



MTHONJANENI MUNICIPALITY



MTHONJANENI MUNICIPALITY

2022/2023 FINANCIAL YEAR

FINAL IDP





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Mayor's foreword

I wish to extend my greetings to all citizens of Mthonjaneni Local Municipality. It is my greatest privilege on behalf of Mthonjaneni Local Municipality and in my capacity as the mayor of this municipality to present to you the council's Integrated Development Plan (IDP) for the period of 2022-2026.

Section 29 of Municipal Systems Act no 32 of 2000 requires all municipalities to develop 5-year IDP and review them annually. Mthonjaneni has developed the IDP within an approved IDP process plan and engaged in consultation processes to ensure that communities become part of the planning and decision-making processes.

Our priorities, to mention a few amongst many, as the Mthonjaneni Municipality includes the creation of job opportunities, eradication of poverty to our communities as we declare it as the first enemy of our community. Youth development is part of the plans for this council. The municipality will issue bursaries to young people as we did in the previous term. Students will be given a registration fee to the universities, and we will also assist by enrolling young people to the driving licences program which is offered freely of charge to all qualifying beneficiaries.

Our objective is to boom the economy of our municipality by making sure that we attract as many as possible investor to come and invest in Mthonjaneni. We will assist local small business enterprises by making sure that we arm them with all required information so that it would be easy if they apply for funding to financial institutions when they want to grow their businesses. The strengthening of our Local Economic Development (LED) is essential to the growth and development of Mthonjaneni. We will therefore be supporting young entrepreneurs and street vendors in our town as well as other economic hub centres like Ndundulu Market stall 1 and 2. We will continue giving support to the registered co-operatives in all our Wards and encourage women and people living with disabilities to establish co-operatives so they can benefit from our co-operative's assistance programme.

As the Mthonjaneni Municipality, we will continue to support Traditional Leaders by giving them all the necessary resources they need, to use to assist in service delivery issues relating to their communities.

During this term, we will make sure that Mthonjaneni is 100% electrified. Electricity is something we all need regardless of whether you are in an urban or rural community, and it is our mission to ensure that all households in Mthonjaneni have the comfort of having the lights on in their homes.

Working together, we are committed to developing and fast-tracking quality service delivery throughout all corners of our community.

I Thank You,

Cllr M.N Biyela (Mayor of Mthonjaneni Municipality)

MM foreword





Working hard as a team striving to be successful municipality has yielded positives result to us as Mthonjaneni. I am grateful to report that our municipality is well managed and financially stable.

We managed to assist the leadership of the municipality to deliver services to the community although we were working under difficult times of covid 19.

As Mthonjaneni, we obtained an unqualified Audit opinion report from the office of Auditor General. This report assures us that we are committed in service delivery and everything we do are within municipal laws. This is a sixth consecutive unqualified audit opinion from Auditor General.

Municipal programs are running smooth which gives us hope and assurance that we will meet our targets as set out in Mthonjaneni SDBIP.

As I conclude I wish to thank all Mthonjaneni leadership, management and all staff for their contribution they made to ensure that we are a successful and smooth functioning municipality.

We will always strive to keep ourselves in line with all Municipal laws and guidance to excel in service delivery and good governance. Again we are still committed in creating stable and secure environment and service delivery to our communities.

I thank you,

Mr Z.S Mthethwa
Municipal Manager





Chapter A: EXECUTIVE SUMMARY

1.2 Legislative and Policy Framework

1.1.1 The Constitution

Section 152 Objects of local government:

- a) to provide democratic and accountable government for local communities;
- b) to ensure the provision of services to communities in a sustainable manner;
- c) to promote social and economic development;
- d) to promote a safe and healthy environment; and
- e) to encourage the involvement of communities and community organizations in the matters of local government

1.1.2 The Municipal Structures Act

The act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith. Of importance in the context of this legislation is the following:

- a) A local municipalities within the area of the municipality must co-operate with one another by assisting and supporting each other;
- b) A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same municipality to the extent that it has the capacity to provide those support services, if the municipality or that local municipality so requests; and
- c) The MEC for local government in a province must assist a municipality to provide support services to a local municipality.





1.1.3 The Municipal Systems Act

Chapter 5 of this Act provides for the preparation of IDP. S. S26(e) lists an Spatial Development Framework (SDF) as a core component of an IDP and requires that the SDF provides basic guidelines for a municipal land use management system.

Local Government: Municipal Planning and Performance Management Regulations (GN R796 of 2001)

S2(4) requires that an SDF should:

- Give Effect To The DFA Principles;
- Set Out Objectives That Reflect The Desired Spatial Form Of The Municipality;
- Contain Strategies And Policies To Achieve The Objectives And Which Should Indicate Desired Patterns Of Land Use;
- Address The Spatial Reconstruction;
- Provide Strategic Guidance Regarding The Location And Nature Of Development;
- Set Out Basic Guidelines For A Land Use Management System In The Municipality;
- Set Out A Capital Investment Framework For The Municipality's Development Programs;
- Contain A Strategic Assessment Of The Environmental Impact Of The SDF;
- Identify Programs And Projects For The Development Of Land Within The Municipality;
- Be Aligned With The Spatial Development Frameworks Reflected In The Integrated Development Plans Of Neighbouring Municipalities;
- And Provide A Plan Of The Desired Spatial Form Of The Municipality, Which Should:
- Indicate Where Public And Private Land Development And Infrastructure Investment Should Take Place;
- Indicate Desired Or Undesired Utilisation Of Space In A Particular Area;
- Delineate An Urban Edge;
- Identify Areas For Strategic Intervention; and
- Indicate Priority Spending Areas.





1.1.4 The Spatial Planning and Land Use Management Act (Act No.16 of 2013)

The role of local government in spatial planning has been re-energized through the introduction of the Spatial Planning and Land Use Management Act No. 16 of 2013 (commonly known as SPLUMA). The intention of this national legislation is to introduce the norms and standards for spatial planning and to specify the relationship between spatial planning and land use management. This is intended to create uniformity and consistency on the manner in which both spatial planning and land use management is practiced within the whole country. Chapter 4 of SPLUMA stipulates the need to prepare Spatial Development Frameworks (SDFs) by all municipalities including the Districts. Part D (19) stipulates that the Regional Spatial Development Framework must cover the following minimum issues:

- a) Give effect to the development principles and applicable norms and standards set out in Chapter 2;
- b) Give effect to national and provincial policies, priorities, plans and planning legislation;
- c) Reflect the current state of affairs in that area from a spatial and land use perspective of the region;
- d) Indicate desired patterns of land use in that area;
- e) Provide basic guidelines for spatial planning, land development and land use management in that area;
- f) Propose how the framework is to be implemented and funded; and
- g) Comply with environmental legislation.

The preparation of the Mthonjaneni local municipality SDF is guided by the following spatial principles listed under Chapter 2 of the SPLUMA legislations:-

- a) **Spatial Justice:** Ensures equitable distribution and increase access to social infrastructure and addresses the injustices of the past.
- b) **Spatial Sustainability:** Ensures protection of agricultural prime land and uphold consistency of land use measures in accordance with environmental management instruments; promote and stimulate the effective and equitable functioning of land markets; consider all 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; and result in communities that are viable.





c) **Spatial Efficiency:** which ensures that land development optimizes the use of existing resources and infrastructure; decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and development application procedures are efficient and streamlined and timeframes are adhered to by all parties

d) **Spatial Resilience:** promote flexibility in spatial plans, policies and ensure that land use management systems accommodate sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

e) **Good Governance:** Ensures that all spheres of government carry-out an integrated approach to land use and land development that is guided by the spatial planning and land use management systems. The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to 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.

- develop an argument or approach to the development of the area of jurisdiction which is clear enough to allow decision-makers to deal with the unexpected (for example, applications from the private sector);
- develop a spatial logic which guides private sector investment. This logic primarily relates to establishing a clear hierarchy of accessibility;
- ensure the social, economic and environmental sustainability of the area;
- establish priorities in terms of public sector development and investment; and
- identify spatial priorities and places where public-private partnerships are a possibility.

S51 (1) further requires and local municipalities to align their spatial development frameworks and land use schemes as required by the MSA

1.1.5 The Municipal Finance Management Act

To secure sound and sustainable management of Municipal financial affairs, and in particular the management and disposal of public assets, particularly land.

Subdivision of Agricultural Land Act 70 of 1970

Application Regulations regarding the subdivision of agricultural land for development within a municipality:





Subject to the provisions of section 2 a Surveyor-General shall only approve a general plan or diagram relating to a subdivision of agricultural land

Any subdivision of any land in connection with which a surveyor has completed the relevant survey and has submitted the relevant sub-divisional diagram and survey records for examination and approval to the surveyor-general concerned prior to the commencement of this Act.ii

A Registrar of Deeds shall only register the vesting of an undivided share in agricultural land referred to in section 3 (b), or a part of any such share referred to in section 3 (c), or a lease referred to in section 3 (d) or, if applicable, a right referred to in section 3 (e) in respect of a portion of agricultural land, if the written consent of the Minister in terms of this Act has been submitted to him.

(b) no undivided share in agricultural land not already held by any person, shall vest in any person;

(c) no part of any undivided share in agricultural land shall vest in any person, if such part is not already held by any person;

(d) no lease in respect of a portion of agricultural land of which the period is 10 years or longer, or is the natural life of the lessee or any other person mentioned in the lease, or which is renewable from time to time at the will of the lessee, either by the continuation of the original lease or by entering into a new lease, indefinitely or for periods which together with the first period of the lease amount in all to not less than 10 years, shall be entered into;

(e) (i) no portion of agricultural land, whether surveyed or not, and whether there is any building thereon or not, shall be sold or advertised for sale, except for the purposes of a mine as defined in section 1 of the Mines and Works Act, 1956 (Act 27 of 1956); and

(ii) no right to such portion shall be sold or granted for a period of more than 10 years or for the natural life of any person or to the same person for periods aggregating more than 10 years, or advertised for sale or with a view to any such granting, except for the purposes of a mine as defined in section 1 of the Mines and Works Act, 1956;

[Para. (e) Substituted by s. 2 of Act 12 of 1979 and by s. 2 (1) (a) of Act 33 of 1984.]

1.1.6 National Environmental Management Act No.107 Of 1998

The SDF promotes (4) (a) Sustainable development, which requires the consideration of all relevant factors including the following:

- i. That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
- ii. that pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied;





iii. that the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimised and remedied;

iv. that waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner;

v. that the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource;

vi. that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;

vii. that a risk averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and

viii. That negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied.

(d) Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human wellbeing must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination.

(f) The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.

(g) Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognising all forms of knowledge, including traditional and ordinary knowledge.

(h) Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.

(p) The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.

(q) The vital role of women and youth in environmental management and development must be recognised and their full participation therein must be promoted.





(r) Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

1.1.7 Provincial Growth and Development Strategy (PGDS 2035)

The provincial Government has developed its own Growth and Development Strategy, which is closely aligned to both the Millennium Development Goals and national development goals in 2011. The PGDS is essentially a tool through which the provincial government can address the legacies of the apartheid space economy, promote sustainable development and ensure poverty eradication and employment creation.

The Provincial Vision is indicated as:

By 2035, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.

Abject poverty, inequality, unemployment and current disease burden should be history, basic services must have reached all its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.

The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.

This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. 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. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the interconnectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

The purpose of the 2016 KZN PGDS is to:

- Be the primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2035;





Mobilize and synchronize strategic plans and investment priorities of all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners towards achieving the desired growth and development goals, objectives and outcomes;

- Spatially contextualize and prioritize interventions so as to achieve greater spatial equity;
- Develop clearly defined institutional arrangements ensuring decisive leadership, robust management, implementation and on-going reviewing of the growth and development plan.

1.1.8 LED Strategy

The Mthonjaneni Municipality Local Economic Development strategy (revised) has a number of set objectives, strategies and principles that needs to be considered during the development of the SDF. These are briefly discussed in the sections below.

Mthonjaneni LED strategy has the following overall objectives to be achieved.

Table 1: LED Strategy Objectives

Reduction in income leakage	Ensure spendable income is utilised within itself.
To increase investment (Local and external)	Investment in tourism, agriculture and business is to be promoted
To promote local business development and business interaction	Interaction between businesses will contribute to countering income leakage and establishing a new vibrancy in the economy.
To increase entrepreneurial opportunities and employment	All the objectives need to be supported by a strong focus on entrepreneurial development, micro and small business establishment, and employment creation through appropriate support mechanisms.



1.1.8.1 Principles

In addition to the above mentioned objectives, the following principles needs to be considered during development of the Mthonjaneni Spatial Development Framework.

Table 2: LED Strategy Principles

Process approach:	Local economic development is a process and the planning for implementation should consider the logical steps involved in such a process, i.e. a focus on small scale community tourism if tourists cannot be attracted to the area will not be sustainable.
Sustainability	Local economic development processes should be economically, socially and environmentally sustainable, e.g. the impact of coal mining on the environment and specifically on tourism needs to be considered, because it is makes economic sense does not suggest that it is sustainable.
Collaborative effort / Coordination	The Municipality views economic development as a collaborative effort in which a wide range of stakeholders have a role to fulfil. The successful implementation of the strategies will be dependent on all stakeholders fulfilling its specific role in a coordinated fashion.
Market based	Support for new economic development ventures will be based on a clearly defined market for the products / services which the venture will deliver.
Integration	Integration of existing and new economic development ventures is essential. The upstream and downstream impact of ventures within the needs to be considered. The impact of ventures should not be considered in isolation.





1.1.18.2 Strategies

The sector specific strategies relating to the municipality are outlined in the table below:

Table 3: LED Strategy – Strategies

Strategies	<ol style="list-style-type: none"> 1. Establishing LED institutions and processes 2. Changing attitudes 3. Addressing the fundamentals 4. Raising the profile of the region 5. Improving and Promoting Access 6. Visible Delivery
Business Strategies	<ol style="list-style-type: none"> 1. Institutional structuring for delivery 2. Capacity building and training 3. Establishing/building agri-industries 4. Establishing small scale mining 5. Municipal business strategies
Agriculture Strategies	<ol style="list-style-type: none"> 1. Institutional structuring for agricultural delivery 2. Sustainable land reform 3. Improved market access for agricultural produce 4. Visible delivery in agricultural sector 5. Municipal agricultural strategies
Tourism Strategies	<ol style="list-style-type: none"> 1. Institutional structuring for tourism 2. Tourist information inside the District 3. Tourist information outside the District 4. Making tourists feel safe and welcome 5. Community tourism 6. Visible tourism delivery 7. Municipal tourism strategies

Source: LED Strategy revised 2021





The above strategies are summarised and depicted on the diagram below:

Figure 1: Integrated LED Strategy

	INSTITUTIONS	FUNDAMENTALS	MARKETING	ACCESS	DELIVERY
OVERALL	Establishing LED Institutions and Processes	Changing Attitudes Addressing the Fundamentals	Raising the Profile of the Region	Improving and Promoting Access	Visible Delivery
BUSINESS	Institutional Structuring for Business	Capacity Building and Training	Raising the Profile of the Region	Improving and Promoting Access	Establishing/building agri-industries Establishing Small Scale Mining
AGRICULTURE	Institutional Structuring for Agriculture	Sustainable Land Reform	Raising the Profile of the Region	Improving and Promoting Access Market Access for Agricultural Produce	Visible Agricultural Delivery
TOURISM	Institutional Structuring for Tourism	Making Tourists Feel Safe and Welcome	Raising the Profile of the Region Tourism Information Outside District	Improving and Promoting Access Tourism Information Inside the Region	Visible Tourism Delivery Community Tourism

Source: Mthonjaneni Draft LED Strategy

1.1.9 Framework for Managing Programme Performance Information

This Framework aims to:

- Clarify definitions and standards for
- Performance information in support of regular
- Audits of such information where appropriate
- Improve integrated structures, systems and
- Processes required to manage performance information
- Define roles and responsibilities for managing performance information
- Promote accountability and transparency by providing parliament, provincial legislatures,
- Municipal councils and the public with timely, accessible and accurate performance information.





1.2 Who are we?

Melmoth is a small municipality situated in the north coast of KZN with a population of 83563 (CS: 2016). The town was established in the Mthonjaneni after the invasion of Mthonjaneni by United Kingdom in 1887 and was named after Sir Melmoth Osborn. Large wattle plantations were set up and wattle bark factory was established in 1926. There is also planted with sugarcane and forestry on the outskirts of the town into surrounding areas. The government funded hospital in Melmoth is St Mary's hospital KwaMagwaza that caters for people of Melmoth and surrounding areas.

The Council of Mthonjaneni Municipality in partnership with the Department of Arts and Culture resolved, during the process of renaming of most areas that were named during apartheid regime, after engaging in renaming process through public participation both entities unanimously agreed to change the name of Melmoth to Mthonjaneni. The town is now officially called Mthonjaneni. Mthonjaneni Municipality is located in the central north eastern part of the province of KwaZulu Natal.

Mthonjaneni Municipality (KZ 285) is one of the five local municipalities that make up King Cetshwayo (KCD). The other locals that forms KCD are Mfolozi (KZ 281), uMhlathuze (KZ 282), uMlalazi (KZ 284) and Nkandla (KZ 286). The Mthonjaneni Municipality consist of 13 wards as per the new demarcations after the 2016 Local Government Elections.

King Cetshwayo is a municipality situated in the north eastern region of KwaZulu-Natal province on the eastern seaboard of South Africa. King Cetshwayo covers an area of approximately 8213 square kilometres, from the agricultural town of Gingindlovu in the south to the uMfolozi River in the north and inland to the mountainous beauty of rural Nkandla.

It comprises of economic activity centre which was previously known as Melmoth Town which serves as the Central Place Town for its surrounding rural areas. The larger part of the areas that forms the sphere of influence of Mthonjaneni is deep rural with the majority of the people ranging from low to middle income earners. Most of the area under Mthonjaneni Municipality is owned by Ingonyama Trust under the leadership of INkosi Biyela of Obuka, INkosi Zulu of Ntembeni and INkosi Biyela of Yanguye. Part of the area is privately owned with vast areas being owned by white farmers.

Mthonjaneni is a member of Tourism Association Agency Route 66 which comprises of all municipalities that are linked by R66 in their economic and tourism activities. Route 66 members include Gingindlovu, Eshowe, Mthonjaneni, Ulundi, Nongoma and





Pongola. Mthonjaneni is the gateway to Mthonjaneni and major economic active provinces in RSA which is Mpumalanga Province and Gauteng through R66 route.

Mthonjaneni Municipality experiences warm humid climate with more rainfall being experienced during the summer season. This becomes the favouring factor towards agricultural production. Forests and sugarcane production are the major commercial agricultural practices and livestock farming which is mostly subsistence in most surrounding rural areas.

Map1 – King Cetshwayo Map

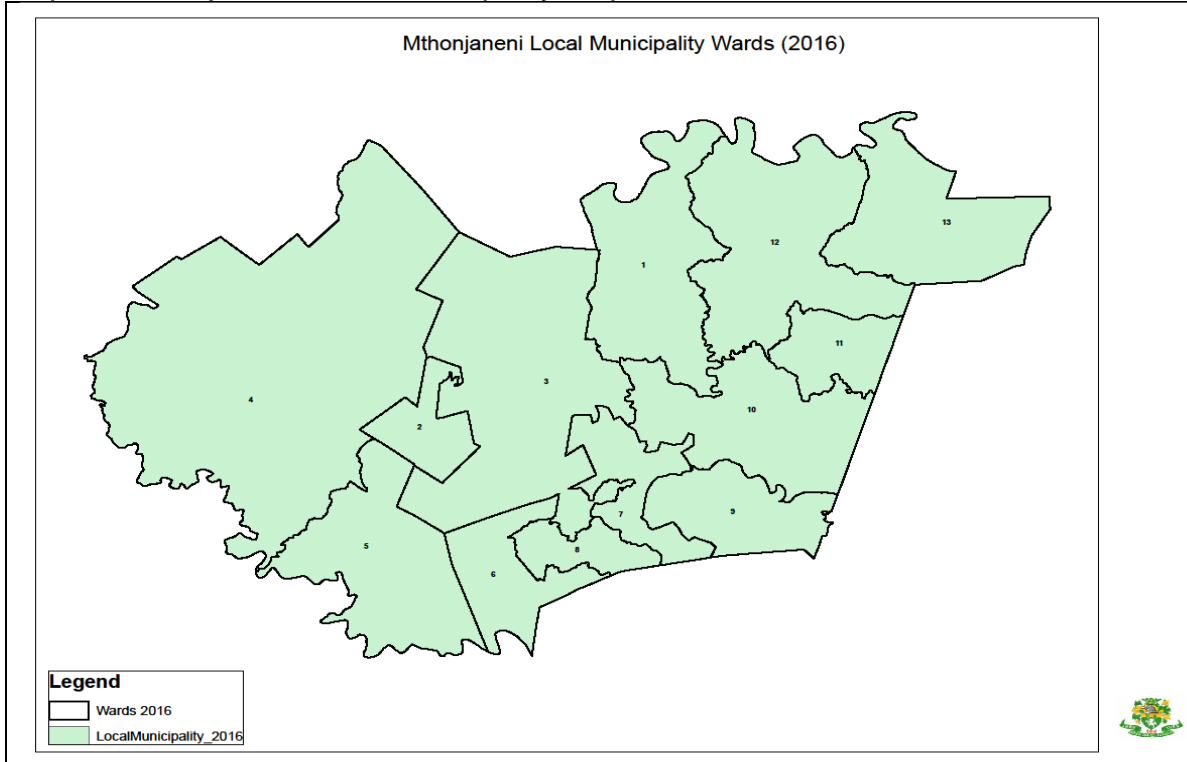


GIS: KCDM 2022





Map 2 –Mthonjaneni Local Municipality Map



GIS: KCDM 2022

There are currently three Traditional Authority areas within the Mthonjaneni Municipality. All these Traditional Authority areas are solely owned by Ingonyama Trust. The Biyela-KwaYanguye Traditional Authority is located to the north-east of the municipality and incorporates the KwaYanguye area and surrounding settlements.

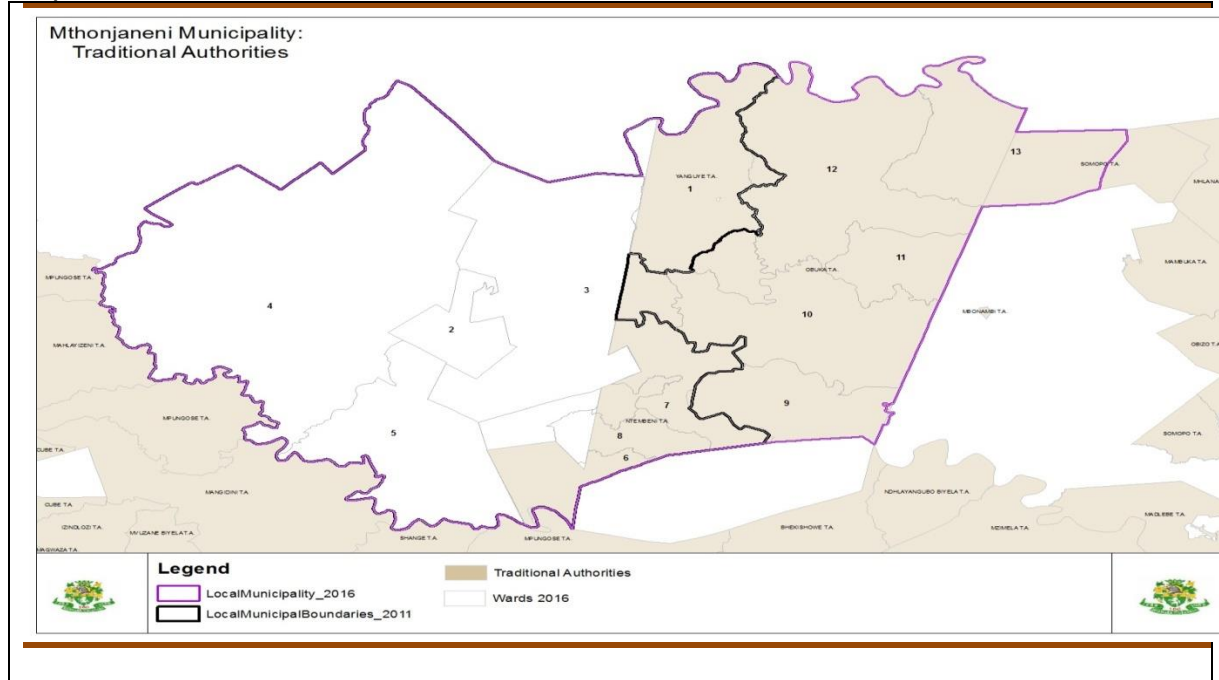
The Zulu-Entembeni Traditional Authority is located to the south-east of the municipality and incorporates Makasaneni and Ndundulu and surrounding settlements.

The Biyela-Obuka Traditional authority is located towards the East of the municipality and incorporates areas like Sqhomaneni, Upper Nseleni and other surrounding rural settlements.





Map 3: Traditional Authorities



KCDM GIS: 2022

1.3 What are our key challenges?

- Minimum Job Opportunities to the population with dependency on the agricultural sector for employment opportunities. Whilst there is opportunity to develop other development sectors including the service sector, Industry and commercial sectors.
- Unresolved Land claims that impact on future development.
- Limited access to basic household and community services.
- Increased incidents of HIV/AIDS and communicable diseases.
- High rate of unemployment which leads to poverty and low economic growth.
- Depletion of infrastructure due to variations in climatic conditions.
- High rate of illiteracy resulting to majority of people employed as cheap labour.
- The projections indicate that approximately 3, 1 % of households (317) within the municipal area, are in the homeless and informal dwelling/shack category.





1.4 What are we going to do to address our key challenges?

Through the implementation of the Integrated Development Plan the Municipality wants to:

Improve livelihoods of our communities through the following programs:

- Implementation of EPWP programme and the food for waste programme,
- Implementing of Operation Sukuma Sakhe,
- Educational support to youth at tertiary level,
- Implementation of skills development programs,
- Youth empowerment through Local Economic Development.
- Focus will be made on Labour Intensive Capital Projects

The municipality intends to provide quality services to all residents through:

- Enhance communication channels between the municipality and the community through Public Participation and IDP review processes,
- improve and maintain infrastructure
- Maintenance of financial viability.
- Strengthen Public Consultation.
- Provision of infrastructure in rural wards by allocating 60% of the MIG grant.

The Municipality will deliver directly those services it is mandated to deliver and as the level of government closest to the people, will ensure the coordinated delivery of infrastructure and services by all other line function departments.





1.5 Municipal Vision

After Local Government Elections in 2022 the council proposed the strategic direction for the municipality for the next five (5) years. This was done after considering the challenges that the municipality is faced with and taking into cognizance the current status of the Municipality in terms of Service Delivery targets.

The vision and Mission as per council strategic priorities is as follow:

Municipal vision:

“Excelling in provision of basic service delivery to the people”

Municipal Mission:

Committed in creating a stable and secure environment and service delivery to all our communities.

Municipal Objectives:

- “To lead the municipality with integrity, eradicate fraud and corruption.
- Skills development program for unskilled communities and create employment.
- Ensure partnership with traditional leaders in order to ensure food security for emerging farmers and access to market.
- Ensure clean and safe environment.
- Facilitate communities have access to basic needs like water, homes and electricity.
- Local Economic Development strategies, Tourism development, Infrastructure development and inclusive economy.
- Enhance community participation and social cohesion.
- Advocate sound financial management and good governance





1.6 How was this plan developed?

The fourth generation IDP was developed with special consideration to the following aspects:

- Development of new council strategic agenda for long term aligned to NDP and PGDS;
- Development and review of IDP core sector plans;
- Implementation of the Economic Transformation Roadmap for Mthonjaneni Municipality;
- Alignment with Government Priorities e.g. State of the Nation Address, KZN State of the Province Address, NDP, PGDP, DGDP etc.;
- Community inputs received during the community consultative programs (IDP Road shows);
- MEC Letter with assessment comments on the Final IDP Review 2021/21;
- Different stakeholder comments and requirements; and
- Legislative compliance in terms of chapter, 4, 5 and 6 of MSA Act No 32 of 2000

Council engaged with all relevant stakeholders to collect views and inputs for the Mthonjaneni Fifth Generation IDP (2017/2022). Below is council approved schedule for the public participation meetings held in October 2022, further engagements will be held in April 2022 for the Draft Review of IDP and Budget.

Table 4: 1st Round IDP Public Participation Meetings





UMkhosizwe Moya - uThando MN Diyela

ANNUAL REVIEW OF THE INTEGRATED DEVELOPMENT PLAN (IDP ROADSHOWS) FOR 2022/2023 FINANCIAL YEAR.



Notice is hereby given in terms of section 34 (a) (b) of the local Government Municipal Systems Act no 32 of 2000 that Mthonjaneni Local Municipality will host annual review of Integrated Development Plan (IDP) roadshows for 2022/2023.

DATES	WARD	IDP VENUE	TIME
14/09/2021 - Tuesday	6	Mehlamasha Community Hall	10h00
		Ntembeni Sport Field	13h30
15/09/2021 - Wednesday	13	Sangoyana Community Hall	10h00
		Debe Community Hall	13h00
16/09/2021 - Thursday	12	Mawanda Community Hall	10h00
		Mkhandlini Library	13h00
17/09/2021 - Friday	8	Dubeni Community Hall	10h00
		Siyavuna Community Hall	13h30
20/09/2021 - Monday	10	Ncemane Community Hall	10h00
		Themba Community Hall	13h30
21/09/2021 - Tuesday	5	Mgabhi Church	10h00
		Mfanefile Community Hall	13h30
22/09/2021 - Wednesday	7	Makhasananeni Community Hall	10h00
		Gconco Pay Point	13h30
28/09/2021 - Tuesday	1	Sanguye Tribal Court	10h00
		Lumbi Community Hall	13h30
29/09/2021 - Wednesday	11	Hawai Community Hall	10h00
		Gobihlahla Creche	13h30
30/09/2021 - Thursday	9	Mkhwakhwini Community Hall	10h00
		Mpevu Community Hall	13h30
01/10/2021 - Friday	3	Njomelwane Creche	10h00
		Mkhindini Peace Centre	13h30
02/10/2021 - Saturday	4	Mfule Community Hall	10h00
		Khathaza Creche	13h30
04/10/2021 - Monday	2	Thubalethu Community Hall Phase 1, 2 & 3	17h00
05/10/2021 - Tuesday	2	Thubalethu Community Hall Phase 4 & 5	17h00
06/10/2021 - Wednesday	2 & 3	Mthonjaneni Town Hall	17h00

Community Members, government departments and all other municipal stakeholders are invited to attend meetings as per the above program. The Municipality will adhere to all covid 19 (level 3) regulations and protocols such as wearing mask, social distance and limiting the number of people attending IDP roadshows.

PP Sibiya - MUNICIPAL MANAGER

www.mthonjaneni.org.za • Tel: 035 450 2082 • 21 Reinhold Street, Melmoth, 3835





1.7 Population Profile

According to the latest census that was conducted in 2016 there was a total population of 83 563 people residing in municipal area of jurisdiction. According to the 2016 census there is an increase in the total population which is a result of the wards that were inherited from Ntambanana municipality. Males constitute 45.8% with 54.2 females. This reflects that the percentage of the females is 8.4% greater than that of the males

Table6: Population by gender.

	Male	Female	Total
KZN285 : Mthonjaneni	38257	45306	83563
52805001 : Ward 1	3496	4427	7923
52805002 : Ward 2	3254	3607	6861
52805003 : Ward 3	2898	3414	6312
52805004 : Ward 4	2822	2948	5770
52805005 : Ward 5	2878	3263	6142
52805006 : Ward 6	2908	3483	6392
52805007 : Ward 7	3481	4041	7522
52805008 : Ward 8	1609	1963	3573
52805009 : Ward 9	3244	3758	7003
52805010 : Ward 10	3815	4693	8509
52805011 : Ward 11	2375	2778	5152
52805012 : Ward 12	3407	4439	7846
52805013 : Ward 13	2069	2489	4558

StatSA: 2016





1.8 Economic Profile

The 2011 statistics reflect that a large amount of people in Mthonjaneni area of jurisdiction are either unemployed or discouraged work seekers. The majority of those who are employed are low income earners. A high percentage of the households depend on government social grants as means of poverty alleviation. There is a large labour force employed by farms around Mthonjaneni and earn very low salaries.

The table below shows the number of persons in the respective municipal wards that are employed and unemployed.

Table 7: Employment statistics

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Not applicable	Total
Mthonjaneni	9639	4771	4364	27311	37477	83563
Ward 1	370	574	477	2470	4032	7923
Ward 2	2227	715	260	1464	2196	6861
Ward 3	1968	268	203	1488	2385	6312
Ward 4	1995	204	266	1239	2067	5770
Ward 5	288	247	324	2381	2902	6142
Ward 6	225	644	299	2129	3095	6392
Ward 7	432	153	378	2982	3577	7522
Ward 8	290	400	185	1038	1660	3573
Ward 9	495	180	251	2782	3295	7003
Ward 10	534	296	698	2949	4032	8509
Ward 11	277	425	113	2015	2323	5152
Ward 12	291	370	604	2873	3708	7846
Ward 13	247	295	307	1502	2206	4558

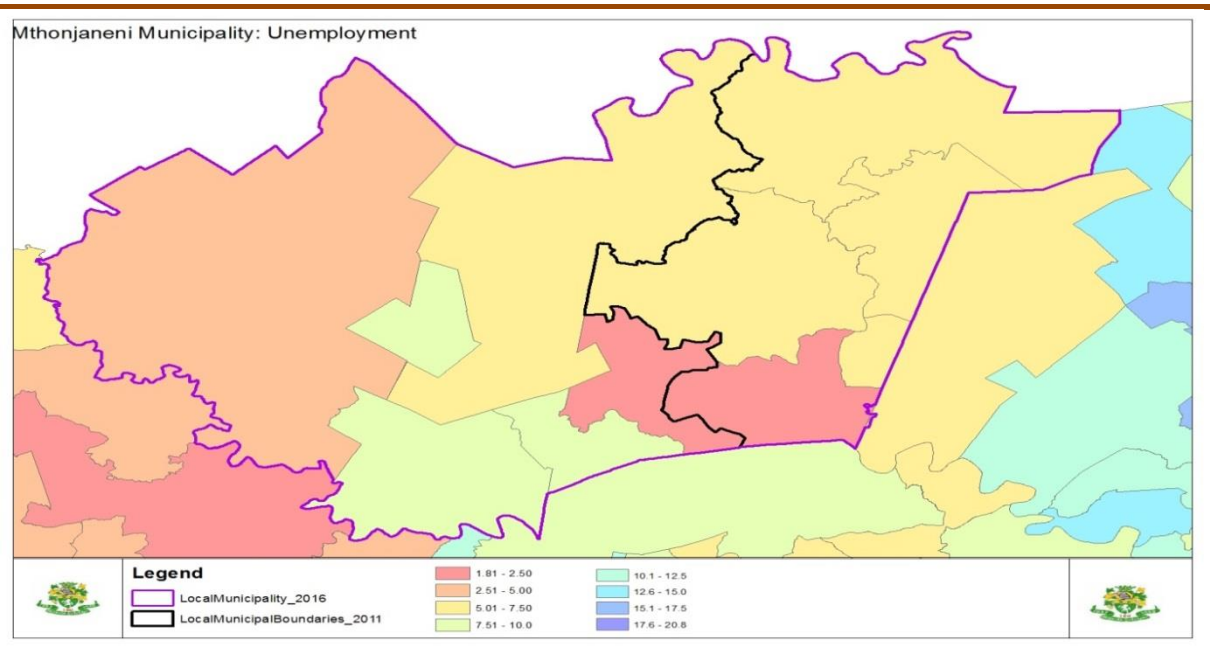
CS 2016: StatSA

The rate of unemployment within the municipality remains being high. In order to find employment opportunities, the economically active population has to travel to areas such as Richards Bay and Empangeni.





Map 3: Showing Unemployment within the Municipality



GIS: KCDM 2022

1.9 Education Profile.

Education serves as the means to bring about the desired change in society and contribute to the development of responsible citizen of our country. Education empowers individuals to take better care of themselves and their children. It is a key to higher economic growth through higher level of skilled society. This is why the provision of good education and educational resources remains a high priority for Mthonjaneni municipality and KCDM. The department of education in King Cetshwayo is playing a vital role in ensuring that the education is given the priority by providing necessary resources and support to enhance the culture of teaching and learning.

1.10 Level of Education.

A small percentage of the population in the municipality has post-matric qualifications. The rate of illiteracy still remains being very high and our schooling system has not yet effectively addressed the problem of dropouts especially at high school level. This means that there is a limited pool of skilled labour in the municipality and that basic education needs to be addressed in order to improve skills levels in the future. Basic education is considered fundamental to the future success of the local economy.





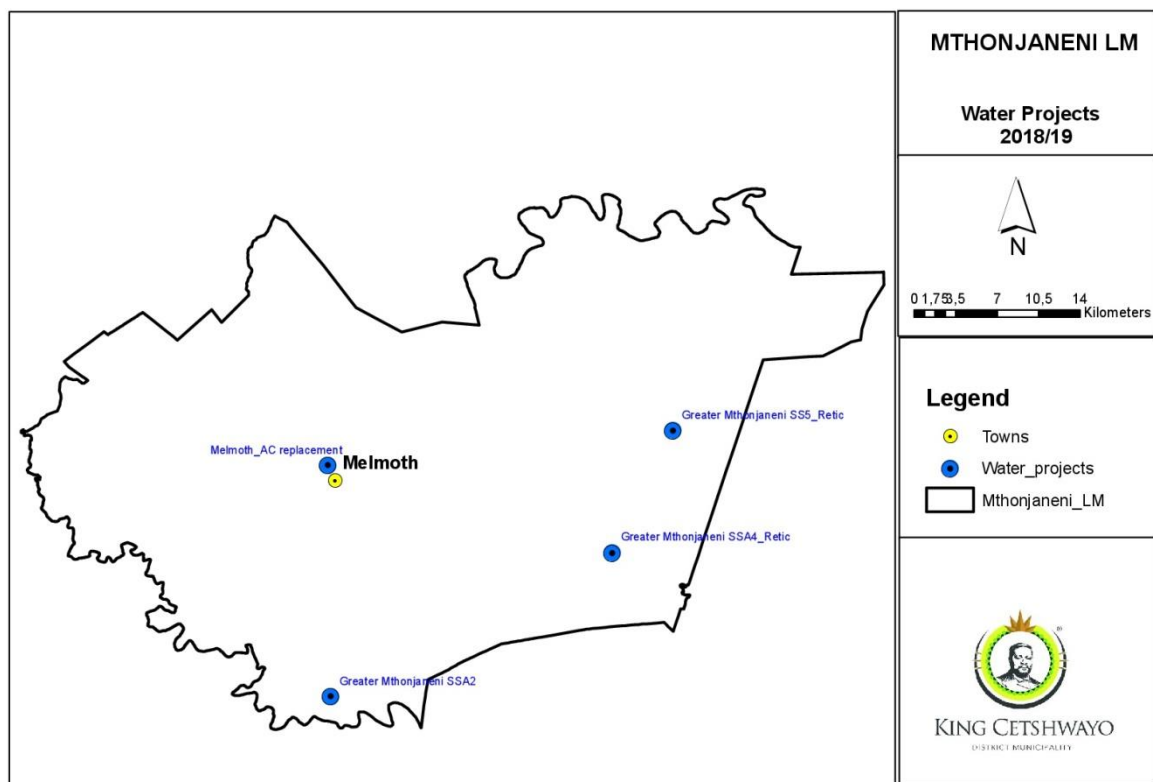
1.11 Household Income.

Household income can be used as a proxy for economic well-being of household and individuals, as it determines their consumption and savings potentials. Changes in the income by households is one of the direct indicator available that can be used to establish who benefits from economic development and by how much are the beneficiaries benefiting. Furthermore, data on household income can be used to inform poverty analysis.

1.12 Access to water and sanitation

Mthonjaneni Local Municipality is not the Water Service Authority. King Cetshwayo municipality is a Water Service Authority and a Water Services Provider for all the areas under the Mthonjaneni Municipality. The King Cetshwayo Municipality has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water supply and sanitation (collectively referred to as water services). As a WSA, King Cetshwayo Municipality focuses on water services and on providing at least a basic level of service to consumers in its area of jurisdiction.

Map 4: KCDM Planned water projects during 2021/2022 financial year



KCDM GIS: 2022





1.11 MUNICIPAL INSTITUTIONAL PROFILE

The Council of Mthomjaneni Municipality currently consist of 25 Councilors, 13 are ward Councilors and the other 12 are PR Councilors. The Honorable Mayor is Councilor M.N Biyela with Cllr P.E Ntombela as Deputy Mayor. The Council is chaired by the Honourable Speaker Cllr. N.A Mbatha.

Mthomjaneni Municipality has the following Council Committees.

1. Council
2. Executive Council
3. Portfolio Committees – Corporate and Community
 - _ Finance
 - _ Technical and Planning
4. MPAC
5. Rules Committee
6. Audit and Performance Committee
7. Rapid Response Committee

Amakhosi from the three traditional authorities are invited and attend all Council and Portfolio Committee Meetings. They get a stipend for each sitting.

The Municipality consists of four (4) departments as follows;

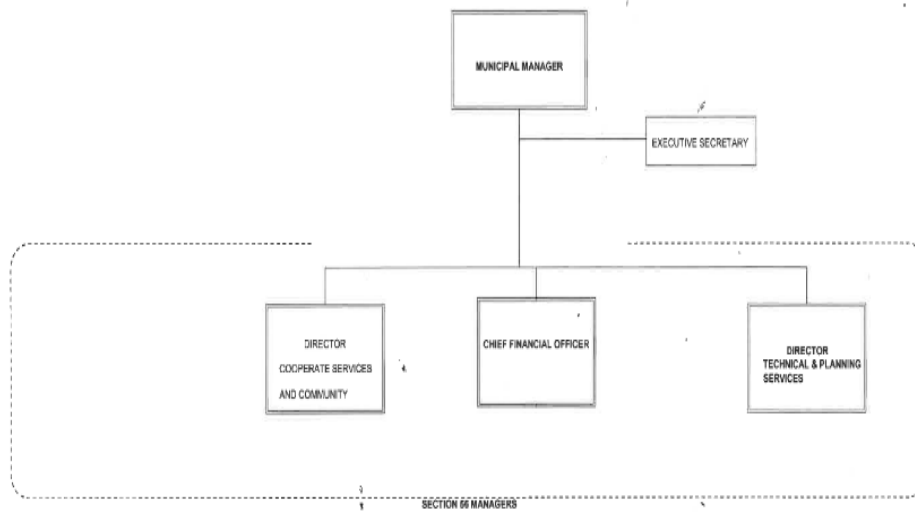
- Office of the Municipal Manager (MM): Mr Z.S Mthethwa
- Financial Service Department (CFO): Mr M.N Myeni
- Community and Corporate Services Department (AHOD): Mrs N.B Mathe
- Technical and Planning Department (HOD): Mrs S.F Mchunu

The Municipality's high level Organogram is indicated hereunder:





**MTHONJANENI LOCAL MUNICIPALITY MICRO
STRUCTURE EXECUTIVE MANAGEMENT**



1.11.1 Employment and Vacancies

The following summary indicates the number of posts on the establishment, the number of employees and the vacancy rate. The table below clearly illustrate the posts and vacancies

Table: Number of posts and vacancies per department

Number of posts and vacancies per department				
DEPARTMENT	2022/22	NO.OF VACANCIES	2022/23	NO.OF VACANCIES
	NO.OF POSTS		NO.OF POSTS)	
Office Of The Municipal Manager	10	02	09	02
Corporate & Community Services	64	04	67	08
Financial Services Department	24	04	24	04
Technical & Planning Services	59	05	59	07





1.12 Organizational Structure

The draft organizational structure will be submitted to Council by the end of March 2022 together with the draft Budget in line with the IDP. The Organisational Structure is reviewed annually as per the Local Government Municipal Staff Regulations published on the 20th September 2021. The New Council that was elected in November 2021 and the new strategy of the Municipality has triggered the reviewed of the organizational structure. The following procedure is followed to review the structure.

- Review/Diagnoses of the staff establishment
- Compile and submit the report to Council
- A report must outline
 - ✓ The process followed in drafting the staff establishment.
 - ✓ Set out the mandate and service delivery priorities for the Municipality and how the proposed staff will address this.
- Motivate any proposed changes
- Provide details of the financial and no-financial implications.
- Propose and implementation plan with specific timeframes within which the new staff establishment will take effect.

The Organisational Structure will be submitted to the MEC for KZN Cogta to comment and make amendments. The MEC submits comments within 30 days to Council. MEC's comments are then considered by Council and thereafter approve the structure.

The draft Organisational Structure is attached.

1.12.1 STATUS OF CRITICAL POSTS

The post of Municipal Manager is not filled as well as the one of the Director Corporate and Community Services.

- **Municipal Manager**

The Municipality had a vacancy on this post which became vacant after the Municipal Manager was seconded at King Cetshwayo District Municipality. The contract of the Municipal Manager came to an end on the 31 December 2022. The Council during its meeting that was held on the 15 December 2021, resolved to appoint the Municipal Manager as the Acting Municipal Manager with effect from 01 January 2022 to 31 March 2022 (MLMSC21/23) At the Special Council meeting set on the 05 January 2022, the Acting Municipal Manager (Mr. P.P. Sibiyi) was seconded to King Cetshwayo District Municipality as the Acting Municipal Manager with effect from 06 January 2022.





The post of the Municipal Manager was advertised on both the local and national newspapers. The process of appointing is the last stage.

- **Director Corporate and Community**

The contract for the Director Corporate and Community Services came to an end on the 31 December 2022. During the Council meeting that was held on the 01 December 2022 (MLMSC21/07) resolved that the contract of Director Corporate and Community Services be extended from 01 January to 31 October 2022. The Council set on the 05 January 2022 and resolved to appoint the Director Corporate and Community Services (Mr. Z.S. Mthethwa) as the Acting Municipal Manager (MLMSC21/17). The Human Resources Manager (Mrs. N.B. Mathe) was appointed by Council to act on the post of Director Corporate and Community Services. Recruitment for this post has not yet started. The Council set on the 24 February 2022 and resolved that the post of Director Corporate be advertised on the National and Local Newspaper.

- **Chief Financial Officer**

The post of the Chief Financial Officer was filled as from 03 December 2022 to date. His appointment is permanent as per the Council Resolution (MLMSC19/173).

- **Director Technical Services**

Director Technical Services post was filled on the 01 December 2017 and the contract will end on the 30 November 2022.

Conclusion

Mthonjaneni Municipality is committed to fulfilling its role of filling the post of Senior Managers who meet the minimum requirements in terms of higher education qualifications, experience, and knowledge as set out in the Local Government Municipal Finance Management Act No. 56 of 2003, Municipal Regulations on Minimum Competency Levels, 2007 (as amended by the municipal amendment regulations on minimum competency levels, 2018.)





1.1.13 HUMAN RESOURCES STRATEGY/ IMPLEMENTATION PLAN FOR MTHONJANENI MUNICIPALITY.

The purpose of this HRM Strategy and Implementation Plan is to outline key interventions to be undertaken by the Mthonjaneni Municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives. HR strategic planning is about determining the demand and supply of employees that are critical to achieving strategic objectives, analysing the gap between the demand and supply and developing a plan that seeks to close the gap.

Mthonjaneni Municipality has never had a HR Strategy/ Implementation Plan. The Human Resources Unit which is under Corporate and Community Services Department has the following functions;

- Human Resources Management
- Occupational Health and Safety
- Skills Development
- Leave Management
- Organisational Development and Change Management
- Labour Relations

The Development and implementation of the Human Resources Strategy is vital in supporting the organisational objectives. The following is the scope of work for Development of the HR Strategy;

- Providing methodology for facilitating the workshop
- Providing a framework for strategic planning
- Providing a model for evaluating success
- Provide a consolidated report on the workshop outcomes

It is incumbent on Municipalities to ensure that its human resources capacity is developed to a level where it can perform its responsibilities in an economic, effective, efficient and accountable way. Specific obligations are placed on Municipalities concerning the alignment of its administration and specifically human resources with its constitutional responsibility.





The Human Resources obligations placed Municipalities in terms on Section 51 of the Municipal Systems Act No. 32 of 2000, are to organise administration to

1. Be responsive to the need of the local Community.
2. Facilitate a culture of public service and accountability amongst its staff;
3. Be performance orientated and focused on the objects of local government set out in section 152 of the Constitution and its developmental duties as required by section 153 of the Constitution.
4. Ensure that its political structures, political office bearers and managers and other staff members align their roles and responsibilities with the priorities and objectives set out in the municipality's integrated development plan.
5. Establish clear relationships, and facilitate co-operation, co-ordination and communication, between
 - 5.1 its political structures and political office bearers and its administration.
 - 5.2 its political structures, political office bearers and administration and the local community.
6. Organise its political structures, political office bearers and administration in a flexible way in order to respond to changing priorities and circumstances;
7. Be Performance orientated and focussed on the objectives of local government
8. Align roles and responsibilities with priorities and objectives reflected in the Integrated Development Plan (IDP) and SDBIP.
9. Organise structures and administration in a flexible way to respond to changing priorities and circumstances. Perform functions through Operationally effective and appropriate administrative units
10. Assign Clear responsibilities to maximize efficiency of communication & decision-making
11. Delegate responsibility to the most effective level within the administration
12. Involve staff in management decisions as far as is practicable
13. Provide an equitable, fair, open and non-discriminatory working environment.

The draft Terms of reference for the HR Strategy are attached





1.14 EMPLOYMENT EQUITY PLAN

In terms of section (2) (e) an Employment Equity Act 55 of 1998, An Employment Equity Plan is prepared in terms of section (1) must state the duration of the plan, which may not be shorter than one year or longer than five years.

The Mthonjaneni Municipality Employment Equity Plan has expired, and it is due to be developed and submitted to Labour. The Employment Equity report was submitted on the 15 January 2022

An Employment Equity Act 55 of 1998 stipulates that a designated employer must prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in the employer workforce.

According to Employment Equity analysis (attached) as at 01 March 2022, we have 7 Occupational categories or levels namely;

1. Top Management (Councillors)
2. Senior Management (MM & HOD'S)
3. Professionally qualified and experienced specialist and mid management.
4. Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents.
5. Semi-skilled and discretionary decision making.
6. Unskilled and defined decision making
7. Temporary employees.

The total percentage per race category and people living with disabilities are as follows;

1. Africans: 97,59%
2. Whites: 1.80%
3. Coloured: 0.60%
4. Indians: 0%
5. Disability: 0.60%

In terms of gender, we are not doing well on the first three Categories. Top Management there is only (seven) 7 females out of (twenty-five)25, Senior level, (one) 1 female out of (four) 4, professionally qualified and experienced specialist and mid-management, (one) 1 female out of (thirteen)13.

Please note that there is nothing much we can do to influence gender balance on the first occupational level (Councillors).





An Employment Equity Forum was formed in terms of section 16 Of the Employment Equity Act 55 of 1998. The purpose of the Forum is to monitor the implementation as well as the progress in terms of equity in the municipality. The Forum needs to be resuscitated especially because most of its members has left the Municipality.

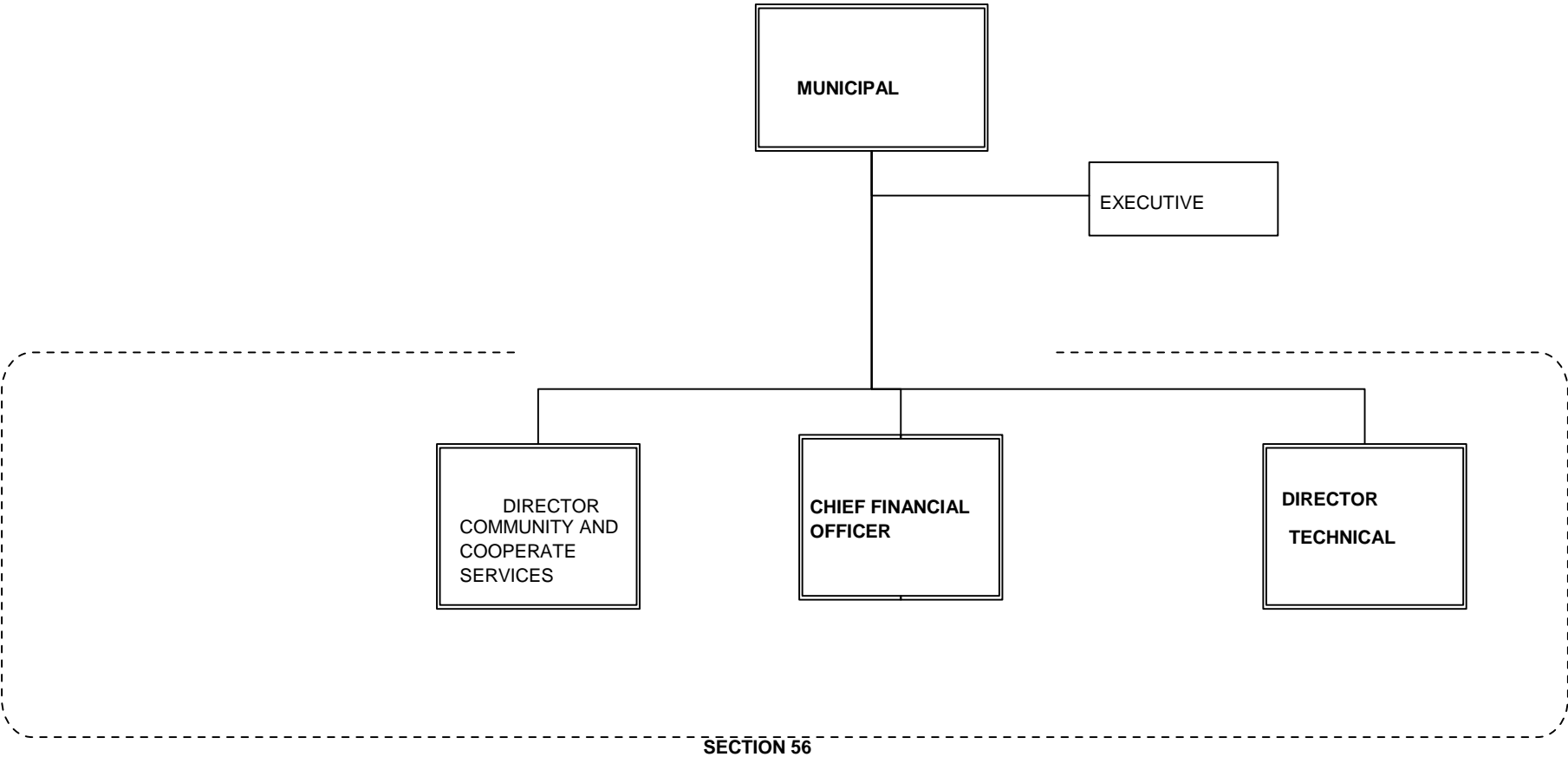
A report was submitted to the Management Committee, and it was resolved that

- 1.1 That the Employment Equity Forum be resuscitated to discuss the issues of Equity in the workplace.
- 1.2 That when appointing the staff especially on the three top levels to consider gender balance.
- 1.3 That when employing, race and people living with disability be considered and encouraged to apply.
- 1.4 That an Employment Equity Plan be established based on the analysis.





Figure 2: Mthonjaneni High Level Organogram





1.15 Performance Management

The Municipal Systems Act requires municipalities to develop a performance management system that is suitable for their own circumstances. Performance Management is located in the Planning unit.

Performance-based management is a systematic approach to improving performance, via an on-going process of establishing strategic performance objectives; measuring performance; collecting, analysing, reviewing, and reporting performance data; and using that data to drive performance improvement.

The performance management system or framework must describe how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting will happen and be organised and managed, while determining the roles of different role-players.

The PMS Framework 2017-2022 was adopted by Council on the 28th March 2017. Performance Review and monitoring takes place in October, January, April and August every financial year. Legislation makes provision for performance reporting to be tabled to Council at least twice in a financial year.

As at 01 July 2022, performance evaluation will be cascaded to other levels of employees.

1.16 Auditing and Oversight

In its annual audits, the Auditor-General of South Africa examines financial and non-financial information of the municipality to determine:

- Fair representation and absence of material misstatements in the financial statements
- Reliable and credible performance information for purposes of reporting on pre-determined performance objectives
- Compliance with all legislation governing financial matters

For the 2022/2021 financial year Mthonjaneni municipality received an Unqualified Audit with few matters of emphasis. In 2021/2022 the municipality received an unqualified audit with matters of emphasis. The regress was due to lack in monitoring controls as well as irregular expenditure as a result of non-compliance with legislation.



1.17 Internal Audit

Mthonjaneni Municipality has established a fully functional Internal Audit who has certain projects on the internal audit plan that are currently outsourced to Bonakude Consultants. The audit commences as per the timeline on the internal audit plan to produce a report which is tabled to the Audit and Performance Management Committee. The Internal Audit is guided by Section 165 of the MFMA, the Internal Audit Charter, Circular 65 in ensuring execution of the Internal Audit Plan which are tabled to the Audit and Performance Management Committee. The Audit Plan (which is risk based) and Audit Charter for the 2021/2022 financial year was tabled to the Audit Committee in September 2021.

1.18 Audit and Performance Management Committee

The Mthonjaneni Municipality has an established a fully functional Audit and Audit Performance Management Committee in accordance with section 166 of the Municipal Finance Management Act, Act no 56 of 2003 (MFMA) and section 14(2)(c) of the Local Government Municipal Planning and Performance Regulations, 2001 (Regulations). Consideration has also been given to section 14(2)(c) of the Regulations and MFMA Circular No. 65 issued by the National Treasury in November 2012 as well as the recommendations contained in the King Report on Governance for South Africa 2016 (King IV). The Audit and Performance Management Committee, consisting of independent, external members listed below, is required to meet at least 4 times per annum as per the Audit Committee Charter, although additional meetings may be called as the need arises.

Table 40: Members of the Audit and Performance Committee

Member	Designation
Prof. T.I Nzimakwe	Chairperson
Mr K.N. Ngubane	Member
Mr U. Botshiwe	Member
Ms M. Siyaya	Member

1.19 Oversight Committee

The section 79 oversight committee was established as per schedule 5 of the Local Government: Municipal Structures Act 1998 (Act 117 of 1998). The oversight committee comprises of a chairperson elected by the municipal council, members of the committee as well as a committee secretary.





Table 51: Members of the Municipal Public Accounts Committee(MPAC)

Member	Designation
Cllr S.V Majola	(Chairperson)
Cllr T.E Mpungose	Member
Cllr S.M Ndlovu	Member
Cllr S.M Khuzwayo	Member

1.13 Performance Analyses

Figure 3: Infrastructure and Services

Infrastructure Development and Service Delivery	85%
Municipal Transformation and Institutional Development	93%
Good Governance and Public Participation	94%
Financial Viability and Financial Management.	97%
Local Economic Development	87%
Cross Cutting Intervention-(Community & Social Development)	90%

This KPA covers the following key focus areas (powers & functions): Municipal rural Roads, Municipal urban roads, Disaster Management, Municipal energy provision and Municipal Solid Waste Management.

In 2019/2020 the Mthonjaneni Municipality achieved 80% for Infrastructure and 85% in 2020/2021. One of the core functions of the municipality is to provide access roads.

All targets were met in respect of disaster management.



1.14 Municipal Strategic Plan

The basis for strategic planning, in the municipality, is firstly the NDP – which has broad objectives of:

1. Economic Infrastructure
2. Transitioning to a low carbon economy
3. Inclusive rural economy
4. Positioning South Africa in the world
5. Human settlements
6. Improving education, innovation and training
7. Promoting health
8. Social protection
9. Building safer communities
10. Building a capable state
11. Promoting accountability and fighting corruption
12. Transforming society and uniting the country

The KZN Provincial Growth and Development Strategy, is also a foundational document, with its objectives of;

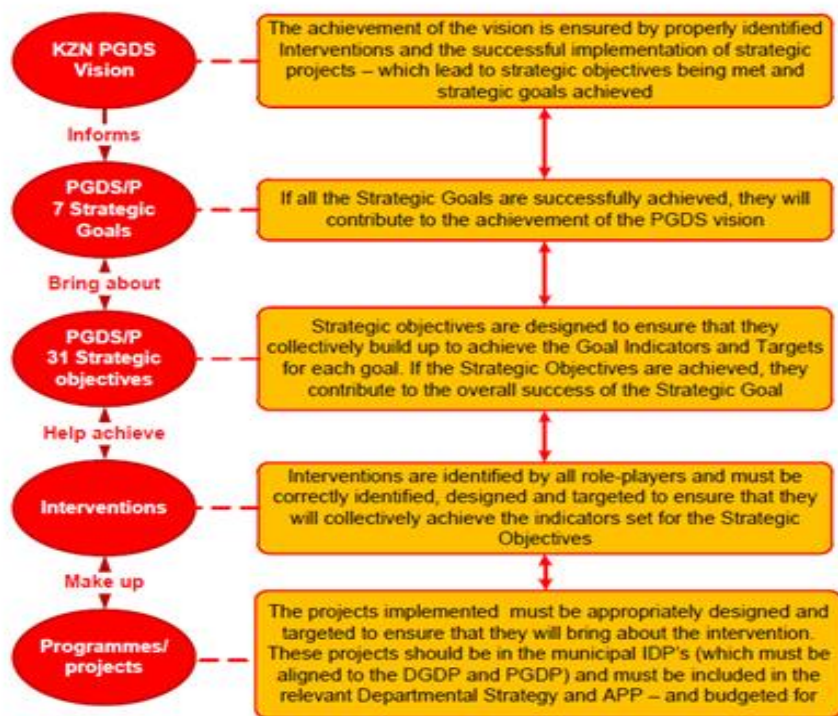
1. Job Creation
2. Human Resource Development
3. Human and Community Development
4. Strategic Infrastructure
5. Environmental Sustainability
6. Governance and Policy
7. Spatial Equity

The IDP will be aligned, as much as, possible to these goals and objectives. An overview of the KZN PGDS framework with associated goals and objectives for water and sanitation services can be reviewed in the next figure.





Figure 4: KZN PGDS Framework



The 2016 Revised PGDS Strategic Framework

Figure 10: PGDS Strategic Framework

2016 PGDS STRATEGIC GOALS and OBJECTIVES		
STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
1 INCLUSIVE ECONOMIC GROWTH	1.1	Develop and promote the agricultural potential of KZN
	1.2	Enhance sectoral development through trade investment and business retention
	1.3	Enhance spatial economic development
	1.4	Improve the efficiency, innovation and variety of government-led job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy
2 HUMAN RESOURCE DEVELOPMENT	2.1	Improve early childhood development, primary and secondary education
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
3 HUMAN AND COMMUNITY DEVELOPMENT	3.1	Eradicate poverty and improve social welfare services
	3.2	Enhance health of communities and citizens
	3.3	Safeguard and enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance social cohesion and social capital
	3.7	Promote youth, gender and disability advocacy and the advancement of women
4 INFRASTRUCTURE DEVELOPMENT	4.1	Development of seaports and airports
	4.2	Develop road and rail networks
	4.3	Develop ICT infrastructure
	4.4	Ensure availability and sustainable management of water and sanitation for all
5 ENVIRONMENTAL SUSTAINABILITY	4.5	Ensure access to affordable, reliable, sustainable and modern energy for all
	4.6	Enhance KZN waste management capacity
	5.1	Enhance resilience of ecosystem services
6 GOVERNANCE AND POLICY	5.2	Expand the application of green technologies
	5.3	Adapt and respond climate change
	6.1	Strengthen policy, strategy coordination and IGR
7 SPATIAL EQUITY	6.2	Build government capacity
	6.3	Eradicate fraud and corruption
	6.4	Promote participative, facilitative and accountable governance
	7.1	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	7.2	Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment





Summary of Municipal Goals, Objectives and Strategies
Mthonjaneni Municipal Goals, Objectives and Strategies:

Key Performance Area: Basic Service Delivery and Infrastructure Development			
Goal: To reduce levels of infrastructure backlogs by providing Basic Services, Facilities and maintaining existing infrastructure.			
Key Focus Area	IDP Ref. No.	Development Objectives	Development Strategies
1. Roads	1	Expand accessibility of roads in various wards	<ul style="list-style-type: none"> • Constructing New Gravel Roads • Constructing new tarred and paved roads • Constructing new cause ways
	2	Maintenance and rehabilitation of existing access roads in rural & urban areas	<ul style="list-style-type: none"> • Upgrading of gravel roads to tar • Re-gravelling of roads • Resealing of Roads • Rehabilitation of existing tar roads • Blading of roads • Road marking • Road signage • Spatially capture road infrastructure • Developing road maintenance plan
2. Storm Water	3	Building and maintaining Storm Water Infrastructure	<ul style="list-style-type: none"> • Construction of new storm water drains • Cleaning of storm water drains • Spatially capture storm water infrastructure
3. Electricity	6	Expand electrical accessibility in various wards	<ul style="list-style-type: none"> • Installation of New electrical connections • Rural connection
	7	Expand and Maintain existing network electricity in urban and rural areas. Provide alternative energy	<ul style="list-style-type: none"> • Installation of Electrical Meters • Installation and repairs of High Mast Lights • General Infrastructure- maintenance on mini and major substations • Upgrade existing transformers • Repairs to Robots • Provision of street lights • Provision of solar geysers • Provision of solar panels in urban and rural areas • Spatially capture electricity infrastructure • Master sector plans to be in place
4. Sport & Parks	8	Expand accessibility and maintenance of Sports fields and Parks in various wards	<ul style="list-style-type: none"> • Construction and maintenance of new Sports fields and Parks in various wards





			<ul style="list-style-type: none"> • Upgrade and revamp existing Sports fields and Parks
5. Community Halls	9	Expand accessibility and maintenance of Community Halls in various wards	<ul style="list-style-type: none"> • Construction and maintenance of New Community Halls • Upgrade and revamp existing Community Halls
6. Cemeteries	10	Expand accessibility and maintenance of Community Cemeteries in various wards	<ul style="list-style-type: none"> • Construction and maintenance of Cemeteries • Upgrade and revamp existing Cemeteries • Fencing of cemeteries • Identify and establish new cemeteries
7. Crèches	11	Enhance Early Childhood Development	<ul style="list-style-type: none"> • Construction of new crèches
8. Libraries	12	Expand accessibility and maintenance of Libraries in various wards	<ul style="list-style-type: none"> • Construction of new Libraries • Upgrade and Maintain existing Libraries
9. Refuse Removal	13	Expand accessibility of Refuse Services in various wards	<ul style="list-style-type: none"> • Identify new areas and settlements to offer Refuse Services • Integrated waste management plan
10. Human Settlements	14	To provide sustainable human settlements to the people	<ul style="list-style-type: none"> • Identify and Secure land prior to project approval • Ensure appointment of experienced and qualified implementing agents • Land disposal policy for public use • Strengthen Intergovernmental Relations • Land identification and release • facilitation of bulk service provision • Facilitate Land Release • Approval and implementation of the Housing Sector Plan • Set up housing consumer education programme • Linking of the HSP to SDF, IDP and Comprehensive CIF • Middle income housing development





1.16 Service Delivery Performance

Organisational Performance System;

Each municipality is required by legislation to develop a performance management framework. The framework should describe how the process of performance planning, monitoring, measurement, review and reporting will happen.

The framework also needs to indicate how the process will be organized and managed, by determining the functions of each role-player in the process.

In terms of Local Government Municipal Planning and Performance Regulations, a system must:

- a) Comply with all requirements set out in the Municipal Systems Act;
- b) Demonstrate how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- c) Clarify the roles and responsibilities of each role player, including the local community, in the functioning of the system;
- d) Clarify the processes of implementing the system within the framework of the integrated development planning process;
- e) Determine the frequency of reporting and the lines for accountability for performance;
- f) Relates to the Municipality's employee performance management process

The Mthonjaneni Municipality Performance Management Framework is a tool used by management to gain a better understanding of the ability of the organization to fulfil its mandate and achieve its goals.

The Mthonjaneni Municipality Performance framework has the following steps:



Table 6: Stages in the preparation of the Mthonjaneni LM OPMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Amendments identified in the revision process	All previous years' amendments to be taken into consideration in updating the IDP	Council; Exco; MM; HODs
Adoption of a process for drafting the IDP	Process adopted to guide the planning, drafting, adoption & review of the IDP	Council; Exco; MM; HODs
	Constitute municipal Representative forum as Community Participation structure	Planning; Depts
	Advertise for Community Participation	Depts
	As part of IDP process, identify key development challenges	Council; Exco; MM; HODs
	Arrange for notices and agendas to be distributed at least 14 days before the meeting	Planning; Depts
	Document meeting comments and representations and include in Performance sheet	Planning; Depts
	Confirm key development priorities	Exco; Depts
Drafting of the IDP	Exco to delegate responsibility of drafting the IDP, whilst continuously monitoring it	Planning
Adoption of the adopted IDP	Submit draft IDP to Council for adoption	Planning
	Community given 21 days to comment on draft prior to plan being submitted to Council for adoption	Planning; Depts
Implementation of the developed IDP	Convene regular meetings with Community to monitor IDP implementation	Planning; Depts
	Community forum members given 14 days before meetings to allow consultation with their constituencies regarding matters to be discussed at the meeting	Planning; Depts
	Municipality formally adopted the IDP	Council; Exco; MM; HODs
	MM to submit copy of IDP to the MEC for local Govt within 10 days of its adoption by Council	MM





RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Disclose requirements of the IDP	Copy of IDP to MEC must contain : Summary of process adopted; Statement confirming that IDP development process has been complied with and a copy of the adopted framework	MM
	Municipality to give notice to Public, within 14 days of IDP adoption and makes copies available for Public inspection	Planning; Depts
	Municipality to publicize, within 14 days of IDP adoption, a summary of the Plan	Depts
Proposals on the IDP received from the MEC	If proposals received from MEC, proof must be obtained that : 1) IDP has been adjusted if proposals agreed to 2) Reasons have been provided to MEC where proposals not agreed to	Council; Exco; MM; HODs
Proposals for amending the IDP	If IDP amended, proof to be held that proposals were introduced by a member or committee of the Council	Council; Exco; MM; HODs
Amending the IDP	Proof must be obtained that notice was given by Municipality to all Council members before amendment adopted	Planning
	Proof must be obtained that prior to IDP amendment being adopted, public notice was issued for public comment allowing at least 21 days to comment on the proposed amendment	Planning; Depts
	Confirmation required that local Municipalities were consulted and that their comments were considered	Planning; Depts
	Proof must be held that the MM submitted copy of subsequent amendment to the MEC for local Govt within 10 days of the amendment of the Plan	MM





2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Review of framework for PMS together with PMS for year under review	Municipality review its framework for the PMS together with PMS for year under review	Dev Planning
Development of a framework for the PMS	Municipality has a documented framework for its PMS	Dev Planning
	Keep minutes of meetings that were convened with Community Forum to consult regarding the development of the framework for the PMS	Planning; Depts
	Community must be given at least 14 days before each meeting to consult their constituencies regarding the matters to be discussed at the meeting	Corporate Serv; Depts
Development of the PMS	Proof that Exco managed the development of the municipality's PMS	Exco
	Convene meetings with community forum to consult	Planning; Depts
	Delegation of responsibilities assigned to the MM by EXCO with regard to the development of the PMS in place	Planning
Adoption of the PMS	Proof required that EXCO submitted the proposed PMS to Council for adoption	MM; Planning
	Proof required that Council adopted the PMS before or at the same time as setting up of KPIs and targets as per IDP	Exco; Council; MM; HODs
Implementation of the PMS	Proof that the municipality did implement the PMS	Dev Planning
	Proof that the community forum was consulted through regular meetings regarding the implementation of the PMS	Planning; Depts





2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Monitoring and review of the PMS	Proof that the municipality did establish mechanisms to monitor and review its PMS	Planning; Depts
	Proof that the municipality does monitor and review its PMS	Dev Planning
	Confirm that the community forum was given enough time to consult their constituencies regarding matters to be discussed at meetings	Dev Planning
	Proof that the municipality made know internally and to the public, the KPIs and performance targets set by it for the purposes of its PMS	Planning; Depts
Evaluating the framework for the PMS	Proof that the PMS framework describes how the municipality's cycle and processes of Performance Planning, Monitoring, Measurement, Review, Reporting and Improvement will be conducted, organized and managed	Dev Planning
Evaluating the PMS	Proof that the municipality's PMS shows how it is to operate, clarifies roles and responsibilities of role-players, clarifies system implementation, frequency of reporting and accountabilities, relates to the municipality's employee performance management process, provide a procedure to link PMS to IDP planning process and is devised to serve as an early warning of under-performance	Planning; Depts





3. PROCESS FOR SETTING & REVIEWING KPIS

RESPONSIBILITY	KEY ACTIONS	PARTY/ES RESP. FOR ACTIONING
Prescribed process for setting Key Performance Indicators	Confirmation required that the PMS prescribes a process of setting KPI's	Planning; HODs
Prescribed process for the Review of the Key Performance Indicators	Confirmation that the PMS prescribes an annual performance review process for the review of KPIs	Planning; HODs
Developing KPIs	Proof required that the municipality's PMS sets KPIs which are used as a yardstick for measuring performance, including outcomes and impact	Planning; HODs
	Proof required that the community through a forum was allowed to participate in the setting of appropriate KPIs for the municipality	Planning; HODs
Reviewing the KPIs	Proof that the municipality does review its KPIs on an annual basis in accordance with the PMS's review process	Planning; HODs
Evaluating the Key Performance Indicators	Proof required that the KPIs are reflected in the IDP of the municipality	Planning; HODs
	Ensure that KPIs set include the general national KPIs prescribed according to Regulation 10	Dev Planning
	Include KPIs for all municipal entities and Service Providers with whom the municipality has entered into a service delivery agreement	Planning; HODs





4. PROCESS FOR SETTING PERFORMANCE TARGETS

RESPONSIBILITY	KEY ACTIONS	PARTY/IES RESP. FOR ACTIONING
Prescribed process for setting Performance targets	Confirmation that the municipality's PMS prescribes process for setting performance targets	Planning; MM; HODs
Setting Performance targets	Ensure performance targets are set in terms of the PMS	Planning; MM; HODs
	Ensure that Community involvement was sought in setting Performance targets for the municipality	Planning; Depts
	If the IDP and subsequently the KPIs were amended, confirm that performance targets were also amended in accordance with the amendments of the KPIs	Planning; Depts
Evaluating the Performance targets	Proof that targets were set for each of the KPIS	Planning; Depts
	Ensure that the performance targets are practical and realistic and measure the efficiency, effectiveness, quality and impact of the performance of the municipality and its constituencies	Planning; Depts

5. TRACK PERFORMANCE OF STAFF AND SERVICE PROVIDERS

RESPONSIBILITY	KEY ACTIONS	PARTY/IES RESP. FOR ACTIONING
Framework to track the performance of staff and Service Providers of the Municipality	Confirmation that the municipality has a framework in terms of its PMS to track performance of staff and Service Providers	Planning; Depts





5. TRACK PERFORMANCE OF STAFF AND SERVICE PROVIDERS

RESPONSIBILITY	KEY ACTIONS	PARTY/IES RESP. FOR ACTIONING
Service delivery process	Ensure that all municipal staff reported in accordance with their lines of accountability and at the required intervals	MM; HOD's
	Proof that each service provider has reported to the municipality in accordance with their responsibilities and at the required reporting intervals	HOD's
	Ensure that resource allocation to service providers is in accordance with the municipality's development priorities and objectives	HOD's
Evaluating the framework for the tracking of the performance of the municipality's staff and service providers	Proof required that the framework has clarified breakdown of performance targets at all levels of the organization	HOD's
	Ensure that the framework clarifies the lines of accountability within the municipality and the intervals for reporting thereto (Staff & SPs)	MM; HOD's
	Ensure that framework clarifies methods for tracking performance of municipality's staff and that of Service Providers	HOD's

6. DEVELOPMENT OF A MONITORING FRAMEWORK

RESPONSIBILITY	KEY ACTIONS	PARTY/IESR ESP. FOR ACTIONING
Monitoring framework	Ensure that the municipality has, as part of its PMS, a monitoring framework	EXCO; Council; MM; HODs





6. DEVELOPMENT OF A MONITORING FRAMEWORK

RESPONSIBILITY	KEY ACTIONS	PARTY/IESR ESP. FOR ACTIONING
Development of a monitoring framework	Proof that the municipality developed its monitoring framework after consultation with some form of Community forum	Planning; Depts
	Where Forum was used, proof required that notice was given at least 14 days prior to each meeting, giving them a chance to consult with their constituencies	Planning; Depts
Performance Monitoring	Proof that the monitoring of municipality's and service providers' performance are monitored in accordance with the monitoring framework	Planning; Depts
	Proof required that performance of staff and that of service providers is monitored on an on-going basis throughout the financial year	MM; EXCO; Council; HODs
	Where under-performance detected, proof that corrective measures were taken	MM; EXCO; Council; HODs
Evaluating the monitoring framework	Confirm that the monitoring framework identifies roles of role-players in monitoring, collecting and analysing data; allocating tasks and gathering data; determines what data to be collected, how data is to be collected, stored, verified and analysed; gives timeframes for the data collection, times for report submissions and how they are to be submitted	Depts
	Confirmation that the framework provides for corrective measures where under-performance has been identified	MM; HODs
	There must be reporting to Council at least twice a year	MM





7 INTERNAL CONTROLS

RESPONSIBILITY	KEY ACTIONS	PARTY/IES RESP. FOR ACTIONING
Internal control	Ensure that the municipality has, as part of its internal control, an Internal Audit Activity	MM
	Ensure that a Performance Audit Committee has been set	Depts
Internal control exercised	Proof that the Audit Committee performs continuous audits assessing : 1) Functionality of the PMS 2) Compliance of the PMS with Systems Act 3) The extent to which measurements are reliable measures of the municipality's performance against KPIs	Depts
	Ensure that Performance Audit Committee has at least 3 members	Depts
	Ensure majority of Committee members are not involved as councillor or employee of the municipality, with at least 1 member being a PMS expert	Depts
	Performance Audit committee to submit at least 2 Audit reports to Council during the financial year	Planning
Characteristics of the Performance Audit Committee	The Committee must have unrestricted access to records deemed necessary for it to perform its duties; it may also request any relevant person to attend its meetings to provide information considered important/relevant; it may liaise directly with Council/MM or internal and external auditors; it may also investigate any matter it deems necessary for the performance of its audits	Depts





CHAPTER B1 – LEGISLATIVE AND POLICY FRAMEWORK

2.1 The Constitution

Section 152 Objects of local government:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organizations in the matters of local government

2.2 The Municipal Structures Act

The act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith. Of importance in the context of this legislation is the following:

- A local municipalities within the area of that municipality must co-operate with one another by assisting and supporting each other;
- A local municipality on request of a municipality in whose area that local municipality falls may provide financial, technical and administrative support services to that municipality to the extent that that local municipality has the capacity to provide those support services;
- A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same municipality to the extent that it has the capacity to provide those support services, if the municipality or that local municipality so requests; and
- The MEC for local government in a province must assist to provide support services to a local municipality.





2.3 The Municipal Systems Act

Chapter 5 of this Act provides for the preparation of IDP. S. 26 (e) lists an SDF as a core component of an IDP and requires that the SDF provides basic guidelines for a municipal land use management system.

Local Government: Municipal Planning and Performance Management Regulations (GN R796 of 2001)

S2 (4) requires that an SDF should:

- Give Effect To The DFA Principles;
- Set Out Objectives That Reflect The Desired Spatial Form Of The Municipality;
- Contain Strategies And Policies To Achieve The Objectives And Which Should Indicate Desired Patterns Of Land Use;
- Address The Spatial Reconstruction;
- Provide Strategic Guidance Regarding The Location And Nature Of Development;
- Set Out Basic Guidelines For A Land Use Management System In The Municipality;
- Set Out A Capital Investment Framework For The Municipality's Development Programs;
- Contain A Strategic Assessment Of The Environmental Impact Of The SDF;
- Identify Programs And Projects For The Development Of Land Within The Municipality;
- Be Aligned With The Spatial Development Frameworks Reflected In The Integrated Development Plans Of Neighbouring Municipalities;
- And Provide A Plan Of The Desired Spatial Form Of The Municipality, Which Should:
 - Indicate Where Public And Private Land Development And Infrastructure Investment Should Take Place;
 - Indicate Desired Or Undesired Utilisation Of Space In A Particular Area;
 - Delineate An Urban Edge;





- Identify Areas For Strategic Intervention; and
- Indicate Priority Spending Areas.

2.4 The Municipal Finance Management Act

To secure sound and sustainable management of Municipal financial affairs, and in particular the management and disposal of public assets, particularly land.

Subdivision of Agricultural Land Act 70 of 1970

Application Regulations regarding the subdivision of agricultural land for development within a municipality:

Subject to the provisions of section 2 a Surveyor-General shall only approve a general plan or diagram relating to a subdivision of agricultural land

Any subdivision of any land in connection with which a surveyor has completed the relevant survey and has submitted the relevant sub-divisional diagram and survey records for examination and approval to the surveyor-general concerned prior to the commencement of this Act.ii

A Registrar of Deeds shall only register the vesting of an undivided share in agricultural land referred to in section 3 (b), or a part of any such share referred to in section 3 (c), or a lease referred to in section 3 (d) or, if applicable, a right referred to in section 3 (e) in respect of a portion of agricultural land, if the written consent of the Minister in terms of this Act has been submitted to him.

(b) no undivided share in agricultural land not already held by any person, shall vest in any person;

(c) no part of any undivided share in agricultural land shall vest in any person, if such part is not already held by any person;

(d) no lease in respect of a portion of agricultural land of which the period is 10 years or longer, or is the natural life of the lessee or any other person mentioned in the lease, or which is renewable from time to time at the will of the lessee, either by the continuation of the original lease or by entering into a new lease, indefinitely or for periods which together with the first period of the lease amount in all to not less than 10 years, shall be entered into;

(e) (i) no portion of agricultural land, whether surveyed or not, and whether there is any building thereon or not, shall be sold or advertised for sale, except for the purposes of a mine as defined in section 1 of the Mines and Works Act, 1956 (Act 27 of 1956); and





right to such portion shall be sold or granted for a period of more than 10 years or for the natural life of any person or to the same person for periods aggregating more than 10 years, or advertised for sale or with a view to any such granting, except for the purposes of a mine as defined in section 1 of the Mines and Works Act, 1956;

[Para. (e) Substituted by s. 2 of Act 12 of 1979 and by s. 2 (1) (a) of Act 33 of 1984.]

2.5 The Spatial Planning and Land Use Management Act

The role of local government in spatial planning has been re-energized through the introduction of the Spatial Planning and Land Use Management Act No. 16 of 2013 (commonly known as SPLUMA). The intention of this national legislation is to introduce the norms and standards for spatial planning and to specify the relationship between spatial planning and land use management. This is intended to create uniformity and consistency on the manner in which both spatial planning and land use management is practiced within the whole country. Chapter 4 of SPLUMA stipulate the need to prepare Spatial Development Frameworks (SDFs) by all municipalities. Part D (19) stipulates that the Regional Spatial Development Framework must cover the following minimum issues:

- a) Give effect to the development principles and applicable norms and standards set out in Chapter 2;
- b) Give effect to national and provincial policies, priorities, plans and planning legislation;
- c) Reflect the current state of affairs in that area from a spatial and land use perspective of the region;
- d) Indicate desired patterns of land use in that area;
- e) Provide basic guidelines for spatial planning, land development and land use management in that area;
- f) Propose how the framework is to be implemented and funded; and
- g) Comply with environmental legislation.

The preparation of the Mthonjaneni Municipality SDF is guided the following spatial principles listed under Chapter 2 of the SPLUMA legislations:-

- a) Spatial Justice:** Ensures equitable distribution and increase access to social infrastructure and addresses the injustices of the past.





b) Spatial Sustainability: Ensures protection of agricultural prime land and uphold consistency of land use measures in accordance with environmental management instruments; promote and stimulate the effective and equitable functioning of land markets; consider all 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; and result in communities that are viable.

c) Spatial Efficiency: which ensures that land development optimises the use of existing resources and infrastructure; decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and development application procedures are efficient and streamlined and timeframes are adhered to by all parties

d) Spatial Resilience: promote flexibility in spatial plans, policies and ensure that land use management systems accommodate sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

e) Good Governance: Ensures that all spheres of government carry-out an integrated approach to land use and land development that is guided by the spatial planning and land use management systems. The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to 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.

- develop an argument or approach to the development of the area of jurisdiction which is clear enough to allow decision-makers to deal with the unexpected (for example, applications from the private sector);
- develop a spatial logic which guides private sector investment. This logic primarily relates to establishing a clear hierarchy of accessibility;
- ensure the social, economic and environmental sustainability of the area;
- establish priorities in terms of public sector development and investment; and
- identify spatial priorities and places where public-private partnerships are a possibility.

S51 (1) further requires and local municipalities to align their spatial development frameworks and land use schemes as required by the MSA.





2.6 National Environmental Management Act

The SDF promotes (4) (a) Sustainable development, which requires the consideration of all relevant factors including the following:

- i. That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
 - ii. that pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
 - iii. that the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimised and remedied;
 - iv. that waste is avoided, or where it cannot be altogether avoided, minimised and reused or recycled where possible and otherwise disposed of in a responsible manner;
 - v. that the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource;
 - vi. that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
 - vii. that a risk averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and
 - viii. That negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied.
- (d) Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human wellbeing must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination.
- (f) The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.
- (g) Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognising all forms of knowledge, including traditional and ordinary knowledge.





(h) Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.

(p) The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.

(q) The vital role of women and youth in environmental management and development must be recognised and their full participation therein must be promoted.

(r) Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

2.7 Provincial Growth and development Strategy

The provincial Government has developed its own Growth and Development Strategy, which is closely aligned to both the Millennium Development Goals and national development goals in 2011. The PGDS is essentially a tool through which the provincial government can address the legacies of the apartheid space economy, promote sustainable development and ensure poverty eradication and employment creation.

The Provincial Vision is indicated as:

By 2035, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.

Abject poverty, inequality, unemployment and current disease burden should be history, basic services must have reached all its people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.

The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.

This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. 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. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

The purpose of the 2016 KZN PGDS is to:

- Be the primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2035;
- Mobilize and synchronize strategic plans and investment priorities of all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners towards achieving the desired growth and development goals, objectives and outcomes;
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Develop clearly defined institutional arrangements ensuring decisive leadership, robust management, implementation and on-going reviewing of the growth and development plan.

2.8 Growth and development Strategy

King Cetshwayo has adopted development of the Growth and Development Plan.

By 2030 King Cetshwayo is renowned for the vastly improved socio-economic status of its residents resulting from 15 years of sustained economic growth. There is internationally recognized as a world leader in innovative and sustainable manufacturing based on the successful implementation of the RBIDZ initiative. This economic growth, together with the rural development programme resulted in the creation of decent employment opportunities leading to the fastest growing household and individual income levels in the province, and reducing the unemployment rate of the youth in the by more than 50%. It also resulted in a significant decrease in the economic dependency ratio and improving the overall quality of life in the district. The economic growth is underpinned by a vastly improved information and telecommunication infrastructure network with the entire having access to a wireless broadband service and all businesses and more than 50% of households with access to a computer and internet service. By 2030 the will be characterised by a high quality infrastructure network supporting both household needs and economic growth. All households will have an access to appropriate water infrastructure, adequate sanitation, and sustainable energy sources.





Improved access to health facilities and quality of health services provided resulted in continually improving health indicators in the district. The quality of the output from the primary and secondary education system has improved dramatically and all learners have access to fully equipped primary and secondary education facilities. Sustainable and coherent spatial development patterns have been successfully implemented through innovative spatial planning frameworks and effective land use management systems implemented by highly skilled officials. Improved public sector management and skills levels resulted in sound local governance and financial management.

Table 11: DGDP Goals

NO	DGDP GOALS	ALIGNMENT WITH MTHONJANENI LM
1.	Job creation	Job creation through EPWP, CWP programs and interns
2.	Human resource development	Municipality resourced and committed to attaining the vision and mission of the organization
3.	Human and community development	Supporting and training of co-operatives
4.	Strategic infrastructure	100% spending of MIG grant in all financial year
5.	Response to climate change	Approved Disaster management plan and awareness campaigns
6.	Governance and Policy	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
7.	Spatial Equity	Development of rural housing and other rural infrastructure projects within the municipal area.

2.9 Led Strategy

The Mthonjaneni Municipality has developed its Local Economic (LED) Strategy during the 2015/2016 financial year. The strategy was developed by an outsourced service provider. The LED strategy was developed in order to ensure proper alignment with the objectives of the National Development Plan and other national and provincial plans.





The terms of reference and scope for the development of the LED strategy were strictly aligned to all National and Provincial Government Development plans, e.g.: PGDP and also the Growth Development Plan. The table below reflects a summary of the terms of references developed by the Project steering committee and the terms provided to the service provider and project steering committee.

Table 12: Alignment of LED Strategy

	SECTION	RESPONSIBLE STAKEHOLDER
1	Ensure stakeholder participation in the project	Project Steering Committee
2	Developing of LED Goals, Objectives and Strategies.	Municipality and Service provider
3	Unpacking of Key economic Drivers.	Service provider and Melmoth business chamber
4	Proposing of LED key interventions.	Service provider and Municipality
5	Proposing and unpacking of programs to transform local tourism, local farmer, informal economy etc..	Service provider, DEDT
6	Identifying of catalytic projects	Municipality and service provider

2.10 Stakeholder Consultation

The LED role players are critical and their input during the development of this strategy was critical and taken into consideration when the LED strategy was developed. Stakeholder identification and consultation was carried out throughout the project.

The following were some of the stakeholders that were engaged in the review process:

- Formal Business Representatives;
- SMMEs & Informal Sector;
- Farmers Associations;
- Tourism association;
- Neighbouring Municipalities;
- Municipality and;
- Government Departments.





2.11 Key Economic Players (Stakeholder Analysis)

This section of the report discusses the role of all the stakeholders in Local Economic Development within both King Cetshwayo and Mthonjaneni Municipality and outlines the already existing programmes aimed at promoting viable and sustainable local economic behaviour. The section commences by looking at the role of the government structure at local, provincial and national level, then the role of NGOs, CBOs, the Traditional Authorities, the Farmers, the Business Associations, and the Tourism Association/s.

2.12 Local, Provincial and National Partnerships

Local government structures within both King Cetshwayo Municipality and Mthonjaneni Local Municipality have a critical role to play in LED. This includes investment promotion, facilitation and creating an enabling framework for job creation and economic growth. While there is general acceptance of this mandate, the municipality experience a number challenges. These challenges can be summarized as follows:

- Lack of sufficient and appropriately qualified human capacity.
- Lack of clarity about the LED role of local government and poor understanding of LED.
- Poor integration of LED into the service delivery functions of the Municipality.
- Lack of LED vision and strategy, apart from the King Cetshwayo Municipality LED and Tourism Strategies.
- Poor access to relevant information.

The level of coordination between the Municipalities and sector Departments is generally weak. The participation of government Departments in the preparation of IDPs has generally been poor.

The following government Departments are involved in LED-related activities within Mthonjaneni Local Municipality:

Department of Agriculture, Environmental Affairs and Rural Development.

Department of Economic Development & Tourism (DEDT).

Department of Arts and Culture.

Department of Human Settlements.

Department of Social Development.

Department of Transport.

Department of Public Works.

Department of Rural Development and Land Reform.

Department of Co-operative Governance & Traditional Affairs.

Department of Health.





The above mentioned Departments can be divided according to the three spheres of government, namely, local, provincial and national spheres. These spheres are the key drivers for LED. Very importantly, for the effective use of resources and implementation, the government as a whole has to have a synergy.

The key performance areas of the National and Provincial spheres of government are:

- Economic growth.
- Employment creation.
- Competitiveness.
- Broad-based economic empowerment and,
- Appropriate geographic spread of economic activity.

The key performance areas of the local government sphere include mobilization of local communities in development activities under the framework of the PGDS, PSEDS and the NSDP.

2.13 Local Business Associations

There is quite a number of businesses taking place in the Mthonjaneni Town due to it being declared a primary node. These businesses are limited to the commercial stores and transport related businesses. These businesses specialize in servicing the basic needs of the public. The existence of business forum is of prime importance to facilitate all matters pertaining to business development and support. The Department of Economic Development & Tourism (DEDT) has established a special unit called SMME Development to assist local business with technical support, training and fulfil the liaison role for funding purposes.

2.14 Tourism Associations

Tourism is one of the key economic sectors in the Mthonjaneni Municipality. It has developed and remains a generally white dominated industry. The local communities mainly in the rural areas tend to be excluded. The existence of the Tourism Associations at Mthonjaneni Local Municipality is critical to promote tourism development and give support to local tourism operators.

2.15 Farmers' Associations

The provincial farmers' association/ union called KwaZulu-Natal Agricultural Union (Kwanalu) is critical for farmer development and support. However there is a great need for the formation and existence of the local farmers associations. The following are the roles and functions of Kwanalu:





Kwanalu serves as a catalyst to initiate an essential change within agriculture in order to secure a sustainable future for agriculture in KwaZulu-Natal.

- Kwanalu negotiates a positive policy framework on behalf of agriculture in KwaZulu-Natal, by pro-actively ensuring that laws, regulations, ordinances, attitudes and assumptions subjacent to this framework are optimally agricultural friendly.
- Kwanalu ensures that the attitude within agriculture in KwaZulu-Natal is positive and focused on the future and that agriculture in KwaZulu-Natal secures its own future by positive commitment in all walks of life.
- Kwanalu ensures that the umbrella image of agriculture in KwaZulu-Natal is optimally positive and that the most important contribution made by agriculture to the economy in KwaZulu-Natal, be drawn to the attention of all the inhabitants of KwaZulu-Natal in the most explicit and impacting ways.
- Kwanalu offers to agriculture in KwaZulu-Natal a focus point through which the collective interest of agriculture in KwaZulu-Natal is optimally enhanced.

2.17 Mthonjaneni Municipal Local Economic Policies

The Mthonjaneni municipality has been able to use several of its policy and legislative powers to enact various policies which create and sustain the enable environmental for aspiring entrepreneurs, established business and investment. These policies that are adopted have highly contributed in positioning the Mthonjaneni Municipality as investor and tourist destination of choice. Amongst the critical policies adopted are:

- Mthonjaneni Informal Traders Policy

It was adopted in 2015 and was aligned to Provincial Informal Policy

- Street Vendor Regulating Policy

There is a stall allocation policy which is also contained in the Informal Traders Policy and was approved in 2012, as well as the Informal Trading Bylaws.

- EPWP Policy

This policy was developed and adopted by Council in 2015.

These policies are not attached to this IDP document, however they are available on the municipal website.





2.18 SMME's and Cooperatives Database

The primary role of the Municipality in local economic development is to coordinate, facilitate and stimulate sustainable economic development within its jurisdiction through appropriate mechanisms; Strategy and policy development; Programme development and co-ordination and Strategic liaison and networking.

The Municipality is in possession of LED Plan which also detail programs aimed at SMME support and development. The municipality has proactively prioritized LED projects that are aimed at assisting SMMEs in various ways.

During the 2021/2022 financial year the municipality underwent an initiative to identify all SMME's and cooperatives in order to ensure that all SMME's and cooperatives within the jurisdiction of Mthonjaneni Municipality are assisted.

2.19 Alignment of Municipal LED Plans with Government Strategies

This section identifies the alignments and the relationships between the Integrated Development Plan (IDP) and the Government development strategies. Particularly because the need to obtain a shared approach to planning and alignment between the Provincial Growth and Development Strategies (PGDSs), the municipal Integrated Development Plans (IDPs) and the National Spatial Development Perspective (NSDP), was stressed in the Cabinet Lekgotla and the President's State of the Nation Address in 2022.

It is therefore a key priority of government to make government as a whole work together and improve the impact of its programmes in achieving common objectives and outcomes, particularly with respect to economic growth, job creation and in addressing the needs of the poor.





KING CETSHWAYO LED	MTHONJANENI LED
<p>It is aimed at promoting co-operation at all levels of society in order to improve the quality of life of all its residents.</p>	<p>To improve the quality of life of all the residence the Mthonjaneni LED Strategy would identify capacity building programmes to enrich the community with the skills, and knowledge for business establishment that in turn would increase the income of the people. Increased income would improve the quality of life of all the residents.</p>
<p>Based on local initiatives where local communities are encouraged to help</p>	<p>The Mthonjaneni LED Strategy would assist in identifying all the stakeholders both the recognized and those that are not recognized register them to qualify for further funding and technical assistance. The sources of funding for local initiatives would also be identified within the Mthonjaneni LED Strategy.</p>
<p>Focuses on equal investment in social upliftment, environmental protection and commitment from all spheres of civil society.</p>	<p>The LED Strategy would identify the environmentally sensitive areas that would be preserved for tourism and other economic purposes.</p>

NATIONAL DEVELOPMENT PLAN	MTHONJANENI LED
<p>Is aimed at promoting prosperity and improving quality of life, -Promoting sustainable economic development and job creation, -developing human capacity, -Identifying and working with all role players from all sectors of society.</p>	<p>The Mthonjaneni LED Strategy would assist in identifying strategic areas for investment which will assist in bolstering the local economy and employment creation within Mthonjaneni Local Municipality. -The Mthonjaneni LED Strategy would also identify all the role players/stakeholder in the Mthonjaneni Local Municipality.</p>





The table below reflects the alignment between the Mthonjaneni LED and the National Spatial Development Plan.

NATIONAL SPATIAL DEVELOPEMNT PLAN	MTHONJANENI LED
<p>Is aimed at making South Africa a nation in which investment in infrastructure and development programmes support government's growth and development objectives.</p> <ul style="list-style-type: none"> - By focusing on economic growth and employment creation in areas where this is most effective and sustainable. - Fostering development on the basis of local potential. 	<p>The Mthonjaneni LED Strategy would assist in identifying strategic areas for investment within Mthonjaneni Local Municipality, which would create employment opportunities for the local community of the area.</p>

Alignment between the Mthonjaneni LED and the National Development Plan.

NATIONAL DEVELOPMENT PLAN (NDP)	MTHONJANENI LED
<p>Raising employment through faster economic growth.</p>	<p>Mthonjaneni LED Strategy is about job creation, poverty alleviation and reduction of unemployment.</p> <ul style="list-style-type: none"> - The strategy focuses on investment enhancement so as to create employment opportunities within Mthonjaneni Local Municipality. This will, in turn, impact positively on the expenditure patterns of the local community of the Municipality.
<p>Improving the quality of education, skills development and innovation.</p>	<p>Mthonjaneni LED Strategy clearly acknowledged the importance of education to the society hence it recommends that all the nodes should have sufficient schools and recommends the establishment of a Further Education and Training (FET) facility with the municipal area. The Municipality should promote education by strengthening the bursary scheme to the needy tertiary students in the area. More alignment is necessary with various SETAs to promote skills development in the area.</p>





Building the capability of the state to play a developmental, transformative role.

The LED Strategy recognizes that Mthonjaneni Local Municipality's LED section requires some restructuring for it to be able to oversee and monitor both operational and strategic economic plans of the Municipality. Among the things proposed in the Strategy is that the Municipality should ensure capacity building of the existing LED staff members. It is also proposed that co-ordination between the Municipality Department of Finance and the LED Section should be enhanced. In this regard, the LED Section would assume its power to source funding for LED activities itself.

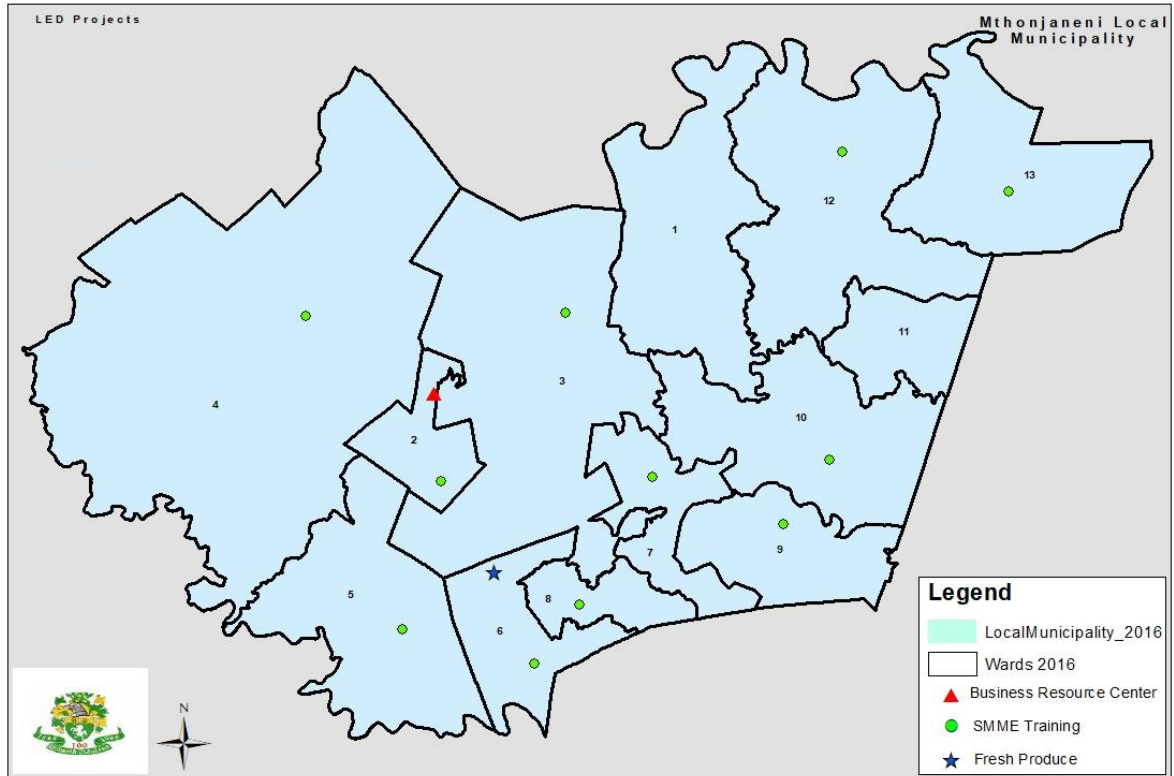
The table below reflects the Linkage between Mthonjaneni LED Strategy and Provincial Growth and Development Strategy.

KZN PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)	MTHONJANENI LED
<p>Is aimed at promoting prosperity and improving quality of life,</p> <ul style="list-style-type: none"> -Promoting sustainable economic development and job creation, -developing human capacity, -Identifying and working with all role players from all sectors of society. 	<p>The Mthonjaneni LED Strategy would assist in identifying strategic areas for investment which will assist in bolstering the local economy and employment creation within Mthonjaneni Local Municipality.</p> <p>-The Mthonjaneni LED Strategy would also identify all the role players/stakeholder in the Mthonjaneni Local Municipality.</p>





Map 5: LED Projects



KCDM GIS: 2022





Job creation through LED Initiatives

The table below reflects the total number of jobs created through LED and poverty alleviation programs.

Municipality	Full Time Equivalent	Allocation (R'000)	Full Time Equivalent	Allocation (R'000)	Full Equivalent Time Variance	Allocation Variance (R'000)
	163	1891000	163	1891000	163	1891000

PROGRAM	NO OF JOBS CREATED
EPWP	136
CWP	1133
TOTAL	1269





EPWP grant performance

This table reflects the EPWP grant performance during the 2021/2022 financial year.

le 15: 2021/2022 EPWP grant Performance.

Financial Accounting for Grant Funds Received and Expended													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
Received Prior Months (Current Financial Year)	315166.67	315166.67	315166.67	315166.67	315166.67	315166.67	292600.00	305900.00	266000.00	279300.00	292600.00	292600.00	
Received in the Current Month											292600.00		
Total EPWP funds Received	R1891000.00	+R1729000.00											R3620000.00
Spent Prior Months (Current Financial year)	315166.67	315166.67	315166.67	315166.67	315166.67	315166.67	292600.00	305900.00	266000.00	279300.00	292600.00	292600.00	
Spent in the Current Month	315166.67	315166.67	315166.67	315166.67	315166.67	315166.67	292600.00	305900.00	266000.00	279300.00	292600.00	292600.00	
Compensation of Employees	100	100	100	100	100	100	100	100	102	102	102	102	





Goods and Services	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	
Machinery and Equipment	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	
Accumulated EPWP Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	
Total EPWP funds Received and Not Spent	-	-	-	-	-	-	-	-	-	-	-	292 600	2926 00
Expenditure as % of received amount	100% Spent on grant												
Funds Currently Committed but Not Spent	-	-	-	-	-	-	-	-	-	-	-	292 600	2926 00
Scheduled Transfers Withheld	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00	n/a-except allocation for 22/23 of R2 536 000.00





Expenditure on Approved Rollover													
Approved Rollover	July	August	September	October	November	December	January	February	March	April	May	June	Total
R -	R - 100	R - 100	R - 100	R - 100	R - 100	R - 100	R - 100	R - 100	R - 102	R - 102	R - 102	R - 102	R -
Compensation of Employees	100	100	100	100	100	100	100	100	102	102	102	102	R -
Goods and Services	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R -
Machinery and Equipment	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R & M Vote	R -

- The current EPWP expenditure (2021/22) as of the end of January is R **1,891,000.00** has depleted and currently funded by the Municipality.
- The Municipality will need to make a provision of an additional funding R 1,729,000.00 to cater for the salaries of all beneficiaries until the end of June 2022.
- The cost Projection are based on 136 beneficiaries with the assumption that, they will be employed until the end of their contracts in June 2022.
- The following monthly projections are based on the actual working days in each month for salaries, with an exclusion of any other employer related contribution.

MONTH	AMOUNT
January 2022	R292 600.00
February 2022	R 305 900.00
March 2022	R 266 000.00
April 2022	R 279 300.00
May 2022	R 292 600.00
June 2022	R292 600.00
Total	R 1, 729,000.00





MIG PROJECTS

MIG PROJECTS- PRIORITY LIST 2022/2027

No.	WARD 1	Area
1	Lightning Pole (Ikhonkwane)	Yanguye
2	Concrete Road (eyndaweni Zimbi)	Nongalaza, Ncanyini, Ngekwane
3	Dam	Yanguye, Eygodini
4	Infills	Yanguye
5	water Infrastructure	Emgojane
6	Renewal of Yanguye Stadium	yanguye
4	Gravel Road	Sizanani
	WARD 2	
1	Internet Café	Phase 3
2	Post office	Phase 3
3	Speed humps	Phase 5
4	Library	Phase 4
5	Gymnasium	Phase1
	WARD 3	
1	Youth Culture Activities center	Makhosineni
2	Sportfield	Makhosineni
3	salon building	Njomelwane
4	Gravel Road	Kwabhozo
5	Gravel Road	Ofankomo
	WARD 4	
1	Thunzini Gravel Road	Thunzini
2	Bomvini Gravel Road	Bomvini
3	Kwamagwaza Gravel Road	Kwamagwaza
4	Mhlathuze Gravel Road	Mfusamvu
5	Thengele Gravel	Thengele





WARD 5		
	Sabiza Gravel Road	Sabiza
2	Zimele Gravel road	Mgabhi
3	Magwaza Community Hall	Othini
4	Othini Creche	Othini
5	Mfanefile Type 3 - Infill	Mfanefile
WARD 6		
1	ELECTRICITY	ALL Areas in ward 6
2	Gravel Road	Nsengeni
3	Community Hall	Ekuthuleni
4	Sport field	Edubeni
5	Creche	Esiqobile
WARD 7		
1	Community Hall	Ndabazensangu
2	Community Hall	Ohawule
3	Gravel Road	KwaGcongco
4	Creche	Ndundulu next to sportfield
WARD 8		
1	Community Hall	Bedlane
2	Gravel Road	Bedlane
3	Sportfield	Mxosheni
4	Electricity	Ndundulu
5	Drivers Licences	Ndundulu
WARD 9		
1	Playing Ground	Enkwenkwe
2	Multi- Prupose Center	Masangweni
3	Majaji Roud Gravel road	Majaji School
4	Creche	Mpemvu
5	Community Hall	Bhonkolo
WARD 10		
1	Mpempeni Bridge & Course Way	Mpempeni
2	Ndulinde Bridge	Ndulinde
3	Nhlozane Bridge	Nlozane
4	Qondindlela	Qondindlela
5	Mpempni Electrical Project	Mpempeni
6	Qomintaba Electrical Project	Qominetaba
7	Noziphiva Electrical Project	Noziphiva
8	Noziphiva Gravel Road	Noziphiva
9	Ndulinde Gravel Road	Nduliende
10	Maqweha Gravel Road	Maqweeha
11	Qondindlela Gravel Road	Qondiendlela





	Sivananda Gravel Road	Sivaneanda
	Ndulinde Creche	Nduliende
14	Sithinta creche	Sithienta
15	Nhlude creche	Nhludee
16	Noziphiva creche	Nozipehiva
17	Sivananda water line Installation	Sivaneanda
18	Ncemane Water line Installation	Ncemaene
	WARD 11	
1	Gravel road	Goduka
2	Sports field	Emfeceni
3	Gravel road	eigqibaneni
4	Creche	Ezinketheni
	WARD 12	
1	Creche	Mpentsheni
2	Access road	Mpentsheni
3	Creche	Keteza
4	Sport Field	keteza
5	Sport Field	Maphukanqola
6	Access Road	Emkhandlwinini
7	Creche	Emkhandlwinini
8	Creche	Nungwini
9	Sport Field	Nungwini
10	Access road	Nungwini
	WARD 13	
1	Mfolozane Gravel Road	Mfolozane Edebe
2	Debe Creche	Edebe
3	Mtapha Gravel Road	Nonsengwa
4	Zamkhanya Creche	Zamkhanya
5	Sangoyana To Maduma Gravel	esangoyana to maduma
6	Debe Sportsfield	Debe

- Mthonjaneni local municipality was allocated R30 039 Million for MIG projects 2022-23 through DoRA and breakdown is as follows:





REGISTERED-MIG ROJECTS 22-23

Prov Project Registration Number (as on the registration letter)	Project Title	EPWP Y/N	MIG Category (B,P or E)	Project Type (Water, Sanitation, Roads, Sportsfields, Community Halls, Creches, Public Lighting, Other)	Total Project Cost
2021MIGFK285426403	Makhubalo Gravel Road Ward 9 - Phase 2	Y	B	Roads	R 2 339 702.22
2020MIGFK285347212	Bhedlane Communiy Hall –Ward 8	Y	B	Community Hall	R 5 880 443.01
2021MIGFK285426419	Lwazilwethu Creche - Ward 09	Y	B	Creche	R 3 576 647.14
2021MIGFK285426441	Mfule Creche - Ward 4	Y	B	Creche	R 3 162 396.50
2016MIGFK285257212	Urban Roads Upgrade & Rehabilitation Phase 5	Y	B	Roads	R 7 449 865.60
	Kwesezulu Sports Field Ward 7	Y	B	Sportsfield	R 10 000 000.00

INEP PROJECTS 2022-23

➤ Mthonjaneni local municipality was allocated R8.20 Million for INEP projects 2022-23 through DMRE and breakdown is as follows:

- EMakhilaneni electrification project with 140 connections-R3.5 million.
- Esidakeni INF (Type 2 & 2) with 103 connections-R1.91 million.
- Noziphiva Electrification project with 115 connection-R2.88 million.

2.10 Framework for Managing Programme Performance Information

This Framework aims to:

- Clarify definitions and standards for
- Performance information in support of regular
- Audits of such information where appropriate
- Improve integrated structures, systems and
- Processes required to manage performance information
- Define roles and responsibilities for managing performance information
- Promote accountability and transparency by providing parliament, provincial legislatures,
- Municipal councils and the public with timely, accessible and accurate performance information.





CHAPTER B2: GOVERNMENT PRIORITIES

3.1 PGDS Spatial Planning Principles

PGDS Spatial Planning Principles

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential.

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities. Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally.

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectorial investment i.e. roads, facilities, housing etc. This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.





The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structures these in support of each other. Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

The Principle of Balanced Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region.

LOCAL RELEVANCE: The Mthonjaneni Municipality abides by sound spatial planning principles as extracted hereunder:

- Environmental awareness and sensitivity with due consideration to EMF and ESMP.
- Promotion of sustainable communities and the realization of restructuring zones in respect of human settlement projects.
- Urban integration and densification to decrease economic cost of travel specifically.
- Introduction of urban development boundary as a measure to achieve spatial concentration.
- Development of rural framework plans being initiated.





3.2 SPLUMA Principles

The following provides a summary of the development principles contained in the SPLUMA (Spatial Planning and Land Use Management Act):

(a) The principle of spatial justice, whereby –

- past spatial and other development imbalances must be redressed through improved access to and use of land;
- spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
- spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

(b) The principle of spatial sustainability whereby spatial planning and land use management systems must –

- i) promote land development that is within the fiscal, institutional and administrative means of the Republic;
- ii) ensure that special consideration is given to the protection of prime and unique agricultural land;
- iii) uphold consistency of land use measures in accordance with environmental management instruments;
- iv) promote and stimulate the effective and equitable functioning of land markets;
- v) consider all 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; and
vii) result in communities that are viable.

(c) the principle of efficiency, whereby –

- i) land development optimises the use of existing resources and infrastructure;
- ii) decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
- iii) development application procedures are efficient and streamlined and timeframes are adhered to by all parties.

(d) the principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

(e) the principle of good administration, whereby –

- i) all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- iii) the requirements of any law relating to land development and land use are met timeously;
- iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- v) policies, legislation and procedures must be clearly set in order to inform and empower members of the public.





LOCAL RELEVANCE: The following actions by the Mthonjaneni Municipality are of relevance with regard to the SPLUMA principles:

1. Efforts to density, improve access to opportunities in non-core areas and densification.
2. Focus on sustainability of natural resource based – including protection of agricultural land resources.

Section 12 (1) (a) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

“Interpret and represent the spatial development vision of the responsive sphere of government and competent authority”

Section 12 (1) (h) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

“Include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into spatial, economic, social and environmental objectives of relevant sphere”.

Section 12 (1) (i) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

“Address historical spatial imbalances in development”

The Municipal SDF is a primary spatial response to the development context, needs and development vision of the municipality (long term development vision). It is a key land use management tool at a strategic level with an important role to play in guiding and managing Municipal decisions relating to the use, development and planning of land.

The Municipal SDF also guides the form and location of future spatial development in a manner that addresses the imbalances of the past i.e. spatial injustice. It enables the municipality to manage its land resources in a developmental and sustainable manner. It provides an analysis of the spatial problems and provides strategies and programs to address the challenges.

5





3.3 Sustainable Development Goals

Sustainable Development Goals offer major improvements on the Millennium Development Goals (MDGs). The SDG framework addresses key systemic barriers to sustainable development such as inequality, unsustainable consumption patterns, weak institutional capacity, and environmental degradation that the MDGs neglected. The SDG framework provides an overall narrative articulating how the goals will lead to broader outcomes for people and the planet. The 17 goals provide a clearer means-to-end continuum and they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The SDGs are embedded in the world's quest to ensure poverty eradication, changing unsustainable and promoting sustainable patterns of consumption and production and protecting and managing the natural resource base of economic and social development. These are the overarching objectives and essential requirements for sustainable development.





Table 16: Sustainable Development Goals

NO	SUSTAINABLE DELIVERY GOALS	ALIGNMENT WITH MTHONJANENI OBJECTIVES
1.	End Poverty in all its forms everywhere.	Viable Economic Growth and Development
2.	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Develop and sustain urban and commercial agriculture to build food security
3.	Ensure healthy lifestyles and promote well-being for all at all ages.	Improve quality of citizens health
4.	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Improving citizens skills levels and education
5.	Achieve gender equality and empower all woman and girls.	Establishment of ward-based special programmes forum
6.	Ensure availability and sustainable management of water and sanitation for all.	Efficient and integrated infrastructure and services
7.	Ensure access to affordable, reliable and modern energy for all.	
8.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Viable Economic Growth and Development
9.	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	Efficient and integrated infrastructure and services
10.	Reduce inequality within and among countries.	Socio-economic projects in rural areas.
11.	Make cities and human settlements inclusive, safe, resilient and sustainable.	To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing
12.	Take urgent action to combat climate change and its impacts.	To promote environmental conservation and protection
13.	Conserve sustainably use of oceans, seas and marine resources for sustainable development	
14.	Protect, restore and promote sustainable use of terrestrial ecosystem, sustainable manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.	
15.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels.	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance

3.4 Climate Change Resolution





In November and December 2015, the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP21) took place in Paris. UNFCCC is an international environmental agreement on climate change, of which there are 195 States Parties, including the South Africa.

The UN Intergovernmental Panel on Climate Change (IPCC) has warned of the consequences of failing to limit global temperature rises to at least 2 degrees Celsius (above pre-industrial times), highlighting that the impacts would pose a threat to humanity and could lead to irreversible climate change.

The meeting in Paris was hailed as a make-or-break opportunity to secure an international agreement on approaches to tackling climate change, a commitment to a longer-term goal of near zero net emissions in the second half of the century, and supporting a transition to a clean economy and low carbon society.





The key points of the Paris Agreement are summarised below. The agreement is due to come into force in 2021.

Nr.	Key Points	Resolution
1.	Mitigation: reducing emissions	<ul style="list-style-type: none"> • A long-term goal of keeping the increase in global average temperature to well below 2°C above pre-industrial levels; • To aim to limit the increase to 1.5°C, since this would significantly reduce risks and the impacts of climate change; • On the need for global emissions to peak as soon as possible, recognising that this will take longer for developing countries; • To undertake rapid reductions thereafter in accordance with the best available science.
2.	Transparency and global stock take	<ul style="list-style-type: none"> • Come together every 5 years to set more ambitious targets as required by science; • Report to each other and the public on how well they are doing to implement their targets; • Track progress towards the long-term goal through a robust transparency and accountability system.
3.	Adaptation	<ul style="list-style-type: none"> • Strengthen societies' ability to deal with the impacts of climate change; • Provide continued and enhanced international support for adaptation to developing countries.
4.	Loss and damage	<ul style="list-style-type: none"> • Recognises the importance of averting, minimising and addressing loss and damage associated with the adverse effects of climate change; • Acknowledges the need to cooperate and enhance the understanding, action and support in different areas such as early warning systems, emergency preparedness and risk insurance.
5.	Support	<ul style="list-style-type: none"> • The EU and other developed countries will continue to support climate action to reduce emissions and build resilience to climate change impacts in developing countries. • Other countries are encouraged to provide or continue to provide such support voluntarily. • Developed countries intend to continue their existing collective goal to mobilise USD 100 billion per year until 2025 when a new collective goal will be set.





3.5 National Plan Priorities

The National Planning Commission issued the first draft of the National Development Plan in November 2011 for consideration – its priorities are summarized in the table below:

Table 17: National Plan Priorities

No.	National Plan Priorities	Strategic Alignment There
1.	Create jobs	Viable Economic growth and development
2.	Expand infrastructure	Integrated Infrastructure and efficient services
3.	Use resources properly	Democratic, responsible, transparent, objective and equitable Municipal Governance
4.	Inclusive planning	To improve citizens skills levels and education
5.	Quality healthcare	Safe and Healthy living environment
6.	Build a capable state	Democratic, responsible, transparent, objective and equitable municipal governance
7.	Fight corruption	Safe and Healthy living environment
8.	Unite the nation	Social Cohesion





3.6 Fourteen National Outcomes

The 14 National Outcomes that all provincial governments must align to are:

Goal No:	National Outcome	Mthonjaneni Municipal Goal/Objectives
1	Quality basic education	Social and Economic Development
2	A long and healthy life for all South Africans	Providing a safe a secure environment
3	All people in South Africa are and feel safe	Proper disaster management. Implementing of Anti-corruption plan.
4	Decent employment through inclusive economic growth	Creating a viable and sustainable work environment.
5	Skilled and capable workforce to support an inclusive growth path	Providing opportunities for all to aspire to a better future
6	An efficient, competitive and responsive infrastructure network	Providing a high level of affordable essential basic services
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Encouraging community participation and in service delivery
8	Sustainable human settlements and improved quality of household life	Facilitating rural and middle income housing projects in all wards.
9	Responsive, accountable, effective and efficient local government system	Providing a high level of affordable essential basic services
10	Protect and enhance our environmental assets and natural resources	To ensure environmental sustainability and proper land use management
11	Create a better South Africa, a better Africa, and a better world	Providing service excellence Providing a safe and secure environment
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Supporting the poor and vulnerable groups
13	An inclusive and responsible social protection system.	Democratic, responsible, transparent, objective and equitable Municipal Governance
14	National building and social cohesion	Social cohesion





3.7 Five National Priorities

The Five National and Six Provincial Priorities include the following:

	FIVE NATIONAL (INCLUDING 6 TH PROVINCIAL) PRIORITY	MTHONJANENI OBJECTIVES
1	Job creation (Decent work and Economic growth)	Implementing of EPWP, Food for Waste and CWP program. To develop, manage and implement Human Resource Strategies.
2	Education	Providing early childhood development facilities in partnership with The Department of Social development.
3	Health	Improve Quality of Citizens health.
4	Rural development, food security and land reform	Prioritisation of rural projects in IDP. E.g.: Rural roads and rural electrification projects.
5	Fighting crime and corruption	Implementing of anti-corruption plan.
6	Nation -building and good governance (State of KZN Province Address	To provide sound external and internal communication. To ensure that public participation structures are in place.





3.8 Provincial Growth and Development Strategy

No.	PGDS Strategic Goal	Alignment thereof
1.	Inclusive Economic Growth	Viable economic growth and development
2.	Human Resource Development	Municipality that is resources and committed to attaining the vision and mission of the organisation.
3.	Human and Community Development	Viable economic growth and development
4.	Strategic Infrastructure	Integrated infrastructure and efficient services
5.	Environmental Sustainability	Optimal management of natural resources and commitment to sustainable environmental management
6.	Governance and Policy	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance and Social Cohesion
	Spatial Equity	Integrated urban and rural development

3.9 Growth Development Strategy

No.	DGDP Goals	Alignment thereof
1.	Job Creation	Viable economic growth and development
2.	Human Resource Development	Municipality that is resources and committed to attaining the vision and mission of the organisation.
3.	Human and Community Development	Viable economic growth and development
4.	Strategic Infrastructure	Integrated infrastructure and efficient services
5.	Response to Climate Change	Optimal management of natural resources and commitment to sustainable environmental management
6.	Governance and Policy	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance and Social Cohesion
7.	Spatial Equity	Integrated urban and rural development





3.10 SONA 2022

Theme: Making your future work

Reflecting the past

Our country is celebrating 30 years of democracy after the release of Nelson Mandela from prison. He was quoted as he addressed masses of people saying, “Our march to freedom is irreversible. We must not allow fear to stand in our way.”

Our country need to remember patriots who game their lives fighting for our freedom. The contribution they have will never be forgotten. We need to build from the struggle of our heroes so as to realise their dreams.

Our aim must be to build the united society which is free and equal and at peace. A united society will conquer all obstacles and live in a safe and comfortable environment.

Economic growth

The country is experiencing a negative economic growth with the high rate of unemployment. This has negatively affected the business sector and brought pressure to our finances. The citizens of this country are as a result experiencing poverty and are unable to realise their potential.

Education.

We are having about 2.4 million children who are attending early child development and pre-school.

The matric class of 2022 is also congratulated for a pass rate of 81%. This mostly includes learners from rural schools and townships. 720 000 of the students were granted funding for TVET colleges and universities last year.

HIV/AIDS

We have about 6.8 million South Africans who know their HIV status and 5 million have started the ARV's program and 4.2 million of these people have their HIV viral load undetectable.

Coalition.

Our government has a big task of driving collaboration and consensus. The main focus must be on what is aimed to unite the people of South Africa. Our country has been able to create broad-based coalitions and compacts with business, labour, special interests groups and wider civil society. The main focus has been to build consensus around our economic recovery plan.

The country is driven by the National Development Plan which seeks to eliminate poverty and reduces inequality by 2030. The aims and objectives of the country will only be achieved when there is co-operation and working together amongst all the citizens of this country.





Addressing Socio-economic challenges

The job summit has enabled us to work together with labour, business and communities to find solutions on unemployment crisis. There are also plans to remove blockages and interventions to save and create jobs.

The country is working hard to eradicate violence against woman.

The government together with business and labour have developed a master plan for those industries that have greatest potential for growth. This has been done so as to stabilise the economy and build a foundation for growth.

Institutions have been rebuild and there has been a review of the investment strategy. There has also been actions to deal with state capture and fighting against corruption. There has also been plans to improve access to education, the quality of health care and access to basic needs of the poor. Our main objective is to deal with our challenges so as to place our economy on a path of inclusive growth.

Turnaround plan for economic growth

The country needs to undertake critical actions in order to effective economic recovery. These actions includes fixing the fundamentals, pursuing critical areas of growth and ensuring Excellency in planning and execution in government.

Energy supply.

South Africa is experiencing constraints in energy supply due to load shedding. This disrupts people's lives and causes a setback in the efforts to rebuild the economy and to create jobs.

ESKOM has a critical role in our economy but its inability to service the power plants is caused by debt, lack of capacity and state capture

Load shedding is the only solution for now to ESKOM. It must therefore be undertaken in a manner that is predictable and minimises disruptions and cost to firms and households. The following measures are taken in order to address the problems of ESKOM:

- Issue a Section 34 Ministerial Determination to give effect to the Integrated Resource Plan 2022, enabling the development of additional grid capacity from renewable energy, natural gas, hydro power, battery storage and coal.
- Initiate the procurement of emergency power from projects that can deliver electricity into the grid within 3 to 12 months from approval.
- The National Energy Regulator will continue to register small scale distributed generation for own use of under 1 MW, for which no licence is required.
- Ensure that all applications by commercial and industrial users to produce electricity for own use above 1MW are processed within the prescribed 120 days.
- Open bid window 5 of the renewable energy IPP and work with producers to accelerate the completion of window 4 projects.
- Negotiate supplementary power purchase agreements to acquire additional capacity from existing wind and solar plants.
- Put in place measures to enable municipalities in good financial standing to procure their own power from independent power producers.





Climate change

Climatologist has advised that the transition to a low carbon, climate resilient and sustainable society be cascaded across all age groups, including children. The Climate Change Bill will soon be finalised which outlines a regulatory framework for the effective management of inevitable climate change

Public finances.

We are not generating enough revenue and our debt is heading towards unsustainable levels. We need to ensure that our spending is directed towards infrastructure and productive activity. The Minister of Finance needs to come up with measures to reduce spending and improve its composition. This will be done in consultation with the Auditor-General, labour and other stakeholders so as to ensure stability in public finances.

State-owned enterprises.

There is an intention to repurpose the strategic companies to support growth and development of state-owned enterprises. All SOEs must be able to fulfil their developmental mandate and be financially sustainable. The SOEs will be rationalised so that they will be able to serve the strategic economic development. This will also involve the restructuring of South African Airways

An amount of R1.4 will be invested on the improvement of PRASA's rail network. This is done to ensure that these lines provide safe, reliable and affordable services. It will also play an important role in the economy and to the quality of life of the people while creating job opportunities.

Water.

Water use licences is now issued within 90 days. The Bizportal platform enables the registration of a company, UIF registration and SARS and opening the bank account in just one day

Ports.

Plans to reduce delays and costs in the Durban port will be undertaken to ensure its efficiency. This will be done through the development of appropriate skills and capabilities.

Education.

There is an aim to have great economic benefits in the education system by investing mostly on early child development and early school learning. There is going to be the introduction of the three-stream curriculum model which focuses more towards vocational and technical education. This year the government will build 9 new TVET colleges and there are 67 pilot schools which have introduced the occupational stream.





Fight against crime.

The government has come up with strategies to reduce the high rate of crime that the country is facing. This will also have a positive impact on tourism. The strategy includes:

- Prioritising police visibility, effective training and better resourcing of police stations.
- Specialised units to combat crimes of economic disruption.
- SAPS to increase visibility at identified tourism attraction sites.
- Strengthening Anti-Gang units.
- Establishing a Crime Detection University at Hammanskraal.

Fighting violence against women.

South Africans need to unite in order to end the violence against women. R1.6 billion has been budgeted to implement an emergency action plan to fight violence against women. The Domestic Violence Act and the Sexual Offences Act will be amended in order to protect the victims. A law will be passed to tighten bail and sentencing condition in cases that involve gender-based violence.

State Capture.

The government is in full support of the inquiry made by the Zondo Commission on the State Capture. The report on the Commission of Enquiry and the plan to address the findings will be made available to the public.

Structural Transformation.

The Infrastructure Fund Implementation team has identified projects and has expanded private investment into public infrastructure sectors. The team needs a budget of R700 billion to operate over a period of 10 years. The budget will to student accommodation, social housing, rail freight branch lines, embedded electricity generation, municipal bulk infrastructure and broadband roll-out

Development of a Post-Modern city.

This is aimed at changing the social and economic apartheid spatial architecture. This development plan is led by the Investment and Infrastructure Office in the Presidency together with Gauteng and North-West Provincial government. The city will be a leading benchmark for green infrastructure continentally and internationally.

Youth development.

There is still a huge percentage of youth who are unemployed. This also involves not having access to education and training. The solution to the challenges on youth development is through the implementation of the Presidential Youth Employment Intervention which has six priority actions that will operate on the next five years. The six priority actions are as follows:

- Building cutting-edge solutions to reach youth where they are – online, on the phone and in person.
- Provide shorter, more flexible courses in specific skills as required by the working environment.
- Developing new and innovative ways to support youth entrepreneurship and self-employment.





Ensuring that youth receive practical experience in the workplace in order to complete their training.

- Establish a programme to unlock the agency of young people and provide opportunities to for youth earn income while contributing to nation building.
- Funding the employment initiative that will deal with the high levels of youth unemployment.

The National Youth Development Agency and the Department of Small Business Development will provide grant funding to support 1000 youth entrepreneurship in the next 100 days.

Women empowerment.

The SheTradeZA has been introduced to support women-owned businesses to participate in global value chains and markets. There is a target of R10 Billion by Industrial Corporation to assist own and partner funding for women empowered business

3.11 SOPA 2022

THEME: Together, creating our common future.

STATE OF THE PROVINCE ADDRESS, AS DELIVERED BY MR SIHLE ZIKALALA, MPL, HONOURABLE PREMIER OF THE PROVINCE OF KWAZULU-NATAL ON THE 04th OF March 2021

Introduction: Tribute to His Majesty the King

The MEC, in his introduction, acknowledged the presence and the role of His Majesty Isilo Samabandla Onke. He works to fulfil the country's vision 2013 and remains the symbol of unity, peace and development. He is the centre of saving lives and community empowerment on HIV and TB awareness. He has also played a role on the improvement of the provincial matric results to 81.3%.

The National Development Plan and Vision 2030

This is a plan which is aimed to restore the dignity of all South Africans and to improve the lives of our people.

- The seven priorities of the NDP are:
- Economic transformation and job creation;
- Education, skills and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements and local government;
- Social cohesion and safe communities;
- A capable, ethical and developmental state; and
- A better Africa and a better world.





KZM has adopted the following eight provincial priorities which are informed by the MOP:

Basic services (especially access to clean potable water)

- Job creation
- Growing the economy
- Growing SMMEs and cooperatives
- Education, health, and skills development
- Human settlements and sustainable livelihoods
- Building a peaceful province
- Building a caring and incorruptible government

Community consultation process

The Premier had embarked on consultation process as he was preparing for SOPA 2021. This allowed community members to raise their views on what they are expecting from the provincial government. Amongst the things that were raised by the people, the following were brought to the attention of the Premier:

- Renovation of schools and address drugs abuse in townships.
- Notify community on pilot schools for coding and robotics

Important anniversaries and tributes

The province is celebrating 60 years of the founding of Ladysmith Black Mambazo, 60 years since the award of the Nobel Peace Prize to Inkosi Albert Luthuli and also 60th anniversary of uKhozi fm.

Our province remembers the 25 years of the Shobashobane Massacre, the birth of Harry Gwala and Raymond Mlaba, the arrival of the first Indian worker 160 years ago into our province, 60 years since the Sharville and Langa Massacre and also 65 years since the adoption of the Freedom Charter

Radical economic transformation and job creation

Our province aims to promote township economy and revitalise the agricultural sector with an aim of creating job opportunities

Global economic developments

The global economy is under strain because of the spread of the coronavirus. This could disrupt global oil supply, hurt sentiment, and weaken the already fragile business investment.





Trade policy uncertainty and pressures in key emerging market economies continue to weigh on global economic activity particularly for manufactured products.

Brexit remains a concern more too South African economy due to our strong ties with the UK. This has impacted on our steel and aluminium industries.

Domestic economic developments

Our own economy is trapped in a low-growth cycle due to high unemployment rate. 29.1% of the working-age people with an increase in the country's population. This calls for government to speedily implement policies that will inspire confidence and encourage investment. There is a need for own contribution to the GDP growth and job creation. This must also include SMME development. The government is bolstering programmes like Investment Attraction, Enterprise Development, or Operation Vula so as to drive radical economic transformation, bulk-buying to support small traders, youth empowerment and support for black industrialists.

Attracting investments

The provincial government has attracted major companies to operate at the Dube Trade Port and Richards Bay IDZ.

- The launch of Mara Group, Africa's first cell phone manufacturer, investing more than R1-billion and creating more than 300 permanent jobs in the province.
- Ubuhle Towels (Pty) Ltd, a 75% black women-owned company, investing R132-million in towel manufacturing Elegant Afro Line (Pty) Ltd, a 100% black women-owned company, investing about R900 million in chemicals in the Richards Bay IDZ.
- Nyanza Light Metal, a 100% black-owned company, investing R4.5-billion in the production of titanium dioxide pigments. Construction of the top structure at RBIDZ Phase 1F is expected to resume in April 2021.
- Wilmar SA (Pty) Ltd, a manufacturer of edible oils, investing R1.3-billion and creating 300 jobs.





Economic infrastructure

The 2022 International Investment Conference launched the Durban Aerotropolis Master Plan. EDTEA has provided funding to upgrade regional airport infrastructure so as to increase passenger connectivity.

EDTEA has similarly provided R30-million towards the construction of a terminal building at Mkhuze airport. EDTEA is also working with Ray Nkonyeni local municipality to upgrade the Margate airport terminal building at a cost of RS-million following its transfer to the municipality.

Engineering studies have been completed and an implementation MOU between EDTEA, Dube Trade Port and eThekweni signed by the parties. The automotive supplier park will be in operation by 2022.

The province has engaged with the Department of Trade and Industry towards the development of the Clothing and Textiles SEZ in the province.

People are encouraged to buy locally produced goods as this will support job creation in South Africa.





4.2 Administrative Entities

Mthonjaneni was established in the year 1888 after the invasion of the area by white settlers. It comprises of a Melmoth that is a town named after Melmoth Osborn. It also has Thubalethu Township which and a large number of surrounding rural areas. Most of the area under Mthonjaneni Municipality is owned by Ingonyama Trust under the leadership of INkosi Biyela of Obuka, INkosi Zulu of Ntembeni and INkosi Biyela of Yanguye. Part of the area is privately owned with vast areas being owned by white farmers.

4.3 Structuring Elements

There are lot of natural as well as man-made features that shape up Mthonjaneni municipality. Indigenous plantations and mountains add to the beauty of the area of Mthonjaneni municipality. There are also cultural and tourism site like Mthonjaneni cultural museum, Phobane lake, Inkosi Mgabhi home (the home to Nandi who was the mother of King Shaka)

Mthonjaneni also has three traditional authorities which are INkosi Biyela of Obuka, INkosi Zulu of Ntembeni and INkosi Biyela of Yanguye.

4.4 Existing Nodes and Corridors

The desired spatial outcome of any area is regarded as a situation rather than an environment with specific character. The location and nature of developments within the Mthonjaneni municipal area are shown in the maps in this section. The Mthonjaneni's desired spatial outcomes for all nodes are shown in the tables below:





Primary Node: Melmoth

Table 18: Primary Node – Melmoth

Town/Settlement	Existing level of services/ facilities	Desired spatial outcomes
Melmoth (including Thubalethu)	Municipal Offices Clinic Welfare Offices Primary School High School Permanent Information Centre Post Office + Post Boxes Banks Library Bus and Taxi Terminals Police Station Magistrates Court Home Affairs Offices Community Hall Wholesalers/Stores/Shops Cemetery Jail Waste water treatment plant Refuse site Worship (8 Churches)	Melmoth is most suited for a primary node in Mthonjaneni Municipality. It has adequate facilities and meets most of the requirements in terms of level of services/ facilities for a primary node. It does not have a hospital but does have a clinic. KwaMagwaza hospital is approximately 10 km away and fulfills this function. There is no high school in Melmoth itself, but there is one in Thubalethu which services that area. Another gap is a Tertiary Training Facility.

Melmoth and the adjoining settlement of Thubalethu form the primary node and commercial and administrative hub of the Municipality. Located within this area are the municipal offices, provincial government offices, schools, police station, magistrate’s court and various stores and shops. (Mthonjaneni Draft IDP 2012/13 to 2022/20). Melmoth has an existing Town Planning Scheme which guides land use and development within the town.

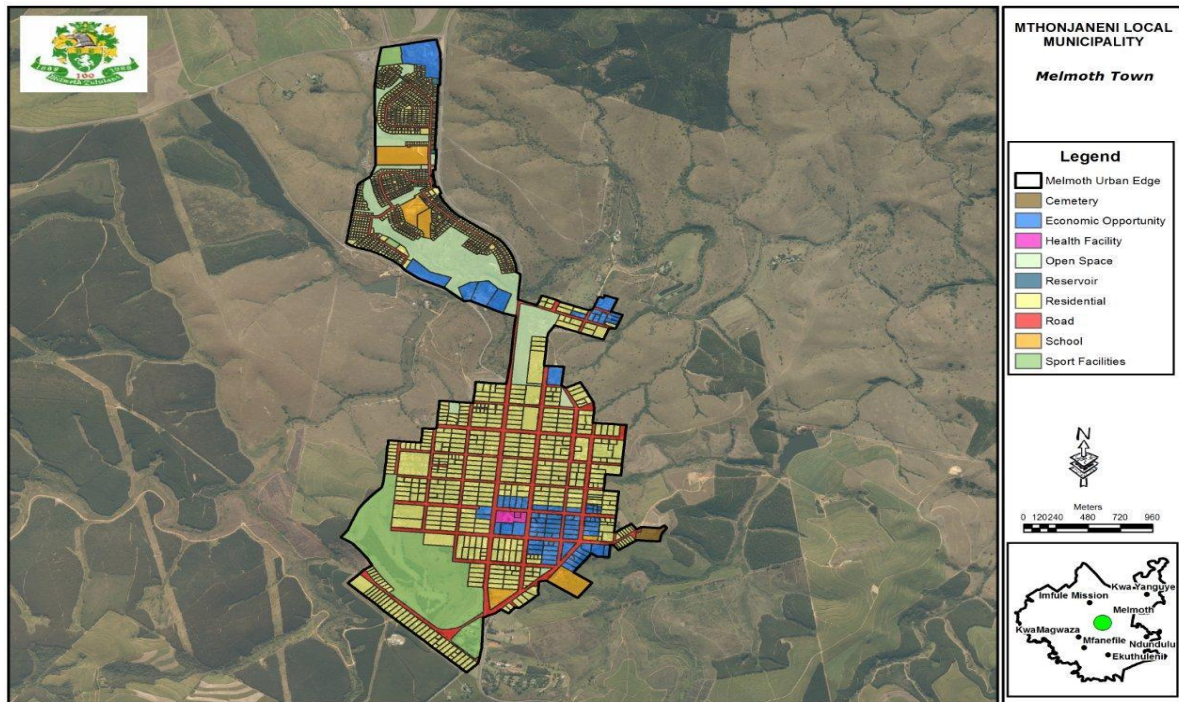
The CBD is dissected by the Primary Corridor (R66/R34) which links Melmoth and Thubalethu making them highly accessible and giving them potential for economic development. The R66/R34 is the only proposed primary corridor. The idea is to encourage mixed usage between the two areas and along the primary corridor.

The map below shows the spatial form and land use within Melmoth town.





Map 7: Melmoth town



Secondary Nodes

Ndundulu, KwaMagwaza and KwaYanguye are linked by the R66 and R68 respectively and have been identified as secondary nodes. These areas play an important role as service centres to the rural communities which are further removed from the primary node. The KwaMagwaza area is located close to the primary node and is relatively well established with a range of services and facilities.

The other two areas identified as secondary nodes need further planning and development in order to adequately fulfil their function as service centres. According to the Public Capital Investment and Settlement Growth guideline (Dewar, D and Iyer, N 2009) capital investment should aim to develop support to facilities and the current activities. This would involve the establishment of a formal market, taxi rank and the development of a multi-purpose hall as a first step.

The development of a library and resource centre is another social facility that would complement the existing facilities at the next level of development. This should be easily accessible to the existing schools.

Table 22 below also outlines minimum levels of services and facilities which should be available at a secondary node. In addition to the community hall, taxi rank and formal market, a Satellite Police Station and access to post boxes will ensure feasibility of all three nodes. The KwaYanguye area in particular would benefit from the establishment of an additional high school and clinic.



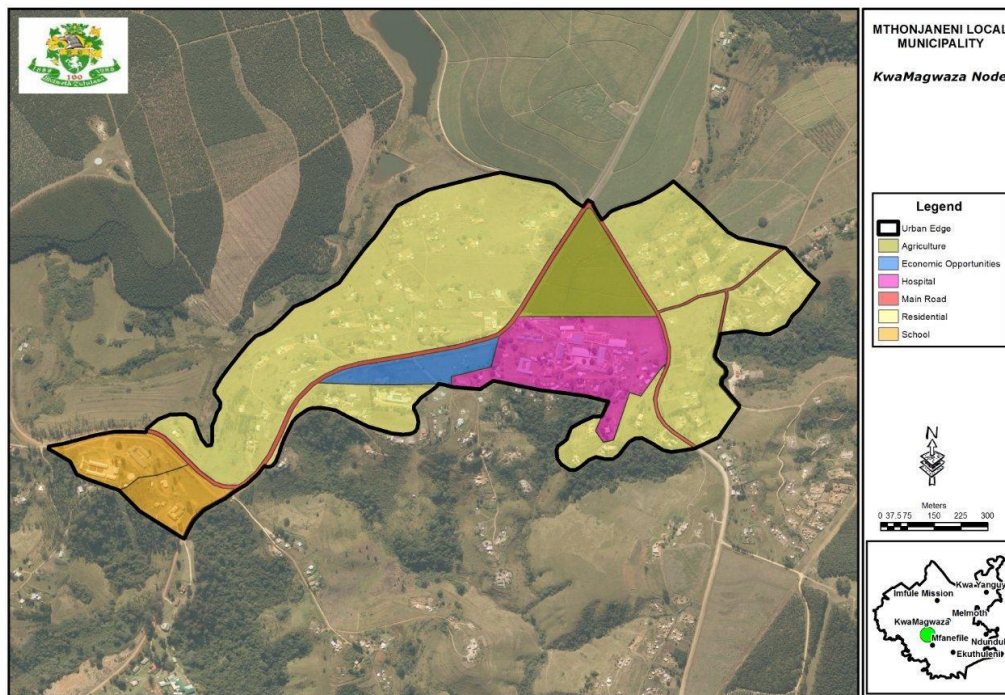
KwaMagwaza

Table 19: Secondary Node – KwaMagwaza

Town/Settlement	Existing level of services/ facilities	Desired outcomes
KwaMagwaza	Hospital Clinic Primary School High School Regular Bus Service Stores/Shops Community Hall Rural Service Information Centre	KwaMagwaza is a suitable secondary node as it has a number of facilities/services. Gaps relate to the following: There is no Satellite Police Station to service the area however, Melmoth is 10 km away and serves this purpose

The map below also shows the location and nature of developments and within the KwaMagwaza area.

Map 8: KwaMagwaza





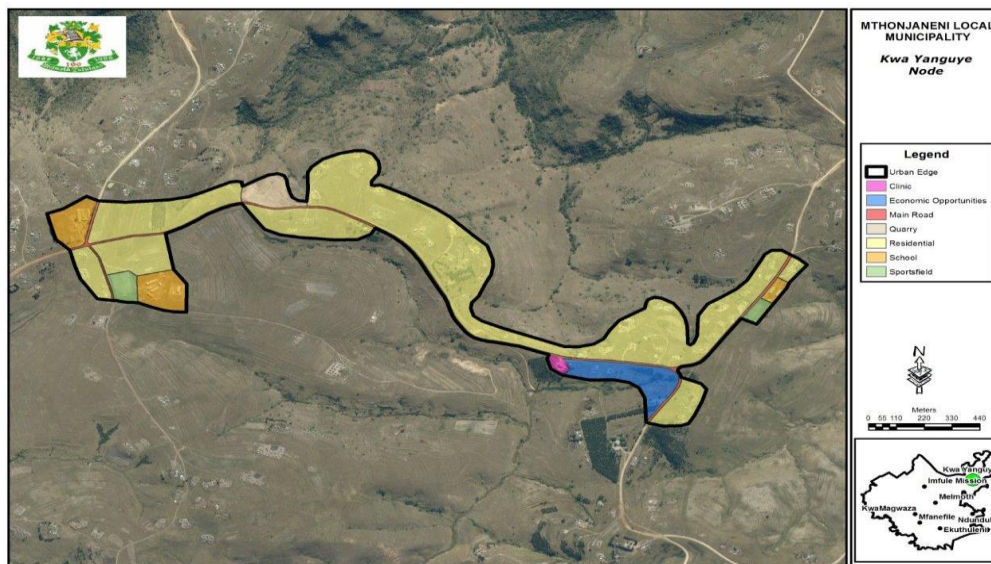
KwaYanguye

Table 20: Secondary Node – KwaYanguye

Town/Settlement	Existing level of services/ facilities	Desired outcomes
KwaYanguye	Primary Schools High Schools Yanguye Tribal Court Informal taxi rank Places of Worship Cemetery Clinic	<p>This area is quite isolated and far from adequate services and facilities. If it is to be 100% effectively as a secondary node then the correct level of services/ facilities needs to be provided.</p> <p>The following are needed: Satellite Police Station Rural Service Information Centre Additional clinic Additional high school</p>

The map below also shows the location and nature of developments and within the Yanguye area.

Map 9: KwaYanguye



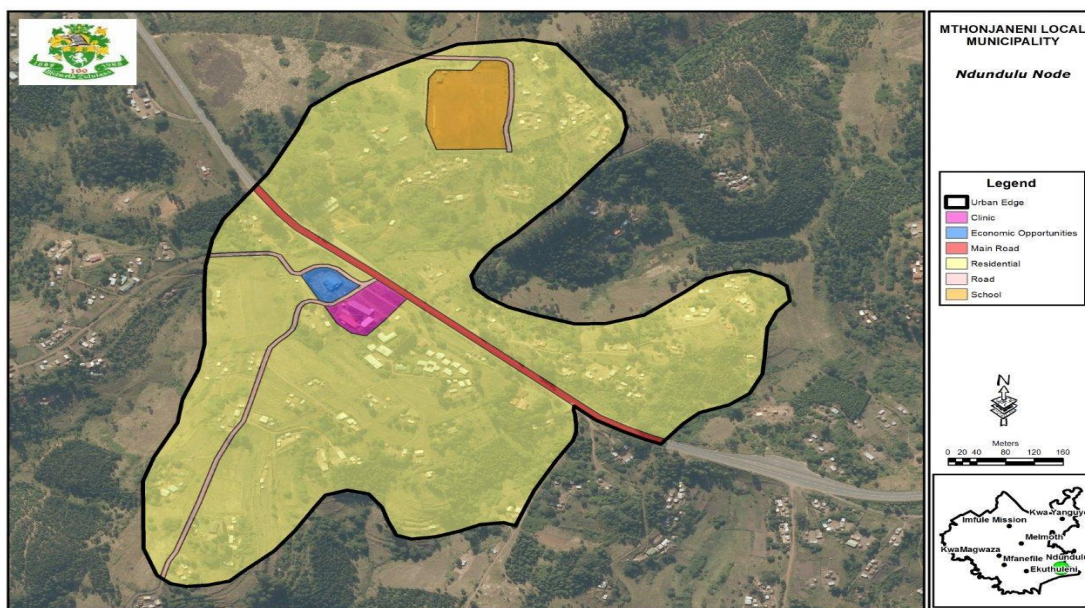


c) Ndundulu

Table 21: Secondary Node – Ndundulu

Town/Settlement	Existing level of services/ facilities	Desired outcomes
Ndundulu	Clinic Primary School Ntembeni Tribal Court Place of Worship	This area was not identified as a secondary node in the Mthonjaneni SEA 2007, but is identified in the draft IDP 2012/13 to 2022/20. A number of factors need to be addressed if this area is to function as an effective secondary node. Satellite Police Station Rural Service Information Centre Post Boxes High School

The map below also shows the location and nature of developments and within the Ndundulu area.



Map 10: Ndundulu



Tertiary Nodes

Table 22: Tertiary Node

Town/Settlement	Existing level of services/ facilities	Desired outcomes
Ekuthuleni	Primary school Secondary school Clinic	This area was a former land reform project. A number of issues need to be addressed to meet the requirements of a tertiary node: Routine Police Patrol Weekly Mobile Welfare Services Post Boxes Meeting Places Shops
Imfule Mission	Primary school Secondary school Shops Cemetery	Routine Police Patrol Weekly Mobile Clinic Weekly Mobile Welfare Services Regular Bus Service Post Boxes Meeting Places
Mfanefile	Primary schools Secondary school	Cognizance needs to be taken of lack of services/ facilities in the area as well as its proximity to KwaMagwaza. Routine Police Patrol Weekly Mobile Clinic Weekly Mobile Welfare Services Post Boxes Shops

4.5 land Ownership

A large portion of the land is privately owned by individual and company commercial farmers. The remaining land belongs to Ingonyama Trust, Church land, as well as municipal owned land and State owned land.

Some of the Church and State Owned land has been earmarked for possible Land Reform projects namely;

- Melmoth State Farms,
- Ekuthuleni (Church land),
- KwaMagwaza Mission,
- Melmoth Labour Tenants,
- Mfuli Mission,
- KwaYanguye (Tribal Commonage),





- Ekuthuleni State Land (started),
Wilhemina Farm (started), and
Arcadia Farm (started)

The land use patterns are further elaborated upon in the Land Use Management Systems (LUMS). In the LUMS, the areas described as “densely settled area of mixed residential and agriculture under private, trust or church tenure”, are identified as areas that “are not yet formalized, but show potential for developing into distinct villages”.

The land in Mthonjaneni is mainly used for agriculture and residential purposes. There are no conservation areas and very limited recreation areas in the form of a golf course and sports fields in places.

4.6 Land Claims

The land claim in Mthonjaneni includes land restitution, land redistribution and land tenure. There are claims which have been lodged with the regional land claims office. There are consultative meetings which have been held with all the affected stakeholders on land claim issues.

4.7 Land Capability

The majority of the land under Mthonjaneni municipality is utilised for agricultural production. This is merely favoured by the availability of arable land with the highest amount of rainfall being experienced in summer.

4.8 Private Sector Developments

The Mthonjaneni municipality is surrounded by privately owned commercial farmers and small holder settlements, the urban area of Melmoth and the traditional authorities of Sanguye, Obuka and Ntembeni. The majority of land ownership at Mthonjaneni belongs to Ingonyama Trust with a small portion which is privately owned. The development of private sector is currently on hold since most of the land that is owned by private sector is under land claim.

4.9 Environmental Analyses

Geomorphology

The geomorphology of the landscape is generally described as middle to high-relief area. Natural forces have resulted into new physical feature being developed. This includes landforms associated with erosion and weathering. There are also a large number of perennial and non-perennial rivers with a lot of fluvial processes involved. The boundaries of Mthonjaneni are also enclosed by two exotic rivers which is Umhlathuze River on the southerly and white imfolozi towards the north. This therefore becomes an important factor for decision-making and development planning.





Climate

Mthonjaneni Municipality experiences warm humid climate with more rainfall being experienced during the summer season. This becomes the favouring factor towards agricultural production. Forests and sugarcane production are the major commercial agricultural practices and livestock farming which is mostly subsistence in most surrounding rural areas.

AGRICULTURE

The agricultural potential within Mthonjaneni Municipality is very favourable. The agricultural potential is determined by factors such as climate, vegetation, soils, water supply and topography (Mthonjaneni SEA 2007)

There are areas of low potential along the northern and eastern boundaries of the Municipality. The south-east boundary has an area of very low potential. There is also restricted potential north of Melmoth and in the southern section of the municipality.

The Land Cover map indicates that there are large areas of Commercial Crops primarily in the central band running from the north-west to the south-east. These follow transportation corridors and there is a concentration in the area to the north and south of Melmoth. There is a very large portion of this central band that is Commercial Forestry which covers the area that has been identified as 100% transformed. It also ties in with the Agricultural Potential map in that it overlays the areas classified as having good potential and high potential.

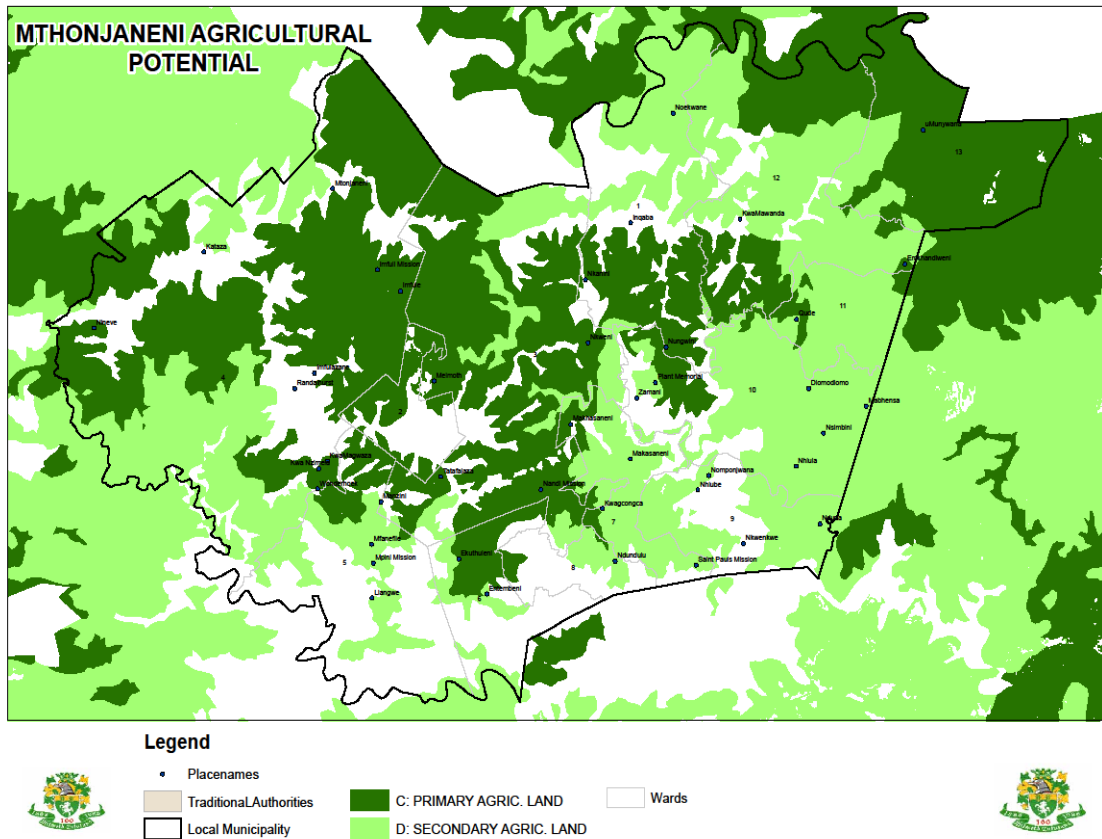
The areas to the east and extending towards the north-east are semi-arid with soils that are having a poor structure and less arable land.

The agricultural sector boosts the economy by creating job opportunities to local people.





Map 12: Agricultural Potential



Land cover

In terms of land cover there are large areas of Commercial Crops primarily in the central band running from the north-west to the south-east. These follow transportation corridors and there is a concentration in the area to the north and south of Melmoth. There is a very large portion of this central band that is Commercial Forestry. The Commercial Forestry and Farming cover the area that has been identified as 100% transformed (see Transformation map). In terms of agricultural potential map it falls within areas classified to have high potential. Soil, climate and rainfall are also favourable in these areas.

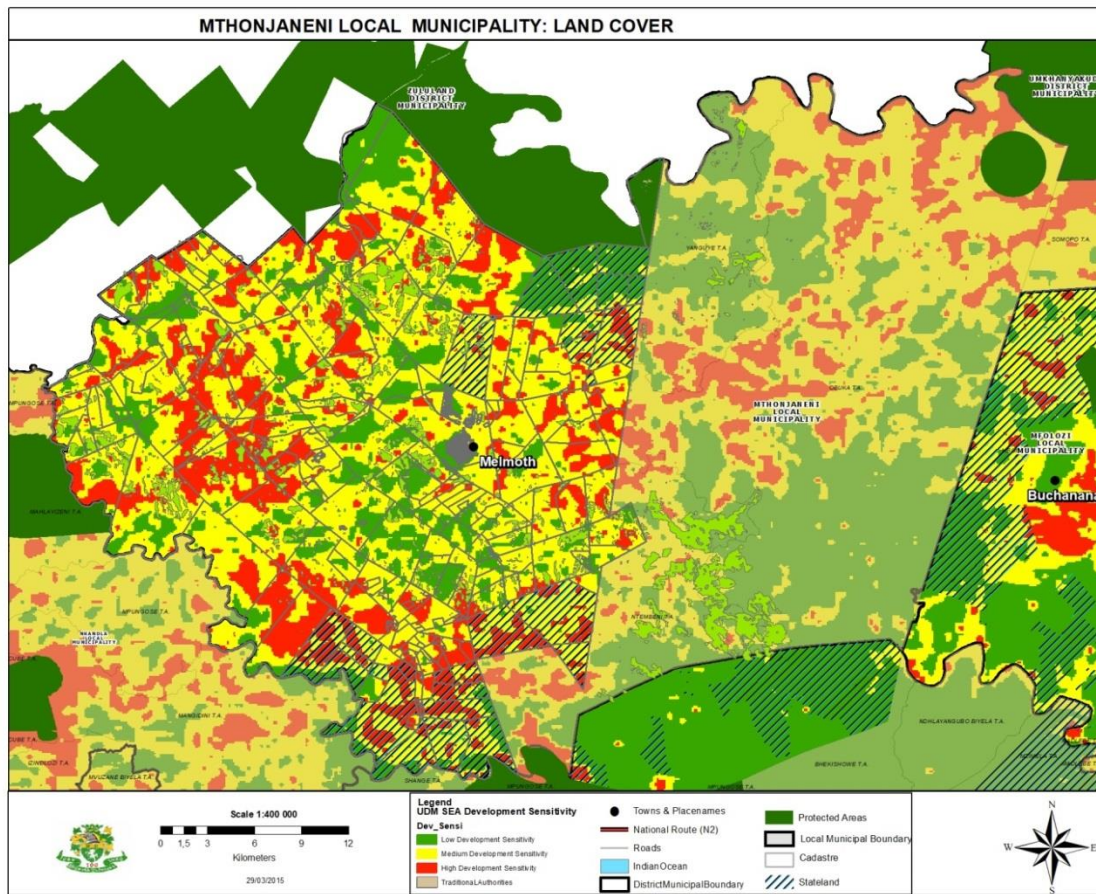
The southern area of the municipality is primarily grassland and bushland with a few areas of subsistence rural agriculture mainly around settlements and the Ndundulu and Ekuthuleni area. The northern area of the municipality is primarily characterised by grassland and scattered bushland areas. Subsistence rural agriculture is located around the settlements surrounding Inqaba. There is significant bare rock/erosion areas amongst and surrounding the subsistence rural agricultural land use.

There is however areas which have suffered invasion by alien plants and this have resulted in reducing the supply of water to some of the drainage areas.





Map 13: Land cover



Biodiversity

According to the National Environmental Management: Biodiversity Act, No. 10 of 2004, biodiversity means the variability among living organisms from all sources including, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part and also includes diversity within species, between species, and of ecosystems.

South Africa has ratified the International Convention on Biological Diversity which aims to develop and implement a strategy for the conservation, sustainable use and equitable sharing of biodiversity elements.

The Biodiversity Bill requires that a Bioregional Plan be developed for the Province. This must ensure that a minimum area of each bioregion with all its representative ecosystems is protected. Ezemvelo KZN Wildlife are the nature conservation agency for the province and are therefore key in managing biodiversity and ensuring that the bioregional plans are prepared and implemented.





The core functions of Ezemvelo KZN Wildlife are:

Biodiversity Conservation;
Wise and Sustainable Use of Natural Resources; and
Provision of Affordable Eco-Tourism Destinations

Ezemvelo KZN Wildlife is currently in the process of preparing bioregional plans for each in the province. The Biodiversity Sector Plans for King Cetshwayo is still in the process of being prepared.

The Biodiversity Sector Plans look at both “terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning”. It is intended to serve as an informant or guideline for multi-sectoral planning and decision making.

Terrestrial (MINSET) Key Intervention Areas

Specific areas will require targeted intervention to assist and guide development. The objectives set out below can also serve as guidelines for the municipality’s Land Use Management System.

An Integrated Approach to Land Use Management

- To create more efficient urban form by:
 - densifying existing urban nodes in appropriate locations
 - strengthening secondary service centres
 - identifying and implementing development corridors
 - Ensure more efficient use of infrastructure
 - Promoting a more appropriate land use mix
 - Giving preference to those land uses that will assist in achieving the Municipality’s Vision and particularly the local economic development and environmental objectives.
 - preserving high quality agricultural land
 - promoting diversity in land use, especially in and around the nodes
 - ensuring that environmental objectives are taken in to account in the formulation and adjudication of development proposals
 - creating an environment conducive to small entrepreneurs
 - optimising the inherent tourism and recreation potential of the area

Environmental Management Areas

The value of landscape forms in the municipality should be conserved. In terms of land use management, the specific ecosystems and vegetation communities that require specific environmental management are wetlands and grasslands, which contain the habitats of important species.





Methodology:

A comprehensive land use needs to be undertaken for the municipality to include the following categories:

- Grassland & other
- Dense Rural
- Informal Settlement
- Natural Bush
- Active and Passive Open Space
- Thornveld
- Cultivated Land
- Commercial
- Education
- Forestry
- Formal Urban
- Transport
- Hospitals
- Industrial

This land use would be determined through the analysis of digitally corrected photography of the municipality.

The Environmental Inventory in the form of these priority zones will inform the SDF.

Beyond the Priority Areas the following factors need to be considered.

A) Indigenous forested areas

All areas under indigenous forest and properties with indigenous trees should be subject to the following guidelines:

- No indigenous trees should be removed without authorization from DWAF who are responsible for protection of protected tree species.
- No undergrowth should be removed or the natural forest structure interfered with in any way as; when the forest undergrowth is removed, the large trees left standing often slowly die due to drought. Authorization must be obtained from DWAF prior to any clearing of both trees and under story of indigenous forested areas.
- All forest along streams and rivers must be conserved to prevent bank erosion.
- Wherever possible, patches of forest must be linked to form a continuous network and thus a path of migration for flora and fauna present (bushbuck, duiker, birds and so on) this would be easiest along existing corridors like streams and rivers.



Forest trees should be left to screen development to improve storm water drainage and aesthetics.

Developers should be encouraged where possible to maintain any trees on site as part of the layout of the development.

B) Areas of High Biodiversity Value

These areas are identified as areas of high irreplaceability and areas in the minset data set designated as non-negotiable reserves should be categorized in this category, Further the environmental atlas areas within the municipality are almost entirely biodiversity related and therefore these areas are included in this category. These areas are somewhat limited by land transformation in the municipality and include only small portions of the northern areas and south western of the study area.

- This zone represents areas of natural vegetation and therefore any transformation of this area greater than 3 Ha should be subject to impact assessment. Further any development greater than 1 Ha would be subject to Basic Assessment and any development greater than 20 Ha would be subject to Full Environmental Impact Assessment.
- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be done when permission for development is being sought.
- The Environmental Impact Assessment required for priority 1 zones should include a biodiversity assessment of the site and its biological value.
- The layout of the development should take biodiversity impacts and mitigation into account and as such should avoid areas of high biodiversity value.
- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be achieved as part of authorization for development on submission of the plans.
- When building plans are submitted to the local authority for approval, they shall indicate whether the development constitutes a listed activity and if so include a copy of the Record of Decision (ROD) issued by DAEA and an Environmental Management Plan (EMP) where required by the ROD.
- No construction of a listed activity under the NEMA EIA regulations may begin without authorization from DAEA, the Municipality in its development control capacity should not, under any circumstances, authorize any listed activity until such time as DAEA has given authorization for the activity to go ahead.
- Any unauthorized development should be reported immediately to the DAEA.
- The width of survey paths shall be kept to the absolute maximum of 1 metre.
- Where areas have been set aside for conservation in the layout, such areas will have to be demarcated. This should be done before building starts, sites must be staked and should be fenced or cordoned off with Chevron Tape. This is with a view to preventing damage to conservation areas during construction and operation. The fencing used should be appropriate and should allow for the movement of small animals, which may be found in this area.





In the conserved areas, only nature-related recreation and education shall be permitted, such as bird watching, walking and canoeing. These areas should be left as undisturbed as possible.

- Exotics should be avoided in landscaping of developments.
- Invasive aliens should be eradicated as part of landscaping and management plan for the development.

- As far as possible, medium density housing development in this zone should be clustered in order to minimise visual impact and the amount of land needed. This reduces development costs and also makes land available for conservation or open space purposes. Further advantages are wind protection and better controlled access the development area
- Landowners shall be made aware of the priority status of their land before purchase. Estate agents in the area could assist in this regard. The clearance certificate issued to each purchaser shall make note of the priority status, for the purchaser's information, should the estate agent not have raised the issue.
- Earthmoving equipment must be prohibited from the site until the environmental assessment has been approved and the vegetation to be conserved has been demarcated.
- The Local Council should not plant exotic trees or shrubs in areas of this category.
- Sub divisional applications should be assessed in the light of proposed usage and the effect it would have on areas of high biodiversity value.
- Landowners should be made aware of the high biodiversity value of their land before purchase. Landowners should be made aware of their responsibility to maintain and manage the vegetation on their land. The local council may need to provide assistance in the form of advice to landowners in high biodiversity value areas.

C) Nature Reserves

These areas are mapped on the Minset Map below.

- This is with a view to preventing damage to conservation areas. The fencing used should be appropriate and should allow for the movement of small animals that may be found in this area, for e.g. Duiker, weasel.
- In the conserved areas, only nature-related recreation and education shall be permitted, such as bird-watching, walking and canoeing
- The introduction of any exotic plants to conservation areas must be prevented and any existing alien invasive vegetation should be removed.



D) Wetlands, dams, and drainage corridors

The wetlands, dams, and drainage corridors are shown on Map4 however; it must be stressed that wetlands identified over and above these maps should be subject to the same guidelines:

- Infilling, drainage and hardened surfaces (including buildings and asphalt) should not be located in any of the wetland zones (i.e. permanent, seasonal and temporary) such activities generally result in significant impacts on a wetland's hydrology, hydraulics and biota and on the goods and services wetlands provide.
- Hardened surfaces and even should be located at least 15 m outside of the outer boundary of the seasonal/permanent zone (Note: if the width of the outer temporary zone is greater than 15 m and Item 1 above is met then this requirement would automatically be met). The seasonal and permanent zones generally have surface water for extended periods. In the case of seasonal zones, it may be for most of the wet season and in the case of permanent zones, it may be throughout the year. A buffer is required between areas potentially generating non-point source pollution and such areas characterized by surface water.
- Extension to the buffer in localized areas should also be included to minimize the impact of concentrated stormwater run-off into the wetland. Stormwater outflows should not enter directly into the wetland. A predominantly vegetated buffer area at least 20 m wide should be included between the stormwater outflow and the outer boundary of the wetland, with mechanisms for dissipating water energy and spreading and slowing water flow and preventing erosion. This buffer is particularly important when the catchment feeding the stormwater drain comprises predominantly hardened surfaces. Extensive hardened surfaces in the catchment and stormwater drains significantly increase the intensity of stormwater runoff, which increases the risks of erosion in a wetland. In addition, urban stormwater runoff is often polluted. A buffer is therefore required to reduce the energy and erosive power of the stormwater and to decrease the level of pollutants in the runoff before it enters the wetland.
- Where the wetland has a particularly high biodiversity value, further buffering may be required, the width of which would depend on the specific requirements of the biota. This should be determined in consultation with Ezemvelo KZN Wildlife. The value of a wetland for biodiversity derives not only from features of the wetland but also from the quality of natural, non-wetland areas adjacent to the wetland, as many wetland dependent species such as the giant bullfrog (*Pyxicephalus adspersus*) require both wetland and non-wetland habitat.
- If a road crossing is planned in a wetland, first seek an alternative route. If this is not available then ensure that the road has minimal effect on the flow of water through the wetland (e.g. by using box culverts rather than pipes). Do not lower the base level of the wetland or any stream passing through the wetland. Ensure an adequate buffer is present to deal with run-off from the road (see Item 3 above). During construction, minimize disturbance of the wetland at and adjacent to the road crossing site. Road crossings may potentially greatly modify local water flow patterns in a wetland. In addition to having a damming or draining effect on the flow upstream of the road, roads which do not allow for the adequate passage of water may concentrate flow downstream, increasing the erosion hazard and drying out this portion of the wetland. A lowering of the





base level increases the gradient in the wetland, thereby increasing the speed of water flow and its erosive potential and the extent to which it contributes to lowering the water table.

- Where a road runs alongside a wetland and it intercepts natural hillslope runoff into the wetland, the road should be set back from the boundary of the wetland by at least 20 m and feed-off points should be included at frequent intervals along the road (at least every 100 m) and the outflows of these should conform to the requirements of the stormwater outflows (given in Item 2 above). A road running alongside a wetland can strongly affect the natural hill slope runoff into the wetland by intercepting this runoff and concentrating it in localized entry points. The fewer the feed-off points into the wetland and the less protected they are, the more severe this effect will be.
- Where development (e.g. hardened surfaces, infilling and drainage) in a wetland is unavoidable then the resulting impacts must be mitigated. In many cases, off-site mitigation may be the only means of achieving satisfactory mitigation. The cumulative loss of wetlands in South Africa is already very high (see Section 1.1) and the continued net loss of wetlands needs to be prevented. Invasion of a wetland by alien plants may considerably reduce the integrity of a wetland.
- Where any disturbance of the soil takes place in a wetland, clear alien plants which establish and follow up for at least 2 years thereafter. Disturbance of a wetland favours the establishment of alien plants, which require long-term control.
- Where the infiltration rate of a wetland's catchment is naturally high and the wetland is maintained predominantly by groundwater input, at least 60% of the wetland's catchment should remain as permeable surfaces in a residential area and preferably at least 30% in an industrial/commercial area. Where the level of development is very high, reduced surface runoff can be promoted through mechanisms such as porous pavements (The inclusion of these mechanisms in areas dominated by hardened surfaces is generally sound catchment management practice and should be encouraged widely). Failure to maintain groundwater input to a predominantly groundwater-fed wetland will considerably alter the hydrological regime of the wetland, thereby compromising its integrity.
- The onus is on the developer to identify and delineate all wetlands in the project area at a finer scale depending on the proposed development. Mapping at a minimum scale of 1: 10 000 is generally required. In order to account for the impact of a development adjacent to a wetland, it is essential that the boundary of the wetland be mapped. Any wetlands identified on the ground should be delineated and mapped by the municipality on an ongoing basis.
- Any development must comply with the requirements of the National Water Act. Through the concept of the "ecological reserve", this act makes provision for ensuring water of acceptable quantity and quality for maintaining the ecological functioning of wetlands and river systems. While wetlands assist in enhancing water quality, they should not be relied upon as an easy substitute for addressing pollution at source, as this may lead to serious impacts to the wetland systems.
- Access to wetlands by off-road vehicles, man and livestock, should be as far as possible prevented.





Development within the flood line or within 32m of a river or stream should be avoided and vegetation in this zone should be conserved.

Environmental Projects

The Mthonjaneni municipality has identified projects that will address the environmental challenges, Alleviate Poverty, create employment, labour intensive and empower marginalized community.

The Municipality has request for funding from the Department of Agriculture and Environmental Affairs for the following projects:

- Rehabilitation of the transfer station
- Weigh bridge and information system
- Refuse collection and Street cleaning
- Upgrading of Parks, (ward 2 and 3)
- Guard house at the transfer station

4.10 Disaster Management

4.10.3.1 Risk Profile

Since the beginning of this financial year (2021/2022), the Municipality through the Disaster Management Section embarked on a participatory approach to source data from communities at ward level, which was based on historical events and experience, as well as indigenous knowledge. The municipality worked closely with municipality stakeholders to collect different kinds of data from different sources, using different platforms.

4.10.3.2 Hazards

Interviews conducted with different community sectors revealed the following hazards and threats as the common occurrences in all wards with high potential to escalate to the level of a disaster:

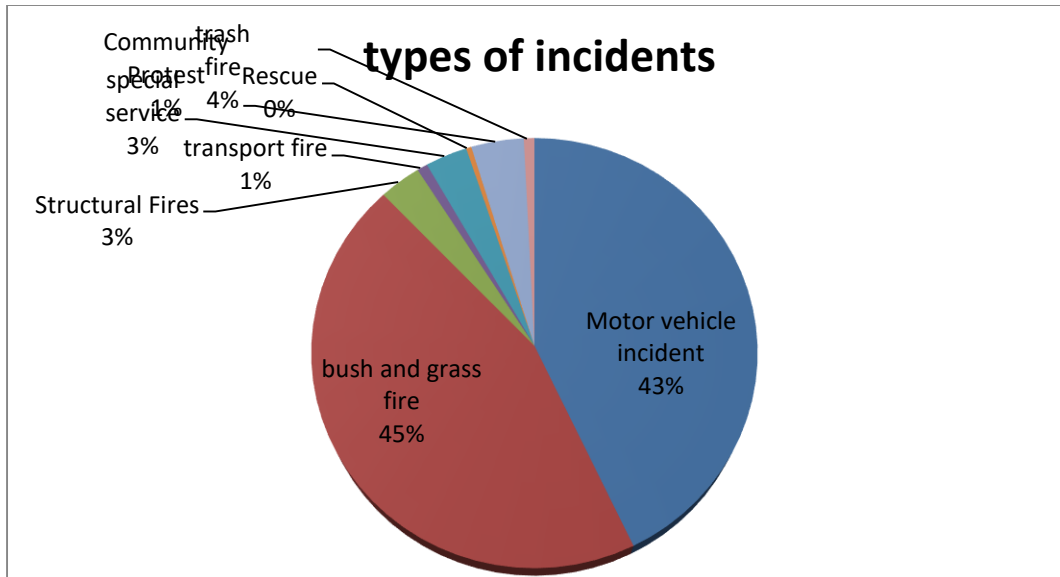
- Storms
- Heavy Rains
- Floods
- Structural Fire
- Bush Fires
- Tornadoes
- Motor Vehicle Incidents
- Lightning affects mostly ward 1 and 13
- Covid-19





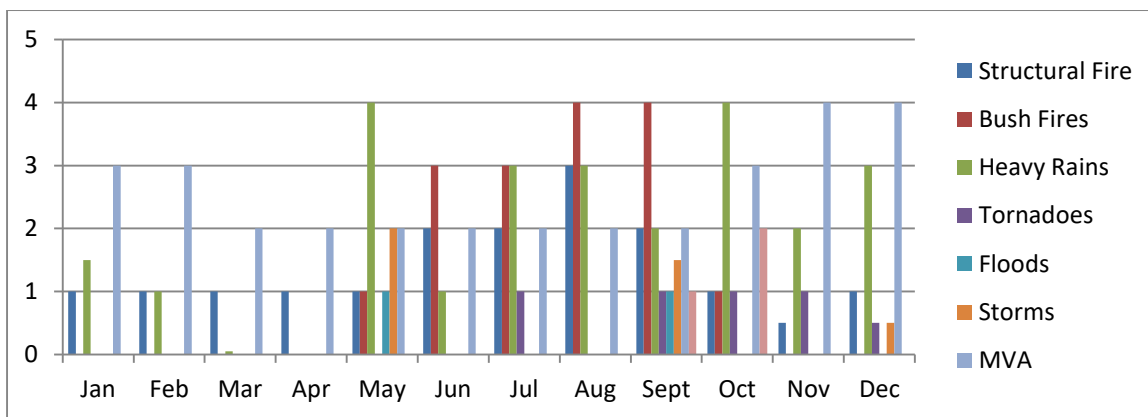
These hazards were profiled as high risk and are seasonal. The municipality has been monitoring the incidents that are occurring within the municipal area. During the past financial year, the municipality recorded incidents as demonstrated in the bellow graphs.

Figure: Distribution of Disaster Incidents



The municipality experienced more Bush fires and Motor Vehicle incidents than any other disaster incidents

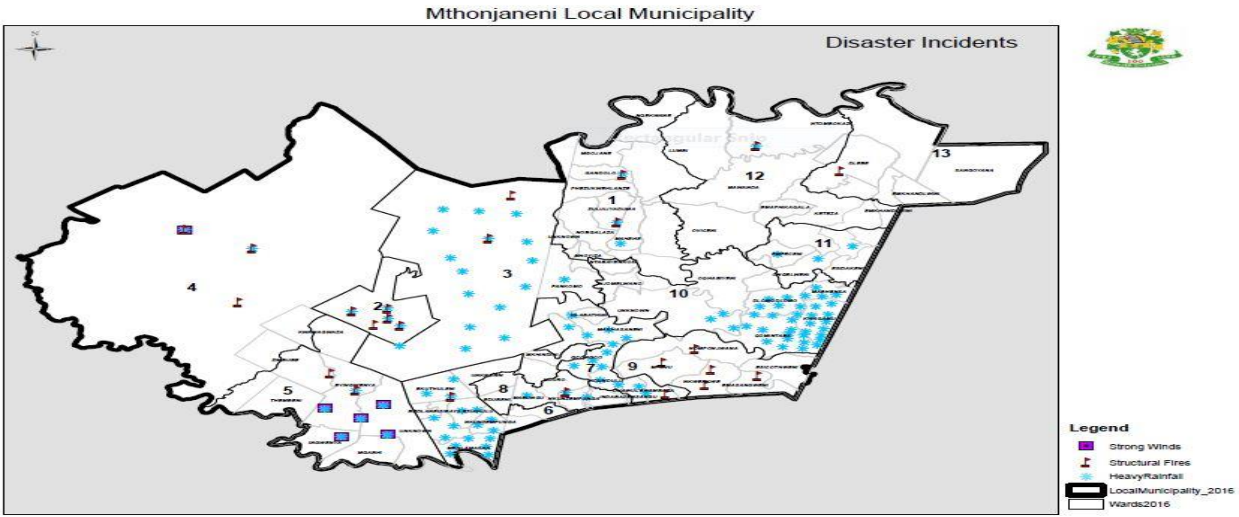
Figure : Monthly distribution of disaster incidents- 2021/2022 Financial Years



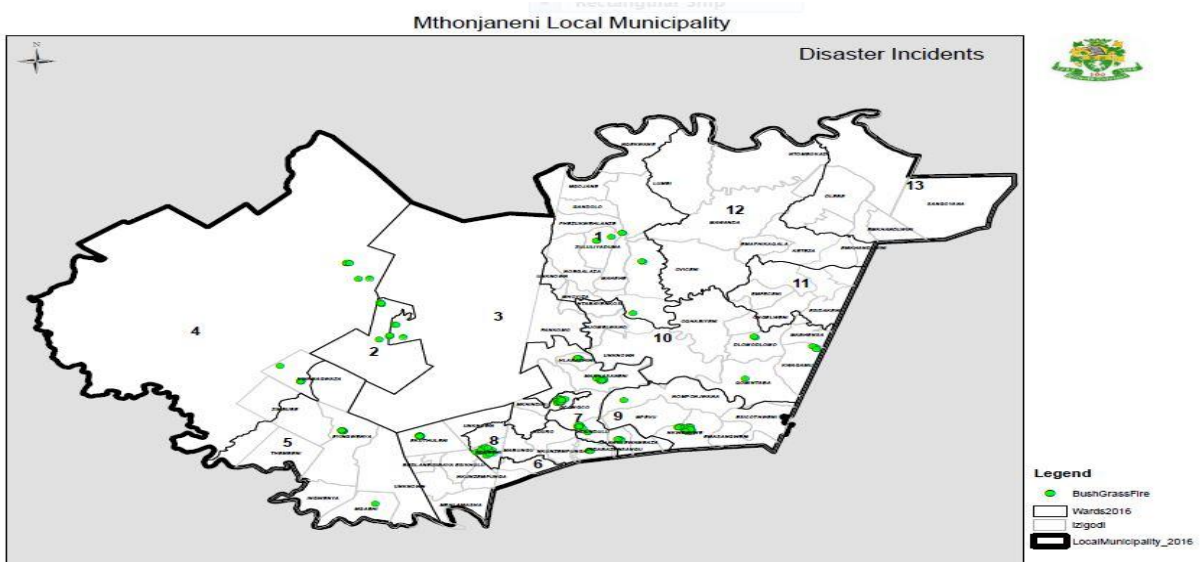
The municipality experiences MVAs incidents throughout the most time of the year

Map reflect the distribution of disaster incidents per wards





Map : Reflects Bush and Grass Fire per wards



4.10.3.3 Covid-19 Pandemic in Mthomjaneni Municipality

Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. Most people who fall sick with COVID-19 will experience mild to moderate symptoms and recover without special treatment. The **COVID-19 pandemic in South Africa** is part of the ongoing pandemic of coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). On 5 March 2020, it was confirmed that the virus spread to South Africa, with the first known patient being a male citizen who tested positive upon his return from Italy. The first death to have occurred from the disease was reported on 27 March 2020.



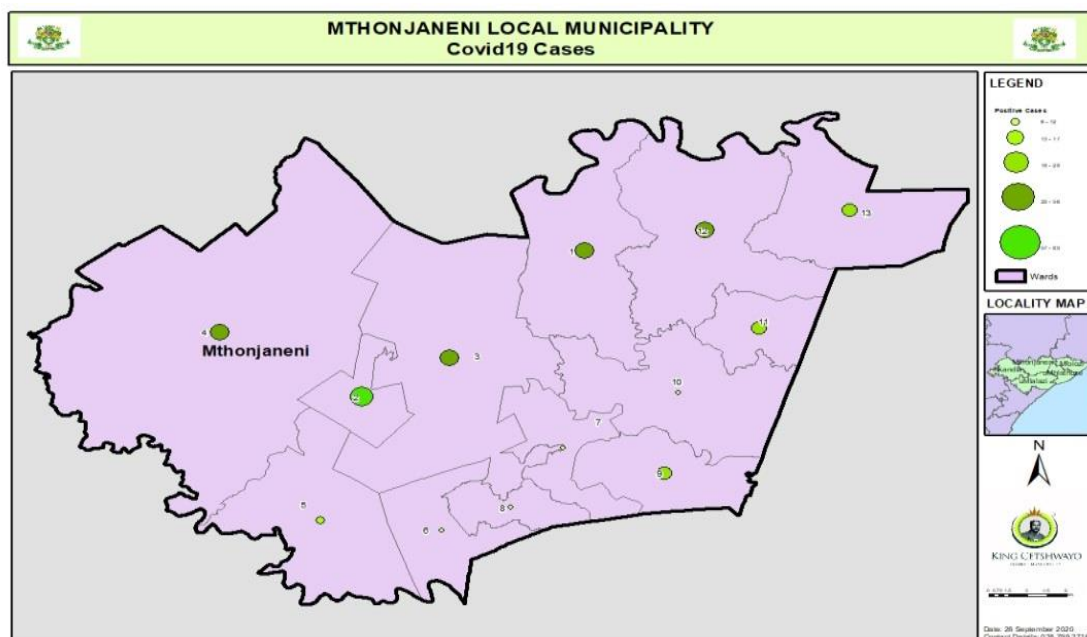


In Mthonjaneni Municipality, JOC was established on the 16 March 2020 to co-ordinate all Covid-19 related activities and chaired by the Manager: Disaster Management. JOC Meetings are held every Fridays of the week at SAPS Boardroom. During the compilation of this plan, Mthonjaneni Municipality had already recorded 2334 confirmed positive cases of covid-19 and 48 people already succumbed to it. This number is expected to grow drastically as the country continues to experience spread of the virus in many corners of the society.

The following table reflect the status quo of the covid-19 in Mthonjaneni Municipality:

NAME OF THE AREA-(TRACEABLE ADDRESS)	MUNICIPAL WARD	NUMBER OF CONFIRMED COVID-19 CASES	CONTACTS TRACED	NUMBER OF RECOVERIES	NUMBER OF ACTIVE CASES	NUMBER OF DEATH CASES
Kwayanguye	1	1167	775	1160	0	7
Thubalethu / Melmoth town	2	251	840	241	0	10
Ngcongco/Mayeni	3	108	303	105	0	3
Magwaza Mission next to Magwaza Primary/Mfule	4	172	752	164	1	7
Mgabhi area/Mfanefile/Mkhindini	5	150	172	146	0	4
Ekuthuleni/Nogajuka/Dubeni	6	18	202	18	0	0
Hlabathini/Makhasaneni/Ndabazensangu	7	46	331	40	1	5
Ndundulu/Dubeni	8	18	110	17	1	0
Nkwenkwe/Nomponjwana/Masangweni	9	60	232	56	0	4
KwaTiki/Ngqungqu	10	36	134	36	0	0
Kwambiza	11	92	462	92	0	0
Mkhandlwini/Oviceni/Nqekwana	12	62	387	61	0	1
Buchanana/Maduma	13	50	242	48	0	2
Unknown		15	1	14	0	1
Other		89	177	85	0	4
		2334	5120	2283	3	48

Map reflecting COVID-19 Cases in Mthonjaneni



4.10.3.4 Climate Change





Changes in climatic patterns are natural phenomena. However, there is increasing concern about the impact of climate change that has been brought about because of human activities, such as burning fossil fuels for energy and the use of motor vehicles. Human-induced changes in climate have been acknowledged as a current reality and are the subject of significant global attention. Several changes in the climate system have already been tentatively linked to climate change, such as increases in average and extreme temperatures, high intensity weather events (e.g. flooding and extreme cold weather conditions) rise and rainfall variability, to which society and natural systems will need to adapt.

Mthonjaneni Municipality recognizes climate change as a threat to the environment, its residents, and to future development. Therefore, measures should be implemented to reduce or eliminate carbon emissions or enhance greenhouse gas sinks (mitigation). However, due to lag times in the climate and biophysical systems, the positive impacts of past and current mitigation will only be noticeable in the next 25 years. In the meanwhile, adaptation is regarded as inevitable and a necessary response to the changes that are projected to take place in the municipality.

Key Climate Change Vulnerability Indicators

Mthonjaneni Municipality has therefore prioritized the development of a Climate Change Response Plan. Through this plan key climate change vulnerability indicators for the Mthonjaneni Municipality were identified. These indicators demonstrate areas that maybe at high risk of climate change impacts.





No	Sector	Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
1.	Agriculture	Change in grain (maize, wheat & barley) production	Yes	High	Low
2.	Agriculture	Change in Sugarcane Production	Yes	High	Low
3.	Agriculture	Change in fruit production	Yes	High	Low
4.	Agriculture	Change in other crop production areas (e.g. vegetables, nuts, etc.)	Yes	High	Low
5.	Agriculture	Increased exposure to pests such as eldana, chilo and codling moth	Yes	High	Low
6.	Biodiversity and Environment	Loss of High Priority Biomes	Yes	High	Low
7.	Biodiversity and Environment	Increased impacts on threatened ecosystems	Yes	High	Low
8.	Biodiversity and Environment	Increased impacts on environment due to land-use change	Yes	High	Low
9.	Biodiversity and Environment	Loss of Priority Wetlands and River ecosystems	Yes	High	Low
10.	Human Health	Health impacts from increased storm events	Yes	High	Low
11.	Human Health	Increased heat stress	Yes	High	Low
12.	Human Health	Increased vector borne diseases from spread of mosquitoes, ticks, sandflies, and blackflies	Yes	High	Low
13.	Human Health	Increased water borne and communicable diseases (e.g. typhoid fever, cholera and hepatitis)	Yes	High	Low
14.	Human Health	Increased malnutrition and hunger as a result of food insecurity	Yes	High	Low
15.	Human Health	Increased air pollution	Yes	High	Low
16.	Human Settlements, Infrastructure and Disaster Management	Loss of industrial and labour productivity	Yes	High	Low
17.	Human Settlements, Infrastructure and Disaster Management	Increased impacts on traditional and informal dwellings	Yes	High	Low
18.	Human Settlements, Infrastructure and Disaster Management	Increased risk of wildfires	Yes	High	Low
19.	Water	Decreased water quality in ecosystem due to floods and droughts	Yes	High	Low





4.10.4 Disaster Risk Reduction

All disaster risk management plans must give explicit priority to the core principles of disaster prevention and mitigation. Disaster prevention, mitigation and preparedness are referred to as disaster risk reduction measures because they lessen the likelihood of harmful losses by avoiding endangering hazards or reducing vulnerability. In this way, prevention and mitigation are central to achieving the goal of disaster risk reduction in which vulnerabilities and disaster risks are reduced and sustainable development opportunities strengthened.

It is often difficult to decide whether an intervention is preventive or mitigative in nature. For this reason, it is more practical to refer to them jointly as disaster risk reduction measures, because both minimize the risk of disasters.

4.10.4.1 Disaster Management Programs/Projects by Municipality

After the assessment as outlined above, the following project were identified for implementation per hazard as illustrated in table 2 below:

Hazards	Possible Projects
Run-away Fires Structural Fires Bush Fires	<ul style="list-style-type: none"> • Procurement of fire beaters • Conduction of awareness's • Burning of fire brakes • Improving fire fighting equipment • Provision of Relief Material
Floods	<ul style="list-style-type: none"> • Construction of dams • Construction according to building standards • Consistency in Awareness Campaigns • Consistency in Early Warning Systems • Building Bridges
Storms and Heavy Rains	<ul style="list-style-type: none"> • Consistent Awareness Campaigns • Consistency in Early Warnings • Provision of Relief Material
Lightning	<ul style="list-style-type: none"> • Lightning Conductors • Consistency Awareness Campaigns • Consistency in Early Warnings
Drought	<ul style="list-style-type: none"> • Conduct Awareness Campaigns
Motor Vehicle Incidents	<ul style="list-style-type: none"> • Upgrading and Road Maintenance • Visibility of Road Traffic Officers • Awareness Campaigns





Covid-19	<ul style="list-style-type: none"> • Conduct Awareness and Campaigns • Provide PPE to all frontline workers • Ensure compliance to all precautionary measures as outlined by the Health Department

4.10.4.2 Climate Change Projects

No	Objective	Project
01	Manage increased impacts on traditional and informal dwellings	Enhance maintenance on storm water drainage systems in urban areas of the Mthonjaneni.
30	Manage increased impacts on traditional and informal dwellings	Research climate proof construction of RDP houses (e.g. installation of lightning conductors)
02	Manage potential increased isolation of rural communities.	Research climate proofing bridges and roads.
31	Manage potential increased isolation of rural communities.	Ensure that the District Municipality install water reservoirs in rural areas within Mthonjaneni Municipality.
31	Manage potential increased isolation of rural communities.	Ensure that the District Municipality Install sanitation systems in rural areas within Mthonjaneni Municipality.
03	Manage potential increased risk of wildfires	Establish by-laws on fire safety and management.
33	Manage potential increased risk of wildfires	Build capacity of traditional council, amaKhosi and community members on the causes and management of wildfires.
33	Manage potential increased risk of wildfires	Establish Disaster Management Centre and the satalite fire station in ward 11 (Upper-Nseleni)
33	Manage potential increased risk of wildfires	Establish sufficient human capacity and equipment for fire management.





4.10.5 Response and Recovery

Responsibility for co-coordinating response to specific known rapid- and slow-onset significant events and disasters must be allocated to a specific organ of state. For example, flood response and recovery efforts would involve the combined efforts of many stakeholders, but the primary responsibility must be allocated to a specific organ of state with the other stakeholders assuming supportive responsibilities

Having conducted, in terms of the provisions of the approved Disaster Risk Management Policy Framework, a Disaster Risk analysis of the individual Wards within the Mthonjaneni Municipal area, the Advisory Forum will now be able to identify specific communities and infrastructure that are most vulnerable to the risks or threats that are prevalent in that Ward. Having identified the response agencies that have a specific line function responsibility in relation to a particular disaster incident, the Advisory Forum must, in a collective process, develop the Response Protocol for Mthonjaneni which will inform the development of a Contingency Plan (or Plan of Action) for each identified risk or hazard.





Response Protocols for Mthonjaneni

OPERATIONAL RESPONSE	FIRE	STORMS	HAZMAT	EPIDEMIC	DROUGHT	FLOOD
MTHONJANENI MUNICIPALITY						
MANAGER: DISASTER SECTION	X	X	X	X	X	X
MUNICIPAL MANAGER	X	X	X	X	X	X
MAYOR	X	X	X	X	X	X
PROTECTION SERVICES	X	X	X			X
MTHONJANENI FIRE BRIGADE	X	X	X			X
TECHNICAL DEPARTMENT	X	X	X	X	X	X
FINANCE DEPARTMENT	X	X	X	X	X	X
KING CETSHWAYO DISTRICT MUNICIPALITY						
DISTRICT D.M. CENTRE	X	X	X	X	X	X
DISTRICT CHIEF FIRE OFFICER	X		X			
PROVINCE						
KZN PROVINCIAL D.M.C.	X	X	X	X	X	X
E.M.R.S.	X	X	X	X	X	X
R.T.I.	X	X	X			X
Dept. Agriculture, Environment and Rural Development	X	X	X	X	X	X
DEPT OF TRANSPORT (Roads)	X	X	X	X	X	X
DEPT. SOCIAL DEVELOPMENT	X	X				X
DEPT. OF HEALTH	X	X	X	X		X
DEPT. OF EDUCATION	X	X		X		X
DEPT. ENVIRONMENTAL AFFAIRS	X					
NATIONAL						
N.D.M.C.	X	X	X	X	X	X
S.A.P.S.	X	X	X	X		X
D.W.A.F.	X	X	X	X	X	X
DEPT. HOME AFFAIRS						
CORRECTIONAL SERVICES						
N.G.O.						
S.A. RED CROSS	X	X	X	X	X	X
ORG. AGRICULTURE	X	X	X	X	X	X
Z.I.F.P.A.	X					
M.R.A.	X	X	X	X		X
SAPPI Forest						





4.10.6. Capacity for Disaster Management

The Municipality has designated personnel for disaster management though the unit is short staff. There are 13 staff members responsible for all sorts of Disastrous incidents i.e Manager for Disaster Management, Fire and Rescue Services, one Fire Station Officer, two Leading Fire Fighters and nine Fire Fighters. District Municipality currently supports the local municipality, but it does not have the adequate capacity to deal with disaster management issues as they are also short staff and lack adequate resources to support local municipalities. More personnel for the unit need to be recruited and a volunteer system is sought as an immediate solution to the problem. The unit is also in need of extra fire engine vehicles to add on the already existing ones. Currently the unit has one Fire Truck Engine and two Fire Engine Vans and are all fully equipped.

4.10.7 Disaster Management SWOT Analysis

Strength:

- Existing of a reviewed Disaster Risk Management Plan which its chapter 3 contains the Mthonjaneni Municipal Disaster Management Policy Framework
- Existing Land use management systems that assist in allocating developments in the correct places.
- The local disaster management and local disaster advisory forums are all functional.
- Excellent Service and partnership with KCDMDC and PDMC.

Weakness

- Minimum budget and resources to address disaster issues.
- Disaster management officer position not filled.
- Motor vehicle accident rate is too high.

Opportunities

- Preparation of wall-to-wall scheme will assist in land use management in rural areas and thus decrease developments in disaster sensitive areas.
- Rural Housing projects (RDP) provide safe housing structures.
- Municipal rural roads projects also act as fire breaks.





Threads

- Poor rural roads condition makes it difficult to arrive in disaster scene.
- Conditions of fire hydrant around Melmoth town in bad condition and might be a problem if there is a fire break out.
- Structural Fires caused by the illegal electricity connections.

4.10.8 Key Challenges

In the light of the above SWOT Analysis , the following the following challenges were identified:

- High Accident Rate on R34/66
- Staff Shortage
- Shortage of one long base vehicle for delivering relief material to the victims and Fire Truck Engine
- Limited Budget for the Section
- Lack of Disaster Management Centre
- Poor attendance of Sector Departments to Local Disaster Advisory Forum/ JOC

4.10.9 Monitoring and Evaluation of Disaster Management

The Municipality's performance management systems are in place to monitor and evaluate performance. Community Services Portfolio committee plays an oversight on disaster management issues. The municipality writes monthly and quarterly reports that are presented to the District Disaster Management Advisory Forum, MANCO and Community services Portfolio Committee on quarterly bases.

NB: Disaster management functionaries must be beefed up with capacity to and be afforded the opportunity to serve in development and service delivery oversight committees of the municipality.



4.11 Business Continuity Management

In the event of a material disruption to its critical activities, Mthonjaneni municipality is committed to ensuring the it's continuity by:

- Ensuring the safety and wellbeing of its employees, contractors and visitors
- Protecting the wellbeing of the environment and society in which the municipality operates
- Minimising the adverse impact of the disruption to the municipality's operations
- Ensuring continuity of the critical processes to a predefined, acceptable level.

To achieve this, Mthonjaneni has developed an integrated Business Continuity Management (BCM) as an essential part of its day-to-day operations. The Municipal Manager has established a BCM policy to provide the framework around which Mthonjaneni's BCM capability and programme are designed and built.

The objectives of Mthonjaneni's BCM programme are to:

- Protect the Municipality, including its staff and stakeholders, by minimising the impact of a material disruption to critical activities, ensuring continuation of service delivery to the community.
- Understand and communicate the recovery needs of the Municipality and ensure an appropriate recovery capability is provided.
- Recover the Municipality in a planned and controlled manner, meeting the requirements of the municipality and complying with applicable laws, contracts, regulations etc.
- Ensure that Business Continuity is an essential part of municipal planning and development.
- Maintain staff, customer and stakeholder contact and confidence.

4.12 Spatial and Environmental SWOT Analyses

Strength/Opportunity

Good agricultural potential.

Good access- The Mthonjaneni Municipality is located along an important transport route, the R66 to Ulundi/Mthonjaneni to the north and Eshowe to the South.

Opportunity of Tourism development along the R66 route.

The introduction of Land use management system for the whole of the municipal area.





Weakness/Threads

- Poor land use management in the Ingonyama trust land.
- Communities settling along rivers without consideration of flood lines.
- Poor access roads in rural areas.

Scattered developments in traditional authority areas.**5. Demographics Characteristics**

5.1 Demographic Indicators

Population and Household Numbers

Mthonjaneni Municipality is located in King Cetshwayo District. The population increase in King Cetshwayo District, broken down per municipality is indicated in the table and explanatory figure herewith.

	KCDM	MTHONJAN ENI	IMFOLOZI	UMHLATHU ZE	UMLALAZI	NKANDLA
2011	907519	47818	122889	334459	213601	114416
2016	971135	78883	144363	410465	233140	114284
% Growth	7,01%	64,97%	17,47%	22,73%	9,15%	-0,12%

5.2 Key Findings

The 2021/2022 IDP Review makes use of the 2011 STATSSA Census data and the 2001 Census information. The 2011 Census Data indicates that the population of the Mthonjaneni Municipality had decreased from 50,382 people in 2001 to 47,818 people in 2011. After the redetermination of municipal boundaries in 2016 and the inclusion of four wards from Ntambanana Municipality the Mthonjaneni municipality now has a total population of 78 883. The 2007 figures indicate a total population of 47,010 which indicates a decline of -6.69% from the 2001 population statistics. When comparing the population growth between 2001 and 2011 a total negative growth rate of -5.25% was experienced.

Population Density

Population densities in the Mthonjaneni Local municipality show a decline in density from the western boundary of the municipality to the eastern boundary of the



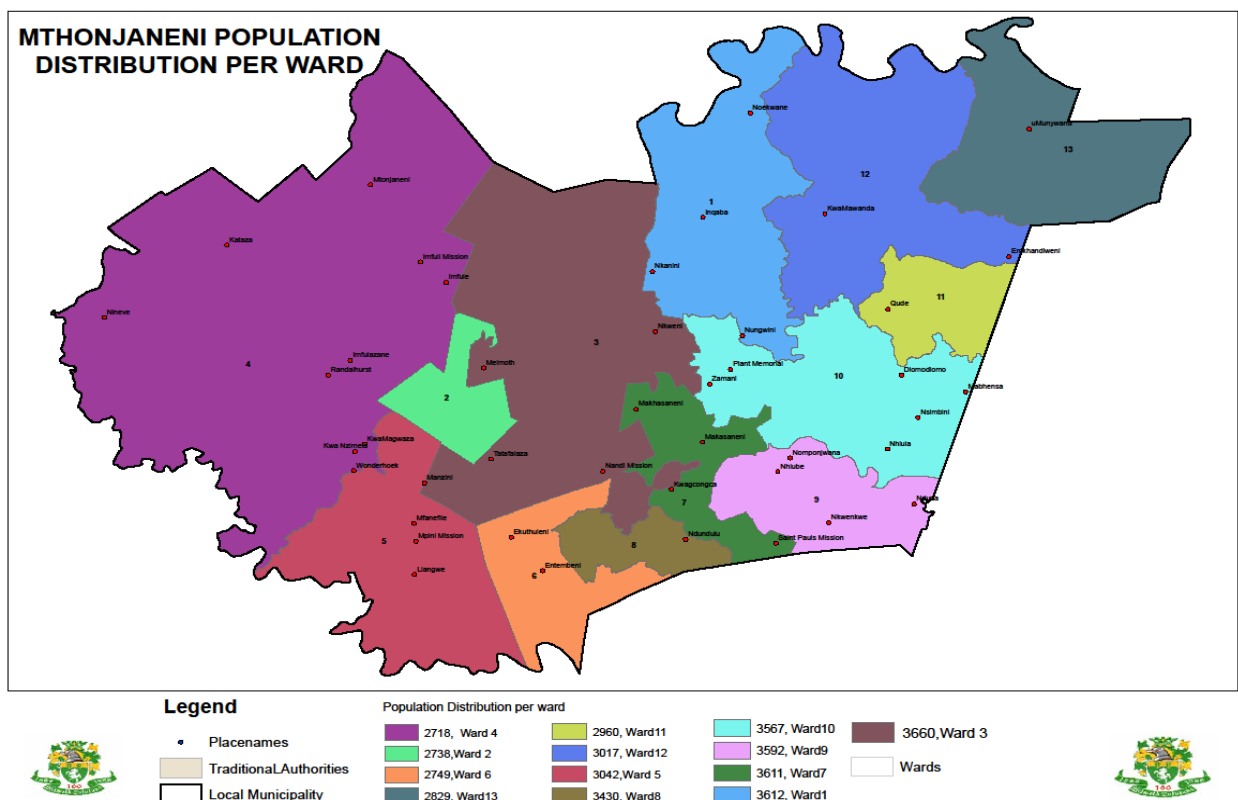


Municipality. The highest densities are found around Ndundulu which has a density of 150 to 200 people per km².

In particular the northern, southern and central area stretching from the western boundary is primarily sparsely populated with a population density of less than 50 people per square kilometre. The north western boundary of the municipality has a density of less than 10 people per km². Please refer to figure 2 for depiction of the above.

Based on the STATSA 2011 census, the figure below indicates the population concentrations within the Mthonjaneni Municipality.

Map 15: Population Distribution



Gender Statistics

The 2016 figures indicate that there are 45.8% men in the municipality and 54.2% females. This indicates that there may be high levels of migratory labour from the municipality to other centres around the province and country.

Gender	Male	38257
	Female	45306
TOTAL		83563





Age Group Profiles

The age cohorts for the municipality are as follows:

Table 23: Age Distribution of the Population

	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64
Mthonjaneni	12068	10519	10672	10479	8114	6176	4397	3554	3107	3296	2897	2180	1884
Ward 1	1289	1185	1145	979	682	477	332	260	234	275	245	207	200
Ward 2	784	633	660	709	832	804	610	463	420	334	258	136	99
Ward 3	772	653	660	628	661	646	448	319	317	331	245	194	139
Ward 4	634	598	589	526	594	598	480	391	292	268	224	204	127
Ward 5	978	764	820	749	551	424	296	199	228	236	242	166	150
Ward 6	1005	846	898	910	568	387	266	231	207	227	191	158	152
Ward 7	1065	1034	1010	1002	732	506	317	303	234	284	188	209	172
Ward 8	557	473	454	423	355	230	197	157	121	137	95	99	99
Ward 9	1071	920	919	993	646	413	316	282	236	244	266	149	163
Ward 10	1311	1123	1141	1172	755	573	389	300	249	304	318	215	203
Ward 11	730	646	665	722	528	381	230	191	178	177	182	123	118
Ward 12	1221	1010	1047	1066	798	452	313	294	259	309	269	199	180
Ward 13	651	636	663	599	413	285	205	166	132	170	176	121	84





6. Municipal Transformation and Organisational Development Analyses

6.1 Municipal Powers and Functions

A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. Chapter 5 of the Local Government: Municipal Structures Act, 117 of 1998 clearly defines those functions and powers vested in a local municipality, notably:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment, and
- e) To encourage the involvement of communities and community organizations in the matters of local government.

In setting out the functions of a Local Municipality, the Municipal Systems Act indicates that the Minister responsible for Local Government may authorize a Local Municipality to perform the following functions of a Municipality.

The Mthomjaneni Municipality performs the following:

- Potable water supply systems
- Bulk supply of electricity
- Domestic waste-water systems
- Sewage disposal systems
- Municipal Health Services.

More specifically, the objectives of local government are:-

- Air and Noise Pollution
- Building, Trading Regulations, Liquor and Public, Nuisance Control
- Fire Fighting Services
- Pounds
- Public Places
- Refuse Removal, Refuse Dumps and Solid Waste
- Street Trading
- Street Lighting
- Traffic and Parks
- Electricity Reticulation
- Cleansing and Trade Areas
- Beaches and Amusement Facilities





Billboards and Display of Advertisements in Public Places

- Cemeteries, Funeral Parlours and Crematoria
- Licensing, Facilities for Accommodation, Care and Burial of Animals
- Fencing and Fences
- Local Amenities
- Local Tourism
- Municipal Airports
- Municipal Planning
- Municipal Public Transport
- Storm Water Management
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Abattoirs
- Municipal Parks and Recreation

6.2 Institutional arrangements

The Mthonjaneni municipality has a staff component of 149 employees who are permanently employed, and 169 employees who are on contract.

A total number of twelve (12) staff members from the Ntambanana Municipality were redeployed to Mthonjaneni Municipality after the 2016 local government elections. The table below reflects the breakdown per department of the employees that were deployed to Mthonjaneni Municipality

DEPARTMENT	NUMBER OF STAFF
Office of MM	5
Finance	20
Technical Services	56
Community and Corporate Services	67

Municipal Directories

The municipality reviewed its organogram in 2018/2022 Financial year and has combined the department of community services and corporate services into one Directorate.





Table 24: Executive Management

DIRECTORATE	DIRECTOR RESPONSIBLE
OMM	Municipal Manager
Community and Corporate services	Director Community and Corporate services
Finance	Chief Financial Officer
Technical and Planning Services	Director Technical and Planning

The table below highlight the responsibilities of each municipal department.

Table 25: Departmental Functions

Department	Functions
Office of the Municipal Manager	Municipal Management; Municipal Finance Management. Internal audit. Communication and office bearer support.
Community and Corporate Services	Administration: it is responsible for municipal administration; property administration; security and cleaning; libraries; human resources; legal services; business licenses; information technology. : It is also responsible for community services, youth services and empowerment. Protection: it is responsible for fire-fighting services; noise pollution; pounds ; public places; street trading; traffic and parking; disaster management ; control of public nuisances; municipal public transport; public safety; motor licensing ;roadworthy testing; and municipal policing. Communication, LED, Tourism
Finance Services	Income: is responsible for Revenue Management; Debt Management and internal control. Expenditure: is responsible for expenditure management; procurement; materials; insurance; internal control and properties.
Technical Services	Community services: is responsible for Building regulations; Electrical is responsible for electricity and gas reticulation and street lighting. Civil Services: is responsible for air pollution; municipal airports; municipal public works; stormwater management; cemeteries; funeral parlours and crematoria; cleansing; fence and fences; burial of animals; local sports facilities;; markets; municipal abattoirs; municipal parks and recreation; municipal roads; and refuse removal, refuse dumps and solid waste.





Department	Functions
	Municipal Planning (IDP and PMS)

The Organogram attached below intends to show the current vacancies within the Municipality, starting from the strategic office (Office of the Municipal Manager) to Community and Corporate Services, Technical Services and Financial Services Departments. The Organogram indicates the status of budgeted and non-budgeted posts within Mthonjaneni Municipality.

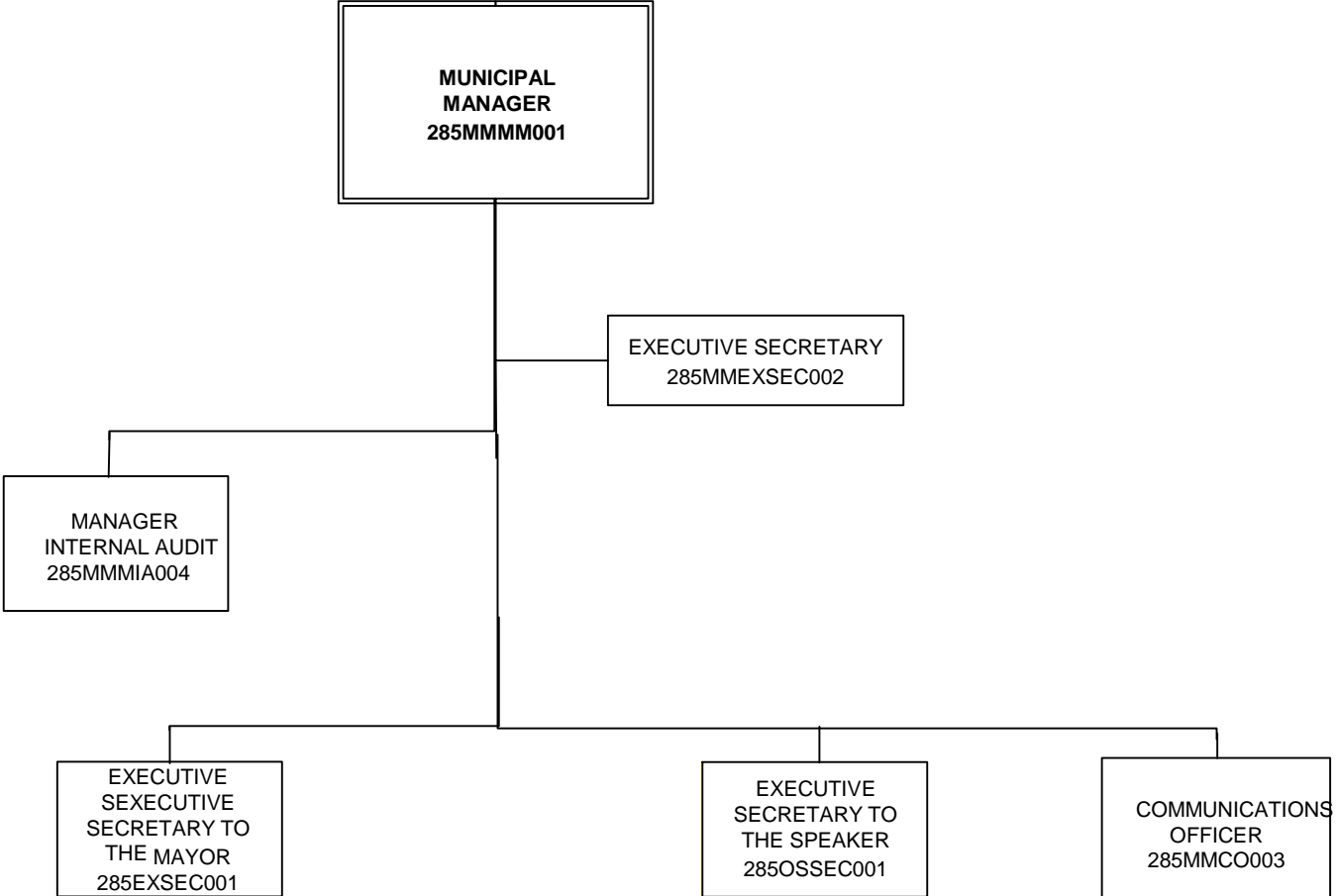
Mthonjaneni Local Municipality Organogram

Below is the Mthonjaneni Local Municipality organogram which was approved by Council in March 2022. The organogram is been implemented and all the vacant budgeted positions will be filled during the 2021/2022 financial year.



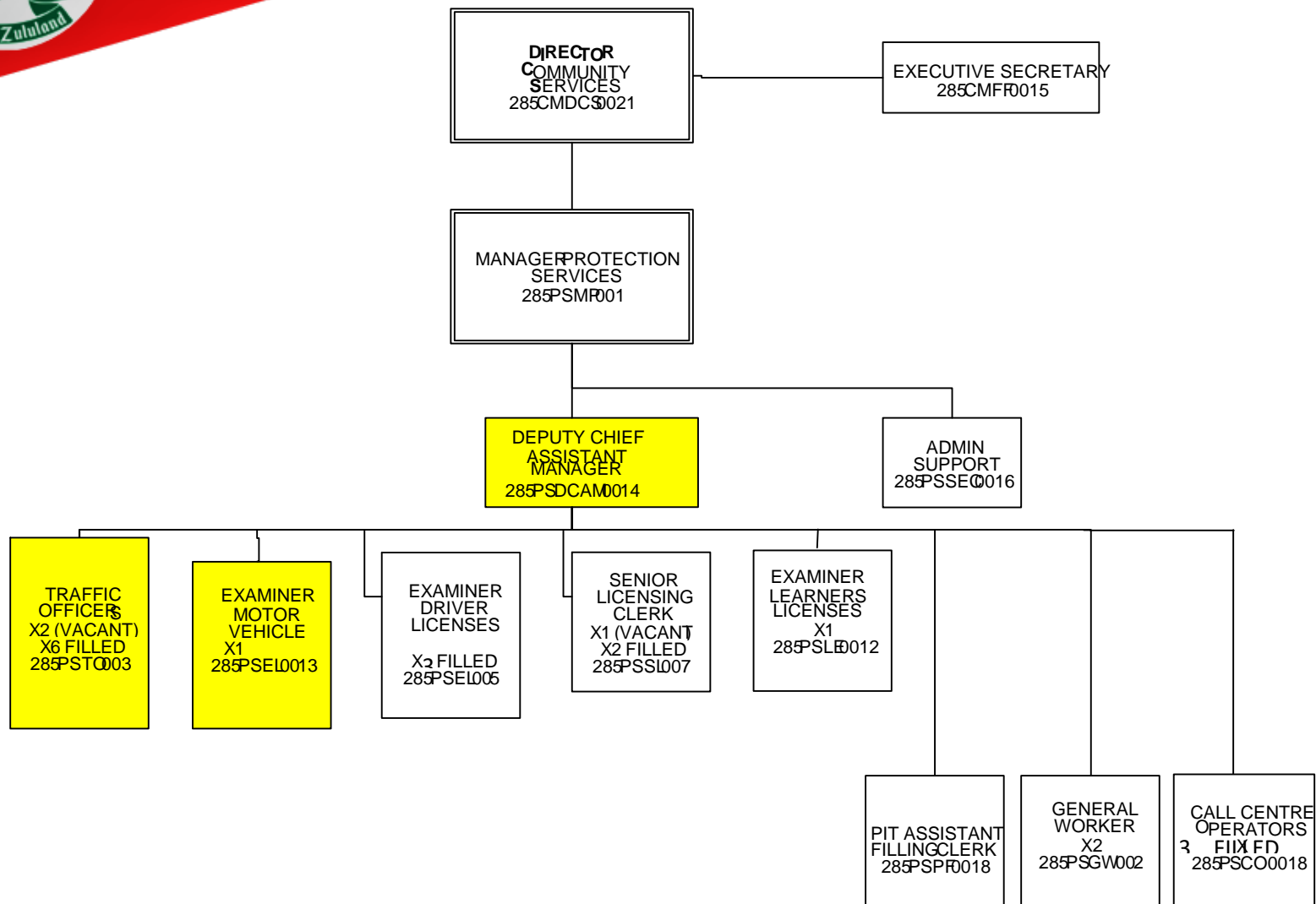


OFFICE OF THE MUNICIPAL MANAGER



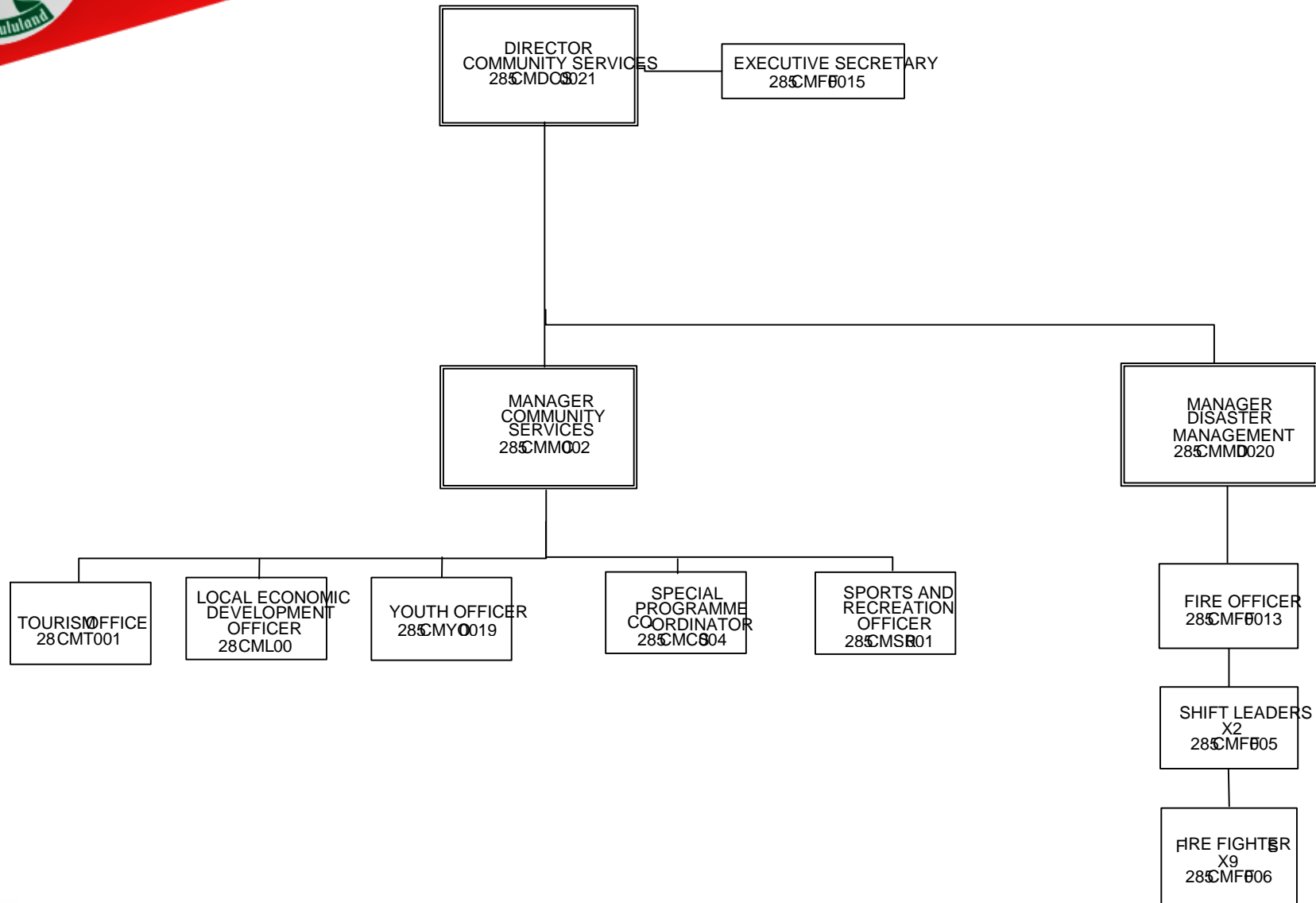


COMMUNITY SERVICES DEPARTMENT PROTECTION SERVICES



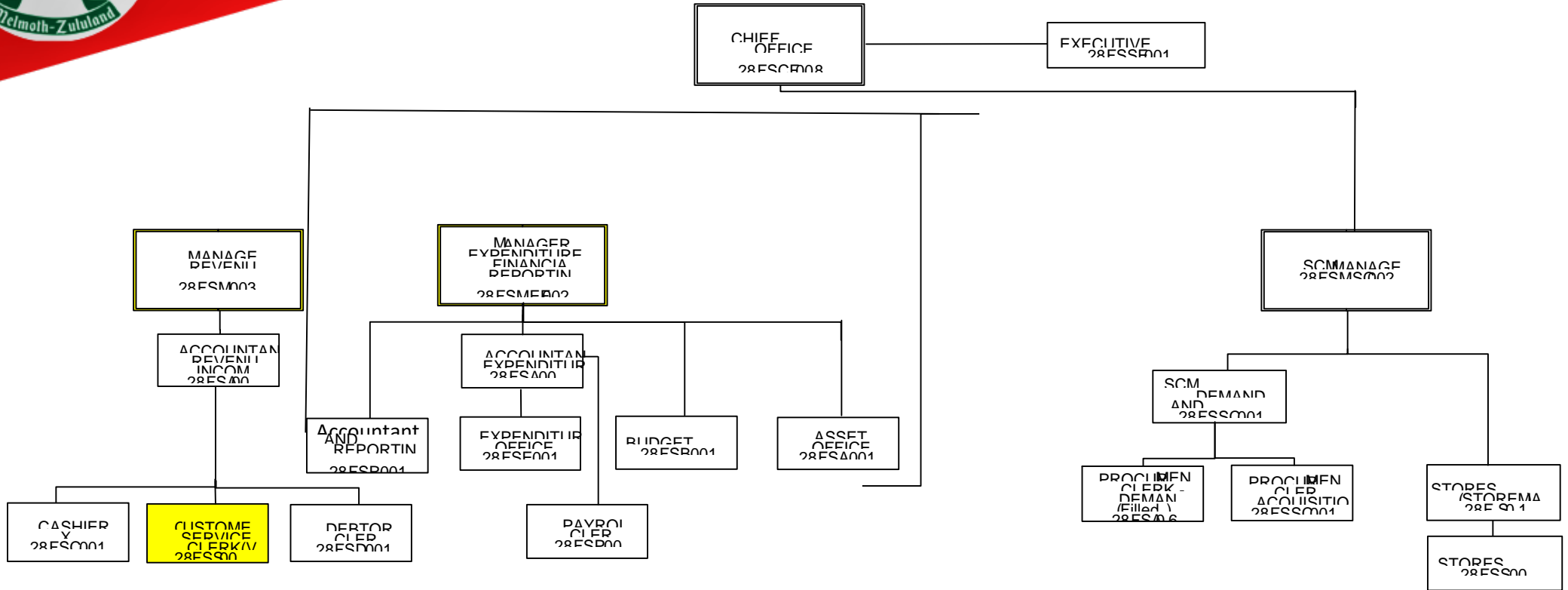


COMMUNITY SERVICES DEPARTMENT





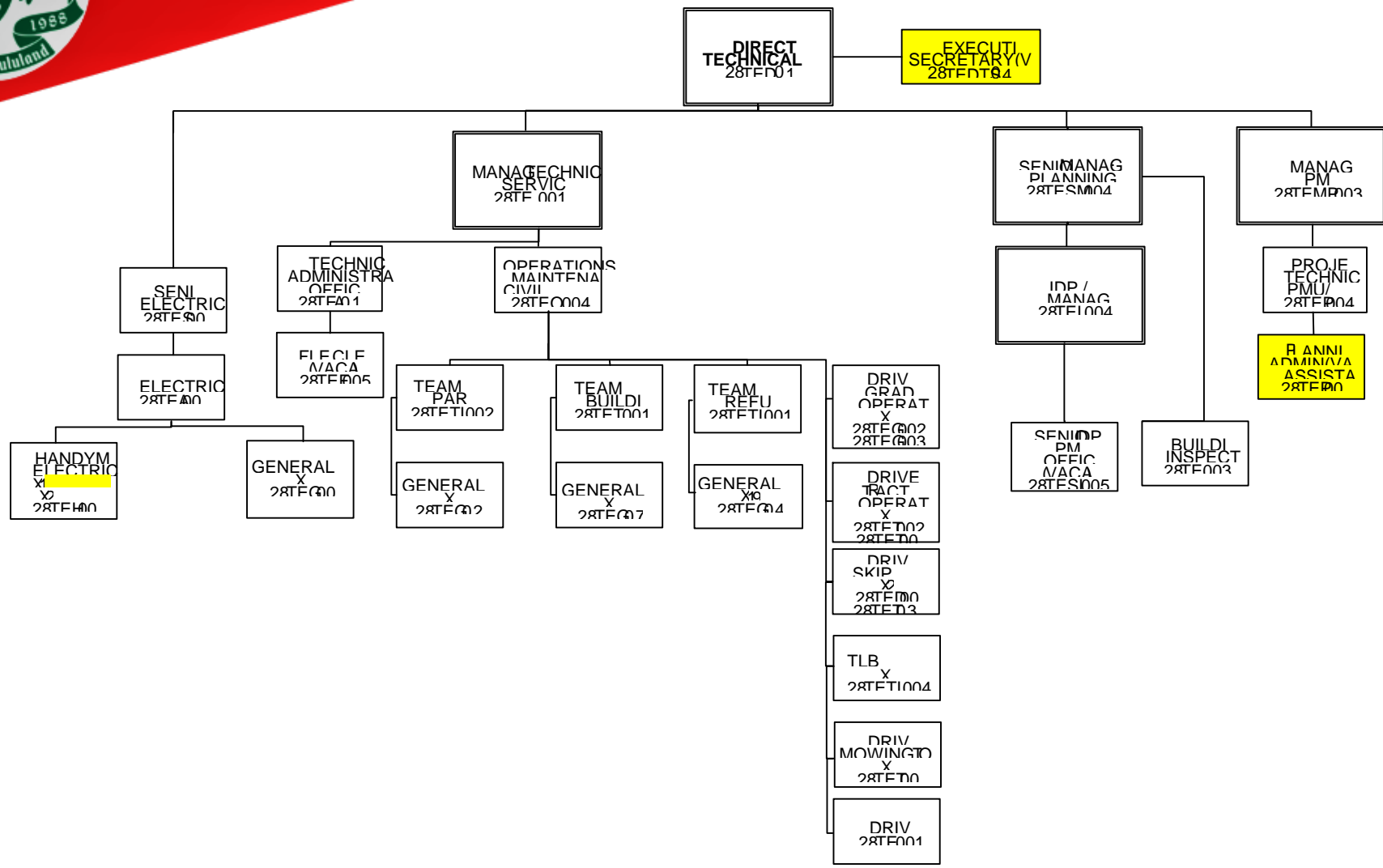
FINANCE DEPARTMENT





TECHNICAL SERVICES DEPARTMENT







The number and levels of employees from designated and non-designated groups (as at February 2021) is provided in the following table:

Figure 26: Designated and Non-Designated Employment Numbers

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	0	0	2	0	0	0	0	0	4
Senior management	09	0	0	0	3	0	0	0	0	0	12
Professionally qualified and experienced specialists and mid-management	1	0	0	1	3	0	0	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	0	0	0	11	0	0	0	0	0	28
Semi-skilled and discretionary decision making	31	01	0	0	25	0	0	0	0	0	57
Unskilled and defined decision making	19	0	0	0	16	0	0	0	0	0	35
TOTAL PERMANENT	81	01	0	2	57	0	0	0	0	0	141
GRAND TOTAL	81	01	0	2	57	0	0	0	0	0	141

Vacant Positions

The Municipality currently have a total of Seven (08) budget vacant positions in its organogram. These positions are in the process of being filled during this 2022/2023 financial year.





Human Resource Strategy

Introduction

The Municipality does not have a single Human Resource strategy. The Municipality is in the process of appointing the service provider to develop the Human Resource strategy. The strategy should be developed and approved by Council during the 2021/2022 financial year.

The post of the Municipal manager, Director corporate and community services and Technical Director were filled during the 2016/17 financial year. The post of the CFO has been vacant due to resignation and has been filled during the 2022/2021 financial year

Employment Equity

In compliance with the Employment Equity Act (55 of 1998), the municipality has developed and implemented an Employment Equity Plan. The Employment equity plan was approved by Council by 2021/2022 financial year.

Skills Development

The municipality has developed a comprehensive Workplace Skills Development Plan for the period under review in accordance with the relevant legislation.

Municipal Human Resource Policies

The municipality has developed a number of policies that deal with Human Resource issues. The following are the policies that have been adopted by Mthonjaneni in order to address its institutional related matters and are currently being implemented:

Recruitment, Selection, Promotion, Demotion, Transfer, and Appointment Policy

The Municipality's policy must comply with the requirements of the Labour Relations Act, No. 66 of 1995, as amended, the Basic Conditions of Employment Act, No. 75 of 1997, and the Employment Equity Act, No. 55 of 1998.

All employments in Mthonjaneni are effected in terms of the above policy. This policy set out the principles which shall be followed in filling any vacancy within the institution. The policy is indeed implemented as and when there is recruitment processes.





Training and Development Policy: The objective of this policy is:

The objectives of this policy document is to create a pool of adequately trained and readily available personnel within the Municipality, thereby enhancing the organisation's ability to adopt and use technology to enhance the organisation's competitive position and improves employee morale.

This policy is currently being implemented i.e. there has been a number of trainings and workshops that took place. In May 2017 there was a strategic training workshop that was conducted between the Management and the new Councillors, this was done in order to share knowledge and increase understanding about the Local Government. The municipality continues to implement the policy the evidence to that is that the municipality develops the Personal Development Programme, keeping training records and etc. The policy has the number of types of development, which aims at expanding the capacitating.

Study Scheme Policy

The objectives of this policy document is to create a pool of adequately trained and readily available personnel within the Municipality, thereby enhancing the organisation's ability to adopt and use technology to enhance the organisations competitive position and improves employee morale.

To ensure a uniform procedure to all employees of the Mthonjaneni Local Municipality with regard to further studies.

To afford employees the opportunity to further their studies.

To encourage employees to acquire qualifications and skills.

To develop and empower staff to expand their career prospects within the Mthonjaneni Local Municipality and other public sector institutions.

To ensure uniformity in granting financial assistance with regard to further studies.

Other Human Resources Strategies (Policies) that have been adopted with the intension of ensuring that institutional matters are addressed in a democratic way and cost effective manner include the following policies and the these policies are also being implemented accordingly i.e.:

- Employment Equity Policy
- Overtime and Stand-by Policy

Human Resources Plan

The municipality currently does not have a Human Resources Plan. The plan is currently been developed and will be approved by Council in June 2022.





Mthonjaneni Information Technology General Controls (ITGC) Framework

The Mthonjaneni Municipality adopted its information Technology Governance Policy during the 2015/2016 financial year and will be reviewed during the 2021/2022 financial year. The purpose of the policy is to define the guidelines, principles and policy statements for the governance of Information Technology (IT) with the Mthonjaneni Municipality.

In most enterprises, IT has become an integral part of the business and is fundamental to support, sustain and grow the business. Successful enterprises understand and manage the risks and constraints of IT. As a consequence IT is of strategic importance.

Governance developments is primarily driven by the need for the transparency of enterprise risks and the protection of stakeholder value, the use of technology has created a critical dependency on IT that calls for a specific focus on IT governance.

The Mthonjaneni IT governance policy provides for applying the principles of corporate governance strategically to directing and controlling IT in Mthonjaneni Municipality and it specifically has emphasis to the following:

1. The measurement of IT performance
2. The potential of IT to leverage and influence intangible assets (e.g. information, knowledge, trust,
3. The review and approval of IT investments
4. The alignment of IT and business strategies
5. The assurance of IT-related risk transparency.

IT Steering Committee

The Mthonjaneni Municipality established its IT steering committee during the 2016/2017 financial year and sits on quarterly basis. The IT Steering Committee reports to the Municipal Manager and Council on the Governance subset of the Municipality IT Balanced Scorecard, consisting of;

- Governance Decisions Register – overall IT Governance Decisions and;
- Governance “Health” – Overall Effectiveness and Efficiency of the IT Governance

6.3 Powers & functions

Table 26: Mthonjaneni Municipality Powers and Functions





Function	Responsible Department
DP	Planning
Electricity	Technical Services
Solid Waste	Technical Services
Municipal Roads	Technical Services
Fire Fighting Services	Community & Corporate Services
Cemeteries	Technical Services
Tourism	Community & Corporate Services
Grants distribute	Budget and Treasury
Collection of levies	Budget and Treasury
Other: Disaster Management	Community & Corporate Services

6.4 Municipal Transformation and Organisational development: SWOT Analyses Strengths

- Human capital
- HR policies in place
- Sound and good administration
- Committed staff and Councillors

Weakness

- Minimum funding source
- Experienced staff retention
- Retaining of staff
- Inadequate training and development of staff

Opportunities

- Communities have access to services
- Dedicated programs for community participation
- On-going public participation process

Threads

- Lack of continuity of management skills
- Long term sustainability under threat
- Increased administration cost







7.4 Sport and Recreational facilities.

7.4.1 Expand accessibility of Sports and Recreational facilities in various wards.

The municipality has a plan of developing local talent around the area of Mthonjaneni. Sports and recreational facilities have been constructed in wards and are made accessible to community members. The access to facilities around the Melmoth town is through booking from the municipal offices and those that are in wards are accessible through ward councillors.

7.4.2 Maintenance of Sports and Recreational facilities in various wards.

There is a clear plan to ensure that the sports and recreational facilities are effectively maintained for ease of use by the community, this is budget through our repairs and maintenance vote and facilitated by our internal team through operations and maintenance. There are CDW's in all wards which are responsible for the maintenance of these facilities. Furthermore the municipality also has a program where in the EPWP workers go to wards to clean the sports and recreational facilities which include deforestation and grass cutting.

7.5 Community facilities

7.5.1 Expand accessibility of community facilities in various wards

Communities also utilise the community facilities during various functions like weddings, funerals, church services and meetings. The access to facilities around the Melmoth town is through booking from the municipal offices and those that are in wards are accessible through ward councillors.

7.6 Cemeteries

Mthonjaneni Municipality is responsible for local cemeteries. There is an existing cemetery in Melmoth town, KwaMagwaza, Mfanefile, Ekuthuleni and at Imfule Mission as well as a cemetery adjacent to the church in KwaYanguye.

7.6.1 Expand accessibility of community cemeteries in various wards.

Previous studies identified that there is insufficient capacity and it was recommended that:

The cemetery in Melmoth be extended by an additional 4 hectares in order to provide 6 400 burial sites. The Imfule Mission cemetery be extended by 5 hectares to provide 8 500 burial sites; and a new cemetery be developed in Ndundulu. The Melmoth cemetery has been partially extended with an





7.8 Libraries

7.8.1 Expand accessibility and maintenance of library

There is only one functional library which is located in the town of Melmoth. People from all the wards come to this library for information. The library is accessed by both the learners and the public. It has various sections to accommodate different age groups, varying from pre-school age learners to adults.

Community members utilize the books and other material inside the library. There is also membership provided by the library which allows the user to take out the books with him/her out of the library. Learners and teachers have an access to internet and all the material has been provided by Department of Arts and Culture.

Mthonjaneni municipality is responsible for all the maintenance processes of the library. This is done to ensure that the library is always having a conducive atmosphere for its purpose.

8.7 SMME's Development

The primary role of the Municipality in local economic development is to coordinate, facilitate and stimulate sustainable economic development within its jurisdiction through appropriate mechanisms; Strategy and policy development; Programme development and co-ordination and Strategic liaison and networking.

The Municipality is in possession of LED Plan which also detail programs aimed at SMME support and development. The municipality has proactively prioritized LED projects that are aimed at assisting SMMEs in various ways.

During the 2017/2018 financial year the municipality underwent an initiative to identify all SMMEs and cooperatives in order to ensure that all SMMEs and cooperatives within the jurisdiction of Mthonjaneni Municipality are assisted.

The following table indicates the LED Co-operatives that were identified and funded by the municipality:

Name of Co-operative Activity of Co-operative

- 1 Sizakancane goat farming Goat farming
- 2 Juniors car wash Car wash
- 3 Xoshububha co-operative Sewing
- 4 Sigcabangile co-operative Vegetable production 4HA
- 5 Fuduamazulu Sewing
- 6 Zibambebe primary co-operative Goat farming





7 Inawule agricultural project Crop production

8 Inkisa knitting project Knitting

9 Egg laying broilers

10 Inkathelo community development Sewing & beadwork

11 Kancanekancane Broiler production

12 Tilingwane Co-operative Sewing

13 Isikhwebezi samahedle School uniform production

The Mthonjaneni Council is working with both public and private sector in programmes that are aimed at developing our local suppliers. The table below shows the database of the program which is developed in partnership with Transnet.

Broad Based Community Needs

Ward based plans have been developed for 13 wards, in consultation with the community and all affected stakeholders. These plans inform the municipalities budgeting and ensuring that the budget is highly influenced by the needs of the community. In preparation of the fourth generation IDP a series of ward meetings/engagements took place to confirm wards based community needs. The Public Participation Report based on the outcomes of these wards meetings/engagements is provided as annexure to the IDP.

8.8 Tourism

The LED plan notes that interest in northern KZN has been increasing particularly from overseas visitors. New identified markets include bird watching, cruise tourism, and educational tourism. It is noted that all these areas can increase tourism development in the region as a whole.

Bridges Nselenyane and Nseleni rivers

Department of transport

Fire fighter station Upper Nseleni Mthonjaneni LM

Vodacom and MTN aerial Gobihlahla and Sqhomaneni

Network companies

Access roads Whole ward Mthonjaneni LM

Gravel road Mashoba, Sqhomaneni Department of Transport

Houses Whole wards Department of human settlement





It is noted that the local municipalities in the King Cetshwayo DM have all identified the need for greater tourism support and coordination from the DM in aiding the development of tourism related SMME's and new tourism opportunities.

The LED plan notes that tourism opportunities exist in the following areas, namely:

- Nature photography;
- Bird watching;
- Botanical studies;
- Hiking; and
- Fly-fishing at Phobana lake.

Further tourism opportunities also exist in the areas of mountain biking and quad biking.

Tourism Sites

Mthonjaneni municipality has amongst others the following key tourism areas:

- Phobane lake in ward 6
- The home to Queen Nandi family in ward 5
- Mthonjaneni cultural museum in ward 4

8.9 Economic growth

During the period 2016 to 2017, the Mthonjaneni economy grew at an average rate of 2.53% per annum which is below the KCDM average for the same period of 3.2% and the provincial average of 3.28%.

(a). DOMINANT SECTORS

The figures indicate that the agricultural (33.5%) sector dominates the economy of the municipality, followed by the community services (20.9%), the manufacturing (14%), and the finance sectors (10.9%).

(b) MANUFACTURING

Limited levels of manufacturing are practiced in the municipality and are largely focussed on agro-processing. Further agro-processing potential was identified in the municipality's LED plan in the following areas:

- Deciduous berry and citrus fruit processing;
- Large-scale production of vegetables;
- Poultry processing; and





Production of bio-fuels; and essential oil processing.

OCCUPATIONAL PROFILE

The majority of respondents in the Community Survey (STATSSA, 2011/2016) indicated that they participated in Undetermined or unspecified categories of work. One can deduce that these people are largely involved in the informal sectors.

EMPLOYMENT PER SECTOR

The following sectors employ residents within the municipality, namely:

As can be seen from these statistics, the majority of residents (74.7%) indicated that they were employed in sectors not specified in the survey. This would indicate the majority of residents are employed in the informal sector.

POVERTY DATA

Unemployment

The levels of Unemployment in Mthonjaneni LM are very high and ranges between 20% in Ward 2 to 46% in ward 4. The rate of unemployment in Wards 7 and 8, in which Ndundulu is situated, is less than 25%. This high rate of unemployment indicates that there is a high need for social facilities and services to be provided in these wards.

8.10 Sport and recreation

Various Recreational events and programmes are hosted by the Sport and Recreation Section including the following:

- Indigenous Games
- Work and Play
- Fun Days
- Senior Citizens Golden Games
- Healthy Lifestyle Programs
- Municipal health Awareness day

Sport Development programs annually hosted by the Municipality include:

- Ward Elimination Games
- Mayoral Sport Day
- SALGA Games
- Capacity building workshops for Sport Administrators and Technical Officials





Sports facilities are continually being upgraded in all wards and provision of sport facilities to be upgraded is made in the municipal budget.

8.11 Youth programmes

Municipality in its budget for 2022/2022 has set aside budget for youth that focuses more on education and skills development. From the Mayoral Bursary Scheme which has assisted more than 390 youth which has seen a massive impact to the youth by giving them access to higher education. The Mayoral Drivers Licence was initiated to assist the youth with drivers licence hence almost all Job advertisement has a standard requirement of a drivers licence. More than 390 youth have benefited from these programmes since 2017 and some have received job opportunities through this intervention.

The municipality in 2018 adopted Youth Development Policy and its Programme of Action. This will see the municipality driving issues of youth development being championed in consultation with the youth of Mthonjaneni.

8.12 Arts and culture

The Department of Arts and Culture make provision of the study material in the library of the municipality. Public libraries are considered fundamental to the development and upliftment of communities. Access to libraries creates and sustains a reading culture. The value of libraries in terms of support of literacy, education, and the principle of lifelong learning forms an integral part of the modern democracy.

The municipality also ensure that the only library which is located in Melmoth town is fully functional and is accessible to all the community members.

8.13 Social welfare (OOS)

Operation Sukuma Sakhe is a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV/AIDS and TB. 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 the community, stakeholders and government.





OSS Structures

The following structures starting from Districts to Wards have different responsibilities to discharge in relation to Operation Sukuma Sakhe and they have been established and functional.

1. King Cetshwayo Task Team
2. King Cetshwayo AIDS Council
3. Mthonjaneni Local Task Team (LTT)
4. Mthonjaneni Local AIDS Council
5. War Rooms
6. Ward AIDS Council

OSS-Mthonjaneni Local Task Team (LTT)

For Operation Sukuma Sakhe to operate it needs the existence of the following core group of stakeholders and Mthonjaneni LTT comprise of the following stakeholders:

- Business Sector
- Traditional Leadership Sector
- NGO Sector
- Religious Sector
- Sporting Fraternity
- Women
- Children
- Youth
- People with disability
- Senior Citizens

Some of the critical success factors to ensure the effective functioning of OSS in the Mthonjaneni Municipality are noted hereunder:

- Inclusion of community structures that include civil society, business and development partners and other key stakeholders.
- Institutional arrangement linkages and integrated development planning.
- Integrating Operational Plans with Governmental Department plans.
- Establishing of a permanent "War Room."
- Allocating cadres to conduct Household Profiling to identify needs.
- Ensuring that different Departments sit in the LTT.





- constantly building capacity of Managers through presentations on OSS reporting.
- Managers assisting war rooms in building capacity.

Benefits of OSS to Civil Society

- Networking and partnerships with Government Departments
- “One stop shop” approach at ward level
- Pooling of resources to maximize outputs
- Shared information gauge performance
- Joint reporting to the communities
- Coordinated approach for identifying and resolving issues
- Employment and Skills development opportunities through participation in task teams

8.14 Health HIV/AIDS

Prevalence of HIV/ AIDS is still very high in KwaZulu-Natal. Mthonjaneni Municipality has a big number of orphans and children made vulnerable by HV/AIDS. The Municipality has been able to established Local AIDS Council but emphasis is needed for ward based establishments.

The main purpose for the establishment of this structure is to assist the Municipality to establish, understand and accommodate the needs HIV/AIDS infected as well as the affected people and ensure that they benefit from development initiatives.

8.15 Special programmes

The mandate of the Special Programmes Unit is to promote, facilitate, coordinate and monitor the realization of the rights of youth, children senior citizens (older persons), people with disabilities, people with HIV/ AIDS, women and men.

8.16 Safety and security

Revived crime awareness campaigns through the community policy forums with cooperation of the SAPS are being undertaken. The Municipality is currently in the process of developing of a safety plan. The plan will be approved during the 2021/2022 financial year.





8.17 LED and Social Development: SWOT Analyses

Strengths

Location factor(Mthonjaneni is strategically located within 66 which is the KCDM tourism route

- Good access to trial courts
- Schools and crèches well distributed throughout municipal area
- There are a number of housing projects which are currently underway that will provide housing for approximately 5000 households.
- The increase in number of health facilities after the construction of the clinic around Ndundulu area.

Weakness

- No FET college available within the municipal area.(for skills development)
- Disability forum not functioning as it supposed to.
- Some areas within the municipal area do not have access to community halls.

Opportunity

- Land availability in rural areas for rural service centres.
- A hospital

Threats

- HIV and AIDS pandemics are reaching an alarming stage.
- Poor land management in Traditional authority might result in developments that are not environmentally friendly.
- Natural hazards compromise the standard of living.
- School dropouts and high illiterate rate





9. Municipal financial viability and management analyses

9.1 Capacity of the Municipality to execute Capital Projects

Mthonjaneni Municipality has filled the post of the CFO and the Director technical. These are critical posts which have an impact on capital projects being completed in time.

A. Capital funding and expenditure to address service delivery

The municipality allocates some of the funds received from grants and other sources to the capital projects/ infrastructure. It must be noted that these funds can be regarded as the direct investment to the service delivery, i.e. individuals and households in the jurisdiction the municipality. Such investments together with the sources are summarised below:

i) Summary of Capital Financial Plan

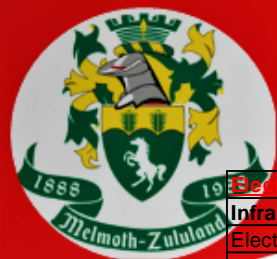
<u>2021/2022</u>		<u>2022/2023</u>		<u>2023/2024</u>	
REVENUE					
SOURCE	AMOUNT	SOURCE	AMOUNT	SOURCE	AMOUNT
MIG	21 749 000	MIG	18 033 000	MIG	24 439 000
INEP	15 000 000	INEP	15 000 000	INEP	11 159 000
OWN FUNDS	4 816 000	OWN FUNDS	6 885 000	OWN FUNDS	11 065 000
TOTAL	41 565 000	TOTAL	39 918 000	TOTAL	46 663 000
CAPTAL EXPENDITURE					
<u>2018/2022</u>		<u>2022/2021</u>		<u>2021/2022</u>	
SOURCE	AMOUNT	SOURCE	AMOUNT	SOURCE	AMOUNT
MIG	24 278 000	MIG	18 033 000	MIG	24 439 000
INEP	8 000 000	INEP	15 000 000	INEP	9 428 056
OWN FUNDS	9 456 955	OWN FUNDS	2 248 621	OWN FUNDS	2 440 642
TOTAL	41 734 955	TOTAL	35 281 621	TOTAL	36 307 698
UNSPENT	0.00		4 636 379		10 355 302
VARIANCE	0.00		4 636 379		10 355 302





CAPITAL EXPENDITURE				
VOTE DESCRIPTION	Final Budget 2021-22	Adjusted Budget 2021/22	BUDGET 2022-23	BUDGET 2023-24
Municipal Manager				
Computer Equipment	20 000.00	20 000.00	30 000.00	40 000.00
Furniture and Office Equipment:Acquisitions	10 000.00	10 000.00	20 000.00	30 000.00
	30 000.00	30 000.00	50 000.00	70 000.00
Mayoral and Council				
Computer Equipment	10 000.00	10 000.00	20 000.00	40 000.00
Furniture and Office Equipment:Acquisitions	10 000.00	10 000.00	20 000.00	50 000.00
Transport Assets	2 250 000.00	1 754 022.00		
	2 270 000.00	1 774 022.00	40 000.00	90 000.00
Executive and council	2 300 000.00	1 804 022.00	90 000.00	160 000.00
Administrative and Corporate Support				
Computer Equipment:Acquisitions / Filing Management	500 000.00	500 000.00	200 000.00	-
Furniture and Office Equipment (Multi media screen):Acquisitions	100 000.00	-	50 000.00	40 000.00
	600 000.00	500 000.00	250 000.00	40 000.00
Budget and Treasury Office				
Machinery and Equipment: Acquisitions	50 000.00	50 000.00	60 000.00	70 000.00
Computer Equipment:Acquisitions	100 000.00	100 000.00	300 000.00	100 000.00
Furniture and Office Equipment	100 000.00	50 000.00	30 000.00	40 000.00
Intangible Assets	200 000.00	-	200 000.00	300 000.00
	450 000.00	200 000.00	590 000.00	510 000.00
Finance and administration	1 050 000.00	700 000.00	840 000.00	550 000.00
Community Services				
Computer Equipment	20 000.00	20 000.00	30 000.00	30 000.00
Furniture and Office Equipment	10 000.00	10 000.00	20 000.00	30 000.00
Car Wash structure	-	-	-	-
	30 000.00	30 000.00	50 000.00	60 000.00
Libraries				
Furniture and Office Equipment: Acquisition	50 000.00	50 000.00	20 000.00	30 000.00
Computer Equipment:Acquisitions	50 000.00	50 000.00		
	100 000.00	100 000.00	20 000.00	30 000.00
Community and social services	130 000.00	130 000.00	70 000.00	90 000.00





Infrastructure Assets				
Electrical Infrastructure: HV and LV Networks:Cost:Ac	400 000.00	400 000.00	800 000.00	200 000.00
Electrical Infrastructure:Acquisitions (Street Lights)	100 000.00	100 000.00	100 000.00	100 000.00
Electrical Infrastructure:Future Use:Power Plants:Cos	10 000 000.00	10 000 000.00	6 000 000.00	
Nqekwane Area-Ward 1	875 000.00	875 000.00		
Thubalethu Extension- Ward 2			8 000 000.00	10 000 000.00
Ofankomo/Njomelwane Electrification Project- Ward 3	1 250 000.00	1 250 000.00		
Kataza Area- Ward 4	1 525 000.00	1 525 000.00		
Umhlatuze Area- Ward 5	2 500 000.00	2 500 000.00		
Dubeni Area-Ward 6	625 000.00	625 000.00		
Inkisa Area-Ward 8	2 125 000.00	2 125 000.00		
Ntombokazi Area- Ward 12	105 000.00	105 000.00		
Sangoyane Area- Ward 13	1 800 000.00	1 800 000.00		
Njomelwane-Ward 3	-			
INEP Projects				5 000 000.00
Machinery and Equipment:Acquisitions (Metering)	100 000.00	-	100 000.00	100 000.00
Transformer housings	300 000.00	200 000.00	250 000.00	
Airconditioning capital (offices and Library)	100 000.00	60 000.00	100 000.00	100 000.00
Lightning earthing of municipal buildings	200 000.00	200 000.00	600 000.00	
	-			
	22 005 000.00	21 765 000.00	15 950 000.00	15 500 000.00
Roads				
Infrastructure Assets	ROAD TRANSPORT			
Urban Roads Upgrade & Rehabilitation: Phase 5 - Town	-			-
Nungwini Gravel Road	-			-
Mfule Gravel Road	-			-
Manzawayo Gravel Road	-			-
Hawai Gravel Road	-			-
Mkhakhwini, Sangoyane Gravel Road	-			-
Noziphiva Gravel Road	-			-
Mbiza Gravel Road-Ward 11	-			
Mabhungu Gravel Road- Ward 8	-			
Ndundulu Gravel Road-Ward 8	4 663 669.66	4 663 669.66	1 747 056.13	
Makhubalo Gravel Road-Ward 9	3 122 028.14	3 122 028.14	350 000.00	
Ntlingwane Gravel Road-Ward 12	3 963 505.20	3 963 505.20	1 560 000.00	
MIG Projects	-	-	15 361 944.00	20 761 000.00
Thubalethu Roads Upgrade		1 300 000.00		
	11 749 203.00	13 049 203.00	19 019 000.13	20 761 000.00
Community Assets				
Gobihlahla Creche	-		-	-
Mpevu Community Hall	-		-	-
Ntombokazi Community Hall	-		-	-
Mehlamasha Community Hall	-			-
Sangoyane Sportsfield-Ward 13	1 382 178.86	1 382 178.86		-
Kataza Creche				
Mahehe Creche-Ward 1	2 544 537.30	2 544 537.30	330 000.00	
Njomelwane Community Hall- Ward 3	3 156 080.70	3 156 080.70	690 000.00	
New Cemetery	500 000.00	500 000.00	2 200 000.00	
	-			
	7 582 796.86	7 582 796.86	3 220 000.00	-
Other Assets				
Computer Equipment	20 000.00	20 000.00	30 000.00	40 000.00
Furniture and Office Equipment:Acquisitions (Add Cha	20 000.00	20 000.00	30 000.00	30 000.00
Transport Assets	400 000.00	200 000.00		
Upgrading of Landfill Site Access Road	200 000.00	100 000.00	600 000.00	
Buildings - Municipal Carports, Municipal Gates, Staff	500 000.00	600 000.00	1 000 000.00	10 000.00
Machinery and Equipment	600 000.00	500 000.00	500 000.00	10 000.00
Drain Mainhole Concrete Covers	100 000.00	100 000.00	200 000.00	10 000.00
Rehabilitation of land fill site	200 000.00	100 000.00	800 000.00	-
	2 040 000.00	1 640 000.00	3 160 000.00	100 000.00
	21 371 999.86	22 271 999.86	25 399 000.13	20 861 000.00





Furniture and Office Equipment: Acquisitions	20 000.00	20 000.00	30 000.00	40 000.00
Machinery and Equipment:Acquisitions	50 000.00	50 000.00	70 000.00	10 000.00
Transport Assets - 2x Vans	-	-	-	-
	70 000.00	70 000.00	100 000.00	50 000.00
Licensing and Protection Services				
Computer Equipment:Acquisitions	30 000.00	30 000.00	40 000.00	10 000.00
Furniture and Office Equipment: Acquisitions	20 000.00	20 000.00	30 000.00	10 000.00
	50 000.00	50 000.00	70 000.00	20 000.00
Public safety	120 000.00	120 000.00	170 000.00	70 000.00
Solid Waste Removal				
Solid Waste Infrastructure:Acquisitions (Refuse Bins/	100 000.00	160 000.00	500 000.00	
		-		
	100 000.00	160 000.00	500 000.00	-
	47 076 999.86	46 951 021.86	43 019 000.13	37 231 000.00

ii) Investments

The municipality has a register of all investments with the legitimate registered banks as per the banks act. The accounts include three call deposits (one with Investec and two with FNB) as well as one fixed deposit with FNB.

BANKING INSTITUTION	DEPOSIT TYPE	ACCOUNT NUMBER	INTEREST RATE	AMOUNT INVESTED	SOURCE
Investec	Call Deposit	1100435097501	6.85	47 273.95	Spare account used to relieve a primary account
FNB	Call Deposit	62532053204	6.00	1 233.98	M.I.G
FNB	Call Deposit	62051262146	0.50	101 119.09	
FNB	Call Deposit	62771806092	6.00	2 641.04	Electricity (INEP)
FNB	Fixed Deposit	71245040078	6.45	1 540 000	Surety held with Eskom for bulk electricity
FNB	Call Deposit	62771807016	6.00	3 023.22	EPWP

9.1.2. Indigent Support (including Free Basic Services)





The Municipality has the indigent register where all individuals not affording to pay for basic services has gone through the application process and those who were found to earn little/ dependent on government grants has their applications successful. The Indigent register and Indigent Policy were reviewed and adopted during the 2018/2022 financial year strategic planning.

The municipality has an indigent policy that is used as a guide in terms of the indigent support to our needy community. The policy pronounces the other tools such as the indigent register where all the indigent households are registered. All the households with a joint gross income of R 3800 are regarded as indigent and are listed in the register for support from the municipality as per the policy. There are a number of households listed on the municipal indigent register updated yearly. There has not been a sizable increase in the households listed in the register since 2016. Currently there are 3 219 registered indigents on the indigent register.

The municipality allocated an amount of R 1 080 000 payable to Eskom for free basic electricity in 2022/22 and projected R1 144 800 (2022/23) and R1 213 488 (2022/23). There has been a steady increase in indigent support of an average of 5 % per annum over the last three years.

The services offered to the indigent including the rebates are as follows:

- Refuse Removal - exempted
- Electricity – Free basic service of 50Kw per month
- Rates - exempted

The indigent policy is also accommodating pauper burial which will provide the grocery voucher, the coffin and transport. A burial pit will also be provided for the rate payers and Thubalethu residents who are in the indigent register.

Going forward it will be our priority to reduce the number of households on the indigent register through job creation and programs such as EPWP, ensuring that those that are hired are equipped with certain skills by the end of the program, for future employment.

Copy of the Indigent Policy is attached to the IDP as an annexures.





9.2 Revenue

The Mthonjaneni Municipality adopted its revenue enhancement strategy in June 2015. The Revenue strategy has been revised in March 2021 and was tabled for council approval. The main objective of the strategy is to improve the current payment levels and to recover arrear debt. One of the revenue enhancement strategies that a municipality has introduced is to link the rates account with electricity accounts. This assisted in revenue collection as the people who have not paid their rates could not buy the electricity unless 50% of the debt has been paid. The enhancement strategy includes or is based on the following aspects amongst others:

- 1.1 Registration of Indigents:
- 1.2 Meter Reading and Billing System:
- 1.3 Debt Collection Strategy & Customer Care:
- 1.4 Consumer Database Management:
- 1.5 Minimise loss in distribution of electricity
- 1.6 Improvement of Revenue Generation:
- 1.7 Staff Training and Mentoring:
- 1.8 Revision of credit control policies

Three year outstanding debt per category:

Category	2018/19	2019/20	2020/21
Consumer Debtors - Rates	21 563 779	16 400 590.9 2	25 431 097
Electricity	5 470 779	5 816 536.74	4 064 413
Refuse	1 901 228	2 738 133.55	3 607 102
Property Rental	288 450	146 925.31	188 839
Interest on Arrears	-	3 317 654.52	5 907 893
Total	29 224 236	29 246 247.7 1	39 199 344

The municipality has developed a revenue enhancement strategy in order to address the issue of low collection rate, implementation of policies and improvement in debt management.

A) Financial management

The municipality has a supply chain management (SCM) unit within the finance department. This unit is responsible for the implementation of Chapter 11 of the Municipal Finance Management Act. The unit has the following as part of the institutional arrangements:





B) Personnel/ Staff

As part of the organogram for finance department, there are four posts in the supply chain management (SCM) unit with different roles and responsibilities. They include SCM Manager, SCM Practitioner and two SCM clerks.

The municipality has fully functional bid committees that assist in the process of competitive bids from the specification until the adjudication committee that recommends to the accounting officer for appointment.

C) Policy Documents

There is a supply chain management policy that guides the unit in implementation of the legislation, i.e. Municipal Finance Management Act. The policy that has just been reviewed by the council is divided into three parts. These are

- I. **Part A** is the **Supply Chain Management Policy**, adopted in terms of section 111 of the Local Government: Municipal Finance Management Act, No. 56 of 2003 and the Municipal Supply Chain Management Regulations, Notice 868 of 30 May 2005;
- II. **Part B** is the **Preferential Procurement Policy**, adopted in terms of section 2 of the Preferential Procurement Policy Framework Act, No. 5 of 2000 and the Preferential Procurement Regulations, 2017.
- III. **Part C** is the **Model Policy for Infrastructure Management**, adopted in terms of section 168 of the Municipal Finance Management Act, No. 56 of 2003 in support of Regulation 3(2) of the MFMA Supply Chain Management Regulations.

D) Municipal Procurement Plan

The organisation has adopted the Municipal Procurement Plan that is in line with the service delivery and budget implementation plan (SDBIP) as required by MFMA Circular 62. This assists the SCM unit together with the departments to ensure that the procurement is made as planned and directly contribute to the service delivery. Since the procurement plan is in line with the SDBIP, it has also assisted in the determination of implementation timeframes of all the municipal projects and programmes.

E) Targeted Procurement

The municipality is using the preferential procurement pieces of legislation (PPPFA and Preferential Procurement Regulations) to implement targeted procurement. Therefore, the following groups are targeted and directly benefit in the procurement of goods and services:

- (i) Local Businesses
- (ii) Women
- (iii) Youth
- (iv) Disabled





Municipal assets, repairs and infrastructure

The Municipality has put aside R46.951 Million for municipal infrastructure assets. This include R20.805 million from INEP, R18.832 million from MIG and R7.314 million from own revenue. This will assist the municipality in providing the electricity, roads, community halls, sport fields, creches etc. in the community of Mthonjaneni. The maintenance of the assets is also budgeted at 9.3 millions. This will assist to maintain the existing assets so that they are always on a good working condition.

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2022/22 budget provides for in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the next three years (2022 – 2024). It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus the increased provision for repairing and maintenance of capital assets.

Choose name from list - Table B1 Adjustments Budget Summary - 20/01/2022

Description	Budget Year 2021/22									Budget Year	Budget Year
	Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands	A	A1	B	C	D	E	F	G	H		
Repairs and Maintenance	6 505	-	-	-	-	-	2 805	2 805	9 310	9 228	9 862

The budgeted R & M is below the norm of 8%. The municipality is in the process of revising the repairs and maintenance infrastructure plan. The R &M budget will then gradually improve.

G) Financial viability/sustainability

Ratio Description	2017/18	2018/19	2022/20	2021/21
a. Cost Coverage Ratio	2.1	3.1	2.8	2.9
b. Current Ratio (Current assets to current liabilities)	3	3.2	1.2	1.24





c. Capital expenditure to total expenditure	24%	39%	24.3%	18%
d. Debt to revenue	0	0	0	0
e. Collection Rate	86.0%	79.2%	88.0%	79%
f. Remuneration (Employee and Councillors) to total expenditure	35.2%	38.7%	41.0%	41.0%
g. Distribution losses: Electricity	12.82%	9.0%	9.0%	8.67%

H) Loans / borrowings and grant dependency

The municipality does not have any loans, i.e. short, medium or long term. It operates using own funds, however, most of the funds used to fund operations and capital projects come from government grants. There has not been a need to borrow funds for any of the municipal programmes. The municipal is financial sound, i.e. should there be a need to borrow funds, the municipality can be easily financed and repay such advance with ease. The municipality is largely grant dependent. According to latest audited AFS 2021/21 about 72.4% (R137 086 191/R189 305 431) of the municipal revenue comes from National and Provincial Government grants.

I) Auditor-General's opinion

Mthonjaneni Municipality's annual financial statements (AFS) for the ended 30 June 2021 have been audited by the Auditor General as required by the legislation. The audit was finalized towards the end of November 2021.

Opinion

Summary of Audit Opinion for the past three years:

YEAR	2018/2019	2019/2020	2020/2021
AUDIT OPINION	Unqualified	Unqualified	Unqualified





II. Audit Improvement Plan

The municipality through its internal audit unit prepared the annual audit plan for the year 2021/2022. As part of the plan, the internal auditors make follow up on the responses given on the audit outcome of the Auditor General to ensure improvement. This is a follow up on actions plans that have been committed by management to address findings that were raised during the year under audit.

J) FINANCIAL PLAN

A financial plan has been prepared to give a picture of funding allocated to both operations and capital projects and projections for the next two years is also included as summary of the Final Annual Budget 2022/22 below.

Table 47: funding for Operational & Capital Projects





Choose Name from list - Table B1 Adjustments Budget Summary - 20/01/2022

Description	Budget Year 2021/22									Budget Year	Budget Year
	Original Budget	Prior Adjusted 1	Accum. Funds 2	Multi-year capital 3	Unfore. Unavoid. 4	Nat. or Prov. Govt 5	Other Adjusts. 6	Total Adjusts. 7	Adjusted Budget 8	Adjusted Budget	Adjusted Budget
R thousands	A	A1	B	C	D	E	F	G	H		
Financial Performance											
Property rates	32 606	-	-	-	-	-	-	-	32 606	33 976	35 471
Service charges	36 063	-	-	-	-	-	-	-	36 063	37 578	39 231
Investment revenue	1 200	-	-	-	-	-	-	-	1 200	1 272	1 361
Transfers recognised - operational	92 528	-	-	-	-	-	-	-	92 528	96 330	93 690
Other own revenue	10 053	-	-	-	-	-	2 200	2 200	12 253	12 776	13 670
Total Revenue (excluding capital transfers and contributions)	172 450	-	-	-	-	-	2 200	2 200	174 650	181 932	183 423
Employee costs	57 824	-	-	-	-	-	428	428	58 252	61 671	65 859
Remuneration of councillors	9 633	-	-	-	-	-	90	90	9 723	10 300	11 009
Depreciation & asset impairment	18 287	-	-	-	-	-	(2 960)	(2 960)	15 327	19 097	19 099
Finance charges	-	-	-	-	-	-	50	50	50	52	54
Inventory consumed and bulk purchases	30 015	-	-	-	-	-	(2 493)	(2 493)	27 523	26 891	27 790
Transfers and grants	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	48 943	-	-	-	-	-	7 439	7 439	56 382	54 740	57 957
Total Expenditure	164 702	-	-	-	-	-	2 554	2 554	167 256	172 751	181 769
Surplus/(Deficit)	7 748	-	-	-	-	-	(354)	(354)	7 394	9 181	1 654
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	39 637	-	-	-	-	-	-	-	39 637	34 039	35 761
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	47 385	-	-	-	-	-	(354)	(354)	47 031	43 220	37 415
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	47 385	-	-	-	-	-	(354)	(354)	47 031	43 220	37 415
Capital expenditure & funds sources											
Capital expenditure	47 316	-	-	-	-	-	(365)	(365)	46 951	43 019	37 231
Transfers recognised - capital	39 637	-	-	-	-	-	-	-	39 637	34 039	35 761
Borrowing	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds	7 679	-	-	-	-	-	(365)	(365)	7 314	8 980	1 470
Total sources of capital funds	47 316	-	-	-	-	-	(365)	(365)	46 951	43 019	37 231
Financial position											
Total current assets	44 931	-	-	-	-	-	5 318	5 318	110 742	28 304	20 034
Total non current assets	443 499	-	-	-	-	-	464	464	617 413	468 178	467 158
Total current liabilities	29 362	-	-	-	-	-	(15 442)	(15 442)	13 920	12 928	9 472
Total non current liabilities	6 075	-	-	-	-	-	-	-	6 075	6 439	6 890
Community wealth/Equity	47 385	-	-	-	-	-	(354)	(354)	47 031	43 220	37 415
Cash flows											
Net cash from (used) operating	55 570	-	-	-	-	-	(8 114)	(8 114)	47 456	328 792	340 145
Net cash from (used) investing	(45 016)	-	-	-	-	-	365	365	(44 651)	(40 581)	(34 622)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	15 368	-	-	-	-	-	(7 749)	(7 749)	7 619	293 025	310 337
Cash backing/surplus reconciliation											
Cash and investments available	4 814	-	-	-	-	-	-	-	15 723	-	-
Application of cash and investments	(16 243)	-	-	-	-	-	74 163	74 163	(70 287)	(10 442)	(7 643)
Balance - surplus (shortfall)	21 057	-	-	-	-	-	(74 163)	(74 163)	86 010	10 442	7 643
Asset Management											
Asset register summary (WDV)	47 316	-	-	-	-	-	(365)	(365)	46 951	43 019	37 231
Depreciation	18 287	-	-	-	-	-	(2 960)	(2 960)	15 327	19 097	19 099
Renewal and Upgrading of Existing Assets	500	-	-	-	-	-	-	-	500	-	-
Repairs and Maintenance	6 505	-	-	-	-	-	2 805	2 805	9 310	9 228	9 862
Free services											
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	6 661	-	-	-	-	-	-	-	6 661	-	-
Households below minimum service level											
Water:	-	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-	-
Energy:	0	-	-	-	-	-	-	-	0	0	0
Refuse:	13	-	-	-	-	-	-	-	13	13	13





Methonjaneni - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
R thousand													
To provide electricity/energy within Methonjaneni				22 851	30 267	31 088	32 642	32 642	32 642	33 916	33 340	36 895	
To provide waste management within Methonjaneni				1 164	1 782	1 963	2 061	2 061	2 061	2 117	2 244	2 401	
To reduce infrastructure backlogs	Providing a safe and secure environment			3 305	4 865	6 280	4 833	8 333	8 333	5 009	3 305	3 536	
To maintain Council immovable property/assets	Providing service excellence												
To create a viable and sustainable work environment													
To be financially viable by increasing revenue and reducing debt				79 475	105 496	106 632	121 344	135 450	135 450	125 774	131 618	131 586	
To improve the use of library services				810	1 035	1 110	1 150	1 150	1 150	1 197	1 256	1 258	
To provide sound external and internal communication	Good governance												
To ensure accountability and transparency													
To implement Traffic Management services	Ensure community safety and security			24 093	591	6 054	5 524	3 524	3 524	3 133	3 321	3 554	
To ensure LED in the municipality and create economic opportunities	Providing opportunities for all to aspire to a better future												
Supporting the informal sector	Building safe communities												
To ensure that Council is striving towards its vision and mission	Encouraging community participation in service delivery												
Sports and recreation	Encouraging community participation in sports												
To facilitate the social development of marginalised groups	Supporting the poor and vulnerable groups												
To reduce incidents of HIV/AIDS infections													
To reduce poverty by addressing socio - economic challenges	Ensure community safety and security					745	745	-	-				
Allocations to other priorities			2										
Total Revenue (excluding capital transfers and contributions)				1	131 697	144 036	153 872	168 300	183 161	183 161	171 146	175 084	179 229





KZN215 Methonjaneni - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand												
To provide electricity/energy within Methonjaneni	Providing a high level of affordable essential services			26 691	29 535	26 412	27 247	27 338	27 338	34 052	30 933	31 255
To provide waste management within Methonjaneni				1 826	2 186	2 115	3 382	4 132	4 132	3 086	3 271	3 467
To reduce infrastructure backlogs				34 469	22 997	24 258	21 676	25 046	25 046	29 510	30 584	31 912
To maintain Council immovable property/assets												
To create a viable and sustainable work environment	Providing a safe and secure environment											
To be financially viable by increasing revenue and reducing debt	Providing service excellence			24 109	36 766	32 014	38 432	43 818	43 818	22 107	22 954	24 001
To ensure that transparency is attained												
To provide sound external and internal communication	Good governance			527	2 494	2 276	2 395	2 795	2 795	2 038	2 160	2 312
To ensure accountability and transparency				6 607	8 562	6 764	4 294	5 228	5 228	5 336	5 656	6 052
To ensure access to information				746	1 043	836	1 106	2 595	2 595	2 234	2 368	2 533
To ensure LED in the municipality and create economic opportunities	Providing opportunities for all to aspire to a better future			511	975	1 822	2 357	2 157	2 157	2 194	2 326	2 489
Supporting the informal sector	Building safe communities											
To ensure that Council is striving towards its vision and mission	Encouraging community participation in service delivery			12 770	13 558	12 503	12 300	12 020	12 020	12 194	12 926	13 829
Sports and recreation	Encouraging community participation in sports											
To facilitate the social development of marginalised groups	Supporting the poor and vulnerable groups			26 036	27 258	26 849						
To reduce incidents of HIV/AIDS infections												
To implement Traffic Management services	Ensure community safety and security			8 562	8 160	10 505	11 058	11 026	11 026	11 148	11 817	12 644
To implement Disaster management serviced				718	437	829	864	864	864	895	948	1 015
To implement Disaster management serviced												
Total Expenditure				143 572	153 971	147 183	125 110	137 018	137 018	124 794	125 942	131 508





KZN215 Methonjaneni - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand												
To provide electricity/energy within Methonjaneni	Providing a high level of affordable essential services	A					15 700	12 509	12 509	22 005	15 450	15 500
To provide waste management within Methonjaneni		B					300	100	100	100		
To reduce infrastructure backlogs		C					21 329	25 141	25 141	21 672	24 199	20 861
To maintain Council immovable property/assets		D										
To create a viable and sustainable work environment	Providing a safe and secure environment	E										
To be financially viable by increasing revenue and reducing debt	Providing service excellence	F					645	841	841	400	640	550
To ensure that transparency is attained		G										
To provide sound external and internal communication	Good governance	H										
To ensure accountability and transparency		I					30	30	30	30	50	70
To ensure access to information		J										
To ensure LED in the municipality and create economic opportunities	Providing opportunities for all to aspire to a better future	K										
Supporting the informal sector		L										
To ensure that Council is striving towards its vision and mission	Encouraging community participation in service delivery	M					20	14	14	20	40	90
Sports and recreation	Encouraging community participation in sports	N										
To facilitate the social development of marginalised groups	Supporting the poor and vulnerable groups	O					235	230	230	130	70	90
To reduce incidents of HIV/AIDS infections		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	-	-	-	38 259	38 864	38 864	44 357	40 449	37 161





9.3 Expenditure

There is an overall decrease in total expenditure by 2.8% in 2022/2022 financial year compared to 2021/2022 financial year. The Municipality is still implementing the Municipal Financial Recovery Plan 2022/20 and Municipal Cost Containment Regulations, 2022 that were adopted by the Municipal Council with effect from 01 July 2022. The municipality proposed a range of expenditure reductions measures to restore the Mthonjaneni Municipality's finances to a sustainable position, some of which are likely to be painful. We owe it to future generations to ensure that we are good stewards of our municipal's resources and that they do not have to pay for faults in our decision-making.

The municipality has no projects with committed funding, which are not on the Municipal Budget, from other Sector Departments/Funding agents aligned to DORA

Table 101: Operating expenditure over a period of three (3) years

Financial Year	2022-22	2021/21	2022-20
Amount	R167.3million	R 172.1 million	R 158.5 million

- **Employees and councillors related costs.** This is attributable to a combination of the salary increases year on year and the filling of vacancies during the financial year. This type of expenditure contributes 41% to the current total operating expenditure. An employees related cost and councillors' remuneration increased by 2.2 % during the 2022/22 financial year from 2021/21 and also is expected to increase by 5.8 % and 6% by 2022/23 and 2022/24 financial year respectively.
- **Contracted services costs.** Contracted services has been widened in terms of the mSCOA classification and includes amongst others the costs of, security services, catering services, contracted repairs and maintenance services, leased vehicles, event coordinators . As part of the compilation of the 2022/22 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. This expenditure costs contribute 18% to the current total operating expenditure and it expected to be 17.5% and 17.6% for 2022/23 and 2022/2024 financial year respectively.
- **Bulk purchases costs.** The purchase of bulk electricity contributes 14% to the current total operating expenditure and it expected to be 12.8 % and 12.5% for 2022/23 and 2022/2024 financial year respectively

Spending of capital grants





The capital budget is committed largely on new infrastructure projects and the renewal of existing capital assets. The Council have estimated a capital budget of R46.9 million in 2022/22 and had approved capital budget of R43.01 million in 2022/23 and R37.2 million in 2022/24. The municipality had spent all capital grants funding (100% spent) in 2022/20 and in 2021/21 financial year spent 95%. Consequently, National Government decided in the last three years to give us a little bit more top up on Municipal Infrastructure grant from what was initially allocated to us. This was done because we respect and utilize tax payer's money accordingly. This is clear evidence that the leadership of this municipality is working tirelessly to improve the lives of the people of Mthonjaneni and is not condoning corruption and maladministration.

Fruitless and wasteful expenditure

The municipality had incurred fruitless and wasteful expenditure over the years. This type of expenditure is resultant from penalties and interest charged accounts due to late payment of a particular invoice or statements. Major portion of this expenditure is from interest charged by Eskom on accounts that were paid after due dates as per their statements.

Table 7: Fruitless and wasteful expenditure incurred over the period of three years

Financial Year	2021/22	2020-21	2020-19
Amount	R 201 340	R 579 473	R 341 816

9.4 Supply Chain Management

Mthonjaneni Municipality has a fully functional Supply Chain Management Unit that is responsible for Demand and Acquisition. The SCM is also responsible for management of contracts and management of inventory as kept in the municipal stores. The unit is housed within the budget and treasury with a manager responsible as per the approved organogram. The unit operates in line with the relevant pieces of legislation and other policy documents including the Supply Chain Management Policy as amended and adopted on 29 May 2022.

The unit reports to the management committee, finance portfolio committee, executive committee and full council through the chief financial officer. There are functional bid committee members appointed by the accounting officer on yearly basis. The current bid committees are as follows:

9.4.1 Bid Specification Committee

The committee sits as per section 26 (1) (a) of the Supply Chain Management Policy. It has the following members:

- Mr NW Zikhali (Manager Technical Services) – Chairperson
- Mr D Thomson
- Mr BCX Dladla





- Mr NM Biyela – Secretariat
- Miss S.P Ntuli

9.4.2 Bid Evaluation Committee

The committee is appointed by the Accounting Officer and sit in line with section 26 1 b of the Supply Chain Management Policy. It has the following members:

- Mr BD Mlondo (SCM Manager) – Chairperson
- Mr WB Dube
- Mr SK Madlopha
- Mr AK Shandu
- Ms NPN Ngcobo - Secretariat

9.4.3 Bid Adjudication Committee

The committee is appointed by the Accounting Officer and sit in line with section 26 1 c of the Supply Chain Management Policy. It has the following members:

- Mr NM Myeni – CFO -Chairperson
- Mr ZS Mthethwa – Director Corporate & Community Services
- Mrs SF Mchunu – Director Technical Services
- Mr NMP Nhleko – Manager Revenue
- Ms S Ntuli – SCM Practitioner
- Ms SG Hlophe – Secretariat

9.4.4 Contract Management

The SCM unit keeps and maintain the electronic contract register for all the municipal contracts. This is made in line with the provisions of the Municipal Finance Management Act, KZN Finance circulars and the municipal contract management policy. The register has 64 contracts including the expired contracts that are still there to for a five year term to lapse.

There are challenges with contract management, however, an action plan has been developed to address challenges. A report from Provincial Treasury recommended that an action plan be developed to address these challenges. The action to be taken and pronounced in the action plan include the following:

- a) SCM Manager to become the Champion
- b) Visit other neighbouring municipality to observe their processes
- c) Update contract register regularly with all contracts and payments made
- d) CMC to collect payments schedule from expenditure on 15th and month-end
- e) Issue single purchase orders for appointments with total amount
- f) Monitor payments & record service providers that have been pain in excess of R 200 000





9.4.5 Stores & Inventory

The municipality has stand-alone stores in the other building where all stores items/ inventory is kept. There two employees of the municipality being the stores controller and stores assist who are responsible for day to day inventory management. This is in line with the municipal inventory policy and relevant accounting policies.

9.4.6 Cost containment measures

The Municipality has developed a Cost Containment policy to regulate spending and to implement cost containment measures and regulations at Mthonjaneni Local Municipality.

The objectives of this policy are to ensure that the resources of the municipality are used effectively, efficiently and economically;

9.5 Assets

The Municipality has put aside R46.951 Million for municipal infrastructure assets. This include R20.805 million from INEP, R18.832 million from MIG and R7.314 million from own revenue. The maintenance of the assets is also budgeted at R9.3 million in 2022/21. This will assist to maintain the existing assets so that they are always on a good working condition the projected cost for 2022-2024 are R6.4 are R9.2 million and R9.9million respectively.

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2022/22 budget provides for in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.





Choose name from list - Supporting Table SB18c Adjustments Budget - expenditure on repairs and maintenance by asset class - 20/01/2022

Description	Ref	Budget Year 2021/22									Budget Year	Budget Year
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands		A	A1	B	C	D	E	F	G	H		
Infrastructure		4 300	-	-	-	-	-	2 590	2 590	6 890	6 891	7 364
Roads Infrastructure		4 000	-	-	-	-	-	2 590	2 590	6 590	6 573	7 027
Roads		4 000	-	-	-	-	-	2 590	2 590	6 590	6 573	7 027
Road Structures		-	-	-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-	-	-
Electrical Infrastructure		300	-	-	-	-	-	-	-	300	318	337
Power Plants		300	-	-	-	-	-	-	-	300	318	337
Other assets		1 000	-	-	-	-	-	100	100	1 100	1 060	1 134
Operational Buildings		1 000	-	-	-	-	-	100	100	1 100	1 060	1 134
Municipal Offices		1 000	-	-	-	-	-	100	100	1 100	1 060	1 134
Furniture and Office Equipment		205	-	-	-	-	-	-	-	205	217	231
Furniture and Office Equipment		205	-	-	-	-	-	-	-	205	217	231
Machinery and Equipment		300	-	-	-	-	-	(140)	(140)	160	318	340
Machinery and Equipment		300	-	-	-	-	-	(140)	(140)	160	318	340
Transport Assets		700	-	-	-	-	-	255	255	955	742	793
Transport Assets		700	-	-	-	-	-	255	255	955	742	793
Land		-	-	-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure to be	1	6 505	-	-	-	-	-	2 805	2 805	9 310	9 228	9 862





9.7 Summary of Auditor General's report on 2021/2022 Financial Statements

MTHONJANENI LOCAL MUNICIPALITY – AUDIT ACTION PLAN 2020/2021 FINANCIAL YEAR

Type of Opinion Current Year (2002022) : Unqualified

Type of Opinion Previous Year (2022/2021) : Unqualified

INTRODUCTION

For an action plan to properly produce the desired results, the transactions need to be divided into the two main classes:

- (a) Financial Matters – which can be addressed in retrospect.
- (b) Non-financial Matters – This may not be adjusted in retrospect. For example, if a deadline was not met, nothing can be done in retrospect, but measures must be in place to avoid that in future.

Addressing (a) leads to a financially unqualified report whilst addressing both (a) and (b) leads to a clean audit report. Having a disclaimer may entail prioritizing (a) to improve the audit opinion.

Nature Of Audit Query	Audit Query	Audit Response	Audit Response Progress
1. Irregular expenditure not prevented	<p>As disclosed in note of the annual financial statements, the municipality incurred irregular expenditure amounting to R21 452 708 (2021: 23 958 412). The breakdown of irregular expenditure is as follows:</p> <p>Transgression Total expenditure for the year</p> <p>Improper composition of BAC 21 193 084</p> <p>Local content non-compliance 2 030 946</p> <p>Tax non-compliance 811 764</p> <p>This has resulted in material non-compliance with section 62(1)(d) of the MFMA.</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>BP Driving school has been engaged to sort out their tax matters. They are currently working on CSD and Tax matters</p> <p><u>Responsible Official</u> SCM Manager, D Mlondo</p> <p><u>Target Date</u> 31 March 2022</p>	<p>An updated SCM checklist has been implemented to ensure it covers issues of local content, CSD and tax matters. Tax compliance is checked on the CSD before any procurement is finalised.</p>
2. Irregular expenditure/fruitless and wasteful expenditure incurred in the prior year was not investigated or recovered from liable persons	<p>a) Irregular expenditure incurred in years before the 2022/20 year was not investigated to determine if any persons were liable and if any monies were to be recovered from liable persons.</p> <p>The details are as follows:</p> <p>Opening balance of irregular expenditure from prior years 83 184 577 Amount written off as irrecoverable (relating to 2021/21 year irregular expenditure) (21 193 084)</p> <p>Balance of irregular expenditure incurred before 2018/19 year not investigated or where audit evidence for investigation has not been supplied 83 444 201</p> <p>b) Fruitless and wasteful expenditure incurred in the prior year was not investigated to determine if any persons are liable.</p> <p>The details are as follows:</p> <p>Opening balance of fruitless expenditure from prior years 398 320 Fruitless and wasteful expenditure relating to 2022/20 year 990 712</p> <p>Total prior years' fruitless and wasteful expenditure 1 389 032</p> <p>c) Unauthorised expenditure incurred in prior years has not been investigated.</p> <p>The details are as follows:</p> <p>Opening balance as previously reported 33 129 821 2022/20</p> <p>Unauthorised Expenditure 5 708 265 Closing balance 38 838 086</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>The unauthorised, irregular, fruitless & wasteful expenditure for prior years will be tabled in the next MPAC and Council meetings for write off.</p> <p><u>Responsible Officials</u> SCM Manager, D Mlondo</p> <p><u>Target Date</u> 30 June 2022</p>	<p>Existing contracts which emanate from awarded contracts and all existing expenditure from those awarded contracts. These will be submitted to MPAC and council.</p>





	Movement 0																																
<p>3.The invitation for bid/requests for quotation did not specify the minimum threshold for local content production</p>	<p>The following items procured for local content did not stipulate the local content prescribed threshold on the specifications in the procurement document as required by the regulations resulting in the non-compliance and irregular expenditure.</p> <table border="1" data-bbox="360 715 1621 1283"> <thead> <tr> <th>Tender number</th> <th>Description & Service provider</th> <th>Local content as per specification advertised/Bid document</th> <th>Date advertised</th> <th>Total current year expenditure</th> </tr> </thead> <tbody> <tr> <td>M10</td> <td>Dubeni Electrification - Ward 6 – Inkosi Consulting engineering</td> <td>Not specified</td> <td>02/11/2021</td> <td>R 0</td> </tr> <tr> <td>M07</td> <td>Ofankomo Electrification - Ward 3 – Shantis electrical</td> <td>Not specified</td> <td>02/11/2021</td> <td>R 1 040 826,02</td> </tr> <tr> <td>M11</td> <td>Inkisa Electrification - Ward 8 – Makoloni project</td> <td>Not specified</td> <td>02/11/2021</td> <td>R 503 679,87</td> </tr> <tr> <td>M09</td> <td>uMhlathuze Electrification - Ward 5 – Masina engineering</td> <td>Not specified</td> <td>02/11/2021</td> <td>R 485 439,65</td> </tr> <tr> <td colspan="4">Total</td> <td>R 2 030 945,54</td> </tr> </tbody> </table>	Tender number	Description & Service provider	Local content as per specification advertised/Bid document	Date advertised	Total current year expenditure	M10	Dubeni Electrification - Ward 6 – Inkosi Consulting engineering	Not specified	02/11/2021	R 0	M07	Ofankomo Electrification - Ward 3 – Shantis electrical	Not specified	02/11/2021	R 1 040 826,02	M11	Inkisa Electrification - Ward 8 – Makoloni project	Not specified	02/11/2021	R 503 679,87	M09	uMhlathuze Electrification - Ward 5 – Masina engineering	Not specified	02/11/2021	R 485 439,65	Total				R 2 030 945,54	<p>Action to be taken</p> <p>The advertisement whether initiated internal or externally will be checked against the requirements in the MFMA, SCM regulations and MFMA Circulars for compliance purposes</p> <p>Responsible Officials SCM Manager, D Mondo</p> <p>Target Date 31 March 2022 (On going)</p>	<p>For awarded tenders above R200 00 local content threshold was advertised</p>
Tender number	Description & Service provider	Local content as per specification advertised/Bid document	Date advertised	Total current year expenditure																													
M10	Dubeni Electrification - Ward 6 – Inkosi Consulting engineering	Not specified	02/11/2021	R 0																													
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M09	uMhlathuze Electrification - Ward 5 – Masina engineering	Not specified	02/11/2021	R 485 439,65																													
Total				R 2 030 945,54																													
<p>4. AoPO - Consistency – Reporting for indicators is not based on planned targets</p>	<p>The performance reported for the following indicators is not based on the target</p>	<p>ACTION TO BE TAKEN</p> <p>Responsible Officials</p>	<p>The KPIs and targets have been amended on the revised SDBIP</p>																														





Indicator per SDBIP	Target per SDBIP	Reported performance	Auditors Comments <u>Target Date</u> 31 December 2022
<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 75 new connections to households in Nqekwane area ward 1 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 75 connections completed by 30 June 2022 	<ul style="list-style-type: none"> Survey was completed on the 6th May 2022 and detailed design commenced and expected to be completed on the 4th June 2022 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target
<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 25 new connections to households in Ofankomo area ward 3 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 25 connections completed by 30 June 2022 	<ul style="list-style-type: none"> SOD turning not completed and detail design 100% 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target
<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 50 new connections to households in Kataza area ward 4 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 50 connections completed by 30 June 2022 	<ul style="list-style-type: none"> Project commenced in May 2022 MV Poles Planted- 29% and LV poles planted 12% 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target
<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 25 new connections to households in Umhlathuze area ward 5 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 25 connections completed by 30 June 2022 	<ul style="list-style-type: none"> Survey was completed and detailed design will commence on the 1st of July 2022 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target
<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 25 new connections to households in Dubeni area ward 6 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 25 connections completed by 30 June 2022 	<ul style="list-style-type: none"> Survey was completed and detailed design will commence on the 1st of July 2022 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target
<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 25 new connections to households in Inkisa area ward 8 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 25 connections completed by 30 June 2022 	<ul style="list-style-type: none"> MV and LV construction 80% complete 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target





<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 50 new connections to households in Ntombokazi area ward 12 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 50 connections completed by 30 June 2022 	<ul style="list-style-type: none"> Survey was completed on the 6th May 2022 and detailed design commenced and expected to be completed on the 4th June 2022 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target 											
<ul style="list-style-type: none"> Ensure the eradication of electrification backlogs in Mthonjaneni by providing 25 new connections to households in Sangoyana area ward 13 for the first time by 30 June 2022 	<ul style="list-style-type: none"> 25 connections completed by 30 June 2022 	<ul style="list-style-type: none"> Site handover was done on the 27th May 2022 survey is completed detailed design completed construction services overall is 0% progress. Eskom outage& installation of 25 connection is in progress 	<ul style="list-style-type: none"> The reported performance is a reason for non – performance The reporting is on inputs and not outputs or the target 											
5.Indicators for core functions not included in SDBIP	<p>For the year under review, the municipality did not include, in the SDBIP, indicators to measure the following even though these services are being provided by the municipality- and the municipality received an equitable share allocation to provide the services: 1. households with access to free basic services. 2. households receiving refuse removal services . This is due to an oversight when indicators were being formulated. This has resulted in indicators included in the SDBIP being incomplete and the SDBIP not being aligned to the IDP as refuse removal and the provision of basic electricity is not included in the IDP.</p>		<p><u>ACTION TO BE TAKEN</u></p> <p>Responsible official.</p> <p><u>Target Date</u></p>	<p>The core functions have been included in the SDBIP</p>										
6.Indigent discrepancies identified	<p>The municipality received equitable share allocation of R97 320,000. Part of the equitable share is used to fund free basic services that are meant for the poor.</p> <p>The indigent register was reviewed utilising computer aided auditing techniques (CAATS) which highlighted the following exceptions:</p>		<p><u>ACTION TO BE TAKEN</u></p> <p>The municipality is in the process to appoint a service provider for indigent registration and support process which will have an SLA of three years where vetting of beneficiaries will be done annually even bi-annual for assurance of qualifying beneficiaries only, the vetting will cover all aspects. High level review has been made and the beneficiaries affected are from the rural areas where municipality is not charging any services therefore no adjustments on rates levied or services charged needed as they were not affected.</p> <p>Responsible official. CFO – Mr N.M Myen</p>	<p>An item has been resubmitted to council to remove all indigent discrepancies that were identified by AG</p>										
<table border="1"> <thead> <tr> <th data-bbox="347 933 465 1193">FINDING</th> <th data-bbox="465 933 929 1193">CAATs reference</th> <th data-bbox="929 933 1059 1193">Number of exceptions</th> <th data-bbox="1059 933 1247 1193">Number of repeat exceptions</th> <th data-bbox="1247 933 1444 1193">Reference</th> </tr> </thead> <tbody> <tr> <td data-bbox="347 1193 465 1382">1</td> <td data-bbox="465 1193 929 1382">Indigents listed as a deceased person on the NPR database.</td> <td data-bbox="929 1193 1059 1382">191 Records</td> <td data-bbox="1059 1193 1247 1382">5 records</td> <td data-bbox="1247 1193 1444 1382">Test 02</td> </tr> </tbody> </table>		FINDING	CAATs reference	Number of exceptions	Number of repeat exceptions	Reference	1	Indigents listed as a deceased person on the NPR database.	191 Records	5 records	Test 02			
FINDING	CAATs reference	Number of exceptions	Number of repeat exceptions	Reference										
1	Indigents listed as a deceased person on the NPR database.	191 Records	5 records	Test 02										





		Responsible official. CFO – Mr N.M Myeni Target Date 31/03/2022	
9. Inadequate reviews over Eskom billing regarding electricity bulk purchases	During the audit of bulk purchases from Eskom it was identified that the municipality does not perform a verification of the actual number of units used for the particular month against the quantities billed for as per invoice / statement from Eskom As a result, it cannot be confirmed that the municipality is being billed for units that have been transferred to it as there are no verifications or adequate reasonability checks that have been performed.	<u>ACTION TO BE TAKEN</u> Responsible official. <u>DTS</u> <u>Target Date</u>	There is a budget allocation for the 2022/2023 to procure a Mthonjaneni check meter





Financial Viability and Management SWOT Analyses

Table 48: Financial Viability & Management: SWOT Analysis

STRENGTHS	WEAKENESSES
<ul style="list-style-type: none"> ▪ Fully functional Supply chain unit. ▪ The municipality does not have any borrowings. ▪ Unqualified audit opinion for the past five financial years in a row 	<ul style="list-style-type: none"> ▪ Low rates base. ▪ Limited staff in the finance department. ▪ Highly grant dependent. ▪ High outstanding debt ▪ High electricity losses
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Decrease its spending to generate more cash backed reserves. ▪ Clean audit opinion. ▪ Increase rate base by facilitating local economic development projects. 	<ul style="list-style-type: none"> ▪ The financial viability of a municipality. ▪ over-pricing by service providers ▪ delays in implementation of projects due to non-responsive quotes and objections tender award ▪ interference on municipal procurement by business forum





9.7 Financial Viability and Management SWOT Analyses

Table 48: Financial Viability & Management: SWOT Analysis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> ▪ Municipality has a cash backed reserves ▪ Reviewed indigent Policy. ▪ Fully functional Supply chain unit. ▪ The municipality does not have any borrowings. 	<ul style="list-style-type: none"> ▪ Poor spending on the conditional grants. ▪ Low rates base. ▪ Limited staff in the financial department.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Decrease its spending to generate more cash backed reserves. ▪ Clean audit opinion. ▪ Increase rate base by facilitating local economic development projects. 	<ul style="list-style-type: none"> ▪ The financial viability of municipality.





10. Good governance and public participation analyses

10.1 Provincial Programmes/ Priorities rolled-out at Municipal level

Operation Sukuma Sakhe

Mthonjaneni Municipality, under the leadership of its Municipal Political Champion, His Worship the Mayor, Councillor M. Biyela will be in a process of launching the Operation Sukuma Sakhe, with the aim of changing the lives of the citizens of this municipality for the better.

The initiative is part of the provincial government Flagship Program known as Sukuma Sakhe aimed at integrating all departments to focus on solving community problems on the ground, starting with areas of abject poverty and making a difference by partnering with the communities.

Outcomes regarding Operation Sukuma Sakhe functioning in Mthonjaneni Municipality:

Local Task Teams (LTT) will be established after the establishment of War rooms in all thirteen wards. Training of LTT members will also be conducted. Ward Aids Committees will also be established.

Cases from war rooms will be brought into the attention of the relevant sector departments for their intervention, through the LTT.

All thirteen wards will be profiled by Community Development Workers.

Administrative management members of the municipality have been allocated as coordinators of war rooms in all the thirteen wards.

Previous Challenges

Minutes, Reports and Yearly plans are not submitted timeously by war room champions.

Some representatives from sector departments do not attend war room and LTT meetings.

Batho –Pele Principles

Batho Pele principles are a government's initiative to improve the delivery of public services. Batho Pele means people first and the name was chosen specifically to emphasize that it is the foremost duty of those in the Public Service to serve all citizens of South Africa.





Mthonjaneni Municipality has appointed a designated Batho Pele Coordinator who will be ensuring that the implementation of BP principles is reflected in organisational strategic, operational, budgetary and Service delivery improvement plans. The Coordinator also ensures that regular monitoring and evaluation of progress with regards to all BP initiatives through regular reporting is achieved.

The municipality aspires to always uphold and implement the principles of Batho Pele and ensure the following:-

- a) Service Standards: To inform the communities within Mthonjaneni about the level and quality of services they will receive hence creating awareness of what is to be expected.
- b) Access: to ensure all Mthonjaneni citizens have equal access to services in a fair and just manner.
- c) Courtesy: To treat residents as number one customers.
- d) Information: To always publicise relevant information about our municipal programmes and services.
- e) Openness: To inform the people of Mthonjaneni about the operations of the municipality.
- f) Transparency: To be transparent and honest about what our municipality is able to deliver.
- g) Redress: To attend to backlogs which causes unsatisfactory to the people of our municipality based on ineffective service delivery.

Service Delivery Improvement Plan

The following are top ten services that Mthonjaneni Municipality has identified for improvement. These services were identified during the IDP consultative meetings with the community.

Table 49: Service delivery Improvement Plan





10.2 Public Participation Analyses

IDP, LED, Budget, Disaster Road shows:

The purpose of these road shows was to seek input from communities in terms of their needs in areas including LED, Social Development, Basic Service Infrastructure, The purpose was also to review war room structures in all wards. These events are also utilised in order to promote and identify small businesses and co-operatives within the municipality via the Local Economic Development Programme.

10.3 Communication and customer satisfaction

The Mthonjaneni Communication strategy was last reviewed during the 2018/2022 financial year and is being implemented. Participatory mechanisms identified in the communication strategy take place throughout the IDP process help the project to ensure that the process, plans, goals, and implementation of the planned intervention is inclusive, and importantly address the needs of marginalized groups and minorities to ensure non-discrimination and equality. Participation has built up ownership and partnerships which have made the projects that have been implemented within the community more sustainable.

During the IDP process, participation is implemented during the assessment and planning phase to help gather relevant data to define development challenges and to identify vulnerable groups, map out root causes, and set priorities.

The integrated development planning process provides a forum for identifying, discussing and resolving the issues specifically aimed at uplifting and improvement of conditions in the under-developed parts of the municipality area. In order to ensure certain minimum quality standards of the IDP, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000). Municipal Departments participate throughout the process by contributing relevant aspects of their sections.

The objective of the IDP process is to facilitate deliberations resulting in decisions being made on the strategic development direction of the municipality and includes issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP, however, will not only inform municipal management; it is intended to guide the activities of any agency from other spheres of government, corporate service providers, NGOs and the private sector within King Cetshwayo district.

10.4 Internal audit

The Internal Audit prepared a risk based audit plan to identify key performance area to be audited which emanates from the risk register detailing all municipal risks. Testing of controls, walk through test, observations and portfolio of Evidence is then collected from HOD's which reflects the work done in a specific term or year. For purposes of





completeness, the process which is typically followed when a specific area is selected for audit is as follows:

- A pre engagement meeting is held with the HOD and other senior officials of the relevant department in which the planning memo highlighting the audit objectives, audit scope and outcomes are discussed;
- A scoping document is then prepared which is approved by the relevant HOD;
- Fieldwork commences. During this process regular interaction with relevant officials takes place;

After completion of the fieldwork a draft report is prepared for discussion with the HOD and senior officials. The purpose of this discussion is to iron out any errors or differences of opinion and to obtain managements' comments and implementation commitments;

These reports are collated as per the dates on the internal audit plan and presented to the Municipal Manager and other senior officials for discussion and final approval;

These approved reports are then tabled at the next Audit Committee meeting for discussion.

10.5 Audit and Performance committee

An Audit Committee has been established and is currently full functional. The municipality has also appointed the Internal Audit Manager who ensures that the function of the Audit committee is effective and the findings and remedial actions are communicated with all relevant structures and also reports to the Council. The Audit committee also comprises of four external members.

Audit of performance of all departments within the municipality is also done on quarterly basis and reported to the Audit and performance Committee and Council committees.

10.6 Risk management

Risk management, a Corporate Governance imperative, is one of Management's core responsibilities in terms of Section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of the Municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Municipality. It also focuses on reducing materialized risks to acceptable levels, as well as maximizing opportunities available to the organisation. When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

In order to enhance risk management processes to ensure a truly integrated and enterprise-wide approach, the City has approved and is annually reviewing its Enterprise Risk Management Policy and Strategy, which when applied, will ensure:





- more sustainable and reliable delivery of services;
- informed decisions underpinned by appropriate rigour and analysis;
- innovation;
- reduced waste;
- prevention of fraud and corruption;
- better value for money through more efficient use of resources;
- better outputs and outcomes through improved project and programme management;
- aligning risk tolerance and strategy;
- pursuing institutional objectives through transparent identification and management of acceptable risk;
- providing an opportunity to prioritise the risk management activity;
- enhancing risk response decisions;
- reducing operational surprises and losses;
- identifying and managing multiple and cross-enterprise risks;
- seizing opportunities; and
- increasing the probability of achieving objectives.

Enterprise Risk Management involves:

- Objective setting;
- Risk Identification;
- Risk Assessment;
- Risk Response;
- Communication and reporting; and
- Monitoring and review

The functional key performance areas of the Enterprise Risk Management unit include:

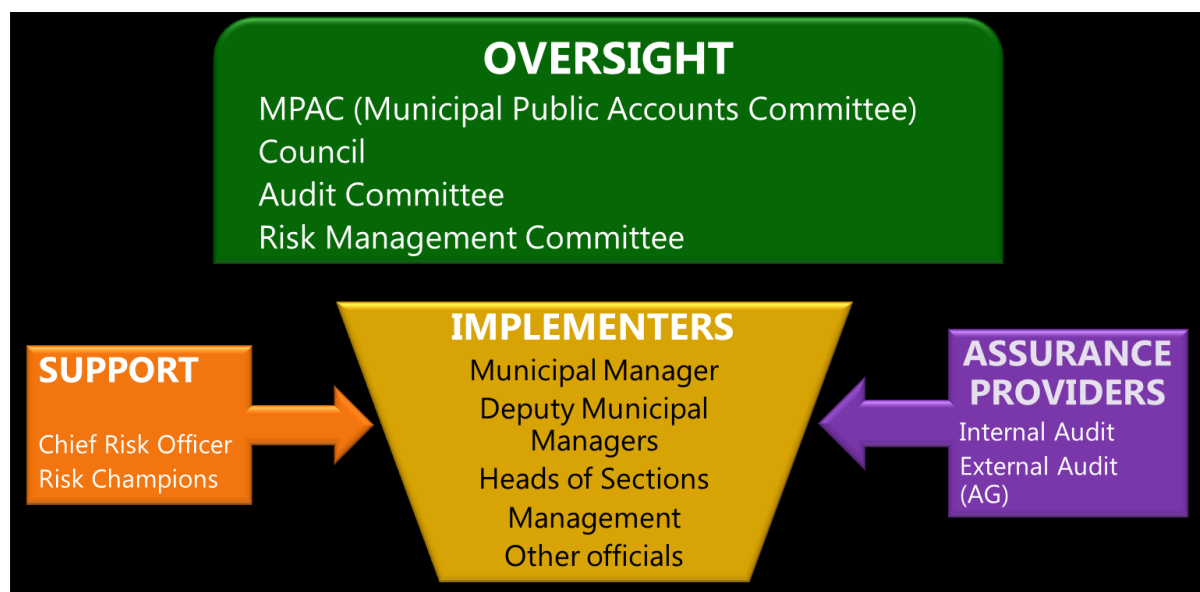
- Enterprise Risk Management;
- Project Risk Management;
- Fraud Risk Management;
- Business Continuity Management; and
- Legal Compliance Risk Management

The municipality has in place an Enterprise Risk Management Committee reporting to the Audit Committee, Council and the Municipal Public Accounts Committee (MPAC) as oversight. The Chief Risk Officer Co-ordinates activities and is in the process of setting up a fully functional Enterprise Risk Management Unit. Risk Champions in each department report to Management on risk management matters and co-ordinate risk management activities in their respective business units. Continuous training and awareness is an important part of the process, effected to ensure that risk





management is understood, embraced and integrated into the organizational culture- filtering from Top Management to all levels of staff. Risk Assessments are conducted, reviewed and updated annually and on a continuous basis- and are carried out on both a strategic and operational level to ensure a thorough approach. The Municipal Manager is the ultimate Chief Risk Officer and is responsible for championing risk management and ensuring that its activities are monitored through performance management throughout the organization.



10.7 Integrated Development Planning

Mthonjaneni Municipality has an established IDP Steering committee which is functional. This committee consisting of senior managers representing each municipal department has a huge role in ensuring that the IDP process is adhered to. They serve as a technical team responsible for various functions including but not limited to the following:

- The development and implementation of IDP process plan
- Planning of IDP road shows
- Coordinate the development review of Sector Plans
- Ensure credibility of reports/plans in the integrated development plan
- Attend to MEC comments on the IDP
- Ensuring alignment between the IDP and Budget
- Proofreading the document before submission to other committees

The Senior Manager Planning of the Municipality chairs the meeting and monitors its performance; the following are members of the IDP Steering Committee, which seats on a monthly basis: the following are members of the IDP Steering Committee, which seats on a monthly basis:





Table: IDP Steering Committee

Name	Designation	Department
Mr Z.S. Mthethwa	Acting Municipal Manager	Municipal Manager
Mr M.Z. Kunene	Senior Manager Planning	Technical & Planning Services
Mrs N. Mathe	Acting Head of Department	Community & Corporate Services
Mrs S.F. Mchunu	Head of Department	Technical & Planning Services
Mr M.N. Myeni	Chief Financial Officer	Financial Services
Mr B. Ntuli	Acting Manager in MM Office	Municipal Manager

10.8 Performance Management

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

- Organizational PMS;
- Section 57 Performance contracts;
- Employee Performance Appraisal System
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms
- Performance scorecards at departmental levels for further development of departmental service delivery and budget implementation plans;
- Conducting PMS information session for general staff
- Linking the organizational and individual PMS

The Performance Management Framework has been developed and the PMS policy is in place. The Municipal Manager and Managers directly reporting to the Municipal Manager are required to sign Performance Agreements on annual basis.

Section 41(1)(a) and (b) of the Municipal Systems Act, requires a Municipality to (a) set appropriate key performance indicators as a yardstick for measuring performance including outcomes and impact of its development priorities and objectives.





to set measurable performance targets with regard to those development priorities and objectives.

Section 26(i) of the Municipal Systems Act requires that the Councils IDP reflects the key performance indicators and performance targets as determined in terms of Section 41 of the Act.

PERFORMANCE MANAGEMENT FRAMEWORK & PMS POLICY

Both the Performance Management Framework and Policy outlined the objectives and principles of Mthonjaneni Municipality PMS.

The **objectives** of the Mthonjaneni PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

The performance management system is guided by the following principles:

Simplicity

The system will need to be kept as simple as possible to ensure that the municipality can develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.

Politically acceptable and administratively managed

The system must be acceptable to political role players on all levels. It must also be flexible enough to be accepted by the municipal council and to enjoy buy-in across political differences. The process will involve both Councillors and officials but the day-to-day management of the process will be managed administratively with regular report back on progress to the political level.

Implementable

Considering the resource framework of the municipality, the PMS should be implementable with these resources, which will include time, institutional, financial, and technical resources.

Transparency and accountability

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system, be made aware of how the operations of the municipality are being administered, how the public resources are being spent and who certain responsibilities belong to.





Efficient and sustainable

The PMS should, like other services within the municipality, be cost effective and should be professionally administered, and needs to happen in a sustainable manner.

Public participation

The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS.

Integration

The PMS should be developed and implemented in such a manner that it will be integrated with the integrated development process of the municipality and its employee performance management.

Objectivity

The PMS to be developed and implemented must be developed on a sound value system with the management of the system and the information it is based upon being objective and credible.

Reliability

The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP.

PERFORMANCE AND AUDIT COMMITTEE

The Mthonjaneni Municipality has the Audit committee in place to audit performance measures. It consists of 10 members and meets quarterly.

ANNUAL REPORT

The Annual Report for the 2021/2022 financial year has been prepared by the municipality using the guidelines from the National Treasury. The legislated process for preparing of the annual was followed. The action plan in response to the AG comments have been developed.

9.9 Back to basics

The Inter-Ministerial Committee on Information and Publicity, former Cooperative Governance and Traditional Affairs Minister Pravin Gordhan said local government needs to go “back to basics” to improve on service delivery to South Africans.

The back to basics program is expected to focus municipalities on getting small things right such as fixing street lights, leaking taps and collecting refuse. It appears to be an attempt at breathing new life into municipalities after the failure of "operation clean audit", introduced in 2009.

The table below reflects a summary of the Mthonjaneni Municipal quarterly progress on back to basics indicators.





Table 50: Back to basics

	5 PILLARS OF BACK TO BASICS	MTHONJANENI MUNICIPAL OBJECTIVE
1	PUTTING PEOPLE FIRST	Objective 13. To ensure that public participation structures are in place. Objective 11. To provide sound external and internal communication.
2	SERVICE DELIVERY	Objective 3. To ensure the provision and maintenance of roads in rural and urban roads.
3	GOOD GOVERNANCE	Objective 10. To ensure that the Council is striving towards its vision and mission.
4	SOUND FINANCIAL MANAGEMENT	Objective 9. To be financially viable by increasing revenue and reducing debts
5	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	Objective 7. To create a viable and sustainable work environment

10.10 Batho Pele

BATHO PELE is a concept which was officially pronounced by Government in 1997. It is an initiative to get public servants to be service oriented or customer focused, to strive for excellence in service delivery and to commit to continuous service delivery improvement.

BATHO PELE was designed as a transparent mechanism to allow customers to hold public servants/ officials accountable for the type of services they deliver.

The White Paper on Transforming Public Service Delivery (1997) provides direction on how services should be rendered informed and guided by the eight principles (linked to the 8 transformation priorities of this government).





MTHONJANENI Municipality has appointed a designated Batho Pele Coordinator who will be ensuring that the implementation of BP principles is reflected in organisational strategic, operational, budgetary and Service Delivery Improvement Plans. The Coordinator also ensures that regular monitoring and evaluation of progress with regards to all BP initiatives through regular reporting is achieved.

The municipality aspires to always uphold and implement the principles of Batho Pele and ensure the following:-

- a) Service Standards: To inform the communities within Mthonjaneni about the level and quality of services they will receive hence creating awareness of what is to be expected.
- b) Access: to ensure all Mthonjaneni citizens have equal access to services in a fair and just manner.
- c) Courtesy: To treat residents as number one customers.
- d) Information: To always publicise relevant information about our municipal programmes and services.
- e) Openness: To inform the people of Mthonjaneni about the operations of the municipality.
- f) Transparency: To be transparent and honest about what our municipality is able to deliver.
- g) Redress: To attend to backlogs which causes unsatisfactory to the people of our municipality based on ineffective service delivery.

10.11 IGR

King Cetshwayo IGR structures

In terms of the Intergovernmental RELATIONS framework Act (no 13 of 2005) all municipalities must establish "intergovernmental forum" to promote and facilitate intergovernmental relations between the municipality and local municipalities in the district. The legislation further indicates that the role of the forum is to serve as a consultative forum for the and locals in the to discuss and consult each other on matters of mutual interest. Mthonjaneni Municipality participates in the various structures established by King Cetshwayo Municipality namely:-

- GIS Forum
- Sports Forum
- Mayors Forum
- IDP Forum
- Disaster Management Forum
- CFO Forum
- Technical Committee
- Communication forum





Provincial IGR structures

The municipality also participates in the following provincial IGR structures

- MUNIMEC
- PREMIER COORDINATING FORUM

10.12 WARD COMMITTEES

The Municipal Ward Committees were established between January and March 2022, just after the inauguration of the Councillors that were elected during the 2016 local government elections. This was done in order to ensure good governance and effective community participation. The Ward Committees also underwent training in February 2017 in order to ensure capacitation and that participation is attained in Mthonjaneni, the Ward committees are operational.

Ward committees report regularly on monthly basis on their functionality. These reports are monitored and filed by the municipal public participation unit. There is also an ongoing monthly joint ward committee meeting that sits on the first week of each month.

10.13 Good Governance and Public Participation: SWOT Analyses

Strengths

Approved policies and procedures
All section 89 and 80 committees in place
Relationship with traditional authority
Corruption free administration

Weakness

Public participation mechanisms not effective
Poor Intergovernmental relations
Youth Policy not in place
Poor sector involvement

Opportunity

New Councillors bringing fresh thinking / insight
Better working relationships between the Council and Management
The establishment of the Mayors protocol will improve the IGR in the municipality

Threads

Lack of capacity to enforce bylaws
Risks pertaining to corruption, solvency, profitability and liquidity.





11. Cross Cutting (Spatial, Environment and Disaster Management)

11.1 Town Planning

Mthonjaneni municipality had appointed a Senior Town planner. Planner is responsible for spatial developments, planning development with have the sub section such as Geographic Information System GIS, Building inspectorate, Performance Management System and Integrated Development Plan.

11.2 Geographical Information system

Mthonjaneni municipality does not have a GIS unit. This function is shared with the KCDM.

11.3 Building Inspectorate

Mthonjaneni municipality have the responsibility to inspect all development within the municipality .The building plans for the developments should be submitted to the municipality ,inspection should be done and occupancy certificates to be issued as per the National Building Regulations and standard act 103 of 1977.

11.4 Fire and Disaster Management

The fire and disaster management policy is attached as annexure

11.5 Environmental health

The municipality does not have the health inspectorate but this is a shared service with KCDM. Currently there is a Youth Environmental Coordinator that is appointed by the department of environmental affairs to assist the municipality with environmental and waste matters. She is under a three year contract under a Youth Community Outreach Programme, the environmental coordinator focuses on the illegal dumps/hotspots within the Mthonjaneni area, she is also doing education and awareness in schools and community.

11.6 Cross Cutting: SWOT analyses

Strengths <ul style="list-style-type: none"> • Political stability • Community participation 	Weaknesses <ul style="list-style-type: none"> • Illiteracy • LED & Tourism
Opportunities <ul style="list-style-type: none"> • Capital projects • Financial management 	Threats <ul style="list-style-type: none"> • Water & sanitation • Unemployment • Job opportunities





CHAPTER E – Implementation Plan

12. Financial Plan

12.1 Budget Summary

KZN285 Mthonjaneni - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance										
Property rates	9 789	11 431	13 453	19 981	19 981	19 981	-	31 368	38 199	40 373
Service charges	20 035	21 985	22 284	32 098	32 098	32 098	-	34 700	38 784	39 359
Investment revenue	2 176	1 347	0 000	750	750	750	-	900	954	1 021
Transfers recognised - operational	71 384	79 370	76 672	86 379	86 379	86 379	-	9 919	92 949	97 172
Other own revenue	37 751	13 129	3 766	5 800	13 907	13 907	-	14 028	15 503	16 509
Total Revenue (excluding capital transfers and contributions)	142 035	127 262	116 871	144 977	153 127	153 127	-	171 426	184 590	186 914
Employee costs	33 195	42 013	51 214	53 418	53 168	53 168	-	57 210	60 040	64 378
Remuneration of councillors	6 441	7 637	8 350	9 209	9 209	9 209	-	9 259	9 811	10 498
Depreciation & asset impairment	14 437	15 245	17 489	10 145	10 145	10 145	-	10 446	11 076	11 652
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	20 223	21 541	22 303	28 932	28 610	28 610	-	27 997	29 577	31 494
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	80 035	56 237	54 615	39 900	45 147	45 147	-	48 756	51 584	55 115
Total Expenditure	154 020	143 573	153 971	141 702	144 309	144 309	-	153 662	162 797	173 638
Surplus/(Deficit)	(12 005)	(16 291)	(37 100)	3 275	8 758	8 758	-	17 764	21 593	21 177
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	37 309	32 278	36 749	33 033	33 033	33 033	-	32 039	31 152	33 040
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	54 721	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	79 225	15 987	(3 351)	30 308	41 791	41 791	-	50 663	52 748	54 217
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	79 225	15 987	(3 351)	30 308	41 791	41 791	-	50 663	52 748	54 217
Capital expenditure & funds sources										
Capital expenditure	94 242	-	-	30 158	35 104	35 104	-	3 9434	51 472	54 406
Transfers recognised - capital	94 242	-	-	33 033	33 033	33 033	-	32 039	31 152	33 040
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	3 125	2 131	2 131	-	6 499	20 320	21 489
Total sources of capital funds	94 242	-	-	30 158	35 104	35 104	-	3 9434	51 472	54 406
Financial position										
Total current assets	87 692	49 107	47 742	50 613	59 080	59 080	-	-	-	-
Total non-current assets	166 468	353 020	371 772	415 373	416 622	416 622	-	-	-	-
Total current liabilities	26 849	17 101	31 116	17 101	17 400	17 400	-	-	-	-
Total non-current liabilities	2 748	7 808	9 324	7 858	5 882	5 882	-	-	-	-
Community wealth/Equity	264 600	377 158	378 924	441 017	452 360	452 360	-	-	-	-
Cash flows										
Net cash from (used) operating	27 424	25 133	34 001	45 055	43 627	43 627	-	55 121	52 510	(19 219)
Net cash from (used) investing	(84 242)	(41 735)	(34 987)	-	(14 171)	(14 171)	-	(9 219)	(30 177)	(32 626)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/loan equivalents at the year end	86 862	3 600	2 694	45 055	30 934	30 934	-	23 102	45 441	(6 714)
Cash workings surplus/reconciliation										
Cash and investments available	80 000	1 529	2 694	7 901	26 122	26 122	-	-	-	-
Application of cash and investments	(88 110)	(23 502)	(18 116)	(20 932)	(14 837)	(14 837)	-	-	-	-
Balance - surplus / (shortfall)	88 110	25 031	20 810	34 014	40 959	40 959	-	-	-	-
Asset management										
Asset registers summary (W/DV)	222 282	-	-	30 158	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Renewal and Upgrading of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewage:	-	-	-	-	-	-	-	-	-	-
Energy:	0	0	0	0	0	0	0	0	0	0
Refuse:	13	13	13	13	13	13	13	13	13	13





13. Capital Budget Summary

13.1 Capital Expenditure

KZN285 Mthonjaneni - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Revenue - Functional	1									
Governance and administration		140 046	79 475	81 331	103 524	106 622	106 622	121 554	133 597	140 654
Executive and council		6 315	-	-	-	-	-	-	-	-
Finance and administration		133 731	79 475	81 331	103 524	106 622	106 622	121 554	133 597	140 654
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		3 280	24 902	1 626	5 673	7 173	7 173	10 366	11 007	11 760
Community and social services		3 280	610	1 035	1 119	1 119	1 119	1 160	1 248	1 316
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	24 090	991	4 554	6 054	6 054	9 207	9 759	10 442
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		62 440	23 167	23 614	20 813	24 313	24 313	22 720	22 152	23 250
Planning and development		-	-	-	-	-	-	-	-	-
Road transport		62 440	23 167	23 614	20 813	24 313	24 313	22 720	22 152	23 250
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		26 390	32 015	47 049	46 000	46 051	46 051	49 704	46 786	52 361
Energy sources		26 972	30 651	45 257	46 086	46 086	46 086	47 642	46 601	50 023
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		1 418	1 154	1 792	1 912	1 963	1 963	2 061	2 185	2 338
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	234 155	159 566	163 620	378 010	396 160	396 160	204 265	215 540	229 054
Expenditure - Functional										
Governance and administration		76 763	56 769	74 247	63 671	66 439	66 439	66 820	70 723	75 617
Executive and council		21 051	19 377	22 120	16 542	19 371	19 371	17 063	16 087	19 353
Finance and administration		57 732	36 666	49 634	42 961	44 792	44 792	47 361	50 097	53 547
Internal audit		-	527	2 494	2 176	2 276	2 276	2 369	2 539	2 717
Community and public safety		37 538	23 307	24 030	24 266	23 723	23 723	27 093	26 719	30 729
Community and social services		34 560	11 936	12 106	10 503	9 496	9 496	11 967	12 706	13 596
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		2 976	11 369	11 922	13 753	14 226	14 226	15 106	16 013	17 133
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		11 945	34 980	23 973	22 374	26 731	26 731	29 330	31 090	33 266
Planning and development		-	1 231	2 166	4 303	4 676	4 676	7 064	7 486	8 012
Road transport		11 945	33 749	21 787	16 071	20 656	20 656	22 266	23 602	25 254
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		26 664	28 517	31 721	31 401	28 475	28 475	30 439	32 266	34 225
Energy sources		24 907	26 691	29 636	29 042	26 110	26 110	27 367	29 009	30 774
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		1 757	1 826	2 085	2 359	2 365	2 365	3 072	3 256	3 451
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	354 930	343 573	353 951	344 792	344 366	344 366	353 692	362 797	373 636
Surplus/Deficit for the year		79 226	15 992	10 000	36 208	41 792	41 792	50 563	52 743	54 217





14.1 Operational Budget Summary

14.1 Operating Revenue Framework

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

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

- National Treasury's guidelines and macroeconomic policy
- Effective revenue management
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 Of 2004) (MPRA)





Mthongjaneni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source											
Property rates	2	9 789	11 431	13 453	19 981	19 981	19 981	-	31 355	38 199	40 873
Service charges - electricity revenue	2	19 890	19 976	20 802	31 088	31 088	31 088	-	32 042	34 001	37 023
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	1 045	2 008	1 762	1 910	1 952	1 952	-	2 000	2 163	2 336
Rental of facilities and equipment		229	227	202	181	181	181	-	195	207	221
Interest earned - external investments		2 170	1 367	696	750	750	750	-	900	954	1 021
Interest earned - outstanding debts		-	-	-	-	-	750	-	1 000	1 000	1 134
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		31 618	10 165	427	1 500	3 000	3 000	-	6 000	6 360	6 805
Licences and permits		1 923	1 672	1 944	3 054	3 054	3 054	-	3 207	3 399	3 637
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		71 384	79 370	76 672	85 379	85 379	85 379	-	89 815	92 949	97 172
Other revenue	2	3 374	1 095	1 534	1 134	4 634	4 634	-	3 224	3 418	3 687
Gains		608	-	-	-	2 348	2 348	-	1 000	1 000	1 134
Total Revenue (excluding capital transfers and contributions)		142 008	127 282	118 871	144 977	163 127	163 127	-	171 426	184 989	196 014
Expenditure By Type											
Employee related costs	2	33 195	42 913	51 214	53 418	53 193	53 193	-	27 216	60 049	64 878
Remuneration of councillors		6 441	7 637	8 350	9 299	9 299	9 299	-	9 259	9 811	10 498
Debt impairment	3	-	-	-	3 900	3 900	3 900	-	3 900	4 134	4 423
Depreciation on asset impairment	2	14 437	15 245	17 489	10 145	10 145	10 145	-	10 446	11 076	11 582
Finance charges		-	-	-	-	-	-	-	-	-	-
Bulk purchases	2	20 223	21 541	22 303	26 705	23 258	23 258	-	24 421	25 686	27 439
Other materials	8	-	-	-	2 227	3 362	3 362	-	3 576	3 791	4 054
Contracted services		3 231	5 738	7 040	17 907	24 950	24 950	-	27 000	29 580	31 630
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-
Other expenditure	4,5	77 404	50 449	46 975	16 042	16 296	16 296	-	16 959	17 570	19 002
Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		164 800	148 673	163 971	141 702	144 989	144 989	-	163 882	182 797	178 838
Surplus/(Deficit)		(12 896)	(18 281)	(37 100)	3 276	8 768	8 768	-	17 744	21 690	21 177
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		37 399	32 278	36 749	33 033	33 033	33 033	-	32 939	31 152	33 040
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		54 721	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		79 226	16 987	(361)	36 008	41 791	41 791	-	60 885	62 746	64 217
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		79 226	16 987	(361)	36 008	41 791	41 791	-	60 885	62 746	64 217
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		79 226	16 987	(361)	36 008	41 791	41 791	-	60 885	62 746	64 217
Share of surplus/(deficit) of associates	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		79 226	16 987	(361)	36 008	41 791	41 791	-	60 885	62 746	64 217

Grants for Mthonjaneni Municipality

The table below shows the operating transfers and grants for Mthonjaneni Local Municipality as 2022 shown in the Division of Revenue Act and Provincial Gazette of transfers and of funds to municipalities. The municipality must ensure that it only budget for the transfers that are gazette.





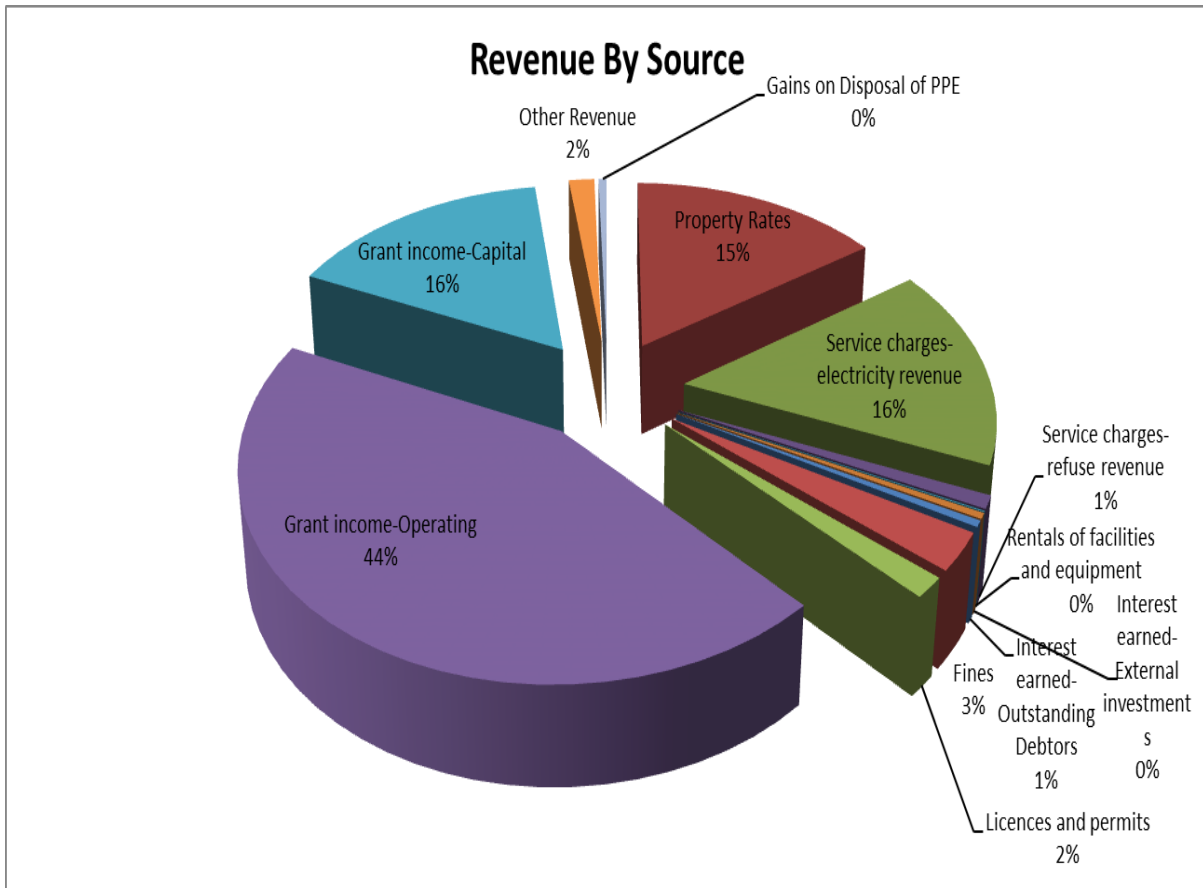
Methonjaneni - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
RECEIPTS:										
Operating Transfers and Grants										
National Government:		75 022	78 599	75 537	84 288	84 288	84 288	88 963	91 732	96 838
Local Government Equitable Share		63 837	67 317	70 979	79 412	79 412	79 412	83 914	86 932	92 888
Finance Management		2 738	2 650	2 650	2 650	2 650	2 650	2 800	2 800	3 000
EPWP Incentive		2 161	2 222	1 808	2 025	2 025	2 025	1 951	-	-
Demarcation Grant		7 286	6 210	-	-	-	-	-	-	-
Provincial Government:		738	771	1 035	1 091	1 091	1 091	1 150	1 217	1 284
Library Grant		738	771	1 035	1 091	1 091	1 091	1 150	1 217	1 284
District Municipality: [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	76 760	79 370	76 672	85 379	85 379	85 379	89 815	92 949	97 172
Capital Transfers and Grants										
National Government:		36 899	32 278	36 749	33 033	33 033	33 033	32 909	31 152	33 040
Municipal Infrastructure Grant (MIG)		18 899	24 278	21 749	18 033	18 033	18 033	17 909	19 152	20 040
Integrated Election Programme Grant		8 000	8 000	15 000	15 000	15 000	15 000	15 000	12 000	13 000
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]		-	-	-	-	-	-	-	-	-
District Municipality: [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers: [insert description]		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	36 899	32 278	36 749	33 033	33 033	33 033	32 909	31 152	33 040
TOTAL RECEIPTS OF TRANSFERS & GRANTS		103 659	111 648	113 421	118 412	118 412	118 412	122 724	124 101	130 212





The diagram below shows the revenue by source through pie chart in terms of how much percentages does each revenue source contribute to total operating revenue of Mthonjaneni Local Municipality for 2022/2022 MTREF.



15. Summary of Budget Policies

15.1 Review of Credit control and Debt collection Procedures/ Policy

The policy should set out ways in which the municipality intends to control and manage the recovery of outstanding debt due to council. This policy should be in place subjects to regular updates. The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management.





15.2 Asset Management, Infrastructure Investment and funding Policy

This policy is deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The policy is in place and is subject to regular review. The prime objectives of the policy are to ensure that the assets of Mthonjaneni Municipality are properly managed and accounted for by:

- Ensuring the accurate recording of asset information.
- The accurate recording of asset movement.
- Exercising strict control over all assets.
- Providing correct and meaningful management information.
- Compliance with Council's Insurance Policy and Payment Procedure.
- Effecting adequate insurance of all assets.
- Maintenance of Council's Asset.

15.3 Budget Adjustment Policy

The adjustments budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. To ensure that the City continues to deliver on its core mandate and achieves its developmental goals, the mid-year review and adjustment budget process will be utilised to ensure that underperforming functions are identified and funds redirected to performing functions.

15.4 Supply Chain Management Policy

The Reviewed Supply Chain Management Policy was adopted by Council on the 29th of May 2022. This was an annual review submitted to council as one of the budget related policies. The amendments had to incorporate continuous updates on the MFMA and related regulations. Areas such as Local Production and Content, Tax Matters and more were updated in line with the MFMA Circulars from National Treasury. The policy included other two parts being Preferential Procurement Policy and Code of Conduct for Supply Chain Management Practitioners and other Role Players.





15.5 Virement Policy

The Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the municipality's system of delegations. The Virement Policy was approved by Council and was amended during the 2021/2022 financial year to ensure compliance with mSCOA regulations.

There are a number of challenges which the Virement Policy brings about. It allows room for funds from very important Repairs and Maintenance projects to be moved around, simply because of no proper maintenance plans informing the very generous allocation of resources to this activity in the first instance. It generally allows the too liberal movement of funds from one project to another where there is no proper mandate/planning but emergency/ad hoc perceived needs/wants arise.

15.6 Investment, Working capital and Capital replacement Reserves Policy

The Mthonjaneni municipal Investment, Working Capital and Capital Replacement Reserves Policy was approved by Council during the 2021/22 financial year. The aim of the policy is to ensure that the City's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduce time frames to achieve certain benchmarks.

15.7 Tariff of Charges Policy

The municipality's tariff policy provides a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policy is amended and approved annually with the MTREF.

All the above policies are available on the municipal website, as well as the following budget related policies:

- Property Rates Policy;
- Trade Effluent Management Policy and
- Fraud Prevention policy.





1698 Alignment of IDP with budget

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five-year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the municipality, issues of national and provincial importance are reflected in the IDP for Mthonjaneni municipality. The municipality has a clear understanding of such intent, and is therefore consistently ensuring that strategically it complies with the key national and provincial priorities.

The IDP drives the strategic development of the Municipality. The Municipality's budget is fully influenced by the strategic objectives identified in the IDP. The service delivery budget implementation plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is tabled in its Annual report.

The 2022/2026 Sixth Generation IDP is a five year IDP for the term of office which is reviewed on an annual basis. Council is in a process of drafting the first review of the 2022/2022 which is 2022/23 IDP Review. Like the third generation IDP, the Fourth Generation is outcome based and built on the foundations of Government Priorities which includes National Development Plan, Provincial Development Plan, State of the





Nation Address, State of the Province Address and other important government imperatives.

Through the IDP, Government priorities are translated in our strategic framework and escalated to Strategic Goals, Strategic Objectives, Strategies, Key Performance indicators, which are then further developed into programs and projects. This directly informs the municipal Service Delivery and Budget Implementation Plan. This fair alignment between IDP and Government priorities is confirmed through our budgeting, which takes into serious consideration the strategic objectives when budgeting.

The fourth generation IDP was developed with special consideration to the following aspects:

- Development of new council strategic agenda for long term aligned to NDP and PGDS;
- Development and review of IDP core sector plans;
- Implementation of the Economic Transformation Roadmap for uMhlatuze Municipality;
- Alignment with Government Priorities e.g. State of the Nation Address, KZN State of the Province Address, NDP, PGDP, DGDP, IUDF etc.;
- Community inputs received during the community outreach programs (IDP Road shows);
- MEC Letter with assessment comments on the Final IDP Review 2022/20;
- Self-Assessment;
- Different stakeholder comments and requirements; and
- Legislative compliance in terms of chapter, 4, 5 and 6 of MSA Act No 32 of 2000.

Council engaged with all relevant stakeholders to solicit views and inputs for the Mthonjaneni Sixth Generation IDP (2022/2026).

The IDP has been taken into a business and financial planning process leading up to the 2022/23 MTREF, based on the approved 2022/2022 MTREF, Mid-year Review and adjusted budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

The 2021/21 MTREF has therefore been directly informed by the IDP revision process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.





1799 Funded Projects

1 List of Major Municipal capital Projects for 2022/2023

Table 52: 2021/2022 PROJECTS CURRENTLY UNDER CONSTRUCTION

WARD NUMBER	PROJECT	BUDGET
9	Makhubalo gravel road	R3,122 028 million
8	Ndundulu Gravel road	R4 663 669.66
12	Ntilingwane gravel road	R3 963 505.20
1	Mhehe cresse	R2 544 537.30
3	Njomelwane community hall	R3 156 080.70
13	Sangoyana sports field	R1 382 178.86
All wards	Blading of gravel access roads	R4.0 million
2	Thubalethu extension housing project – 1120 houses	DoHs

2021 to June 2023 Planned INEP Projects(Multi year projects)

Ward	Project Name	Planned connections	Budget
1	Nqekwane area	75	R1 500 000
2	Thubalethu Bulk Electrification-5MVA Substation	To cater 608 units and future development	R10 000 000
3	Ofankomo area	50	R1 250 000
4	Kataza area	61	R1 525 000
5	Umhlatuze area	100	R2 500 000
6	Dubeni area	25	R625 000
8	Inkisa area	25	R2 125 000
12	Ntombokazi area	50	R1 000 000
13	Sangoyana area	72	R1 800 000





17.2 Department of public works

Project Name	Client Department	Nature Of Investment	Ward	Area
EPWP Programme	Dept.of Public works	Grant funded-performance based grant	All wards(1-13)	Mthonjaneni L.M

17.3 Department of Education

Project Name	Ward	Programme Implementer	Nature of Investment	Total Project Cost
N/A	N/A	N/A	N/A	N/A

17.4 Department of Social Development

Project Name	Ward	Programme Implementer	Nature of Investment	Total Project Cost
N/A	N/A	N/A	N/A	N/A

17.5 Eskom Projects

Project Name	Ward	Programme Implementer	Nature of Investment	Total Project Cost
Eskom Infills	All wards(1-13)	Eskom	Bring in type 2/1 infills through Eskom funds	Funded by Eskom- depends on available budget with Eskom





17.6 KZN Department of sports and Recreation-2021/2022 & 2022/2023

Project Name	Ward	Programme Implementer	Nature of Investment	Total Project Cost
Sangoyana Sports field	13	Mthonjaneni LM	MIG-Funded by Sports & recreation	R10 000 000
KweseZulu Sportsfield	7	Mthonjaneni LM	MIG-Funded by Sports & recreation	R10 000 000

17.7 Private Investment Projects

Project Name	Ward	Programme Implementer	Nature of Investment	Total Project Cost
Melmoth Industrial park	2/3	Melmoth chamber	Industrial park development	To be determined

SECTION E – ANNUAL OPERATIONAL PLAN – SDBIP

The Departmental Scorecards are attached as annexure

SECTION F – ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

18. Annual Performance Report

18.1 Organisational Performance Management System

Introduction and background

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning,





monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

Organizational PMS;

- Section 57 Performance contracts;
- Employee Performance Appraisal System
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms
- Performance scorecards at departmental levels for further development of departmental service delivery and budget implementation plans;
- Conducting PMS information session for general staff
- Linking the organizational and individual PMS

The Performance Management Framework has been developed and the PMS policy is in place. The Municipal Manager and Managers directly reporting to the Municipal Manager are required to sign Performance Agreements on annual basis.

Section 41(1)(a) and (b) of the Municipal Systems Act, requires a Municipality to (a) set appropriate key performance indicators as a yardstick for measuring performance including outcomes and impact of its development priorities and objectives.

(b) Set measurable performance targets with regard to those development priorities and objectives.

Section 26(i) of the Municipal Systems Act requires that the Councils IDP reflects the key performance indicators and performance targets as determined in terms of Section 41 of the Act.

Performance Management Framework & PMS Policy

Both the Performance Management Framework and Policy outlined the objectives and principles of Mthonjaneni Municipality PMS.

The objectives of the Mthonjaneni PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,





Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.

- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

The performance management system is guided by the following principles:

Simplicity

The system will need to be kept as simple as possible to ensure that the municipality can develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.

Politically acceptable and administratively managed

The system must be acceptable to political role players on all levels. It must also be flexible enough to be accepted by the municipal council and to enjoy buy-in across political differences. The process will involve both Councillors and officials but the day-to-day management of the process will be managed administratively with regular report back on progress to the political level.

Implementable

Considering the resource framework of the municipality, the PMS should be implementable with these resources, which will include time, institutional, financial, and technical resources.

Transparency and accountability

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system, be made aware of how the operations of the municipality are being administered, how the public resources are being spent and who certain responsibilities belong to.

Efficient and sustainable

The PMS should, like other services within the municipality, be cost effective and should be professionally administered, and needs to happen in a sustainable manner.

Public participation

The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS.





Integration

The PMS should be developed and implemented in such a manner that it will be integrated with the integrated development process of the municipality and its employee performance management.

Objectivity

The PMS to be developed and implemented must be developed on a sound value system with the management of the system and the information it is based upon being objective and credible.

Reliability

The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP.

Performance and Audit Committee

The Mthonjaneni Municipality has the Audit committee in place to audit performance measures. It consists of 10 members and meets quarterly.

Annual Report

The Annual Report for the 2022/2022 financial year has been prepared by the municipality using the guidelines from the National Treasury. The legislated process for preparing of the annual was followed. The AG comments and action plan in response to the AG comments are outlined in section F of this document.

Organisational PMS / Mthonjaneni 2022/2023 Draft Organisational Scorecard

The objectives, key performance indicators and targets for 2021/2022 financial year for the Mthonjaneni Municipality are indicated on the Organisational scorecard. The Organisational Scorecard of the Municipality, as reflected below. The organisational scorecard reflects the following information relating PMS of the municipality:

- Line Ref: Indicate the line reference for each individual local key performance area OS means / refers to Organisational Scorecard.
- National KPA: Indicate the general National Key Performance Areas that are applicable to all local government sphere, they are also known as focus areas.
- Local KPA: Indicate Local Key Performance Areas that are applicable to the specific municipality, this area is also known as the focus area.
- Strategic Objective: Indicates the path for the desired outcome that the municipality will have an effect on.





Measurable Objective: indicates the desired impact that the particular activity may have after implementation.

- **Performance Indicator:** Indicates the measurement that helps in assessing whether the desired outcome is either attained or not.
- **Baseline:** Refers to the current starting point i.e. Mthonjaneni baseline for the annual report will reflect the previous year, whether it's in place etc.
- **Backlog:** Refers to the outstanding task / challenge that the municipality is still facing currently.
- **Target:** Indicates the goal or milestone that must be achieved within a specified timeframe, it also known as the time bound measurement.

- **Responsible Department:** reflect the responsible departmental manager / Director within the Mthonjaneni Local Municipality.
- **Financial Implication:** reflects to cost related tasks, in this instance it indicates both the cost free and cost effective activities for the Mthonjaneni municipality.

The reason why the Mthonjaneni organisational scorecard is done as described above, is effected in order to ensure that the alignment between the IDP, PMS and

Budget is attained and sustained, for the purposes of ensuring credible IDP for the municipality.

Below is the Mthonjaneni organization score card for the 2021/2022 financial year.

19. Draft Organisational Scorecard (2022/2023)

Attached as an annexure

Section G: Status of Sector Plans and other Municipal Plans

