Further, it provides for the establishment and maintenance of a service by a local authority in accordance with the prescribed requirements.

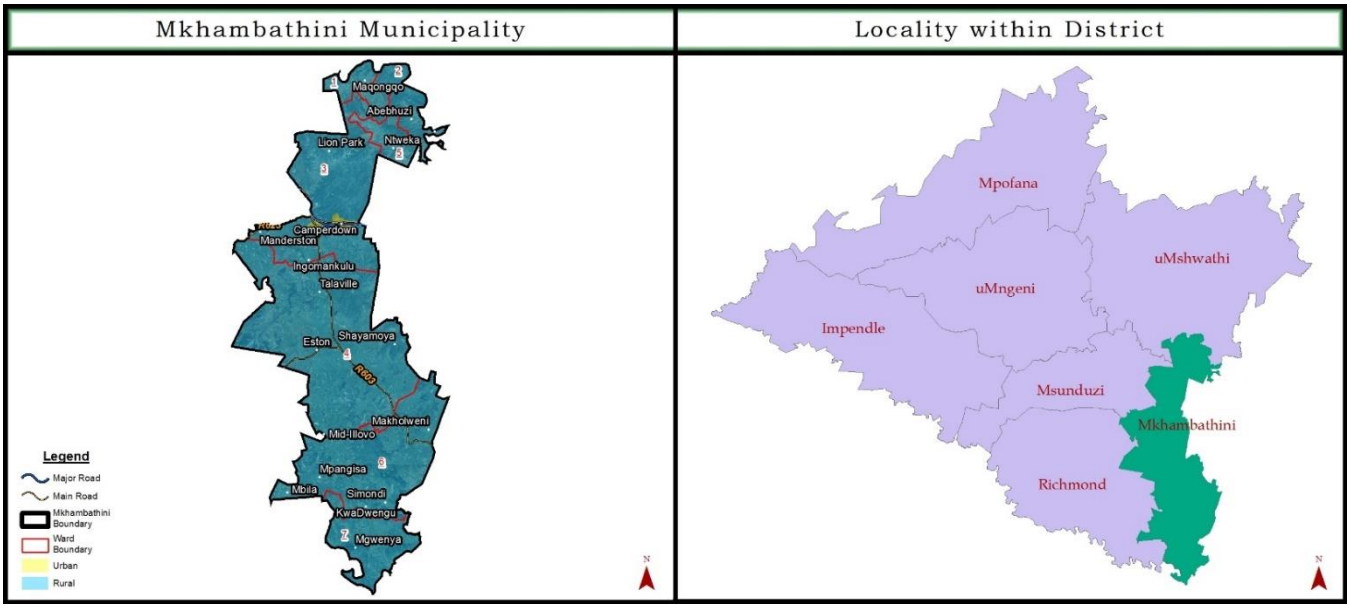
STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

In terms of section 43 of the Disaster Management Act (Act No 57 of 2002). A "Municipal disaster management centre" means a centre established in the administration of a Municipality. The Mkhambathini Disaster Management Centre was established in 2013 as guided by the said legislation.

STATUS OF MUNICIPAL DISASTER MANAGEMENT CENTRE

The Centre operates from an office in Camperdown, it is equipped with an office, storeroom, all-terrain vehicle and a qualified Disaster Risk Management personnel. The Centre is fully functional, however, there are plans of constructing a fully-fledged Disaster Management Centre in the near future.

Figure 1 : Map showing the locality of Mkhambathini, the Disaster Management Centre is located in Camperdown, as stated above:



STATUS OF FIRE & RESCUE SERVICES

Mkhambathini Local Municipality shares Municipal executive and legislative authority in its area with the uMgungundlovu District Municipality within whose area it falls under as guided by section 155(1) of the Constitution.

Subsequent to the above, the uMgungundlovu District Municipality offers the fire and rescue service to the Mkhambathini Local Municipality and five other Local Municipalities within its area of jurisdiction.

The fire station that services Mkhambathini area of jurisdiction is located at Ashburton and is operational on a 24 hour basis with 16 Fire Fighters, a Watch Commander, Station Officer and a Pump Operator per 12 hour shift. Additionally, a total number of five Volunteers have been recruited to increase capacity.

STATUS OF MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

In terms of Section 28 and 42 of the Act: Each District municipality must:

- establish and implement a Disaster Risk Management Policy Framework;
- The framework must be consistent with that of the National and Provincial Disaster Risk Management Centres; and
- Must be developed in consultation with Municipal entities operating in the area of jurisdiction.

In line with the NDMF, PDMF and the DDMF, the Mkhambathini Municipality needs to establish the purpose for its Disaster Risk Management Policy Framework. For the Municipality's Disaster Management, the main purpose of the this document is to give guidance and create the framework within which the Disaster Management activities should be performed.

The Mkhambathini Local Municipality is currently drafting its policy framework with the assistance of the District and the Provincial Disaster Management Centres. The anticipated completion date is 31 March 2023. In the interim, Mkhambathini relies on the uMgungundlovu District Policy Framework as a reference and also to provide guidance and direction regarding Municipal disaster management affairs.

Upon completion of the project, the Disaster Management Unit, as the custodian, will ensure the effectiveness of the policy framework through the following:

- establishing mechanisms for the development and implementation of the disaster risk management policy framework;
- regular review and updating of the policy framework;
- ensuring that the policy framework and any amendments thereto, as prescribed by section 42 of the DM Act are executed; and
- ensuring that copies of the policy framework as well as any amendments thereto are submitted to all relevant role players and stakeholders.

STATUS OF MUNICIPAL DISASTER MANAGEMENT PLAN

Section 53 (2) of the Disaster Management, Act No. 57 of 2002 states that a Disaster Management Plan for a Municipal area must:

- Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;
- Place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;
- Seek to develop a system of incentives that will promote disaster management in the municipality;
- Identify the areas, communities or households at risk;
- Take into account indigenous knowledge relating to disaster management;
- Promote Disaster Management research;
- Identify and address weaknesses in capacity to deal with possible disasters;
- Provide for appropriate prevention and mitigation strategies; and
- Facilitate maximum emergency preparedness.

Section 43 (3) DM Amendment Act 16 of 2015 further require Local Municipalities to build capacity for development and implementation of disaster management plans.

In light of the above, the Mkhambathini Disaster Management Unit embarked on a Ward Based Disaster Risk Assessment in on the 1st and 2nd September 2021 in all the seven Wards within the jurisdiction of the Municipality. The project was facilitated by the District. A roadmap for the review of the plan was as outlined below:

- In July 2021, the Disaster Risk Management Unit developed an action plan for development of DRM plan;
- A Technical Task Team was formed and its TORs were stipulated and endorsed which was followed by the development of the action plan;
- In August 2021, the action plan was presented to the Advisory Forum meeting which is a multi-stakeholder structure for disaster management; and
- In September 2021, a comprehensive disaster risk assessment for the was conducted in accordance with the National, Provincial and District requirements.
- A draft reviewed disaster risk management plan will be completed in April 2023 and presented to the Advisory Forum on its meeting to be held on April 2023;
- In May 2023, data analysis and incorporation of disaster risk profile and stakeholder input into the draft plan.
- In June 2023, a draft disaster risk management plan will be presented to the Mkhambathini Council where it will be adopted.

METHODOLOGY

A participatory approach is used in developing the Ward Based Disaster Risk Management Plan (WBDRA). This is done in order to involve and receive feedback from the persons living in the targeted areas. Their involvement becomes central in identifying and prioritizing problems, as well as brainstorming to arrive at practical and local realistic solutions. The WBDRA exercise focuses on specific hazards faced by the Community.

Risk assessment templates are used to:

- Analyze hazards and/or threats;
- Assess the conditions of vulnerability ; and
- Determine the level of risk

The formalized process of Disaster Risk Assessment was implemented with the following 3 steps:

- Preparation Phase (step 1);
- Hazard and Vulnerability assessment phase (step 2);
- Capacity assessment phase (step 3);
- Priority Analysis;
- Areas at Risk.

The Key Performance Indicators (outcomes) of the reviewed plan are as follows:

- All potential hazards identified in the District;
- All potential risks assessed and prioritised;
- Contingency plans drafted on all identified priority risks;
- Detailed DMPs drafted by the sector departments; and
- Detailed DMP drafted by the Mkhambathini Local Municipality.

Municipal Disaster Management Inter-Departmental Committee

The Management Committee seats on a monthly basis and Disaster Management issues and resolutions are discussed and taken at that level and cascaded to the Community Services Portfolio Committee and subsequently the Council if there is a need.

Municipal Disaster Management Advisory Forum

Section 44(1) (b) of the Disaster Management Act No. 57 of 2002 (DM Act) calls for an integrated and coordinated approach to disaster risk management in municipal areas. To make provision for the integration and coordination of disaster risk management activities and to give effect to the principle of co-operative governance in the Mkhambathini Local Municipality, the Municipal Council may establish a Disaster Risk Management Advisory Forum. Section 51 of the Disaster Management Act makes provision for the establishment of such a Forum.

Accordingly, the Mkhambathini Disaster Management Advisory Forum was launched in 2013 for the purpose of dealing with the disaster risk management planning and coordination and the Forum is currently functioning commendably.

The Advisory Forum seats quarterly and constitutes of the following role-players:

- Provincial Disaster Management Centre;
- Department of Social Development;
- Department of Home Affairs;
- SASSA;
- South African Police Services;
- Department of Transport;
- Non-Governmental Organisations;
- Community Based Organisations;
- Ward Committee members;
- Councillors; and
- Traditional leaders.

The main objectives of the Forum are to:

- Make recommendations to the Municipal Council concerning the disaster risk management activities;
- Ensure the application of the principles of Co-operative Governance for the purpose of Disaster Risk Management in the Municipality ;
- Establish integrated Technical Task Teams for the development and implementation of policies, plans, programmes and projects to reduce disaster risk and build resilience ;
- Contribute to the generation of a disaster risk profile for the Municipality ;
- Help to ensure community awareness of Disaster Risk Management arrangements;
- Participate in the development and maintenance of disaster risk management information management and communication systems;
- Establish integrated technical task teams for the development and maintenance of disaster contingency plans;
- Support and contribute to knowledge management programmes in the field of disaster risk management in the municipality; and
- Advise any organ of state, statutory functionary, non-governmental organisation, community or the private sector on any matter relating to disaster risk management.

DISASTER RISK ASSESSMENT

Disaster Risk Management "is the systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to prevent or to limit (mitigation and preparedness) adverse effects of hazards" (NDMPF, 2005).

Disaster Risk Assessment gives an indication of each hazard which could cause a disaster, the hazard probability of occurrence, its possible impact, the vulnerable areas and the ability to cope when it occurs. A hazard may occur at any time so preparedness and resilience are what Disaster Management Practitioners need to strive for.

Disaster risk reduction is a community driven process, it is in the community where the operational activities related to disaster risk management take place. Ward Councilors, traditional leadership and sector Departments were fully involved during the risk assessment which informed the findings.

The Mkhambathini disaster risk assessment exercise was completed in September 2021, its purpose was as stated below:

- To determine levels of disaster risk by analysing hazards, vulnerability and coping capacity in order to set priorities for disaster risk reduction action;
- To develop a disaster risk management plan for Mkhambathini Local Municipality; and
- To identify possible disaster risk reduction programmes informed by ward based disaster risk assessment.

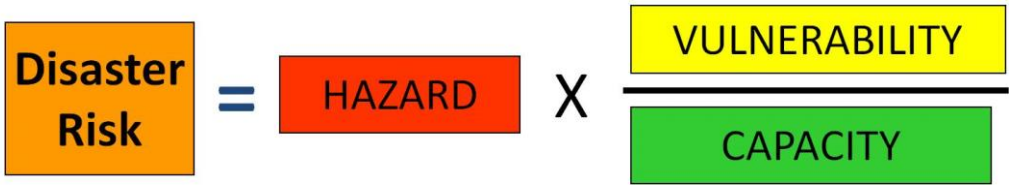


Figure 2 above: Formula for calculating disaster risk

List of Priority Risks (Hazards)

Below is a list of priority disaster risks/hazards in the Mkhambathini Municipal area as per the risk assessment exercise.

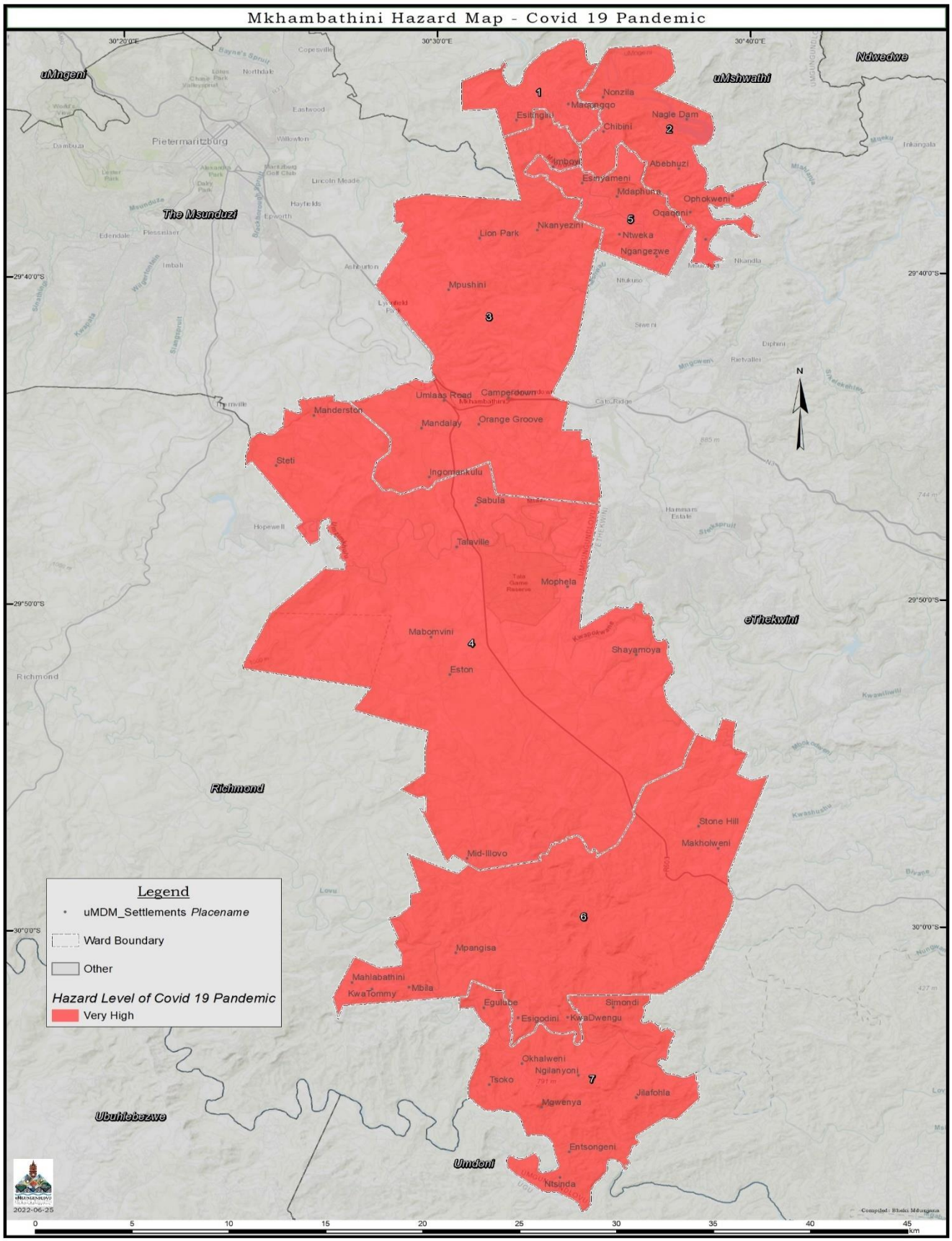
POSSIBLE HAZARDS	HUMAN MADE HAZARDS	NATURAL HAZARDS
Pandemics (Covid 19) Substance abuse Communicable diseases (cholera; HIV/AIDS and TB) Rabies Crime (Armed robberies, rape/abuse; car hi-jacking), social unrest Critical infrastructure failure Substance abuse	Shack fires Grass fires Veld and forest fires Industrial fires Water pollution Road accidents Railway accidents	Hail Lightning Wind Heavy rainfall Tornado Snow Flood Chemical spillage Landslide Drought

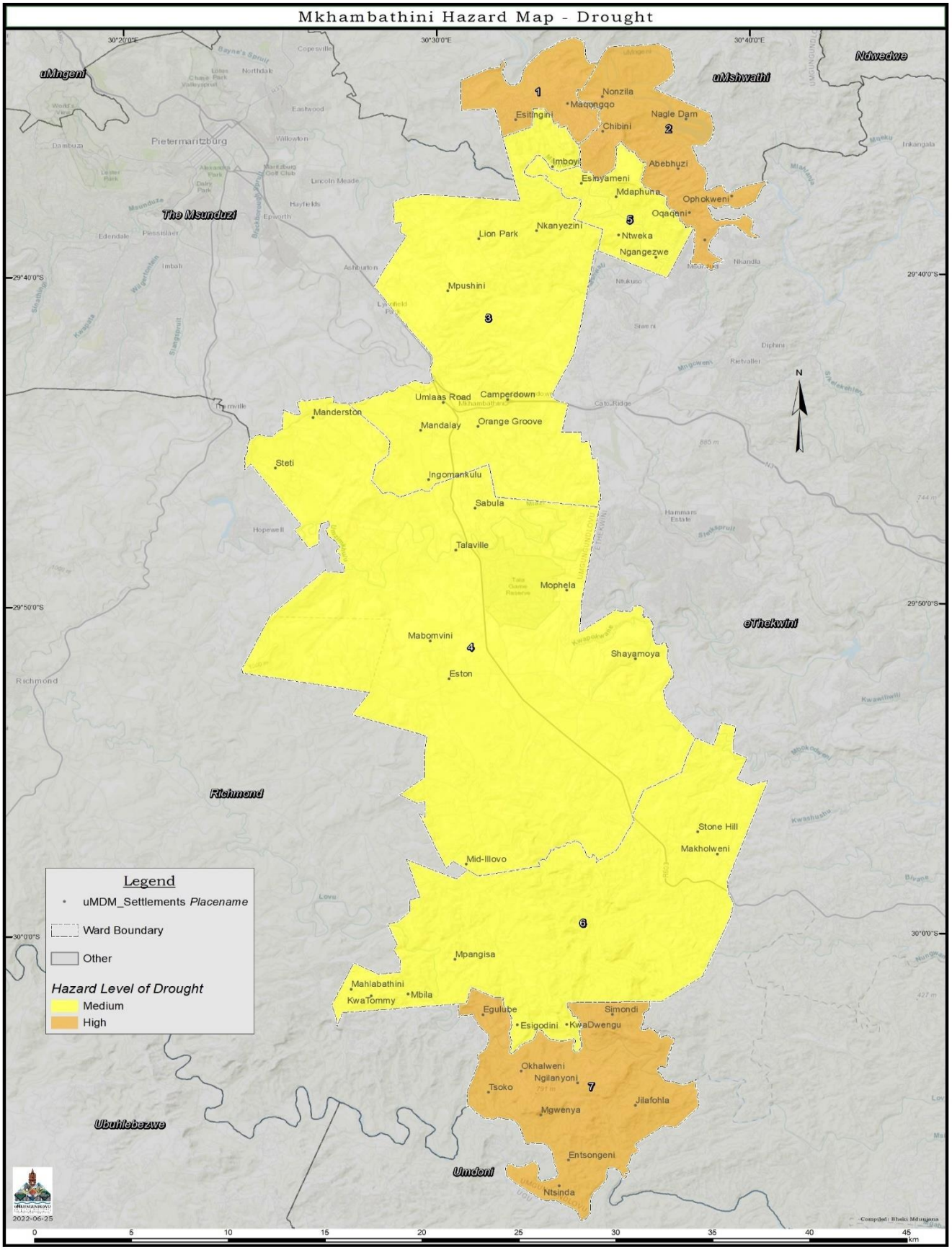
Hazard Maps

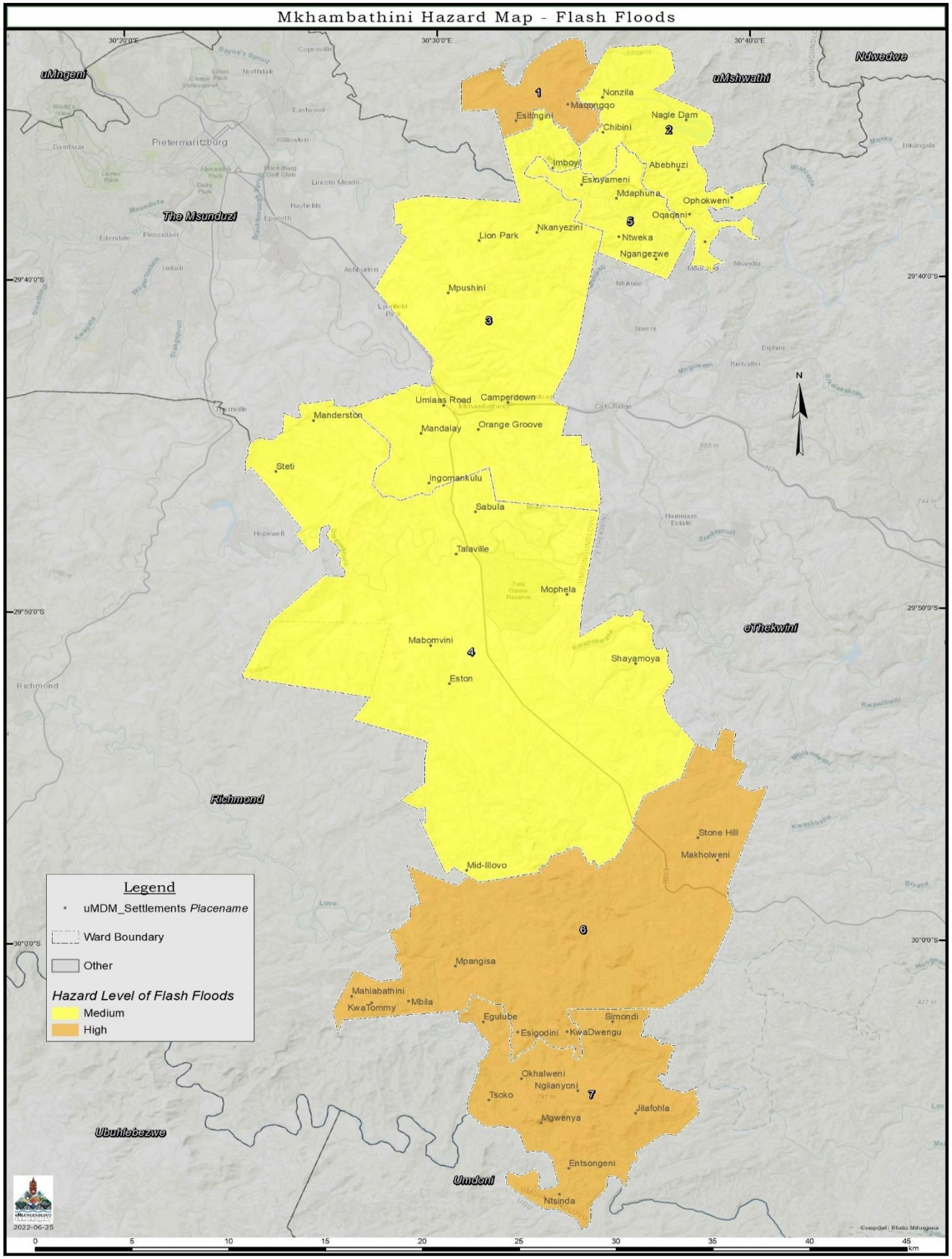
A hazard can be defined as a potentially damaging physical event, social and economic disruption or environmental degradation. Typical examples of hazards can be absence of rain (leading to drought) or the abundance thereof (leading to floods).

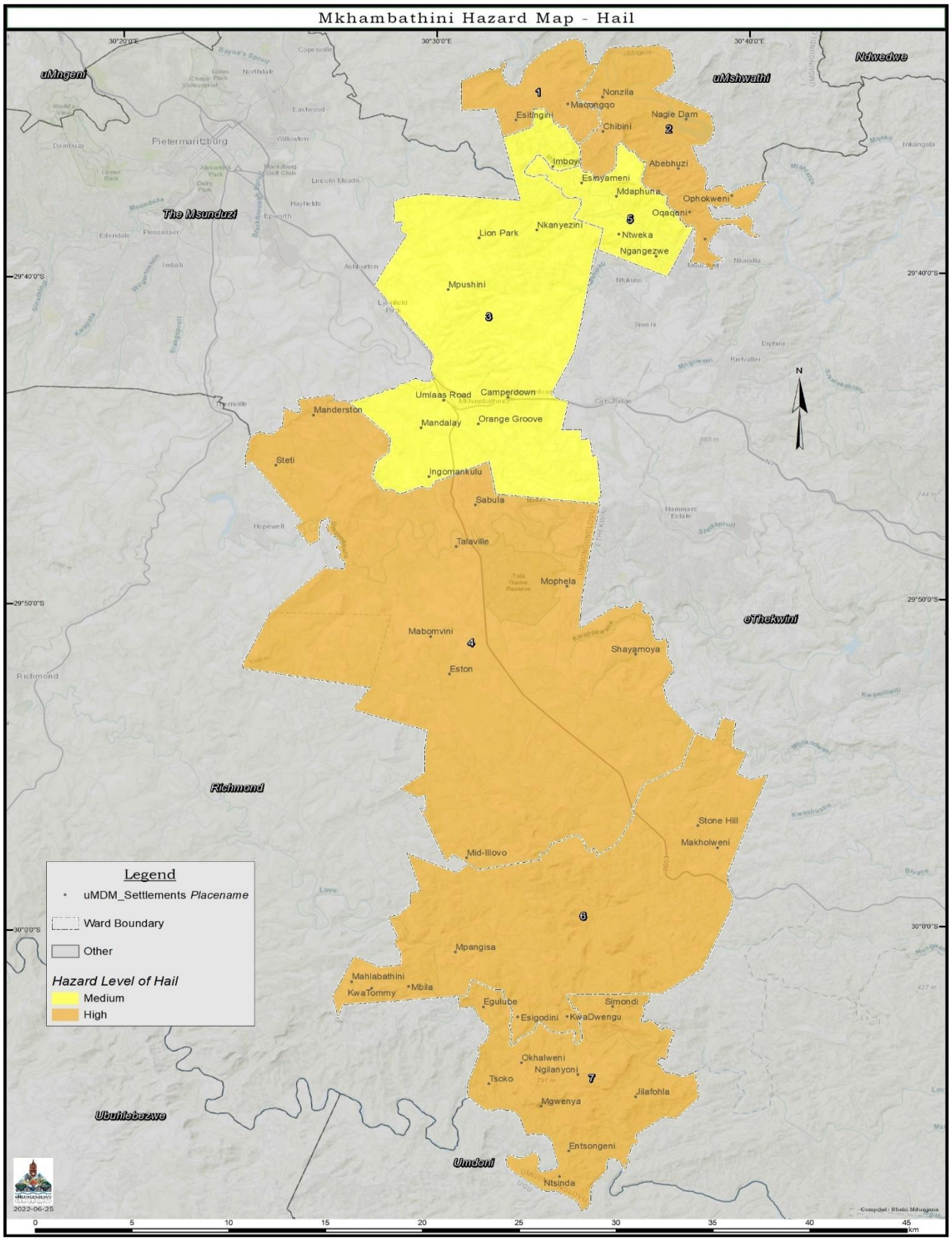
Natural hazard events can be characterized by their magnitude or intensity, **speed** of onset, duration, and the area they cover. Hazards occur at different intensities (or magnitudes) over different time scales (sometimes known as temporal scales).

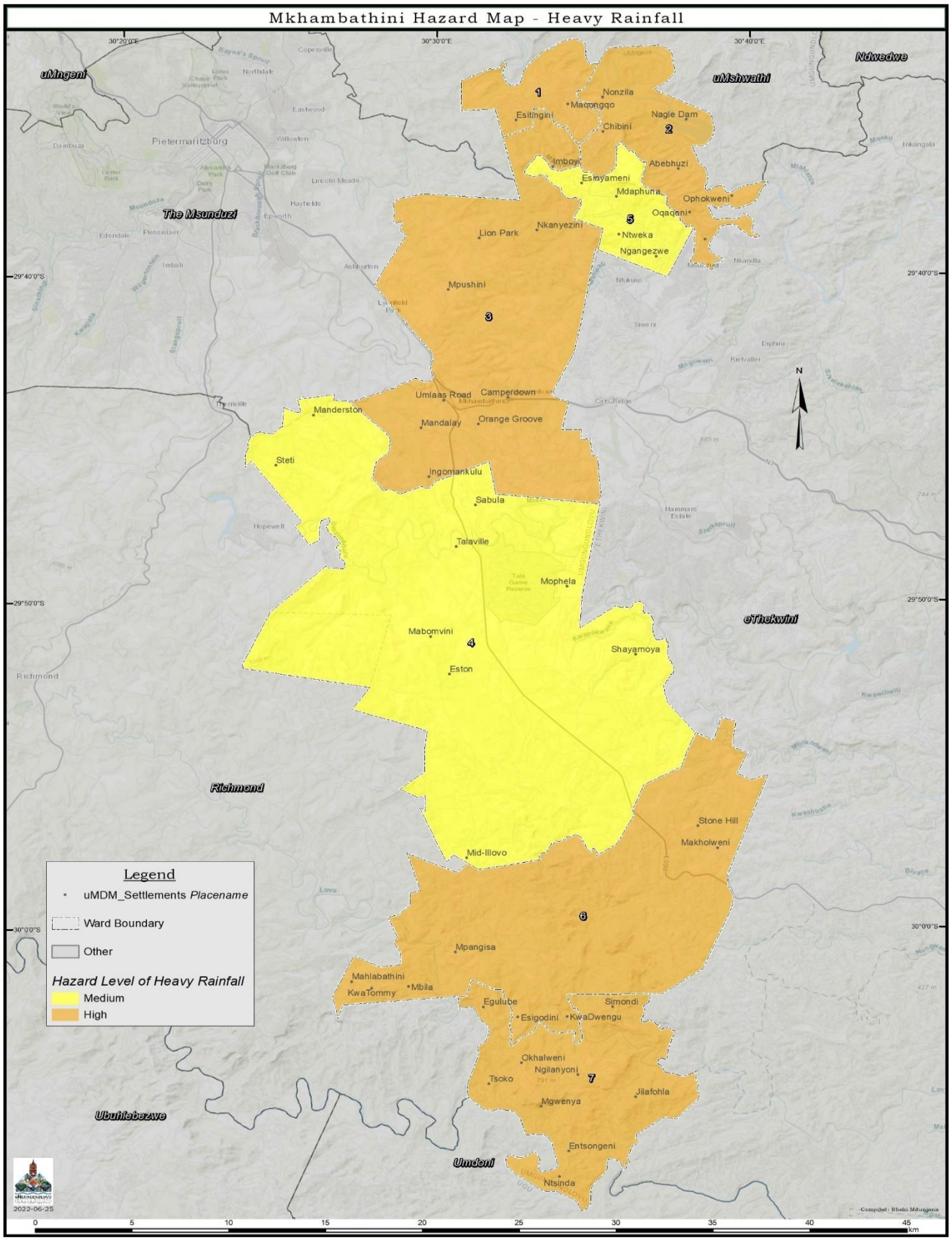
Figure 3 to below shows hazard maps as per the results of the risk assessment exercise

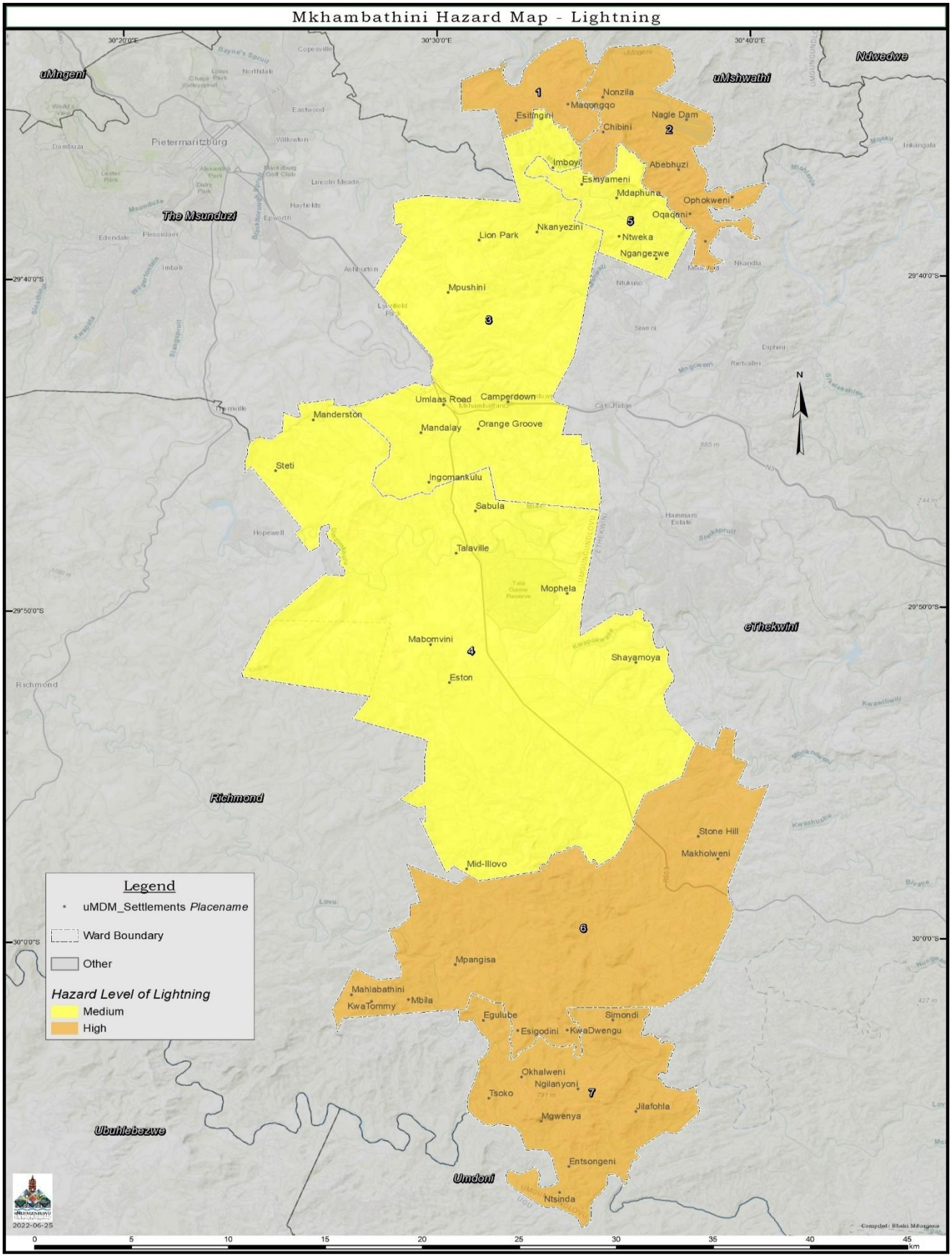

Mkhambathini Hazard Map - Covid 19 Pandemic
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Esitingilu
Nagle Dam
Chibini
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mawenya
Entsongeni
Ntsinda
1
2
3
4
5
6
7
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Covid 19 Pandemic
Very High
2022-06-25
Compiled : Bheki Mdunyana
0 5 10 15 20 25 30 35 40 45 Km

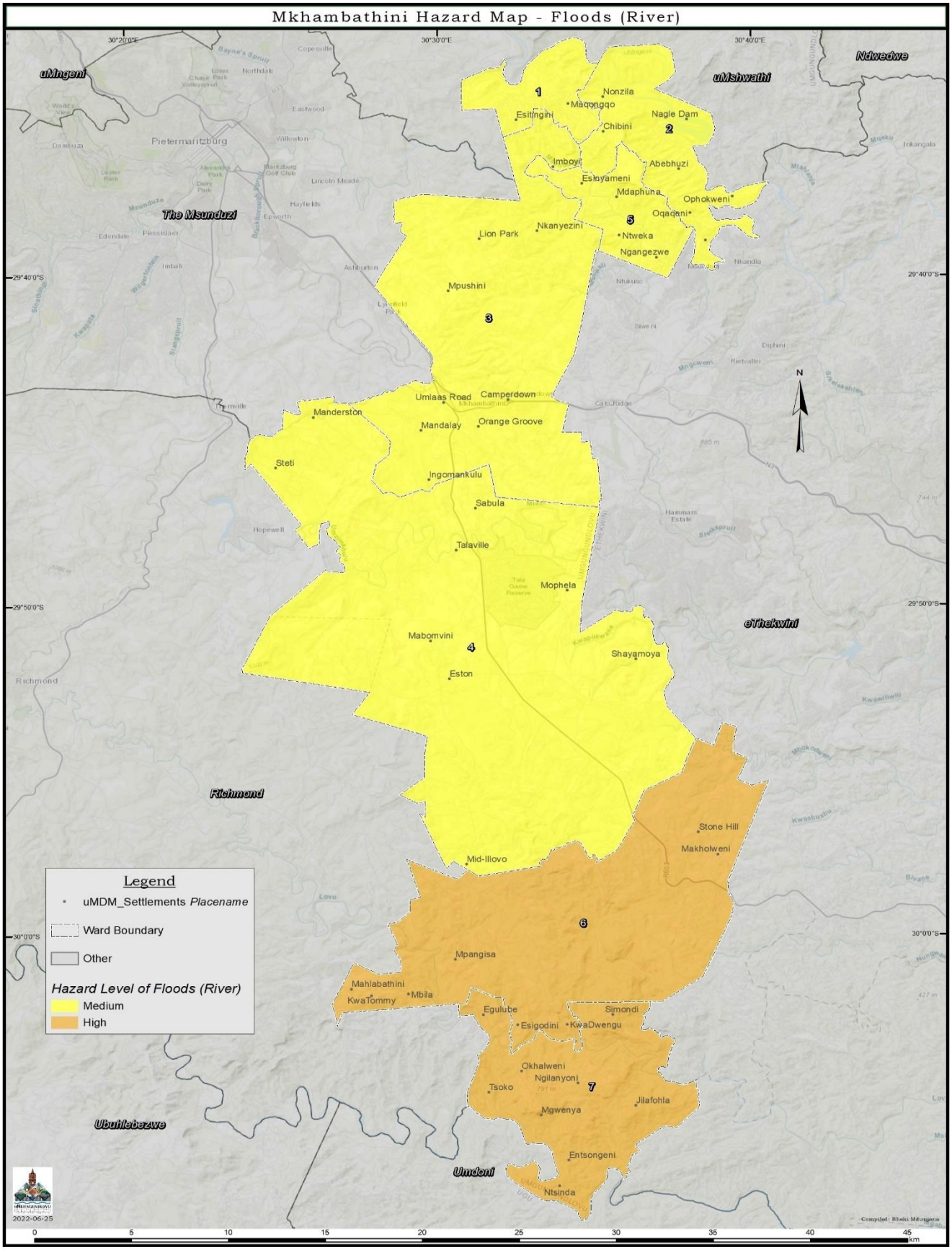

Mkhambathini Hazard Map - Drought
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Drought
Medium
High
1
2
3
4
5
6
7
N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

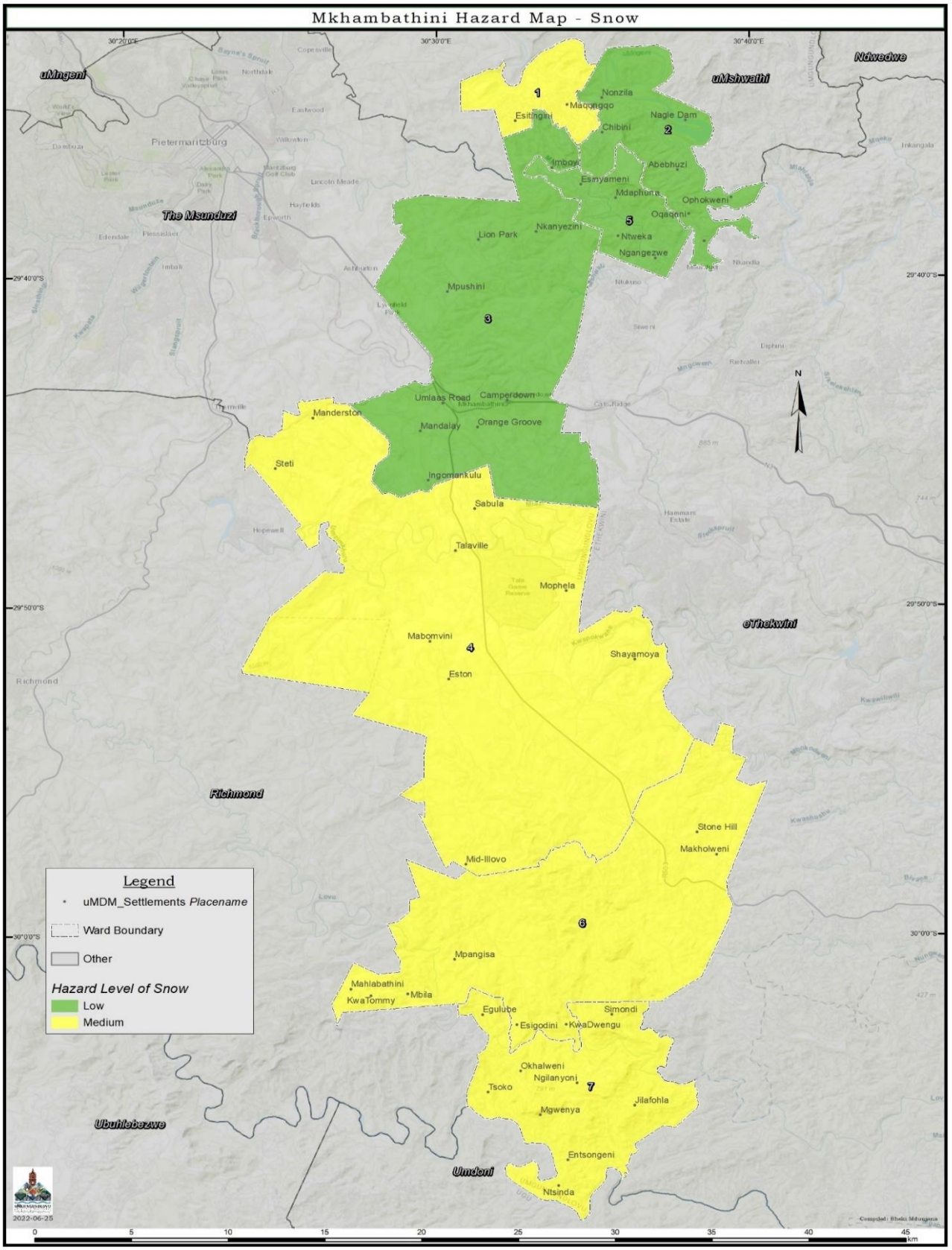

Mkhambathini Hazard Map - Flash Floods
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Macongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Flash Floods
Medium
High
1
2
3
4
5
6
7
N
2022-06-25
Compiled : Bheki Mdunjana
0 5 10 15 20 25 30 35 40 45 km

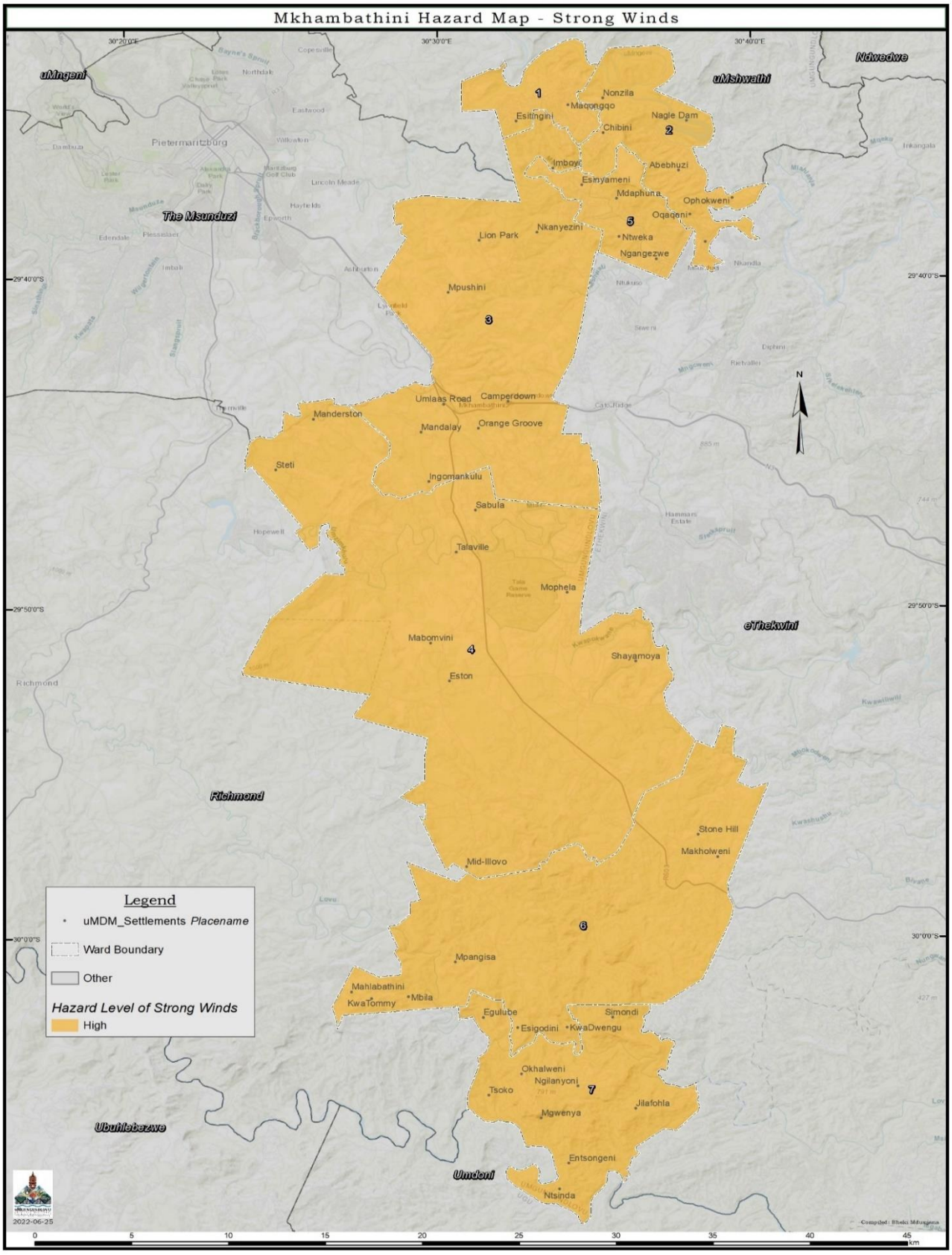

Mkhambathini Hazard Map - Hail
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Macongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Eston
Shayamoya
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
KwaDwengu
Simondi
Okhalweni
Ngilanyoni
Tsoko
Mgwenya
Jilafohla
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Hail
Medium
High
1
2
3
4
5
6
7
N
2022-06-25
Compiled: Bheki Mdunyana
0 5 10 15 20 25 30 35 40 45 km

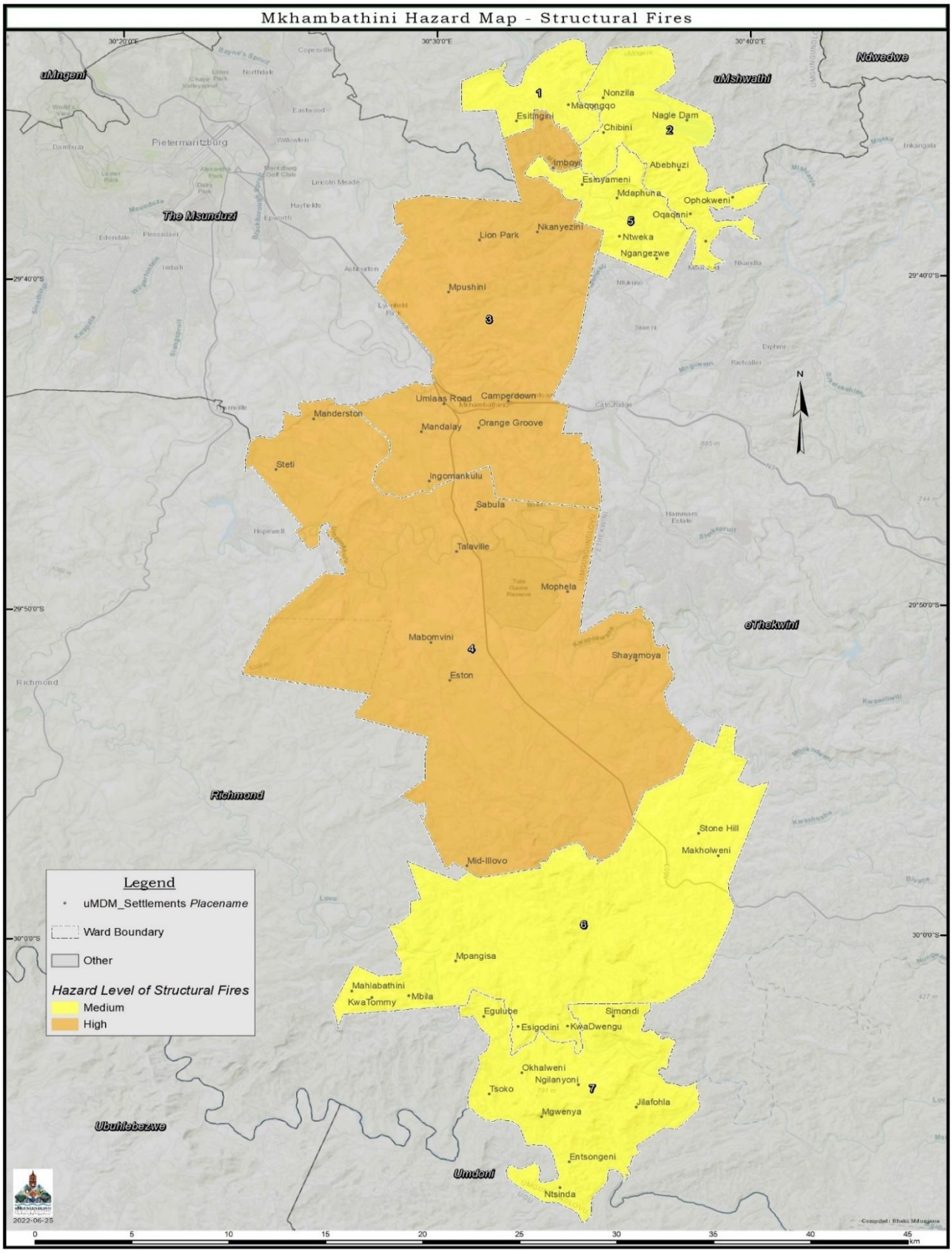

Mkhambathini Hazard Map - Heavy Rainfall
uMngeni
Ndwedwe
uMshwathi
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Macongqo
Esitingini
Nagle Dam
Chibini
Imbovi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Eston
Shayamoya
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
KwaDwengu
Simondi
Okhalweni
Ngilanyoni
Tsoko
Mgwenya
Jilafohla
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Heavy Rainfall
Medium
High
1
2
3
4
5
6
7
N
2022-06-25
Compiled: Bheki Mdunyana
0 5 10 15 20 25 30 35 40 45 km

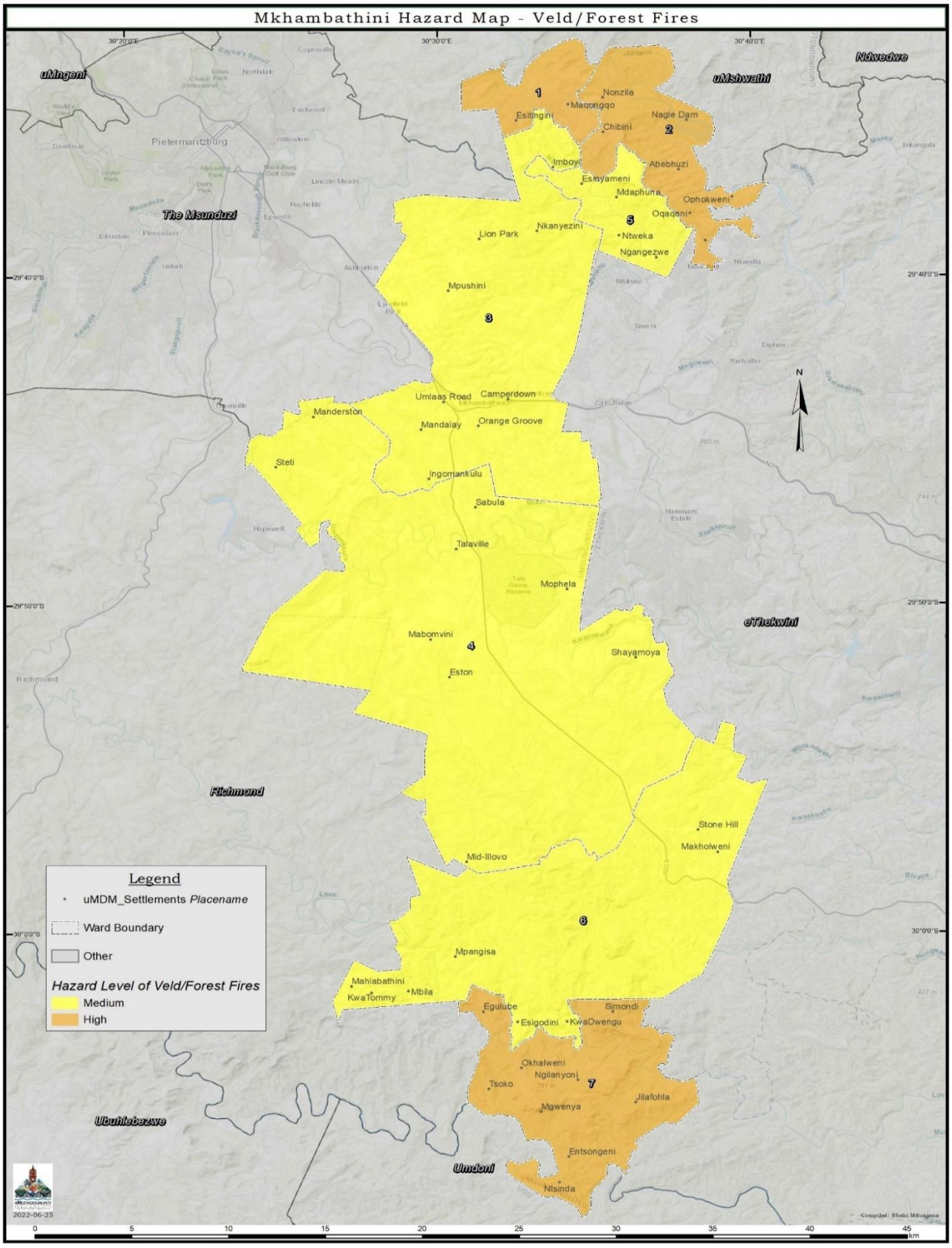

Mkhambathini Hazard Map - Lightning
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Chibini
Nagle Dam
Imboyi
Abebhuzi
Esmyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Lightning
Medium
High
1
2
3
4
5
6
7
N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

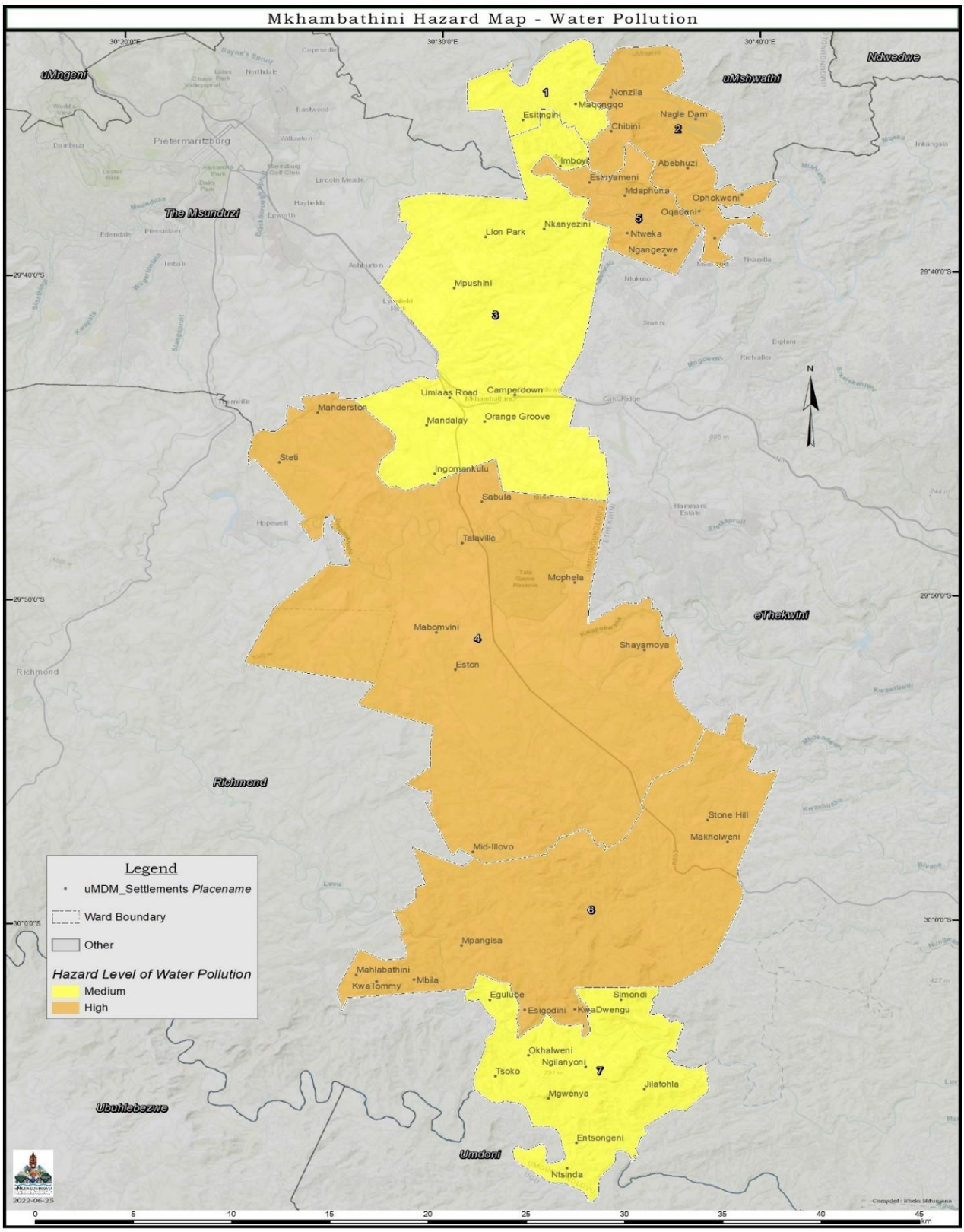

Mkhambathini Hazard Map - Floods (River)
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
eThekwini
Richmond
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Chibini
Nagle Dam
Imboyi
Abebhuzi
Esnyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Eston
Shayamoya
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Floods (River)
Medium
High
1
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5
6
7
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

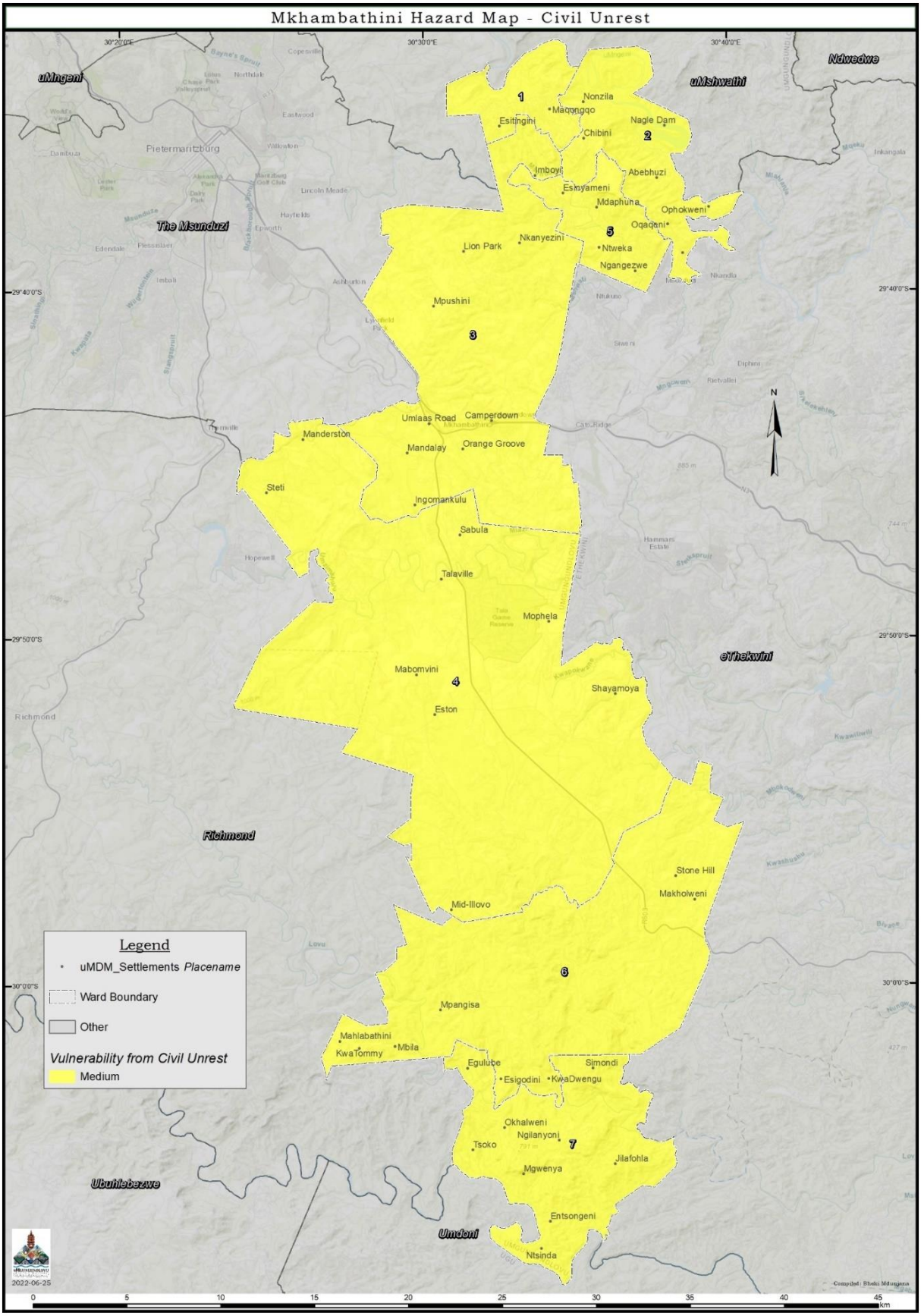

Mkhambathini Hazard Map - Snow
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqonqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Snow
Low
Medium
1
2
3
4
5
6
7
N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

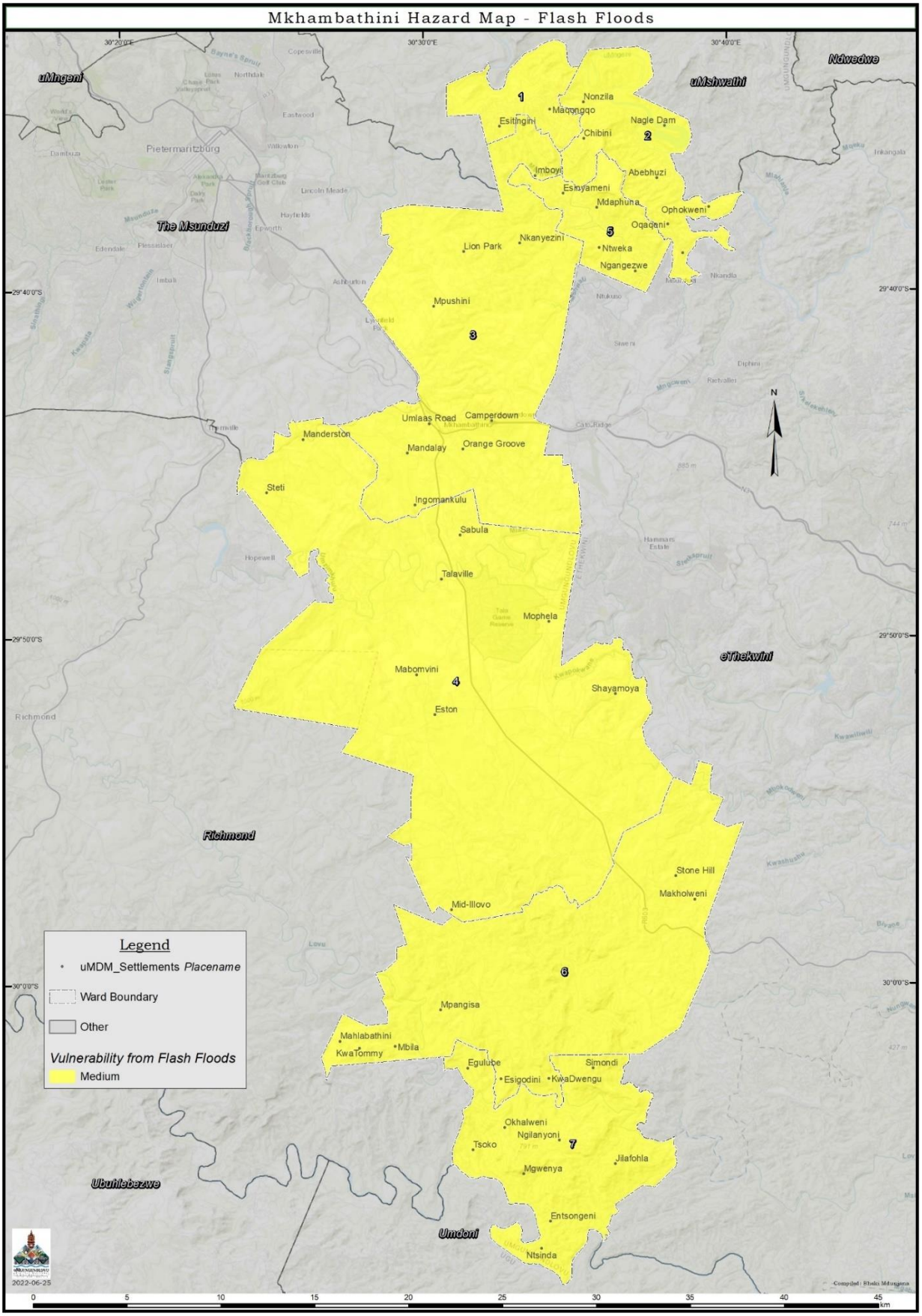

Mkhambathini Hazard Map - Strong Winds
uMngeni
uMshwathi
Nkwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Strong Winds
High
1
2
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6
7
N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

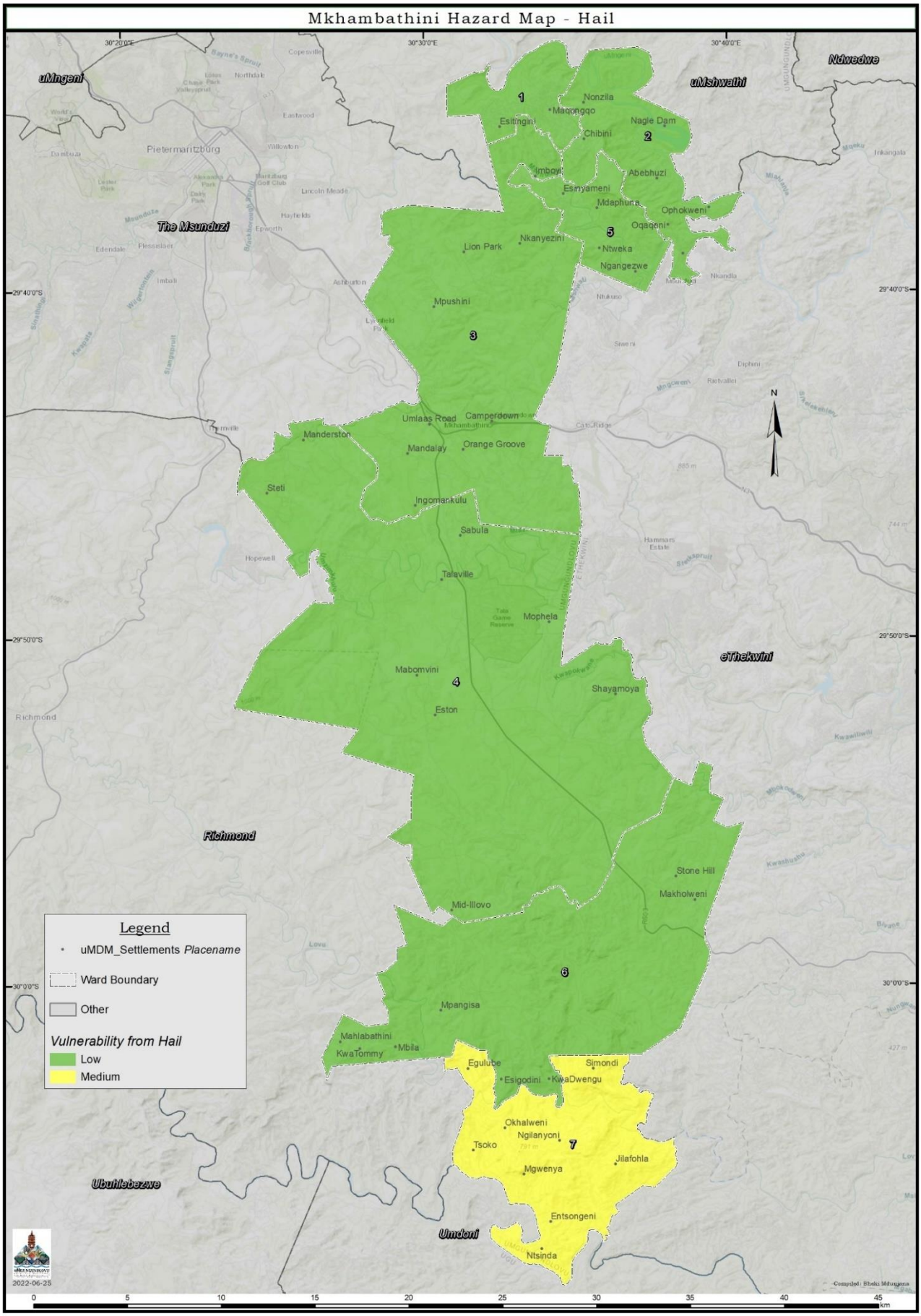

Mkhambathini Hazard Map - Structural Fires
uMngeni
Ndwedwe
uMshwathi
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Macongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Eshyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
1
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5
6
7
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Structural Fires
Medium
High
N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

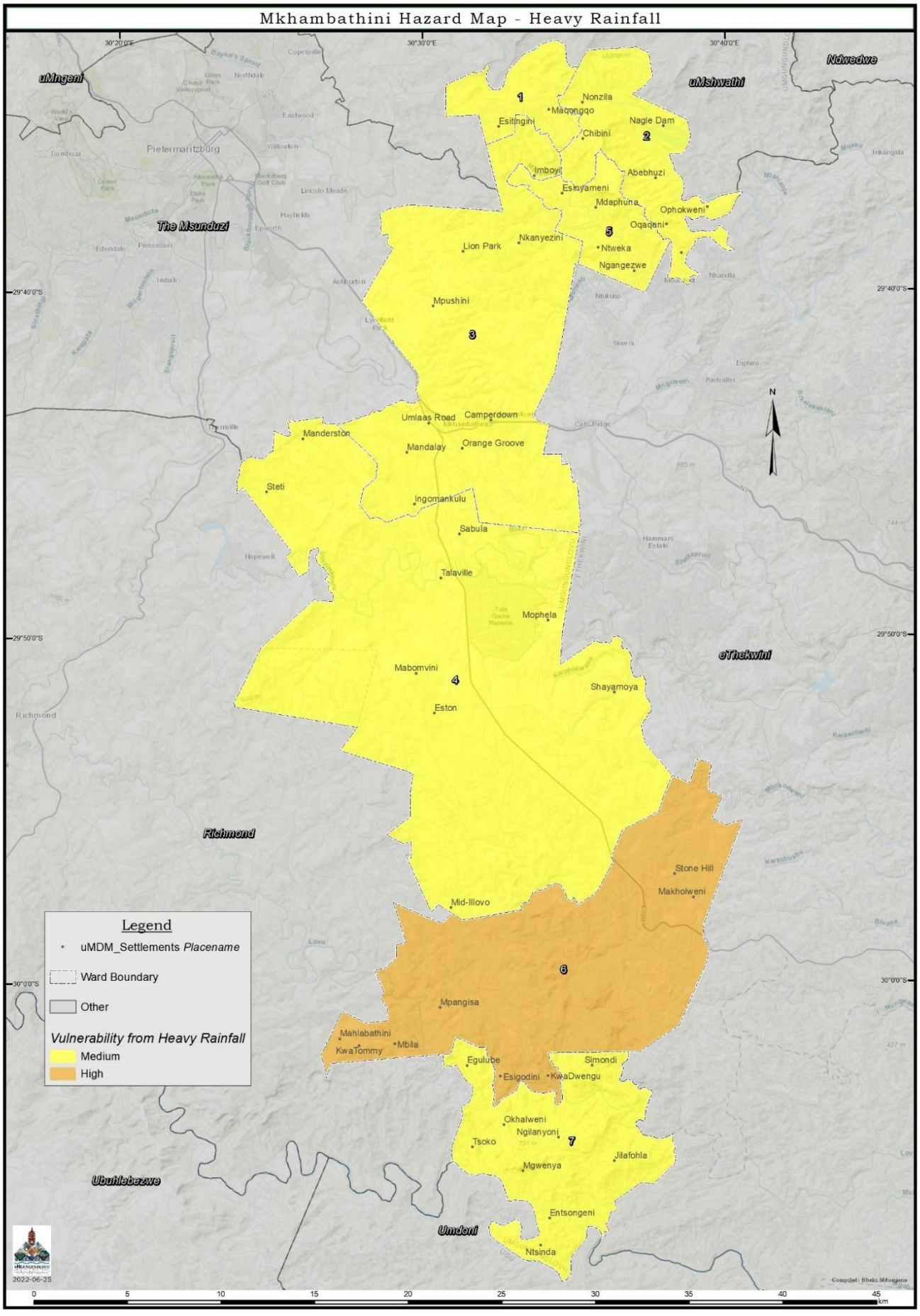

Mkhambathini Hazard Map - Veld/Forest Fires
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Eshyameni
Mdaphuna
Ophokweni
Oqaqeni
Nkanyezini
Lion Park
Ntweka
Ngangezwe
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
KwaDwengu
Simondi
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Veld/Forest Fires
Medium
High
1
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4
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6
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N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

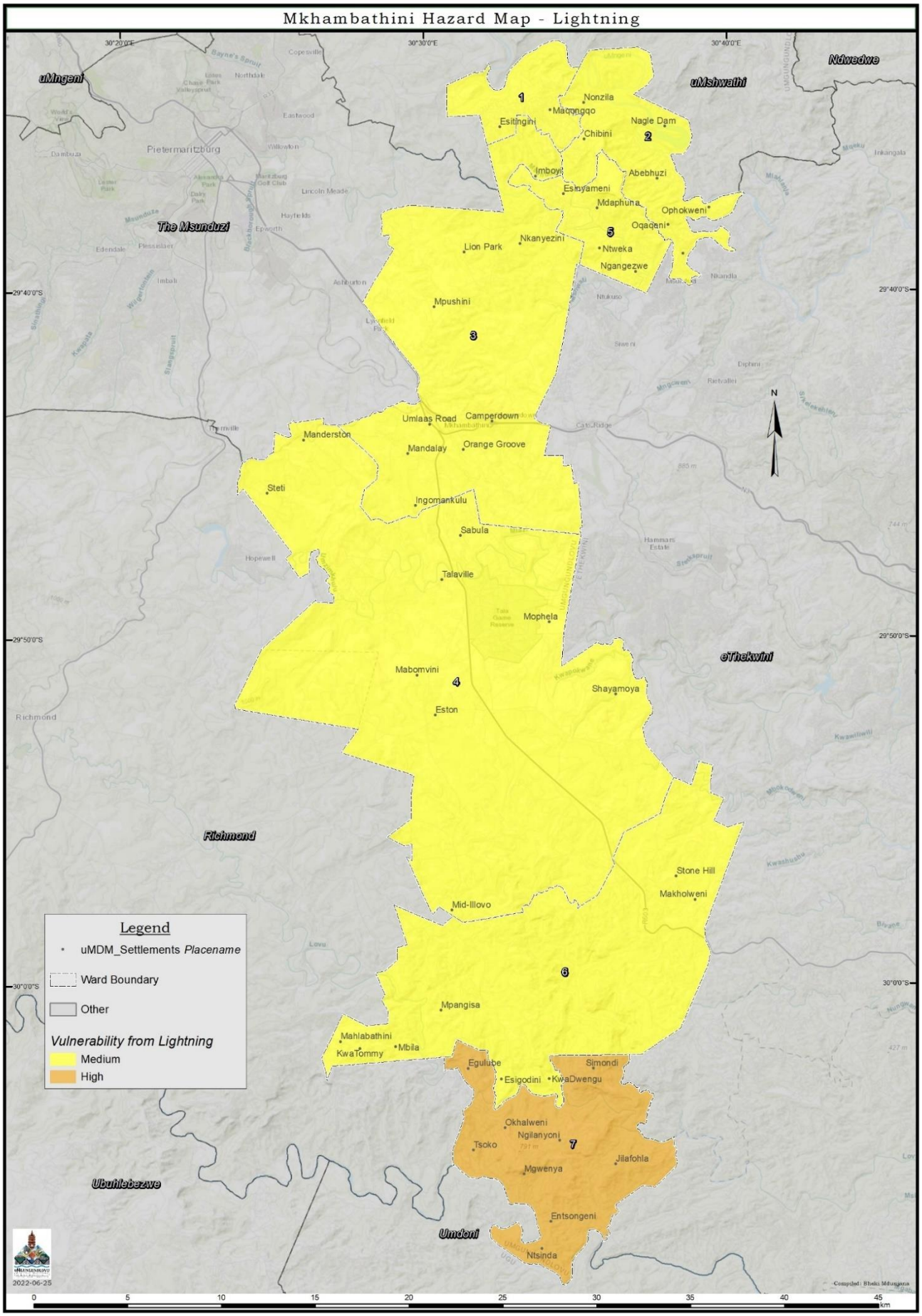

Mkhambathini Hazard Map - Water Pollution
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uMshwathi
Ndwedwe
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Pietermaritzburg
Nonzila
Esitingini
Macongqo
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esmyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Eston
Shayamoya
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
KwaDwengu
Simondi
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Water Pollution
Medium
High
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

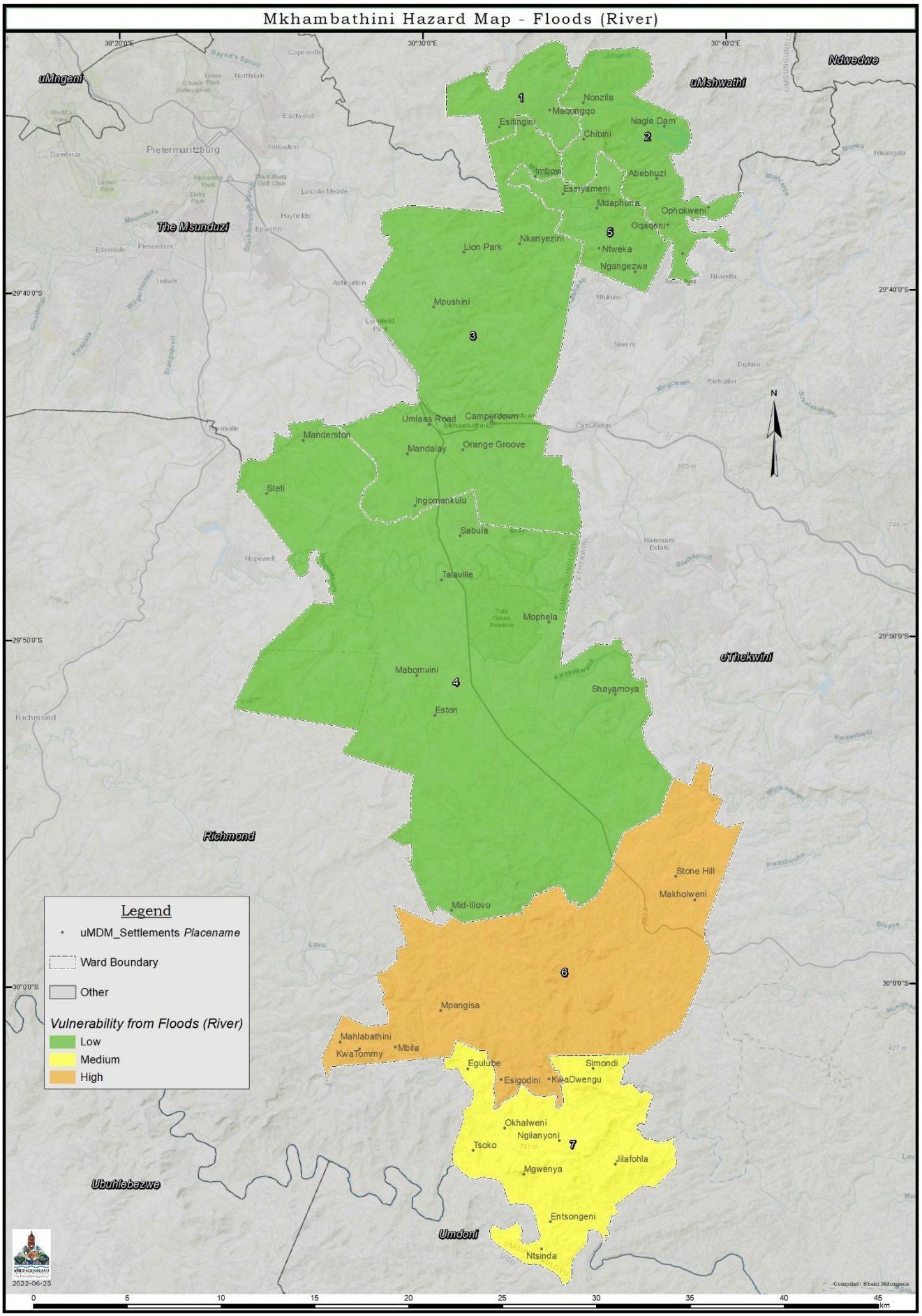

Mkhambathini Hazard Map - Civil Unrest
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
eThekwini
Richmond
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Macongco
Esitingini
Chibini
Nagle Dam
Imboyi
Abebhuzi
Eskoyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Eston
Shayamoya
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
KwaDwengu
Simondi
Okhalweni
Ngilanyoni
Tsoko
Mgwenya
Jilafohla
Entsongeni
Ntsinda
1
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6
7
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Civil Unrest
Medium
N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

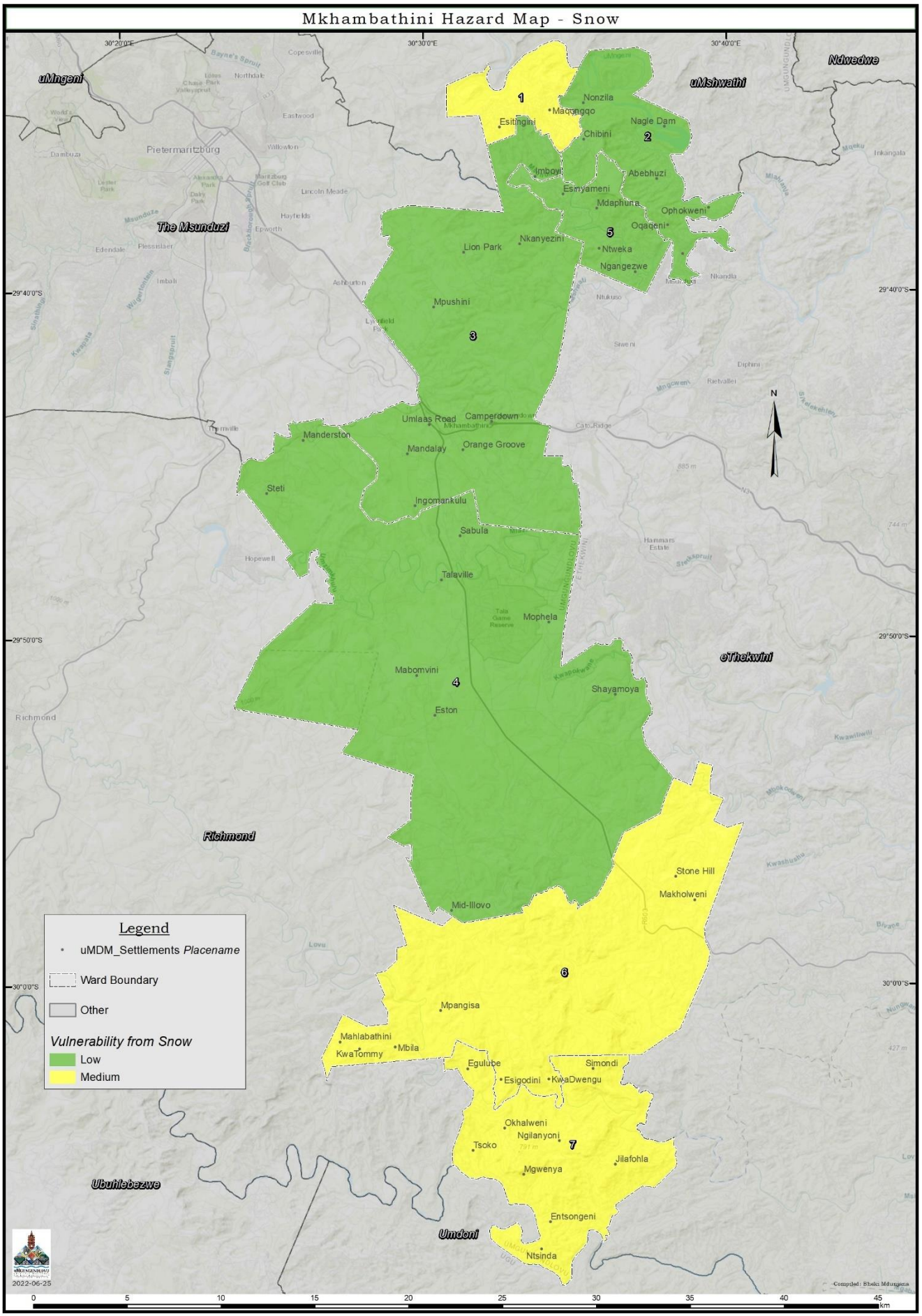

Mkhambathini Hazard Map - Flash Floods
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Macongqo
Esithingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
1
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3
4
5
6
7
N
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Flash Floods
Medium
2022-06-25
Compiled : Bheki Mdunge
0 5 10 15 20 25 30 35 40 45 km

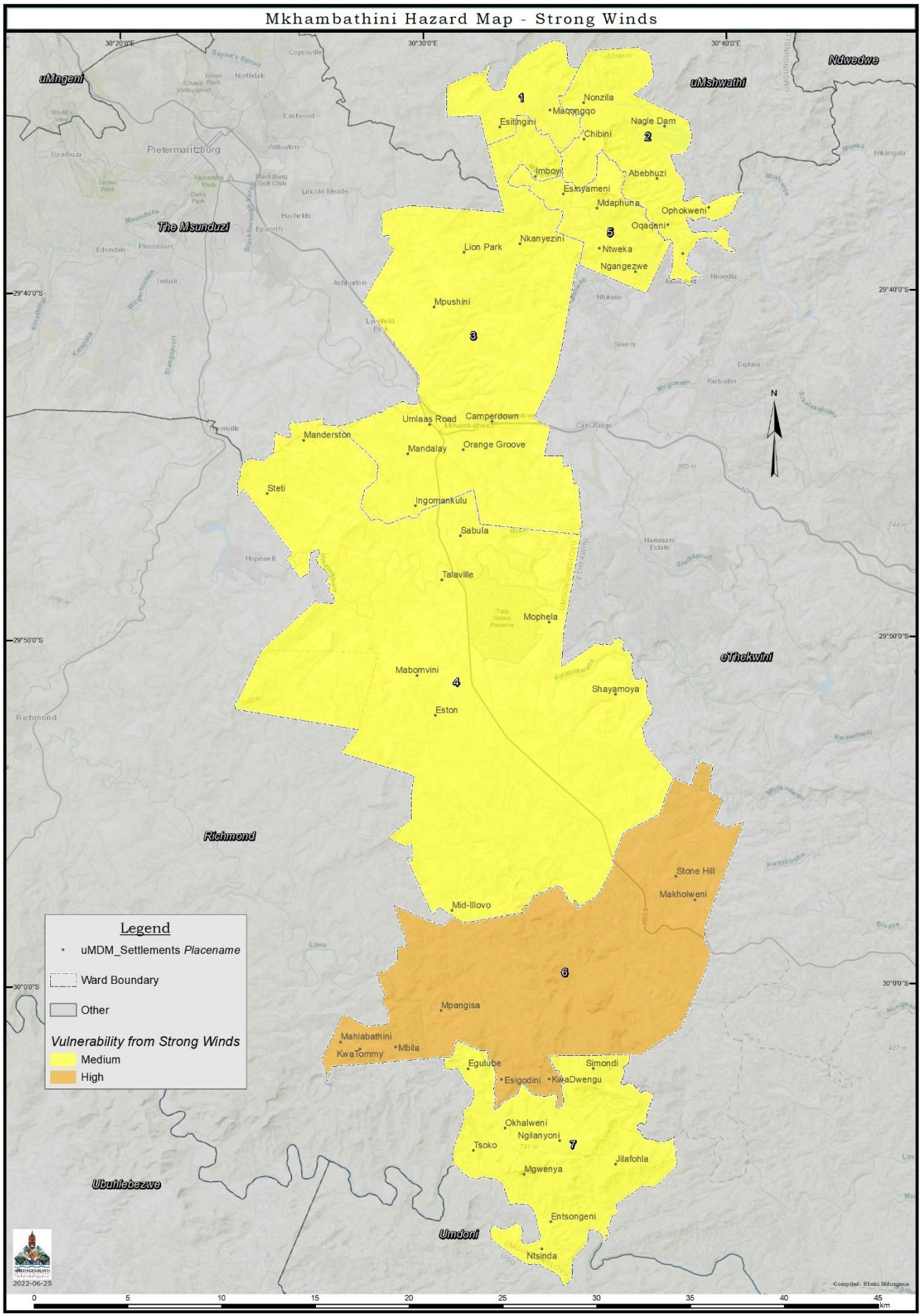

Mkhambathini Hazard Map - Hail
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Nagle Dam
Chibini
Imbovu
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Lion Park
Nkanyezini
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
1
2
3
4
5
6
7
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Hail
Low
Medium
N
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

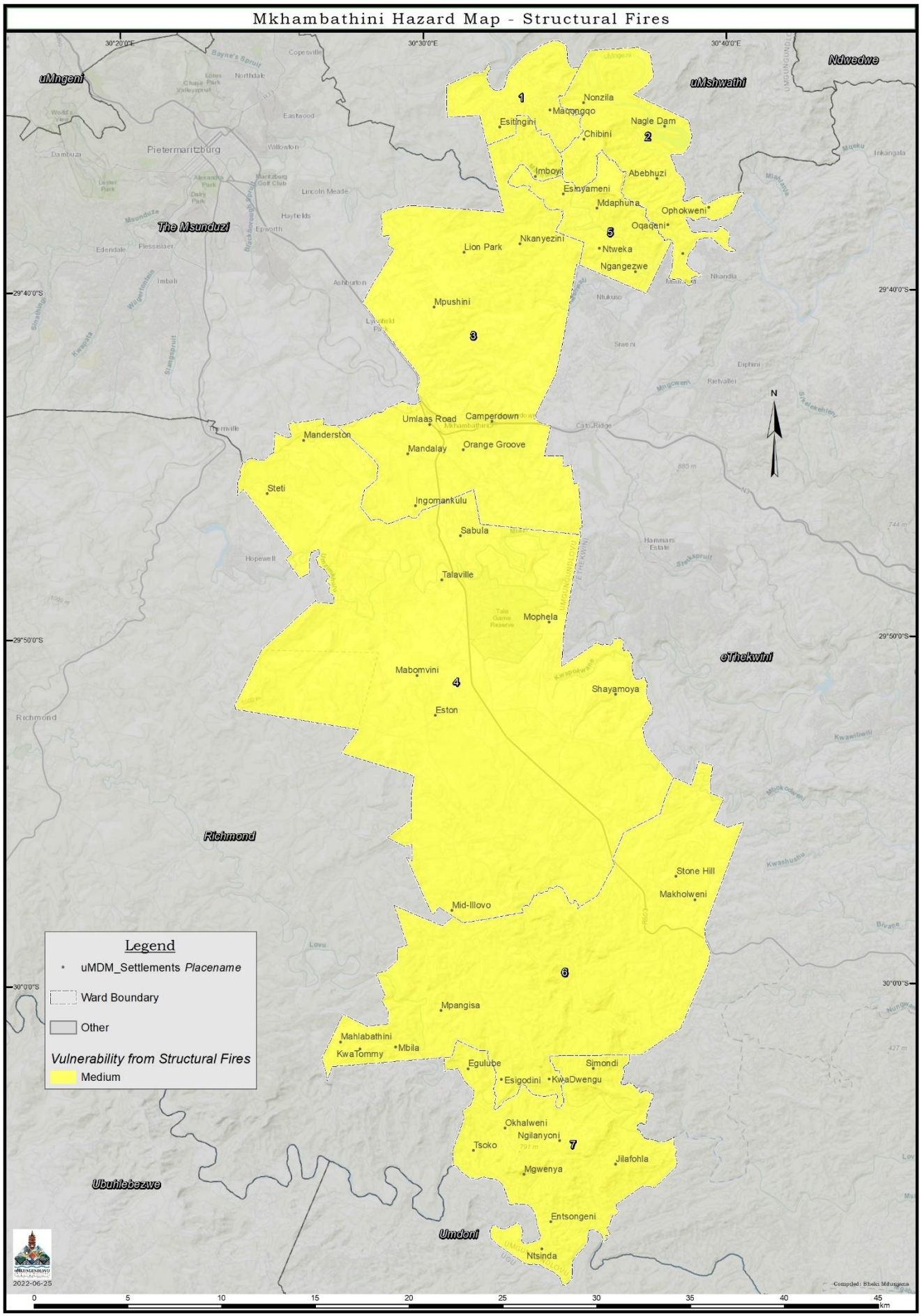

Mkhambathini Hazard Map - Heavy Rainfall
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqonggo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Eshayameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
1
2
3
4
5
6
7
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Heavy Rainfall
Medium
High
N
30°20'0"E
30°30'0"E
30°40'0"E
29°40'0"S
29°50'0"S
30°0'0"S
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

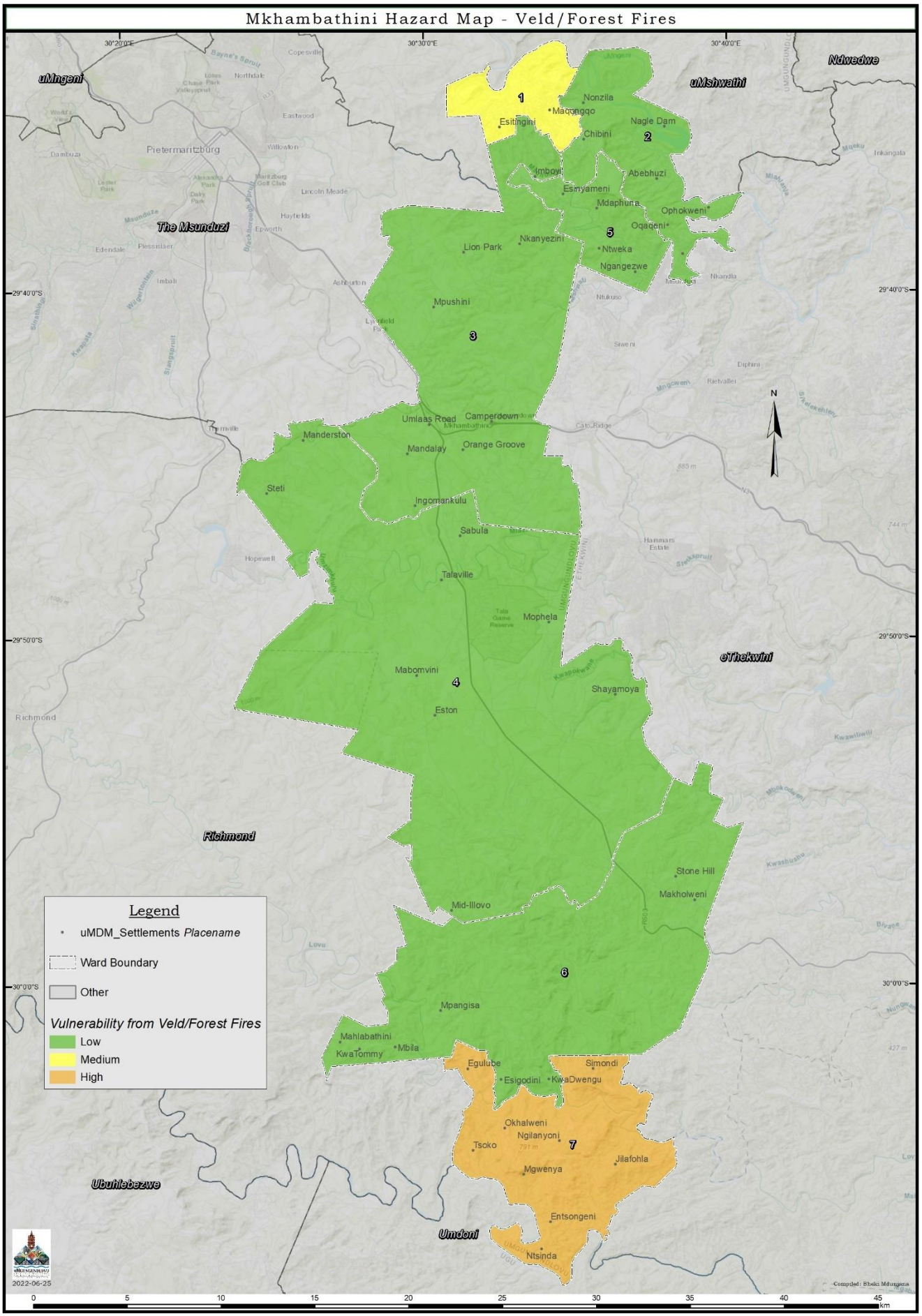

Mkhambathini Hazard Map - Lightning
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Eshayameni
Mdaphuna
Ophokweni
Oqaqeni
Nkanyezini
Lion Park
Ntweka
Ngangezwe
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Lightning
Medium
High
1
2
3
4
5
6
7
N
30°20'0"E
30°30'0"E
30°40'0"E
29°40'0"S
29°50'0"S
30°0'0"S
2022-06-25
0 5 10 15 20 25 30 35 40 45 km

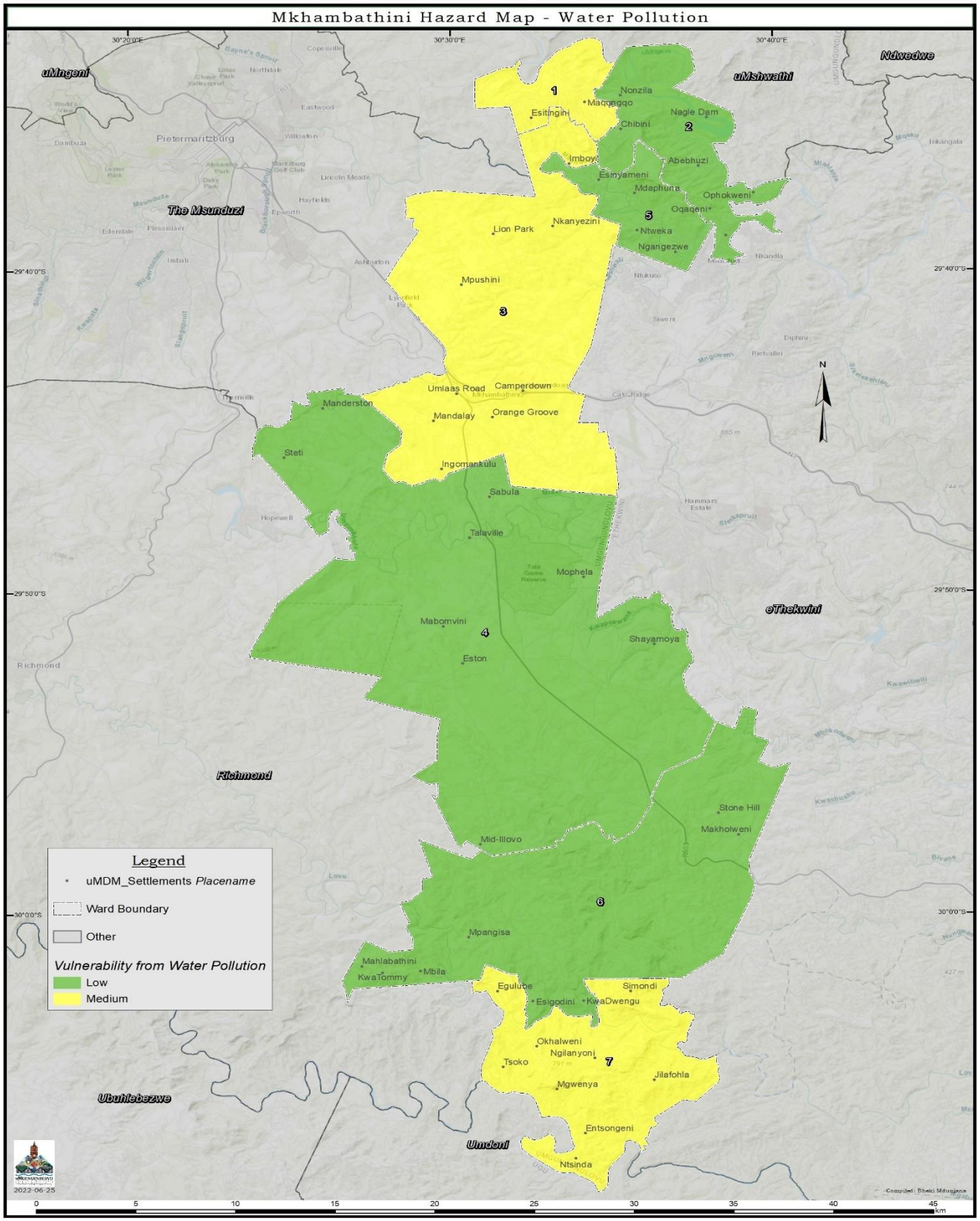

Mkhambathini Hazard Map - Floods (River)
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Pietermaritzburg
Nonzila
Macronggo
Esitingini
Nagle Dam
Chibini
Imbovu
Abebhuzi
Esmyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Mid-Illovo
Stone Hill
Makholweni
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
Simondi
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Floods (River)
Low
Medium
High
N
2022-06-25
Compiled : Bheki Mdungana
0 5 10 15 20 25 30 35 40 45 km


Mkhambathini Hazard Map - Snow
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Pietermaritzburg
Camperdown
Umlaas Road
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Mid-Illovo
Stone Hill
Makholweni
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
Simondi
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Mgwenya
Jilafohla
Entsongeni
Ntsinda
Nonzila
Maqonqo
Esitingini
Chibini
Nagle Dam
Imbovu
Esmyameni
Abebhuzi
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
1
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3
4
5
6
7
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Snow
Low
Medium
N
2022-06-25
Compiled: Bheki Mdungana
0
5
10
15
20
25
30
35
40
45
km


Mkhambathini Hazard Map - Strong Winds
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Pietermaritzburg
Nonzila
Macongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
1
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4
5
6
7
N
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Strong Winds
Medium
High
2022-06-25
Compiled: Bheki Mdunyana
0 5 10 15 20 25 30 35 40 45 km


Mkhambathini Hazard Map - Structural Fires
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Pietermaritzburg
Nonzila
Macingqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Simondi
Esigodini
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Structural Fires
Medium
N
2022-06-25
Compiled: Bheki Mdungana
0 5 10 15 20 25 30 35 40 45 km


Mkhambathini Hazard Map - Veld/Forest Fires
uMngeni
Ndwedwe
uMshwathi
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Nagle Dam
Chibini
Imbovu
Abebhuzi
Esmyameni
Mdaphuna
Ophokweni
Oqaqeni
Ntweka
Ngangezwe
Nkanyezini
Lion Park
Mpushini
Umlaas Road
Camperdown
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Shayamoya
Eston
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Egulube
Esigodini
Simondi
KwaDwengu
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Vulnerability from Veld/Forest Fires
Low
Medium
High
1
2
3
4
5
6
7
N
30°20'0"E
30°30'0"E
30°40'0"E
29°40'0"S
29°50'0"S
30°0'0"S
2022-06-25
Compiled: Bheki Mdungana
0
5
10
15
20
25
30
35
40
45
km



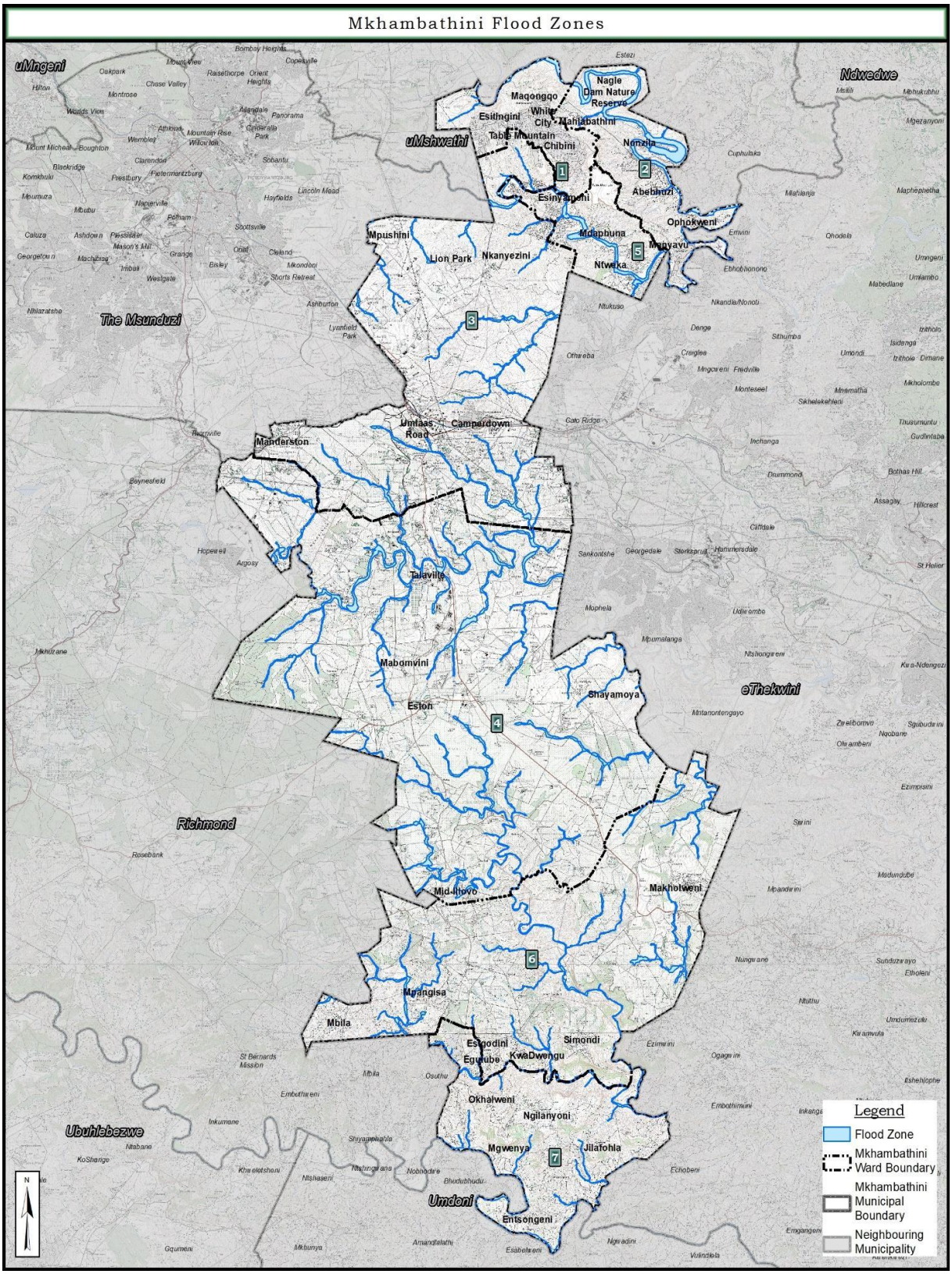
Vulnerability maps were produced after considering critical factors of vulnerability such as political, social, economic, technological and environmental factors.

Vulnerability Maps

Vulnerability describes the characteristics and circumstances of a community, system or asset that make it vulnerable to the damaging effects of a hazard. There are many aspects of vulnerability, arising from various physical, social, economic, and environmental factors. Examples may include:

- *poor design and construction of buildings;*
- *inadequate protection of assets;*
- *lack of public information and awareness;*
- *limited official recognition of risks and preparedness measures; and*
- *disregard for wise environmental management.*

Vulnerability differs for each communities and over time. This definition identifies vulnerability as a characteristic of the element of interest (community, system or asset) which is independent of its exposure. However, in common use the word is often used more broadly to include the element's exposure.


Mkhambathini Flood Zones
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Manderston
Camperdown
Umlaas Road
Talaville
Mabomvini
Eston
Shayamoya
Mid-Illovo
Makholweni
Mbila
Mpushini
Lion Park
Nkanyezini
Ntwetwa
Mdabuna
Ophokweni
Abebhuzi
Esinyamathi
Esitingini
Maqongqo
Nagle Dam Nature Reserve
Table Mountain
Chibini
Nonzila
Mpangisa
Esigodini
Egwubu
KwaDwengu
Simondi
Okhalweni
Ngilanyoni
Mgwenya
Jilafohla
Entsongeni
1
2
3
4
5
6
7
Legend
Flood Zone
Mkhambathini Ward Boundary
Mkhambathini Municipal Boundary
Neighbouring Municipality
N

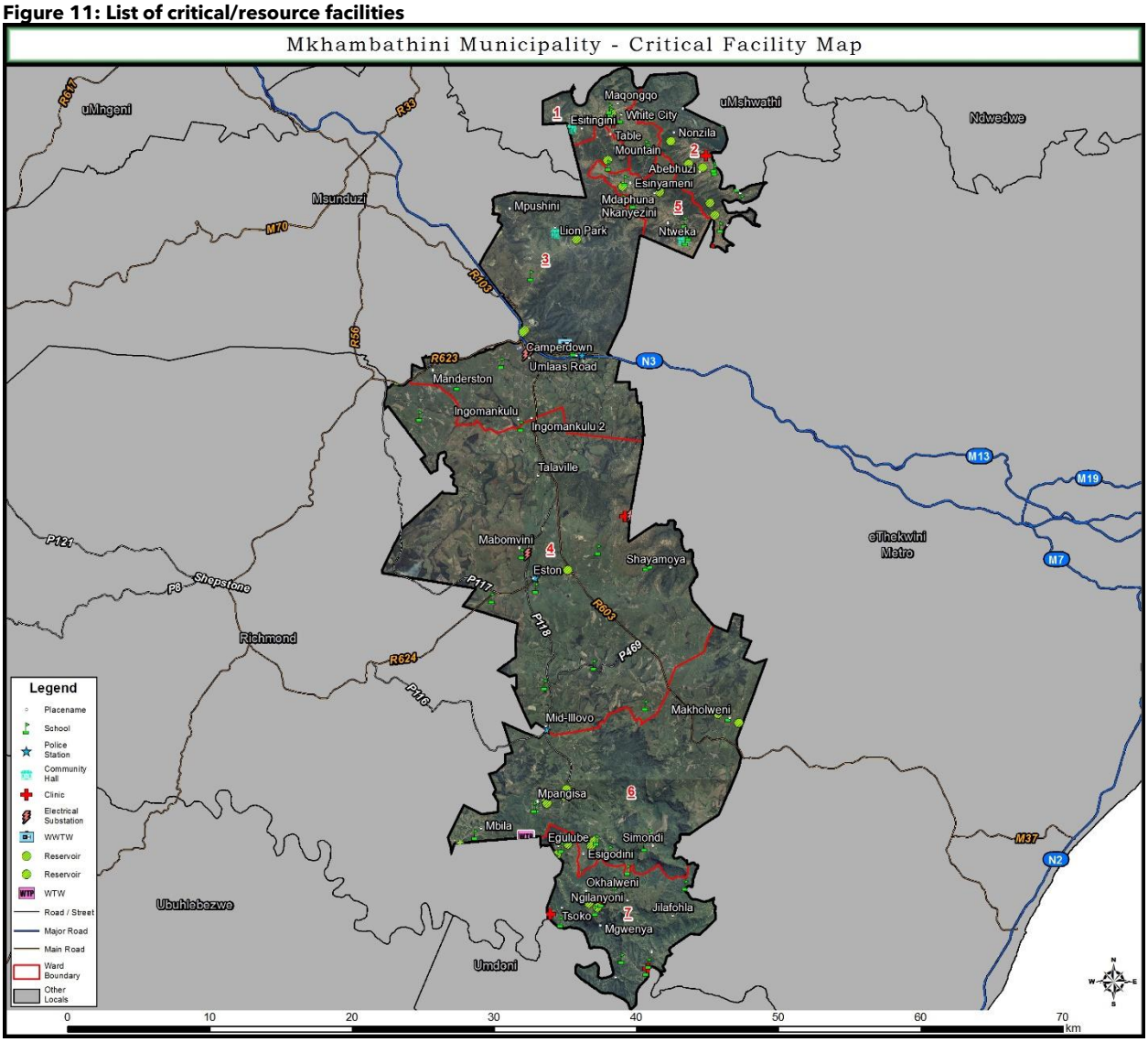
1.1. Capacity Maps

Capacity (or the lack of it) is central to reducing disaster risk and therefore critical to meeting development objectives. Disaster risk reduction requires an all-of-society engagement and partnership. It also requires empowerment and inclusive, accessible and non-discriminatory participation (UN, 2015).

Regular awareness campaigns are conducted in all Wards within the Municipality to enhance people capacity.

The capacity map below was produced after considering the combination of all the strengths, attributes and resources available within communities, society or organization that can be used should a need arise.

Figure 11: List of critical/resource facilities



Disaster Risk Rating Maps (Disaster Risk Evaluation Maps)

Disaster risk rating assists the Municipality with determining the following:

- Levels of disaster risk by analysing hazards, vulnerability and coping capacity in order to set priorities for disaster risk reduction action;
- To develop a comprehensive disaster risk management plan for Mkhambathini Local Municipality; and
- To identify possible disaster risk reduction programmes informed by ward based disaster risk assessment.

Analysis of Climate Change Risks

According to the Disaster Management Act *(Act no 57 of 2002), c*limate change may be defined as a change in the state of the climate that can be identified by changes in the variability of its properties and that persists for an extended period, typically decades or longer.

Drought is one of the major hazards affecting the Municipality due to climate change. Climate change is going to make this hazard happen more often, and more intensely, making life for vulnerable communities even tougher. The Municipal area will get hotter and summer rains will come later. Storms will become stronger, making flash flooding more likely. Dry spells between periods of rain will stretch out longer, which means more frequent and hotter droughts. This will hit farmers within the Mkhambathini area heavily, make wildland fires more problematic and damage grasslands.

COVID 19 Pandemic

The Mkhambathini Local Municipality continues to roll out a broad range of interventions aimed at mitigating the impact of Covid-19 in their communities. Issues to tackle include political manoeuvering, inadequate financial agility, a lack of coordination, ambivalence towards response structures, and tensions in key relationships, as well as antibiotic and anti-microbial resistance, biosecurity, and the need for better data sharing in disease surveillance.

The Council's primary responsibility is to continue to ensure that basic services, including water, sanitation and cleaning continues and they are doing everything within their means to assist their communities who are all struggling as a result of the Covid-19 virus and the impact thereof.

The following initiatives have already been undertaken by the Municipality:

- Key services including technical services, water, sewerage and waste management continues;
- The Council is working closely with SAPS to ensure the safety of all communities; and

- Loud hailing pertaining to Covid-19 operations and information is done in rural areas and informal settlements.

A snapshot of some of the additional measures the Council in partnership with the District has undertaken include but not limited to:

- **In partnership with the District, Mkhambathini Municipality** has rolled out additional water points and toilets in informal settlements which are also being serviced on a greater frequency by the District;

- The District Municipality continues to render all essential services, including firefighting, road maintenance and environmental health services;
- The disaster management centre is in 24/7 activation and working hard to tackle the Covid-19 crisis;
- The Municipality continues with the awareness campaigns relevant to Covid 19. During the period in question, those are planned to be held as per the table below:

WARD	DATE	CAMPAIGN	ROLEPLAYERS
1		Disease outbreak awareness campaign	Disaster Management DDMC DOH Environmental Health uMDM Fire Services Public participation Communication Waste Management Technical Services Youth Coordinator
2		Disease outbreak awareness campaign	
3		Disease outbreak awareness campaign	
4		Disease outbreak awareness campaign	
5		Disease outbreak awareness campaign	
6		Disease outbreak awareness campaign	
7		Disease outbreak awareness campaign	

DISASTER RISK REDUCTION FOR DM AND FIRE SERVICES

Disaster risk reduction is exceptionally important in the context of financial inclusion. Municipalities with higher concentrations of poverty, weak infrastructure, and poor public services are more at risk.

While the initial humanitarian and emergency response to crisis is crucial, there is a growing recognition of the value of Disaster Risk Reduction (DRR) strategies in preparing for and thus reducing economic losses associated with disasters.

HAZARD	REDUCTION ACTIVITIES
LAND DEGRADATION	Education and training for the community will form the base in any form of mitigation plan to be implemented. The community needs to understand the importance and must be willing to participate to ensure the sustainability of the natural resources (land).
REDUCE OVERGRAZING OF LANDS	The creation of livestock holding facilities will allow for the vegetation to grow which will prevent land degradation. At least 3 holding facilities need to be created in an area to allow for rotation of the livestock so the vegetation can be given time to grow. These facilities cannot be overcrowded.
ANIMAL POUND	Education and training on how to take care of livestock and processes to follow in case of a pound
HEAVY RAINFALL	Education on improving the standards of informal homes built will limit the number of homes collapsing during heavy rains. At present there is insufficient roof overhang which results in the mud blocks absorbing water which reduces the strength of the block. When these walls become saturated with water they collapse. The rainwater harvested from the roofs can be used for irrigation. Raindrops are like liquid gold to households that rely on subsistence farming and have limited access to water supply in the poorest wards of the Mkhambathini area. Stakeholders like the Department of Agriculture can work with communities to introduce simple yet effective irrigation systems to combat the issue.
SEVERE LIGHTNING	The installation of lightning conductors is one of the risk reduction measures at Mkhambathini, however, the demand far exceeds the availability. Regular awareness programmes on lightning are conducted to communities during the summer season.
WATER POLLUTION	At present the Midmar/Nagle dam, Msunduzi and uMkomaas are sources of drinking, washing and animal drinking facility. Non-bio gradable waste is also thrown into stream and end up into the rivers and dams. Designated animal drinking water areas needs to be created to reduce the pollution of the water especially in rivers and the Nagle Dam. Easily accessible sections need to be fenced off to animals. Channels can be created from the rivers for animals drinking trough. Solid waste collection needs to be extended to all Wards.
FLOODING	Communities in some wards face the regular threat of destructive climatic events. The devastation caused by

	severe flooding leaves families destitute. It destroys homes, cultivated land, stored food, livestock and even human life. With excessive flooding, soil erosion is increased and silting into the river. Construction of dykes to channel water away from vulnerable communities is necessary. All low-lying bridges needs to be brought in line with the road. During heavy rains, these bridges become inaccessible. In the interim markers needs to be put in place indicating the width of the bridge and safe level of crossing during heavy rains. Municipality to implement awareness programmes on flooding to communities.
DROUGHT	Dry conditions are often experienced over most parts of the Mkhambathini. The drought monitor for mid-May shows that conditions are deteriorating slightly across the province, with uMgungundlovu District remaining in Level 3, minor drought. Summer pastures have stopped growing except along the coastal areas. Winter pastures are growing well with a large variety of mixtures being used. Livestock condition remains good in most areas despite entering the mid-winter season. Veld and vegetation condition is mostly average. The average level of major dams has increased as compared to the previous year (72% in 2021; 62% in 2020).
VELD AND FOREST FIRES	In the open veldts, the Municipality to implement the fire breaks during fire seasons will limit the risk factors. Municipality to strengthen awareness programmes on fire wise communities, firefighting and safety at homes will go a long way in mitigating fire dangers.
STRUCTURAL FIRES	Fire safety awareness especially at the informal settlements Household inspection of electric connections
PANDEMICS	Strengthened public awareness campaigns Encouraged communities to vaccinate Distribution of sanitisers at hotspot areas Distribution of jojo tanks to areas without water Sanitization of public spaces

DISASTER MANAGEMENT & FIRE SERVICES PROGRAMMES/PROJECTS BY MUNICIPALITY

During the 2023/24 financial year, the Municipality plans to create awareness of the need for disaster preparedness and to build a general consensus among key stakeholders around effective disaster risk reduction practices. This will be achieved through convening key stakeholders, interactive workshops, case studies highlighting DRR best practices, and constant risk mapping.

Over and above what has been mentioned in the paragraph above, the Mkhambathini Disaster Management Unit in partnership with the uMgungundlovu District has planned the following programs/projects as shown in the table below:

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Disaster Management plan review		Risk assessment in all 7 wards	June 2023
Disaster Relief support		All 7 wards	Ongoing
Awareness campaign		Ward 1, 3 and 4	Ongoing
Fire safety awareness and training			Ongoing
Pandemics awareness campaign			Ongoing
Installation of lightning conductors		Wards prone to lightning	October to December 2023

Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGET AREAS	DATE

Specific Climate Change Adaptation Programmes (If any)

Climate change facilitates the spread and establishment of many alien species **and** creates new opportunities for them to become invasive. Those alien species that are likely to become invasive due to climate change need to be identified and eradicated or controlled before they spread and become invasive.

In light of the above, the Municipality, in partnership with the Department of Environmental Management is planning a program of clearing invasive alien plants and cleaning the wetlands especially in rural areas.

Further, regular awareness campaigns are conducted to enhance capacity and resilience as a prerequisite for managing and reducing vulnerability climate change risks.

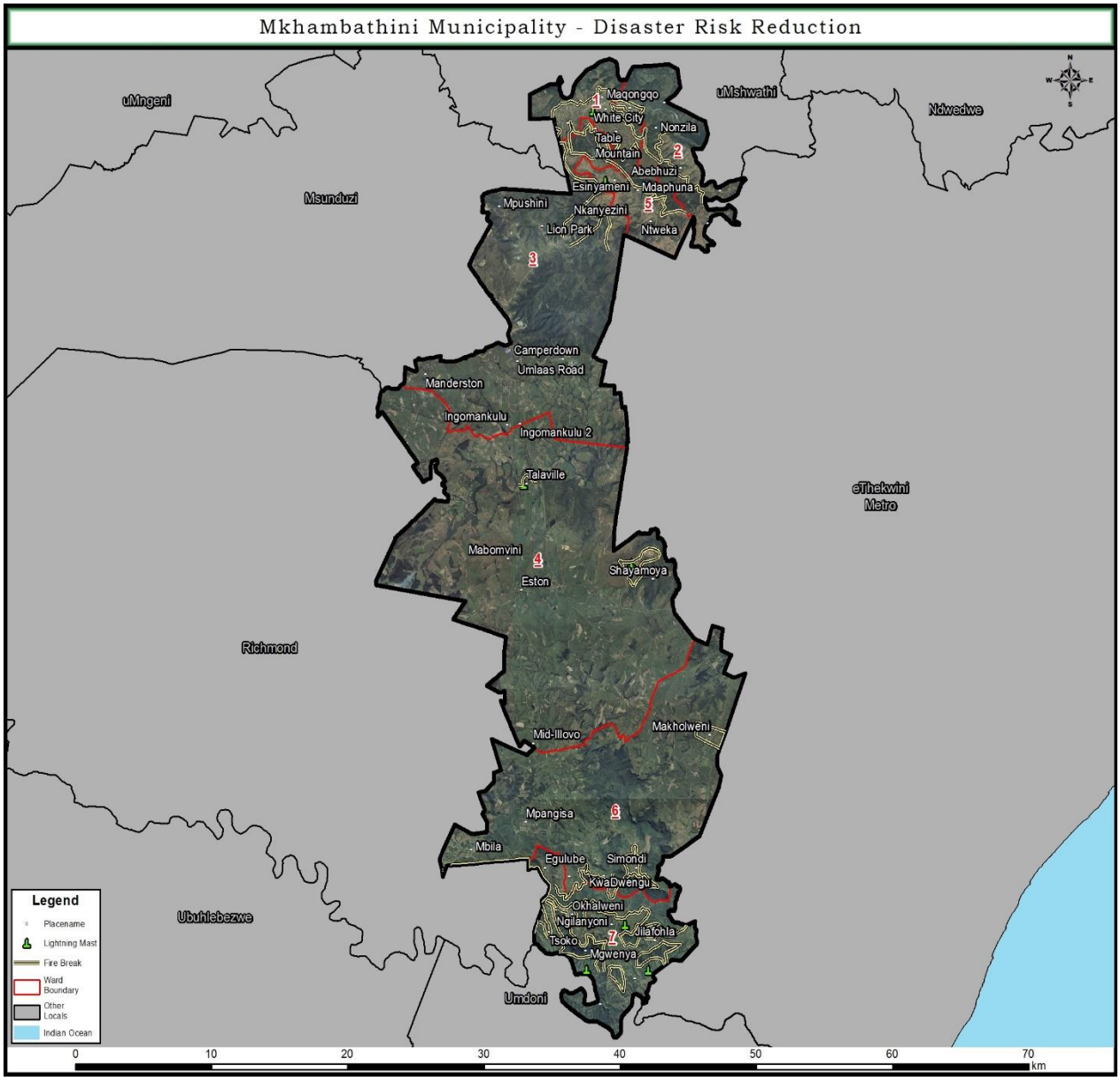
The Disaster Management Centre has partnered with Working on Fire to conduct fuel load reduction programme especially in areas prone to lightning and veld fires. Further, procurement of lightning conductors forms part of the SDBIP.

PROJECT	**ROLEPLAYERS**	**PROPOSED DATE**
Installation of lightning conductors	Mkhambathini LM	October to December 2023
Fuel load reduction	Working on Fire/Mkhambathini/uMDM	July to December 2023
Clearing of invasive alien plants	EDTEA, Mkhambathini Waste	Ongoing

Map reflecting strategic interventions for DRR

A number of interventions are planned to be undertaken in an attempt to reduce disaster risks. The map below summarises some of those interventions: A budget allocation for disaster reduction has been set aside as it reflects on the Municipality's IDP document.

The map below highlights some of the strategic interventions, planned for the 2023/24 financial year i.e burning of fire breaks:


Mkhambathini Municipality - Disaster Risk Reduction
uMngeni
uMshwathi
Ndwedwe
Msunduzi
eThekwini Metro
Richmond
Ubuhlebezwe
Umdoni
Maqonggo
White City
Nonzila
Table Mountain
Abebhuzi
Esinyameni
Mdaphuna
Mpushini
Nkanyezini
Lion Park
Ntweka
Camperdown
Umlaas Road
Manderston
Ingomankulu
Ingomankulu 2
Talaville
Mabomvini
Eston
Shayamoya
Mid-Illovo
Makholweni
Mpangisa
Mbila
Egulube
Simondi
KwaDwengu
Okhalweni
Ngilanyoni
Jilafohla
Tsoko
Mgwenya
1
2
3
4
5
6
7
Legend
Placename
Lightning Mast
Fire Break
Ward Boundary
Other Locals
Indian Ocean
0
10
20
30
40
50
60
70
km

DISASTER RESPONSE AND RECOVERY

Municipal Capacity in terms of Response and Recovery

The Municipality meets the minimum requirements of KPA1, that is, human capacity (permanent and Volunteer Unit), storage space, tools of trade, office and response vehicle.

Further, the Municipality works with various organs of states and Non-Governmental Organisations in terms of response and recovery namely:

- Provincial Disaster Management Centre;
- uMgungundlovu District Municipality;
- Ethekwini and Msunduzi Municipalities;
- Department of Social Development;
- South African Social Security Agency;
- Department of Human Settlements;
- Department of Home Affairs;
- Al Imdaad; and
- South African Red Cross Society.

Moreover, CCG's, CDW's, Ward Committee members, Councillors, Traditional leaders are readily available to respond upon request or in case of a major incident.

Grant funding allocated for post-disaster recovery (where applicable)

The Department of Human Settlements has allocated a budget in its Emergency Housing Grant for emergency houses for post disaster recovery. Further, the Provincial and the National Disaster Management Centres also has an allocation to assist Municipalities where they fall short.

INFORMATION MANAGEMENT AND COMMUNICATION

Information Management

A management information system is an information system used for decision-making, and for the coordination, control, analysis, and visualization of information in an organization. The study of the management information systems involves people, processes and technology in an organizational context.

The Municipality must put mechanisms or a system within the Disaster Management Centre to ensure that, information is managed, transferred where necessary to other disaster management stakeholders. Such systems are as follows.

Disaster Management information is recorded manually and electronically. Such records are also submitted to the Registry Department for safe keeping.

The information is also transmitted electronically to both the District Municipality, the Provincial and National Disaster Management Centres.

Communication system

In case an incident occurs, the Municipality reports to the District Municipality using telecommunications or email, the District then forwards the report to the Provincial disaster Management Centre. The communication flow is further outlined below:

The table/figure 1 below depicts communication flow that the Disaster Management office follows in case of an incident.

NO	RESPONSIBLE PERSON	RESPONSIBILITY
1	**The incident (1)**	The incident is normally reported by a member of the public as the community is the most likely to be affected and the incident will be reported to the Call Centre
2	**The Call Centre (2)**	On receiving the initial report of the incident, the Call Centre must dispatch immediate response unit (3) to the scene that is responsible for assessing the situation and reporting back. On receiving the report back, the emergency service must evaluate the magnitude of the incident and classify it as one of the following:
		A minor incident, in which case the incident is dealt with by the emergency services in terms of its normal line function procedures
		A major incident, in which case the emergency service notifies the District Disaster Management Centre (4)
3	**The immediate response unit (3)**	The role of the immediate response unit is to:
		Assess the magnitude of the reported incident;
		Determine the on-scene needs of the victims;
		Determine the capabilities of the local response unit to restore normality;
		Manage the multi-disciplinary activities at the scene; and
		Make a recommendation to the DDMC (4)
NB: National Departments, Provincial Departments, Municipal and Private Emergency Services situated within the area of jurisdiction of uMgungundlovu District Municipality		

should be participating members of the DDMC (4). On receiving the notification of the incident, the DDMC (4) must:		
4	**The District Disaster Management Centre (DDMC) (4)**	Establish communication links with the Forward Control Point (3) at the scene;
		Access the information and classify the incident as
		A major incident, which can be effectively dealt with by the emergency services and the local (category B) municipality without external assistance but which is of such a magnitude that it will attract provincial and national interest;
		A local disaster as an incident which has been classified as such in terms of section 23 of the Disaster Management Act.
		Activate a JOC (5) which should consist of senior representatives of all active role players situated within the area of jurisdiction of the District Municipality;
		Report the incident to the Provincial Disaster Management Centre (PDMC) (6)
		Facilitate and manage the co-ordination of the multi-disciplinary activities at the scene; and
		Make recommendations to the PDMC (6)
5	**The Joint Operation Committee (JOC) (5)**	The decision to activate a JOC (5) is taken by the Head of the DDMC (4) and is based on the information received from the Forward Control Point (3). The JOC (5) is chaired by SAPS which consist of senior (district) representatives of National Departments, Provincial Departments and Municipal organs of state, which have line function responsibility and which are active at the scene of the incident (1). The objectives of the JOC are to:
		Manage the incident;
		Ensure that communities are protected;
		Eliminate the duplication and fragmentation; and
		Timeous and factual reporting
Although the JOC Commander from SAPS is responsible for the overall management and co-ordination of the JOC, each participating line functionary is responsible for:		
		The performance of its own function;
		The command and control of its own resources and
		Its own upward line reporting
6	**The Provincial**	On receiving notification of the incident, the PDMC (6) must:

	Disaster Management Centre (PDMC) (6)	
		Establish communication links with the JOC (4);
		Assess the information and classify the incident in terms of Section 23 of the Disaster Management Act as a local disaster of as a provincial disaster;
		Report the incident to the National Disaster Management Centre (NDMC) (8);
		Activate a JOC, which should consist of senior provincial representatives of all active role-players who have a line function responsibility in the management of the incident;
		Facilitate and manage the co-ordination of the incident; and
		Make recommendations to the NDMC (8)
7	**ProvJOC (7)**	The decision to establish or activate a ProvJOC is taken by the Head of the PDMC and is based on the information received from the District JOC. It is the responsibility of the Head of SAPS to chair the ProvJOC which should consist of senior provincial representatives of National Departments, Provincial organs of State which have a line function responsibility and are active in the management of the incident. The objective of the ProvJOC and the responsibility of the role-players are similar to those of the District JOC but on a provincial level.
8	**The National Disaster Management Centre (NDMC) 8**	The National Disaster Management Centre (NDMC) will monitor the incident and will only intervene if and when it is required to do so.

EARLY WARNING STRATEGY

Early warning system (EWS) is a set of capacities needed to disseminate and generate timely warning information of the possible extreme events. These are a critical life-saving tool for floods, droughts, storms, fires and other hazards. Climate studies indicate that the Mkhambathini area will experience a warmer future. Changes in the mean annual rainfall are expected. These are likely to include an increased number of flash floods and storm events due to an increase in short duration rainfall. Floods, severe storms and wildland fires already being among the main hazards currently faced by communities in the Mkhambathini area and climate change projections indicate an increased risk of these climate-driven events. The potential for an increase in drought events has also been identified (Building Resilience in the Greater uMngeni Catchment, project proposal document, 2014). Many areas in the Municipal area are vulnerable to the impacts of climate for various non-climate reasons. These include:

- housing located on steep hillsides;
- low-cost and informal housing located close to river watercourses or on flood plains within catchments;
- high-density informal and formal settlements;
- poor land use management and over-exploitation of natural resources;
- subsistent and small-scale farmers and households using crops and methods that are not resilient to the impacts of climate change; and
- significantly young (under 19) and old (over 70) population.

It is understood that an increase in frequency and intensity of climate-driven events will significantly increase the vulnerability of affected communities where adaptive capacity is low.

INTERVENTIONS

In response to these challenges, the uMgungundlovu District Municipality is implementing the project titled "Building Resilience in the Greater uMgeni Catchment," (commonly known as the uMgeni Resilience Project) which is funded by the Adaptation Fund. The uMDM is the executing entity responsible for overall project implementation, working with the University of KwaZulu-Natal's School for Agriculture, Earth and Environmental Sciences (UKZN SAEES) who are the Sub Executing Entity. The South African National Biodiversity Institute (SANBI) is the National Implementing Entity responsible for project oversight and strategic direction in partnership with the Department of Environmental Affairs (DEA) Project Components and Implementation Areas Three areas were selected through a consultative process, which was also influenced by the climate.

The Disaster Management office already receives reports on fires from across the District but the multi-hazard early warning system is still to receive attention. In

FLOOD EARLY WARNING

The key outcome for flood early warning is to:

- Provide information on which areas should be evacuated before floods occur;
- Provide individuals, industries, and commercial enterprises information that will enable them to respond to potential flooding appropriately; and
- Enable temporary protection measures to be put in place, where necessary.

An early warning system is a set of capacities needed to disseminate and generate timely warning information of the possible extreme events, for example, severe thunderstorms.

The Disaster Management Centre relies on the weather alerts from the South African Weather Services and disseminate the information to Local Councillors who further cascade the information to the community structures, thus ensuring that the information reaches the ordinary people. The criteria is similar in case of an incident.

Non-Governmental organisations also assist with early warning systems, especially at a community level.

Further, there is constant communication with other stakeholders, for example, the South African Police Services, information is received first hand in case of an emergency and such information is cascaded as outlined above.

The Municipality also uses the following platforms as further interventions to cascading early warnings to communities:

- Mkhambathini facebook page;
- LTT and War room whatsapp groups; and
- Volunteers; etc

EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

Planned Capacity Building Programmes

During the 2023/24 financial year, the Municipality, in partnership with the Provincial Disaster Management Centre plans to hold regular workshops for Councillors and traditional leaders. These are aimed at capacitating them to ensure that they are available and are aware of what is expected of them in case of an incident or a disaster. Further, training on the following aspects is also planned for the 2023/24 financial year as outlined below:

- *Basic Fire Fighting;*
- *Disaster response and recovery; and*
- *Incident mapping.*

The initiatives outlined above are scheduled to be held as per the table below:

DATE	*TARGET GROUP*		*FACILITATOR*
July 2023	*Disaster Management Volunteers*	*Workshop on Disaster Management*	*PDMC*
August 2023	*Councillors, Traditional leaders and community leaders*	*Fire safety training*	*Working on Fire*
September 2023	*Disaster Management Volunteers*	*Fire safety training*	*uMDM Fire and Rescue Services*

Planned Public Awareness Campaigns

The Municipality has a budget allocation for two awareness campaigns each financial year. During the 2022/23 financial year, the awareness campaigns will be held as follows:

AREA/WARD		
Ward 3 Mandalay		
Ward 3		
Ward 1		

FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

Breakdown of available budget for disaster management and fire services

The Municipality has a budget of R 000.00 for the 2022/23 financial year. Please see the breakdown below:

Funding Mobilization Strategy

The Municipality does not have a formal funding mobilization strategy, however, there are good working relations with sector Departments and NGO's and in case of a disaster or an incident, they are readily available to assist with emergency response and rehabilitation. To enquire with the Municipality on this

These organisations include:

- SA Red Cross;
- Al Imdaad;
- Gift of the Givers;
- DSD;
- Human Settlements;
- DARD;
- SaSSA; etc

A snapshot of some of the additional measures the Council in partnership with the District has undertaken include but not limited to:

- In partnership with the District, Mkhambathini Municipality has rolled out additional water points and toilets in informal settlements which are also being serviced on a greater frequency by the District;
- The District Municipality continues to render all essential services, including firefighting, road maintenance and environmental health services;
- The disaster management centre is in 24/7 activation and working hard to tackle the Covid-19 crisis;
- The Municipality continues with the awareness campaigns relevant to Covid 19. During the period in question, those are planned to be held as per the table below:

3.4.3 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

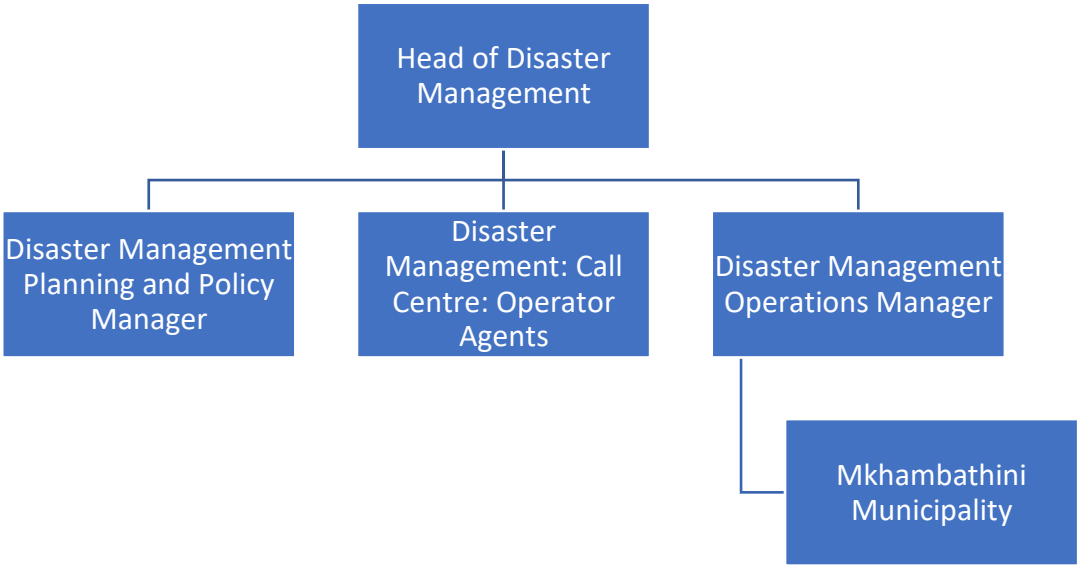


FIGURE 13: UMGUNDUNDLOVU DISTRICT DISASTER MANAGEMENT ORGANOGRAM

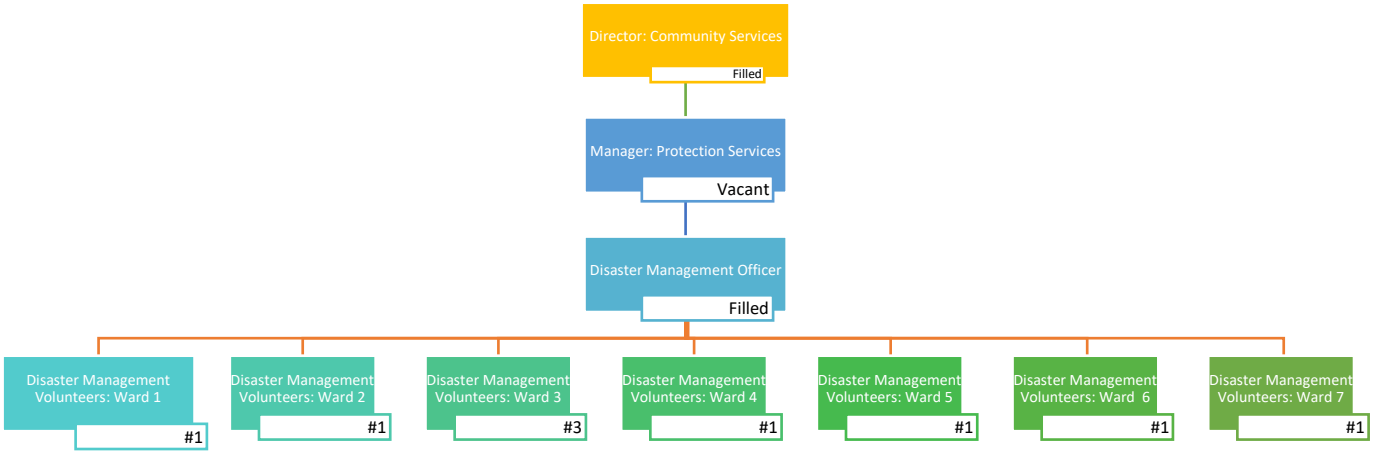


FIGURE 14: MKHAMBATHINI MUNICIPALITY DISASTER MANAGEMENT ORGANOGRAM

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.

3.9.4 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 METEOLOGY

WARD 1 BASED RISK ASSESSMENT

PARTICIPATORY HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT TOOL			
HAZARD AND CATEGORY NAME	PRIORITY ANALYSIS		AREAS AT RISK
SCORE	Priority		*Specific communities known to be at risk*
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
SCORE	Priority		*Specific communities known to be at risk*
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
SCORE	Priority		*Specific communities known to be at risk*
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
SCORE	Priority		*Specific communities known to be at risk*
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
SCORE	Priority		*Specific communities known to be at risk*
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
SCORE	Priority		*Specific communities known to be at risk*
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
SCORE	Priority		*Specific communities known to be at risk*
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)**			

3.4.4 IDENTIFICATION OF COMMUNITIES AT RISK DROUGHT

Almost every region in the Province of KZN and within uMgungundlovu District 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.

TABLE 24: DISASTER MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Voluntary participation from affected communities i.e Ward Committee members, CCG and CDWs etc; ▪ 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; ▪ Good relationships with NGO's and sector departments readily available in case of a major incident or disaster; and ▪ Sufficient budget for procurement of emergency response matetial ▪ Functional Disaster Management Forum	• Lack of preparedness for a major incident or disaster; • Fire and Rescue station located in Ashburton and turnaround time is often not met; • Insufficient dedicated disaster management personnel
OPPORTUNITIES	**THREATS**
▪ New development corridor which opens partnership opportunities with the private sector; ▪ 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 Skills development for fire and Disaster Management.	▪ N3 corridor, high accident zone and hazmat transportation; ▪ Insufficient fire hydrants ▪ Unavailability of sewerage system in some parts of the Municipality; ▪ Transnet pipeline regulations not adhered to by communities, i.e servitude. ▪

3.4.5 DISASTER MANAGEMENT KEY CHALLENGES

The key challenges identified within the unit are:

Key challenge	**Lack of Fire Services and Disaster Management**
Description	**a. <u>In terms of fire services:</u>** **c.** The fire station is based in Ashburton which negatively affects the turnaround time d. Lack of fire hydrants in and around the municipal area e. Limited resources for disaster volunteers to effectively respond to minor incidents f. Electricity theft resulting to start of many home fires in the informal settlement areas g. The terrains are challenging to navigate through areas which negatively affects the response time. h. Insufficient fire equipment in case of a major incident, i.e jaws of life, fire trucks with a bigger water carrying capacity; and i. Insufficient fire hydrants within the Municipal area. j. Coco Rico Farm Informal settlement built within the servitude of the Transnet pipeline; a. **<u>In terms of Disaster Management</u>** k. The terrains are challenging to navigate through areas which negatively affects the response time. l. Demands from the community members when the team responds m. Under capacitated office.

3.5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KPA

3.5.1. HUMAN RESOURCES STRATEGY

The council adopted the Human Resources Strategy in June 2022, which is a five-year strategy, used as part of the municipal tool for achieving efficient and effective service delivery. The following imperatives have been identified to achieve this objective: Translate the overall strategic intent of the organisation into HR strategy. Position the strategic HR agenda as an integral part of strategic decision making and operational plans. Allocate HR resources and build capability to implement the HR mandate. Provide the contextual foundation for the development of the policies, plans, practices, and procedures. Ensure accountability and responsibilities for the execution of HR strategy is measured and monitored within the governance framework of the organisation. Drive continuous improvement and sustainability of the HR strategy through planned reviews and integrated reporting.

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	2023 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 sub-mitted 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 Programme	July 2022	September 2022	HR Manager	Records & Reports	SDF HR Manager	Quarterly Reports
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

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

Develop Individual Development Plans for All employees and translate that into Workplace Skills Plan for training interventions to address skills gaps.	Individual Development Plans & Work Place Skills Plan	Organizational PMS	July 2023	September 2023	HR Manager PMS	Individual Performance Plans & Development Plans	Corporate Services Director	Quarterly Management Report

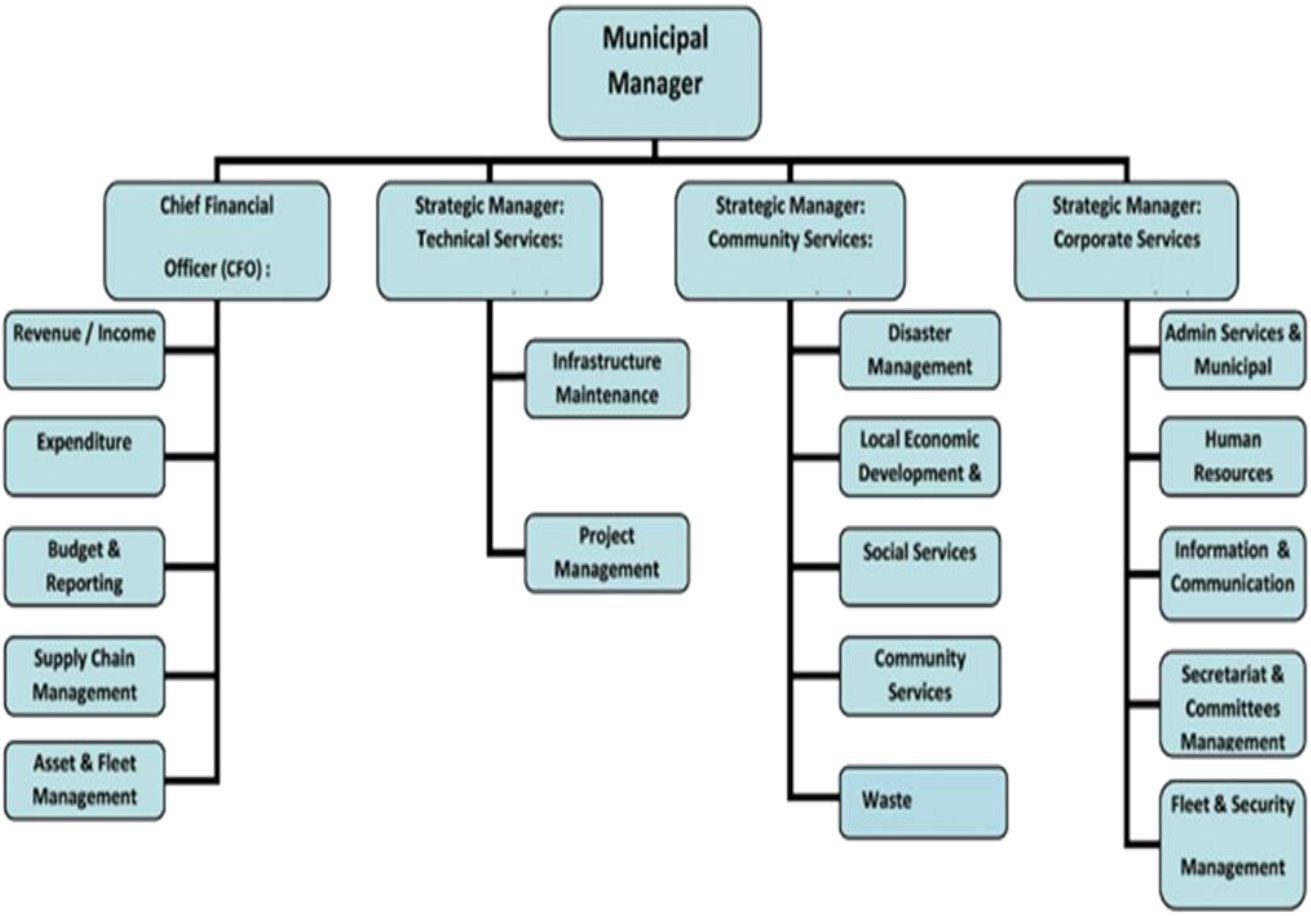
HR Strategic Goal 6: Reward and Recognize Performance								
Establish a Recognition and Reward Programme with both financial and non-financial incentives	Develop and review IPMS Policy	OPMS	30 July 2023	01September 2023	Corporate Service Director	IPMS Policy	Finance	Annually Management Report
HR Strategic 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

3.5.2. 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 31st of May 2023 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.



3.5.3 FILLING OF CRITICAL POSTS

All Section 54 and 56 positions are filled.

3.5.3.1 VACANCY RATE

The overall vacancy rate is 18 %

3.5.4 EMPLOYMENT EQUITY

The Municipal Vacancy of Mkhambathini Municipality has a total staff complement of 146 employees, 124 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).

3.5.5 NUMBER OF EMPLOYEES PER GROUP

Female -61
Male -85
White female -2
Indian female -2 and 1 Male
Disability 1 Male and 1 Female

The municipality manage to achieve the EE targets in terms of appointing the disability candidates, and also appoints the Indian male of which it was the target that was set on the Employment Equity plan through the year, the municipality appointed 2 disabled employes and 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 47: 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	1	0			37
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			40
Disabled	1								1				2
Total Permanent	64	0	0	0	51	0	2	2	0	0			124
Temporary Employees	18	0	0	0	4	0	0	0	0	0			22
Grand Total	78	0	0	0	54	0	2	2	0	0			146

IMPLEMENTATION OF WORKPLACE SKILLS PLAN

The 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 2023/2024. There are different types of trainings per department that the employees and their managers identified as training needs.

3.5.6 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 development is important to the Municipality as it assists in the achievement of its goal.

3.5.7 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 Training Report for 2023/2024 and Planned Training for 2023/24 as per skills audit and personal development plans.

submitted the training report for 22/23 and planned training for 23/24 WSP was submitted to LGSETA on the 26 April 23 attached acknowledgement of receipt from LGSETA.

3.5.7.1 TRAINING REPORT 2022/23

Name and Surname	Department	Training Attended/Bursary Offered	Quarter
1. All 12 Securities	Corporate Services	Customer Service	Q1
2. Health and Safety Committee X6		First Aid	Q1
3. Shange S	Corporate Services	Records Management	Q1
4. Msomi K	Corporate Services	Records Management	Q1
5. Duma T	Finance	Bid Committee	Q2
6. Ntenga N	Finance	Bid Committee	Q2

7. Moses T	MM Office	IPMS	Q2
8. Ziqubu N	Corporate Services	IPMS	Q2
9. Health and Safety Committee X6		Occupational Health and Safety	Q2
10. Zondo N	Corporate Services	Network Security	Q3
11. Mncwabe H	Corporate Services	Network Security	Q3
12. Gabela Z	MM Office	Bursary	Q3
13. Ngcobo M	Community Services	Bursary	Q3
14. Shezi T	Corporate Services	Bursary	Q3
15. Ziqubu N	Corporate Services	Bursary	Q3
16. Magini Z	MM Office	GIS	Q4
17. Mbonambi Z	Technical Services	GIS	Q4
18. **20 Employees +5 Councillors** – Diploma in Local Government Bursary (Attached Annexure 1)			
19. 57 Youth	Matric Upgrade		

3.5.7.2 PLANNED TRAINING FOR 2023/24 AS PER SKILLS AUDITS AND PERSONAL DEVELOPMENT PLANS

Name	Position	Training Interventions/Needs
TECHNICAL SERVICES DEPARTMENT		
1. Mbonambi Z	Town Planner	Environmental Management Diploma
2. Shandu PS	Maintenance Officer	Trade Test Electricity
3. Luthuli M	General Worker	Plumbing Trade test
4. Pheyane Z	General Worker	Plumbing Trade Test
5. Ngubane X	General Worker	Plumbing Trade test
6. Mkhize X	General Worker	Plumbing Trade test
CORPORATE SERVICES		

7. Shange S	Registry Clerk	Management and Disposal of Records
8. Lembethe N	Senior Admin	Conflict Management , Leadership and Supervisor
9. Sibisi S	Librarian	Computer Practices, Conflict Management
10. Mohlakoana L	Secretary	Advanced Computer
11. Duma S	Librarian	Supervisory Skills , Microsoft Office Package
12. Zimu M	Assistant Librarian	Computer Practices ,CompTIA Cloud
13. Zakwe AN	Cyber Cadet	Computer Practices , CompTIA Cloud +
14. Ramlal A	Cyber Cadet	CompTIA N+
15. Shezi T	Assistant Librarian	Microsoft Office Package,MFMP,Minutes taking
16. Msomi K	Senior Registry Clerk	Archives and Record Planning
17. Ndlovu N	Manager Human Resources	Monitoring and Evaluation, Principles of Labour Relations ,COIDA, Equity Diversity in the Workplace, MPA
18. Ngubane M	Human Resource Clerk	SAGE300, Advanced Diploma
19. Ziqubu N	Skills Development Coordinator	MFMP, ODETDP L6,COIDA, Employment Equity
20. Ngubane S	Switchboard	Frontline training, Batho Pele
21. Nzama W	General Assistant	Basic Computer, Office Cleaning and Hygiene
22. Lembethe S	General Assistant	Office Cleaning and Hygiene
23. Mzobe D	General Assistant	Office Cleaning and Hygiene
24. Cele W	Supervisor Security	Supervisor and Leadership, Conflict Management
25. Dladla S	Security	Batho Pele , Basic Computer
26. Mngwengwe S	Security	Batho Pele , Basic Computer
27. Khanyile SB	Security	Batho Pele ,Competent test
28. Maphumulo SW	Security	Batho Pele ,Computer. Basic English
29. Mkhize ZD	Supervisor Learners	Refresher RTI
30. Mkize MD	Learners License Clerk	Refresher RTI
31. Mkhize S	Learners License Clerk	Refresher RTI
32. Mchunu M	Learners License Clerk	Refresher RTI
33. Pheyane	Learners License Clerk	Refresher RTI
34. Gwala S	Learners License Clerk	Refresher RTI

35. Gwala M	Learners License Clerk	Refresher RTI
36. Shelembe Z	Learners License Clerk	Refresher RTI
37. Mbatha M	Learners License Clerk	Refresher RTI
38. Mkhize O	Supervisor	Computer
39. Maphumulo H	Filing Clerk	Records Management
40. Dlungwane T	Clerk Motor Licensing	Advanced Computer Skills
41. Mazibuko S	Clerk Motor Licensing	Advanced Computer
42. Singh S	Clerk Motor Licensing	Advanced Computer
FINANCE		
43. Duma T	Accountant SCM	Advanced Excel
44. Magcaba S	Manager Finance and Reporting	Advanced Excel
45. Dlamini MS	Manager SCM	Advanced Excel
46. Langa N	Accountant Expenditure	Advanced Excel, AFS system, Caseware
47. Ngubane N	Budget Clerk	Advance Excel
48. Motsoeneng M	Secretary	Advance Excel
49. Ngongoma Z	Accountant Income	Advance Excel
50. Zimu S	Accountant Asset	Asset Management ,Advance Excel, AFS system
51. Mkhize B	Cashier	Advance Excel, Caseware
52. Ndlovu L	Payroll Clerk	Advance Excel
MUNICIPAL MANAGER'S OFFICE		
53. Ngcongo B	Clerk Public Participation	Masters in policy and development ,public participation in Local Government
54. Ngcongo M	Manager Public Participation	Supervisor and Leadership, Conflict Management
55. Mthiyane B	Communications Officer	Certificate in Graphic Design, Public Speaking Batho Pele
56. Magini Z	IDP Officer	Coursework Masters in Town and Regional Planning, Annual Report.
57. Nkosi N	Secretary	Advanced Computer

58. Moses T	Secretary	Monitoring and Evaluation ,Advance Excel, IPMS training
COMMUNITY SERVICES		
59. Wanda V	HIV Aids Coordinator	Facilitation Course
60. Ngcongo X	Disaster Management Officer	Disaster Management Diploma
61. Gwala M	EPWP	Reports and Minute Writing
62. Gwala M	Clerk Learners Licensing	Grade L Certificate
63. Mthethwa N	Waste GA	Office Administration, Waste Management
64. Mkhize T	Waste GA	Office Administration, Waste Management
65. Ngidi M	Waste GA	Handling and Disposal of Waste
66. Ndlovu N	Waste Truck Driver	Waste Recycling Course
67. Mnguni B	Waste GA	Waste Management
68. Mdluli N	Waste GA	Public Management Diploma
69. Matiwane K	Waste Management Officer	Integrated Waste Management PostGrad
70. Patekile R	Supervisor Parks	Landscaping
71. Matiwane K	Waste Management Officer	Integrated Waste Management PostGrad
72. Mkhize ZD	Supervisor Learners	Refresher Course NRTA
73. Patekile R	Supervisor Parks	Landscaping
74. Mbeje Z	Special Programmes	Project Management
75. Ngcobo P	Manager LED& Tourism	LED Diploma, Supervisor and Leadership, Conflict Management
76. Gwala G	LED Clerk	Minutes and Report Writing, Customer Service
77. Mngwengwe S	Supervisor Waste	Basic Computer Skills
78. Ngidi S	General Assistant	Handling and Disposal of Waste
79. Maphumulo F	General Assistant	Handling and Disposal of Waste
80. Magubane B	General Assistant	Handling and Disposal of Waste
81. Ngidi S	General Assistant	Handling and Disposal of Waste
OTHER TRAININGS		
82. Senior Managers		Leadership for Managers
83. Councillors-Women		Leadership/Ethics and Goverance
UNEMPLOYED		
84. 30 Youth		Diploma Public Finance
85. 30 Youth		Carpentry
86. 40 Youth		Administration Clerks

MUNICIPAL BURSARIES

The Municipality is offering bursaries to employees every financial year.

3.6 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.

3.6.1 THE MUNICIPALITY ALSO OFFERED THE FOLLOWING PROGRAMME FOR EMPLOYEES

1. Mthethwa Lungile	Finance	MFMP
2. Minenhle Dladla	Finance	MFMP
3. Ndlovu Nomhle	Corporate Services	MFMP
4. Ngcobo Pretty	Community Services	MFMP

3.6.2. HUMAN RESOURCE POLICIES

3.6.2.1 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.

3.6.2.2 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 to enable the Municipality to fulfill its functions.

3.6.2.3 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.

To following imperatives have been identified to achieve this objective: Ensure all staff is aware of the performance management process and system. Establish a framework for linking reward to performance. Ensure performance management system is integrated with the overall organisation management system. Ensure the performance management system has a mechanism for dealing with under- performance. Establish a performance driven culture focusing on outputs and targets. Evaluate the effectiveness of the performance management system.

reward (is a strategy and system that enables organisations to offer an employment value proposition to employees in accordance with fair and appropriate levels of reward in recognition for their contribution to the achievement of agreed deliverables in line with organisational objectives and values.

3.6.2.4. 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 about 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.

LOCAL GOVERNMENT: MUNICIPAL STAFF REGULATIONS

The Minister promulgated the Local Government Municipal Staff Regulations GNR 890 as published in GG No 45181 of 20 September 2021

The Regulations are organized into the chapters as outlined below:

- Chapter 1 Interpretation and application
- Chapter 2 Staff establishment, job description and job evaluation
- Chapter 3 Recruitment, selection and appointment of staff
- Chapter 4 Performance management and development system
- Chapter 5 Skills development
- Chapter 6 Dispute resolution
- Chapter 7 Disciplinary code and procedures
- Chapter 8 Remuneration related matters
- Chapter 9 General (delegations, inconsistencies, transitional arrangements, • repeal, and short title)

OBJECTIVES OF THE REGULATIONS

- The objectives of the Regulations are to create a local public administration that is fair, efficient, effective, and transparent.
- Create a development-oriented local public administration government through good human resource management and career development practices.
- Ensure an accountable local public administration that is responsive to the needs of local communities.

- Ensure that high standards of professional ethics are fostered within local government.
- Strengthen the capacity of municipalities to perform their functions through recruitment and appointment of suitably qualified and competent persons and establish a coherent HR governance regime that will ensure adequate checks and balances including enforcement of compliance with legislation.

3.6.2.5 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.

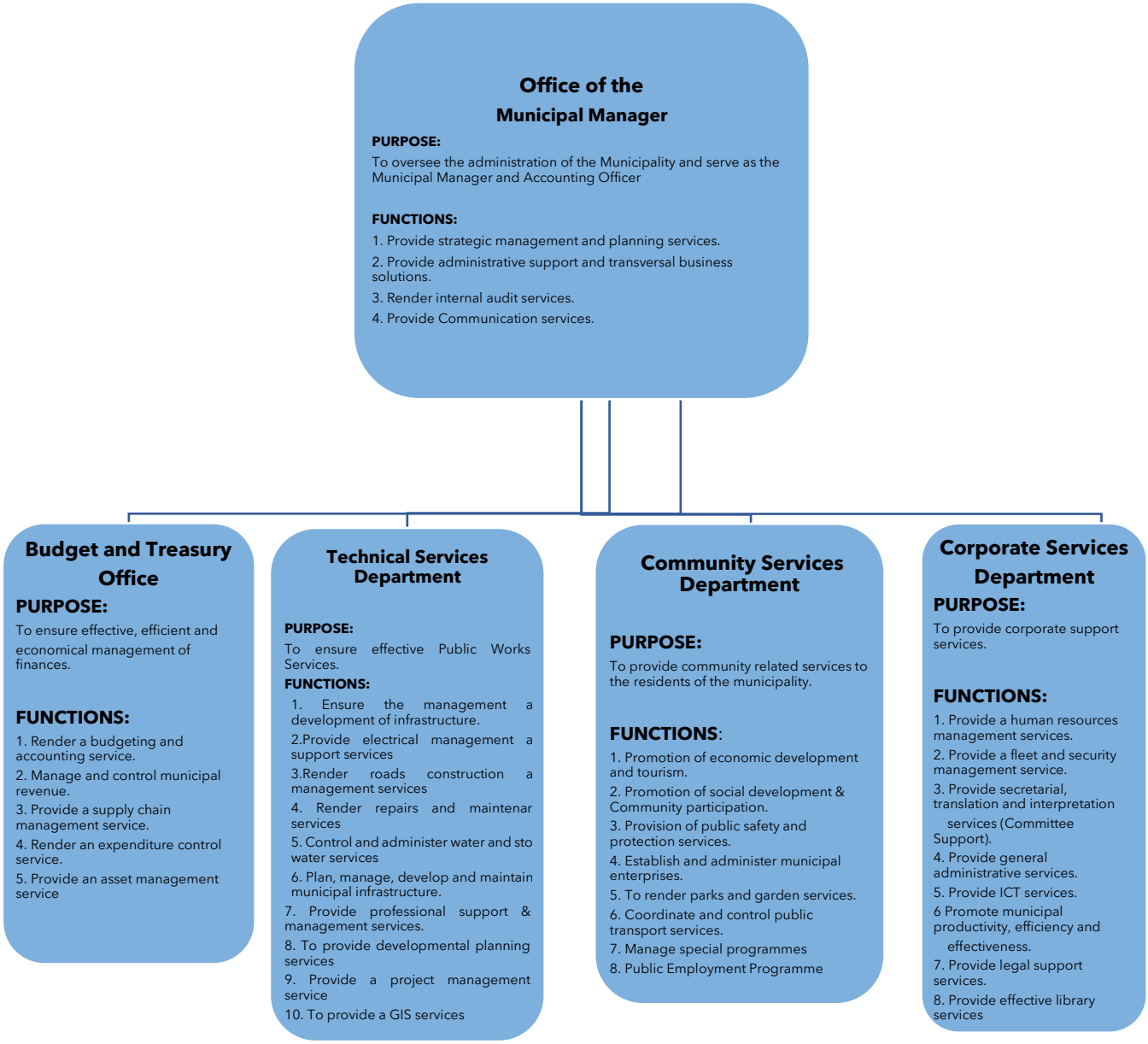


TABLE 28: CORE POWERS AND FUNCTIONS

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

3.7 ICT STRATEGY

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 spheresof government.

ICT INDUSTRY TRENDS

Latest Technology trends are the trademark of the ICT Industry and for local government not to exploitthe 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 governmentservices 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:

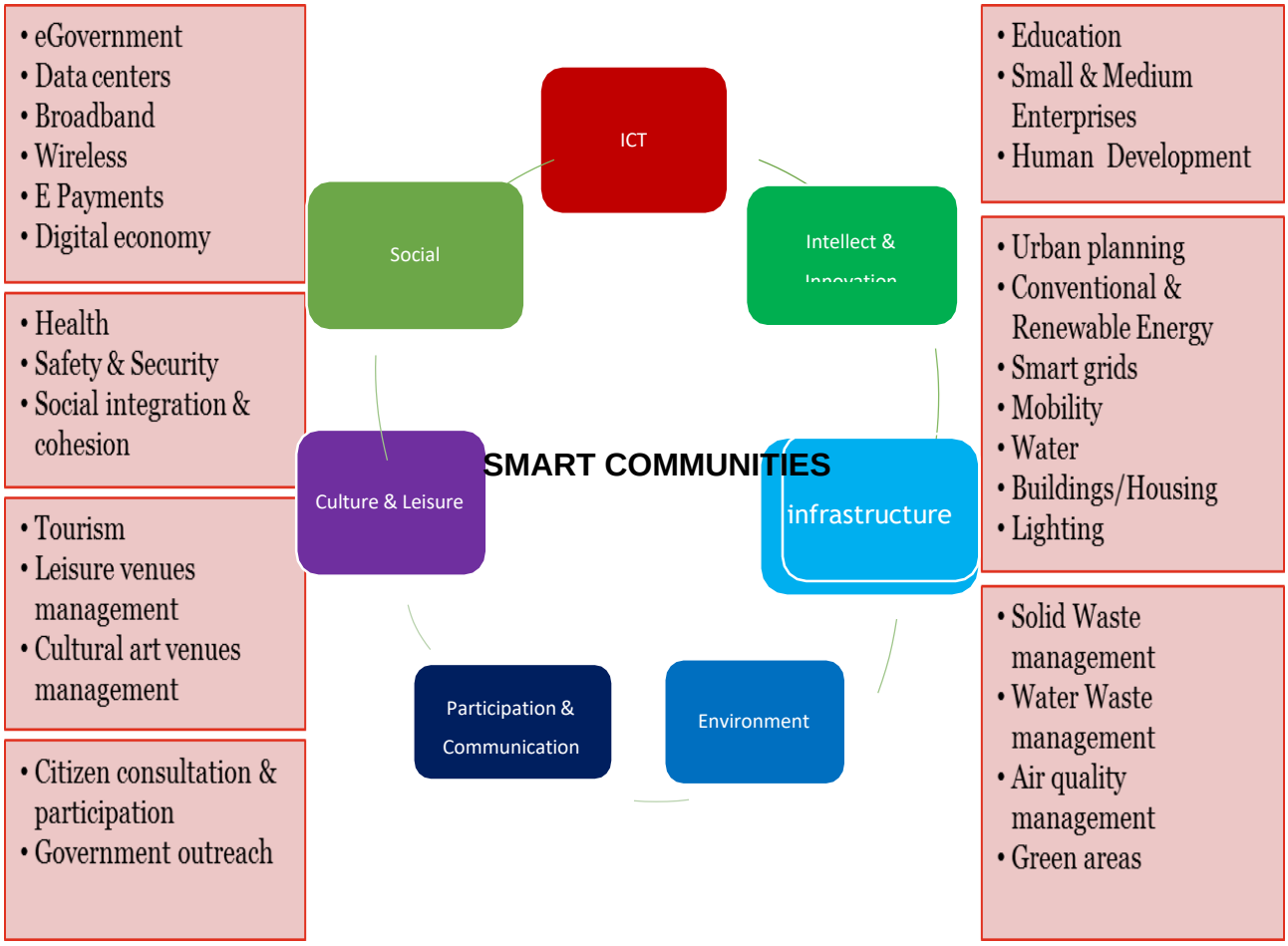
1. **Smart Economy**
   Grow and diversify the local economy through the attraction of new investment, skills development, and facilitation of an enabling environment for small business growth and job creation.

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.

TABLE 30: ICT SWOT ANALYSIS

STRENGHT	WEAKNESS
• Renowned ERP system • Use of modem 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	• Insufficient ICT resources to support business • Insufficient budget to address technological change and project implementation. • Lack of Disaster Recovery Site
OPPORTUNITIES	**THREATS**
• Using ICT to enhance revenue Based. • Speeding up ICT service • Existing modern technology base can be further exploited. • Constantly changing ICT technologies • New Technology can enhance business operations. • Maximum utilization of Municipal systems to meet • business needs	• 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 • Increasingly sophisticated security risks and threats. • More stringent audit focusing on controls. • Trends towards e-government integration

3.7.1 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

3.7.2 MUNICIPAL POLICIES

In the following table are the following municipal policies:

Name of Sector Plan / Policy / Bylaw	Adoption Date	Lifespan	Development / Review status (Draft / To be reviewed)
Employment Equity Plan 2020-2025	18 May 2020	5years	Reviewed
LED Strategy	30 June 2022	5years	Reviewed
Disaster Management	30 June 2022	5years	Reviewed
SDF	June 2019	5years	Due for review
IDP 20222/23-2026/27	30 June 2022	5years	Reviewed
Anti-Fraud and Corruption Strategy	26 May 2022	Annually	Reviewed
Revenue Enhancement Strategy	May 2022	Annually	Reviewed
Rates Bylaw	May 2022	Annually	Reviewed
Recruitment and Selection Policy	30 June 2022	Annually	Reviewed
Fleet Management Policy	June 2021	Annually	Reviewed
Retention Policy	30 June 2021	Annually	Reviewed
Recruitment and Selection Policy	30 June 2022	Annually	Reviewed
Skills Development Policy	30 June 2022	Annually	Reviewed
Occupation Health and safety Policy	June 2021	Annually	Reviewed
Sexual Harassment Policy	June 2021	Annually	Reviewed
Bereavement Policy	June 2021	Annually	Reviewed
Individual Performance Management Policy	June 2021	Annually	Reviewed
Leave Policy	June 2021	Annually	Reviewed

Corporate Governance Framework	June 2021	Annually	Reviewed
Draft ICT Strategy	31 May 2023	Annually	Reviewed
ICT Security	31 May 2023	Annually	Reviewed
IT Security	31 May 2023	Annually	Reviewed
IT User Access Management Policy	31 May 2023	Annually	Reviewed
IT Operating System Security Control Policy	31 May 2023	Annually	Reviewed
ICT Security Control Policy	31 May 2023	Annually	Reviewed
IT Services Level Agreement Policy	31 May 2023	Annually	Reviewed
ICT Disaster Recovery Policy	31 May 2023	Annually	Reviewed
ICT Backup and Recovery Policy	31 May 2023	Annually	Reviewed
ICT business Continuity Plan	31 May 2023	Annually	Reviewed
Banking and Investment Policy	31 May 2023	Annually	Reviewed
Borrowing Policy	31 May 2023	Annually	Reviewed
Budget Policy	31 May 2023	Annually	Reviewed
Cost Containment Policy	31 May 2023	Annually	Reviewed
Credit Control and Dept Collection	31 May 2023	Annually	Reviewed
Funding and Reverses Policy	31 May 2023	Annually	Reviewed
Indigent Policy	31 May 2023	Annually	Reviewed
Inventory Policy	31 May 2023	Annually	Reviewed
Mkhambathini Asset Management	31 May 2023	Annually	Reviewed

Rates Policy	31 May 2023	Annually	Reviewed
Recruitment and Selection	31 May 2023	Annually	Reviewed
SCM Policy	31 May 2023	Annually	Reviewed
Tariff By-laws	31 May 2023	Annually	Reviewed
Tariff Policy	31 May 2023	Annually	Reviewed
Virement Policy	31 May 2023	Annually	Reviewed
Waste management by law	30 June 2022	Annually	Reviewed
Reviewed Municipal Organogram	31 May 2023	Annually	Reviewed
Oversight Report	31 March 2022	Annually	Reviewed
Annual Report	January 2023	Annually	Reviewed
Communications Strategy	30 June 2022	Annually	Reviewed
Public participation Policy	30 June 2022	Annually	Reviewed
Batho Pele policy	30 June 2022	Annually	Reviewed
Service Delivery Improvement Plan	30 June 2022	Annually	Developed
Investment and Business Retention Directory	30 June 2021	Annually	Reviewed
IDP,Budget and PMS Process Plan 2022/23	26 August 2022	Annually	Due for Review
Informal Economy Policy and Bylaw	30 June 2021	Annually	Reviewed
Workplace Skills Plan 2022/23	28 April 2022	Annually	Reviewed
Internal Audit Charter	30 June 2022	Annually	Reviewed

Performance Management Framework 2023/2024	31 May 2023	Annually	Reviewed
Audit And Performance Audit Committee Charter 2023/24	31 May 2023	Annually	Reviewed
Risk Management Strategy and Policy	30 June 2022	Annually	Reviewed
Time and Attendance Policy	30 June 2022	Annually	Reviewed
Substance Abuse Policy	30 June 2022	Annually	Reviewed
Security Management Policy	30 June 2022	Annually	Reviewed

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.

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 2021/22 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
Performance targets	Performance targets are not relevant as it does not measure the actual service delivery of the key performance indicator	To correct the APR and SDBIP	*28-Feb-23*	*Municipal Manager*	Still need to table the amended KPIs and SDBIP	*Not resolved*
	Performance measures and targets are not well defined and specific	A proper review of the annual performance plan should be performed to confirm that the indicator and targets clearly define the required level of performance and the method to determine reported achievements is adequately defined and also to develop the documented policies and procedures for each respective performance measure and target	*28-Feb-23*	*Municipal Manager*	Still need to table the amended KPIs and SDBIP and policy document	*Not resolved*
Unauthorised expenditure not prevented	To conclude Irregular fruitless and westeful expenditure incurred of unauthorised expenditure from non- cash items on a yearly basis	To conclude Irregular fruitless and westeful expenditure incurred of unauthorised expenditure from non-cash items on a yearly basis	*20-May-23*	*Municipal Manager*	The investigate for last financial years is currently on progress and the MPAC requested the Accountning Officer to request the Internal Audit to assist with the investigation for 2021/22 .	*Not resolved*

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT AND ICT KEY CHALLENGES

Key challenge	**THE MUNICIPALITY DOES NOT HAVE A SUCCESSION PLANNING**
Description	A Plan that will guide the Municipality on training, mentoring and coaching of employees.
Key challenge	**LACK OF UNDERSTANDING ON DISCIPLINARY COLLECTIVE AGREEMENT**
Description	Deficiency in the facilitation of labor related matters especially the disciplinary code
Key challenge	**LACK OF FUNDING ON SKILLS DEVELOPMENT PROGRAMMES**
Description	Lack of resources to fund capacitation of employees and communities
Key challenge	**LACK OF ICT BUDGETARY ALLOCATION TO ENSURE EFFECTIVE AND EFFICIENT ICT MANAGEMENT**
Description	➢ Lack of ICT infrastructure to respond to public demands ➢ Accessibility of ICT resources is a challenge for the rural communities.

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

TABLE 32: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTH	**WEAKNESS**
▪ 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	▪ 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**
▪ Strategic location of the municipality in the N3 Corridor ▪ Employer of choice	▪ Lack of institutions of higher learning ▪ Unresolved disputes regarding traditional leadership

3.8. BASIC SERVICE DELIVERY KPA

3.8.1 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/Login.aspx?ReturnUrl=%2fWSDP%2f

uMgungundlovu District Municipality does not have funding to develop the plans required. However, with the assistance of the Department of Cooperative Governance and Traditional Affairs, the municipality has reached out to MISA to enquire about the rollout of Infrastructure Delivery Management Systems (IDMS) in local government for the development of plans expected from the WSA. The District Municipality is in contact with MISA and have lodged a request to be included in the list of municipalities to be funded for the development on these plans in the next financial year. The plans include:

Annexure A Requirement	Status	Date Adopted by WSA
Infrastructure Asset Management Plan		
Infrastructure Procurement Strategy		
Infrastructure Programme Management Plan		
End of Year Report		
Updated Asset Register		
Operations Management Plan		
Maintenance Management Plan		
Operations and Maintenance Review Report		

OVERLAYING THE WATER INFRASTRUCTURE WITH THE APPLICATIONS LODGED IN TERMS OF THE MUNICIPAL SPATIAL PLANNING AND LAND USE MANAGEMENT BYLAW AND HUMAN SETTLEMENT:

The municipality is depended on septic tanks, we don't have sanitation system within the municipality , all the residents are managing their own sanitation using septic tanks

LODGED DEVELOPMENT APPLICATIONS IN RELATION TO THE SANITATION INFRASTRUCTURE:

The municipality is depended on septic tanks, we don't have sanitation system within the municipality , all the resident and business are managing their own sanitation using septic tanks.

SANITATION SERVICE LEVELS IDENTIFIED FOR THE DIFFERENT AREAS WITHIN THE MUNICIPALITY:

The municipality is depended on septic tanks, we don't have sanitation system within the

municipality, all the resident and business are managing their own sanitation using septic tanks.

SANITATION INFRASTRUCTURE THAT NEEDS TO BE DECOMMISSIONED, TO BE REPLACED, TO BE REPAIRED, TO BE UPGRADED, TO BE AUGMENTED AND THE NEW WATER INFRASTRUCTURE :

There none because the entire municipality is depending on septic tanks including business.

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

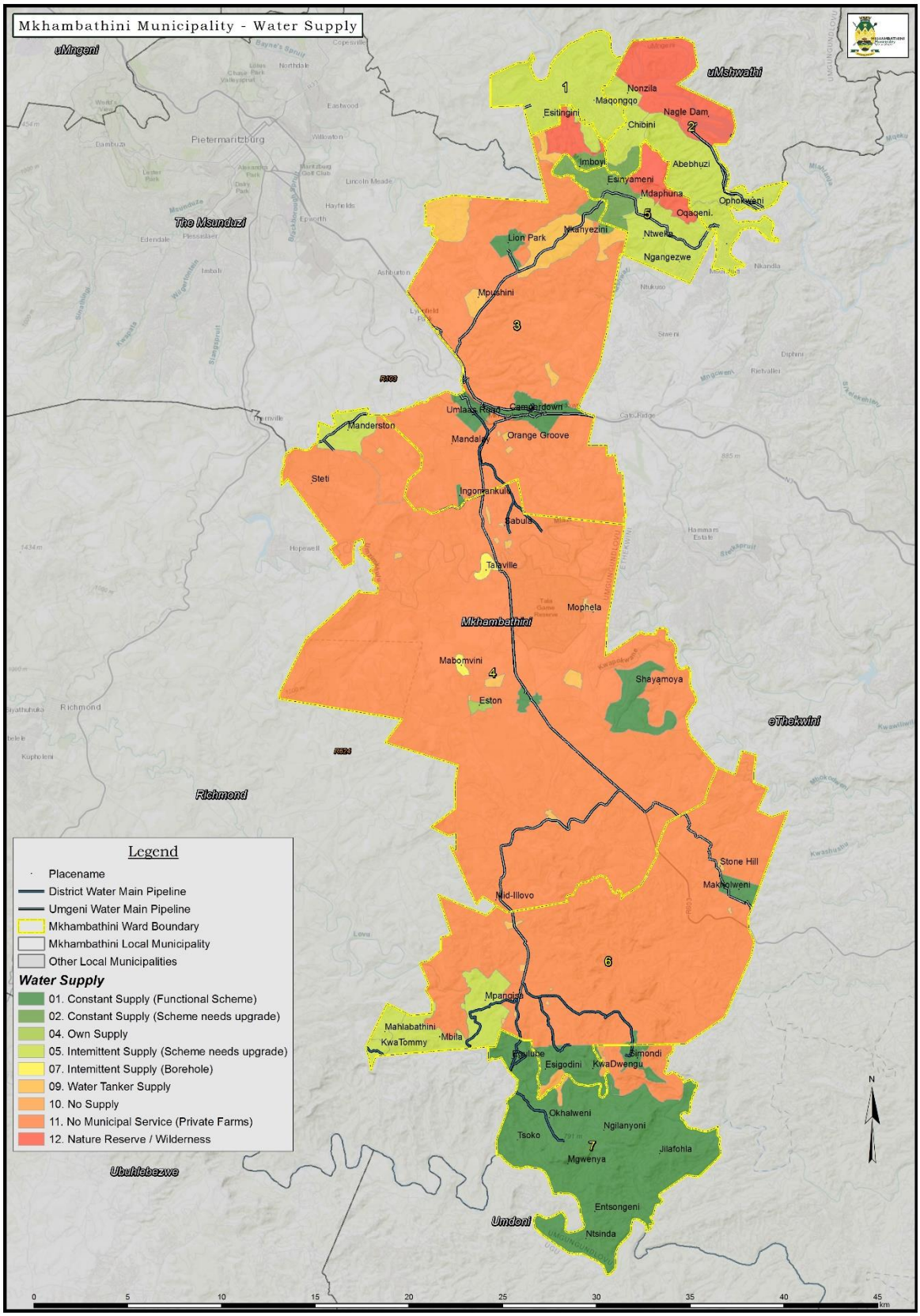
HOUSEHOLD ACCESS TO WATER	TOTAL NUMBERS
Piped (tap) water inside dwelling / institution	1 428
Piped (Tap) Water Inside Yard	5 730
Piped (Tap) Water On Community Stand: Distance Between 200m And 500m From Dwelling / Institution	2 194
Rain-Water Tank In Yard	212
Piped (Tap) Borehole In The Yard – Borehole 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 of 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

MAP : WATER SUPPLY


Mkhambathini Municipality - Water Supply
uMngeni
uMshwathi
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Mkhambathini
Pietermaritzburg
Nonzila
Maqongqo
Esitingini
Nagle Dam
Chibini
Imboyi
Abebhuzi
Esinyameni
Mdaphuna
Ophokweni
Oqaqeni
Nkanyezini
Ntwela
Ngangezwe
Lion Park
Mpushini
Camperdown
Umlaas Road
Manderston
Mandale
Orange Groove
Steti
Ingonyankulu
Babula
Tala Ville
Mophela
Mabomvini
Eston
Shayamoya
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
KwaTommy
Mbila
Esigodini
KwaDwengu
Simondi
Okhalweni
Ngilanyoni
Tsoko
Jilafohla
Mgwenya
Entsongeni
Ntsinda
Legend
Placename
District Water Main Pipeline
Umgeni Water Main Pipeline
Mkhambathini Ward Boundary
Mkhambathini Local Municipality
Other Local Municipalities
Water Supply
01. Constant Supply (Functional Scheme)
02. Constant Supply (Scheme needs upgrade)
04. Own Supply
05. Intermittent Supply (Scheme needs upgrade)
07. Intermittent Supply (Borehole)
09. Water Tanker Supply
10. No Supply
11. No Municipal Service (Private Farms)
12. Nature Reserve / Wilderness
N
0 5 10 15 20 25 30 35 40 45 km

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 0.1**. It is illustrated in **Figure 0.1** 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 0.1)**. 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 0.1** 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 0.1** 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 eThekwini Municipality. Nagle Dam obtains water via releases from Midmar Dam and Albert Falls Dam (both located on the uMngeni River) and supplies eThekwini 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.

It is further illustrated in **Figure 0.1** 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).

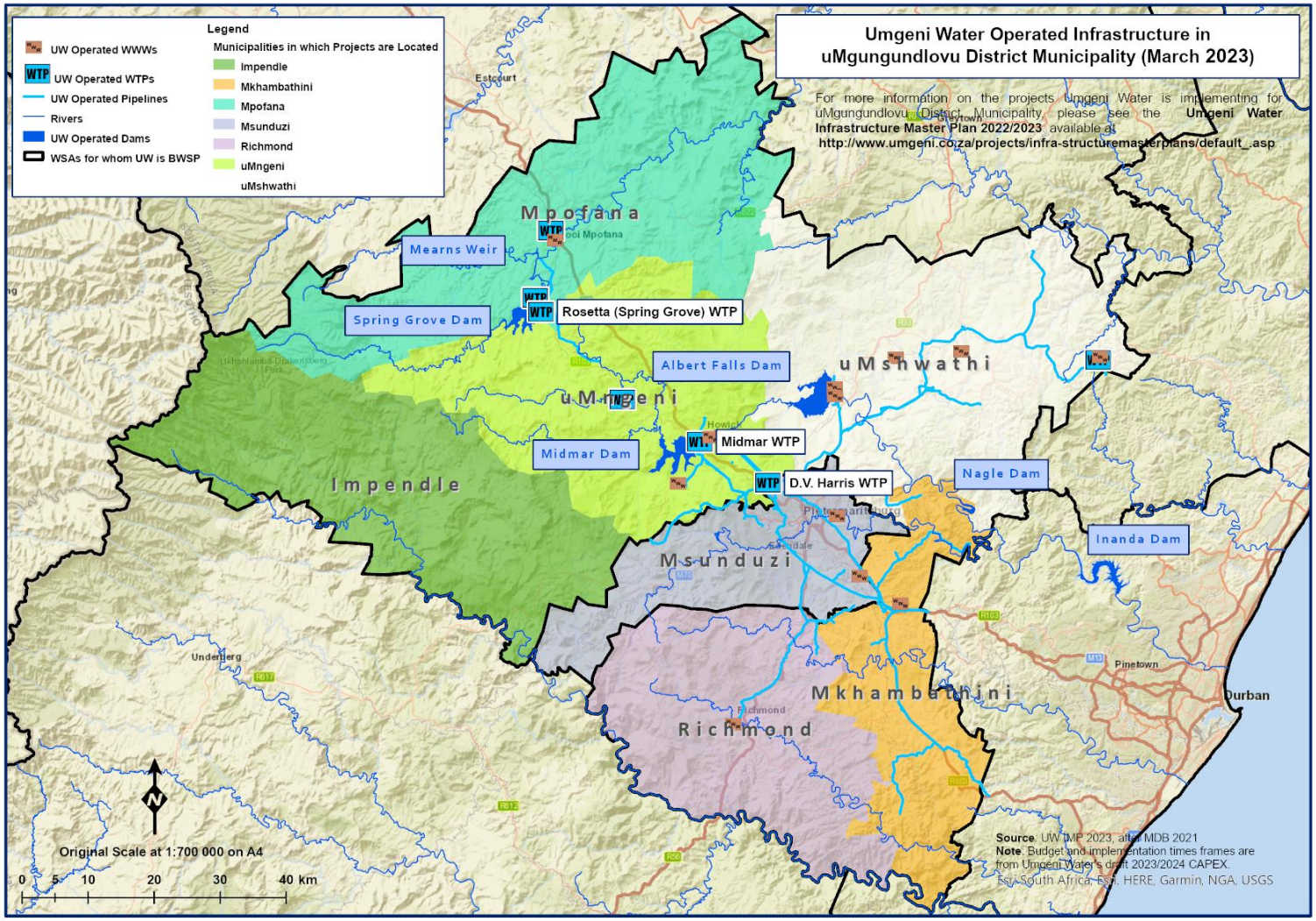


FIGURE 0.1 UMGENI WATER OPERATED INFRASTRUCTURE IN UMGUNGUNDLOVU DISTRICT MUNICIPALITY (ESRI 2023; DRAFT UW IMP 2023; AFTER MDB 2021)).

The projects Umgeni Water is implementing for the benefit of Mkhambathini Municipality and/or which are located in Mkhambathini Municipality are illustrated in Error! Reference source n ot found.. 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 (2023: Volume 2, Umgeni Water Infrastructure Master Plan 2023/2024). However, water demands are still growing in the eThekwini area. Water resource development on the uMkhomazi River has been identified as the next major project to secure long-term water resources for the eThekwini area (2023: Volume 2, Umgeni Water Infrastructure Master Plan 2023/2024). 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 Error! R eference source not found.. 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 eThekwini WSAs. For more information, see **Section 7.5.2 a) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2023**.

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 Error! Reference source not found.). The capacity o f 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 Error! Reference source not found.. This project is currently in the S tage 6: Hand Over Works (commissioning) phase. For more information, see **Section 7.5.2 d) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2023**.

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 Error! Reference source not found. and is currently in the Stage 2: Concept phase. For m ore information, see **Section 7.5.2 g) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2023**.

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 Error! Reference source not f ound.**.** The project is currently awaiting confirmation of funding so that it may proceed. For more information, see **Section 19.4.5 in Volume 10 of the Umgeni Water Infrastructure Master Plan 2023**.

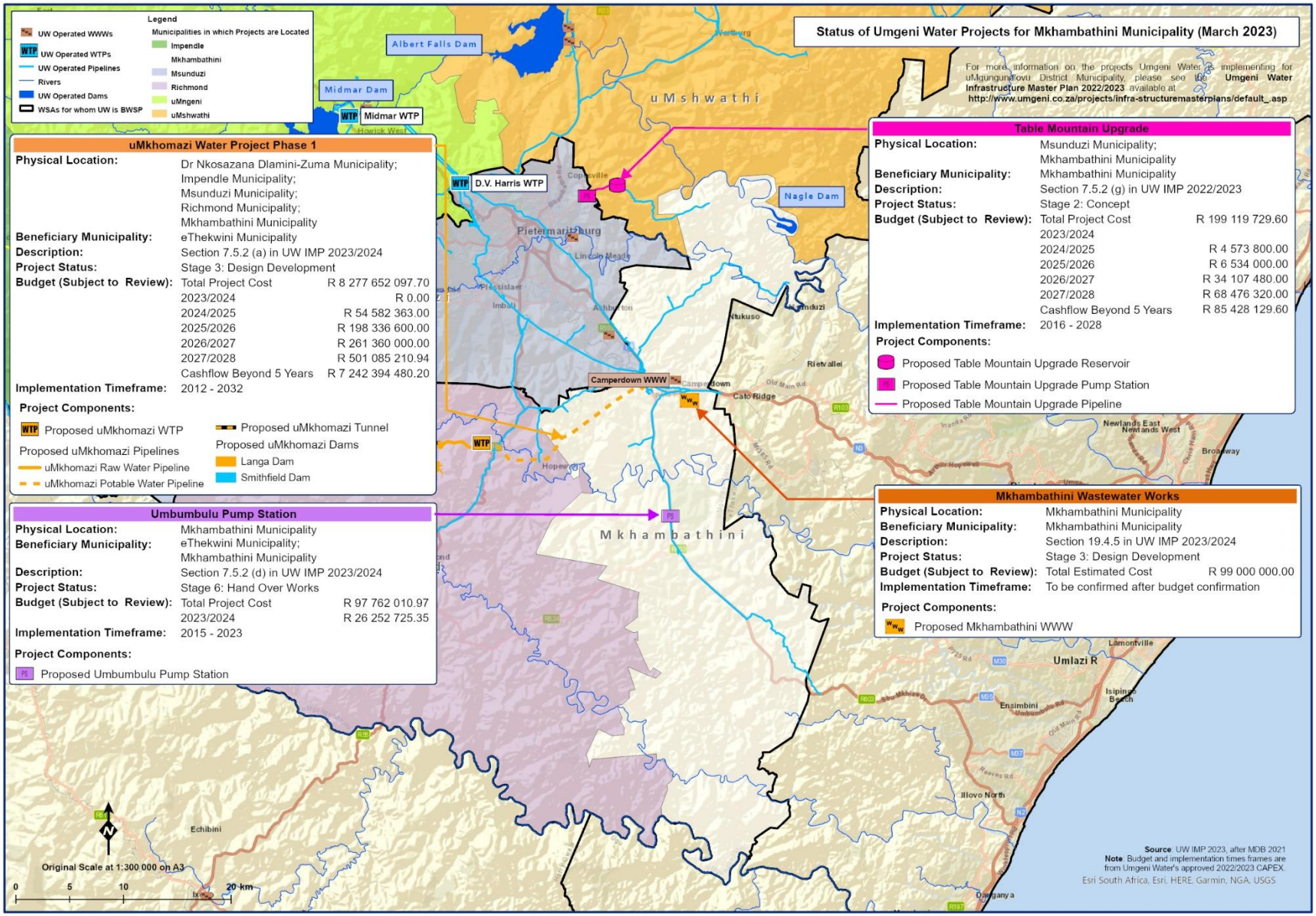


FIGURE 0.2 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2023).

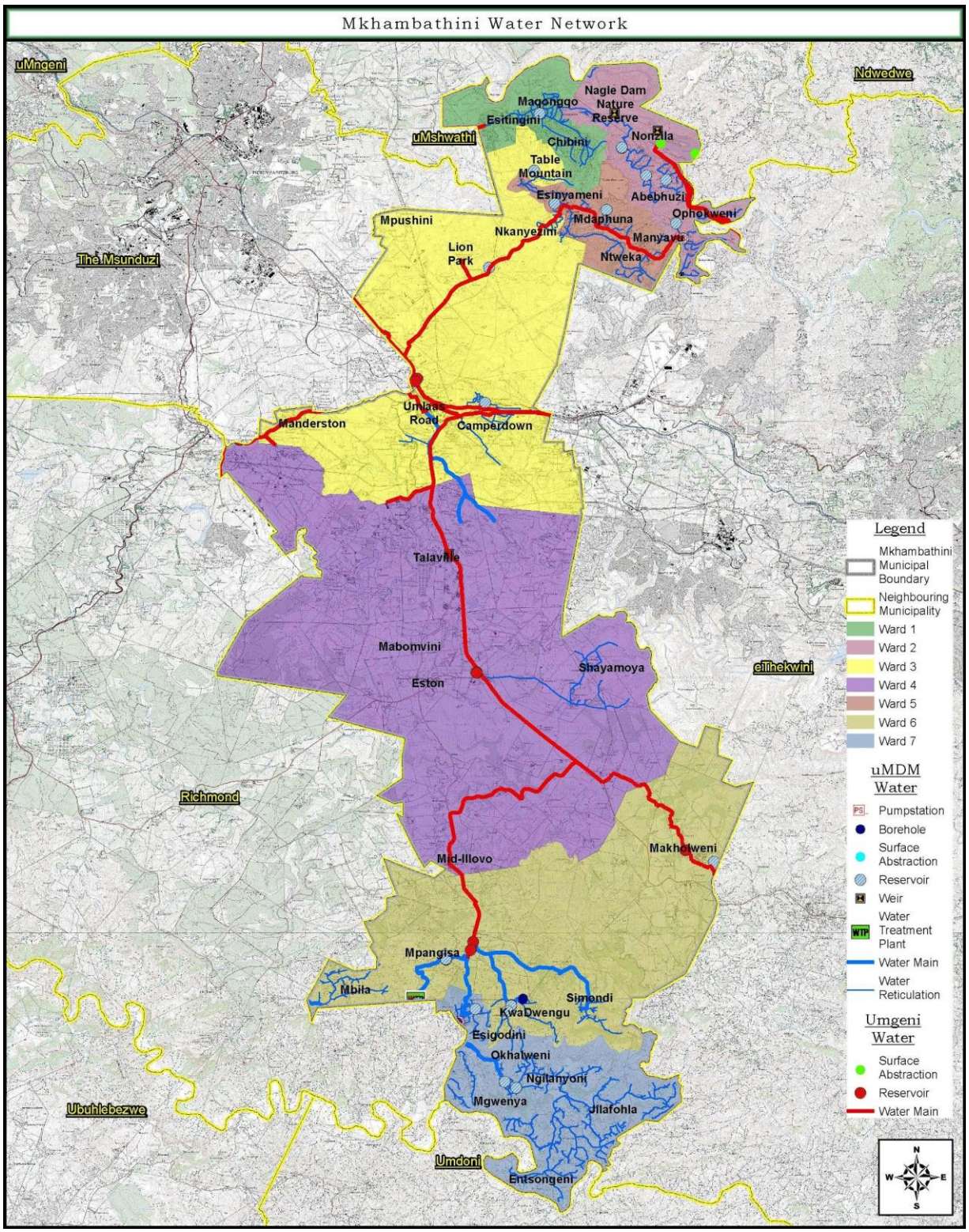


FIGURE 18: WATER SUPPLY PER WARD (BY UMDM)

FIGURE 19: MAP SHOWING OVERALL ACCESS TO SANITATION IN MKHAMBATHINI

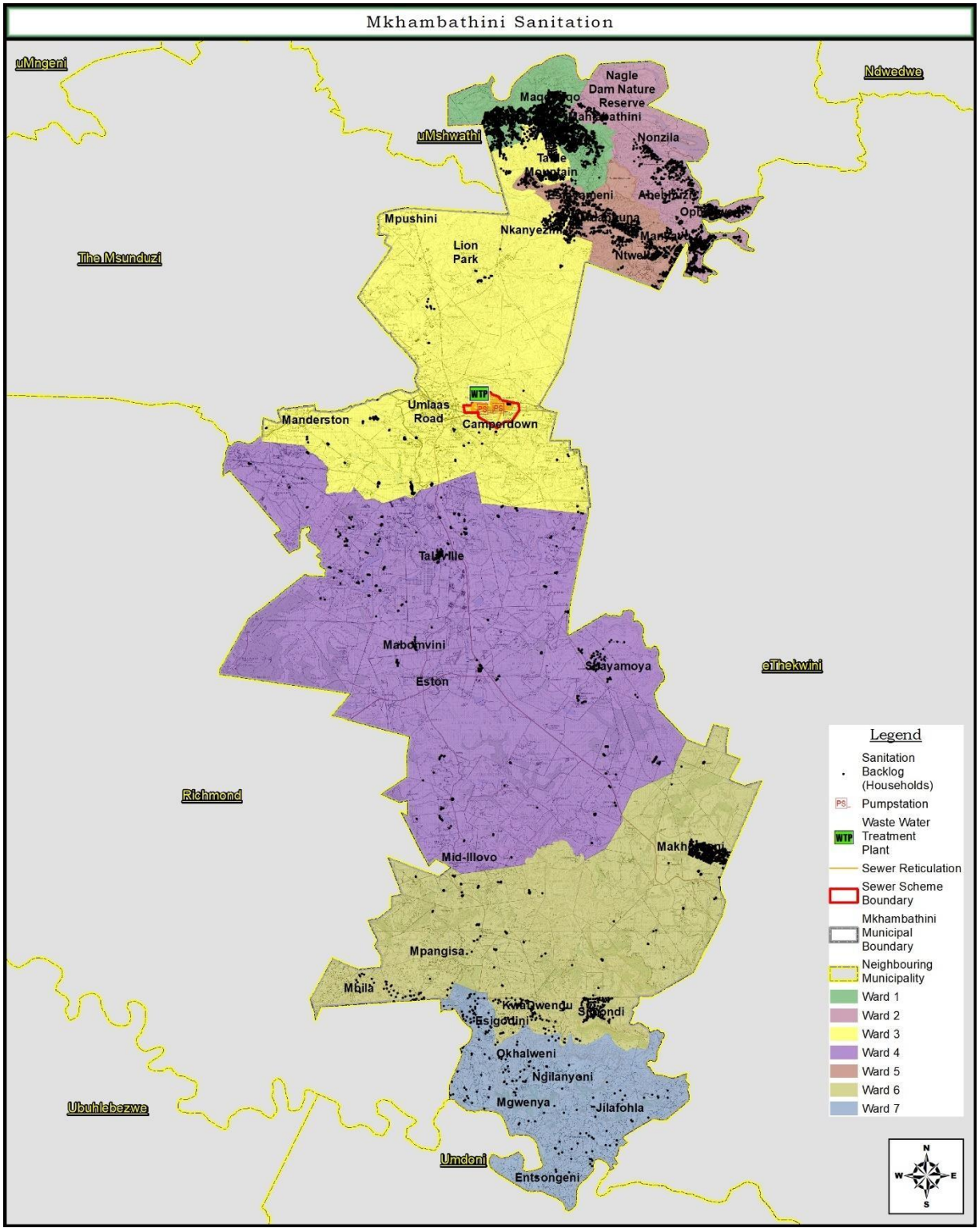


FIGURE 20: ACCESS TO SANITATION BY TYPE (SOURCE: COMMUNITY SURVEY CENSUS 2016)

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 NKANYEZINI WATER SUPPLY

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

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. ".

3.8.2 SOLID WASTE MANAGEMENT

On the 29th of September 2020, the Council of Mkhambathini Municipality adopted the Integrated Waste Management Plan (IWMP) which was endorsed by the Honourable MEC of Economic Development, Tourism and Environmental Affairs in December 2022.

The plan details the municipality's current waste management and disposal status as well as detailed plan of how the municipality intends to ensure a cleaner and safer environment through progressive waste management strategies. This plan also includes the financial implications related to this service. implementation process is currently under way. The IWMP is an annexure to this IDP.

The review and adoption process the current review of the National Waste Management Strategy as well as the population dynamics in various wards which have resulted to an increase in the levels of waste and illegal dump sites. The Department of Environmental Affairs has also greatly contributed to ensuring that the final plan speaks to the solid waste requirements and demand of the Mkhambathini Municipal area. The IWMP is attached as annexure to the IDP.

Refuse disposal is critical in creating an enabling and safe environment for every resident of the municipality. As such, according to the Census of 2011 indicates that 5.5% benefit from the local authority refuse removal and disposal while the 2001 Census indicates 5.2%. The Census of 2011 is in comparison with the Census 2016 which indicates an increase in the collection of refuse which is collected by the local municipality. The graph below details the refuse disposal statistics as per the census of 2011.

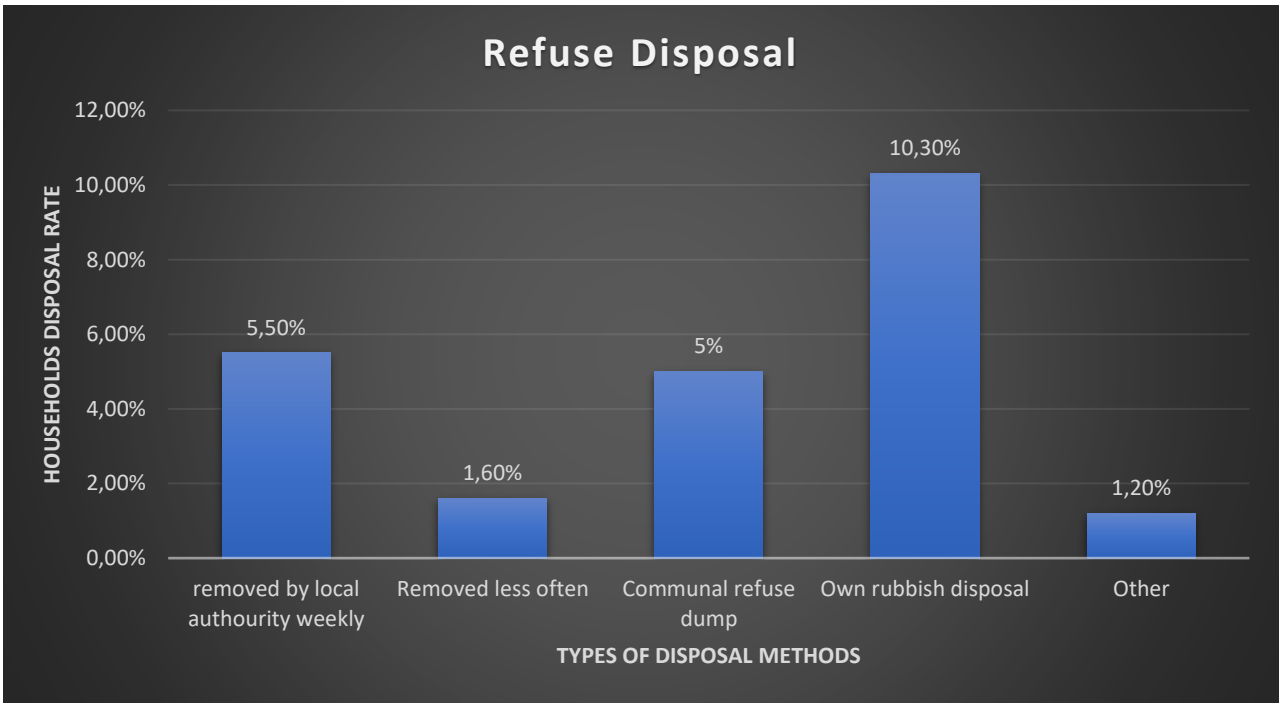


Figure 17: Mkhambathini Refuse Disposal (*Source: Census 2011, Statistics SA)*

The table below further indicates the Mkhambathini Municipality's refuse collection and disposal

information based on the community survey 2016:

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

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.

The transformation of rural arears into peri-urban areas and improved standards living has resulted greatly in the growing need for waste services. The municipality has since identified the escalating need for the services in ward 1,2 and 5. In the 2022/2023 financial year the municipality took strides in the provision of these services, attributing this great stride to the Department of Fisheries, Forestry and the Environment (DFFE) and EDTEA EPWP funded projects.

The projects have employed a total of 126 participants across all wards within the municipality. The projects have aided greatly to the municipal waste management plans through the clearing of illegal dumps in the areas and a scheduled weekly collection in various spots within the wards. The municipality ensures that the availability of working resources for the additional waste personnel and consistent weekly collection. The implementation of the plan has mitigated greatly the prevalence of illegal dumping, redirecting sanitary waste from the rivers. The water pollution is one of the greatest concerns which is affecting the water quality of our rivers, the infamous Duzi trail and overall health and wellbeing of the communities that still use the river water, seeing improvement in the current state of water pollution is the greatest achievement thus far in ecological sustainability within the municipality.

Furthermore, to enhance the cleaning and waste collection efforts, the municipality has installed bulk waste storage cages that assist in containing the waste awaiting the scheduled collection this has assisted in avoiding the surge of illegal dump sites rural un serviced areas.

The municipality has introduced and developing a recycling plan 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 and businesses which are billed monthly for the service.
The provision of waste services to indigent households in the 2022/2023 financial year has increased from 300 households due to the expansion to rural arears. The municipality now provides free basic waste services to an additional 1000.

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 4-ton truck used during clean up campaigns/ activities.

The municipality is yet to prioritize the procurement of sufficient waste transportation vehicles as the demand for the services increases. The procurement of a new additional truck is necessary to meet the demands of the services as collection has been expanded into rural areas. Resulting in a need for reliable waste collection.

MUNICIPAL LANDFILL SITE

The 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 working around the clock in pursuit to identify suitable land for the development of a municipal waste sorting and materials recovery facility that will also assist the municipality to move aggressively towards recycling and implementing green economy projects through waste management.

WASTE RECYCLING

The municipality has implemented the recycling initiatives, through implementing separation at source in wards 3,4 and 6.

- The community-buy in and distribution of clear recycling bags has resulted in a consistent weekly collection of recyclables in the Camperdown suburb.
- The buy-in of the Eston community to separate at source and collection at the Eston Club.
- Private recycler in the Mid-Illovo CBD.
- The separation of waste during the weekly and daily cleaning of waste cages.

The municipality has highly prioritized the diversion of waste from the landfill by incorporating the EPWP to recycling initiatives and identifying informal waste pickers to capacitate and assist in growing the quantities of recyclable waste diverted from the landfill.

The municipality has also prioritized the financial investment to the growth of recycling initiatives by

- distributing resources such as transportation and assistance with collection of recyclables.
- Absorbing waste pickers into the EPWP for a year in order to provide them with a stipend

to facilitate business growth.
- Procuring and distributing bulk waste storage bags.
- Providing education and training in recycling and business management (LED unit).
- Facilitating business registration and sourcing of funds and donations.
- Facilitating a sound business relationship with major recycling businesses and buy-back centers.
- Facilitating a sound relationship with local businesses to separate and donate recyclables to registered small recycling businesses in withing the municipality.

This has seen an impressive growth in recycling initiatives and there are plans to be implemented that will contribute to further growth and development of the sector.

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.

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
Thandolwemvelo Co-Operative (Ward 5) (Beneficiaries of the EPWP Exit Project)	**Recycling**; collection, storage and reselling of recyclables. **Illegal Dump Clean up**: clearing of sanitary waste disposed near the rivers and in the rivers **Waste education**: education and distribution of bins to community creches and facilitating the collection of nappy waste to be disposed of at the landfill as opposed to rivers and river banks.
Informal Waste Pickers (Ward 1,2,3,4 and 5)	Sorting and reselling of recyclables to buy back centres.
Adopt a River (in partnership with the Community)	**Clean up**: Msunduzi River (Duzi trail) **Young Canoer's Development Programme**: imparting care and patronage of natural resources to the youth.
Beaumont Farmers Association	**Clean up**: Eston Rank

	Waste Beneficiation Projects- Your Waste My Treasure Initiative: Donation of used clothes to the needy. Creating art through waste engaging with primary schools. **School agricultural development and skills sharing program:** Skills sharing with primary school learners and development of school gardens.
The Glass Bank	Installation of glass recycling banks: Eston and Camperdown Primary
Department of Fisheries, Forestry and the Environment (DFFE)	**Flood Mopping and Cleaning Project**: 116 participants (all wards). Cleaning and town beautification **Municipal Greening Project**: planting of indigenous trees and fruit trees in 120 households (W7). Combating climate change through greening
Department of Economic Development, Tourism and Environmental Affairs (EDTA)	**1000 Jobs in Waste Project:** Clearing of illegal dumps in ward 1 (10 participants). **School Environment Education Program**: Environmental education in schools and establishment of school ECO-Clubs **Community Education Programs:** Providing education on climate change mitigation strategies, greening of communities, encouraging sustainable use of natural resources.
Department of Public Works	**Amakhono Ethu Project**: 150 EPWP participants cleaning up in all 7 wards **Town Beautification Project**: Town cleansing, grass cutting and clearing of alien species (20 participants)
Umgeni Water	**Adopt A School:** School ECO-Clubs and environmental education program. **Community Education Programs**: Encouraging sustainable water use

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 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, which 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)

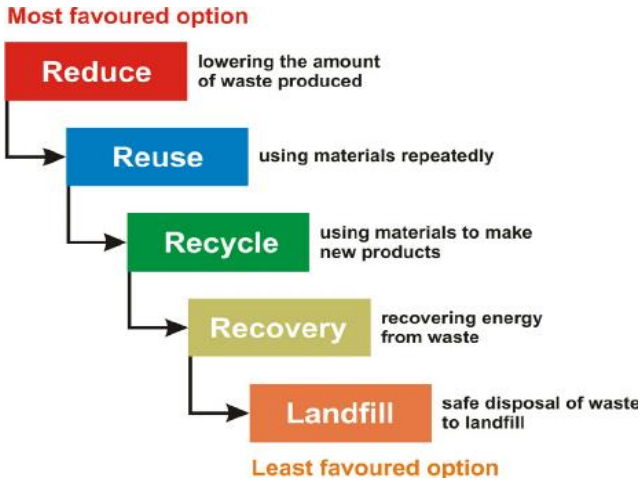
    There are currently 4 areas where separation at source is taking place, which are Camperdown, Eston, Umlaas Road and Nkanyezini. Recyclables are collected by the 4ton waste truck to the Nkanyezini EPWP recycler's site on the day of removal for further sorting and then to sell to major recyclers in Pietermaritzburg. 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 "Waste-preneurs". 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, through working with Adopt-A-River and the local team which 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 2022/2023 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 which will enable the group to sell directly to major recyclers that 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 of Nkanyezini (Ward 5).

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, working with EPWP and CWP.

- 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.
- Grass cutting and maintenance of parks and open spaces.
- Maintenance of side-walks and clearing of storm water channels
- 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.
- A well-established MRF will also play a pivotal role in the diversion of recyclable waste from the New England Landfill site, therefore decreasing substantially the costs associated with the disposal of waste.
- 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 is 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 also serves as a form of 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.

The use of innovative techniques targeting primary schools have far reaching results of embedding values of environmental care and patronage at a tender age. Conducting waste beneficiation programs in schools in attempt to change the mindset of individuals towards waste and recycling.

Goal 5: Achieve Integrated Waste Management Planning.

The Mkhambathini municipality has finalized its updated integrated waste management plan (IWMP) 2021/2022 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 4 wards in 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 MUNICPALITY REFUSE REMOVAL						
Objective	**Strategies**	**Performance Indicator**	**2020/2021 Actual Baseline**	**2021/2021 Annual Target**	**2021/2022 Baseline**	**2021/2022 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 MUNICPALITY 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
		Wards	1,3,4,5 and 6	1,3,4,5 and 6	1,3 and 6	

						indigenous garden working in collaboration with Beaumont Eston Farmer's Association, DFFE, EDTEA and RAUBEX.

MKHAMBATHINI MUNICPALITY GREENING INITIATIVES					
Performance Indicator	**2020/2021 Actual Baseline**	**2020/2021 Annual Target**	**2021/2022 Baseline**	**2021/2022 Annual Target**	**Mitigation Strategies**
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	**0**	**0**	**Outreach to all wards**	**Outreach to all wards**	

household gardens					
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.

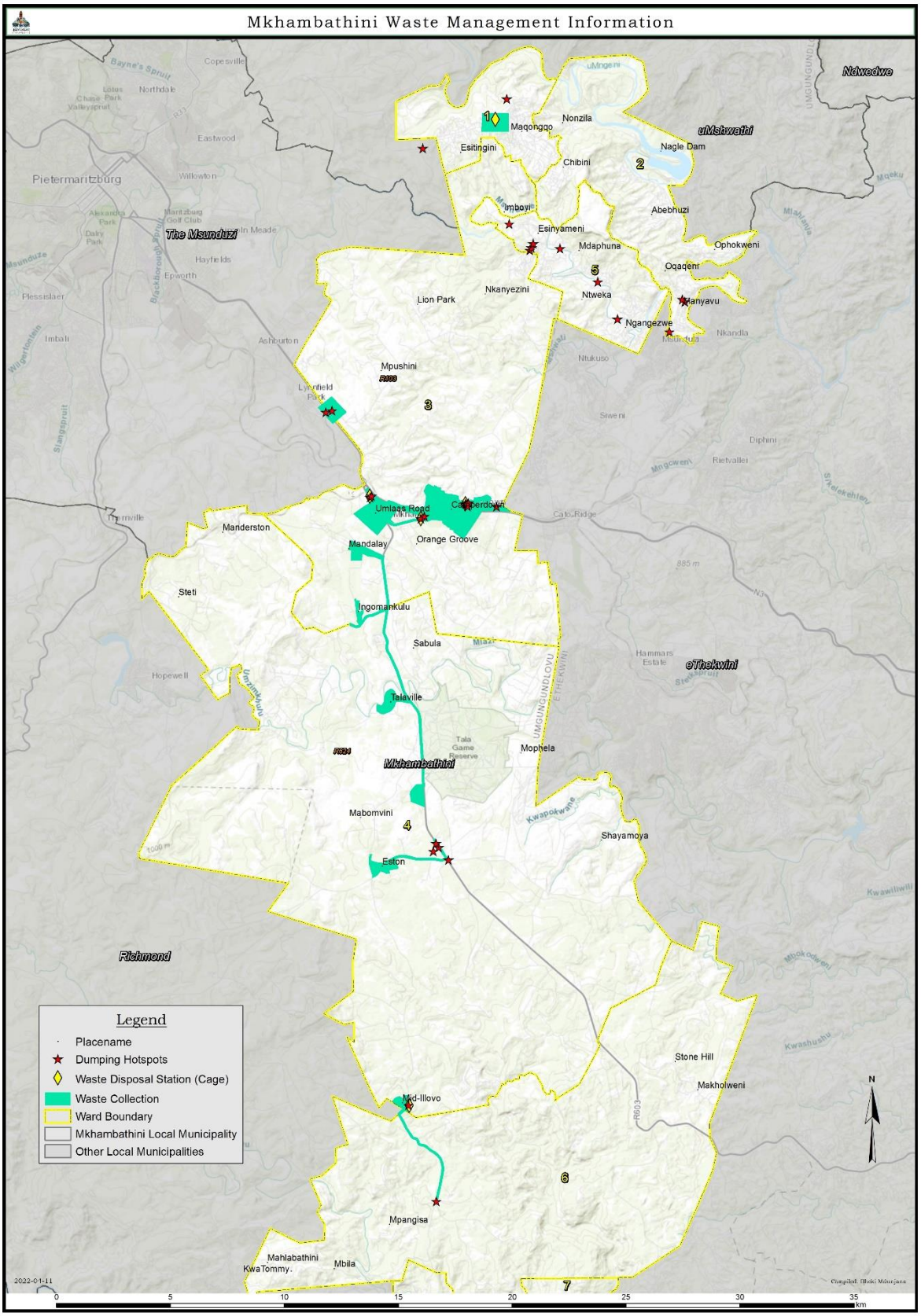
MKHAMBATHINI MUNICPALITY RECYCLING PROGRAMMES AND WASTE MINIMIZATION						
Objective	**Strategies**	**Performance Indicator**	**2020/2021 Actual Baseline**	**2020/2021 Annual Target**	**2021/2022 Baseline**	**2021/2022 Annual Target**
Reducing, reusing, recycling and recovering waste	**Reduce the percentage (%) of recyclable material to landfill; Ensure separation at source in all**	**Establish and support cooperatives and businesses in recycling and waste beneficiation**	0	0	1	1

	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	**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

MKHAMBATHINI MUNICPALITY EDUCATION AND AWARENESS CAMPAIGNS							
Objective	**Strategies**	**Performance Indicator**	**2020/2021 Actual Baseline**	**2020/2021 Annual Target**	**2021/2022 Baseline**	**2021/2022 Annual Target**	**Mitigation Strategies**
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;** **• 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
		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	

							schools) skills transfer.
		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	

Map Indicating Status Quo of Waste Services Provision and Illegal Dumping Hotspot Areas



3.8.2.1 Invasive species management project

The municipality has an invasive species management project rolled out by the KZN EDTEA invasive species section. The project benefits 423 EPWP participants in all 7 wards. The project is in line with the regulations of the National Environmental Management: Biodiversity Act (NEMBA), Act10 of 2004, the project oversees the identification, control, and management of existing as well as new and emerging invasive species, preventing them from spreading and building viable populations.

At the same time, green job opportunities will be created through labour-intensive control methods and associated tasks. The municipality, provincial EDTEA as well as private landowners within the boundaries of the municipality are engaged, as collaboration is essential.

Green infrastructure project

The main focus will be the development of a green infrastructure plan covering the municipal area. This plan, scheduled for development in 2022/2024, will serve as a planning and management tool for natural open spaces and natural systems in Mkhambathini, including nature reserves and the biodiversity network, parks, public open space, rivers, and wetlands. A specific focus will be the ecosystem services that these natural assets provide, such as flood attenuation, waste absorption, air and water purification, resource provision, and recreational and cultural benefits.

The municipality has several springs that can be used for irrigation of sports fields, parks and larger-scale gardens. Spring water is currently wasted free irrigation water which could be utilized for the management of surrounding open-spaces to enhance ecological appeal and facilitate the thriving of species to enhance biodiversity and as well as sections of the municipal office grounds. The municipality will have to conduct a study on how this water can be used more extensively yet sustainably. Using this water for irrigation or industrial processes is expected to alleviate some of the pressure on the potable water reserves and alleviate flooding.

The table below further indicates the Mkhambathini Municipality's refuse collection and disposal information based on the community survey 2016:

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

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.

The transformation of rural arears into peri-urban areas and improved standards living has resulted greatly in the growing need for waste services. The municipality has since identified the escalating need for the services in ward 1,2 and 5. In the 2022/2023 financial year the municipality took strides in the provision of these services, attributing this great stride to the Department of Fisheries, Forestry and the Environment (DFFE) and EDTEA EPWP funded projects.

The projects have employed a total of 126 participants across all wards within the municipality. The projects have aided greatly to the municipal waste management plans through the clearing of illegal dumps in the areas and a scheduled weekly collection in various spots within the wards. The municipality ensures that the availability of working resources for the additional waste personnel and consistent weekly collection. The implementation of the plan has mitigated greatly the prevalence of illegal dumping, redirecting sanitary waste from the rivers. The water pollution is one of the greatest concerns which is affecting the water quality of our rivers, the infamous Duzi trail and overall health and wellbeing of the communities that still use the river water, seeing improvement in the current state of water pollution is the greatest achievement thus far in ecological sustainability within the municipality.

Furthermore, to enhance the cleaning and waste collection efforts, the municipality has installed bulk waste storage cages that assist in containing the waste awaiting the scheduled collection this has assisted in avoiding 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 and businesses which are billed monthly for the service.
The provision of waste services to indigent households in the 2022/2023 financial year has increased from 300 households due to the expansion to rural arears. The municipality now provides free basic waste services to an additional 1000.

3.8.3 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.

3.8.3.1 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.

3.8.3.2 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.

The municipality has a Waste Management Bylaw in place that has been adopted by council on the 30th of June 2022

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 because of economic growth.





Waste Management conducted with the Municipal ward areas by the EPWP workers.



IWMP ACTION PLAN IS ATTATCHED IN THE IDP ON THE FOLLOWING PAGE:

'YOUR WASTE MY TREASURE CAMPAIGN"









IWMP ACTION PLAN IS ATTATCHED IN THE IDP ON THE FOLLOWING PAGE:

Objectives	Actions	Targets	Timeframe	Status Quo
To increase waste minimization within MLM	**<u>Review of the current waste status quo in the municipality</u>**			Nkanyezini Recycling Co-operative
	-Budget and secure funds for various recycling and re-use initiatives and schemes to be in place to achieve targets timeously.	Ongoing		The municipality supplies clear recycling bags for the ease of separation @source.
	Establish MRFs to create storage and sorting of separated waste in rural and un serviced areas.			Agreement is in place with the Maphumulo Tribal Authority to grant access to land for local

				recyclers
	omotion and implementation of Separation @source through various media platforms (municipal) in all serviced areas.			Camperdown suburb, Eston Club and various businesses and schools are actively participating in the separation@ source initiative.
	Incorporate informal waste pickers to the collection of recyclables and provide an incentive through localized buy back centres.			The municipal truck plays a pivotal role in facilitating the selling and collection of bulk recyclables for waste pickers. Through this the municipality has managed to formalize 2 local recycling businesses. The municipality has also prioritized the training and capacitating waste pickers on the database. With business development skills and the circular economy.
	Engage in proper composting			Plans are in motion to

	practices.			reinstate garden waste collection and disposal at private composting sites within the municipal jurisdiction.

Objectives	Actions	Targets	Timeframe
Standardisation of waste storage receptables	Develop a phased approach for procurement of the required number of bulky waste bins.	To have 4 skip bins rolled out in densely populated areas.	2023/24 Ongoing
To minimise the amount of waste sent to landfill	Skips to be made available in poorly serviced and un serviced areas.	Wards1,2 and 5	Ongoing
	Develop drop-off and collections points for recycling, sorting and separation facilities in all wards	In all waste cages and bulk storage waste disposal sites.	Separation@ source currently taking place at Maqongqo waste cage and Van's waste cage.
	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.	All wards with recyclers.	Recyclers in wards 3 and 5 are currently registered on the database and reporting on quantities sold.
	Create public private partnerships for recycling.	All wards	The unit is working with residents, businesses and farmers association in the

			implementation of the waste hierarchy. The initiative involves increasing quantities of recyclables, training and development in recycling and also funding and developing businesses in waste.

To increase understanding and engagement in waste & recycling	· Education and awareness campaigns - Waste Management and environmental education schools programme	All wards	The municipality has partnered with EDTEA and Umgeni Water with consistent environmental education and awareness campaigns in schools. Community clean-up programmes also aid in community education and awareness. Workshops are in motion to capacitate recyclers on different waste streams.
	- Participation in industry driven waste awareness campaigns and competitions	· Include community members and industries. · Glass company school's programme	
	- Door-to-door awareness and education campaign · Development of recycling	· Updated information sharing, education and awareness about waste management on social media and municipal website.	2020 ongoing

	and Communicatio ns Plan to develop more effective ways of explaining to residents how waste should be tailor-made to suit the audience. · Broaden participation by SMME's, job creation and opportunities through waste · Involve Councillors and Ward Committees by embarking on green economy development	· Capacitate SMMEs in the green economy and EPWP exit projects on green initiatives. · Ward based clean-up campaigns and community awareness programmes	

Successful Implementation of WMS	· Review of incentive and rebates including tariffs for waste management services.	- Investigation of options and opportunities - Align options and opportunities with MLM IDP	To prioritize waste management , strategic goals in budgets and municipal planning.
	· Quantify savings from recycling opportunities - Reduced waste to landfill	- Municpal waste management by-laws must include recycling and waste minimisation,	Apply and enforce municipal waste management by-laws.
	- Transport costs - Review of capacity to implement the WMS: - Assess human resources required		Apply for assistance to procure from the MIG funded specialized waste vehicles fund.

	- Additional funding for the processing and new infrastructure required for technologies such as MRFs.		

WASTE MANAGEMENT PARTNERSHIPS

Stakeholder	Service/ Partnership
Thandolwemvelo Co-Operative (Ward 5) **(Beneficiaries of the EPWP Exit Project)**	**Recycling**; collection, storage and reselling of recyclables. **Illegal Dump Clean up**: clearing of sanitary waste disposed near the rivers and in the rivers **Waste education**: education and distribution of bins to community creches and facilitating the collection of nappy waste to be disposed of at the landfill as opposed to rivers and river banks.
Informal Waste Pickers (Ward 1,2,3,4 and 5)	Sorting and reselling of recyclables to buy back centres.
Adopt a River (in partnership with the Community)	**Clean up**: Msunduzi River (Duzi trail) **Young Canoer's Development Programme**: imparting care and patronage of natural resources to the youth.
Beaumont Farmers Association	**Clean up**: Eston Rank **Waste Beneficiation Projects- Your Waste My Treasure Initiative:** Donation of used clothes to the needy. Creating art through waste engaging with primary schools. **School agricultural development and skills sharing program:** Skills sharing with primary school learners and development of school gardens.
The Glass Bank	Installation of glass recycling banks: Eston and Camperdown Primary

Department of Fisheries, Forestry and the Environment (DFFE)	**Flood Mopping and Cleaning Project**: 116 participants (all wards). Cleaning and town beautification **Municipal Greening Project**: planting of indigenous trees and fruit trees in 120 households (W7). Combating climate change through greening
Department of Economic Development, Tourism and Environmental Affairs (EDTA)	**1000 Jobs in Waste Project:** Clearing of illegal dumps in ward 1 (10 participants). **School Environment Education Program**: Environmental education in schools and establishment of school ECO-Clubs **Community Education Programs:** Providing education on climate change mitigation strategies, greening of communities, encouraging sustainable use of natural resources.
Department of Public Works	**Amakhono Ethu Project**: 150 EPWP participants cleaning up in all 7 wards **Town Beautification Project**: Town cleansing, grass cutting and clearing of alien species (20 participants)
Umgeni Water	**Adopt A School:** School ECO-Clubs and environmental education program. **Community Education Programs**: Encouraging sustainable water use

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:

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 e

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.	• 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. • Development of materials recovery facility.	R1 500 000.00	2021-2024
To ensure the extension of waste services to rural areas	• 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	R200 000.00	2021-2024

	recyclables to buy back centres.		
To ensure effective, safe and healthy methods of waste storage in all scheduled collection points (farms and informal settlements)	• To procure bulk waste storage receptables that will minimize the scattering of waste awaiting the collection in the designated spots. • Procuring appropriate receptables for the storage of waste to avoid the contamination of water, overall cleanliness, and hygiene in collection points.	R250 000.00	2021- 2024
To ensure an environmentally sustainable town beautification model	• 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.	R300 000.00	2021-2024

CLIMATE CHANGE MITIGATION STRATEGIES

The municipality acknowledges that environmental sustainability is a key component to facilitating economic transformation, better health in our communities, job creation (green economy) and skills development aligned with national priorities. Environmental care and awareness plays a pivotal role in meeting and achieving the Sustainable Development Goals (SDG) 2030 and 2063.

The municipality has reviewed and aligned by-laws and enforcement regarding environmental patronage, taking into account waste management, air pollution control and management of invasive alien species thereof. The municipality has partnered with stakeholders in mitigating the adverse impacts and key indicators of climate change. The activities undertaken to mitigate the impacts of climate change are stated below;

- Ecological management of waste (recycling and recovery of materials).
- Environmental education and care.
- Preservation and sustainable use of water sources.
- Greening and planting of indigenous plants.
- Ensuring the development of community vegetable gardens.

Though the municipality lacks an official environmental unit structure a large part of climate change mitigation strategies is operational and prioritized within the waste management and the garden and parks units cross cutting activities with the Disaster Management and LED units.

SOLID WASTE KEY CHALLENGES

Key challenge	**1. Lack of a Material Recovery Facility (MRF)**
Description	The absence of a landfill site within the municipal jurisdiction should implore the municipality to embark on other means of waste minimization and waste diversion from the landfill. The lack of a Materials Recovery Facility results on the municipality being fully dependent on the New England Landfill site in Pietermaritzburg for waste disposal, as there is no infrastructure put in place to ensure that waste separation which plays a pivotal role in the reduction of waste quantities disposed of on the landfill and subsequently preserving the life span of the landfill. The municipality has not in the current 5-year plan prioritized the development of a MRF which will address gaps in the growth and formalization of the green economy initiatives and also expand the capacity of waste management services within the municipality, that has limited revenue collection for the service. The establishment of the MRF will create jobs and entrepreneurial opportunities and further expand on basic service delivery. The construction of Material Recovery Facilities is aligned with the National Waste Strategy of 2011 and is a progressive method to the management of waste and climate change mitigation strategy.
Key challenge	**Development of settlements in urban and rural areas**
Description	Industrial development has impacted on the upsurge of informal settlements in urban areas which has brought about an increase on the population size within the municipality. The increasing population puts pressure on basic service delivery and gives rise to illegal dumping. Deurbanization has also put pressure on waste services as the rise in illegal dumps on public spaces and roads places a demand on the municipality to provide free basic services to sparse and distant rural populations. The above tendency impacts on the cost to provide waste services, as the demand rises the cost also rises as the recently developing settlements do not pay for the provision of these services.
Key challenge	**Lack of by-law enforcement and stringent penalty system**
Description	The municipality has adopted waste by-laws however there is not enough enforcement and a stringent penalty system in place which results on the stipulated by-laws being just print on paper and not imparting accountability to offenders. There is a great need to publish and educate on the by-laws so that we can sensitize communities and businesses of their role, responsibility and contribution to a clean and healthy environment. Applying the polluter pays principle will result in all partaking and playing their role in the sustainability of the environment.

3.8.4 TRANSPORT INFRASTRUCTURE

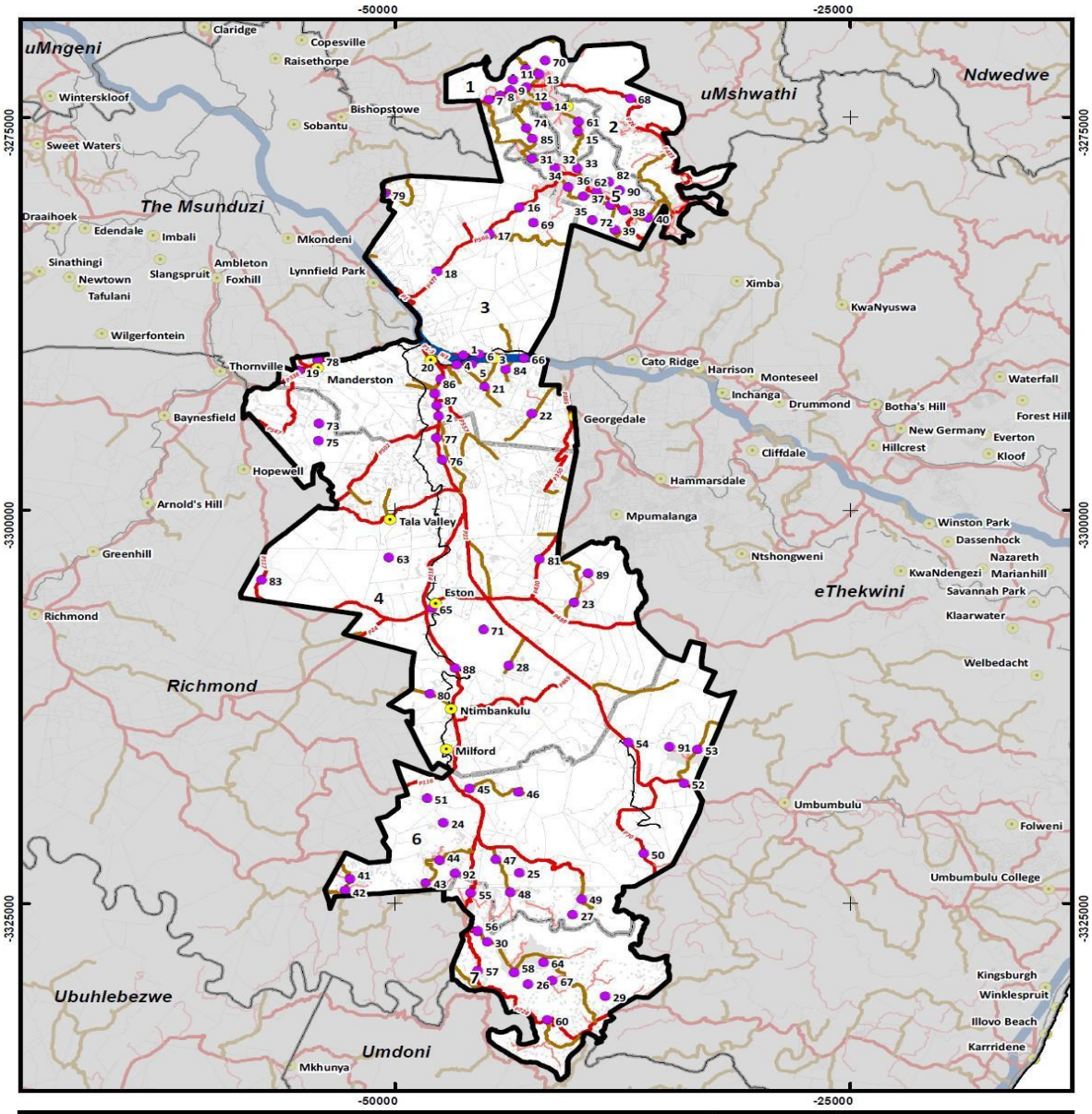
TRANSPORTATION INFRASTRUCTURE NETWORK

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 eThekwini's South Coast. These district roads then feed into lower order municipal roads and the Traditional Authority areas



Legend

- Mkhambathini Boundary
- Local Municipalities
- Places
- Capital Investment Framework
- Railway Lines
- National Road
- Provincial Road
- District Road
- Local Road
- Cadastral
- Settlements
- Wards 2016

DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

N

Datum: WGS84

Date: April 2018

0 1.5 3 6
Kilometers

SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2018

Capital Investment Framework

ROADS DEVELOPMENT

MKHAMBATHINI Municipality

3.8.4.1 INSTITUTIONAL RESPONSIBILITY

3.8.4.2 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	2022-23 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
N/A	3559 Whitecliff uMgeni	Design and Supervision	R 500 000	N/A
P21-1 (km15 to km18)	P21-1 (km15 to km18)	Heavy Rehab	R 68 796 000	N/A
P21-1 (km15 to km18)	Professional Fees	Heavy Rehab	R 1 938 290	N/A
P118 (km0 to km 1.8)	Professional Fees	Reseal	R 162 000	N/A
N/A	Maintenance -Eston Zone	Maintenance	R 5 000 000	2023/24
N/A	Maintenance contract - Camperdown Zone	Maintenanc	R 13 800 000	2022/23
N/A	Maintenance contract - Nagle Dam zone	Maintenance	N/A	N/A
N/A	Maintenance contract- Camperdown Zone	Maintenance	R 5 000 000	2023/24
N/A	Maintenance contract- Nagle Dam Zone	Maintenance	R 10 000 000	2022/23
L1838 (0-2 Km), L3621 (0-1.53 km	Regravelling L1838 (0-2 Km), L3621 (0-1.53 km)	Regravelling	R 2 400 000	2024/25
D1021 (km 0.00-km 5.7)	Regravelling of D1021 (km 0.00-km 5.7)	Regravelling	R 3 912 650	2024/25
L1314 (km 0.00-km 4.563)	Regravelling of L1314 (km 0.00-km 4.563)	Regravelling	R 3 000 000	2024/25
D1000 (km 5.00 - 9.275)	Regravelling of D1000 (km 5.00 -9.275)	Regravelling of D1000 (km 5.00 - 9.275)	R 2 500 000	2022/23

P502(KM7.00-9.00)D354(0.00-4.33)	Regravelling of P502(KM7.00-9.00)D354(0.00-4.33)	Regravelling	R 3 621 430	2023/24
P728 (km 45.00-km50.00)	Regravelling of P728 (km 45.00-km50.00)	Regravelling	R 1 200 000	2022/23

Project / Programme Name	Activity	Implementer/ Responsibility	Municipality / Region	Estimated budget	Project Status (to be as per IRM)
Upgrade of D1001 (km0,00 to km8,50)	Upgrade roads	Construction	Mkhambathini Local Municipality	R 140 000 000	Stage 3 Design Development
Upgrade of P728 (km26,8 to km52,0)	Upgrade roads	Construction	Mkhambathini Local Municipality	R 378 000 000	Stage 1 Project Initiation
Rehabilitation of P338 (km0 to km11,6)	Rehabilitation	Rehabilitation	Mkhambathini Local Municipality	R 115 058 000	Stage 5 Works 76 to 100%
Construction of Umngeni River Bridge P423	Upgrade roads	Construction	Mkhambathini Local Municipality	R 16 750 000	Stage 1 Project Initiation
Rehabilitation of P477 (km0 - km5,0)	Rehabilitation	Rehabilitation	Mkhambathini Local Municipality	R 85 100 000	Stage 1 Project Initiation



PROVISION OF NEW ROADS AND RELATED FACILITIES

3.8.4.3 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 Pl

3.8.4.4 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.

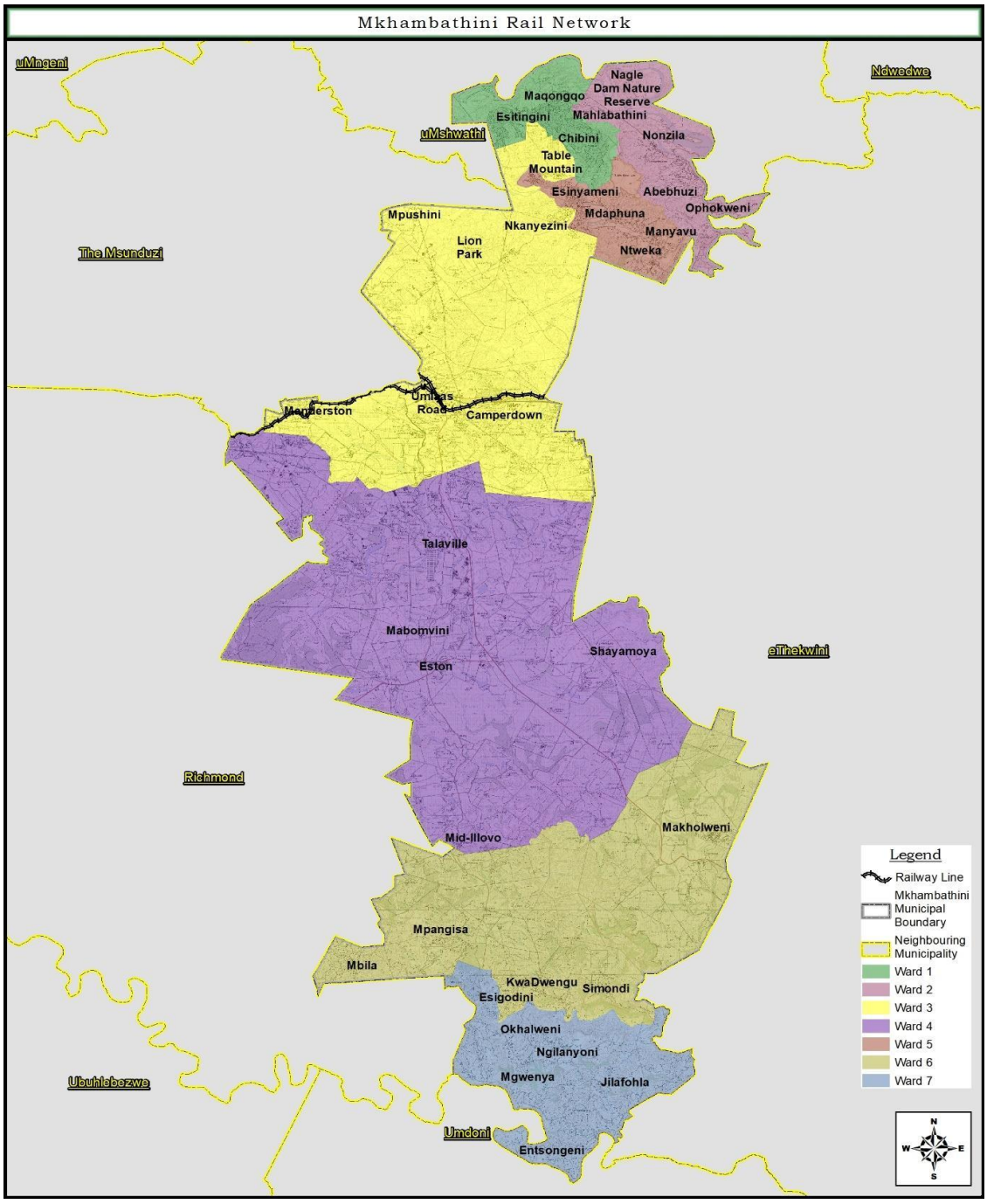


FIGURE 24: MAP SHOWING MKHAMBATHINI RAIL NETWORK

3.8.4.5 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.

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."

PROJECT SCOPE

Location and GPS Coordinates	*Table 1: Co-ordinate*		
	Co-ordinates		
	Nearest Facilities	**Start**	**End**
	Along Eston B&B, Ward 4	29°52′06.47″S and 30°33′38.75″E	29°52′54.78″S and 30°37′13.84″E
	Toyota Test Track Ward 4	29°52′06.47″S and 30°33′38.75″E	29°49′46.55″S and 30°34′35.61″E
	Ismont Secondary School Ward 6&7	30°00′38.56″S and 30°32′35.31″E	30°02′45.91″S and 30°35′38.41″E
	Gulube Primary Embo Clinic Ward 6 & 7	30°00′15.32″S and 30°31′44.77″E	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 and 30°33′30.80″E	29°37′35.29″S and 30°35′20.28″E
	Nkanyezeni Hall Ntekwa Primary (Ward 3 &5)	29°37′47.51″S and 30°34′30.68″E	29°38′32.64″S and 30°36′34.56″E
	Maguza Clinic Ward 1 & 3	29°34′45.11″S and 30°33′43.31″E	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	✓ **Mkhambathini CBD** 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.
Key Role Players and Responsibilities	✓ The Municipal Technical Department ✓ Prospective Funders ✓ KZN Department of Transport ✓ Provincial & National Treasury ✓ The Community
Ownership and Institutional arrangement of project	✓ 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	✓ 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	✓ 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	✓ 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	✓ 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	✓ The roads are gravel roads in a very bad state. ✓ Upgrading of gravel roads to asphalt roads. ✓ Construction of two pedestrian bridges;

BENEFITS OF THE UPGRADING AND CONSTRUCTION OF ROADS / PEDESTRAIN BRIDGES & STORM WATER SYSTEMS

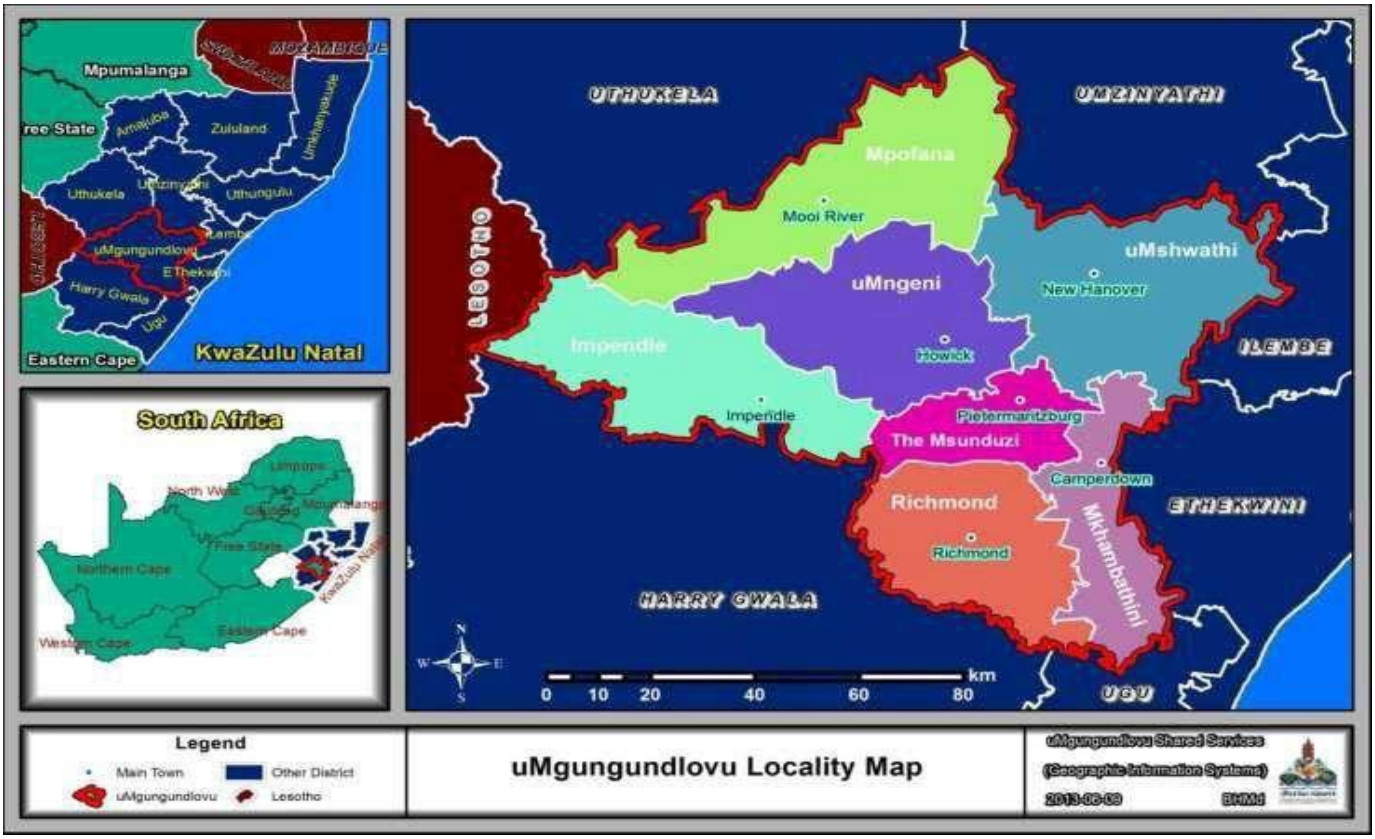
1. Increased competitiveness of the municipality.
2. Increased investor confidence, in tourism, agriculture, tourism and manufacturing sectors.
3. Increased access to public and community facilities.
4. Increased linkage between economic and social areas.
5. Increased value of property.
6. Increased revenue generating activities for municipality.
7. Increased regional and national linkages.
8. Reduced tension between community and government.

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 917km^2 and is the second smallest municipality within uMgungundlovu District Municipality.


Mpumalanga
MOZAMBIQUE
ree State
Amajuba
Zululand
Umkhanyakude
Uthukela
Umzinyathi
Uthungulu
Lesotho
uMgungundlovu
EThekwini
Harry Gwala
Ugu
Eastern Cape
KwaZulu Natal
South Africa
Limpopo
North West
Gauteng
Mpumalanga
Free State
Northern Cape
KwaZulu Natal
Eastern Cape
Western Cape
UTHUKELA
UMZINYATHI
Mpofana
Mooi River
LESOTHO
uMshwathi
uMngeni
New Hanover
Impendle
Howick
ILEMBE
Impendle
Pietermaritzburg
The Msunduzi
Camperdown
Richmond
ETHEKWINI
Richmond
Mkhambathini
HARRY GWALA
N
W
E
S
0 10 20 40 60 80
km
UGU
Legend
Main Town
Other District
uMgungundlovu
Lesotho
uMgungundlovu Locality Map
uMgungundlovu Shared Services
(Geographic Information Systems)
2013-06-09
BHM



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.

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

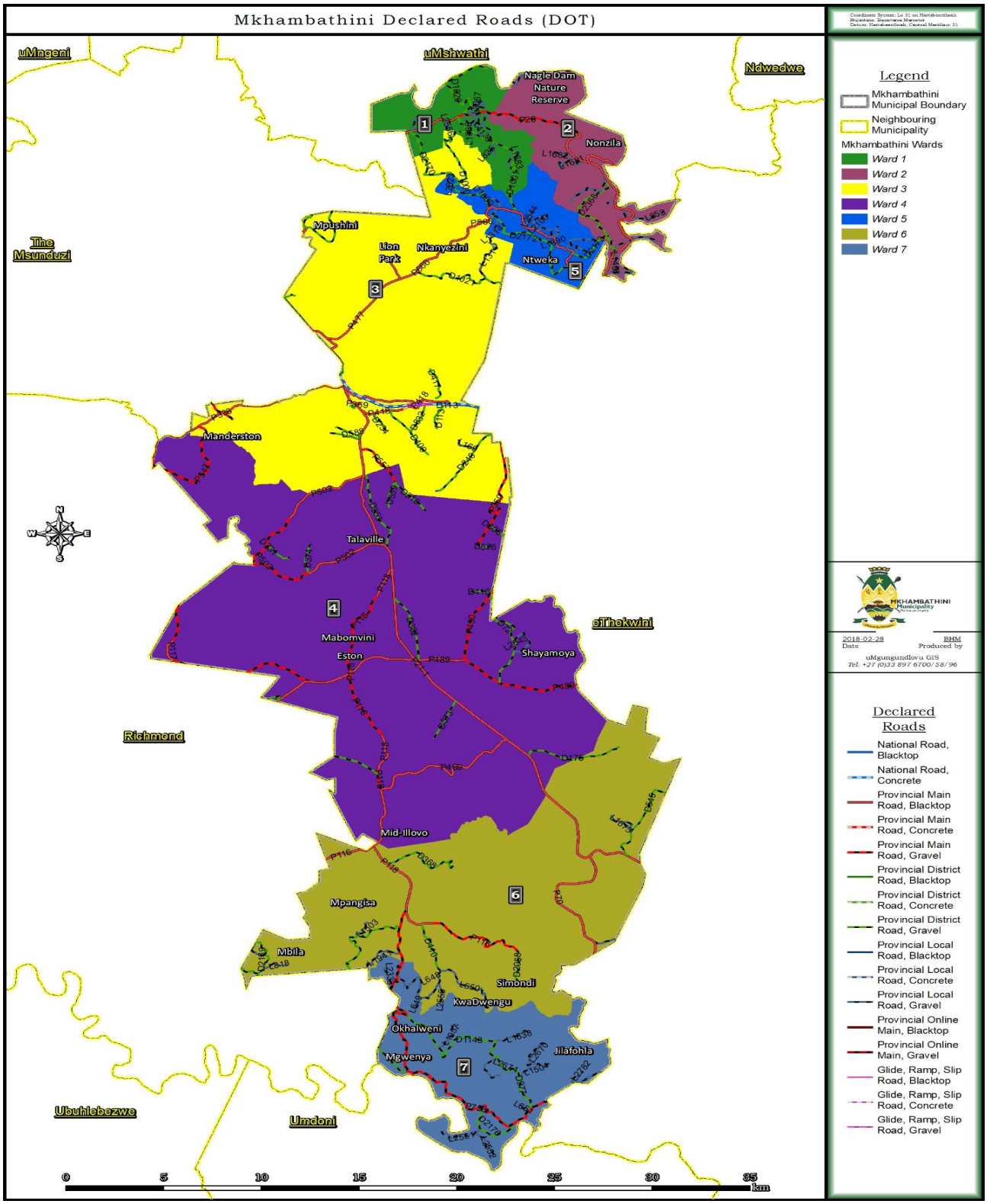
seven local municipalities with the majority being in the Msunduzi Municipality.

Population Distribution by the Municipality

Camperdown	**Population**
All Wards	57 075

SWOT ANALYSIS OF MKHAMBATHINI IMPACTING ON SERVICE DELIVERY

STRENGTHS	**WEAKNESSES**
✓ 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.	✓ 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**
✓ Plans to construct a new Waste Water Treatment Works with a 2Ml capacity within Camperdown will unlock development opportunities.	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.
✓ 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.	✓ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards, resulting in community ✓ uproar.


Mkhambathini Declared Roads (DOT)
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
eThekwini
Richmond
Ubuhlebezwe
Umdoni
Nagle Dam Nature Reserve
Nonzila
Mpushini
Lion Park
Nkanyezini
Ntweka
Manderston
Talaville
Mabomvini
Eston
Shayamoya
Mid-Illovo
Mpangisa
Mbila
Simondi
KwaDwengu
Okhalweni
Mgwenya
Jilafohla
1
2
3
4
5
6
7
N
S
E
W
0
5
10
15
20
25
30
35
km
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
Date
BHM
Produced by
uMgungundlovu GIS
Tel. +27 (0)33 897 6700/ 58/ 96
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.

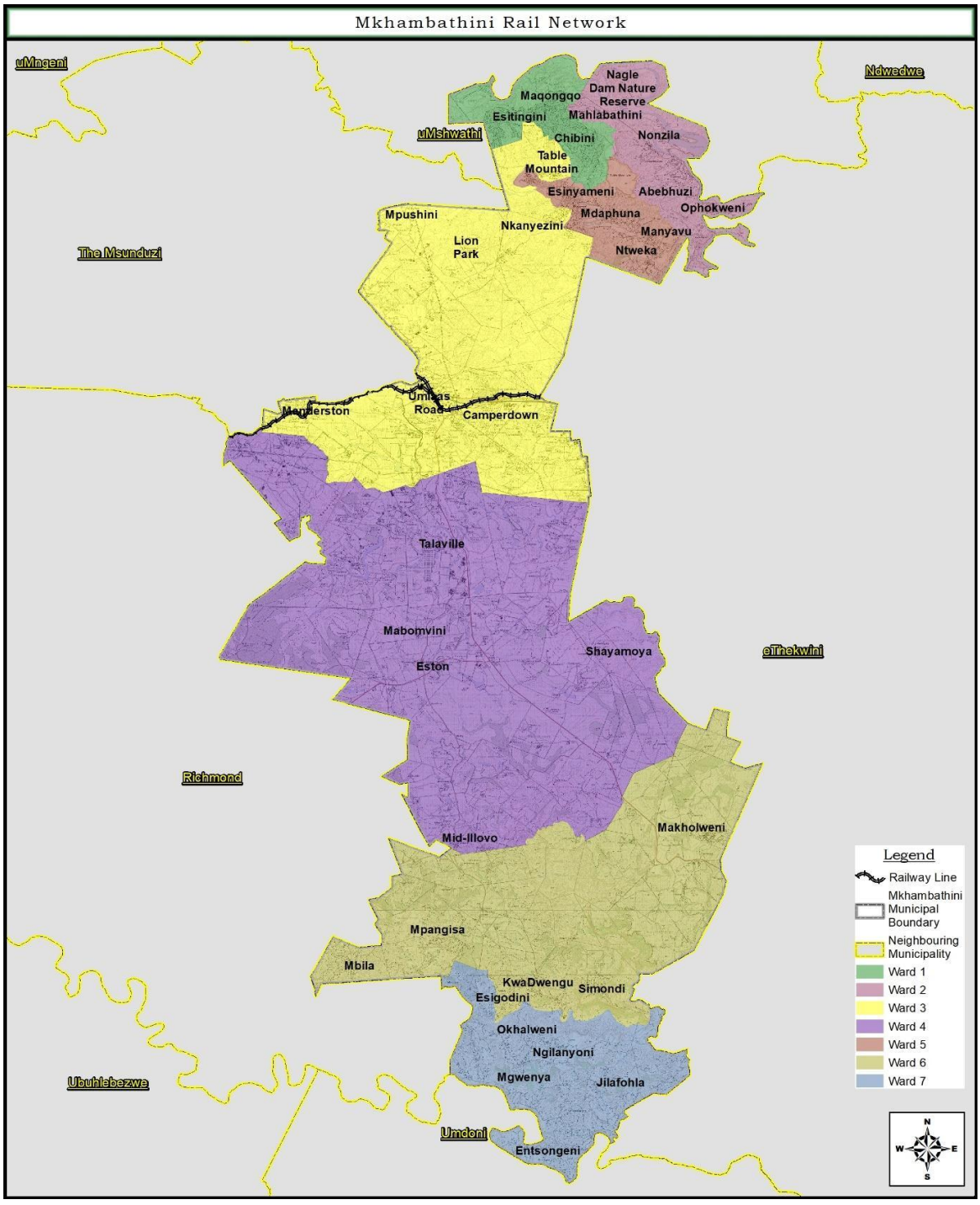


FIGURE 24: MAP SHOWING MKHAMBATHINI RAIL NETWORK

3.8.5 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 com- munities 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	300
2	0
3	1675
4	120
5	59
6	200
7	236

ELECTRICITY SECTOR PLAN

THE STUDY WAS DONE ON BELOW WARD AREAS.

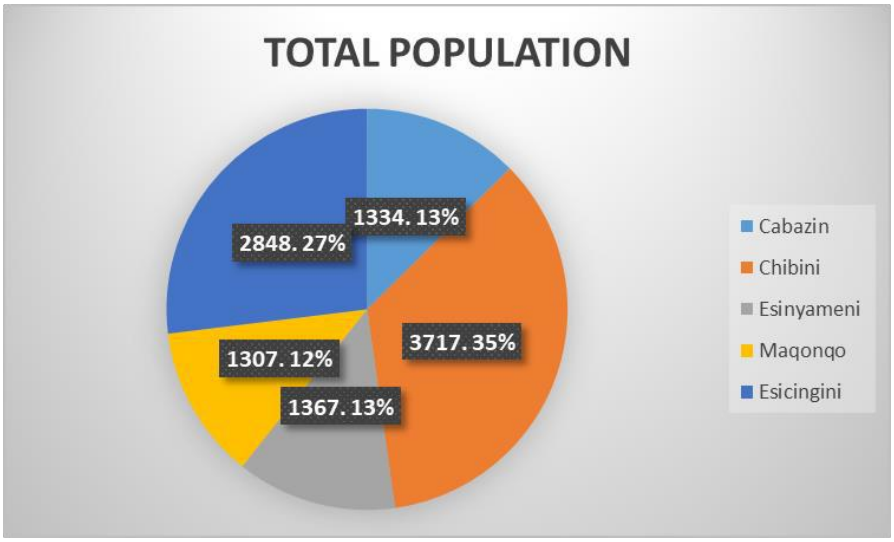


FIGURE 25: GRAPHICAL PRESENTATION FOR WARD1

TABLE 46: POPULATION BY AREA: WARD 1

Characteristics	Cabazini	Chibini	Esinyameni	Maqonqo	Esitingini
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	Abebhuzi	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

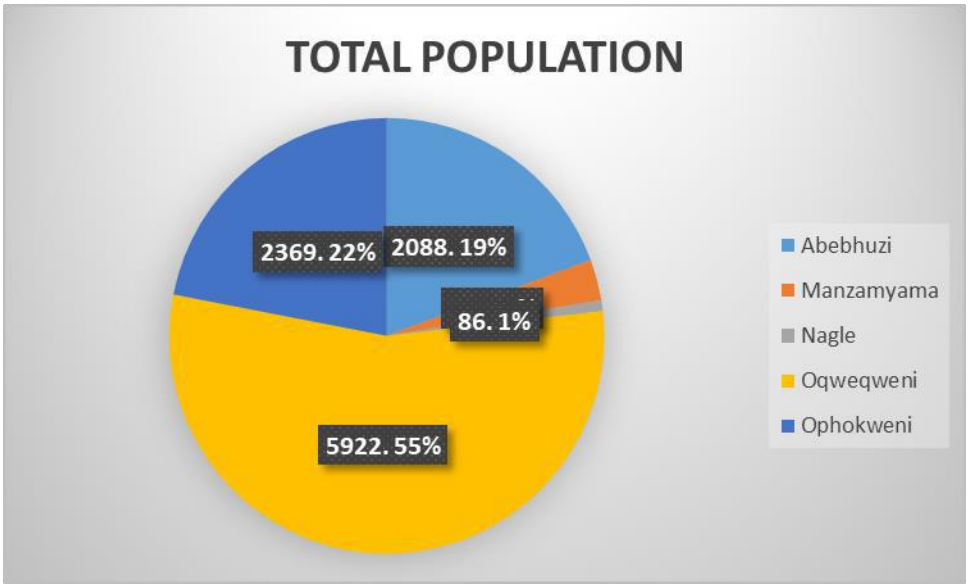


FIGURE 26: GRAPHICAL PRESENTATION FOR WARD 2

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

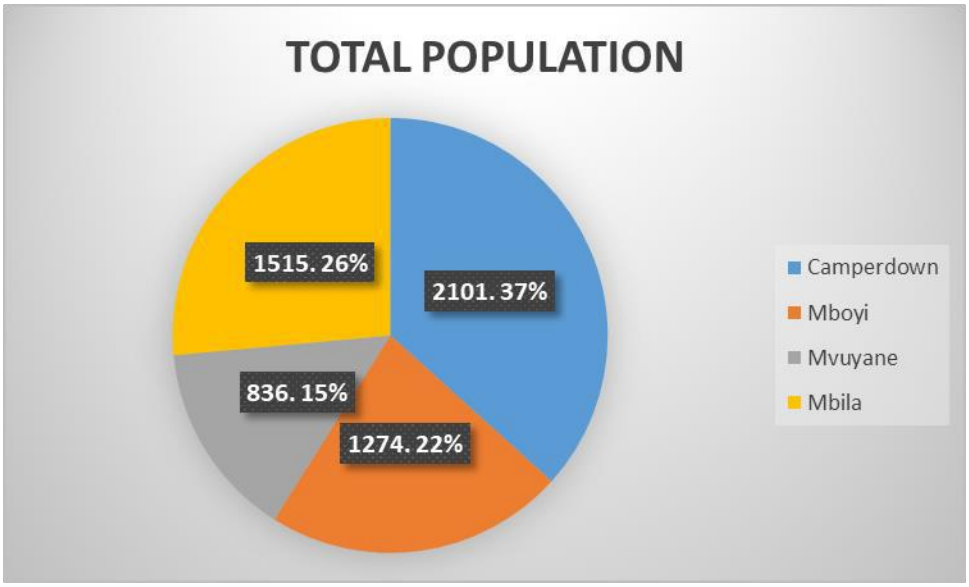


FIGURE 27: GRAPH PRESENTATION FOR WARD 3

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

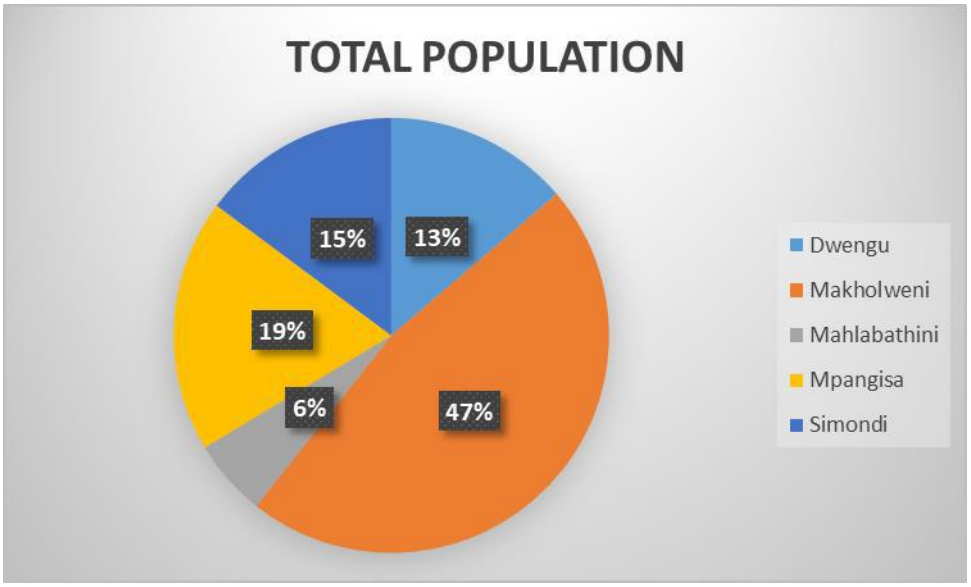


TABLE 52: POPULATION BY AREA: WARD 7

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

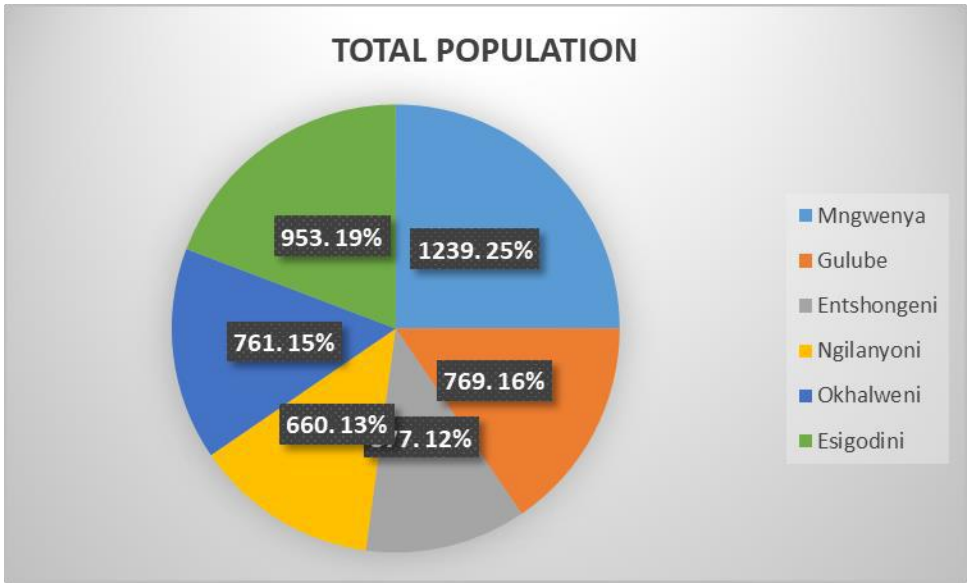


FIGURE 29: GRAPHICAL PRESENTATION FOR WARD 7

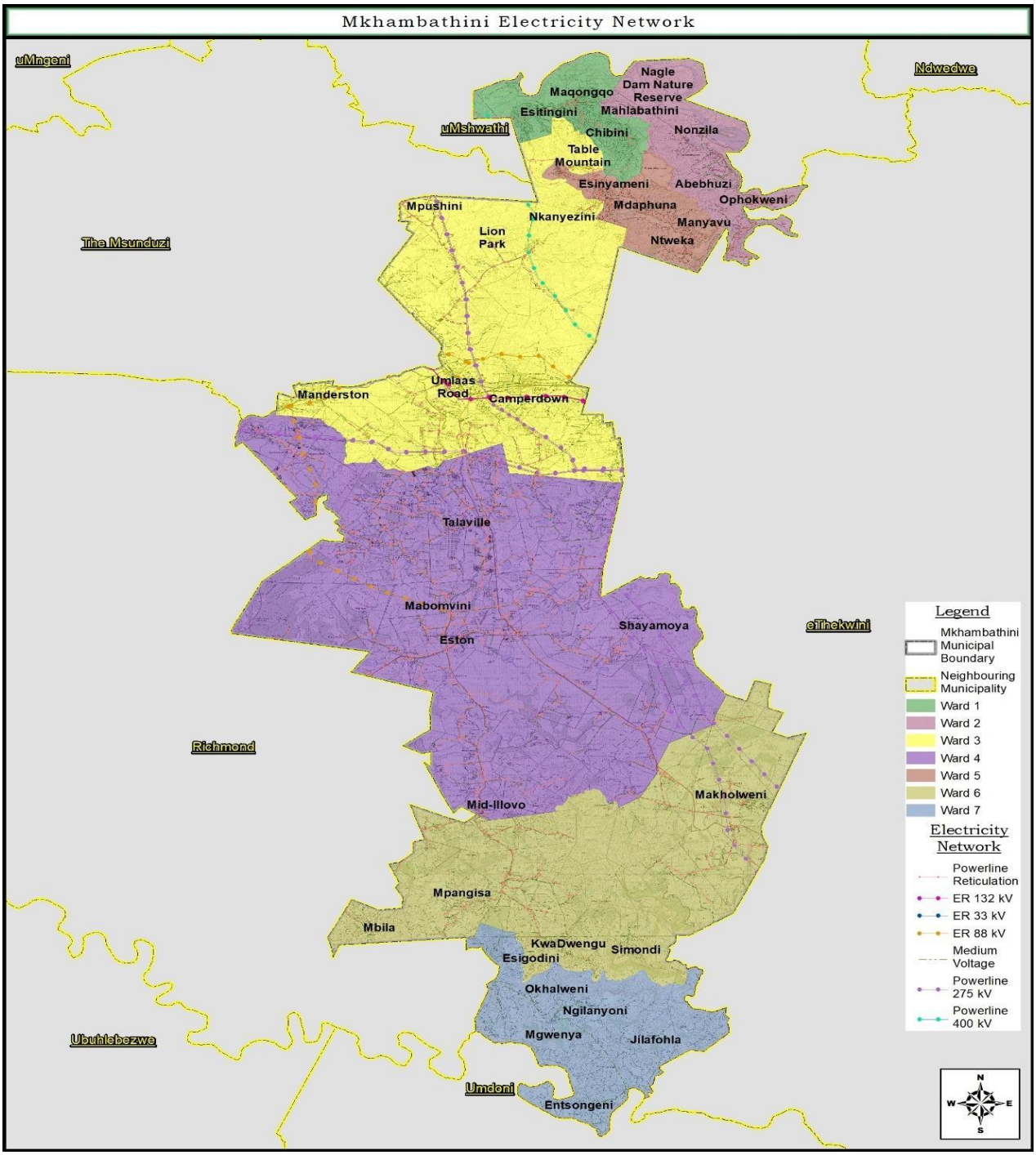


FIGURE 31: MAP SHOWING ELECTRICITY NETWORK

ESTIMATED BACKLOG

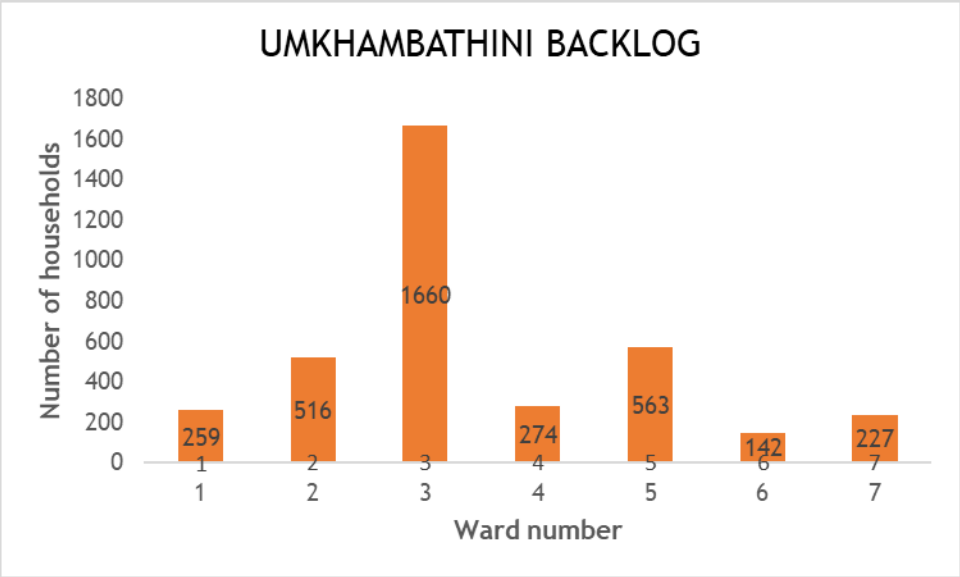


FIGURE 32: ELECTRIFICATION BACKLOGS FOR MKHAMBATHINI

ELECTRIFICATION PROJECTS

TABLE 53: ELECTRIFICATION PROJECTS

Project Name	Project Number	No of Household to be electrified	Progress
Electrification of ward 2	MKH/ELE/WO2	300	Budgeted in 2023/24
Electrification of ward 1	MKH/ELE/WO1	0	Application for 2023/24 was made to *Department of Mineral resources and Energy*
Electrification of ward 3	MKH/ELE/WO3	1675	
Electrification of ward 4	MKH/ELE/WO4	120	
Electrification of ward 5	MKH/ELE/WO5	59	
Electrification of ward 7	MKH/ELE/WO7	200	

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%.

3.8.6 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 Ethekwini, Msunduzi and Mshwathi). Council has approved and adopted a Community Facilities Policy 31 March 2018

TABLE 54: ACCESS TO COMMUNITY FACILITIES

WARD	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	Abebhuzi 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 number 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.

3.8.6.1 COMPLETED PROJECTS 2019/2020 – 2022/23

TABLE 56: PROJECTS COMPLETED IN 2019/2020- 2022/23

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
Nonzila Access Road	Ward 2	Completed
Ntweka Access Road	Ward 5	Completed
Mahlabathini Access Road	Ward 6	Completed
Kwenzokuhle Community Hall	Ward 6	Completed
Mgwaphuna Access Road	Ward 4	Completed
Ophokweni Access Road Phase 1	Ward 2	Completed
Thomas Jee Road	Ward 3	Completed
Shepstone Road	Ward 3	Completed

3.8.7 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 looks 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.

Z

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 com- munity 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 trial 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.

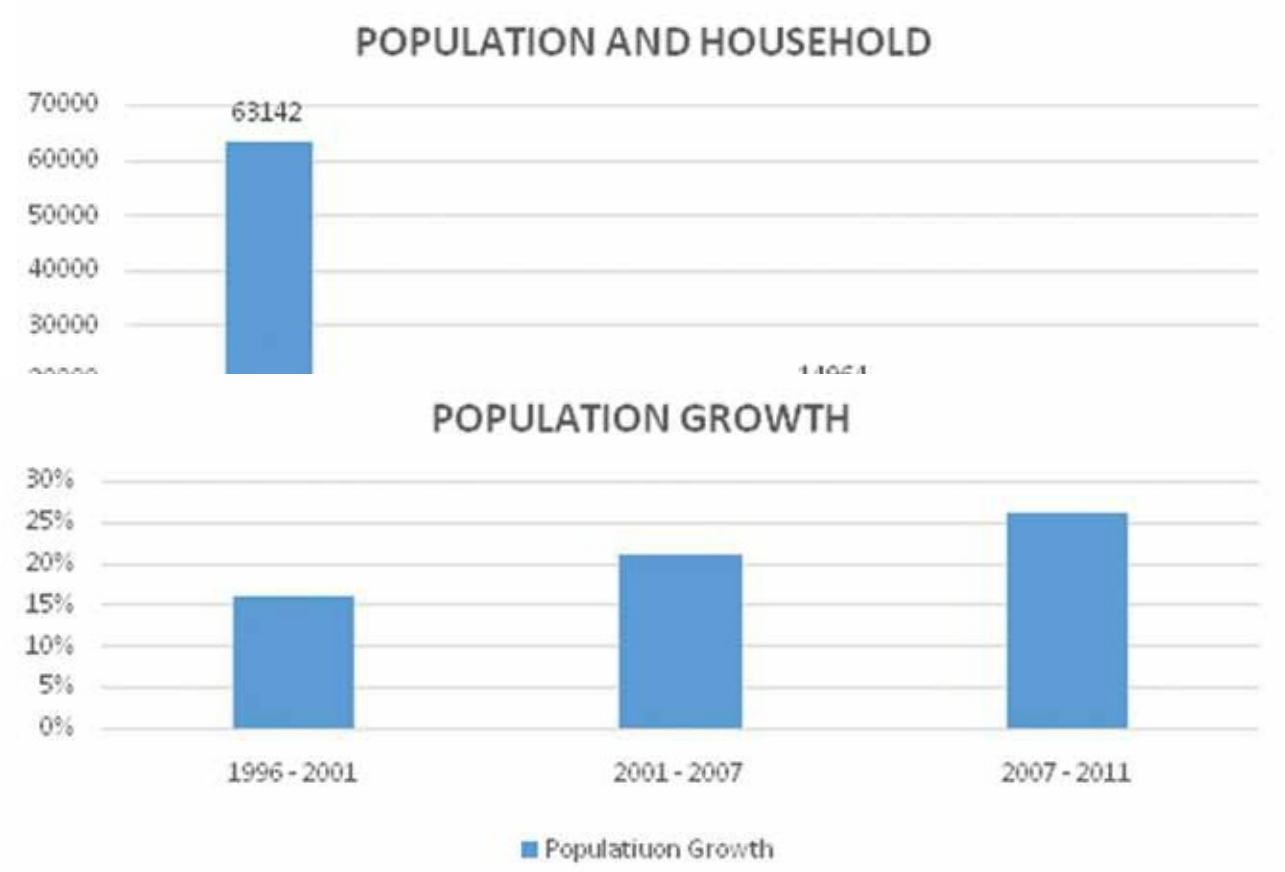


FIGURE 34: POPULATION AND HOUSEHOLDS INCREASE GRAPH

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
Ward 2 and 5 OSS 100	106	2022-2023	Contractor has been appointed by DOHS
OSS 32	26	2022-2023	Contractor has been appointed by DOHS

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 RuralHousing	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 20207	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 eThekwini 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.

3.8.8 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
▪ Malandela	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
▪ Beaurmont 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

Key challenge	**2. Lack of a Material Recovery Facility (MRF)**
Description	The absence of a landfill site within the municipal jurisdiction should implore the municipality to embark on other means of waste minimization and waste diversion from the landfill. The lack of a Materials Recovery Facility results on the municipality being fully dependent on the New England Landfill site in Pietermaritzburg for waste disposal, as there is no infrastructure put in place to ensure that waste separation which plays a pivotal role in the reduction of waste quantities disposed of on the landfill and subsequently preserving the life span of the landfill. The municipality has not in the current 5-year plan prioritized the development of a MRF which will address gaps in the growth and formalization of the green economy initiatives and also expand the capacity of waste management services within the municipality, that has limited revenue collection for the service. The establishment of the MRF will create jobs and entrepreneurial opportunities and further expand on basic service delivery. The construction of Material Recovery Facilities is aligned with the National Waste Strategy of 2011 and is a progressive method to the management of waste and climate change mitigation strategy.
Key challenge	**Development of settlements in urban and rural areas**
Description	Industrial development has impacted on the upsurge of informal settlements in urban areas which has brought about an increase on the population size within the municipality. The increasing population puts pressure on basic service delivery and gives rise to illegal dumping. Deurbanization has also put pressure on waste services as the rise in illegal dumps on public spaces and roads places a demand on the municipality to provide free basic services to sparse and distant rural populations. The above tendency impacts on the cost to provide waste services, as the demand rises the cost also rises as the recently developing settlements do not pay for the provision of these services.
Key challenge	**Lack of by-law enforcement and stringent penalty system**
Description	The municipality has adopted waste by-laws however there is not enough enforcement and a stringent penalty system in place which results on the stipulated by-laws being just print on paper and not imparting accountability to offenders. There is a great need to publish and educate on the by-laws so that we can sensitize communities and businesses of their role, responsibility and contribution to a clean and healthy environment. Applying the polluter pays principle will result in all partaking and playing their role in the sustainability of the environment.
Key challenge	**Service Delivery and Infrastructure Investment**

	▪ Compliant property development (private and business buildings) in terms of the NBR ▪ Provision, preservation, and maintenance of municipal facilities ▪ Environmental protection through effective waste management programmes (Reduce, Reuse and Recycle). ▪ Robust reduction of backlogs in electricity, roads, and public facilities ▪ Facilitate robust provision of economic infrastructure ▪ Housing backlogs ▪ Implementation of literacy improvement programmes

3.8.9 SERVICE DELIVERY AND INFRASTRUCTURE: SWOT ANALYSIS

TABLE 65: SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTH	WEAKNESS
▪ Electricity supply has been reasonable extended to the ruralareas 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	▪ 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: Access to refuse removal ▪ Lack of Waste Disposal Facilities Land Fill Site ▪ Inadequate capital projects funding
OPPORTUNITIES	**THREATS**
▪ 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.	▪ 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 up roar. ▪ 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

CHAPTER: LOCAL ECONOMIC DEVELOPMENT KPA

3.9 LED FUNCTIONALITY AND CAPACITY

The Mkhambathini Municipality's LED strategy was developed in 2021/2022 financial year

LED strategy was approved in June 2022, still within 5 years. However, the implementation plan has to be reviewed and approved by council in 31 May 2023.

The resolution will be attached as an annexure to the IDP.

The annual review of the strategy continuously considered the MEC comments received upon the IDP assessments process.

Key Challenges within LED are:

- Lack of investors to develop companies that will create more jobs opportunities especially industrial companies due to wastewater treatment works plant that is currently not available
- Insufficient of funds to support SMME enterprises with equipment and SETA credited trainings that will enhance more jobs opportunities within the area
- Issue of capacity within the LED with only two (2) personnel in the office

The municipality has functional sector specific forums as indicated on the LED strategy. It is believed that in line with the 5year review, the municipality will now be in the position to establish the LED forum comprising the representatives of all the sector specific forums.

The table below shows the details of the sector forums:

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 5: DETAILS LED SECTOR SPECIFIC FORUMS

The municipality consistently participates in the following District LED platforms:

- uMgungundlovu LED Forum
- uMgungundlovu Tourism Forum
- uMgungundlovu/ DDM Economic Sector, Investments and Infrastructure Development Sub Cluster.
- uMgungundlovu Rural

There is no alignment of the sector specific forum with the LED Forum as there is no established LED Forum for Mkhambathini

POLICY/ REGULATORY ENVIRONMENT AND ALIGNMENT

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

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.

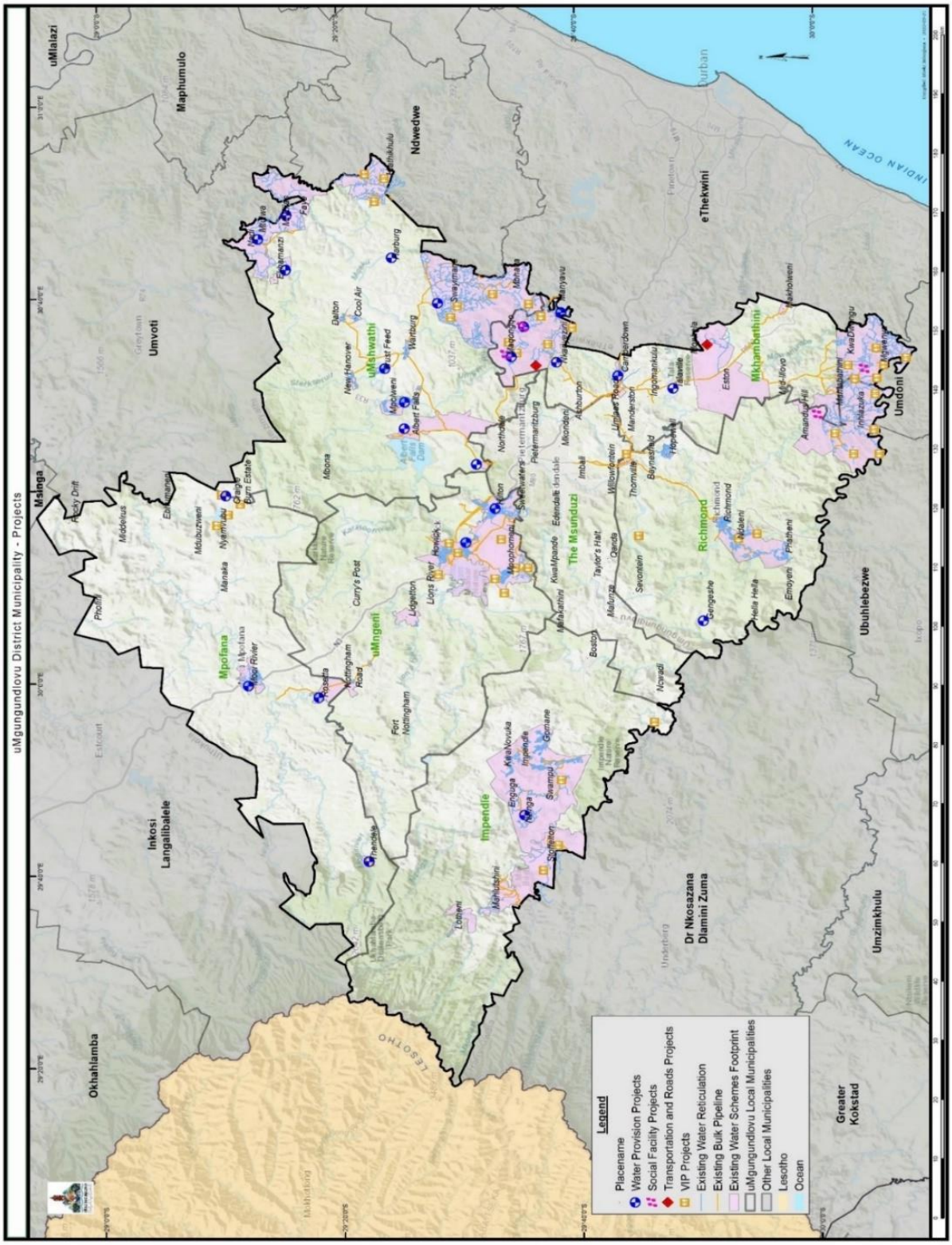
The Mkhambathini LED strategy's chapter 2 refers to various legislative framework, with the intention of ensuring alignment between the strategy and the following legislative documents/ programmes:

the Constitutional mandate, the National Development Plan, National LED Framework, Provincial Policies (PGDS, KZN Investment strategy KZN Small Enterprises Development Strategy, Provincial Tourism Master Plan, N3 Corridor Plan, Provincial Local Economic Development Plan), The District Policies (uMgungundlovu DDM, the District Recovery Plan, Agri-parks Master Plan) and the Local Policies being Mkhambathini Informal Economy Policy, Mkhambathini Investment and Business Retention Directory, Mkhambathini Integrated Municipal Waste Plan/ Green Economy.

The LED Strategy revision ensures that the programmes within the strategy are in line with the District One Plan One Budget Model, hence the consistent participation in the DDM structures. Mkhambathini municipality has catalytic projects that have been submitted for inclusion in the uMgungundlovu Development Model. The table below illustrates all Catalytic projects identified during the strategy review.

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	*Currently searching for investors*
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	*Currently searching for investors*
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)

The following catalytic projects of the District and Government Departments that have been identified and funding is being sourced:



MAPS 1: UMGUNGUNDLOVU SPATIALLY MAPPED PROJECTS

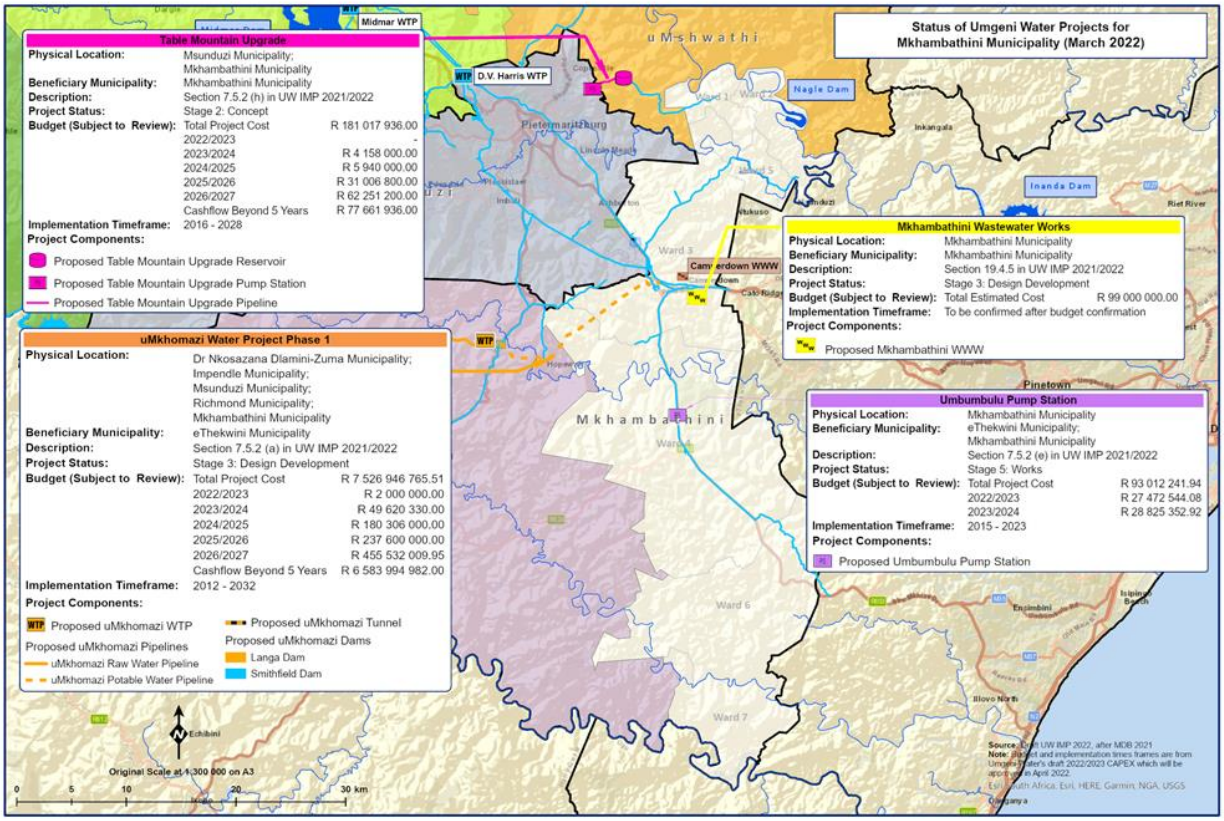
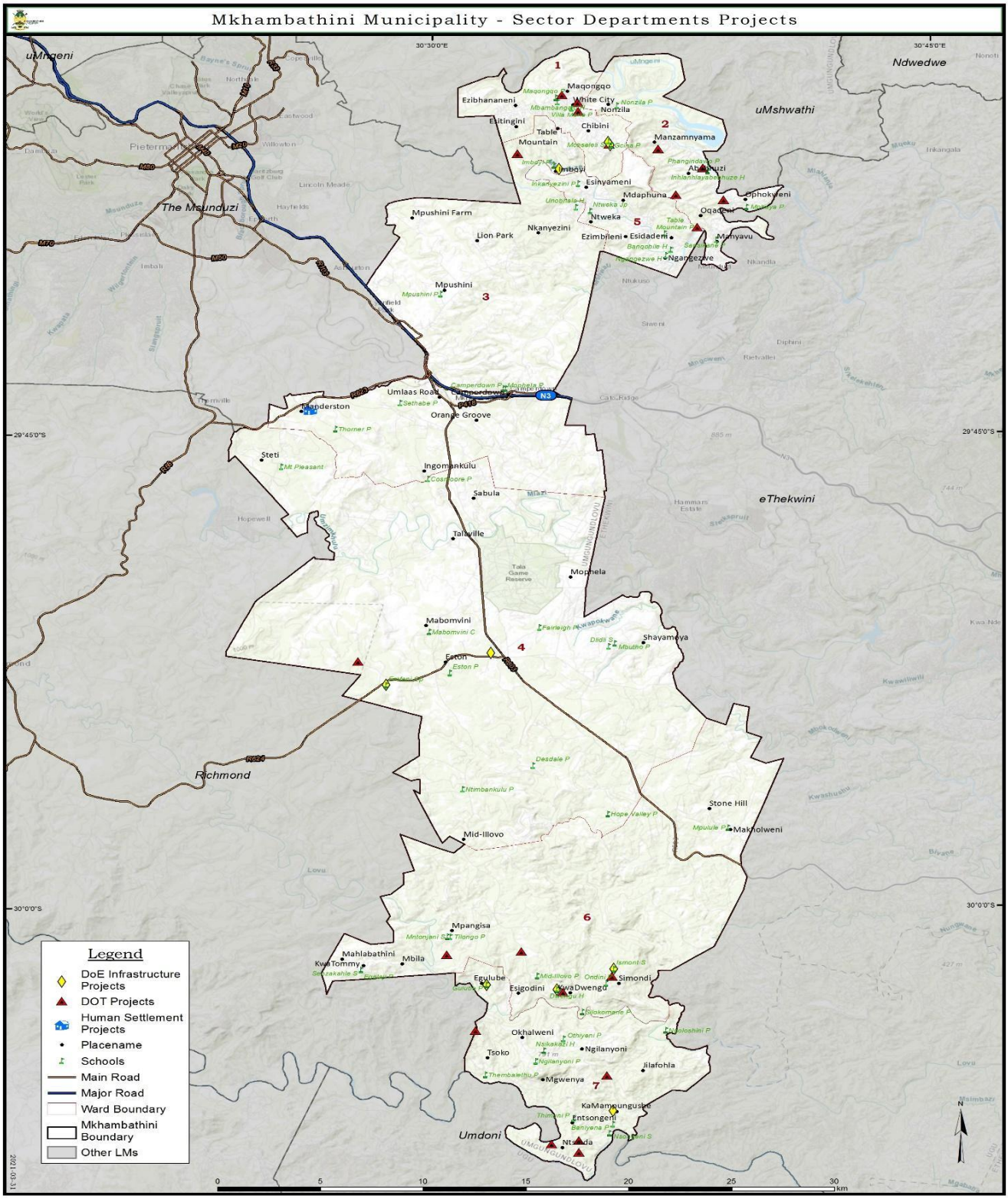


FIGURE ERROR! NO TEXT OF SPECIFIED STYLE IN DOCUMENT..1 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2022).

MAPS 2: UNGENI WATER PROJECT



MAPS 3: GOVERNMENT DEPARTMENTS MAPPED PROJECT

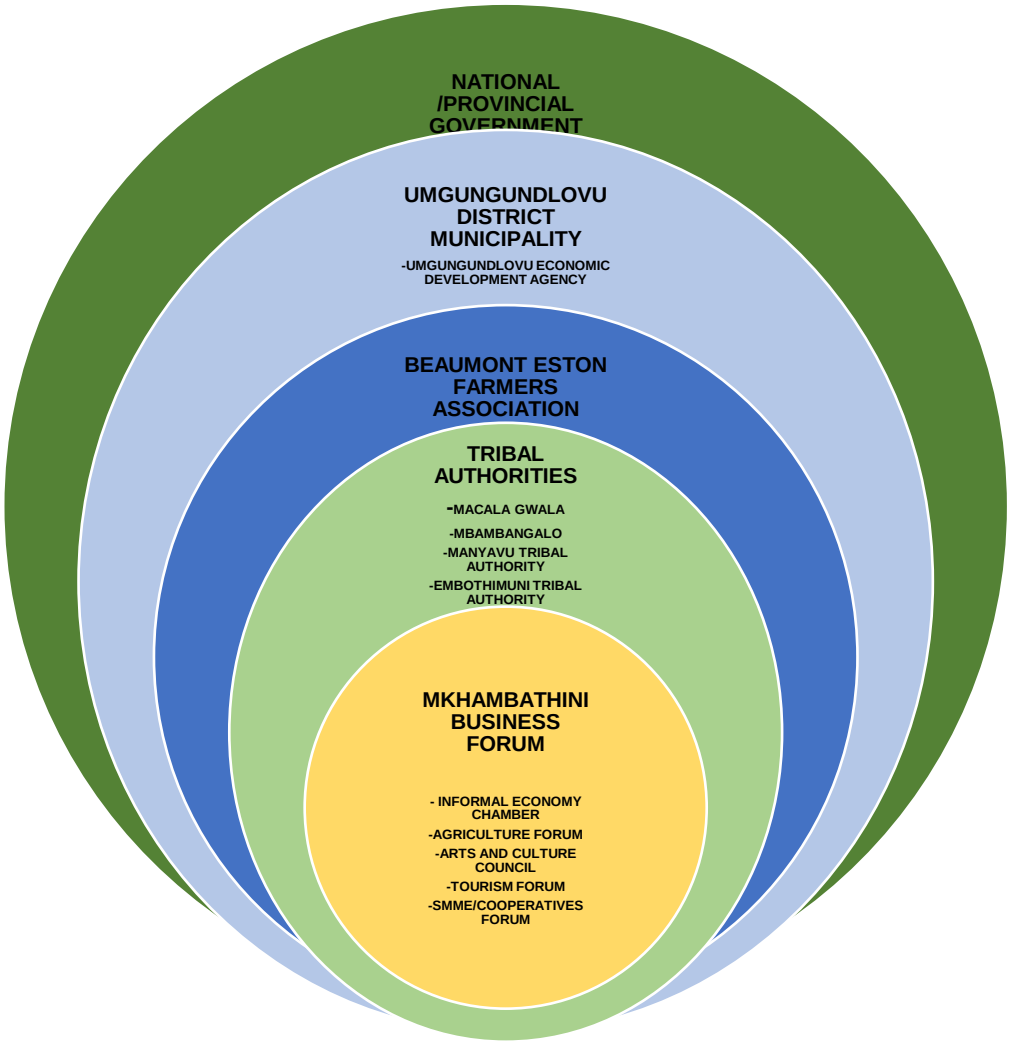
The municipality Council adopted the Informal Economy Policy on 30 June 2021 together with the Informal Traders Bylaws which were gazetted

The informal economy policy is not under review as it was approved in 2021. However, there are new approved tariffs for permits in the 2023/2024 financial year.

The municipality is currently developing the EPWP policy for adoption by Council before the end of July 2022.

Within chapter 2, the strategy shows the alignment process for the National, Provincial, District and Local strategic framework in line with the Core and Enabling pillars of the National Framework on LED. See the following table extracted from the LED strategy document:

The LED Strategy has been developed in consultation with the LED stakeholders as illustrated below.



National LED Framework Pillars	PGDP	DGDP	Local Perspective
Building a Diverse & Innovation-driven Local Economies	Improve the efficiency, innovation and variety of Government led job creation programmes.	Development of Special Economic Zones and Industrial Hubs	• Development of Mkhambathini value adding Pack House • Development of Mkhambathini economic hub • Job Creation Opportunities through EPWP has achieved 240 participants, CWP has achieved 1202, Inservice training programmes and internship programmes, learnership programmes.
Developing Inclusive Economies	Enhance sectoral development through trade, investment, and business retention.	Diversification of Agricultural Production an Identification of Niche Markets and Agri-Processing opportunities	• A sustainable agriculture and tourism sector • Increased support and capacitation of SMME's, Co-operatives and informal economy • Investment and Business Retention directory for the municipality in place • Tourism directory in place and available in the municipal website
Developing Learning & Skillful Economies	Enhance the knowledge economy	Capacity Building and Mentorship Support for Small Enterprises	• Trainings and workshops for SMMEs • Human development • Training on branding and constitution for livestock farmers implemented • Visual art training which included waste pickers and crafters
Enterprise Development &	Promoting SMME, Entrepreneurial and	• Promoting SMME And	• Strengthen enterprise and community Development Support

Support	Youth Development	Entrepreneurial Development • Facilitation of Access to Finance for Small Enterprises	through training and support with capital equipment. • New business registration • EPWP exit programmes: Business startup (EG: Recycling Cooperative in ward 5) • Develop procurement policy that will uplift local enterprise.
Economic Governance & Infrastructure	Ensure access to affordable, reliable, sustainable, and modern energy for all.	Expansion of Irrigation Schemes and Water Use Efficiency	• Providing market stalls for the informal economy in Camperdown taxi rank, project in the pipeline • Developing Infrastructure that will attract Investment especially in Camperdown CBD
Strengthening Local Innovation Systems	Skills alignment to economic growth	Strengthen Partnerships Between Public and Private Sector and Research and Tertiary Institutions	Develop Skills Plans for Lead Economic Sectors, based On Skills Demand i.e shoe making project in the led strategy

3.9.1. STRATEGIC ECONOMIC ANALYSIS AND INTERVENTION

This section looks at the economic sector performance in terms of the Mkhambathini Municipal Area key economic drivers as well as factors affecting the areas economic performance.

3 priority poverty wards have been identified with LED interventions, please refer to page 86 of the Mkhambathini LED Strategy

It is to be noted that just like many other economic sectors nationwide, the Mkhambathini economy was disturbed by the covid 19 pandemic and July unrest looting activities. As such the economy drastically decreased **to -6%**.

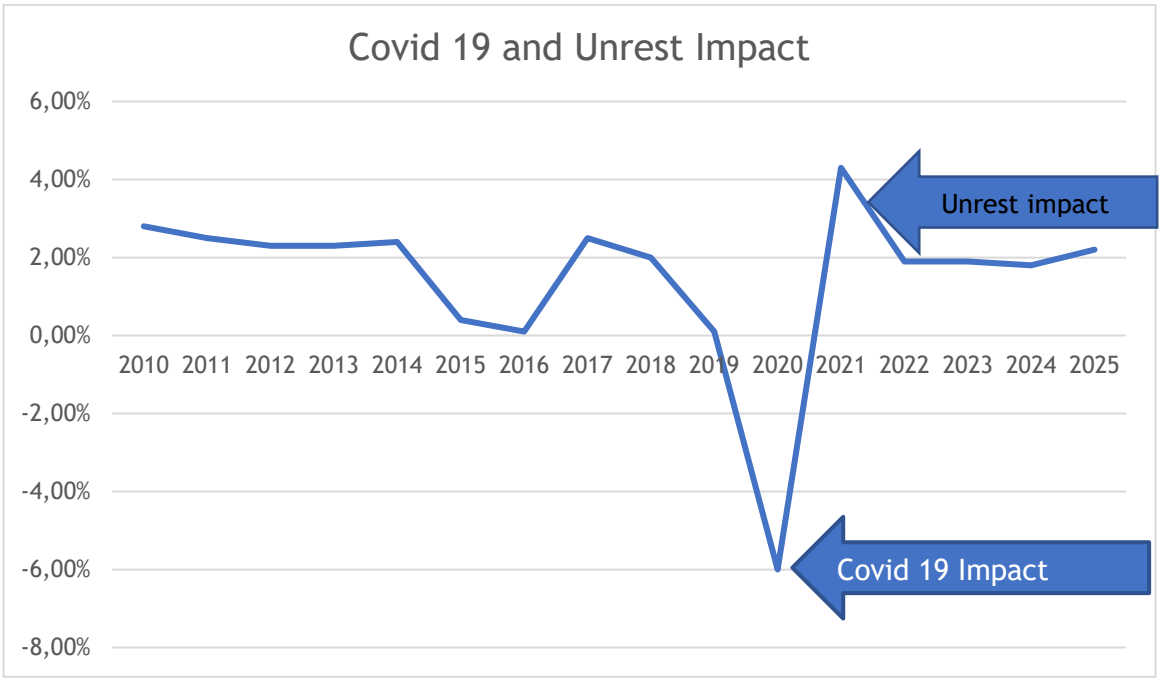


FIGURE 3:COVID 19 AND UNREST IMPACT TO MKHAMBATHINI MUNICIPALITY'S ECONOMY

In terms of the economic sector performance, the following sectors are reported as the key economic drivers: Community Services, Finance, Transport, Trade and Industry, Construction, Electricity, Manufacturing, Mining and Agriculture. The graph below depicts the statistical analysis as per data received from The Department of Economic Development, Tourism and Environmental Affairs.

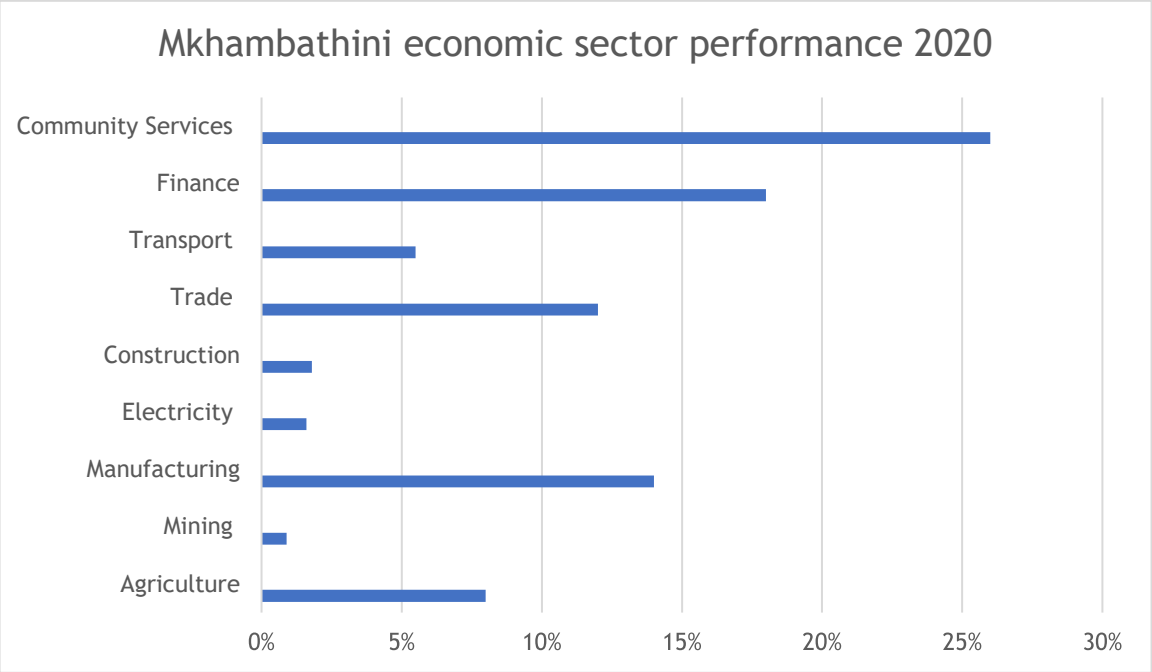


FIGURE 4: ECONOMIC CONTRIBUTION PER SECTOR WITHIN MKHAMBATHINI MUNICIPALITY

Opportunities in each sector are:

- Arts and culture – Mkhambathini Municipality does not have an art centre or art and craft villages/centre that will give artists an opportunity to be trained more on their skill, give them opportunity to showcase talent while maximising the economic growth of Mkhambathini.

- Tourism – Tourism route will promote, market and serve as a drawcard in the area. Currently the municipality has seen a need to develop a route but need budget to do a feasibility study.

- Informal Economy – To build more trading spaces into key points at ward level to give the traders an opportunity to trade within their homes and ward

- SMME and Cooperative – There is an opportunity for SMMEs and cooperatives to develop APPs that will be utilised by the community as we are living in the 4th industrial revolution.

- Agriculture – Farmers support unit as it is well needed by farmers to provide services i.e. storage facility, packhouse, pickup and delivering vegetables to the market, training facility, wholesale as well as abattoir

The table below reports on the Municipality's comparative and competitive advantage in terms of the economic sector performance:

COMPARATIVE ADVANTAGE	COMPETITIVE ADVANTAGE
➢ 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	➢ 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 6: Comparative and Competitive Advantage

3.9.2 ECONOMIC SECTOR SWOT ANALYSIS

The LED Strategy also outlines the key issues and challenges as per the situational analysis (SWOT) found on chapter 5 of the LED strategy.

See the SWOT and PESTEL analysis below:

SWOT ANALYSIS	
PLANNING	
STRENGTH	**WEAKNESS**
• The Municipality is strategically located in terms of its position between provincial notes (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	• 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	
• 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 eThekwini is an advantage for investment and trading opportunities within the area and movement of goods.	• 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.

	• 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	
• 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.	• 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	
• 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	• 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.

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.	
SWOT ANALYSIS	
OPPORTUNITY	**THREATS**
PLANNING	
• 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	• 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
INFRASTUCTURE	
• 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	• 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

connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini.	implementation of infrastructural services, wastewater management
OPPORTUNITY	**THREATS**
LED	
• 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 beaty (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)	• Impact of climate change on the agricultural sector. • Land ownership. • Unreliable water supply. • Poverty (nutrition, quality education, quality health); • Lack of proper road infrastructure
TOURISM	
• Development of a tourism Plan • N3 Corridor Tourism signage to promote Tourism revenue. • Proposed shuttle services to Wildlife Reserves and Adventure Tourism Destinations • Tourism related programmes that are SMME and marketing	• 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. • Location of information office and the

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	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

Mkhambathini Municipal 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."***

The municipal vision means that the municipality is taking a direction to create an enabling environment for more industries to be developed in the area , focus on tourism promotion and agriculture development in order to create more jobs opportunities within the Mkhambathini jurisdiction.

The following are the local economic development objectives that the municipality has plan to achieve. The objectives are informed by the economic sectors and traditional authorities' engagements that were conducted by the municipality to get status and inputs on the local economic development. The objectives are identified as follows:

- To create a conducive environment for local economy and rural development
- To develop and support all emerging SMMEs and Cooperatives within the municipality
- To promote tourism within the municipal area
- To promote arts and culture activities
-

  - The development of Newtown will create more jobs opportunities for the community, uplift social life and bring investors in the area
  - Implementation of trainings that are SETA credited for the provision of skills to existing enterprises and youth which will then create more jobs opportunities in the area
  - Keeping the Camperdown clean and maintenance of the town
  - LED require financial support to implement incubation programmes to equipment support on enterprise development (SMME, Cooperatives and informal traders) as well as SETA credited trainings for provision of skills as a way of creating jobs opportunities.

- There is a need to build more trading spaces at a ward level to create more spaces of trade to local businesses

3.5

3.5.1 Currently the municipality has a SANRAL project that is in the implementation phase which is construction of N3 in Camperdown and Lynnfield's as well as interchange development for Camperdown, Mlaas road and Lynnfield interchange

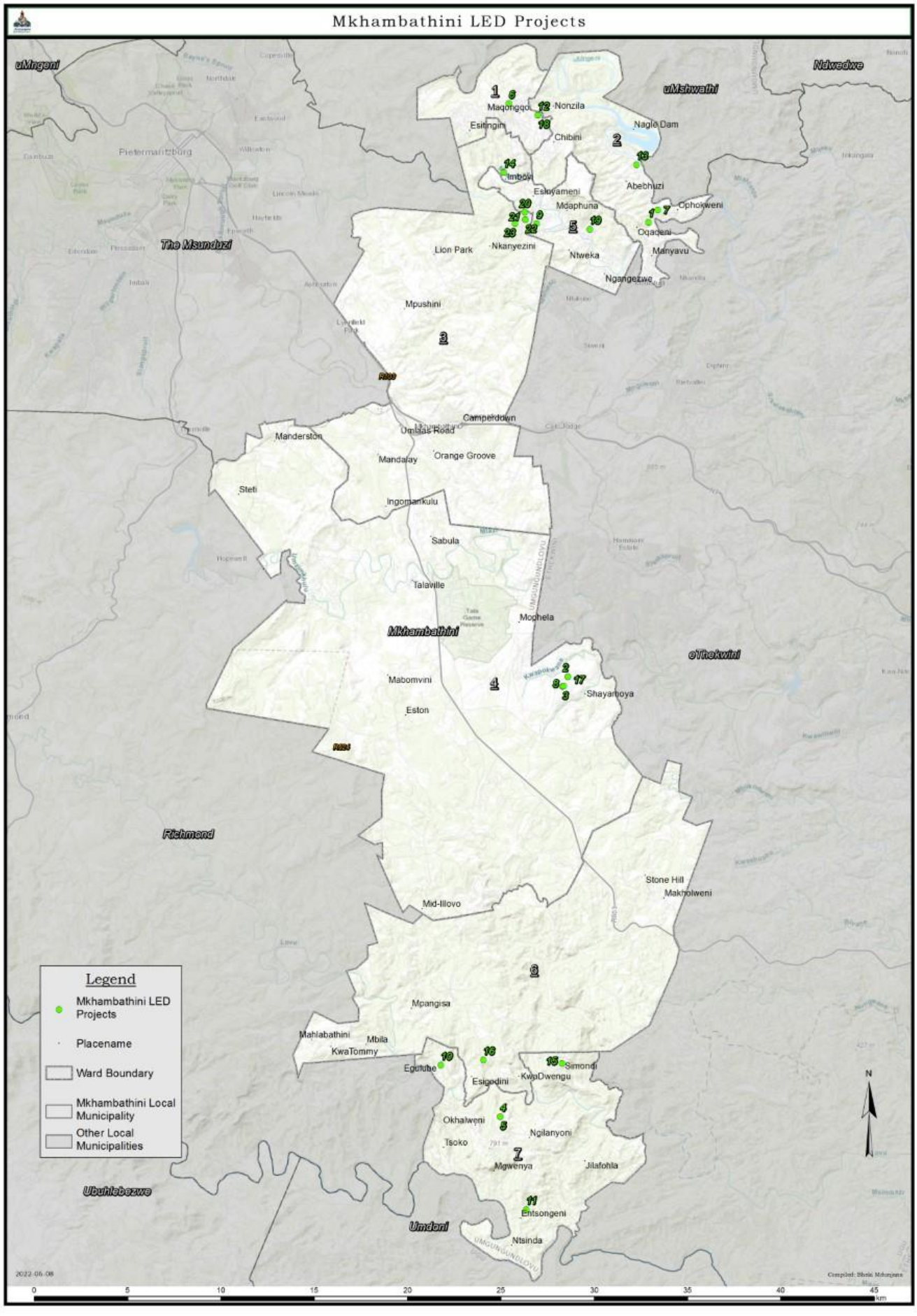
3.5.2 There are workshops that have been implemented by the municipality to SMMEs and cooperatives i.e Business Management which was done on 10-12 August 2022, Agricultural farmers mainly in livestock i.e. animal health which was done on 17-19 August 2022, Boys Camp on 05-07 October 2022 as well as Girls workshop which was done on 30 August 2022.

3.5.3 Support on agricultural projects, SMME, Cooperative, informal traders and artists through the following:

- municipal tractor to cultivate gardens.
- provision of working equipment
- Workshops
- Transportation to compete within the district or neighbouring towns.

3.5.4 Very soon the Camperdown taxi rank project will in completion and traders will benefit to occupy the market stalls at the rank.

5. The below map shows all the LED projects in terms of spatial and development planning, where they are situated in respective to their wards. The projects listed includes all projects supported by the municipality, SLP projects currently and the planned projects for tribal authorities together with other LED initiatives.


Mkhambathini LED Projects
uMngeni
Ndwedwe
uMshwathi
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Mkhambathini
Pietermaritzburg
Lion Park
Nkanyezini
Ntweka
Manyavu
Ngangezwe
Mpushini
Camperdown
Umlaas Road
Manderston
Mandalay
Orange Groove
Steti
Ingomankulu
Sabula
Talaville
Mophela
Mabomvini
Eston
Shayamoya
Nonzila
Nagle Dam
Chibini
Esitingini
Imbolo
Esiqoyameni
Abebhuzi
Mdaphuna
Ophokweni
Oqadeni
Stone Hill
Makholweni
Mid-Illovo
Mpangisa
Mahlabathini
Mbila
KwaTommy
Egudube
Esigodini
KwaDwengu
Simondi
Okhalweni
Tsoko
Ngilanyoni
Mgwenya
Jilafohla
Entsongeni
Ntsinda
Legend
Mkhambathini LED Projects
Placename
Ward Boundary
Mkhambathini Local Municipality
Other Local Municipalities
N
0
5
10
15
20
25
30
35
40
45
km

3.9.3 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.

Political	• 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.
Economic	• 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
Social	• Child abuse (increasing rape cases) • Substance drug abuse • Recent protest from ward 1 and 2
Technology	• Poor cell phone coverage in rural wards. • Lower pace in preparation for the 4th Industrial Revolution • Installation of free WIFI
Environment	• Water cut issue in some wards
Legal	• Lower pace of business licence & permit renewal • Business is operating without complying to business Act (business licence) • SPLUMA

TABLE 7: PESTEL ANALYSIS

Chapter 4 of the LED Strategy provides a comprehensive analysis of the Mkhambathini Economic Sector including the core economic activities.

3.9.4 STRATEGIC PROGRAMME RESPONSES

Chapter 4 and chapter 9 of the LED Strategy further details the programmes and mechanisms aimed at expanding employment opportunities in the agriculture and tourism. This further outlines the economic empowerment and support initiatives ranging from SMMEs and Coops support programmes to youth, women and people with disabilities.

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

Strategic goal	Intervention	Programme/ project	Location	Time frame	Estimated Budget	Budget availability	Funded/ not funded	Funder/ potential funder	Lead implementation agent	Supporting Partners	Status of project
Enterprise development and support	Business Seminar	Programme	Camperdown for all businesses in all wards	30 September 2023	R364 000	0	Not funded	EDTEA and Mkhambathini LM	Mkhambathini LM	SEDA, SEFA, Land Bank,	In preparation
Enterprise development and support	EPWP Exit strategy	Programme	All 7 wards	30 June 2023	R228 800	0	Not Funded	Mkhambathini LM	Mkhambathini LM	Public Works	
Enterprise development and support	Macala Gwala Block Making Project	Project	Ward 4	On going		0	Not funded	EDTEA, Department of Small Business and Mkhambathini LM	EDTEA	SEDA	Identification of project members - waiting for the list from the Macala Gwala
Enterprise development and support	Support with business startup/ expansion materials to SMMEs/ Informal Traders assessed and approved by the municipality	Programme	All wards	Ongoing			Funded	Mkhambathini LM	Mkhambathini LM	N/A	Supported
Enterprise development and support	Mbambangalo Furniture warehouse	Project	Ward 1	30 June 2024		0	Not Funded	EDTEA, DTI	Mkhambathini LM	SEDA, SEFA	Identification of land and project members from Mbambangalo
Enterprise development and support	Incubation and support of youth led enterprises	Programme	Ward 5 and ward 1 – cell phone repairs	30 June 2024		0	Not funded	EDTEA, DTI, Mkhambathini LM, SEFA, DSAC	Mkhambathini LM	SEDA, ILLOVO Sugar	Identification of youth from wards
			Ward 6 & 7 – internet cafe								
			Ward 2, 3 & 4 - Printing								
			Ward 1,2 and 3 – tissue making								

	Incubation and support for women led projects	Programme	Ward 5,6, and 7 – beadwork								Identification of women projects from respective wards
	Incubation and Support of enterprises led by persons with disabilities	Programme	Ward 1- beadwork								Attended business management training organised by Mkhambathini LM
			Detergents – ward 5								Referred to ILLOVO Sugar for support of the business (training attended, business idea presented work in progress with ILLOVO, Mkhambathini provide transportation every time when attending at ILLOVO), attended the business management training organised BY Mkhambathini
			Shoe making – ward 4								Attended the Business management training organised by Mkhambathini, busy with company registration and compliance papers
Enterprise	Mbambangalo	Project	Ward 1	30 June	R381 000	0	Not	DARD and		SEFA	Identification

Development	Goats Project			2026			funded	ADA			of land and project members from Mbambangalo
Enterprise Development	Tourism Information Office	Project	Camperdown Hall	Ongoing	R350 000	0	Not funded	EDTEA		TKZN	Registered the CTO, sent email to apply for signs, currently waiting the appoint of one (one) intern from EDTEA to assist in the information office as Mkhambathini applied, poster was advertised on witness
Developing learning and skilful economy	Livestock And Crop Farmers Training	Programme	All 7 ward	30 June 2026	R381 000	0	Funded	DARD and Mkhambathini	Mkhambathini LM	ADA	1.Trained livestock farmers on animal health, animal disease, market 2.Trained crop farmers on Business management
Developing learning and skilful economy	Training on Running a Goats Business	Project	Ward 1	30 June 2026			Not funded				Waiting for identification of members from Mbambangalo
Developing learning and skilful economy	Farmers Seminar	Programme	All wards	Ongoing			Not funded				Planning stage with DARD
Developing learning and skilful economy	SMME/ Cooperative Training	Programme	All wards	Ongoing			Funded	Mkhambathini	Mkhambathini LM	ILLOVO Sugar	Business management training implemented, Digital training is still waiting for tablets

											from ILLOVO
Developing learning and skilful economy	Farmers seminar	Programme	All wards	30 June 2026	R381 000	0	Not funded	DARD, Mkhambathini LM, Land bank, SEFA	Mkhambathini	SEDA	Planning stage with DARD
Developing learning and skilful economy	Green economy projects training	Programme	All wards	30 June 2023	R280 000	0		EDTEA, Mkhambathini LM	Mkhambathini LM	N/A	
Developing learning and skilful economy	Artist Development Workshop	Programme	All wards	30 June 2023	R212 240	0	Funded	DSAC, Mkhambathini LM	Mkhambathini LM	N/A	Workshop be implemented in Q4
Developing learning and skilful economy	Crafters Development Workshops	Programme	All wards	30 June 2023				DSAC, Mkhambathini LM	Mkhambathini LM	N/A	Workshop be implemented in Q4
Developing learning and skilful economy	Azibuye Emasisweni Cultural Knowledge Workshop for Young Girls	Programme	All wards	30 June 2024				Mkhambathini LM	Mkhambathini LM	Lifeline, Inkinzi isematholeni foundation	Workshop was implemented at Phangindawo Primary school and Camperdown Hall on 27 August 2022
Developing learning and skilful economy	Azibuye Emasisweni Cultural Knowledge Workshop for Young Boys (Boys Camp)	Programme	All wards	30 June 2024				Mkhambathini LM	Mkhambathini LM	Inkunzi Isematholeni	Workshop was implemented at Howick on 5-7 October 2022
Developing learning and skilful economy	Umhlangano Wamabutho Nezintombi	Programme	Ward 2	October 2022				Mkhambathini LM	Mkhambathini LM	N/A	Workshop was implemented in October 2022

Developing learning and skilful economy	Art seminar	Programme	All wards	30 June 2023				Mkhambathini LM KUMISA DSAC KZN FILM COMMISSION CD BABY AFRICA ETHEKWINI FILM MAKER ASSOCIATION KLEENS MUSINC INTRO TECHNOLOGY	Mkhambathini LM	N/A	Planning stage with partners
Developing learning and skilful economy	Amasiko Omkhambathi (heritage day)	Programme	All wards	30 June 2023	R780 000	0	Funded	Mkhambathini LM	Mkhambathini LM	Mbambangalo Traditional Council	The programme was implemented on 4 December 2022 at Maqongqo
Developing learning and skilful economy	Tourism Seminar	Programme	All wards	30 June 2023	R350 000	0	Not funded	Mkhambathini LM, EDTEA	Mkhambathini LM	Tourism grading, TKZN	Planning stage
Building a diverse and innovation-driven economy	Small Town Rehabilitation(Construction of taxi rank with market stalls, side walk upgrade and installation of CBD street light)	Project	Ward 3 Camperdown taxi rank	30 March 2023	R14 M		Funded	COGTA	Mkhambathini LM	N/A	Still in the implementation stage
Building a	Tourism	Project	All wards	30 June	R350 000	0	Not	EDTEA,	Mkhambathini	N/A	Review to

diverse and innovation-driven economy	directory review			2024			Funded	Mkhambathini LM	LM		commence in the next financial year
Building a diverse and innovation-driven economy	Mkhambathini Tourism Route Feasibility Study	Project	All wards	30 June 2024					Mkhambathini LM	N/A	Review to commence in the next financial year
Building a diverse and innovation-driven economy	Nobhala High School construction of 2 classrooms	Project	Ward 3	30 October 2023	R300 000	0	Funded	Afrimat Aggregate	Mkhambathini LM	N/A	Project in the implementation phase
Economic Governance and Infrastructure	Review of the LED Strategy	Project	All wards	30 June 2023	N/A	0	Not funded	Mkhambathini LM	Mkhambathini LM	COGTA, EDTEA, SALGA	Currently reviewing the implementation plan
Economic Governance and Infrastructure	Establishment of LED Forum	Programme	All wards	30 June 2023	N/A	0	Not funded	Mkhambathini LM	Mkhambathini LM	COGTA, EDTEA	Sector forums have been revived, awaiting for the date and venue to establish the forum
	Business investment and retention incentive advert and prospectus review	Project	All wards	30 June 2023	N/A	0	Not Funded	Mkhambathini LM	Mkhambathini LM	SALGA, UMEDA	Will be done in Q4
Economic Governance and Infrastructure	Issue of Business licenses and permits	Programme	All wards	Ongoing	N/A	0	Not funded	Mkhambathini LM, EDTEA	Mkhambathini LM	N/A	Implementation is ongoing, LED issue permits and licenses monthly to informal traders and businesses

SPECIFIC PROGRAMME TARGETING VULNERABLE GROUPS (WOMEN, YOUTH AND DISABLED)

The following projects were identified during the public consultative meetings.

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

TABLE 8: ECONOMIC PROJECTS FOR VULNERABLE GROUPS

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
Printing project	2,4,3	12
Driver's license	1,2,3,4,5,6,7	56

TABLE 9: PROJECTS TARGETING YOUTH

The strategy further aligns the municipal economic empowerment programmes with the Traditional Council projects.

PROJECT NAME	WARD	TARGET NUMBER
Furniture manufacturing project	01	10
Goats project	01	05
Blocks manufacturing project	04	10
Goats project	04	05

FIGURE 9 PROJECTS TARGETING TRADITIONAL AUTHORITIES

Currently, the municipality does not have underutilized LED infrastructure.

The municipality does not have completed but underutilized LED Infrastructure for revival

3.9.5. EASE OF DOING BUSINESS THROUGH REDTAPE REDUCTION

Chapter 8 of the LED strategy addresses issues pertaining to red tape reduction as a strategic intervention area. The threats and constraints are clearly outlined in the strategy. The strategy further outlines the interventions and actions through the red tape reduction plan.

The municipality is now utilizing the KZN automated business licensing and information management system as of 01 April 2021.

3.9.6. FUNDING AND IMPLEMENTATION

The municipality has allocated funding through the municipal budget for implementation of all LED initiatives. Chapter 10 of the strategy is the implementation plan which shows the budget allocations for the LED initiatives. In total, a budget of R2 595 540.00 has been set aside for LED initiatives.

Chapter 9 of the LED strategy further integrates social labour plans for Afrisam and Afrimat mining quarries within Mkhambathini Municipalities.

The municipality has an non-governmental funding that the Mkhambathini municipality receives from social labour plans mining companies that are operating within Mkhambathini. Afrimat Aggregates is in the final stage to build two (2) classrooms at Nobhala High School (ward 3),

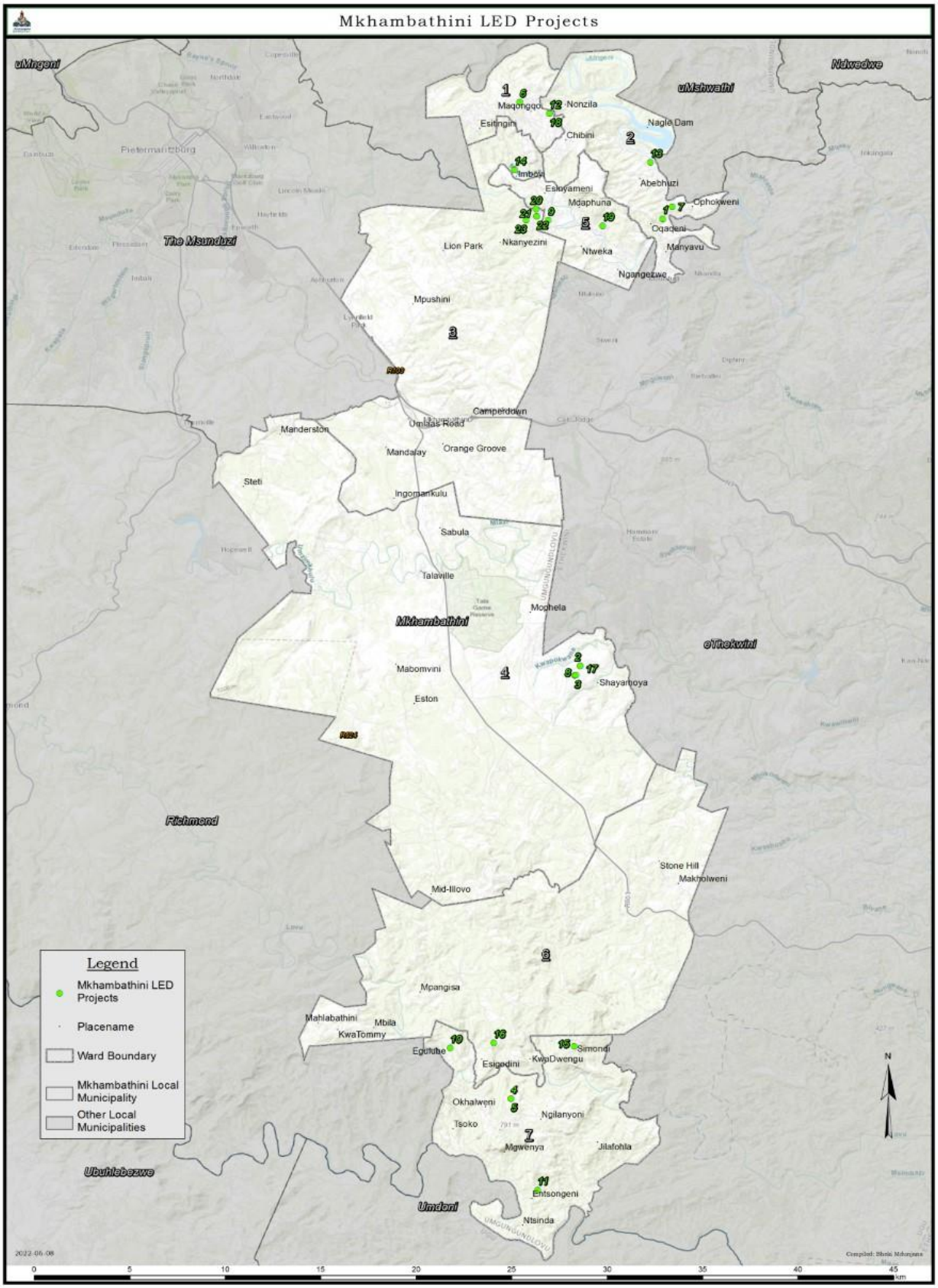
the project has to be handed over by September 2023 and start negotiations of the new project that will be funded by Afrimat in the next circle. The project is in the implementation plan of the LED Strategy

Afrisam already has supported the municipality with the health post at Nkanyezini (ward 3), the project has been handed over. Currently the municipality has submitted 3 projects that Afrisam will choose from to support in the new financial circle. Mkhambathini is still waiting for the approved project.

The municipality is currently in a partnership with Illovo Sugar, although there is no signed agreement. The initiative targets single parents in start up businesses. This is detailed on Chapter 9 of the LED strategy.

Chapter 9 further discussed the municipality's relationship with the uMgungundlovu District Development Agency. The role of UMEDA is ensuring that the municipality's catalytic projects are implementable through unlocking challenges and facilitating potential economic relationships.

Following is the spatially developed LED projects found in chapter 9 of the LED Strategy that were currently supported by the municipality. These projects include new traditional authority projects that were received during consultative meetings as well as LED projects and programmes.



MAPS 4 LED PROJECTS MAPPING

The municipality Council adopted the Informal Economy Policy on 30 June 2021 together with the Informal Traders Bylaws.

The municipality is currently developing the EPWP policy for adoption by Council before the end of July 2022.

Within chapter 2, the strategy shows the alignment process for the National, Provincial, District and Local strategic framework in line with the Core and Enabling pillars of the National Framework on LED. See the following table extracted from the LED strategy document:

Mkhambathini Municipality has set aside budget for research and development to undergo the feasibility study for the tourism route that the LED unit is in the process to establish with the support of the Department of Economic Development and Environmental affairs (EDTEA) tourism unit. Furthermore, the project is also listed in the implementation plan of the LED Strategy found in chapter 10.

3.9.7. POTENTIAL EMPLOYMENT/ JOB CREATION

The table below shows the job opportunities created by various stakeholders with Mkhambathini Municipal Area.

Project	**Employer**	**Number of Beneficiaries**
EPWP	Mkhambathini	**240**
CWP	Insika/COGTA	1202
Elian Species	EDTEA	423
Internship programme	Mkhambathini	8
Inservice Training	Mkhambathini	5
SANRAL/ Labour	Implementing Agents	519

Table 10: Job Creation Estimates

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 provides 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
2	Uminathi Christian College	Mr Shange

Table 92: Ward 5 Primary Schools

No	Name of School	Principal
1	Nkanyezini Primary School	
2	Ntweka Primary School	
3	Table Mountain Primary School	

Table 93: ward 5 high schools

No	Name of School	Principal
1	Banqobile High School	
2	Ngangezwe High School	

Table 94: Ward 6 Primary Schools

No	Name of School	Principal
1	Itilongo Primary School	Mr. Mofokeng
2	Mpulule Primary School	Ms BB Njapha
3	Egalaji Primary School	Mrs. YB Mtungwa

Table 95: 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 96: 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 98: Ward 7 High Schools

No	Name of School	Principal
1	Nsikakazi High School	Mr Ndlovu
3	Nsongeni High School	Mr. Mngadi (tch)

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 will finalize the HIV/AIDS strategy, which will be rolled out from July 2022 – July 2027. 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. Furthermore,

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 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.



SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
➢ Local Aids Council in place and functional ➢ Disability Forum in place and functional ➢ All ward war rooms are in place	➢ High teenage pregnancy especially Mabomvini High ➢ Water issues on food security ➢ Lack and slow participation of Government departments to resolve issues identified at War rooms ➢ Lack of participation of Government departments to support the Local Task Team that resolves issues identified at War rooms ➢ Higher numbers depended on grants
OPPORTUNITIES	**THREATS**
➢ High number of youths with higher education qualifications ➢ Organized youth structures ➢ High number of Sports codes participation	➢ 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

3.9 ECONOMIC SECTOR ANALYSIS

3.9.1 AGRICULTURE

The agricultural sector in Mkhambathini municipal area 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.

3.9.2 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

3.9.3 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

3.9.4 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.

3.9.4.1 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.

3.9.5 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 Mkhambathini Municipality LED has received a 14m funding from COGTA with an aim to construct Camperdown taxi rank that will hold 9 taxis and provide a space for traders within the rank shelter, revamping of taxi rank ablution facilities, construction taxi rank boardroom with office and kitchen, constructing market stalls as well as installation of street lights within Camperdown CBD including the taxi rank. The funding is bringing a massive change to the informal economy sector as it addresses the current challenge of traders that are 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. The municipality has informal economy chamber which is represented from all wards (1,2,3,4,5,6 and 7)

3.9.6 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

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. The municipality is supporting the SMME enterprises with working equipment every year in order to develop their business and to assist them to create more jobs opportunities within the area or communities.

3.9 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

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. The municipality has been supporting artists by creating an enabling environment through talent search from a ward level to the municipal level, supporting artists and groups to attend exhibitions and competitions through provision of transport as well as buying uniforms and paying for the artists to record a CD or DEMOs.

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.

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.

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) who contributes to economy.

THE MOST DOMINANT AND PERIPHERAL KEY ECONOMIC SECTORS WITHIN MKHAMBATHINI JURISDICTION ARE:

Dominant sectors	Peripheral sectors
Arts and culture	Manufacturing
Tourism	Wholesale, retail
Informal economy	Transport and storage
SMME and Cooperatives	
Agriculture	



Pic: GBV Awareness Campaign



Mkhambathini Cultural Reed

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	Goods
Jabulani Gwala	01	Majiya Multipurpose	Agriculture	R95 000.00	Building material, chickens, blocks, cement
Zandile Mthembu	05	Nhlanhleni Primary cooperative	Agriculture	R200 000.00	Fencing material, jojo tank
Thamsanqa Ndlovu	01	BT Ndlovu Trading	Agriculture	R119 800.00	10 Braham cows
Nomalanga Ndulini	03	Ikhishi for funeral	Catering	R72 916.00	House material for office, big pots, fridge warmer
Monde Mkhize	04	Mkhizeness Trading	Farming	R190 652.00	Butchery equipment, 6 cows
Charity Zulu	02	Jakada Enterprise Catering	Catering	R200 000.00	Stretch tent, plastic table
Busisiwe Ngcamu	02	Goben Tours	Tour Operator / Tour guiding	R200 000.00	Nissan Qashqai

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

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

3.9.1.1 BULK INFRASTRUCTURE

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.

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 2Ml 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 2Ml 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.

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

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

3.9.1.2 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. 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.

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.

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.

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.

AIR TRANSPORT

There is no established and operational air transport system within Mkhambathini. The nearest airport is the Oribi Airport in Msunduzi Municipality (±30km away). King Shaka International, found in eThekwini Municipality is approximately 102 km's away. There are however air strips located in the Municipality owned and operated by the commercial farmers.

3.9.1.3 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 are 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

3.9.1.4 SOCIAL LABOUR PLANS

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.

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



TABLE 81: COMMUNITY SERVICES

Aspect	Programmes	Responsible Sections
Sustainable Waste Management Practices		
• **Waste Minimization**	Recycling initiatives through youth/ female SMMEs with the municipality.	LED
• **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	• 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	• Working with the Adopt-A-River programme. Cleaning the Msunduzi River and education and awareness sessions.	Waste/ Adopt-A-River programme
Water Management	• 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	• 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	• Greening projects, planting indigenous trees in municipal facilities, open spaces and areas cleared off illegal dumps.	Waste/DEFF and DEFF

3.9.1.4 PRIORITIES PER WARD

TABLE 82: SERVICE DELIVERY PRIORITIES PER WARD

WARD	PROJECT NAME
Ward 1	✓ Access Roads to be rehabilitated. ✓ Electricity ✓ Mast Lights
Ward 2	✓ Housing (RDP) ✓ Electricity (In-Fills and green fills) ✓ Creches (Early Childhood Development Centers) ✓ Mast Lights ✓ Access Roads to be rehabilitated.
Ward 3	✓ Electricity In-Fills ✓ Access Roads to be Rehabilitated ✓ Mast Lights
Ward 4	✓ Community Halls ✓ Access Roads to be rehabilitated. ✓ Electricity In-Fills ✓ Mast Lights ✓ Taxi Rank
Ward 5	✓ Access Road to be Rehabilitated ✓ Community Halls ✓ Mast Lights ✓ Electricity (In-Fills and green fills)
Ward 6	✓ Electricity (In-Fills) ✓ Sanitation ✓ Housing (RDP) ✓ Mast Lights
Ward 7	✓ Creches (Early Childhood Development Centers) ✓ Access Road to be Rehabilitated. ✓ Mast Lights ✓ Electricity (In-Fills and green fills)

LED has 3 priority poverty wards with an aim to radically change economy to better people's lives through the following projects that the municipality has already funded with the working equipment:

Project name	Ward	Specific intervention
Eyamaqwabe (PTY) LTD	07	SLA with nearest school to supply school with uniform
Luthuli Sewing	07	SLA with nearest school to supply school uniform
Sotobe Bakery	06	Infrastructure support and market
Ward 4 emerging farmers	04	Securing market and provision of technical support and inputs

3.9.1.5 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.

MATRIC ACHIEVEMENT AWARDS

Hon. Mayor Cllr. NW Ntombela on left and Deputy Mayor on the right Cllr. N. Maphanga, awarding learners at Mkhambathini Matric Achievement Awards Class 2022. The event awarded the top 3 achievers from 14 High Schools around Mkhambathini Municipality. The Matriculants received laptops from Hon. Mayor as the tool to utilize in advancing their studies.




IN SEARCH OF INCREDIBLE
ASUS
MATRIC 2022
IN SEARCH OF INCREDIBLE
ASUS





SKILL AND DEVELOPMENT

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.

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.

MKHAMBATHINI REGISTRATION FEES

The Municipality has supported 42 learners with their registration fees at different Universities and colleges of their choices.

CAREER EXIBHITION

Mkhambathini Youth and Sports Development unit conducted a Career Exhibition for Matriculants of 2023 in partnership with Department of Education, Higher Education and various Higher Education Institutions came to exhibit the various categories of course for the Matriculants under Mkhambathini Circuit and Mid-llovo Circuit .









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 part of 2023 Dusi Canoe Marathon which was held in the month January 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.





WARD-BASED GAMES







MAYORAL GAMES

On the 22nd of October 2022 Mkhambathini Municipality hosted Mayoral Games with the purpose of giving each young person a chance to participate in sport.

YOUTH IN LEADERSHIP

From the 3rd to the 5th of June, the Mkhambathini Municipality launched the Municipal Youth Council whose objectives include creating a platform on and through which the youth can raise and discuss matters which affect them and to also devise and propose solutions which will redress the challenges encountered. The Council, with its slogan "Empowering Youth To Create Better Future" has identified 4 priority areas, namely:

- Economic Development
- Education and Training
- Sport, Arts and Culture
- Governance and Policy

In each of the priority area listed above, the Municipality has dedicated to ensuring that it either directly addresses the issues or facilitates interventions through respective and responsible sector departments or agencies. Examples of interventions include meetings with relevant stakeholders (DOE, DSD, DOH, MLM, Private Companies for CSI)

-Awareness raising programmes
-Capacity Building Programme:
-Commercialising Agriculture
-Career Exhibition



Pic: Youth Mobile Office allocated by the District Municipality to service the youth within local municipalities to make things easier from them access the internet and computer access

RESOURCEFUL PARTNERSHIPS ESTABLISHED:

The Municipality has partnership agreements with the following partners:

- SETA
- EDTEA
- NYDA
- Department Art, Sport and Culture
- Public works
- Community Safety and liaison office
- DDP
- Department of Labour

YOUTH COUNCIL STRUCTURE

Building up to Youth Summit, Mkhambathini Municipality working DDP started doing ward based Structures dialogue. The aim was to get the sense of thinking from young people from all seven (7) wards before the summit start. In the summit each ward sent 10 young people to engage and represent their views.



Pic: DDP facilitating the ward-based structures dialogues with the youth of Ward 4

Youth Council Elected 2022 – 2026

Portfolio	Names	Ward
Chairperson	Sicebi Ndlovu	W6
Deputy Chairperson	Mandisi Zuke	W1
Secretary	Nosipho Mkhize	W5
Deputy Secretary	Khosi Maphanga	W3
Additional Members	Simphiwe Mncwabe	W2
	Nkosi Mchunu	W1
	Vuyisiwe Mthungwa	W7
	Nosipho Ngcobo	W7
	Fezile Maphumulo	W4
	Lungisani Langa	W4



Pic: Newly appointed Youth Council with the Mayor : Cllr NW Ntombela

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.

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.

3.9.1.6 SECTOR DEPARTMENTS PROJECTS

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 Depart that have been identified and funding is being sourced:

Project Name	Location	Type	Status	Municipality	Implementing Agent
Nkanyezini Water	Nkanyezini	Water Provision	Contract Terminated	Mkhambathini	District
Manzamnyama Water	Manzamnyama	Water Provision	Construction	Mkhambathini	District
Maqonqo Water	Maqongqo, Chibini, Esitingini, Ezibhananeni, Table Mountain, White City	Water Provision	Construction	Mkhambathini	District
Manyavu Water	Manyavu	Water Provision	Construction	Mkhambathini	District
Mkhambathini VIP Backlog Toilet	Table Mountain, Nonzila, Chibini, Nkanyezini, Esinyameni, Esigodini, Okhalweni, Ngilanyoni, Mgwenya, Jilafohla, Ntsinda, Mdaphuna, Tsoko, Ntweka, Ezimbileni, Ngangezwe, Imboyi, Number Four	Sanitation Provision	Current	Mkhambathini	District

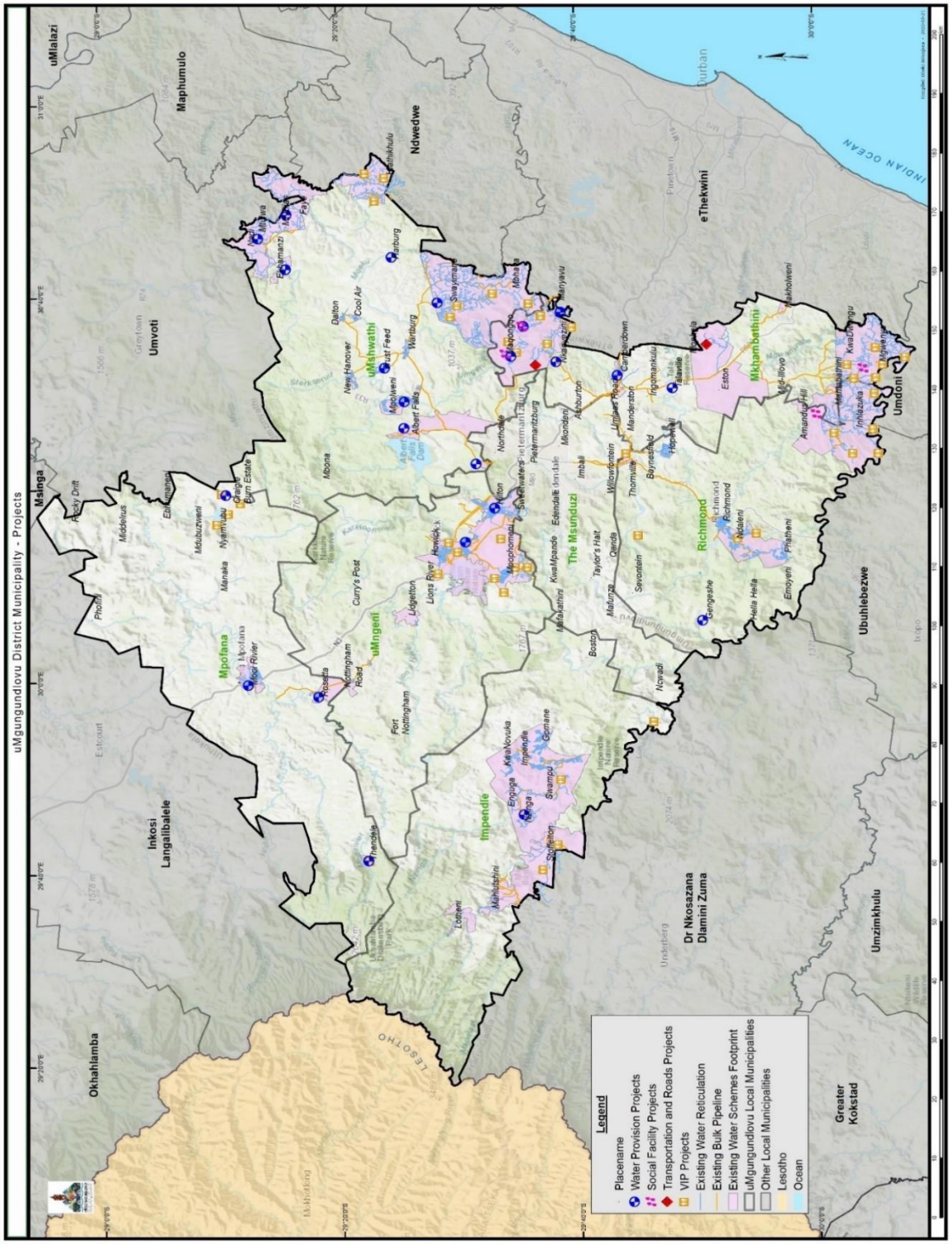


FIGURE 35: DISTRICT SPATIALLY MAPPED PROJECTS

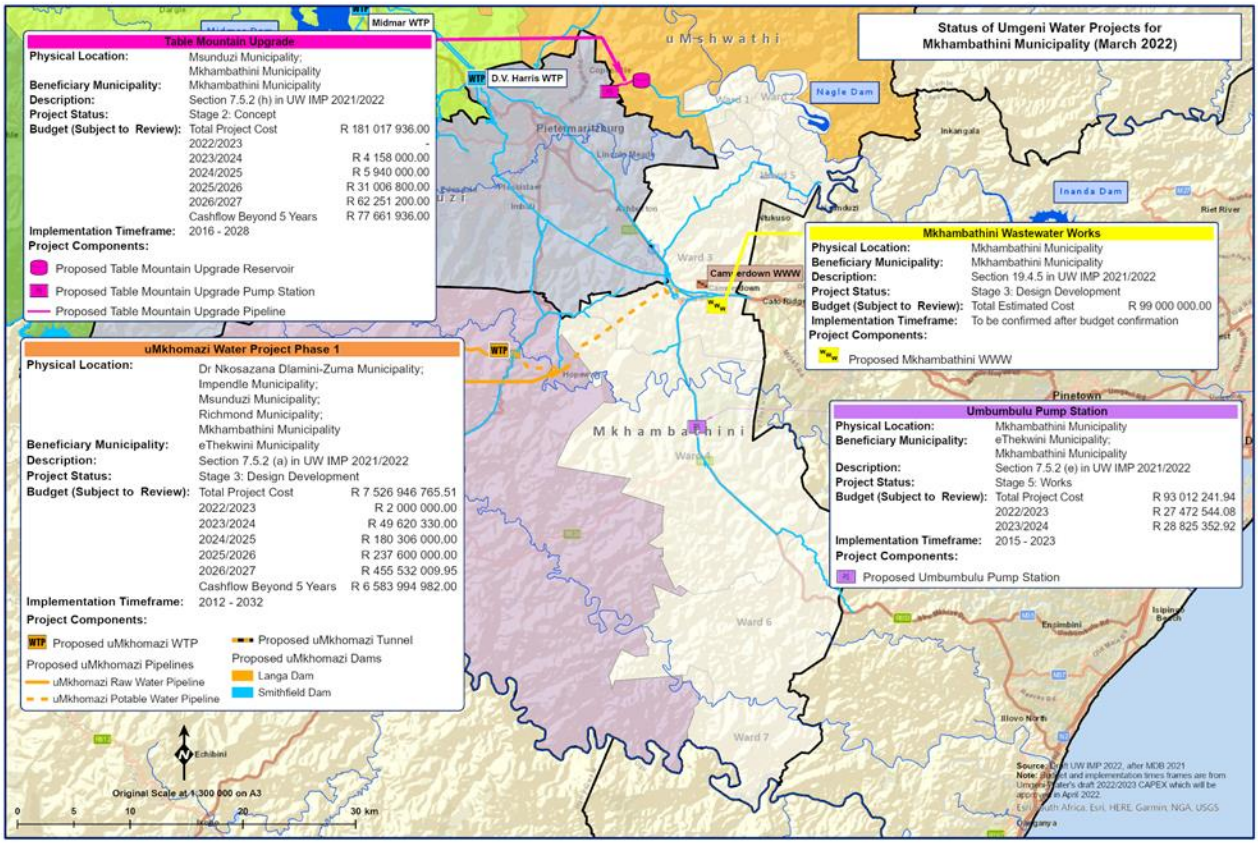


FIGURE ERROR! NO TEXT OF SPECIFIED STYLE IN DOCUMENT..1 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2022).

FIGURE 36: UMGENI WATER PROJECTS

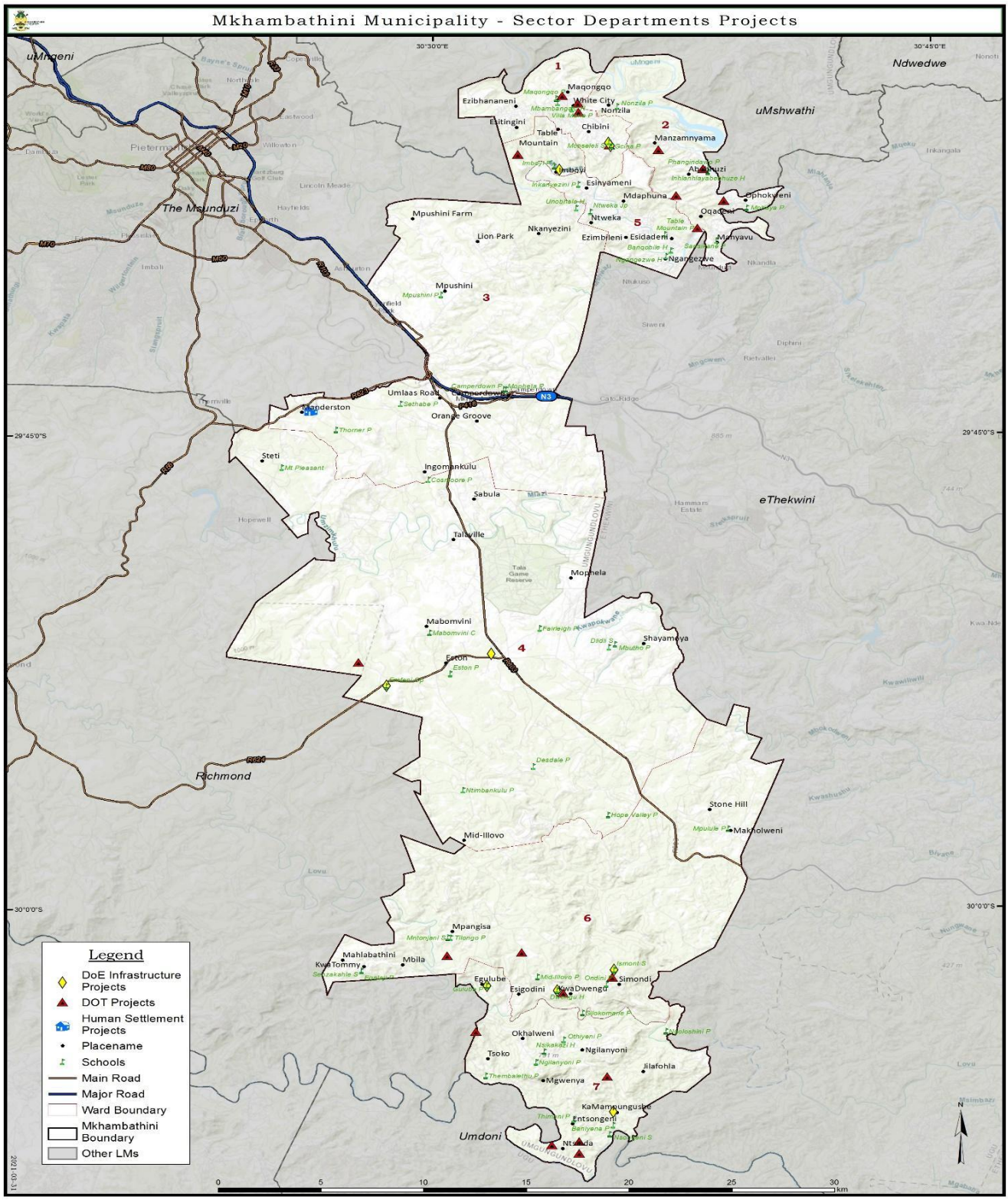


FIGURE 37: GOVERNMENT DEPARTMENTS MAPPED PROJECTS

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD
Phambili-Madoda Business Enterprise	Economy development and job creation	Ms NP Shozi	R2 994 000,00	**R 1 984 000,00**	**R 1 010 000,00**	R -	2 years	Mkhambathini

DEPARTMENT OF TRANSPORT

Local Municipality	2022/3	2023/4	2024/25	TOTAL
Mkhambathini	27 500 000	18 621 430	24 312 650	70 434 080

MKHAMABATHINI LM

Description	2022/3	2023/4	2024/25	DC	LC No
Maintenance - Eston Zone		5 000 000	5 000 000	DC22	KZN226 - Mkhambathini
Maintenance contract - Camperdown Zone	13 800 000			DC22	KZN226 - Mkhambathini
Maintenance contract - Nagle Dam zone				DC22	KZN226 - Mkhambathini
Maintenance contract- Camperdown Zone		5 000 000	5 000 000	DC22	KZN226 - Mkhambathini
Maintenance contract-Nagle Dam Zone	10 000 000	5 000 000	5 000 000	DC22	KZN226 - Mkhambathini
Regravelling L1838 (0-2 Km), L3621 (0-1.53 km)			2 400 000	DC22	KZN226 - Mkhambathini
Regravelling of D1021 (km 0.00-km 5.7)			3 912 650	DC22	KZN226 - Mkhambathini
Regravelling of L1314 (km 0.00-km 4.563)			3 000 000	DC22	KZN226 - Mkhambathini
Regravelling of D1000 (km 5.00 -9.275)	2 500 000			DC22	KZN226 - Mkhambathini
Regravelling of P502(KM7.00-9.00)D354(0.00-4.33)		3 621 430		DC22	KZN226 - Mkhambathini

Regravelling of P728 (km 45.00-km50.00)	1 200 000			DC22	KZN226 - Mkhambathini
	27 500 000	**18 621 430**	**24 312 650**		

CAPITAL HEAD OFFICE PROJECTS UPGRADES and REHABILATATION

MKHAMBATHINI LM

Project / Programme Name	**Activity**	**Implementer/ Responsibility**	**Municipality / Region**	**Estimated budget**	**Project Status (to be as per IRM)**
Upgrade of D1001 (km0,00 to km8,50)	Upgrade roads	Construction	Mkhambathini Local Municipality	R 140 000 000	Stage 3 Design Development
Upgrade of P728 (km26,8 to km52,0)	Upgrade roads	Construction	Mkhambathini Local Municipality	R 378 000 000	Stage 1 Project Initiation
Rehabilitation of P338 (km0 to km11,6)	Rehabilitation	Rehabilitation	Mkhambathini Local Municipality	R 115 058 000	Stage 5 Works 76 to 100%
Construction of Umngeni River Bridge P423	Upgrade roads	Construction	Mkhambathini Local Municipality	R 16 750 000	Stage 1 Project Initiation
Rehabilitation of P477 (km0 - km5,0)	Rehabilitation	Rehabilitation	Mkhambathini Local Municipality	R 85 100 000	Stage 1 Project Initiation

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 (Detailed list available and provided)*
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 *(Total – 9)*	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 *David Dlamini* *Cell: 082 464 8833*	Final planning stage – 420 jobs to clear 1883ha	R3,634,000
	IAS Project	uMshwathi LM *Samantha Deeplall* *Cell: 079 895 3630*	Inception Stage – 306 jibs to clear 1659ha	R3,200,00
	IAS and Parthenium Project	Msunduzi LM *Thobeka Zondi* *Cell: 0768830559*	Inception Stage – 133 jobs to clear 887ha	R1,600,00
	VAI Project	uMngeni LM *Bheki Dlamini* *Cell: 082 848 6775*	Implementation Phase – 169 jobs to train beneficiaries on furniture manufacturing	R5,000,000
	Invasive alien plant clearing project	Richmond LM *Mendy Majola* *Cell: 081 7361 960*	Implementation stage – create 105 jobs to clear 1256ha	R2,247,703
TOTAL			**1 133 jobs**	**15,681,703**

DEPARTMENT OF HUMAN SETTLEMENTS

Municipality	Project Name	Ward	Status	Units	2021/22	2022/23	2023/24
Mkhambathini Municipality							
Mkhambathini	Stockdale	3	Pre-Planning	250	R317 000,00	R0,00	R0,00
Mkhambathini	Mkhambathini Ward 3 and 5 Housing Project	3 & 5	Pre-Planning	2000	R0,00	R0,00	R0,00
Mkhambathini	Poortjie	3 & 4	Pre-Planning	TBD	R0,00	R0,00	R0,00

DEPARTMENT OF EDUCATION

PROJECT NAME	DISTRICT MUNICIPALITY NAME	local Municipality	Ward Number	INFRASTRUCTURE PROGRAMMES	IMPLEMENTING AGENT	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001	
EMFENI PRIMARY SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	4	UPGRADES AND ADDITIONS	COEGA	R 3,300.000	R -	R 846.900	R 350.443	

PROJECT NAME	DISTRICT MUNICIPALITY NAME	local Municipality	Ward Number	INFRASTRUCTURE PROGRAMMES	IMPLEMENTING AGENT	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001	PROJECT NAME
FAIRLEIGH PRIMARY SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	4	UPGRADES AND ADDITIONS	DOPW	R 2,400.000	R -	R 444.272	R 192.390	FAIRLEIGH PRIMARY SCHOOL
GCINA PRIMARY SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	1	UPGRADES AND ADDITIONS	DOPW	R 8,192.393	R -	R 1,827.944	R 616.168	GCINA PRIMARY SCHOOL
GULUBE PRIMARY SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	7	UPGRADES AND ADDITIONS	COEGA	R 2,584.214	R -	R 846.900	R 350.443	GULUBE PRIMARY SCHOOL
GULUBE PRIMARY SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	7	UPGRADES AND ADDITIONS	DOPW	R 1,150.000	R 162.573	R -	R -	GULUBE PRIMARY SCHOOL

PROJECT NAME	DISTRICT MUNICIPALITY NAME	local Municipality	Ward Number	INFRASTRUCTURE PROGRAMMES	IMPLEMENTING AGENT	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001	PROJECT NAME
ISMONT HIGH SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	6	REFURBISHMENT AND REHABILITATION	DOPW	R 4,106.940	R 1,245.692	R -	R 1,967.552	ISMONT HIGH SCHOOL
ISMONT HIGH SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	6	REFURBISHMENT AND REHABILITATION	DOPW	R 2,900.000	R -	R 612.946	R 275.445	ISMONT HIGH SCHOOL
ISMONT HIGH SCHOOL	UMGUNGUNDLOVU	Mkhambathini (KZN226)	6	UPGRADES AND ADDITIONS	DBSA	R 1,041.703	R 567.000	R 176.068	R 119.464	ISMONT HIGH SCHOOL

SECTOR DEPARTMENTS PARTICIPATION 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 receiving 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 bra

3.10 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS KPA

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.

3.10.1 CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

The financial plan is broken down as follows:

3.10.1. 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	800 000	300 000	400 000	New	Own
Municipal Vehicles	1 300 000	600 000	600 000	New	Own
Furniture	800 000	0	200 000	New	Own
Mgwaphuna Access Road Phase 2 W4	2 300 000	0	0	New	MIG
Makhokhoba Gravel Road	1 114 566	0	0	New	MIG
Upgrade of Banqobile Sport Field	5 349 095	0	0	Upgrade	MIG
Muzingezwi Access Road	0	4 067 539	5 720 058	New	MIG
Nonzila Creche	0	5 431 787	0	New	MIG
Estinini Sport Field	0	3 064 629	8 000 000	New	MIG
Echibini Access Road	3 297 281	0	0	New	MIG
Mkhize Access Road	0	0	5 325 942	New	MIG
Thimuni Community Hall	0	5 830 045	0	New	MIG
Maqonqo Taxi Rank	5 720 058				
Total Capital Budget	**20 281 000**	**20 294 000**	**20 246 000**		

3.10.1.1 CAPITAL GRANT FUNDING

TABLE 97: MUNICIPAL INFRASTRUCTURE GRANT AND SMALL TOWN DEVELOPMENT GRANT

MIG GRANT FUNDING				
YEAR	BUDGET	RECEIPTS	EXPENDITURE	% OF EXPENDITURE
2020/2021	25 800 000.00	25 800 000.00	25 800 000.00	100.00
2021/2022	31 755 000.00	31 755 000.00	31 755 000.00	100.00
2022/2023	17 781 000.00	16 000 000.00	15 639 896.00	87.96

SMALL TOWN DEVELOPMENT				
2020/2021	-	0	0	0
2021/2022	14 420 000.00	14 420 000.00	14 420 000.00	100.00
2022/2023	14 000 000.00	14 000 000.00	13 347 556.00	95.34

3.10.1.2 REPAIRS AND MAINTENANCE

TABLE 98: ACTUAL SPENT / BUDGET

	BUDGET	ACTUAL	TOTAL PPE	% OF EXPENDITURE	% OF TOTAL PPE
2020/2021	29 850 000.00	25 767 240.00	150 907 536.00	86.32	**17.07**
2021/2022	33 960 000.00	32 812 156.00	178 045 546.00	96.62	**19.07**
2022/2023	23 216 000.00	19 965 911.00	178 045 546.00	86.00	**13.04**

3.10.1.1 ADDITIONAL FUNDED PROJECTS

- Construction of Camperdown Taxi Rank @ R 6, 6 million
- Construction of Market Stalls @ R 3, 1million
- Installation of CBD Street lights @ R 1 million
- Construction of CBD Sidewalks @ R 3, 2 million

SANRAL FUNDED PROJECTS

- Installation of Street light (Camperdown interchange)
- Installation of Traffic lights (3 – intersection and R603 intersection)
- Upgrade the P477 Lynnfield Interchange to Lion Park (to increase the lanes to have 1 more lane
- Upgrade for R103 from umlaas road to Cato ridge by adding a lane.
- Street light (Umlaas Road interchange)
- Upgrade of Lynnfield Park to include the sidewalk

3.10.1.3 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	2021/2022	2022/2023	New	MIG
Stingini Sportfield	1	2023/2024	2024/2025	New	MIG
Nonzila Creche	2	2023/2024	2023/2024	New	MIG
Echibini Access Road	2	2022/2023	2022/2023	New	MIG
Makhokhoba Road	3	2021/2022	2022/2023	New	MIG
Banqobile Sportfield	5	2021/2022	2022/2023	New	MIG
Jilafohla Access Road	7	2021/2022	2021/2022	New	MIG
Mkhize Access Road	5	2024/2025	2024/2025	New	MIG
Thimuni Community Hall	7	2023/2024	2023/2024	New	MIG
Maqongqo-Taxi Rank	1	2022/2023	2022/2023	Renew	MIG
Eqeleni Access Road	4	2021/2022	2021/2022	New	MIG
Muzingezwi Access Road	6	2023/2024	2024/2025	New	MIG

3.10.2. 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.	Construction of Camperdown Town Clinic
7.	Construction of D545 to Asphalt 4km
8.	Upgrade/ Extension of Msunduzi Bridge with link Mkhambathini Municipality and Ethekwini Municipality. (-29.661152, 30.636203)
9.	Donate/ make available the portion of Land for Waste-Water Treatment Plant, Lot 106 of Camperdown which will service Camperdown.
10.	Construction of Mkhambathini Community Health Centre
11.	Camperdown residential project

CATALYTIC PTOJECTS

- Construction of Camperdown Wastewater Treatment Plant
- Development of New Town (Industrial, Commercial and Residential projects)
- Nkanyezini Reservoir

OTHER PROJECTS

- Mkhambathini Library
- Mkhambathini Art Centre

SANRAL

- Camperdown Road Circle
- Camperdown Town Creche
- Youth Skills Centre
- Camperdown Park

3.10.3. PRIORITIZATION OF THREE-YEAR CAPITAL PLAN FOR MUNICIPAL INFRASTRUCTURE GRANT(MIG)

CAPITAL PROJECTS THREE YEAR CAPITAL PLAN

WARD	PROJECT
Ward 1	• Maqongqo Taxi Rank • 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	• Chibini Access Road • Nonzila Crèche • 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	• 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 • Bus/Taxi Shelter • Installation of Solar High Mast lights (8)
Ward 4	• 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	• Mkhize Access Road • Nene Access Road • eQeleni Access Road • Installation of Solar High Mast lights (8) • Bus/ Taxi Shelter • Ntweka Community Hall
Ward 6	• 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	• Thimon Community Hall • Bhora Access Road • Mndayi Access Road • Njangwini Cattle Deep • Gulube Sportsfield • Nganono Access Road • 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 26th of May 2022, 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	0	0
First National Bank-Call Account	56,389,924	0	0	30,00,000	0

3.10.4 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 (2022/2023 - 2024/2025)

Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)
17,781,000	18,394,000	19,0461,000

TABLE 105: PERCENTAGE SPENT ON CAPITAL PROJECTS

Year 1 (2021/2022)	Year 2 (2022/2023)	Year 3 (2023/2024)
100%	100%	100%

3.10.5. **REVENUE MANAGEMENT**

3.10.5.1 Sources of Revenue

- Government grants = 78%
- Property Rates = 15%
- Licensing (Learner and Motor Licensing) = 4%
- Other Revenue = 3%

3.10.5.2 Billed revenue as per AFS R23 651 849

3.10.5.3 Collected revenue as per AFS R21 876 333

3.10,5.3 Collection rate 92%

The municipality does not have revenue enhancement strategy that is linked to the LED strategy because of the lack of infrastructure to attract investments. It does have enhancement strategy to improve collection of revenue.

Debt Category

2020/2022 Financial Year

Serivce	180 Days	150 Days	120 days	90 Days	60 Days	30 Days	Current	Balance
Interest	5 442 532.02	0.00	0.00	0.00	0.00	0.00	0.00	5 442 532.02
Property Rates	20 525 532.10	426 369.02	455 779.94	450 838.10	494 617.46	836 919.55	1 257 760.94	24 447 817.11
OTHER	359 171.85	0.00	4 175.47	0.00	0.00	2 546.85	2 039.99	367 934.16
Refuse	300 927.41	11 426.16	12 306.94	12 787.22	15 197.47	21 322.70	43 435.68	417 403.58
Grand Total	**26 628 163.38**	**437 795.18**	**472 262.35**	**463 625.32**	**509 814.93**	**860 789.10**	**1 303 236.61**	**30 675 686.87**

2021/2022 Financial Year

Serivce	180 Days	150 Days	120 days	90 Days	60 Days	30 Days	Current	Balance
Interest	5 309 541.60	0.00	0.00	0.00	0.00	0.00	0.00	5 309 541.60
Property Rates	22 770 306.06	381 009.56	403 103.45	436 028.37	461 471.31	549 747.67	1 367 956.78	26 369 623.20
OTHER	354 849.94	0.00	0.00	0.00	0.00	0.00	1 025.00	355 874.94
Refuse	328 713.27	10 855.59	11 710.86	13 042.40	16 572.17	19 865.18	43 869.31	444 628.78
Grand Total	**28 763 410.87**	**391 865.15**	**414 814.31**	**449 070.77**	**478 043.48**	**569 612.85**	**1 412 851.09**	**32 479 668.52**

3.10.5.1. 2022/23 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK

TABLE 106: BUDGET FINANCIAL PERFORMANCE (REVENUE MANAGEMENT)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	17 480	21 849	28 644	20 553	21 544	21 544	28 143	22 406	19 260	20 127
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	526	528	533	597	597	597	463	621	648	677
Rental of facilities and equipment		132	248	–	359	359	359	8	373	373	407
Interest earned - external investments		4 539	4 286	2 596	4 000	2 600	2 600	774	1 975	1 975	2 062
Interest earned - outstanding debtors		3 748	960	(20)	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		30	25	0	36	4	4	1	5	5	5
Licences and permits		6 462	4 704	5 349	7 400	6 400	6 400	4 696	7 554	7 886	8 241
Agency services		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		60 609	69 092	85 494	76 559	76 559	76 559	76 308	84 194	87 718	93 459
Other revenue	2	641	534	3 245	1 185	1 128	1 128	1 590	1 797	267	279
Gains		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**94 167**	**102 227**	**125 842**	**110 688**	**109 191**	**109 191**	**111 983**	**118 924**	**118 133**	**125 257**

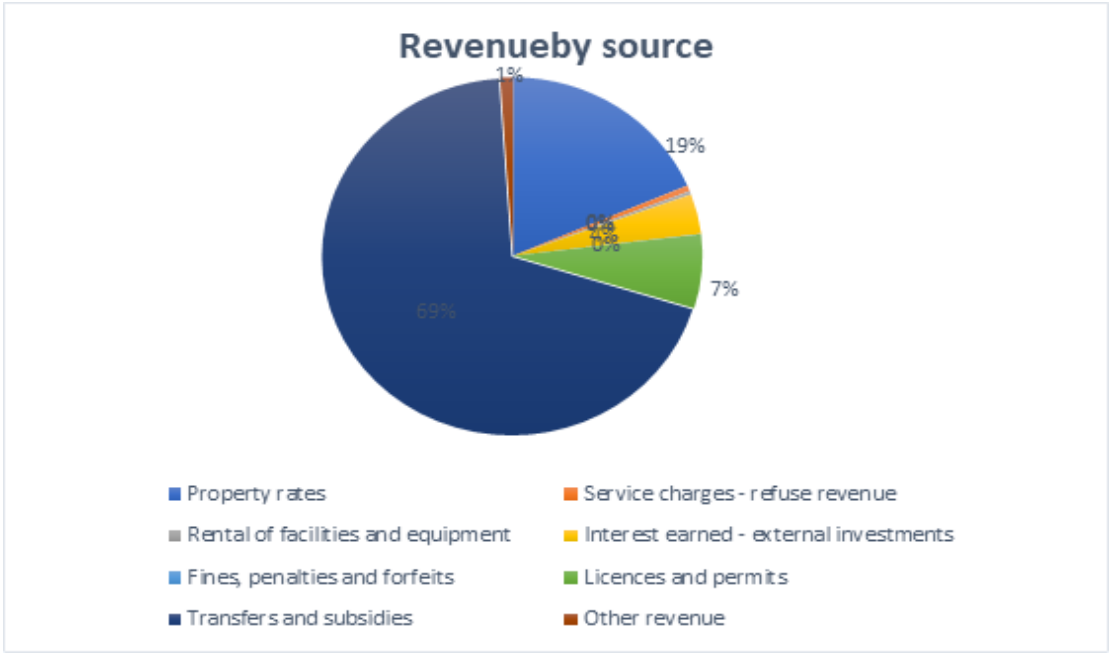


FIGURE 38: REVENUE BY SOURCE

The municipality depends on grants mostly (70%). The total projected income of R 118 924 million will Property Rates (19%), Rentals (1%), licences and permits (7%), interest earned from investment (4%), other revenue (1%) and Service charges – refuse (1%)

3.10.6 EXPENDITURE

The Municipality's expenditure framework for the 2022/23 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 2022/2023 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	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	17 480	21 849	28 644	20 553	21 544	21 544	28 143	22 406	19 260	20 127
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	526	528	533	597	597	597	463	621	648	677
Rental of facilities and equipment		132	248	–	359	359	359	8	373	373	407
Interest earned - external investments		4 539	4 286	2 596	4 000	2 600	2 600	774	1 975	1 975	2 062
Interest earned - outstanding debtors		3 748	960	(20)	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		30	25	0	36	4	4	1	5	5	5
Licences and permits		6 462	4 704	5 349	7 400	6 400	6 400	4 696	7 554	7 886	8 241
Agency services		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		60 609	69 092	85 494	76 559	76 559	76 559	76 308	84 194	87 718	93 459
Other revenue	2	641	534	3 245	1 185	1 128	1 128	1 590	1 797	267	279
Gains		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**94 167**	**102 227**	**125 842**	**110 688**	**109 191**	**109 191**	**111 983**	**118 924**	**118 133**	**125 257**
Expenditure By Type											
Employee related costs	2	34 971	36 529	43 215	48 558	48 265	48 265	37 974	53 084	55 258	80 594
Remuneration of councillors		5 809	6 024	6 022	6 693	6 693	6 693	5 891	6 960	6 867	7 586
Debt impairment	3	1 540	4 890	5 167	3 140	3 140	3 140	–	5 221	3 409	3 563
Depreciation & asset impairment	2	8 722	9 319	10 756	11 609	11 599	11 599	8 961	11 916	12 392	12 946
Finance charges		3	4	0	–	–	–	0	–	–	–
Bulk purchases - electricity	2	–	–	–	–	–	–	–	–	–	–
Inventory consumed	8	–	–	–	6 051	4 605	4 605	2 570	3 640	4 362	4 558
Contracted services		18 584	27 530	38 107	43 396	51 099	51 099	46 369	26 842	29 390	29 996
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–
Other expenditure	4, 5	11 233	13 712	23 858	23 455	23 493	23 493	24 380	18 948	13 698	14 310
Losses		195	113	1 689	–	–	–	–	–	–	–
Total Expenditure		**81 057**	**98 121**	**128 813**	**142 902**	**148 894**	**148 894**	**126 145**	**126 611**	**125 376**	**153 555**
Surplus/(Deficit)		**13 110**	**4 106**	**(2 972)**	**(32 214)**	**(39 703)**	**(39 703)**	**(14 161)**	**(7 687)**	**(7 243)**	**(28 298)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		19 385	16 076	25 800	24 755	39 175	39 175	25 402	17 781	18 394	19 046
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	120	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**

The budgeted allocation for employee related costs for the 2022/2023 financial year totals R 53 084 million.

In the compilation of the MTREF, the following influencing factors were considered:

The cost associated with the remuneration of councilors 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 Mkhambathini Local Municipality Annual budget.

Mkhambathini Local Municipality expenditure framework for the 2022/23 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.

3. FINANCIAL RATIOS

3.1 Personnel costs to total expenditure = employee related costs/ total expenditure x 100

= R 34 556 839/114 869 108x 100

= 30%

This ratio measures the extent of Remuneration to Total Operating Expenditure. If the ratio exceeds the norm it could indicate inefficiencies, overstaffing or even the incorrect focus due to misdirected expenditure to non-service delivery related expenditure. The norm ranges between 25% and 40%.

3.2 Cost coverage ratio = Cash and Cash Equivalent – unspent grant / Current liabilities

= R58 268 865 – R13 588 284/ R7 985 244.00

= 6 months

The ratio indicates the municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. The norm ranges between 1 month to 3 months.

3.3 Creditors payment period = Trade creditors outstanding / Trade creditors Purchases X 365

There were no outstanding creditors as at the end of first quarter.

CREDITORS PAYMENT PERIOD (TRADE CREDITORS)

This ratio indicates the average number of days taken for trade creditors to be paid and the norm is 30 days.

A period of longer than 30 days to settle creditors is normally an indication that the municipality may be experiencing cash flow problems, however in certain instances this may be as result of disputes, processing of payments, etc.

3.4 Net Debtors Days = ((Gross Debtors- Bad Debt Provision)/Billed Revenue)) X 365

= R33 776 052/ R18 050 430 X 365

= 683 Days

This ratio reflects the collection period. Net Debtor Days refers to the average number of days required for a Municipality to receive payment from its consumers for bills issued to them for services rendered.

3.5 Collection Rate= Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance- Bad Debts Written Off)/Billed Revenue x 100

= 33 476 834 + 1 922 378 – 33 776 052x100

1 922 378 = 84%

The ratio indicates the collection rate, i.e., level of payments. It measures increases or decreases in debtors relative to annual billed revenue. To determine the real collection rate bad debts written-off is taken into consideration. The norm is 95%.

3.6 Current Ratio = Current Assets /Current Liabilities

= R86 750 942 / R7 985 244

= 1: 11

The ratio is used to assess the municipality's ability to pay back its short-term liabilities (debt and payables) with its short-term assets (cash, inventory, receivables). The norm ranges between 1.5 to 2.1. The higher the current ratio, the more capable the municipality will be able to pay its current or short-term obligations and provide for a risk cover to enable it to continue operations at desired level.

3.7. Capital Expenditure to Total Expenditure = Total Capital Expenditure/Total Expenditure x 100

= R23 560 048/ R114 869 108 X 100

= 20%

The norm ranges between 10% and 20%. A ratio less than 10% reflects lower spending by the municipality in infrastructure and holds potential risks to service delivery. A ratio of more than 20% reflects higher spending on infrastructure and acceleration in service delivery but could also hold financial sustainability risks if the infrastructure does not include both economic (revenue generating) and social type infrastructure.

3.8 Capital Expenditure Budget Implementation Indicator= Actual Capital Expenditure/Budget Capital Expenditure x 100

= R 23 560 048 / 31 755 000 X 100

= 74.19%

This ratio measures the extent to which Budgeted Capital Expenditure has been spent during the financial year, under review. Further, this ratio measures the municipality's ability to implement capital projects and monitor the risks associated with non-implementation. The ratio also assesses whether the municipality has effective controls in place to ensure that expenditure is incurred in accordance with an approved budget. The ratio shows under spending due to the additional funding of R10 million received in March 2022.

3.11 Operating Expenditure Budget Implementation Indicator= Actual Operating Expenditure/Budgeted Operating Expenditure X 100

= R114 869 108 / R148 894000 X 100

= 77%

This ratio measures the extent to which Budgeted Operating Expenditure has been spent during the financial year, under review. The ratio also assesses whether the municipality has effective controls in place to ensure that expenditure is incurred in accordance with an approved budget. The norm ranges between 95% and 100%.

3.12 Operating Revenue Budget Implementation Indicator= Actual Operating Revenue/Budgeted Operating Revenue x 100

= R124 415 165 / R148 366 000 X 100

= 84%

This ratio measures the extent of Actual Operating Revenue (excl. Capital Grant Revenue) received in relation to Budgeted Operating Revenue during the financial year, under review. The norm ranges between 95% and 100%.

The ratio measures the extent to which Total Capital Expenditure of the Municipality is funded through Internally Generated Funds. No norm at this stage. The funding mix for capital expenditure is dependent on the municipal policy and ability to raise revenue from different sources. Increased capacity for internally generated funding is required in some circumstances, which could also improve the balance in funding sources.

LED PROGRAMS- REFER TO DRAFT IDP/BUDGET PRESENTATION

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

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:

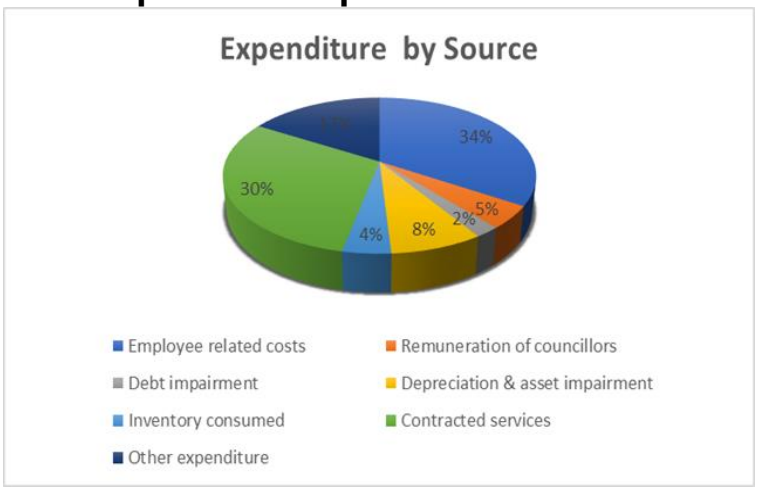


FIGURE 39: EXPENDITURE BY SOURCE

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 R9.6 mill in total which include the expenditure of R17,285 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.

3.10.7 BUDGET PROVISION FOR FREE BASIC SERVICES

3.10.7.1 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

2022/2023	2023/2024	2024/2025
R 321,492	R 340,367	R 374,403

INDIGENT LEVEL GROWTH

TABLE 110: INDIGENT LEVEL GROWTH

2022/2023	2023/2024	2024/2025
NIL	NIL	NIL

3.10.7.2 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

3.10.8. REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

3.10.8.1 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.

3.10.8.2 MUNICIPAL CONSUMER DEBT POSITION (DEBT MANAGEMENT)

During 2020/2021 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

	2022/2023	2023/2024	2024/2025
Rates	29,548,131	28,070,724	29,193,553
Refuse	407,569	407,569	407,569

TABLE 113: ALLOWANCE FOR IMPAIRMENT

	2022/2023	2023/2024	2024/2025
Impairment	(5 221 000)	(3 409 000)	(3 563 000)

TABLE 114: NET BALANCE

Debtors	2021/2022	2022/2023	2023/2024
Current (0-30 days)	1,255,059	1,193,,3062	1,239,9985
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	5 221 000	3 409 000	3 563 000

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.

3.10.9 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 2022/2023 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 2023/2024 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 2022/2023. 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 meets its service delivery commitments as suggested in the Supply Management Department

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

KEY CHALLENGES	▪ Storeman/ handyman needed within the Supply Chain Department. This post has been included in the 2023/2024 organizational structure.
MEASURES TAKEN TO ADDRESS THE CHALLENGES	• Currently the approved organizational structure 2023/2024 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.

3.10.9.1 PROCUREMENT PLAN FOR 2021/2022 FOR ALL CAPITAL PROJECTS

The municipality has developed a schedule of procurement plan for all 2023/2024 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 2022/23 along with the Assessments of the Service providers which were appointed in 2022/23 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	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH0028/2021/22	Amahlungu Civils (PTY) LTD	Construction of Phangindawo access road in ward 2	R 2 677 941.75	Panel	06 JULY 2022	06 JULY 2022	Good
MKH0026/2021/22	Xoli M Projects	Construction of Meyiwa access road	R 2 684 182.49	Panel	06 JULY 2022	06 JULY 2022	Good
MKH007/2022/23	Bumbelihle Projects JV Uzamile Trading CC	Construction of Market Stalls	R 2 943 670.99	Panel	26 AUGUST 2022	13 SEPTEMBER 2022	Good
MKH0030/2021/22	Vezokungcono Trading	Construction of Sidewalks	R 1 114 091.25	Panel	06 JULY 2022	06 JULY 2022	Good
MKH0027/2021/22	Vezokungcono Trading	Construction of Dambayi access road	R 2 920 737.66	Panel	06 JULY 2022	20 JULY 2022	Good
MKH0029/2021/22	Siwa Consulting Engineers & Project managers	Construction of camperdown taxi rank	R 5 925 576.80	Panel	06 JULY 2022	11 July 2022	Satisfactory
MKH006/2022/2023	B.S Mabaso Incorporated	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	S N Nxumalo Attorney Inc	Panel of attorneys for municipal services for a	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good

		period of 36 months					
MKH006/2022/2023	Zuma and Partners Incorporated	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	M Madonsela & Associates	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	S.M Mbatha Inc.	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	Anand Pillars Attorneys Inc	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	Mazibuko Z & Associates	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	Pather and Pather Attorneys Inc	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	HSG Attorneys Incorprated	Panel of attorneys for municipal services for a period of 36	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good

		months					
MKH006/2022/2023	Ngwanase Tembe Inc	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	Nzimande L.V Attorneys	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	Siyaya Attorney	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good

MKH006/2022/2023	Matthew Francis Inc	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	Mpanza and Associates Inc	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH006/2022/2023	Taleni Godi Kupiso	Panel of attorneys for municipal services for a period of 36 months	Percentage fee as per each case	22 July 2022	22 August 2022	31 October 2022	Good
MKH018/2022/2023	Mybuko Trading	Rehabilitation of L1503 access road in ward 6	R 605 900.00	Panel	09 NOVEMBER 2022	29 November 2022	Satisfactory
MKH017/2022/23	TSZ Projects (PTY) LTD	Rehabilitation of Mantungwini access road in ward 7	R 597 678.00	Panel	09 NOVEMBER 2022	29 November 2022	Good
MKH014/2022/23	Smartech Trading and Project (PTY) LTD	Rehabilitation of Mboyi access road in ward 3	R 499 842.00	Panel	08 NOVEMBER 2022	29 November 2022	Good
MKH015/2022/23	Davport Trading Enterprise (PTY) LTD	Rehabilitation of Qedazulu access road in ward 5	R 503 987.50	Panel	08 NOVEMBER 2022	29 November 2022	Good
MKH019/2022/23	Nhlangulela construction and projects	Renovation of Mahleka sportfield in ward 04	R 479 003.63	Panel	09 NOVEMBER 2022	29 November 2022	Good
MKH016/2022/23	Athatha Construction	Renovation of Maqongqo community hall	R 414 548.09	Panel	08 NOVEMBER 2022	29 November 2022	Good

3.11. GRANTS

The grant with the most allocation is the Equitable Share which has approximately R77,519,000 for 2022/2023 financial year. It is followed by a Municipal Infrastructure Grant with an allocation of R17,781,000 while the Department of Energy has allocated R15,000,000 for electrification programmes, Human Settlement Development Grant of R13,329,000, EPWP Grant of R1,671,00 and Library Provincialization Grant of R2,004,000

3.11.1 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 2022/2023 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 Bud- get 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	2022/2023Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2022/2023	Budget Year +1 2023/2024	Budget Year +2 2024/25
Re-graveling of Access Road	2,100,000	2,192,000	2,291,058
Roads Structure	5,900,000	5,910,800	6,176,786
Community Assets	2,100,000	2,192,400	2,291,058
Sport Fields	1,900,000	1,650,000	1,815,000
Total	**11,900,00**	**12,174,800**	**12,722,666**

Source: 2022/2023 Medium Term Revenue & Expenditure Framework

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2022/2023 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 R11 900 000 that is allocated to repairs and maintenance then this is the 8% of the total assets as per our 2020/21 Audited Annual financial Statement.

Repairs and maintenance is above the norm of 8%.

3.11.2 FINANCIAL RATIOS

In 2020/2021, 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 2021 year, we see the following comparison:

3.11.2.1 HISTORICAL FINANCIAL RATIOS

TABLE 120: HISTORICAL FINANCIAL RATIOS

	2020/2021	2022/2023	2023/2024
Cash Coverage Ratio	8 Month(s)	8.3 Month(s)	8.0 Month(s)
Current Ratio	8: 1	8: 1	8: 1

3.11.2.2 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	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	–	–	17 470	18 313	18 313	–	19 045	19 807	20 599
Service charges		–	–	–	507	507	507	–	527	549	571
Other revenue		–	–	–	8 979	7 891	7 891	–	7 932	8 264	8 653
Transfers and Subsidies - Operational	1	–	–	–	94 669	94 669	94 669	30 000	112 523	124 458	101 459
Transfers and Subsidies - Capital	1	–	–	–	24 755	39 175	39 175	–	17 781	18 394	19 046
Interest		–	–	–	4 000	2 600	2 600	–	1 975	2 062	2 153
Dividends		–	–	–	–	–	–	–	–	–	–
Payments											
Suppliers and employees		–	–	–	(138 212)	(152 221)	(152 221)	–	(137 605)	(142 046)	(171 699)
Finance charges		–	–	–	–	–	–	–	–	–	–
Transfers and Grants	1	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**–**	**–**	**–**	**12 168**	**10 935**	**10 935**	**30 000**	**22 178**	**31 487**	**(19 218)**
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		–	–	–	(31 621)	(49 067)	(49 067)	–	(20 281)	(18 394)	(19 046)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**–**	**–**	**–**	**(31 621)**	**(49 067)**	**(49 067)**	**–**	**(20 281)**	**(18 394)**	**(19 046)**
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		**–**	**–**	**–**	**(19 453)**	**(38 132)**	**(38 132)**	**30 000**	**1 897**	**13 093**	**(38 264)**
Cash/cash equivalents at the year begin:	2	3	45 238	16 488	56 316	50 406	50 406	13 691	**12 274**	**14 171**	**27 265**
Cash/cash equivalents at the year end:	2	**3**	**45 238**	**16 488**	**36 863**	**12 274**	**12 274**	**43 691**	**14 171**	**27 265**	**(10 999)**
References											
1. Local/District municipalities to include transfers from/to District/Local Municipalities											
2. Cash equivalents includes investments with maturities of 3 months or less											
3. The MTREF is populated directly from SA30.											
Total receipts		–	–	–	150 381	163 155	163 155	30 000	159 783	173 534	152 481
Total payments		–	–	–	(169 833)	(201 288)	(201 288)	–	(157 886)	(160 440)	(190 745)
		–	–	–	(19 453)	(38 132)	(38 132)	30 000	1 897	13 093	(38 264)
Borrowings & investments & c.deposits		–	–	–	–	–	–	–	–	–	–
Repayment of borrowing		–	–	–	–	–	–	–	–	–	–
		–	–	–	(19 453)	(38 132)	(38 132)	30 000	1 897	13 093	(38 264)
		–	–	–	–	–	–	–	–	–	–

3.11.2.3 FINANCIAL RATIOS INCLUDING AUDITED OUTCOME

TABLE 122: FINANCIAL RATIOS

	2022/2023	2023/2024	2024/2025
Current Ratio	8: 1	8: 1	8: 1
Capital Expenditure to Total Expenditure	14%	14%	14.3%
Debt to Revenue	0%	0%	0%
Collection Rate	85%	85%	85%
Remuneration (Employees and Councillors) to Total Expenditure	41%	41%	41%

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 118 924 000 – R84 194 000 / R118,924,000
=29 %

The total operating revenue consist of 71% 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.

3.12 EXPENDITURE MANAGEMENT

TABLE 123: OPERATION EXPENDITURE

Expenditure	2022/2023 FY	2023/2024 FY	2024/2025 FY
Employee Costs	53 084 000	55 258 000	57 913 000
Remuneration of Councilors	6,960,000	6,867,000	7,586,000
Debt Impairment	5 221 000	3 409 00	3 563 000
Depreciation & Asset Impairment	11 916 000	12 392 000	12,946,000
Other Expenditure	18 948 000	13 698 000	14 310 00
Total Expenditure	**126 611 000**	**125 376 000**	**130 874 000**

3.12.1 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
2021/2022	Unqualified

MEASURES TO ADDRESS THE NEGATIVE AUDIT OPINION 2022/2023

The audit action plan has been developed, submitted to the auditor general/ Audit Committee, Council and MPAC (the oversight structure to the council. Each item which led to qualified opinion progress of the indicator is monitored monthly. An audit action plan has been developed and is attached to this IDP. The audit committee meets to monitor progress with the implementation of the audit improvement plan and provides progress on resolving issues.

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 five consecutive years.

3.12.2 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 2021/22 financial was the key finding

.

3.12.3 MUNICIPAL BORROWINGS

The Municipality does not have any borrowing and is not intending to borrow in the next 3 years.

3.12.4 EMPLOYEE RELATED COSTS

The budgeted allocation for employee related costs for the 2022/23 financial year totals R53,084 million, which equals 36% of the total operating expenditure. Salary increases have been factored into this budget at a percentage increase of 5% for the 2022/23 financial year. An annual increase of 4.4% is applied to the 2023/24 year and 4.5% has been included in 2024/2025 of the MTREF to be conservative and implement cost cutting measures.

3.12.4.1 VACANT POSITIONS

The Municipality is striving to fill all vacant positions within the Municipality. The municipality has finalized 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

3.12.5 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
Emalangeni 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.

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

TABLE 127: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

KEY CHALLENGE(S)	▪ Insufficient funding ▪ Low revenue base ▪ Non-payment culture in community and government department;
DESCRIPTION	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.

3.12.7 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

STRENGTH	**WEAKNESS**
▪ 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	▪ 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**
▪ Promotion of Good Governance ▪ Revenue Enhancement ▪ Cost cutting measures	▪ High Level of unemployment ▪ Dets collection ▪ Grant dependent

3.13. GOOD GOVERNANCE AND PUBLIC PARTICIPATION KPA

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 play 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 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 the 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 according to Mkhambathini's Batho Pele's draft policy, is aimed at enabling the realization of an accountable 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 the municipal service delivery instruments.

3.13.1 BATHO PELE PRINCIPLE

The 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 though 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 is providing services to the people.

3.13.2 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 is drafted for approval.

THREE BATHO PELE PRINCIPLES THAT NEEDS TO BE IMPROVED:

Information:

Mkhambathini municipality can improve its information dissemination by making it more user-friendly and accessible. This can include creating a comprehensive and easy-to-navigate website, publishing regular newsletters and updates, and using social media and other digital platforms. The municipality will also provide training and resources to its employees to ensure that they are well-informed and can provide accurate information to the public.

Openness & transparency:

Mkhambathini municipality will improve its openness and transparency by proactively sharing information with the public. This can include regular public meetings where key issues are discussed and decisions are made, publishing detailed reports on the municipality's operations and finances, and ensuring that all information is easily accessible and understandable. The municipality will also establish a formal mechanism for public participation in decision-making processes.

Access:

Mkhambathini municipality will improve access by ensuring that all its services are easily accessible to all members of the public, regardless of their geographic location, language, or socio-economic background. This can include investing in digital infrastructure to provide

online access to services, establishing service centers in remote areas, and ensuring that all communications are provided in multiple languages

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.

GENERAL 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

Library:

7:45-16:15

TELEPHONIC CALLS

We will endeavor to answer our telephone calls within seven (7) rings

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 is displayed to ensure easy access to our facilities.

Customers will be 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 30 minutes

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.

SERVICES DELIVERY STANDARDS

TABLE 128: SERVICE STANDARDS

SCHEDULE OF SERVICE DELIVERY STANDARDS TABLE 20222/23	**SERVICE LEVEL**
Description	
Standard	Service Level
Solid Waste Removal	
Premise based removal (Residential Frequency)	3 hours
Premise based removal (Business Frequency)	3 hours
Bulk Removal (Frequency)	2 hours
Removal Bags provided(Yes/No)	Yes
Garden refuse removal Included (Yes/No)	Yes
Street Cleaning Frequency in CBD	a day
Street Cleaning Frequency in areas excluding CBD	4 hours
How soon are public areas cleaned after events (24hours/48hours/longer)	2 hours
Clearing of illegal dumping (24hours/48hours/longer)	24 hours
Recycling or environmentally friendly practices (Yes/No)	Yes
Licenced landfill site (Yes/No)	No
Water Service	N/A

Water Quality rating (Blue/Green/Brown/N0 drop)	N/A
Is free water available to all? (All/only to the indigent consumers)	N/A
Frequency of meter reading? (per month, per year)	N/A
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)	N/A
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	N/A
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)	
One service connection affected (number of hours)	N/A
Up to 5 service connection affected (number of hours)	N/A
Up to 20 service connection affected (number of hours)	N/A
Feeder pipe larger than 800mm (number of hours)	N/A
What is the average minimum water flow in your municipality?	N/A
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	N/A
How long does it take to replace	N/A

faulty water meters? (days)	
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	N/A
Electricity Service	
What is your electricity availability percentage on average per month?	N/A
Do your municipality have a ripple control in place that is operational? (Yes/No)	N/A
How much do you estimate is the cost saving in utilizing the ripple control system?	N/A
What is the frequency of meters being read? (per month, per year)	N/A
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)	N/A
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	N/A
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)	N/A
Are accounts normally calculated on actual readings? (Yes/no)	N/A
Do you practice any environmental or scarce resource protection activities as part of	N/A

your operations? (Yes/No)	
How long does it take to replace faulty meters? (days)	N/A
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	N/A
How effective is the action plan in curbing line losses? (Good/Bad)	N/A
How soon does the municipality provide a quotation to a customer upon a written request? (days)	N/A
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)	N/A
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)	N/A
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)	N/A
Sewerage Service	
Are your purification system effective enough to put water back in to the system after purification?	N/A
To what extend do you subsidize your indigent consumers?	N/A

How long does it take to restore sewerage breakages on average	
Severe overflow? (hours)	N/A
Sewer blocked pipes: large pipes? (Hours)	N/A
Sewer blocked pipes: small pipes? (Hours)	N/A
Spillage clean-up? (hours)	N/A
Replacement of manhole covers? (Hours)	N/A
Road Infrastructure Services	
Time taken to repair a single pothole on a major road? (Hours)	6 hours
Time taken to repair a single pothole on a minor road? (Hours)	48 hours
Time taken to repair a road following an open trench service crossing? (Hours)	48 hours
Time taken to repair walkways? (Hours)	4 hour
Property valuations	
How long does it take on average from completion to the first account being issued? (one month/three months or longer)	One Month
Do you have any special rating properties? (Yes/No)	No
Financial Management	
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	Decrease
Are the financial statement	No

outsources? (Yes/No)	
Are there Council adopted business process structuring the flow and management of documentation feeding to Trial Balance?	Yes
How long does it take for an Tax/Invoice to be paid from the date it has been received?	30 Days
Is there advance planning from SCM unit linking all departmental plans quarterly and annually including for the next two to three years procurement plans?	No
Administration	
Reaction time on enquiries and requests?	2 Days
Time to respond to a verbal customer enquiry or request? (working days)	Same time
Time to respond to a written customer enquiry or request? (working days)	1 Day
Time to resolve a customer enquiry or request? (working days)	1 Day
What percentage of calls are not answered? (5%,10% or more)	0
How long does it take to respond to voice mails? (hours)	n/a
Does the municipality have control over locked enquiries? (Yes/No)	Yes
Is there a reduction in the number	Yes

of complaints or not? (Yes/No)	
How long does in take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	1 Day
How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?	Once a Month
Community safety and licensing services	
How long does it take to register a vehicle? (minutes)	3 Minutes
How long does it take to renew a vehicle license? (minutes)	3 Minutes
How long does it take to issue a duplicate registration certificate vehicle? (minutes)	2 Minutes
How long does it take to de-register a vehicle? (minutes)	2 Minutes
How long does it take to renew a drivers license? (minutes)	N/A
What is the average reaction time of the fire service to an incident? (minutes)	Same time
What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)	N/A
What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)	N/A
Economic development	

How many economic development projects does the municipality drive?	Five Projects
How many economic developments programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?	One Project
What percentage of the projects have created sustainable job security?	6
Does the municipality have any incentive plans in place to create an conducive environment for economic development? (Yes/No)	Yes
Other Service delivery and communication	
Is a information package handed to the new customer? (Yes/No)	Yes
Does the municipality have training or information sessions to inform the community? (Yes/No)	Yes
Are customers treated in a professional and humanly manner? (Yes/No)	Yes

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
Whatsapp: 0607120866

Complaints email address: info@mkhambathini.gov.za
Website address: www.mkhambathini.gov.za
Facebook page: Mkhambathini Municipality

SERVICE DELIVERY IMPROVEMENT PLAN

Service Delivery Improvement Plan is a 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.

SERVICE DELIVERY IMPROVEMENT PLAN

Service Delivery Improvement Plan is a 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 departmental challenges and improvements that has been identified.

OFFICE OF THE MUNICIPAL MANAGER:

Public Participation Unit

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, the municipality has adopted a ward committee system and established such structures in all 7 municipal wards.

Key services

Public participation ensures the functionality of ward committee and public meetings.

The ward committees represent diverse interests and serve as the means for public participation in the IDP and municipal affairs generally.

Problem statement:

Lack of skills and resource capacity amongst Ward Committee members/Ward assistants,

Process for technical Support:

The municipality will need to invest in the upskilling of the ward committee, to ensure understanding of the work they do, computer courses, minute taking and other useful skills that produce quality public participation documents.

Provide office space and tools of trade forward committees.

COMMUNITY SERVICES DEPARTMENT:

Waste Management Unit

Mandate:

Ensure the effective and efficient delivery of waste services.

Grow the contribution of the waste sector to the green economy.

Ensure that people are aware of the impact of waste on their health, wellbeing and the environment.

Key Service:

Illegal dumps keep increasing.

High number of people not being educated on impact of waste on their environment.

Problem Statement:

Lack of land availability

Installation of waste cages (for waste sorting by waste pickers)

Process for technical support

Waste management unit must promote waste minimization.

Encourage re-use, recycling and recovery of waste.

CORPORATE SERVICES DEPARTMENT:

Mandate:

DLTC

Improvement on the operations of the Drivers Licence and Testing Centre.

Key services:

DLTC

Conducting learners' tests

Drivers' license renewals

Issuing of Professional Driver's Permits (PrDP's)

Process for technical support:

Installation of tills to keep cash prior to banking.

Training of staff on ethics management and customer service.

FINANCE DEPARTMENT:

Revenue Unit

Mandate:

Provision of services to community

Key services:

Billing of customers to collect revenue.

Problem statement:

Increase in total book debt.

Process for technical Support:

Review and do implementation of revenue provide conducive environment for developers to invest and implementation of planning and development Act.

TECHNICAL SERVICES DEPARTMENT:

Mandate:

Provision of services to community such as infrastructure development and maintenance of such infrastructure to ensure the wellbeing of the communities within the municipality's area of jurisdiction.

Key Service:

Through MIG funding the roads are being constructed and upgrade.

Electricity supply has been reason- able extended to the rural areas.

Problem Statement:

Lack of a Material Recovery Facility (MRF)

Development of settlements in urban and rural areas

Process for technical support

Finding suitable land for cemeteries

Conduct EIA and other relevant studies.

NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL

Mkhambathini Municipality has successfully rolled out operation "Sukuma Sakhe" within its area of jurisdiction, which has been very successful 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 instill behavioral 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 in War Rooms. Operation Sukuma Sakhe has a 'wholistic government approach' as its core.

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 Community Services 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.

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 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 2022/2023, Mkhambathini municipality managed to have an increased grant from the National Department of Public Works of R 1, 671,000.

In the previous year we had 8 projects which have increased to 10 focusing to add more skills-based projects which cover all the sectors. It has been noted that the Municipality has reviewed some of the project's names in line with the additional numbers.

In the previous year we started with 203 participants and ended with 193 led by the participants that were exited because of the permanent employment in other places. In 2022 /2023 we are starting with 350 participants spread in all wards of the municipality

The participants numbers have increased from 189 to 350 spread around all 7 wards of the municipality.

EXPANDED PUBLIC WORKS PROGRAMME













AMAKHONO ETHU (formerly known as MY JOB MY FUTURE)

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.

MASIBAMBISANE (formerly known as Izandla Zethu)

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.

SIYANYAKAZA (formerly known as SPORTS STARS)

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.

SIGCINA IMVELO (formerly known as : 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

MKHAMBA TOUR GUIDES

This is a ward-based project championed by LED & Tourism section with an intention of showing off what Mkhambathini has to offer as a tourist attraction site.

COMMUNITY HEALTH MENTORS

This project is aimed at ensuring that our communities do have access to health education which also provide peer counselling.

SIYAKHA

This project is meant to assist the participants with brick laying and brick making as means of skills development.

SECTOR	Work Opportunities	Target Achieved	Full Time Equivalents	Target Achieved	WOs	FTEs
Environment and Culture Sector	40	39	20	39	11.4%	130
Infrastructure Sector	190	190	95	190	54.29%	130
Social Sector	120	110	55	110	31.34%	60.75
Total	**350**	**339**	**170**	**339**	97.03%	320.75

3.13.2 INTERGOVERNMENTAL RELATIONS (IGR)

The municipality does not have a dedicated IGR Official but the functions rest with the office of the Municipal Manager. The office of the MM has been tasked to deal with the intergovernmental relations and to maintain the already existing relations. The Inter-governmental Relations Act, (Act No. 13 of 2005), requires all spheres of government to coordinate, communicate, align and integrate services delivery effectively, to ensure access to services. In this regard the Municipality complies with the provision of the Act.
Those forums provide a platform for engagement on the approval of projects and for coordination and monitoring of expenditure on projects which are funded under Municipal Infrastructure Grant projects. uMgungundlovu District has adopted a Cluster Model to share best practices amongst its Local Municipalities.

IGR reports are table at council meeting which are held on monthly basis. There are various IGR sector specific forums that are established between Umgungundlovu District Municipality and its local municipalities namely:

- Mayor's Forum
- Municipal Manager's Forum

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. It should be compulsory for all sector departments to align their budgets in line with the provincial allocated resources, using the prioritisation list available in the municipal ward-based plans after thorough consultations with communities.

The strategic pronouncements from National and Provincial are 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:

- Economic & Infrastructure Cluster,
- Governance & Finance Cluster
- Communications
- Justice, Policing
- Social & Community

The Mayor, Municipal Manager, Directors 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,	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	1. Mr S Mngwengwe 2. Ms PP Ngubane 3. Mr T E Gambu	Municipal Manager Director: Corporate Services Chief Financial Officer (CFO)
Communications Cluster	1. Ms B Mthiyane	Communications Officer
Justice, Policing Cluster	1. Ms PP Ngubane	Director: Corporate Services
Social & Community Cluster	1. Ms NS Mkhize	Director: Community Services
District Command Council	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.

3.13.3 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.

3.13.4 IGR OFFICIAL IN THE MUNICIPALITY

The resolutions emanated from The Cluster are tabled at the Municipal Council Meetings which are held on a monthly basis and the council is updated on the interventions for the Municipality by the District.

The participation of the municipality, senior management, municipal 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 municipality on the resolutions made

LOCAL GOVERNMENT ELECTIONS

The Local Government elections were held on the 1st of November 2021 where the community members of Mkhambathini had access to the various voting stations within Mkhambathini Local Municipality jurisdiction.

The municipality then held the Mkhambathini municipality Inauguration of the newly elected councilors on the 22nd of November 2021.

Newly Elected Councilor's



SPEAKER: CLLR TA GWALA



MAYOR : CLLR NW NTOMBELA



DEPUTY MAYOR: CLLR N MAPHANGA



EXCO MEMBER : CLLR R MDLULI



ANC CHIEF WHIP: CLLR S NGIDI



3.13.5 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 to table their service delivery issues at the Municipal Council. The municipality comprises of 7 Wards and the review of the IDP took into consideration the service delivery issues emanated from the ward committees within the jurisdiction of the 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.

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, the municipality has adopted a ward committee system and established such structures in all 7 Wards. The ward committees represent diverse interests and serve as the means for public participation in the IDP and municipal affairs generally and the full role during IDP/ Budget Izimbizos's. The Municipality has utilised the services of ward committees to do research on electricity, housing and various other basic service delivery backlog on all wards.

FUNCTIONALITY OF WARD COMMITTEE MEETINGS HELD FOR THE FINANCIAL YEAR 2022/23.

Quarter 1 July -September 2022

NUMBER OF WARDS	NO OF FUNCTIONAL WARDS	% OF FUNCTIONAL WARDS	FUNCTIONAL WARDS	NO OF NON-FUNCTIONAL WARDS	% NON-FUNCTIONAL WARDS	REASONS FOR NON-FUNCTIONALITY
7	7	100%	All wards	0	0%	Evidence presented in all indicators for all wards

Quarter 2 October – December 2022

NUMBER OF WARDS	NO OF FUNCTIONAL WARDS	% OF FUNCTIONAL WARDS	FUNCTIONAL WARDS	NO OF NON-FUNCTIONAL WARDS	% NON-FUNCTIONAL WARDS	REASONS FOR NON-FUNCTIONALITY
7	7	100%	1,3,5,6 & 7	2	2 & 4	**Ward 2**- Public Meeting not submitted. **Ward 4**- Ward report not signed by Cllr

Quarter 3 January – March 2023

NUMBER OF WARDS	NO OF FUNCTIONAL WARDS	% OF FUNCTIONAL WARDS	FUNCTIONAL WARDS	NO OF NON-FUNCTIONAL WARDS	% NON-FUNCTIONAL WARDS	REASONS FOR NON-FUNCTIONALITY
7	6	86%	1, 2, 3, 4, 5 & 6	1	14%	**Ward 7** – Ward report incomplete & not signed by Cllr

Quarter 4 April - June 2023

The verification for this quarter is still pending.

Status on Filling the Vacant ward committee positions:

Mkhambathini municipality only had three vacancies in this financial year 2022/23 and two ward committees were recruited, one is still pending and will be filled before the end of this quarter.

Ward 2:

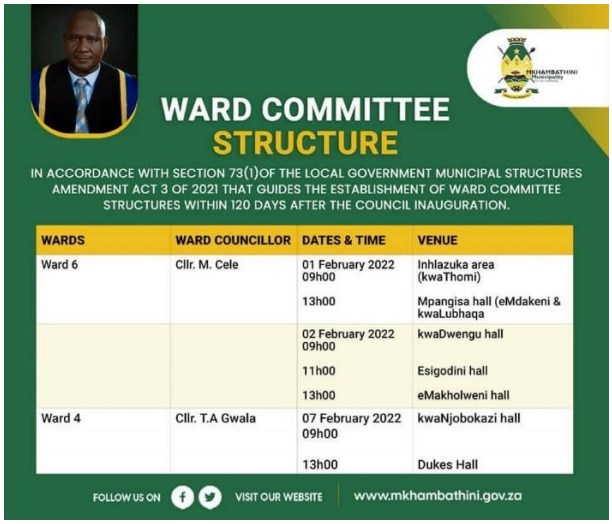
1 vacancy was filled in quarter 3 January – March and the other one will be filled before the end of quarter 4.

Ward 7:

1 vacancy was filled in the quarter 3 January - March.

Early this year the municipality conducted ward committee elections and Orientation in the month of 1 February 2022-06 March 2022. The newly elected ward committee members were workshopped based on their duties and responsibilities. Thus, the following is the structure of ward committees and sectors represented in each ward on the table below:





Pic: Community Members of ward 4 in Njobokazi came to vote for their ward committee members

MKHAMBATHINI MUNICIPALITY WARD COMMITTEE DATABASE AND ESTABLISHED WARD COMMITTEE STRUCTURES 2022-2027

Ward No:	Name and Surname	Gender	Sector Represented	Contact Number
Ward 1: Cllr. N. Maphumulo	Siyabonga Bhengu	M	Transport, Youth and sport	073 932 9615
	Nompumelelo Mkhize	F	Education	071 727 6781
	Londeka Zulu	F	Electricity and Disaster	072 467 2 109
	Mxolisi Ngubane	M	Safety and Security	076 181 0425
	Thula Mngadi	M	Health and Agriculture	073 404 1010
	Sizakele Ndlovu	F	Housing	079 925 9122
	Mthobisi Maphumulo	M	Art and Culture	079 318 6612
	Thulani Gumede	M	Disability and Business Sector	079 044 1369
	Celimpilo Mthalane	M	Traditional Affairs and Trad. Healers	072 186 0263
	Msitheli Adrias Mbele	M	Water and Sanitation and Faith Based Org	082 492 4484
Ward 2: Cllr. S. Ngidi	Londiwe Ndlovu	F	Disaster	071 847 8340
	Nomthandazo Ndlovu	F	Safety and security	071 181 7990
	Mthobisi Dube	M	Art & Culture and Housing	064 429 7543
	Nokuthula Nzama	F	Agriculture and Education	072 495 7811
	Buyisile Mzila	F	Traditional Leadership	072 289 7526
	Thamsanqa Mzimela	M	Disability, Religious and Civil Organisation	064 362 0940
	Londiwe Patricia Ntuli	F	Businesses	082 722 1467
	Makhosazane Gcabashe	F	Youth and Sports	079 565 0675

	Name and Surname	Gender	Sector Represented	Contact Number

Ward No:				
Ward 3: Cllr Maphanga	Thembelihle Mthembu	F	Health	076 165 6175
	Myolisi Gwandela	M	Water and Sanitation	078 333 8234/069 515 6788
	Nhlakanipho Mkhize	M	Youth	063 804 3931
	Gcinumuzi Zulu	M	Education and Sports	064 077 7894
	Thobile Mkhize	F	LED	063 639 6129
	Ntokozo Ndlovu	M	Transport	067 823 6756
	Ayanda Ngidi	M	Disaster	072 320 8843
	Ntombithini Mdluli	F	Art and Culture	072 055 5609
	Nonkanyiso Bandezi	F	PLWD, DSD. And SASSA	083 635 9274
Ward 4: Cllr. T.A Gwala	Thulani Phakathi	M	Transport	063 179 3288
	Thandeka Sibiya	F	Agriculture, and Farmers Res	083 749 4740
	Pinky Dlamini	F	Youth and Sports	078 219 9897
	Nhlanhla Shange	M	Education and Health	060 331 3124
	Welile Ndunge	M	Community safety	078 270 8254
	Sebenzile Mkhize	F	LED and Art & Culture	076 859 3557
	Martin Zondi	M	Disaster and Land Affairs	078 452 4014
	Thulasizwe Hlongwa	M	Elec, Water and sanitation	072 326 7516
	Sibongile Doris Mkhize	F	Disability	060 399 7426
	Sindisiwe Gwala	F	Traditional leadership	078 277 0195
Ward 5: Cllr. N.W Ntombela	Sanele Gumede	M	Community safety& Disaster	078 480 5968
	Nhlanhla Zimu	M	Youth and Sports	078 510 5386
	Thokozani Madlala	F	Art & Culture and LED	072 582 5277
	Sihle Dube	M	Transport	079 726 4046
	Thamsanqa Dlamini	M	Education	078 831 7567
	Fikakubuswa Hlongwane	M	Water and sanitation	073 712 7595
	Balungile Jeza	F	Health (HIV&AID's)	076 238 4251
	Thobile Magoso	F	Disability and Tourism	060 618 6697
	Lungisani Mkhize	M	Gender and Men's Forum	076 345 1865

Ward No:	Name and Surname	Gender	Sector Represented	Contact Number
Ward 6: Cllr. M. Cele	Busi Dlamini	F	LED & Art and Culture	083 581 3130
	Lungisani Ngcongo	M	Transport	068 599 9564/ 078 427 7513
	Mbali Ngcongo	F	Youth and Sports	065 677 2327
	Khombi Khanyile	F	Disaster	076 190 8694
	Nkanyiso Shange	M	Traditional Healers	068 394 7076
	Lindokuhle Dlamini	M	Human Settlements and Health	082 680 6402
	Nonhlanhla Shezi	F	Safety and security	076 265 1956
	Lindiwe Lembethe	F	Disability	079 689 5800
	Msizi Mthobisi Majola	M	Farming community	076 773 7195
	Mandlakayise Mthembu	M	Traditional Affairs	076 148 5469
Ward 7: Cllr. M. Shandu				
	Phindeleni Shandu	F	Health	083 893 6640
	Zanele Nene	F	Community safety	079 119 7714
	Mfanafuthi Mabhida	M	Water and Sanitation	076 635 8456
	Kwenzakwakhe Shange	M	Education	083 429 9263
	Mbali Dlamini	F	Agriculture and Women	079 733 0198
	Mbuyiselwa Mbonambi	M	LED & Art and Culture	063 838 2867
	Nqoko Gumede	M	Traditional Leadership	082 971 9442
	Thamsanqa Shezi	M	Disability, Home Affairs and SASSA	072 926 7010
	Vumile Magubane	F	Transport	062 670 4654

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.

Few ward committee members have resigned. Thus, ward committee establishment policy clearly indicates that resigned ward committee vacancies should be filled within 30 days this is because ward committees play a vital role of being an advisory body, a representative structure of the ward and ensure the community participation in the ward.

3.13.5 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. The Traditional Councils that participate in Council Settings are Mbambangalo Traditional Council under Inkosi Maphumulo and MaNyavu Traditional Council under Inkosi Mdluli. These Traditional Leaders are an important component of municipal council representative and community stakeholders, and their representative are always invited in the council sitting to participate in the municipal strategies and policy decisions. The Traditional Leadership participate in public engagements which are planned by the municipality.

Amakhosi and Izinduna also participate in the IDP process along with the public participation consultations conducted with the support given by COGTA :Public participation department we are able receive inputs and have discussions of future developments and plans of the municipality with the inclusion of Amakhosi and Izinduna Traditional Authorities that reside in the jurisdiction of Mkhambathini. Amakhosi are able to also assists the municipality in identifying community members who are affected by poverty and are in the need of basic services as we know that the municipality is dominantly rural.

3.13.5 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 weekly basis

3.13.6 COMMUNICATION PLAN

The municipality has a communication Strategy and a Communication Plan in place. 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 the municipality.

Through our communications unit IDP and Budget public consultations along with other consultations done by various departments within the municipality are also convened through various communication channels such radio stations and social media platforms as mentioned in the above statement





Pictures: Mkhambathini LM Draft IDP and Draft Budget 2023/24 consultations done at the Radio stations by the Mayor : Cllr NW Ntombela

3.13.7 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

3.13.8 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, Mrs. BK Mthiyane, Ms. N. Ngubane and Mrs. P Ngcobo. User department is always represented by ex-officio member to present the specification.

Bid Evaluation Committee: Miss TF Duma (Chairperson) Mr. T S Zulu, Mr. S C Magcaba; Mr. M Ngcongo and Mr. T S Zimu.

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 2023.

3.13.9 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

3.14 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 Ngcongo	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

3.14.1 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.

As part of the governments 'operation clean audit, the municipality has implemented the following plans.

The municipality has established MPAC, appointed an Audit Committee and the Internal Audit Committee. The role of these committees and Internal Audit Committee is to oversee and give advice on matters related to internal audits, control, risk management,

adherence to accounting policies, review of financial statements, IDP review and implementation and monitoring of performance.

The Audit Committee is responsible for the development and implementation of strategies to address the Auditor- General's findings.

The development of the Risk Register has since commenced which is championed by the Appointed Internal Audit Committee which reports directly to the Municipal Manager.

Monitor implementation of internal audit and audit committee recommendations continuously.

The Municipality has developed and implemented audit remedial plans, an Action plan has been developed which has been presented to the Audit Committee and to Council.

Monitoring the implementation of audit remedial plans and ensure supporting documents on issues received timeously . It should be noted that the municipality received an unqualified audit opinion in the 2020/2021 financial year and 2021/22 financial year . Every effort is being made to move towards a better audit opinion for the 2022/23 audit.

The Audit Action plan is attached in this IDP.

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 2022/2023 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.

3.14.2 ANTI FRAUD AND ANTI-CORRUPTION STRATEGY

The Municipality has an adopted Anti-Fraud and Corruption Strategy which was adopted Council. Furthermore, the municipality has a fraud hotline managed by the Office of the Municipal Manager 06071208

3.14.3 MUNICIPAL BY LAWS

Mkhambathini has a total of 18 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	18	Waste Management By Law

3.14.4 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, the 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 service delivery backlogs on all wards and it also has utilised the ward committees to educate the community on the outbreak of the Covid-19 and emphasize the importance of the regulations and measures that need to take cognizance of the basic services within the community.

GOOD GOVERNANCE KEY CHALLLENGES

Key challenge	Lack of skills and resource capacity amongst Ward Committee members/Ward assistants, office space.
Description	The municipality will need to invest in in the upskilling of the above workers, to ensure understanding of the work they do, computer courses, minute taking and other useful skills that produce quality public participation documents. Provide office space and tools of trade.
Key challenge	Not enough filtering of information to everyone on service and awareness programs
Description	Information doesn't move to all quarters of the community as the mediums available aren't accessed by everyone and there's a lack platforms to adequately reach the majority. This makes it seem as though certain information is hidden. Resources (cars and staff) for loud hailing could assist in this regard.
Key challenge	Continued workshops/ upskilling
Description	Officials need to be prioritized with trainings/workshops to ensure understanding of IPMS, SDIP, IDP to allow for a better flow of work.

GOOD GOVERNANCE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
✓ 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.	✓ 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**
✓ 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	✓ Cascading Down OPMS; ✓ Support from COGTA ✓ Insufficient land for development ✓ Housing Backlog ✓ Increasing number of resigning ward committee members

3.14.5 COMBINED 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 2022/23 developed interventional strategies to address these challenges.

TABLE 133: COMBINED KEY CHALLENGES

MUNICPIAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	
Key challenge	**The Municipality Does Not Have a Succession Planning**
Description	A Plan that will guide the Municipality on training, mentoring and coaching of employees.
Key challenge	**Lack Of Understanding on Disciplinary Collective Agreement**
Description	Deficiency in the facilitation of labor related matters especially the disciplinary code
Key challenge	**Lack Of Funding on Skills Development Programmes**
Description	Lack of resources to fund capacitation of employees and communities
Key challenge	**Lack of ICT Budgetary Allocation to Ensure Effective and Efficient ICT Management**
Description	Lack of ICT infrastructure to respond to public demands Accessibility of ICT resources is a challenge for the rural communities
DISASTER MANAGEMENT	
Key challenge	**Lack of Fire Services and Disaster Management**
Description	**a. <u>In terms of fire services:</u>** - The fire station is based in Ashburton which negatively affects the turnaround time - Lack of fire hydrants in and around the municipal area - Limited resources for disaster volunteers to effectively respond to minor incidents - Electricity theft resulting to start of many home fires in the informal settlement areas - The terrains are challenging to navigate through areas which negatively affects the response time.

	b. **In terms of Disaster Management** - The terrains are challenging to navigate through areas which negatively affects the response time. - Demands from the community members when the team responds - Under capacitated office.
CROSS CUTTING ISSUES	
Key Challenges	- **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	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.
BASIC SERVICE DELIVERY	
Key challenge	**Lack of a Material Recovery Facility (MRF)**
Description	The absence of a landfill site within the municipal jurisdiction should implore the municipality to embark on other means of waste minimization and waste diversion from the landfill. The lack of a Materials Recovery Facility results on the municipality being fully dependent on the New England Landfill site in Pietermaritzburg for waste disposal, as there is no infrastructure put in place to ensure that waste separation which plays a pivotal role in the reduction of waste quantities disposed of on the landfill and subsequently preserving the life span of the landfill.

	The municipality has not in the current 5-year plan prioritized the development of a MRF which will address gaps in the growth and formalization of the green economy initiatives and also expand the capacity of waste management services within the municipality, that has limited revenue collection for the service. The establishment of the MRF will create jobs and entrepreneurial opportunities and further expand on basic service delivery. The construction of Material Recovery Facilities is aligned with the National Waste Strategy of 2011 and is a progressive method to the management of waste and climate change mitigation strategy.
Key challenge	**Development of settlements in urban and rural areas**
Description	Industrial development has impacted on the upsurge of informal settlements in urban areas which has brought about an increase on the population size within the municipality. The increasing population puts pressure on basic service delivery and gives rise to illegal dumping. Deurbanization has also put pressure on waste services as the rise in illegal dumps on public spaces and roads places a demand on the municipality to provide free basic services to sparse and distant rural populations. The above tendency impacts on the cost to provide waste services, as the demand rises the cost also rises as the recently developing settlements do not pay for the provision of these services.
Key challenge	**Lack of by-law enforcement and stringent penalty system**
Description	The municipality has adopted waste by-laws however there is not enough enforcement and a stringent penalty system in place which results on the stipulated by-laws being just print on paper and not imparting accountability to offenders.

	There is a great need to publish and educate on the by-laws so that we can sensitize communities and businesses of their role, responsibility and contribution to a clean and healthy environment. Applying the polluter pays principle will result in all partaking and playing their role in the sustainability of the environment.
LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	
Key Challenges	- **High unemployment rate; High Poverty rate.** - **Ineffective co-ordination and communication with LED stakeholders.** - **Limited land for development (Urban Expansion)**
Description	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. 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. The Municipality is in a process of identifying landowners around Camperdown area with an aim of engaging them to release land for potential investors
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	
Key Challenges	- **Insufficient funding** - **Low revenue base** - **Non-payment culture in community and government department;**
Description	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.
GOOD GOVERNANCE	
Key challenge	**Lack of skills and resource capacity amongst Ward Committee members/Ward assistants, office space.**
Description	The municipality will need to invest in in the upskilling of the above workers, to ensure understanding of the work they do, computer courses, minute taking and other useful skills that produce quality public participation documents. Provide office space and tools of trade.
Key challenge	**Not enough filtering of information to everyone on service and awareness programs**
Description	Information doesn't move to all quarters of the community as the mediums available aren't accessed by everyone and there's a lack platforms to adequately reach the majority. This makes it seem as though certain information is hidden. Resources (cars and staff) for loud hailing could assist in this regard.
Key challenge	**Continued workshops/ upskilling**
Description	Officials need to be prioritized with trainings/workshops to ensure understanding of IPMS, SDIP, IDP to allow for a better flow of work.

COMBINED SWOT ANALYSIS

STRENGTH	WEAKNESS
✓ Mkhambathini is strategically located in terms of its position between provincial nodes (Pietermaritzburg and Durban) as well as the national corridor (N3).	✓ Some of the ward committees still battle to understand the IDP process and planning cycles.
✓ 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.	✓ It is a very small predominantly rural municipality with limited private development taking place within it.
✓ Good climatic condition.	✓ 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.
✓ Mkhambathini is participating in the IGR structure at a district level.	✓ 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, and3.
✓ Public participation and municipal structures are in place, which embraces good governance. Audit Committee is in place and the Internal Audit Unit is functional.	✓ Limited human capital allocation at a local municipal level.
✓ 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.	✓ Lack of a local disaster management plan isolation for some of the areas may threaten the turnaround time to arrive during emergencies'
✓ Most policies and by-laws have been developed, approved and adopted.	✓ The volunteer programme is neither legislated nor guaranteed success.

✓ Mkhambathini is not prone to dreadful natural disasters such as tornadoes, earthquakes or hurricane, extended to the rural areas i.e. tribal council areas.	✓ Lack of bulk water infrastructure to support development within some parts of the municipality.
✓ 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.	✓ 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 arears 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.
✓ The opportunity still exists to develop a local disaster management plan using the district plan as framework.	✓ If the systems of good governance are not implemented, especially public participation and transparency, this could lead to limited mistrust and community up roar.
✓ The structures used during IDP processes can be utilized to identify and mobilize volunteers.	✓ Inability to respond to emergencies within pre- scribed response time would undermine the role of the municipality in terms of meeting constitutional obligation.
✓ The planned construction of the new Waste Water Treatment Work with a 2MI capacity within Camperdown will unlock development opportunities.	✓ Lack of sufficient budgeting would imply that the plan would not be implemented effectively.
✓ 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.	✓ 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.
✓ Municipality is reviewing its LED Plan which will assist with governing economic development.	✓ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards resulting in community uproar.

✓ In terms of demographic, Mkhambathini has a high number of women and youth, this ✓ encourages the government to pilot programmes that target these groups.	✓ Impact of global economic climate i. e. recession.
✓ Opportunity exists to fill the vacant posts in order to beef up municipal capacity.	✓ Impact of climate change and how it may affect the agricultural sector.
✓ Revenue enhancement is being initiated through extending the rates collection coverage.	✓ If early childhood development does not receive sufficient investment, this may have negative repercussions about the future generation of the area.
✓ Training of Ward Committees on Municipal IDP and budgeting.	✓ 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.

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.

4.1.1 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.

DEFINITIONS AND EXPLANATION

DEFINITIONS AND EXPLANATION		
GOAL	OBJECTIVE	STRATEGY
▪ A desired end result. ▪ Goals are an intermediary step between mission statements and objectives. They are usually not measurable and need to be further developed as separate distinguishable outcomes. They are primarily used for general planning and are used as the starting point to the development and refinement of outcomes.	•The development objective provide a practical statement of what the municipality wishes to achieve to work towards the vision. The objectives should bridge the gap between the current reality and the vision, i.e. what change does the municipality need to see in order to achieve the vision. •When formulating objectives, it may be helpful to think in terms of the end result or outcome. That is, once the objective is met, what change would you expect to see?	• Once the municipality knows where it wants to go (vision) and what it needs to achieve to realise the vision (objectives), it must then develop strategies. It is a plan of action or policy designed to achieve a major or overall aim. • Practical, action oriented. 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 sessions.

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.

4.1.2 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.

NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Office of the Municipal Manager	**Pillar 2 - Delivering Basic Services**	BSD 1	BSD1.1	To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Monitor the Spending of Municipal Infrastructure Grant Expenditure to achieve 100%	Percentage of Municipal Infrastructure Grant spent
			BSD1.2		Monitor the Spending of Small-Town Rehabilitation Grant Expenditure to achieve 100%	Percentage of Small-Town Rehabilitation Grant spent
			BSD1.3		Percentage of budget of the integrated National Electrification Programme spent	Percentage of budget of the integrated National Electrification Programme spent
Technical			BSD1.4		Njobokazi	Number of households electrified but not energised

Services					Electrification of 294 households electrified	(accumulative)
			BSD1.5		Maqongqo Electrification of 300 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.6		Makholweni Electrification of 90 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.7		Mpangisa Electrification of 52 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.8		Dwebu Electrification of 58 households electrified	Number of households electrified but not energised (accumulative)
			BSD1.9		Construction of Maqongqo Taxi Rank	Percentage of Maqongqo Taxi Rank progress per quarter (accumulative)
			BSD1.10		Construction of Chibini Access Road	Percentage of 2,7kms progress per quarter (accumulative)
			BSD1.11		Construction of Thimon Community Hall	Percentage of Thimon Community Hall progress per quarter (accumulative)
Community Services		BSD2	BSD2.1	To Ensure a Safe & Healthy Environment	Reporting on households provided with access to basic level of solid waste removal	Number of reports on households with access to basic level of solid waste removal
			BSD2.2		Community Clean up Campaigns conducted as per the Municipality's Integrated Waste Management Plan	Number of Clean up Campaigns conducted and implemented in schools and communities respectively
			BSD2.3		Reporting to ensure the waste minimisation and	Number of reports on initiatives done to minimise waste sent to the landfill

					diversion of waste from the landfill	
			BSD2.4		Ensure maintenance of open spaces and gardens	Number of square meters maintained through grass cutting and trimming per month
			BSD2.5			Percentage of community gardens ploughed per month against the number of requests
			BSD2.6			Percentage of sports fields ploughed per month against the number of requests
Technical Services		BSD3	BSD3.1	To ensure that the municipal infrastructure assets are maintained	Maintenance of project in Ward 1	Percentage of the total project progress per quarter (accumulative)
			BSD3.2		Maintenance of project in Ward 2	Percentage of the total project progress per quarter (accumulative)
			BSD3.3		Maintenance of project in Ward 3	Percentage of the total project progress per quarter (accumulative)
			BSD3.4		Maintenance of project in Ward 4	Percentage of the total project progress per quarter (accumulative)
			BSD3.5		Maintenance of project in Ward 5	Percentage of the total project progress per quarter (accumulative)
			BSD3.6		Maintenance of project in Ward 6	Percentage of the total project progress per quarter (accumulative)
			BSD3.7		Maintenance of project in Ward 7	Percentage of the total project progress per quarter (accumulative)
Community Services		BSD4	BSD4.1	To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality	Reporting on social relief support provided to indigent families within all wards	Reporting on social relief support provided to indigent families
			BSD4.2		Reporting on the number and percentage of households earning less than R4 500 a month with access to free basic Electricity	Number of reports on the number and percentage of households earning less than R4 500 a month with access to free basic Electricity
			BSD4.3	To ensure provision of free Basic Services for indigent	Reporting on social relief support provided to indigent families within all	Reporting on social relief support provided to indigent families

				residents of Mkhambathini Municipality	wards	
NATIONAL KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Office of the Municipal Manager	**Pillar 5 - Building Capable Local Government**	MIDT1	MIDT1.1	To ensure a functional organisational structure	Review of the municipal organogram	Date of adopted reviewed organogram
Community Services			MIDT1.2	A functional organizational structure	Report on the vacancies filled as per the staff regulations	Number of reports on vacancies filled
Corporate Services		MIDT2	MIDT2.1	To ensure sound human resource management	Monthly Leave reconciliation	Number of leave reconciliation report
			MIDT2.2		Training/workshop of employees on the reviewed and new Corporate policies	Number of workshop/ trainings held on corporate policies
			MIDT2.3		Reporting on IPMS being cascaded to all employees	Number of quarterly IPMS implementation reports
			MIDT2.4		Reporting on staff attendance being monitored	Number of monthly reports on staff attendance
Corporate Services		MIDT3	MIDT3.1	To ensure effective and efficient Library Services	Reporting on Library outreach programs implemented	Number of reports on outreach programs
		MIDT4	MIDT4.1	To ensure that municipal staff is skilled according to job requirements	Reporting on the Implementation of WSP	Number of training reports on WSP implementation
			MIDT4.2		Submission of the WSP and the ATR is submitted to LGSETA	Date by which the WSP and the ATR is submitted to LGSETA

		MIDT5	MIDT5.1	To ensure effective and efficient asset management	Fixed Asset Register reconciliation performed and signed of by the Finance Manager	Number of Monthly reports on Fixed Asset Register reconciliation
		MIDT6	MIDT6.1	To promote occupational health and safety in the workplace	Functional Health and Safety Committee	Number of quarterly Health and Safety meetings
Finance Department		MIDT7	MIDT7.1	To ensure that efficient and effective fleet management	Monthly fuel reconciliation reports	Number of ,monthly fuel reconciliation reports
			MIDT7.2		Fleet management reports to portfolio committee	Number of Fleet management reports submitted to portfolio committee
			MIDT7.3		Review of Fleet Policy by council	Date of reviewed Fleet Policy adopted by council
Corporate Services		MIDT8	MIDT8.1	To ensure effective and efficient ICT Management	Reporting on hours taken to repair the system, applications or network to full functionality following a failure	Number of reports on hours taken to repair the system , applications or network to full functionality following a failure
			MIDT8.2		Cycle time : Customer ticket resolution	Number of reports on hours required to resolve customer support or help ticket
			MIDT8.3		Reporting on ICT expenditure costs	Number of reports on ICT expenditure costs
		MIDT9	MIDT9.1	To provide acceptable EAP and wellness initiatives	To provide acceptable EAP and wellness initiatives	Reporting on Employee Assistance Program and wellness initiatives
		MIDT10	MIDT10.1	To ensure an effective and efficient Registry Management	Reporting on the Implementation of the Registry File Plan	Number of reports on municipal File Plan implementation
		MIDT11	MIDT11.1	To ensure that employment	Employment Equity Report	Date of the Employment Equity Report submitted to the Department of Labour

				equity targets are met	submitted to the Department of Labour	
Office of the Municipal Manager		MIDT12	MIDT12.1	To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality	Public Employment Program job opportunities created	Number of work opportunities created through EPWP (static after Q1 recruitment. This must be 300 at all times)
Corporate Services			MIDT12.2	To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality	Reporting on the Intake of items	Number of reports on intake of Interns
			MIDT12.3		Training Report on unemployed marginalized group submitted to Department of Labour	Number of reports on the unemployed marginalized group training Report submitted to Department of Labour
Community Services			MIDT12.4	To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality	Public Employment Programs job opportunities created	Number of work opportunities created through EPWP (static after Q1 recruitment)
			MIDT12.5		Training, evaluation and reporting of EPWP workers	Number of reports on training programs for EPWP workers
			MIDT12.6			Number of quarterly EPWP evaluation reports submitted to Public Works
			MIDT12.7		Reporting on Skills development and training for out of school youth	Number of Reports on out of school youth development and trained
NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT						
Responsible Department	**Back to Basic / C88**	**IDP Ref**	**SDBIP Indicator**	**IDP Objectives**		**Indicator With Detailed Performance Measure**

		No.	Reference No..		Strategy	
Community Services	**PILLAR 1 - PUTTING PEOPLE FIRST**	LED1	LED1.1	To support Municipality's Rural and Agricultural Development initiatives	Monitor and report on the performance of rural and agriculture development programs	Number of support initiatives implemented for Agricultural programs
		LED2	LED2.1	To develop and support all emerging SMMEs and Cooperatives within the municipality	Coordinate Meetings for LED Forum	Number of quarterly reports on LED Forum meetings
			LED2.2		Reporting on SMME & Cooperatives support and training programs	Quarterly reports on SMME & Cooperatives support and training programs implemented
		LED3	LED3.1	To promote the rights of vulnerable groups through various socio-economic development programs	Youth Program implemented	Date of annual review of the youth development strategy/plan
			LED3.2		Coordinate programs for people living with Disability	Number of quarterly Disability programs implemented
			LED3.3		Coordinate gender-based activities	Number of quarterly gender-based activities implemented
			LED3.4		Coordinate the development and implementation of programs supporting and ensuring active participation of senior citizens within Mkhambathini Municipality	Number of quarterly senior citizens programs implemented
		LED4	LED4.1	To promote Sports and Recreation	Coordinate sporting development initiatives within the municipal area	Number of Sports development initiatives and tournaments implemented

		LED5	LED5.1	Coordinate and hold a life skills, workshops and programs aimed at reducing teenage pregnancy, substance abuse and HIV/AIDS infections amongst teenagers and youth/any new pandemic	Coordinate and hold Local Aids Council Meetings	Number of Local Aids Council Meetings
			LED5.2		Coordinate and hold a life skills, workshops and programs aimed at reducing social ills such as teenage pregnancy, substance abuse and HIV/AIDS infections amongst teenagers and youth	Number of life skills initiatives implemented to reduce social ills
Community Services		LED6	LED6.1	To promote tourism within the municipal area	To coordinate tourism promotion through various initiatives	Date of tourism brochure approved by Council
		LED7	LED7.1	To promote Arts and Culture Activities	Coordinate Annual heritage awareness and moral regeneration awareness event	Date of Annual Heritage and moral regeneration awareness event
			LED7.2		Coordinate development and support of local crafters and artists through various initiatives	Number of quarterly local crafters and artists initiatives implemented
		LED8	LED8.1	Ensure implementation of Operation Sukuma Sakhe and special programs	Coordination of OSS Task team (LTT) activities	Number of OSS Local Task Team Meetings
			LED8.2		Coordinate Operation Sukuma Sakhe Outreach Programs	Number of Active OSS War Rooms
		LED9	LED9.1	To Promote emerging Businesses	Monitor the number of Award made to BBBEE level 1 companies	No. of bids above R30 000 awarded to BBBEE level 1 companies

					for bids more than R30 000.	
			LED9.2	To Promote emerging Businesses	Increase number of Award made to BBBEE level 1 companies for bids more than R30 000.	No. of bids above R30 000 awarded to BBBEE level 1 companies
NATIONAL KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Finance Department	**PILLAR 4- SOUND FINANCIAL MANAGEMENT**	FIN1	FIN1.1	To ensure enforcement of sound financial management practices	Procurement plan submitted to Portfolio Committee and Treasury for input	Date the procurement plan is submitted to Portfolio Committee and Treasury
			FIN1.2		Convening of BEC within 15 days after the closing date of an advert	Number/Cycle of days of BEC meetings held after closing date of an advert
			FIN1.3		Convening of BAC within 14 working days after the BEC meetings	Number/Cycle of days of BAC meetings held after the BEC processes
		FIN2	FIN2.1	To ensure enforcement of sound financial management practices	Reporting on the implementation of the budget	Number of budget implementation reports
			FIN2.2		Inputs to Budget and Adjustment Budget submitted	Number of inputs reports on the Budget and Adjustment Budget submitted to finance
			FIN 2.3		To ensure that the Budget is spent according to budget projection	Report on the % of the capital budget actually spent on capital projects
Municipal Manager		FIN3	FIN.3.1	To ensure compilation of a credible Annual Financial Statements	Compilation and submission of the AFS to Auditor General	Date of AFS submitted to Auditor General
Finance Department			FIN3.2		AFSs submitted to AG by 31 August 2023	Date the AFS is submitted to Auditor General

			FIN3.3		Municipal Manager to monitor the preparation of Annual Financial Statements to ensure credibility	Municipal Manager to ensure that the municipality receives unqualified report by the set date
Corporate Services		FIN4	FIN4.1	To ensure revenue enhancement	Revenue through learners licensing generated	Amount of revenue generated through learners licensing
			FIN4.2		Revenue through Motor Licensing generated	Amount of revenue generated through Motor licensing
			FIN4.3		Development and approval of a revenue enhancement strategy	Date of revenue enhancement approval
			FIN4.4		Quarterly Age Analysis reports prepared and submitted to Council	Number of Age Analysis reports submitted to Council
			FIN4.5		Increased percentage of Debts collection rate	Percentage of Debt collection: Amount collected
		FIN5	FIN5.1	To ensure that the Municipal Liquidity position is managed. at 1:10	Prepare and submit cost coverage ratio [All available cash at a particular time) + (Investments)- Conditional grants)]/ Monthly fixed operating expenditure)	Cost coverage ratio [All available cash at a particular time) + (Investments)- Conditional grants)]/ Monthly fixed operating expenditure)
		FIN6	FIN6.1	To ensure effective management of the payroll system	Prepare and submit monthly Payroll Reconciliation to Senior Management	Number of monthly Payroll Reconciliation reports submitted to senior managers within 7 days after pay day

Community Services		FIN7	FIN7.1		Spend 100% of the EPWP allocation	Percentage spent on EPWP allocation (accumulative)
Finance Department			FIN7.2	To ensure effective and efficient grants management	Prepare and submit monthly Reconciliation of grants income	Number of monthly reports on Reconciliations of grants income signed off by the Finance Manager
			FIN7.3		Prepare and submit financial reports on EPWP allocation spending	Number of financial reports on % Spent on EPWP allocation submitted to Public Works
			FIN7.4	To ensure effective and efficient grants management	Spend 100% of the MIG allocation by End of June 2024	Percentage spent on MIG allocation (accumulative)
			FIN7.5		Prepare and submit progress reports on MIG projects implemented in all wards	Number of progress reports submitted to Council quarterly
			FIN7.6		Prepare and submit progress reports on INEP electricity projects implemented in all wards	Number of progress reports submitted to Council quarterly
		FIN8	FIN8.1	To improve reporting Management	Preparation of quarterly report to Council (Section 52d of MFMA)	Number of reports submitted to Council
			FIN8.2		Prepare monthly Vat Reconciliations	Number of monthly Vat Reconciliations prepared and signed by the Finance Manager
Municipal Manager		FIN9	FIN9.1		Appointment of Bid Committees (BSC, BEC and BAC) in line with Municipal SCM	Date of appointment of all Bid Committees

					Policy and regulations.	
Finance Department			FIN9.2	To ensure effective and efficient supply chain management system	Appointment of Service providers within 14 working days after the BAC meetings	Number/Cycle of days of Appointments made after the BAC processes
			FIN9.3		Submit reports to the Finance Portfolio Committee on a quarterly basis	Number of Finance report submitted to Finance Committee
			FIN9.4		Ratio for cost coverage	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year
			FIN9.5			Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services
			FIN9.6			Costs coverage ratio:((available cash less unspent conditional grants-overdraft) plus short-term investments) divided (by monthly fixed operating expenditure less depreciation, amortization, prove for bad debts, impairment and loss of disposal of assets)
			FIN9.7		Prepare and submit monthly Bank Reconciliations signed by the Finance Manager	Number of monthly bank reconciliation
			FIN9.8		Prepare and submit monthly Creditors Reconciliations signed by the Finance Manager	Number of monthly Creditors Reconciliation and Age Analysis
NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND DEMOCRACY						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Municipal Manager	**PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD**	GG1	GG1.1	To implement and maintain effective enterprise risk management	Finalise Risk Management Workshop	No of risk management Workshops Conducted
			GG1.2		Submission of Risk Management	Date of Risk Policy/Strategy submitted to council

	GOVERNANCE			system	Policy and Strategy	
			GG1.3		Functional Risk Management through risk committee meetings	Number of risk management meetings held
Corporate Services			GG1.4	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Community Services			GG1.5	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Finance Department			GG1.6	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Technical Services			GG1.7	To implement and maintain effective enterprise risk management system	Update and Report on the Risk Management Register	Number of risk management Registers Submitted to MANCO
Municipal Manager		GG2	GG2.1	"To transform the Municipality into performance driven Municipality ensure an effective Audit and Performance Committee	Coordinate and hold the Audit Committee Meetings	Number of Audit Committee Meetings Held
			GG2.2		Coordinate and hold performance Audit Committee Meetings	Number Performance Audit Committee Meetings Held

		GG3	GG3.1	Ensure Functional Public Municipal Accounts Committee	Coordinate Municipal Public Accounts Committee meetings	Number of quarterly Municipal Public Accounts Committee Meetings Held
		GG4	GG4.1	To ensure continuous engagement with ward constituencies	Coordinate the Ward Committee meetings in 7 wards	Number of ward committee meetings held
			GG4.2		Coordinate the Public Meetings held	Number of Public Meetings held
		GG5	GG5.1	To provide reasonable assurance on the adequacy and effectiveness of Internal Control system.	Review of the Communication Strategy	Date of adopting the reviewed Communication Strategy
			GG5.2		Review and approve the internal audit plan	Date Internal Audit Plan approved by Audit Committee
			GG5.3		Implementation of the Internal Audit Plan	Number of Internal Audit Progress Reports produced and submitted to MANCO and Audit Committee
			GG5.4		Review and submit Internal audit charter to the audit committee for approval	Date of approval of the Internal Audit Charter by Audit Committee
			GG5.5		Review and submit the Performance and Audit Committee charter	Date of approval and adoption of the Performance and Audit Committee charter by Council
		GG6	GG6.1	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Corporate Services			GG6.2	To ensure that services provided to the	Assess and Report on Service Providers	Number of Reports on the assessment of service providers

				municipality by the service providers is of high quality	Performance	
Community Services			GG6.3	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Finance Department			GG6.4	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Technical Services			GG6.5	To ensure that services provided to the municipality by the service providers is of high quality	Assess and Report on Service Providers Performance	Number of Reports on the assessment of service providers
Municipal Manager		GG7	GG7.1	To transform the municipality into a performance driven institution	Quarterly Performance Reports on achieved and not achieved targets submitted to Council	Number of Performance Reports Submitted to Council
			GG7.2		Signing of annual performance agreements for Senior Managers	Number of Performance Agreements Signed
			GG7.3		Conduct performance appraisals for Section 54/56	Number of Section 54/56 employees appraisals conducted
			GG7.4		To ensure that the mid-year Performance	Date of Mid Year Performance report submitted to Mayor, COGTA, Provincial and National Treasury

					Report is prepared and submitted	
			GG7.5		To ensure that the mid -year Budget Report is prepared and submitted	Date of Mid Year Performance report submitted to Mayor, COGTA, Provincial and National Treasury
			GG7.6		To prepare and table the draft Annual report to Council	Date Draft Annual Report tabled to Council
			GG7.7		Coordinate the Oversight committee meeting to consider the adoption of the annual report	Date of Oversight Committee (MPAC) Meeting
			GG7.8		Oversight Process Facilitated and Adopted	Date of Oversight report adoption by council
			GG7.9	To finalise and adopt Annual Report	Date of Annual Report adoption by Council	To finalise and adopt Annual Report
Corporate Services			GG7.10	To transform the municipality into a performance driven institution	Number of Council meetings held	Number of council meetings held
			GG7.11		Number of EXCO meetings held	Number of EXCO meetings held
			GG7.12		Functional Portfolio Committees	Number of Portfolio Committees (Finance, Corporate, Community, Infrastructure) meetings held
			GG7.13		Functional MPAC and LLF Committees	Number of MPAC and LLF Committee meetings held
			GG7.14		Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	Number of Performance Reports Submitted to PMS Unit
Community Services			GG7.15		Quarterly Performance Reports on	Number of Performance Reports Submitted to PMS Unit

					achieved and not achieved targets submitted to PMS Unit	
Finance Department			GG7.16		Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	Number of Performance Reports Submitted to PMS Unit
Technical Services			GG7.17		Quarterly Performance Reports on achieved and not achieved targets submitted to PMS Unit	Number of Performance Reports Submitted to PMS Unit
NATIONAL KEY PERFORMANCE AREA: CROSS CURRING ISSUES						
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Objectives**	**Strategy**	**Indicator With Detailed Performance Measure**
Municipal Manager	**PILLAR 2 - DELIVERY BASIC SERVICES**	CC1	CC1.1	To ensure strategic development and management of the municipality's Integrated Development Plan	Development and approval of the IDP/ Budget Process Plan	Date of adoption of the 2024/2025 IDP/ Budget Process Plan
			CC1.2		Coordinate the IDP Representative Forum meetings	Number of IDP Representative Forum meetings
			CC1.3		Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the 2024/2025 IDP
Corporate Services			CC1.4		IDP Representative Forum meetings	Number of IDP Representative Forum meetings attended

Finance Department			CC1.5		Development and approval of the IDP/ Budget Process Plan	Date of adoption of the 2024/2025 IDP/ Budget Process Plan
			CC1.6		Coordinate the IDP Representative Forum meetings	Number of IDP Representative Forum meetings
			CC1.7		Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the 2024/2025 IDP
Technical Services		CC2	CC2.1	To ensure spatial development in the entire area of Mkhambathini Municipality	Reporting on SPLUMA applications approved to the Portfolio Committee	Number of reports on SPLUMA applications approved and submitted to the Portfolio Committee
		CC3	CC3.1	To promote effective and efficient building control service.	Reporting on Building Inspections to the Portfolio Committee	Number of reports on building inspections submitted to the Portfolio Committee
Corporate Services		CC4	CC4.1		Update and report on Access control	Number of reports on security management
Community Services		CC5	CC5.1	To ensure a functional Disaster Management Unit	Disaster Management Plans Developed and approved	Date of approval of the Disaster Management Plan review
			CC5.2			Date of approval of the Disaster Management Seasonal Sector Plans review
			CC5.3		Ensure a functional Disaster Management Advisory Forum	Number of Disaster Management Forum Meetings
Technical Services		CC6	CC6.1	To ensure integrated housing development	Reporting on housing development within the	Number of reports on housing development within the municipality submitted to the Portfolio Committee

				within the municipality	municipality to the Portfolio Committee	

CHAPTER 5: SDP

PROJECT	PROGRESS
The construction of the Camperdown Wastewater Treatment Works. A portion of the Remainder of 106 Camperdown has been split zoned and incorporated into the Town Planning Scheme for this project.	The construction of the Camperdown WWTW is a catalytic project that will attract and unlocked development in Camperdown. This piece of land has been split zoned but is yet to be registered. It is budgeted at R150 00000 which is to be provided for by Umgeni Water and DTI.
Camperdown Rental Housing Stock Development (Portion 3 of Lot 90 Camperdown)	This project has been zoned into the scheme this project is dependent on the construction of the WWTW. It addresses the issues of inclusionary housing in the area. The budget for this project is not yet determined.
Housing Project (Farm Misty, Stockdale & Pootjie)	Currently waiting on expropriation of land for informal settlement upgrades.
Preparation of the New Town Plan (5-year Plan)	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. This project is budgeted at R1000000 for the 2021/2022 financial year.
Application for release of agricultural land from the provisions of Subdivision of Agricultural Land (Act 70 of 1970)	This will allow for additional development to facilitate for the New Town which is incorporated for the Town Planning Scheme. A bulk application was submitted to the Department of Agriculture for the release of 26 properties which are located in the industrial area.
Doubling up of the Water Storage Reservoir	The doubling up of the water storage reservoir will assist in the promotion and densification of the Camperdown area as well as the development of the new town. The budget for this project has not yet been determined.

Upgrade of the N3 Highway in the Camperdown area	This project is currently underway and is funded by SANRAL. The N3 corridor is the most strategically important route. This corridor is essential for the economic future growth of the municipality. Not only does the N3 provide access into Camperdown, it also plays a significant role in the municipality's tourism development potential and continued capacity for agricultural production and distribution.

FIGURE 40: ENVIRONMENTAL SENSITIVE AREAS

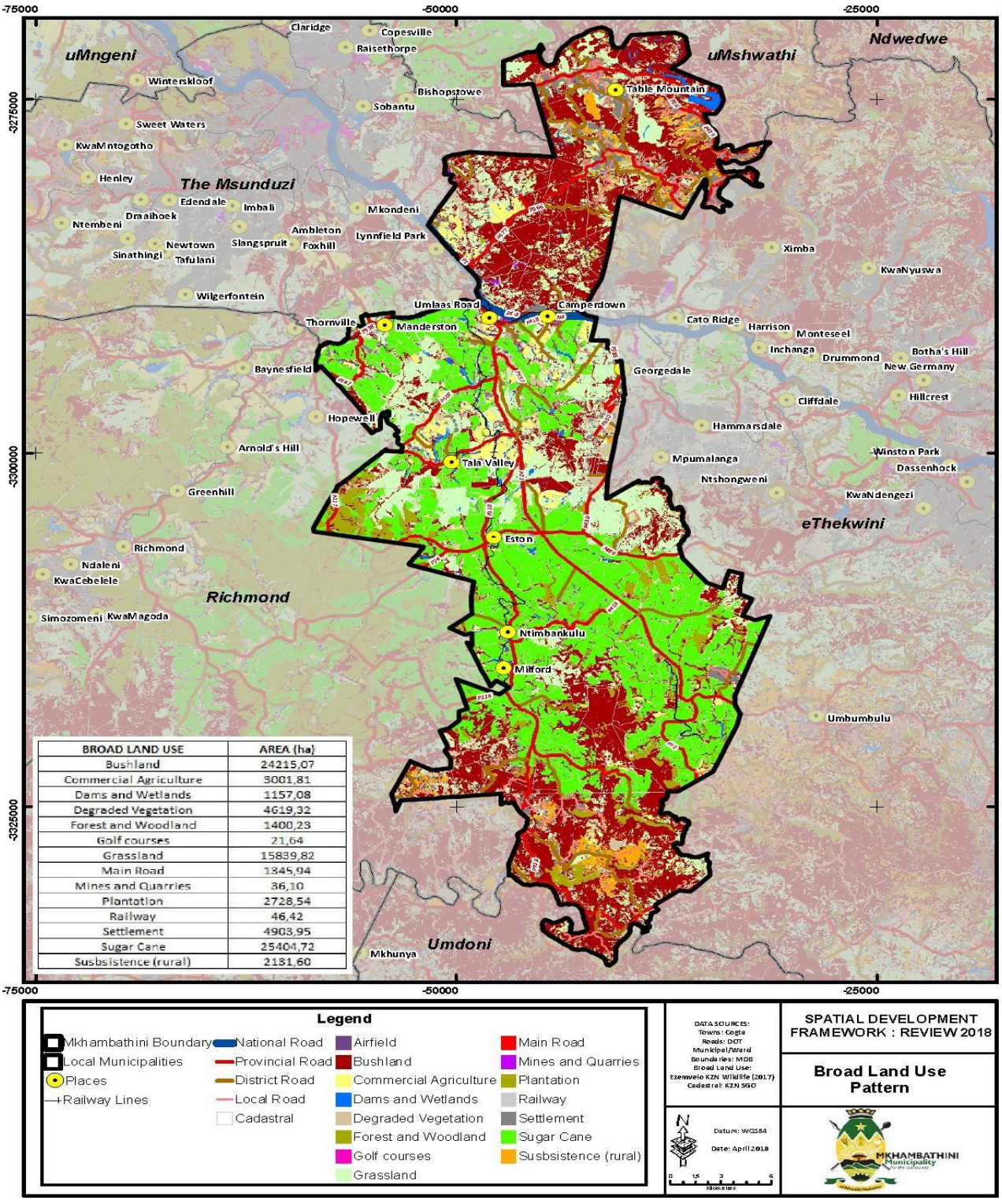


FIGURE 41: DESIRED SPATIAL FORMS

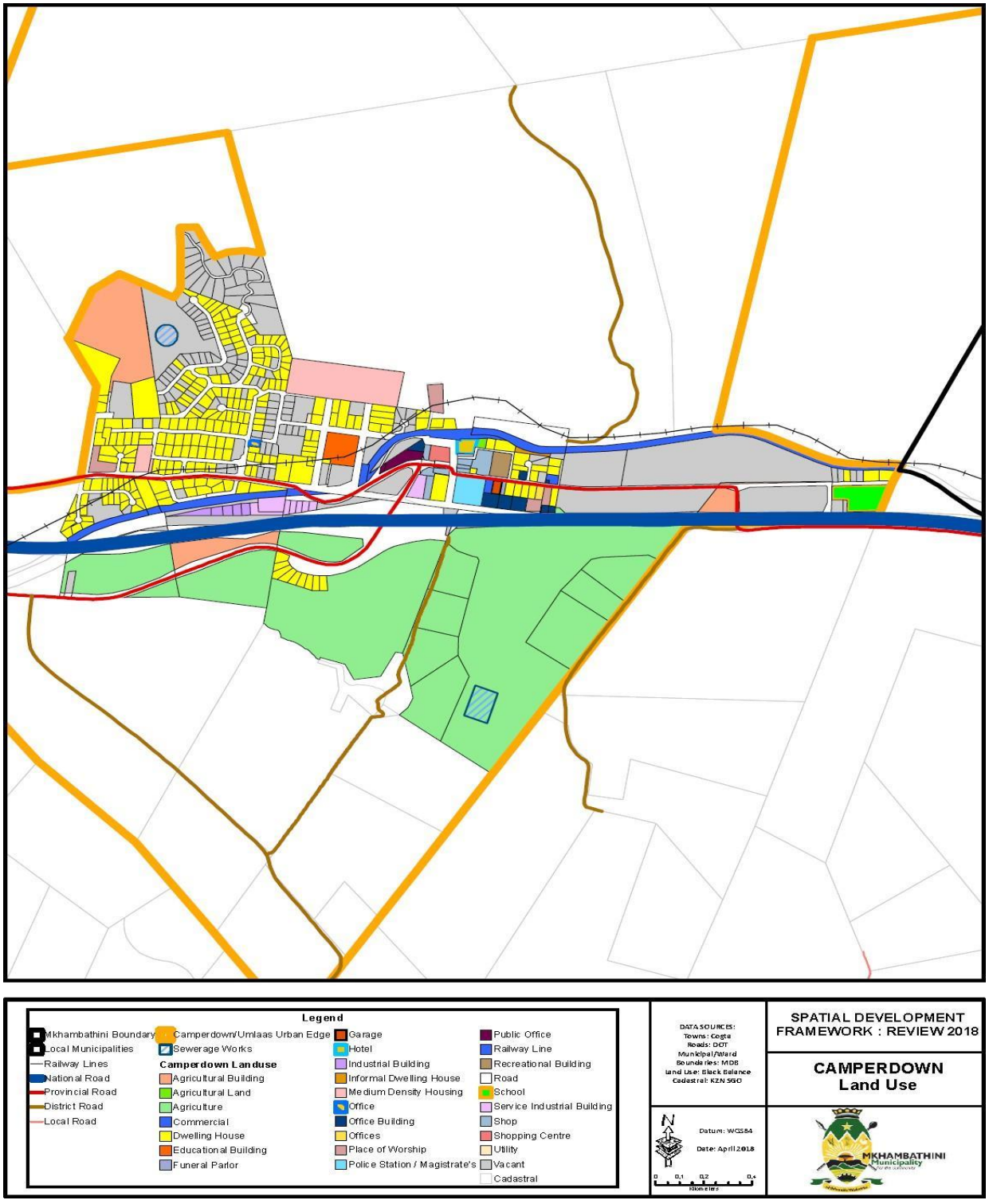


FIGURE 42: MKHAMBATHINI LAND USES

5.1.1. INDICATION ON WHERE PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT SHOULD TAKE PLACE

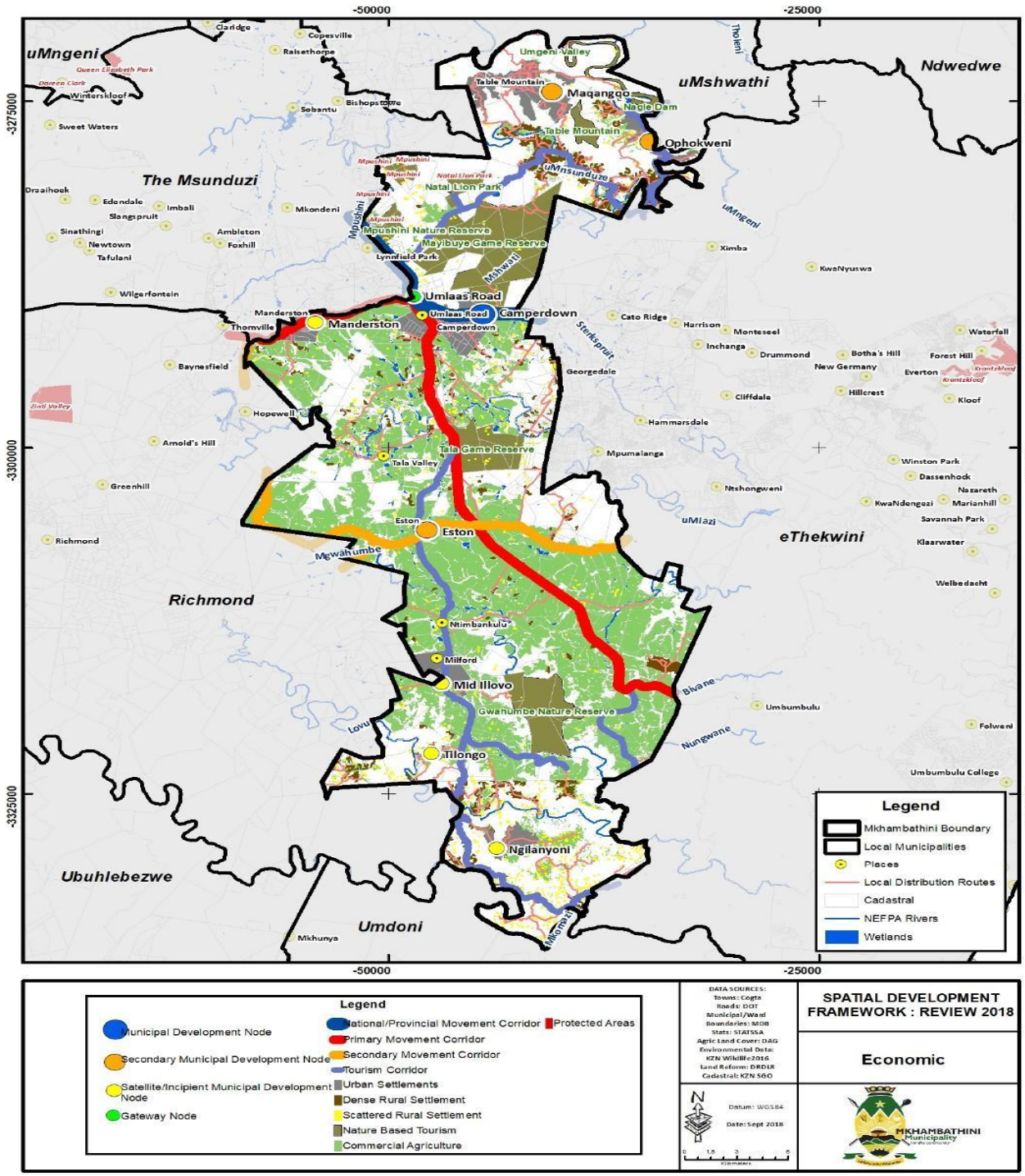


FIGURE 43: PLANNING FOR PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE MAP

Clearly demarcated on the Urban Scheme map. The SDF gives direction in this regard but is not site specific.

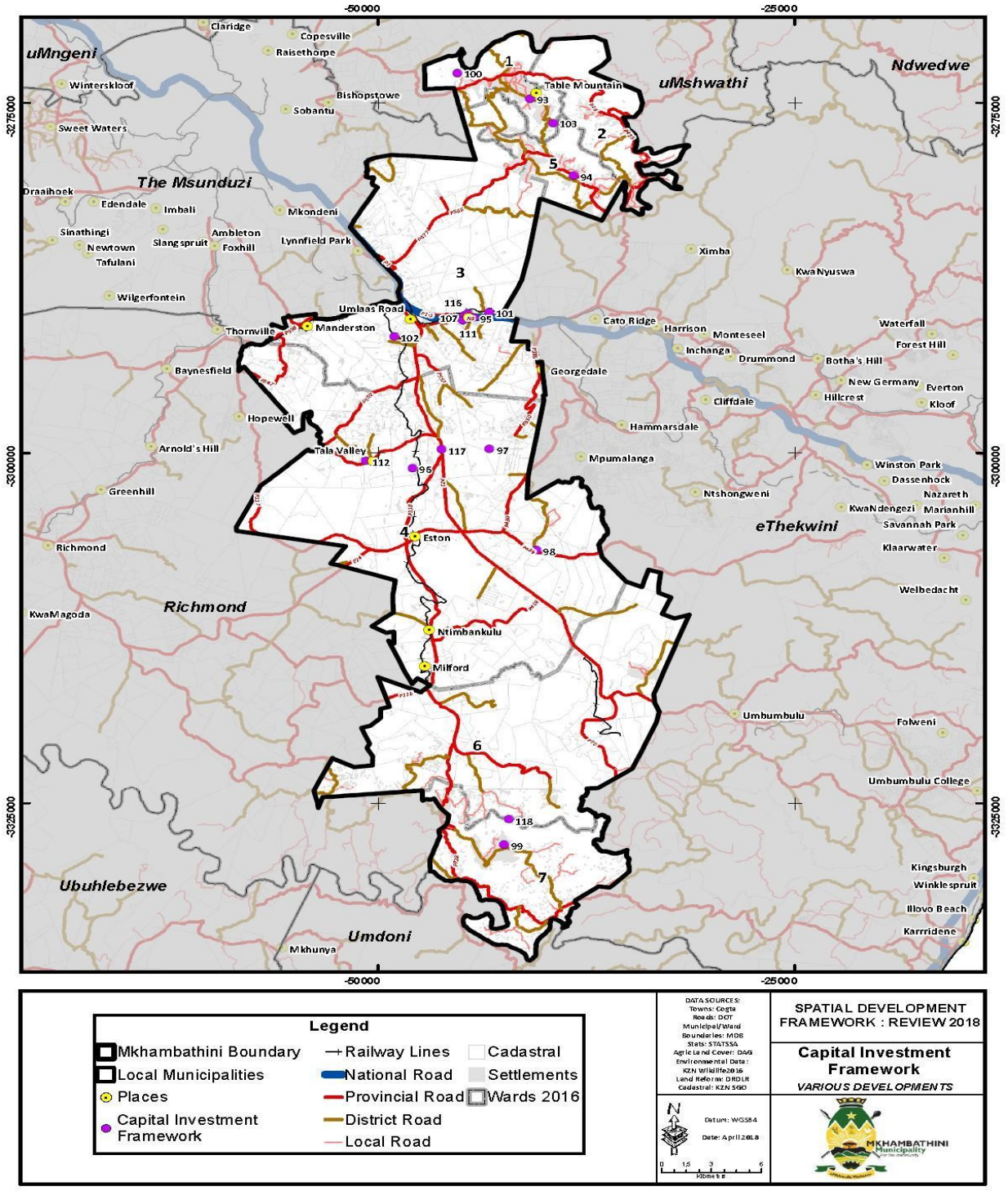


FIGURE 44: CAPITAL INVESTMENT

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.

AREAS WHERE PRIORITY SPENDING IS REQUIRED

- Water-borne sewerage.
- Urban road upgrades.
- Land purchase for RDP housing; and
- Maintenance of municipal gravel

5.1. 5 YEAR CAPITAL PROJECT IDP IMPLEMENTATION PLAN

TABLE 136: FIVE YEAR CAPITAL IMPLEMENTATION PLAN

Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date) 2022/23 Quarterly Target					Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year - 2022/2023	Quarter 1	Quarter 2	Quarter	Quarter 4					
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Nkanyezini-Mboyi Electrification	1160	1197	2022/23	292	N/A	N/A	N/A	149	R7 000 000	89%	DMRE	Project is under construction. Number of connections has been reduced due to Network Constrains on the Eskom line and the municipality expected to include the scope of work to deal with the network constrains scope.	Additional funding to cover the reduced 143 connections
	Mgwenya-Gulube Electrification	992	507	2022/23	320	N/A	N/A	N/A	320	R 8 000 000	76%	DMRE	Project is under construction; additional funding has been received.	N/A
	Banqobile Sport Field	New	New	2021/22 to 2022/23	100%	75%	90%	N/A	N/A	R 8 000 000	97%	DSR	Project is under construction, additional scope of work which was omitted from the tender document has been approved by Council.	N/A

	Mgwaphuna Access Road	New	New	2022/23	100%	100%	N/A	N/A	N/A	R8 763 662	100%	MIG	Project has been completed. No challenges.	N/A
	Construction of Ophokweni Road	New	New	2022/23	78%	78%	N/A	N/A	N/A	R5 743 030	97%	Internal funded	Project has been completed. No challenges.	N/A
	Number of progress reports on Plant Hire	New	New	2022/23	100%	100%	N/A	N/A	N/A	R5 900 000	100%	Internal funded	Project has been completed. No challenges.	N/A
To ensure that the municipal infrastructure assets are maintained														

TABLE 136: FIVE YEAR CAPITAL IMPLEMENTATION PLAN

Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date) 2023/24 Quarterly Target					Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 2022/2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4					
	Maqongqo Electrification	1112	1112	2022/23	294	N/A	N/A	N/A	292	R9 500 000	0%	INEP		
	Njobokazi Phase 4 Electrification	1583	1583	2022/23	300	N/A	N/A	N/A	292	R8 100 000	0%	INEP		
	Thimon Community Hall	New	New	2023/24	100%	15%	65%	100%	N/A	R 4 068 858.83	0%	MIG	N/A	N/A
	Chibini Access road	New	New	2023/24	100%	20%	55%	85%	100%	R 6 194 364.40	76%	MIG	N/A	N/A
	Construction of Maqongqo Taxi Rank	New	New	2023/24	100%	20%	60%	80%	100%	R 9 720 057.60	43%	MIG	N/A	N/A

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	Manzamnyama 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		
005/2021/2022	Mgwaphuna Access Road (Phase 2)				A		
001/2022/2023	Mgwaphuna Access Road (Phase 2)					A	
002/2022/2023	Construction of Maqonqo taxi rank					A	
003/2022/2023	Makhokhoba Access Road					A	
004/2022/2023	Banqobile Sport Filed					A	
005/2022/2023	Chibini Access Road					A	
001/2023/2024	Thimon Community Hall						A

002/2023/2024	Nkanyezini Sportfield						A
003/2023/2024	Muzingezwi Access Road						A
001/2024/2025	Estingini Sportfield						
002/2024/2025	Nonzila Creche						
003/2024/2025	Muzingezwi Access Road						
004/2024/2025	Mkhize access Road						
005/2024/2025	Estingini Sportfield						

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 if financially viable."

The IDP laid a foundation that formed the 2022/2023 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 primary about prioritising objective 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 Regulates electricity tariff increases. Various government departments also effect 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.

4.1 CAPITAL AND OPERATIONAL FUNDED PROJECTS

Municipal Standard Classification	**Project Name**	**Full Year Amount**
Community Services	LED20_AGRICULTURAL ASSISTANCE AND SUPPORT	500 000.00
Community Services	HIV/ AIDS AWARENESS CAMPAIGNS	335 000.00
Community Services	BS003_REFUSE REMOVAL AND DISPOSAL	480 000.00
Community Services	LED31_CRAFTERS DEVELOPMENT TRAINING	140 000.00
Community Services	LED007_MKHAMBATHINI YOUTH SUMMIT	910 000.00
Community Services	LED13.3_MAYORAL GAMES TOURNAMENT	821 000.00
Community Services	LED13.2_SPORTS DEVELOPMENT FORUMS	315 000.00
Community Services	EPWP PROGRAMME	6 100 000.00
Community Services	LED009_MKHAMBATHINI SENIOR CITIZENS CHRISTMAS CELEBRATION	840 000.00
Community Services	LED27.1_TOURISM PROJECTS	150 000.00
Community Services	LED27_MKHAMBA FAIR BUSINESS EXPO	100 000.00
Community Services	LED003_DISASTER MANAGEMENT PLAN ANNUAL REVIEW	500 000.00
Community Services	LED006_UMKHAMBATHINI CAREER EXPO	120 000.00
Community Services	LED11.3_GOLDEN GAMES DISTRICT SELECTION	93 000.00
Community Services	LED005.2_INDEGENT SUPPORT PROGRAMME	500 000,00
Community Services	LED007.1_YOUTH COUNCIL CAMPAIGNS AND MEETINGS	150 000.00
Community Services	LED008.1_MKHAMBATHINI ACHIEVEMENTS AWARDS	150 000.00
Community Services	LED005_DISASTER AWARENESS CAMPAIGNS	140 000.00

Community Services	LED19_SMMEs AND COOPERATIVES SUPPORT AND TRAINING	200 000.00
Community Services	LED009.1_SENIOR CITIZENS SUPPORT CLUBS JOINT DIALOGUES	110 000.00
Community Services	LED28.1_REED DANCE ACTIVATION (AMAKHOSI)	220 000.00
Community Services	LED29_MKHAMBATHINI ARTS AND CULTURE COMPETITIONS	550 000.00
Community Services	LED040 MKHAMBATHINI YOUTH SKILLS DEVELOPMENT	120 000.00
Community Services	LED38_COMMUNITY OUTREACH ACTIVITIES	300 000.00
Community Services	LED37_MKHAMBATHINI OPERATION MBO CAMPAIGNS	90 000.00
Community Services	LED008_Educational assistance and bursaries fees	600 000.00
		14 834 000.00
Corporate Services	CAP002_New Furniture & Equipment	900 000,00
Corporate Services	GG025_System and Equipment Maintained	1 199 000.00
Corporate Services	MTID004_Training of Municipal Staff	600 000.00
Corporate Services	GG026_ICT Review	331 000.00
Library services	LED35.5_LIBRARIES OUTREACH (SCHOOL RESOURCES)	30 000,00
		3 060 000.00
Municipal Manager	CC14_Credible IDP developed, reviewed and adopted	1 601 000.00
Municipal Manager	GG009_Performance Management	526 000.00
Muncipal Manager	GG001_Risk Management	1 476 000.00
Muncipal Manager	GG014_Annual Report Developed and Adopted	526 500.00

		4 129 500.00
Technical Services	Muzingezwi/Makholweni Access Road	3 761 868.71
Technical Services	Maqongqo Taxi Rank	2 488 433.58
Technical Services	Chibini Access Road	1 125 065.64
Technical Services	Thimuni Comm Hall	7 612 107.39
Technical Services	Nkanyezini Sportfield	3 424 524.68
Technical Services	Fencing (Municipality)	1 000 000.00
Finance	Generator	750 000.00
Finance	New Computers (Laptop)	480 000.00
Finance	New Municipal Vehicle	1 400 000.00
		21 472 000

TABLE 138: BUDGET PLAN

KZN226 Mkhambathini - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	17 480	21 849	28 644	20 553	21 544	21 544	28 143	22 406	19 260	20 127
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	526	528	533	597	597	597	463	621	648	677
Rental of facilities and equipment		132	248	–	359	359	359	8	373	373	407
Interest earned - external investments		4 539	4 286	2 596	4 000	2 600	2 600	774	1 975	1 975	2 062
Interest earned - outstanding debtors		3 748	960	(20)	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		30	25	0	36	4	4	1	5	5	5
Licences and permits		6 462	4 704	5 349	7 400	6 400	6 400	4 696	7 554	7 886	8 241
Agency services		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		60 609	69 092	85 494	76 559	76 559	76 559	76 308	84 194	87 718	93 459
Other revenue	2	641	534	3 245	1 185	1 128	1 128	1 590	1 797	267	279
Gains		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**94 167**	**102 227**	**125 842**	**110 688**	**109 191**	**109 191**	**111 983**	**118 924**	**118 133**	**125 257**
Expenditure By Type											
Employee related costs	2	34 971	36 529	43 215	48 558	48 265	48 265	37 974	53 084	55 258	80 594
Remuneration of councillors		5 809	6 024	6 022	6 693	6 693	6 693	5 891	6 960	6 867	7 586
Debt impairment	3	1 540	4 890	5 167	3 140	3 140	3 140	–	5 221	3 409	3 563
Depreciation & asset impairment	2	8 722	9 319	10 756	11 609	11 599	11 599	8 961	11 916	12 392	12 946
Finance charges		3	4	0	–	–	–	0	–	–	–
Bulk purchases - electricity	2	–	–	–	–	–	–	–	–	–	–
Inventory consumed	8	–	–	–	6 051	4 605	4 605	2 570	3 640	4 362	4 558
Contracted services		18 584	27 530	38 107	43 396	51 099	51 099	46 369	26 842	29 390	29 996
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–
Other expenditure	4, 5	11 233	13 712	23 858	23 455	23 493	23 493	24 380	18 948	13 698	14 310
Losses		195	113	1 689	–	–	–	–	–	–	–
Total Expenditure		**81 057**	**98 121**	**128 813**	**142 902**	**148 894**	**148 894**	**126 145**	**126 611**	**125 376**	**153 555**
Surplus/(Deficit)		**13 110**	**4 106**	**(2 972)**	**(32 214)**	**(39 703)**	**(39 703)**	**(14 161)**	**(7 687)**	**(7 243)**	**(28 298)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		19 385	16 076	25 800	24 755	39 175	39 175	25 402	17 781	18 394	19 046
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	120	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		**32 495**	**20 302**	**22 828**	**(7 459)**	**(528)**	**(528)**	**11 241**	**10 094**	**11 151**	**(9 252)**

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 if reflected in both the Municipal SDBIP 2022/2023 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 2022 and Division of Revenue 2022 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 2022/2023 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 2021/22	Budget Year 2022/23	% Increase	Budget Year +1 2023/24	% Increase	Budget Year +2 2024/25
Property Rates	21 544 000	22 406 000	4%	23 391 000	4.4%	24 421 000
Investment Revenue	2 600 000	1 975 000		1 975 000		2 062 000
Transfers recognized – Operational	76 559 000	84 194 000		87 718 000		93 459 000
Other Own Revenue	8 484 000	10 345 000		9 174 000		9 604 000

TABLE 140: CONSOLIDATED OVERVIEW OF THE MTREF

Description	Adjusted Budget 2020/21	Final Budget 2022/23	Year 1 Budget 2023/24	Year 2 Budget 2024/25
Total Operating Revenue	109 191 000	118 924 000	118 133 000	125 257 000
Total Operating Expenditure	148 894 000	126 611 000	125 376000	153 555 000
Surplus/ Deficit	**(39 703 000)**	**(7 687 000)**	**(7 243 000)**	**(28 298 000)**
Total Capital Expenditure	**39 175 000**	**17 781 000**	**18 394 000**	**19 046 000**

TABLE 141: OPERATING TRANSFER AND CAPITAL GRANTS

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		59 133	72 075	88 413	91 759	92 759	92 759	97 190	95 718	101 459
Local Government Equitable Share		55 546	62 733	79 470	70 470	70 470	70 470	77 519	82 718	88 459
Finance Management		1 970	2 435	2 800	2 850	2 850	2 850	3 000	3 000	3 000
Integrated National Electrification Programme			5 467	5 000	18 110	18 110	18 110	15 000	10 000	10 000
EPWP Incentive		1 617	1 440	1 143	329	1 329	1 329	1 671		
Other transfers/grants [insert description]										
Provincial Government:		1 617	1 714	1 816	1 817	1 817	182	15 333	–	–
Liblary Grant		1 617	1 714	1 816	1 817	1 817	182	2 004		
Housing								13 329		
Other transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total operating expenditure of Transfers and Grants:		60 750	73 789	90 229	93 576	94 576	92 941	112 523	95 718	101 459
Capital expenditure of Transfers and Grants										
National Government:		24 755	46 175	46 175	177 800	18 394	19 046	–	–	–
Municipal Infrastructure Grant (MIG)		24 755	31 755	31 755	177 800	18 394	19 046			
Rural Households Infrastructure			14 420	14 420						
Other capital transfers/grants [insert desc]										
Provincial Government:		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total capital expenditure of Transfers and Grants		24 755	46 175	46 175	177 800	18 394	19 046	–	–	–
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		85 505	119 964	136 404	271 376	112 970	111 987	112 523	95 718	101 459

CHAPTER 7: ANNUAL OPERATIONAL PLAN

7.1 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Annual Operational Plan (SDBIP is attached separate)

ALIGNMENT OF THE SDBIP WITH GOALS AND OBJECTIVES AND MUNICPAL BUDGET

SDBIP is fully aligned with goals and associated objectives and the Municipal budget. This is made by the fact that the SDBIP rests in the office of the MM and is coordinated in that office. This is also made possible by the fact that the budget and treasury office work closely with the PMS office. Objectives are therefore aligned with the budget.

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 gives 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 councilor's. 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 88). Therefore, only the tip of the information pyramid is published as the SDBIP, and this correlates with the requirements of the National Treasury.

PERFORMANCE INDICATORS

SDBIP does have performance indicators that explain how it will be measured. In the 2023/2024 Financial Year, 156 performance indicators have been set; they are smart, time bound and measurable.

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.

7.1.4 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

7.1.5 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.

7.1.6 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.

7.1.7 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 SYSTEM

8.1 HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

The municipality has developed a comprehensive performance management system based on this five year plan in accordance with chapter 6 of the municipal systems act No. 32 of 2000, municipal finance management act no. 56 of 2003 and the municipal planning and performance management regulations. The PMS indicators and objectives will be linked to the objectives and strategies. OPMS is vital for the development of a fully functional performance driven organisation

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.

ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

Progress will be measured through organisational key performance indicators linked to departmental indicators. In the SDBIP organisational key performance indicators are presented at an annual and quarterly level.

DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

Managers must enter into a performance agreement annually. The performance agreements are directly linked to the approved SDBIP and departmental indicators, through the development of individual work plans. Indicators in the work plans also include indicators that are not necessarily included in the SDBIP and departmental indicators but are relevant to the operational functionally of any particular post. The indicators contained within the work plan are agreed upon and signed off by both supervisor and incumbent.

ALIGNMENT OF OPMS (DEPARTMENTAL AND INDIVIDUAL INDICATORS)

The OPMS is aligned to the department and individual performance management system. The OPMS form the basis of the quarterly performance assessments that are conducted. The work plan is the document that links to the operational plan and indicators

The Municipality has a Performance Management System (PMS) in place. This necessitates 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. The Organizational Performance Management
is used to assess the overall performance of the organization using the approved Organizational Scorecard, which is also a tool to assess performance of the Municipal Manager
as well as that of individual Senior Managers. The municipality introduced the individual performance management system and cascaded it down to all lower levels. Individual performance management would ensure a high level of performance and accountability by each employee, which would ultimately assist the Municipality to achieve its desired level of performance and service delivery. This in essence contributes to the Organizational Performance Management System, which the Municipal Manager is responsible for.

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.

INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS

The adoption of the 2023/2024 IDP and Budget has informed the preparation of the Service and Budget Implementation Plan (SDBIP). The budget serves as a monitoring tool for the implementation of the IDP. The performance agreements have been prepared for Section 54 and 56 managers as required by the Performance Regulations. The Municipality undertakes quarterly reviews to monitor performance. An Individual Performance Policy has been developed and workshops have been conducted for employees. Employees below senior management will sign performance agreements and plans at the start of 2023/24 financial year.

The municipality has implemented the process of cascading down the IPMS 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.

PMS FRAMEWORK / POLICY

The Performance management System Framework and the policy has been adopted by the Council and are attached as annexures on the IDP.

BACK TO BASICS / CIRCULAR 88 (C88)

OPMS (ORGANISATIONAL SCORECARD/ SDBIP) ALIGNED TO THE B2B PILLARS

The OPMS are aligned to the back-to-basics pillars.

B2B PROGRAM PRIOTISATION AND IMPLEMENTATION

Some back to basics indicators have thus been incorporated in the performance agreements of the senior managers.

Through public engagement meetings held with the communities, the key challenges were categorized and identified per Key Performance Area with the intention of formulating the interventions, which will become strategies. The table below summarizes the key challenges and interventions per KPA.

ALIGNMENT OF THE KEY CHALLENGES AND INTERVENTIONS WITH KPA'S

KEY PERFORMANCE AREA	KEY CHALLENGES	INTERVENTION
Municipal Transformation and Institutional Development	✓ Lack Of Funding on Skills Development Programmes ✓ Lack Of Understanding on Disciplinary Collective Agreement ✓ Lack of ICT Budgetary Allocation to Ensure Effective and Efficient ICT Management	✓ Report on the vacancies filled as per the staff regulations. ✓ Training/workshop of employees on the reviewed and new corporate policies
Good Governance	✓ Lack of skills and resource capacity amongst Ward Committee members/Ward assistants, office space	✓
Basic Service Delivery	✓ Lack of a Material Recovery Facility (MRF)	✓ To ensure that the municipal infrastructure assets are maintained

Local Economic Development	✓ High unemployment rate; High Poverty rate. ✓ Ineffective co-ordination and communication with LED stakeholders. ✓ Limited land for development (Urban	✓ To support Municipality's Rural and Agricultural Development initiatives ✓ To promote the rights of vulnerable groups through various socio-economic development programmes
Municipal Financial Viability Management	✓ Insufficient funding ✓ - Low revenue base ✓ - Non-payment culture in community and government department;	✓ To ensure that the Budget is spent according to budget projection. ✓ To ensure that the Municipal ✓ Liquidity position is managed
Cross Cutting Issues	✓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	✓ To ensure spatial development in the entire area of Mkhambathini Municipality

NATIONAL KEY PERFORMANCE AREA, GOALS AND STRATEGIC OBJECTIVES

NKPA	IDP GOAL	STRATEGIC OBJECTIVE
Municipal Transformation & Institutional Development	✓ To ensure sound human resource management ✓ To ensure that municipal staff is skilled according to job requirements. ✓ To ensure that employment equity targets are met	✓ Training/workshop of employees on the reviewed and new corporate policies ✓ Reporting on staff attendance being monitored ✓ Employment Equity Report submitted to the Department of Labour
Basic Sevice Delivery	✓ To Ensure a Safe & Healthy Environment ✓ To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality	✓ Reporting on households provided with access to basic level of solid waste removal ✓ Community Clean up Campaigns conducted as per the Municipality's Integrated Waste Management Plan ✓ Reporting on social relief support provided to indigent families within all wards
Local Economic Development	✓ To support Municipality's Rural and Agricultural Development initiatives ✓ To develop and support all emerging SMMEs and Cooperatives within the municipality ✓ To promote the rights of vulnerable groups through various socio-economic development programmes	✓ Monitor and report on the performance of rural and agriculture development programmes ✓ Coordinate Meetings for LED Forum ✓ Coordinate programmes for people living with Disability ✓ Coordinate gender based activities
Good Governance and Public Participation	✓ To transform the municipality into a performance driven	✓ Functional Portfolio Committees ✓ Review and approve

	institution ✓ to provide reasonable assurance on the adequacy and effectiveness of internal control system ✓ To ensure continuous engagement with ward constituencies	the internal audit plan ✓ Coordinate the Ward Committee meetings in 7 wards ✓ Coordinate the Public Meetings held
Municipal Financial Viability and Management	✓ To ensure enforcement of sound financial management practices ✓ To ensure revenue enhancement ✓ To ensure that the Budget is spent according to budget projection	✓ Procurement plan submitted to Portfolio Committee and Treasury for input ✓ Development and approval of a revenue enhancement strategy ✓ Report on the % of the capital budget actually spent on capital projects
Cross Cutting Issues	✓ To ensure strategic development and management of the municipality's Integrated Development Plan ✓ To ensure spatial development in the entire area of Mkhambathini Municipality ✓ To ensure a functional Disaster Management Unit	✓ Development and approval of the IDP/ Budget Process Plan ✓ Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services ✓ Reporting on SPLUMA applications approved to the Portfolio Committee ✓ Disaster Management Plans Developed and approved

CIRCULAR 88

The circular aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), Budget, the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report.

All units in Mkhambathini Local Municipality play an essential role in reporting Circular 88 set of indicators. The municipality reports on a quarterly basis to provincial COGTA. The municipality is working with provincial COGTA. with addressing issues that are challenging the municipality through the support plan.

8.3 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.

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8.1. 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	ADOPTED Y / N	ADOPTION DATE
1.	Disaster Management Plan			Y	31 MAY 2023
2.	LED Strategy and Plan			Y	30 JUNE 2022
2.1	Mkhambathini Business Investment Directory			Y	30 JUNE 2021
2.2	Informal Economy Policy & BYLAW			Y	30 JUNE 2021
3.	IWMP Plan			Y	29 SEPT 2020
3.1	Waste Management By law			Y	30 June 2022
4.	SDF			Y	27 JUNE 2019 ANNUAL REVIEW 31 MAY 2023
5.	Housing Sector Plan				
6.	Employment Equity Plan			Y	18 MAY 2020
8.	Retention Policy			Y	30 JUNE 2022
9.	Human Resource Strategy and Plan			Y	30 JUNE 2022
10.	Draft Comprehensive Integrated Transport Plan				
11.	Revenue Enhancement Strategy			Y	31 MAY 2023
12.	Supply Chain Management Policy			Y	31 MAY 2023
13.	Recruitment and Selection Policy			Y	30 JUNE 2022
13.2	Reviewed Municipal Organogram			Y	30 JUNE 2022
13.2	WSP Planning Training Report			Y	28 APRIL 2023
13.3	ICT Strategy			Y	30 JUNE 2021
14.	Indigent Register Policy			Y	26 May 2022
15.	Operations and Maintenance Plan		Y		
16	Reviewed WSDP Water Service Development Plan		UMDM Link attached in IDP		

17.	Communication Strategy			Y	30 JUNE 2022
18	Mkhambathini Annual Report 2020/21			Y	
19	SDBIP 2022/23			Y	31 MAY 2023