



FOR THE COMMUNITY

DRAFT INTERGRATED DEVELOPMENT PLAN 2021/22

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LIST OF ACRONYMS

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

INTEGRATED DEVELOPMENT PLAN

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

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR E NGCONGO



Mkhambathini 2021/2022 Draft IDP has been reviewed in identifying our greatest challenges and indicate the best solutions and plans in addressing them and also taking cognizance of the Covid-19 regulations and measures.

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

The Community has been consulted during the Public Participation Izimbizo meeting which were held May 2019 and consulted again in May 2020 through social media platforms due to COVID19 restrictions on gatherings. The Mayoral Outreach programmes were done in the month of November 2020 throughout the 7 wards. Several issues were raised that impact more in their livelihood of the Municipality i.e. Housing, Water, Access roads and Electricity provisions. The Municipality is in continuous engagement with UMgungundlovu District Municipality, Department of Transport, Department of Co-operative Governance and Traditional Affairs and Department of Human Settlements and various other entities into finding ways of addressing our backlogs and challenges

that we are facing in ensuring efficient and effective service delivery for all.

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

Considering the vision of the Municipality, we continue to make financial decisions that will bring us closer to the fulfilment of this vision under turbulent circumstance such as a weak economy, political climate, rising costs and often unrealistic service delivery expectations. Projects undertaken by the Municipality have taken off and some have come to completion to the satisfaction and appreciation of the community. In previous years we have been inundated by people living on farmlands but wanting to access our services, I am proud to say we are making great progress in this area as talks with farm owners have resulted in the building of community halls, houses, water, and electricity. We will continue to engage farmers in the interest of serving the people.

Furthermore, the IDP participation allowed a platform for the community to contribute towards the Drafting of the IDP of Mkhambathini Local Municipality through the Mayoral Outreach Programmes . Of course, there is remain the triple challenges of poverty, unemployment, and inequality that the Municipality must consider when delivering services and this must be balanced with distributing service quality to all communities within the jurisdiction of our municipality. The Municipality has developed an indigent register with an aim of identified indigent families so that poor households can be assisted. We continue to excel in the implementation of the Expanded Public Works Program (EPWP).

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

ENgcongco

Cllr E Ngcongco

Mayor of Mkhambathini Municipality

OVERVIEW BY THE MUNICIPAL MANAGER



I am delighted to present Mkhambathini Municipality 2020/2021 Draft IDP to our community and to all other stakeholders which sets out a clear vision for our future plans as a municipality which is dominantly rural, rich in agriculture and tourism which has the N3 being identified in the Spatial Growth and Development Strategy as a Provincial Corridor in the municipal area. The documents go beyond the mere fulfilment of legal requirements and presents a collective and a clear plan to continue with the momentum of changing lives of our community.

It is my pleasure to share the achievements attained by the municipality during the year under review. The year under review signified a turning point for the municipality in several areas of performance. The Municipality in striving for greater outputs has managed to consolidate and the finalize the Draft IDP.

The municipality has been greatly affected by Covid-19 in terms of businesses, farmers and SMMEs within the municipality . The impact of Covid-19 pandemic has resulted in sudden loss of income for the Mkhambathini businesses and individual community members, deepening poverty, and hunger. Rural areas within Mkhambathini who already endure a high rate of unemployment and poverty, the resulted negative impact is going to be unbearable.

Public Participation Izimbizo meeting which were held May 2019 and consulted again in May 2020 through social media platforms due to COVID19 restrictions on gatherings. The Mayoral Outreach programmes where done in the month of November 2020 throughout the 7 wards .Several issues were raised that impact more in their livelihood of the Municipality i.e. Housing, Water, Access roads and Electricity provisions

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

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

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

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

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

Mr S Mngwengwe
Municipal Manager

CHAPTER 1: EXECUTIVE SUMMARY

1.1. PURPOSE

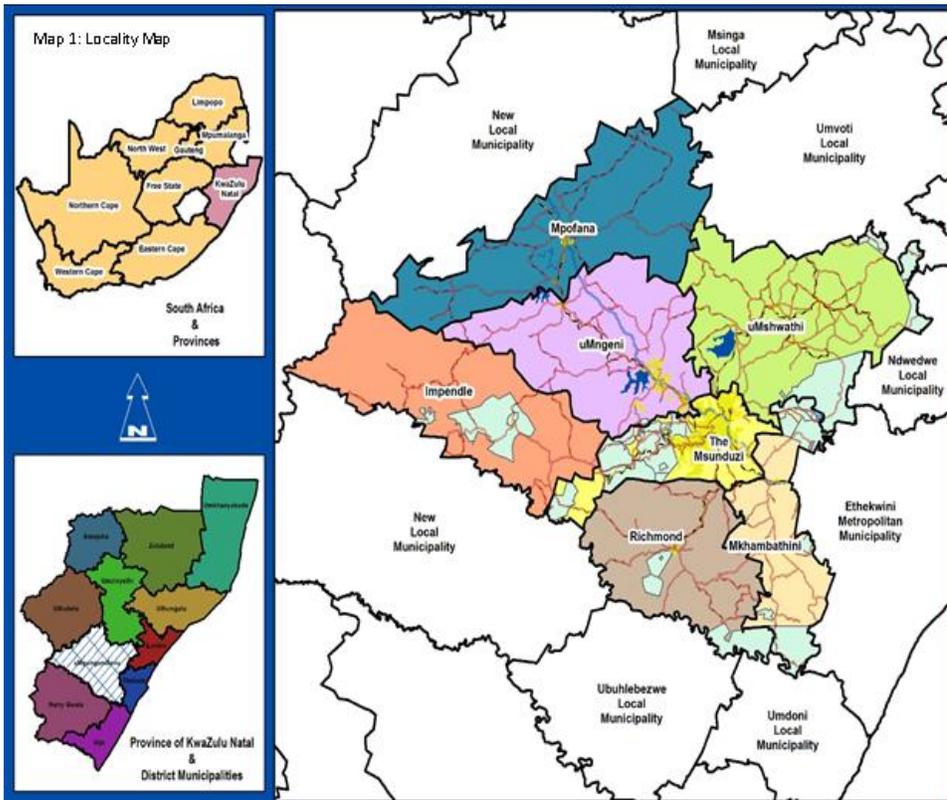
This document presents an Integrated Development Plan (IDP) for Mkhambathini Local Municipality (MLM), one of the seven local municipalities which forms part of the uMgungundlovu District. The IDP is prepared in compliance with the requirements of Chapter 5, Section 25 of the Local Government Municipal Systems Act (Act No. 32 of 2000) and the Performance Management Regulations (PMR), which obligates municipal council to adopt a single, all-inclusive and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. The Mkhambathini Local Municipality 4th generation IDP outlines a development agenda for the municipality for the period 2016 to 2021. It informs the budget and tries to respond to the aspirations and needs of the community.

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

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

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

1.2 WHO ARE WE



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

Mkhambathini Local Municipality is one of seven Local Authorities within

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

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

Traditional Authority as well as Embo Thimuni Traditional Authority. The population of the municipality within the ward areas is unpacked as per ward area.

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

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

TABLE 1: LIST OF COUNCILLORS

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

TABLE 2: ADMINISTRATIVE GOVERNANCE

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

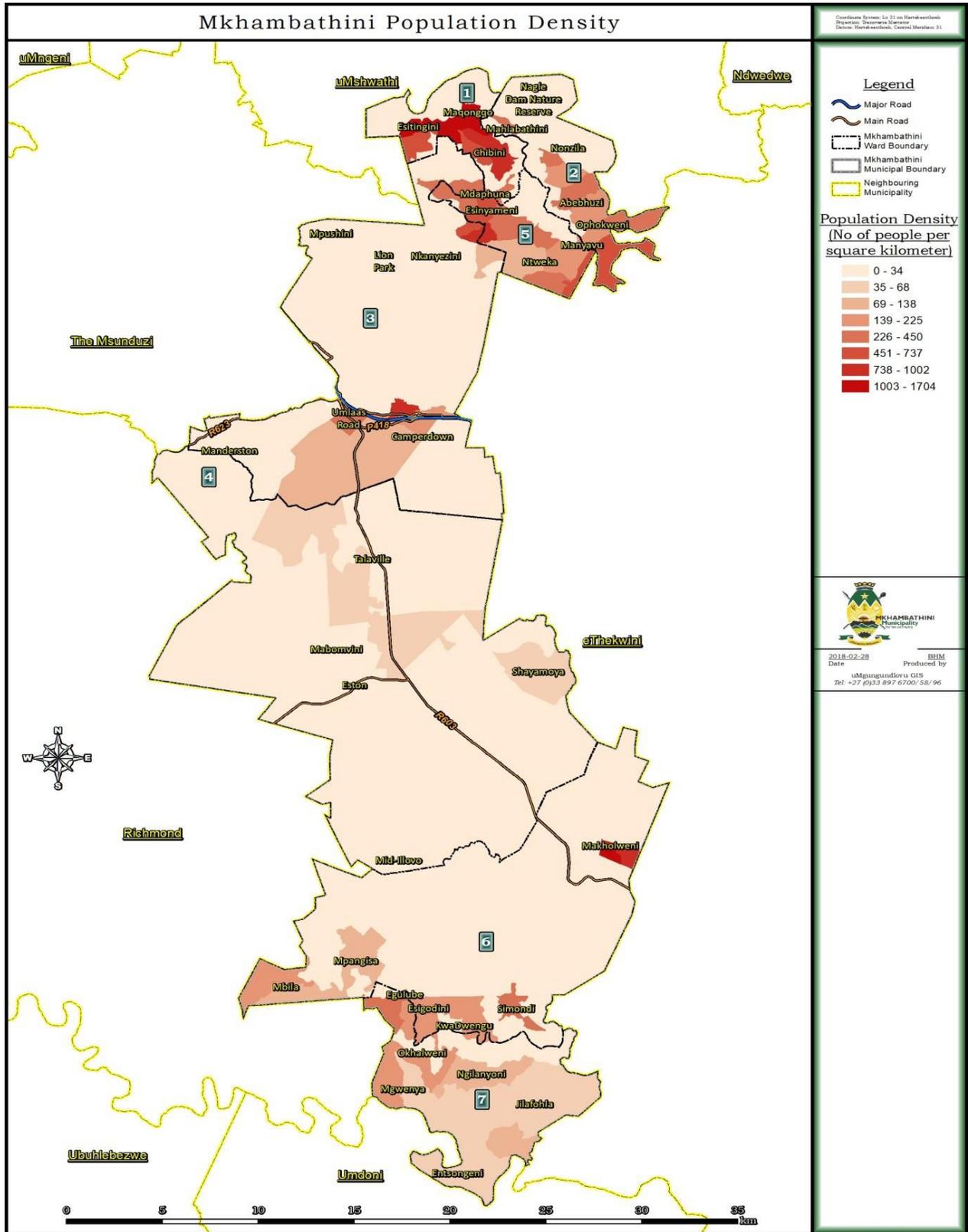


FIGURE 1: POPULATION DENSITY

INTEGRATED DEVELOPMENT PLAN

1.2.2 POPULATION BY AREA

TABLE 3: POPULATION BY AREA - WARD 1

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

TABLE 4: POPULATION BY AREA - WARD2

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

TABLE 5: POPULATION BY AREA - WARD 3

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

TABLE 6: POPULATION BY AREA - WARD 4

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

TABLE 7: POPULATION BY AREA - WARD 5

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

TABLE 8: POPULATION BY AREA - WARD 6

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

TABLE 9: POPULATION BY AREA - WARD 7

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

1.3 MAJOR CHALLENGES FACING THE MUNICIPALITY

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

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

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

1.4 THE MUNICIPAL LONG-TERM VISION

Mkhambathini Spatial Vision

- A municipal spatial structure which promotes the sustainable use of land, biophysical and infrastructural resources for the economic and social growth and development towards the most equitable distribution of local opportunities to various role -players within the municipality.

Mkhambathini Development Vision

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

1.4. GOALS AND OBJECTIVES

The Mkhambathini Municipality's IDP has adopted a long-term planning perspective, but also present a short to medium term strategic agenda and detailed five-year programme commencing in the 2017/2018 financial year ending in 2020/2021 financial year. This period coincides with the term of office of the incumbent council and aligns with the budget cycle.

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

all stakeholders and is informed by the national and provincial development imperatives.

1.4.1. The goals and key objectives of the Mkhambathini Municipality's IDP are as follows:

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

1.4.2. How Will Our Progress Be Measured?

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

1.4.3. How Was Mkhambathini Local Municipality IDP Developed

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

1.5. IDP DEVELOPMENT PROCESS

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

TABLE 10: IDP DEVELOPMENT PROCESS

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
1.	Mkhambathini Ext Manco: IDP officer conversed the Gaps identified in the Draft IDP for 2020/21 to include any additional inputs from the Municipal Internal Departments	June 2020	02 June 2020
2.	Mayoral Budget/Izimbizo IDP Review – Public participation engagement in light of Covid-19 regulations and Alert Level 2 regulations	11-12 June 2020	June 2020
3.	Adoption of Review IDP for 2020/21	25 June 2020	
4	1 st District IDP Subcluster : District Family in preparation of the process plans for the Draft IDP for 2021/22	14 July 2020	July 2020
5.	Preparation of Draft Process Plan for the 2021/22 and submission to COGTA for assessment	31 July 2020	31 July 2020 Submitted Draft Process Plan to CoGTA for comments
6.	One on one engagement with KZN COGTA : IDP on the adoption of the Draft Process Plan	July 2020	July 2020
6.	Adoption of Process Plan by Council	27 August 2020	
8.	Advertising of Process Plan	03-24 August 2020	03-24 August 2020
9.	Submission of adopted Process Plan	04 September 2020	
10.	2 nd District IDP Subcluster meeting to discuss the readiness of the 4 th Generation Draft IDP /Sector plans /Public participation in light of Covid-19 regulations	27 th October 2020	October
11.	First IDP Steering Committee Meeting: To discuss the identified gaps/Review/inclusion of critical sector plans review/required inputs from each municipal department/each department to give a status quo of their relevant plans required for inclusion in the IDP	01 October 2020	October 2020
12.	Public Participation: Mayoral Outreach Programme/Roads with the participation of the District Municipality. The Honourable Mayor gives feedback to the community on what the municipality has done this far and address the issues of the community	09-16 November 2020	November 2020

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13.	1 st IDP Forum Meeting with Government Departments to present the planned projects for Mkhambathini Municipality	17 November 2020	November 2020
14	KZN CoGTA Alignment Feedback Session	9 November 2020	November 2020
	KZN COGTA Best Practice	4 December 2020	
15.	3 rd District IDP Subcluster : District Family in preparation and readiness of the Draft IDP / Critical sector plans/ planned public participation programmes in light of Covid-19	4 th February 2021	
16.	KZN COGTA :IDP Stakeholder engagements on the preparation of the 5 th Generation IDP and sectoral coordination	5 th February 2021	February 2020
17.	Mkhambathini Strategic Planning Session in preparation of the Draft IDP for 2021/22 . Head of Departments to incorporate their inputs in line with the Draft Budget/ Govt spatially mapped projects to be included in 4 th Generation Draft IDP	14-19 March 2021	March
18.	2 nd IDP Steering Committee : To discuss the finalization of the adoption of the Draft IDP for 2021/22	26 March 2021	March
19.	Submit Draft 2021/22 IDP / Draft 2021/22 SDBIP to COGTA	31 March 2021	
20.	EXCO and Council approval of draft IDP	30 March 2021	March 2021
21.	Submission of draft IDP to KZN COGTA for Provincial Assessment	31 March 2021	31 March 2021
22.	3 rd IDP Steering committee : to discuss Provincial Assessment on IDP and any further amendments prior final adoption of IDP	April 2021	April 2021
23.	Advertisement of Draft IDP for public comments/objections/inputs (minimum 21 Day Period)	April 2021	April 2021
24.	2 nd Mkhambathini IDP Forum Meeting : Govt Department/Ratepayers/Traditional Leadership/Business/etc	May 2021	May 2021
25.	Mayoral budget/IDP izimbizo	April-May 2021	May 2021
26 .	Draft IDP and Budget tabled at EXCO	May 2021	May 2021
27.	Adoption of IDP and Budget by Council	June 2021	June 2021
28.	Preparation of Draft Process Plan for the 2021/22 and submission to COGTA for assessment	31 July 2020	31 July 2020 Submitted Draft Process Plan to CoGTA for comments

INTEGRATED DEVELOPMENT PLAN

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

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

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BSD2		access to services and ensure proper operations and maintenance		To Ensure a Safe & Healthy Environment
BSD4				To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality
LED1	Local Economic Development	Create and promote an environment that promotes the development of the local economy and facilitate job creation through sustainable projects	Pillar 2: Basic service delivery	To support the Municipality's Rural and Agricultural Development Initiatives
LED2				To develop and support all emerging SMMEs and Cooperatives within the municipality
LED3				To promote the rights of vulnerable groups through various socio-economic development programmes
LED4				To Promote Sports and Recreation
LED5				To create awareness and promote healthy lifestyles that combat dreaded diseases such as HIV/AIDS and COVID-19
LED6				To promote tourism within the municipal area
LED7				To promote Arts and Culture Activities
LED8				To ensure effective implementation of Operation Sukuma Sakhe and Special Programs
LED9				To promote emerging businesses
FIN1				Municipal Financial Viability and Management
FIN2	To ensure that the Budget is spent according to budget projection			
FIN3	To ensure compilation of a credible Annual Financial Statements			

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FIN4		management policies, procedures, and systems		To ensure revenue enhancement			
FIN5				To ensure that the Municipal Liquidity position is managed at 1:07			
FIN6				To ensure effective management of the payroll system			
FIN7				To ensure effective and efficient grants management			
FIN8				To improve report management			
FIN9				To ensure effective and efficient supply chain management system			
GG1	Good Governance and Public Participation	Promote and encourage the culture of participation and ensure that principle of good governance is respected.	Pillar 3: Good Governance	To implement and maintain effective enterprise risk management system			
GG4				To Transform the Municipality into a performance driven Municipality ensure an effective Audit and Performance Committee			
GG5				Ensure Functional Public Municipal Accounts Committee			
GG6				To ensure continuous engagement with ward constituency			
GG7				To ensure rapid response to community issues that threaten to halt service delivery			
GG8				To provide reasonable assurance on the adequacy and effectiveness of internal control system			
GG9				To ensure that services provided to the Municipality by service providers is of high quality			
GG10				To transform the municipality into a performance driven institution			
CC1				Cross Cutting	Developme	Pillar 2: Basic	To ensure strategic development and

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	<i>Issues</i>	nt of schemes and unlocking of municipal land.	<i>service delivery</i>	management of the municipality's Integrated Development Plan
CC2				To facilitate spatial development in the entire area of Mkhambathini Municipality
CC3				To promote effective and efficient building control services
CC4				To enhance public safety control mechanisms
CC5				To provide support on disaster management services
				To ensure integrated housing development within the municipality

1.6. IMPACT OF COVID 19 LOCKDOWN IN MKHAMBATHINI LOCAL MUNICIPALITY

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

The President of South Africa, on the 15th of March 2020 declared the spread of Covid-19 as a National State of Disaster in terms of the National Disaster Management. This announcement was made after the World Health Organisation had also declared the Covid-19 outbreak as an international pandemic. On the 23 March 2020, the President further announced the 21 days of nation-wide lockdown. Subsequently, the Regulations in terms of National Disaster Management Act, No. 57 of 2002 and a number of Covid -19 regulation circulars were issued. These came with measures among which included, confining people in their place of residence unless they perform essential service, obtaining an essential service or goods, collecting social grants, or performing other essential activities.

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

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

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

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

1.7. THE OVERALL ECONOMIC CLIMATE

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

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

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

1.7.1. MANUFACTURING

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

Relatively cheap land has also been cited as an additional reason which contributes to the increasing

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

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

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

1.7.2. AGRICULTURE

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

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

The sector is promoted by a long- established network of organized business structures which form part of the broader KwaNalu organization. The sector is characterized by business interests ranging from sugar cane, forestry and related products and one of the greatest concentration of poultry networks in the world. There is a big network of agri-industries creating synergy and increasing the overall comparative advantage of the sector. The importance of the agricultural sector within Mkhambathini Municipality is underlined by the sector's overall contribution to formal employment as well as GVA. Latest figures show that the agricultural sector is the second biggest, after community services. This is crucial in the sense that while there has been a clear pattern which indicates the decline in terms of the current economic sectors' ability to absorb internal labour and the increase in the reliance towards government support grants, etc; the capacity of the agricultural sector creates a strong balance.

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

1.7.3. TOURISM

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

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

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

- 1.7.3.1. **Eco-tourism:** Private game ranches offering up-market accommodation and wildlife trails for visitors (including Tala Valley Game Ranch, Killarney Game Ranch, White Lodge, Insingizi Lodge, the Lion Park, and Zoo).
- 1.7.3.2. **Agro- tourism:** The Sakabula Circuit comprises of several autoroutes that meander through the municipality, linking it to adjacent area (Thornville, Baynesfield, Richmond, and Byrne Valley) and offers scenic views as well as country attractions, such as fresh produce, clothing and farm stalls as well as accommodation.
- 1.7.3.3. **Adventure Tourism:** The area is host to a number of adventure and sporting activities including off-road motorcycle and car races, canoeing events on Nagle dam, mountain bike races (cycling), micro lighting, skydiving, waterskiing and hiking trails.
- 1.7.3.4. A Game reserve has been proposed for the Mkhambathini Areas between the N3 and Cato Ridge, although the progress to develop the park is unclear.
- 1.7.3.5. Tourism attractions are generally located close to the main roads traversing the municipality. Ownership of the tourism industry tends to be highly concentrated with little involvement by rural communities. Participants at community workshops called for the exploitation of undeveloped tourism potential in the municipality, their involvement in tourism development and related income generating opportunities, as well as the need for education about the benefits and obligations of tourism.

1.8. SCOPE OF THE MKHAMBATHINI IDP

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

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

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

1.8.1. APPROACH

The approach adopted in reviewing the IDP for the 2020/21 financial year was strongly guided by the guidelines prepared by the Department of Co-Operative Governance and Traditional Affairs (COGTA) as set out in the Revised KZN IDP Framework Guide dated 12 February 2013. The guide pack advocates for a process that is integrated, sustainable, issue-driven, people centered, and practical and action oriented.

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

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

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

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

- 1.8.1.1. **Output 1:** Implement a differentiated approach to municipal financing, planning and support.
- 1.8.1.2. **Output 2:** Improving access to basic services.
- 1.8.1.3. **Output 3:** Implementation of the Community Works Programme.

- 1.8.1.4. **Output4:** Actions supporting of the Human Settlement Outcome.
- 1.8.1.5. **Output 5:** Deepen democracy through a refined Ward Committee Model; and
- 1.8.1.6. **Output 6:** Administrative and Financial Capability

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

The approach adopted in the preparation of this round of IDP process 2019/20 was strongly guided by the guidelines prepared by the Department of Co-operative Governance and Traditional Affairs (COGTA) as set out in the 4th Generation guide packs. The guide packs advocate a process that is integrative, sustainable, issue driven, people centered, practical and action oriented.

1.8.2. PUBLIC PARTICIPATION

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

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

- 1.8.2.1. Strategic review of the MLM IDP (2019/20) in line with the comments from the MEC: KZN COGTA.
- 1.8.2.2. Strategic review of outdated sector plans.
- 1.8.2.3. Improved alignment between the IDP/Budget and PMS.
- 1.8.2.4. Strategic review of the MLM SDF (2019/20) in line with the comments from the MEC: KZN COGTA.
- 1.8.2.5. Review of the three-year financial plan.
- 1.8.2.6. Development of the SDBIP.
- 1.8.2.7. Preparation of the IDP in line with the Covid-19 priorities and regulations.

1.8.3. PROCESS FOR PUBLIC PARTICIPATION

The IDP preparation process involved extensive stakeholder sectoral participation within the public participation process as required in terms of the MSA but due the Covid-19 Pandemic the Municipality had to utilize alternative public participation approach for the planned public consultation in accordance with the Covid Regulations and measures. That had to be prioritized by the municipality. The municipality utilized social media platforms and radio stations. The IDP Representative Forum meeting was held in light of the Covid-19 Pandemic. The necessary measure were taken into by the municipality and are coinciding with a distinct phase in the process. In addition, several meetings were held at ward level to establish community development needs and consult communities on municipal business generally. The Mayoral Outreach programmes were also held within the municipal ward areas to give feedback to the community on what Mkhambathini has done for the community in line with the services delivery need that the community has in terms of priority development that the municipal council has implemented , job creation ,the they had envisaged for the previous financial year of 2020/21 Budget/IDP Road shows also provided valuable input into the process. The review of the IDP over the next four years will also follow the same process. The following public engagement meetings were held.

Table 9: Stakeholders Meeting

STAKEHOLDERS	VENUE	DATE	TIME
Mayoral Outreach Programme/Roadshows	Nkosi Mdluli Community Hall	09 th November 2020	10h00
	KwaDwengu Community Hall	13 th November 2020	10h00
	Dukes Community Hall	16 th November 2020	10h00
Mkhambathini IDP Rep Forum	Camperdown Town Hall	17 th November 2020	10h00
Public Consultation on IDP Review 2020/21 by Hon. Mayor	Umgungundlovu FM	09 June 2020	18:00
Public Consultation on IDP Review 2020/21 by Hon. Mayor	Gagasi FM	11 June 2020	18:00
Public Consultation on IDP Review 2020/21 by Hon. Mayor	Live on Facebook	12 June 2020	12:00



1.8.3. SECTOR DEPARTMENT INVOLVEMENT

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

However, Mkhambathini Municipality has managed to incorporate a diverse approach which has brought sector departments to be fully involved their IDP process and the attendance of the sector departments in the IDP Representative Forum has improved. The mechanism adopted was to engage sector departments on a one-on-one basis in order to deal with specific issues affecting the municipality that need to be addressed. Sector departments have also fully participated in the IDP Representative Forums held by the municipality throughout the year. As a result, the municipality has worked effectively with the following departments and their participation has made significant improvements towards service delivery. The only challenge is that not all the sector departments are willing to participate in municipal engagement to enhance sectoral coordination between local and provincial government :-

- 1.8.3.1. Department of Transport
- 1.8.3.2. Department of Cooperative Governance and Traditional Affairs (COGTA)
- 1.8.3.3. Department of Social Development
- 1.8.3.4. Department of Public Works
- 1.8.3.5. Department of Health
- 1.8.3.6. Department of Agriculture
- 1.8.3.7. Departments of Rural and Land Reforms
- 1.8.3.8. Department of Education
- 1.8.3.9. Department of STATS SA
- 1.8.3.10. Departments of Community Safety and Liaison
- 1.8.3.11. Department of Economic Development and Tourism

- 1.8.3.12. Department of Arts and Culture (Library and Museum sections)
- 1.8.3.13. uMgungundlovu District Municipality
- 1.8.3.14. The South African National Road Agency Ltd (SANRAL)
- 1.8.3.15. Department of Human Settlements, and
- 1.8.3.16. ESKOM.

1.8.4. ALIGNMENT WITH FAMILY OF MUNICIPALITIES WITHIN THE DISTRICT

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

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

1.9. KEY DEVELOPMENT CHALLENGES

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

1.9.3. HIGH RATE OF UNEMPLOYMENT AND LOW ECONOMIC GROWTH

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

The IDP process should address important economic issues which include:

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

1.9.4. HIGH LEVEL OF POVERTY AND INEQUALITY

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

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

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

- 3.8.2.1. Elimination of Poverty
- 3.8.2.2. Reduction of Inequality
- 3.8.2.3. In 2012, a set of three national poverty lines were established:
- 3.8.2.4. Food Level Poverty (FPL) for individual unable to purchase food
- 3.8.2.5. Lower Bound Poverty Line (LBPL) includes non-food

items, however individuals sacrifice food to purchase other items

3.8.2.6. Upper Bound Poverty Line (UBPL) includes individuals that can purchase food and non-food items.

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

TABLE 12: INFLATED-ADJUSTED POVERTY LINES (PER CAPITA/MONTH IN RANDB)

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

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

TABLE 13: POVERTY LEVEL INDICATOR FOR 2009 AND 2011

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

1.9.5. BACKLOG IN THE DELIVERY OF PUBLIC FACILITIES

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

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

1.9.6. POOR ACCESS TO ADEQUATE SHELTER

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

1.9.7. BACKLOG IN THE DELIVERY OF BASIC INFRASTRUCTURE

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

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

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

1.9.8. INEQUITABLE ACCESS TO LAND

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

1.9.9. POOR ENVIRONMENTAL QUALITY

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

1.9.10. INEFFICIENT SPATIAL STRUCTURE

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

1.9.11. LACK OF CAPACITY WITHIN MKHAMBATHINI

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

1.9.12. PREVALENCE OF HIV/AIDS

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

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

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

- 1.9.12.1. Individual members of the society
- 1.9.12.2. Families
- 1.9.12.3. Communities in general
- 1.9.12.4. Economic development; and
- 1.9.12.5. Provision of services

SECTION B

Chapter 2: PLANNING AND DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND IMPERITIVES

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

2.1. NATIONAL POLICY FRAMEWORK

2.1.1. NATIONAL DEVELOPMENT PLAN

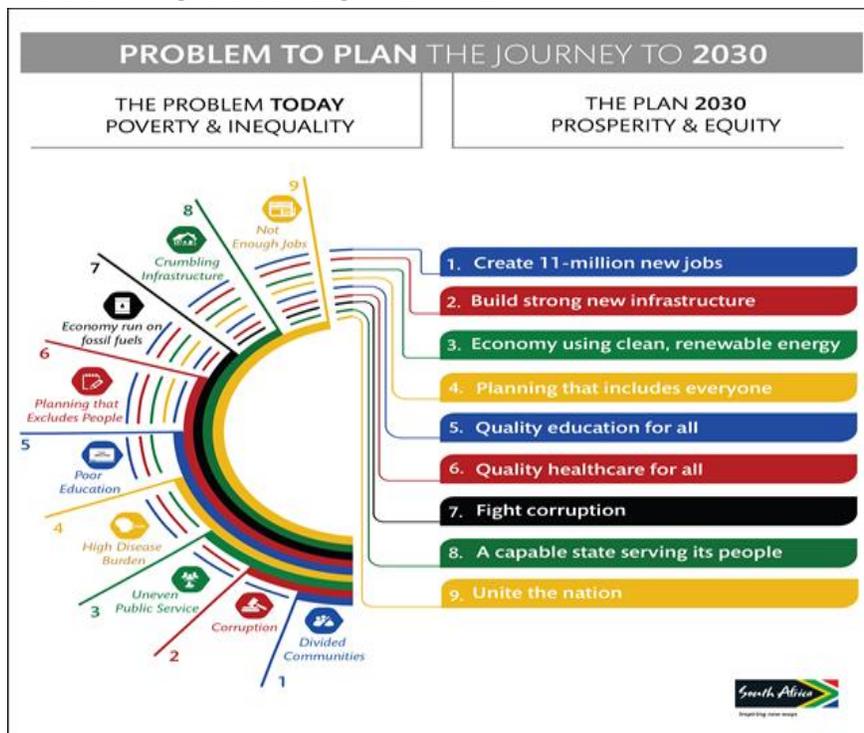


FIGURE 2: NATIONAL DEVELOPMENT PLAN DIAGRAM

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

The NDP has significantly stressed the importance of growing the logistics infrastructure in the country. A growing number of major companies in both the manufacturing and logistics sectors

have started localizing in Mkhambathini Municipality providing prospects to tap into the Durban-Gauteng freight corridor and expansion of the seaport infrastructure. The proposed dry port in Cato Ridge further promotes the expansion of public transport infrastructure which will impact directly on spatial development within the major town within the municipality.

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

2.1.2. SUSTAINABLE DEVELOPMENT GOALS (SDGs)

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



FIGURE 3: THE SUSTAINABLE DEVELOPMENT GOALS

2.1.3. THE FOURTEEN NATIONAL OUTCOME

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

- ✓ An improved quality of basic education.
- ✓ A long and healthy life for all South Africans.
- ✓ All South Africans should be safe and feel safe.

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

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

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

2.1.4. THE STATE OF THE NATION ADDRESS (SONA) AND PROVINCE ADDRESS—2021

The State of the Nation Address (SONA) was called by the President in terms of Section 42(5) of the Constitution. It is a joint sitting of the two Houses of Parliament and one of the rare occasions that bring together the three arms of the State under one roof in light of the Covid-19 pandemic. Ramaphosa mentioned that the COVID-19 pandemic has shaped havoc on the South African economy, infected nearly 1.5-million people and killed more than 45 000. These statistics lies a human story of tragedy and pain, he mentioned COVID-19 has contributed to rising poverty and deepening inequality, with our economy 6% smaller in the third quarter of 2020 compared with the last quarter of 2019: 1.7-million fewer people were employed, and unemployment stands at 30.8%

The government's social and economic relief package, introduced in April 2020, has identified R500-billion (10% of GDP) in measures to provide cash to poor households, provide wage support and provide relief to struggling businesses and a third of our population, 18-million people, received additional grant payments, lifting more than 5-million above the food poverty line.

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

The plan will have focused on four priority interventions:

- a massive rollout of infrastructure throughout the country,
- a massive increase in local production,
- an employment stimulus to create jobs and support livelihoods, and
- the rapid expansion of our energy generation capacity.

Most importantly the highlighted the following key national priorities interventions that the government is going to put on top of its agenda.

The Provincial Executive Council Lekgotla agreed that this year, their strict focus and energies will be on the following five priorities:

- Intensifying the fight against the Coronavirus
- Re-igniting economic recovery and job creation
- Building Social Cohesion, Fighting Crime and Corruption
- Delivering Basic Services in particular Water
- Building a Capable and Ethical Development State.

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

TABLE 14: NATIONAL AND PROVINCIAL COMMITMENTS FOR 2021/2022

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

2.1.5. STRATEGIC INFRASTRUCTURE PROGRAMME (SIP)

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

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

Among the 17 projects are the initiatives to improve the movement of goods through the Durban-Free State-Gauteng logistics and industrial corridor by prioritising a range of rail and port improvements, supported significantly by a R300-billion investment programme by Transnet over the coming seven years. One of the rail links targeted for upgrading runs through Mkhambathini and is the main Durban Johannesburg link. Subsequent to this is the upgrade and expansion of the N11 road linking the city of eThekweni in Durban, via Mkhambathini to Johannesburg and Mpumalanga Province. These infrastructure programs are meant to boost the economy of the country to achieve the vision 2030. In conclusion, Mkhambathini has also been identified as one of the Industrial hubs with emphasis on the manufacturing sector which is textile and chemicals.

2.1.6. INTEGRATED URBAN DEVELOPMENT FRAMEWORK (2014)

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

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

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

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

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

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

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

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

2.1.7. NATIONAL FRAMEWORK FOR SUSTAINABLE DEVELOPMENT (NFSD)

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

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

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

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

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

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

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

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

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

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

TABLE 15: PATH TO SUSTAINABLE DEVELOPMENT

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

MEDIUM -TERM STRATEGIC FRAMEWORK (MTSF) 2014-2019

The MTSF 2019-2024 is both a five-year implementation plan and an integrated monitoring framework. The plan focuses on the seven priorities and related interventions of the sixth administration of government and across the national development pillars, the integrated monitoring framework focuses on monitoring outcomes, indicators and targets towards the achievement of the priorities. The MTSF promotes alignment, coordination and ultimately full integration of all development planning instruments into an integrated framework bearing results without duplication, role conflict and development contradictions, better coordination through the DDM. These are the 7 priorities of the MTSF:

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

2.1.8.COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

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

Rural development actions are therefore mainly aimed at enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This can be achieved through co-ordinated and integrated broad-based agrarian transformation as well as strategic investment in the relevant economic

and social infrastructure to the benefit of all rural communities and not only those involved in agriculture. The success of rural development will culminate in sustainable and vibrant rural communities.

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

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

2.1.9. AGRARIAN TRANSFORMATION

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

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

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

2.1.10. RURAL DEVELOPMENT

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

- ✓ Social mobilisation to enable rural communities to take initiatives.
- ✓ Establish savings clubs and cooperatives for economic activities, wealth creation and productive use of assets.
- ✓ Access to resources clinics.
- ✓ Non-farm activities for strengthening of rural livelihoods.
- ✓ Leadership training, social facilitation and conscientious for CRDP and socio-economic Independence.

- ✓ Democratisation of rural development, participation and ownership of all processes, projects and programmes.
- ✓ Co-ordination, alignment, and cooperative governance (Local Municipalities, Traditional Council, Provincial Government)
- ✓ Participation of Non-Governmental Organisations including Faith-Based Organisation
- ✓ Community Based Organisations and other organs of civil society
- ✓ Social cohesion and access to human and social capital

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

a. Improvements or Development of Economic Infrastructure:

- ✓ Roads
- ✓ Railway,
- ✓ Ports
- ✓ Shearing Sheds
- ✓ Dipping Tanks
- ✓ Milking
- ✓ Parlours
- ✓ Community gardens
- ✓ Production/Marketing Stalls
- ✓ Fencing for agriculture
- ✓ Storage warehouse
- ✓ Distribution and transport networks
- ✓ Rural electrification
- ✓ Communication networks (land lines, cell phones, radio, TV etc)
- ✓ Irrigation schemes for small scale farmers
- ✓ Water harvesting, water basin and water shed management system (dams etc)
- ✓ Post Office and Internet Cafes
- ✓ Rural shopping malls

b. Improving or Development of Social Infrastructure:

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

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

2.1.11. LAND REFORM

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

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

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

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

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

2.1.12. SPATIAL PLANNING AND LAND USE MANAGEMENT BILL

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

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

- ✓ Past spatial and other development imbalances are redressed through improved access to and use of land.
- ✓ Spatial Development Frameworks and policies at all spheres of government address the inclusion of people and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation.
- ✓ Spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons.
- ✓ Land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantage areas, informal settlements, and former homeland areas.
- ✓ Land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and

- ✓ Where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application.

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

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

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

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

2.2. PROVINCIAL POLICY FRAMEWORK

2.2.1. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY(PGDS)

The KwaZulu-Natal Province's development vision is outlined in the Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030. It provides the province with a rational strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building.

Sustainable communities, livelihoods and living environments ((PGDS, 2011) Concomitant

attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The MLM IDP is formulated within the framework of the PGDS and is fully aligned with the provincial development goals.

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

The PGDP has 30 objectives that are mentioned as follows:

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

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need, and economic development are not evenly distributed, and spatial disparities will

always exist due to the spatial distribution of natural resources, historical imperatives, and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalisation from economic opportunities of most of the population needs to be addressed to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Needs and Potential. The agricultural sector is key to address poverty within the province of KwaZulu-Natal since most of the areas are currently experiencing high levels of poverty, more specifically within rural areas. The agricultural sector's contribution towards the provincial economy is minimal but has the potential to increase if its full potential is realised. The commercial agricultural sector is the major employer within major municipalities and forms the economic anchor of such municipalities. Subsistence agriculture is regarded as the most important source of sustenance for most rural households. The challenge towards reducing unemployment and poverty may be addressed through the transformation of the agricultural sector.

2.2.2. OPERATION SUKUMA SAKHE

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

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

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

The formulation of this 4th Generation IDP has adopted the principles of Operation Sukuma Sakhe Program thereby establishing partnerships with the local community and getting involved into War Rooms. Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders, and government. Mkhambathini Municipality has ensured that all 7 ward committees together with ward

councillors do participate in this program through formation of war rooms at ward level.

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

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

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

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

TABLE 16: SPECIAL PROGRAMMES

FORUM	PROGRAMME	HIGHLIGHTS
People Living with Disability Forum	Education Development And Skills	Training in leadership was provided for the disability forum members They participated in the IDP/Budget Imbizo's and made meaningful contributions.
	Sports and Recreation	The Forum participated in DISA games held at Caluza in Msunduzi Municipality
	Health and Social Wellbeing	People Living with Disability are provided with Physiotherapy at Local Clinics every Thursday.
	Economic Participation	They were provided with the opportunity to exhibit and sell artwork such as beads and woodwork at the Durban ICC.
	International day celebration	There was an event held to celebrate people living with disability and wheelchairs were given to those in need.
People with Forum Living HIV	Health and Social Wellbeing	They participated in the 16 Days of Activism campaign.
	Education Development And Skills	Several trainings and workshops were held during they ear under review for Traditional Healers and members of Aids Committees
Children's Forum		The children's forum is currently being resuscitated
OSS		Housing projects have been identified through Operation Sukuma Sakhe
Gender: Men		Profile households with the aim of providing much needed interventions in partnership with other government departments and to commemorate the Mandela Day on 18 July.
		Mkhambathini held a campaign on 16 Days of Activism and launched a Men's Sector under the 2014 theme "From Peace in the home to Peace in the World" at Njobokazi in ward 4
Gender: Women	Women Empowerment	Women empowerment dialogue was hosted to assist women with leadership and business skills

FORUM	PROGRAMME	HIGHLIGHTS
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Senior Citizens	Golden Games	Municipality Senior citizens participated in the District games golden games. 3 Senior citizens from Mkhambathini were selected to represent KZN team.
	Year-End Function	The municipality hosted Christmas party for the senior citizens at Dukes Hall in Ward 4. Elders were presented with scarfs, polar fleece and walking sticks.

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



2.2.3. BACK TO BASIC (B2B) PROGRAMME

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

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

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

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

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

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

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

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

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

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

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

TABLE 17: BACK TO BASICS REPORTING AREAS

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

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

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

TABLE 18: MUNICIPAL PLAN TO ADDRESS NATIONAL PRIORITIES

Sustainable Development Goals	National Priorities	Provincial Priorities	Mkhambathini Priorities
Eradication of extreme poverty and hunger	Creating Decent work	Job Creation and economic	Economic Rejuvenation and Local Economic Development
Ensure environmental sustainability	Fighting crime	Environmental Integrity	Enhancement of Youth Programmes
Achieve universal primary education	Education	Human development	Facilities and resources
Promote gender Equality and empowerment of	Rural development and agrarian reform	Governance	Infrastructure investment focusing on youth and women
Combat HIV/AIDS, Malaria and other diseases	Health	Infrastructure development and	Continuous Awareness HIV/AIDS

Improved intergovernmental coordination is critical for the realisation of the country's development agenda and accelerating service delivery. National government cannot realise its development and delivery targets with- out the contribution of provincial and local government. Similarly, while local government must contribute to national targets, it requires a supportive environment and national framework in which to promote the socio- economic development of its local area.

SECTION C

CHAPTER 3: SITUATIONAL ANALYSIS

3.1. DEMOGRAPHIC CHARACTERISTICS

3.1.1. REGIONAL CONTEXT

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

3.1.2. POPULATION SIZE AND GROWTH PATTERNS

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

TABLE 19: POPULATION SIZE AND GROWTH PATTERNS

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

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

The Gross Value Added (GVA) produced and services rendered within Mkhambathini totaled R1,733,729.00 in 2004. This places Mkhambathini in the third position within uMgungundlovu in terms of the highest GVA within uMgungundlovu District. This is a good indication in terms of the

economic productivity of the area when compared with most municipalities within the district.

3.1.3. POPULATION DYNAMICS AND FUTURE GROWTH TRENDS

POPULATION SIZE AND GROWTH PROJECTIONS

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

POPULATION DISTRIBUTION

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

This ward is located on the far north side of the municipal area and the settlement composition of this ward includes Table Mountain, Maqongqo and Villa Maria. This is followed by ward2 which is located adjacent to ward 1 and it has Ntweka, Ophokweni, Abebhuzi and Manyavu settlement areas. There is a substantial number of people who also reside within Camperdown, Eston, Manderston, Ntimbankulu and Tala Valley. These areas make up ward 4 which is located within the middle of Mkhambathini Municipal Area.

TABLE 20: GENDER DIFFERENTIATION

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

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

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

AGE COMPOSITION

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

SOCIO-ECONOMIC PROFILE AND LIVELIHOODS

UNEMPLOYMENT AND POVERTY ANALYSIS

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

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

EDUCATION PROFILE AND LITERACY LEVELS

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

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



HIV/AIDS

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

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

Within Mkhambathini, the number of HIV positive persons has increased at an average annual growth rate of 2.9% during the period 2000-2010, bringing the percentage of the population with HIV to almost 17% of the total population. The number of AIDS related deaths has increased at an average annual growth rate of 8.7% during the period 2000 – 2010, with AIDS deaths accounting for about 62% of total deaths in the municipality. This highlights the severity of the current situation and the need for interventions that target and attempt to address these HIV/AIDS challenges. Low and/or zero population growth rate, thus affecting the sustainability of projects that are based on certain population projections.

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

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

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

Table 19: Number of people tested for HIV

Name of Clinic	No of people tested	No of people tested positive	No of people Tested negative	% of HIV positive	% of HIV negative
Baniyela Clinic	145	24	121	17	83
Embo Clinic	62	10	48	16	74
Maguza Clinic	288	77	151	34	66
Njabulo Clinic	507	148	359	29	71

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

PRINCIPLES AND NORMS FOR LAND USE AND MANAGEMENT

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

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

principle of sustainability

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

norms based on this principle are:

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

principle of equality

The principle of equality requires that everyone affected by spatial planning, land use management and land development actions or decisions must enjoy equal protection and benefits, and no unfair discrimination should be allowed. As been characterised by extreme inequality. Not only are principles

required to ensure equity in the way that decisions are taken in the future but also that they address the inequitable legacy inherited from decades of planning in the interests of a racial minority.

norms based on this principle are:

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

principle of efficiency

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

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

norms based on this principle are:

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

principle of integration

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

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

norms based on this principle are:

- Land use planning and development decisions should take account of and relate to the sectoral policies of other spheres and departments of government.

- Land use and development should promote efficient, functional and integrated settlements;
- Land use and development should be determined by the availability of appropriate services and infrastructure, including transportation infrastructure;
- Land use and development should promote racial integration;
- Land use and development should promote mixed use development.

principle of fair and good governance

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

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

norms based on this principle are:

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

3.3. ADMINISTRATIVE ENTITIES

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

3.3.1. STRUCTURING ELEMENTS

IMPACT OF POST-APARTHEID SPATIAL PLANNING LEGACY

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

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

INFLUENCE OF STEEP TERRAIN AND MOUNTAINOUS AREAS

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

UMNGENI AND MKHOMAZI RIVERS

The biggest rivers that are found within the Mkhambathini Municipal area are the Umngeni and Mkhomazi Rivers. These rivers are the most visible natural structuring elements of the municipal area such that the Municipal Demarcation Board used these to demarcate the boundaries between Mkhambathini. As evidenced from the map (insert), Umngeni River is used as a northern

boundary of the municipality which separates Mkhambathini from the uMshwathi area of jurisdiction. The southern part of the municipality contains Mkhomazi River which acts as a boundary that separates Mkhambathini with Vulamehlo Municipal area.

THE ROLE OF THE N3 NATIONAL ROUTE

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

3.3.2. EXISTING NODES (INCLUDING URBAN EDGES)

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

The following map indicates the Mkhambathini Municipality nodes.

PRIMARY NODE: CAMPERDOWN

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

SECONDARY NODES: ESTON AND OPHOKWENI

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

TERTIARY NODES

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

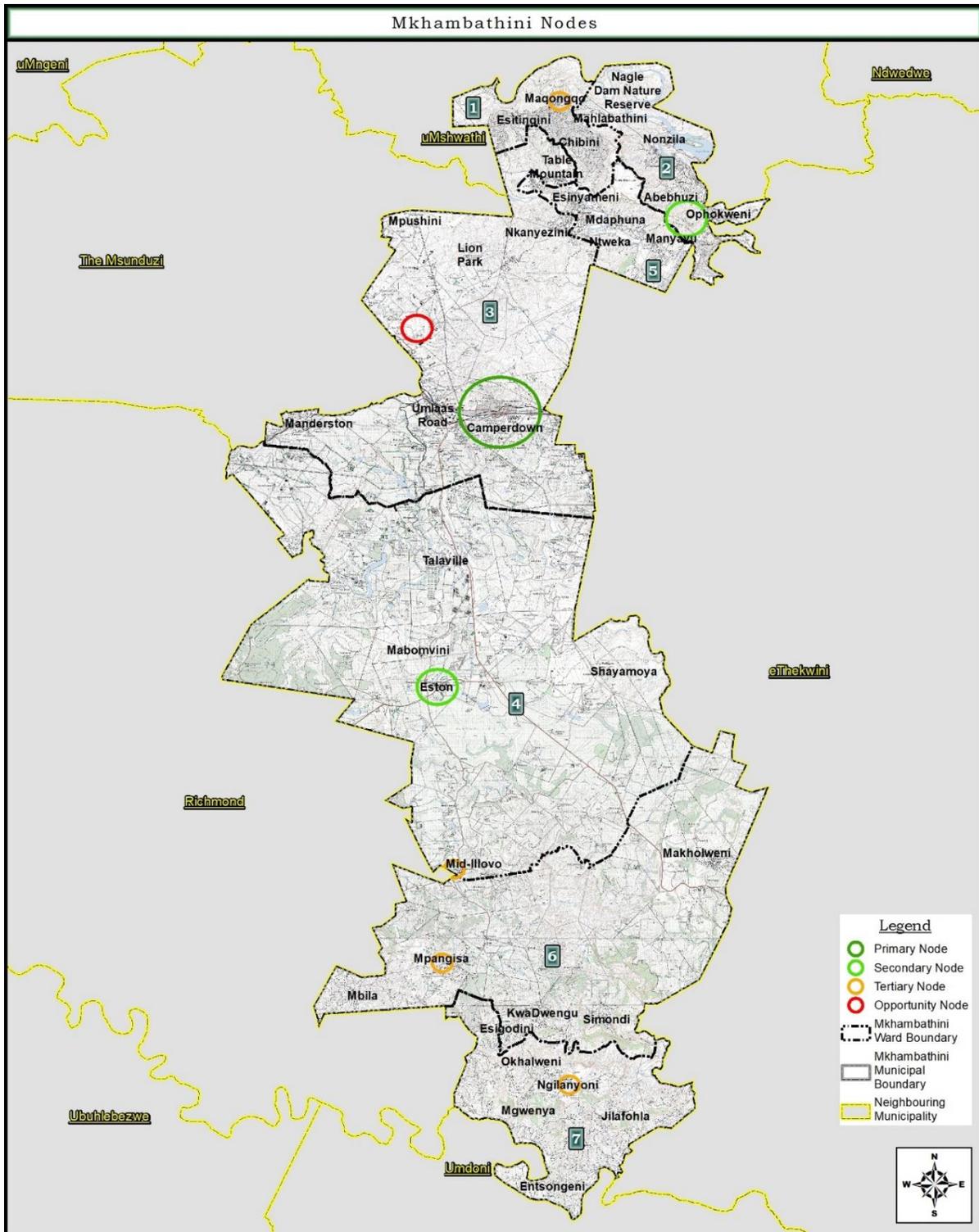


FIGURE 5: MKHAMBATHINI NODES

3.3.3. EXISTING CORRIDORS

Below is a map of all Mkhambathini corridors.

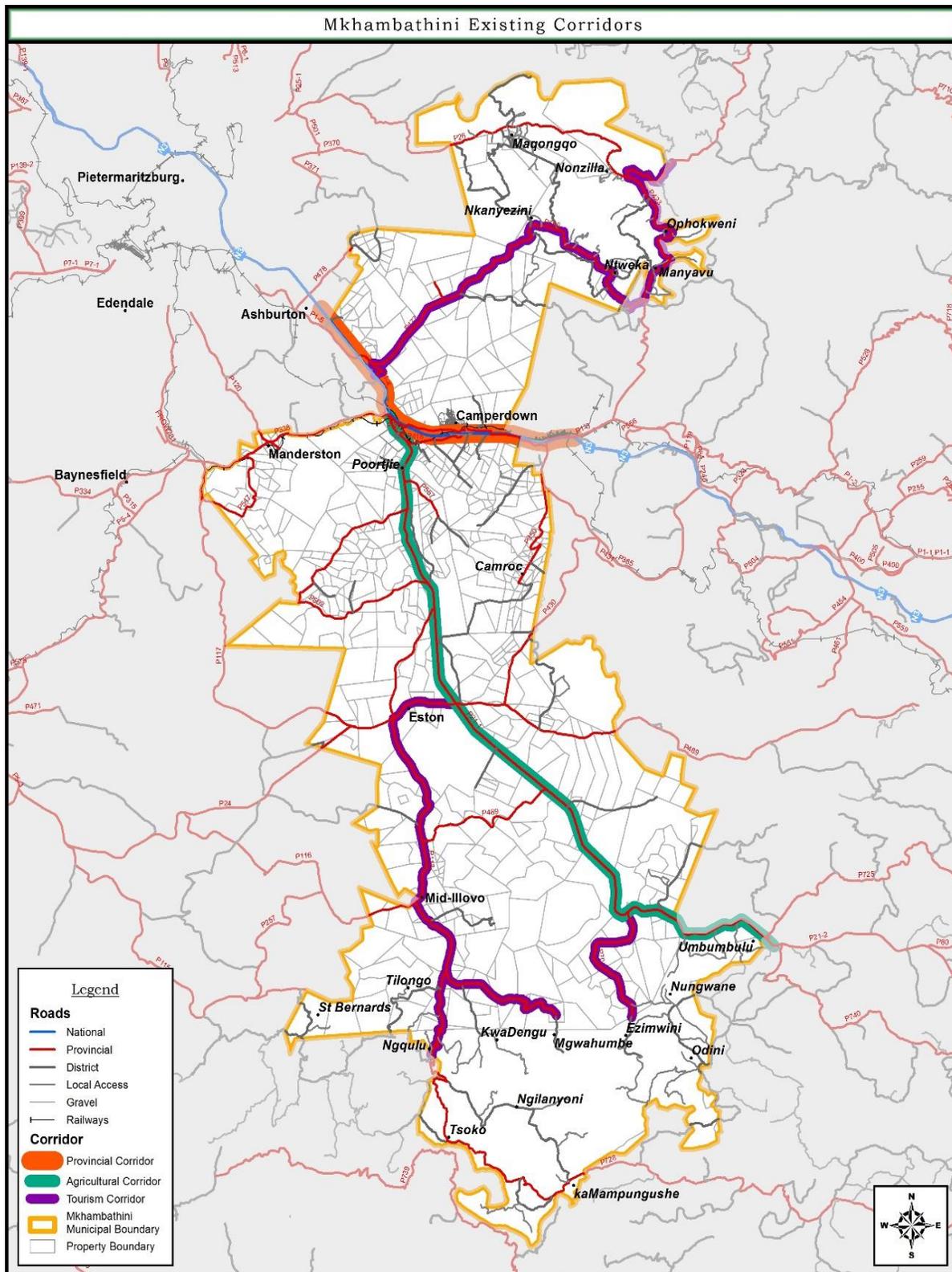


FIGURE 6: MKHAMBATHINI LM CORRIDORS PROVINCIAL CORRIDOR: N2

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

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

PRIMARY CORRIDOR: R603 and P338

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

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

SECONDARY CORRIDOR

The secondary corridors include the following:

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

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

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

3.3.4. BROAD LAND USES

URBAN SETTLEMENT

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

The urban settlements are illustrated on the map below.

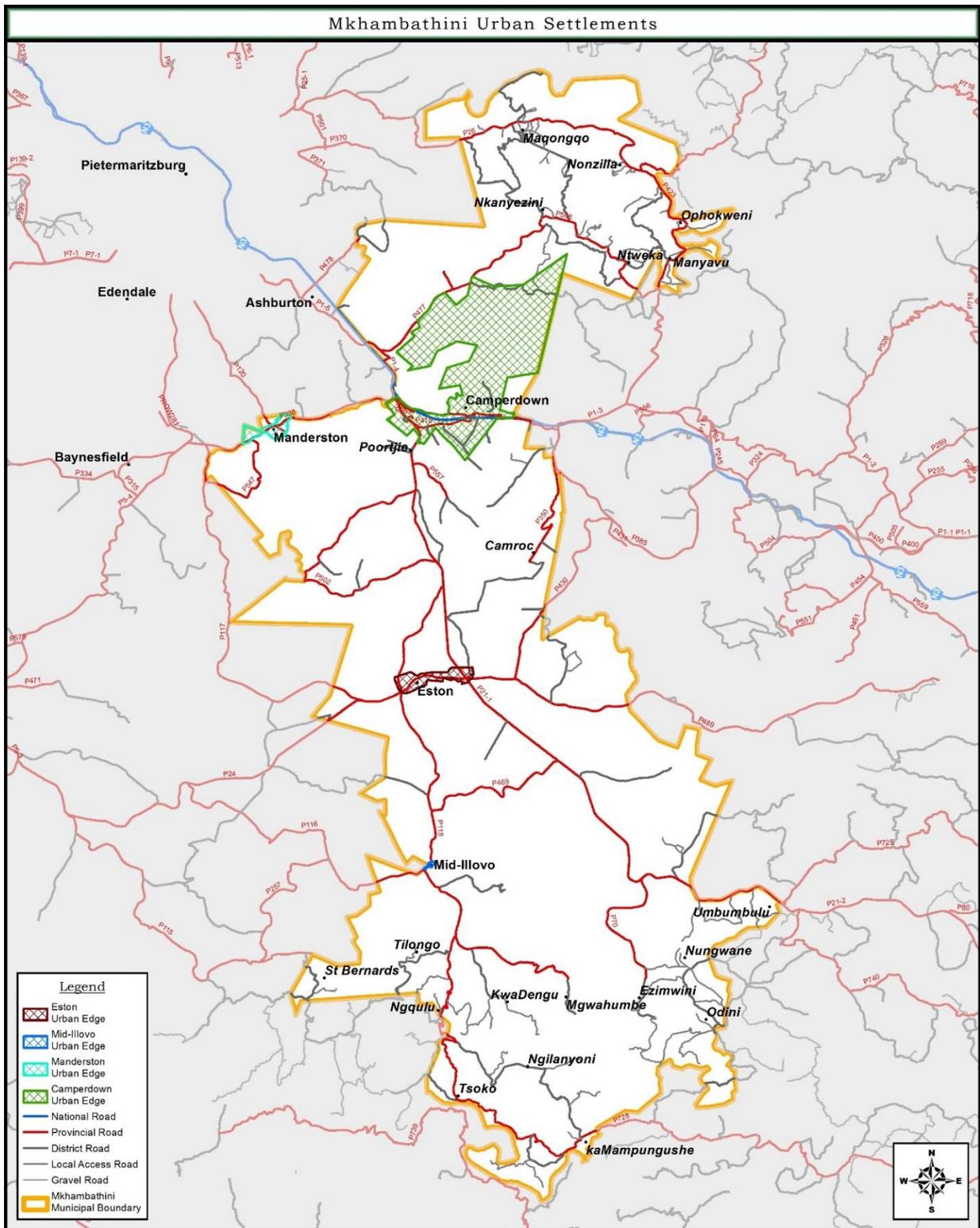


FIGURE 7: URBAN SETTLEMENT REPRESENTATION

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

COMMERCIAL FARMING

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

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

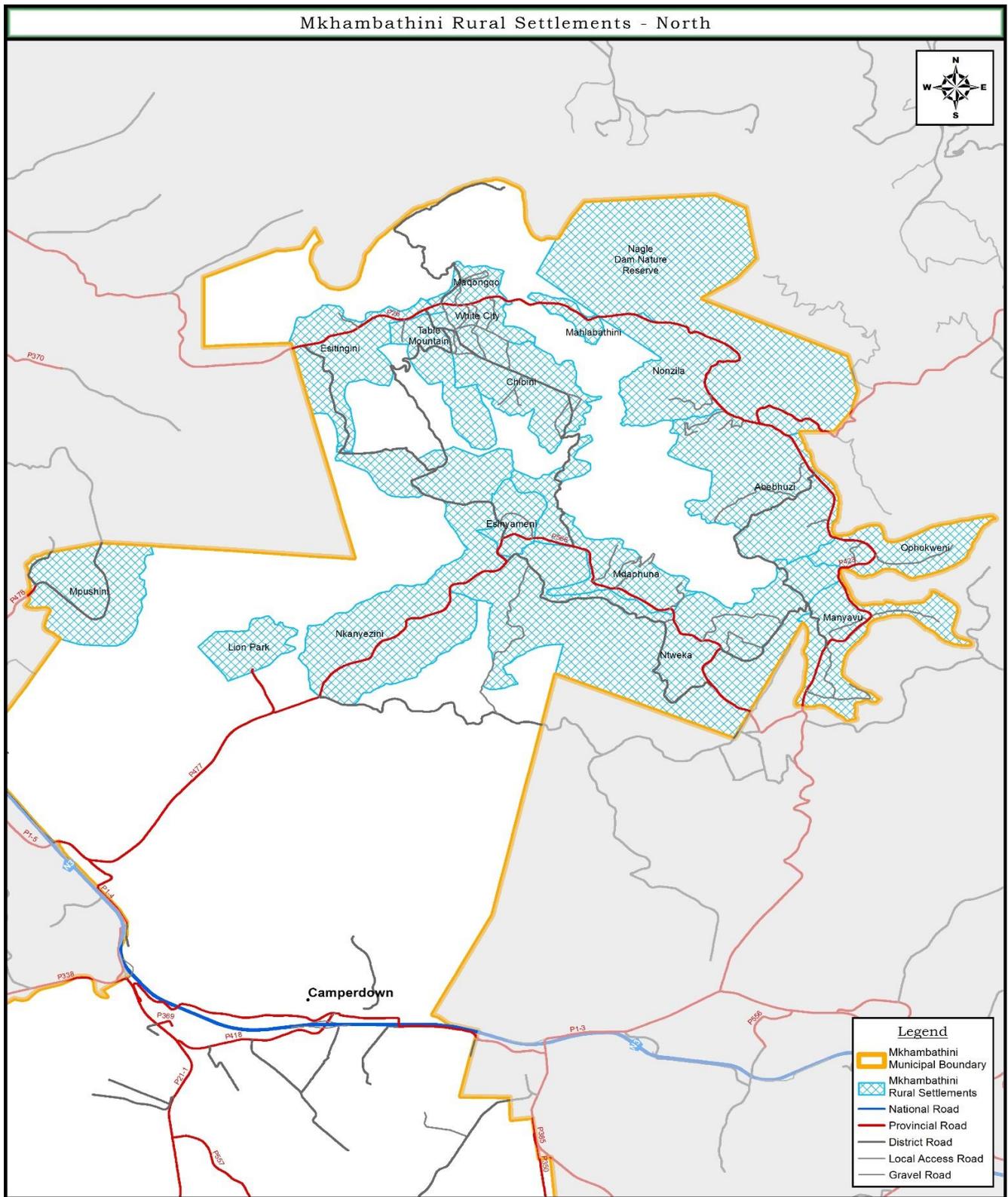


FIGURE 9: RURAL SETTLEMENTS ON THE NORTH OF MKHAMBATHINI MUNICIPAL AREA

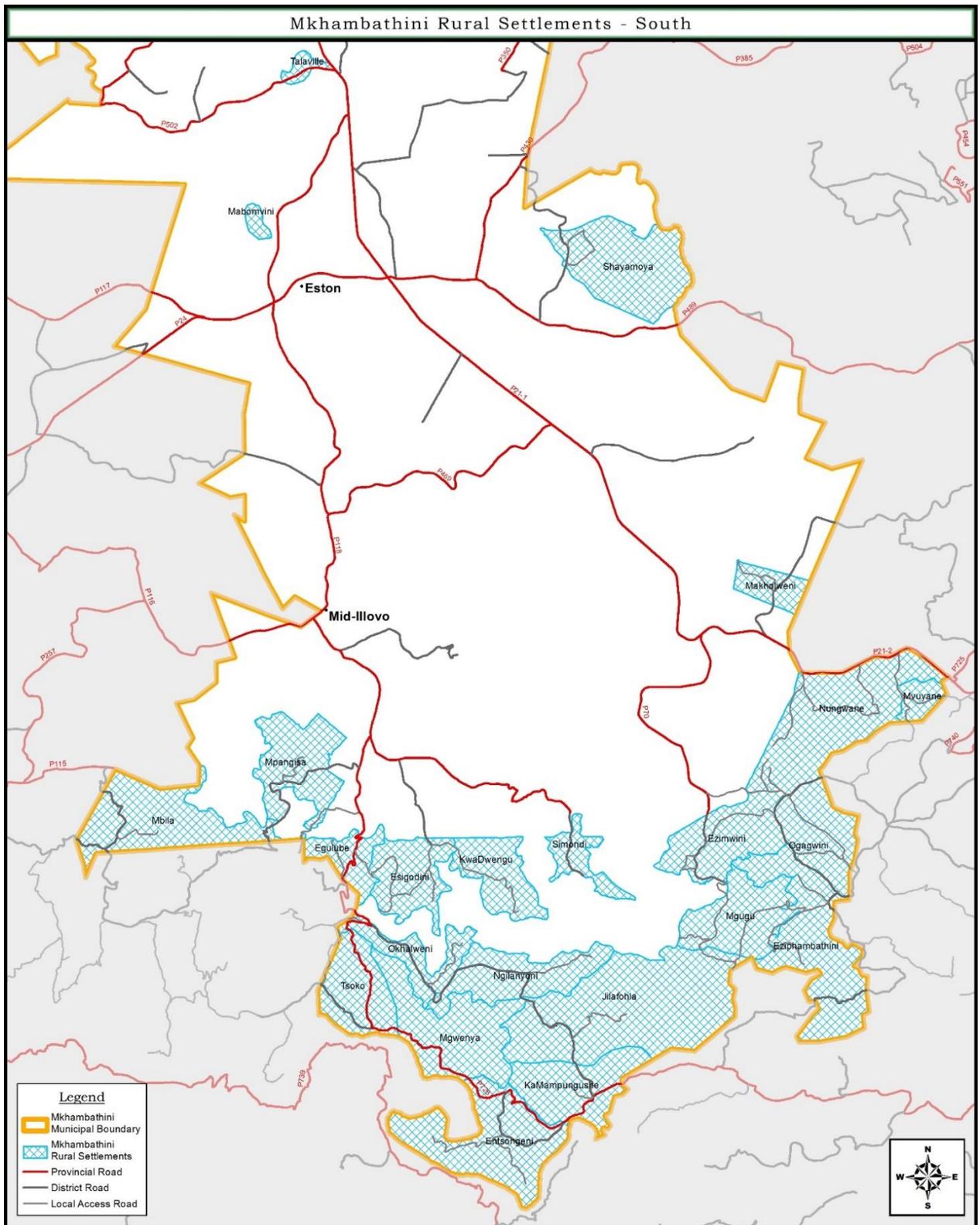


FIGURE 10: RURAL SETTLEMENTS ON THE SOUTH OF MKHAMBATHINI MUNICIPAL AREA

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

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

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

3.3.5. LAND REFORM AND PROGRAMME AND RURAL DEVELOPMENT

LAND RESTITUTION CLAIMS

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

LABOUR TENANT CLAIMS

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

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

3.3.6. LAND OWNERSHIP

LAND REFORM PROJECTS

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

TABLE 21: LAND REFORM PROJECTS

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

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

3.3.7. LAND CAPABILITY

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

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

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

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

3.3.8. ENVIRONMENTAL ANALYSIS

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

3.3.9. KEY HYDROLOGICAL FEATURES

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

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

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

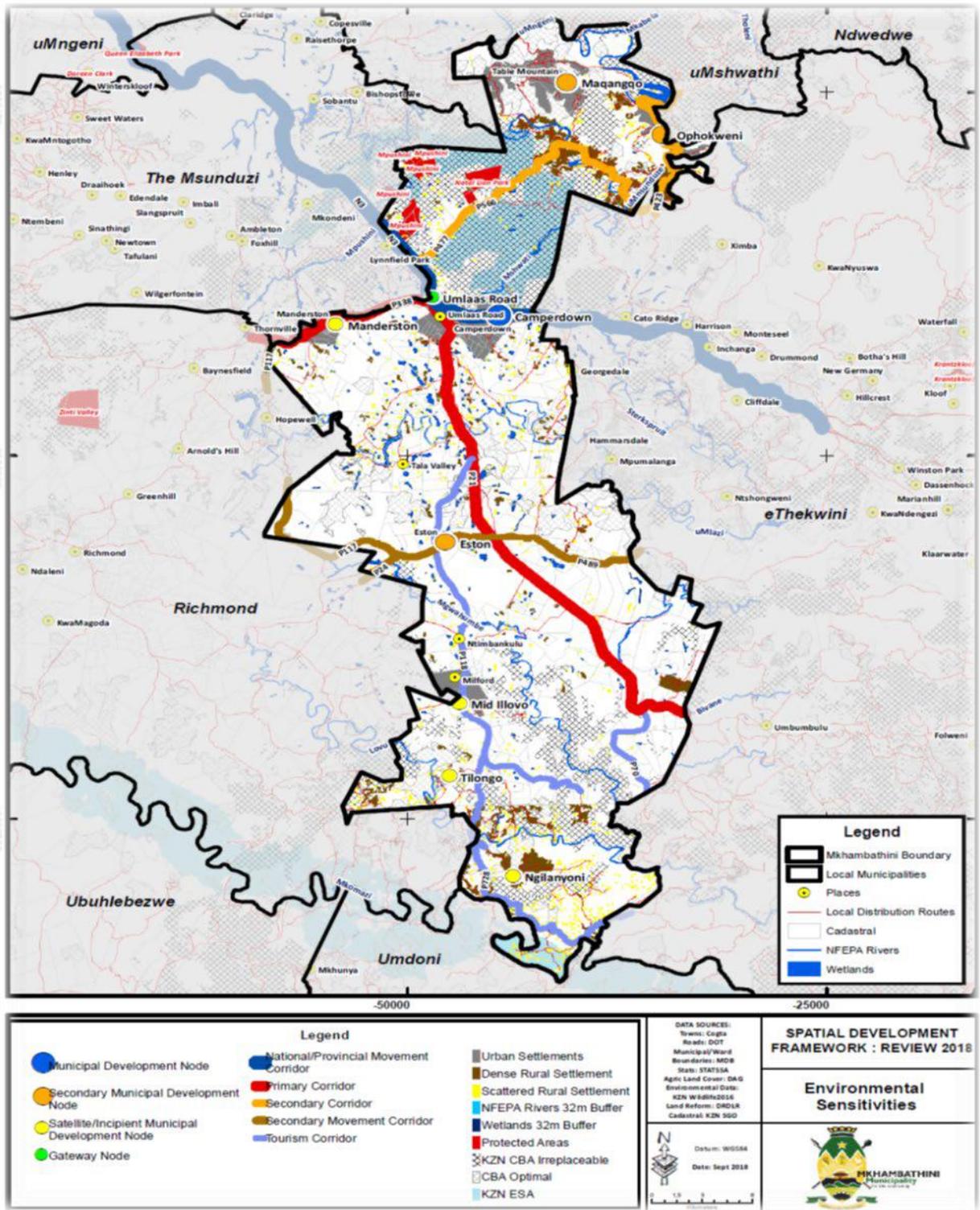


FIGURE 11: ENVIRONMENTALLY SENSITIVE AREAS

3.3.10. PROTECTED AREAS

The existing protected areas within Mkhambathini Municipality include Mpushini Protected Reserve, Camper-down Nature Reserve, Killarney Isle and Gwahumbe Game Reserve. According to map environmental sensitivity is classified in composite weights ranging from high to low. The composite weighting in Mkhambathini municipality is dominated by Medium to low weighting, with some scattered areas to the south and north classified as medium to high. There is a strong correlation between the Environmental Sensitivity and Minset maps as the medium to high composite weighting is also in areas with priority in terms of biodiversity. During 2005, Ezemvelo Wildlife embarked on a process whereby it systematically mapped critical biodiversity areas in Kwazulu-Natal with increasing accuracy. This dataset is based on various studies on fauna, flora, and water resources, identifying key local biodiversity areas to be considered in spatial planning, and this is referred to as Minset.

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

3.3.11. BIODIVERSITY

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

There are twenty-three bio resource groups in KwaZulu-Natal. The KZN Department of Agriculture and Environmental Affairs is responsible for conducting research and establishing information. The institution provides technical advice and relevant information concerning agricultural resources and farm practices. Of the twenty-three (23) bio resource group of KwaZulu-Natal, as indicated by the bio resources groups of KZN Department of Agriculture and Environmental Affairs, Mkhambathini Municipality falls into eight vegetation and ecological systems. The various bio resource groups and the wards in which they fall are shown in Table 1 (insert). The Dry Midlands Mist belt appears to be widest spread ecological system in the Mkhambathini Municipality. However, the single most extensive bio resource group within Mkhambathini Municipality is the moist Coast Hinterland Ngongoni Veld, which occupies an estimated land area of 50% of Ward 3, 75% of Ward 4, 30% or 5.50% of Ward 6, and 25% of Ward 7.

3.3.12. CLIMATE CHANGE

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

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

3.3.13. STRATEGIC ENVIRONMENTAL ASSESSMENT

TOPOGRAPHY

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

The impact of the topography on development within the municipal area is difficult to judge since the delineation of the boundaries was based on the existing situation and nothing has changed since then. However, it is important to note that steep terrain on both ends of the municipal area possess a serious threat to development. Settlement, especially on the northern part of the area, is not only far from well-established transport infrastructure, but also occurs in small isolated pockets separated by very steep terrains and river valleys.

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

CLIMATE CHANGE MKHAMBATHINI SITUATION

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

GEOLOGY AND SOILS

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

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

QUALITY WATER

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

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

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

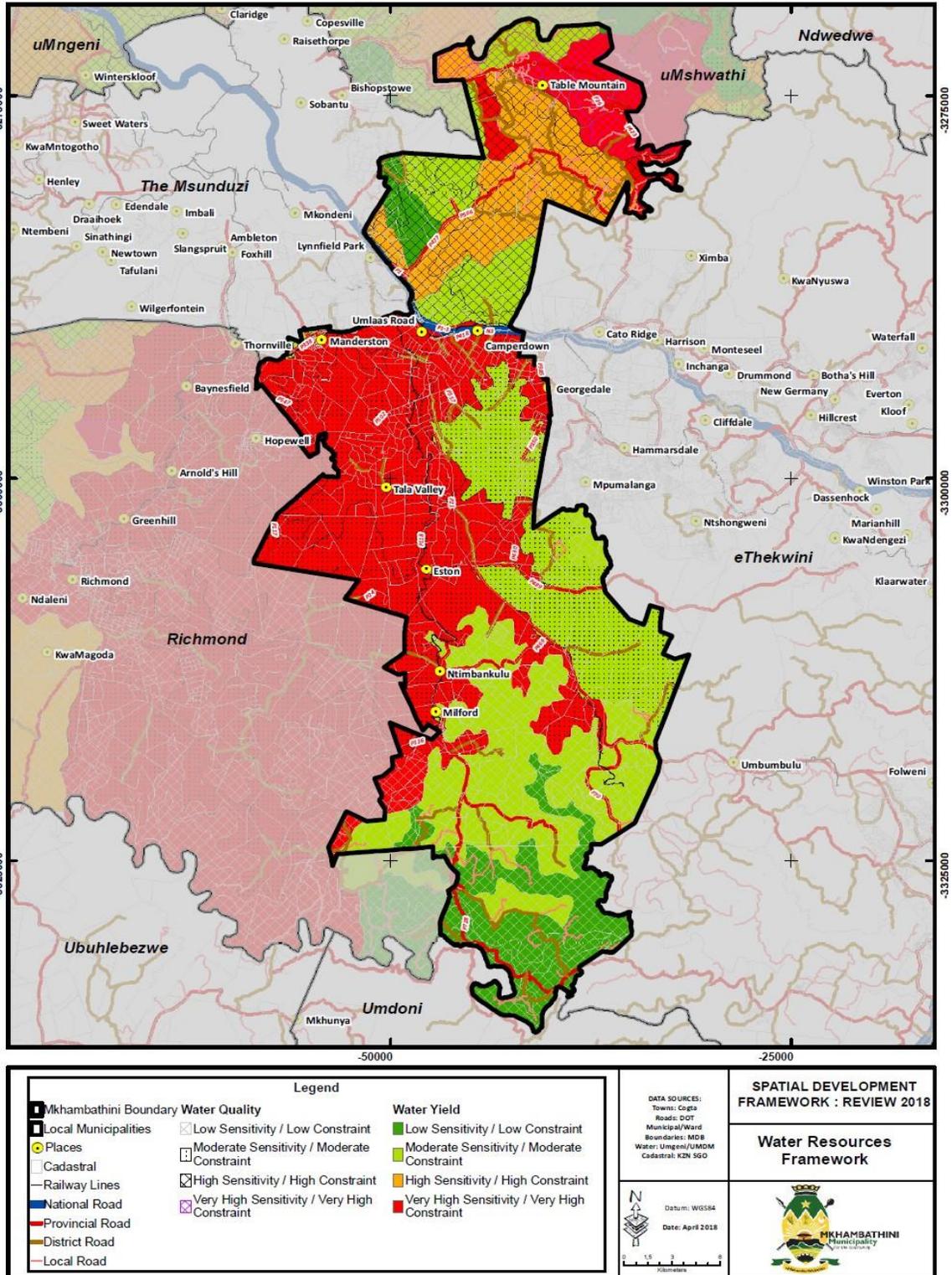


FIGURE 12: MKHAMBATHINI MUNICIPALITY WATER RESOURCES

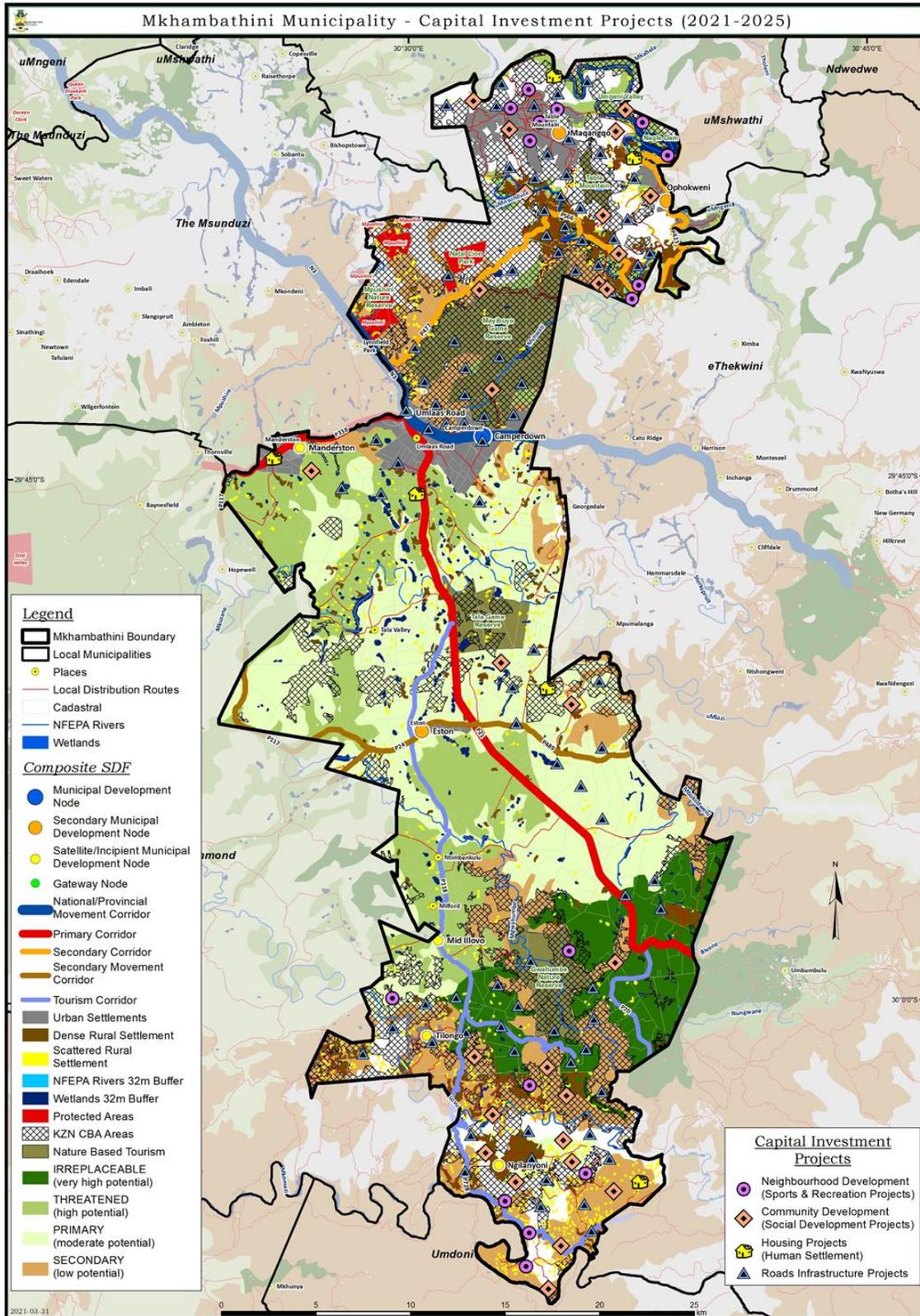


FIGURE 13: CAPITAL INVESTMENT PROJECTS

3.3.14. SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

TABLE 22: SPATIAL AND ENVIRONMENT SWOT ANALYSIS

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

3.3.15. ECOSYSTEM-BASED DISASTER RISK REDUCTION

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

3.3.16. DISASTER MANAGEMENT

The Mkhambathini Municipality has prioritized the provision of Disaster Management Services in line with the amended Disaster Management Act no 57 of 2002 to ensure prevention and reduction of disaster risks, mitigation of severity of disasters, preparedness for emergencies, rapid response and post-disaster recovery and rehabilitation.

Due to the fact that the municipality has just recently established the Disaster Management Unit, the process of developing essential strategic disaster management documents is still underway. The Municipality's Disaster Management Sector Plan is still a working document as it was last reviewed and adopted by Council in 2016. The current review has been delayed by the need to also ensure consideration of inclusion of the ecosystem-based disaster risk reduction (EcoDRR) strategy. This is with the view that taking care of the ecosystem, such as the wetlands, forests and rivers will assist in mitigating against natural disasters. The process is anticipated to be concluded by the end of quarter one of 2021/2022, due to the lockdown delays (not being able to conclude groundwork in time). The sector plan will be approved by Council by 30 June 2021.

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

The municipality has successfully established a Disaster Management Unit within the Community Services Department, under Protection Services. Currently the unit has one staff member (the Disaster Management Officer) that operates within the municipality's main premises, with nine ward-based Disaster Management Volunteers.

3.3.17. EDUCATION AND TRAINING

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

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

Disaster Management Centre.

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

DISASTER MANAGEMENT INSTITUTIONAL ARRANGEMENTS

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

MUNICIPAL INSTITUTIONAL CAPACITY FOR DISASTER MANAGEMENT

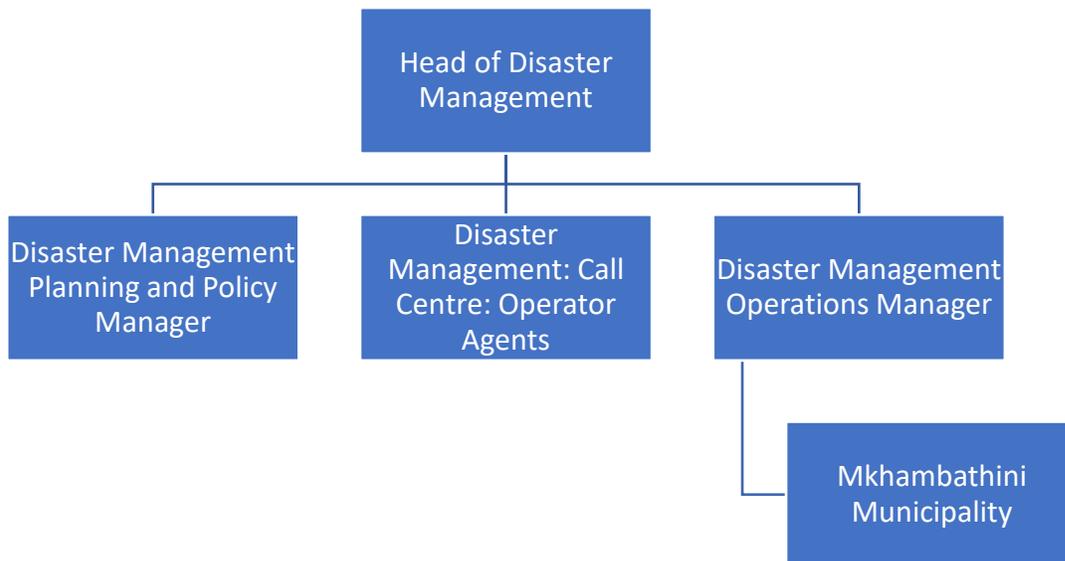


FIGURE 14: UMGUNDUNDLOVU DISTRICT DISASTER MANAGEMENT ORGANOGRAM

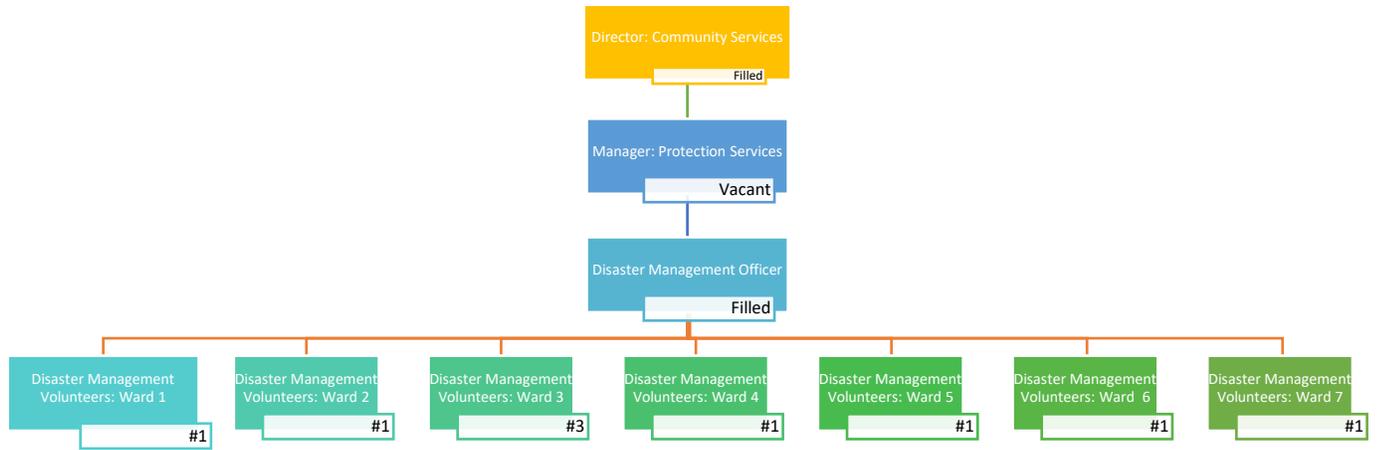


FIGURE 15: MKHAMBATHINI MUNICIPALITY DISASTER MANAGEMENT ORGANOGAM

Below is a Map indicating Mkhambathini Flood zone.

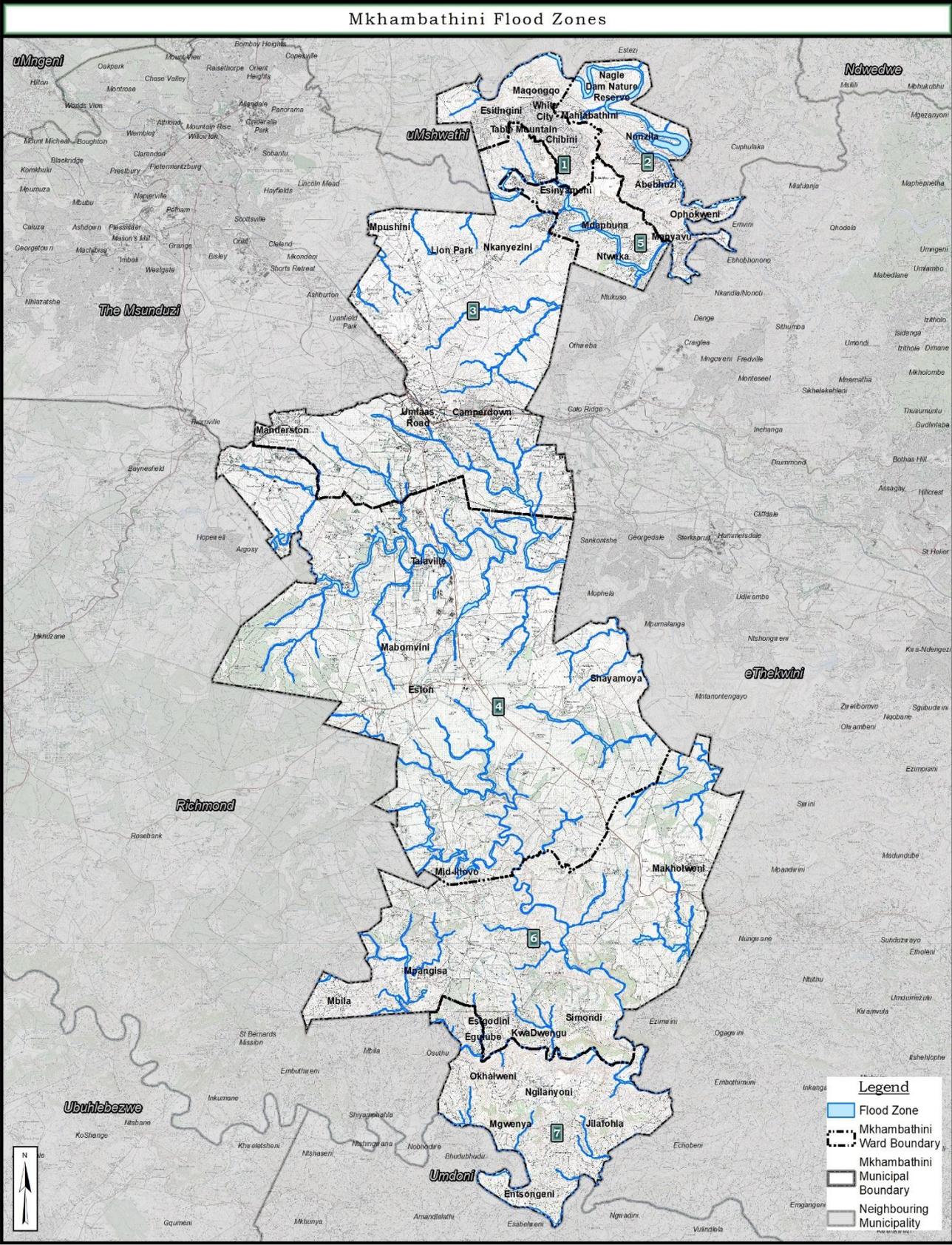


FIGURE 16: MAP SHOWING FLOOD ZONE

With reference to figure 15 above, the management of disasters within uMgungundlovu District is undertaken by the Social Development Unit which falls under the Department of Community Services. The unit is well staffed with a compliment of 17 which are responsible for Mkhambathini. In terms of figure 14, Mkhambathini Local Municipality has also started the process of allocating human resources as well as setting aside a sizable budget for the management of disasters (which included prevention and rapid response). However, the organisational structure currently has provision for a single position of Disaster Management Officer. This position is also vacant which implies that the municipality does not have any resources for the execution of this function. To ensure increased capacity at ward level, the municipality has through the Extended Public Works Programme added nine Disaster Management Volunteers. The volunteers have been trained with the assistance of the District Fire Department.

DISASTER MANAGEMENT WARD BASED RISK ASSESSMENT

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

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

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

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

HAZARD AND CATERGORY NAME HYDRO METEOROLOGY

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

TABLE 23: HAZARD AND CATEGORY NAME HYDRO METEOROLOGY

Potential Hazards	Category	Peak Season	Vulnerability	Likelihood	Rating	Consequence	Rating	Risk Profile
Drought	Natural	Winter	Medium	Possible	3	Moderate	3	High
Lightning and thunderstorms	Natural	Summer	Medium	Possible	3	Major	2	Medium
Epidemic Human Diseases	Biological	All year	Medium	Likely	4	Moderate	3	High
Animal plant disease	Natural	All year	Medium	Possible	3	Moderate	3	Medium
Hazmat	Technological	All year	Medium	Likely	3	Moderate	Moderate	Medium
Severe Storms	Natural	Summer	High	Likely	4	Major	4	Very High
Transport accident	Technological	All year	High	Possible	4	Major	4	High
House fires	Civil/ Human	All year	Moderate	Likely	3	Moderate	1	Low
Veld fires	Human/ Natural	Winter	Medium	Likely	4	Moderate	3	High
Flooding	Natural	Summer	High	Likely	4	Moderate	3	Very High

Potential Hazards	Category	Peak Season	Vulnerability	Likelihood	Rating	Consequence	Rating	Risk Profile
Transport accident	Technological	All year	High	Possible	4	Major	4	High
House fires	Civil/ Human	All year	Moderate	Likely	3	Moderate	1	Low
Veld fires	Human/ Natural	Winter	Medium	Likely	4	Moderate	3	High
Flooding	Natural	Summer	High	Likely	4	Moderate	3	Very High

IDENTIFICATION OF COMMUNITIES AT RISK DROUGHT

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

LIGHTNING

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

FIRE

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

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

In 2020, the Mkhambathini Municipal area did experience outbreaks of veld fires that threatened to destroy crops and animals in farms and almost also damaged households. As stated earlier, various stakeholders worked together to manage the fire disaster which served as a warning to ensure management and prevention of future incidents.

MAJOR ACCIDENTS AND HAZARDOUS CHEMICALS

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



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



TABLE 24: DISASTER MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Functional Disaster Management Unit at the District Municipality and locally ✓ Local response personnel to disaster issues in place ✓ Disaster Management Sector Plan review in progress ✓ Ward-based Disaster Management Volunteers ✓ Functional Disaster Management Forum 	<ul style="list-style-type: none"> ✓ Limited resources and capacity for responding on major disasters ✓ Lack of localised firefighting resources ✓ Outdated Disaster Management Sector Plan ✓ The spatial configuration and isolation for some of the areas may threaten the turnaround time to arrive during emergencies during an incident. ✓ Budget constraints
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Review of the Disaster Management Plan ✓ Education, training and public awareness ✓ Non-Government Organisations and private sector willing to partner with the municipality in risk mitigation and rapid response ✓ PDMC readily available to conduct Disaster Management training to Officials, Councillors, and traditional leaders. 	<ul style="list-style-type: none"> ✓ Flooding, house fires, veld fires and severe storms have been identified as the highest risks ✓ Illegal developments in disaster prone areas ✓ Supply chain processes taking longer in case of an incident leading to the turnaround time not being met.

3.4. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

HUMAN RESOURCES STRATEGY

The Municipality has an adopted Human Resources Strategy in Place and is supported by the Municipal Workplace Skills Plan which assist the municipality in implementing skills based strategic priorities of the Municipality.

The Municipal Workplace Skills Plan for 2020/2021 as well as the Annual Training Plan for 2019/2020 were tabled to LLF on the 05th May 2020 & submitted to LGSETA with all required documents on the 10th May 2020. It has been noted that the WSP is submitted to LGSETA by the 30th April on annual basis, but due to COVID 19, municipalities were given an extension of up to the 31st May 2020

The acknowledgement of receipt was received from LGSETA on the 11th May 2020. The 2020/2021 WSP & 2019/2020 Training Plan were tabled to Council on the 18th May 2020 and these plans were adopted which shows as an indication that there is a Work Skills Plan currently in place and has been attached as an annexure in the IDP and the municipality is in the process of reviewing their WSP for 2021/22 . Mkhambathini Municipality is amongst the 7 municipalities in the province who were the first to have submitted their WSP by the 12th May 2020.

The Municipality's Remuneration Strategy is utilizing the Task Grade System since 2017/2018 financial year. Job Evaluation was approved by Council in 2018. The Recruitment & Selection Policy was adopted by Council in 2017. The policy has since been reviewed by the HR Manager. It will be tabled to LLF Forum for comments & submitted to Council for final adoption by the 31st July 2021. The policy is attached as an annexure in the IDP.

TABLE 25: HUMAN RESOURCE STRATEGY GOALS

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will Success be measured)	Base- line	Planned Target Date	Actual	Responsible Person	Evidence	Resources	Date of submission of progress report
HR Strategic Goal 1: Strategic Alignment								
Expand human resources Efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.	Documented evidence of a HRM & HRD Strategy and Implementation Plan that includes goals and strategies	None	01 July 2020	September 2020	Corporate Services Manager HR Officer	HRM & HRD Strategy and Implementation Plan submitted to Municipal Manager	Corporate Services Manager HR Officer	Quarterly Reviewed
Annual alignment of the organizational Structure aligned to the reviewed IDP and SDBIPs	Documented Organizational Structure aligned to the IDP	2017 Structure	October 2020	December 2020	Corporate Services Manager/ HR Manager	Organizational Structure aligned to the IDP submitted to Corporate Services and MM		Quarterly Management reports
HR Strategic Goal 2: Effective Human Resource Planning								
Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives	Documented Recruitment & Retention Strategy, Policy, Processes and SOPs	None	July 2020	June 2021	Corporate Services Manager, HR Manager	Service Level Agreements (SLA's) to be approved by Corporate Service Manager	Corporate Services Manager, HR Manager	Review Annually
	Talent Management Strategy	None	October 2020	December 2020	Corporate Services Manager	Talent Management Strategy submitted to Municipal Manager	Corporate Services Manager	Quarterly

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will Success be measured)	Base- line	Planned Target Date	Actual	Responsible Person	Evidence	Resources	Date of submission of progress report
Develop and update standardized job profiles for all positions to be used as a basis for recruitment and career path	Documented Job Profiles	Existing Job Profiles	30 July 2020	30 June 2021	HR Manager	Job Profiles submitted to Corporate Services Manager	HR Manager	Annually
Develop and deploy an integrated workforce plan which will Enable the municipality to hire and retain the right talent, at the right time, in the right place	Development of Succession Planning Policy	Draft Policy Developed	July 2020	September 2020	HR Manager	Policies to be submitted to Corporate Services Manager	All Departments EXCO Council	Monthly Management Reports
Conduct Skills Audit and Identify scarce and critical skills	Skills Audit Report and Register of scarce and critical skills	COGTA Skills Audit Report	30 April 2021		HR Manager	Skills Audit Report and Register of scarce and critical skills to be submitted to Corporate Services Manager	Corporate Services Manager	Annually

HR Strategic Goal 3: Organisational Development								
Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.	Increase in percentage of standardized streamlined orientation and on-boarding activity	Existing Induction Programme	January 2020	March 2021	HR Manager	Records & Reports	Corporate Services Manager HR Officer	Quarterly Reports
HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities								
Conduct an annual training needs assessment to ensure training is designed to improve organizational and individual performance.	WSP	WSP& Annual Training Report, Needs Analysis Tool	April 2020	April 2021	HR Officer	WSP& Annual Training Report,	HR Officer	Reviewed Annually
HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce And Enhance Retention Through Learning and Professional Development Opportunities								
Identify employees Who need ABET up skilling and implement relevant actions	Cascading down Performance Management Lower level Employees	Existing Training Plan	April 2020	April 2021	Corporate Services Manager	Individual Development Plans	Performance Management	Monthly Management Report

HR Strategic Goal 5: Inculcate A Results-Oriented High Performance Culture								
Develop employee performance management system	Approved Individual Performance Management System	Organisational PMS	July 2020	September 2020	HR Manager Performance Management Officer	Individual Performance Management System submitted to Director: CSS	Corporate Services Manager HR Officer PMS Finance	Monthly Management Report
Roll-out of Employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.	Individual Performance Plans & Development Plans	Organisational PMS	July 2020	September 2020	HR Manager PMS	Individual Performance Plans & Development Plans	Corporate Services Manager	Quarterly Management Report
Develop Individual Development Plans for All employees and translate that into Work place Skills Plan for training interventions to address skills gaps.	Individual Development Plans & Work Place Skills Plan	Organisational PMS	July 2020	September 2020	HR Manager PMS	Individual Performance Plans & Development Plans	Corporate Services Manager	Quarterly Management Report

HR Strategic Goal 6: Reward and Recognise Performance								
Develop Remuneration Strategy to Address all aspects of remuneration	Documented Remuneration Strategy	None	30 June 2020	01 July 2020	Corporate Services Manager	Remuneration Strategy	Bargaining Council Municipal Council	Monthly Management Report
Establish a Recognition and Reward Programme with both financial and non-financial incentives	Recognition and Reward Strategy & Policy	Long Service Awards	30 July 2020	01 June 2021	Corporate Service Manager	Reward and Recognition Programme	Finance	Monthly Management Report
HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance								
Conduct a review of HR Policies, SOPs and Processes as and when required ,ensuring alignment to legislative requirements and best practice	Documented Policies, Processes and Procedures aligned to best practice and compliant to prevailing legislation	Current Policies	July 2020	June 2021	HR Manager	Reviewed Policies,	Corporate Services	Annually Policies
Capacitate line management \supervisors through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures	Increased Number of effective dispute handling cases	Training conducted	July 2020	June 2021	HR Manager	Training Certificates, Attendance Register,	HR Officer	Quarterly Management Reports
Establish Employee Forums To educate and up skill employees on labour related matters	Employee Forums	LLF, EE Forum, Skills Development Forum	01 July 2020	01 January 2021	Corporate Services Manager	Reports, Minutes	HR Manager	Monthly Management Report
Develop effective Workplace Diversity, Transformation and OHS Programme	Documented OHS Programme	Existing OHS Forums	April 2020	June 2021	Corporate Services Manager	Reports, Minutes	Corporate Services Manager	Quarterly Report to MANCO
HR Strategic Goal 8: Comprehensive Employee Wellness Programme								
Develop Employee Wellness Strategy and Plan	None	None	January 2021	March 2021	Corporate Services Manager	Employee Wellness Plan	Corporate Services	Quarterly Reports to MANCO

3.4.1. HUMAN RESOURCES STRATEGY

The municipality will review a human resource plan that is aligned to the human resource strategy by 31 December 2020, to allow for implementation after the budget adjustment. The municipalities human resource strategy is in place and will be taken to council for review by the end of June 2021

3.4.2. HUMAN RESOURCES FOR ENVIRONMENTAL MANAGEMENT

The Municipality does have dedicated human resources for environmental management. The Human Resource Manager was appointed by the municipality ensuring 2019/20 financial year.

3.4.3. MUNICIPAL ORGANISATION STRUCTURE

The Mkhambathini Local Municipality 5 year organisational structure was adopted by Council on the 25th of June 2020 and there is no changes anticipated by the municipality and the structure will continue as is for the next financial years in order to ensure that the strategic objectives of the Municipality as displayed in the Integrated Development Plan are fulfilled. The reviews were done in consultation with organized labour and all relevant structures of Council. A copy of the approved organogram is attached.

The administrative structure of the Municipality as approved by the Council has 5 main Departments i.e. Office of the Municipal Manager which is headed by the Municipal Manager, Department of Finance Services which is headed by the Chief Financial Office and the Department of Corporate Services, Community Services and Technical Services which are all headed by the Senior Managers. All the Departmental Heads have been appointed In terms of Section 54 of the Municipal Systems Act No 32 of 2000 which they report directly to the Municipal Manager. In order to provide more indepth overview on the vacancy rate within the Municipality tables below distinguishes between the vacancy rate and filled positions across all five (5) Departments.

3.4.4. MUNICIPAL VACANCY RATE (UPDATE VACANCY RATE

The Municipal Vacancy of Mkhambathini Municipality has a total staff complement of 127 people, 110 of these are permanent while only 17 are temporary employees. The management (section 57 employees) comprises of 3 (three) males and 2 (two) females, all positions have been filled.

STAFF BREAK – DOWN

TABLE 26: STAFF BREAKDOWN

DEPARTMENT	NO OF EMPLOYEES	MALE	FEMALES	NUMBER OF VACANCIES
MUNICIPAL MANAGER'S OFFICE	16	10	6	5
FINANCIAL SERVICES	13	6	7	5
COMMUNITY SERVICES	44	22	22	22
CORPORATE SERVICES	31	12	19	10

TECHNICAL SERVICES	14	10	4	3
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3.4.5. EMPLOYMENT EQUITY AND WORKPLACE SKIL PLAN

The EE Plan adopted in 2015 has been reviewed and has gone to LLF on the 18th June 2020 ,for LLF to note of the new & revised targets. The final plan will be taken to Council by the 31st July 2020. The Progress Report of the Employment Equity Plan is submitted to Council at the end of the 1st Quarter highlighting progress made. The employment Equity Plan was aimed at addressing the injustice of the past through the promotion of affirmative action and gender equity for the previously disadvantaged people. According to this plan, substantial progress has been made with regards to affirmative action. The Workplace skills plan was adopted by council on the 18th May 2020, It will be reviewed by council in April 2021.

TABLE 27: EMPLOYMENT EQUITY AND WORKPLACE PLAN

Occupational Level	Male				Female				Foreign National		PWD		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	0	0	1
Senior Management	2	0	0	0	2	0	0	0	0	0	0	0	4
Professionally Qualified and Experiences specialist and mid Management	6	0	0	0	9	0	1	1	0	0			17
Skilled Technical and academically qualified workers, junior management, supervisors, foremen and superintendent	13	0	0	0	17	0	0	1	0	0			31
Semi-skilled and discretionary decision making	9	0	0	0	9	0	2	1	0	0			21
Unskilled and defined decision making	27	0	0	0	12	0	0	0	0	0			36
Total Permanent	56	0	0	0	45	0	2	2	0	0			110
Temporary Employees	14	0	0	0	3	0	0	0	0	0			17
Grand Total	70	0	1	0	57	0	2	2	0	0			127

The Municipal Council has adopted a workplace skills plan which is in line with the capacity challenges that the municipality have. The municipality offered 30 Bursaries to its employees focusing mainly on our KPA's. Further- more 21 unemployed youth were trained in Bricklaying, Plumbing and Floor Tiling. 70 unemployed youth were offered learnerships in Community Housebuilding. 9 municipal employees from the Technical Services Department were trained on Floor Tiling and Plumbing.

The introduction of MSCOA required that 10 key employees be trained on how to properly capture through various financial systems. In relation to complying with Minimum Competency Levels, 2 Finance employees are currently undergoing MFMP Training.

The Employment Equity Plan is valid for 5 years with annual reviews. Targets have been met as we currently have 3 female employees in Top Management positions. Going forward there are targeted groups which we tend to meet by 2020. We also have 1 disabled person and we are working towards achieving the 1 percent goal. Through the years, we have been complying with submission of EEA2 and EEA 4 to the Department of Labour.

IMPLEMENTATION OF WORKPLACE SKILLS PLAN AND EMPLOYMENT EQUITY PLAN

A training development plan and skills audit have been conducted this will assist in the implementation of the WSP. The Human Resources Section has been rolling out training programmes as per the WSP. Several trainings and workshops which address the skills gaps identified by each employee, respectively. The most interesting and fascinating training attended by Mkhambathini personnel has been the Municipal Finance Management Development Program which has enrolled all senior managers and some of our Financial Services Department staff.

The Implementation of the EEP is dependent on the diversity of people responding to advertised position. The Municipality is striving to ensure that EEP targets are considered when appointing. This will be visible when several vacant positions are filled within the municipality.

3.4.6. ICT POLICY FRAMEWORK

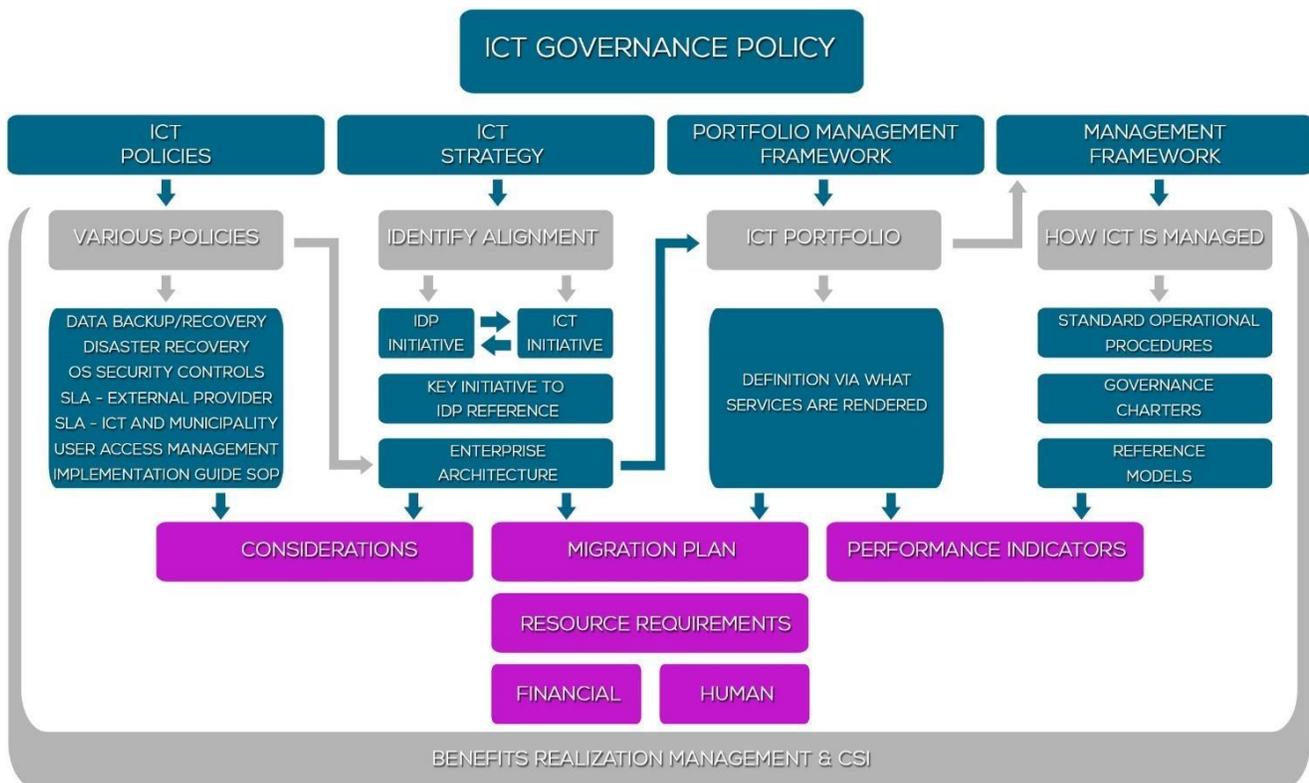
The ICT services have an IT governance framework which is implemented through the master systems plan. This plan is aimed at ensuring that the municipality has the necessary system in place to ensure that the municipality’s performance improves. To ensure business continuity the Municipality has established an ICT Steering Committee which comprises of the Municipal Manager and all the departmental managers. The ICT Steering committee deliberates mainly on issues pertaining to ICT Governance and implementation. The Committee sits Quarterly to deliberate on IT related matter .

The municipality has developed Draft ICT strategy which still needs to go through all relevant committees and be adopted by council as the final document.

This Strategy delivers on Phase One (1) and Phase Two (2) of the Municipal Corporate Governance of Information and Communication Technology Policy (MCGICTP) that has been circulated by COGTA and subsequently approved by the municipality.

There are numerous components that make up and contribute towards this document which may be noted as single framework as established below.

FIGURE 17: HOLISTIC ICT GOVERNANCE FRAMEWORK



The legend below will provide context around how the above framework may be understood:

- Primary Drivers
- Linkages
- Intentions or Outcomes

This ICT Strategy aims to enhance a holistic ICT Governance Framework with the municipality. As the above diagram provides an overview from a top-down format on the flow of all components embodied within the framework. The framework provides a linear view on the approach towards

moving forward aggressively through context of *Primary Drivers, Linkages with Intentions or Outcomes* and how their interrelations are viewed or reviewed. This will assist the municipality with an easily understandable model as to how and where items are situated or positioned.

The ICT Strategy has its s specific towards ensuring that the following two (2) overarching and core objectives are met through all the variables delineated on in all preceding sections:

1. As a primary, set towards formulation of a unique *ICT Strategy* for the municipality, through which this document is set towards it as a springboard in terms of guidance of municipal stakeholders.
2. As a secondary, set towards identification of a five (5) year *Implementation Plan* through which all items within the context of this document shall identify all components towards successful governance and management of all initiatives.
3. This document shall additionally be reviewed on an annual basis throughout the duration of the lifecycle of this document. It will also be reviewed in conjunction with the annual IDP review process.

This document shall officiate all aspects around the Municipal Information and Communications Technology Strategy & Implementation Plan (MICTSIP). It will be used as a standard for ensuring alignment of the municipal IDP with the objectives of Information and Communications Technology (ICT) through a governed and unified standard. This strategy document therefore exists parallel to the IDP, and should be reviewed in alignment with the IDP review processes.

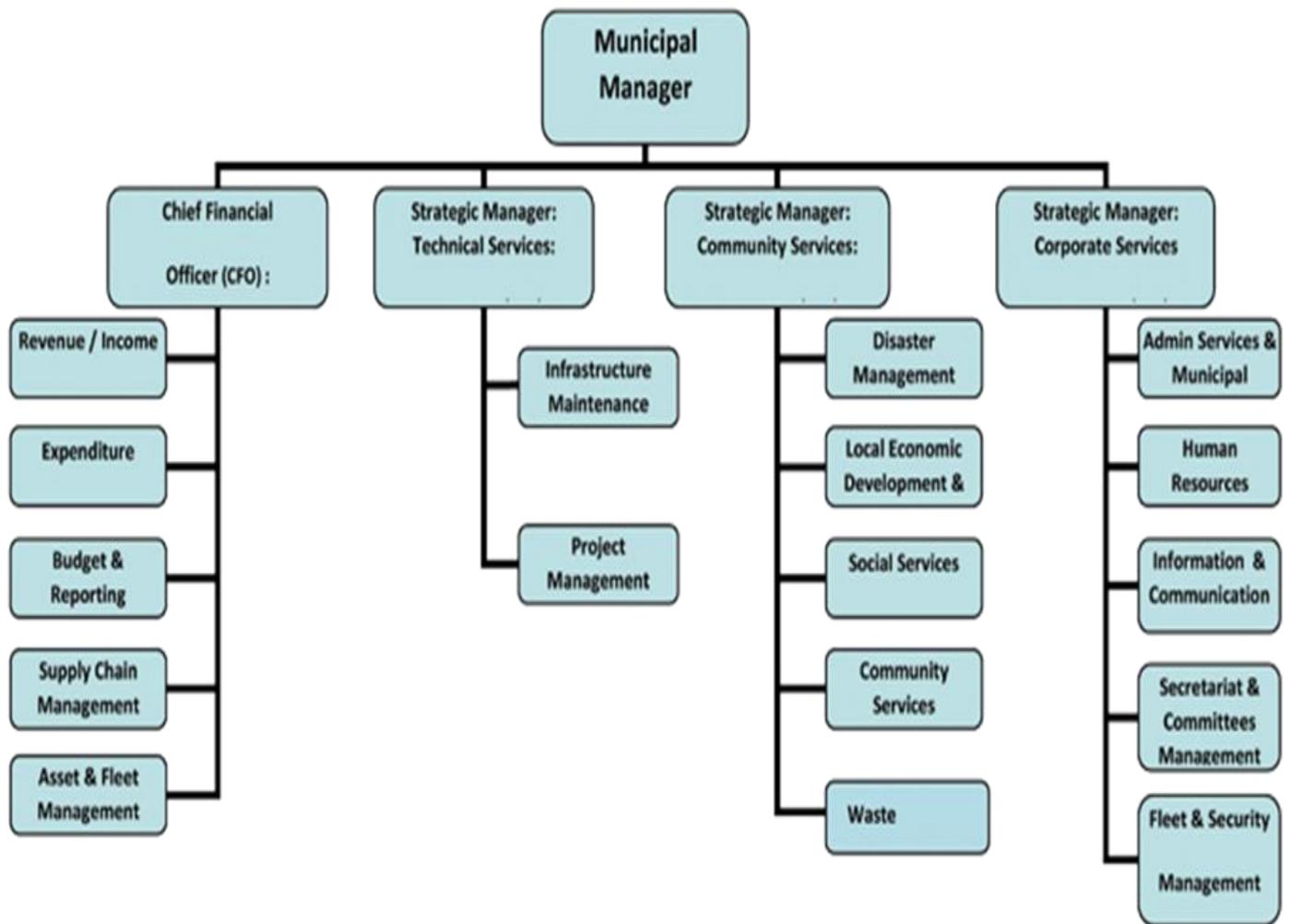
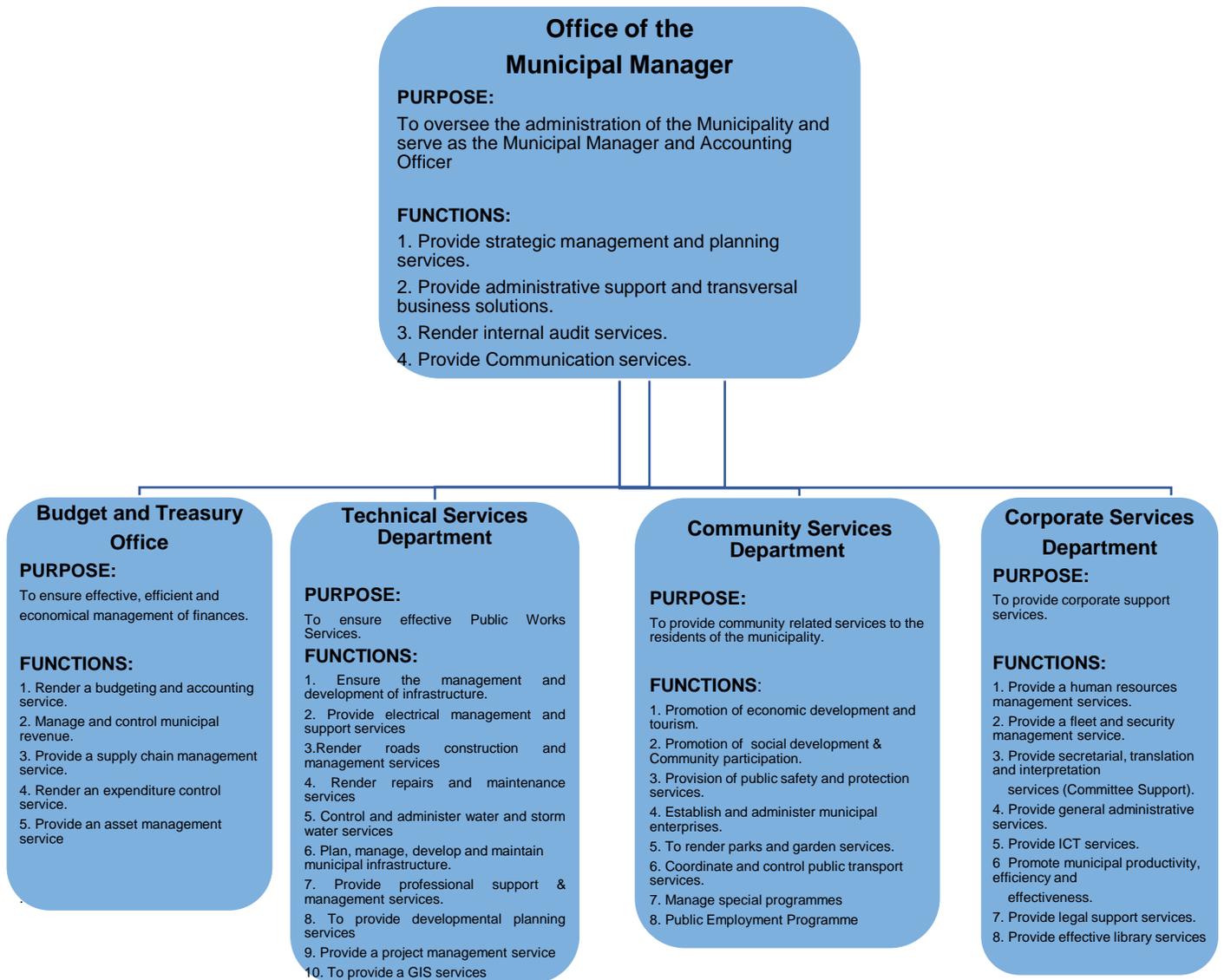


FIGURE 18: ORGANISATIONAL STRUCTURE

The functionality of these departments bring about a synergy in the IDP Process and through the implementation of the National Key Performance Indicator which are aligned to the National and Provincial pronouncements and the realisation and implementation of the DDM . and how each departments falls onto the other in order to attain a credible IDP , a functional municipality that aims to improving the service delivery needs of the community which also aims to eradicate poverty within Mkhambathini, through the enhancement of sectoral coordination and for the municipality to achieve efficient and effective basic service delivery, sanitation, and a developmental municipality for the community of Mkhambathini Municipality.



3.4.7. POWERS AND FUNCTIONS

The following Local Government Powers and Functions as authorised to Mkhambathini Municipality were separated into core and non-core functions. Further allocation of powers and functions is elaborated on under institutional arrangements section.

TABLE 28: CORE POWERS AND FUNCTIONS

CORE/ PRIMARY	FUNCTION	CAPACITY TO IMPLEMENT (MDB)	PROPOSED INTERVENTIO N
Schedule Part B4	Building Regulations	Yes	None
	Municipal Planning	Yes	None
	Storm water Management systems in Built up areas	Yes	None
Schedule Part B5	Cemeteries	Yes	None
	Cleansing	Yes	None
	Municipal Roads	Yes	None
	Refuse Removal		

TABLE 29: NON-CORE POWERS AND FUNCTIONS

SCHEDULE 4 PART B	COMMENT FROM MDB (DISTRICT WIDE)	SCHEDULE 5 PART B	COMMENT FROM MDB (DISTRICT WIDE)
Air Pollution	None	Beaches and Amusement Facilities	Not or being poorly performed
Child Care facilities	Not or being poorly performed	Billboards and the display of advertisements in public places	None
Municipal Airports	Not or being poorly performed	Control of undertakings that sell liquor to the public	Not or being poorly Performed
Municipal Health Ser- vices	None	Facilities for the accommodation, care and burial of animals	Not or being poorly performed
Municipal Public Trans- port	Not or being poorly performed None	Fencing and fences	None
Municipal Public Works	None	Licensing of dogs	Not or being poorly performed
Pontoons, ferries, Jetties etc	Not or being poorly performed	Licensing and control of undertakings that sell food to the public	Not or being poorly performed
Trading Regulations	Not or being poorly performed	Markets	Not or being poorly performed
Local Tourism	Being poorly performed	Municipal Abattoirs	Not or being poorly performed
		Noise Pollution	Not or being poorly performed
		Pounds	None
		Public Places	None
		Street Trading	None
		Control of public nuisances	
		Local Sports facilities	None
		Municipal parks and recreation	
		Funeral parlours and Crematoria	

Due to the size of the municipality some of the core function are shared with other local municipalities within the UMDM family of municipalities. Some of the non-core functions are performed with an assistance of various government departments and other service delivery agencies e.g. Eskom.

All powers as stipulated in Section 32 of the Local Government: Municipal Structures Act 1998, not otherwise delegated, have been delegated to the Executive Committee excluding the following:

- 3.4.6.1. Approval of the IDP
- 3.4.6.2. Passing of by laws
- 3.4.6.3. Approval Budget
- 3.4.6.4. Imposition of rates and other taxes, levies, and duties; and
- 3.4.6.5. Raising of Loans

TABLE 30: ICT SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ✓ Renowned ERP system; ✓ Use of modern technology; ✓ Good relations with stakeholders; ✓ All core ICT system to support the business are currently in place ✓ Strong commitment from the business support ICT initiatives ✓ Dedicated Server Room; ✓ Full management support of ICT ✓ ICT Steering Committee ✓ 	<ul style="list-style-type: none"> ✓ Insufficient ICT resources to support business ✓ Insufficient budget to address technological changes and project implementation. ✓ Lack of Disaster Recovery Site ✓
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Using ICT to enhance revenue Based; ✓ Speeding up ICT services; ✓ Existing modern technology base can be further exploited; ✓ New Technology can enhance business operations; ✓ Maximum utilization of Municipal systems to meet business needs ✓ 	<ul style="list-style-type: none"> ✓ Staff stress/moral is an issue as it may make the users negative towards ICT; ✓ Business units make decision which may impact ICT without consulting ICT; ✓ Constantly changing ICT technologies ✓ Increasingly sophisticated security risks and threats. ✓ More stringent audit focusing on controls; ✓ Trends towards e-government integration

3.4.7. ORGANISATIONAL DEVELOPMENT

INSTITUTIONAL ARRANGEMENT

The Municipality (KZ 226) is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act 1998. The Municipality functions under the Collective Executive System consisting of Four (4) executive members of whom one is a Mayor. The Council consist of 14 Councillors including the members of the Executive Committee. Of the 14 Councillors 7 are Ward elected Councillors. The councillors also participate in the various DDM Sub-clusters which are driven by the District IGR Department. The Council has 7 portfolio standing Committees which each member of EXCO serving as a portfolio councillor. The seven Portfolio of the Municipality are as follows.

- ✓ Infrastructure Committee
- ✓ Performance Management and Audit Committee
- ✓ Community and Administration and Corporate Services Committee
- ✓ Budget Steering Committee
- ✓ Finance Committee
- ✓ Local Labour Forum and
- ✓ Municipal Public Accounts Committee

The Communication strategies that the Municipality is currently using include the Integrated Development Planning (IDP) Representative Forum, Mayoral Imbizo, Monthly Ward Committee Meeting and Communication Survey (i.e. through suggestion boxes and questionnaires)

MUNICIPAL POLICIES

The following policies are in place and adopted.

Table 28: Municipal Policies

Policy Name	Date of Adoption	Policy Name	Date of Adoption
Payroll Policy	30/06/2019	Mkhambathini Waste Management Plan	30/06/2019
Credit Control and Debt Collection	30/06/2019	Enterprise Risk Management Framework	30/06/2019

Policy Name	Date of Adoption	Policy Name	Date of Adoption
Appointment of Consultants	30/06/2019	Audit Committee Charter	30/06/2019
Contract Management	30/06/2019	Dress Code	30/06/2019
Funding and Reserves	30/06/2019	Incapacity: 30/06/ to poor work performance 20	24/06/2019
Budget	30/06/2019	Placement	30/06/2019
Subsistence and Travel	30/06/2019	Confidentiality	30/06/2019
Petty Cash	30/06/2019	Procedure to be followed in instances where employees are unable to attend work as a result of imprisonment	30/06/2019
Rates	30/06/2019	Resignation	30/06/2019
Virement Policy	30/06/2019	Human Resources management & Development strategy & implementation plan	30/06/2019
SCM	30/06/2019	Occupational Health and Safety	30/06/2019
Leave	30/06/2019	Employment 30/06/2019 and Conditions	24/06/2017
Training and Development	30/06/2019	Incapacity to Ill Health	30/06/2019
Employment Equity	30/06/2019	Internal Bursary	30/06/2019
Task Job Evaluation	30/06/2019	Public Participation Policy	30/06/2019
Sexual Harassment	30/06/2019	Batho Pele Policy	30/06/2019
Substance Abuse	30/06/2019	Mkhambathini Public Facilities Management Policy	30/06/2019
Standing Rules and Orders for the meetings of the council and its committees	30/06/2019	Performance Management Framework	30/06/2019

3.4.8. DEMOCRACY AND GOVERNANCE: INTERACTION WITH COMMUNITY

Section 6 (3) b of the Constitution stipulates that the municipality use the language that the communities prefer when communicating. The White Paper on Local Government suggest mechanisms, which includes forums, focused research, and focused stakeholder's groups as communication tools. Transparency and reciprocal information flows are the tenants being put forward by the government. Transparency has been given more prominence through Acts such as the Promotion of Administrative Justice Act and the Access to Information Act. In this instance, the Municipality has prepared and adopted a Communication Strategy. IT should be noted that the IDP Representative Forum is also legislative requirement that promotes public participation in the affairs of the municipality.

3.4.9. ACTION PLAN ON AUDITOR GENERAL'S FINDING

The table below is the Auditor -General's Action plan aimed at addressing the audit findings raised by the Auditor General during the audit of the 2019/2020 financial year. This is currently the Municipal updated Auditor-General Action Plan is attached below in the IDP.

TABLE 31: ACTION PLAN ON AG FINDINGS

NATURE OF AUDIT QUERY	DETAILED FINDING	COMMITMENT BY MANAGEMENT	TARGET DATE	RESPONSIBLE OFFICIAL	PROGRESS
MATERIAL IMPAIRMENTS – CONSUMER DEBTORS	As disclosed in note 10 to the financial statements, material impairments of R10,71 million (2018: R9,17 million) was provided for as a result of irrecoverable consumer debtors.	Management should implement control measures to ensure that the outstanding debtors is reduced and implement the Credit control and debt control policy. The management will develop the credit control bylaw.	30 June 2020 28 February 2020	Acting CFO/ Accountant Budget Acting CFO	<i>Accounts has been handed over to debt collectors for collection. That will reduce the debtor's book and impairment. Bylaw has been developed and approved by Council. Currently in the process for gazetting.</i>
UNAUTHORISED EXPENDITURE	As disclosed in note 42 to the financial statements, the municipality incurred unauthorised expenditure of R3,23 million as a result of non-cash flow adjustments which were not budgeted for.	Management will review its annual budget during the adjustment budget and made provision for the non-cash items on the budget.	31 March 2020	Acting CFO	<i>The private investigator was due to table the draft report to MPAC for discussion on 26 March 2020.</i>
PREDETERMINED OBJECTIVES	I was unable to obtain sufficient appropriate audit evidence for the reported achievements of 2 of the 25 indicators relating to this programme. This was due to limitations placed on the scope of my work. I was unable to confirm the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report of the indicators Maqongqo and Njobokazi Electrification.	Management will ensure that all PMS files are submitted to the Office of the Municipal Manager quarterly to ensure that all POE's are correct and properly referenced. The management will also ensure that quarterly assessments are performed.	20 March 2020	MM	<i>Mid-term review was used to address all the identified findings during 2018/19 audit and the management is waiting for the Q2 audit from Internal audit.</i>
IDENTIFIED MATERIAL MISSTATEMENTS IN THE ANNUAL PERFORMANCE REPORT SUBMITTED FOR AUDITING.	These material misstatements were on the reported performance information of basic service delivery and infrastructure development. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.	The management will also ensure that the SDBIP is properly reviewed during the mid-year assessment. The management will ensure that Annual performance Report is finalised before 15 August 2020 to allow the detailed review by stakeholders to unfold before the report is submitted to Auditor-General	20 February 2020 14 August 2020	MM MM	<i>APR Plan will be developed and closely monitored by MM to ensure that draft APR are ready for review before 10 August 2020.</i>

IDENTIFIED MATERIAL MISSTATEMENTS IN THE ANNUAL FINANCIAL STATEMENTS SUBMITTED FOR AUDITING.	<p>The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of commissions' revenue, grants, expenditure, property, plant and equipment and irregular expenditure identified by the auditors in the submitted financial statement were subsequently corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.</p>	<p>The management will ensure that the Bi-Annual Financial Statements are prepared and submitted to Internal Auditors. The management will ensure that Draft Annual Financial Statements is finalised by 31 July 2020 to allow all other stakeholders to perform their reviews. The municipality must ensure that all sub-ledger accounts are reconciled on a monthly basis.</p>	<p>20 March 2020</p> <p>30 August 2020</p>	<p>Acting CFO</p> <p>Acting CFO</p>	<p><i>Bi-annual annual financial statements were due to be completed by March 2020</i></p> <p><i>AFS Plan will be developed and closely monitored by MM to ensure that draft AFS are ready for review before 10 August 2020.</i></p>
PROCUREMENT AND CONTRACT MANAGEMENT	<p>Some of the bid documentation for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 Preferential Procurement Regulation 8(2). Some of the contracts were awarded to bidders based on functionality criteria that were not stipulated or differed from those stipulated in the original invitation for bidding, in contravention of Preferential Procurement Regulation 4(1) and 4(2).</p>	<p>The management will ensure that the SCM Policy and SCM regulations are implemented by the municipality. Whole population of transactions from 01 July 2019 to 30 June 2020 will be reviewed and a disclosure where necessary will be made. All advert will be reviewed by office of the CFO before they are published to ensure compliance.</p>	<p>30 June 2020</p>	<p>Strategic Manager</p> <p>Technical/ Acting CFO / SCM Manager</p>	<p><i>The matter has been resolved by ensuring that all advert comply with local content requirements and whole population has been tested.</i></p>
CONSEQUENCE MANAGEMENT	<p>Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA. Irregular, fruitless and wasteful expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.</p>	<p>Management will be implemented internal controls which will assist the municipality in preventing the fruitless and wasteful expenditure. The management will appoint an independent investigator who will assist in investigating the transactions. The report with recommendations will be then submitted to MPAC until it reaches the council with MPAC recommendations.</p>	<p>10 December 2019</p> <p>31 March 2020</p>	<p>Acting CFO / SCM Manager</p> <p>MM</p>	<p><i>The private investigator was due to table the draft report to MPAC for discussion on 26 March 2020.</i></p>

3.4.10. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

TABLE 32: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ✓ The Portfolio Committee system is in place ✓ Council decisions are compliant with the MSA ✓ Communication Strategies and culture of public participation is being practice through Imbizo, IDP Representative Forums, and suggestion boxes ✓ Human Resource Policies have been developed and adopted. 	<ul style="list-style-type: none"> ✓ Lack of sufficient capacity(vacancies); ✓ Vacancies of Senior Management level hampers the efficiency of the municipal units.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Opportunities exist to fill the vacant position order to beef up municipal capacity 	<ul style="list-style-type: none"> ✓ Insufficient budget to fill vacant positions this results in post remain frozen, this hampers the municipality from delivering on some of its functions.

3.5. BASIC SERVICE DELIVERY

3.5.1. THE MUNICIPALITY AS WATER SERVICES AUTHORITY

The Municipality is not a water services authority uMgungundlovu District Municipality is responsible for all water related issues in Mkhambathini. However, all the project that are related to water services are undertaken by UMDM and are communicated through IGR Structures and Economic Sector, Investment & Infrastructure Development Subcluster which is chaired by the District and progress reports are tabled to council on a continuous basis.

uMgungundlovu District Municipality has a number of water and sanitation projects that have been planned for current intervention this Financial Year for Mkhambathini Local Municipality.

WATER SERVICES

UMDM prepares all Operations and Maintenance plan for water and sanitation consultation with uMngeni Water and District WSDP was last reviewed in 2017 the district is currently in the process of reviewing their WSDP and has an adopted O&M plan. The following map indicates water sources of UMDM which provides for its surrounding municipalities.

The Link of the WSDP is included below:

<http://ws.dwa.gov.za/wsdp/Login.aspx?ReturnUrl=%2fWSDP%2f>

The percentage of the ward's population reliant on boreholes, springs, dams, water tanks, rainfall, and rivers for water supply (extracted from the 2016 Stats SA community survey census data)

TABLE 33: ACCESS TO PIPES WATER SUPPLY

HOUSEHOLD ACCESS TO WATER	TOTAL NUMBERS
Piped (tap) water inside dwelling / institution	1 428
Piped (Tap) Water Inside Yard	5 730
Piped (Tap) Water On Community Stand: Distance Between 200m And 500m From Dwelling / Institution	2 194
Rain-Water Tank In Yard	212
Piped (Tap) Borehole In The Yard – Borehole Outside The Yard	375
Piped (Tap) Neighbours Tap	545
Piped (Tap) Public/Communal Tap	2 592
Water Carrier/Tanker	858
Flowing Water/Stream/River	1 439
No Access To Piped/Other (Tap) Water	86
Total	15 460

Source: Census 2016

ACCESS TO SANITATION

Access to sanitation within Mkhambathini Municipality is in a form of ventilated improved pit latrines. The Community Survey 2016 is revealing a positive story in the sense that access to sanitation at an RDP Standard has increased from 18.4% in 2011 to 56% in 2016, an increase by

37%. This point to the functionality of intergovernmental relations efforts by the municipality, uMgungundlovu District Municipality and sector departments ensure that all households have access to a dignified sanitation in Mkhambathini Local Municipality

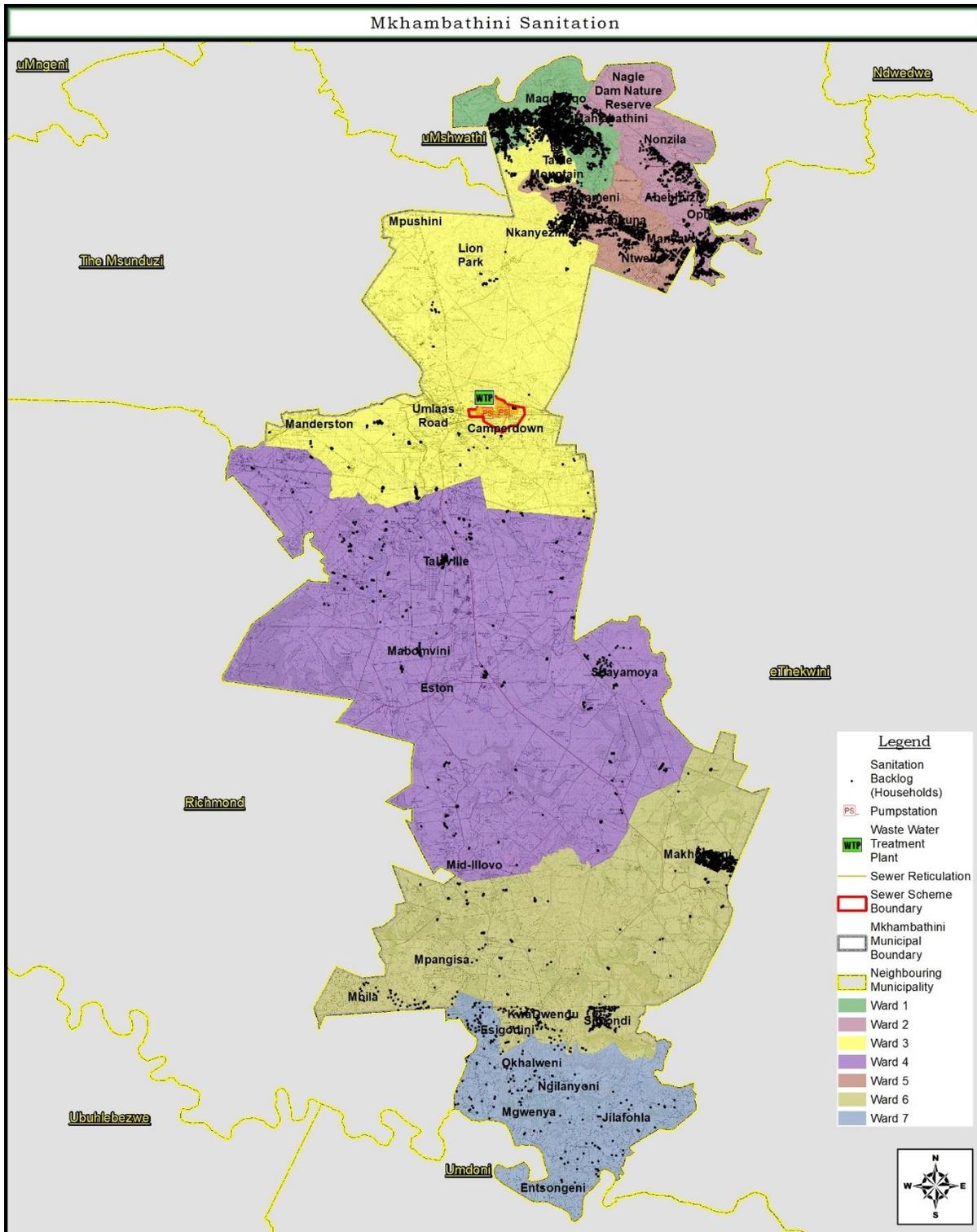


FIGURE 20: MAP SHOWING OVERALL ACCESS TO SANITATION IN MKHAMBATHINI

FIGURE 21: ACCESS TO SANITATION BY TYPE (SOURCE: COMMUNITY SURVEY CENSUS 2016)

HOUSEHOLD ACCESS TO SANITATION	TOTAL NUMBERS
Flush toilet connected to a public sewerage system	450
Flush toilet connected to a septic tank or conservancy Tank	1 334
Chemical toilet	97
Pit latrine/toilet with ventilation pipe	4 669
Pit latrine/toilet without ventilation pipe	5 908
Ecological toilet (e.g. urine diversion; enviro-loo; etc.)	2 118
Bucket toilet (collected by municipality)	8
Bucket toilet (emptied by household)	8
Other	51
None	826
Total	15 460

The following table indicates the progress on the projects Umgeni Water is implementing for the Mkhambathini through uMgungundlovu District Municipality .

TABLE 34: UMGENI WATER PRIORITY PROJECTS IN MKHAMBATHINI

Strategic Integrated Project (SIP)	PGDS Goals	KZN PGDP Strategic Objective	uMgungundlovu Priorities	Umgeni Water Projects	Progress to Date 2020/21	Budget (subject to review)	Outcome (As Per 14 Outcomes)	Sub-Outcome (of The 14 Outcomes)
SIP 18 Water and Sanitation	Goal 4: Strategic Infrastructure	Strategic Objective 4.5: Improve Water Resource Management and Supply	Operation and maintenance assets with relation to water	Sewage Water Borne Treatment Works	The new waste treatment works in the Camperdown urban part, to help reduce the cost of transporting sewage to the PMB works (conservancy tanks)	District and Umgeni Waters	Outcome 6: An efficient, competitive, and responsive economic infrastructure network	Sub-outcome 4: Maintenance and supply availability of our bulk water resources ensured
SIP 18 Water and Sanitation	Goal 4: Strategic Infrastructure	Strategic Objective 4.5: Improve Water Resource Management and Supply	Greater Eston Water at Mkhambathini		Phases 1-5 of water pipeline and reservoirs	to cost R186 million	Outcome 6: An efficient, competitive, and responsive economic infrastructure network	Sub-outcome 4: Maintenance and supply availability of our bulk water resources ensured

The table below indicates an improvement in the service delivery of water within the municipality.

TABLE 35: WATER SERVICE DELIVERY WITHIN MKHAMBATHINI

	Census 1995	Census 2001	Census Community Survey 2016
In dwelling/yard	3560	5722	5 730
Access to piped water	3621	5189	5 730

NEEDS AND PRIORITIES FOR WATER AND SANITATION SERVICES

TABLE 36: NEED AND PRIORITIES FOR WATER AND SANITATION SERVICES

WATER AND WASTEWATER WORKS				
	Mkhambathini	Upgrading of Manyavu Community Water Supply Scheme	Construction	R65,145,903.20
	Mkhambathini	Upgrade Nkanyezi Community Water Supply Scheme	Construction	R96,913,319.65
	Mkhambathini	Upgrade Manzamnyama Community Water Supply Scheme	Construction	R63,801,487.13
	Mkhambathini	Maqongqo Community Water Supply Scheme Phase 5	Construction	R19,116,346.37
	Mkhambathini	iThala Valley Community Water Supply Scheme COVID 19	Design stage	R 12 844 746,70

PROGRESS REPORT ON THE WATER AND WASTEWATER WORKS IMPLEMENTED BY THE DISTRICT MUNICIPALITY

UPGRADING OF MANYAVU COMMUNITY WATER SUPPLY SCHEME

PROJECT DESCRIPTION & BACKGROUND

Water reticulation projects.

Commencement of Works date : **17 August 2017**
 Original Completion date: **14 June 2018**
 Revised Completion date: **30 September 2020**
 Anticipated Completion Date : **31 March 2021**

LOCATION

Wards 2,3 & 5 of uMkhambathini Local Municipality

POPULATION

On completion the bulk supply will serve +/- 7080 people and 885 households and is a growing area

JOB IMPACT:

Planned Job creation : +/- 100 jobs
 Actual Job opportunities : 264 jobs

BUDGET & EXPENDITURE:

Tender Amount : R 47 649 129.66

V.O 1 : R 9 426 470.00

V.O 2 : R 6 955 994,15

Total (all inclusive) : R 75 323 683,06

Expenditure to date : R 72 353 196,11 (including VAT.)

PROGRESS

- The overall project progress percentage is 98%.
- A total of 109.5 km of pipe has been laid to date.
- 80 km of pipe have been pressure tested (Zone 2)
- Contractor is currently working on snags scour and air valves , ongoing and pressure testing on Zone 2.
- Contractor is behind working hard on catching up and finish the project.
- Contractor is ready to commence with sterilizing process however there has been a shortage of water supply and had delayed the above process

COMMENTS/CHALLENGES:

- The contractor often had cash flow constraints .
- The contractor is now rectifying work done by subcontractors .This might also be a result of poor supervision from the contractor.
- The local community is reluctant to have their meter registered and this requires for a detailed consumer education to take place however this has been settled and the ISD team has resumed meter registration.
- There has been a general shortage of water supply ,which has resulted in the contractor delaying with testing and commissioning .

UPGRADE NKANYEZI COMMUNITY WATER SUPPLY SCHEME

PROJECT DESCRIPTION & BACKGROUND

The Upgrading of Nkanyezini Water Supply Scheme comprises of the construction of a 10ML reinforced concrete reservoir, 1No 100kl ,40kl elevated tanks and a number of break pressure tanks. Approximately 103km of bulk and reticulation pipeline network including erf connections ranging 22mm to 400mm diameter , installation of valves ,fire hydrants ,meters together with fittings and chambers.

Commencement date : **17 August 2017**
Completion date : **18 February 2019**
Anticipated Completion Date : **18 November 2019**
Contract Terminated : **21 May 2020**

LOCATION

The Upgrading of Nkanyezini Water Supply Scheme covers the communities of Lions Park , Mboyi and eMasangweni within Mkhambathini Local Municipality in the UMgungundlovu District Municipality jurisdiction.

WARD : The project covers wards 3 & 5

POPULATION

On completion the bulk supply will serve +/- 11504 people and 1438 households and is a growing area

JOB IMPACT:

Planned job creation : +/- 100 job opportunities Actual job opportunities to date : 69

Five Local Subcontractors have been appointed to date

BUDGET & EXPENDITURE:

Tender Amount : R 96 913 319.65 Expenditure : R 24 688 664,55

PROGRESS

The contractor has done work on Zone 3,4,5,6,7,8 & 9 and only achieved a total length of 70.9km of pipework of the 155km total, diameter range from 50mm – 250mm .

- To date only 7.2km of pipework has been tested. .
- Of the 70.9km laid, an equivalent number of 41km has been paid in full without being tested. The 29.9 km balance been paid up to 50%
- It must be noted that social issues on Zones 1 &2 continue to exist which includes 26km of pipework.
- They had started excavation for all offtake chambers.
- The CPG contractors have begun the construction of household connections in February 2019.

Engineering consultants have been appointed in attempts to revive this project and they are currently confirming designs as there have been many changes on site.

CHALLENGES

- PTO for the pipe work for Zone 1 & 2 is still outstanding until the matter with the trust has been resolved.
- There were often labor disputes and work stoppages
- Site was closed for some months following the death of the then local councilor.
- This has to be resolved because this particular area hosts a reservoir which supplies zones 3 & 4.
- The contractor was generally behind programme and often lacked resources to finish the work.

UPGRADE MANZAMNYAMA COMMUNITY WATER SUPPLY SCHEME

The Upgrading of Manzamnyama Community Water Supply Scheme comprises of the construction of approximately 75km of HDPE ,uPVC,Klambon Steel pipeline ranging from 25mm to 200mm in diameter and the construction of 1 x 1Ml reinforced concrete reservoir ,60kl steel tank. Installation of a number of 1kl low volume break pressure tanks and associated chambers and fittings.

Commencement of Works date : **22 August 2018**
Original Completion date: **23 August 2019 (12months duration)**
Revised Completion date: **22 November 2019**
Anticipated Completion Date : **15 December 2020**

LOCATION

The Upgrading of Manzamnyama Water Supply Scheme the communities within Mkhambathini Local Municipality in the UMgungundlovu District Municipality jurisdiction.

WARD: The project covers wards 2 & 3

POPULATION

On completion the bulk supply will serve +/- 18160 people and 2270 households and is a growing area

JOB IMPACT:

56 people employed (including 16 trainees)

BUDGET:

Tender Amount: R 69 659 068.83 (Including VO)

Expenditure : R 56 561 369,83

DEMAND:

1342.99 KL/day

PROJECT STATUS:

- Overall Progress 99%
- Time Lapsed – 131/80 weeks (141%)
- All pipes have been pressure tested and have passed.
- 74.91 km of pipeline laid to date
- Contractor has now completed pressure testing from Zone 1 to Zone 4 Reticulation pipeline, Bulk and Secondary Bulk pipeline from Zone 1 to Zone 4.
- Contractor currently in a process of disinfecting, testing and commissioning of Zone 1, 2, 3 & Res B. (this process is being delayed because of the shortage of water supply in the area)

COMMENTS/CHALLENGES:

The contractor experienced an initial delay on the Reservoir section when they were about to commence with the works. Reservoir position changed due to identification of graves around reservoir footprint. Initial PTO was given by the community. Once the contractors started setting out, the Induna stopped the work. New reservoir position had to be identified and additional earthworks were required. There has been a challenge in water supply and filling up Res B with has also resulted in a delay on the project.

The date of the handover has not being confirmed, this pending the finalisation of setting PRVs and commissioning.

MAQONGQO COMMUNITY WATER SUPPLY SCHEME PHASE 5

PROJECT DESCRIPTION & BACKGROUND

Construction of Bulk and reticulation pipelines

Commencement date : **23 August 2017**
Revised Completion Date : **23 March 2019**
Anticipate Completion Date: **30 September 2020**
Anticipated date of practical completion : **30 November 2020**

LOCATION

Wards 1,2&3 of Mkhambathini Local Municipality

POPULATION

On completion the bulk supply will serve +/- 13859 people and 1978 households

JOB IMPACT

+/- 85 Jobs are planned to be created. Actual job opportunities

BUDGET & EXPENDITURE:

Tender Amount : R 16 768 724.89

V.O 1 : R 1 039 669.82 (VO)
V.O 2 : R 2 997 500.00 (COVID VO)
Total : R 20 805 894,71
Expenditure to date : R 20 762 589,81

PROGRESS OF PROJECT STATUS

This contract is 100% complete .

The project is now complete how ever there are few snags that the contractor is attending to.

CHALLENGES

- There area is fraught with illegal connections which slowed down the contractor during the testing and remains he cause of many burst pipe and water losses.
- An additional 420 houses have cropped up since the commencement if this project. The current population growth in the area is approximately 3.98% per annum. The number of households have increased from 1978 in 2011 to 2718 in 2018.
- There is an ongoing problem with supply due to illegal connection on the rising main .

Mkhambathini VIP Sanitation

Project description:

Mkhambathini Household Sanitation Project (Ward 4), areas to be covered Dukes, Eston Garage, Malahlen George, Godo, Redlands and Thala valley which are farm dwellers.

Status: 181 households to be constructed and 123 households have been served

Local Municipality: Mkhambathini

Jobs impact:

All Umgungundlovu Projects have a large job creation component with community members being utilised to provide logistics (task team); builders; transporters, health and hygiene, as well as local wedge block suppliers. Community off-loaders are also utilised.

Projected cost to completion:

R 2 000 000

Project Scope: To provide 181 households with sanitation including health and hygiene.

Challenges:

challenges, permission letters were received from other farm owners but other three Farm owners refused to give us permission until the Ward Cllr intervned as resolve the problem.

These are the following three major projects have been commissioned or are in the process of being commissioned:

- The Eston uMbumbulu Pipeline, a steel pipeline, 450mm in diameter and 25k min length, was designed to supply 15MI/day to the area of uMbumbulu. This pipeline was successfully commissioned in June 2006 and is currently supplying just under 5MI/day.
- The South Coast Pipeline project has been completed, with some components already having been commissioned. The bulk water pipeline will improve the surety of potable water supply to the southern most portion of the eThekweni Municipality and the northern area of the Ugu District Municipality. This project comprises an 800mm diameter steel pipeline 22km in length, a 600mm diameter steel pipeline 13km in length, a 300mm diameter branch steel pipeline 4.5km in length, three reservoirs one each at Amanzimtoti Water Works, Quarry and Mgobhuzini with a capacity of 15MI, 7.5M land 5MI respectively and two pumping stations, one at Umnini and one at Umfumi having a power requirement of 1MW and 200KW respectively
- Umgeni Water has a capital expenditure programme for the next five years of approximately R1.7 billion. To implement this programme, a Project Office was established. The major projects which this office is managing are the DV Harris to Umlaas Road pipelines, currently in various stages of design, to address both an increase in demand and eThekweni Water and Sanitation's (EWS) planned load shedding programme. Linked to this is the 57/ Western Aqueduct pipeline, currently out to tender of which the first 10km of 1 400mm diameter steel pipe is being implemented by EWS on behalf of Umgeni Water3.4.

COORDINATION OF DEVELOPMENTS ACTIVITIES WITH THE RELEVANT SECTOR DEPARTMENTS AND SERVICE PROVIDERS

The municipality coordinates its water and sanitation development activities through UMDM. The Public Participation engagements are conducted with the participation of the District to hear and address the issues of the community regarding water and sanitation needs within the municipality's wards.

3.5.2. SOLID WASTE MANAGEMENT

On the 29th of September 2020, the Council of Mkhambathini Municipality adopted the Integrated Waste Management Plan (IWMP). The plan details the municipality’s current waste management and disposal status as well as detailed plan of how the municipality intends to ensure a cleaner and safer environment through progressive waste management strategies. This plan also includes the financial implications related to this service. implementation process is currently under way. The IWMP is an annexure to this IDP.

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

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

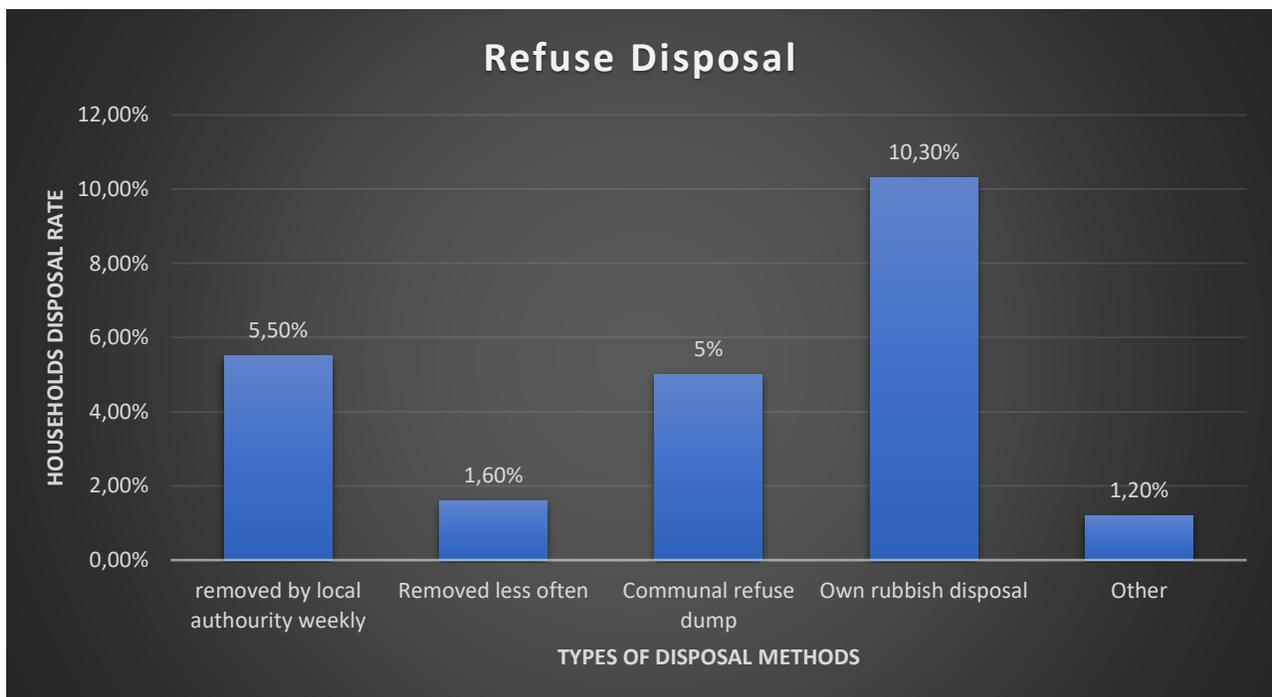


FIGURE 22: MKHAMBATHINI REFUSE DISPOSAL (SOURCE: CENSUS 2011, STATISTICS SA)

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

TABLE 37: REFUSE COLLECTION AND DISPOSAL INFORMATION

Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often than once a week	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other	Total
1 302	407	555	0	12 398	768	29	15 460

3.5.2.1. REFUSE REMOVAL PER WARD

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

Wards 1, 2, 5 and 7 are predominantly rural/ Ingonyama Trust Board land with households that are not billable for the services. As such, the municipality does not a weekly collection service rendered to these areas. However, it has been noted with concern that waste levels have extremely escalated in these areas, with notable illegal dump sites in various pockets of these areas. Through the IWMP, the municipality has thus included clean up campaigns as well as education and training in the community and schools.

Furthermore, to enhance the cleaning and waste collection efforts, the municipality is in the process of installing waste collection skips and cages that will help contain the waste and avoid the surge of illegal dump sites.

The municipality is also in the process of introducing recycling to encourage separation of waste at source and enhance the green economy programmes. There are waste pickers that have been absorbed into this new project to help enhance their business efforts (transporting their waste) while they assist with waste sorting.

The municipality is currently exploring strategies of sorting and separating waste for recycling purposes, (this includes separation at sources) with the aim of reducing waste disposed of at the landfill site. The Municipality provides Solid Waste Services to its 480 Households. 300 Households are benefiting from a free basic service.

3.5.2.2.

Waste Transportation

The municipality has 2 waste removal trucks which include a Waste Compactor Truck that was procured in 2017. This truck is utilized for weekly waste collection. The second truck is a normal 4-ton truck used during clean up campaigns/ activities.

3.5.2.3. MUNICIPAL LANDFILL SITE

The Mkhambathini Municipality does not own a landfill site nor a waste disposal/ transfer site. The municipality thus disposes off at the Msunduzi Municipality' New England site at a fee, charged daily.

It is to be noted that the municipality is now in the process of exploring having a waste sorting and transfer station that will also assist the municipality to move towards recycling and implementing green economy projects through waste management.

3.5.2.4. WASTE RECYCLING

The focus of the municipality's IWMP is recycling initiatives which includes educating citizens to separate waste at source and recycle their waste to minimize the level of waste that goes to the landfill site. Further to this the municipality is also exploring the concept of establishing a refuse sorting and transfer site. This will also include recycling of garden refuse.

Further to this, the municipality has established working relations with the informal waste pickers with the intention of working with them to sort waste and assist them generate income from the collected recyclables.

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





3.5.2.5. WASTE MANAGEMENT PARTNERSHIPS

The Mkhambathini Municipality notes the importance of working in partnership with civil society organisations, government departments and the communities at large in order to ensure that waste is effectively managed which would eventually drive Mkhambathini Municipality to becoming the one of the cleanest municipalities in South Africa.

Over the years the municipality has thus established the following partnerships:

Stakeholder	Service/ Partnership
Ward 5 Community	Illegal Dump Clean up and clearing of nappies disposed near the river
Informal Waste Pickers	Sorting and disposal of recyclables
Adopt a River (in partnership with the Community)	Clean up of Msunduzi River
Beaumont Farmers Association	Clean up at Eston Rank and Digging waste disposal pits
The Glass Bank	Installation of glass collection banks in Eston
Department of Environmental Affairs	Good Green Deeds cadres – Cleaning up at ward 3, 4 and 6
	Youth Coordinator – assisting with waste management issues
Department of Public Works	+/-150 EPWP employees cleaning up in all 7 wards

The municipality is working on expanding waste management partnership with various stakeholders, including business owners operating within the jurisdiction on the municipality to ensure that waste management becomes a collaborated effort.

3.5.2.6. WASTE MANAGEMENT FUTURE PLANS IN LINE WITH THE IWMP

STRATEGIC OBJECTIVE	KEY PROJECTS	BUDGET	TIMEFRAME
To ensure the development of the green economy, through recycling, reusing, and reducing initiatives.	<ul style="list-style-type: none"> • Organic waste storage and processing site for composting. • Distribution of the organic compost to community gardens. All wards • Reuse of waste products for arts and other crafts to create job opportunities through enhancing skills and SMMEs • Urban harvest gardens set-up and community nursery. 	R500 000.00	2021-2024
To ensure the extension of waste services to rural areas	<ul style="list-style-type: none"> • The procurement of skips and development of materials recovery facilities on accessible points for the ease of collection and recycling initiatives in rural areas. (Ward 3, 5,1 and 4) • To form partnership (PPP) for the establishment and running of buy back centre in Mkhambathini. • To capacitate informal waste pickers in our communities through trainings, workshops and transporting services for recyclables to buy back centres. 	R200 000.00	2021-2024
To ensure effective, safe and healthy methods of waste storage in all scheduled collection points (farms and informal settlements)	<ul style="list-style-type: none"> • To procure bulk waste storage receptacles that will minimize the scattering of waste awaiting the collection in the designated spots. • Procuring appropriate receptacles for the storage of waste to avoid the contamination of water, overall cleanliness, and hygiene in collection points. 	R100 000.00	2021- 2024
To ensure an environmentally sustainable town beautification model	<ul style="list-style-type: none"> • The removal of alien species and management of shrubs. • To ensure that the parks and all public spaces are kept clean and well maintained through grass cutting, weed removal on pavement and road edges and street sweeping. • The maintenance of vacant properties and property owners are held accountable for the upkeep of the properties. 	R50 000.00	2021-2024

3.5.3. TRANSPORT INFRASTRUCTURE

TRANSPORTATION INFRASTRUCTURE NETWORK

The Municipality currently has a draft Comprehensive integrated Transport Plan which is the process to being reviewed by council for future projections this plan is still a working document that will be prioritized by the municipality, the Integrated Transport Plan which looks into providing the communities with access to better socio-economic opportunities and the development of Mkhambathini Local Municipality. In order to effectively understand and have improved transport planning, The municipality is has to developed a Comprehensive Local Integrated Transport Plan which will be seek assistance from DOT and the district municipality in formalizing the final plan in line the with the National Land Transport Transition Act, Act No. 22 of 2000 as amended. It is a requirement that every Local Municipality prepares a set of transport plans and such plans need to be updated and give guidance to the contemporary transport operating environment ,however with better coordination between the various spheres of government and with the assistance from the Department of Transport .

3.5.3.1. Road Network

The primary transport route within the municipality is the N3 Route that traverses Mkhambathini and links Durban to the east with Pietermaritzburg and ultimately the Gauteng Highveld to the west and north- west. Mkhambathini enjoys a relatively good level of access at a Provincial and Regional level. This allows for a smooth flow of goods and movement of people in and out of the area. Access to roads shows that most households in the Mkhambathini municipality enjoy access to roads at less than 1km. There are several provincial roads spread relatively even throughout the municipal area, improving the relative accessibility of most settlements and households in the municipality. Many households are also serviced through lower order, district or local and roads.

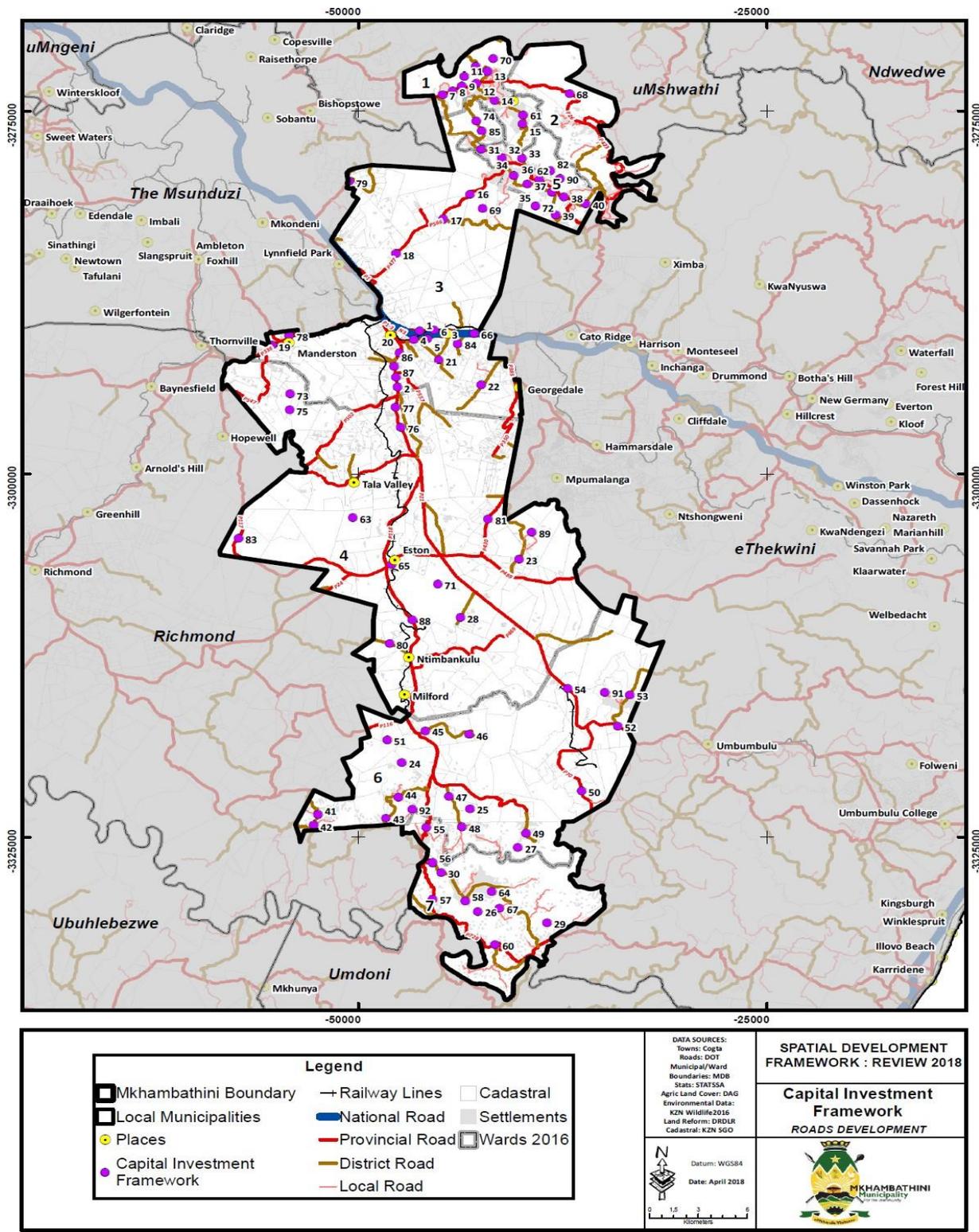


FIGURE 23: MAP INDICATING TRANSPORT/ ROAD NETWORK

There are a number of provincial roads spread relatively evenly throughout the municipal area, improving the relative accessibility of the majority of settlements and households in the municipality. Many households are also serviced through lower order, district, or local roads. The quality of roads in the traditional authority areas is generally poor and requires substantial upgrading and maintenance. This impacts negatively on the development potential of these areas. Problems associated with unsurfaced roads include damage to vehicles, dust, erosion and inaccessibility.

TABLE 38: ROAD INFRASTRUCTURE

GRAVEL	SURFACED	TOTAL
367.23	162.24	529.47

With reference to table above, the majority of the roads within Mkhambathini are gravel. This implies a need to ensure that these roads are properly maintained through re-gravelling and grader blading. Due to the remote- ness of these roads, as well as the limited funding for infrastructure maintenance, maintenance of these roads might pose a problem in future.

3.5.3.2. INSTITUTIONAL RESPONSIBILITY

OPERATIONAL AND MAINTENANCE PLAN FOR EXISTING ROADS AND PUBLIC TRANSPORT

The following are the roads that will be maintained by the Department of Transport on behalf of the Municipality:

TABLE 39: DEPARTMENT OF TRANSPORT: ROADS PROJECTS

Project Name	PROEJCT NO	2020-21 Budget
Upgrading of various raods (Design stage and supervision)	B22/0150/S	R2 000 000
Maintenance Contract (Richmond Zone)	C227/9521/S	R15 000 000
Regravelling of P115 (5km – 10km = 5km)	C227/1563/S	R2 000 000
Regravelling of D158 (17km – 22.5km = 5km)	C227/1565/S	R1 600 000
Upgrade of N3 from 2 lanes to 3 lanes (N3 Corridor Development)	SANRAL PROJECT	N/A

TABLE 40: MUNICIPAL ROADS MAINTANANCE PLAN

NAME OF THE PROJECT	WARD NAME	ESTIMATED BUDGET
Regravelling of Access roads from various wards	All Ward	R9 000 000.00

ROAD NUMBER	PROJECT NAME	ACTIVITIES	BUDGET ALLOCATION
N/A	3559 Whitecliff uMgeni	New Pedestrian Bridge	R 1 000 000
N/A	3559 Whitecliff uMgeni	Design and Supervision	R 500 000
P21-1 (km15 to km18)	P21-1 (km15 to km18)	Heavy Rehab	R 68 796 000
P21-1 (km15 to km18)	Professional Fees	Heavy Rehab	R 1 938 290
P118 (km0 to km 1.8)	Professional Fees	Reseal	R 162 000

PROVISION OF NEW ROADS AND RELATED FACILITIES

TABLE 41: ROADS REHABILITATION FOR 2020/2021

ROAD NAMES	LENGTH (M)	WIDTH (M)
Alfred Storm Drive	703	6
Ascent Cres	122	6
Bisset Street	146	5
Buchanan Road	254	6
Charlton Place	126	6
Faireview Road	791	6
Horizon Place	138	6
Leylands Place	100	5.7
Markham Place	77	5
Moodley Road	586	5
Norman Stone	360	6
Oehley Road	420	6
R103	445	6
Roberston Road	566	5

Summit Road	506	6
Scott Street	474	6
Shepstone Street	500	6
Table Way	347	6
Taylor Way West	707	5
Thomas Jee Road	384	6
Valley View Road	374	5.5
Victoria Street	186	6
Willoowpool Road	228	6.5
Wood Crescent	422	5
Circle/Taxi Rank	52	6

The following co-ordinates table present the location of some Mkhambathini Access Roads

TABLE 42: TABLE OF COORDINATES FOR LOCATION OF MKHAMBATHINI ACCESS ROADS

ROAD NAMES	CO-ORDINATES	
	START	END
Shepstone Street Ward 03	29°43'40.31''S and 30°32'22.33''E	29°23'46.47''S and 30°32'26.54''E
Thomas Jee Road Ward 03	29°43'39.62''S and 30°32'27.61''E	29°43'43.10''S and 30°32'35.79''E
Ukhalo Access Road Ward 7	30°02'17.3''S and 30°31'28.2''E	30°02'11.8''S and 30°32'50.9''E
Ophokweni Access Road Ward 2	29°39'27.8''S and 30°38'13.5''E	29°38'53.6''S and 30°38'28.1''E

The pictures below: shows some of the Roads that have been rehabilitated by the municipality which is located in Camperdown .



Alfred Storm Drive



3.5.3.3. INTEGRATED TRANSPORT PLAN (ITP)

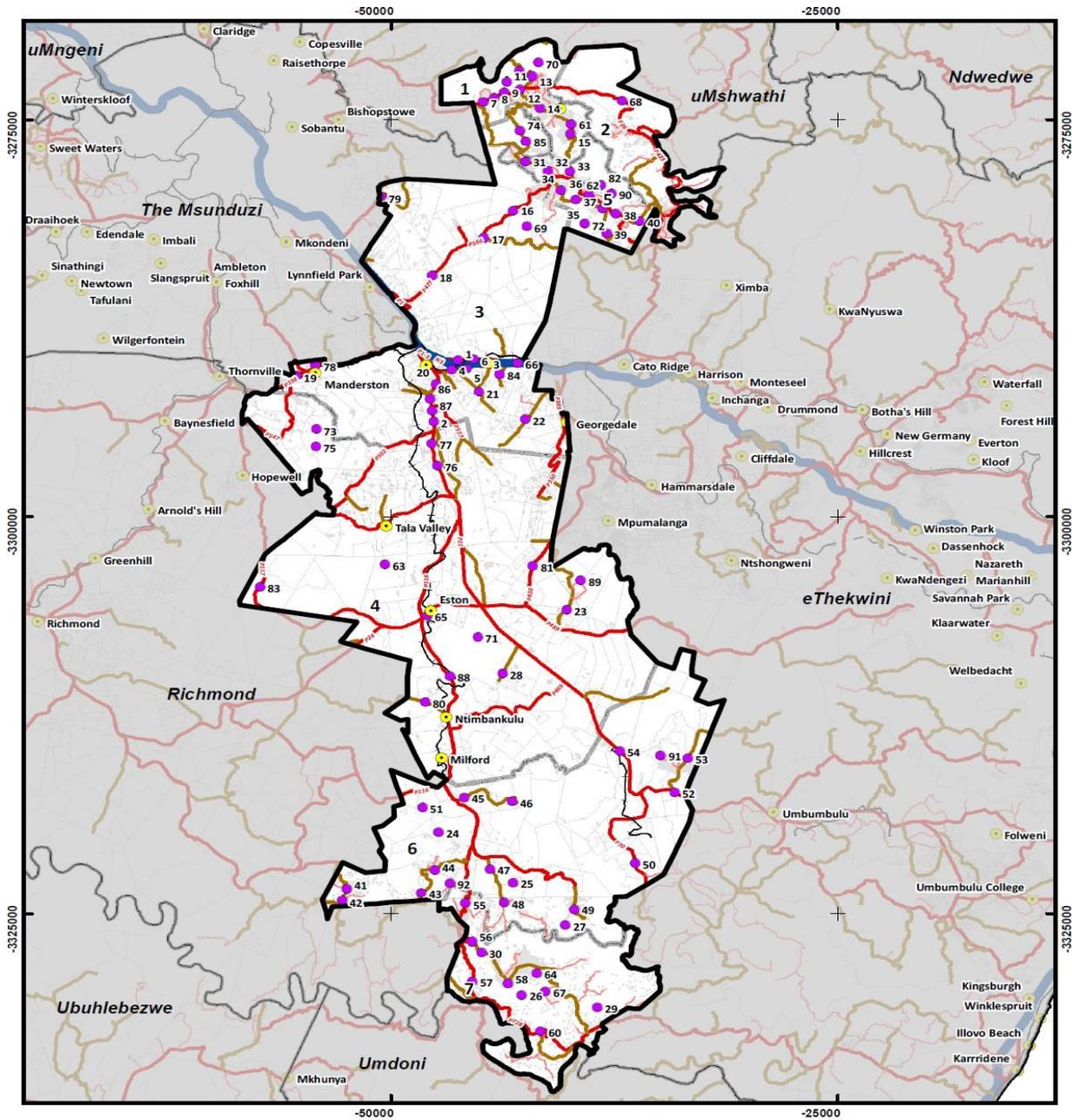
The Municipality currently has a draft comprehensive integrated transport plan in place which is in the process of being reviewed by council, and the municipality is prioritizing the review of this plan as it also looks into the future development of Mkhambathini Local Municipality. The Draft Integrated Transport Plan is attached as annexure in the IDP.

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

OPERATIONS AND MAINTENANCE PLAN

The Municipality has a Maintenance Plan which is currently in place and is the process of being

reviewed, the maintenance plan is attached as annexure in the IDP



<p>Legend</p> <ul style="list-style-type: none"> Mkhambathini Boundary Local Municipalities ● Places ● Capital Investment Framework → Railway Lines National Road Provincial Road District Road Local Road Cadastral Settlements Wards 2016 		<p>DATA SOURCES: Towns: Cogta Roads: DOT Municipal/Ward Boundaries: MDB Stats: STATSSA Agric Land Cover: DAG Environmental Data: KZN Wildlife 2016 Land Reform: DRDLR Cadastral: KZN SGO</p>	<p>SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2018</p> <p>Capital Investment Framework ROADS DEVELOPMENT</p>
<p>Legend</p>		<p>Legend</p> <p>Datum: WGS84 Date: April 2018</p> <p></p>	<p></p>

FIGURE 24: MAP INDICATING TRANSPORT ROUTES

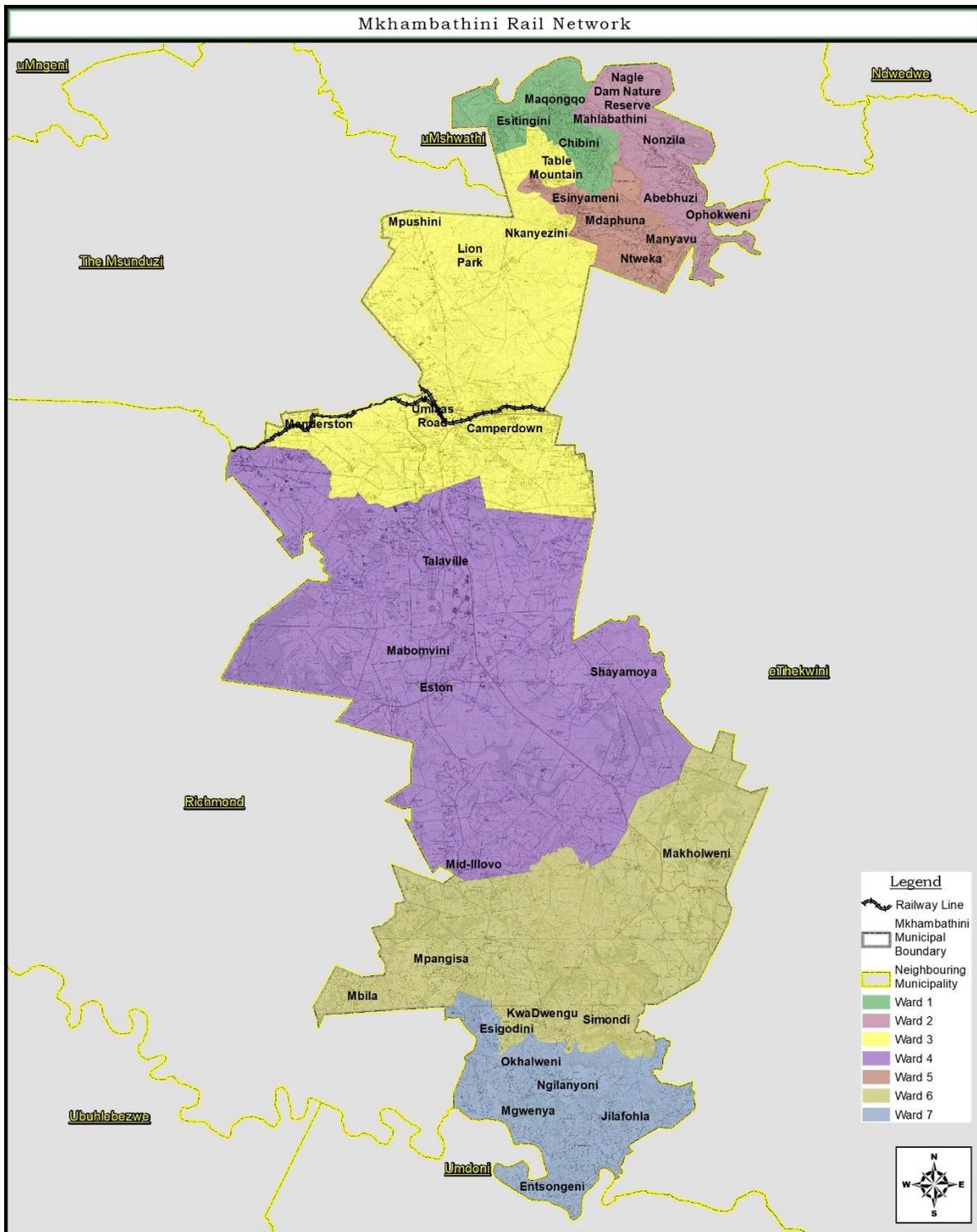


FIGURE 25: MAP SHOWING MKHAMBATHINI RAIL NETWORK

3.5.4. ENERGY

PROVISION OF ENERGY

The Municipality is not the Electricity Provider/Energy Provider, however, have a responsibility to ensure that the community benefits in the provision of electricity using the grant funding from Department of Minerals and Energy. Furthermore, the Municipality does provide to the indigent in its annual budget which is paid to Eskom who is the provider of electricity within its jurisdiction.

Electricity units which are 20 Amp per /household with 0.8 kVA design ADMD as per our INEP Grant Projects and 60 Amp for Eskom project.

There has been a substantial improvement in the percentages of households that use electricity for the following table depicts the results of the conducted 2016 Community Survey which have the total numbers of the various energy sources utilized in Mkhambathini Local Municipality (See Table Below):

TABLE 43: ENERGY/ FUEL FOR LIGHTING, HEATING AND COOKING

Energy / Fuel	Census 1996	Census 2001	Census 2011	Census 2016
Lighting	2578	5329	9758	13 872
Heating	1484	2553	6441	12 607
Cooking	1734	3021	7767	12 693

(Energy Sources: Census 2011)

TABLE 44: HOUSEHOLDS ACCESS TO ELECTRICITY

INDICATOR	SUB-INDICATOR	KZN226
Households access to electricity	In-house conventional meter	1344
	In-house prepaid meter	12147
	Connected to other source which house- hold pays for	223
	Connected to other source which house- hold is not paying for	314
	Solar home system	2
	Other	25
	No electricity	1385
	TOTAL	15 460

(SOURCE : COMMUNITY SURVEY 2016)

3.5.4.1. ENERGY SECTOR PLAN

Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and as a consequence also plays an important revenue source for local government and the majority of households in the Mkhambathini municipality have electricity for lighting therefore has been a significant increase in households using paraffin whilst there has been a decrease in households using other forms of lighting. Renewable Energy to be regarded as an alternative form of energy for the less advantage households.

Normally formal structures are supplied with electricity for lighting. The use of candles and paraffin is within areas where there are service backlogs. Rural communities experience electricity backlogs due to tenure rights where land is vested in privately own land. This makes it difficult for Eskom to supply electricity to these communities if the application for electricity is not made by the landowner.

Eskom is responsible for the Energy Sector Plan. The municipality only receive reports of the implementation, therefore. However, the Municipality has conducted its own survey relating to electricity backlog and an Electricity Master Plan was developed and approved by the council on the June 2019.

This Infrastructure Master Plan describes Mkhambathini Local Municipality electrical infrastructure plans and It is a comprehensive technical report that provides detailed information on the organization current infrastructure and on its future infrastructure development plans.

The backlog on electricity services is still significant and most households who do not yet have access are generally located in the rural areas of the country. Mkhambathini local municipality have to many households without electricity, hence Master Plan serves as to give a clear information items of backlog. The of households with no electricity are presented on Table 1-below show the households with no electricity. Over 3641 households without electricity in Mkhambathini. Table 1 below present all wards name and number of households without electricity within Mkhambathini Local Municipality.

TABLE 45: NUMBER OF HOUSEHOLDS CONNECTED PER WARD

Ward	N.o of Connections
1	259
2	516
3	1660
4	274
5	563
6	142
7	227

3.5.4.2. ELECTRICITY SECTOR PLAN

THE STUDY WAS DONE ON BELOW WARD AREAS.

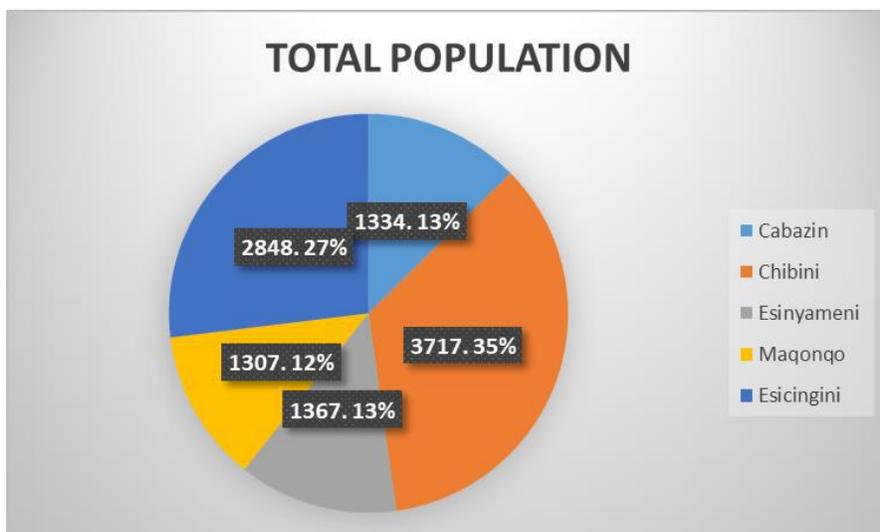


FIGURE 26: GRAPHICAL PRESENTATION FOR WARD1

TABLE 46: POPULATION BY AREA: WARD 1

Characteristics	Cabazini	Chibini	Esinyameni	Maqonqo	Esitingini
Total population	1334	3717	1367	1307	2848
Population density	1350 persons/km ²	810 persons/km ²	562 persons/km ²	1406 persons/km ²	859 persons/km ²

TABLE 47: POPULATION BY AREA: WARD 2

Characteristics	Abebhuzi	Manzamyama	Nagle	Oqweqweni	Ophokweni
Total Population	2088	328	86	5922	2369
Population Density	263 persons/km ²	399 persons/km ²	5 persons/km ²	278 persons/km ²	539 persons/km ²

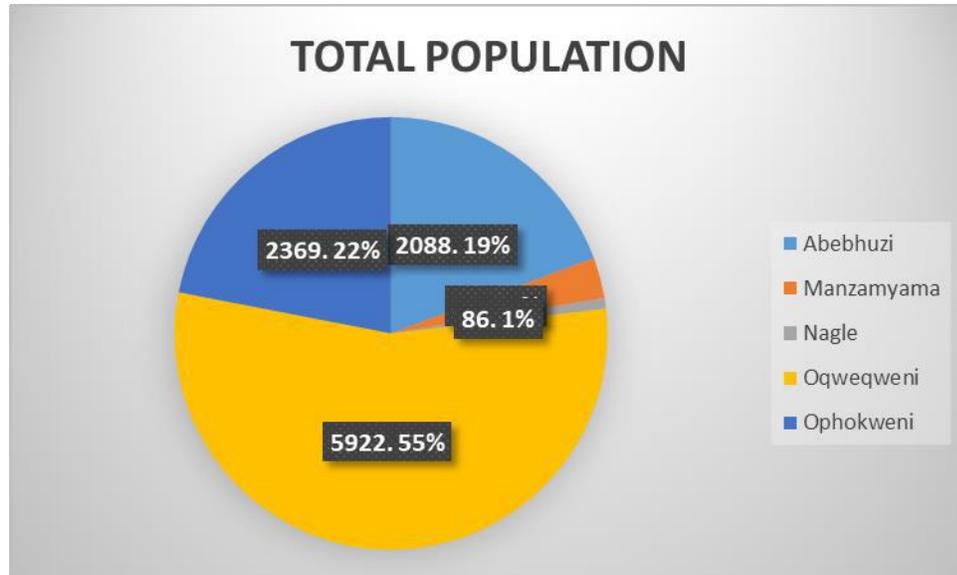


FIGURE 27: GRAPHICAL PRESENTATION FOR WARD 2

TABLE 48: POPULATION BY AREA: WARD 3

Characteristics	Camperdown	Mboyi	Mvuyane	Mbila
Total Population	2101	1274	836	1515
Population Density	339 persons/km ²	326 persons/km ²	577 persons/km ²	167 persons/km ²

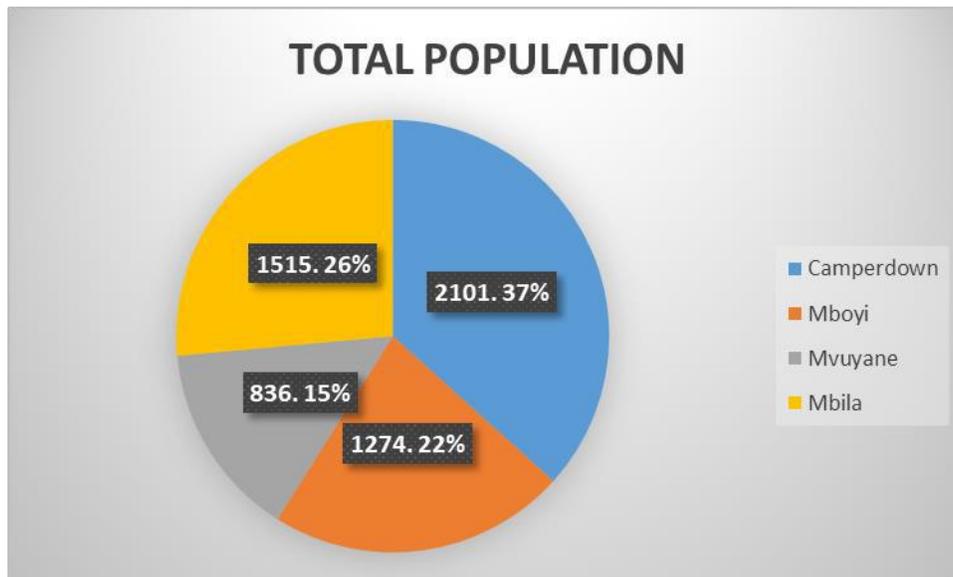


FIGURE 28: GRAPH PRESENTATION FOR WARD 3

TABLE 49: POPULATION BY AREA: WARD 4

Characteristics	Total Population	Population density
Shayamoya	390	42 persons/km ²

TABLE 50: POPULATION BY AREA: WARD 5

Characteristics	Total Population	Population density
Ezinembeni	1965	307 persons/km ²
Mahlabathini	14465	22 persons/km ²

TABLE 51: POPULATION BY AREA: WARD 6

Characteristics	Dwengu	Makholweni	Mahlabathini	Mpangisa	Simondi
Total population	620	2117	259	848	669
Population density	138 persons/km ²	977 persons/km ²	401 persons/km ²	137 persons/km ²	92.2 persons/km ²

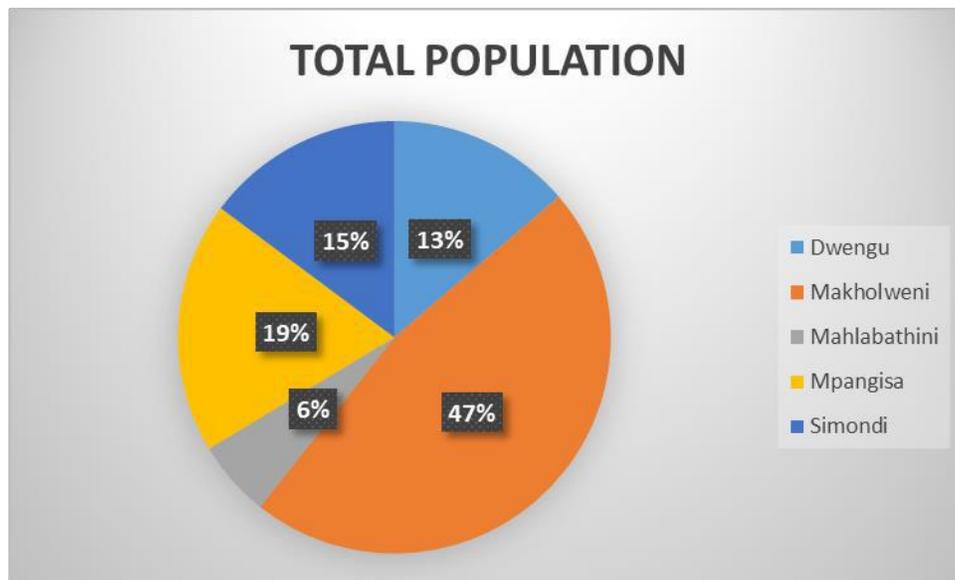


FIGURE 29: GRAPHICAL PRESENTATION FOR WARD 6

TABLE 52: POPULATION BY AREA: WARD 7

Characteristics	Mgwenya	Gulube	Entshongeni	Ngilanyoni	Okhalweni	Esigodini
Total Population	1239	769	577	660	761	953
Population density	87 persons/km ²	284 persons/km ²	56 persons/km ²	107 persons/km ²	216 persons/km ²	189 persons/km ²

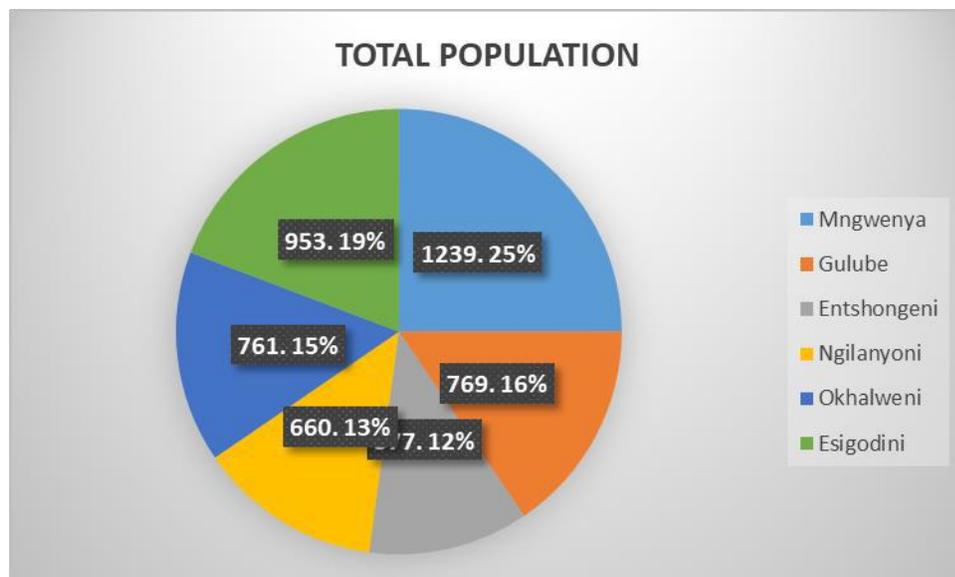


FIGURE 30: GRAPHICAL PRESENTATION FOR WARD 7

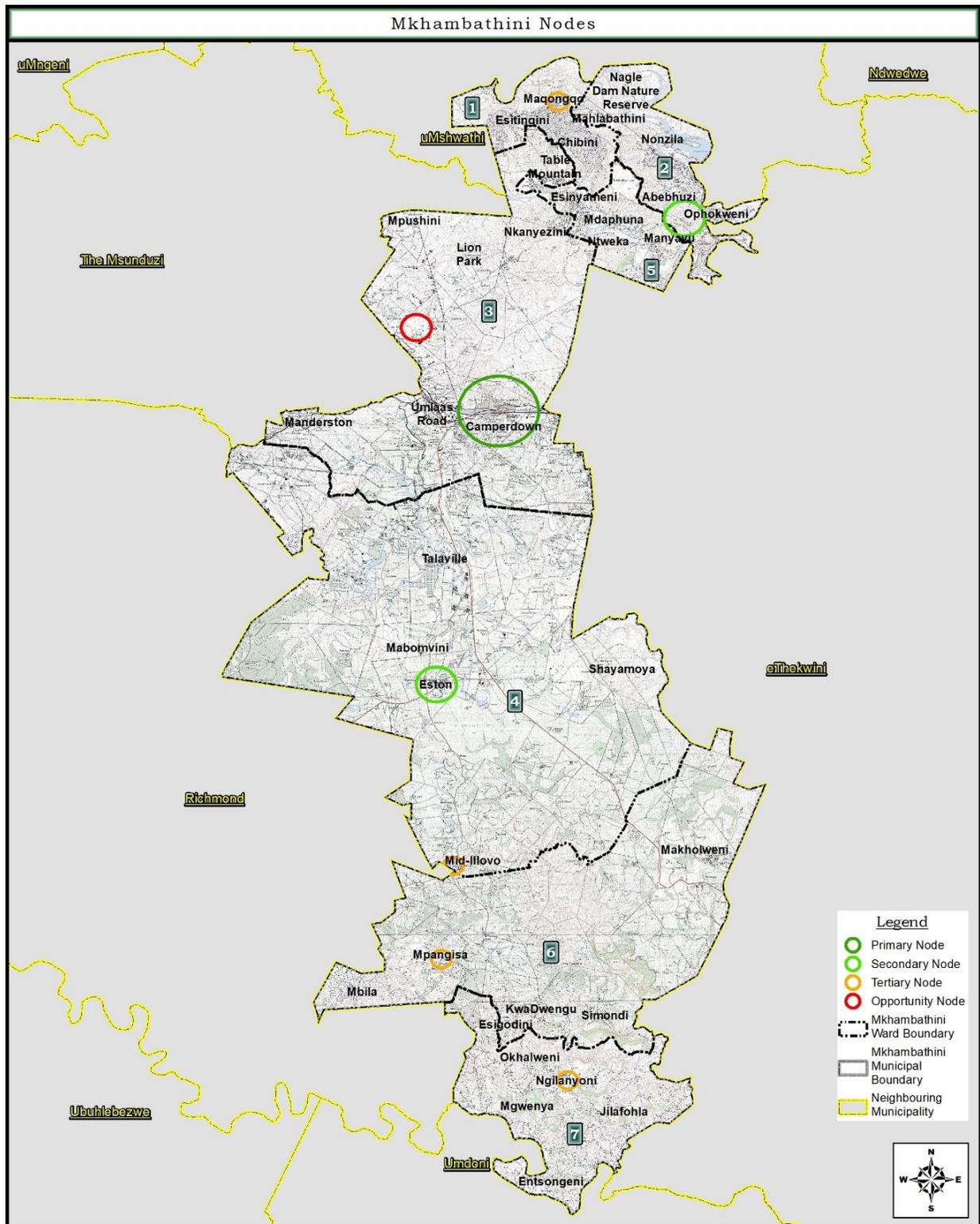


FIGURE 31: MAP SHOWING MUNICIPAL ELECTRICITY NETWORK

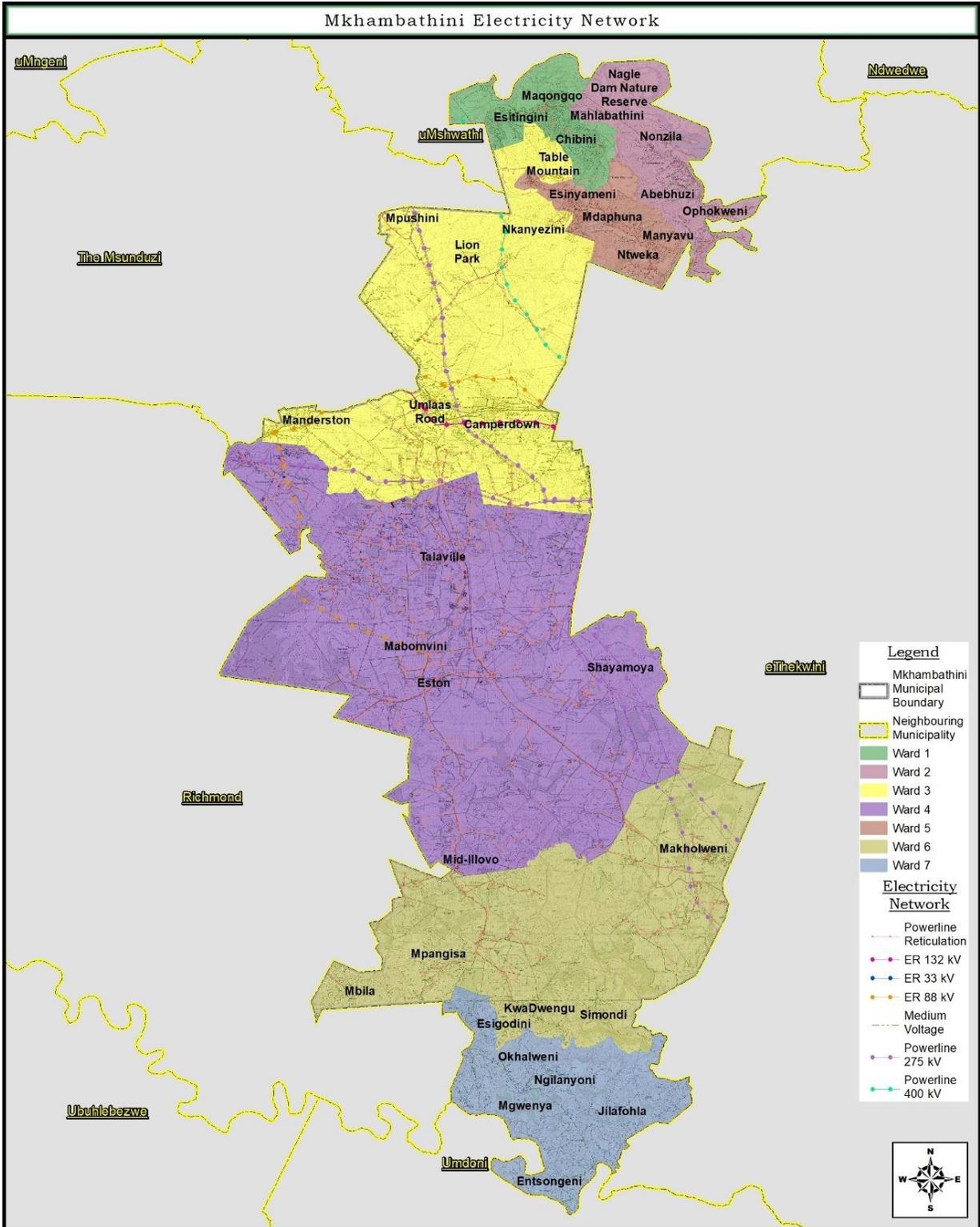


FIGURE 32: MAP SHOWING ELECTRICITY NETWORK

ESTIMATED BACKLOG

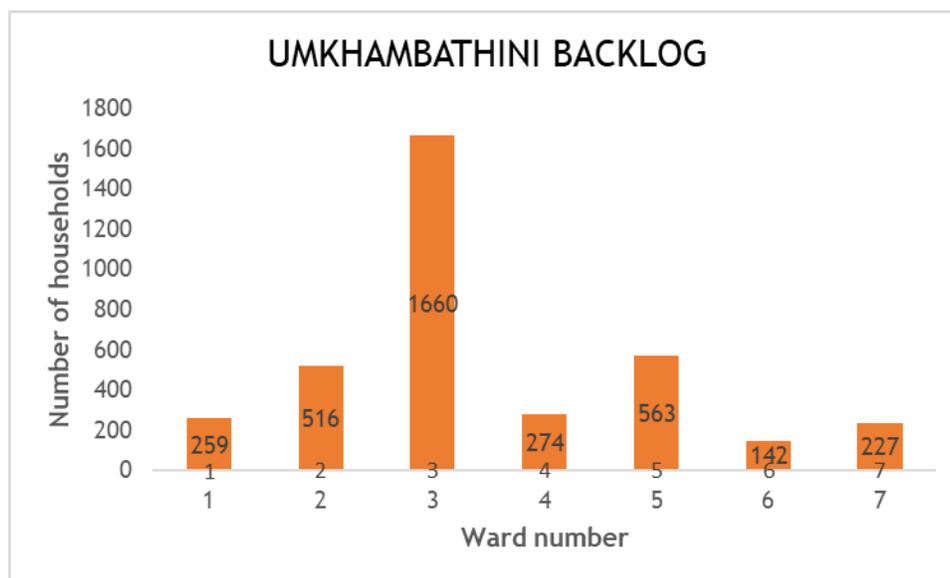


FIGURE 33: ELECTRIFICATION BACKLOGS FOR MKHAMBATHINI

3.5.4.3. ELECTRIFICATION PROJECTS

TABLE 53: ELECTRIFICATION PROJECTS

Project Name	Project Number	No of Household to be electrified	Progress
Electrification of ward 2	MKH/ELE/WO2	516	Budgeted in 2020/21
Electrification of ward 1	MKH/ELE/WO1	259	No funding, application made from various government institution
Electrification of ward 3	MKH/ELE/WO3	1660	
Electrification of ward 4	MKH/ELE/WO4	274	
Electrification of ward 5	MKH/ELE/WO5	563	
Electrification of ward 7	MKH/ELE/WO7	227	

FIGURE 34: ESTIMATED BACKLOGS (STATS SA CENSUS 2011)

Total Number of Households	No of Households	No of Household not electrified	% Electrified
12 550	7093	5457	57%

The number of households electrified based on completed INEP projects from 2001 to date excludes Eskom and Customer Funded Programme. The total backlog for electricity within Mkhambathini Municipality is 43%.

3.5.5. ACCESS TO COMMUNITY FACILITIES

There are 18 community halls within Mkhambathini Municipality, of which local community mainly uses these halls. The provision of services such as access to water, electricity and sanitation are limited to just a few of these halls. In addition, it is stated that some the halls are in a bad state of disrepair. In the strategic planning session, it was then decided that there needs to be a thorough assessment of all the community halls which guide the maintenance and servicing in the next coming five years. Mkhambathini Municipality does not have authorized cemetery sites and crematoria. Currently the communities within the rural areas bury in the homesteads and those that prefer to use cemeteries, including those in the urban areas use the sites in the neighboring municipalities (mainly Mophela and Catoridge in Ethekewini, Msunduzi and Umshwathi).

Council has approved and adopted a Community Facilities Policy 31 March 2018

TABLE 54: ACCESS TO COMMUNITY FACILITIES

WARD	FACILITY	COMMUNITY	STATUS AND CONDITION
1	Maqongqo Sports field	Maqongqo	Upgrade required
2	Mphayeni Sports field	Mphaya	No Netball Court & Tap
2	Ophokweni Sports field	Ophokweni	No Netball Court & Tap
2	Stadeni Sports field	Esidadeni	Maintenance required
3	Mahlabathini Sports field	Nkanyezini	Upgrade required
3	Masangweni Sports field	Masangweni	Upgrade required
3	Camperdown Sports field	Camperdown	Maintenance required
4	Mahleka Sports Field	Njobokazi	Maintenance Required
4	Dukes Sports Field	Estone	Maintenance Required
5	Ngangezwe Sports field	Ngangezwe	No Netball Court & Tap
5	Mbungwini Sports field	Mbungwini	No Netball Court & Tap
5	Banqobile Sports field	Banqobile	Upgrade required
6	Makholweni Sports field	Makholweni	Maintenance required
6	Ismont Sports field	Ismont	Maintenance required
7	Nsongeni Sports field	Nsongeni	Upgrade required

There is no standard prescribed in terms of population catchment for sports facilities but a 15 minutes' drive by Public Transport facilities is recommended. Mkhambathini does not appear to be encountering backlogs in terms of the adequacy of these facilities but the challenge is maintaining these to keep them in a proper condition.

TABLE 55: STATUS OF COMMUNITY HALLS

WARD	NAME OF THE HALL	CONDITION	STATUS
Ward 1	Gcina Hall	Maintenance Required	None
	Stingini Hall	Maintenance Required	Maintained in 2017/18 Year
	Maqongqo hall	Maintenance Required	Maintained in 2017/18 Year
Ward 2	Abekhuzi hall	Maintenance Required	Maintained in 2017/18 Year
	Ophokweni hall	Maintenance Required	None
	Ngangezwe hall	Maintenance Required	Maintained in 2017/18 Year
	Hlukana Hall	New	None
Ward 3	Nkanyezini Hall	Maintenance Required	None
	Camperdown Town Hall	New	Upgrade required
Ward 4	Njobokazi Hall	Maintenance Required	Maintained in 2017/18 Year
	Kwaponi Hall	Ground Works Required	None
	Dukes Hall	New	None
Ward 5	Mqampompweni hall	Maintenance Required	None
	Nkosi Mdluli Hall	New	None
	Ogagwini hall	Maintenance Required	None
Ward 6	Ismont hall	Maintenance Required	None
	KwaDwengu Hall	New	None
	Charles Mkhize hall	Maintenance Required	None
	Mpangisa Hall	New	None
Ward 7	Mpekula	Maintenance Required	None
	Esgodini Hall	Maintenance Required	None

This is highly unlikely, as Mkhambathini is well established, and with the amount of schools, several multipurpose facilities must have been constructed to be utilised by the community and the schools. The data indicating the number and location of community halls should be confirmed and the Municipality is in a process to map all these facilities. Mkhambathini makes provision of Early Childhood Development Centers within the municipal area as well as the Department of Social Development makes provision of ECD, Youth Centers within the municipal area.

3.5.6. COMPLETED 2019/2020 – 2020/2021 PROJECTS

TABLE 56: PROJECTS COMPLETED IN 2019/2020 ANA 2020/2021

PROJECT NAME	AREA	STATUS
Njobokazi Creche	Ward 4	Completed
Gulube Creche	Ward 7	Completed
Abebhuzi Creche	Ward 2	Completed
KwaDwengu Community Hall	Ward 5	Completed
Camperdown Town Hall	Ward 3	Completed
Nobhala Access Road	Ward 3	Completed
Inkosi Mdluli Community Hall	Ward 5	Completed
Mdala Access Road	Ward 4	Completed
Mkhishwa Access Road	Ward 6	Completed
Ezinembeni Creche	Ward 1	Work-in-progress
Manzamyama Community Hall	Ward 2	Work-in-progress
Okhalweni Creche	Ward 7	Work-in-progress

3.5.7. HUMAN SETTLEMENT

The Municipality has approached the Department of Human Settlements for assist with reviewing our housing sector plan which is outdated. We wrote a letter in June2020 seeking for assistance with the HSP but unfortunately, we have not received any response from the Department of Human settlements and the plan is in the process of being reviewed to intensify the alignment of KZN Human Settlements Master Spatial Plan, which aim to address the housing development within the municipality. This implies that future housing delivery and development that takes place within Mkhambathini should be incorporated with the master spatial plan which will looks into supporting the process and guide spatial planning for local the municipality, based on the Master Spatial Plan Concept document the municipality's housing sector plan be In accordance with the spatial principles which look into the following:

- **Justice:** The human right to access and use land recognises that people must have access to land for the purpose of their livelihood..
- **Sustainability:** The core principle of sustainability emphasises environmental and social responsibility, integration and affordability.
- **Resilience:** “A Resilient City is one that has developed capacities to help absorb future shocks and stresses to its social, economic, and technical systems and infrastructures so as to still be able to maintain essentially the same functions, structures, systems, and identity”¹ and the following design principles are applied: diversity, redundancy, modularity and Independence of System Components, feedback sensitivity capacity for adaptation, environmental responsiveness and integration
- **Quality:** Human settlements on well-located land where suitable locations that are responsive to a localised development context and subject to particular developmental objectives.
- **Efficiency:** Asset management that results in value creation is important for the future vibrancy of land markets.
- **Good administration** Enhanced governance and participation process (SPLUMA, 2013)

Additional to the above spatial principles the alignment of the Municipalities Housing Sector Plan to the KZN Human Settlements MSP should:

- Create a spatial framework to guide investment by all state departments and state-owned companies and specifically the Human Settlements Sector
- Provide guidance to the implementation of all MTSF targets in alignment with a spatial plan and approval of projects
- Support the process and guide spatial planning for the Local Municipality and Provincial authorities.

PRINCIPLES ON SUSTAINABLE HUMAN SETTLEMENTS

Currently, the municipality looks into the notion of sustainable human settlement refers to an integrated approach to housing provision for the residents of Mkhambathini (especially those who are classified within the low-income group). At the concept level, the requirements of sustainable human settlement are precise and unambiguous. In terms of the level in which housing should be provided for the residents within Mkhambathini which these can be briefly summarized as follows:

The focus on the provision of housing should not only be on housing delivery but also on housing development with a greater positive impact for the residents to be able to sustain their livelihood within that locality and within the vicinity of social facilities and economic opportunities to make it easier for the community to commute, in order to obtain services and employment opportunities.

This requirement is intended to address the legacies of the past whereby individuals (especially the less privileged) were subjected to poor living conditions with a serious lack of amenities to sustain their livelihood within those settlements. The provision of housing should be an integrated approach to development using the delivery of shelter as a primary focus but including amongst other things basic service delivery (i.e. potable water, appropriate sanitation and access to electricity), obtaining or upgrading of land tenure rights, ease of access to adjacent communities and economic services, job creation plus skills transfer (i.e. during construction stages) and the outcomes should also build self-esteem in the end users.

Housing delivery and development within Mkhambathini occurs into different forms. The first regards the state funded, low-cost housing in which the Department of Human Settlements serves as the developer. The second pertains to private sector developments targeting mainly the upper income groups. The draft Mkhambathini Spatial Development Framework should be a pillar in terms of informing the realization of sustainable human settlements through the implementation of these housing projects.

RURAL HOUSING DEMAND

Approximately 46% (6269) of the households consist of traditional dwellings. From this, it is evident that the housing backlog is very high in rural council areas. Housing demand is defined as the number of households requiring formal housing. Traditional housing is perceived as an acceptable form of housing and most of the traditional population lives in this form of housing. In the Tribal Areas traditional households usually include the clustering of several thatched roofed huts which lack basic infrastructure. Formal dwellings are houses with solid, usually concrete, top structure that are served with basic infrastructure. Informal dwellings are made from a variety of materials, are not structurally secure and have no basic infrastructure. Large portions of the people in the municipal area reside in traditional houses with formal and informal houses concentrated mainly in urban areas.

URBAN HOUSING DEMAND

According to the 2011 Census data, the Mkhambathini Local Municipality had a population estimated at 63 142 people. This only accounts for 6% of the district population. The number of households is estimated at 14 964, the majority of these are situated within the traditional authority areas. According to the graph below, the population of Mkhambathini has been inconsistent in terms of growth and decline over the past 17 years. It increased by 16% from 1996 to 2001 but from 2001 to 2007 it declined by 21% and it has since increased by 26% from 2007 to 2011. This implies that there has been a great level of in-and-out migration that has taken place with the area.

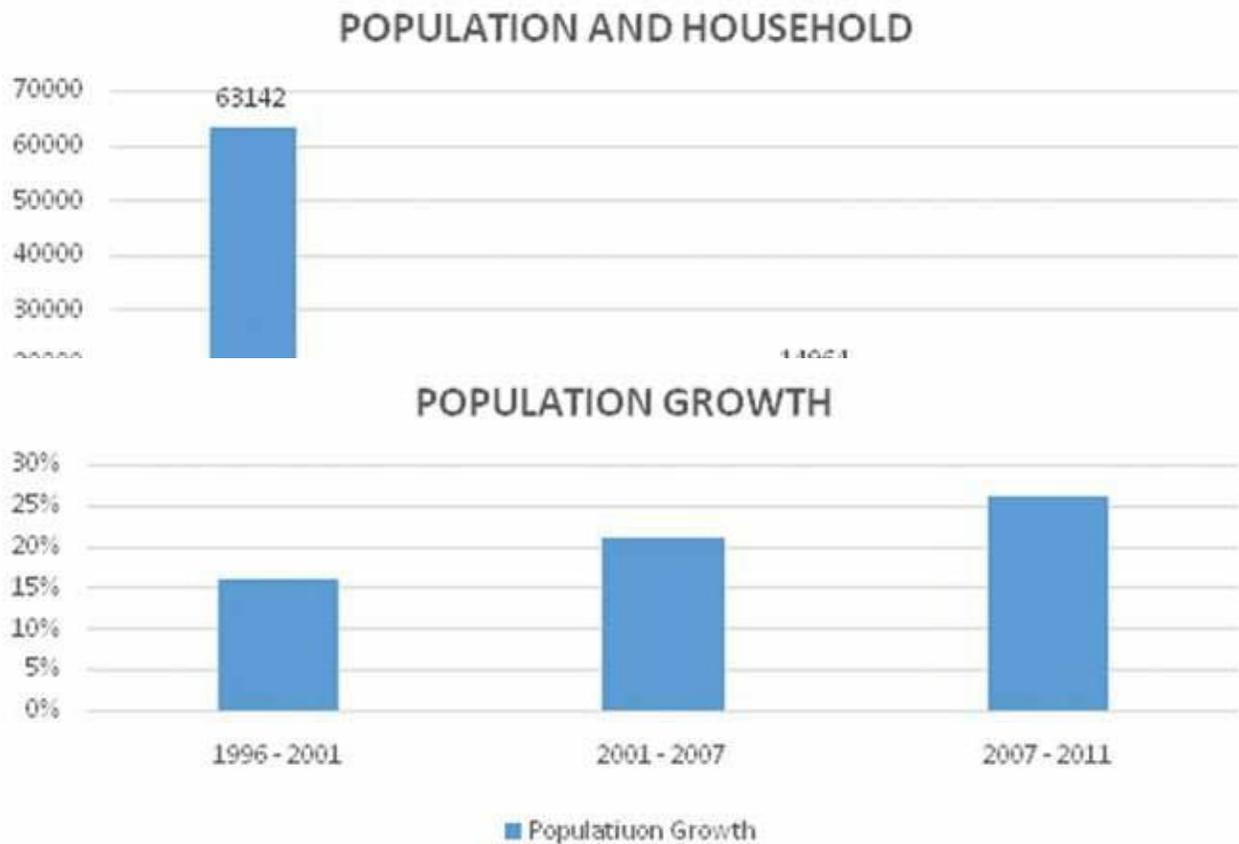


FIGURE 35: POPULATION AND HOUSEHOLDS INCREASE GRAPH

TABLE 57: PROJECTS UNDER IMPLEMENTATION STAGE

PROJECT NAME	HOUSING UNIT	COMPLETION YEAR	STATUS
Maqongqo Rural housing Project	500	2015-2019	Under construction
Mbambangalo Rural Housing Project	1500	2015-2019	Completed
Kwa-Mahleka Rural Housing Project	500	2015-2019	Completed
KwaNjobokazi Rural Housing Project	401	2015-2019	Under construction
Ward 6 & 7	1000	2017- on going	Under construction

TABLE 58: PROJECTS AT PLANNING STAGE

PROJECT NAME	HOUSING UNITS	EXPECTED COMPLETION YEAR	STATUS
Stockdale Project	250	2018-2021	detailed environmental study is required
Portjie Slums Clearance Project	500	2018-2021	land issues

TABLE 59: PROJECTS AT INCEPTION STAGE

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

TABLE 60: HOUSING PROJECTS BREAKDOWN

PROJECT NAME	WARD	NO OF SUBSIDIES	PROJECT VALUE	MONIES SPENT TO DATE	START DATE	END DATE	HOUSES BUILT TO DATE
KwaMahleka Rural Housing	5	500	R36 742 530	R23 770 972.93	June 2012	June 2015	220
Mbambangalo Rural Housing	1	1500	R123 632 115	R119 526 139.48	June 2012	June 2015	1500
KwaNjobokazi Rural Housing	4	400	R41 043 191.55	R9 491 412.99	March 2013	March 2015	78
Maqongqo Rural Housing	1	500	39 260 581.55	R32 484 765.18	May 2007	June 2013	405

TABLE 61: POTENTIAL HOUSING PROJECTS

Stockdale:	This project has been recently approved by the Department of Human Settlements for 250 units for the Financial Year.
Portje:	This is a slums clearance project which is planned to have approximately 481 units. However, there is a land issue, the owners challenged the expropriation.
Mkhambathini Ward 7 & 6:	A service provider has been appointed and currently on site for the construction stage. No challenges reported.
Mkhambathini Wards 2 & 5:	These are new projects and the service provider still needs to be appointed. The project is planned for 2021-2024 financial years.

TABLE 62: OTHER POTENTIAL PROJECTS

WARD	NUMBER OF BENEFICIARIES
Mkhambathini Ward 6	200 units
Mkhambathini Ward 3	400 units

Middle income development the land is owned by eThekweni Metro. The municipality is engaging the Metro to transfer the land with an aim of building rental stock.

3.5.7.1. 2016 COMMUNITY SURVEY INDICATOR

TABLE 63: DWELLING TYPE

Year	FORMAL	TRADITIONAL	INFORMAL	OTHER
2011	26040	1347	2723	380
2016	32904	1563	3052	374

Source: (2011 Census and 2016 Community Survey Stats SA)

3.5.7.2. OPERATION SUKUMA SAKHE: HOUSING DELIVERY CASES

- 32 units have been profiled from various wards. The service provider has been appointed but reluctant to start the construction due to the reasons that the houses are far apart and this might cost more than the allocated funds. Discussions are held with other service provider.
- Beneficiaries assisted under Mbambangalo Project, all houses are completed, 5 beneficiaries already benefiting from the Maqongqo Housing Project.
- The contract for the previously appointed service provider for 32 interventions was terminated in October 2013. A new service provider is being engaged to take over the project. One house got burnt at Maqongqo and will form part of Operation Sukuma Sakhe.
- Three projects have been identified from ward 2, 5 and 6 and the beneficiaries are currently being verified.

3.5.7.3. TOTAL HOUSING DEMAND AND BACKLOG

The total housing backlog is estimated at 6733 units. These include 6269 dwelling units within the tribal council areas as well as 464 units within the urban areas.

3.5.8. TELECOMMUNICATION INFRASTRUCTURE

Mkhambathini is supplied with the necessary telecommunication infrastructure, such as coverage by cell phone service provider and Telkom. As such, the area is serviced with communications technology which is easily accessible to individuals Telecommunication infrastructure is still a challenge within the broader Mkhambathini area. Challenges range from different networks coverage, Internet accessibility as well as availability of other telecommunication services. With special reference to the rural wards in

Mkhambathini area, there is a huge challenge of lack of network coverage for cell phone usage. As a result, the municipality undertook to conduct a survey in all seven wards to establish the areas that lack network coverage. The survey was conducted between July-October 2017 and the GPS Coordinates were taken from all wards and sent to various network providers [see attached GPS Coordinates from all 7 wards].

TABLE 64: MKHAMBATHINI MUNICIPALITY GPS COORDINATES SURVEY RESULTS

AREA	GPS CO-ORDINATE
✓ Phoswa Farm	S 29 44 139 E 030 31 107
✓ Mavalindlela	S 29 44 897 E 030 30 345
✓ Killarney Isles	S 29 45 282 E 030 30 387
✓ Mandalay Farm	S 29 44 744 E 030 29 457
✓ Atlas Farm	S 29 46 366 E 030 31 491
✓ Mpushini	S 29 41 888 E 030 29 630
✓ Do Vale Farm	S 29 46 226 E 030 30 457
✓ Cosmo School	S 29 46 311 E 030 29 920
✓ Cosmo Farm	S 29 46 218 E 030 29 648
✓ Malandela	S 29 47 227 E 030 32 413
✓ Ja Paul & Sons Farm	S 29 47 073 E 030 30 730
✓ LionPark	S 29 39 942 E 030 31 222
✓ Umlaas Road: Evengrass	S 29 45 282 E 030 30 387
✓ Evengrass	S 29 46 944 E 030 28 518
✓ Lion ParkSites	S 29 38 957 E 030 32 877
✓ Lettie Mkhize Creche	S 29 48 533 E 030 30 314
✓ Vans Manderstone	S 29 44 292 E 030 26 326
✓ Ngomankulu	S 29 47 479 E 030 28 143
✓ Nkanyezini	S 29 38 248 E 030 33 822
✓ Beaumont Farm	S 29 47 929 E 030 27 825
✓ Okhalweni	S 29 40 016 E 030 37 684
✓ Ngangezwe	S 29 39 406 E 030 37 061
✓ Ntweka	S 29 37 916 E 030 34 318
✓ Khalamanzi	S 29 38 579 E 030 36 594
✓ Mbungwini	S 29 38 338 E 030 36 263
✓ Ophokweni	S 29 39 545 E 030 38 194
✓ Manzamyama	S 29 38 429 E 030 38 924
✓ NagleDam	S 29 37 869 E 030 38 647
✓ Emabomvini	S 29 51 359 E 030 29 884
✓ Mbutho Primary	S 29 51 428 E 030 35 284
✓ Gcina Primary	S 29 35 785 E 030 35 315

AREA	GPS CO-ORDINATE
✓ Redlands Farm	S 29 51 788 E 030 30 023
✓ Eston	S 29 52 059 E 030 31 638
✓ Banyena Clinic	S 30 07 106 E 030 35 243
✓ Dukes Farm	S 29 52 083 E 030 32 581
✓ Muzi Hall	S 29 51 721 E 030 35 422
✓ Stoney Ridge	S 29 51 937 E 030 29 961
✓ Uminathi School	S 29 51 807 E 030 35 241
✓ Waverly Farm	S 29 52 091 E 030 30 538
✓ Mbutho	S 29 51 853 E 030 35 269
✓ Brendasfontein Store	S 29 51 853 E 030 35 270
✓ Bebhuzi	S 29 36 651 E 030 38 313
✓ Maqongqo	S 29 34 907 E 030 32 266
✓ Eston Primary	S 29 52 378 E 030 29 994
✓ Number 2	S 29 36 004 E 030 37 706
✓ Maguzi Clinic	S 29 34 779 E 030 33 851
✓ Njabulo Clinic	S 29 36 174 E 030 38 032
✓ Villa Maria School	S 29 34 738 E 030 34 200
✓ Number 1	S 29 35 432 E 030 36 964
✓ Njobokazi	S 29 52 578 E 030 34 776
✓ NagleDam	S 29 35 387 E 030 37 669
✓ Nonzila	S 29 34 554 E 030 35 413
✓ WhiteCity	S 29 34 332 E 030 34 407
✓ Desdale	S 29 55 501 E 030 32 639
✓ EMakholweni	S 29 57 606 E 030 38 864
✓ Mid-Illovo	S 29 59 347 E 030 31 910
✓ Emdakeni	S 30 00 098 E 030 31 148
✓ Jabula Store	S 30 00 228 E 030 31 755
✓ Mpangisa	S 30 00 835 E 030 30 934
✓ SDingane	S 30 02 076 E 030 32 753
✓ Kwathomi	S 30 01 948 E 030 01 948
✓ Esgodini	S 30 02 537 E 030 32 823
✓ Gulube Primary	S 30 02 552 E 030 31 473
✓ Dwengu	S 30 02 678 E 030 33 650
✓ DwenguEzansi	S 30 02 797 E 030 34 154
✓ Sgodini Hall	S 30 03 083 E 030 32 115
✓ Gulube2	S 30 03 334 E 030 31 282
✓ Banyena	S 30 03 747 E 030 31 421
✓ Embo	S 30 04 279 E 030 32 527

AREA	GPS CO-ORDINATE
✓ Othiyeni	S 30 04 387 E 030 33 912
✓ Ngilanyoni	S 30 04 323 E 030 35 242 S 30 04 840 E 030 33 007
✓ Mgwenywa	S 30 05 052 E 030 31 678
✓ Mpekula/Jilafohla	S 30 05 099 E 030 34 679
✓ Mgwenya2	S 30 05 463 E 030 31 744
✓ Endaya	S 30 05 765 E 030 35 368
✓ Ntsongeni	S 30 06 960 E 030 34 629

3.5.9. SERVICE DELIVERY AND INFRASTRUCTURE: SWOT ANALYSIS

TABLE 65: SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ✓ Electricity supply has been reasonable extended to the rural areas ✓ i.e. tribal council areas. ✓ The location of the municipality near Oribi Airport in Pietermaritzburg, King Shaka International Airport and Dube Trade Port is an advantage for investment and trading opportunities within the area. A very small housing backlog exists within the urban area. ✓ Availability of Housing Sector plan ✓ availability of (SDF) Spatial Development Framework Plan ✓ Well defined nodal areas in the municipality ✓ Functional Shared Services Model to support development and spatial planning. ✓ Government Grants ✓ Strong intergovernmental relations 	<ul style="list-style-type: none"> ✓ Lack of bulk water infrastructure to support development within some parts of the municipality. Most of the roads (69%) within the Municipality are gravel which limits the development prospects in some areas. There is no storm-water master plan resulting in adhoc project implementation. ✓ There is general lack of public transport facilities in the Mkhambathini Municipality, the few existing alternatives are informal and require serious upgrading. ✓ There is a huge housing backlog in rural areas. ✓ Lack of available land for Housing Development ✓ Slow pace on the implementation of housing projects ✓ Most people will move to urban centers ✓ Backlogs in the provision of other basic services: Access to refuse removal ✓ Lack of Waste Disposal Facilities Land Fill Site ✓ Inadequate capital projects funding
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Plans to construct a new Waste Water Treatment Works with a 2MI capacity within Camperdown will unlock development opportunities. ✓ The National government's massive investment in rail infrastructure may result in the revamp of the railway line connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini. 	<ul style="list-style-type: none"> ✓ Failure to implement the National Environmental Management Waste Act No. 59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service. ✓ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards, resulting in community uproar. ✓ Delays in grant approval for housing projects ✓ Climate change ✓ Fleet breakdowns ✓ Natural disasters ✓ Constrained infrastructure (Electricity substations); ✓ Vandalism of municipal assets by the community ✓ Privately owned land/Out of boundary ✓ Illegal dumping and connections ✓ Poor quality of emerging contractors

3.6. LOCAL ECONOMIC DEVELOPMENT (LED) AND SOCIAL ANALYSIS

3.6.1. LOCAL ECONOMIC DEVELOPMENT

3.6.1.1. LED Functionality and Capacity

The Mkhambathini Municipality's LED office activities are currently guided by the LED Strategy that was adopted by Council on the 29th of November 2017. Although the revision of the strategy was outsourced the municipality ensured that a project steering committee was set up to drive the process and ensure public representation. The stakeholders that were involved in the process were Department of Economic Development, Tourism and Environmental Affairs, COGTA, SALGA, Department of Agriculture, uMgungundlovu District, Mkhambathini Community Tourism Association, Beaumont, Umgeni Water, Cooperatives, SMMEs and Mkhambathini Planning section, Rural Development.

The purpose of this LED strategy is to provide guidance and direction to the municipality economic development unit for the proper and sustainable implementation of the local economic development objectives with the key objectives being to achieve the following:

- ✓ A coordinated economic development approach that ensures that the municipality retains a systematic competitive advantage.
- ✓ An optimization of the LED resources within the municipality to retain and attract investment.
- ✓ A single differentiated LED strategy that reflects a unique nature of Mkhambathini.

The LED strategy has an M&E framework and implementation plan that is reviewed annually as part of the Service Delivery Budget Implementation Plan (SDBIP).

LED strategy which is a draft intensive working document that the municipality has to share ,the strategy to all LED sub-forums as part of consultation process to get a sense if all projects ,programmes and issues addressed in the strategy covers all sub-forums as means of driving the development of economy within the area. After the consultation process the draft will be tabled to Mkhambathini Council for adoption

It is to be noted that the current LED strategy is undergoing an intense review to ensure further alignment with the strategic documents such as the DDM, the District Economic Recovery Plan (considering the post Covid-19 effects) and the green economy projects. Furthermore, the LED strategy review will include the MEC comments on the Municipality's IDP.

The Automated business licensing of Mkhambathini Municipality has been coordinated, the training for the Automated Business Licensing which was facilitated by EDTEA business regulations unit on 23 March 2021 at the municipal council chamber where all personnel involved in the business licensing process attended.

Mkhambathini municipality is officially added in the KZN Automated system and is operational as the first application was received on 29 January 2021.

The municipality has managed to establish various LED sector specific forums being set up as follows:

TABLE 66: LED SECTOR SPECIFIC FORUMS

Forum	Chairperson	Meetings Intervals
LED Forum	Establishment Pending	Quarterly
Business Forum	Mr S Mzobe	Quarterly
Informal Economy Chamber	Ms P Shezi	Quarterly
Tourism Forum	Mr M Mngadi	Quarterly
Agri-Forum	Ms B Shange	Quarterly
Arts and Culture Council	Ms M Mwelase	Quarterly

TABLE 67: LED FORUMS ESTABLISHMENT

The municipality has delayed establishment of the LED forum since there were challenges that compelled the municipality to ensure stability of the sector forums, further ensuring that they are representative of all the seven wards within Mkhambathini Municipality. The LED Forum will be established in due course.

Furthermore, the municipality participates in the District LED Forum and is also actively involved in the RASET programme implemented by UMEDA, the Value-Added Industries implemented by EDTEA and many other public employment platforms by various government departments.

Over and above this, the municipality actively participates in the various DDM clusters, including the District Command Centre.

3.6.1.2. POLICY AND REGULATORY ENVIRONMENT ALIGNMENT

In terms of the policy environment, the municipality’s LED Strategy is aligned with the Provincial Growth and Development Plan (PGDP), the District Growth and Development Plan (DGDP) and is currently being reviewed to align with the District Development Model (DDM) priorities. This alignment is outlined in the LED Strategy’s page 6 to page 12.

Further to this, the LED Strategy is also aligned to the municipality’s Spatial Development Framework, The District Rural Development Plan and the Municipality’s IDP.

Mkhambathini Municipality is currently in the process of finalizing the Draft informal Economy Policy where the LED unit has consulted with the key stakeholders which is the Informal Economy Chamber on 19 March 2021 where the policy and the Bylaw was tabled. Comments and inputs were received and amendments were done as per their requests. the Draft informal Economy Policy and Bylaw that will be adopted by Council and gazette by 30 June 2021.

The final draft will be included in the final approved IDP as an annexure.

Amongst the other LED Policies, the Municipality has developed the business investment and retention policy, with the assistance of UMEDA. This policy is still work in progress and it needs to be economically viable and aligned to the budget for 2021/2022 financial year. As such this has not yet been approved and adopted by Council. The municipality has not yet adopted an EPWP policy, this has remained work in progress for a while now, however, the policy will be adopted before the end of 2020/2021 financial year.

3.6.2. STRATEGIC PROGRAMMES RESPONSES

Other programmes aimed at improving competitiveness of SMMEs/Cooperatives:

- Training and capacity building e.g. Project packaging and bookkeeping.
- Business facilitation.
- Downstream and upstream facilitation (e.g. access to inputs &/ or markets).
- Assistance with business license applications.
- Assistance with sourcing of funding for start-up and growth.
- Direct project support; and
- Leasing of capital plant and equipment
- Programme Targeting Informal Economy

3.6.3. PROGRAMMES TO IMPROVE THE INFORMAL ECONOMY

Mkhambathini Municipality is currently in the process of finalizing the Draft informal Economy Policy where the LED unit has consulted with the key stakeholders which is the Informal Economy Chamber on 19 March 2021 where the policy and the Bylaw was tabled. This will be developed and adopted before the end of 2020/2021 financial year. The Municipality has developed a draft Business Investment and Retention policy which is yet to be submitted to Council.

The informal Economy makes an important contribution to the economic and social life of most South African Citizens, including most residents in Mkhambathini. It developed rapidly in the 1990's due to deregulation of the economy and the transition to a democratic political system, The Informal economy in Mkhambathini municipal area is heterogenic, ranging from child careers and domestic workers. The sector is often characterised by its flexibility, creativity, resilience to absorb shocks, and its ability to adapt to changing external environments.

However, by its description it falls outside the regulatory environment in which all formal businesses and their workers operate, increasing the risks faced by informal economy workers and enterprises, and reducing the support and protection of these workers and enterprise can receive from government. Informal traders in Mkhambathini, as represented in the following figure, provide a variety of merchandises to their clients that cut across many economic activities. Some of them include beading work, live chicken, dressmakers, hairdressers, spaza shops with variety of goods.

The municipality’s Local Economic Development unit facilitated training for the informal sector businesses that carried out by SEDA, with the aim of capacitating them with business skills that enable growth and development of their businesses. Furthermore, the Department of Small Businesses through SEDA is in the process of procuring business resources for the informal businesses that were trained.

3.6.4. PROGRAMME SEEKING TO TRANSFORM LOCAL TOURISM PLAYERS

The Municipality through the LED and Tourism section has established a database of tourism players within the Municipal boundaries. The Municipality assisted in developing a marketing brochure which will be distributed through the District wide tourism. A tourism forum has been established with tourism players within the municipality.

3.6.4.1. PROGRAMME SEEKING TO TRANSFORM LOCAL TOURISM PLAYERS

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3.6.5. STRATEGIC ECONOMIC ANALYSIS: COMPETITIVE AND COMPARATIVE ADVANTAGE

TABLE 68: COMPETITIVE AND COMPARATIVE ADVANTAGE

COMPETITIVE ADVANTAGE	COMPARATIVE ADVANTAGE
<ul style="list-style-type: none"> - A Vibrant Agricultural Sector that is well linked to the supply chain. - Midpoint between Durban and Pietermaritzburg presents an opportunity for strategic positioning of Government Departments. - Easy access to national (N3) and provincial (R103) carriage way, allowing for establishments and expansion of industries in the area around Camperdown. 	<ul style="list-style-type: none"> - Access to natural resources - Close proximity to the Capital City of KZN and provincial government administration. - Strong cultural and historic heritage. - Ideal Tourism Destination Sites - Positioning along the N3 Corridor route between Durban and Johannesburg.

3.6.6. KEY ECONOMIC DRIVERS

Section eight (8) of the municipality’s LED strategy details the main economic sectors. These include include Agriculture, Manufacturing, Wholesale, Retail, Tourism, SMMEs, Transport and Storage.

3.6.6.1. AGRICULTURE

The agricultural sector has been a cornerstone of the Camperdown region, the larger parts of which were

incorporated into the current administrative boundaries of Mkhambathini Municipality, for a very long time. It is one of the matured economic sectors characteristic of the municipality's economic and industrial bases.

The sector is promoted by a long-established network of organized business structures which form part of the broader KwaNalu organization. The sector is characterized by business interests ranging from sugar cane, forestry and related products and one of the greatest concentration of poultry networks in the world. There is a big network of agri-industries creating synergy and increasing the overall comparative advantage of the sector. The importance of the agricultural sector within Mkhambathini Municipality is underlined by the sector's overall contribution to formal employment as well as GVA. Latest figures show that the agricultural sector is the second biggest, after community services. This is crucial in the sense that while there has been a clear pattern which indicates the decline in terms of the current economic sectors' ability to absorb internal labour and the increase in the reliance towards government support – grants, etc; the capacity of the agricultural sector creates a strong balance.

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

3.6.6.2. TOURISM

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

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

3.6.6.3. MANUFACTURING

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

Relatively cheap land has also been cited as an additional reason which contributes to the increasing number of industrialists choosing to locate within or near the Mkhambathini Municipality. The third factor that has

also been highlighted relates to the location of the Mkhambathini Municipality relative to the N3, the Durban and therefore the overall proximity to export markets. There is an urgent need for the Mkhambathini Municipality to look at compiling and developing its industrial development strategy that will translate these comparative advantages into competitive ones that will seek to achieve the following:

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

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

3.6.6.4. MINING

While the Mining sector is one of the strategic economic sectors in South Africa, it is one of the smallest within Mkhambathini Municipality in terms of its contribution to employment and in terms of its contribution to economic development generally. The mining activities within Mkhambathini Municipality are limited to a small but booming business of sand dune mining along the major rivers. While this has been known to make a small contribution to some job creation opportunities, concerns have generally been expressed especially in relation to environmental impact of these mining activities.

3.6.6.5. SMALL, MICRO AND MEDIUM ENTERPRISES (SMMEs)

The existence of a strong and dynamic small, micro and medium enterprises (SMMEs) sector indicates a relatively good health of the local financial economy.

The Municipality has successfully established sector specific forums for engagement and action on various LED related programmes within those sectors. In the ended financial year, the Business forum (SMMEs and Cooperatives), Agricultural forum, Informal Traders forum and Arts and Craft Council were actively participated in the activities of the municipality's LED Unit.

Mkhambathini municipality has a strong mix of the SMME sector, which in many instances is positioned to take full advantage of the locality – between the port of Durban and the Capital City of Pietermaritzburg. These range between:

Catering & accommodation, retail trade and allied services, construction, manufacturing, restaurants & taverns, dairy farms, general dealers, supermarkets, butcheries, professional & financial services, bricks/blocks manufacture, burial services, liquor retailers, consumer sales & other services, motor repairs, beauty salon, cleaning services, electrical appliance, hardware retail, laundry services, radio & TV repairs, clothing and textile, and security services.

Through the local area economic development service, the municipality has assisted an Informal sector through the Informal economy policy, which spells out where trading should and should not take place, the type of trading that can be promoted, suitable operation hours and the obligations and responsibilities of the stakeholders. The municipality has a role of providing proper land and infrastructure e.g. market stalls as a way of supporting the informal traders and creating an enabling environment for them to operate formally and continue contributing to the economy.

The municipality has embarked on a project of providing capital/ start up machinery to SMMEs and Informal Traders to assist their start up businesses. This is a process that had been started by the Department of Small Businesses together with SEDA in 2018. So far, about 35 informal traders have benefited from this process and it is believed that every financial year more traders will benefit. The LED Unit is tasked with monitoring progress of these business as well as assisting to get them to the level of being formalised and self-sustaining. It is further believed that partnerships with well- established private sector companies will help in the growth and development of these businesses.

Marketing is key to business exposure, growth and development and the municipality has created a conducive environment for this to happen through the Annual Mkhamba Fair which is the open/ flea market for upcoming businesses which was established in 2018. Furthermore, the Municipality was fortunate to receive an offer to be one of the beneficiaries of the GIFT Foundation, a Cape Town based organisation that stepped up during the COVID-19 Pandemic lockdown to assist SMMEs to continue trading and reaching their market irrespective of the situation they are currently faced with. This training was aimed at teaching these SMMEs/ Traders skills to do business online, and this benefited 19 businesses. It is planned that such training will take place annually to ensure that all businesses within the Mkhambathini LED Database benefit.

3.6.6.6. TOURISM

The municipality has several cultural, historical and natural assets, which have begun to form the basis of an emergent tourism industry. Several types of tourism occur within the Mkhambathini area. The tourism activities that take place within Mkhambathini Municipal area follow:

Event Tourism:

- Off road motorcycle races
- Mountain bike races
- 4x4 off road
- Comrades Marathon
- Duzi Canoe Marathon
- Amashova
- Canoeing Events on the Nagle Dam Msinsi
- July - KZN Trails run, last Sunday of August
- Day of clubs bikers event, Heritage Day in September, June 16, December 16, 1 January.

Other main events include:

- Eston Show every last weekend of August,
- Bundu Mix – occurs at POM Place
- Horse Run at Nkanyezini

Adventure Tourism:

- Tala Game Reserve
- Mayibuye Game Reserve
- Gwahumbe
- Nagle Dam

Extreme Sports:

- Skydiving (Orange Farm- Durban Skydiving Club)
- Hot air ballooning (Tala Game Reserve)

Heritage and Culture:

There appears to be a Gap here, and the Municipality may need to do appropriate investigations to determine if and where the heritage sites are. The map on the next page illustrates that potential tourism sites within the Mkhambathini Municipality.

- Eco-tourism: Private game ranches offering up-market accommodation and wildlife trails for visitors include the following:
- Tala Valley Game Ranch,
- Killarney Game Ranch
- Mgwahumbe Game Lodge
- Table Mountain
- White Lodge
- INsingizi Lodge,
- Emoyeni Guest Lodge
- Sugar Fields Bird and Breakfast
- Lion Park, and Zoo
- African Bird of Sanctuary

Agro-tourism: The Sakabula Circuit comprises several auto routes that meander through the municipality, linking it to adjacent area (Thornville, Baynesfield, Richmond, and Byrne Valley) and offers scenic views as well as country attractions, such as fresh produce, clothing and farm stalls as well as accommodation.

Adventure Tourism: The area is host to several adventure and sporting activities including off-road motorcycle and car races, canoeing events on Nagle dam, mountain bike races (cycling), micro lighting, skydiving, water-skiing and hiking trails.

Tourism attractions are generally located close to the main roads traversing the municipality. Ownership of the tourism industry tends to be highly concentrated with little involvement by rural communities. Participants at community workshops called for the exploitation of undeveloped tourism potential in the municipality, their involvement in tourism development and related income generating opportunities, as well as the need for education about the benefits and obligations of tourism.

3.6.7. GREEN ECONOMY

Although not clearly articulated in the current LED strategy, the Integrated Waste Management Plan (IWMP) recently adopted by Council and annexure to the IDP document clearly outlines the green economy programmes that the municipality is embarking on. This project is cross cutting between LED and the Waste Management Units.

The strategic objective and key activities for effective implementation of the green economy concept in Mkhambathini Municipality are:

- To ensure the development of the green economy, through recycling, reusing, and reducing initiatives.
 - Organic waste storage and processing site for composting.
 - Distribution of the organic compost to community gardens. All wards

- Reuse of waste products for arts and other crafts to create job opportunities through enhancing skills and SMMEs
- Urban harvest gardens set-up and community nursery.
- The procurement of skips and development of materials recovery facilities on accessible points for the ease of collection and recycling initiatives in rural areas. (Ward 3, 5,1 and 4)
- To form partnership (PPP) for the establishment and running of buy back centre in Mkhambathini.
- To capacitate informal waste pickers in our communities through trainings, workshops and transporting services for recyclables to buy back centres.

MUNICIPAL GREEN ECONOMY INITIATIVES

TABLE 69: GREEN ECONOMY INITIATIVES IN MKHAMBATHINI

Aspect	Programmes	Responsible Sections
Sustainable Waste Management Practices		
<ul style="list-style-type: none"> • Waste Minimization 	Recycling initiatives through youth/ female SMMEs with the municipality.	LED
<ul style="list-style-type: none"> • Waste Beneficiation 	Liaison with major recyclers, information dissemination regarding waste products to be sold and other factors. Educate society on waste beneficiation and recycling houses.	Waste/LED
Agricultural and Food Production	<ul style="list-style-type: none"> • Develop an organic waste disposal site, in which composting can take place and the final product is distributed to community gardens (LED) for soil enrichment cultivating food production. • Distribution/ donation of seedlings by incorporating with EDTEA and DEFF. • Propose urban community garden situated within the SASSA premises. Produce from the garden can be distributed to poor patrons visiting the premises as determined by SASSA officials. 	LED/ Waste EDTEA/ DEFF Waste/SASSA/ DEFF/EDTEA
Resource Conservation	<ul style="list-style-type: none"> • Working with the Adopt-A-River programme. Cleaning the Msunduzi River and education and awareness sessions. 	Waste/ Adopt-A-River programme
Water Management	<ul style="list-style-type: none"> • Ensuring a strategy to maintain river health by cleaning up waste disposed in rivers with a greater focus on disposable nappies found on the river banks and in the rivers. 	Waste/DEFF/ Adopt-A-River

Alternative Technology for food production	<ul style="list-style-type: none"> Assisting community gardens (LED) with ploughing gardens, by assigning the tractor (using 2 old municipal tractors and getting them in a good working condition) and recruiting a designated driver through EPWP project. 	Waste/LED/ Fleet and Ward Committee
Environmental Sustainability	<ul style="list-style-type: none"> Greening projects, planting indigenous trees in municipal facilities, open spaces and areas cleared off illegal dumps. 	Waste/DEFF and DEFF

3.6.8. BULK INFRASTRUCTURE SERVICES

Section 10 of the LED Strategy alludes to the various essential bulk services. Below are the major bulk infrastructure services being Water, Sanitation, Stormwater Drainage and Electricity.

3.6.8.1. *Water*

In terms of the Water Services Act, (Act No. 108 of 1997), uMgungundlovu District Municipality is the Water Service Authority within its area. Structures such as Mvula Trust and Umgeni Water provide bulk supply but do not carry out the reticulation aspect. Currently, the uMgungundlovu District Municipality has a significant infrastructure within Mkhambathini and provides water to Camperdown and a few settlements in the northern parts of the municipal area. Bulk water lines feed the more urban area of Camperdown, with the areas North of Camperdown having basic access to water by means of standpipes and are better serviced than the southern areas, who have access to water by standpipes, however these are scattered, and not within 800m of the homestead.

It is to be noted that with the escalated growth in the number of settlements in the rural areas, the demand for water supply escalates and provision of water through static tanks proves to be a challenge hence a need to water reservoirs and further piping has been identified through out the municipal area.

3.6.8.2. *Sanitation*

The Camperdown area is largely served with on-site septic tanks and soak-aways and a very small sewerage treatment plant. The accelerated rate of industries that establish their plants in Camperdown and the further anticipated growth that is presented by the N3 Corridor development initiatives requires that a Mega Wastewater Treatment Works be constructed speedily with a 2MI capacity. The negotiations for project have been ongoing as it requires multi million rands funding. The institutions involved in this project are mainly Umgeni Water, Umgungundlovu District Municipality, UMEDA and Mkhambathini Municipality. The potential of the 2MI Wastewater Treatment Works will go a long way in terms of accommodating current and future development, which is highly probable and in alignment with the intention of the N3 Corridor Plan. Most of the rural areas within the Municipality use pit- latrine systems, whilst the more urban areas and commercial agricultural farmers use the septic tank system.

3.6.8.3. *Stormwater Infrastructure*

Currently the municipality does not have a stormwater master plan. The only area that has stormwater infrastructure is the Camperdown area. The rest of the Municipality is rural in nature, and there is no stormwater drainage infrastructure. Surface run-off currently flows via the natural relief into existing valley lines, streams and rivers. These could be potentially harmful to riverine systems, due to pollution etc. for any new developments, there is a need to construct stormwater drainage infrastructure along the roads to support these major developments. In the event of any new road development, it will be essential for the Municipality to employ stormwater management and infrastructure to mitigate any possible negative effects.

3.6.8.4. Electricity

Mkhambathini has been fortunate to have been part of the pilot rural electrification programmes established by Eskom. The Municipality is of the opinion that post the year 2000, Electricity provision can be regarded as adequate with most of the municipality being serviced by Eskom.

More household within the rural communities have benefited from the electrification projects implemented using the INEP grant.

3.6.9. Spatial Planning/ Land Use Management

The current municipal LED strategy refers to the 2014/2015 SDF, however, in 2019, the Council of Mkhambathini Municipality approved the revised Spatial Development Framework (SDF), a process that details the medium to long term strategic development plan for the municipality's area of jurisdiction. This plan guides and informs all planning, land management, development and spatial decision-making. As such all local economic development plans of the municipality need to be aligned with the spatial development plans. The key priority project set out in the LED strategy, in line with the vision of the municipality, the SDF and government strategic development goals and priorities are in line with the development of the N3 corridor, for industrial and business development, the development of the agricultural corridor as well as the tourism corridor.

The Municipality envisions that:

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

Thus, the Catalytic projects that the municipality is currently working on for the vision to be realised are in line with the following goals/objectives:

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

3.6.10. KEY ECONOMIC PARTNERS

TABLE 70: KEY ECONOMIC PARTNERS OF MKHAMBATHINI

NO	KEY PARTNER	STATUS	ENGAGEMENT
1	KZN Economic Development Tourism & Environment Affairs	Existing and Strong Partner	LED Activities
2	KZN Corporative Governance & Traditional Affairs	Existing and Strong Partner	- CWP - LED Activities
3	Agriculture Development Agency	Existing and Strong Partner	Agricultural Programmes
4	Department of Transport	Existing and Strong Partner	Road Infrastructure
5	UMDM Municipality	Existing and Strong Partner	- LED Activities - Bulk Services
6	UMEDA	Existing and Strong Partner	- LED Programmes - RASET
7	Department of Rural Development and Land Reform	Existing and Strong Partner	- Farmer Support Production Unit
8	Mkhambathini Business Forum	Existing and Strong Partner	- Business development - Local Economic Development
9	Beaumont Eston Farmers Association	Existing and Strong Partner	- Waste Management – Green projects
10	Mkhambathini Cooperatives	Existing and Strong Partner	- Business development Local Economic Development
11	Department of Public Works (EPWP)	Existing and Strong Partner	- EPWP
12	ESKOM	Existing and Strong Partner	Electricity

3.6.11. CATALYTIC PROJECTS

The catalytic project in accordance with the above and the LED Strategy of the municipality (the one approved in 2017 and the current review) are depicted in the table below. It is to be noted that not all Government Sector Departments could provide GIS Coordinates for their Catalytic Projects.

TABLE 71: MKHAMBATHINI ECONOMIC DEVELOPMENT CATALYTIC PROJECTS

Mkhambathini Catalytic Projects (Internal and External)				
No	Project	Intended outcome	Type of Funding	Responsible Stakeholder
1.	N3 Corridor Development Projects			

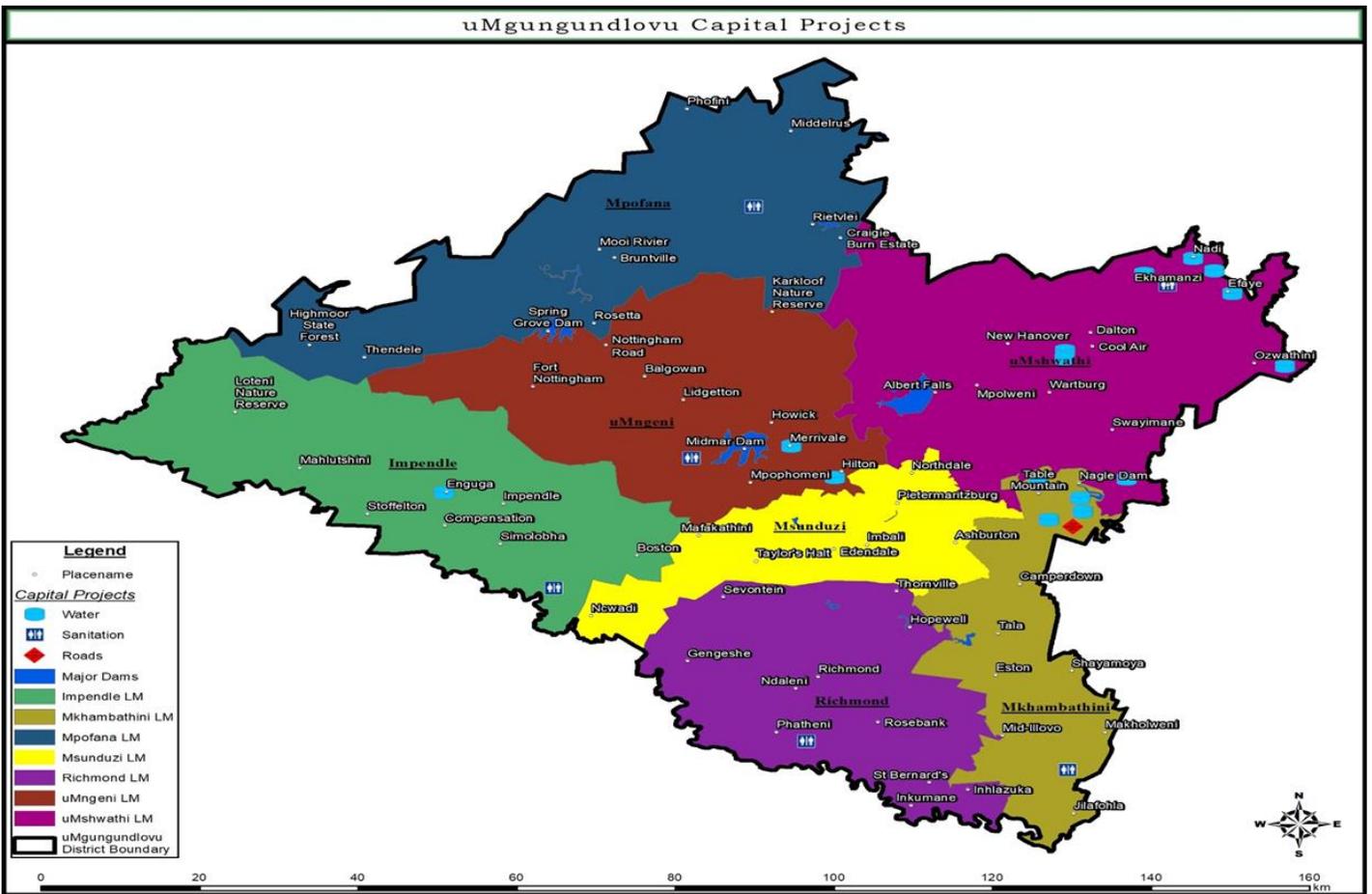
1.1	N3 Upgrade	<ul style="list-style-type: none"> - Improved investment route/ transport network to attract more industries in the area for job creation and economic development 	External (SANRAL)	SANRAL
1.2	Bulk Wastewater Treatment Works	<ul style="list-style-type: none"> - To attract business, housing and industrial development 	External	UMDM & Umgeni Water
1.3	N3 Intersections	<ul style="list-style-type: none"> - Improved aesthetics of the area 	No funding yet	<i>Currently searching for investors</i>
2.	Tourism Development Projects (Adventure Tourism and Tourism)			
2.1	Upgrading of Roads: P477, P556, AE3611, P26 and L823 and P21-1	<ul style="list-style-type: none"> - Linking key areas for improved eco-adventure tourism 	No funding yet	<i>Currently searching for investors</i>
2.2	Mkhambathini Online Tourism Brochure	<ul style="list-style-type: none"> - Creation of a platform for marketing of local tourism businesses (Accommodation, tourism destination sites and things to do locally) - Marketing of Mkhambathini Municipal Area 	Internal	Mkhambathini Municipality
3.	Agricultural Development Projects			
3.1	Mkhambathini Agri-Parks (Farmer Support Units)	<ul style="list-style-type: none"> - Provision of a municipal based farmer support unit (FSPSU) - Creation of an agricultural produce market for local emerging farmers. - Training and Development of emerging farmers to expand to the bigger market. - Opportunities in the agri-processing sector unleashed 	External. Working on securing a grant for internal running of the project.	UMEDA (FSPSU & RASET)

Provincial and District Catalytic Projects

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

FIGURE 36: DISTRICT SPATIALLY MAPPED PROJECTS

uMgungundlovu Capital Projects



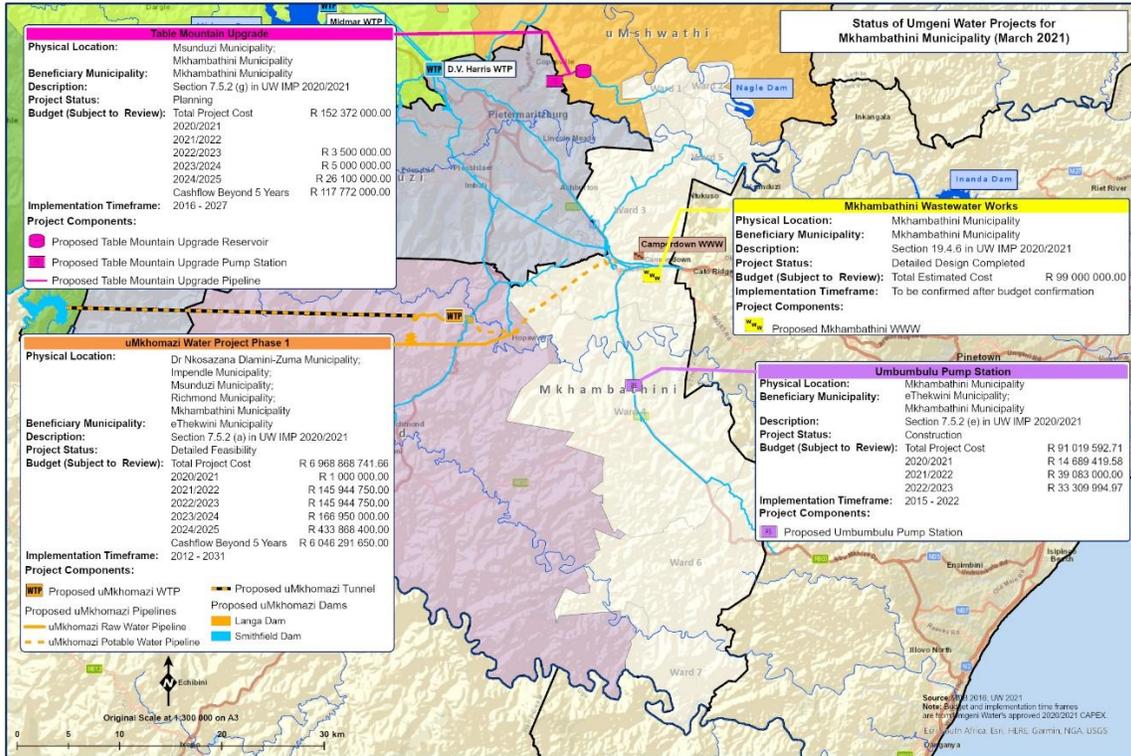


FIGURE 37: UMGENI WATER PROJECTS

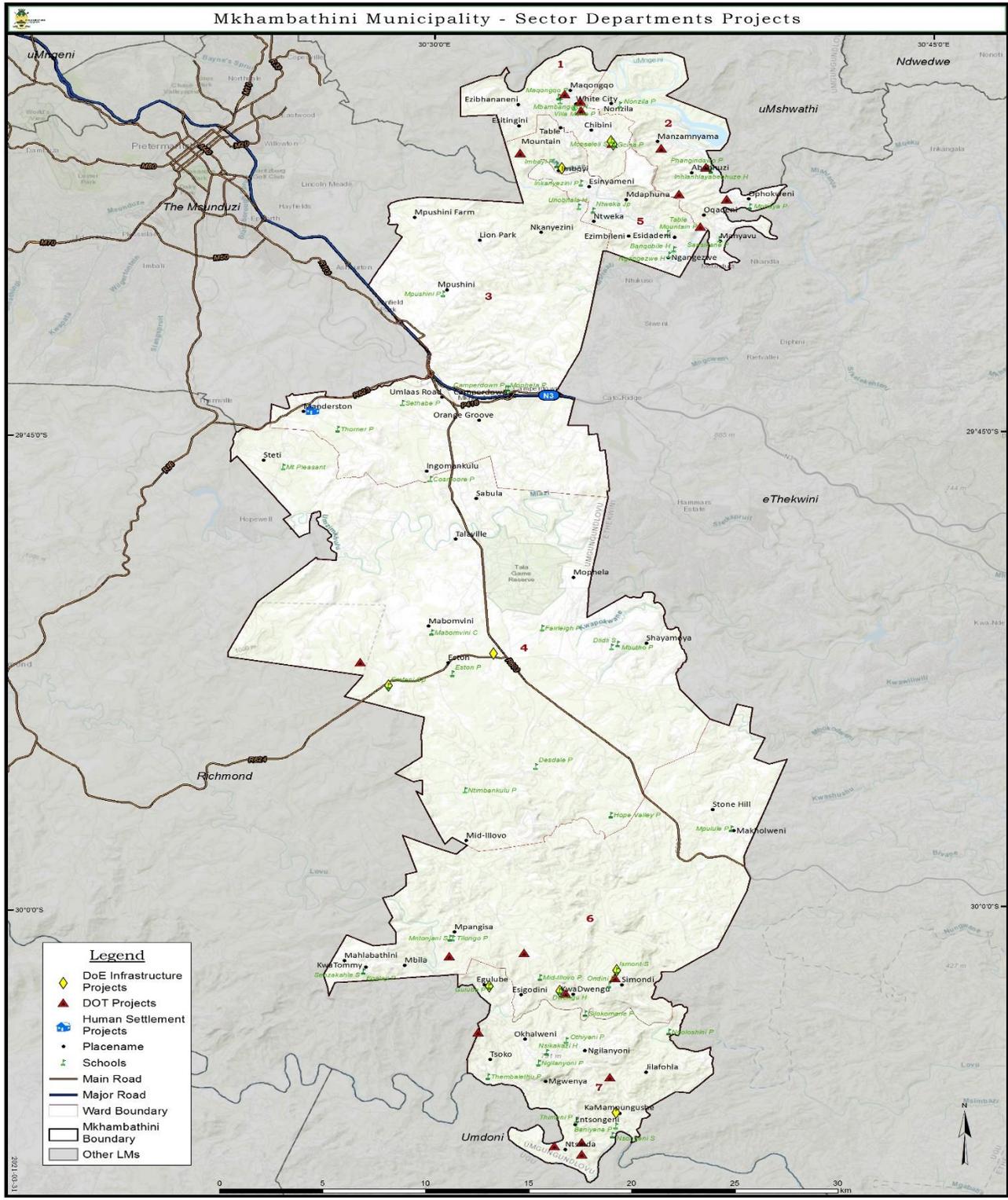


FIGURE 38: GOVERNMENT DEPARTMENTS MAPPED PROJECTS

CHALLENGES

The municipality had a few challenges with receiving the GIS coordinates of the projects of the sector departments projects presented at the Municipal Strategic Planning Session engagement for this Financial Year which had to be spatially mapped and incorporated in the Draft IDP. This remains a challenge for us as local municipality, as we were only able to spatially map projects from the following District and Sector Departments:

- Umgungundlovu District Municipality
- Umngeni Water
- Department of Human Settlements
- Department of Education
- Department of Transport
- Department of EDTEA (Programmes)

The municipality will highly appreciate it if COGTA: IDP unit assists in retrieving those GIS Coordinates from the various sector departments in order to enhance the realization of the DDM through the participation and coordination of sector departments.

THE MKHAMBATHINI INVASIVE/ALIEN SPECIES REMOVAL PROJECT

The Mkhambathini Project is a 3 year project from the Department of Economic Development, Tourism and Environmental Affairs. The project has created 423 job opportunities in the Mkhambathini municipality with the number of participants evenly allocated to all 7 municipal wards. The budget for the project over the three year period is R3.6 million.

Number of Participants per Ward

Ward	Contractor	General Workers	Supervisors
1	1	57	2
2	1	57	2
3	1	57	2
4	1	57	2
5	1	57	3
6	1	57	3
7	1	57	3

Project Objectives

The main objective for the project is to extend resources and assistance to municipalities to alleviate the extent of environmental degradation in the communities.

The project specializes in the removal of alien species in the communities because of the adverse environmental impacts that are prevalent today most especially accounting to water scarcity and ecological disruption of our biodiversity.

Mkhambathini Municipality predominantly being a rural and farming area consists of communities that are dependent on the soil, therefore anything that compromises soil nutrient content and water scarcity poses a danger to the community's ability to meet their needs for food and business purposes.

The removal of alien species will ensure ecological preservation through minimizing competition for indigenous species and eradication the possibilities of species extinction from its natural environment.

Project Goals

The project success will be through collaboration between the municipality, EDTEA and contractors.

The municipality is to assist with the selection of areas with a high population of alien species and the recruitment process. Areas identified could be privately owned through the consent of landowner, public spaces and municipal owned properties.

The project will benefit the municipality in the minimization of illegal dumping within the municipal area as overgrown unmaintained bushes encroached by alien species such as lantana will be removed

opening up land and presenting the municipality with the opportunity to plant more indigenous trees and plants in the area.

STRATEGIC PROGRAMMES RESPONSES

3.6.12. LOCAL ECONOMIC DEVELOPMENT PROJECTS

3.6.12.1. RURAL/ AGRICULTURAL DEVELOPMENT

TABLE 72: RURAL/ AGRICULTURAL DEVELOPMENT PROJECTS

COOPERATIVE NAME	PROJECT DESCRIPTION	CHALLENGES	SUPPORT REQUIRED	ESTIMATED FIGURE	TARGET DATE	WARD
Umnothwezwe	Piggery farming and is owned by 100% Youth.	Ward issues resulted in the project moving to another area	Sows, Boars, Weaners and Grower; Feeds, and Medication	R50 000.00	2020/21 to 2021/22	1
Zamokuhle	Vegetable growing (project functional)	Working tools, water shortages, fencing of the gardens.	Fencing, Watering material, and seeds	R140 000.00	2020/21 to 2021/22	2
Siyanqoba Indlala	Vegetable growing (Project Functional)	Water shortage, insecticides destroying vegetables, working Tools	Watering material, and seeds	R40 000.00	2020/21 to 2021/22	4
Imbokodo Farming and Projects	Vegetable Growing (Project functional 100% owned by Youth)	Lack of production skills	Fencing of the Garden Watering material and seeds	R140 000.00	2020/21 to 2021/22	5
Thuba lethu	Vegetable growing (Project Functional 5 Youth members participating and adults)	Water shortage	Fencing of the Garden, Watering Material, chemicals and seeds.	R125 000.00	2020/21 to 2021/22	6

Further to the projects listed on the table above, the municipality is currently working with UMEDA, the Umgungundlovu Economic Development Agency on the implementation of RASET and Farmer support Unit. As such more than 6 emerging farmers have benefited from the programme through seeds. Over and above this the municipality has managed to assist with fencing of 4 community gardens that are about 1hacter each. Below is the process that the municipality is currently embarking on:

- ✓ Development of Agri-Parks (FPSU and RASET):
 - Location of Agri-Park and feasibility study
 - Database of all co-operatives
 - Linkage of co-operatives to Agri-park
- ✓ Find funding to assist more emerging farmers with security fencing.
- ✓ Ensure that high potential agricultural land is defined and included in all strategic documents.
- ✓ Provide support to emerging farmers by facilitating:
 - Business plans
 - Business registrations
 - Training of farmers- mentorship programme
 - Increasing production through irrigation systems.
- ✓ Identify markets for crop producers.

Livestock farmers are currently assisted with various training which include branding and carrying for their livestock. The municipality together with the Department of Agriculture are currently working on the programme to restore cattle deeps in areas where they have been identified as a need.

- ✓ Identify markets for livestock producers.
- ✓ Livestock branding.

3.6.12.2. THE ARTS, CRAFTS AND CULTURE PROGRAMMES

TABLE 73: ARTS, CRAFT AND CULTURAL PROGRAMMES

Programme	OBJECTIVE	ACTIVITY	AMOUNT	TARGET DATE
Crafters Support	To ensure that the material produced in line with the changes in the crafters market	Procure Beads, Cloths, Wool, Machinery and Skills in Financial Management	R40 000.00	March 2021
Cultural Festival	To promote and instill cultural activities within the Municipality.	Hold Cultural and talent search, participate in the district completion.	R331 800.00	September 2020
Artists Capacity Building	To identify artists with a potential to grow in the industry	Coordinate workshops for artists in consultation with department of arts and culture	R33 600.00	April 2021
Reeds dance	To coordinate reed dance activities	Promote moral regeneration among young and old maidens that are part of the local maidens' groups that also participate in the reed dance activities held in KwaNongoma on an annual basis	R94 200.00	September 2020

3.6.12.3. THE SMMEs AND COOPERATIVES PROGRAMMES

TABLE 74: SMMEs AND COOPERATIVES PROGRAMMES

Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of fencing material to agricultural cooperatives.	R750 000	June 2021
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of poultry machinery	R80 000	June 2022- June 2023

Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of vegetable seedlings to agricultural cooperatives	Funded by Umgungundlovu Development Agency	June 2020-June 2022
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the municipality	Procurement of municipal tractor that will cultivate cooperatives gardens	R70 000	June 2022
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the municipality	Procurement of irrigation system (pump and pipes) / boreholes for watering purposes	R200 000	June 2023-June 2024
Support to all cooperative	To promote local economic development projects	Procurement of machinery/ equipment for cooperatives to create job opportunities. i.e. alluminium, furniture	R200 000	June 2022- June 2024
Cooperatives Capacity building	To ensure that vegetable and poultry produce is in good market condition	Vegetable / poultry production workshop	R100 000.	June 2022
Cooperatives Capacity building	To capacitate cooperatives in value adding	Implementation of value adding workshop	R20 000	June 2022- June 2023
Cooperatives Capacity building	To capacitate cooperatives in packaging	Packaging workshop for vegetable and poultry cooperatives	R20 000	June 2022

SMME Support

Support to all SMMEs	To create a conducive environment for SMMEs	Procurement of working equipment for SMMEs in bakery, manufacturing	R80 000	June 2022- June 2024
Support to SMMEs	To support SMMEs and emerging farmers with transport to cut cost attached to transport	Hiring of transportation to deliver produce to market	R50 000	June 2022-June 2023
SMME Support	To create enabling environment for SMMEs	Construction of SMME HUB to be used by SMMEs to trade	1 million	June 2023
Virtual ward based Mkhamba Fair	To showcase and market small businesses in art, clothing textile, catering, kiddies products, furniture etc	Appointment of service provider to take pictures, create video and add the information to Mkhambathini website	R150 000	June 2021-June 2023
SMME Training	To ensure that SMMEs are skilful digitally to develop and market their businesses	Implementation of Digital Enablement Training	R40 000	June 2022
SMME Capacity Building	To ensure skilful SMMEs to economic development	Implementation of pricing workshop for SMMEs in construction and catering	R20 000	June 2021-2023
SMME Capacity Building	To ensure skilful SMMEs to economic development	Implementation of health and layout workshop for SMMEs in catering	R20 000	June 2022-June 2023

3.6.13. RED TAPE REDUCTION

Mkhambathini Municipality has a reduction plan in place for SMMEs which is implemented for ease of doing business. SMMEs are one of the key economic drivers of economic growth, innovation have proved to be the major contributors to job creation. The Department of Cooperative Governance and Traditional Affairs has assisted Mkhambathini Municipality with the development of the action plan for red tape reduction. Red tape indicators affect the operation of businesses and the regulations, rules and procedures that regulate the business operation, create undesirable consequences on business, the economy and individuals when not implemented correctly. The below 7 indicators outlined below have distinct symptoms and have been identified as common areas where red tape is experienced.

The role of business in the municipal space is an area of interest where business regulation and processes must be able to foster growth in support of employment and income-generating activities. To this effect, efforts are being made at Mkhambathini Municipality to ensure that all bottlenecks also known as “Red Tape” which hinder business development are minimised and eventually eradicated. Below are 7 indicators which outlines how Mkhambathini Municipality is addressing the issue of red tape reduction action plan is attached as an annexure in the Draft IDP

3.6.14. SOCIAL LABOUR PLANS

3.6.14.1. AFRISAM

Afrisam as one of mining companies that are operating within the Mkhambathini jurisdiction has funded Mkhambathini municipality with a Health Post which is situated in ward 3 Nkanyezini. The Memorandum of understanding was signed between Mkhambathini municipality, Afrisam and Department of Health in 2018. The project was identified to address social health issues that the community around ward 3 and ward 5 encounter as they are far with clinics and transport is a challenge to get to the clinics is an issue. The project created job opportunities in the implementation phase where local contractors and the community played a vital role in the completion of the project. The health post has been handed over to the municipality in September 2019 and currently the Municipality is waiting for Department of Health to appoint staff which will allow the health post to be in operation fully. Mkhambathini Municipality will also benefit in jobs creations when the health post is in operation.

3.6.14.2. AFRIMAT AGGREGATES

Afrimat has committed to build 2 classrooms for Nobhala High School from ward 3 to address congestion of learners within the classroom and during the Covid 19 pandemic which requires social distancing, more classes are needed to ensure transmission of the pandemic is prevented in schools. Currently the project is in the planning stage as Afrimat is waiting for building plans that are to be submitted by Department of Public works as they control government assets. Immediately when building plans are received, the implementation phase will be initiated. The project is planned to be complete in

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

The following projects were identified during the public consultative meetings.

TABLE 75: PROGRAMMES FOR VULNERABLE PROGRAMMES

VULNERABLE GROUP	NAME OF PROGRAMME	WARD	TARGET NUMBER
WOMEN	Beadwork		
YOUTH	Swimming Tissue Making		
DISABLED	Centre for Physio		
	Shoe Making		
	Tissue Making		
	Bead Work		

3.6.16. SECTORS GENERATING JOBS

The available figures relating to the performance of different economic sectors over time underline the reality that Mkhambathini Municipality mirrors the structural and economic performance of the province of KwaZulu-Natal and South Africa generally. The shares of contribution to formal employment by sectors which are traditionally labour intensive such as agriculture and manufacturing have been declining over the last few decades. This has been the general trend throughout South Africa and therefore the emerging reality within Mkhambathini is not particularly unique.

Agricultural Sector:

TABLE 76: AGRICULTURAL SECTOR

Mkhambathini	Agriculture
2008	1 638
2009	1 533
2010	1 472
2011	1 408

Manufacturing Sector:

TABLE 77: MANUFACTURING SECTOR

Mkhambathini	Manufacturing
2008	934
2009	974
2010	905
2011	922

Finance Sector:

TABLE 78: FINANCE SECTOR

Mkhambathini	Financial Services
2008	643
2009	667
2010	635
2011	666

Table 79: Finance Sector

Community Services Sector

TABLE 80: COMMUNITY SERVICES SECTOR

Mkhambathini	Community Services
2008	1 858
2009	1 909
2010	1 995
2011	2 125

While the declining performance of primary and secondary sectors in terms of overall contribution towards employment has contributed to the country's industrial base losing share of the overall share of the market in terms of export opportunities, etc. the performance of tertiary sectors such as financial and community services has been generally positive. However, the growth in terms of employment and overall GVA of the tertiary services has generally been from a relatively low base compared to the size of the primary and secondary sectors.

While the decline in the share of employment contribution by primary and secondary sectors can be attributed to factors such as globalisation and restructuring of international trade requirements, there are also a number of domestic factors (both at national and local levels) which may be contributing to this state of affairs. These may include the following:

- Land claims process;
- Lack of skills;
- Limited contribution of subsistence-based agriculture; and
- Rising cost of capital and related input costs

TABLE 81: COMMUNITY SERVICES

Aspect	Programmes	Responsible Sections
Sustainable Waste Management Practices		
<ul style="list-style-type: none"> • Waste Minimization 	Recycling initiatives through youth/ female SMMEs with the municipality.	LED
<ul style="list-style-type: none"> • Waste Beneficiation 	Liaison with major recyclers, information dissemination regarding waste products to be sold and other factors. Educate society on waste beneficiation and recycling houses.	Waste/LED
Agricultural and Food Production	<ul style="list-style-type: none"> • Develop an organic waste disposal site, in which composting can take place and the final product is distributed to community gardens (LED) for soil enrichment cultivating food production. • Distribution/ donation of seedlings by incorporating with EDTEA and DEFF. • Propose urban community garden situated within the SASSA premises. Produce from the garden can be distributed to poor patrons visiting the premises as determined by SASSA officials. 	LED/ Waste EDTEA/ DEFF Waste/SASSA/ DEFF/EDTEA
Resource Conservation	<ul style="list-style-type: none"> • Working with the Adopt-A-River programme. Cleaning the Msunduzi River and education and awareness sessions. 	Waste/ Adopt-A-River programme
Water Management	<ul style="list-style-type: none"> • Ensuring a strategy to maintain river health by cleaning up waste disposed in rivers with a greater focus on disposable nappies found on the river banks and in the rivers. 	Waste/DEFF/ Adopt-A-River
Alternative Technology for food production	<ul style="list-style-type: none"> • Assisting community gardens (LED) with ploughing gardens, by assigning the tractor (using 2 old municipal tractors and getting them in a good working condition) and recruiting a designated driver through EPWP project. 	Waste/LED/ Fleet and Ward Committee
Environmental Sustainability	<ul style="list-style-type: none"> • Greening projects, planting indigenous trees in municipal facilities, open spaces and areas cleared off illegal dumps. 	Waste/DEFF and DEFF

3.6.17. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Led Unit well established ✓ Functional LED Support structures ✓ Led, PSC in place ✓ Informal Traders Chambers in place ✓ Commercial and Subsistence ✓ Location in relation to the economic Hub (Durban and Pietermaritzburg) ✓ Good Weather conditions 	<ul style="list-style-type: none"> ✓ Few alternatives approach to sustainable development and as recycling, exploitation of natural and renewable energy sources. ✓ Insufficient funding support LED programmes ✓ Poor Monitoring and Evaluation
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Agricultural, Tourism ✓ Sand mining ✓ Establishment of business chamber ✓ LED partnership (Private and Social) ✓ LED Strategy Reviewable ✓ National and Provincial Focus on the N3 Corridor Development 	<ul style="list-style-type: none"> ✓ Impact of Global Warming ✓ Land Ownership ✓ Unreliable Water Supply ✓ Poverty ✓ Lack of Proper road infrastructure

3.6.18. PRIORITIES PER WARD

TABLE 82: SERVICE DELIVERY PRIORITIES PER WARD

WARD	PROJECT NAME
Ward 1	<ul style="list-style-type: none"> ✓ Access Roads to be rehabilitated. ✓ Electricity ✓ Mast Lights
Ward 2	<ul style="list-style-type: none"> ✓ Housing (RDP) ✓ Electricity (In-Fills and green fills) ✓ Creches (Early Childhood Development Centers) ✓ Mast Lights ✓ Access Roads to be rehabilitated.
Ward 3	<ul style="list-style-type: none"> ✓ Electricity In-Fills ✓ Access Roads to be Rehabilitated ✓ Mast Lights ✓ Old Age home
Ward 4	<ul style="list-style-type: none"> ✓ Community Halls ✓ Access Roads to be rehabilitated. ✓ Electricity In-Fills ✓ Mast Lights ✓ Taxi Rank
Ward 5	<ul style="list-style-type: none"> ✓ Access Road to be Rehabilitated ✓ Community Halls ✓ Mast Lights ✓ Electricity (In-Fills and green fills)
Ward 6	<ul style="list-style-type: none"> ✓ Electricity (In-Fills) ✓ Sanitation ✓ Housing (RDP) ✓ Mast Lights
Ward 7	<ul style="list-style-type: none"> ✓ Creches (Early Childhood Development Centers) ✓ Access Road to be Rehabilitated. ✓ Mast Lights ✓ Electricity (In-Fills and green fills)

3.6.19. HEALTH AND EDUCATION SECTORS SITUATIONAL ANALYSIS

3.6.19.1. EDUCATION SECTOR ANALYSIS

Education level have a major bearing on the quality of life. The ability of an individual to perform certain basic functions due to illiteracy is also part of elements that define human poverty. Low educational levels are likely to push individuals to unemployment and to low paying jobs. Low educational levels also limit the ability of an individual to learn new skills and be trained. Generally, majority of the population in the municipal area have no high educational level.

This is a major challenge, which is likely to lead to low household income levels that further limit the ability of families to invest into the education of youthful members. Such low futures also limit the ability to absorbing new skills and effectively compete for high paying jobs. The effects or consequences of the problem are:

- Low Information and Technology Skills base
- Migration of youth to urban areas
- High unemployment rate
- High dependency rate
- Employment of low paying jobs
- Increase in indigent dependency.

The geographic location of the municipality makes it impossible to create an environment conducive for its community to receive services. The Municipality is engaging with service providers to create computer hubs within each ward. This will assist learners to participate in information and technology world. This project will be rolled out in terms of private partnership programme.

The Municipality has a vast amount of Early Childhood Centers within the municipal wards there are about 14 ECDs located within the 7 wards of the municipality the following Early Childhood Development Centers within the wards are:

TABLE 83: MKHAMBATHINI ECD CENTRES

No	Name of Childhood Development Centre	Ward
1.	Njobokazi Creche	Ward 4
2.	Gulube Creche	Ward 7
3.	Abebhuzi Creche	Ward 2
4.	Njobokazi Creche	Ward 4
5.	Nonzila Creche	Ward 2
6.	Makhokhoba Creche	Ward 3
7.	Dukes Creche	Ward 4
8.	Mhali Creche	Ward 5
9.	Dwengu Creche	Ward 6
10.	Nsongeni Creche	Ward 7
11.	Khalweni Creche	Ward 7
12.	Ngoloshini Creche	Ward 7
13.	Ediphini Creche	Ward 7
14.	Ezinembeni Creche	Ward 1

Picture below : ECD centre which was built by the municipality in ward area



The Following are schools around Mkhambathini Municipality:

TABLE 84: WARD 1 PRIMARY SCHOOLS

No	Name of School	Principal
1	Mboyi Primary School	Mr. ZG Mngadi
2	Gcina Primary School	Mr. NJ Mthembu
3	Villa Maria Primary School	Mr. SS Ntaka
4	Maqonqo Primary School	Mrs. Mkhize

TABLE 85: WARD 1 HIGH SCHOOLS

No	Name of School	Principal
1	Mbambangalo High School	Mr. Sibisi
2	Mcoseli High School	Mr. Mtolo

TABLE 86: WARD 2 PRIMARY SCHOOLS

No	Name of School	Principal
1	Nonzila Primary School	Mrs. KJ Ntaka
2	Phangidawo Primary School	Mr. S Mtshali
3	Mphayeni Primary School	Mrs. BB Ngubane
4	Sansikane Primary School	Mr. LE Phetha
5	Table Mountain School	Mr. ZAM Ngidi

TABLE 87: WARD 2 HIGH SCHOOLS

No	Name of School	Principal
1	Inhlanhlayabebhuzi High School	Mr. SPT Hlongwane
2	Banqobile High School	Mr. SB Nkwanyana
3	Ngangezwe High School	Mr. FF Ngubane

TABLE 88: WARD 3 PRIMARY SCHOOLS

No	Name of School	Principal
1	Mpushini Primary School	Mrs. Mbanjwa
2	Ntweka Primary School	Ms NC Mkhize
3	Nkanyezini Primary School	Mr. TJ Vezi
4	Mander Stone Primary School	

TABLE 89: WARD 3 HIGH SCHOOLS

No	Name of School	Principal
1	Nobhala High School	Mr. SN Mkhize

TABLE 90: WARD 4 PRIMARY SCHOOLS

No	Name of School	Principal
1	Camperdown Primary School	Mrs SN Mchunu
2	Cosmoore Primary School	Ms Ndlovu
3	Sethabe Primary School	Mrs. Zungu
4	Mabovini CP School	Mr. BW Maphanga
5	Emfeni Primary School	Mrs Masikane
6	Fairleigh Primary School	Ms RN Dlamini
7	Mabutho Primary School	Mr. FP Nzimande

TABLE 91: WARD 4 HIGH SCHOOLS

No	Name of School	Principal
1	Mabovini High School	Mr. BW Maphanga

TABLE 92: WARD 6 PRIMARY SCHOOLS

No	Name of School	Principal
1	Desdale Primary School	Mrs. Jordan
2	Itilongo Primary School	Mr. Mofokeng
3	Mpulule Primary School	Ms BB Njapha

4	Egalaji Primary School	Mrs. YB Mtungwa
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TABLE 93: WARD 6 HIGH SCHOOLS

No	Name of School	Principal
1	Muntunjani High School	
2	Senzakahle High School	Mr. F.J. Gwamanda
3	Ismont High School	Mrs Khumalo speak Zanele
4	Dwengu high school	Mr Z.M.Chonco

TABLE 94: WARD 7 PRIMARY SCHOOLS

No	Name of School	Principal
1	Gulube Primary School	Mrs. CD Shange
2	Mid-illovo Primary	MR Ndlovu
3	Ondini Primary School	Mr. ME Mhlongo
4	Thembalethe Primary School	Mr TP Gumede
5	Thimuni Primary School	Mr. DI Khawula
6	Baniyena Primary School	Mr. Meyiwa
7	Engoloshini Primary School	Mr. SH Muthwa
8	Othiyeni Primary School	Mr. MN Mhlongo
9	Silokomane Primary School	Mrs. JV Mvubu
10	Ngilanyoni Primary School	Mr. DM Shandu

TABLE 95: WARD 7 HIGH SCHOOLS

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

3.6.18.2. HEALTH SECTOR ANALYSIS

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

The municipality has developed an HIV/AIDS strategy, which will be rolled out from July 2017 – July 2021. This strategy looks at broad programmes of dealing with pandemic in the greater municipal area in the next five years. The fight against HIV/AIDS is handled in a coordinated manner by government departments and NGO's. Community involvement in AIDS awareness campaigns is crucial where strategies like abstinence, education and other relevant methods are embraced with active participation from councillors, traditional leaders, church leaders, school stakeholders, and sports stakeholders.

3.6.18.3. SAFETY AND SECURITY

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

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

3.6.19. MUNICIPAL SAFETY PLAN

The municipality has developed a draft community safety plan that still need to be disseminated amongst the relevant committees before council approves the plan .The plan has been drafted and the municipality will seek assistance from the Department of Community Safety and liaison to assist us into looking the safety measures and guidelines of developing a plan which contains the strategic interventions formulated to improve the safety of the community, visitors and those who do business in Mkhambathini Local Municipality. The municipality will coordinate the implementation of this Community Safety Plan, which can only be implemented through a multi- disciplinary approach outlined in the 1996 National Crime Prevention Strategy in partnership with Disaster Management Unit of UMDM and Community Safety and Liaison Department.

COMMUNITY DEVELOPMENT

The municipality has continuously focused in addressing the needs of special groups in the municipality such as youth, orphans, disabled, children and people living with HIV/AIDS.

PLANS TO RESPOND TO VULNERABLE GROUPS

In line with the Provincial special programmes as well as Operation Sukuma Sakhe, the municipality has a special programme unit which are specifically is made of the following sectors within the Municipality:

- ✓ Children
- ✓ Senior Citizens
- ✓ Persons living with Disabilities; and
- ✓ Gender.

These sectors are to have forums which are sub forums of the Mkhambathini Special Programmes Forum. It is to be noted that the Disability Forum was established in 2017 and the Municipality is in the process of setting up the other sub-forum. The special programmes forum will be launched in 2020/2021 under Operation Sukuma Sakhe, the Municipality through the Mayor champions the Local Task Team that Monitors the functionality of the war rooms in all seven (7) wards of the municipality. Furthermore, the municipality implements campaigns called operation MBO where in various essential Departments gather to render services to the communities in need for the purposes of speeding the process of obtaining legal documents, social grants, access to schools etc.

FOOD PRODUCTION INITIATIVES

Through the Department of Agriculture's Extension Officers, communities, cooperatives and Households are assisted to access resources for starting and sustaining food gardens. Furthermore, the Municipality has an Agri-Forum open to all community members interested in farming and small-scale gardening.

NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)

Presently the Department of Education implements the National School Nutrition Programme. It should be noted that once the Food Production Initiatives programme are functioning well the Municipality will work together with the DoE to ensure sustainable NSNP.

3.6.20. SOCIAL DEVELOPMENT SWOT ANALYSIS

Table 80: Social Development SWOT Analysis

STRENGTH	THREAT
<ul style="list-style-type: none"> ✓ Health inter-departmental co-operation ✓ Good Communications internally and externally with the departments ✓ Good team spirit and dedication to serving the community 	<ul style="list-style-type: none"> ✓ High rate of poverty ✓ High unemployment rate ✓ High illiteracy rate ✓ High dependency to the municipality by communities ✓ Safety of the community
OPPORTUNITIES	WEAKNESSES
<ul style="list-style-type: none"> ✓ Ability to source funding from government ✓ Vastness of Mkhambathini Area ✓ Construction of Weigh Bridge and Vehicle Testing Centre ✓ Stable Climate Conditions ✓ Untapped Heritage Market for Tourism; 	<ul style="list-style-type: none"> ✓ Insufficient budget to execute mandate of the department ✓ Not all policies and by laws are in place ✓ Low revenue-base ✓ Occupational Health and Safety (across the board) ✓ Lack of elderly center's ✓ Inadequate infrastructure development to address Local Economic Development initiatives.

3.7. FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

The Mkhambathini Municipality has a clear workable financial plan in line with the Three-year funding model. Furthermore, the municipality is viable and is striving to ensure that it remains viable, this is assisted by Senior Managers being able to analyse financial reports and identify risks related to municipal spending patterns. The municipality always strive to be realistic in budgeting given its limited revenue streams. The Municipal ratio currently is 7:1, this translate that the municipal current assets are 7 times higher than municipal current liabilities which is above the norm of 3:1. This indicative, that should the municipal liabilities be due, the municipality will be in the position to pay them. The indigent register has currently been reviewed by the municipality on an annual basis.

It is include as an Annexure in the IDP

The financial plan is broken down as follows.

3.7.1. CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

THREE YEAR FUNDING MODEL

TABLE 96: THREE YEAR FUNDING MODEL

Projects	2020/2021 FY	2021/2022 FY	2022/2023 FY	Nature of the Project	Funding Source
Fencing of Municipal Building	1,000,000	N/A	N/A	New	Own
New Computers and Printers	300,000	N/A	400,000	New	Own
Camperdown Hall (Phase 2)	3,000,000	N/A	N/A	New	Own
Construction of Municipal Offices	10,000,000	14,000,000	5,000,000	New	Own
Municipal Vehicles	N/A	1,200,000	N/A	Renew	Own
Furniture	400,000	N/A	1,200,000	Renew	Own
Mgwaphuna Access Road	3,750,000	N/A	N/A	New	MIG
Ntweka Access Road	N/A	2,770,000	N/A	New	MIG
Qedazulu Access Road	7,590,000	N/A	N/A	New	MIG
Nonzila Access Road	N/A	3,750,000	N/A	New	MIG
Kwenzokuhle Hall	4,656,000	2,412,000	N/A	New	MIG
Manzamnyama Road	N/A	N/A	3,775,660	Renew	MIG
Makhokhoba Road	N/A	3,075,660	N/A	New	MIG
Nene Access Road	N/A	2,477,822	N/A	Renew	MIG
Ondini Access Road	N/A	N/A	3,053,226	New	MIG
D1143 Phase One	N/A	N/A	1,678,888	Renew	MIG
White City Creche	N/A	N/A	2,970,000	New	MIG
Ward -Sports field	N/A	2,541,518	N/A	New	MIG
Manderstone Creche	N/A	N/A	3,053,226	Renew	MIG
Mkhize Access Road	N/A	N/A	3,250,000	New	MIG
Total Capital Budget	30,696,000	20,728,450	18,701,942		

FUNDS RECEIVED OVER THREE YEARS

TABLE 97: FUNDING OVER THREE YEARS

	2020/2021	2021/2022	2022/2023
MIG Funds	15,996,000	17,027,000	17,781,000
Electrification	5,000,000	8,000,000	9,000,000
Own Funding	9,700,000	15,200,000	6,600,000

FUNDS SPENT AND UNSPENT OVER THREE YEARS

TABLE 98: FUNDING EXPENDITURE OVER THREE YEARS

	2020/2021	2021/2022	2022/2023
Capex Spent	15,996,000	17,027,000	17,781,000
Capex Funds Unspent	0	0	0
Electricity Spent	5,000,000	8,000,000	9,000,000
Electricity Unspent	0	0	0

PRIORITIZATION AND DURATION OF THREE-YEAR PROJECTS

TABLE 99: PROJECTS PRIORITIZATION OVER THREE YEARS

Projects	WARD	FINANCIAL YEAR	DURATION	Nature of the Project	Funding Source
Fencing of Municipal Building	Institutional	2020/2021	2020/2021	Renew	Own
New Computers and Printers	Institutional	2020/2021	2020/2021	New	Own
Camperdown Hall (Phase 2)	3	2020/2021	2020/2021	New	Own
Construction of Municipal Offices	Institutional	2020/2021	2020/2021	New	Own
Municipal Vehicles	Institutional	2021/2022	2021/2022	New	Own
Furniture	Institutional	2020/2021	2020/2021	New	Own
Mgwaphuna Access Road	4	2020/2021	2020/2021	New	MIG
Ntweka Access Road	5	2021/2022	2021/2022	New	MIG
Qedazulu Access Road	5	2020/2021	2020/2021	New	MIG
Nonzila Access Road	2	2021/2022	2021/2022	New	MIG
Kwenzokuhle Hall	6	2020/2021	2020/2021	New	MIG
Manzamnyama Road	2	2022/2023	2022/2023	Renew	MIG
Makhokhoba Road	3	2021/2022	2021/2022	New	MIG
Nene Access Road	5	2021/2022	2021/2022	Renew	MIG
Ondini Access Road	6	2022/2023	2022/2023	New	MIG
D1143 Phase One	7	2022/2023	2022/2023	Renew	MIG
White City Creche	1	2022/2023	2022/2023	New	MIG
Ward -Sports field	1	2021/2022	2021/2022	New	MIG
Manderstone Creche	3	2022/2023	2022/2023	Renew	MIG
Mkhize Access Road	4	2022/2023	2022/2023	New	MIG

3.7.2. AS PER PROVINCIAL AND DISTRICT PROFILE AND DISTRICT IDP

TABLE 100: MIG PROJECTS AS PER PROVINCIAL AND DISTRICT PROFILE

Project Name	Project Type (Description)	Project Status	Financial Year	Sector	Municipality	Latitude	Longitude	Total Project Cost	Actual Expenditure 2019/20
Asbestos Cement Pipe Replacement in Camperdown	Asbestos Cement Pipe Replacement in Camperdown	Registered	2019/20 - 2020/21	MIG	Umgungundlovu	Unknown	Unknown	R55 667 705.00	Unknown
Mkhize LD	Rehabilitation of Imizi Yezizwe	Tender process	19/20	COGTA	Mkhambathini	- 30,041567	30,656722	R 200 000,00	R 0
Maphumulo N	Rehabilitation of Imizi Yezizwe	Tender process	19/20	COGTA	Mkhambathini			R 200 000,00	R 0
Manyavu	Rehabilitation of Traditional Administrative Centre	Bid Evaluation	19/20	COGTA	Mkhambathini	-29.65700	30,61491	R 1 300 000,00	R 0
Zamokuhle Creche	ECD's	Procurement Stage	2019/20	Sports and Rec	Mkhambathini	3	Unknown	Unknown	R60 000,00
Development of a Land Use Scheme for Mkhambathini Local Municipality	Development of a Land Use Scheme	Implementation (Phase 4 of 8)	2019/20	DRDLR	Mkhambathini	N/A	N/A	R750 000,00	R225 000,00
Upgrading of the Nkanyezini Community Water Supply Scheme (AFA) MIS 306637	Upgrading of the Nkanyezini Community Water Supply Scheme (AFA) MIS 306637	Registered	2019/20 - 2020/21	MIG	Umgungundlovu	Unknown	Unknown	R149 347 481.0	Unknown
Upgrading of the Manyavu Community Water Supply Scheme (AFA) MIS 306738	Upgrading of the Manyavu Community Water Supply Scheme (AFA) MIS 306738	Registered	2019/20 - 2020/21	MIG	Umgungundlovu	Unknown	Unknown	R79 668 401.00	Unknown
Upgrading of Manzamnyama Water Supply Scheme (Phase 2)	Upgrading of Manzamnyama Water Supply Scheme (Phase 2)	Registered	2019/20 - 2020/21	MIG	Umgungundlovu	Unknown	Unknown	R66 741 783.00	Unknown
iThala Valley Community Water Supply Scheme COVID 19	iThala Valley Community Water Supply Scheme COVID 19	Registered	2019/20 - 2020/21	MIG	Mkhambathini	Unknown	Unknown	R 12 844 746,70	Unknown
Creche and Hall	Makhokhoba Creche and Hall	Registered	2019/20 - 2020/21	MIG	Mkhambathini	Unknown	Unknown	R6 000 000.00	Unknown
Okhalweni Creche	Okhalweni Creche	Registered	2019/20 - 2020/21	MIG	Mkhambathini	Unknown	Unknown	R4 396 813.89	Unknown
Amanzamnyama Hall Ward 02	Amanzamnyama Hall Ward 02	Registered	2019/20 - 2020/21	MIG	Mkhambathini	Unknown	Unknown	R7 241 199.34	Unknown

Project Name	Sector	Date Created	Last Update	Local Municipality	Latitude	Longitude	Project Status	Project Start Date	Estimated Project Completion Date	Total Project Cost
Baniyena Clinic (Eden)- New borehole	Health	15-Jun-17	21-Oct-19	Mkhambathini	-30,11872	30,58766	Construction 76% - 99%	2018/04/02	2020/03/31	1248236
RESEAL OF P21-1 (KM 30 TO KM 36.21)	Transport	18-Apr-19	14-Oct-19	Mkhambathini	-29,9964144	30,5739579	Design	2019/04/01	2020/03/31	15199000
RESEAL OF P21-1 (KM22 TO KM26)	Transport	18-Apr-19	14-Oct-19	Mkhambathini	-29,9964144	30,5739579	Design	2019/01/02	2020/03/31	7572000
Injabulo Clinic (Northdale) - New borehole	Health	15-Jun-17	21-Oct-19	Mkhambathini	-29,60278	30,63203	Construction 76% - 99%	2018/04/02	2020/03/31	1207652
Manyavu CSC Major	COGTA	26-Apr-19	15-Oct-19	Mkhambathini	-29,65739	30,61561	Tender	2018/09/30	2019/11/30	1100000
REHABILITATION OF P338 (KM0 TO KM11,6)	Transport	15-Apr-19	31-Oct-19	Mkhambathini	-29,9964144	30,5739579	Design	2019/04/02	2020/03/31	143181000
REHABILITATION OF P566 (KM0 TO KM8)	Transport	15-Apr-19	14-Oct-19	Mkhambathini	-29,9964144	30,5739579	Design	2019/01/02	2020/03/31	80980000
Mapumulo N Imizi Rehab	COGTA	01-May-19	03-May-19	Mkhambathini	-29,582361	30,564189	Feasibility	2019/05/31	2019/10/31	92592
DWENGU SECONDARY SCHOOL	Education	01-Nov-18	16-May-19	Mkhambathini	-30,04392	30,5605	Project Initiation	2018/12/20	2019/08/20	5696000
UPGRADE OF P489 (KM 0 TO KM 6)	Transport	22-Apr-18	12-Apr-19	Mkhambathini	-29,867913	30,534394	Construction 1% - 25%	2018/04/01	2021/03/31	12979194

Project Name	Project Type (Description)	Project Status	Financial Year	Sector	Municipality	Latitude	Longitude	Total Project Cost	Actual Expenditure 2019/20
Manzamyama Water	Water Provision	Current	Unknown	W&S	Unknown	Unknown	Unknown	Unknown	34 383 724,00
Mkhambathini VIP Backlog Toilet	Sanitation Provision	Current	Unknown	W&S	Mkhambathini	Unknown	Unknown	Unknown	2 000 000,00
Hiring of Water Tanker	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	78 531 297,60
Water quality monitoring- Water quality testing _ Take samples for analyses, etc.	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	1 987 272,00
Operations & Maintenance - Water/Sewer Pump Stations - Electrical	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	7 448 892,54
Water quality monitoring- Water quality testing - Purchase of Chemicals	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	1 035 000,00
Operations & Maintenance - Water/Sewer Pump Stations – Mechanical	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	10 448 892,54
Operations & Maintenance - Water/ Sewer Pump Stations - Civil	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	5 000 000,00
DWS Licence/Fuel for small plant/Sundries	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	700 000,00
small tools & minor equipment	Water Distribution/ Treatment Plants	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	2 000 000,00
Operations & Maintenance - Sanitation Sewer Pump Stations	Sanitation Treatment	Current	Unknown	W&S	All	Unknown	Unknown	Unknown	73 140 000,00

3.7.3. PROJECTS WITHOUT FUNDING

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

TABLE 101: MKHAMBATHINI'S NON-FUNDED PROJECTS

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

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

TABLE 102: MIG PROJECTS THREE YEAR CAPITAL PLAN

WARD	PROJECT
Ward 1	<ul style="list-style-type: none"> ✚ Ezibhananeni Crèche ✚ Upgrade of Maqongqo SportField, with indoorsport and Grandstands ✚ Estinini SportsField ✚ White City Crèche ✚ Ezinembeni Access Road ✚ Echibini Access Road ✚ Ezibhananeni Access Road ✚ Estingini Access Road
Ward 2	<ul style="list-style-type: none"> ✚ Nonzila Gravel Road ✚ Nonzila Crèche ✚ Manzamyama Gravel Road ✚ No. 7 Access Road ✚ Upgrade of Ophokweni SportsField with Grandstands ✚ Ophokweni Access Road
Ward 3	<ul style="list-style-type: none"> ✚ Makhokhoba Access Road ✚ Ntweka Access Road ✚ Mboyi Bridge ✚ Cosmoore Crèche
Ward 4	<ul style="list-style-type: none"> ✚ Cattle Deep ✚ Mkhize Access Road ✚ Dlamini Access Road ✚ Eston SportsField
Ward 5	<ul style="list-style-type: none"> ✚ Qedazulu Access Road ✚ Ntweka Access Road ✚ Mkhize Access Road ✚ Nene Access Road ✚ Embhoshongweni Access Road ✚ eQeleni Access Road ✚ Upgrade of Banqobile Sportsfield, with Grandstands
Ward 6	<ul style="list-style-type: none"> ✚ Kwenzokuhle Community Hall ✚ eSigqumeni Access road ✚ Dwengu Access road ✚ Esigodini Access Road
Ward 7	<ul style="list-style-type: none"> ✚ Jikafohlo Access Road ✚ Matigulu Access Road ✚ Bhora Access Road ✚ Mndayi Access Road ✚ Njangcwini Cattle Deep ✚ Gulube Sportsfield ✚ Thimon Community Hall

The municipality has an asset management register that is updated on an ongoing basis in the municipality. On the 27th of May 2018, Council adopted the Mkhambathini Public Facilities Management Policy which forms part of asset management.

TABLE 103: INVESTMENT REGISTER

INSTITUTION	OPENING BALANCE 01/07/2018	INVESTMENT IN CURRENT YEAR	WITHDRAWAL	BALANCE AS AT 30 JUNE 2019	INTEREST EARNED
STANDARD BANK	15,618,893	0	(15,618,893)	0.00	0.00
STANDARD BANK	41,568,543	87,618,893	(72,052,519)	57,134,917	4,539 279

Summary

The Total interest received from the investment (for the period 1 July 2018 – 30 June 2019) = R4,539,279

The total amount on current investment and call account as at 28 May 2020 = R70 263 130

3.7.4.1. CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The Municipality has enough capacity to execute all its capital projects and is currently looking for other revenue streams that might fund additional capital project. The municipality have engaged Department of Co-operative Governance and Traditional Affairs, Department of transport and Department of Energy for acceleration of service delivery.

TABLE 104: THREE YEAR CAPITAL BUDGET FOR PROJECTS (2020/2021 - 2022/2023)

Year 1 (2020/2021)	Year 2 (2021/2022)	Year 3 (2022/2023)
15,996,000	17,027,000	17,781,000

TABLE 105: PERCENTAGE SPENT ON CAPITAL PROJECTS

Year 1 (2020/2021)	Year 2 (2021/2022)	Year 3 (2022/2023)
100%	100%	100%

3.7.5. REVENUE BASE

The revenue base of Mkhambathini Municipality has increased from R100,790,125 in 2019/20 to R120 631 000 in 2020/21 financial year. This represents a 20% growth, or a Rand figure of R19 840 875.00. If we further examine the various sources of Revenue during the applicable period, the following scenario emerges:

3.7.5.1. 2019/20 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK

TABLE 106: BUDGET FINANCIAL PERFORMANCE (REVENUE MANAGEMENT)

KZN226 Mkhambathini - Table A4 Budgeted Financial Performance (revenue and expenditure)							
Description	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22
Revenue By Source							
Property rates	22,114	18,699	18,699	18,699	19,782	20,969	22,227
Service charges - electricity revenue	(296)	(296)	(296)	(296)	-	-	-
Service charges - refuse revenue	542	542	542	542	574	609	645
Rental of facilities and equipment	326	326	326	326	345	366	388
Interest earned - external investments	3,409	3,409	3,409	3,409	3,850	4,081	4,326
Interest earned - outstanding debtors	1,811	1,811	1,811	1,811	1,883	1,959	2,037
Fines, penalties and forfeits	28	28	28	28	34	36	38
Licences and permits	6,717	6,717	6,717	6,717	7,121	7,548	8,001
Transfers and subsidies	69,072	68,915	68,915	68,915	85,868	75,423	80,081
Other revenue	640	640	640	640	1,174	1,230	1,289
Gains							
Total Revenue (excluding capital transfers and contributions)	104,362	100,790	100,790	100,790	120,631	112,221	119,032

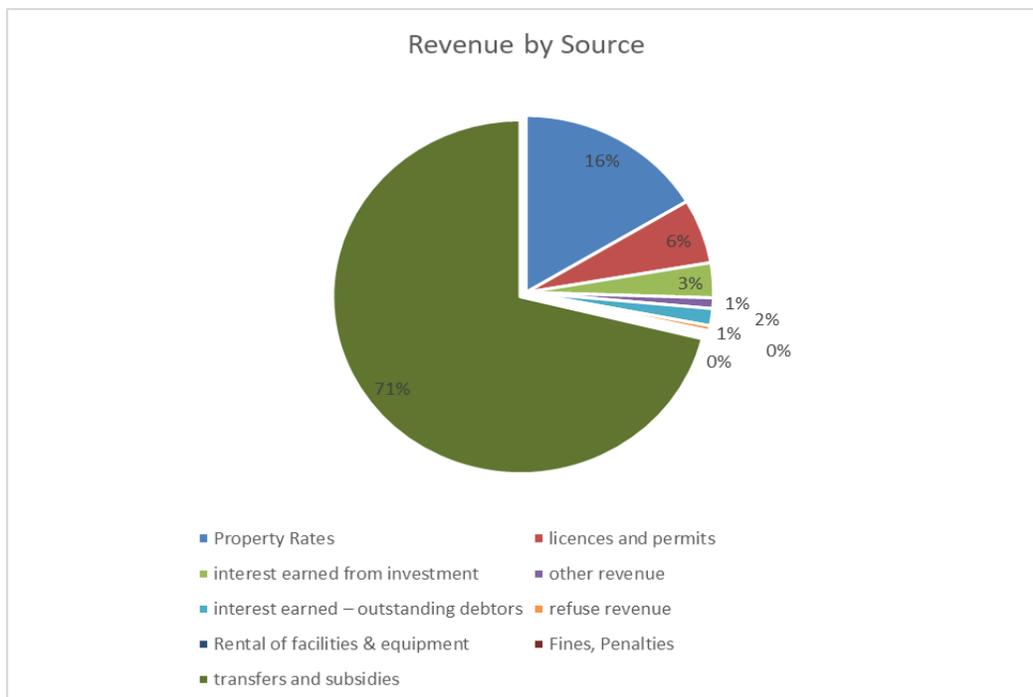


FIGURE 39: REVENUE BY SOURCE

The municipality depends on grants mostly. The total projected income of R 120 631 million is made up of Property Rates (16%), licenses and permits (6%), interest earned from investment (3%), other revenue (1%) and interest earned – outstanding debtors (2%)

3.7.6. EXPENDITURE

The municipal expenditure has increased from R104 864 000 in 2019/20 adjusted budget to R121 537 000 in 2020/21 financial year draft budget. This represents a 16% growth, or a Rand figure of R16 673 000.00. The breakdown in expenditure by category is summarized in the table below. From the table, it can be concluded that the projected biggest operating expenditure of the Mkhambathini Municipality for 2020/21 Financial Year (37%) is employee related costs, (25%) contracted services, (16%) other expenditure, (9%) depreciation and impairment of assets and (5%) will be spent on the remuneration for councilors. Given that the National Treasury prescribes a 40% threshold for employee related expenses, the municipality will exceed the threshold however the insourcing of some services resulted to the increase which include the security services and VIP protection for Political Officer Bearers.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R11 173 million for the 2020/21 financial year. Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act. And takes the form of social relief for the family of deceased persons who are destitute without income.

TABLE 107: EXPENDITURE INDICATOR

KZN226 Mkhambathini - Table A4 Budgeted Financial Performance (revenue and expenditure)							
Description	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand							
Expenditure By Type							
Employee related costs	38,327	38,580	38,580	38,580	44,692	50,764	53,761
Remuneration of councillors	5,989	5,989	5,989	5,989	6,374	6,540	6,577
Debt impairment	2,755	2,755	2,755	2,755	3,140	3,580	4,081
Depreciation & asset impairment	8,294	10,158	10,158	10,158	11,173	12,291	13,520
Finance charges	-	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-
Other materials	4,690	4,690	4,690	4,690	6,367	4,208	4,539
Contracted services	23,987	24,058	24,058	24,058	30,420	26,896	28,720
Transfers and subsidies	-	-	-	-	309	340	374
Other expenditure	17,737	18,634	18,634	18,634	19,062	19,854	20,476
Losses							
Total Expenditure	101,779	104,864	104,864	104,864	121,537	124,472	132,048

The budgeted allocation for employee related costs for the 2020/21 financial year totals R 44 692 million. An annual increase on salaries of 5 per cent and 7 per cent has been included in the two outer years of the MTREF to be conservative and implement cost cutting measures. The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R11 173 million for the 2020/21 financial year.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

The expenditure as per chart is as follows:

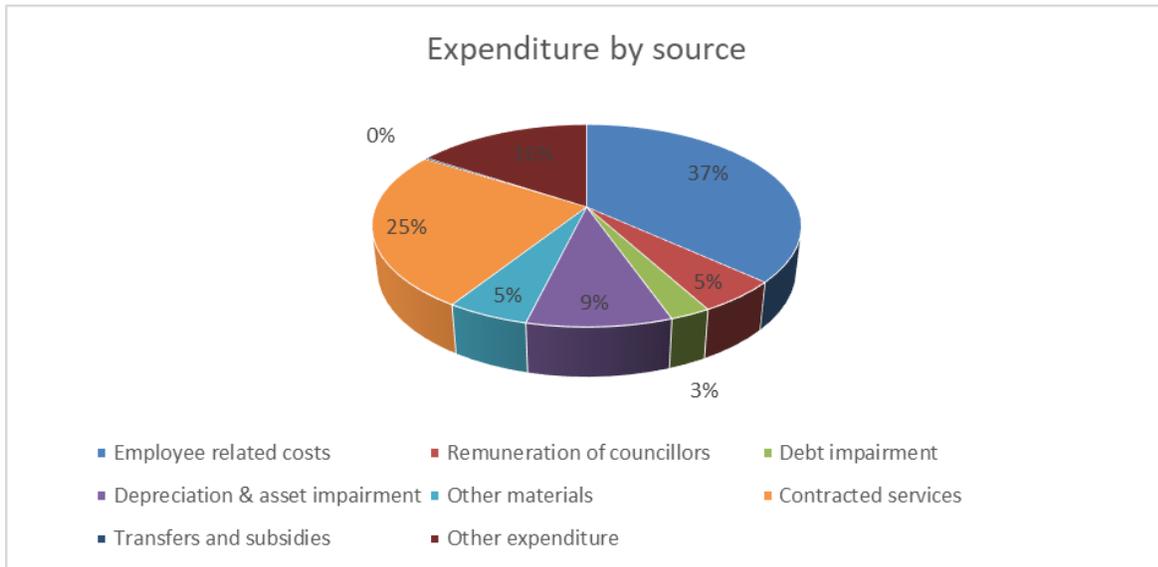


FIGURE 40: EXPENDITURE BY SOURCE

IMPLICATIONS: FISCAL CAPACITY TO IMPLEMENT CAPITAL PROJECTS

Despite heavy reliance on government grants, limited generation of own revenue and huge expenditure on salaries, the municipal budget shows a surplus of R4 mill in total which include the expenditure of R14,3 million which is non-cash items therefore when non-cash items are taken out the municipality have surplus . This is an indication that the municipality can accommodate additional expenditure for some of the capital projects that the IDP has prioritized.

BUDGET PROVISION FOR FREE BASIC SERVICES

3.7.7. Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality’s Indigent Policy.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act. And takes the form of social relief for the family of deceased persons who are destitute without income.

The Free Basic Services is funded through the equitable share which is received from National Government. There are currently 300 households who are registered as indigents in 2017 but that database is reviewed on an annual basis for ensuring that the Municipality cover all affected families.

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

TABLE 108: ELECTRIFICATION INDICATOR

Services	
Eskom Free Basic Electricity	3,895
Rebate	1,507,430
Total	1,511,325

COST OF FREE BASIC SERVICES IN THE LAST THREE YEARS

TABLE 109: COST OF FREE BASIC SERVICES

2019/2020	2020/2021	2021/2022
R 297,040	R309,425	R 374,404

INDIGENT LEVEL GROWTH

TABLE 110: INDIGENT LEVEL GROWTH

2019/2020	2020/2021	2021/2022
NIL	NIL	NIL

3.7.8. BUDGET ALLOCATED TO PEOPLE WITH DISABILITY

The following is the budget allocated to people with disability.

TABLE 111: BUDGET ALLOCATED TO PEOPLE WITH DISABILITIES

DISABILITY PROGRAMME	2019/2020	2020/2021	2021/2022
Disability Forum Awareness Campaigns	R 130 000.00	R 136,000.00	R 142,300.00
Annual Disability Celebration	R 204 000.00	R 213,700.00	R 223,885.00
Disability District Games	R 265 000.00	R 277,750.00	R 291,137.50

3.7.9. REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

3.7.9.1. REVENUE ENHANCEMENT MECHANISMS

Mkhambathini Municipality has resolved to implement the Municipal Property Rates Act, 6 of 2004 (Act No. 6 of 2004) [the MPRA] on 1 July 2009. This is one of the mechanisms that the municipality hope that it will be useful in terms of enhancing revenue base. Section 3 of the MPRA

requires the Municipality to adopt a policy consistent with the MPRA on the levying of rates on ratable property in the Municipality. The municipality currently has a draft Revenue Enhancement Strategy in place.

This Rates Policy for Mkhambathini Municipality determines how properties are rated and must be read in conjunction with the MPRA and ancillary legislation. This policy takes effect from 1 July 2009. This is the effective date of the first valuation roll prepared by the municipality in terms of the MPRA and must accompany the municipality's budget for the financial year. The Rates Policy will be reviewed annually, and if necessary, amended by the Municipality such amendments to be affected in conjunction with the Municipality's annual budget in terms of Sections 22 and 23 of the Municipal Financial Management Act.

The municipality has identified challenges within its revenue value chain which could potentially be turned around to opportunities. The municipality is currently faced with an increasing arrear debt of approximately R 29 million (based on a debtors age analysis of 30 June 2019), with over R 22 million outstanding for a period of exceeding 120 days. This is considered very high, given the financial position / sustainability of the municipality.

The following are factors contributing to an increased debtors book balance and other challenges faced by the municipality:

- ✓ Lack of or outdated policies and procedure manuals
- ✓ Weak control environment
- ✓ Incomplete customer information in the customer data master-file

In line with best practices the framework for the revenue enhancement strategy, considering the unique requirements of Mkhambathini Municipality comprised a phased approach, with timeframe(s) for the implementation of the strategic interventions. The municipality have developed the revenue enhancement strategy which will be tabled to Council for approval in May 2020 to assist the municipality in implementing the strategies and trying to take advantage of the municipal location including being on the N3 corridor.

3.7.10. MUNICIPAL CONSUMER DEBT POSITION (DEBT MANAGEMENT)

During 2018/2019 period, consumer debtors represent a figure of R18,359,940 or 22% of current assets. There was 35% movement in terms of percentage compared to 2017/2018 financial year. The percentage of consumer debtors which are categorized as long-term receivable amount, however, has increased sharply. The municipality is currently implementing the Credit and Debt Control Policy in trying to reduce the amount outstanding from debtors. The overdue accounts have been handed over to the municipal attorney for collection.

The same data is presented in tabular format below:

TABLE 112: MUNICIPAL CONSUMER DEBT POSITION

	2018/2019	2019/2020	2020/2021
Rates	14,291,859	18,614,206	19,781,621
Refuse	525,667	541,780	574,287

TABLE 113: ALLOWANCE FOR IMPAIRMENT

	2018/2019	2019/2020	2020/2021
Impairment	(2,754,50.03)	(741,640)	(1,539,532)

TABLE 114: NET BALANCE

Debtors	2016/2017	2017/2018	2018/2019
Current (0-30 days)	400,439	4,819,162	3,475,105
30 Days	340,852	1,241,725	1,015,705
60 Days	198,619	587,580	884,217
90 Days	250,411	502,891	801,231
120 Days	64,476	491,835	725,336
180+ Days	9,595,957	5,929,109	11,458,346
Debtors Discounting	5,380,870	9,174,672	10,714,203

TABLE 115: PROVISION FOR BAD DEBTS

Provision for Bad Debts	2,000,000	2,080,000	2,163,200
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There is a huge increase in 180-day debt, to an amount greater than all other debtor's period combined and this is a worrying trend in the 2019 period. The municipality have engaged with Municipal Attorneys for the collection of the outstanding debts.

3.7.11. FINANCIAL MANAGEMENT

BUDGET AND TREASURY OFFICE

SUPPLY CHAIN MANAGEMENT

The municipality has in place tender committees to ensure compliance and sound controls over the handling of procurement matters above R200 000. The bid committees are in place and have been reviewed in the 2019/2020 financial year in order to improve efficiencies within the system and will continue to be reviewed annually. The Supply Chain Management policy is reviewed annually as all other municipal policies, the issue of making provision for disabled people to qualify for tenders will be considered when the policy is reviewed in the 2020/2021 financial year

and will be approved by council accordingly after considering all relevant structures of the municipality

The performance of the bid committees underpins the provision of services. It is therefore important that the municipality is able to play close monitoring over the procurement cycle to ensure service delivery targets are met. Each committee is constituted with the right caliber of employees with an intent to ensure the right balance of expertise within the committee system. In the 2019/2020 the performance against the critical targets set within the SDBIP in relation to the efficiency of committee reflected a slow move between the evaluation committee and the adjudication committee which mainly due to lack of quorum thus delaying the conclusion of tenders after closure. The bid specification committee performed with efficacy and managed to perform in lesser time than projected in the SDBIP.

The poor performance in the speedy conclusion of tenders was also hampered by the lack of implementation of procurement plan which will be enhanced during 2020/2021. The procurement plan is linked to the timeframes set in the SDBIP in finalizing the tender process within stipulated timeframes in order for the municipality to meet its service delivery commitments as suggested in the SDBIP.

The stipulated table below gives an oversight of the challenges experienced with the SCM unit which have been supported by the measures taken to address these challenges with the timeframe as follow:

TABLE 116: SCM CHALLENGES

<p>KEY CHALLENGES</p>	<p>✓ Storeman/ handyman need within the Supply Chain Department</p>
<p>MEASURES TAKEN TO ADDRESS THE CHALLENGES</p>	<ul style="list-style-type: none"> • Currently the approved organizational structure 2019/2020 financial year have a Vacant Post within the SCM Unit, this makes the unit not be able to function accurately as they is no segregation of duties within the unit. • Vacant post is the SCM accountant who will deal with reports and reconciliation of purchase orders and invoices received. • The unit need a Storeman or a dedicated person who will be responsible for receiving delivered goods to the municipality and keep them for collection by the relevant department who ordered those goods. • Office space is a challenge within the unit to occupy all the officials within the SCM unit, officials include the SCM Manager, Scm clerk and finance intern. These officials exclude the SCM Accountant should it be fiiled he/she will be required to seat in this office as well. • When goods and services are procured, they come to Scm office as we do not have a store room or warehouse then the office becomes crowded.

3.7.12. PROCUREMENT PLAN FOR 2021/2022 FOR ALL CAPITAL PROJECTS

The municipality has developed a schedule of procurement plan for all 2018/2019 projects to ensure that projects are efficiently and effectively implemented. The schedule is presented on the table found on the next page.

TABLE 117: CAPITAL PROJECTS PROCUREMENT PLAN FOR 2018/2019

Bid Number	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement in the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of bid Evaluation Committee	Envisaged date of bid Adjudication Committee	Envisaged date of award
MKH02018/05	Construction of Nkosi Mdluli Hall	R 4159 971,00	20-Apr-18	04-May-18	08-May-18	10-May-18	25-May-18
MKH02018/03	Construction of Nobhala road	R 2850 500,00	30-Apr-18	18-May-18	21-May-18	23-May-18	07-Jun-18
MKH02018/04	Construction of Mdala road	R 53 475,00	20-Apr-18	04-May-18	09-May-18	10-May-18	25-May-18
MKH02018/06	Construction of Mkhishwa road	R 2775 660,00	20-Apr-18	04-May-18	07-May-18	10-May-18	25-May-18
MKH02018/07	Construction of Ezinembeni Creche	R 2700 000,00	30-Apr-18	18-May-18	22-May-18	23-May-18	07-Jun-18
MKH02018/08	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/09	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/10	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/11	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/12	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/13	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/14	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/15	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/16	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/17	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/18	Project names to be confirmed	R 200 000,00	19-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/19	Project names to be confirmed	R 2800 000,00	30-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/20	Project names to be confirmed	R 1800 000,00	30-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/21	Appointment of service provider Installation of Bins	R 400 000,00	31-Aug-18	30-Sep-18	06-Oct-18	12-Oct-18	27-Oct-18

MKH02018/ 22	Purchase of plastic Installation of Bins	R	146 000,00	31-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/ 23	Appointment of service provider for training of	R	500 000,00	30-Sep-18	20-Nov-18	26-Nov-18	03-Dec-18	18-Dec-18
MKH02018/ 24	Purchase of EPWP Uniform	R	1034 000,00	31-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/ 25	Appointment of Service provider for the Employee Wellness	R	120 000,00	30-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/ 26	Appointment of Service provider for the Supply and Delivery of x2 Bakkie	R	1090 000,00	31-Aug-18	30-Sep-18	06-Oct-18	12-Oct-18	27-Oct-18
MKH02018/	Appointment of Service provider for the Youth	R	200 000,00	30-Nov-18	18-Dec-18	21-Dec-18	21-Dec-18	21-Dec-18

27								
MKH02018/ 28	Appointment of Service provider for the Career	R	190 000,00	31-Jan-19	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/ 29	Appointment of Service provider for the Matric	R	120 000,00	15-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/ 30	Appointment of Service provider for the Christmas Celebration	R	194 000,00	30-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/ 31	Appointment of Service providers for the Disability Awareness	R	120 000,00	31-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/ 32	Appointment of Service providers for the Disability Celebration	R	194 000,00	30-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/ 33	Appointment of Service providers for the Gender Programme	R	80 000,00	31-Jan-19	28-Feb-19	05-Mar-19	10-Mar-19	25-Mar-19
MKH02018/ 34	Appointment of Service providers for the Senior Citizens Games	R	415 000,00	31-Jan-19	28-Feb-19	05-Mar-19	10-Mar-19	25-Mar-19
MKH02018/ 35	Appointment of Service providers for the Local SALGA Games	R	266 500,00	31-Aug-18	30-Sep-18	06-Oct-18	12-Oct-18	27-Oct-18
MKH02018/ 36	Appointment of Service providers for the District SALGA Games	R	525 000,00	31-Aug-18	30-Sep-18	06-Oct-18	12-Oct-18	27-Oct-18
MKH02018/ 37	Appointment of Service providers for the Provincial SALGA Games	R	495 000,00	30-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/ 38	Appointment of Service providers for the Health Awareness	R	160 000,00	31-Aug-18	30-Sep-18	06-Oct-18	12-Oct-18	27-Oct-18
MKH02018/ 39	Appointment of Service provider for SMME & Cooperative training	R	93 000,00	31-Aug-18	30-Sep-18	06-Oct-18	12-Oct-18	27-Oct-18
MKH02018/ 40	Appointment of Service provider for Mkhambathini Fair event	R	280 000,00	30-Oct-18	20-Nov-18	25-Nov-18	30-Nov-18	18-Dec-18
MKH02018/ 41	Appointment of Service provider for Reed Dance	R	127 800,00	31-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/ 42	Appointment of Service provider for Arts and	R	650 000,00	31-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18
MKH02018/ 43	Appointment of Service provider for Material used for Mandela Day	R	100 000,00	30-Sep-18	20-Nov-18	26-Nov-18	03-Dec-18	18-Dec-18
MKH02018/ 44	Purchase of Material for voter registration	R	270 000,00	31-Jul-18	31-Aug-18	05-Sep-18	10-Sep-18	25-Sep-18

3.7.13. Annexure A: Assessment of Service Providers 2019/2020 For Period Of December to 30 April 2019/20

TABLE 118: PERFORMANCE ASSESSMENT OF SERVICE PROVIDERS

BID NO.	DESCRIPTION	WARD NUMBER	SERVICE PROVIDER AWARDED TO	CONTRACTED AMOUNT PER CONTRACT	DATE OF AWARD	DATE CONTRACT END DATE	REASON FOR TERMINATION	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH02019/010	CONSTRUCTION OF NOBHALA GRAVEL ROAD	3	MSOMI'S PROPERTIES HOLDING (PTY) LTD	R 5 494 661.59	04 APRIL 2019	04 DECEMBER 2019	N/A	GOOD
MKH02018/003	WARD 4 ELECTRIFICATION PROJECT Phase 2	4	SIYATHEMBA ELECTRICAL PTY LTD	R 5 467 000.00	11 NOVEMBER 2019	30 APRIL 2020	N/A	GOOD
MKH02019/24	AMANZAMNYAMA COMMUNITY HALL Ward 2	2	VITSHA TRADING	R 6 154 298.49	02 SEPTEMBER 2019	16 MARCH 2020	N/A	GOOD
MKH02019/21	EZINEMBENI CRÈCHE Ward 1	1	NONGAFA TRADING ENTERPRISE	R 3 888 104.00	08 SEPTEMBER 2019	18 MARCH 2020	N/A	GOOD
MKH02019/22	OKHALWENI CRÈCHE Ward 7	7	S4H CIVIL (PTY) LTD	R 3 890 351.01	02 SEPTEMBER 2019	16 MARCH 2020	N/A	GOOD
N/A	WARD 6 ELECTRIFICATION PROJECT	6	IZINGODLA ENGINEERING (PTY) LTD	R 5 000 000.00	13 JANUARY 2020	30 APRIL 2020	N/A	GOOD
N/A	RENOVATION OF MUNICIPAL BUILDING	3	MASAKHANE MINING ENGINEERING CC	R 2 210 779.78	29 AUGUST 2019	30 JANUARY 2020 revised 30 MARCH 2020	N/A	GOOD
N/A	INTOKOZO CRECHE-	1	COSMIC GOLD TRADING	R 776 202.74	19 December	18 February 2020	N/A	GOOD
N/A	NTOBEKO CRECHE	2	SINESIHLE GROUP JV AZANESIPHO	R 841 491.20	15 JANUARY 2020	17 February 2020	N/A	GOOD
N/A	NKANYEZINI COMMUNITY HALL	3	DAVPORT TRADING	R 1 080 423.85	18 JANUARY 2020	30 MARCH 2020	N/A	GOOD
N/A	LETTY MKHIZE CRECHE	4	AMAHLUNGU CIVILS	R 863 109.50	07 JANUARY 2020	30 APRIL 2020	N/A	GOOD
N/A	PONTSHO GRAVEL ROAD	5	LANDCORP TRADING CC	R 1 212 226.50	07 JANUARY 2020	17 APRIL 2020	N/A	GOOD
N/A	ISMONTI COMMUNITY HALL	6	JEAMBA'S MARKETING AND DISTRIBUTION ENTERPRISES	R 784 869.25	N/A	N/A	N/A	N/A
N/A	MANTUNGWINI ACCESS ROAD	7	ZAMLON CIVILS AND PROJECTS	R 891 060.00	14 JANUARY 2020	17 APRIL 2020	N/A	GOOD

3.7.14. TECHNICAL SERVICES GRANTS

The grant with most allocation is the Equitable Share which has approximately R62,733,000 for 2019/2020 financial year. It is followed by Municipal Infrastructure Grant with an allocation of R16,076,000 while Department of Energy have allocated R5,476,000 for electrification programmes.

3.7.15. MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (Q&M)

The Asset and Infrastructure Maintenance plan is attached as an annexure to the IDP. Aligned to the priority given to preserving the maintaining the Municipality's current infrastructure, the 2018/2019 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulation, operating repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchase of materials and contracted services.

Considering these cost drivers, the following table is a consolidated of all the expenditures associated with repairs and maintenance. In order to meet the standard of achieving the 8% repairs and maintenance target of operating expenditure, the municipality is committed to increase this percentage progressively over the MTREF to reach this target.

TABLE 119: REPAIRS AND MAINTENANCE

Description	2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Roads Structure	2,758,600	2,000,000	2,080,000
Halls	3,122,000	6,000,000	6,240,000
Capital Spares	695,131.40		
Total	6,575,000	8 000 000	8 320 000

Source: 2018/19 Medium Term Revenue & Expenditure Framework

The repairs and maintenance is budgeted for in the municipal budget to accommodate the repair of assets making sure that they run effectively in response to service delivery. The value of the repairs and maintenance budget is determined by the value of assets that the municipality have in the fixed asset register. Below is the table with the FAR value compared to the repairs and maintenance budget.

Fixed Assets Register value 2019/2020	Repairs and Maintenance budget 2019/2020 Financial year	Repairs and maintenance expressed as a %	Above/ below the norm
R182 928 244.93	R8 000 000.00	4,37%	Below

Repairs and maintenance is below the norm of 8% which is noted by the municipality hence the increase in the budget for the upcoming three financial years have been forecasted as follows:

1. Financial year 2020/2021

Fixed Assets Register value 2020/2021	Repairs and Maintenance budget 2020/2021 Financial year	Repairs and maintenance expressed as a %	Above/ below the norm
R182 928 244.93	R16 500 000.00	11%	Above

2. Financial year 2021/2022

Fixed Assets Register value 2021/2022	Repairs and Maintenance budget 2021/2022 Financial year	Repairs and maintenance expressed as a %	Above/ below the norm
R182 928 244.93	R12 750 000.00	6.97%	Below

3. Financial year 2022/2023

Fixed Assets Register value 2021/2022	Repairs and Maintenance budget 2021/2022 Financial year	Repairs and maintenance expressed as a %	Above/ below the norm
R182 928 244.93	R13 575 000.00	7.42%	Below

The repairs and maintenance plan of the municipality is below the norm of 8% however, this is planned in the next coming 3 financial year to be fixed as the budget for repairs and maintenance increases year after year. It is projected that by the end of the third financial year the municipality will be near the norm of 8% as it is projected that it will be seating at 7.42%.

3.7.16. FINANCIAL RATIOS

In 2018/2019, as highlighted above, 70,57% off all assets of Mkhambathini Municipality are non-current, with all non-current assets falling in the property, plant and equipment category. 29.43% of total assets are current, and almost 80% of current assets consist of cash or cash equivalents. When compared to the 2018 year, we see the following comparison:

3.7.17. HISTORICAL FINANCIAL RATIOS

TABLE 120: HISTORICAL FINANCIAL RATIOS

	2018/2019	2019/2020	2020/2021
Cash Coverage Ratio	7.0 Month(s)	8.3 Month(s)	8.0 Month(s)
Current Ratio	4,3: 1	5,3: 1	6,2: 1

3.7.18. CASH FLOW IMPROVEMENT PLAN

The municipality has improved its cash flows position by 17% and the entities working capital management has improved in the 2019. Cash flows from investing activities also increased by 8% due to the higher investment made during the previous years which was funded through surplus over the years which is evidence in the significant growth in the cash flows from financing activities.

TABLE 121: CASH FLOW IMPROVEMENT PLAN

R thousands	Audited Outcome	Adjusted Budget	Budget Year 2020/21	Budget Year +2021/22	Budget Year +2022/23
<u>Cash flows</u>					
Net cash from (used) operating	28,171,674	31,258,192	20,844,160	33,643,109	28,168,949
Net cash from (used) investing	(22,014,108)	(26,290,430)	(28,546,876)	(30,044,276)	(23,843,320)
Net cash from (used) financing	-	-	-	-	-
Cash/cash equivalents at the year beginning	52,815,823	58,973,389	63,941,151	56,238,435	59,837,268
Cash/cash equivalents at the year end	58,973,389	63,941,151	56,238,435	59,837,268	64,162,897

3.7.15. FINANCIAL RATIOS INCLUDING AUDITED OUTCOME

TABLE 122: FINANCIAL RATIOS

	2018/2019	2019/2020	2020/2021	2021/2022
Current Ratio	4,3: 1	5,3: 1	6,2: 1	6,5: 1
Capital Expenditure to Total Expenditure	0.21	0.21	0.22	0.19
Debt to Revenue	0%	0%	0%	0%
Collection Rate	72%	91%	95%	98%
Remuneration (Employees and Councillors) to Total Expenditure	46%	46%	42%	40%
Distribution Losses: Electricity	N/A	N/A	N/A	N/A
Distribution Losses: Water	N/A	N/A	N/A	N/A

3.7.16. LOANS, BORROWING AND GRANTS DEPENDANCY

LOANS/BORROWINGS

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

GRANTS DEPENDANCY

The ratio assesses the extent of own source revenue to total operating revenue including agency revenue hence self-sufficiency. The ratio measuring own source of revenue will be increased over time as it reflects municipal efforts towards self-sufficiency. The lesser the revenue the more the municipality relies on the grants.

Own Source of Revenue to Total Operating Revenue (including agency revenue)
 = Own Source of revenue (Total Revenue-Government Grants and Subsidies - Public Contribution and Donations) / Total Operating Revenue (including agency services) x 100

$$= \frac{R107,853,955 - R73,090,000}{R107,853,955} \times 100$$

=32%

The total operating revenue consist of 68% of the grants which simple means that the municipality depends on grants for the smooth operations of the municipality without grants the municipality might face challenges of meting its obligations.

3.7.17. EXPENDITURE MANAGEMENT

TABLE 123: OPERATION EXPENDITURE

Expenditure	2019/2020 FY	2020/2021 FY	2021/2022 FY	2022/2023 FY
Employee Costs	38,580,005	41,866,587	44,587,915	47,486,129
Remuneration of Councilors	5,989,438	6,257,830	6,539,642	6,577,413
Debt Impairment	2,754,504	3,140,135	3,579,753	4,080,919
Depreciation & Asset Impairment	10,157,580	11,173,338	12,290,672	13,519,739
Other Expenditure	54,722,443	50,943,068	53,261,864	55,406,497
Total Expenditure	112,203,970	113,380,958	120,259,846	127,070,697

3.7.18. AUDITOR GENERAL'S OPINION

TABLE 124: AG OPINION FOR THE PAST THREE YEARS

YEAR	OPINION
2016/2017	Unqualified
2017/2018	Unqualified
2018/2019	Unqualified

Over the years, the municipality has received a positive outcome from the audits that are undertaken by the Office of the Auditor-General per annum. This is evidenced from the unqualified audit opinions that were received for four consecutive years.

PLANS TO IMPROVE ON AUDITOR GENERAL'S OPINION

The Mkhambathini Municipality has developed an audit action plan based on the key findings raised and recommendations by the Auditor General. The audit improvement plan will be a standing item on the Audit and Performance Audit Committee and MPAC.

Furthermore, the municipality is in a process to finalise the review of compliance registers and activity flow processes. Each Manager will be responsible for compliance relating to his/her function. The municipality have appointed private investigator to investigate the UIFW Expenditure in line with the Audit action plan.

The Audit Action Plan is attached as annexure to the IDP.

As per the provided AFS, the standing of assets for Mkhambathini Municipality during the 2018/19 financial year is broken down as per the following table. An investigation of the various constituents of the standing of assets will be presented thereafter. If we investigate these figures as proportionalities, the following picture emerges:

Table 101: Assets for Mkhambathini Municipality during the 2019 year

MKHAMBATHINI MUNICIPALITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019

Table 125: Statement of Financial Position Extract as at 30 June 2020

		2019	2018 Restated*
Assets			
Current Assets			
Operating Lease Assets	6	88,400	88,400
Receivable from Exchange Transaction	8&10	2,159,503	2,531,764
Receivable from non-exchanged Transaction	9&10	18,359,940	13,573,302
Cash and cash equivalents	11	63,941,151	58,973,389
		84,548,994	75,166,855
Non-Current Assets			
Investment property	3	4,523,600	4,523,600
Property, plant and equipment	4	136,585,616	119,015,700
Intangible Assets	5	409,323	606,613
		141,518,539	124,145,913
Total Assets		226,067,533	199,312,768

No significant disposals or acquisitions of land or buildings occurred during the period, although work is in progress to the tune of R16,6m. R8,138 million depreciations on assets was calculated during the period, as per the standard depreciation timings listed in the notes to the financial statement. Accumulated depreciation and impairment totaled R11, 173 million during the period, representing just over 10%, with community assets contributing approximately one-third of that amount to the total.

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2020/21 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting. Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance

3.7.19. MUNICIPAL BORROWINGS

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

3.7.20. EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)

The budgeted allocation for employee related costs for the 2020/21 financial year totals R48,155 million, which equals 42 per cent of the total operating expenditure. Salary increases have been factored into this budget at a percentage increase of 6,5 per cent for the 2019/20 financial year. An annual increase of 6.5% is applied to the 2019/20 year and 6 per cent has been included in the two outer years of the MTREF to be conservative and implement cost cutting measures.

Circular 99 revised this target to 6.5% 2020/2021 and 6.2% and 5.9% respectively for the outer years. The cost associated with the remuneration of councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling the Municipality's budget.

VACANT POSITIONS

The Municipality is striving to fill all vacant position within the Municipality. The municipality has finalised and implemented the Job Evaluation and this will assist in the filling of critical positions in the 2020/2021 financial year. assures are put in place to ensure that critical processes are not compromised in terms of operation and segregation of duties.

3.7.21. CONTRACTED SERVICES

The municipality's contracted services are listed in the table below.

TABLE 126: CONTRACTED SERVICES

CONTRACTED SERVICES	COST 2019/2020
Ukukhanya Advisory	R987 250.00
Payday	Varies
Umnwembi	Varies
Bidvest Steiner	R 107 110.08
CCG Systems	R 814 560.00
Genix Valuations	R 246 600.00
ION Access	R 96 006.06
Vodacom	Varies
Bonakude	Varies
Telkom	Varies
Xtec	Varies
Camperdown Motors	Varies
Mazibuko Z & Associates	Varies
Matthew Frances and Incorporate	Varies

Each service provider contracted by the municipality is obliged to transfer skills where necessary. A plan has been put in place where skills are transferred to municipal employees by relevant service providers. The Municipality introduced clauses in the contracts that requires the service provider to indicate how they will transfer skills to the municipal staff. This is measured when service provider performance is being assessed.

3.7.22. FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ✓ Revenue base is increasing. ✓ Opinion from the AG about the state of the finance at the municipality is good. ✓ The municipality operates with a positive balance . ✓ The municipality interim finance committee sits on weekly basis. ✓ GRAP Compliant AFS ✓ Functional Interim Finance Committee 	<ul style="list-style-type: none"> ✓ Performance Management not cascaded down to lower the level employees ✓ The culture of non-payments affects municipal revenue ✓ Limited rates based ✓ High grants dependence ✓ Limited of debt collection
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Promotion of Good Governance ✓ Revenue Enhancement ✓ Cost cutting measures 	<ul style="list-style-type: none"> ✓ High Level of unemployment ✓ Dets collection ✓ Grant dependent

3.7.23. FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

TABLE 127: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Insufficient funding ✓ Low revenue base ✓ Non-payment culture in community and government department;
DESCRIPTION	<p>It is also the desired goal that our municipality is financially viable and sustainable. It is therefore important that the municipality manage its financial affairs and resources in a way that will ensure financial sustain- ability. To ensure that the municipality achieves this goal, it is necessary the aforementioned challenges bead dressed.</p>

3.8. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

In order to ensure optimal service delivery to the community of Mkhambathini Local Municipality, the Municipality utilizes the Batho Pele Principles. The utilization of Batho Pele Principles is envisaged to ensure that the service delivery interventions in Mkhambathini Local Municipality are responsive to the needs of the communities identified during IDP Roadshows. Batho Pele Principles plays a pivotal role in ensuring that the Mkhambathini Local Municipality proactively responds to the service delivery issues in the planning instruments (i.e. strategic and budgetary planning).

The Municipality has developed draft Service Delivery Charter and Standards and a draft Service Delivery Improvement Plan (SDIP) with intent of promoting community participation in service delivery processes in line with District Development Model objectives. This is aimed at promoting sectoral coordination in response to the needs of communities within the jurisdiction of Mkhambathini Local Municipality. Furthermore, the utilization of Batho Pele Principles is aimed at enabling the realization of accountable Mkhambathini Local Municipality whereby the community members will enable the municipal officials to redress service delivery initiatives that were poorly executed.

The Batho Pele Principles contributes significantly to enabling compliance to legal provisions such as Municipal Systems Act: Section 16(1)(a) pertinent to Community Participation in municipal service delivery instruments.

3.8.1. BATHO PELE PRINCIPLE

Following are the Batho Pele Principles that the Municipality's administrative and political structures strive to achieve when delivering services to the people:

Consultation: All developments in the municipality are undertaken through community participation and engagements. The municipality has engaged the community in its development through the following channels: CDW's, radio, newsletters, meetings, suggestion boxes, izimbizo, etc.

Leadership and Strategic Direction: Our leaders must create an atmosphere which allows for creativity.

Customer Impact: If we put all the Batho Pele Principles into practice, we then increase the chances of improvements in our service delivery. This in turn will have a positive impact on our customers. It is about how the nine principles link together to show we have improved our overall service delivery.

Service Standards: The municipality is striving towards providing services to the community that are of good quality and satisfying.

Access: The municipality is string to ensure that the community has access to the basic services such as water, electricity, etc. Whilst there are challenges such as limited financial resources in realizing this aspect, a lot has been achieved thus far.

Courtesy: Our staff are encouraged to be polite and friendly to our customers. Customers should be treated with respect and consideration. Staff must always be willing to assist.

Information: Information on municipal developments and projects is always conveyed to the community though IDP Rep Forums, newsletters, newspapers, radio, posters, Imbizo, etc.

Openness and Transparency: The municipality has established various structures that ensure that the public knows municipal activities. Information is made available to the public through annual reports, strategic plans, service commitment charters, etc.

Redress: Redress is making it easy for people to tell us if they are unhappy with our service. The municipality has a suggestion box that is attended to. Complaints are attended to effectively and efficiently.

Value for Money: Our municipality is striving to make the best use of its available resources, avoid wasteful expenditure, fraud and corruption and finding new ways of improving services at little or no cost.

Encouraging Innovation and Rewarding Excellence: The municipality embraces partnerships with different sectors in order to improve service delivery. The municipality has been very active in its IGR Structures and many stakeholders have been engaged in these structures to ensure that all partners participate in providing services to the people.

3.8.2. MUNICIPAL SERVICES CHARTER /STANDARDS BACKGROUND

We exist in order to provide services at a fair and acceptable cost, to each one of our customers and it is thus necessary that we indicate the level of service that our customers can expect from us. This level of service shall be applied consistently throughout every street, suburb and town within the municipality. The White Paper on the Transformation of Public Service Delivery (1997) sets out eight Batho Pele (People First) principles, which aims to transform public service delivery.

This document referred to as the Batho Pele (People First) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements. The Batho Pele principles remain central to this document, promoting service excellence in the public sector and more specifically in local government.

The Batho Pele policy, Public Participation policy and service delivery improvement plan were all adopted by Council on the 27th of May 2018. These will be implemented from the 1st of July 2020.

VALUES OF MKHAMBATHINI

High quality of life

Universal access to basic services

Energy Efficient and environmentally conscious

Sustainable and Integrated communities

Safe and Secure Environment

SERVICE STANDARDS

The service standards that may be expected from each service department in the Mkhambathini Municipality are listed in this booklet. Our Service Standards and Service Charter will be delivered proportionally to all our stakeholders by not later than August each year. The Service Standards and Charter will further be published on the website throughout the year.

GENERIC SERVICE STANDARDS

Office Hours

We will commit to these office hours

07:45-13:00

14h00-16:15

Note: The council will endeavor to keep customer desks such as libraries, the rates, halls, open during lunch periods as well.

TELEPHONIC CALLS

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

If we are unable to take your call, you will be able to leave a message on our voice mail system and we commit to respond within three working days.

For emergency calls, see Protection Services Standards.

MAIL & FAX CORRESPONDENCE

We will acknowledge receipt of your correspondence within three working days.

If we are unable to respond to issues within three (3) working days, we will provide as estimate time based on the complexity of the enquiry within a further five (5) working days.

WRITTEN CORRESPONDENCES

If it must be posted, we will respond in five (5) working days.

Walk in customers

Appropriate signage will be displayed to ensure easy access to our facilities

We will have received by informed and responsive staff

We will identify who is serving you and who is in charge

We will inform you of services available

Information readily available will be provided within 30minutes

If the information is not available, you will be apprised of the status and when to expect the information

We will attend to all enquiries/complaints by keeping proper records and ensuring that you receive feedback on all concerns raised.

Your cooperation in providing full, accurate and timely information will help us provide you with quality service.

3.8.3. SERVICES STANDARDS

TABLE 128: SERVICE STANDARDS

TECHNICAL SERVICES	
ROADS	
Grading of gravel streets	✓ Will be done according to a schedule programme
Repair of potholes	✓ Will be done accordingly to a scheduled programme
Maintenance of tarred roads	✓ Will be done accordingly to a scheduled programme
STORM WATER	
Floods / emergencies	✓ Reaction within one hour after incident has been reported
DEVELOPMENT AND PLANNING	
Building plans	
Acknowledgement of receipt	✓ Within five (5) working days
Finalization of building plan process – Standard residential building plans Non – standard building plans occupancy certificate	✓ Forty (40) working days sixty (60) working days ✓ Within twenty (20) working days of submission
Application for Land use	
Acknowledge of receipt of application	✓ Within five (5) working days
Consideration of standard applications if the application meet the minimum requirements <ul style="list-style-type: none"> ✓ Township establishment ✓ Rezoning and removable of restrictions ✓ Consolidations ✓ Consent use application and subdivisions ✓ Building plan relaxations ✓ Site development plans if not able to do within stipulated time frame, feedback will be given	✓ Within six (6) months. Within six (6) months ✓ Within sixty (60) calendar days. Within five (5) months ✓ Within forty (40) working days within sixty (60) working days.
PUBLIC PARTICIPATION	
The IDP review process to be conducted as per approved schedule	
Public participation engagements are conducted taking into account the Covid-19 regulation.	
COMMUNITY SERVICES	
SPORTS FIELD	
Mowing of grass of sport fields	✓ Done according to prescheduled match programmes ✓ Public has access to a prescheduled programme
PUBLIC PARKS	
Mowing of lawns and pruning of shrubs and trees	✓ Done according to prescheduled match programmes

CARCASS REMOVALS	
All Mkhambathini controlled roads	<ul style="list-style-type: none"> ✓ Remove within forty-eight (48) hours ✓ Will report to relevant authorities
Replacement of damaged stop signs	<ul style="list-style-type: none"> ✓ Immediate after reporting one (1) day, subject to availability of stock
Repaint of faded stop markings	<ul style="list-style-type: none"> ✓ Immediately after reporting, one (1) day subject to availability of material
OTHER	
Illegal dumping	<ul style="list-style-type: none"> ✓ When polluter is identified, a notice within Three (3) working days. Otherwise removed within two (2)weeks
Noise pollution needs to be reported to SAPS	<ul style="list-style-type: none"> ✓ See contact list
CLEANSING AND WASTE REMOVAL	
Collection of residential, garden and business refuse <ul style="list-style-type: none"> ✓ Residential area ✓ Business Areas 	<ul style="list-style-type: none"> ✓ Done on weekly basis accordingly to a scheduled programme ✓ Done three (3) times a week swept on a daily basis.
LIBRARIES	
Will be open from 07h45 – 16h15 Saturday from 08h00 – 12h00	
AMBULANCES	
Emergency services number 082911	
VEHICLE LICENSING AND REGISTRATION	
Motor Licensing 08h00 -13h00 Learners Unit 07h45 – 14h00	
ROAD MARKINGS AND ROAD SIGNS	
Road marking complaints	<ul style="list-style-type: none"> ✓ Complaints investigated and finalised within seven (7) – fourteen (14) days
Road marking, street names and road signs	<ul style="list-style-type: none"> ✓ As per technical roster two (2) month (per ward)subject to availability of stock
	<ul style="list-style-type: none"> ✓ Within three (3) working days from the day of application
Formal trade license	<ul style="list-style-type: none"> ✓ Within fourteen (14) working days (ward councilor and departments)
Application for trading on Demarcated areas	<ul style="list-style-type: none"> ✓ Within three (3) working days from the day of application
Application on area which is not demarcated	<ul style="list-style-type: none"> ✓ Within fourteen (14) working days (ward councilor and relevant departments)
Application for business on selling of food	<ul style="list-style-type: none"> ✓ Within twenty-one (21) working days after Application received

POSTERS	
Application for posters	✓ Within three (3) working days after application
Complaints finalization	✓ Within five (5) days of complaint received
Posters removal	✓ Within four (4) days after expiry date
Deposit refunds	✓ Within twenty-one (21) days after submission of documents
Events	<ul style="list-style-type: none"> ✓ Big events: Apply 6 months before the event. An event with a spectator capacity of at least 2000 persons. ✓ Small events: Apply 30 (thirty) working days before the event. An event with a spectator capacity of 250 to 1999 persons. (should there be high profile persons (VIP's)the event will be considered as a risk event; the application period can be more than 30 days) ✓ Functions: Apply 30 working days before the event. A function with 30-250 people's e.g weddings, funerals, celebrations, initiation, ceremonies etc. ✓ Safety certificates must be obtained and yearly renewed.
DISASTER MANAGEMENT	
Natural disaster response	✓ Dispatched within one (1) hour depending on the area where disaster occurred, dis-patch might take up to 4hours
CORPORATE SERVICES	
Rental of municipal facilities	✓ Confirmation immediately upon proof of payment
Council meetings	✓ Open to the public at least one (1) on a monthly basis at 11h00 as per schedule on The website
FINANCE SERVICES	
Queuing time for municipal accounts payments	✓ Within thirty (30) minutes
Clearance certificate turnaround time	✓ Within five (5) working days
All accessible meters will be read on a monthly Basis	
Cashier offices 08h00-15h00	

CONTACT DETAILS

The municipality can be contacted during office hours

Physical address:

18 Old Main Road
Camperdown
3270

Postal Address:

P.O Box x04
Camperdown
3270

Fax: 031 785 2121

Switchboard: 031 785 9300

Complaints email address: info@mkhambathini.gov.za

Website address: www.mkhambathini.gov.za

Facebook page : Mkhambathini Municipality

3.8.4. SERVICE DELIVERY IMPROVEMENT PLAN

SERVICES TO BE IMPROVED

NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL

Mkhambathini Municipality has successfully rolled out operation “Sukuma Sakhe” within its area of jurisdiction. The municipality started in Ward 7 which was very successful and the programme was then rolled out in all wards. Each ward has a war room. Operation “Sukuma Sakhe” is an attempt to declare war against poverty and social challenges facing the community. Operation Sukuma Sakhe Programme (formerly known as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to still behavioral change amongst the citizens of the province. The formulation of this 4th Generation IDP has adopted the principles of Operation Sukuma Sakhe Program thereby establishing partnerships with the local community and getting involved into War Rooms. Operation Sukuma Sakhe has a ‘whole of Government approach’ as its philosophical basis.

The functionality of War Rooms to enable the implementation of Operation Sukuma Sakhe is infused into the District Development Model (DDM) Technical Hubs, whereby the Municipal Manager reports on the functionality of the 7 War Rooms at the aforesaid DDM Technical Hubs attended by sector departments. The main aim is to ensure that the OSS service delivery issues are incorporated into the planning and reporting of the DDM by all spheres of government.

Subsequently, OSS spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, and how delivery of services is required through partnership with community, stakeholders and government. Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 14 National Outcomes. The program encourages the social mobilization where communities have a role, as well as delivery of government services in a more integrated way.

The Government has structures programs which need to drill down to the level of the people they are serving. This is a ward level, translating to all 7 wards and all households within the Mkhambathini area of jurisdiction. The KwaZulu-Natal provincial government humbly accept that it cannot achieve this alone and needs community's hands in building this nation together. The LED strategy adopted by Council in November 2017 was developed in response to the issues the PGDP and the DGDP.

The alignment details are on the LED strategy attached as an annexure to the IDP.

EXPANDED PUBLIC WORKSP ROGRAMME

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. The Expanded Public Works Programme involves creating work opportunities for unemployed persons, and so allowing them to participate economically and contribute to the development of their communities and the country as a whole.

EPWP aims to significantly expand the creation of temporary work opportunities that provide income to the poor and unemployed; and increase the duration of work opportunities for maximum impact. In the financial year 2017/2018, Mkhambathini municipality received the R1 089.00 grant from the National Department of Public Works for the facilitation, coordination and implementation of this programme.

The programme has four projects namely: Town Beautification focusing at (Maqongqo and Camperdown). It commenced in August 2014. This project produced a clean and tidy CBD and landscaped park areas. Clean drains and pipe culverts. Izandla Zethu which is in Ward 2, 3, 5, 6 and 7, it focuses on Maintenance of public facilities such as Roads and Buildings.

The third project is another project called My Job My future which is an internship project. It commenced in December 2014 and the targeted project participants were the unemployed graduates. Its ultimate goal is giving them work exposure and experience. 10 participants were part of the project and they were all contracted until January 2018.

The fourth project is the sports stars, aimed at sports development in disadvantaged schools and communities. This project has youth participants responsible for coaching clinics and ensuring that that there is sports equipment for various codes within the communities in all 7 wards.

ACHIEVEMENTS Of Mkhambathini Local Municipality: Phase 4 targets for 2019/20 financial year for Work Opportunities Target was (167) and as Mkhambathini Local Municipality we managed to achieve the Work Opportunities Achieved(161) and 57 FTEs were achieved by the Mkhambathini Local Municipality against the target of 60 FTEs. A total of 17806 work days was achieved during the 4 quarters (with beneficiaries working 10 days a month). Project durations varied between 6 and 12 months.

The municipality has not yet adopted an EPWP policy, this has remained work in progress for a while now, however, the policy will be adopted before the end of 2020/2021 financial year.

3.8.5. INTERGOVERNMENTAL RELATIONS (IGR)

Sector departments and the District participate in the IDP processes of as a strategic planning document that is intended to guide their capital budget. The information on planned projects by sector departments and the district should inform the multi-year plans, and municipalities must not receive unexpected grants since this cripple planning in advance and can lead to adhoc project implementation. It should be compulsory for all sector departments to align their budgets with municipal budgets in line with the provincial allocate resources, using the prioritisation list available in the municipal ward-based plan of municipalities after thorough consultations with communities.

The strategic pronouncements from National and Provincial discussed in the District IGR Structures, where the progress is monitored through the District Command Council

The structures such as the IDP Steering Committees and Representative Forum are in place, also taking consideration the functionality of the various forums within the municipality. This platform that is intended to create an environment that is conducive for intergovernmental relations within the municipality and amongst spheres of government. Mkhambathini Municipality is part of the uMgungundlovu District.

The Clusters were:

- Mayors Forum
- Municipal Manager's forum
- Finance Forum
- Corporate Services Forum
- Speakers Forum
- Governance Forum
- ICT Forum
- Social and Community Forum
- Infrastructure
- Development & Planning

The introduction of DDM in the District Municipality, the forums are being reconfigured and now it'll be the

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

The Mayor ,Municipal Manager, Senior Management and municipal officials participate fully in the DDM clusters the table below provides an overview of the Municipal officials who participate in the clusters:

TABLE 129: DDM SUB-CLUSTER PARTICIPATION

DDM SUB-CLUSTER	INITIALS AND SURNAME OF OFFICIALS	DESIGNATION
Economic & Infrastructure Cluster,	<ol style="list-style-type: none"> 1. Ms NS Mkhize 2. Mr S Mkhize 3. Mrs P Ngcobo 4. Ms Z Magini 	Director: Community Services Director: Technical Services Manager: Local Economic Development (LED) IDP Officer
Governance & Finance Cluster	<ol style="list-style-type: none"> 1. Mr S Mngwengwe 2. Ms N Ngubane 3. Mr T Gambu 	Municipal Manager Director: Corporate Services Chief Financial Officer (CFO)
Communications Cluster	<ol style="list-style-type: none"> 1. Ms B Mthiyane 	Communications Officer
Justice, Policing Cluster	<ol style="list-style-type: none"> 1. Ms N Ngubane 	Director: Corporate Services
Social & Community Cluster	<ol style="list-style-type: none"> 1. Ms NS Mkhize 	Director: Community Services
District Command Council	<ol style="list-style-type: none"> 1. Cllr E Ngcongco 2. Cllr TA Gwala 3. Mr S Mngwengwe 	Mayor Speaker Municipal Manager

uMgungundlovu District IGR Structures are in existence and functional. The IGR Structures are chaired by respective Municipal Managers.

3.8.6. PARTICIPATION IN THE PROVINCIAL FORUM

The Municipal Manager of Mkhambathini participates in the Technical Munimec and Premiers Coordination Forum. Furthermore, the Mayor and the Municipal Manager also participate in the Munimec and The Mayor and Municipal Manger also participate and head the following DDM sub-clusters as well, The Mayor of Mkhambathini and the Mayor of Umngeni are the Chairperson's of the Justice, Crime Prevention and Security Cluster and the Municipal Manger of Mkhambathini and Msunduzi are the conveners of the Governance ,State Capacity and Institutional Development Cluster.

3.8.6.1. IGR OFFICIAL IN THE MUNICIPALITY

The resolutions emanated from The Cluster are tabled at the Mkhambathini Municipal Council and the council is updated on the interventions that have been for the Municipality by the District .The participation of the municipality , senior management ,municipal council member/councillors and municipal officials in these various DDM sub-clusters that have been introduced by the DDM are functional. The implementation of the resolutions are executed in order to expedite service delivery interventions emanated from the Umgungundlovu District Command Council.

Furthermore, the Municipal Manager presents progress report at the District Development Model Technical Hub and District Command Council on the work done by Mkhambathini Local Municipality on the resolutions made.

3.8.7. MUNICIPAL WARD COMMITTEE

The Municipality is a developmental local government structure that is committed to working with citizens and organised interest groups to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

According to Municipal Structures Act, Section 74(a)(ii) the ward committee go through the ward councilor may table their service delivery issues at the Municipal Council. The Mkhambathini Local Municipality comprises of 7 wards and the review of the IDP took into consideration the service delivery in issues emanated from the ward committees within the jurisdiction of Mkhambathini Local Municipality

This assertion complements the right of communities to participate in the decisions that affect development in their respective areas, and a corresponding duty on the municipality to encourage community participation in matters of local governance. The Municipality achieves this goal mainly through Ward Committee structures and a variety of other measures designed to foster open, transparent and consultative municipal governance.

The ward committee structures are functioned very well in the 2019/2020 financial year. The office of the Speaker who is responsible for monitoring of the functionality and effectiveness of the ward committees coordinated inhouse training to ensure that all members have a clear understanding of the Municipal Operations.

The Ward Committees are functional for the better part of 2019/2020 as COGTA Public Participation Unit had assessed us and we were found to be functional for the quarters of July-September 2019, as well as October – December 2019. Unfortunately, due to the outbreak of the COVID 19 Pandemic, 3RD Quarter meetings did not meet the functionality criteria & April – June 2020 meetings have been severely affected as no Ward Committee meetings & no Public meetings have been held.

The municipality consists of 70 ward committee members within the 7 Wards and each ward committee member has a focus sector which they report on a monthly basis , the ward committees meet 3 times in a quarter [1 meeting per month] and public meetings are held once in a quarter. Some of the challenges faced in our ward committees is the issues of report writing by ward committee secretaries, but the municipality has offered them accredited training during the 19/20 financial year. The other challenge is that due to the way our municipality is located; they complain that the stipend they receive is too little hence they are unable to cover all the areas in their respective wards.

3.8.8. TRADITIONAL LEADERSHIP PARTICIPATING IN MUNICIPAL COUNCIL

Section 81 (1) of the Municipal Structures Act, 117 of 1998 provides for the participation of traditional leaders in municipal councils. Traditional Leaders are an important component of Municipal stakeholders and their representative are always inviting in the council sitting to participate in the municipal strategies and policy decisions. The two Traditional Leaders represented that the Municipality participate in the Infrastructure and Administration and Corporate Services Portfolio committees. The Traditional Leadership participate in public engagements which are planned by the municipal the participation of Amakhosi and Izinduna in the IDP processes is of paramount importance in the municipality as this also assist the municipality in identifying community members which are affected by poverty eradication and are in the need of basic services as we know that Mkhambathini Municipality is dominantly rural areas.

3.8.9. MUNICIPAL STRUCTURES

Mkhambathini has all the statutory structures in place for the processes involved in the development of the IDP. These can be outlined as follows:

- Ward Committees– represents the interest for the community on the ground. The ward committees participate on the IDP representative forum and they also have their own scheduled ward meetings.
- IDP Steering Committee – this structure comprises of the sector departments, municipal management, parastatals, and other service delivery agencies.
- IDP Representative Forum– this is a much wider IDP participatory platform which includes the members of the IDP steering committee (including management as members), municipal councillors, ward committees and general members of the community.
- Portfolio Committees – Mkhambathini has seven portfolio committees which are the internal structures that discusses issues and make recommendations to Executive Council Committee.
- EXCO – this structure comprises of four members of council (including the Mayor). It is responsible for making recommendations on items before they reach Council.
- Council– the full council of Mkhambathini has a complement of 14 members who take final decisions for the municipality.

3.8.10. COMMUNICATION PLAN

The Municipality has a communication Strategy and a Communication Plan in place. The post of the Communications Officer has been filled. This will assist in ensuring the speedy communication of municipal programmes and progress to the Community. The Municipality is continuing to communicate with its community through a newsletter, and a communication social media page have been developed. The municipality has enhanced its lines of communication through the various social media platforms which are The Municipality's Whatsapp and Facebook Page , this is where the municipality utilizes a diverse approach of communication due to Covid -19, where the municipality can communicate with the community ,share public notices and public engagements planned by the municipality for the community of Mkhambathini Local Municipality

3.8.11. AUDIT COMMITTEE & PERFORMANCE AUDIT COMMITTEE

Mkhambathini Municipality has taken a decision to combine the Audit Committee and Performance Audit Committee due to the Audit Committee playing both oversight roles and will assist with issues relating to the Performance Audit. The Audit Committee members are skilled on issues pertaining to the running of local government. These members are duly qualified in areas of local government finance, performance management and municipal administration. The Audit Committee & Performance Audit Committee is functional, and it meets at least 4 times a year. Furthermore, the reports are tabled to council at least twice a year.

The municipality is using the Audit Committee & Performance Audit committee to deal with issues of Performance management. Meetings of the Audit Committee are held to deal with Performance & Audit issues only. The municipality has appointed a new audit committee which will undertake a responsibility of both Finance, Internal Control and Performance Management responsibilities.

TABLE 130: AUDIT COMMITTEE MEMBERS

Audit Committee Members	
Mr S Shabalala	Chairperson
Mrs PN Ngubo	Member
Mr D Mncwabe	Member

3.8.12. MUNICIPAL BID COMMITTEES

The municipality’s Bid Committees are in place and are functional. All tender/bids are facilities through the bid committees.

Bid Specification Committee Members: Mr N Ntenga, (Chairperson), Mr AN Mthethwa and Ms Z Magini. User department is always represented by ex-officio member to present the specification.

Bid Evaluation Committee: Miss TF Duma (Chairperson) Ms Z P Ngongoma, Mrs B K Mthiyane; Mr S C Magcaba and Mr T S G Zulu.

Bid Adjudication Committee: Mr TE Gambu (Chairperson); Ms NSN Mkhize; Ms PP Ngubane; Mr MS Dlamini; Mr GS Mkhize New bid committee members will be appointed on the 01 July 2021.

3.8.13. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The Municipal Public Accounts committee is functional and oversees the implementation of budget and municipal projects. The committee from time to time attends the Audit and Performance Audit Committee with a common interest on issues discussed the Audit and Performance Audit Committee. This assist the Chairperson of the Municipal Public Accounts Committee in understanding all elements of municipal processes.

The Yearly Programme of the Municipal Public Accounts Committee also included the visiting of project as part of oversight to ensure that the project on the ground are performing as reported on a quarterly basis. The following table is gives an overview of the members of the MPAC Committee:

TABLE 131: MPAC COMMITTEE MEMBERS

Members of the MPAC Committee	
Cllr RN Lembethe	Chairperson
Cllr N Zondo	Member
Cllr MR Shandu	Member
Cllr RB Mkhize	Member
Cllr ZF Mbambo	Member
Cllr S Ngidi	Member
Cllr N Phungula	Member

3.8.14. MUNICIPAL PORTFOLIO COMMITTEES

The Municipality has a properly constituted and functional portfolio committees. Reports on the progress and implementation of the municipal elements are presented to each portfolio as per its competency. The Committee are proportionally represented and the Mayor Chairperson the Executive Committee Meeting. The Deputy Mayor, who is a female, chairs the Infrastructure and Planning Portfolio committee.

3.8.15. MUNICIPAL RISK MANAGEMENT AND RISK MANAGEMENT COMMITTEE

Mkhambathini Municipality has developed and adopted a Risk Management Strategy/Framework and Policy. The policy is intended to address key elements of the risk management framework to be implemented and maintained by the Municipality, which will allow for the management of risks within defined risks/return parameters, risk appetite and tolerances as well as risk management standards. As such, it provides a framework for the effective identification, evaluation, management, measurement and reporting of the Municipality's risks. The policy assigns the Internal Audit Activity, Audit Committee, CFO and Municipal Manager with the identification and management of risks.

It starts with the Municipal Manager who will coordinate an annual review of the effectiveness of this policy as well as all organisational risks, uninsured and uninsurable risks together with the key managers in the Municipality. This annual review will take place immediately prior to the development of the annual business and integrated development plans so that it can have due regards to the current as well as the emerging risk profile of the business. Internal Audit will monitor key controls identified in the risk management system as part of the annual audit plan developed in conjunction with the Accounting Officer and approved by the Audit Committee.

The Municipality reviewed the risk profile in developing the risk management action plan for the 2019/2020 financial year. Risk related to fraud are identified separately from the original Risk management process. This will assist in the monitoring of the risks related to fraud.

The Management has been appointed by council to play a pivotal role in the Risk Management Committee and Internal Audit Activity is a standing invitee in the Risk Management Committee Meetings.

3.8.16. ANTI FRAUD AND ANTI-CORRUPTION STRATEGY

The Municipality has an adopted Anti-Fraud and Corruption Strategy which as adopted by Council in May 2018. The Strategy will be workshopped to Staff on an ongoing basis. Furthermore, the municipality has a fraud hotline managed by Internal Audit Activity.

3.8.17. MUNICIPAL BY LAWS

Mkhambathini has a total of sixteen (16) bylaws which have been approved and gazetted.

These are as follows:

TABLE 132: MUNICIPAL BYLAWS

1.	Outdoor Advertising	10	Public Amenities
2.	Animal Pound	11	Public Meeting & gatherings
3.	Cemetery & Crematoria	12	Public Roads
4.	Fire Prevention	13	Standing Rules & Order of the Council and its Committees
5.	Property Encroachment	14	Storm Water Management
6.	Nuisance	15	Street Trading
7.	Parking Ground	16	Public Transport.
8.	Park & Open Public Spaces	17	Credit Controls and Debt collection bylaw.
9.	Pollution Control		

3.8.18. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

Section 16 (1) of the Municipality Systems Act requires municipalities to develop a culture of municipal governance that compliments formal representative government with a system of participatory local government. As such, Mkhambathini Municipality has adopted a ward committee system and established such structures in all 7 municipal wards. The ward committees represent diverse interests and serve as the means for public participation in the IDP and municipal affairs generally.

The Ward Committees played a meaning full role during IDP/ Budget Izimbizo's as they outline the prioritization list of the communities per ward .The Municipality has utilised the services of Ward Committees to do research on Electricity Backlog on all wards and it also has utilised the ward committees to educate the community on the outbreak of the Covid-19 and emphasized the importance of the regulations and measure that need to take cognizance of the basic services of

the community.

3.8.19. GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SWOT ANALYSIS

Section 16 (1) of the Municipal Systems Act requires municipalities to develop a culture of municipal governance that compliments format representative’s government with a system of participatory local government. As such, Mkhambathini Local Municipality has adopted a ward committee system and established such structures in all 7 municipal wards. The ward committees represent diverse interests and serve as the means meaning full role during IDP/ Budget IZimbizos’s. The Municipality has utilised the services of ward committees to do research on electricity backlog on all wards

TABLE 107: GOOD GOVERNANCE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Mkhambathini is participating in the IGR structure at a district level. ✓ Public participation and municipal structures are in place which embraces good governance. ✓ Audit Committee is in place and the Internal Audit Unit is functional. ✓ Functional Risk Management Process; ✓ Risk Management Policy and Risk Management Strategy in Place; ✓ Risk Register Updated Quarterly; ✓ Emerging Risk Identified Quarterly; ✓ Most policies and by-laws have been developed, approved and adopted. ✓ Fraud and Corruption Hotline ✓ Ward Committees Trained on Budget, IDP and Annual Report Processes. ✓ Functional Ward Committee Structures. 	<ul style="list-style-type: none"> ✓ Some of the ward committees still battle to understand the IDP process and planning cycles; ✓ Lack of Capacity; ✓ Lack of conducive office space; ✓ Staff not adapting to change management; ✓ Risk management processes not understood by all employees ✓ Review the Performance Management Framework to include Support Staff.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ If the system of good governance are not implemented, especially public participation and transparency, this could lead to limited mistrust and community uproar. ✓ Geographic Location and Vastness of the Municipality. ✓ Inability to attract skilled personnel ✓ Possibility of losing more skilled personnel 	<ul style="list-style-type: none"> ✓ Cascading Down OPMS; ✓ Support from COGTA

3.9. KEY CHALLENGES

One of the distinguishing features of integrated development planning is its focus on strategic areas of intervention and concern with interventions with a high impact using the limited resources available to the municipality. This focus is intended to achieve faster and appropriate delivery of services and create an enabling framework for social and economic development. It is however important to acknowledge that integrated development planning is not and cannot be a panacea for all problems facing the municipality and its people. Integrated development planning is predicated on the availability of enough information and is strategic in nature.

A compilation of the municipal data and an analysis of the current development situation within Mkhambathini Municipality indicate a high level and wide spread of need. Certainly, Mkhambathini Municipality cannot address these issues alone and do not have the capacity, both human and financial, to launch a comprehensive attack on these issues. To this end, it requires support of the district municipality, provincial and national government, as well as various other service providers working within the municipality area. The key development issues are briefly outlined below.

The combined SWOT Analysis has demonstrated the strengths that our municipality intends to build on to exploit on the opportunities. Likewise, the municipality has developed interventional measure to address the weaknesses and threats. Following is a summary of the key challenges per KPA. The municipality during its Strategic Planning Session 2019/20 developed interventional strategies to address these challenges.

TABLE 133: COMBINED KEY CHALLENGES

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Training & development; ✓ Insufficient funds to fill vacant positions; ✓ Retention of skilled staff; ✓ Lack of office space; ✓ Ineffective Employee Wellness Program; ✓ Human Resources responsible for the implementation of Strategic Agenda
DESCRIPTION	<p>The Municipality is not in a position to retain skills personnel due to the size of the municipality. Once skilled there get attracted by bigger municipality. Some of the community members, municipal staffs and political structures have a shortage of appropriate skills and education to efficiently and effectively deliver services to the community. A number of vacant positions are as a result of challenge faced by the municipality of losing skilled employees.</p> <p>The geographical area of the municipality does not have a potential of expanding our offices and also limited financial resources prevents the municipality to expand the Municipality is in a process of finding ways to address the above challenges. But with limited resources the municipality is still functioning as a result of continuously engaging staff in all municipal processes as part of their growth.</p>

BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	
KEY CHALLENGES	<ul style="list-style-type: none"> ✓ Lack of supporting bulk infrastructure; ✓ High backlogs in electricity, water, sanitation, roads; ✓ To ensure effective, efficient and economical environmental management; ✓ Inadequate water services infrastructure ✓ Inadequate water services infrastructure Refuse removal still a challenge due to the topography, rural nature of the municipality and low revenue base ✓ Poor state of community halls (services, maintenance and vandalism) ✓ Illegal dumping and connections ✓ Insufficient revenue to implement IDP projects (High backlog) ✓ Housing backlog(delay sin construction, protests, and land tenure issues)
DESCRIPTION	<p>The Municipality is lacking bulk infrastructure and as such experiences a backlog in electricity, water and sanitation and waste removal mostly in the rural areas.</p> <p>There is a need to reduce the backlogs and improve the economic infrastructure so that the municipality can enjoy its full economic potentials.</p> <p>The municipality is currently busy facilitating funding through various funding sources to ensure that the backlog issues are reduced if not eliminated. Similarly, there are infrastructure projects that are being implemented to improve the economic condition of the municipality.</p>
LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ High unemployment rate; High Poverty rate; ✓ Lack Informal Traders By-laws; ✓ Ineffective co-ordination and communication with LED stakeholders; ✓ Limited land for development (Urban Expansion);
DESCRIPTION	<p>The municipality is characterized by high unemployment and poverty, which is caused by amongst others lack employment opportunities and high illiteracy. The geographic location of our communities makes it impossible for the LED program to flourish .The municipality is in the process of reviewingthe bylaws to restore law and order in the informal sector.</p> <p>There has been a lack of coordination by LED Stakeholders hence a low pace in economic development and growth. Likewise, lack of land is undermining investment in the area. The municipality has established a structure that will coordinate the LED Stakeholders to ensure effective implementation of LED Projects.</p> <p>The Municipality is in a process of identifying landowners around Camperdown area with an aim of engaging them to release land for potential investors</p>

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Insufficient funding; ✓ Low revenue base; ✓ Non-payment culture in community and government department;
DESCRIPTION	It is also the desired goal that our municipality is financially viable and sustainable. It is therefore important that the municipality manage its financial affairs and resources in a way that will ensure financial sustainability. To ensure that the municipality achieves this goal, it is necessary the aforementioned challenges be addressed.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Delays in response to audit queries; ✓ Lack of compliance register; ✓ Poor participation of municipal leadership and MPAC in Audit committee meetings; ✓ Lack of whistle blowing hotline; ✓ Lack of understanding of risk management processes; ✓ Non alignment between Internal audit and M&E process plans
DESCRIPTION	Municipalities are required by law (Municipal Systems Act) to embrace accountability and transparency in its operation to all its stakeholders. To achieve this desired goal, the municipality intends install efficient and effective internal and external communication and management systems. Such systems will enhance good governance and public participation.
CROSS CUTTING ISSUES	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ✓ Non-availability of the urban and rural scheme to inform the valuation roll; ✓ Land legal matters; ✓ Billing system not linked to GIS
DESCRIPTION	The municipality is unable to manage land and direct development due to lack of town planning scheme and land. The municipality is developing a wall-to-wall scheme that will address this problem and at the same time liaising with the landowners to unlock land for development.

3.10. COMBINED SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ✓ Mkhambathini is strategically located in terms of its position between provincial nodes (Pietermaritzburg and Durban) as well as the national corridor (N3). 	<ul style="list-style-type: none"> ✓ Some of the ward committees still battle to understand the IDP process and planning cycles.
<ul style="list-style-type: none"> ✓ The town of Camperdown is growing into a strong service center for the municipality and it's appropriately positioned at the central part of Municipality and N3. 	<ul style="list-style-type: none"> ✓ It is a very small predominantly rural municipality with limited private development taking place within it.
<ul style="list-style-type: none"> ✓ Good climatic condition. 	<ul style="list-style-type: none"> ✓ The legacy of past apartheid policies is still visible in the sense of communities that were marginalized from economic opportunities, are still largely suffering. Badly structures routes at a regional level limits regional integration within the municipality.
<ul style="list-style-type: none"> ✓ Mkhambathini is participating in the IGR structure at a district level. 	<ul style="list-style-type: none"> ✓ Most of the land is privately owned which may limit the pace at which the state can deliver the public facilities since the land acquisition process may sometimes be time consuming. Steep terrain limits development with some parts of the municipality, especially CBD expansion towards the north as well as agricultural development in Wards 1, 2, and 3.
<ul style="list-style-type: none"> ✓ Public participation and municipal structures are in place, which embraces good governance. Audit Committee is in place and the Internal Audit Unit is functional. 	<ul style="list-style-type: none"> ✓ Limited human capital allocation at a local municipal level.
<ul style="list-style-type: none"> ✓ Risk Management policy is in place. District Disaster Management Plan is in place and has a sound coverage for Mkhambathini. Most of the resources in terms of human capital are allocated at a district level to handle disaster situations that may take place in Mkhambathini. 	<ul style="list-style-type: none"> ✓ Lack of a local disaster management plan isolation for some of the arears may threaten the turnaround time to arrive during emergencies.
<ul style="list-style-type: none"> ✓ Most policies and by-laws have been developed, approved and adopted. 	<ul style="list-style-type: none"> ✓ The volunteer programme is neither legislated nor guaranteed success.
<ul style="list-style-type: none"> ✓ Mkhambathini is not prone to dreadful natural disasters such as tornadoes, earthquakes or hurricane, extended to the rural areas i.e. tribal council areas. 	<ul style="list-style-type: none"> ✓ Lack of bulk water infrastructure to support development within some parts of the municipality.
<ul style="list-style-type: none"> ✓ The location of the municipality near Oribi Airport in Pietermaritzburg, King Shaka International Airport and Dube Trade Port is an advantage for investment and trading opportunities within the area. 	<ul style="list-style-type: none"> ✓ Most of the roads (69%) within the municipality are gravel, which limits the development prospects in some areas. There is general lack of public transport facilities

THREAT	OPPORTUNITY
✓ The portfolio committee system is in place and the council decision processes complies with MSA.	✓ Decline in the agricultural sector has caused jobs losses.
✓ Communication strategies and culture of public participation is being practiced through Izimbizo, IDP Rep Forums and suggestion boxes.	✓ Impact of land reform processes has affected the agricultural sector.
✓ Human Resource Policies have been developed.	✓ Lack of social facilities in most arears of the municipality.
✓ Revenue base is increasing.	✓ Disabled people are often left in the care of people who have not received training in this regard.
✓ Opinion from the AG about the state of the finances at the municipality is good.	✓ Lack of sufficient capacity (vacancies) is causing the municipality to bat tle with executing some of the functions. Vacancies at Section 57 level may hamper the efficiency of the municipality grants and subsidies.
✓ The municipality operates with a positive balance.	✓ If the grant and subsidies received by municipality are reduced by National Government, then the municipality will struggle to cope.
✓ Mkhambathini is participating in the IGR structure at a district level.	✓ The municipality is largely dependent on grants and subsidies.
✓ Public participation and municipal structures are in place, which embraces good governance.	✓ High expenditure on salaries.
✓ Audit Committee is in place and the Internal Audit Unit is functional.	✓ No support system for indigents.
✓ Most policies and by-laws have been developed, approved and adopted.	✓ The culture of non- payment of municipal accounts by consumers affects municipal revenue.
✓ Risk management policy is in place.	✓ Unspent grants.
✓ It is located within the busiest corridor within the province, which open a lot of trading and storage opportunities.	✓ Processes to identify and manage unwarranted, unauthorized, irregular or wasteful expenditure are not robust.
✓ It is located within the busiest corridor within the province, which open a lot of trading and storage opportunities.	✓ Revenue collection activities are also not being carries our adequately.
✓ Potential exists to develop and intensify the role of Eston and Ophokweni as secondary nodes.	✓ Some of the ward committees still battle to understand the IDP process and planning cycles.
✓ Mkhambathini is endowed with relatively good agricultural land and opportunities exist to develop this sector even further.	✓ Growing pressure to protect sensitive vegetation such as Ngongoni and Bushveld Valley.
✓ The land claims(restitution)have progressed very well and this provides opportunities for agrarian reform. Training of ward committees on Municipal IDP and budgeting.	✓ Mounting burden to protect the rivers and wet-lands with limited resources available at the municipality.

✓ The opportunity still exists to develop a local disaster management plan using the district plan as framework.	✓ If the systems of good governance are not implemented, especially public participation and transparency, this could lead to limited mistrust and community uproar.
✓ The structures used during IDP processes can be utilized to identify and mobilize volunteers.	✓ Inability to respond to emergencies within prescribed response time would undermine the role of the municipality in terms of meeting constitutional obligation.
✓ The planned construction of the new Waste Water Treatment Work with a 2MI capacity within Camperdown will unlock development opportunities.	✓ Lack of sufficient budgeting would imply that the plan would not be implemented effectively.
✓ The national government massive investment in rail infrastructure may result on the revamp of the railway line between Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini.	✓ Failure to implement the National Environment Management Waste Act No.59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service.
✓ Municipality is reviewing its LED Plan which will assist with governing economic development.	✓ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards resulting in community uproar.
<ul style="list-style-type: none"> ✓ In terms of demographic, Mkhambathini has a high number of women and youth, this ✓ encourages the government to pilot programmes that target these groups. 	✓ Impact of global economic climate i. e. recession.
✓ Opportunity exists to fill the vacant posts in order to beef up municipal capacity.	✓ Impact of climate change and how it may affect the agricultural sector.
✓ Revenue enhancement is being initiated through extending the rates collection coverage.	✓ If early childhood development does not receive sufficient investment, this may have negative repercussions about the future generation of the area.
✓ Training of Ward Committees on Municipal IDP and budgeting.	✓ Lack of budget to fill vacant posts may result in the situation whereby these posts remain frozen. This could hamper the municipality from delivering on some of its functions.

The non-achievements highlighted in the 2018/2019 Annual Performance Report were considered when formulating this IDP and will be attached as an annexure to the IDP with measures for improvement indicated.

CHAPTER 4: VISION, MISSION AND GOALS

4.1. MUNICIPAL VISION, GOALS AND OBJECTIVES

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

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

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

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

4.1.1. THE MKHAMBATHINI VISION

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

4.1.2. MISSION STATEMENT

Mkhambathini Municipality commits itself to the following

Upholding our leadership vision;
Working with integrity in an accountable manner towards the upliftment of the community;
Protecting and enhancing the interest of our clients always; Consistently performing our function with transparency honesty and dedication in dealing with clients; Responding promptly to the needs of our clients; Subscribing to the Batho Pele principles

The mission statement acknowledges the objects of Local Government which are outlined in chapter 7 of Local Government Legislation. That will give an effect through the IDP and the associated sector plans. It also seeks to align the municipal strategic activities, structure and resource allocation with the powers and functions as prescribed in the Constitution of the Republic of South Africa in Chapter 7.

4.1.3. DEVELOPMENT GOALS

The following long-term development goals have been identified and are aligned to the Provincial Growth and Development Strategy based on the above key performance areas:

government legislation and given effect through the IDP and the associated sector plans. It also seeks to align the municipal strategic activities, structure, and resource allocation with the powers the goals of the municipality are aligned to the 7 Goals of The Provincial Growth and Development Strategy.

- ✓ To build an efficient and sustainable local government structure.
- ✓ To promote an equitable access to infrastructure and basic services.
- ✓ To create a condition conducive to economic development.
- ✓ To promote sustainable social and economic development.
- ✓ To create a spatial framework that facilitates an equitable distribution of development.
- ✓ To promote sustainable and integrated land use pattern.
- ✓ To create of a Newtown that promotes local economic development.
- ✓ To prioritize the municipality's catalytic projects which focus on the Wastewater Treatment Works.
- ✓ To strengthen intergovernmental relations to ensure the resuscitation of the railway network, accelerating the interchange upgrade programme and augment the water storage facility.
- ✓ To develop the municipality's public transport network.
- ✓ To ensure provision of socio-economic infrastructure that provides for a full range of housing types, educational facilities, health facilities

GOALS

A goal is a desired result that a person or a system envisions, plans and commits to achieve: a personal or organizational desired endpoint in some sort of assumed development.

DEFINITION OF OBJECTIVES

An objective can be defined as a specific point a person or an organisation aims to achieve within a set time frame. Objectives are easier to follow as one can be able to draw a plan for each objective, this will assist in ensuring that an objective is easily achievable.

DIFFERENCES BETWEEN GOALS AND OBJECTIVES

The words goal and objective are often confused with each other. They both describe things that a person or an organisation want to achieve or attain but in relative terms may mean different things. Both are desired out- comes of work done by a person but what sets them apart is the time frame, attributes they are set for and the effect they inflict

4.1.4. STRATEGY

Strategy is a high-level plan to achieve one or more goals under conditions of uncertainty. Strategy is important because the resources available to achieve these goals are usually limited. Strategy generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). Strategy can be intended or can emerge as a pattern of activity as the organization adapts to its environment or competes. It involves activities such as strategic planning and strategic thinking.

TABLE 134: BREAKDOWN OF KEY STRATEGIES

NKPA's	BACK TO BASICS	IDP GOALS	STRATEGIC OBJECTIVES
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Pillar 5 : Building Capable Local Government Institutions	Capacitate Municipal Workforce through training	To ensure a functional organizational structure
			To ensure sound human resource management
			To ensure effective and efficient Library Services
			To ensure that municipal staff is skilled according to job requirements
			To ensure effective and efficient asset management
			To promote occupational health and safety in the workplace

			To ensure that efficient and effective fleet management
			To ensure effective and efficient ICT Management
			To promote healthy lifestyle amongst employees
			To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality
BASIC SERVICE DELIVERY	Pillar 2: Basic Service Delivery	Identify backlogs in order To improve access to services and ensure proper operations and maintenance.	To ensure the upgrade, construction and maintenance of infrastructure assets enhance socio- economic development within the municipality.
			To ensure safe and healthy environment
			To ensure integrated housing development within the municipality
			To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality

NKPA's	BACK TO BASICS	IDP GOALS	STRATEGIC OBJECTIVES
FINANCIAL VIABILITY AND MANAGEMENT	Pillar 4 : Sound Financial Management	Review the revenue enhancement strategy and implement financial management policies, procedures and systems	To ensure effective and efficient supply chain management system
			To ensure enforcement of sound financial management practices
			To ensure that the Budget is spent according to budget projection
			To ensure compilation of a credible Annual Financial Statements
			To ensure revenue enhancement
			To ensure that the Municipal Liquidity position is managed at 1:07
			To ensure effective and efficient grants management
LOCAL ECONOMIC DEVELOPMENT	Pillar 2: Putting People First Basic Service Delivery	Create and Promote an environment that promotes the development of the local Economy and facilitate for creation through sustainable projects.	To support the municipality's Rural and Agricultural Development initiatives
			To develop and support all emerging SMME's and cooperatives within the municipality
			To promote the rights of vulnerable groups through various socio- economic development and programmes
			To Promote Sports and Recreation
			To create awareness and promote healthy lifestyles that combat dreaded diseases such as HIV/AIDS and COVID-19
			To promote tourism within the municipal area
			To promote Arts and Culture Activities
			To ensure effective implementation of Operation Sukuma Sakhe and Special Programmes

NKPA's	BACK TO BASIC	IDP GOALS	STRATEGIC OBJECTIVES
GOOD GOVERNANCE	Pillar 3: Good Governance	Promote and encourage the culture of participation and ensure that principle of good governance are respected.	To implement and maintain effective enterprise risk management system
			To Transform the Municipality into a performance driven Municipality and ensure effective Audit and Performance Committee
			To ensure continuous engagement with ward constituency
			To ensure rapid response to community issues that threaten to halt service delivery
			To provide reasonable assurance on the adequacy and effectiveness of internal control system
			To ensure that services provided to the Municipality BY service providers is of high quality
			To Transform the municipality into a performance driven institution
CROSS-CUTTING	Pillar 2 : Basic Service Delivery	Development of schemes and unlocking of land.	To ensure strategic development and management of the municipality's Integrated Development Plan
			To facilitate spatial development in the entire area of Mkhambathini Municipality
			To promote effective and efficient building control services
			To enhance public safety control mechanisms
			To provide support on disaster management services

4.2. ALIGNMENT OF THE KZN PGDS GOALS WITH THE MUNICIPAL GOALS, OBJECTIVES AND STRATEGIES

The Municipality in its engagement and planning for the review of the IDP, KZN PGDS were considered together with the National goals and strategies. When engaging the public in the preparation of the IDP the project identified will assist in promoting the i) human and natural resources, ii) basic services iii) poverty alleviation iv) education v) and safety and security through the network of good infrastructure. The following table indicate the linkage of the Municipality goals, objectives with that of the KZN PGDS.

4.2.1. GOALS, OBJECTIVES AND STRATEGIES ASSOCIATED AND STRUCTURED INTO 6 KZN KPA'S

GOALS	STRATEGIC OBJECTIVE	STRATEGIES/PROJECTS
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
GOAL 1: INCLUSIVE ECONOMIC GROWTH	To ensure that municipal staff and councillors are informed of skills development Programmes	<ul style="list-style-type: none"> ✓ Review and adopt Municipal Policies ✓ Develop training plan for both the community and staff ✓ Fill crucial vacant position ✓ Create jobs through EPWP
GOAL 2 ;HUMAN RESOURCE DEVELOPMENT	To ensure that municipal staff is skilled according to job requirements Capacitate Municipal Workforce and Community through training.	<ul style="list-style-type: none"> ✓ Award bursaries to staff and community ✓ Adopt and submit WSP to LG SETA ✓ Implement wellness programme ✓ Implement health and safety programme ✓ Inform the community of all municipal activities ✓ Promote the standard of administration and auxiliary support by filling and disposing of documents
GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT	Enhance community participation and development through the Ward Committees	<ul style="list-style-type: none"> ✓ Ensure functional committee meetings
KPA 2: BASIC SERVICE DELIVERY		
GOAL 4: STRATEGIC INFRASTRUCTURE	Ensure that municipal assets promote safe and security to its citizens	<ul style="list-style-type: none"> ✓ Review Maintenance Plan ✓ Priorities Regravelling of Road infrastructure ✓ Provide access to roads ✓ Provide access to community service and sorting facilities

GOAL 4: STRATEGIC INFRASTRUCTURE	Identify backlogs in order to improve access to services and ensure proper operations and maintenance	<ul style="list-style-type: none"> ✓ Upgrade and maintain infrastructure within the municipality ✓ Provide refuse removal services ✓ Update indigent register ✓ Facilitate housing meetings with developers and Department of Human Settlement ✓ Facilitate the access to basic electricity ✓ Maintain roads and stormwater drains
KPA 3: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT		
GOAL 5: ENVIRONMENTAL SUSTAINABILITY	<p>Create a climate that will allow for economic development.</p> <p>Create and Promote an environment that promotes the development of the local economy and facilitate job creation through</p>	<ul style="list-style-type: none"> ✓ Facilitate the implementation of LED projects ✓ Develop LED Strategy ✓ Identify land for development ✓ Facilitate disaster awareness campaigns ✓ Facilitate youth programmes ✓ Host senior citizens and fun day for children

GOALS	STRATEGIC OBJECTIVE	STRATEGIES/PROJECTS
GOAL 5: ENVIRONMENTAL SUSTAINABILITY	Facilitate the enhancement of special programmes through SMME ,Cooperatives programmes and special programmes that make provision of the Senior Citizens ,Unemployed Graduates and the Disabled	<ul style="list-style-type: none"> ✓ Implement HIV and AIDS Programmes ✓ Implement SMME Cooperatives programmes and projects ✓ Facilitate rural development through support programmes ✓ Develop tourism strategy ✓ Support Local Tourism ✓ Facilitate and implement crafters support programmes ✓ Facilitate library events
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
GOAL 6: GOVERNANCE AND POLICY	<p>Create a climate that will allow for economic development</p> <p>Review the revenue enhancement strategy and implement financial management policies, procedures and systems</p>	<ul style="list-style-type: none"> ✓ Review Revenue Enhancement Strategy ✓ Hand over long overdue accounts. ✓ Improve income control ✓ Ensure compliance to SCM policies ✓ Facilitate the training of the workforce through WSP ✓ Monitor the income from learners and motor licensing; ✓ Review monthly budget expenditure ✓ Comply with prescribed dates to improve reporting control ✓ Manage all municipal assets
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
GOAL 6: GOVERNANCE AND POLICY	<p>Promote and encourage culture of participation</p> <p>Promote and encourage the culture of participation, and ensure that principles of good governance are respected.</p>	<ul style="list-style-type: none"> ✓ Monitor and Implement the AG and IA audit action plans; ✓ Review Compliance Register. ✓ Implement and maintain Risk management workshop ✓ Monitor targets achieved through performance reports ✓ Ensure functionality of oversight committee ✓ Ensure functional ward committee and public participation
KPA 6: CROSS CUTTING ISSUES		
GOAL 7: SPATIAL EQUITY	Develop a system that will ensure Orderly development of Schemes and unlocking of land	<ul style="list-style-type: none"> ✓ Develop land use management scheme ✓ Develop and implement a credible IDP ✓ Develop and implement a Spatial Development Framework.

CHAPTER 5: STRATEGIC MAPPING

5.1. ENVIRONMENT SENSITIVE AREAS (AGRICULTURAL POTENTIAL AREAS & DISASTER RISK PROFILE)

The areas of high, moderate and low potential agricultural land have been embodied in the map work included in the Spatial Development Framework plan (SDF) which seeks to limit development in areas which need to be protected for food security. Provincial data differs from the National record base and it was decided to utilize Provincial data as it has to some extent been ground-trothed. Formally conserved areas and Environment Management Areas have likewise been identified on the SDF plan based on data sourced from Ezemvelo KZN Wildlife and the UMDM SEA. The SDF includes maps showing critical biodiversity overlay, agricultural land use and agricultural potential

5.1.1. DESIRED SPATIAL OUTCOMES

The direction of growth is detailed in the map work attaching to the SDF which further includes tables of preferred and non-preferred land uses in these designated zones.

5.1.2. DESIRED SPATIAL FORM AND LAND USE

This is clearly indicated on the SDF plan with designated broad land use zones. The urban Scheme further entrenches the spatial form and land use in a legally binding document with a plan which has a defined urban edge and includes zoned areas for future growth over a 5- year period.

5.1.3. SPATIAL RECONSTRUCTION OF THE MUNICIPALITY

This is embodied in the SDF, Urban Scheme and Rural Land Use Management Policy which were adopted at the end of 2014 and is in place for a 5 period. Areas for development and, direction of growth, are reflected spatially in each document for decision making purposes.

5.1.4. STRATEGIC GUIDANCE IN RESPECT OF THE LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY

This is provided in plans attaching to the SDF and Urban Scheme which are both legally binding documents. The Rural Land Use Management Policy which covers the rural farming and traditional authority areas is a guideline document with no legal status.

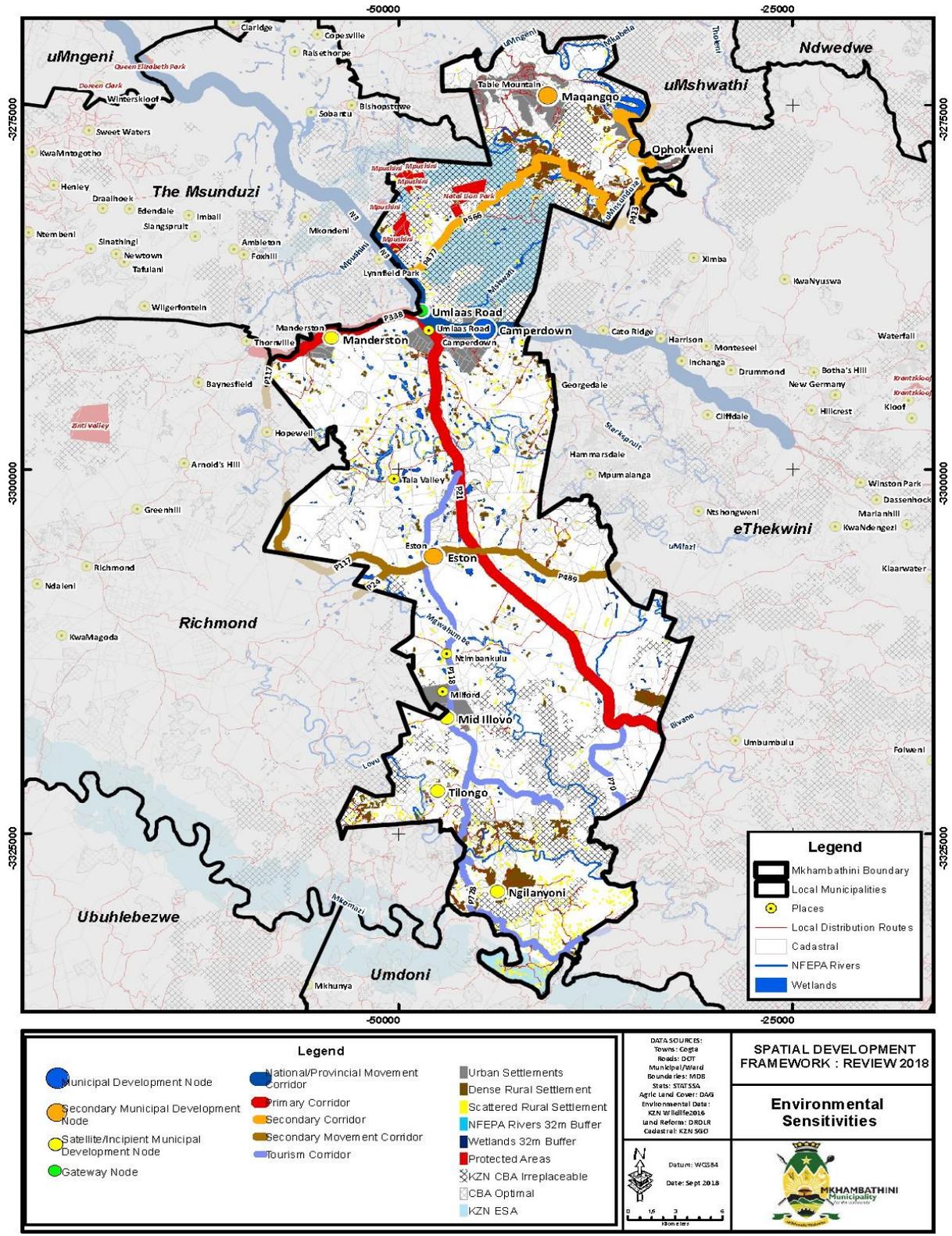


FIGURE 41: ENVIRONMENTAL SENSITIVE AREAS

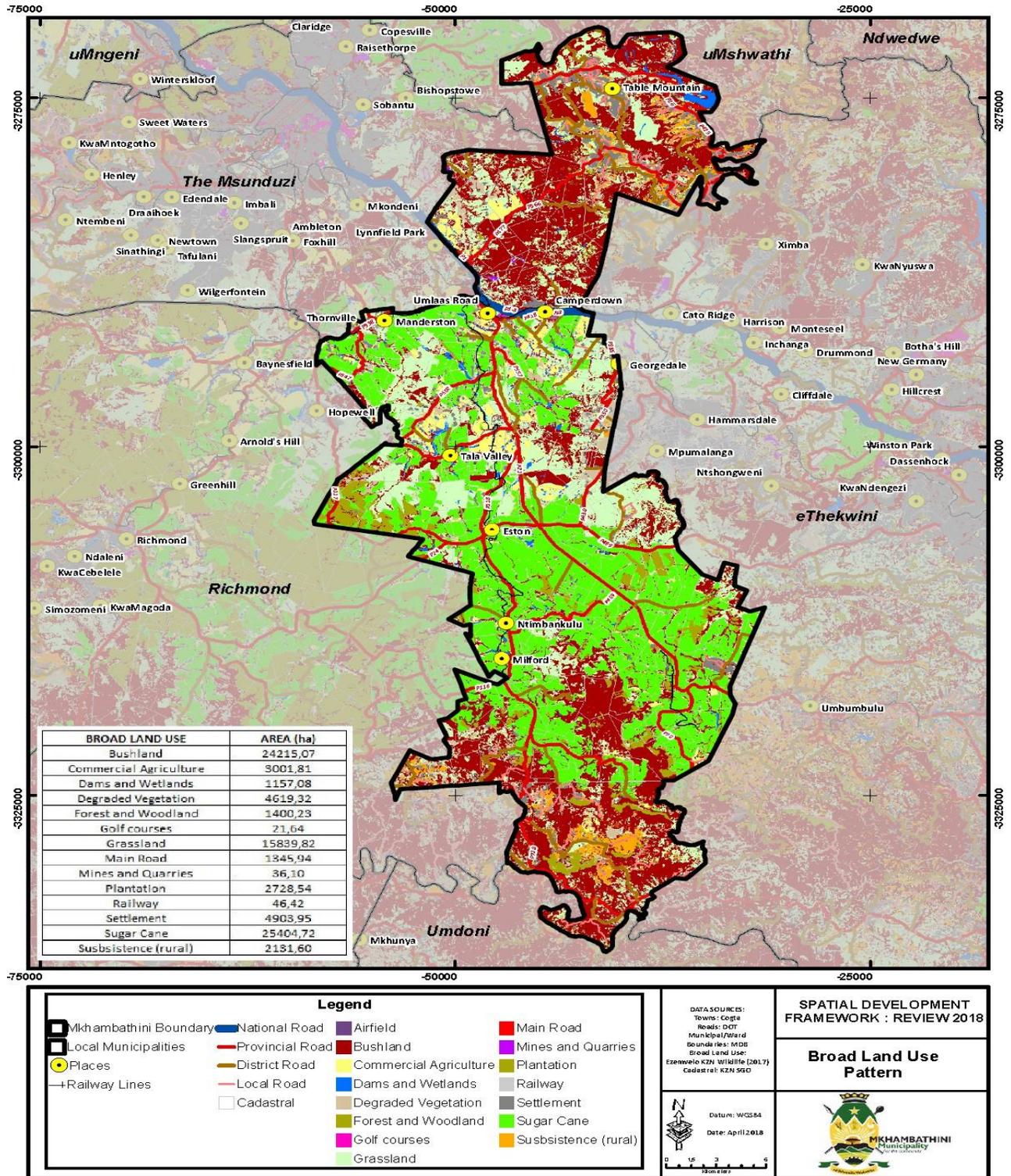


FIGURE 42: DESIRED SPATIAL FORMS

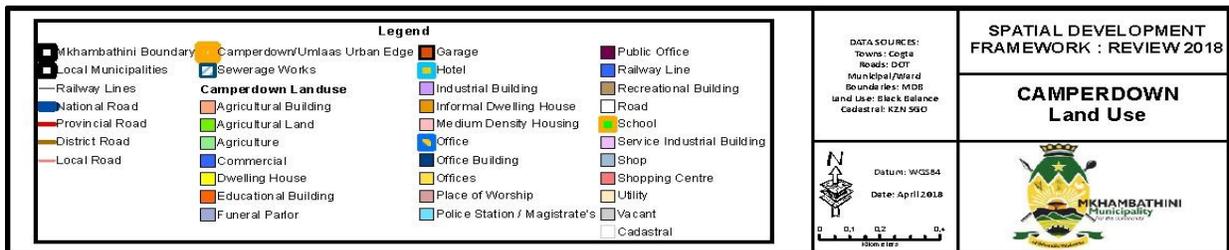
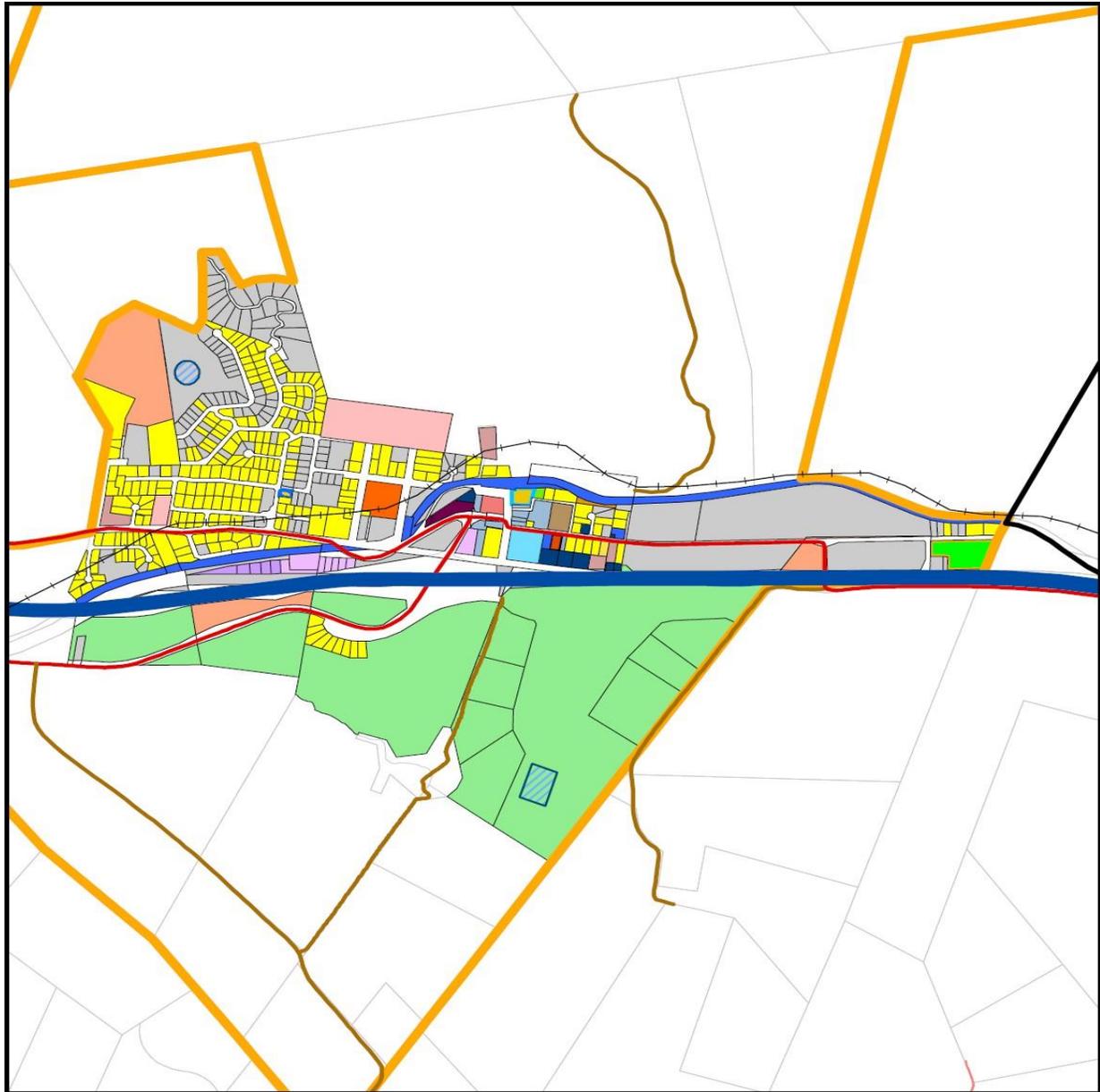


FIGURE 43: MKHAMBATHINI LAND USES

5.1.5. INDICATION ON WHERE PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT SHOULD TAKE PLACE

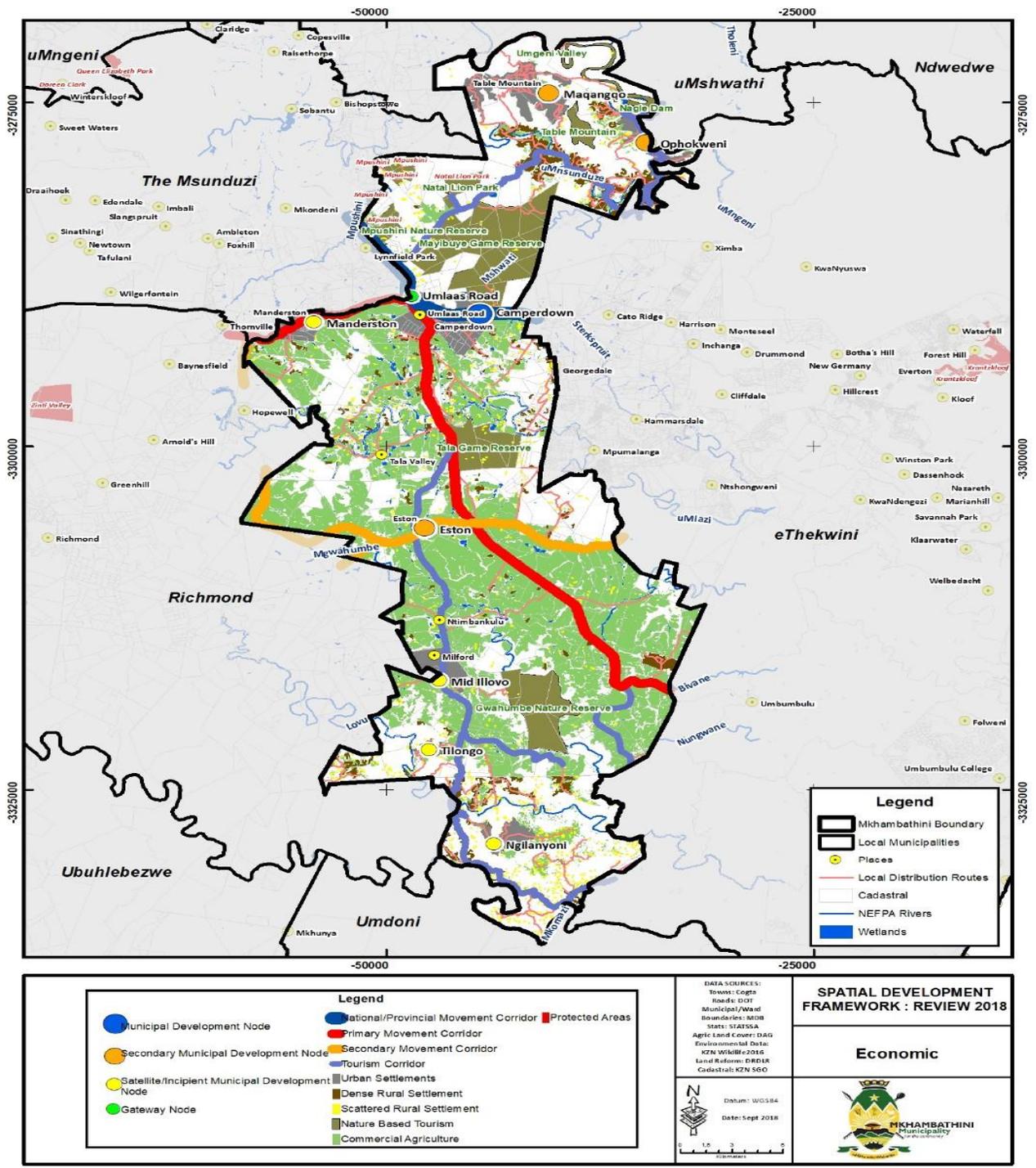


FIGURE 44: PLANNING FOR PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE MAP

Clearly demarcated on the Urban Scheme map. The SDF gives direction in this regard but is not site specific.

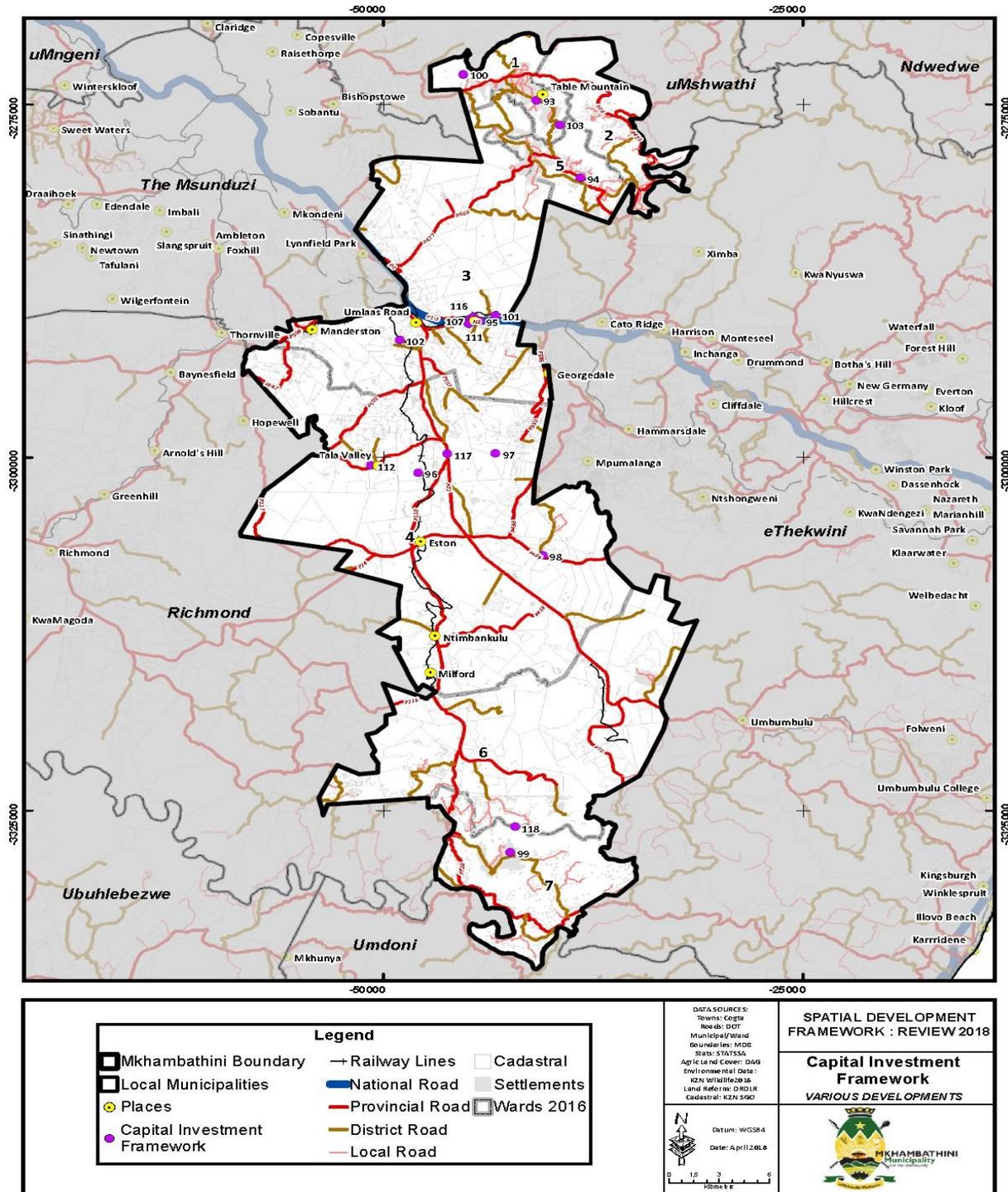


FIGURE 45: CAPITAL INVESTMENT MAP

5.1.6. AREAS WHERE STRATEGIC INTERVENTION IS REQUIRED

- ✓ The Mkhambathini Sewage works (UMDM project)The Progress on the intervention, *The new waste treatment works in the Camperdown urban part, to help reduce the cost of transporting sewage to the PMB works (conservancy tanks) or the lower densities imposed because of the land are required for the septic tank/soak away systems.*
- ✓ Upgrading of roads in urban areas servicing industrial and commercial enterprises
- ✓ Slums clearance projects which are delayed by lack of funding for expropriation procedures, and the need for extension of bulk services (UMDM)

- ✓ Precinct planning around the emerging Umlaas Road node with particular reference to its role in the larger SIP2 corridor initiative.
- ✓ An urban regeneration plans
- ✓ Infrastructure investigation and audit.

Map work highlighting unemployment distribution, areas of social need, income levels per ward, access to sanitation, water & electricity, health services, education facilities and community policing have been demarcated spatially in the SDF.

5.1.7. AREAS WHERE PRIORITY SPENDING IS REQUIRED

- ✓ Water-borne sewerage;
- ✓ Urban road upgrades;
- ✓ Land purchase for RDP housing; and
- ✓ Maintenance of municipal gravel

5.2. IMPLEMENTATION PLAN

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Obj. Ref	Objective	Strategies/Projects	Performance Indicator	5 Year Target					Budget (R) 000	Source of Funding	Responsibility (in the Municipality)
				16/17	17/18	18/19	19/20	20/21			
BSD001	To Source Funding to enhance service delivery	Development of Business Plan	Number of Business Plan Developed	A	A	A	A	A	Opex	MLM	Manager Technical Services
BSD002	To provide sustainable infrastructure by 2017 and beyond	Maintenance of Oehely Road	No of KM's Maintained			A				MLM	Manager Technical Services
BSD003		Maintenance of Stingini Access Road (Ward 1)	No of KM's Maintained			A				MIG	Manager Technical Services
BSD004		Gcina Access Road (Tar) (Ward 1)	No of KM's constructed				A			MIG	Manager Technical Services
BSD005		Ezinembeni Access Road (Ward 1)	No of Km's Constructed					A		MIG	Manager Technical Services
BSD006		Gumede Access Road (Ezibhananeni Ward1)	No of Km's Constructed				A			MIG	Manager Technical Services
BSD007		Mboyi Pedestrian Bridge (Ward 1)	No of Km's Constructed					A		MIG	Manager Technical Services
BSD008		Chibini Access Road	No of Km's Constructed					A		MIG	Manager Technical Services

TABLE 135: SERVICE DELIVERY INFRASTRUCTURE DEVELOPMENT PLAN

5.3. 5 YEAR CAPITAL PROJECT IMPLEMENTATION PLAN

TABLE 136: FIVE YEAR CAPITAL IMPLEMENTATION PLAN

PROJECT NO.	NAME OF THE PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
001/2018/2019	Mdala Road	A				
002/2018/2019	Nkosi Mdluli Hall	A				
003/2018/2019	Mkhishwa Road	A				
004/2018/2019	Nkosi Mdluli Community Hall	A				
001/2019/2020	Nobhala Road		A			
002/2019/2020	Ezinembeni Creche		A	A		
003/2019/2020	Manzamyama Hall		A	A		
004/2019/2020	Okhalweni creche		A	A		
001/2020/2021	Mgwaphuma Road			A		
002/2020/2021	Ntweka Access Road			A		
003/2020/2021	Nonzila Gravel Road			A		
004/2020/2021	Qedazulu Access Road			A		
005/2020/2021	Kwenzokuhle Hall			A	A	
001/2021/2022	Jilafohla Access Road				A	
002/2021/2022	Renovation of Maqongqo Sport Filed				A	
003/2021/2022	Updrade of Banqobile Sports Filed				A	
001/2022/2023	Ondini Acess Road					
002/2022/2023	D13331					
003/2022/2023	White City Crèche					A
004/2022/2023	Nonzila Crèche					A
005/2022/2023	Manderstone Creche					A
006/2022/2023	Mkhize Access Road					A
007/2022/2023	Mkhize Nonzila Access Road					A
001/2023/2024	Nhlazuka Hall					
002/2023/2024	D13331					
003/2023/2024	Ntweka Access Road					
004/2023/2024	Nonzila Gravel Road					
005/2023/2024	Cattle Deep					
006/2023/2024	eSigqumeni Access Road					
007/2023/2024	Mkhize Access Road					

CHAPTER 6: FINANCIAL PLAN

“Financial Plan prepared by the Financial Services Department this will assist the Department to draw a clear vision of ensuring that the Municipality is financially viable”

The IDP laid a foundation that formed the 2018/2019 budget process including the engagement with the Local stakeholders as the operations of the budget steering committee to ensure integration and alignment of the service delivery priorities and budget availability and allocation in accordance with Section 53 (i) (a) of the MFMA which states that Mayor of the Municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. Budgeting is primarily about prioritising objective to be achieved due to limited funding available.

The Plan is prepared in Terms of Section 26 (h) of the Local Government Municipal Systems Act, as amended, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan. The five-year financial plan includes an Operating Budget and Capital Budget informed by the IDP Priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The review of the Municipal IDP has a ripple effect on the budget.

In addition to being informed by the IDP, the municipal fiscal environment is influenced by a variety of macro- economic control measures. National Treasury determines the ceiling of year-on-year increases in the total Operating Budget, whilst the National Electricity Regulates electricity tariff increases. Various government departments also effect municipal service delivery through level of grants and subsidies.

Consequently, the IDP process has been extended to include the financial plan in this IDP. The financial Plan is set out as follows:

- Financial Strategies for the next 5 years
- Financial Issues
- Detailed 5 year Financial Action Plan
- Multi Year Budgets;
- Capital and Investment Programs.

6.1. FINANCIAL STRATEGIES AND ACTION PLAN

TABLE 137: FINANCIAL STRATEGIES

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

6.2. CAPITAL AND OPERATIONAL FUNDED PROJECTS

Municipal Standard Classification	Project Name	Full Year Amount
Community Services	LED20_AGRICULTURAL ASSISTANCE AND SUPPORT	150 000,00
Community Services	HIV/ AIDS AWARENESS CAMPAIGNS	92 405,00
Community Services	BS003_REFUSE REMOVAL AND DISPOSAL	440 000,00
Community Services	LED31_CRAFTERS DEVELOPMENT TRAINING	100 000,00
Community Services	LED007_MKHAMBATHINI YOUTH SUMMIT	620 000,00
Community Services	LED13.3_MAYORAL GAMES TOURNAMENT	364 300,00
Community Services	LED13.2_SPORTS DEVELOPMENT FORUMS	208 200,00
Community Services	EPWP PROGRAMME	1 143 000,00
Community Services	LED009_MKHAMBATHINI SENIOR CITIZENS CHRISTMAS CELEBRATION	301 572,00
Community Services	LED27.1_TOURISM PROJECTS	110 000,00
Community Services	LED27_MKHAMBA FAIR BUSINESS EXPO	270 000,00
Community Services	LED11.1_GOLDEN GAMES WARD BASED SELECTION	80 000,00
Community Services	LED003_DISASTER MANAGEMENT PLAN ANNUAL REVIEW	50 000,00
Community Services	LED33.1_MKHAMBATHINI CLEANING CAMPAIGNS	95 000,00
Community Services	LED006_UMKHAMBATHINI CAREER EXPO	200 000,00
Community Services	LED11.3_GOLDEN GAMES DISTRICT SELECTION	110 000,00
Community Services	LED13_INDIGENOUS GAMES	95 000,00
Community Services	LED005.2_INDEGENT SUPPORT PROGRAMME	500 000,00
Community Services	LED16_Reduction of new infections	12 480,00
Community Services	LED007.1_YOUTH COUNCIL CAMPAIGNS AND MEETINGS	340 000,00
Community Services	LED008.1_MKHAMBATHINI ACHIEVEMENTS AWARDS	470 000,00
Community Services	LED005_DISASTER AWARENESS CAMPAIGNS	66 750,00
Community Services	LED10.2_DISABILITY DISTRICT GAMES	65 000,00
Community Services	LED19_SMMEs AND COOPERATIVES SUPPORT AND TRAINING	130 220,00
Community Services	LED009.1_SENIOR CITIZENS SUPPORT CLUBS JOINT DIALOGUES	109 000,00
Community Services	LED28.1_REED DANCE ACTIVATION (AMAKHOSI)	105 000,00

Community Services	LED29_MKHAMBATHINI ARTS AND CULTURE COMPETITIONS	602 000,00
Community Services	LED040 MKHAMBATHINI YOUTH SKILLS DEVELOPMENT	334 688,00
Community Services	LED38_COMMUNITY OUTREACH ACTIVITIES	1 142 236,00
Community Services	LED10.1_MKHAMBATHINI DISABILITY FORUM AWARENESS CAMPAIGNS	144 550,00
Community Services	LED10.3_GENDER FORUM AWARENESS CAMPAIGNS (16 Days)	120 000,00
Community Services	LED37_MKHAMBATHINI OPERATION MBO CAMPAIGNS	26 040,00
Community Services	LED008_Educational assistance and bursaries fees	1 200 000,00
Community Services	LED17_Development and Approval of HIV/AIDS Strategy	85 000,00
Community Services	LED005_DISASTER RESPONSE ACTIVITIES	600 000,00
Community Services	Covid-19	800 000,00
		11 282 441,00
Corporate Services	New Municipal Offices	1 521 951,00
Corporate Services	CAP007_Server Room Renovations	1 000 000,00
Corporate Services	MITD15_EAP and Employee Wellness Programme	155 000,00
Corporate Services	CAP002_New Furniture & Equipment	400 000,00
Corporate Services	GG025_System and Equipment Maintained	600 000,00
Corporate Services	MTID004_Training of Municipal Staff	490 000,00
Corporate Services	GG026_ICT Review	70 000,00
		4 236 951,00
Library services	LED34_MKHAMBATHINI LIBRARY WEEK OUTREACH PROGRAMME	111 702,00
Library services	LED35.6_MKHAMBATHINI TERTIARIES APPLICATION PROGRAMME	94 850,00
Library services	LED35_MMKHAMBATHINI MZANSI ONLINE OUTREACH	112 270,00
Library services	LED35.5_LIBRARIES OUTREACH (SCHOOL RESOURCES)	27 805,00
Library services	LED35.1_WORLD READ ALOUD DAY: STORY TELLING ACTIVATION MEETING	1 545,00
Library services	LED35.3_LIBRARIY DISPLAYS	10 300,00
Library services	LED35.2_WORLD READ ALOUD DAY: STORY TELLING	2 060,00
Library services	LED35.4_COMPUTER TRAINING SESSIONS	6 180,00
		366 712,00
Municipal Manager	CC14_Credible IDP developed, reviewed and adopted	3 030 000,00
Municipal Manager	GG009_Performance Management	260 000,00
Municipal Manager	GG002_Development and Training	1 300 000,00
Municipal Manager	MTID17_Corporate Identity	2 100 000,00
Municipal Manager	GG001_Risk Management	300 000,00
Municipal	GG014_Annual Report Developed and Adopted	250 000,00

Manager		
		7 240 000,00
Technical Services	CAP003_New Computer hardware & Software	300 000,00
Technical Services	CAP006_Shelter for Municipal Vehicles	550 000,00
Technical Services	BSD009_Ezinembeni Creche_WARD1	1 538 516,00
Technical Services	BSD005_Dwengu Hall	507 082,00
Technical Services	BSD002_Construction of Camperdown Hall	5 132 585,00
Technical Services	BSD014_Manzamyama Hall	1 529 393,00
Technical Services	BS20_Resurfacing of O Hillary Road	3 282 733,00
Technical Services	BS019_Maintain Municipal Infrastructure Assets (Halls and Creches)	4 979 775,00
Technical Services	BS21_MAINTENANCE OF SPORTS FIELDS	1 500 000,00
Technical Services	Resurfacing of Charton Place Road	951 232,00
Technical Services	Kwenzokuhle Community hall	2 757 993,00
Technical Services	Mgwahumbe Greavel road	3 277 118,00
Technical Services	Mgwahumbe Greavel road	15 584 266,00
Technical Services	Resurfacing of Leylands Road	800 682,00
Technical Services	Resurfacing of Wood Circle	2 039 750,00
Technical Services	Cap11 Qeda Zulu	6 189 900,00
Technical Services	Resurfacing of Victoria Road	938 675,00
Technical Services	Resurfacing of Alfred Storm	911 532,00
Technical Services	Resurfacing of Ascent Crescent	745 982,00
Technical Services	BSD228 Oehley Road Ward3	2 670 097,00
		56 187 311,00

TABLE 138: BUDGET PLAN

KZN226 Mkhambathini - Table A4 Budgeted Financial Performance (revenue and expenditure)				
Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand				
Revenue By Source				
Property rates	18,699	19,782	20,969	22,227
Service charges - electricity revenue	(296)	-	-	-
Service charges - refuse revenue	542	574	609	645
Rental of facilities and equipment	326	345	366	388
Interest earned - external investments	3,409	3,850	4,081	4,326
Interest earned - outstanding debtors	1,811	1,883	1,959	2,037
Dividends received	-			
Fines, penalties and forfeits	28	34	36	38
Licences and permits	6,717	7,121	7,548	8,001
Agency services	-			
Transfers and subsidies	68,915	85,868	75,423	80,081
Other revenue	640	1,174	1,230	1,289
Gains				
Total Revenue (excluding capital transfers and contributions)	100,790	120,631	112,221	119,032
Expenditure By Type				
Employee related costs	38,580	44,692	50,764	53,761
Remuneration of councillors	5,989	6,374	6,540	6,577
Debt impairment	2,755	3,140	3,580	4,081
Depreciation & asset impairment	10,158	11,173	12,291	13,520
Other materials	4,690	6,367	4,208	4,539
Contracted services	24,058	30,420	26,896	28,720
Transfers and subsidies	-	309	340	374
Other expenditure	18,634	19,062	19,854	20,476
Losses				
Total Expenditure	104,864	121,537	124,472	132,048

6.3. BUDGET ASSESSMENT

6.3.1. CREDIBILITY

The Municipal budget is funded in accordance with section 18 of the Municipal Finance Management Act (MFMA). The Municipality embraces budget processes and procedures, and this involves amongst others engagement with political oversight and public through public participation.

The Municipality is currently in the process of allocating budget to all IDP programs and projects, whereby, the proposed budget will then go through the municipal council approval and adoption. Through its processes the municipality dedicates/commits funding for the Review of the IDP and its entire associated budget. The budget is reflected in both the Municipal SDBIP 2020/2021 and

the IDP Implementation Plan.

6.3.2. BUDGET ASSUMPTIONS

The Multi- year budget is underpinned by the following assumptions.

- ✓ The equitable share grant and MIG will escalate as indicated on the budget speech for 2020 and Division of Revenue 2020 Bill MTERF.
- ✓ The budget is built into sensitivity switches to allow for the variation of the various assumptions to demonstrate the effect of different scenarios on the municipality's financial position and results.
- ✓ The Municipality will remain largely a grant funded municipality with grant funding expected to make up 68% of total municipal revenue during the 2020/2021 financial year.
- ✓ The contribution to total revenue from rate will remain minimal (4%) and is expected to be at 6% for the 2020/2021 financial year.

6.3.3. RELEVANCE

The Municipal budget is aligned to the revised IDP. All projects that have been budgeted for are project that were identified during the public participation process and are within the 6th KwaZulu Natal KPA. Due to limited resources, the municipality ensured that projects and programs were screened to ensure that only projects that are aligned to the national and provincial priorities are considered for budgeting.

6.3.4. OPERATING BUDGET

TABLE 139: OPERATING BUDGET

Description R Thousands	Adjusted Budget 2019/20	Budget Year 2020/21	% Increase	Budget Year +1 2021/22	% Increase	Budget Year +2 2022/23
Property Rates	18,699,083	19,781,621	5.8%	20,968,519	6%	22,226,630
Investment Revenue	3,408,647	3,850,000	13%	4,081,000	6%	4,325,860
Transfers recognized – Operational	68,915,155	85,868,000	%	75,423,000	6%	80,081,000
Other Own Revenue	9,767,240	11,132,334	13.5%	11,748,148	6%	12,398,867

TABLE 140: CONSOLIDATED OVERVIEW OF THE MTREF

Description	Adjusted Budget 2019/20	Draft Budget 2020/21	Year 1 Budget 2021/22	Year 2 Budget 2022/23
Total Operating Revenue	120 631 000	120 631 000	112 221 000	119 032 000
Total Operating Expenditure	112 204 000	116 166 000	120 260 000	127 071 000
Surplus/ Deficit	(1 414 000)	4 465 000	(8 039 000)	(8 038 000)
Total Capital Expenditure	26 757 000	30 696 000	32 227 000	24 381 000

TABLE 141: OPERATING TRANSFER AND CAPITAL GRANTS

Description	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
		R thousand	Budget Year 2020/21	Budget Year +1 2021/22
RECEIPTS:				
<u>Operating Transfers and Grants</u>				
National Government:	66,608	85,678	83,423	89,081
Local Government Equitable Share	62,733	79,735	72,423	76,881
Finance Management	2,435	2,800	3,000	3,200
Municipal Systems Improvement				
Integrated National Electrification Programme		2,000	8,000	9,000
EPWP Incentive	1,440	1,143		
Other transfers/grants [insert description]				
Provincial Government:	1,714	1,816	-	-
Library Grant	1,714	1,816	-	-
District Municipality:	-	-	-	-
Total Operating Transfers and Grants	68,322	87,494	83,423	89,081
<u>Capital Transfers and Grants</u>				
National Government:	16,076	15,996	17,027	17,781
Municipal Infrastructure Grant (MIG)	16,076	15,996	17,027	17,781
Total Capital Transfers and Grants	16,076	15,996	17,027	17,781
TOTAL RECEIPTS OF TRANSFERS & GRANTS	84,398	103,490	100,450	106,862

TABLE 142: OPERATING TRANSFER AND CAPITAL GRANTS

Description	Adjusted Budget 2019/20	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Roads, Pavements and Bridges	2,759,000	6,000,000	7,500,000	7,000,000
Community Halls	3,122,000	1,500,000	3,000,000	3,500,000
General Vehicles	400,000	400,000	450,000	500,000
Civic Land and Building	2,400,000	1,000,000	-	2,000,000
Other	695,000	3,000,000	2,250,000	1,075,000
Total Repairs and Maintenance	9 376 000	11 9000 000	13 200 00	14 075 000

6.3.5. REPAIRS AND MAINTENANCE

Aligned to the priority given to preserving the maintaining the Municipality's current infrastructure, the 2020/2021 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulation, operating repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchase of materials and contracted services.

Considering these cost drivers, the following table is a consolidated of all the expenditures associated with repairs and maintenance. In order to meet the standard of achieving the 8% repairs and maintenance target of operating expenditure, the municipality is committed to increase this percentage progressively over the MTREF to reach this target.

Repairs and Maintenance plan has been included as annexure.

TABLE 143: OPERATIONAL REPAIRS AND MAINTENANCE

Description	Adjusted Budget 2019/20	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Roads, Pavements and Bridges	2,759,000	6,000,000	7,500,000	7,000,000
Community Halls	3,122,000	1,500,000	3,000,000	3,500,000
General Vehicles	400,000	400,000	450,000	500,000
Civic Land and Building	2,400,000	1,000,000	-	2,000,000
Other	695,000	3,000,000	2,250,000	1,075,000
Total Repairs and Maintenance	9 376 000	11 9000 000	13 200 00	14 075 000

CHAPTER 7: ANNUAL OPERATIONAL PLAN

7.1. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The strategic direction that the Municipality will undertake has been set forth in the Integrated Development Plan. The plan has been reviewed and adopted, and is supported by a credible Budget, as required by the Municipal Finance Management Act (MFMA) and its supporting reforms.

The Service Delivery and Budget Implementation Plan (SDBIP) will give effect to the IDP and Budget. This document is the expression of the strategic priorities, in quantifiable outcomes that will be implemented by the administration over the next twelve months. Therefore, the SDBIP serves as a “contract” between the administration, council and community, and provides a basis for measuring performance in service delivery targets and budget implementation.

Apart from providing the vital link between the mayor, council and administration, the SDBIP will facilitate the process of accountability, ensuring that appropriate information is circulated internally and externally.

The content of this document is high-level and strategic and is intended for the general public and councillors. The SDBIP is a layered plan, with the top layer dealing with the consolidated service delivery targets and linking such targets to top management (MFMA circular 13). Therefore, only the tip of the information pyramid is published as the SDBIP, and this correlates with the requirements of the National Treasury.

The draft SDBIP is attached as an annexure to the IDP.

7.1.1. LEGISLATIVE IMPERATIVE

In terms of Section 53(1)(c)(ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the Mayor of the Municipality for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate the following:

- ✓ Projections for each month
- ✓ Revenue to be collected ,by source and;
- ✓ Operational and capital expenditure , by vote
- ✓ Service delivery targets and performance indicators for each quarter; and
- ✓ Other matters prescribed.

According to Section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval.

7.1.2. LINK THE IDP TO THE BUDGET

The Municipality identified six strategic areas based on the community consultation, namely:

- ✓ Municipal Transformation and Institutional Development;
- ✓ Social and Local Economic Development;
- ✓ Basic Service Delivery and Infrastructure Development;
- ✓ Good Governance and Public Participation;
- ✓ Municipal Finance Viability and Management; and
- ✓ Spatial and Environmental Analysis.

The diagram below indicates the strategic process that the Municipality will be following in terms of addressing the above strategic areas.

7.1.3. REPORTING ON THE SDBIP

Reporting on the SDBIP is an important way of linking this document to the oversight and monitoring operation of the Municipality's administration. A series of reporting requirements are outlined in the MFMA, both the mayor and the accounting officer (Municipal Manager) have clear roles as defined in the MFMA, in preparing and presenting reports. These reports then allow the Councillors of the Municipality to monitor the implementation of the service delivery programs and initiatives

MONTHLY REPORTING

Section 71 of the MFMA requires the municipality to report on actual revenue collected and actual expenditure incurred against the approved budget. This report must be prepared by the accounting officer on a monthly basis, 10 days after each month end.

The report must include the following, namely:

- ✓ Actual revenue, per source;
- ✓ Actual borrowings;
- ✓ Actual expenditure, per vote;
- ✓ Actual capital expenditure, per vote; and
- ✓ The amount of any allocations received.

In addition, the following explanations must be included:

- ✓ Any material variances from the projected budget targets;
- ✓ Any material variances from the SDBIP; and
- ✓ Any remedial or corrective action taken or to be taken.

QUARTERLY REPORTING

Section 52(d) of the MFMA requires the Mayor to submit a report to council, detailing the implementation of the budget and financial state of affairs of the municipality within 30 days after each quarter. The quarterly performance targets indicative within the SDBIP is the basis of this report.

MID-YEAR REPORTING

Section 72(1)(a) of the MFMA outlines the mid-year reporting requirements. The accounting officer is required by the 25th January of each year to assess the performance of the Municipality, and must take into account the following:

- ✓ The monthly Section 71 reports.
- ✓ The service delivery performance against the targets and indicators set forth in the SDBIP; and
- ✓ The previous year's annual report and progress made to resolve any issues identified in this report.

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

7.1.4. REVENUE AND EXPENDITURE PROJECTIONS

This section contains the financial information as required by the SDBIP.

- ✓ The monthly projection of revenue by source; and
- ✓ The monthly projection of both operating and capital expenditure and revenue by vote

The Service Delivery Budget Implementation Plan reflecting objectives, Key Performance Areas, Key performance Indicators and targets.

CHAPTER 8: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT

8.1. HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

Mkhambathini Municipality Adopted the Key Performance Area Model (Model) at its preferred model. The Planning and Performance Management Regulations stipulates that a municipal organisational performance management system (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted organised and managed, including determining the roles of the different role players.

In the model the performance indicators are grouped together per KPA, for example the key performance indicator dealing with good governance will be group together and those dealing with infrastructure and service delivery will be grouped together.

The municipality is in the process of cascading down the PMS to the level below section 57 for the year 2020/2021 and this will assist the municipality in ensuring that all levels are accountable in the running of the municipality. This will be done in consultation with the organised labour.

In line with the said legal requirement the municipality has developed an OPMS Framework; this framework is seen as a policy document that will set out:

- ✓ The requirements that the Municipality's' OPMS will need to fulfil,
- ✓ The principles that must inform its development and subsequent implementation,
- ✓ The preferred performance management model of the Municipality,
- ✓ The process by which the system will work,
- ✓ The delegation of responsibilities for different roles in the process and
- ✓ A plan for the implementation of the system.

8.2. ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR

Annual Performance Report of the Previous Financial Year is attached as Annexure

The following section of this IDP contains the following:

- ✓ Organisational Key Performance Indicators linked to the departmental indicators;
- ✓ Departmental indicators linked to outputs in the Performance Agreements;
- ✓ Out puts in the Performance Agreements linked to activities in the Operational Plans and Indicators.
- ✓ The IDP ensure that the OPMS are seamlessly aligned with the Municipal Goals, the associated Objectives and the Municipal Budget.

8.3. ANNEXURE : Council Adopted/Reviewed Municipal Policies & Plans

TABLE 144: ANNEXURE: COUNCIL ADOPTED/ REVIEWED MUNICIPAL POLICIES AND PLANS

NO	SECTOR PLAN	DEVELOPED Y/N	REVIEWING Y /N	ADOPTED Y / N	ADOPTION DATE	DATE OF NEXT REVIEW
1.	Disaster Management Plan	Y				JUNE 2021
2.	Draft LED Strategy and Plan		Y		JUNE 2017	JUNE 2021
3.	IWMP Plan			Y	25 TH SEPT 2020	
4.	SDF			Y	25 TH JUNE 2019	
5.	Draft Housing Sector Plan		Y			
6.	Draft ICT Strategy and Plan	Y				
7.	Employment Equity Plan			Y		30 JUNE 2021
8.	Employment Retention Plan			Y		30 JUNE 2021
9.	Red -Tape Reduction Action Plan	Y				
10.	Human Resource Strategy and Plan			Y		
11.	Draft Comprehensive Integrated Transport Plan		Y			
12.	Draft Revenue Strategy	Y				
13.	Supply Chain Management Policy		Y			
14.	Municipal Staff and Retention Policy		Y			
15.	Indigent Register Policy		Y			30 JUNE 2021
16.	Draft Informal Economy Policy	Y				30 JULY 2021
17.	Operations and Maintenance Plan		Y			30 JUNE 2021
18.	WSDP Water Service Development Plan		UMDM			
19.	Communication Strategy Plan			Y		