FOR THE COMMUNITY

FINAL INTEGRATED DEVELOPMENT PLAN 2024/25
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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 2024/2025 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 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 were carried out in the month of April 2023, the Mayoral Outreach Roadshow programme were successfully carried in all wards in the month of November 2023 and the IDP/Budget will be tabled. Draft IDP and Budget Public Participation consultative engagements were carried out in the month of April 2023 and the Mayoral Outreach Roadshow programme were successfully carried in all wards in the month of November 2023 and the IDP/Budget will be tabled. 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.

Been 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 faced 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 dynamics, 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:

Chibini Access Road

Banqobile Sports Field

Jilafohla Access Road

Mkhize Access Road

Makholweni Access Road

Makhokhoba Bridge and Road

Maqongqo – 109 electrified households.

Makholweni, Mpangisa , and Dwengu infills electrification.

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.

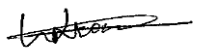
We have maintained an unqualified audit finding and we are tightening internal processes to attain a clean audit finding.

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 poorest 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 that 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 2024/2025 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.

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 May 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 privat ely owned and the remainder is in the hands of Ingonyama Trust however the privately owned land within the vicinity of our town is currently being developed for dry port storages. We 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 the regulations in line with the measures that should be entailed within the municipality.

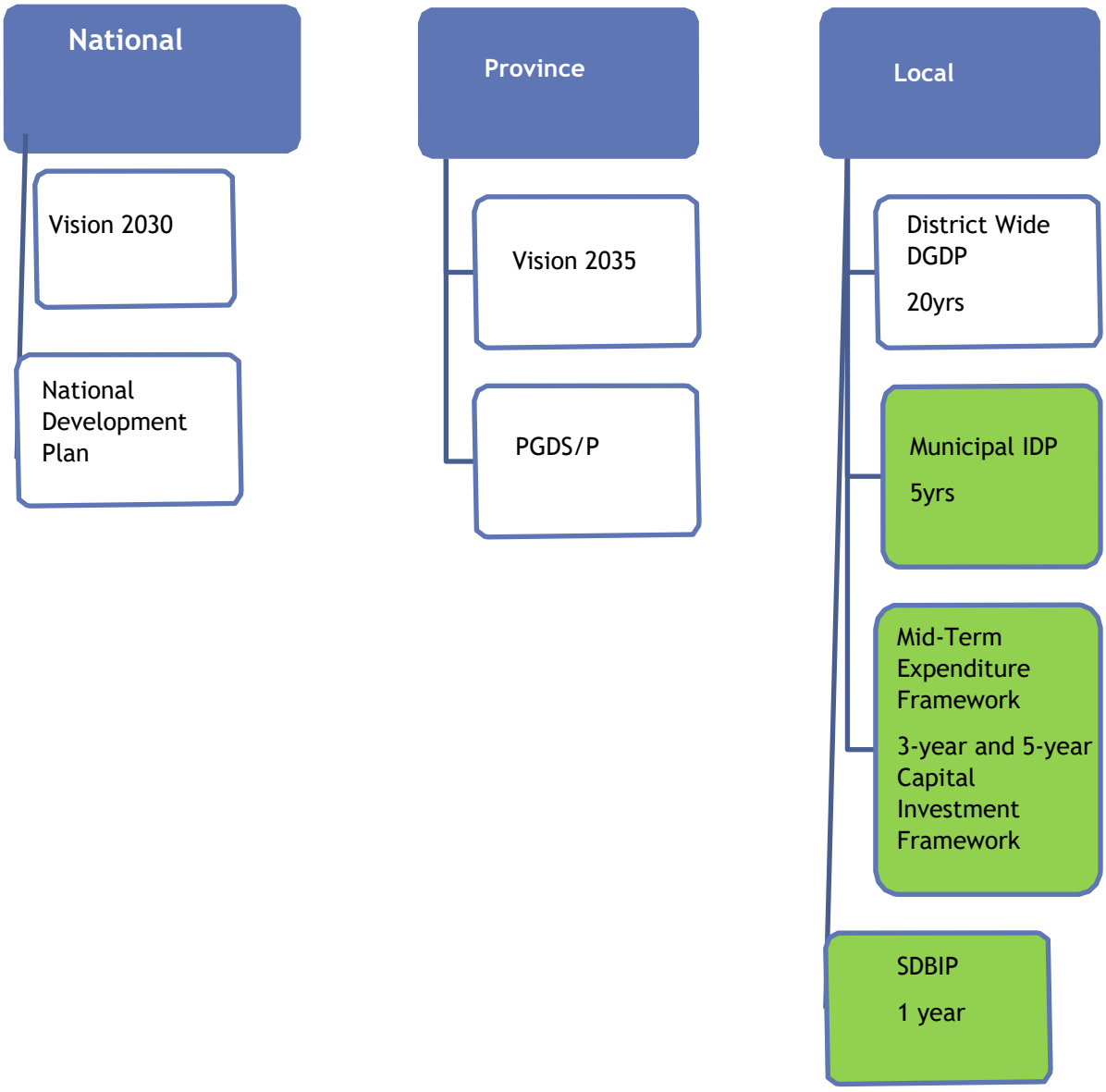
Outcomes-based and alignment: where the IDP aligns with the 14 Outcomes as coming from the National Development Plan and the New Medium Term Strategic Framework (s) of Government.

- 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

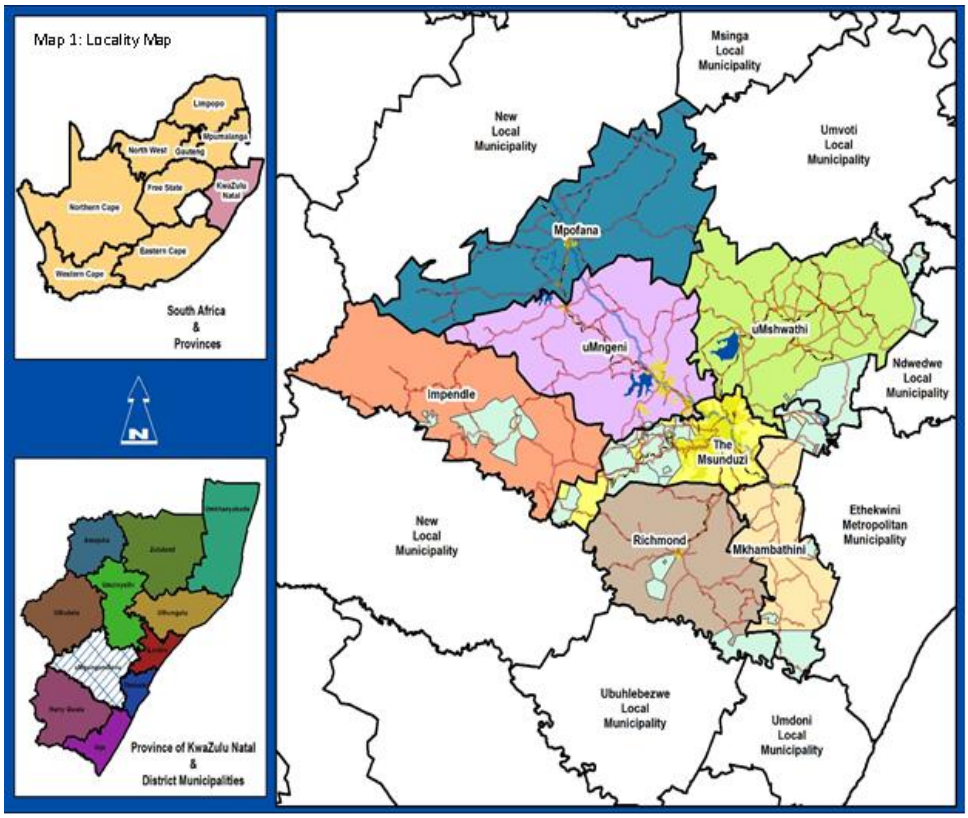
The monitoring and evaluation stages are crucial for the following reasons:

They 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 Councilors comprising 7 Ward Councilors 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 councilors in Mkhambathini Local Municipality.

1.3 The Structure of Mkhambathini Local Municipality: Political and Administrative Governance.

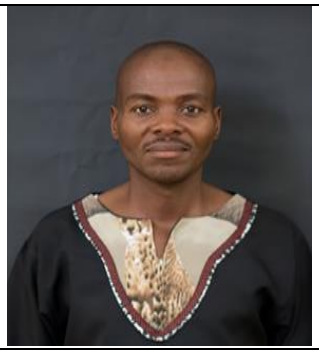
			
MAYOR: Cllr. NW NTOMBELA	D MAYOR: Cllr. NP MAPHANGA	SPEAKER: Cllr T.A GWALA	EXCO MEMBER: Cllr. R. MDLULI
			
Cllr NM MAPHUMULO	Cllr S NGIDI (Chief Whip)	Cllr. M. CELE	Cllr NE NDLOVU
			
PR CLLR. S LEMBETHE	PR Cllr M. LUSHABA	PR Cllr S. MDLADLA	PR Cllr M. Mkhize
			
PR Cllr. ZS MKHIZE	PR Cllr. M NGCONGO		

TABLE 1: LIST OF COUNCILORS

TABLE 2: List of Traditional Councils in Mkhambathini

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. N	NDLOVU	WARD COUNCILLOR	7
CLLR. K R	MOFOKENG	EXCO MEMBER	
CLLR. L.Z	LEMBETHE	PR COUNCILLOR	
CLLR. P.M	LUSHABA	PR COUNCILLOR	
CLLR. S	MKHIZE	PR COUNCILLOR	
CLLR. S.M	MDLADLA	PR COUNCILLOR	
CLLR. M.M	MKHIZE	PR COUNCILLOR	
CLLR .M.A	NGCONGO	PR COUNCILLOR	

NAME OF INKOSI	NAME OF TRADITIONAL COUNCIL
Inkosi N.K Maphumulo	Mbambangalo Traditional Council
Inkosi S.E Mdluli	MaNyavu Traditional Council

OTHER TRADITIONAL COUNCILS IN MKHAMBATHINI
Macala -Gwala Traditional Council
Amaqamu Traditional Council
Embo – Thimuni Traditional Council
Esimahleni Traditional Council

TABLE 3: MPAC COMMITTEE MEMBERS

Members of the MPAC Committee	
Cllr. M Cele	**Chairperson**
Cllr SM Mdladla	Member
Cllr MM Mkhize	Member
Cllr M Ngcongo	Member
Cllr PM Lushaba	Member
Cllr MN Maphumulo	Member
Cllr LZ Lembethe	Member
Cllr. NE Ndlovu	Member

TABLE 4: FINANCE COMMITTEE MEMBERS

Finance Services Committee	
Cllr NW Ntombela	**Chairperson (Mayor)**
Cllr ZS Mkhize	Member
Cllr M Cele	Member
Cllr LZ Lembethe	Member
Inkosi SE Mdluli	Member

TABLE 5: CORPORATE SERVICES COMMITTEE MEMBERS

Corporate Services Committee	
Cllr PN Maphanga	**(Deputy Mayor) -Chairperson**
Cllr NM Maphumulo	Member
Cllr M Lushaba	Member
Cllr MM Mkhize	Member
Inkosi SE Mdluli	Member

TABLE 6: COMMUNITY SERVICES COMMITTEE MEMBERS

Community Services Committee	
Cllr NW Ntombela	(Mayor) -Chairperson
Cllr. NE Ndlovu	Member
Cllr MN Maphumulo	Member
Cllr M Ngcongo	Member
Inkosi KN Maphumulo	Member

TABLE 7: INFRASTRUCTURE SERVICES COMMITTEE MEMBERS

Infrastructure Services and Planning Committee	
Cllr PN Maphanga	Deputy Mayor) -Chairperson
Cllr NE Ndlovu	Member
Cllr SM Mdladla	Member
Cllr LZ Lembethe	Member
Inkosi KN Maphumulo	Member

TABLE 8: INFRASTRUCTURE SERVICES COMMITTEE MEMBERS

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 NE Ndlovu	Member
Cllr M Cele	Member

1.4 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



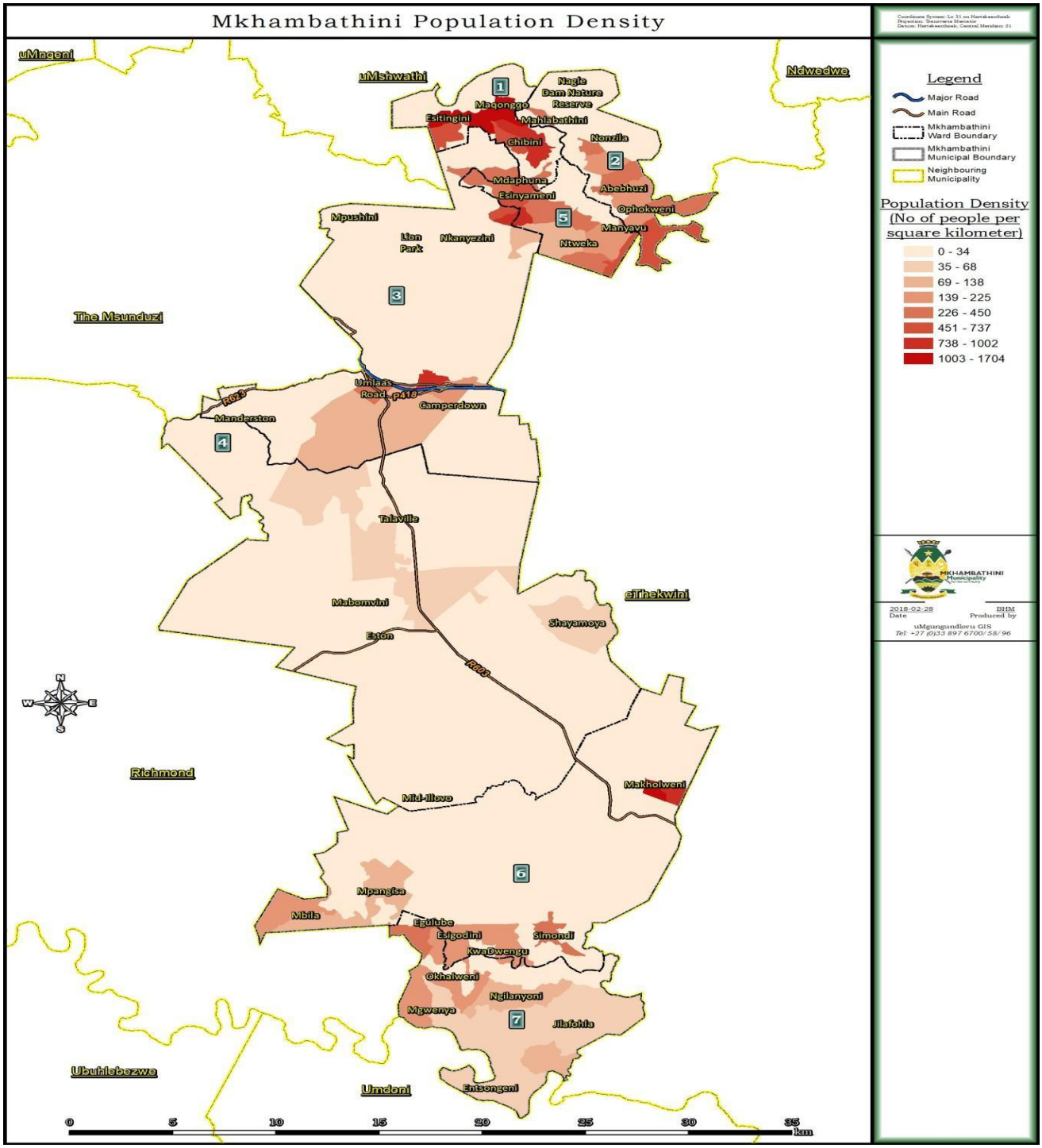
Acting Director Technical Services

Mr. S Zulu

TABLE 9: 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	Acting Director: Technical Services: Mr. S. Zulu

FIGURE 1: POPULATION DENSITY



1.5 Population by Area

TABLE 9: POPULATION BY AREA - WARD 1

	Population
WARD 1	**11462**

TABLE 10: POPULATION BY AREA – WARD 2

	Population
WARD 2	**10211**

TABLE 11: POPULATION BY AREA - WARD 3

	Population
WARD 3	**7591**

TABLE 12: POPULATION BY AREA - WARD 4

	Population
WARD 4	**9196**

TABLE 13: POPULATION BY AREA - WARD 5

	Population
WARD 5	**8462**

TABLE 13: POPULATION BY AREA - WARD 6

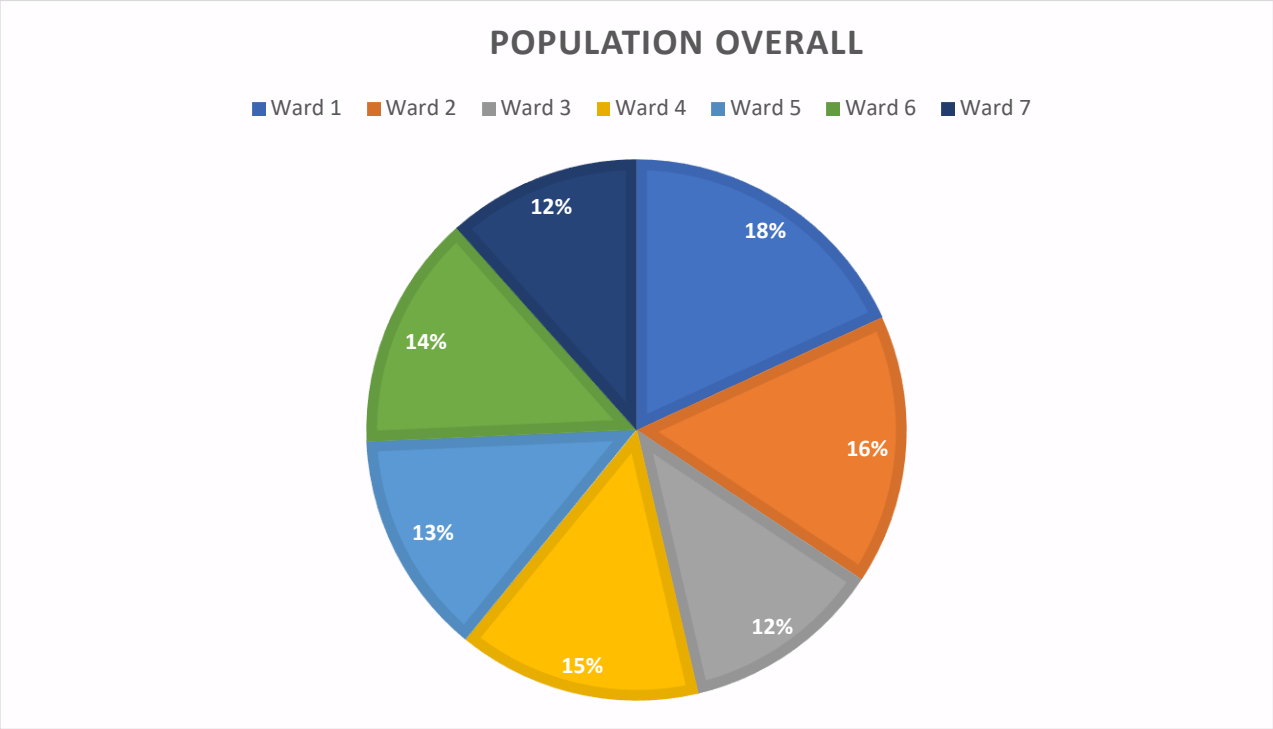
	Population
WARD 6	**8911**

TABLE 14: POPULATION BY AREA - WARD 7

	Population
WARD 7	**7309**

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

FIGURE 2: POPULATION OVERALL



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

1.6 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:

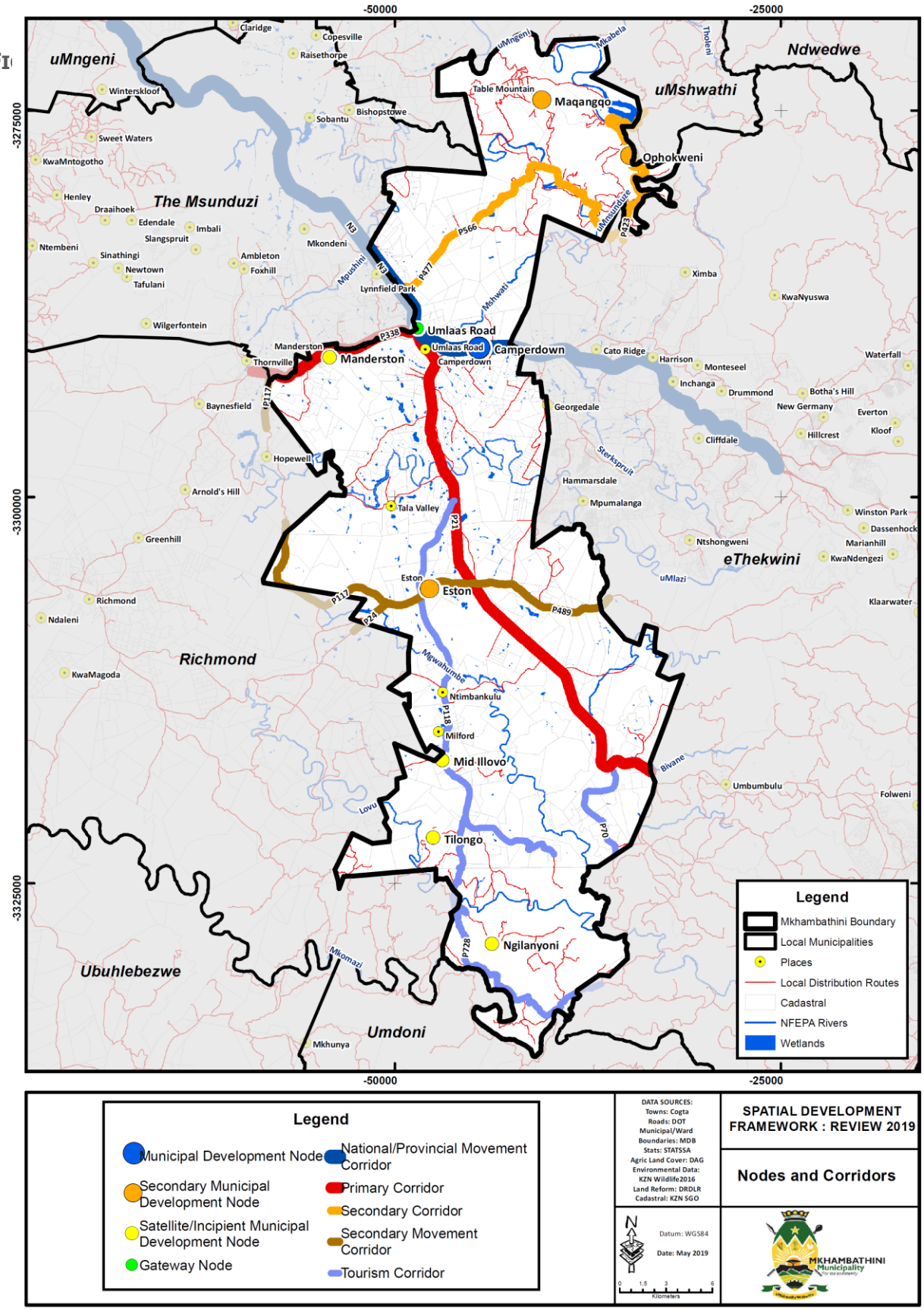
Insufficient funding provided for bulk infrastructure has become a challenge to assist in Local Economic Development Tribal Authority Community as it has severely affected the slow provision of basic service delivery due to lack of geographic location of some areas within the Municipality.

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.

Fi


-50000
-25000
-3275000
-3300000
-3325000
uMngeni
Ndwedwe
uMshwathi
The Msunduzi
Richmond
Ubuhlebezwe
Umdoni
eThekwini
Claridge
Copesville
Raisethorpe
Wintersklоof
Sobantu
Bishopstowe
Sweet Waters
KwaMntogotho
Henley
Draaihoek
Edendale
Imbali
Slangspruit
Ntembeni
Sinathingi
Newtown
Tafulani
Ambleton
Foxhill
Mkondeni
Lynnfield Park
Wilgerfontein
Manderston
Thornville
Baynesfield
Hopewell
Arnold's Hill
Greenhill
Richmond
Ndaleni
KwaMagoda
Table Mountain
Maqangqo
Ophokweni
Ximba
KwaNyuswa
Umlaas Road
Camperdown
Cato Ridge
Harrison
Monteseel
Inchanga
Drummond
Georgedale
Cliffdale
Hillcrest
Botha's Hill
New Germany
Everton
Kloof
Waterfall
Hammarsdale
Mpumalanga
Tala Valley
Eston
Ntshongweni
Winston Park
Dassenhock
Marianhill
KwaNdengezi
Klaarwater
Ntimbankulu
Milford
Mid Illovo
Tilongo
Ngilanyoni
Umbumbulu
Folweni
Mkhunya
N3
P566
P477
P338
P117
P121
P489
P118
P728
P70
P223
uMngeni
Mkabela
Tholeni
uMbumbulu
Mpushini
Mkhwazi
Sterkspruit
uMlazi
Mgwahumbe
Lovu
Bivane
Mkomazi
Legend
Mkhambathini Boundary
Local Municipalities
Places
Local Distribution Routes
Cadastral
NFEPA Rivers
Wetlands
Legend
Municipal Development Node
Secondary Municipal Development Node
Satellite/Incipient Municipal Development Node
Gateway Node
National/Provincial Movement Corridor
Primary Corridor
Secondary Corridor
Secondary Movement Corridor
Tourism Corridor
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: May 2019
0 1.5 3 6
Kilometers
SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2019
Nodes and Corridors
MKHAMBATHINI Municipality

1.7 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 opportunities 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."*

1.8 Goals and Objectives

The Mkhambathini Municipality's IDP has adopted a long-term planning perspective, but also presents a short to medium term strategic agenda and detailed five-year programme commencing in the 2021/2022 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.

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

- To create 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.

1.9.1. 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 a 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.

1.9.2. 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: 4- year IDP Cycle (Revised IDP Guidelines: National DCoG: 2020)

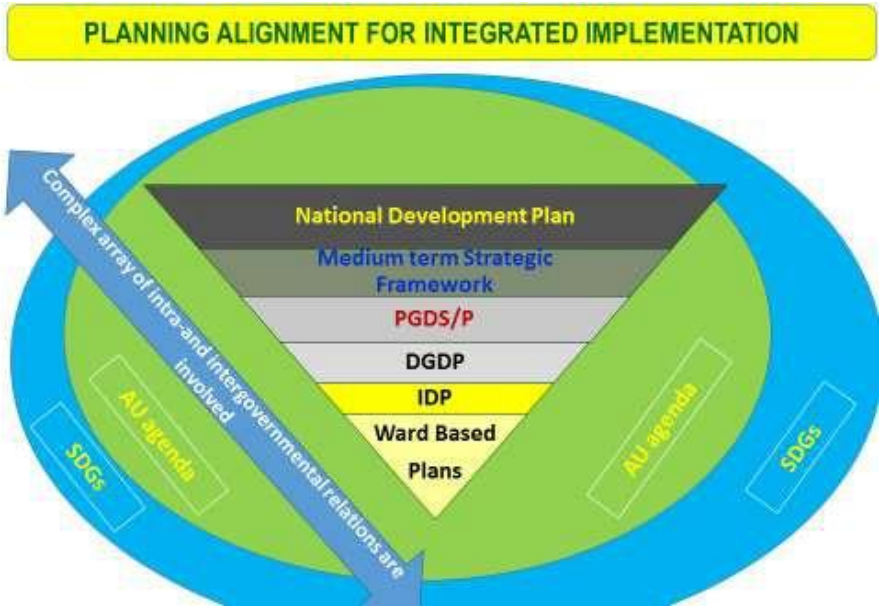


Figure: 5 Alignment levels, Source: PGDS 2016

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.

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

TABLE 15: NUMBER OF BOREHOLES IN MKHAMBATHINI

The next batch of 64 units of VIP toilets will be implemented on the current project under MIG funding for 2024/2025 FY.

1.10 IDP DEVELOPMENT PROCESS

The following table elaborates the various consultations and processes that were followed in the development of the IDP**.**

TABLE 16: 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 2024/25	January 2024	January 2024
2.	KZN COGTA: IDP Stakeholder engagements on the preparation of the 5th Generation IDP and sectoral coordination	5TH February 2024	February 2024
3.	Mkhambathini Strategic Planning Session in preparation of the Draft IDP for 2024/2025. 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 2024	February 2024
4.	Advertising of the Draft Budget and Draft IDP	March-April 2024	March-April 2024
5.	Submit Draft 2024/2025 IDP / Draft 2024/2025 SDBIP to COGTA	31 March 2024	
6.	EXCO and Council approval of Draft IDP	30 March 2024	March 2024
7.	Submission of draft IDP to KZN COGTA for Provincial Assessment	31 March 2024	31 March 2024
8.	1st IDP Steering committee: to discuss Provincial Assessment on IDP and any further amendments on Draft prior final adoption of IDP	April 2024	April 2024

9.	Advertisement of Draft IDP for public comments/objections/inputs (minimum 21 Day Period)	April 2024	April 2024
10.	Mayoral Draft IDP and Budget izimbizo engagements	April-May 2024	April 2024
11.	IDP Process Consultation with Amakhosi aseMkhambathini	April 2024	April 2024
12.	Attending UMDM DRAFT IDP and BUDGET IZIMBIZO	May 2024	May 2024
13.	Mkhambathini IDP Forum Meeting: Govt Department to present the projects and programmes planned for Mkhambathini in the 2024/2025 FY. The relevant stakeholder was invited Ratepayers/Traditional Leadership/Business/etc	May 2024	May 2024
14.	Budget tabled at EXCO for adoption of the Budget	May 2024	May 2024
15.	Mayoral Budget/Izimbizo IDP Review – Public participation engagement	May 2024	May 2024
16.	EXCO and Council approval Adoption of Review IDP for 2024/2025,SDBIP and BUDGET 2024/2025	May 2024	May 2024
17.	Advertise the Adopted reviewed IDP FOR 2024/2025	May 2024	May 2024
18.	District IDP Subcluster: District Family in preparation of the process plans for the Draft IDP for 2024/25	July 2024	July 2024
19.	Preparation of Draft Process Plan for the 2024/25 and submission to COGTA for assessment	31 July 2024	31 July 2024 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 2024	July 2024

21.	Adoption of Process Plan by Council	August 2024	August 2024
22.	Advertising of IDP-Budget-PMS Process Plan	August 2024	August 2024
23.	Submission of adopted IDP-Budget-PMS Process Plan	September 2024	
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 2024	October 2024
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 2024	November 2024
26.	MEC Comments delivered by COGTA: IDP Unit to the Mayor of the municipality	November 2024	November 2024
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 2024	November 2024
28.	2ND IDP Forum Meeting with Government Departments to present the progress of the implemented projects and programmes for Mkhambathini Municipality	November 2024	November 2024
29.	KZN CoGTA Alignment Feedback Sessions	November 2024	November 2024
30.	KZN COGTA Best Practice	December	December 2024

		2024	

1.11 ALIGNMENTS 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		Maqonggo 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 Maqonggo Taxi Rank	Percentage of Maqonggo 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 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 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	Number of reports on hours taken to repair the system , applications or network to full functionality following a failure

					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 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 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 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	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	Spend 100% of the MIG allocation by End of June	Percentage spent on MIG allocation (accumulative)

				management	2024	
			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 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	To ensure effective and efficient supply chain management system		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 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 Public Municipal	Coordinate Municipal Public Accounts	Number of quarterly Municipal Public Accounts Committee Meetings Held

				Accounts Committee	Committee meetings	
		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 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		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	To transform the municipality into a performance driven institution	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 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 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	Number of Performance Reports Submitted to PMS Unit

					not achieved targets 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	Date of approval of the Disaster Management Plan review

			CC5.2		approved	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

TABLE 17: ALIGNMENT OF NKPAS, STRATEGIC OBJECTIVES AND BACK TO BASICS

1.12 RESPONSE AND RELIEF BREAKDOWN

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 households as possible.

TABLE 18: DISPLACED HOUSEHOLDS AND SHELTER PROVIDED

No	Sheltered provided at	No. Families	Relief Provided	Status
01.	Ward 6, Emakholweni and Mpangisa areas, neighbours and friends provided shelter to the affected	4 families	24 November 2023, Mkhambathini provided blankets, sponges and plastic sheeting SASSA provided food vouchers.	All Families were provided with temporal shelters by the Department of human settlement
02.	Ward 1 Ezibhananeni the affected were sheltered by relatives	1 Family	Mkhambathini provided relief	The family refuses to be relocated to a place suitable for installing a structure.
03.	Ward 3 – Mlass rd	3 Families	Mkhambathini provided Plastic sheeting,Blankets and sponges Sassa – Food vouchers	These people urgently need: To be relocated
04	Ward 7 24 November 2023 Gulube,Luzizi,Lubhaqa,Esigodini,Okhalweni areas all the affected did not have to be relocated	13 families	Food parcels, blankets, Plastic sheeting	1 Temporary shelter was provided
05	Ward 4 Njobokazi the affected were sheltered by relatives	3	03 November 2023 Food parcels, blankets, and lightning conductors	
06	Ward 5 Kwamhali	1 Family	07 September 2023 Mkhambathini provided Food parcels, blankets, and lightning conductors	Temporal shelter was provided

07	Estingingi area 03 November 2023	1	Mkhambathini provided Food parcels, blankets, and lightning conductors	Temporal shelter was provided
08	Mlaas road 25 March 2023	2	Mkhambathini provided blankets, and Sassa, Food voucher	
09	Emabhodini 06 January 2023	2 Families	Mkhambathini provided blankets, and Sassa, Food voucher	
10	18 January 2023 Ensongeni/Baniyena	1 family	Mkhambathini provided blankets, and Food parcel	
11	27 February 2023 Ward 2 at Number 5	1 family	Mkhambathini provided blankets, and Food parcel	
12	07 March 2023 Mlaas rd	5 families	Mkhambathini provided blankets, and Food parcel Sassa – Food Vouchers	
13	30 March 2023 Nhlazuka	1 family	Mkhambathini provided blankets, and Food parcel	
14	24 June 2023 Mandalay	3 Families	Mkhambathini provided blankets, and Food parcel Sassa – Food Vouchers	
15	30 November 2022 Cabazini,Ophokweni,Mhali,Emasangweni, White city	18 Families	Mkhambathini provided blankets, and Food parcel Sassa – Food Vouchers	

Institution	Blankets	Food parcels/ Vouchers	Mattresses / Sponges	Tent	Plastic Sheeting	Box b	Zinc Sheets/ Corrugated Iron	Other
MLM	365	88	**45**	N/A	20	N/A	N/A	Relocating Families Clothes for destitute families
UMDM	N/A	03	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	N/A	N/A	N/A	N/A	0	N/A	N/A	Psycho social support for Bereaved families and Profiling
PDMC	05	N/A	N/A	N/A	**20**	**10**	N/A	8 Washing Basin and 8 Water Buckets
Total	**370**	88	**45**	**0**	**75**	**10**	**0**	**N/A**

Pic 1: Households damaged.









Table 19: Displaced households

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
375	88	10	N/A	75	10	0

TABLE 20: SOCIAL RELIEF MATERIAL REQUIRED



Pic 2: Emergency relief pack



Pic 3: Blankets and sponges issued.

1.13 Damaged Infrastructure

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

It is to be noted that a number of 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.

1.14 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.

1.15 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, the 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.

1.16 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.

1.17 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.

1.18 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 includes 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 2023/2024municipal 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.

1.19 Approach

The approach adopted in reviewing the Final IDP for the 2024/25 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, 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 2024/2025 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.

1.20 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 (2024/25) in line with the comments from the MEC Letter: KZN COGTA of Reviewed 2024/2025 IDP.
- Strategic review of outdated sector plans.
- Strategic review of MLM IDP 2023/2024-2026/27 in line with of the Municipality's 2023/24 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 regulation
-

1.21 Process for Public Participation

Mkhambathini Municipality Public participation aims to ensure that decisions are made in a manner that reflects the diverse perspectives, values, and interests of the public, thereby enhancing the legitimacy and quality of democratic governance. By involving the public in decision-making processes, public participation seeks to foster transparency by providing access to information, promoting open dialogue, and enabling public scrutiny of decisions and their implementation. This, in turn, can enhance accountability among decision-makers throughout the IDP preparations, therefore public participation endeavors to include a wide range of individuals, communities, and stakeholders who may be affected by or have an interest in a particular issue. It aims to provide a platform like IDP Mayoral (IZIMBIZO) for marginalized or underrepresented groups to have their voices heard and considered in decision-making.

Furthermore, as for Mkhambathini Municipality public participation initiatives aim to foster trust between citizens and governmental or institutional bodies by involving the public in decision-making processes. By giving individuals, the opportunity to participate and influence outcomes at the IDP (Izimbizo) programmes which are done in different wards every year, it can improve public perception, confidence, and overall legitimacy of the decisions made.

Feedback Mechanisms

The MKhambathini Local Municipality has planned for this FY 2023/2024 for the community in line with the services delivery needs that the community has in terms of priority development that the municipal council has implemented in terms of job creation along with programs for the people of MKhambathini. The Mayoral Draft IDP and Draft Budget Izimbizo were conducted in November 2023 to provide a valuable input into the public participation and budget process of the municipality engagement of all 7 wards areas. The same procedure will be used for the IDP review throughout the following five years.

Deliberations

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 following public engagement meetings were conducted.

Ward committee meetings

Public meetings and
Hearings

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 RoadsOSS
Water and Sanitation
Telecommunication (Lack of Network Coverage)
Agricultural issues
Lack of Healthcare facilities
Climate change issues

Table 21: Stakeholders Meeting that have been conducted in the month of April 2023 and May 2024

STAKEHOLDERS	VENUE	DATE	TIME
Public Consultations: Draft IDP and Budget Imbizo	Echibini Sportsground ALL WARDS	23 April 2023	10:00
Public Consultations: Mayoral Outreach IDP Roadshows	KwaDwengu Community Hall: Wards 4,6& 7	10 November 2023	10:00
Public Consultations: Mayoral Outreach IDP Roadshows	Inkosi Mdluli Community Hall : Wards 5,3,2&1	16 November 2023	10:00
Mkhambathini IDP Rep	Camperdown Town Hall	14 December 2023	12:00
Public Consultations: Draft and Budget Imbizo	Njobokazi Sportsground ALL WARDS	19 May 2024	12:00



The Mayor Cllr NW Ntombela will deliver 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 2024/25 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 were conducted in the month of November along with the IDP Rep Forum which was held on the 14 December 2023 for all 7 wards to implement the reviewed 2024/2025 IDP which was tabled by 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 2024/2025.

The municipality has budget for these basic services needs raised at the public participation engagement conducted by the Mayor: Cllr NW Ntombela. In responding to the community needs as per the engagements with the municipality in February 2024 the municipality have planned to implement the following:

- Market Stalls Camperdown Taxi Rank and sidewalk
- Camperdown Street lights ,Taxi rank
- Mkhokhoba Access Road
- Banqobile Sport Filed
- Jilafohlo Access Road
- Mgwaphuna Phase 2
- Submission of application to Department of Human Settlement for Housing Project .
- Application for Small town rehabilitation to Department of COGTA

1.22 INCLUSION OF TRADITIONAL LEADERSHIP

Traditional leadership of Mkhambathini Local Municipality do participate in all municipal activities. When the municipality conducted strategic planning session in February 2024, the traditional leadership were part of it.

Picture 4: Traditional Leadership



Picture 4: 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 members of all the 7 wards of Mkhambathini jurisidction.



Picture 5: Draft IDP and Budget 2023/24 Public counsultations were conducted in the month of April at Echibini Sportground at Ward 1



Picture 6: Site and Contractor Handover for Camperdown Taxi Rank in the picture we have Mbamabangalo TC : Inkosi Maphumulo , Cllr Maphumulo who is the Ward 1 councilor and Mayor : Cllr NW Ntombela holding the spade of site for Maqongqo Taxi Rank.





Picture 7: Community members providing inputs after the Mayor has tabled the Draft IDP and Draft Budget 2023/24



Picture 8: 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

1.23 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

1.24 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 aligning 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 in 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 Local Municipality Mayor, Municipal Manager and Municipal Officials form part of the DDM Sub-clusters.

1.25 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.

Table 22: Key challenges and Interventions

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
Inefficient 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	- To Ensure a Safe & Healthy Environment - To create awareness and promote healthy lifestyles that combat dreaded diseases such as HIV/AIDS

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.

2.2 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.

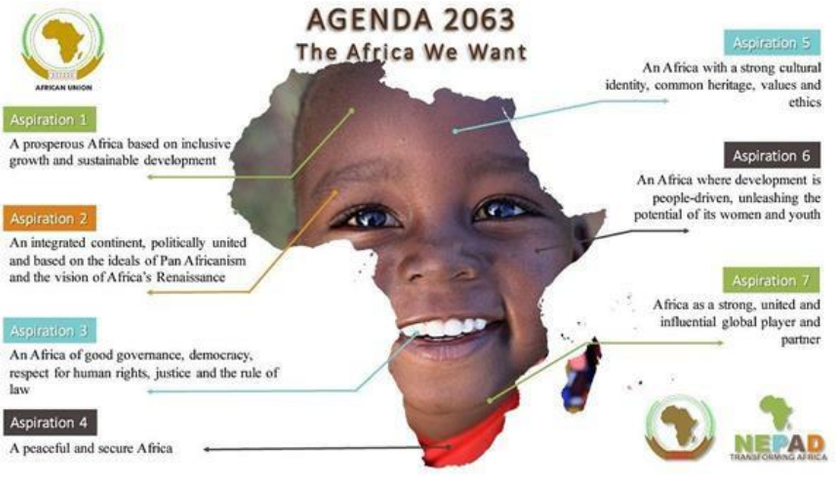
Aligns the resources and capacity of the municipality with the implementation of the IDP.

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 is legally complying with the MFMA.

International Development Priorities

The African Union Launched Africa 2063



Pic 11: 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.

2.3 National Environmental Management Act

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.

2.4 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.



Pic 12: Sustainable Goals

Table 23: Sustainable Development Goals Alignment and 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 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.	

2.5 The Fourteen National Outcome

The IDP adopts an outcome-based approach in line with the national government priorities and the associated 14 outcomes. 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 because 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:

Table 24: Sustainable Development Goals Alignment and Priorities

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

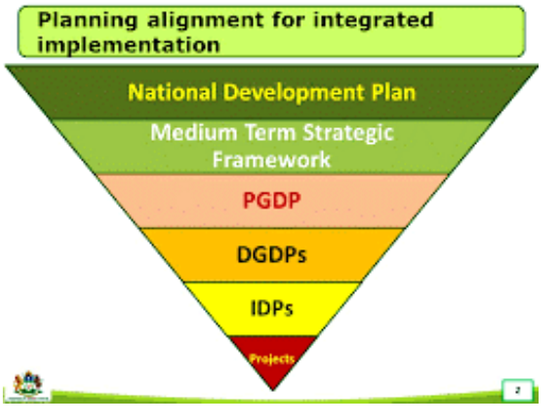
2.6 Strategic Infrastructure Programme (SIP)

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

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

Among the 17 projects are the initiatives to improve the movement of goods through the Durban-Free State-Gauteng logistics and industrial corridor by prioritising a range of rail and port improvements, supported significantly by a R300-billion investment programme by Transnet over the coming seven years. One of the rail links targeted for upgrading runs through Mkhambathini and is the main Durban Johannesburg link. After this is the upgrade and expansion of the N3 road linking the city of 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.

2.7 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

2.8 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: -



Pic 13 IUDF

'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.

2.9 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 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.

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 25: 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 (2024)

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;

2.10 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

2.11 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.

2.12 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.

2.13 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.

2.14 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.

2.15 National Development Plan

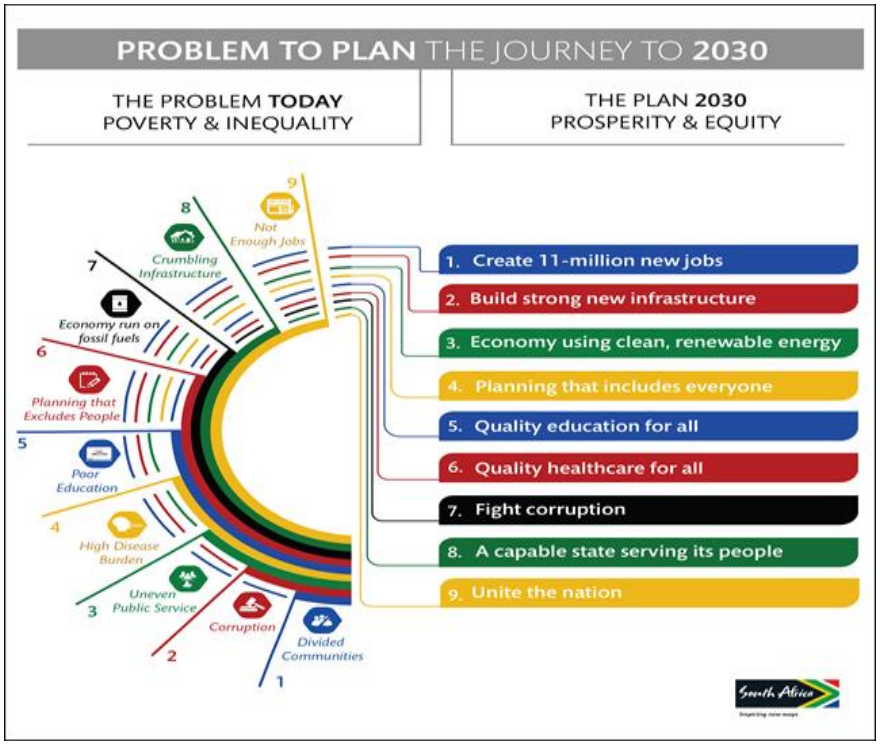


Figure 2: National Development Plan Diagram

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**

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)

2.16 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.

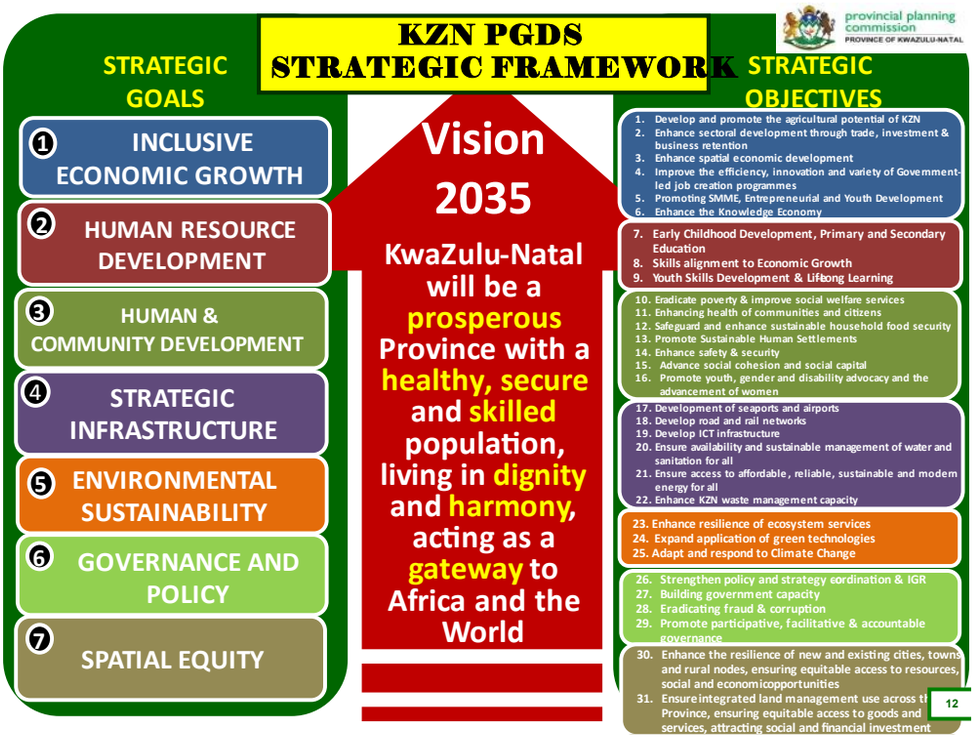
The National Land Transport Act 5 of 2009 aims to provide further the process of transformation and restructuring the national land transport system initiated by the National Land Transport Transition Act, 2000 (Act No. 22 of 2000); and to provide for matters connected therewith. Furthermore, the NLTA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

The municipality will prioritize 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 recognizes 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 marginalization 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 realized. The commercial agricultural sector is the major employer within major municipalities and forms the economic

anchor of such municipalities. Subsistence agriculture is regarded as the most important source of sustenance for most rural households. The challenge towards reducing unemployment and poverty may be addressed through the transformation of the agricultural sector.

2.2.2 Provincial Spatial Development 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.

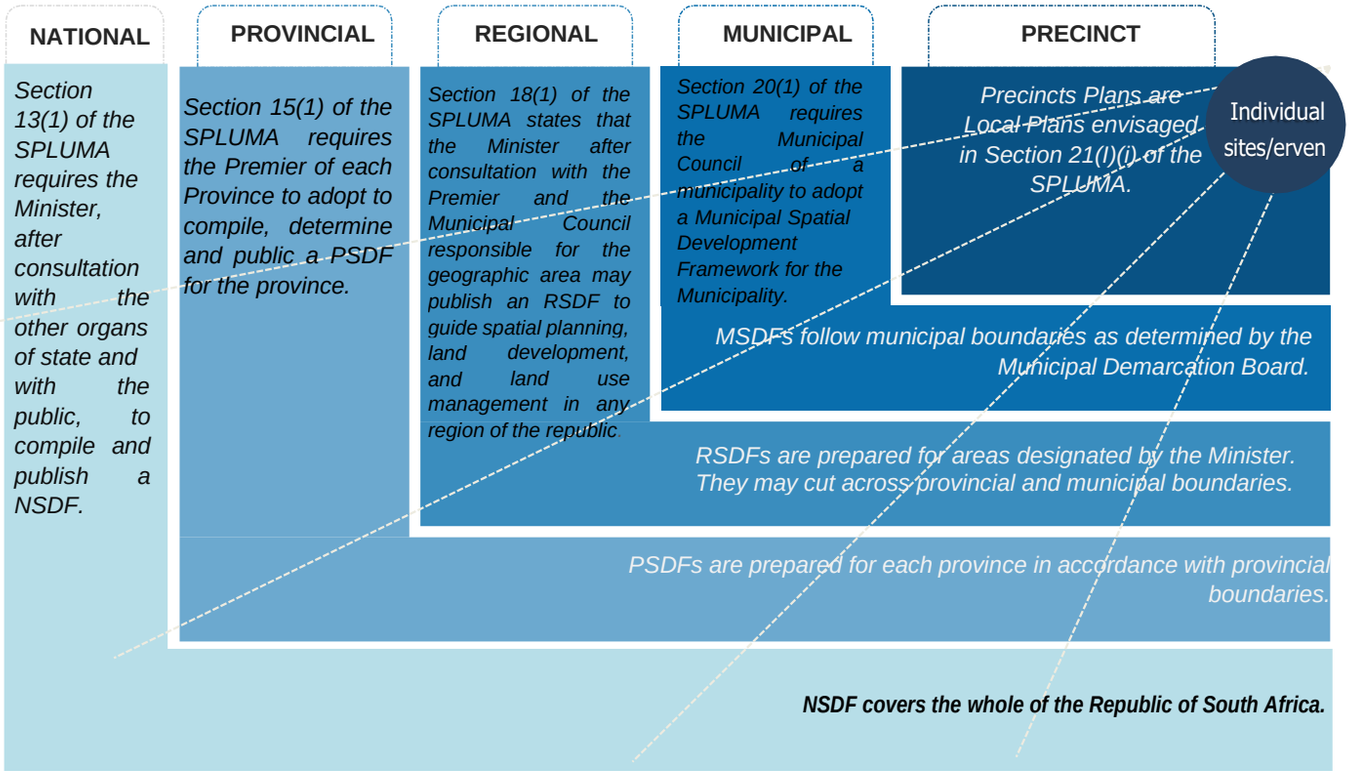
The Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013 introduced a new spatial planning system in South Africa. It replaced a myriad of discrete apartheid era legislation and the associated disjointed planning system with a single framework legislation that provides for a uniform 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 5: 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:

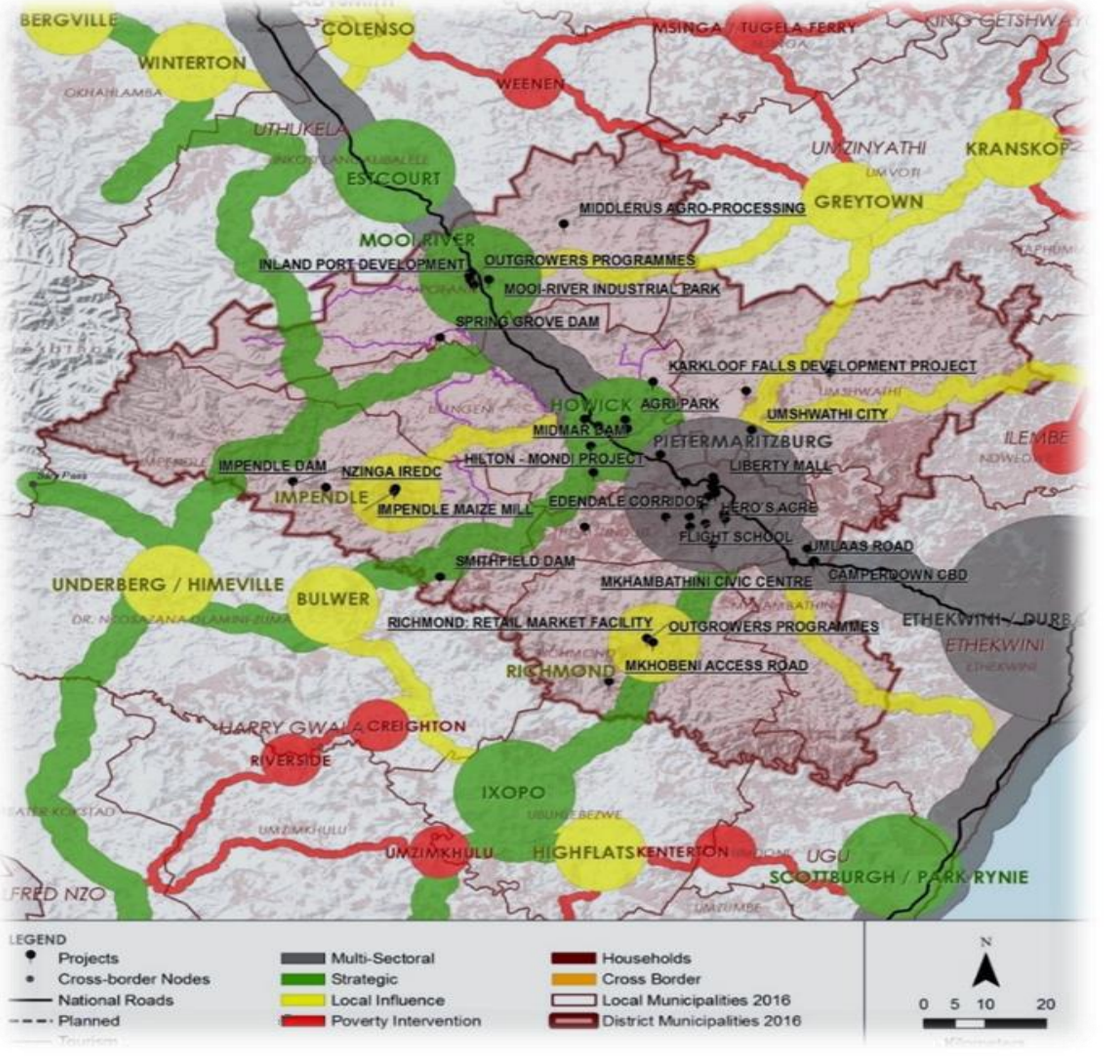
- provide a spatial representation of the land development policies strategies and objectives of the province particularly the province's growth and development strategy;
- represent the desired spatial and land use pattern;
- coordinate and integrate the spatial expression of the sectoral plans of provincial 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.
4. Fighting poverty and protecting vulnerable groups in society.



Map 5: KZN PSEDS

KZN STATE OF THE PROVINCE ADDRESS (2024)

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.

2.3 DISTRICT DEVELOPMENT MODEL

2.3.1 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.

2.3.2 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.

2.3.3 Relationship between the IDP and One Plan

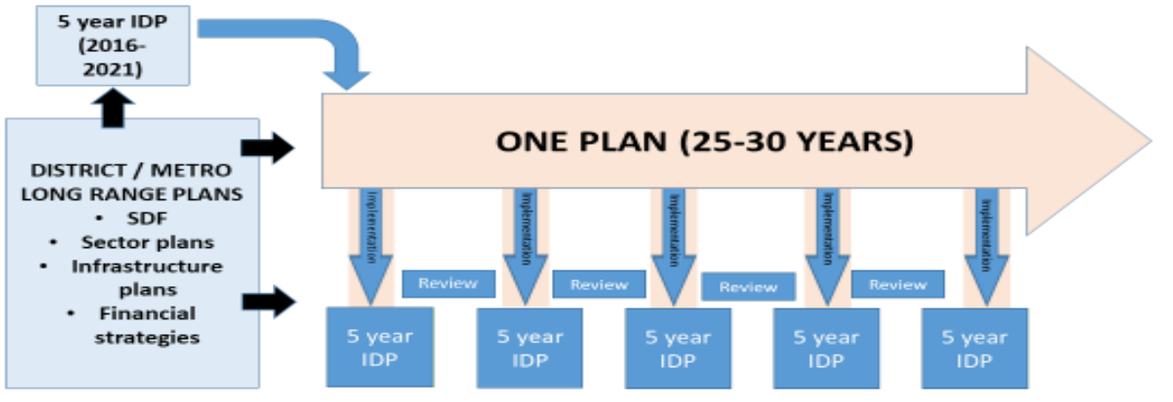
The DDM introduces a new planning instrument in the form of the One Plan. This process comes into a planning environment where there are existing planning instruments at local, provincial and national levels of government. However, the One Plan was not introduced to replace the IDP or any other existing 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.

TABLE 26: Relationship between the IDP and 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:



2.4 OPERATION SUKUMA SAKHE

The Operations Sukuma Sakhe and Special Programmes Unit within Community Services Department aims to redress the imbalances of the past, 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)

2.4.1 SPECIAL PROGRAMMES AND OTHER HIGHLIGHTS FOR 2023/2024

Functional Operation Sukuma Sakhe.

The municipality's Operation Sukuma Sakhe programme is fully functional with all the required structures in place to attend to issues related to poverty alleviation.

a. Local Task Team (LTT) and Local Aids Council (LAC)

For the OSS programme to be fully functional it is imperative that all the stakeholders involved in community development as well as socio-economic empowerment programmes be actively involved in all the programmes and meetings convened to address issues escalated through war room structures.

Previous years' experience of non-attendance by key stakeholders indicated a need for joining the stakeholder engagement structures as the outcry was the fact that there are too many meetings that require similar stakeholders. As such the Mkhambathini Municipality's LTT and LAC run concurrently which has been well received by the stakeholders.

This structure reports to the OSS District Task Team as well as the District Development Model (DDM) Social Cluster and the Justice Cluster. The DDM Social Cluster is Chaired by the Municipality's OSS Champion and the Chairperson of the LTT (also Director Community Services) seats in both clusters which assists to escalate the issues raises by war rooms as well as recommendations of the LTT.

The LTT/ LAC meetings convene quarterly with good attendance by the stakeholders, with the exception of Department of Transport, Department of Justice, SAPS and Department of Home Affairs.

Through the meetings and recommendations done by this structure the following has been achieved:

- Review of the Mkhambathini Local Municipality's multi sectoral plan for HIV&AIDS, Tuberculosis and sexually transmitted infections 2023-2028 which was adopted by Council on 28 February 2024.
- Operation MBO programme by multi-stakeholders (Department of health, the Municipality (dealing with Hope Affairs issues and bookings for IDs), Department of Social Development, SASSA, Health Systems Trust and other Civil Society structures). This was held in ward 7 on.. with 550 participated and ward 2 on the 05th April 2024 with 342 participants.
- Development of an multistakeholder Senior Citizens work plan by DSD, Age in Action and the Municipality.
- Development of the multistakeholder gender based violence plan.
- Revamp of the Victim friendly services offices at the Camperdown Police station led by the Community Safety Forum, Community Policing Forum, Department of Community Safety and Liaison, DSD, and the municipality.
- War room cases reporting template developed and used for reporting by War rooms.

b. Ward Task Team (War Room) and Ward Aids Council

The War room meetings are held monthly by all seven (7) wards. Attendance by some of the key stakeholders/ sector departments is still a great concern that has been escalated to the DDM structures.

The biggest highlight has been the employment of Ward Assistants with fully furnished offices in all seven wards. The ward assistants operate from the OSS war room venues which means that the community can walk in and report cases without having to wait for meetings.

The war room structures in all seven wards are functional with room for improvement. The main issue that needs to address soon is the branding of OSS War room venues. Furthermore, the key sector departments need to be engaged through the DDM so that they will attend to war room issues pertaining to their departments.

c. Indigent households' programmes

- 348 EPWP participants are all from indigent households.
- About 120 Social relief groceries for bereaved families were donated to contribute towards the funeral costs when there is a death in an indigent household. Over and above the municipality's groceries programme 06 coffins were donated by KZN Casket and Coffins.

Special Programmes Activities

d. Senior Citizens Programmes

- **Active Aging**

The municipality participates in the active aging programme led by the Department of Sports, Arts and Culture which is commonly known as the Golden Games. The following activities were done in 2024/2025:

  - Local based Golden Games programme held on 19 August 2023, with 120 senior citizens that participated.
  - District Golden Games programme held on 30 August 2023, with 71 Senior Citizens participating.
  - Provincial Golden Games programme held on 12-14 September 2023, with 6 athletes representing Mkhambathini Municipality in the District squad and only one proceeded to the National competitions.

- **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 2023 at Ndaya Area at Nsongeni VD in ward 7 and Camperdown Hall in ward 03. And on 23 &24 we had a Christmas gift day where our Mayor, Speaker and all ward councilors visits senior citizens that have 100 years and above with blankets and Christmas grocery to their homes. The structure representing Senior Citizen in Mkhambathini is currently being finalized and will be launched in quarter 1 2024/2025.






Pic 9: Senior Citizen Year End Function Celebration.

e. Disability Programmes

- Disability Awareness and Commemoration Event

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 People 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 08th of December 2023 at Manzamnyama Hall in ward 02. There is Disability Forum as a structure and it is functional, and the gifts distributed in the program was Wheelchairs, blankets, and sunscreens. There were 320 disabled participants in attendance.

- Disability Forum Meetings

The Disability Forum Meetings are held quarterly. The structure recently coopted a new member in ward 7 to replace a member that had passed on.

f. Gender Programmes

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 following programmed were held in 2023/2024:

- The GBVF Picket took place at Camperdown Spar and ended by handing over of the offices that are GBV friendly offices that are specified to GBV cases only on the 7th December 2023. 50 representatives of different stakeholders participated.
- On the 8th of December 2023, the Municipality and other LAC stakeholders coordinated a program focused on HIV/AIDS and Gender issues. This was in line with commemorating World AIDS day as well as 16 days of activism on no Violence against Women and Children. There were about 250 participants.
- On the 16th of March 2024, the municipality coordinated the annual women's symposium focusing on Opportunities for growth and development of women in the municipality, Women's Health Issues, Gender Based Violence and issues affecting women and the role of women in Society (democratic South Africa). About 600 women attended the programme.

2.5 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 27: 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.

2.6 ALIGNMENT OF THE IDP WITH PROVINCIAL, NATIONAL AND GLOBAL PRIORITIES

Local government must contribute to the realization 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 28: 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 Regional Context

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

3.2 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 29: 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.

3.3 Demographic Dividends

The Statistical information contained in this document derived from Statistics South Africa (Stats SA) 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 Mid years Estimates 2023 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.

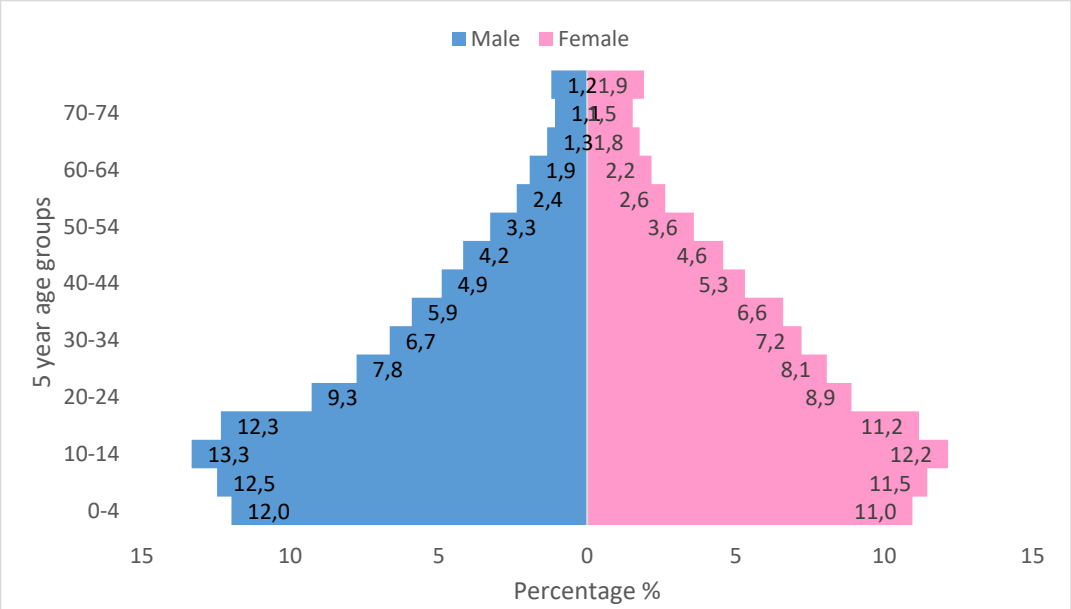
Furthermore, the IDP is aligned with the International: SDGs, Regional: AU Agenda, nationally: NDP, provincially: PGDS/PGDP and DGDP.

	Male	Female
0-4	609 965	592 689
5-9	607 442	590 538
10-14	607 694	592 217
15-19	553 444	546 205
20-24	468 385	466 258
25-29	485 011	487 362
30-34	507 813	513 838
35-39	462 443	486 321
40-44	345 251	391 775
45-49	262 143	316 113
50-54	203 094	261 366
55-59	152 119	230 484
60-64	119 530	200 339
65-69	89 070	160 268
70-74	64 845	124 730
75+	69 706	149 906
Total	5 607 954	6 110 408

TABLE 30: KWAZULU- NATAL IN SOUTH AFRICA POPULATION

Total population	11 718 362

Source : Stats SA Mid-year Estimates 2023



The Mid- year Estimates show that there will be an increase in Child Dependency Age groups between 10-14 and 15-19 in KZN in the next 5 years as shown in the pyramid and age group population.

Child Dependency	48,3

Elderly Dependency	8,8

Total Dependency	57,1

Source : Stats SA Mid-year Estimates 2023

With the comparison of the below population census 2011 , there has been an increase in the population growth in KZN as province.

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

Source : Stats SA census 2011

	POPULATION 1996	POPULATION 2001	POPULATION 2011	POPULATION 2022
SOUTH AFRICA	**40583560**	**44819779**	**51770590**	**61180540**

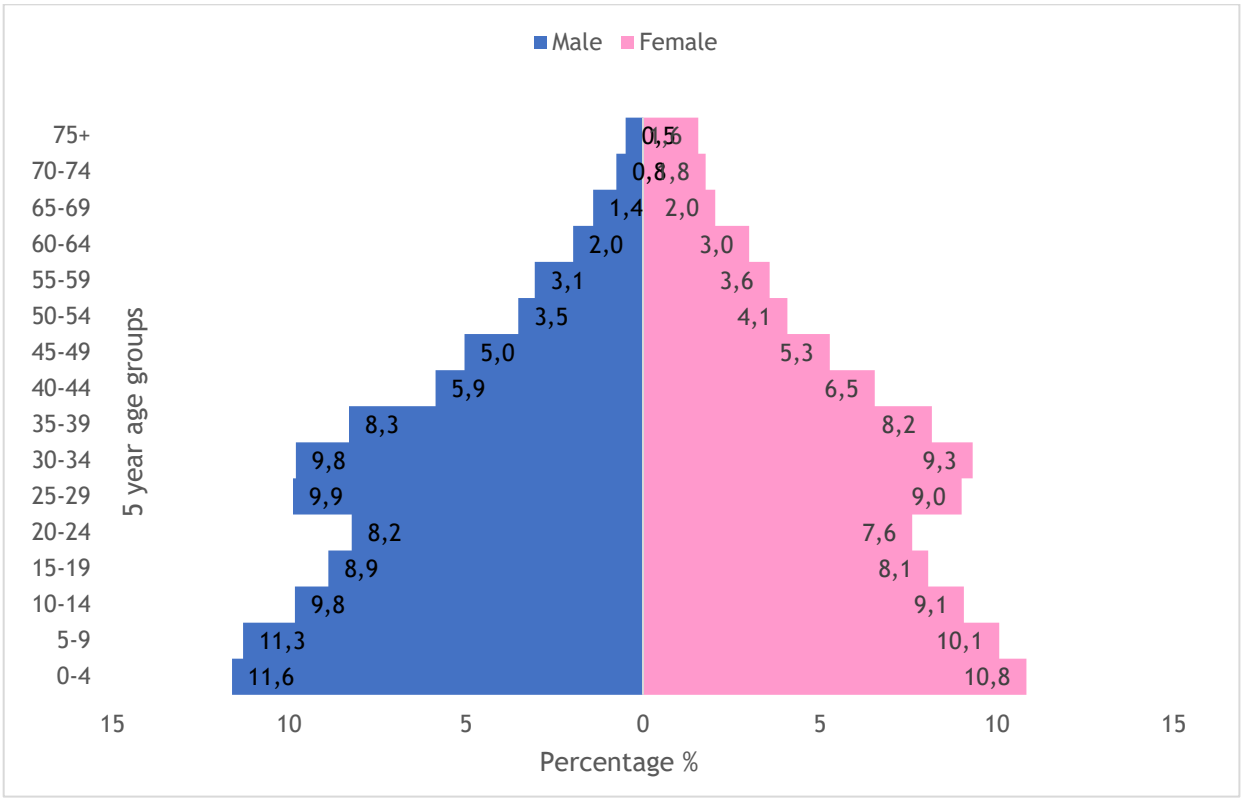
Source : Stats SA census 2022

	Male	Female
0-4	4 079	4 177
5-9	3 968	3 879
10-14	3 454	3 495
15-19	3 123	3 107
20-24	2 890	2 932
25-29	3 473	3 470
30-34	3 445	3 591
35-39	2 917	3 146
40-44	2 058	2 524
45-49	1 771	2 035
50-54	1 237	1 572
55-59	1 074	1 379
60-64	693	1 157
65-69	494	786
70-74	265	682
75+	172	602
Total	35 111	38 533
Total population		73 644

MKHAMBATHINI AGE POPULATION

Province: KZN226 : Mkhambathini

Source : Stats SA Mid-year Estimates 2023



Source : Stats SA Mid-year Estimates 2023

Demographic dividend is shown on the population pyramid above is showing increase in youth , along with the 5 year projects indicated the municipality will have increase in the youth

Share of the district population	6,3%

Child Dependency	48,5

Elderly Dependency	5,3

Total Dependency	54,7

Source : Stats SA Mid-year Estimates 2023

3.4 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 : Stats SA Mid-year Estimates 2023

Total Population : Province KwaZulu-Natal

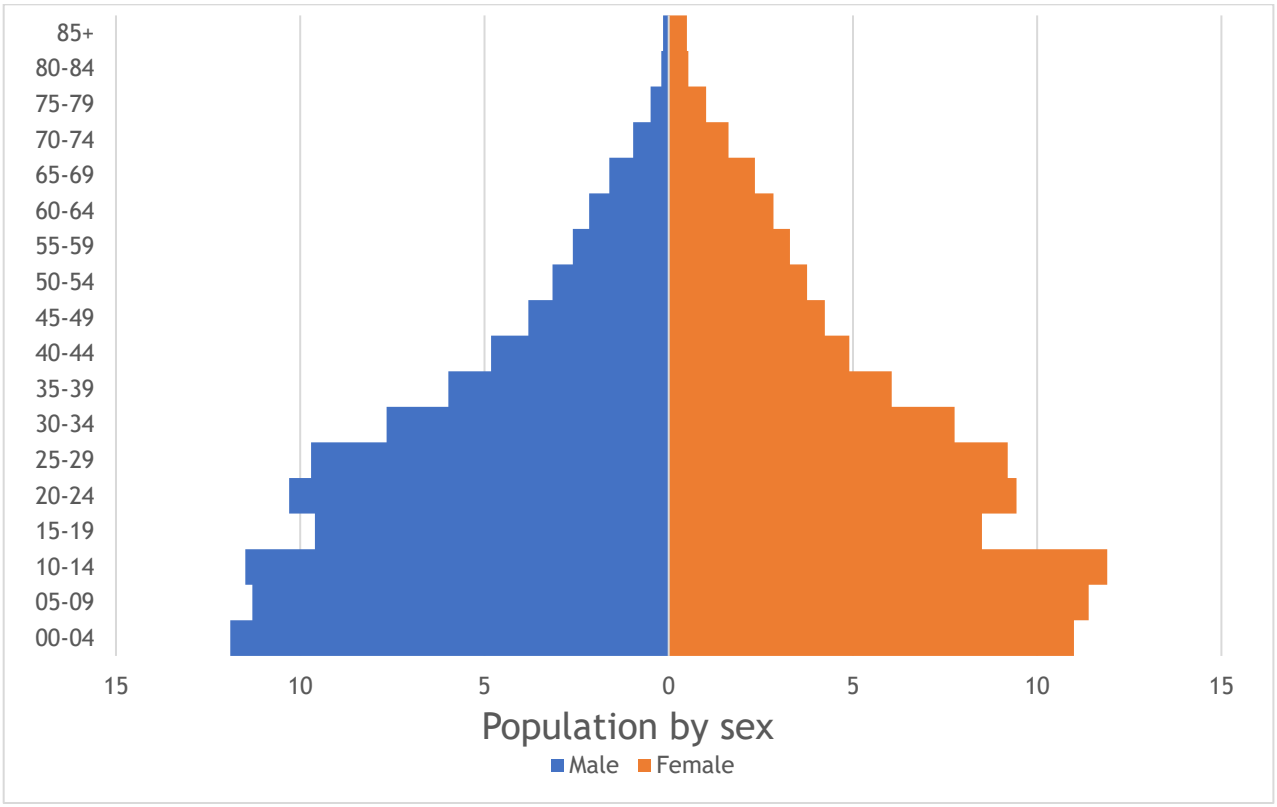
3.5 General Statistics of Local Municipalities

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

Table 30: 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: DEMOGRAPHIC VARIABLES

TOTAL POPULATION BY SEX OF MKHAMBATHINI

Location	Male	Female	Total		Male	Female
KZN226 : Mkhambathini	35 111	38 533	73 644		48,6	51,4

Share of the district population	6,3%

Source : Stats SA Mid-year Estimates 2023

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

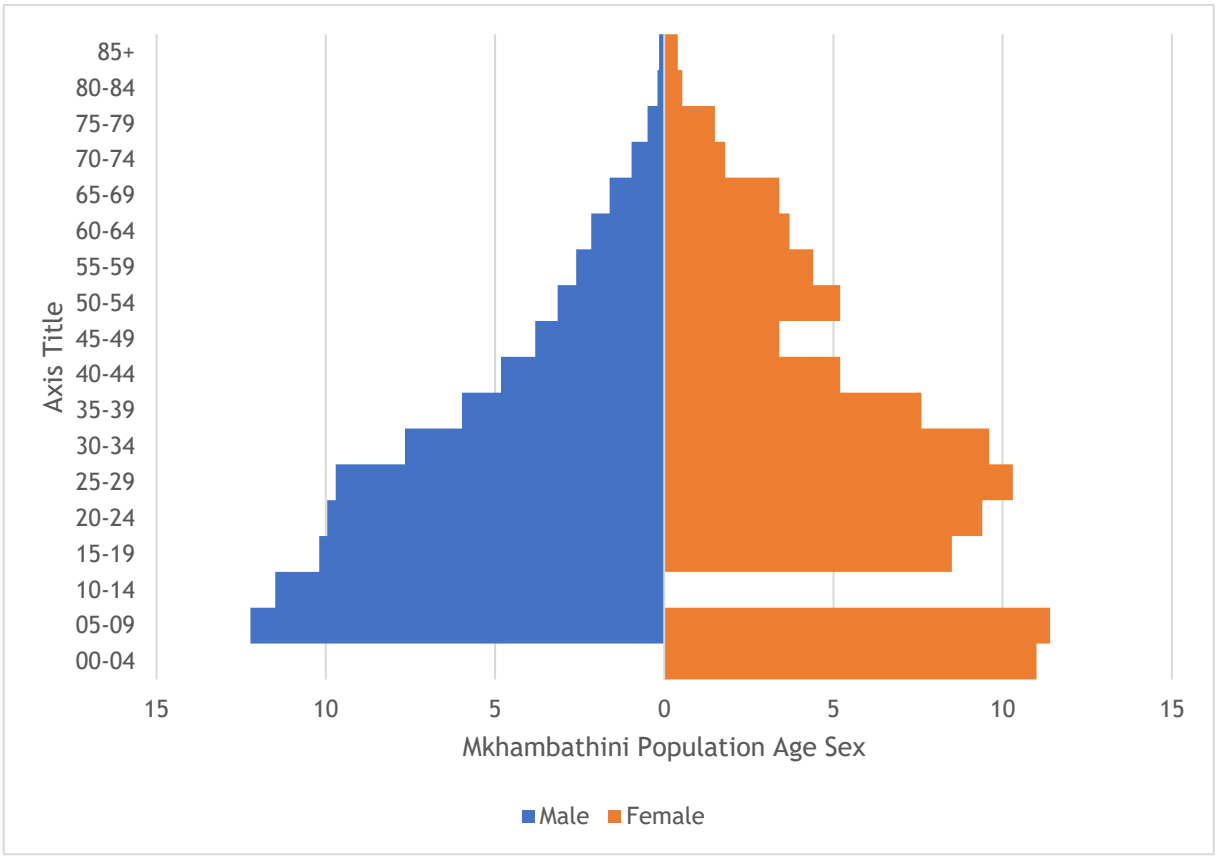
Location	**0–14 (Children**	**15–34 (Youth)**	**35–64 (Adults)**	**65+ (Elderly)**	**Total**	**Dependency Ratio**	**0–14 (Children) % Share**	**15–34 (Youth) % Share**	**35–64 (Adult % Share**
KZN226 : Mkhambathini	19 666	21 284	14 040	2 085	57 075	61,6	34,5	37,3	24,6

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

Source : Stats SA 2016 Demographic Dara

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 : Stats SA 2022 Demographic Dara

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	-

Table 31: MARITAL STATUS

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

Table 32: Disability

Source : Stats SA 2022 Demographic Dara

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

Table 32: Orphanhood

Source : Stats SA 2022 Demographic Dara

	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 : Stats SA 2022 Demographic Dara

EDUCATIONAL SKILLS DEVELOPMENT INSTITUTION ATTENDED

	KZN226 : Mkhambathini
Pre-school (incl. ecd centre; e.g. day care; creche; playground	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

Source : Stats SA 2022 Demographic Dara

POPULATION DIVIDEND

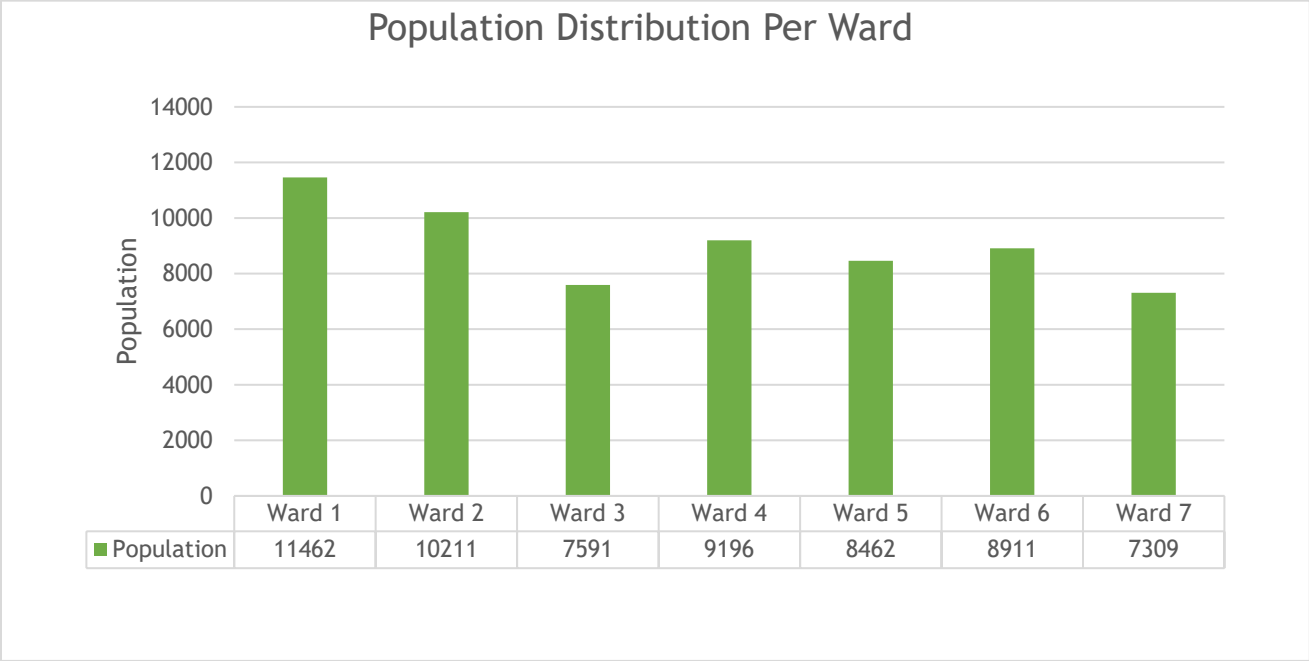
As the leading international agency on population and development issues, the United Nations Population Fund (UNFPA) developed the Demographic Dividend (DD) Programme Guide, which provide guidance on measures that countries need to implement to draw benefits from its demographic trends. There are two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

Location	Race Black african	Race Coloured	Race Indian/asian	Race White	Total	% Share 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

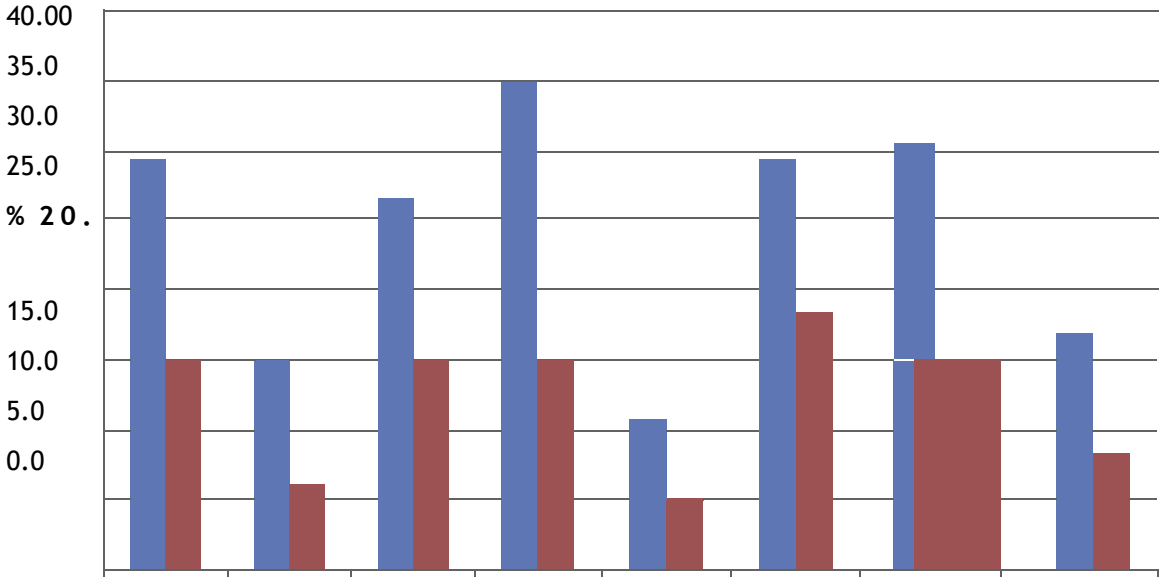
HIGH GROWTH SCENARIOS

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



	uMshwathi	uMngeni	Mpofana	Impendle	The Msunduzi	Mkhambathini	Richmond	UMgungundlovu
200	29.2	15.	26.4	35.2	10.	29.4	30.6	16.8
201	15.	6.2	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.

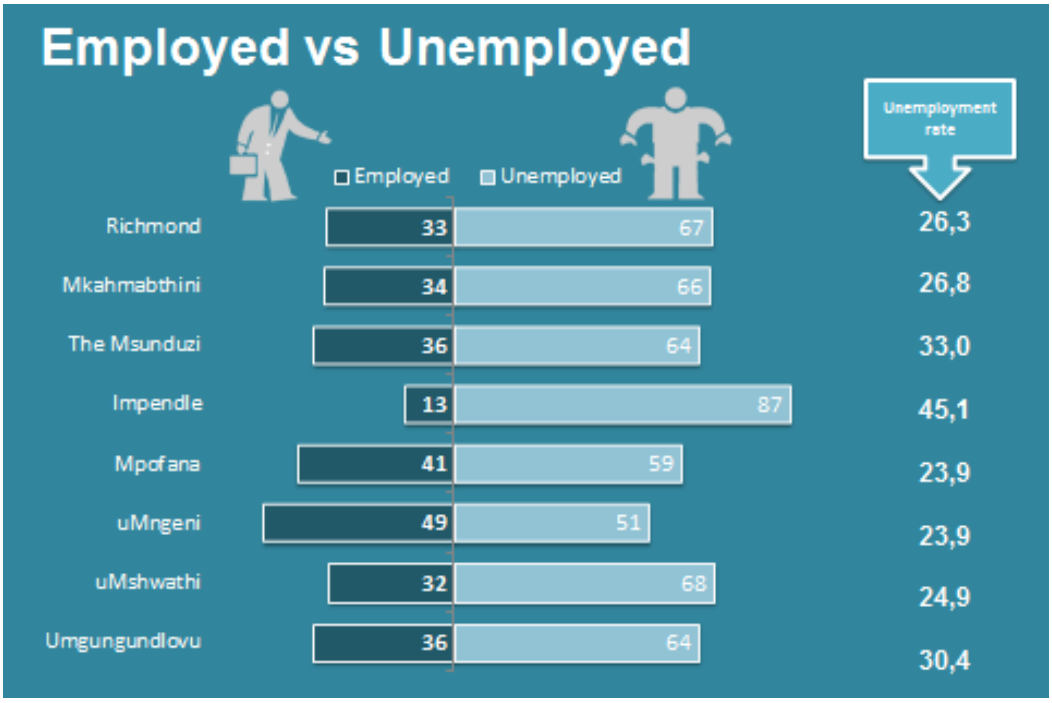


Figure 15 Labour Stats and Unemployment Rate, Source: StatsSA, 2022

POVERTY

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

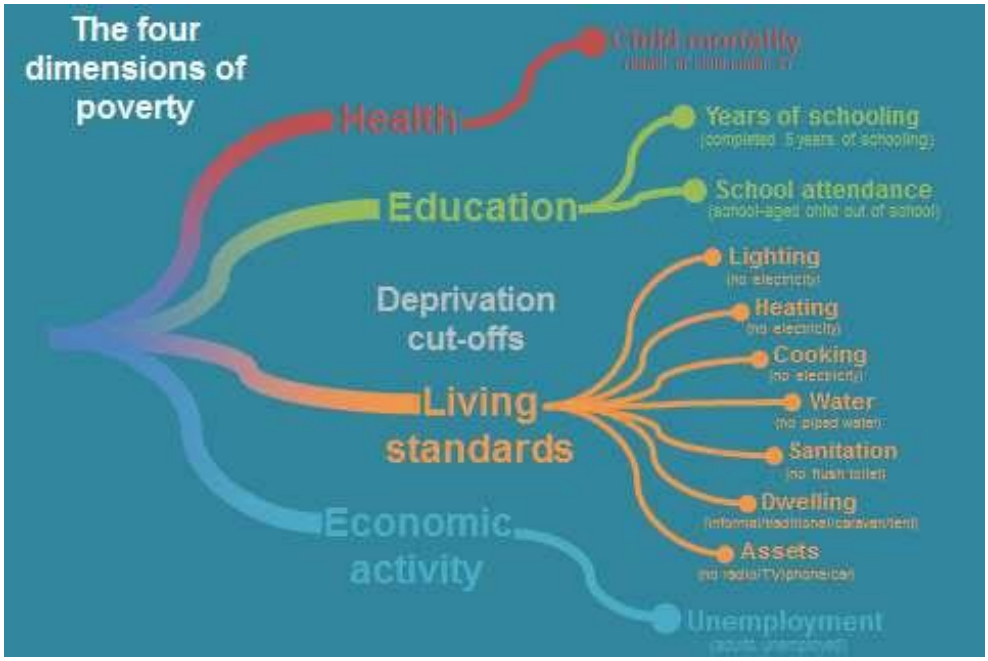
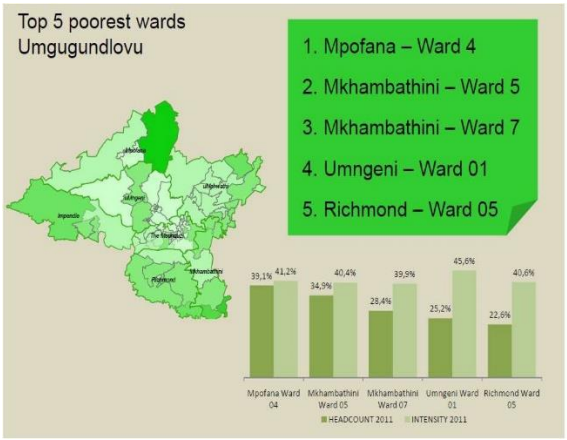


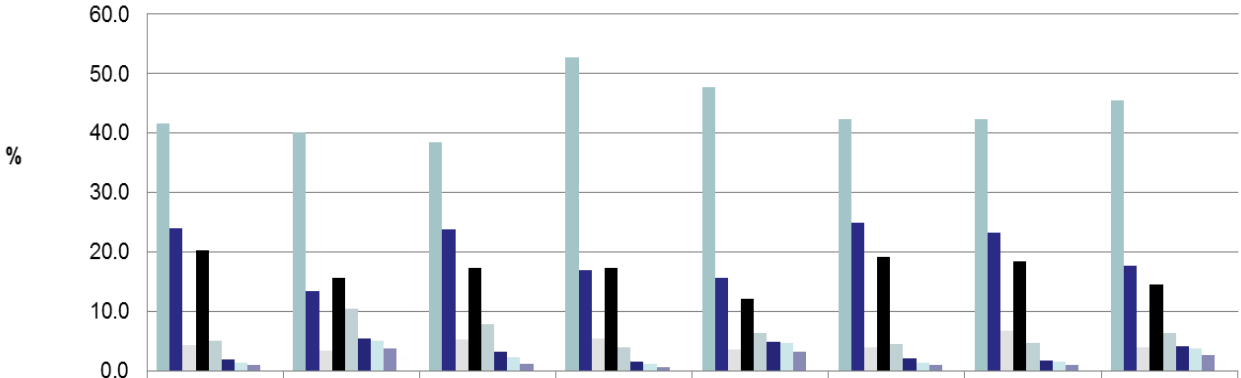
Figure 20 Poverty dimensions

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.

3.6 Population Dynamics and Future Growth Trends

Population Size and Growth Projections

The total size of Mkhambathini population is estimated at 73 644 people. This only accounts for 6,3% of the district population. The number of households is estimated at 16704 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
00-04	4 079	4 177
05-09	3 968	3 879
10-14	3 454	3 495
15-19	3 123	3 107
20-24	2 890	2 932
25-29	3 473	3 470
30-34	3 445	3 591
35-39	2 917	3 146
40-44	2 058	2 524
45-49	1 771	2 035
50-54	1 237	1 572
55-59	1 074	1 379
60-64	693	1 157
65-69	494	786
70-74	265	682
75-79	172	602
GRAND TOTAL	35 111	38 533
TOTAL		73 644

Source: Stats SA Mid-year Estimates 202

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%.

3.7 SOCIO-ECONOMIC PROFILE AND LIVELIHOODS

3.7.1 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.

3.7.2 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, 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 within schools such as ECD's, Primary and Secondary Schools to educate the pupils.

WARDS REQUESTING SCHOOLS, SKILLS CENTERS AND ECD/CRECHE

In total Mkhambathini Municipality has 13 High Schools (Midillovo and Mkhambathini Circuits) Primary Schools and 12 Registered ECD centres.

During the roadshows engagements there were justifiable requests for schools which were recorderd as follows:

In Ward 4 the meeting unanimously requested for a high school to be located in Njobokazi Area. The only high school within the area is a private school that is too costly for the community members within the area, as such children have to be bused for kms to attend Mabomvini High School. Ward 6 also had a request for a high school.

In ward 2, there was a request for a creche at Nonzila area and in ward 3, Nkanyezini area requested for an extension of the existing creche.

There are also proposals for development of skills centers in ward 3, ward 6 and ward 7. Nsikakazi High School in ward 7 was classified as one of the obsolete schools and has been shut down. This facility can also be used as a skills center.

3.8 HIV/AIDS UNIT

Vision, Mission, and Guiding Principles of this MLIP are as follows:

Vision: Mkhambathini free from the burden of HIV, TB and STIs.

Mission: Mkhambathini on track to eliminate HIV, TB and STIs by 2030 through a multi-sectoral and integrated approach.

Guiding Principles

- Community Participation and Ownership
- Universal Health Coverage
- Leaving no One Behind
- Multi-Sectoral and Integrated Approach
- Human Rights and Gender Equity

Shared Accountability in achieving the following outcomes:

- Zero new HIV and TB infections.
- Zero new HIV infections due to vertical transmission.
- Zero preventable HIV and TB deaths.
- Zero HIV and TB discrimination.
- Zero viral hepatitis cases.
- Zero Gender Based Violence and Femicide.
- Zero mental health cases.

THE FOUR GOALS
The 4 goals of this MLIP are:

1. Goal 1: Break down barriers to achieving HIV, TB and STIs Solutions.
2. Goal 2: To maximise equitable and equal access to HIV, TB and STI Services and Solutions.
3. Goal 3: Build resilient systems for HIV, TB and STIs that are integrated into systems for health, social protection and pandemic response.
4. Goal 4: Fully resource and sustain an efficient MLIP led by revitalised, inclusive and accountable institutions.

Objectives of each of these goals are shown below:

GOAL 1: BREAK DOWN THE BARRIERS TO ACHIEVING OUTCOMES FOR HIV, TB AND STIs	
OBJECTIVE 1.1:	Strengthen community-led responses to HIV, TB and STIs.
OBJECTIVE 1.2:	Contribute to poverty reduction through the creation of sustainable economic opportunities

OBJECTIVE 1.3:	Reduce stigma and discrimination to advance rights and access to services
OBJECTIVE 1.4:	Address gender inequalities that increase vulnerability through gender-transformative approaches
OBJECTIVE 1.5:	Enhance non-discriminatory legislative frameworks through law and policy reform
OBJECTIVE 1.6:	Protect and promote human rights and advance access to justice
OBJECTIVE 1.7:	Integrate mental health and standardize delivery and access to mental health services
GOAL 2: MAXIMISE EQUITABLE ACCESS TO SERVICES AND SOLUTIONS FOR HIV, TB AND STIs	
OBJECTIVE 2.1:	Increase knowledge, attitudes and behaviours that promote HIV and STIs prevention
OBJECTIVE 2.2:	Reduce new HIV infections by optimizing the implementation of high-impact HIV prevention interventions and eliminating mother-to-child transmission (MTCT) of HIV
OBJECTIVE 2.3:	Improving the quality of life beyond HIV suppression by reducing HIV-related death and comorbidities, co-infections and complications
OBJECTIVE 2.4:	Strengthen TB prevention, diagnosis and support for PWTB, and accelerate the scale-up of innovative processes, diagnostic tools and regimens for the diagnosis, treatment, and care for PWTB.
OBJECTIVE 2.5:	Increase detection and treatment of STIs through systems strengthening, service integration and diagnostic testing; achieve elimination targets for neonatal syphilis; and scale-up HPV vaccination and cervical cancer screening
OBJECTIVE 2.6:	Reduce viral hepatitis morbidity through scale-up of prevention, diagnostic testing and treatment
OBJECTIVE 2.7:	Strengthen TB diagnosis and support for people with TB (PWTB), and accelerate the scale up of innovative processes, diagnostic tools and regimens for the diagnosis, treatment, and care for PWTB
OBJECTIVE 2.8:	Increase detection and treatment of four curable STIs through systems strengthening, service integration and diagnostic testing; achieve elimination targets for neonatal syphilis; and scale up human papillomavirus (HPV) vaccination and cervical cancer screening.
OBJECTIVE 2.9:	Reduce viral hepatitis morbidity through scale up of prevention, diagnostic testing, and treatment.

GOAL 3: BUILD RESILIENT SYSTEMS FOR HIV, TB AND STIs THAT ARE INTEGRATED INTO SYSTEMS FOR HEALTH, SOCIAL PROTECTION, AND PANDEMIC RESPONSE.

OBJECTIVE 3.1:	Engage adequate human resources to ensure equitable access to services for HIV, TB and STIs and other conditions that contribute to these diseases.
OBJECTIVE 3.2:	Use timely and relevant strategic information for data driven decision making
OBJECTIVE 3.3:	Expand research agenda for HIV, TB and STIs to strengthen the national response
OBJECTIVE 3.4:	Harness technology and innovation to fight the epidemics with the last available tools.
OBJECTIVE 3.5:	Leverage the infrastructure of HIV, TB and STIs for broader preparedness and response to pandemics and various emergencies
OBJECTIVE 3.6:	Build a stronger public health supply chain management
OBJECTIVE 3.7:	Strengthen access to comprehensive laboratory testing for HIV, TB and STIs, including molecular diagnostics, serology, and culture
GOAL 4: FULLY RESOURCE AND SUSTAIN AN EFFICIENT PIP LED BY REVITALISED, INCLUSIVE AND ACCOUNTABLE INSTITUTIONS.	
OBJECTIVE 4.1	Sufficient domestic and external funds are mobilised and allocated to facilitate efficient implementation of the HIV, TB and STIs programmes and to address the underlying associated risk factors that have direct consequences for these conditions.
OBJECTIVE 4.2	Sustainability and transition plans and actions are routinely developed and implemented to ensure that interventions remain on track to achieve PIP goals.
OBJECTIVE 4.3	Reset and reposition the Provincial AIDS Councils, Civil Society Sectors and Civil Society Organisations for an optimal, efficient and impactful PIP 2023-28 execution experience.
OBJECTIVE 4.4	Optimisation of synergies through forging mutually rewarding partnerships and alliances across the entire response value chain

These objectives are accompanied by corresponding sub-objectives and actions which will guide implementation. For each action, organisations responsible for implementation are highlighted as well as supporting organisations.

Coordinating Structures for the Multi-Sectoral Response to HIV, TB and STIs

Coordination of the response will be done through single coordinating authorities i.e. Mkambathini AIDS Councils namely the Local AIDS Council and the Ward AIDS Committees. The overall purpose of the Local AIDS Council and Ward AIDS Committees are:

- Oversee the response to HIV, TB and STIs in at Local Municipality and Ward.

- Elevate the challenges of Gender-Based Violence and Femicide and child and teenage pregnancies and their predisposing factors.
- Foster dialogue between government, civil society and all other stakeholders.
- Advise government on HIV and AIDS, TB and STIs policy and strategy.
- Strengthen the governance, leadership and management of the response.
- Strengthen the multi-sectoral response to HIV, TB and STIs.
- Mobilise resources to finance the response.
- Monitor progress against plan targets.
- Create and strengthen partnerships for an expanded Provincial response.

OSS/DDM in the HIV, TB and STIs Response

The OSS/DDM structures-Local Task Team and Ward Task Teams/War Rooms closely align with the Local AIDS Councils and Ward AIDS Committees in contributing to the HIV and AIDS, TB and STIs response. OSS/DDM structures and AIDS Councils share similar stakeholders and members. The Mayor who is chairperson of the LAC is OSS/DDM Champion for the Local Municipality and thus the LAC monitors progress made on meeting the needs of the community channelled through the LTT action which include interventions relating to the HIV, TB and STIs. The AIDS Councils important in guiding the OSS/DDM Task Teams to:

- Promote HIV and AIDS, TB and STIs awareness.
- Protect, promote and fulfil the rights of affected persons.
- Advise on HIV and AIDS-related programmes and interventions.
- Monitor and coordinate the implementation of HIV and AIDS, TB and STIs programmes
- Establish and maintain community feedback mechanisms for the multi-sectoral response

Ward Task Team/War Room are the point of accountability for delivery of HIV, TB and STI services.

Monitoring, Evaluation and Reporting

Implementation of the MLIP will be guided by One Monitoring, Evaluation and Reporting Framework. All implementing stakeholders will be required to subscribe to and use this framework in tracking implementation progress of interventions and reporting. The framework will also be used in guiding the undertaking evaluations to measure the expected outcomes and impact changes.

The Monitoring and Evaluation Task team will be responsible in providing support to the Monitoring, Evaluation and Reporting framework in terms of data collection, data quality, data flow/reporting, data analysis and information dissemination. AIDS Councils will be the primary points of information dissemination which will be done in the form of reports. Annual performance reviews will be conducted and findings used to improve implementation. Medium term evaluation and end-term evaluations will be conducted at stipulated time periods guided by an evaluation plan.

The Mkhambathini Local Municipality HIV & AIDs, Tuberculosis and Sexually Transmitted Infections Multi-Sectoral Implementation Plan (MLIP) 2023-2028 is the key guiding document for the Multi-sectoral response to HIV & AIDS, Tuberculosis (TB), Sexually Transmitted Infections and Viral Hepatitis in Mkhambathini for 2023-2028. In line with the approach applied throughout the Province of KwaZulu-Natal, Mkhambathini will continue using the multi-sectoral approach to respond to HIV & AIDS, TB and Sexually Transmitted

Infections (STIs) through this plan. The plan also contributes to cementing the UNAIDS "Three Ones" Principle adopted by the province in the year 2000. It therefore fulfils the requirement of the first of the "Three Ones" principle-One Agreed Action Framework[1]. All response stakeholders in Mkhambathini have the opportunity to use this document as a reference in tackling the scourge of HIV& AIDS, TB and STIs. With the plan in place, the Second and the Third of the of the Three Ones Principle namely; One Coordinating Authority in the form of the Local AIDS Council and One Agreed Monitoring and Evaluation framework respectively have a basis for operations.

This plan sets the last stage towards the global target for eliminating HIV as a public health threat by 2030. It also comes at a backdrop of critical moments in the Country and the Province namely the COVID-19 pandemic, the July 2021 unrests and the April 2022 floods, all of which affected service delivery including HIV& AIDS, TB and STIs services. The need for acceleration is therefore apparent and this plan provides that platform by bringing together all stakeholders work in concerted effort. The plan also feeds directly into the uMgungundlovu District HIV & AIDS, TB and STIs response, the Province's response as well as the national response.[2] Interventions in this plan all contribute to achieving set targets at the various administrative levels.

The development process of the MLIP was participatory and involved a series of workshops with stakeholders. The workshops involved the assessment of the Functionality of the Local AIDS Council, the Achievements and Challenges in the implementation of the last plan 2017-2

3.8.1 CAMPAIGNS

Campaigns were held as follows:

CAMPAIGNS	VENUE	SERVICES
Heath Awareness Campaign	Camperdown informal Settlement	Health Education, condom distribution
Families matters workshop	Kwabhaya Informal Settlement	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	Camperdown Hall	Effective Parenting skills and bad parenting that you must avoid at all education
World AIDS Day	Maqongqo Community Hall	• Candle Light ceremony • Educational presentations • Health screening services

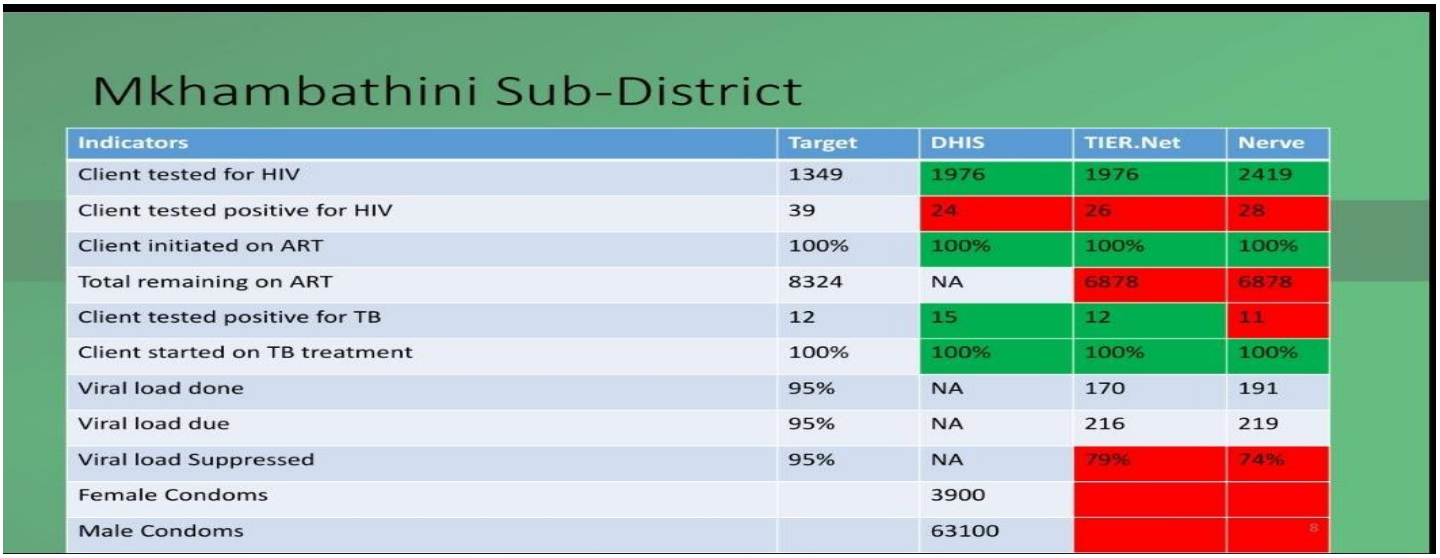


Pic : World AIDS Day

IKUSASA LAKHO – MY FUTURE PROJECT WERE HELD AS FOLLOWS

DATE SCHEDULED	VENUE	TOPICS COVERED
19 October 2023	Gcina Primary School	Heath Education, Child trafficking, Drug and Substance Abuse
20 October 2023	Inhlanhlayabebhuzi high school	Teenage pregnancy, Drug and Substance Abuse
08 November 2023	Sansikane School	Health Education, Bullying and Drug and Substance Abuse

Table 31: Number of people tested for HIV



Indicators	Target	DHIS	TIER.Net	Nerve
Client tested for HIV	1349	1976	1976	2419
Client tested positive for HIV	39	24	26	28
Client initiated on ART	100%	100%	100%	100%
Total remaining on ART	8324	NA	6878	6878
Client tested positive for TB	12	15	12	11
Client started on TB treatment	100%	100%	100%	100%
Viral load done	95%	NA	170	191
Viral load due	95%	NA	216	219
Viral load Suppressed	95%	NA	79%	74%
Female Condoms		3900		
Male Condoms		63100		

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

3.9 HEALTH AND EDUCATION SECTORS SITUATIONAL ANALYSIS

3.9.1 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 areas.



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)

3.9.2 Health Sector Analysis

The population of the Municipality is faced with a challenge of HIV/AIDS related diseases, even though this is not a municipality problem only the whole country is faced with the same challenge. Lot has been done to promote awareness of the problem through the office of the mayor. Several awareness programmes have been rolled out to the community and around Mkhambathini schools.

The municipality 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,

3.9.3 Safety and Security

The Municipality has of police stations within its jurisdiction The current state is that the communities in other several areas indicates that the station is not properly servicing them, as there is a level of resources for the police to perform their jobs. During the public participation process the following issue were to be considered to improve this service:

- Tightening up of relationship with SAPS and CPF's
- Crime awareness campaigns
- Publication of crime statistics in the municipal website as part of intergovernmental relations.

3.9.4 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.

3.9.5 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.



Pic : Community Hall in ward 6

3.9.6 Social Development Swot Analysis

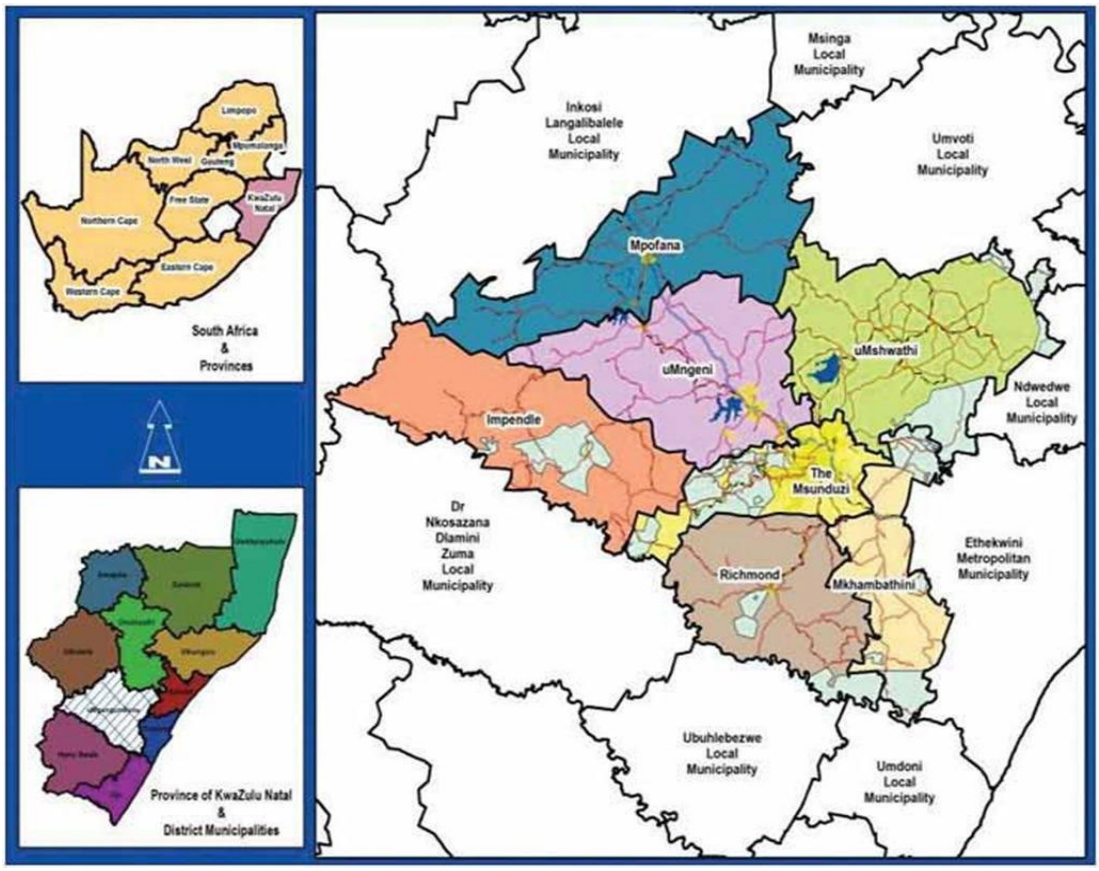
STRENGTHS	WEAKNESSES
➢ Local Aids Council in place and functional ➢ Disability Forum in place and functional. ➢ All ward war rooms are in place and functional.	➢ High teenage pregnancy especially Mabomvini High. ➢ Water issues on food security ➢ Lack and slow participation of Government departments to 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) ➢ High influx of Basotho foreign undocumented nationals.

Table : social development swot analysis

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

4.1 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.

4.2 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 characterized 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 publicized.
- 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.

4.3 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.

4.4 STRUCTURING ELEMENTS

4.4.1 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.

4.4.2 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 settlement's 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.

4.4.3. Umgeni 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 from the Vulamehlo Municipal area.

4.4.4 The Role of The N3 National Route

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

4.5 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.

4.5.1 Primary node: Camperdown

Camperdown has been identified as the primary center 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.

4.5.2 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.

4.5. 3 Tertiary Nodes

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

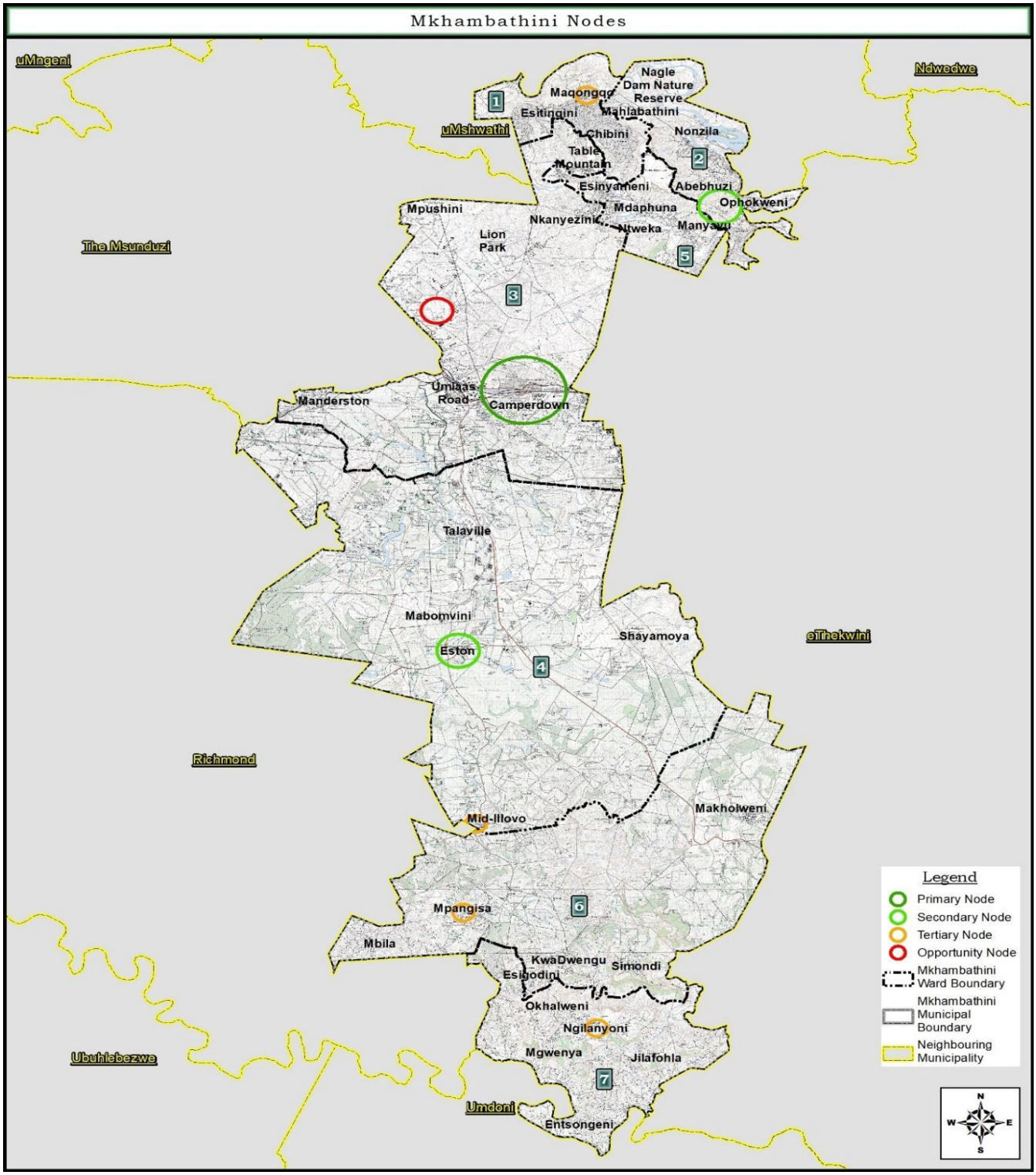


FIGURE : MKHAMBATHINI NODES

4.6 EXISTING CORRIDORS

Below is a map of all Mkhambathini corridors.

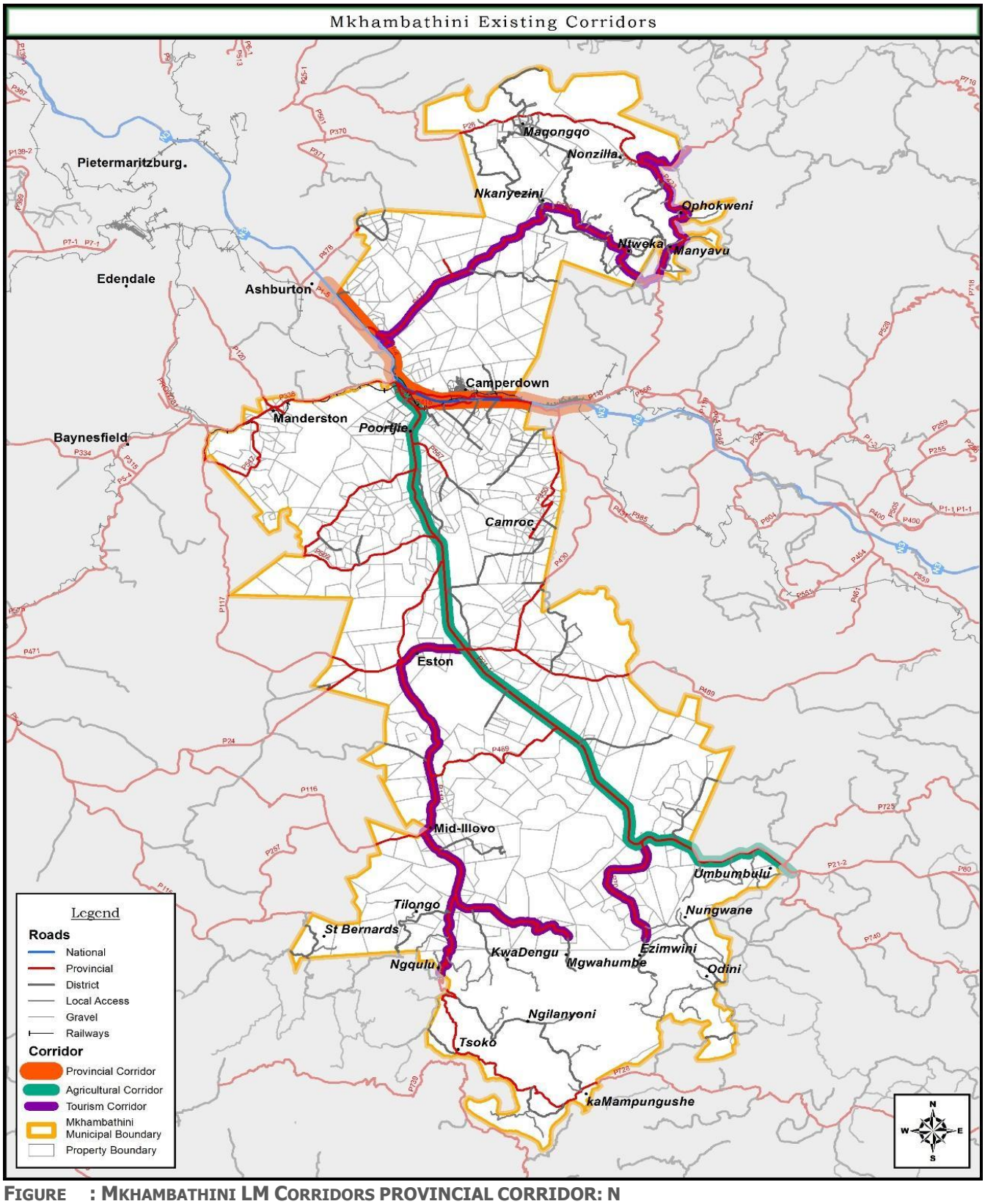


FIGURE : MKHAMBATHINI LM CORRIDORS PROVINCIAL CORRIDOR: N

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.

4.6.1 Mkhambathini Small Town Development

Background of Small-Town Development

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

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

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

The Enhancement Model

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

Strategic Importance

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

Residential

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

Industrial and Logistics Park

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

Commercial and Retail Centre

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

4.6.2 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 has 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.

4.6.3 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.

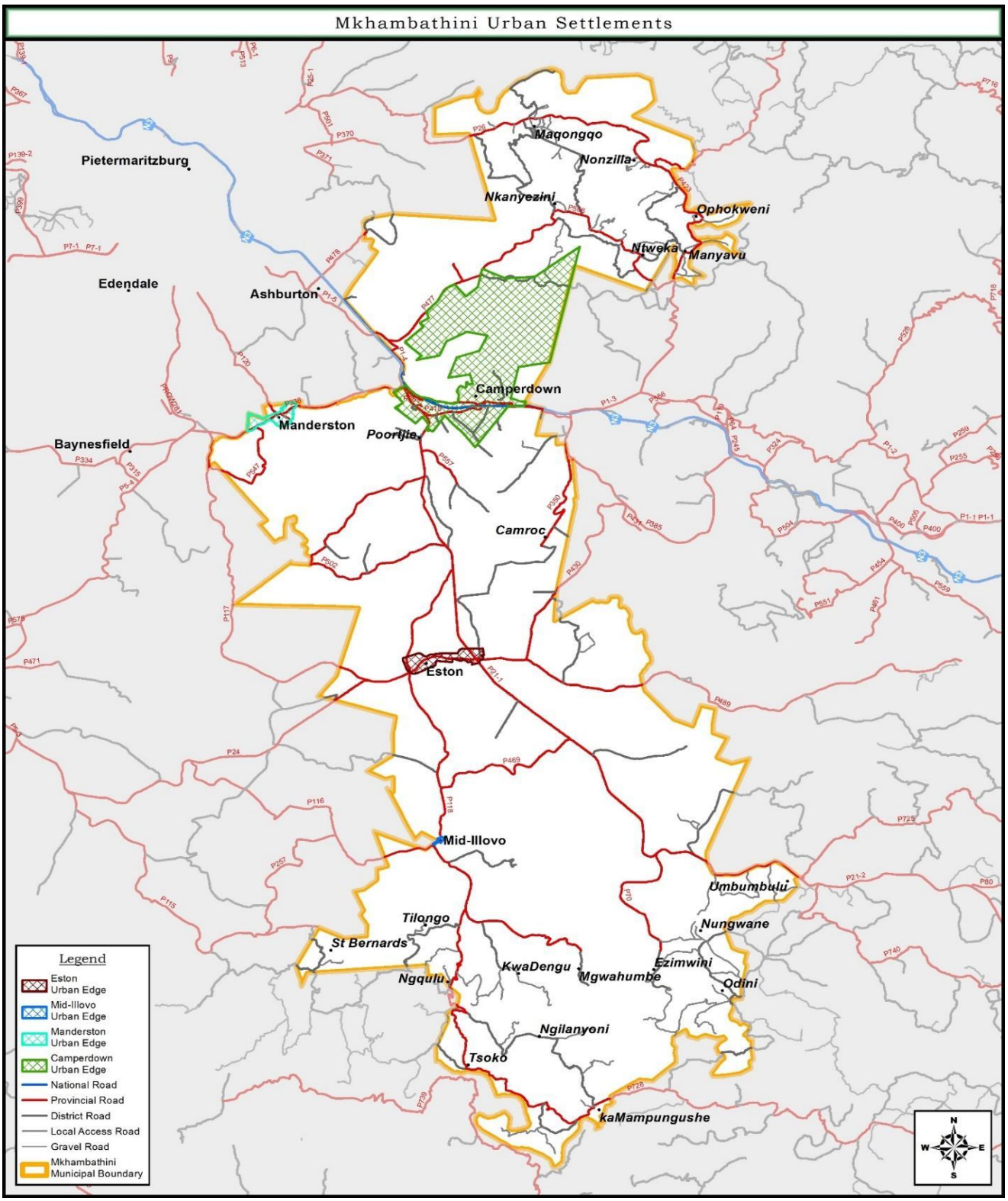


FIGURE : URBAN SETTLEMENT REPRESENTATION

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.

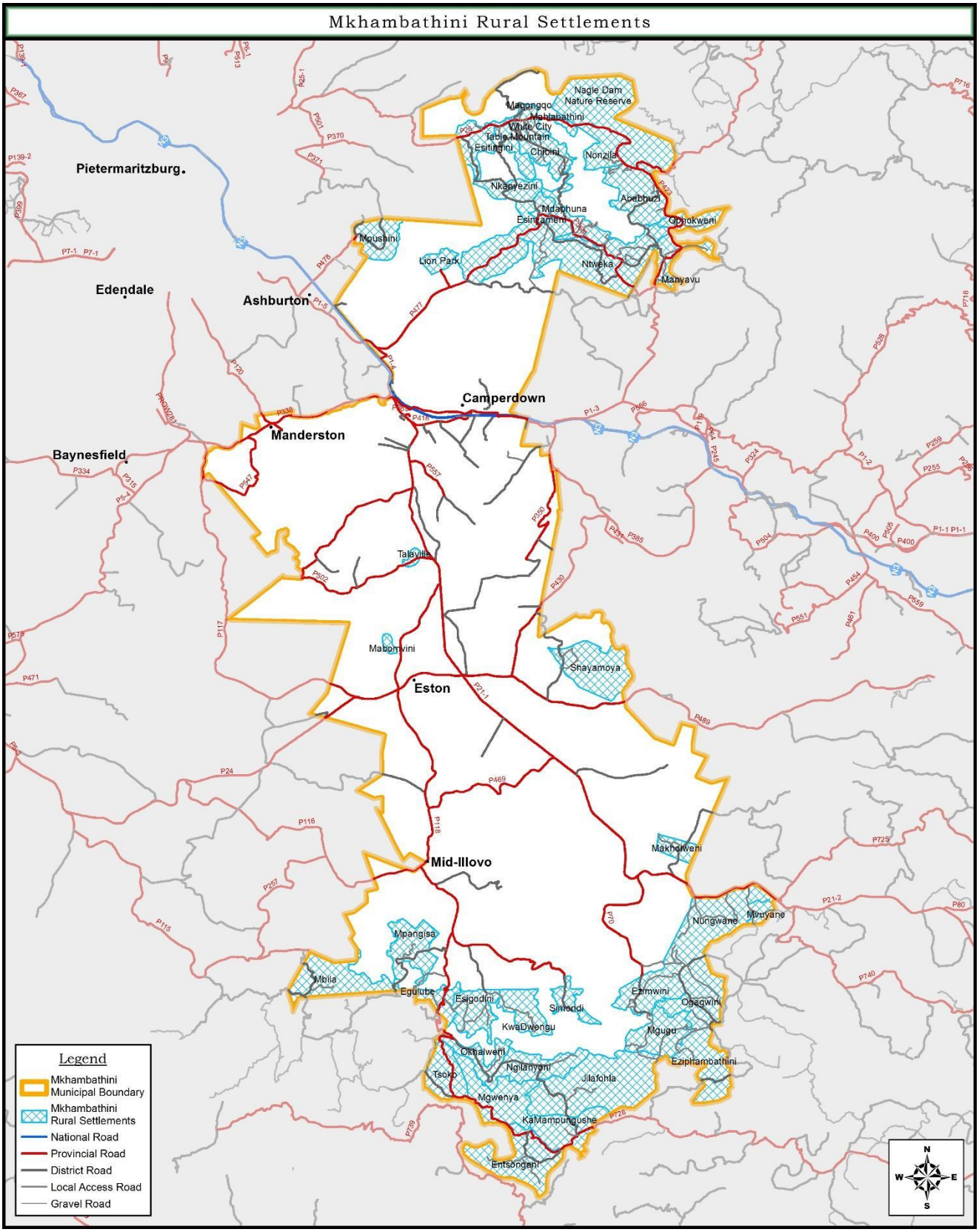


FIGURE : MKHAMBATHINI RURAL SETTLEMENT

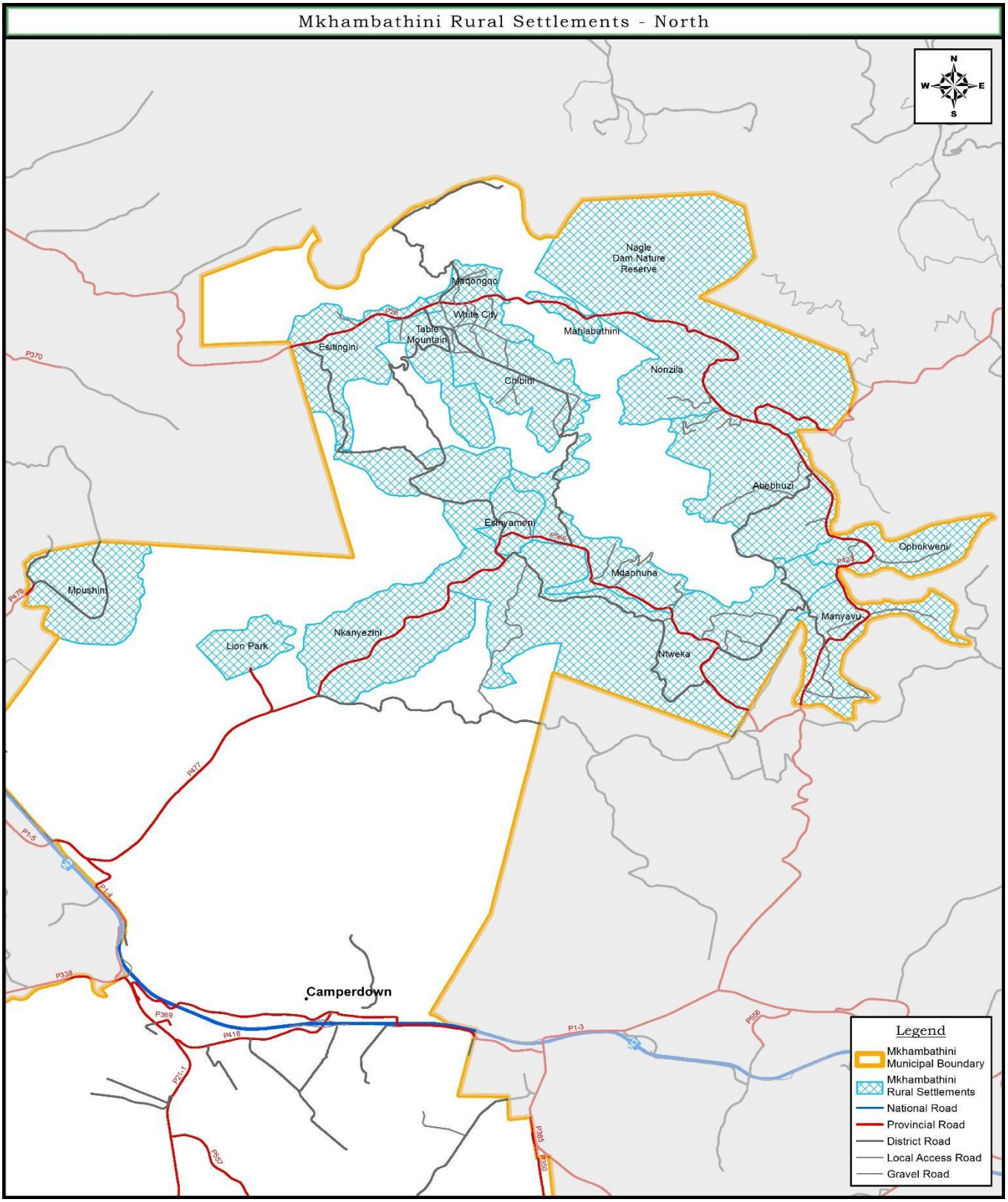


FIGURE : RURAL SETTLEMENTS ON THE NORTH OF MKHAMBATHINI MUNICIPAL AREA

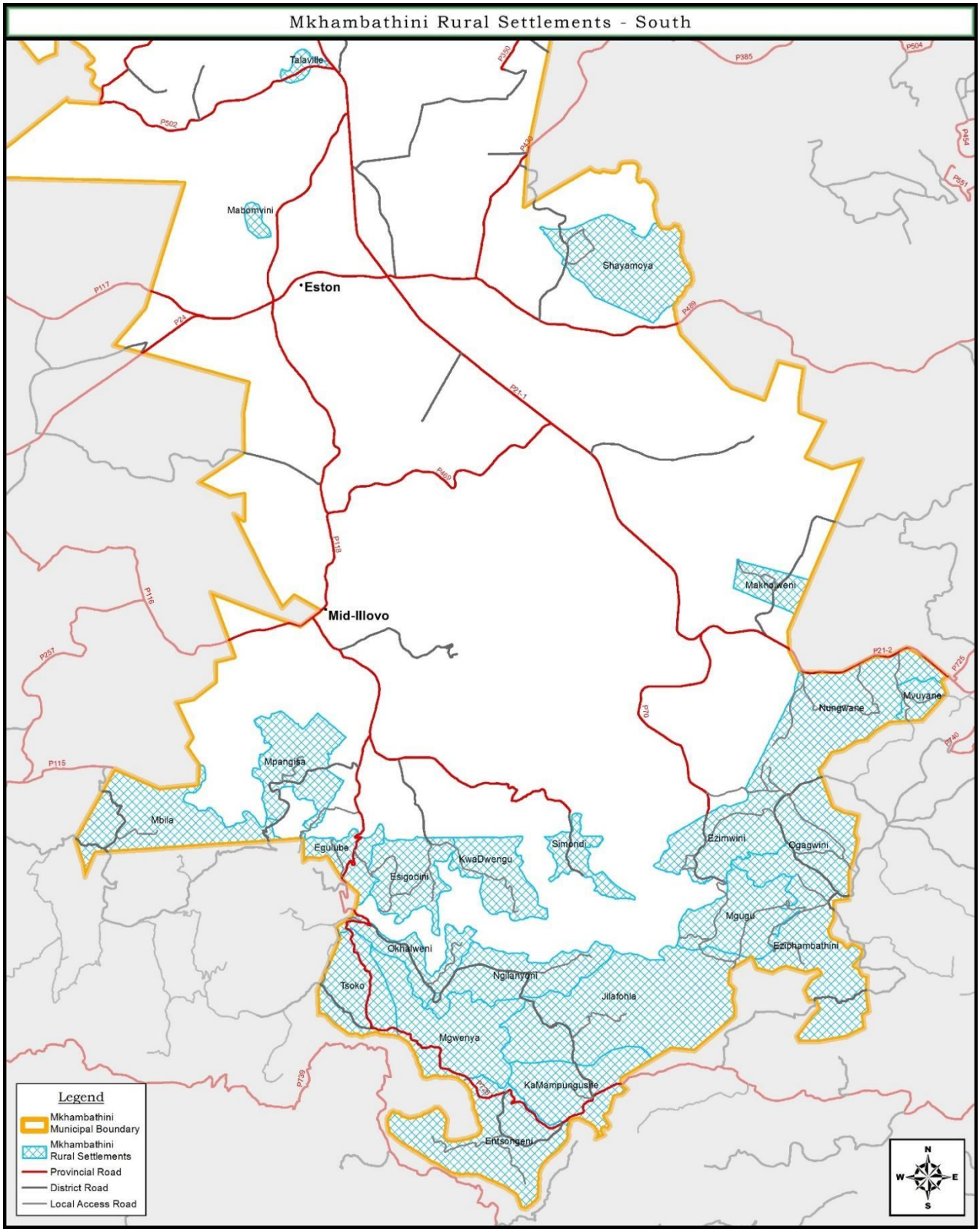


FIGURE : RURAL SETTLEMENTS ON THE SOUTH OF MKHAMBATHINI MUNICIPAL AREA

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.

4.6.4 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 faciliti

4.6.5 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.

4.6.6 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 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.

4.6.7 Environmental Analysis

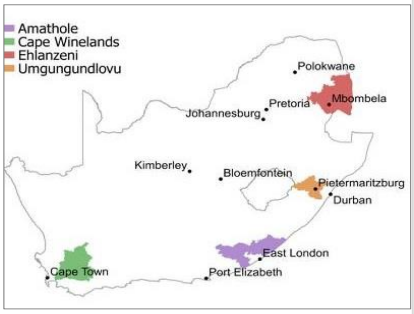
The indigenous plants found within Mkhambathini Municipality are a function of several factors such as availability of water, soil type and so on. Preliminary investigation indicates that the predominant vegetation type within Mkhambathini Municipality is the Ngononi Veld type and the Valley Bushveld 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.

Mkhambathini is located within the Maputaland-Albany-Pondoland- Albany Hotspot, a globally recognised biogeographic region of significance, which contains unusually high numbers of endemic species, as well as globally unique ecosystem diversity in terrestrial, freshwater and marine systems. At least 70% of the original habitat, which occurred in this hotspot, has already been lost. Given the above, Mkhambathini is an important role-player in global efforts to influence the world's extinction crisis and to ensure the continued functioning of ecological and evolutionary processes that allow biodiversity to persist over time at a global scale. On a national level the significance of the area has been recognised by the listing of threatened ecosystems that occur within Mkhambathini. Municipalities are expected to take the need for protection of these listed ecosystems into account by, amongst others, applying restrictive land-use guidelines to ensure that further loss and degradation of natural habitat in these ecosystems is avoided.

These ecosystems were also considered to produce the district-level Biodiversity Sector Plan is aimed at promoting biodiversity compatible development in spatial areas of priority.

The significance of the environmental value of the area is further underscored by the South African National Biodiversity Institute's (SANBI) Biodiversity and Land Use Project which aims to minimise the multiple threats to biodiversity in Mkhambathini (see BOX).

Box 1: SANBI's Biodiversity and Land Use Project



The uMgungundlovu District Municipality is one of four districts that were prioritised by the South African National Biodiversity Institute (SANBI) for '*mainstreaming biodiversity*' as a key strategy for addressing issues of biodiversity loss and ecosystem degradation. The district was chosen because:

- It falls within one of the most diverse corridors in the Maputaland-Pondoland-Albany hotspot and national biodiversity priority area.
- A large percentage of this district is comprised of high-yield water catchment areas, with numerous Freshwater Ecosystem Priority Areas.
- Just fewer than 1 million people live in the district, where there is mixed land use on commercial livestock farms and a strong emphasis on tourism. Extension of urban areas, major infrastructure and 'ribbon' development along the N3 corridor, are driving biodiversity loss.
- Water demand for the municipality and downstream users exceeds supply.

The objective of the Biodiversity and Land Use Project is to minimise the multiple threats to biodiversity by increasing the capabilities of authorities and land owners to regulate land use and manage biodiversity in threatened ecosystems at the municipal scale.

More information about the project is available at: https://www.sanbi.org/biodiversity/science-into-policy-action/mainstreaming-biodiversity/biodiversity-and-land-use-project/

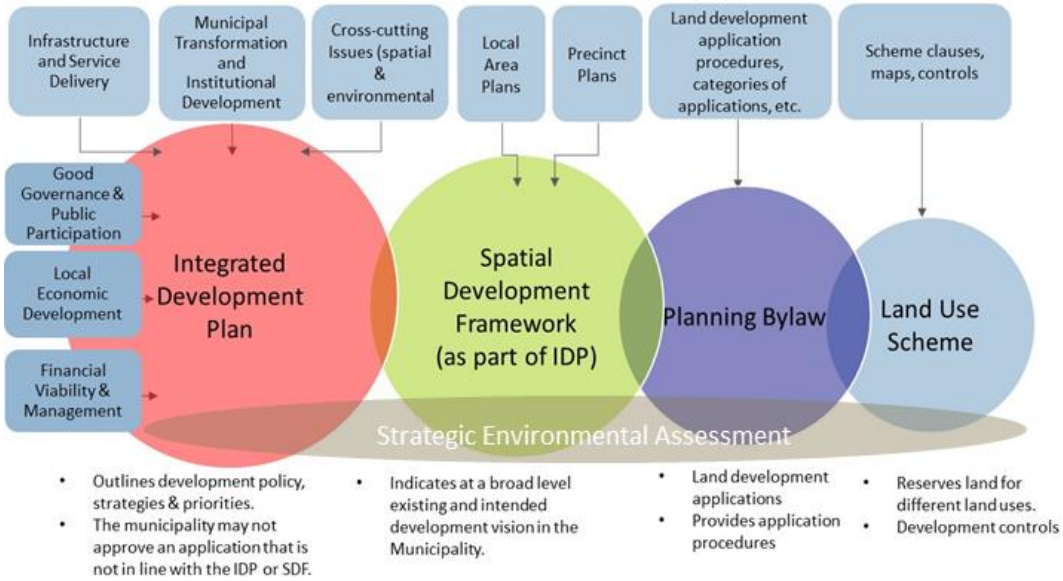
An Environmental Management Framework (EMF) for the Umgungundlovu District has been prepared but has has not been finalised in terms of the NEMA EMF regulations. The EMF will produce a spatial decision-support tool to help guide environmental decisions in the area. Information contained in the EMF may be used to inform local planning and land development and in particular the making of EIA decisions.

The district has also undertaken a Strategic Environmental Assessment (SEA) and prepared a Strategic Environmental Management Plan (SEMP).

UMDM has formulated a District Strategic Environmental Assessment and an Environmental Management Framework (EMF), which will inform the review of the SDF. Box 2 outlines environmental criteria that are included in SDFs. It should however be noted that not all the environmental criteria are applicable to the Mkhambathini Municipality.

The Strategic Environmental Assessment (SEA) process forms the link between the IDP, SDF and scheme by providing sustainability and environmental guidelines for spatial development.

Figure : IDP, SDF, SEA and LUS Process



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)

4.6.8 ENVIRONMENTAL ISSUES WITHIN UMGUNGUNDLOVU

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.

4.6.9 Key Hydrological Features

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

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

Below is the map showing environmentally sensitive areas within District Municipality and Mkhambathini Municipality

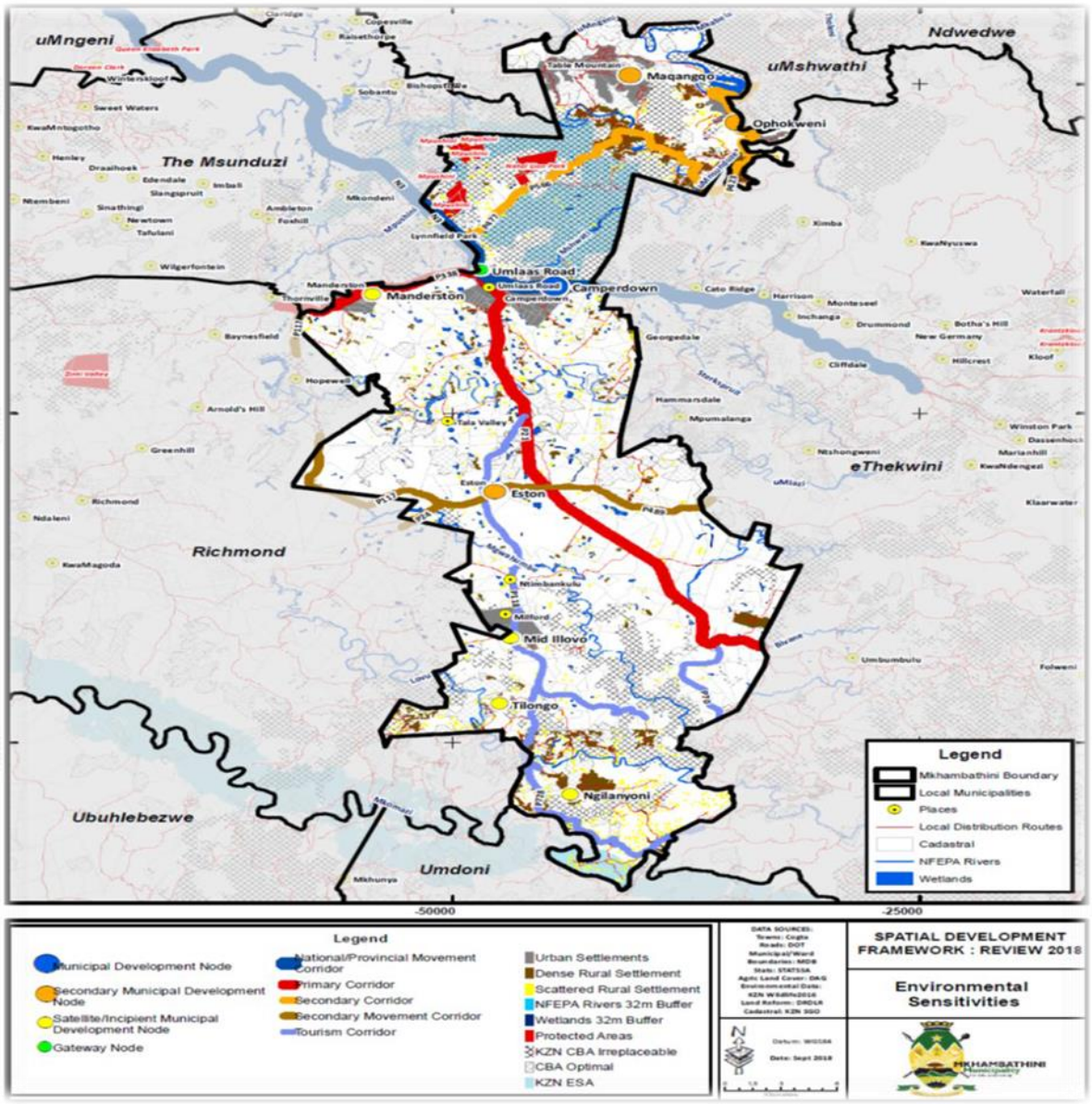


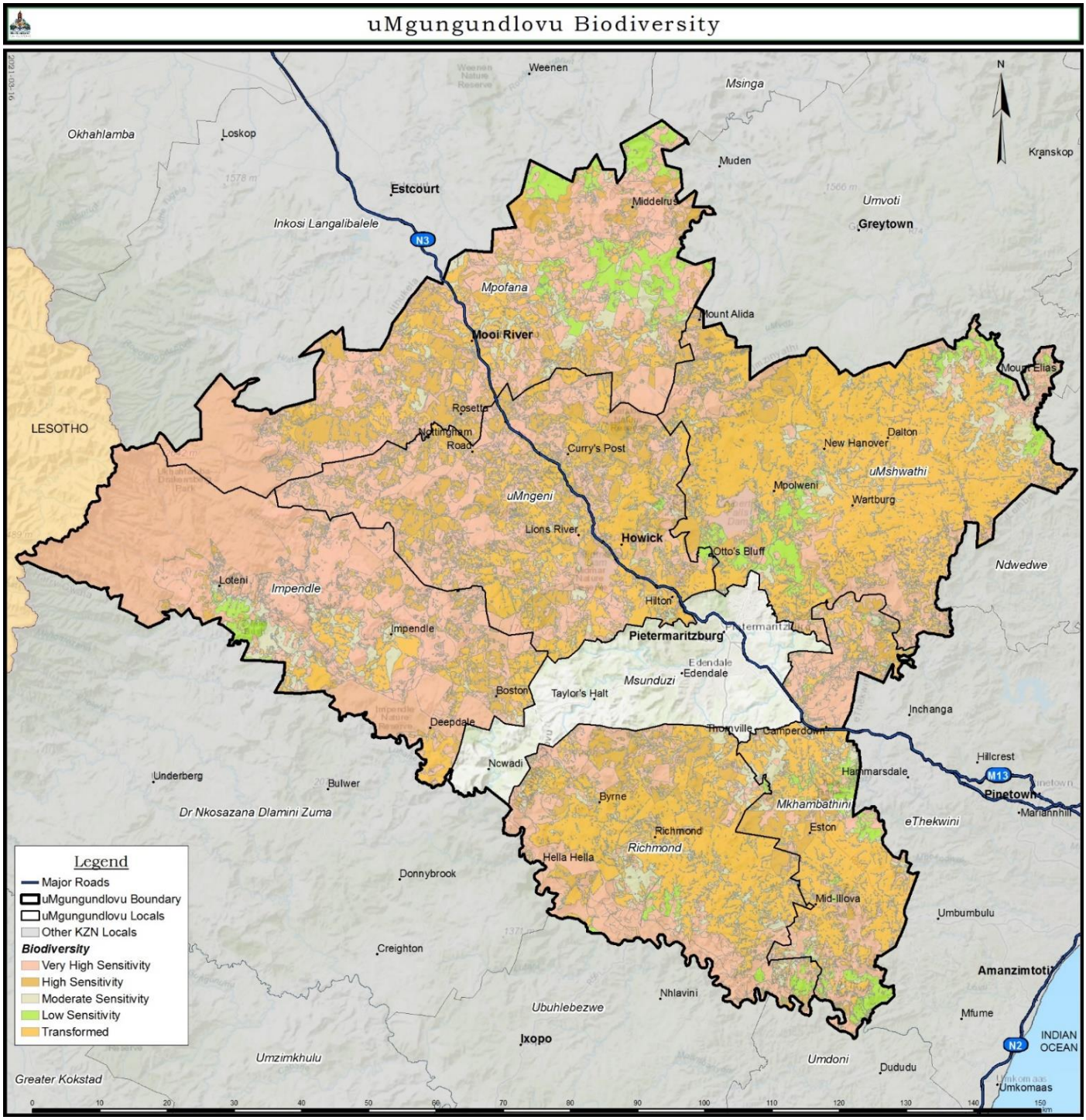
FIGURE 11: ENVIRONMENTALLY SENSITIVE AREA

4.6.10 Protected Areas

Protected areas are areas of land that are, according to the National Environmental Management: Protected Areas Act (Act 57 of 2003), protected by law and as a result these areas are managed for the conservation of biodiversity.

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.

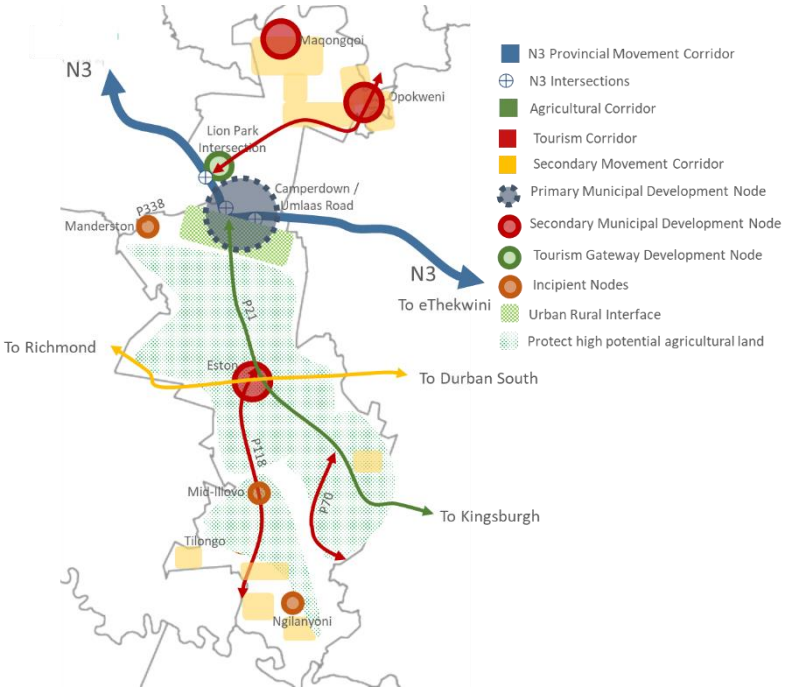


District Municipality showing the biodiversity within the municipality and Mkhambathini.

4.6.11 Biodiversity

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

The spatial distribution of environmental biodiversity areas of significance is considered vital to provide the spatial framework for future spatial development planning. Those areas where development needs to be avoided or at best, carefully managed, is of particular importance.



This spatial structuring principle focuses on conserving the core biodiversity areas (wetlands, flood plains, steep slopes and special sensitive bio-diversity areas) where no development should take place and emphasises the importance of the biodiversity corridors (buffer areas), which should link those core areas together. These assets perform a substantial and significant role in conserving biodiversity as well as protecting the quality of life of the residents of Mkhambathini.

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.

4.6.12 Climate Change

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

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

4.6.13 Strategic Environmental Assessment

Topography

KwaZulu-Natal is well known for its 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 a 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.

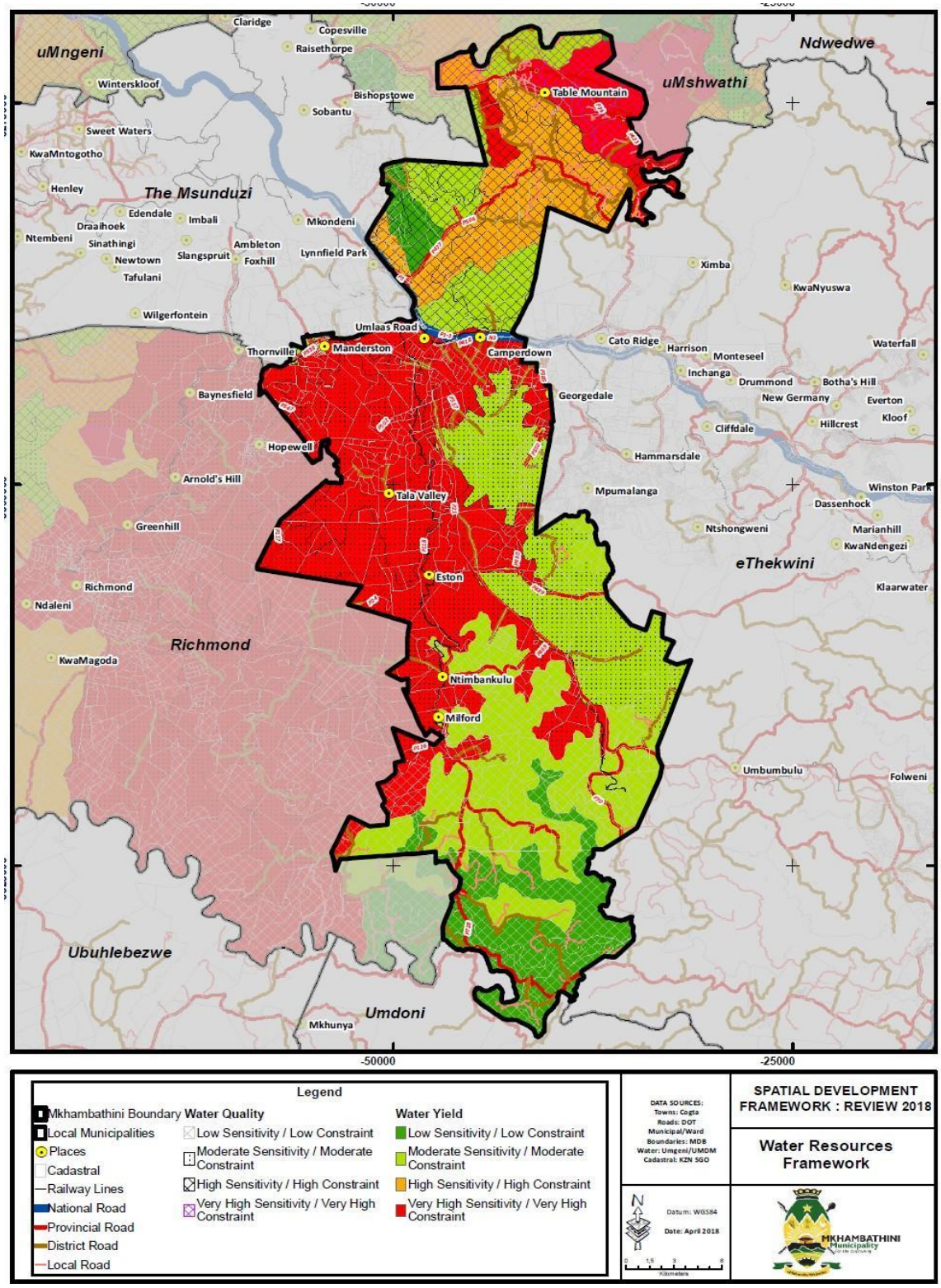


FIGURE 12: MKHAMBATHINI LM

4.6.14 Environmental Challenges

Atmosphere

Local ambient air quality conditions, particularly in industrial areas, indicate the inability for such areas to deal with any further emissions. This is because the quality of the air influences people's well-being and ecological integrity. It has been reported that there will be adverse risks to human health and to the environment, as well as exacerbating climate change, should these trends remain unmonitored.

Landscape

Sandy areas are sensitive to change, and erosion remains a key concern along riverbanks that is susceptible to illegal sand mining operations.

Hydrology and Water Resources

A decline in water quality in streams and rivers poses a risk for communities that extract water for subsistence, domestic or personal consumption.

Landscape

Specific qualities of a landscape (natural vegetation, water bodies, landscaped parks etc.) provide aesthetically pleasing environments for the inhabitants of the area. The cumulative impact of development pressure and future planning scenarios, however, pose a major threat to visual quality and a sense of place.

Biodiversity

A large proportion of the Biodiversity Hotspot is being transformed and degraded by human activities, resulting in many vegetation types being vulnerable to further disturbances. These disturbances threaten species complexity and lead to imbalances within ecosystem.

4.7 ENVIRONMENTAL PRIORITIES AND OBJECTIVES

Having considered various sources of information, and given the current sphere of governance and accountability, Mkhambathini Municipality has identified and prioritized the following as key to meeting its environmental targets and objectives:

- To ensure legal compliance of environmental bylaws and legislative requirements by all (Council, Employees, Contractors)
- To ensure sufficient suite of local environmental bylaws and effective enforcement thereof
- Regulation of land use and enforcement of usage of land in terms of the town planning scheme and land use management system
- To minimize air pollution (prevention and reduction) in Mkhambathini through efficient monitoring
- To reduce overall water pollution within the municipality as a result of land use practices through monitoring hotspots and imposing stringent requirements during EIA and planning processes
- To ensure management of all water resources in a sustainable manner by adhering to biodiversity management plans and water services bylaws
- To ensure the management of soil and land resources in a sustainable manner through environmental and land use planning

- To ensure the protection of habitats and natural resources that would contribute to conservation targets of the province.
- To preserve heritage resources by preventing damage and loss through development planning processes and through the tourism sector
- Complying with the provisions of the National Environmental Management: Integrated Act
- To comply with the provisions of National Environmental Management: Waste Act by appointment of a waste management officer and compilation of a waste management plan.
- To be prepared and anticipate disaster management within the municipality.
- To ensure that the municipality maintains its environmental assets through environmental tools such as project specific EIA"s, the EMF and the Environmental Framework of the SDF
- To increase the knowledge and understanding and prepare for vulnerability to environmental changes within the municipality.

4.8 ENVIRONMENTAL POLICY AND BYLAWS

Certain environmental or public health issues are not provided for in terms of Provincial or National Environmental Legislation, which implies that the municipality must rely on enabling powers of the Local Authority to ensure that communities are safeguarded against environmental degradation. The municipality has, to this end, numerous bylaws that serve to protect the environment, and the community"s rights to a healthy environment. To achieve this, the following applicable bylaws must be enforced:

- Cemetery
- Environmental Health
- Solid Waste Management
- Open Space Management Plan
- Keeping of animals
- Nuisances
- Outdoor Advertising
- Informal Trading Policy

4.9 ENVIRONMENTAL GOVERNANCE

Despite policy challenges on a national and provincial level from where legislation is derived, the prevailing system of environmental governance within the municipal jurisdiction is reasonably strong, both in the private and public sectors. This is particularly resonant amongst industries that interact with the global community, who are compelled to meet international standards and subscribe best practice guidelines when it comes to environmental performance. There is however, unprecedented pressure on the municipality to manage local environmental objectives and deliver on the following:

- Plan and manage for a sustainable town.
- Deliver sustainable services.
- Govern the area in a responsible manner.

The overarching plan that enables Council to perform these functions in terms of the abovementioned two roles is the IDP, and its associated Sector Plans, as prescribed in legislation or as required during the IDP process:

4.10 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	▪ 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.

provides opportunities for agrarian reform. ▪ The possible re-opening of the Umlaas Road railway station to service the industrial area.	

4.11 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 2024/2025 financial year. This was also considered during the Spatial Development Framework Review approved in 2019/2020 financial year.

4.12 MUNICIPAL DISASTER MANAGEMENT SECTOR PLAN

Municipal Legislative Mandate (Dm & Fire Services)

The Disaster Management Act, 2002 (Act no 57 of 2002) makes provision for an integrated 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.

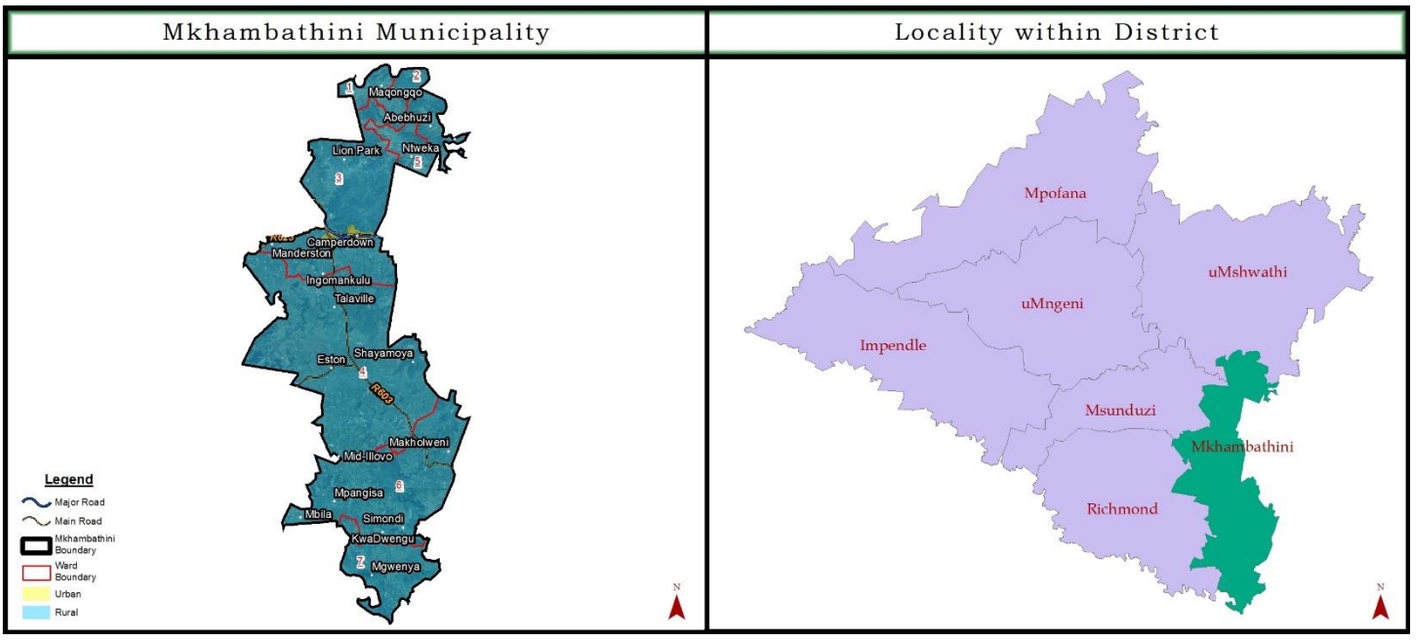
The Fire Brigade Service Act is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, coordination and standardisation of the fire brigade act. Further, it provides for the establishment and maintenance of a service by a local authority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

4.12.2 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY
Status of Municipal Disaster Management Centre

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.

The Centre operates from an office in Camperdown, it is equipped with office, storeroom, all-terrain vehicle and designated personnel. The Centre is fully functional, notwithstanding the challenges of not having a designated official, however, a position for the Manager: Disaster Management is on the approved organogram and will soon be advertised and filled.

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



4.12.3 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.

In light of the above, the uMgungundlovu District Municipality offers the fire 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 4 Fire Fighters, a Watch Commander, Station Officer and a Pump Operator per 12 hour shift.

Status of Municipal Disaster Management Policy Framework

The Mkhambathini Local Municipality relies on the uMgungundlovu District Policy Framework for Disaster Risk Management for reference and to provide guidance and direction regarding Municipal disaster management affairs.

Currently, the Provincial Disaster Management Centre has stressed the importance of the Municipality drafting its own policy framework.

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 first level draft disaster management plan was approved by the Mkhambathini Disaster Management Advisory Forum in 2016. The plan needs to be updated and the risk assessment exercise needs to be undertaken as there has since been additional Wards owing to demarcation. Further, some risks that were identified may no longer be relevant.

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.
The challenges arise when there is an incident and a report has to go via the said Committee prior to approval and procurement of the relief material.
Discussions to prioritise incidents in case of an emergency are ongoing.

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. There were a few challenges previously, however, those have been addressed and the Forum has now been revived. The main objectives of the Forum are:

- 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.

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.

4.12.4 DISASTER MANAGEMENT & FIRE SERVICES SWOT ANALYSIS

Strengths • Voluntary participation from affected communities i.e Ward Committee members, CCG and CDWs etc; and • Good relations with community leaders, i.e schools and community halls are readily available to assist with emergency accommodation in case of a major incident.	**Weaknesses** • Lack of preparedness for a major incident or disaster; • Political organisations using political affiliation when assisting.
Opportunities • 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 SASSA; and • PDMC to conduct Disaster Management training to Cllrs and traditional leaders.	**Threats** • Political organisations lack of understanding of the duties of disaster management; • Not prioritising the function; and • Supply chain processes taking longer in case of an incident leading to the turnaround time not being met.

Challenges for DM and Fire Services as per SWOT Analysis

The following challenges were identified:

- The fire station is based in Ashburton, and it makes it harder in terms of turnaround time; and
- Call Centre numbers are unavailable.

4.12.5 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.

Accordingly, a risk assessment exercise was completed in 2015, 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.

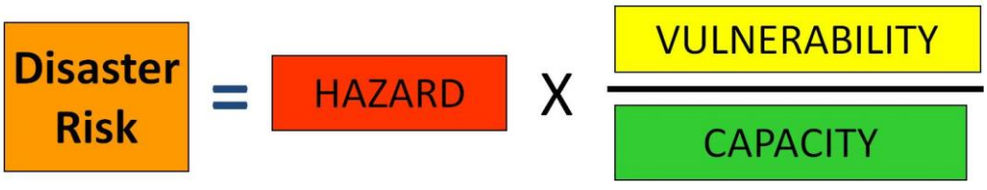


Figure 2 above: Formula for calculating disaster risk

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.

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

4.12.6 Hazard Maps

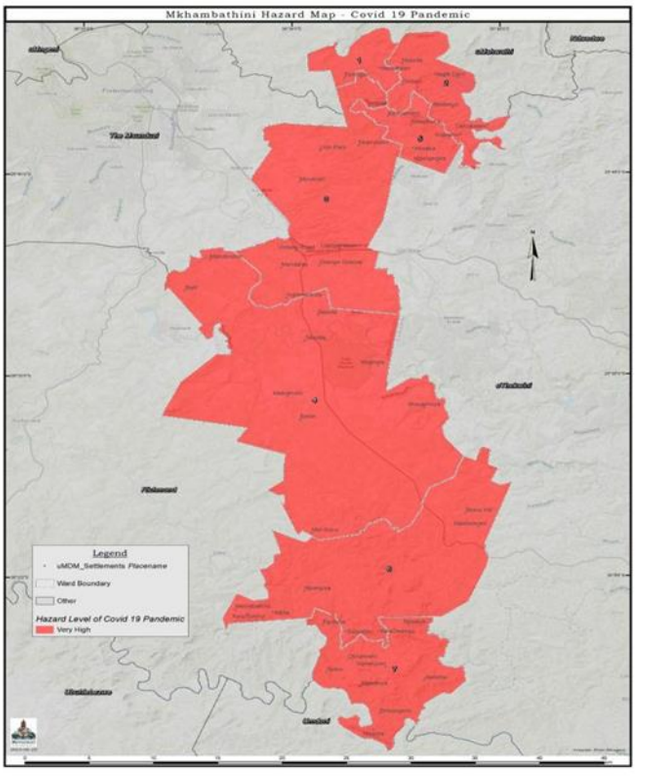
A hazard can be defined as a potentially damaging physical event, social and economic disruption or environmental degradation. Typical examples of hazards can be absence of rain (leading to drought) or the abundance thereof (leading to floods).

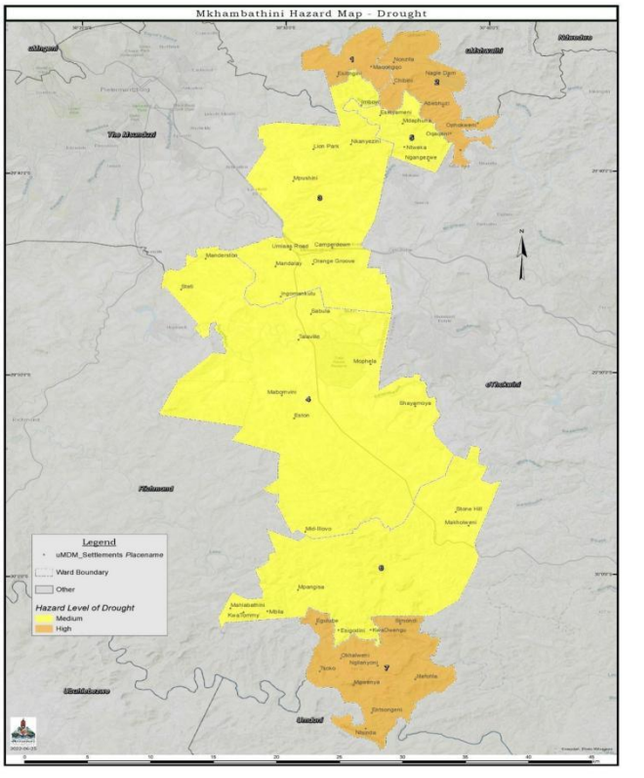
Natural hazard events can be characterized by their magnitude or intensity, **speed** of onset, duration, and the area they cover. Hazards occur at different intensities (or magnitudes) over different time scales (sometimes known as temporal scales).

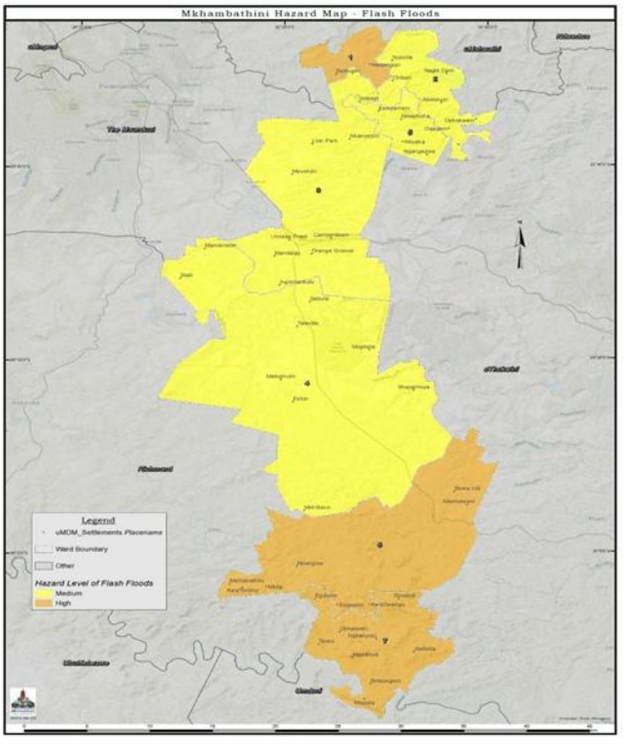
Mkhambathini risks were analyzed and presented hazards namely: drought, veld/forest fires, structural fires, floods, heavy rainfall, hail storm, strong winds, lightning and snow.

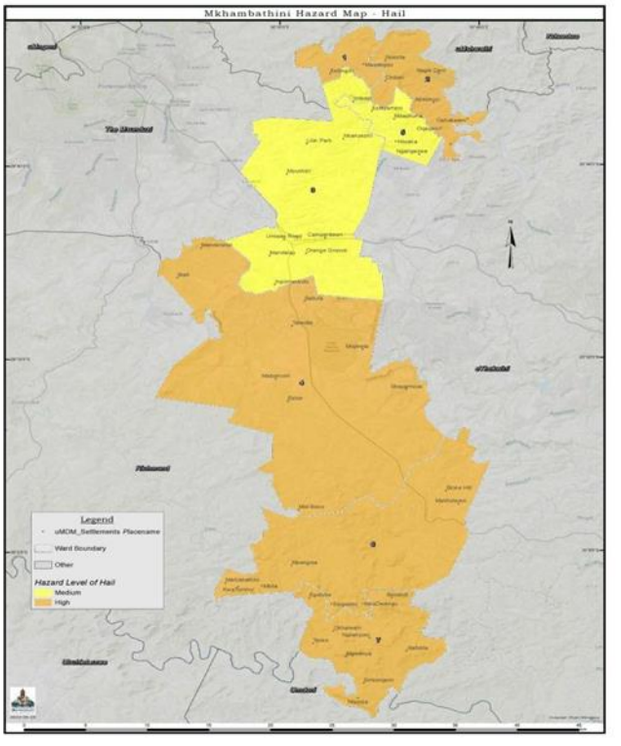
Maps below illustrate analysis per each hazard:

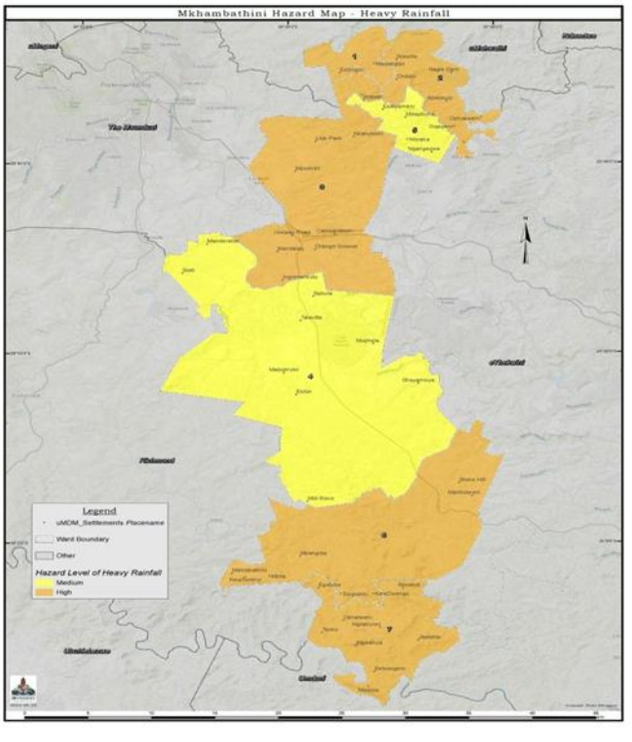
Figure 3 to below shows hazard maps as per the results of the risk assessment exercise.

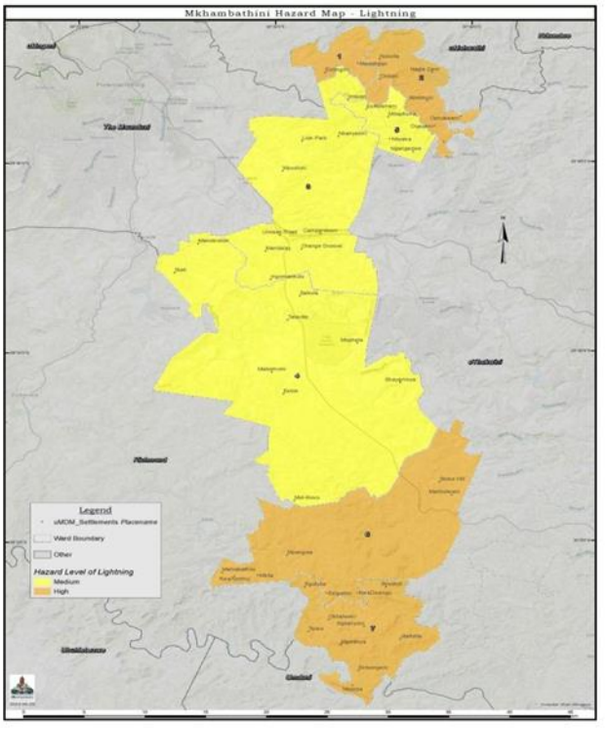


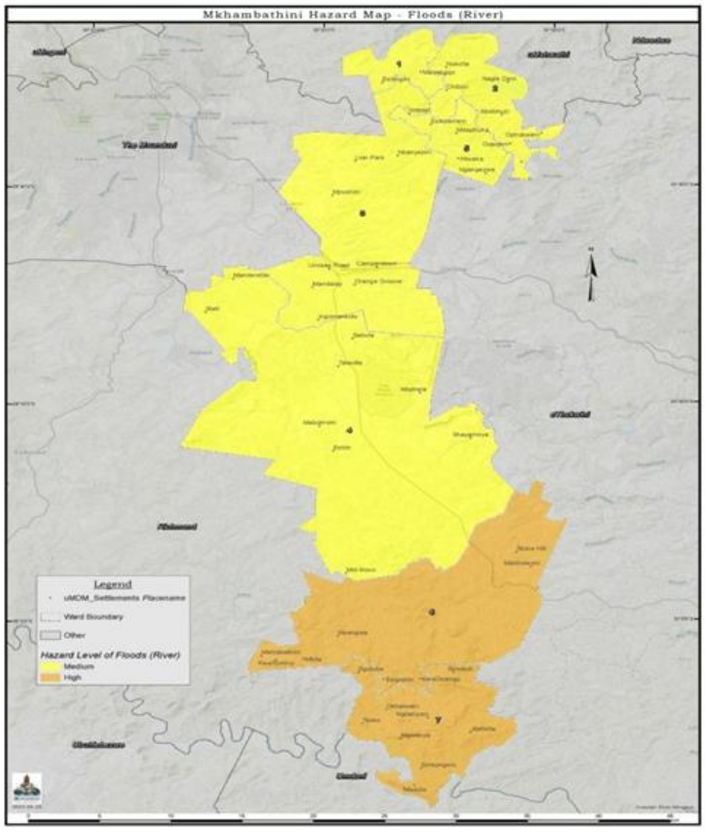


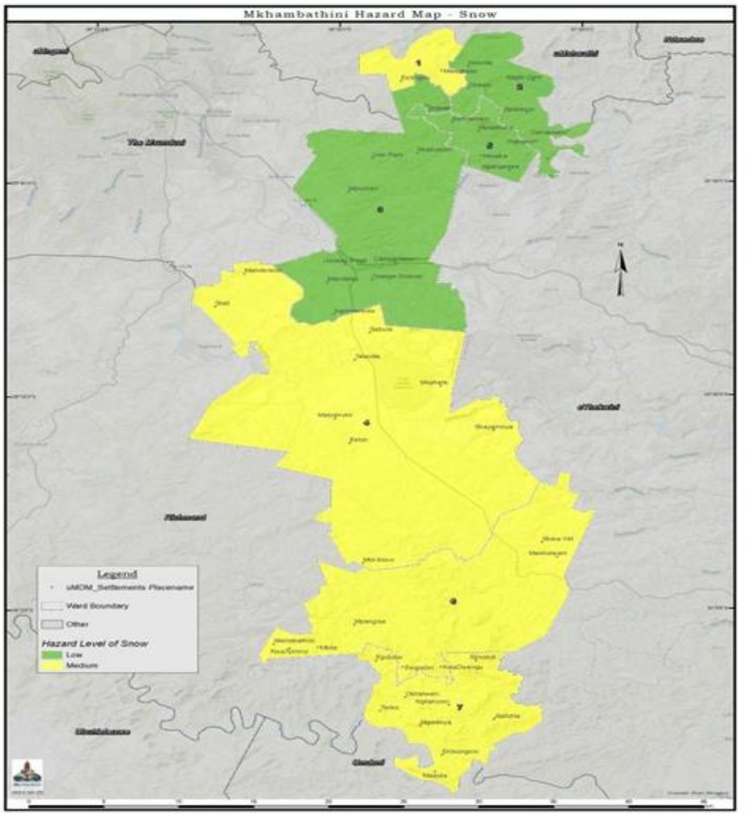

Mkhambathini Hazard Map - Flash Floods
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Flash Floods
Medium
High

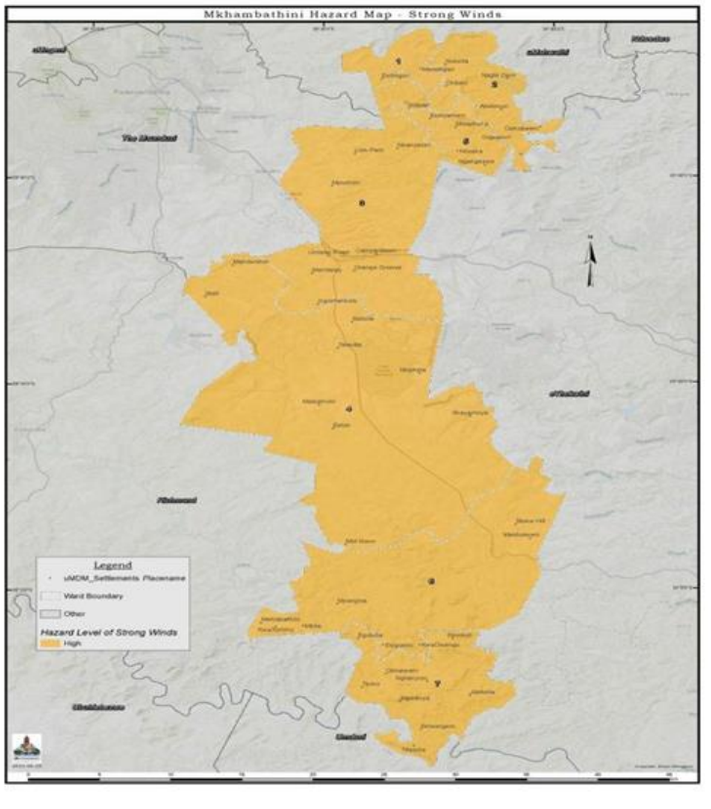

Mkhambathini Hazard Map - Hail
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Hail
Medium
High

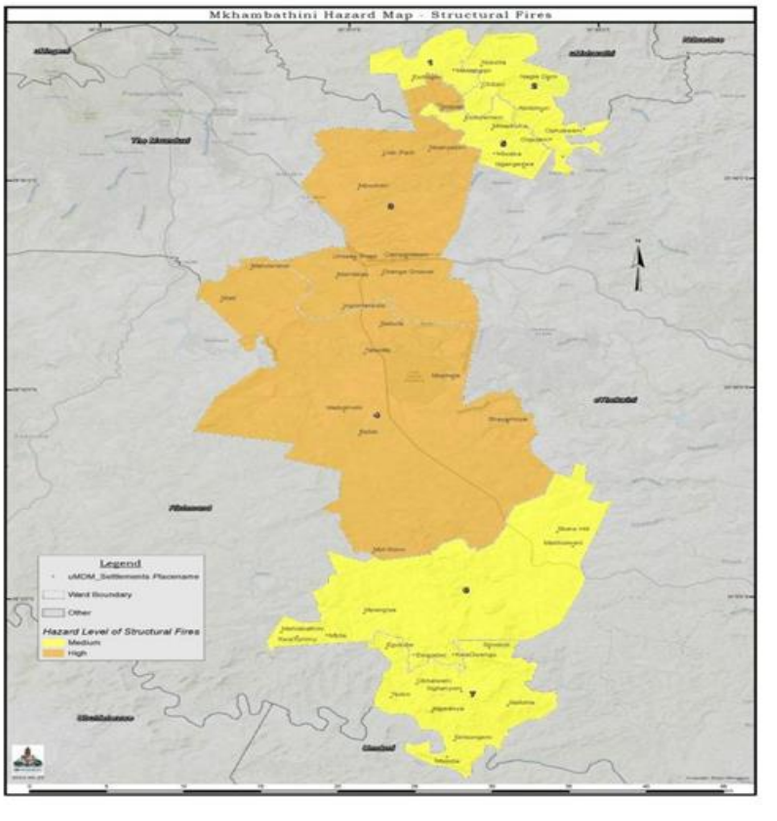

Mkhambathini Hazard Map - Heavy Rainfall
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Heavy Rainfall
Medium
High

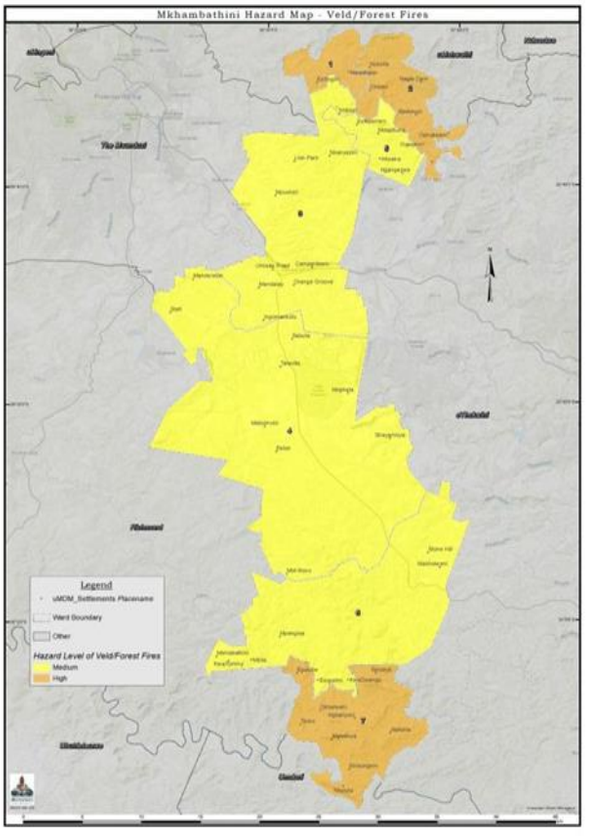

Mkhambathini Hazard Map - Lightning
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Lightning
Medium
High

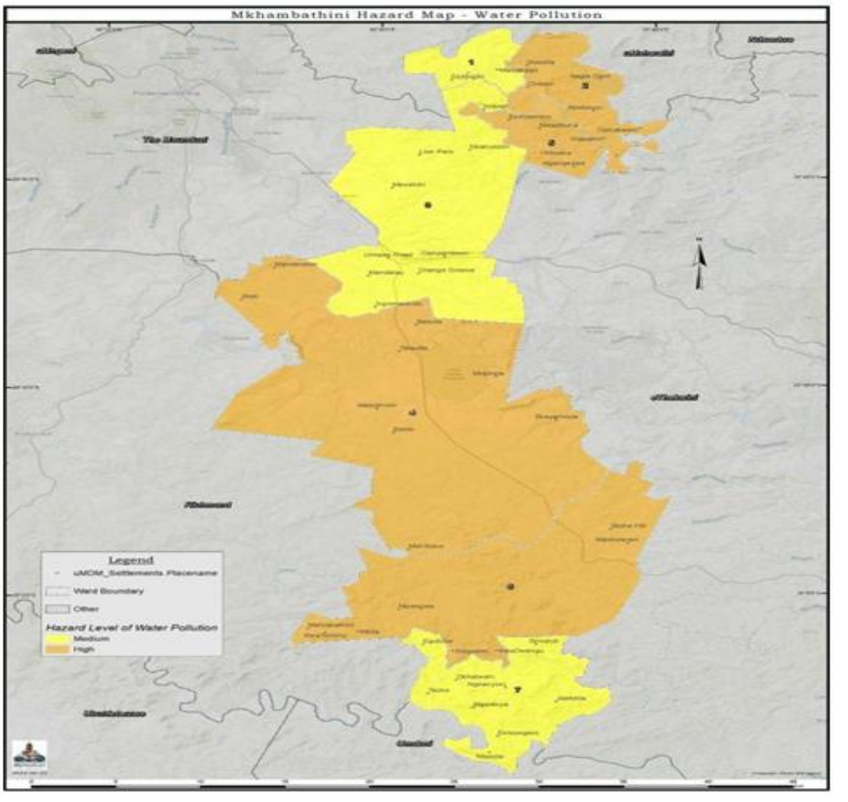

Mkhambathini Hazard Map - Floods (River)
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Floods (River)
Medium
High


Mkhambathini Hazard Map - Snow
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Snow
Low
Medium


Mkhambathini Hazard Map - Strong Winds
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Strong Winds
High


Mkhambathini Hazard Map - Structural Fires
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Structural Fires
Medium
High





4.12.7 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.

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

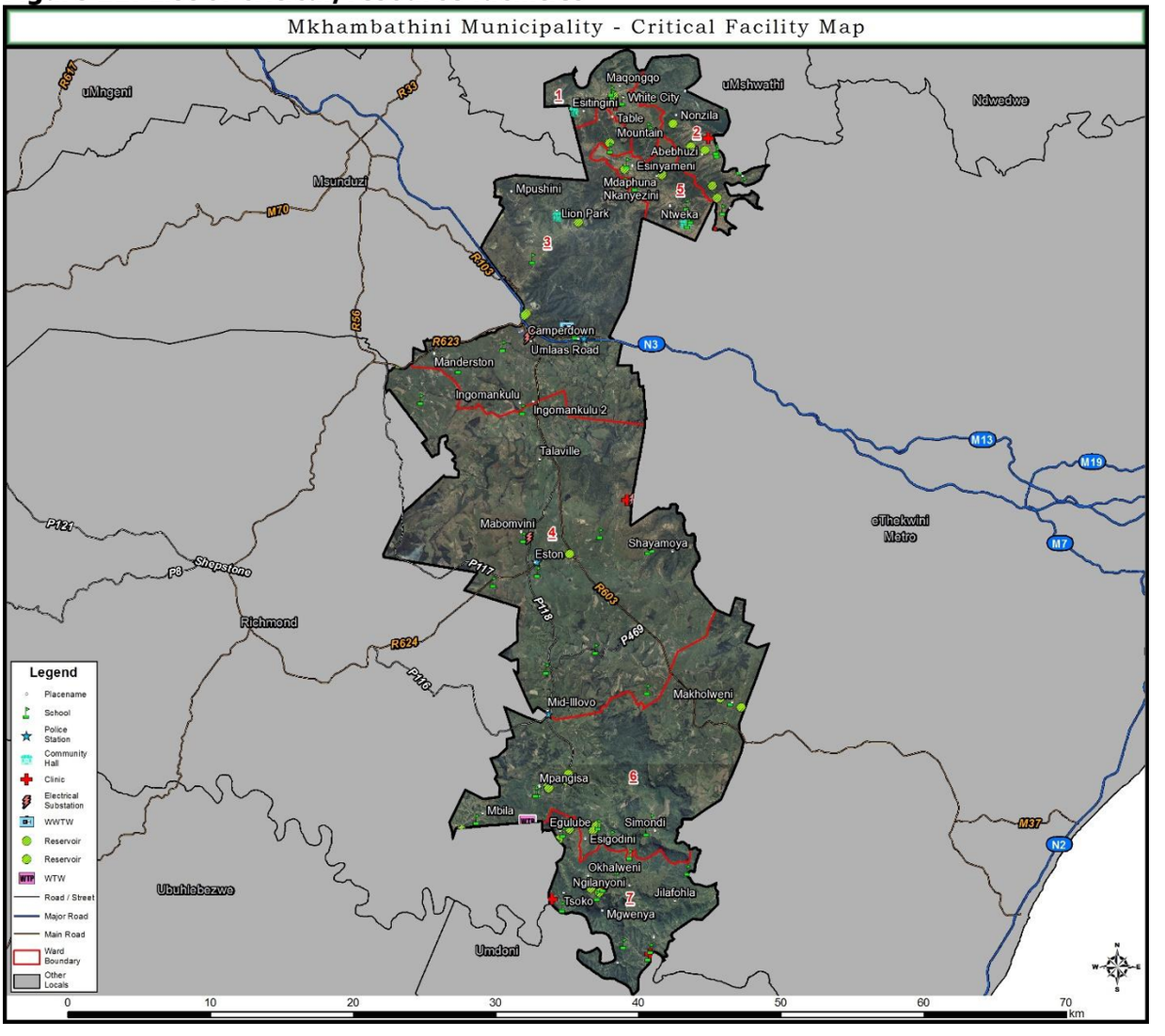
4.12.8. CAPACITY MAPS

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.

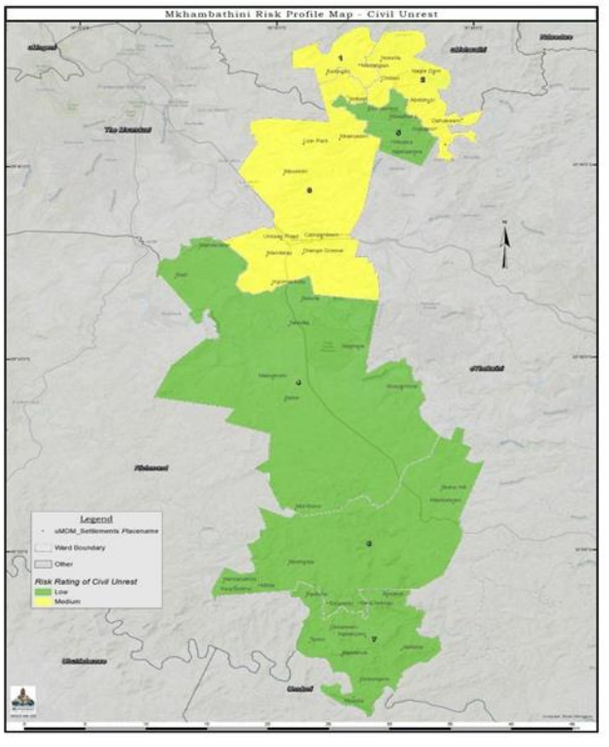
Figure 11: List of critical/resource facilities

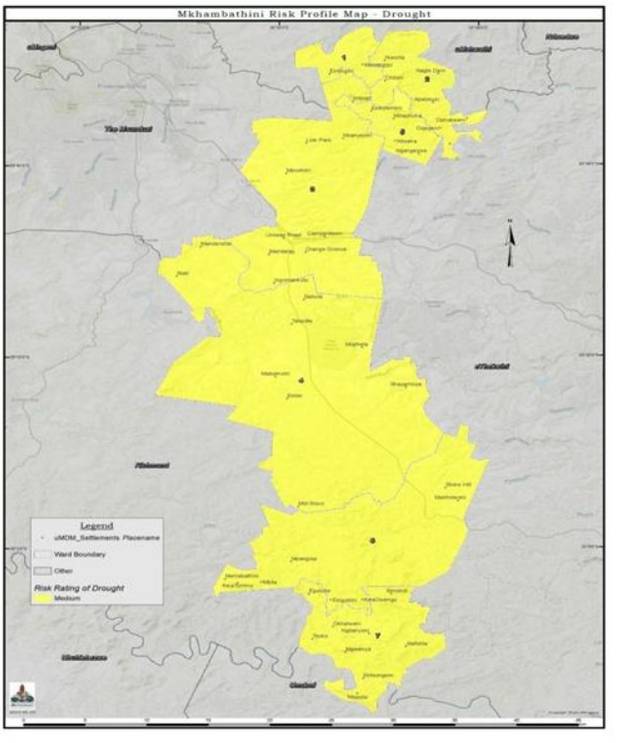


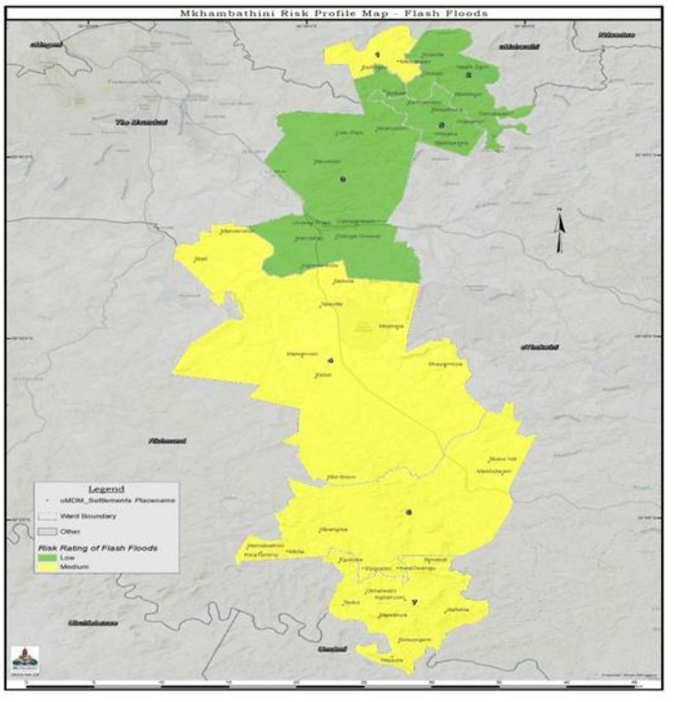
Disaster Risk Rating Maps (Disaster Risk Evaluation Maps)

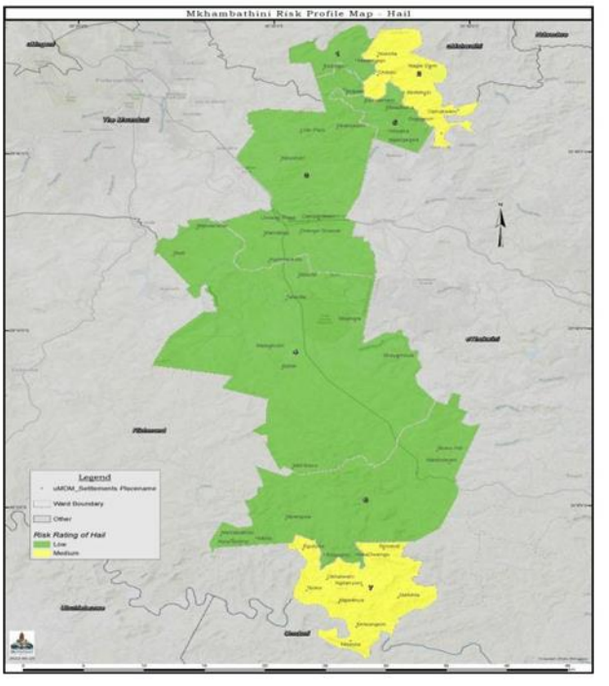
Disaster risk rating assists the municipality with determining the following:

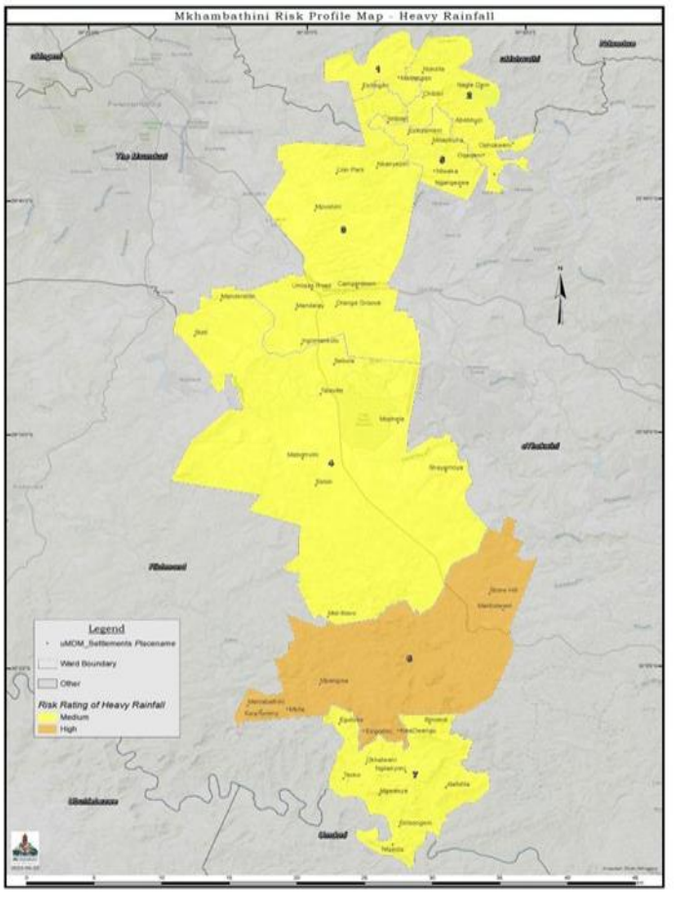
- Levels of disaster risk by analysing hazards, vulnerability and coping capacity in order to set priorities for disaster risk reduction action;
- To develop a comprehensive disaster risk management plan for Mkhambathini Local Municipality; and
- To identify possible disaster risk reduction programmes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

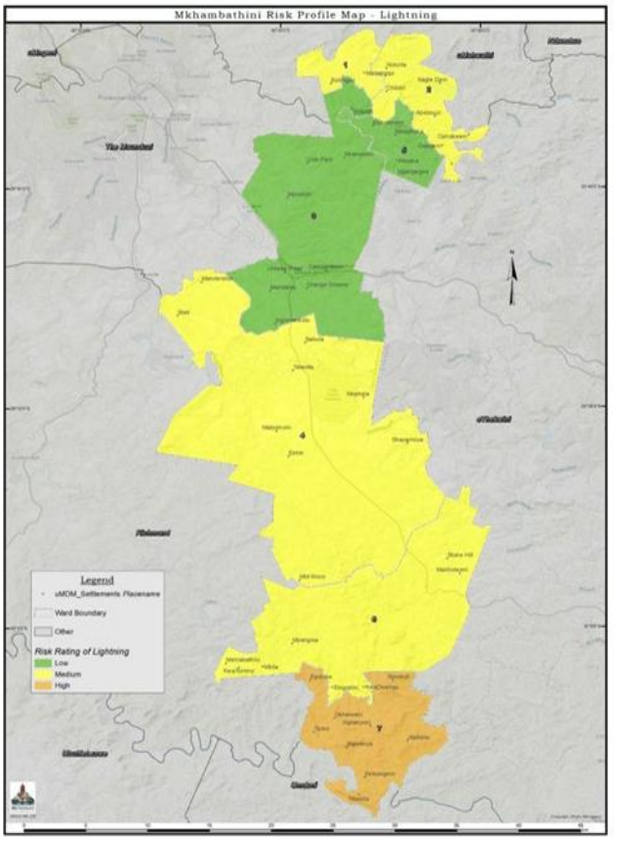


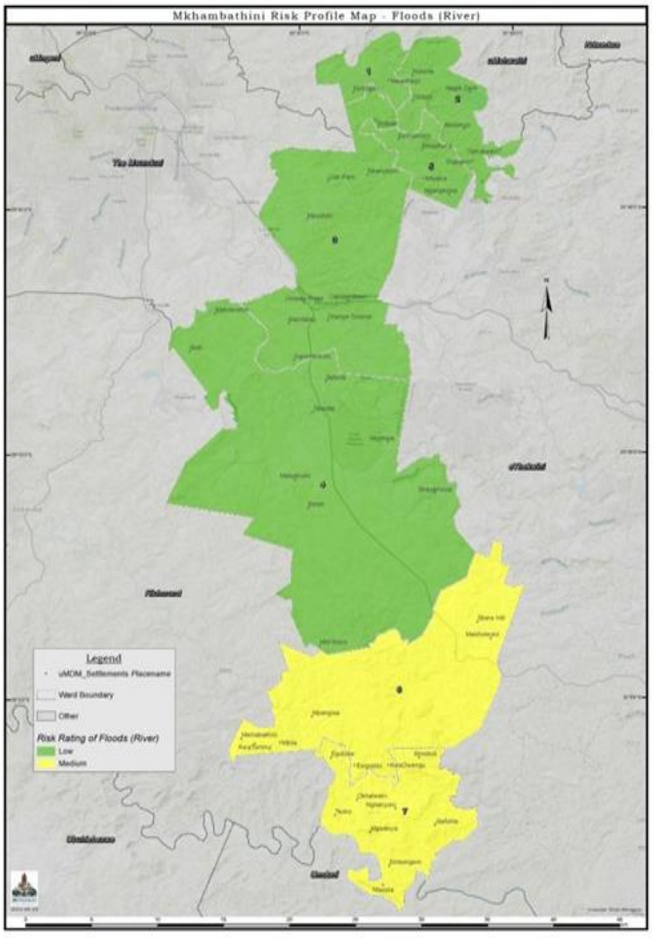


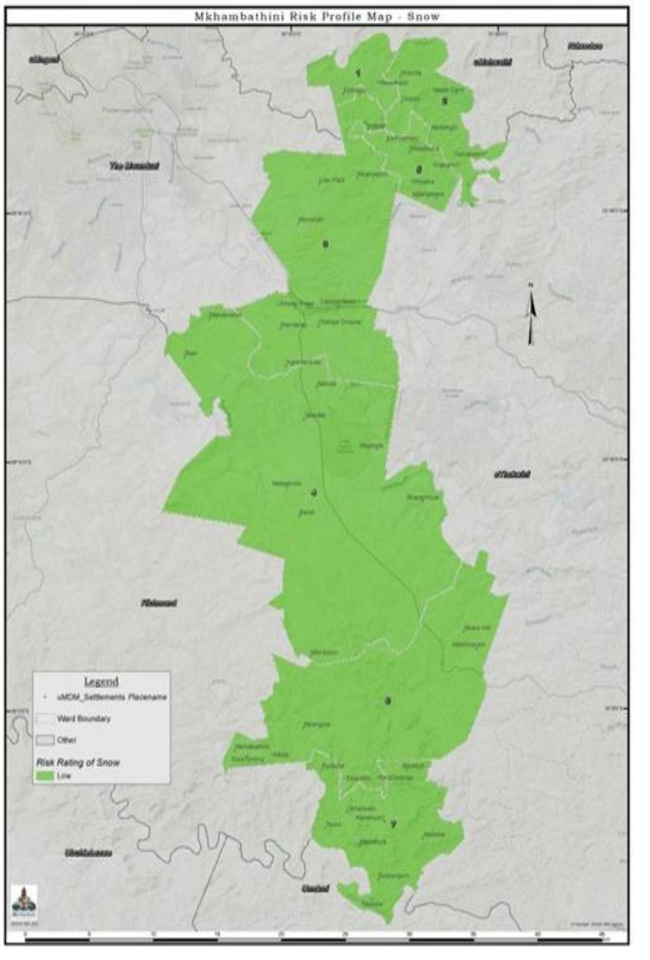

Mkhambathini Risk Profile Map - Flash Floods
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Flash Floods
Low
Medium

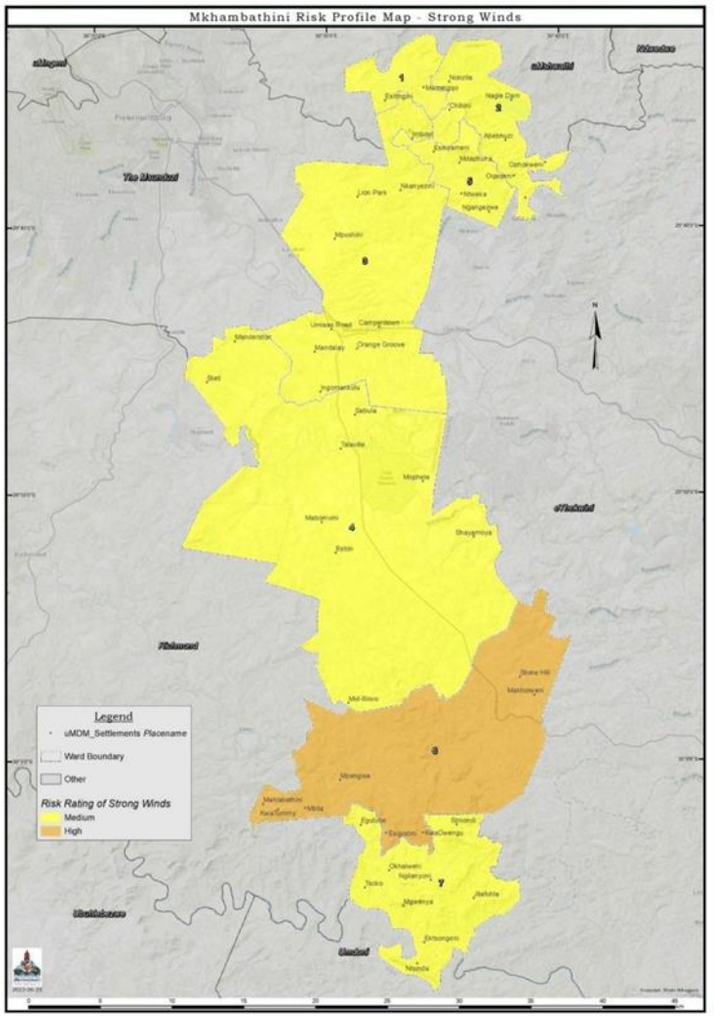

Mkhambathini Risk Profile Map - Hail
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Hail
Low
Medium

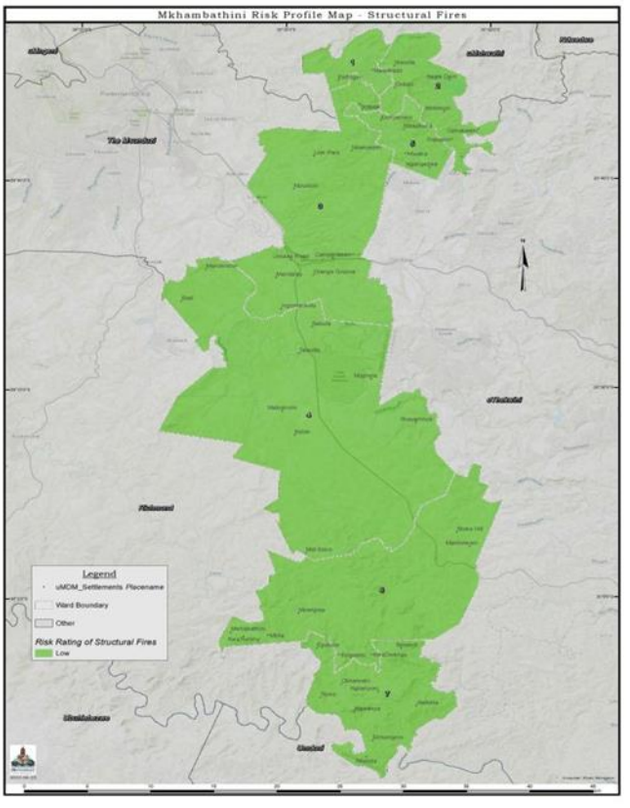

Mkhambathini Risk Profile Map - Heavy Rainfall
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Heavy Rainfall
Medium
High

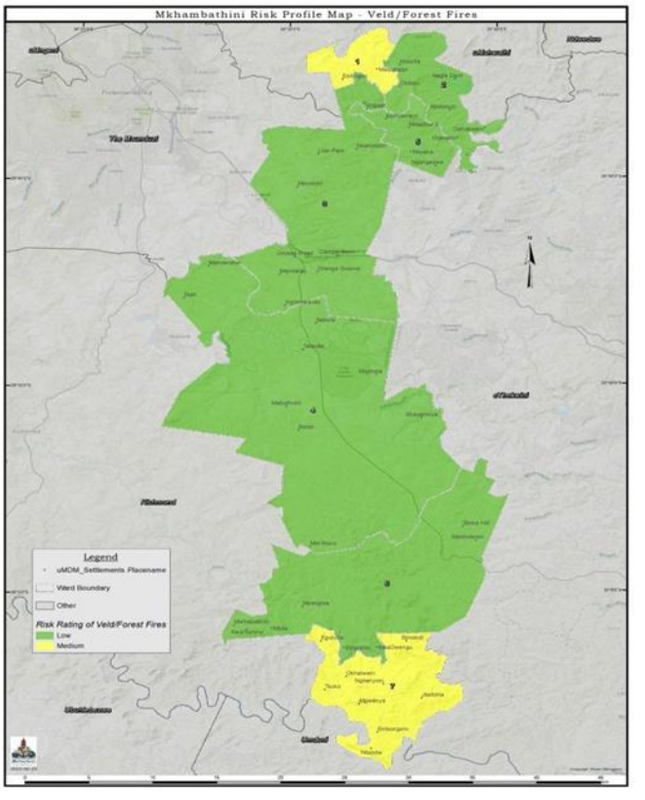

Mkhambathini Risk Profile Map - Lightning
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Lightning
Low
Medium
High

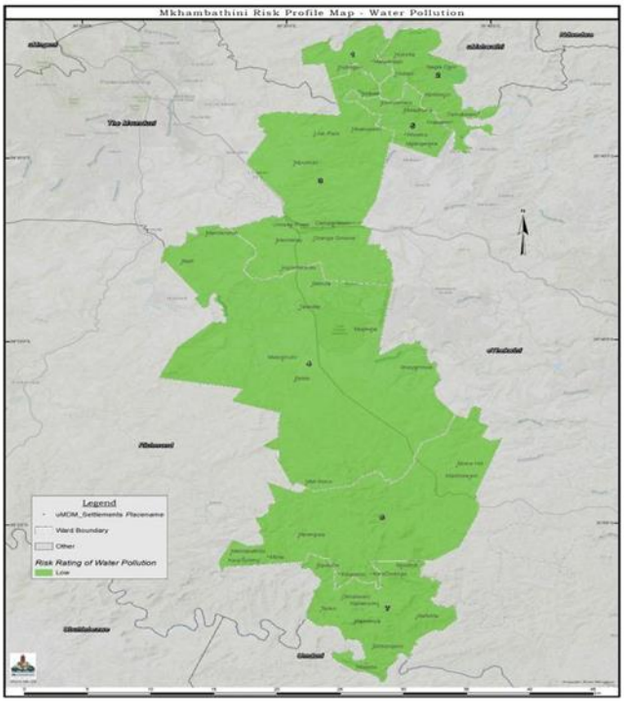

Mkhambathini Risk Profile Map - Floods (River)
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Floods (River)
Low
Medium


Mkhambathini Risk Profile Map - Snow
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Snow
Low


Mkhambathini Risk Profile Map - Strong Winds
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Strong Winds
Medium
High
N


Mkhambathini Risk Profile Map - Structural Fires
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Structural Fires
Low


Mkhambathini Risk Profile Map - Veld/Forest Fires
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Veld/Forest Fires
Low
Medium


Mkhambathini Risk Profile Map - Water Pollution
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Water Pollution
Low

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.

Human Diseases Outbreak

The Mkhambathini Local Municipality continues to roll out a broad range of interventions aimed at mitigating the impact of disease outbreaks in their communities. But the window of opportunity to respond effectively closes rapidly, and outbreaks quickly become a humanitarian crisis. Issues to tackle include political manoeuvring, 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 pandemics and the impact thereof.

4.12.9 DISASTER RISK REDUCTION FOR DM AND FIRE SERVICES

Disaster preparedness and response 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.

During the 2024/25 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 framework	R50 000	All wards	2023/2024
Disaster Relief support	R800 000	All 7 wards	2023/2024
Awareness campaign	R60 000	Ward 1, 3 and 6	2023/2024
Lightning conductors	R100 000	Wards prone to lightning	2023/2024

Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGET AREAS	DATE
Road Safety Campaign	TBC	Ward 4	2023/24
Community Clean up Campaigns	TBC	All Wards	2023/24
Clearing of alien plants (wet land areas)	TBC	environmental Health	2023/2024

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 Agriculture and Rural Development has a program of clearing invasive alien plants and cleaning the wetlands especially in rural areas.

Further, regular awareness campaigns are conducted to enhance capacity-building and resilience as a prerequisite for managing and reducing vulnerability climate change risks.
Lightning incidents have also been on the rise due to climate change. Lightning causes many fatalities and injuries worldwide every year [*Holle,* 2015]. It also ignites forest fires, damages electrical infrastructure, and causes numerous other forms of loss and damage and the storms that come with the lightning cause even more damage.

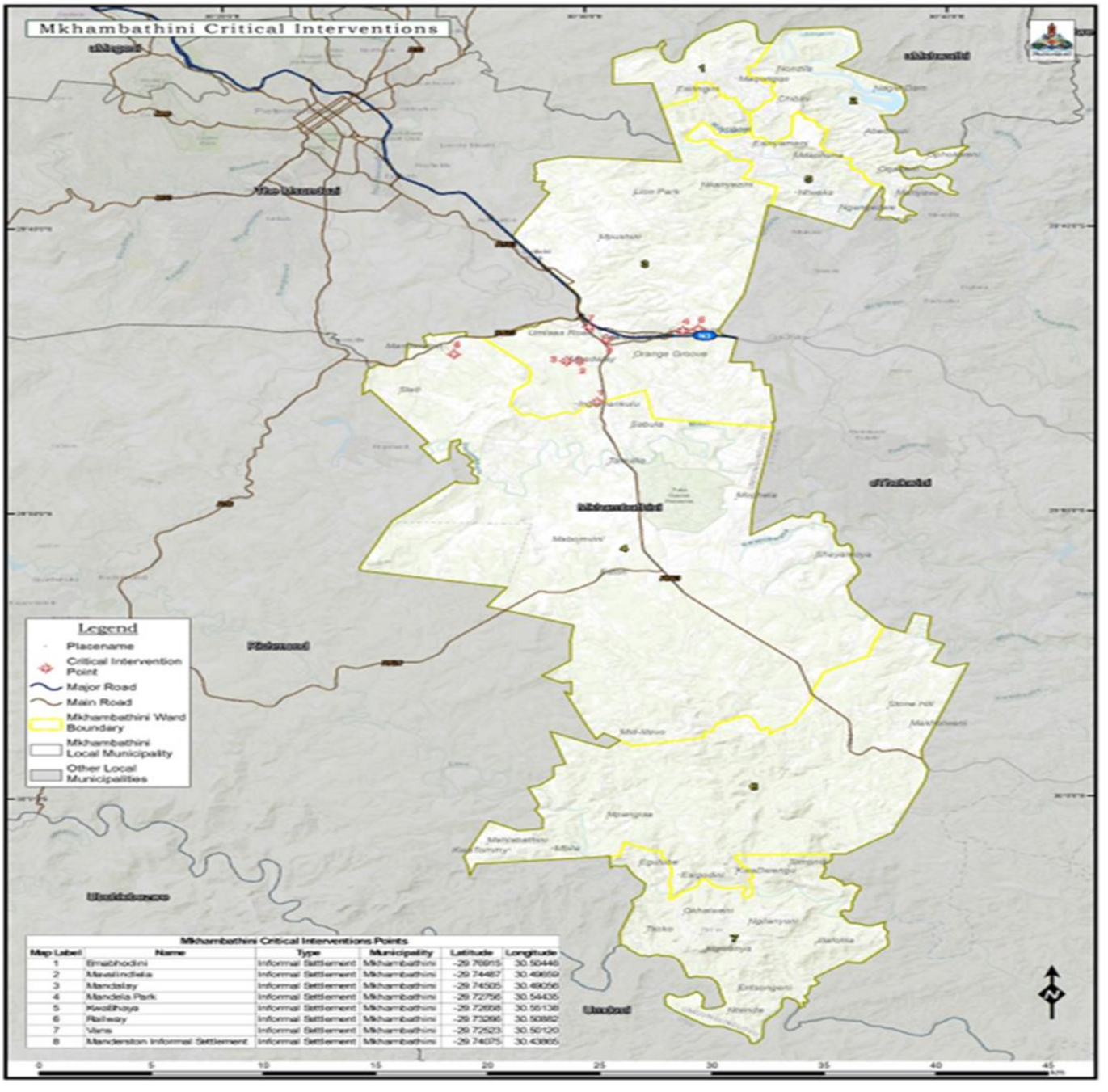
What's more, lightning is not only an indicator of climate change; it also affects the global climate directly. Lightning produces nitrogen oxides, which are strong greenhouse

In light of the above, 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.

Map reflecting strategic interventions for DRR.

Several 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 all the strategic interventions planned for the 2023/2024 financial year i.e burning of fire breaks and installation of lightning conductors:



4.11.10 DISASTER RESPONSE AND RECOVERY

Municipal Capacity in terms of Response and Recovery

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.

Further, 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.

4.12.13 INFORMATION MANAGEMENT AND COMMUNICATION

Information Management

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 and the Provincial Disaster Management Centre.

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.

Early Warning Strategy

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 information 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 early warning:

Mkhambathini facebook page;

LTT and War room whatsapp groups;

Disaster Management Volunteers; etc

4.12.14 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

Planned Capacity Building Programmes

During the 2022/23 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 2022/23 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	ACTIVITY	FACILITATOR
OCTOBER 2024	TRADITIONAL LEADERS	WORKSHOP ON DISASTER MANAGEMENT ACTIVITIES	PDMC
August 2024 & June 2025	COUNCILLORS, TRADITIONAL LEADERS AND VOLUNTEERS	FIRE SAFETY TRAINING	WOF
August 2024	VOLUNTEERS	FIRE SAFETY TRAINING	UMDM FIRE SERVICES
January 2025	VOLUNTEERS	FIRST AID	RED CROSS
July – September 2024	SCHOOLS AWARENESS CAMPAIGNS	Disaster Awareness Campaigns	MLM

Planned Public Awareness Campaigns

School Awareness campaigns are ongoing with the assistance of the District Fire Services, the awareness campaigns are solely on fire prevention and alert. Further, the Municipality has a budget allocation for two awareness campaigns each financial year and the District also makes provision for 1 awareness campaign. During the 2023/24 financial year, the awareness campaigns will be held as follows:

AREA/WARD	Dates
Ward 3 Camperdown/ Mlass road	October – December 2024
Ward 4 Njobokazi	October – December 2024
Ward 1 Maqongqo	October – December 2024

Research

No research studies had been conducted at Mkhambathini Local Municipal area.

4.6.13 FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

Breakdown of available budget for disaster management and fire services

The Municipality has a budget of R500 000.00 for the 2023/2024 this financial year.

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.

Private Partnerships

The Municipality does not have any formal private partnerships. However, The uMgungundlovu District Municipality has signed memorandums of understanding with the following Organizations:

- Santam.
- Al Imdaad Foundation.
- Gift of the Givers; and
- South African Red Cross

These partnerships were entered into on behalf of all the Local Municipalities within the District

4.12.15 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

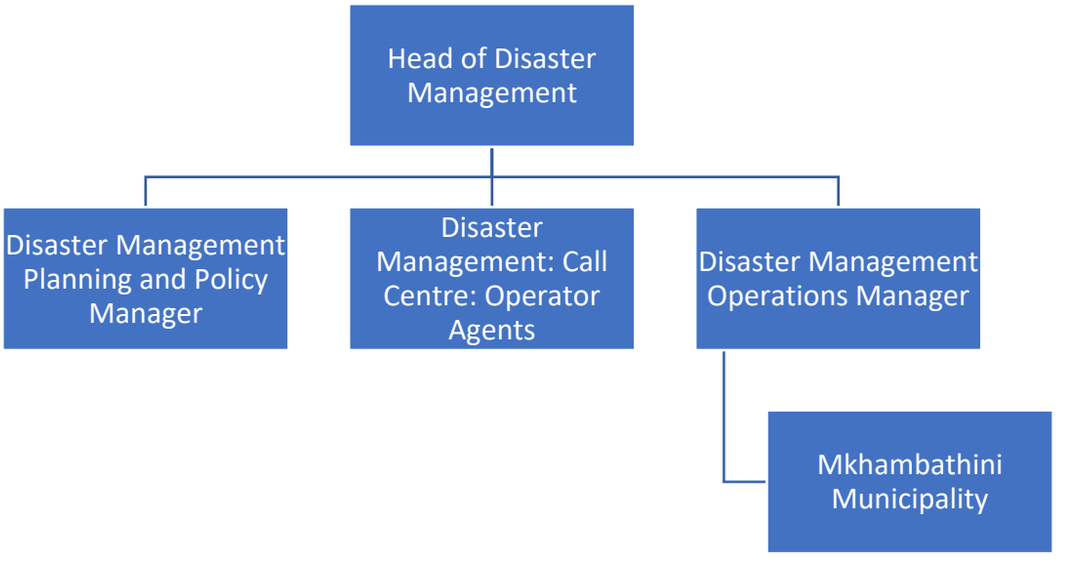


FIGURE 13: UMGUNDUNDLOVU DISTRICT DISASTER MANAGEMENT ORGANOG

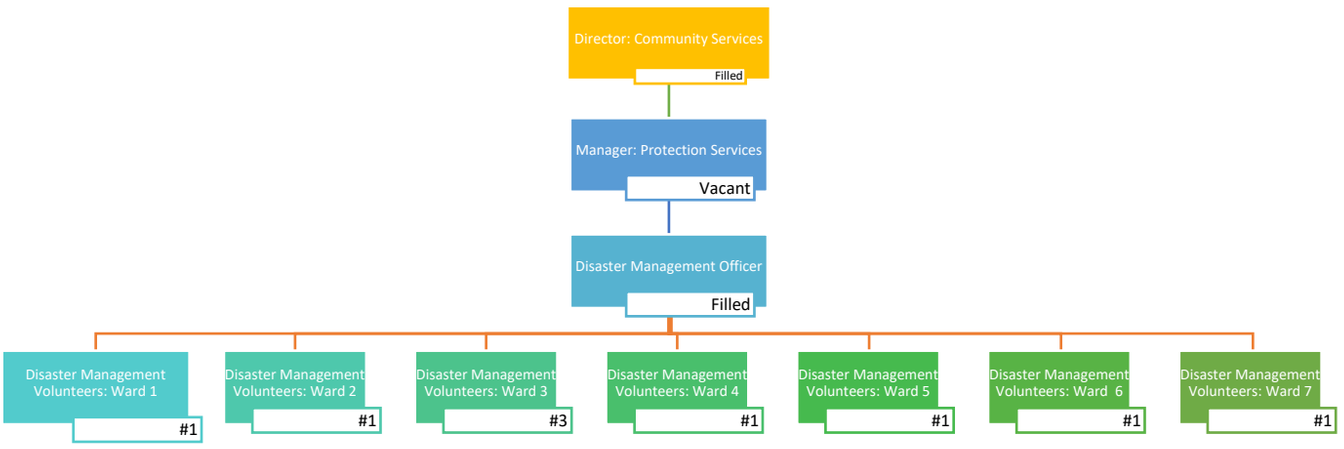


FIGURE 14: MKHAMBATHINI MUNICIPALITY DISASTER MANAGEMENT ORGANOGRAM

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.

4.12.16 IDENTIFICATIONS 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. ▪

4.12.17 DISASTER MANAGEMENT KEY CHALLENGES

The key challenges identified within the unit are:

Key challenge	Lack of Fire Services and Disaster Management
Description	**g. <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.

5.MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KPA

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 organization 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 organization. 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	July 2022	Corporate Services Director HR Officer	Adopted HRM & HRD Strategy and Implementation Plan	Corporate Services Manager HR Officer	Annually Reviewed
Annual alignment of the organizational Structure aligned to the reviewed IDP and SDBIPs	Documented Organizational Structure aligned to the IDP	2023 Structure	May 2024	June 2024	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 2024	June 2024	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 2024	June 2024	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 2024	June 2024	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	Every 5 years next date of skills audit is June 2027

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	June 2024	July 2024	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 2023	April 2024	HR Officer	WSP& Annual Training Report	SDF/HR Manager	Reviewed Annually

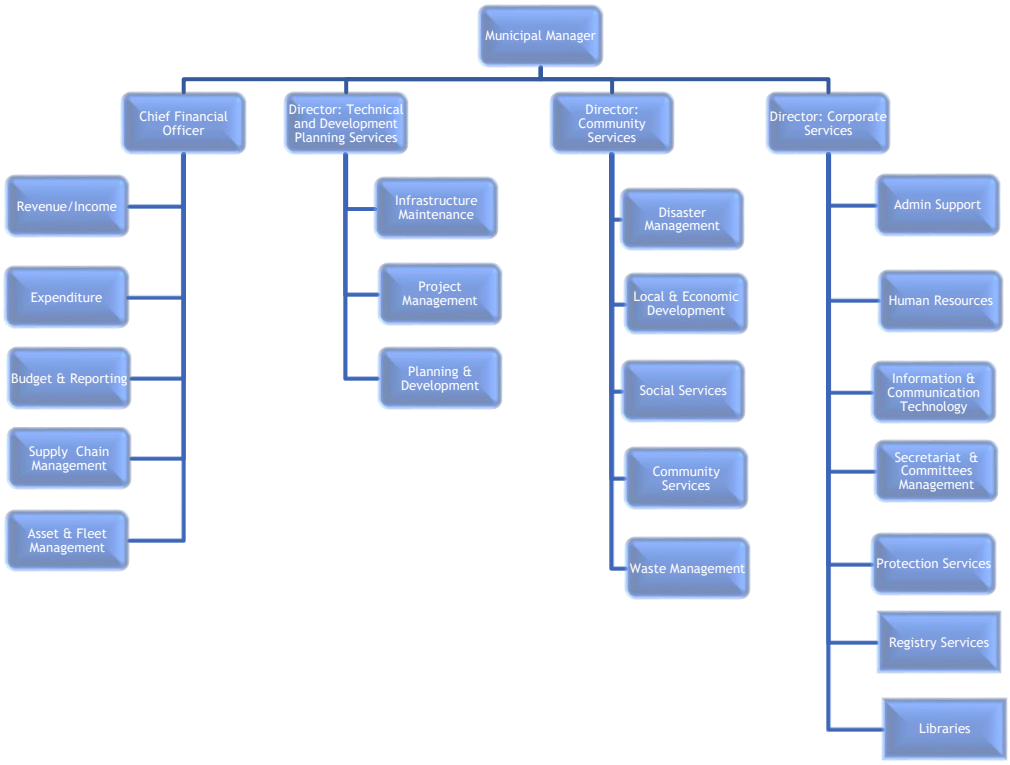
HR Strategic Goal 5: Inculcate A Results-Oriented High-Performance Culture								
Roll-out of Employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organizational, team and individual performance.	Individual Performance Plans & Development Plans	Organizational PMS	July 2023	June 2024	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	June 2024	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 June 2023	30 June 2024	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	June 2023	June 2024	HR Manager	Reviewed Policies,	Corporate Services	Annually Policies
Capacitate line Management/ Supervisors through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures	Increased Number of effective dispute handling cases	Training conducted	January 2023	March 2024	HR Manager	Training Certificates, Attendance Register	SDF/HR Manager	Quarterly Management Reports
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 2023	June 2024	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 2023	June 2024	Corporate Services Director	Employee Wellness Plan	Corporate Services	Quarterly Reports to MANCO

5.2 Municipal Organization Structure

The Mkhambathini Municipality has 14 Councilors of which seven (7) are Ward Councilors and seven (7) are Proportional Representatives. The organizational 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.



5.3 Filling of Critical Posts

All Section 54 and 56 positions are filled except for Director: Technical and Development Services which became vacant on 1st February 2024.

5.4 Vacancy Rate

The overall vacancy rate is 21%.

5.5 EMPLOYMENT EQUITY

The Mkhambathini Municipality has a total staff complement of 160 employees, 125 of these are permanent while only 35 are contract employees. The management (section 57 employees) comprises of 2 (two) 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).

5.5.1 Number of Employees Per Group

Female -63 (61 African female, 2 Indian Females)

Male -62 (60 African male,1 Indian Male and 1 PWD

White and Coloureds -0

Indian female -2 and 1 Male

Disability 1 Male and 1 Female

Contract employees – 19 males and 16 females

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 17: 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	1	0	0	0	2	0	0	0	0	0	0	0	3
Professionally Qualified and Experienced Specialist and Mid-Management	5	0	0	0	6	0	0	0	0	0	0	0	11
Skilled Technical and academically qualified workers, junior management, supervisors, foremen and superintendent	12	0	1	0	16	0	1	0	0	0	0	0	30
Semi-skilled and discretionary decision making	17	0	0	0	19	0	1	0	0	0	0	0	37
Unskilled and defined decision making	24	0	0	0	18	0	0	0	0	0	0	0	42
Disabled	0		0	0	0	0	0	0	0	0	1	0	1
Total Permanent	60	0	1	0	61	0	2	0	0	0	0	0	125
Temporal Employees	19	0	0	0	15	0	0	0	0	0	0	1	35
Grand Total	79	0	1	0	76	0	2	0	0	0	1	1	160

5.6 IMPLEMENTATION OF WORKPLACE SKILLS PLAN

5.6.1 SKILLS AUDIT

A full skills audit was conducted on all officials to inform the nature of future training programmes. This sought to ensure that relevant training programmes are rolled out to the relevant personnel. Staff development is important to the Municipality as it assists in the achievement of its goal.

5.6.2 WORKPLACE SKILLS PLAN

At the beginning of each financial year. The Human Resource Unit requests employees to submit copies of the Personal Development Plans containing the training programmes that they would like to attend to capacitated themselves. The training programmes provided are used to implement the WSP Training Report for 2024/2025 and Planned Training for 2023/24 as per skills audit and personal development plans.

The 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.

5.6.3 TRAINING REPORT 2023/24

INTERVENTION	NAME AND SURNAME	TYPE	QUARTER
1. Graphic Design	Nkosi Nokulunga Mthiyane Buyiswa Mthokozisi Mncwabe	Skills Programme	Q1

2. Citizen Centered (Customer Service)	Nkosingiphile Mbatha Sithembiso Mkhize Freedom Mngwengwe Sibongiseni Ngubane	Skills Programme	Q1
3. Bachelor of Public Administration	Lungile Nkosi	Bursary	Q3
4. Advanced Diploma in Accounting	Nkanyiso Ntenga Nonkululeko Ngubane Leigh Ndlovu Nkanyiso Zondo	Bursary	Q3
5. Master's in Commerce	Mbongwa Dlamini	Bursary	Q3
6. BA Environmental Management	Khethiwe Matiwane	Bursary	Q3
7. Bachelor of Public Administration	Nonhlanhla Pheyane	Bursary	Q3
8. Bachelor of Commerce in Information and Tech Management	Mthokozisi Mncwabe	Bursary	Q3
9. Public Management and Information Communication	Welcome Nzama	Bursary	Q3
10. Bachelor of Development Studies Honours	Zanele Gabela	Bursary	Q3
11. Diploma in Ecotourism	Zaziyena Mbeje	Bursary	
12. Advanced Computer Training	Zamo Mkhize Samkelisiwe Duma Ntuthuko Mlaba Zinhle Mbonambi Londiwe Mohlakoana Sinenhlanhla Sibisi	Skills Programme	Q3 training date to be confirmed
13. VMware and Veeam backup and replication	Mongikazi Momoza	Skills Programme	Q4
14. Facilitation	Velephi Wanda Xolo Ngcongo Khethiwe Matiwane Zazi Mbeje	Skills Programme	Q4
15. Firearm refresher	Bongamandla Cele Skhumbuzo Dladla Syabonga Khanyile Skhumbuzo Maphumulo Ncengokwakhe Ndlovu Mduduzi Magwanyana Sipho Linda Lindifa Ngidi Dingiswayo Ngidi Sthembiso Mngwengwe Aubrey Mkhize Bhekani Nala Zibo Dlamini Slindile Khomo Nombuso Nyawose Naledi Mhlohlo	Skills Programme	Q4

	Zanele Mlaba Xolani Zimu Thabani Ngcobo Mveliso Ndulini Sthembiso Shandu Mlungisi Mncwabe Skhumbuzo Sithole Mvelo Mncwabe Mandla Mthethwa Sanele Ngidi Psychology Maphanga Sibusiso Mhongo Sabelo Linda		
Unemployed			
1. Town and Regional Planning	5 Interns	LGSETA funded	Q2
2. Urban and Regional	5 Interns	LGSETA funded	Q2
3. Community House Building	50 unemployed	LGSETA funded	Q2
4. Landscaping	50	LGSETA funded	Q2
5. New Venture Creation (SMMEs)	50	LGSETA funded	Q2

5.6.4 LOCAL GOVERNMENT DIPLOMA PROGRAMME

One of the recommendations made after the municipality completed the COGTA Gapskill template was to make sure that the municipality offers additional education to staff members who just hold matriculation and those who want to become qualified for positions in local government. 19 employees and 4 council members enrolled in the program. The financial year 2022 marked the beginning of this intervention. All employees finished their diploma and graduated on 15 March 2024.

Below is the list of employees.

1) Sinenhlanhla Shange
2) Nontobeko Lembethe
3) Londiwe Mohlakoana
4) Mthobisi Zimu
5) Mzamo Ngcongo
6) Tammy Moses
7) Mbulelo Gwala
8) Mthokozisi Ngidi
9) Babonani Mnguni
10) Nelisiwe Mthethwa
11) Nonhlanhla Pheyane
12) Xolo Ngcongo
13) Nzama Zibusiso
14) Ngubane Mhlayonke
15) Momoza Mongikazi
16) Wanda Velephi
17) Mazibuko Sifiso

18) Nzimande Bongiwe
19) Mlungisi Mncwabe

Councillors
1. Mayor Cllr N Ntombela
2. Deputy Mayor Cllr N Maphanga
3. Chief Whip
4. Cllr M Cele

5.6.7 PLANNED TRAINING FOR 2024/25 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 participati Local Government
54. Ngcongo M	Manager Public Participation	Supervisor and Leadership,

		Conflict Management
55. Mthiyane B	Communications Officer	Certificate in Graphic Design, Public Speaking , Bath
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 Governance
UNEMPLOYED		
84. 30 Youth		Diploma Public Finance
85. 30 Youth		Carpentry
86. 40 Youth		Administration Clerks

5.6.8 MUNICIPAL BURSARIES

The Municipality is offering bursaries to employees every financial year.

5.6.9 THE MUNICIPALITY ALSO OFFERED THE FOLLOWING PROGRAMME FOR EMPLOYEES

Mthethwa Lungile	Finance	MFMP
Minenhle Dladla	Finance	MFMP
Ndlovu Nomhle	Corporate Services	MFMP
Ngcobo Pretty	Community Services	MFMP

5.7 HUMAN RESOURCE POLICIES

5.7.1 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.

5.7.2 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.

5.7.3 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 organization 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 system is a strategy and system that enables organizations 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 organizational objectives and values.

5.7.4 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.

5.7.5 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)

5.8 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.

5.9 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 INTERVENTION
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	Yes	None

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 orbeing 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 Loans.

5.10 ICT STRATEGY

5.10.1 Background

Information and Communications Technology (ICT) Systems and Services are playing an ever-increasing role as a strategic enabler of organizational 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 IT Strategy that was reviewed highlighted several projects to be implemented in the 2024/2025 Financial year, these projects include the installation of public wi-fi in the identified areas of our Municipality, this project is bearing many fruits as it has assisted the community with access to internet. A lot is still to be done as the areas were pilot areas, our focus is to connect the whole of Mkhambathini. There is a great need for the Municipality to develop a digital strategy which will speak to issues of connectivity and other digital services to be rolled out, this strategy will be developed to align the Municipality to the National Development Plan 2030.

"By 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is inclusive and prosperous. A seamless information infrastructure will be universally accessible and will meet the needs of citizens, business, and the public sector." "This ecosystem of digital networks, services, applications, content and devices, firmly integrated in the economic and social fabric, will connect public administration and active citizens; promote economic growth, development and competitiveness; drive the creation of decent work; underpin nation building and strengthen social cohesion; and support local, national and regional integration."

Several projects that were highlighted have been achieved and some are ongoing projects which will be concluded in the year 2026/2027.

5.10.2. Regulatory Compliance

Recent statements of direction from National Government implies a strategic approach must be introduced by all local government entities to migrate its existing portfolio of legacy ICT services and systems to a business systems architecture that will enable improved access to data and information, as well as the potential to share certain ICT related services and systems between the various spheres of government.

5.10.3 ICT Industry Trends

Latest Technology trends are the trademark of the ICT Industry and for local government not to exploit the business opportunities to enhance our service delivery and collaboration with our communities and residents, will be a self-inflicted legacy of estrangement between the Municipality and its communities and residents. The most recent and imminent trends in the ICT Industry are the following:

Cloud Native platforms are technologies that allow you to build new application architectures that are resilient, elastic, and agile — enabling you to respond to rapid digital change.

Cybersecurity Mesh enables best-of-breed, stand-alone security solutions to work together to improve overall security while moving control points closer to the assets they're designed to protect. It can quickly and reliably verify identity, context and policy adherence across cloud and non-cloud environments.

Privacy enhancing computation utilizes a variety of privacy-protection techniques to allow value to be extracted from data while still meeting compliance requirements.

Data fabric provides a flexible, resilient integration of data sources across platforms and business users, making data available everywhere it's needed regardless of where the data lives.

Decision intelligence is a practical approach to improve organizational decision making. It models each decision as a set of processes, using intelligence and analytics to inform, learn from and refine decisions.

Distributed Enterprises reflect a digital-first, remote-first business model to improve employee experiences, digitalize consumer and partner touchpoints, and build out product experiences.

Autonomic systems create an agile set of technology capabilities that are able to support new requirements and situations, optimize performance and defend against attacks without human intervention.

Given the current availability of skills and resources in the ICT Unit consultative skills will be required to fully exploit the business benefits of these technologies for Mkhambathini Municipality.

5.10.4 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 to respond to demand whilst reducing consumption, waste and costs. Smart cities need to capitalize on digital technology to facilitate speed of information to support more efficient delivery of goods and service and contribute to the greater vibrancy of cities.

A smart city is a municipality that uses information and communication technologies to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.

A smart city is a holistic ecosystem.

Where people are interconnected and contributing towards a common vision, creation of knowledge and exchange of ideas.

Global best practices recommend three primary categories when determining the benefits and priorities for the design and implementation of the smart city roadmap. The smart city roadmap includes the following:

5.10.5 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.

5.10.6 Smart Governance

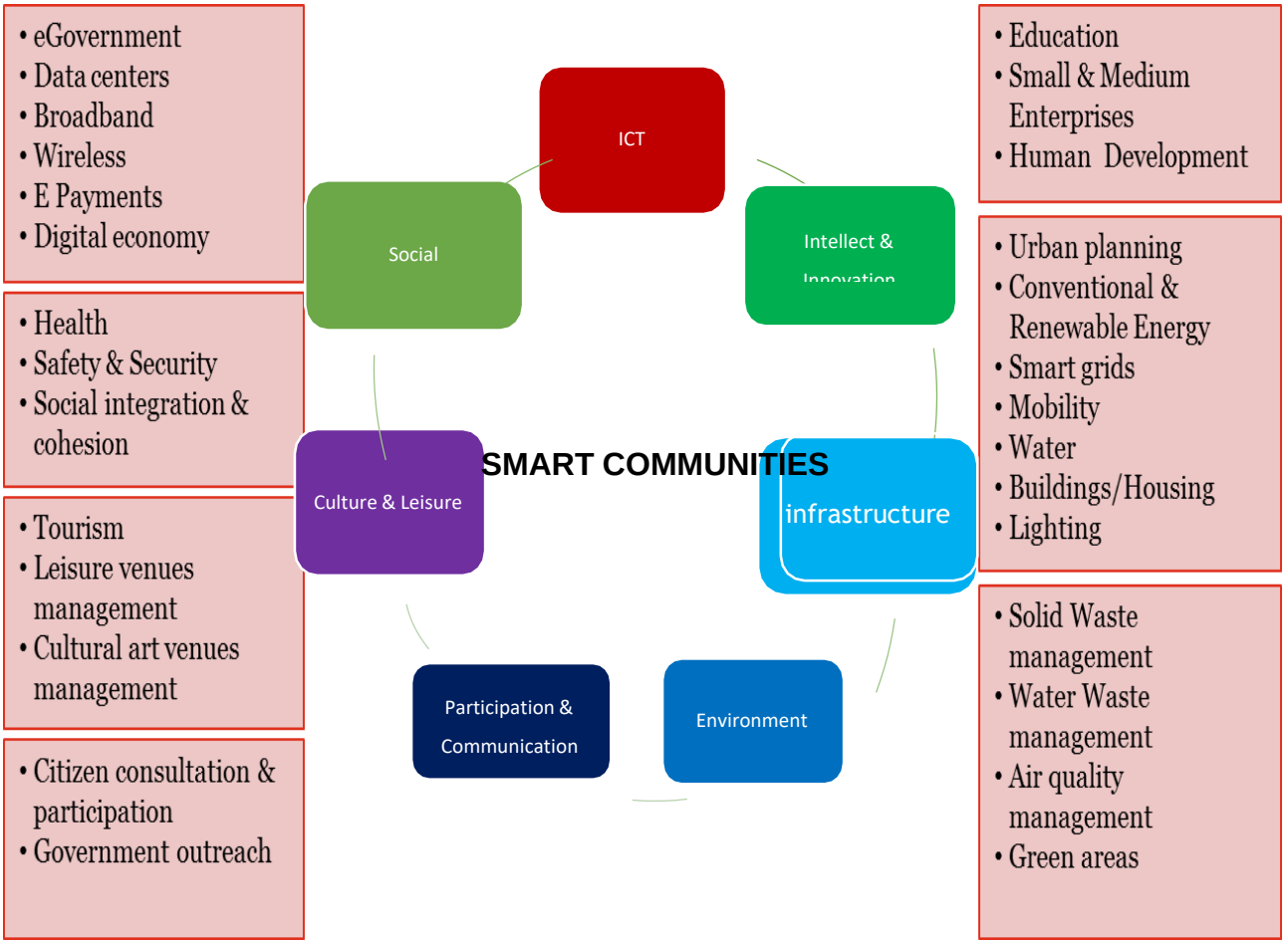
Transform the institutional systems, processes, and organizational structure to one of high-performance organization to effectively deliver basic services.

5.10.7 Smart Livelihood

Implementation and integration of innovative digital platforms to enable social upliftment.

The Digital Strategy will address all the above key areas of digitalization. Our Municipality is rural in its nature and an emphasis on building the infrastructure is crucial to achieve the goals as highlighted in this document.

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.



5.10.8 ICT SWOT ANALYSIS

TABLE 30: ICT SWOT ANALYSIS

STRENGTH	WEAKNESS
• All core ICT system to support the business are currently in place. • Dedicated Server Room. • Full management support of ICT • Good relations with stakeholders. • ICT Steering Committee • Renowned ERP system • Strong commitment from the business support ICT initiatives	• Insufficient ICT resources to support business. • Insufficient budget to address technological change and project implementation. • Lack of Disaster Recovery Site • Power Failures
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

5.10.9 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.

5.11 ORGANISATIONAL DEVELOPMENT

5.11.1 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).

5.11.2 Municipal Transformation & Organizational Development Swot Analysis

TABLE 32: MUNICIPAL TRANSFORMATION & ORGANIZATIONAL 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

5.12 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	To be reviewed
Revenue Enhancement Strategy	May 2022	Annually	To be reviewed
Rates Bylaw	May 2022	Annually	To be reviewed
Recruitment and Selection Policy	30 June 2022	Annually	To be reviewed
Fleet Management Policy	22 May 2024	Annually	Reviewed
Retention Policy	30 June 2021	Annually	To be reviewed
Recruitment and Selection Policy	30 June 2023	Annually	To be reviewed
Skills Development Policy	30 June 2022	Annually	To be reviewed
Occupation Health and safety Policy	June 2021	Annually	To be reviewed
Sexual Harassment Policy	June 2021	Annually	To be reviewed
Bereavement Policy	June 2021	Annually	To be reviewed
Individual Performance Management Policy	June 2023	Annually	To be reviewed
Leave Policy	June 2021	Annually	To be reviewed

Corporate Governance Framework	June 2021	Annually	To be reviewed
ICT Strategy	31 May 2023	Annually	To be reviewed
ICT Security	31 May 2023	Annually	To be reviewed
IT Security	31 May 2023	Annually	To be reviewed
IT User Access Management Policy	31 May 2023	Annually	To be reviewed
IT Operating System Security Control Policy	31 May 2023	Annually	To be reviewed
ICT Security Control Policy	31 May 2023	Annually	To be reviewed
IT Services Level Agreement Policy	31 May 2023	Annually	To be reviewed
ICT Disaster Recovery Policy	31 May 2023	Annually	To be reviewed
ICT Backup and Recovery Policy	31 May 2023	Annually	To be reviewed
ICT Business Continuity Plan	31 May 2023	Annually	To be reviewed
Banking and Investment Policy	22 May 2024	Annually	Reviewed
Borrowing Policy	22 May 2024	Annually	Reviewed
Budget Policy	22 May 2024	Annually	Reviewed
Cost Containment Policy	22 May 2024	Annually	Reviewed
Credit Control and Dept Collection	22 May 2024	Annually	Reviewed
Funding and Reverses Policy	22 May 2024	Annually	Reviewed
Indigent Policy	22 May 2024	Annually	Reviewed
Inventory Policy	22 May 2024	Annually	Reviewed
Mkhambathini Asset Management	22 May 2024	Annually	Reviewed
Rates Policy	22 May 2024	Annually	Reviewed
Recruitment and Selection for senior managers	22 May 2024	Annually	Reviewed
SCM Policy	22 May 2024	Annually	Reviewed
Tariff By-laws	22 May 2024	Annually	Reviewed
Tariff Policy	22 May 2024	Annually	Reviewed
Virement Policy	22 May 2024	Annually	Reviewed

Waste management by law	22 May 2024	Annually	Reviewed
Municipal Organogram	22 May 2024	Annually	Reviewed
Oversight Report	22 May 2024	Annually	Reviewed
Annual Report	22 May 2024	Annually	Reviewed
Communications Strategy	22 May 2024	Annually	Reviewed
Public participation Policy	22 May 2024	Annually	Reviewed
Batho Pele policy	22 May 2024	Annually	Reviewed
Service Delivery Improvement Plan	22 May 2024	Annually	Reviewed
Investment and Business Retention Directory	22 May 2024	Annually	Reviewed
IDP, Budget and PMS Process Plan 2022/23	22 May 2024	Annually	Reviewed
Informal Economy Policy and Bylaw	22 May 2024	Annually	Reviewed
Workplace Skills Plan 2022/23	22 May 2024	Annually	Reviewed
Internal Audit Charter	22 May 2024	Annually	Reviewed
Performance Management Framework 2024/2025	22 May 2024	Annually	Reviewed
Audit And Performance Audit Committee Charter 2023/24	22 May 2024	Annually	Reviewed
Risk Management Strategy and Policy	22 May 2024	Annually	Reviewed
Time and Attendance Policy	22 May 2024	Annually	Reviewed
Substance Abuse Policy	22 May 2024	Annually	Reviewed
Security Management Policy	22 May 2024	Annually	Reviewed
Firearm Management Policy		Annually	To be adopted on 28 June 2024
Records Management Policy		Annually	To be adopted on 28 June 2024
Protection services for Councillors and Officials	29 November 2024	Annually	To be reviewed
Protective Clothing and Uniform	25 July 2019	5 years	To be reviewed
ICT Service Desk Policy		Annually	To be adopted on 28 June 2024

Cellular phone Policy	29 June 2023	Annually	To be reviewed
Payroll Management and Administration Policy	22 May 2024	Annually	To be reviewed

5.13 DEMOCRACY AND GOVERNANCE: INTERATION 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.

5.14 ACTION PLAN ON AUDITOR GENERAL'S FINDING

The table below is the Auditor -General's Action plan aimed at addressing the audit findings raised by the Auditor General during the audit of the 2022/2023 financial year. This is currently the Municipal updated Auditor-General Action Plan is attached below in the IDP.

TABLE 31: ACTION PLAN ON AG FINDING

MKHAMBATHINI MUNICIPALITY AUDIT ACTION PLAN

RESPONSES TO THE 2022/23 REPORT OF THE AUDITOR-GENERAL

MATTERS AFFECTING THE AUDIT REPORT

NATURE OF AUDIT QUERY	Audit finding	Management response	Auditor's conclusion	Action to address finding	Target Date	Reponsible Official	Progress	Status
Annexure A: Matters affecting the auditor's report								
PREDETERMINED OBJECTIVE	Predetermined method of calculation cannot be determined	The Management notes the finding and the recommendation from Auditors on the Predetermined method of calculation cannot be determined. The management will ensure that during the planning processes on	Management response is noted. A follow up will be conducted in the next audit to confirm the development and implementation of proper planning processes and standard operating procedures. Matter to	To correct the APR and SDBIP	*2023-02-28*	*Municipal Manager*	Still need to table the amended KPIs and SDBIP	*Not resolved*

		annual targets, this includes reviewing, approving, and implementing the currently technical indicator descriptions and will ensure that all targets are clearly defined.	be reported as a material finding in audit report.					
	No logical link between indicator and target	The Management notes the finding and the recommendation from Auditors on the No logical link between indicator and target. The 2023-24 SDBIP will be reviewed during the adjustment budget and performance review in accordance with the AG recommendation.	Management response is noted. A follow up will be performed in the next audit. Matter to be reported in the audit report.	The key performance indicators and targets will be adjusted as recommended by AG to ensure that there is a direct link between the two.	*2023-02-28*	*Director Community Services/ PMS Officer – Office of the Municipal Manager*	Still need to table the amended KPIs and SDBIP and policy document	*Not resolved*
	Key performance indicator not well-defined	The Management notes the finding and the recommendation from Auditors on the Key performance indicator not well-defined. The 2023-24 SDBIP will be reviewed during the adjustment budget and performance review in accordance with the AG recommendation.	Management response is noted. A follow up will be performed in the next audit. Matter to be reported in the audit report.	The SMART principle will be utilized to adjust the key performance indicators as recommended by AG to ensure that KPI is well defined.	*2023-02-28*	*Director Technical Services/ PMS Officer – Office of the Municipal Manager*	Still need to table the amended KPIs and SDBIP and policy document	*Not resolved*

	Performance measure is not well-defined	The Management notes the finding and the recommendation from Auditors on the Key performance indicator not well-defined. The 2023-24 SDBIP will be reviewed during the adjustment budget and performance review in accordance with the AG recommendation. Furthermore, management will ensure the implementation of stricter quality controls to ensure consistency.	Management response is noted. A follow up will be performed in the next audit. Matter to be reported in the audit report.	The SMART principle will be utilized to adjust the key performance indicators as recommended by AG to ensure that KPI is well defined	*2023-02-28*	Director Technical Services/ PMS Officer – Office of the Municipal Manager	Still need to table the amended KPIs and SDBIP and policy document	*Not resolved*
	Annual target is not well-defined	The Management notes the finding and the recommendation from Auditors on the Annual target is not well-defined, The 2023-24 SDBIP will be reviewed during the adjustment budget and performance review in accordance with the AG recommendation. Furthermore, management will ensure the implementation of stricter quality controls to ensure consistency	Management response is noted. A follow up will be performed in the next audit. Matter to be reported in the audit report.	The target will be adjusted during the mid-year review to reflect the goal of the KPI.	*2023-02-28*	Director Community Services/ PMS Officer – Office of the Municipal Manager	Still need to table the amended KPIs and SDBIP and policy document	*Not resolved*

REVENUE FROM NON-EXCHANGE TRANSACTIONS	Integrated National Electrification Programme Municipal grant incorrectly accounted for	The management note the finding from auditors on the classification of the construction contract revenue under non-exchanged. The INEP grant reporting requirement has been discussed at length with all affected parties including Provincial Treasury and KZN Cogta and guide received from KZN Cogta was saying something else. The municipality is not in the position to neither agree or disagree with the finding in relation to the non-exchange and exchange transactions however the municipality note the finding and the Audit Steering Committee of the municipality have discussed the matter and agreed to adjust the Annual Financial Statements with the hope that the classification will not be changed in the next audits.	Management response is noted, the adjustment made on the statement of financial performance and the proposed journals were validated and accepted by the audit team, however due to material misstatement adjustments, this result in a material non-compliance with section 122 of the MFMA.	The mapping of accounts will be correct by removing the revenue from non-exchanged transactions and map it under exchange transactions. No journal to be processed but only the mapping therefore the supporting documents will be the same documents submitted to auditors	2023-11-27	Chief Financial Officer	The adjustment made on the statement of financial performance and the proposed journals were validated and accepted by the audit team,	Resolved

		The necessary adjustments in accordance with the guidance provided by national treasury will be implemented.						
CONSUMER DEBTORS AND RECEIVABLES FROM EXCHANGE	Ageing schedule does not agree to the note	The Management notes the finding and the recommendation from Auditors on the Ageing schedule does not agree to the note. The management prepared the note and less impairment on the calculation however the management The change the note to include all Debtors on the age .The note will be reflect the below on the Financial Statement Debtors ageing analysis	Management response is noted, the adjustments made on the consumer debtors note were validated and accepted by the audit team, however due to material misstatement adjustments, this result in a material non-compliance with section 122 of the MFMA.	To adjustments the consumer debtors ageing note	2023-11-30	Accountant Income and Finance Manager	The adjustments made on the consumer debtors note were validated and accepted by the audit team,	Resolved

		Current R 1 561 422,72 31-60 days R 599 090,26 61-90 days R 486 953,18 91-120 days R 445 701,31 121-365 days R 31 516 992,73 R3 4 610 160,20						
SEGMENT REPORTING	Differences noted on the segment reporting	The management notes the finding from the auditors on the differences noted on the segment reporting .The management has review and amend the segment information disclosed in note 44 to the financial statements	Management response is noted, the amended segment reporting note was validated and accepted by the audit team, however due to material misstatement adjustments, this result in a material non-compliance with section 122 of the MFMA.	Amend segment note to the Financial Statements	2023-11-30	Finance Manager	The amended segment reporting note was validated and accepted by the audit team	Resolved

RISK MANAGEMENT DISCLOSURE	Risk management disclosure is incomplete	The management notes the finding from the auditors. The prior year error to correct to note number 36 was done to correct the Receivable from exchange transection. When we print the final financial statement set, we have investigated this, and we discovered that during the printing for the last set of the financial statement the builder mode on CaseWare for changes was not activated on.	Management response is noted, the amended statement of changes in net asset was validated and accepted by the audit team, however due to material adjustments, this result in a material non-compliance with section 122 of the MFMA.	To activate the builder mode on CaseWare and print the disclosure note that include the correction from Prior period errors disclosure note	2023-11-30	Chief Financial Officer	The amended statement of changes in net asset was validated and accepted by the audit team,	Resolved
STATEMENT OF CHANGES IN NET ASSETS	Differences in the statement of changes in net assets	The management notes the finding from the auditors The management review and amend the statement of changes in net assets, to effect of prior period error for accumulated funds will be presented in the statement of changes in net assets	Management response is noted, the amended statement of changes in net assets was validated and accepted by the audit team, however due to material misstatement adjustments, this result in a material non-compliance with section 122 of the MFMA.	To amend the statement of changes in net assets	2023-11-30	Chief Financial Officer	the amended statement of changes in net assets was validated and accepted by the audit team	Resolved

CASH FLOW STATEMENT	Differences identified on the cash flow statement	The management note the finding from the Auditors, differences identified in the cash flow statement and in note 31 has been reviewed and the recalculations has been performed, the cash flow statement will be amended. The cash and cash equivalent are remaining the same only the changes that was done on the other items.	Management response is noted, the amended cash flow statement was validated and accepted by the audit team, however due to material misstatement adjustments, this result in a material non-compliance with section 122 of the MFMA.	Investigate and amend cash flow and note 31.	2023-11-30	Chief Financial Officer	The amended cash flow statement was validated and accepted by the audit team	Resolved
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS	Differences identified on the statement of comparison of budget and actual amounts	The management note the finding from the Auditors on the differences identified on the statement of comparison of budget and actual amounts. The management in the preparation for the budget statement on the Financial Statement us the A Schedule and B Schedule. The second adjustment budget was done after the municipality received the funds from the department of	Management response is noted, the amended statement of comparison of budget and actual amount was validated and accepted by the audit team, however due to material misstatement adjustments, this result in a material non-compliance with section 122 of the MFMA.	Investigate and amend statement of comparison of budget and actual amount	2023-11-30	Chief Financial Officer	The amended statement of comparison of budget and actual amount was validated and accepted by the audit team	Resolved

		transport and after the national treasury issued the guidance on how to account for INEP. Since INEP was not included in the budget then the mayor tabled the special adjustment budget. The tabled budget and the resolution have been attached to this response. The Auditors my also note that the MFMA timeframe on Adjustment budget allow the mayor to table An adjustments budget referred to in section 28(2)(e) of the Act may only be tabled after the end of the financial year to which the roll-overs relate and must be approved by the municipal council by 25 August of the financial year following the financial year to which the roll-overs relate. The Under spending in prior financial year – if unforeseen (MFMA 28(2) (e) should be						

		completed after year end but before 25 August.						

6. BASIC SERVICE DELIVERY KPA

6.1 WATER AND SANITATION

6.1.1 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.

6.1.2 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		

6.2 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 dependent on septic tanks, we don't have a sanitation system within the municipality, all the residents are managing their own sanitation using septic tanks.

6.2.1 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.

6.2.2 Sanitation Service Levels Identified for The Different Areas Within the Municipality:

The municipality is dependent on septic tanks, we don't have a sanitation system within the municipality, all the residents and businesses are managing their own sanitation using septic tanks.

6.2.3 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

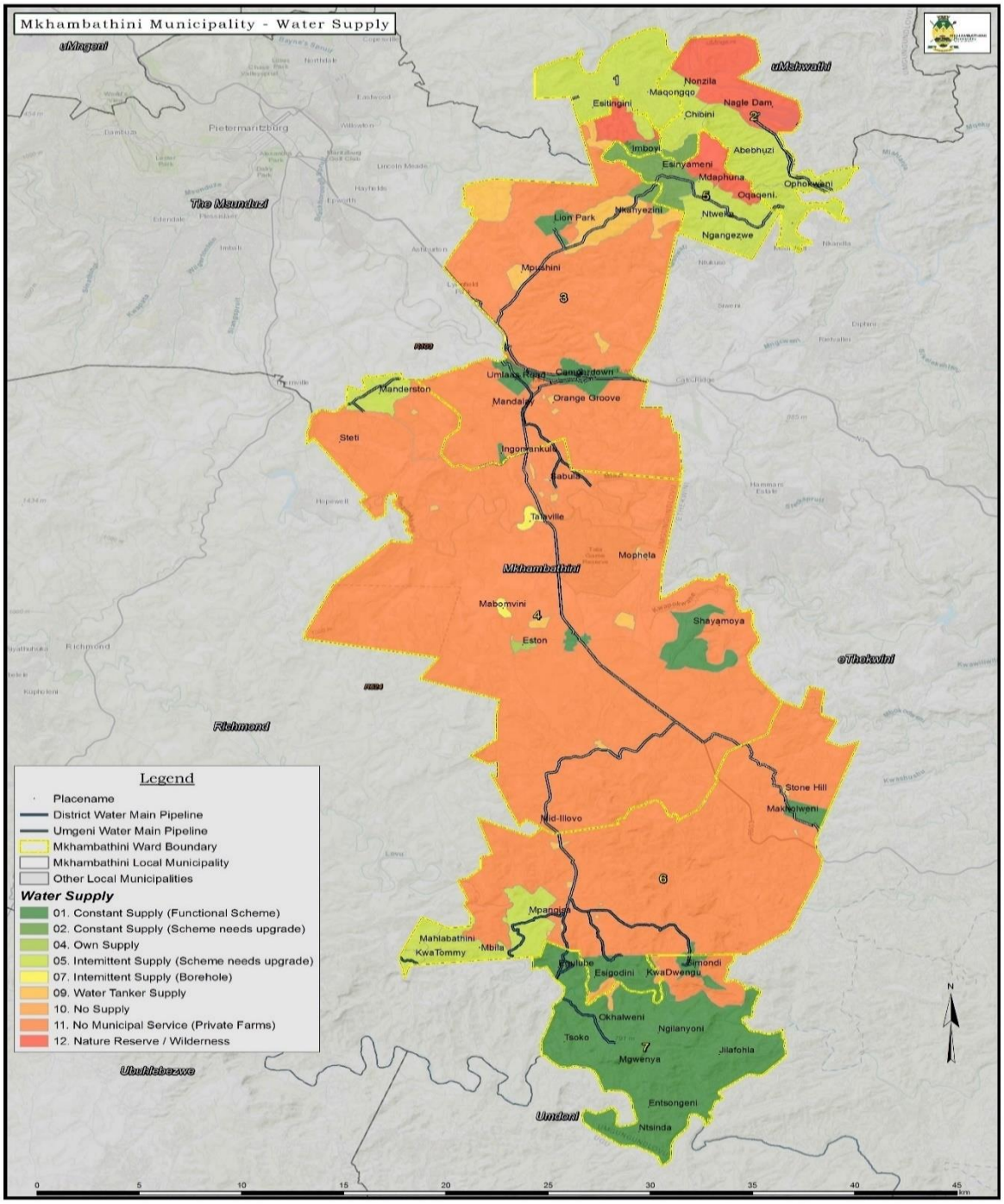
HOUSEHOLD ACCESS TO WATER	TOTAL NUMBERS
Piped (tap) water inside dwelling / institution	1 428
Piped (Tap) Water Inside Yard	5 730
Piped (Tap) Water On Community Stand: Distance Between 200m And 500m From Dwelling / Institution	2 194
Rain-Water Tank In Yard	212
Piped (Tap) Borehole In The Yard – Borehole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

6.2.4 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: MKHAMBATHINI WATER SUPPLY



6.3 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 Error! Not a valid bookmark self-reference.. It is illustrated in Error! Not a valid bookmark self-reference. 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 Error! Not a valid bookmark self-reference.**)**. 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 Error! Not a valid bookmark self-reference. 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 Error! Not a valid bookmark self-reference. 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 Error! Not a valid bookmark self-reference. 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).

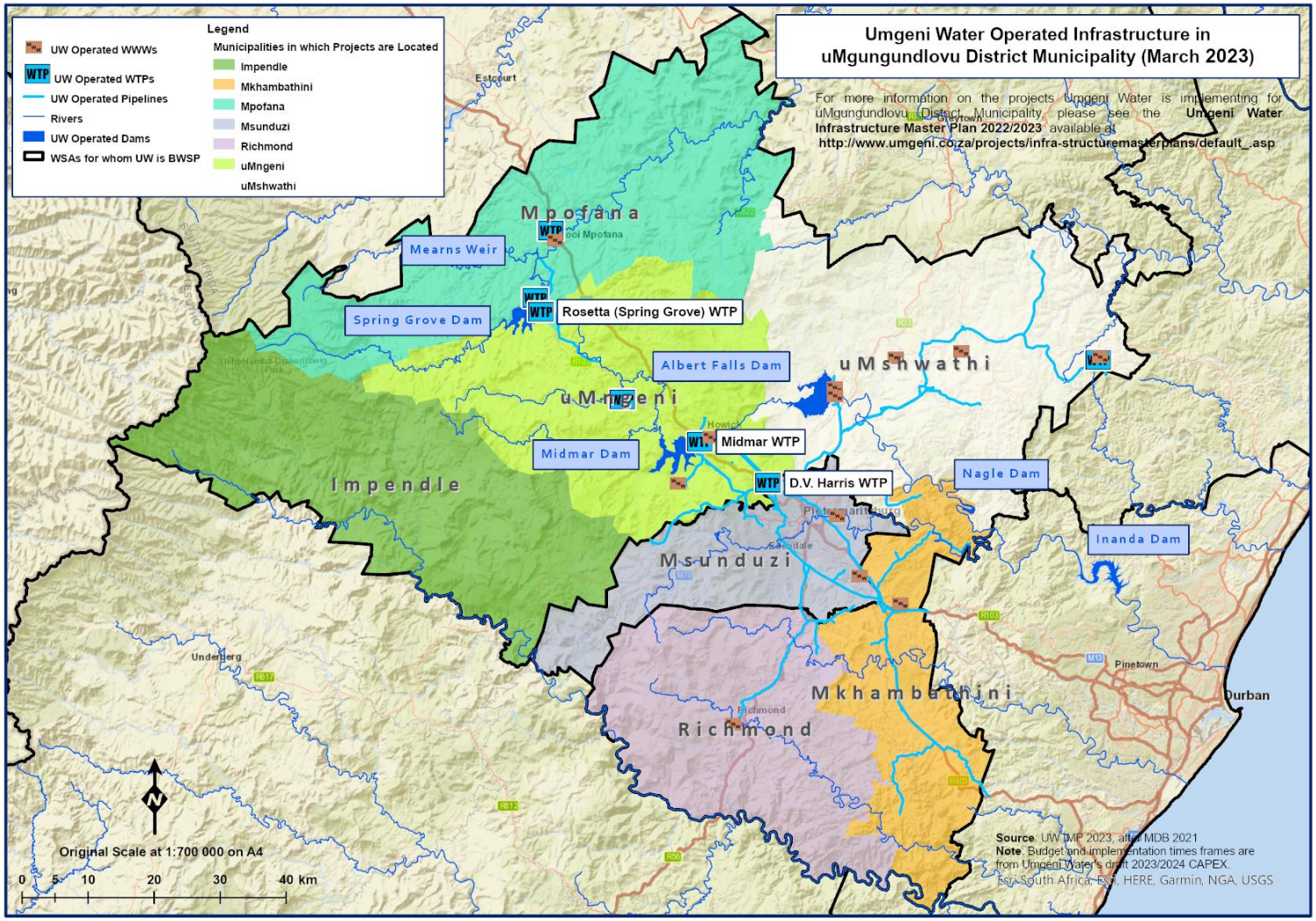


FIGURE 0.1 UMGENI WATER OPERATED INFRASTRUCTURE IN UMGUNGUNDLOVU DISTRICT MUNICIPALITY (ESRI 2023; DRAFT UW IMP 2023; AFTER MDB 2021)).

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 not found.. The purpose of e ach 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 2024/2025). 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 2024/2025). 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! Reference s ource 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 of this pipeline is restricted to 15 Mℓ/day d ue 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. a nd is currently in the Stage 2: Concept phase. For more information, see **Section 7.5.2 g) in Volume 2 of the Umgeni Water Infrastructure Master Plan 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 found.**.** The project is currently awaiting confirmation of funding so that i t may proceed. For more information, see **Section 19.4.5 in Volume 10 of the Umgeni Water Infrastructure Master Plan 2023**.

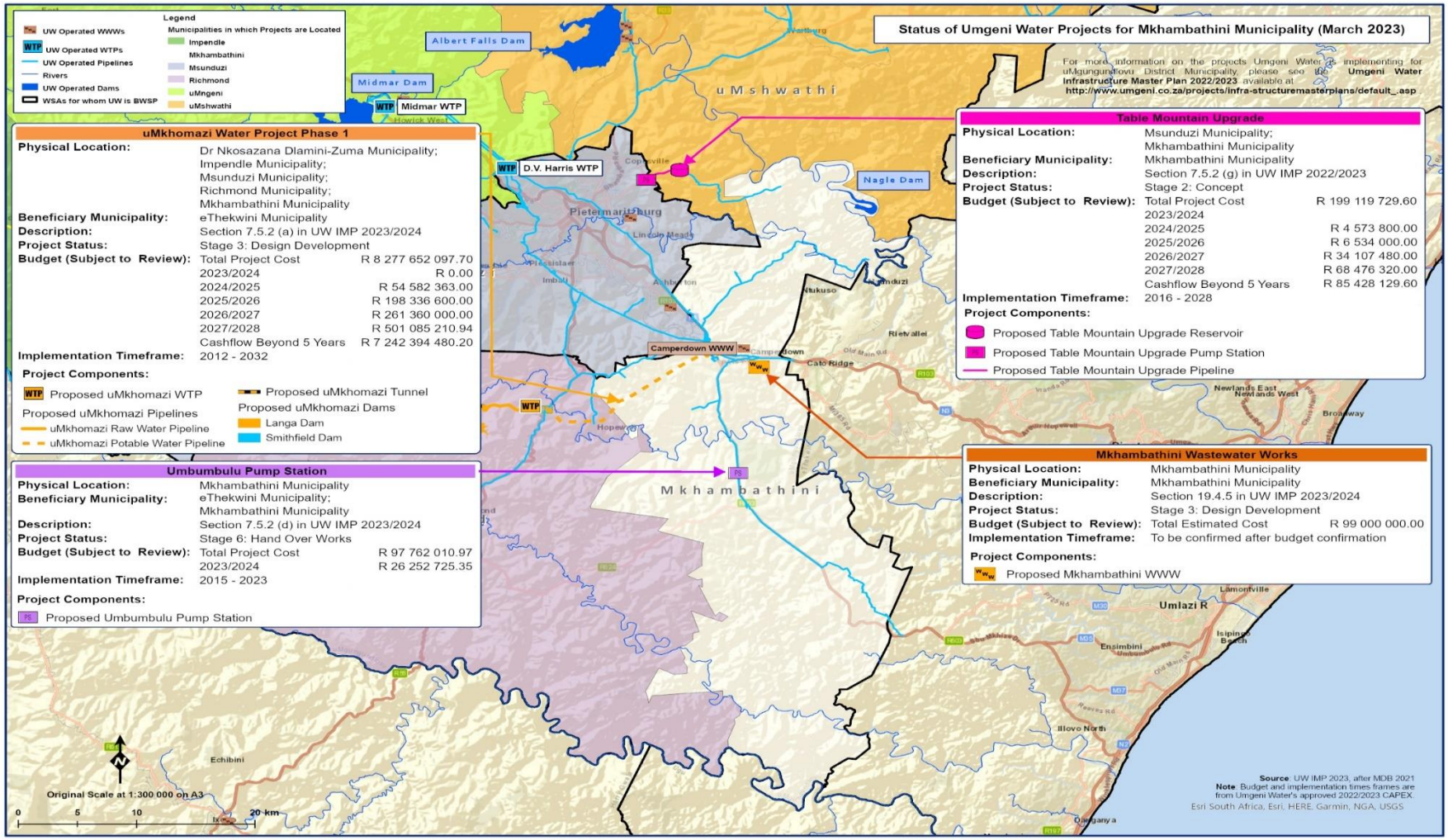


FIGURE 0.2 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2023).

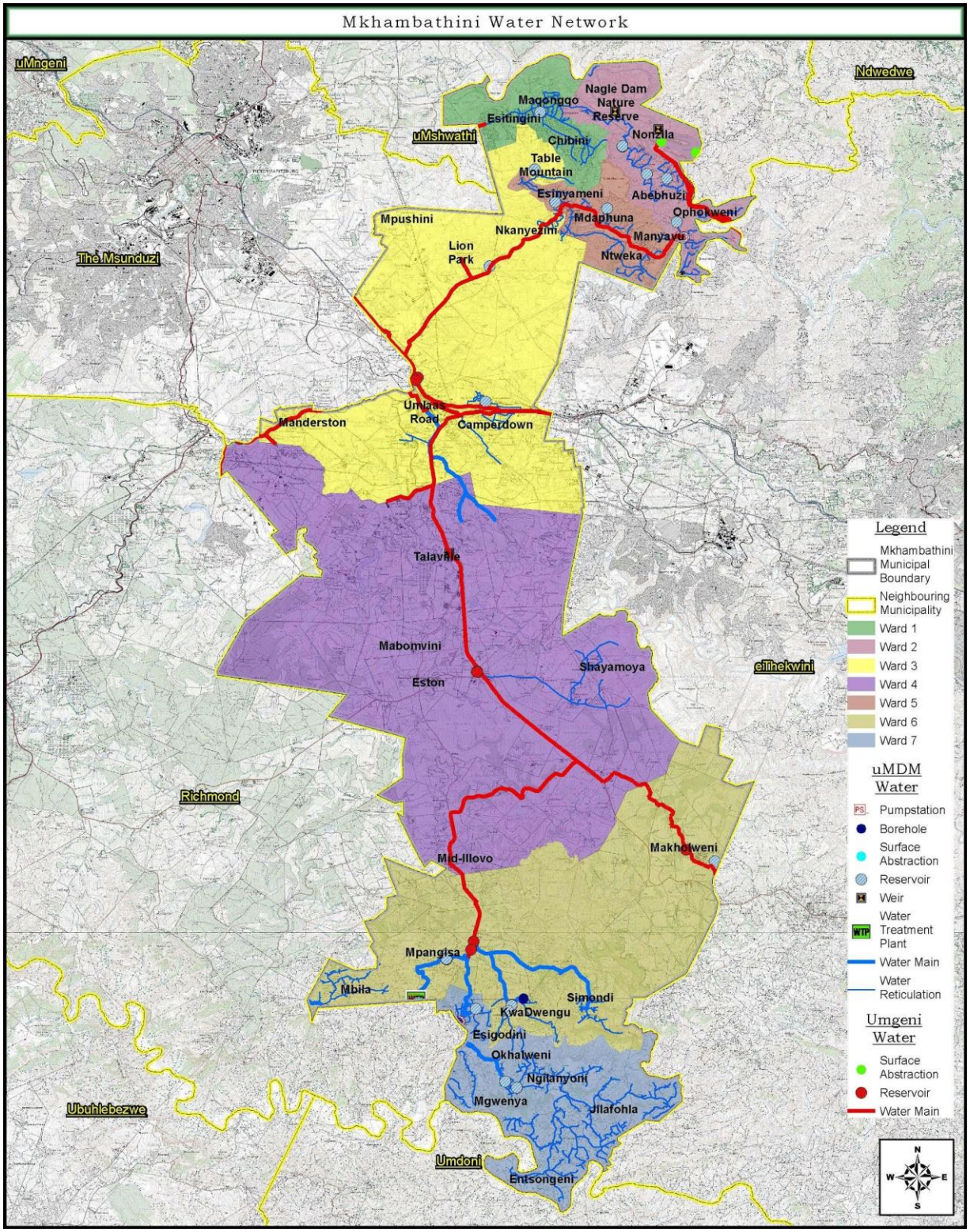


FIGURE 18: WATER SUPPLY PER WARD (BY UMDM)

FIGURE 19: MAP SHOWING OVERALL ACCESS TO SANITATION IN MKHAMBATHINI

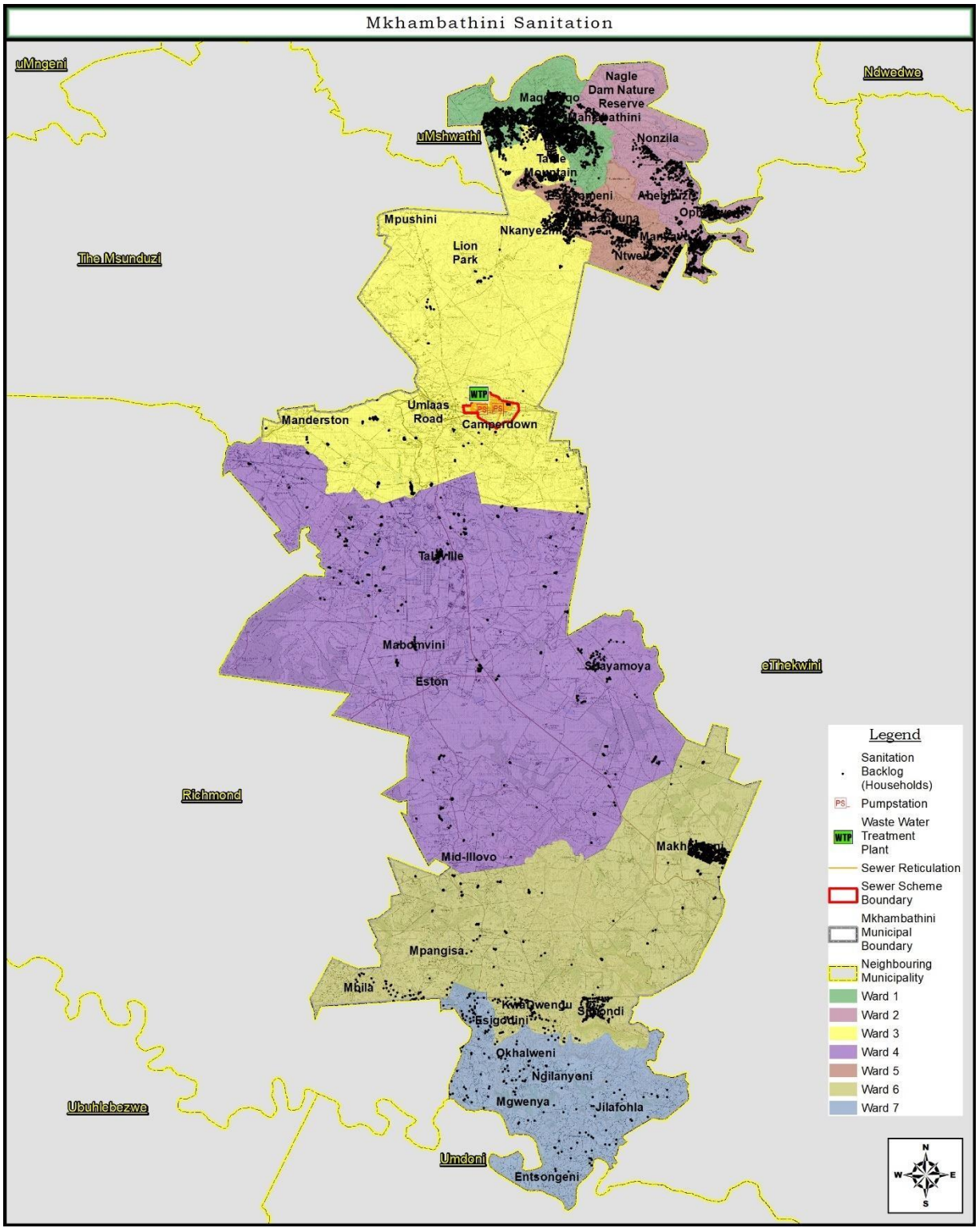


FIGURE 20: ACCESS TO SANITATION BY TYPE (SOURCE: COMMUNITY SURVEY CENSUS 2016)

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

6.3.1 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

6.4 The Water and Wastewater Works Implemented By The District Municipality For Mkhambathini Local Municipality

6.4.1 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.

6.4.2 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. ".

6.5 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.

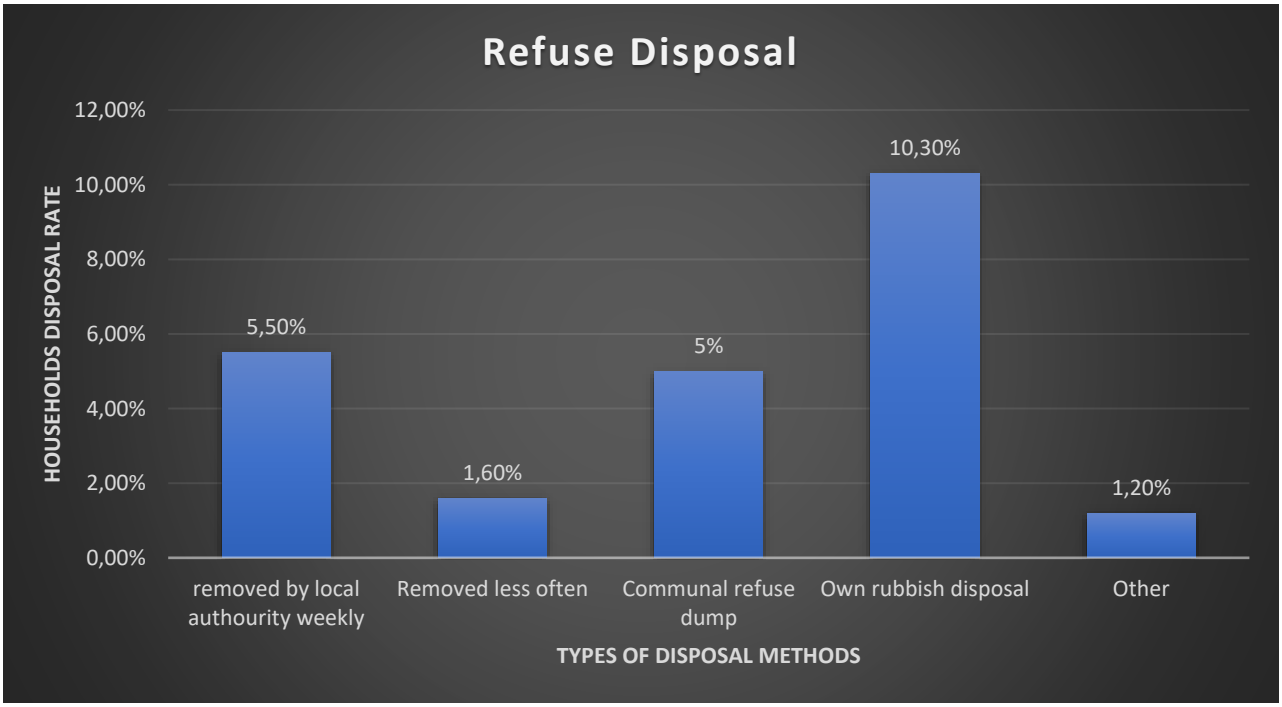


Figure 17: Mkhambathini Refuse Disposal (*Source: Census 2011, Statistics SA)*

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

6.5.1 Refuse Removal Per Ward

Currently, the Mkhambathini Municipality only provides weekly waste removal to wards 3, 4 and 6 (396 households and CBD Shopping Centre) as these are the only areas billable for the services (these include urban areas, CBD and farms). There is currently an active collection schedule detailing days and collection points per day.

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 2023/2024 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.

6.5.2 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.

6.5. 3 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.

6.5.4 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 within 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.

6.6 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.

6.6.1 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.

6.6.2 Extension of Waste Management Services 2022/2023

Ward	Litter picking and clearing of illegal dumps	Collection/ Disposal Frequency	No. of Collection points	Collection/ Disposal Schedule (4-Ton Truck)
1	Daily	2X Weekly	5	Wednesdays and Thursdays
2	Daily	Weekly	8	Thursdays
3	Daily	Weekly	4	Wednesdays
4	Daily	Weekly	6	Mondays and Fridays
5	Daily	Weekly	11	Wednesdays
6	Daily	Weekly	02	Fridays

In partnership with other stakeholders the municipality was able to implement plans as set out in the municipal IWMP as follows:

- Extension of refuse collection services- Provision was extended to 4 additional wards.
- Separation at source
- Increase the quantities of recyclables diverted from landfill.

The projects further aided biodiversity and open space management through the Alien species removal project which seek to address the adverse impacts of alien plant species on the natural environment such as:

- The reduction of available water resources, with significant impact on stream flows, and the associated increase in siltation and degrading water quality.
- The negative impact on the diversity of indigenous plant and animal species.
- The damage to the quality of soil nutrients.

6.6.3 Strategic Goals

There are seven strategic goals around which the Mkhambathini Waste Management Strategy was developed, in line with National Strategy for Waste Management. They are structured as follows:

- **Goal 1**: Promote waste minimization, 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, well-being, 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 Mkhambathini Waste Management the following has been achieved, in line with its strategic goals,

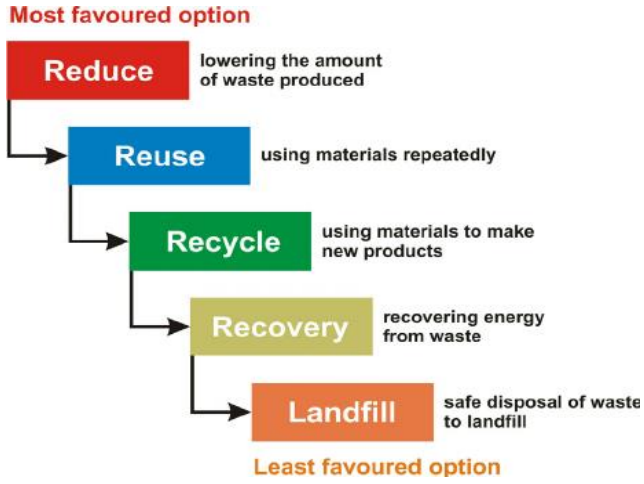
Goal 1: Promote Waste Minimisation, Re-Use, Recycling and Recovery of Waste.
As a way of achieving this goal certain activities should be promoted by the Municipality in line with its Integrated Waste Management Plan. The following activities are being implemented:

- Increase re-use and recycling rates of products;
- 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

Ensure Separation at Source in our Municipality (Kerb Recycling)
There are currently four areas where separation at source is taking place, which are Camperdown, Umlaas Road, Eston and Nkanyezini (Ezimangweni).In these areas clear plastic bag for recyclables used and recyclables are collected on scheduled days. 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 benefiting 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 contribute to **Goal 3** of the Waste Strategic Goals.

6.6.4 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 interest. 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 provides 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 waste management environmental awareness campaigns over the 2024/2025 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.

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
		Wards	1,3,4,5 and 6	1,3,4,5 and 6	1,3 and 6	

						rehabilitation of the Eston illegal dump to a spot to an indigenous garden working in collaboration with

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.

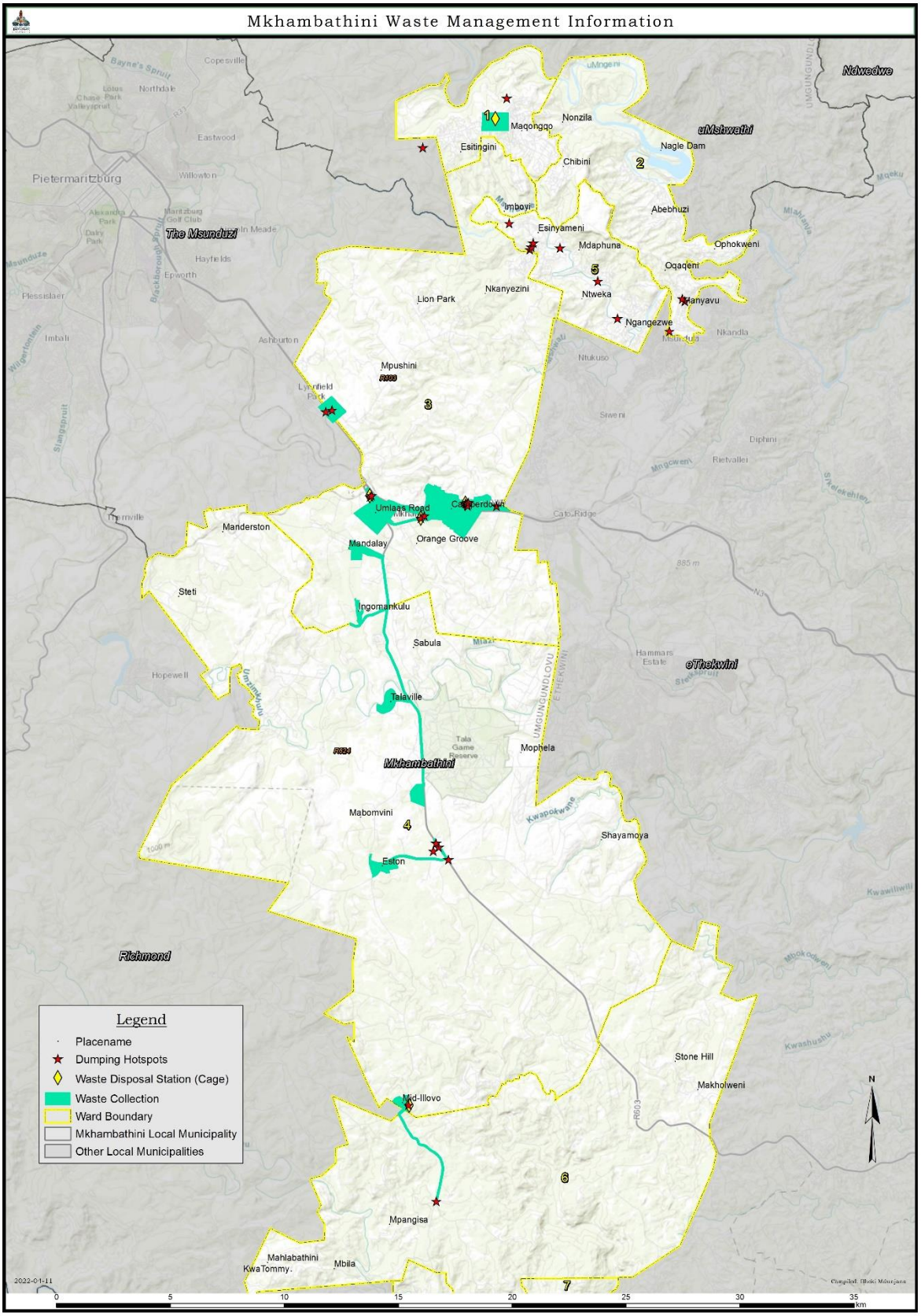
MKHAMBATHINI MUNICPALITY RECYCLING PROGRAMMES AND WASTE MINIMIZATION						
Objective	**Strategies**	**Performance Indicator**	**2020/2021 Actual Baseline**	**2020/2021 Annual Target**	**2021/2022 Baseline**	**2021/2022 Annual Target**
Reducing, reusing, recycling and recovering waste	**Reduce the percentage (%) 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



6.6.5 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.

6.6.6 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

6.7 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 areas. The municipality now provides free basic waste services to an additional 1000.

6.8 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.

6.9 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 minimization 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 the introduction of recycling programmes.

6.10 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 the council on the 30th of June 2022.

Below are highlights of the waste recycling initiatives done by the municipality in the community ward areas.







The municipality has benefited from waste management projects from the national Department of Fisheries, Forestry and the Environment in-house project that recruited 120 participants with the core objectives of the project being waste management and biodiversity management in local municipalities.

The 2 years (2022/2023 and 2023/2024) cycle projects have been instrumental in facilitating the extension of waste services to areas previously not serviced in all wards. The municipality allocated fleet that will facilitate weekly collection and disposal. This has seen the municipality thriving in the extension of the services and providing strategic collection and disposal of refuse in rural areas, which in turn has had a substantial contribution in the mitigation of illegal dumps and further the air quality due to less emissions caused by the burning of refuse.

It is through these projects that the separation at source is done in order to separate recyclables from general waste therefore minimizing quantities of waste disposed at the landfill.

External Waste Management and Environmental Services Projects

Department	Name of Project	Ward/s	Period	No. of participants	Environmental Service Supported
DFFE	Flood Mopping and Cleaning Project	1-7	September 2022 to October 2023	60	Waste Management and Biodiversity management
	Cleaning and Greening Project	1,2,3,4,5 and 6	March 2023 to February 2024	60	Waste Management and Biodiversity management

EXTENSION OF WASTE MANAGEMENT SERVICES 2022/2023

Ward	Litter picking and clearing of illegal dumps	Collection/ Disposal Frequency	No. of Collection points
1	Daily	2X Weekly	5
2	Daily	Weekly	8
3	Daily	Weekly	4
4	Daily	Weekly	6
5	Daily	Weekly	11
6	Daily	Weekly	02



separated waste (clear bags recyclables and black bags general waste) awaiting truck collection in Nkanyezini (Ward 5)

6.11 Waste Minimization and Recycling Project

The municipality plans to extend the development of community driven materials recovery facilities to increase its capacity to implement waste separation at source. The initiative has grown 3 years after inception of the EPWP Recycling exit programme.

Through the support provided by the municipality to local recyclers in rural areas and formalization of waste reclaimers to a lucrative economic sector within the municipality. It has seen the birth of the Uthandolwemveloh Recycling Cooperative. The Coop has been able to acquire land from UMhlabunzima Tribal Authority for operations and development of a MRF.

Further development of the site brings future prospects to create a facility that will increase significantly the diversion of waste from landfill, create jobs in the sector and further mitigate the climate change instigated by the poor waste management practices.

For the 3 consecutive years the coop has grown in yields and categories of waste being stored and sold to buy-back centres. The coop has managed to register as an operational business through the guidance of the LED unit and further is among the 3 recycling developing businesses in the uMgungundlovu district to be selected to receive RESP funding from the EDTEA in the 2022/2023 financial year. The funding will provide support that will grow this recycling business to greater heights and accomplish goal 3 of the municipal IWMP set of objectives.

The sorting and storage site of the Coop is registered with norms and standards endorsed by the EDTEA Pollution and Waste Unit, as per the regulations of the National Environmental Management: Waste Act, Act 59 of 2008. The recently adopted recycling project in ward 3 is also given the support to ccomplish the same concept development of uThandolwemveloh Coop in Ward 5.



MEC visit to the Uthandolwemvelo Recycling site (eziMangweni Ward 5)





Recycling support provided to recyclers in Umlaas Road (Ward 3)- Collection, sorting and storage of recyclables.

6.12 Partnering for Recycling Success

The municipality's kerbside recycling programme is now offered to 250 households and businesses across the municipality and has diverted over 20 tons of recyclables from landfill in the 20223/23 financial year.

The municipality plans to expand this programme in the years ahead and has programmes in place that will recruit more informal waste reclaimers into the support programmes and involvement through community clean-up campaigns and other separation at source initiatives. Diversion of recyclables from landfill also takes place at 3 bulk waste storage drop-off sites across Camperdown, Eston and Maqongqo area.

To further develop the separation-at-source recycling initiatives, the municipality continues to form partnerships to put various alternatives to the test following extensive surveys in informal settlements.

One such partnership is with the not-for-profit industry body Adopt-A-River who has been instrumental in the supply of recyclables sorting and storage bags, the Tribal Authorities to provide access for the leasing of land to the cooperative for operations and site development. Such partnerships with NGOs, government stakeholders, private companies and ratepayer's associations (Beaumont Eston Farmer's Association) have been vital in motivating its members to actively participate in the separation at source municipal program and providing space within their premises for the Drop-Off of recyclables.

6.13 Diverting Waste from Landfill

Apart from the separation at source municipal recycling initiative. The municipality has looked into the diversion of organic waste from landfill as it is a key national and provincial priority. In response, through a partnership with the Robdav Trust (property owner) the municipality has been granted access to an organic waste disposal site which is located in the Ingomankulu area resulting in 100% of organic waste being diverted from the landfill and dropped off at the farm for the production of organic compost.

Where waste services are concerned, the municipality has prioritized working with stakeholders to ensure that services provision in waste management is achieved in the most ecological, cost effective and effective manner.

Therefore, the municipality is dedicated to ensuring that in the coming years there is a radical reduction in the quantities of recyclable waste disposed at landfill. The municipality has functional MRFs and the environmental health in communities, towns and public facilities is of high regard.



Disposal of garden waste at Robdav Trust Composting site Umlaas Road (Ward 3)

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.



'YOUR WASTE MY TREASURE CAMPAIGN"









6.14 IWMP ACTION PLAN

IWMP Action Plan is Attached below:

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			Camperdown suburb, Eston Club

	Separation @source through various media platforms (municipal) in all serviced areas.			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 centers.			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 practices.			Plans are in motion to 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 and	· Updated information sharing, education and awareness about waste management on social media and municipal website.	2020 ongoing

	Communications 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.		

6.15 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 recyclables to buy back centres.	R200 000.00	2021-2024

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

6.16 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.

6.17 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.

6.18 TRANSPORT INFRASTRUCTURE

6.18.1 Transportation Infrastructure Network

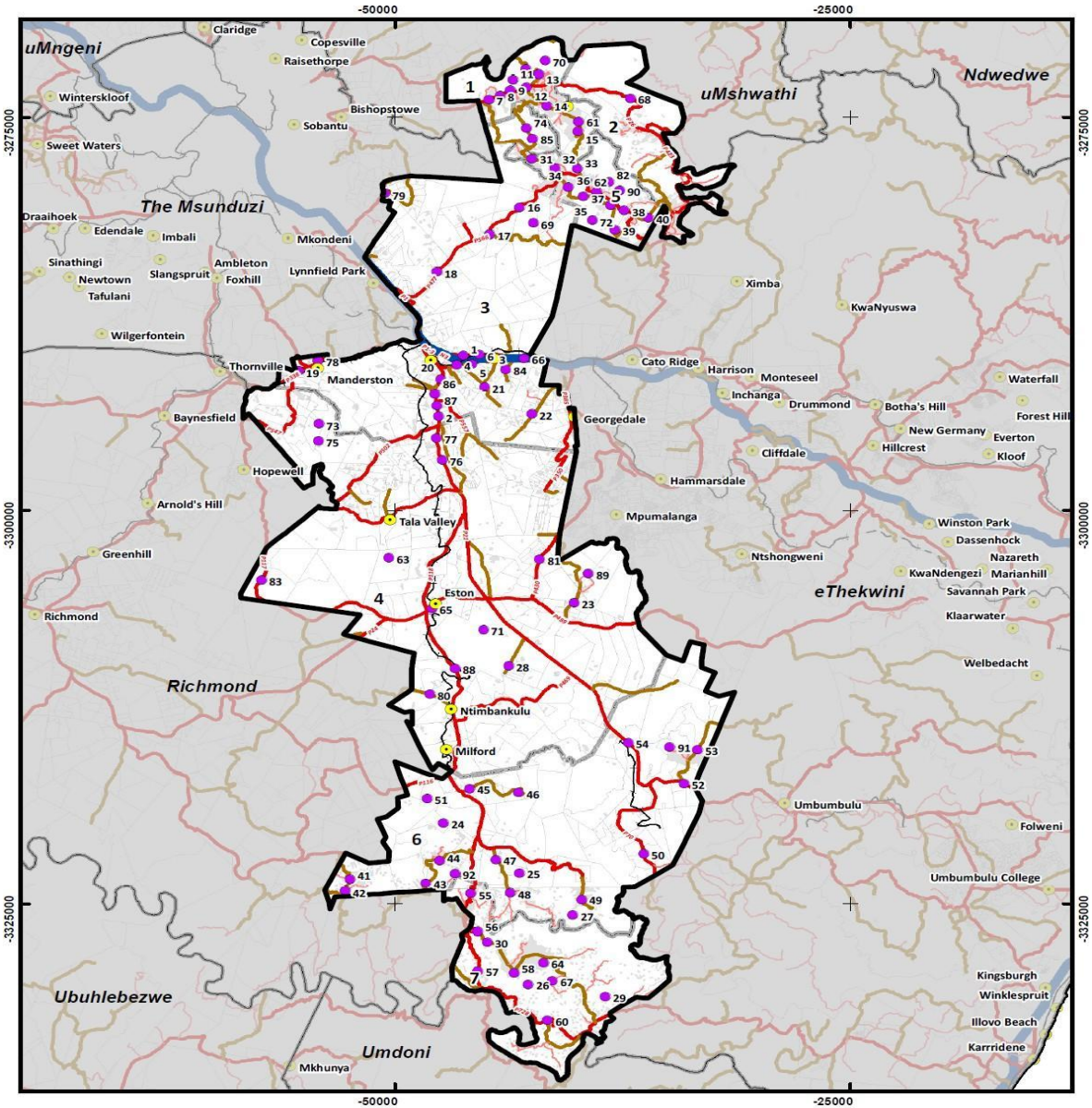
The Municipality currently has a draft Comprehensive Integrated Transport Plan which is the process of being reviewed by council for future projections. This plan is still a working document that will be prioritized by the municipality. This plan will look into providing the communities with access to 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.

6.18.2 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.


-50000
-25000
-3275000
-3300000
-3325000
uMngeni
Claridge
Copesville
Raisethorpe
Wintersklоof
Bishopstowe
Sobantu
Sweet Waters
uMshwathi
Ndwedwe
The Msunduzi
Draaihoek
Edendale
Imbali
Mkondeni
Sinathingi
Slangspruit
Ambleton
Foxhill
Lynnfield Park
Newtown
Tafulani
Ximba
KwaNyuswa
Wilgerfontein
Thornville
Manderston
Cato Ridge
Harrison
Monteseel
Inchanga
Drummond
Botha's Hill
Waterfall
Forest Hill
Baynesfield
Georgedale
New Germany
Everton
Hillcrest
Kloof
Cliffdale
Hopewell
Hammarsdale
Arnold's Hill
Tala Valley
Mpumalanga
Winston Park
Dassenhock
Greenhill
Ntshongweni
Nazareth
KwaNdengezi
Marianhill
eThekwini
Savannah Park
Richmond
Klaarwater
Welbedacht
Richmond
Eston
Ntimbankulu
Milford
Umbumbulu
Folweni
Umbumbulu College
Ubuhlebezwe
Umdoni
Mkhunya
Kingsburgh
Winklespruit
Illovo Beach
Karridene
1
2
3
4
5
6
7
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
Datum: WGS84
Date: April 2018
Kilometers
SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2018
Capital Investment Framework
ROADS DEVELOPMENT
MKHAMBATHINI Municipality

6.19 INSTITUTIONAL RESPONSIBILITY

6.19.1 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	2023-24 Budget
Zibambele - Contractors (1675) – KZ 226, KZ 227	-	R 15 500 000
Maintenance Contract		
(Richmond Zone)	C227/9521/S	R5 000 000
Regravelling of P115		
(5km – 10km = 5km)	C227/1563/S	R8 500 000

Mkhambathini Lc Flood Related Projects 2023/24

KZN No	Ward No.	Activity Required	Rd No	Start Km	End Km	Length Km	Target SqM	Order Amount	Expd to date
KZ226	2	Patch Gravelling	D1000	0.00	9.20	9.20		13 050 010.43	0.00
KZ226	5	Patch Gravelling	D1001	4.00	8.50	4.50			
KZ226	3	Patch Gravelling	D316	0.00	2.35	2.35			
KZ226	3	Patch Gravelling	D559	0.00	1.56	1.56			
KZ226	3	Patch Gravelling	D806	0.00	1.54	1.54			
KZ226	5	Patch Gravelling	L1314	0.00	4.56	4.56			
KZ226	2	Patch Gravelling	L1500	0.00	0.90	0.90			
KZ226	2	Patch Gravelling	L1681	0.00	1.00	1.00			
KZ226	3	Patch Gravelling	L1682	0.00	1.00	1.00			
KZ226	1	Patch Gravelling	L1687	0.00	0.71	0.71			
KZ226	5	Patch Gravelling	L2100	0.00	2.32	2.32			
KZ226	3	Patch Gravelling	L2513	0.00	1.20	1.20			
KZ226	5	Patch Gravelling	L2542	0.00	0.88	0.88			
KZ226	5	Patch Gravelling	L2544	0.00	1.10	1.10			
KZ226	2	Patch Gravelling	L2556	0.00	2.00	2.00			
KZ226	5	Patch Gravelling	L2760	0.00	1.00	1.00			

Mkhambathini Lc Flood Related Projects 2023/24

KZN No	Ward No.	Activity Required	Rd No	Start Km	End Km	Length Km	Target SqM	Order Amount	Expd to date
KZ226	3	Patch Gravelling	L3077	0.00	0.91	0.91			
KZ226	1	Blacktop Patching and Washaway Repairs	P502	0.00	4.49	4.49			
KZ226	4	Blacktop Patching and Washaway Repairs	P502	11.56	16.60	5.04			
KZ226	3	Patch Gravelling	P557	0.00	2.90	2.90			
KZ226	7	Patch Gravelling	L1504	0.00	2.53	2.53		13 096 708	1 013 105
KZ226	7	Patch Gravelling	D977	3.00	4.00	1.00			
KZ226	6	Patch Gravelling	D545	2.00	4.00	2.00			
KZ226	6	Patch Gravelling	P118	8.00	10.00	2.00			
KZ226	4	Blacktop Patching and Washaway Repairs	P21	20.00	22.00	2.00			
KZ226	6	Blacktop Patching and Washaway Repairs	P469	0.30	6.00	5.70			
								26 146 719	**1 013 105**

TABLE 40: MUNICIPAL ROADS MAINTENANCE PLAN

NAME OF THE PROJECT	WARD NAME	ESTIMATED BUDGET
Regravelling of Access roads from various wards	All Ward	R2 100 000.00

6.20 Bailey Bridges Constructed by SANDF With Assistance from DPW And Dot

Road Number	Local Council	Ward	Progress
L648	Mkhambathini	7	100% completed
L3279	Mkhambathini	5	5% competition

SUMMARY ON THE STATUS OF THE BRIDGES

L648: This project lasted for about 12 months, and the project was run by the SANDF and all the scope was covered during the construction which brought about the success and was completed on the record time.

L3279: This project is under construction and the status is at 60% construction. The SANDF are the main contractor on the project and by the end of the year, the project will be 100% complete.

ROAD NUMBER	PROJECT NAME	ACTIVITIES	BUDGET ALLOCATION	Status
N/A	Construction of Makhokhoba access road and bridge in ward 3	Construction	R 6 691 686.77	Complete
N/A	Construction of Jilafohla access road in ward 7	Construction	R 10 550 704.75	Complete
N/A	Construction of Muzingezwi access road in ward 6	Construction	R 4 067 539.58	Complete
N/A	Construction of Mkhize access road in ward 5	Construction	R 2 361 670.25	Complete
N/A	Upgrade of Banqobile sports field in ward 5	Upgrade	R 16 279 511.83	Complete
N/A	Construction of Mgwaphuna access road in ward 4	Construction	R 10 739 920.41	Complete
D1000	Upgrade of D1000 road in ward 5	Upgrade	R 19 330 683.21	85% complete
D72	Upgrade of D72 Road in ward 4	Upgrade	R 28 257 152.09	70% complete
D545	Upgrade of D545 Road in ward 6	Upgrade	R 15 901 120.39	100% complete
N/A	Construction of Makholweni access road	Construction	R 4 626 749.33	25% complete
N/A	Construction of Matigulu	Construction	R 5 975 876.91	Tender Stage

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

6.21 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 an annexure in the IDP.

Below is the map showing the municipality's Road Network that will inform the Transport Plan.

6.22 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.

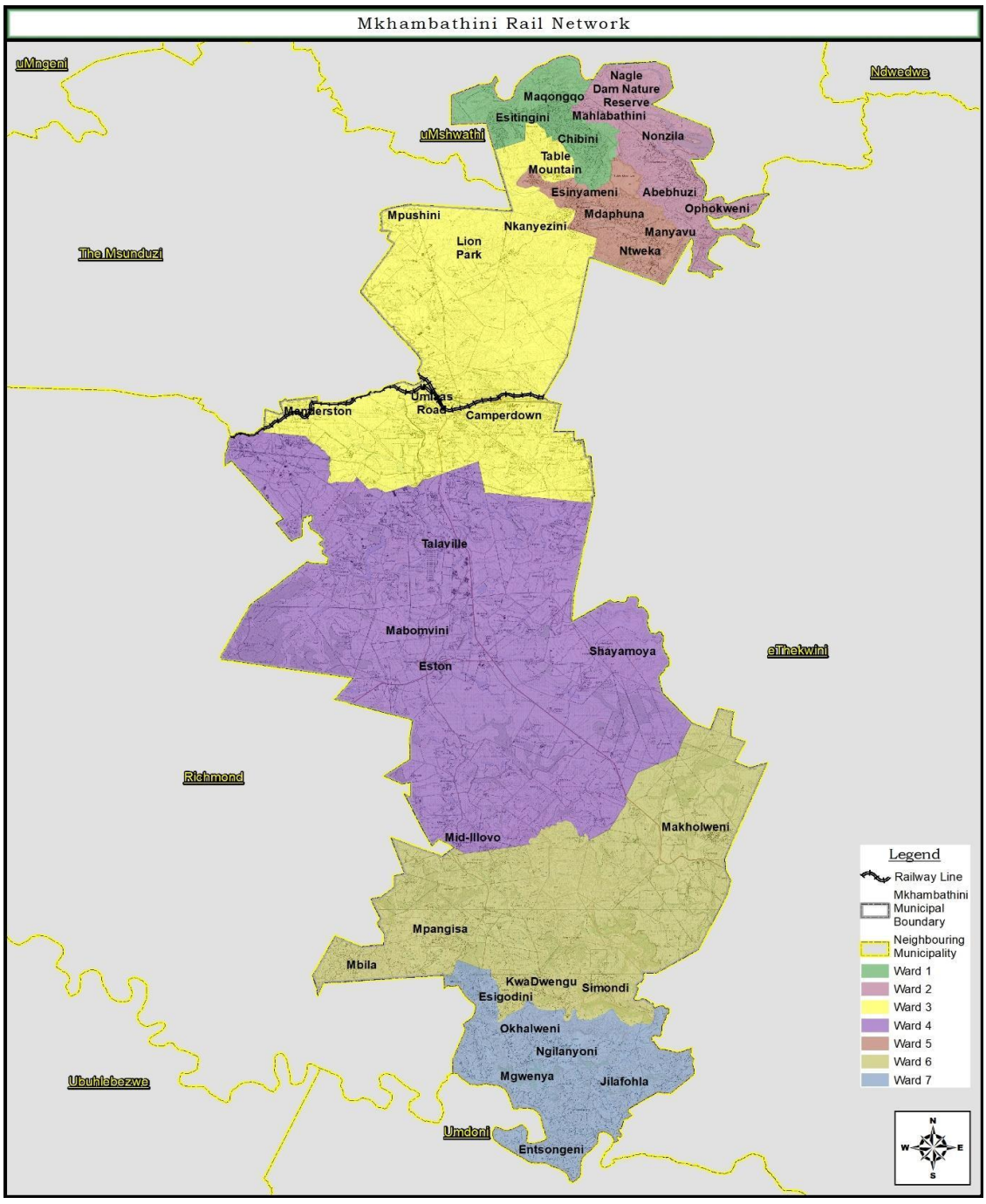


FIGURE 24: MAP SHOWING MKHAMBATHINI RAIL NETWORK

6.23 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 – 2024/2025)

"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 / Pedestrian Bridges & Storm Water Systems

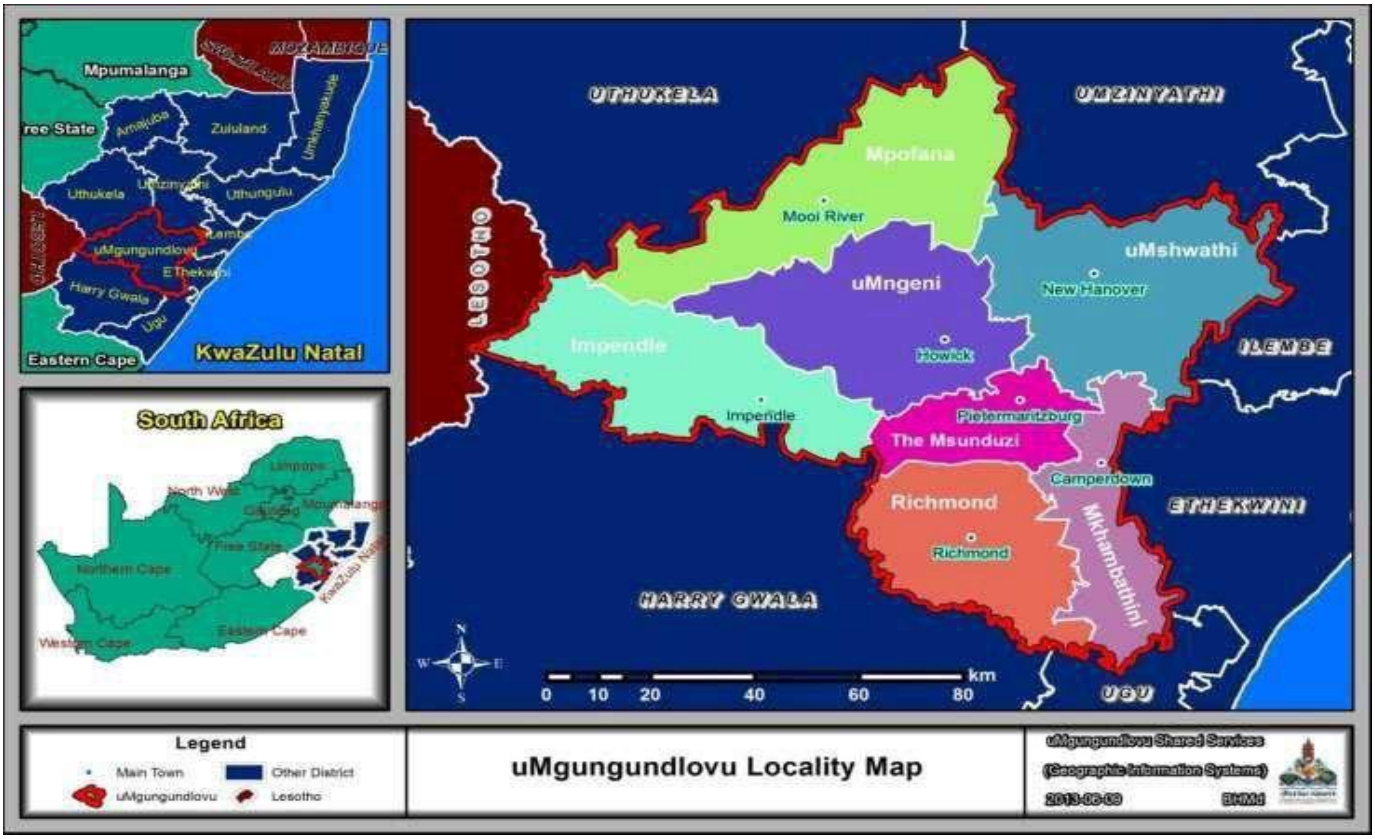
1. Increased competitiveness of the municipality.
2. Increased investor confidence, in tourism, agriculture, tourism and manufacturing sectors.
3. Increased access to public and community facilities.
4. Increased linkage between economic and social areas.
5. Increased value of property.
6. Increased 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
Zululand
Uthukela
Uthungulu
uMgungundlovu
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
uMshwathi
New Hanover
uMngeni
Howick
Impendle
Impendle
ILEMBE
Pietermaritzburg
The Msunduzi
Camperdown
Richmond
Richmond
Mkhambathini
ETHEKWINI
HARRY GWALA
UGU
LESOTHO
N
W
E
S
0 10 20 40 60 80
km
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.

6.24 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

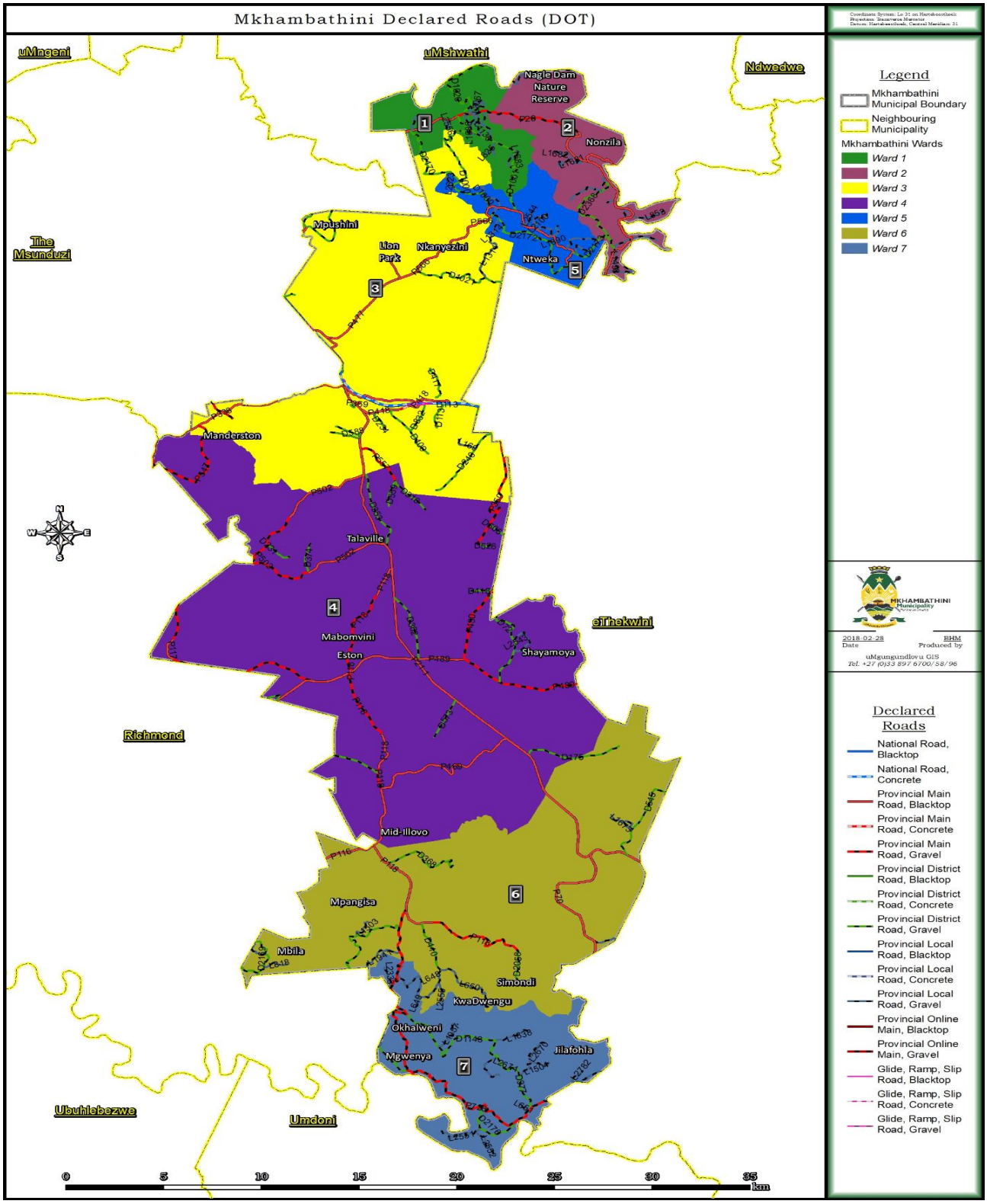
seven local municipalities with the majority being in the Msunduzi Municipality.

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
W
E
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

6.25 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.

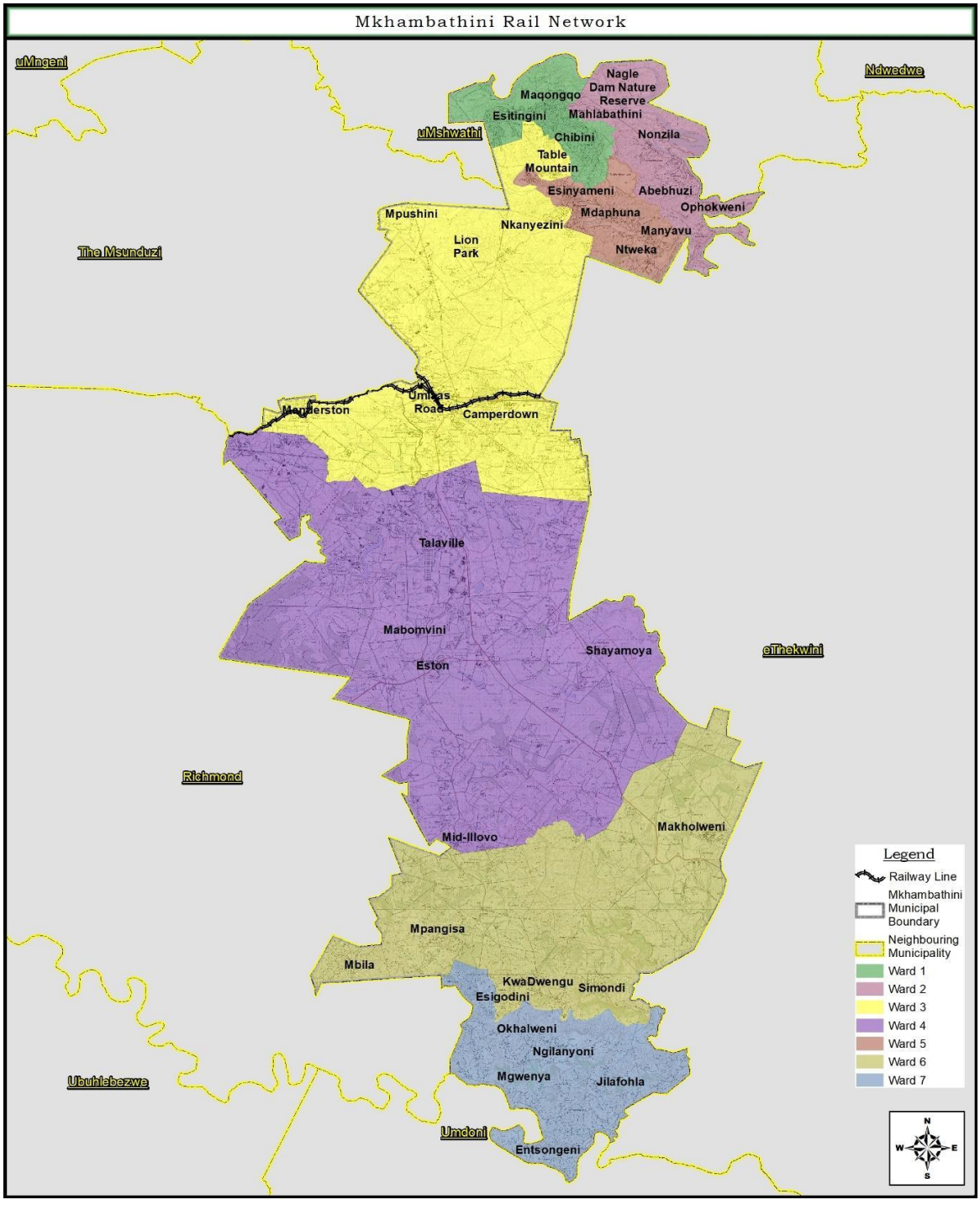


FIGURE 24: MAP SHOWING MKHAMBATHINI RAIL NETWORK

6.26 ENERGY

6.28.1 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 house-hold pays for	223
	Connected to other source which house-hold 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 FOR 2023/24 FY.

Ward	N.o of Connections
1	109
2	252
3	143
4	294
5	78
6	111
7	320

6.27 ELECTRICITY SECTOR PLAN

THE STUDY WAS DONE ON BELOW WARD AREAS.

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

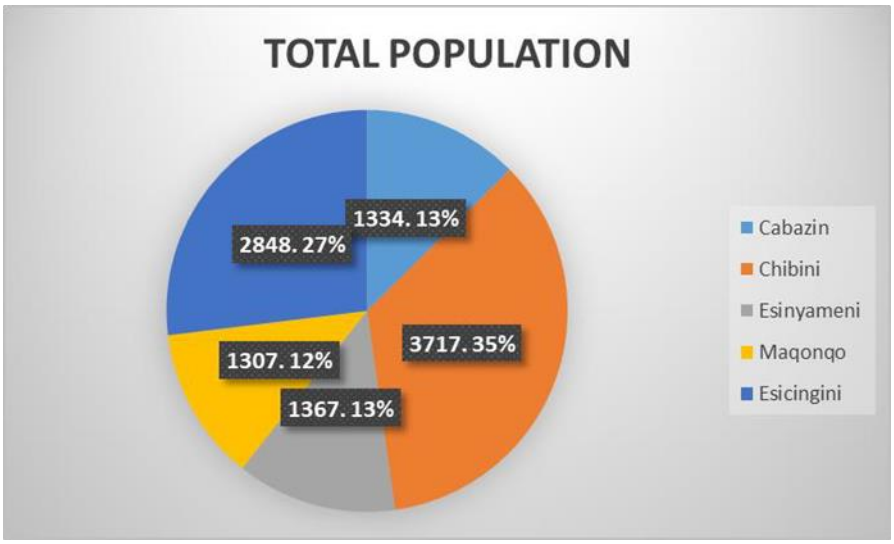


FIGURE 25: GRAPHICAL PRESENTATION FOR WARD1

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

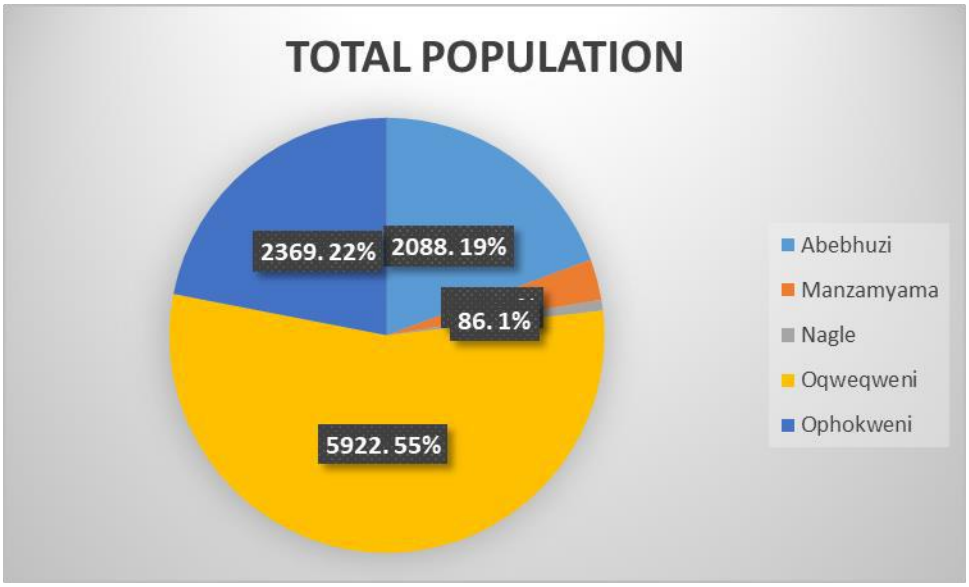


FIGURE 26: GRAPHICAL PRESENTATION FOR WARD 2

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

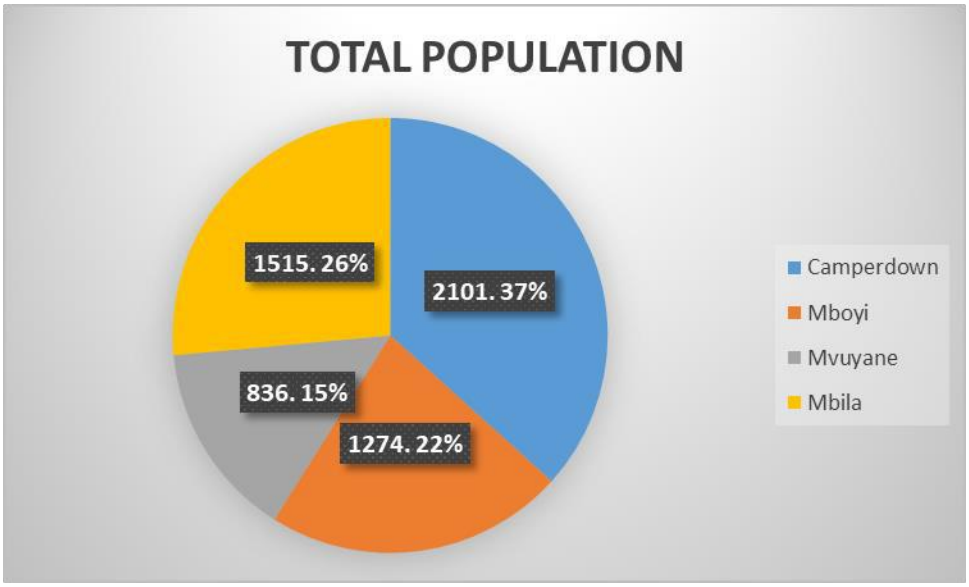


FIGURE 27: GRAPH PRESENTATION FOR WARD 3

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

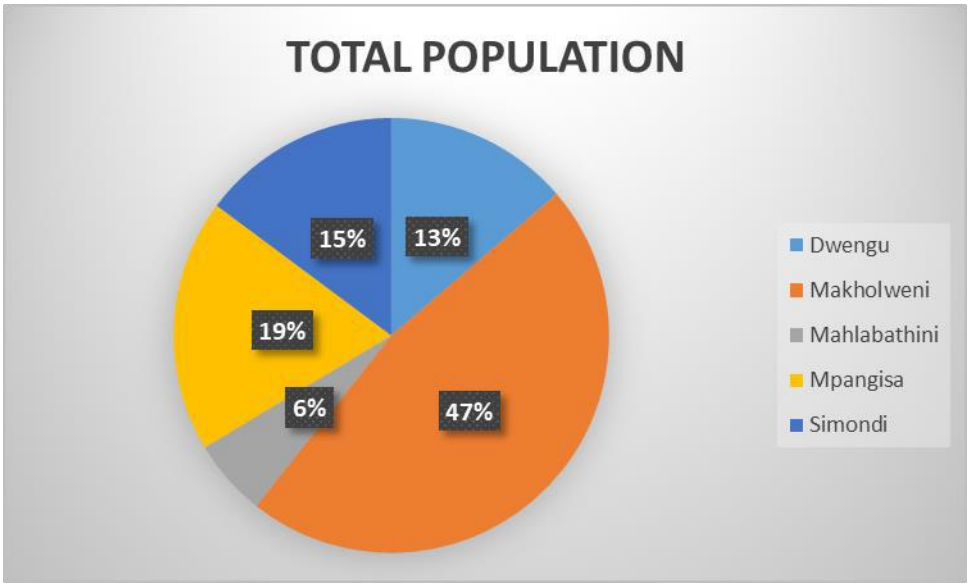


TABLE 52: POPULATION BY AREA: WARD 7

Characteristics	Mgwenya	Gulube	Nsongeni	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

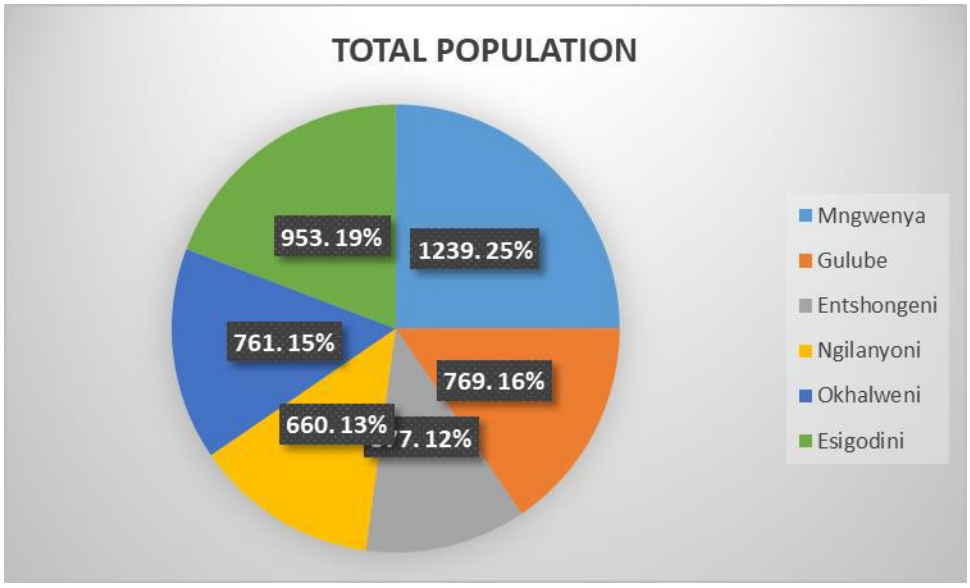


FIGURE 29: GRAPHICAL PRESENTATION FOR WARD 7

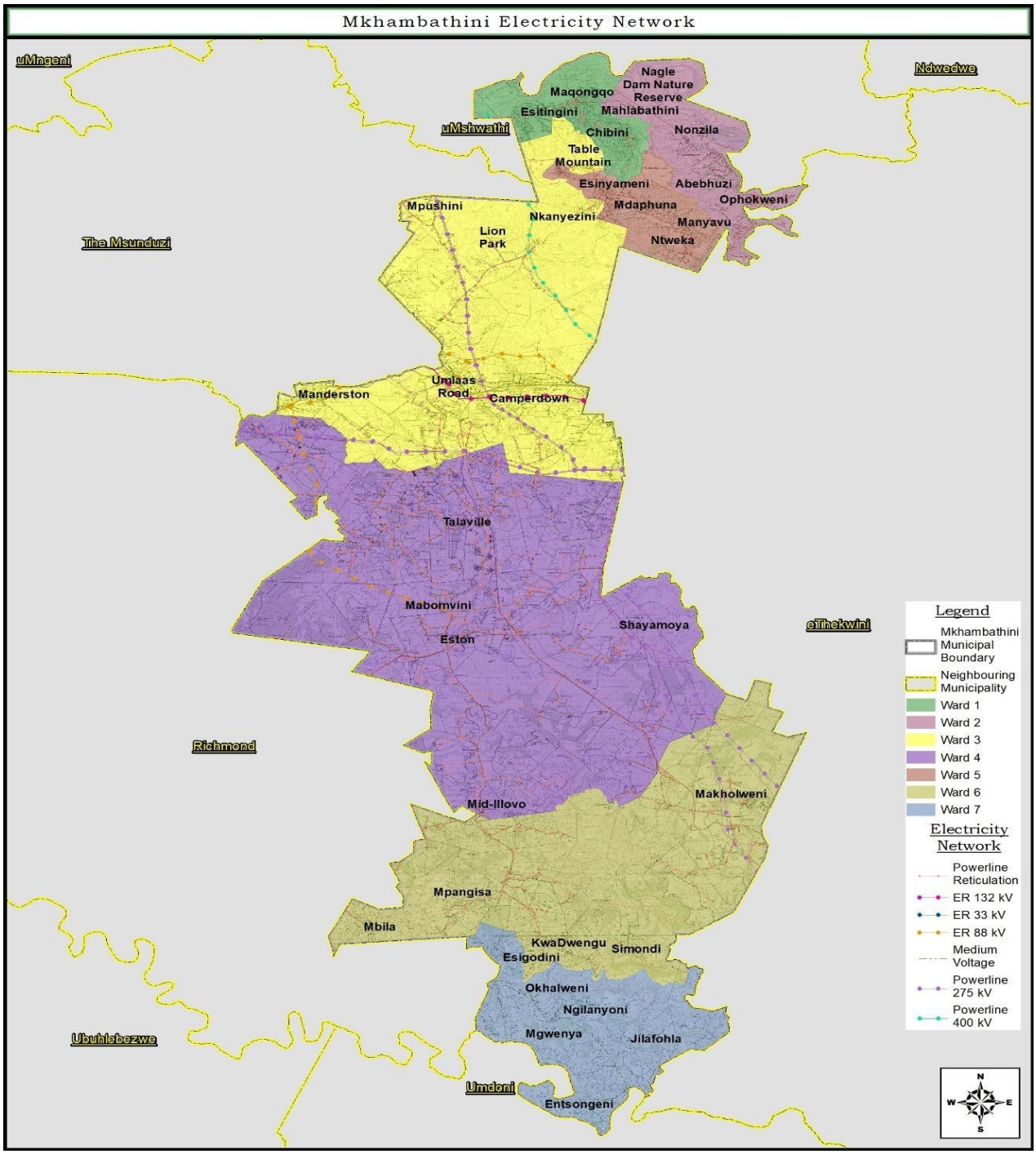


FIGURE 31: MAP SHOWING ELECTRICITY NETWORK

ESTIMATED BACKLOG

FIGURE 32: ELECTRIFICATION BACKLOGS FOR MKHAMBATHINI

6.29 Electrification Projects

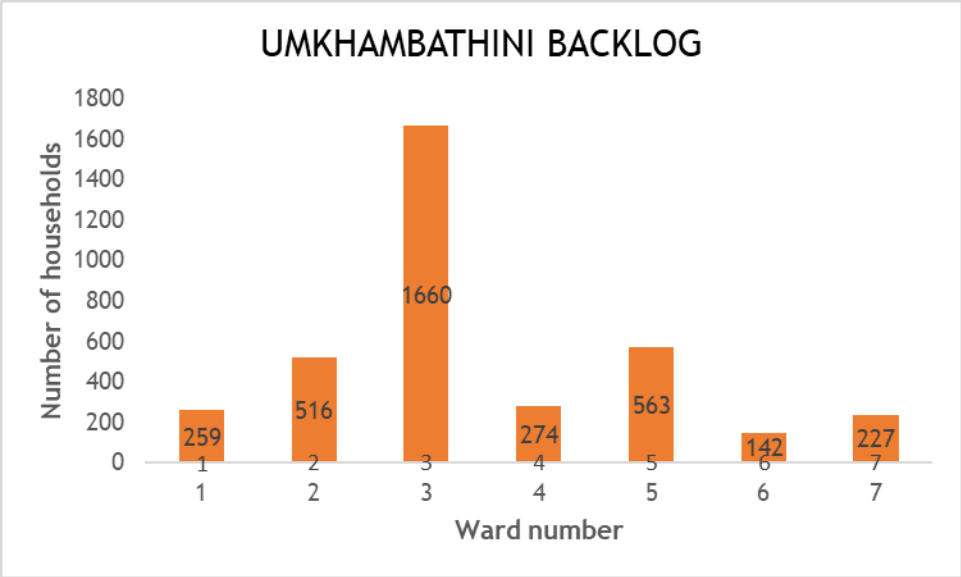


TABLE 53: ELECTRIFICATION PROJECTS

Project Name	Project Number	No of Household to be electrified	Progress
Electrification of ward 2	MKH/ELE/WO2	252	Budgeted in 2023/24
Electrification of ward 1	MKH/ELE/WO1	109	Application for 2023/24 was made to *Department of Mineral resources and Energy*
Electrification of ward 3	MKH/ELE/WO3	143	
Electrification of ward 4	MKH/ELE/WO4	294	
Electrification of ward 5	MKH/ELE/WO5	78	
Electrification of ward 7	MKH/ELE/WO7	320	
Electrification of ward 6	MKH/ELE/WO6	111	

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%

6.28 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/ Vandalized
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	Upgrade required
4	Mahleka Sports Field	Njobokazi	Maintenance Required
4	Dukes Sports Field	Eston	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	Construction required
6	Ismont Sports field	Ismont	Construction required
7	Nsongeni Sports field	Nsongeni	Upgrade required

There is no standard prescribed in terms of population catchment for sports facilities but a 15-minute 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 2023/24 Year
	Maqongqo hall	Maintenance Required	Maintained in 2022/23 Year
	Qalakahle Community Hall	Maintenance Required	Maintained 2018/2019
Ward 2	Abebhuzi hall	Maintenance Required	Maintained in 2017/18 Year
	Ophokweni hall	Maintenance Required	Maintained in 2020/21 year
	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	Upgrade 2021/2022 Year
Ward 4	Njobokazi Hall	Maintenance Required	Maintained in 203/24 Year
	Kwaponi Hall	Ground Works Required	None
	Dukes Hall	New	Maintained in 2020/21 Year
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	Maintained in 2023/24 year
Ward 7	Mpekula	Maintenance Required	Maintained in 2023/24 Year
	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.

6.29 CEMETERIES

Mkhambathini Municipality has two (2) unregistered cemeteries within its jurisdiction. The average number of burials conducted per month is unknown due to the lack of monitoring in these facilities. The municipality uses neighbouring burial sites Mophela (eThekwini Municipality) and eThembeni Memorial Park (Msunduzi Municipality). The municipality in its long term strategy will investigate the upgrading of unregistered cemeteries established in rural areas under Traditional leadership land, on which the large majority of its community uses as means of burial. The District's Cemetries and Crematoria unit is currently rolling out a cemetery management system on which all local municipalities, working with

funeral parlours and the Department of Home Affairs will have data and details of the number of burials and persons buried within its jurisdiction including homestead burials and cremations.

Table: Distribution of Community Facilities

Distribution of Community Facilities							
Community Facilities/ Ward	1	2	3	4	5	6	7
Libraries	1		1				1
Early Childhood Development Centres	2	4	5	3	6	3	3
Primary Schools	3	2	4	5	3	3	3
High Schools	2	1	3		2	2	4
Thusong Centre	1		1				
Sportfield	3	4	3	2	5	4	4
Cemeteries							
Recreation Parks		1	1				
Community Halls	3	5	2	3	3	3	4
Pension Paypoint			1			1	

WARDS REQUESTING SCHOOLS AND ECD/CRECHE

In total Mkhambathini Municipality has 13 High Schools (Midillovo and Mkhambathini Circuits) Primary Schools and 12 Registered ECD centres.

During the roadshows engagements there were justifiable requests for schools which were recorderd as follows:

In Ward 4 the meeting unanimously requested for a high school to be located in Njobokazi Area. The only high school within the area is a private school that is too costly for the community members within the area, as such children have to be bused for kms to attend Mabomvini High School. Ward 6 also had a request for a high school.

In ward 2, there was a request for a creche at Nonzila area and in ward 3, Nkanyezini area requested for an extension of the existing creche.

There are also proposals for development of skills centers in ward 3, ward 6 and ward 7.

Nsikakazi High School in ward 7 was classified as one of the obsolete schools and has been shut down. This facility can also be used as a skills center.

Completed Projects 2022/23 FY.

TABLE 56: PROJECTS COMPLETED IN 2022/23

PROJECT NAME	AREA	STATUS
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
Bonqobile SportsField	Ward 5	Completed
Chibini Access Road	Ward 2	Completed

6.30 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.

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

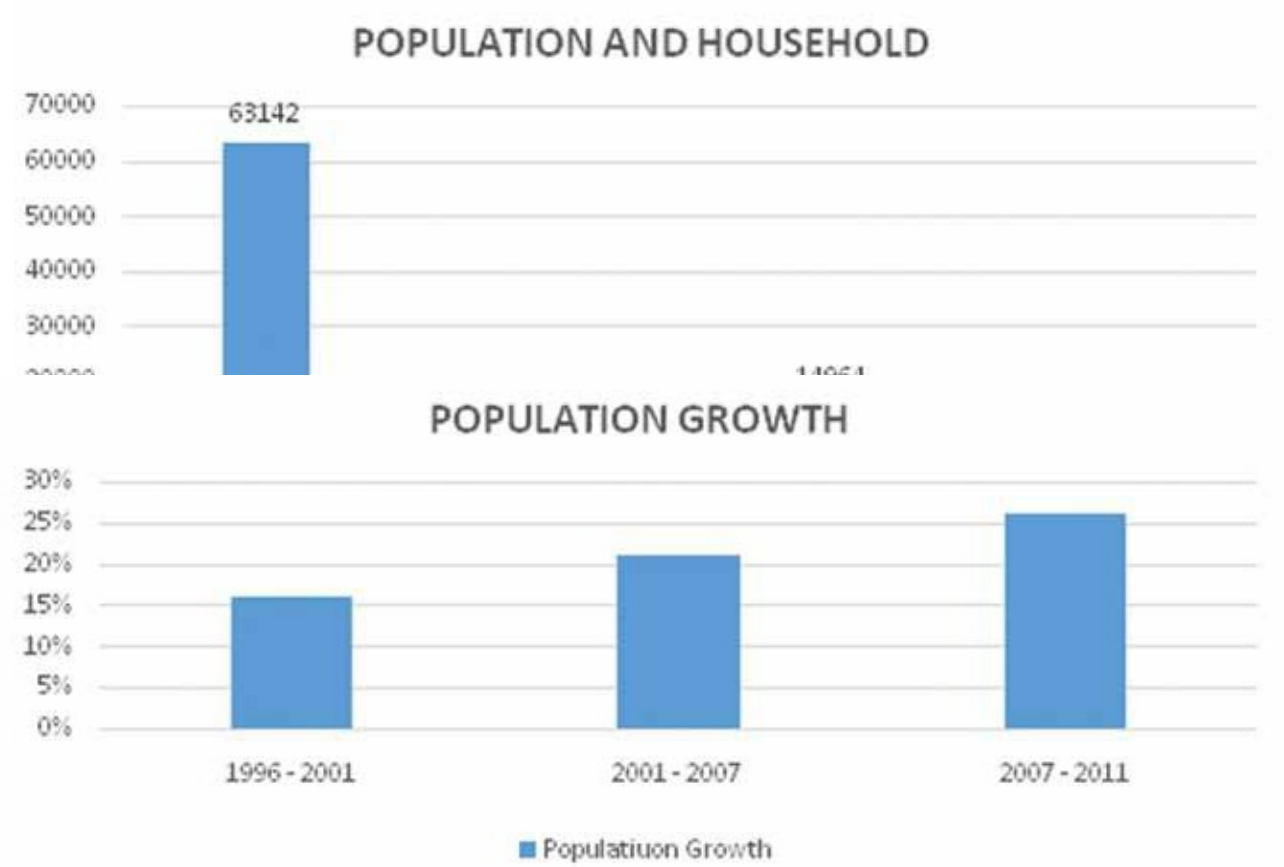
Approximately 46% (6269) of the households consist of traditional dwellings. From this, it is evident that the housing backlog is very high in trial council areas. Housing demand is defined as the number of households requiring formal housing. Traditional housing is perceived as an acceptable form of 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	completed
Ward 2 and 5 OSS 100	106	2022-2024	Under construction
OSS 32	26	2022-2024	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 being done
Portjie Slums Clearance Project	500	2018-2021	land issues

TABLE 59: PROJECTS AT INCEPTION STAGE

PROJECT NAME	HOUSING UNITS	STATUS
Rental stock	400	Planning stage
Rural housing Project Ward 2	1000	Planning stage
Rural housing Project Ward 5	1000	Planning stage

TABLE 60: HOUSING PROJECTS BREAKDOWN

PROJECT NAME	WARD	NO OF SUBSIDIES	PROJECT VALUE	MONIES SPENT TO DATE	START DATE	END DATE	HOUSES BUILT TO DATE
KwaMahleka Rural Housing	5	500	R36 742 530	R30 587 428.433	June 2012	December 2023 (EOT Submitted)	359
KwaNjobokazi RuralHousing	4	400	R43 093 048.55	R 18 692 141.06	March 2013	October 2024	132
Maqongqo Rural Housing	1	500	R 39 260 581.55	R 39 247 733.25	May 2007	December 2023	457
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 and 6	300	R 58 016 269.66	R 27 039 403.34	August 2020	March 2024	109
OSS 100 Maqongqo	2	100	R 10 685 051.00	R8 414 784.17	May 2017	June 2021 (Completed)	98

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 as be appointed and he is currently on site busy with stage 1. 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.

6.31 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

6.32 SERVICE DELIVERY AND INFRASTRUCTURE KEY CHALLENGES

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

SERVICE DELIVERY AND INFRASTRUCTURE: SWOT ANALYSIS

TABLE 65: SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTH	WEAKNESS
▪ Electricity supply has been reason- able 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 in-vestment 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 a 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

7. LOCAL ECONOMIC DEVELOPMENT KPA

7.1 LED Functionality and Capacity

The five-year review of the Mkhambathini Municipality's LED strategy was done and approved by Council in 2021/2022 and will be thoroughly reviewed in 2025/2026. However, the monitoring and evaluation of the strategy is done on an ongoing basis with a review of the plan submitted to Council in line with the MEC comments as well as the new IDP priorities.

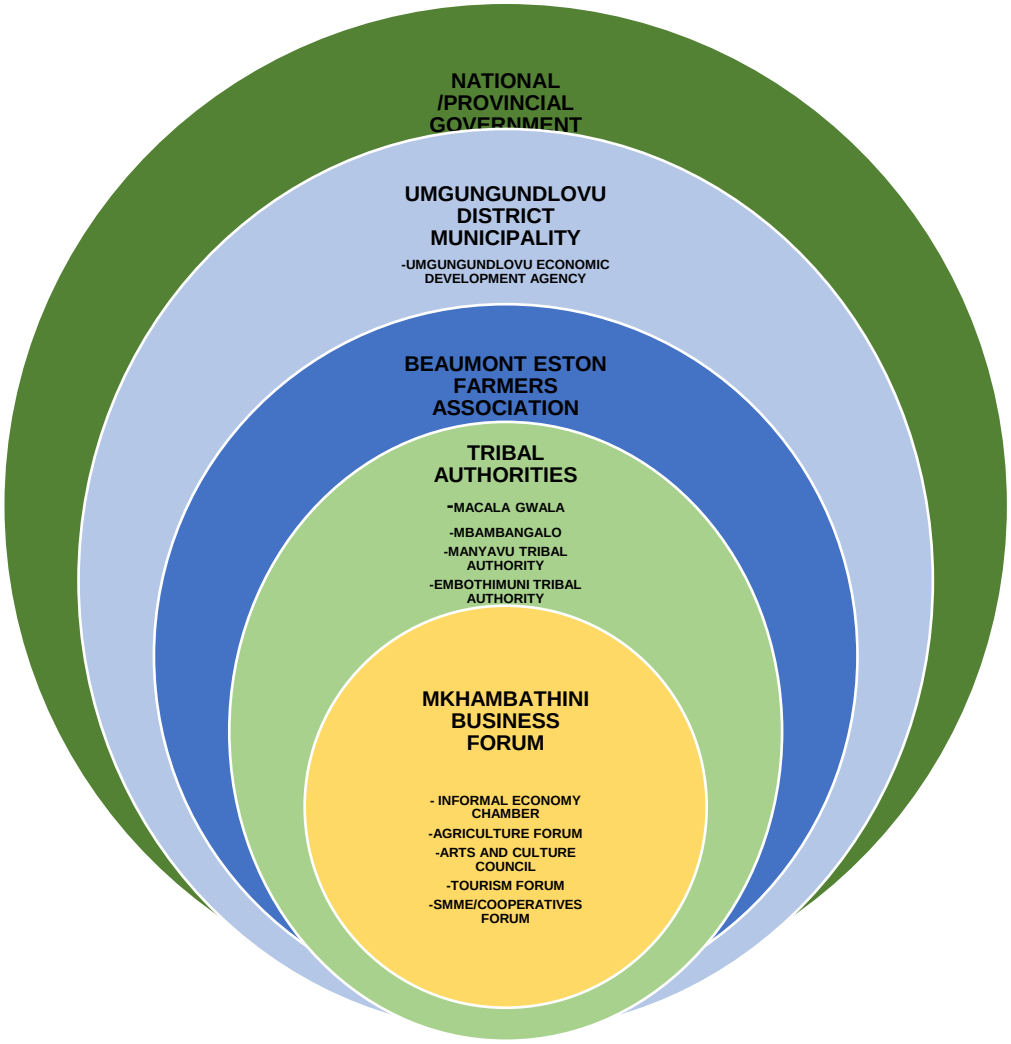
The municipality is currently in the process of establishing the LED Forum which is made up of representatives of the sector specific forums, sector departments, municipal representatives, and local chamber of businesses. The process will be concluded by the end of June 2024. The LED forum is established in alignment with the following Sector forums that are currently in place:

- Informal Economy
- Agriculture
- Tourism
- SMME/ Cooperatives
- Arts and Culture

Furthermore, through the LED Office, 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.

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



The LED unit currently has two (2) permanent personnel who coordinate local economic development functions within the municipality and one (1) intern. There is a need to increase capacity in the LED unit to ensure proper implementation of programmes in the unit. The municipality does put aside an LED budget which supports the implementation of current programmes although it is still insufficient compared to the demands and LED initiatives to ensure proper coordination and to support all enterprises and businesses to create enabling environment.

7.2 ANNUAL REVIEW OF THE LED IMPLEMENTATION PLAN

Below is the implementation plan that is reviewed annually and submitted with the IDP and budget review.

PROJECT NAME	PROJECT DISCRIPTION	LOCATION	PROJECT FUNDER/PARTNER	PROJECT ACTIVITIES	PROJECT OUTPUT	NO. JOBS CREATED	BUDGET ALLOCATION			TIMEFRAME		Status
							YEAR 1	YEAR 2	YEAR 3	START	END	
Strategic Pillar1: Enterprise Development and Support												
Key Objectives: Facilitating small (SMME, Cooperatives and informal sector) business incubation programme through support with start-up materials, information, and skills with a special focus of youth, women and disabled persons.												
Mkhambathini Business Seminar	Platform to engage on business growth and development on Mkhambathini Municipal area.	Camperdown (for all businesses in all 7 wards)	Mkhambathini LM	- 7 Ward Based Business - engagement sessions - Business engagement seminar with all local businesses and potential investors for 200 people attending	Creating a conducive business environment that enables local economic growth and development through investments and job creation.	N/A	R364 000	R0	R0	01 July 2022	30 September 2024	In preparation

EPWP Exit Strategy: Business Start-up for 3 programmes	EPWP participants about to be exited from short term employment are assisted to start businesses	All 7 wards	Mkhambathini LM	Incubation through: 2 Training workshops Business Registration compliance process Procurement of start-up materials	Income sustainability beyond EPWP for exiting participants, as such more people can benefit from the short-term employment opportunity.	10	R228 800	R250 000	R280 000	01 July 2022	30 June 2025	1.Mkhamba Tour guides are placed at wards to do research on new tourism development projects in all 7 wards. Tour guiding Training by October 2024 2. Ward 2 agriculture project is supported through CSI (SANRAL) with fencing and irrigation
Macala Gwala Block Making Project	Block making business	Ward 4 (KwaNjobokazi)	Mkhambathini LM & Department of Small Business	Training and support Block making by the business	Job Creation within the Macala Gwala Traditional Authority (KwaNjobokazi)	20				Ongoing	Ongoing	Waiting for list of members and land

												approval from Chief Macala Gwala
SMME/Cooperatives Support Materials	Support with business startup/ expansion materials to SMMEs/ Informal Traders assessed and approved by the municipality	All 7 wards	Mkhambathini Municipality EDTEA SEDA	Procurement of business start-up/ expansion materials requested by small businesses	Well established and sustained business enterprises.	20				Ongoing	Ongoing	Achieved in 2021/2022, 2022/2023 (refer under SMME/ Cooperatives institutional arrangement)
Mbambangalo Furniture	Furniture Warehouse	Ward 1: Maqonqgo	DTI EDTEA	Procurement of business start-up/ expansion materials requested by small businesses	- Job creation - Furniture sold locally					01 July 2022	30 June 2024	Waiting for list of members and land approval from Mbambangalo Traditional council
Sector Focused Enterprise Development	Incubation and Support of Youth-led enterprises	Ward 5 & Ward 1	Mkhambathini LM SEDA/SEFA DTI EDTEA	X2 - Cellular phone repairs	- Increased number of youth owned businesses - Increased access to Funding	14				01 July 2022	30 June 2025	Youth identification
		Ward 6 & 7		X2 - Internet Cafe		12				1 July 2024	30 June 2025	Youth identification
		Ward 2, 3 & 4		X3 -Screen printing (shirts, mugs, towels etc)		12				01 July 2023	30 June 2025	Youth identification
		Ward 1, 2 & 3		X3 -Tissue manufacturing and packaging		12				01 July 2024	30 June 2025	Youth identification

	Incubation and Support of Women-led enterprises	Ward 5, 6 & 7		X3 - Beadwork	- Increased number of Women owned businesses - Increased access to Funding	12				01 July 2022	30 June 2025	Youth identification
	Incubation and Support of enterprises led by persons with disabilities	Ward 1		X1 Beadwork making	- Increased number of Women owned businesses - Increased access to Funding	03				Ongoing	30 June 2025	1.Khanyisile Ngcobo attended exhibitions to sell her products 2.Attended business management training organised by Mkhambathini LM
		Ward 5		X1 Detergent Making		03					30 June 2025	Thobile Magoso was referred to Illovo sugar and trained on Thuthuka Nathi Skill, currently

												waiting equipment support
		Ward 1, 2, 4 &7		X4 Shoe making businesses		12					30 June 2025	Identification of people
Mbambangalo Goats Project	Goats project	Ward 1: Maqonqgo	DARD Mkhambathini LM	X1 Goat breeding and selling business (including- Value-chain development, packaging, site fencing, animal branding, access to the market)	- Job creation - Goat meat value chain businesses	TBC	R381 000	R390 000	R400 000		30 June 2026	Identification of members from Mbambangalo Traditional Council
Tourism Information Office NPO	Mkhambathini Tourism information dissemination and marketing	Camperdown	Mkhambathini LM TKZN EDTEA	NPO development and support	- Marketing of tourism destination sites within Mkhambathini Municipality - Tour Guides programme	16	R350 000	R380 000	R400 000		Ongoing	Achieved, office has been opened at Camperdown Hall
Strategic Pillar2: Developing Learning and Skilful Economy												
Key Objectives: Facilitating the process of closing the knowledge and skills gap through training and development manly in the farming business sector.												
Livestock And Crop Farmers Training	The purpose of the training is to introduce farmers into value adding, packaging	All 7 wards	Mkhambathini DARD	Training on value adding and packaging	- 28 Individuals Trained - Access to market - Increase on	N/A	R381 000	R390 000	R400 000	01 July 2022	30 June 2026	Achieved on 17-19 August 2022

	models and markets				profits							
Training on Running a Goats Business	Training aims to capacitate farmers on packaging, market and value adding for goats	Mbambangalo Traditional Authority – ward 1 and Macala Gwala Traditional Authority – ward 4	DARD Mkhambathini LM	Capacity development and support for upcoming local goat farmers	- 40 individuals trained - Branding, Market and value adding	N/A				01 August 2022	30 June 2026	In planning stage with DARD
Farmers Seminar	Consultation seminar and information sharing by government departments and private sector	All 7 wards	Mkhambathini LM DARD	- Presentations by govt departments - Exhibition - Consultation to get challenges facing local farmers (crop, livestock)	- 200 people Information sharing - Data collection on responsive programmes	N/A				01 August 2022	30 June 2026	In planning stage with DARD
SMME/Cooperatives Training	The purpose of the training is to introduce SMMEs and Cooperatives to innovative and digital platforms	All 7 wards	Mkhambathini LM Illovo Sugar	Digital Training	- 20 - Developing businesses to trade digitally and introduced to 4th industrial revolution	N/A	R280 000	R250 000	R300 000	01 July 2022	30 June 2023	Achieved on 22-23 February 2024
Green Economy Project Training	Training to aims to capacitate green economy projects	All 7 wards	Mkhambathini LM	Waste management	- 20 trained - Sustainable waste management businesses	N/A				1 July 2022	30 June 2024	To be implemented in August 2024
Artist Development Workshop	Workshop aims to capacitate artist in music	All 7 wards	Mkhambathini LM DAC	Digital platforms available for artists in music, Market	- 30 Trained - Developing and promoting artists in music	N/A	R212 240	R220 000	R260 000	01July 2022	30 June 2023	To be implemented

Crafters Development Workshops	Workshop aims to capacitate artists in craft, beadwork,	All 7 wards	Mkhambathini LM DAC	Design, colour mixing, markets	- 30 Trained - Promoting and developing local crafters	N/A				01 July 2022	30 December 2024	In planning stage
Azibuye Emasisweni Cultural Knowledge Workshop for Young Girls	Workshop aim to capacitate maidens	All 7 wards	Mkhambathini LM	Workshop will focus on peer pressure, forced/ early marriage, teenage pregnancy and substance abuse	- 100 trained - Abstinence, a better-informed girl on the risks in engaging in love life and sexual activity	N/A				01 July 2022	30 June 2024	Achieved on 27 August 2023 at Camperdown Hall, 03 March 2023 at Phangindawo Primary School,
Azibuye Emasisweni Cultural Knowledge Workshop for Young Boys	Workshop aims to capacitate boys	All 7 wards	Mkhambathini LM Isibaya Samadoda Inkuzi isematholeni	Gender based violence, Substance abuse, Early fatherhood, Qualities that men respect and admire	- 100 trained - Change of mindset and behavioural change of boys, positive behaviour changes towards girls	N/A				01 July 2022	30 June 2024	Achieved on 5-7 October 2022 at Howick, 27 August 2023 10 December 2023 at Camperdown Hall and 03 March 2023 at Camperdown Hall
Umhlangano Wamabutho Nezintombi	Workshop on zulu culture behaviour for boys and girls	Ward 2	Mkhambathini LM	moral behaviour and to encourage them to keep their virginity	- 200 attending - Umkhosi welembe songs,	**N/A**				01 July 2022	October 2022	Achieved on 28 October 2023 at no3

				while activating for the reed dance. Amabutho during the event are taught the songs that will be sand on Umkhosi welembe and their importance within the tribal authorities	informative young girls and boys on cultural behaviors							
Artists Development Seminar	Consultation seminar and information sharing by DAC, private sector and artist developments NGOs	All Wards	Mkhambathini LM KUMISA DAC KZN FILM COMMISSION CD BABY AFRICA ETHEKWINI FILM MAKER ASSOCIATION KLEENS MUSINC INTRO TECHNOLOGY	- Presentations - Stage performance - Consultation to get challenges facing local artists in music	- 200 attending Information sharing Data collection on responsive programmes	N/A				01 July 2022	30 June 2024	In planning stage with DSAC
Heritage Day Celebration	Art businesses in music performance and craft to showcase their talent	All Wards	Mkhambathini DAC	- Mkhambathini groups perform live to showcase their talent - Art and craft artists showcase their	- 200 attending - Well known art and craft products offered by artists in Mkhambathini - Support and market local music art in Mkhambathini	N/A	R780 000	N/A	N/A	September 2022	N/A	Achieved on 04 December 2022, 03 December 2023

				products								
Tourism Seminar	Consultation seminar and information sharing by government departments and private sector	All 7 wards	Mkhambathini LM EDTEA	- Presentations by govt departments - Consultation to get challenges facing tourism sector	- 200 people - Information sharing - Data collection on responsive programmes	N/A	R350 000	R380 000	R400 000	September 2022	30 June 2023	Achieved on 14-16 September 2023
Strategic Pillar3: Building a diverse and innovation-driven economy												
Key Objectives: Creating and enabling local economic development environment for local businesses and industries while facilitating a link in the neighbouring municipalities along the N3 corridor. And facilitate the process of sectoral development.												
Small Town Rehabilitation	Construction of taxi rank with market stalls, side walk upgrade and installation of CBD street light	Camperdown (Ward 3)	MLM COGTA	• Construction of taxi rank with ablution facilities at the taxi rank • Informal traders' infrastructure (market stalls with storage facility, chairs, kiosk, umbrella, • Supply of informal economy tagging system • Construction of sidewalk • Installatio	• Address safety within CBD • Attracting investors and enhancing business environment for all businesses • Enabling a conducive environment for informal traders	TBC	R14 000 000	R0	R0	01 July 2022	30 December 2022	Completed

				n of CBD streetlights								
Tourism Directory Development	Review of directory	All Wards	Mkhambathini September 2023	• Advertising and marketing tourism businesses and other businesses • Listing of local businesses • Listing of emergency numbers	• 19 Tourism businesses and 174 other businesses • Increase on number of visitors • Increase on sales • Information sharing	N/A	R350 000	R380 000	N/A	01 July 2023	30 June 2024	Review has commenced
Mkhambathini Tourism Route Feasibility Study	Conducting a feasibility study, Development of tourism route	All Wards	Mkhambathini LM EDTEA	• Tourism Route that will attract and showcase tourists and visitors to the area	Increase on number of visitors	N/A				01 July 2022	30 June 2025	Sourcing of budget
Nobhala High School Project	Construction of 2 classrooms	Nkanyezini (ward 3)	Afrimat Aggregates	• Excavation of foundation • Footing • Bricklaying of foundation • Slab • Bricklaying of walls • Roofing • Installation of windows and doors	Provision of safe and learning environment	10	R300 000	N/A	N/A	01 July 2023	30 October 2023	Completed

				• Plastering • Painting of walls • Mounting of smart board								
Strategic Pillar4: Economic Governance and Infrastructure												
Key Objectives: Ensuring good governance and administrative capacity for economic development activities.												
Review LED Strategy	LED review of the implementation plan and projects	All 7 Wards	Mkhambathini LM COGTA EDTEA DARD SALGA	Yearly review of Mkhambathini LED Strategy	Approved LED Strategy	N/A	N/A	N/A	NA	On going	On going	On going
Establishment of LED Forum	Establishment of ward based LED forums, sub-sector forums and the municipal LED Forum	All 7 Wards	Mkhambathini LM EDTEA COGTA SALGA DARD SEDA NWM	Creating platform to discuss development, support, investment opportunities and issues in the economic space	Functional LED Forum that seats quarterly		N/A	N/A	N/A	01 July 2022	30 June 2023	Sector forums seated. LED Forum to be established in May 2024
Business Investment and Retention Incentive Review	Review of the investment prospectus and advert	All 7 Wards	Mkhambathini SALGA	• Review of all available land parcels within Mkhambathini • Acquire consent from land owners	• Approved investment and business retention • advert and prospectus	N/A	N/A	N/A	On going	On going	On going	Review has commenced

Issue Business Licenses And Permits	Issuing of permits and business / Liquor licenses	All 7 Wards	Mkhambathini EDTEA SAPS Home Affairs Labour	Conduction business inspections quarterly to check compliance on businesses and permits.	• Business compliance • Legalise businesses	N/A	N/A	N/A	Ongoing	N/A	Ongoing	Ongoing

7.3 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.

Chapter 2 of the LED strategy shows how alignment of the National, Provincial, District and Local strategic frameworks has been ensured in line with the Core and Enabling pillars of the National Framework on LED. See the following table extracted from the LED strategy document:

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 & Support	Promoting SMME, Entrepreneurial and Youth Development	• Promoting SMME And Entrepreneurial Development • Facilitation of Access to Finance for Small Enterprises	• Strengthen enterprise and community Development Support 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

The municipal Council adopted the Informal Economy Policy on 30 June 2021 together with the Informal Traders Bylaws which are in the process of being gazetted. It is to be noted that the tariffs structure in the policy is reviewed annually together with the review of all other municipal tariffs.

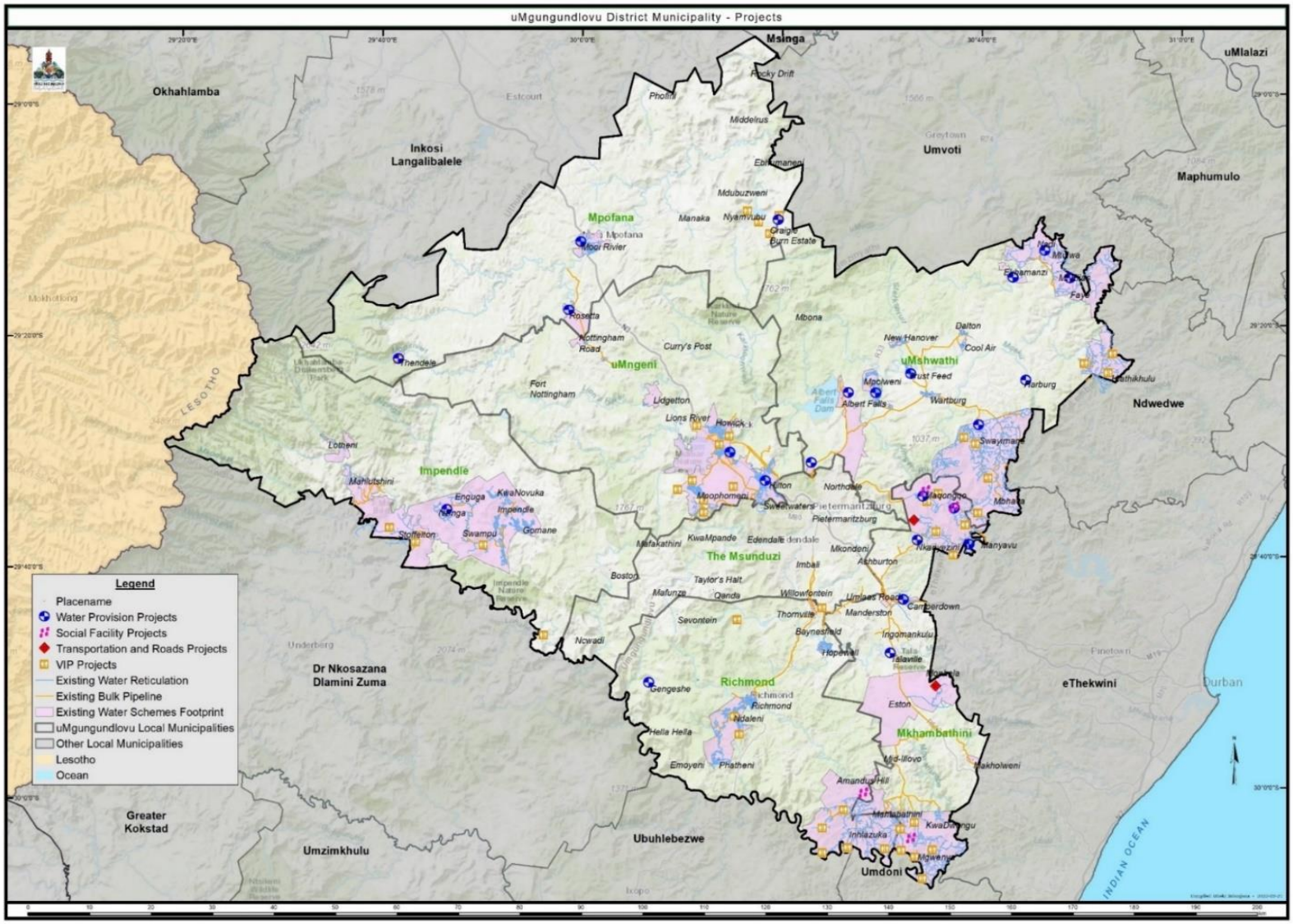
The LED Strategy revision ensures that the programmes within the strategy are in line with the District One Plan One Budget Model, hence the consistent participation in the DDM structures. Mkhambathini municipality has catalytic projects that have been submitted for inclusion in the uMgungundlovu Development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

The EPWP policy that is in line with phase 4 national policy was adopted by Council on 28 February 2024. This will now be reviewed in line with the new phase 5.

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	External	SANRAL
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

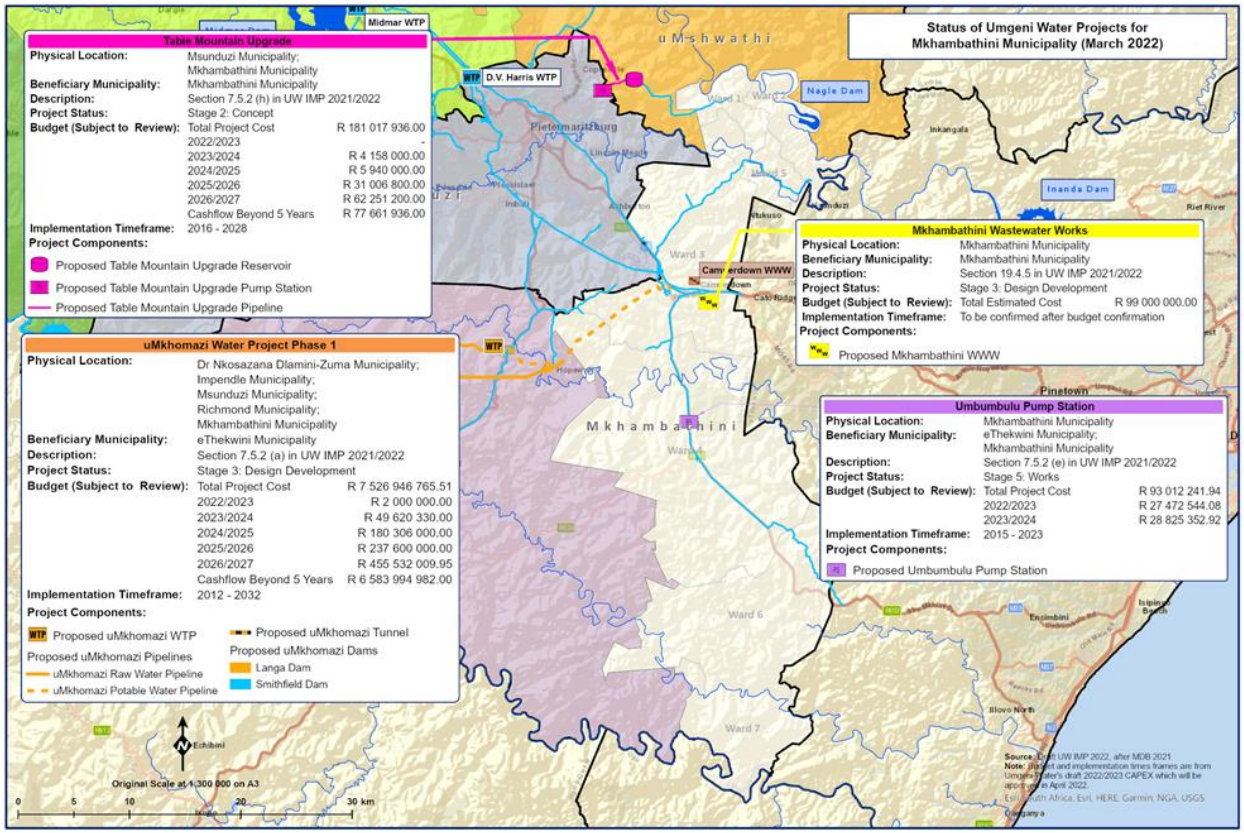
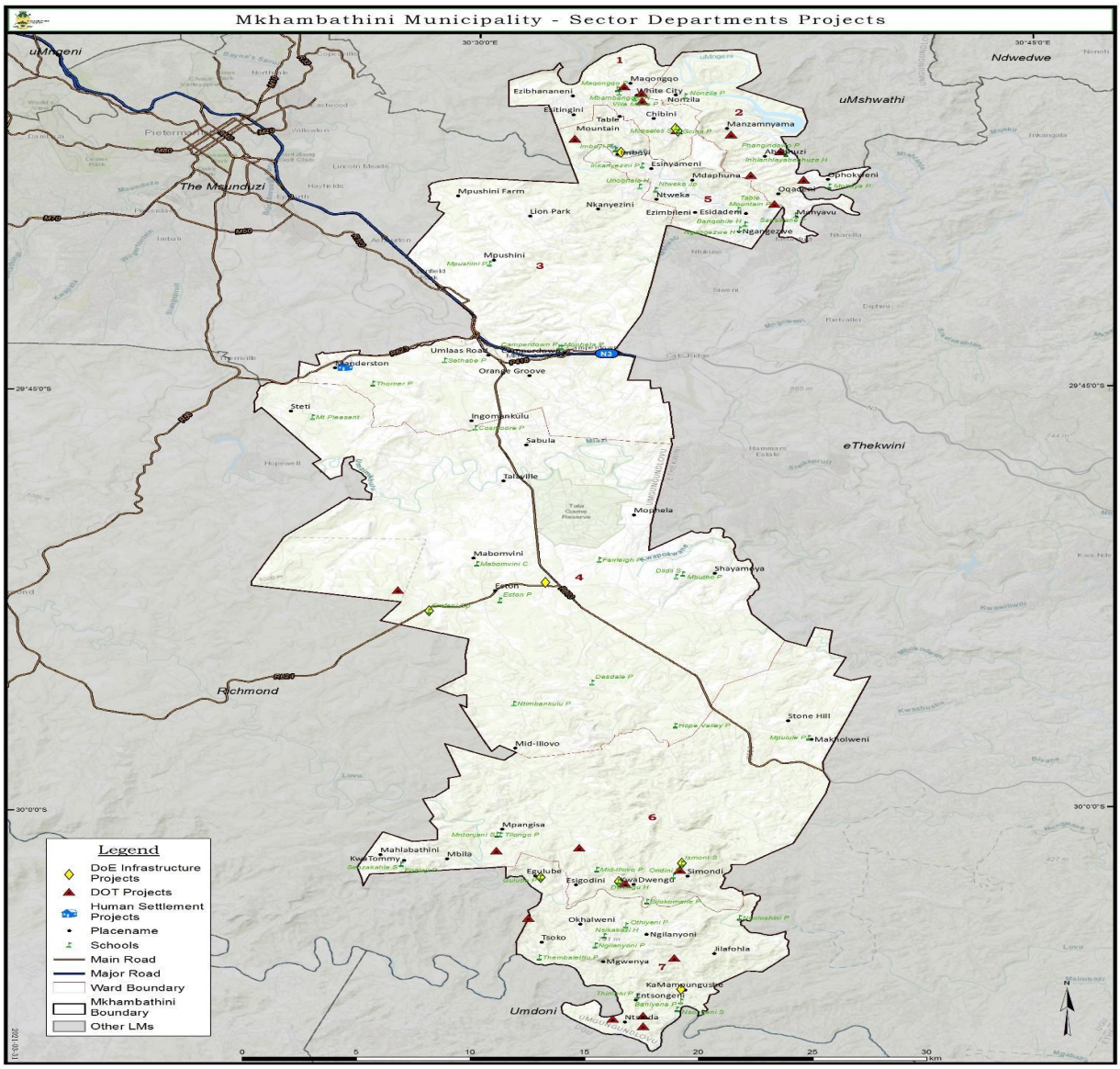


FIGURE ERROR! NO TEXT OF SPECIFIED STYLE IN DOCUMENT..1 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2022).

MAPS 2:UNGENI WATER PROJECT



Maps 3: Government Departments Mapped Project

76.7

7.4 STRATEGIC ECONOMIC ANALYSIS AND INTERVENTIONS

This section looks at the economic sector performance in terms of the Mkhambathini Municipal Area key economic drivers as well as factors affecting the area's 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%**.

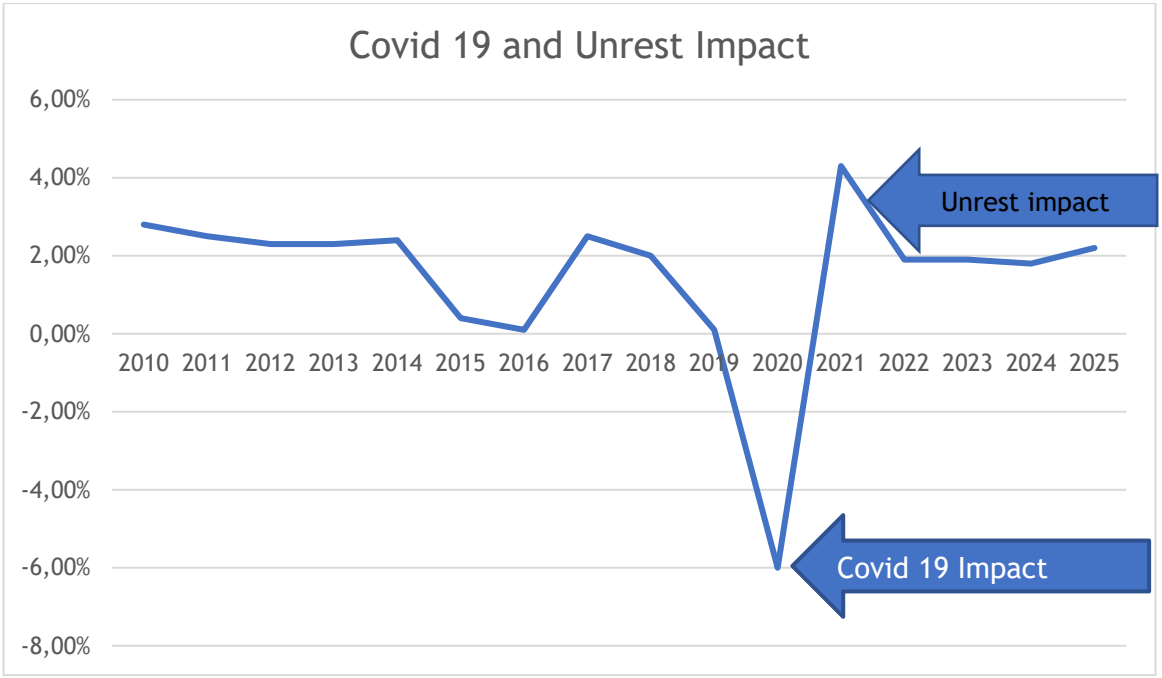


FIGURE 3:COVID 19 AND UNREST IMPACT TO MKHAMBATHINI MUNICIPALITY'S ECONOMY

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.

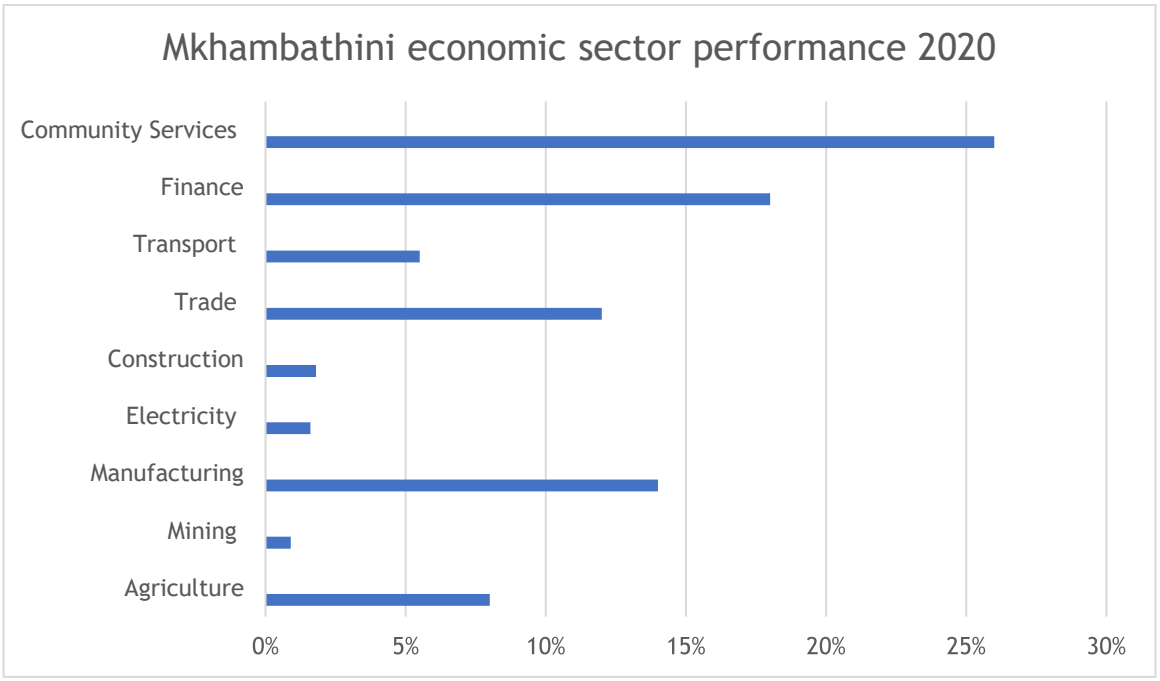


FIGURE 4: ECONOMIC CONTRIBUTION PER SECTOR WITHIN MKHAMBATHINI MUNICIPALITY

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 2: Comparative and Competitive Advantage

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 destinations • National Events such as Comrades marathon Duzi Canoeing and Triple Challenge. • The municipality has a functioning Tourism forum, Community	• 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.

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 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, resulting in community uproar. • Lack of financial capacity to roll out the implementation of infrastructural services, wastewater management
OPPORTUNITY	**THREATS**
LED	
• Few alternatives approach to sustainable development, such as	• Impact of climate change on the agricultural sector.

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)	• 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 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	• 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 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.

7.5 PROJECTS

7.5.1

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.

7.5.2

There are workshops that have been implemented by the municipality to SMMEs and cooperatives, i.e Township and rural entrepreneurship programme workshop – 13 March 2024, Cooperative governance, and entrepreneurial mindsets short course – 22 February 2024, Azibuye Emasisweni Boys workshop – 10 December 2023, Women's development dialog and workshop – 23 August 2023 and 09 December 2023 and Wholesale and retail training - 11 October 2023.

7.5.3

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.

7.5.4

The Camperdown Taxi rank and trading stalls project has been completed and handed over to the Eston/Mophela taxi association, informal traders and the community at large. The official handover was done by COGTA MEC Bongi Sithole and the Council of Mkhambathini Municipality on the 3rd May 2024.

7.6 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 3: PESTEL ANALYSIS

7.5 STRATEGIC PROGRAMMES RESPONSES

Chapter 4 and chapter 9 of the LED Strategy further detail the programmes and mechanisms aimed at expanding employment opportunities in 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.

7.5.1 Economic Sector Analysis

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.

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:

- Kwamncane irrigation – two-hectare irrigation scheme in ward 4
- Azowel tunnel – contruction of 20 tunnels in ward 4
- Njobokazi Dip tank in ward 4
- Ismont dip tank in ward 4
- The construction of an Abattoir in Eston which was funded under ADA unit within the Department that deals with cattle and goats is completed even though it is not yet operational.

The Department has also supported 2500 households from ward 6 and 7 in November 2023 with seedlings packs for maize and dry beans seedlings. Furthermore, 100 farmers form ward 7 were supported with farmers packs that included (wheel barrow, watering can, maize seeds, dry beans seeds, hoe, fork). However, the Department provides extension services to all wards that are situated within Mkhambathini LM.

The municipality has supported following projects:

Type of Support: Project Implements				
Project name	**ward**	**Support provided**	**Registration Status**	**Financial Year**
Gconi Cooperative	04	➢ Fencing material for 1 ha	Informal	2021/2022
Uthandolwethu project	05	➢ 120 x broiler chicken ➢ 50kg x 50 mash starters ➢ 50kg x 50 growers ➢ 15 kg x 15 finishers	Registered Cooperative	2022/2023
Tembize cooperative	03	➢ 100 x broilers ➢ 5 x heater lights ➢ 5 x feeders ➢ 50kg x 10 mash starters ➢ 50kg x 10 growers ➢ 50kg x 10 finishers	Informal	2022/2023
Sehlule Shandu	07	➢ Fencing material for livestock grazing camp	Informal	2022/2023

List of projects supported with the municipal tractor thus far is follows:

Type of Support: Mechanisation and Advisory Services			
Project Name	**Ward**	**Support provided**	**Financial Year**
Gconi Cooperative	04	Municipal tractor to cultivate the garden	2022/2023
Makhokhoba Project	03	Municipal tractor to cultivate the garden	2022/2023
Isivuno Semvelo	02	Municipal tractor to cultivate the garden	2022/2023
Ilombe Cooperative	05	Municipal tractor to cultivate the garden	2022/2023
Vumani Project	04	Advisory session on livestock done in partnership by DARD	2022/2023
Ntokozo Piggery and Poultry	03	Advisory session on livestock done in partnership by DARD	2022/2023
Umlilo Wamandla Cooperative	04	Advisory session on crop vegies was done by DARD	2022/2023
Nkunzini Cooperative	07	Advisory session on crop vegies was done by DARD	2022/2023
Mandayi Cooperative	07	Advisory session on crop vegies was done by DARD	2022/2023
Masikane Project	05	Advisory session on livestock done in partnership by DARD	2022/2023
Aphiwe and Phumlile Gwamanda garden	02	Advisory session on crop vegies was done by DARD	2022/2023

Nhlaba Zondi	03	Municipal tractor to cultivate the garden	2022/2023
Nkosi Nsongeni	03	Municipal tractor to cultivate the garden	2022/2023
Makhokhoba Cooperative	03	Municipal tractor to cultivate the garden	2023/2024
Isivuno Semvelo cooperative	02	Municipal tractor to cultivate the garden	2023/2024
Mandayi Cooperative	07	Advisory session on crop vegies was done by DARD	2023/2024
Nomusa Doncabe	07	Advisory session on one home one garden and provision of one home one garden equipment by DARD	2023/2024
Mpiwe Ndimande Sibisi	07	Advisory session on one home one garden and provision of garden equipment done in partnership by DARD	2023/2024
Nhlaba Zondi	03	Municipal tractor to cultivate the garden	2023/2024
Nkosi Nsongeni	03	Municipal tractor to cultivate the garden	2023/2024
Isivuno semvelo cooperative	02	Municipal tractor to cultivate the garden	2023/2024

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.

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. Mkhambathini municipality has implemented and supported the following programmes under tourism development:

Programme Name	Date implemented
Tourism Seminar	14-15 September 2023
Tourism Experience tour	15 September 2023
Annual tourism hike (Table Mountain)	16 September 2023
Tourism Mapping	31 October 2023
Tourism awareness campaigns	Banqobile High School – 27 October 2023 Mbambangalo High School – 12 March 2024 Mcoseleli High School – 13 March 2024
Duzi Marathon support	

Furthermore, the municipality has supported Indlondlo Zulu Cultural Village with 2 rondavels as well as exhibition needs for the Tourism Indaba (printing of brochures, T-shirts, screen, business cards)

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.

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 streetlights within Camperdown CBD including the taxi rank. The project has been completed and is due to be handed over, however the allocation of traders was done and they are currently trading at the new market stalls.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)

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 implemented a SETA credited training which was facilitated by Mthimkhulu Training Development and Institute which was attended by 100

participants. The training focused on Wholesale and Retail, after the training SETA handed over R3000 vouchers to all participants to add in their stock. The list of traders attended the training are as follows.

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 to develop their business and to assist them to create more jobs opportunities within the area or communities.

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 in partnership with SEDA and SETA has implemented the online Cooperative Governance and Entrepreneurial Mindset training which was SETA credited. Cooperatives were trained in:

- History and Challenges for cooperatives
- Cooperative legislation and Regulation
- Introduction to corporate governance
- Contractual and membership matters
- Business model
- Funding models
- Business planning
- Entrepreneurial mindset
- Managing group dynamics for cooperative success
- Marketing and sales skills

No	SURNAME OF COMPANY REPRESENTATIVE	NAME OF COMPANY REPRESENTATIVE	SPECIFY AREA	ward
1	Bhengu	Enock Mandlakayise	Kwanyavu	5
2	Bhengu	Josepho Khomo	Kwanyavu Area	2
3	Bhengu	Nomusa Sibongile	Mdonini Area	5
4	Cele	Elsie Ntombenhle	KwaChief	3
5	Cele	Phindenzeni Vumile	Camperdown	3
6	Chamane	Lindokuhle Happynnes	Mkhambathini	3
7	Dimba	Anele Ryan	Nagle Dam	2
8	Dimba	Nontobeko Yvonne	Nagle Dam	2
9	Dlamini	Nozipho Rebecca	Nkanyezini Area	3
10	Dlamini	Phangile Agnes	Abebhuze	2
11	Duma	Johannes Bafano	KwaXimba	5
12	Gasa	Elsie	Emakholweni	6
13	Gcabashe	Zenzele Nini	Willow Pool Road	3
14	Gumede	Elizabeth Busisiwe	Cosmo Farm	3
15	Gumede	Lindelani Putco	Nkanyezini Area	3
16	Gumede	Njabulo Gerald	Maqonggo	1
17	Gumede	Thulisile Lilili	Nkanyezini	3
18	Gwala	Mavis	Cleveland Farm	4
19	Gxalaba	Nondoyithini Margaret	Camperdown	3
20	Hlophe	Siyabonga	Tala - Kazibukwana	4
21	Hlophe	Wendy Thando	Camperdown	3
22	Hlungwane	Mornica Ngabanaki	Abebhuze Area	2
23	Khanyile	Happiness Mathombi	Abebhuze	2
24	Lebeko	Alosia	Cosmo Farm	3
25	Lushozi	Vumeleni Margaret	Manzamnyama	2
26	Magqwabe	Nolwazi Monica	Imizizi Area	2
27	Magwanyana	Florence	Talla Valley	4
28	Magwanyana	Thembisa Babongile	Ngomankulu	4
29	Majola	Zandile	Nkanyezini	3
30	Masondo	Thembelihle Hlengiwe	Mbungwini Area	5
31	Mbanjwa	Sthabile Lungisile	Njobokazi Area	4
32	Mchunu	Mthoko Kholeni	Camperdown	3
33	Mdluli	Beauty Ngazingani	Abebhuze	2
34	Mdluli	Nomaswazi Abigail	Phangindawo	5
35	Meyiwa	Lungile Nanhle	Ophokweni Area	2
36	Mhlanga	Obed Lindelani	Nkanyezini Area	3
37	Mkhize	Babongile Brightness	Mbungwini	5
38	Mkhize	Esnes Zondani	Emakholweni	6
39	Mkhize	Johan Mduduzi	Ngangezwe	5

40	Mkhize	Theodora Constance Sizakele	Kwanyavu	5
41	Mkhize	Theodora Funani	Emakholweni	6
42	Mlambo	Bongan Thomas	Nkanyezini Area	3
43	Mlambo	Nhlakanipho Humphrey	Nkanyezini	3
44	Mncwabe	Samkelisiwe Smesh	Intweka	5
45	Mndwaweni	Retsetisitoe Thabang	Manderstone	4
46	Mngwengwe	Andrew Mandlenkosi	Camperdown	3
47	Mngwengwe	Decile Beauty	Kwanyavu	3
48	Mntungwa	Wendy	Eston Ridge	4
49	Moshoeshoe	Simon Thulani	Ngomankulu	4
50	Motaung	Richard	Manderstone	4
51	Msindo	Cabangani	Manderstone	4
52	Msomi	Thandokuhle Blessing	Nkanyezini Area	3
53	Mzolo	Nobuhle Cynthia	Mbongwini	5
54	Mzolo	Nonsikelelo Prudence	Abebhuze Area	2
55	Ndlovu	Bonangani Norah	Kwanyavu	5
56	Ndlovu	Mbuseni Erick	Mkhambathini	4
57	Ndlovu	Ritta Busisiwe	Camperdown	3
58	Ndulini	Nomalanga	Nkanyezini Area	3
59	Ndunge	Welile	Manderstone	4
60	Ngcobo	Buhlalusebenkosi Benedictor	Camperdown	3
61	Ngcobo	Zodwa Mukelisiwe	Nkanyezini	3
62	Ngcongo	Andile Vennon	Makholweni	6
63	Ngcongo	Lorrancia Thandazile	Umlaas Road	3
64	Ngcongo	Zandile Nora	Emakholweni	6
65	Ngcongo	Zanele Eunice	Makholweni	6
66	Ngidi	Busisiwe Zama	Abebhuze Area	2
67	Ngidi	Khethiwe Eunice	Nkanyezini	3
68	Ngidi	Nokubonga Fikile	Kwamgavu	3
69	Ngidi	Nompumelelo Ngenisile	Abebhuze Area	2
70	Ngidi	Ntombikayise Goodness	Njobokazi Area	4
71	Ngidi	Zandile Patience	Abebhuze Area	2
72	Ngubane	Benedict Xolani	Lion Park	3
73	Ngubane	Hlangulile	Umlaas Road	3
74	Ngubane	Jabulani Vela	Kwachitshana	5
75	Ngubane	Mathapelo	Kwanyavu Area	5
76	Ngubane	Sanele	Njobokazi Area	4
77	Ngubane	Vimbeleni Baxolile	Bebhuze	2
78	Mkono	Mawande	Ngomankulu	4
79	Nkosi	Pamela Mbali	Inchanga	2
80	Nobongoza	Zandile Princess	Eston	4
81	Ntombela	Sithembile	Mbungwini Area	5
82	Ntshangasi	Zamile Vanron	Camperdown	3

83	Nzimande	Nompumelelo Silindile	Njobokazi Area	4
84	Nzimande	Sithokozile Nokuphila Happiness	Gulube	7
85	Sefali	Alice Mapheello	Cosmo Farm	3
86	Sefoloko	Nomvula	Mkhambathini	3
87	Shange	Bongiwe Ignatia	Talla Valley	4
88	Shezi	Sphakamile Happiness	Lion Park	3
89	Shezi	Zanele Cynthia	Lion Park	3
90	Shozi	Nonhlanhla Buzani	Kwanyavu	5
91	Shozi	Veronica Makhosazane	Redlands Farm	4
92	Sibisi	Thandiwe	Sakabula	4
93	Sibiya	Thokozani Andile	Camperdown	3
94	Wanda	Busisiwe Madombi	Emakholweni	6
95	Zondi	Nkosinathi Michael	Lion Park	3
96	Zondi	Noxolo	Manqindi Rd	3
97	Zondi	Pinkie	Makholweni	6
98	Zulu	Thabile Rebeca	Catoridge	3
99	Zulu	Scholastica Ntombenhle	Camperdown	3
100	Zuma	Amanda	Makholweni	6

Table 7: informal traders supported.

Cooperatives that were trained on Cooperative Governance and Entrepreneurial Mindset training:

Cooperative	Representative trained	Ward
Masokeni Cooperative	Bekani Ntuli	02
Isivuno Semvelo Coorparetive	Delisile Shozi	02
Thokozani Food Cooperative	Sindiswa Mathonsi	03
Uvemvane Cooperative	Ndawinde Thombi	01
Isihlangu Sentuthuko Cooperaative	Mkhize Makhosazane	01
Isu labasha Cooperative	Bathabile Zuma	05
Ithemba lenjabulo	Zandile Mncube	03
Zimanathi Cabazini Development Primary Cooperative	Joyful Ngubane	04
Khoti Primary Cooperative	Thinabantu Ngubane	04

Umlilo Wamandla Cooperative	Thandeka Ndlovu	04

Table 8: Cooperatives trained

Furthermore, the municipality supported the following SMMEs with the working equipment to develop their businesses:

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SMME Name	Ward	Support provided	Financial Year
Estingini Mechanics	01	1 x Hydraulic engine lifter	2021/2022
Masopenu Cooperative	02	15 square metre shelter	2021/2022
Lwandlelenkosi Enterprice (PTY) LTD	03	1 x Block making machine	2021/2022
Mbungwini Bakeries	05	1 x double oven stove with baking trays	2021/2022
Nkonyane Trading and Project	06	1 X double oven stove with baking trays	2021/2022
Ndaya Cooperative	07	1 x Industrial Machine	2021/2022
Mandisa Ndlovu	01	➢ 1 x Dell laptop ➢ Printing machine	2022/2023
Bongiwe Dlamini	02	➢ 200 x white plates ➢ 200 x long tom glasses ➢ 100 x jug ➢ 200 x side plates ➢ 6 x big pots ➢ 1 x gas stove ➢ 1 x gas cylinder	2022/2023
Sbongile Mkhize	Ward 4	➢ 1 x industrial sewing machine ➢ 1 x overlocking machine	2022/2023
Mncedisi Mkhize	Ward 5	➢ Studio rental costed R2100 Totalling R22 000 for months ➢ Stationery costing R12 000	2022/2023
Zanele Gasa	Ward 6	➢ 2 x hair dryer ➢ 2 x hair cutting machines	2022/2023

		➢ 2 x 10 towels ➢ 1 x sink ➢ 5 x 10 litre dark and lovely relaxer ➢ 5 x 5 litre dark and lovely shampoo ➢ 5 x 5 litre conditioner ➢ 4 x 5litre dark and lovely hair food ➢	

Table 9: SMME supported with working equipment.

7.6 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. The Municipality is working in partnership with the Department of Sports, Arts and Culture in supporting maidens to attend the district activation programme and support maidens with the transportation. Furthermore, the municipality has been supporting maidens and matrons that are attending Reed dance at Enyokeni with buses, refreshments, and branding.



Fig: Mkhambathini Cultural Reed dance

7.7 Manufacturing

Manufacturing activity occurs primarily at Umlaas Road as well around Eston Sugar Mill. The sector is dominated by agro processing relating to sugar cane and poultry as well as logistics (cars). There is potential for upstream and downstream linkages in both industries.

7.8 Wholesale, Retail and Catering

Wholesale and retail opportunities can be found within the Camperdown area, around Eston and Mid-Illovo, as well as in the Maqonqo area, which is within ward 1, and under Traditional authority ownership.
The catering industry includes the Bed and Breakfasts around the Mkhambathini Municipality and are generally located on privately owned farmlands.

7.9 Transport and Storage

This would include the logistics industry and these types of facilities occur within Camperdown and along Umlaas Road. The strategic nature of the N3 currently allow for a greater concentration of logistic type services alongside the corridor, between the Camperdown and Umlaas Road Interchange on the southern side. This is mainly due to strategic location of the area is rust free and is above the latitude. Camperdown has new transport and storage developments happening in the area (Grinrod) 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	

7.10 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

7.11 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.

7.12 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.

7.3 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

7.3.1 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

7.3.2 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

7.4 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 2022 and the Municipality is in the process of setting up the other sub-forum. The special programmes forum will be launched in 2024/2025 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.

7.4.1 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 4: ECONOMIC PROJECTS FOR VULNERABLE GROUPS

7.4.2 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 5: 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

7.5 UNDERUTILIZED LED INFRASTRUCTURE

Currently Mkhambathini Municipality have one underutilised infrastructure that is owned by Ithala Bank that is situated at ward 4 Eston crossroads. This building was used as a shopping mall years ago and have been rented by several for local businesses where it ended up vacant as of today. The Department of Agriculture and Rural Development has identified this infrastructure to be a red meat hub for the Province of Kwa-Zulu Natal where the project is in the pipeline for implementation. Project has been introduced into the community of ward 4, Macala Gwala traditional council as well as to the ward councillor. PLC members from the community have been elected for the purposes of participation of local businesses in the project as well as the implementation reporting.

Besides the above mentioned infrastructure there is no underutilised infrastructure that is available to be utilis

7.6 EASE OF DOING BUSINESS THROUGH RED TAPE 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.

Furthermore, it is to be noted that the municipality is fully utilizing the KZN automated business licensing and information management system as of 01 April 2021.

7.7 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 468 500.00 has been set aside for LED initiatives. This budget includes research and development projects which currently the municipality has collaborated with EDTEA to execute at no cost.

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

7.14.1 Non-Governmental Funding

The municipality has LED projects that have been implemented through non-governmental funding sources. The main funding source has been Afrimat Aggregates through their social labour plan as they are currently operating within Mkhambathini area. Two (2) classrooms were built and handed over at Nobhala High School in ward 3. The municipality is currently awaiting responses on the proposals submitted for the newly proposed projects.

Afrisam, another locally based mining company has now committed to building a new project being iMboyi Sportsfield and Combo Court within Ward 3. The MOU has been signed by both parties with the hope of commencing in July 2024.

Through collaboration with Illovo Sugar, the municipality implements a programme targeting single parents in startup businesses. In a nutshell Illovo Sugar place, the women in their business incubation programme where they train, mentor and support them with working equipment. Details of this project can be found in Chapter 9 of the LED strategy.

Through the agency of Department of Small Businesses, SITA, 100 informal traders were trained on wholesale and retail training where at the end of the training they received R3000.00 worth vouchers towards procurement of their stock.

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

7.8 POTENTIAL EMPLOYMENT/ JOB CREATION

7.8.1 Expanded Public Work Programme

The EPWP policy has been adopted by the Mkhambathini municipal council on 28 February 2024 in line with the national phase 4 policy and programme.

The Municipality Currently Employs 348 Participants in All Seven Wards Withing the Grant of R1 456 000, 00 Received from The Department of Public Works. There Are 11 Projects Implemented Under Three Different Sectors.

7.8.2 Community Works Programme

Community works programme is implemented in all Mkhambathini 7 wards through the implementing Agent called Insika Foundation. Each ward has participants, storekeeper and supervisors who support the implementation of the programme in all 7 wards. The programme has trainings that are scheduled to support participants who are subject to exit the programme.

7.8.3 External Environmental Management Public Employment Projects.

Department	Name of Project	Ward/s	Period	No. of participants	Environmental Service Supported
Department of Forestry, Fisheries, and the Environment	Flood Mopping and Cleaning Project	1-7	September 2022 to October 2023	60	Waste Management and Biodiversity management
	Cleaning and Greening Project	1,2,3,4,5 and 6	March 2023 to February 2024	60	Waste Management and Biodiversity management
KZN Department of Economic Development Tourism and Environmental Affairs	Invasive Alien Species Project	1-7	October 2023 to March 2024	330	Biodiversity Management
	1000 Jobs in Waste Project	5	November 2023 to March 2024	10	Waste Management
	Zibambele Waste Management Project	1,2,3,4, and 5	January 2024 to March 2024	150	Waste Management

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

Project	Employer	Number of Beneficiaries
EPWP	Mkhambathini	348
CWP	Insika/COGTA	1202
Elian Species	EDTEA	423
Value Added Industries Programme	EDTEA	29
Tourism Graduate Programme	EDTEA	1
Internship programme	Mkhambathini	5
Inservice Training	Mkhambathini	6
SANRAL/ Labour	Implementing Agents	519

Table 6: Job Creation Estimated.

7.9 YOUTH, SPORT, AND DEVELOPMENT

MATRIC EXTRA CLASSES – November 2023

The Youth Office was approached by three educators who assist with extra classes to Grade 12 learners. The office assisted them with some items they requested for cross night study. This initiative is supported by the Youth office as part of the commitment to improve literacy and numeracy levels in our municipality.



MATRIC EXCELLENCE AWARDS 2023/24 – FEBRUARY 2024

At the beginning of the year the Youth Office working jointly with DoE UMgungundlovu District organizes an event to reward top performers in all schools under Mkhambathini Municipality. DoE also use the opportunity to reward educators who achieved highest percentage in their subjects.



TERTIARY REGISTRATION ASSISTANCE – FEBRUARY 2024

In February 2024 the Youth Office issued a communication inviting matriculants and returning students to apply for registration assistance. A total number of 49 students were assisted.



INCOMING PROGRAMMES

- Schools Career Exhibition 2024 – April 2024

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.

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

7.10 SPORT UNIT

"**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)

Sport is all forms of physical activity that contribute to physical fitness, mental well- being and social interaction. It also involves physical exertion and skill in which an individual or team competes against another or others for entertainment however sports development is the promotion of sporting opportunities throughout a community, region, district, province etc.

GOLDEN GAMES.

On the 19th of august 2023 Sport Development Office together with OSS and Special Programm had local selections to make ward-based teams and on the 30th of August 2023, District selections were conducted at Mkhambathini Municipality Camperdown Sport field, and we had about 71 athletes who participated. On the 12th -14th of September 2023, provincial Golden Games were held at Portsheptone at Gamalakhe Sports Complex where we were competing as Umgungundlovu District. Only one athlete was selected from our Local Municipality to national.





Golden Games Highlights

MKHAMBATHINI MUNICIPALITY SCHOOLS CUP

On the 17th of August 2023 Sports Development Office hosted schools Cup for both Mid Illovo and Mkhambathini Circuit for both primaries and high schools at Maqongqo Sport field. This is the annual tournament where learners get a chance to showcase their talent. Sports codes that were represented were soccer for both males and females and netball. AVBOB, AQuelle, Metropolitan and FM Media were our sponsors.





Mkhambathini Municipality Schools Cup

SALGA SELECTION GAMES (WARD BASED LEVEL)

On the 23rd of September 2023, Sport Development Office with the assistance of the federations and Sports Stars hosted SALGA selection games at a ward-based level where all 7 wards were playing different sports codes in their wards. All selected athletes represented their wards in the District Selection Games.





Ward based selection Games Highlights.

DISTRICT SALGA SELECTION GAMES

On the 21st of October 2023, Sport Development Office with the assistance of Sport stars and federations hosted District SALGA Selection Games at Camperdown Sportfiled and Lion Park Sportsfield. The selection was a success. Athletes that were selected were to represent their Local Municipality at a district level.

UMGUNGUNDLOVU DISTRICT SALGA SELECTION GAMES

On the 4th and 5th of November 2023, Mkhambathini Municipality was part of the District SALGA Games Selection held at Msunduzi Municipality. All seven Local Municipalities were part of these games. It was a selection as well but through the tournament. Mkhambathini Municipality received Gold for soccer, silver for ladies' soccer, silver for netball and silver for athletics.





UMgungundlovu District Games Highlights

Mkhambathini Marathon.

On the 16th of October 2023, Mkhambathini Municipality together with Mkhambathini Athletic Club hosted Mkhambathini Marathon at Camperdown. The event was a success.





MAYORAL GAMES

On the 22nd of October 2023 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

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.

7.11 SECTOR DEPARTMENTS PROJECTS

UMEDA (UMGUNGUNDLOVU ECONOMIC DEVELOPMENT AGENCY) PROJECTS

- RASET Programme (All 7 Municipalities)

7.11.1 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

Project Name	Location	Type	Status	Municipality	Implementing Agent
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

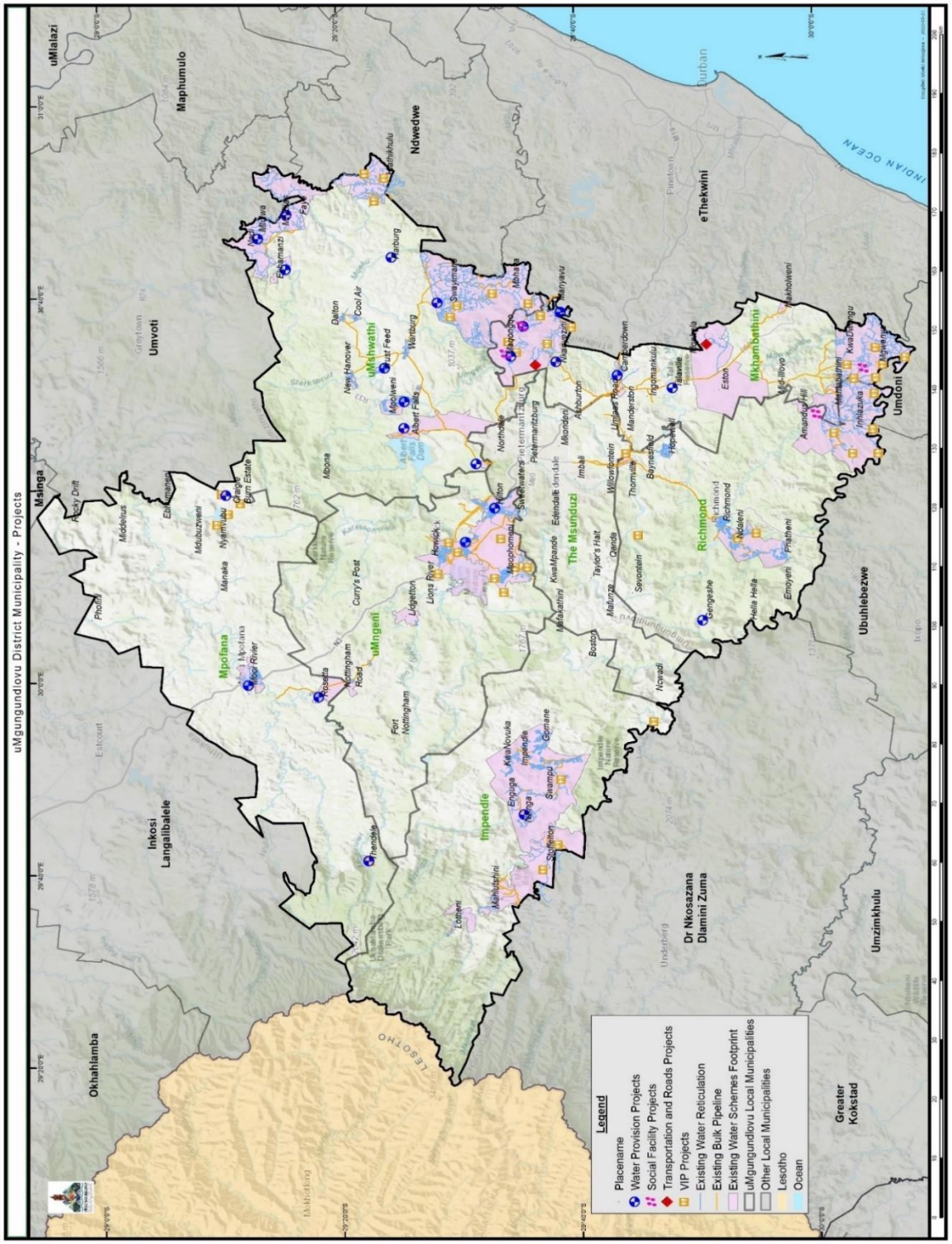


FIGURE 35: DISTRICT SPATIALLY MAPPED PROJECTS

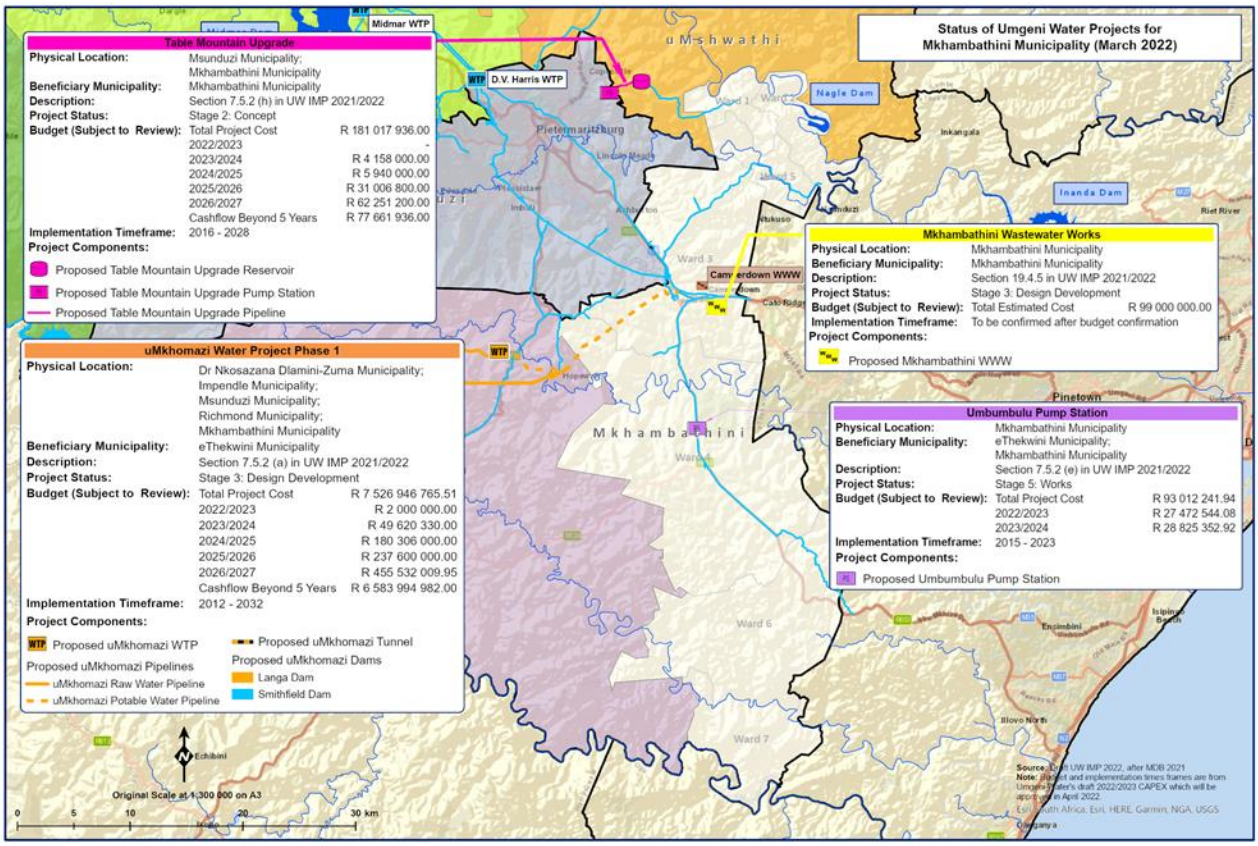


FIGURE ERROR! NO TEXT OF SPECIFIED STYLE IN DOCUMENT..1 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2022).

FIGURE 36: UMGENI WATER PROJECTS

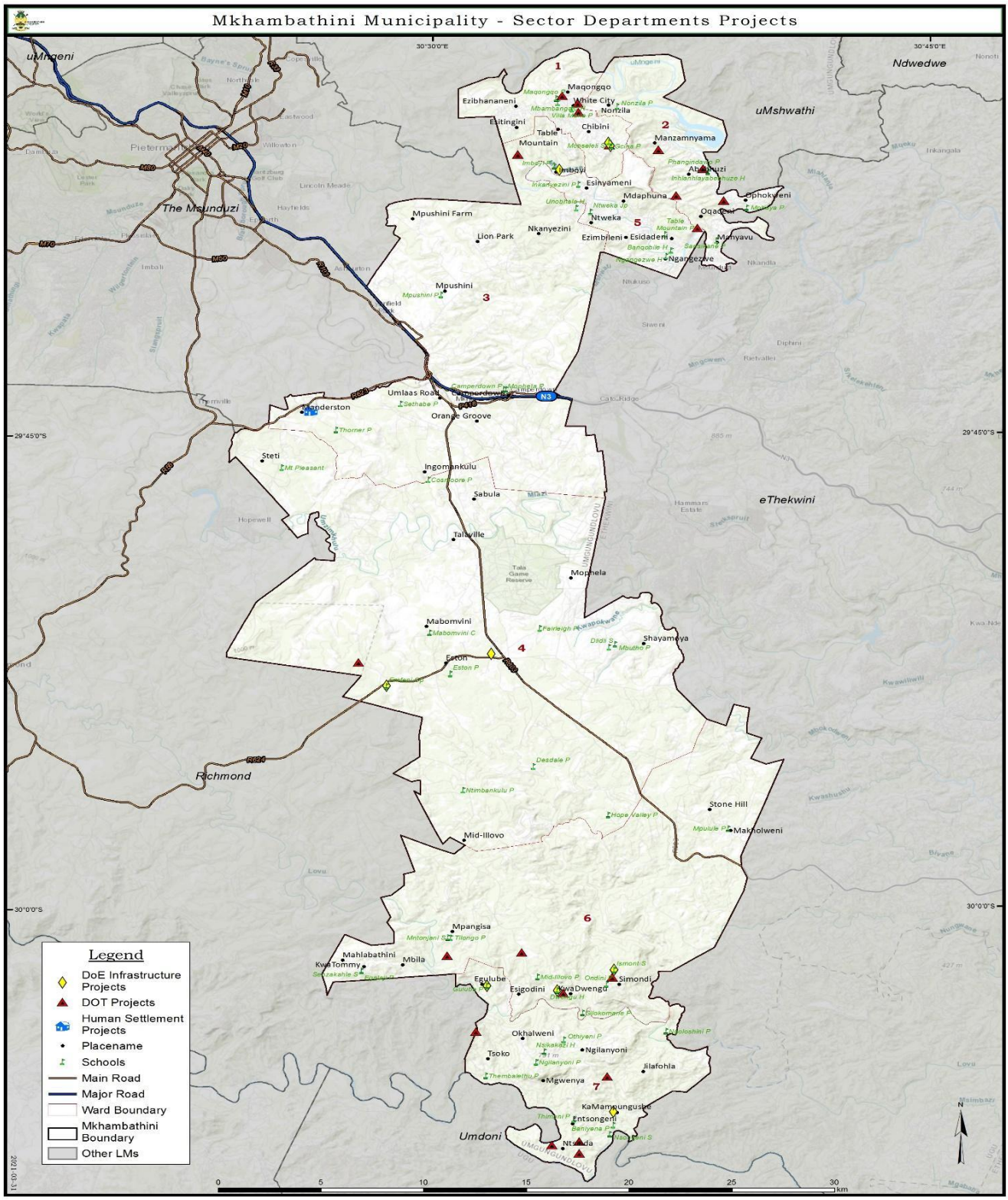


FIGURE 37: GOVERNMENT DEPARTMENTS MAPPED PROJECTS

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-		3 621 430		DC22	KZN226 - Mkhambathini

9.00)D354(0.00-4.33)					
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

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

DEPT. OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS PROJECTS

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

8. 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.

8.1 Capital Funding and Expenditure to Address Service Delivery Three Year Funding Model

Table 96: Three Year Funding Model

Details	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
GRANTS & SUBSIDIES			
National Government			
Municipal Infrastructure Grant	18 159 000.00	18 847 000.00	20 128 000.00
Own funding	3 700 000.00	1 100 000.00	1 000 000.00
	21 859 000.00	**26 772 000.00**	**26 772 000.00**
Internal funding			
New Computers and Printers	200 000.00	200 000.00	200 000.00
Municipal Vehicles	1 400 000.00	500 000.00	500 000.00
Generator/Solar	500 000.00		
Server: Finance	1 200 000.00		
Long mower grass cutting Machine		100 000.00	
Firearm	150 000.00		
Furniture	250 000.00	300 000.00	300 000.00

	3 700 000.00	**1 100 000.00**	**1 000 000.00**
MIG FUNDING			
Ngilanyoni Community Hall / Thimuni W	4 297 565.50	4 297 565.50	
Nkanyezini Sportfiel W3		3 257 340.12	7 209 684.66
Makholweni Access Road W6	3 478 783.00		
Matigulu Access Road W7	5 975 877.00		
Nonzila Creche W3		2 638 088.50	2 638 088.50
Estingini Sportfield W1		7 128 433.50	5 150 566.50
Lights - High Masts All wards	4 406 774.50	1 525 572.38	
Gilini Ngubane Access Road W5			5 129 660.34
	18 159 000.00	**18 847 000.00**	**20 128 000.00**
	21 859 000.00	**19 947 000.00**	**21 128 000.00**
	18 159 000.00	**18 847 000.00**	**20 128 000.00**

8.1.1 Capital Funding and Expenditure to Address Service Delivery

TABLE 97: MUNICIPAL INFRASTRUCTURE GRANT AND SMALL-TOWN DEVELOPMENT GRANT

NAME	BUDGET	ACTUAL	**% SPENDING**
MIG 2022/2023	17 781 000	17 781 000	**100,00**
MIG 2023/2024	17 162 000	12 665 842	**74**
MIG 2024/2025	18 159 000	-	**-**

SMALL TOWN DVELOPVMENT - 2021/2022	14 000 000,00	14 000 000,00	**100,00**
SMALL TOWN DVELOPVMENT - 2022/2023	14 4200 000,00	14 420 000,00	**100,00**
SMALL TOWN DVELOPVMENT - 2024/2025	-	-	

The municipality did not have Grant roll over for the past three years. However, the municipality had 100% of the spending on all grants.

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.
- Streetlight (Umlaas Road interchange)
- Upgrade of Lynnfield Park to include the sidewalk.

8.1.2 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
Stingini Sportfield	1	2025/2026	2025/2026	New	MIG
Nonzila Creche	2	2024/2025	2024/2025	New	MIG
Echibini Access Road	2	2022/2023	2023/2024	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	2022/2023	New	MIG
Mkhize Access Road	5	2024/2025	2024/2025	New	MIG
Thimuni Community Hall	7	2024/2025	2024/2025	New	MIG
Maqongqo-Taxi Rank	1	2022/2023	2022/2023	Renew	MIG
Gilini Ngubane Access Road	5	2021/2022	2021/2022	New	MIG
Muzingezwi Access Road	6	2023/2024	2024/2025	New	MIG

8.1.3 Projects Without Funding

The Municipality Also Have Projects for The Development of Mkhambathini Municipality Which Are Not Funded and These Projects Are As Follow:

TABLE 101: MKHAMBATHINI' S NON-FUNDED PROJECTS

REF NO	PROJECT NAME
1.	Upgrading of Old Main Road – R103 (from umlaas Road intersection to Muslim University)
2.	Pedestrian sidewalks from Oehley Road to Squires Place
3.	Streetlights from Oehley Road to Squires Place
4.	Intersection of N3 off-ramp and old main road to be upgraded to a circle
5.	Upgrading of D409 and P419 intersection
6.	Construction of Camperdown Town Clinic
7.	Construction of Camperdown Town Creche
8.	Construction of D545 to Asphalt 4km
9.	Upgrade/ Extension of Msunduzi Bridge with link Mkhambathini Municipality and Ethekwini Municipality. (-29.661152, 30.636203)
10.	Donate/ make available the portion of Land for Waste-Water Treatment Plant, Lot 106 of Camperdown which will service Camperdown.
11.	Donate/ make available the portion of Land for Waste-Water Treatment Plant, Lot 106 of Camperdown which will service Camperdown.
12.	Upgrade of Camperdown Taxi Rank
13.	Construction of Mkhambathini Community Health Centre
14.	Camperdown residential project

8.1.4 Catalytic Projects

- 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

8.1.5 Prioritization of Three-Year Capital Plan for Municipal Infrastructure Grant (MIG)

Capital Projects Three Year Capital Plan

WARD	PROJECT
Ward 1	• Estinini SportsField • White City Crèche • Ezinembeni Access Road • Echibini Access Road • Estingini Access Road • Installation of Solar High Mast lights (8)
Ward 2	• 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/ Gobhozini 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 • Gilini Ngubane 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 • eSigqumeni Access Road • Dwengu Access road • Esigodini Access Road • Installation of Solar High Mast lights (8) • Bus/ Taxi Shelter
Ward 7	• Matigulu Access Road • Thimon Community Hall

	• Bhora Access Road • Ndayi Access Road • Njangwini Cattle Deep • Gulube Sportsfield • Nsongeni Creche • Installation of Solar High Mast lights (8) • Bus/ Taxi Shelter • Mpekula Access Road • P728 Bridge

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 01/07/2023	INVESTMENT IN CURRENT YEAR	WITHDRAWAL	BALANCE AS AT 30 JUNE 2024	INTEREST EARNED
First National Bank Main Account	10 980 850	0	0	0	0
First National Bank-Call Account	16 362 843	0	0	30,000,000	0

8.1.6 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	17 162 000	18 159 000

TABLE 105: PERCENTAGE SPENT ON CAPITAL PROJECTS

Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)

100%	74%	-

8.2 REPAIRS AND MAINTENANCE

8.2.1 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 2024/2025 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	2024/2025 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2024/2025	Budget Year +1 2025/2026	Budget Year +2 2026/27
Re-graveling of Access Road	10 500 000	10 983 000	11 477 235
Roads Structure	2 100 000	2 196 600	2 295 447
Community Assets	700 000	732 200	765 149
Sport Fields	700 000	732 200	765 149
Other Assets	1 059 552	1 108 291	1 158 164
Total	**15 059 552**	**15 752 291**	**16 461 144**

The total value of Municipal Assets is R 212 108 858. Our municipality is depending on grants because we got low-rate base and with the implementation of cost containment measures we budgeted 1.5 % less than the norm of 8%.

Source: 2022/2023 Medium Term Revenue & Expenditure Framework

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2024/2025 budget and MTREF provide for extensive growth in asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting 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 R14 000 000 that is allocated to repairs and maintenance

then this is the 8% of the total assets as per our 2024/25 Audited Annual financial Statement.

Repairs and maintenance is above the norm of 8%.

8.3 SUPPLY CHAIN EVALUATION

8.3.1 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 2023/2024 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 2024/2025 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 municipality have set targets through the SDBIP which is a time frame within the sitting of bid committees until the appointment of service providers. The Bid Evaluation committee must have its meeting within 15 days from the date of closure of the project, and the Bid Adjudication committee must also have its meeting following the evaluation committee meeting within 14 days. The Bid Adjudication committee then send the recommendations to the Municipal Manager for his consideration, if the Municipal Manager agrees with the recommendation, he then signs an intention to award advert that is advertised in the municipal website for 14 days before a final appointment can be made. If the municipality does not receive any objection with regards to its intention to award, then an appointment letter is signed by the Municipal Manager.

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

In terms of achieving primary objectives, the SCM unit makes sure that it implement the approved procurement plan. All projects and services that were promised to be done in that financial year are done according to the procurement plan and requests from the user department.

8.3.2 Implementation of New Regulations PPPFA

The implementation of new regulations PPPFA has enabled the municipality to come up with its own specific goals and objectives. When the specific goals and objectives were done people living with disabilities were also included and this in the SCM policy as well. This category is given 2 points for all companies who are 100% owned by black Africans who are living with disabilities.

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 2024/2025 organizational structure.
MEASURES TAKEN TO ADDRESS THE CHALLENGES	• Currently the approved organizational structure 2024/2025 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.

8.3.3 Procurement Plan For 2023/2024 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 2023/24 along with the Assessments of the Service providers which were appointed in 2023/24 Financial Year.

NB://The review for 2024/2025 will be done in June 2025.

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible department within municipality
MKH001/2023/24	Mjadu Contractors	Supply and delivery of Municipal Fencing materials	R 970 370.00	14 September 2023	29 September 2023	22 November 2023	Technical Services Department
MKH002/2023/2024	Idol Consulting	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	First Technology kzn (pty) ltd	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	Khanya Africa	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	Old hero services	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	DI Info Systems cc	Appointment of panel of ICT service providers for a	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department

		period of 36 months					
MKH002/2023/2024	Governance Management Consulting	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	Mantk IT Solution	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	Okuhlenathi IT Solutions (PTY) LTD	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	ION Consulting (PTY) LTD	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	Morar incorporated	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	Izingcweti ICT Solutions	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department

MKH002/2023/2024	Vox Telecommunications (PTY) LTD	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH002/2023/2024	Nated Systems (PTY) LTD	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH003/2023/24	Whoodoo Media and Advertising	Appointment of service provider to place advertisement in the print media for a period of 36 months	R 582 676.78	14 September 2023	16 October 2023	22 November 2023	Corporates Services Department
MKH004/2023/24	Emalangeni Technologies (PTY) LTD	Appointment of a service provider to develop IT Help Desk system for a period of 36 months	R 337 172.78	14 September 2023	16 October 2023	12 January 2024	Corporates Services Department
MKH005/2023/24	MSMANS PTY LTD	Supply and delivery of Municipal vehicle	R 790 831.55	14 September 2023	29 September 2023	21 November 2023	Finance Department
MKH007/2023/24	Kukhulu Plant hire	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Corporates Services Department

MKH007/2023/24	Ngelizwe Trading cc	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Corporates Services Department
MKH007/2023/24	Qwebeka plant hire	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Notha Africa civils (pty) ltd	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Sukumasakhe 968 Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Zingezethu Trading & Projects 44 cc	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Femgrow (pty) ltd	Appointment of panel for hire of plant and equipment for a	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department

		period of 36 months					
MKH007/2023/24	Sizwelonke Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	TSW Construction	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Lukhona Projects and Development	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Sobuza Investments	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Kuhlencebo Engineers	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department

MKH007/2023/24	Lethokuhle Investments	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Magubane Plant & Constructors	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Black Transport & Logistics	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Ukukhanya Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Clive's Transport cc	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Jambo Holdings	Appointment of panel for hire of plant and equipment for a	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department

		period of 36 months					
MKH007/2023/24	Inablz (pty) ltd	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Malaika Construction (pty) ltd	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Ekene Investments cc	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH007/2023/24	Silungile Trading & Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	14 September 2023	16 October 2023	22 November 2023	Technical Services Department
MKH009/2023/24	Paty civils JV Ingandlangadla civil engineering	Contruction of Mkhize access road	R 1 701 458.70	25 August 2023	01 September 2023	05 September 2023	Technical Services Department
MKH008/2023/24	Vezokungcono Trading cc	Construction of Muzingezwi access road in ward 6	R 3 246 266.40	25 August 2023	01 September 2023	05 September 2023	Technical Services Department

MKH001/2023/24	Vezokungcono Trading cc	rehabilitate L1503 access road in ward 6 phase 2	R555 208.50	19 July 2023	26 July 2023	10 August 2023	Technical Services Department
MKH020/2022/2023	ZLM Project Engineering (pty) ltd	APPOINTMENT OF SERVICE PROVIDER FOR THE SOURCING OF FUNDING FOR INFASTRUCTURE PROGRAMMES AND OTHER CAPITAL PROGRAMMES FOR THE PERIOD OF 36 MONTHS	Admin fee	12 April 2023	15 May 2023	02 August 2023	Technical Services Department
MKH021/2022/2023	Sigma info tech	supply, maintenance and installation of Wi-fi connection in 7 sites for the period of 36 months	R 1 125 521.10	12 April 2023	15 May 2023	02 August 2023	Corporates Services Department
MKH018/2022/2023	▪ Dlamindlovu Consulting ▪ Esor Construction pty ltd ▪ Mmakatjila supply and projects ▪ Nqo and Wanda Trading cc	Panel of contractors for civil engineering projects for a period of 36 months.	Varies as per project allocated and scope	12 April 2023	15 May 2023	22 November 2023	Technical Services Department

	▪ Chrisdy Construction and projects ▪ Mpumelelo Dlaba (pty) ltd ▪ High End General Construction ▪ Silo Construction ▪ Mahhushu Construction & projects cc ▪ Kuhle and Lwandle Projects (pty)ltd ▪ Paty civils (pty) ltd ▪ Masosobela investments ▪ Manong ▪ Intungwa Elihle Enterprise ▪ Ikhuba Holding (PTY) LTD ▪ Davport Trading Enterprise (PTY) LTD						

	▪ Construction and projects jv Anathikaz ▪ Leonsway Group (pty)ltd ▪ Pagama Civils ▪ Msizi Business Enterprise JV Ntsangalala ▪ Gladcon Enterpise (pty)ltd ▪ Mayibuye Consulting and projects ▪ Clive's transport CC T/A JCR Transport ▪ Hambagashle Construction ▪ Lusaba civils ▪ Khangiswa Trading enterprise cc ▪ Th bridge Enterprise (pty) ltd ▪ Lukhona projects and Development ▪ Muna Trading (pty) lltd						

	▪ Ethos Transport and road services ▪ SMM Trading and projects ▪ Zabs Development Projects ▪ Lakhimu Investments (pty) ltd ▪ Asibonge Engineers (pty)ltd ▪ Anvisna Plant & civils T/A Danco plant and civils ▪ Afriscan Construction pty ltd ▪ Smartech Trading and Projects ▪ NPN somahhashi Enterprise ▪ Lindivuyi multi solutions ▪ Khosku Trading 7 Projects cc						

	▪ Vezokungcono Trading cc ▪ Nkomose Investments and projects ▪ Masakhane Mining Engineering ▪ Magubane Plant and Contractors cc ▪ Amahle and Wamke Trading cc ▪ Green Unique Trading (pty) ltd ▪ Eyethu Projects and plant hire ▪ Castle Everest Industries ▪ Fanas 1 Projects ▪ Pfukani- Kusile consulting ▪ Pr Vhutalj Project Management ▪ Cromza pty ltd ▪ Yayoh Trading						

	▪ Mbuzi siyazama trading ▪ Millboard Trading and Projects ▪ Mbogz civils ▪ Watela Group (pty) ltd ▪ Khalafu (pty)ltd ▪ Philadonda Projects ▪ MF Khumalo Projects (pty) ltd ▪ LAAA Holdings ▪ SNG Trading pty ltd ▪ Ngelizwe Trading cc ▪ Shikani Trading cc ▪ Mzingelwa Construction enterprise (pty) ltd ▪ Mbululu Civils & Renovation ▪ Wonke amakhosikazi construction						

	▪ IncuberTrading Enterprise ▪ Dungashe Construction cc ▪ Zilamkhonto business Enterprise ▪ Ka Lethabo Trading 92 ▪ Londacorp Trading ▪ Nomafusi Proojects (pty) ltd ▪ CNICE Logistics and Plant hire (pty) ltd ▪ Black Transport and logistics JV Elegant Precious ▪ Bloem holding (pty) ltd ▪ Bigo Trading 298 cc ▪ SML Transport services ▪ Mbomvu Dynamics (pty)ltd						

	▪ MJostan Trading and projects ▪ Ojama Development Projects ▪ Amahle Building and Renovations ▪ Ekene Investments cc ▪ Bo Mhlongo Civils ▪ Simandlovu Trading cc ▪ Luyandalondwe Projects ▪ Ntungani (pty) ltd ▪ XB Construction cc ▪ Lulibo Civils ▪ Masihloniphaneni Trading cc ▪ Mjadu Contractors ▪ Xoli M Projects ▪ MMP Construction (pty) ltd						

	▪ Noxolo and Mali Trading ▪ Jabula Plant and logistics ▪ Topzinto Trading cc ▪ Mchilobovu Civils Construction ▪ Lethokuhle Investments cc JV Profolin ▪ Nhlangulela construction and projects ▪ Iqhawe Elihle Trading (pty) ltd ▪ Khanyisa civils and General ▪ Siwa Consulting Engineers and Project Managers ▪ Mbova construction ▪ Sikone mv Engineers ▪ Zimbambili Holdings (pty)ltd						

	▪ Yabanathi Mmeleni Projects (PTY) LTD ▪ Majiki Construction ▪ Amaphiko ejuba Transport Enterprise cc ▪ Jamjo Civils (pty) ltd ▪ Magedla Construction services ▪ Gingordin Methods Trading ▪ Andiya Trading cc ▪ Thintane Projects ▪ Deezlo Trading cc ▪ Khulanimathenjwa Trading (pty)ltd ▪ City Sands NN ▪ Bhiva Civils (PTY) LTD ▪ Sinohydro Consulting (pty) ltd						

	▪ Aqua Transport and plant hire (pty) ltd ▪ Bay City trading 383 ▪ Tripple two Trading Enterprise ▪ Daleka Construction ▪ Myeka Construction and cleaning services cc ▪ Amahlungu civils pty ltd ▪ Pakhwe Construction ▪ TSZ Projectys (pty) ltd ▪ Hlomuka Supplies and Trading ▪ Pelican Developments and Planning ▪ Xmoor Transport pty ltd – Plant Division ▪ Egxeni Engineering cc						

	▪ Quiet storm Trading cc ▪ Londy and landy (pty) ▪ Bumbelihle Holidings ▪ Bukasive Trading ▪ Lufuno plant and Transport ▪ W blackmine (pty) ltd ▪ Siluleme Trading Enterprise ▪ Black Bulls Building and Projects ▪ Mzuyanda Investments ▪ Sihlahlasiyahluma Construction ▪ Amagents Construction and Trading cc ▪ Ngcebo Consulting ▪ Grid Africa pty ltd ▪ Zaloset (pty) ltd						

	▪ Ndlumbi Trading (pty)ltd ▪ Midmar Plant hire cc ▪ Gasela Plant hire ▪ Sibanesihle trading Enterprise ▪ Mahhushu Construction & Projects ▪ Camson construction pty ltd ▪ Rembu Construction ▪ Siqu group cc ▪ Empilweni Trading ▪ Inkunzi Engineering and Consulting ▪ Conquerir General Service ▪ Victory Ticket 771 cc ▪ Elihle Civils (PTY) LTD						

	▪ Nolans Earthworks and Plant cc ▪ T Boo T Trading cc ▪ Hi Tech Consulting Engineers ▪ Chrisdy Construction and Projects ▪ Ezogu Trading ▪ ZKD Trading (PTY) LTD ▪ Nizonotha Trading ▪ Niphile Consulting Engineers ▪ Amagwala Trading (PTY) LTD ▪ BAV Consulting (PTY) LTD ▪ TSWQKELO (PTY) LTD ▪ African Compass Trading 746 ▪ Thelbridge Enterprise (PTY) LTD						

	▪ Zonke Izikhathi Trading Enterprise cc ▪ Amandelu Projects (PTY) LTD ▪ Abroad Success (PTY) LTD ▪ MSS Build Enterprise (PTY) LTD ▪ Athatha Construction ▪ Khaphela Business Group ▪ Solidcon cc						
MKH019/2022/2023	▪ Sukoluhle asset group ▪ Empilweni Trading (pty)ltd ▪ SPS Projects cc ▪ Gingokoin Methods Trading ▪ Millboard Trading	Panel of contractors for General building engineering projects for a period of 36 months.	Varies as per project allocated and scope	12 April 2023	15 May 2023	22 November 2023	Technical Services Department

	▪ Cromza (pty) ltd ▪ Niphile Consulting Engineers ▪ Cnice logistics and plant hire ▪ Yabanathi Mmeli JV ▪ Sinohydro Consultants ▪ Jamjo civils (pty) ltd ▪ Shawn and Ezzy pty ltd ▪ Ojama Development Projects ▪ Afriscan Construction ▪ Luyandalondwe projects ▪ Lakhimu Investments ▪ Pelican Developments & planning ▪ Siqu Group cc ▪ High end General construction ▪ Kuhle Kimi Trading						

	▪ Bay City Trading ▪ Lija Holdinjgs (pty) ltd ▪ Off limits projects ▪ SNG Trading (pty) ltd ▪ Complete cycle solutions (pty)ltd ▪ Victory ticket 771 cc ▪ Nkosi Kamlambo Trading ▪ Tshepo yarona nnyambeni consultants ▪ Khanyisa Civils & General ▪ Vezokungcono Trading ▪ Motheo Construction Group ▪ Ematshalini Holdings ▪ Bemba Contractors & cleaning services						

	▪ Amahlungu civils pty ltd ▪ Amahle Building & renovation ▪ Magubane Plant Hire ▪ Xoli M projects ▪ Mmakatjila supply & projects (pty)ltd ▪ Daleka construction ▪ Zamimpilo Development projects ▪ Ngelizwe Trading cc ▪ Lufuno Plant & Transport ▪ Amandelu Projects pty ltd ▪ Nizonotha Trading ▪ Davport Trading Enterprise (PTY) LTD ▪ Zaloset pty ltd ▪ Mchilobovu Civils Construction						

	▪ MMP Construction ▪ Jijizamajiji (pty) ltd ▪ Jambo Holdings ▪ Castle Everest industries ▪ High pana projects ▪ Smartech trading & projects ▪ Umzulu Trading ▪ Khangiswa Trading Enterprise ▪ Noxolo & mali trading 14 ▪ Quiet Storm Trading ▪ Mzuyanda Investments ▪ Mbovu Dynamics (pty) ltd ▪ Iqhawe Elihle Trading ▪ SMM Trading & projects ▪ S Inanda civil (pty) ltd						

	▪ Amahle and Wamke trading ▪ Manong Construction & projects ▪ Topzinto trading cc ▪ Masakhane Mining Engineering ▪ The Brigde Enterprise ▪ Mkulugu Trading cc JV Ntsangalala ▪ Hia International Security pty ltd ▪ Shikani Trading cc ▪ Bumbelihle Holdings ▪ Pagama- APD JV ▪ GBTG (pty) ltd ▪ Tswqkelo (PTY) LTD ▪ Londacorp Trading ▪ Mageba Projects						

	▪ Ncekeni Trading ▪ Leaonsway Group (pty) ltd jv sosk civil & building ▪ Mjadu Construction ▪ Siphumbali Trading ▪ Athatha Construction ▪ Majiki construction ▪ Rodpaul Construction (PTY) LTD ▪ Kuhle and Lwandle Projects pty ltd ▪ Sihlahla siyahluma construction ▪ Temi Construction ▪ uMcebo we Africa Trading ▪ Yona Yethu Consulting and project management (PTY) LTD						

	▪ Chrisyd Construction and Projects ▪ Zilamkhonto Business Enterprise ▪ T boo T Trading cc ▪ Lulubo Civils ▪ Rembu Construction						

Annexure A: Assessment of Service Providers 2023/2024 For Period Of 01 July to 30 June 2023/2024

BID NUMBER	NAME OF SERVICE PROVIDER	PROJECT NAME & BRIEF DESCRIPTION	TENDERED AMOUNT	ENVISAGED CLOSING DATE OF BID	ENVISAGED DATE OF AWARD	RESPONSIBLE DEPARTMENT WITHIN MUNICIPALITY	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH001/2023/24	Mjadu Contractors	Supply and delivery of Municipal Fencing materials	R 970 370.00	29 September 2023	22 November 2023	Technical Services Department	Fair
MKH002/2023/2024	Idol Consulting	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	First Technology kzn (pty) ltd	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	Khanya Africa	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	Old hero services	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	DI Info Systems cc	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good

MKH002/2023/2024	Governance Management Consulting	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	Mantk IT Solution	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	Okuhlenathi IT Solutions (PTY) LTD	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	ION Consulting (PTY) LTD	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	Morar incorporated	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	Izingcweti ICT Solutions	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH002/2023/2024	Vox Telecommunications (PTY) LTD	Appointment of panel of ICT service providers for a	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good

		period of 36 months					
MKH002/2023/2024	Nated Systems (PTY) LTD	Appointment of panel of ICT service providers for a period of 36 months	Varies with allocated job	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH003/2023/24	Whoodoo Media and Advertising	Appointment of service provider to place advertisement in the print media for a period of 36 months	R 582 676.78	16 October 2023	22 November 2023	Corporates Services Department	Good
MKH004/2023/24	Emalangeni Technologies (PTY) LTD	Appointment of a service provider to develop IT Help Desk system for a period of 36 months	R 337 172.78	16 October 2023	12 January 2024	Corporates Services Department	Good
MKH005/2023/24	MSMANS PTY LTD	Supply and delivery of Municipal vehicle	R 790 831.55	29 September 2023	21 November 2023	Finance Department	Good
MKH007/2023/24	Kukhulu Plant hire	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Corporates Services Department	Satisfactory
MKH007/2023/24	Ngelizwe Trading cc	Appointment of panel for hire of plant and equipment for a	Admin fee	16 October 2023	22 November 2023	Corporates Services Department	Good

		period of 36 months					
MKH007/2023/24	Qwebeka plant hire	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Notha Africa civils (pty) ltd	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Sukumasakhe 968 Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Zingezethu Trading & Projects 44 cc	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Femgrow (pty) ltd	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good

MKH007/2023/24	Sizwelonke Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	TSW Construction	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Lukhona Projects and Development	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Sobuza Investments	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Kuhlencebo Engineers	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Lethokuhle Investments	Appointment of panel for hire of plant and equipment for a	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good

		period of 36 months					
MKH007/2023/24	Magubane Plant & Constructors	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Black Transport & Logistics	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Ukukhanya Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Clive's Transport cc	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Jambo Holdings	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good

MKH007/2023/24	Inablz (pty) ltd	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Malaika Construction (pty) ltd	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Ekene Investments cc	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH007/2023/24	Silungile Trading & Trading	Appointment of panel for hire of plant and equipment for a period of 36 months	Admin fee	16 October 2023	22 November 2023	Technical Services Department	Good
MKH009/2023/24	Paty civils JV Ingandlangadla civil engineering	Contruction of Mkhize access road	R 1 701 458.70	01 September 2023	05 September 2023	Technical Services Department	Satisfactory
MKH008/2023/24	Vezokungcono Trading cc	Construction of Muzingezwi access road in ward 6	R 3 246 266.40	01 September 2023	05 September 2023	Technical Services Department	Good
MKH001/2023/24	Vezokungcono Trading cc	rehabilitate L1503 access road in ward 6 phase 2	R555 208.50	26 July 2023	10 August 2023	Technical Services Department	Good

MKH020/2022/2023	ZLM Project Engineering (pty) ltd	APPOINTMENT OF SERVICE PROVIDER FOR THE SOURCING OF FUNDING FOR INFASTRUCTURE PROGRAMMES AND OTHER CAPITAL PROGRAMMES FOR THE PERIOD OF 36 MONTHS	Admin fee	15 May 2023	02 August 2023	Technical Services Department	Good
MKH021/2022/2023	Sigma info tech	supply, maintenance and installation of Wi-fi connection in 7 sites for the period of 36 months	R 1 125 521.10	15 May 2023	02 August 2023	Corporates Services Department	Good
MKH018/2022/2023	▪ Dlamindlovu Consulting ▪ Esor Construction pty ltd ▪ Mmakatjila supply and projects ▪ Nqo and Wanda Trading cc ▪ Chrisdy Construction and projects ▪ Mpumelelo Dlaba (pty) ltd	Panel of contractors for civil engineering projects for a period of 36 months.	Varies as per project allocated and scope	15 May 2023	22 November 2023	Technical Services Department	Good

	▪ High End General Construction ▪ Silo Construction ▪ Mahhushu Construction & projects cc ▪ Kuhle and Lwandle Projects (pty)ltd ▪ Paty civils (pty) ltd ▪ Masosobela investments ▪ Manong ▪ Intungwa Elihle Enterprise ▪ Ikhuba Holding (PTY) LTD ▪ Davport Trading Enterprise (PTY) LTD ▪ Construction and projects jv Anathikaz ▪ Leonsway Group (pty)ltd ▪ Pagama Civils						

	▪ Msizi Business Enterprise JV Ntsangalala ▪ Gladcon Enterpise (pty)ltd ▪ Mayibuye Consulting and projects ▪ Clive's transport CC T/A JCR Transport ▪ Hambagashle Construction ▪ Lusaba civils ▪ Khangiswa Trading enterprise cc ▪ Th bridge Enterprise (pty) ltd ▪ Lukhona projects and Development ▪ Muna Trading (pty) lltd ▪ Ethos Transport and road services ▪ SMM Trading and projects						

	▪ Zabs Development Projects ▪ Lakhimu Investments (pty) ltd ▪ Asibonge Engineers (pty)ltd ▪ Anvisna Plant & civils T/A Danco plant and civils ▪ Afriscan Construction pty ltd ▪ Smartech Trading and Projects ▪ NPN somahhashi Enterprise ▪ Lindivuyi multi solutions ▪ Khosku Trading 7 Projects cc ▪ Vezokungcono Trading cc ▪ Nkomose Investments and projects						

	▪ Masakhane Mining Engineering ▪ Magubane Plant and Contractors cc ▪ Amahle and Wamke Trading cc ▪ Green Unique Trading (pty) ltd ▪ Eyethu Projects and plant hire ▪ Castle Everest Industries ▪ Fanas 1 Projects ▪ Pfukani- Kusile consulting ▪ Pr Vhutalj Project Management ▪ Cromza pty ltd ▪ Yayoh Trading ▪ Mbuzi siyazama trading ▪ Millboard Trading and Projects ▪ Mbogz civils						

	▪ Watela Group (pty) ltd ▪ Khalafu (pty)ltd ▪ Philadonda Projects ▪ MF Khumalo Projects (pty) ltd ▪ LAAA Holdings ▪ SNG Trading pty ltd ▪ Ngelizwe Trading cc ▪ Shikani Trading cc ▪ Mzingelwa Construction enterprise (pty) ltd ▪ Mbululu Civils & Renovation ▪ Wonke amakhosikazi construction ▪ IncuberTrading Enterprise ▪ Dungashe Construction cc ▪ Zilamkhonto business Enterprise						

	▪ Ka Lethabo Trading 92 ▪ Londacorp Trading ▪ Nomafusi Proojects (pty) ltd ▪ CNICE Logistics and Plant hire (pty) ltd ▪ Black Transport and logistics JV Elegant Precious ▪ Bloem holding (pty) ltd ▪ Bigo Trading 298 cc ▪ SML Transport services ▪ Mbomvu Dynamics (pty)ltd ▪ MJostan Trading and projects ▪ Ojama Development Projects						

	▪ Amahle Building and Renovations ▪ Ekene Investments cc ▪ Bo Mhlongo Civils ▪ Simandlovu Trading cc ▪ Luyandalondwe Projects ▪ Ntungani (pty) ltd ▪ XB Construction cc ▪ Lulibo Civils ▪ Masihloniphaneni Trading cc ▪ Mjadu Contractors ▪ Xoli M Projects ▪ MMP Construction (pty) ltd ▪ Noxolo and Mali Trading ▪ Jabula Plant and logistics ▪ Topzinto Trading cc						

	▪ Mchilobovu Civils Construction ▪ Lethokuhle Investments cc JV Profolin ▪ Nhlangulela construction and projects ▪ Iqhawe Elihle Trading (pty) ltd ▪ Khanyisa civils and General ▪ Siwa Consulting Engineers and Project Managers ▪ Mbova construction ▪ Sikone mv Engineers ▪ Zimbambili Holdings (pty)ltd ▪ Yabanathi Mmeleni Projects (PTY) LTD ▪ Majiki Construction						

	▪ Amaphiko ejuba Transport Enterprise cc ▪ Jamjo Civils (pty) ltd ▪ Magedla Construction services ▪ Gingordin Methods Trading ▪ Andiya Trading cc ▪ Thintane Projects ▪ Deezlo Trading cc ▪ Khulanimathen jwa Trading (pty)ltd ▪ City Sands NN ▪ Bhiva Civils (PTY) LTD ▪ Sinohydro Consulting (pty) ltd ▪ Aqua Transport and plant hire (pty) ltd ▪ Bay City trading 383						

	▪ Tripple two Trading Enterprise ▪ Daleka Construction ▪ Myeka Construction and cleaning services cc ▪ Amahlungu civils pty ltd ▪ Pakhwe Construction ▪ TSZ Projectys (pty) ltd ▪ Hlomuka Supplies and Trading ▪ Pelican Developments and Planning ▪ Xmoor Transport pty ltd – Plant Division ▪ Egxeni Engineering cc ▪ Quiet storm Trading cc ▪ Londy and landy (pty) ▪ Bumbelihle Holidings						

	▪ Bukasive Trading ▪ Lufuno plant and Transport ▪ W blackmine (pty) ltd ▪ Siluleme Trading Enterprise ▪ Black Bulls Building and Projects ▪ Mzuyanda Investments ▪ Sihlahlasiyahlu ma Construction ▪ Amagents Construction and Trading cc ▪ Ngcebo Consulting ▪ Grid Africa pty ltd ▪ Zaloset (pty) ltd ▪ Ndlumbi Trading (pty)ltd ▪ Midmar Plant hire cc ▪ Gasela Plant hire						

	▪ Sibanesihle trading Enterprise ▪ Mahhushu Construction & Projects ▪ Camson construction pty ltd ▪ Rembu Construction ▪ Siqu group cc ▪ Empilweni Trading ▪ Inkunzi Engineering and Consulting ▪ Conquerir General Service ▪ Victory Ticket 771 cc ▪ Elihle Civils (PTY) LTD ▪ Nolans Earthworks and Plant cc ▪ T Boo T Trading cc ▪ Hi Tech Consulting Engineers						

	▪ Chrisdy Construction and Projects ▪ Ezogu Trading ▪ ZKD Trading (PTY) LTD ▪ Nizonotha Trading ▪ Niphile Consulting Engineers ▪ Amagwala Trading (PTY) LTD ▪ BAV Consulting (PTY) LTD ▪ TSWQKELO (PTY) LTD ▪ African Compass Trading 746 ▪ Thelbridge Enterprise (PTY) LTD ▪ Zonke Izikhathi Trading Enterprise cc ▪ Amandelu Projects (PTY) LTD						

	▪ Abroad Success (PTY) LTD ▪ MSS Build Enterprise (PTY) LTD ▪ Athatha Construction ▪ Khaphela Business Group ▪ Solidcon cc						
MKH019/2022/2023	▪ Sukoluhle asset group ▪ Empilweni Trading (pty)ltd ▪ SPS Projects cc ▪ Gingokoin Methods Trading ▪ Millboard Trading ▪ Cromza (pty) ltd ▪ Niphile Consulting Engineers ▪ Cnice logistics and plant hire	Panel of contractors for General building engineering projects for a period of 36 months.	Varies as per project allocated and scope	12 April 2023	22 November 2023	Technical Services Department	Good

	▪ Yabanathi Mmeli JV ▪ Sinohydro Consultants ▪ Jamjo civils (pty) ltd ▪ Shawn and Ezzy pty ltd ▪ Ojama Development Projects ▪ Afriscan Construction ▪ Luyandalondwe projects ▪ Lakhimu Investments ▪ Pelican Developments & planning ▪ Siqu Group cc ▪ High end General construction ▪ Kuhle Kimi Trading ▪ Bay City Trading ▪ Lija Holdinjgs (pty) ltd ▪ Off limits projects						

	▪ SNG Trading (pty) ltd ▪ Complete cycle solutions (pty)ltd ▪ Victory ticket 771 cc ▪ Nkosi Kamlambo Trading ▪ Tshepo yarona nnyambeni consultants ▪ Khanyisa Civils & General ▪ Vezokungcono Trading ▪ Motheo Construction Group ▪ Ematshalini Holdings ▪ Bemba Contractors & cleaning services ▪ Amahlungu civils pty ltd ▪ Amahle Building & renovation ▪ Magubane Plant Hire						

	▪ Xoli M projects ▪ Mmakatjila supply & projects (pty)ltd ▪ Daleka construction ▪ Zamimpilo Development projects ▪ Ngelizwe Trading cc ▪ Lufuno Plant & Transport ▪ Amandelu Projects pty ltd ▪ Nizonotha Trading ▪ Davport Trading Enterprise (PTY) LTD ▪ Zaloset pty ltd ▪ Mchilobovu Civils Construction ▪ MMP Construction ▪ Jijizamajiji (pty) ltd ▪ Jambo Holdings						

	▪ Castle Everest industries ▪ High pana projects ▪ Smartech trading & projects ▪ Umzulu Trading ▪ Khangiswa Trading Enterprise ▪ Noxolo & mali trading 14 ▪ Quiet Storm Trading ▪ Mzuyanda Investments ▪ Mbovu Dynamics (pty) ltd ▪ Iqhawe Elihle Trading ▪ SMM Trading & projects ▪ S Inanda civil (pty) ltd ▪ Amahle and Wamke trading ▪ Manong Construction & projects						

	▪ Topzinto trading cc ▪ Masakhane Mining Engineering ▪ The Brigde Enterprise ▪ Mkulugu Trading cc JV Ntsangalala ▪ Hia International Security pty ltd ▪ Shikani Trading cc ▪ Bumbelihle Holdings ▪ Pagama- APD JV ▪ GBTG (pty) ltd ▪ Tswqkelo (PTY) LTD ▪ Londacorp Trading ▪ Mageba Projects ▪ Ncekeni Trading ▪ Leaonsway Group (pty) ltd jv sosk civil & building						

	▪ Mjadu Construction ▪ Siphumbali Trading ▪ Athatha Construction ▪ Majiki construction ▪ Rodpaul Construction (PTY) LTD ▪ Kuhle and Lwandle Projects pty ltd ▪ Sihlahla siyahluma construction ▪ Temi Construction ▪ uMcebo we Africa Trading ▪ Yona Yethu Consulting and project management (PTY) LTD ▪ Chrisyd Construction and Projects ▪ Zilamkhonto Business Enterprise						

	▪ T boo T Trading cc ▪ Lulubo Civils ▪ Rembu Construction						

TABLE 118: PERFORMANCE ASSESSMENT OF SERVICE PROVIDERS

8.3.4 Supply Chain Management Evaluation

The SCM policy does include the functioning of all bid committee committees which address the primary objectives of the municipality which is service delivery to the community. The municipality have three bid committees which are as follows:

(a) Bid specification committee,

This committee comprises of five (5) members from different departments within the municipality. The chairperson is an official from supply chain which is appointed for a period of 12 months. This committee is responsible for developing specifications for all goods and services that are required by the municipality.

(b) Bid Evaluation committee; and

Bid evaluation committee comprises of five (5) members from different departments within the municipality. SCM Accountant is the chairperson of this committee which is also appointed for a period of 12 months. This committee is responsible for evaluating all returnable documents with the purpose of selecting a suitable supplier to render that service.

(c) Bid Adjudication committee.

Bid Adjudication committee is the third and last committee within the structure of the municipality which adjudicated recommendations received from the bid evaluation committee with the intention of making sure that the supplier recommended by the bid evaluation committee is indeed the suitable supplier for the work required. This committee also has five members which are appointed by the Municipal Manager for a period of 12 months and its chairperson is the Chief Finance Officer.

All competitive process is done by the SCM office which has timeframes from the advertising date until the appointment of suppliers. All contract with a value less than R10 mill are advertised in the local newspaper and website for a period of 14 days, and all long-term contracts and tenders/ projects with a tender value that is more than R10 mill are advertised for 30 days in the local newspaper. Internal processes are done after the closing date which includes the seating of bid committees and the advertisement of the intention to award advert within 30 days.

8.4 INDIGENT MANAGEMENT

8.4.1 BUDGET PROVISION FOR FREE BASIC SERVICES

8.4.1.1 Free Basic Services

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.

8.4.1.2 Basic Social Services Package

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 the National Government. There are

currently 221 households who are registered as indigents in 2024 but that database is reviewed on an annual basis for ensuring that the Municipality covers all affected families.

The following table indicate the budget provision for free basic services:

TABLE 108: ELECTRIFICATION INDICATOR

Services	
Eskom Free Basic Electricity	144 585
Rebate	5 470 000
Total	5 614 917

COST OF FREE BASIC SERVICES IN THE LAST THREE YEARS

TABLE 109: COST OF FREE BASIC SERVICES

2024/2025	2025/2026	2026/2027
R 144 585	R 151 236	R 158 042

INDIGENT LEVEL GROWTH

TABLE 110: INDIGENT LEVEL GROWTH

2024/2025	2024/2025	2024/2025
NIL	NIL	NIL

8.4.1.3 Budget Allocated to People with Disability

The following is the budget allocated to people with disabilities.

TABLE 111: BUDGET ALLOCATED TO PEOPLE WITH DISABILITIES

DISABILITY PROGRAMME	2024/2025	2025/2026	2026/2027
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 104 000.00	R 108 784.00	R 113 680.00

8.5 REVENUE MANAGEMENT

8.5.1 Sources of Revenue

- Government grants = 72%
- Property Rates = 19%
- Licensing (Learner and Motor Licensing) = 5%
- Other Revenue = 4%

8.5.2 Billed revenue as per AFS R23 937 227

8.5.3 Collected revenue as per AFS R21 912 099

8.5.4 Collection rate 92%

The municipality does not have a 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.

8.5 5 Revenue Enhancement and Protection Strategies

8.5.5.1 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 2023), with over R 30 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.

The municipality revenue enhancement strategy is not linked to LED strategy.
The reason being lack of infrastructure to attract investments (sewage plant).

8.6 DEBT CATEGORY

8.6.1 2024/2025 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**

COLLECTION RATE

- **2021/2022- 102 %**

- **2022/2023- 90%**
- **2023/2024- 91%**

The municipality have appointed a service provider that will assist with Fcollections to improve debt collection rate.

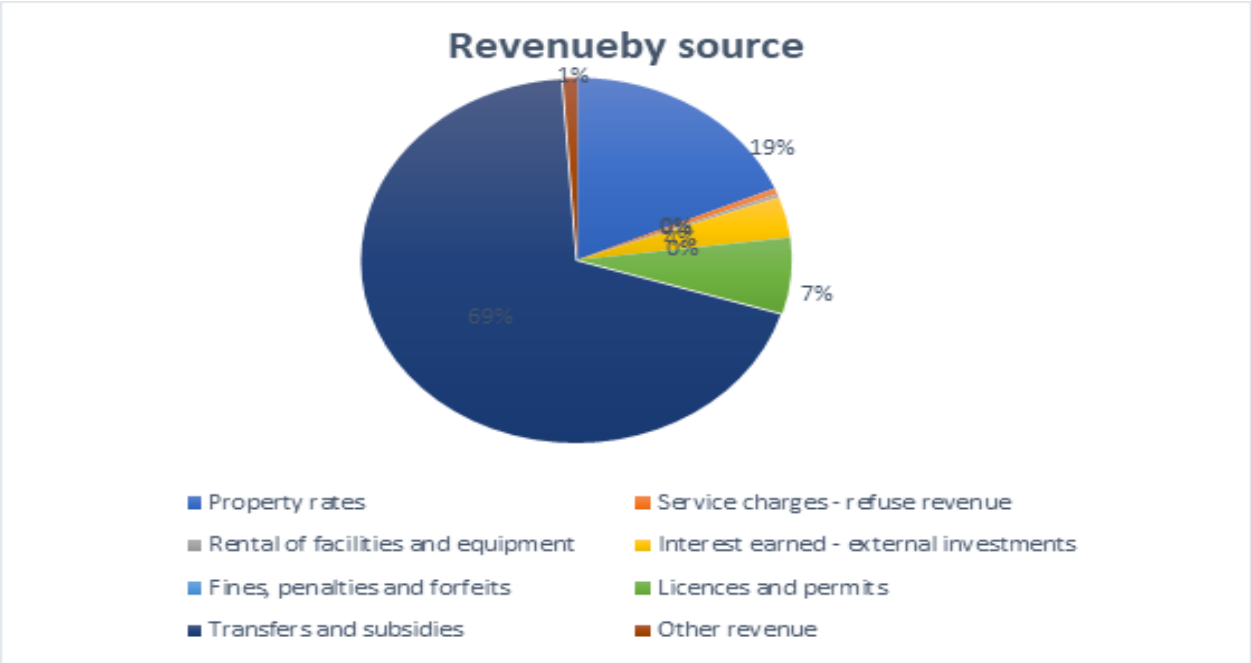
8.6.2 2024/2025 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK

TABLE 106: REVENUE INDICATOR

KZN 226 Mkhambathini - Table A4 Budgeted Financial Performance (revenue management)

Revenue			
Budget	**Budget 2024/25**	**Budget 2025/26 Yr 1**	**Budget 2026/27 Yr 2**
Equitable Share	87 712 000,00	87 629 000,00	85 596 000,00
Finance Management Grant	3 000 000,00	3 000 000,00	3 000 000,00
Arts and Culture	2 103 000,00	2 198 000,00	2 308 000,00
EPWP Grant	1 541 000,00	-	-
Rates	31 877 216,00	33 152 304,64	34 478 396,83
Refuse Removal	685 459,61	716 990,75	749 255,33
Operational Income	12 838 402,06	15 371 768,58	15 986 639,33
TOTAL	**139 757 077,67**	**142 068 063,97**	**142 118 291,49**
INEP	11 643 000,00	7 205 000,00	7 509 000,00
MIG	18 159 000,00	18 847 000,00	20 128 000,00
Energy Efficient		3 000 000,00	4 000 000,00
TOTAL REVENUE	**169 559 077,67**	**171 120 063,97**	**173 755 291,49**

FIGURE 38: REVENUE BY SOURCE



The municipality depends on grants mostly (72%). The total projected income of R 118 924 million with Property Rates (19%), licences and permits (5%), interest earned from investment, other revenue (1%) and Service charges – refuse (1%)

8.6.3 Expenditure

The Municipality's expenditure framework for the 2024/25 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 2024/2025 budget and MTREF (classified per main type of operating expenditure):

TABLE 107: EXPENDITURE INDICATOR

Expenditure			
Budget	**Budget 2024/25**	**Budget 2025/26 Yr 1**	**Budget 2026/27 Yr 2**
Salaries & Wages	59 634 881,72	62 020 276,99	64 501 088,06
Councillors Allowances	7 622 384,64	7 973 014,33	8 331 799,98
General Expenses	72 964 285,68	75 882 857,10	78 918 171,39
Repairs & Maintenance	17 759 552,00	17 468 200,00	18 254 269,00
CAPITAL EXPENDITURE	21 859 000,00	19 847 000,00	21 128 000,00
TOTAL	**179 840 104,03**	**168 062 663,72**	**175 197 761,92**
Supl/Dif	**- 10 281 026,36**	**3 057 400,26**	**- 1 442 470,43**
Non cash iterm	**16 530 346,00**	**17 290 741,92**	**18 068 825,30**
Dif	**6 249 319,64**	**20 348 142,17**	**16 626 354,87**

Table 6 Summary of operating expenditure by standard classification item

The budgeted allocation for employee related costs for the 2024/2025 financial year totals R 62.8 million, which equals 33 per cent of the total operating expenditure. Salary increases have been factored into this budget at a percentage increase of 5 per cent for the 2024/2025 financial year. An annual increase on salaries of 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.

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. Growth has been limited to 4 per cent for 4 and curbed at 4 per cent for the two outer years, indicating that significant cost savings have been already realized.

8.6 4 Employee Related Costs

There was a budgeted 4% 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 2024/2025 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 = 18% 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.

8.7 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 % 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.

8.7.1 MUNICIPAL CONSUMER DEBT POSITION (DEBT MANAGEMENT)

During 2024/2025 period, consumer debtors represent a figure of R 19,344,466 or 22% of current assets. There was 4% movement in terms of percentage compared to 2023/2024 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

	2024/2025	2025/2026	2026/2027
Rates	29,548,131	28,070,724	29,193,553
Refuse	407,569	407,569	407,569

TABLE 113: ALLOWANCE FOR IMPAIRMENT

	2024/2025	2025/2026	2026/2027
Impairment	(11 440 000)	(11 966 240)	(12 504 721)

TABLE 114: NET BALANCE

Debtors	2024/2025	2025/2026	2026/2027
Current (0-30 days)	1 303 236.61	1 355 366.07	1 409 581
30 Days	860 789.10	895 221	931 029.84
60 Days	509 814.93	530 207	551 415
90 Days	463 625.32	482 171	501 458
120 Days	472 262.35	491 153	510 799
180+ Days	26 628 163.38	27 693 290	28 801 022

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 2023 period. The municipality has engaged with Municipal Attorneys for the collection of the outstanding debts**. The municipality did not have a write-off.**

8.8 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 B7 - Cash Flow

	Budget 2024/2025
R thousands	
CASH FLOW FROM OPERATING ACTIVITIES	
Receipts	
Property rates	27 095 633,60
Service charges	582 640,67
Other revenue	9 614 402,06
Transfers and Subsidies - Operational	105 999 000,00
Transfers and Subsidies - Capital	18 159 000,00
Interest	3 224 000,00
Dividends	
Payments	
Suppliers and employees	
Finance charges	
Transfers and Subsidies	
NET CASH FROM/(USED) OPERATING ACTIVITIES	**164 674 676,33**
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	(21 859 000,00)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(21 859 000,00)**
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	**142 815 676,33**
Cash/cash equivalents at beginning:	45 211 045,52
Cash/cash equivalents at month/year end:	188 026 721,85

8.9 FINANCIAL RATIOS

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

= R 50 332 150/124 057 154x 100

= 40%

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%.

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

= R53 241 343– R22 644 068/R9 749 093.00

= 3 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.

8.9.3 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.

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

= R32 861 187- 10 760 986/ R23 651 849 X 365

= 341Days

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.

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

$$= \frac{30\ 879\ 348 + 23\ 651\ 849 - 32\ 861\ 187}{23\ 651\ 849} \times 100$$

$$= 92\ \%$$

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%.

8.9.6 Current Ratio = Current Assets /Current Liabilities

= R59 863 048 / R32 393 161

= 1: 2

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.

8.9.7 Capital Expenditure to Total Expenditure = Total Capital Expenditure/Total Expenditure x 100

= R59 715 834/ R156 862 415 X 100

= 38%

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.

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

= R 59 715 834 / 59 715 834 X 100

= 100%

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.

8.9 9 Operating Expenditure Budget Implementation Indicator= Actual Operating Expenditure/Budgeted Operating Expenditure X 100

= R143 967 098/ R158 325 000 X 100

=91%

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%.

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

= R106 903 171/ R121 683 000X 100

= 87%

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.

8.9 11 Distribution Losses: The municipality does not have license for electricity distribution and the municipality is not a water authority.

8.9.12 Budget funding status:

8.9.13 Conditional grants cash backed:

8.10 GRANTS

The grant with the most allocation is the Equitable Share which has approximately R87 712 000 for 2024/2025 financial year. It is followed by a Municipal Infrastructure Grant with an allocation of R18 159 000 while the Department of Energy has allocated R11 643,000 for electrification programmes, EPWP Grant of R1 541 000,00 and Library Provincialization Grant of R2 103 000

8.10.1 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 74% 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.

8.10.2 Loans and Borrowing

The municipality does not have loans.

The Municipality is not intending to borrow or planning to borrow in the next 5 years.

8.10.3 Employee Related Costs

The budgeted allocation for employee related costs for the 2024/25 financial year totals R62,865 million, which equals 33% of the total operating expenditure. Salary increases have been factored into this budget at a percentage increase of 5% for the 2024/25 financial year. An annual increase of 4.6% is applied to the 2025/26 year and 4.5% has been included in 2026/2027 of the MTREF to be conservative and implement cost cutting measures.

8.10.4 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 2024/2025 financial year. Assures are put in place to ensure that critical processes are not compromised in terms of operation and segregation of duties.

8.10.5 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.

8.11 FINANCIAL RATIOS INCLUDING AUDITED OUTCOME

TABLE 122: FINANCIAL RATIOS

	2024/2025	2025/2026	2026/2027
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	37%	38%	39%

8.11. 1 Expenditure Management

TABLE 123: OPERATION EXPENDITURE

Expenditure	2024/2025 FY	2025/2026 FY	2026/2027 FY
Employee Costs	62 865 266	65 733 838	68 669 136
Remuneration of Councilors	7 622 385	7 973 014	8 331 800
Debt Impairment	11 440 000	11 966 240	12 504 721
Depreciation & Asset Impairment	13 148 452	13 753 280	14 372 178
Other Expenditure	72 075 795	72 890 628	76 905 293
Total Expenditure	**167 151 898**	**172 317 001**	**180 783 128**

8.11.2 Financial Ratios

In 2024/2025, 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:

8.11.3 Historical Financial Ratios

TABLE 120: HISTORICAL FINANCIAL RATIOS

	2020/2021	2022/2023	2024/2025
Cash Coverage Ratio	8 Month(s)	8.3 Month(s)	8.0 M
Current Ratio	8: 1	8: 1	

LED PROGRAMS

The office of LED, Arts and Culture and Tourism works very close with communities which helps them be able to start their own businesses as well as encourage citizens to practice its culture. These programmes have been budgeted for in the 2024/2025 financial year and it is 2 468 500.00million

SPECIAL PROGRAMS

The special programmes component includes Disability programmes, Senior Citizens, Gender programme and Children's sector. The municipality has included a budget amounting to R 3 705 000.00 million for the new financial year 2024/2025.

SPORTS DEVELOPMENT PROGRAMS

The sports development programme component includes Youth, Senior Citizens, People Living with Disabilities sector. The municipality have included a budget amounting to R1 426 200.00million for the new financial year 2024/2025.

YOUTH DEVELOPMENT PROGRAMS

The youth development programme component the municipality have included a budget amounting to R1 426 200.00million for the new financial year 2024/2025.

WASTE MANAGEMENT

The waste management component the municipality have included a budget amounting to R R 1 170 000 for the new financial year 2024/2025.

HIV/AIDS PROGRAMS

In fighting and combating the spread of HIV/AIDS the municipality has made a budget which amounts to R325 000.00 for financial year 2023/24 which will be used in the campaign and awareness of HIV/AIDS to its citizens.

DISASTER MANAGEMENT

Total Disaster provision is R1 170 000.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:

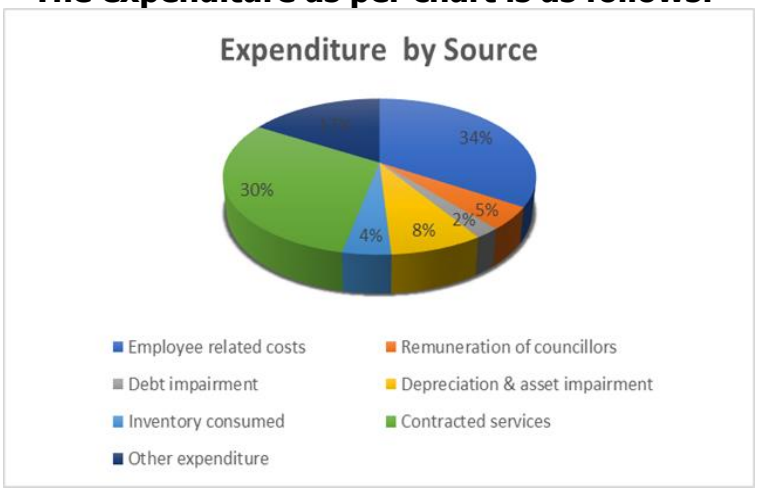


FIGURE 39: EXPENDITURE BY SOURCE

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.

8.12 AUDITOR GENERAL'S OPINION

TABLE 124: AG OPINION FOR THE PAST FOUR YEARS

YEAR	OPINION
2018/2019	Unqualified
2019/2010	Unqualified
2020/2021	Unqualified
2020/2022	Unqualified
2022/2023	Unqualified

8.12.1 Measures to Address the Negative Audit Opinion 2024/2025

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.

8.12.2 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 has appointed private investigator to investigate the UIFW Expenditure in line with the Audit action plan.

The Audit Action Plan is attached as an annexure to the IDP.
As per the provided AFS, the standing of irregular expenditure for Mkhambathini Municipality during the 2022/23 financial was the key finding

8.13 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.

8.14 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

9. 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.

9.1 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.

9.1.1 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.

9.2 MUNICIPAL SERVICES DELIVERY CHARTER AND 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 aim 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 are approval and adopted by council.

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.

9.2.1 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?	N/A

(All/only to the indigent consumers)	
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 faulty water meters? (days)	N/A
Do you have a cathodic protection system in place that is operational	N/A

at this stage? (Yes/No)	
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 your operations? (Yes/No)	N/A
How long does it take to replace faulty meters? (days)	N/A
Do you have a plan to prevent illegal connections and prevention	N/A

of electricity theft? (Yes/No)	
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 outsources? (Yes/No)	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	30 Days

date it has been received?	
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 of complaints or not? (Yes/No)	Yes
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	6

security?	
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

9.3 SERVICE DELIVERY IMPROVEMENT PLAN

Service Delivery Improvement Plan is a plan that is practical, effective, and resulting in 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 jurisdiction. 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 jurisdiction.

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.

The 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 upgraded.

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.

9.4 WARD BASED PLANS

In preparing this plan, the municipality undertook ward-based planning across the seven wards of Mkhambathini Local Municipality, with each ward developing its own ward-based plan. The priorities specified in the ward-based plan have been included into the IDP projects, and there is a clear alignment between the ward-based plans and the IDP. Moreover, Ward based plans contain information about the ward, among that information are the following.

- ward profile.
- ward challenges.
- structures in a ward
- population of the ward
- the size of the ward
- and other ward related information

The ward-based plans are reviewed annually, and they must be signed by the ward councillor.

Ward Based Plan attached as an annex

9.5. 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.

9.6 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 5 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.

The strategic focus for EPWP phase V and its Framework

In the National Development Plan 2030, the EPWP is positioned to contribute to Government's goals of alleviating poverty, developing local communities, providing work opportunities, and enhancing social protection. The focus of the EPWP Phase V will be as follows:

1) Strengthening the coordination of the programme
2) Improve monitoring of the EPWP projects
3) Massify the programme through the implementation of identified programmes of high impact.
4) Strengthen the exit strategies implemented by the programme through partnerships with other institutions.

There are 11 projects in the EPWP. Two of them are skills-based projects i.e. Administration/ Data Capturers and Amakhono Ethu. Participants for Amakhono Ethu are supervisors; each ward have 2 supervisors.

In the financial year 2024/25 we are starting with 348 participants spread in all 7 wards of the municipality. Each ward has 50 participants.

EXPANDED PUBLIC WORKS PROGRAMME












Shot on AWESOME A05s



ADMINISTRATION / DATA CAPTURER

This project was created to ensure that administration of the programme is carried out. They capture and report on the EPWP reporting system.

AMAKHONO ETHU

This project is a skilled based project. These participants are supervisors. They supervise EPWP in all wards and ensure that useful work is conducted accordingly in all sites.

MASIBAMBISANE

This project was initiated 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.

ASIPHEPHE

This project is made up of disaster volunteers based in wards for immediate attendance to disaster emergencies and 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 assist with waste. It is an exit programme that is focused on 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	58	20	39	16.43%	130
Infrastructure Sector	190	183	95	190	51.84%	130
Social Sector	120	112	55	110	31.72%	60.75
Total	**350**	353	**170**	**339**	99.99%	320.75

9.7 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 Zulu 3. Mrs. P Ngcobo 4. Ms. BG. Ngcongo 5. Ms Z Mbonambi	Director: Community Services Director: Technical Services Manager: Local Economic Development (LED) IDP Officer Town Planner
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
DDM Political Hub	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.

9.8 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.

9.9 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.

9.10 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.

9.10.1 FUNCTIONALITY OF WARD COMMITTEE MEETINGS HELD FOR THE FINANCIAL YEAR 2023/24

Quarter 1 July -September 2023/24

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 2023/24

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 2023/2024

NUMBER OF WARDS	NO OF FUNCTIONAL WARDS	% OF FUNCTIONAL WARDS	FUNCTIONAL WARDS	NO OF NON-FUNCTIONAL WARDS	% NON-FUNCTIONAL WARDS	REASON FOR NON-FUNCTIONALITY
7	7	100%	1, 2, 3, 4, 5 & 6	1	0	**Ward 7** – Ward report incomplete & not signed by Cllr

Status on Filling the Vacant ward committee positions:

Mkhambathini municipality had all vacancies filled in all wards in this financial year 2024/25 and four ward committees were recruited, therefore none pending.

9.10.2 MKHAMBATHINI MUNICIPALITY WARD COMMITTEE DATABASE AND ESTABLISHED WARD COMMITTEE STRUCTURES 2023-2026

Mkhambathini Municipality Ward Committee Database 2023/2026

Ward No: and the CLLR	Name and Surname	Gender	Sector Represented	Contact Number
Ward 1: Cllr. N. Maphumulo 072 314 5518	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 068 380 4631	Londiwe Ndlovu	F	Disaster	071 847 8340
	Ngiphiwe Nokulunga Dlamini	F	Health	072 782 4937
	Nomthandazo Ndlovu	F	Safety and security	071 181 7990
	Londiwe Ngubane	F	Transport	073 612 5159
	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
	Sandile Mdluli	M	Disability, Religious and Civil Organisation	073 766 2419
	Londiwe Patricia Ntuli	F	Businesses	082 722 1467
	Makhosazane Gcabashe	F	Youth and Sports	079 565 0675
Ward 3: Cllr 2Maphanga 073 282 2182	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
	Sibani Royal Ngcobo	M	Traditional Leadership	082 774 6309
Ward 4: Cllr. T.A Gwala 082 593 4610				
	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
	Fikile Ntenga	F	LED and Art & Culture	069 216 6062
	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
	Msomi Vumokwakhe	M	Traditional leadership	083 893 6391
WARD 5: CLLR. N.W NTOMBELA 063 989 2864	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
	Zethembile Hlengwa	M	Traditional Leadership	078 795 0088
WARD 6: CLLR. M. CELE 078 328 0050	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 and water and sanitation	065 677 2327
	Bazamile Sibiya	F	Disaster	071 187 3582
	Nkanyiso Shange	M	Traditional Healers	068 394 7076
	Ncamile Dlamini	F	Human Settlements and Health	071 341 3998
	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. N.E. NDLOVU 072 598 9708	Mkhize Lindiwe	F	Community safety	071 155 0595
	Phindeleni Shandu	F	Health	083 893 6640
	Zanele Nene	F	Agriculture & Women	079 119 7714
	Mfanafuthi Mabhida	M	Water and Sanitation	076 635 8456
	Kwenzakwakhe Shange	M	Education	083 429 9263
	Mbali Dlamini	F	Youth & Sports	079 733 0198
	Mbuyiselwa Mbonambi	M	LED & Art and Culture	063 838 2867
	Nqoko Gumede	M	Disaster & Traditional Leadership	082 971 9442
	Nokubonga Hlongwane	F	Disability, Home Affairs and SASSA	060 933 7625
	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.

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.

9.11 MEANINGFUL PARTICIPATION OF TRADITIONAL LEADERSHIP

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 alsassist 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.

Mkhambathini Local Municipality Traditional leadership participate in municipal activities, they form part of strategic planning session and in portfolio committee.

9.12 PORTFOLIO COMMITTEES THAT COOPT AMAKHOSI

Finance Services Committee	
Cllr NW Ntombela	**Chairperson (Mayor)**
Cllr ZS Mkhize	Member
Cllr M Cele	Member
Cllr LZ Lembethe	Member
Inkosi SE Mdluli	Member

Corporate Services Committee	
Cllr PN Maphanga	**(Deputy Mayor) -Chairperson**
Cllr NM Maphumulo	Member
Cllr M Lushaba	Member
Cllr MM Mkhize	Member
Inkosi SE Mdluli	Member

Community Services Committee	
Cllr NW Ntombela	**(Mayor) -Chairperson**
Cllr. NE Ndlovu	Member
Cllr MN Maphumulo	Member
Cllr M Ngcongo	Member
Inkosi KN Maphumulo	Member

Infrastructure Services and Planning Committee	
Cllr PN Maphanga	**Deputy Mayor) -Chairperson**
Cllr NE Ndlovu	Member
Cllr SM Mdladla	Member
Cllr LZ Lembethe	Member
Inkosi KN Maphumulo	Member

9.13 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– represent the interest for the community on the ground. The ward committees participate in 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 the 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
- Amakhosi are involve and participate in portfolio committees. The municipality made the provision of tools of trade for traditional leadership.

9.14 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

9.15 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
Ms S Dlungwane	Member
Mr J Mtshali	Member

9.16. 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

9.17 MUNICIPAL BID COMMITTEES

The municipality's Bid Committees are in place and are functional. All tenders/bids are facilitated through the bid committees.

Bid Specification Committee Members: Mr N Ntenga, (Chairperson), Mr AN Mthethwa, Ms. N. Ngubane and Mrs. P Ngcobo. The user department is always represented by ex-officio members to present the specification.

Bid Evaluation Committee: Miss TF Duma (Chairperson) Mr. T S Zulu, Mr. S C Magcaba; Ms.B. Mthiyane.

Bid Adjudication Committee: Mr TE Gambu (Chairperson); Ms NSN Mkhize; Ms PP Ngubane; Mr MS Dlamini; Mr. T S Zulu, New bid committee members will be appointed on the 01 July 2023.

9.18 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. M Cele	**Chairperson**
Cllr SM Mdladla	Member
Cllr MM Mkhize	Member
Cllr M Ngcongo	Member
Cllr PM Lushaba	Member
Cllr MN Maphumulo	Member
Cllr LZ Lembethe	Member
Cllr. NE Ndlovu	Member

9.19 MUNICIPAL PORTFOLIO COMMITTEES

The Municipality has a properly constituted and functional portfolio committee. 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 ZS Mkhize	Member
Cllr M Cele	Member
Cllr LZ Lembethe	Member
Inkosi SE Mdluli	Member

Corporate Services Committee	
Cllr PN Maphanga	**(Deputy Mayor) -Chairperson**
Cllr NM Maphumulo	Member
Cllr M Lushaba	Member
Cllr MM Mkhize	Member
Inkosi SE Mdluli	Member

Community Services Committee	
Cllr NW Ntombela	**(Mayor) -Chairperson**
Cllr. NE Ndlovu	Member
Cllr MN Maphumulo	Member
Cllr M Ngcongo	Member
Inkosi KN Maphumulo	Member

Infrastructure Services and Planning Committee	
Cllr PN Maphanga	**Deputy Mayor) -Chairperson**
Cllr NE Ndlovu	Member
Cllr SM Mdladla	Member
Cllr LZ Lembethe	Member
Inkosi KN Maphumulo	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 NE Ndlovu	Member
Cllr M Cele	Member

9.20 MUNICIPAL RISK MANAGEMENT

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, including fraud risk.

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.

The municipality conducted a Risk assessment workshop during the 2023/24 financial year in the second quarter where departmental risk management and assessment were discussed by identifying top 10 risk in the municipality and the risk identified as per department with the management which was facilitated by the internal auditors. The risk register is drafted during the risk assessment in which the report is presented by the internal auditor to Management committee and Audit committee.

The risk register is updated regularly with progress reports discussed on relevant committees ensuring monitoring and evaluation by the committees. The risk assessment process for 2024/25 financial year will be conducted the during the second quarter in which it will focuses on risks for all the department within the municipality including fraud risk.

9.21 RISK MANAGEMENT COMMITTEE

The policy assigns the Internal Audit, Audit Committee, CFO, Directors and the Municipal Manager with the identification and management of risks. The Management has been appointed by council to play a pivotal role in the Risk Management.

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

Internal Audit will monitor key controls identified in the risk management register as part of the annual audit plan developed in conjunction with the Accounting Officer and approved by the Audit Committee.

The municipality has an 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.

9.22 ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

This strategy focuses mainly on the Municipality and looks at the implementation of employee and Councillor Codes of conduct, and improved enforcement of applicable systems, policies and procedures within the Municipality. It complements the national Anti-Corruption Strategy of the

country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

The commitment of the Municipality to this strategy is for the protection of the public funds it administers and to achieve a reputation for maintaining good systems of internal controls that are determined to prevent and detect all forms of internal and external fraud and corruption committed against the Municipality.

The Municipal Manager bears the ultimate responsibility for fraud and corruption risk management within the Municipality. This includes the coordination of risk assessments, overseeing the investigation of suspected fraud and corruption, and facilitation for the reporting of such instances. The responsibility of the Municipal Manager and the senior management is to set the overall tone to reinforce the message that the Municipality has zero tolerance towards fraud and corruption.

The commitment of the Municipality to this strategy is for the protection of the public funds it administers and to achieve a reputation for maintaining good systems of internal controls that are determined to prevent and detect all forms of internal and external fraud and corruption committed against the Municipality.

The Municipal Manager bears the ultimate responsibility for fraud and corruption risk management within the Municipality. This includes the coordination of risk assessments, overseeing the investigation of suspected fraud and corruption, and facilitation for the reporting of such instances. The responsibility of the Municipal Manager and the senior management is to set the overall tone to reinforce the message that the Municipality has zero tolerance towards fraud and corruption.

9.23 GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

Section 16 (1) of the Municipality Systems Act requires municipalities to develop a culture of municipal governance that complements 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.

9.24. 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.

9.25 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; ✓ Insufficient land for development ✓ Housing Backlog ✓ Increasing number of resigning ward committee members

9.26 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 challeng

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. **<u>In terms of Disaster Management</u>** - 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.

9.27 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 2022/2023 Annual Performance Report were considered when formulating this IDP and will be attached as an annexure to the IDP with measures for improvement indicated.

CHAPTER 4: VISION, MISSION AND GOALS

4.1 MUNICIPAL VISION, GOALS AND OBJECTIVES

The development strategy of the Mkhambathini Local Municipality is designed to fit in and give effect to the intention of both the national and provincial development strategies. This includes, within the national development plan, Vision 2030 and various government programs. Mkhambathini Local Municipality IDP also fits within the provincial development framework as set out in the PGDS. The Mkhambathini Local Municipality strategy covers the following:

- Strategic fit (Alignment with National and Provincial Development Strategies).
- Mkhambathini Local Municipality Long-Term Strategic Direction and Organizational Culture.
- Mkhambathini Local Municipality Short to Medium Term Strategies and Action Plans.

The IDP also considers the emerging National and Provincial Long-Term Strategic Plans as encapsulated in the National Development Plan and the Provincial Growth and Development Strategy. Given its strategic location in the northern part of KwaZulu-Natal, Mkhambathini Municipality will make a significant contribution towards the implementation and attainment of the strategic objectives of each of these strategic plans.

Strategic approach of Mkhambathini Local Municipality is meant to highlight the impact that the municipality seeks to create in the long-term period. As indicated on Figure 29 above, in addition to outcome 9, the Mkhambathini Local Municipality will contribute to the attainment of outcomes 2, 4, 5, 6, 8, 9, 10 and 12 with the 5 KPAs as the strategic areas for intervention. As such, the development strategy for the MLM is designed to address issues that are specific to the MLM while also contributing to the attainment of the national priorities.

4.2 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."

"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."

4.3 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

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.

4.4 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.

4.5 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 organization wants to achieve or attain but in relative terms may mean different things. Both are desired outcomes 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.

4.5.1 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.

Alignment Table of the KZN PGDS Goals with the Municipal Goals, Objectives, and Strategies

Key Performance Area	Function	IDP Strategic Goal	IDP Objectives	Strategies	Key Challenge	B2B	PGDS	DGDP
National Key Performance Area: Basic Service Delivery	Office of the MM	Basic Service	To Ensure the Provision, Upgrade and Construction of Infrastructure and Services that Enhance Socio Economic Development within the	Monitor the Spending of Municipal Infrastructure Grant Expenditure to Achieve 100%	Inequitable Access to Land	Back To Basics: Pillar 2 - Delivering Basic Services	Output 2: Improving Access to Basic Services	Outcome 6: An Efficient, Competitive and Responsive Economic Infrastructure Network
				Monitor the Spending of Small-Town Rehabilitation Grant Expenditure to achieve 100%				

			municipality	Percentage of budget of the integrated National Electrification Programme spent				
National Key Performance Area:Basic Service Delivery	Community Services	Basic Service	To Ensure a Safe & Healthy Environment	Reporting on households Provided with Access to Basic Level Of Solid Waste Removal	Lack Of Waste Disposal Facilities Land Fill Site	Back to Basics: Pillar 2 - Delivering basic services	Output 2: Improving access to basic services	Outcome 6: an efficient, competitive, and responsive economic infrastructure network
				Community Clean Up Campaigns Conducted as Per the Municipality's Integrated Waste Management Plan				
				Reporting To Ensure the Waste Minimizations and Diversion of Waste from The Landfill				

				Ensure Maintenance of Open Spaces and Gardens				
				Reporting On Social Relief Support Provided to Indigent Families Within All Wards				
				Reporting On the Number And/or Percentage Of Households Earning Less Than R 1100 A Month With Access To Free Basic Electricity				
				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 to Ensure the Waste Minimization And Diversion Of Waste From The Landfill				
				Ensure Maintenance of Open Spaces And Gardens				
				Reporting On Social Relief Support Provided To Indigent Families Within All Wards	High Level of Poverty And Inequality			

Key Performance Area	Function	IDP Strategic Goal	IDP Objectives	Strategies	Key Challenge	B2B	PGDS	DGDP
National Key Performance Area: Municipal Institutional Development And Transformation	Office of the MM	Municipal Institutional Development and Transformation	To Ensure a Functional Organisational Structure	Review Of the Municipal Organogram	Insufficient Budget to Fill Vacant Positions This Results In Post Remain Frozen, This Hampers The Municipality From Delivering On Some Of Its Functions	Back To Basics: Pillar 5 - Building Capable Local Government	Goal 8: Decent Work and Economic Growth	Output 1: Implement A Differentiated Approach to Municipal Financing Planning And Support
			To Ensure Skills Development and Training to Improve Access To Economic Growth Opportunities For Marginalized Groups Within The Municipality	Public Employment Programmes Job Opportunities Created				
				Reporting On Skills Development and Training For Out Of School Youth		Back To Basics: Pillar 5 - Building Capable Local Government	Goal 4: Quality Education	Output 1: Implement A Differentiated Approach To Municipal Financing Planning And Support
			A functional organizational	Report on the vacancies filled as per the staff				

			structure	regulations				
National Key Performance Area: Municipal Institutional Development And Transformation	Corporate Services Department	Municipal Institutional Development And Transformation	To Ensure Sound Human Resource Management	Monthly Leave Reconciliation	Lack Of Resources To Fund Capacitation Of Employees And Communities	Back To Basics: Pillar 5 - Building Capable Local Government	Goal 4: Quality Education	Output 1: Implement A Differentiated Approach To Municipal Financing Planning And Support
				Training/ Workshop Of Employees On The Reviewed And New Corporate Policies				
				Reporting On IPMS Being Cascaded To All Employees				
				Reporting On Staff Attendance Being Monitored				
			To Ensure Effective And Efficient Library Services	Reporting On Library Outreach Programmes Implemented				
			To Ensure That Municipal Staff Is Skilled According To	Reporting On The Implementation Of WSP				
				Submission Of The WSP And				

			Job Requirements	The ATR Is Submitted To LGSETA				
			To Promote Occupational Health And Safety In The Workplace	Functional Health And Safety Committee				
			To Ensure Effective And Efficient ICT Management	Reporting On Hours Taken To Repair The System, Applications Or Network To Full Functionality Following A Failure	Lack Of ICT Infrastructure To Respond To Public Demands			
				Cycle Time : Customer Ticket Resolution				
				Reporting On ICT Expenditure Costs				
			To Provide Acceptable Employee Assistan	Reporting On Employee Assistance Programme (EAP) And	Lack Of Funding On Skills Development			

			ce Programme (EAP) And Wellness Initiatives	Wellness Initiatives	Programmes			
			To Ensure An Effective And Efficient Registry Management	Reporting On The Implementation Of The Registry File Plan				
			To Ensure That Employment Equity Targets Are Met	Employment Equity Report Submitted To The Department Of Labour	Lack Of Funding On Skills Development Programmes			
			To Ensure Skills Development And Training To Improve Access To Economic Growth Opportunities For Marginalized Groups	Reporting On The Intake Of Items				
				Training Report On Unemployed Marginalized Group Submitted To Department Of Labour				

			Within The Municipality					
National Key Performance Area: Municipal Institutional Development And Transformation	Finance Department	Municipal Institutional Development And Transformation	To Ensure Effective And Efficient Asset Management	Fixed Asset Register Reconciliation Performed And Signed Of By The Finance Manager	High Grants Dependence	BACK TO BASICS: PILLAR 5 - BUILDING CAPABLE LOCAL GOVERNMENT	GOAL 4: Quality Education	OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING PLANNING AND SUPPORT
			To Ensure That Efficient And Effective Fleet Management	Monthly fuel reconciliation reports				
				Fleet management reports signed by Finance Manager				
				Review of Fleet Policy by council				
			To ensure effective and efficient asset management	Fixed Asset Register reconciliation performed and signed of by the Finance Manager				

Key Performance Area	Function	IDP Strategic Goal	IDP Objectives	Strategies	Key Challenge	B2B	PGDS	DGDP
National Key Performance Area: Local Economic Development	Office of The MM	Local Economic Development	To Promote emerging Businesses	Monitor the number of Award made to BBBEE level 1 companies for bids more than R30 000.	Ineffective co-ordination and communication with LED stakeholders.	Back To Basics: Pillar 1 - Putting People First	Goal 11: Sustainable Cities And Communities	Outcome 4: Decent Employment Through Inclusive Growth
			To promote the rights of vulnerable groups through various socio-economic development programmes	Youth Programmes implemented				
			To Promote emerging Businesses	Monitor the number of Award made to BBBEE level 1 companies for bids more than R30 000.				
Key Perfor	**Function**	**IDP Strate**	**IDP Objectives**	**Strategies**	**Key Challenge**	**B2B**	**PGDS**	**DGDP**

mance Area		gic Goal						
National Key Performance Area: Local Economic Development	Community Services Department	Local Economic Development	To support Municipality's Rural and Agricultural Development initiatives	Monitor and report on the performance of rural and agriculture development programmes	Ineffective co-ordination and communication with LED stakeholders.	Back To Basics: Pillar 1 - Putting People First	Goal 11: Sustainable Cities And Communities	Outcome 4: Decent Employment Through Inclusive Growth
			To develop and support all emerging SMMEs and Cooperatives within the municipality	Coordinate Meetings for LED Forum				
				Reporting on SMME & Cooperatives support and training programme				
			To promote tourism within the municipal area	To coordinate tourism promotion through various initiatives				
			To promote Arts and Culture Activities	Coordinate Annual heritage awareness and moral regeneration				

				awareness event				
				Coordinate development and support of local crafters and artists' through various initiatives				
			To promote the rights of vulnerable groups through various socio-economic development programs	Coordinate programs for people living with Disability				
				Coordinate gender-based activities				
				Coordinate the development and implementation of programs supporting and ensuring active participation of senior citizens within Mkhambathini Municipality				

			To promote Sports and Recreation	Coordinate sporting development initiatives within the municipal area				
			Ensure implementation of Operation Sukuma Sakhe and special programs	Coordination of OSS Task team (LTT) activities				
				Coordinate Operation Sukuma Sakhe Outreach Programmes				
			Coordinate and hold a life skills, workshops and programs aimed at reducing teenage pregnancy, substance abuse	Coordinate and hold Local Aids Council Meetings				

			and HIV/AIDS infections amongst teenagers and youth/any new pandemic					
				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				
Key Performance Area	**Function**	**IDP Strategic Goal**	**IDP Objectives**	**Strategies**	**Key Challenge**	**B2B**	**PGDS**	**DGDP**
National Key Performance Area: Financial Viability	Office Of the MM	Financial Viability And Management	To ensure effective and efficient supply chain manage	Appointment of Bid Committees (BSC, BEC and BAC) in line with Municipal	Ineffective co-ordination and communication with LED	Output 1: Implementation A Differentiated Approac	Outcome 9: A Responsive, Accountable, Effecti	Back To Basics: Pillar 4- Sound Financial Management

And Management			ment system	SCM Policy and regulations.	stakeholders.	h To Municpal Financing, Planning And Support	ve And Efficient Local Government System	
				Appointment of Service providers within 14 working days after the BAC meetings				
			To ensure compilation of a credible Annual Financial Statements	Compilation and submission of the AFS to Auditor General				
Key Performance Area	**Function**	**IDP Strategic Goal**	**IDP Objectives**	**Strategies**	**Key Challenge**	**B2B**	**PGDS**	**DGDP**
National Key Performance Area:Financial Viability And Management	Finance Department	Financial Viability And Management	To ensure enforcement of sound financial management practices	Procurement plan submitted to Portfolio Committee and Treasury for input	Ineffective co-ordination and communication with LED stakeholders.	Output 1: Implementation A Differentiated Approach To Municpal Financing, Planning And Support	Outcome 9: A Responsive, Accountable, Effective And Efficient Local Government System	Back To Basics: Pillar 4- Sound Financial Management
				Convening of BEC within 15 days after the closing date of an advert				

				Convening of BAC within 14 working days after the BEC meetings				
			To ensure that the Budget is spent according to budget projection	% of the capital budget actually spent on capital projects				
			To ensure compilation of a credible Annual Financial Statements	AFSs submitted to AG by 31 August 2024				
				Municipal Manager to monitor the preparation of Annual Financial Statements to ensure credibility				
			To ensure revenue enhancement	Development and approval of a revenue enhancem				

				ent strategy				
				Quarterly Age Analysis reports prepared and submitted to Council				
				Increased percentage of Debts collection rate				
			"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)				
			To ensure effective management of the payroll system	Prepare and submit monthly Payroll Reconciliation to Senior Management				

			To ensure effective and efficient grants management	Prepare and submit monthly Reconciliation of grants income				
				Prepare and submit financial reports on EPWP allocation spending				
			To improve reporting Management	Preparation of quarterly report to Council (Section 52d of MFMA)				
				Prepare monthly Vat Reconciliations				
			To ensure effective and efficient supply chain management system	Submit reports to the Finance Portfolio Committee on a quarterly basis				
				Ratio for cost coverage				
Key Perfor	**Function**	**IDP Strate**	**IDP Objectives**	**Strategies**	**Key Challenge**	**B2B**	**PGDS**	**DGDP**

mance Area		gic Goal						
Key Performance Area: Good Governance and Democracy	Office Of the Mm	Good Governance and Democracy	To implement and maintain effective enterprise risk management system	Finalise Risk Management Workshop	Lack of skills and resource capacity amongst Ward Committee members/Ward assistants, office space	Output 5: Deepen Democracy Through A Refined Ward Committee Model	Outcome 9: A Responsive, Accountable, Effective and Efficient Local Government System	Back To Basics: Pillar 1: Putting People First & Pillar 3: Good Governance
				Submission of Risk Management Policy and Strategy				
			"To provide reasonable assurance on the adequacy and effectiveness of internal control system	Functional Risk Management through risk committee meetings				
				Review and approve the internal audit plan				
				Implementation of the Internal Audit Plan				
			Office of the MM	Review and submit Internal audit charter to the audit committee for approval				

				Coordinate and hold the Audit Committee Meetings				
				Coordinate and hold performance Audit Committee Meetings				
			To transform the municipality into a performance driven institution	Quarterly Performance Reports on achieved and not achieved targets submitted to Council				
				Signing of annual performance agreements for Senior Managers				
				Conduct performance appraisals for Section 54/56				
				To ensure that the mid-year Performan				

				ce Report is prepared and submitted				
				To ensure that the mid -year Budget Report is prepared and submitted				
				To prepare and table the draft Annual report to Council				
				Coordinate the Oversight committee meeting to consider the adoption of the annual report				
				Oversight Process Facilitated and Adopted				
Key Performance Area	**Function**	**IDP Strategic Goal**	**IDP Objectives**	**Strategies**	**Key Challenge**	**B2B**	**PGDS**	**DGDP**
Key Performance			To ensure strategi	Development and approval	Unauthorized develop	Output 7: Single	Effective And Efficie	Back To Basics: Pillar 2 -

Area : Cross Cutting Issues	Office Of the MM	Cross Cutting Issues	c development and management of the municipality's Integrated Development Plan	of the IDP/ Budget Process Plan Coordinate the IDP Representative Forum meetings Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	ments and the need for enforcement	Window of Coordination	nt Local Government System	Delivery Basic Services
Key Performance Area	**Function**	**IDP Strategic Goal**	**IDP Objectives**	**Strategies**	**Key Challenge**	**B2B**	**PGDS**	**DGDP**
Key Performance Area : Cross Cutting Issues	Community Services Department	Cross Cutting Issues	To ensure a functional Disaster Management Unit	Disaster Management Plans Developed and approved Ensure a functional Disaster Management Advisory Forum	Unauthorized developments and the need for enforcement	Output 7: Single Window of Coordination	Effective And Efficient Local Government System	Back To Basics: Pillar 2 - Delivery Basic Services

				Disaster Management Plans Developed and approved				

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																		
Key Challenge	Objective Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets										Budget (R) (' 000)	MSCOA Ref.:	Source	Responsibility (in Man)
						Yr 1 2021 /22		Yr 2 2022/23		Yr 3 2023 /24		Yr 4 2024/2 5		Yr 5 2025/2 6					
						Tar get	Act ual	Tar get	Act ual	Tar get	Act ual	Tar get	Act ual	Tar get	Act ual				
After site establi shmen t and deliver y of materi al on site, 8 transfo rmers were stolen and of which	BS D1	To ensure the provisi on, upgrad e and constr uction of infrastr ucture and service s that enhanc	Ezinem beni Electrifi cation	Numbe r of househ old electrifi ed but not energis ed (accum ulative)	Not achi eve d	343	Not achi eve d	343	0	252	252	N/A	N/ A	N/A	N/ A			IN EP	Tech nical Servi ces
			Mahlab athini Electrifi cation	Numbe r of househ old electrifi	Not achi	78	Not achi	78	0	78	0	78		N/A	N/ A			IN EP	Tech nical

a case was open with the local SAPS regarding the stolen transformers. This delayed the project timeframes and affected two different projects. Further to this,		e socio economic development within the municipality		ed but not energised (accumulative)	eved		eved											Services
			Nkanyezini-Mboyi	Number of household electrified but not energised (accumulative)	New	New	New	292	149	292	149	143		N/A	N/A			INEP	Technical Services
			Mgwenya-gulube Electrification	Number of household electrified but not energised (accumulative)	New	New	New	320	243	77	N/A	N/A	N/A	N/A	N/A			INEP	Technical Services

the service			Banqobile Sport Field	Percentage of Banqobile Sport Field completed (accumulative)	68 %	32 %	80 %	80 %	90 %	100 %								MIG	Technical Services
			Mgwaphuna Access Road	Mgwaphuna Percentage of 3,5 kms completed by 30 June 2023 (accumulative) Access Road	New	New	100 %	100 %	100 %	100 %								MIG	Technical Services

			Makhokhoba Access Road / Bridge	Number of kilometres of access roads/bridge completed by 30/06/2024 (accumulative)	New	New	100 %	100 %	65 %	100 %								MIG	Technical Services
The contractor abandoned the site after they reported to the municipality that the subcon		To ensure the provision, upgrade and construction of infrastructure and services that enhance socio	Jilafohlo Access Road	Percentage of Jilafohlo Access Road of 4,5 kms completed by 30 June 2023 (accumulative)	78 %	80 %		100 %		100 %								MIG	Technical Services

trator for the concrete could not assist them due to terrain.		economic development within the municipality																	
N/A			Chibini Access Road	Percentage of Mgwaphuna Access Road of 1,5 kms completed by 30 June 2023 (accumulative)	New	60 %		100 %		100 %								MIG	Technical Services
The Maqonggqo Taxi Rank			Maqonggqo Taxi Rank	Percentage of Maqonggqo Taxi	New	20 %		Not achi				100 %						MIG	Technical

project has been put on hold due to land ownership dispute .				Rank completed (accumulative)				eved										Services
		To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic develo	Construction of Makholweni Access Road	Percentage of the construction o Nonzila Creche completed by 30/06/2025 (accumulative)	New	New						100%						MIG	Technical Services
			Construction of Nonzila Creche	Percentage of the construction of Thimon Commu	New	New	New					100%						MIG	Technical Services

		pment within the municipality		nity Hall completed by 30/06/2025 (accumulative)														
			Construction of Thimon Community Hall	Percentage of Estingini Sports Field completed by 30/06/2025 (accumulative)	New	New						100 %						MIG	Technical Services
			Construction of Estingini Sports Field	Percentage of Nkanyezini Sports Field completed by 30 June 2025	New	New								100 %				MIG	Technical Services

				(accumulative)															
			Construction of Nkanyezini Sports Field	Percentage of High Masts Lights completed by 30 June 2025 (accumulative)	New	New								100 %				MIG	Technical Services
			Construction of High Masts Lights	Percentage of Construction of Matigulu Access Road to be completed by 30 June 2025	New	New								100 %				MIG	Technical Services

			Construction of Matigulu Access Road	Percentage of the construction o Nonzila Creche completed by 30/06/2025 (accumulative)					100%					MIG	Technical Services
N/A		To ensure a functional organisational structure	Date of adopted reviewed organogram	Report on the vacancies filled as per the staff regulations										N/A	Corporate Services
N/A			Number of reports on vacancies filled	Report on the vacancies filled as per the staff	4 reports	4 reports	4 reports	4 reports	4 reports					N/A	Corporate Services

				regulations											
N/A		To ensure sound human resource management	Number of leave reconciliation report	Monthly Leave reconciliation	12 reports	12 reports	12 reports	12 reports	12 reports					N/A	Corporate Services
N/A		To ensure strategic development and management of the municipality's Integrated Development Plan	Date of adoption of the 2024/2025 IDP/ Budget Process Plan	Development and approval of the IDP/ Budget Process Plan		31-Aug-23	31-Aug-24	31-Aug-25	31-Aug-26	31-Aug-23	31-Aug-24			N/A	Office of the Municipal Manager
N/A			Number of IDP Representative Forum meetings	Coordinate the IDP Representative Forum meetings		31-Aug-23	31-Aug-24	31-Aug-25	31-Aug-26	31-Aug-23				N/A	Office of the Municipal Manager

CHAPTER 5: SDP

5.1 SPATIAL DEVELOPMENT PLAN

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

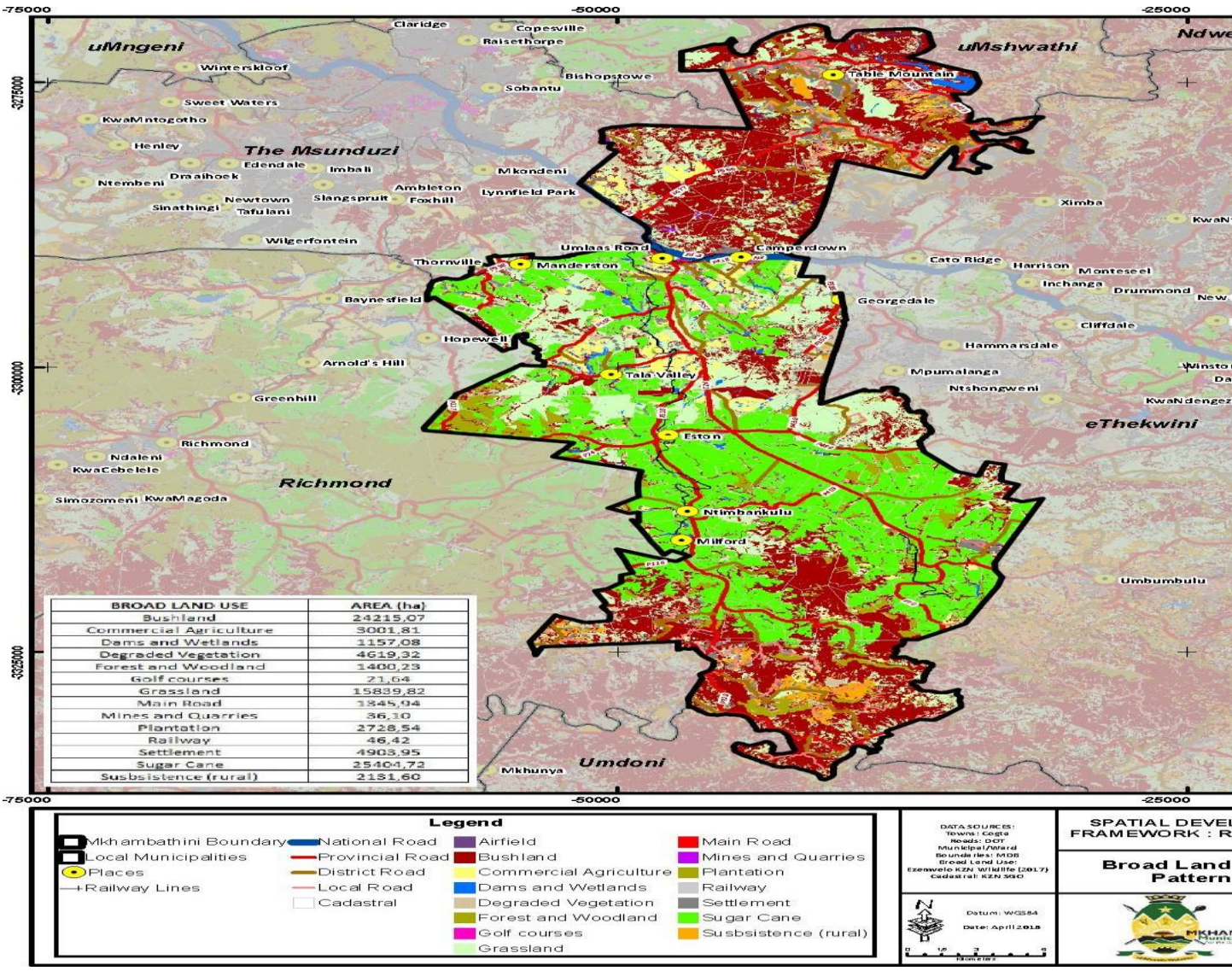


FIGURE 41: DESIRED SPATIAL FORMS

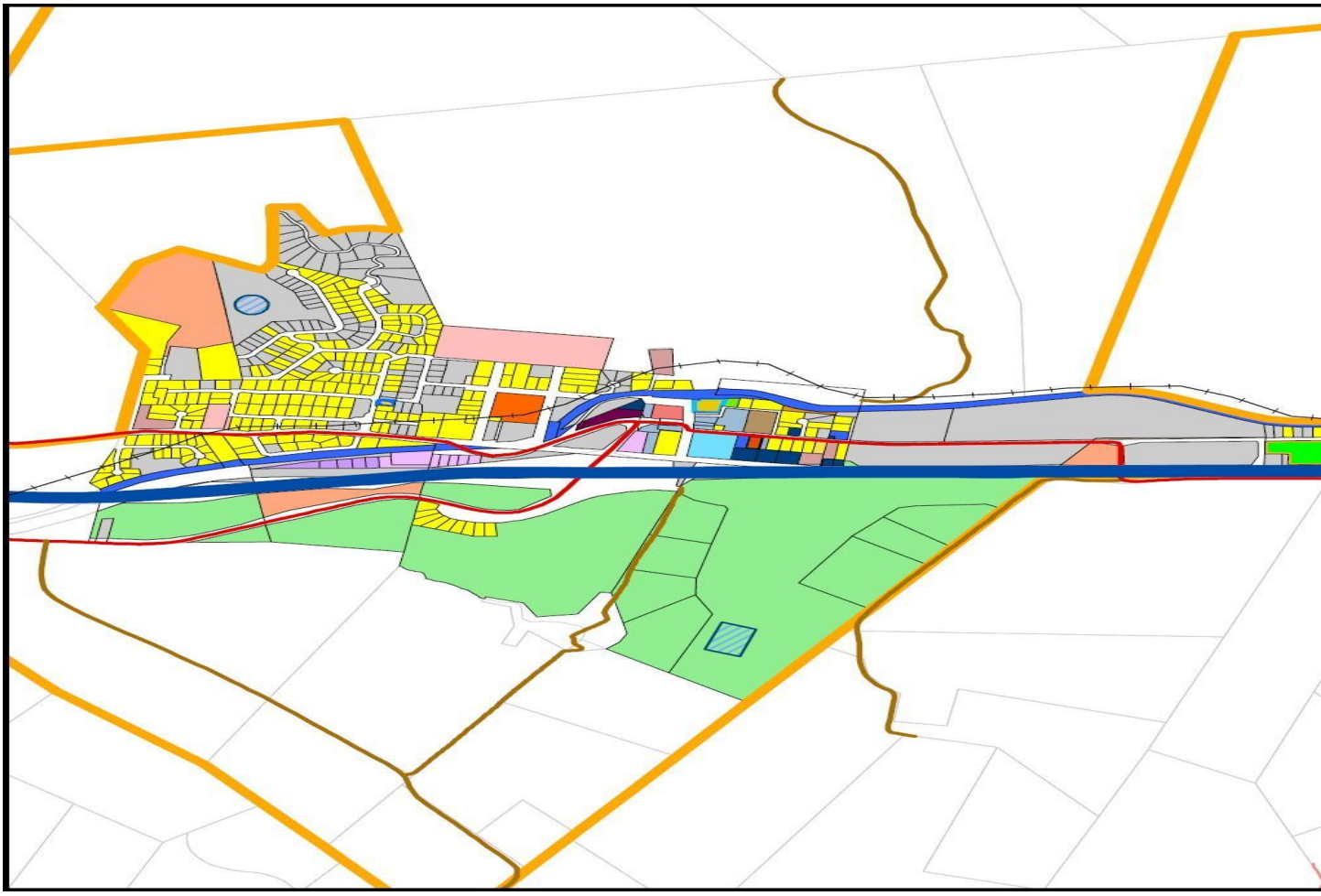
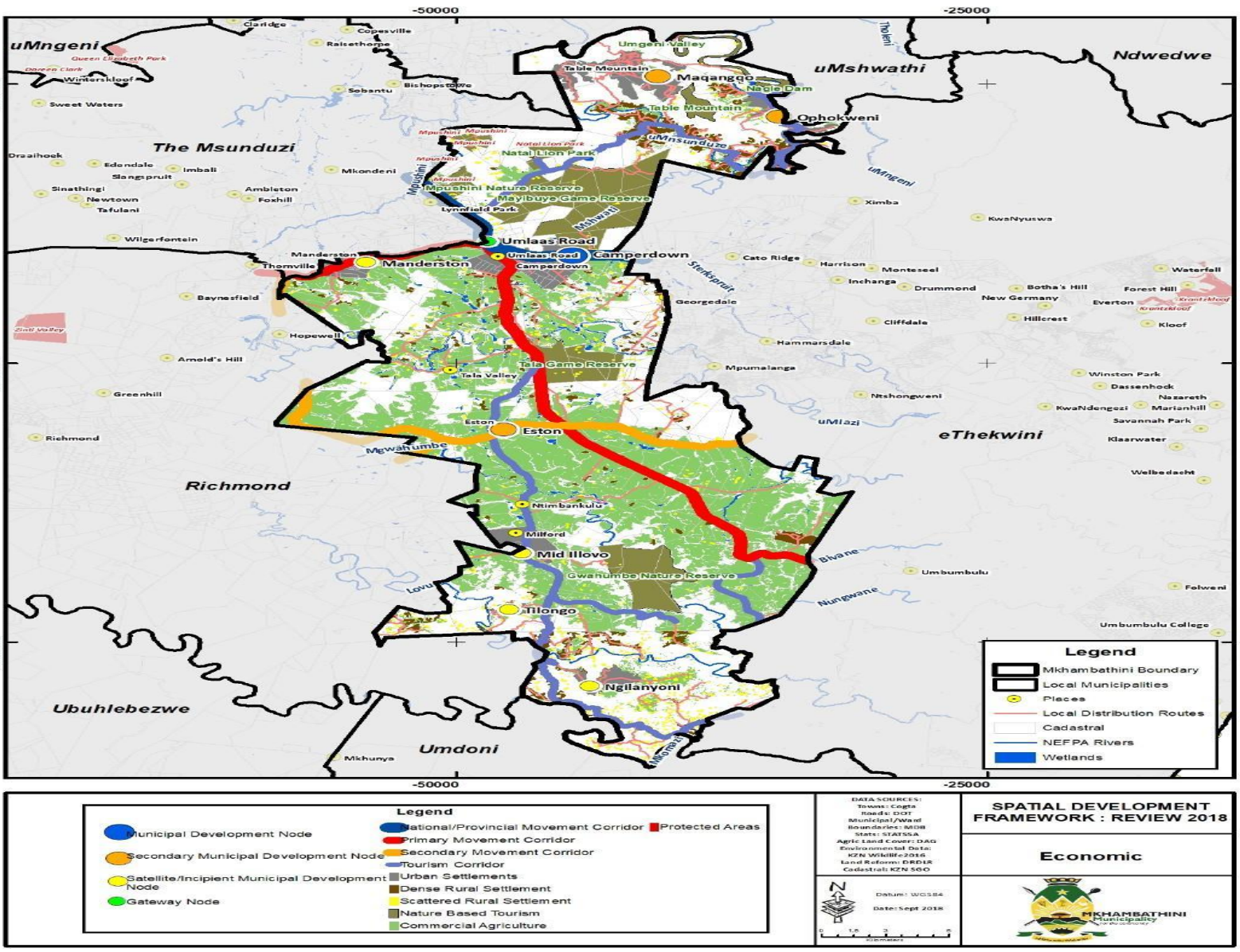
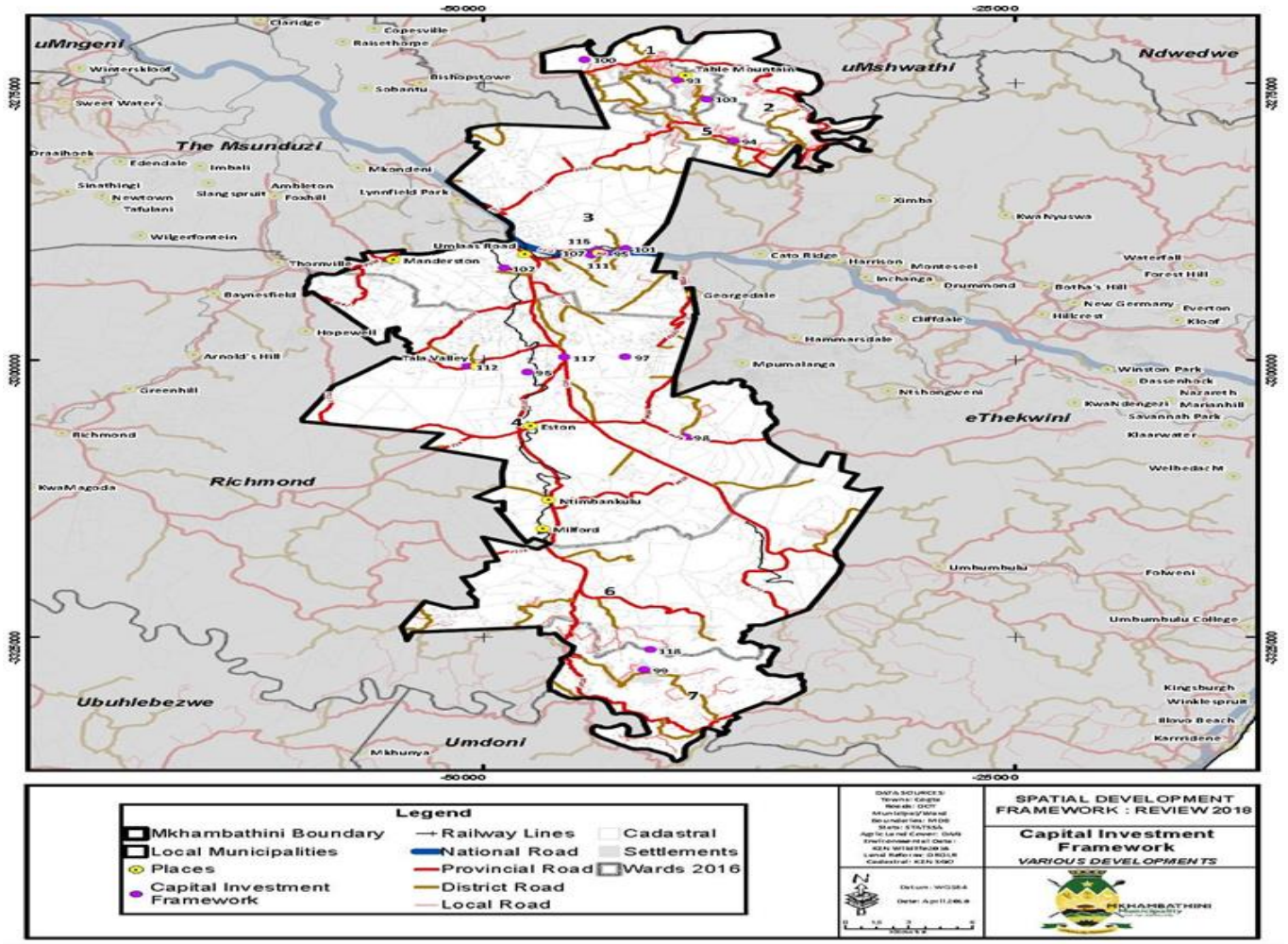

Legend
Mkhambathini Boundary
Local Municipalities
Railway Lines
National Road
Provincial Road
District Road
Local Road
Camperdown/Umlaas Urban Edge
Sewerage Works
Camperdown Landuse
Agricultural Building
Agricultural Land
Agriculture
Commercial
Dwelling House
Educational Building
Funeral Parlor
Garage
Hotel
Industrial Building
Informal Dwelling House
Medium Density Housing
Office
Office Building
Offices
Place of Worship
Police Station / Magistrate's
Public Office
Railway Line
Recreational Building
Road
School
Service Industrial Building
Shop
Shopping Centre
Utility
Vacant
Cadastral
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward
Boundaries: MDB
Land Use: Black Balance
Cadastral: KZN SGO
Datum: WGS84
Date: April 2018
SPATIAL DE
FRAMEWORK
CAMPE
Lan

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.

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

5.2 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 -	Quarter 1	Quarter 2	Quarter	Quarter 4					
To ensure the provision, upgrade and	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	Additional funding to cover the reduced 143 connections

construction of infrastructure and services that enhance socio economic development within the municipality													the network constrains scope.	
	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

	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		
Objective	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

FIGURE 44: CAPITAL INVESTMENT

PROJECT NO.	NAME OF THE PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2024/2025
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 Maqonggo 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					A	

	Road						
004/2022/2023	Banqobile Sport Filed					A	
005/2022/2023	Chibini Access Road					A	
001/2024/2025	Thimon Community Hall						A
002/2024/2025	Nkanyezini Sportfield						A
003/2024/2025	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

6.1 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 2024/2025 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.

6.2 FINANCIAL STRATEGIES AND ACTION PLAN

TABLE 137: FINANCIAL STRATEGIES

FINANCIAL STRATEGIES	Include Financial Strategies as part of Management Committee Agendas and discuss ongoing strategies monthly.
	Identify Landowners around Camperdown with an aim of promoting development around the area
	Identify Potential developers for development proposals to land Owners
ASSET MANAGEMENT STRATEGY	Dispose all unutilized assets
	Identify assets have potential future use
FINANCIAL MANAGEMENT	Ensure adherence with legal prescripts
	Continuous review of monthly management reports
	Ensure continuous timely reporting
	Allocate equitable share proportionally and ensure that our internal funding is utilized for operating expenditure and managed the use of Equitable Share to ensure that it is utilized for developmental areas in the next five years.
	Verify details of new application before opening an account
	Review new application forms and close gaps where necessary
	Review the financial system to ensure that has all the required fields for inputting consumer information.
	Verify new consumer applications information with ITC once a year.
	Promote customer relations through engaging our debtors before handing them over for collection
	Reconcile all arrears account and establish whether there has potential of being collected
	Engage Municipal lawyers to enhance ways of collecting outstanding debts.
	Identify skills gaps through skills audit of finance staff
	Introduce process-based scorecards
	Introduce reporting platform on Extended Management Committee Meetings
	Effective Implementation of Vehicle Policy
	Effective Implementation of Assets Management Policy

	Review Requisition procedures.

6.3 MUNICIPAL FINANCIAL PLANNING: ALIGNMENT OF BUDGET & IDP

A new municipal Integrated Development Plan (IDP) has been prepared as required by the Municipal Systems Act and the MFMA, to coincide with the term of the newly elected council. The complete process of IDP preparation was followed, and the content of the previous IDP was taken into account. The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process. The budget was prepared using the following IDP inputs:

- Situational Analysis
- The outputs of the consultations with the various stake holders.
- Priority Development Issues
- Strategic approach

6.4 LEGISLATIVE REQUIREMENTS

The Municipal Finance Management Act, 2003 (Act No.56 of 2003) became effective on 1 July 2004. Elements of the act have been phased in according to capacity of each municipality – high, medium and low. As a high capacity municipality, King Cetshwayo was required to comply with the earliest implementation dates, the majority of which are now effective. Some of the key budget reforms encapsulated within the MFMA, that King Cetshwayo has applied, are

- Forward looking, multi-year budgets with strategic focus;
- Clear links between budget allocations and agreed policies;
- Improved integration of budget and planning processes;
- New budget process timetable with earlier adoption of budgets by Council and earlier audits of Annual Financial Statements;
- Improved in-year reporting according to vote/ function;
- Improved financial management information;
- Service Delivery and Budget Implementation Plans (SDBIP) developed and approved with budgets;
- New accounting norms and standards;
- Improvements to procurement and Supply Chain Management (SCM) policies and processes;
- Establishment of a new audit committee and oversight process reforms; and
- Focus on performance measurement.

In accordance with Municipal Finance Management Act (MFMA), No.56 of 2003 section 16 (2) the Mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

In accordance with MFMA Circular No. 41 which states that "Municipalities are expected to table credible and sustainable budgets. The multi-year budgets should be outputs/outcomes focused and consistent with the form required in terms of the MFMA and supported by the budget and revenue related policies. In this regard, we emphasize the need to ensure that revenue projections are realistic and achievable, allocations from other sources are consistent with the Division of Revenue Act (DORA), provincial and district budgets, tariffs and rates are raised taking into account affordability levels of the community, the backlogs in infrastructure are being addressed, whilst maintaining a balance between new and rehabilitation of assets, sufficient provision is made for maintenance of existing assets, provision for working capital, administrative overheads are minimized and overdrafts are managed downwards over the next financial year."

As a result of the above recommendation and in compliance with the MFMA and Municipal Systems Act the budget/IDP process occurred according to the budget timetable approved by Council and was monitored by the Budget/IDP Project team. The team further ensured compliance with the MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP and SDBIP.

According to the budget/IDP timetable, initial alignment meetings have already occurred with major stakeholders, such as provincial and national government departments, and meetings with suppliers, EXCO, MANCO and Council, and road shows to the communities in October 2009.The other important pieces of legislation when considering the budget processes are:

- The Division of Revenue Act2012; and
- The Municipal Systems Act (Act No.32 of 2000), together with the Municipal Systems Amendment Act (Act No. 44 of 2003)

6.4.1 DIVISION OF REVENUE ACT 2012

This Bill issued in February annually, provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside this Provincial Departments allocate funding to local government by means of a provincial gazette

These allocations are used when preparing the three-year budget in order to comply with section 18 of the MFMA (relating to reasonably anticipated revenues to be collected). Additional allocations – both nationally and provincially – are sometimes made to municipalities. However, these are not included in the original budget as the allocations are not certain. When confirmed they will be included in an adjustments budget in accordance with section 28 of the MFMA

6.4.2 THE MUNICIPAL SYSTEMS ACT (ACT NO.32 OF 2000) AND THE MUNICIPAL SYSTEMS AMENDMENT ACT (ACT NO. 44 OF 2003)

These Acts form the basis of the links between the budget and the Integrated Development Plan (IDP). In particular, the aspects that have been considered in preparing the budget are:

- Community participation
- Performance management, also providing the basis for measurable performance objectives in the Service Delivery and Budget Implementation Plan (SDBIP); and
- Rates and Tariff policy
- Budget Policy

The IDP laid a foundation that formed the 2024/2025 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

6.5 CHALLENGES ON THE FINANCIAL PLAN AND EXPENDITURE

The municipality does not have any challenges when its cone to the financial planning but the below listed issues has affected the municipality plan.

- Covid;
- Disaster relief;
- Load shedding;
- Tax payer impact;
- Business impact.

6.5.1 Covid

The municipality has a plan to deal with Covid 19, the municipality did provide the budget for the covid 19 under disaster and management vote .The municipality will manage to face the any case for covid .

6.5.2 Disaster relief

The municipality have a program that t=is in line with uMgungundlovu District Municipality, the municipality also provide the budget that can be used in the instance for disaster.

6.5.3 Load shedding

Mkhambathini Municipality has provided the for a new generator and diesel that can assist the municipality in its operation. The municipality have to provide some relief to taxpayers because some of them lose their jobs due to load shedding.

6.5.4 Taxpayer impact

The impact on Municipality budget is that the municipality will render the services, but the consumer and ratepayer will have a challenge to pay for the service that resulting the municipality to operate on the loss for services .e.g. refuse removal.

6.5.5 Business impact

Most of the business has been affected in terms of the operation due to Covid 19 and July unrest in 2021 and the municipality had to provide the relief in the budget.

6.6 OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET (2024/5 TO 2026/27)

Choose name from list - Table A1 Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	19,217	24,876	23,937	24,850	24,850	24,850	20,931	31,877	33,344	34,877
Service charges	533	556	596	653	653	653	525	685	717	750
Investment revenue	2,596	2,242	3,703	3,100	3,100	3,100	1,852	3,224	3,372	3,524
Transfer and subsidies - Operational	85,494	76,559	92,894	89,672	198,350	198,350	191,026	105,999	104,573	103,854
Other own revenue	8,574	8,019	17,401	8,646	9,320	9,320	8,438	9,614	10,057	10,519
Total Revenue (excluding capital transfers and contributions)	116,416	112,253	138,531	126,922	236,273	236,273	222,771	151,400	152,063	153,524
Employee costs	43,215	51,093	49,034	49,690	49,690	49,690	44,571	59,635	62,484	65,273
Remuneration of councillors	6,022	5,883	6,288	7,329	7,329	7,329	5,741	7,622	7,973	8,332
Depreciation and amortisation	10,760	11,763	12,968	12,643	12,643	12,643	9,513	11,830	12,375	12,931
Interest	0	1	39	–	–	–	–	–	–	–
Inventory consumed and bulk purchases	4,445	4,222	3,223	4,627	5,227	5,227	4,218	6,038	5,868	6,137
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–
Other expenditure	68,790	99,644	90,966	66,319	170,456	170,456	143,821	72,856	69,064	71,402
Total Expenditure	133,233	172,606	162,519	140,608	245,345	245,345	207,863	157,981	157,763	164,074
Surplus/(Deficit)	(16,817)	(60,353)	(23,988)	(13,686)	(9,072)	(9,072)	14,908	(6,581)	(5,700)	(10,550)
Transfers and subsidies - capital (monetary allocations)	25,800	61,923	59,968	18,392	17,162	17,162	15,417	18,159	18,847	20,128
Transfers and subsidies - capital (in-kind)	–	–	3,800	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	8,983	1,570	39,780	4,706	8,090	8,090	30,324	11,578	13,147	9,578
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	8,983	1,570	39,780	4,706	8,090	8,090	30,324	11,578	13,147	9,578
Capital expenditure & funds sources										
Capital expenditure	34,597	44,892	42,465	22,922	26,835	26,835	359,956	21,859	19,847	21,128
Transfers recognised - capital	6,582	32,709	18,668	18,392	17,162	17,162	196,877	18,159	18,847	20,128
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	28,015	12,182	23,797	4,530	9,673	9,673	163,079	3,700	1,000	1,000
Total sources of capital funds	34,597	44,892	42,465	22,922	26,835	26,835	359,956	21,859	19,847	21,128
Financial position										
Total current assets	72,295	61,884	58,767	52,200	99,254	99,254	81,297	68,791	71,662	83,455
Total non current assets	189,308	223,285	257,458	210,346	271,646	271,646	269,247	281,307	145,919	283,522
Total current liabilities	16,279	36,391	27,842	(12,160)	38,718	38,718	31,838	(3,740)	(4,225)	2,221
Total non current liabilities	13,149	14,851	14,497	20,861	(6,823)	(6,823)	14,497	(6,823)	(6,823)	(6,823)
Community wealth/Equity	242,162	244,765	284,545	265,180	339,005	339,005	312,363	360,661	228,629	371,579
Cash flows										
Net cash from (used) operating	–	–	–	(41,109)	(25,556)	(25,556)	30,000	23,647	27,563	24,829
Net cash from (used) investing	–	–	–	26,360	26,847	26,847	–	(25,138)	(22,648)	(24,222)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	–	–	–	(14,749)	1,291	1,291	30,000	46,420	51,335	51,941
Cash backing/surplus reconciliation										
Cash and investments available	50,443	53,265	44,074	20,756	92,942	92,942	62,405	46,420	51,335	56,109
Application of cash and investments	5,578	30,214	16,326	(30,075)	46,685	46,685	11,252	(26,639)	(25,024)	(20,261)
Balance - surplus (shortfall)	44,865	23,051	27,748	50,831	46,258	46,258	51,154	73,059	76,359	76,370
Asset management										
Asset register summary (WDV)	39,885	65,623	68,584	23,834	45,310	45,310	42,695	42,695	37,286	49,654
Depreciation	2,558	3,019	3,262	4,023	4,023	4,023	3,194	3,194	3,341	3,491
Renewal and Upgrading of Existing Assets	–	–	–	2,400	1,720	1,720	–	–	–	–
Repairs and Maintenance	27,671	33,266	23,338	12,919	20,519	20,519	17,760	17,760	18,576	19,412
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	(4,713)	(3,712)	(5,177)	(3,618)	(3,618)	(3,618)	(5,470)	(5,722)	(5,985)	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

Total revenue budget is R 169 559 077.67 this include the amount of R 11 643 000 for INEP and R 18 159 000 for MIG, for the 2024/25 financial year. For the two outer years, revenue will increase to R 171 120 063.97 in 2025/26 financial year and increase to R 173 755 291.49 in 2026/27 financial year.

Choose name from list - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Governance and administration		**132,080**	**134,170**	**151,704**	**134,272**	**133,704**	**133,704**	**146,320**	**148,577**	**149,449**
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		132,080	134,170	151,704	134,272	133,704	133,704	146,320	148,577	149,449
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**1,833**	**1,936**	**10,739**	**2,027**	**2,039**	**2,039**	**2,140**	**2,236**	**2,348**
Community and social services		1,833	1,936	10,739	2,027	2,039	2,039	2,140	2,236	2,348
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**2,419**	**15,941**	**14,194**	**400**	**65,523**	**65,523**	**420**	**439**	**459**
Planning and development		2,419	1,521	194	400	400	400	420	439	459
Road transport		–	14,420	14,000	–	65,123	65,123	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**533**	**16,304**	**18,683**	**653**	**44,208**	**44,208**	**12,328**	**10,922**	**12,259**
Energy sources		–	15,748	18,087	–	43,555	43,555	11,643	10,205	11,509
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		533	556	596	653	653	653	685	717	750
Other	4	**5,349**	**5,825**	**6,979**	**7,961**	**7,961**	**7,961**	**8,351**	**8,735**	**9,137**
Total Revenue - Functional	2	**142,216**	**174,176**	**202,299**	**145,314**	**253,435**	**253,435**	**169,559**	**170,910**	**173,652**
Expenditure - Functional										
Governance and administration		**74,907**	**100,116**	**83,181**	**91,737**	**95,031**	**95,031**	**98,986**	**104,219**	**108,887**
Executive and council		17,490	19,515	17,774	20,093	20,873	20,873	26,178	27,344	28,574
Finance and administration		57,417	80,601	65,407	71,644	74,157	74,157	72,808	76,876	80,312
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**22,131**	**29,797**	**41,077**	**29,484**	**29,462**	**29,462**	**27,630**	**28,693**	**29,988**
Community and social services		20,931	29,069	32,825	26,365	26,455	26,455	24,255	25,128	26,262
Sport and recreation		1,091	676	1,599	2,794	2,710	2,710	3,066	3,242	3,389
Public safety		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Health		110	52	6,654	325	297	297	309	323	338
Economic and environmental services		**23,087**	**38,635**	**36,935**	**17,308**	**80,937**	**80,937**	**19,656**	**19,744**	**20,633**
Planning and development		2,433	16,064	27,475	589	589	589	1,392	640	669
Road transport		20,654	22,571	9,459	16,720	80,348	80,348	18,264	19,104	19,964
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**12,138**	**3,603**	**727**	**1,407**	**39,244**	**39,244**	**11,165**	**4,537**	**3,972**
Energy sources		10,433	–	–	–	37,874	37,874	10,124	3,657	3,051
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		1,705	3,603	727	1,407	1,370	1,370	1,041	880	921
Other	4	**969**	**454**	**599**	**672**	**672**	**672**	**544**	**569**	**595**
Total Expenditure - Functional	3	**133,233**	**172,606**	**162,519**	**140,608**	**245,345**	**245,345**	**157,981**	**157,763**	**164,074**
Surplus/(Deficit) for the year		**8,983**	**1,570**	**39,780**	**4,706**	**8,090**	**8,090**	**11,578**	**13,147**	**9,578**

Choose name from list - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 1 - Finance and Administration		132,080	134,170	151,704	134,272	133,704	133,704	146,320	148,577	149,449
Vote 2 - Finance and Administration2		–	–	–	–	–	–	–	–	–
Vote 3 - Executive and Council		–	–	–	–	–	–	–	–	–
Vote 4 - Community and Social Services		1,833	1,929	10,222	2,027	2,027	2,027	2,127	2,223	2,334
Vote 5 - Community and Social Services2		–	8	517	–	12	12	13	13	14
Vote 6 - Energy Sources		–	15,748	18,087	–	43,555	43,555	11,643	10,205	11,509
Vote 7 - Road Transport		–	14,420	14,000	–	65,123	65,123	–	–	–
Vote 8 - Planning and Development		2,419	1,521	194	400	400	400	420	439	459
Vote 9 - Sport and Recreation		–	–	–	–	–	–	–	–	–
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 11 - Other		5,349	5,825	6,979	7,961	7,961	7,961	8,351	8,735	9,137
Vote 12 - [NAME OF VOTE 1210]		533	556	596	653	653	653	685	717	750
Vote 13 - Housing		–	–	–	–	–	–	–	–	–
Vote 14 - Waste Water Management		–	–	–	–	–	–	–	–	–
Vote 15 - Health		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**142,216**	**174,176**	**202,299**	**145,314**	**253,435**	**253,435**	**169,559**	**170,910**	**173,652**
Expenditure by Vote ***to be appropriated***	1									
Vote 1 - Finance and Administration		57,362	80,549	65,102	71,359	73,873	73,873	72,512	76,566	79,989
Vote 2 - Finance and Administration2		55	52	305	284	284	284	296	309	323
Vote 3 - Executive and Council		17,490	19,515	17,774	20,093	20,873	20,873	26,178	27,344	28,574
Vote 4 - Community and Social Services		5,673	8,591	14,738	10,735	10,825	10,825	12,903	13,253	13,853
Vote 5 - Community and Social Services2		15,590	20,479	18,087	15,630	15,630	15,630	11,353	11,875	12,409
Vote 6 - Energy Sources		10,433	–	–	–	37,874	37,874	10,124	3,657	3,051
Vote 7 - Road Transport		20,654	22,571	9,459	16,720	80,348	80,348	18,264	19,104	19,964
Vote 8 - Planning and Development		2,433	16,064	27,475	589	589	589	1,392	640	669
Vote 9 - Sport and Recreation		1,091	676	1,599	2,794	2,710	2,710	3,066	3,242	3,389
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 11 - Other		636	454	599	672	672	672	544	569	595
Vote 12 - [NAME OF VOTE 1210]		1,705	3,603	727	1,407	1,370	1,370	1,041	880	921
Vote 13 - Housing		–	–	–	–	–	–	–	–	–
Vote 14 - Waste Water Management		–	–	–	–	–	–	–	–	–
Vote 15 - Health		110	52	6,654	325	297	297	309	323	338
Total Expenditure by Vote	2	**133,233**	**172,606**	**162,519**	**140,608**	**245,345**	**245,345**	**157,981**	**157,763**	**164,074**
Surplus/(Deficit) for the year	2	**8,983**	**1,570**	**39,780**	**4,706**	**8,090**	**8,090**	**11,578**	**13,147**	**9,578**

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	533	556	596	653	653	653	525	685	717	750
Sale of Goods and Rendering of Services		2,722	1,577	499	529	535	535	1,178	561	587	614
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	-	-	-	-	-	-	-
Interest earned from Current and Non Current Assets		2,596	2,242	3,703	3,100	3,100	3,100	1,852	3,224	3,372	3,524
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		-	417	75	74	301	301	274	316	331	346
Licence and permits		5,349	5,825	6,979	7,961	7,961	7,961	6,696	8,351	8,735	9,137
Operational Revenue		522	199	9,847	81	521	521	289	384	402	420
Non-Exchange Revenue											
Property rates	2	19,217	24,876	23,937	24,850	24,850	24,850	20,931	31,877	33,344	34,877
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		0	1	1	2	2	2	1	2	2	2
Licences or permits		-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		85,494	76,559	92,894	89,672	198,350	198,350	191,026	105,999	104,573	103,854
Interest		(20)	-	-	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and cont		**116,416**	**112,253**	**138,531**	**126,922**	**236,273**	**236,273**	**222,771**	**151,400**	**152,063**	**153,524**
Expenditure											
Employee related costs	2	43,215	51,093	49,034	49,690	49,690	49,690	44,571	59,635	62,484	65,273
Remuneration of councillors		6,022	5,883	6,288	7,329	7,329	7,329	5,741	7,622	7,973	8,332
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	4,445	4,222	3,223	4,627	5,227	5,227	4,218	6,038	5,868	6,137
Debt impairment	3	-	-	-	11,000	11,000	11,000	-	4,700	4,916	5,137
Depreciation and amortisation		10,760	11,763	12,968	12,643	12,643	12,643	9,513	11,830	12,375	12,931
Interest		0	1	39	-	-	-	-	-	-	-
Contracted services		38,107	62,778	60,890	29,033	131,519	131,519	118,841	40,726	35,456	36,281
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Irrecoverable debts written off		5,167	10,590	2,173	-	-	-	-	-	-	-
Operational costs		23,858	20,342	27,261	26,286	27,937	27,937	24,980	27,430	28,692	29,983
Losses on disposal of Assets		1,659	5,934	642	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		**133,233**	**172,606**	**162,519**	**140,608**	**245,345**	**245,345**	**207,863**	**157,981**	**157,763**	**164,074**
Surplus/(Deficit)		**(16,817)**	**(60,353)**	**(23,988)**	**(13,686)**	**(9,072)**	**(9,072)**	**14,908**	**(6,581)**	**(5,700)**	**(10,550)**
Transfers and subsidies - capital (monetary	6	25,800	61,923	59,968	18,392	17,162	17,162	15,417	18,159	18,847	20,128
Transfers and subsidies - capital (in-kind)	6	–	–	3,800	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**8,983**	**1,570**	**39,780**	**4,706**	**8,090**	**8,090**	**30,324**	**11,578**	**13,147**	**9,578**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**8,983**	**1,570**	**39,780**	**4,706**	**8,090**	**8,090**	**30,324**	**11,578**	**13,147**	**9,578**
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**8,983**	**1,570**	**39,780**	**4,706**	**8,090**	**8,090**	**30,324**	**11,578**	**13,147**	**9,578**
Share of Surplus/Deficit attributable to Associate	7	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1	**8,983**	**1,570**	**39,780**	**4,706**	**8,090**	**8,090**	**30,324**	**11,578**	**13,147**	**9,578**

Total revenue budget is R 151 400 million this exclude the amount of R 18 159 000 for MIG, for the 2024/25 financial year. For the two outer years, revenue will increase to R 152 063 in 2025/26 financial year and increase to R 153 524 in 2026/27 financial year.

Total expenditure budget is R 157 981 million for the 2024/25 financial year which includes the non-cash item of R 16 530 346. For the two outer years, expenditure will decrease to R 157 763 million in 2025/26 financial year and increase to R 164 074 in 2026/27 financial year.

Capital Expenditure

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure ***to be appropriated***	2										
Vote 1 - Finance and Administration		–	–	–	–	–	–	–	–	–	–
Vote 2 - Finance and Administration2		–	–	–	–	–	–	–	–	–	–
Vote 3 - Executive and Council		–	–	–	–	–	–	–	–	–	–
Vote 4 - Community and Social Services		–	–	–	–	–	–	–	–	–	–
Vote 5 - Community and Social Services2		–	–	–	–	–	–	–	–	–	–
Vote 6 - Energy Sources		–	–	–	–	–	–	–	–	–	–
Vote 7 - Road Transport		–	–	–	–	–	–	–	–	–	–
Vote 8 - Planning and Development		–	–	–	–	–	–	–	–	–	–
Vote 9 - Sport and Recreation		–	–	–	–	–	–	–	–	–	–
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 11 - Other		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 1210]		–	–	–	–	–	–	–	–	–	–
Vote 13 - Housing		–	–	–	–	–	–	–	–	–	–
Vote 14 - Waste Water Management		–	–	–	–	–	–	–	–	–	–
Vote 15 - Health		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Single-year expenditure ***to be appropriated***	2										
Vote 1 - Finance and Administration		965	582	443	3,130	4,230	4,230	35,555	3,550	1,000	1,000
Vote 2 - Finance and Administration2		–	–	–	–	–	–	–	–	–	–
Vote 3 - Executive and Council		–	–	–	–	–	–	–	–	–	–
Vote 4 - Community and Social Services		(3,033)	–	(0)	–	–	–	(0)	–	2,638	2,638
Vote 5 - Community and Social Services2		862	4,863	(6,747)	7,612	–	–	8,931	16,227	673	–
Vote 6 - Energy Sources		–	–	–	–	–	–	–	–	–	–
Vote 7 - Road Transport		21,901	31,449	20,136	6,287	16,701	16,701	147,003	1,932	–	5,130
Vote 8 - Planning and Development		13,902	250	7,552	–	–	–	118,335	–	–	–
Vote 9 - Sport and Recreation		–	7,748	9,109	3,425	–	–	16,856	–	10,386	12,360
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 11 - Other		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 1210]		–	–	–	–	–	–	–	–	–	–
Vote 13 - Housing		–	–	–	–	–	–	–	–	–	–
Vote 14 - Waste Water Management		–	–	–	–	–	–	–	–	–	–
Vote 15 - Health		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**34,597**	**44,892**	**30,492**	**20,454**	**20,931**	**20,931**	**326,680**	**21,709**	**14,697**	**21,128**
Total Capital Expenditure - Vote		**34,597**	**44,892**	**30,492**	**20,454**	**20,931**	**20,931**	**326,680**	**21,709**	**14,697**	**21,128**
Capital Expenditure - Functional											
Governance and administration		**965**	**582**	**443**	**3,130**	**4,230**	**4,230**	**38,411**	**3,550**	**1,000**	**1,000**
Executive and council		–	–	–	–	–	–	–	–	–	–
Finance and administration		965	582	443	3,130	4,230	4,230	38,411	3,550	1,000	1,000
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		**(2,171)**	**12,610**	**2,362**	**11,037**	**80**	**80**	**26,779**	**16,377**	**13,697**	**14,998**
Community and social services		(2,171)	4,863	(6,747)	7,612	–	–	8,931	16,227	3,311	2,638
Sport and recreation		–	7,748	9,109	3,425	–	–	17,848	–	10,386	12,360
Public safety		–	–	–	–	80	80	–	150	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**35,803**	**31,699**	**37,105**	**8,755**	**22,525**	**22,525**	**291,990**	**1,932**	**–**	**5,130**
Planning and development		13,902	250	7,552	–	–	–	118,335	–	–	–
Road transport		21,901	31,449	29,553	8,755	22,525	22,525	173,655	1,932	–	5,130
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**5,150**	**–**
Energy sources		–	–	–	–	–	–	–	–	5,150	–
Water management		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		–	–	–	–	–	–	–	–	–	–
Other		**–**	**–**	**2,556**	**–**	**–**	**–**	**2,776**	**–**	**–**	**–**
Total Capital Expenditure - Functional	3	**34,597**	**44,892**	**42,465**	**22,922**	**26,835**	**26,835**	**359,956**	**21,859**	**19,847**	**21,128**
Funded by:											
National Government		6,582	32,709	18,668	18,392	17,162	17,162	196,877	18,159	18,847	20,128
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatns, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**6,582**	**32,709**	**18,668**	**18,392**	**17,162**	**17,162**	**196,877**	**18,159**	**18,847**	**20,128**
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		28,015	12,182	23,797	4,530	9,673	9,673	163,079	3,700	1,000	1,000
Total Capital Funding	7	**34,597**	**44,892**	**42,465**	**22,922**	**26,835**	**26,835**	**359,956**	**21,859**	**19,847**	**21,128**

Total Capital Expenditure is R 21 859 000 for the 2024/5 financial year. For the two outer years, capital will decrease in 2025/26 financial year to R 19 847 000 and increase in 2026/27 financial year to R 21 128 000.

Choose name from list - Table A6 Budgeted Financial Position

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		50,443	53,265	44,074	20,756	92,942	92,942	62,405	46,420	51,335	56,109
Trade and other receivables from exchange transactions	1	790	985	1,026	2,282	2,513	2,513	1,023	2,826	2,941	3,073
Receivables from non-exchange transactions	1	10,296	1,218	1,711	13,710	(6,158)	(6,158)	3,023	(1,313)	(2,839)	(2,967)
Current portion of non-current receivables		–	–	–	–	–	–	–	–	–	–
Inventory	2	48	33	38	33	(5,189)	(5,189)	38	38	39	5,397
VAT		10,629	6,104	11,444	15,330	15,145	15,145	14,073	20,821	20,187	21,842
Other current assets		88	278	474	88	–	–	735	–	–	–
Total current assets		**72,295**	**61,884**	**58,767**	**52,200**	**99,254**	**99,254**	**81,297**	**68,791**	**71,662**	**83,455**
Non current assets											
Investments		–	–	-	–	–	–	–	–	–	–
Investment property		–	–	3,800,000.00	10,965	14,765	14,765	3,800	14,765	14,765	14,765
Property, plant and equipment	3	189,015	223,078	253,537	199,381	256,967	256,967	265,398	265,247	131,060	268,665
Biological assets		–	–	–	–	–	–	–	–	–	–
Living and non-living resources		–	–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–	–
Intangible assets		294	207	121	–	(86)	(86)	49	1,294	93	92
Trade and other receivables from exchange transactions		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		**189,308**	**223,285**	**257,458**	**210,346**	**271,646**	**271,646**	**269,247**	**281,307**	**145,919**	**283,522**
TOTAL ASSETS		**261,604**	**285,170**	**316,224**	**262,546**	**370,900**	**370,900**	**350,544**	**350,098**	**217,581**	**366,977**
LIABILITIES											
Current liabilities											
Bank overdraft		–	–	–	–	–	–	–	–	–	–
Financial liabilities		–	–	–	–	–	–	–	–	–	–
Consumer deposits		71	72	72	–	–	–	72	–	–	–
Trade and other payables from exchange transactions	4	9,614	11,272	13,562	6,521	139,172	139,172	12,435	(427)	(440)	5,994
Trade and other payables from non-exchange transactions	5	444	22,644	9,112	(22,111)	(97,090)	(97,090)	12,932	(444)	(444)	(444)
Provision		–	–	–	3,228	(3,600)	(3,600)	–	(3,600)	(3,600)	(3,600)
VAT		6,149	2,403	5,096	202	237	237	6,398	732	260	272
Other current liabilities		–	–	–	–	–	–	–	–	–	–
Total current liabilities		**16,279**	**36,391**	**27,842**	**(12,160)**	**38,718**	**38,718**	**31,838**	**(3,740)**	**(4,225)**	**2,221**
Non current liabilities											
Financial liabilities	6	–	–	–	–	–	–	–	–	–	–
Provision	7	9,986	10,837	10,660	13,842	–	–	10,660	–	–	–
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities		3,163	4,014	3,837	7,019	(6,823)	(6,823)	3,837	(6,823)	(6,823)	(6,823)
Total non current liabilities		**13,149**	**14,851**	**14,497**	**20,861**	**(6,823)**	**(6,823)**	**14,497**	**(6,823)**	**(6,823)**	**(6,823)**
TOTAL LIABILITIES		**29,428**	**51,242**	**42,339**	**8,701**	**31,895**	**31,895**	**46,335**	**(10,563)**	**(11,048)**	**(4,602)**
NET ASSETS		**232,176**	**233,928**	**273,885**	**253,845**	**339,005**	**339,005**	**304,210**	**360,661**	**228,629**	**371,579**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	240,909	243,511	283,292	266,433	339,005	339,005	313,616	360,661	228,629	371,579
Reserves and funds	9	1,253	1,253	1,253	(1,253)	–	–	(1,253)	–	–	–
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	**242,162**	**244,765**	**284,545**	**265,180**	**339,005**	**339,005**	**312,363**	**360,661**	**228,629**	**371,579**

Choose name from list - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	–	–	21,122	21,122	21,122	–	30,283	33,344	34,877
Service charges		–	–	–	601	601	601	–	651	681	712
Other revenue		–	–	–	126	142	142	–	13,292	13,398	14,010
Transfers and Subsidies - Operational	1	–	–	–	89,672	198,350	198,350	30,000	105,999	104,573	103,854
Transfers and Subsidies - Capital	1	–	–	–	18,392	17,162	17,162	–	18,159	18,847	20,128
Interest		–	–	–	3,100	3,100	3,100	–	–	–	–
Dividends		–	–	–	–	–	–	–	–	–	–
Payments											
Suppliers and employees		–	–	–	(174,123)	(243,178)	(243,178)	–	(144,738)	(143,280)	(148,754)
Interest		–	–	–	–	–	–	–	–	–	–
Transfers and Subsidies	1	–	–	–	–	(22,855)	(22,855)	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**–**	**–**	**–**	**(41,109)**	**(25,556)**	**(25,556)**	**30,000**	**23,647**	**27,563**	**24,829**
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		–	–	–	26,360	26,847	26,847	–	(25,138)	(22,648)	(24,222)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**–**	**–**	**–**	**26,360**	**26,847**	**26,847**	**–**	**(25,138)**	**(22,648)**	**(24,222)**
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		**–**	**–**	**–**	**(14,749)**	**1,291**	**1,291**	**30,000**	**(1,491)**	**4,915**	**606**
Cash/cash equivalents at the year begin:	2	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**47,911**	**46,420**	**51,335**
Cash/cash equivalents at the year end:	2	**–**	**–**	**–**	**(14,749)**	**1,291**	**1,291**	**30,000**	**46,420**	**51,335**	**51,941**

The municipality budget R 46 420 million cash at 2024/2025 financial year end. For the two outer years, cash will increase in 2025/26 financial year to R 51 335 million and in 2026/27 financial year to R 51 941million.

CHAPTER 7:

7.1 ANNUAL OPERATIONAL PLAN

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Annual Operational Plan (SDBIP is attached separate)

7.2 Alignment of the SDBIP with Goals and Objectives and Municipal 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 councilors. 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.

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 institution • to provide reasonable assurance on the adequacy and effectiveness of internal control system • To ensure continuous engagement with ward constituencies	• Functional Portfolio Committees • Review and approve 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	• Procurement plan submitted to Portfolio Committee and Treasury for input

	• To ensure revenue enhancement • To ensure that the Budget is spent according to budget projection	• 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

7.3.1 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.

7.3.2 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.

7.3.3 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

7.4 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.

The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

7.5 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

7.6 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.

7.7 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.

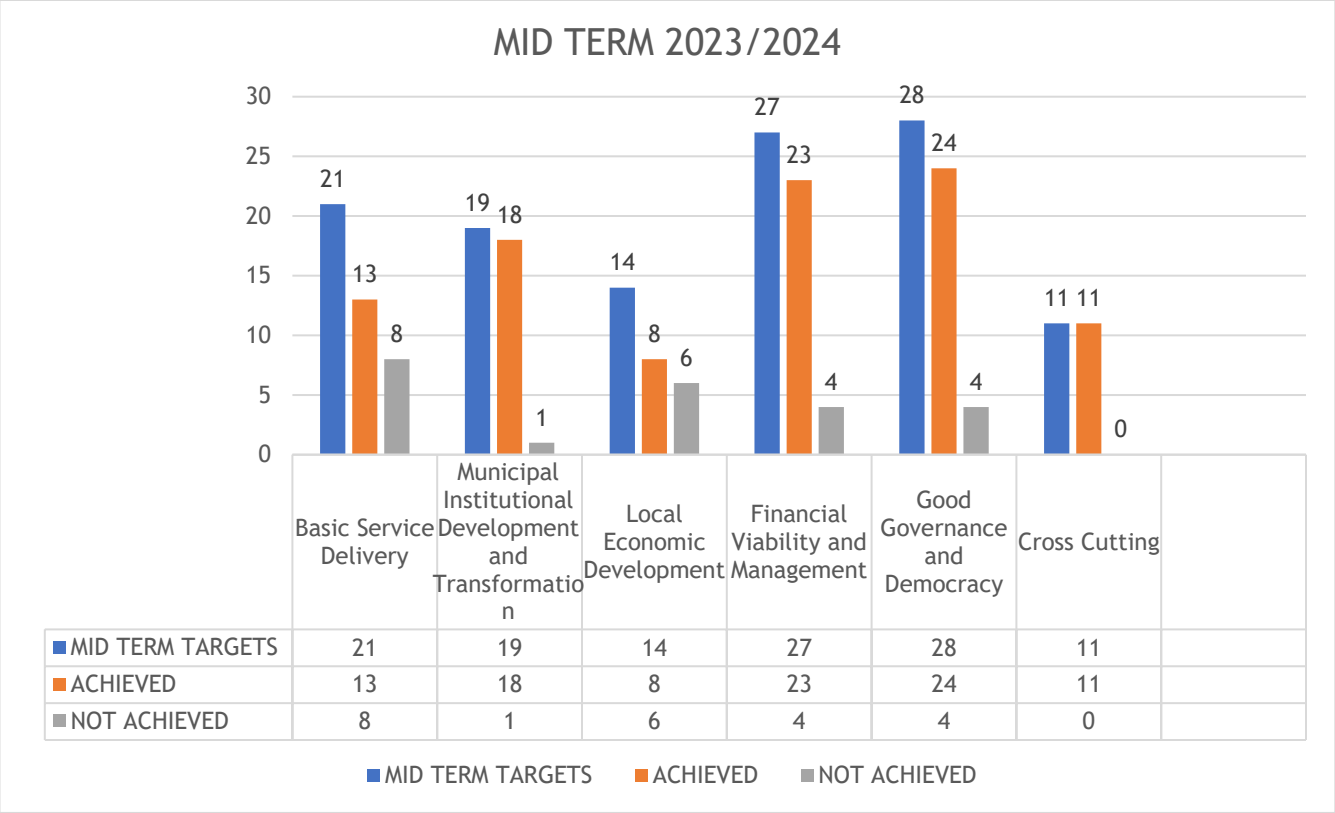
Based on this performance assessment report the municipality may decide to table an adjustments budget in terms of Section 28 of the MFMA. The SDBIP is a live document and may be modified in conjunction with the adjustment budget process, based on the outcome of the mid-year performance review.

MID TERM 2023/2024 OVERALL PERFORMANCE

Out of 120 key performance indicators for the MID TERM 2023/2024. **97 targets were achieved and 23 targets were not achieved**. For the targets not achieved there are reason for variance and corrective measures in place.

As per the graph below, out of the 120 targets for the MID TERM, 81% (97) targets have been achieved and 19% (23) targets have been not achieved.

The table below indicates performance of the total KPIs.

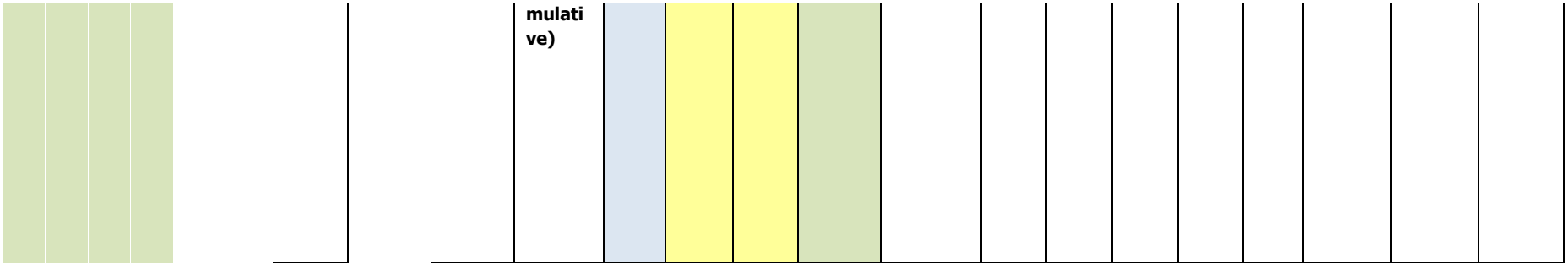


	Basic Service Delivery	Municipal Institutional Development and Transformation	Local Economic Development	Financial Viability and Management	Good Governance and Democracy	Cross Cutting	
MID TERM TARGETS	21	19	14	27	28	11	
ACHIEVED	13	18	8	23	24	11	
NOT ACHIEVED	8	1	6	4	4	0	

TARGETS REMOVED/REVISED DURING MIDTERM 2023/ 2024 PERFORMANCE REVIEW

ORGANISATIONAL SCORECARD FOR 2023/2024																			
REVISED SDBIP 2023/2024																			
NATIONAL KEY PERFORMANCE AREA	IDP, BUDGET AND B2B/C88 REF NUMBERS (ALIGNMENT)		SDBIP INDICATOR REFERENCE NO.	IDP OBJECTIVE	STRATEGY	INDICATOR WITH DETAILED PERFORMANCE MEASURE	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	Target Revised /Adjusted	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	BUDGET	WARD INFORMATION	MEANS OF VERIFICATION (POE)	RESPONSIBLE DEPARTMENT
	IDP REF NO.	B2B REF N0.					2022/2023			2023/2024		TARGET	TARGET	TARGET	TARGET				
NKPA: BASIC SERVICE DELIVERY																			
KEY PERFORMANCE AREA: BASIC	BSD1	B2B_1	BSD1.4	To ensure the provision, upgrade and construction of infrastructure and	Njobokazi Electrification of 294 house holds electrified	Number of household electrified but not energised (accumulative) by 30/06/2024	294	New Indicator	New Indicator	Electrification of 294 household s electrified by 30/06/2024	Indicator and Target removed. The project will resume in the 2024/2025 FY	N/A	N/A	N/A	294	R9 555 000	Ward 4	Report / Practical Completion Certificates	Technical
OUTPUT 2: IMPROVING ACCESS TO																			
OUTCOME 6: AN EFFICIENT,																			
BACK TO BASICS: PILLAR 2 -																			

BSD1.8	services that enhance socio economic development within the municipality	Mahlabathini Electrification	Number of household electrified but not energised (accumulative)	78	0	78	Electrification of 78 households electrified by 30/06/2024	Indicator and Target removed. The project will resume in the 2024/2025 FY	N/A	N/A	N/A	78		Ward 5	Report/ Practical Completion Certificates	Technical
BSD1.9		Nkanyezini-Mboyi	Number of household electrified but not energised (accumulative)	292	149	143	Electrification of 143 households electrified by 30/06/2024	Indicator and Target removed. The project will resume in the 2024/2025 FY	N/A	N/A	N/A	143		Ward 3	Report/ Practical Completion Certificates	Technical
BSD1.13		Construction of Thimon Community Hall	Percentage of the construction of Thimon Community Hall completed by 30/06/2024 (accu	100%	New Indicator	New Indicator	100% Construction of Thimon Community Hall by 30/06/2024	Indicator and Target removed. The project will resume in the 2024/2025 FY	30%	60%	80%	100%	R8 547 982,11	Ward 7	Report/ Practical Completion Certificates	Technical


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7.8 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.

The requirements for an annual report are contained in the Municipal Systems Act (MSA) Section 46 and the Municipal Finance Management Act (MFMA) Section 121. In addition, Circular 11 issued by National Treasury and the Annual Report Customized Template and Guidelines provided by the Provincial Department of Local Government and Traditional Affairs provide guidance to municipalities on compliance with the above legislation.

7.9 ANNUAL REPORT

A municipal annual report includes the following key elements:

Annual performance report, comparing the year's performance with the performance objectives established in the IDP, Budget and Service Delivery and Budget Implementation Plans (SDBIPs

Annual financial statements (AFS), Auditor-General's (AG) Audit Report on the AFS and management's responses to address the AG's audit findings;

The MFMA directs the annual report to be completed and tabled in Council by 30 January for the financial year ended 30 June .

Council must then review the annual report and adopt an oversight report containing its comments within 60 days. MFMA Section 129 (1) and National Treasury's Circular 32 direct and guide the oversight process and the preparation of the oversight report.

Circular 32 recommends that Council establish an Oversight Committee to prepare the oversight report, in order to provide all Councillors with a better oversight over the municipal performance

The Draft 2022/2023 Annual Report was tabled in Council on 25 January 2023 and was placed at the reception and library as well as published in the local newspaper and placed on the municipality website for public comments.

Annual Performance Report Unachieved Targets 2022-2023					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
KPA 1 Basic Service Delivery - Technical Services Department					
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Ezinembeni Electrification	343	0	After site establishment and delivery of material on site, 8 transformers were stolen and of which a case was open with the local SAPS regarding the stolen transformers. This delayed the project timeframes and affected two different projects. Further to this, the service provider continued to implement the project of which MV and LV lines have been connected (including stringing of lines).	Dry connections in households will be done in Q1 of 2023/2024 for all 343 H/H.
To ensure the provision, upgrade and construction of infrastructure and services that enhance	Mkhambathini Electrification	78	0	After site establishment and delivery of material on site, 8 transformers were stolen	Dry connections in households will be done in Q1 of 2023/2024 for all 78 H/H.

socio economic development within the municipality				and of which a case was open with the local SAPS regarding the stolen transformers. This delayed the project timeframes and affected two different projects. Further to this, the service provider continued to implement the project of which MV and LV lines have been connected (including stringing of lines).	
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Nkanyezini-Mboyi	292	149	Due to financial constraints, the project was revised to 2 phases so half can be done to ensure that the rest of the project can be accommodated in the 2023/2024 budget.	Phase 2 (143) connections will be implemented by 30 June 2024.
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic	Mgwenya-gulube Electrification	320	243	The project was implemented and required additional funding which was only confirmed in	The project will resume in Q1 of the 2023/2024 FY

development within the municipality				March 2023 which affected the completion.	
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Makhokhoba Access Road / Bridge	100%	65%	Not Achieved	The late approval of the EIA and the plant breakdown on site resulted to the delay in the completion of project.
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Jilafohlo Access Road	100%	80%	Not Achieved	The contractor abandoned the site after they reported to the municipality that the subcontractor for the concrete could not assist them due to terrain.
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Maqongqo Taxi Rank	40%	20%	Not Achieved	The Maqongqo Taxi Rank project has been put on hold due to land ownership dispute .
To ensure that the municipal infrastructure assets are maintained					
KPA 2 : Local Economic Development and Social Development – Community Services					
Strategic Objective	**Project Name**	**Revised Annual**	**2022-2023 Fin Year**	**Reasons for Variance**	**Planned improvement**

		Target (2022/2023)	Actual Performance		
To support Municipality's Rural and Agricultural Development initiatives	Monitor and report on the performance of rural development projects, Agricultural Projects and Livestock and crop Farmers	2	1	Not Achieved	Livestock and crop Farmers training was postponed due to financial constraints which were to be revisited in Q3 after the adjustment budget.
To support Municipality's Rural and Agricultural Development initiatives	To launch the LED Forum	30-May-23	Not Achieved	Not Achieved	The processes for establishment of the LED forum commenced. The subforums were all established and due to technical issues the establishment of the Forum was delayed for clarity.
To promote tourism within the municipal area	To coordinate tourism promotion activities	30-Jun-23	Not Achieved	Not Achieved	Review of the tourism brochure was postponed to the beginning of the new financial year as focus was shifted to the tourism route. The brochure will be reviewed after a meeting with local tourism businesses.
To promote Arts and	Coordinate crafters development	4	0	Not Achieved	The artist and crafters development

Culture Activities	programme through training/ workshops				workshops was not done due to the delayed efforts to align the programmes with DSAC in order to reduce the costs if any
To promote the rights of vulnerable groups through various socio-economic development programmes	Coordinate and hold Youth Council Meetings	4	1	Not Achieved	The youth Council meeting could not convene due to unavailability of members. The new members are working and can only meet on weekends.
To promote the rights of vulnerable groups through various socio-economic development programmes	Coordinate programmes for people living with Disability	4	1	Not Achieved	The Disability Awareness campaign was rescheduled due to the unavailability of the Disability Forum
To promote the rights of vulnerable groups through various socio-economic development programmes	Coordinate platforms for senior citizens engagements and dialogues	03-Aug-22	Not Achieved	Not Achieved	The dialogue was postponed due to a clash with the Senior Citizens Golden games programme.
To promote Sports and Recreation	Sports Coaching workshops implemented and tournaments held	2	0	Not Achieved	The delays in the sports coaching plan were due to the unavailability of the sports confederation.

Ensure implementation of Operation Sukuma Sakhe and special programmes	Ensure functional OSS Task team (LTT)	4	3	Not Achieved	OSS Local Task Team Meetings was postponed due to public service week, in Q1
Coordinate and hold a life skills, workshops and programmes 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	4	3	Not Achieved	Local Aids Council Meetings was postponed due to public service week, in Q1
KPA 2 : Local Economic Development and Social Development – Office of the Municipal Manager					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
To Promote emerging Businesses	Monitor the number of Award made to BBBEE level 1 companies for bids more than R30 000.	30	26	Not Achieved	The municipality has emarked on the cost cutting measures hence they were only 8 transactions for in Quarter 1.
KPA 2 : Local Economic Development and Social Development – Financial Services Department					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**

To Promote emerging Businesses	Increase number of Award made to BBBEE level 1 companies for bids more than R30 000.	30	26	Not Achieved	There were only 8 transactions for in Quarter 1
KPA 3: Institutional Transformation and Development – Corporate Services Department					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
To promote healthy lifestyle amongst employees	Wellness programmes implemented	2	1	Not achieved	The scheduled date of the EAP and wellness programme clashed with the scheduled IDP Forum which was also held on the 15 December 2022 and the key stakeholders indicated that it is the festive season and some officials will not be available during December.
KPA 3: Institutional Transformation and Development – Community Services Department					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**

To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality	Training, evaluation and reporting of EPWP workers	1	0	Not Achieved	The first training was the induction which was postponed due to delays in recruitment processes in Q1
KPA 4: Municipal Financial Viability and Management – Office of the Municipal Manager					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
To ensure effective and efficient supply chain management system	Appointment of Service providers within 14 working days after the BAC meetings	14 days	Not Achieved	Not Achieved	Due to the unavailability of some committee members, the meeting did not quorade hence the number of days was not achieved.
KPA 4: Municipal Financial Viability and Management – Financial Services Department					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
To ensure enforcement of sound financial management practices	Convening of BEC within 15 days after the closing date of an advert	Not Achieved	Not Achieved	Due to the unavailability of the committee the meeting did not convene	The Committee will revise a schedule of meetings for the year and circulate to all members, will be done by Q1 of the 2023/2024 FY by 30/09/2023

To ensure enforcement of sound financial management practices	Convening of BAC within 14 working days after the BEC meetings	Not achieved	Not achieved	Due to the unavailability of the committee the meeting did not convene	The Committee will revise a schedule of meetings for the year and circulate to all members, will be done by Q1 of the 2023/2024 FY by 30/09/2024
KPA 5: Good Governance and Public Participation –Office of the Municipal Managers					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
To ensure continuous engagement with ward constituencies	Coordinate the Ward Committee meetings in 7 wards	84	81	Not Achieved	The meeting was scheduled to sit but some ward committee members were unable to attend the meeting due to the engagements hence there was no quorum in Q1
KPA 5: Good Governance and Public Participation – Corporate Service Department					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
To transform the municipality into a performance driven institution	Functional MPAC and LLF Committees	4 MPAC and 4 LLF Committee meetings held	7 x MPAC 3 X LLF	Not Achieved	LLF did not meet in Q1 which was due to the unavailability of members
KPA 6: Cross Cutting Interventions – Community Services Department					

Strategic Objective	Project Name	Revised Annual Target (2022/2023)	2022-2023 Fin Year Actual Performance	Reasons for Variance	Planned improvement
To ensure a functional Disaster Management Unit	Disaster Management Plans Developed and approved	30 September 2022 31 March 2023	Not achieved	Not achieved	The seasonal plan was prepared and not sent to Council due to the portfolio committee meeting being postponed. (since Council reports start at portfolio meetings)
KPA 6: Cross Cutting Interventions – Technical Services Department					
Strategic Objective	**Project Name**	**Revised Annual Target (2022/2023)**	**2022-2023 Fin Year Actual Performance**	**Reasons for Variance**	**Planned improvement**
Coordinate and hold meetings with Developers and the Department of Human Settlement	Reporting on housing development within the municipality to the Portfolio Committee	4	2	Not Achieved	The Q1 and Q2 Portfolio Committee meeting did not convene due to another commitment by the committee

CHAPTER 8: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

8. 1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

8.1.1 Legislative Requirements

Outlined in Section 40 of the Municipal Systems Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the Organisational Performance Management and Performance Contracts of Senior Managers. The Municipal Planning and Performance Management Regulations (2001) stipulates that a "municipality's performance management system entails 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" (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

8.1.2 Annual Performance Report

Section 46 of the Municipal Systems Act (Act 32 of 2000), stipulates the following: -

(1) A municipality must prepare for each financial year a performance report reflecting –
(a) the performance of the municipality and of each external service provider during that financial year;
(b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and
(c) measures taken to improve performance.
(2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act.

8.2 PERFORMANCE MANAGEMENT FRAMEWORK

8.2.1 Introduction

The performance management framework was adopted 28 June 2023. The framework was reviewed and amended during 2023/2024 financial year to align with the best practice guidelines suggested by the then Department of Provincial and Local Government and Traditional Affairs of Kwazulu-Natal.

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 Directors to sign a performance agreement linked to the objectives of the IDP and meeting the service delivery needs of the community. The Organizational Performance Management System (OPMS) 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 Directors.

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.

The Performance management System Framework and the policy will be reviewed and adopted by the Council in June 2024 and are attached as annexures in the IDP.

8.2.2 Performance Audit Committee

The Performance Audit Committee has been established since 2003 in terms of Section 14(2) (a) of the Local Government: Municipal Planning and Performance Management Regulations of 2000. The Performance Audit Committee is meeting on a quarterly basis during each financial year to ensure compliance with relevant legislation, procedures and to consider the quarterly performance achievements reported on the OPMS Scorecard/Top Layer SDBIP as well as the performance achievements reported in terms of the Departmental Service Delivery Budget Implementation Plans.)

The Audit Committee is responsible for the development and implementation of strategies to address the Auditor- General's findings. The Municipality has developed and implemented an Audit Action plan.

The Audit Action plan has been developed which has been presented to the Audit Committee and to Council.

8.2.3 Auditing of Performance Information

The MFMA and the Municipal Planning and Performance Management Regulations require that the Municipal Council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. The Audit Committee relies on the work done by the Performance Audit Committee in terms of the Audit Committee charter and receives and

considers reports presented to it by the Performance Audit Committee at its scheduled meetings.
In carrying out its mandate, the Audit Committee and Performance Audit Committee must have a good understanding of the strategic goals of the Municipality, strategic focus areas as outlined in the Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP) and should:

1. Review and comment on compliance with statutory requirements and performance. management best practices and standards.
2. Review and comment on the alignment of the Integrated Development Plan, the Budget, Service Delivery and Budget Implementation Plan and performance agreements.
3. Review and comment on relevance of indicators to ensure they are measurable and relate to services performed by the Municipality.
4. Review compliance with in-year reporting requirements.
5. Review the quarterly performance reports submitted by internal audit.
6. Review and comment on the Municipality's annual reports within the stipulated timeframes.
7. Review and comment on the Municipality's performance management system and make recommendations for its improvement at least twice a year.
8. At least twice during a financial year submit an audit report to the municipal council.

The Internal Audit Unit within the office of the Municipal Manager coordinates and manages the Internal Audit function within the municipality.

The Auditor General finally audits all achievements reported in the Organisational Performance Management System Scorecard as reported in the Annual Performance Report that is submitted together with the Annual Financial Statements at the end of August of each year. Their findings are reported in their management letter and are included in the Annual Report.

8.3 ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR

In terms of section 46(1)(a) of the MSA, a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that are taken to improve performance.

Performance management is not only relevant to the organisation, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities. This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.
The Annual Performance Report of the Previous Financial Year is attached as of the IDP as an Annexure

8.4. 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 agreements 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 the performance of the Municipal Manager as well as that of individual Senior Managers.

8.5 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS

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.

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 adopted by council. Employees below senior management will sign performance agreements and plans at the start of 2024/2025 financial year.

8.6 PREVIOUS YEAR PERFORMANCE

The IDP review has taken into account the performance from the previous year, which the AG found to be credible and verifiable. Corrective measures have been included where there was no achievement.

It should be noted that the municipality received an unqualified audit opinion in the 2021/22 financial year and 2022/2023 financial year. Every effort is being made to move towards a better audit opinion for the 2023/2024 audit. During the period under review, no forensic investigations were performed internally, and no other reports were submitted to the Audit Committee for consideration.

The Audit Action plan is attached in this IDP.

8.7 CIRCULAR 88 (C88)

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), 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.

8.8 BACK TO BASICS (B2B)

Back-to-basics indicators have 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.

8.9 KEY CHALLENGES AND INTERVENTION PER KPA

8.9.1 KPA: Municipal Transformation And Institutional Development

Challenge:

- 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.

Intervention:

- Report on the vacancies filled as per the staff regulations.
- Training/workshop of employees on the reviewed and new corporate policies

8.9.2 KPA: Good Governance

Challenge:

- Lack of skills and resource capacity amongst Ward Committee members/Ward assistants, office space
- Training/workshop forward committees in partnership with COGTA: Public participation

Intervention:

- Training/workshop forward committees in partnership with COGTA : Public participation

8.9.3 KPA: Basic Service Delivery

Challenge:

- **Lack of a Material Recovery Facility (MRF)**
- **To ensure that the municipal infrastructure assets are maintained.**

Intervention:

- To ensure that the municipal infrastructure assets are maintained.

8.9.4 KPA: Local Economic Development

Challenge:

- High unemployment rate; High Poverty rate.
- Ineffective co-ordination and communication with LED stakeholders.
- Limited land for development (Urban

Intervention:

- To support Municipality's Rural and Agricultural Development initiatives
- To promote the rights of vulnerable groups through various socio-economic development programmes

8.9.5 KPA: Municipal Financial Viability Management

Challenge:

- Insufficient funding
- Low revenue base
- Non-payment culture in community and government department.

Intervention:

- To ensure that the Budget is spent according to budget projection.
- To ensure that the Municipal
- Liquidity position is managed.

8..9.6 KPA: Cross Cutting Issues

Challenge:

- 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

Intervention:

- To ensure spatial development in the entire area of Mkhambathini Municipality

8.10 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 institution • to provide reasonable assurance on the adequacy and effectiveness of internal control system • To ensure continuous engagement with ward constituencies	• Functional Portfolio Committees • Review and approve 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

8.11 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	N/A	N/A	Y	31 MAY 2023

	Plan				
	LED Strategy and Plan	N/A	N/A	Y	30 JUNE 2022
2.	Mkhambathini Business Investment Directory	N/A	N/A	Y	22 May 2024
3.	Informal Economy Policy & BYLAW	N/A	N/A	Y	22 May 2024
4.	IWMP Plan	N/A	N/A	Y	22 May 2024
5.	Waste Management By law	N/A	N/A	Y	22 May 2024
6.	SDF	N/A	N/A	Y	27 JUNE 2019 ANNUAL REVIEW 31 MAY 2023
7.	Housing Sector Plan	N/A	N/A	N/A	
8.	Employment Equity Plan	N/A	N/A	Y	22 May 2024
9.	Retention Policy	N/A	N/A	Y	22 May 2024
10.	Human Resource Strategy and Plan	N/A	N/A	Y	22 May 2024
11.	Draft Comprehensive Integrated Transport Plan	N/A	N/A		22 May 2024
12.	Revenue Enhancement Strategy	N/A	N/A	Y	22 May 2024
13.	Supply Chain Management Policy	N/A	N/A	Y	22 May 2024
14.	Recruitment and Selection Policy	N/A	N/A	Y	22 May 2024
15.	Reviewed Municipal Organogram	N/A	N/A	Y	22 May 2024
16.	WSP Planning Training Report	N/A	N/A	Y	22 May 2024
17.	ICT Strategy	N/A	N/A	Y	22 May 2024
18.	Indigent Register Policy	N/A		Y	22 May 2024
19.	Operations and Maintenance Plan	N/A	Y	N/A	22 May 2024
20.	Reviewed WSDP Water Service Development Plan	N/A	UMDM Link attached in IDP	Y	

21.	EPWP Policy	Y	N/A	N/A	28 February 2024
22.	Communication Strategy	N/A	N/A	Y	22 May 2024
23.	Mkhambathini Annual Report 2022/2023	N/A	N/A	Y	22 May 2024
24.	Draft SDBIP 2024/2025	N/A	N/A	Y	31 MAY 2023