MKHAMBATHINI
Municipality
For the community

uMkhandlu Wabantu

FOR THE COMMUNITY

DRAFT INTEGRATED DEVELOPMENT PLAN 2026/2027

UHLELO LENTUTHUKO EDIDIYELWE

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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, Recognized Accounting Practice
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
KPA	Key Performance Area
KZN	KwaZulu-Natal
LED	Local Economic Development
SAPS	South African Police Services
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDP	Site Development Plan
SMME	Small, Medium and Micro Enterprise
TLC	Transitional Local Council

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

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR NW NTOMBELA

Mkhambathini's 2025/2026 IDP has been reviewed, and we can look back at it with some level of satisfaction as it points to community needs been tackled and etching closer to our vision of becoming KwaZulu-Natal's mega hub in different industries. The municipality's IDP is rich with information that ensures that the readers fully understand who we are as Mkhambathini Local Municipality.

Draft IDP and Budget Public Participation consultative engagements were carried out in the month of May 2025, the Mayoral Outreach Roadshow programme were successfully carried in all wards in the month of November 2025, and the IDP/Budget will be tabled. The exercise is aimed at gathering issues impacting the community which will inform the budget. We understand that not all citizens can be present during roadshows to echo their views and needs, hence we encourage engagement on our social/electronic media platforms such as radio stations, website, the municipal Facebook page and our WhatsApp line.

Been a small level, B municipality, we don't have the capacity to deliver all basic services therefore engagements continue with uMgungundlovu District Municipality, who provide water, Department of Transport, Department of Co-operative Governance and Traditional Affairs and Department of Human Settlements and various other entities, to find ways of addressing backlogs and challenges faced in ensuring efficient and effective service delivery for all.

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

Considering the vision of the Municipality, we continue to make financial decisions that will bring us closer to fulfilling this vision under uncertain climates such as a weak economy, volatile political dynamics, rising costs of living and ever-increasing service delivery expectations. We intend to take full advantage of our location within the N3 Corridor and will create a conducive environment for investors to come in.

Projects undertaken by the Municipality have progressed successfully, with several completed to the satisfaction of the community, particularly those who have long endured limits or no access to infrastructure. These projects were done in the previous financial years, and some are still on going.

List of Implemented Projects:

- Mboyi Community Hall
- Ophokweni Access Road
- Makhokhoba Access Road
- Banqobile Sport Filed
- Jilafohlo Access Road
- Njobokazi phase 4
- Maqongqo Eletrification phase 2
- Dwengu electrification projects
- Nonzila, Abebhuzi,Mphayeni,and Ophokweni electrification projects

- Submission of application to Department of Human Settlement for Housing Project .
- Application for Small town rehabilitation to Department of COGTA

We can tap ourselves on the back for responding to the needs of many youths who have been knocking on our door for assistance with tertiary registration funds. This move is seen as monumental in ensuring that no one is left out from pursuing a qualification. In recognising the technology space youth are operating in, we were able to award laptops to the top three performing matriculants from each of our municipal schools, this lessens the burden to a rural child who would have otherwise battled to access this technology.

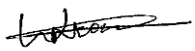
We have maintained an unqualified audit finding and we are tightening internal processes to attain a clean audit finding.

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

We stepped up intake in the Expanded Public Works Program (EPWP), which is a program aimed at assisting the poorest of the poor. For the first time we reached 470 participants, our aim is not just to have them work but create exit programs that assist them with skills they can apply to make a living.

The municipality is still committing itself to ensuring that the implementation programmes and projects are aligned to the Service Delivery and Budget Implementation Plan (SDBIP) and aligned to the District Development Model.

I extend my sincere gratitude to the community of Mkhambathini, management and staff and my fellow councillors for meaningful contributions that will ensure better and speedy delivery of services.



Cllr NW Ntombela

Mayor of Mkhambathini Local Municipality

MUNICIPAL MANAGER'S OVERVIEW

It gives me pleasure to present the Mkhambathini Municipality 2026/2027IDP Review to our community and all stakeholders. This document sets out a clear vision for our future as a municipality which is dominantly rural, rich in agriculture and tourism potential. The N3 is identified in the Spatial Growth and Development Strategy as a provincial corridor in the municipal area and we intend on maximising the developments in this corridor to benefit and uplift the community and infrastructure. The IDP goes beyond the mere fulfilment of legal requirements and presents a collective and clear plan to continue with the momentum of changing the lives of our community.

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

We continue to partner with provincial government and private sector to alleviate the damage done. Learnerships, workshops, disaster grant funding and connecting local business to benefit from construction tenders on offer from giants like SANRAL are some of the initiatives in place.

IDP Public Participation and Budget Izimbizo meetings which were held in May 2024 through community engagements at a gathering where all Wards were included. Radio interviews were conducted through two radio stations. Several issues were raised during the meetings i.e., housing, water & road access to electricity provision.

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

Policy Developments:

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

- Budget Policy
- Rates Policy
- Tariff Policy
- Cash Management Policy
- Investment policy
- Supply Chain Management Policy
- Debt and Credit Control Policy
- Assets Management Policy
- Indigent Policy

The approval and yearly review of these policies bring us in alignment with the Sustainable Development Goals, The National Development Plan, National Outcomes and District Development Model. Our intention going forward is to:

- Successfully implement a new Valuation Roll with a minimum of 5 years supplementary Valuation Roll.
- Improve financial reporting based on MSCOA requirements.
- Improve collection debts to boost municipal cash flow.
- To achieve Clean Audit opinion (AGSA).
- Continuous municipal budget related policies.
- To manage our assets and liabilities (i.e., Current Ratio: Norm2:1).
- To manage cash coverage norm (Norm :3 months).
- Implement cost cutting measures.
- Create a conducive environment for job creation and economic growth.
- Annual preparation of a funded budget as per the MFMA.

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

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

_____.

Mr. S Mngwengwe

Municipal Manager

SECTION A: EXECUTIVE SUMMARY

1. PURPOSE

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

The Mkhambathini Local Municipality 5th generation IDP outlines a development agenda for the municipality for the period 2022/23 to 2026/27. As is known, the IDP's lifespan is linked to that of the term of Council, which is five years. It informs the budget and tries to respond to the aspirations and needs of the community of Mkhambathini Local Municipality and makes pronouncement of uMgungundlovu District Development Model.

The IDP entails adjustment and revisions based on the monitoring and evaluation of information within the Municipality and the regulations in line with the measures that should be entailed within the municipality.

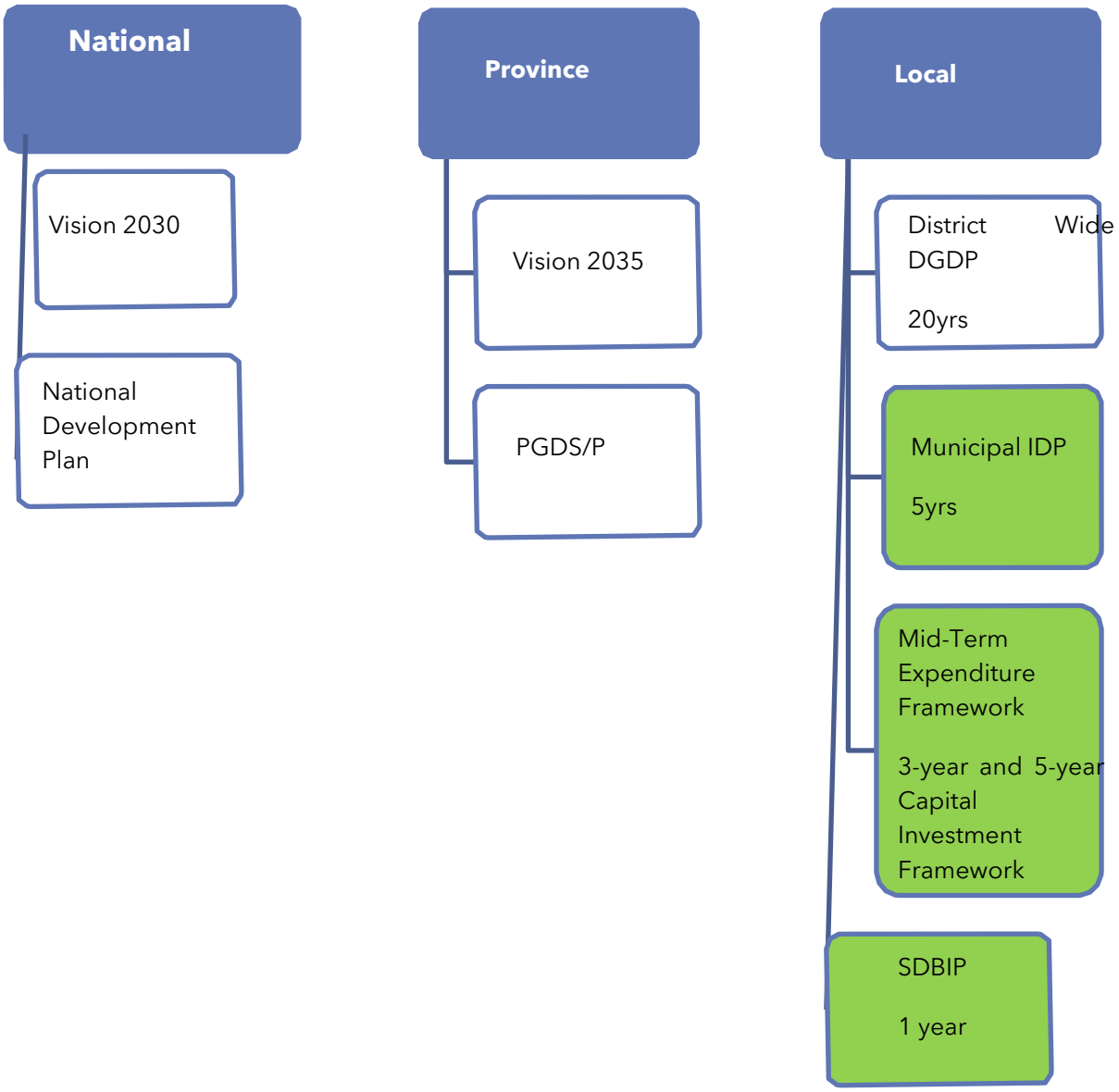
Outcomes-based and alignment: where the IDP aligns with the 14 Outcomes as coming from the National Development Plan and the New Medium Term Strategic Framework (s) of Government.

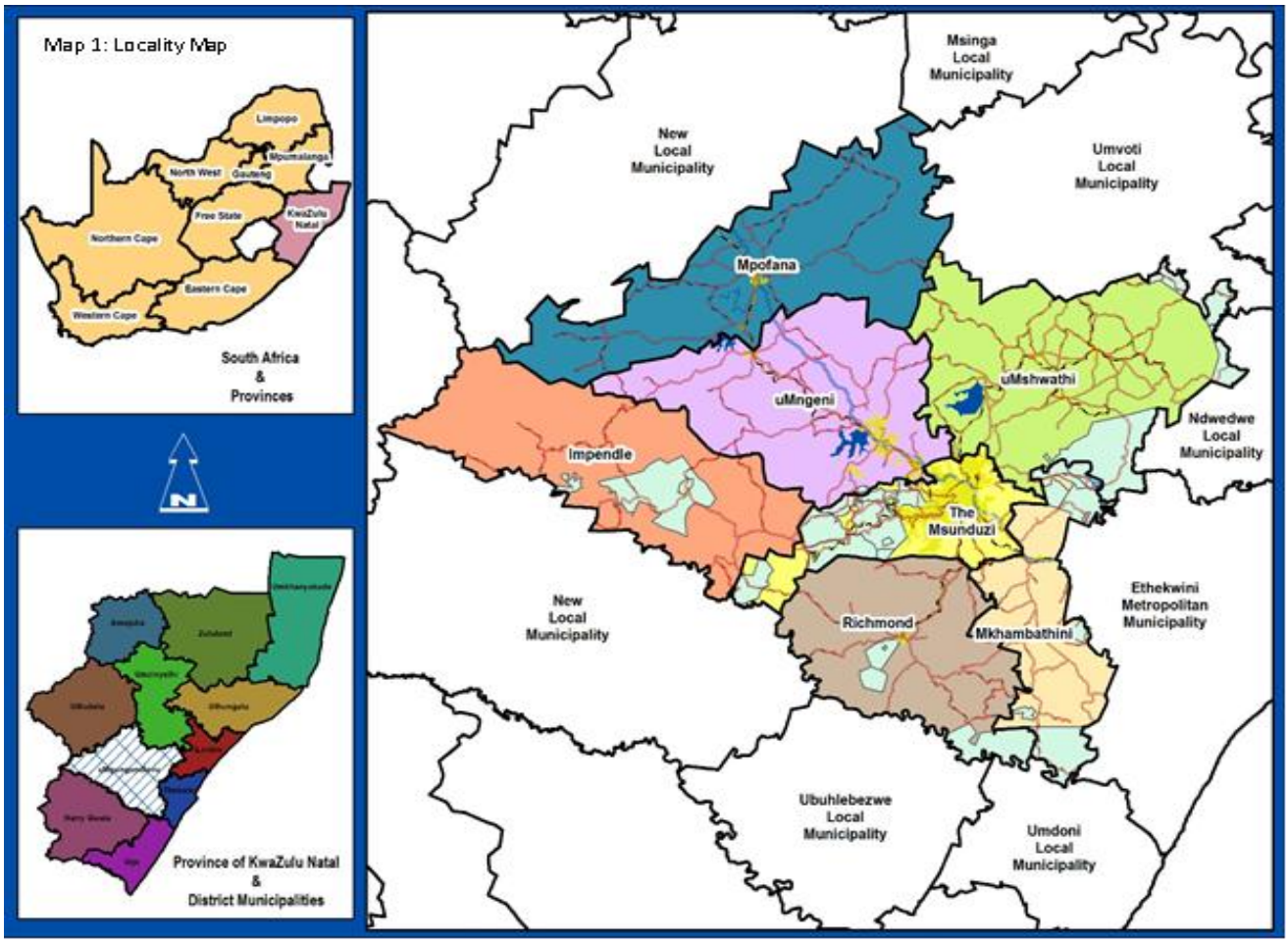
- National priorities-SONA and SOPA: where the IDP aligns with the National and Provincial priorities.
- Public participation as a citizen centric municipality
- A strong focus on service delivery, hence the Service Delivery Plan containing the catalytic projects that can impact change significantly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

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

They measure the impact of the effect of strategies and/ or projects on development and prioritization of the lives of the community. They measure the financial viability of the municipality and its ability to carry out its developmental mandate and envisaged projects and they ensure the efficient utilization of resources.

The diagram below depicts the alignment across the spheres of Government.




Map 1: Locality Map
Limpopo
Mpumalanga
North West
Gauteng
Free State
KwaZulu Natal
Northern Cape
Eastern Cape
Western Cape
South Africa & Provinces
N
Province of KwaZulu Natal & District Municipalities
Msinga Local Municipality
New Local Municipality
Umvoti Local Municipality
Mpofana
uMshwathi
uMngeni
Impendle
Ndwedwe Local Municipality
The Msunduzi
New Local Municipality
Richmond
Mkhambathini
Ethekwini Metropolitan Municipality
Ubuhlebezwe Local Municipality
Umdoni Local Municipality

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 to a full extent. It is one of the seven (7) category B municipalities comprising uMgungundlovu District Municipality. Thus, it shares municipal executive and legislative authority with uMgungundlovu District Municipality. The other local municipalities comprising uMgungundlovu District are Mpofana, Msunduzi, Richmond, Mshwathi, uMngeni and Impendle local Municipalities.
Mkhambathini Local Municipality is one of seven Local Authorities within the uMgungundlovu District Municipality, which is situated within southwest KwaZulu-Natal. Mkhambathini Local Municipality consists of 7 wards with a large part of the municipality being rural in nature and underdeveloped. Towns within the municipal boundaries include Camperdown, Eston and Mid Illovo. Mkhambathini Local Municipality is located along the south-eastern boundary of uMgungundlovu District Municipality. It covers an area of approximately 917km2 and is the second smallest municipality within uMgungundlovu District Municipality.

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

Mkhambathini Local Municipality is one of seven Local Municipalities within the uMgungundlovu District Municipality, which is situated within southwest KwaZulu-Natal. Mkhambathini Local Municipality consists of 7 wards with a large part of the municipality being rural in nature and underdeveloped.

Below is a list of municipalities located within uMgungundlovu District Municipality:

	KZ221 UMSHWATHI MUNICIPALITY: in square kilometers uMshwathi Municipality is the largest of the six Local Municipalities in the District with major urban centres in New Hanover, Wartburg, Dalton and Cool Air. Substantial rural residential settlements are to be found at Swayimane, Mpolweni, Thokozani and Ozwathini.	

	KZ222 UMNGENI MUNICIPALITY: incorporates Howick and Hilton and is ideally situated on the N3 development corridor. Significant manufacturing and industry is already established in the municipal area, with further developments in the pipeline.	
	KZ223 MPOFANA MUNICIPALITY: Agriculture and textiles form the backbone of economic development in the Mpofana municipal area. Dairy farming is one of the drivers in the agricultural sectors followed by crops such as maize, potatoes, beans and peas. Some of the most well know stud farms are located	
	KZ224 IMPENDLE MUNICIPALITY: In Impendle, the World Heritage Site and the Drakensberg-Ukhahlamba Mountain Park accentuates the immense potential in the area for tourism, community based craft endeavours and micro enterprises. An abundance of water allows for a mixed agricultural economy, while the cold winters indicate opportunities for a deciduous fruit industry	
	KZ225 MSUNDUZI MUNICIPALITY: Situated in Msunduzi, Pietermaritzburg, is not only the District's primary urban centre and seat of the uMgungundlovu District Municipality's administration, but is the thriving, modern capital of KwaZulu-Natal. The city is a dynamic commercial and industrial centre and is also recognized as a seat of academic excellence.	
	KZ226 MKHAMBATHINI MUNICIPALITY: Significantly located on the N3 corridor. The municipality has the potential to grow through a diversified economy and on bridging the rural-urban divide.	
	KZ227 RICHMOND MUNICIPALITY: Has potential with a diversified economy in agriculture and tourism as it's endowed with rich natural resources. Opportunities in manufacturing; timber and agro-processing.	

3. MKHAMBATHINI LOCAL MUNICIPALITY STRUCTURE: POLITICAL AND ADMINISTRATIVE GOVERNANCE.

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

TABLE 1: LIST OF COUNCILORS

NAME	SURNAME	DESIGNATION	WARD
CLLR. NW	NTOMBELA	HONRABLE MAYOR	5
CLLR. P. N	MAPHANGA	DEPUTY MAYOR	3
CLLR. T A	GWALA	SPEAKER	4
CLLR. N.M	MAPHUMULO	WARD COUNCILLOR	1
CLLR. S	NGIDI	WARD COUNCILLOR	2
CLLR. M	CELE	WARD COUNCILLOR	6
CLLR. N	NDLOVU	WARD COUNCILLOR	7
CLLR. K R	MDLULI	EXCO MEMBER	
CLLR. L.Z	LEMBETHE	PR COUNCILLOR	
CLLR. P.M	LUSHABA	PR COUNCILLOR	
CLLR. S	MKHIZE	PR COUNCILLOR	
CLLR. S.M	MDLADLA	PR COUNCILLOR	
CLLR. M.M	MKHIZE	PR COUNCILLOR	
CLLR.M. A	NGCONGO	PR COUNCILLOR	

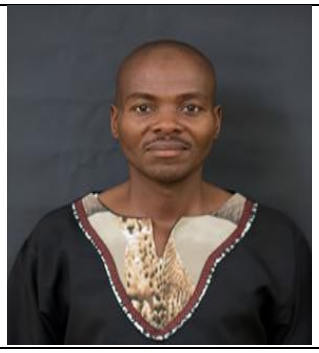
MAYOR: Cllr. NW NTOMBELA	**D MAYOR: Cllr. NP MAPHANGA**	**SPEAKER: Cllr T.A GWALA**	**EXCO MEMBER: Cllr. R. MDLULI**
Cllr. N MAPHUMULO	**Cllr. S NGIDI (Whip)**	**Cllr. M. CELE**	**Cllr. NE NDLOVU**
PR CLLR. S LEMBETHE	**PR Cllr M. LUSHABA**	**PR Cllr S. MDLADLA**	**PR Cllr M. MKHIZE**
			
PR Cllr. ZS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

TABLE 2: List of Traditional Councils in Mkhambathini

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

Other Traditional Councils in Mkhambathini

Macala -Gwala Traditional Council
Amaqamu Traditional Council
Embo – Thimuni Traditional Council
Esimahleni Traditional Council

TABLE 3: MPAC COMMITTEE MEMBERS

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

TABLE 4: FINANCE COMMITTEE MEMBERS

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

TABLE 5: CORPORATE SERVICES COMMITTEE MEMBERS

Corporate Services Committee

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

TABLE 6: COMMUNITY SERVICES COMMITTEE MEMBERS

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

TABLE 7: INFRASTRUCTURE, DEVELOPMENT AND PLANNING SERVICES COMMITTEE MEMBERS

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

TABLE 8: INFRASTRUCTURE SERVICES COMMITTEE MEMBERS

Housing Think "Tank" Committee	
Cllr NW Ntombela	(Mayor) Chairperson
Cllr MN Maphumulo	Member
Cllr S Ngidi	Member
Cllr NP Maphanga	(Deputy Mayor)
Cllr TA Gwala	(Speaker)
Cllr NE Ndlovu	Member
Cllr M Cele	Member

3.1. Administrative Governance

Municipal Manager
Mr. S Mngwengwe

Chief Financial Officer
Mr. TE Gambu

Acting Director Corporate Services
Ms. PP Ngubane

Director Community Services
Ms. NS Mkhize

Director Technical, Development and Planning Services

Table 9: Administrative Governance

DEPARTMENTS	UNIT	HEADED BY
OFFICE OF THE MUNICIPAL MANAGER	Performance System Management Unit Public Participation Unit Communications Unit Integrated Development Planning Internal Audit Unit Youth Development Unit Special Programmes	Municipal Manager: Mr. S Mngwengwe
FINANCE DEPARTMENT	Revenue management Expenditure management Budgeting and Reporting Supply Chain Management Assets Management Fleet management	Chief Financial Officer: Mr. TE Gambu
CORPORATE SERVICES DEPARTMENT	Council Support Registry/Records Management Office Services Human Resources Management and Development Occupational Health and Safety Library Services Traffic Management DLTC and Motor Registration Authority ICT Security	Director: Corporate Services: Ms. P Ngubane
COMMUNITY SERVICES DEPARTMENT	OSS unit Childcare facilities/ HIV/Aids Community facilities (halls & sports) Health Care Services Sport Development Disaster management Refuse removal, solid waste disposal. LED/Tourism, Arts and Culture unit	Director: Community Services: Ms. N Mkhize

	Parks and Gardens	
TECHNICAL, DEVELOPMENT AND PLANNING SERVICES DEPARTMENT	Building regulations Project Management Unit Planning and Development Unit	Director: Technical Services: Mr. S. Zulu

4. How was Mkhambathini Local Municipality IDP Developed?

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

In ac
Muni
plan for the development of the municipality. This strategic plan will be reviewed annually as depicted in the diagram below.

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

The fifth generation 2022/2027 is informed highly by the responses to the MEC Comments as raised in the 2024/2025 IDP Review. Amongst the interventions, the focus of the Fifth Generation IDP is also on the following:

- Legislative compliance in terms of chapter, 4, 5 and 6 of MSA Act No 32 of 2000;
- MEC Letter with assessment comments on the Final IDP Review 2024/2025;
- Self-Assessment, based on past organisational performance outcomes
- Outcomes of the Strategic Planning
- Alignment with Government Priorities E.g. State of the Nation Address and KZN State of the Province Address
- Community inputs received during the community outreach programs (IDP Roadshows);
- Different stakeholder comments and requirements.
- District Development Model
- Revised Strategic Framework
- Development and review of the IDP core sector plans.
- Revised COGTA IDP Guidelines.
- Revised COGTA IDP Assessment criteria.

4.1 PUBLIC PARTICIPATION IN PREPARATION FOR THE 2024/2025 INTEGRATED DEVELOPMENT PLAN

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

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

- Strategic review of the MLM Draft IDP (2024/25) in line with the comments from the MEC Letter: KZN COGTA of Reviewed 2024/2025 IDP.
- Strategic review of outdated sector plans.
- Strategic review of MLM IDP 2023/2024-2026/27 in line with of the Municipality's 2023/24 Annual Report
- Improved alignment between the IDP/Budget and PMS.
- Self- assessment of the COGTA Alignment Session Feedback
- Strategic review of the MLM SDF (2019/20)) in line with the comments from the MEC: KZN COGTA of 2021/22 IDP.
- National and Provincial Priorities, SDG, NDP, PGDS, DGDP, DDM and The MSTF 2019-2024
- Review of the three-year financial plan.
- Development of the SDBIP.
- Preparation of the IDP in line with the Covid-19 priorities and regulations

Process for Public Participation

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

Furthermore, as for Mkhambathini Municipality public participation initiatives aim to foster

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

Feedback Mechanisms

The Mkhambathini Local Municipality has planned for this FY 2024/2025 for the community in line with the services delivery needs that the community has in terms of priority development that the municipal council has implemented in terms of job creation along with programmes for the people of Mkhambathini. The Mayoral Draft IDP and Draft Budget Izimbizo were conducted in May 2024 and Mayoral Outreach programmes were conducted in November 2024 to provide a valuable input into the public participation and budget process of the engagement of all 7 wards areas. The same procedure will be used for the IDP review throughout the following five years.

Deliberations

The municipality works closely with Traditional Councils of Mbambangalo Traditional Council and MaNyavu Traditional Council in the IDP process, consultations and public participation engagement with the assistance of COGTA Public participation and the municipality.

The following public engagement meetings were conducted.

Ward committee meetings
Public meetings and
Hearings.

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

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

Table 21: Stakeholders Meeting that have been conducted in May 2025

STAKEHOLDERS	VENUE	DATE	TIME
Public Consultations: Draft IDP and Budget Imbizo	Maqongqo Community Hall- Ward 1 Manzamnyama Community Hall-Ward 2 Mboyi Sports field- Ward 3 Dukes Community Hall Ngangezwe Community Hall- Ward 5 Mpangisa Community Hall- Ward 6 Nsongeni Sports field- Ward 7	All conducted in May 2025	10:00
Public Consultations: Mayoral Outreach programme IDP Roadshows	Esigodini Community Hall- Ward 7 Makholweni Community Hall- Ward 6 Njobokazi Community Hall- Ward 4 Maqongqo Community Hall- Ward 1 Camperdown Town Hall- Ward 3 Bebhuzi Community Hall– Ward 2 Ezimangweni Sport Field – Ward 5	All conducted in November 2025	10:00
Mkhambathini IDP Rep Forum	Virtual (MS Teams)	08 December 2025	10:00

The Mayor Cllr NW Ntombela will deliver the review of the 5th Generation 2023/24 -2026/27 Draft IDP Review and Draft Budget to the community of Mkhambathini Local Municipality in all municipal wards along with Amakhosi from MaNyavu TC and Maphumulo TC were present as the mayor tabled the Draft IDP and Draft Budget with the inclusion of financial projections of the planned projects and programmes of the municipality that will be implemented for the 2025/2026 FY.

The municipality also aims to provide support to the SMME's in the 7 Wards, with providing those SMME's with different equipment to grow their businesses and which the municipality has been monitoring usage of the equipment given to community members through the Local Economic Development Office. Mayoral Outreach Programmes were conducted in the month of November along with the IDP Rep Forum which was held on the 06th of December 2024 for all 7 wards to implement the reviewed 2025/2026 IDP which was tabled by the Council in the month of May. Which aims to address service delivery issues raised by the community within the 7 wards which assist the municipality when implementing IDP which is informed by the Budget the FY of 2025/2026.

The municipality has budgeted for these basic services needs raised at the public participation engagements conducted by the mayor: Cllr NW Ntombela. In responding to the community needs as per the engagements with the municipality in May 2025. The municipality has planned projects for the 5-year financial plan.

- Estingini Sports Field

- Ezinembeni Access Road
- Qalakahle Sports Field with Grandstands
- Nonzila Crèche/ Community Hall
- Mboyi Community Hall
- Construction of Nkanyezi Sports Field with Grandstands
- Tala Valley Sports Field with Grandstands
- eQeleni Access Road
- Kay Ngcongo Access Road
- Mantungwini Access Road and Bridge

4.2 Inclusion Of Traditional Leadership

Traditional leadership of Mkhambathini Local Municipality do participate in all municipal activities. When the municipality conducted strategic planning session in February 2025, the traditional leadership were part of it. Furthermore, Seated on stage as Mayor : Cllr NW Ntombela tables the Draft IDP and Budget to the community members of all the 7 wards of Mkhambathini jurisidction.

Pic 4: Political leadership and Amakhosi of Mkhambathini Local Municipality

Pic 5: Community members attending the Draft IDP and Budget Imbizo 2024/2025

Pic:6: Community members providing inputs after the Mayor has tabled the Draft IDP and Draft Budget 2023/24.

Site and Contractors Handover

Pic 7: Site and Contractor Handover for Maqongqo Taxi Rank in the picture we have Mbambangalo TC: Inkosi Maphumulo, Cllr Maphumulo who is the Ward 1 councilor and Mayor: Cllr NW Ntombela holding the spade of site for Maqongqo Taxi Rank.

Pic 8: Site and Contractor Handover of Echibini Access Road, in the picture we have Mayor: Cllr NW Ntombela, Speaker: Cllr TA Gwala, Deputy Mayor: Cllr Maphanga, Inkosi Maphumulo from Mbambangalo TC along with the contractor.

Sector Department Involvement

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

However, Mkhambathini Municipality has managed to incorporate the funded projects for 2023/24 FY of sector departments. The various sector departments are fully involved in their IDP process and even though attendance of the sector departments in the IDP Representative Forum has regressed with only a few attending such strategic consultations implemented by the municipality as guide by the Municipal System Act and the Municipalities process plan. The mechanism adopted was to engage sector departments on a one-on-one basis to deal with specific issues affecting the municipality that need to be addressed. Sector departments haven't fully participated in the IDP Representative Forums held by the municipality throughout the year. As a result, the municipality has worked effectively with the following departments and their participation has made significant improvements towards service delivery.

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

- Department of Transport
- Department of Cooperative Governance and Traditional Affairs (COGTA)Department of Social Development
- Department of Public Works
- Department of Agriculture
- Department of Education
- Department of STATS SA
- Department of Economic Development and Tourism
- Department of Arts and Culture
- uMgungundlovu District Municipality
- Department of Human Settlements, and
- ESKOM.
- UMNGENI Water

Alignment with Family of Municipalities Within the District

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

- The IDPs of the uMgungundlovu family are focusing on the outcome based IDP approach thereby aligning with the Key Performance Areas developed by national government.
- Both the SONA and SOPA have been incorporated into the IDP's outcome 9 has been

incorporated into the IDPs there by giving emphasis to good governance and sustainable human settlements (Outcome 8).
- The PGDP has been incorporated as part of improving the alignment between the province and local government.
- The DGDP has been incorporated to improve alignment between the district and local government.
- The IDPs have given emphasis to the Operation Sukuma Sakhe Program and its associated impact on communities in the fight against poverty through job creation.

- Green economy through recycling initiatives is done within the 7 wards of the municipality to enhance waste management within the municipal ward areas and climate change has also been incorporated and awareness campaigns are done championed by the Waste Management Unit to encourage and educate the community about green economy within their areas. These include the implementation of solar energies and smart and conventional meters on new housing developments.
    - The implementation of the DDM of the DDM is done through the District and the Local Municipalities are part of the various DDM sub clusters structures. The Local Municipality Mayor, Municipal Manager and Municipal Officials form part of the DDM Sub-clusters.

Key Development Challenges

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

Table 22: Key challenges and Interventions

KEY CHALLENGES	INTERVENTIONS
High Rate of Unemployment and Low Economic Growth	• To develop and support all emerging SMMEs and Cooperatives within the municipality. • To promote emerging businesses
High Level of Poverty and Inequality	• To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality • To promote the rights of vulnerable groups through various socio-economic development programmes • Ensure implementation of Operation Sukuma Sakhe and Special Programmes
Backlog In the Delivery of Public Facilities	• To provide effective and efficient Library Services • To ensure that the municipal infrastructure assets are maintained.

	• To ensure provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality
Poor Access to Adequate Shelter	• To ensure integrated housing development within the municipality
BACKLOG IN THE DELIVERY OF BASIC INFRASTRUCTURE	
Inequitable Access to Land	• To facilitate spatial development in the entire area of Mkhambathini Municipality
Poor Environmental Quality	• To Ensure a Safe & Healthy Environment
Inefficient Spatial Structure	• To facilitate spatial development in the entire area of Mkhambathini Municipality
Lack of Capacity within Mkhambathini	• To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality
Prevalence Of HIV/Aids	• To Ensure a Safe & Healthy Environment • To create awareness and promote healthy lifestyles that combat dreaded diseases such as HIV/AIDS

4.3 IDP Development Process

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

Table 16: IDP Development Process

Number	Activity	Proposed dates	Actual dates
1.	1st IDP Steering Committee: To discuss the MEC Letter and areas of improvement on preparation of the Draft IDP for 2025/26	January 2026	January 2026
2.	KZN COGTA: IDP Stakeholder engagements on the preparation of the 5th Generation IDP and sectoral coordination	5TH February 2026	February 2026
3.	Mkhambathini Strategic Planning Session in preparation of the Draft IDP for 2026/2027. Head of Departments to incorporate their inputs in line with the Draft Budget/ Govt spatially mapped projects to be included in 5th Generation Draft IDP	13-15 February 2026	February 2026
4.	Advertising of the Draft Budget and Draft IDP	March-April 2026	March-April 2026
5.	Submit Draft 2026/2027 IDP / Draft 2026/2027 SDBIP to COGTA	31 March 2026	
6.	EXCO and Council approval of Draft IDP	30 March 2026	March 2026
7.	Submission of draft IDP to KZN COGTA for Provincial Assessment	31 March 2026	31 March 2026
8.	1st IDP Steering committee: to discuss Provincial Assessment on IDP and any further amendments on Draft prior final adoption of IDP	April 2026	April 2026
9.	Advertisement of Draft IDP for public comments/objections/inputs (minimum 21 Day Period)	April 2026	April 2026
10.	Mayoral Draft IDP and Budget izimbizo engagements	April-May 2026	April 2026
11.	IDP Process Consultation with Amakhosi	April 2026	April 2026

	aseMkhambathini		
12.	Attending UMDM DRAFT IDP and BUDGET IZIMBIZO	May 2026	May 2026
13.	Mkhambathini IDP Forum Meeting: Govt Department to present the projects and programmes planned for Mkhambathini in the 2025/2026 FY. The relevant stakeholder was invited Ratepayers/Traditional Leadership/Business/etc.	May 2026	May 2026
14.	Budget tabled at EXCO for adoption of the Budget	May 2026	May 2026
15.	Mayoral Budget/Izimbizo IDP Review – Public participation engagement	May 2026	May 2026
16.	EXCO and Council approval Adoption of Review IDP for 2026/27, SDBIP and BUDGET 2026/27	May 2026	May 2026
17.	Advertise the Adopted reviewed IDP FOR 2026/27	May 2026	May 2026
18.	District IDP Subcluster: District Family in preparation of the process plans for the Draft IDP for 2026/27	July 2026	July 2026
19.	Preparation of Draft Process Plan for the 2026/2027 and submission to COGTA for assessment	31 July 2026	31 July 2026 Submitted Draft Process Plan to CoGTA for comments
20.	One on one engagement with KZN COGTA: IDP on the adoption of the Draft Process Plan	July 2026	July 2026
21.	Adoption of Process Plan by Council	August 2026	August 2026
22.	Advertising of IDP-Budget-PMS Process Plan	August 2026	August 2026
23.	Submission of adopted IDP-Budget-PMS Process Plan	September 2026	
24.	District IDP Subcluster meeting to discuss the readiness of the 4th Generation Draft IDP /Sector plans /Public participation in light of Covid-19 regulations	October 2026	October 2026
25.	Public Participation: Mayoral Outreach Programme/Roads with the participation of the	November 2026	November 2026

	District Municipality. The Honorable Mayor gives feedback to the community on what the municipality has done this far and address the issues of the community		
26.	MEC Comments delivered by COGTA: IDP Unit to the Mayor of the municipality	November 2026	November 2026
27.	IDP Steering Committee Meeting: To discuss the identified gaps from the MEC Letter/Review/inclusion of critical sector plans review/required inputs from each municipal department/each department to give a status quo of their relevant plans required for inclusion in the IDP	November 2026	November 2026
28.	2ND IDP Forum Meeting with Government Departments to present the progress of the implemented projects and programmes for Mkhambathini Municipality	November 2026	November 2026
29.	KZN CoGTA Alignment Feedback Sessions	November 2026	November 2026
30.	KZN COGTA Best Practice	December 2026	December 2026

5. WHAT ARE OUR KEY CHALLENGES?

5.1 MKHAMBATHINI LOCAL MUNICIPALITY IDENTIFIED CHALLENGES

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 the 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 areas. The way refuse is disposed of in rural areas is a concern, as the burning of refuse is utilized as a form of disposing of unwanted materials.

The areas residing in the rural communities still use Pit Latrines or no system at all.

The Bad Weather conditions and KZN Floods which had an impact on the various wards within the municipality.

6. The Long-Term Municipal Vision

Mkhambathini Spatial Vision	By 2045, Mkhambathini will be a prosperous municipality where industry, tourism, and agriculture drive sustainable livelihoods, regional integration, and inclusive human development along the N3 corridor, supported by the protection and restoration of its natural systems that underpin long-term resilience.
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."

6.1 Goals and Objectives

The Mkhambathini Municipality's IDP has adopted a long-term planning perspective but also presents a short to medium term strategic agenda and detailed five-year programme commencing in the 2021/2022 financial year ending in 2026/2027 financial year. This period coincides with the term of office of the incumbent council and aligns with the budget cycle.

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

- To create a Newtown that promotes local economic development.
- To prioritize the municipality's catalytic projects which focus on the wastewater treatment works.
- To strengthen intergovernmental relations to ensure the resuscitation of the railway network, accelerating the interchange upgrade programme and augmenting 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

7. WHAT ARE WE GOING TO DO TO UNLOCK AND ADDRESS OUR KEY CHALLENGES?

7.1 MKHAMBATHINI -DEVELOPMENT GOALS WITH ALIGNMENTS OF NKPAS, STRATEGIC OBJECTIVES AND BACK TO BASICS

NATIONAL KEY PERFORMANCE AREA1 : BASIC SERVICE DELIVERY					
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Strategic Objective**	
Office of the Municipal Manager	**Pillar 2 - Delivering Basic Services**	BSD 1.1	BSD1.1.1	1.1	To ensure provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality
			BSD1.1.2		
Technical Services			BSD1.1.3		
			BSD1.1.4		
			BSD1.1.5		
			BSD1.1.6		
			BSD1.1.7		
			BSD1.1.8		
			BSD1.1.9		
			BSD1.1.10		
			BSD1.1.11		
			BSD1.1.12		
			BSD1.1.13		
			BSD1.1.14		
Community Services		BSD 1.2	BSD1.2.1	1.2	To ensure a Safe & Healthy Environment through waste minimization, maintenance of parks, gardens and open spaces
			BSD1.2.2		
			BSD1.2.3		
			BSD1.2.4		
			BSD1.2.5		
			BSD1.2.6		
			BSD1.2.7		
Community		BSD 1.3	BSD1.3.1	1.3	To ensure provision of free Basic Services

Services			BSD1.3.2 BSD1.3.3		for indigent residents of Mkhambathini Municipality through social relief support and free basic electricity
Technical Services		BSD 1.4	BSD1.4.1 BSD1.4.2 BSD1.4.3 BSD1.4.4 BSD1.4.5 BSD1.4.6 BSD1.4.7 BSD1.4.8 BSD1.4.9 BSD1.4.10 BSD1.4.11 BSD1.4.12 BSD1.4.13	1.4	To ensure maintenance of municipal infrastructure assets.
NATIONAL KEY PERFORMANCE AREA 2 : MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Strategic Objective**	
Office of the Municipal Manager	**Pillar 5 - Building Capable Local Government**	MIDT 2.1	MIDT2.1.1	2.1	To ensure a functional organisational structure
Corporate Services			MIDT2.1.2		
Corporate Services		MIDT 2.2	MIDT2.2.1 MIDT2.2.2 MIDT2.2.3 MIDT2.2.4	2.2	To ensure sound human resource management
Office of the Municipal Manager			MIDT2.2.5		
Community Services			MIDT2.2.6		

Finance Department			MIDT2.2.7		
Technical Services			MIDT2.2.8		
Community Services		MIDT 2.3	MIDT2.3.1	2.3	To ensure effective and efficient Library Services
Corporate Services		MIDT 2.4	MIDT2.4.1	2.4	To ensure that municipal staff is skilled according to job requirements
			MIDT2.4.2		
Finance Department		MIDT 2.5	MIDT2.5.1	2.5	To ensure effective and efficient asset protection and management
Corporate Services			MIDT2.5.2		
Corporate Services		MIDT 2.6	MIDT2.6.1	2.6	To promote occupational health and safety in the workplace
Corporate Services		MIDT 2.7	MIDT2.7.1	2.7	To ensure that efficient and effective fleet management
			MIDT2.7.2		
			MIDT2.7.3		
Corporate Services		MIDT 2.8	MIDT2.8.1	2.8	To ensure effective and efficient ICT Management
			MIDT2.8.2		
Corporate Services		MIDT 2.9	MIDT2.9.1	2.9	To provide acceptable Employee Assistance Programme (EAP) and wellness initiatives
			MIDT2.9.2		
		MIDT 2.10	MIDT2.10.1	2.10	To ensure effective and efficient Records Management
		MIDT 2.11	MIDT2.11.1	2.11	To ensure that employment equity targets are met
			MIDT2.11.2		
Office of the Municipal Manager		MIDT 2.12	MIDT2.12.1	2.12	To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality through public employment and training programmes
Corporate Services			MIDT2.12.2		
			MIDT2.12.3		
			MIDT2.12.4		
Community Services			MIDT2.12.5		
			MIDT2.12.6		
			MIDT2.12.7		
			MIDT2.12.8		
Community Services		MIDT 2.13	MIDT2.13.1	2.13	Enhance Community Safety and Security within the municipal area
			MIDT2.13.2		

NATIONAL KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT				
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No.**	**IDP Strategic Objective**
Community Services	**PILLAR 1 - PUTTING PEOPLE FIRST**	LED3.1	LED3.1.1	3.1 To facilitate economic development and job creation through collaboration with existing and new industries
			LED3.1.2	
			LED3.1.3	
Community Services		LED3.2	LED3.2.1	3.2 To develop and support all emerging SMMEs and Cooperatives within the municipality through establishment of institutional arrangements, support and development programme
Office of the Municipal Manager			LED3.2.2	
Finance Department			LED3.2.3	
Office of the Municipal Manager		LED3.3	LED3.3.1	3.3 To promote the rights of vulnerable groups through various socio-economic development programmes linked to persons with disabilities, gender issues, youth, children and senior citizens
Community Services			LED3.3.2	
			LED3.3.3	
Community Services		LED3.4	LED3.4.1	3.4 To support community agricultural Development initiatives within all seven wards in line with the LED Strategy Implementation plan
		LED3.5	LED3.5.1	3.5 To promote Arts and Culture Activities through establishment of institutional arrangements and implementation of arts and Culture plan in line with the LED strategy implementation plan
		LED3.6	LED3.6.1	3.6 To position the municipality as the Tourism destination of choice through promotion of tourism outlets and services
			LED3.6.2	
		LED3.7	LED3.7.1	3.7 To promote Sports and Recreation through implementation of the sports development plan
			LED3.7.2	

		LED3.8	LED3.8.1	3.8	To reduce teenage pregnancy, substance abuse and HIV/AIDS infections amongst teenagers and youth through strategic engagements of key stakeholders, life skills programs and family support
Community Services		LED3.9	LED3.9.1	3.9	To facilitate reduction of poverty levels through functional Operation Sukuma Sakhe structures and programs
NATIONAL KEY PERFORMANCE AREA 4 : FINANCIAL VIABILITY					
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Strategic Objective**	
Finance Department	**PILLAR 4- SOUND FINANCIAL MANAGEMENT**	FIN4.1	FIN4.1.1	4.1	To ensure enforcement of sound financial management practices
			FIN4.1.2		
			FIN4.1.3		
			FIN4.1.4		
			FIN4.1.5		
			FIN4.1.6		
			FIN4.1.7		
Office of the Municipal Manager			FIN4.1.8		
Corporate Services			FIN4.1.9		
Community Services			FIN4.1.10		
Technical Services			FIN4.1.11		
Finance Department		FIN4.2.	FIN4.2.1	4.2	To ensure that the Budget is spent according to budget projection
Office of the Municipal Manager			FIN4.2.2		
			FIN4.2.3		
Office of the Municipal Manager		FIN4.3	FIN.4.3.1	4.3	To ensure compilation of a credible Annual Financial Statements
			FIN4.3.2		
Finance Department			FIN4.3.3		

Community Services		FIN4.4	FIN4.4.1	4.4	To ensure revenue enhancement
Finance Department			FIN4.4.2		
			FIN4.4.3		
			FIN4.4.4		
			FIN4.4.5		
Finance Department		FIN4.5	FIN4.5.1	4.5	To ensure that the Municipal Liquidity position is managed at 1:07
Finance Department		FIN4.6	FIN4.6.1	4.6	To ensure effective management of the payroll system
Community Services		FIN4.7	FIN4.7.1	4.7	To ensure effective and efficient grants management through 100% expenditure on all Conditional grants
Finance Department			FIN4.7.2		
			FIN4.7.3		
Technical Department			FIN4.7.4		
			FIN4.7.5		
			FIN4.7.6		
Office of the Municipal Manager		FIN4.8	FIN4.8.1	4.8	To ensure effective and efficient supply chain management system
			FIN4.8.2		
Finance Department			FIN4.8.3		
			FIN4.8.4		
			FIN4.8.5		
			FIN4.8.6		
NATIONAL KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Strategic Objective**	
Office of the Municipal Manager	**PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE**	GG5.1	GG5.1.1	5.1	To implement and maintain effective enterprise risk management system
			GG5.1.2		
			GG5.1.3		
Corporate Services			GG5.1.4		
Community Services			GG5.1.5		
Finance Department			GG5.1.6		

Technical Services			GG5.1.7	
Office of the Municipal Manager			GG5.2.1	5.2 To provide reasonable assurance on the adequacy and effectiveness of internal control system
			GG5.2.2	
			GG5.2.3	
			GG5.2.4	
			GG5.2.5	
			GG5.2.6	
Corporate Services			GG5.2.7	
Community Services			GG5.2.8	
Finance Department			GG5.2.9	
Technical Services			GG5.2.10	
Office of the Municipal Manager		GG5.3	GG5.3.1	5.3 To transform the Municipality into performance driven Municipality, ensure an effective Audit and Performance Committee
			GG5.3.2	
Office of the Municipal Manager		GG5.4	GG5.4.1	5.4 Ensure Functional Public Municipal Accounts Committee
Office of the Municipal Manager		GG5.5	GG5.5.1	5.5 To ensure continuous engagement with ward constituencies
			GG5.5.2	
Office of the Municipal Manager		GG5.6	GG5.6.1	5.6 To ensure that services provided to the municipality by the service providers are of high quality
Corporate Services			GG5.6.2	
Community Services			GG5.6.3	
Finance Department			GG5.6.4	
Technical Services			GG5.6.5	
Office of the Municipal Manager		GG5.7	GG5.7.1	5.7 To transform the municipality into a performance driven institution through performance planning and monitoring
			GG5.7.2	
			GG5.7.3	
			GG5.7.4	
			GG5.7.5	

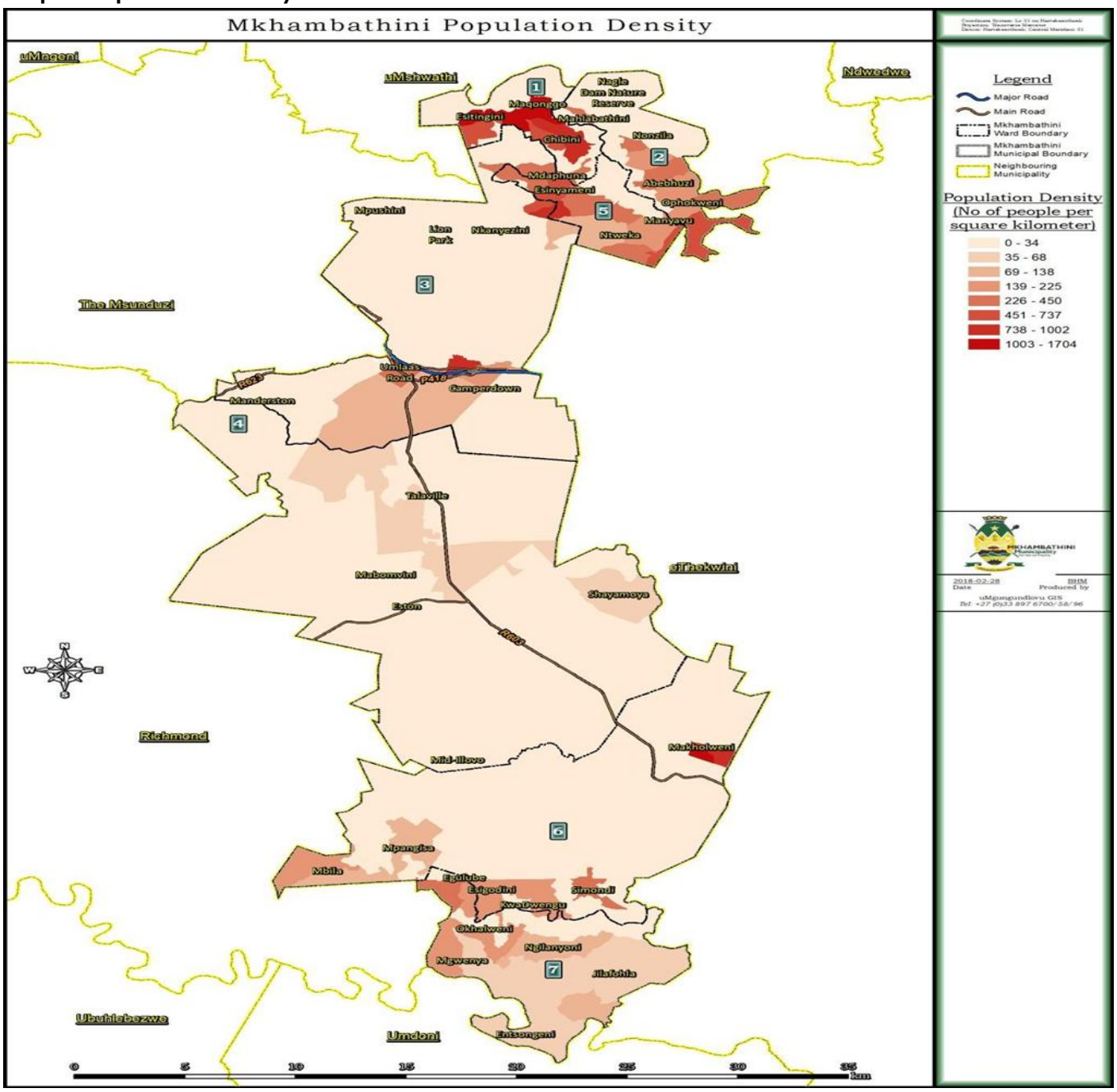
			GG5.7.6	
			GG5.7.7	
			GG5.7.8	
Corporate Services			GG5.7.9	
			GG5.7.10	
			GG5.7.11	
			GG5.7.12	
			GG5.7.13	
			GG5.7.14	
Community Services			GG5.7.15	
			GG5.7.16	
			GG5.7.17	
Finance Department			GG5.7.18	
			GG5.7.19	
Technical Services			GG5.7.20	
			GG5.7.21	
NATIONAL KEY PERFORMANCE AREA 6: CROSS CUTTING				
Responsible Department	**Back to Basic / C88**	**IDP Ref No.**	**SDBIP Indicator Reference No..**	**IDP Strategic Objective**
Office of the Municipal Manager	**PILLAR 2 - DELIVERY BASIC SERVICES**	CC6.1	CC6.1.1	6.1 To ensure strategic development and management of the municipality's Integrated Development Plan
			CC6.1.2	
			CC6.1.3	
			CC6.1.4	
Corporate Services			CC6.1.5	
Community Services			CC6.1.6	
Finance Department			CC6.1.7	
			CC6.1.8	
Technical Services			CC6.1.9	
Technical Services		CC6.2	CC6.2.1	6.2 To promote effective and efficient building control services

Community Services		CC6.3	CC6.3.1 CC6.3.2	6.3	To ensure a functional Disaster Management Unit through strategic institutional arrangements
Technical Services		CC6.4	CC6.4.1	6.4	To ensure spatial development in the entire area of Mkhambathini Municipality
		CC6.5	CC6.5.1	6.5	To ensure integrated housing development within the municipality

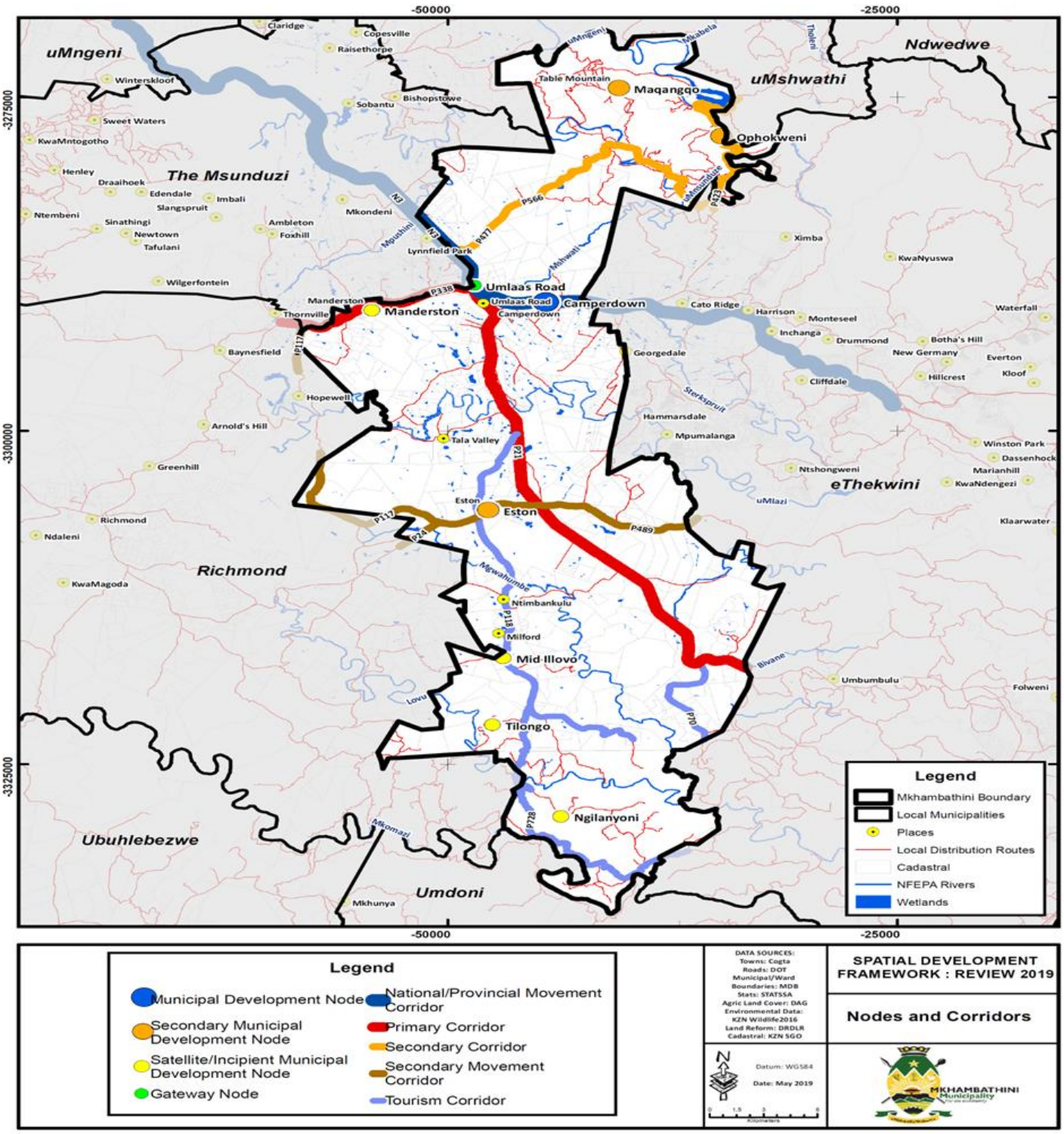
7.2 DEVELOPMENT INTERVENTIONS

The municipality has identified major development activities in its nodes. The main goal of these ongoing and planned initiatives is to solve social, economic, and infrastructural concerns. In the core nodes, the main goals are to revive urban centres in order to attract investment.

Map 1: Population Density



Map 2: Spatial Development Framework (SDF) 2019



The Overall Economic Climate

Renamed Mkhambathini and based in Camperdown, it 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 harbor. 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 has 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 the 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 constitute 34% of the total population (excluding the children depending on 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 the economically active group constitutes 30%, which means very few are employed as there is 28% unemployment in the district. The elderly, who are over 65 years old, constitute 5% of the total population.

Manufacturing

The manufacturing sector is the fourth largest sector within the Mkhambathini Municipality in terms of its contribution to employment and economic growth and development objectives. However, its overall share of contribution has been declining during the last few decades. As a secondary sector, it plays particularly important development objectives in terms of job creation

and supporting other industries within the local economy. Mkhambathini Municipality has become particularly attractive to industrial investors due to its relatively cheap electricity compared to eThekwini and Msunduzi Municipalities.

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

Enhance the potential of the agricultural sector.
Unlock further industrial development opportunities; and
Enhance the potential for logistics and transportation sectors.
Further to this, the number of industries either moving to, or already operating within the vicinity of Camperdown continues to escalate and this presents an opportunity for job creation and growth in local economy.

Agriculture

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

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

The sector is promoted by a long- established network of organized business structures which form part of the broader KwaNalu organization. The sector is characterized by business interests ranging from sugar cane, forestry, and related products and one of the greatest concentration of poultry networks in the world. There is a big network of agri-industries creating synergy and increasing the overall comparative advantage of the sector. The importance of the agricultural sector within Mkhambathini Municipality is underlined by the sector's overall contribution to formal employment as well as GVA. The 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 in 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 Ngonyama Trust land.

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 a 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 recognized tourism body such as Msunduzi Tourism, KZN tourism and so on found in other areas. There is a Tourism Plan in place which is incorporated in the LED Strategy of Mkhambathini Municipality. This plan highlights several advantages which both existing and new entrants in the sector could take full advantage of.
The municipality has several cultural, historical, and natural assets, which have begun to form the basis of an emergent tourism industry. The main features of the existing tourism sector are:

Eco-tourism: Private game ranches offering up-market accommodation and wildlife trails for visitors (including Tala Valley Game Ranch, Killarney Game Ranch, White Lodge, Insingizi Lodge, the Lion Park, and Zoo).
Agro- tourism: The Sakabula Circuit comprises of several autoroutes that meander through the municipality, linking it to adjacent areas (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 hosts a number of adventure and sporting activities including off-road motorcycle and car races, canoeing events on Nagle dam, mountain bike races (cycling), micro lighting, skydiving, waterskiing and hiking trails.
A Game reserve has been proposed for the Mkhambathini Areas between the N3 and Cato Ridge, although the progress to develop the park is unclear.
Tourism attractions are generally located close to the main roads traversing the municipality. Ownership of the tourism industry tends to be highly concentrated with little involvement by

rural communities. Participants at community workshops called for the exploitation of undeveloped tourism potential in the municipality, their involvement in tourism development and related income generating opportunities, as well as the need for education about the benefits and obligations of tourism.

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 the Council's Long-term vision with specific emphasis on the municipality's most critical development objectives, actions plan entailed in line with the Covid-19 priorities and strategies (Development Strategies).
A capital program includes a one- year program, a three- year program aligned to the Medium-Term Expenditure Framework, Medium-Term Strategic Framework, and the Five-Year Plan (Capital Investment Projects).
An implementation framework which includes sector plans, particularly the financial plan, spatial development framework, organizational performance management system and an organizational transformation and institutional development plan (Integration).
The outline of the Mkhambathini IDP was reviewed in line with the performance targets achieved by the municipality with the 2023/2024municipal annual report which is attached as an annexure in the IDP.

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

Approach

The approach adopted in reviewing the Final IDP for the 2024/25 financial year was strongly guided by the guidelines prepared by the Department of Co-Operative Governance and Traditional Affairs (COGTA) as set out in the Revised KZN IDP Framework Guidelines dated 18 February 2022. The guide pack advocates for a process that is integrated, sustainable, issue-driven, people centered, and practical and action oriented.

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

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

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

Output 1: Implement a differentiated approach to municipal financing, planning and support.
Output 2: Improving access to basic services.
Output 3: Implementation of the Community Works Programme.
Output4: Actions supporting the Human Settlement Outcome.
Output 5: Deepen democracy through a refined Ward Committee Model; and
Output 6: Administrative and Financial Capability

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

The approach adopted in the preparation of this round of IDP process 2025/2026 was strongly guided by the guidelines prepared by the Department of Co-operative Governance and Traditional Affairs (COGTA) as set out in the 5th Generation guide packs. The guide packs advocate a process that is integrative, sustainable, issue driven, people centered, practical and action oriented.

8. How Will Our Progress Be Measured?

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

The SDBIP will be attached as an annexure.

SECTION B1: PLANNING AND DEVELOPMENT OF PRINCIPLES

Planning and development in Mkhambathini Local Municipality occurs within the national and provincial policy framework and provides for the implementation of the priorities as outlined in these documents. This section of the chapter offers a summary of the government policies and imperatives that must be considered by the municipality during the integrated development planning processes. In addition, the section summarizes how the municipality has handled and applied these in its jurisdiction.

9.NATIONAL POLICY FRAMEWORK

9.1 National Development Plan

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

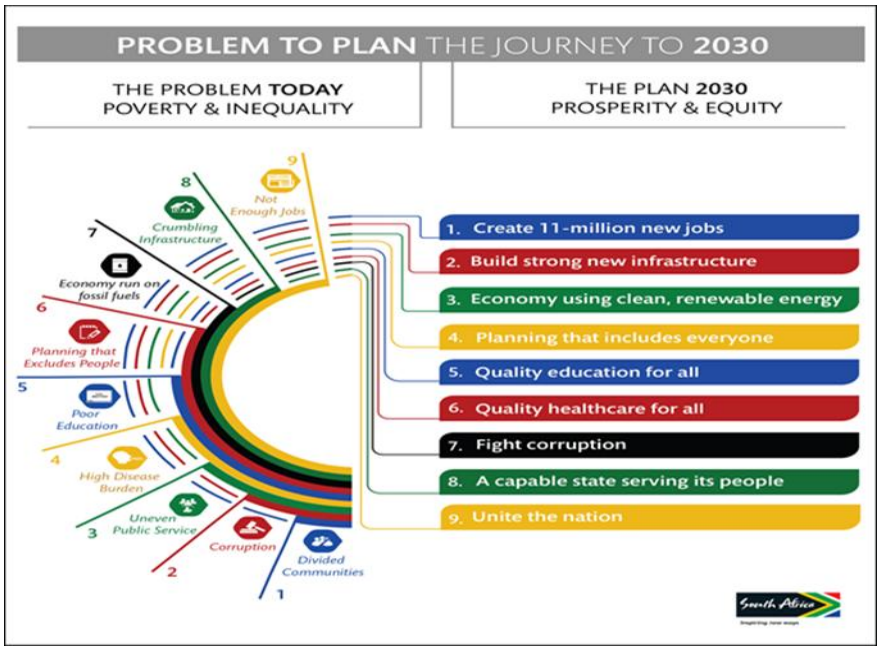


Figure 1: National Development Plan Diagram

The NDP aims to achieve the following objectives by 2030:

Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality

Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable

Raising economic growth, promoting exports and making the economy more labour absorbing

Focusing on key capabilities of both people and the country

Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners

Building a capable and developmental state

Strong leadership throughout society that work together to solve our problems

According to the NDP by 2030 there should be:

A reduction in the number of people who live in households with a monthly income below R419 per person from 39 percent to zero.

A reduction in inequality as measured by the Gini coefficient, from 0.69 to 0.6.

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

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

Housing, water, electricity and sanitation

Safe and reliable public transport

Quality education and skills development

Safety and security

Quality health care

Social protection

Employment

Recreation and leisure

Clean environment

Adequate nutrition

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

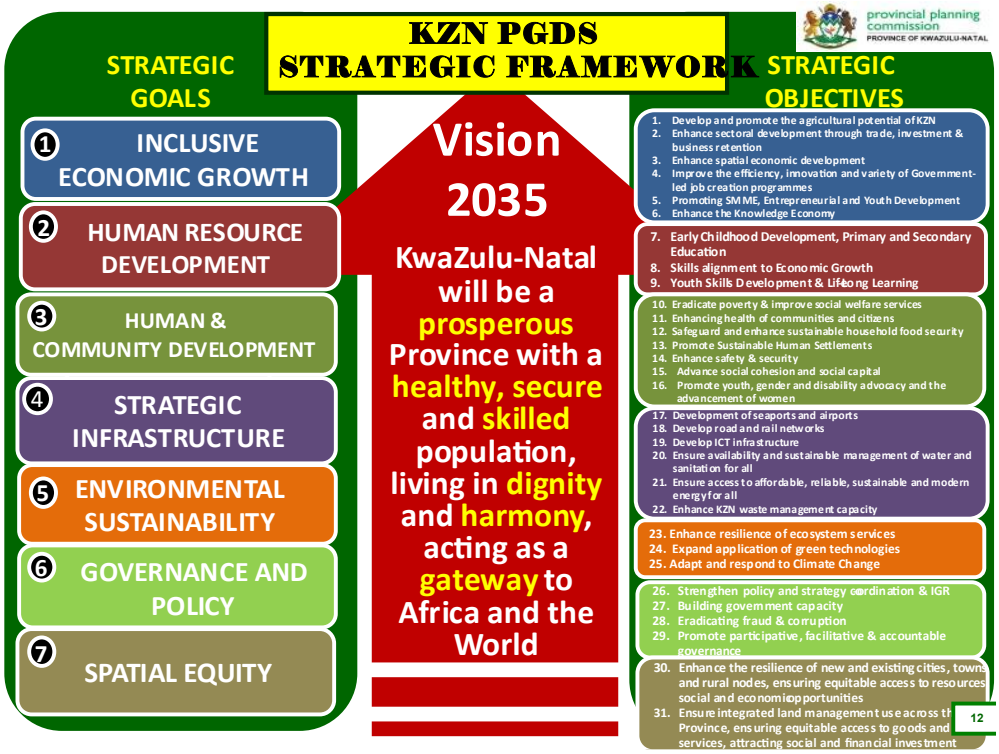
The NDP and its proposals need to be implemented in the correct order over the next 15 years (3 phases), for the achievement of Vision 2030 to become a reality. The NDP calls on all South Africans from all walks of life to join forces, uniting all energies towards the implementation of this plan. This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

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

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

Local Relevance: Mkhambathini municipality is predominantly rural and shaped largely by the Apartheid policies which segregated people from economic opportunities. NDP strongly emphasis Rural Development in conjunction with agricultural development. The agricultural sector has experienced a number of challenges, such as the drought. Furthermore, the redistribution of land to people who don't have sufficient skills to maintain the agricultural activities is also taking a large toll in the decline of agricultural activities. The Municipality should strive to ensure that the indigenous people as well as those who acquire land through redistribution have the required skills to maintain agricultural production within the area. All development initiatives in Mkhambathini are guided by the KZN PGDS, NSDP, the principles of the PDA, the Spatial Planning & Land Use Management Act No 16 of 2013, and the SPLUMA compliant Municipal -wide Land Use Scheme (adopted June 2020)

9.2 Provincial Growth and Development Strategy (PGDS)



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

Sustainable communities, livelihoods and living environments (PGDS, 2011) Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The MLM IDP is formulated within the framework of the PGDS and is fully aligned with the provincial development goals.

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

The PGDP has 30 objectives that are mentioned as follows:

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

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

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

Needs and Potential. The agricultural sector is key to address poverty within the province of KwaZulu- Natal since most of the areas are currently experiencing high levels of poverty, more specifically within rural areas. The agricultural sec- tor's contribution towards the provincial economy is minimal but has the potential to increase if its full potential is realized. The commercial agricultural sector is the major employer within major municipalities and forms the economic anchor of such municipalities. Subsistence agriculture is regarded as the most important source of sustenance for most rural households. The challenge towards reducing unemployment and poverty may be addressed through the transformation of the agricultural sector.

9.3 SPLUMA PRINCIPLES: SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

The Spatial Planning and Land Use Management Act 16, 2013, 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 people.
- 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 flexibility in spatial plans, policies and land use management system is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

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

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

SPATIAL JUSTICE

The principle of spatial justice must address the following issues:
Past spatial and other development imbalances must be redressed through improved access to and use of land;
Spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
Spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
Land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas;
Land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
A Municipal Planning Tribunal considering an application before it, may not be impeded or

restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

SPATIAL SUSTAINABILITY

The principle of spatial sustainability, whereby spatial planning and land use management systems must:
promote land development that is within the fiscal, institutional and administrative means of the Republic;
ensure that special consideration is given to the protection of prime and unique agricultural land;
uphold consistency of land use measures in accordance with environmental management instruments;
promote and stimulate the effective and equitable functioning of land markets;
consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
promote land development in locations that are sustainable and limit urban sprawl.

SPATIAL EFFICIENCY

Currently settlements are characterized by segregation of land uses, urban sprawl and low-density development that cannot support public transport, or small businesses. This should be addressed through appropriate densification, as well as limiting the growth of settlements through the introduction of an urban / settlement edge. This principle requires that:
Land development must optimise the use of existing resources and infrastructure;
Decision-making procedures must be designed to minimise negative financial, social, economic or environmental impacts.
Spatial efficiency can also be achieved through implementation of development application procedures that are efficient and streamlined and timeframes are adhered to by all parties.

SPATIAL RESILIENCE

Flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

GOOD ADMINISTRATION
This principle suggests the adoption of an integrated approach in spatial planning and land development, particularly by all spheres of government. The principle of good administration advocates that:
All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
The requirements of any law relating to land development and land use are met timeously;
All government departments must provide their sector inputs and comply with any other

prescribed requirements during the preparation or amendment of spatial development frameworks;
The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
Policies, legislation and procedures must be clear in order to inform and empower the public.

9.4 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

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

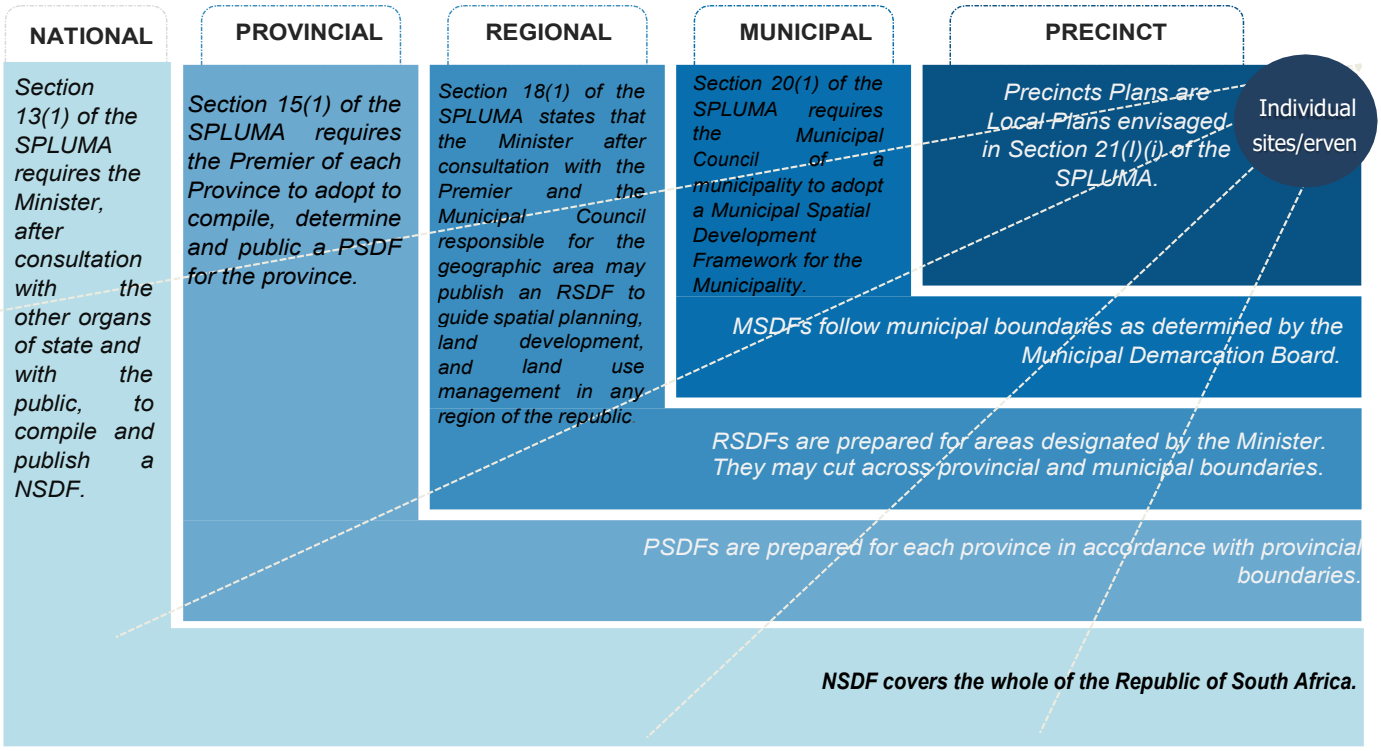
The Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013 introduced a new spatial planning system in South Africa. It replaced a myriad of discrete apartheid era legislation and the associated disjointed planning system with a single framework legislation that provides for a uniform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

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

The new approach places spatial planning at the centre of cooperative government and intergovernmental relations. Chapter 3 of the SPLUMA is dedicated to this issue, and in addition to Schedule 4 and 5 of the Constitution, it mandates both national and provincial spheres of government to implement measures to support and monitor spatial planning within their areas of jurisdiction. It entrusts the national government with the responsibility to support and strengthen both provinces and municipalities in undertaking effective spatial planning; and allocates a duty to capacitate and enable municipalities to perform their spatial planning duties and functions competently and successfully to the provincial government.
Section 12 of the SPLUMA outlines the general provisions applicable to all scales of SDFs including PSDF. This document does not regurgitate these provisions suffice to mention that they require

SDFs to express the desired long-term spatial pattern; guide both public and private sector decision making relating to spatial planning and land use management; address historical spatial imbalances; take cognizance of environmental management instruments; and give effect to the applicable legislation and policies. The attainment of this ideal necessitates a strong horizontal and vertical alignment of SDFs where higher scale SDFs provide a framework and are informed by the lower level SDFs. This makes SDFs a mechanism for spatial sectoral integration and coordination among the three spheres of government.

Figure 5: Spatial Planning Hierarchy



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

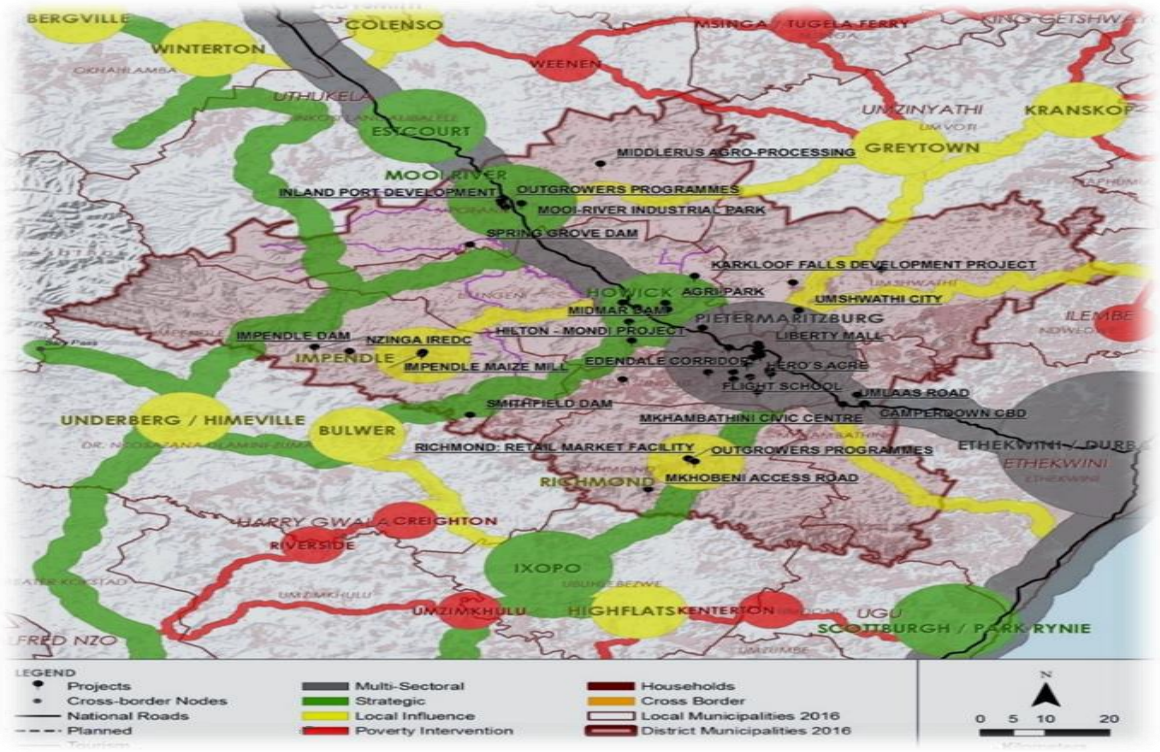
- provide a spatial representation of the land development policies strategies and objectives of the province particularly the province's growth and development strategy.
- represent the desired spatial and land use pattern.
- coordinate and integrate the spatial expression of the sectoral plans of provincial government departments.
- provide a framework for coordinating contiguous municipal spatial development frameworks; and
- incorporate any spatial aspects of relevant national development strategies and programmes as they apply in each province.
- A PSDF is therefore a tool for spatial transformation and development at a provincial level. It should paint a picture and outline a strategy for the attainment of the desired future within the existing policy framework and based on an in-depth understanding of spatial

challenges and opportunities that characterise the province. It is a territorially based mechanism for spatial governance and coordination and/or integration of the spatial dimension of sectoral policies. It addresses the tensions and contradictions among sectoral policies (i.e., conflicts among economic development, environmental management, and social cohesion policies). It creates a rational territorial organization of land uses and strengthens the linkages between them, to balance demands for development with the need to protect the environment and to achieve social and economic development objectives.

PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS) 2017

PSEDS sets where government directs its investment and development initiatives, capitalize on complementarities, facilitate consistent, focused decision making, bring about strategic co-ordination, interaction, and alignment. The strategy recognizes the agriculture, tourism, manufacturing, and service sectors as the four key drivers of the KZN economy. The focus areas of the strategy are then mapped out showing the areas of highest existing and future development potential for each of the four-key economic drivers of the economy. According to the amended PGDS 2035, Mkhambathini is located on the KZN multi-sectoral route, therefore the municipality must adhere to provincial guidelines which are:

- Strengthening governance and service delivery
- Economic development and job creation.
- Integrating investment in community infrastructure.
- Fighting poverty and protecting vulnerable groups in society.



Map 5: KZN PSEDS

SECTION B2: GOVERNMENT POLICIES AND IMPERATIVES

10. NATIONAL IMPERATIVES

10.1 SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The Sustainable Development Goals (SDGs) are eight international development goals that 192 United Nations member states have agreed to achieve by the year 2030. The aim of the SDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e., making sure that human development reaches everyone, everywhere. The SDGs emphasize three areas of human development: growing human resources, developing infrastructure, and expanding social, economic, and political rights. If these targets are fulfilled, global poverty will be minimized, lives will be saved, and people will be able to benefit from the global economy. The following SDG goals echo with Council's development agenda:

Goal 1: No poverty - Ensure access to affordable, reliable, sustainable and modern energy for all.
Goal 2: Zero hunger – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
Goal 4: Quality Education
Obtaining a quality education is the foundation to improving people's lives and sustainable development.
Goal 7: Affordable and clean energy – Ensure access to affordable, reliable, sustainable and modern energy for all.
Goal 8: Decent work and economic growth – Promote sustainable, inclusive and economic growth, full and productive employment and decent work for all.
Goal 9: Industry, Innovation and infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
Goal 11: Sustainable cities and communities – Make human settlements inclusive, safe, resilient and sustainable.
Goal 13: Climate Action – Take urgent action to combat climate change and its impacts.
Goal 16: Peace, Justice and Strong Institutions – Promote peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels.
Goal 17: Partnerships for the goals – Strengthen the means of implementation and revitalize the global partnership for sustainable develop.
Pic 12: Sustainable Goals

Table 23: Sustainable Development Goals Alignment and Priorities

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

Table 24: Sustainable Development Goals Alignment and Priorities

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

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

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

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

10.3 THE NATIONAL LAND TRANSPORT ACT 5 OF 2009

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

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

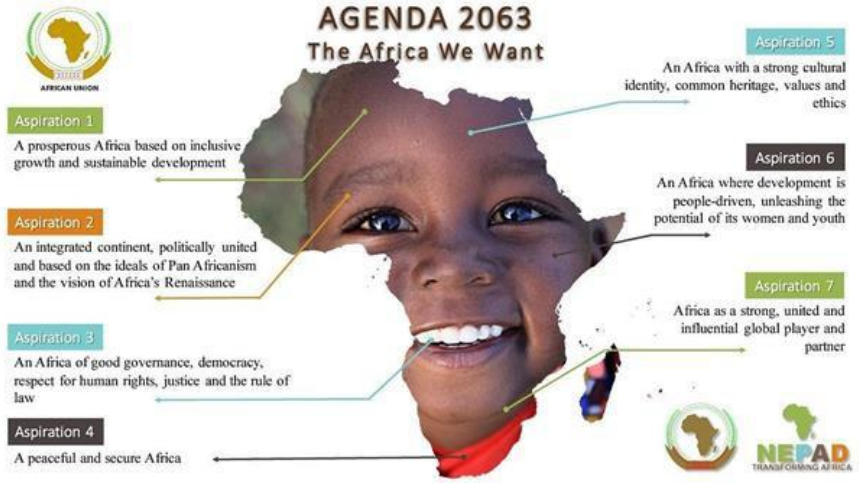
The municipality will prioritize the development of an Integrated Transport Plan. The plan would work towards progressively implementing a municipal wide public transport network. In order to improve public transportation experience of the Mkhambathini Local Municipality residences, Council will ensure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

10.4 MUNICIPAL SYSTEMS ACT NO. 32 OF 2000

The Municipal Systems Act (MSA), (Act No. 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality, which:
Links, integrates and co-ordinates plans and considers proposals for the development of the municipality.
Aligns the resources and capacity of the municipality with the implementation of the IDP.

Forms the policy framework and general basis on which annual budgets must be based; and
is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation. The Act also requires municipalities to review the IDP annually. By developing this IDP, Mkhambathini is legally complying with the MFMA.

13.5 International Development Priorities



The African Union Launched Africa 2063

Pic 11: The African Union Launched Africa 2063

Agenda 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance. The genesis of Agenda 2063 was the realization by African leaders that there was a need to refocus and reprioritize Africa's agenda from the struggle against apartheid and the attainment of political independence for the continent which had been the focus of the Organization of African Unity (OAU), the precursor of the African Union; and instead to prioritize inclusive social and economic development, continental and regional integration, democratic governance and peace and security amongst other issues aimed at repositioning Africa to becoming a dominant player in the global arena. Mkhambathini Local Municipality aims to create job opportunities through attracting new investments, growing the economy and establishing new enterprises which resonate with the agenda 2063

10.5 National Environmental Management Act

The Constitution of South Africa, 1996 provides the foundation for environmental regulation and policy in South Africa. The right to environmental protection and to live in an environment that is not harmful to health or well-being is set out in the Bill of Rights (section 24 of Chapter 2). This fundamental right underpins environmental policy and law, in particular the framework environmental legislation established by the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA). The Waste Act fundamentally reforms the law regulating waste management, and for the first time provides a coherent and integrated legislative framework addressing all the steps in the waste management hierarchy.

The IDP adopts an outcome-based approach in line with the national government priorities and the associated 14 outcomes. Early in the National Cabinet, adopted were twelve outcome areas that

collectively address the main strategic priorities of government. Subsequently, two new outcomes were introduced, making it 14 national outcome areas aimed at addressing government priorities. The strategic objective of the outcome-based approach is to improve services delivery across all spheres of government. and to introduce systematic planning, monitoring and evaluation process.

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

High level Negotiated Service Delivery Agreements (NSDA) based on these outcomes have been concluded between the President and national ministers. The National Outcome Nine (9) commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is responsive, accountable, effective, and efficient.

Local Relevance: 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.

10.6 Strategic Infrastructure Programme (SIP)

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

The plan is based on an objective assessment of the infrastructure gaps through spatial mapping which analyses future population growth, projected economic growth and areas of the country

which are not served with water, electricity, roads, sanitation, and communication. Based on this work, seventeen Strategic (SIPs) have been developed and approved to support economic development and ad- dress service delivery in the poorest provinces. Each SIP comprises of many specific infrastructure components and programmes.

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

10.7 MEDIUM TERM DEVELOPMENT PLAN AND APEX PRIORITIES FOR 2024 - 2029

The purpose of the MTDP is to take the priorities of the 7th Administration into the government planning system. At a Provincial level this is done through the KwaZulu-Natal Medium-Term Development Plan Implementation Framework. The MTDP and KwaZulu-Natal Medium-Term Development Plan Implementation Framework will continue to align to the goals and objectives of the NDP and principles and priorities of the Statement of Intent of the Government of National Unity.

The MTDP was developed based on the Lekgotla outcomes on the Government of National Unity (GNU) Minimum Programme and outlines a detailed, comprehensive plan for the whole government, cascading these priority actions into a detailed plan and monitoring framework. The MTDP has three strategic priorities, but the focus on economy cuts across all strategic priorities and will direct planning and resources. This ensured a greater focus and a reduction in priority interventions in the MTDP 2024-2029.

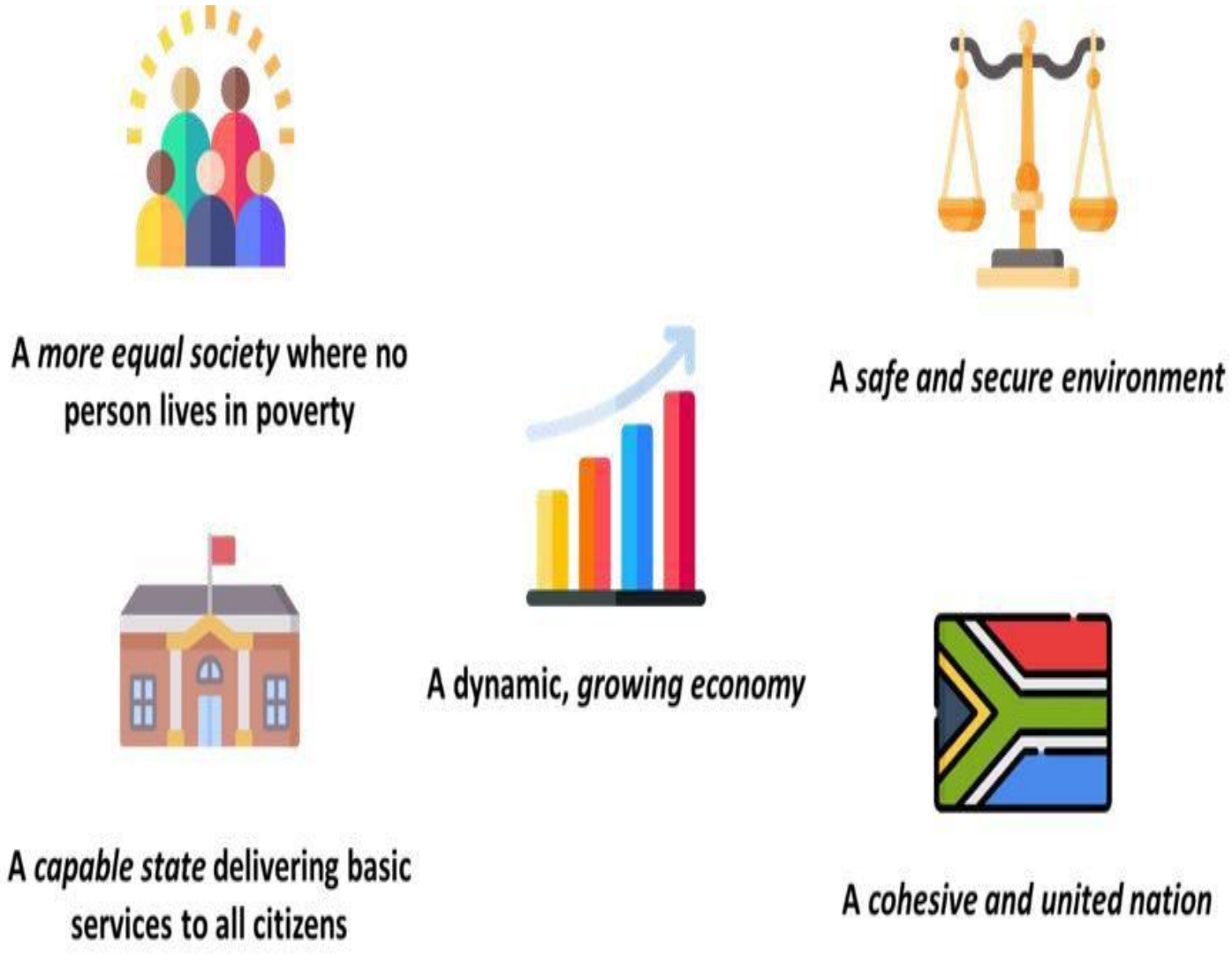
The MTDP also addresses, across the priorities, the cross-cutting focus areas of women, youth
developmental future and all programmes of government. The integrated monitoring framework of the MTDP 2024-2029 provides a clear framework for monitoring and outcomes, indicators and targets towards the achievement of priorities.

Overall, there will be a greater emphasis on programme implementation and delivery. Clusters will have to develop implementation plans to support delivery, and DPME will undertake an

There are several structural reforms and programmes that will continue from the 6th to the 7th Administration. This will require a sustained commitment to follow through on the reforms initiated, in addition to new areas.

The MTDP 2024–2029 sets out five goals for the next five years. These are intended to guide the actions of the government in pursuing the goals of the NDP.

Figure 2: Five (5) National Goals



Source: Presidency, 2024

The MTDP 2024 – 2029 translates the NDP goals and the Government of National Unity (GNU) year period. Three Strategic Priorities have been identified to achieve the 5 goals and will be implemented across the state as follows:

- Priority 1: Drive inclusive growth and job creation.
- Priority 2: Reduce poverty and tackle the high cost of living.
- Priority 3: Build a capable, ethical & developmental state.

Inclusive growth and job creation will be viewed as an apex priority. All spheres of government, clusters and sectors will prioritise relevant economic interventions, however, the three strategic priorities are interrelated and interlinked. A capable state plays a key role (direct and indirect) within the economy through regulation, network industries and by creating an enabling environment, and that law and order are maintained, whilst the social wage is a key instrument for poverty reduction and is a safety net for the vulnerable. It also ensures that we have a skilled and healthy workforce, enabling infrastructure and basic services.

Figure 3: MTDP and KZN MTDP Implementation Framework Apex Priorities 2024-2029

Medium Term Development Plan and KZN MTDP Implementation Framework
Statement of Intent
National Development Plan

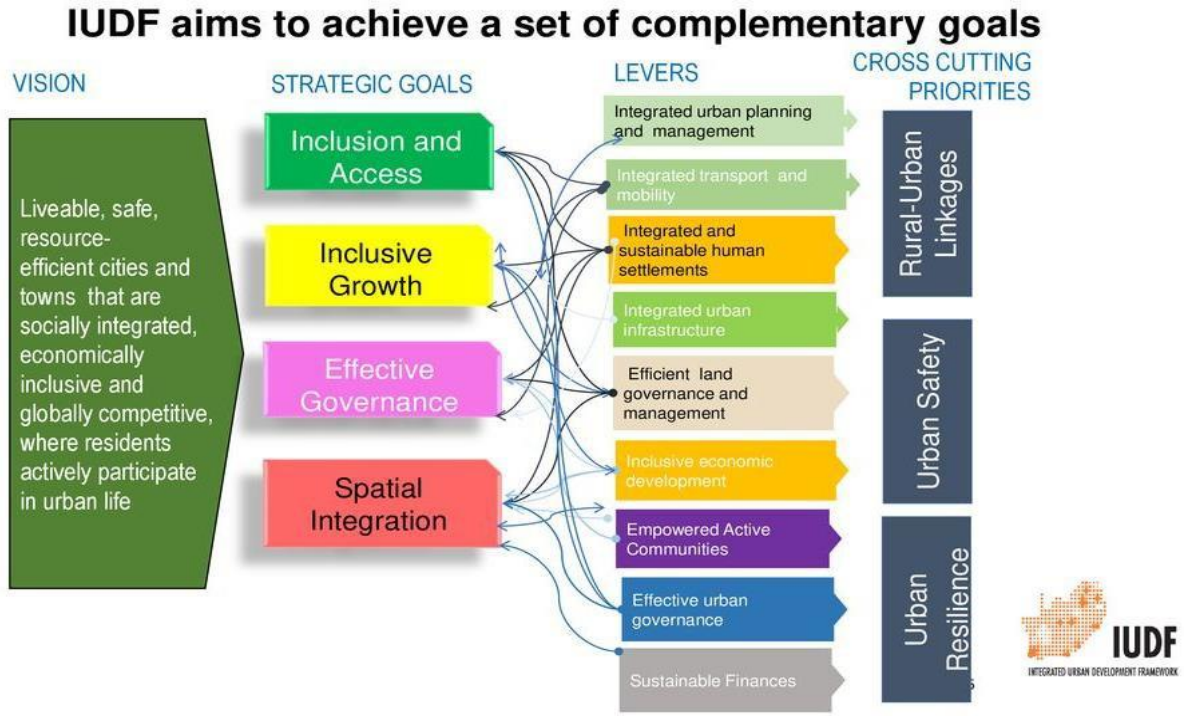
10.8 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (2014)

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

Pic 13 IUDF

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

Due to a variety of cities and towns in South Africa with differentiated attributes that influence the respective roles they play and the requirements thereof, the vision has to be interpreted and



pursued in differentiated and locally relevant ways and this may be done through the introduction of the following 4 strategic goals: -

- **Access**: to ensure people have access to social and economic services, opportunities, and choices.
- **Growth:** to harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** to enhance the capacity of the state and its citizens to work together

to achieve social integration.
- **Spatial Transformation**: to forge new special forms in settlement. Transport, social and economic areas.

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

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

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

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

10.9 National Framework for Sustainable Development (2020)

Sustainable development is about enhancing human well-being and quality of life all time, those most affected by poverty and inequality. Resources use efficiency and intergenerational equity are the core principles. 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 to the development of the national strategy and action plan.

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

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

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

South Africa as a country have adopted the following vision for sustainable development: Sustainable development is about enhancing human well-being and quality of life for all time, in those most affected by poverty and inequality. Resources use efficiency and intergenerational equity are the core principles. 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 decisions and actions taken to achieve the vision. These principles are captured in the box below:

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

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

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

- Efficient and sustainable use of natural resources
- Socio-economic systems are embedded within, and dependent upon, eco-system.
- Basic human needs must be met to ensure resources necessary for long-term

survival are not destroyed for short term gain.

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

TABLE 25: PATH TO SUSTAINABLE DEVELOPMENT

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

10.10 STATE OF THE NATION ADDRESS (2025)

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

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

10.11 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

The strategic objective of the CRDP is to facilitate integrated development and social cohesion through participatory approaches in partnership with all sectors of society. Rural development in general is regarded as the action and initiative taken to improve the standard of living of

communities in non-urban areas. These areas are usually characterised by a 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 coordinated 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

10.12 AGRARIAN TRANSFORMATION

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

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

- 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 possibles pieces, especially indigenous plants, for food and economic activity)
- Strengthening rural livelihoods for vibrant local economic development. A livelihood is the means of living that rural people build through access to and use of the assets they need for this purpose.
- Use of appropriate technologies, modern approaches, and indigenous knowledge system.
- Food security, dignity, and improved quality of life for each rural household.

10.13 RURAL DEVELOPMENT

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

- Social mobilisation to enable rural communities to take initiatives.
- Establish savings clubs and cooperatives for economic activities, wealth creation and productive use of assets.
- Access to resources clinics.
- Non-farm activities for strengthening 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 have been major shortcomings 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. Improvement 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.

10.14 LAND REFORM

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

Land is the most basic need for rural dwellers. Apartheid policies pushed millions of black South Africans into overcrowded and impoverished reserves, homelands, and townships. In addition, capital intensive agricultural policies led to the large-scale eviction of farm dwellers from their land and homes. The abolition of the Land Acts cannot redress inequity 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 the Government's commitment to revitalise and develop rural areas and the land should be seen as a catalyst for poverty alleviation, job creation, food security and entrepreneurship.

10.15 KZN STATE OF THE PROVINCE ADDRESS (2025)

The State of the Province Address (SOPA) is a speech made by the Premier or provincial head of KwaZulu Natal annually. The event usually marks the official opening of the Provincial Parliament. The speech is delivered in front of members of the provincial executive, including the Speaker, Deputy Speaker, and the Secretary. SOPA 2025 calls on all municipalities to complete their One Budget, One Plan by the end of March 2024 to effect better service delivery as part of the District Development Model. This administration intends to be more performance driven, measurable and impactful in changing the lives of the people of KwaZulu-Natal. The key issues of the provincial address for prioritisation are:

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

10.16 UMGUNGUNDLOVU DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

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

The municipality has over the years responded to the UMDM GDP goals and strategies by doing the following:

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

10.17 DISTRICT DEVELOPMENT MODEL

Relationship Between the IDP and One Plan

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

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

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

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

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

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

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

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

What is the One Plan?

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

The formulation of a credible One Plan will enable programmatic implementation over multi-term electoral cycles thereby entrenching predictability and stability in the government planning system. This will improve performance and coherent delivery by the State, which is a prerequisite

for achieving desired developmental impacts. It is envisaged that the One Plan will be reviewed every 5 years in line with the local government electoral cycle and the development of the 5-year IDPs.

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

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

Relationship between the IDP and One Plan

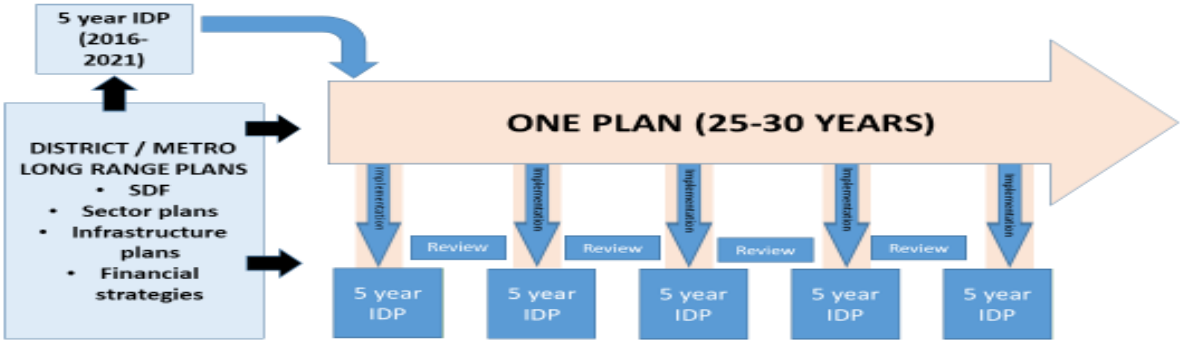
The DDM introduces a new planning instrument in the form of the One Plan. This process comes into a planning environment where there are existing planning instruments at local, provincial and national levels of government. However, the One Plan was not introduced to replace the IDP or any other existing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

ONE PLAN (LONG TERM - 30 YEARS)	IDP (MEDIUM TERM - 5 YEARS)
Long-term vision of the district area of impact and common understanding of goals and objectives amongst stakeholders in the district area.	Determine how the long-term vision, goals and objectives contribute towards addressing challenges at a local level by directing actions and interventions towards the vision.
Long term vision expressed in policy and long-range plans across all spheres of government, i.e. NDP, PGDS, NSDF, PSDF, DSDF, etc.	Implementation of short to medium term service delivery programmes and projects informed by the MTSF, municipal SDFs, sectoral/master plans and long-term financial strategies.
Determines government-wide key development strategies and priorities to be addressed.	Address municipal strategies, Council development priorities/objectives and community needs.

Conceptualisation of the desired future and results (outcomes and impact) to be achieved by the district area in the long term.	Plans implemented by municipalities and departments respond directly to the desired outcomes and impact.
Spatially referenced plans and budgets at district and metro level with emphasis on long-term catalytic programmes and interventions to unlock development potential.	Focus on implementation of immediate service delivery interventions and priority projects in the One Plan.

TABLE 26: Relationship between the IDP and One Plan

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



10.18 BACK TO BASIC (B2B) PROGRAMME

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

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

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

As part of the 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 monthly as per the pillars of the Back-to-Basics Approach. These indicators will function thus to measure whether Mkhambathini Municipality is performing in terms of the basics, and these are as follows: -

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

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

TABLE 27: BACK TO BASICS REPORTING AREAS

BACK TO BASICS	BACK TO BASIC PILLARS	OBJECTIVES
Good Governance	*Pillar 3*	• Clear description of roles and responsibilities. (Council and Administration) • Transparency and accountability • Community engagement s (Public meeting by Ward Councilors) • Functional Oversight Committees (Audit Committee, Municipal Public • Accounts Committee)
Public Participation: putting people first	Pillar 3	• Regular and concise reporting (reports by ward councilors) • Timely Feedback to address complaints. • Clean engagement platforms with civil society, ratepayers, and other stakeholders • Accountable and responsive governance • Functional Ward Committees
Basic Services	Pillar 2	• Job creation through EPWP, CWP and Working for the

creating decent living conditions		Coast Programme • Maintenance of infrastructure Assets within the municipality • Implement infrastructure maintenance plan. • Source more funding to facilitate service delivery
Sound Financial Management	Pillar 4	• Proper records keeping of annual financial statements. • Functional supply chain management unit • Increase revenue base. • Ensure strong systems of internal controls. • Continuous awareness on issues relating to Fraud and Corruption. • Greater transparency and scrutiny for supply management • Ensure efficient Supply Chain Management process (Bid Committees)
Building Capable Institution and Administration	Pillar 5	• Review and implement system of delegation. • Regular interaction between management and organized labour • Realistic organogram that should be aligned to municipal development strategy outlined in the IDP. • Ensure competency standards for all managers. • Facilitate the implementation of Performance Management for lower-level staff.

Alignment of the IDP With Provincial, National and Global Priorities

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

TABLE 28: MUNICIPAL PLAN TO ADDRESS NATIONAL AND PROVINCIAL PRIORITIES

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

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

SECTION C: SITUATIONAL ANALYSIS

11. DEMOGRAPHIC CHARACTERISTICS

11.1 Demographic Indicators

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.

11.2 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

Area	Area Size (km2)	Population Estimate for 2016	Population Estimate for 2022	Population Density (persons perkm2)	Gross Value Adding (GVA) R000
South Africa	1,221,219	51,770,560		42.4	2,405,380,000,000
KwaZulu-Natal	94,361	11, 065, 240		10838	187,486,020
uMgungundlovu	9,189	**1 ,095, 865**	1 235 715	113.8	5,709,100
uMshwathi LM	1,811	111, 645	118 478	58.7	1,857,024
uMngeni LM	1,567	109, 867	105 069	59.2	1,496,207
Mpofana LM	1,810	37, 391	33 382	21.0	267,462
Impendle LM	947	29, 526	36 648	35.0	148,807
Msunduzi LM	648	679, 039	817 725	954.5	11,039,508
Mkhambathini LM	**915**	**57,075**	**61 660**	**69.0**	**1,733,729**
Richmond LM	1,133	71 ,322	62 754	58.1	478,414

Table 29: Population Size and Growth Patterns

Area	Area Size (km2)	Population Estimate for 2016	Population Density (persons perkm2)	Gross Value Adding (GVA) R000	Population Estimate for 2022
Mkhambathini LM	1,133	71 ,322	58.1	478,414	62 754

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.

11.3 Demographic Dividends

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

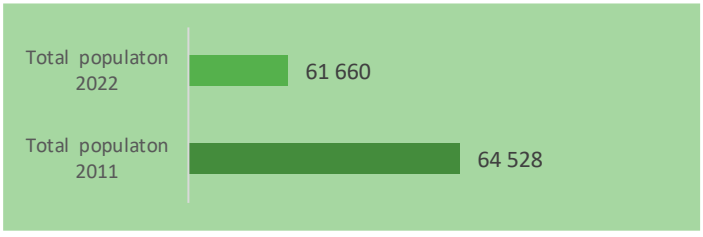
Introduction

The IDP responds to the triple challenges of poverty, inequality, and unemployment. This is in line with the National and Provincial spheres of Government's priorities in addressing this challenge. The focus is also that of being citizen-centric while carrying out the core mandates in water and sanitation along with free basic services provision. This section of the IDP presents an analysis of data from primary sources such as Census 2011 (by Stats SA) and Mid years Estimates 2023 from secondary sources such as KZN Treasury, Umgeni Water, Eskom, and others. The analysis is going to be in the following areas:

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

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

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



Mkhambathini Total population in 2022 is **61 660**

11.4 Population by Area

Table 9: Population by Area - Ward 1

	Population
WARD 1	14 309

Table 10: Population by Area – Ward 2

	Population
WARD 2	9 496

Table 11: Population by Area - Ward 3

	Population
WARD 3	11 477

Table 12: Population BY Area - Ward 4

	Population
WARD 4	6 109

Table 13: Population by Area - Ward 5

	Population
WARD 5	9 458

Table 13: Population by Area - Ward 6

	Population
WARD 6	6 843

Table 14: Population by Area - Ward 7

	Population
WARD 7	3 967

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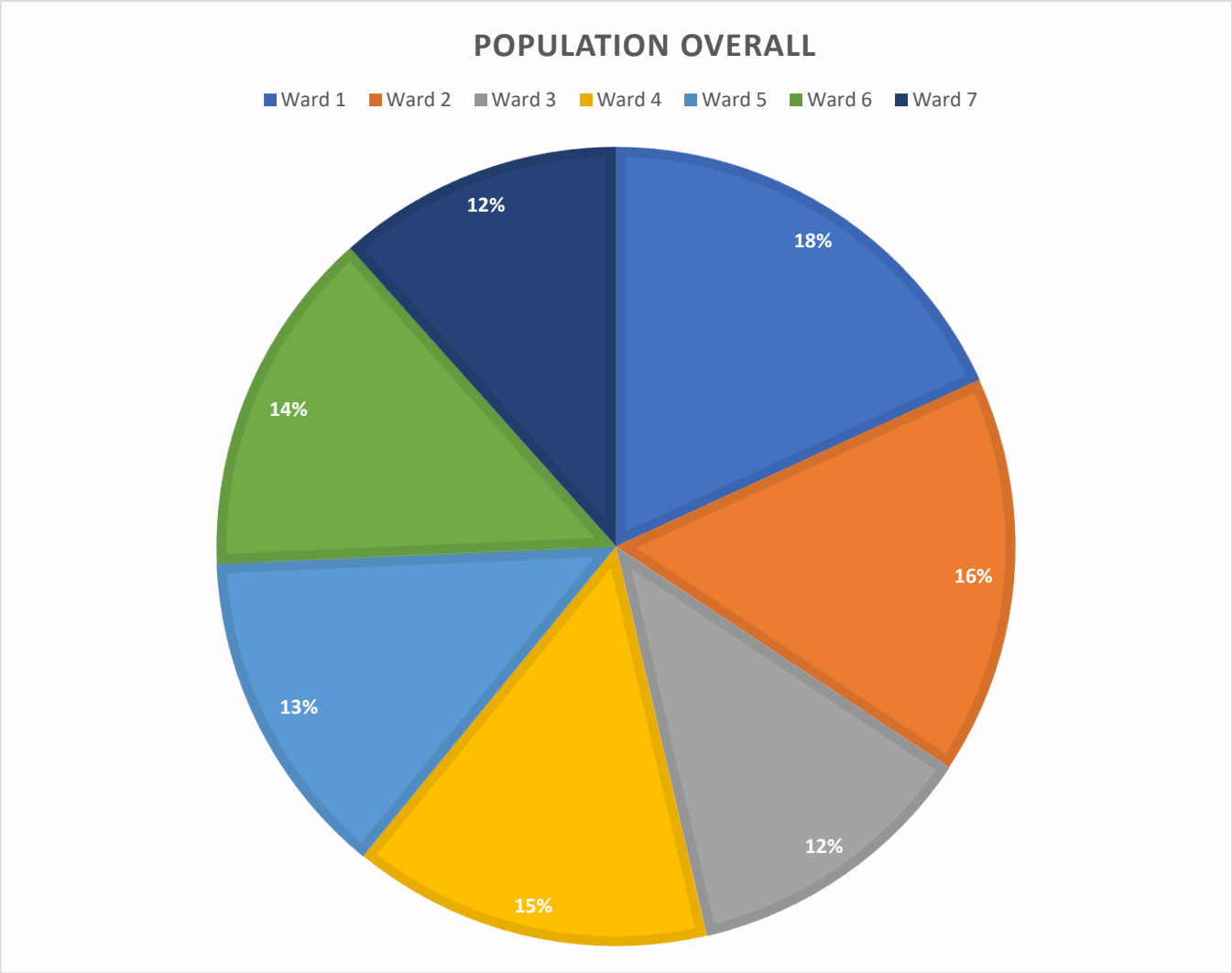
FIGURE 2: POPULATION OVERALL



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

Mkhambathini Ward Population by Age Group

Mkhambathini Ward Population by Age Group

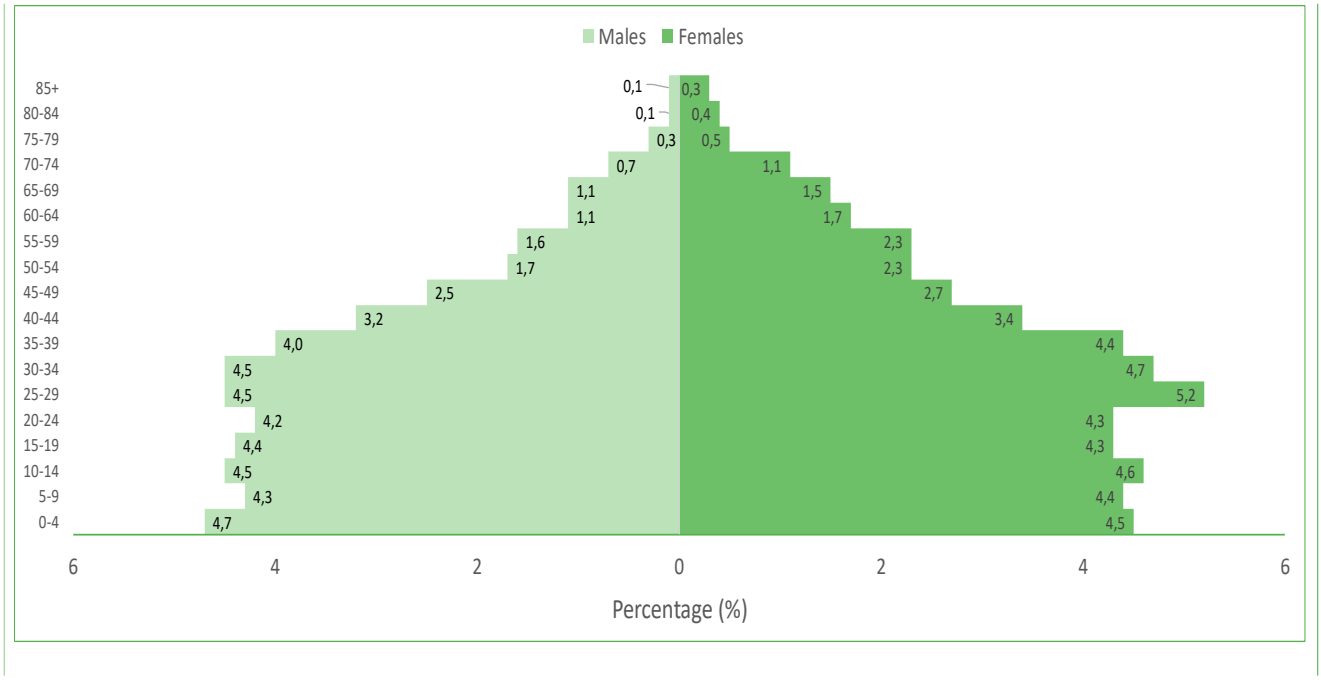
Population estimates

Age group	52206001	52206002	52206003	52206004	52206005	52206006	52206007	Total
0 - 4	1 487	978	938	374	791	646	430	5 645
5 - 9	1 232	951	795	311	892	685	491	5 358
10 - 14	1 368	937	843	443	868	738	426	5 623
15 - 19	1 406	818	795	533	822	666	311	5 352
20 - 24	1 298	806	938	426	840	607	288	5 202
25 - 29	1 327	975	1 102	753	931	635	278	6 000
30 - 34	1 257	800	1 182	709	893	567	273	5 680
35 - 39	1 119	782	1 154	640	751	521	222	5 189
40 - 44	904	548	908	511	593	360	186	4 010
45 - 49	718	420	641	465	461	311	190	3 205
50 - 54	555	309	515	290	363	248	174	2 452
55 - 59	469	367	510	244	384	247	169	2 390
60 - 64	396	302	375	143	256	169	144	1 785
65 - 69	312	195	329	128	278	172	149	1 562
70 - 74	211	168	230	99	190	142	112	1 152
75 - 79	108	60	121	18	71	67	62	506
80 - 84	83	44	63	10	48	32	36	316
85+	58	36	38	14	27	32	26	231
Total	14 309	9 496	11 477	6 109	9 458	6 843	3 967	**61 660**

© Statistics South Africa

Male and Female Mid -year population

Source: Stats SA Mid-year Estimates 2024



Census 2022 Stats on Male and Females.

TOTAL POPULATION 2022	*MALE*	*% Male*	*Sex Ratio*
KZN226 : Mkhambathini	*29 229*	*47,4*	*90,1 males per 100 females*
61 660	*FEMALE*	*% Female*	
	32 432	*52,6*	

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

Child Dependency	42.1

Elderly Dependency	14.1

Total Dependency	56.2

Source: Stats SA Mid-year Estimates 2024

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

PROVINCE	POPULATION 1996	POPULATION 2001	POPULATION 2011	Population 2022
Eastern Cape	6147240	6278650	6562050	
Free State	2633500	2706780	2745590	
Gauteng	7834120	9388850	12272300	
KwaZulu-Natal	**8572300**	**9584130**	**10267300**	**12,423,907**
Limpopo	4576570	4995460	5404870	
Mpumalanga	3123870	3365550	4039940	
Northwest	2727220	2984100	3509950	
Northern Cape	1011860	991919	1145860	
Western Cape	3956880	4524340	5822730	

Source: Stats SA census 2022

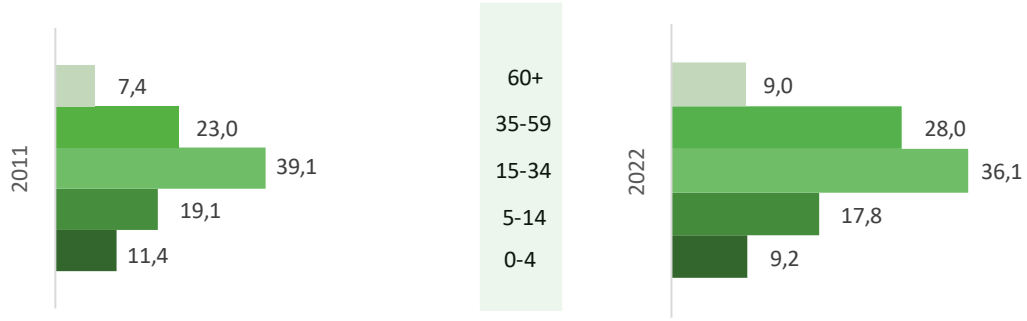
	POPULATION 1996	POPULATION 2001	POPULATION 2011	POPULATION 2022
SOUTH AFRICA	**40583560**	**44819779**	**51770590**	**61180540**

Source : Stats SA census 2022

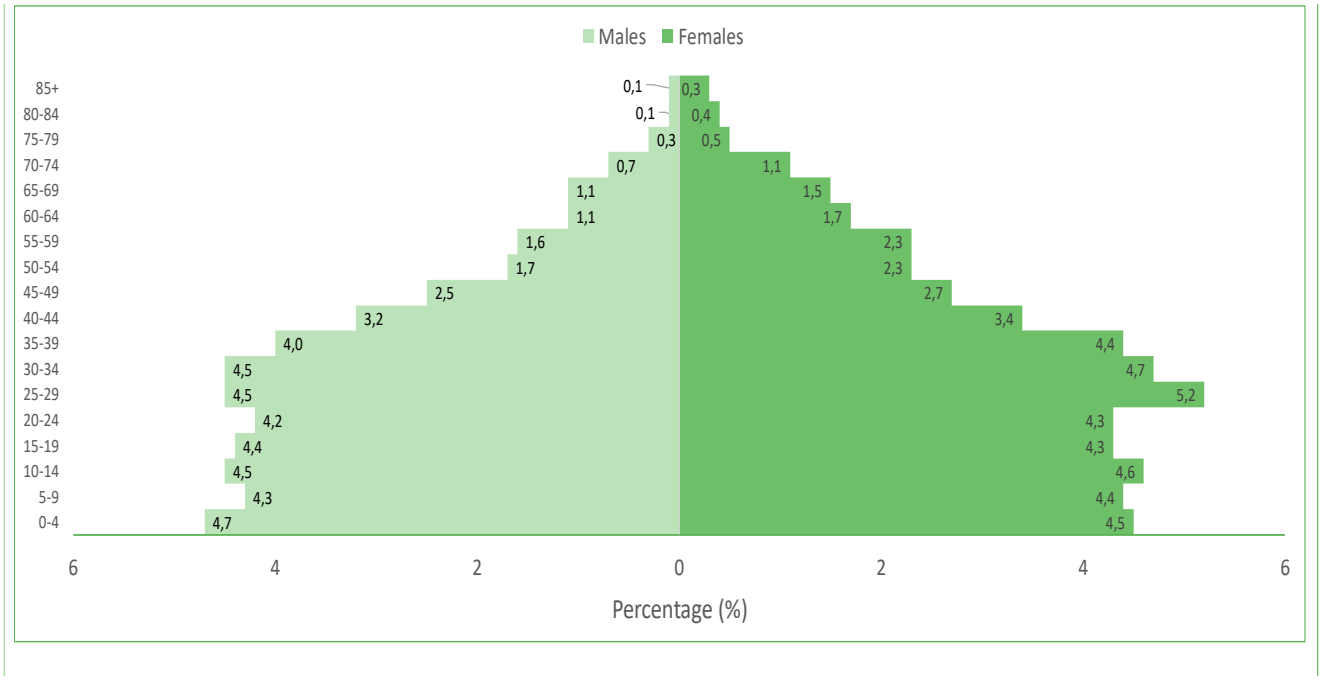
11.5 MKHAMBATHINI AGE POPULATION

Province: KZN226: Mkhambathini

PERCENTAGE POPULATION BY BROAD AGE CATEGORIES (2011 AND 2022)



Source: Stats SA Mid-year Estimates 2024



Source: Stats SA Mid-year Estimates 2024

Demographic dividends shown on the population pyramid above show an increase in youth, along with the 5-year projects indicated the municipality will have an increase in the youth

11.6 Mid-Year Population Estimates 2020, Mkhambathini Local Municipality 5 Year Projections

Local	Age	2020		2021		2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
KZN226:	0-4	4,2	4,327	4,3	4,396	4,3	4,440	4,3	4,463	4,3	4,467	4,3	4,458

Mkhambathini		36		01		37		53		52		42	
	5-9	3,900	3,820	3,977	3,888	4,057	3,962	4,136	4,038	4,217	4,115	4,287	4,181
	10-14	3,470	3,532	3,583	3,640	3,673	3,723	3,749	3,796	3,816	3,863	3,885	3,932
	15-19	2,882	2,860	2,977	2,960	3,115	3,102	3,287	3,274	3,445	3,430	3,588	3,574
	20-24	2,998	3,000	2,955	2,962	2,913	2,939	2,897	2,937	2,928	2,977	3,014	3,068
	25-29	3,570	3,497	3,540	3,490	3,528	3,503	3,491	3,489	3,459	3,476	3,425	3,456
	30-34	3,319	3,425	3,361	3,484	3,417	3,552	3,456	3,609	3,470	3,649	3,471	3,682
	35-39	2,508	2,734	2,657	2,881	2,793	3,018	2,916	3,153	3,037	3,285	3,141	3,402
	40-44	1,758	2,150	1,837	2,251	1,937	2,379	2,060	2,522	2,190	2,673	2,313	2,823
	45-49	1,626	1,824	1,694	1,912	1,743	1,984	1,777	2,033	1,810	2,081	1,862	2,147
	50-54	1,020	1,392	1,077	1,431	1,155	1,489	1,247	1,576	1,339	1,672	1,423	1,764
	55-59	993	1,309	1,028	1,345	1,060	1,371	1,089	1,393	1,125	1,417	1,178	1,450
	60-64	664	1,092	677	1,116	693	1,149	716	1,183	741	1,220	767	1,259
	65-69	517	786	519	796	520	803	521	811	524	817	530	825
	70-74	274	644	278	667	282	689	285	707	286	726	285	741
	75+	157	539	158	565	165	592	172	621	181	653	189	684

Source: Stats SA Mid-year Estimates 2023

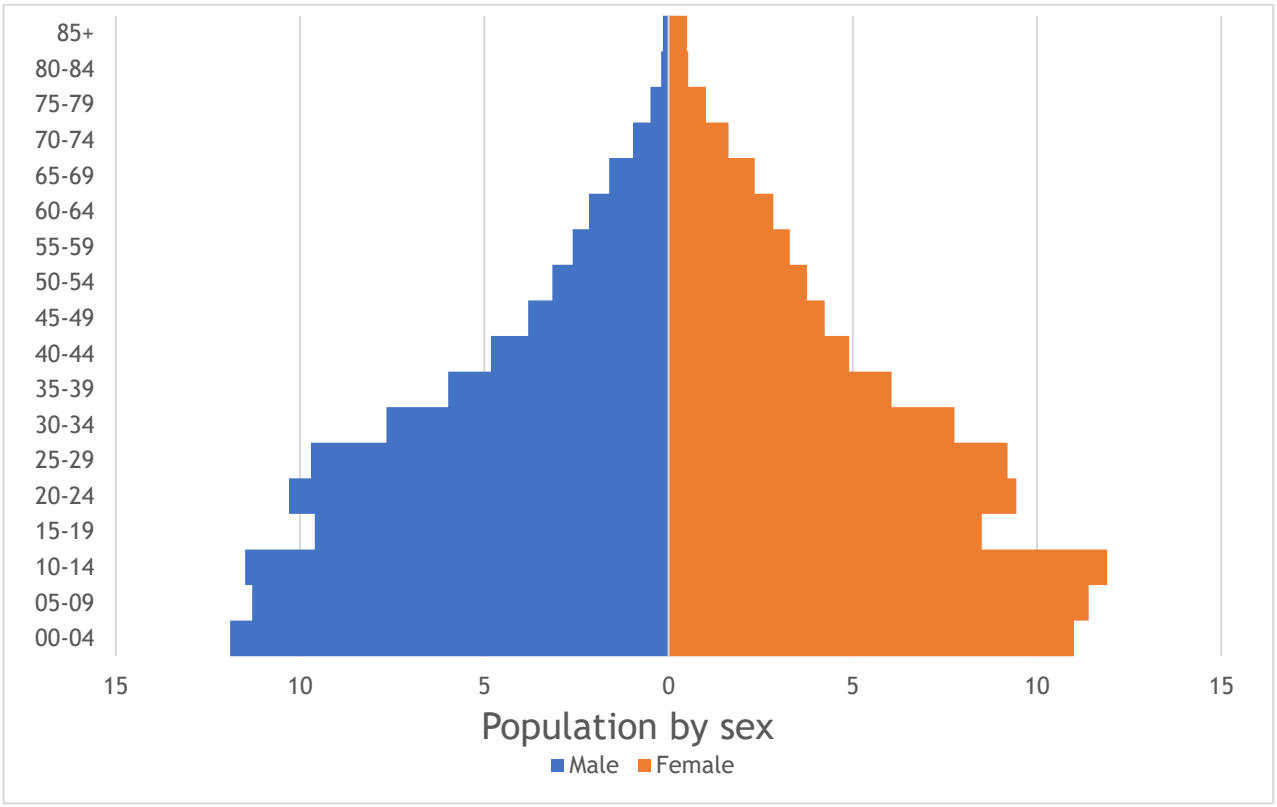
11.7 General Statistics of Local Municipalities

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

Table 30: Population of the District and municipality

Location	Total population	% share
KwaZulu-Natal	12,423,907	91.0
DC22: uMgungundlovu	1,235,715	91.1
KZN226: Mkhambathini	61660	90.1

The table above shows a 5.7 growth change between 1996 and 2001; 9.2% change between 2001 and 2011 and 2.5% change between 2007 and 2011. The declaration of Pietermaritzburg as the Capital of KwaZulu-Natal has a direct impact in the 91.0% population growth between 2001 and 2011. The other growth and declines inter- municipalities are due to the dynamic pull and push factors such as communities migrating to seek better work or facilities opportunities. Rural to urban areas trend is dominant.



INDICATOR: DEMOGRAPHIC VARIABLES

TOTAL POPULATION BY SEX OF MKHAMBATHINI

Location	Male	Female	Total
KZN226: Mkhambathini	29,229	32,432	61,660

Share of the district population	6,3%

Source: Stats SA Mid-year Estimates 2024

11.8 POPULATION BY RACE OF MKHAMBATHINI

	Race	Race	Race	Race		% Share			
Location	Black African	Colored	Indian/Asian	White	Total	Black African	Colored	Indian/Asian	White
KZN226: Mkhambathini	54 207	79	991	1 799	57 076	95,0	0,1	1,7	3,2

POPULATION BROAD AGE GROUP

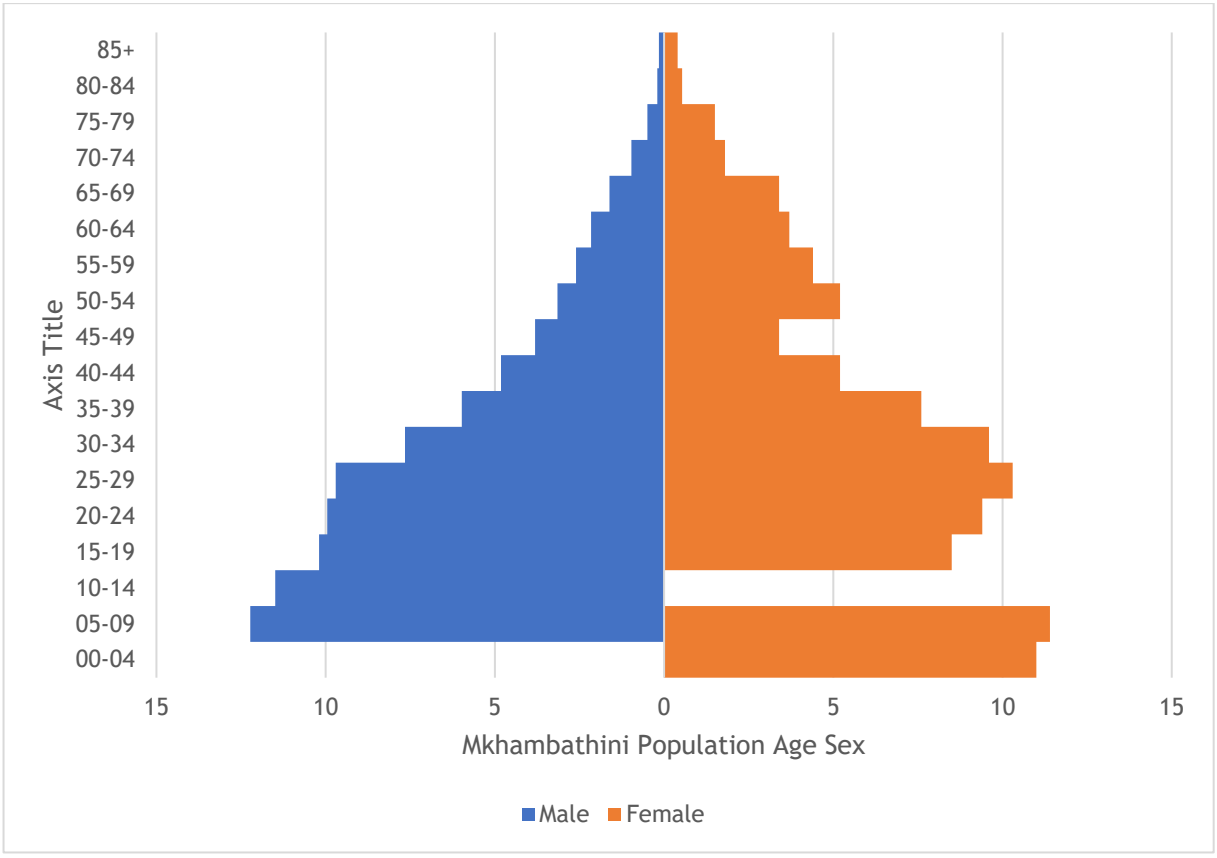
The demographic of the Broad age group indicates that the majority of age group is from the Youth (15-34).

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

Source : Stats SA 2022 Demographic Dara

11.9 POPULATION BY AGE SEX

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



Source : Stats SA 2022 Demographic

11.10 Indicator : Demographic Variable

MARITAL STATUS

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

Table 31: marital status

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

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

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

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

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

Disability: Self Care				
	Yes	**No**	**Do not know**	**Unspecified - Not applicable**
KZN22: Mkhambathini	636	49 911	-	6 528

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

Assistive Device : Eyeglasses, Spectacles, Contact Lenses		
	Yes	**%**

KZN226: Mkhambathini	1 901	3,3

Table 32: Disability

Source : Stats SA 2022 Demographic Dara

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

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

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

ORPHANHOOD

ORPHANHOOD OF 0 - 14-YEAR-OLDS

Table 32: Orphanhood

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

Source : Stats SA 2022 Demographic Dara

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

RELIGIOUS BELIEFS

11.11 Educational Skills Development Institution Attended

	KZN226: Mkhambathini
Pre-school (incl. ECD Centre, e.g. day care; creche; playground	1 297
Primary school (grade r to 7)	9 839
Secondary school (grade 8 to 12)	6 398
Technical vocational education and training (tvet); formerly	1 034
Other colleges (including private and public nursing college	212
Higher educational institution (including university/university	717
Community education and training college (including adulted)	32

Home-based education/home schooling	2
Other	24
Do not know	11
Not applicable	37 509
Unspecified	-

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

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

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

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

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

Source : Stats SA 2022 Demographic

POPULATION DIVIDEND

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

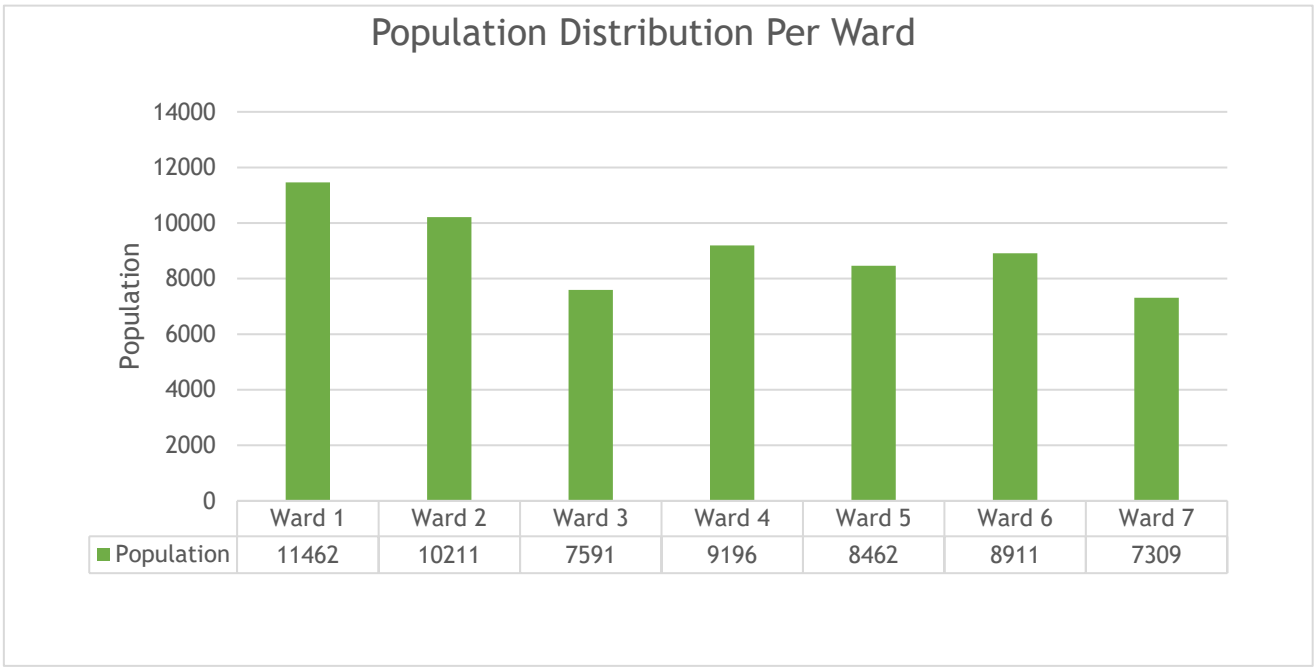
The tables above depict how the Mkhambathini Local Municipality population dividend in bulging in the young population. Where we see a bulge between the 10-14 up until 30-34 years. This therefore impacts the municipality in terms of catering for the young community and ensuring that planning is influenced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

11.12 MKHAMBATHINI WARD POPULATION BY GROUPS

Populationestimates

Ward 2022	Black African	Coloured	Indian or Asian	White	Other	Total
52206001	14 209	39	28	25	9	14 309
52206002	9 488	8		1		9 496
52206003	9 446	98	514	1 386	34	11 477
52206004	5 680	23	31	360	16	6 109
52206005	9 416	10	4	8	20	9 458
52206006	6 811	15	1	12	3	6 843
52206007	3 960	3	4	1		3 967
Total		196	580	1 793	82	61 660

11.13 Population Distribution Per Ward in Mkhambathini



The greatest concentration of households appears to be toward the North and South of the Municipality, primarily on Traditional Authority Land. The key Traditional Authority in the North is: Maphumulo and Manyavu Authority area, and in the South, the Embo/ Timuni Traditional Authority area. The population also appears to be denser along the corridors and the reason for this settlement pattern relates directly to accessibility. According to census 2011 stats, based on the old demarcation of wards, Ward 1 and 2 appear to have the largest number of people. However, these wards are also among the smallest in the Municipality, and under Traditional Authority. The distribution of the [population is uneven, with a higher density toward the North and South, and a lower density along the central areas. This is perhaps due to land ownership

with the majority of the land in Wards 3, 4 and 6 under private ownership. Ward 5 has since the new demarcation been absorbed by eThekwini Municipality.

GROWTH SCENARIO

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

LOW GROWTH SCENARIOS

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

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

MEDUIM GROWTH SCENARIOS

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

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

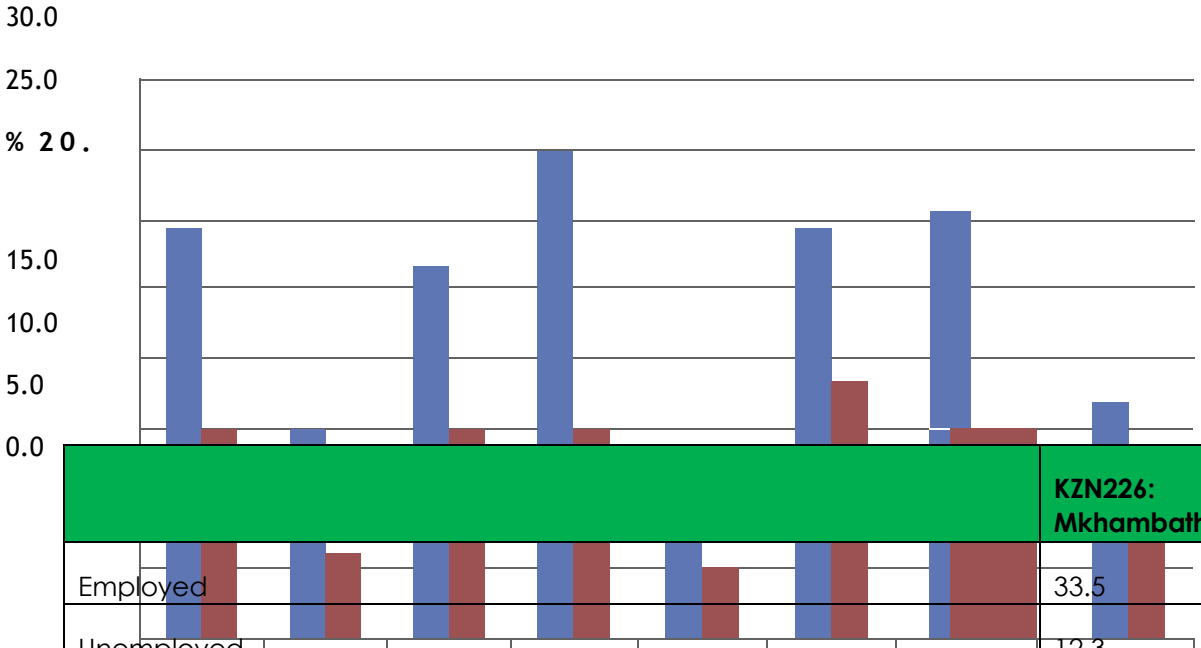
HIGH GROWTH SCENARIOS

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

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

The graph below illustrates the different growth scenarios

11.14 uMgungundlovu District Families' Levels Of Education



11.15 UMGUNGUNDLOVU DISTRICT FAMILY LABOUR FORCE

Table on unemployment

	KZN226: Mkhambathini
Employed	33.5
Unemployed	12.3
Discouraged work-seeker	7.9
Other not economically active	46.3
Total	100.0

	uMshwathi	uMngeni	Mpofana	Impendle	The Msunduzi	Mkhambathini	Richmond	uMgungundlovu
2001	29.2	15.2	26.4	35.2	10.5	29.4	30.6	16.8
2011	15.1	6.2	15.1	14.9	5.3	18.3	15.5	8.3

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

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

POVERTY

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

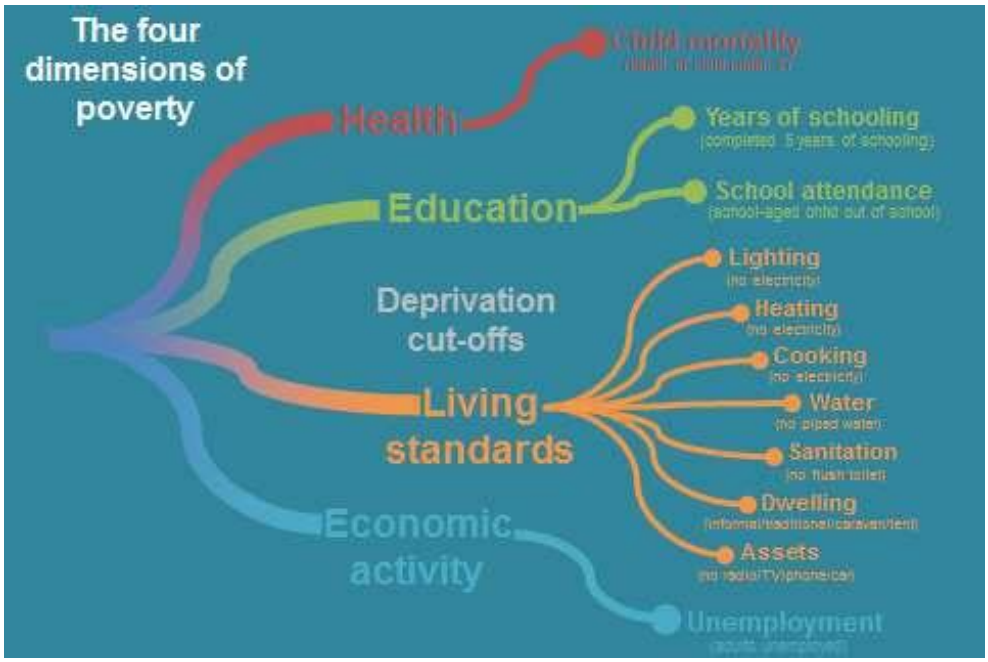
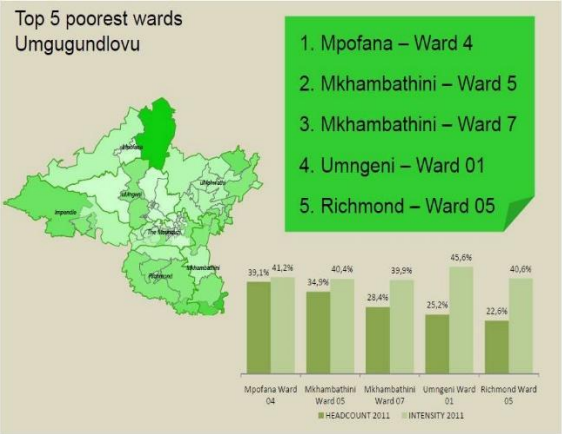


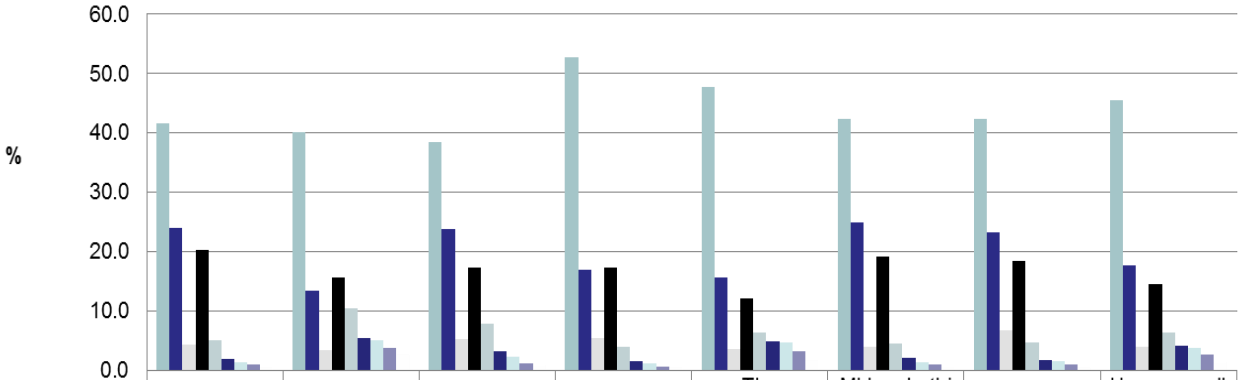
Figure 20 Poverty dimensions

11.16 Labor Indicators and Statistics

Unemployment Rate 2011	
KZN226: Mkhambathini	**26.8**

POOREST WARDS IN THE DISTRICT





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

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

45.6% are within the below the poverty line (food poverty line) as they get between R1-R400 per month income. Also 17.8% are in lower bound and upper bound poverty lines with R401-R800 per month. The Stats SA' SAMPI definitions and thresholds are that R321 means lower bound- based on food where some people go to bed hungry, R620 means upper bound poverty line where people choose between food and other important non-

food items). The rest above R620 means they cannot afford the lifestyle they want.

11.17 Population Dynamics and Future Growth Trends

Population Size and Growth Projections

The total size of Mkhambathini population is estimated at 73 644 people. This only accounts for 6,3% of the district population. The number of households is estimated at 16704; the majority of these are situated within the traditional authority areas. According to the graph below, the population of Mkhambathini has been inconsistent in terms of growth and decline over the past 17 years. It increased by 16% from 1996 to 2001 but from 2001 to 2007 it declined by 21% and it shows that the population of KwaZulu-Natal grew at an annual growth rate of 1,7% between 2011 and 2016 community surveys. 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

Sex	Male	Female	Total
Ward 2022			
52206001	6766	7543	14309
52206002	4477	5019	9496
52206003	5640	5838	11477
52206004	2975	3134	6109
52206005	4484	4974	9458
52206006	3248	3595	6843
52206007	1639	2328	3967
Total	29229	32432	61660

© Statistics South Africa

Mkhambathini Local Municipality's population is slightly imbalances with female's out numbering their male counterparts. In 2022 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%.

11.18 SOCIO-ECONOMIC PROFILE AND LIVELIHOODS

11.18.1 UNEMPLOYMENT AND POVERTY ANALYSIS

The unemployment rate is currently at 12% within the area. Although this may appear to be relatively low when 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 line. This income profile is also a reflection of the low education level and high rate of unemployment that is found within Mkhambathini.

11.18.2 EDUCATION PROFILE AND LITERACY LEVELS

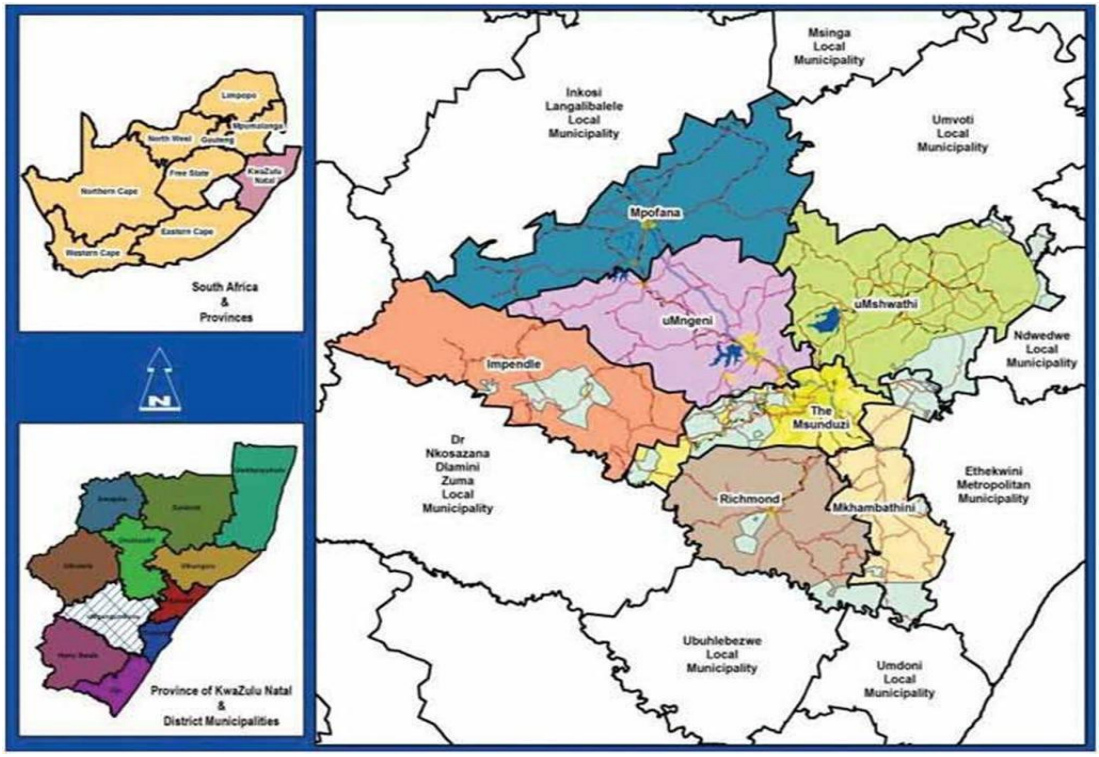
Education plays a pivotal role in community development. It provides a base of skills development, creativity, and innovative ability for individuals within the community. The 1996 constitution provides everyone with the right to basic education, which includes Adult Basic Education. It also provides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

The municipality aims to promote and encourage the emphasis of basic education amongst the youth and community of Mkhambathini Municipality. There have been a number of programmes relating to education that have been enforced by the municipality for the community and within schools such as ECD's, Primary and Secondary Schools to educate the pupils.

CROSS CUTTING ISSUES SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT KPA

12. SPATIAL ANALYSIS

12.1 REGIONAL CONTEXT



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

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

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

Principles and Norms for Land Use and Management

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

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

Principle Of Sustainability

The principle of sustainability requires 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 the longer-term period. The principle demands a holistic approach to land development to minimize the long-term negative impacts of current land use or development decisions. 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 people 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 based on 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 on 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 for contiguous municipalities and regions should relate positively to each other.

Principle Of Integration

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

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

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

Principle Of Fair and Good Governance

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

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

norms based on this principle are:

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

12.2 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 includes Camperdown, Eston, Manderston, Ntimbankulu and Tala Valley settlement

12.3 STRUCTURING ELEMENTS

Impact Of Post-Apartheid Spatial Planning Legacy

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

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

Influence of Steep Terrain and Mountainous Areas

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

Umgeni And Mkhomazi Rivers

The biggest rivers that are found within the Mkhambathini Municipal area are the Umngeni and Mkhomazi Rivers. These rivers are the most visible natural structuring elements of the municipal area such that the Municipal Demarcation Board used these to demarcate the boundaries between Mkhambathini. As evidenced from the map (insert), Umngeni River is used as a northern boundary of the municipality which separates Mkhambathini from the uMshwathi area of jurisdiction. The southern part of the municipality contains the Mkhomazi River which acts as a boundary that separates Mkhambathini from the 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 utilized as a main route by trucks and other freight vehicles, many opportunities exist for development that can capitalise on the existence of this route. Due to the limited access nature of this road, opportunity exist at key intersections or off-ramps along its route, of which two occur within the study area. The Mkhambathini SDF notes the N3 as a Primary Corridor. The Spatial focus is to densify and intensify development along the primary corridor (N3) and to integrate rural and urban development and development between Camperdown and Cato Ridge in eThekwini.

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

Secondary Nodes: Eston and Ophokweni

The areas of Ophokweni 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).

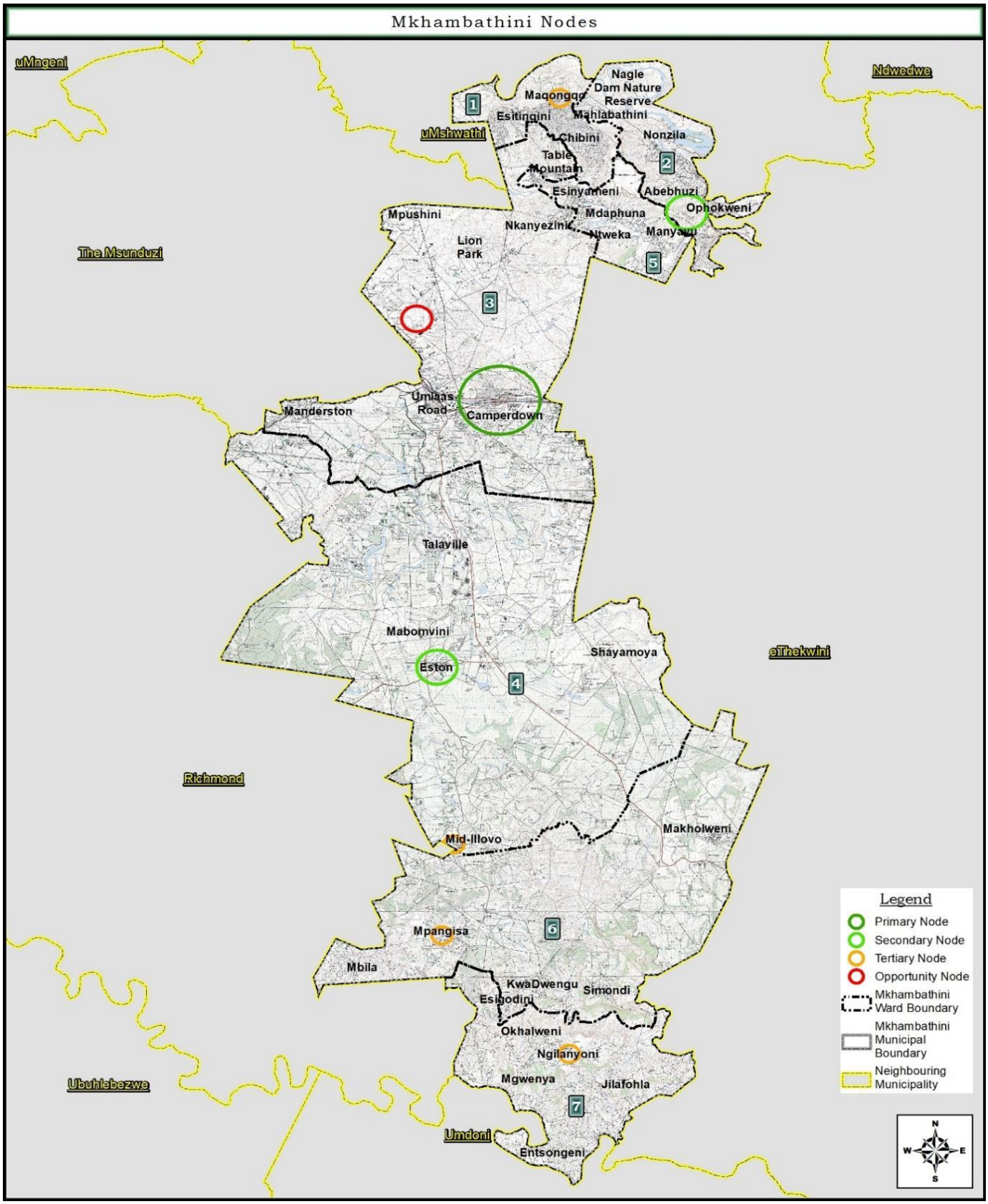


FIGURE: MKHAMBATHINI NODE

12.5 EXISTING CORRIDORS

Below is a map of all Mkhambathini corridors.

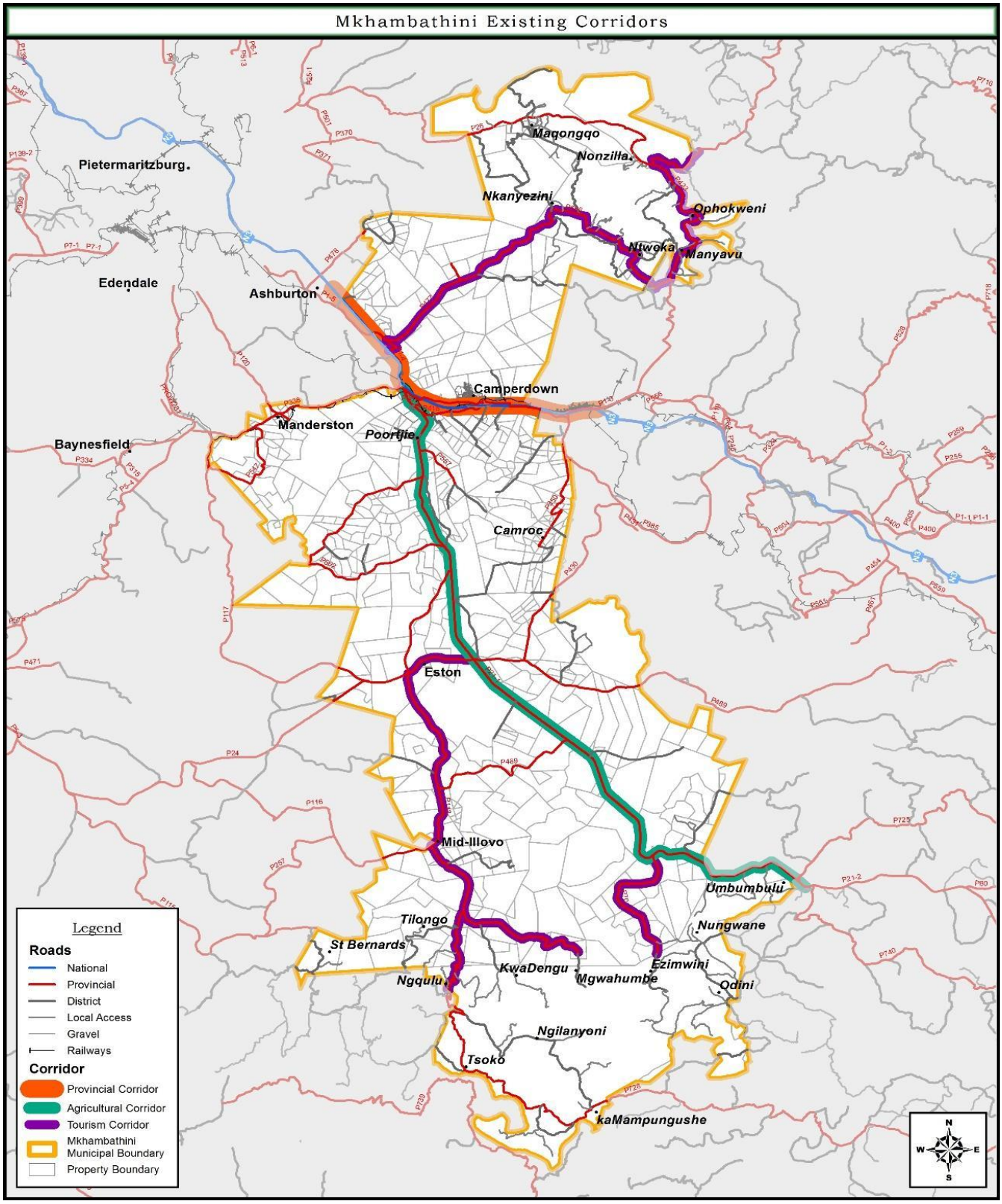


FIGURE: MKHAMBATHINI LM CORRIDORS PROVINCIAL CORRIDOR

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

The N3 corridor (identified as a Provincial Corridor in the PGDS) that runs through the municipality provides opportunities linked to Provincial corridor development. Mkhambathini is located along the N3 Primary Corridor and between the only primary node in the province (eThekwini) and the secondary node of Pietermaritzburg. The N3 highway is the most strategically important route, cutting through the northern portion of the municipality in an east-west direction. The potential strategic impact of the corridor is seen as essential for the economic future growth of the municipality. Not only does the N3 route 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 eThekwini as well as the economic powerhouse of Gauteng. The N3 function is greater than a Primary Corridor and it main functions should be sustained. Development immediately adjoining on either side of this corridor should be a variety of industrial and mixed-use commercial and be visually attractive when observed from the N3. This has led to increasing interest in logistics and warehousing related industries wanting to position themselves near Umlaas Road. The private market interest in the area is reiterated within national corridor development initiatives such as the Strategic Infrastructure Projects.

12.6 MKHAMBATHINI SMALL TOWN DEVELOPMENT

Background of Small-Town Development

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

preclude a growing number of home seekers as a result of the residential price growth evidenced in the last few years in many nearby suburbs.

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

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

The Enhancement Model

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

Strategic Importance

The MLM new town plan development will play an important role as a vital business focal point for this presently under-serviced region within the corridor. Considering this, it will bring much needed services and economic opportunities to the communities within this area, particularly the semi-rural and marginalised residential neighbourhood. This linkage resembles what Midland did to

Johannesburg and Pretoria through the development of the precinct around Mall of Africa. Positioned between the port of Durban and inland centre of Johannesburg, this Development will facilitate more streamlined distribution and logistics activities. This will accelerate employment in the immediate area and stimulate the local economy. Beside the latter, this development will improve quality of life for the residents and neighbours of MLM through the creation of this business hub, inhabitants particularly will be able to easily access services currently only available to them through expensive travel.

Residential

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

Industrial and Logistics Park

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

Commercial and Retail Centre

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

Socio-Economic Impact

The Development impact of this node will be noteworthy, starting from the construction phase and through to post development phase. The employment (temporal and permanent jobs) that will be generated far exceed what other similar local municipalities have achieved, and these numbers are yet to be confirmed. The annual rates base for the MLM will be significantly increased by more than a third and the annual tax revenue paid to fiscus will improve over time.

Execution

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

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

The members of the steering committee workstreams are selected from the different municipal, relevant district, and provincial departments. Each of the workstreams has their objectives which

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

Primary Corridor: R603 And P338

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

The other Primary Development Corridor is P338, which is also a Regional Route. P338 is the primary corridor that links Mkhambathini Local Municipality with the western and southern portions of KwaZulu-Natal. The P338 roughly forms the boundary between Mkhambathini and Msunduzi and

runs through Manderston. The area on Msunduzi' s side is designated for agri-business / commercial development. The P338 also provides an important link to the R56, which is a regional development corridor on a provincial level. Future planning proposals are in place to develop the P338 as a National Route linking Mkhambathini to the Eastern Cape.

Secondary Corridor

The secondary corridors include the following:

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

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

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

12.7 Broad Land Uses

Urban Settlement

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

The urban settlements are illustrated on the map below.

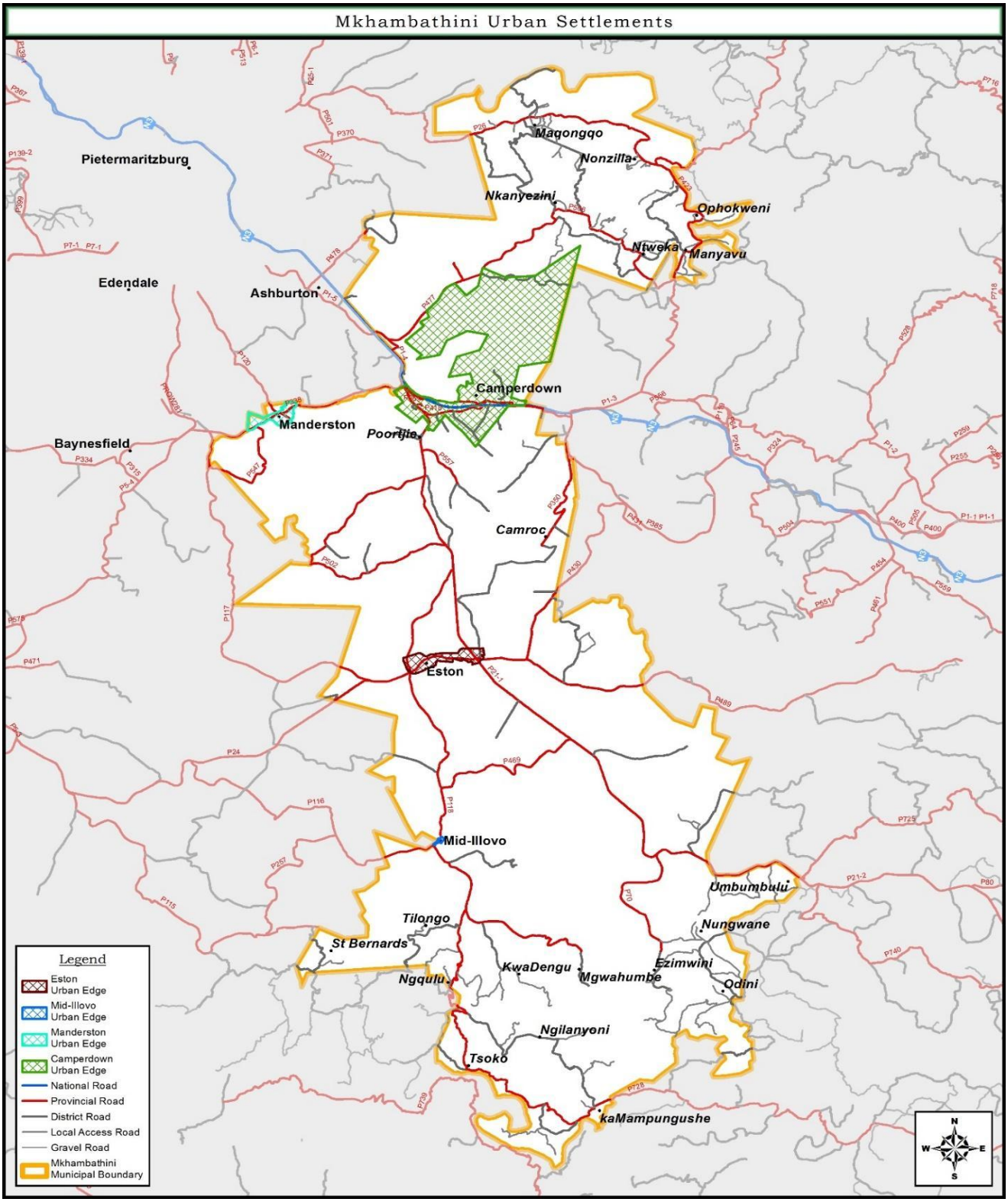


FIGURE : URBAN SETTLEMENT REPRESENTATION

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

Commercial Farming

Most of the central portions of the municipality are cultivated for commercial sugarcane, with especially high occurrence of this around the Eston settlement area. The southern parts of the municipality have potential for wildlife, forestry, and light grazing as land use options. The central parts of the municipality are dominated by Classes IV and VI. Class VI includes wildlife, forestry and light and moderate grazing as land use options. Class IV, which is dominant in the central areas directly south of the N3and also widely scattered in the southern parts of the municipality, includes wildlife, forestry and light, moderate and intensive grazing as well as poorly adopted cultivation as land use options.

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

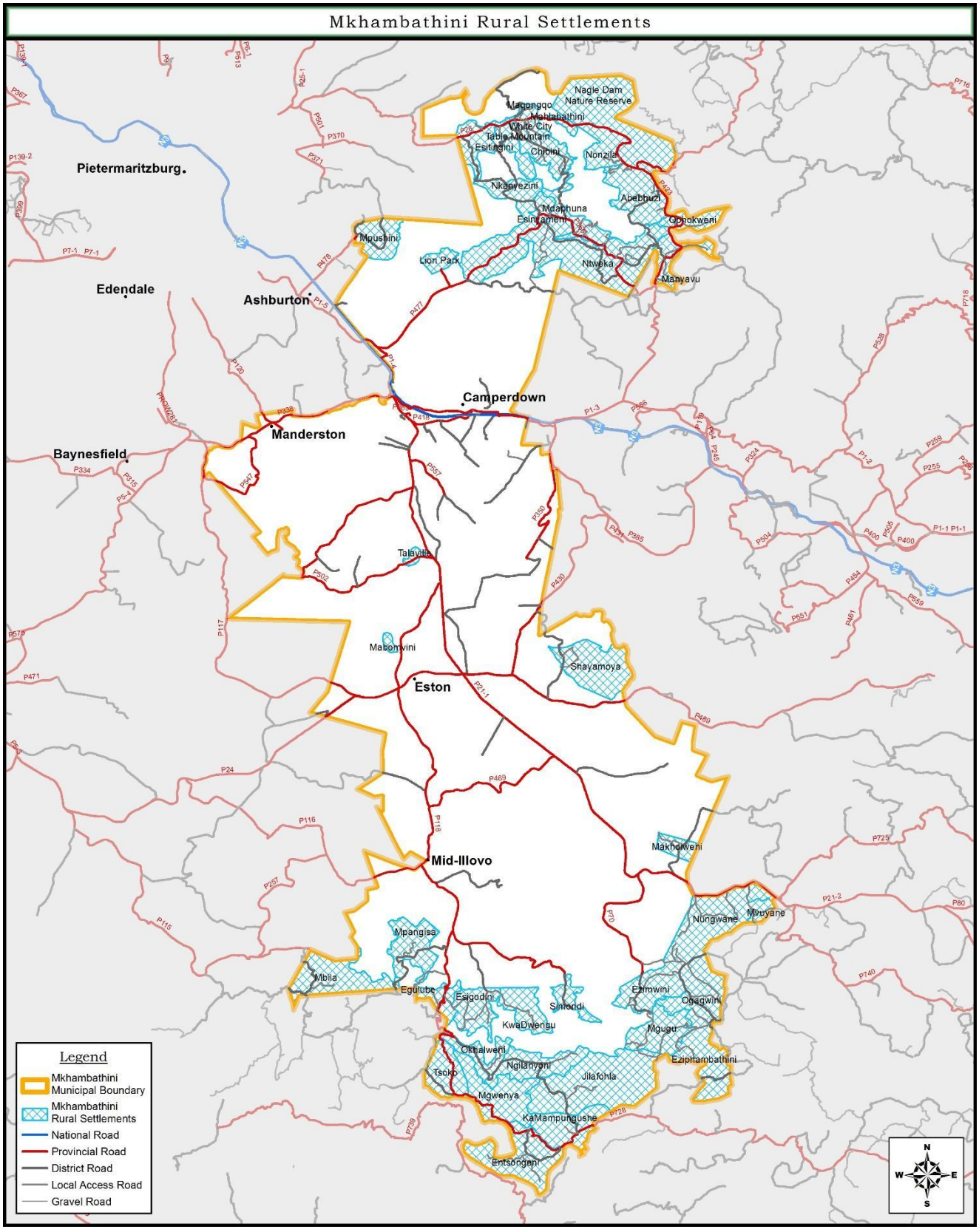


FIGURE : MKHAMBATHINI RURAL SETTLEMENT

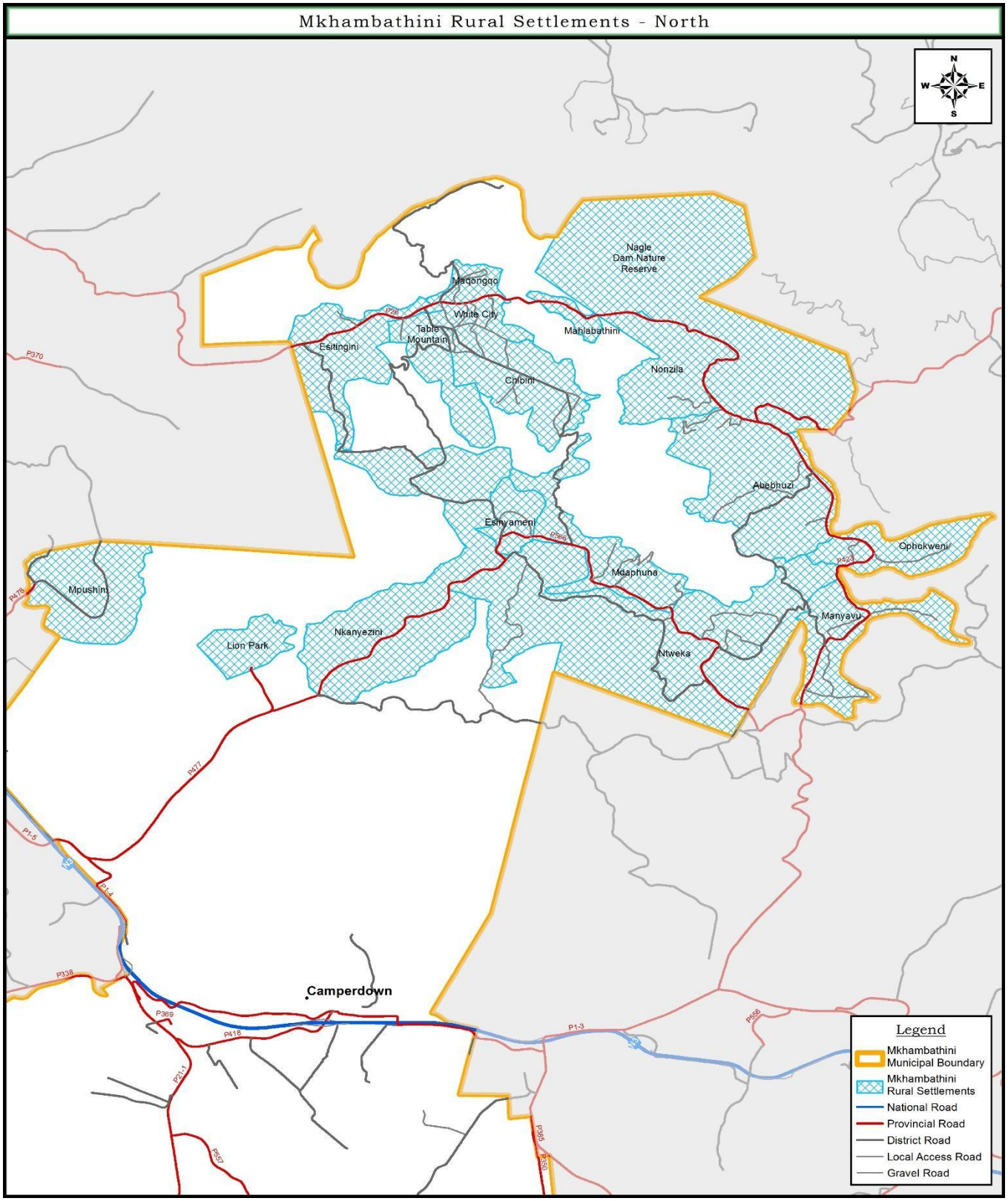


FIGURE : RURAL SETTLEMENTS ON THE NORTH OF MKHAMBATHINI MUNICIPAL AREA

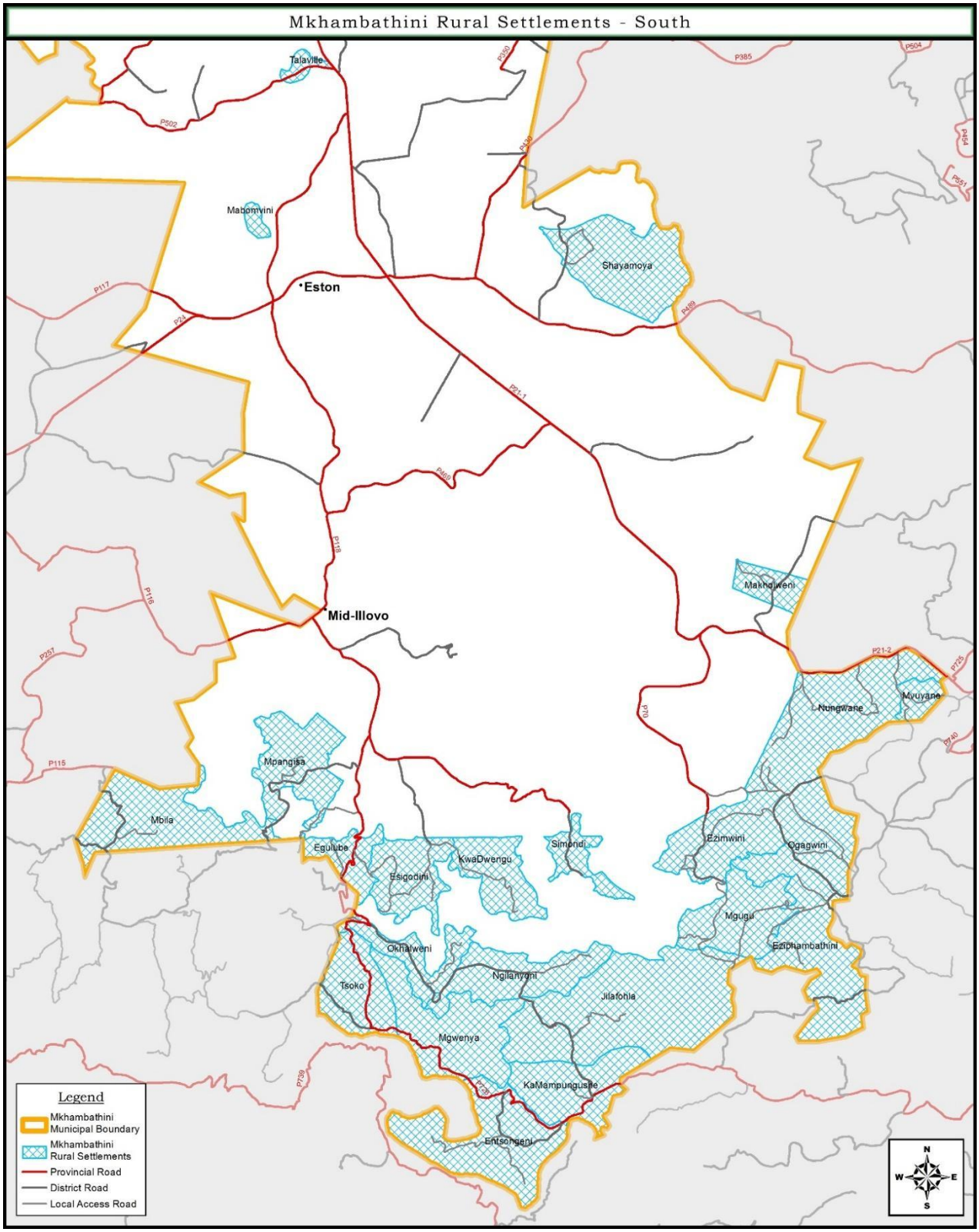


FIGURE: RURAL SETTLEMENTS ON THE SOUTH OF MKHAMBATHINI MUNICIPAL AREA

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

- State land
- Privately owned land
- Trust owned land
- Land owned by Companies or Close Corporation
- Land owned by Entities; Ngonyama 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 farms that are owned by trusts in the form of the Communal Property Associations (CPAs) is an outcome of the land reform process. Previously these farms were under private ownership. There are several farms that also belong to companies and close corporations while the remaining few farms belong to the state. The vast tracks of land in wards 1, 2, 5 and 7 belong to Ngonyama 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 Ngonyama Trust Board. The land parcels within Camperdown are mainly owned by individuals or private owners.

12.8 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 amounting 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 people who hold rights to the land the rights conventionally held by third parties and encompass notions of co- ownership.

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

12.9 LAND OWNERSHIP

Land Reform Projects

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

TABLE 21: LAND REFORM PROJECTS

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

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

12.10 Land Capability

The land capability of Mkhambathini Municipal Area, as indicated on the map 3.6.3 Land Capability, is highly dispersed, ranging between Land capabilities classes II to VII. There is no dominant land capability classification found in the municipal area and a very large portion of the land falls under Classes IV, VI or VII. According to Table 2 below, Class VII, which is dominant in the southern parts of the municipality, includes Wildlife, forestry, and light grazing as land use options. The central parts of the municipality are dominated by Classes IV and VI. Class VI includes wildlife, forestry, and light and moderate grazing as land use options. Class IV, which is dominant in the central areas directly south of the N3 and widely scattered in the southern parts of the municipality includes wildlife, forestry and light, moderate and intensive grazing as well as poorly adopted cultivation as land use options.

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

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

12.11 Environmental Analysis

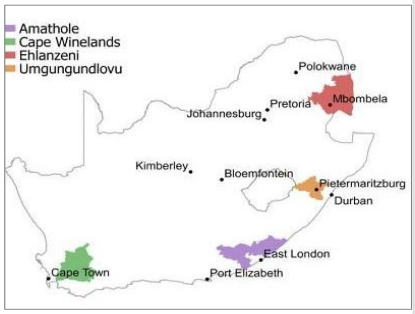
The indigenous plants found within Mkhambathini Municipality are a function of several factors such as availability of water, soil type and so on. Preliminary investigation indicates that the predominant vegetation type within Mkhambathini Municipality is the Ngononi Veld type and the Valley Bushveld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

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

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

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

Box 1: SANBI's Biodiversity and Land Use Project



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

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

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

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

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

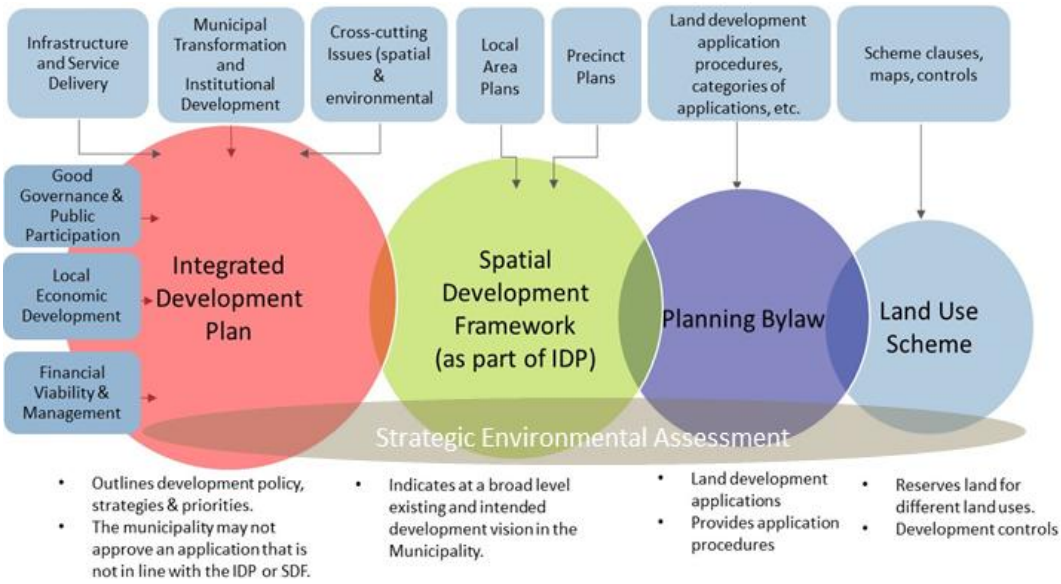
The district has also undertaken a Strategic Environmental Assessment (SEA) and prepared a Strategic Environmental Management Plan (SEMP).

UMDM has formulated a District Strategic Environmental Assessment and an Environmental Management Framework (EMF), which will inform the review of the SDF. Box

2 outlines environmental criteria that are included in SDFs. It should however be noted that not all the environmental criteria are applicable to the Mkhambathini Municipality.

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

Figure: IDP, SDF, SEA and LUS Process



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

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

12.11.1 WATER QUALITY

Environmental Issues Within uMgungundlovu

uMgungundlovu District Municipality has various sources of water which are mainly rivers and dams. uMDM is centered on catchments that supply water to the economic hubs of Durban and Pietermaritzburg. These include Midmar Dam, Springgrove dam, Albert Falls Dam, Nagle Dam,

uMsunduzi River, Mooi River, Mngeni River, and Mkomazi River. According to uMDM Environmental Management Framework (2017) the quality of water from these rivers and dams is compromised due to nutrient loading, bacteria and pathogens from sewage and waste contamination. Poor management of wastewater poses a threat to water resources. This is due to the treatment work and the storm water which is poorly managed. The deterioration of water quality results in the increment of water tariffs. Wetlands are an important source of water filtration and serve as an important habitat for aquatic and terrestrial species. Wetlands are the most threatened ecosystems due to some of the following factors: Conversion of wetland habitat through draining and planting of crops such as sugar cane and timber.

Infestation of alien species due to disturbance associated with land transformation.

Increased toxic and nutrients inputs associated with fertilizers and insecticide application.

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

12.11.2 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 valleys are evident especially in wards 1 and 7. The drainage system within Mkhambathini Municipality has been described as comprising of large system of perennial and non-perennial rivers. This drainage system evolves from a high surface run off which is attributed to low permeable shallow cover.

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

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

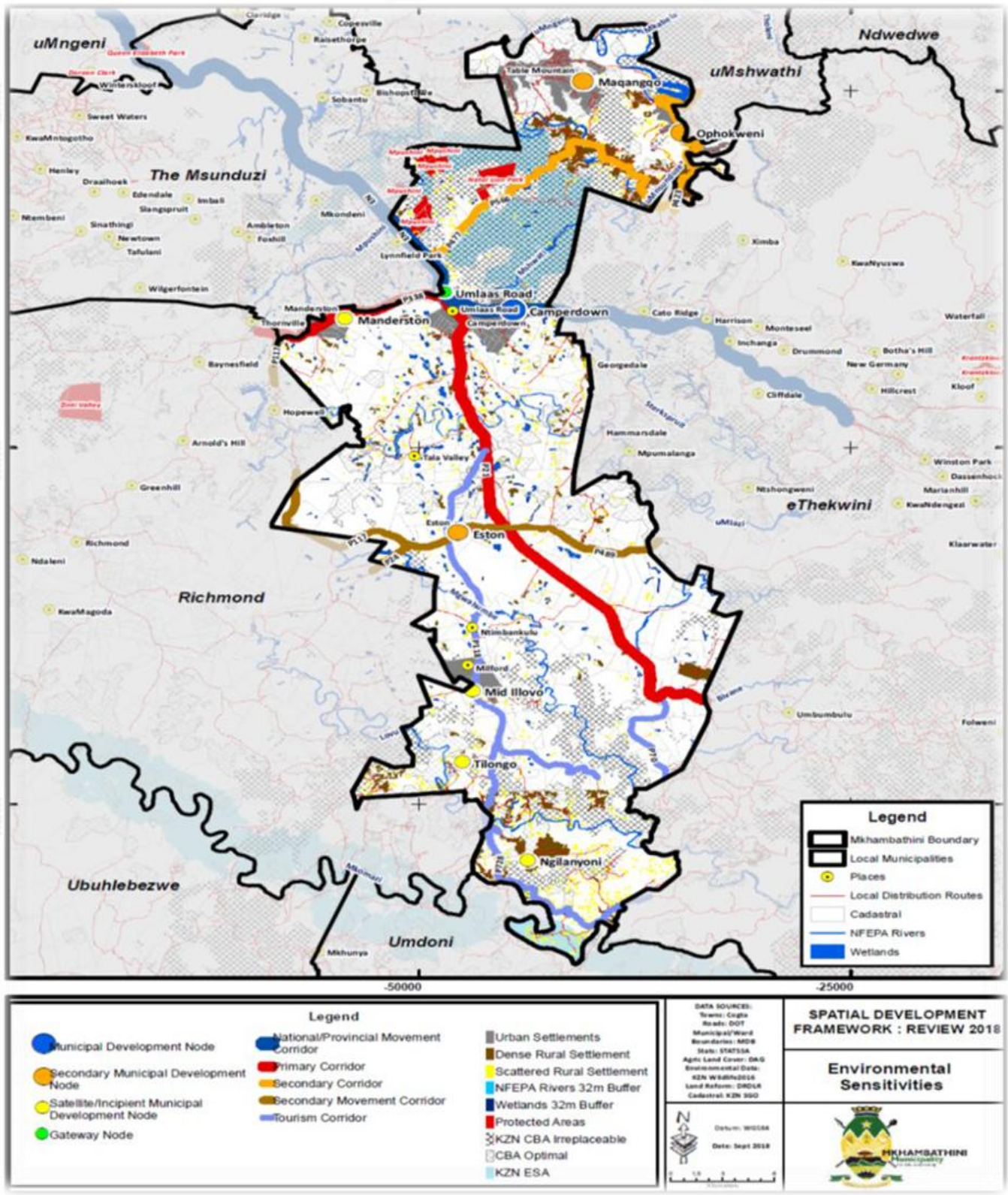


FIGURE 11: ENVIRONMENTALLY SENSITIVE AREA

12.11.3 PROTECTED AREAS

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

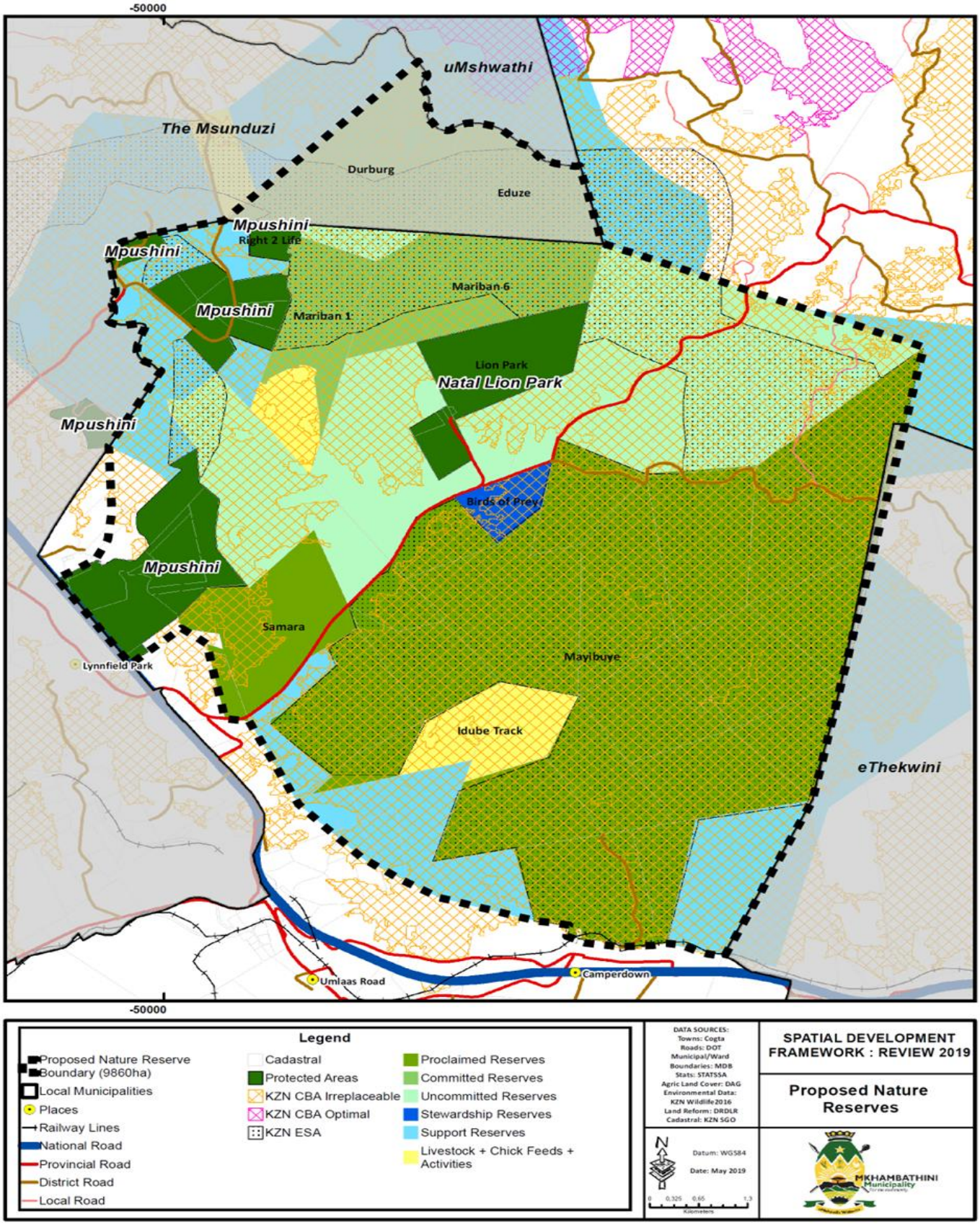
The existing protected areas within Mkhambathini Municipality include Mpushini Protected Reserve, Camperdown Nature Reserve, Killarney Isle and Gwahumbe Game Reserve. According to map environmental sensitivity is classified in composite weights ranging from high to low. The composite weighting in Mkhambathini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

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

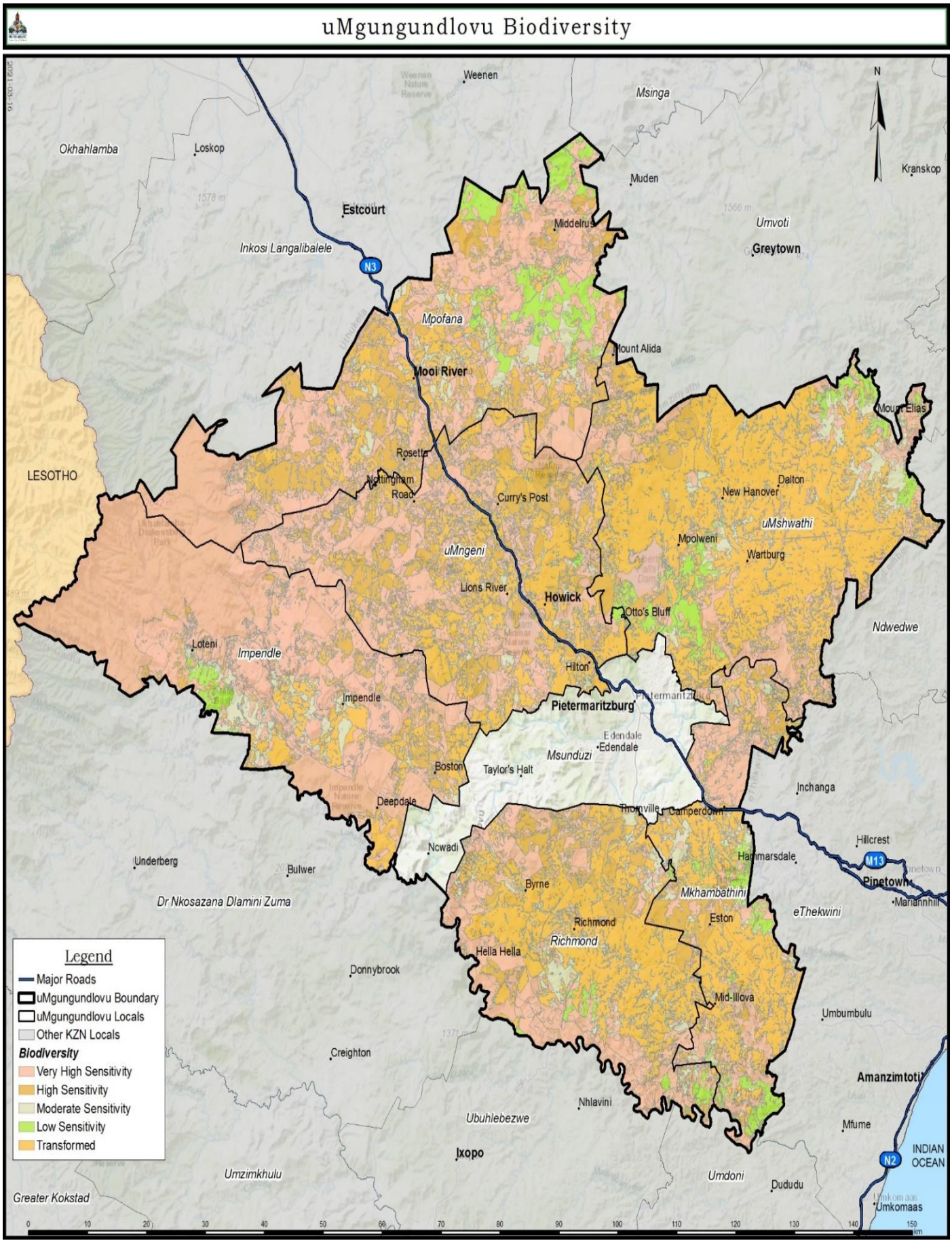
The area to the north of the N3, along the P477 and P566, is one of the most environmentally sensitive areas in Mkhambathini. This area includes protected areas (e.g. Mpushini Protected Environment Natal Lion Park protected area) Irreplaceable and optimal critical biodiversity areas (CBAs), as well as ecological support areas (ESA). It has however also been subjected to changes in land use, such as growing rural settlements and pressure for development.

In view of the above, it is the intention of the landowners in this area to establish a Protected Environment or a Nature Reserve under the Stewardship Program. This will require a high level of commitment from the landowners and will place the proposed nature reserve within one of the two highest levels of the Protected Area designations recognised by the Protected Areas Act. This must also be recognised as a Protected Area in municipal spatial planning.
The proposed area of the "Right 2 Life' nature reserve is indicated on the map on the overleaf and is approximately 9860ha. The majority of landowners are in favour of this initiative and ultimately, this area will expand the Mayibuye Game Reserve area.

Proposed Nature Reserve (Right 2 Life)



District Municipality showing the biodiversity within the municipality and Mkhambathini.

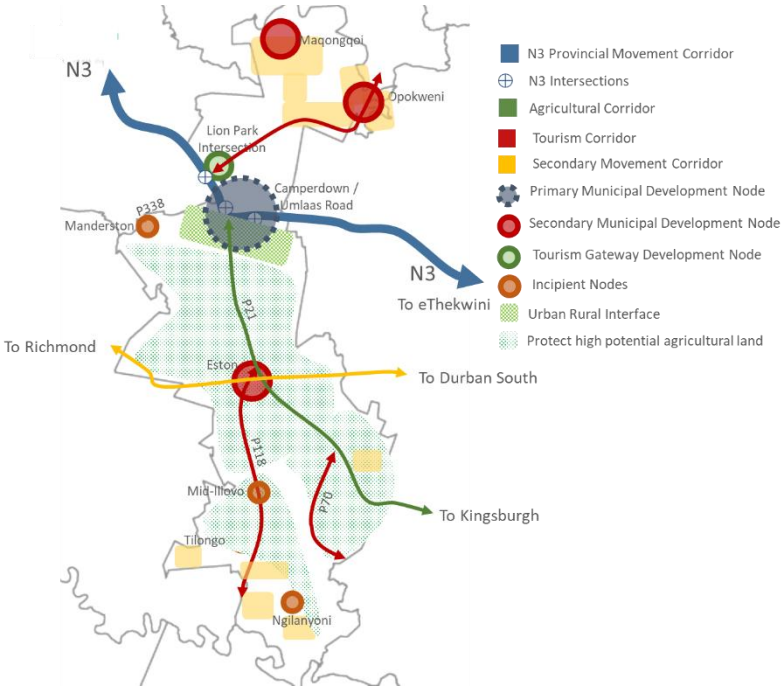


12.11.4 BIODIVERSITY

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

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

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



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

12.11.5 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.

12.11.6 STRATEGIC ENVIRONMENTAL ASSESSMENT

Topography

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

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

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

Climate Change Mkhambathini Situation

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

Geology and Soils

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

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

Quality Water

Umgeni Water maintains that the quality of water flowing to the main water sources within Umgeni valley has deteriorated over time leading to high purification costs. This is mainly

attributed to pollutants flowing into Msunduzi River from Pietermaritzburg and the impact of the lack of proper sanitation and waste disposal facilities for settlements located along river Valley. Umngeni water and the department of Water Affairs and Forestry (DWAF) have both raised concerns about the following issues, which also affect the quality of water and life:

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

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

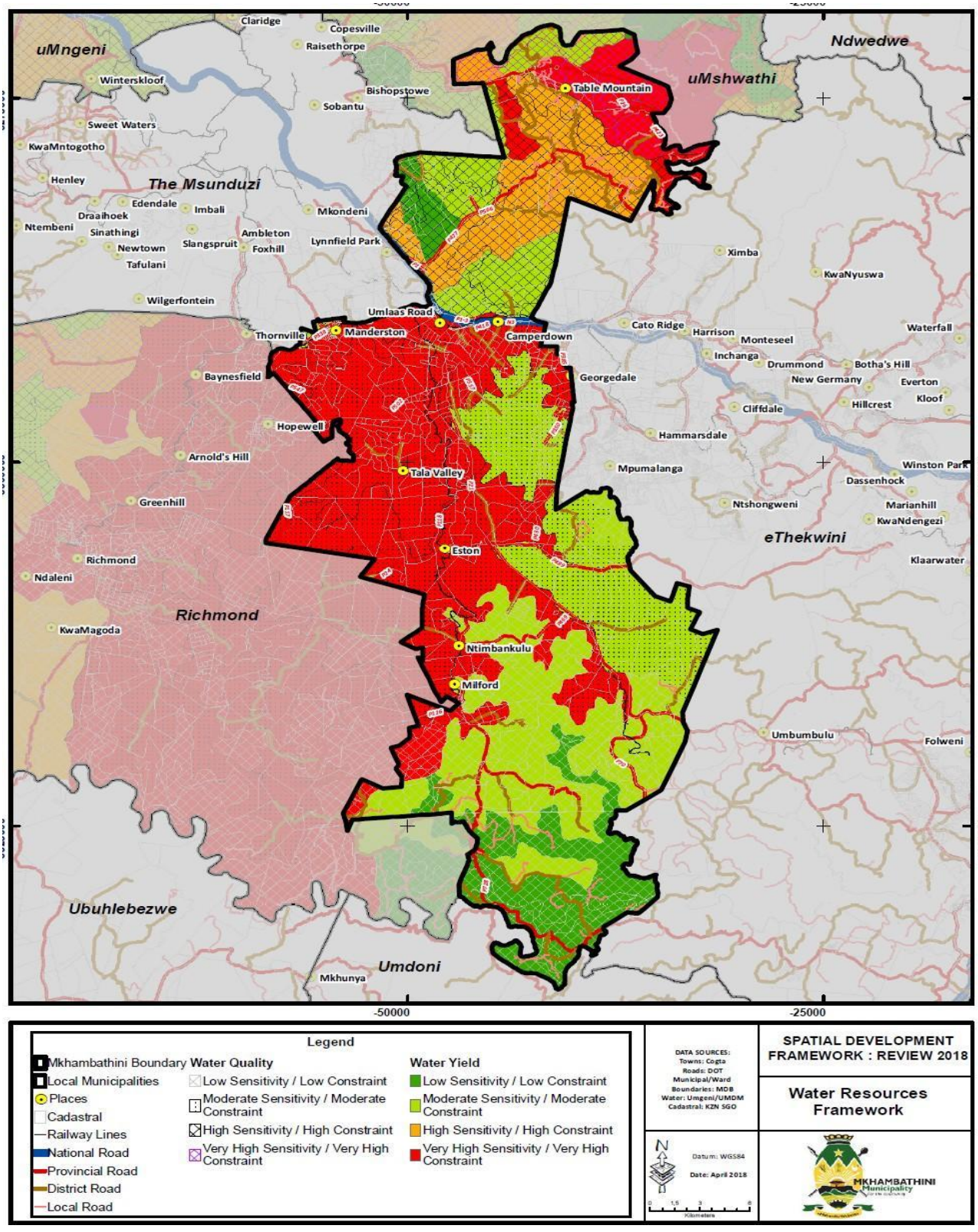


FIGURE 12: MKHAMBATHINI LM

12.11.7 Environmental Challenges

Atmosphere

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

Landscape

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

Hydrology and Water Resources

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

Landscape

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

Biodiversity

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

12.11.8 Environmental Priorities and Objectives

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

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

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

12.11.9 Environmental Policy and Bylaws

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

1. Cemetery
2. Environmental Health
3. Solid Waste Management
4. Open Space Management Plan
5. Keeping animals
6. Nuisances
7. Outdoor Advertising
8. Informal Trading Policy

12.11.10 Environmental Governance

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

- Plan and manage a sustainable town.
- Deliver sustainable services.

- Govern the area in a responsible manner.

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

12.12 Spatial and Environmental: SWOT Analysis

Table 22: Spatial and Environment SWOT Analysis

STRENGTH	WEAKNESS
▪ Mkhambathini' s strategic location which is the N3 primary corridor. This is essential for future economic growth. ▪ Mkhambathini has prime agricultural land. ▪ The municipality has adopted a wall-to-wall scheme in accordance with the SPLUMA, Act 16 of 2013, which guides development and creates investor confidence. ▪ Two underutilized interchanges on the N3. ▪ The presence of the main railway line network in parallel to the N3.	▪ Location of the Municipality is not being actively marketed. ▪ Configuration of the municipality. ▪ There is a declining performance in the agricultural sector and its contribution to the Local economy. ▪ Badly structured routes at a regional level limit the regional integration within the municipality. ▪ Most of the land is privately owned which may limit the pace at which the state can deliver the public facilities since the land acquisition processes may sometimes be time consuming. ▪ Steep terrain limits development within some parts of the municipality especially the CBD expansion towards the north as well as agricultural development in ward 1, 2 and 3.
OPPORTUNITIES	**THREATS**
▪ It's achieving more compact cities by maintaining settlement edge in order to discourage development sprawling into prime agricultural land and other natural resource areas. ▪ Create housing opportunities for the poor in areas that improve access to urban opportunities including employment and access to basic services. ▪ The tarring of roads will provide transport services access to remote regions. ▪ Potential to develop and intensify the role of Eston and Ophokweni as secondary nodes. ▪ The municipality is endowed with relatively good agricultural land	▪ 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.

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.	

13. DISASTER MANAGEMENT

13.1 MUNICIPAL DISASTER MANAGEMENT SECTOR PLAN

Municipal Legislative Mandate (Dm & Fire Services)

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

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

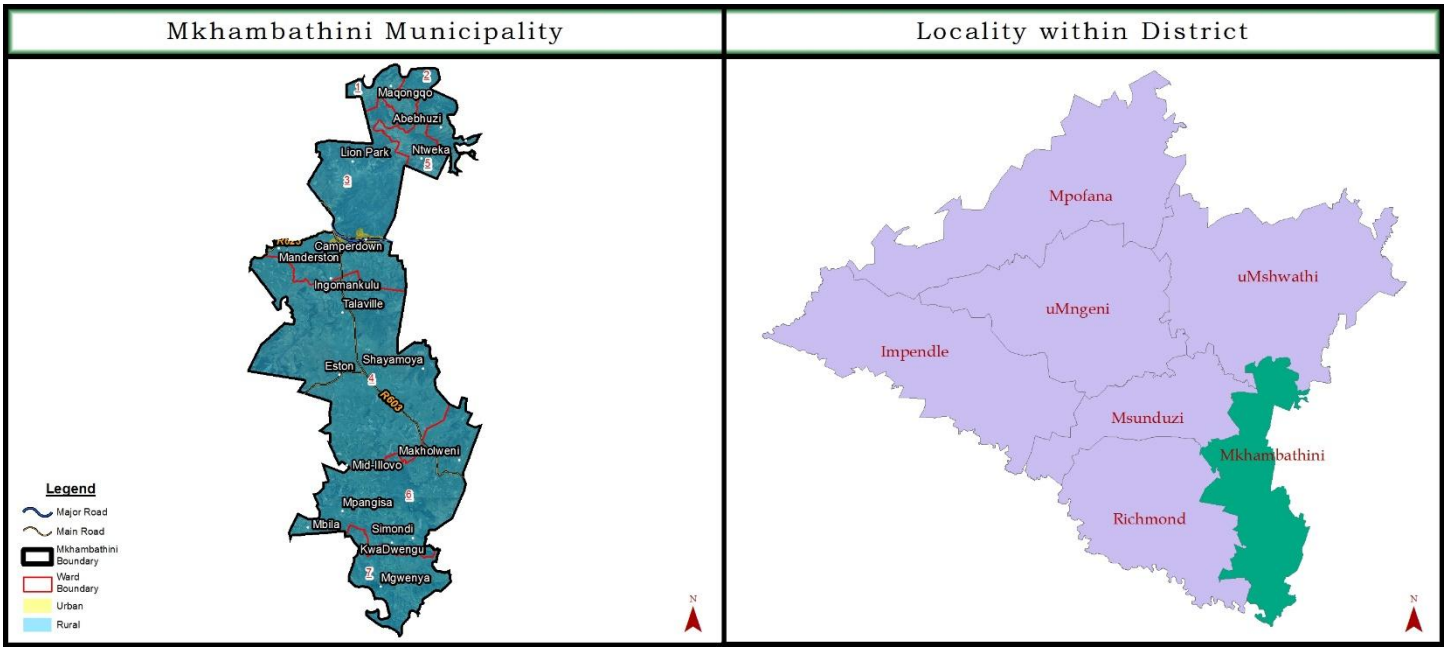
13.2 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

Status of Municipal Disaster Management Centre

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

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

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



Status Of Fire & Rescue Services

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

In light of the above, the uMgungundlovu District Municipality offers the fire service to the Mkhambathini Local Municipality and five other Local Municipalities within its area of jurisdiction. The fire station that services Mkhambathini area of jurisdiction is located at Ashburton and is operational on a 24-hour basis with 4 Fire Fighters, a Watch Commander, Station Officer and a Pump Operator per 12-hour shift.

Status of Municipal Disaster Management Policy Framework

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

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

Status of Municipal Disaster Management Plan

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

- Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;

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

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

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

Municipal Disaster Management Inter-Departmental Committee

The Management Committee seats on a monthly basis and Disaster Management issues and resolutions are discussed and taken at that level.
The challenges arise when there is an incident and a report has to go via the said Committee prior to approval and procurement of the relief material.
Discussions to prioritise incidents in case of an emergency are ongoing.

Municipal Disaster Management Advisory Forum

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

Accordingly, the Mkhambathini Disaster Management Advisory Forum was launched in 2013 for the purpose of dealing with the disaster risk management planning and coordination. There were a few challenges previously, however, those have been addressed and the Forum has now been revived. The main objectives of the Forum are:

- Make recommendations to the Municipal Council concerning the disaster risk management activities;
- Ensure the application of the principles of Co-operative Governance for the purpose of Disaster Risk Management in the Municipality ;
- Establish integrated Technical Task Teams for the development and implementation of policies, plans, programmes and projects to reduce disaster risk and build resilience ;
- Contribute to the generation of a disaster risk profile for the Municipality ;

- Help to ensure community awareness of Disaster Risk Management arrangements;
- Participate in the development and maintenance of disaster risk management information management and communication systems;
- Establish integrated technical task teams for the development and maintenance of disaster contingency plans;
- Support and contribute to knowledge management programmes in the field of disaster risk management in the municipality; and
- Advise any organ of state, statutory functionary, non-governmental organisation, community or the private sector on any matter relating to disaster risk management.

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

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

Disaster management & fire services swot analysis

Strengths • Voluntary participation from affected communities i.e. Ward Committee members, CCG and CDWs etc.; and • Good relations with community leaders, i.e. schools and community halls are readily available to assist with emergency accommodation in case of a major incident.	**Weaknesses** • Lack of preparedness for a major incident or disaster; • Political organisations using political affiliation when assisting.
Opportunities • Non-Governmental Organisations willing to partner i.e. Al Imdaad etc.; • Private sector also willing to partner when conducting awareness campaigns thus saving costs, for example, Transnet and SASSA; and	**Threats** • Political organisations lack of understanding of the duties of disaster management; • Not prioritising the function; and • Supply chain processes taking longer in case of an incident leading to the turnaround time not being met.

• PDMC to conduct Disaster Management training for Cllrs and traditional leaders.	

Challenges for DM and Fire Services as per SWOT Analysis

The following challenges were identified:

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

13.3 DISASTER RISK ASSESSMENT

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

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

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

Accordingly, a risk assessment exercise was completed in 2015, its purpose was as stated below:

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

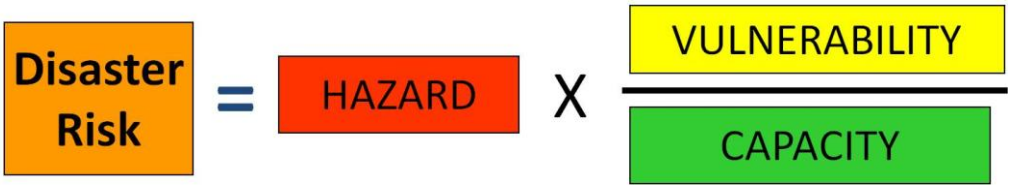


Figure 2 above: Formula for calculating disaster risk

List of Priority Risks (Hazards)

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

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

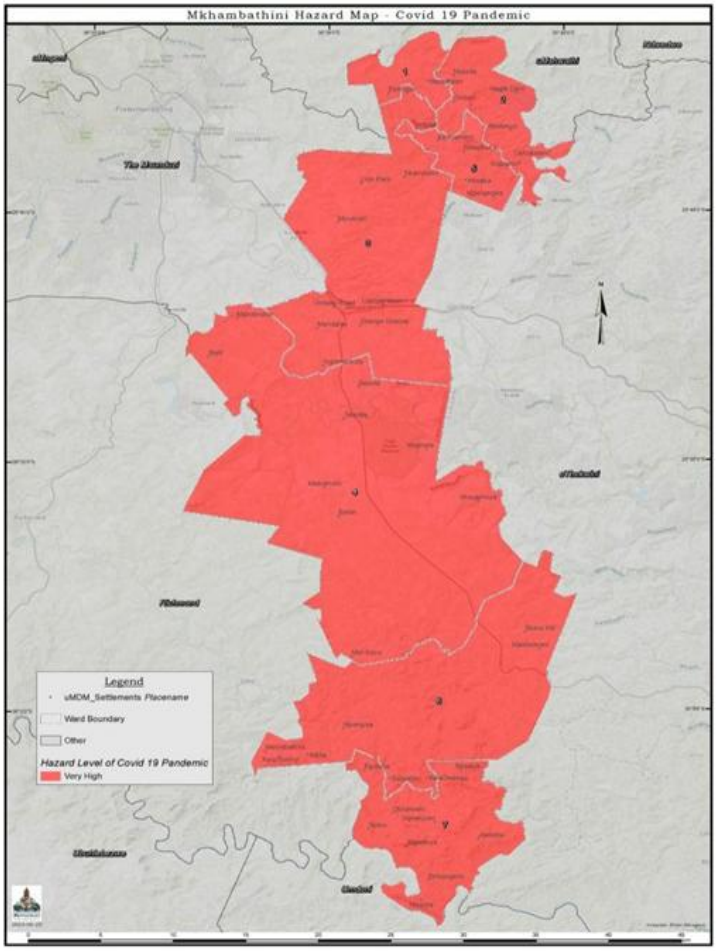
13.3.1 HAZARD MAPS

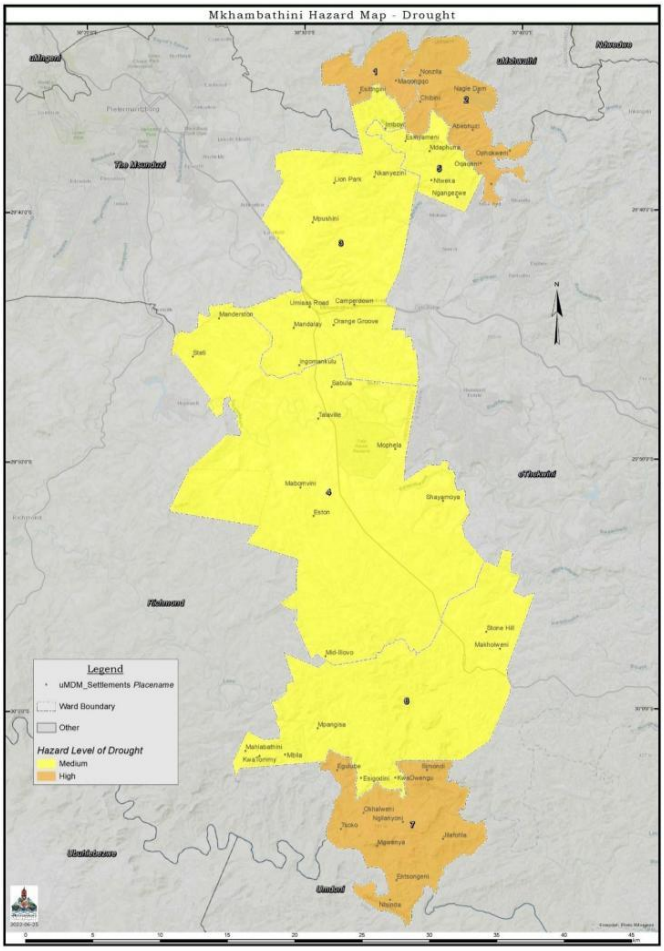
A hazard can be defined as a potentially damaging physical event, social and economic disruption or environmental degradation. Typical examples of hazards can be absence of rain (leading to drought) or the abundance thereof (leading to floods).

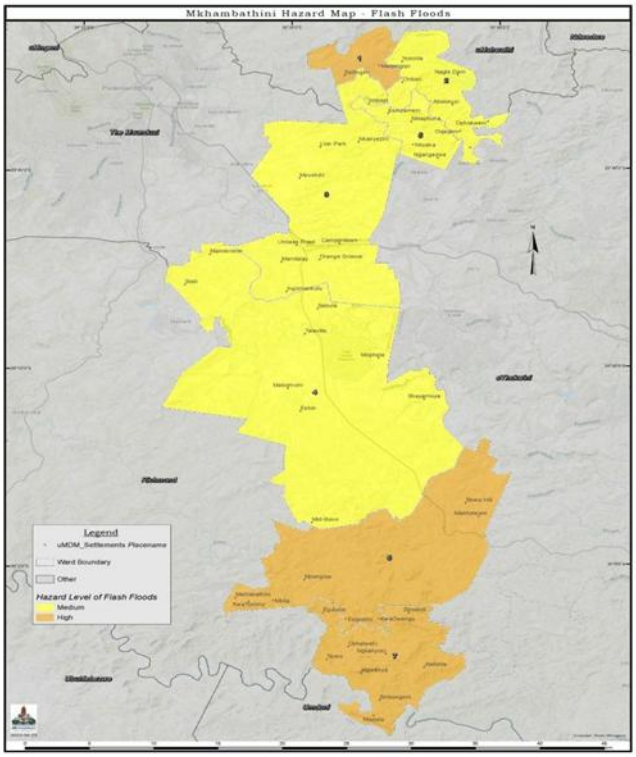
Natural hazard events can be characterized by their magnitude or intensity, **speed** of onset, duration, and the area they cover. Hazards occur at different intensities (or magnitudes) over different time scales (sometimes known as temporal scales)

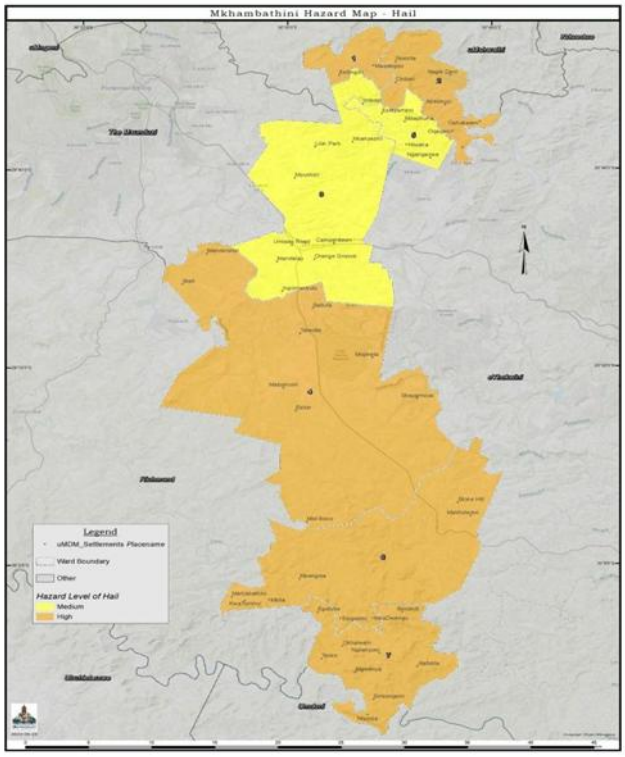
Mkhambathini risks were analyzed and presented hazards namely: drought, veld/forest fires, structural fires, floods, heavy rainfall, hailstorm, strong winds, lightning and snow.
Maps below illustrate analysis per each hazard:

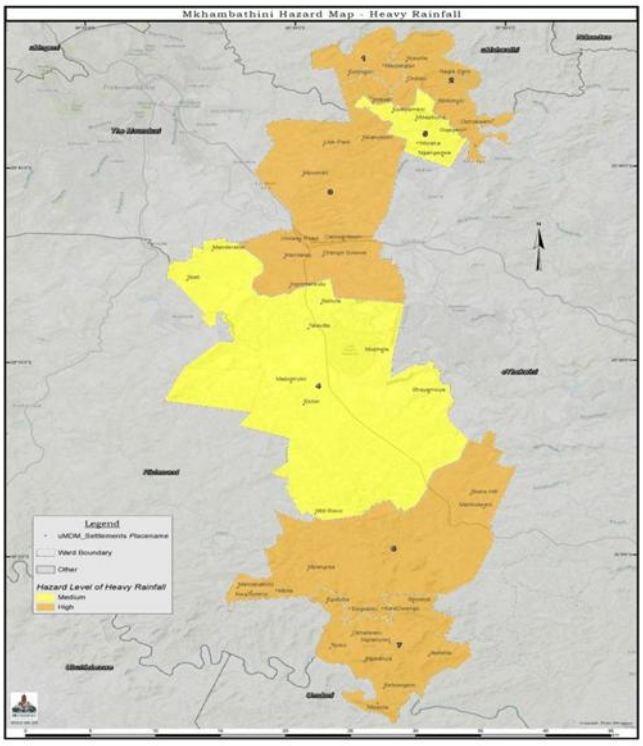
Figure 3 to below shows hazard maps as per the results of the risk assessment exercise.

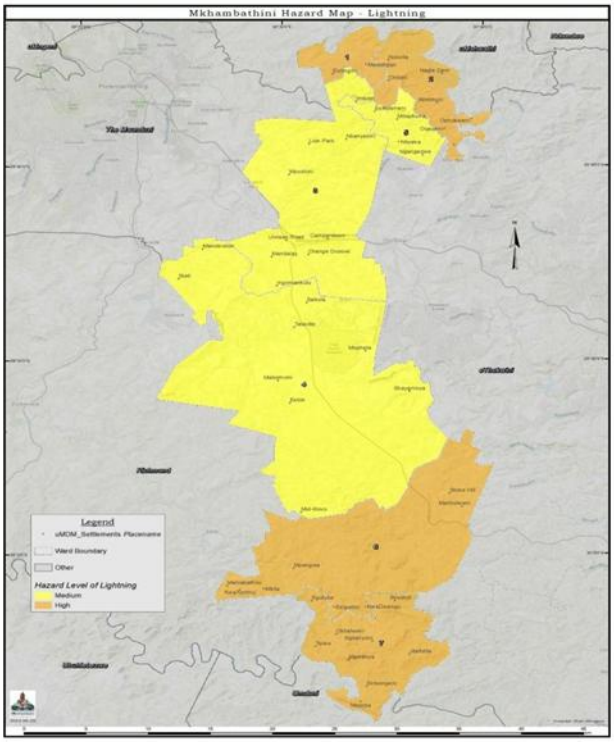


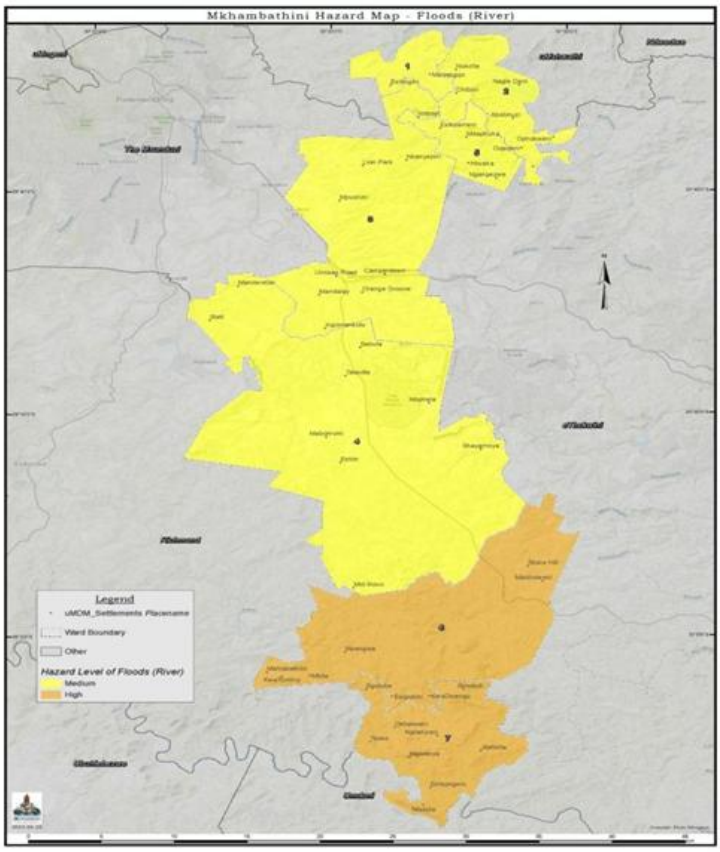


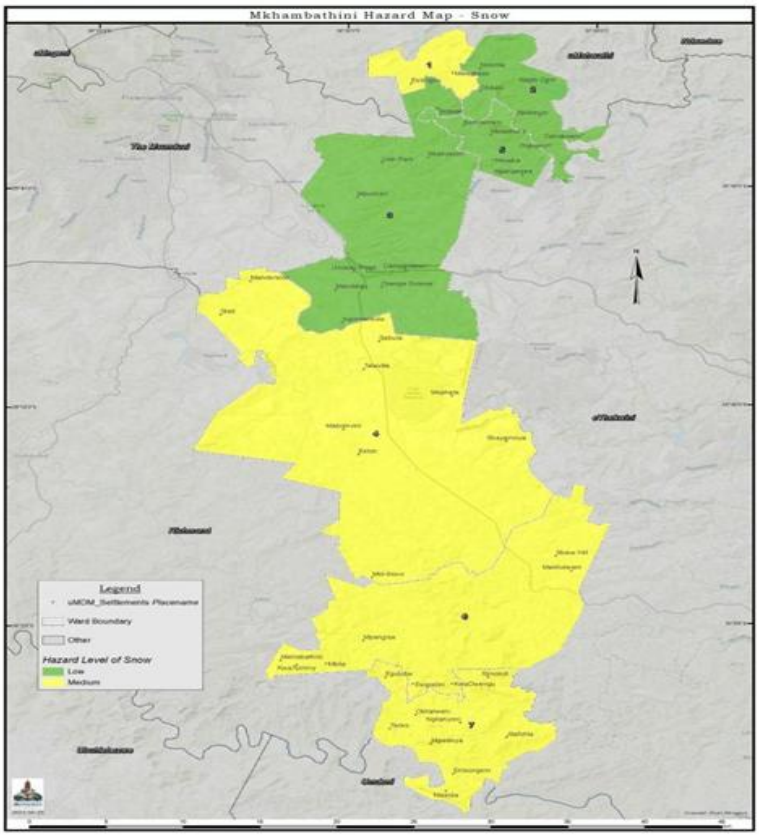

Mkhambathini Hazard Map - Flash Floods
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Flash Floods
Medium
High

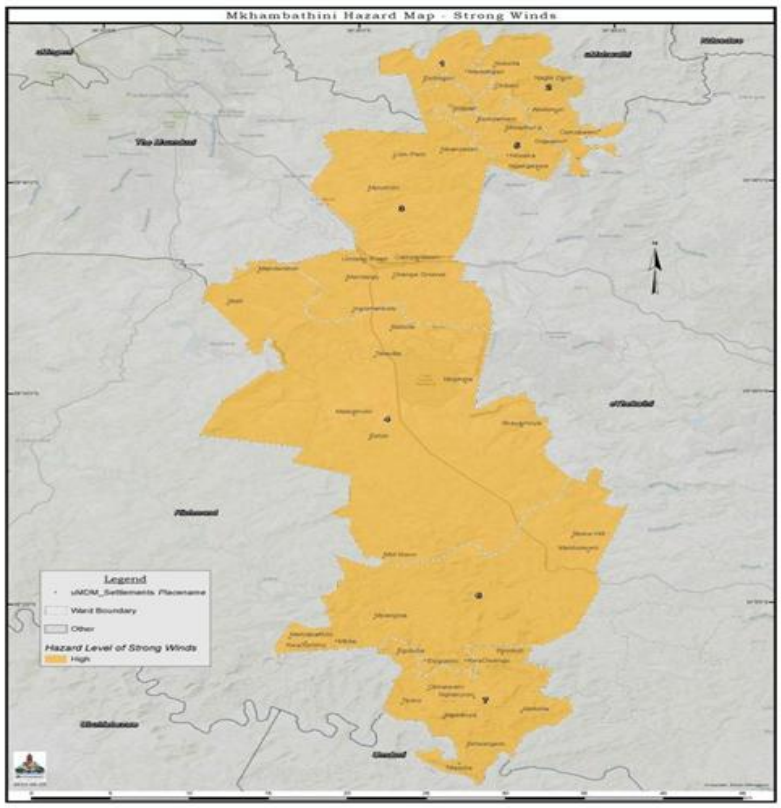

Mkhambathini Hazard Map - Hail
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Hail
Medium
High

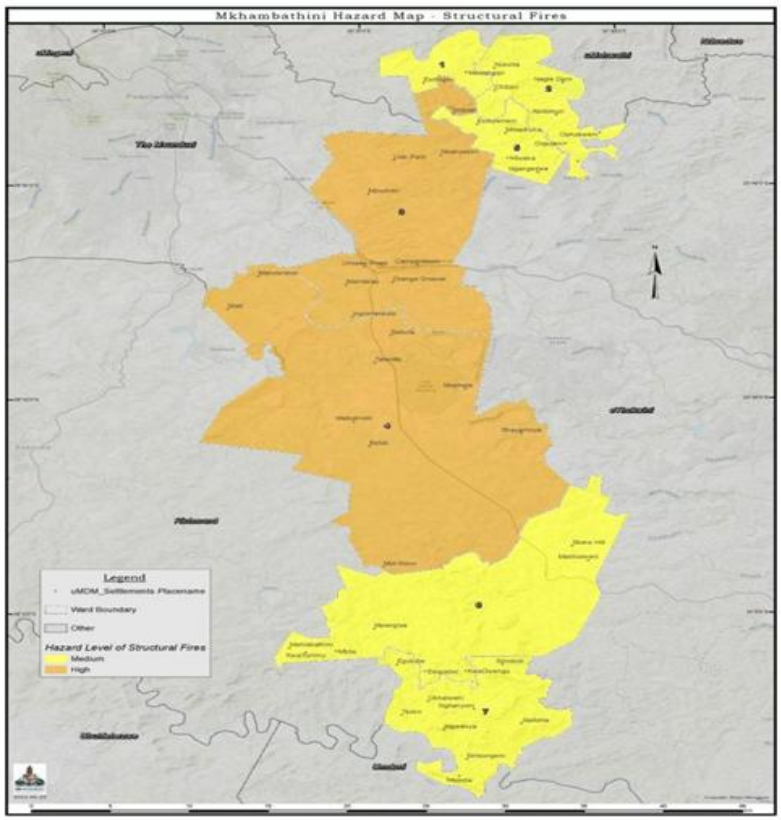

Mkhambathini Hazard Map - Heavy Rainfall
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Heavy Rainfall
Medium
High

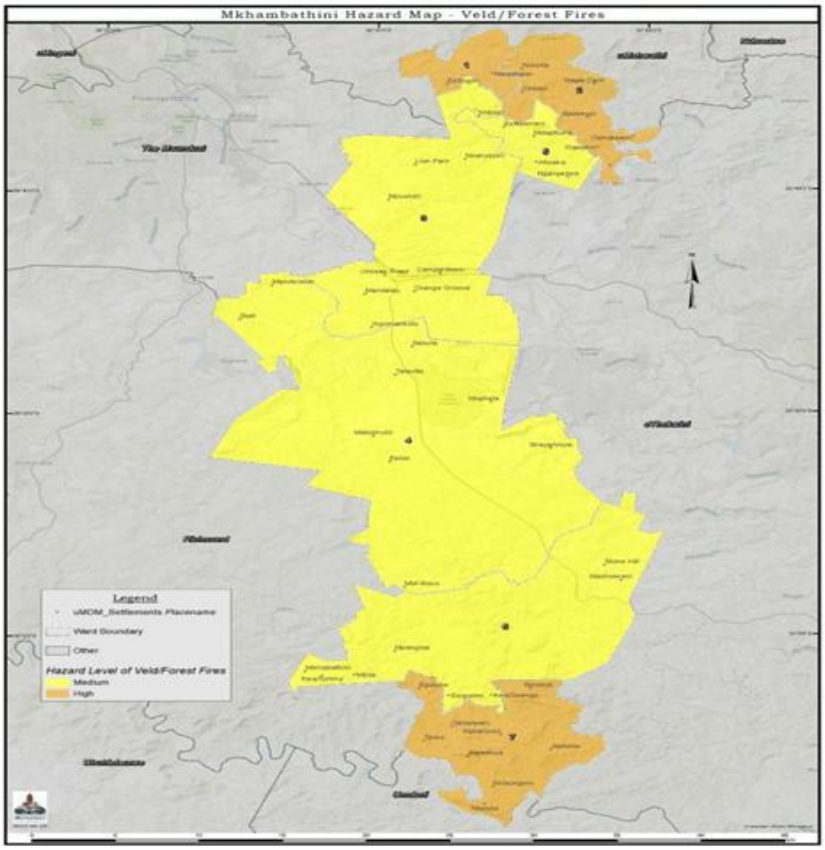

Mkhambathini Hazard Map - Lightning
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Lightning
Medium
High

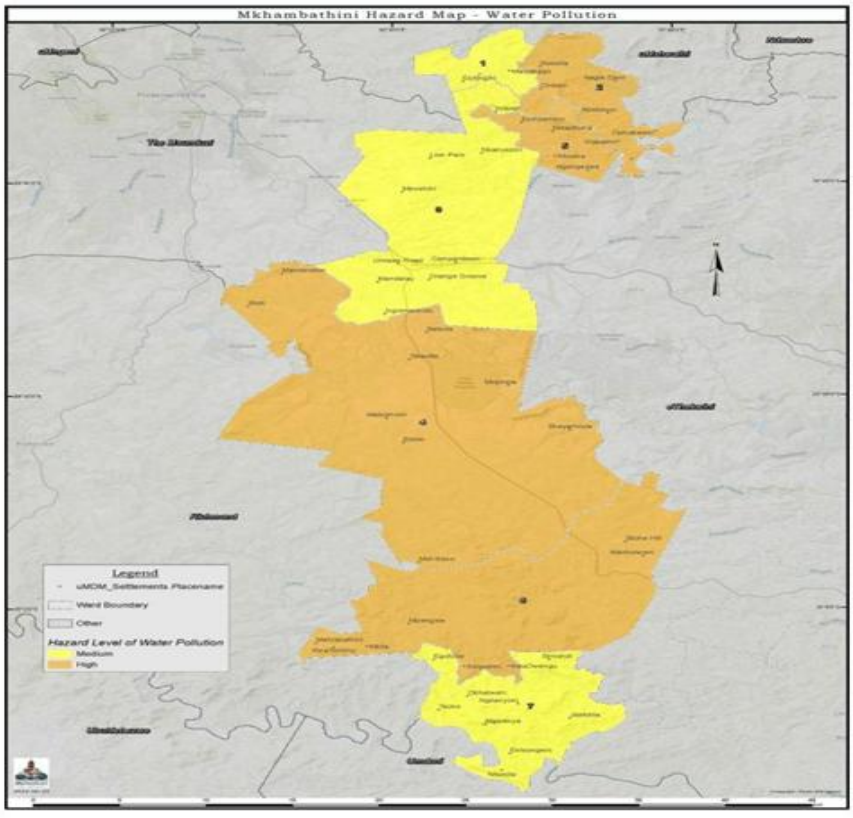

Mkhambathini Hazard Map - Floods (River)
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Floods (River)
Medium
High


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


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


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


Mkhambathini Hazard Map - Veld/Forest Fires
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Hazard Level of Veld/Forest Fires
Medium
High


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

13.3.2 VULNERABILITY MAPS

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

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

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

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

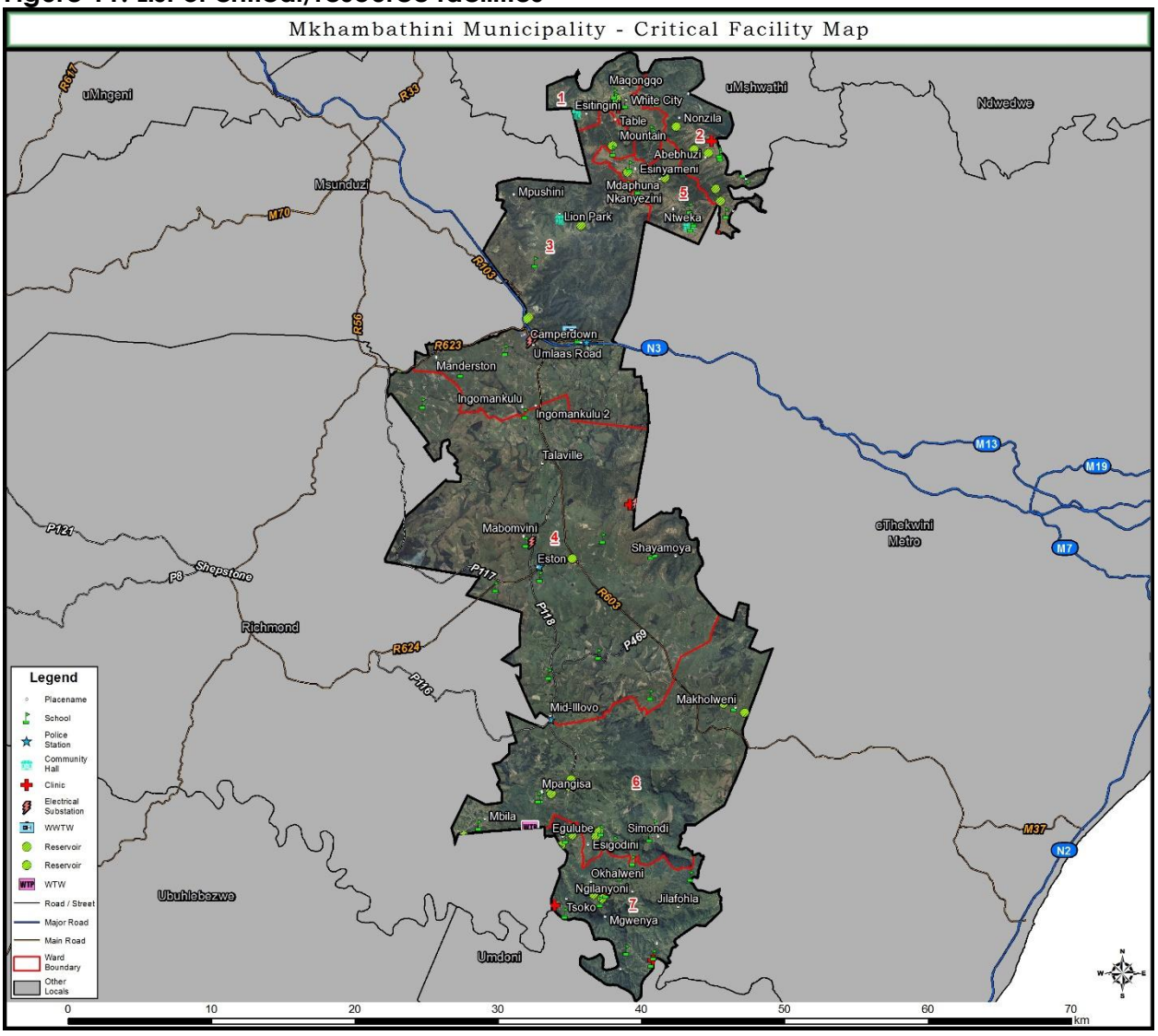
13.3.3 CAPACITY MAPS

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

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

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

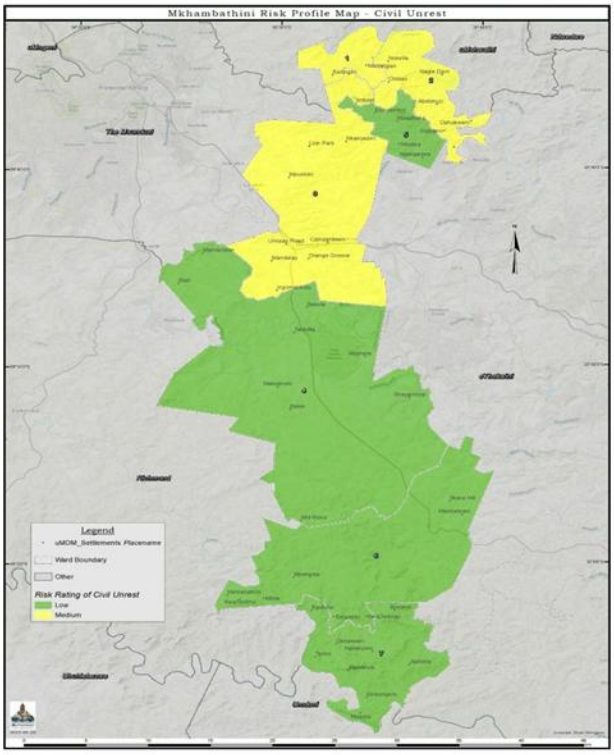
Figure 11: List of critical/resource facilities

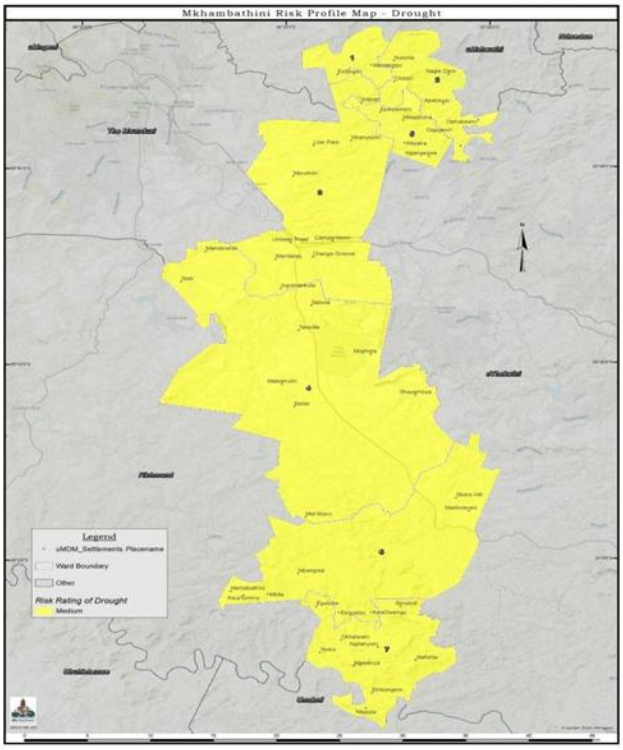


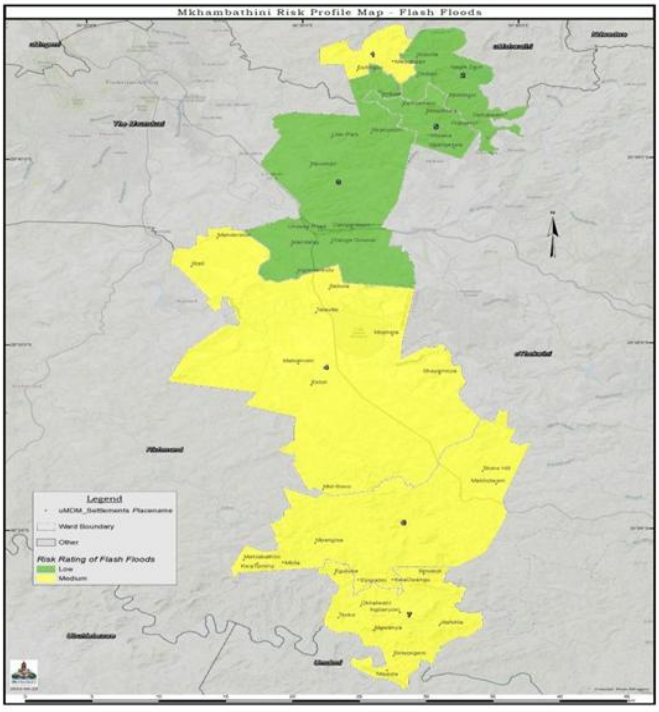
13.3.4 DISASTER RISK RATING MAPS (DISASTER RISK EVALUATION MAPS)

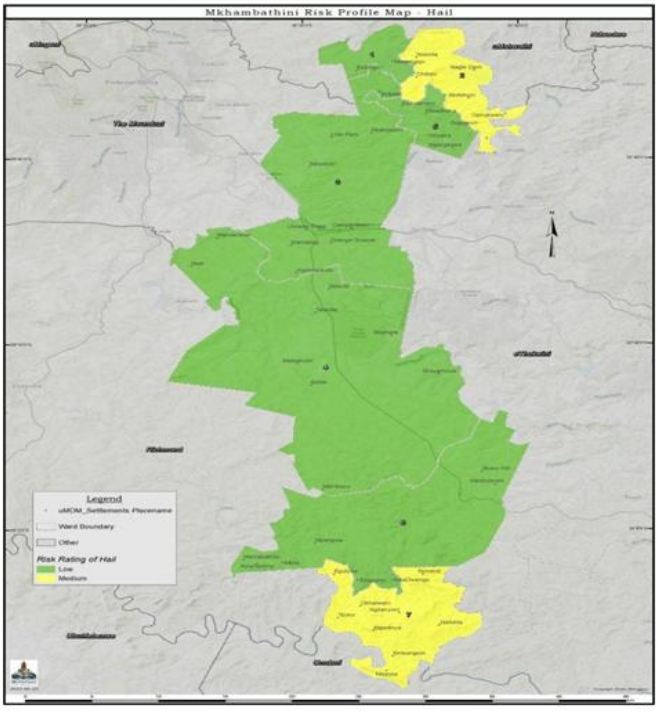
Disaster risk rating assists the municipality with determining the following:

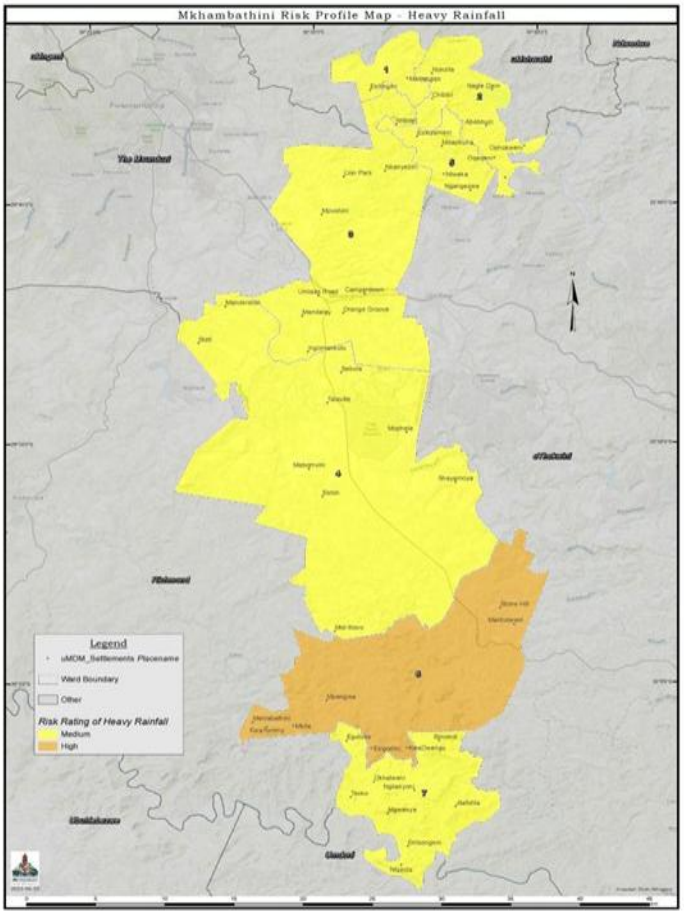
- Levels of disaster risk by analysing hazards, vulnerability and coping capacity in order to set priorities for disaster risk reduction action;
- To develop a comprehensive disaster risk management plan for Mkhambathini Local Municipality; and
- To identify possible disaster risk reduction programmes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

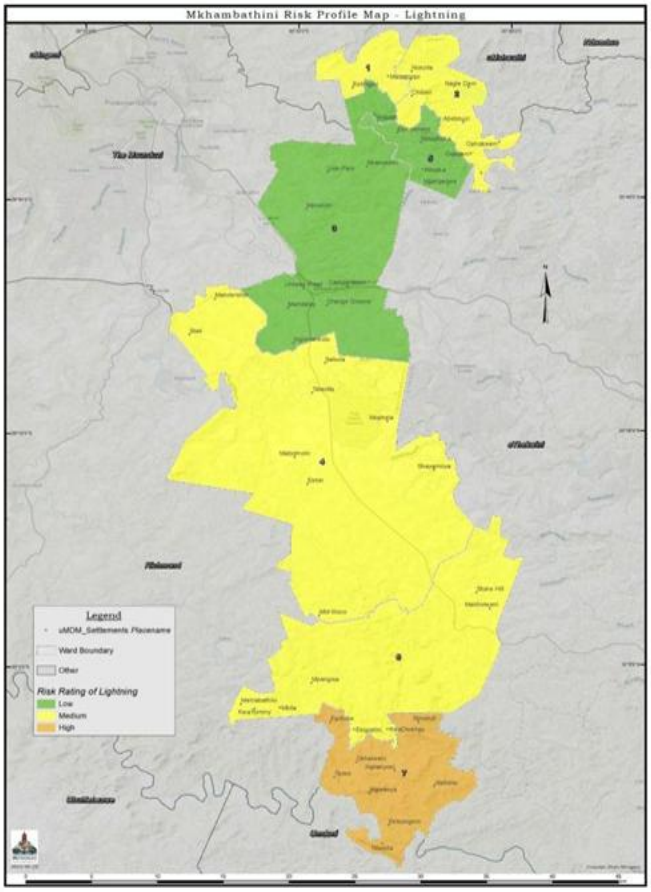

Mkhambathini Risk Profile Map - Civil Unrest
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Civil Unrest
Low
Medium

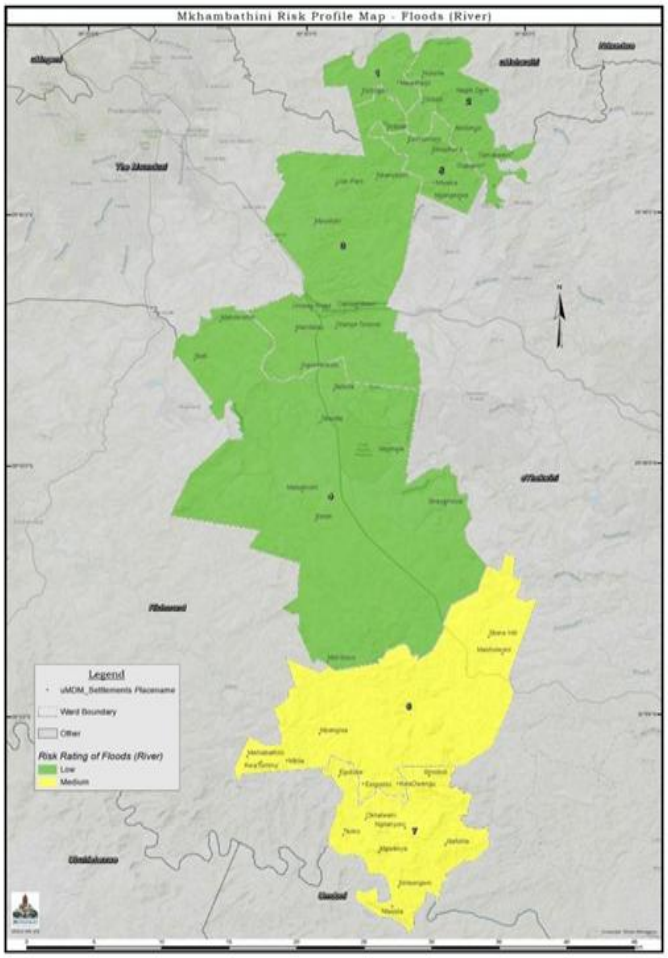

Mkhambathini Risk Profile Map - Drought
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Drought
Medium

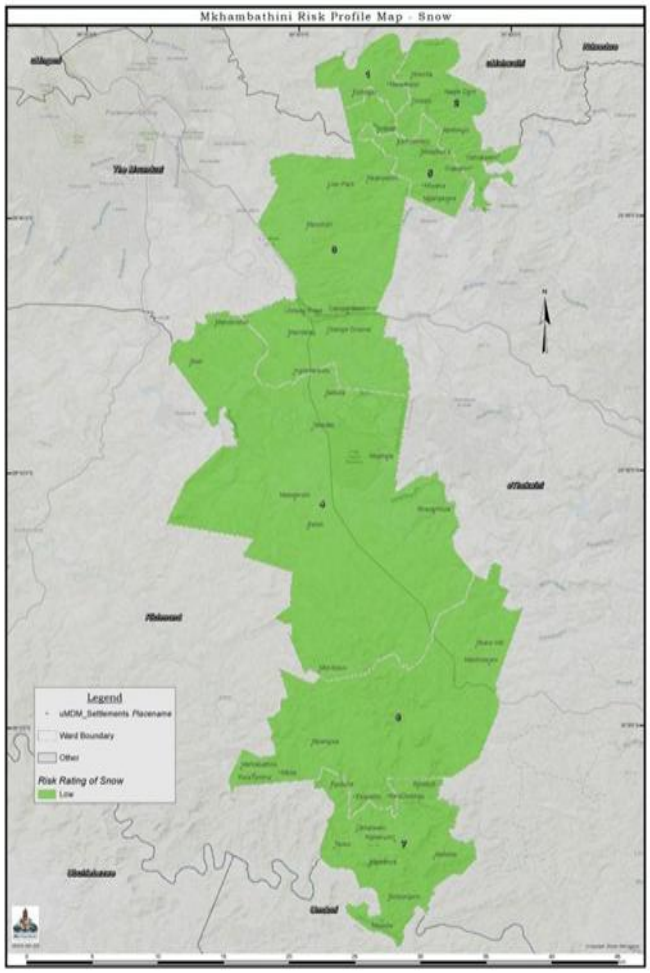

Mkhambathini Risk Profile Map - Flash Floods
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Flash Floods
Low
Medium

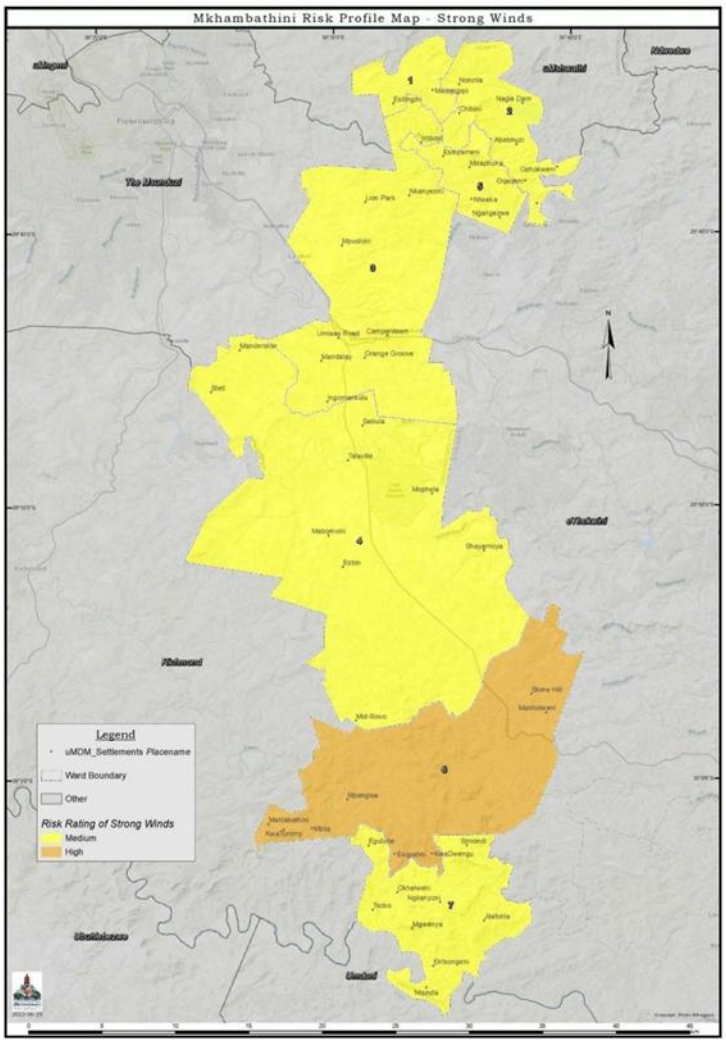

Mkhambathini Risk Profile Map - Hail
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Hail
Low
Medium

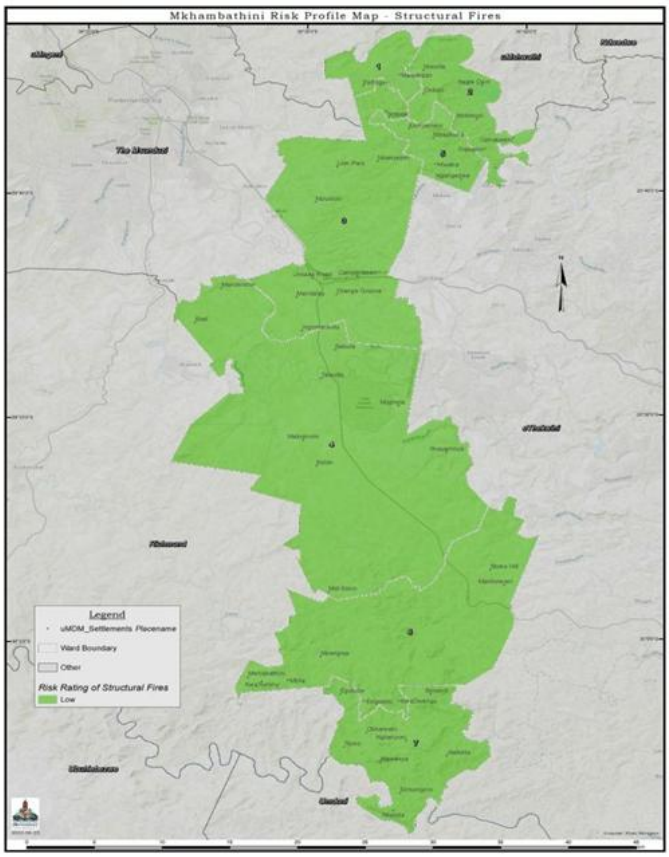

Mkhambathini Risk Profile Map – Heavy Rainfall
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Heavy Rainfall
Medium
High

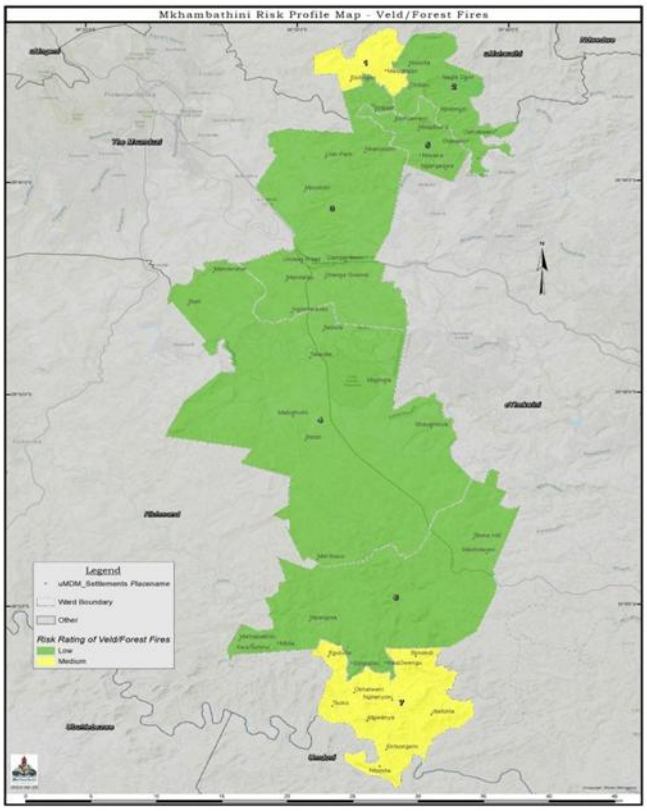

Mkhambathini Risk Profile Map – Lightning
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Lightning
Low
Medium
High

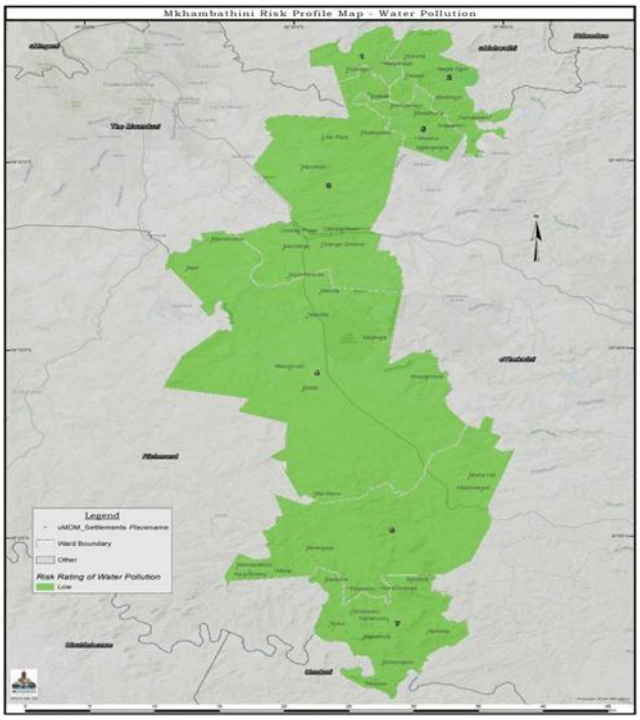

Mkhambathini Risk Profile Map - Floods (River)
Legend
uMDM_Settlements Placename
Ward Boundary
Other
Risk Rating of Floods (River)
Low
Medium


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


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


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


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


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

13.3.5 Analysis of Climate Change Risks

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

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

13.3.6 Human Diseases Outbreak

The Mkhambathini Local Municipality continues to roll out a broad range of interventions aimed at mitigating the impact of disease outbreaks in their communities. But the window of opportunity to respond effectively closes rapidly, and outbreaks quickly become a humanitarian crisis. Issues to tackle include political manoeuvring, inadequate financial agility, a lack of coordination, ambivalence towards response structures, and tensions in key relationships, as well as antibiotic and anti-microbial resistance, biosecurity, and the need for better data sharing in disease surveillance.

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

13.4 Disaster Risk Reduction for DM and Fire Services

13.4.1 Ecosystem-Based Disaster Risk Reduction

The Mkhambathini Municipality understands the importance of development of an Ecosystem-Based Disaster Risk Reduction plan, as such this will be actioned together with the current disaster management plan review, to be budgeted for in the 2024/2025 financial year. This was also considered during the Spatial Development Framework Review approved in 2019/2020 financial year.

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

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

During the 2024/25 financial year, the Municipality plans to create awareness of the need for disaster preparedness and to build a consensus among key stakeholders around effective disaster

risk reduction practices. This will be achieved through convening key stakeholders, interactive workshops, case studies highlighting DRR best practices, and constant risk mapping.

13.5 DISASTER RESPONSE AND RECOVERY

Municipal Capacity in terms of Response and Recovery

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

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

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

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

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

13.5.1 INFORMATION MANAGEMENT AND COMMUNICATION

Information Management

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

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

Communication system

In case an incident occurs, the Municipality reports to the District Municipality using telecommunications or email, the district then forwards the report to the Provincial disaster Management Centre.

Early Warning Strategy

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

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

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

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

The Municipality also uses the following platforms as further interventions to early warning:

Mkhambathini Facebook page;

LTT and War room WhatsApp groups;

Disaster Management Volunteers; etc.

The municipality activated the local Disaster Management Joint Operations Committee (JOC) where all disaster related issues were discussed, and joint plans were formulated to ensure that the limited resources that we all brought to the table were widely distributed to cover as many households as possible.

TABLE 18: DISPLACED HOUSEHOLDS AND SHELTER PROVIDED

No	Sheltered provided at	No. Families	Relief Provided	Status
01.	Ward 6, Emakholweni and Mpangisa areas, neighbours and friends provided shelter to the affected	4 families	24 November 2023, Mkhambathini provided blankets, sponges and plastic sheeting SASSA provided food vouchers.	All Families were provided with temporal shelters by the Department of human settlement
02.	Ward 1 Ezibhananeni the affected were sheltered by relatives	1 Family	Mkhambathini provided relief	The family refuses to be relocated to a

				place suitable for installing a structure.
03.	Ward 3 – Mlass rd.	3 Families	Mkhambathini provided Plastic sheeting, Blankets and sponges Sassa – Food vouchers	These people urgently need: To be relocated
04	Ward 7 24 November 2023 Gulube,Luzizi,Lubhaqa,Esigodini,Okhalweni areas all the affected did not have to be relocated	13 families	Food parcels, blankets, Plastic sheeting	1 Temporary shelter was provided
05	Ward 4 Njobokazi the affected were sheltered by relatives	3	03 November 2023 Food parcels, blankets, and lightning conductors	
06	Ward 5 Kwamhali	1 Family	07 September 2023 Mkhambathini provided Food parcels, blankets, and lightning conductors	Temporal shelter was provided
07	Estingini area 03 November 2023	1	Mkhambathini provided Food parcels, blankets, and lightning conductors	Temporal shelter was provided
08	Mlaas road 25 March 2023	2	Mkhambathini provided blankets, Sassa, Food voucher	
09	Emabhodini 06 January 2023	2 Families	Mkhambathini provided blankets, Sassa, Food voucher	
10	18 January 2023 Ensongeni/Baniyena	1 family	Mkhambathini provided blankets, and Food parcel	

11	27 February 2023 Ward 2 at Number 5	1 family	Mkhambathini provided blankets, and Food parcel	
12	07 March 2023 Mlaas rd.	5 families	Mkhambathini provided blankets, and Food parcel Sassa – Food Vouchers	
13	30 March 2023 Nhlazuka	1 family	Mkhambathini provided blankets, and Food parcel	
14	24 June 2023 Mandalay	3 Families	Mkhambathini provided blankets, and Food parcel Sassa – Food Vouchers	
15	30 November 2022 Cabazini, Ophokweni,Mhali,Emasangweni, White city	18 Families	Mkhambathini provided blankets, and Food parcel Sassa – Food Vouchers	

Table 20: Social Relief Material provided by various entities.

Institution	Blankets	Food parcels/ Vouchers	Mattresses / Sponges	Tent	Plastic Sheeting	Box b	Zinc Sheets/ Corrugated Iron	Other
MLM	365	88	**45**	N/A	20	N/A	N/A	Relocating Families Clothes for destitute families
UMDM	N/A	03	N/A	N/A	**35**	N/A	N/A	N/A
SASSA (SRD)	N/A	**57**	N/A	N/A	0	N/A	N/A	N/A
DSD	N/A	N/A	N/A	N/A	0	N/A	N/A	Psycho social support for Bereaved families and Profiling
PDMC	05	N/A	N/A	N/A	**20**	**10**	N/A	8 Washing Basin and 8 Water Buckets

Pic 1: Households damaged.

Pic of damaged households highlights: Displaced households

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

Blankets	Food parcels	Mattresses / Sponges	Tent	Plastic Sheeting	Box	Building Material/Zinc Sheets
375	88	10	N/A	75	10	0

Pic 2: Emergency relief pack

Pic 3: Blankets and sponges issued.

Damaged Infrastructure

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

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

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

13.6 Education, Training, Awareness and Research

13.6.1 Planned Capacity Building Programmes

During the 2025/26 financial year, the Municipality, in partnership with the Provincial Disaster Management Centre plans to hold regular workshops for Councilors and traditional leaders. These are aimed at capacitating them to ensure that they are available and are aware of what is expected of them in case of an incident or a disaster. Further, training on the following aspects is also planned for the 2025/26 financial year as outlined below:

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

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

DATE	TARGET GROUP		FACILITATOR
March 2025	Councillors And Traditional Leaders	Workshop on Disaster Management Activities	Pdmc

March 2025	Volunteers	Basic Understanding in Disaster Management /Fire Safety Training	Red Cross /Umdm
April 2025	Traditional Leaders and Volunteers	Basic Fire Safety Training	Wof/ Umdm Fire
September 2026	Volunteers(2nd) Group	Basic Understanding of Disaster Management/ Fire Safety Training	Red Cross

13.6.2 Planned Public Awareness Campaigns

School Awareness campaigns are ongoing with the assistance of the District Fire Services, the awareness campaigns are solely on fire prevention and alert. Further, the Municipality has a budget allocation for two awareness campaigns each financial year and the district also makes provision for 1 awareness campaign. During the 2025/26 financial year, awareness campaigns will be held as follows:

AREA/WARD		
Ward 3	All Informal settlement areas	Door to Door (Winter Season)
Ward 4	Camperdown	Summer Season
Ward 1	Maqonggo	Winter Season

13.6.3 Research

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

13.7 FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

Breakdown of available budget for disaster management and fire services

The Municipality has a budget of R800 000.00 for the 2025/2026 this financial year.

13.7.1 Funding Mobilization Strategy

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

13.8 PRIVATE PARTNERSHIPS

The Municipality does not have any formal private partnerships.

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

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Disaster Management framework	R50 000	All wards	2025/2026
Disaster Relief support	R800 000	All 7 wards	2025/2026
Awareness campaign	R60 000	Ward 1, 3 and 6	2025/2026
Lightning conductors	R100 000	Wards prone to lightning	2025/2026
Training and Workshops	R100 000	Stakeholders/Volunteers	2025/2026
Fuel Load Reduction Programs	R70 000		2025/2026

Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGET AREAS	DATE
Road Safety Campaign	TBC	Ward 4	2025/26
Community Clean up and Fuel load reduction Campaigns	TBC	All Wards	2025/26
Clearing of alien plants (wetland areas)	TBC	Environmental Health	2025/26
Volunteer Trainings and capacity building	TBC	All Wards	2025/26

Specific Climate Change Adaptation Programmes (If any)

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

In light of the above, the Municipality, in partnership with the Department of Agriculture and Rural Development has a program of clearing invasive alien plants and cleaning the wetlands especially in rural areas.

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

Lightning incidents have also been on the rise due to climate change. Lightning causes many fatalities and injuries worldwide every year [*Holle,* 2015]. It also ignites forest fires, damages electrical

infrastructure, and causes numerous other forms of loss and damage and the storms that come with the lightning cause even more damage.

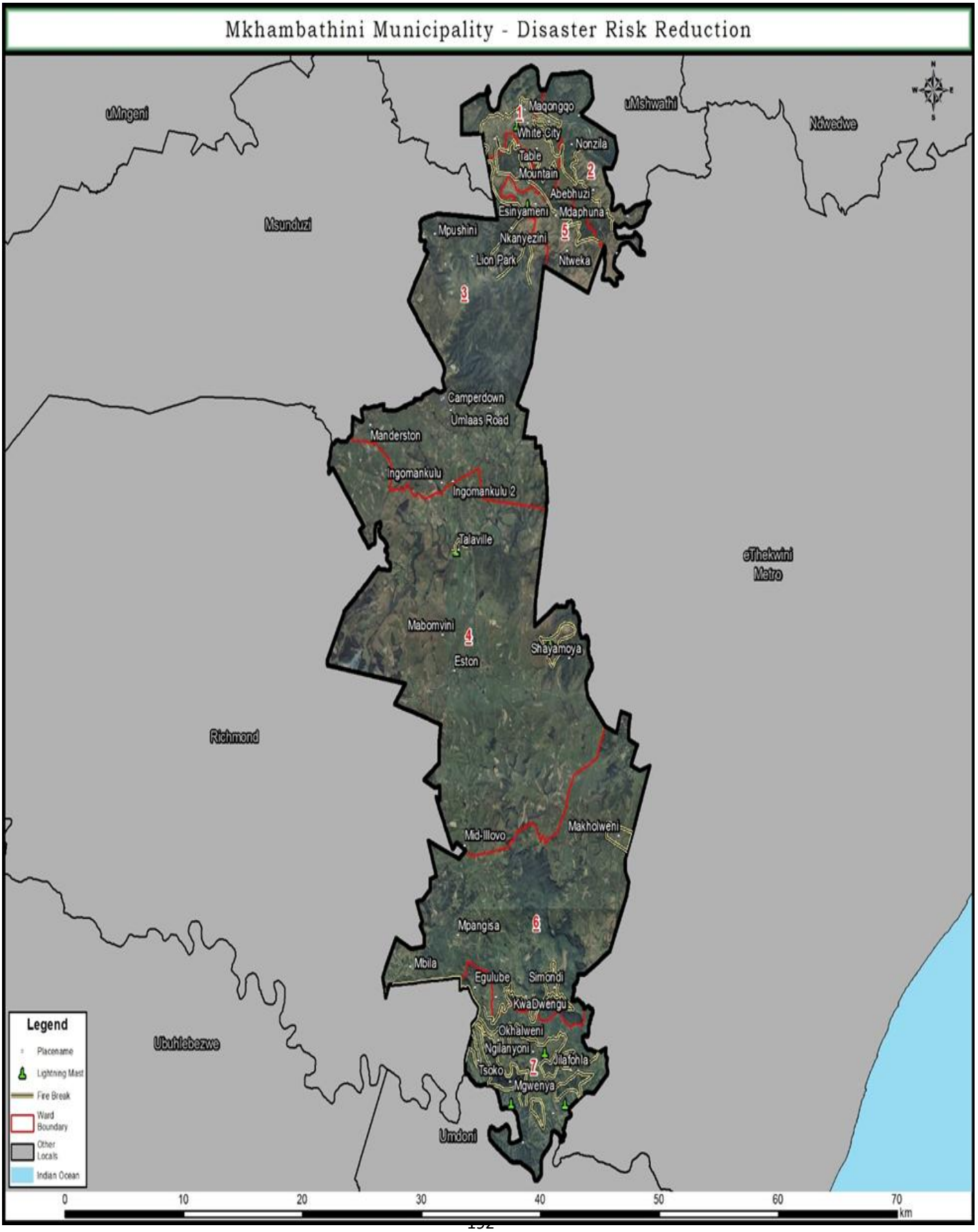
What's more, lightning is not only an indicator of climate change; it also affects the global climate directly. Lightning produces nitrogen oxides, which are strong greenhouse

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

Map reflecting strategic interventions for DRR.

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

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


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

13.9 Disaster Management Institutional Arrangements

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

MUNICIPAL INSTITUTIONAL CAPACITY FOR DISASTER MANAGEMENT

Figure 13: uMgungundlovu District Disaster Management Organogram

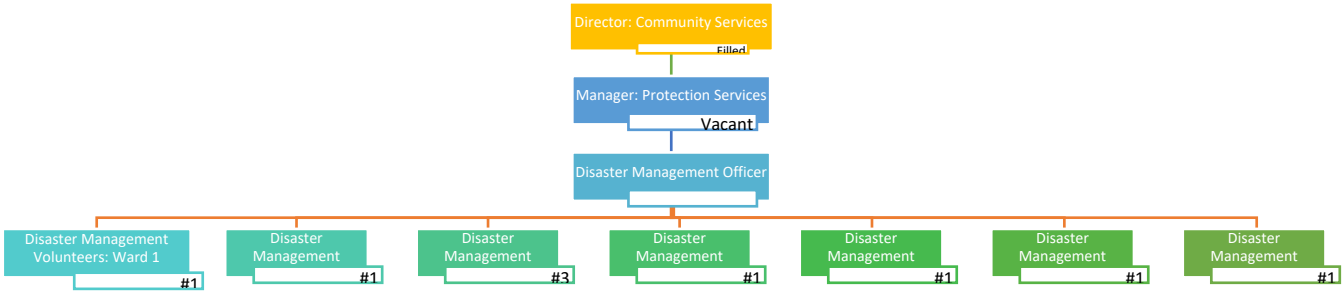


Figure 14: Mkhambathini Municipality Disaster Management Organogram

With reference to figure 13 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 added nine Disaster Management Volunteers through the Extended Public Works Programme. The volunteers have been trained with the assistance of the District Fire Department.

13.10 DISASTER MANAGEMENT KEY CHALLENGES

The key challenges identified within the unit are:

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

13.11 DISASTER SWOT ANALYSIS

TABLE 24: DISASTER MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Voluntary participation from affected communities i.e. Ward Committee members, CCG and CDWs etc.; ▪ Good relations with community leaders, i.e. schools and community halls are readily available to assist with emergency accommodation in case of a major incident; ▪ Good relationships with NGO's and sector departments readily available in case of a major incident or disaster; and ▪ Sufficient budget for procurement of emergency response material ▪ Functional Disaster Management Forum	• Lack of preparedness for a major incident or disaster. • Fire and Rescue station located in Ashburton and turnaround time is often not met; • Insufficient dedicated disaster management personnel
OPPORTUNITIES	**THREATS**
▪ New development corridor which opens partnership opportunities with the private sector; ▪ Non-Governmental Organisations willing to partner i.e. Al Imdaad etc.; ▪ Private sector also willing to partner when conducting awareness campaigns thus saving costs, for example, Transnet and SSA; and Skills development for fire and Disaster Management.	▪ N3 corridor, high accident zone and hazmat transportation; ▪ Insufficient fire hydrants ▪ Unavailability of sewerage system in some parts of the Municipality; ▪ Transnet pipeline regulations not adhered to by communities, i.e. servitude. ▪

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KPA

14.1 MUNICIPAL TRANSFORMATION

Municipal transformation is critical to optimizing long-term service delivery. Mkhambathini Local Municipality functions in an environment of constant progressive transformation. This is made feasible by implementing transformational strategies, which will eventually lead to the development of a robust municipal administration structure and procedures. The municipality is working towards transformation by implementing the Human Resource Policies, Strategy and Plans.

14.2 ORGANIZATIONAL DEVELOPMENT

14.2.1 INSTITUTIONAL ARRANGEMENT

The Municipality (KZ 226) is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act 1998. The Municipality functions under the Collective Executive System consisting of three (3) executive members comprising of the Mayor. The Council consists of 14 Councilors including the members of the Executive Committee. Of the 14 Councilors 7 are Ward elected Councilors. The councilors also participate in the various DDM Sub-clusters which are driven by the District IGR Department. The Council has 4 Portfolio Committees which each member of EXCO serving as Chairpersons. The Committees are as follows:

- Infrastructure, Development and Planning Services Committee
- Community Services Committee
- Corporate Services Committee
- Finance Committee

In addition to the Portfolio Committees, the Municipality has MPAC and sub committees/Forums such as Housing Think Tank and Local Labour Forum.

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).

14.2.2 HUMAN RESOURCE DEVELOPMENT

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

governance framework of the organization and drive continuous improvement and sustainability of the HR strategy through planned reviews and integrated reporting.

This strategy has been compiled, and it addresses the following:

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

TABLE 25: HUMAN RESOURCE STRATEGY GOALS

KPA \ Planned Activities	KPI \ Outcomes \ Measures (how will Success be measured)	Base- line	Planned Target Date	Actual	Responsible Person	Evidence	Resources	Date of submission of progress report
HR Strategic Goal 1: Organizational Development								
Expand human resources Efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.	Documented evidence of a HRM & HRD Strategy and Implementation Plan that includes goals and strategies	None	01 July 2022	July 2022	Corporate Services Director HR Officer	Adopted HRM & HRD Strategy and Implementation Plan	Corporate Services Manager HR Officer	5 Year plan
Annual alignment of the organizational Structure aligned to the reviewed IDP and SDBIPs	Documented Organizational Structure aligned to the IDP	2023 Structure	May 2024	June 2027	Corporate Services Director r/ HR Manager	Adopted Organizational Structure aligned to the IDP	Director Corporate Services/HR Manager	Every 5 years
HR Strategic Goal 2: Effective Human Resource Planning								
Effectively identify, attract and retain the best	Documented Recruitment & Retention Policy,	None	January 2024	June 2026	Corporate Services Director HR	Performance Agreement approved by Heads of	Corporate Services Manager,	Review Bi-annual

talent to help the municipality meet its IDP objectives	Processes				Manager	Departments	HR Manager	
Develop and update standardized job profiles for all positions to be used as a basis for recruitment and career path	Documented Job Profiles	Existing Job Profiles	January 2024	June 2026	HR Manager	Updated Job Profiles	HR Manager	Every 5 years
Develop and deploy an integrated workforce plan which will Enable the municipality to hire and retain the right talent, at the right time, in the right place	Development and review of Retention Policy	Draft Policy Developed	March 2024	June 2027	HR Manager	Copy of adopted Policy	HR Manager /Corporate Services	Bi-annual
Conduct skills audit and identify scarce and critical skills	Skills Audit Report and Register of scarce and critical skills	COGTA Skills Audit Report	30 April 2022		HR Manager	Skills Audit Report and Register of scarce and critical skills to be sub- mitted to Corporate Services Director	Corporate Services Director	Every 5 years next date of skills audit is June 2027

HR Strategic Goal 3: Talent management								
Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.	Increase in percentage of standardized \ Streamlined orientation and on-boarding activity	Existing Induction Programme	June 2025	July 2026	HR Manager	Records & Reports	SDF HR Manager	As and when required
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 2025	April 2026	HR Manager	WSP& Annual Training Report	SDF/HR Manager	Reviewed Annually

HR Strategic Goal 5: Inculcate A Results-Oriented High-Performance Culture								
Roll-out of Employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organizational, team and individual performance.	Individual Performance Plans & Development Plans	Organizational PMS	July 2023	June 2026	HR Manager/ PMS	Individual Performance Plans & Development Plans	Corporate Services Director	Quarterly Management Report
Develop Individual Development Plans for All employees and translate that into Workplace Skills Plan for training interventions to address skills gaps.	Individual Development Plans & Work Place Skills Plan	Organizational PMS	July 2023	June 2026	HR Manager PMS	Individual Performance Plans & Development Plans	Corporate Services Director	Quarterly Management Report

HR Strategic Goal 6: Reward and Recognize Performance								
Establish a Recognition and Reward Programme with both financial and non-financial incentives	Develop and review IPMS Policy	OPMS	30 June 2023	30 June 2026	Corporate Service Director	IPMS Policy	Corporate Services Director/ Finance	Annually Management Report
HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance								
Conduct a review of HR Policies, and Processes as and when required, ensuring alignment to legislative requirements and best practice	Documented Policies, Processes and Procedures aligned to best practice and compliant to prevailing legislation	Organisational Policies	June 2023	June 2026	HR Manager	Reviewed Policies,	Corporate Services	Annually Policies
Capacitate line Management/ Supervisors through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures	Increased Number of effective dispute handling cases	Training conducted	January 2023	March 2024	HR Manager	Training Certificates, Attendance Register	SDF/HR Manager	Annual Management Reports

Develop effective Workplace Diversity, Transformation and OHS Programme	Documented OHS Programme	Existing OHS Forums	July 2023	June 2026	Corporate Services Director	Reports, Minutes	Corporate Services Director	Annual Report to MANCO
HR Strategic Goal 8: Comprehensive Employee Wellness Programme								
Develop Employee Wellness Plan	None	None	July 2023	June 2026	Corporate Services Director	Employee Wellness Plan	Corporate Services	Annual Reports to MANCO

14.2.3 EMPLOYMENT EQUITY

The Mkhambathini Municipality has a total staff complement of 170 employees, 140 of these are permanent while only 30 are contract employees. The management (section 57 employees) comprises of 3 (three) males and 2 (two) females.

The EE plan was adopted at the end of 30 September 2025 after submission to LLF on the 12 September 2025. The Progress Report of the Employment Equity Plan is submitted to Council at the end of the financial year highlighting progress made. The Employment Equity Plan was aimed at addressing the injustice of the past through the promotion of affirmative action and gender equity for the previously disadvantaged groups. According to this plan, substantial progress has been made regarding affirmative action.

The EEP also assists the municipality and sets out the measures to be taken to ensure legal compliance with the Employment Equity Act, 55 of 1998. It also includes the objectives, activities, numerical goals and targets to progressively move towards achieving the number of the designated groups across the organizational structure.
This EEP is the result of an ongoing and structured process of analysis and review of the Human Resources policies and practices of the municipality in consultation with the Local Labour Forum (LLF).

NUMBER OF EMPLOYEES PER GROUP

- Female -85 (83 African female, 2 Indian Females)
- Male -85 (84 African male,1 Indian Male)
- White and Coloureds -0
- Indian female -2 and 1 Male
- Disability 1 Male
- Contract employees – 19 males and 11 females

The municipality target on disability has dropped compared to last financial year, this was caused by 1 disability employee resignation. The municipality shall endeavor to increase percentage of disability to align with nation target of 3%.

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

TABLE 17: EMPLOYMENT EQUITY AND WORKPLACE PLAN

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	0	0	0	0	0	0	0	1
Senior Management	2	0	0	0	2	0	0	0	0	0	4
Professionally Qualified and Experienced Specialist & Mid-Management	6	0	0	0	21	0	1	0	0	0	28
Skilled Technical and academically qualified workers, junior management, supervisors, foremen and superintendent	27	0	1	0	9	0	0	0	0	0	37
Semi-skilled and discretionary decision making	10	0	0	0	22	0	1	0	0	0	33
Unskilled and defined decision making	23	0	0	0	14	0	0	0	0	0	37
Total Permanent	69	0	1	0	68	0	2	0	0	0	140
Temporal Employees	19	0	0	0	11	0	0	0	0	0	30
Grand Total	88	0	1	0	79	0	2	0	0	0	170

14.2.4 IMPLEMENTATION OF WORKPLACE SKILLS PLAN

Skills Audit

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

Workplace skills plan

At the beginning of each financial year the Human Resource Unit requests employees to submit their Personal Development Plans containing the skills programmes that they would like to attend and capacitated on. These programmes are aligned with individual key performance areas. The training programmes provided are used for the implementation of the WSP and Annual Reporting. The 2025/2026 WSP was submitted to LGSETA on the 30 April 2025.

14.2.5 Annual Training Report 2024/2025

For the financial 2025/26 the municipality has implemented the following interventions:

INTERVENTION	NAME AND SURNAME	TYPE	QUARTER
1. **Bachelor of Arts in Development Studies & Public Administration**	Thabile Hlongwane	Bursary	Q1
2. **Learners License examiner refresher**	Knowledge Mkhize	Skills Programme	Q1
1. **Basic computer**	Bongamandla Cele Zanele Mlaba Silindile Khomo Naledi Mohlohlo Nombuso Nyawose	Skills Programme	Q2
2. **COMPTIA CySA+**	Mongikazi Momoza	Skills Programme	Q2
3. **Azure administrator associate**	Hope Mncwabe	Skills Programme	Q2
4. **TLB**	Aubrey Mkhize Thandekile Mkhize Ndlovu Zolani Pheyane	Skills Programme	Q2
5. **Diploma Security Management**	Zanele Mlaba	Bursary	Q3
6. **Bachelor of Arts in Community Development**	Gciniwe Gwala	Bursary	Q3
7. **Post graduate Diploma in Human resources**	Andile Ngidi	Bursary	Q3
8. **Bachelor of Public Administration**	Ntombiyenhlanhla Pheyane	Bursary	Q3
9. **Bachelor of Business Administration**	Pretty Ngcobo	Bursary	Q3
10. **Bachelor of Commerce Human Resources**	Fezile Maphumulo	Bursary	Q3
11. **Bachelor of Commerce in Human Resources**	Mthobisi Zimu	Bursary	Q3
Unemployed			
1. **Basic Computer Training**	29	In-house training	Q3

PLANNED TRAINING FOR 2025/2026 AS PER EMPLOYEE DEVELOPMENT PLANS

Section 50 of the Municipal Staff Regulations states that each staff members must have a personal development plan that sets out the strategies to address the development needs and specific skills to be developed in their current roles arising from the skills audit and the learning interventions required to build these skills. All staff members

The municipality received training needs for the 2025/2026 WSP application as per the table below.

Name	Position	Training Interventions/Needs
TECHNICAL SERVICES DEPARTMENT		
9. Shandu PS	Maintenance Officer	Electrical trade
10. Luthuli M	General Worker	Storm Water Construction and Management Basic Computer
11. Pheyane Z	General Worker	Storm Water Construction and Management Basic Computer
12. Ngubane X	General Worker	Storm Water Construction and Management Basic Computer
13. Mkhize X	General Worker	Storm Water Construction and Management Basic Computer test
14. Gwala M	General Worker	Storm Water Construction and Management Basic Computer
15. Ngcobo J	General Worker	Storm Water Construction and Management Basic Computer
16. Dladla P	General Worker	Storm Water Construction and Management Basic Computer
17. Msomi L	Manager PMU	Advanced Project Management
18. Mdladla M	Town Planner	Environmental Impact Assessment
19. Mthethwa A	Building and control Officer	AutoCAD refresher
CORPORATE SERVICES		
20. Cele B	Security Supervisor	Advanced Security
21. Dladla S	Security Attendant	Advanced Security
22. Khanyile S	Security Attendant	Advanced Security
23. Maphumulo S	Security Attendant	Advanced Security
24. Ndlovu N	Security Attendant	Advanced Security
25. Magwanyana M	Security Attendant	Advanced Security
26. Linda S	Security Attendant	Advanced Security
27. Ngidi L	Security Attendant	Advanced Security
28. Ngidi D	Security Attendant	Advanced Security
29. Mngwengwe S	Security Attendant	Advanced Security
30. Mkhize A	Security Attendant	Advanced Security
31. Nala B	Security Attendant	Advanced Security
32. Dlamini Z	Security Attendant	Advanced Security
33. Khomo S	Security Attendant	Advanced Security
34. Nyawose N	Security Attendant	Advanced Security

35. Mohlohlo N	Security Attendant	Advanced Security
36. Mlaba Z	Security Attendant	Advanced Security
37. Mdluli T	Receptionist	Customer Care
38. Ntuli M	Fleet Administrator	Advanced Excel
39. Dlamini S	Executive Secretary	Microsoft Office
40. Msomi K	Records Officer	Records Management & Control
41. Shange S	Records Clerk	Records management
42. Lembethe AN	Principal Administration Officer	Ethics and professionalism
43. Lembethe N	Driver/ Messenger	Advanced Driving
44. Ngubane S	Switchboard Operator	Customer Care
45. Mdluli T	Receptionist	Customer Care
46. Nzimande B	Enquiries Clerk	Customer Care
47. Mkhize S	Office Attendant	Health And Safety
48. Ngcongo B	Office Attendant	Health And Safety
49. Makhanya Z	Office Attendant	Health And Safety
50. Nzama Z	Office Attendant	Health And Safety
51. Mzobe D	Office Attendant	Health and Safety
52. Mngwengwe S	Office Attendant	Health and Safety
53. Mncwabe M	IT Helpdesk	Azure Database Associate
54. Momoza M	ICT Officer	Veem and Cloud Back up, AI, Network Security
55. Ziqubu N	Manager: Human Resources	Employment Equity, Labour relations
56. Ngidi N	Human Resources Officer	Employment equity, Labour Law Compliance
57. Mohlakoana L	Skills Development facilitator	ETDP
MUNICIPAL MANAGER'S OFFICE		
58. Zondi X	Executive Secretary	Advance Excel
59. Ngcongo B	IDP Officer	IDP
60. Moses T	IPMS Officer	IPMS, Risk Management
61. Gabela Z	Public Participation Clerk	Batho Pele
62. Mthiyane B	Communications Officer	Public Speaking
63. Zulu N	Manager: Internal Audit	Risk Management
64. Mthethwa L	Internal Audit Officer	Advanced Excel, IPMS
65. Sentiwe A	Internal Audit Officer	Advanced Excel, IPMS
FINANCE		
66. Duma T	Accountant SCM	Advanced Computer Excel, Report Writing, Project Management
67. Magcaba S	Manager Finance and Reporting	CIMA, CaseWare
68. Dlamini MS	Manager SCM	Advanced Computer Skills, Project Management
69. Ntenga N	SCM Clerk	Project Management, Report writing, Advanced Excel
70. Langa N	Accountant Expenditure	Advanced Excel, AFS system, CaseWare
71. Ngubane N	Accountant Budget	Advanced Excel
72. Motsoeneng M	Secretary	Advanced Excel, Records Management, Customer care
73. Ngongoma S Z	Income Accountant	Advanced Excel

74. Mkhize B	Cashier	Advanced Computer, Customer service, Point of sale system
75. Ndlovu L	Payroll Accountant	Advanced Excel
76. Maphumulo P	Payroll Administrator	Advanced Excel
77. Zondo N	Credit Control Clerk	Credit Control, Report writing, Advanced Excel
COMMUNITY SERVICES		
78. Mlaba N	Sport Coordinator	Report writing
79. Ngcobo S	Secretary	Report Writing and PMS
80. Patekile R	Supervisor Parks	Occupational Health and Safety
81. Mngwengwe S	Supervisor Waste	Project Management
82. Sibisi S	Librarian	Conflict Management
83. Duma S	Librarian	Leadership Skills
84. Madlala N	Library Assistant	Library Management
85. Ramlaal A	Cyber Cadet	Cyber Security, CompTIA Cloud+
86. Zakwe N	Cyber Cadet	Advanced Excel
87. Shezi T	Library Assistant	Minute and report writing, Conflict management
88. Pheyane N	Principal Clerk Learners Licensing	Advanced Computer
89. Mkhize Z	Supervisor Learners Licensing	Advanced Computer
90. Shelembe Z	Principal Clerk Learners Licensing	Advanced Computer
91. Gwala M	Examiner	Advanced Computer
92. Gwala S	Principal Clerk Learners Licensing	Advanced Computer
93. Mbatha N	Principal Clerk Learners Licensing	Advanced Computer
94. Mchunu B	Principal Clerk Learners Licensing	Advanced Computer
95. Mkhize K	Examiner	Advanced Computer
96. Mkhize O	Supervisor Motor Licensing	Advanced Computer
97. Hlongwane T	Principal Clerk Motor Licensing	Advanced Computer
98. Mazibuko S	Principal Clerk Motor Licensing	Advanced Computer
99. Mngwengwe F	Principal Clerk Motor Licensing	Advanced Computer
100. Singh S	Principal Clerk Motor Licensing	Advanced Computer
101. Maphumulo H	Principal Clerk Motor Licensing	Records Management

14.2.6 Human Resource Policies

Recruitment and selection policy

The municipality review the Recruitment and Selection policy of which its purpose is to give guidelines on the recruitment and selection of existing and new employees to vacant positions on the approved establishment of the Mkhambathini Municipality. The Municipality aims to attract, obtain and retain people with the required competencies (knowledge, skills and attributes) within the organization.

In addition, this policy aims to ensure that a continuous supply of high caliber employees is available to meet the Municipality's immediate and future Human Resource needs.

Retention policy

The Mkhambathini Municipality acknowledges the value of retaining employees within the municipality, especially employees with valued or needed skills or experience in critical fields.
The objective of this policy is to establish an environment which will best ensure the retention of employees within the municipality to enable the Municipality to fulfill its functions.

Individual Performance Management Policy

The municipality has implemented the performance management system to all staff levels. The aim of performance management is to optimise every employee's output in terms of quality and quantity, thereby improving the Municipal overall performance and service delivery.

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

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

Occupational Health and Safety

The Municipality has a full-time Occupational Health and Safety committee whose work reports to the Director Corporate Services. A Committee comprising of representatives from each Department meets quarterly to give reports on concerns and recommendations from their relevant department. The committee is also responsible for increasing safety in the workplace and ensures that the Municipality complies with all relevant legislation imposed by the Constitution through the Department of Labour and Employment

The municipality also develops the OHS policy of which its purpose is to

- Provide and maintain a working environment that is safe for employees and other persons affected by the Municipality's business.
- Ensure that the rights of the employee are respected about his/her health, safety, security and injury on duty.
- Provide the facilities with a management system where consultation, inspection of workplaces, investigation of incidents, meetings, etc. can take place with a view to providing

a healthy and safe working environment which is reasonable, workable, and functioning rationally.

Our overall objective is to create a positive safety culture that enables our employees to strive for safety and realize their full potential to form part of a team by establishing a healthy and safety environment in the workplace, including the visitors and contractors.

14.2.7 List Of All Municipal Policies

NO.	NAME OF SECTOR PLAN / POLICY / BYLAW	ADOPTION DATE	LIFESPAN	DEVELOPMENT / REVIEW STATUS (DRAFT / TO BE REVIEWED)
1.	Employment Equity Plan 2020-2025	30 September 2025	5years	To be reviewed by 30 August 2030
2.	LED Strategy	30 June 2022	5years	Reviewed
3.	Disaster Management	30 June 2022	5years	Reviewed
4.	SDF	30 June 2019	5years	Due for review
5.	IDP 20222/23-2026/27	30 June 2025	5years	To be reviewed
6.	Anti-Fraud and Corruption Strategy	27 June 2025	Annually	To be reviewed
7.	Revenue Enhancement Strategy	27 June 2025	Annually	To be reviewed
8.	ICT Strategy	27 June 2025	Annually	To be reviewed
9.	Communications Strategy	22 May 2024	Annually	To be reviewed
10.	Rates Bylaw	May 2022	Annually	To be reviewed
11.	Dress Code Policy	27 June 2025	Annually	To be Reviewed
12.	Fleet Management Policy	22 May 2024	Annually	To be reviewed by 30 June 2026
13.	Retention Policy	27 June 2025	Bi-annual	30 June 2027
14.	Recruitment and Selection Policy	27 June 2025	Annually	To be reviewed by 30 June 2026
15.	Skills Development Policy	27 June 2025	Annually	To be reviewed by 30 June 2026
16.	Human Resources and Development Strategy	27 June 2025	5-year plan	To be reviewed by end of June 30 2027
17.	Occupation Health and safety Policy	27 June 2025	Bi-Annually	To be reviewed by 30 June 2027

18.	Sexual Harassment Policy	27 June 2024	5 Years	To be reviewed every 5 years
19.	Bereavement Policy	27 June 2024	5 Years	To be reviewed every 5 years
20.	Individual Performance Management Policy	27 June 2025	Annually	To be reviewed by 30 June 2026
21.	Leave Policy	27 June 2025	Annually	To be reviewed by 30 June 2026
22.	Records Policy	27 June 2025	Annually	To be reviewed bi-annual
23.	Protection services for Municipal councilors and Officials	27 June 2025	Annually	To be reviewed
24.	Corporate Governance Framework	27 June 2025	Annually	To be reviewed
25.	ICT Security	27 June 2025	Annually	To be reviewed
26.	IT Security	27 June 2025	Annually	To be reviewed
27.	IT User Access Management Policy	27 June 2025	Annually	To be reviewed
28.	IT Operating System Security Control Policy	27 June 2025	Annually	To be reviewed
29.	ICT Security Control Policy	27 June 2025	Annually	To be reviewed
30.	IT Services Level Agreement Policy	27 June 2025	Annually	To be reviewed
31.	ICT Disaster Recovery Policy	27 June 2025	Annually	To be reviewed
32.	ICT Backup and Recovery Policy	27 June 2025	Annually	To be reviewed
33.	ICT Business Continuity Plan	27 June 2025	Annually	To be reviewed
34.	Banking and Investment Policy	22 May 2024	Annually	To be reviewed
35.	Borrowing Policy	22 May 2024	Annually	To be reviewed
36.	Budget Policy	22 May 2024	Annually	To be reviewed
37.	Cost Containment Policy	22 May 2024	Annually	To be reviewed
38.	Credit Control and Dept Collection	22 May 2024	Annually	To be reviewed
39.	Funding and Reverses Policy	22 May 2024	Annually	To be reviewed
40.	Indigent Policy	22 May 2024	Annually	To be reviewed
41.	Inventory Policy	22 May 2024	Annually	To be reviewed
42.	Mkhambathini Asset Management	22 May 2024	Annually	To be reviewed
43.	Rates Policy	22 May 2024	Annually	To be reviewed

44.	Recruitment and Selection for senior managers	22 May 2024	Annually	To be reviewed
45.	SCM Policy	22 May 2024	Annually	To be reviewed
46.	Tariff By-laws	22 May 2024	Annually	To be reviewed
47.	Tariff Policy	22 May 2024	Annually	To be reviewed
48.	Virement Policy	22 May 2024	Annually	To be reviewed
49.	Waste management by law	22 May 2024	Annually	To be reviewed
50.	Municipal Organogram	30 June 2025	5 Years	To be reviewed every 5 years
51.	Oversight Report	22 May 2024	Annually	To be reviewed
52.	Annual Report	22 May 2024	Annually	To be reviewed
53.	Public participation Policy	27 June 2025	Annually	To be reviewed
54.	Batho Pele policy	27 June 2025	Annually	To be reviewed
55.	Service Delivery Improvement Plan	27 June 2025	Annually	To be reviewed
56.	Investment and Business Retention Directory	22 May 2024	Annually	To be reviewed
57.	IDP, Budget and PMS Process Plan 2025/26	22 May 2024	Annually	To be reviewed
58.	Informal Economy Policy and Bylaw	22 May 2024	Annually	To be reviewed
59.	Workplace Skills Plan 2025/2026	27 June 2025	Annually	To be reviewed by 2026/2027
60.	Internal Audit Charter	22 May 2024	Annually	To be reviewed
61.	Performance Management Framework 2024/2025	22 May 2024	Annually	To be reviewed
62.	Audit And Performance Audit Committee Charter 2023/24	22 May 2024	Annually	To be reviewed
63.	Risk Management Strategy and Policy	27 June 2025	Annually	To be reviewed
64.	Time and Attendance Policy	27 June 2025	Annually	To be reviewed by 30 June 2026
65.	Substance Abuse Policy	27 June 2025	Annually	To be reviewed every 5 years
66.	Security Management Policy	27 June 2025	Annually	To be reviewed by 30 June 2026

67.	Firearm Management Policy	27 June 2025	5 Years	To be reviewed every 5 years
68.	Protective clothing and Uniform	25 July 2019	5 Years	To be reviewed by 30 June 2026
69.	ICT Service Desk Policy	27 June 2025	Annually	To be reviewed
70.	Cellular Phone Policy	27 June 2025	Annually	To be reviewed
71.	Payroll Management and Administration Policy	27 June 2025	Annually	To be reviewed

14.3 POWERS AND FUNCTIONS

The following Local Government Powers and Functions as assigned to Mkhambathini Municipality were separated into core and non-core functions. Further allocation of powers and functions is elaborated on under the 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	Yes	None

TABLE 29: NON-CORE POWERS AND FUNCTIONS

SCHEDULE 4 PART B	COMMENT FROM MDB (DISTRICT WIDE)	SCHEDULE 5 PART B	COMMENT FROM MDB (DISTRICT WIDE)
Air Pollution	None	Beaches and Amusement Facilities	Not or being poorly performed
Child Care facilities	Not orbeing 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 orbeing poorly performed	Licensing and control of undertakings that sell food to the public	Not or being poorly performed
Trading Regulations	Not orbeing poorly performed	Markets	Not or being poorly performed
Local Tourism	Being poorly performe d	Municipal Abattoirs	Not or being poorly performed
		Noise Pollution	Not or being poorly performed
		Pounds	None
		Public Places	None
		Street Trading	None
		Control of public nuisances	
		Local Sports facilities	None
		Municipal parks and recreation	
		Funeral parlours and Crematoria	

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

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

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

14.4 Municipal Organization Structure/ Organogram

The Mkhambathini Municipality has 14 Councilors of which seven (7) are Ward Councilors and seven (7) are Proportional Representatives. The draft organizational structure for Mkhambathini Municipality shall be adopted by the Council on the 30 June 2026. It has five (4) departments, and each department is headed by the Director who reports directly to the Municipal Manager as follows:

- Budget & Treasury Office (Finance)
- Corporate Services
- Community Services
- Technical, Development and Planning Services.

The Municipal Manager is appointed in terms of Section 54A, and all the Departmental Heads are appointed in terms of Section 56 of the Municipal Systems Act No 32 of 2000.

The reviews are done in consultation with organized labour and all relevant structures of Council. A copy of the draft organogram is attached. The municipal structure will be reviewed every year before the new financial year begins to ensure that the strategic objectives of the municipality are fulfilled.

The municipality prioritizes the implementation of this structure, recognizing the importance of building adequate capacity to effectively carry out the IDP and deliver services.

14.4.1 Filling of Critical Posts

Section 54A and 56 positions 4 are filled, 1 Vacant

The post was vacant from the 1st of January 2026; the council appointed the Acting Director for 3 months (January- March 2026).

Progress: The municipality had interviews in February 2026, and the Council made the appointment on the 13th of March 2026. The outcomes of the appointment have been submitted to MEC COGTA on the 17th of March 2026.

14.4.2 Vacancy Rate

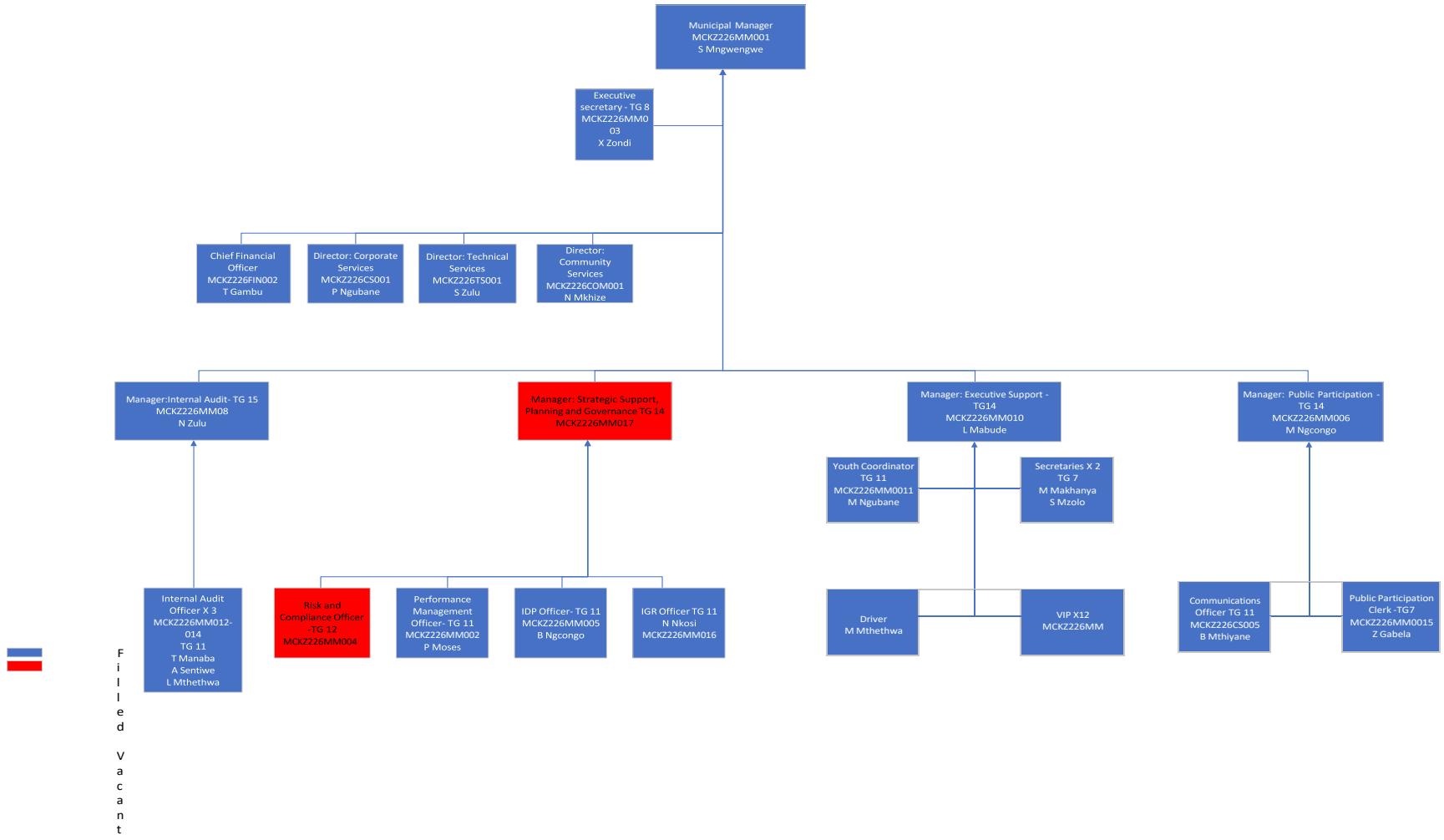
The overall vacancy rate is 13.8%.

14.4.3 Organogram

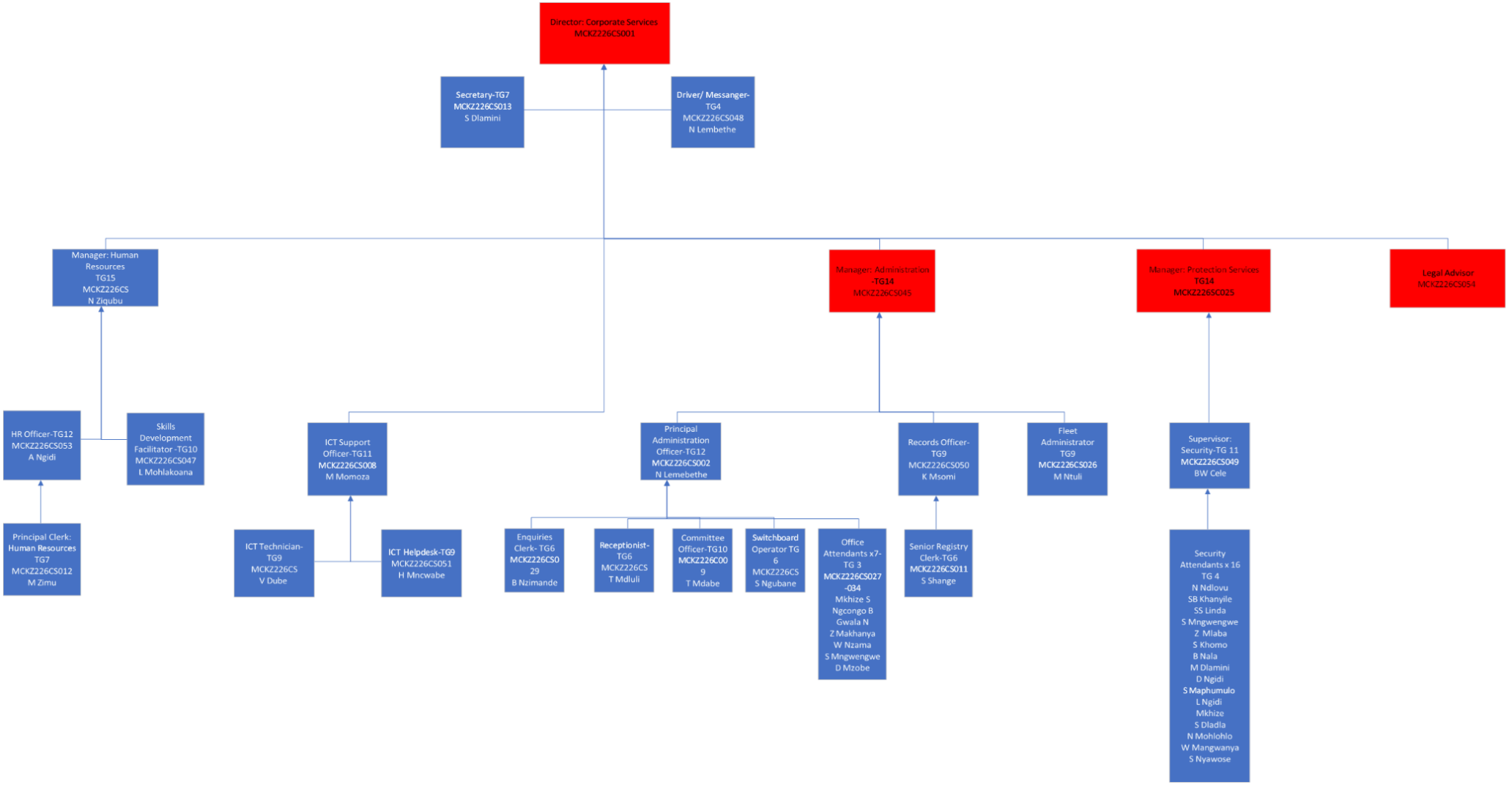
Mkhambathini Local municipality has the following draft organogram for all municipal departments. This organogram was presented at a strategic planning session held in February 2026.

ADOPTED ORGANISATIONAL STRUCTURE 2025/2026

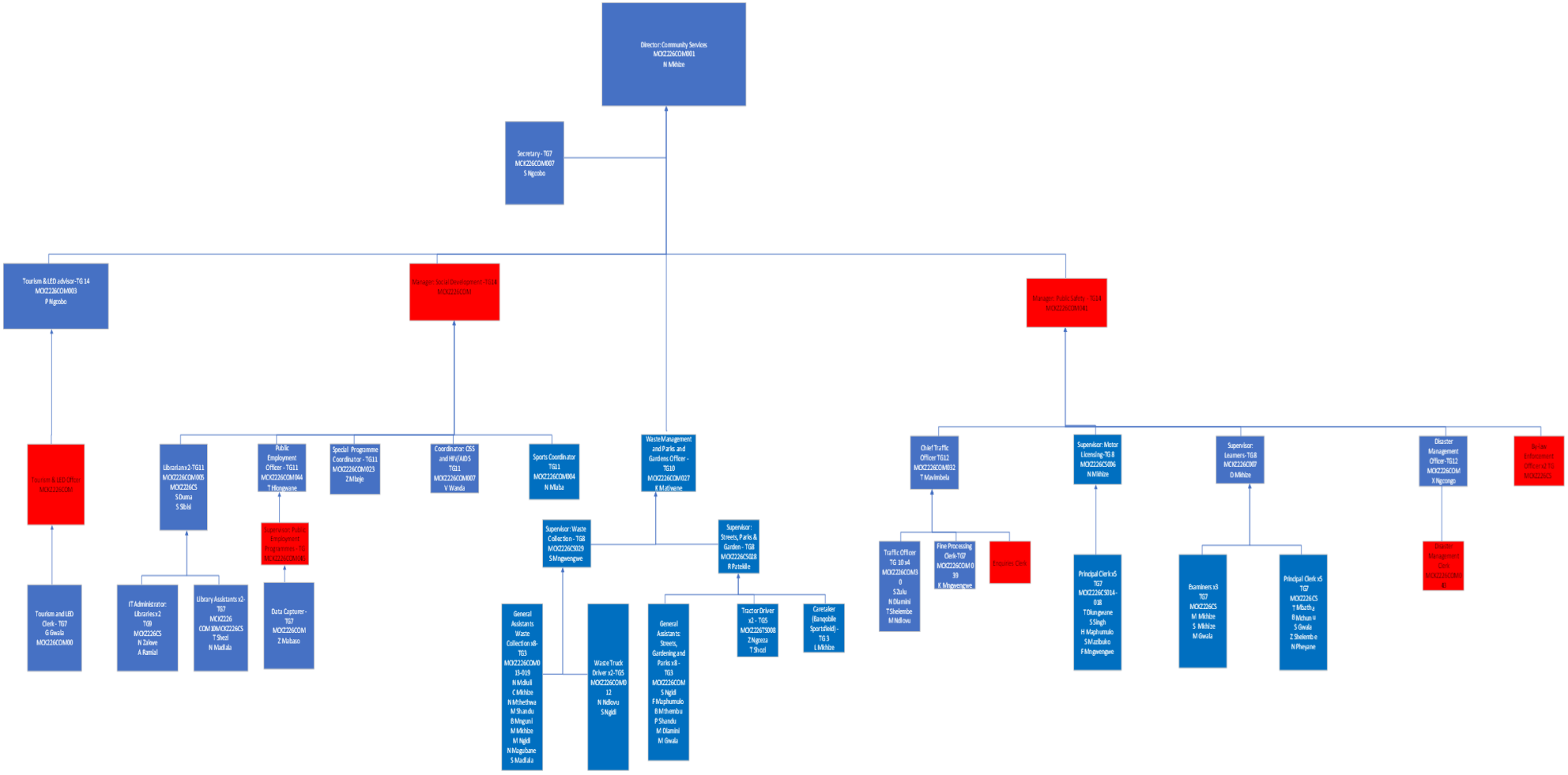
OFFICE OF THE MUNICIPAL MANAGER



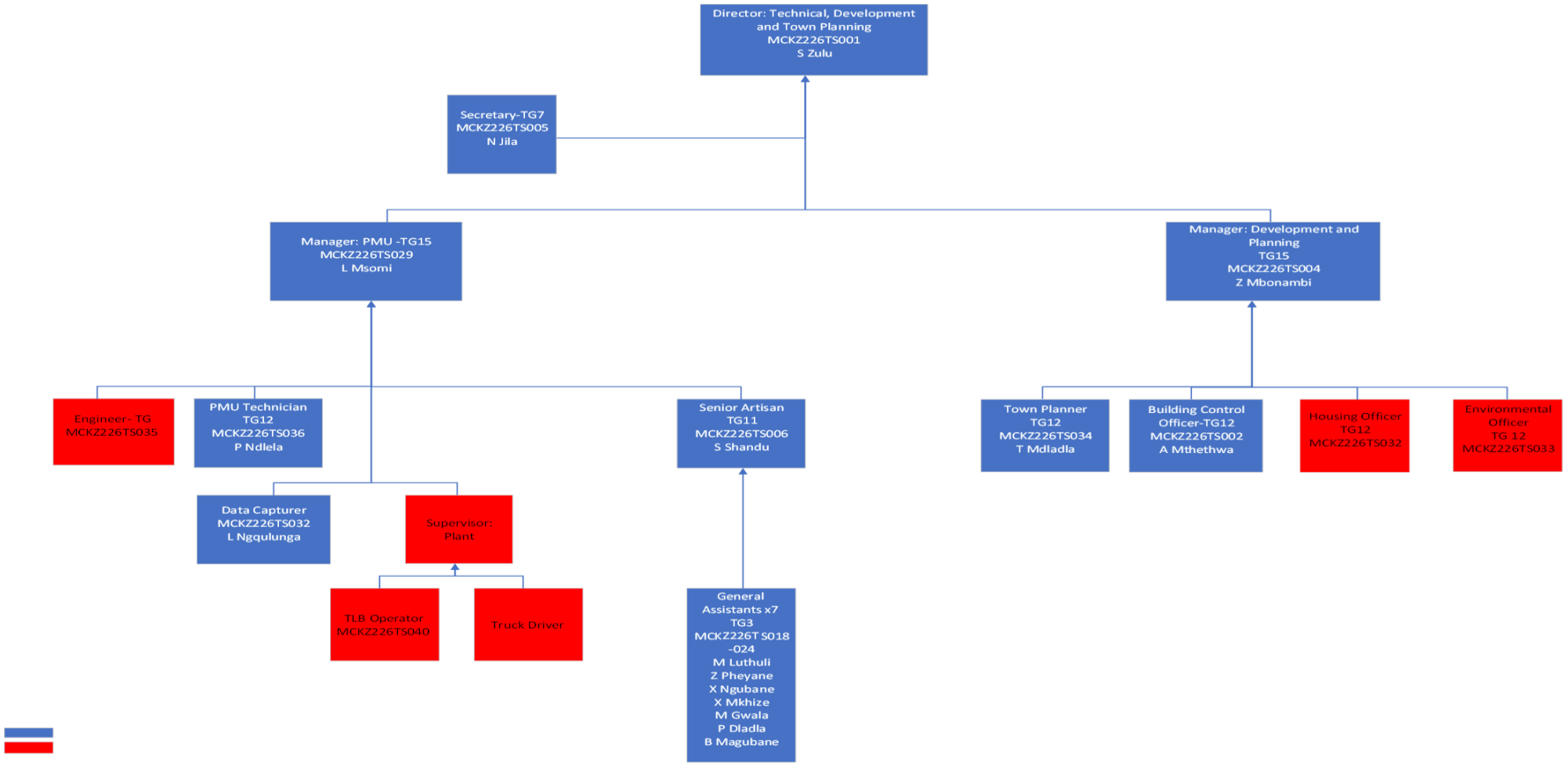
CORPORATE SERVICES DEPARTMENT



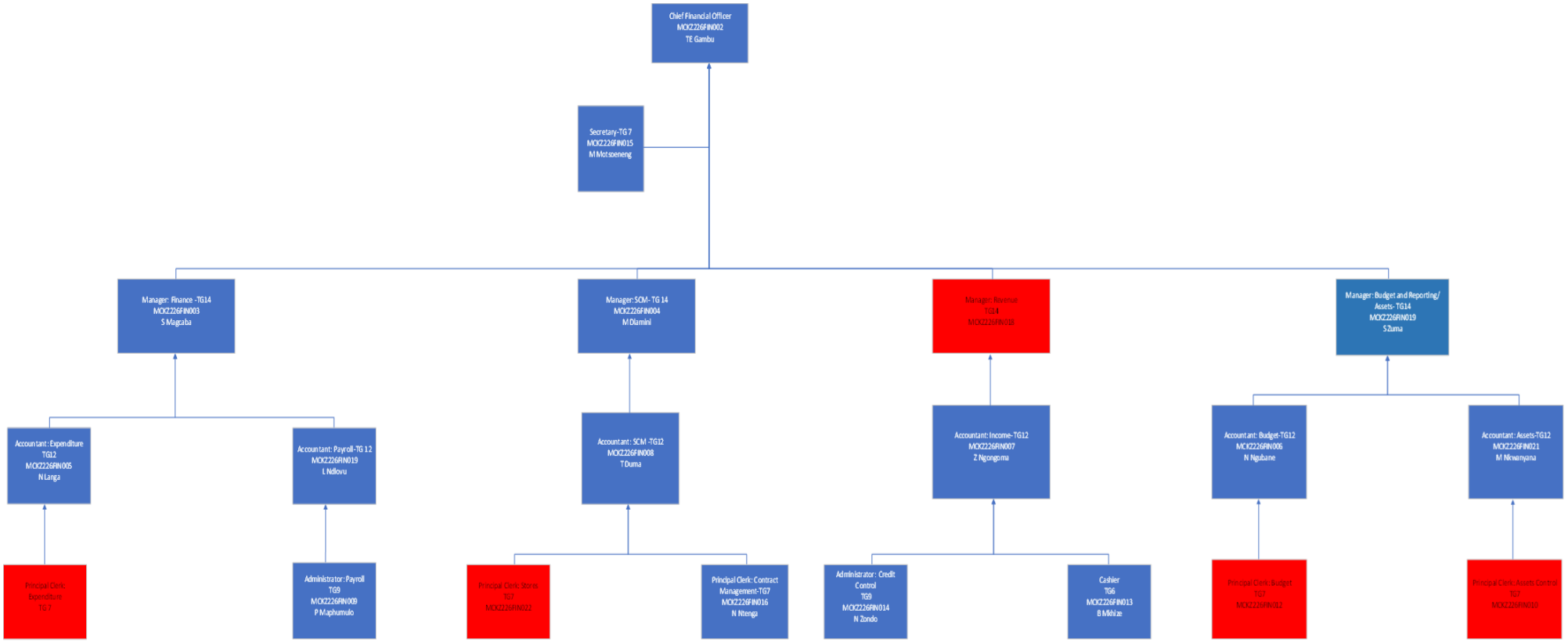
COMMUNITY SERVICES DEPARTMENT



TECHNICAL, DEVELOPMENT AND TOWN PLANNING SERVICES



BUDGET AND TREASURY OFFICE (FINANCE)



14.5 ICT STRATEGY

14.5.1 BACKGROUND

Information and Communications Technology (ICT) Systems and Services are playing an ever-increasing role as a strategic enabler of organizational transformation and service delivery in the public sector. There is also a growing acknowledgement at corporate governance level that ICT services and systems form an integral part of the municipal service delivery value chain. The continuous alignment of ICT Services with the strategic goals and objectives of the Municipality imposes major challenges on the ICT Unit and its resources.

To date, ICT Unit in the Municipality is still too operationally focused and given the existing resources in the ICT Unit, it becomes increasingly difficult to transform strategic concepts into workable solutions within budget and within agreed time frames. The dynamic nature of Information and Communications Technology, as well as investments made in ICT related services and systems, warrant a continuous re-assessment of such investments and system functionalities to ensure that value for money is always achieved.

The IT Strategy that was reviewed highlighted several projects to be implemented in the 2024/2025 Financial year. These projects include the installation of public wi-fi in the identified areas of our Municipality, this project is bearing many fruits as it has assisted the community with access to internet. A lot is still to be done as the areas were pilot areas, our focus is to connect the whole of Mkhambathini. There is a great need for the Municipality to develop a digital strategy which will speak to issues of connectivity and other digital services to be rolled out. This strategy will be developed to align the Municipality to the National Development Plan 2030.

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

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

14.5.2 Regulatory Compliance

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

14.5.3 ICT Industry Trends

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

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

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

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

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

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

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

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

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

14.5.4 SMART CITIES

As cities compete for global investment and talent, efficient cities with low red tape barriers, ICT competitiveness comes Centre stage. A smart city is adaptable to change and demands that emanate from growth, and in response applies information and communication technologies to enhance performance and urban services to respond to demand whilst reducing consumption, waste and costs. Smart cities need to capitalize on digital technology to facilitate speed of information to support more efficient delivery of goods and services and contribute to the greater vibrancy of cities.

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

A smart city is a holistic ecosystem.

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

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

14.5.5 SMART ECONOMY

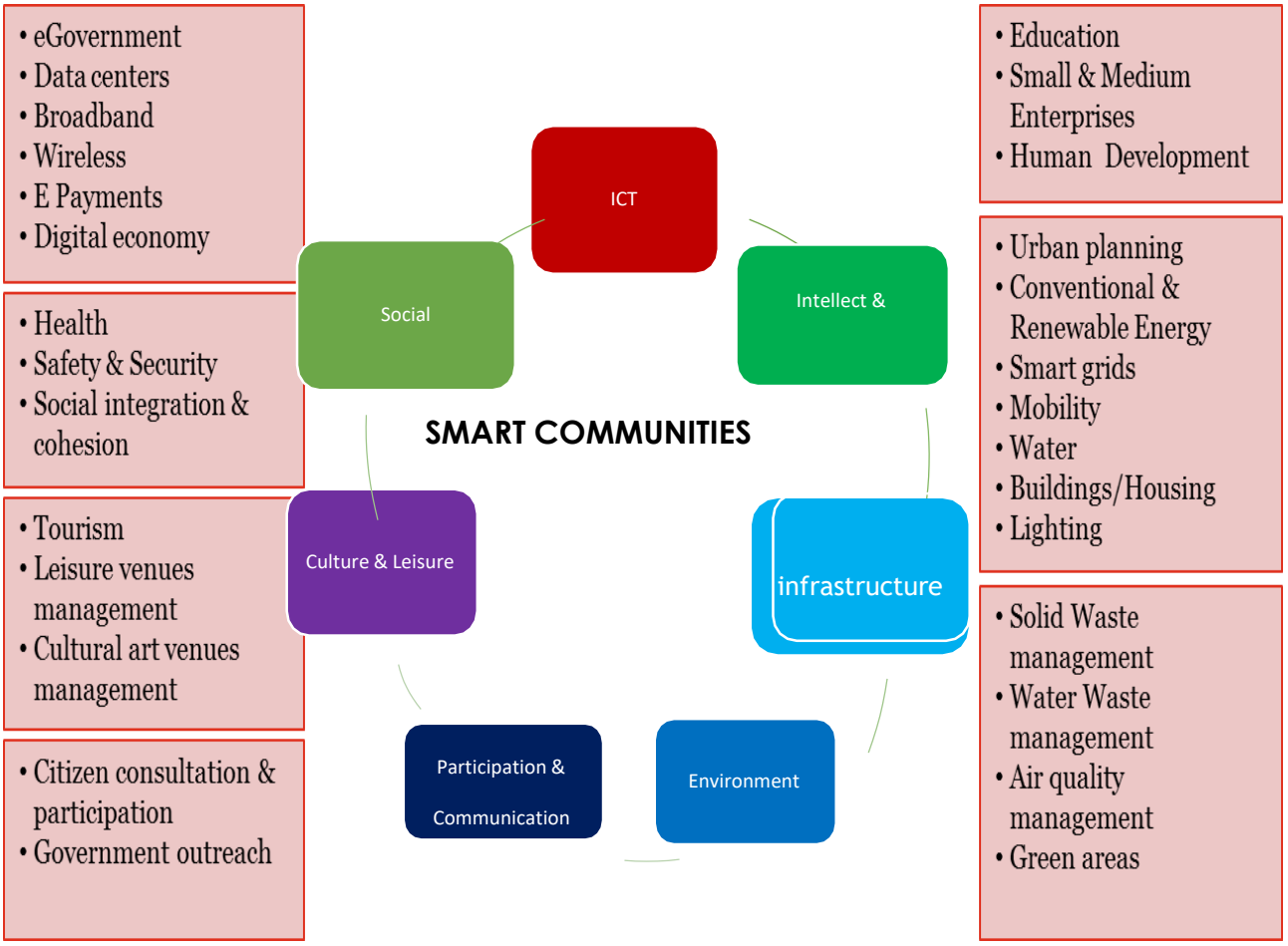
Grow and diversify the local economy through the attraction of new investment, skills development, and facilitation of an enabling environment for small business growth and job creation.

14.5.6 SMART GOVERNANCE

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

14.5.7 SMART LIVELIHOOD

Implementation and integration of innovative digital platforms to enable social upliftment. Digital Strategy will address all the above key areas of digitalization. Our Municipality is rural in its nature and an emphasis on building the infrastructure is crucial to achieve the goals as highlighted in this document.



To attain the smart city vision, the Municipality will have to develop the smart city strategy which will pave a way for the implementation of smart city initiative.

14.7 Municipal Transformation & Organizational Development Swot Analysis

Table 32: municipal transformation & organizational development swot analysis

STRENGTHS	WEAKNESS
▪ The Portfolio Committee is in place ▪ Council decisions are compliant with the legislation ▪ Communication Strategies and culture of public participation are being practiced through Imbizo, IDP Representative Forums, and suggestion boxes ▪ Human Resource Policies have been developed and adopted. ▪ All core ICT systems to support municipal operations are in place. ▪ Dedicated and secure Server Room with environmental controls. ▪ Good working relationships with internal and external stakeholders. ▪ Active ICT Steering Committee ensuring governance and alignment. ▪ Use of a renowned and integrated ERP system. ▪ Strong business support and alignment for ICT initiatives. ▪ Policy frameworks and basic IT governance in place.	▪ Lack of sufficient capacity in the Human resources unit. ▪ Insufficient budget to fill vacant positions and this results in post remaining frozen, this hampers the municipality from delivering on some of its functions. ▪ Limited ICT budget restricts modernization and strategic project execution. ▪ Frequent power outages affecting system uptime and staff productivity. ▪ Inadequate internal ICT training. ▪ Aging hardware infrastructure in some departments.
OPPORTUNITIES	**THREATS**

▪ Strategic location of the municipality in the N3 Corridor ▪ Employer of choice ▪ Access to SETA/ government funding for training and equity. ▪ To partner with institutions of higher learning for researching, trainings development. ▪ New Technology can enhance business operations. ▪ Maximum utilization of Municipal systems to meet business needs ▪ Leveraging ICT to broaden and optimize revenue collection (e.g., automated billing). ▪ Further digitization of citizen-facing services to enhance transparency and efficiency. ▪ Adoption of cloud technologies for scalability, resilience, and cost-efficiency. ▪ Introduction of mobile platforms and e-Government tools for better citizen engagement. ▪ Exploiting AI and automation for faster internal workflows (e.g., document management, fault reporting). ▪ Inter-municipal ICT collaboration for shared services and cost reduction. ▪ National or provincial grants available for ICT upgrades and smart city initiatives	▪ Lack of institutions of higher learning ▪ Rapidly evolving technology landscape may outpace internal capacity to adapt. ▪ ICT project delays due to funding ▪ Cybersecurity threats, including phishing, ransomware, and data breaches. ▪ Resistance to change affecting technology adoption. ▪ Business units implementing shadow IT solutions without ICT involvement. ▪ Increased scrutiny from auditors and compliance regulators. ▪ Regulatory changes that require rapid system adjustments (e.g., POPIA compliance).

14.6 Municipal Transformation And Institutional Development And ICT Key Challenges

Key challenge	**Non-adherence with some municipal policies**
Description	Several transgressions of the disciplinary code
Key challenge	**Lack of Funding on Skills Development Programmes**
Description	Lack of resources to fund capacitation of employees and communities
Key challenge	**Lack Of ICT Budgetary Allocation to Ensure Effective and Efficient ICT Management**
Description	➢ Lack of ICT infrastructure to respond to public demands ➢ Accessibility of ICT resources is a challenge for the rural communities.

BASIC SERVICE DELIVERY KPA

15.1 WATER AND SANITATION

15.1.1 THE MUNICIPALITY AS WATER SERVICES AUTHORITY

Mkhambathini Municipality is not a water services authority; uMgungundlovu District Municipality is responsible for all water related issues within the Mkhambathini Municipal Area. UMDM Water Services Authority has Umgeni Water as its Bulk Water Service Provider (BWSP). This means that Umgeni Water as the BWSP is responsible for the operation of the dams supplying UMDM, to treat the raw water abstracted from the Umgeni-operated dams to safe drinking water standards and to distribute this treated water. However, all the projects that are related to water services are undertaken by UMDM and are communicated through IGR Structures and the Economic Sector, Investment & Infrastructure Development Subcluster which is chaired by the district and progress reports are tabled to council on a continuous basis.

uMgungundlovu District Municipality has several water and sanitation projects that have been planned for current intervention and implemented for Mkhambathini Local Municipality. Currently, UMDM has no Infrastructure Asset Management Plan or Infrastructure Procurement Strategy. UMDM is in the process of compiling both the Infrastructure Asset Management Plan and the Infrastructure Procurement Strategy.

15.1.2 WATER SERVICES

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

The Link of the WSDP is included below:

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

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

15.1.3 Overlaying The Water Infrastructure with The Applications Lodged In Terms Of The Municipal Spatial Planning And Land Use Management Bylaw And Human Settlement:

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

Lodged Development Applications in Relation to The Sanitation Infrastructure

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

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

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

Sanitation Infrastructure That Needs to Be Decommissioned, To Be Replaced, To Be Repaired, To Be Upgraded, To Be Augmented and The New Water Infrastructure:

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

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

Table 33: Access to Pipes Water Supply

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

Source: Census 2022

15.2 WATER PROVISION

15.2.1 COMPLETED PROJECTS:

UPGRADING OF THE NKANYEZINI COMMUNITY WATER SUPPLY SCHEME
Ward No: 3 & 5
Villages: Emsay'thini, Ntweka, eZimangweni, Dabe, Mboyi, Egcide, Embungwini, and Masangweni
Contractor: Afriscan Construction
Project Value: R 146 833 882.13 (inc VAT)
Commencement date: 29 Nov 2021
Completion date: 6 December 2024

PROJECT SCOPE
Construction of approximately:
- 10km of uPVC / Steel pipeline.
- 1№ 10Ml Post- tensioned Reinforced Concrete reservoir.
- Associated valves, chambers and fittings.
- CPG Scope: Chambers and marker posts, installation of reticulation in Zones I and Zones 2
- Installationof656Houseconnections.
- Installation of Elevated tank within 10ML Reservoir site.

PROGRESS
Overall progress 100%.

15.2.2 RUDIMENTARY SCHEMES

COMPLETED PROJECTS: BOREHOLES EQUIPPING PROJECT ACROSS 3 LOCAL MUNICIPALITIES

Project Scope:

Equipping of 2 boreholes each within Richmond LM, Mkhambathini LM and Mpofana LM.

Location:
Richmond LM and Mkhambathini LM

Appointed Service Provider:
Mathonsi Investments t/a Dudula Civils

Project Award amount:
R 3 920 614.50

Contract duration:
6 months

Progress to date:

Project was introduced to service provider and councilors by DM on the 13th of June 2025.
2 boreholes to be equipped in Richmond Ward 4 (Mandosi) and Ward 5 (Nkumane/Inhlazuka).
2 boreholes to be equipped in Mkhambathini Ward 1 (Maqongqo)and Ward 2 (Qalakahle).

Mkhambathini LM: Site visit and introduction of contractor took place on 17th June 2025 to the respective ward councilors and their ward committees. All work has been completed.
Boreholes siting and drilling project within richmond and mkhambathini lm's

Pics: Borehole equipping projects

15.2.2 PROJECTS AT PLANNING/IMPLEMENTATION

AC PIPE REPLACEMENT PROGRAMME: CAMPERDOWN

Project scope:
The project comprises of the replacement of asbestos cement water pipelines.
• Secondary bulk and reticulation pipelines of approximately 24km with pipe diameters varying between 315mm and 25mm Ø (uPVC and HDPE)
•The installation of 385No. mechanical water meters and associated valves, chambers and fittings

Location

The project area is located, in Ward 3, Mkhambathini Local Municipality.

Population:
427 households and estimated 2135 people.

Project Budget:
Award amount of R 29 914 190.19

Construction contract amount:	R 25 254 698.35
CPA Allowance:	R757 640.95
Construction Sub Total	**R 26 012 339.30**
Professional fees:	R10 541 611.27
Sub-Total:	**R 36 553 950.57**
15% VAT:	R 5 483 092.59
Total project cost	**R 42 037 043.16**
Expenditure to date:	R 6 746 208.28

Contractual dates:
Tender advert:13 November 2025
Site Briefing: 18 November 2025
Tenders Closed: 21 November 2025

Contract award: 27 November 2025

Contract Commencement: 12 January 2026

Contract period: 12 months

Completion Date: 13 January 2026

Project Status:

Tender has been awarded to Ngelizwe trading on 27 November 2025. A kickoff meeting was held on 02 December 2025. Project and appointed contractor were introduced to the ward councilor by Deputy Mayor on the 3rd of December 2025. The contractor introduction to the community took place on the 10th of December 2025.

Commencement of works have been issued to contractors. Site establishment is underway.

15.2.3 PROJECTS AT PLANNING

PROJECT	WARD	CONSULTANT APPOINTED	SCOPE	BENEFICIARIES	ESTIMATED BUDGET	STATUS
MKHAMBATHINI LM						
Ithala valley community water supply	4	Sivest	A bulk water connection to an existing Umgeni-Uthukela Water regional supply line. A bulk supply line from an existing regional bulk line to a proposed elevated tank. An elevated 48 hr. storage tank of 150 kl capacity. A water reticulation network of approximately 4.3 km of pipeline. Metered yard connections.	72 households and 535 people	R 15 071 613.08	Consultant appointed at risk. BP has been prepared.
Mkhambathini Wastewater Treatment Works, Secondary Mains and Reticulation Project	3	Ensync	The project consists of: 1) Replacement of existing asbestos-cement water reticulation 2) Construction of a 6.75ML reservoir and local operations facilities 3) Construction of new water-borne sewers 4) Construction of a 2ML/d WWTW		R 464,451,205.78 (incl VAT) for which funding is requested from the Department of Water and Sanitation via RBIG funding.	Consultant appointed at risk. Feasibility study, preliminary design report and Implementation Readiness Study submitted as part of a RBIG application.

Table Mountain bulk supply and reticulation	1		Upgrade of the bulk supply line, construction of pumpstation and extension of reticulation network. This scope will address the water challenges being experienced in the Maqonggo area.			Awaiting an appointment of a service provider at risk from SCM for preparation of the BP.

PROJECT	WARD	CONSULTANT APPOINTED	SCOPE	BENEFICIARIES	ESTIMATED BUDGET	STATUS
MKHAMBATHINI LM						
Lion Park Secondary bulk and reticulation	3		Scope still to be defined			RFQ for appointment of a service provider at risk has been done. Awaiting appointment from SCM.
Upgrading of the Nkanyezini Community Water Supply Scheme – Phase 3 (Zone 3 to 9 of Nkanyezini reticulation)	3, 5	Ensync	Construction of reticulation network Zones 3-9			Planning stage.

15.2.4 PROJECTS AT IMPLEMENTATION

BOREHOLES SITING AND DRILLING PROJECT WITHIN RICHMOND AND MKHAMBATHINI LM'S

Project Scope:

Sitting and drilling of 3 boreholes within Richmond LM and 2 boreholes within Mkhambathini LM. Mkhambthini scope is siting and drilling of 2 boreholes within Ward 2 – areas of KwaGcina and Echibini.

Location:

Richmond LM and Mkhambathini LM

Appointed Service Provider:

Jade Star Trading

Project Award amount:

R 2 096 823.75

Contract duration:

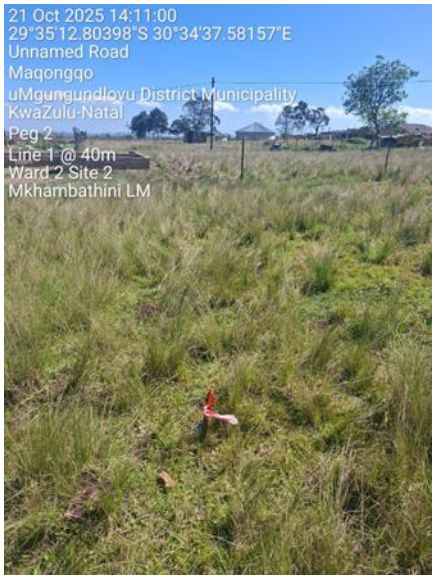
6 months

Progress to date:

Mkhambathini LM: Project was introduced to service providers and councilors by DM on the 15th October 2025. Site visit and introduction of contractor took place on 21st October 2025. Boreholes have been drilled.

Echibini water quality results showed that water quality is not suitable for human consumption. This borehole requires a conventional water treatment plant with an advanced treatment system mainly due to the following parameters: Fluoride, Iron and Turbidity.

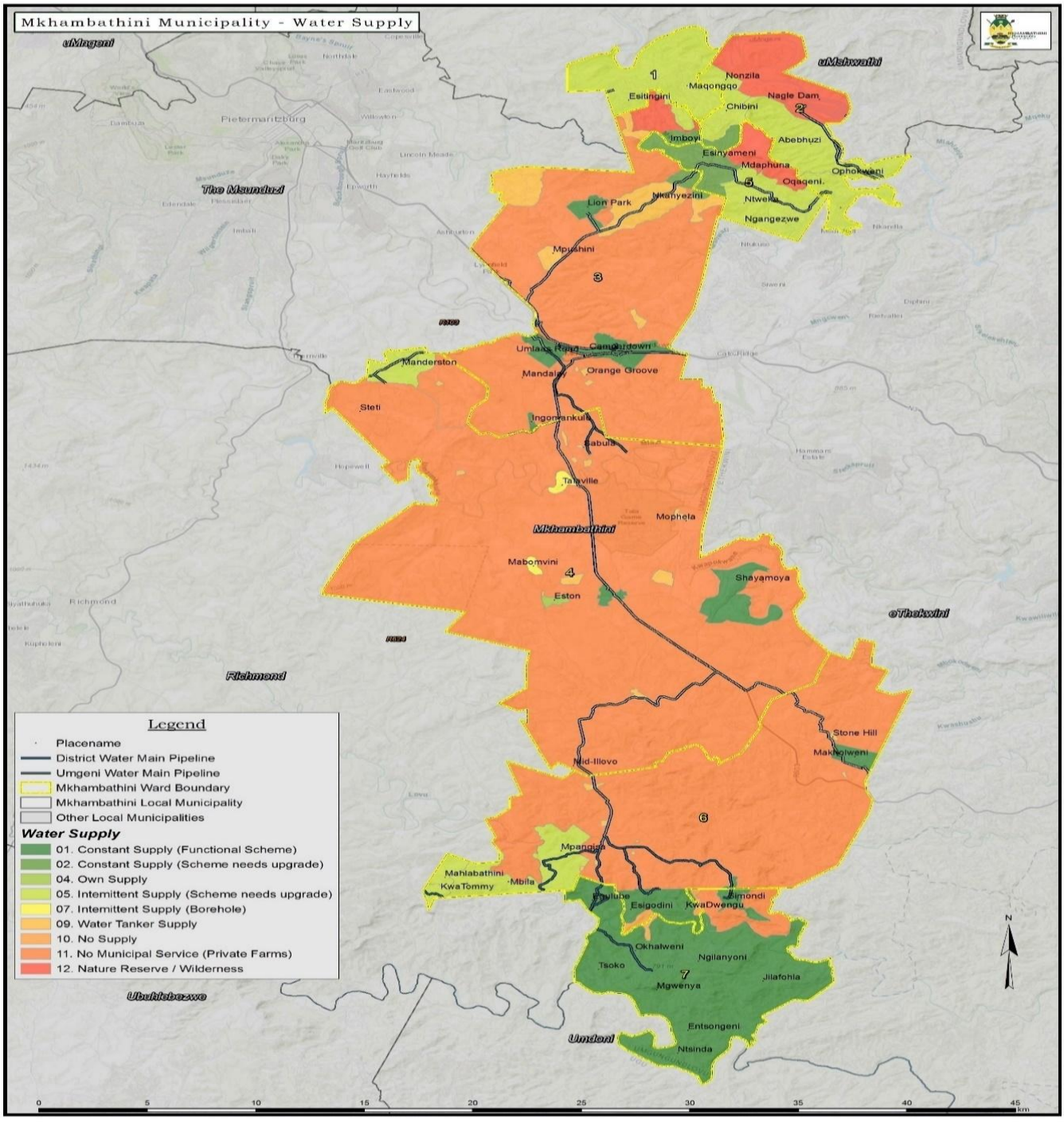
KwaGcina borehole was found to be dry.



15.3 Access to Sanitation

Access to sanitation within Mkhambathini Municipality rural areas is in the form of ventilated improved pit latrines and septic tanks and sewer lines within the Camperdown Town. The Community Survey 2016 reveals a positive story in the sense that access to sanitation at an RDP Standard has increased from 18.4% in 2011 to 56% in 2016, an increase of 37%. This point to the functionality of intergovernmental relations efforts by the municipality, uMgungundlovu District Municipality and sector departments ensure that all households have access to a dignified sanitation in Mkhambathini Local Municipality.

Map: Mkhambathini Water Supply



15.3.1 SANITATION PROVISION

PROJECTS AT IMPLEMENTATION

16th Allocation

- This is part of the 1200 allocation, Umshwathi LM - 500, Mpofana LM - 50, Richmond LM - 250, Mkhambathini LM - 100. Appointment letter dated 21 August 2025. Project was introduced by DM to respective ward councilors on the 15 October 2025. Contractor was introduced to community on 1 November 2025.

LOCAL MUNICIPALITY	WARD	FUNDING	ALLOCATION	START DATE	END DATE	PROJECT BUDGET @ R24 123,55 per/unit	NO OF UNITS COMPLETED
Mkhambathini LM	2	MIG	100	August 2025	March 2026	R2 412 355,00	50
TOTAL			**100**			**R2 412 355,00**	

Challenges

- Progress on site overall has been slow, due to the non-delivery of safety shoes to the workers. Matter was escalated – contractor committed to providing the safety shoes by the 9 February 2026. The CLO reported that workers are boycotting due to lack to safety shoes, resulting in daily injuries from unsafe conditions.

FIGURE 19: MAP SHOWING OVERALL ACCESS TO SANITATION IN MKHAMBATHINI

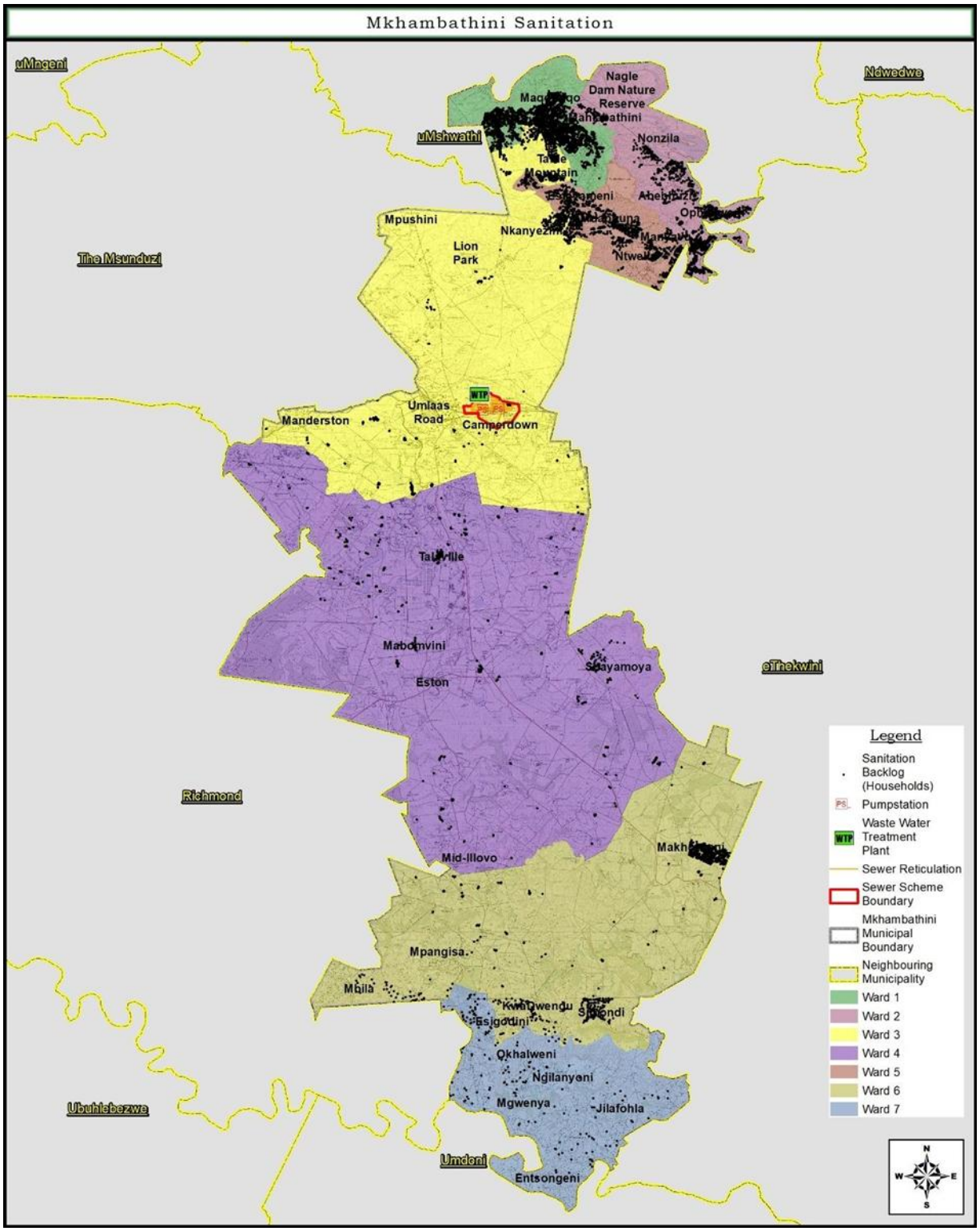


FIGURE 20: ACCESS TO SANITATION BY TYPE (SOURCE: COMMUNITY SURVEY CENSUS 2022)

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

15.4 Progress Note on Umgeni-uThukela Water Projects for Mkhambathini Municipality

Mkhambathini Municipality obtains potable water and sanitation services from the uMgungundlovu District Municipality, which is the Water Services Authority (WSA). The uMgungundlovu WSA has Umgeni -uThukela Water as its Bulk Water Service Provider (BWSP). This means that Umgeni-uThukela Water as the BWSP is responsible for the operation of the dams supplying uMgungundlovu District Municipality, to treat the raw water abstracted from the Umgeni-uThukela Water-operated dams to safe drinking water standards and to distribute this treated water via a series of pipelines, reservoirs and pump stations to the uMgungundlovu WSA infrastructure. The uMgungundlovu WSA then reticulates the treated water via its infrastructure to the Mkhambathini Municipality consumers.

The Umgeni-uThukela Water operated infrastructure in uMgungundlovu District Municipality is shown that Mkhambathini Municipality obtains potable water from the Midmar Water Treatment Plant (WTP) and the D.V. Harris WTP through a series of pipelines (and reservoirs and pump stations not shown on Error! Not a valid bookmark self-reference.**)**. The Midmar WTP (located in uMngeni Municipality) and the D.V. Harris WTP (located in Msunduzi Municipality) treat the raw water from Midmar Dam (located in uMngeni Municipality). It is further shown in Error! Not a valid bookmark self-reference. that the water in Midmar Dam is augmented with releases from Spring Grove Dam (located in both uMngeni Municipality and Mpofana Municipality) and Mearns Weir (located in Mpofana Municipality). Further details on the bulk water supply system providing water to Mkhambathini Municipality is described in Volume 2 of the Umgeni Water Infrastructure Master Plan (see https://www.umgeni.co.za/infrastructure-master-plans/ for the most recent version).

It is also shown that Nagle Dam (on the uMngeni River) is located in Mkhambathini Municipality. Although a small dam, Nagle Dam is a critical dam in the water supply to eThekwini Municipality. Nagle Dam obtains water via releases from Midmar Dam and Albert Falls Dam (both located on the uMngeni River) and supplies eThekwini Municipality via a series of pipelines and tunnels to the Durban Heights WTP and via releases into the Inanda Dam which supplies the Wiggins WTP. Mkhambathini Municipality therefore plays a critical role in protecting the water resource supplying the primary economic hub in KwaZulu-Natal (KZN) via land use management around Nagle Dam. It is further illustrated in Error! Not a valid bookmark self-reference. that Umgeni Water operates the Camperdown Wastewater Works (WWW) on behalf of the uMgungundlovu WSA, who is the owner of this WWW. Further details on this WWW is available in Volume 10 the Umgeni Water Infrastructure Master (see https://www.umgeni.co.za/infrastructure-master-plans/ for the most recent version).

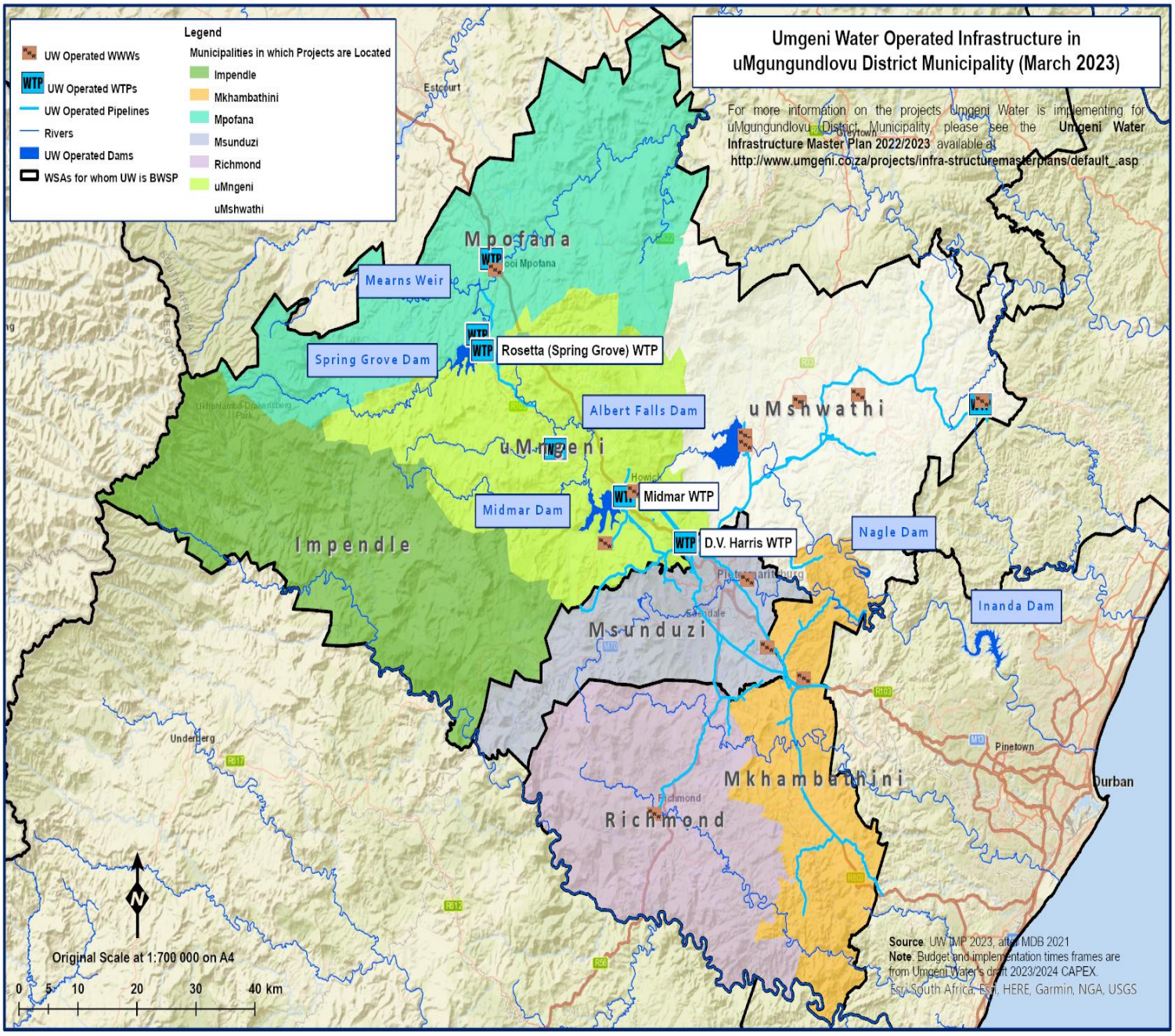


FIGURE 0.1:UMGENI-UTHUKELA WATER OPERATED INFRASTRUCTURE IN UMGUNGUNDLOVU DISTRICT MUNICIPALITY (ESRI 2023; DRAFT UW IMP 2023; AFTER MDB 2021).

The projects Umgeni-uThukela Water is implementing for the benefit of Mkhambathini Municipality and/or which are located in Mkhambathini Municipality are illustrated in Error! Reference source n ot found.. The purpose of each of these projects is as follows:

a) **uMkhomazi Water Project Phase 1:** With the commissioning of Phase 2B of the Mooi-Mgeni Transfer Scheme (MMT-2), the water resources available in the Mooi and Mgeni catchments to augment the Mgeni System are now fully utilised (2023: Volume 2, Umgeni Water Infrastructure Master Plan 2024/2025). However, water demands are still growing in the eThekwini area. Water resource development on the uMkhomazi River has been identified as the next major project to secure long-term water resources for the eThekwini area (2023: Volume 2, Umgeni Water Infrastructure Master Plan 2024/2025). Phase 1 of the uMkhomazi Water Project consists of the construction of the proposed Smithfield Dam, the proposed uMkhomazi Raw Water Tunnel and Pipeline, the proposed uMkhomazi WTP and the proposed uMkhomazi Potable Water Pipeline as shown in Error! Reference source not found.. T he proposed uMkhomazi Potable Water Pipeline will transect the north-western portion of Ward 4 in Mkhambathini Municipality and the south-western portion of Ward 3 in Mkhambathini Municipality to feed into the existing Umgeni Water operated bulk water pipeline between Umlaas Road and Camperdown. With the anticipated commissioning of the uMkhomazi Water Project Phase 1 in 2031, Mkhambathini Municipality will receive an increased assurance of water supply from Midmar Dam. The current status of the project is Stage 3: Design Development with the Water User Agreements currently being discussed with the uMgungundlovu, Msunduzi and eThekwini WSAs. For more information, see **Section 7.5.2 a) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2023**.

b) **Umbumbulu Pump Station:** Supply to Greater Eston and Umbumbulu is via the Eston-Umbumbulu 450 mm diameter pipeline (southern portion of Ward 3, Ward 4 and eastern portion of Ward 6 as shown in Error! Reference source not found.). The capacity of this pipeline i s restricted to 15 Mℓ/day due to the ground level profile along the pipeline route. The current flow in this pipeline is 11 Mℓ/day and with the natural growth in the areas supplied, the flow in this pipeline will soon reach capacity. A booster pump station would increase the capacity of the pipeline to serve future water demands hence this project as shown in Error! Reference s ource not found.. This project is currently in the Stage 6: Hand Over Works (commissioning) phase. For more information, see **Section 7.5.2 d) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2023**.

c) **Table Mountain Upgrade:** uMgungundlovu District Municipality requested Umgeni Water to consider the augmentation of the existing Table Mountain supply infrastructure to meet current and future demand. This project consists of the components shown in Error! Reference s ource not found. and is currently in the Stage 2: Concept phase. For more information, see **Section 7.5.2 g) in Volume 2 of the Umgeni Water Infrastructure Master Plan 2023**.

d) **Mkhambathini Wastewater Works:** Umgeni Water currently operates the Camperdown WWW on behalf of uMgungundlovu District Municipality under a twenty-year management contract. It was identified by planning studies that Camperdown requires a new WWW that can serve the entire population and future development. The Stage 3: Design Development of the proposed Mkhambathini WWW has been completed with the site being identified west of the N3 national road as shown in Error! Reference source not found.**.** The project is currently a waiting confirmation of funding so that it may proceed. For more information, see

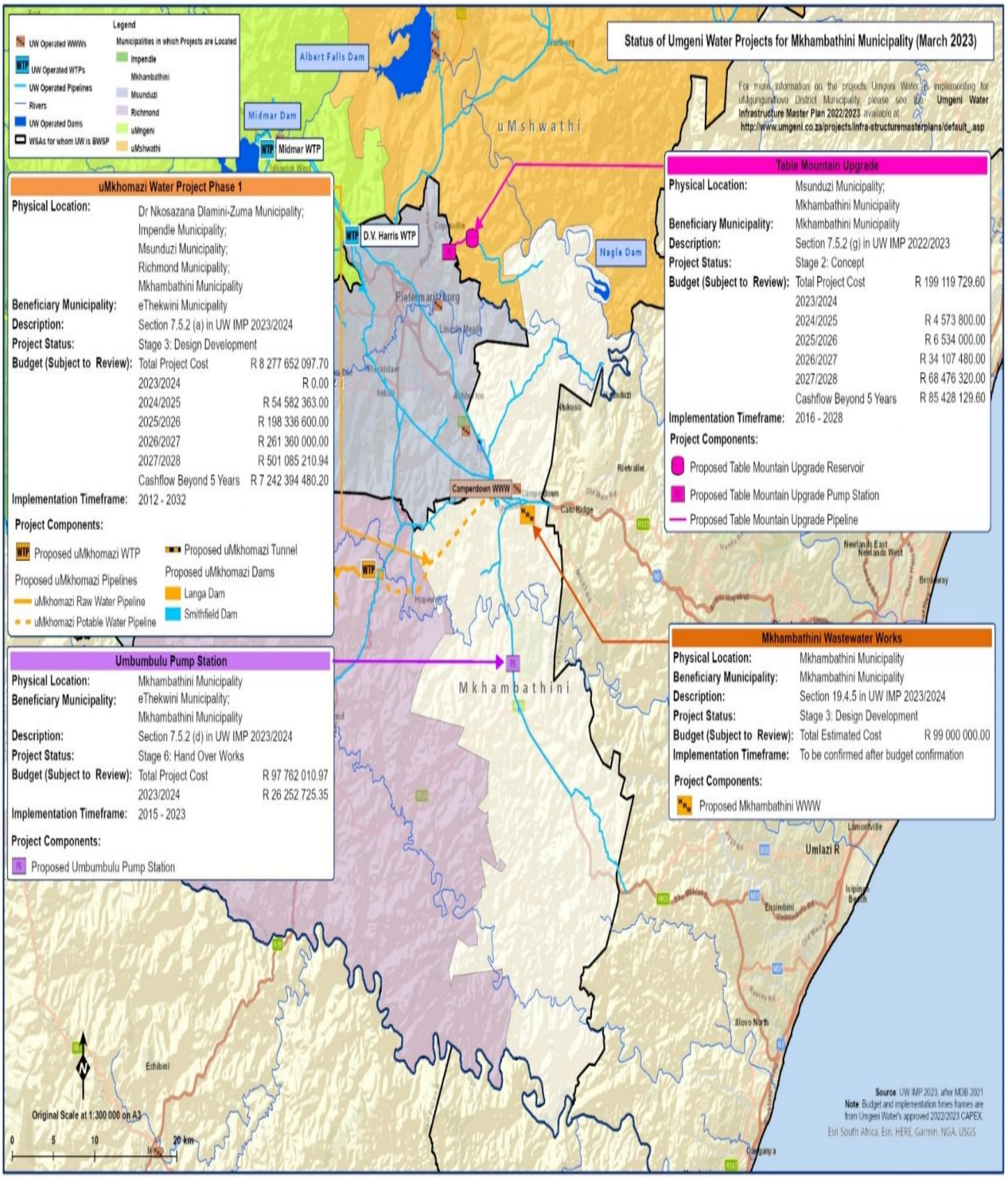


FIGURE 0.2 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2023).

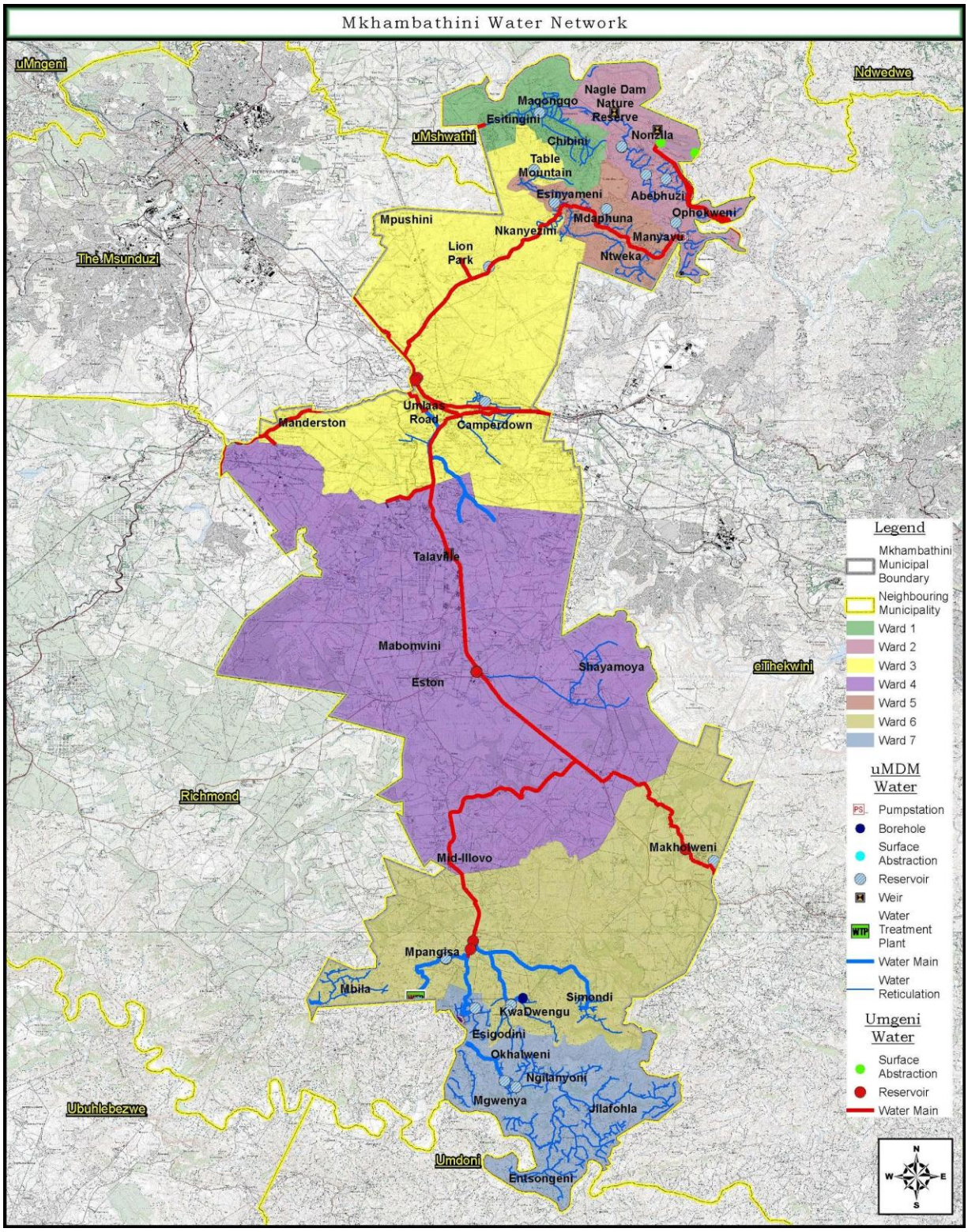


FIGURE 18: WATER SUPPLY PER WARD (BY UMDM)

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

TABLE 35: WATER SERVICE DELIVERY WITHIN MKHAMBATHINI

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

Needs and Priorities for Water and Sanitation Services

TABLE 36: NEED AND PRIORITIES FOR WATER AND SANITATION SERVICES

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

16.SOLID WASTE MANAGEMENT

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

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

The 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.**

The Mkhambathini municipality is mandated with the management of waste in the areas within its jurisdiction. The mandate is derived from Section 24 (Environment) of the Constitution of the Republic of South Africa (Act 108 of 1996) which states: "Everyone has the right –

(a) to an environment that is not harmful to their health or wellbeing; and

(b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that –

(i) prevent pollution and other degradation;

(ii) promote conservation; and

(iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development."

To give effect to this mandate, the municipality has developed and promulgated plans, policies, by-laws, strategies and programmes.

Key amongst these is the MEC endorsed five-year Integrated Waste Management Plan 2022- 2027.

The IWMP is a statutory requirement of the National Waste Management Strategy 2021. The IWMP provides a coherent framework and strategy for the implementation

of the NWMS 2021, and outlines council's policy and strategic approach to waste management within the Mkhambathini municipality's context and agenda of cost effective waste management functions, provision of waste management as a basic services to all communities within the municipal jurisdiction, socio-economic development that is "equitable, inclusive, sustainable and environmentally sound".

The Waste Management, Parks and Gardens section of the Community Services department is encompassed by duties that are carried out by the Parks and Gardens section the Waste Management section.

The main objective of these two sections is to ensure basic service delivery by carrying through;

a) Effective and sustainable waste management services to ensure that people in Mkhambathini live in clean communities with waste services that are well managed and financially sustainable.
b) Waste Minimization with the main goal of diverting 100% recyclable waste from landfill, creating an enabling environment for the development of the green economy.
c) Compliance, enforcement and awareness to mitigate illegal dumping.
d) Creating ecologically sustainable and environmentally friendly well-kept public facilities and open spaces.
e) Facilitating environmental education and empowerment in waste as resource and a driver for economic benefits and development within the municipality.
f) Sound public, private partnerships and a multi stakeholder approach to the management of waste services, capitalizing on programmes and projects that provide support to ensure effective service delivery.

All of which are objectives highlighted on the MEC endorsed Waste Management Plan 2022- 2027.
To meet these objectives the municipality has developed

- A refuse removal schedule, extending free basic services to rural wards that were previously unattended.

- Education and awareness campaigns coupled with illegal dump clearing, to mitigate and clear illegal dumping spots through identifying illegal dumping hot spots and facilitating the management of these spots through a more rigorous plan, placing bulk waste storage receptables and frequent waste removal in these spots.
- Waste minimization through the diversion of recyclable waste from landfill, by developing the municipal informal recyclers database, inclusion of the waste reclaimers to waste management plans and provision of support and empowerment.
- Developing policies and council adopted by-laws to ensure compliance and standardization of waste handling aligned to national and provincial legislative requirements, norms and standards.

16.1 COST EFFECTIVE AND EFFICIENT WASTE MANAGEMENT SERVICES PROVISION: REFUSE REMOVAL AND DISPOSAL

To meet these objectives the municipality provides waste removal to **411** households and businesses which are billed according to the municipal stipulated waste management tariffs. Waste collection schedules are carried out in areas surrounding Camperdown, Umlaas Road (Ward 3), Eston (Ward 4) and Mid-Illovo (Ward 6) of which are charged for the services rendered by the municipality.

To ensure that all communities live in a clean and healthy environment, free basic waste management services through weekly removal of household waste is extended to 7 informal settlements in Camperdown, Umlaas Road and Eston area.
Refuse removal services is also extended to rural areas in wards 1,2,3,4 and 5.
The extension of waste management service to rural areas is embarked upon utilizing EPWP ward based projects and the creation of green jobs through EPWP exit projects. This has seen the municipality extending the scope of services provision from 2% in 2020 to 67% in 2024/25, amidst the growing population and settlements in the area.

The transformation of rural areas into peri-urban areas and improved standards living has resulted greatly in the growing need for waste services. The municipality has since identified the escalating need for the services in ward 1,2 and 5. The initiative was incepted in the 2022/2023 financial year, when the municipality took strides in the

provision of these services, attributing this great stride to the Department of Fisheries, Forestry and the Environment (DFFE) and EDTEA EPWP funded projects.

The municipality maintained the services provision through the in-house EPWP Department of Public Works funded programme. The municipality has developed projects through strategic planning in the environmental sector.

External Waste Management and Environmental Services Projects

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

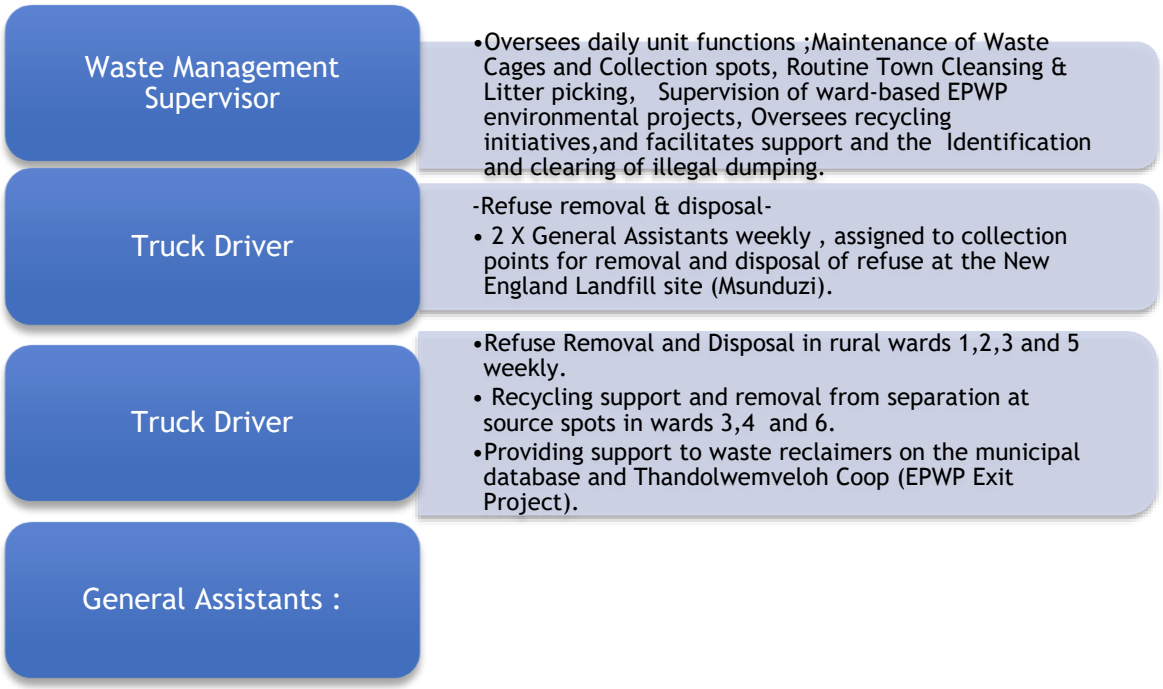
EXTENSION OF WASTE MANAGEMENT SERVICES 2022/2023

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

The projects have greatly aided municipal waste management plans through the clearing of illegal dumps in the areas and a scheduled weekly collection in various spots within the wards. The municipality ensures that the availability of working resources for the additional waste personnel and consistent weekly collection. The

implementation of the plan has mitigated greatly the prevalence of illegal dumping, redirecting sanitary waste from the rivers. Water pollution is one of the greatest concerns which is affecting the water quality of our rivers, the infamous Duzi trail and overall health and wellbeing of the communities that still use the river water, seeing improvement in the current state of water pollution is the greatest achievement thus far in ecological sustainability within the municipality.

To ensure that households have access to refuse removal services, the municipality has prioritized waste management daily plan and execution of services, in an effective and cost- effective manner.



The municipality does not have a landfill site and therefore disposes of waste at the New England landfill in Pietermaritzburg which is 21.5km from the Camperdown CBD. The average disposal frequency of the two waste trucks is three times a week per truck.

WASTE MANAGEMENT PARTNERSHIPS

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

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

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

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

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

Community Services Department: Weekly Waste Collection Schedule 2024/2025			
DAY	**SITE(S)**	**NO. OF COLLECTION POINTS**	**WARD**
MONDAY	Camperdown CBD	10	3
	Ngomankulu	3	3
	TAC Compound	2	3
	Camperdown Informal Settlements	1	3
	Mabhodini Informal Settlements	1	3
	Cosmoore	1	3
	D409 Waste Cage	1	3
	Tala Valley	2	4
TUESDAY	Camperdown CBD	10	3
	Camperdown Suburb		3
WEDNESDAY	Camperdown CBD	10	3
	D409 Waste Cage	1	3
	Van's Centre Umlaas Road	3	3
	Van's Informal Settlement	1	3
	TAC Compound	2	
	Raubex Compound	5	3
	Ward 3,5 and 1	15	3,5&1
	Killarney 2	1	4
THURSDAY	Camperdown CBD	10	3
	Killarney 1	6	4

	Killarney 2	12	4
	Killarney 3	10	4
	D409 Waste Cage	01	3
	Mandalay Informal Settlements	2	3
	Mavalindlela Informal Settlements	1	3
	Wards 1 & 2	9	1&2
	Makhokhoba Settlements	1	3
FRIDAY	Camperdown CBD	10	3
	Camperdown Town Hall	1	3
	Camperdown Primary School	2	3
	D409 Waste Cage	1	3
	Killarney Entry	1	4
	Eston Club	1	4
	Eston Taxi Rank	1	4
	Dukes Settlement	2	4
	Eston Primary School	1	4
	Coastal Shop Compound	1	4
	Eston Service Station	1	4
	Ezimwini	1	6
	KwaMathikana	1	6
	Mid-Illovo CBD	1	6
	Mid-Illovo Waste Cage	1	6
	Umlaas Road Industrial	7	3
	Auto Carriers	1	3
	Umlaas Road- Camperdown Bound (R103)	10	3

16.2 WASTE MINIMIZATION: RECYCLING INITIATIVES AND DIVERSION OF RECYCLABLES FROM LANDFILL

To meet the objectives in waste minimisation as set out in the municipal IWMP, the municipality implements waste minimisation initiatives as follows:

a) Separation at source initiatives; the separation of waste (placing recyclables in separate bags from the general waste) refuse prior collection into categories this is conducted by households, Thandolwemvelo Recyclers EPWP Exit Project) and informal recyclers registered on the municipal database.
b) Providing support to recyclers registered on the municipal database by providing transportation of recyclables, information sharing and learning session, application for funding, trainings and capacity building.
c) Developing waste businesses, creating jobs and sustaining livelihoods of our communities through waste.
d) Diverting garden waste from landfill, bringing it back to the value chain for composting purposes.

a) Separation @ Source-

Separation at source is a standard collection method which is mandated by the National Waste Management Strategy 2021, which implores responsible disposal from all citizens. This is the responsibility bestowed by municipalities to their communities to support the diversion of recyclable waste in order to minimize and eventually ensure that recyclables are diverted from landfill into the waste recycling value chain. Through community education and stakeholder engagement, rate payers associations the municipality implements separation at source in the areas below to divert recyclables sent to landfill. The municipality utilizes the two-bag system and two truck for general waste (compactor truck) and the open trailer truck for removing recyclables in the Camperdown and Eston areas.

Waste minimization is objective number 1 in the NWMS 2021, with priorities based in the diversion of recyclable waste from landfill (domestic packaging materials, food waste, garden waste). It implores local government to encourage re-use, recycle and restore principles in consumption to preserve the environment, decreasing greenhouse gas emissions and sustainable use of landfill space. Through waste minimization principles the waste economy is unlocked enabling the growth of the green economy.

NO	ACTIVITY	DECRIPTION	TARGETED WARD & AREA	TARGETED GROUP	DATE OF INTERVENTION	PROGRESS REPORT
1	**Waste separation and collection recyclables**	The curb side recyclable collection in Camperdown is still underway and is carried out every Tuesday. The recyclables are collected by Thandolwemvelo Co-op from Ward 5.	(Ward3) Camperdown	EPWP and waste pickers	**Every Tuesday**	From this collection, the municipality is able to divert recyclables from the landfill and the sort at source as stated in the NWMS
2	**Waste Separation and collection recyclables.**	Recyclables are collected working in collaboration with the Eston Farmer's Club from the farmers in the Eston area	(Ward 4) Eston	EPWP and waste pickers	**Every Friday**	From this collection, the municipality is able to divert recyclables from the landfill and the sort at source as stated in the NWMS
3	**Waste Separation and collection recyclables.**	Waste cages in Camperdown (D409, Taxi Rank and Informal Settlements)		EPWP and waste pickers	**Mondays and Wednesdays**	The cages are maintained by EPWP and CWP the waste is separated and passed on to waste pickers who separate the waste
4	**Waste Separation and collection recyclables.**	Waste cage in Umlaas Road		EPWP and waste pickers	**Wednesdays**	The cages are maintained by EPWP and CWP the waste is separated and passed on to waste pickers who

						separate the waste
5	**Waste Separation and collection recyclables.**	Maqongqo Waste Cage		EPWP and waste pickers	**Wednesdays**	The cages are maintained by EPWP and CWP the waste is separated and passed on to waste pickers who separate the waste

b) <u>Recycling Support Programmes and Business Development Initiatives/ Support</u>

Recycling support programs are initiatives identified through stakeholder engagement and community buy-in to implement and develop the green economy in the municipality. The initiatives are developed, to ensure that communities and develop green businesses are able to create sustainable living opportunities through waste management, such as recycling. Municipal support extends to education, information sharing, transportation of recyclables, current market indicators through PROs (PETCO). Coordinating businesses and cooperatives with the LED unit and other funding sources from PROs, district, provincial and national government departments. The support also assists the municipality with IWMP objective 3- Waste Minimization and Diversion of Waste from landfill.

- In the 2024/2025 financial year the municipality was able to divert recyclable quantities tabled below working with local recyclers from wards 3 and 5, through municipal support.
- The recyclable quantities are far below the targets as stipulated on the IWMP which is attributed to uncompacted recycles which will weigh less, truck mechanical issues which hinders recycling initiatives as the municipality owns two waste trucks, if one is broken the other has to take over scheduled collection which is prioritized as a core to basic service delivery.

Q1	Q2	Q3	Q4
9328 kg	11 745 kg	7280 kg	9288 kg
TOTAL			**37 641 kg**

Sorted Recyclables by Local Recycler in Mabhodini Informal Settlements (Fencing Support from Municipality)

Multi-stakeholder Recyclers Workshop held in Camperdown Targeting Local Recyclers and EPWP participants employed into the Recycling and Education Project

Peer Learning and Information sharing Excursion in Empangeni with Uthandohlwemveloh Coop with Mhlathuze Municipality

Separation @ Source

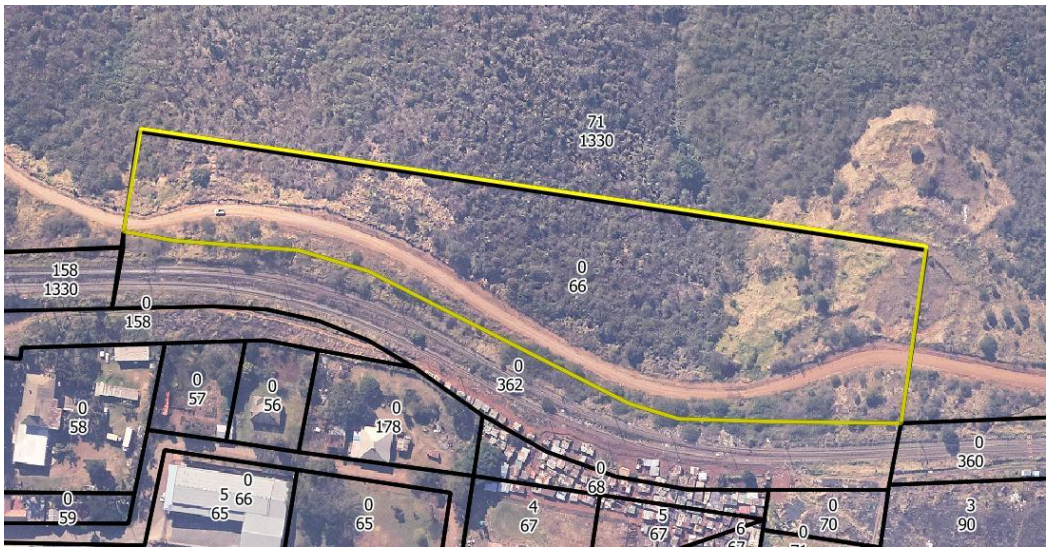
As one of the greatest milestones in recycling initiatives the municipality was able to facilitate funding support for uThandohlwemveloh Coop which is a Coop that was earmarked for facilitating recycling in the rural areas and the first initiative led by the municipality to develop communities to create jobs through waste while cleaning communities. The Thandohlwemveloh site in ward 5 was awarded by the NDA funding amount of **R693.85.000**, this is set aside for the site development (fencing, sorting structures, bailing machines and storage container). This has marked a significant success for the municipality as the ultimate goal is to witness the first rural buy-back centre for the people managed by the people. The coop has also received business development support from PETCO and KZN DEDTEA.

Funding Support for Thandohlwemveloh Coop by the National Development Agency and PETCO Handover and site Development Progress

16.3 WASTE MATERIALS RECOVERY FACILITY (MRF)

To ensure that the municipality is able to meet the projected targets, the establishment of an MRF is of essential importance.

The municipality has identified land for the development of the MRF, the Remainder of Erf 66, Camperdown which is already zoned for waste management.



As a municipality, we are committed to reducing, reusing, and recycling waste to minimize the amount of waste reaching landfill sites. The reality is that waste disposal facilities across South Africa, are rapidly reaching capacity. Through continued recycling efforts, we aim to extend the lifespan of landfill sites and promote a cleaner, more sustainable future for all.

As part of Mkhambathini Municipality's commitment to sustainability and environmental responsibility, the proposal/plans to establish a Waste Material Recovery Facility (MRF) in 2026/27 financial year. With phase 1 of the project planned for,

- Compliance; obtaining all legislative requirements from DEDTEA.
- Architectural/ Building Plans Drawing and Approvals.
- Site development; earth moving and fencing of site.

The facility is expected to bring high return on investment, by generating revenue/income through the sorting, baling, and sale of recyclable materials—a remarkable achievement, in providing accurate data and expanding on the waste information systems of the municipality as the MRF will provide an accurate quantity weighing scale to monitor progress and improve the accuracy of reports measuring the bailed recyclables.

The revenue generated will be reinvested into the municipal budget, addressing critical infrastructure and service delivery priorities identified in the Municipality's Integrated Development Plan (IDP), especially in environmental sustainability projects and programmes.

The MRF will create jobs, temporary general workers and forklift operators. The dedicated team, together with the support of our community in providing household and business recyclables, will enable the Mkhambathini Municipality to sort and bale tons of recyclable materials.

Since building new landfill sites is neither sustainable nor environmentally feasible, developing a local MRF, along with other waste minimization initiatives, will mark a significant step towards preserving our environment and maximizing landfill capacity for future generations.

The MRF is proposed to be located in Camperdown for accessibility and will serve as a public drop-off point for the entire Mkhambathini Municipality, where residents can bring all recyclable materials.

Additionally, the municipality will continue to collect recyclables from households and businesses on designated waste collection days. These recyclables will then be transported to the MRF for sorting, baling, and distribution to companies that use them as raw materials for manufacturing new products. Properly sorted recyclables have greater value and are widely accepted in the thriving recycling industry.

To make this initiative even more successful, we will actively pursue public buying through various communication platforms, as the municipality has a solid foundation in the establishment of recycling with great involvement from P-P-P and community buy-in which has proven to be a success in the past 4 years.

The proposed MRF will enable the municipality to expand its scope of recyclables materials, looking at materials such as glass, e-waste and actively embarking on composting (food waste and garden waste) which will benefit small-subsistence farmers while drastically minimizing methane gases from landfills. The MRF will be an asset to channel green projects within the municipality offering myriad skillsets for the expansion of the green- economy and unlocking economic opportunities in the waste sector.

16.4 COMMUNITY CLEAN-UP CAMPAIGNS, EDUCATION AND AWARENESS INITIATIVES

Community clean-up and awareness campaigns are structured to provide insight and educate the community on the adverse effects of illegal dumps on their health and the environment. The community is encouraged to participate in clean-up campaigns to capacitate them to be custodians of the environment that they occupy. Through the EPWP environmental projects, the municipality has created a platform for community members to be responsible for the environment in which they occupy, though for many participants this is a job, the municipality has ensure that this is a learning experience as to why it is imperative to keep the environment clean through constant capacity building, stringent monitoring of work, consistent removal of refuse, reporting and visibility. The programme has seen the municipal wards transform into hygiene and community practices regarding waste, there has been a sharp decline in the emergence of illegal dumping spots as they are cleared as they appear and participants assists greatly in the enforcement of by-laws by identifying perpetrators and reporting cases in their communities.

The municipality targets to conduct a minimum of 4 clean-up campaigns and education and awareness programmes per quarter in schools and communities respectively. The municipality

partners with different stakeholders (EDTEA, UMGENI-THUKELA, DFFE, BEFA) to provide content that is relevant to the targeted group and in the reporting period the following campaigns were conducted. In the 2025/2025 financial year, the municipality conducted 16 clean-up campaigns and 30 education and awareness programmes.

To the scope the municipality employs 70 EPWP participants with 10 participants based in each ward. The particcipants facilitate education and awareness campaigns within their communities. This allowed the municipality to have a far reaching impact in the overall environmental education by expanding their scope of work to the commemoration of all environmental calendar days and climate change as a subject. The municipality has provided on-going capacity building for participants and develops an easy to follow handbook for the participants including activities and subject delivery to a diverse audience.

Clearing an illegal dump in Camperdown

Cleanup at Ngangezwe Area

Learners making toys, using recyclables with EPWP participants and BEFA Outreach Programme

In the final year of the first generation IWMP, the municipality has made substantial progress to meet objectives as set out on the IWMP and continues to embark on progressive pursuits to meet the demands adhering to set norms and standards.

16.6 IWMP ACTION PLAN

IWMP Action Plan is Attached below;

Objectives	Actions	Targets	meframe	Status Quo
o increase waste inimization within MLM	Review of the current waste status quo in the municipality			Nkanyezini Recycling Co-operative
	-Budget and secure funds for various recycling and re-use nitiatives and schemes to be in place to achieve targets timeously.	Ongoing		The municipality supplies clear recycling bags for the ease of separation @source.
	Establish MRFs to create storage and sorting of separated waste in rural and un serviced areas.			Agreement is in place with the Maphumulo Tribal Authority to grant access to land for local recyclers
	motion and implementation of Separation @source through various media platforms municipal) in all serviced areas.			Camperdown suburb, Eston Club and various businesses and schools are actively participating in the separation@ source initiative.
	Incorporate informal waste pickers to the collection of recyclables and provide an ncentive through localized buy back centers.			he municipal truck plays a pivotal role in facilitating the selling and collection of bulk recyclables for waste pickers. Through this the municipality has managed to formalize 2 local recycling businesses. The municipality has also prioritized the training and capacitating waste pickers on the database. With business development skills and the circular economy.
	ngage in proper composting ractices.			lans are in motion to reinstate garden waste collection and disposal at rivate composting sites within the municipal jurisdiction.

Objectives	Actions	Targets	Timeframe
Standardisation of waste storage receptables	Develop a phased approach for procurement of the required number of bulky waste bins.	To have 4 skip bins rolled out in densely populated areas.	2023/24 Ongoing
To minimise the amount of waste sent to landfill	Skips to be made available in poorly serviced and un serviced areas.	Wards1,2 and 5	Ongoing
	Develop drop-off and collections points for recycling, sorting and separation facilities in all wards	In all waste cages and bulk storage waste disposal sites.	Separation sources are currently taking place at Maqongqo waste cage and Van's waste cage.
	All waste recyclers in the municipality will be required to register and report on the MLM waste information system which will capture the quantities (kg) of recyclable waste that is being diverted from the landfill.	All wards with recyclers.	Recyclers in wards 3 and 5 are currently registered on the database and reporting on quantities sold.
	Create public private partnerships for recycling.	All wards	The unit is working with residents, businesses and farmers association in the implementation of the waste hierarchy. The initiative involves increasing quantities of recyclables, training and development in recycling and also funding and developing businesses in waste.

To increase understanding and engagement in waste & recycling	· Education and awareness campaigns - Waste Management and environmental education schools programme - Participation in industry driven waste awareness campaigns and competitions - Door-to-door awareness and education campaign	All wards	The municipality has partnered with EDTEA and Umgeni Water with consistent environmental education and awareness campaigns in schools. Community clean-up programmes also aid in community education and awareness. Workshops are in motion to capacitate recyclers on different waste streams.
	Development of recycling and Communications Plan to develop more effective ways of explaining to residents how waste should be tailor-made to suit the audience.	· Include community members and industries. Glass company school's programme · Updated information sharing, education and awareness about waste management on social media and municipal website.	
	· Broaden participation by SMME's, job creation and opportunities through waste · Involve Councilors and Ward Committees by embarking on green economy development.	· Capacitate SMMEs in the green economy and EPWP exit projects on green initiatives. Ward based clean-up campaigns and community awareness programmes	2020 ongoing

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

16.6.1 WASTE MANAGEMENT FUTURE PLANS IN LINE WITH THE IWMP

STRATEGIC OBJECTIVE	KEY PROJECTS	BUDGET	TIMEFRAME
To ensure the development of the green economy, through recycling, reusing, and reducing initiatives.	• Organic waste storage and processing site for composting. • Distribution of the organic compost to community gardens. All wards. • Reuse of waste products for arts and other crafts to create job opportunities through enhancing skills and SMMEs. • Urban harvest gardens set-up and community nursery. • Development of materials recovery facility.	R1 500 000.00	2021-2024
To ensure the extension of waste services to rural areas	• The procurement of skips and development of materials recovery facilities on accessible points for the ease of collection and recycling initiatives in rural areas. (Ward 3, 5,1 and 4). • To form partnership (PPP) for the establishment and running of buy back centre in Mkhambathini. • To capacitate informal waste pickers in our communities through trainings, workshops and transporting services for recyclables to buy back centres.	R200 000.00	2021-2024
To ensure effective, safe and healthy methods of waste storage in all scheduled collection points (farms and informal settlements)	• To procure bulk waste storage receptables that will minimize the scattering of waste awaiting the collection in the designated spots. • Procuring appropriate receptables for the storage of waste to avoid the contamination of water, overall cleanliness, and hygiene in collection points.	R250 000.00	2021- 2024
To ensure an environmentally sustainable town beautification model	• The removal of alien species and management of shrubs. • To ensure that the parks and all public spaces are kept clean and well maintained through grass cutting, weed removal on pavement and road edges and street sweeping. • The maintenance of vacant properties and property owners are held accountable for the upkeep of the properties.	R300 000.00	2021-2024

16.7 CLIMATE CHANGE MITIGATION STRATEGIES

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

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

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

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

The quarterly report on Implementation of the National Waste Management Strategy (NWMS) is attached as an annexure.

16.8 Solid Waste Key Challenges

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

17. TRANSPORT INFRASTRUCTURE

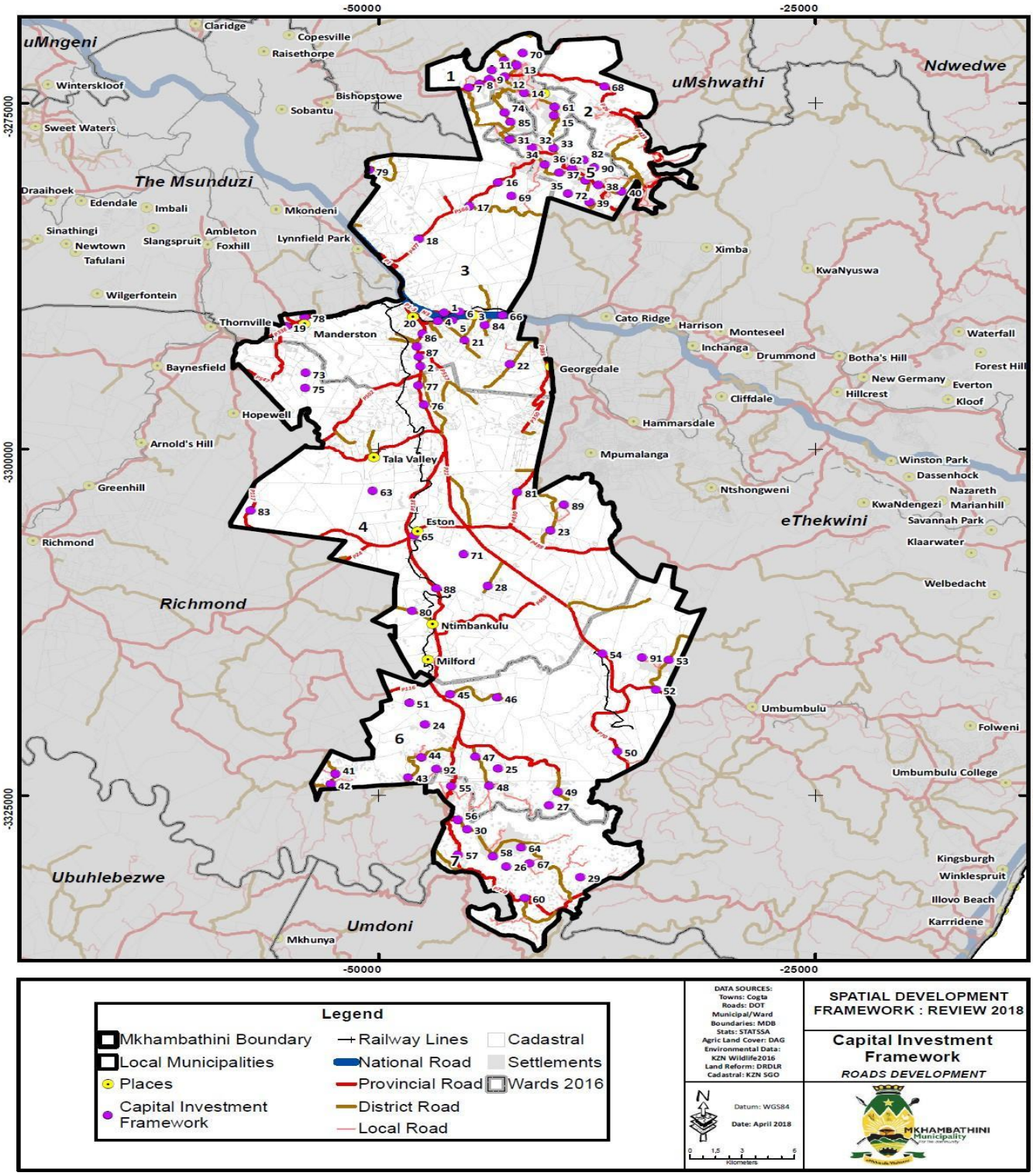
17.1 TRANSPORTATION INFRASTRUCTURE NETWORK

The Municipality currently has a draft Comprehensive Integrated Transport Plan which is the process of being reviewed by the council for future projections. This plan is still a working document that will be prioritized by the municipality. This plan will look into providing the communities with access to better socio-economic opportunities in order to effectively understand and have improved transport planning.

The municipality must develop a Comprehensive Local Integrated Transport Plan which will seek assistance from DOT and the district municipality in formalizing the final plan in line with the National Land Transport Transition Act, No. 22 of 2000 as amended. It is a requirement that every Local Municipality prepares a set of transport plans, and such plans need to be updated and give guidance to the contemporary transport operating environment, however with better coordination between the various spheres of government and with the assistance from the Department of Transport.

17.2 ROAD NETWORK

The primary transport route within the municipality is the N3 Route that traverses Mkhambathini and links Durban to the east with Pietermaritzburg and ultimately the Gauteng Highveld to the west and north- west. Mkhambathini enjoys a relatively good level of access at a Provincial and Regional level. This allows for a smooth flow of goods and the 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. The Mkhambathini Municipal Area is accessed via the N3 highway which links into the R103 via the Lynnfield Park and the Umlaas Road Interchanges as well as the R106 which links the municipality from Camperdown to eThekwini's South Coast. These district roads then feed into lower order municipal roads and the Traditional Authority areas.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-25000
-3275000
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uMngeni
Ndwedwe
uMshwathi
The Msunduzi
Richmond
eThekwini
Ubuhlebezwe
Umdoni
Claridge
Copesville
Raisethorpe
Wintersklоof
Bishopstowe
Sobantu
Sweet Waters
Draaihoek
Edendale
Imbali
Mkondeni
Sinathingi
Newtown
Tafulani
Slangspruit
Ambleton
Foxhill
Lynnfield Park
Wilgerfontein
Thornville
Manderston
Baynesfield
Hopewell
Arnold's Hill
Greenhill
Richmond
Tala Valley
Eston
Ntimbankulu
Milford
Ximba
KwaNyuswa
Cato Ridge
Harrison
Monteseel
Inchanga
Drummond
Botha's Hill
Waterfall
Forest Hill
New Germany
Everton
Kloof
Hillcrest
Cliffdale
Georgedale
Hammarsdale
Mpumalanga
Ntshongweni
Winston Park
Dassenhock
Nazareth
KwaNdengezi
Marianhill
Savannah Park
Klaarwater
Welbedacht
Umbumbulu
Folweni
Umbumbulu College
Kingsburgh
Winklespruit
Illovo Beach
Karridene
Mkhunya
1
2
3
4
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6
7
Legend
Mkhambathini Boundary
Local Municipalities
Places
Capital Investment Framework
Railway Lines
National Road
Provincial Road
District Road
Local Road
Cadastral
Settlements
Wards 2016
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO
Datum: WGS84
Date: April 2018
Kilometers
SPATIAL DEVELOPMENT FRAMEWORK : REVIEW 2018
Capital Investment Framework
ROADS DEVELOPMENT
MKHAMBATHINI Municipality

MKHAMBATHINI MUNICIPAL 5-YEAR PLANNED CAPITAL PROJECTS

ROAD NUMBER	PROJECT NAME	FUNDING SOURCE	2022/2023 Tabled Budget Allocation/ Project Status	2023/2024 Tabled Budget Allocation/ Project Status	2024/2025 Tabled Budget Allocation	2025/2026 Tabled Budget Allocation	2026/2027 Tabled Budget Allocation
	Construction of Chibini Access Road	MIG	R----- completed				
	Construction of Banqobile sport field	MIG	R------- Completed				
	Construction of Mgwaphuma Access Road	MIG	R------ completed				
	Construction of Jilafohla Access Road	MIG	R----- completed				
	Contstruction of Makhokhoba Access road/Bridge	MIG	R----- completed				
N/A	Construction of Makhokhoba access road and bridge in ward 3 Phase 1	MIG		R 6 691 686.77/ Not Completed	R5 314 792/ Completed		
	Construction of Makhokhoba access road and bridge in ward 3 Phase 2	MIG		-	R 6 250 281,34		
N/A	Construction of Jilafohla access road in ward 7	MIG		R 10 550 704.75			
N/A	Construction of Muzingezwi access road in ward 6	MIG		R 4 067 539.58			
N/A	Construction of Mkhize access road in ward 5	MIG		R 2 361 670.25			
N/A	Upgrade of Banqobile sports field in ward 5	MIG		R 16 279 511.83			
N/A	Construction of Mgwaphuna access road in Ward 4	MIG		R 10 739 920.41			
D1000	Upgrade of D1000 road in ward 5	MIG		R 19 330 683.21			
D72	Upgrade of D72 Road in ward 4	MIG		R 28 257 152.09			
D545	Upgrade of D545 Road in Ward 6	MIG		R 15 901 120.39			

ROAD NUMBER	PROJECT NAME	FUNDING SOURCE	2022/2023 Tabled Budget Allocation/ Project Status	2023/2024 Tabled Budget Allocation/ Project Status	2024/2025 Tabled Budget Allocation	2025/2026 Tabled Budget Allocation	2026/2027 Tabled Budget Allocation
N/A	Construction of Makholweni access road	MIG		R 4 626 749.33			
N/A	Construction of Matigulu Access Road	MIG		R 5 975 876.91	-	R 5 975 876.91	
	Construction of Maqongqo Taxi Rank	MIG	Moved to 2023/2024	R 7 523 686.40/ Not Completed	R 9 720 057,60		
	Construction of Chibini Access Road	MIG		R 4 796 292.30			
	Construction of Thimon Community Hall	MIG		Planned for the next FY.	R 8 547 982. 11	R 8 547 982.111	
	Supply delivery and installation of Fencing at municipal building	MIG		R 1 000 000.00/ Not Completed	R 970 370		
	Construction of Imboyi Community Hall	MIG			R 7 860 771, 74/Not completed	R 7 298 772	
	Construction of Thala Valley Sport field	MIG				R 14 889 361	
	Construction of Nonzila Creche	MIG				R 5 899 950	

17.3 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	2023-24 Budget
Zibambele - Contractors (1675) – KZ 226, KZ 227	-	R 15 500 000
Maintenance Contract		
(Richmond Zone)	C227/9521/S	R5 000 000
Regravelling of P115		
(5km – 10km = 5km)	C227/1563/S	R8 500 000

Mkhambathini Lc Flood Related Projects 2023/24

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

Mkhambathini Lc Flood Related Projects 2023/24

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

TABLE 40: MUNICIPAL ROADS MAINTENANCE PLAN

ROAD NUMBER	PROJECT NAME	PROJECT CURRENT STATUS	FUNDING SOURCE	2023/2024 Tabled Budget Allocation	2024/2025 Tabled Budget Allocation	2025/2026 Tabled Budget Allocation
	Maintenance of Nonzila Access Road	Completed		R 300 000. 00		
	Maintenance of Nobhala Access road	Completed		R300 000. 00		
	Maintenance of F/L1503 Access Road	Completed		R300 000.00		
	Maintenance of Oehley Storm Water	Completed				R 255 082
	Maintanance of Nkanyezini Taxi Rank	Completed				R 299 608
	Maqongqo Access Road Maintenance	Completed				R ----------
	Osuthu Access Road	Completed				R----------
	Nqgaza Access Road	Completed				R----------
	Mdala Access Road	Completed				R----------
	Ponstho Access Road	Completed				R----------

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

Bailey Bridges Constructed by SANDF With Assistance from DPW And DOT.

Summary on the status of the bridges

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

L3279: This project is under construction, and the status is at 60% construction. SANDF are the main contractor on the project, and the below projects are 100% completed.

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

DEPARTMENT OF TRANSPORT **THREE YEAR PLANNED PROJECTS** FOR PROJECTS MKHAMBATHINI LOCAL MUNICIPALITY

Project Name	Activity	DC Code	Local Municipality	Construction Start	Construction End	Current Project Status (FIDPM)	2025/26 Tabled Budget Allocation	2026/27 Tabled Budget Allocation	2027/28 Tabled Budget Allocation
Upgrade of D1001 (km0,00 to km8,50)	Upgrade Roads	DC 22	KZN226_Mkhambathini	12/19/2023	12/11/2026	Stage 5 Works 1 to 25%	R40,140,736.70	R36,813,455.00	R1,650,000.00
Betterment and Regravelling for KZN226_Mkhambathini	Betterment and Regravelling	DC 22	KZN226_Mkhambathini	4/1/2025	3/31/2028	Various	R 9,950,793.27	R11,315,866.50	R12,838,993.03
Blacktop Patching and Rut Repair for KZN226_Mkhambathini	Blacktop Patching and Rut Repair	DC 22	KZN226_Mkhambathini	4/1/2025	3/31/2028	Various	R 5,502,685.71	R 4,969,180.29	R 5,560,698.27
Blading for KZN226_Mkhambathini	Blading	DC 22	KZN226_Mkhambathini	4/1/2025	3/31/2028	Various	R 3,996,047.41	R 4,706,847.20	R 5,527,506.01
Crack Sealing for KZN226_Mkhambathini	Crack Sealing	DC 22	KZN226_Mkhambathini	4/1/2025	3/31/2028	Various	R 1,952,351.99	R 1,718,603.12	R 1,149,484.36
Routine Maintenance for KZN226_Mkhambathini	Routine Maintenance	DC 22	KZN226_Mkhambathini	4/1/2025	3/31/2028	Various	R 5,441,303.41	R 5,907,664.14	R 3,537,806.33
Safety Maintenance for KZN226_Mkhambathini	Safety Maintenance	DC 22	KZN226_Mkhambathini	4/1/2025	3/31/2028	Various	R 2,210,830.85	R 1,830,943.28	R 1,830,943.28

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

Pic: Provision Of New Roads and Related Facilities

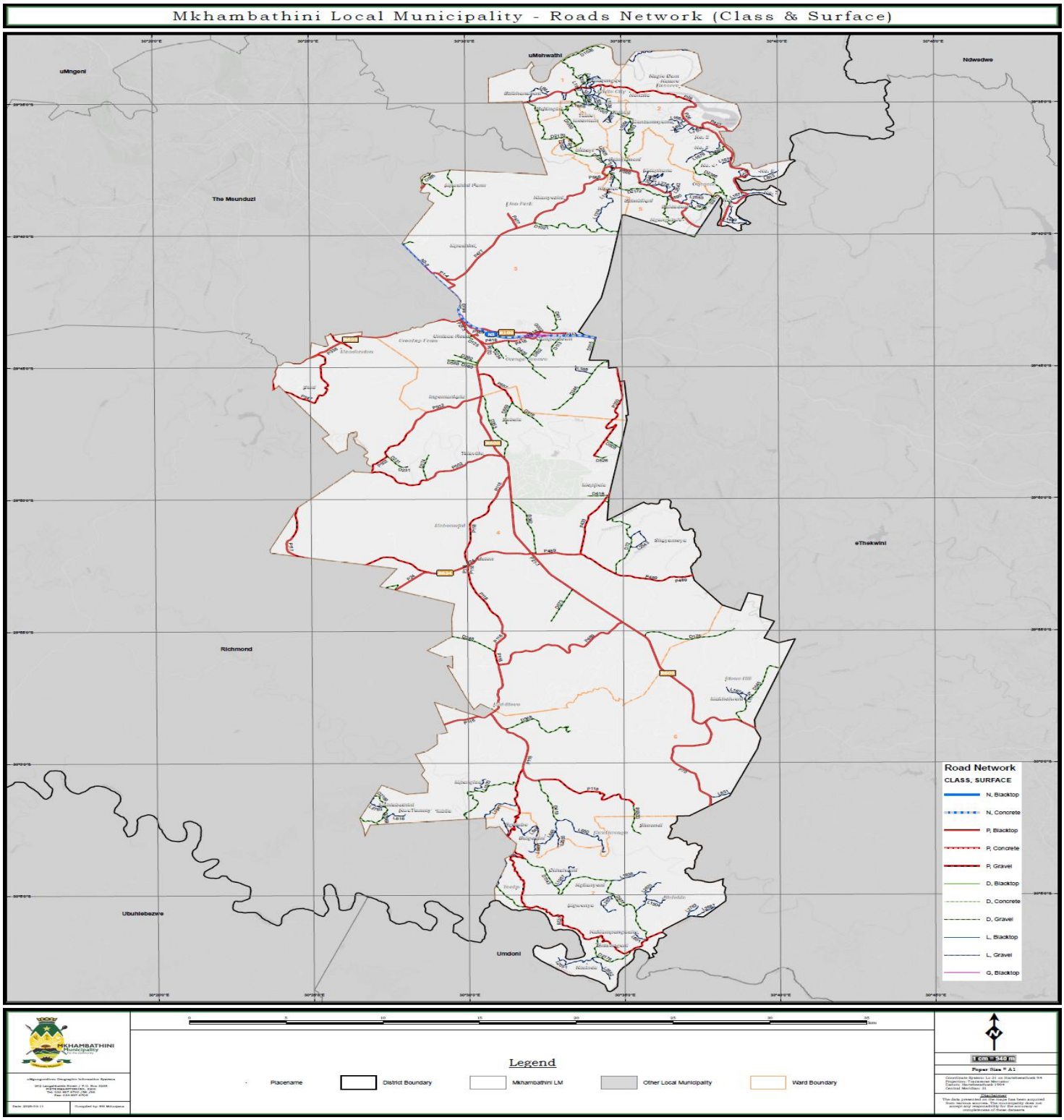
17.4 Integrated Transport Plan (ITP)

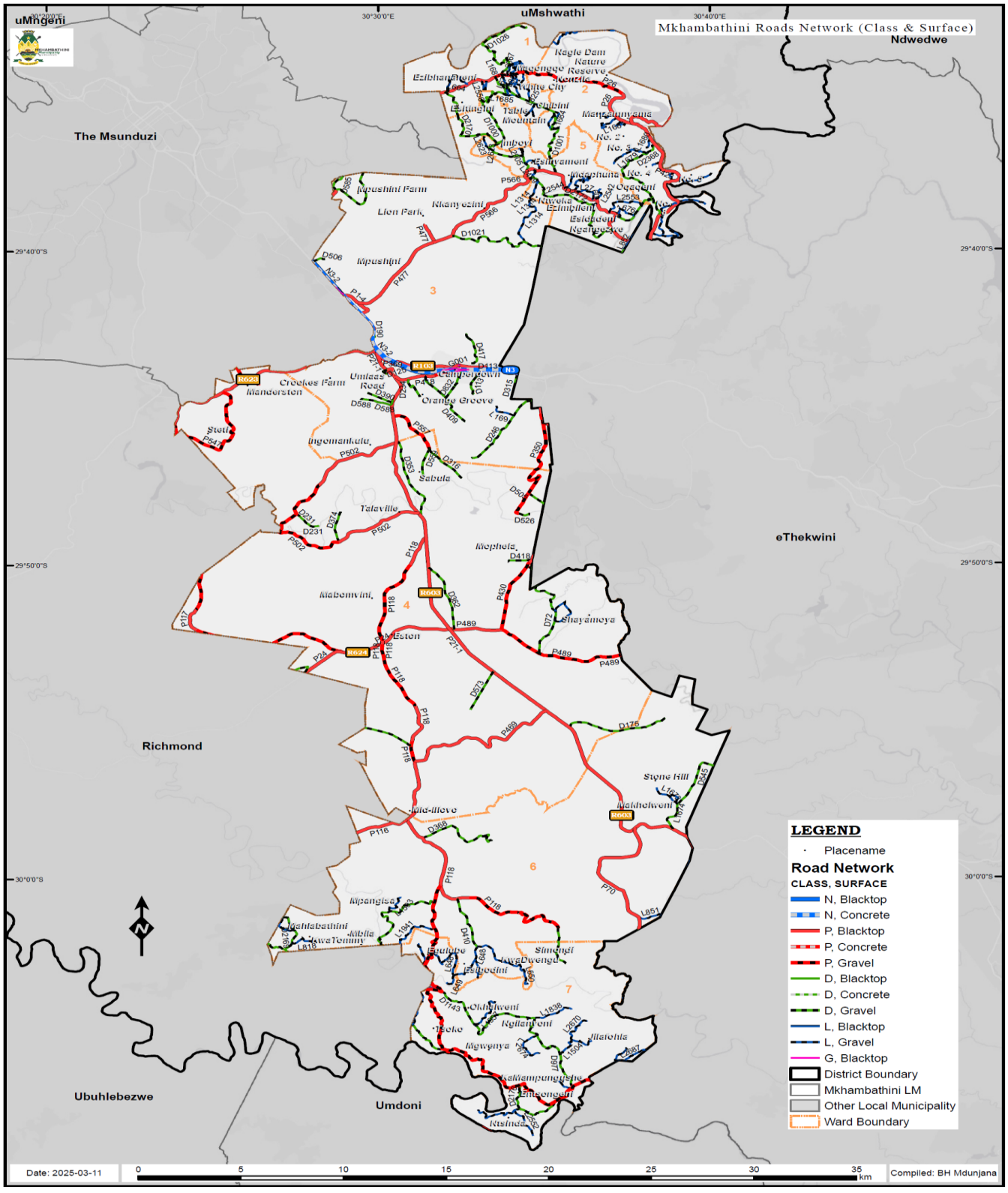
The Municipality currently has a comprehensive integrated transport plan in place which is in the process of being reviewed by the council, and the municipality is prioritizing the review of this plan as it also looks into future development and access to better socio-economic opportunities in order to effectively understand and have improved transport planning. **The Integrated Transport Plan is attached as an annexure in the IDP.**

Below is the map showing the municipality's declared roads that will inform the Transport Plan

Maps reflecting Mkhambathini Municipality Roads

Map: Mkhambathini Roads Network (Class and Surfaces)




Mkhambathini Roads Network (Class & Surface)
uMngeni
uMshwathi
Ndwedwe
The Msunduzi
Richmond
Umdoni
Ubuhlebezwe
eThekwini
Camperdown
Mandersten
Orange Grove
Sabula
Talaville
Mephela
Mabemvini
Esten
Shayamoya
Makhelweni
Stone Hill
Mahlabathini
Mpangisa
Mbila
Ngilanyoni
Mgwenya
Ntshidi
Ezimpangeni
Ezibhanyeni
Mpushini Farm
Lion Park
Mpushini
Ingemankulu
Crookes Farm
Umlass Road
Sterl
Table Mountain
Eshowe
Mangamnyama
Ogagweni
Nkweka
Esthendeni
Ngangezwe
Eshowe City
Nagle Dam Nature Reserve
Ezimbiza
Ezikhungini
Mbeyi
Esimyameni
Mpushini
Khanyezini
Lion Park
Ezibhanyeni
Ezikhungini
Table Mountain
Eshowe
Mangamnyama
Mbeyi
Esimyameni
Mpushini Farm
Khanyezini
Lion Park
Mpushini
Crookes Farm
Umlass Road
Mandersten
Sterl
Ingemankulu
Orange Grove
Sabula
Talaville
Mephela
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Stone Hill
Mahlabathini
Mpangisa
Mbila
Ngilanyoni
Mgwenya
Ntshidi
Ezimpangeni
Ezibhanyeni
Eshowe City
Nagle Dam Nature Reserve
Ezimbiza
Ezikhungini
Mbeyi
Esimyameni
Mpushini
Khanyezini
Lion Park
Ezibhanyeni
Ezikhungini
Table Mountain
Eshowe
Mangamnyama
Ogagweni
Nkweka
Esthendeni
Ngangezwe
Mpushini Farm
Mpushini
Ingemankulu
Crookes Farm
Umlass Road
Sterl
Orange Grove
Sabula
Talaville
Mephela
Mabemvini
Esten
Shayamoya
Makhelweni
Stone Hill
Mahlabathini
Mpangisa
Mbila
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Camperdown
Eshowe
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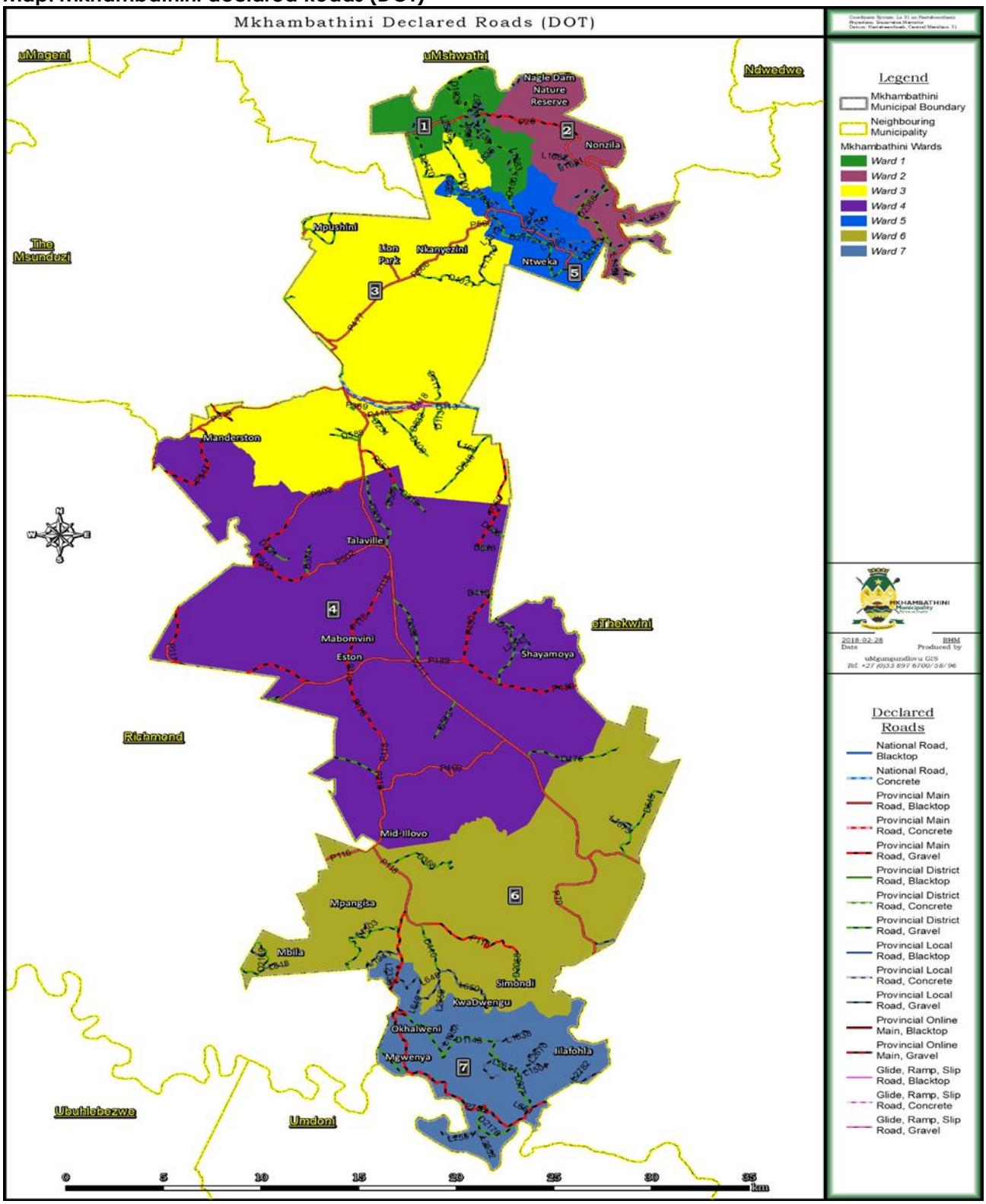
Eshowe City
Nagle Dam Nature Reserve
Ezimbiza
Ezikhungini
Mbeyi
Esimyameni
Mpushini
Khanyezini
Lion Park
Ezibhanyeni
Ezikhungini
Table Mountain
Mpushini Farm
Mpushini
Ingemankulu
Crookes Farm
Umlass Road
Mandersten
Sterl
Orange Grove
Sabula
Talaville
Mephela
Mabemvini
Esten
Shayamoya
Makhelweni
Stone Hill
Mahlabathini
Mpangisa
Mbila
Ngilanyoni
Mgwenya
Ntshidi
Ezimpangeni
Camperdown
1
2
3
4
5
6
7
LEGEND
Placename
Road Network
CLASS, SURFACE
N, Blacktop
N, Concrete
P, Blacktop
P, Concrete
P, Gravel
D, Blacktop
D, Concrete
D, Gravel
L, Blacktop
L, Gravel
G, Blacktop
District Boundary
Mkhambathini LM
Other Local Municipality
Ward Boundary
Date: 2025-03-11
0
5
10
15
20
25
30
35
km
Compiled: BH Mdunjana

Map: Mkhambathini declared Roads (DOT)



VARIOUS ROADS AND UPGRADES AND PEDESTRIAN BRIDGES PROPOSAL TO DEPT OF TRANSPORT

Purpose of the Project

The purpose of the proposed construction is to:

- Improve the road's service levels.
- Ensure adequate safety to road users by improving the stability of roads; and
- Create a temporary employment for the local people living in the surrounding area for the duration of the contract.

Vision – (IDP – 2024/2025)

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

PROJECT SCOPE

Location and GPS Coordinates	*Table 1: Co-ordinate*		
	Co-ordinates		
	Nearest Facilities	**Start**	**End**
	Along Eston B&B, Ward 4	29°52'06.47''S and 30°33'38.75''E	29°52'54.78''S and 30°37'13.84''E
	Toyota Test Track Ward 4	29°52'06.47''S and 30°33'38.75''E	29°49'46.55''S and 30°34'35.61''E
	Ismont Secondary School Ward 6&7	30°00'38.56''S and 30°32'35.31''E	30°02'45.91''S and 30°35'38.41''E
	Gulube Primary Embo Clinic Ward 6 & 7	30°00'15.32''S and 30°31'44.77''E	30°04'11.85''S and 30°35'42.06''E
	Maguzu Clinic Mcoseleli Secondary School (Ward 1,2&5)	29°34'30.00''S and 30°33'30.80''E	29°37'35.29''S and 30°35'20.28''E

	Nkanyezeni Hall Ntekwa Primary (Ward 3 &5)	29°37'47.51''S and 30°34'30.68''E	29°38'32.64''S and 30°36'34.56''E
	Maguza Clinic Ward 1 & 3	29°34'45.11''S and 30°33'43.31''E	29°36'14.73''S and 30°34'09.19''E
	Maqonqo Kingdom Hall Church (Ward 1 & 3)	29°34'58.39''S and 30°32'00.19''E	29°52'06.47''S and 30°33'38.75''E
	Thuthuka Supermarket (Ward 5 & 2)	29°38'54.22''S and 30°37'10.06''E	29°38'53.21''S and 30°38'27.91''E
	Thuthuka Supermarket Dlamini service station (Ward 2)	29°38'53.55''S and 30°38'28.23''E	29°39'27.73''S and 30°38'13.70''E
	Ward2	29°37'42.26''S and 30°39'04.63''E	29°37'33.96''S and 30°40'02.08''E
	Mpulule Primary School (Ward 6)	29°58'27.95''S and 30°38'47.46''E	29°56'26.87''S and 30°40'02.01''E
	Sansikane to Shangase (L1499)	29°43'36.35"S and 30°31'55.40"E	29°43'35.07"S and 30°31'35.03"E

Brief Project Description	**Mkhambathini CBD** ▪ Access to the sites can be gained from N3. Travelling Southeast on N3. Take exit 57 towards Camperdown, turn right towards R103 (Signs for Camperdown) for 400m, take sharp left onto R103 travel for 1.5km, turn ▪ left travel for 230m and the destination will be on the left. The total length of the proposed roads is 100 km including 2 number of pedestrian bridges.
Key Role Players and Responsibilities	▪The Municipal Technical Department ▪Prospective Funders ▪KZN Department of Transport ▪Provincial & National Treasury ▪ The Community
Ownership and Institutional arrangement of project	▪ The project will be implemented through the Technical Services Department headed by the Technical Director with the PMU Manager and Siwa Consulting Engineers and Project Managers.
Beneficiaries and role players consulted in the conceptualisation of the project	▪The beneficiaries will be the Business community of the Municipality, surrounding local residents within the

	municipality, prospective investors to the municipality, local and international tourists and other surrounding municipalities. ▪ The community-based plans informed the IDP. ▪ Local small traders.
Objectives of project	▪ Rehabilitation of District and Local Road infrastructure. ▪ Attracting potential investors. ▪ Minimisation of infrastructural backlogs. ▪ Minimisation of road accidents and loss of life. ▪ Minimisation of over-flooding ▪ Reducing the maintenance and operational cost of road curing;
Anticipated benefits of project in line with PSEDS	▪ Creation of jobs through the Public Works Programme & CWP. ▪ On-the-job training to enhance skills development to the community partaking in the construction process. ▪ Creation of employment through LED initiatives aided by the trading infrastructure.
Number and analysis of beneficiaries	▪ There will be direct and indirect beneficiaries who will be recruited and skilled through the project. ▪ The municipality will directly benefit from the investment. ▪ The local residents. ▪ The tourists. ▪ Business investors. ▪ A minimum of 9196 individuals will benefit.
Current situation	▪ The roads are gravel roads in a very bad state. ▪ Upgrading of gravel roads to asphalt roads. ▪ Construction of two pedestrian bridges;

Benefits of The Upgrading and Construction of Roads / Pedestrian Bridges & Storm Water Systems

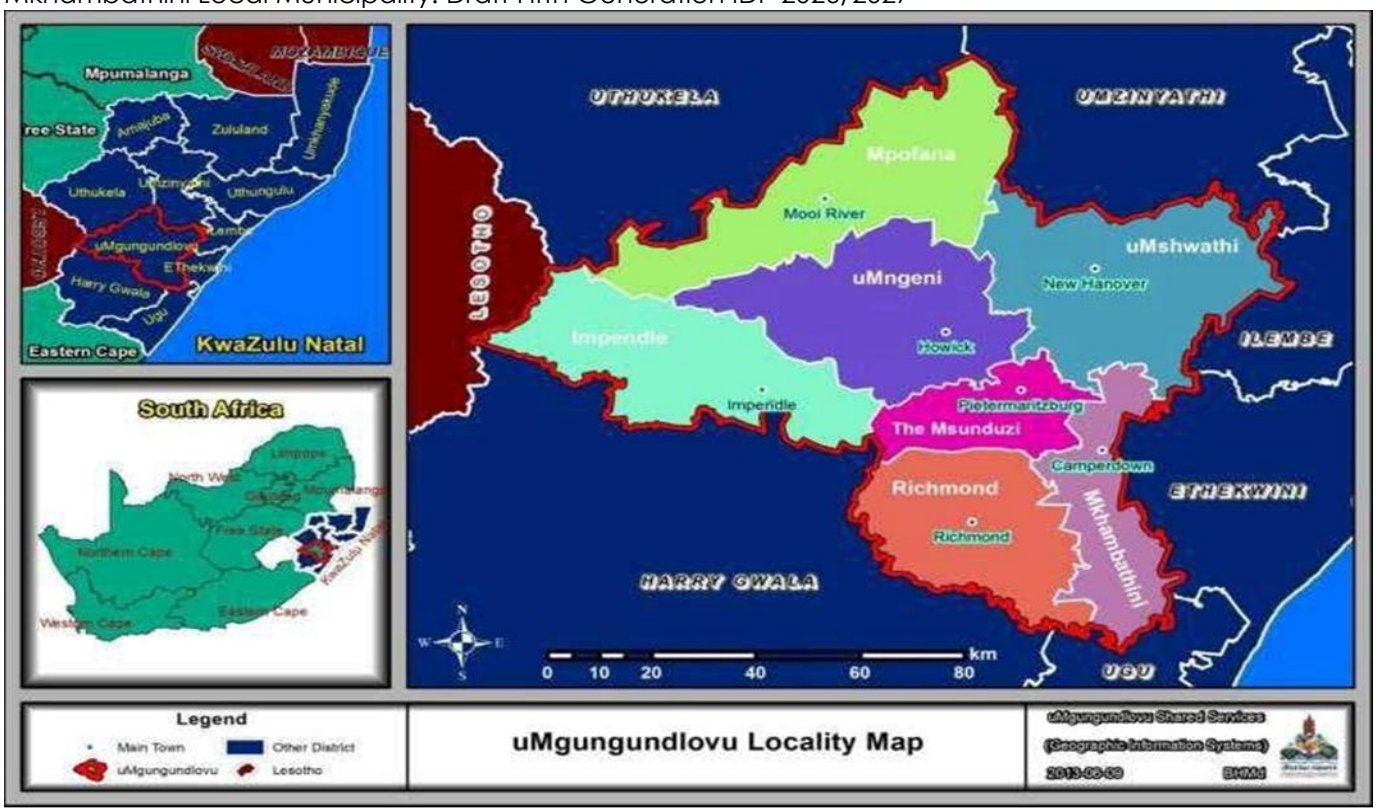
1. Increased competitiveness of the municipality.
2. Increased investor confidence, in tourism, agriculture, tourism and manufacturing sectors.
3. Increase access to public and community facilities.
4. Increased linkage between economic and social areas.
5. Increased value of property.
6. Increased revenue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

Strategic Goals

The following long-term goals are.

- To ensure that the roads are upgraded and or constructed in a manner that they address the needs of the community and investors.
- Ensuring that the needs of pedestrians, through construction of pedestrian bridges are fulfilled.
- Reducing the risks of flooding through the strategic development and implementation of storm water drainage systems
- Increase the access to public / social facilities.

Mkhambathini Local Municipality is located along the south-eastern boundary of uMgungundlovu District Municipality. It covers an area of approximately 917km^2 and is the second smallest municipality within uMgungundlovu District Municipality.


Mpumalanga
Eastern Cape
KwaZulu Natal
South Africa
UTHUKELA
UMZINYATHI
LESOTHO
Mpofana
Mooi River
uMshwathi
New Hanover
uMngeni
Howick
Impendle
ILEMBE
Pietermaritzburg
The Msunduzi
Camperdown
Richmond
ETHEKWINI
Mkhambathini
HARRY GWALA
UGU
0 10 20 40 60 80
km
Legend
Main Town
Other District
uMgungundlovu
Lesotho
uMgungundlovu Locality Map
uMgungundlovu Shared Services
(Geographic Information Systems)

Mkhambathini Municipality is characterised by its large sugar cane fields, the grain pit in the town centre, its great history of King Shaka Zulu who founded the city in 1820 and was buried within the city as his grave is recognized on an international level as a heritage site. These attributes have therefore contributed to the nature and character of the whole municipality.

Demographic Profile

Mkhambathini Municipality is located within uMgungundlovu which is one of the fastest growing districts in the province in both demographic and economic terms. Below is a comparison of population Distribution per Local Municipality. The population is spread unevenly among the

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

Population Distribution by the Municipality

Camperdown	Population
All Wards	61 660

SWOT Analysis of Mkhambathini Impacting on Service Delivery

STRENGTHS	WEAKNESSES
▪Electricity supply has been reasonable extended to the rural areas i.e. tribal council areas. ▪The location of the municipality near Oribi Airport in Pietermaritzburg, King Shaka International Airport and Dube Trade Port is an advantage for investment and trading opportunities within the area. A very small housing backlog exists within the urban area.	▪Lack of bulk water infrastructure to support development within some parts of the municipality. Most of the roads (69%) within the Municipality are gravel which limits the development prospects in some areas. There is no stormwater master plan resulting in adhoc project implementation. ▪There is general lack of public transport facilities in the Mkhambathini Municipality, the few existing alternatives are informal and require serious upgrading. ▪There is a huge housing backlog in rural areas.
▪ **OPPORTUNITIES**	▪ **THREATS**
▪Plans to construct a new Waste Water Treatment Works with a 2Ml capacity ▪ within Camperdown will unlock development opportunities.	▪ Failure to implement the National Environmental Management Waste Act No. 59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service.
▪The National government's massive investment in rail infrastructure may result in the revamp of the railway line connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini.	▪Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards, resulting in community up road.

17.5 MKHAMBATHINI RAIL NETWORK

The Rail System Within the Mkhambathini Municipal Area Runs Parallel to The N3 And Passes the Town of Camperdown. The Railway System Provides Services Mainly for The Transportation of Goods Between Durban and The Witwatersrand. Transnet Is Planning to Upgrade the Line Though the Time For Upgrade Is Unknown.

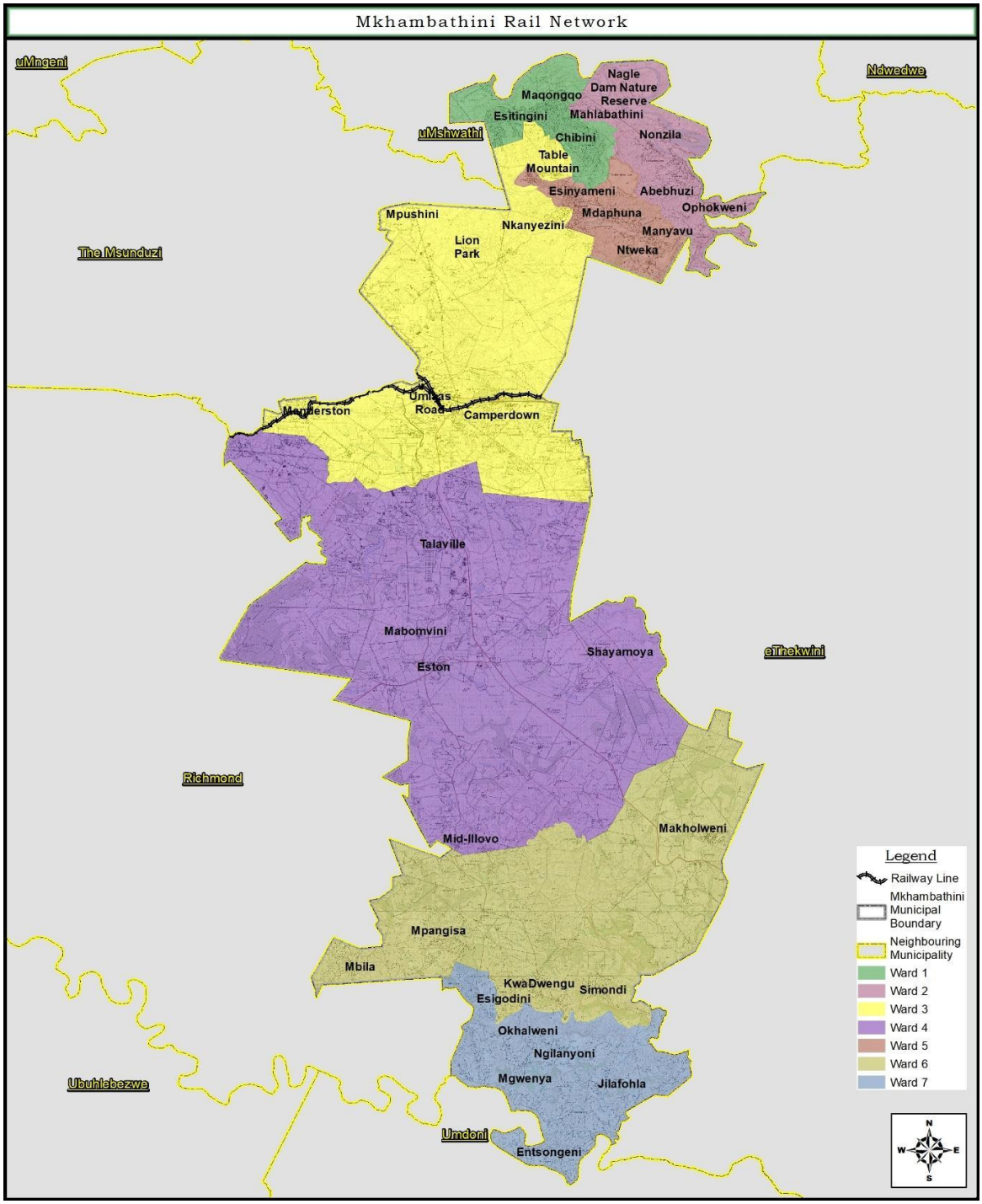


FIGURE 24: MAP SHOWING MKHAMBATHINI RAIL NETWORK

18. ENERGY

18.1 PROVISION OF ENERGY

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

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

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

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

Energy / Fuel	Census 1996	Census 2001	Census 2011	Census 2016	Census 2022
Lighting	2578	5329	9758	13 872	15 182
Heating	**1484**	**2553**	**6441**	12 607	12 801
Cooking	**1734**	**3021**	**7767**	12 693	13 954

(Energy Sources: Census 2022)

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 2022)

18.2 ENERGY SECTOR PLAN

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

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

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

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

The backlog on electricity services is still significant and most households who do not yet have access are generally located in the rural areas of the country. Mkhambathini local municipality has too many households without electricity, hence the Master Plan serves as a clear information item of the backlog.

The households with no electricity are presented on Table 1-below show the households with no electricity. Over 3641 households without electricity in Mkhambathini. Table 1 below presents all wards name and number of households without electricity within Mkhambathini Local Municipality.

TABLE 45: NUMBER OF HOUSEHOLDS CONNECTED PER WARD FOR 2023/24 FY.

Ward	No of Connections
1	109
2	252
3	143
4	294
5	78
6	111
7	320

18.3 Electricity Sector Plan

THE STUDY WAS DONE ON BELOW WARD AREAS.

Table 46: Population by Area: Ward 1

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

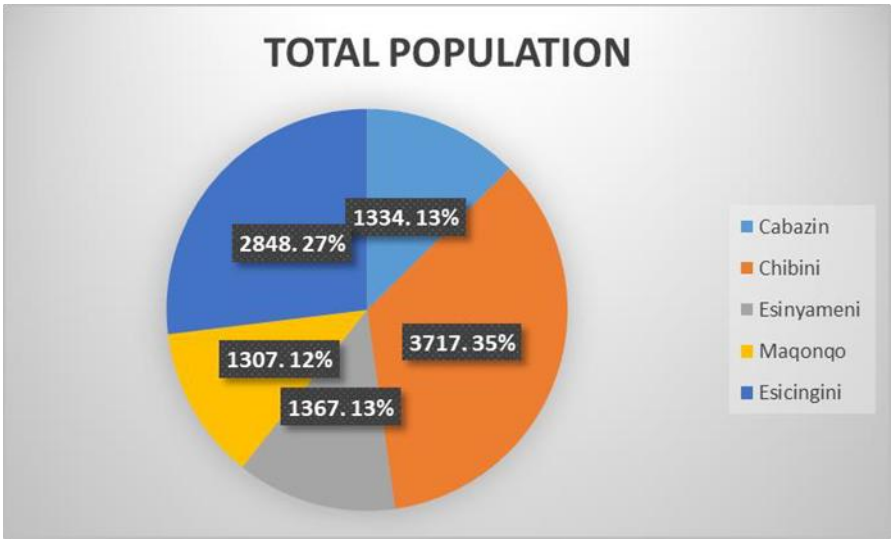


Figure 25: Graphical Presentation for Ward1

Table 47: Population by Area: Ward 2

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

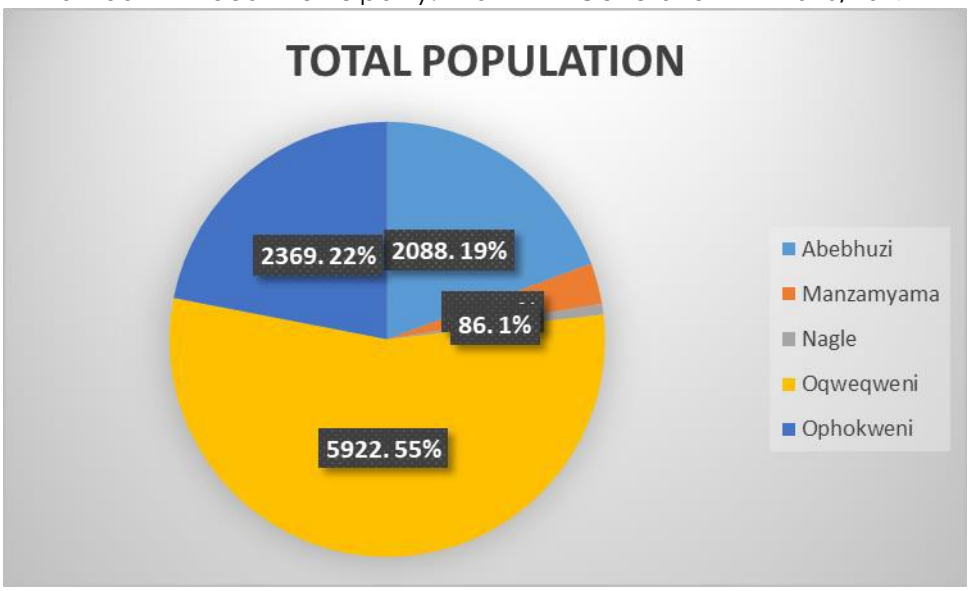


FIGURE 26: GRAPHICAL PRESENTATION FOR WARD 2

TABLE 48: POPULATION BY AREA: WARD 3

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

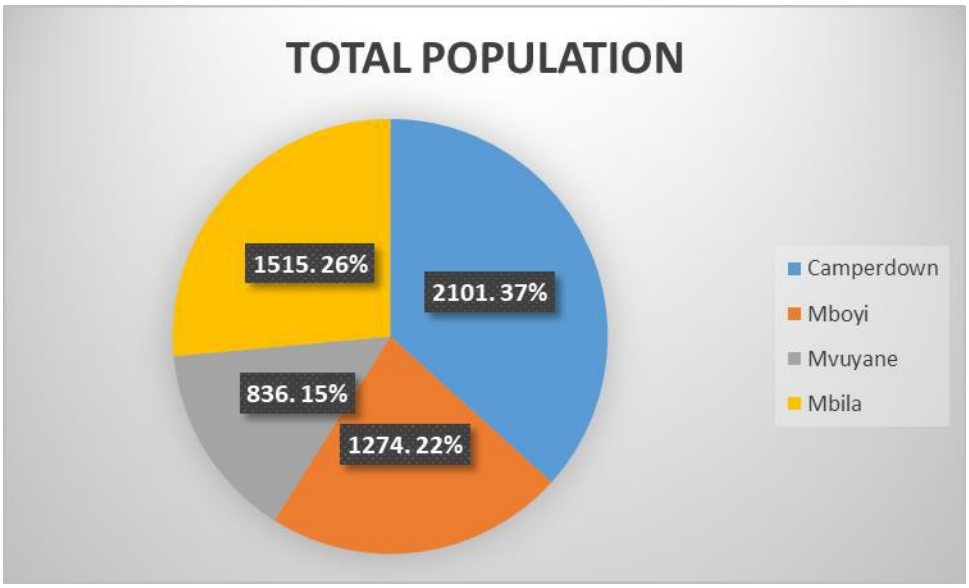


FIGURE 27: GRAPH PRESENTATION FOR WARD 3

POPULATION BY AREA

TABLE 49: POPULATION BY AREA: WARD 4

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

TABLE 50: POPULATION BY AREA: WARD 5

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

TABLE 51: POPULATION BY AREA: WARD 6

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

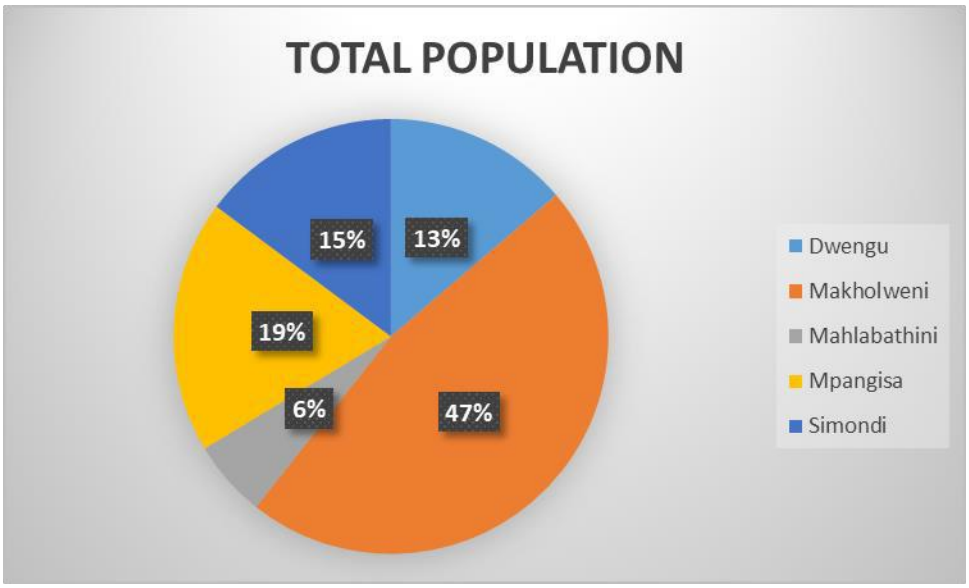


TABLE 52: POPULATION BY AREA: WARD 7

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

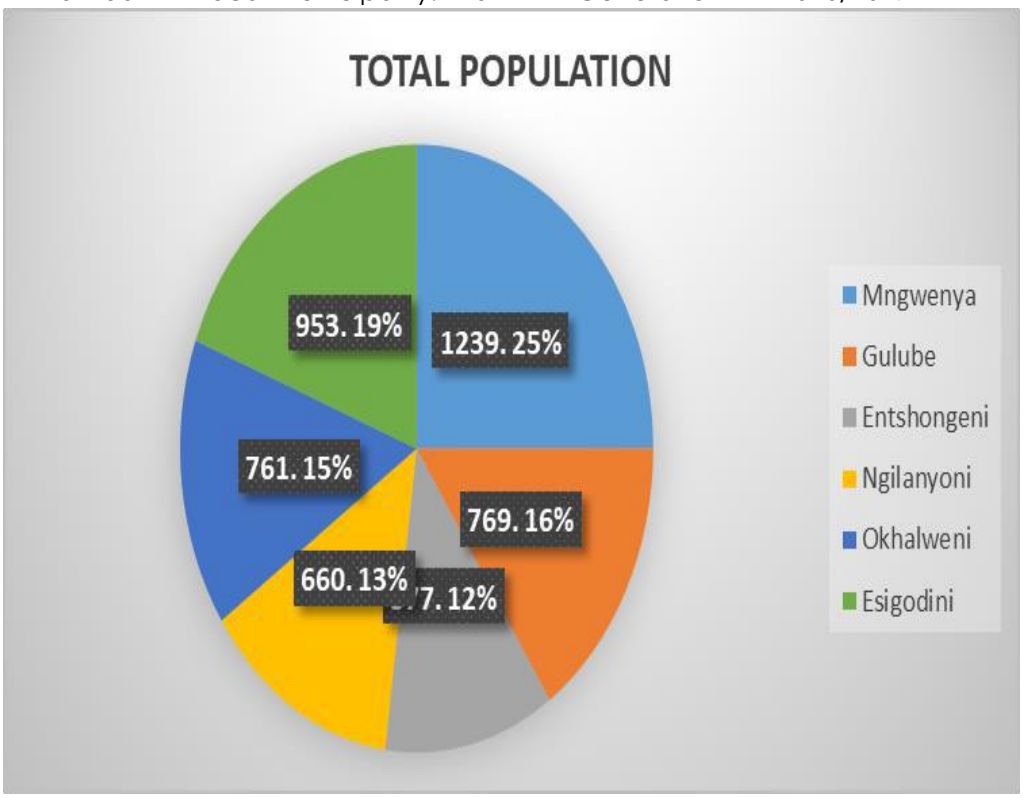


FIGURE 29: GRAPHICAL PRESENTATION FOR WARD 7

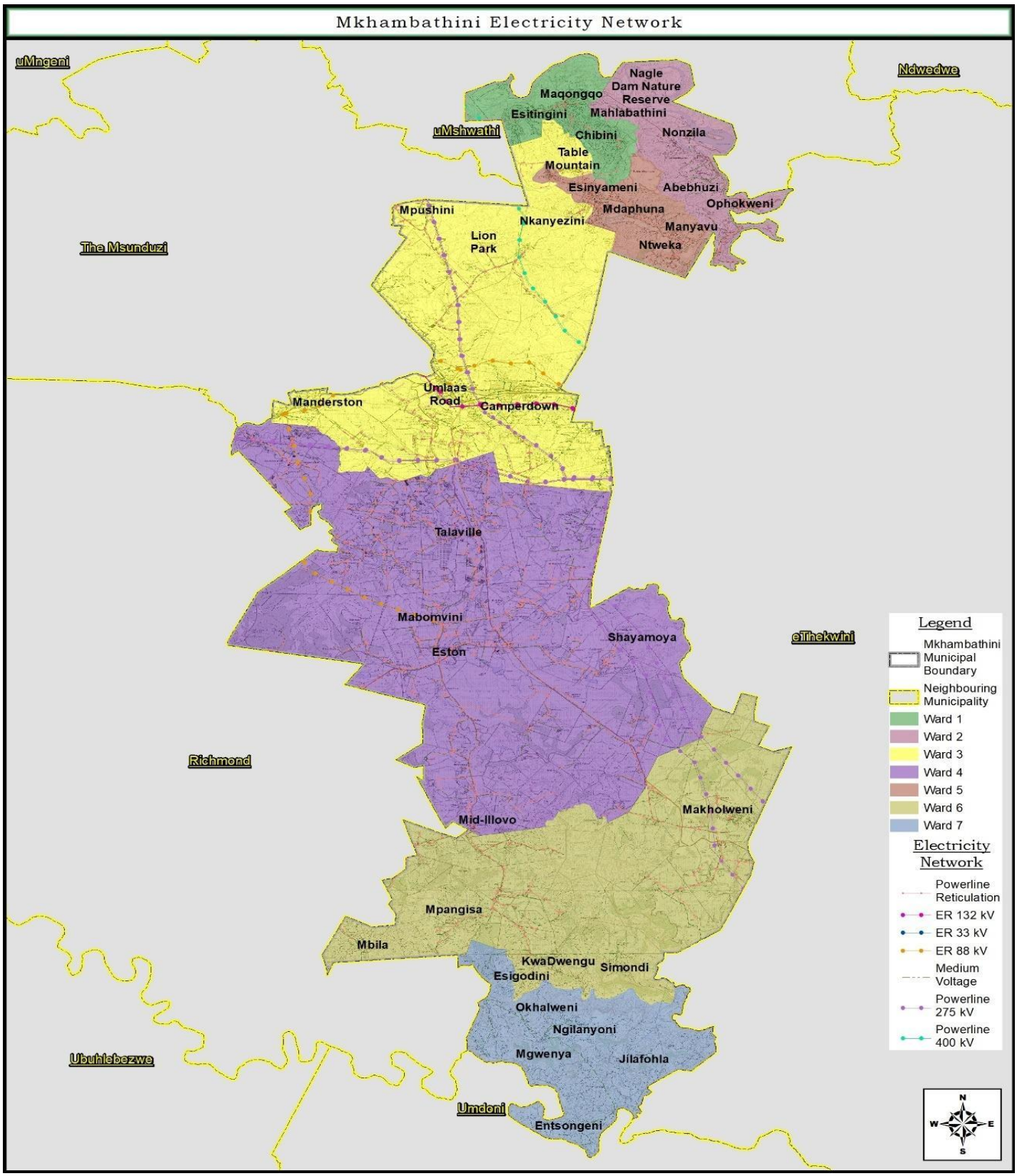


FIGURE 31: MAP SHOWING ELECTRICITY NETWORK

18.4 Estimated Backlogs for Electricity

18.4.1 Electrification Projects

Figure 32: electrification backlogs for Mkhambathini

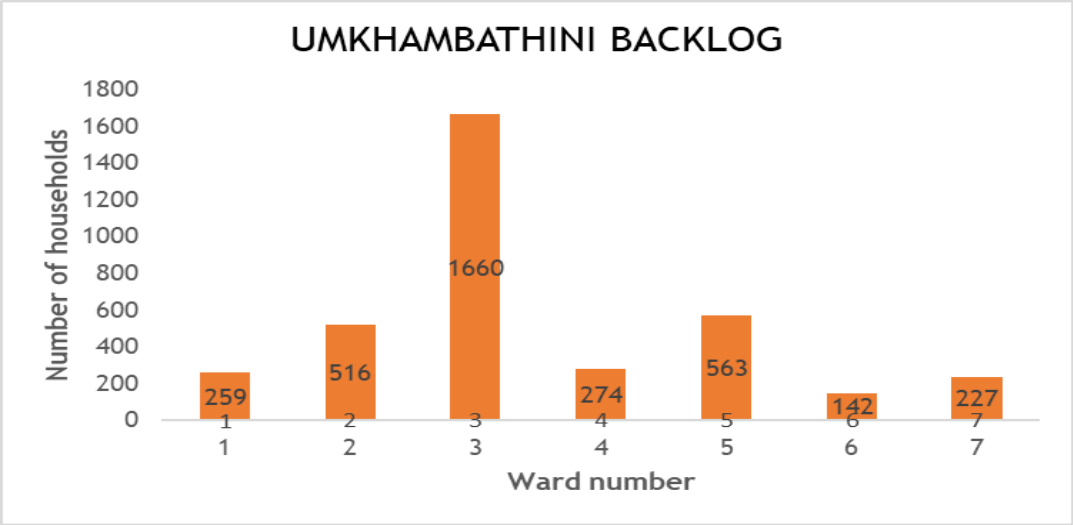


Figure 33: Estimated Backlogs (Stats SA Census 2022)

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%.

18.5 ELECTRIFICATION 5- YEAR PLANNED PROJECTS

18.5.1 Mkhambathini Municipality Electrification Projects

Municipal budgeted electrification projects planned, implemented and completed for all wards.

Project Name	Project Number	Funding Source	2022/2023 Project Status/Budget Allocated	2023/2024 Project Status/Budget Allocated	2024/2025 Project Status	2025/2026 Project Status	2025/2026 Project Status
Ezinembeni Electrification	-	INEP	No. of connections 343				
Mkhambathini Electrification		INEP	No. of connections 78				
Nkanyezini-Mboyi Elecrtification		INEP	No. of connections 292				
Mgwenya-Gulube Electrification			No. of connections 320				
Electrification Of Ward 2	MKH/ELE/WO2	INEP		No. of connections 252 Completed	-		
Maqongqo Electrification Phase 2	MKH/ELE/WO1	INEP		No. of Connections 109 Competed/ R3 000 000.00			
Mahlabathini Electrification		INEP		No. of Connections 52 R 1 011 000/Not completed	R4 522 665,37	No. of connections 113 R-----	
Ezinembeni Electrification		INEP		No of Connections 183 R 11 000 000.00/ Not Completed	Moved to the next FY	No. of connections 343 R -------	

Project Name	Project Number	Funding Source	2022/2023 Project Status/Budget Allocated	2023/2024 Project Status/Budget Allocated	2024/2025 Project Status	2025/2026 Project Status	2025/2026 Project Status
Ophokweni Electrification Ward 2 Phase 2	Mkb-Elec/01/2025/26	INEP		No. of connections 318 R_____		No. of connections 318 R 12 624 000	
Nkanyezini / Mboyi Electrification	Mkb-Elec/03/2025/26	INEP		No. of Connections 300 R_____	No. connections: 143 R6 719 736		
Manderston Electrification Ward 4	Mkb-Elec/01/2026/27	INEP		No. of Connections 375 R_____			
Makholweni Electrification Phase 3 Ward 6	Mkb-Elec/03/2026/27	INEP		No. of Connections 340 R_____			
Mophela / Mbonjane Electrification Ward 4	Mkb-Elec/02/2027/28	INEP		No. of Connections 400 R_____			
Mahleka Electrification Ward 6	Mkb-Elec/01/2027/28	INEP		No. of Connections 400 R_____			
Njobokazi Electrification phase 4		INEP		No. of Connections 229 R 9 555 000			
Makholweni/Mpangisa/Dwengu Electrification		INEP		No. of Connections 188 R 2 100 000			
Mgwenya /Gulube Electrification		INEP		No. of Connections: 254 R 2 000 000	No. of Connections 59 R 13 800 000	No. of connections 320 R 13 000 800	

Project Name	Project Number	Funding Source	2022/2023 Project Status/Budget Allocated	2023/2024 Project Status/Budget Allocated	2024/2025 Project Status	2025/2026 Project Status	2025/2026 Project Status
Maqongqo Electrification Phase 3		INEP			No. of Connections 105 R 5 368 000	No. of Connections 160 R 5 368 000	
Njobokazi Electrification Phase 5		INEP			No. of Connections 75 R 6 195 649,15	No. of Connections 75 R 6 195 649	
Upgrade of High energy consumption Lights to energy efficient lights		INEP				R 3 000 000	

18.5 2 Mkhambathini has spatially shown backlogs of electricity, it is attached as an annexure.

19.ACCESS TO COMMUNITY FACILITIES: SPORT FIELDS, COMMUNITY HALLS

There are 18 community halls within Mkhambathini Municipality, of which the local community mainly uses these halls. The provision of services such as access to water, electricity and sanitation applies to all of these halls. In addition, it is stated that some of the halls are in a bad state of disrepair. In the strategic planning session, it was then decided that there needs to be a thorough assessment of all the community halls which guide the maintenance and servicing in the next coming five years. Mkhambathini Municipality does not have authorized cemetery sites and crematoria. Currently the communities within the rural areas bury in the homesteads and those that prefer to use cemeteries, including those in the urban areas use the sites in the neighboring municipalities (mainly Mophela and Cato Ridge in eThekwini, Msunduzi and Mshwathi). The council has approved and adopted a Community Facilities Policy 31 March 2018. The policy is reviewed annually.

The municipality has taken proactive measures to ensure that all community facilities are fully accessible to individuals with disabilities. This commitment aligns with the municipality's legal obligations under the Constitution of the Republic of South Africa and the Municipal Systems Act, which mandate that municipalities provide equitable access to public services and facilities for all community members.

Below is the image of one of the community facilities

Table54: List of Community Halls across all wards to enhance access community Facilities.

WARD	NAME OF THE HALL	CONDITION	STATUS
Ward 1	Gcina Hall	Maintenance Required	None
	Stingini Hall	Maintenance Required	Maintained in 2023/24 Year
	Maqongqo hall	Maintenance Required	Maintained in 2022/23 Year
	Qalakahle Community Hall	Maintenance Required	Maintained 2018/2019
Ward 2	Abebhuzi hall	Maintenance Required	Maintained in 2017/18 Year
	Ophokweni hall	Maintenance Required	Maintained in 2020/21 year
	Ngangezwe hall	Maintenance Required	Maintained in 2017/18 Year
	Hlukana Hall	New	None
	Manzamnyama Community Hall	Maintenance Required	Maintained in 2025/26 Year
Ward 3	Nkanyezini Hall	Maintenance Required	Maintained 2019/2020 Maintained in 2025/26

	Camperdown Town Hall	New	Upgrade 2021/2022 Year
Ward 4	Njobokazi Hall	Maintenance Required	Maintained in 203/24 Year
	Kwaponi Hall	Ground Works Required	None
	Dukes Hall	New	Maintained in 2020/21 Year Maintained in 2025/26
Ward 5	Mqampompweni hall	Maintenance Required	None
	Nkosi Mdluli Hall	New	None
	Ogagwini hall	Maintenance Required	None
Ward 6	Ismont hall	Maintenance Required	Maintained 2019/2020
	KwaDwengu Hall	New	None
	Charles Mkhize hall	Maintenance Required	None
	Mpangisa Hall	New	Maintained in 2023/24 year
Ward 7	Mpekula	Maintenance Required	Maintained in 2023/24 Year
	Esgodini Hall	Maintenance Required	Maintained in 2025/26
	Thimon Community Hall	New	None

TABLE 55: LIST OF SPORTS FIELDS ACROSS ALL WARDS TO ENHANCE ACCESS TO COMMUNITY FACILITIES

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

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

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

Table 57: Distribution of Community Facilities

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

19.1 Wards Requesting Schools And ECD/Creche

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

During the roadshows engagements there were justifiable requests for schools which were recorded as follows:
In Ward 4 the meeting unanimously requested for a high school to be located in Njobokazi Area. The only high school within the area is a private school that is too costly for the community members within the area, as such children have to be bused for kms to attend Mabomvini High School. Ward 6 also had a request for a high school.

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

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

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

Mkhambathini LM ECD'S centres.
The Municipality has a vast number of Early Childhood Centers within the municipal wards. There are about 12 Registered ECDs located within the 7 wards, following is the list of all ECD's within the municipality.

Table 83: Mkhambathini ECD Centres

No	Name of Childhood Development Centre	Ward	Status and Condition
1.	Njobokazi Creche	Ward 4	
2.	Gulube Creche	Ward 7	Maintained 2023/24
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	Maintained in 2025/2026
15.	Nqgaza Creche	Ward 5	Maintained 2023/24
16.	Thembela Creche	Ward 6	Maintained in 2025/2026

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

20. Cemeteries and Crematoria

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

21. Human Settlement

The Municipality has approached the Department of Human Settlements for assistance with reviewing our housing sector plan which is outdated. We wrote a letter in June 2020 seeking for assistance with the HSP but unfortunately, we have not received any response from the Department of Human settlements and the plan is in the process of being reviewed to intensify the alignment of KZN Human Settlements Master Spatial Plan, which aim to address the housing development within the municipality. This implies that future housing delivery and development that takes place within Mkhambathini should be

incorporated with the master spatial plan which will looks into supporting the process and guide spatial planning for local the municipality, based on the Master Spatial Plan Concept document the municipality's housing sector plan be In accordance with the spatial principles which look into the following:

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

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

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

Principles of Sustainable Human Settlements

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

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

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

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

Rural Housing Demand

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

Urban Housing Demand

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

FIGURE 34: POPULATION AND HOUSEHOLDS INCREASE GRAPHICS

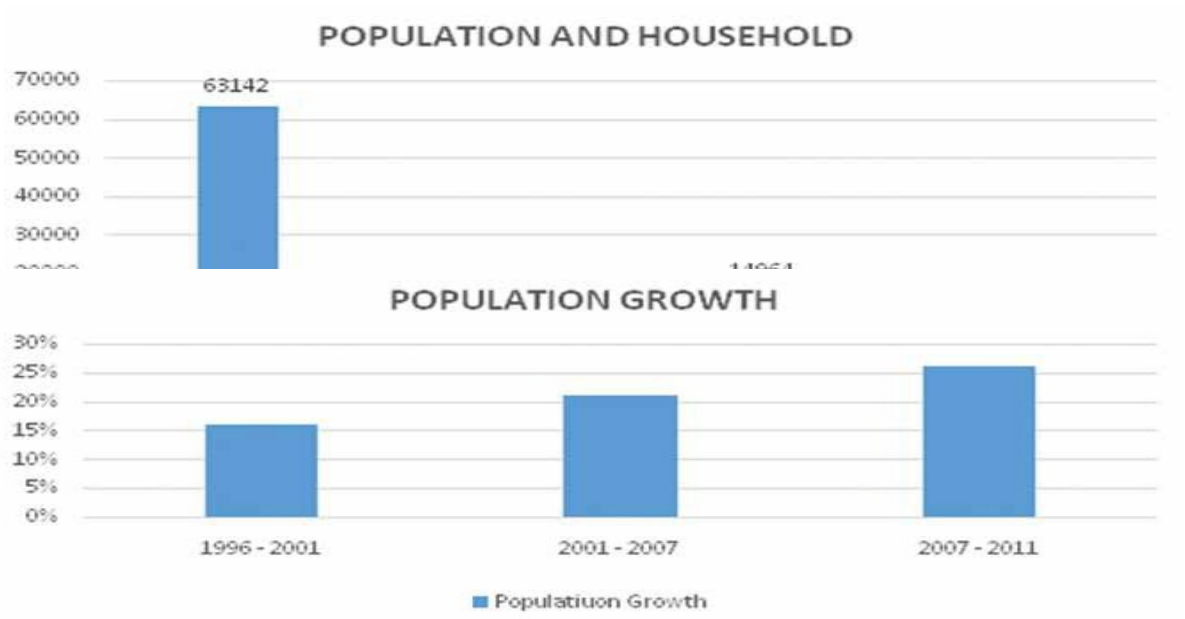


Table 57: Housing Projects Under Implementation Stage

TABLE 58: PROJECTS AT PLANNING 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 59: PROJECTS AT INCEPTION STAGE

PROJECT NAME	HOUSING UNIT	COMPLETION YEAR	STATUS
Maqongqo Rural Housing Project	500	2015-2019	Under construction
Kwa-Mahleka Rural Housing Project	500	2015-2019	Under construction
KwaNjobokazi Rural Housing Project	401	2015-2019	Under construction
Ward 7 Housing Project (Phase 1)	500	2017-2021	Completed
Ward 7 Housing Project (Phase 2)	300	2017-2021	Under construction
OSS 100 Maqongqo	100	2017-2021	completed
Ward 2 and 5 OSS 100	106	2022-2024	Under construction
OSS 32	26	2022-2024	Under construction

TABLE 60: HOUSING PROJECTS BREAKDOWN

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

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.
Poortje:	This is a slums clearance project which is planned to have approximately 481 units. However, there is a land issue, the owners challenged the expropriation.
Mkhambathini Ward 7 & 6:	A service provider has been appointed and currently on site for the construction stage. No challenges reported.
Mkhambathini Wards 2 & 5:	These are new projects and the service provider as be appointed and he is currently on site busy with stage 1. The project is planned for 2021-2024 financial years.

TABLE 62: OTHER POTENTIAL PROJECTS

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

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

2016 COMMUNITY SURVEY INDICATOR

TABLE 63: DWELLING TYPE

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

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

Operation Sukuma Sakhe: Housing Delivery Cases

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

TOTAL HOUSING DEMAND AND BACKLOG

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

22. TELECOMMUNICATION

Mkhambathini is supplied with the necessary telecommunication infrastructure, such as coverage by cell phone service provider and Telkom. As such, the area is serviced with communications technology which is easily accessible to individuals. Telecommunication infrastructure is still a challenge within the broader Mkhambathini area.

Challenges faced through telecommunication infrastructure.

- Challenges range from different networks coverage
- Internet accessibility as well as availability of other telecommunication services.
- Special reference to the rural wards in the Mkhambathini area,
- There is a huge challenge of lack of network coverage for cell phone usage.

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

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

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

23. Service Delivery and Infrastructure Key Challenge

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

	Applying the polluter pay principle will result in all partaking and playing their role in the sustainability of the environment.
Key challenge	**Service Delivery and Infrastructure Investment**
	▪ Compliant property development (private and business buildings) in terms of the NBR ▪ Provision, preservation, and maintenance of municipal facilities ▪ Environmental protection through effective waste management programmes (Reduce, Reuse and Recycle). ▪ Robust reduction of backlogs in electricity, roads, and public facilities ▪ Facilitate robust provision of economic infrastructure ▪ Housing backlogs ▪ Implementation of literacy improvement programmes

24. Service Delivery and Infrastructure: SWOT Analysis

Table 65: Service Delivery and Infrastructure SWOT Analysis

STRENGTH	WEAKNESS
▪ 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	▪ Lack of bulk water infrastructure to support development with- in some parts of the municipality. Most of the roads (69%) within the Municipality are gravel which limits the development prospects in some areas. There is no storm-water master plan resulting in adhoc project implementation. ▪ There is general lack of public transport facilities in the Mkhambathini Municipality, the few existing alternatives are informal and require serious upgrading. ▪ There is a huge housing backlog in rural areas. ▪ Lack of available land for Housing Development ▪ Slow pace on the implementation of housing projects ▪ Most people will move to urban centers. ▪ Backlogs in the provision of other basic services: Access to refuse removal ▪ Lack of Waste Disposal Facilities Land Fill Site ▪ Inadequate capital projects funding
OPPORTUNITIES	**THREATS**
▪ Plans to construct a new Wastewater Treatment Works with a 2Ml capacity within Camperdown will unlock development opportunities. ▪ The National government's massive investment in rail infrastructure may ▪ result in the revamp of the railway line connecting Durban-Pietermaritzburg-Witwatersrand. This will be of great benefit to Mkhambathini.	▪ Failure to implement the National Environmental Management Waste Act No. 59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service. ▪ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards, resulting in a community up roar. ▪ Delays in grant approval for housing projects ▪ Climate change ▪ Fleet breakdowns. ▪ Natural disasters ▪ Constrained infrastructure (Electricity substations). ▪ Vandalism of municipal assets by the community ▪ Privately owned land/Out of boundary ▪ Illegal dumping and connections ▪ Poor quality of emerging contractors

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT KPA

25.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

25.1.1 LED FUNCTIONALITY AND CAPACITY

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

The municipality has finally concluded the process of establishing the LED Forum (The Forum). The forum is made up of representatives of the specific sector forums, sector departments, municipal representatives, and the Mkhambathini Chamber of Commerce and Businesses. The first meeting of the structure was convened on 15 April 2025. The council later approved the terms of reference governing the functions of the structure on the 29th of April 2025. The forum is established in alignment with the following Sector forums that are currently in place:

Forum	Chairperson	Meetings Intervals
LED Forum	Mayor	Quarterly
Business Forum	EDP Portfolio Cllr. N. M. Maphumulo	Quarterly
Informal Economy Chamber	EDP Portfolio Cllr. N. M. Maphumulo	Quarterly
Agri-Forum	EDP Portfolio Cllr. N. M. Maphumulo	Quarterly
Arts and Culture Council	EDP Portfolio Cllr. N. M. Maphumulo	Quarterly

The LED sub-forums were established in March 2024 where the process first started from ward level where it involved business owners and the selection of ward representatives to the municipal sector forum. Two representatives were elected to seat and represent each sector forum from ward level. The above sector forum were then formed in August 2025 and were formally established

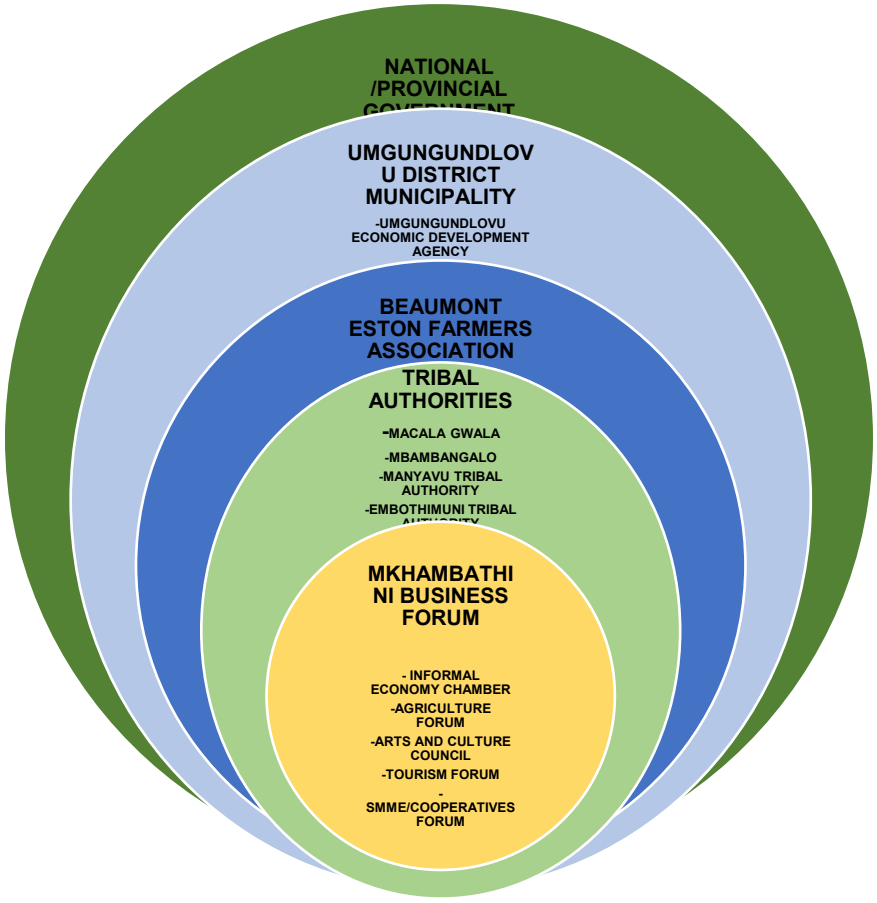
The municipality has delayed establishment of the LED forum since there were challenges that compelled the municipality to ensure stability of the sector forums, further ensuring that they are representative of all the seven wards within Mkhambathini Municipality. The LED Forum was then first seated and formally established in 15 April 2025 and is now currently functional. The municipality understands that the importance of the LED Forum as it monitors and evaluate the implementation of projects and programmes available in the LED Strategy. The LED Forum seats quarterly as from the first day till current.

Furthermore, through the LED Office, the municipality consistently participates in the following District LED platforms:

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

Additionally, LED 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.

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



The LED unit currently has two (2) permanent personnel who coordinate local economic development functions within the municipality and one (1) intern. There is a need to increase capacity in the LED unit to ensure proper implementation of programmes in the unit.

The municipality does set aside a substantial budget for LED programmes and projects. This financial year the budget is set at **R2 468 500.00**.

25.1.2 Annual Review of The LED Implementation Plan

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

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
Strategic Pillar: Economic Governance and Infrastructure										
Rehabilitation of Camperdown Town for retention of existing investment and attraction of new businesses	Small Town Rehabilitation Project	3 (Camperdown)	Businesses and Community	Km of roads rehabilitated	TBC	N/A	This project was completed in the previous financial year. Roads rehabilitated was Thomas Gee and Shepston Road,m incl sidewalks and pavements.	Proposal submitted to COGTA for a new project. Roads in the Umlaas Development node.	R16.3m	Mkhambathini LM/ COGTA
		3 (Camperdown)	Businesses and Community	Date of completion of the Camperdown Taxi Rank	TBC	Ongoing monitoring meetings with the Taxi Association	This project was completed in the previous financial year.	N/A	R3.6m	Mkhambathini LM/ COGTA
		3 (Camperdown)	Businesses and Community	Number of Market Stalls constructed	TBC	Ongoing monitoring of stalls and rental collection.	This project was completed in the previous financial year.	N/A		Mkhambathini LM/ COGTA
		3 (Camperdown)	Businesses and Community	Number of Solar Streetlights installed	TBC	N/A	This project was completed in the previous financial year.	Proposal submitted to COGTA for a new project.	R3.8m	Mkhambathini LM/ COGTA

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
Development of bulk infrastructure systems to fast-track development of Mkhambathini area	Construction and reticulation of a wastewater treatment works	3 (Camperdown)	Businesses and Community	Funding proposal for construction and reticulation of a wastewater treatment works submitted to potential funders	TBC	Funding proposals submitted to Umgeni Water and UMDM	Proposals submitted by UMEDA on behalf of UMDM and the municipality. The major challenge is currently funding for reticulation and Umgeni Water is willing to provide a loan for the infrastructure.	Ongoing project	TBC	Mkhambathini LM/UMEDA/ UMDM
		3 (Camperdown)	Businesses and Community	Number Quarterly stakeholders' meetings	TBC	4	The meetings convene quarterly	4 - Quarterly	N/A	Mkhambathini LM/UMEDA/ Mkhambathini Chamber of Commerce and Industries
Development of the LED Regulatory Framework	Development and review of the Mkhambathini Local Economic Development Strategy	Institutional	Institutional	Annual review of the LED Strategy	N/A	29-May-25	The strategy is reviewed annually with the IDP.	30-May-26	N/A	Mkhambathini / COGTA/ EDTEA
	Development and review of the Mkhambathini Business Investment and	Institutional	Institutional	Date of approval of the Mkhambathini Business Investment Directory	N/A	N/A	The directory was initially developed with the assistance of SALGA in 30 June 2021	Review of the Investment directory to be approved by 30	R150 000	Mkhambathini / COGTA/ EDTEA

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
	retention Programme							September 2025		
		Institutional	Institutional	Date of approval of the Mkhambathini Business Incentive and Retention Policy	N/A	28-Nov-24	The policy incentive policy was adopted by Council.	Review by 30 June 2026		Mkhambathini / COGTA/ EDTEA
	Issuing of Business Licenses and Permits	Institutional	Business Community	Percentage of Business Licenses and permits issued per quarter	N/A	77%	No Applications: 161 Number Issued:124 This was due to the permits applications done bu non-compliant Spaza shops owners.	100%	N/A	Mkhambathini / EDTEA
		All Wards	Business Community	Number Quarterly business inspection campaigns	N/A	4	Over and above the 4 planned, there are random inspections initiated by stakeholders such as SAPS, UMDM and Home Affairs	4	N/A	Mkhambathini / COGTA/ EDTEA/ Safety Forum Stakeholders

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
	Development and review of LED bylaws and policies	Institutional	Institutional	Date of approval of the Informal Trader's Bylaw and policy	N/A	29-May-25	The bylaw was reviewed in line with the Standard bylaw issued by COGTA. Public comments (incl Traditional Leadership) were considered.	Ongoing review.	N/A	Mkhambathini LM/ COGTA
Establishment of LED coordinating structures to ensure community participation and IGR	Establishment of the LED Forum	Ward 1,2,3,4,5,6,7	Business Community	Date of establishment of sector sub-forums	N/A	2024/06/27	The subforums are made up of the different LED Sectors and these are functional.	N/A	N/A	Mkhambathini LM
		Ward 1,2,3,4,5,6,7	Business Community	Number of quarterly sub sector meetings held	N/A	5		N/A	N/A	Mkhambathini LM
		Institutional	Business Community	Date of establishment of the LED Forum	N/A	15-Apr-25	The forst meeting of the forum convened on 15 April 2025 and Councol approved the TORs on 29 April 2025.	N/A	N/A	Mkhambathini LM
		Institutional	Business Community	Number of quarterly LED Forum Meetings	N/A	1	The structure is chaired by the Mayor	N/A	R150 000	Mkhambathini and LED Stakeholders

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
		Institutional	Business Community	Date of Livestock Farmers association establishment	N/A	31-Jan-25	This will ensure proper coordination of livestock farmer's resources including Dip tanks provision and maintenance.	N/A	N/A	Mkhambathini LM/ DARD
	Creating strategic partnerships with the business community/ Institutions / Foreign Missions and NGOs	Institutional	Institutional	Date of signing of memorundum of agreement with the Costal KZN TVET College	N/A	09-Dec-25	MOU for educational collaborations	N/A	N/A	Mkhambathini LM/ Coastal KZN TVET
		Institutional	Institutional	Date of signing of memorundum of agreement with Diplomacy SA	N/A	Jun-25	MOU for linkages with foreign missions. The first expadition was done in October 2024, visiting six embassies/ commissions	N/A	N/A	Mkhambathini LM/ Diplomacy SA

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
		Institutional	Institutional	Date of signing of memorundum of agreement with the Mkhambathini Chamber of Commerce and Industries	N/A	17-Aug-24	MOU for various LED collaborations.	N/A	N/A	Mkhambathini LM/ Diplomacy SA
Strategic Pillar: Building A Diverse & Innovation-Driven Local Economies										
To position Mkhambathini Municipality as a SMART and Green City	Establish partnerships with businesses in green energy within Mkhambathini Municipaliy	Institutional	Institutional	Date of meeting with service providers for programme development	N/A	N/A	New KPI	Jul-25	N/A	Mkhambathini LM
		Ward 5: Ezimangweni	Community Members	Number of support plans for Support for Uthandolwemvelo Recycling Cooperative	N/A	4 NDA Funding, Training by WMO, Transport Services, Work study tour (NRB), Linkage with established recyclers	New KPI	6	TBC	Mkhambathini LM/ NDA/ EDTEA

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
	Establish partnerships with businesses in providing broadband connectivity	Institutional	Institutional	Date of meeting with service providers for programme development	N/A	N/A	New KPI	Jul-25	N/A	Mkhambathini LM
Promote innovation through research and strategic partnerships	Development of Mkhambathini business incubation programme	Institutional	Business Community	Date of Mkhambathini Informal Economy survey - research	N/A	01 May - 30 July 2025	This was aimed at understanding the key issues around informal traders.	June 2026 Programme evaluation	R30 000	Mkhambathini and EDTEA
		Institutional	Business Community	Mkhambathini emerging businesses consultative workshop	N/A	25-27 February 2025	The workshop was well attended by emerging businesses representatives and inputs have helped to shape the business support programme of the municipality.	Ongoing support.	R50 000	Mkhambathini / MCCI and EDTEA
	Partnership with research and tertiary institutions institutions	Institutional	Institutional	100% gatekeepers letters in support of students doing research withn Mkhambathini	N/A	100%	(2 letters were requested for research done in Mkhambathini areaand 2 issued)	100%	N/A	Mkhambathini LM

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
	Partnership with research and tertiary institutions institutions	Institutional	Institutional	Number of research studies done in partnership with research institutions and tertiaries.	N/A	N/A	New KPI	2	R160 000	Mkhambathini LM/ Tertiary Institutions
	Development of the Mkhambathini Tourism Route	Institutional	Tourism business, Community and Tourists	Date of of the final route Feasibility Study report	N/A	N/A	This has been delayed due to financial constraints.	30-Jun-26	R500 000	Mkhambathini LM/ CTO/ EDTEA
				Date of approval of the Mkhambathini tourism route	N/A	N/A	This has been delayed due to financial constraints.	2026/2027		Mkhambathini LM/ CTO/ EDTEA
	Provide holistic development of innovative and skillful youth	Wards 1 to 7	Youth in High Schools	Date of Mkhambathini Youth Empowerment Summer school Programme	N/A	04-06 December 2025	150 learners attended the programme - a holistic youth empowerement programme for grade 11s going to grade 12.	Sept-25	R120 000	Mkhambathini / Care Enough TDS/ NYDA/ UKZN/ LifeLine PMB
		Wards 1 and 2	Out of school youth	Date of Mkhambathini FBVF and Digital Technologies workshop	N/A	14-17 January 2025	50 Youth attended	Jan-26	R50 000	Mkhambathini / Department of Communitcations and Digital Technologies

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
Position Mkhambathini as a tourism destination of choice	Development and review of a tourism/business Directory	Institutional	Business Community	Date of approval of the tourism/ Business directory review	N/A	30-Jun-25	N/A	30-Jun-26	N/A	Mkhambathini LM
	Support the development and functioning of the Local Community Tourism Organisation	All Wards	Tourism business Community	Number of bi-annual meetings with the CTO	N/A	3	N/A	2	N/A	Mkhamabthini LM/ CTO/ EDTEA
Strategic Pillar: Enterprise Development and Support										
Strengthening local economy through engagement of existing and potential business investments	Business Engagement processes	Institutional	Business Community	Annual Mayoral Business Summit	N/A	N/A	New KPI	30-Oct-25	R600 000	Mkhambathini LM/ EDTEA/ UMEDA
		Institutional	Business Community	Mayoral Business Dinner	N/A	17-Oct-24	Good attendance by various stakeholders.	30-Oct-25	R300 000	Mkhambathini LM/ EDTEA/ UMEDA
		Institutional	Business Community	Annual Meeting with businesses and landowners	N/A	2	Coordinated by UMEDA and the municipality and there is always good response by the stakeholders.	2	N/A	Mkhambathini LM/ EDTEA/ UMEDA

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
SMME and Business startup support	Registration of EPWP exit business initiatives	Ward 1,2,3,4,5,6,7	EPWP participants	2 businesses registered and supported of EPWP linked start up businesses registered Per Annum	30	2	Recycling and landscaping projects	2	N/A	Mkhambathini LM
	Business registration services	Ward 1,2,3,4,5,6,7	Community Members	Percentage of new businesses registered	20	100%	21 registered	100%	N/A	Mkhambathini LM / EDTEA
		Ward 1,2,3,4,5,6,7	Emerging businesses	Number of support materials beneficiaries	TBC	174	These are startup materials received from the municipality and UMDM seperately	50 (Mkhambathini) Other numbers will depend on the other stakeholders	R350 000	Mkhambathini / UMDM/ EDTEA
Business Startup support for projects led by Traditional Authority	Macala Gwala Block Making Project	Ward 4	Traditional Authority	Date of Business registration and setup	20	N/A	New KPI	30-Jul-25	R180 000	Mkhambathini LM
	Mbambangalo Furniture Making Project	Ward 1	Traditional Authority	Date of Business registration and setup	10	N/A	New KPI	30-Jul-25		Mkhambathini LM
	Kwanyavu	Ward2/5	Traditional Authority	Date of Business registration and setup	10	N/A	New KPI	30-Jul-25		Mkhambathini LM

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
Agricultural projects Development and Support	Cultivation of Community Gardens	Ward 1,2,3,4,5,6&7	Emerging Farmers	Number of community gardens cultivated.	TBC	49	N/A	50	TBC	Mkhambathini LM/ DARD
	Linking local emerging farmers with potential markets		Emerging Farmers	Number of markets/ retailers engaged for farmer's produce	TBC	N/A	New KPI	30-Jul-25	N/A	Mkhambathini LM/ DARD
	Establishment of an Agricultural Hub	Ward 4 - Eston	Farmers	Number of meetings on the establshment of the red meat hub and market place by DARD	TBC	3	The project is now at SPLUMA stage	Ongoing	N/A	Mkhambathini LM/ DARD
Arts and Craft Businesses Development and Support	Developing artists and crafters to monitise their talents and skills	Ward 1,2,3,4,5,6&7	Music Artists	Date Annual Music development seminar	TBC	N/A	Delayed due to financial contraints on the side of DSAC	30-Sept-25	R120 000	Mkhambathini / DSAC
		Ward 1,2,3,4,5,6&7	Crafters	Monthly Crafters Market	TBC	N/A	New KPI	Monthly		Mkhambathini / DSAC
Strategic Pillar: Developing Learning and Skillful Economies										

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
SMME/ Coorperatives/ Informal Traders training and Development	Upskilling emerging businesses	Ward 1,2,3,4,5,6,7	Caterers	Date of Bi annual Mkhambathini Caterers Training	TBC	16-17 October 2024 / 10-11June 2025	Training on food handling and compliance	14-15 October 2025 / 16-17 June 2026	R300 000	Mkhambathini LM / EDTEA
		Ward 1,2,3,4,5,6,7	Emerging businesses	Number Training on business compliance and management	N/A	4	N/A	4		Mkhambathini LM / EDTEA/ SEDA/ NYDA
		Ward 1,2,3,4,5,6,7	Emerging businesses	Consultative engagements and training	N/A	25 to 27 February 2025	These engagements assist in providing customised support to SMMEs and	N/A	R150 000	Mkhamnathini / EDTEA/ Mkhambathini Chamber of Commerce and Industries
		Ward 1,2,3,4,5,6,7	Emerging Farmers	Livestock and crop Farmers Training	N/A	0		4	R100 000	Mkhambathini / DARD
	Business incubation through promotion of inclusive business development opportunities targeted at youth, women and people living	Ward 1,2,3,4,5,6,7	youth, women and people living with disabilities	Number of social entreprenuers supported	TBC	N/A	New KPI	20	R1.5m	Mkhambathini / EDTEA/ SEDA

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
	with disabilities									
Community Skills development programme	Training of unemployed community members	Ward 1,2,3,4,5,6,7	Youth	Date of Completion SETA Accredited Training:Land Scaping	50 trained	Nov-24	Seta accredited training is provided by the Municipality through SETA accredited companies and LGSETA. This targets youth within Mkhambathini Municipality. Challenges are that sometime youth drops out because of job security.	N/A	R420 000	LGSETA Funded
				Date of Completion SETA Accredited Training: New Venture	50 trained	Nov-24		N/A	R420 000	LGSETA Funded
				SETA Accredited Training: LED Learnership	50 trained	N/A		01 June 2025 to September 2025	R850 000	LGSETA Funded

Strategies	Project	Location and ward	Project Beneficiaries	Key Performance Indicators	No of jobs Anticipated	TIMEFRAMES			Budget Estimation	Stakeholders (Project funder / partners)
						2024/2025	Comments (24/25)	2025/2026		
				SETA Accredited Training: Community House Building	50 trained	Apr-25		N/A	R1.3m	LGSETA Funded
		Ward 1,2,3,4,5,6,7	All Ages	Training of local Artisans at Costal KZN TVET College	N/A	Engagements with the College.	New KPI	01 August 2025 to 30 November 2025	R1.5m	Mkhambathini / Coastal KZN TVET College/ Mkhambathini Chamber of Business and industries

25.1.3 POLICY/ REGULATORY ENVIRONMENT AND ALIGNMENT

The Local government Municipal Systems Act (2000) as amended required municipalities to prepare Integrated Development Plans that include economic development aims. Mkhambathini Local Municipality consists of seven (07) wards of which a large part of them is rural in nature and underdeveloped. Several disadvantages have been identified to cause hindrances in the development of municipalities, however those which stand out amongst the most include: The lack of financial Capacity and the lack of effective institutional framework to implement sustainable economic development strategies.

As part of the LED Strategy Review, it is necessary to understand the legislative framework as well as policy directives that have implications on the Local Municipality. The Policy Section will provide a glimpse of the National, Provincial, district and Local Policies to ensure that there is alignment of its local economic development plan to government priorities. The strategy will respond to priorities, coordination, and alignment of the current strategic policies.

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

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

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

National LED Framework Pillars	PGDP	DGDP	Local Perspective
Building a Diverse & Innovation-driven Local Economies	Improve the efficiency, innovation and variety of Government led job creation programmes.	Development of Special Economic Zones and Industrial Hubs	• Development of Mkhambathini value adding Pack House • Development of Mkhambathini economic hub • Job Creation Opportunities through EPWP has achieved 240 participants, CWP has achieved 1202, Inservice training programmes and internship programmes, learnership programmes.
Developing Inclusive Economies	Enhance sectoral development through trade, investment, and business retention.	Diversification of Agricultural Production an Identification of Niche Markets and Agri-Processing opportunities	• A sustainable agriculture and tourism sector • Increased support and capacitation of SMME's, Co-operatives and informal economy • Investment and Business Retention directory for the municipality in place • Tourism directory in place and available in the municipal website
Developing Learning & Skillful Economies	Enhance the knowledge economy	Capacity Building and Mentorship Support for Small Enterprises	• Trainings and workshops for SMMEs • Human development • Training on branding and constitution for livestock farmers implemented • Visual art training which included waste pickers and crafters
Enterprise Development & Support	Promoting SMME, Entrepreneurial and Youth Development	• Promoting SMME And Entrepreneurial Development • Facilitation of Access to Finance for Small Enterprises	• Strengthen enterprise and community Development Support through training and support with capital equipment. • New business registration • EPWP exit programmes: Business startup (EG: Recycling Cooperative in ward 5) • Develop procurement policy that will uplift local enterprise.
Economic Governance & Infrastructure	Ensure access to affordable, reliable, sustainable, and modern energy for all.	Expansion of Irrigation Schemes and Water Use Efficiency	• Providing market stalls for the informal economy in Camperdown taxi rank, project in the pipeline • Developing Infrastructure that will attract Investment especially in Camperdown CBD
Strengthening Local Innovation Systems	Skills alignment to economic growth	Strengthen Partnerships Between Public and Private Sector and Research and Tertiary Institutions	Develop Skills Plans for Lead Economic Sectors, based On Skills Demand i.e. shoe making project in the led strategy

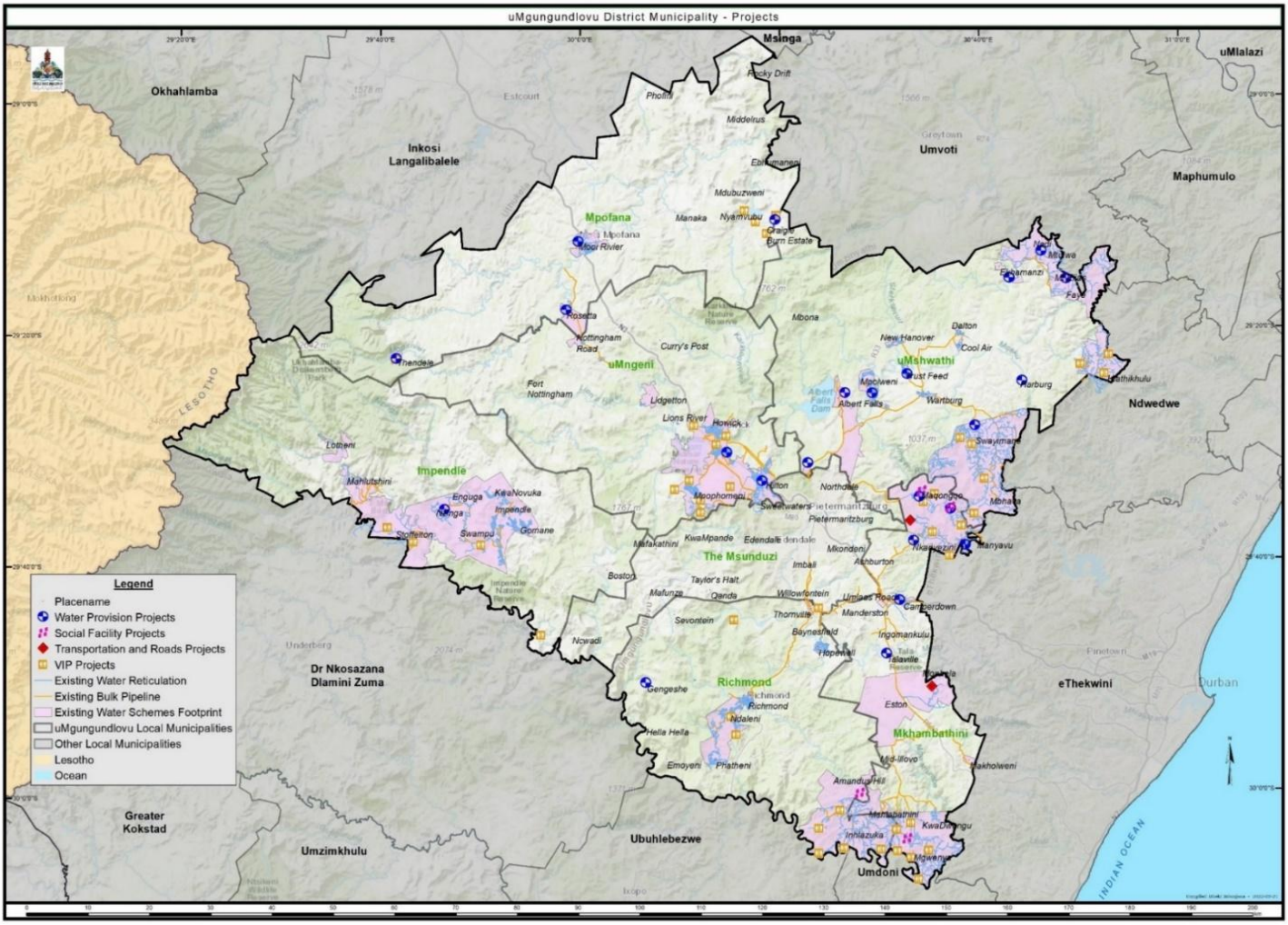
The municipal Council adopted the **Informal Economy Policy** on 30 June 2021 together with the Informal Traders Bylaws which are in the process of being gazetted. It is to be noted that the tariffs structure in the policy is reviewed annually together with the review of all other municipal tariffs.

The **Informal Traders bylaw** is currently under review in line with the Standard bylaw on Township Economies gazetted on 07 November 2024. This will be adopted by on 29 May 2025 upon consideration of comments received.

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

The **EPWP policy** that is in line with phase 4 national policy was adopted by Council on 28 February 2024. The municipality is currently reviewing the policy in line with phase 5, aimed for adoption by 30 June 2025.

Mkhambathini Catalytic Projects (Internal and External)				
No	**Project**	**Intended outcome**	**Type of Funding**	**Responsible Stakeholder**
1.	**N3 Corridor Development Projects**			
1.1	N3 Upgrade	- Improved investment route/ transport network to attract more industries in the area for job creation and economic development	External (SANRAL)	SANRAL
1.2	Bulk Wastewater Treatment Works	- To attract business, housing and industrial development	External	UMDM & Umgeni Water
1.3	N3 Intersections	- Improved aesthetics of the area	External	SANRAL
2.	**Tourism Development Projects (Adventure Tourism and Tourism)**			
2.1	Upgrading of Roads: P477, P556, AE3611, P26 and L823 and P21-1	- Linking key areas for improved eco-adventure tourism	No funding yet	*Currently searching for investors*
2.2	Mkhambathini Online Tourism Brochure	- Creation of a platform for marketing of local tourism businesses (Accommodation, tourism destination sites and things to do locally) - Marketing of Mkhambathini Municipal Area	Internal	Mkhambathini Municipality
3.	**Agricultural Development Projects**			
3.1	Mkhambathini Agri-Parks (Farmer Support Units)	- Provision of a municipal based farmer support unit (FSPSU) - Creation of an agricultural produce market for local emerging farmers. - Training and Development of emerging farmers to expand to the bigger market. - Opportunities in the agri-processing sector unleashed	External. Working on securing a grant for internal running of the project.	UMEDA (FSPSU & RASET)


uMgungundlovu District Municipality - Projects
Msinga
uMlalazi
Okhahlamba
Inkosi Langalibalele
Umvoti
Maphumulo
Mpofana
uMngeni
uMshwathi
Ndwedwe
Impendle
The Msunduzi
Richmond
Mkhambathini
Dr Nkosazana Dlamini Zuma
eThekwini
Greater Kokstad
Umzimkhulu
Ubuhlebezwe
Umdoni
Legend
Placename
Water Provision Projects
Social Facility Projects
Transportation and Roads Projects
VIP Projects
Existing Water Reticulation
Existing Bulk Pipeline
Existing Water Schemes Footprint
uMgungundlovu Local Municipalities
Other Local Municipalities
Lesotho
Ocean

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

MAPS 1: UMGUNGUNDLOVU SPATIALLY MAPPED PROJECTS

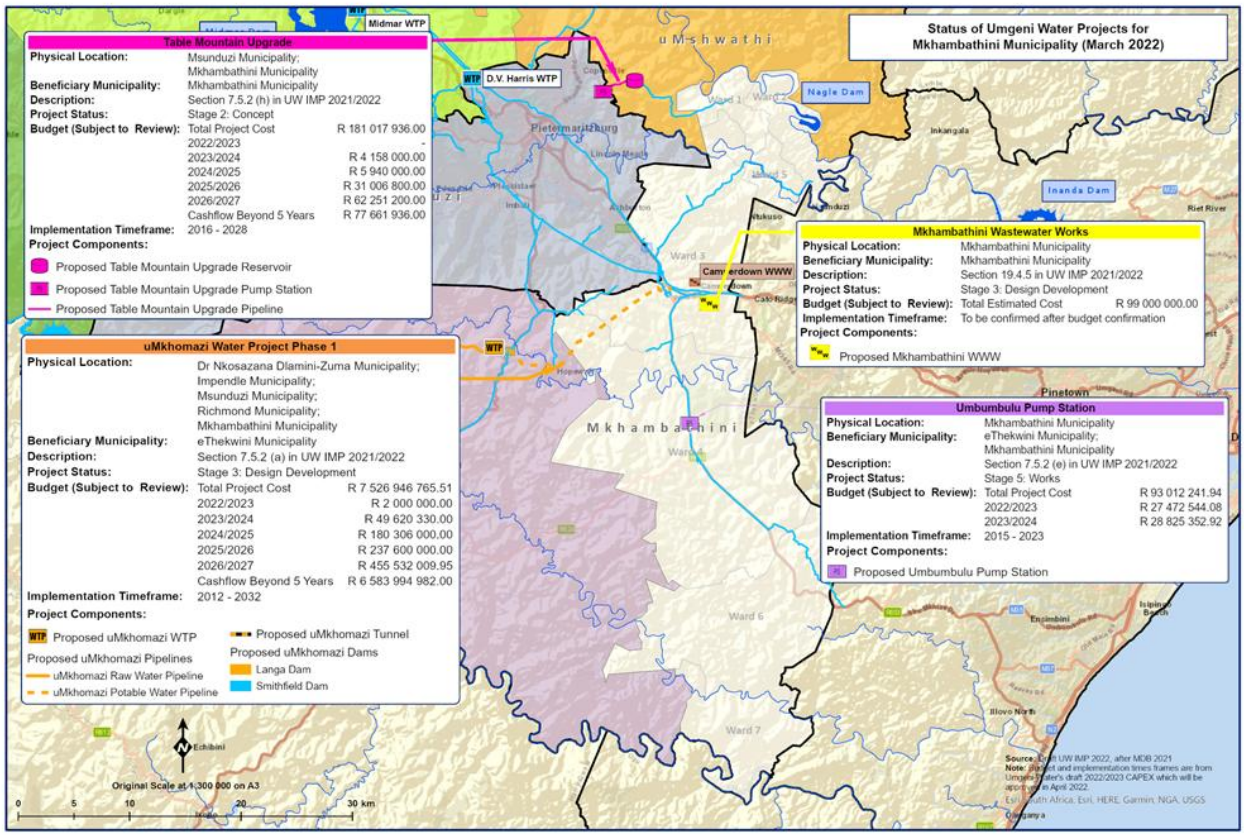
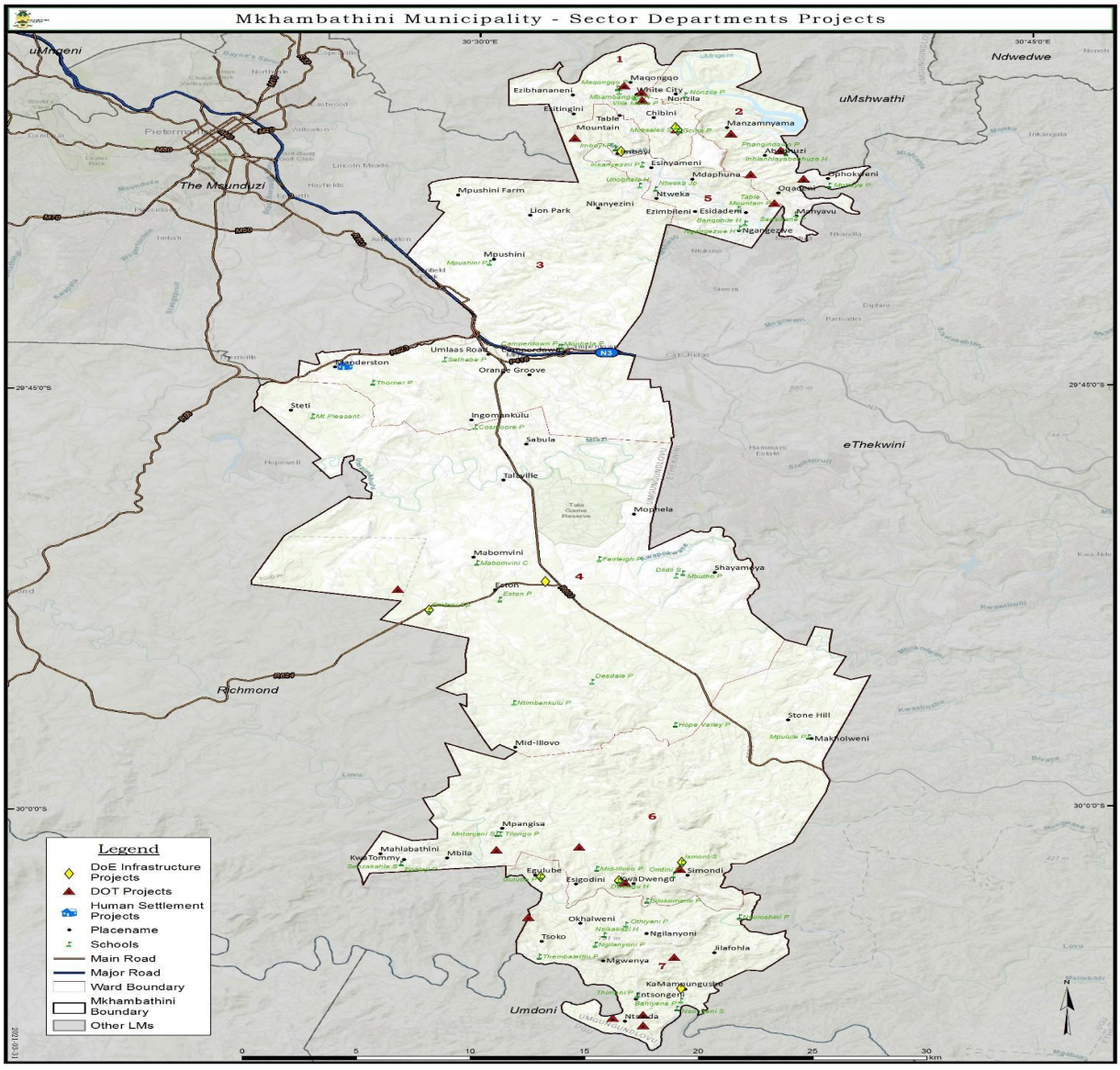


FIGURE ERROR! NO TEXT OF SPECIFIED STYLE IN DOCUMENT..1 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2022).

MAPS 2:UNGENI WATER PROJECT



Maps 3: Government Departments Mapped Project

25.1.4 Strategic Economic Analysis and Interventions

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

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

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

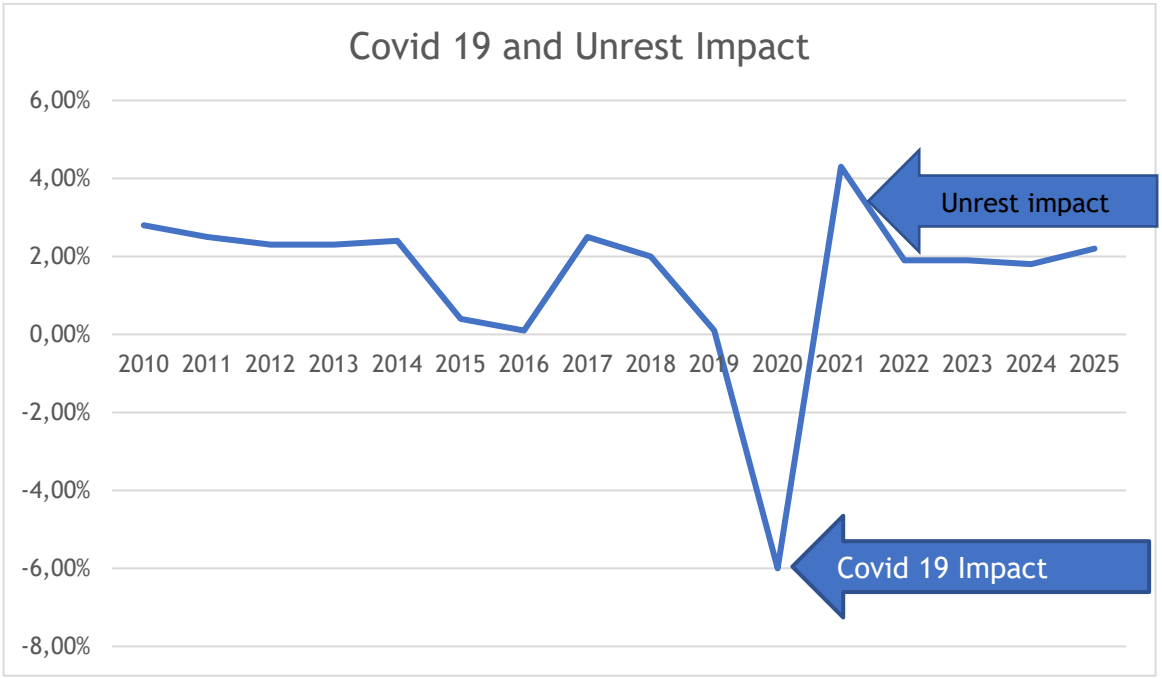


FIGURE 3:COVID 19 AND UNREST IMPACT TO MKHAMBATHINI MUNICIPALITY'S ECONOMY

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

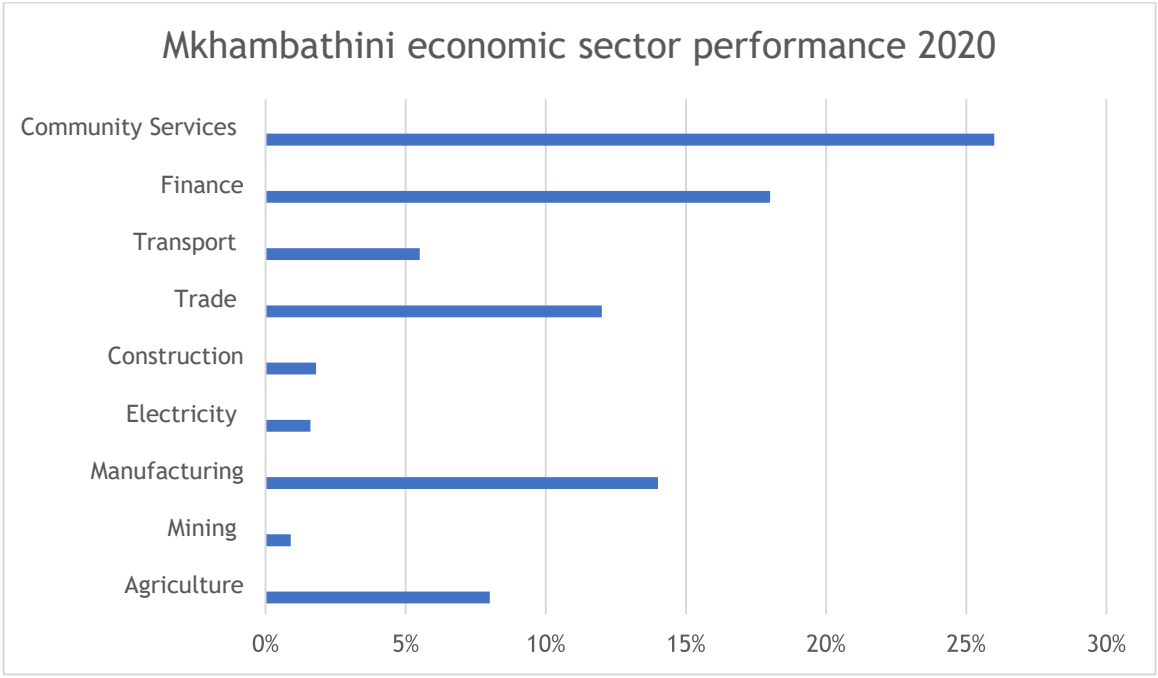


FIGURE 4: ECONOMIC CONTRIBUTION PER SECTOR WITHIN MKHAMBATHINI MUNICIPALITY

Opportunities in each sector are:

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

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

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

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

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

25.1.5 Municipal Comparative and Competitive Advantages

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

COMPARATIVE ADVANTAGE	COMPETITIVE ADVANTAGE
▪ Finance can be broken down further to real estate in the area due to high rate of property ▪ Manufacturing industries found in the area contributes more to the municipal economy ▪ Transport warehouses are contributing well due to warehouse development taking place in the area currently ▪ Easy access to national road (N3) and provincial road R603 ▪ Few kilometers to the Capital City of KZN and provincial government departments	▪ Strong scenic beauty and natural resource (Table Mountain), history and culture ▪ Mkhambathini is situated at an altitude where it is out of rust ▪ The area is well situated that it forms part of huge sports events (Duzi Canoeing Marathon and Comrades Marathon) ▪ Mkhambathini area has high sugar cane farms with Mill that supply the province of KZN ▪ Mkhambathini is situated in the major development corridor and is linked to the strategic infrastructure programme (SIP) of the National Government

Table 2: Comparative and Competitive Advantage

25.1.7 Strategic Programmes Responses

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

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

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

These sectors are to have forums which are sub forums of the Mkhambathini Special Programmes Forum. It is to be noted that the Disability Forum was established in 2017, and the Municipality is in the process of setting up the other sub-forum. The special programmes forum will be launched in 2020/2021 under Operation Sukuma Sakhe, the Municipality through the Mayor champions the Local Task Team that Monitors the functionality of the war rooms in all

seven (7) wards of the municipality. Furthermore, the municipality implements campaigns called operation MBO where in various essential Departments gather to render services to the communities in need for the purposes of speeding the process of obtaining legal documents, social grants, access to schools etc.

25.1.8 MAIN ECONOMIC CONTRIBUTORS

Agriculture

The agricultural sector in Mkhambathini municipal area plays a vital role in the economy. Most of farming comes from sugar cane which stretches from Mlaas Road to Mid Illovo using the Illovo Mill situated in Eston for sugar cane processing. There are commercial farmers that produces veggies in Mlaas Road, emerging farmers and cooperatives producing veggies in all wards. However, there is a diverse contribution of subsistence farming in rural communities where there is a more participation of cooperatives in veggies, dry beans, livestock (poultry, cattle, goats, piggery). The more developed, well-endowed, and productive commercial sector can mainly be found in ward 3 and ward 4, and the underdeveloped, under-resourced subsistence agriculture in ward 1, 2, 5, 6 and 7. Concentration of agricultural production in these areas means that most rural people residing on traditional authority areas. The Eston area has a lot of land plots converted to macadamia which will result in processing in the future.

Institutional Arrangement

The municipality has the agriculture forum that has participation of emerging farmers and cooperatives found in rural areas 1, 2, 3, 4, 5, 6 and 7. The forum aims to deliberate on issues pertaining agriculture with the support of the Department of Agriculture and the Municipality. The Department of Agriculture has projects that they are currently funding as follows:

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

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

The municipality has supported following projects:

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

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

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

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

Tourism

Tourism is centred on African experiences, with attraction such as the Tala Game Reserve, neighbouring Nagle Dam and Msinsi Resort and Table Mountain. Private game ranches offering up-market accommodation and wildlife trails for visitors (including Tala Valley Game Ranch, the Lion Park, African Birds of Prey and Zoo). The area also offers a variety of accommodation varies from B&B and Lodges

There are several motor routes that meander through the municipality, linking it to the adjacent areas (like: Thornville, Baynesfield, Richmond, and Byrne Valley) and offers scenic views as well as country attractions and accommodation. The area is host to several adventure and sporting activities including off-road motorcycle and car races, canoeing events on Nagle dam, mountain bike races (cycling), micro lighting, skydiving, and hiking trails. The area is also well situated as some of the huge sports events passes Mkhambathini like Duzi Canoeing and Comrades Marathon. The area is rich in history and cultural activities that bring more people into the area like Indlondlo Zulu dancers however the ownership of Tourist attractions is under private ownership.

Tourism Institutional Arrangements

Mkhambathini Municipality had Community Tourism Association that was established in 2016 but was not functional due to lot of Tourism establishments (private sector) operating in the agricultural zoned land but had developed tourism businesses without proper rezoning application. Currently the municipality has revived the Community Tourism Association with minimal participation from rural tourism. The Community Tourism Association is in the process to register with the Department of Environmental Affairs, Tourism and Environmental Affairs (EDTEA).

The municipality in partnership and support of uMgungundlovu Development Agency, Department of Economic Development and Environmental Affairs, Mkhambathini Tourism Association is busy developing the tourism route that will be divided into two parts (Mkhambathini and Mid Illovo side) which will focus on ward 1, 2, 3, 4, 5, 6 and 7. The route focuses on history, scenic beauty, adventure, nature, cultural activities, sangoma experience, shisanyama and home stays. The project will first undergo the feasibility study which will advise its potential in the area. Mkhambathini municipality has implemented and supported the following programmes under tourism development:

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

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

Marketing

Mkhambathini Municipality has developed the Tourism /Business Directory which is available in the municipal website. The directory has listings of tourism establishments available (private sector) in the area but also includes art and craft, accommodation, Supermarkets, Emergency numbers, caterers and Deco, food outlets, farming, industries and companies, hardware and feed, tree harvesting, events and adventure. The municipality communicated with the private sector directly while developing the directory.

Informal Economy

Mkhambathini Municipality has informal traders that are trading within Camperdown Main Taxi Rank, Eston crossroad, Mid Illovo station and have street traders that are trading illegally to undesignated spaces opposite the municipal building, outside Parak Supermarket, next to ANC offices, along R603 and at P338 road towards Manderstone. Apart from the above-mentioned areas, trading also occurs at numerous wards next to the roads i.e., Ward 2 main road towards Nagle Dam.

Currently Mkhambathini Municipality LED has received a 14m funding from COGTA with an aim to construct Camperdown taxi rank that will hold 9 taxis and provide a space for traders within the rank shelter, revamping of taxi rank ablution facilities, construction taxi rank boardroom with office and kitchen, constructing market stalls as well as installation of streetlights within Camperdown CBD including the taxi rank. The project has been completed and is due to be handed over, however the allocation of traders was done and they are currently trading at the new market stalls. The funding is bringing a massive change to the informal economy sector as it addresses the current challenge of traders that are trading to undesignated spaces within Camperdown Town. Mkhambathini LM has informal economy traders ranging from salons, tuck shops/ spaza shops, street vendors, clothing and textile, motor mechanics, catering, Shisanyama, mobile traders, woodworks, plumbing, electrical and electronic services, livestock trading, mining, traditional healers, and car washers. The municipality has informal economy chamber which is represented from all wards (1,2,3,4,5,6 and 7)

Institutional Arrangements

Mkhambathini Municipality has well established informal economy chamber that seats quarterly that discuss issues and challenges facing the sector. The chamber has representation of all wards and the municipal officials. The municipality has implemented a SETA credited training which was facilitated by Mthimkhulu Training Development and Institute which was attended by 100 participants. The training focused on Wholesale and Retail, after the training SETA handed over R3000 vouchers to all participants to add in their stock. The list of traders attended the training are as follows.

25.1.9 SMME AND COOPERATIVES

Mkhambathini Municipality has emerging businesses, enterprises and cooperatives that are operating with Mkhambathini jurisdiction. These enterprises participate in the development of the economy as there is a diverse of services namely construction, catering, block making, tire changing, clothing and textile, wedding, furniture manufacturing, filming production, Architects, detergents manufacturing. The municipality is supporting the SMME enterprises with working equipment every year to develop their business and to assist them to create more jobs opportunities within the area or communities.

Institutional Arrangements

The municipality has the SMME and cooperatives forum that seats quarterly with representative of businesses from all wards (ward 1,2,3,4,5,6,7), the municipal officials and sector departments to deliberate on issues and challenges facing the sector. The municipality in partnership with SEDA and SETA has implemented the online Cooperative Governance and Entrepreneurial Mindset training which was SETA credited. Cooperatives were trained in:

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

No	SURNAME OF COMPANY REPRESENTATIVE	NAME OF COMPANY REPRESENTATIVE	SPECIFY AREA	ward
1	Bhengu	Enock Mandlakayise	Kwanyavu	5
2	Bhengu	Josepho Khomo	Kwanyavu Area	2
3	Bhengu	Nomusa Sibongile	Mdonini Area	5
4	Cele	Elsie Ntombenhle	KwaChief	3
5	Cele	Phindenzeni Vumile	Camperdown	3
6	Chamane	Lindokuhle Happynnes	Mkhambathini	3
7	Dimba	Anele Ryan	Nagle Dam	2
8	Dimba	Nontobeko Yvonne	Nagle Dam	2
9	Dlamini	Nozipho Rebecca	Nkanyezini Area	3
10	Dlamini	Phangile Agnes	Abebhuze	2
11	Duma	Johannes Bafano	KwaXimba	5
12	Gasa	Elsie	Emakholweni	6
13	Gcabashe	Zenzele Nini	Willow Pool Road	3
14	Gumede	Elizabeth Busisiwe	Cosmo Farm	3
15	Gumede	Lindelani Putco	Nkanyezini Area	3
16	Gumede	Njabulo Gerald	Maqongqo	1
17	Gumede	Thulisile Lilili	Nkanyezini	3
18	Gwala	Mavis	Cleveland Farm	4
19	Gxalaba	Nondoyithini Margaret	Camperdown	3
20	Hlophe	Siyabonga	Tala - Kazibukwana	4
21	Hlophe	Wendy Thando	Camperdown	3
22	Hlungwane	Mornica Ngabanaki	Abebhuze Area	2
23	Khanyile	Happiness Mathombi	Abebhuze	2
24	Lebeko	Alosia	Cosmo Farm	3

25	Lushozi	Vumeleni Margaret	Manzamnyama	2
26	Magqwabe	Nolwazi Monica	Imizizi Area	2
27	Magwanyana	Florence	Talla Valley	4
28	Magwanyana	Thembisa Babongile	Ngomankulu	4
29	Majola	Zandile	Nkanyezini	3
30	Masondo	Thembelihle Hlengiwe	Mbungwini Area	5
31	Mbanjwa	Sthabile Lungisile	Njobokazi Area	4
32	Mchunu	Mthoko Kholeni	Camperdown	3
33	Mdluli	Beauty Ngazingani	Abebhuze	2
34	Mdluli	Nomaswazi Abigail	Phangindawo	5
35	Meyiwa	Lungile Nanhle	Ophokweni Area	2
36	Mhlanga	Obed Lindelani	Nkanyezini Area	3
37	Mkhize	Babongile Brightness	Mbungwini	5
38	Mkhize	Esnes Zondani	Emakholweni	6
39	Mkhize	Johan Mduduzi	Ngangezwe	5
40	Mkhize	Theodora Constance Sizakele	Kwanyavu	5
41	Mkhize	Theodora Funani	Emakholweni	6
42	Mlambo	Bongan Thomas	Nkanyezini Area	3
43	Mlambo	Nhlakanipho Humphrey	Nkanyezini	3
44	Mncwabe	Samkelisiwe Smesh	Intweka	5
45	Mndwaweni	Retsetisitoe Thabang	Manderstone	4
46	Mngwengwe	Andrew Mandlenkosi	Camperdown	3
47	Mngwengwe	Decile Beauty	Kwanyavu	3
48	Mntungwa	Wendy	Eston Ridge	4
49	Moshoeshoe	Simon Thulani	Ngomankulu	4
50	Motaung	Richard	Manderstone	4
51	Msindo	Cabangani	Manderstone	4
52	Msomi	Thandokuhle Blessing	Nkanyezini Area	3
53	Mzolo	Nobuhle Cynthia	Mbongwini	5
54	Mzolo	Nonsikelelo Prudence	Abebhuze Area	2
55	Ndlovu	Bonangani Norah	Kwanyavu	5
56	Ndlovu	Mbuseni Erick	Mkhambathini	4
57	Ndlovu	Ritta Busisiwe	Camperdown	3
58	Ndulini	Nomalanga	Nkanyezini Area	3
59	Ndunge	Welile	Manderstone	4
60	Ngcobo	Buhlalusebenkosi Benedictor	Camperdown	3
61	Ngcobo	Zodwa Mukelisiwe	Nkanyezini	3
62	Ngcongo	Andile Vennon	Makholweni	6
63	Ngcongo	Lorrancia Thandazile	Umlaas Road	3
64	Ngcongo	Zandile Nora	Emakholweni	6
65	Ngcongo	Zanele Eunice	Makholweni	6
66	Ngidi	Busisiwe Zama	Abebhuze Area	2
67	Ngidi	Khethiwe Eunice	Nkanyezini	3
68	Ngidi	Nokubonga Fikile	Kwamgavu	3

69	Ngidi	Nompumelelo Ngenisile	Abebhuze Area	2
70	Ngidi	Ntombikayise Goodness	Njobokazi Area	4
71	Ngidi	Zandile Patience	Abebhuze Area	2
72	Ngubane	Benedict Xolani	Lion Park	3
73	Ngubane	Hlangulile	Umlaas Road	3
74	Ngubane	Jabulani Vela	Kwachitshana	5
75	Ngubane	Mathapelo	Kwanyavu Area	5
76	Ngubane	Sanele	Njobokazi Area	4
77	Ngubane	Vimbeleni Baxolile	Bebhuze	2
78	Mkono	Mawande	Ngomankulu	4
79	Nkosi	Pamela Mbali	Inchanga	2
80	Nobongoza	Zandile Princess	Eston	4
81	Ntombela	Sithembile	Mbungwini Area	5
82	Ntshangasi	Zamile Vanron	Camperdown	3
83	Nzimande	Nompumelelo Silindile	Njobokazi Area	4
84	Nzimande	Sithokozile Nokuphila Happiness	Gulube	7
85	Sefali	Alice Mapheello	Cosmo Farm	3
86	Sefoloko	Nomvula	Mkhambathini	3
87	Shange	Bongiwe Ignatia	Talla Valley	4
88	Shezi	Sphakamile Happiness	Lion Park	3
89	Shezi	Zanele Cynthia	Lion Park	3
90	Shozi	Nonhlanhla Buzani	Kwanyavu	5
91	Shozi	Veronica Makhosazane	Redlands Farm	4
92	Sibisi	Thandiwe	Sakabula	4
93	Sibiya	Thokozani Andile	Camperdown	3
94	Wanda	Busisiwe Madombi	Emakholweni	6
95	Zondi	Nkosinathi Michael	Lion Park	3
96	Zondi	Noxolo	Manqindi Rd	3
97	Zondi	Pinkie	Makholweni	6
98	Zulu	Thabile Rebeca	Catoridge	3
99	Zulu	Scholastica Ntombenhle	Camperdown	3
100	Zuma	Amanda	Makholweni	6

Table 7: informal traders supported.

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

Cooperative	Representative trained	Ward
Masokeni Cooperative	Bekani Ntuli	02
Isivuno Semvelo Coorparetive	Delisile Shozi	02
Thokozani Food Cooperative	Sindiswa Mathonsi	03

Uvemvane Cooperative	Ndawinde Thombi	01
Isihlangu Sentuthuko Cooperaative	Mkhize Makhosazane	01
Isu labasha Cooperative	Bathabile Zuma	05
Ithemba lenjabulo	Zandile Mncube	03
Zimanathi Cabazini Development Primary Cooperative	Joyful Ngubane	04
Khoti Primary Cooperative	Thinabantu Ngubane	04
Umlilo Wamandla Cooperative	Thandeka Ndlovu	04

Table 8: Cooperatives trained

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

.

SMME Name	Ward	Support provided	Financial Year
Estingini Mechanics	01	1 x Hydraulic engine lifter	2021/2022
Masopenu Cooperative	02	15 square metre shelter	2021/2022
Lwandlelenkosi Enterprice (PTY) LTD	03	1 x Block making machine	2021/2022
Mbungwini Bakeries	05	1 x double oven stove with baking trays	2021/2022
Nkonyane Trading and Project	06	1 X double oven stove with baking trays	2021/2022
Ndaya Cooperative	07	1 x Industrial Machine	2021/2022
Mandisa Ndlovu	01	• 1 x Dell laptop • Printing machine	2022/2023
Bongiwe Dlamini	02	• 200 x white plates • 200 x long tom glasses • 100 x jug • 200 x side plates • 6 x big pots • 1 x gas stove • 1 x gas cylinder	2022/2023
Sbongile Mkhize	Ward 4	• 1 x industrial sewing machine	2022/2023

		• 1 x overlocking machine	
Mncedisi Mkhize	Ward 5	• Studio rental costed R2100 Totalling R22 000 for months • Stationery costing R12 000	2022/2023
Zanele Gasa	Ward 6	• 2 x hair dryer • 2 x hair cutting machines • 2 x 10 towels • 1 x sink • 5 x 10 litre dark and lovely relaxer • 5 x 5 litre dark and lovely shampoo • 5 x 5 litre conditioner • 4 x 5litre dark and lovely hair food	2022/2023

Table 9: SMME supported with working equipment.

25.1.11 MANUFACTURING (INDUSTRIAL)

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

Wholesale, Retail and Catering

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

25.1.12 TRANSPORT AND STORAGE

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

The most dominant and peripheral key economic sectors within Mkhambathini jurisdiction are:

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

25.1.13 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 materials to agricultural cooperatives.	June 2021
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of poultry machinery	June 2022- June 2023
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the Municipality.	Procurement of vegetable seedlings to agricultural cooperatives	June 2020-June 2022
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the municipality	Procurement of municipal tractor that will cultivate cooperatives gardens	June 2022
Support to all cooperative	To promote agricultural activities implemented by cooperatives within the municipality	Procurement of irrigation system (pump and pipes) / boreholes for watering purposes	June 2023-June 2024
Support to all cooperative	To promote local economic development projects	Procurement of machinery/ equipment for cooperatives to create job opportunities. i.e. alluminium, furniture	June 2022- June 2024
Cooperatives Capacity building	To ensure that vegetable and poultry produce is in good market condition	Vegetable / poultry production workshop	June 2022
Cooperatives Capacity building	To capacitate cooperatives in value adding	Implementation of value adding workshop	June 2022- June 2023

Cooperatives Capacity building	To capacitate cooperatives in packaging	Packaging workshop for vegetable and poultry cooperatives	June 2022

SMME SUPPORT

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

25.1.14 BULK INFRASTRUCTURE

Water

In terms of the Water Services Act, (Act No. 108 of 1997), uMgungundlovu District Municipality is the Water Service Authority within its area. Structures such as Mvula Trust and Umgeni Water provide bulk supply but do not carry out the reticulation aspect. Currently, the uMgungundlovu District Municipality has a significant infrastructure within Mkhambathini and provides water to Camperdown and a few settlements in the northern parts of the municipal area.

Bulk water lines feed the more urban area of Camperdown, with the areas North of Camperdown having basic access to water by means of standpipes and are better serviced than the southern areas, who have access to water by standpipes, however these are scattered, and not within 800m of the homestead.

Sanitation

The Camperdown area is largely served with on-site septic tanks and soak-aways and a very small sewerage treatment plant. There are plans in place to construct a new Wastewater Treatment Works with a 2Ml capacity. The anticipated level of improvement expected from the Wastewater Works has been negated until funds become available to start construction on the Wastewater Treatment Works. The potential of the 2Ml Wastewater Treatment Works will go a long way in terms of accommodating current and future development, which is highly probable and in alignment with the intention of the N3 Corridor Plan.

Most of the rural areas within the Municipality use pit- latrine systems, whilst the more urban areas and commercial agricultural farmers use the septic tank system.

Storm Water

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

Electricity

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

25.1.15 TRANSPORT

Road Network

The primary transport route within the municipality is the N3 Route that traverses Mkhambathini and links Durban to the east with Pietermaritzburg and ultimately the Gauteng Highveld to the west and north-west. Mkhambathini enjoys a relatively good level of access at a Provincial and Regional level. The issue stems around the lower order roads that provide local accessibility. These local roads, are prevalent in the traditional authority areas (North and South End), are generally in a poor condition and in need of upgrade. In terms of accessibility these areas are sometimes accessed from the surrounding municipalities, since the topography within the North and south create barriers that reduce accessibility of communities to the core economic opportunities within the Camperdown area. Lower orders roads are un-surfaced, gravel roads that are in dire need of maintenance and upgrading. This impacts negatively, on the development potential of these areas.

Interchanges

Currently SANRAL is busy refurbishing Camperdown and Mlass Road intersection. Umlaas Road is envisaged as a logistics hub and due consideration should be given to the interchange, as this will affect the movement of goods to the interior or toward the port.

Public Transport

Mkhambathini have a dedicated public transport system. Most public transport facilities within the Municipality are informal and in need of upgrading especially in ward 6 and ward 7. There is currently a need to provide shelters and drop off zones, or lay-byes, as well as refurbishment of formal taxi Rank with proper shelters and associated facilities, for example a dedicated informal/ formal trader area and hygienic ablutions.

Rail

The rail system runs parallel to the N3 and passes the town of Camperdown. The railway system provides services mainly for the transportation of goods between Durban and the Witwatersrand. The municipality in partnership with Transnet is planning to upgrade the line though the time for upgrade has not given to Mkhambathini Municipality.

Air Transport

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

25.1.16 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 has proved to be the major contributors to job creation. The Department of Cooperative Governance and Traditional Affairs has assisted Mkhambathini Municipality with

the development of the action plan for red tape reduction. Red tape indicators affect the operation of businesses and the regulations, rules and procedures that are regulate the business operation, create undesirable consequences on business, the economy and individuals when not implemented correctly. The below 7 indicators outlined below have distinct symptoms and have been identified as common areas where red tape is experienced.

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

25.1.17 Social Labour Plans

AFRISAM

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

AFRIMAT AGGREGATES

Afrimat has committed to build 2 classrooms for Nobhala High School from ward 3 to address congestion of learners within the classroom and during the Covid 19 pandemic which requires social distancing, more classes are needed to ensure transmission of the pandemic is prevented in schools. Currently the project is in the planning stage as Afrimat is waiting for building plans that are to be submitted by Department of Public works as they control government assets. Immediately when building plans are received, the implementation phase will be initiated. The project is planned to be completed in 2023

TABLE 81: COMMUNITY SERVICES

Aspect	Programmes	Responsible Sections
Sustainable Waste Management Practices		
• **Waste Minimization**	Recycling initiatives through youth/ female SMMEs with the municipality.	LED
• **Waste Beneficiation**	Liaison with major recyclers, information dissemination regarding waste products to be sold and other factors. Educate society on waste beneficiation and recycling houses.	Waste/LED
Agricultural and Food Production	• Develop an organic waste disposal site, in which composting can take place, and the final product is distributed to community gardens (LED) for soil enrichment cultivating food production. • Distribution/ donation of seedlings by incorporating EDTEA and DEFF. • Propose an urban community garden situated within the SASSA premises. Produce from the garden can be distributed to poor patrons visiting the premises as determined by SASSA officials.	LED/ Waste EDTEA/ DEFF Waste/SASSA/ DEFF/EDTEA
Resource Conservation	• Working with the Adopt-A-River programme. Cleaning the Msunduzi River and education and awareness sessions.	Waste/ Adopt-A-River programme
Water Management	• Ensuring a strategy to maintain river health by cleaning up waste disposed in rivers with a greater focus on disposable nappies found on the river banks and in the rivers.	Waste/DEFF/ Adopt-A-River
Alternative Technology for food production	• Assisting community gardens (LED) with ploughing gardens, by assigning the tractor (using 2 old municipal tractors and getting them in a good working condition) and recruiting a designated driver through EPWP project.	Waste/LED/ Fleet and Ward Committee
Environmental Sustainability	• Greening projects, planting indigenous trees in municipal facilities, open spaces and areas cleared off illegal dumps.	Waste/DEFF and DEFF

MOOD PRODUCTION INITIATIVES

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

National School Nutrition Programme (NSNP)

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

Household Food Security Initiatives

Mkhambathini municipality coordinates implementation of " one home one garden initiative" by the Department of Agriculture in consultation with the members of community.

7.11 SECTOR DEPARTMENTS PROJECTS

UMEDA (UMGUNGUNDLOVU ECONOMIC DEVELOPMENT AGENCY) PROJECTS

- RASET Programme (All 7 Municipalities)

7.11.1 PROVINCIAL AND DISTRICT CATALYTIC PROJECTS

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

Project Name	Location	Type	Status	Municipality	Implementing Agent
Nkanyezini Water	Nkanyezini	Water Provision	Contract Terminated	Mkhambathini	District
Manzamnyama Water	Manzamnyama	Water Provision	Construction	Mkhambathini	District
Maqonqo Water	Maqongqo, Chibini, Esitingini, Ezibhananeni, Table Mountain, White City	Water Provision	Construction	Mkhambathini	District
Manyavu Water	Manyavu	Water Provision	Construction	Mkhambathini	District
Mkhambathini VIP Backlog Toilet	Table Mountain, Nonzila, Chibini, Nkanyezini,	Sanitation Provision	Current	Mkhambathini	District

Project Name	Location	Type	Status	Municipality	Implementing Agent
	Esinyameni, Esigodini, Okhalweni, Ngilanyoni, Mgwenya, Jilafohla, Ntsinda, Mdaphuna, Tsoko, Ntweka, Ezimbileni, Ngangezwe, Imboyi, Number Four				

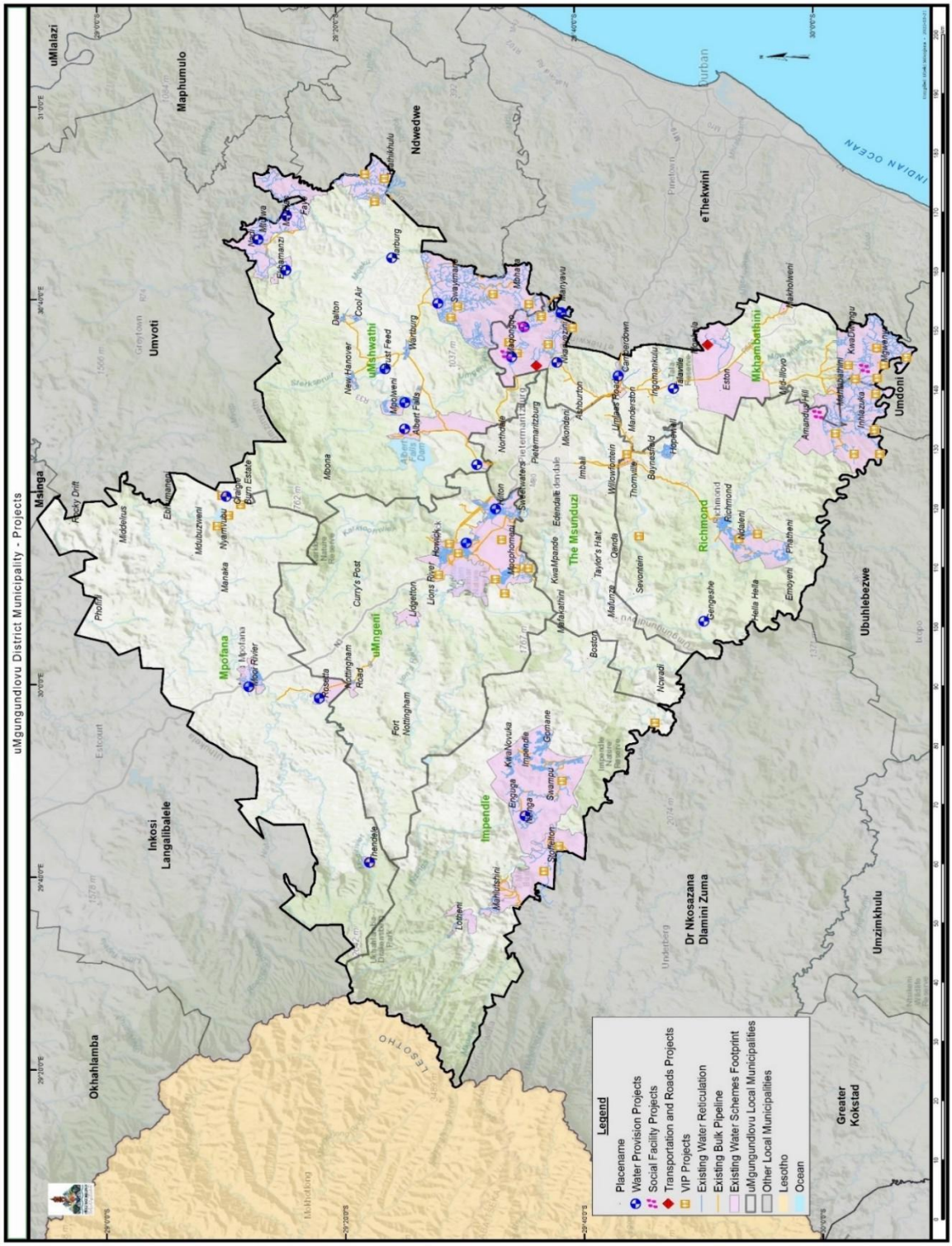


FIGURE 35: DISTRICT SPATIALLY MAPPED PROJECTS

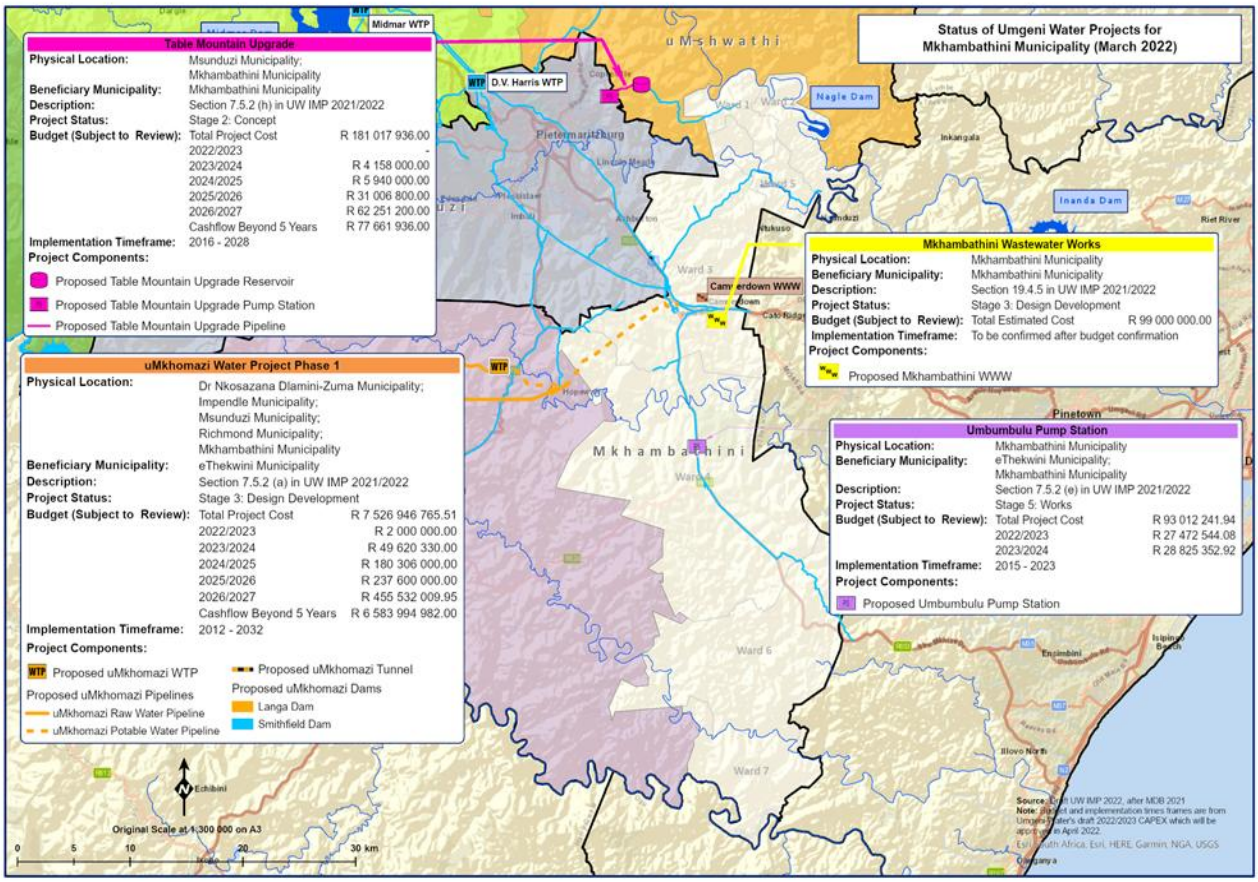


FIGURE ERROR! NO TEXT OF SPECIFIED STYLE IN DOCUMENT..1 STATUS OF UMGENI WATER PROJECTS FOR MKHAMBATHINI MUNICIPALITY (MARCH 2022).

FIGURE 36: UMGENI WATER PROJECTS

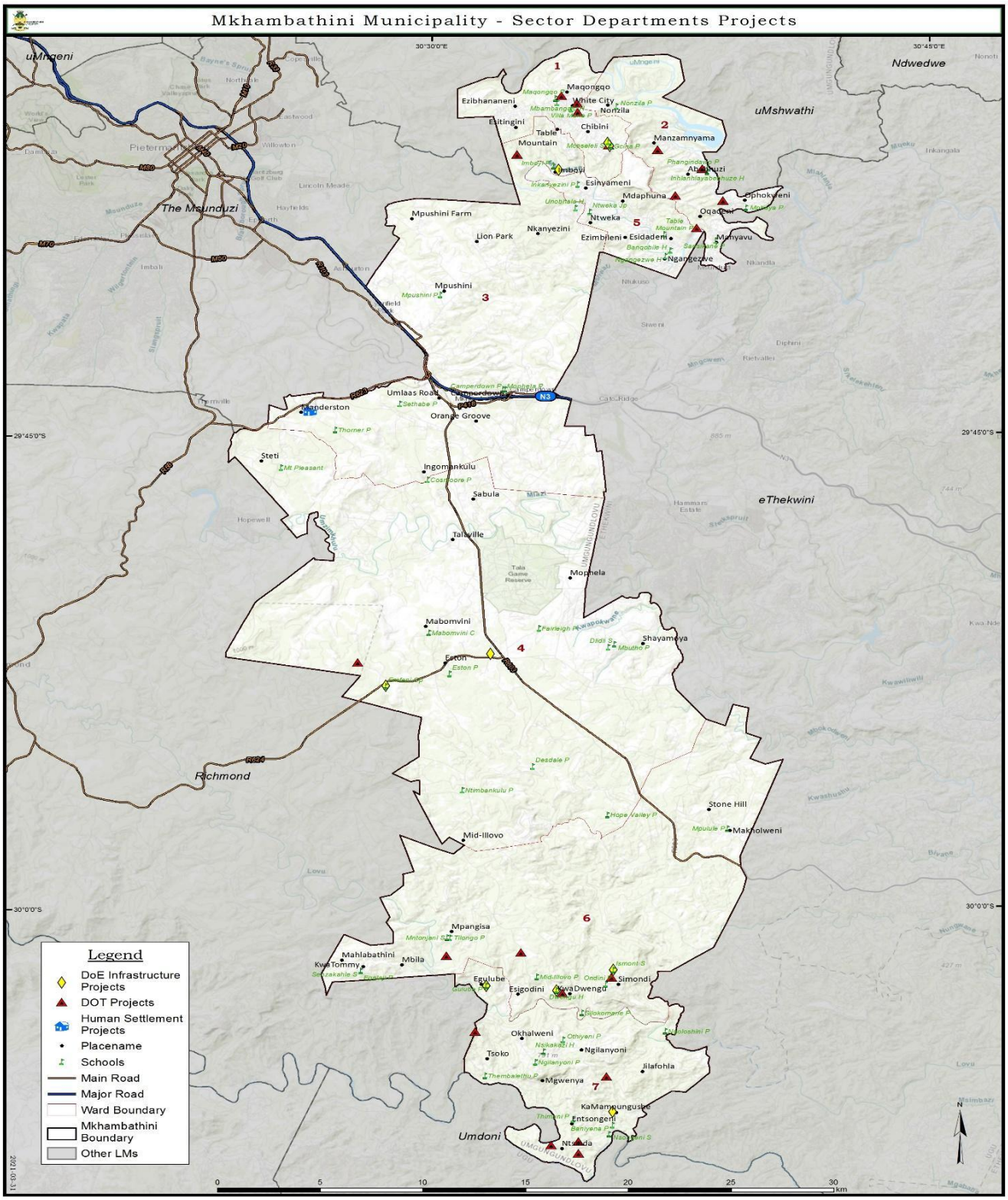


FIGURE 37: GOVERNMENT DEPARTMENTS MAPPED PROJECTS

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

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

DEPARTMENT OF TRANSPORT

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

MKHAMABATHINI LM

Description	2022/3	2023/4	2024/25	DC	LC No
Maintenance - Eston Zone		5 000 000	5 000 000	DC22	KZN226 - Mkhambathini
Maintenance contract - Camperdown Zone	13 800 000			DC22	KZN226 - Mkhambathini
Maintenance contract - Nagle Dam zone				DC22	KZN226 - Mkhambathini
Maintenance contract- Camperdown Zone		5 000 000	5 000 000	DC22	KZN226 - Mkhambathini
Maintenance contract- Nagle Dam Zone	10 000 000	5 000 000	5 000 000	DC22	KZN226 - Mkhambathini
Regravelling L1838 (0-2 Km), L3621 (0-1.53 km)			2 400 000	DC22	KZN226 - Mkhambathini
Regravelling of D1021 (km 0.00-km 5.7)			3 912 650	DC22	KZN226 - Mkhambathini
Regravelling of L1314 (km 0.00-km 4.563)			3 000 000	DC22	KZN226 - Mkhambathini
Regravelling of D1000 (km 5.00 -9.275)	2 500 000			DC22	KZN226 - Mkhambathini
Regravelling of P502(KM7.00-9.00)D354(0.00-4.33)		3 621 430		DC22	KZN226 - Mkhambathini
Regravelling of	1 200 000			DC22	KZN226 - Mkhambathini

P728 (km 45.00-km50.00)					
	27 500 000	**18 621 430**	**24 312 650**		

CAPITAL HEAD OFFICE PROJECTS UPGRADES and REHABILATATION

MKHAMBATHINI LM

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

Project	Description	Location	Status	Budget
Operation Vula Fund Tiers: T1-3	Entrepreneurial Support In progress	uMgungundlovu District **Tiers: 1 2 3** Msunduzi : 67 2 17 Umshwathi : 8, 0 0 Mkhambathini: 7 0 0 Umngeni: 5 0 0 Impendle: 7 0 1 Mpofana: 6 0 0 Richmond: 3 0 1	Different levels of Implementation	R17,000,000 R900,000 R33,000,000 *R50,500,000* *(Detailed list available and provided)*
N3 Corridor Development Master Plan	Plan and establish a New Town along the N3 (eThubeni). UMEDA - Champion	Mkhambathini LM along the N3 Development Corridor	Funds transferred to UMEDA and very slow progress to date.	R1,750,000
Tourism Graduate Development Programme (Ongoing project – roll over)	Provides integrated learning for unemployed tourism students to promote job creation in sector	Edendale/Mbali CTO 1, Mpophomeni CTO 1, Richmond 1, uMshwathi 1, Impendle 2, uMngeni 1, UMEDA 1, EDTEA 1 *(Total – 9)*	The graduates were appointed During December 2020	Monthly stipends +/- R6,000pm

DEPT. OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS PROJECT

Project	Description	Location	Status	Budget
Programme 7 Invasive Alien Species Programme	Invasive alien plant clearing project	Mkhambathini LM *David Dlamini* *Cell: 082 464 8833*	Final planning stage – 420 jobs to clear 1883ha	R3,634,000
	IAS Project	uMshwathi LM *Samantha Deeplall* *Cell: 079 895 3630*	Inception Stage – 306 jibs to clear 1659ha	R3,200,00
	IAS and Parthenium Project	Msunduzi LM *Thobeka Zondi* *Cell: 0768830559*	Inception Stage – 133 jobs to clear 887ha	R1,600,00
	VAI Project	uMngeni LM *Bheki Dlamini* *Cell: 082 848 6775*	Implementation Phase – 169 jobs to train beneficiaries on furniture manufacturing	R5,000,000
	Invasive alien plant clearing project	Richmond LM *Mendy Majola* *Cell: 081 7361 960*	Implementation stage – create 105 jobs to clear 1256ha	R2,247,703
TOTAL			**1 133 jobs**	**15,681,703**

DEPARTMENT OF HUMAN SETTLEMENTS

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

DEPARTMENT OF EDUCATION

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

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

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

SECTOR DEPARTMENTS PARTICIPATION CHALLENGES

The municipality had a few challenges with receiving the GIS coordinates of the projects of the sector departments projects presented at the Municipal Strategic Planning Session engagement for this Financial Year which had to be spatially mapped and incorporated in the IDP.

This remains a challenge for us as local municipality, as we were receiving some of the spatially mapped projects from the District and only a few sector departments were able to share their planned projects and programmes and the participation of sector department in IDP processes still remains a challenge for us as municipalities.

The municipality will highly appreciate it if COGTA: IDP unit intervene regarding the matter of the participation of sector departments from the various sector departments to enhance the realization of the DDM through the participation and coordination of sector departments.

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

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

Livestock farmers are currently assisted with various training which include branding and carrying for their livestock. The municipality together with the Department of Agriculture are

currently working on the programme to restore cattle deeps in areas where they have been identified as a need.

- Identify markets for livestock producers.
- Livestock

LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

Strength	Weakness
PLANNING	
• The Municipality is strategically located in terms of its position between provincial notes (Pietermaritzburg and Durban) as well as the national corridor (N3) (SIP Corridor) • The town of Camperdown is the most urban area of the municipality and the municipality's primary node- appropriately positioned in proximity to the N3. • Mkhambathini LM has received funding from Umngeni Water and Department Trade and Investment to provide the Wastewater Treatment Works that will support investment to happen in the area	• It is a rural municipality with limited private development taking place within it, institutional capacity is limited therefore law enforcement in terms of illegal opportunities become an issue. • Marginalization of communities from key economic opportunities exacerbated by poorly structured routes (predominantly north and south). • Large tracts of land (which have development potential is privately owned which may limit the sale or acquisition of land- private landowners selling prices too exorbitant. • Steep terrain limits development within some parts of the municipality especially the CBD expansion towards the north as well as agricultural development in ward 1, 2 and 7.
INFRASTRUCTURE	
• Electricity supply has been recently extended to the rural areas i.e., tribal council areas. • The location of the municipality in terms of proximity to Msunduzi and EThekwini is an advantage for investment and trading opportunities within the area and movement of goods.	• Most of the roads (69%) within the Municipality are gravel which limits the development prospects in some areas. • There is general lack of public transport facilities in the Mkhambathini Municipality, the few existing alternatives are informal and require serious upgrading. • There is a huge housing backlog in Traditional Authority- 46% households are traditional dwellings (IDP: 2015/16). • Mkhambathini is reliant on the District Municipality for all its Bulk Services.
LED	
• LED unit is well established • Functional LED support structures (forums) for tourism, agriculture, informal economy chamber, art, and culture • Commercial and subsistence Farming- their association- called Beaumont Famers Association (BEFA) & Mid Illovo Farmers Association- is in place, as well as cooperatives in farming and other individual farmers.	• The state of water stress may hamper the agricultural productive regions. • Decline in the Agricultural Sector has contributed to job loss • High levels of unemployment, loss of jobs due to the closure of Rainbow Farms. • Impact of land reform processes has affected the agricultural sector • Insufficient funding to support LED programmes

Strength	Weakness
• Location in relation to the economic hubs (i.e., Durban and Pietermaritzburg) • Good weather conditions to produce veggies and poultry farming.	
TOURISM	
• Geographic position of Mkhambathini makes the N3 highly accessible. • Political will and commitment from dedicated officials within local and district municipalities as well as Participation of Amakhosi in Tourism Development • Commitment from the community to allow for the promotion of tourism related activities. • Existing tourism products and destinations • National Events such as Comrades marathon Duzi Canoeing and Triple Challenge. • The municipality has a functioning Tourism forum, Community Tourism Organization which has a logo that the municipality is recognising and assisting.	• Lack of basic services and infrastructure • Loss of tourism visitors during level 5 lockdown and loss of revenues • No signage to tourism related routes • Tourist operators operating without planning approval, businesses, or liquor licenses.

25.1.17 SOCIAL DEVELOPMENT ANALYSIS

BROAD BASED COMMUNITY NEEDS (LIMITED TO 3 PRIORITY PROJECTS PER WARD)

TABLE 82: SERVICE DELIVERY PRIORITIES PER WARD

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

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

Project name	Ward	Specific intervention
Eyamaqwabe (PTY) LTD	07	SLA with nearest school to supply school with uniform
Luthuli Sewing	07	SLA with nearest school to supply school uniform

Sotobe Bakery	06	Infrastructure support and market
Ward 4 emerging farmers	04	Securing market and provision of technical support and inputs

EDUCATION

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

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

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

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

Mkhambathini Municipality has the following primary and secondary schools within its jurisdiction.

Table 84: Ward 1 Primary Schools

No	Name of School	Principal
1	Gcina Primary School	Mr. NJ Mthembu
2	Villa Maria Primary School	Mr. SS Ntaka
3	Maqonqo Primary School	Mr. B. Zondi

Table 85: Ward 1 High Schools

No	Name of School	Principal
1	Mbambangalo High School	Mr. Sibisi

Table 86: Ward 2 Primary Schools

No	Name of School	Principal
1	Nonzila Primary School	Mrs. KJ Ntaka
2	Phangindawo Primary School	Mr. Ngubane
3	Mphayeni Primary School	Mrs. BB Ngubane
4	Sansikane Primary School	Mr. S. Mjwarha

Table 87: Ward 2 High Schools

No	Name of School	Principal
1	Inhlanhlayabebhuzi High School	Mr. SPT Hlongwane
2	Ngangezwe High School	Mr. FF Ngubane
3	Mcoseleli High School	Mr. Mtshali

Table 88: Ward 3 Primary Schools

No	Name of School	Principal
1	Mpushini Primary School	Mrs. Mbanjwa
2	Mboyi Primary School	Mr. ZG Mngadi

Table 89: Ward 3 High Schools

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

Table 90: Ward 4 Primary Schools

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

8	Mander Stone Primary School	

Table 91: Ward 4 High Schools

No	Name of School	Principal
1	Mabovini High School	Mr. BW Maphanga
2	Uminathi Christian College	Mrs. Z Shange

Table 92: Ward 5 Primary Schools

No	Name of School	Principal
1	Nkanyezini Primary School	Mr. Vezi
2	Ntweka Primary School	Mrs. Ngcobo
3	Table Mountain Primary School	

Table 93: ward 5 high schools

No	Name of School	Principal
1	Banqobile High School	MR. TF Dladla
2	Ngangezwe High School	Mr. TP Magwanyana

Table 94: Ward 6 Primary Schools

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

Table 95: Ward 6 High Schools

No	Name of School	Principal
1	Muntonjani High School	Mr. S. Lembethe
2	Senzakahle High School	Mr. F.J. Gwamanda
4	Dwengu high school	Mr Z.M. Chonco

Table 96: Ward 7 Primary Schools

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

Table 98: Ward 7 High Schools

No	Name of School	Principal
1	Ismonti High School	Mr.Mpanza
2	Nsongeni High School	Mr. Mngadi (tch)

HEALTH

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

The municipality will finalize the HIV/AIDS strategy, which will be rolled out from July 2022 – July 2027. This strategy looks at broad programmes of dealing with pandemic in the greater municipal area in the next five years. The fight against HIV/AIDS is handled in a coordinated manner by government departments and NGO's. Community involvement in AIDS awareness campaigns is crucial where strategies like abstinence, education and other relevant methods are embraced with active participation from councillors, traditional leaders, church leaders, school stakeholders, and sports stakeholders. Furthermore, it is to be noted that health services are the responsibility of the District Department of Health therefore the municipality does not have bylaws developed to this effect. Furthermore,

SAFETY AND SECURITY

The Municipality has 2 police stations within its jurisdiction. The current state is that the communities in other several areas indicate that the station is not properly servicing them, as there is a lack of resources for the police to perform their jobs. During the public participation consultations, the following issues were to be considered

to improve this service:

- Tightening of relationship with SAPS and CPF's
- Crime awareness campaigns
- Publication of crime statistics in the municipal website as part of intergovernmental relations to give an update to all spheres of government on the crime rate in each ward.

COMMUNITY POLICING FORUM

Mkhambathini Local Municipality is working closely with the Department of Community safety and Liaison and holds quarterly meetings to discuss measures that the municipality are taking to combat crime in the wards. The municipality is currently working on establishing the Community safety forum and developing a community safety plan which is supposed to be incorporated into the IDP document. However, to develop the Community safety plan the following processes should be followed:

- Host consultation sessions with community and all stakeholders
- Conduct safety audit in all police station areas/ wards/towns
- Resources: Crime stats/ crime threats

SAPS has established CPFs in all the policing areas under Mkhambathini LM **(Bishopstowe, Camperdown. Mid Illovo, Thornville, Msunduzi and Hammarsdale SAPS**). The Department of community safety and liaison have recruited volunteers who attend or participate in these forums. CPF members liaise with SAPS on community safety needs. They Initiate awareness campaigns in line with safety challenges within the police precinct and Support SAPS during operations and do patrols in some areas.

TRAFFIC MANAGEMENT

Mkhambathini Municipality has established the traffic department in August 2024, and a Chief Traffic Officer was officially appointed. One of the key responsibilities of the Chief Traffic Officer is to develop guidelines to advise the municipality on the requirements and strategies for establishing and managing the traffic department effectively.

The municipality has also appointed 2 traffic officers to assume duties on 1st May 2025 and in further employed two traffic Officers on the 01 October 2025. The Municipality has allocated procured two motor vehicles and, on the 06 March 2026, OneLogix Group South Africa, donated a brand-new vehicle (Suzuki Swift), to enhance Traffic Law enforcement operations, with TROIKA having received the vehicle on behalf of the municipality.

As of December 2025, Traffic Officers have been visible on all major roads and routes of Mkhambathini jurisdictions conducting stop and checks of motor vehicles, issuing contravention notices, participate in organised events, multi-disciplinary operations, accidents and obstructions.

The Traffic Unit also gets to be represented to the established CPF's, War Rooms meetings and Imbizos, to foster working relations with communities as the main stakeholders. These structures assist with dealing with community concerns in real time and to be in contact with reality on the ground.

The Unit has further strengthened working relations with Local Police Stations Commanders, Camperdown Court, Justice and Prosecuting Authority, Private Security stakeholders, Taxi Associations, RTI, RTMC, surrounding municipalities(Msunduzi, Richmond, and eThekwini Metro) as well as Fleet Transporters located at Mkhambathini.

Furthermore, the municipality is in the process of sourcing land within the jurisdiction of Mkhambathini, with assistance from the Department of Public Works. A meeting has already been held between the municipality and the Department of Public Works to discuss the land issue in order to build a fully established Traffic Centre which will comprise of DLTC, Motor Registration Authority, Vehicle Testing and Traffic Law Enforcement.

NATIONAL BUILDING & SOCIAL COHESION

SPORTS DEVELOPMENT UNIT

"Sport has the power to change the world. It has the power to inspire.it has the power to unite people in a way that little else can. Sport can awaken hope where there was previously only despair" (Nelson Mandela, 2000)

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

Mkhambathini Easter Tournament 2025.

The Sports Development Office on the 18th -211st of April 2025 hosted the Mkhambathini Easter Tournament. The tournament started with preliminary rounds where all wards participated and continued to the knockout stages. Fourteen football teams were part of the tournament and netball. Quarter finals were held at ward 4, Njobokazi Sport Field, semifinals at and final were held at ward 2 -Nagle Dam Sports Field. The main aim of this tournament is to keep youth active during easter holidays.

Pic: Mkhambathini Easter Tournament Highlights.

Youth Run

The Department of Sports Arts and Culture together with Sports Development office on the 1st of June 2025 hosted youth Run Local Selections at Umshwathi Municipality. Mkhambathini Municipality had about 30 athletes for different that were transported to the venue and 10 of them were selected to

form part of uMgungundlovu District team. On the 8th of June 2024, uMgungundlovu District team participated in the District Youth Run which was held at eThekwini Municipality.

Pic: Youth Run highlights

Indigenous Games

Department of Sports Arts and Culture with the assistance Mkhambathini Local Municipality on the 19th of Jully 2025 hosted Local Indigenous Games Selections at Banqobile Sports Field. All wards were represented. On the 10th of August 2025, Mkhambathini Municipality was part of the District Selection Games which were held at Impendle Municipality. On the 24th -26th of September 2025, provincial Indigenous games were held at uGu Sports and Leisure. Mkhambathini Municipality had about 15 athletes who were part of Umgungundlovu District team.

Pic: Indigenous Games highlights.

Golden Games

The Sports Development Office together with OSS and Special Programmes had local selections which were held at Camperdown Sports Field on the 14th of August 2025. All wards were represented in all sports codes. We had about 205 participants on the day. On the 1st of September 2025 Mkhambathini Municipality was part of the District Golden Games Selections which was held at Msunduzi Municipality at Athletic Stadium. Team Mkhambathini Municipality was made up of about 100 athletes who were part of these games. On the 17th of September 2025, Mkhambathini Municipality athletes were part of the provincial Golden Games which was held at Ethekwini Municipality. We had about 10 athletes who represented Mkhambathini Municipality, and one was selected to be part of the National Golden Games.

Pic: Golden Games Highlights

Mkhambathini Municipality Schools Cup

The Sports Development Office on the 28th of August 2025 hosted the schools Cup for both Mid Illovo and Mkhambathini Circuit for both primaries and high schools at Banqobile Sports Field. This is the annual tournament where learners get a chance to showcase their talent. Sports codes that were represented were soccer for both males and females and netball. AVBOB, AQuelle, Metropolitan and FM Media were our sponsors.

Pic: Mkhambathini Local Municipality Schools Cup

SALGA Selection Games (Ward Based Level)

On the 13th of September 2025, the Sport Development Office with the assistance of the federations and Sports Stars hosted SALGA Local selection games (ward based) at Ward 3 at Banqobile Sports Field. All 7 wards were represented in different sports codes in their wards. The selection was played in a tournament format. All selected athletes represented their wards in the District Selection Games.

Pic: SALGA Selection Games (Ward based level)

Salga Selection Games (Local Selections)

The Sport Development Office with the assistance of Sport stars and federations, hosted District SALGA Selection Games on the 20th of September 2025, at Banqobile Sport Field. The selection was held successfully. Athletes that were selected were to represent their Local Municipality at a district level.

uMgungundlovu District Salga Selection Games

Mkhambathini Municipality was part of the District SALGA Games Selection held on the 11nd – 12th of December 2025 at Msunduzi Municipality. All seven Local Municipalities were part of these games. It was a selection as well but in a tournament format. Mkhambathini Municipality received Gold for soccer, silver for ladies' soccer, silver for netball and silver for IGS and athletics.

Pic: uMgungundlovu District Salga Selection Games highlights

Mkhambathini Marathon 2024

Mkhambathini Local Municipality together with Mkhambathini Athletic Club hosted Mkhambathini Marathon on the 6th of October 2024, at Camperdown. The event was held successfully.

Pic: Mkhambathini Marathon 2024 Highlights

Sports Indaba

The Sports Development Office, with the assistance of Sports Stars hosted Sports Indaba 2024 On the 19th and 20th of October 2024 at Camperdown Town Hall. The main purpose of the event is to promote participation in sport, develop the sport sector and to ensure equitable access to sport and the elections of Sports Confederation that will work close with the office to improve sports.

Pic: Sports Indaba Highlights

Children's Educational Sports Day

The sports Development Office with the assistance of Sports Stars hosted Children's Educational Sports Day on the 14th of November 2025 at Imboyi Sports Field at ward 3. All Mkhambathini Creche/ECD's were invited and transported to the venue to play games. The event was a success. Motsepe Foundation was the sponsor of the day, they brought toys for each kid that was part of the games.

Pic: Children's Educational Sports Day

SALGA Games

uMgungundlovu District was part of the SALGA Games that was hosted by Msunduzi Municipality on the 4th -9th of December 2025, Mkhambathini Municipality had athletes that represented the municipality in these games.

Mayoral Games

Mayoral games were postponed due to logistic challenges.

ART AND CULTURE

Mkhambathini Municipality has various artists in arts and craft, woodwork, beadwork, groups, and artist in performing arts. The sector contributes to the economic development of the area due to artists live through beadwork, music, art, and craft. The municipality has been supporting artists by creating an enabling environment through talent search from a ward level to the municipal level, supporting artists and groups to attend exhibitions and competitions through provision of transport as well as buying uniforms and paying for the artists to record a CD or DEMOs. The Municipality is working in partnership with the Department of Sports, Arts and Culture in supporting maidens to attend the District activation programme and support maidens with the transportation. Furthermore, the municipality has been supporting maidens and matrons that are attending Reed dance at Enyokeni with buses, refreshments, and branding.

Mkhambathini Cultural Reed

INSTITUTIONAL ARRANGEMENTS

Mkhambathini Municipality has arts and culture council that seats quarterly and discuss issues, challenges and programmes that exist within the sector. Mkhambathini municipality has programmes that support the sector as follows:

- Amasiko Omkhambathi – is implemented in a form social programme that focus to build the community as whole in terms of instilling Zulu culture and humanity while celebrating the Zulu heritage. The programme encourages youth to uphold their dignity and not to forget the indigenous culture.
- Transportation of artists and groups
- Artist capacity buildings and trainings
- Maidens support through social ills capacity buildings (Azibuye Emasisweni), provision of refreshments and transport to Enyokeni and supporting the two Traditional Authorities with Reed Dance Activations (Mbambangalo and KwaNyavu)

- Supporting local cultural events at ward 2 called Ilembe that brings various visitors in the area

Ilembe Event at KwaNyavu ward 2 No3

Mkhambathini Municipality has a good working relationship with the Department of Arts and Culture which has supported the municipality with training such as Visual Art Training and artist development workshop where the department has linked the municipality with NGO called KwaZulu Natal United Music Industry Association (KUMISA) and there is still support from the NGO to develop Mkhambathini artists in music.

25.1.18 UNDERUTILIZED LED INFRASTRUCTURE

Currently Mkhambathini Municipality has one underutilised infrastructure located in Eston Crossroads, Ward 4. The infrastructure is a building owned by Ithala Bank. This building was initially used as a shopping centre and after closure, several local businesses used it. However, the building is currently vacant and is now earmarked for a catalytic project led by the Department of Agriculture and Rural Development (DARD).

The Department of Agriculture and Rural Development has proposed establishing a provincial red meat hub at the property. The initiation process in underway. This includes introduction of the project to the municipality, the community of ward 4, Macala Gwala traditional council as well as to the ward councillor. PLC members from the community have been elected for the purposes of participation of local businesses in the project as well as the implementation reporting.

The project is currently undergoing SPLUMA processes.

Besides the above-mentioned infrastructure there is no underutilised infrastructure that is available to be utilised.

25.1.19 EASE OF DOING BUSINESS THROUGH RED TAPE REDUCTION

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

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

25.1.20 Funding and Implementation

The municipality has allocated funding through the municipal budget for implementation of all LED initiatives. Chapter 10 of the strategy is the implementation plan which shows the budget allocations for the LED initiatives. In total, a budget of **R2 468 500.00** has been set aside for LED initiatives. This budget includes research and development projects which currently the municipality has collaborated with EDTEA to execute at no cost.

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

25.1.21 Non-Governmental Funding

Mkhambathini Local Economic Development Unit has managed to create private partnerships to enable a conducive environment as part of the rapid response due to covid 19 pandemic. These partnerships seek to unlock the economic changes and opportunities that were not easy to find in the business sector especially previously advantaged women that are single mothers. The partnerships include Illovo Sugar which is one of the major industries within Mkhambathini. Although the partnerships are not formal with no signed agreement between the municipality and Illovo Sugar. However, there is informal agreement in place. Currently Mkhambathini SMMEs/ womens that are single parents are embarking on a Thuthuka Nathi Women Entrepreneurship Development Programme which is designed for single women who are interested to start new businesses sponsored by Raizcorp. The programme follows the partnership that has been informally created by the LED unit. The programme is about to end, SMMEs attended the programme will soon graduate and Mkhambathini Municipality is waiting for the date of graduation

Currently SANRAL under CSI has funded 7 projects from Mkhambathini Municipality to be supported with working equipment. The projects ranging from poultry, clothing and textile, burial society and crop farming. The list below illustrates projects that were supported through partnership with SANRAL.

Farmer name	**Ward**	**Support provided**
Mabovini poultry project	04	Construction of 2 poultry structures - Reubex
Sizoluhle project	02	TLB to remove roots and stem in the garden Fencing, irrigation system - Reubex
Xulus Chicken	01	Construction of poultry structure, 2500 chicks, feed, lamps, feeding dishes, 2 x jojo tanks - Rumdell
Imbokodo Enkanyezini Cooperative	03	construction of poultry structure, fencing, feed, chicks, jojo tank, lamp – Rumdell

Ubumbano berial society	05	Jojo tank Gas stove 2 pole tents 100 chairs 2 x flushable toilets
Ward 6 clothing and textile project	06	Flat machine x 2 Embroidery machine x 2 Overlocker x 2 Buttonhole machine x 2 Scissors /cutting machine x 5 Niddles Cotton

Table 19: List of projects supported through SANRAL

Furthermore, the municipality is benefiting from SLP projects that are funded by two (2) mining companies namely AfriSam and Afrimat Agreegates.

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

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

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

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

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

INVESTMENT FUNDING SUPPORT FOR THE IMPLEMENTATION PF PRIORITIZED LED PROJECTS.

Mkhambathini Local municipality in October 2024, held the dinner engagement to bring together different sectors of business with the intention of selling the municipality as a favourable place for investing. Currently the area is attracting dry (the right word please) which is not maximising on job opportunities to the predominantly jobless population. Mayor, Nhlakanipho Ntombela is intent on bringing in wet investments that would catapult the socio economy in turn unlocked business and

enable town development. "All of this will have a positive trickledown effect on empowering SMME's and Co-operatives, which will all address poverty and unemployment, Ntombela.

A monumental challenge that needs government and private sector is the establishment of the Wastewater Treatment Plant, addressing this will ensure that businesses have an appetite to establish their operations in Mkhambathini.

The dinner brought together stakeholders like Department of Water and Sanitation, Umngen/Uthukela Water Department of Small Business Development, EDTEA, Department of Transport, Property Developers, DiplomacySA and Department of Trade, Industry & Competition, OneLogix, Illovo Sugar, to mention a few, who entrusted to come on board with various strategies aimed at making the environment conducive for businesses to flourish and to help Mkhambathini promote socio economic development as espoused in Section 152(1)(C) of the Constitution mandating local government to promote social and economic development, a provision implemented through the Municipality's LED strategy as well as the business investment and retention incentive strategy that is reviewed annually.

25.1.22 Potential Employment/ Job Creation

Expanded Public Work Programme

The **EPWP policy** that is in line with phase 4 national policy was adopted by Council on 28 February 2024. The municipality is currently reviewing the policy in line with phase 5, aimed for adoption by 30 June 2025.

The Municipality Currently Employs 470 Participants in All Seven Wards Withing the Grant of R1 541 000, 00 Received from The Department of Public Works. There Are 11 Projects Implemented Under Three Different Sectors.

Community Works Programme

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

External Environmental Management Public Employment Projects.

Department	Name of Project	Ward/s	Period	No. of participants	Environmental Service Supported
Department of Forestry, Fisheries, and the Environment	Flood Mopping and Cleaning Project	1-7	September 2022 to October 2023	60	Waste Management and Biodiversity management

	Cleaning and Greening Project	1,2,3,4,5 and 6	March 2023 to February 2024	60	Waste Management and Biodiversity management
KZN Department of Economic Development Tourism and Environmental Affairs	Invasive Alien Species Project	1-7	October 2023 to March 2024	330	Biodiversity Management
	1000 Jobs in Waste Project	5	November 2023 to March 2024	10	Waste Management
	Zibambele Waste Management Project	1,2,3,4, and 5	January 2024 to March 2024	150	Waste Management

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

Table 3: Job Creation Estimated.

PROJECT	EMPLOYER	NUMBER OF BENEFICIARIES
EPWP	Mkhambathini	470
CWP	Insika/COGTA	793
Elian Species	EDTEA	336
Value added industries	EDTEA	40
Internship programme	Mkhambathini	7
Internship programme	LGSETA	5
Internship programme	EDTEA	1
Inservice Training	Mkhambathini	4
SANRAL/ Labour	Implementing Agents	519

26.COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

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 2022 and the Municipality is in the process of setting up the other sub-forum. The special programmes forum will be launched in 2024/2025 under Operation Sukuma Sakhe, the Municipality through the Mayor champions the Local Task Team that Monitors the functionality of the war rooms in all seven (7) wards of the municipality. Furthermore, the municipality implements campaigns called operation MBO where various essential Departments gather to render services to the communities in need for the purpose of speeding the process of obtaining legal documents, social grants, access to schools etc.

Specific Programme Targeting Vulnerable Groups (Women, Youth and Disabled)

The following projects were identified during the public consultative meetings.

VULNERABLE GROUP	NAME OF PROGRAMME	WARD	TARGET NUMBER
WOMEN	Beadwork	5,6,7 (6&7 is the most deprived wards)	15
YOUTH	Tissue Making	2,1,3	12
DISABLED	Centre for Physio	3,4	10
	Shoe Making	5,2,1	12
	Tissue Making	4,6,7	12
	Bead Work	3,4,5	12

Table 4: Economic Projects for Vulnerable Groups

Specific Programmes and Job Initiatives Targeting Youth Groups

NAME OF YOUTH PROGRAMME	WARD	TARGET NUMBER
Cellphone repairs	6,7	15
Internet cafe	5,6,7	12
Printing project	2,4,3	12
Driver's license	1,2,3,4,5,6,7	56

Table 5: Projects Targeting Youth

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

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

Table 6: Projects Targeting Traditional Authorities

26.1 YOUTH DEVELOPMENT UNIT

Schools Career Expo and CAO Application

The Youth office was approached by the TRIO NPO operating at Ward 02 to assist learners of three schools: Mbambangalo, Inhlanhlayabebhuzi and Mcoseleli with career choices and CAO applications. This programme was held at Qalakahle hall. UKZN, DUT & Berea Technical college were in attendance were invited to present.

Grade 09 Subject Selection – September 2026

This programme was held in partnership with the Department of Education, it was divided into two days, 09 & 10 of September 2025 due to the large number of learners from all 14 schools. The purpose was to offer Grade 09 learners detailed information about career choices as they were about embark on subject selection at Grade 10. Stakeholders present included Metropolitan, Old Mutual, CAO, DUT, UKZN, CEDARA college, MUT etc.

Pic: Schools career Expo Highlights

Economic Opportunities and GBVF Awareness Programme

The programme was held at Ward 01in October 2026, Maqongqo hall in partnership with the office of the deputy minister Hon Ms Phumzile Mgcina. Businesses were allocated time to present youth opportunities available in their sectors. Dept of Social Development, SAPS Bishopstowe also presented about GBVF cases in Maqongqo area. The programme was also attended by Inkosi Maphumulo.

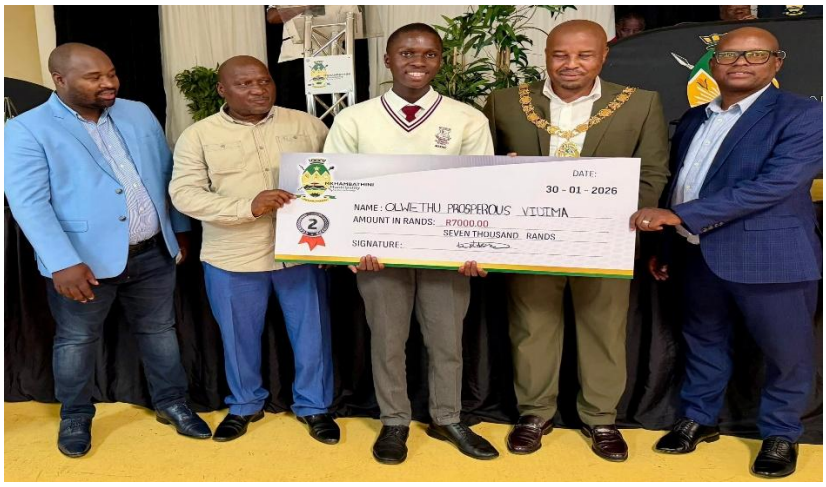
Tertiary Registration Assistance

This is an annual programme that was done on the January 2026 whereby the Municipality first year and returning students with registration fees. This programme has proven to be important more especially to those students who are still waiting for NSFAS approval to gain entry to tertiary institutions. For 2026 the municipality paid for 83 students with an amount around R540 000.

Matric Excellence Awards

Mkhambathini Municipality held the Matric excellence awards in February 2026 to honour and celebrate leaners who excelled in Matric 2025 examinations. This programme is aimed

at celebrating learners and encouraging them to keep doing well at tertiary level. Laptops, certificates, gift vouchers and trophies were among the accolades awarded to learners.



Tertiary Registration Assistance

This is an annual programme whereby the municipality first year and returning students with registration fees. This programme has proven to be important more especially to those students who are still waiting for NSFAS approval to gain entry to tertiary institutions. So far more than 30 students have been assisted with final batch expected to be processed before February 30, 2026.

Pic: Advertisement of Application process for tertiary Registration Fee.

Youth Council Structure

youth council elected 2022 – 2026

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

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

26.3 OPERATION SUKUMA SAKHE

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

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

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

The formulation of this 5th Generation IDP has adopted the principles of Operation Sukuma Sakhe Program thereby establishing partnerships with the local community and getting involved into War Rooms. Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders, and government. Mkhambathini Municipality has ensured that all 7 ward committees together with ward councillors do participate in this program through the 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 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 (CDW's).

26.3.1 FUNCTIONALITY OF OPERATION SUKUMA SAKHE.

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

26.3.2 LOCAL TASK TEAM (LTT) AND LOCAL AIDS COUNCIL (LAC)

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

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

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

The LTT/ LAC meetings are convened quarterly with good attendance by the stakeholders, except for the Department of Transport, Department of Justice, SAPS and Department of Home Affairs.

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

- Review of the Mkhambathini Local Municipality's multi sectoral plan for HIV&AIDS, 1Tuberculosis and sexually transmitted infections 2023-2028 which was adopted by Council on 28 February 2024.
- Operation MBO programme by multi-stakeholders (Department of health, the Municipality (dealing with Hope Affairs issues and bookings for IDs), Department of Social Development, SASSA, Health Systems Trust and other Civil Society structures). This was held in ward 7 with 550 participated and ward 2 on the 05th of April 2024 with 470 participants.

- Development of a multistakeholder Senior Citizens work plan by DSD, Age in Action and the Municipality.
- Development of the multistakeholder gender-based violence plan.
- Revamp of the Victim friendly services offices at the Camperdown Police station led by the Community Safety Forum, Community Policing Forum, Department of Community Safety and Liaison, DSD, and the municipality.
- War room cases reporting template developed and used for reporting by War rooms.

26.3.3 WARD TASK TEAM (WAR ROOM) AND WARD AIDS COUNCIL

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

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

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

Local Aids Council and Local Task Team Meeting

Chaired by the Honourable Mayor LAC Chairperson, its objectives include providing leadership, building consensus around Multisectoral HIV, TB, STI's strategy matters, promoting intersectoral collaboration and overseeing the overall implementation and review of the Local Strategic Plan on HIV and AIDS and Sexually Transmitted Infections. The
Q2 meeting was held on 17 October 2025 at Council Chamber and Q3 meeting was held on 20 February 2026 at Council chamber.

CAPACITY BUILDING WORKSHOPS

TRAUA WORKSHOP

Mkhambathini municipality implemented Trauma workshop on the 27 to 29 August 2025 at Vuleka trust, Botha's hill which was Sinani facilitated the trauma awareness workshop for twenty-three community workers (Community Health Mentors, Community Health Workers, Community Care Givers and Child Youth Care)

THE AIMED PURPOSE

The objective was to bring together Community Health Volunteers to raise awareness on Stress and Trauma and provide a safe space to talk about challenges they encounter in their line of work.

WAR ROOM AND WARD AIDS COMMITTES

Mkhambathini Municipality implemented War room and Ward Committees workshop on 05 February 2026 at Camperdown Town Hall. War rooms are like mission control they're hubs where teams gather to tackle urgent challenges, make fast decisions, and keep everyone on the same page. Ward AIDS Committees, on the other hand, focus on community health, coordinating local resources, and ensuring residents get the care they need. A joint workshop blends both: it sharpens crisis-response tactics while strengthening neighbourhood support networks. Workshopping committees is tactical briefing with a side of community-building strategy meets service, all in one room.

Mkhambathini Sub District Health Performance Report (Nerve Report) January 2026

Description	January
Headcount under 5 years	1743
Headcount 5 years and older	9765
Screened for TB under 5 years	1701
Screened for TB 5 years and older	9351
Tested Positive for TB under 5 years & Treatment started	00

Tested Positive for TB 5 years and older & treatment Started	**05**
Number of HIV Test Conducted Male	**353**
Number of HIV Test Conducted Female	**973**
Tested Positive Male	**04**
Tested Positive Female	**19**
Number of Male Condoms Distributed	**84500**
Number of Female condoms Distributed	**1656**
Total remaining on PREP	**627**
PREP Initiation	**34**

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

Indigent households' programmes

1. 470 EPWP participants are all from indigent households.
2. About 120 Social relief groceries for bereaved families were donated to contribute towards the funeral costs when there is a death in an indigent household. Over and above the municipality's groceries programme 06 coffins were donated by KZN Casket and Coffins.

26.4 SPECIAL PROGRAMMES AND OTHER HIGHLIGHTS FOR 2025/2026

26.4.1 Senior Citizens Programmes

- **Active Aging**

The municipality participates in the active aging programme led by the Department of Sports, Arts and Culture, which is commonly known as the Golden Games. The following activities were done in 2025/2026:

The local Golden Games programme was held on 24 August 2025, with 120 senior citizens that participated.

The District Golden Games programme was held on 30 August 2025, with 71 Senior Citizens participating.

The Provincial Golden Games programme was held on 05 October 2025 with 4 athletes representing Mkhambathini Municipality in the District squad and only one proceeded to the National competitions.

Senior Citizen Year End Function

Mkhambathini Local Municipality commemorates senior citizen day annually with the purpose to show appreciation and acknowledgement towards them by handing out gifts. These events took place on the 9th of December 2025 at Maqongqo Community Hall with wards 1, 2, 3, & 5 attended. The second event was 11 December 2025 at Embo Thimuni Hall with ward4,6 &7 attended. December,24 2025 we had Christmas gift day where our Mayor, Speaker and all ward councilors visit senior citizens that have 100 years and above with blankets and Christmas groceries to their homes. The structure representing Senior Citizen in Mkhambathini is currently being finalized and will be launched in quarter 1 2024/2025.

Pic 9: Senior Citizen Year End Function Celebration.

Centenarians Christmas was held on the 23 & 24 December 2025 led by the mayor.

26.4.2 DISABILITY PROGRAMMES

- Disability Awareness and Commemoration Event

Disability Forum Meetings the purpose of this event is that South Africa celebrates National Disability Rights Awareness Month annually between 3 November and 03 December. 03 December is the International Day of People with disabilities and is also celebrated as National Disability Rights Awareness Day. The Mkhambathini Local Municipality hosts this event annually to celebrate people with disability in Mkhambathini, under the Special Programmes Unit/ Office. The events took place on the 3RD of December 2025 at Dukes Community Hall in ward 04. There is Disability Forum as a structure and it is functional, and the gifts distributed in the program were Wheelchairs, blankets, and sunscreens. There were 325 disabled participants in attendance.

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

Handover of wheelchairs by Cllr N. Maphumulo ward 1

26.4.3 GENDER PROGRAMMES

The women and men's Dialogue on Gender Based Violence, the aim of these dialogues is to create a platform for the women of Mkhambathini to express their issues and experiences in the community. The following programmed were held in 2025/2026 FY:

- CPF and youth desk at ward 1 on the 7th of June 2025 had games that included Taxi industry, community VD teams, and traditional leadership and Mkhambathini Municipality made, DSR, Safety and liaison, DSD they all participated in this programme.

- On 18 July 2025 there was a Mandela Day ,18th of July 2025 ward 1 war room initiated a programme in assisting the Mathonsi senior citizens living with 11 children with no ID and others drop out at school due to the lack of documentation. Municipality help with paint, blankets groceries, and other stakeholders came with secondhand clothes and manpower to paint the house and made operation Mbo to respond to other senior citizens that reported other matters and 200 blankets distributed to senior citizens. Two groceries were needed by Mathonsi and Thabethe and Mayor visited these two families.

- On 27 July 2025, an intergenerational programme was held, bringing together elderly men, traditional leadership, male councillors from the Mkhambathini Municipality, the Mayor, and Inkunzi Sematholeni. The purpose of the programme was to guide and mentor young boys on how to approach life responsibly and to discourage gender-based violence (GBV). The programme also included a cultural component, during which *insides meat* and two ox heads were used as teaching tools to educate the young boys on the cultural significance of such meat, including its identification and naming within traditional practices.

- On 03 August 2025, a similar Gender-Based Violence (GBV) awareness programme was at Embo Thimuni under the Traditional Leadership premises. The municipality, in collaboration with traditional leadership, the South African Police Service (SAPS), and Inkunzi Sematholeni, invited young boys to participate in the programme. The initiative aimed to equip young boys with guidance on how to approach life responsibly and to promote positive values that discourage GBV. As part of the cultural education component, participants were taught how to debone an ox head, the cultural significance of its different parts, the appropriate individuals to consume them, and the correct terminology used to identify each part. The programme also included a visit to the graves of former chiefs, where participants paid their respects in accordance with cultural practices.

- On 15 August 2025 we had women intergenerational program at ward 2 at OPhokweni hall whereby DSD, Department of health, SAPS and other stakeholders were invited to share

experiences and gives each other the advice on how to identify and approach incidents of GBV and its contribution to everyday life.

- On 28 August 2025 we had a multigenerational women program that was held by ward 3, 4, 6 & 7 and in this program Mkhambathini Municipality invited District Mayor mom Sbongile, women in business, DSD and female ward councilors as well as female Directorship and they shared the information on how to approach difficulties in life and GBVF.

- On the 7th of December 2025, the Municipality and other LAC stakeholders coordinated a program focused on HIV/AIDS and Gender issues. This was in line with commemorating World AIDS Day as well as 16 days of activism on no Violence against Women and Children. Affecting women and the role of women in Society (democratic South Africa). About 600 women attended the program.

Pic: Young men programme image at Nonzila area.

26.5.1 HIV/AIDS UNIT

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

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

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

Guiding Principles

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

Shared Accountability in achieving the following outcomes:

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

THE FOUR GOALS
The 4 goals of this MLIP are:

- Goal 1: Break down barriers to achieving HIV, TB and STIs Solutions.
1. Goal 2: To maximise equitable and equal access to HIV, TB and STI Services and Solutions.

-Goal 3: Build resilient systems for HIV, TB and STIs that are integrated into systems for health, social protection and pandemic response.

- Goal 4: Fully resource and sustain an efficient MLIP led by revitalised, inclusive and accountable institutions.

Objectives of each of these goals are shown below:

GOAL 1: BREAK DOWN THE BARRIERS TO ACHIEVING OUTCOMES FOR HIV, TB AND STIs	
OBJECTIVE 1.1:	Strengthen community-led responses to HIV, TB and STIs.
OBJECTIVE 1.2:	Contribute to poverty reduction through the creation of sustainable economic opportunities
OBJECTIVE 1.3:	Reduce stigma and discrimination to advance rights and access to services
OBJECTIVE 1.4:	Address gender inequalities that increase vulnerability through gender-transformative approaches
OBJECTIVE 1.5:	Enhance non-discriminatory legislative frameworks through law and policy reform
OBJECTIVE 1.6:	Protect and promote human rights and advance access to justice
OBJECTIVE 1.7:	Integrate mental health and standardize delivery and access to mental health services
GOAL 2: MAXIMISE EQUITABLE ACCESS TO SERVICES AND SOLUTIONS FOR HIV, TB AND STIs	
OBJECTIVE 2.1:	Increase knowledge, attitudes and behaviours that promote HIV and STIs prevention
OBJECTIVE 2.2:	Reduce new HIV infections by optimizing the implementation of high-impact HIV prevention interventions and eliminating mother-to-child transmission (MTCT) of HIV
OBJECTIVE 2.3:	Improving the quality of life beyond HIV suppression by reducing HIV-related death and comorbidities, co-infections and complications
OBJECTIVE 2.4:	Strengthen TB prevention, diagnosis and support for PWTB, and accelerate the scale-up of innovative processes, diagnostic tools and regimens for the diagnosis, treatment, and care for PWTB.
OBJECTIVE 2.5:	Increase detection and treatment of STIs through systems strengthening, service integration and diagnostic testing; achieve elimination targets for neonatal syphilis; and scale-up HPV vaccination and cervical cancer screening

OBJECTIVE 2.6:	Reduce viral hepatitis morbidity through scale-up of prevention, diagnostic testing and treatment
OBJECTIVE 2.7:	Strengthen TB diagnosis and support for people with TB (PWTB), and accelerate the scale up of innovative processes, diagnostic tools and regimens for the diagnosis, treatment, and care for PWTB
OBJECTIVE 2.8:	ncrease detection and treatment of four curable STIs through systems strengthening, service integration and diagnostic testing; achieve elimination targets for neonatal syphilis; and scale up human papillomavirus (HPV) vaccination and cervical cancer screening.
OBJECTIVE 2.9:	Reduce viral hepatitis morbidity through scale up of prevention, diagnostic testing, and treatment.

GOAL 3: BUILD RESILIENT SYSTEMS FOR HIV, TB AND STIs THAT ARE INTEGRATED INTO SYSTEMS FOR HEALTH, SOCIAL PROTECTION, AND PANDEMIC RESPONSE.	
OBJECTIVE 3.1:	Engage adequate human resources to ensure equitable access to services for HIV, TB and STIs and other conditions that contribute to these diseases.
OBJECTIVE 3.2:	Use timely and relevant strategic information for data driven decision making
OBJECTIVE 3.3:	Expand research agenda for HIV, TB and STIs to strengthen the national response
OBJECTIVE 3.4:	Harness technology and innovation to fight the epidemics with the last available tools.
OBJECTIVE 3.5:	Leverage the infrastructure of HIV, TB and STIs for broader preparedness and response to pandemics and various emergencies
OBJECTIVE 3.6:	Build a stronger public health supply chain management
OBJECTIVE 3.7:	Strengthen access to comprehensive laboratory testing for HIV, TB and STIs, including molecular diagnostics, serology, and culture
GOAL 4: FULLY RESOURCE AND SUSTAIN AN EFFICIENT PIP LED BY REVITALISED, INCLUSIVE AND ACCOUNTABLE INSTITUTIONS.	
OBJECTIVE 4.1	Sufficient domestic and external funds are mobilised and allocated to facilitate efficient implementation of the HIV, TB and STIs programmes and to address the underlying associated risk factors that have direct consequences for these conditions.
OBJECTIVE 4.2	Sustainability and transition plans and actions are routinely developed and implemented to ensure that interventions remain on track to achieve PIP goals.

OBJECTIVE 4.3	Reset and reposition the Provincial AIDS Councils, Civil Society Sectors and Civil Society Organisations for an optimal, efficient and impactful PIP 2023-28 execution experience.
OBJECTIVE 4.4	Optimisation of synergies through forging mutually rewarding partnerships and alliances across the entire response value chain

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

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

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

1. Oversee the response to HIV, TB and STIs in at Local Municipality and Ward.
2. Elevate the challenges of Gender-Based Violence and Femicide and child and teenage pregnancies and their predisposing factors.
3. Foster dialogue between government, civil society and all other stakeholders.
4. Advise government on HIV and AIDS, TB and STIs policy and strategy.
5. Strengthen the governance, leadership and management of the response.
6. Strengthen the multi-sectoral response to HIV, TB and STIs.
7. Mobilise resources to finance the response.
8. Monitor progress against plan targets.
9. Create and strengthen partnerships for an expanded Provincial response.

OSS/DDM in the HIV, TB and STIs Response

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

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

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

Monitoring, Evaluation and Reporting

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

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

The Mkhambathini Local Municipality HIV & AIDs, Tuberculosis and Sexually Transmitted Infections Multi-Sectoral Implementation Plan (MLIP) 2023-2028 is the key guiding document for the Multi-sectoral response to HIV & AIDS, Tuberculosis (TB), Sexually Transmitted Infections and Viral Hepatitis in Mkhambathini for 2023-2028. In line with the approach applied throughout the Province of KwaZulu-Natal, Mkhambathini will continue using the multi-sectoral approach to respond to HIV & AIDS, TB and Sexually Transmitted Infections (STIs) through this plan. The plan also contributes to cementing the UNAIDS "Three Ones" Principle adopted by the province in the year 2000. It therefore fulfils the requirement of the first of the "Three Ones" principle-One Agreed Action Framework[1]. All response stakeholders in Mkhambathini have the opportunity to use this document as a reference in tackling the scourge of HIV& AIDS, TB and STIs. With the plan in place, the Second and the Third of the of the Three Ones Principle namely; One Coordinating Authority in the form of the Local AIDS Council and One Agreed Monitoring and Evaluation framework respectively have a basis for operations.
This plan sets the last stage towards the global target for eliminating HIV as a public health threat by 2030. It also comes at a backdrop of critical moments in the Country and the Province namely the COVID-19 pandemic, the July 2021 unrests and the April 2022 floods, all of which affected service delivery including HIV& AIDS, TB and STIs services. The need for acceleration is therefore apparent and this plan provides that platform by bringing together all stakeholders work in concerted effort. The plan also feeds directly into the uMgungundlovu District HIV & AIDS, TB and STIs response, the Province's response as well as the national response.[2] Interventions in this plan all contribute to achieving set targets at the various administrative levels.
The development process of the MLIP was participatory and involved a series of workshops with stakeholders. The workshops involved the assessment of the Functionality of the Local AIDS Council, the Achievements and Challenges in the implementation of the last plan 2017-2

26.5.2 Campaigns Implemented for 2025/2026 FY.

Campaigns were held as follows:

Parenting workshop

Parenting workshops help parents to guide their children in the right way and help in discovering their child's true potential. Parenting programs support parents to strengthen their relationships with their children and promote positive development. They aim to help parents to develop a caring and responsive relationship with their child.

Venue	Ward	Date	Topic covered	Total reached
Njobokazi Hall	4	14 August 2025	HIV, TB and child Immunization awareness	14 Parents
Bhaya informal settlement	3	05 September 2025	Drug and alcohol, Contraceptive, breastfeeding	08 Parents

			Teenage pregnancy and HIV	
Njobokazi Creche	4	09 October 2025	HIV/AIDS, breastfeeding, And condom usage	13 parents
Camperdown inform settlements	3	15 October 2025	Contraceptive and child immunization	15 parents
Total				**50 reached**

FAMILIES MATTER

Some include support; love and caring for other family members; providing security and a sense of belonging; open communication; making each person within the family feel important, valued, respected and esteemed. The workshop was implemented in partnership with Lifeline.

Venue	Ward	Date	Topic covered	Total reached
Mlaaz Road informal settlement	5	08 August 2025	HIV, TB and child Immunization awareness	38 Adults

LIFE SKILLS PROJECT

Life skills programs are those that seek to build the capacity of individuals to make decisions and take actions that positively impact on their lives and the lives of those around them. A primary goal is to promote psychological as well as physical well-being. Ikusasa Lakho your future projects were implemented by HIV unit, Community Health Mentors in partnership with Lifeline and held as follows:

School	Ward	Date	Topics covered	Total reached
Ngilanyoni Primary	7	24 July 2025	Bullying, child abuse, Child Trafficking and child abuse	12 learners
Tilongo Primary	6	24 July 2025	Bullying, child abuse, Child Trafficking and hygiene	95 learners
Mpulule Primary	6	24 July 2025	Gender-based violence, Teenage pregnancy and child abuse	56 learners
Fairleigh Primary	4	29 July 2025	Bullying, child abuse, Child Trafficking and hygiene	40 learners
Cosmoore Primary	4	05 August 2025	Bullying, child abuse, Child Trafficking and child abuse	32 learners
Nonzila Primary	2	05 August 2025	Bullying, child abuse, Child Trafficking and hygiene	95 learners
Camperdown Primary	3	12 August 2025	Bullying, substance abuse	176 learners
Table Primary	4	13 August 2025	Bullying, child abuse, Child	118 learners

			Trafficking and hygiene	
Villa Maria Primary	1	14 August 2025	Bullying, substance abuse	44 learners
Mbutho Primary	4	15 August 2025	Gender-based violence, Teenage pregnancy and child abuse	30 learners
Maqongqo Primary	1	09 September 2025	Bullying, child trafficking and child rights	55 learners
Sansikane Primary	2	19 September 2025	Respect, GBV, Humans Rights and importance of education	500 learners
Nkanyezini Primary	5	05 September 2025	Bullying, child trafficking and child rights	92 learners
Malizo Primary	6	02 October 2025	Bullying, child abuse, Child ,Trafficking and child abuse	75 learners
Banqobile High	5	15 October 2025	Bullying, substance abuse and teenage pregnancy	95 learners
Othiyeni Primary	7	15 October 2025	Bullying, substance abuse	38 learners
Mbutho Primary	4	22 October 2025	Bullying and child abuse	67 learners
Phangindawo Primary school	2	22 October 2025	Bullying and substance abuse	1090 learners
Fairleigh Primary School	4	30 October 2025	Bullying and substance abuse	35 learners
Total (6 life skills)				**2956 learners**

Life skills project held at Nkanyezi Primary School

HEALTH AWARENESS CAMPAIGNS

Awareness offers more than just hope though. It can lead to action. To be effective in our efforts we need to make sure we help others translate that awareness into actionable items. This can be through helping to change behaviour or acting upon. Awareness campaigns were held as follows:

Venue	Ward	Date	Topic covered	Total reached
Camperdown Hall	3	01 July 2025	HIV, TB and condom usage	46 Adults
Mhali Hall	5	11 July 2025	HIV, TB and child Immunization awareness	59 Adults
Mdaphuna Store	5	15 July 2025	HIV, TB and Gender based violence	27 Adults
Dukes Hall	4	16 July 2025	HIV, TB and influenza vaccination	50 Adults
Ngangezwe Hall	5	19 July 2025	HIV, TB and condom awareness	47 Adults
Camperdown Town Hall	3	04 August 2025	HIV, TB and condom usage	17 Adults
Mhali Community Hall	5	08 August 2025	HIV, TB and child Immunization awareness	38 Adults
Khalamanzi Sports Fields	5	09 August 2025	HIV/AIDS, TB And Cervical screening and	30 Adults
Igalile RSTJ Church	6	11 August 2025	HIV, TB and cervical cancer screening	50 Adults
Dukes Hall	4	13 August 2025	HIV, TB and gender based violence	50 Adults
Ngangezwe Hall	5	14 August 2025	HIV, TB and condom awareness	41 Adults
Camperdown hall	3	02 September 2025	HIV and treatment Compliance and TB awareness	46 Adults
Maqongqo hall	1	10 September 2025	HIV, TB and gender based violence	35 Adults
Mpangisa hall	6	06 October 2025	HIV, TB awareness	50 Adults
Ngangezwe Hall	3	07 October 2025	Contraceptive	51 Adults

			and child immunization	
Ngangezwe Hall	5	09 October 2025	HIV, TB and condom awareness	57 Adults
Mpangisa area	6	03 November 2025	HIV, TB awareness	50 Adults
Mdaphuna Store	5	04 November 2025	HIV, TB, and child immunization	33 Adults
Ngangezwe Hall	5	06 November 2025	HIV, TB and condom awareness	55 Adults
Camperdown informal Settlement	3	07 November 2025	TB, substance abuse And Gender based violence	10 Adults
Njobokazi Community Hall	4	13 November 2025	Substance abuse and Gender Based Violence	19 Adults
Camperdown Hall	3	18 November 2025	Substance abuse and Gender Based Violence	50 Adults
Makholweni Sports fields	6	26 November 2025	Gender Based Violence crime prevention	± 150 adults and children's
Mbungwini Hall	5	01 December 2025	World AIDS Day, Prevention and health lifestyle, gender based violence	± 250 Adults
TOTAL				**1 311 Adult**

16 Days of Activism for no violence against women and children awareness 2025

World AIDS Day 2025

PHILA MNTWANA REPORT

PHILAMNTWANA	QUARTER 1- 3 2024/2025
Total number of Phila mntwana sites	07
Number of pm sites operating at the ECD sites	05
Number of pm sites operating at the war rooms	065
Total number of children monitored/seen	0
Children with yellow MUAC	0
Children with red MUAC	0
Number referred for malnutrition(MAM or SAM)	02
Children referred to diarrhea	05
Children referred to for immunization	0
Children referred to with TB signs Children 18 months &older referred for HCT	0
Children given vitamin A	1364
Children referred to for developmental screening	0
Children referred to the war room (other depts.)	0
Number of cases closed	0

HEALTH PROFILE

Description	Q3 2024/25	Q4 2024/25

Number of HIV Test Conducted	5602	5461
Number of positive cases	76	58
Number of Males Aged 15 years and older circumcised	62	30
Number of Male Condoms Distributed	164 580	179 200
Number of Female condoms Distributed	12 160	96070

CCMDD REPORT

Clinic name	Active clients on CCMDD	Decanted out of facility	Dormant list
Baniyena Clinic	**825**	**393**	**0**
Embo Clinic	**456**	**839**	**03**
Camperdown mobile 1	**305**	**40**	**04**
Camperdown mobile 2	**135**	**0**	**95**
Injabulo Clinic	**2091**	**323**	**150**
Maguzu Clinic	**2887**	**1778**	**188**

No. of CCMDD SITES	AREA
Number of Central Chronic Medicine Dispensing and Distribution (CCMDD) sites	**Injabulo clinic PUP** Ophokweni hall,Kwahlophe house, Emphethu, Ntokozo crech, Nkanyezini hall, Mbugwini hall, Ngangezwe hall, **Maguzu clinic PUP** Ngcobo store, Stingini crèche, Bhananeni club, Home affairs club,Villa Maria Club, Ngubane store, Mabheleni Store Club, Gcina hall, Mandle dlozi club, Imboyi hall club, Nonzila club

Number of DSD Adherence clubs = 6	

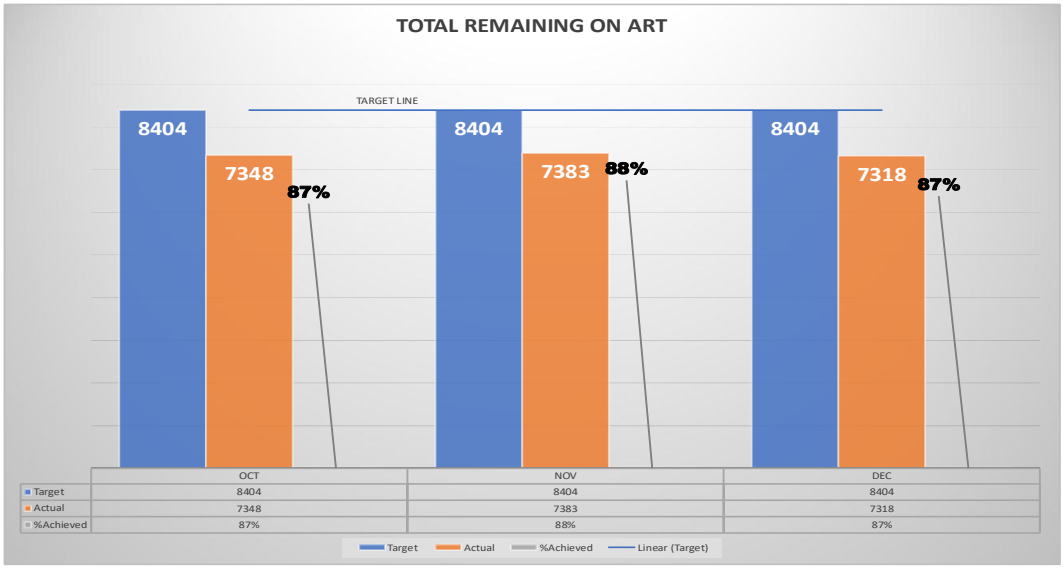
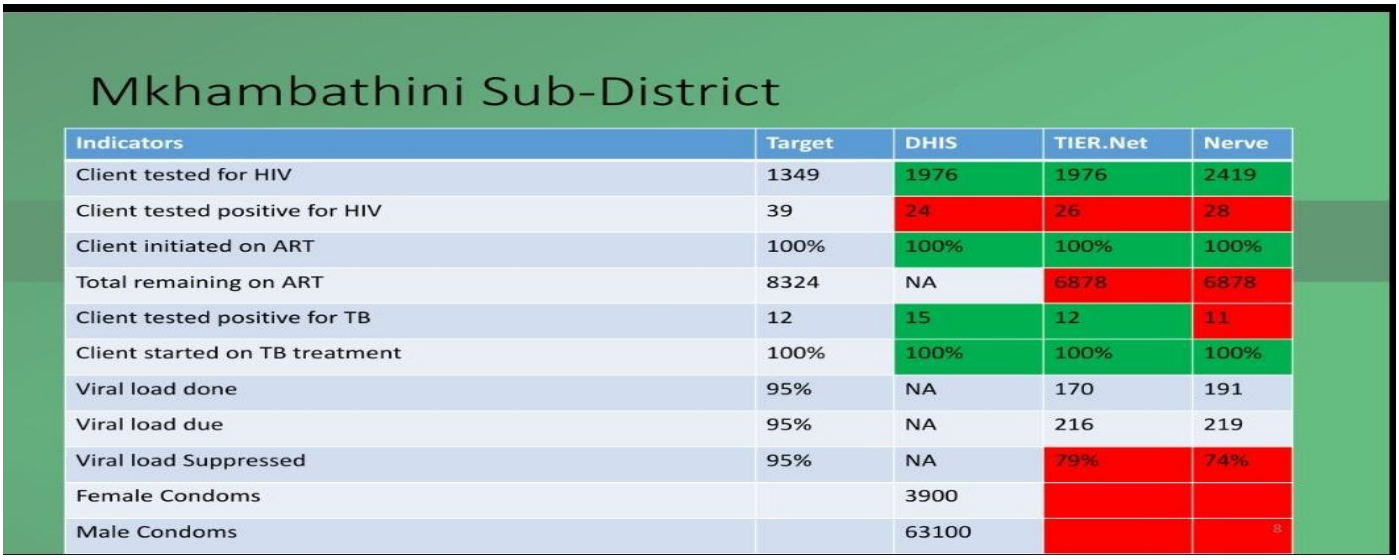


Table 31: Number of people tested for HIV



Mkhambathini Sub-District

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

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

26.6 Social Development SWOT Analysis

Table: social development swot analysis

STRENGTHS	WEAKNESSES
➢ Local Aids Council in place and functional ➢ Disability Forum in place and functional. ➢ All ward war rooms are in place and functional.	➢ High teenage pregnancy especially Mabomvini High. ➢ Water issues on food security ➢ Lack and slow participation of Government departments to resolve issues identified at War rooms. ➢ Lack of participation of Government departments to support the Local Task Team that resolves issues identified at War rooms. ➢ Higher numbers depended on grants
OPPORTUNITIES	**THREATS**
➢ High number of youths with higher education qualifications ➢ Organized youth structures ➢ High number of Sports codes participationss	➢ Drug and subsistence abuse especially youth. ➢ High Indigent list ➢ Lack of water / water cut. ➢ Crime ➢ High number of taverns, bottle stores and shebeens not licensed. ➢ Child abuse (rape cases are increasing) ➢ High influx of Basotho foreign undocumented nationals.

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS KPA

27.1 Financial Viability and Management Analysis

The Mkhambathini Municipality has a clear workable financial plan in line with the Three-year funding model. Furthermore, the municipality is viable and is striving to ensure that it remains viable, this is assisted by Senior Managers being able to analyse financial reports and identify risks related to municipal spending patterns. The municipality always strives to be realistic in budgeting given its limited revenue streams. The Municipal ratio currently is 10:1. This shows that the municipal current assets are 10 times higher than municipal current liabilities which is above the norm of 3:1. This indicates that should the municipal liabilities be due, the municipality will be in a position to pay them. The indigent register has currently been reviewed by the municipality on an annual basis.

27.1.1 Capital Funding and Expenditure To Address Service Delivery Three Year Funding Model

Table 96: Three Year Funding Model

Details	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
GRANTS & SUBSIDIES			
National Government			
Municipal Infrastructure Grant	18 934 000.00	20 223 000.00	20 970 000.00
Own funding	5 100 000.00	1 000 000.00	1 000 000.00
	24 034 000.00	**21 223 000.00**	**21 970 000.00**
Internal funding			
New Computers and Printers	400 000.00	200 000.00	200 000.00
Municipal Vehicles	1 400 000.00	500 000.00	500 000.00
New Yellow Plant - TLB	3 000 000.00		
Furniture	300 000.00	300 000.00	300 000.00
	5 100 000.00	**1 000 000.00**	**1 000 000.00**
MIG FUNDING			
PMU Top Slice	828 200.00	1 011 150,00	1 048 500,00
Mboyi Community Hall 3	1 634 940.00		
Nonzila Creche W2	1 175 757.00	4 724 193,00	
Tala Valley Sports field	9 720 000.00	4 843 960,00	
Matigulu Access Road	5 575 103.00		
Qalakahle Sports Field		6 481 708,00	
Eqeleni Access Road W		3 161 989,00	
Maromeni Access Road			5 216 011,21
Manzamyama Gravel Road			4 123 508,83
Gobhozini Access Road			4 618 453,96
Nene Access Road			5 963 526,00

	18 934 000.00	**20 223 000.00**	**20 970 000.00**
	24 034 000.00	**21 223 000.00**	**21 970 000.00**

27.1.2 Capital Funding and Expenditure To Address Service Delivery

Table 97: MUNICIPAL INFRASTRUCTURE GRANT

NAME	BUDGET	ACTUAL	% SPENDING
MIG 2023/24	17 162 000	17 162 000	**100%**
MIG 2024/2025	18 159 000	18 159 000	**100%**
MIG 2025/2026	18 934 000	17 597 665	**93%**
MIG 2026/2027	28 439 000		

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

SANRAL FUNDED PROJECTS:

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

27.1.3 Prioritization and Duration Of Three-Year Projects

Table 99: Projects Prioritization over three years

Projects	WARD	FINANCIAL YEAR	DURATION	Nature of the Project	Funding Source
Maqongqo Taxi Rank	1	2023/2024	2025/2026	Renew	MIG
Thimuni Community Hall	7	2024/2025	2025/2026	New	MIG
Mboyi Community Hall	3	2024/2025	2025/2026	New	MIG
Nonzila Creche	2	2025/2026	2025/2026	New	MIG
Tala Valley Sports Field with Grandstands	4	2025/2026	2025/2026	Upgrade	MIG
Bhora Access Road (Matigulu Rd)	7	2025/2026	2025/2026	New	MIG

Qalakahle Sports field	1	2026/2027	2026/2027	New	MIG
Eqeleni Access Road	5	2026/2027	2026/2027	Renew	MIG
Maromeni Access Road	3	2026/2027	2026/2027	New	MIG
Manzamyama Gravel Road	2	2027/2028	2027/2028	New	MIG
Gobhozini Access Road	4	2027/2028	2027/2028	New	MIG
Nene Access Road	5	2027/2028	2027/2028	New	MIG

Projects Without Funding

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

TABLE 101: MKHAMBATHINI' S NON-FUNDED PROJECTS

REF NO	PROJECT NAME
1.	Upgrading of Old Main Road – R103 (from umlaas Road intersection to Muslim University)
2.	Pedestrian sidewalks from Oehley Road to Squires Place
3.	Streetlights from Oehley Road to Squires Place
4.	Intersection of N3 off-ramp and old main road to be upgraded to a circle
5.	Upgrading of D409 and P419 intersection
6.	Construction of Camperdown Town Clinic
7.	Construction of Camperdown Town Creche
8.	Construction of D545 to Asphalt 4km
9.	Upgrade/ Extension of Msunduzi Bridge with link Mkhambathini Municipality and Ethekwini Municipality. (-29.661152, 30.636203)
10.	Camperdown Waste-Water Treatment Works
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.	Construction of Camperdown Traffic / DLTC Centre
15.	Camperdown residential project

27.1.4 CATALYTIC PROJECTS

- Construction of Camperdown Wastewater Treatment Works
- Development of New Town (Industrial, Commercial and Residential projects)
- Nkanyezini Reservoir
- P728 Bridge
- Upgrade of D977 (concrete)

OTHER PROJECTS

- Mkhambathini Library
- Mkhambathini Art Centre
- KwaNyavu Community Library
- KwaNyavu Indoor Sport Centre (Banqobile)

SANRAL

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

CAMPERDOWN TOWN PROJECTS

- Taylor Way East and West
- Goodwill Place

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

Capital Projects Three Year Capital Plan

WARD	PROJECT
Ward 1	● Estingini Sports Field ● Ezinembeni Access Road ● White City Crèche ● Estingini Access Road ● Installation of Solar High Mast lights (8) ● Bus / Taxi Shelters
Ward 2	● Qalakahle Sports Field ● Mphayeni Access Road ● Dithi Mdluli Creche ● Nonzila Community Hall ● Ophokweni Access Road ● Sgubudwini Access Road ● No. 7 Access Road ● Upgrade of Ophokweni No.8 Sports Field with Grandstands ● Bus/ Taxi Shelters ● Installation of Solar High Mast lights (8)

Ward 3	● Construction of Nkanyezi Sports Field with Grandstands ● Cosmoore Crèche / Community Hall ● Camperdown Crèche ● Mboyi Bridge ● Nqgulunga Access Road with pedestrian bridge ● Nobhala Access Road Phase 2 ● Bus/Taxi Shelters ● Installation of Solar High Mast lights (8)
Ward 4	● Gobhozini Access Road ● Gwala Access Road ● Osuthu Creche ● Eston Taxi Rank with Market Stalls ● Bus/Taxi Shelters ● Installation of Solar High Mast lights (8) ● Eston Sports Field with Grandstand
Ward 5	● Qeleni Access Road ● Ntweka Access Road Phase 2 (Nene) ● Ntweka Community Hall ● Lombe Sports Field ● Ngilandi Creche ● Banqobile Sports Field Phase 2 ● Installation of Solar High Mast lights (8) ● Bus/ Taxi Shelters
Ward 6	● Kay Ngcongo Access Road ● Upgrade of Makholweni Sports Field with Grandstand ● Kwaluzizi Access Road ● Mpangisa Creche ● Mdakeni Access Road ● Egqumeni Access Road ● Khebhesi Pedestrian Bridge / Khebhesi Access Road with bridge ● KwaDwengu Sports Field with Grandstands ● Installation of Solar High Mast lights (8) ● Bus/ Taxi Shelters

Ward 7	• Mantungwini Access Road and Bridge • Jonhson Mkhize Creche (Gulube) • Mgwenya Sports Field with Grandstands • Gulube Sports field • Mgwenya Community Hall • Ndaya Access Road • Mkhangoma Access Road • Installation of Solar High Mast lights (8) • Bus/ Taxi Shelters • Outdoor Gym

The municipality has an asset management register that is updated on an ongoing basis in the municipality. On the 24th of May 2024, the Council adopted the Mkhambathini Asset Policy. ,

TABLE 103: INVESTMENT REGISTER

INSTITUTION	OPENING BALANCE 01/07/2024	INVESTMENT IN CURRENT YEAR	WITHDRAWAL	BALANCE AS AT 30 March 2025	INTEREST EARNED
First National Bank Main Account	29 768 349	0	0	0	0
First National Bank-Call Account	7 001 817	0	0	30,000,000	0

27.1.5 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

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

TABLE 104: THREE YEAR CAPITAL BUDGET FOR PROJECTS (2026/2027- 2028/2029)

Year 1 (2026/2027)	Year 2 (2027/2028)	Year 3 (2028/2029)
33 439 000	21 794 000	22 325 000

TABLE 105: PERCENTAGE SPENT ON CAPITAL PROJECTS

Year 1 (2023/2024)	Year 2 (2024/2025)	Year 3 (2025/2026)
100%	70%	93%

28.REPAIRS AND MAINTENANCE

28.1 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (Q&M)

The Asset and Infrastructure Maintenance plan is attached as an annexure to the IDP. Aligned to the priority given to preserving the maintaining of the Municipality's current infrastructure, the 2026/2027 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 consolidation of all the expenditures associated with repairs and maintenance. To meet the standard of achieving the 8% repairs and maintenance target of operating expenditure, the municipality is committed to increase this percentage progressively over the MTREF to reach this target.

TABLE 119: REPAIRS AND MAINTENANCE

Description	2025/2026 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2026/2027	Budget Year +1 2027/2028	Budget Year +2 2028/29
Other Assets	4 800 000	4 958 400	5 117 069
Roads Structure	500 000	516 500	533 028
Community Assets	2 100 000	2 169 300	2 238 718
Sport Fields	500 000	516 500	533 028
Total	**7 900 000**	**8 160 700**	**8 421 842**

The total value of Municipal Assets is R 287 443 984. Our municipality depends on grants because we got low-rate base and with the implementation of cost containment measures we budgeted 2.75 % less than the norm of 8%.

Source: 2025/2026 Medium Term Revenue & Expenditure Framework

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2026/2027 budget and MTREF provide for extensive growth in asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance. The budget is R7 900 000 that is allocated to repairs and maintenance, which is less than 8% of the total assets as per our 2024/25 Audited Annual Financial Statement.

Repairs and maintenance are less than the norm of 8%.

29. SUPPLY CHAIN MANAGEMENT

29.1 Supply Chain Evaluation

The municipality has in place tender committees to ensure compliance and sound controls over the handling of procurement matters above R300 000. The bid committees are in place and have been reviewed in the 2025/2026 financial year in order to improve efficiencies within the system and will continue to be reviewed annually. The Supply Chain Management policy is reviewed annually as all other municipal policies.

The performance of the bid committees underpins the provision of services. It is therefore important that the municipality is able to play close monitoring over the procurement cycle to ensure service delivery targets are met. Each committee is constituted with the right caliber of employees with an intent to ensure the right balance of expertise within the committee system. In 2025/2026 the performance against the critical targets set within the SDBIP in relation to the efficiency of committee reflected a slow move between the evaluation committee and the adjudication committee which mainly due to lack of quorum thus delaying the conclusion of tenders after closure. The bid specification committee performed with efficacy and managed to perform in lesser time than projected in the SDBIP.

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

The poor performance in the speedy conclusion of tenders was also hampered by the lack of implementation of procurement plan which will be enhanced during 2025/2026. The procurement plan is linked to the timeframes set in the SDBIP in finalizing the tender process within stipulated timeframes for the municipality to meets its service delivery commitments as suggested in the Supply Management Department

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

29.2 Implementation of New Regulations PPPFA

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

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

TABLE 116: SCM CHALLENGES

KEY CHALLENGES	▪ Storeman/ handyman needed within the Supply Chain Department. This post has been included in the 2025/2026 organizational structure.
MEASURES TAKEN TO ADDRESS THE CHALLENGES	• Currently the approved organizational structure 2025/2026 financial year have a Vacant Post within the SCM Unit, this makes the unit not be able to function accurately as they is no segregation of duties within the unit. • The unit is in a need of Storeman or a dedicated person who will be responsible for receiving delivered goods to the municipality and keep them for collection by the relevant department who ordered those goods. • Office space is a challenge within the unit to occupy all the officials within the SCM unit, officials include the SCM Manager, SCM Accountant, SCM clerk and finance intern. • When goods and services are procured, they come to SCM office as we do not have a storeroom or warehouse then the office becomes crowded.

29.3 PROCUREMENT PLAN FOR 2025/2026 FOR ALL CAPITAL PROJECTS

The municipality has developed a schedule of procurement plan for all 2025/2026 projects to ensure that projects are efficiently and effectively implemented and has been attached as annexure of the IDP.

The schedule which is presented on the table on the next page is the Procurement Plan for 2025/26 along with the Assessments of the Service providers which were appointed in 2025/26 Financial Year.

NB://The review for 2025/2026 will be done in June 2026.

COMPETITIVE BIDS

No	Project description as per the annual procurement plan	Name of Supplier	Bid Number/ Quotation Number	Actual value of contract	Method of procurement	Envisaged Bid advert date	Envisaged Bid closing date	Envisaged Evaluation end date	Envisaged BAC submission date	Envisaged Award date	Envisaged Contract start date	Envisaged Contract expiry date
1.	Matigulu access road	MASAKHANE MINING ENGINEERING PTY LTD	MKH002/2025/2026	R5 575 062.82	Competitive bidding process – Panel of contractors	10 April 2025	29 AUGUST 2025	15 September 2025	25 September 2025	24 July 2025	24 July 2025	30 May 2026
2.	Nonzila creche	MAJIKI CONSTRUCTION AND PLANT HIRE	MKH001/2025/2026	R5 899 950.00	Competitive bidding process – Panel of contractors	10 July 2025	29 AUGUST 2025	15 September 2025	25 September 2025	24 July 2025	24 July 2025	30 May 2026
3.	Tala Valley Sportfield	LUKHONA PROJECTS AND DEVELOPMENT (PTY) LTD	MKH003/2025/2026	R2 673 928.33	Competitive bidding process – Panel of contractors	15 January 2026	08 JULY 2025	10 July 2025	30 July 2025	02 February 2026	02 February 2026	30 June 2026
4.	Energy efficiency	Igoda projects	N/A	R3 000 000.00	Competitive bidding process – Panel of contractors	19 August 2025	N/A	N/A	N/A	19 September 2025	19 September 2025	30 April 2026
5.	Furniture	Regency Office Furniture	N/A	R300 000.00	27 October 2025.	10 November 2025	15 November 2025	N/A	N/A	13 January 2026	13 January 2026	15 January 2026

					Competitive bidding process							
6.	Municipal Vehicles	N/A	N/A	R1 400 000.00	RT57 - Transversal contract /Tender	09 September 2025	N/A	N/A	N/A	30 September 2025	30 September 2025	30 June 2026
7.	New Computers and Printers	N/A	N/A	R400 000.00	Competitive bidding process - Panel of ICT services	28 August 2025	N/A	N/A	N/A	23 September 2025	23 September 2025	30 April 2026
8.	Software Licences	CCG Systems	N/A	R1 600 000.00	Competitive bidding process - Panel of ICT services	15 September 2025	N/A	N/A	N/A	14 October2025	14 October2025	30 April 2026
9.	New yellow plant/ TLB	BELL EQUIPMENT SALES SOUTH AFRICA LTD	N/A	R3 000 000.00	RT57 - Transversal contract / Tender	19 January 2026	RT57	N/A	N/A	09 February 2026	09 February 2026	28 February 2026
10.	Imboyi community hall	Xoli M Projects	MKH0011/2024/25	R3 956 858.85	Service provider already on site	N/A	14 February 2025	17 February 2025	17 February 2025	N/A	N/A	30 June 2026

Envisaged Contract expiry date

Demand plan

MUNICIPAL MANAGER

No	Project description as per the annual procurement plan	Name of Supplier	Bid Number / Quotation Number	Actual value of contract	Method of procurement	Envisaged Bid advert date	Envisaged Bid closing date	Envisaged Evaluation end date	Envisaged BAC submission date	Envisaged Award date	Envisaged Contract start date	Envisaged Contract expiry date
1.	Accommodation	Travel agent	N/A	R701 600.00	Quotations	Travel agent	N/A	N/A	N/A	N/A	N/A	Once travelled
2.	Car Rental	Travel agent	N/A	R29098.40	Quotations	Travel agent	N/A	N/A	N/A	N/A	N/A	Once travelled
3.	Professional Bodies, Membership and Subscription	N/A	N/A	R69098.40	Quotations	Internal auditors fees	N/A	N/A	N/A	N/A	N/A	30 June 2026
4.	Skills Development Fund Levy	N/A	N/A	R52522.91	Quotations							30 June 2026
5.	Air Transport	Travel agent	N/A	R93553.52	Quotations	Travel agent	N/A	N/A	N/A	N/A	N/A	Once traveled

FINANCE

No	Project description as per the annual procurement plan	Name of Supplier	Bid Number/ Quotation Number	Actual value of contract	Method of procurement	Envisaged Bid advert date	Envisaged Bid closing date	Envisaged Evaluation end date	Envisaged BAC submission date	Envisaged Award date	Envisaged Contract start date	Envisaged Contract expiry date
1.	Accommodation	Travel agent	N/A	R110000.00	Quotations	Travel agent	N/A	N/A	N/A	N/A	N/A	Once traveled
2.	Wet Fuel	N/A	N/A	R2200000.00	Quotations	Westbank	N/A	N/A	N/A	N/A	N/A	Once completed

CORPORATE SERVICES

No	Project description as per the annual procurement plan	Name of Supplier	Bid Number/ Quotation Number	Actual value of contract	Method of procurement	Envisaged Bid advert date	Envisaged Bid closing date	Envisaged Evaluation end date	Envisaged BAC submission date	Envisaged Award date	Envisaged Contract start date	Envisaged Contract expiry date
1.	Legal Advice and Litigation	Panel of attorneys	N/A	R200000.00	Quotations	Panel of attorneys	N/A	N/A	N/A	N/A	N/A	Once completed
2.	Pest Control and Fumigation	Panel of hygiene services	N/A	R 150000.00	Quotations	Quotation	28 August 2025	Quote	Quote	29 August 2025	N/A	Once completed
10.	Accommodation	Travel agent	N/A	R60000.00	Quotations	Travel agent	N/A	N/A	N/A	N/A	N/A	Once traveled
11.	Seating Allowance for Traditional Leaders	N/A	N/A	R40000.00	Rates for seating allowance	Meetings	N/A	N/A	N/A	N/A	N/A	30 June 2026
14.	Food and Beverage (Served)	N/A	N/A	R100000.00	Quotations	N/A	N/A	N/A	N/A	N/A	N/A	Once delivered

COMMUNITY SERVICES

No	Project description as per the annual procurement plan	Name of Supplier	Bid Number/ Quotation Number	Actual value of contract	Method of procurement	Envisaged Bid advert date	Envisaged Bid closing date	Envisaged Evaluation end date	Envisaged BAC submission date	Envisaged Award date	Envisaged Contract start date	Envisaged Contract expiry date
1.	Catering Services - MKHAMBATHINI OPERATION	Event coordinator	N/A	R40000.00	Quotations	Event coordinator	N/A	N/A	N/A	N/A	N/A	Once delivered

	MBO CAMPAIGNS											
2.	Transport Services - OPERATION MBO CAMPAIGNS	Event coordinator	N/A	R20000.00	Quotations	Event coordinator	N/A	N/A	N/A	N/A	N/A	Once completed
3.	Catering Services - HIV/ AIDS AWARENESS CAMPAIGNS	Event coordinator	N/A	R20000.00	Quotations	Event coordinator	N/A	N/A	N/A	N/A	N/A	Once delivered
4.	Transport Services - HIV/ AIDS AWARENESS CAMPAIGNS	Event coordinator	N/A	R55000.00	Quotations	Event coordinator	N/A	N/A	N/A	N/A	N/A	Once completed
11.	Catering Services - REED DANCE ACTIVATION	Event coordinator	N/A	R130000.00	Quotations	Event coordinator	N/A	N/A	N/A	N/A	N/A	Once delivered
12.	Transport Services - REED DANCE ACTIVATION	Event coordinator	N/A	R128000.00	Quotations	Event coordinator	N/A	N/A	N/A	N/A	N/A	Once completed

Annexure: Assessment of Service Providers 2025/2026 For Period Of 01 July 2025 to 30 June 2026.

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH001/2023/2025	Mntambo Consulting	Panel of service providers for training services for the period of 36 months	Quotation based	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Malitinne (PTY) LTD	Panel of service providers for training services for the period of 36 months	Quotation based	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Malaikas education and resourcing consultants	Panel of service providers for training services for the period of 36 months	Quotation based	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Summat training institute	Panel of service providers for training services for the period of 36 months	Quotation based	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Bantubanye skills	Panel of service providers for training services for the period of 36 months	Quotation based	12 July 2024	12 August 2024	14 October 2024	Satisfactory
MKH001/2023/2025	Deltron Projects (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated
MKH001/2023/2025	Civtech Engineers	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH001/2023/2025	Afriletrical Consulting Engineers	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated
MKH001/2023/2025	Hamsa Consulting Engineers	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated
MKH001/2023/2025	Izingodla Engineering	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated
MKH001/2023/2025	Muteo Consulting cc	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated
MKH001/2023/2025	Kuhlemcebo Engineers (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Melokuhle Management	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Mathembamahle Enterprise (PTY) LTD	Panel of consultants for implementation of	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
		electrification projects for a period of 36 months					
MKH001/2023/2025	Smec South Africa	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Dlamindlovu Consulting Engineers	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Dladlaness Consultants	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Shakesshem (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated
MKH001/2023/2025	MJT Consulting Engineers 01	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated
MKH001/2023/2025	Igoda Projects (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Not yet allocated

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH001/2023/2025	ZLM Project Engineering (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Bhosibo Development Projects cc	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	Sekankoe Engineering	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Fair
MKH001/2023/2025	BJL Direct Projects	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Fair
MKH001/2023/2025	Asande Projects (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Satisfactory
MKH001/2023/2025	BTMN Engineers (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH001/2023/2025	DFR Kwakudi	Panel of consultants for implementation of	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good Not yet allocated

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
		electrification projects for a period of 36 months					
MKH001/2023/2025	Bonsai Engineering (PTY) LTD	Panel of consultants for implementation of electrification projects for a period of 36 months	Admin fee %	12 July 2024	12 August 2024	14 October 2024	Good
MKH002/2024/2025	PHOLELA BUSINESS ADVISORY	Appointment of a service provider to conduct the physical verification, condition assessment including calculating, componentization of Immovable Assets and valuation of immovable assets for period of 36 months	R930 000.00	12 July 2024	12 August 2024	08 January 2025	Satisfactory
MKH003/2024/2025	TPS DEVELOPMENT PROJECTS	Appointment of service provider to develop the Mkhambathini Spatial Development Plan	Service fee	12 July 2024	26 July 2024	14 October 2024	Good
MKH005/2024/2025	Maqhwememe Security	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Wise Training Centre cc	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH005/2024/2025	Izibonkolo Security Services	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Albatross Creatives Group	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	NBM Protection Force (pty) ltd	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Vimtsire Protection Services	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Pro- secure (pty)ltd	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Good
MKH005/2024/2025	Real Sec (pty) ltd	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Platinum VIP Protection	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Tlou Noko Security	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH005/2024/2025	Asiphilesande Trading cc	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Nhlangothi Protection Service (PTY) LTD	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Mzansi Security and Training	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Cyhle Security Services and Projects	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Tactical Security Services	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Nomasulumane	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Panorama Security	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	AET Security Services	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH005/2024/2025	Amaphephethe Protection Services	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH005/2024/2025	Calvin and family security services	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Good
MKH005/2024/2025	Thaka Security Solutions	Panel of service providers for VIP protection services for a period of 36 months	Rates per hour	12 July 2024	12 August 2024	08 January 2025	Not yet allocated
MKH006/2024/2025	LATERAL UNISON INSURANCE BROKERS (PTY) LTD	Appointment of service provider for the provision of short-term insurance for a period of 36 months.	Premium fee	08 November 2024	09 December 2024	03 February 2025	Good
MKH007/2024/2025	Inpsect a pest	Panel of service providers for hygiene services for a period of 36 months.	Service fee	08 November 2024	09 December 2024	03 February 2025	Good
MKH007/2024/2025	Bidvest Steiner	Panel of service providers for hygiene services for a period of 36 months.	Service fee	08 November 2024	09 December 2024	03 February 2025	Not yet allocated
MKH007/2024/2025	Mhlaziy Enterprise (pty) ltd	Panel of service providers for hygiene services for a period of 36 months.	Service fee	08 November 2024	09 December 2024	03 February 2025	Not yet allocated
MKH007/2024/2025	Eco Smart Cleaning	Panel of service providers for hygiene services for a period of 36 months.	Service fee	08 November 2024	09 December 2024	03 February 2025	Not yet allocated

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH008/2024/2025	Khulangwane Trading T/A Kwalanga Safety	Panel of service providers for supply and delivery of staff uniform for a period of 36 months	Based on a quote	08 November 2024	09 December 2024	03 February 2025	Poor
MKH008/2024/2025	Bargain uniforms	Panel of service providers for supply and delivery of staff uniform for a period of 36 months	Based on a quote	08 November 2024	09 December 2024	03 February 2025	Good
MKH008/2024/2025	Top empire Group (pty) ltd	Panel of service providers for supply and delivery of staff uniform for a period of 36 months	Based on a quote	08 November 2024	09 December 2024	03 February 2025	Not yet allocated
MKH008/2024/2025	Unique Communications	Panel of service providers for supply and delivery of staff uniform for a period of 36 months	Based on a quote	08 November 2024	09 December 2024	03 February 2025	Not yet allocated
MKH009/2024/2025	Satguru corporate travel (pty) ltd	Appointment of panel of service providers for travel, car hire and accommodation booking service for a period of 36 months	Admin fee	08 November 2024	09 December 2024	03 February 2025	Satisfactory
MKH009/2024/2025	Nathimisodile trading T/A E-ticketnet travel & tour	Appointment of panel of service providers for travel, car hire and accommodation booking service for a period of 36 months	Admin fee	08 November 2024	09 December 2024	03 February 2025	Good

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH009/2024/2025	Blueberry Travel (pty) ltd	Appointment of panel of service providers for travel, car hire and accommodation booking service for a period of 36 months	Admin fee	08 November 2024	09 December 2024	03 February 2025	Satisfactory
MKH009/2024/2025	Real Travel pty ltd	Appointment of panel of service providers for travel, car hire and accommodation booking service for a period of 36 months	Admin fee	08 November 2024	09 December 2024	03 February 2025	Good
MKH0010/2024/2025	Ekuseni Investments jv Digicell 23 cc	Appointment of service provider for the provision of tracker services for a period of 36 months	Service fee	08 November 2024	09 December 2024	03 February 2025	Satisfactory
MKH0011/2024/2025	Xoli M Projects	Construction of Mboyi Community Hall	R 6 057 984.57	Panel	14 February 2025	20 February 2025	Good
Quote	MATHEMBAMAHLE ENTERPRISE (PTY) LTD	MKHAMBATHINI ELECTRICAL MASTER PLAN	R 810 200.00	Panel	25 February 2025	27 February 2025	Good
MKH0012/2024/2025	CCG SYSTEMS (PTY) LTD	PROVISION OF INTEGRATED FINANCIAL SYSTEM FOR A PERIOD OF 36 MONTHS	R 5 705 639.67	02 MAY 2025	04 JUNE 2025	01 AUGUST 2025	Good
MKH002/2025/2026	MASAKHANE MINING ENGINEERING PTY LTD	CONSTRUCTION OF MATIGULU GRAVEL ROAD IN WARD 7	R 4 625 015.28	Panel	29 AUGUST 2025	25 SEPTEMBER 2025	Good

Bid Number	Name of Service Provider	Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	ASSESSMENT OF SERVICE PROVIDER'S PERFORMANCE
MKH001/2025/2026	MAJIKI CONSTRUCTION AND PLANT HIRE	CONSTRUCTION OF NONZILA CRECHE IN WARD 2	R 4 699 875.35	Panel	29 AUGUST 2025	25 SEPTEMBER 2025	Good
MKH003/2025/2026	LUKHONA PROJECTS AND DEVELOPMENT (PTY) LTD	CONSTRUCTION OF TALA VALLEY SPORT FIELD IN WARD 04.	R 13 229 407.95	Panel	08 JULY 2025	01 AUGUST 2025	Good
RT57	BELL EQUIPMENT SALES SOUTH AFRICA	Supply and delivery of TLB	R 1 616 708.45	N/A	21 NOVEMBER 2025	04 DECEMBER 2025	Good

TABLE 118: PERFORMANCE ASSESSMENT OF SERVICE PROVIDER

29.4 Supply Chain Management Evaluation

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

- **Bid specification committee,**

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

- **Bid Evaluation committee; and**

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

- **Bid Adjudication committee.**

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

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

30. INDIGENT MANAGEMENT

30.1 BUDGET PROVISION FOR FREE BASIC SERVICES

30.1.1 FREE BASIC SERVICES

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

30.1.2 BASIC SOCIAL SERVICES PACKAGE

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

Free Basic Services is funded through the equitable share which is received from the National Government. *There are* currently 88 households who are registered as indigent in 2024 but that database is reviewed on an annual basis for ensuring that the Municipality covers all affected families.

Indigent Policy and Indigent Register are attached as an annexure.

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

TABLE 108: ELECTRIFICATION INDICATOR

Services	
Eskom Free Basic Electricity	540 000
Rebate	5 880 913
Total	6 420 913

30.1.3 COST OF FREE BASIC SERVICES IN THE LAST THREE YEARS

TABLE 109: COST OF FREE BASIC SERVICES

2023/2024	2024/2025	2025/2026
R 76 095	R 117 847	R 132 263

30.1.4 Indigent Level Growth

Table 110: Indigent Level Growth

2023/2024	2024/2025	2025/2026
NIL	NIL	NIL

30.1.5 Budget Allocated to People With Disability

The following is the budget allocated to people with disabilities.

Table 111: Budget Allocated to People with Disabilities

DISABILITY PROGRAMME	2026/2027	2027/2028	2028/2029
Disability Forum Awareness Campaigns, Games and Annual celebration	R 480 000	R 495 840	R511 707

31. Revenue Management

31.1 Sources of Revenue

- Government grants = 73%
- Property Rates = 19%
- Licensing (Learner and Motor Licensing) = 4%
- Other Revenue = 4%

Billed revenue as per AFS R 32 602 719

Collected revenue as per AFS R 29 505 461

Collection rate 90.5%

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

Enhancement strategy is attached as an annexure.

31.2 Revenue Enhancement and Protection Strategies

31.2.1 Revenue enhancement mechanisms

Mkhambathini Municipality has resolved to implement the Municipal Property Rates Act, 6 of 2004 (Act No. 6 of 2004) [the MPRA] on 1 July 2009. This is one of the mechanisms that the municipality

hopes that it will be useful in terms of enhancing its revenue base. Section 3 of the MPRA requires the Municipality to adopt a policy consistent with the MPRA on the levying of rates on ratable property in the Municipality. The municipality currently has a Revenue Enhancement Strategy in place.

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

The municipality has identified challenges within its revenue value chain which could potentially be turned around to opportunities. The municipality is currently faced with an increasing arrear debt of approximately R 29 million (based on a debtor's age analysis of 30 June 2024), with over R 30 million outstanding for a period of exceeding 120 days. This is considered very high, given the financial position / sustainability of the municipality.

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

- Affordability
- Continuous nonpayment by the Trusts (inclusive of Ingonyama Trust)

In line with best practices the framework for the revenue enhancement strategy, considering the unique requirements of Mkhambathini Municipality, comprised a phased approach, with timeframe(s) for the implementation of the strategic interventions.

The municipality revenue enhancement strategy is not linked to LED strategy.
The reason being lack of infrastructure to attract investments (sewage plant). NOT ALIGN WITH THE ABOVE STATEMENT…

2026/2027 Medium Term Revenue & Expenditure Framework

TABLE 106: REVENUE INDICATOR

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

Revenue					
Budget	**Budget 2024/25**	**Adjusted Budget 2025/2026**	**Budget 2026/2027**	**Budget 2027/2028 Yr 1**	**Budget 2028/2029 Yr 2**
Equitable Share	87,712,000.00	87,953,000.00	86,737,000	86,515,000.00	92,288,000.00
Finance Management Grant	3,000,000.00	3,000,000.00	3,000,000	3,100,000.00	3,100,000.00
Arts and Culture	2,103,000.00	2,760,000.00	2,463,000	2,416,000.00	2,416,000.00

EPWP Grant	1,541,000.00	2,204,000.00	2,126,000	0	0
INEP	11,643,000.00	12,624,000.00	9,412,000	7,848,000.00	11,203,000.00
Energy Efficient		3,000,000.00	3,000,000	4,000,000.00	0
Maintenance Grant- Sport Facilities		415,000.00	0	0	0
Rates	31,877,217.00	33,865,137.77	35,082,233	36,239,946.60	37,399,624.89
Refuse Removal	685,459.61	690,459.61	716,305	739,943.37	763,621.55
Operational Income	#REF!	12,120,063.04	14,095,378	14,560,524.98	15,026,461.77
TOTAL	**#REF!**	**158,631,660.42**	**156,631,916**	**155,419,414.94**	**162,196,708.22**
MIG	18,159,000.00	18,934,000.00	28,439,000	20,794,000.00	21,325,000.00
TOTAL REVENUE	**#REF!**	**177,565,660.42**	**185,070,916**	**176,213,415**	**183,521,708**

32. DEBT CATEGORY

32.1 2024/2025 FINANCIAL YEAR

Serivce	180 Days	150 Days	120 days	90 Days	60 Days	30 Days	Current	Balance
Interest	5 248 869.36	0.00	0.00	0.00	0.00	0.00	0.00	5 248 869.36
Property Rates	28 424 051.79	449 881.08	463 210.46	527 865.23	556 903.80	723 814.31	1 666 136.43	32 811 863.10
OTHER	-92 750.06	-12 072.25	-15 873.71	-21 727.74	-14 555.54	-16 602.57	-21 875.73	-195 457.60
Refuse	499 153.35	16 030.26	17 886.63	19 049.48	21 996.56	29 424.57	54 379.23	657 920.08
Grand Total	**34 079 324.44**	**453 839.09**	**465 223.38**	**525 186.97**	**564 344.82**	**736 636.31**	**1 698 639.93**	**38 523 194.94**

32.3 COLLECTION RATE

- **2021/2022- 101.82 %**
- **2022/2023- 89.75%**
- **2023/2024- 87.09%**
- **2024/2025 – 75.44%**
- **2025/2026 – 98.35%**

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

The municipality depends on grants mostly (73%). The total projected income of R 185 million with Property Rates (19%), licences and permits (4%), interest earned from investment, other revenue (3%) and Service charges – refuse (1%)

33. EXPENDITURE

The Municipality's expenditure framework for the 2026/27 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan.
- Balanced budget constraint (operating expenditure should not exceed operating revenue)

unless there are existing uncommitted cash-backed reserves to fund any deficit;

•Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;

•The capital programme is aligned to the asset renewal strategy and backlog eradication plan.

•Operational gains and efficiencies will be directed to funding the capital budget and other core services; and

•Strict adherence to the principle of no project plans, no budget. If there is no business plan no funding allocation can be made.

The following table is a high-level summary of the 2026/2027 budget and MTREF (classified per main type of operating expenditure):

TABLE 107: EXPENDITURE INDICATOR

Expenditure					
Budget		**Adjusted Budget 2025/2026**	**Budget 2026/2027**	**Budget 2027/2028 Yr 1**	**Budget 2028/2029 Yr 2**
Salaries & Wages	59,634,881.72	62,295,726.61	72,334,674	75,589,734.77	78,991,272.84
Councillors Allowances	7,622,384.64	7,957,769.56	7,957,770	8,315,869.19	8,690,083.31
General Expenses	#REF!	82,708,788.38	82,415,133	85,134,831.93	87,859,146.55
Repairs & Maintenance	#REF!	9,843,025.87	8,995,000	9,291,835.00	9,589,173.72
TOTAL		**162,805,310.42**	**171,702,577**	**178,332,271**	**185,129,676**
			13,368,339	-2,118,856	-1,607,968
CAPITAL EXPENDITURE	11,354,940.00	24,697,434.23	32,555,255	21,794,000.00	21,325,000.00
TOTAL	**#REF!**	**187,502,744.65**	**204,257,832**	**200,126,271**	**206,454,676**
Supl/Dif	**#REF!**	**-9,937,084.23**	**-19,186,915.82**	**-23,912,855.96**	**-22,932,968.20**
Non cash item	**#REF!**	**20,099,517.00**	**20,918,606**	**25,102,327**	**27,612,560**
Dif	**#REF!**	**10,162,432.77**	**1,731,690**	**1,189,471**	**4,679,592**

Table 6 Summary of operating expenditure by standard classification item

The budgeted allocation for employee related costs for the 2026/2027 financial year totals R72.33 million, which equals 35% of the total operating expenditure. Salary increases have been factored into this budget at a percentage increase of 4.75% for the 2026/2027 financial year. An annual increase in salaries of 4.75% has been included in the two outer years of the MTREF to be conservative and implement cost cutting measures. The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling the Municipality's budget.

Provision for depreciation and asset impairment has been made by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate of asset consumption.

Other expenditure comprises various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. Growth has been limited to 4 per cent for 4 and curbed at 3.3% and 3.2% respectively for the two outer years, indicating that significant cost savings have been already realized.

33.1 Employee Related Costs

There was a budgeted 4.75% increase for this financial year. The salary budget is in line with the Organogram, and we also provide a budget for vacant posts.

Organogram with vacant posts expected to be filled within 2026/2027 Financial year are two post i.e Expenditure clerk and Asset clerk. The vacant posts employer contribution was calculated using:

UIF = 1% of salary limit 148.72
SDL = 1% of Salary
Pension and Provident fund maximum option = 18% salary

An annual increase in salaries of 4.75% has been included in the two outer years of the MTREF to be conservative and implement cost cutting measures. The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered. In compiling the Municipality's budget.

Provision for depreciation and asset impairment has been made by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate of asset consumption. Budget appropriations in this regard total R 15 118 606 for the 2026/2027 financial year. The budget also covers the following expenses and programmes.

34. Debt Impairment

Debt impairment was budgeted for using gross debtors balance since their municipality debtors' balance is increasing drastically over the years and the municipality only collects % as per the collection rate. This alone is an indication for impairments.

The municipality opted for this rate because there are ongoing engagements with government departments to settle their debts, the engagements have been fruitful. The municipality will be implementing a recently developed debt collection strategy and anticipating a positive spinoff in the collection of outstanding debtors.

34.1 municipal Consumer Debt Position (Debt Management)

During 2025/2026 period, consumer debtors represent a figure of R 46 062 985. There was 0.2% movement in terms of percentage compared to 2024/2025 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

	2023/2024	2024/2025	2025/2026
Rates	38 060 732	45 404 216	45 324 513
Refuse	977 190	736 760	738 472

TABLE 113: ALLOWANCE FOR IMPAIRMENT

	2024/2025	2025/2026	2026/2027
Impairment	(36 678 089)	(42 224 181)	(42 684 181)

TABLE 114: NET BALANCE

Debtors	2024/2025	2025/2026	2026/2027
	2 359 833	3 916 795	3 378 804

TABLE 115: PROVISION FOR BAD DEBTS

Provision for Bad Debts	3 068 967	5 621 442	5 801 400

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 2025 period. The municipality has engaged with Municipal Attorneys for the collection of the outstanding debts.

35.CASH FLOW IMPROVEMENT PLAN

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

TABLE 121: CASH FLOW IMPROVEMENT PLAN

KZN226 Mkhambathini - Table B7 - Cash Flow

	Budget 2026/2027
R thousands	
CASH FLOW FROM OPERATING ACTIVITIES	
Receipts	
Property rates	33 328 000
Service charges	783 000
Other revenue	10 310 000
Transfers and Subsidies - Operational	104 275 000
Transfers and Subsidies - Capital	28 439 000
Interest	3 600 000
Dividends	
Payments	
Suppliers and employees	(159 993 000)

Finance charges	
Transfers and Subsidies	
NET CASH FROM/(USED) OPERATING ACTIVITIES	**20 742 000**
CASH FLOWS FROM INVESTING ACTIVITIES	
Receipts	
Proceeds on disposal of PPE	–
Decrease (increase) in non-current receivables	–
Decrease (increase) in non-current investments	–
Payments	
Capital assets	(36 864 000)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(36 864 000)**
CASH FLOWS FROM FINANCING ACTIVITIES	
Receipts	
Short term loans	–
Borrowing long term/refinancing	–
Increase (decrease) in consumer deposits	–
Payments	
Repayment of borrowing	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	**–**
NET INCREASE/ (DECREASE) IN CASH HELD	**(16 122 000)**
Cash/cash equivalents at beginning:	17 671 000
Cash/cash equivalents at month/year end:	1 549 000

36. FINANCIAL RATIOS

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

= R 72 335 000/200 042 000x 100

= 35%

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

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

= 20 733 000 – 0/R7 293 000

= 2,84 months

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

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

= 4 711 000/ 71 521 000 * 365

= 24 Days

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

Creditors Payment Period (Trade Creditors)

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

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

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

= R46 403 732 / R35 798 000 X 365

= 473 Days

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

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

= 46 203 564 + 35 798 000 –46 403 732 x100

35 798 000

=99 %

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

Current Ratio = Current Assets /Current Liabilities

= R25 481 000 / R7 293 000

= 3.5 : 1

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

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

= R33 349 000 / R200 042 000 X 100

= 16.7%

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

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

= R 23 900 500/ 24 697 000 X 100

= 97%

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

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

= R 115 256 000/ R161 683 000 X 100

=71.3%

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

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

= R112 914 000 / R158 632 000 X 100

= 71%

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

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

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

Budget funding status:

Conditional grants cash backed:

37.GRANTS

The grant with the most allocation is Equitable Share which has approximately R86 737 000 for 2026/2027 financial year. It is followed by a Municipal Infrastructure Grant with an allocation of R28 439 000 while the Department of Energy has allocated R9 412 000 for electrification programmes, EPWP Grant of 2 126 000,00 and Library Provincialization Grant of R2 439 000

37.1 GRANTS DEPENDENCY

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

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

= R 156 632 000 – R106 738 000 / R 156 632 000
=32 %

The total operating revenue consists of 68% of the grants which simply means that the municipality depends on grants for the smooth operations of the municipality without grants the municipality might face challenges of meeting its obligations.

37.2 LOANS AND BORROWING

The municipality does not have loans.

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

37.3 Employee Related Costs

The budgeted allocation for employee related costs for the 2026/27 financial year totals R62,295 million, which equals 35% of the total expenditure. Salary increases have been factored into this budget at a percentage increase of 4.75% for the 2026/27 financial year. An annual increase of 4.75% is applied to the year 2027/28 and 4.75% has been included in 2028/2029 of the MTREF to be conservative and implement cost cutting measures.

37.4 Vacant Positions

The Municipality is striving to fill all vacant positions within the Municipality. The municipality has finalized and implemented the Job Evaluation, and this will assist in the filling of critical positions in the 2026/2027 financial year. Assures are put in place to ensure that critical processes are not compromised in terms of operation and segregation of duties.

37.5 Contracted Services

The municipality's contracted services are listed in the table below.

CONTRACTED SERVICES	COST 2026/27
Umnotho Business Consulting	Varies
Ubuhle Media	Varies
DM ICT	R 27 600.00
Emalangeni Technologies	Varies
CCG Systems	Varies
Genix Valuations	Varies
ION Consulting	R 180 007.00
Pholela	Varies
Vodacom	Varies
Telkom	Varies
SBD Business Systems	Varies
Westwood insurance brokers	Varies
Mazibuko Z & Associates	Varies
City of Choice	Varies
Matthew Frances and incorporate	Varies

Each service provider contracted by the municipality is obliged to transfer skills where necessary. A plan has been put in place where skills are transferred to municipal employees by relevant service providers. The Municipality introduced clauses in the contracts that require the service provider to indicate how they will transfer skills to the municipal staff. This is measured when service provider performance is being assessed.

Financial Ratios Including Audited Outcome

TABLE 122: FINANCIAL RATIOS

	2024/2025	2025/2026	2026/2027
Current Ratio	8: 1	8: 1	3.5: 1
Capital Expenditure to Total Expenditure	14%	14%	16.7%
Debt to Revenue	0%	0%	0%
Collection Rate	85%	85%	99%
Remuneration (Employees and Councillors) to Total Expenditure	37%	38%	39%

Expenditure Management

TABLE 123: OPERATION EXPENDITURE

Budget	Budget 2026/2027	Budget 2027/2028 Yr 1	Budget 2028/2029 Yr 2
Salaries & Wages	72 334 674	75 589 734.77	78 991 272.84
Councillors Allowances	7 957 770	8 315 869.19	8 690 083.31
General Expenses	82 415 133	85 134 831.93	87 859 146.55
Repairs & Maintenance	8 995 000	9 291 835.00	9 589 173.72
TOTAL	**171 702 577**	**178 332 271**	**185 129 676**
CAPITAL EXPENDITURE	33 439 000	21 794 000.00	21 325 000.00
TOTAL	**205 141 577**	**200 126 271**	**206 454 676**

FINANCIAL RATIOS

In 2026/2027, 92% of all assets of Mkhambathini Municipality are non-current, with 95% non-current assets falling in the property, plant and equipment category. 8% of total assets are current.

HISTORICAL FINANCIAL RATIOS

TABLE 120: HISTORICAL FINANCIAL RATIOS

	2024/2025	2025/2026	2026/2027
Cash Coverage Ratio	2 Month(s)	3 Month(s)	2.84 Month(s)
Current Ratio	2: 1	2: 1	3.5: 1

LED PROGRAMMES

The office of LED, Arts and Culture and Tourism works very close with communities which helps them be able to start their own businesses as well as encourage citizens to practice their culture. These programmes have been budgeted for in the 2026/2027 financial year and it is 1 500 000.00 million

SPECIAL PROGRAMMES

The special programmes component includes Disability programmes, Senior Citizens, Gender programme and Children's sector. The municipality has included a budget amounting to R 1 200 000.00 million for the new financial year 2026/2027.

SPORTS DEVELOPMENT PROGRAMMES

The sports development programme component includes Youth, Senior Citizens, People Living with Disabilities sectors. The municipality has included a budget amounting to R800 000.00 million for the new financial year 2026/2027.

YOUTH DEVELOPMENT PROGRAMMES

The youth development programme component the municipality has included a budget amounting to R1 616 200.00 million for the new financial year 2026/2027.

WASTE MANAGEMENT

The waste management component of the municipality has included a budget amounting to R 1 600 000 for the new financial year 2026/2027.

HIV/AIDS PROGRAMMES

In fighting and combating the spread of HIV/AIDS the municipality has made a budget which amounts to R325 000.00 for financial year 2026/27 which will be used in the campaign and awareness of HIV/AIDS to its citizens.

DISASTER MANAGEMENT

Total Disaster provision is R1 170 000.00 million. Other expenditure comprises 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.

IMPLICATIONS: FISCAL CAPACITY TO IMPLEMENT CAPITAL PROJECTS

Despite heavy reliance on government grants, limited generation of own revenue and huge expenditure on salaries, the municipal budget shows a surplus of R9.6 mill in total which includes the expenditure of 22 ,221 million which is non-cash items therefore when non-cash items are taken out the municipality has surplus. This is an indication that the municipality can accommodate additional expenditure for some of the capital projects that the IDP has prioritized.

38. AUDITOR GENERAL'S OPINION

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 2024/2024 financial year. The table below indicates the Auditor's general opinion.

TABLE 124: AG OPINION FOR THE PAST FOUR YEARS

YEAR	OPINION
2020/2021	Unqualified
2020/2022	Unqualified
2022/2023	Unqualified
2023/2024	Unqualified
2024/2025	Unqualified

The Audit Action Plan is attached as an annexure to the IDP. Financial Viability and Management Key Challenges

TABLE 127: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

KEY CHALLENGE(S)	▪ Insufficient funding ▪ Low revenue base ▪ Non-payment culture in community and government department;
DESCRIPTION	It is also the desired goal that our municipality is financially viable and sustainable. It is therefore important that the municipality manages 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.

40. CAPITAL PROJECT IDP IMPLEMENTATION PLAN

TABLE 136: FIVE YEAR CAPITAL IMPLEMENTATION PLAN

Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date) 2022/23 Quarterly Target					Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year -	Quart	Quart	Quart	Quart					
To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Nkanyezini-Mboyi Electrification	1160	1197	2022/23	292	N/A	N/A	N/A	149	R7 000 000	89%	DMRE	Project is under construction. Number of connections has been reduced due to Network Constrains on the Eskom line and the municipality expected to include the scope of work to deal with the network constrains scope.	Additional funding to cover the reduced 143 connections
	Mgwenya-Gulube Electrification	992	507	2022/23	320	N/A	N/A	N/A	320	R 8 000 000	76%	DMRE	Project is under construction; additional funding has been received.	N/A
	Banqobile Sport Field	New	New	2021/22 to 2022/23	100%	75%	90%	N/A	N/A	R 8 000 000	97%	DSR	Project is under construction, additional scope of work which was omitted from the tender	N/A

													document has been approved by Council.	
	Mgwaphuna Access Road	New	New	2022/23	100%	100%	N/A	N/A	N/A	R8 763 662	100%	MIG	Project has been completed. No challenges.	N/A
	Construction of Ophokweni Road	New	New	2022/23	78%	78%	N/A	N/A	N/A	R5 743 030	97%	Internal funded	Project has been completed. No challenges.	N/A
	Number of progress reports on Plant Hire	New	New	2022/23	100%	100%	N/A	N/A	N/A	R5 900 000	100%	Internal funded	Project has been completed. No challenges.	N/A
To ensure that the municipal infrastructure assets are maintained														

TABLE 136: FIVE YEAR CAPITAL IMPLEMENTATION PLAN

Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date) 2023/24 Quarterly Target					Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 2022/2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4					
	Maqongqo Electrification	1112	1112	2022/23	294	N/A	N/A	N/A	292	R9 500 000	0%	INEP		
	Njobokazi Phase 4 Electrification	1583	1583	2022/23	300	N/A	N/A	N/A	292	R8 100 000	0%	INEP		
	Thimon Community Hall	New	New	2023/24	100%	15%	65%	100%	N/A	R 4 068 858.83	0%	MIG	N/A	N/A
	Chibini Access road	New	New	2023/24	100%	20%	55%	85%	100%	R 6 194 364.40	76%	MIG	N/A	N/A
	Construction of Maqongqo Taxi Rank	New	New	2023/24	100%	20%	60%	80%	100%	R 9 720 057.60	43%	MIG	N/A	N/A

FIGURE 44: CAPITAL INVESTMENT

PROJECT NO.	NAME OF THE PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2024/2025
001/2018/2019	Mdala Road	A					
002/2018/2019	Nkosi Mdluli Hall	A					
003/2018/2019	Mkhishwa Road	A					
004/2018/2019	Nkosi Mdluli Community Hall	A					
001/2019/2020	Nobhala Road		A				
002/2019/2020	Ezinembeni Creche		A	A			
003/2019/2020	Manzamnyama Hall		A	A			
004/2019/2020	Okhalweni creche		A	A			
009/2020/2021	Makhokhoba Access Road			A	A		
001/2020/2021	Mgwaphuna 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	Upgrade of Banqobile Sports Filed				A		
004/2021/2022	Mahlabathini Access Road				A		
005/2021/2022	Mgwaphuna Access Road (Phase 2)				A		
001/2022/2023	Mgwaphuna Access Road (Phase 2)					A	
002/2022/2023	Construction of Maqonqo taxi rank					A	
003/2022/2023	Makhokhoba Access Road					A	
004/2022/2023	Banqobile Sport Filed					A	
005/2022/2023	Chibini Access Road					A	
001/2024/2025	Thimon Community Hall						A
002/2024/2025	Nkanyezini Sportfield						A
003/2024/2025	Muzingezwi Access Road						A
001/2024/2025	Estingini Sportfield						
002/2024/2025	Nonzila Creche						

003/2024/2025	Muzingezwi Access Road						
004/2024/2025	Mkhize access Road						
005/2024/2025	Estingini Sportfield						

41. FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

STRENGTH	WEAKNESS
▪ The 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 a weekly basis. ▪ GRAP Compliant AFS ▪ Functional Interim Finance Committee.	▪ Performance Management not cascaded down to lower the level employees ▪ The culture of non-payments affects municipal revenue ▪ Limited rates based ▪ High granted dependence ▪ Limited of debt collection
OPPORTUNITIES	**THREATS**
▪ Promotion of Good Governance ▪ Revenue Enhancement ▪ Cost cutting measures	▪ High Level of unemployment ▪ Dets collection ▪ Grant dependent

GOOD GOVERNANCE AND PUBLIC PARTICIPATION KPA

42.1 Good Governance Analysis

To ensure optimal service delivery to the community of Mkhambathini Local Municipality, the municipality utilizes the Batho Pele Principles. The utilization of Batho Pele Principles is envisaged to ensure that the service delivery interventions in Mkhambathini Local Municipality are responsive to the needs of the communities identified during IDP Roadshows. Batho Pele Principles play a pivotal role in ensuring that the Mkhambathini Local Municipality proactively responds to the service delivery issues in the planning instruments (i.e. strategic and budgetary planning).

The municipality has developed Service Delivery Charter and Standards and a draft Service Delivery Improvement Plan (SDIP) with intent of promoting community participation in service delivery processes in line with the District Development Model objectives. This is aimed at promoting sectoral coordination in response to the needs of communities within the jurisdiction of Mkhambathini Local Municipality. Furthermore, the utilization of Batho Pele Principles according to Mkhambathini' s Batho Pele's draft policy, is aimed at enabling the realization of an accountable Municipality whereby the community members will enable the municipal officials to redress service delivery initiatives that were poorly executed.

The Batho Pele Principles contribute significantly to enabling compliance with legal provisions such as Municipal Systems Act: Section 16(1)(a) pertinent to Community Participation in the municipal service delivery instruments.

43. Batho Pele Policy And Procedure Manual

Mkhambathini Municipality has the Batho Pele policy and procedure manual. The policy was adopted by the council on the 22nd of May 2024. The municipality has identified the three Bato Pele Principles that need to be improved.

43.1 Information

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

43.2 Openness & transparency:

Mkhambathini municipality will improve its openness and transparency by proactively sharing information with the public. This can include regular public meetings where key issues are discussed and decisions are made, publishing detailed reports on the municipality's operations and finances,

and ensuring that all information is easily accessible and understandable. The municipality will also establish a formal mechanism for public participation in decision-making processes.

43.3 Access:

Mkhambathini municipality will improve access by ensuring that all its services are easily accessible to all members of the public, regardless of their geographic location, language, or socio-economic background. This can include investing in digital infrastructure to provide online access to services, establishing service centers in remote areas, and ensuring that all communications are provided in multiple languages.

Bato Pele Policy and Procedure Manual is attached as an Annexure

44. Municipal Services Delivery Charter and Standards

Mkhambathini Municipality has the service delivery charter in place, and it was adopted by the council in May 2024, and the next review of the service delivery charter will be in the next financial year in May 2026.

Service Delivery charter and standards is attached as an Annexure.

45. Service Delivery Improvement Plan

The Service Delivery Improvement Plan is a plan that is practical, effective, and results in continuous improvement of service delivery and satisfaction to service beneficiaries. However, in our municipality we still have departments with business units having challenges when it comes to service delivery to the communities within the municipality jurisdiction.

The council has adopted a revised SDIP together with the Fifth Generation IDP 2022/2027. The Plan list three-priority areas which the municipality wish to improve on in the 2025/2026.

The SDIP is attached as an annexure.

46. Ward-Based Plans

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

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

The ward-based plans are reviewed annually, and they must be signed by the ward councillor. **Ward Based Plan attached as an annexure.**

47. National And Provincial Programmes Rolled Out at Municipal Level

Mkhambathini Municipality has successfully rolled out operation "Sukuma Sakhe" within its area of jurisdiction, which has been very successful in all wards. Each Ward has a war room. Operation "Sukuma Sakhe" is an attempt to declare war against poverty and social challenges facing the community. Operation Sukuma Sakhe Programme (formerly known as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to instill behavioral change amongst the citizens of the province. The formulation of this 5th Generation IDP has adopted the principles of Operation Sukuma Sakhe Program thereby establishing partnerships with the local community and getting involved in War Rooms. Operation Sukuma Sakhe has a 'wholistic government approach' as its core.

The functionality of War Rooms to enable the implementation of Operation Sukuma Sakhe is infused into the District Development Model (DDM) Technical Hubs, whereby the Community Services Manager reports on the functionality of the 7 War Rooms at the aforesaid DDM Technical Hubs attended by sector departments. The main aim is to ensure that the OSS service delivery issues are incorporated into the planning and reporting of the DDM by all spheres of government.

48. Expanded Public Works Programme

EXPANDED PUBLIC WORKS PROGRAMME

The strategic focus for EPWP, EPWP is positioned to contribute to Governments goals of alleviating poverty, developing local communities, providing work opportunities, and enhancing social protection. The public employment section under community service receives an incentive grant from public works each year which Mkhambathini local municipality is responsible for creating jobs for indigent families and members of the community.

To date, 470 participants have been recruited and are actively participating in various programmes implemented under the three EPWP sectors, namely: Infrastructure, Environment & Culture and Social Sector in all seven wards.

There are 11 projects in the EPWP. Two of them are skills-based projects i.e. Administration/ Data Capturers and Amakhono Ethu. Participants for Amakhono Ethu are supervisors; each ward has 4 supervisors.

ADMINISTRATION / DATA CAPTURER

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

AMAKHONO ETHU

This project is a skills-based project. These participants are supervisors. They supervise EPWP in all wards and ensure that useful work is conducted accordingly on all sites, report project performance (operations), manage working materials and work plans.

SPORTSFIELD CARETAKERS

This project aims to ensure that the municipal sports fields are well maintained and accessible and secure.

SIYANYAKAZA SPORTS STARS

This project aims to promote sports development in all wards of the Mkhambathini Municipality.

ALIEN SPECIES PROGRAMME

This project focuses on removal of alien species.

RECYCLING AND EDUCATION

This project focuses on collecting and disposal of recyclables and awareness programme implemented in schools and community.

ASIPHEPHE

This project is made up of disaster volunteers based on wards for rapid response to disaster emergencies and responsible for disaster awareness programmes in wards as well as road safety (helping children cross the road at selected schools.)

WASTE MANAGEMENT PROJECT

Waste collection in all wards. Litter picking on the roadside and open spaces.

OPEN SPACE MANAGEMENT

Clearing of road verges, grass cutting on open spaces, cleaning of storm water drains, greening and beautification.

MKHAMBA TOUR GUIDES

This is a ward-based project championed by LED & Tourism section with the intention of showing off what Mkhambathini has to offer as a tourist attraction site. They are placed on tourism sites to assist with administration, tour guiding and tourism research process in line with the municipal and CTO plan.

COMMUNITY HEALTH MENTORS

This project is aimed at implementing life skills projects, awareness campaigns and dialogues on community health and social issues

49. INTERGOVERNMENTAL RELATIONS (IGR) OFFICIAL IN THE MUNICIPALITY

The municipality has appointed an IGR Officer under the Office of the municipality. This unit is entrusted with the responsibility of ensuring functional intergovernmental structures within the municipality while ensuring that the municipality participates in the various District IGR structures.

The key responsibility of the Officer is to ensure that all IGR structures have a develop and monitor the Decisions Matrix which will ensure that the structures are functional and progressive in their respective mandate.

As such, all the decisions and resolutions taken at various structures (including the DDM Clusters) are tabled at the Municipal Council Meetings which are held monthly, and the council is updated on the interventions for the Municipality by the District.

The Senior management, Councilors and some officials of the municipality participate in the various DDM sub-clusters. Furthermore, the Municipal Manager is the Convener of the Governance Cluster and is responsible for presenting a progress report at the District Development Model Technical Hub and District Command Council on the work done by various municipalities (in line with the decisions matrix of the cluster).

The other IGR structures convened quarterly with the leading Department being Community Services include the following:

Disaster Management Forum:

This forum aims to coordinate governmental and non-governmental institutions working on emergency preparedness, response, and recovery planning. This forum brings together local government officials, emergency services, community organizations, and residents to develop disaster response protocols, conduct risk assessments, and coordinate resources during emergencies like floods, fires, or other natural disasters.

The lead Unit is the Disaster Management Unit, with the Chairperson being the Director Community Services.

Decision Matrix for this Forum attached as an annexure.

Operation Sukuma Sakhe Local Task Team and Local Aids Council:

Due to the nature of issues both the OSS LTT and LAC deal with, the municipality resolved to join the two structures which also helps ensure active participation of stakeholders.

The local task team coordinates community-based development programs focused on improving service delivery at the grassroots level. The forum brings together government officials, traditional leaders, community development workers, and local organizations to identify community needs, coordinate resources, and implement development projects. Key areas typically include health services, education, infrastructure, social services, and economic development initiatives.

While the LC component addresses HIV/AIDS prevention, treatment, care, and support at the local community level. This council typically includes healthcare workers, community leaders, NGOs, government representatives, and community members affected by HIV/AIDS. The forum focuses on implementing HIV prevention programs, supporting treatment adherence, addressing stigma and discrimination, coordinating care services, and developing local responses to the HIV/AIDS epidemic. Programmes focused on are awareness campaigns, testing initiatives, support groups, and ensuring access to antiretroviral treatment and other health services.

The lead Unit for the OSS LTT and LAC is the OSS and Special Programmes Unit, with the Chairperson being the Director Community Services.

Decision Matrix for this Forum attached as an annexure.

Community Safety Forum:

The Community Safety Forum is a platform where police, security services, local government, and community members work together to address crime prevention, neighbourhood safety concerns, and community policing initiatives. These forums typically discuss crime statistics, safety programs, and strategies to improve overall community security.

The committee in convened by the Department of Community Safety and Liaison together with the Community Services Department and is Chaired by the Mayor.
Decision Matrix for this Forum attached as an annexure.

CWP Local Representative Forum:

This structure us the Community Works Programme representative forum involving COGTA, the local CWP Office, Ward Councillors and other government Departments. The committee is intended for planning as well and monitoring of the CWP programme activities.

The committee is convened by the local office and COGTA and the Champion is the Director Community Services.
Decision Matrix for this Forum attached as an annexure.

LED Forum:

The Local Economic Development forum focuses on promoting business growth, job creation, and economic opportunities within the community. This forum typically includes business owners, municipal economic development officials, and community stakeholders working on initiatives to stimulate local commerce and employment.

The lead unit is the Local Economic Development Unit, with the Chairperson being The Mayor.

Sports Confederation Forum:

This is a coordinating body for local sports clubs, associations, and recreational facilities. This forum would address sports development, facility management, tournament organization, youth programs, and coordination between different sporting codes and organizations in the area.

The lead unit is the Sports Development Unit.

Disability Forum:
This is a platform for advocacy and coordination of services for people with disabilities. This forum would focus on accessibility issues, support services, rights advocacy, barrier removal, and ensuring inclusive community participation for people with various disabilities.

The structure is supported by the Special Programs Unit with the Chairperson being Ms T Magoso.

All these structures assist in fast tracking and coordinating service delivery within Mkhambathini Municipality. As such, each structure develops and tracks the decision matrix to ensure implementation of decisions/ resolutions taken by the structure.
Decision matrix has been attached as an annexure

49.MUNICIPAL PLANNING TRIBUNAL (MPT/JMPT).

Mkhambathini Municipality forms part of the uMgungundlovu Joint Municipal Planning Tribunal (JMPT). The JMPT sits as and when SPLUM applications are received for consideration. The Manager: Development & Planning is appointed as the Municipal Planning Authorized Officer. The Municipal Exco is the Appeal Authority for Mkhambathini. Mkhambathini Municipality complies with the SPLUMA Regulation 14.
The JMPT Agreement is attached as an annexure.

50. MUNICIPAL WARD COMMITTEES

The municipality is a developmental local government structure that is committed to working with citizens and organized interest groups to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

According to the Municipal Structures Act, Section 74(a)(ii) the ward committee go through the ward councilor to table their service delivery issues at the Municipal Council. The municipality comprises 7 Wards and the review of the IDP took into consideration the service delivery issues emanated from the ward committees within the jurisdiction of the municipality.

This assertion complements the right of communities to participate in the decisions that affect development in their respective areas, and a corresponding duty on the municipality to encourage community participation in matters of local governance. The municipality achieves this goal mainly through Ward Committee structures and a variety of other measures designed to foster open, transparent, and consultative municipal governance.

Section 16 (1) of the Municipality Systems Act requires municipalities to develop a culture of municipal governance that compliments formal representative government with a system of participatory local government. As such, the municipality has adopted a ward committee system and established such structures in all 7 Wards. The ward committees represent diverse interests and serve as the means for public participation in the IDP and municipal affairs generally and the full role during IDP/ Budget Imbizo's. The Municipality has utilized the services of ward committees to do research on electricity, housing and various other basic service delivery backlog on all wards.

50.1 Functionality of Ward Committee Meetings Held for The Financial Year 2025/2026

The Mkhambathini Ward Committee meetings convene monthly, adhering to a consistent meeting schedule across all wards. The Department of Cooperative Governance and Traditional Affairs (CoGTA) conducts a quarterly verification process to assess the functionality of ward committee meetings. This process has affirmed the full functionality (100%) of the ward committees for the 2025/2026 financial year.

STATUS ON FILLING THE VACANT WARD COMMITTEE POSITIONS:

Mkhambathini municipality had all vacancies filled in all wards in this financial year 2025/2026 and four ward committees were recruited, therefore there are no pending vacancies. Thus, ward committee establishment policy clearly indicates that resigned ward committee vacancies should be filled within 30 days. This is because ward committees play a vital role in being an advisory body, a representative structure of the ward and ensure the community participation in the ward.

51. IDP Steering Committee

Mkhambathini Municipality has an established IDP Steering committee which is functional. This committee, made up of executive managers from each municipal department, plays a critical role in ensuring the proper implementation of the IDP process. They act as a technical team responsible for a range of tasks, including but are not limited to the following:

- The development and Implementation of the IDP Process plan
- Organizing/Planning IDP roadshows
- Coordinating the development and review of Sector Plans
- Ensuring the reliability of reports and plans within the Integrated Development Plan
- Addressing MEC feedback on the IDP
- Ensuring alignment between the IDP and the Budget

The Mayor of the Municipality leads the meetings, while the Municipal Manager oversees the committee's performance.

52. IDP Representative Forum

The IDP Representative Forum was established by the Council of Mkhambathini and has been operational, although there are occasional instances where certain entities fail to attend. The forum convenes quarterly and is chaired by the Mayor. Attendance at the IDP Representative Forum meetings includes the members of the Executive, the Speaker, all municipal councilors, stakeholders, representatives of government departments, community stakeholders, ward committee members and private sector compose the IDP Rep Forum.

53. Meaningful Participation of Traditional Leadership

Section 81 (1) of the Municipal Structures Act, 117 of 1998 provides for the participation of traditional leaders in municipal councils. The Traditional Councils that participate in Council Settings are Maphumulo Traditional Council under Inkosi Maphumulo and MaNyavu Traditional Council under Inkosi Mdluli. These Traditional Leaders are an important component of municipal council representatives and community stakeholders, and their representatives are always invited in the council sitting to participate in the municipal strategies and policy decisions. The Traditional Leadership participates in public engagements which are planned by the

municipality.

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

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

53.1 Portfolio Committees That Coopt Amakhosi

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

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

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

Infrastructure Services and Planning Committee	
Cllr PN Maphanga	**Deputy Mayor) -Chairperson**
Cllr NE Ndlovu	Member

Cllr SM Mdladla	Member
Cllr LZ Lembethe	Member
Inkosi KN Maphumulo	Member

54. MUNICIPAL STRUCTURES

Mkhambathini has all the statutory structures in place for the processes involved in the development of the IDP. These can be outlined as follows:

- **Ward Committees–** represent the interest for the community on the ground. The ward committees participate in the IDP representative forum, and they also have their own scheduled ward meetings.
- **IDP Steering Committee –** this structure comprises of the sector departments, municipal management, parastatals, and other service delivery agencies.
- **IDP Representative Forum–** this is a much wider IDP participatory platform which includes the members of the IDP steering committee (including management as members), municipal councillors, ward committees and general members of the community.
- **Portfolio Committees –** Mkhambathini has seven portfolio committees which are the internal structures that discuss issues and make recommendations to the Executive Council Committee.
- **EXCO –** this structure comprises of four members of council (including the mayor). It is responsible for making recommendations on items before they reach the Council.
- **Council–** the full council of Mkhambathini has a complement of 14 members who take final decisions for the municipality.
- **TROKIA-** Trokia consists of five members (including the Municipal Manager and meet on a weekly basis
- **Amakhosi are involved in and participate in portfolio committees**. The municipality made the provision of tools of trade for traditional leadership.

55. COMMUNICATION PLAN

The municipality has a communication Strategy and a Communication Plan in place. This will assist in ensuring the speedy communication of municipal programmes and progress to the Community. The Municipality is continuing to communicate with its community through a newsletter, and a communication social media page has been developed. The municipality has enhanced its lines of communication through the various social media platforms which are The Municipality's WhatsApp and Facebook Page, this is where the municipality utilizes a diverse approach of communication due to Covid -19, where the municipality can communicate with the community, share public notices and public engagements planned by the municipality for the community of the municipality.

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

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

56. 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 assisting with issues relating to Performance. The Audit Committee members are skilled on issues pertaining to the running of local government. These members are duly qualified in areas of local government finance, performance management and municipal administration. The Audit Committee & Performance Audit Committee is fully functional, and it meets on a quarterly basis. Furthermore, the reports are tabled to the council twice a year. The chairperson of the Audit Committee plays an oversight role in the MPAC.

The municipality is using the Audit Committee & Performance Audit committee to deal with issues of Performance management. Meetings of the Audit Committee are being held to deal with Performance & Audit issues. The audit committee undertakes responsibility for both Finance, Internal Control and Performance Management responsibilities.

Table 130: Audit Committee Members

Audit Committee Members	
Mr S Shabalala	Chairperson
Ms S Dlungwane	Member
Mr J Mtshali	Member

57. Municipal By Laws

Mkhambathini has a total of 19 bylaws which have been approved and gazette.
These are as follows:

Table 132: Municipal Bylaws

1.	Outdoor Advertising	10	Public Amenities
2.	Animal Pound	11	Public Meeting & gatherings
3.	Cemetery & Crematoria	12	Public Roads
4.	Fire Prevention	13	Standing Rules & Order of the Council and its Committees
5.	Property Encroachment	14	Storm Water Management
6.	Nuisance	15	Street Trading
7.	Parking Ground	16	Public Transport.
8.	Park & Open Public Spaces	17	Credit Controls and Debt collection bylaw.
9	Pollution Control	18	Waste Management by Law
		19	SPLUMA bylaw

58. Municipal Bid Committees

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

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

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

Bid Adjudication Committee: Mr. TE Gambu (Chairperson); Ms NSN Mkhize; Ms PP Ngubane; Mr MS Dlamini; Mr. T S Zulu, New bid committee members will be appointed on the 01 July 2025.

59. Municipal Public Accounts Committee

The Municipal Public Accounts committee is functional and oversees the implementation of budget and municipal projects. The committee attends the Audit and Performance Audit Committee from time to time with a common interest in issues discussed by the Audit and Performance Audit Committee. This assists 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 is performing as reported on a quarterly basis. The following table gives an overview of the members of the MPAC Committee.

TABLE 131: MPAC COMMITTEE MEMBERS

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

60. MUNICIPAL PORTFOLIO COMMITTEES

The Municipality has a properly constituted and functional portfolio committee. Reports on the progress and implementation of the municipal elements are presented to each portfolio as per its competency. The Committee are proportionally represented and the Mayor Chairperson the Executive Committee Meeting. The Deputy Mayor, who is a female, chairs the Infrastructure and Planning Portfolio committee.

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

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

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

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

Housing Think "Tank" Committee	
Cllr NW Ntombela	**(Mayor) -Chairperson**
Cllr MN Maphumulo	Member
Cllr S Ngidi	Member
Cllr NP Maphanga	(Deputy Mayor)
Cllr TA Gwala	(Speaker)
Cllr NE Ndlovu	Member
Cllr M Cele	Member

61. MUNICIPAL RISK MANAGEMENT

Mkhambathini Municipality has developed and adopted a Risk Management Strategy/Framework and Policy. The policy is intended to address key elements of the risk management framework to be implemented and maintained by the Municipality, which will allow for the management of risks within defined risks/return parameters, risk appetite and tolerances as well as risk management standards. As such, it provides a framework for the effective identification, evaluation, management, measurement and reporting of the Municipality's risks, including fraud risk.

It starts with the Municipal Manager who will coordinate an annual review of the effectiveness of this policy as well as all organisational risks, uninsured and uninsurable risks together with the key managers in the Municipality.

The municipality conducted a Risk assessment workshop during the 2025/2026 financial year in the second quarter where departmental risk management and assessment were discussed by identifying top 10 risk in the municipality and the risk identified as per department with the management which was facilitated by the internal auditors. The risk register is drafted during the risk assessment in which the report is presented by the internal auditor to Management committee and Audit committee.

The risk register is updated regularly with progress reports discussed on relevant committees ensuring monitoring and evaluation by the committees. The risk assessment process for 2026/2027 financial year will be conducted during the second quarter, in which it will focus on risks for all the department within the municipality including fraud risk.

62. RISK MANAGEMENT COMMITTEE

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

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

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

The municipality has an established MPAC, appointed an Audit Committee and the Internal Audit Committee. The role of these committees and Internal Audit Committee is to oversee and give advice on matters related to internal audits, control, risk management, adherence to accounting policies, review of financial statements, IDP review and implementation and monitoring of performance.

63. ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

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

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

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

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

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64. PUBLIC PARTICIPATION ANALYSIS

64.1 IDP Process and Public Participation

Section 16 (1) of the Municipality Systems Act requires municipalities to develop a culture of municipal governance that complements formal representative government with a system of participatory local government. As such, the municipality has adopted a ward committee system and established such structures in all 7 municipal wards. The ward committees represent diverse interests and serve as the means for public participation in the IDP and municipal affairs generally.

The Ward Committees played a meaning full role during IDP/ Budget Izimbizo's as they outline the prioritization list of the communities per ward. The municipality has utilised the services of Ward Committees to do research on service delivery backlogs on all wards and it also has utilised the ward committees to educate the community on the outbreak of the Covid-19 and emphasize the importance of the regulations and measures that need to take cognizance of the basic services within the community.

65. GOOD GOVERNANCE KEY CHALLENGES

Key challenge	Lack of skills and resource capacity amongst Ward Committee members/Ward assistants, office space.
Description	The municipality will need to invest in the upskilling of the above workers, to ensure understanding of the work they do, computer courses, minute taking and other useful skills that produce quality public participation documents. Provide office space and tools of trade.

Key challenge	Not enough filtering of information to everyone on service and awareness programs
Description	Information doesn't move to all quarters of the community as the mediums available aren't accessed by everyone and there's a lack platforms to adequately reach the majority. This makes it seem as though certain information is hidden. Resources (cars and staff) for loud hailing could assist in this regard.
Key challenge	Continued workshops/ upskilling
Description	Officials need to be prioritized with training/workshops to ensure understanding of IPMS, SDIP, IDP to allow for a better flow of work.

66. GOOD GOVERNANCE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Mkhambathini is participating in the IGR structure at a district level. ▪ Public participation and municipal structures are in places which embrace 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.	▪ Limited office space ▪ Risk management processes not understood by all employees ▪ Resistance to Implementation of IPMS
OPPORTUNITIES	**THREATS**
▪ Strategic Location of the Municipality. ▪ Investment opportunities.	▪ Lack of bulk infrastructure (waste water treatment, and storm water) ▪ Insufficient land for development ▪ Housing Backlog

67. COMBINED KEY CHALLENGES

One of the distinguishing features of integrated development planning is its focus on strategic areas of intervention and concern with interventions with a high impact using the limited resources available to the municipality. This focus is intended to achieve faster and appropriate delivery of services and create an enabling framework for social and economic development. It is however important to acknowledge that integrated development planning is not and cannot be a panacea for all problems facing the municipality and its people. Integrated development planning is predicated on the availability of enough information and is strategic in nature.

A compilation of the municipal data and analysis of the current development situation within Mkhambathini Municipality indicates a high level and wide spread of need. Certainly, Mkhambathini Municipality cannot address these issues alone and does 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 to exploit opportunities. Likewise, the municipality has developed interventional measures to address the weaknesses and threats. Following is a summary of the key challenges per KPA. The municipality during its Strategic Planning Session 2022/23 developed interventional strategies to address these challenges.

TABLE 133: COMBINED KEY CHALLENGES

MUNICPIAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	
Key challenge	**Non-adherence with some municipal policies**
Description	Several transgressions of the disciplinary code
Key challenge	**Lack Of Funding on Skills Development Programmes**
Description	Lack of resources to fund capacitation of employees and communities
Key challenge	**Lack of ICT Budgetary Allocation to Ensure Effective and Efficient ICT Management**
Description	Lack of ICT infrastructure to respond to public demands Accessibility of ICT resources is a challenge for the rural communities
DISASTER MANAGEMENT	
Key challenge	**Lack of Fire Services and Disaster Management**
Description	**a. <u>In terms of fire services:</u>** ▪ The fire station is based in Ashburton which negatively affects the turnaround time ▪ Lack of fire hydrants in and around the municipal area ▪ Limited resources for disaster volunteers to effectively respond to minor incidents ▪ Electricity theft resulting in the start of many home fires in the informal settlement areas ▪ The terrains are challenging to navigate through areas which negatively affects the response time. b. **<u>In terms of Disaster Management</u>** ▪ The terrains are challenging to navigate through areas which negatively affects the response time. ▪ Demands from the community members when the team responds ▪ Under capacitated office.
CROSS CUTTING ISSUES	
Key Challenges	▪ The billing system is not linked to GIS. ▪ Conflicting Land Uses and the need for improved alignment. ▪ Unauthorized developments and the need for enforcement. ▪ Unnecessary and costly duplication of essential services ▪ the need for cohesive cross-border plans
Description	According to the Spatial Planning and Land Use Management act 16 of 2013, all municipalities must establish a SPLUMA complaint land use scheme in order to achieve the desired spatial form of a municipality. it is therefore essential for municipalities to establish more cohesive cross border alignments with neighbouring municipalities and to enforce land use transgressions.
BASIC SERVICE DELIVERY	
Key challenge	**Lack of a Material Recovery Facility (MRF)**
Description	The absence of a landfill site within the municipal jurisdiction should implore the municipality to embark on other means of waste minimization and waste diversion from the landfill. The lack of a Materials Recovery Facility

	results on the municipality being fully dependent on the New England Landfill site in Pietermaritzburg for waste disposal, as there is no infrastructure put in place to ensure that waste separation which plays a pivotal role in the reduction of waste quantities disposed of on the landfill and subsequently preserving the life span of the landfill. The municipality has not in the current 5-year plan prioritized the development of a MRF which will address gaps in the growth and formalization of the green economy initiatives and also expand the capacity of waste management services within the municipality, that has limited revenue collection for the service. The establishment of the MRF will create jobs and entrepreneurial opportunities and further expand on basic service delivery. The construction of Material Recovery Facilities is aligned with the National Waste Strategy of 2011 and is a progressive method to the management of waste and climate change mitigation strategy.
Key challenge	**Development of settlements in urban and rural areas**
Description	Industrial development has impacted on the upsurge of informal settlements in urban areas which has brought about an increase on the population size within the municipality. The increasing population puts pressure on basic service delivery and gives rise to illegal dumping. Deurbanization has also put pressure on waste services as the rise in illegal dumps on public spaces and roads places a demand on the municipality to provide free basic services to sparse and distant rural populations. The above tendency impacts on the cost to provide waste services, as the demand rises the cost also rises as the recently developing settlements do not pay for the provision of these services.
Key challenge	**Lack of by-law enforcement and stringent penalty system**
Description	The municipality has adopted waste by-laws however there is not enough enforcement and a stringent penalty system in place which results on the stipulated by-laws being just print on paper and not imparting accountability to offenders. There is a great need to publish and educate on the by-laws so that we can sensitize communities and businesses of their role, responsibility and contribution to a clean and healthy environment. Applying the polluter pays principle will result in all partaking and playing their role in the sustainability of the environment.
LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	
Key Challenges	▪ High unemployment rate; High Poverty rate. ▪ Ineffective co-ordination and communication with LED stakeholders. ▪ Limited land for development (Urban Expansion)
Description	The municipality is characterized by high unemployment and poverty, which is caused by amongst others lack employment opportunities and high illiteracy. The geographic location of our communities makes it impossible for The LED program to flourish. The municipality is in the process of reviewing the bylaws to restore law and order in the informal sector. There has been a lack of coordination by LED Stakeholders hence a low pace in economic development and growth. Likewise, lack of land is undermining investment in the area. The municipality has established a structure that will coordinate the LED Stakeholders to ensure effective implementation of LED Projects. The Municipality is in a process of identifying landowners around Camperdown area with an aim of engaging them to release land for

	potential investors
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	
Key Challenges	▪ Insufficient funding ▪ Low revenue base ▪ Non-payment culture in community and government department;
Description	It is also the desired goal that our municipality is financially viable and sustainable. It is therefore important that the municipality manage its financial affairs and resources in a way that will ensure financial sustain-ability. To ensure that the municipality achieves this goal, it is necessary the aforementioned challenges bead dressed.
GOOD GOVERNANCE	
Key challenge	**Lack of skills and resource capacity amongst Ward Committee members/Ward assistants, office space.**
Description	The municipality will need to invest in in the upskilling of the above workers, to ensure understanding of the work they do, computer courses, minute taking and other useful skills that produce quality public participation documents. Provide office space and tools of trade.
Key challenge	**Not enough filtering of information to everyone on service and awareness programs**
Description	Information doesn't move to all quarters of the community as the mediums available aren't accessed by everyone and there's a lack platforms to adequately reach the majority. This makes it seem as though certain information is hidden. Resources (cars and staff) for loud hailing could assist in this regard.
Key challenge	**Continued workshops/ upskilling**
Description	Officials need to be prioritized with trainings/workshops to ensure understanding of IPMS, SDIP, IDP to allow for a better flow of work.

68. COMBINED SWOT ANALYSIS

STRENGTH	WEAKNESS
▪ Mkhambathini is strategically located in terms of its position between provincial nodes (Pietermaritzburg and Durban) as well as the national corridor (N3).	▪ Some of the ward committees still battle to understand the IDP process and planning cycles.
▪ The town of Camperdown is growing into a strong service center for the municipality and it's appropriately positioned at the central part of Municipality and N3 corridor.	▪ It is a very small predominantly rural municipality with limited private development taking place within it.
▪ Good climatic condition.	▪ The legacy of past apartheid policies is still visible in the sense of communities that were marginalized from economic opportunities, are still largely suffering. Badly structures routes at a regional level limits regional integration within the municipality.
▪ Mkhambathini is participating in the IGR structure at a district level.	▪ Most of the land is privately owned which may limit the pace at which the state can deliver the public facilities since the land acquisition process may sometimes be time consuming. Steep terrain limits development with some parts of the municipality, especially CBD expansion towards the north as well as agricultural development in Wards 1, 2, and3.
▪ Public participation and municipal structures are in place, which embraces good governance. Audit Committee is in place and the Internal Audit Unit is functional.	▪ Limited human capital allocation at a local municipal level.
▪ Risk Management policy is in place. District Disaster Management Plan is in place and has a sound coverage for Mkhambathini. Most of the resources in terms of human capital are allocated at a district level to handle disaster situations that may take place in Mkhambathini.	▪ Lack of a local disaster management plan isolation for some of the areas may threaten the turnaround time to arrive during emergencies'
▪ Most policies and by-laws have been developed, approved and adopted.	▪ The volunteer programme is neither legislated nor guaranteed success.
▪ Mkhambathini is not prone to dreadful natural disasters such as tornadoes, earthquakes or hurricane, extended to the rural areas i.e. tribal council areas.	▪ Lack of bulk water infrastructure to support development within some parts of the municipality.
▪ The location of the municipality near Oribi Airport in Pietermaritzburg, King Shaka International Airport and Dube Trade Port is an advantage for investment and ▪ trading opportunities within the area.	▪ Most of the roads (69%) within the municipality are gravel, which limits the development prospects in some areas. There is general lack of public transport facilities

▪ THREAT	▪ OPPORTUNITY
▪ The portfolio committee system is in place and the council decision processes complies with MSA.	▪ Decline in the agricultural sector has caused jobs losses.
▪ Communication strategies and culture of public participation is being practiced through Izimbizo, IDP Rep Forums and suggestion boxes.	▪ Impact of land reform processes has affected the agricultural sector.
▪ Human Resource Policies have been developed.	▪ Lack of social facilities in most areas of the municipality.
▪ The 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 o Finances at the municipality is good.	▪ Lack of sufficient capacity (vacancies) is causing the municipality to battle 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 the municipality are reduced by National Government, then the municipality will struggle to cope.
▪ Mkhambathini is participating in the IGR structure at a district level.	▪ The municipality is largely dependent on grants and subsidies.
▪ Public participation and municipal structures are in place, which embraces good governance.	▪ High expenditure on salaries.
▪ Audit Committee is in place and the Internal Audit Unit is functional.	▪ No support system for indigents.
▪ Most policies and by-laws have been developed, approved and adopted.	▪ The culture of non- payment of municipal accounts by consumers affects municipal revenue.
▪ Risk management policy is in place.	▪ Unspent grants.
▪ It is located within the busiest corridor within the province, which open a lot of trading and storage opportunities.	▪ Processes to identify and manage unwarranted, unauthorized, irregular or wasteful expenditure are not robust.
▪ It is located within the busiest corridor within the province, which open a lot of trading and storage opportunities.	▪ Revenue collection activities are also not being carries our adequately.
▪ Potential exists to develop and intensify the role of Eston and Ophokweni as secondary nodes.	▪ Some of the ward committees still battle to understand the IDP process and planning cycles.
▪ Mkhambathini is endowed with relatively good agricultural land and opportunities exist to develop this sector even further.	▪ Growing pressure to protect sensitive vegetation such as Ngongoni and Bushveld Valley.
▪ The land claims(restitution)have progressed very well and this provides opportunities for agrarian reform. Training of ward committees on Municipal IDP and budgeting.	▪ Mounting burden to protect the rivers and wet- lands with limited resources available at the municipality.
▪ The opportunity still exists to develop a local disaster management plan using the district plan as framework.	▪ If the systems of good governance are not implemented, especially public participation and transparency, this could lead to limited mistrust and community up roar.

▪ The structures used during IDP processes can be utilized to identify and mobilize volunteers.	▪ Inability to respond to emergencies within pre- scribed response time would undermine the role of the municipality in terms of meeting constitutional obligation.
▪ The planned construction of the new Waste Water Treatment Work with a 2Ml capacity within Camperdown will unlock development opportunities.	▪ Lack of sufficient budgeting would imply that the plan would not be implemented effectively.
▪ The national government massive investment in rail infrastructure may result on the revamp of the railway line between Durban-Pietermaritzburg- Witwatersrand. This will be of great benefit to Mkhambathini.	▪ Failure to implement the National Environment Management Waste Act No.59 of 2008 (extending waste management to tribal council areas) due to unaffordability of this service.
▪ Municipality is reviewing its LED Plan which will assist with governing economic development.	▪ Failure to deliver community facilities (health and libraries) that are needed due to disqualification by planning standards resulting in community uproar.
▪ In terms of demographic, Mkhambathini has a high number of women and youth, this ▪ encourages the government to pilot programmes that target these groups.	▪ Impact of global economic climate i. e. recession.
▪ Opportunity exists to fill the vacant posts in order to beef up municipal capacity.	▪ Impact of climate change and how it may affect the agricultural sector.
▪ Revenue enhancement is being initiated through extending the rates collection coverage.	▪ If early childhood development does not receive sufficient investment, this may have negative repercussions about the future generation of the area.
▪ Training of Ward Committees on Municipal IDP and budgeting.	▪ Lack of budget to fill vacant posts may result in the situation whereby these posts remain frozen. This could hamper the municipality from delivering on some of its functions.

69. KEY CHALLENGES AND INTERVENTION PER KPA

Municipal Transformation and institutional development KPA

Key Challenge	▪ Lack Of Funding on Skills Development Programmes ▪ Lack Of Understanding on Disciplinary Collective Agreement ▪ Lack of ICT Budgetary Allocation to Ensure Effective and Efficient ICT Management.
Intervention	1. Report on the vacancies filled as per the staff regulations. 2. Training/workshop of employees on the reviewed and new corporate policies

Good Governance and public participation KPA

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

Basic Service Delivery KPA

Key Challenge	▪ Lack of a Material Recovery Facility (MRF) ▪ To ensure that the municipal infrastructure assets are maintained.
Intervention	**1.** To ensure that the municipal infrastructure assets are maintained.

Local Economic Development KPA

Key Challenge	▪ High unemployment rate; High Poverty rate. ▪ Ineffective co-ordination and communication with LED stakeholders. ▪ Limited land for development (Urban
Intervention	2. To support Municipality's Rural and Agricultural Development initiatives **3.** To promote the rights of vulnerable groups through various socio-economic development programmes.

Municipal financial viability Management KPA

Key Challenge	▪ Insufficient funding ▪ Low revenue base ▪ Non-payment culture in community and government department.
Intervention	• To ensure that the Budget is spent according to budget projection. • To ensure that the Municipal • Liquidity position is managed.

Cross Cutting Issues spatial, Environmental and Disaster Management KPA

Key Challenge	▪ Billing system not linked to GIS. ▪ Conflicting Land Uses and the need for improved alignment. ▪ Unauthorized developments and the need for enforcement. ▪ Unnecessary and costly duplication of essential services the need for cohesive cross-border plans
Intervention	▪ To ensure spatial development in the entire area of Mkhambathini Municipality

NATIONAL KEY PERFORMANCE AREA, GOALS AND STRATEGIC OBJECTIVES

NKPA	▪ IDP GOAL	▪ STRATEGIC OBJECTIVE
Municipal Transformation & Institutional Development	▪ To ensure sound human resource management ▪ To ensure that municipal staff is skilled according to job requirements. ▪ To ensure that employment equity targets are met	▪ Training/workshop of employees on the reviewed and new corporate policies ▪ Reporting on staff attendance being monitored ▪ Employment Equity Report submitted to the Department of Labour
Basic Service Delivery	▪ To Ensure a Safe & Healthy Environment ▪ To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality	▪ Reporting on households provided with access to basic level of solid waste removal ▪ Community Clean up Campaigns conducted as per the Municipality's Integrated Waste Management Plan ▪ Reporting on social relief support provided to indigent families within all wards
Local Economic Development	▪ To support Municipality's Rural and Agricultural Development initiatives ▪ To develop and support all emerging SMMEs and Cooperatives within the municipality ▪ To promote the rights of vulnerable groups through various socio-economic development programmes.	▪ Monitor and report on the performance of rural and agriculture development programmes ▪ Coordinate Meetings for LED Forum ▪ Coordinate programmes for people living with Disability ▪ Coordinate gender-based activities
Good Governance and Public Participation	▪ To transform the municipality into a performance driven institution ▪ to provide reasonable assurance on the adequacy and effectiveness of internal control system ▪ To ensure continuous engagement with ward constituencies	▪ Functional Portfolio Committees ▪ Review and approve the internal audit plan ▪ Coordinate the Ward Committee meetings in 7 wards ▪ Coordinate the Public Meetings held
Municipal Financial Viability and Management	▪ To ensure enforcement of sound financial management practices ▪ To ensure revenue enhancement ▪ To ensure that the Budget is spent according to budget projection	▪ Procurement plan submitted to Portfolio Committee and Treasury for input ▪ Development and approval of a revenue enhancement strategy ▪ Report on the % of the capital budget actually spent on capital projects
Cross Cutting Issues	▪ To ensure strategic development and management of the municipality's Integrated Development Plan ▪ To ensure spatial development in the entire area of Mkhambathini Municipality ▪ To ensure a functional Disaster Management Unit	▪ Development and approval of the IDP/ Budget Process Plan ▪ Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services. ▪ Reporting on SPLUMA applications approved to the Portfolio Committee ▪ Disaster Management Plans Developed and approved

SECTION D: VISION, MISSION AND GOALS

70.1 VISION, GOALS, AND OBJECTIVES OF MKHAMBATHINI LOCAL MUNICIPALITY

70.1.1 THE VISION:

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

Mission statement:

Mkhambathini Local Municipality commits itself to:

- 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.

70.1.2 MUNICIPAL GOALS, OBJECTIVES AND STRATEGIES

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.

The 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.

70.1.3 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 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.

71. 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 indicates the linkage of the Municipality goals, objectives with that of the KZN PGDS.

Alignment Table of the KZN MTDP strategic priorities with the Municipal Goals, Objectives, and Strategies

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY								
Office of the MM	Provision of Basic Service Delivery	BSD1.1.1	1.1To ensure provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	1.1.3 Number of households electrified but not energised (accumulative) by 30/06/2026	Inequitable Access to Land	Back To Basics: Pillar 2 - Delivering Basic Services	Strategic priority 3: Build a capable, ethical and development state.	Outcome 6: An Efficient, Competitive and Responsive Economic Infrastructure Network
		BSD1.1.2		1.1.4 Number of households electrified but not energised (accumulative) by 30/06/2026				
Technical Services		SD1.1.3		1.1.5 Number of households electrified but not energised (accumulative) by 30/06/2026				
		SD1.1.4		1.1.6 Number of households electrified but not energised (accumulative) by 30/06/2026				
		BSD1.1.5		1.1.7 Number of households electrified but not energised (accumulative) by 30/06/2026				
		BSD1.1.6		1.1.8 Number of households electrified but not energised (accumulative) by 30/06/2027				
		BSD1.1.7		1.1.9 Percentage of Upgrading of high energy consumption lights to energy efficient lights				
		BSD1.1.8		1.1.10 Percentage of construction of Thimon Community Hall				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				completed by 30/06/2026				
		BSD1.1.9		1.1.11 Percentage of construction of Matigulu Access Road Ward 7 by 30 June 2026				
		BSD1.1.10		1.1.12 Percentage of Construction of Tala Valley Sport Field Ward 04 by 30 June 2026				
		BSD1.1.11		1.1.13 Percenatge of construction of Imboyi Community Hall Ward 3 by 30 June 2026				
		BSD1.1.12		1.1.14 Percentage of construction of Nonzila Creche Ward 02 by 30 June 2026				
		BSD1.1.13		1.1.3 Number of households electrified but not energised (accumulative) by 30/06/2026				
		BSD1.1.14		1.1.4 Number of households electrified but not energised (accumulative) by 30/06/2026				
Community Services		BSD1.2.1	1.2 To ensure a Safe & Healthy Environment through waste minimization, maintenance of parks, gardens and open spaces	1.2.1 Review and adoption of the Integrated Waste Management Plan by 30 June 2026	Lack Of Waste Disposal Facilities Land Fill Site	Back to Basics: Pillar 2 - Delivering basic services	Strategic priority 2: Reduce Poverty and tackle the high cost of living.	Outcome 6: an efficient, competitive, and responsive economic infrastructure network
		BSD1.2.2		1.2.2 Approval of the Waste Management Schedule by portfolio Committee				
		BSD1.2.3		1.2.3 Ratepayers receiving weekly refuse collection service				
		BSD1.2.4		1.2.4 Quarterly reports submitted to portfolio committee on the implementation of the				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				Waste Management Plan				
		BSD1.2.5		1.2.5 Date of approval of the Open spaces, parks, Gardens and sportsfields management plan by portfolio committee				
		BSD1.2.6		1.2.6 Quarterly reports submitted to portfolio committee on the implementation of the Open spaces, parks, Gardens and sportsfields management plan				
		BSD1.3.1	1.3 To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality through social relief support and free basic electricity	1.3.1 Date of Municipal Indigent policy (for access to basic services) review and adopted by Council				
		BSD1.3.2		1.3.2 Number of quarterly reports submitted to portfolio committee on households receiving free basic services including Free Basic Electricity and Social Relief Groceries submitted to Portfolio Committee				
		BSD1.3.3		1.3.3 Number of households receiving monthly free basic electricity				
Technical Services		BSD1.4.1	1.4 To ensure maintenance of municipal infrastructure assets.	1.4.1 Percentage of maintenance of Ezinembeni Creche Ward 1 by 30 June 2026				
		BSD1.4.2		1.4.2 Percenatge of maintenance of Manzamnyama Community Hall Ward 2				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				by 30 June 2026				
		BSD1.4.3		1.4.3 Percentage of maintenance of Nkanyezini Community Hall Ward 3 by 30 June 2026				
		BSD1.4.4		1.4.4 Percentage of maintenance of Dukes Community Hall Ward 4 by 30 June 2026				
		BSD1.4.5		1.4.5 Percentage of maintenance of Oehley Road stormwater Ward 3 by 30/06/2026 (accumulative)				
		BSD1.4.6		1.4.6 Percentage of maintenance of Nkanyezini Taxi Rank Ward 5 by 30 June 2026				
		BSD1.4.7		1.4.7 Percentage of maintenance Thembela Creche Ward 6 by 30 June 2026				
		BSD1.4.8		1.4.8 Percentage of maintenance of Esigodini Community Hall Ward 7 by 30 June 2026				
		BSD1.4.9		1.4.9 Percentage of maintenance of Maqongqo Access Road Ward 1 by 30 June 2026				
		BSD1.4.10		1.4.10 Percentage of maintenance of Usuthu Juteni Access Road Ward 4 by 30 June 2026				
		BSD1.4.11		1.4.11 Percentage of maintenance of Ngqaza Access Road by 30 June 2026				
		BSD1.4.12		1.4.12 Percentage of maintenance of Mdala Access Road Ward 4 by				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				30 June 2026				
		BSD1.4.13		1.4.13 Percentage of maintenance of Pontso Access Road by 30 June 2026				
NATIONAL KEY PERFORMANCE AREA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								
Office of the MM	To enhance Municipal Institutional Development and Transformation	MIDT2.1.1	2.1To ensure a functional organisational structure	2.1.1 Percentage of funded posts filled in the approved organogram by 30 June 2026	Insufficient Budget to Fill Vacant Positions This Results In Post Remain Frozen, This Hampers The Municipality From Delivering On Some Of Its Functions	Back To Basics: Pillar 5 - Building Capable Local Governme nt	Strategic priority 3: Build a capable, ethical and developmental state	Output 1: Implement A Differentiated Approach to Municipal Financing Planning And Support
Corporate Services		MIDT2.1.2		2.1.2 Percentage of funded and approved posts filled in accordance with staff regulations by 30 June 2026				
Corporate Services		MIDT2.2.1		2.2.1 Number of reports Monitored of leave balances to ensure adherence with legislation requirements through monthly system generated reconciliation report by 30 June 2026				
		MIDT2.2.2	2.2 To ensure sound human resource management	2.2.2 Date of workshop of employees on the reviewed and new Corporate policies by 30 June 2026				
		MIDT2.2.3		2.2.3 Percentage of employees with signed IPMS agreements and completed performance reviews by 30 June 2026				
		MIDT2.2.4		2.2.4 Number of monthly reports indicating signing of attendance registers presented to Management				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				Committee by 30 June 2026				
Community Services		MIDT2.3.1	2.3 To ensure effective and efficient Library Services	2.3.1 Number of reports on Library outreach programmes implemented in line with the library annual plan by 30 June 2026				
Corporate Services		MIDT2.4.1	2.4 To ensure that municipal staff is skilled according to job requirements	2.4.1 Number of reports on the training conducted as per the WSP by 30 June 2026	Lack Of Resources To Fund Capacitation Of Employees And Communities	Back To Basics: Pillar 5 -Building Capable Local Government	Goal 4: Quality Education	
		MIDT2.4.2		2.4.2 Date of submission of the WSP and the ATR to LGSETA by 30 April 2026				
Financial Services		MIDT2.5.1	2.5 To ensure effective and efficient asset protection and management	2.5.1 Percentage of Municipal assets physically verified and matched to the FAR by 30 June 2026				
Corporate Services		MIDT2.5.2		2.5.2 Number of quarterly reports on security management by 30 June 2026				
Corporate Services		MIDT2.6.1	2.6 To promote occupational health and safety in the workplace	2.6.1 Date of development and approval of the Mkhambathini Occupational Health and Safety Framework by 30 June 2026				
Corporate Services		MIDT2.7.1	2.7 To ensure that efficient and effective fleet management	2.7.1 Number of fleet reports indicating variance between actual and budgeted fuel expenditure by 30 June 2026				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
		MIDT2.7.2		2.7.2 Date of review of the Fleet Policy by council by 30 June 2026				
		MIDT2.8.1	2.8 To ensure effective and efficient ICT Management	2.8.1 Number of reports on time taken to repair the system, applications or network to full functionality following a failure in line with the ICT norm of 24hrs by 30 June 2026	Lack Of ICT Infrastructure To Respond To Public Demands			
		MIDT2.8.2		2.8.2 Number of monthly reports on help desk queries resolved within 48hrs of reporting by end user by 30 June 2026				
		MIDT2.9.1	2.9 To provide acceptable Employee Assistance Programme (EAP) and wellness initiatives	2.9.1 Date of approval of Employee Assistance Programme (EAP) referral procedure and wellness implementation plan developed and approved by Management Committee by 31 October 2025				
		MIDT2.9.2		2.9.2 Number of reports on the implementation of Employee Assistance Programme (EAP) implementation plan submitted to Portfolio Committee by 30				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				June 2026				
		MIDT2.9.1	2.10 To ensure effective and efficient Records Management	2.10.1 Number of workshops on the implementation of the registry file plan by 30 June 2026				
		MIDT2.11.1	2.11 To ensure that employment equity targets are met	2.11.1 Date of review of the Municipal Employment Equity Plan for the next five years by 30 September 2026				
		MIDT2.11.2		2.11.2 Date of submission of the Municipal Employment Equity Plan Report to the Department of Labour by 15 January 2026				
Office of Municipal Manager		MIDT2.12.1	2.12 To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality through public employment and training programmes	2.12.1 Number of work opportunities created through EPWP by 30 June 2026 (static after Q1 recruitment. This must be 300 at all times)	Lack Of Resources To Fund Capacitation Of Employees And Communities	Back To Basics: Pillar 5 -Building Capable Local Government	Strategic priority 1: Drive inclusive growth and job creation	
		MIDT2.12.2		2.12.2 Number of individuals trained or placed in internships/apprenticeships by 30 June 2026				
		MIDT2.12.3		2.12.3 Number of times the youth database is updated during the reporting period by 30 June 2026				
Corporate Services		MIDT2.12.4		2.12.4 Number of reports on intake of interns and WIL students by 30 June 2026				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
		MIDT2.12.5		2.12.5 Number of reports on training of unemployed community members in line with the WSP by 30 June 2026				
Community Services		MIDT2.12.6		2.12.6 Adoption of the EPWP Policy review (in line with phase 5) by Council				
		MIDT2.12.7		2.12.7 Date of submission of the EPWP Projects List (Implementation Plans) for 2025/26 and 2026/27 to portfolio committee				
		MIDT2.12.8		2.12.8 Number of quarterly EPWP Performance evaluation reports submitted to Portfolio Committee and Public Works				
NATIONAL KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT								
Community Services	To enhance Local Economic Development	LED3.1.1	3.1 To facilitate economic development and job creation through collaboration with existing and new industries	3.1.1 Date of Five year Local Economic Development Strategy reviewed and approved by Council by 31 May 2026	Ineffective co-ordination and communication with LED stakeholders.	Back To Basics: Pillar 1 - Putting People First	Strategic priority 1: Drive inclusive growth and job creation	Outcome 4: Decent Employment Through Inclusive Growth
		LED3.1.2		3.1.2 Quarterly reports on the LED Forum and subforum meetings coordinating multisector structures submitted to portfolio committee 30 June 2026				
		LED3.1.3		3.1.3 Date of Economic growth and investment engagement sessions held with the business community by 30 June				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				2026				
		LED3.2.1	3.2 To develop and support all emerging SMMEs and Cooperatives within the municipality through establishment of institutional arrangements, support and development programme	3.2.1 Number of quarterly reports on the SMME and Cooperatives development programmes implemented in line with the LED Implementation Plan and business coordinating structures' Plans submitted to portfolio committee by 30 June 2026				
Office of the Municipal Manager		LED3.2.2		3.2.2 Number of Awards made to BBBEE level 1 companies for bids more than R30 000 monitored by 30 June 2026				
Finance Services		LED3.2.3		3.2.3 Number of Award made to BBBEE level 1 companies for bids more than R30 000 by 30 June 2026				
Office of the Municipal Manager		LED3.3.1	3.3 To promote the rights of vulnerable groups through various socio-economic development programmes linked to persons with disabilities, gender issues, youth, children and senior citizens	3.3.1 Date of the Youth Development Strategy/plan reviewed by Council by 30 June 2026.				
Community Services		LED3.3.2		3.3.2 Date of Development and approval of the Mkhambathini Special programmes strategy by Council by 31 January 2026				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
Community Services		LED3.3.3		3.3.3 Number of quarterly reports on the implementation plan of the special programmes strategy implementation plan submitted to portfolio committee by 30 June 2026				
		LED3.4.1	3.4 To support community agricultural Development initiatives within all wards in line with the LED Strategy Implementation plan	3.4.1 Number of quarterly reports on the Agriculture development programmes implemented in line with the LED Implementation Plan and Agriculture coordinating structures' Plans submitted to portfolio committee by 30 June 2026				
Community Services		LED3.5.1	3.5 To promote Arts and Culture Activities through establishment of institutional arrangements and implementation of arts and Culture plan in line with the LED strategy implementation plan	3.5.1 Number of quarterly reports on the Arts and Culture programmes implemented in line with the LED Implementation Plan and Arts and Culture Council Plans submitted to portfolio committee by 30 June 2026				
Community Services		LED3.6.1	3.6 To position the municipality as the Tourism destination of choice through promotion of tourism outlets and services	3.6.1 Date of Review and approval of the Mkhambathini Tourism Development plan by Council by 30 June 2026				
		LED3.6.2		3.6.2 Number of quarterly reports on the Tourism programmes implemented in line with the LED				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				Implementation Plan and the Tourism Development Plan (once approved) submitted to portfolio committee by 30 June 2026				
Community Services		LED3.7.1	3.7 To promote Sports and Recreation through implementation of the sports development plan	3.7.1 Date of review and approval of the Mkhambathini Sports Development strategy by Council by 31 January 2026				
		LED3.7.2		3.7.2 Number of quarterly reports on implementation plan of the sports development strategy implementation plan submitted to portfolio committee by 30 June 2026				
Community Services		LED3.8.1	3.8 To reduce teenage pregnancy, substance abuse and HIV/AIDS infections amongst teenagers and youth through strategic engagements of key stakeholders, life skills programs and family support	3.8.1 Number of quarterly reports on implementation plan of the HIV/AIDS Multisector strategy implementation plan submitted to portfolio committee by 30 June 2026				
Community Services		LED3.9.1	3.9 To facilitate reduction of poverty levels through functional Operation Sukuma Sakhe structures and programs	3.9.1 Number of quarterly reports on functionality of the OSS Coordinating Structures submitted to portfolio committee (LTT/LAC and War rooms) by 30 June 2026				
Community		LED3.10.1	3.10 Enhance	3.10.1 Date of				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
Services			Community Safety and Security within the municipal area	development and adoption of the Mkhambathini Road Traffic Safety Bylaw by set timeframe 31 August 2025				
		LED3.10.2		3.10.2 Date of the establishment of Mkhambathini Traffic Operation Centre by 31 March 2026				
NATIONAL KEY PERFORMANCE AREA 4 :FINANCIAL VIABILITY AND MANAGEMENT								
Finance Services	The improvement of Financial Viability And Management	FIN4.1.1	4.1 To ensure enforcement of sound financial management practices	4.1.1 Date of Procurement plan submitted to Portfolio Committee and Treasury for input by 31 May2026	Lack of funding – Grant dependency	Output 1: Implementation A Differentiated Approach To Municipal Financing, Planning And Support	Strategic priority 3: Build a capable, ethical and development state	Back To Basics: Pillar 4- Sound Financial Management
		FIN4.1.2		4.1.2 Number of monthly Bank Reconciliations prepare and submitted to CFO by 30 June 2026				
		FIN4.1.3		4.1.3 Number of monthly Creditors Reconciliations prepared and submitted to CFO by 30 June 2026				
		FIN4.1.4		4.1.4 Percentage of departments that submit complete and align budget inputs and procurement plans by the prescribed deadline 30 June 2026				
		FIN4.1.5		4.1.5 Date of Budget inputs and procurement plan aligned to finance submitted and completed by the prescribed deadline 30 June 2026				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
		FIN4.1.6		4.1.6 Number of quarterly reports to Council (Section 52d of MFMA) by 30 June 2026				
		FIN4.1.7		4.1.7 Number of monthly reports on Vat Reconciliations by 30 June 2026				
Office of the Municipal Manager		FIN4.1.8		4.1.8 Date of Budget inputs and procurement plan aligned to Office of the Municipal Manager submitted and completed by the prescribed deadline by 31 March 2026				
Corporate services		FIN4.1.9		4.1.9 Date of budget inputs on Corporate Services items submitted to CFO by the prescribed deadline 31 March 2026				
Community Services		FIN4.1.10		4.1.10 Date of Budget inputs and procurement plan aligned to Community Services submitted and completed by the prescribed deadline 31 March 2026				
Technical Services		FIN4.1.11		4.1.11 Date of Budget inputs and procurement plan aligned to infrastructure projects completed and submitted by the prescribed deadline by 31 March 2026				
Finance Services		FIN4.2.1	4.2 To ensure that the Budget is spent according to budget projection	4.2.1 Percentage of capital budget spent per quarter by 30 June 2026				
Office of the Municipal		FIN4.2.2		4.2.2 Percentage of the Spending of Municipal				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
Manager				Infrastructure Grant Expenditure monitored to achieve 100% by 30 June 2026				
		FIN4.2.3		4.2.3 Percentage of spending of Integrated National Electrification Programme Expenditure monitored to achieve 100% by 30 June 2026				
Office of the Municipal Manager		FIN.4.3.1	4.3 To ensure compilation of a credible Annual Financial Statements	4.3.1 Date of submission of AFS by legislated deadline 31 August 2025				
		FIN4.3.2		4.3.2 Percentage reduction in external audit findings compared to previous year by 30 June 2026				
Finance Services		FIN4.3.3		4.3.3 Date of AFSs submitted to AG by 31 August 2025				
Community Services		FIN4.4.1	4.4 To ensure revenue enhancement	4.4.1 Amount of Revenue generation through learners licensing generated by 30 June 2026				
		FIN4.4.2		4.4.2 Amount of Revenue through Motor Licensing generated by 30 June 2026				
Finance Services		FIN4.4.3		4.4.3 Date of development and approval of Revenue Enhancement Strategy by 30 June 2026				
		FIN4.4.4		4.4.4 Number of quarterly Age Analysis reports prepared submitted to Council by 30 June 2026				
		FIN4.4.5		4.4.5 Percentage of Increased Debts				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				collection rate by 30 June 2026				
Finance Services		FIN4.5.1	4.5 To ensure that the Municipal Liquidity position is managed at 1:07	4.5.1 Ratio Reports on liquidity ratios by 30 June 2026				
Finance Services		FIN4.6.1	4.6 To ensure effective management of the payroll system	4.6.1 Number of monthly Payroll Reconciliation prepared and submitted to Senior Management by 30 June 2026				
Community Services		FIN4.7.1	4.7 To ensure effective and efficient grants management through 100% expenditure on all Conditional grants	4.7.1 Percentage spent on EPWP allocation (accumulative) by 30 June 2026				
Finance Services		FIN4.7.2		4.7.2 Number of monthly Reconciliation of grants income prepared and submitted to CFO by 30 June 2026				
		FIN4.7.3		4.7.3 Percentage of financial reports on EPWP allocation spending prepared and submitted to Public Works by 30 June 2026				
Technical Services		FIN4.7.4		4.7.4 Percentage of MIG allocation spent by 30 June 2026				
		FIN4.7.5		4.7.5 Number of progress reports on MIG projects implemented in all wards prepared				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				and submitted to Council by 30 June 2026				
		FIN4.7.6		4.7.6 Number of progress reports on INEP electricity projects implemented in all wards prepared and submitted to Council by 30 June 2026				
Office of the Municipal Manager		FIN4.8.1	4.8 To ensure effective and efficient supply chain management system	4.8.1 Date of appointment of Bid Committees (BSC, BEC and BAC) in line with Municipal SCM Policy and regulations by 31 July 2025				
		FIN4.8.2		4.8.2 Number of days of appointment of Service providers within 14 working days after the BAC meetings by 30 June 2026				
Finance Services		FIN4.8.3		4.8.3 Number of reports signed by the CFO and submitted to the Finance Portfolio Committee on a quarterly basis by 30 June 2026				
		FIN4.8.4		4.8.4 Number of days to complete procurement processes for quotations and tenders by 30 June 2026				
		FIN4.8.5		4.8.5 Number of BEC meetings convened within 15 days after the closing date of an advert by 30 June 2026				
		FIN4.8.6		4.8.6 Number of BAC meetings convened within 14 working days after the BEC meetings by 30 June 2026				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
KEY PERFORMANCE AREA 5 : GOOD GOVERNANCE AND DEMOCRACY								
Office Of the Municipal Manager	To maintain Good Governance and Democracy	GG5.1.1	5.1 To implement and maintain effective enterprise risk management system	5.1.1 Number of Risk Management Workshops held by 30 June 2026			Strategic priority 3: Build a capable, ethical and development state	
		GG5.1.2		5.1.2 Date of submission of Risk Management Policy and Strategy to Council by 30 June 2026				
		GG5.1.3		5.1.3 Percentage of departmental risks with updated mitigating actions submitted and signed off by directors, reviewed by the Municipal Manager quarterly and submitted to risk committee meetings by 30 June 2026				
Corporate Services		GG5.1.4		5.1.4 Number of reports on risks mitigating action plans submitted to the Office of the Municipal Manager 30 June 2026				
Community Services		GG5.1.5		5.1.5 Percentage of risks in the risk register with documented mitigating actions and progress reports submitted to MANCO and the Audit Committee.				
Finance Services		GG5.1.6		5.1.6 Percentage of risks mitigating action plans reports submitted to the Risk Management Committee 30 June 2026				
Technical Services		GG5.1.7		5.1.7 Percentage of risks mitigating action plans reports submitted to the				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				Risk Management Committee 30 June 2026				
Office of the Municipal Manager		GG5.2.1	5.2 To provide reasonable assurance on the adequacy and effectiveness of internal control system	5.2.1 Date of review and approval of the internal audit plan by Audit Committee by 30 June 2026				
		GG5.2.2		5.2.2 Number of reports on the Implementation of the Internal Audit Plan by 30 June 2026				
		GG5.2.3		5.2.3 Date of review and submission of Internal audit charter to the audit committee for approval by 30 June 2026				
		GG5.2.4		5.2.4 Date of review and submission of the Performance and Audit Committee charter to Council for approval by 30 June 2026				
		GG5.2.5		5.2.5 Date of review of the Communication Strategy by Council by 30 June 2026				
		GG5.2.6		5.2.6 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026				
Corporate Services		GG5.2.7		5.2.7 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026				
Community Services		GG5.2.8		5.2.8 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026				
Finance		GG5.2.9		5.2.9 Percentage of				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
Services				internal audit and AG audit findings resolved and verified by 30 June 2026				
Technical Services		GG5.2.10		5.2.10 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026				
Office of the Municipal Manager		GG5.3.1	5.3 To transform the Municipality into performance driven Municipality, ensure an effective Audit and Performance Committee	5.3.1 Number of Audit Committee Meetings coordinated and held by 30 June 2026				
		GG5.3.2		5.3.2 Number of Performance Audit Committee Meetings coordinated and held by 30 June 2026				
		GG5.4.1	5.4 Ensure Functional Public Municipal Accounts Committee	5.4.1 Number of Municipal Public Accounts Committee meetings coordinated by 30 June 2026				
		GG5.5.1	5.5 To ensure continuous engagement with ward constituencies	5.5.1 Number of Ward Committee meetings coordinated in all wards by 30 June 2026				
				5.5.2 Number of Public Meetings coordinated and held in all wards by 30 June 2026				
Office of the Municipal Manager		GG5.5.2	5.6 To ensure that services provided to the municipality by the service providers are of high quality	5.6.1 Percentage of service providers meeting performance standards or KPIs by 30 June 2026				
Corporate Services		GG5.6.1		5.6.2 Number of reports on the assessment of service providers contracted to render services on behalf of the				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				department submitted to Municipal Manager by 30 June 2026				
Community Services		GG5.6.2		5.6.3 Number of monthly reports on the assessment of service providers contracted to render services on behalf of the department submitted to MANCO by 30 June 2026				
Finance Services		GG5.6.3		5.6.4 Number of monthly reports on the assessment of service providers contracted to render services on behalf of the department submitted to the Municipal Manager by 30 June 2026				
Technical Services		GG5.6.4		5.6.5 Number of reports on the assessment of service providers contracted to render services on behalf of the department submitted to Municipal Manager by 30 June 2026				
Office of the Municipal Manager		GG5.6.5	5.7 To transform the municipality into a performance driven institution through performance planning and monitoring	5.7.1 Percentage of set targets achieved across all departments by 30 June 2026				
		GG5.7.1		5.7.2 Number of signed Performance agreements sent to COGTA for Senior Managers by 30 June 2026				
		GG5.7.2		5.7.3 Percentage of performance scores and feedback documented and				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				discussed by 30 June 2026				
		GG5.7.3		5.7.4 Date by which the mid -year Budget Report is signed by the MM, prepared and submitted to Treasury by 25 January 2026				
		GG5.7.4		5.7.5 Date of draft Annual Report prepared and tabled to Council by 31 January 2026				
		GG5.7.5		5.7.6 Date of Oversight committee meeting coordinated to consider the adoption of the Annual Report to Council by 31 March 2026				
		GG5.7.6		5.7.7 Date of Oversight Process Facilitated and Adopted by Council by 31 March 2026				
		GG5.7.7		5.7.8 Date of final and adopted Annual Report by Council by 31 March 2026				
Corporate Services		GG5.7.9		5.7.9 Number of Council meetings supported by Administration Office by 30 June 2026				
		GG5.7.10		5.7.10 Number of EXCO meetings supported by the Administration Office by 30 June 2026				
		GG5.7.11		5.7.11 Number of Portfolio Committees (Corporate/Community/Finance/Infrastructure) supported by				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				the Administration Office by 30 June 2026				
		GG5.7.12		5.7.12 Number of MPAC and LLF Committees supported by the Administration Office by 30 June 2026				
		GG5.7.13		5.7.13 Number of performance report on the Corporate Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee by 30 June 2026				
		GG5.7.14		5.7.14 Date of Annual Report inputs on Corporate Services activities completed and submitted to the Office of the Municipal Manager by 31 December 2025				
Community Services		GG5.7.15		5.7.15 Number of quarterly performance report on the Community Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee by 30 June 2026				
		GG5.7.16		5.7.16 Date of Annual Report inputs on community Services activities completed and submitted by the prescribed deadline 31 December 2025				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
		GG5.7.17		5.7.17 Number of quarterly report on functionality of the Community Services coordinating multi-sector structures (incl. LTT_LAC/ War Rooms/ Community Safety Forum/LRC)				
		GG5.7.18		5.7.18 Number of quarterly performance report on the Finance Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee by 30 June 2026				
Technical Services		GG5.7.19		5.7.19 Date of Annual Report inputs on Finance Services activities completed and submitted by the prescribed deadline of 31 December 2025				
		GG5.7.20		5.7.20 Number of performance report on the Technical Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee 30 June 2026				
KEY PERFORMANCE AREA 6 : CROSS CURRING ISSUES								
Office of the Municipal Manager	To enhance cross cutting issues	CC6.1.1	6.1 To ensure strategic development and management of the municipality's Integrated Development Plan	6.1.1 Date of Development and approval of the IDP/ Budget Process Plan by Council by 31 August 2025	Unauthorized developments and the need for enforcement	Output 7: Single Window of Coordination	Strategic priority 3: Build a capable and developmental state	Back To Basics: Pillar 2 - Delivery Basic Services
		CC6.1.2		6.1.2 Number of IDP Representative Forum meetings coordinate by 30 June 2026				
		CC6.1.3		6.1.3 Date of IDP				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
				community inputs obtained and submitted by the prescribed deadline by 31 May 2026				
		CC6.1.4		6.1.4 Date of Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services by 31 May 2026				
Corporate Services		CC6.1.5		6.1.5 Date of IDP inputs on Corporate Services plans completed and submitted by the prescribed deadline by 31 May 2026				
Community Services		CC6.1.6		6.1.6 Date of IDP inputs on community Services plans completed and submitted by the prescribed deadline 31 May 2026				
Finance Services		CC6.1.7		6.1.7 Date development and approval of the IDP/ Budget Process Plan by Council by 31 August 2025				
		CC6.1.8		6.1.8 Date of IDP inputs on finance Department plans completed and submitted by the prescribed deadline by 31 May 2026				
Technical Services		CC6.1.9		6.1.9 Date of IDP inputs on Technical Services plans completed and submitted by the 31 May 2026				
Corporate Services		CC6.2.1	6.2 To promote effective and efficient building	6.2.1 Number of reports on Access control by 30 June 2026				

Responsible Department	IDP Strategic Goal	SDBIP Indicator Reference No.	IDP Strategic Objective	Key Performance Indicator	Key Challenges	B2B	KZN MTDP	DGDP
Technical Services		CC6.2.2	control services	6.2.2 Number of reports on Building Inspections submitted to the Portfolio Committee by 30 June 2026				
Community Services		CC6.3.1	6.3 To ensure a functional Disaster Management Unit through strategic institutional arrangements	6.3.1 Date of review and approval of Disaster Management strategic Documents (plan/ Sector plan and seasonal Plans) by set timeframes by 30 June 2026				
		CC6.3.2		6.3.2 Number of quarterly reports on Disaster Management function submitted to Portfolio Committee by 30 June 2026				
Technical Services		CC6.4.1	6.4 To ensure spatial development in the entire area of Mkhambathini Municipality	6.4.1 Number of reports on SPLUMA applications approved to the Portfolio Committee by 30 June 2026				
Technical Services		CC6.5.1	6.5 To ensure spatial development in the entire area of Mkhambathini Municipality	6.5.1 Number of reports on SPLUMA applications approved to the Portfolio Committee by 30 June 2026				

SECTION E1: STRATEGIC MAPPING

72.1 SPATIAL DEVELOPMENT FRAMEWORK CHAPTER

Mkhambathini Local Municipality currently has an existing Spatial Development Framework which was developed and adopted in 2019. On the 14 October 2024 TPS Development Projects was appointed to review the current SDF, that will address all the MEC comments, SDP AND CIF. The review of the Mkhambathini LM SDF consists of the following phases:
Phase 1: Project Inception
Phase 2: Policy Context and Vision Directives
Phase 3: Spatial challenges and opportunities (Current Phase)
Phase 4: Spatial Proposals & Implementation Framework
Phase 5: Draft SDF & stakeholder engagement/ public participation
Phase 6: Final SDF & SDP Report and Council Approval
Phase 7: Project Close Out
Phase 5 aims to undergo the public participation process through the advertising of the SDF, and the collation and consolidation of the information gleaned. The phase of the project will include notification/advertising for comment for 60 days for input via one media outlet and the issuing of a gazette notice as well as refinement of the SDF, vision statement, development strategies; and the refinement of the concepts.
The deliverables of this phase entail:

- presentation to Traditional Leaders
- Public, meetings,
- presentation of findings to portfolio committee,
- presentation to Technical Committee,
- presentation to Project Steering Committee Meeting.

Mkhambathini Municipality SDF Project Plan and Budget are attached as an annexure

72.1.1 SPATIAL DEVELOPMENT PLAN

PROJECT	PROGRESS
The construction of the Camperdown Wastewater Treatment Works. A portion of the Remainder of 106 Camperdown has been split zoned and incorporated into the Town Planning Scheme for this project.	The construction of the Camperdown WWTW is a catalytic project that will attract and unlocked development in Camperdown. This piece of land has been split zone but is yet to be registered. It is budgeted at R150 00000 which is to be provided for by Umgeni-UThukela Water,DTI and UMDM.

Camperdown Rental Housing Stock Development (Portion 3 of Lot 90 Camperdown)	This project has been zoned into the scheme this project is dependent on the construction of the WWTW. It addresses the issues of inclusionary housing in the area. The budget for this project is not yet determined.
Housing Project (Farm Misty, Stockdale & Pootjie)	Currently waiting on expropriation of land for informal settlement upgrades.
Application for release of agricultural land from the provisions of Subdivision of Agricultural Land (Act 70 of 1970)	This will allow for additional development to facilitate for the New Town which is incorporated for the Town Planning Scheme. A bulk application was submitted to the Department of Agriculture for the release of 26 properties which are located in the industrial area.
Doubling up of the Water Storage Reservoir	The doubling up of the water storage reservoir will assist in the promotion and densification of the Camperdown area as well as the development of the new town. The budget for this project has not yet been determined.
Upgrade of the N3 Highway in the Camperdown area	This project is currently underway and is funded by SANRAL. The N3 corridor is the most strategically important route. This corridor is essential for the economic future growth of the municipality. Not only does N3 provide access into Camperdown, it also plays a significant role in the municipality's tourism development potential and continued capacity for agricultural production and distribution.

FIGURE 40: ENVIRONMENTAL SENSITIVE AREA

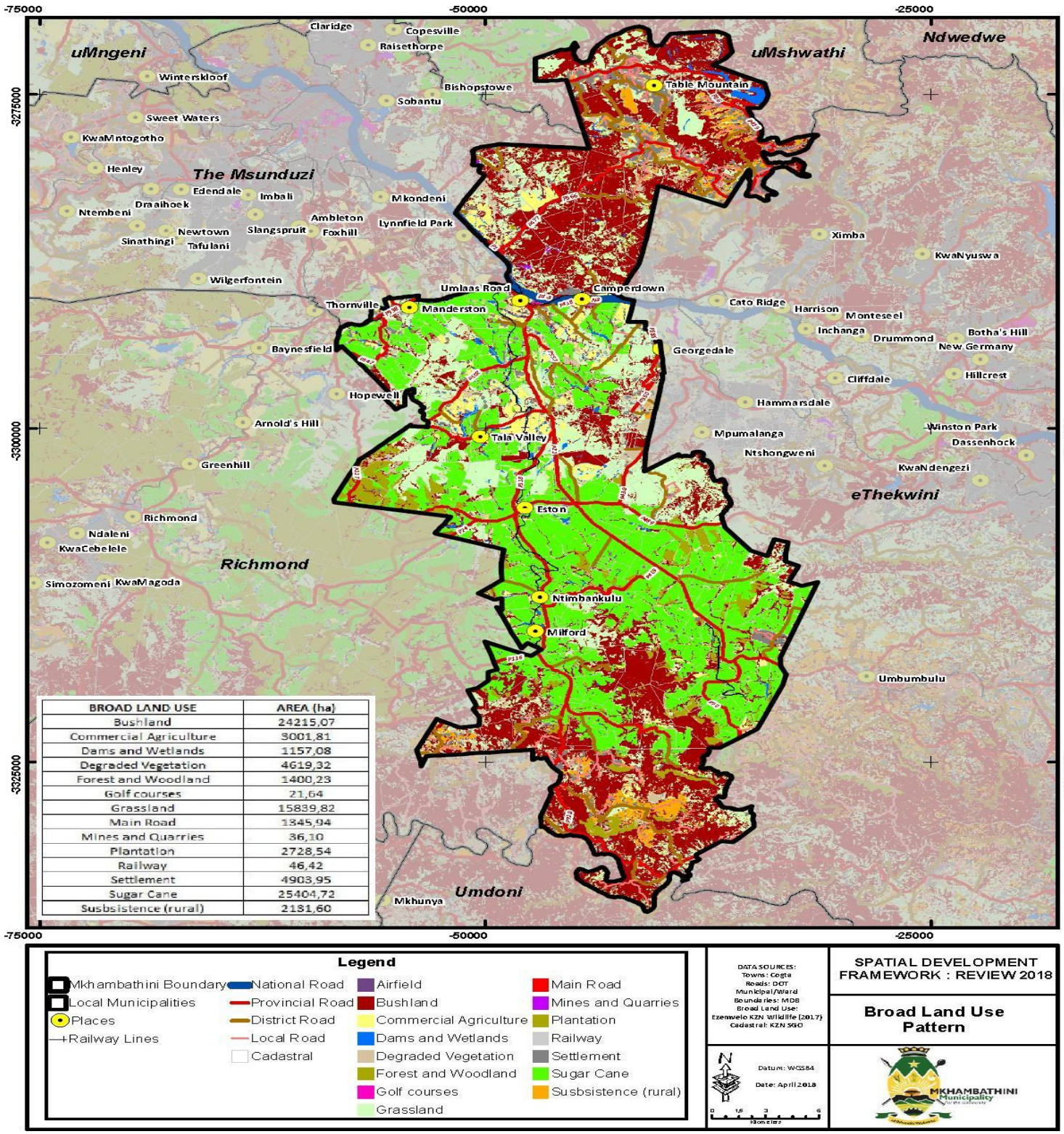


FIGURE 41: LAND USE MAP

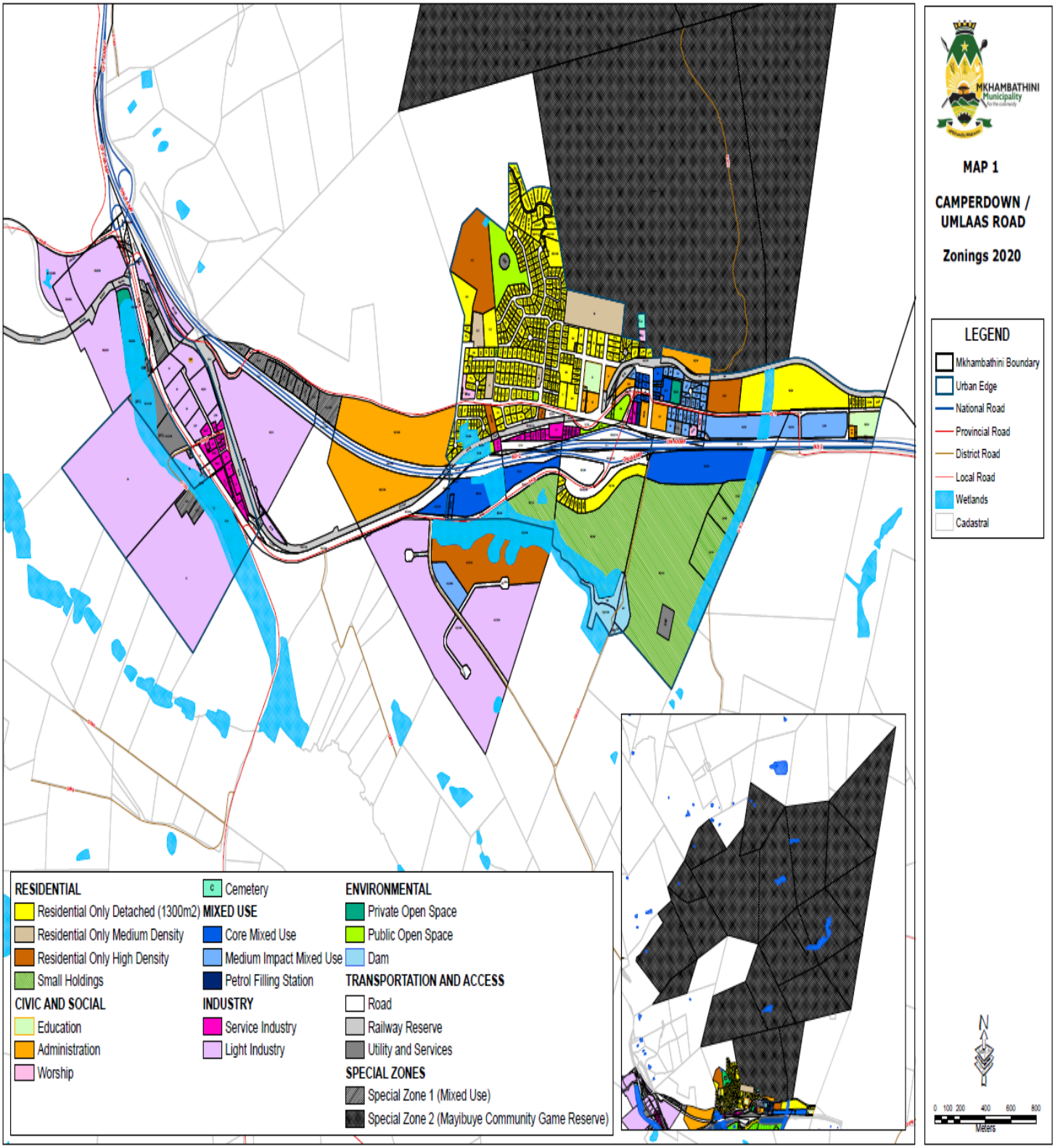
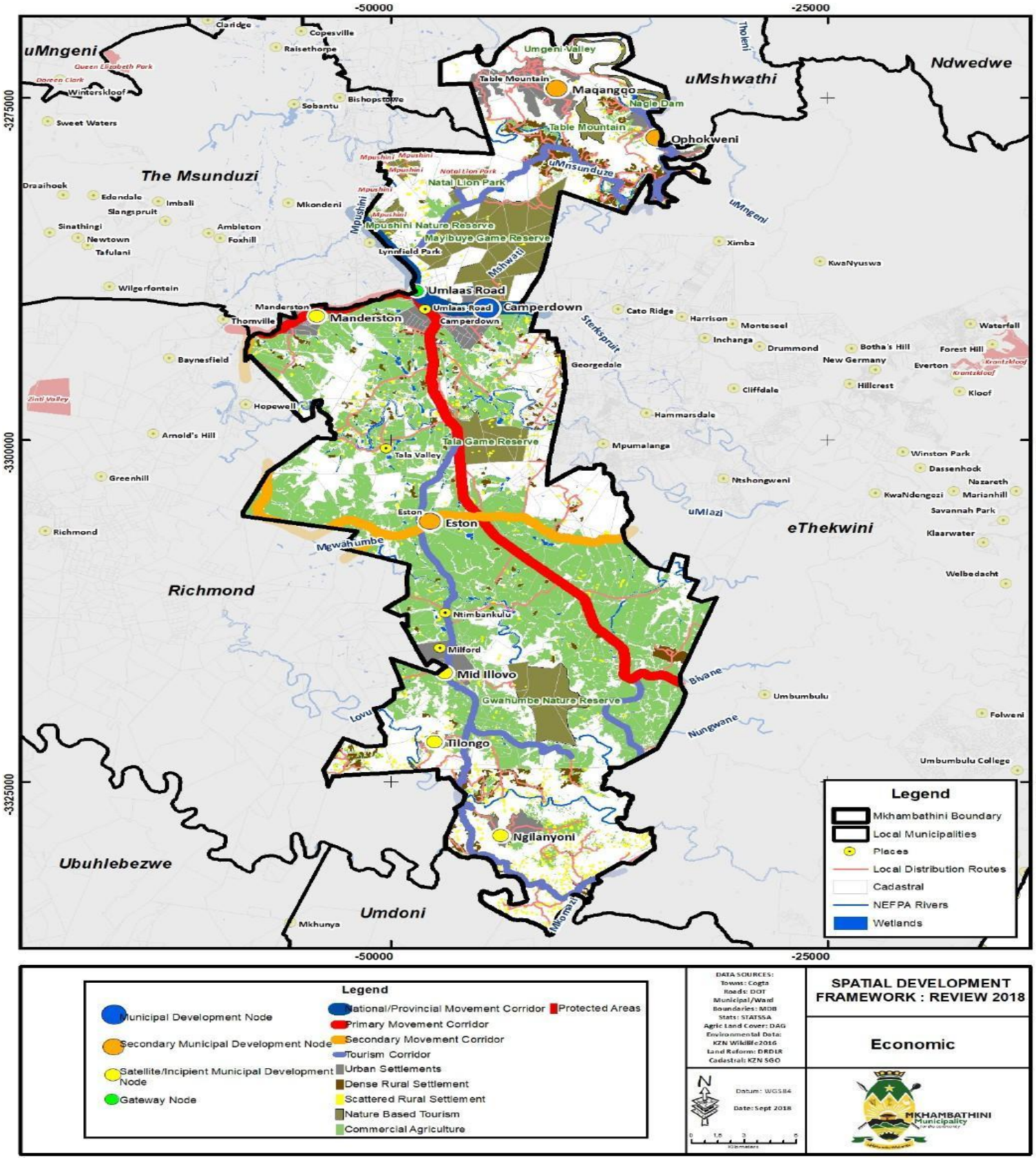


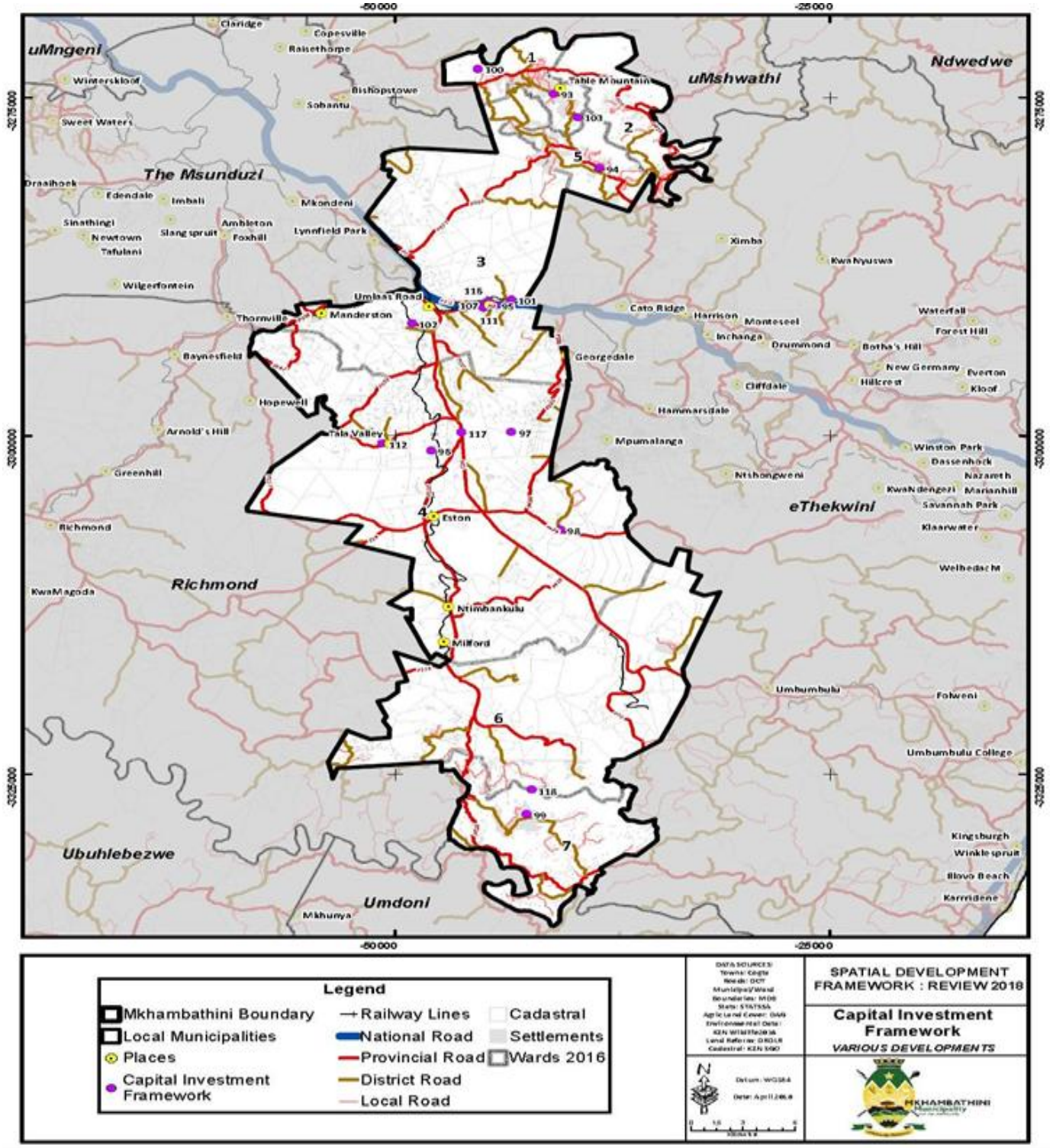
FIGURE 42: MKHAMBATHINI LAND USES



72.1.2 Indication on Where Public And Private Land Development And Infrastructure Investment Should Take Place

Clearly demarcated on the Urban Scheme map. The SDF gives directions in this regard but is not site specific.

Figure 43: Planning for Public and Private Land Development and Infrastructure Map



Areas Where Strategic Intervention is Required

- The Mkhambathini sewage works (UMDM project) the Progress on the intervention,
- The new waste treatment works in the Camperdown urban part, will assist to reduce the cost of transporting sewage to the PMB works (conservancy tanks) or the lower densities imposed because of the land are required for the septic tank/soak away systems.
- Upgrading of roads in urban areas servicing industrial and commercial enterprises
- Slum's clearance projects which are delayed by lack of funding for expropriation procedures, and the need for extension of bulk services (UMDM)
- Precinct planning around the emerging Umlaas Road node with reference to its role in the larger SIP2 corridor initiative.
- An urban regeneration plans
- Infrastructure investigation and audit.

Map work highlighting unemployment distribution, areas of social need, income levels per ward, access to sanitation, water & electricity, health services, education facilities and community policing have been demarcated spatially in the SDF.

AREAS WHERE PRIORITY SPENDING IS REQUIRED

- Water-borne sewerage.
- Urban road upgrades.
- Land purchase for RDP housing; and
- Maintenance of municipal gravel

SECTION E2: IMPLEMENTATION PLAN

73.1 IDP IMPLEMENTATION PLAN FOR SERVICE DELIVERY AND INFRASTRUCTURE

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
1.1 To ensure provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	BSD1.1.1	1.1.1 Percentage of completion rate of Municipal infrastructure projects by 30 June 2026	N/A	100%		N/A	N/A	100%	100%			MIG	Inequitable Access to Land	Office of the MM
	BSD1.1.2	1.1.2 Percentage of completion rate of Electrification projects by 30 June 2026	N/A	100%		N/A	N/A	100%	100%					
	BSD1.1.3	1.1.3 Number of household electrified but not energised (accumulative) by 30/06/2026	0	318		N/A	N/A	100%	318 households electrified by 30/06/2026					Technical Services
	BSD1.1.4	1.1.4 Number of household electrified but not energised (accumulative) by 30/06/2026	61	52		N/A	N/A	100%	Electrification of 113 households electrified by 30/06/2026 (number of connections)			INEP	The project faced difficulties after the material	

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
	BSD1.1.5	1.1.5 Number of households Ezinembeni Electrification electrified but not energised (accumulative) by 30/06/2026	43	140		Target -343 Achieved - 0	Target 343 Achieved - 183	160	Electrification of 343 households electrified by 30/06/2026 (number of connections)	R12 624 000		MIG	was stolen on site and the claim by the contractor to insurance was not approved due to technical issues which resulted to slow progress since the material was not enough and service provider did not have financial muscle to deal with the challenges	Technical Services
	BSD1.1.6	1.1.6 Number of household electrified but not energised (accumulative) by 30/06/2026	7	313		N/A	N/A	N/A	Electrification of 320 households electrified by 30/06/2026 (number of connections)	R8 547 982		MIG		
	BSD1.1.7	1.1.7 Number of household electrified but not energised (accumulative) by 30/06/2026	105	55		N/A	N/A	N/A	Electrification of 160 households electrified by 30/06/2025 (number of connections)	R5 975 877		MIG		
	BSD1.1.8	1.1.8 Number of household electrified but not energised (accumulative) by 30/06/2027	0	75		N/A	N/A	N/A	Electrification of 75 households electrified by 30/06/2026 (number of connecti			MIG		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
									ons)					
	BSD1.1.9	1.1.9 Percentage of Upgrading of high energy consumption lights to energy efficient lights	100%	0		N/A	N/A	N/A	100% upgrade of lights to energy saving / efficient lights	R7 298 772		MIG		
	BSD1.1.10	1.1.10 Percentage of construction of Thimon Community Hall completed by 30/06/2026	10%	90%		N/A	N/A	N/A	100% construction completed by 30/06/2026	R5899 950.00		MIG		
	BSD1.1.11	1.1.11 Percentage of construction of Matigulu Access Road Ward 7 by 30 June 2026	100%	0%		N/A	N/A	N/A	100% construction completed by 30/06/2026					
	BSD1.1.12	1.1.12 Percentage of Construction of Tala Valley Sport Field Ward 04 by 30 June 2026	50%	0%		N/A	N/A	N/A	100% construction completed by 30/06/2026					
	BSD1.1.13	1.1.13 Percentage of construction of Imboyi Community Hall Ward 3 by 30 June 2026	50%	50%		N/A	N/A	N/A	100% construction completed by 30/06/2026					
1.2 To ensure a Safe & Healthy Environment through waste minimization, maintenance of parks,	BSD1.2.1	1.2.1 Review and adoption of the Integrated Waste Management Plan by 30 June 2026	N/A	New		N/A	N/A	N/A	30-Jun-26	R685 460			Lack Of Waste Disposal Facilities Land Fill Site	Community Services
	BSD1.2.2	1.2.2 Approval of the Waste Management Schedule by portfolio Committee	N/A	407		N/A	N/A	407	407			Institutional		
	BSD1.2.3	1.2.3 Ratepayers receiving weekly refuse collection service	N/A	4		N/A	N/A	4	4			Institutional		
	BSD1.2.4	1.2.4 Quarterly reports submitted to portfolio committee on the	N/A	4		N/A	N/A	4	4			Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
gardens and open spaces		implementation of the Waste Management Plan												
	BSD1.2.5	1.2.5 Date of approval of the Open spaces, parks, Gardens and sportsfields management plan by portfolio committee	N/A	New		N/A	N/A	N/A	30-Jun-26			Institutional		
	BSD1.2.6	1.2.6 Quarterly reports submitted to portfolio committee on the implementation of the Open spaces, parks, Gardens and sportsfields management plan	N/A	New		N/A	N/A	4	4			Institutional		
1.3 To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality through social relief support and free basic electricity	BSD1.3.1	1.3.1 Date of Municipal Indigent policy (for access to basic services) review and adopted by Council	N/A	New		N/A	N/A	N/A	30-Jun-26	R400 000		Institutional		
	BSD1.3.2	1.3.2 Number of quarterly reports submitted to portfolio committee on households receiving free basic services including Free Basic Electricity and Social Relief Groceries submitted to Portfolio Committee	N/A	New		N/A	N/A	4	4	R144 585		Institutional		
	BSD1.3.3	1.3.3 Number of households receiving monthly free basic electricity	N/A	120		N/A	N/A	81	81	R144 585		Institutional		
1.4 To ensure maintenance of municipal infrastructure assets.	BSD1.4.1	**1.4.1 Percentage of maintenance of Ezinembeni Creche Ward 1 by 30 June 2026**	New Indicator	New Indicator		N/A	N/A	N/A	**100% construction completed by 30/06/2026**					Technical Services
	BSD1.4.2	**1.4.2 Percenatge of maintenance of Manzamnyama Community Hall Ward 2 by 30 June 2026**	New Indicator	New Indicator		N/A	N/A	N/A	**100% of maintenance completed by 30/06/2026**					

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
	BSD1.4.3	1.4.3 Percentage of maintenance of Nkanyezini Community Hall Ward 3 by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.4	1.4.4 Percentage of maintenance of Dukes Community Hall Ward 4 by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.5	1.4.5 Percentage of maintenance of Oehley Road stormwater Ward 3 by 30/06/2026 (accumulative)	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.6	1.4.6 Percentage of maintenance of Nkanyezini Taxi Rank Ward 5 by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.7	1.4.7 Percentage of maintenance Thembela Creche Ward 6 by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.1	1.4.8 Percentage of maintenance of Esigodini Community Hall Ward 7 by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.2	1.4.9 Percentage of maintenance of Maqongqo Access Road Ward 1 by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4	1.4.10 Percentage of	New	New		N/A	N/A	N/A	100% of					

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022/2023	*2023/2024*	*2024/2025*	*2025/2026*					
	.3	maintenance of Usuthu Juteni Access Road Ward 4 by 30 June 2026	Indicator	Indicator					maintenance completed by 30/06/2026					
	BSD1.4.4	1.4.11 Percentage of maintenance of Ngqaza Access Road by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.5	1.4.12 Percentage of maintenance of Mdala Access Road Ward 4 by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
	BSD1.4.6	1.4.13 Percentage of maintenance of Pontso Access Road by 30 June 2026	New Indicator	New Indicator		N/A	N/A	N/A	100% of maintenance completed by 30/06/2026					
2.1 To ensure a functional organisational structure	MIDT2.1.1	2.1.1 Percentage of funded posts filled in the approved organogram by 30 June 2026	N/A	New		N/A	N/A	N/A	At least 90% of funded posts filled			Institutional	Insufficient budget to fill vacant positions this results In post remain frozen; this hampers the municipality from delivering on some of Its functions	Office of the MM
	MIDT2.1.2	2.1.2 Percentage of funded and approved posts filled in accordance with staff regulations by 30 June 2026	N/A	New		N/A	N/A	N/A	"85% of budgeted posts by 30 June 2026.					Corporate Services
2.2 To ensure sound human resource	MIDT2.2.1	**2.2.1 Number of reports on Monitoring of leave to ensure adherence with legislation requirements through monthly system generated reconciliation report by 30**	N/A	New		N/A	N/A	N/A	12			Institutional		Corporate Services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
management		June 2026												
	MIDT2.2.2	2.2.2 Date of workshop of employees on the reviewed and new Corporate policies by 30 June 2026	N/A	12		N/A	N/A	12	30 June 2026	Institutional		Institutional		
	MIDT2.2.3	2.2.3 Percentage of Corporate Services employees with signed IPMS agreements and completed mid-tern performance reviews by 30 June 2026	N/A	New		N/A	N/A	30 June 2025	100% of Corporate Services staff performance agreements signed and performance reviews	Institutional		Institutional		
	MIDT2.2.4	2.2.4 Number of reports indicating signing of attendance registers presented to Management Committee by 30 June 2026	N/A	New		N/A	N/A	N/A	12	Institutional		Institutional		
2.3 To ensure effective and efficient Library Services	MIDT2.3.1	2.3.1 Number of reports on Library outreach programmes implemented in line with the library annual plan by 30 June 2026	N/A	2 (Q2 Holiday Programme, Q3 Library Week)"		N/A	N/A	2 (Q2 Holiday Programme, Q3 Library Week)	2 (Q2 Holiday Programme, Q3 Library Week)	R80 000		Institutional		Community Services
2.4 To ensure that municipal staff is skilled according to job requirements	MIDT2.4.1	2.4.1 Number of reports on the training conducted as per the WSP by 30 June 2026	N/A	4		N/A	N/A	4	4	R800 000,00		Institutional		Corporate Services
	MIDT2.4.2	2.4.2 Date of submission of the WSP and the ATR to LGSETA by 30 April 2026	N/A	30-Apr-2024		N/A	N/A	30-Apr-2025	30-Apr-2026	Institutional		Institutional		
2.5 To ensure effective and efficient asset	MIDT2.5.1	2.5.1 Percentage of Municipal assets physically verified and matched to the FAR by 30 June 2026	N/A	New		N/A	N/A	100%	100%	N/A		Institutional		Financial Services
	MIDT2.5.2	2.5.2 Number of quarterly reports on security	N/A	New		N/A	N/A	1	1	Institutional		Institutional		Corporate

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
protection and management		management by 30 June 2026												Services
2.6 To promote occupational health and safety in the workplace	MIDT2.6.1	2.6.1 Date of development and approval of the Mkhambathini Occupational Health and Safety Framework by 31 January 2026	N/A	New		N/A	N/A	31-Jan-25	30-June-2026	N/A		Institutional		Corporate Services
2.7 To ensure that efficient and effective fleet management	MIDT2.7.1	2.7.1 Number of fleet reports indicating variance between actual and budgeted fuel expenditure by 30 June 2026	N/A	12		N/A	N/A	12	12	N/A		Institutional		
	MIDT2.7.2	2.7.2 Date of review of the Fleet Policy by council by 30 June 2026	30-Jun-2025	N/A	N/A	N/A	N/A	30-Jun-2024	30-Jun-2026			Institutional		
2.8 To ensure effective and efficient ICT Management	MIDT2.8.1	2.8.1 Number of reports on time taken to repair the system, applications or network to full functionality following a failure in line with the ICT norm of 24hrs by 30 June 2026	N/A	12	12	N/A	N/A	12	12	N/A		Institutional		
	MIDT2.8.2	2.8.2 Number of monthly reports on help desk queries resolved within 48hrs of reporting by end user by 30 June 2026	N/A	12	12	N/A	N/A	12	12	N/A		Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
2.9 To provide acceptable Employee Assistance Programme (EAP) and wellness initiatives	MIDT2.9.1	**2.9.1 Date of approval of Employee Assistance Programme (EAP) referral procedure and wellness implementation plan developed and approved by Management Committee by 31 October 2025**		New	New	N/A	N/A	31-Dec-25		R500 000		Institutional		
	MIDT2.9.2	**2.9.2 Number of reports on the implementation of Employee Assistance Programme (EAP) implementation plan submitted to Portfolio Committee by 30 June 2026**	N/A	N/A	4	N/A	N/A	4	31-Oct-25			Institutional		
2.10 To ensure effective and efficient Records Management	MIDT2.10.1	2.10.1 Number of workshops on the implementation of the registry file plan by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		
2.11 To ensure that employment equity targets are met	MIDT2.11.1	**2.11.1 Date of review of the Municipal Employment Equity Plan for the next five years by 30 September 2026**	N/A	New		N/A	N/A	31-Oct-25	**30-Sept-25**	N/A		Institutional		
	MIDT2.11.2	**2.11.2 Date of submission of the Municipal Employment Equity Plan Report to the Department of Labour by 15 January 2026**	N/A	New		N/A	N/A	15-Jan-26	**15-Jan-26**	N/A		Institutional		
2.12 To ensure skills development and training to improve access to economic growth opportunities for marginalized groups within the municipality through public	MIDT2.12.1	2.12.1 Number of work opportunities created through EPWP by 30 June 2026 (static after Q1 recruitment. This must be 300 at all times)	N/A	12-Dec-24				350	300	600000 N/A N/A		Institutional		Office of Municipal Manager
	MIDT2.12.2	2.12.2 Number of individuals trained or placed in internships/apprenticeships by 30 June 2026	0	0		N/A	N/A	30	50% of trained individuals placed (30)			Institutional		
	MIDT2.12.3	2.12.3 Number of times the youth database is updated during the reporting period by 30 June 2026	0	0		N/A	N/A	2	2			Institutional		
	MIDT2.12.4	**2.12.4 Number of reports on intake of interns and WIL**	N/A	New		N/A	N/A	2	2	N/A		Institutional		Corporate

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
employment and training programmes		students by 30 June 2026												Services
	MIDT2.12.5	2.12.5 Number of reports on training of unemployed community members in line with the WSP by 30 June 2026	N/A	1		N/A	N/A	2	2	R800 000 (WSP budget)		Institutional		
	MIDT2.12.6	2.12.6 Adoption of the EPWP Policy review (in line with phase 5) by Council	N/A	New		N/A	N/A	30-Sept-25	30-Sept-25	R7 500 000		Institutional		Community Services
	MIDT2.12.7	2.12.7 Date of submission of the EPWP Projects List (Implementation Plans) for 2025/26 and 2026/27 to portfolio committee	N/A	New		N/A	N/A	30-Jun-26	30-Jun-26			Institutional		
	MIDT2.12.8	2.12.8 Number of quarterly EPWP Performance evaluation reports submitted to Portfolio Committee and Public Works	N/A	New		N/A	N/A	4	4			Institutional		
3.1 To facilitate economic development and job creation through collaboration with existing and new industries	LED3.1.1	3.1.1 Date of Five year Local Economic Development Strategy reviewed and approved by Council by 31 May 2026	N/A	New		N/A	N/A	30-Jun-26	31-May-26	2468500		Institutional	Ineffective co-ordination and communication with LED stakeholders.	Community Services
	LED3.1.2	3.1.2 Quarterly reports on the LED Forum and subforum meetings coordinating multisector structures submitted to portfolio committee 30 June 2026	N/A	4		N/A	N/A	4	4		N/A	Institutional		
	LED3.1.3	3.1.3 Date of Economic growth and investment engagement sessions held with the business community by 30 June 2026	N/A	New		N/A	N/A	30-Jun-26	31 December 2025 / 30 June 2026		N/A	Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
3.2 To develop and support all emerging SMMEs and Cooperatives within the municipality through establishment of institutional arrangements, support and development programme	LED3.2.1	3.2.1 Number of quarterly reports on the SMME and Cooperatives development programmes implemented in line with the LED Implementation Plan and business coordinating structures' Plans submitted to portfolio committee by 30 June 2026	N/A	New		N/A	N/A	4	4	N/A	N/A	Institutional		Community Services
	LED3.2.2	3.2.2 Number of Awards made to BBBEE level 1 companies for bids more than R30 000 monitored by 30 June 2026												Office of the Municipal Manager
3.3 To promote the rights of vulnerable groups through various socio-economic development programmes linked to persons with	LED3.2.3	3.3.1 Date of the Youth Development Strategy/plan reviewed by Council by 30 June 2026.	N/A	27-Jun-24		N/A	N/A	30-Jun-24	30-Jun-26	1 940 000,00		Institutional		Office of the Municipal Manager
	LED3.3.1	3.3.2 Date of Development and approval of the Mkhambathini Special programmes strategy by Council by 31 January 2026	N/A	New		N/A	N/A	31-Jan-26	31-Jan-26			Institutional		
	LED3.3.2	3.3.3 Number of quarterly reports on the implementation plan of the special programmes strategy implementation plan submitted to portfolio committee by 30 June 2026	N/A	New		N/A	N/A	4	4			Institutional		Community Services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
disabilities, gender issues, youth, children and senior citizens														
3.4 To support community agricultural Development initiatives within all wards in line with the LED Strategy Implementation plan	LED3.3.3	3.4.1 Number of quarterly reports on the Agriculture development programmes implemented in line with the LED Implementation Plan and Agriculture coordinating structures' Plans submitted to portfolio committee by 30 June 2026	4	4	4	N/A	N/A	4	4			Institutional		Community Services
3.5 To promote Arts and Culture Activities through establishment of institutional arrangements and implementation of arts and Culture plan in line with the LED strategy implementation	LED3.4.1	3.5.1 Number of quarterly reports on the Arts and Culture programmes implemented in line with the LED Implementation Plan and Arts and Culture Council Plans submitted to portfolio committee by 30 June 2026	4	4		N/A	N/A	4	4			Institutional		Community services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
plan														
3.6 To position the municipality as the Tourism destination of choice through promotion of tourism outlets and services	LED3.5.1	3.6.1 Date of Review and approval of the Mkhambathini Tourism Development plan by Council by 30 June 2026	N/A	New		N/A	N/A	30-Jun-26	30-Jun-26			Institutional		Community services
	LED3.6.1	3.6.2 Number of quarterly reports on the Tourism programmes implemented in line with the LED Implementation Plan and the Tourism Development Plan (once approved) submitted to portfolio committee by 30 June 2026	N/A	New		N/A	N/A	4	4			Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
3.7 To promote Sports and Recreation through implementation of the sports development plan	LED3.6.2	3.7.1 Date of review and approval of the Mkhambathini Sports Development strategy by Council by 31 January 2026	N/A	New		N/A	N/A	N/A	31-Jan-26	R1 777 720		Institutional		Community services
	LED3.7.1	3.7.2 Number of quarterly reports on implementation plan of the sports development strategy implementation plan submitted to portfolio committee by 30 June 2026	N/A	New		N/A	N/A	N/A	4			Institutional		
3.8 To reduce teenage pregnancy, substance abuse and HIV/AIDS infections amongst teenagers and youth through strategic engagements of key stakeholders, life skills programs and family support	LED3.7.2	3.8.1 Number of quarterly reports on implementation plan of the HIV/AIDS Multisector strategy implementation plan submitted to portfolio committee by 30 June 2026	4	N/A		N/A	N/A	4	4	R 325 000,00		Institutional		Community services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
3.9 To facilitate reduction of poverty levels through functional Operation Sukuma Sakhe structures and programs	LED3.8.1	3.9.1 Number of quarterly reports on functionality of the OSS Coordinating Structures submitted to portfolio committee (LTT/LAC and War rooms) by 30 June 2026	36	N/A		N/A	N/A	20	20	N/A		Institutional		Community services
3.10 Enhance Community Safety and Security within the municipal area	LED3.9.1	3.10.1 Date of development and adoption of the Mkhambathini Road Traffic Safety Bylaw by set timeframe 31 August 2025	New	New		N/A	N/A	N/A	31-Aug-25	N/A		Institutional		Community Services
	LED3.10.1	3.10.2 Date of the establishment of Mkhambathini Traffic Operation Centre by 31 March 2026	New	New		N/A	N/A	N/A	31-Mar-26	N/A		Institutional		
4.1 To ensure enforcement of sound financial management practices	FIN4.1.1	4.1.1 Date of Procurement plan submitted to Portfolio Committee and Treasury for input by 31 May2026	N/A	31-May-25		N/A	N/A	31-May-26	31-May-26	N/A		Institutional	Lack of funding – Grant dependency	Finance Services
	FIN4.1.2	4.1.2 Number of monthly Bank Reconciliations prepare and submitted to CFO by 30 June 2026	N/A	12		N/A	N/A	12	12	N/A		Institutional		
	FIN4.1.3	4.1.3 Number of monthly Creditors Reconciliations prepared and submitted to CFO by 30 June 2026	N/A	12		N/A	N/A	12	12	N/A		Institutional		
	FIN4.1.4	4.1.4 Percentage of departments that submit complete and align budget inputs and procurement plans by the prescribed deadline 30 June 2026	N/A	100%		N/A	N/A	100%	100%	N/A		Institutional		
	FIN4.1.	4.1.5 Date of Budget inputs	N/A	New		N/A	N/A	31-Mar-	31-Mar-	N/A		Institutio		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	2023 /2024	2024 /2025	2025 /2026					
	5	and procurement plan aligned to finance submitted and completed by the prescribed deadline 30 June 2026						26	26			nal		
	FIN4.1.6	4.1.6 Number of quarterly reports to Council (Section 52d of MFMA) by 30 June 2026	N/A	New		N/A	N/A	31-Mar-26	31-Mar-26	N/A		Institutional		
	FIN4.1.7	4.1.7 Number of monthly reports on Vat Reconciliations by 30 June 2026	N/A	New		N/A	N/A	31-Mar-26	31-Mar-26	N/A		Institutional		
	FIN4.1.8	4.1.8 Date of Budget inputs and procurement plan aligned to Office of the Municipal Manager submitted and completed by the prescribed deadline by 31 March 2026	N/A	New		N/A	N/A	31-Mar-26	31-Mar-26	N/A		Institutional		Office of the Municipal Manager
	FIN4.1.9	4.1.9 Date of budget inputs on Corporate Services items submitted to CFO by 31 March 2026	N/A	New		N/A	N/A	31-Mar-26	31-Mar-26	N/A		Institutional		Corporate Services
	FIN4.1.10	4.1.10 Date of Budget inputs and procurement plan aligned to Community Services submitted and completed by the prescribed deadline 31 March 2026	N/A	N/A		N/A	N/A	100%	31-Mar-26	N/A		Institutional		Community Services
	FIN4.1.11	4.1.11 Date of Budget inputs and procurement plan aligned to infrastructure projects completed and submitted by the prescribed deadline by 31 March 2026	N/A	N/A		N/A	N/A	100%	31-Mar-26	N/A		Institutional		Technical Services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
4.2 To ensure that the Budget is spent according to budget projection	FIN4.2.1	4.2.1 Percentage of capital budget spent per quarter by 30 June 2026	N/A	N/A		N/A	N/A	100%	100%			Institutional		Finance Services
	FIN4.2.2	4.2.2 Percentage of the Spending of Municipal Infrastructure Grant Expenditure monitored to achieve 100% by 30 June 2026	N/A	N/A		N/A	N/A	100%	100%			Institutional		Office of the Municipal Manager
	FIN4.2.3	4.2.3 Percentage of spending of Integrated National Electrification Programme Expenditure monitored to achieve 100% by 30 June 2026	N/A	N/A		N/A	N/A	100%	100%			Institutional		
4.3 To ensure compilation of a credible Annual Financial Statements	FIN.4.3.1	4.3.1 Date of submission of AFS by legislated deadline 31 August 2025	N/A	31-Aug-25		N/A	N/A	31-Aug-23	31-Aug-25	N/A		Institutional		Office of the Municipal Manager
	FIN4.3.2	4.3.2 Percentage reduction in external audit findings compared to previous year by 30 June 2026	N/A	10%		N/A	N/A	N/A	10% reduction in findings compared to previous year	N/A		Institutional		
	FIN4.3.3	4.3.3 Date of AFSs submitted to AG by 31 August 2025	N/A	31-Aug-23		N/A	N/A	31-Aug-24	31-Aug-25	N/A		Institutional		Finance Services
4.4 To ensure revenue enhancement	FIN4.4.1	4.4.1 Amount of Revenue generation through learners licensing generated by 30 June 2026	N/A	R4 857 693		N/A	N/A	R4,8M	R4,8M	N/A		Institutional		Community Services
	FIN4.4.2	4.4.2 Amount of Revenue through Motor Licensing generated by 30 June 2026	N/A	R4 214 611.55		N/A	N/A	R2.4M	R3.6M			Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022/2023	*2023/2024*	*2024/2025*	*2025/2026*					
	FIN4.4.3	4.4.3 Date of development and approval of Revenue Enhancement Strategy by 30 June 2026	N/A	30-Jun-24		N/A	N/A	30-Jun-26	30-Jun-26	N/A		Institutional		Finance Services
	FIN4.4.4	4.4.4 Number of quarterly Age Analysis reports prepared submitted to Council by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		
	FIN4.4.5	4.4.5 Percentage of Increased Debts collection rate by 30 June 2026	N/A	85%		N/A	N/A	85%	85%	N/A		Institutional		
4.5 To ensure that the Municipal Liquidity position is managed at 1:07	FIN4.5.1	4.5.1 Ratio Reports on liquidity ratios by 30 June 2026	N/A	New		N/A	N/A	2:1 (CA:CL) and 1 to 3 months (Cash ratio)	2:1 (CA:CL) and 1 to 3 months (Cash ratio)	N/A		Institutional		
4.6 To ensure effective management of the payroll system	FIN4.6.1	4.6.1 Number of monthly Payroll Reconciliation prepared and submitted to Senior Management by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		Finance Services
4.7 To ensure effective and efficient grants management through 100% expenditure on all	FIN4.7.1	4.7.1 Percentage spent on EPWP allocation (accumulative) by 30 June 2026	N/A	100%		N/A	N/A	100%	100%	R1 329 000.00		Institutional		Community Services
	FIN4.7.2	4.7.2 Number of monthly Reconciliation of grants income prepared and submitted to CFO by 30 June 2026	N/A	4		N/A	N/A	4	12	N/A		Institutional		Finance Services
	FIN4.7.3	4.7.3 Percentage of financial reports on EPWP allocation spending prepared and	N/A	4		N/A	N/A	4	100%	N/A		Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
Conditional grants		submitted to Public Works by 30 June 2026												
	FIN4.7.4	4.7.4 Percentage of MIG allocation spent by 30 June 2026	N/A	100%		N/A	N/A	100%	100%	N/A		Institutional		Technical Services
	FIN4.7.5	4.7.5 Number of progress reports on MIG projects implemented in all wards prepared and submitted to Council by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		
	FIN4.7.6	4.7.6 Number of progress reports on INEP electricity projects implemented in all wards prepared and submitted to Council by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		
4.8 To ensure effective and efficient supply chain management system	FIN4.8.1	4.8.1 Date of appointment of Bid Committees (BSC, BEC and BAC) in line with Municipal SCM Policy and regulations by 31 July 2025	N/A	31-Jul-23		N/A	N/A	31-Jul-23	31-Jul-25	N/A		Institutional		Office of the Municipal Manager
	FIN4.8.2	4.8.2 Number of days of appointment of Service providers within 14 working days after the BAC meetings by 30 June 2026	N/A	Not Achieved		N/A	N/A	14 days	14 days	N/A		Institutional		
	FIN4.8.3	4.8.3 Number of reports signed by the CFO and submitted to the Finance Portfolio Committee on a quarterly basis by 30 June 2026	Not Achieved	Not Achieved		N/A	N/A	14 days	14 days	N/A		Institutional		Finance Services
	FIN4.8.4	4.8.4 Number of days to complete procurement processes for quotations and tenders by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		
	FIN4.8.5	4.8.5 Number of BEC meetings convened within 15 days after the closing date of an advert by 30 June 2026	N/A	New		N/A	N/A	7 days-Quotation 14 days tenders> R300 000 30days - tenders< R300 000	7 days-Quotation 14 days - tenders> R300 000 30days - tenders< R300 000	N/A		Institutional		
	FIN4.8.6	4.8.6 Number of BAC meetings convened within	N/A	15 days		N/A	N/A	Number of days	7 days-Quotati	N/A		Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
		14 working days after the BEC meetings by 30 June 2026						of BEC meetings held after closing date of an advert	on 14 days - tenders> R300 000 30days - tenders< R300 000					
5.1 To implement and maintain effective enterprise risk management system	GG5.1.1	5.1.1 Number of Risk Management Workshops held by 30 June 2026	N/A	2		N/A	N/A	2	1	N/A		Institutional		Office Of the Municipal Manager
	GG5.1.2	5.1.2 Date of submission of Risk Management Policy and Strategy to Council by 30 June 2026	N/A	27-Jun-24		N/A	N/A	30-Jun-24	30-Jun-26	N/A		Institutional		
	GG5.1.3	5.1.3 Percentage of departmental risks with updated mitigating actions submitted and signed off by directors, reviewed by the Municipal Manager quarterly and submitted to risk committee meetings by 30 June 2026	N/A	New		N/A	N/A	100%	100%	N/A		Institutional		
	GG5.1.4	5.1.4 Number of reports on risks mitigating action plans submitted to the Office of the Municipal Manager by 30 June 2026	N/A	New		N/A	N/A	4	4	N/A		Institutional		Corporate Services
	GG5.1.5	5.1.5 Percentage of risks in the risk register with documented mitigating actions and progress reports submitted to MANCO and the Audit Committee.	N/A	New		N/A	N/A	4	4	N/A		Institutional		Community Services
	GG5.1.6	5.1.6 Percentage of risks mitigating action plans reports submitted to the Risk	N/A	New		N/A	N/A	4	4	N/A		Institutional		Finance Service

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022/2023	2023/2024	2024/2025	2025/2026					
		Management Committee 30 June 2026												s
	GG5.1.7	5.1.7 Percentage of risks mitigating action plans reports submitted to the Risk Management Committee 30 June 2026	N/A	New		N/A	N/A	4	4	N/A		Institutional		Technical Services
5.2 To provide reasonable assurance on the adequacy and effectiveness of internal control system	GG5.2.1	5.2.1 Date of review and approval of the internal audit plan by Audit Committee by 30 June 2026	N/A	27-Jun-24		N/A	N/A	30-Jun-24	30-Jun-26	N/A		Institutional		Office of the Municipal Manager
	GG5.2.2	5.2.2 Number of reports on the Implementation of the Internal Audit Plan by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		
	GG5.2.3	5.2.3 Date of review and submission of Internal audit charter to the audit committee for approval by 30 June 2026	N/A	27-Jun-25		N/A	N/A	30-Jun-24	30-Jun-26	N/A		Institutional		
	GG5.2.4	5.2.4 Date of review and submission of the Performance and Audit Committee charter to Council for approval by 30 June 2026	N/A	27-Jun-25		N/A	N/A	30-Jun-24	30-Jun-26	N/A		Institutional		
	GG5.2.5	5.2.5 Date of review of the Communication Strategy by Council by 30 June 2026	N/A	27-Jun-25		N/A	N/A	30-Jun-24	30-Jun-26	N/A		Institutional		
	GG5.2.6	5.2.6 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026	N/A	100%		N/A	N/A	100%	100%	N/A		Institutional		
	GG5.2.7	5.2.7 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026	N/A	New		N/A	N/A	100%	100%	N/A		Institutional		Corporate Services
	GG5.2.8	5.2.8 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026	N/A	New	N/A	N/A	N/A	100%	100%	N/A		Institutional		Community Services
	GG5.2.9	5.2.9 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026	N/A	New	N/A	N/A	N/A	100%	100%	N/A		Institutional		Finance Services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
	GG5.2.10	5.2.10 Percentage of internal audit and AG audit findings resolved and verified by 30 June 2026	N/A	New		N/A	N/A	100%	100%	N/A		Institutional		Technical Services
5.3 To transform the Municipality into performance driven Municipality, ensure an effective Audit and Performance Committee	GG5.3.1	5.3.1 Number of Audit Committee Meetings coordinated and held by 30 June 2026	N/A	4		N/A	N/A	100%	100%	N/A		Institutional		Office of the Municipal Manager
	GG5.3.2	5.3.2 Number of Performance Audit Committee Meetings coordinated and held by 30 June 2026	N/A	2		N/A	N/A	4	4	N/A		Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
5.4 Ensure Functional Public Municipal Accounts Committee	GG5.4.1	5.4.1 Number of Municipal Public Accounts Committee meetings coordinated by 30 June 2026	N/A	2		N/A	N/A	4	4	N/A		Institutional		
5.5 To ensure continuous engagement with ward constituencies	GG5.5.1	5.5.1 Number of Ward Committee meetings coordinated in all wards by 30 June 2026	N/A	84		N/A	N/A	84	84	N/A		Institutional		
		5.5.2 Number of Public Meetings coordinated and held in all wards by 30 June 2026	N/A	79		N/A	N/A	28	28	N/A		Institutional		
5.6 To ensure that services provided to the municipality by the service providers are of high quality	GG5.6.1	5.6.1 Percentage of service providers meeting performance standards or KPIs by 30 June 2026	1	3		N/A	N/A	4	4	N/A		Institutional		
	GG5.6.2	5.6.2 Number of reports on the assessment of service providers contracted to render services on behalf of the department submitted to Municipal Manager by 30 June 2026	N/A	New		N/A	N/A	100%	100% of all active service provider contracts evaluated	N/A		Institutional		Corporate Services
	GG5.6.3	5.6.3 Number of monthly reports on the assessment of service providers contracted to render services on behalf of the department submitted to MANCO by 30 June 2026	N/A	New		N/A	N/A	100%	100% of all active service provider contracts evaluated	N/A		Institutional		Community Services
	GG5.6.4	5.6.4 Number of monthly reports on the assessment of service providers contracted to render services on behalf of the department submitted	N/A	New		N/A	N/A	100%	100% of all active service provider	N/A		Institutional		Finance Services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022/2023	2023/2024	2024/2025	2025/2026					
		to the Municipal Manager by 30 June 2026							contracts evaluated					
	GG5.6.5	5.6.5 Number of reports on the assessment of service providers contracted to render services on behalf of the department submitted to Municipal Manager by 30 June 2026	N/A	New		N/A	N/A	100%	100% of all active service provider contracts evaluated	N/A		Institutional		Technical Services
5.7 To transform the municipality into a performance driven institution through performance planning and monitoring	GG5.7.1	5.7.1 Percentage of set targets achieved across all departments by 30 June 2026	N/A	New		N/A	N/A	100%	At least 85% of IDP targets achieved quarterly	N/A		Institutional		Office of the Municipal Manager
	GG5.7.2	5.7.2 Number of signed Performance agreements sent to COGTA for Senior Managers by 30 June 2026	N/A	5		N/A	N/A	5	5	N/A		Institutional		
	GG5.7.3	5.7.3 Percentage of performance scores and feedback documented and discussed by 30 June 2026	N/A	100%		N/A	N/A	100%	100%	N/A		Institutional		
	GG5.7.4	5.7.4 Date by which the mid - year Budget Report is signed by the MM, prepared and submitted to Treasury by 25 January 2026	N/A	25-Jan-25		N/A	N/A	25-Jan-26	25-Jan-26	N/A		Institutional		
	GG5.7.5	5.7.5 Date of draft Annual Report prepared and tabled to Council by 31 January 2026	N/A	28-Mar-25		N/A	N/A	31-Jan-26	31-Jan-26	N/A		Institutional		
	GG5.7.6	5.7.6 Date of Oversight committee meeting coordinated to consider the adoption of the Annual Report to Council by 31 March 2026	N/A	14-Mar-25		N/A	N/A	31-Mar-26	31-Mar-26	N/A		Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
	GG5.7.7	5.7.7 Date of Oversight Process Facilitated and Adopted by Council by 31 March 2026	N/A	28-Mar-25		N/A	N/A	31-Mar-26	31-Mar-26	N/A		Institutional		
	GG5.7.8	5.7.8 Date of final and adopted Annual Report by Council by 31 March 2026	N/A	28-Mar-25		N/A	N/A	31-Mar-26	31-Mar-26	N/A		Institutional		
	GG5.7.9	**5.7.9 Number of Council meetings supported by Administration Office by 30 June 2026**	N/A	13		N/A	N/A	11	**11**	N/A		Institutional		Corporate Services
	GG5.7.10	**5.7.10 Number of EXCO meetings supported by the Administration Office by 30 June 2026**	N/A	11		N/A	N/A	11	**11**	R100 000		Institutional		
	GG5.7.11	**5.7.11 Number of Portfolio Committees (Corporate/Community/Finance/Infrastructure) supported by the Administration Office by 30 June 2026**	N/A	"37 Portfolio meetings held		N/A	N/A	4 Corporate Portfolio, 4 Community, 4 Finance, 4 Infrastructure	**4 Corporate Portfolio, 4 Community, 4 Finance, 4 Infrastructure**	N/A		Institutional		
	GG5.7.12	**5.7.12 Number of MPAC and LLF Committees supported by the Administration Office by 30 June 2026**	4 MPAC and 4 LLF Committee meetings held	3 MPAC 4 LLF		N/A	N/A	4 MPAC and 4 LLF Committee meetings held	**4 MPAC and 4 LLF Committee meetings held**	N/A		Institutional		
	GG5.7.13	**5.7.13 Number of performance report on the Corporate Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee by 30 June 2026**	4	4		N/A	N/A	4	**4**	N/A		Institutional		
	GG5.7.14	**5.7.14 Date of Annual Report inputs on Corporate Services activities completed and submitted to the Office of the Municipal Manager by 31 December 2025**	31 December 2025	New		N/A	N/A	31 December 2025	**31 December 2025**	N/A		Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
	GG5.7.15	5.7.15 Number of quarterly performance report on the Community Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee by 30 June 2026	N/A	4		N/A	N/A	4	4	N/A		Institutional		Community Services
	GG5.7.16	5.7.16 Date of Annual Report inputs on community Services activities completed and submitted by the prescribed deadline 31 December 2025	N/A	New		N/A	N/A	31-Dec-25	31-Dec-25	N/A		Institutional		
	GG5.7.17	5.7.17 Number of quarterly report on functionality of the Community Services coordinating multi-sector structures (incl. LTT_LAC/ War Rooms/ Community Safety Forum/LRC)	N/A	New		N/A	N/A	4	4	N/A		Institutional		
	GG5.7.18	5.7.18 Number of quarterly performance report on the Finance Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee by 30 June 2026	N/A	New		N/A	N/A	31-Dec-25	31-Dec-25	N/A		Institutional		Finance Services
	GG5.7.19	5.7.19 Date of Annual Report inputs on Finance Services activities completed and submitted by the prescribed deadline by 31 December 2025	N/A	New		N/A	N/A	4	4	N/A		Institutional		

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
	GG5.7.20	5.7.20 Number of performance report on the Technical Services Activities in line with the SDBIP for 2025/2026 submitted to portfolio committee 30 June 2026	N/A	New		N/A	N/A	31-Dec-25	31-Dec-25	N/A		Institutional		Technical Services
	GG5.7.21	5.7.21 Date of Annual Report inputs on Technical Services activities completed and submitted by 31 December 2025	N/A	New		N/A	N/A	4	4	N/A		Institutional		
6.1 To ensure strategic development and management of the municipality's Integrated Development Plan	CC6.1.1	6.1.1 Date of Development and approval of the IDP/ Budget Process Plan by Council by 31 August 2025	N/A	31-Aug-24		N/A	N/A	31-Aug-23	31-Aug-25	N/A		Institutional	Unauthorized developments and the need for enforcement	Office of the Municipal Manager
	CC6.1.2	6.1.2 Number of IDP Representative Forum meetings coordinate by 30 June 2026	N/A	2		N/A	N/A	2	2			Institutional		
	CC6.1.3	6.1.3 Date of IDP inputs obtained and submitted to IDP Officer by 28 February 2026	N/A	New		N/A	N/A	30-Apr-26	28 Feb 2026			Institutional		
	CC6.1.4	6.1.4 Date of Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services by 31 May 2026	N/A	Q3- 28 March 2024 (Draft adoption), Q4 - 22 May 2024 (Final adoption)		N/A	N/A	Q3- 31 March 2025 (Draft adoption), Q4 - 31 May 2025 (Final adoption)	Q3- 31 March 2025 (Draft adoption), Q4 - 31 May 2025 (Final adoption)	N/A		Institutional		
	CC6.1.5	6.1.5 Date of IDP inputs on Corporate Services plans completed and submitted to IDP Officer by 28 February 2026	N/A	New		N/A	N/A	N/A	**28 Feb 2026**	N/A		Institutional		Corporate Services
	CC6.1.	6.1.6 Date of IDP inputs on	N/A	New		N/A	N/A	N/A	**28 Feb**	N/A		Institutio		Comm

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
	6	community Services plans completed and submitted to IDP Officer by 28 February 2026							2026			nal		unity Services
	CC6.1.7	6.1.7 Date development and approval of the IDP/ Budget Process Plan by Council by 31 August 2025	N/A	31-Aug-23		N/A	N/A	N/A	31-Aug-24	N/A		Institutional		Finance Services
	CC6.1.8	6.1.8 Date of IDP inputs on finance Department plans completed and submitted to IDP Officer by 28 February 2026	N/A	New		N/A	N/A	N/A	28 Feb 2026	N/A		Institutional		
	CC6.1.9	6.1.9 Date of IDP inputs on Technical Services plans completed and submitted to IDP Officer by 28 February 2026	N/A	New		N/A	N/A	N/A	28 Feb 2026	N/A		Institutional		Technical Services
6.2 To promote effective and efficient building control services	**CC6.2.1**	**6.2.2 Number of reports on Building Inspections submitted to the Portfolio Committee by 30 June 2026**	**N/A**	**4**		**N/A**	**N/A**	**N/A**	**4**		**N/A**			Technical Services
6.3 To ensure a functional Disaster Management Unit through strategic institutional arrangements	CC6.3.1	6.3.1 Date of review and approval of Disaster Management strategic Documents (plan/ Sector plan and seasonal Plans) by set timeframes by 30 June 2026	N/A	30-Jun-24		N/A	N/A	30 September 2025/ 31 March 2026/ 30 May 2026	30-Jun-26	R561 600		Institutional		Community Services
	CC6.3.2	6.3.2 Number of quarterly reports on Disaster Management function submitted to Portfolio Committee by 30 June 2026	N/A	New		N/A	N/A	4	4			Institutional		
6.4 To ensure spatial development in the entire area of Mkhambathini	CC6.4.1	6.4.1 Number of reports on SPLUMA applications approved to the Portfolio Committee by 30 June 2026	1	3		N/A	N/A	4	4			Institutional		Technical Services

IDP Strategic Objective	SDBIP Indicator Reference No.	Key Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Yr Targets (progress to date)				Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Key Challenges	Responsible Department
						2022 /2023	*2023 /2024*	*2024 /2025*	*2025 /2026*					
Municipality														
6.5 To ensure integrated housing development within the municipality	CC6.5.1	6.5.1 Number of reporting on housing development within the municipality to the Portfolio Committee 30 June 2026	1	3		N/A	N/A	4	4			Institutional		

SECTION F: FINANCIAL PLAN

74.1 FINANCIAL PLAN

"Financial Plan prepared by the Financial Services Department this will assist the Department to draw a clear vision of ensuring that the Municipality if financially viable."

The IDP laid a foundation that formed the 2024/2025 budget process including the engagement with the Local stakeholders as the operations of the budget steering committee to ensure integration and alignment of the service delivery priorities and budget availability and allocation in accordance with Section 53 (i) (a) of the MFMA which states that Mayor of the Municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. Budgeting is primary about prioritising objective to be achieved due to limited funding available.

The Plan is prepared in Terms of Section 26 (h) of the Local Government Municipal Systems Act, as amended, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan. The five-year financial plan includes an Operating Budget and Capital Budget informed by the IDP Priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The review of the Municipal IDP has a ripple effect on the budget.

In addition to being informed by the IDP, the municipal fiscal environment is influenced by a variety of macro- economic control measures. National Treasury determines the ceiling of year-on-year increases in the total Operating Budget, whilst the National Electricity Regulates electricity tariff increases. Various government departments also effect municipal service delivery through level of grants and subsidies.

Consequently, the IDP process has been extended to include the financial plan in this IDP. The financial Plan is set out as follows:

- Financial Strategies for the next 5 years
- Financial Issues
- Detailed 5-year Financial Action Plan
- Multi Year Budgets.
- Capital and Investment Programs.

74.2 Financial Strategies and Action Plan

Table 137: Financial Strategies

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

	Effective Implementation of Vehicle Policy
	Effective Implementation of Assets Management Policy
	Review Requisition procedures.

74.3 Municipal Financial Planning: Alignment of Budget & IDP

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

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

74.4 Legislative Requirements

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

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

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

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

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

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

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

74.4.1 DIVISION OF REVENUE ACT 2012

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

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

74.4.2 The Municipal Systems Act (Act No.32 Of 2000) And The Municipal Systems Amendment Act (Act No. 44 Of 2003)

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

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

The IDP laid a foundation that formed the 2024/2025 budget process including the engagement with the Local stakeholders as the operations of the budget steering committee to ensure integration and alignment of the service delivery priorities and budget availability and allocation in accordance with Section 53 (i) (a) of the MFMA which states that Mayor of the Municipality must provide political guidance over the budget process and the priorities that must guide the preparation of the budget. Budgeting is primary about prioritising objective to be achieved due to limited funding available.

The Plan is prepared in Terms of Section 26 (h) of the Local Government Municipal Systems Act, as amended, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan. The five-year financial plan includes an Operating Budget and Capital Budget informed by the IDP Priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The review of the Municipal IDP has a ripple effect on the budget.

In addition to being informed by the IDP, the municipal fiscal environment is influenced by a variety of macro- economic control measures. National Treasury determines the ceiling of year-on-year increases in the total Operating Budget, whilst the National Electricity Regulates electricity tariff increases. Various government departments also effect municipal service delivery through level of grants and subsidies.

Consequently, the IDP process has been extended to include the financial plan in this IDP. The financial Plan is set out as follows:

- Financial Strategies for the next 5 years
- Financial Issues
- Detailed 5-year Financial Action Plan
- Multi Year Budgets.
- Capital and Investment Programs
-

75. CHALLENGES ON THE FINANCIAL PLAN AND EXPENDITURE

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

- Disaster relief;
- Load shedding;
- Tax payer impact;

75.2 DISASTER RELIEF

The municipality has a program that is in line with uMgungundlovu District Municipality, the municipality also provides the budget that can be used in the instance of disaster.

75.3 LOAD SHEDDING

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

75.4 TAXPAYER IMPACT

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

76. OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET (2026/7 TO 2028/29)

Choose name from list - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Financial Performance										
Property rates	23 937	25 117	31 930	32 674	33 865	33 865	22 596	35 082	36 240	37 400
Service charges	596	630	672	685	690	690	459	716	740	764
Investment revenue	3 703	4 665	3 566	4 290	3 540	3 540	901	3 600	3 719	3 838
Transfer and subsidies - Operational	92 894	187 480	106 377	110 979	111 956	111 956	83 389	106 738	103 879	109 007
Other own revenue	17 411	8 345	7 411	10 468	8 580	8 580	5 568	10 495	10 842	11 187
Total Revenue (excluding capital transfers and contributions)	138 541	226 236	149 956	159 096	158 632	158 632	112 914	156 632	155 419	162 195
Employee costs	49 034	54 265	60 987	62 296	62 296	62 296	47 611	72 335	75 828	78 167
Remuneration of councillors	6 288	6 820	6 787	7 958	7 958	7 958	4 650	7 958	8 316	8 524
Depreciation, amortisation and impairment	12 968	13 455	14 290	16 522	14 400	14 400	7 210	15 119	15 874	16 666
Interest, Dividends and Rent on Land	39	–	–	–	–	–	–	–	–	–
Inventory consumed and bulk purchases	3 223	5 638	9 513	4 136	3 416	3 416	3 663	4 933	4 848	5 112
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–
Other expenditure	91 967	165 820	87 666	72 931	73 615	73 615	52 122	71 259	72 664	73 892
Total Expenditure	163 520	245 998	179 243	163 842	161 683	161 683	115 256	171 603	177 530	182 361
Surplus/(Deficit)	(24 979)	(19 762)	(29 287)	(4 745)	(3 052)	(3 052)	(2 341)	(14 971)	(22 111)	(20 166)
Transfers and subsidies - capital (monetary allocations)	59 968	17 162	18 159	18 934	18 934	18 934	16 902	28 439	20 794	21 325
Transfers and subsidies - capital (in-kind)	3 800	–	–	–	–	–	199	–	–	–
Surplus/(Deficit) after capital transfers & contributions	38 789	(2 600)	(11 128)	14 189	15 882	15 882	14 760	13 468	(1 317)	1 159
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	38 789	(2 600)	(11 128)	14 189	15 882	15 882	14 760	13 468	(1 317)	1 159
Capital expenditure & funds sources										
Capital expenditure	42 465	25 494	(317 630)	24 034	24 697	24 697	48 570	32 055	21 454	10 700
Transfers recognised - capital	18 668	(5 298)	(139 503)	18 934	18 176	18 176	25 363	27 555	20 454	9 700
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	23 797	30 793	(178 128)	5 100	6 521	6 521	23 207	4 500	1 000	1 000
Total sources of capital funds	42 465	25 494	(317 630)	24 034	24 697	24 697	48 570	32 055	21 454	10 700
Financial position										
Total current assets	56 328	36 606	15 556	33 871	37 880	37 880	20 238	25 481	21 424	35 572
Total non current assets	257 458	277 805	287 793	276 791	297 742	297 742	297 839	304 381	306 564	309 233
Total current liabilities	24 808	18 592	17 459	(20 605)	25 065	25 065	24 181	7 293	4 632	4 720
Total non current liabilities	3 995	5 057	6 255	(7 784)	9 466	9 466	6 255	–	–	–
Community wealth/Equity	1 993 169	2 329 131	219 001	339 051	301 091	301 091	151 917	322 569	323 356	340 085
Cash flows										
Net cash from (used) operating	–	–	238 097	(3 825)	(2 696)	(2 696)	516 136	20 742	8 341	11 765
Net cash from (used) investing	–	–	–	(27 639)	(26 966)	(26 966)	(31)	(36 864)	(24 673)	(12 305)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	11 007	7 025	274 977	(14 527)	(11 991)	(11 991)	553 072	1 549	(14 784)	(15 323)
Cash backing/surplus reconciliation										
Cash and investments available	11 007	7 025	274 977	(14 527)	(11 991)	(11 991)	553 072	1 549	(14 784)	(15 323)
Application of cash and investments	15 654	21 902	25 675	(40 378)	8 933	8 933	28 262	(17 337)	(16 293)	(14 708)
Balance - surplus (shortfall)	(4 647)	(14 878)	249 302	25 851	(20 924)	(20 924)	524 809	18 886	1 510	(615)
Asset management										
Asset register summary (WDV)	222 077	255 165	256 747	228 073	245 087	245 087		241 037	252 732	258 857
Depreciation	12 968	13 455	14 290	16 522	14 400	14 400		15 119	15 874	16 666
Renewal and Upgrading of Existing Assets	4	2 096	5 237	–	2 719	2 719		–	–	–
Repairs and Maintenance	23 338	21 674	24 544	11 060	9 843	9 843		8 995	9 292	9 589

Total revenue budget is R 156 632 000 this includes the amount of R 9 412 000 for INEP and R 28 439 000 for MIG, for the 2026/27 financial year. For the two outer years, revenue will decrease to R 155 419 000 in 2027/28 financial year and increase to R 162 196 000 in 2028/29 financial year.

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

Functional Classification Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue - Functional										
Governance and administration		**151 704**	**135 288**	**146 695**	**150 261**	**150 392**	**150 392**	**159 752**	**151 161**	**158 768**
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		151 704	135 288	146 695	150 261	150 392	150 392	159 752	151 161	158 768
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**10 739**	**2 032**	**2 478**	**2 248**	**3 243**	**3 243**	**2 638**	**2 596**	**2 602**
Community and social services		10 739	2 032	2 162	2 248	2 825	2 825	2 535	2 491	2 493
Sport and recreation		–	–	316	–	417	417	2	2	3
Public safety		–	–	–	–	–	–	100	103	107
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**14 194**	**54 814**	**2 334**	**543**	**663**	**663**	**563**	**582**	**600**
Planning and development		194	1 121	524	543	663	663	563	582	600
Road transport		14 000	53 693	1 811	–	–	–	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**18 683**	**44 745**	**10 797**	**16 309**	**16 314**	**16 314**	**13 128**	**12 588**	**11 967**
Energy sources		18 087	44 115	10 124	15 624	15 624	15 624	12 412	11 848	11 203
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		596	630	672	685	690	690	716	740	764
Other	4	**6 989**	**8 056**	**7 456**	**8 669**	**6 954**	**6 954**	**8 990**	**9 286**	**9 583**
Total Revenue - Functional	2	**202 309**	**244 936**	**169 760**	**178 030**	**177 566**	**177 566**	**185 071**	**176 213**	**183 520**
Expenditure - Functional										
Governance and administration		**83 181**	**106 852**	**128 429**	**100 530**	**98 625**	**98 625**	**103 189**	**107 689**	**111 375**
Executive and council		17 646	22 720	27 852	26 081	27 384	27 384	33 474	34 933	35 892
Finance and administration		65 535	84 132	100 578	74 448	71 241	71 241	69 714	72 756	75 483
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**41 077**	**28 928**	**28 376**	**28 087**	**27 639**	**27 639**	**36 023**	**37 538**	**38 948**
Community and social services		32 825	27 236	25 280	24 260	24 811	24 811	32 853	34 264	35 569
Sport and recreation		1 599	1 602	2 798	3 562	2 590	2 590	2 430	2 510	2 591
Public safety		–	–	–	–	–	–	600	620	640
Housing		–	–	–	–	–	–	–	–	–
Health		6 654	90	297	264	238	238	140	145	149
Economic and environmental services		**37 936**	**63 968**	**9 108**	**13 580**	**13 134**	**13 134**	**12 989**	**13 560**	**13 383**
Planning and development		28 476	70	401	690	740	740	693	713	732
Road transport		9 459	63 898	8 707	12 890	12 394	12 394	12 296	12 847	12 651
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**727**	**45 766**	**12 870**	**16 396**	**16 236**	**16 236**	**13 252**	**12 716**	**12 098**
Energy sources		–	44 871	11 811	15 624	15 624	15 624	12 412	11 848	11 203
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		727	894	1 059	772	612	612	840	868	895
Other	4	**599**	**484**	**459**	**550**	**350**	**350**	**350**	**36**	**373**
Total Expenditure - Functional	3	**163 520**	**245 998**	**179 243**	**159 142**	**155 983**	**155 983**	**165 803**	**171 539**	**176 178**
Surplus/(Deficit) for the year		**38 789**	**(1 062)**	**(9 483)**	**18 889**	**21 582**	**21 582**	**19 268**	**4 674**	**7 342**

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

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue by Vote	1									
Vote 1 - Finance and Administration		151 704	135 288	146 695	150 261	150 392	150 392	159 752	151 161	158 768
Vote 2 - Finance and Administration2		–	–	–	–	–	–	–	–	–
Vote 3 - Executive and Council		–	–	–	–	–	–	–	–	–
Vote 4 - Community and Social Services		10 222	2 024	2 120	2 223	2 785	2 785	2 490	2 444	2 445
Vote 5 - Community and Social Services2		517	8	42	25	40	40	45	46	48
Vote 6 - Energy Sources		18 087	44 115	10 124	15 624	15 624	15 624	12 412	11 848	11 203
Vote 7 - Road Transport		14 000	53 693	1 811	–	–	–	–	–	–
Vote 8 - Planning and Development		194	1 121	524	543	663	663	563	582	600
Vote 9 - Sport and Recreation		–	–	316	–	417	417	2	2	3
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 11 - Other		6 989	8 056	7 456	8 669	6 954	6 954	8 990	9 286	9 583
Vote 12 - Waste Management		596	630	672	685	690	690	716	740	764
Vote 13 - Housing		–	–	–	–	–	–	–	–	–
Vote 14 - Waste Water Management		–	–	–	–	–	–	–	–	–
Vote 15 - Health		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**202 309**	**244 936**	**169 760**	**178 030**	**177 566**	**177 566**	**184 971**	**176 110**	**183 414**
Expenditure by Vote *to be appropriated*	1									
Vote 1 - Finance and Administration		65 230	83 810	99 934	74 153	71 046	71 046	69 408	72 439	75 156
Vote 2 - Finance and Administration2		305	322	644	296	196	196	307	317	327
Vote 3 - Executive and Council		17 646	22 720	27 852	26 081	27 384	27 384	33 474	34 933	35 892
Vote 4 - Community and Social Services		14 738	9 331	12 702	12 469	11 680	11 680	9 502	9 889	10 237
Vote 5 - Community and Social Services2		18 087	17 905	12 578	11 791	13 131	13 131	23 350	24 375	25 332
Vote 6 - Energy Sources		–	44 871	11 811	15 624	15 624	15 624	12 412	11 848	11 203
Vote 7 - Road Transport		9 459	63 898	8 707	12 890	12 394	12 394	12 296	12 847	12 651
Vote 8 - Planning and Development		28 476	70	401	690	740	740	693	713	732
Vote 9 - Sport and Recreation		1 599	1 602	2 798	3 562	2 590	2 590	2 430	2 510	2 591
Vote 10 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 11 - Other		599	484	459	550	350	350	350	36	373
Vote 12 - Waste Management		727	894	1 059	772	612	612	840	868	895
Vote 13 - Housing		–	–	–	–	–	–	–	–	–
Vote 14 - Waste Water Management		–	–	–	–	–	–	–	–	–
Vote 15 - Health		6 654	90	297	264	238	238	140	145	149
Total Expenditure by Vote	2	**163 520**	**245 998**	**179 243**	**159 142**	**155 983**	**155 983**	**165 203**	**170 919**	**175 538**
Surplus/(Deficit) for the year	2	**38 789**	**(1 062)**	**(9 483)**	**18 889**	**21 582**	**21 582**	**19 768**	**5 191**	**7 875**

SECTION G: ANNUAL OPERATIONAL PLAN

77.1 ANNUAL OPERATIONAL PLAN

77.1.1 Alignment of the SDBIP with Goals and Objectives and Municipal Budget

SDBIP is fully aligned with goals and associated objectives and the Municipal budget. This is made by the fact that the SDBIP rests in the office of the MM and is coordinated in that office. This is also made possible by the fact that the budget and treasury office work closely with the PMS office. Objectives are therefore aligned with the budget.

The strategic direction that the Municipality will undertake has been set forth in the Integrated Development Plan. The plan has been reviewed and adopted, and is supported by a credible Budget, as required by the Municipal Finance Management Act (MFMA) and its supporting reforms.

The Service Delivery and Budget Implementation Plan (SDBIP) will gives effect to the IDP and Budget. This document is the expression of the strategic priorities, in quantifiable outcomes that will be implemented by the administration over the next twelve months. Therefore, the SDBIP serves as a "contract" between the administration, council, and community, and provides a basis for measuring performance in service delivery targets and budget implementation.

Apart from providing the vital link between the mayor, council and administration, the SDBIP will facilitate the process of accountability, ensuring that appropriate information is circulated internally and externally.

The content of this document is high-level and strategic and is intended for the general public and councilors. The SDBIP is a layered plan, with the top layer dealing with the consolidated service delivery targets and linking such targets to top management (MFMA circular 88). Therefore, only the tip of the information pyramid is published as the SDBIP, and this correlates with the requirements of the National Treasury.

Annual Operational Plan (SDBIP is attached as am Annexure)

NKPA	IDP STRATEGIC OBJECTIVE	IDP GOAL
Municipal Transformation & Institutional Development	• To ensure sound human resource management • To ensure that municipal staff is skilled according to job requirements. • To ensure that employment equity targets are met	• Training/workshop of employees on the reviewed and new corporate policies • Reporting on staff attendance being monitored • Employment Equity Report submitted to the Department of Labour
Basic Service Delivery	• To Ensure a Safe & Healthy Environment • To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality	• Reporting on households provided with access to basic level of solid waste removal • Community Clean up Campaigns conducted as per the Municipality's Integrated Waste Management Plan • Reporting on social relief support provided to indigent families within all wards.
Local Economic Development	• To support Municipality's Rural and Agricultural Development initiatives • To develop and support all emerging SMMEs and Cooperatives within the municipality • To promote the rights of vulnerable groups through various socio-economic development programmes	• Monitor and report on the performance of rural and agriculture development programmes • Coordinate Meetings for LED Forum • Coordinate programmes for people living with Disability • Coordinate gender based activities
Good Governance and Public Participation	• To transform the municipality into a performance driven institution • to provide reasonable assurance on the adequacy and effectiveness of internal control system • To ensure continuous engagement with ward constituencies	• Functional Portfolio Committees • Review and approve the internal audit plan • Coordinate the Ward Committee meetings in 7 wards • Coordinate the Public Meetings held
Municipal Financial Viability and Management	• To ensure enforcement of sound financial management practices	• Procurement plan submitted to Portfolio Committee and Treasury for input

	• To ensure revenue enhancement • To ensure that the Budget is spent according to budget projection	• Development and approval of a revenue enhancement strategy • Report on the % of the capital budget actually spent on capital projects
Cross Cutting Issues	• To ensure strategic development and management of the municipality's Integrated Development Plan • To ensure spatial development in the entire area of Mkhambathini Municipality • To ensure a functional Disaster Management Unit	• Development and approval of the IDP/ Budget Process Plan • Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services. • Reporting on SPLUMA applications approved to the Portfolio Committee • Disaster Management Plans Developed and approved

77.1.2 Performance Indicators

SDBIP does have performance indicators that explain how it will be measured. In the 2023/2024 Financial Year, 156 performance indicators have been set; they are smart, time bound and measurable.

77.1.3 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.

77.1.4 Link the IDP to the Budget

The Municipality identified six strategic areas based on the community consultation, namely:

- Municipal Transformation and Institutional Development.
- Social and Local Economic Development.
- Basic Service Delivery and Infrastructure Development.
- Good Governance and Public Participation.

- Municipal Finance Viability and Management; and
- Spatial and Environmental Analysis, Cross-cutting issues

78. Reporting on the SDBIP

Reporting on the SDBIP is an important way of linking this document to the oversight and monitoring operation of the Municipality's administration. A series of reporting requirements are outlined in the MFMA, both the mayor and the accounting officer (Municipal Manager) have clear roles as defined in the MFMA, in preparing and presenting reports. These reports then allow the Councillors of the Municipality to monitor the implementation of the service delivery programs and initiatives.

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

79. MONTHLY REPORTING

Section 71 of the MFMA requires the municipality to report on actual revenue collected and actual expenditure incurred against the approved budget. This report must be prepared by the accounting officer monthly, 10 days after each month end.

The report must include the following, namely:

- Actual revenue, per source;
- Actual borrowings.
- Actual expenditure, per vote.
- Actual capital expenditure, per vote; and
- The amount of any allocations received.

In addition, the following explanations must be included:

- Any material variances from the projected budget targets.
- Any material variances from the SDBIP; and
- Any remedial or corrective action taken or to be taken

80. 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.

81. 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.

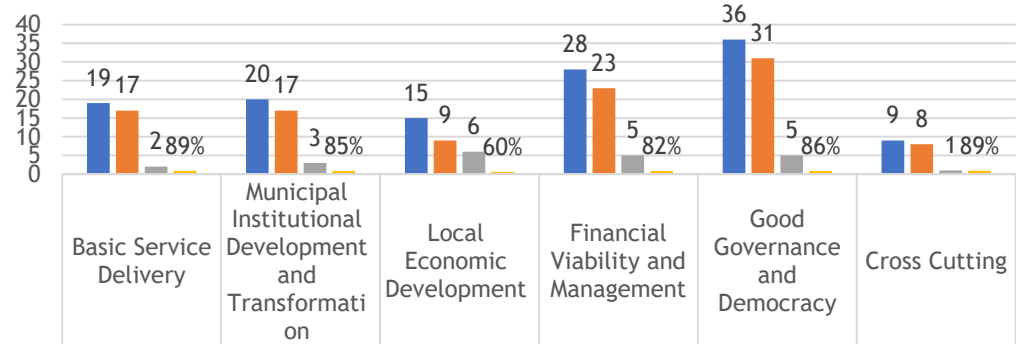
Based on this performance assessment report the municipality may decide to table an adjustments budget in terms of Section 28 of the MFMA. SDBIP is a live document and may be modified in conjunction with the adjustment budget process, based on the outcome of the mid-year performance review.

MID TERM 2025/2026 OVERALL PERFORMANCE

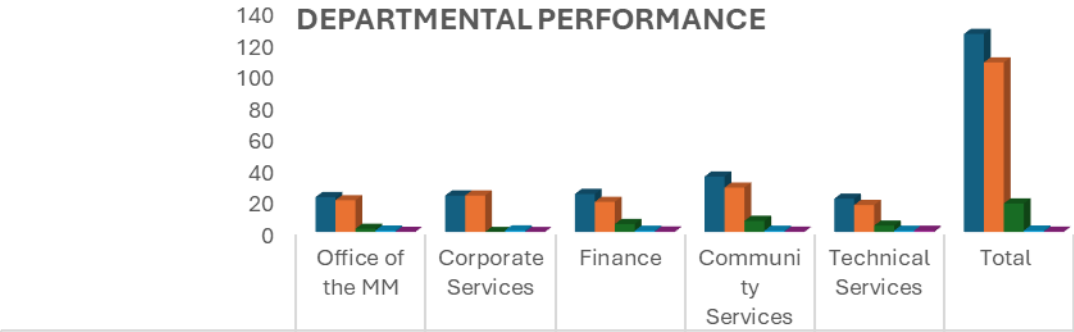
Out of 125 key performance indicators for the MID TERM 2025/2026. **107 targets were achieved and 18 targets were not achieved**. For the targets not achieved there are reasons for variance and corrective measures in place.

As per the graph below, out of the 125 targets for the MID TERM, 86% (107) targets have been achieved, and 14% (18) targets have not been achieved.

The table below indicates performance of the total KPIs.



	Basic Service Delivery	Municipal Institutional Development and Transformation	Local Economic Development	Financial Viability and Management	Good Governance and Democracy	Cross Cutting
Targets	19	20	15	28	36	9
Achieved	17	17	9	23	31	8
Not Achieved	2	3	6	5	5	1
Percentage	89%	85%	60%	82%	86%	89%



	Office of the MM	Corporate Services	Finance	Community Services	Technical Services	Total
No. of Targets	22	23	24	35	21	125
Achieved	20	23	19	28	17	107
Not Achieved	2	0	5	7	4	18
Percentage achieved	91%	100%	79%	80%	81%	86%
Percentage not achieved	9%	0	21%	20%	81%	14%

82. REVENUE AND EXPENDITURE PROJECTIONS

This section contains the financial information as required by the SDBIP.

- The monthly projection of revenue by source; and
- The monthly projection of both operating and capital expenditure and revenue by vote.

The Service Delivery Budget Implementation Plan reflecting objectives, Key Performance Areas, Key performance Indicators and targets.

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

83.ANNUAL REPORT

A municipal annual report includes the following key elements:

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

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

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

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

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

The Draft 2024/205 Annual Report was tabled in Council on 22 January 2026 and was placed at the reception and library as well as published in the local newspaper and placed on the municipality website for public comments.

Annual Report will be attached as an Annexure

84. ANNUAL PERFORMANCE

The Municipal Systems Act, Act 32 of 2000, in terms of Section 46 requires the Council to comply with the provisions of the said legislation, a municipality must prepare for each financial year the Annual Performance Report reflecting the municipality's performance during that financial year and of each external service provider accompanied by the AFS must be submitted to the Auditor General (AG). The Performance Report highlights the achievements of strategic performance in terms of the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) in relation to the objectives as set in the Integrated Development Plans (IDP) assessing its performance in terms of the National Key Performance Areas prescribed in terms of Section 43 of the Municipal Systems Act, 2000

Annual Performance will be attached as an Annexure

SDBIP INDICATOR REFERENCE NO.	IDP OBJECTIVE	INDICATOR WITH DETAILED PERFORMANCE MEASURE	ANNUAL TARGET 2024/2025		ACHIEVED / NOT ACHIEVED	REASON FOR VARIANCE	CORRECTIVE MEASURE
			TARGET	ACTUAL			
NATIONAL KEY PERFORMANCE AREA:BASIC SERVICE DELIVERY							
BSD1.4	To ensure the provision, upgrade and construction of infrastructure and services that enhance socio economic development within the municipality	Mahlabathini Electrification: Number of households electrified but not energised (accumulative)by 30/06/2025	Electrification of 61 households electrified by 30/06/2025 (number of connections)	0	Not Achieved	The performance of the contractors appointed for the project was not up to standard. The replacement of lost items in previous years has proven to be a challenge for service provider which resulted to them not performing according to the revised plans. The service provider was subsequently terminated	The contract of the service provider was terminated. The municipality is in the process of identifying the work to be done. The project will be completed by Q4 of the 2025/2026 FY
BSD1.9		Ezinembeni Electrification: Number of household electrified but not energised (accumulative) by 30/06/2025	Electrification of 160 households electrified by 30/06/2025 (number of connections)	0	Not Achieved	The performance of the contractors appointed for the project was not up to standard. The replacement of lost items in previous years has proven to be a challenge for service provider which resulted to them not performing according to the revised plans. The service provider was subsequently terminated	The contract of the service provider was terminated. The municipality is in the process of identifying the work to be done by. The project will be completed by Q4 of the 2025/2026 FY
BSD1.10		Mgwenya-Gulube Electrification Number of	Electrification of 66 households	59	Not Achieved	The contractor is unable to source seven meters to	Consequence management was implemented. A letter

		household electrified but not energised (accumulative) by 30/06/2025	electrified by 30/06/2025 (number of connections)			complete the balance of outstanding connections. The contractor was not onsite.	of termination was sent to the contractor. The project will be completed by Q4 of the 2025/2026 FY
BSD1.20		Maqongqo phase 03 Electrification Number of household electrified but not energised (accumulative) by 30/06/2025	Electrification of 160 households electrified by 30/06/2025 (number of connections)	105	Not Achieved	Poor performance by the contractor. Sourcing of material has been proven to be a challenge for the service provider.	Enforcement of contractual terms and Consequence management will be taken due to poor performance by the contractor. The project will be completed by Q4 of the 2025/2026 FY
BSD1.7		Percentage of the construction of Thimon Community Hall completed by 30/06/2025 (accumulative)	100% construction of Thimon Community Hall the project completed by 30/06/2025 (accumulative)	72%	Not Achieved	The roof structure was ordered from Span Africa and the service provider delayed to deliver the roof structure which affected the production on site.	An application for extension of time was provided due to the delay by the roof manufacturer. The project will be completed by Q4 of the 2025/2026 FY
BSD4.1	To ensure provision of free Basic Services for indigent residents of Mkhambathini Municipality	Number of social relief groceries provided to bereaved indigent families	144	105	Not achieved	The municipality received a low number of requests to assist indigent families with social relief than anticipated (based on previous trends)	Reduced numbers indicate a reduction in dependency on the municipality by indigent families. This is a good sign for the municipality.
KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
MIDT1.1	To ensure a functional organisational structure	Date of adopted reviewed organogram	30-Jun-25	Not Achieved	Not Achieved	The structure was withdrawn from the EXCO & Council Agenda due to the request from the KZN COGTA to delay the approval with the aim of finalizing the comments from the MEC.	The item was tabled in July 2025 after considering the comments from MEC in line with Staff Regulations.
KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT							
LED2.1	To develop and support all emerging SMMEs and	Number of LED Forum meetings coordinated and	4	1	Not achieved	There were delays in the scheduling of the LED forum meeting	Meeting had been scheduled for Q4 (15 April 2025)

	Cooperatives within the municipality	convened quarterly				and the only available dates were in Quarter 4.	
LED3.1	To promote the rights of vulnerable groups through various socio-economic development programmes	Date of annual review of the youth development strategy/plan	30-Jun-25	Not Achieved	Not Achieved	Youth Council did not sit due to the unavailability of members. The youth council structure is dysfunctional and the structure is responsible for reviewing the strategy.	The Youth Council will be held in Q2 of the 2025/2026 FY to approve the Youth Strategy/Plan
LED3.4	To promote the rights of vulnerable groups through various socio-economic development programmes	Number of quarterly senior citizens programmes implemented	8	4	Not achieved	Non achievement resulted from unavailability of Senior Citizens Coordinating structures in some wards.	The municipality together with DSD will ensure coordination through Community Based senior citizens service centers that are linked to DSD, by Q1 of the 2025/2026 FY
LED6.1	To promote tourism within the municipal area	Date of tourism brochure approved by Council	30-Jun-25	Not achieved	Not achieved	The item was tabled at MANCO on 17 June 2025 and then to the EXCO. The agenda was already sent out hence the report was not tabled to council to receive a resolution for adoption.	The report will be tabled at Community services portfolio , EXCO and Council in August 2025 for approval and get a resolution.
LED8.2	Ensure implementation of Operation Sukuma Sakhe and special programmes	Number of Active OSS War Rooms in the 7 wards	84	47	Not achieved	Wards had not stuck to the scheduled meeting dates due to various reasons including clashing community commitments.	To recommend that the OSS Local Task Team reviews the required sittings to include war room led programs/initiatives and review the SDBIP accordingly by Q1 of the 2025/2026 FY
KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT							
FIN1.2	To ensure enforcement of sound financial management practices	Number of days of BEC meetings held after closing date of an advert	15 days	Not Achieved	Not Achieved	The unavailability of BEC members to sit for tenders has been proven to be a challenge for the municipality. There	The municipality will develop a year calendar for the 2025 /26 FY meetings by Q1 of the 2025/2026 FY

						was no quorum for the BEC meeting. Unavailability of schedule of meetings for prior arrangement resulted to poor planning for meetings	
FIN1.3		Number of days of BAC meetings held after the BEC processes	14 days	Not Achieved	Not Achieved	No report from the BEC as the BEC did not sit due to no quorum	The municipality will develop a year calendar for the 2025 /26 FY meetings by Q1 of the 2025/2026 FY
FIN4.1	To ensure revenue enhancement	Amount of revenue generated through learners licensing	R4,8M	R4 709 950	Not Achieved	DOT instructed the municipality to halt learners bookings until Licence pro is aligned with Enatis	Await DOT to send technicians to conduct alignment in Q1 of 2025/26 financial year
FIN4.5	To ensure revenue enhancement	Percentage of Debt collection	85%	78%	Not Achieved	There was slow debt collection during the quarter	The municipality to develop debt collection and payment incentives by Q1 of the 2025/26 FY.
FIN9.2	To ensure effective and efficient supply chain management system	Number of days of Appointments made after the BAC processes	14 days	Not Achieved	Not Achieved	No report from the BEC as the BEC did not sit due to no quorum	The municipality will develop a year calendar for the 2025 /26 FY meetings by Q1 of the 2025/2026 FY
KEY PERFORMANCE AREA: GOOD GOVERNANCE AND DEMOCRACY							
GG1.1	To implement and maintain effective enterprise risk management system	Number of risk management Workshops Conducted	2	Not Achieved	Not Achieved	Provincial Treasury was requested to assist with the Risk management workshop. It was proven that the department couldn't assist due to limited resources therefore the workshop was not conducted.	The Risk Chairperson advised that we continue with the workshop facilitated by Internal Audit Unit. The workshop will be held be done in Q1
KEY PERFORMANCE AREA : CROSS CURRING ISSUES							
CC3.1	To promote effective and efficient building control services	Number of reports on building inspections submitted to the Portfolio Committee					

CC5.2	To ensure a functional Disaster Management Unit	Date of approval of the Disaster Management Seasonal Sector Plans review	(Q1) 30 September 2024 (Q3) 31 March 2025	29 November 2025 29 April 2025	Not Achieved	The risk assessment was still work in progress and the Disaster Management plan went to Council once the exercise was concluded.	The Disaster Management Seasonal Sector Plan was submitted on the 29 November 2024 and 29 April 2025
CC5.3		Number of Disaster Management Forum Meetings	4	3	Not Achieved	The meeting could not be convened due to unavailability of stakeholders as well as the IDP Roadshows.	The meetings resumed in Q3.
CC6.1	To ensure integrated housing development within the municipality	Number of reports on housing development within the municipality submitted to the Portfolio Committee	4	3	Not Achieved	Meeting was scheduled but due to the unavailability of some of the committee members the meeting did not sit.	Calender of meetings will be sent to the committee in Q1 of 2025/2026 FY

SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

85.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Legislative Requirements

Outlined in Section 40 of the Municipal Systems Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore points out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the Organisational Performance Management and Performance Contracts of Senior Managers. The Municipal Planning and Performance Management Regulations (2001) stipulates that a "municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players" (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

Annual Performance Report

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

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

85.2 PERFORMANCE MANAGEMENT FRAMEWORK

Introduction

The performance management framework was adopted 28 June 2023. The framework was reviewed and amended during 2024/2025 financial year to align with the best practice guidelines suggested by the then Department of Provincial and Local Government and Traditional Affairs of Kwazulu-Natal.

The OPMS is aligned to the department and individual performance management system. The OPMS form the basis of the quarterly performance assessments that are conducted. The work plan is the document that links to the operational plan and indicators.

The Municipality has a Performance Management System (PMS) in place. This necessitates each of the Departmental Directors to sign a performance agreement linked to the objectives of the IDP and meeting the service delivery needs of the community. The Organizational Performance Management System (OPMS) is used to assess the overall performance of the organization using the approved Organizational Scorecard, which is also a tool to assess performance of the Municipal Manager as well as that of individual Directors.

The municipality introduced the individual performance management system and cascaded it down to all lower levels. Individual performance management would ensure a high level of performance and accountability by each employee, which would ultimately assist the Municipality to achieve its desired level of performance and service delivery. This in essence contributes to the Organizational Performance Management System, which the Municipal Manager is responsible for.

The Performance management System Framework and the policy will be reviewed and adopted by the Council in June 2026 and are attached as annexures in the IDP.

85.3 PERFORMANCE AUDIT COMMITTEE

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

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

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

85.4 AUDITING PERFORMANCE INFORMATION

The MFMA and the Municipal Planning and Performance Management Regulations require that the Municipal Council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. The Audit Committee relies on the work done by the Performance Audit Committee in terms of the Audit Committee charter and receives and considers reports presented to it by the Performance Audit Committee at its scheduled meetings.
In carrying out its mandate, the Audit Committee and Performance Audit Committee must have a good understanding of the strategic goals of the Municipality, strategic focus areas as outlined in the Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP) and should:

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

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

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

86. ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR

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

Performance management is not only relevant to the organisation, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities. This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

The Annual Performance Report for the Previous Financial Year is attached as of the IDP as an Annexure.

87. ALIGNMENT OF OPMS (DEPARTMENTAL AND INDIVIDUAL INDICATORS)

The OPMS is aligned to the department and individual performance management system. The OPMS form the basis of the quarterly performance assessments that are conducted. The work plan is the document that links to the operational plan and indicators.

The Municipality has a Performance Management System (PMS) in place. This necessitates each of the Departmental Heads to sign performance agreements linked to the objectives of the IDP and meeting the service delivery needs of the community. The Organizational Performance Management is used to assess the overall performance of the organization using the approved Organizational Scorecard, which is also a tool to assess the performance of the Municipal Manager as well as that of individual Senior Managers.

88. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS

The municipality introduced the individual performance management system and cascaded it down to all lower levels. Individual performance management would ensure a high level of performance and accountability by each employee, which would ultimately assist the Municipality to achieve its desired level of performance and service delivery. This in essence contributes to the Organizational Performance Management System, which the Municipal Manager is responsible for.

The performance agreements have been prepared for Section 54 and 56 managers as required by the Performance Regulations. The Municipality undertakes quarterly reviews to monitor performance. An Individual Performance Policy has been developed and adopted by council. Employees below senior management will sign performance agreements and plans at the start of 2025/2026 financial year.

89. PREVIOUS YEAR PERFORMANCE

The IDP review has considered the performance of the previous year, which the AG found to be credible and verifiable. Corrective measures were included where there was no achievement.

It should be noted that the municipality received an unqualified audit opinion in 2024/25. Every effort is being made to move towards a better audit opinion for the 2025/2026 audit. During the period under review, no forensic investigations were performed internally, and no other reports were submitted to the Audit Committee for consideration.

The Audit Action plan is attached as an annexure.

90. CIRCULAR 88 (C88)

The circular aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report.

All units in Mkhambathini Local Municipality play an essential role in reporting Circular 88 set of indicators. The municipality reports on a quarterly basis to provincial COGTA

91. BACK TO BASICS (B2B)

Back-to-basics indicators have been incorporated in the performance agreements of the senior managers.
Through public engagement meetings held with the communities, the key challenges were categorized and identified per Key Performance Area with the intention of formulating the interventions, which will become strategies.

Organizational and Individual Performance Management System Policy will be attached as an Annexure.

SECTION I: ANNEXURES

92.1 COUNCIL ADOPTED/REVIEWED MUNICIPAL POLICIES, PLANS AND BY LAWS.

TABLE 144: ANNEXURE: COUNCIL ADOPTED/ REVIEWED MUNICIPAL POLICIES AND PLANS ATTACHMENTS

NO	SECTOR PLAN	COMPLETED Y/N	ADOPTED Y /N	ADOPTION DATE	DATE OF NEXT REVIEW
(a)	Disaster Management Plan	N/A	N/A	31 MAY 2023	To be reviewed
	LED Strategy and Plan	N/A	N/A	30 JUNE 2022	To be reviewed
(b)	Mkhambathini Business Investment Directory	N/A	N/A	29 May 2025	To be reviewed
(c)	Informal Economy Policy & BYLAW	N/A	N/A	29 May 2025	To be reviewed
(d)	IWMP Plan	N/A	N/A	29 May 2025	To be reviewed
(e)	Waste Management By law	N/A	N/A	29 May 2025	To be reviewed
(f)	SDF	N/A	N/A	27 JUNE 2019	To be reviewed
(g)	Housing Sector Plan	N/A	N/A		To be reviewed
(h)	Employment Equity Plan	N/A	N/A	29 May 2025	To be reviewed
(i)	Retention Policy	N/A	N/A	29 May 2025	To be reviewed
(j)	Human Resource Strategy and Plan	N/A	N/A	29 May 2025	To be reviewed
(k)	Draft Comprehensive Integrated Transport Plan	N/A	N/A	29 May 2025	To be reviewed
(l)	Revenue Enhancement Strategy	N/A	N/A	29 May 2025	To be reviewed
(m)	Supply Chain Management Policy	N/A	N/A	29 May 2025	To be reviewed
(n)	Recruitment and Selection Policy	N/A	N/A	29 May 2025	To be reviewed
(o)	Reviewed Municipal Organogram	N/A	N/A	29 May 2025	To be reviewed
(p)	WSP Planning Training Report	N/A	N/A	29 May 2025	To be reviewed
(q)	ICT Strategy	N/A	N/A	29 May 2025	To be reviewed
(r)	Indigent Register Policy	N/A		29 May 2025	To be reviewed

(s)	Operations and Maintenance Plan	N/A	Y	29 May 2025	To be reviewed
(t)	Reviewed WSDP Water Service Development Plan	N/A	UMDM Link attached in IDP		To be reviewed
(u)	EPWP Policy	Y	N/A	28 February 2025	To be reviewed
(v)	Communication Strategy	N/A	N/A	29 May 2025	To be reviewed
(w)	Mkhambathini Annual Report 2022/2023	N/A	N/A	29 May 2025	To be reviewed
(x)	Draft SDBIP 2024/2025	N/A	N/A	29 May 2025	To be reviewed

LIST OF ALL COUNCIL ADOPTED/ REVIEWED MUNICIPAL POLICIES AND PLANS ATTACHMENTS AS AN ANNEXURE.