

MTHONJANENI MUNICIPALITY



FINAL IDP 2019/2020

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SECTION A: EXECUTIVE SUMMARY

1.1. MTHONJANENI MUNICIPALITY: WHO ARE WE?

Melmoth is a small municipality situated in the north coast of KZN with a population of 78883 (CS: 2016). The town was established in the Mthonjaneni district after the invasion of Zululand by United Kingdom in 1887 and was named after Sir Melmoth Osborn. Large wattle plantations were set up and wattle bark factory was established in 1926. The district is also planted with sugarcane and forestry on the outskirts of the town into surrounded areas. The government funded hospital in Melmoth is St Mary's hospital KwaMagwaza that caters for people of Melmoth and surrounding areas.

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

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

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

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

Mthonjaneni is a member of Tourism Association Agency Route 66 which comprises of all municipalities that are linked by R66 in their economic and tourism activities. Route 66 members include Gingindlovu, Eshowe, Mthonjaneni, Ulundi, Nongoma and Pongola. Mthonjaneni is the gateway to Zululand District and major economic active provinces in RSA which is Mpumalanga Province and Gauteng through R66 route.

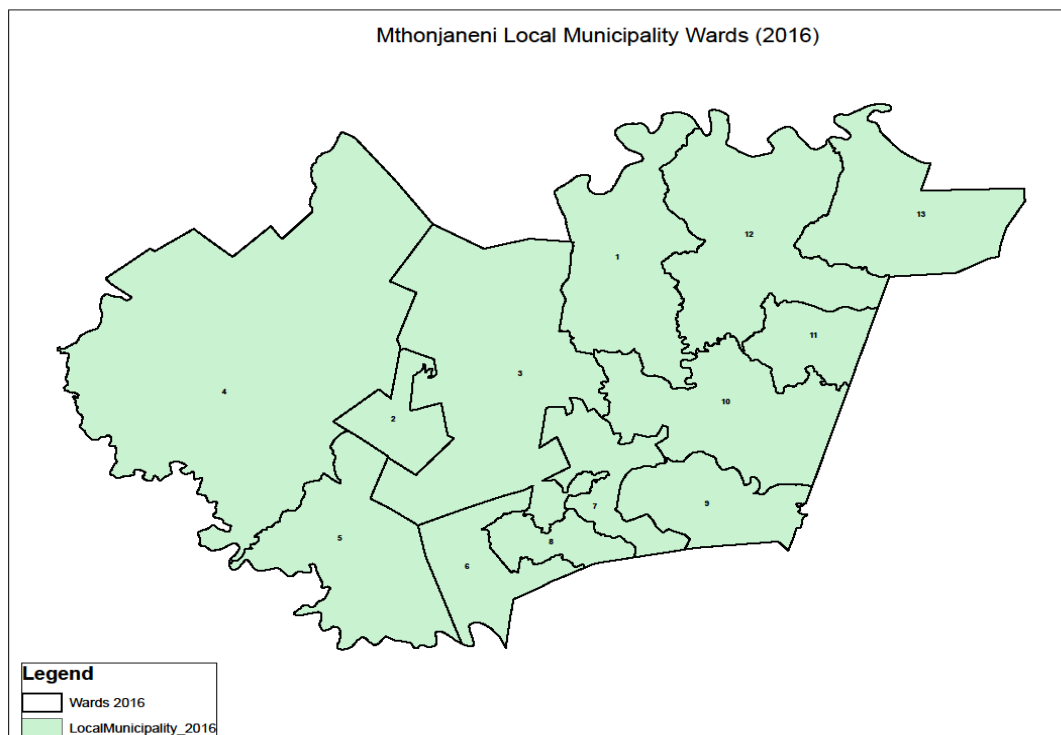
Mthonjaneni Municipality experiences warm humid climate with more rainfall being experienced during the summer season. This becomes the favouring factor towards agricultural production. Forests and sugarcane production are the major commercial agricultural practices and livestock farming which is mostly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

MUNICIPAL MAPS IN KING CETSHWAYO DISTRICT

Map1 – King Cetshwayo District Map



Map 2 –Mthonjaneni Local Municipality Map



1.2 SWOT ANALYSIS

<u>STRENGTHS</u> <ul style="list-style-type: none"> ▪ Political Stability in Leadership ▪ Functional Council Committees ▪ The municipality is strategically positioned for economic activities ▪ Arable Agricultural Land ▪ Sound Filing Systems (Registry) ▪ Unpolluted Environment 	<u>WEAKNESSES</u> <ul style="list-style-type: none"> ▪ The terrain makes it expensive to render basic service delivery. ▪ High illiteracy level ▪ High Unemployment rate
<u>OPPORTUNITIES</u> <ul style="list-style-type: none"> ▪ Availability of Basic Sports Infrastructure ▪ Possibility of Mining of Mineral resources ▪ Succession of certain sites for Development of the Town ▪ Diversity in Population 	<u>THREATS</u> <ul style="list-style-type: none"> ▪ Pending Land Claim Judgement ▪ Redermacation Public Expectation ▪ IT Recovery Plan ▪ Occasional blockage of R66 by Public riots ▪ Inadequate Compliance with Risk Management.

1.3 WHAT ARE THE CHALLENGES OF THE MUNICIPALITY

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

1.4 WHAT ARE WE GOING TO DO TO ADDRESS CHALLENGES

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

Improve livelihoods of our communities through the following programs:

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

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

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

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

1.5 MTHONJANENI MUNICIPAL VISION

After Local Government Elections in 2016 the council proposed the strategic direction for the municipality for the next five (5) years. This was done after considering the challenges that the municipality is faced with and taking into cognizance the current status quo of the Municipality in terms of Service Delivery targets.

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

<p>Municipal vision:</p> <p><i>To be an excelling municipality in rendering basic service delivery and good governance in a sustainable manner to all our local communities who trusted us.</i></p>	
	<p>Municipal Mission</p> <p><i>We are committed in creating a stable, secured environment and sustainable service delivery to all our communities.</i></p>

The council will review all strategic goals and priorities in the next review of IDP 2020-2021

The table below reflects the Mthonjaneni Municipality's goals, objectives and strategies to be undertaken in order to reach our goals.

1.6 Mthonjaneni Municipal Goals, Objectives and Strategies:

IDP Reference No:	National Key Performance Area	MUNICIPAL GOALS	Objectives	Strategies	RESPONSIBLE DEPARTMENT	OUTPUT
A.1	SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Providing a High Level of Affordable Essential Services	To provide electricity/energy within Mthonjane ni	Provide electrification connections to new households	Director Technical Services	Provision of electrification connections to rural and urban areas.
A.2			To provide waste management services within Mthonjane ni	Implement Integrated Waste Management Plan	Director Technical Services	Implementation of Waste management plan. Waste collection on a weekly bases
A.3			To reduce infrastructure backlogs	Facilitate the provision of recreational infrastructural services	Director Technical Services	Construction and Maintenance of recreation facilities
A.4			To maintain Council immovable property/assets	Maintain Council buildings within budget for the financial year	Director Technical Services	Maintenance of Council halls, substations, crèches, municipal offices.
A.5				Construction of new admin block	Director Technical Services	Admin block, Ward 3
				maintenance of urban roads	Director Technical Services	Urban roads maintenance
A.6				Provision of rural access roads	Director Technical Services	Rural roads regravelling.
B.1	Municipal Transformation and Institutional Development	Providing a safe and secure environment	To create a viable and sustainable work environment	Organisational skills development and capacity building.	Director Corporate Services	Training of municipal staff
B.2				Implement the Employment Equity Plan of the municipality	Director Corporate Services	Advertising positions and giving all citizens and equal opportunity for employment.

B.3				Implement approved municipal organogram	Director Corporate Services	Filling of vacant positions
C.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Providing service excellence	To be financial viable by increasing revenue and reducing debt	Manage finances in line with required legislation	Chief Financial	
C.2				Ensure regular update of indigent register	Chief Financial	Reviewing and implementing of indigent policy.
C.3			To ensure that transparency is attained	Ensure regular reporting on SCM and Municipal Assets	Chief Financial	Reviewing and implementing of SCM policy.
C.4				Ensure capital budget spent on capital projects	Chief Financial	100% spending of capital budget.
D.1	GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	Good governance	To provide sound external and internal communication	Ensure effective municipal structures i.e. Council, EXCO and ward committees	Director Corporate Services	Council, EXCO, ward committee meetings
D.2			Information backup	Ensure the implementation of data backup Disaster Recovery centre for 70 days users.	Director Corporate Services	Information technology
D.3			Firewall	ensure the construction of the Firewall at the municipal server	Director Corporate Services	Construction of the Firewall
D.4			Software licences	Ensure the renewal of software licenses.	Director Corporate Services	Renewed software licences
D.5			IT steering committee	Ensure the effective IT steering committee meetings.	Director Corporate Services	IT Steering committee meetings.

D.6			Ensure effective IT Policy awareness	Ensure the training of staff in IT policies.	Director Corporate Services	Capacity building of staff on IT policies.
D.7			Laptops and computers	Procurement of laptops desktop computers	Director Corporate Services	Purchasing of laptops and computers
D.8			To ensure accountability and transparency	Implement the Performance Framework Policy	Office of the Municipal Manager	Performance management
D.9			To ensure access to information	Ensure approval of Annual Report	Office of the Municipal Manager	Preparing and approval of Annual report
D.10			Access to information	Ensure the preparation and printing of the annual report.	Office of the Municipal Manager	Municipal newsletter.
E.1	LOCAL ECONOMIC DEVELOPMENT	Providing opportunities for all to aspire to a better future	To ensure LED in the municipality and create economic opportunities	Review LED Strategy	Director Community services	Reviewing and Implementing of LED strategy.
E.2				Ensure SMME Empowerment	Director Community services	Training of co-operatives
E.3				Create job opportunities through poverty alleviation programmes	Director Community services	EPWP and CWP
E.4		Building safe communities	Supporting the informal sector	Registration of informal traders.	Director Community Services	Registration and licensing of informal traders
F.1	CROSS CUTTING INTERVENTIONS	Encouraging community	To ensure that Council is striving	Preparation of an IDP within the legal guidelines	Office of the Municipal Manager	Integrated Development planning

F.2		participation in service delivery	towards its vision and mission	Effective community participation as promulgated in terms of Chapter 4 of the MSA no 27 of 2000	Office of the Municipal Manager	Public participation
F.3		Encouraging community participation in sports	Sport and recreation	To ensure the contribution towards the development of sports within the municipal area.	Director Community services	Golden games, SALGA Games, Mayoral cup
F.4		Supporting the poor and vulnerable groups	To facilitate the social development of marginalised groups	Ensure effective gender, disabled and senior citizens structures	Director Community services	Supporting of marginised groups.
F.5			To reduce incidents of HIV/AIDS Infections	Implement HIV/AIDS Reduction programmes	Director Community services	HIV programs
			To reduce poverty by addressing socio-economic challenges	Implement OSS programme	Director Community services	Development and functionality of LTT and war rooms structures
F.6		Ensure community safety and security	To implement Traffic Management services	Implement traffic management	Director Community services	Traffic and protection services
F.7			To implement Disaster management	Mitigate the effectiveness of disasters.	Director Community services	Disaster management services and Holding of quarterly meetings with relevant stakeholders.

1.7 HOW WILL OUR PROGRESS BE MEASURED

Mthonjaneni Municipality's progress will be measured through the improvement in the quality of life and socio-economic conditions of the residents of the Municipality. As this can only be impacted on over the long term the next opportunity to measure this accurately will be through the 2011 Census.

The preparation and regular monitoring of the implementation of the Capital Investment Framework attached to this document;

The Performance Measurement tools put in place through the Performance Management Plan of the Mthonjaneni Municipality; and Regular interaction with ratepayers and communities primarily through the Ward Committees of the Municipality and the Councilors.

Terms of municipal operations effective measurement of progress is through adopted Integrated Development Plan (IDP), Budget, Service Delivery Implementation Plan(s) (SDBIP) and Performance Agreements of Senior Management. Effective Performance Management system is a tool to monitor Service Delivery Targets and Day to Day operations of the municipality.

Lastly effective progress in Local Government is measured by council committees on oversight i.e MPAC, Audit Committee and Internal Audit Unit.

1.8 SITUATIONAL ANALYSIS

According to the latest census that was conducted in 2016 there was a total population of 78 884 people residing in municipal area of jurisdiction.

According to the 2016 there is an increase in the total population which is a result of the wards that were inherited from Ntambanana municipality.

There is an overrepresentation of females in Mthonjaneni LM, with females accounting for 54.0% of the municipal population in 2016, whilst males only accounts for 45.9%.

According to 2011 Statistics the total labour force for the Municipality was 13 534. Using the escalation of 7%, it indicates that the current labour force in the municipality is 14 481 people.

1.9 CURRENT EMPLOYMENT STATISTICS

The 2011 statistics reflect that a large amount of people in Mthonjaneni area of jurisdiction are either unemployed or discouraged work seekers.

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

Table 1: Employment statistics

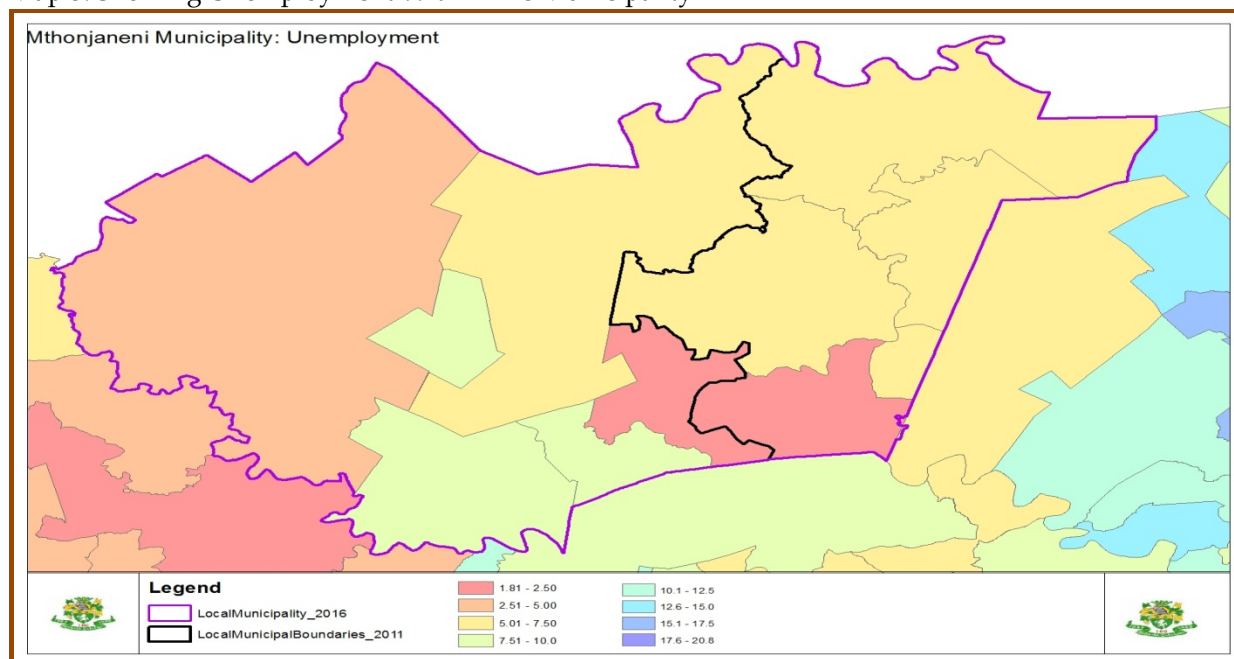
	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Not applicable	Total
KZN285 : Mthonjaneni	9639	4771	4364	27311	37477	83563
52805001 : Ward 1	370	574	477	2470	4032	7923
52805002 : Ward 2	2227	715	260	1464	2196	6861
52805003 : Ward 3	1968	268	203	1488	2385	6312
52805004 : Ward 4	1995	204	266	1239	2067	5770
52805005 : Ward 5	288	247	324	2381	2902	6142
52805006 : Ward 6	225	644	299	2129	3095	6392
52805007 : Ward 7	432	153	378	2982	3577	7522

52805008 : Ward 8	290	400	185	1038	1660	3573
52805009 : Ward 9	495	180	251	2782	3295	7003
52805010 : Ward 10	534	296	698	2949	4032	8509
52805011 : Ward 11	277	425	113	2015	2323	5152
52805012 : Ward 12	291	370	604	2873	3708	7846
52805013 : Ward 13	247	295	307	1502	2206	4558

(Source: stats 2011, CS 2016)

The employment statistics for the new wards that were inherited from the Ntambanana Municipality decreased slightly from 54% in 2001 to 46% in 2011. This is considered to be considerably high when one takes into account the number of the active labour force within the area. The fact that these wards are all rural with poor infrastructure is one of the factors that contribute to the unemployment figures. In order to find employment opportunities, the economically active population has to travel to areas such as Richards Bay and Empangeni.

Map 3: Showing Unemployment Within The Municipality



1.10 TRADITIONAL AUTHORITIES

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

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

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

Map 4: Traditional Authorities

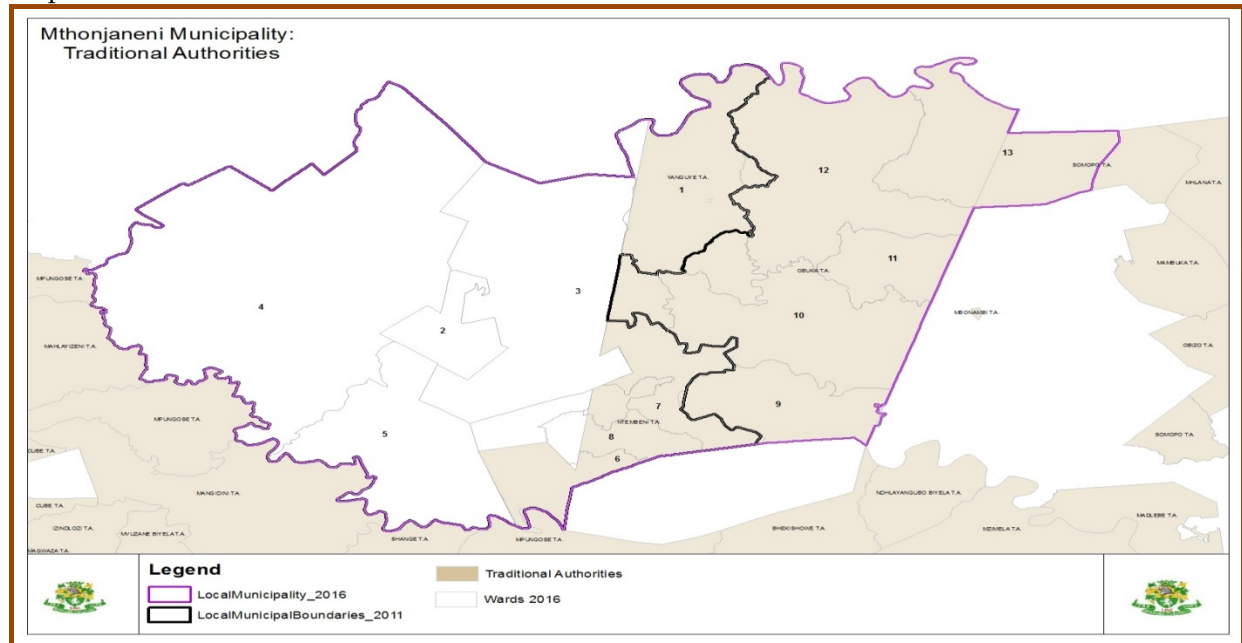


Table 2: Nodes

Primary Node	Secondary Node	Tertiary Node
Municipal Offices Hospital Welfare Offices Primary - High Schools Tertiary Training Facility Permanent Information Centre Post Office + Post Boxes Banks Bus and Taxi Terminals Police Station Magistrates Court Home Affairs Offices Municipal Hall Wholesalers/Stores/Shops	Satellite Police Station Clinic Primary - High Schools Tribal Court (where applicable) Rural Service Information Centre Post Boxes Regular Bus Service Community Halls Stores/Shops	Routine Police Patrol Weekly Mobile Clinic Primary - Secondary Schools Weekly Mobile Welfare Services Regular Bus Service Post Boxes Meeting Places Shops

Map5: Mthonjaneni Spatial Development framework map



1.11 PREPARATION - HOW WAS THIS IDP DEVELOPED

1.11.1 THE PROCESS PLAN

The Process Plan was prepared and adopted by Council in accordance with the requirements of the Municipal Systems Act (32 of 2000). This process plan aligns the three processes of the IDP, the Budget and the Performance Management System. The Process Plan was adopted by Council in July 2018.

The municipality concentrated on findings from the 2017/2018 financial year IDP assessment and the comments from the MEC were taken into consideration.

Further it is important to note that the Mthonjaneni Municipality engaged in an extensive Public Participation sessions with the AmaKhos, community at large and stakeholders. The first rounds of public meetings were held during November 2018.

1.11.2 THE IDP ALIGNMENT PROCESS

The District and LM Alignment Process

Alignment between the DM and its LM's takes place through the King Cetshwayo District IDP Alignment committee. This committee met at the following dates during the IDP review process:

2 March 2018

Alignment with Sector Departments

Alignment with sector departments took in place on 19 April 2018.

1.11.3 PROCESS FOLLOWED IN DEVELOPING THIS IDP

The IDP was developed according to COGTA's guidelines and in terms of the adopted 2018/2019 Framework and Process Plans adopted. The following table indicates the process which was followed:

Table: 3 Process followed

No	ACTIVITY	DATE
	STEP 1 : STARTING THE PROCESS	
1.1	Council Meeting: To consider Draft Process Plan	05 July 2018
1.2	Finalization of Process Plan arrangements	20 July 2018
1.3	Confirmation of Powers and Functions Capacities (As per process plan)	20 July 2018
1.4	Collecting and Collation of all information & Determine status and process for the year	20 July 2018
1.5	Representative forum meeting: To present Process Plan	26 July 2018
1.6	IDP Steering Committee meeting	27 July 2018
1.7	Submission of Draft Process Plan to COGTA	27 July 2018
	STEP 2 : STATUS QUO ANALYSIS	
2.1	Sector Plan engagement with King Cetshwayo District Municipality	24 Aug 2018
2.2	Collection and collation of provincial/DM MTEFs	29 Aug 2018
2.3	Status Quo summary from sector plans (Backlogs Projects status etc.)	24 Aug 2018
2.4	Formulating of ward based Plan format and material	28 Aug 2018
2.5	Ward committee meeting: Presentation of Process Plan, Draft status Quo & ward based Plan structure	12 Sep 2018
2.6	DM & LM workshop (District family issues and priorities)	21 Sep 2018
	STEP 3: STRATEGIES FORMULATION	
3.1	Alignment and integration of National/Provincial and Municipal directives	28 Sep 2018
3.2	Consideration of DCOGTA Final Assessment of 2018/19 IDP & SDF	28 Sep 2018
3.3	Establishment of strategic Log Frame	12 Oct 2018
3.4	Provincial Department workshop to determine Sector Plan Strategies	October 2018
3.5	Joint IDP Road-show (District and Local Municipality)	October 2018
3.6	IDP Steering Committee meeting: To integrate draft strategies	31 Oct 2018
	STEP 4: PROGRAMMES AND PROJECTS	
4.1	Public Participation meetings	November 2018
4.2	Drafting of IDP Status Quo and Strategies document	30 January 2019
4.3	Preparation of draft programs and project list	11 January 2019
4.4	Alignment with logframe and priorities	14 January 2019
4.5	Establishment of single page project plans (Outcomes, Responsibility, Budget, Funding etc.)	18 January 2019
	STEP 5 : INTEGRATION AND OPERATION	
5.1	Steering Committee meeting: To finalize programs and project list	31 Jan 2019
5.2	Representative forum meeting: Projects alignments	15 Feb 2019
5.3	Package of Draft IDP Document & Budget	21 Feb 2019
	STEP 6 : CIRCULATION, PARTICIPATION, ADOPTION & SUBMISSION	
6.1	Steering Committee/Representative Forum to consider the Draft IDP	22 Feb 2019
6.2	EXCO Meeting: To Consider first draft budget and IDP	20 Feb 2019
6.3	Special Council meeting: Adopt draft IDP document and Budget	27 March 2019
6.4	Council meeting: adoption of final IDP document and budget	June 2019

SECTION B1: PLANNING AND DEVELOPMENT PRINCIPLES

1. NATIONAL POLICIES

1.1.1 National Development Plan (NDP)

The National Development Plan is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans.

Unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems.

Former President Jacob Zuma appointed the National Planning Commission (NPC) in May 2010 to draft a vision and National Development Plan for consideration by Cabinet and the country.

High-level objectives to be achieved by 2030

- Reduce the number of people who live in households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.
- Reduce inequality.

To make meaningful progress in eliminating poverty and reducing inequality, South Africa needs to write a new story. The National Planning Commission envisions a South Africa where opportunity is determined not by birth, but by ability, education and hard work. Above all, we need to improve the quality of education and ensure that more people are working. We need to make the most of all our people, their goodwill, skills and resources. This will spark a cycle of development that expand opportunities, builds capabilities and raises living standards. We cannot continue with business as usual. We need to change the way we do things; the sooner we do this, the better.

1.1.2 Spatial Planning Land Use Management Act (SPLUMA)

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic of South Africa on 5 August 2013. It will come into operation on a date fixed by the President by proclamation in the Government Gazette. SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

1.1.3 Medium Term Strategic Framework (MTSF)

The 2016-2019 MTSF focuses on the following priorities:

- ⇒ Radical economic transformation, rapid economic growth and job creation;
- ⇒ Rural development, land and agrarian reform and food security;
- ⇒ Ensuring access to adequate human settlements and quality basic services;
- ⇒ Improving the quality of and expanding access to education and training;
- ⇒ Ensuring quality health care and social security for all citizens;
- ⇒ Fighting corruption and crime;
- ⇒ Contributing to a better Africa and a better world;
- ⇒ Social cohesion and nation building

1.1.4 Provincial Growth and Development Strategy (PGDS)

In terms of the 2011 Provincial Growth and Development Strategy, the vision of KwaZulu-Natal (KZN) is to be a “Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World”. The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province. The purpose of the 2011 KZN PGDS is to:

- Be the primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030;
- Mobilise and synchronise strategic plans and investment priorities of all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners towards achieving the desired growth and development goals, objectives and outcomes;
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Develop clearly defined institutional arrangements ensuring decisive leadership, robust management, implementation and on-going reviewing of the growth and development plan.

1.2 STATE OF THE NATION ADDRESS

Theme: Following up on our commitments. Making your future work

The 25th annual State of the Nation Address was delivered by President Cyril Ramaphosa on the 7th of February 2019. It first reflects on the achievements over a period of 25 years which all South Africans needs to celebrate. Amongst others the achievements include the following:

- The triumph of freedom over subjugation.
- The triumph of democracy over racial tyranny, and triumph of hope over despair.
- A nation living in peace with the rest of the world.

Future objectives.

The country resolved to break all that divides us and focuses on unity. We also resolved to restore the integrity of our institution by eliminating all forms of corruption. The needs of the poor, unemployed, marginalised and dispossessed people will be prioritised. All the efforts must be aimed at realising our vision of a democratic, justice and equitable society.

Economic growth and job creation.

The government has, together with all stakeholders, fought to remove all constraints in order to pursue to high levels of investments. The Presidential Jobs summit agreed that our economy will double the number of jobs created each and every year. All the concerns about the implementation of the policy have been attended. Decisive measures have been taken to improve governance, strength leadership and eliminate mismanagement and corruption.

A recovery plan has been established to re-direct the funding to areas with great potential for economic growth and job creation. 10 000 municipal infrastructure projects have been implemented in order to support and stabilise 57 municipalities. The resuscitation of industrial parks in townships and rural areas has seen them being productive again. 10 industrial parks in places like Botshabelo, Phuthaditjhaba, Garankuwa, Isithebe, Khomani and Seshego have been revitalised up to this far.

State Capture

The government is dealing with the effects of the state capture on important public institution. The credibility of the institutions like National Prosecuting Authority, the South African Revenue Services, the State Security agency and the South African Police services are stabilised and restored. The National Director of public prosecution has been appointed to lead the revival of the NPA and to strengthen the fight against crime and corruption.

The recommendations of the report of the Nugent Commission of Enquiry on SARS are being implemented and the new Commissioner to head this department will be appointed soon. The National Security Council will be re-established and will be chaired by the President. Its main function will be to coordinate the intelligence and security functions and establishment of two arms of intelligence services.

Woman and children abuse

Particular attention has been paid to the violence and abuse of woman and children. A summit on Gender based violence and femicide has been convened and has provided a firm basis to deal with this crisis.

Health issues.

A Presidential health summit was held last year in October and was attended by key stakeholders. The summit proposed the short term and medium term solutions toward the problems within the health department.

Government Tasks.

The government has set herself five most urgent task which will underpin everything that is done across the functioning of the government and they are as follows:

- Accelerate inclusive economic growth and create jobs.
- Improve the education system and develop the skills that will be sustainable.
- Improve the condition of lives of the people especially the poor.
- Fight against corruption and state capture.
- Strengthen the capacity of the state to address the needs of the people.

New investments

The only strategy to create more job opportunities in our country is through a massive new investment. The investment conference held last year attracted around R300 billion in investments pledges from South African and international companies. In the first three quarters of 2018 there was an inflow of R70 billion. There are currently projects to the value of R187 billion being implemented and projects worth another R26 billion which are still in a pre-implementation phase. We intend to spread investments as projects throughout the country and sectors and firms needed in South Africa are still to be identified.

Economic concentration

The high level of economic concentration has a hindering effect on the growth of our economy. In order to increase investment and create more opportunities the President is going to sign the Competitive Amendment Bill.

Spending more effort on expanding exports will stimulate economic growth, build more businesses create more job opportunities. Special economic zones will also be established to produce specific types of goods. There are also current studies on the ways to reduce the costs of electricity, trade, communications, transport and other costs.

Gross Domestic Product

South Africa will work with other African countries in order to develop industrial capacity through the agreement on the establishment of Africa Continental Free Trade Area. This will enable South Africa to create of over a billion people and boost our GDP.

Small business

There is a great need to empower small businesses as they stimulate economic activity and employment. Small businesses will be provided with physical space, infrastructure, market linkages, training in the use of new technologies and access to finance. Digital hubs will be established in townships in the four provinces with others to follow.

Youth.

The Youth Employment Service has been launched and aims at placing unemployed youth in paid internships in companies across the economy. The requirement for work experience will no longer be used as criteria for consideration in state institutions.

The Agricultural Sector.

The agricultural sector still remains underdeveloped. There are large areas of underutilised and unproductive land. There are about 250 000 small emerging farmers which needs to be supported. The accelerated programme of land reform will enable us to increase productivity and promote economic growth.

Tourism.

The tourism sector is playing a vital role in our economy. It attracted about 10 million tourists in the past year and the number must be raised to 21 million by 2030. This could assist us in generating more jobs by 2030.

Ocean economy.

South Africa is enjoying the economy of 3000 km from the west to the east. The position of the country enables us to utilize the ocean to generate the economy. The oceans have been able to secure investments of nearly R30 billion and created over 7000 job opportunities. These investments are mainly in infrastructure development, marine manufacturing, aquaculture and oil and gas sector.

The expected ocean economy in the next five years is estimated at R3.8 billion by the government and R65 billion by the private sector.

Infrastructure development.

An allocation of more than R1.3 billion has been allocated to build 100 schools and two new universities. Hundreds of new houses are build and electrification of more than a million homes. These infrastructure investments has initiated jobs creation and economic growth.

1.3 STATE OF THE PROVINCE (KZN) ADDRESS

THEME: We are ready to hand over towards even better and faster growth and development of our Province and it's people.

STATE OF THE PROVINCE ADDRESS, AS DELIVERED BY MR T.W. MCHUNU, MPL, HONOURABLE PREMIER OF THE PROVINCE OF KWAZULU-NATAL ON THE 27th OF FEBRUARY 2019

The State of the Province Address is a localised version of the State of the Nation Address where Premiers reflect on their achievements and communicate their programmes of action in respect of government's five priority areas -education, health, the fight against crime and corruption, rural development and land reform as well as jobs for the year ahead.

The Premier of KwaZulu Natal, Premier Willies Mchunu delivered the State of the Province address on the 27th of February 2019, at the Pietermaritzburg Royal Sports grounds. The focus of this State of the Province Address Was mainly on providing an overview of how the Provincial legislature has moved the Province forward during its term, and what challenges were faced and what the recommendations of the legislature to the new leadership that will be inaugurated after the National elections.

Growing a more inclusive economy

The province has been able to employ 2.635 million people compared to 2.536 million people at the same time last year. Adoption of Operation Vula which is a strategy aimed at using the public procurement process to address racial inequalities still prevalent in our economy. There are six commodities which were identified for targeted procurement and they include infrastructure development, agricultural produce, bakery, uniforms, furniture, and toilet papers. KwaZulu-Natal Bulk Buying and Warehousing Programme is an initiative aimed to transform and revitalize township and rural economies in order to foster inclusive growth. Strategic partnerships concluded with the Department of Trade Industry (DTI) focusing on promoting the Black Industrialists Programme. There has also been an expanding of direct air access to Durban's King Shaka International Airport giving major boost to international tourism. More than 722000 work opportunities have been created through Expanded Public Works Programme.

Transform our rural areas

Reduction of spatial inequalities and increased spatial access to goods and services remains a priority of the province. Rehabilitated 52 Traditional Authorities Centres (TACs) in the last five years and the rehabilitation of a further 15 TACs should be completed by the end of this financial year 2018/2019. Supported all District Municipalities with the establishment of District Development Agencies (DDAs).

Approximately 30000 jobs will be created by the uMhlabuyalingana Macadamia project.

Ensure decent living conditions and sustainable human settlements

Provision of access to sanitation improved from 53% in 2011 to 61% in 2016. Access to water decrease by 1% from 86% to 85% in 2016.

Access to electricity improved from 78% in 2011 to 89% in 2016.

Access to solid waste removal services increased from 78% in 2011 to 89% in 2016..

R84.1 million spent for the construction of Municipal Disaster Management Centres.

Installed 2347 lightning conductors within the province.

114,803 quality houses with basic services have been built .

Mega or catalytic human settlement development projects to yield more than 125000 housing units in the next coming few years.

Improve and expand education and training

Good progress has been made with the provision of access to Grade Rat 74% in 2017. 6.5% improvement in National Senior Certificates results since 2014. More than 47 000 learners in 320 schools from across the Province, benefitted from learner transport programme. Awarded bursaries to more than 16 000 students between 2014 and 2018 at a total cost of R1.8 billion.

Ensure quality healthcare for all

Life expectancy at birth increased over the last five years from 56.9 years in 2014 to 60.7 years in 2018. Construction the Dr Pixley ka Isaka Seme Memorial Hospital as the first Regional Hospital to be constructed in the Province.

Expand Comprehensive Social Security

Established 44 Community Nutrition Development Centres across the Province and successfully implementation of OSS program.

Fight Crime and Corruption

Ministerial Task Team deployed by President Ramaphosa, to assist us in addressing the brutal killing of political leaders. Establishment of 560 Community police forums, 42 Community safety forums and 298 Ward safety committees in the Province. Communities in Dialogue Programme successfully intervened to resolve conflicts within the taxi industry, farms and hostels. Launched the Advance Social Justice in Farming Communities Programme to mediate conflict in farming communities.

Build a United Nation and Promote Social Cohesion

Establishment of a Social Cohesion and Moral Regeneration Council for the Province.

1.4 BACK TO BASICS

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

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

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

Table 4: Back to basics

	5 PILLARS OF BACK TO BASICS	MTHONJANENI MUNICIPAL OBJECTIVE
1	PUTTING PEOPLE FIRST	Objective13. To ensure that public participation structures are in place. Objective 11. To provide sound external and internal communication.
2	SERVICE DELIVERY	Objective 3. To ensure the provision and maintenance of roads in rural and urban roads.
3	GOOD GOVERNANCE	Objective 10. To ensure that the Council is striving towards it vision and mission.
4	SOUND FINANCIAL MANAGEMENT	Objective 9. To be financially viable by increasing revenue and reducing debts
5	BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	Objective 7. To create a viable and sustainable work environment

B2. GOVERNMENT PRIORITIES

B2.1 INTRODUCTION

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the International, National and Provincial guidelines.

B2.2 SUSTAINABLE DELIVERY GOALS

Table 5: Sustainable Development Goals

NO	SUSTAINABLE DELIVERY GOALS	ALIGNMENT WITH MTHONJANENI OBJECTIVES
1.	End Poverty in all its forms everywhere.	Viable Economic Growth and Development
2.	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Develop and sustain urban and commercial agriculture to build food security
3.	Ensure healthy lifestyles and promote well-being for all at all ages.	Improve quality of citizens health
4.	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Improving citizens skills levels and education
5.	Achieve gender equality and empower all woman and girls.	Establishment of ward-based special programmes forum
6.	Ensure availability and sustainable management of water and sanitation for all.	Efficient and integrated infrastructure and services
7.	Ensure access to affordable, reliable and modern energy for all.	
8.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Viable Economic Growth and Development
9.	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	Efficient and integrated infrastructure and services

10.	Reduce inequality within and among countries.	Socio-economic projects in rural areas.
11.	Make cities and human settlements inclusive, safe, resilient and sustainable.	To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing
12.	Take urgent action to combat climate change and its impacts.	To promote environmental conservation and protection
13.	Conserve sustainably use of oceans, seas and marine resources for sustainable development	
14.	Protect, restore and promote sustainable use of terrestrial ecosystem, sustainable manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.	
15.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels.	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance

B2. 3 THE MILLENNIUM DEVELOPMENT GOALS

The Millennium Development Goals (MDGs) are eight international development goals contained within the United Nations Millennium Declaration (2000) .that all 193 United Nations member states (including South Africa) have agreed to achieve between the year 2000 and 2015.

As these goals are aimed at service delivery and improving the social conditions of communities, all local municipalities, including the Mthonjaneni municipality have a critical collective role to fulfill towards achieving these goals within South Africa. The Millennium Development Goals, and associated targets are summarized by the table below:

Table 6: Millennium goals

MILLENNIUM DEVELOPMENT GOALS	MTHONJANENI TARGETS FOR 2015 to 2018
Goal 1: Eradicate extreme poverty and hunger	<p>Target 1A: Halve the proportion of people living on less than \$1 a day.</p> <p>Target 1B: Achieve Decent Employment for Women, Men, and Young People</p> <p>Target 1C: Halve the proportion of people who suffer from hunger</p>
Goal 2: Achieve universal primary education	Target 2A: By 2015, all children can complete a full course of primary schooling, girls and boys
Goal 3: Promote gender equality and empower women	Target 3A: Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
Goal 4: Reduce child mortality rates	Target 4A: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate
Goal 5: Improve maternal health	Target 5A: Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio Target 5B: Achieve, by 2015, universal access to reproductive health
Goal 6: Combat HIV/AIDS, malaria, and other diseases	<p>Target 6A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS</p> <p>Target 6B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it</p> <p>Target 6C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.</p>
Goal 7: Ensure environmental	Target 7A: Integrate the principles of sustainable development into country policies and programs; reverse loss of environmental

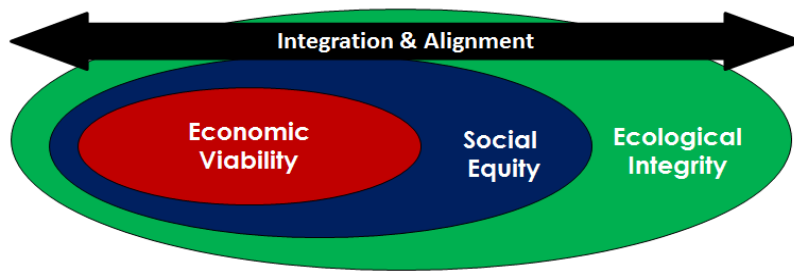
sustainability	<p>resources</p> <p>Target 7B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss</p> <p>Target 7C: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation.</p> <p>Target 7D: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum-dwellers</p>
Goal 8: Develop a global partnership for development	<p>Target 8A: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system.</p> <p>Target 8B: Address the Special Needs of the Least Developed Countries (LDC).</p> <p>Target 8C: Address the special needs of landlocked developing countries and small island developing States.</p> <p>Target 8D: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.</p>

B.2.4 NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES

The schematic representation below provides outline of the integrated approach followed in the formulation of the Mthonjaneni IDP, which demonstrates the alignment between the National Key Performance Areas (NKPA's) and the Provincial Key Priorities supported by the State of Province Address 2011. These key areas of intervention are in turn aligned with the 12 National Outcomes that serve as the Development Thrusts (regarded as the non-negotiable). Each of these priorities are benchmarked against the backbone of the Provincial Sustainability Approach followed in the formulation of the Provincial Growth and Development Strategy (PGDS) 2011. The supporting pillars are:-

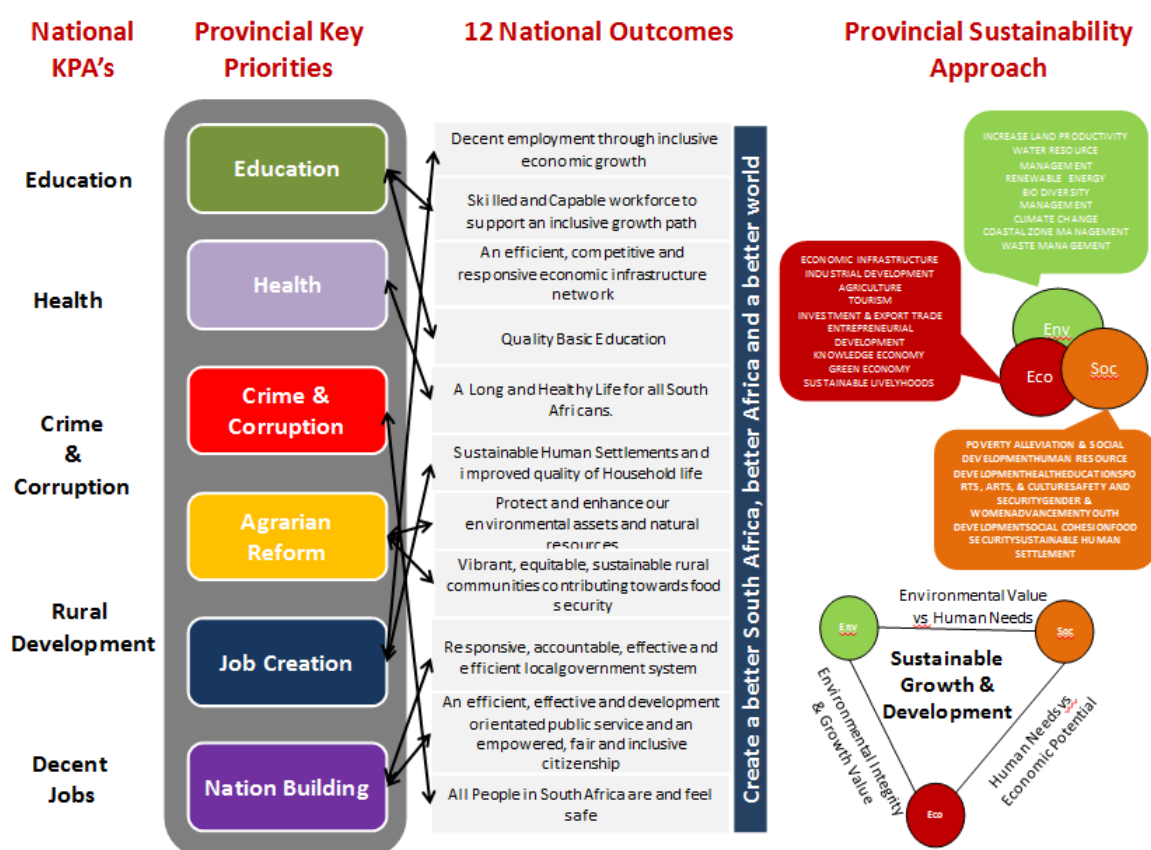
- Economic Efficiency through capital gain to attain Prosperity;
- Social Equity to ensure the development of Human Capital; and
- Ecological Integrity to ensure Environmental Capital.

Figure 1



These sustainable pillars are further support by:-

- Good Governance, building capacity within province to guide and direct growth and development through policy and strategic coordination, to ensure effective, accountable, competent, caring, facilitating government and will eradicate corruption;
- Strategic Infrastructure Development, focusing on catalytic projects to stimulate and growth and development at national and provincial scale such as public and freight transport, ICT, water and electricity;
- Spatial Development and Management, focusing of poly centric development, population density management, rural development and appropriate land use management through spatial referencing and guidance.



B2.5 12 NATIONAL OUTCOMES: THE 14 NATIONAL OUTCOMES THAT ALL PROVINCIAL GOVERNMENTS MUST ALIGN TO:

Table 7: 12 National outcomes

Goal No:	National Outcome	Mthonjaneni Municipal Goal/Objectives
1	Quality basic education	Social and Economic Development
2	A long and healthy life for all South Africans	Providing a safe a secure environment
3	All people in South Africa are and feel safe	Proper disaster management. Implementing of Anti-corruption plan.

4	Decent employment through inclusive economic growth	Creating a viable and sustainable work environment.
5	Skilled and capable workforce to support an inclusive growth path	Providing opportunities for all to aspire to a better future
6	An efficient, competitive and responsive infrastructure network	Providing a high level of affordable essential basic services
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Encouraging community participation and in service delivery
8	Sustainable human settlements and improved quality of household life	Facilitating rural and middle income housing projects in all wards.
9	Responsive, accountable, effective and efficient local government system	Providing a high level of affordable essential basic services
10	Protect and enhance our environmental assets and natural resources	To ensure environmental sustainability and proper land use management
11	Create a better South Africa, a better Africa, and a better world	Providing service excellence Providing a safe and secure environment
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Supporting the poor and vulnerable groups
13	An inclusive and responsible social protection system.	Democratic, responsible, transparent, objective and equitable Municipal Governance
14	National building and social cohesion	Social cohesion

B2.6 NATIONAL PRIORITIES

The Five National and Six Provincial Priorities include the following:

Table 8: National priorities

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

B2.7 PROVINCIAL GROWTHS AND DEVELOPMENT STRATEGY (PGDS)

In response to the sustainability approach the province developed a Strategic Framework formulating seven (7) Strategic Goals and thirty (30) Strategic Objectives in support of the Key

Priorities to achieve its desired 2030 growth and development vision as outlined in the diagram. Of note, is that these strategic goals and objectives manifest itself within a spatial and spatial context, hence the formulation of a Provincial Spatial Development Framework (PSDF) to guide and direct district and local level integration and alignment.



B2. 8 THE PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

The PSEDS has been developed from the PGDS and is based on the following principles, namely:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing and transport;
- Development is required in all areas of the province;
- Growth in the province will be driven by certain areas;

- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and economic growth.

B2. 8.1. CLASSIFICATION OF AREAS OF ECONOMIC POTENTIAL

The PSEDS identifies the agricultural sector and agri-processing as an area offering a massive potential for growth and being the largest existing or potential employer of people in the rural areas. The plan identifies the fact that the sector requires better linkages between the first economy commercial agriculture to develop the second economy subsistence agriculture.

The plan identifies the fact that large portions of the municipality are covered by areas of good potential.

B2. 8.2. CLASSIFICATION OF AREAS OF POVERTY

Although pockets of poverty do occur within the Mthonjaneni municipality, it is noted that at a provincial level the rates of poverty in the Mthonjaneni municipality do not feature.

B2. 8.3. CLASSIFICATION OF NODES AND ACTIVITY CORRIDORS

The PSEDS identifies Melmoth as a fourth level Node with the closest third level node being Ulundi and the closest Secondary Node being Richards Bay. The PSEDS identifies an agricultural corridor running through the municipality from Richards Bay to Vryheid.

B2. 9 SUMMARY OF HIGH LEVEL CLUSTER PRIORITIES AND OBJECTIVES FOR THE MUNICIPALITY

• AGRICULTURE AND LAND REFORM

As indicated above, the plan identifies the fact that large portions of the municipality are covered by areas of good agricultural potential. The PSEDS also identifies that the sector urgently needs transformation and that land reform is a key sector lever of transformation for this sector.

• TOURISM

The PSEDS identifies that the primary sectors of tourism potential are beach, cultural and eco-tourism. The plan identifies that both eco-tourism and cultural tourism occur within the municipality.

• INDUSTRY

No areas of industrial potential are identified in the municipality with the closest Industrial Nodes being Richards Bay and Mandeni. There is but however a wide range of raw material and a large pool of labour that can support industrial development within the area of Mthonjaneni.

- **SERVICES**

The PSEDS identifies that the service sector is vital in supporting development in poor and rural areas. The sector comprises, amongst others, of the following:

- Wholesale and retail trade;
- Transport and storage;
- Communication;
- Financial and insurance;
- Real estate;
- Business, community, social and personal services; and
- Government services.

B2.10 KING CETSHWAYO DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

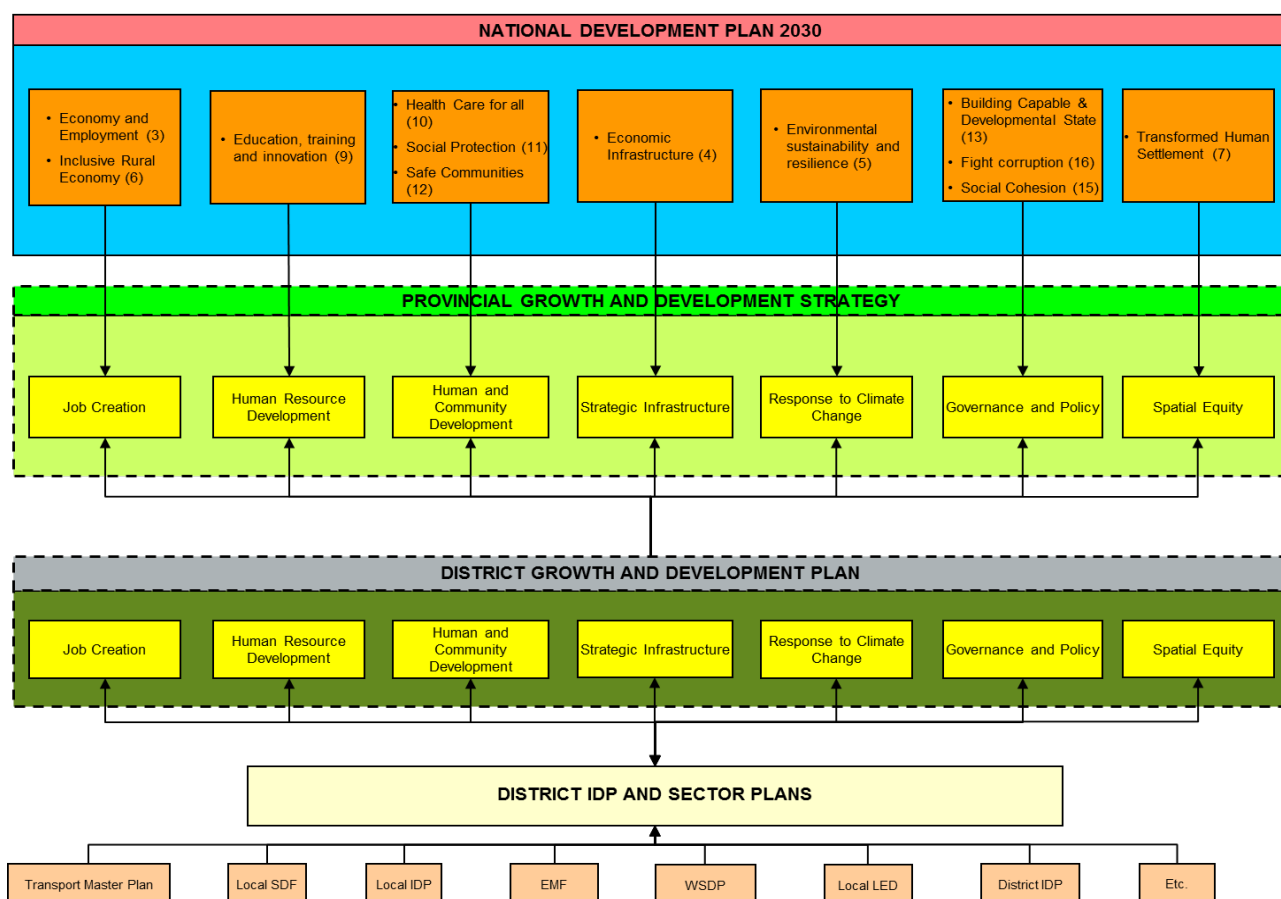
King Cetshwayo has adopted development of the District Growth and Development Plan.

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

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

Table 9: DGDP Goals

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



B2. 11 GROWTH AND DEVELOPMENT SUMMIT RESOLUTIONS

Table 10: DGDS Resolutions

	RESOLUTION
1	The adoption of the proposed vision of the DGDP: An economically viable district where growth and development prevails
2	Formulation of institutional structure as presented for the implementation of the DGDP, this structure should also organize themselves to effectively participate in the 18 Provincial Action Working Group (PAWG) from January 2015. This process to be championed by the District.
3	All Municipalities to ensure that as practically as possible the next IDP review align with the DGDP.
4	The District should strive towards the development of a District Wide Skills Development Plan

5	This DGDP be adopted in principle subject to formal tabling at Council Structures for final adoption.
6	District Growth and Development Plan Commitment agreements to be signed between KCDM Mayor, Municipal Manager and all local Municipality Mayors and Municipal Managers to be signed

SECTION C: SITUATIONAL ANALYSIS

C.1 INTRODUCTION

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues are the focus areas for municipal, public (and private) investment for the next IDP cycle. Over the past five years the Mthonjaneni Municipality has focused their operations, actions and interventions according to the following six Municipal Key Performance Areas, as a means of organising issues within the National Key Performance Areas:

- Basic Services Delivery and Infrastructure;
- Local Economic Development and Social Development Analyses;
- Municipal Transformation and Institutional Development;
- Good Governance and Community Participation;
- Financial Viability and Management and
- Cross cutting intervention

The Mthonjaneni Municipality has taken the decision to retain the above development strategies for this IDP cycle of five years: given that their organizational functioning is well aligned to these strategies.

This section of the IDP will provide some contextual information pertaining to the municipality, consider the demographic situation in the municipality and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole. Where appropriate, a summary of achievements attained during the previous IDP cycle: as these have changed the situation, since the previous planning cycle.

C.2 DEMOGRAPHIC CHARECTARISTICS

2.1. POPULATION STASTISTICS AND LOCATION/ SETTLEMENTS

The 2019/2020 IDP Review makes use of the 2011STATSSA Census data and the 2001 Census information. The 2011 Census Data indicates that the population of the Mthonjaneni Municipality had decreased from 50,382 people in 2001 to 47,818 people in 2011. After the redetermination of municipal boundaries in 2016 and the inclusion of four wards from Ntambanana Municipality the Mthonjaneni municipality now has a total population of 78 883. The 2007 figures indicate a total population of 47,010 which indicates a decline of -6.69% from the 2001 population statistics. When comparing the population growth between 2001 and 2011 a total negative growth rate of -5.25% was experienced.

Table 11: Mthonjaneni Municipality; Key Municipal Demographic Information 2001 Census & 2011 Census

	After 2016 redetermination of municipal boundaries.	2011	2007	2001
Total Population	78884	47, 818	47, 010	50, 383

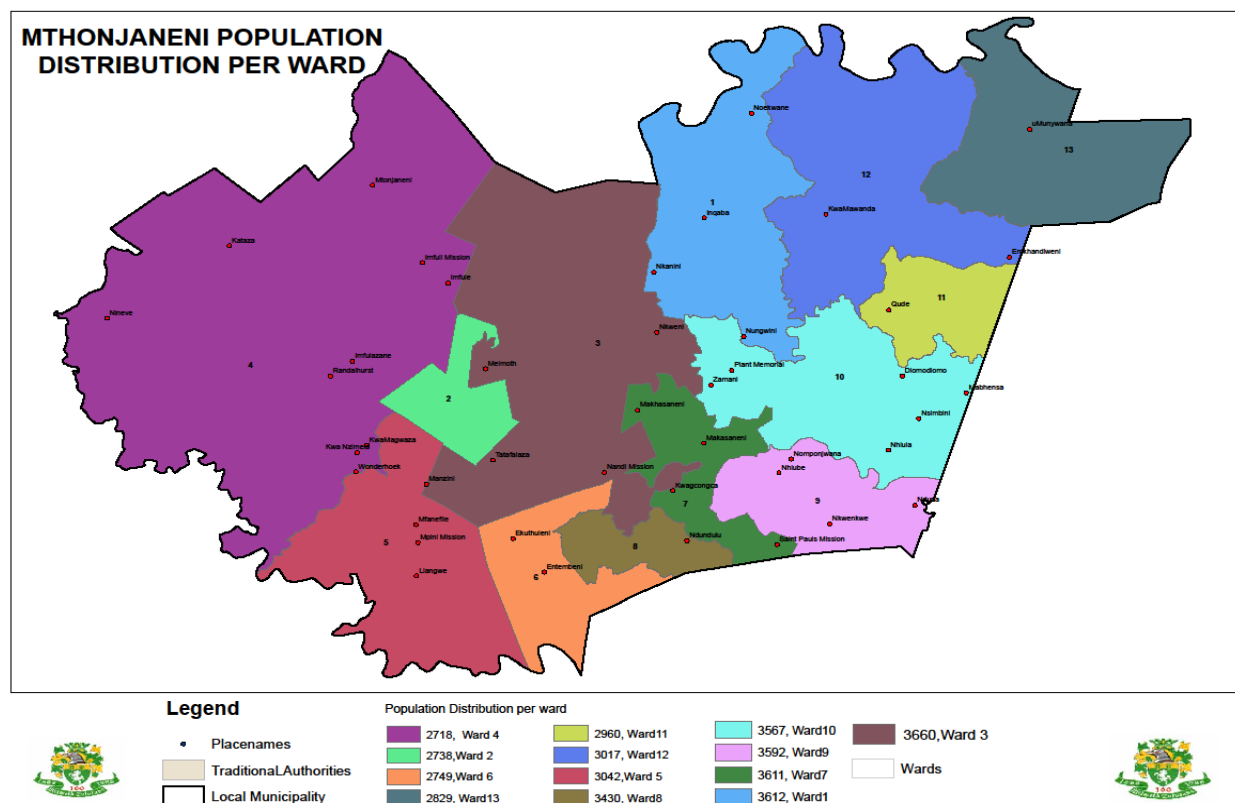
2.2 POPULATION DENSITY

Population densities in the Mthonjaneni Local municipality show a decline in density from the western boundary of the municipality to the eastern boundary of the Municipality. The highest densities are found around Ndundulu which has a density of 150 to 200 people per km².

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

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

Map 6: Population Distribution



The following table summarises the Global Insight data for the municipalities in the KCDM. As can be seen from this data, the population is estimated to have increased to 78 883 people after the elections held in August 2016. This increase is due to the four wards that were inherited from Ntambanana municipality. According to these statistics, the total population of the Mthonjaneni municipality represents 8.69% of the total population of the KCDM.

When comparing the population growth between 2001 and 2011 a total negative growth rate of – 5.25% was experienced.

Table 12: Change in Population Numbers (KCDM,1996-2011)

	Municipality	1996	2001	2017	Population growth rate %
King Cetswhayo		762585	885965	907519	0.24
	Mfolozi	96461	106942	122889	1.39
	Mthonjaneni	36827	50382	78883	-0.52
	Nkandla	129493	133602	114416	-1.55
	uMhlathuze	196894	289190	334459	1.45
	uMlalazi	230205	221078	213601	-0.34

2.3 GENDER STATISTICS

The 2011 figures indicate that there are 46.2% men in the municipality and 53.8% females. This indicates that there may be high levels of migratory labour from the municipality to other centres around the province and country.

Gender	Male	36245
	Female	42639

2.4 AGE GROUP PROFILES

The age cohorts for the municipality are as follows:

Table 13: Age Distribution of the Population

Age	Male	Female	Total
00-04	6824	6506	13330
05-09	6105	5915	12020
10-14	5713	5577	11290
15-19	3628	3974	7602
20-24	3215	3632	6847
25-29	2378	3011	5389
30-34	1842	2622	4464
35-39	1297	2169	3466
40-44	1166	1584	2750
45-49	1006	1391	2397
50-54	875	1588	2463
55-59	727	1252	1979
60-64	465	850	1315
65-69	382	974	1356
70-74	272	642	914
75-79	216	349	565
80-84	53	316	369
85+	80	287	367
Total	36245	42639	78883

(Source: STATSSA, CS2016)

C3. SPATIAL ANALYSIS

3.1 REGIONAL CONTEXT

The Mthonjaneni Municipality falls within the northern region of KwaZulu-Natal and covers an area of 1 086 km² before inheriting wards from Ntambanana LM. It is one of the smallest municipalities in South Africa, comprising thirteen wards. It is located approximately two hours from Durban and one hour from Richards Bay.

The municipality is one of five Local Municipalities within the area of King Cetshwayo District Municipality. The other Local Municipalities are:

- Mfolozi
- Umhlathuze
- Umlalazi
- Nkandla

Umlalazi is the largest municipality covering 2 214 km² and Umhlathuze the smallest with an area of 795 km². Nkandla covers an area of 1 827 km², Mfolozi 1 208 km² and Mthonjaneni 1 086 km². The King Cetshwayo District Municipality therefore covers an area of approximately 8 215 km².

The R34/R66 which runs through Ward 2 and ward 3, and is the main transportation route between Vryheid/Ulundi and Empangeni/Richards Bay.

The area relies heavily on agriculture as its primary source of revenue, with sugar cane, timber and cattle farming forming the bulk of activities. There are significant areas of large commercial farms and forestry as well as subsistence agriculture.

Map 7: Provincial Locality

3.3 LAND REFORM

The central and southern bands have a large number of Gazetted Land Restitution Claims. The central band runs from the north-west boundary to the south-east and is 100% transformed land which is under commercial forestry and commercial cropping. There are a few Labour Tenant Claims in the area south of KwaMagwaza. In terms of Transferred Projects this includes the northern area of the municipality, a small portion south of KwaMagwaza and the area surrounding Ekuthuleni.

Ekuthuleni was having 1160 hectare farm with approximately 231 households. Ownership of the land was transferred to the community in 2004. (www.afra.co.za)

3.4 EXISTING NODES AND CORRIDORS

The approach adopted is similar to the Rural Service System concept. The Rural Service System concept entails the identification of a hierarchy of nodes and different levels of services and facilities within each type of node.

There are three types of nodes:

Primary Node	-	Administrative and Economic Centre
Secondary Node	-	Distribution and co-ordination point
Tertiary Node	-	Supplementary services

The primary node has a threshold of 10 km and the secondary and tertiary nodes have thresholds of 5 km each. These thresholds indicate the communities/settlements serviced by the nodes.

Table14 : Level of Services / Facilities within Each Node

Primary Node	Secondary Node	Tertiary Node
Municipal Offices	Satellite Police Station	Routine Police Patrol
Hospital	Clinic	Weekly Mobile Clinic
Welfare Offices	Primary - High Schools	Primary - secondary schools
Primary - High Schools	Tribal Court (where applicable)	Weekly Mobile Welfare Services
Tertiary Training Facility	Rural Service Information Centre	Regular Bus Service
Permanent Information Centre	Post Boxes	Post Boxes
Post Office + Post Boxes	Regular Bus Service	Meeting Places
Banks	Community Halls	Shops
Bus and Taxi Terminals	Stores/Shops	
Police Station		
Magistrates Court		
Home Affairs Offices		
Municipal Hall		
Wholesalers/Stores/Shops		

In terms of roads, there are three levels of road network which differentiate between the higher order and lower order roads as well as the functions of the different levels of roads:

Primary Corridor

3.5 IDENTIFICATION OF NODES

Table 15: Primary Node: Melmoth

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

Melmoth and the adjoining settlement of Thubalethu form the primary node and commercial and administrative hub of the Municipality. Located within this area are the municipal offices, provincial government offices, schools, police station, magistrate's court and various stores and shops. Melmoth has an existing Town Planning Scheme which guides land use and development within the town. The Municipality will be developing a wall to wall scheme for its area of jurisdiction during the 2019/2020 financial year.

The primary corridor (R66/R34) runs through Melmoth and links Melmoth with Thubalethu making them highly accessible and opening up economic opportunities.

Map 8: Primary Node-Melmoth



3.5.1. SECONDARY NODES

Ndundulu, KwaMagwaza and Yanguye are linked by the R66 and R68 respectively and have been identified as secondary nodes. These areas play an important role as service centers to the rural communities which are further removed from the primary node.

The KwaMagwaza area is relatively close to the primary node and is also relatively well established with a range of services and facilities. The other two areas identified as secondary nodes need further planning and development in order to adequately fulfill their function as service centers. According to the Public Capital Investment and Settlement Growth guideline (Dewar, D and Iyer, N 2009) capital investment should aim to develop support facilities and formalize the current activities. This would involve the establishment of a formal market, taxi rank and the development of a multi-purpose hall as a first step. The development of a library and resource center is another social facility that would complement the existing facilities at the next level of development. This should be easily accessible to the existing schools.

Table 35 below also outlines minimum levels of services and facilities which should be available at a secondary node. In addition to the community hall, taxi rank and formal market a Satellite Police Station and access to post boxes would be key services to the community. The Inqaba area in particular would benefit from the establishment of a high school and additional clinic.

Table16: Secondary Node: KwaMagwaza

Type of Node	Town/Settlement	Existing level of services/ facilities	Comments/requirements to ensure feasibility of node
Secondary	KwaMagwaza	Hospital Clinic Primary – High School Regular Bus Service Stores/Shops Community Hall Rural Service Information Centre Place of Worship	KwaMagwaza is a suitable secondary node as it has a number of facilities/ services. Gaps relate to the following: There is no Satellite Police Station to service the area however, Melmoth is 10 km away and serves this purpose Post Boxes – still to be determined.

Map 9: Secondary node- KwaMagwaza

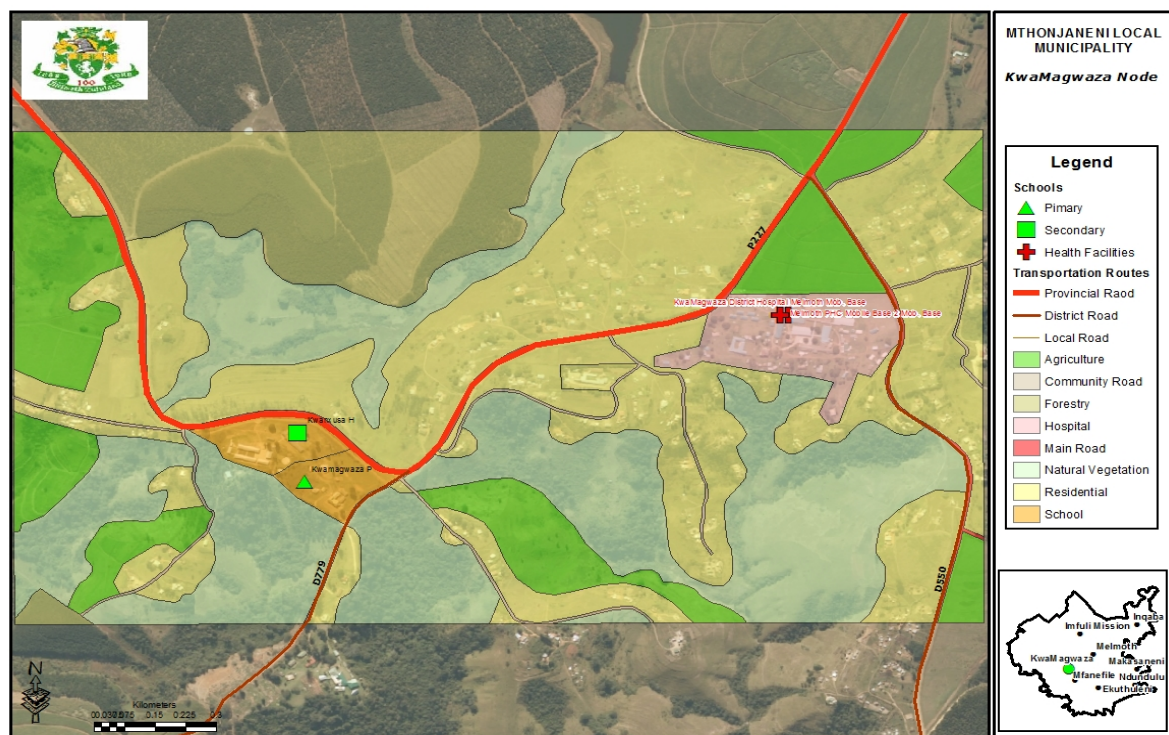


Table 17: Secondary Node Yanguye

Type of Node	Town/Settlement	Existing level of services/ facilities	Comments/requirements to ensure feasibility of node
Secondary	Yanguye/Inqaba	Primay schools Secondary School Yanguye Tribal Court Informal taxi rank Post boxes Place of Worship Cemetery Clinic	<p>This area is quite isolated and far from adequate services and facilities. If it is to be utilized effectively as a secondary node then the correct level of services/ facilities needs to be provided.</p> <p>The following are needed: Satellite Police Station Additional High Schools Rural Service Information Centre Additional clinic</p> <p>Information on the following still needs to be determined: Post Boxes Regular Bus Service Community Hall Stores/Shops</p>

Map 10: Secondary node-Yanguye

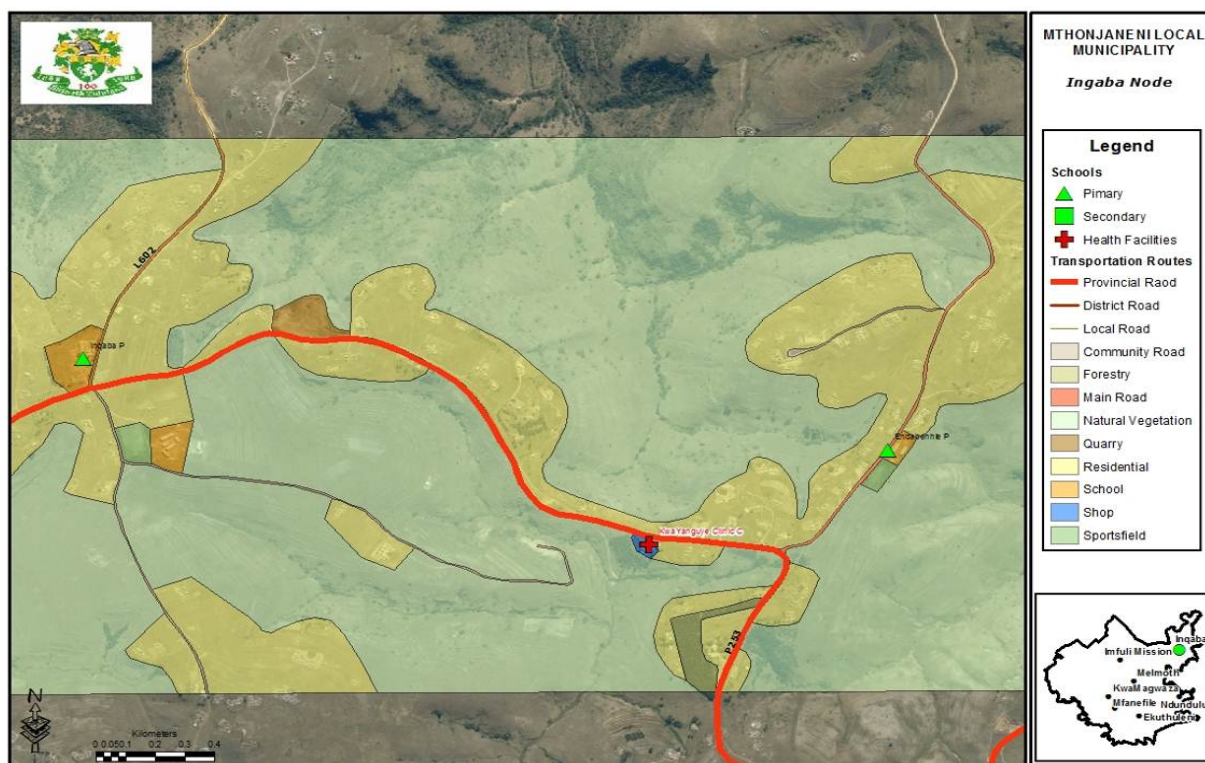
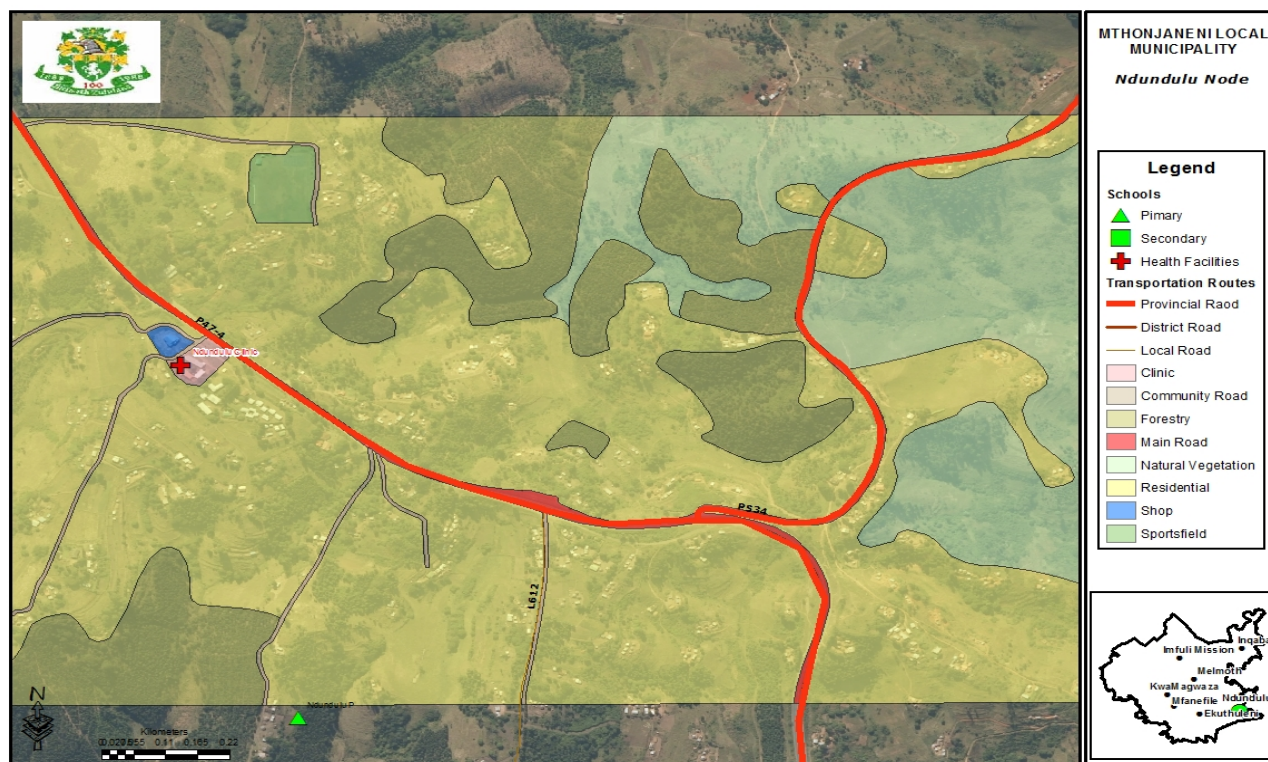


Table 18: Secondary Node: Ndundulu

Type of Node	Town/Settlement	Existing level of services/ facilities	Comments/requirements to ensure feasibility of node
Secondary	Ndundulu	Clinic Primary Schools Ntembeni Tribal Court Place of Worship	<p>This area was not identified as a secondary node in the Mthonjaneni SEA 2007, but is identified in the draft IDP 2012/13 to 2018/19. A number of factors need to be addressed if this area is to function as an effective secondary node.</p> <p>Satellite Police Station Rural Service Information Centre Post Boxes High school Information on the following still needs to be determined: Regular Bus Service Community Hall Stores/Shops</p>

Map 11: Ndundulu Node



3.5.2. TERTIARY NODES

The areas of Imfuli Mission, Mfanefile and Ekuthuleni have been identified as tertiary nodes. These nodes play a role in servicing the densely populated rural communities that surround them. All three nodes are accessible via minor linkages branching off the R66.

3.5.3 INHERITTED NODES DUE TO REDETERMINATION OF MUNICIPAL BOUNDARIES

The Mthonjaneni Municipality is currently in the process to review its Spatial Development Framework (SDF) which will include the new wards which were inherited from Ntambanana Municipality. The Final SDF will be adopted during the 2019/2020 financial year.

Map 12: The map below reflects the nodes and corridors that are now part of the Mthonjaneni Municipality.

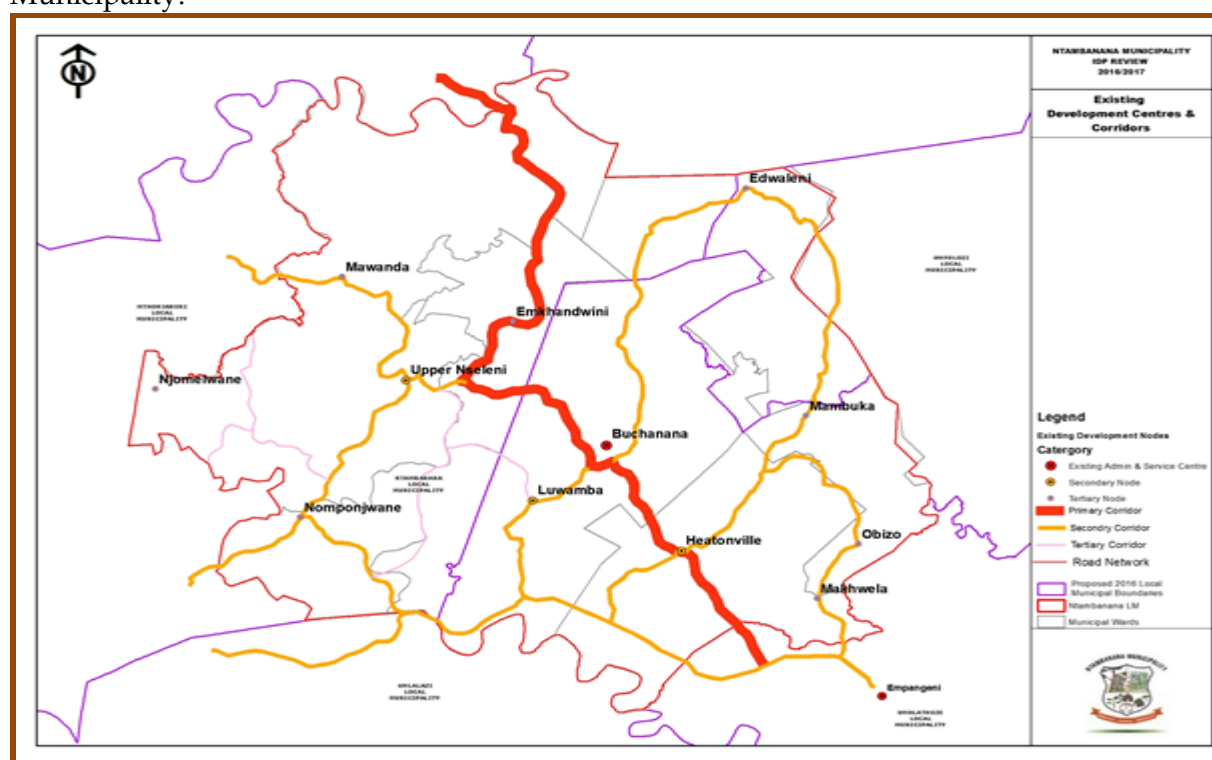


Table 19: Nodes Inherited Due To Redetermination Of Municipal Boundaries

Category	Settlement
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Existing Administrative and Service Centre	Buchanana
Secondary Nodes (Rural Centres)	Upper Nseleni – Emathuneni (Obuka), Luwamba, Makhwela (Somopho South) Mambuka, Edwaleni (Somopho North) eGroundini (Obizo)
Tertiary Nodes (Emerging Rural)	Mawanda, Emkhandlwini

a) Buchanana

Buchanana demonstrates several key ingredients of an activity node as defined as a place of highest accessibility, where both public and private investment tends to concentrate. It is an activity node that offers the opportunity to locate a range of activities from small to large enterprises, and it offers mixed use development. Transport interchanges (such as bus stops and/ or Taxi rank) are ideally located within the node along the activity spine in a primary corridor (P700). Buchanana is the most dominant centre and is rightfully referred to as the Primary Administration centre, owing to its diverse economy (when compared to other minor centres), relatively superior level of infrastructure and services, and sphere of influence.

b) Makhwela

This is a settlement that is typical of most rural areas in South Africa, which is that of distribution of the population that is characterized by settlement clusters which have informally been established in specific locations for various reasons. Makhwela is characterized by very sparsely populated settlements with no specific inherent area/s of economic activity. It is limited to a School and Post boxes and a Liquor Store.

c) eGroundini

This settlement has a similar characteristic as Makhwela and the only available infrastructure is limited to a High School, Community Hall, Crèche, and Obizo Tribal Court.

d) Mambuka

This settlement is also characterized by scattered settlements along the District road with no evidence of areas of sustainable local economic activity.

e) Edwaleni

Edwaleni is also characterized by sparsely populated rural settlement pattern with the community facilities limited to Sangoyana and Bhiliya Primary School, a community hall and a Sportfield which requires leveling and grassing.

f) Emkhandlwini

This settlement is typically characterized by scattered settlement pattern and community facilities are schools and a Resource centre

g) Upper Nseleni

Upper Nseleni again exhibits similar characteristics to the other nodes which is of geographical exclusion’.

h) Luwamba Community Care Centre

The National Department of Housing has approved an amount of One hundred million rand for the establishment of houses at Luwamba. Currently, it is estimated that 250 units will be constructed; however there are negotiations between the department and Implementing Agents with regard to a number of units to be constructed. The type of housing will range from Low Cost, Middle Income and High Income Housing (Mixed subsidies).

i) Nomponjwana

This very sparsely populated settlement is characterized by an accessible location, postal services and public phones, limited economic activity, a pension payout point, Postal services and educational facilities.

j) Mawanda

Mawanda is a displaced settlement with community facilities merely confined to Primary and Secondary Schools and a complex of any economic activity.

3.6 LAND OWNERSHIP AND EXISTING LAND USES

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

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

- Melmoth State Farms,
- Ekuthuleni (Church land),
- KwaMagwaza Mission,
- Melmoth Labour Tenants,
- Mfuli Mission,
- KwaYanguye (Tribal Commonage),
- Ekuthuleni State Land (started),
- Wilhemina Farm (started), and
- Arcadia Farm (started)

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

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

3.7 BIO-PHYSICAL ENVIRONMENT

3.7.1 AGRICULTURE

The agricultural potential within Mthonjaneni Municipality is very favourable. The agricultural potential is determined by factors such as climate, vegetation, soils, water supply and topography (Mthonjaneni SEA 2007). There is a very large area covering the majority of Ward 2 and part of Ward 1 (south-west of Melmoth) as well as corridors in Wards 3 and 4 (incorporating Inqaba) which have good agricultural potential. There is also a large area of high potential which stretches from the south-west of Ward 2 into Wards 1, 4, 5 and 6. It incorporates the areas of KwaMagwaza and Ekuthuleni and is in close proximity to Melmoth and Ndundulu.

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

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

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

The agricultural sector boost the economy by creating job opportunities to local people. More than 50% of the population around Mthonjaneni are played in the agricultural sector.

(a) Commercial Agriculture:

The predominant commercial farming activity is sugarcane and this together with commercial forestry forms the base of the region’s economy. Other farming includes citrus, vegetables, beef and dairy and small clusters of tropical fruit farmers. Sugarcane is able to be grown even in areas of restricted agricultural potential. (Mthonjaneni SEA 2007)

(b) Commercial Forestry:

A large portion of the area has rainfall of over 800 mm per annum. This is highly favourable for the growing of commercial forests. Commercial forestry is predominantly found in non-tribal areas. (Mthonjaneni SEA 2007)

3.7.2 Traditional Agriculture:

A large portion of the community is engaged in subsistence agriculture which includes peasant farming and small-scale livestock husbandry. Subsistence agriculture is the most significant land use practice and functions as a survival mechanism in the traditional authority areas and other rural areas. (Mthonjaneni SEA 2007)

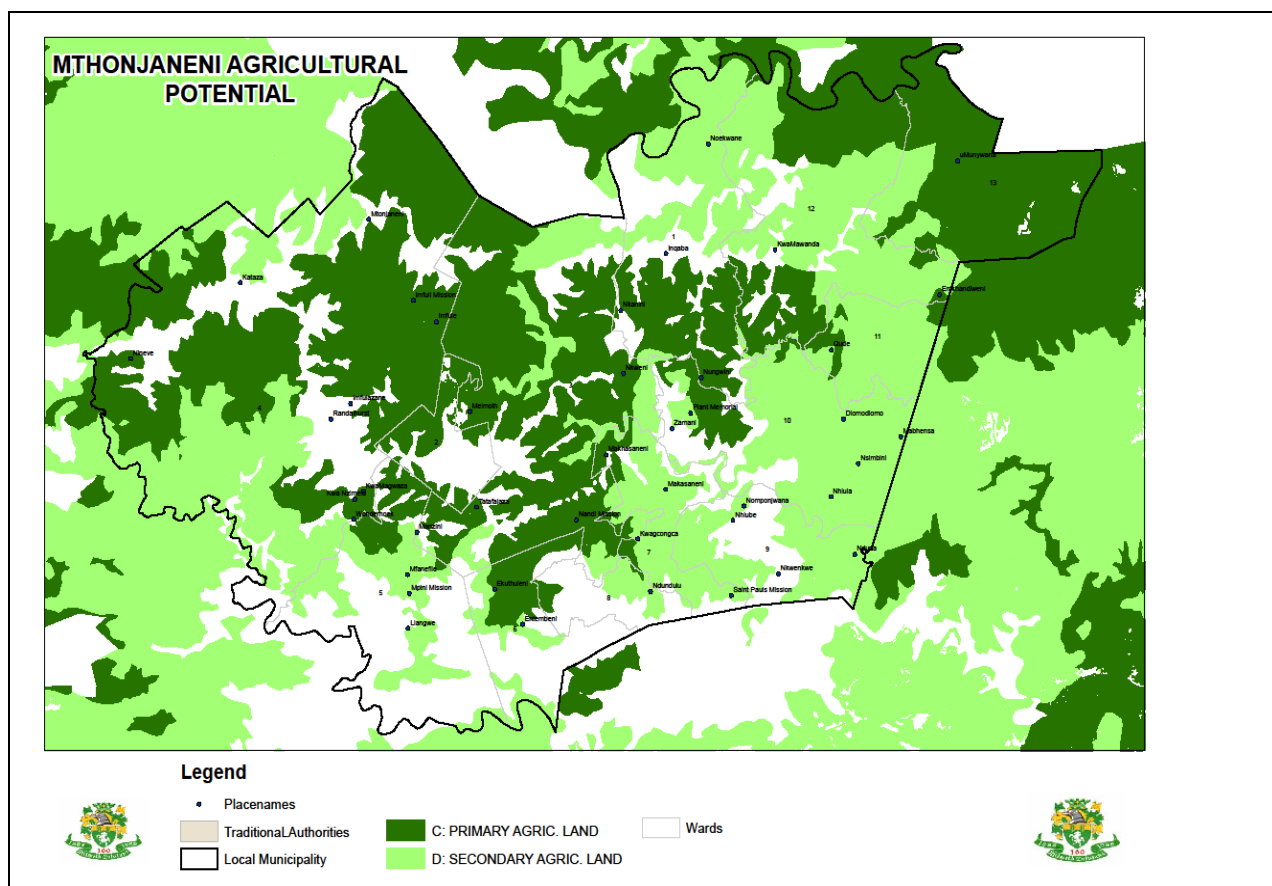
The local office of the department of Agriculture embark on the series of activities to support people on both crop production and animal husbandry. The municipal Council has also resolved to make provision to support co-operatives that are mainly based on agriculture in order to alleviate poverty.

3.8 VEGETATION

A band from the south-western boundary through the interior to the eastern boundary is primarily moist Ngongoni Veld and south of this is an area of dry Ngongoni Veld. Ngongoni Veld comprises primarily of grassland. Areas on the northern boundary are classified as Zululand Lowveld and comprise mainly bushland.

A large area of land extending eastwards from the western boundary and a small area on the eastern boundary is classified as Northern Zululand Sourveld. This vegetation type generally comprises bushed grassland and bushland, however, in the Mthonjaneni Municipality the area has been transformed and is now commercial forestry and commercial crops. The southern boundary is an area of Eastern Valley Bushveld which comprises primarily bushland and bushland thicket.

Map 13: Agricultural Potential



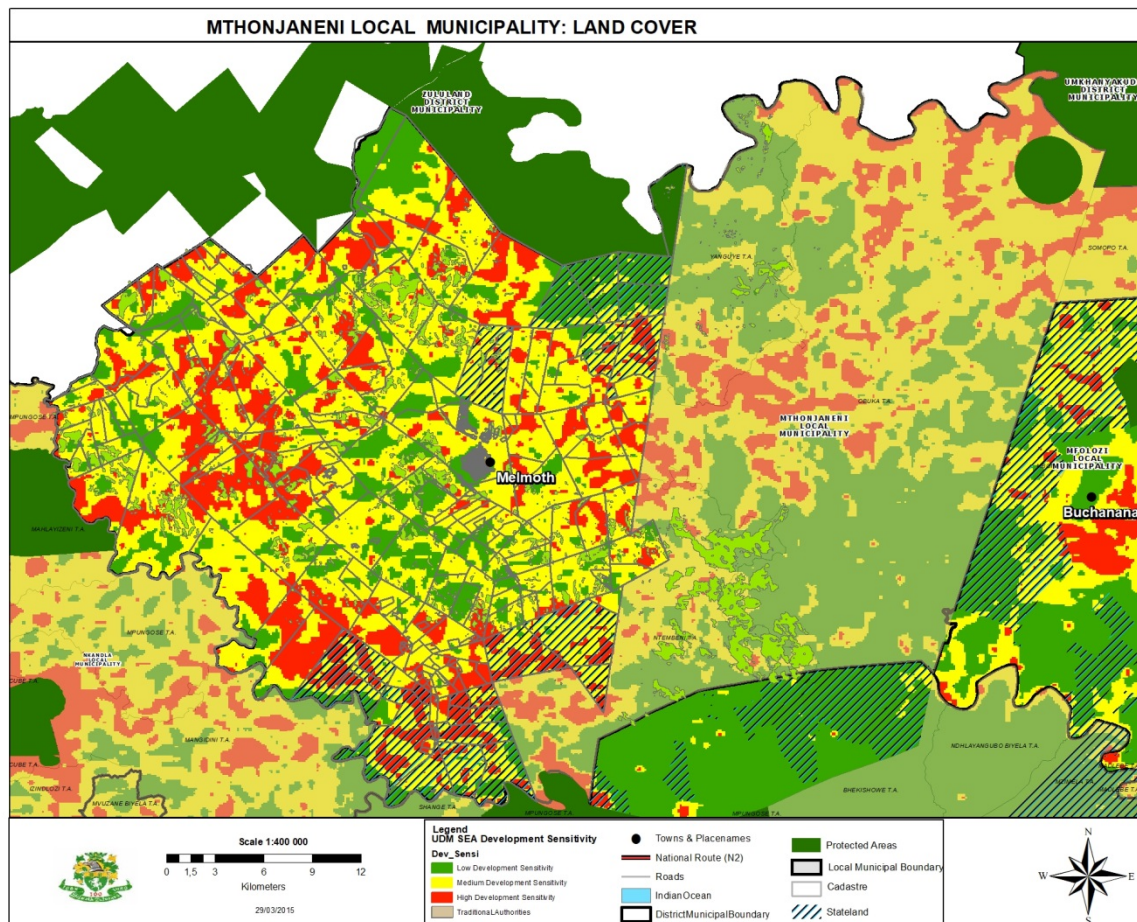
3.9 LAND COVER

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

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

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

Map 14: Land Cover



3.10 BIODIVERSITY

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

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

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

The core functions of Ezemvelo KZN Wildlife are:

Biodiversity Conservation;
Wise and Sustainable Use of Natural Resources; and
Provision of Affordable Eco-Tourism Destinations (Biodiversity Sector Plan for Uthukela District: Technical Report).

Ezemvelo KZN Wildlife is currently in the process of preparing bioregional plans for each district in the province. The Biodiversity Sector Plans for Uthukela and Zululand have been completed, however the King Cetshwayo Plan is still in the process of being prepared. The mapping and data is available and has been utilised in this instance.

The Biodiversity Sector Plans look at both “terrestrial and aquatic features in the landscape that are critical for conserving biodiversity and maintaining ecosystem functioning” (Biodiversity Sector Plan for Uthukela District: Technical Report p 11). It is intended to serve as an informant or guideline for multi-sectoral planning and decision making.

3.11 TERRESTRIAL (MINSET)

Minset identifies a “minimum set” of planning units that will assist in meeting conservation targets. The Minset map indicates areas that are already protected, areas of transformation, and areas of biodiversity priority.

(a) Protected Areas

Protected Areas are areas that have been declared or proclaimed as such in terms of either the KwaZulu-Natal Nature Conservation Management Act (No 9 of 1997) or the National Environmental Management: Protected Areas Act (No 57 of 2003). Protected Areas play a key role in conservation and meeting biodiversity targets.

(b) Transformation

The latest Land Cover data (2005) is intended to be utilised to demarcate areas of transformation. Areas of transformation are areas that have already changed to such an extent that biodiversity is of little significance.

3.12 AN INTEGRATED APPROACH TO DEVELOPMENT AND LAND USE MANAGEMENT

3.12.1 Key Intervention Areas

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

An Integrated Approach to Land Use Management

- To create more efficient urban form by:
 - densifying existing urban nodes in appropriate locations
 - strengthening secondary service centres
 - identifying and implementing development corridors
 - Ensure more efficient use of infrastructure
 - Promoting a more appropriate land use mix

- Giving preference to those land uses that will assist in achieving the Municipality's Vision and particularly the local economic development and environmental objectives.
- preserving high quality agricultural land
- promoting diversity in land use, especially in and around the nodes
- ensuring that environmental objectives are taken in to account in the formulation and adjudication of development proposals
- creating an environment conducive to small entrepreneurs
- optimising the inherent tourism and recreation potential of the area

3.12.2 Environmental Management Areas

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

3.12.3 Methodology:

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

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

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

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

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

A) Indigenous forested areas

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

- ☐ No indigenous trees should be removed without authorization from DWAF who are responsible for protection of protected tree species.
- ☐ No undergrowth should be removed or the natural forest structure interfered with in any way as; when the forest undergrowth is removed, the large trees left standing often slowly die due to

drought. Authorization must be obtained from DWAF prior to any clearing of both trees and under story of indigenous forested areas.

- ☐ All forest along streams and rivers must be conserved to prevent bank erosion.
- ☐ Wherever possible, patches of forest must be linked to form a continuous network and thus a path of migration for flora and fauna present (bushbuck, duiker, birds and so on) this would be easiest along existing corridors like streams and rivers.
- ☐ Forest trees should be left to screen development to improve stormwater drainage and aesthetics.
- ☐ Developers should be encouraged where possible to maintain any trees on site as part of the layout of the development.

B) Areas of High Biodiversity Value

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

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

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

C) Nature Reserves

These areas are mapped on the Minset Map below.

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

D) Wetlands, dams, and drainage corridors

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

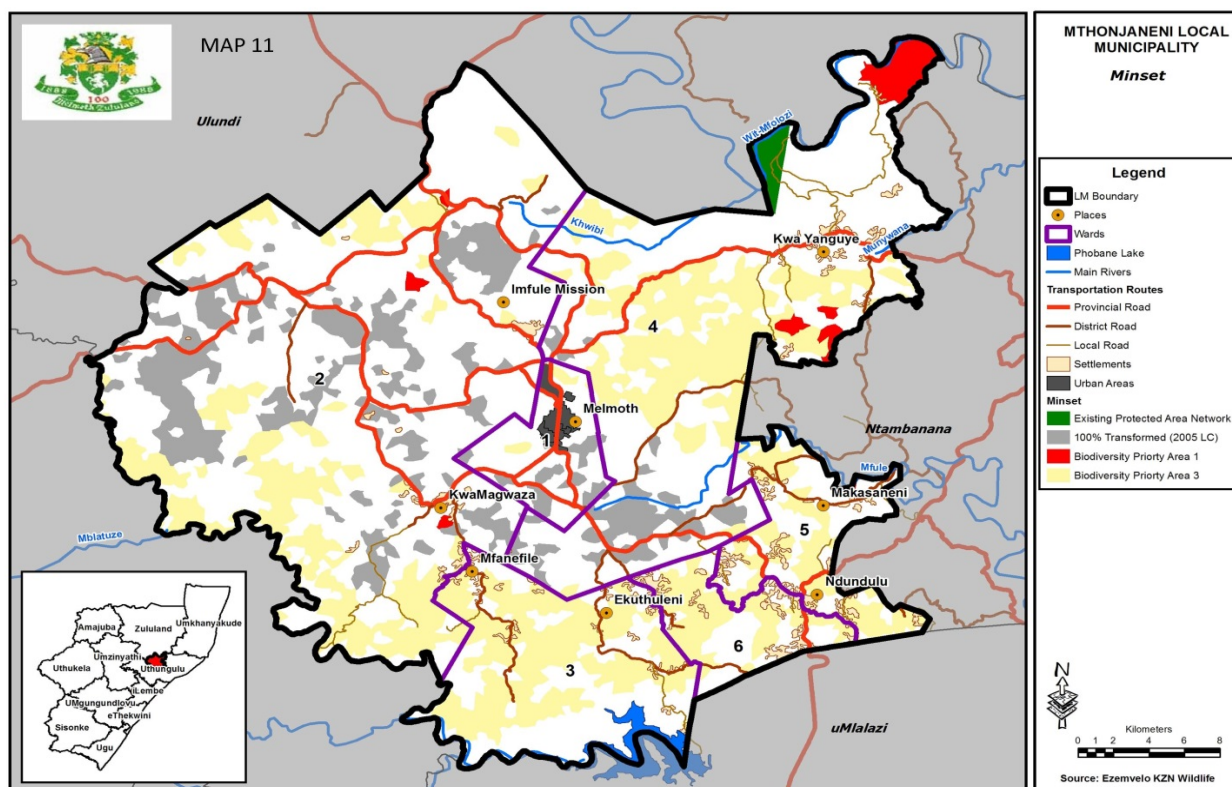
- Infilling, drainage and hardened surfaces (including buildings and asphalt) should not be located in any of the wetland zones (i.e. permanent, seasonal and temporary) such activities generally result in significant impacts on a wetland's hydrology, hydraulics and biota and on the goods and services wetlands provide.
- Hardened surfaces and even should be located at least 15 m outside of the outer boundary of the seasonal/permanent zone (Note: if the width of the outer temporary zone is greater than 15 m and Item 1 above is met then this requirement would automatically be met). The seasonal and permanent zones generally have surface water for extended periods. In the case of seasonal zones, it may be for most of the wet season and in the case of permanent zones, it may be throughout the year. A buffer is required between areas potentially generating non-point source pollution and such areas characterized by surface water.
- Extension to the buffer in localized areas should also be included to minimize the impact of concentrated stormwater run-off into the wetland. Stormwater outflows should not enter directly into the wetland. A predominantly vegetated buffer area at least 20 m wide should be included between the stormwater outflow and the outer boundary of the wetland, with mechanisms for dissipating water energy and spreading and slowing water flow and preventing erosion. This buffer is particularly important when the catchment feeding the stormwater drain comprises predominantly hardened surfaces. Extensive hardened surfaces in the catchment and

stormwater drains significantly increase the intensity of stormwater runoff, which increases the risks of erosion in a wetland. In addition, urban stormwater runoff is often polluted. A buffer is therefore required to reduce the energy and erosive power of the stormwater and to decrease the level of pollutants in the runoff before it enters the wetland.

- Where the wetland has a particularly high biodiversity value, further buffering may be required, the width of which would depend on the specific requirements of the biota. This should be determined in consultation with Ezemvelo KZN Wildlife. The value of a wetland for biodiversity derives not only from features of the wetland but also from the quality of natural, non-wetland areas adjacent to the wetland, as many wetland dependent species such as the giant bullfrog (*Pyxicephalus adspersus*) require both wetland and non-wetland habitat.
- If a road crossing is planned in a wetland, first seek an alternative route. If this is not available then ensure that the road has minimal effect on the flow of water through the wetland (e.g. by using box culverts rather than pipes). Do not lower the base level of the wetland or any stream passing through the wetland. Ensure an adequate buffer is present to deal with run-off from the road (see Item 3 above). During construction, minimize disturbance of the wetland at and adjacent to the road crossing site. Road crossings may potentially greatly modify local water flow patterns in a wetland. In addition to having a damming or draining effect on the flow upstream of the road, roads which do not allow for the adequate passage of water may concentrate flow downstream, increasing the erosion hazard and drying out this portion of the wetland. A lowering of the base level increases the gradient in the wetland, thereby increasing the speed of water flow and its erosive potential and the extent to which it contributes to lowering the water table.
- Where a road runs alongside a wetland and it intercepts natural hillslope runoff into the wetland, the road should be set back from the boundary of the wetland by at least 20 m and feed-off points should be included at frequent intervals along the road (at least every 100 m) and the outflows of these should conform to the requirements of the stormwater outflows (given in Item 2 above). A road running alongside a wetland can strongly affect the natural hill slope runoff into the wetland by intercepting this runoff and concentrating it in localized entry points. The fewer the feed-off points into the wetland and the less protected they are, the more severe this effect will be.
- Where development (e.g. hardened surfaces, infilling and drainage) in a wetland is unavoidable then the resulting impacts must be mitigated. In many cases, off-site mitigation may be the only means of achieving satisfactory mitigation. The cumulative loss of wetlands in South Africa is already very high (see Section 1.1) and the continued net loss of wetlands needs to be prevented. Invasion of a wetland by alien plants may considerably reduce the integrity of a wetland.
- Where any disturbance of the soil takes place in a wetland, clear alien plants which establish and follow up for at least 2 years thereafter. Disturbance of a wetland favours the establishment of alien plants, which require long-term control.
- Where the infiltration rate of a wetland's catchment is naturally high and the wetland is maintained predominantly by groundwater input, at least 60% of the wetland's catchment should remain as permeable surfaces in a residential area and preferably at least 30% in an industrial/commercial area. Where the level of development is very high, reduced surface runoff can be promoted through mechanisms such as porous pavements (The inclusion of these mechanisms in areas dominated by hardened surfaces is generally sound catchment management practice and should be encouraged widely). Failure to maintain groundwater input to a predominantly groundwater-fed wetland will considerably alter the hydrological regime of the wetland, thereby compromising its integrity.
- The onus is on the developer to identify and delineate all wetlands in the project area at a finer scale depending on the proposed development. Mapping at a minimum scale of 1: 10 000 is generally required. In order to account for the impact of a development adjacent to a wetland, it is essential that the boundary of the wetland be mapped. Any wetlands identified on the ground should be delineated and mapped by the municipality on an ongoing basis.

- Any development must comply with the requirements of the National Water Act. Through the concept of the “ecological reserve”, this act makes provision for ensuring water of acceptable quantity and quality for maintaining the ecological functioning of wetlands and river systems. While wetlands assist in enhancing water quality, they should not be relied upon as an easy substitute for addressing pollution at source, as this may lead to serious impacts to the wetland systems.
- Access to wetlands by off-road vehicles, man and livestock, should be as far as possible prevented.
- Development within the floodline or within 32m of a river or stream should be avoided and vegetation in this zone should be conserved.

Map 15: Minset



3.13 ENVIRONMENTAL PROJECTS

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

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

- Rehabilitation of land fill site
- Weigh bridge and information system
- Refuse collection and Street cleaning
- Upgrading of Parks, (ward 2 and 3)

3.14 DISASTER MANAGEMENT

3.14.1 INTRODUCTION

In terms of disaster risk reduction principles, the local sphere of government is the first line of response and responsibility and therefore, in the event of a disaster occurring or threatening to occur in the Mthonjaneni municipal area of responsibility, the Municipality remains responsible for the co-ordination and management of the disaster incident until such time that the responsibility escalates to a higher level of Governance.

Thorough disaster risk management planning and effective co-ordination of all line function response agencies is, therefore, key to saving lives and limiting damage to property, infrastructure and the environment. They (disaster risk management plans) also facilitate the optimal utilization of resources. The Mthonjaneni Disaster Management Advisory Forum is the most effective platform from which disaster risk reduction and operational plans can be developed.

3.14.2 CONTENT OF AN OPERATIONAL PLAN

In terms of the provisions of the Mthonjaneni Disaster Risk Management Policy Framework, the Municipality is mandated to develop Operational Plans which are aimed at:-

- Response Protocols;
- Contingency Planning
- Access to Resources for:
 - Immediate relief;
 - Equipment; and
 - Recovery and rehabilitation.
- Guidelines for:
 - Funding; and
 - Declaration of a State of Disaster.

- a. Response Protocols

Having conducted, in terms of the provisions of the approved Disaster Risk Management Policy Framework, a Disaster Risk analysis of the individual Wards within the Mthonjaneni Municipal area, the Advisory Forum will now be able to identify specific communities and infrastructure that are most vulnerable to the risks or threats that are prevalent in that particular Ward.

It is important for the Advisory Forum to be fully acquainted with the Legislative provisions in respect of Line Function Policies and Responsibilities of all Response Agencies who are likely to respond to a Disaster Incident or other Emergency which would require the activation of the Disaster Management co-ordination structures of the Municipality. This is particularly important for the development of Incident Specific Contingency Plans where it is necessary to assign functions and responsibilities to Responding Agencies without deviating from the individual line function policies of the responders.

Although the Disaster Management Act assigns the responsibility for the co-ordination and management of the activities of all responders to a disaster incident, it is of vital importance that the on-scene Command and Control be assigned to the Response Agency most qualified, in terms of line function, to deal with the consequences of the incident. An example of this would be the assignment of Command and Control to the Fire Brigade during a fire.

The Response Protocol of Mthonjaneni will therefore identify the relevant agencies and individuals within those agencies who would respond to a specific incident and then, in a collective process, a plan of action or a Contingency Plan must be developed for each incident.

The Mthonjaneni Disaster Management Advisory Forum has studied the Risk / Hazard Analysis as contained in the Mthonjaneni Disaster Risk Profile and has identified the relevant agencies and individuals within those agencies who would respond to a specific incident.

Having identified the response agencies that have a specific line function responsibility in relation to a particular disaster incident, the Advisory Forum must, in a collective process, develop the Response Protocol for Mthonjaneni which will inform the development of a Contingency Plan (or Plan of Action) for each identified risk or hazard.

The following Risk Response Protocol Matrix has subsequently been developed by the Mthonjaneni Disaster Management Advisory in a consultative process.

3.14.3 MTHONJANENI DISASTER PLAN

The Mthonjaneni municipality has a disaster management plan in place. The plan was reviewed during the 2017/2018 financial year.

Mthonjaneni Municipality faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms that can trigger widespread hardship and devastation. The Municipality's extensive forestry industry, coupled to the major transportation routes, inside the municipality as well as those leading to other major centers, present numerous catastrophic and hazardous materials threats. In addition to these natural and human-induced threats and despite ongoing progress to extend essential services to poor urban and rural communities, large numbers of people live in conditions of chronic disaster vulnerability in underdeveloped, ecologically fragile or marginal areas – where they face recurrent natural and other threats that range from flooding to informal settlement fires.

The Mthonjaneni disaster management Policy Framework is the legal instrument specified by the Act to address such needs for consistency across multiple interest groups, by providing a coherent, transparent and inclusive policy on disaster management appropriate for the Municipality of Mthonjaneni as a whole.

In this context, the disaster risk management framework of Mthonjaneni Municipality recognizes a diversity of risks and disasters that occur or may occur in the Municipal area of responsibility, and gives priority to developmental measures that reduce the vulnerability of disaster-prone areas, communities and households.

Also, in keeping with international and national best practice, the Mthonjaneni disaster risk management framework places explicit emphasis on the risk reduction concepts of disaster prevention and mitigation, as the core principles to guide disaster risk management in the municipality.

In terms of disaster risk reduction principles, the local sphere of government is the first line of response and responsibility and, in the event of a disaster occurring or threatening to occur in the Mthonjaneni municipal area of responsibility, the community is, in reality, the first responder. The primary responsibility for the co-ordination and management of local disasters rests with Mthonjaneni Municipality as the local sphere of governance. Thorough disaster risk management planning and effective co-ordination is, therefore, key to saving lives and limiting damage to property, infrastructure and the environment. They also facilitate the optimal utilization of resources.

Apart from internal arrangements to allow for interdepartmental co-operation within the municipality, the ideal mechanism for dealing with disaster risk management planning and co-ordination has been the establishment of an **Mthonjaneni disaster risk management committee or advisory forum**. It was launched in August 2009 and reviewed in 2017 and comprises of all internal and external role-players, including traditional authorities.

This forum is responsible to:

Give advice and make recommendations on disaster-related issues and disaster risk management

Contribute to disaster risk management planning and co-ordination;

Establish joint standards of practice;

Implement response management systems;

Gather critical information about Mthonjaneni's capacity to assist in disasters and to access resources; and

Assist with public awareness, training and capacity building.

The Mthonjaneni Disaster Management Plan is attached as **annexure B**.

3.14.4 DISASTER MANAGEMENT SWOT ANALYSIS

Strength:

- Existing Land use management systems that assists in allocating developments in the correct places.
- The local disaster management and local disaster advisory forums are all functional.
- Excellent Service and partnership with Rural Metro.

Weakness

- Disaster management framework not reviewed.
- Minimum budget and resources to address disaster issues.

- Disaster management officer position not filled.
- Motor vehicle accident rate is too high.

Opportunities

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

Threads

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

3.15 SPATIAL AND ENVIRONMENT SWOT ANALYSIS

Strength/Opportunity

Good agricultural potential.

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

Opportunity of a tourism development along the R 66 route.

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

Weakness/Threads

Poor land use management in the Ingonyama trust land.

Communities settling along rivers without consideration of flood lines.

Poor access roads in rural areas.

Scattered developments in traditional authority areas.

4. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

4.1 STAFF COMPONENT OF THE MUNICIPALITY

The Mthonjaneni municipality has a staff component of **145 employees** who are permanently employed, and 169 employees who are on contract.

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

DEPARTMENT	NUMBER OF STAFF
Office of MM	6
Finance	28
Technical Services	28
Community and Corporate Services	73

Table: Municipal Directories

The municipality reviewed its organogram in 2018/2019 Financial year and has combined the department of community services and corporate services into one Directorate.

Table 20: Executive Management

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

The table below highlight the responsibilities of each municipal department.

Table 21: Departmental Functions

Department	Functions
Office of the Municipal Manager	Municipal Management; Municipal Finance Management. Internal audit. Communication and office bearer support.

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

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

The table below intends at summarising the Mthonjaneni Organogram through interpreting the number of vacant post within the municipal departments.

Table 22: Vacancy statistics

Employees per Section				
Department	Total Posts	Filled Posts	Vacant (Budgeted)	Vacant (Non Budgeted)
OFFICE OF THE MUNICIPAL MANAGER				
Municipal Manager	1	1	0	0
Executive Secretary to the Municipal Manager	1	1	0	0
Manager Internal Audit	1	1	0	0
Communications Officer	1	1	0	0
Executive Secretary to the Mayor	1	1	0	0
Executive Secretary to the Speaker	1	1	0	0
TOTAL	6	6	0	0
COMMUNITY AND CORPORATE SERVICES DEPARTMENT				
Director community and Corporate services	1	1	0	0
Executive Secretary to the Director	1	1	0	0
Manager Human Resources	1	0	1	0
Human resources Officer	1	1	0	0
Human Resource Clerk	1	1	0	0
Occupational Health Safety Officer	1	1	0	0
Manager Corporate Administration	1	1	0	0
Librarian	1	1	0	0
Librarian Assistant	2	2	0	0
Cyber Cadet	1	1	0	0
General worker	1	1	0	0
Senior Administration Officer	1	1	0	0

Committee Officer	2	2	0	0
Receptionist	1	1	0	0
Administration Clerk	1	1	0	0
General workers	3	3	0	0
Senior Records Clerk	1	1	0	0
Junior Records Clerk	1	1	0	0
Senior Public Participation Officer	1	1	0	0
Ward Committee Clerk	1	1	0	0
Council Support Officer	1	1	0	0
Driver	1	1	0	0
Messenger	1	1	0	0
Manager Protection services	1	1	0	0
Deputy Chief Assistant Manager	1	1	0	0
Administration Support	1	1	0	0
Examiner: Motor vehicles	1	1	0	0
Traffic Officers	7	5	2	0
Examiner: Driver licences	4	2	2	0
Senior licencing Clerk	3	2	1	0
Examiner: learners licences	2	2	0	0
Pit Assistant Filling Clerk	1	1	0	0
Call Centre Operator	4	4	0	0
General Worker	2	2	0	0
Manager community services	1	1	0	0
Tourism Officer	1	1	0	0
Local Economic Development Officer	1	1	0	0

Youth Officer	1	1	0	0
Special Programme Co-ordinator	1	1	0	0
Sports and Recreation Officer	1	1	0	0
Manager Disaster, Fire and Rescue	1	1	0	0
Fire Officer	1	1	0	0
Shift Leaders	2	2	0	0
Fire Fighters	9	9	0	0
TOTAL	73	67	6	0
FINANCE DEPARTMENT				
Chief Financial Officer	1	0	1	0
Executive Secretary to the CFO	1	1	0	0
Deputy Chief Financial Officer	1	1	0	0
Assets Officer	1	1	0	0
Assets Clerk	1	1	0	0
Payroll Clerk	1	1	0	0
Municipal Finance Management Intern	5	5	0	0
SCM Manager	1	1	0	0
SCM Practitioner Demand and Acquisition	1	1	0	0
Procurement Clerk-Demand	1	0	1	0
Procurement Clerk-Acquisition	1	1	0	0
Stores Controller (Store man)	1	1	0	0
Stores Assistant	1	1	0	0
Manager Revenue	1	0	1	0
Accountant Revenue Income	1	1	0	0

Cashier	2	2	0	0
Customer Service Clerk	1	1	0	0
Debtors Clerk	1	1	0	0
Manager Expenditure and Financial Reporting	1	0	1	0
Accountant Expenditure	1	1	0	0
Risk and Financial Reporting Officer	1	1	0	0
Expenditure Officer	1	1	0	0
Budget Officer	1	1	0	0
TOTAL	28	24	4	0
TECHNICAL SERVICES DEPARTMENT				
Director Technical and Planning services	1	1	0	0
Executive Secretary to the Director	1	1	0	0
Manager Technical and Planning services	1	1	0	0
Technical Administration Officer	1	1	0	0
Fleet Clerk	1	0	1	0
Operations and Maintenance Civil Technician	1	1	0	0
Team Leader: Parks	1	1	0	0
General workers	2	2	0	0
Team Leader: Building	1	1	0	0
General workers	3	3	0	0
Team Leader: Refuse	1	1	0	0
General workers	20	20	0	0
Driver: Grader Operator	2	2	0	0

Driver: Tractor Operator	2	2	0	0
Driver: Skip Loader	2	2	0	0
Driver: Mowing Tractor	1	1	0	0
Driver	1	1	0	0
TLB Operator	1	1	0	0
Senior Manager: Town Planning	1	0	1	0
IDP/PMS Manager	1	1	0	0
Senior IDP/PMS Officer	1	1	0	0
Building Inspector	1	1	0	0
Manager PMU	1	1	0	0
Project Technician PMU/EPWP	1	1	0	0
Planning Admin Assistant	1	1	0	0
TOTAL	50	48	2	0

4.2 VACANT POSITIONS

The Municipality currently have a total of Eleven (12) budget vacant positions in its organogram. These positions are in the process of being filled during this 2019/2020 financial year.

The municipal Council took a resolution to combine two services i.e. Community and Corporate into one Directorate. The position of the CFO is currently vacant. This position has been advertised and the appointment will be made during the 2019/2020 financial year.

The table below reflects new positions that have been included to the Mthonjaneni Municipal organogram in order to accommodate the officials from Ntambana Municipality which have been incorporated to the Mthonjaneni Municipality.

POSITIONS	NUMBER OF POSITION
Manager Community	1
PMU Manager	1
Budget Officer	1
Executive Secretary to the Mayor	1
Executive Secretary to the Municipal Manager	1

Registry Clerk	1
Grader operator	1
Refuse Truck driver	1
Mayoral Driver	1
General Worker	2
TOTAL	11

4.3 OCCUPATION LEVELS PER GENDER

Table 23: Occupation levels per gender

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	18	0	0	0	7	0	0	0	18	7	25
Senior management	2	0	0	0	1	0	0	0	2	1	4
Professionally qualified and experienced specialists and mid-management	9	0	0	2	1	0	0	0	11	1	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	31	0	0	1	18	1	0	1	32	20	52
Semi-skilled and discretionary decision making	24	1	0	0	28	0	0	0	25	28	53
Unskilled and defined decision making	66	0	0	1	90	0	1	1	67	92	159
TOTAL PERMANENT	150	1	0	4	145	1	1	2	155	149	305
GRAND TOTAL	150	1	0	4	145	1	1	2	155	149	305

4.4 HUMAN RESOURCE STRATEGY

4.4.1 INTRODUCTION

The Municipality does not have a single Human Resource strategy. The Municipality is in the process of appointing the service provider to develop the Human Resource strategy. The strategy should be developed and approved by Council during the 2019/2020 financial year.

The post of the Municipal manager, Director corporate and community services, Chief financial officer, Technical Director were filled during the 2016/17 financial year. The post for the CFO is now vacant due to resignation and is in the process of being filled.

4.4.2 EMPLOYMENT EQUITY

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

4.4.3 SKILLS DEVELOPMENT

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

4.4.4 MUNICIPAL HUMAN RESOURCE POLICIES

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

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

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

All employments in Mthonjaneni are effected in terms of the above policy. This policy set out the principles which shall be followed in filling any vacancy within the institution. The policy is indeed implemented as and when there is recruitment processes. In June 2018 the Strategic post of the Chief Financial Officer became vacant and currently there is an acting personnel. This position has been advertised and will be filled during the 2019/2020 financial year

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

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

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

training records and etc. The policy has the number of types of development, which aims at expanding the capacitating.

Study Scheme Policy

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

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

To afford employees the opportunity to further their studies.

To encourage employees to acquire qualifications and skills.

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

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

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

- Employment Equity Policy
- Overtime and Stand-by Policy

4.4.5 HUMAN RESOURCES PLAN

The municipality currently does not have a Human Resources Plan. The plan is currently been developed and will be approved by Council in June 2019.

4.5 MTHONJANENI INFORMATION TECHNOLOGY GENERAL CONTROLS (ITGC) FRAMEWORK

The Mthonjaneni Municipality adopted its information Technology Governance Policy during the 2015/2016 financial year and will be reviewed during the 2019/2020 financial year. The purpose of the policy is to define the guidelines, principles and policy statements for the governance of Information Technology (IT) with the Mthonjaneni Municipality.

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

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

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

1. The measurement of IT performance
2. The potential of IT to leverage and influence intangible assets (e.g. information, knowledge, trust,

3. The review and approval of IT investments
4. The alignment of IT and business strategies
5. The assurance of IT-related risk transparency.

4.6 IT STEERING COMMITTEE

The Mthonjaneni Municipality established its IT steering committee during the 2015/2016 financial year. The IT Steering Committee reports to the Municipal Manager and Council on the Governance subset of the Municipality IT Balanced Scorecard, consisting of;

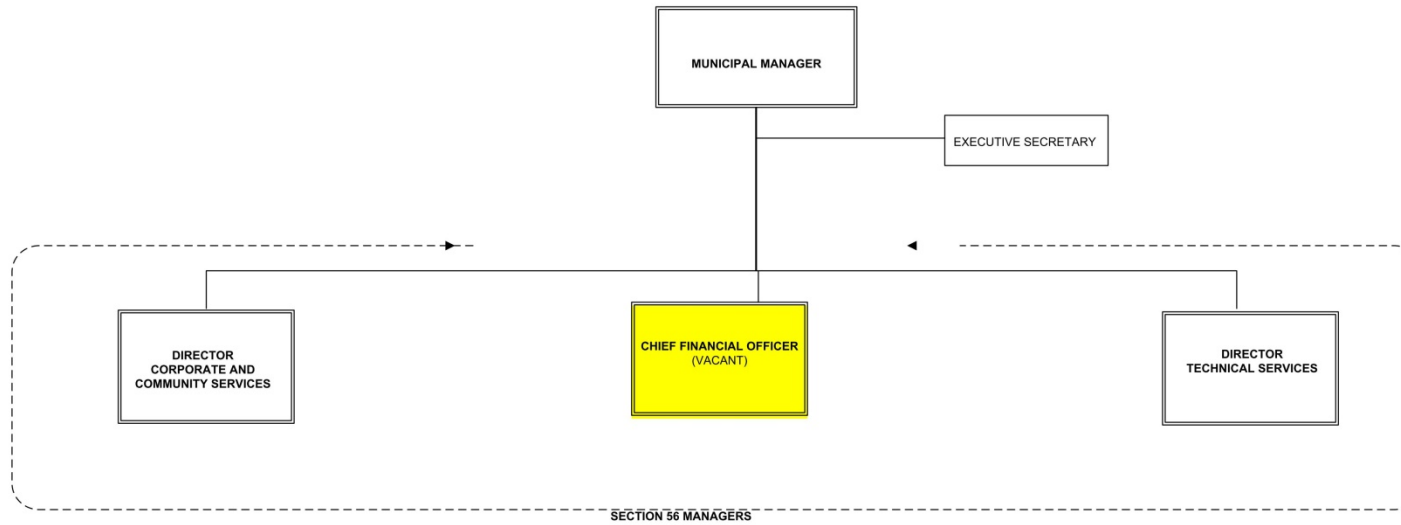
- Governance Decisions Register – overall IT Governance Decisions and;
- Governance “Health” – Overall Effectiveness and Efficiency of the IT Governance

4.7 MTHONJANENI LOCAL MUNICIPALITY ORGANOGRAM

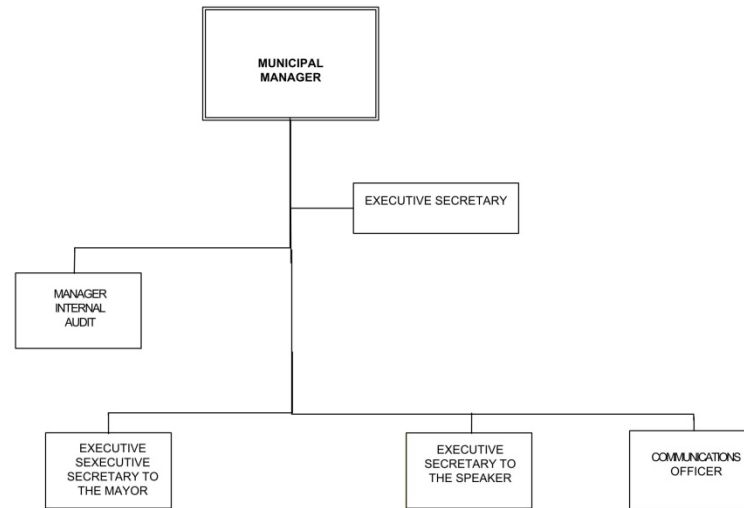
Below is the Mthonjaneni Local Municipality organogram which was approved by Council in March 2019. The organogram is been implemented and all the vacant budgeted positions will be filled during the 2019/2020 financial year.

4.8.1 MTHONJANENI LOCAL MUNICIPALITY ORGANOGRAM

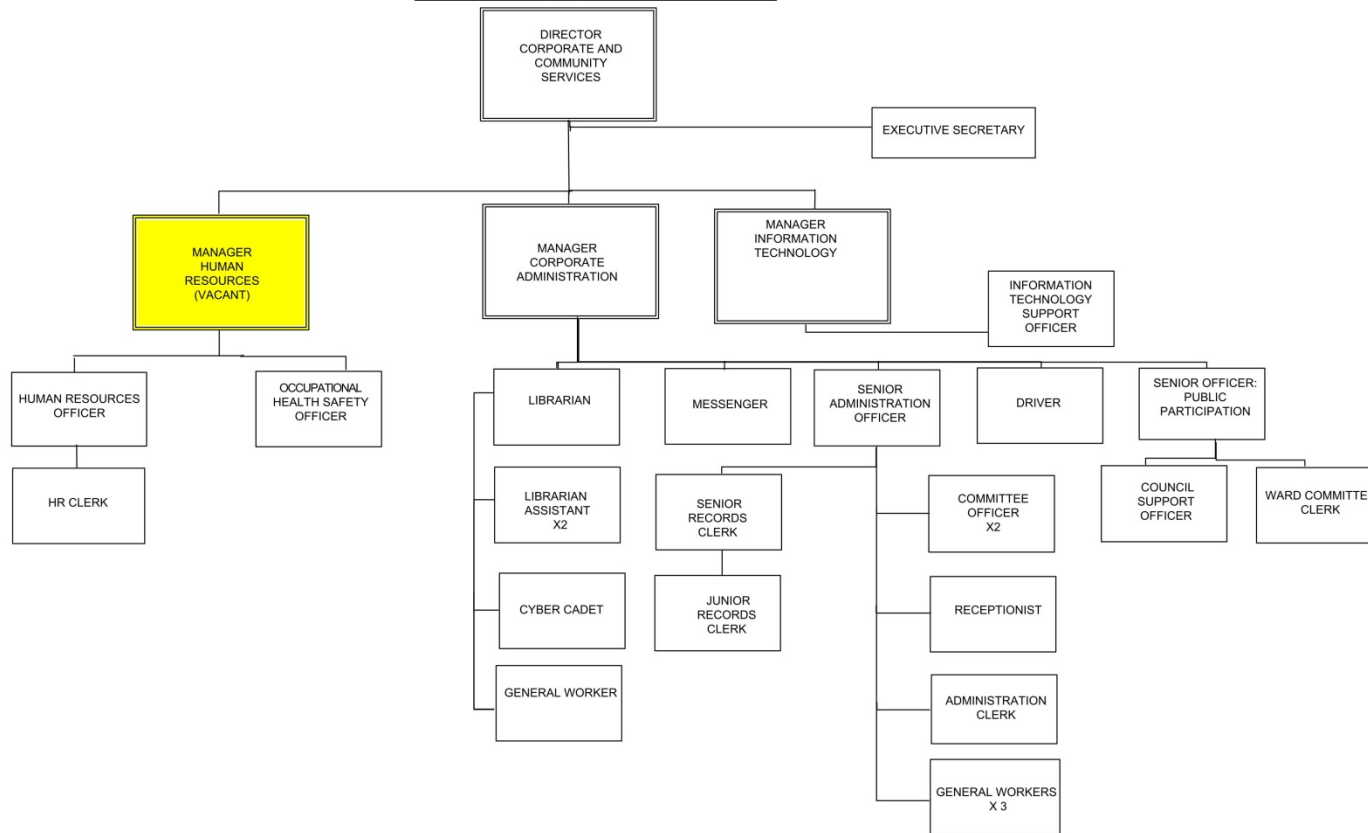
MTHONJANENI LOCAL MUNICIPALITY
MICRO STRUCTURE
EXECUTIVE MANAGEMENT



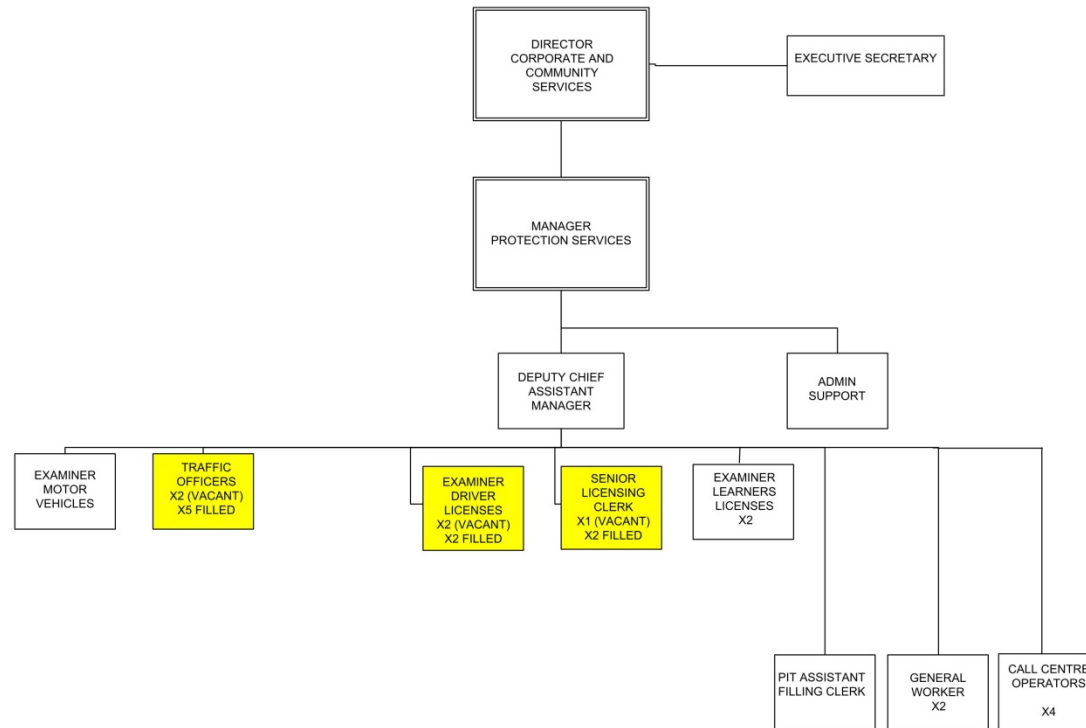
OFFICE OF THE MUNICIPAL MANAGER



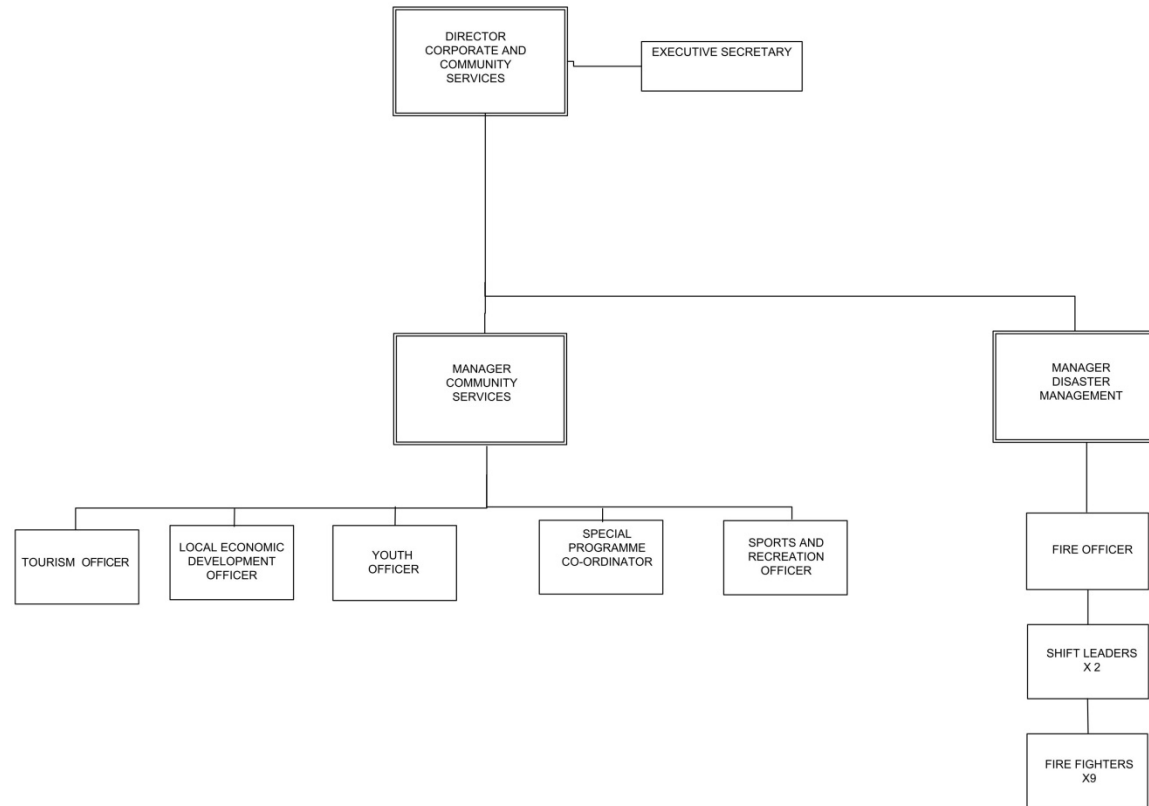
CORPORATE SERVICES DEPARTMENT
CORPORATE ADMINISTRATION



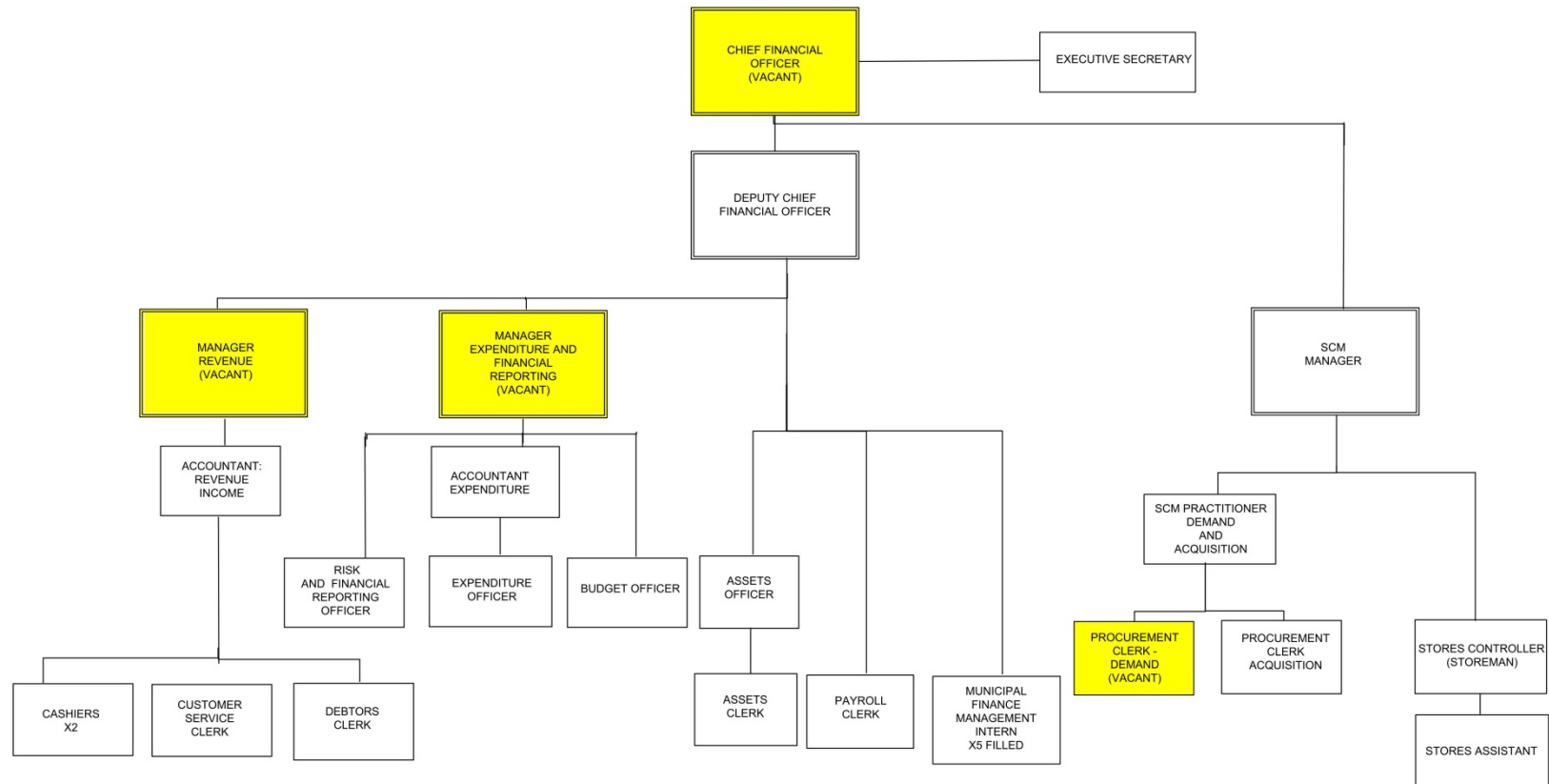
COMMUNITY SERVICES DEPARTMENT
PROTECTION SERVICES



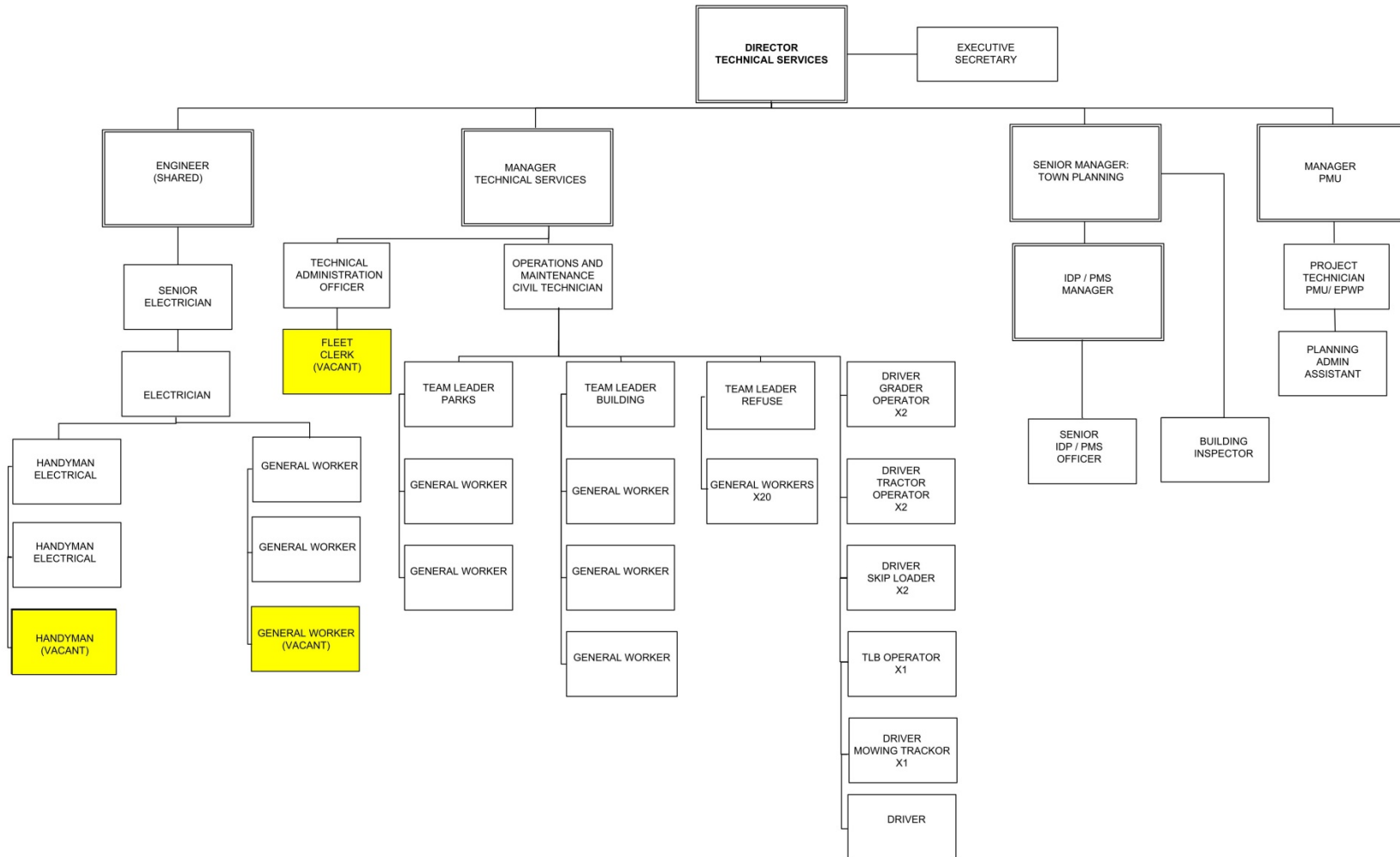
COMMUNITY SERVICES DEPARTMENT



FINANCE DEPARTMENT



TECHNICAL SERVICES DEPARTMENT



4.9 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS

Strengths

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

Weakness

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

OPPORTUNITIES

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

Threads

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

5. BASIC SERVICE DELIVERY ANALYSES

5.1 POWERS AND FUNCTIONS

The responsibility for provision of infrastructure and basic services is distributed amongst various Service Authorities. The table below is an indication of how these are distributed:

Table 24: Responsibilities for Service Provision in the Mthonjaneni Municipality

INFRASTRUCTURE / SERVICE	RESPONSIBLE AUTHORITY	
	IMPLEMENTATION	OPERATION & MAINTENANCE
Water & sanitation	King Cetshwayo DM	King Cetshwayo DM
Electricity	Eskom/ Mthonjaneni LM	Eskom/ Mthonjaneni LM
Roads :Provincial & district roads :Local numbered roads :Urban roads :Rural local roads	Dept. of Transport Mthonjaneni LM Mthonjaneni LM Mthonjaneni LM (MIG)	Dept. of Transport Mthonjaneni LM Mthonjaneni LM Dept. of Transport
Waste disposal :Refuse collection : Waste disposal	Mthonjaneni LM Mthonjaneni LM	Mthonjaneni LM Mthonjaneni LM
Cemeteries	Mthonjaneni LM	Mthonjaneni LM
Housing	Dept. of Housing	Mthonjaneni LM
Telecommunications	Telkom/ Cellular Service Providers	Telkom
Community facilities	Mthonjaneni LM	Mthonjaneni LM

5.2 WATER

5.2.1 STATUS QUO ANALYSIS

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

5.2.2 KING CETSWAYO WATER SERVICES DEVELOPMENT PLAN

King Cetshwayo District Municipality as WSA has a number of initiatives underway, notably:

- Water loss management strategy
- Water meter installation
- Water quality improvement interventions

The Water Services Development Plan (WSDP) is an important tool in achieving set objectives and feeds information into the Integrated Development Plan (IDP).

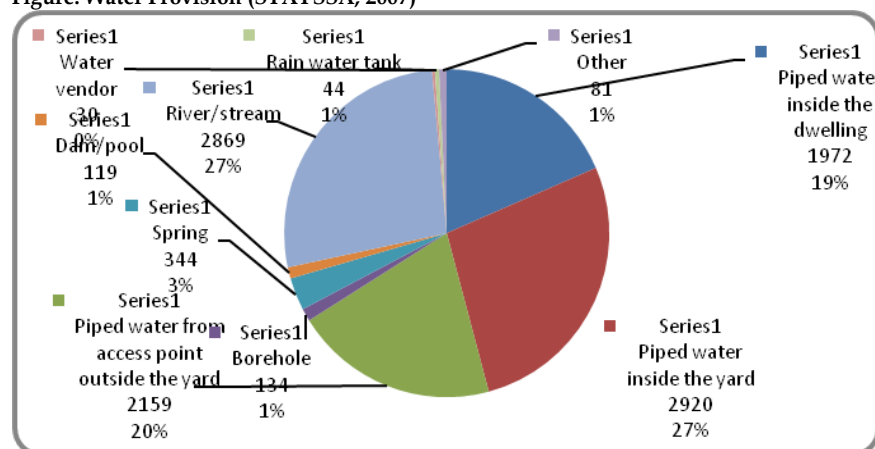
According to the 2011 census, there has been an increase in the number of households with water inside their yards and well as access to communal stands.

The King Cetshwayo District WSDP was last reviewed during the 2017/2018 financial year. The District has currently appointed the service provider to review the WSDP and will be approved by the District Council in the second quarter of the 2019/2020 financial year. The WSDP document not attached to this document but is available at the municipal website www.mthonjaneni.org.za.

5.2.3 WATER PROVISION STATUS QUO

The census 2011 indicates that 19% of households in the municipality receive piped water within their dwelling, 27% receive piped water inside their yard, and a further 20% receive piped water outside their yard. These figures indicate that approximately two thirds of the population of the municipality receive water to RDP standards.

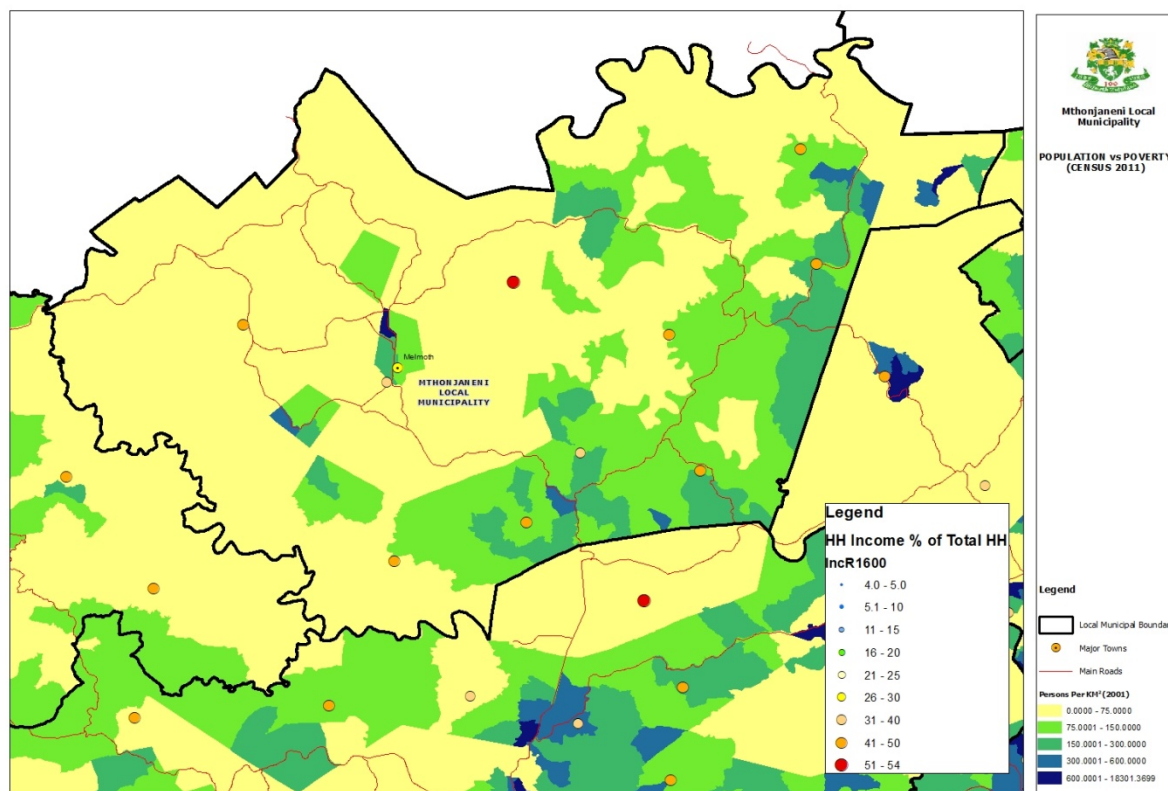
Figure: Water Provision (STATSSA, 2007)



A water backlog is defined by the RDP standard of 25l/c/d at a maximum distance of 200m of existing infrastructure. The King Cetshwayo District Municipality (KCDM) is the Water Services Provider (WSP) and is responsible for the implementation of new capital projects to extend the provision of water services facilities and their maintenance thereof. The District's Water Services Development Plan (WSDP) indicates that the backlog of water services in Mthonjaneni is still substantial. The table below is a breakdown of the backlog for household:

Main source of drinking water	Piped (tap) water inside dwelling	2817
	Piped (tap) water inside yard	5394
	Piped water on communal stand	3600
	Borehole in yard	76
	Rain-water tank in yard	336
	Neighbours tap	157
	Public/communal tap	807
	Water-carrier/tanker	1606
	Borehole outside yard	421
	Flowing water/stream/river	747
	Well	0
	Spring	32
	Other	47

Map 16: MAP SHOWING ACCESS TO WATER WITHIN THE MUNICIPALITY



5.2.4 OPERATIONS AND MAINTENANCE FOR WATER AND SANITATION

Currently, the operation and maintenance (O&M) as well as the asset management functions are decimally underfunded. This is partly because cost recovery is made impossible by the fact that 80% of KCDM is rural and indigent. It is also worth noting that KCDM does not receive grants for operations and maintenance.

The District Municipality with consultation with its consultants updated the location of boreholes, schemes, reservoirs and pipe schemes etc. The UAP phase2 project currently underway by Umgeni Water who are dealing specifically with GeoData/GIS data, and they have been tasked to update this data digitally.

The operation and maintenance plan for King Cetshwayo District Municipality was last reviewed during the 2017/2018 financial year.

5.2.5 ESTIMATES FOR ADDRESSING THE WATER BACKLOGS

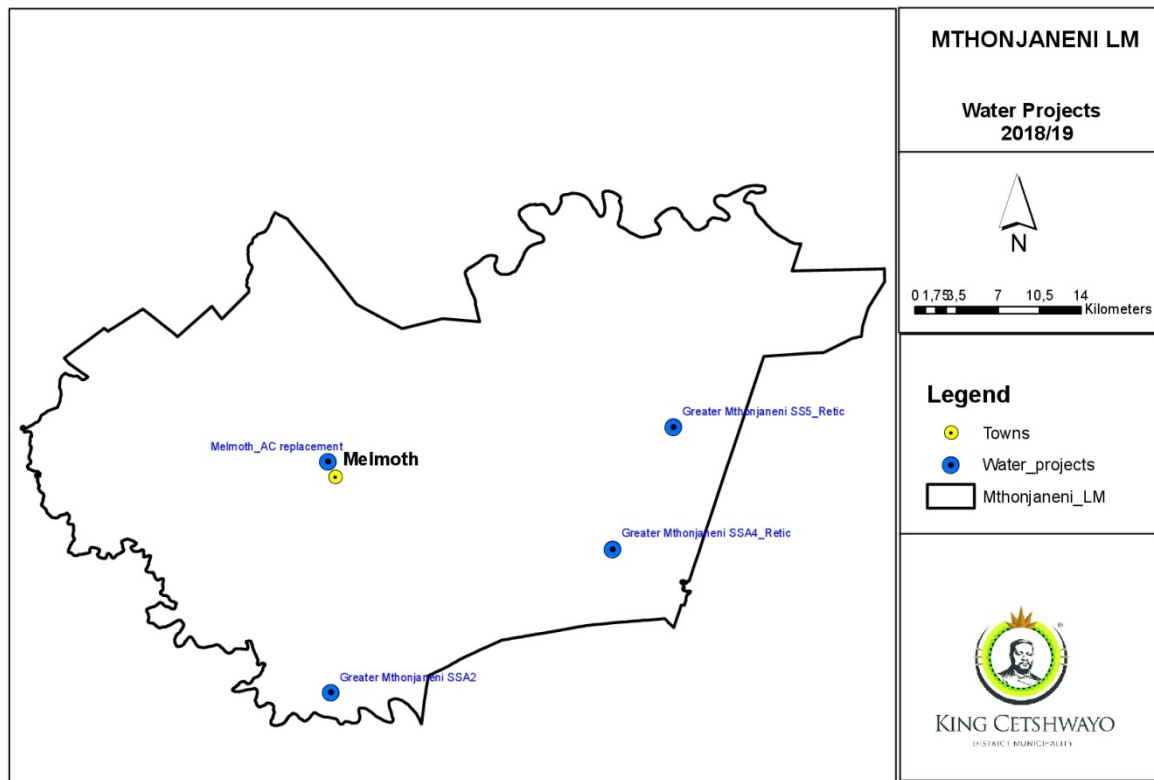
The King Cetshwayo IDP (2007/08 to 2018/19) estimates R270, 379, 491 is required to provide water to all citizens of the Mthonjaneni municipality to RDP standards. It also estimates that water will be provided to all citizens to the required standard by the 2020/21 financial year. It also notes that there is a shortfall between the MIG funding allocations and the amount required.

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in water provision in the King Cetshwayo District.

Table 25: Water provision backlogs

	2016 community survey	2011 Household with water	2011 Households without water	2016/17 Backlog %	2018/19 % Backlog
	16040	7485	11 535	28%	28%

Map 17: Planned water projects during 2019/2020 financial year



KCDM GIS 2019

5.2.5.1 The table below reflects a summary of the cost estimates to address the backlogs:

Table 26: water and Sanitation backlogs

Local Municipality	2009 / 2010 Households	Population with growth	Capital Cost R, incl. VAT	Cost per capita R, incl. VAT
Mfolozi (KZ281)	20 615	123 693	334,457,347	2,703
Ntambanana (KZ283)	16 339	98 037	493,958,444	5,039
uMlalazi (KZ284)	42 623	255 735	1,210,563,792	4,734
Mthonjaneni (KZ285)	9 712	58 272	270,379,491	4,640
Nkandla (KZ286)	25 757	154 539	1,174,289,839	7,600
Total	115 046	1,063,977	3,483,648,915	

5.2.6 WATER SERVICES DEVELOPMENT PLAN

The King Cetshwayo District as the water service authority has prepared the Water Services Development Plan (WSDP) and it is being implemented in Mthonjaneni. Due to the unreliability of existing water schemes in particular during the dry months, the KCDM through its WSDP has identified the Goedetrouw Dam in ward 5 as the only sustainable source of water in this region and have embarked on a programme to establish a regional water supply scheme from this source. The Goedetrouw water scheme will supply water to Mthonjaneni and uMlalazi.

5.3 SANITATION

5.3.1. STATUS QUO ANALYSIS

The census 2011) indicates that 12% of residents are connected via flush toilets to a sewerage system, 7% have flush toilets linked to a septic tank and 13% have ventilated pit latrines. 23% of households have no form of sewerage, and 42% have pit latrines without ventilation.

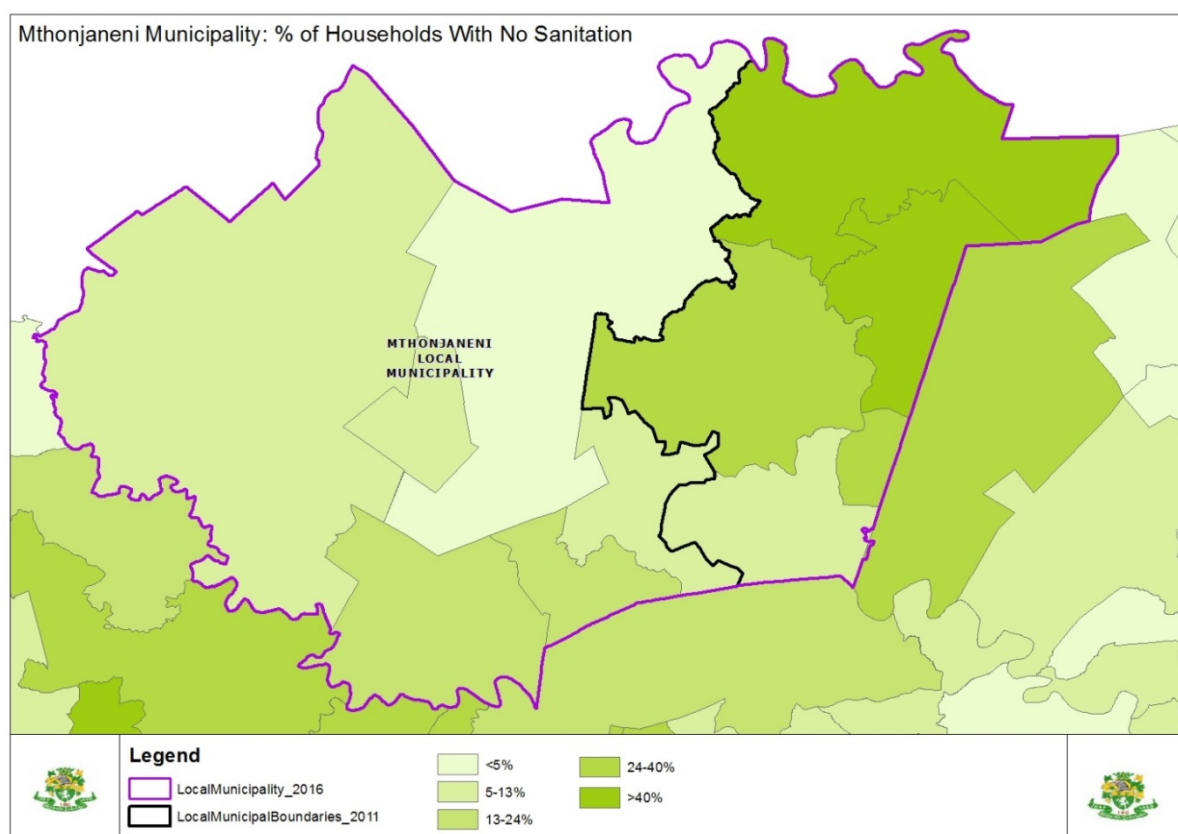
5.3.2 ESTIMATE FOR ADDRESSING THE SANITATION BACKLOGS

The King Cetshwayo IDP (2007/08 to 2011/12) estimates R16, 296, 064 is required to provide sanitation to all citizens of the Mthonjaneni municipality to RDP standards. It also estimates that sanitation will be provided to all citizens to the required standard by the 2019/20 financial year. It also notes that there is a shortfall between the MIG funding allocations and the amount required to address the backlogs. The District's Water Services Development Plan (WSDP) indicates that the backlog of sanitation services in Mthonjaneni is still substantial. The table below is a breakdown of the backlog for household within the uThungulu District.

Table 27: Sanitation backlogs in King Cetshwayo area

	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Sanitation	Households without Sanitation	2019/2020 % Backlog
Mthonjaneni (KZ285)	6056	95%	10433	10433	0	INFILLS

Map 18: The Map below reflects the sanitation backlog in Mthonjaneni Municipality.



5.3.3 WATER AND SANITATION PROJECTS CURRENTLY UNDER CONSTRUCTION

The table below reflects water and sanitation projects that are currently under construction within the Mthonjaneni municipal area. These projects are implemented by the District municipality.

The table below reflects water and sanitation projects that are currently under construction within the Mthonjaneni municipal area. These projects are implemented by the District municipality.

Table 28: Water and Sanitation Projects currently under construction

Project name	Council wards	Start	Complete	Estimated cost	Actual expenditure	% Progress	Sub-wards	2017/18	2018/19	2019/20
Greater Mthonjaneni SSA 2	Partial 4 & 5	Oct - 15	Jun-20	R 196 898 425	R 13 378 111	Planning/Tender	Mgabhi, Ezingwenya, Mfanefile, Mazule, Zimbumbé	R 8 000 000	R 25 330 000	R 14 910 000
Melmoth Sewer Upgrade Phase 1-Thubalethu	2 & 3	July 2017	30 July 2018	R25 240 686	R 0	Planning/Tender	Thubalethu	R25 240 686	R 1 000 000	R 2 500 000

Greater Mthonjaneni SSA5	1, 2 & 3, 10, 11, 12 & 13	March 12	30 June 2018	R 90 738 717	R 50 220 934	65%	Mawanda, Debe, Dlomodlo, Ngqungqu, Tiki, Qhude, Folishini, Gobihlala, Mkhandlwini, Maduma	R24 000 000	R 1 000 000	R0
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5.3.3.1 FUNDING REQUIREMENTS FOR WATER AND SANITATION CAPITAL PROJECTS

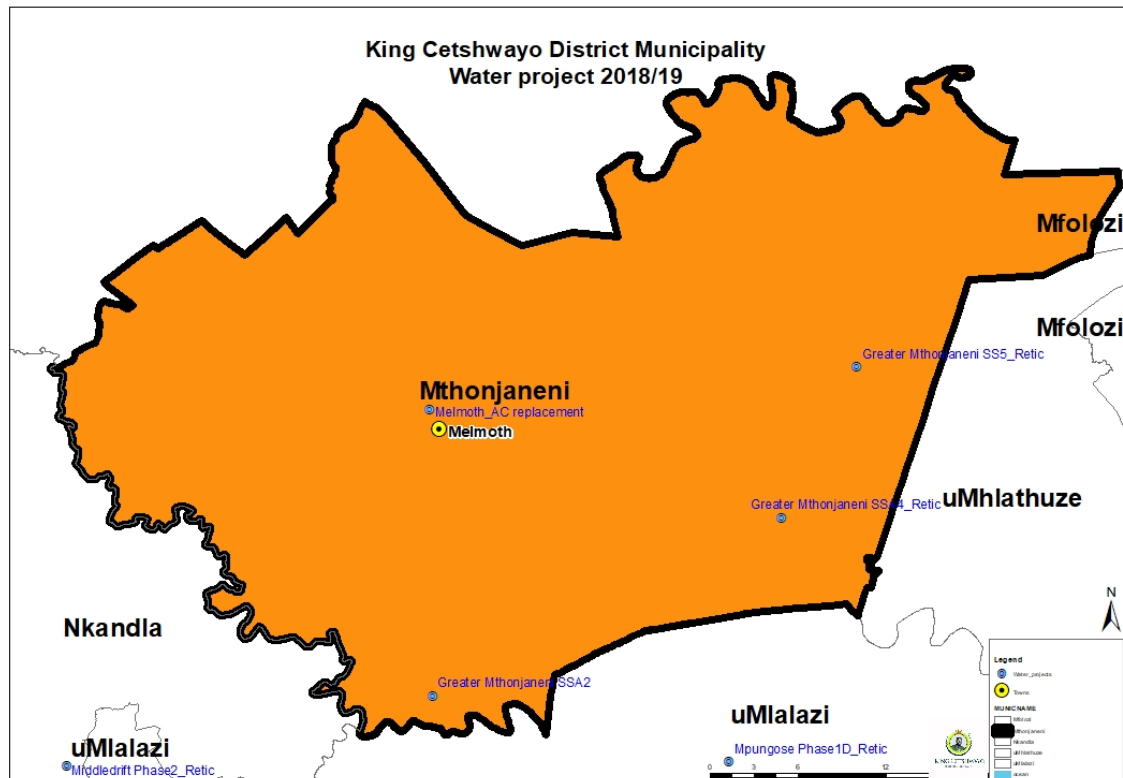
Local Municipality	2008 / 2009 Households	Households without Sanitation	Capital Cost R, incl. VAT	Cost per capita R, incl. VAT
Mthonjaneni (KZ285)	9 712	150	1,125,000	7,500

5.3.3.2 SUMMARY OF FUNDING REQUIREMENT FOR WATER PROVISION

2009/2010 Household	Population growth	Capital Cost, R incl. Vat	Cost per capital R, incl. VAT
9712	58 272	270 379 491	4,640

5.3.4 WATER AND SANITATION PROVISION PROJECTS FOR MTHONJANENI MUNICIPALITY

Map 19: Water provision projects within the Mthonjaneni municipal area.

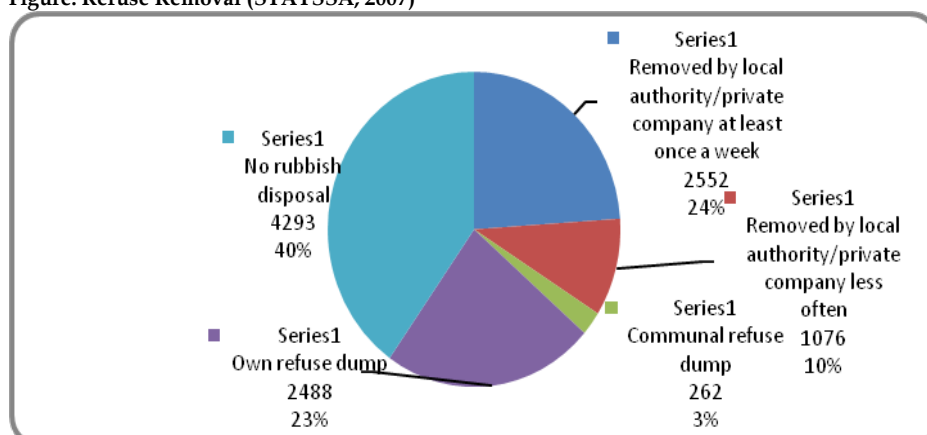


5.4 REFUSE REMOVAL

5.4.1 IMPLEMENTATION OF THE INTERGRATED WASTE MANAGEMENT PLAN

Waste removal and disposal is currently being provided by the Mthonjaneni Municipality and is currently restricted to Melmoth, Thubalethu Township, and KwaMagwaza area. The waste removed is disposed at the Melmoth landfill site.

Figure: Refuse Removal (STATSSA, 2007)



The Community Survey (2007) indicates that 24% of households have refuse removed by the local authority or a private company at least once a week, while less than 10% have refuse removed less frequently. 23% of households make use of their own refuse dump and a further 40% have no refuse disposal.

5.4.2 THE INTEGRATED WASTE DEVELOPMENT PLAN (IWMP)

Mthonjaneni Local Municipality (MLM) appointed Aurecon to assist in developing an Integrated Waste Management Plan (IWMP) for the Solid Waste Disposal Division for the Municipality. As a requirement of the National Waste Management Strategy 2011 (NWMS) and the Integrated Development Plan (IDP) process all Municipalities are obliged to compile an IWMP.

The compilation of this IWMP is done in line with the draft guidelines for compiling waste master plan documentation made available by the National Department Environmental Affairs (DEA) as well as the Draft Starter Document for Integrated Waste Management Planning in South Africa.

The Mthonjaneni Integrated waste management plan was reviewed during the 2018/2019 financial year.

The Mthonjaneni IWMP clearly sets out the IWMP goals, policies and objectives to which the MLM should strive in order to remain compliant with the overall goals and objectives of the NEMWA. The IWMP also provides an evaluation of alternative waste management scenarios and options that were scrutinized and considered for possible implementation by the MLM to address their waste management needs in a sustainable manner. The most suitable options were then translated into implementable projects as part of the IWMP Implementation Plan. The said Implementation Plan sets the time-frames over which specific projects should be rolled out by the MLM.

The following assumptions were made where insufficient information was available:

a) Waste Generation Calculations

- Domestic Waste Generation – 7 days a week
- Business Waste Generation – 6 days a week

b) Waste Collection Calculations:

- Domestic & Business – 5 days a week

c) Where recorded generation rates were not available the following quantities were used:

- Rural Settlements (Poor Communities) – 0.3 kg per person per day
- Urban – 1.5 kg per person per day

5.4.3 EXISTING WASTE MANAGEMENT STRATEGIES, SYSTEMS AND IMPLEMENTATION OF THE WASTE MANAGEMENT PLAN

5.4.3.1 Waste removal

a) Urban

The Municipality offers a high level access to waste in the urban areas (Melmoth and Thubalethu), where waste is collected from households and businesses on weekly basis or when requested during festive season. Households are supplied with 2 refuse bags per week, and instructed to place full bags on the kerbside for collection as per a specific refuse collection programme. Tractors and trailers are used to collect the waste. Waste is removed from households within various areas as indicated in . Skips are strategically placed within the urban areas for effective waste management.

Table 29: Timetable for waste collection

	Monday	Tuesday	Wednesday	Thursday	Friday
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Strategically placed skips around MLM

MLM currently own 70 x 70 litre concrete waste bins which are strategically placed around public areas within the urban area in MLM. These bins are placed around urban public recreational areas, i.e. swimming pool, centenary area, pavements, taxi rank etc. It is the responsibility of waste management section within MLM to collect and remove waste from the concrete bins.



Figure 1: Concrete waste bins in urban areas

The farms and traditional/tribal areas are not receiving any service except for the provision of exposure to cleaning campaigns. In the absence of resources temporary workers are utilized to attend to littering. Waste in the serviced areas is removed in black bags supplied by the MLM.

Rural Areas

With no waste collection taking place in the rural areas (only cleaning services at the 2 market stalls in Ndundulu) , illegal dumping as well as burning of waste is taking place in MLM and it's a huge problem within the Municipality. This is a problem further compounds the effect of contamination, pollution, damage to tourist assets and the environment. There is also no real policing of illegal dumping.

There are small businesses in the rural areas of MLM, and waste is not collected by the Municipality. Waste produced by the small business is mostly burnt or buried on site.

Urban areas

The main urban area of Melmoth and Thubalethu are serviced by the Municipality. The Melmoth waste disposal site is available for the public to use in regards to disposal of their wastes. Garden waste and builders rubble removal is not formally addressed and is either taken to the waste disposal site or dumped illegally by the general public, or collected by MLM upon request. MLM collects garden waste and builder's rubble from households and businesses with a trailer. These waste streams are often left on the verges with general household/ business waste for collection.

The estimated number of households in the Municipality is 10433 and 3 084 of the households waste is collected by the MLM, this is a shortcoming which requires urgent attention.

Error! Reference source not found. The table below illustrates how waste removal is handled in the area. According to Stats SA, (2011) 29.56% of households did receive a collection service by the local authority/private company. It is evident that 70.44% residents have no access to household waste removal services.

Table 31: MLM Waste Removal

SOURCE	HOUSEHOLDS
Removed by local authority/private company at least once a week	2650
Removed by local authority/private company less often	434
Communal refuse dump	165
Own refuse dump	5994
No rubbish disposal	750
Other	440
Total	10433

5.4.4 SEPERATION/AVOIDANCE OF WASTE AT THE SOURCE

Mthonjaneni municipality supply two refuse bag per household per week one is green it is used for keeping the recyclable items the other one is black it is used for keeping non-recyclable items.

5.4.5 RECYCLING

There is a service provider that is sorting ,processing and transporting recyclable items for re-use. The service provider employed eight people who are doing the sorting of waste at the transfer station.

5.4.6 STATUS OF MELMOTH WASTE DISPOSAL SITE

The Melmoth disposal was decommissioned on 13 July 2011 as per the National Environmental Management Act (act. 107 of 1998) and National Environmental Waste Act. (act. No 59 of 2008) (Permit no. D28/WML/0002/2011

It should be noted that transfer facility was constructed at the landfill site in 2011 and that waste disposal site was to be replaced by waste transfer facility. The waste transfer facility has been commissioned by the Mthonjaneni Municipality and is currently used to temporarily store waste in rolls on bins. Once bins are full the service provider removes the waste from the transfer station to the UThungulu waste disposal site.

The Melmoth waste disposal site has no remaining life as the site is technically closed.

5.5 ROADS

The local municipal area is traversed by numerous roads, forming the base of the primary transport methodology within this municipality. As such, the roads may be regarded as the most important functional service which needs to be provided so as to ensure effective transportation of the communities between places of work and the respective residences, and to utilize community facilities or provide access to economic opportunities.

There are numerous levels of roads traversing the municipality namely:

Provincial roads (P routes);
District roads (D routes);
Local roads (L routes); and
Community access roads (A routes).

The table below provides a breakdown of road lengths listed.

Table 32: Road Distribution and Length

Road Class	Type	Length	Total Length (m)
Provincial	P roads	165,981	303,009
	D roads	91,848	
	L roads	42,652	
	A roads	2,528	
Urban	Primary roads	1,142	27,014
	Secondary roads	1,019	
	Main tertiary roads	5,822	
	Tertiary roads	14,401	
	Gravel roads	4,630	
Rural	Primary roads	228,272	262,569
	Secondary roads	34,298	

The condition of the roads varies throughout the municipality. The condition of urban roads is fairly decent. The table below provides an indication of the condition of urban roads.

Table 33: Road Conditions

Condition of criteria	Distribution	
	% of surfacing	% of structure
Very good	21	36
Good	22	22
Fair	33	14
Poor	13	23
Very poor	11	5

The municipality has secured R26m from Municipal Infrastructure Grant (MIG) for the roads projects, to be undertaken over the next 2 years.

5.5.1 Rural roads

5.5.1.1 Condition assessment

The condition of the rural roads were assessed during in loco inspections. The condition could be classified according to the following norms:

- Gravel road, being those that had formally been shaped and provided with a gravel surface.
- Dirt roads, being those that were merely formed through blading.
- Tracks, being those formed through use of only vehicles.

The majority of the roads in existence were classified as dirt roads, being those which had merely been bladed, with no formal gravel surface or stormwater drainage. These however still provide access to homesteads. .

5.5.2 Road functionality

During the in loco inspections, various roads were flagged by the local community as being of importance. Various other roads have also been identified which have not been flagged by the community during public meetings, but which have been identified in terms of physical functionality to be of importance, being those roads providing through access, implying use by busses and taxis, or serving community facilities such as schools and others.

5.5.3 Upgrade requirements

Arising from the condition assessments done by the municipality, the upgrade requirements to the existing road network have been determined. The municipality has allocated 50% of its 2018/2019 MIG allocation to rural and roads upgrade in order to address these issues.

5.5.4 STATUS OF RURAL ROADS PROJECTS

The Mthonjaneni Municipality is responsible for the provision and maintenance of access roads within its jurisdiction.

The table below reflects the projects implemented during the 2018/2019 financial year and which are still to be completed.

Table 34: Status of rural roads projects

PROJECT NAME	WARD	STATUS
Nungwini gravel road	Ward 1	53% complete (May 2019)
Imfule gravel road	Ward 4	63% complete (May 2019)
Manzawayo gravel road	Ward 5	72% complete (May 2019)
Noziphiva gravel road	Ward 10	28% complete (May 2019)

5.5.5 ROAD MAINTANACE PLAN

The maps below reflect the Mthonjaneni Municipality roads maintenance plan that was prepared to assist in addressing road maintenance backlog and also in identifying and prioritising of roads projects that need to be budgeted for. The road maintenance plan was approved in April 2017.

The table below reflects a list and status of urban roads projects that were implemented in 2018/2019 financial year.

The Mthonjaneni municipality is responsible for transport management within its area of jurisdiction. It has however been challenging for the Municipality to manage transport systems within its area because it currently does not have an integrated transport plan in place. A budget has been set aside for the development of the plan and will be developed during the 2018/2019 financial year.

5.5.7 TRANSPORT ANALYSES

The R34/R66 which runs through Ward 2 and 3 is the main transportation route between Vryheid/Ulundi and Empangeni/Richards Bay.

The R34 and the R66 share the same road from the N2 up through Melmoth up until the municipal boundary with Ulundi where it splits.

The provincial road corridors (R34, R66) play a part in the development of urban settlements along the routes.

The R34 and R66 routes provide regional accessibility. The R34 is the strongest, being the main transport link between Richards Bay and Mpumalanga.

5.5.8 Road Classification

Four types of road classes have been identified according to the KwaZulu-Natal Department of Transport database. This classification is as follows:
National Roads

These roads denoted with the prefix 'N' e.g. N11 and are primarily the responsibility of the Department of Transport and are maintained through the South African National Roads Agency.

5.5.9 Provincial Main Roads

These are higher order provincial roads all with the prefix 'P' e.g. P47-3. There is a further breakdown of this class into types of main roads, each type meeting certain requirements pertaining to traffic volumes, freight requirements and so forth and hence not all main roads are surfaced roads. The Department of Transport also uses another classification system and therefore some provincial roads are also referred to as Routes (R). In the case of Mthonjaneni, the P47-3 is also referred to as the R66, and the P253 and P48 as the R68.

5.5.10 Provincial District Roads

All these roads are the responsibility of the Department of Transport and the majority are not surfaced. Again there is a further breakdown into types of district roads, each allocated different design and maintenance specifications. These roads normal have a prefix 'D' e.g. D550. Provincial Local Roads 77

Formerly, these were known as "Community Access Roads" and are classified as third order roads with minimum design requirements. In this class there is a further breakdown into two types, namely gravel and earth roads (tracks).

5.5.11 Public Transport

As many of the community do not have their own motor vehicles, public transport is essential in providing mobility and accessibility of these communities to socio-economic facilities. Transportation within the Municipality is almost exclusively achieved through the use of road vehicles. Categories of transport are as follows:

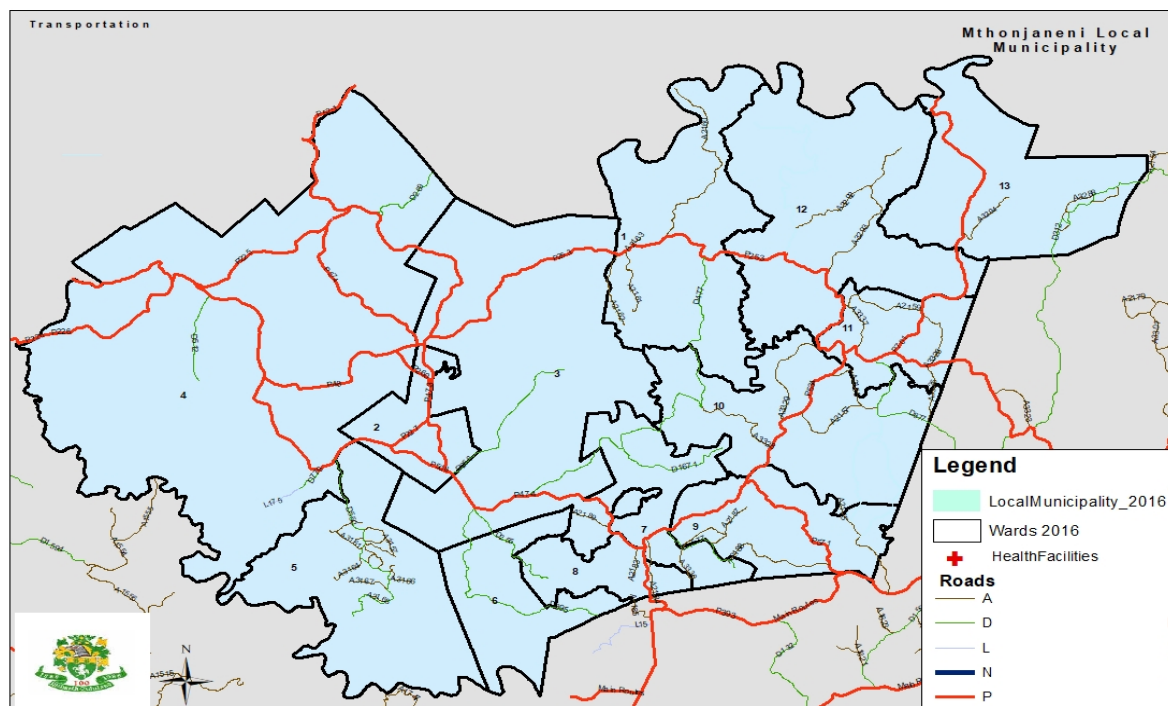
- Public Transport – Buses

- Public Transport – Taxis
- Private Transport – Passenger Vehicles
- Private Transport – Trucks

There is a widespread bus network which focuses primarily on short trips to the minor population centres. These centres include: Melmoth, Imfule Mission, Mfanefile, Makhasaneni, Hlabatini, Yanguye, Mkhandlwini, Mkwenkwe, Ndundulu, KwaMagwaza.

5.5.12 EXISTING TRANSPORT INFRASTRUCTURE WITHIN MTHONJANENI MUNICIPALITY

Map 23: The major transport routes and all existing in taxi ranks.



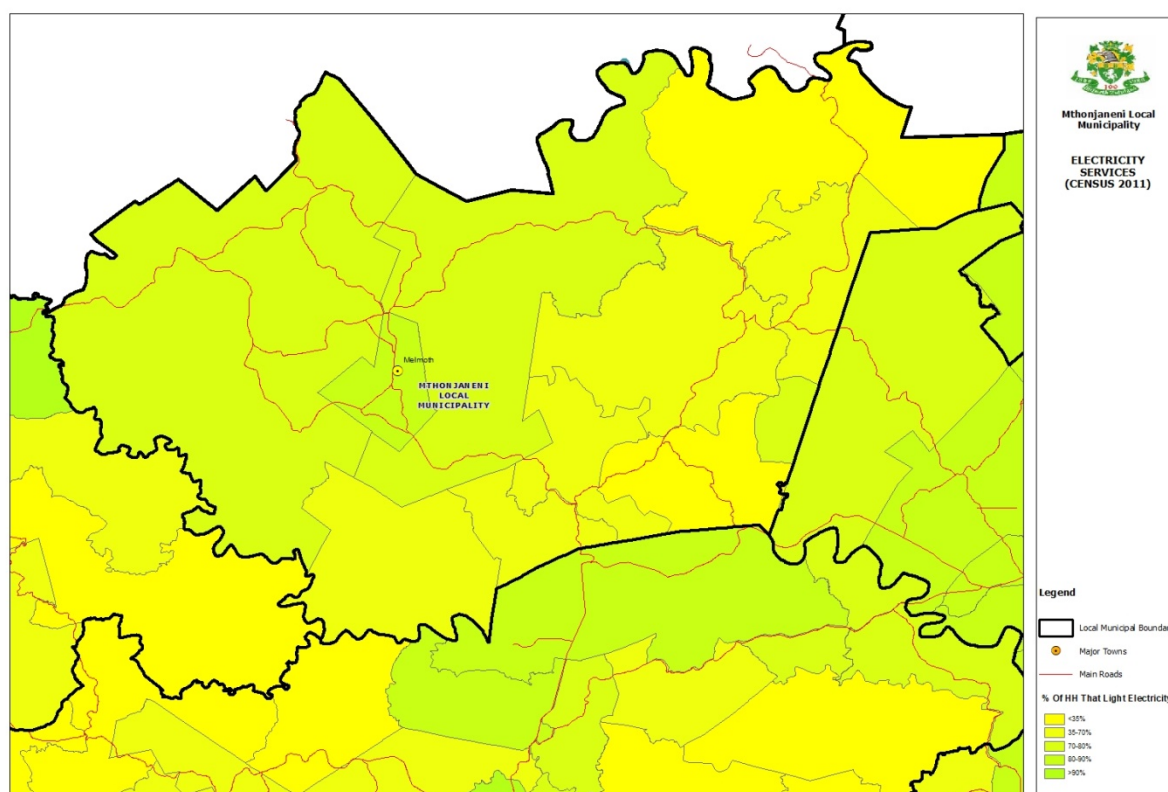
As mentioned in the transport analyses the Mthonjaneni Municipality consists of the R34/R66 that runs through the Melmoth town which is also the main transportation route between Vryheid/Ulundi and Empangeni/Richards Bay.

The P700 is a new provincial roads that rural connects the community of Obuka area to neighbouring towns of Empangeni and Ulundi.

5.6 ELECTRICITY

Eskom, the national electricity supplier, supplies electricity in bulk within the municipality and supply to rural areas is slow due to high costs associated with scattered settlements and no anchor clients. Melmoth town buys electricity in bulk and distributes it to its consumers in the Melmoth town and Thubalethu township.

Figure 2: Electricity Provision for Lighting (STATSSA, 2011)



Source: Stats Census Data 2011)

The Census 2011 indicates that 39% of residents make use of electricity for lighting, while 60% make use of candles. There has been an increase in the number of households using electricity for lighting since the 2001 and 1996 censuses.

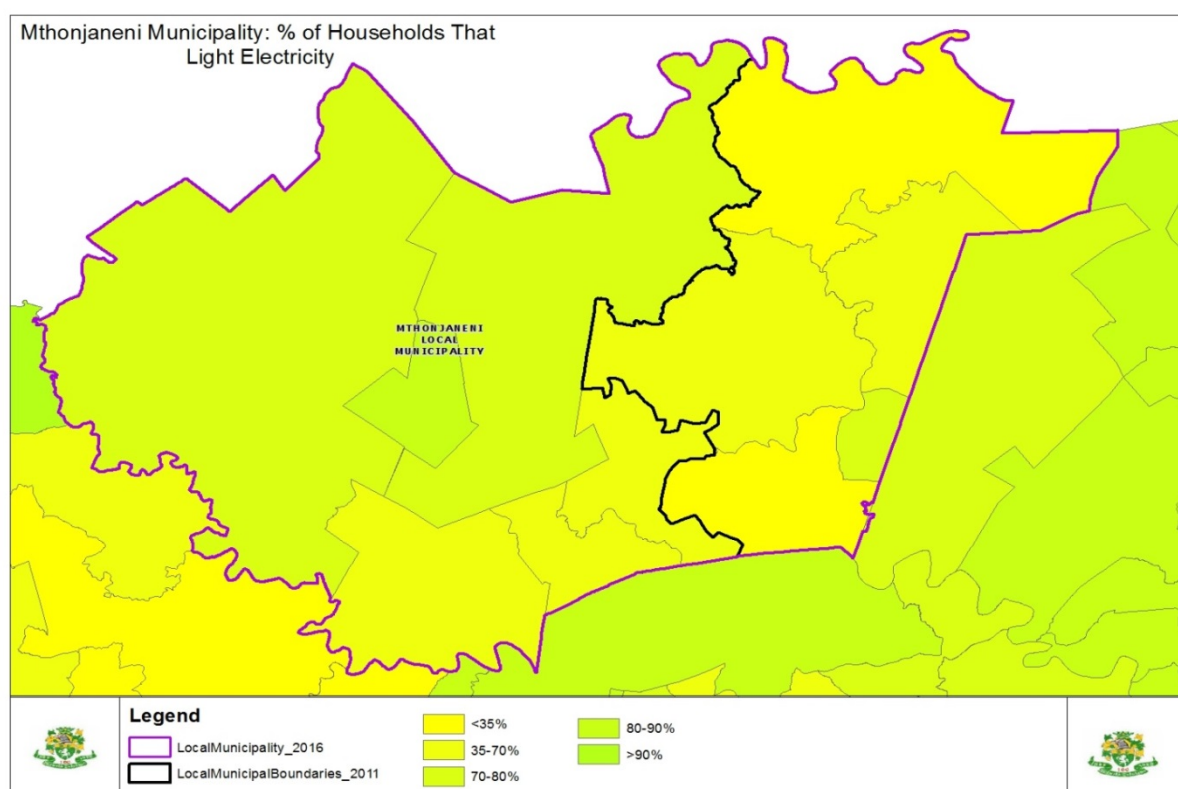
5.6.1 ADDRESSING THE BACKLOG

The municipality currently has rural electrification projects in three wards which are currently underway and are phased over two financial years.

The table below shows the project that were planned for the 2017/2018 and 2018/2019 financial years

Project Name	Ward	No. of connections
Makhasaneni/Soqiwa	3 & 7	199 connections (Soqiwa) 275 connections (Makhasaneni)

Map 24: reflects the electrification backlog in Mthonjaneni Municipality.



5.6.2 ENERGY SECTOR PLAN (ESP)

The King Cetshwayo District Municipality appointed NET Group Solutions to review the energy sector plan as developed in 2003. The plan includes new funded projects by Eskom, Department of Energy (DME), Department of Local Government (known as COGTA) and the municipalities.

The review of the energy sector plan is considered to be a desktop study that addresses following:

- Confirm electrification status within the District
- Assess estimated electrification backlogs
- Develop perspective of electrification requirements to eradicate backlogs
- Determine suitable options for feasibility studies for investigation of the use of renewable energy sources
- Develop cost estimate and implementation schedules to eradicate backlogs

5.6.3 OBJECTIVES OF THE ENERGY SECTOR PLAN

The objectives of the energy sector plan are as follows:

- State the vision for electricity services and support objectives of the IDP
- Prioritise areas and agree on priority / to clear backlog
- Compile a load forecast for capacity planning
- Define study areas for renewable energy feasibility investigations
- Compile capital project lists and budgets
- Communicate the plan to all stakeholders

The district ESP is currently being implemented by the Mthonjaneni municipality.

5.6.4 THE ELECTRICITY SUPPLY DEVELOPMENT PLAN (ESDP)

The ESDP key outcomes of the plan include:

Clustering of dwellings, communities, clinics and schools into sustainable nodes;
The identification of cost effective supply routes;
The preparation of an Electricity Budget based on priorities for the DM; and
The preparation of a five year Electricity roll-out plan.

In order to achieve the above outcomes, the Mthonjaneni municipality through the assistance from stakeholders will encourage the future proposed developments to take place within the existing nodes and this includes RDP housing.

5.6.5 ELECTRIFICATION OPERATIONS AND MAINTANANCE PLAN

The municipality is not an Energy authority however has been implementing electrification projects through the INEP grant. For the past 5 years the municipality has constructed approximately 2500 new electrification connections to new rural households. However as indicated in this document the electrification backlog is still high and there is still a high demand for new electrification projects and infill projects. These rural projects are not maintained by the municipality. The project is handed back to ESKOM and once completed and ESKOM does all necessary maintenance to all rural electrification infrastructures.

Although the municipality currently does not have electrification operations and maintenance plan but maintains the electricity infrastructure for Melmoth town and Thubalethu as per monthly maintenance schedules that are developed internally by the municipal electrical engineer.

The municipality has set aside a budget for the development of an electrification operations and maintenance plan during the 2018/2019 financial year.

5.6.6 ELECTRIFICATION PROJECTS CONSTRUCTED IN THE PAST 2 YEARS

The table below reflect funded electrification projects within the Mthonjaneni Municipal area that were implemented in the past 2 years through the INEP grant.

Table 35: Electrification projects

WARD	PROJECT NAME	NO OF CONNECTIONS
Ward 4, 7 & 8	Electrification of Siyavuna Phase 1,2&3	803
Wrd 4 & 5	Electrification of Bomvini,Manzawayo and Thunzini	270
Ward 3 & 7	Makhasaneni Soqiwa Electrification Project	474

5.7 CEMETERIES

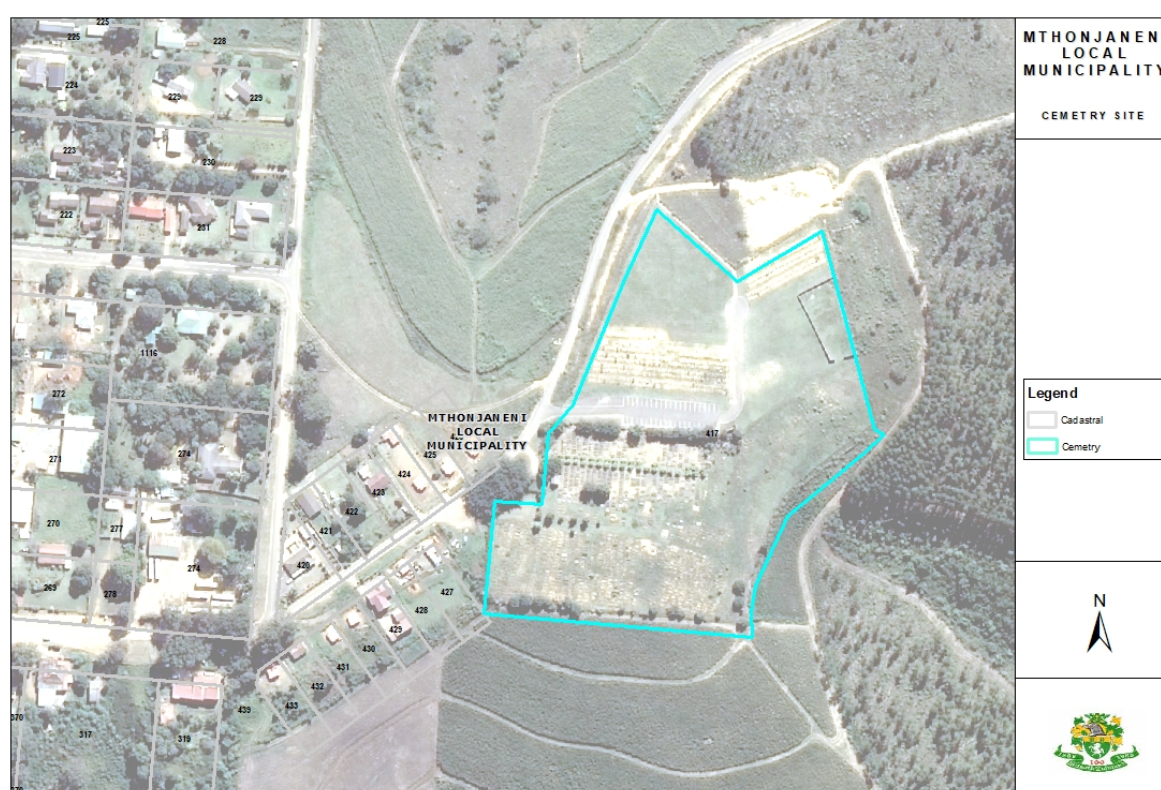
The King Cetshwayo District Municipality is responsible for regional cemeteries and the Mthonjaneni Municipality is responsible for local cemeteries.

There is an existing cemetery in Melmoth town, KwaMagwaza, Mfanefile, Ekuthuleni and at Imfule Mission as well as a cemetery adjacent to the church in KwaYanguye. Previous studies identified that there is insufficient capacity and it was recommended that:

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

The Melmoth cemetery has been partially extended with an additional 2 000 sites and is trying to source funding to address the other identified cemetery needs. The Mthonjaneni municipality has set aside a budget for the extension of the Melmoth cemetery. The project will resume during the 2019/2020 financial year.

Map 25: cemetery site



Source: (KCDM – GIS 2019)

5.8 HOUSING DEVELOPMENT

5.8.1 STATUS QUO

The population of the municipality is distributed per ward as per the table below.

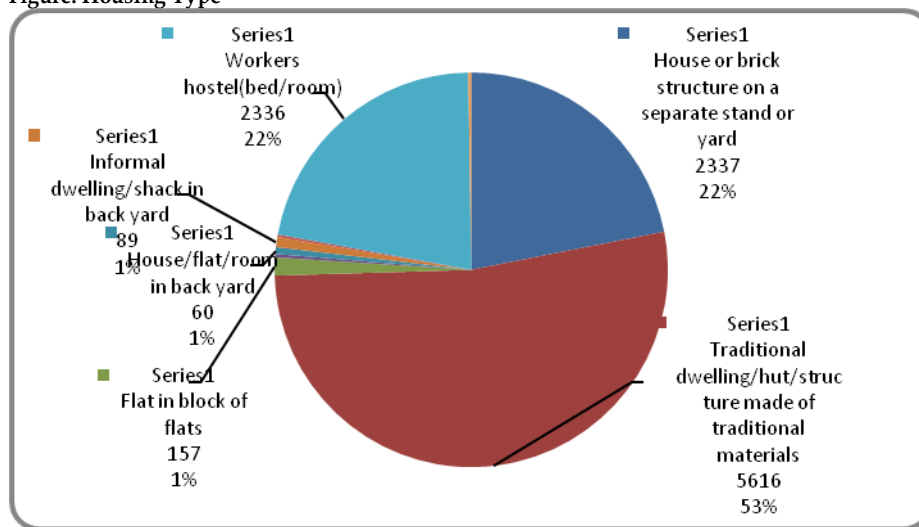
Table 36: Land Use Settlement Patterns per Ward

WARD	ESTIMATED POPULATION	COMMENTS
1	7923	<p>This ward has three distinct areas in terms of land use : the sparsely populated north western portion which has some commercial agriculture – mainly sugar cane, but is mainly extensive areas of grassland under livestock, with patches of traditional agriculture towards KwaYanguye, where there are farms which are currently under consideration for transfer in terms of land reform policy. This area also has a large area of thickets and bush as the land falls away towards the Mfolozi river valley. The southern portion which is also very sparsely populated, but has considerably more commercial agriculture under sugar cane and timber with some citrus and other fruit. The eastern portion is the KwaYanguye Tribal Area which is under communal tenure (Ingonyama Trust).</p> <p>There are pockets of settlement ranging from 50 – 600 persons per km². Apart from these settlement clusters, which are scattered along the spine road and the flatter areas on top of the watersheds, the remaining area is very sparsely populated, largely due to the steep terrain as the land falls away from the highlands towards the valley bushveld of the Mfolozi river. Most of this is not arable, suitable only for extensive grazing, with the most environmentally sensitive areas on the steeper slopes, not suitable for any type of agricultural practice.</p>
2	6861	<p>This ward comprises part of the Melmoth Town, including Thubalethu, so comprises perhaps the highest densities in the municipality. The town of Melmoth is the central place of almost all the wards at Mthonjaneni and Thubalethu is a township which is a residential area for most of the commuters.</p>
3	6312	<p>The area covers part of the town. It also comprises of privately owned farms which are utilised for commercial farming specialising mainly on forestry and sugar cane cultivation. Part of the ward is characterised by nucleated rural settlement, the pattern being informed by unavailability of land and some areas with a steep terrain</p>
4	5770	<p>This is the largest municipal ward in terms of area, but the most sparsely populated. Apart from an area around KwaMagwaza, essentially the farms KwaMagwaza Mission Station and Spes Bona, and part of the Imfule Mission farm, the ward has a population density of less than 50-100 people per km².</p> <p>The KwaMagwaza node has a population of 601 – 700 / km².</p> <p>The ImfuleMission node – just the southern end of the Imfule Mission farm – has a population density of 901 – 1000 /km².</p> <p>Overall, the densities are very low, the existing land use being dominated by forestry (plantations) with grasslands on the steeper slopes.</p> <p>Around the KwaMagwaza area are small patches of commercial agriculture (largely sugar cane), traditional agriculture and thickets and bush.</p> <p>The area South west of the ward consist of partly isolated households due to steep slopes and the vegetation cover is grassland and thornbushes towards the middle course of</p>

WARD	ESTIMATED POPULATION	COMMENTS
		Mhlathuze river
5	6142	The farms Wilhelmina and Arcadia are the most densely populated in this ward, with densities varying between 100 – 500 people per km ² . This area, also commonly known as Mfanefile, has a mixed land use of settlement, small scale agriculture, including sugar cane, timber and vegetable patches. The settlement and land use activities extend down the spine road which branches south of the tar road at KwaMagwaza, and winds slowly down the watershed between tributaries of the Mhlathuze, the land falling steeply away on either side. The topography of the ward, the southern part being the steep slopes leading down to the deeply incised Mhlathuze river valley, means that the remainder of the ward area, away from the road, is sparsely populated, the land use being largely grassland, thickets and bush with small patches of traditional agriculture in the river valley. Settlement patterns are mostly nucleated towards the main road.
6	6392	The area is under INgonyama Trust. The area consist of settlements which are sparsely nucleated and which mainly practices subsistence farming. Vast of the area is having steep slopes.
7	7522	This is the northern portion of the Zulu-Entembeni Tribal ward area and is Ingonyama Trust land. Once again, the terrain has led to human settlement and activity being confined to clusters ranging in density from 100 to 800 people per km ² .
8	3573	Together with the Ekuthuleni area, this ward of the municipality is perhaps the most densely settled with the concentration along the R34 primary corridor which passes through the Ndundulu node which has the highest concentration of people of between 700 – 800 people per km ² . This ward all falls under the Ingonyama Trust.
9	7003	This is one of the highly populated area with clustered homestead towards the main road. The area is semi arid and this limits agricultural practices. There is but however accessibility to towns like Mhlathuze
10	8509	This is a semi arid area with nucleated homesteads. Agricultural practises very limited with large areas of erosion
11	5152	The area is also highly populated and also semi arid. It is also characterised by clustered settlements.
12	7846	The area is sparsely isolated settlement and is also semi arid. Agricultural practices are also ineffective.
13	4558	The area is in the close proximity of Umfolozi game reserve. It consist of thornveld bushes. Agricultural production is also at a very low level with only few areas of subsistence farming mainly focusing on livestock
TOTAL	83 563 (2011 StatSa, 2016 Census)	

(Source: Mthonjaneni SDF 2011ref)

Figure: Housing Type



The Community Survey (2007) indicates that the majority of households (53%) are traditional dwellings, while 22% are worker hostels, and 22% are houses on a separate stand.

5.8.2 CURRENT HOUSING NEEDS

Housing was identified as a key issue in the community participation process of the IDP. As part of the Integrated Development Plan Process and Land Identification Study for Low-cost Housing, a range of population projections were undertaken to provide a base for the determination of present and future housing needs, specifically in the low-cost group. The total number of households within the municipality was calculated to be 5 461 with the total population estimated to be 47 818 this implies an average household size of approximately 10, 433. (Source Stats SA 2011)

Based on the information compiled from the Statistics SA 2011, the projections indicate that approximately 3, 1 % of households (317) within the municipal area into the homeless, and informal dwelling shack category and be in line with the Provincial targets to clear all slums by the year 2010, while 55, 8% of dwellings (5641) fall into the traditional housing category.

With reference to the above statistics it is evident that the housing demand is very high in the rural areas which estimated to be at least 70% (3 928) of the total demand in rural areas and it is increasing at a very fast rate. Therefore it is suggested that the rural housing projects be prioritised in the rural housing programme that seeks to reduce the backlog in basic infrastructure services within the rural areas.

There is a need to address major problems such as land reform related issues in many parts of the municipal area. The majority of these areas are on land that is currently occupied by farmers. Some of these areas which belongs to black farmers are not utilised for commercial farming practices.

5.8.2.1 HOUSING SECTOR PLAN

PLANNED/PROPOSED FUTURE HOUSING PROJECTS

The Housing Sector Plan was prepared in 2008/09 identified projects that are required by the communities. The housing sector plan was revised for the purposes of updating the current housing status quo and new planned housing projects. The revised Housing sector plan was approved by Council during the 2014/2015 financial year. The Municipality has review its Housing sector plan during the 2017/2018 financial year and the new wards from Ntambanana Municipality have been included.

According to the housing sector plan the following are prioritised proposed housing projects per ward identified by the Housing Steering Committee within Mthonjaneni Municipality:

Focus point one: To compile a detailed and accurate beneficiary waiting list.

Table 37: Housing Projects

WARD	PROJECTS	REMARKS
1	Yanguye(Rural Housing)	1000 houses currently underway
2	Thubalethu (Proposed Low Cost Housing Extension)	Site is situated opposite the existing Thubalethu Township The issue of land ownership and zoning needs to be clarified and the preliminary feasibility study needs to be undertaken. The site is within the urban area and in close proximity of bulk services.
	Melmoth (Proposed Middle Income Residential)	Site is adjacent to Protection Services. The issue of land ownership and zoning needs to be clarified and the preliminary feasibility study needs to be undertaken. The site is within the urban area and in close proximity of bulk services.
4	Ward 4 Rural housing project (Proposed in-situ upgrade project)	The area is very rural and dwellings are very much dispersed. Most of the ward area is covered by private farms which poses a challenge in the implementing project. 1000 units to be constructed in the ward.

5	Mgabhi (Rural Housing)	The area is very rural and dwellings are very much dispersed, the area is also very steep. The issue of land ownership has not yet been resolved and this has poses a challenge in the provision of houses to the ward.
6	Esibayeni Rural Housing Project	The terrain of the area is steep and this becomes the confronting factor in the delivery of material to areas away from main road.
	Ekuthuleni (Mission Property) Rural Housing Project	The area consists of mission property and it is one of the Land Reform projects currently underway. The area is largely rural, semi dispersed, steep and in terms of bulk services: most parts of the area are electrified and the community uses communal stand pipes as a water source.
7	Makhasaneni (Rural Housing)	The area is very rural, steep and the dwellings are dispersed; in terms of bulk services: most parts of the area are electrified and the community uses communal stand pipes as a water source. The project consist of 1000 houses
	Hawule (Rural Housing)	The area is rural, steep and dwellings are semi dispersed, in terms of bulk services: the area is not entirely electrified and communities use water tanks as a source of water.
8	Dubeni/Mabhungu Housing Project (Rural Housing)	The area is mountainous. The area does have provision of water and electricity. The project consist of 360 houses
9	Nomponjwane Rural housing Project	The terrain of the area is mostly of gently gradient. There is electricity and water yet some of the areas uses jojo tanks.
10	Nomponjwane Rural housing Project	The terrain of the area is mostly of gently gradient. There is electricity and water yet some of the areas does not have stand pipes and mainly uses jojo tanks.
11	Ogelweni Rural Housing Project	The project consist of 1000 housing units
12	Obuka Rural Housing Project	The project consist of 1000 housing units which is shared with ward 13
13	Obuka Rural Housing Project	The project consist of 1000 housing units which is shared with ward 12

5.8.3 HOUSING STRATEGIES

Table 38: Housing Strategies Focus

OBJECTIVE	ACTIVITY/DELIVERY SRTATEGY	OUTPUT	RESPONSIBLE UNIT
Compilation of a detailed housing demand database	Assign functions to an official to manage the compilation of a housing waiting list	Functions are assigned to an official to manage the housing list	Technical Department / Planning Office
	Develop a housing demand database format to be used in enlisting applicants	List format is developed	Consultant and Technical Services

	The housing database format should categorise applicants in terms of income, disability, pensioners etc.	A standard form will be agreed upon and used	Technical Services and Ward Councillors
	A data base will be established and compilation of a single municipal database categorised into wards	A data base will be established	Technical Services
	Housing Committee to decide on the allocation of subsidies.	Subsidies will be allocated	Housing Steering Committee

Table 39: Focus Point Two: To prioritize the upgrading and clearance of all existing (slums) informal settlements and to ensure that no further informal settlements are erected

OBJECTIVE	ACTIVITY/DELIVERY STRATEGY	OUTPUT	RESPONSIBLE UNIT
Prioritise clearance and upgrading of all slums	Identify all informal settlements	All existing informal settlements are identified	Technical Services / Planning Office
	Enlist all occupants of the informal settlements	All occupants of informal settlements will be enlisted in the housing list.	Technical Services / Ward Councillors
	Prevent further expansion of informal settlements	Expansion of Informal settlements should be monitored and prevented.	Technical Services / Planning Office
	Supervise upgrading of all informal settlements	Informal settlements are upgraded	Technical Services / Planning Office

Table 40: Focus Point Three: To promote rural housing development by formalising the rural dwellings identified

OBJECTIVE	ACTIVITY/DELIVERY STRATEGY	OUTPUT	RESPONSIBLE UNIT
To formalise rural housing units (in situ upgrades)	Prioritise rural areas to be provided with subsidy houses	Rural areas to be developed are prioritised	Housing Steering Committee / Technical Services
	Interact with Traditional Leaders with regard to land to be developed	Interaction with Traditional Leaders is made	Housing Committee / ward councillors
	Implement Rural housing projects through Peoples Housing Process and the Rural Housing Policy to provide rural housing units	Houses are built.	Housing Steering Committee / Technical Services

Table 41 : Focus Point Four : Provision of adequate bulk infrastructure to support housing delivery

OBJECTIVE	ACTIVITY/DELIVERY STRATEGY	OUTPUT	RESPONSIBLE UNIT
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Liaise with the relevant departments such as DWAF to ensure the provision of adequate water and sanitation bulk infrastructure	Align projects with other sector plans such as electricity, water service plan etc.	Housing projects are aligned with other programmes such as DWAF	Technical Services / Planning Office
	Explore the use of alternative options	Alternative options are considered	Technical Services / Planning Office

Table 42: Focus Point Five: Speed up the housing delivery process by using the appropriate subsidy schemes such as the (PHP) Peoples Housing Process

OBJECTIVE	ACTIVITY/DELIVERY STRATEGY	OUTPUT	RESPONSIBLE UNIT
To speed up the delivery process in the urban and rural areas	Apply for housing subsidies from the Provincial Department of Housing	Application for subsidies will be Done	Technical Services / Planning Office
	Allocate subsidies to housing programmes per agreed subsidy allocation percentages	Subsidies are allocated to programmes	Technical Services / Planning Office
	Implement Housing Development projects through PHP the deliver the required number of units.	Required number of houses are built to reduce the backlog	Technical Services / Planning Office
	Establish Project Steering Committee in each housing project to oversee its implementation	Project Steering Committees are formed	Municipal Manager / Technical Services
	Assign an official to oversee the rapid implementation of these projects as per time frames indicated on this housing Plan.	An official is Assigned	
	Submit progress report to Council	Progress report is submitted	Municipal Manager / Community Services

Table 43: Focus Point Six: Enforce Building Regulations to ensure the construction of quality low cost housing.

OBJECTIVE	ACTIVITY/DELIVERY STRATEGY	OUTPUT	RESPONSIBLE UNIT
To ensure that quality houses are built	Assign house construction inspections to Building Inspectors		Municipal Manager
	Inspect the construction of houses from foundation to completion to ensure quality	Inspection Report compiled about the quality of houses.	Engineering Services, Building Control AND project Steering Committee
	Enforce compliance to planning and building regulations, NHBRC standards and municipal by-laws including the use of SABS approved materials	Inspection Report compiled reflecting compliance	Engineering Services, Building Control AND project Steering Committee

OBJECTIVE	ACTIVITY/DELIVERY STRATEGY	OUTPUT	RESPONSIBLE UNIT
	Establish a Project Steering Committee in each housing project, which involves service providers such as infrastructure service providers, local councillor, municipal officials, beneficiaries and other local stakeholders to oversee the execution of the project.	Project Steering Committees are formed in all housing projects	Municipality (Housing Division)

Table 44: Focus Point Seven: Focus Point seven: Ensure that housing development foster job creation.

OBJECTIVE	ACTIVITY/DELIVERY STRATEGY	OUTPUT	RESPONSIBLE UNIT
To ensure that housing delivery stimulates local economic development which will contribute in creating jobs and alleviate poverty	Encourage developers, contractors and institutions to employ local labour in the construction of housing	Local labour is employed in local housing projects	Technical Services / Ward Councillors
	Encourage developers, contractors and institutions to source housing delivery resources within the municipal area before resorting to outside suppliers	Housing delivery resources are sourced within the Municipality	Technical Services
	Promote private-public partnership in housing delivery	Partnerships are encouraged to stimulate the local economy	Technical Services
	Promote Labour-Intensive construction methods where appropriate to create jobs for local people	Labour-Intensive construction methods are encouraged to create jobs	Technical Services
	Empower local labour with skills so that they could sustain their jobs	Labourers in housing projects are trained in various building trades	Technical Services
	Promote local entrepreneurs (SMME's) to manufacture and supply essential resources needed for the construction of houses	Essential resources needed for housing are done and supplied from within the municipality	Technical Services

5.8.4 CURRENT HOUSING PROJECTS

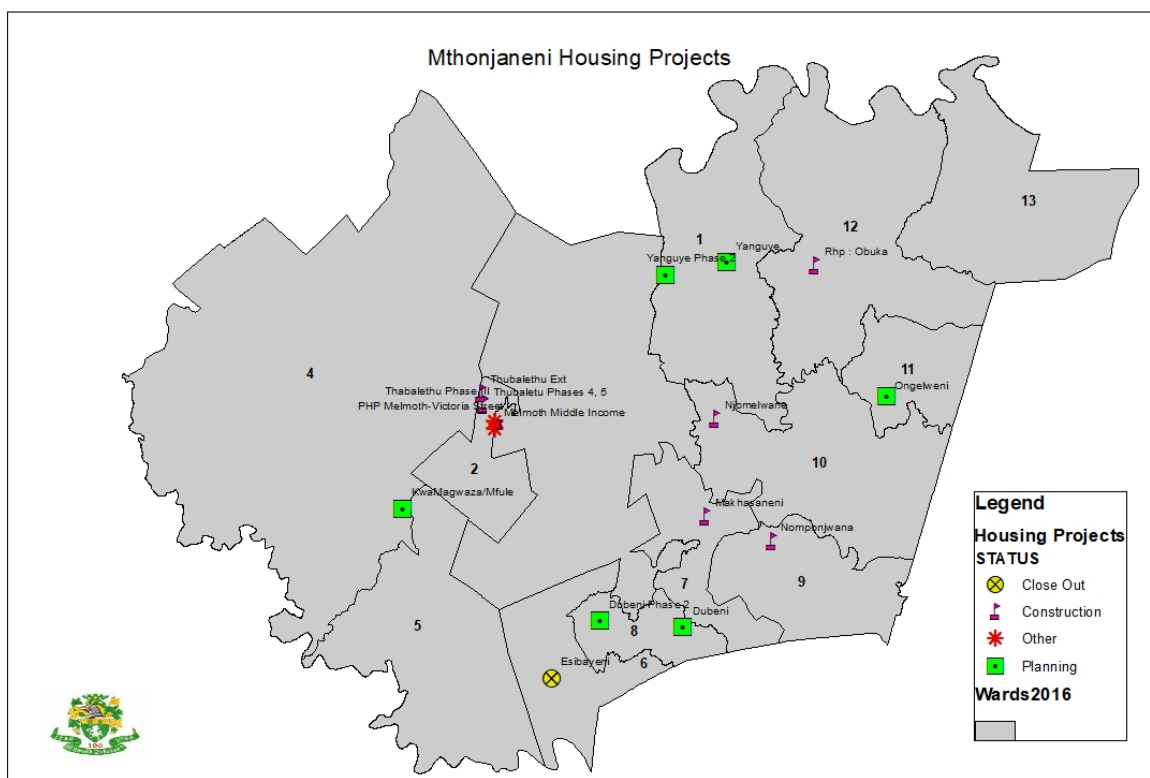
The table below reflects the status on all rural and urban housing projects.

Table 45: Housing projects

Project	Ward	Target	Project Status
Yanguye phase2	1	1000	Planning phase
Thubalethu Extention	2	1120	Construction Phase

Njomelwane Rural housing project	3 & 10	940	Construction phase
KwaMagwaza/Mfule	4	1000	Planning phase
Esibayeni	6	1000	Closeout
Makhasaneni	7	1000	Construction phase
Dubeni/Mabhungu phase 2	8	1000	Planning
Obuka Rural Housing	12 & 13	1000	Construction phase
Nomponjwana Rural Housing	9 & 10	1000	Construction phase
Ogelweni Rural Housing	11	1000	Planning
Njomelwane Rural Housing	3	1000	Completed

Map 26: Mthonjaneni Housing Project



Source: (KCDM – GIS 2019)

5.9 SERVICE DELIVERY SWOT ANALYSES

STRENGTHS

- Good relationship with all stakeholders.
- Job creation through capital projects
- Employment thorough EPWP grant
- Municipal assests mantanace plans inplace.
- Skilled project management personell

WEAKNESSES

- Decaying municipal buildings
- Poor mantanance of municipal roads
- Unavalability of maintainance policy

OPPORTUNITIES

- Acceleration of Service Delivery through MIG grants
- Strengthen relationships with other government departments to ensure program and projects alignment.
- Growth of local economy through municipal infrastructure projects
- Growth in skills development through municipal projects.

THREADS

- Under expenditure of MIG grant could affect future grants allocation for the municipality.
- .
- Vandalism of municipal infrastructure
- Loss of income due to illegal electricity connections.
- Public protest due to slow progress infrastructure projects.

6. LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSES

6.1 INTRODUCTION

This section serves as a highlight of the existing Local Economic Development Strategy for Mthonjaneni Municipality and will include implementation thereof. Amongst others, this section will be covering the following areas:

The LED Constraints and Opportunities of the municipality;
The Mthonjaneni LED strategy;
Mthonjaneni LED institutional structures;
LED and linkages to the budget and staff compliment;
Municipal LED support for SMME's as well the second economy; and
Linkages of LED strategies and projects to the SDF.

6.2 LOCAL ECONOMIC DEVELOPMENT STRATEGY

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

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

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

6.2.1 STAKEHOLDER CONSULTATION

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

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

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

- Government Departments.

6.3 KEY ECONOMIC PLAYERS (STAKEHOLDER ANALYSIS)

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

6.3.1 Local, Provincial and National Partnerships

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

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

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

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

Department of Agriculture, Environmental Affairs and Rural Development.
 Department of Economic Development & Tourism (DEDT).
 Department of Arts and Culture.
 Department of Human Settlements.
 Department of Social Development.
 Department of Transport.
 Department of Public Works.
 Department of Rural Development and Land Reform.
 Department of Co-operative Governance & Traditional Affairs.
 Department of Health.

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

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

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

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

6.3.2 Local Business Associations

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

6.3.3 Tourism Associations

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

6.3.4 Farmers' Associations

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

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

6.4 MTHONJANENI MUNICIPAL LOCAL ECONOMIC POLICIES

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

- Mthonjaneni Informal Traders Policy

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

- Street Vendor Regulating Policy

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

- EPWP Policy

This policy was developed and adopted by Council in 2015.

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

6.5 SMME'S AND COOPERATIVES DATABASE

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

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

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

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

Table 46: LED Cooperatives

Ward	Name of Co-operative	Activity of Co-operative
1	Sizakancane goat farming	Goat farming
2	Juniors car wash	Car wash
3	Xoshububha co-operative	Sewing
4	Sigcabangile co-operative	Vegetable production 4HA
5	Fuduamazulu	Sewing
6	Zibambele primary co-operative	Goat farming
7	Ohawule agricultural project	Crop production
8	Inkisa knitting project	Knitting
9		Egg laying broilers
10	Inkathelo community development	Sewing & beadwork
11	Kancanekancane	Broiler production
12	Tilingwane Co-operative	Sewing
13	Isikhwebezi samahedle	School uniform production

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

Table 47: Mthonjaneni SMME's updated list: Transnet Project

Company Name	Company Registration Number	Core Services
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Masizimele Projects & Supplier PTY- LTD	2013/046254/07	Consulting Services Filed Services: Filed Engineering Construction
YAKAYAKA Projects	2014/155884/07	Materials supplying construction logistics
Ngwane Construction	2014/179670/07	Construction Sector
Coalition Trading 142 t/a Amantungwa	2003/035565/23	Portable toilets Marquee hire
Mankere Trading (PTY) LTD	2013/075970/07 084 8833740	Supplying Cleaning Catering
1 Cousin Holdings (PTY) LTD	2016/342213/07	IT Services & Web design services Supplying of goods Logistics Computer equipment
<u>kwenziwe</u> Usimakade (PTY) LTD		Civil Work General Maintenance Rehabilitation Office Cleaning and Commercial & industrial Cleaning
Shayiziwethembi Construction	2011/052483/23	Construction Supplying
Jiba Transport & Construction	2005/166750/23	Transport Cleaning Fencing
DSM Electrical Contractor	2002/085242/23	Electrical services Fault findings and repairing fault on electrical systems
Thokho Construction & Services	2005/030963/23	Constriction Painting & Carpentry Industrial Cleaning Plumbing
Zphokuhle Catering & Services	2004/089171/23	Security Cleaning Transport Catering Construction
Eyakuduka Trading	2014/099354/07	Grass cutting Bush clearing Construction
DEE- DEE Towing	2007/021640/23	Towing Recovery

Nomthy Trading Enterprise	2012/154193/07	Construction Grass cutting Garden services Supply
Nqana Trading Enterprise		
Isfuba Trading & Construction	2016/034528/07	Construction Supplying Delivery Maintenance Welding
Jabula happy Contracting and Trading (PTY) LTD	2015/386359/07	Catering Transport Cleaning Construction
Ngethembe Construction	2006/064545/23	Construction Road Maintenance Catering Building
Ubuhle Bamaphikelela (PTY) LTD	2014/005289/07	Catering Construction Catering Building Installation
Zunger (PTY) LTD	2016/186464/07	General Supplying
Amampengesi Empire Trading (PTY) LTD	2016/013755/07	Catering Supplying
ABS CONSTRUCTION		Construction
Snakekelo catering PTY LTD	2014/179663/07	Catering Events coronation
Umphehmvemve (PTY) LTD		Project & Suppliers
SF Security Construction and Other Services	2012/03450/07	Security services Escort Duties
Siyathuthuka Catering & Multi-Purpose	2009/001113/24	Catering Multi-purpose suppliers
Ntshalantshala Trading (PTY) LTD	2012/001060/07	Construction Catering Plumbing
Jabula Contracting and Trading (PTY LTD)	2015/386359/09	Food Supplying Catering
Zwelananathi Trading CC	2006/031919/23	Grass Cutting Maintenance Fencing & Plumbing Supply
Eyakuda Trading PTY- LTD	2014/099354/07	Grass cutting Construction Timber felling Cleaning Services

Lubambhoh Dignified PTY- LTD	2017/35532/0/07	Funeral services
BM MDIMA TRADING	2018/275686/07	Construction Civil engineering Food Services
Ulundi Fruits & Vegetables and General Supply (PTY) LTD	2015/032937/07	Fruits & Vegetables & General Supplying

6.6 ALIGNMENT OF MUNICIPAL LED PLANS WITH GOVERNMENT STRATEGIES

This section identifies the alignments and the relationships between the Integrated Development Plan (IDP) and the Government development strategies. Particularly because the need to obtain a shared approach to planning and alignment between the Provincial Growth and Development Strategies (PGDSs), the municipal Integrated Development Plans (IDPs) and the National Spatial Development Perspective (NSDP), was stressed in the Cabinet Lekgotla and the President's State of the Nation Address in 2018.

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

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

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

from all sectors of society.	identify all the role players/stakeholder in the Mthonjaneni Local Municipality.
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The table below reflects the alignment between the Mthonjaneni LED and the National Spatial Development Plan.

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

Alignment between the Mthonjaneni LED and the National Development Plan.

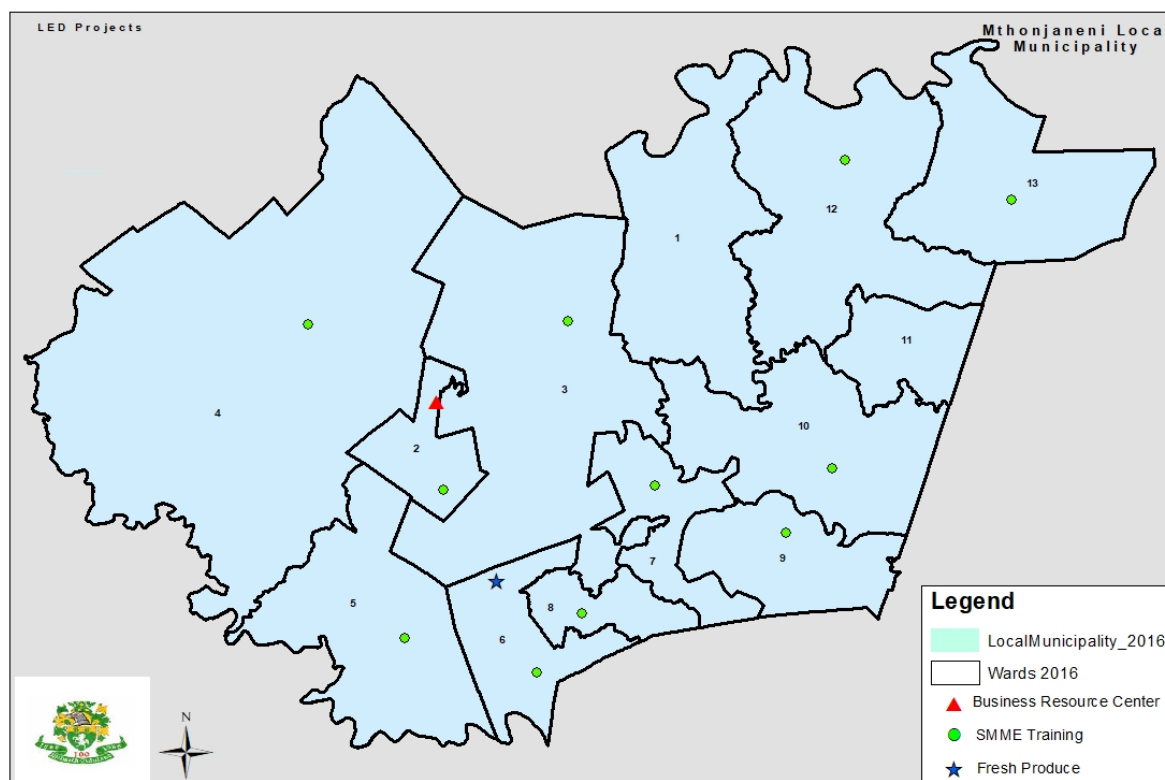
NATIONAL DEVELOPMENT PLAN (NDP)	MTHONJANENI LED
Raising employment through faster economic growth.	<p>Mthonjaneni LED Strategy is about job creation, poverty alleviation and reduction of unemployment.</p> <ul style="list-style-type: none"> - The strategy focuses on investment enhancement so as to create employment opportunities within Mthonjaneni Local Municipality. This will, in turn, impact positively on the expenditure patterns of the local community of the Municipality.
Improving the quality of education, skills development and innovation.	<p>Mthonjaneni LED Strategy clearly acknowledged the importance of education to the society hence it recommends that all the nodes should have sufficient schools and recommends the establishment of a Further Education and Training (FET) facility with the municipal area. The Municipality should promote education by strengthening the bursary scheme to the needy tertiary students in the area. More alignment is necessary with various SETAs to promote skills development in the area.</p>
Building the capability of the state to play a developmental, transformative role.	<p>The LED Strategy recognizes that Mthonjaneni Local Municipality's LED section requires some restructuring for it to be able to oversee and monitor both operational and strategic economic plans of the Municipality. Among the things proposed in the Strategy is that the Municipality should ensure capacity building of the existing LED staff members. It is also proposed that co-ordination between the Municipality Department of Finance and the LED Section</p>

	should be enhanced. In this regard, the LED Section would assume its power to source funding for LED activities itself.
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The table below reflects the Linkage between Mthonjaneni LED Strategy and Provincial Growth and Development Strategy.

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

Map 27: LED Projects



6.6.1 NATIONAL DEVELOPMENT PLAN

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. The Commission's Diagnostic Report, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out the following nine primary challenges:

1. Too few people work
2. The quality of school education for black people is poor
3. Infrastructure is poorly located, inadequate and under-maintained
4. Spatial divides hobble inclusive development
5. The economy is unsustainably resource intensive
6. The public health system cannot meet demand or sustain quality
7. Public services are uneven and often of poor quality
8. Corruption levels are high
9. South Africa remains a divided society.

South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. The below three critical NDP priorities are linked to LED:

- o Raising employment through faster economic growth.

- o Improving the quality of education, skills development and innovation.

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

South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country, supported by good-quality education, health care, transport and other basic services. Successful land reform, job creation and rising agricultural

production will contribute to the development of an inclusive rural economy. South Africa's hinterland is marked by high levels of poverty and joblessness, with limited employment in agriculture. The apartheid system forced much of the African population into barren rural reserves.

The result was an advanced and diversified commercial farming sector relying on poorly paid farm labour, and impoverished, densely populated communities with limited economic opportunities and minimal government services.

To change this, we propose a multifaceted approach:

Creating more jobs through agricultural development, based on effective land reform and the growth of irrigated agriculture and land production.

Providing basic services that enable people to develop capabilities to take advantage of opportunities around the country, enabling them to contribute to their communities through remittances and skills transfer.

Developing industries such as agro processing, tourism, fisheries and small enterprises where potential exists.

6.7 LOCAL ECONOMIC DRIVERS AND THEIR PERFORMANCE

6.7.1 OVERALL ECONOMIC GROWTH RATE

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

(a). DOMINANT SECTORS

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

(b) MANUFACTURING

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

Deciduous berry and citrus fruit processing;
Large-scale production of vegetables;
Poultry processing; and
Production of bio-fuels; and essential oil processing.

(c) TOURISM

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

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

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

Nature photography;
Bird watching;

Botanical studies;
Hiking; and
Fly-fishing at Phobana Lake.

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

(d) AGRICULTURE

The agricultural sector in the municipality has a dual nature with both commercial and traditional farmers contributing to this sector. Commercial agriculture is largely based on two mono-crops in the forms of sugarcane and forestry. Both of these sectors have also been at the forefront of assisting in the development of emerging farmers. In other traditional areas of the municipality, traditional forms of cropping are practiced. As is noted in the DM's IDP (2007/08 – 2011/12, the development of this sector is hindered by a low skills base and a lack of organised bodies for financial assistance, access to markets and markets channels.

The municipality is initiating programmes aimed at assisting emerging farmers. This program is driven by the Department of Agriculture, Land Affairs and Rural Development. It is aimed at increasing income for emerging farmers through the development of the red meat programme which is implemented at Edebe area in ward 13.

The Council is also aiming to invest in agri-processing and this will be part of the Agricultural sector plan which will be developed during the 2019/2020 financial year.

The Global Insight (2009) data indicates that the agricultural sector contributed 33.5% to the total economy of the Mthonjaneni municipality which is well above the 7.7% KCDM average.

(e) TRADE AND COMMERCE

Melmoth is an important emerging node within the DM and offers retail and a limited mix of services. The departure of Ulundi as a provincial capital has put a strain on the town's commercial sector as a lot of middle income civil servants that previously made Melmoth their home have departed thus reducing the spend in the town. There is also a substantial leakage of purchasing power from the municipality with many residents saving-up or undertaking big purchases in other centres like Richards Bay. Spaza shops and general stores cater for the day-to-day needs of residents in the rural areas.

The Global Insight (2009) data indicates that the trade sector contributed 8.5% to the total economy of the Mthonjaneni municipality which is above the 7.1% UDM average.

6.8 LED CONSTRAINTS AND POTENTIALS

The following section summarises the LED Constraints and Potentials for the municipality as identified in the Mthonjaneni LED plan (2009).

6.8.1 CONSTRAINTS

Table 48: LED constraints and Potentials

	CONSTRAINTS	POTENTIALS
Manufacturing	Limited suitable industrial land; Lack of structured development; Lack of access to finance; Under-utilised service support; Subsistence approach to running of agriculture projects; and Lack of business skills.	Deciduous berry and citrus fruit processing; Large-scale production of vegetables; Poultry processing; and Production of bio-fuels; and essential oil processing.
Agriculture	Lack of finance: emerging farmers often do not have start-up capital. Limited land supply for large-scale	Fruit plantations Large-scale production of vegetables and hydroponics

	CONSTRAINTS	POTENTIALS
	<p>farming activities.</p> <p>Perceived lack of agricultural supporting services in the area.</p> <p>No efficient representation of Black farmer's interests.</p> <p>Underutilization of the agricultural services of extension officers.</p> <p>Inability to produce high quality agricultural products by intensive crop production units.</p> <p>Lack of knowledge and expertise: Some farmers begin their endeavour with minimal knowledge. They are unaware of where or how to market their products, and are unaware of where or how to seek assistance.</p> <p>Animal and plant disease and treatment thereof: Many farmers are faced with diseases they do not know how to treat. Many of them are often not within reach of a veterinarian or any other assistance, which could result in the loss of their entire crop or all their livestock.</p> <p>Poor and/or lack of road, water and electricity infrastructure in most rural areas.</p> <p>There is a huge need to have input materials closer to farms.</p> <p>These projects need to be run as businesses for them to be profitable and self sustaining.</p> <p>There is a huge need to capacitated individuals running these projects.</p> <p>These projects should be registered either as cooperatives, close cooperatives or private companies in order to benefit well from public and private markets.</p> <p>Huge fear of sector development amongst white farmers because of potential and damaging land claims.</p>	<p>Poultry farming</p> <p>Layer farming</p> <p>Cattle farming</p> <p>Bee keeping</p> <p>Forestry plantations</p> <p>Essential oils</p> <p>Sugar cane</p>

Tourism	<p>Training of tour guides;</p> <p>Identification and training of tour operators;</p> <p>Identification of dance group participants; and</p> <p>Identification of people or elders to</p>	<p>Cultural activities include</p> <p>Telling of Zulu history</p> <p>Telling of Mthonjaneni history</p> <p>Sharing traditional way of life</p> <p>Sharing indigenous knowledge</p>
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	participate in -telling of ancient Zulu history -Mthonjaneni history -traditional and modern way of life -indigenous knowledge management -sangomas and inyangas to participate (in information sharing about ancient health and sickness management) -homestead to participate (food preparation and preservation) Weak tourism image of the area; No brand name for the Mthonjaneni municipality; A lack of local tour operators; Poor road signage and directions; Poor and/ or lack of road, water and electricity infrastructure.	A Zulu cultural village could be developed showing Zulu heritage (pictorially and through videos, CDs, books, story telling, poetry and praise singers) should be developed at Mgabhi where Nandi, the Mother of the Zulu nation is rested. Eco-tourism activities include: Nature photography; Bird watching; Botanical studies; Hiking; and Fly-fishing at Phobana Lake
Trade and Commerce	Shopping mall Car dealership	Consumer demand and preferences

6.9. LED STRUCTURES

6.9.1 District Level LED Forums

The District Municipality has an operational LED forum and the Mthonjaneni Municipality actively participates in these structures which consist of the following role-players:

The King Cetshwayo DM;
 The informal Traders chamber
 The six local municipalities;
 The Zululand Chamber of Business;
 The Department of Agriculture and Environmental Affairs;
 Tourism Association
 Melmoth Business Forum
 The Richards Bay IDZ;
 Private Sector Companies in the DM;
 SA Sugar Association; and
 Media.

6.10 INTERVENTIONS AND PROGRAMMES/PROJECTS

6.10.1 LED CATALIC PROJECTS

This particular section of the report, the strategic actions and objectives are translated into implementable programmes and projects. There have been a number of programmes and projects that have been identified that their implementation would assist in achieving the 2030 Vision of Mthonjaneni Local Municipality discussed in the earlier sections. The following table outline these programmes and projects.

The projects that are identified are further prioritized according to their importance in developing and addressing economic challenges at Mthonjaneni Local Municipality. The priority list in the Mthonjaneni LED strategy comprises of 9 activities that their implementation would result in unlocking economic opportunities that exist in the area. However this IDP only reflect 3 catalic projects that the municipality intends prioritising within the next 3 financial years. The priority activities are mainly: capacity building including LED section, grooming of SMME/BBBEE firms and the further rural developwement development and attractions of the big businesses into the area

Project #1 Programme Type: Capacity Building (SMME)	
Brief Project Description	
Facilitate training of Entrepreneurs by SETA internships with government Departments and Municipalities	
Expected Results: o Improved service for Entrepreneurs. o Promotion of small business sector represents a growth in the local economy of Mthonjaneni. o Capacity building of Entrepreneurs.	Target Group (s) o The youth. o Existing entrepreneurs. o Unemployed persons. Rural community development
Possible Stakeholders: o SETA. o Municipality. o Existing Entrepreneurs. o Existing Businesses.	Possible Contribution to the Project: o Facilitate SETA engagement in the municipal area. o Beneficiaries. o Funding and accreditation. o Receivers of funding and take up of the unemployed.
Pre-requisites: o Establishment of a well-equipped and credible business information centre. o Identification of existing Entrepreneurs for development.	Risk Factors: o Accessing of SETA discretionary funds. o SETAs response to the initiative may not yield the expected results.
Estimated Costs: o R 35 000.00 municipal funding to facilitate engagement with SETAs and provision of workshops and for discretionary funding application. o Training and capacity building funding to be delivered.	
Time of Implementation: 2018/2019 Financial Year	Time to Impact: Medium to long term
Outputs: o Training programs and workshops. o Better skilled people.	

PROJECT#2 Programme Type: Agricultural Development - Market	
Brief Project Description	
Establishment of a Local Fresh Produce Market linked to King Cetshwayo Fresh Produce Market	
Expected Results: o Local producers will be linked to the markets. o Agricultural opportunities for Farmers will be diversified and increased. o Agri-processing industries will be developed.	Target Group (s) o Existing farmers o Emerging Black Farmers

<p>Possible Stakeholders:</p> <ul style="list-style-type: none"> o Department of Agriculture, Environmental Affairs and Rural Development (DAEARD). o Dept. of Economic Development (Agri-Business Section). o Private Sector (Consultants/Service Providers). o Farmers Associations. o Mthonjaneni Municipality. 	<p>Possible Contribution to the Project:</p> <ul style="list-style-type: none"> o Provision of technical support and training. o Enterprise development. o Feasibility Study and development of Business and Development plans. o Provision of technical support and agricultural development finance to small-scale farmers. o Facilitation and provision of land.
<p>Pre-requisites:</p> <ul style="list-style-type: none"> o Identification of a suitable and easily accessible area and land for location of market. 	<p>Risk Factors:</p> <ul style="list-style-type: none"> o Lack of funding especially for the construction of the Fresh Produce Market.
<p>Estimated Costs:</p> <ul style="list-style-type: none"> o R 350 000.00 for Feasibility Study and development of a Business Plan. o Project implementation costs will be dependent on the Feasibility Study to be done. 	
<p>Time of Implementation:</p> <p>2022/2023 Financial Year</p>	<p>Time to Impact:</p> <p>Medium to long term</p>
<p>Outputs:</p> <ul style="list-style-type: none"> o Increased commercial farming practices o Poverty alleviation through jobs to be created and other spin-offs o Improved economic performance of Mthonjaneni Municipality. 	

<p>Project #3 Programme Type: Agricultural Development - Strategy</p>	
<p>Brief Project Description</p> <p>Facilitate the development of comprehensive and all-inclusive agricultural development strategy</p>	
<p>Expected Results:</p> <ul style="list-style-type: none"> o Strategy developed with clear objectives and targets for the area. o Better coordinated agricultural development services in the municipal area. 	<p>Target Group (s)</p> <ul style="list-style-type: none"> o Existing farmers o Emerging Black Farmers
<p>Possible Stakeholders:</p> <ul style="list-style-type: none"> o Department of Agriculture, Environmental Affairs and Rural Development (DAEARD). o Dept. of Economic Development (Agri-Business Section). o Private Sector (Consultants/Service Providers). o Farmers Associations. o Mthonjaneni Municipality. 	<p>Possible Contribution to the Project:</p> <ul style="list-style-type: none"> o Technical support. o Technical support and funding. o Specialist advise and facilitation. o Participation in workshops & interviews. o Funding and support.
<p>Pre-requisites:</p> <ul style="list-style-type: none"> o Appointment of suitable qualified and experienced service provider. o Budget allocation for the project. 	<p>Risk Factors:</p> <ul style="list-style-type: none"> o Poor participation and support by local farmers. o Funding availability.
<p>Estimated Costs:</p> <ul style="list-style-type: none"> o R 190 000.00 to conduct research and develop a comprehensive agricultural development strategy supported by all stakeholders. 	
<p>Time of Implementation:</p> <p>2019/2020 Financial Year</p>	<p>Time to Impact:</p> <p>Short to Medium term</p>

<p>Outputs:</p> <ul style="list-style-type: none"> o An implementable agricultural development strategy. o Projects identified that are income generating and job creating in nature. o Better coordinated agricultural development services.
--

Project #4 Programme Type: Availability of Information	
Brief Project Description	
Development of a Business Resource and Service Centre at Melmoth node	
<p>Expected Results:</p> <ul style="list-style-type: none"> o Economic trends of Mthonjaneni Local Municipality would be monitored. o Availability of reliable and up-to-date information would be ensured. o A facility where business Entrepreneurs can learn and enhance their skills would be established. o Entrepreneurship in the community of Mthonjaneni would be fostered. 	<p>Target Group (s)</p> <ul style="list-style-type: none"> o Existing and emerging businesses. <p>Rural Community</p>
<p>Possible Stakeholders:</p> <ul style="list-style-type: none"> o Mthonjaneni Local Municipality. o SEDA o Dept. of Economic Development & Tourism (DEDT). o Private Sector (Consultants/Service Providers) 	<p>Possible Contribution to the Project:</p> <ul style="list-style-type: none"> o Facilitation and funding of the project. o Provision of technical support and assistance with access to funding. o Provision of funding and technical support to the project. o Feasibility assessment, Business plans, Development/ Construction plans and Designs.
<p>Pre-requisites:</p> <ul style="list-style-type: none"> o Identification of a suitable and centrally situated area/land for the development of the Centre. o Initial funding for the Centre including operating costs. o Lease secured/ Development and Business plans/designs to be available for implementation. 	<p>Risk Factors:</p> <ul style="list-style-type: none"> o Possibility of the Centre unable to generate sufficient income to sustain itself overtime. o Limited access to funding.
<p>Estimated Costs:</p> <ul style="list-style-type: none"> o R 140 000, 00 for the undertaking of a Feasibility Study (through the involvement of the private/public sector) o Implementation and project costs will be informed by the outcome of Feasibility Study. 	
<p>Time of Implementation:</p> <p>2019/2020 Financial Year</p>	<p>Time to Impact:</p> <p>Short - Medium term</p>
<p>Outputs:</p> <ul style="list-style-type: none"> o People of Mthonjaneni will be equipped with information & requisite skills for ensuring economic growth in the area. o There would be increased attraction of investment and economic growth into the area. 	

6.11 JOB CREATION THROUGH LED INITIATIVES

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

PROGRAM	NO OF JOBS CREATED
EPWP	84
CWP	500
TOTAL	584

6.11.1 EPWP GRANT PERFORMANCE

Municipality	Full Time Equivalent 2018/19	Allocation 2018/2019 (R'000)	Full Time Equivalent 2018/19	Allocation 2019/2020 (R'000)	Full Time Equivalent Variance	Allocation Variance (R'000)
Mthonjaneni	55	R 1 808 000.00	96	R2 026 000.00	+41	+218 000.00

This table reflects the EPWP grant performance during the 2018/2019 financial year.

Table 49:2018/2019 EPWP grant Performance.

Financial Accounting for Grant Funds Received and Expended													
	July	August	September	October	November	December	January	February	March	April	May	June	Total
Received Prior Months (Current Financial Year)	R -	R -	R 453,000	R 453,000	R 453,000	R 1,266,000	R 1,266,000	R 1,266,000	R 1,808,000	R 1,808,000	R -	R -	
Received in the Current Month		R 453,000			R 813,000			R 542,000					R 1,808,000
Total EPWP funds Received	R -	R 453,000	R 453,000	R 453,000	R 1,266,000	R 1,266,000	R 1,266,000	R 1,808,000	R 1,808,000	R 1,808,000	R -	R -	R 1,808,000
Spent Prior Months (Current Financial year)		R 169,422	R 374,613	R 572,783	R 755,276	R 944,383	R 1,141,799	R 1,418,259	R 1,707,678	R 1,808,000			
Spent in the Current Month	R 169,422	R 205,191	R 198,170	R 182,493	R 189,106	R 197,416	R 276,461	R 289,419	R 100,322	R -	R -	R -	R 1,808,000
Compensation of Employees	R 169,422	R 205,191	R 198,170	R 182,493	R 189,106	R 197,416	R 276,461	R 289,419	R 100,322	R -			R 1,808,000
Goods and Services	R -		R -										R -
Machinery and Equipment	R -	R -	R -										R -
Accumulated EPWP Expenditure	R 169,422	R 374,613	R 572,783	R 755,276	R 944,383	R 1,141,799	R 1,418,259	R 1,707,678	R 1,808,000	R 1,808,000	R -	R -	R 1,808,000
Total EPWP funds Received and Not Spent	R - 169,422	R 78,387	R - 119,783	R - 302,276	R 321,617	R 124,201	R - 152,259	R 100,322	R -0	R -0	R -	R -	R -0
Expenditure as % of received amount	0%	83%	126%	167%	75%	90%	112%	94%	100%	100%	0%	0%	
Funds Currently Committed but Not Spent	R -												R -
Scheduled Transfers Withheld	R -												R -
Expenditure on Approved Rollover													

Approved Rollover	July	August	September	October	November	December	January	February	March	April	May	June	Total
R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
Compensation of Employees													R -
Goods and Services													R -
Machinery and Equipment													R -

6.11.2 EPWP PROJECTS

PROJECT DISCRIPTION	BUDGET
Urban roads upgrade and rehabilitation phase 5	R13 901 448.81
Ntombokazi community hall	R2 284 602.65
Mpevu community hall	R2 828 281.37
Gobihlahla crèche	R1 149 550.68
Imfule gravel road	R 3 190 280.67
Manzawayo gravel road	R 4 385 856.60
Nungwini gravel road	R6 661 306.63

6.12 SOCIAL ANALYSES

6.12.1 EMPLOYEE DATA

The following table summarises the levels of employment in the municipality. As can be seen, approximately a quarter of the population is employed and sustaining the remainder of the population. These figures largely concur with the KCDM's average during the same period.

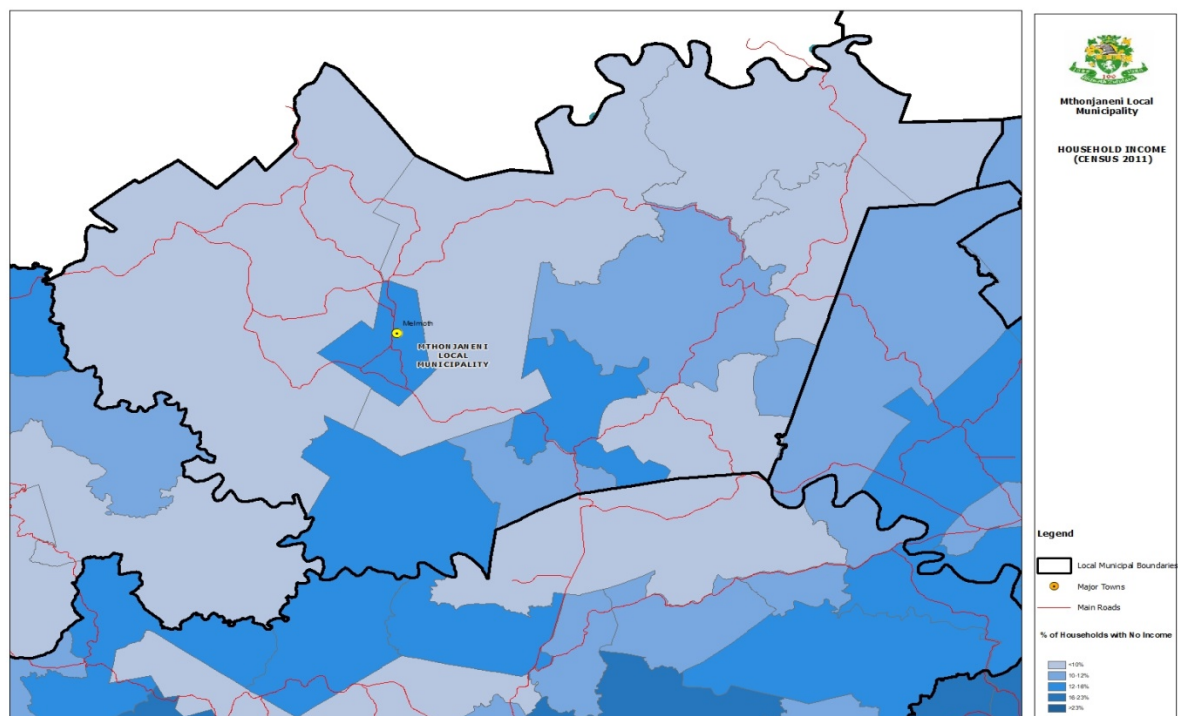
Table 50: Employment Status (2011) & Community Survey (2016)

Table 50: Levels of Employment

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Not applicable	Total
KZN285 : Mthonjaneni	9639	4771	4364	27311	37477	83563
Ward 1	370	574	477	2470	4032	7923
Ward 2	2227	715	260	1464	2196	6861
Ward 3	1968	268	203	1488	2385	6312
Ward 4	1995	204	266	1239	2067	5770
Ward 5	288	247	324	2381	2902	6142
Ward 6	225	644	299	2129	3095	6392
Ward 7	432	153	378	2982	3577	7522
Ward 8	290	400	185	1038	1660	3573
Ward 9	495	180	251	2782	3295	7003
Ward 10	534	296	698	2949	4032	8509
Ward 11	277	425	113	2015	2323	5152
Ward 12	291	370	604	2873	3708	7846
Ward 13	247	295	307	1502	2206	4558

(Source: STATSSA, 2011 & CS2016)

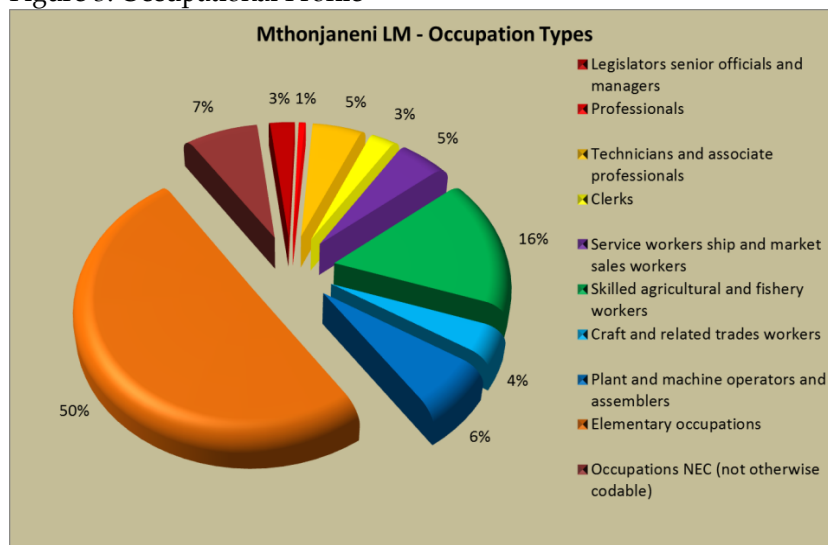
Map 28: Household income



6.12.2 OCCUPATIONAL PROFILE

The majority of respondents in the Community Survey (STATSSA, 2007) indicated that they participated in Undetermined or unspecified categories of work. One can deduce that these people are largely involved in the informal sectors.

Figure 3: Occupational Profile



(Source: STATSSA, 2011)

6.12.3 EMPLOYMENT PER SECTOR

The following sectors employ residents within the municipality, namely:

Table 51: Employment per Sector

SECTOR	PERCENTAGE
Farming	8.7
Mining	0.6
Manufacturing	1.2
Utilities	0.1
Construction	1.0
Trade	1.6
Transport	0.6
Financial	1.7
Social	3.8
Other and not adequately defined	1.3
Unspecified	2.9
Not applicable	74.7
Institution	1.6

(Source: STATSSA, 2011)

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

6.13 POVERTY DATA

6.13.1 UNEMPLOYMENT

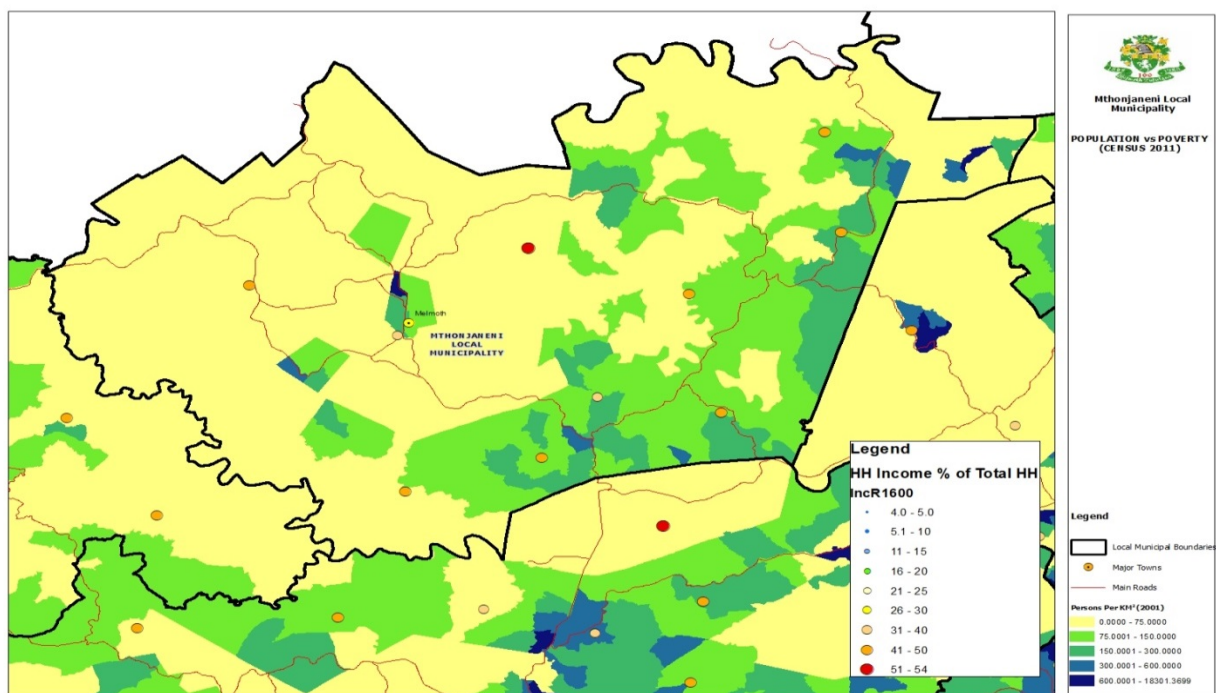
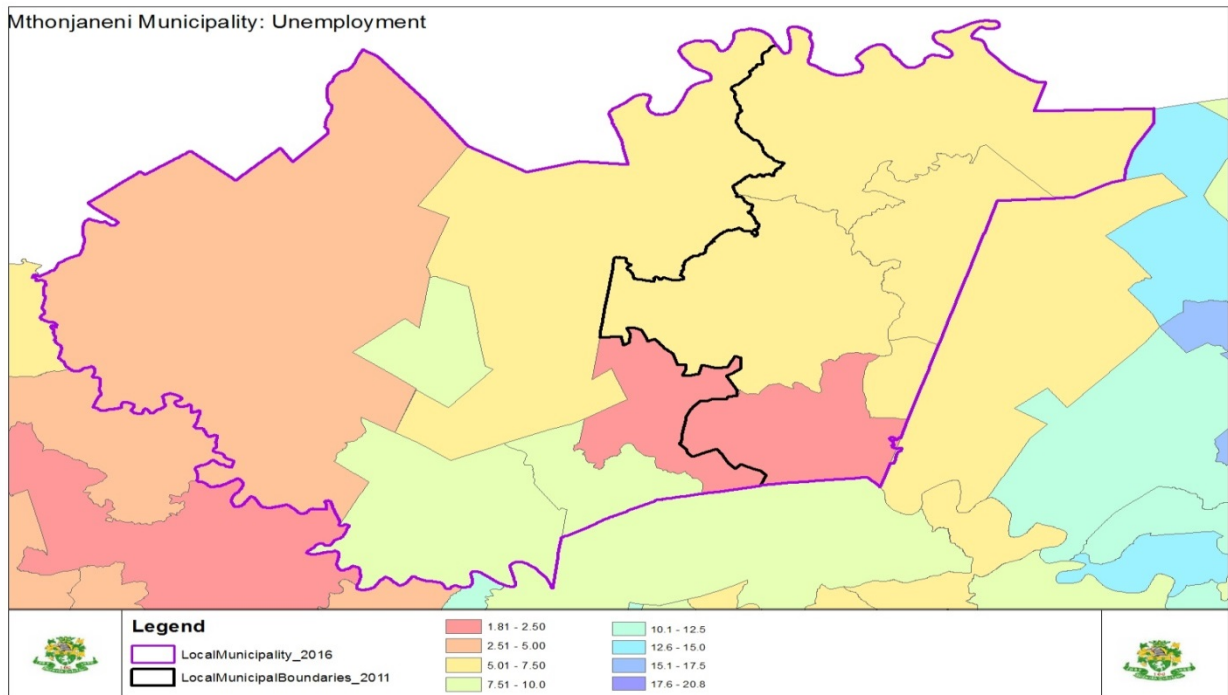
The levels of Unemployment in Mthonjaneni LM are very high and ranges between 20% in Ward 2 to 46% in ward 4. The rate of unemployment in Wards 7 and 8, in which Ndundulu is situated, is less than 25%. This high rate of unemployment indicates that there is a high need for social facilities and services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

Figure 4: Levels of Unemployment per Ward

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

Source: Stats Census Data 2011 & CS 2016

MAP 29: Unemployment Rate Within Mthonjaneni Municipality



6.14 OPERATIONAL BUDGET FOR LED FOR 2018/2019 FINANCIAL YEAR

The Mthonjaneni council's long-term development vision considers the need for social and economic advancement of disadvantaged sections of the community and as a results has increased the LED budget to R 1 300 000.00. This budget will focuss on assisting and uplifting the local SMME's and cooperatives through trainings and workshop and other local economic development support.

It is however noted that the budget set aside for LED programs is insufficient and the municipality is also going to develop the M&E plan to track the progress on the effectiveness of LED programs.

6.15 SOCIAL AND DEVELOPMENT ANALYSIS

6.15.1 COMMUNITY NEEDS

Mthonjaneni municipality conducted a series of decentralised community meetings in all thirteen wards of the municipality. In these meetings it transpired that there are issues that affect the community residing in the municipal area.

The table below reflects the priority community needs as identified during the IDP road shows in January 2018. This list does not reflect all projects that were identified during the road show, its only reflects the 3 priority projects per ward.

Table 52: Community needs per ward.

WARD 1	AREA	POTENTIAL FUNDER
Crèche	Mahehe	Mthonjaneni LM, Department of Social Development
Lightening conductors	Whole ward	Mthonjaneni LM, COGTA
Library & Skills centre	Yanguye	Department of Education
Gravel road	Nungwini	Mthonjaneni LM, department of Transport
WARD 2	Area	Potential funder
Community hall	High Street	Mthonjaneni LM
Renovation of swimming pool	Melmoth town	Mthonjaneni LM
Street lights	R34/R66	Mthonjaneni LM
Renovation of tennis court	Thubalethu	Mthonjaneni LM, Department of Social Development
Crèche	Thubalethu	Mthonjaneni LM, Department of Social Development
Upgrade of sports field	Thubalethu	Mthonjaneni LM, Department of Sports & Recreation
WARD 3	Area	Potential funder
Market stalls	Oom Wessel	Mthonjaneni LM
Refuse skip	Melmoth town	Mthonjaneni LM
WARD 4	Area	Potential funder
Sports field	KwaMagwaza,	Mthonjaneni LM, Department of Sports & Recreation
Crèche	Kataza, Mfule Mission	Mthonjaneni LM, Department of Social Development
Gravel road	Mfule	Mthonjaneni LM, department of Transport
Gymnasium	KwaMagwaza	Department of Sports and Recreation
WARD 5	Area	Potential funder
Crèche	Ntondweni, Othini	Mthonjaneni LM, Department of Social Development
Gravel road	Manzawayo, Sabiza, Mazule	Mthonjaneni LM, department of Transport
WARD 6	Area	Potential funder
Community hall	Ekuthuleni, Mehlamasha,	Mthonjaneni LM

	Nsengeni	
Crèche	Dubeni, Matshansundu	Mthonjaneni LM, Department of Social Development
WARD 7	Area	Potential funder
New gravel road	Bedlana, Nkwenkwe, Hlabathini, Makhasaneni	Mthonjaneni LM, department of Transport
Community hall	Hlabathini	Mthonjaneni LM
Multi Purpose facility	Ohawule	Mthonjaneni LM
WARD 8	Area	Potential funder
Community hall	Bedlane	Mthonjaneni LM
Gravel road	Mabhungu, Ndundulu	Mthonjaneni LM, department of Transport
Crèche	Nkisa, Oshini	Mthonjaneni LM, Department of Social Development
WARD 9	Area	Potential funder
Sports field	Madubane	Mthonjaneni LM, Department of Sports & Recreation
Gravel road	Makhubalo	Mthonjaneni LM, department of Transport
Multi Purpose sports facility	Mkhakhwini	Mthonjaneni LM, Department of Sports & Recreation
Crèche	Makhilaneni	Mthonjaneni LM, Department of Social Development
WARD 10	Area	Potential funder
Community hall	Qomintaba	Mthonjaneni LM
Course way	Syathemba	Mthonjaneni LM
Gravel road	Mabhensa, noziphiva	Mthonjaneni LM, department of Transport
WARD 11	Area	Potential funder
Crèche	Gobihlahla	Mthonjaneni LM, Department of Social Development
Community halls	Upper Nseleni	Mthonjaneni LM
Gravel road	Mbiza, Goduka, Bhuqwini	Mthonjaneni LM, department of Transport
WARD 12	Area	Potential funder
Gravel road	Khoko	Mthonjaneni LM, department of Transport
Access road	Ntilingwane	Mthonjaneni LM
Crèche	Keteza, Nkosithandile	Mthonjaneni LM, Department of Social Development
WARD 13	Area	Potential funder
Sports fields	Sangoyana	Mthonjaneni LM
Gravel road	Maduma to Sangoyane	Mthonjaneni LM
Crèche	Debe	Mthonjaneni LM, Department of Social Development

6.15.2 EDUCATION STATISTICS

Education levels are provided for the 2001 and 2011 census years.

The following table provides a summary of the situation while more explanatory figures are provided hereafter.

Table 53: Education Statistics

	No Schooling		Higher education		Matric		Primary Education (Aged 6-13)	
	2001	2011	2001	2011	2001	2011	2011	2011
Mthonjaneni	37.3	23.3	3.9	2.3	14.7	22.1	85.6	88.9

There has been a decline in the higher education levels of the district. There appears to be an improved access to primary education, and numbers of learners not attending school dropped significantly. The municipality is working in partnership with the Department of Education to improve the pass rate in schools around Mthonjaneni. The Department of Education is also supporting schools with the nutrition program (NSNP) as one of the initiatives to reduce school dropouts. Some of the food used in this program is bought from local farmers and co-operatives funded by the municipality.

The following table summarises the education levels for residents of the municipality.

Figure 5: Educational Levels

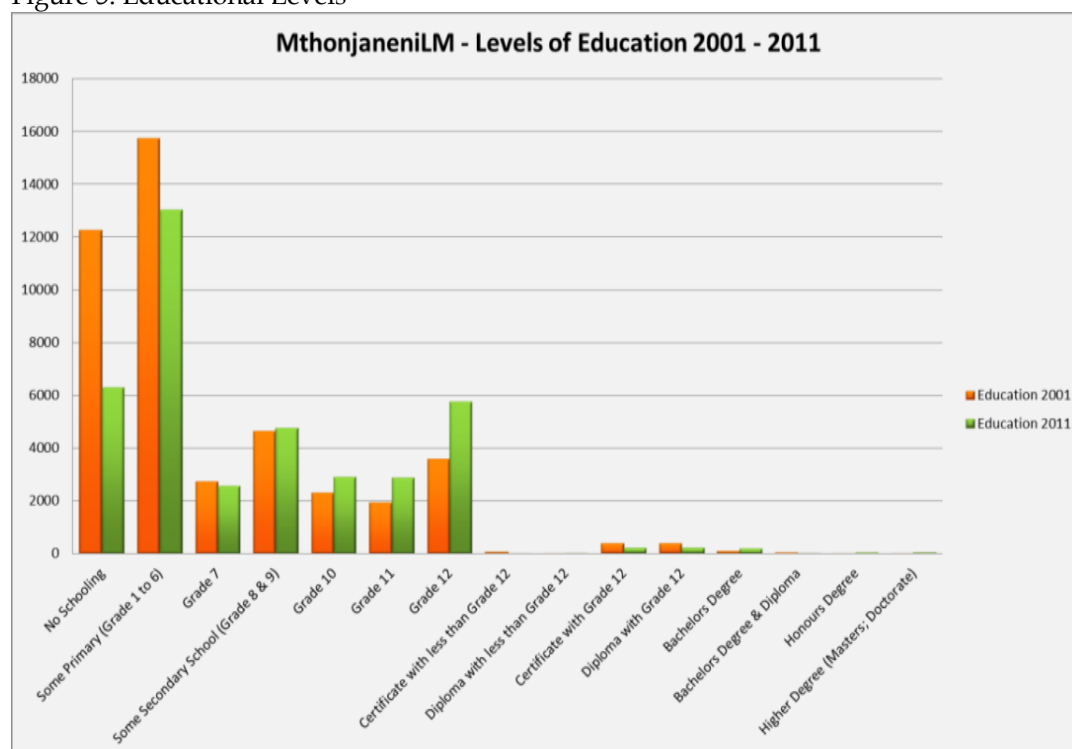
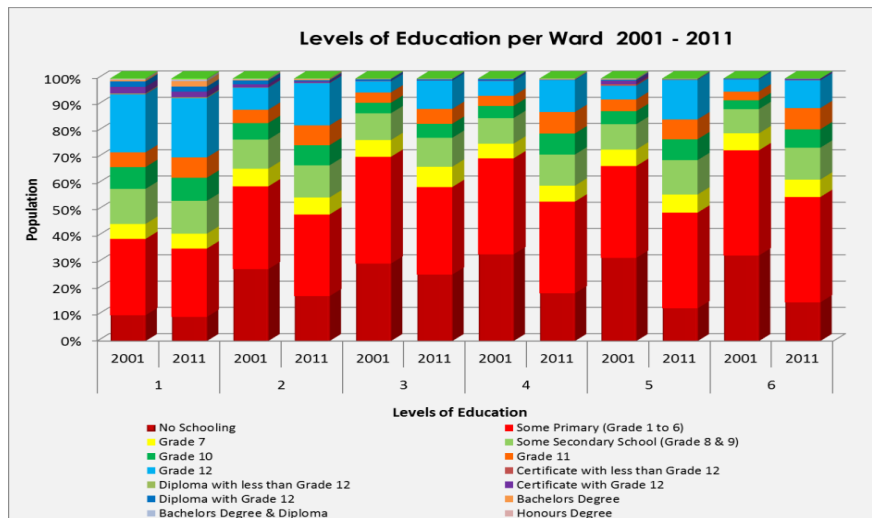


Figure 6: Levels of Education per Ward

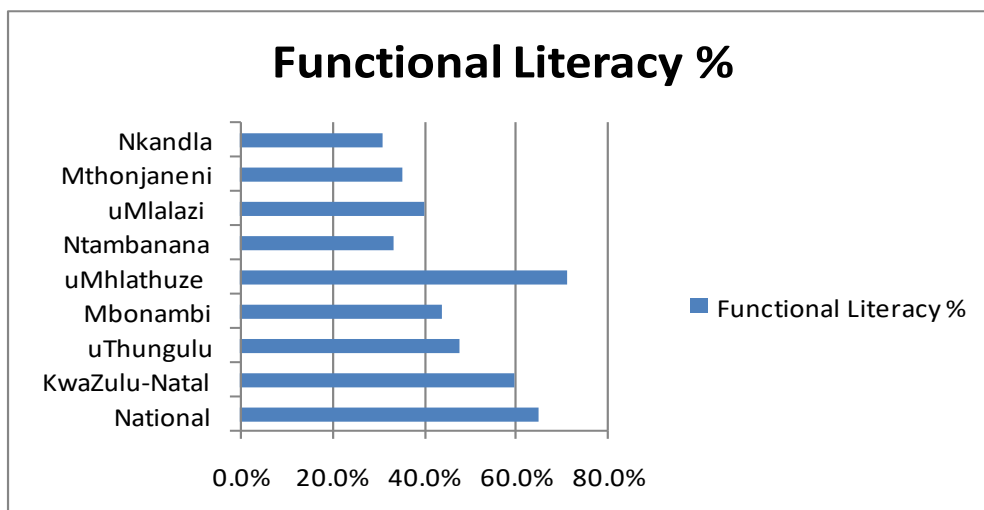


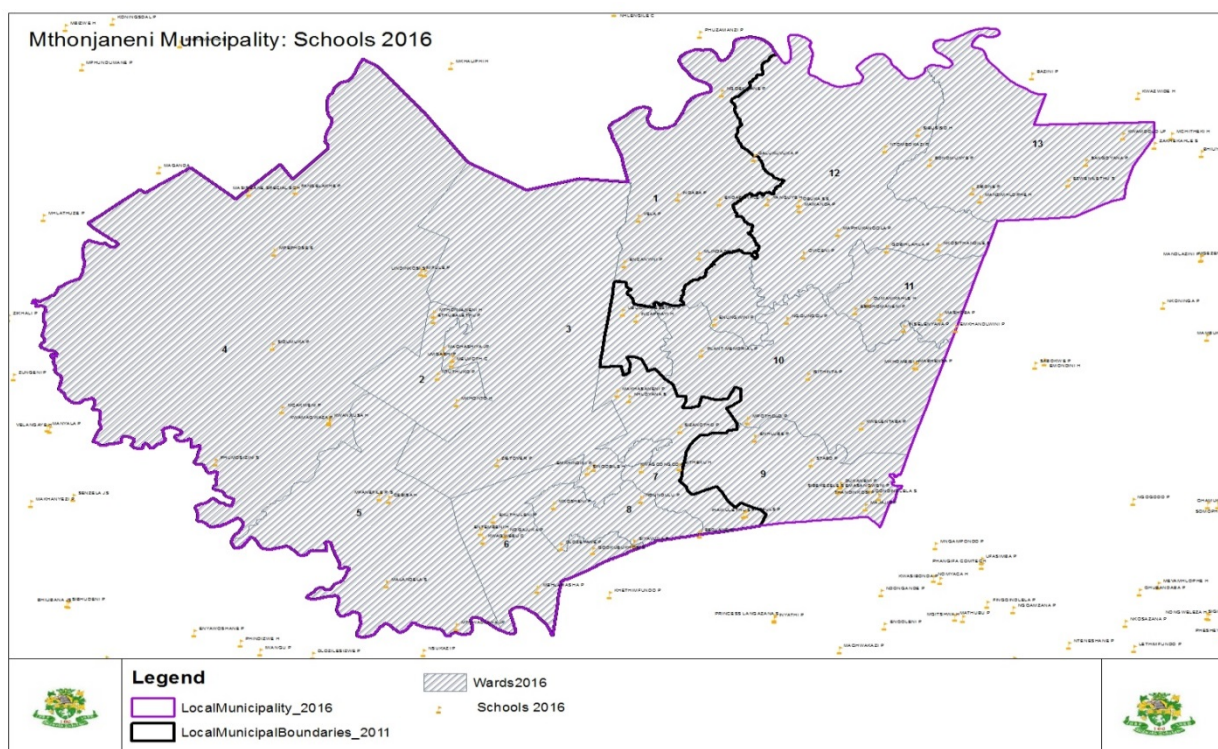
What is noticeable from these figures is that low portions of the population have any form of post matric qualification which indicates that they are in all likelihood involved in primary activities.

6.15.2.1 FUNCTIONAL LITERACY

Functional literacy is the percentage of population who proportion of person ages 20 and above that has completed Grade 7. The Mthonjaneni municipality has 35.5% functional literacy which is below the KCDM's average of 47.7%, as well as the provincial average of 59.8%. This is represented in the figure below.

Figure 7: Functional Literacy in the KCDM Family of Municipalities (KCDM, 2009)





6.16 HEALTH

In terms of health facilities, the area is serviced by a regional hospital, St Mary's, at KwaMagwaza. The hospital is approximately 9 km from Melmoth and is easily accessible to the community as KwaMagwaza is located along a provincial road and the majority of the towns and settlements are within a 20 km radius of the hospital. The area of KwaYanguye and surrounding settlements have longer to travel being within 30 to 40 km of the hospital.

With regard to clinics there are four clinics which are found at Melmoth, Ndundulu, Nomponjwana and KwaYanguye. This provides good coverage within a 5 km radius of these clinics, however, there are gaps in that Makasaneni, settlements south of KwaMagwaza, and the Ekuthuleni area have no clinic in close proximity to their communities. A mobile clinic is based at KwaMagwaza and may service these communities but this information is not readily available. There are also areas of the KwaYanguye settlement that fall outside of the 5 km radius of the existing clinic. The Mthonjaneni LUMS highlighted this as a concern and raised the issue of another clinic to service the area. This would be a good option, given that the KwaYanguye area is located between 30 and 40 km from the hospital at KwaMagwaza with some settlements situated even beyond the 40 km buffer.

Kataza is another remote area which is located at about 30 km away from KwaMagwaza hospital. This is therefore posing a very big challenge for a primary health facility to be considered in this area to service people in the surrounding settlements and farms.

6.16.1 HIV/ AIDS ISSUES

Why should Mthonjaneni Municipality address the issue of HIV and AIDS?

HIV and AIDS is one of the biggest challenges we face as a country. The rate of infection is rapidly increasing and more and more people are getting ill and dying from AIDS. The department of Health estimates that KwaZulu-Natal has an infection rate among pregnant women of 39.1% (2007).

Individuals, families and communities are badly affected by the epidemic. The burden of care falls on the families and children of those who are ill. Often they have already lost a breadwinner and the

meager resources they have left are not enough to provide care for the ill person and food for the family.

Orphaned children are deprived not only of parental care, but also of financial support. Many of them leave school and have no hope of ever getting a decent education or job. The children grow up without any support or guidance from adults; this may become our biggest problem in the future. Most of the people who are dying are between the ages of 20 and 45 – an age when most people are workers and parents. This has serious consequences for our economy and the development of the country.

AIDS can affect anyone. However, it is clear that it is spreading faster to people who live in poverty and lack access to education, basic health services, nutrition and clean water.

Young people and women are the most vulnerable. Women are often powerless to insist on safe sex and are easily infected by HIV positive partners. When people have other diseases like sexually transmitted diseases, TB or malaria they are also more likely to contract and die from AIDS.

Although AIDS has become very common, it is still surrounded by silence. People are ashamed to speak about being infected and many see it as a scandal when it happens in their families. People living with AIDS are exposed to daily prejudice born out of ignorance and fear.

We cannot tackle this epidemic unless we break the silence and remove the stigma [shame] that surrounds it. As elected representatives in communities, Councilors have to provide leadership on how to deal with AIDS.

To deal with the results of the disease and the social problems it creates, we have to make sure that people living with AIDS as well as those affected get care and support to help them live longer and healthier lives.

We also have to make sure that those who are dying are properly looked after. For the children who are orphaned, we have to find ways of looking after them so that they do not become hopeless and turn to crime or live on the streets because of poverty.

National and Provincial government cannot fight this battle alone. They can provide health and welfare services, development programmes and information. However, municipalities, together with organisations on the ground, have to provide the type of leadership and direction that will lead to real change in people's attitudes and behavior.

Municipalities are also ideally placed to identify the needs of people in their area and to co-ordinate a coherent response to those needs. Municipalities can engage with civil society, other government departments, as well as schools, churches and so on to make sure that everyone works together to combat the spread of AIDS and to care for those affected by the disease.

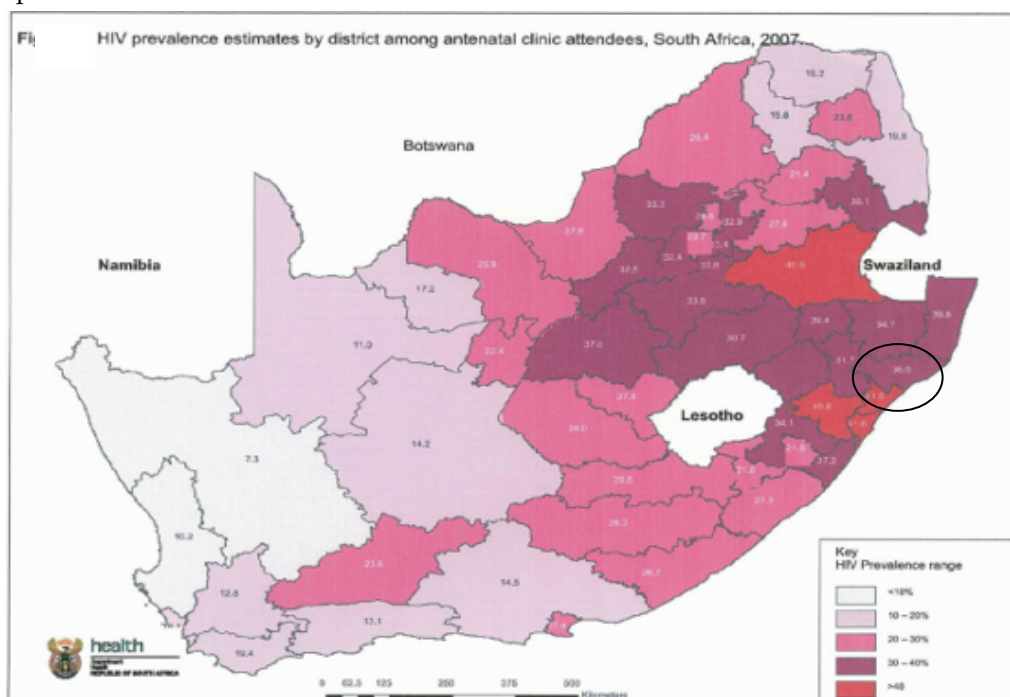
Mayors and Councillors should act as role models for communities and be an example to people. We should take the lead in promoting openness and ending the silence that surrounds AIDS. We should also work closely with people living with AIDS and through our action show that we accept and care for those affected. As political leaders, we should use our influence and popularity to mobilize the community and involve volunteers in projects that provide care for people living with AIDS and orphans.

HIV/AIDS Rates

HIV/ Aids figures are currently collected by the Department of Health at a district level by testing all mothers visiting state facilities. The 2008 study indicates an infection rate of 36% for the KCDM. The KZN infection rate currently stands at 38.7% which makes the DM's rate below the provincial rate.

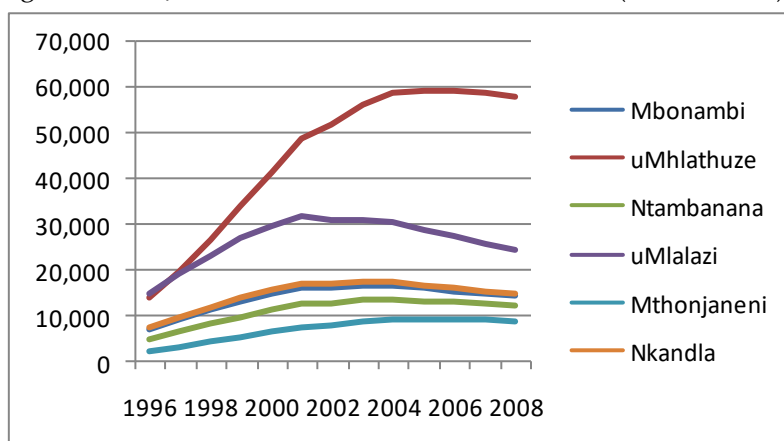
Figure: Provincial HIV / AIDS Infection Rates 2008 (DoH)

Map 31: HIV estimates



Quantec Research (2006) in the King Cetshwayo IDP (2009/2010) indicated that the Mthongweni HIV/ Aids rate was higher than the DM's average. This is further confirmed by the Global Insight data which estimates the infection rate in the Mthongweni municipality in 2008 at 14.88% which is higher than the DM's average of 13.94%. It is, however, encouraging to note that these figures appear to be down from the peak experienced in 2006.

Figure 8: HIV / AIDS Infections Rates in the KCDM (KCDM, 2009)



6.16.2 HIV&AIDS STRATEGIC PLAN

INTRODUCTION

The HIV strategy is in place, the following paragraphs intends to summarise how the strategy is being implemented in Mthongweni.

a) Overall Co-ordination

There is currently an existing group co-ordinating the fight against HIV and AIDS in the municipality and surrounding areas. The workshop acknowledged that it would be futile exercise to create a new structure and encouraged the municipality to get involved in the work of the co-ordinating structure.

The draft strategies for the three focus areas reflected below can be used by the municipality to make an input into the work of the existing co-ordinating structure.

b) Draft Strategy for Education, awareness, openness and prevention

Despite the many education and awareness programmes, the infection rate continues to increase. Large sections of the population refuse to change their behaviour and people living with HIV and AIDS face discrimination and victimisation.

Five-Year Overall Goal

Mthonjaneni aims to have people that:

Are well informed on the facts about HIV and AIDS;
Accept, support and care for people living with HIV and AIDS; and
Conduct their personal lives in ways that discourage the spread of the disease. (Abstain, Be faithful or condomise).

Key Tasks for Next twelve Months

Set up a co-ordination committee to co-ordinate HIV and AIDS education and awareness programmes in the municipality.
Lobby provincial government to provide more resources for the implementation of programmes, VCT sites in the municipality and upgrade existing ones.
Increase the number of condom distribution points in the municipality and target high-risk areas like taverns, hotels and nightclubs.

c) Treatment and care for people living with HIV and AIDS

The existing provider of treatment and care is under resourced and overburdened. As more people become infected and fall sick, service standards will continue to drop.

Five-Year Overall Goal

People living with HIV and AIDS receiving the best possible care and treatment to live a long and positive life style.

Key Tasks for Next twelve Months

Work with the Department of Health to ensure the effective and continuous supply of medication at all health care facilities.
Launch more support groups for infected and affected people, close to their homes with well-structured poverty alleviation and wellness programmes.
Work with the Department of Health to ensure the roll out of the home base care programme to all parts of the municipality.

d) Care for Orphans

Problem statement

Poor monitoring and the lack of support services contribute to OVCs being neglected and abused.

Five-Year Overall Goal

A caring community that provides care, support and security for all OVCs, especially those who are orphans as a result of HIV and AIDS.

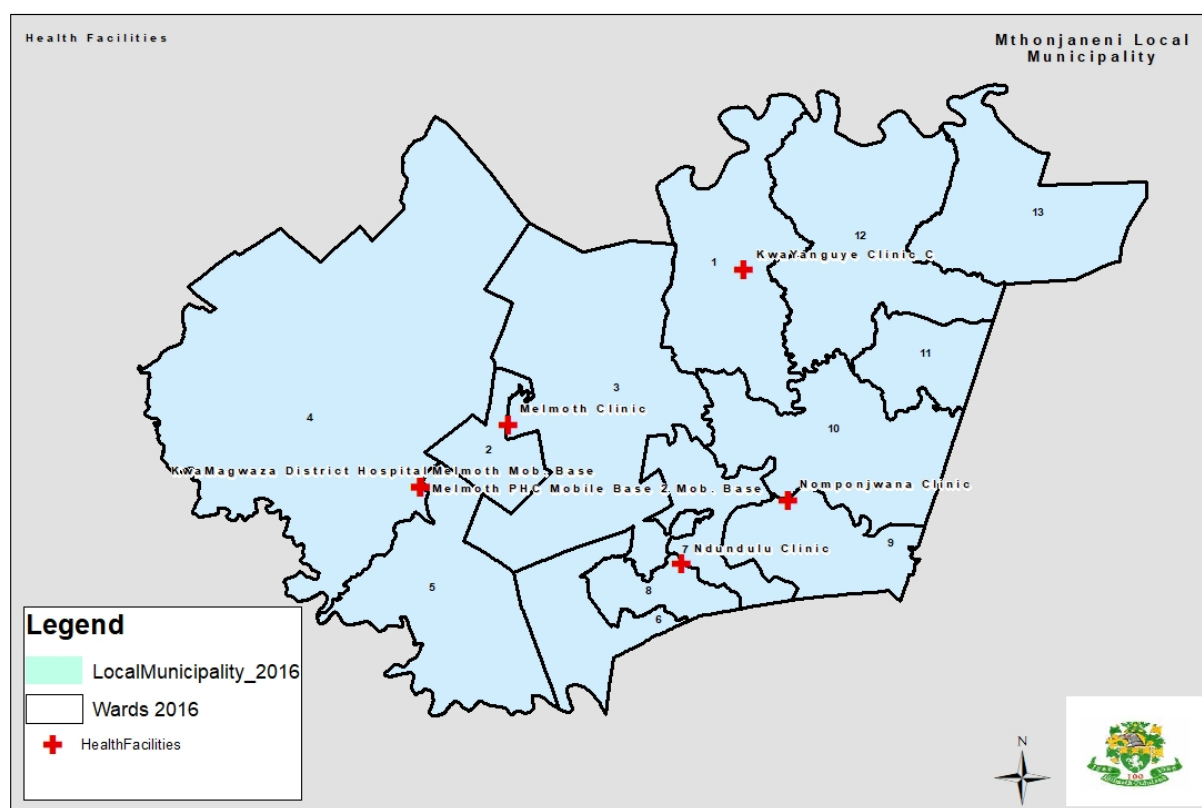
Key Tasks for the next twelve Months

Develop a system to co-ordinate information on the number of orphans in the municipality.
Network with other organisations to develop alternate care models in respect of all the needs of OVCs.

Lobby the Department of Welfare to clarify issues of demarcation and areas serviced by social workers as well as the available services available for caring for orphans.

Develop programmes that promote on-going counselling and monitoring for children and their caregivers.

Map 32: Hospital buffers



6.17 TRADITIONAL COURTS

There are three Traditional authority areas. The Ntembeni Tribal Court is located in Ndundulu which falls under the Zulu/Entembeni Traditional Authority. The Yanguye Tribal Court is located in KwaYanguye which falls under the Biyela/KwaSanguye Traditional Authority. The four wards that were inherited from the Ntambanana municipality are under the Obuka Traditional authority.

6.18 PUBLIC TRANSPORT

As many of the community do not have their own motor vehicles, public transport is essential in providing mobility and accessibility of these communities to socio-economic facilities. Transportation within the Municipality is almost exclusively achieved through the use of road vehicles. Categories of transport are as follows:

Public Transport – Buses
Public Transport – Taxis
Private Transport – Passenger Vehicles
Private Transport – Trucks

There is a widespread bus network which focuses primarily on short trips to the minor population centres. These centers include:

Melmoth Town	Nomponjwana
Ndundulu	Ekuthuleni
Ndloziyana	Mkwenkwe
Mkhandlwini	KwaMagwaza
Yanguye	Hlabatini
Makhasaneni	Dubeni
Bomvini	Mfanefile
Imfule Mission	

There is also a large taxi service operating in the Municipality. This network focuses on short trips to the larger population centers and long trips to the large regional and national nodes. These include:

Durban
Empangeni
Ulundi
Babanango
Nkandla
Eshowe
Thubalethu

6.19 Telecommunications

Telecommunications includes access to radio, television, telephone, cell phone and internet. Access to radio and television are key indicators in the Multiple Deprivation Index in order to show quality of life.

a) Access to Telephone/Cellphone/Internet:

There has been a downward trend in the use of landline telephones since 2001. The CS 2007 data shows that only 265 households out of the total of 10 671 have a landline, which is a decrease from the 500 households that had one in 2001. In contrast, 5 215 households have a cellphone as at 2007, which is a significant increase from the 1 832 households which had a cellphone in 2001.

Access to the internet is related in part to owning a computer and also to having a functioning landline. Only 332 households have a computer as at 2007 and only 137 households have access to the internet.

b) Access to Radio/Television

Access to a radio for communication has decreased by approximately 10%, with 6 826 households having access in 2001 and 6 169 having access in 2007. Although access to a television has increased slightly from 2 328 in 2001 to 2 545 in 2007, it is still relatively low as only 23.9% of households have a television.

6.20 SAFETY AND SECURITY - MUNICIPAL SAFETY PLAN

Revived crime awareness campaigns through the community policy forums with cooperation of the SAPS are being undertaken. The Municipality is currently in the process of developing of a safety plan. The plan will be approved during the 2019/2020 financial year.

6.21 COMMUNITY DEVELOPMENT

Youth development, Disabled and Aged Strategy

The Mthonjaneni Municipality is currently in preparing its Youth Development, Disabled and aged Strategy.

The policy aims at achieving the following:

To mainstream gender to all municipal activities.

Commit all stakeholders to the eliminating of all forms of gender discrimination and promotion of gender justice.

Promote and protect the rights of woman.

Enable the municipality to pursue by all appropriate means and without delay the implementing of the policy of eliminating discrimination against woman and promote gender equality.

A) THE SENIOR CITIZENS STRUCTURE

The Mthonjaneni Municipality established its Senior Citizens Forum in September 2011 and is reviewed annually.

PURPOSE

The senior citizens Forum will advise Mthonjaneni Municipality on how to improve the services it delivers to senior residents and;

To provide input into Mthonjaneni Senior Citizen action plan.

OBJECTIVES

To promote, protect and empower senior citizens of the Mthonjaneni Municipality so that they can have equal opportunities as other residents of the Municipality for them to realize their full potential.

STRUCTURE OF THE CITIZENS FORUM

Senior Citizen representatives of ward committee should form the executive committee of the forum and establish the sub-committee in their representative wards.

The sub-committee should also involve retired professionals to assist Senior Citizen program in ward level.

The secretaries and chairpersons of the sub-committees should be part and parcel of the Local Forum.

Relevant government departments should be part of the forum

Organizations with the Municipal recognition shall be part of the forum.

OPERATIONS

The local disability forum meets quarterly but can also meet on an adhoc basis.

The forum co-opt expertise in the respective field.

The Municipality provides secretarial function to the Senior Citizen Forum.

SUPPORT FOR PEOPLE LIVING WITH HIV AND AIDS

a) Introduction

The HIV strategy is in place, the following paragraphs intends to summarise how the strategy is being implemented in Mthonjaneni.

b) Overall Co-ordination

There is currently an existing group co-ordinating the fight against HIV and AIDS in the municipality and surrounding areas. The workshop acknowledged that it would be futile exercise to create a new structure and encouraged the municipality to get involved in the work of the co-ordinating structure.

The draft strategies for the three focus areas reflected below can be used by the municipality to make an input into the work of the of the existing co-ordinating structure.

c) Draft Strategy for Education, awareness, openness and prevention

Despite the many education and awareness programmes, the infection rate continues to increase. Large sections of the population refuse to change their belief and people living with HIV and AIDS face discrimination.

Five-Year Overall Goal

Mthonjaneni with people that:

- Are well informed on the facts about HIV and AIDS;
- Accept, support and care for people living with HIV and AIDS; and
- Conduct their personal lives in ways that discourage the spread of the disease.(Abstain, Be faithful or Condomise).

Key Tasks for Next twelve Months

- Set up a co-ordination committee to co-ordinate HIV and AIDS education and awareness programmes in the municipality.
- Lobby provincial government to provide more resources for the implementation of programmes, VCT sites in the municipality and upgrade existing ones.
- Increase the number of condom distribution points in the municipality and target high-risk areas like taverns, hotels and nightclubs.

d) Treatment and care for people living with HIV and AIDS

The existing provider of treatment and care is under resourced and overburdened. As more people become infected and fall sick, service standards will continue to drop.

Five-Year Overall Goal:

People living with HIV and AIDS receiving the best possible care and treatment to live a long and positive life style.

Key Tasks for Next twelve Months:

- Work with the Department of Health to ensure the effective and continuous supply of medication at all health care facilities.
- Launch more support groups for infected and affected people, close to their homes with well-structured poverty alleviation and wellness programmes.
- Work with the Department of Health to ensure the roll out of the home base care programme to all parts of the municipality.

e) Care for Orphans

Problem statement:

Poor monitoring and the lack of support services contribute to OVCs being neglected and abused.

Five-Year Overall Goal:

A caring community that provides care, support and security for all OVCs, especially those who are orphans as a result of HIV and AIDS.

Key Tasks for the next twelve Months

- Develop a system to co-ordinate information on the number of orphans in the municipality.
- Network with other organisations to develop alternate care models in respect of all the needs of OVCs.
- Lobby the Department of Welfare to clarify issues of demarcation and areas serviced by social workers as well as the available services available for caring for orphans.
- Develop programmes that promote ongoing monitoring for children and their caregivers.

6.22 SOCIAL DEVELOPMENT SWOT ANALYSIS

Strengths

Good access to trial courts

Schools and crèches well distributed throughout municipal area

There are a number of housing projects which are currently underway that will provide housing for approximately 5000 households.

The increase in number of health facilities after the construction of the clinic around Ndundulu area.

Weakness

No FET college available within the municipal area.

Disability forum not functioning as it supposed to.

Some areas within the municipal area do not have access to community halls.

Opportunity

Land availability in rural areas for rural service centers.

A district hospital .

Threads

HIV and AIDS pandemics are reaching an alarming stage.

Poor land management in Traditional authority might result in developments that are not environmentally friendly.

Natural hazards compromise the standard of living.

School dropouts and high illiterate rate

7. GOOD GOVERNANCE ANALYSES

7.1 BATHO PELE

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

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

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

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

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

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

7.2 OPERATION SUKUMA SAKHE

Mthonjaneni Municipality, under the leadership of its Municipal Political Champion, His Worship the Mayor, Councillor SBK Biyela has launched the Operation Sukuma Sakhe, with the aim of changing the lives of the citizens of this municipality for the better.

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

Outcomes with regard to Operation SukumaSakhe functioning in Mthonjaneni Municipality:

Local Task Teams (LTT) have been established

War rooms in all thirteen wards have been established and are functional

Training by the Office of the Premier was conducted to all LTT Members.

Ward Aids Committees has been established

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

All thirteen wards have been profiled by Community Development Workers.

Administrative management members of the municipality has been allocated as coordinators of warrooms in all the thirteen wards.

CHALLENGES

Minutes, Reports and Yearly plans are not submitted timeously by war room champions. Some representatives from sector departments do not attend war room and LTT meetings.

7.3 IGR STRUCTURES

7.3.1 KING CETSHWAYO DISTRICT IGR STRUCTURES

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

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

7.3.2 PROVINCIAL IGR STRUCTURES

The municipality also participate in the following provincial IGR structures

- MUNIMEC
- PREMIER COORDINATING FORUM

7.4 WARD COMMITTEES

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

7.5 TRADITIONAL AUTHORITIES

The Municipality engages with local Traditional Leadership through the Mayor’s office, as well as engagement at the Representatives Forum level. Amakhosi are recognised in terms of section 211 of the constitution of South Africa. Three traditional leaders are participating in every Council meeting and also in in Portfolio committees.

7.6 MUNICIPAL STRUCTURES

o Management Structures

Technical and Planning Portfolio Committee, The Finance Portfolio Committee, The Community and Corporate Portfolio Committee. These Committees are responsible for deliberating on issues before they are brought to Council and make recommendations to Council. Councillors serve as Chairpersons of the Portfolio committees, the respective Managers are also part of the Portfolio Committees.

Table 54: Portfolio committee members

COMMITTEE	MEMBERS
TECHNICAL PORTFOLIO	Cllr P.E. Ntombela : Chairperson Cllr M.N. Biyela Cllr B.N. Zwane Cllr S.V. Majola
FINANCE PORTFOLIO	Cllr S.B.K. Biyela : Chairperson Cllr J. Mlawu Cllr T.F. Zincume Cllr H.K.L. Zungu Cllr M.N. Ndlangamandla
CORPORATE & COMMUNITY PORTFOLIO	Cllr E.M. Masikane : Chairperson Cllr T.E. Mpungose Cllr Z.A. Sibiya Cllr N.P. Shobede Cllr N.N. Nzuza Cllr P.S.M. Mchunu

o Bid committees

The municipality has, as per SCM Regulation, established the Bid Committees and were reviewed at the beginning of 2018/2019 financial year . These committees perform the evaluation task of all the tenders. The table below reflects the members of Bid Committees that were reviewed at the beginning of 2018/2019 financial year.

Bid Committee	Members
Bid Specification committee	Mr N.W. Zikhali – Chairperson Ms S. Ntuli Mr D. Thompson Mr K.G. Mbatha Ms S.G. Hlophe – Secretariat Mr B.C.X. Dladla
	Mr B.D. Mlondo – Chairperson

Bid Evaluation Commiittee	Mr W.B. Dube Mr S.K. Madlopha Ms L.N. Ngubane – Secretariat
Bid Adjudication Commiittee	Mr N.M. Myeni – Chairperson Mrs S.F. Mchunu Mrs N.B. Mathe Mr N.M. Biyela – Secretariat

- Audit committee

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

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

- IDP Steering Committee

The Executive Committee as well as the MANCO of Mthonjaneni Municipality are actively involved in the planning process of the IDP. As the senior members of the municipality, the executive committee is responsible for overall management, co-ordination, monitoring and drafting of the IDP. The IDP steering committee is the principle decision making body with respect to all operational aspects of the Municipal Council's IDP. The IDP Steering Committee meets twice in a month to discuss matters of development planning.

The IDP Steering Committee is formulated by all the members of Manco.

- Representative Forum

The co-ordination of the IDP Forum, King Cetshwayo District IDP Forum and Service provider alignment meetings has played a major role in assisting the municipality to collate a development plan that is informative and that is aligned to all development plans of other government department. The Mthonjaneni Municipal IDP Forum meets three times a year as per the adopted IDP Process plan.

- Housing Forum

There are five housing projects in the area, therefore a need to establish a housing forum was relevant. The forum is fairy represented by ward committee members, Traditional Leaders, Housing Department, and Implementing Agents and Municipal Officials. This forum meets on quarterly bases to report and the progress regarding the implementation of housing projects.

- Municipal Public Account Committee

The Municipal Public Accounts Committee (MPAC) structures are in place and meet on a quarterly bases.

7.7 COUNCIL AND THE EXECUTIVE COMMITTEE

The Mthonjaneni Municipal Council is responsible for the following:

Adoption of the IDP Process Plan

Adoption and approval of the reviewed IDP

Amendment of the IDP in accordance with the comments by sector departments and MEC Approval of the various review phases

Ensuring that the IDP is linked To the PMS and Municipal Budget

The Executive Committee has the following responsibilities:

Recommend to Council the adoption of the IDP Process Plan and reviewed IDP

Overall management of the IDP Review process and

Monitoring the IDP review process

7.8 COMMUNICATION STRATEGY

The Mthonjaneni Communication strategy was last reviewed during the 2018/2019 financial year and is being implemented.

Participatory mechanisms identified in the communication strategy take place throughout the IDP process help the project to ensure that the process, plans, goals, and implementation of the planned intervention is inclusive, and importantly address the needs of marginalized groups and minorities to ensure non discrimination and equality. Participation has built up ownership and partnerships which have made the projects that have been implemented within the community more sustainable.

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

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

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

7.8.1 PARTICIPATION/COMMUNICATION MECHANISMS

Depending on whether the public is to be consulted, informed or involved, various forms of participation can be used. The Systems Act (s17) prescribes that the municipality must establish appropriate mechanisms, which take into consideration the special needs of people who cannot read nor write, people with disabilities, women and other disadvantaged groups. The following mechanisms are thus in line with the prescriptions of the Systems Act:

Ward Committee meetings (Clusters);
 Departmental meetings;
 Public meetings
 Amakhosi Forum;
 Community Development Forum;
 Government Events;
 Notices;
 Newsletters;
 Community Talking Boxes;
 Website;
 Loud hailing

Media

Local newspapers and the Municipal newsletter are used to inform the community of the progress of the IDP.

Road Shows / Izimbizo

Road shows are held in all the 13 wards within the municipality as part of the IDP consultative sessions.

Information sheets

This is prepared in both English and isiZulu and distributed via the Representative Forum where a need for this has been identified. Ward Committees are also be used to explain and to distribute information that needs to get to the public.

The Mthonjaneni Municipality's Website

The website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

Table 55: Public participation structures:

STRUCTURE	STATUS
IDP Representative Forum	Functional
Road shows	Functional
Ward Committees	Functional
Ward-based planning Forum	Functional

7.9 RISK MANAGEMENT

7.9.1 RISK MANAGEMENT REGISTER

The municipality has a functional Risk Management Committee. The Committee constitute all the members of the Top Management with the Municipal Manager serving as the Chairperson of the committee.

The issue of risk Management remains a standing item in Manco and all the Council committees.

7.10 RISK MANAGEMENT COMMITTEE

The municipality has an Anti-Fraud & Anti-corruption Strategy in place, to minimise risk and the members of the Risk Committee are all Heads of Departments and the Municipal Manager.

7.11 ANTI-CORRUPTION STRATEGY

This policy stipulates the plan of action to be implemented by Mthonjaneni municipality against any form of fraud and corruption as well as to reinforcing existing systems, policies, procedures, rules and regulations of the Municipality aimed at deterring, preventing, detecting, reacting to and reducing the impact of fraud.

The policy is aimed at ensuring that Mthonjaneni municipality is effective in:

- (a) The quality of service delivery;
- (b) The strength of business relationships with clients, suppliers and the public;
- (c) Employee morale; and
- (d) The reputation and image of Mthonjaneni Municipality.

7.12.1 Actions constituting fraud and corruption

Fraud and corruption manifests itself in a number of ways and varying degrees of intensity. These include, but are not limited to:

- Unauthorised private use of municipal assets, including vehicle
- Falsifying travel and subsistence claims;
- Conspiring unfairly with others to obtain a tender
- Disclosing proprietary information relating to a tender to outside parties;
- Accepting inappropriate gifts from suppliers;
- Employing family members or close friends;
- Operating a private business in working hours;
- Stealing equipment or supplies from work;
- Accepting bribes or favours to process requests;

- Accepting bribes or favours for turning a blind eye to a service provider who does not provide an appropriate service;
- Submitting or processing false invoices from contractors or other service providers;
- Misappropriating fees received from customers, and avoiding detection by not issuing receipts to those customers.
- Undue influence;
- Rewards; gifts and favours;
- Council property;
- Payment of arrears;
- Participation in elections;
- Sexual Harassment;
- Reporting duty of staff members;
- and Breaches of Code.

The Code of Conduct for Councillors contains the following categories:

- General and conduct of councillors;
- Attendance at meetings;
- Disclosure of interests;
- Personal gain;
- Declaration of interests;
- Full-time councillors;
- Rewards, gifts and favours;
- Unauthorised disclosure of information;
- Intervention in administration;
- Council property;
- Duty of chairpersons of municipal councils;
- Breaches of Code;
- and Application of Code to traditional leaders.

7.12.2 Fraud and corruption control strategies

The approach in controlling fraud and corruption is focused into 3 areas, namely:

- Structural strategies
- Operational strategies; and
- Maintenance strategies.

7.13 STATUS OF MUNICIPAL POLICIES

The Mthonjaneni Municipality has the following policies in place and have been adopted by the Council. These policies are currently under review process:

Grants-in-aid Policy

Experiential training, in-services, volunteerism, internship and learnership policy

Overtime and standby policy
 Pauper burial policy
 Attendance of conferences
 Policy Recruitment, selection, appointments, transfer, promotion and demotion policy
 Study scheme
 Complaints management policy
 Access to information policy

POLICY	LAST DATE REVIEWED
Supply Chain policy	All these policies are currently reviewed for implementation during the 2019/2020 financial year
Asset management policy	
Rates Policy	
Staff housing policy	
Tariffs Policy	
Skills Development plan	
Indigent support policy	
Credit control and debt collection Policy	
Grants-in-aid Policy	
Experiential training, in-services, volunteerism, internship and learnership policy	
Overtime and standby policy	
Pauper burial policy	
Attendance of conferences	
Credit control and debt collection Policy	
Grants-in-aid Policy	
Experiential training, in-services, volunteerism, internship and learnership policy	

7.14 WARD BASED PLAN

Mthonjaneni has developed and adopted her ward based plan through the public participation unit within the municipality. This plan is reviewed annually and the process involves stakeholders such as community members, traditional authorities, ward committees, councillors, CDW, sector departments and religious authorities.

The ward based plan includes ward profile which consists of population distribution, available infrastructure, backlogs, socio-economic challenges of each of the thirteen wards within Mthonjaneni municipality.

Community contribution towards the review of ward based plans are also included in the IDP as community needs. These needs are attended to by the municipality and also brought to the attention of relevant sector departments.

The table below reflects projects that were identified during the ward based planning process:

WARD	2018/2019 PROJECT
------	-------------------

3	Urban roads upgrade & Rehabilitation phase 5
9	Mpevu community hall
11	Gobihlahla creche
12	Ntombokazi community hall

WARD	2018/2019 PROJECT
1	Nungwini gravel road
2	Thubalethu extension housing project – 1120 houses
3 & 7	Soqiwa/Makhasaneni electrification project phase 1 and phase 2
4	Mfule gravel road
5	Manzawayo gravel road

These projects have been reflected in this document to ensure alignment of the IDP with ward based planning.

7.15 GOOD GOVERNANCE SWOT ANALYSIS

Strengths

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

Weakness

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

Opportunity

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

Threads

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

7.16 LAND USE MANAGEMENT

7.16.1 INTRODUCTION

In South Africa there is still a plethora of pieces of town planning legislations and acts in operation with most inherited from the apartheid era. The Department of Rural Development and Land Reform (DRDLR) previously the custodian of Planning Profession, introduced a legislation, now known as SPLUMA (Act 16 of 2013) to deal with the imbalances of the past.

7.16.2 MUNICIPAL TRIBUNAL (MPT)

In terms of these regulations, Municipalities are expected to form MPTs (Municipal Planning Tribunals) that will consider land development applications. There are 3 options in this regard as follows:

Municipal Planning Tribunal for Municipal Area: This refers to a situation whereby a Local Municipality on its own establishes a single Tribunal for its Municipal area and funds all costs associated with the establishment and running of this structure by itself.

Joint Municipal Planning Tribunal: this refers to a situation where 2 or more Local Municipalities in 1 or more Districts agree to form a joint MPT and agree on the rights and obligations of the participating municipalities including sharing of costs and personnel to establish and run the joint MPT.

The King Cetshwayo District family took a decision to opt for 2 Joint MPTs as follows:

- **North:** Incorporating uMhlathuze, uMfolozi and Ntambanana to be established at uMhlathuze.
- **South:** Incorporating Nkandla, uMlalazi and Mthonjaneni to be established at uMlalazi.

The JMPT is functional and it meets on a monthly basis.

7.16.3 APPEALS AUTHORITY

In terms of the SPLUMA regulations, EXCO should be the default appeals tribunal board for the MPTs. In the King Cetshwayo District case wherein the municipalities are participating in JMPTs the District EXCO is the Appeals Tribunal for the two JMPTs established. The appeals authority is functional however the municipality has not had any appeals in the past 2 years.

7.6.4 SPLUMA REGULATION 14

The Mthonjaneni municipality has complied with regulations 14 of SPLUMA. The following resolutions were taken by Council:

- Amending of the delegations of powers;
- Appointment of the Authorised officer;
- Approval of SPLUMA Municipal Bylaws and
- Appointment of Registra

7.6.5 MTHONJANENI WALL TO WALL SCHEME

In accordance with Section 24 of the Spatial Development and Land Use Management Act (Act 16 of 2013), each Municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of the ACT.

The Mthonjaneni municipality through the assistance from the Department of Cooperative Governance and Traditional Affairs prepared the wall to wall scheme during the 2017/2018 financial year. The scheme was approved by Council and is being implemented effectively.

8.7. FINANCIAL VIABILITY & MANAGEMENT

8.7.1. Capability of the Municipality to execute Capital Projects

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

A. CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

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

i) Summary of Capital Financial Plan

<u>2017/2018</u>		<u>2018/2019</u>		<u>2019/2020</u>	
REVENUE					
SOURCE	AMOUNT	SOURCE	AMOUNT	SOUR CE	AMOUN T
MIG	18 278 000	MIG	19 102 000	MIG	19 970 000
INEP	8 000 000	INEP	8 000 000	INEP	15 000 000
OWN FUNDS	23 145 000	OWN FUNDS	808 000	OWN FUND S	275 000
TOTAL	49 423 000	TOTAL	27 910 000	TOTA L	35 245 000
EXPENDITURE					
PROJECT	AMOUNT	PROJECT	AMOUNT	PROJE CT	AMOUN T
Hawai Gravel Road	104 267	Nungwini gravel road	8 841 828.60		
Rural Roads Phase II	3 470 915	Mfule gravel road	5 488 080.44		
Nkakhwini & Sangoyana Gravel Road	1 937 622	Manzawayo gravel road	7 861 150.44		
Urban Roads 5,	7 734 365	Thubalethu	24 591		

Thubalethu		extension housing project	687.68		
Soqiwa/ Makhasaneni electrification project phase 2	8 000 000	Soqiwa/ Makhasaneni electrification project phase 2	12 108 886.22		

ii) Investments

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

BANKING INSTITUTION	DEPOSIT TYPE	ACCOUNT NUMBER	INTEREST RATE	DESCRIPTION
Investec	Call Deposit	1100435097501	6.85	Spare account used to relieve a primary account
FNB	Call Deposit	62532053204	5.75	M.I.G
FNB	Call Deposit	62051262146	2.90	Electricity (INEP)
FNB	Fixed Deposit	71245040078	6.45	Surety held with Eskom for bulk electricity

8.7.2. Indigent Support (including Free Basic Services)

The Municipality has the indigent register where all individuals not affording to pay for basic services has gone through the application process and those who were found to earn little/ dependent on government grants has their applications successful. The Indigent register and Indigent Policy were reviewed and adopted during the 2018/2019 financial year strategic planning.

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

The municipality allocates an amount of R 1 320 000 payable to Eskom on monthly basis for free basic electricity.

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

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

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

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

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

8.7.3. Revenue Enhancement and Protection Strategies

The Mthonjaneni Municipality adopted its revenue enhancement strategy in June 2015. The main objective of the strategy is to improve the current payment levels and to recover arrear debt. One of the revenue enhancement strategies that a municipality has introduced is to link the rates account with electricity accounts. This assisted in revenue collection as the people who have not paid their rates could not buy the electricity unless 50% of the debt has been paid.

A. FINANCIAL MANAGEMENT

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

B) Personnel/ Staff

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

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

C) Policy Documents

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

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

D) Municipal Procurement Plan

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

E) Targeted Procurement

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

- (i) Local Businesses

- (ii) Women
- (iii) Youth
- (iv) Disabled

F) MUNICIPAL ASSETS, REPAIRS AND INFRASTRUCTURE

The Municipality has put aside R15 Million for municipal infrastructure assets. This will assist the municipality in providing the electricity in more citizens. The maintenance of the assets is also budgeted at 3millions. This will assist to maintain the existing assets so that they are always on a good working condition.

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2016/17 budget provides for in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2016/17 and the comparison years. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus the increased provision for repairing and maintenance of capital assets

G) FINANCIAL VIABILITY/SUSTAINABILITY

Ratio Description	2015/16	2016/17	2018/19
a. Cost Coverage Ratio	7.2	2.1	3.1
b. Current Ratio (Current assets to current liabilities)	6.6	3	3.2
c. Capital expenditure to total expenditure	31%	24%	39 %
d. Debt to revenue	19.8	51.2	19.2
e. Collection Rate	92.5%	86.0%	79.2
f. Remuneration (Employee and Councillors) to total expenditure	23.4%	28.1%	38%
g. Distribution losses: Electricity	11.75%	13.46%	15.2%

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H) LOANS / BORROWINGS AND GRANT DEPENDENCY

The municipality does not have any loans, i.e. short, medium or long term. It operates using own funds, however, most of the funds used to fund operations and capital projects come from government grants. There has not been a need to borrow funds for any of the municipal programmes. The municipality is financial sound, i.e. should there be a need to borrow funds, the municipality can be easily financed and repay such advance with ease. The municipality is largely grant dependent. About 70% of the municipal revenue comes from National and Provincial Government grants.

I) AUDITOR-GENERAL'S OPINION

Mthonjaneni Municipality's annual financial statements (AFS) for the ended 30 June 2017 have been audited by the Auditor General as required by the legislation. The audit was finalized towards the end of the calendar year, 2017.

I. Opinion

Summary of Audit Opinion for the past three years:

YEAR	2015/2016	2016/2017	2017/2018
AUDIT OPINION	Unqualified	Unqualified	Unqualified

II. Audit Improvement Plan

The municipality through its internal audit unit prepared the annual audit plan for the year 2018/2019. As part of the plan, the internal auditors make follow up on the responses given on the audit outcome of the Auditor General to ensure improvement. A copy of the annual internal audit plan is attached to the IDP as one of the annexures.

J) FINANCIAL PLAN

A financial plan has been prepared to give a picture of funding allocated to both operations and capital projects.

Table 56: funding for Operational & Capital Projects

	SUMMARY	<u>Budget year</u> <u>2019/20</u>	<u>Budget year</u> <u>2020/21</u>	<u>Budget year</u> <u>2021/22</u>	% Perc entag
Revenue by Source					
Property Rates		(19 980 632.86)	(21 179 470.83)	(22 450 239.08)	11%
Service charges-electricity revenue		(31 088 091.76)	(32 953 377.27)	(34 601 046.13)	17%
Service charges-refuse revenue		(1 910 278.81)	(2 024 895.54)	(2 176 762.70)	1%
Rentals of facilities and equipment		(181 086.30)	(191 951.48)	(206 347.84)	0%
Interest earned-External investments		(750 000.00)	(795 000.00)	(854 625.00)	0%
Fines		(1 500 000.00)	(1 590 000.00)	(1 709 250.00)	1%
Licences and permits		(3 053 933.31)	(3 237 169.31)	(3 479 957.01)	2%
Grant income-Operating		(85 379 000.00)	(88 010 000.00)	(93 115 000.00)	48%
Grant income-Capital		(33 033 000.00)	(33 820 000.00)	(34 951 000.00)	19%
Other Revenue		(1 134 265.64)	(1 202 321.57)	(1 292 495.69)	1%
		(178 010 288.67)	(185 004 185.99)	(194 836 723.44)	100%
Expenditure by Type					
Employee related costs		53 417 779.13	57 424 112.56	61 730 921.00	38%
Remuneration of councillors		9 298 708.20	9 996 111.32	10 745 819.67	7%
Debt impairment		3 900 000.00	4 192 500.00	4 506 937.50	3%
Depreciation and asset impairment		11 494 965.00	12 038 308.92	12 941 182.09	8%
Bulk Purchases		26 705 000.00	28 707 875.00	30 860 965.63	19%
Other materials		2 427 100.00	2 609 132.50	2 804 817.44	2%
Other expenditure		18 421 736.35	19 833 466.57	21 320 976.56	13%
Contracted Services		16 037 000.00	17 429 663.00	18 736 887.73	11%
		141 702 288.67	152 231 169.87	163 648 507.61	100%
(Surplus)/ Deficit		(36 308 000.00)	(32 773 016.12)	(31 188 215.84)	
Capital Expenditure		36 158 000.00	32 430 000.00	30 971 000.00	
Net (Surplus)/ Deficit		(150 000.00)	(343 016.12)	(217 215.84)	

8.7.4 Financial Viability & Management: SWOT Analysis

Table 57: Financial Viability & Management: SWOT Analysis

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

8.8 MUNICIPAL KEY CHALLENGES

Table 58: Municipal Challenges

KPI	KEY CHALLENGE	DISCRIPTION
Basic Service Delivery and Infrastructure Development	<ol style="list-style-type: none"> 1. Protecting municipal buildings. 2. The percentage of people without access to electricity is still high. 3. Inadequate infrastructure 4. Proving infrastructure to settlements that are on steep and wet areas 	<p>1.1 The protection of municipal buildings such as community halls and crèches from damage and theft of equipment in the community facilities.</p> <p>1.2 The 2011 statistics show that more than 60% of the people residing in the municipal area still do not have access to electricity.</p> <p>1.3 Some areas still have poor sanitation systems and poor road conditions.</p>
Municipal transformation and Institutional Development	<ol style="list-style-type: none"> 1. Attracting of experienced staff. 2. Lack of internal departmental communication. 3. Lack of staff 	<p>1.1 The municipality cannot afford to pay salaries that will attract experienced staff due to minimum budget.</p>
Financial Viability & Financial Management	<ol style="list-style-type: none"> 1. Dependency on equitable share. 2. Debts collection 	<p>1.1 The municipal has a low rate base and therefore depends on the equitable share allocation.</p>

Good governance and Public participation	<p>1. Poor attendance in IDP road shows.</p> <p>2. Enforcing of municipal bylaws.</p> <p>3. IGR not functioning as it is supposed to.</p> <p>4. Lack of cooperation from sector departments.</p> <p>5. Corruption</p>	1.1 The MSA requires that the public
Local Economic Development and Social Development	<p>1. Dependency on Agricultural</p> <p>2. High level of poverty and unemployment.</p> <p>3. Natural hazards.</p> <p>4. Few heritage features</p>	<p>1.1 Unavailability of small industrial sites.</p> <p>1.2 Provision of basic resources and attraction of economy is threatened</p>
Spatial and Environment	1. Unavailability of budget to prepare land use scheme.	1.1 The PDA requires that all municipalities to prepare a land use scheme for its area of jurisdiction by the year 2015.

SECTION D: DEVELOPMENT STRATEGIES

1. INTRODUCTION

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the International, National and Provincial guidelines.

1.1 VISION

Municipal Vision

To be an excelling municipality in rendering basic service delivery and good governance in a sustainable manner to all our local communities who trusted us.

1.2. MISSION

We are committed in creating a stable, secured environment and sustainable service delivery to all our communities.

1.3 MUNICIPAL DEVELOPMENT GOALS, STRATEGIES, OBJECTIVES.

The table below shows reflects Mthonjaneni municipality's goals, strategies and objectives. The table further reflects the alignment of its strategies and objectives with the provincial strategies (PGDS)

IDP Indicator No.	National Key Performance Area	MUNICIPAL GOALS	Objectives	Strategies	RESPONSIBLE DEPARTMENT	OUTPUT
A.1	SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Providing a High Level of Affordable Essential Services	To provide electricity /energy within Mthonjaneni	Ensure the provision of new electrification connections in urban and rural areas.	Director Technical Services	Provision of electrification connections to rural and urban areas.
A.2			To provide waste management services within Mthonjaneni	Implement Integrated Waste Management Plan	Director Technical Services	Implementation of Waste management plan. Waste collection on a weekly bases
A.3			To reduce infrastructure backlogs	Facilitate the provision of recreational infrastructural services	Director Technical Services	Construction and Maintenance of recreation facilities
A.4			To maintain Council immovable property/ assets	Maintain Council buildings within budget for the financial year	Director Technical Services	Maintenance of Council halls, substations, crèches, municipal offices.
A.5						
				maintenance of urban roads	Director Technical Services	Urban roads maintenance

A.6				Provision of rural access roads	Director Technical Services	Rural roads regravelling.
B.1	Municipal Transformation and Institutional Development	Providing a safe and secure environment	To create a viable and sustainable work environment	Organizational skills development and capacity building.	Director Corporate Services	Training of municipal staff
B.2				Implement the Employment Equity Plan of the municipality	Director Corporate Services	Advertising positions and giving all citizens and equal opportunity for employment.
B.3				Implement approved municipal organogram	Director Corporate Services	Filling of vacant positions
C.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Providing service excellence	To be financial viable by increasing revenue and reducing debt	Manage finances in line with required legislation	Chief Financial	
C.2				Ensure regular update of indigent register	Chief Financial	Reviewing and implementing of indigent policy.
C.3			To ensure that transparency is attained	Ensure regular reporting on SCM and Municipal Assets	Chief Financial	Reviewing and implementing of SCM policy.
C.4				Ensure capital budget spent on capital projects	Chief Financial	100% spending of capital budget.
D.1	GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	Good governance	To provide sound external and internal communication	Ensure effective municipal structures i.e. Council, EXCO and ward committees	Director Community and Corporate Services	Council, EXCO, ward committee meetings

D.2			Information backup	Ensure the implementation of data backup Disaster Recovery centre for 70 days users.	Director Community and Corporate Services	Information technology
D.3			Firewall	ensure the construction of the Firewall at the municipal server	Director Community and Corporate Services	Construction of the Firewall
D.4			Software licences	Ensure the renewal of software licenses.	Director Community and Corporate Services	Renewed software licences
D.5			IT steering committee	Ensure the effective IT steering committee meetings.	Director Community and Corporate Services	IT Steering committee meetings.
D.6			Ensure effective IT Policy awareness	Ensure the training of staff in IT policies.	Director Community and Corporate Services	Capacity building of staff on IT policies.
D.7			Laptops and computers	Procurement of laptops desktop computers	Director Community and Corporate Services	Purchasing of laptops and computers
D.8			To ensure accountability and transparency	Implement the Performance Framework Policy	Office of the Municipal Manager	Performance management
D.9			To ensure access to information	Ensure approval of Annual Report	Office of the Municipal Manager	Preparing and approval of Annual report
D.10			Access to information	Ensure the preparation and printing of the annual report.	Office of the Municipal Manager	Municipal newsletter.

E.1	LOCAL ECONOMIC DEVELOPMENT	Providing opportunities for all to aspire to a better future	To ensure LED in the municipality and create economic opportunities	Review LED Strategy	Director Community and Corporate Services	Reviewing and Implementing of LED strategy.
E.2				Ensure SMME Empowerment	Director Community and Corporate Services	Training of co-operatives
E.3				Create job opportunities through poverty alleviation programmes	Director Community and Corporate Services	EPWP and CWP
E.4		Building safe communities	Supporting the informal sector	Registration of informal traders.	Director Community and Corporate Services	Registration and licensing of informal traders
F.1	CROSS CUTTING INTERVENTIONS	Encouraging community participation in service delivery	To ensure that Council is striving towards its vision and mission	Preparation of an IDP within the legal guidelines	Office of the Municipal Manager	Integrated Development planning
F.2				Effective community participation as promulgated in terms of Chapter 4 of the MSA no 27 of 2000	Office of the Municipal Manager	Public participation
F.3		Encouraging community participation in sports	Sport and recreation	To ensure the contribution towards the development of sports within the municipal area.	Director Community and Corporate Services	Golden games, SALGA Game, Mayoral cup

F.4		Supporting the poor and vulnerable groups	To facilitate the social development of marginalised groups	Ensure effective gender, disabled and senior citizens structures	Director Community and Corporate Services	Supporting of marginised groups.
F.5			To reduce incidents of HIV/AIDS Infections	Implement HIV/AIDS Reduction programmes	Director Community and Corporate Services	HIV programs
F.6		Ensure community safety and security	To implement Traffic Management services	Implement traffic management	Director Community and Corporate Services	Traffic and protection services
F.7			To implement Disaster management	Mitigate the effectiveness of disasters.	Director Community and Corporate Services	Disaster management services and Holding od quarterly meetings with relevant stakeholders.

SECTION E: STRATEGIC MAPPING

1. LOCATION AND NATURE OF DEVELOPMENTS WITHIN THE MUNICIPALITY

1.1 HIERARCHY OF NODES

The approach adopted is similar to the Rural Service System concept. The Rural Service System concept entails the identification of a hierarchy of nodes and different levels of services and facilities within each type of node.

There are three types of nodes:

Primary Node: Administrative and Economic Centre

The following broad planning principles apply in the Primary Node:

It must offer a full range of Social, Community and other Services and facilities.

It will be the focus of Urban employment opportunities.

The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions.

Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities.

The Primary Corridor should offer development opportunities, these are to be restricted to suitable Mixed uses within the Primary Node and the Opportunity Points.

Secondary Node: Distribution and co-ordination point

The following planning principles shall apply in the Secondary Nodes:

The primary aim is densification and upgrading of existing services.

They are lower order Service Centres to serve the surrounding rural community.

Services such as a schools, hospital, clinics and pension payout point are provided.

Tertiary Node: Supplementary services

The following planning principles shall apply in the Tertiary Node:

The primary aim is providing access to services.

They are lower order services mainly in the form of mobile services, serve the surrounding densely populated rural community.

Services such as schools, clinics and mobile clinics, and pension payout point are provided.

Source: Mthonjaneni IDP 2011/12

The primary node has a threshold of 10 km and the secondary and tertiary nodes have thresholds of 5 km each. These thresholds indicate the communities/settlements serviced by the nodes.

Table 59 : Level of services/facilities within each node

Primary Node	Secondary Node	Tertiary Node
Municipal Offices	Satellite Police Station	Routine Police Patrol
Hospital	Clinic	Weekly Mobile Clinic
Welfare Offices	Primary School	Primary – secondary schools
Primary – High Schools	High School	Weekly Mobile Welfare Services
Tertiary Training Facility	Tribal Court (where applicable)	Regular Bus Service
Permanent Information Centre	Rural Service Information Centre	Post Boxes
Post Office + Post Boxes	Post Boxes	Meeting Places
Banks	Regular Bus Service	Shops
Bus and Taxi Terminals	Community Halls	
Police Station	Stores/Shops	
Magistrates Court		
Home Affairs Offices		
Municipal Hall		
Wholesalers/Stores/Shops		

In terms of roads, there are three levels of road network which differentiate between the higher order and lower order roads as well as the functions of the different levels of roads:

Primary Corridor

Secondary Corridor

Minor Linkages/Corridor (Mthonjaneni Draft IDP 2012/13 to 2018/19)

1.2 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

1.2.1 District Municipal SDF

Mthonjaneni Municipality falls within the King Cetshwayo District Municipality (KCDM). King Cetshwayo is one of the 10 District Municipalities in KwaZulu-Natal and is located in the North-eastern region of the province. The King Cetshwayo District Municipality comprises the five local municipalities of Mthonjaneni, Mfolozi, Umhlathuze, Umlalazi and Nkandla.

It has the third highest population in the Province after the eThekweni Metro and the uMgungundlovu District. It stretches from the agricultural town of Gingindlovu in the south, to the uMfolozi River in the North and inland to Nkandla. Richards Bay and Empangeni serve as industrial and service centres to many other parts of the district. Nkandla, Melmoth, Bucanana, KwaMbonambi and Eshowe are other administrative nodes of economic significance in the district.

Table 60: King Cetshwayo/Mthonjaneni Alignment

Issue	Area of Alignment	Implication for Mthonjaneni SDF
Hierarchy of Nodes	<p>The King Cetshwayo SDF identifies primary and secondary nodes in each of its 5 local municipalities.</p> <p>In terms of Mthonjaneni, Melmoth has been identified as the Primary Node, KwaMagwaza, Ekuthuleni and Ndundulu have been identified as Secondary Nodes and no Tertiary Nodes have been identified.</p>	Primary and secondary nodes have a role as centres of service delivery and economic activity (particularly the primary nodes). The Mthonjaneni SDF will highlight a hierarchy of nodes and confirm the primary, secondary and tertiary nodes within the context of the District.
Corridors	The R66 has been identified as a Tourism Corridor.	The Tourism Corridor has potential to attract both destination and flow through tourists and appropriate interventions need to be put in place in order to further develop this in Mthonjaneni.

Source: KCDM IDP Review 2011/12, KCDM SDF 2009

1.2.2 Local Municipalities' SDF

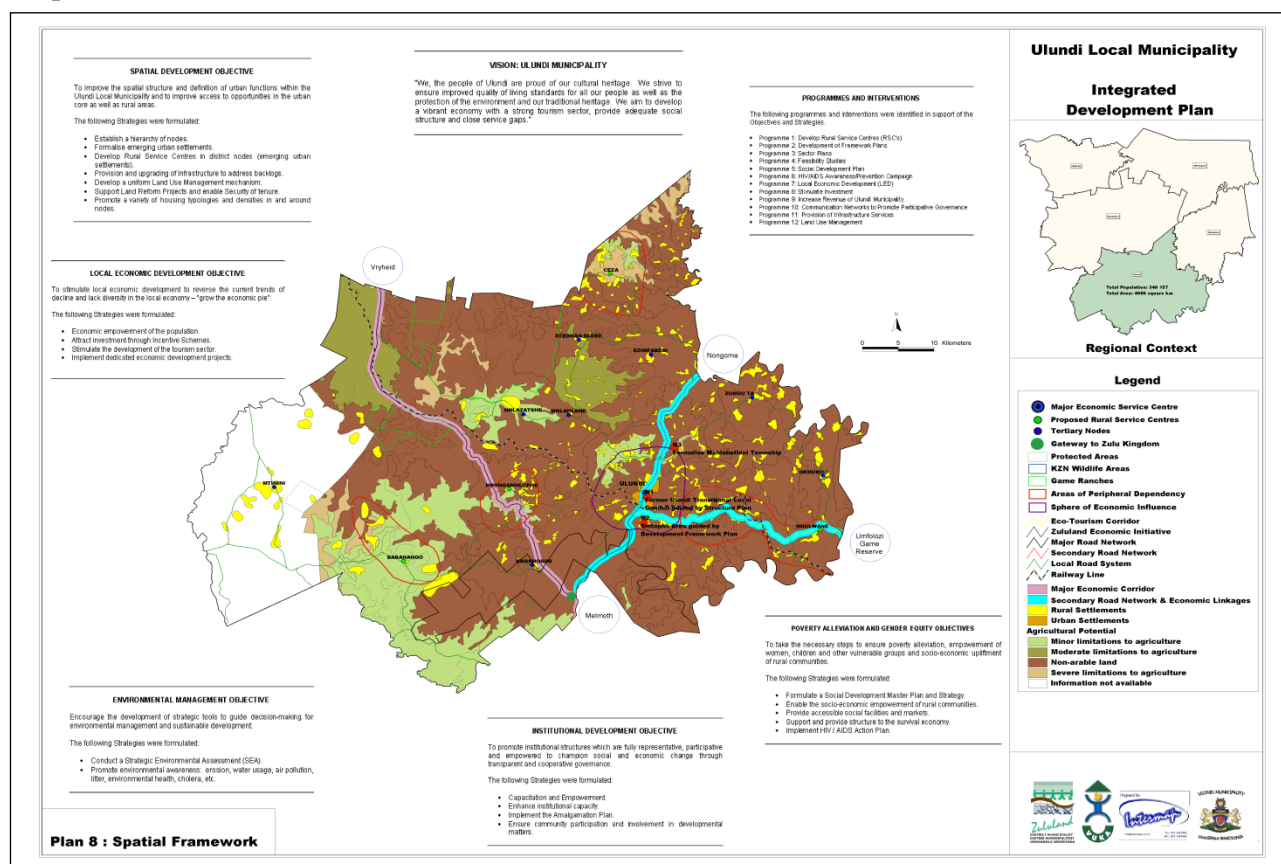
1.2.2.1 Ulundi

Table61: Ulundi/Mthonjaneni Alignment

Issue	Area of Alignment	Implication for Mthonjaneni SDF
Corridors	<p>The primary transport corridor identified in Ulundi is the R34, consisting of road and rail links, runs from the N2 and Richards Bay linking Melmoth, Vryheid and Paulpietersburg to Mpumalanga and Gauteng.</p> <p>The secondary transport Corridor identified in Ulundi is the R66. The R66 carries large volumes of local and regional traffic and links Melmoth and Ulundi to Pongola via Nongoma.</p>	<p>The R34 and the R66 share the same road from the N2 up through Melmoth up until the municipal boundary with Ulundi where it splits.</p> <p>The provincial road corridors (R34, R66) play a part in the development of urban settlements along the routes.</p> <p>The R34 and R66 routes provide regional accessibility. The R34 is the strongest, being the main transport link between Richards Bay and Mpumalanga.</p>
Tourism linkages	<p>The intersection of the R34 and R66 provides opportunities for the development of a future tourism node. This node could be developed as a modal interchange for tourists or visitors to the area.</p> <p>There are a number of game</p>	<p>The intersection is on the boundary of Ulundi and Mthonjaneni Municipalities and will have economic spin-offs for both municipalities.</p> <p>The Emakhosini Ophathe Park is situated on the R66, and abuts both municipalities. Alignment is needed to</p>

	reserves and other protected areas within the Ulundi municipal area, some under the control of Ezemvelo KZN Wildlife such as the Emakhosini Ophathe Heritage Park.	ensure proper management of these areas.
Airport	The Ulundi Airport provides regional air access to Zululand.	Melmoth is within 50 km of the airport and this opens up economic opportunities which need to be considered in the SDF.

Map 33: Ulundi SDF

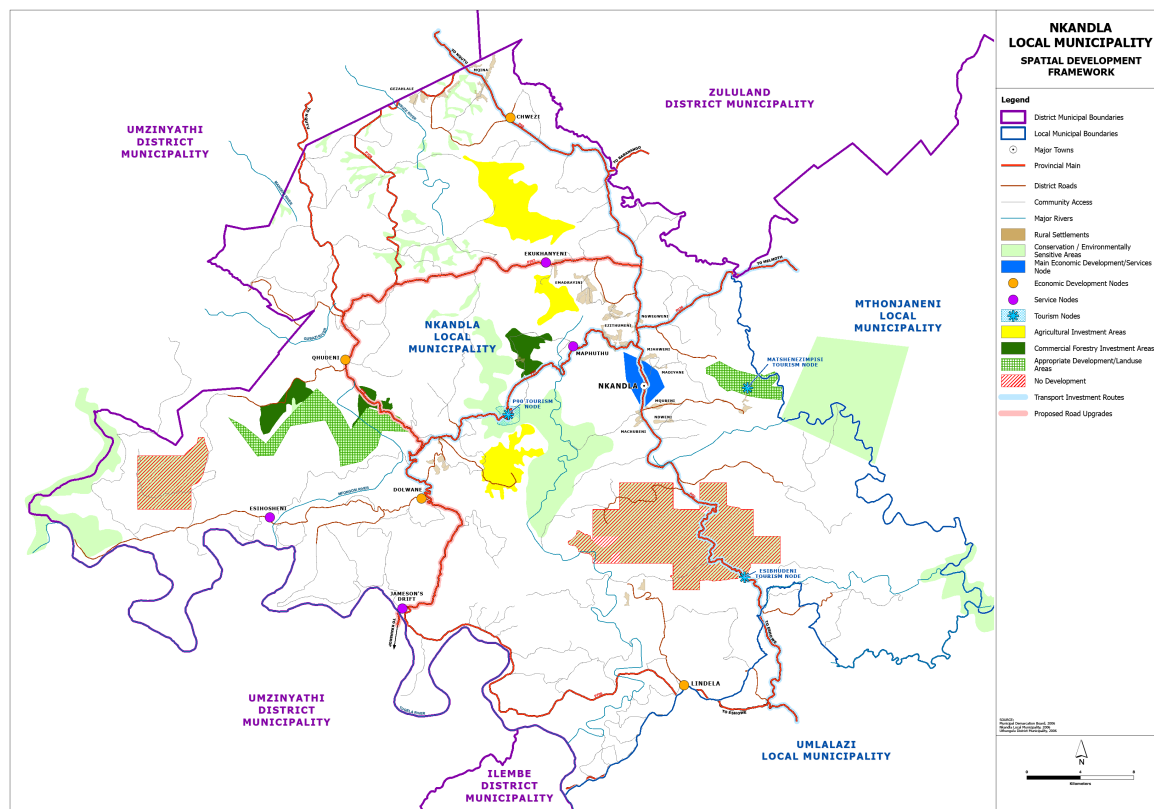


1.2.2.2 Nkandla

Table 62: Nkandla/Mthonjaneni Alignment

Issue	Area of Alignment	Implication for Mthonjaneni SDF
Corridors	The P226 has been identified as a main movement route providing direct access between Nkandla and Melmoth.	The P226 to Melmoth is an important linkage between the two municipalities and its significance will be explored in the SDF.

Map 34: Nkandla SDF



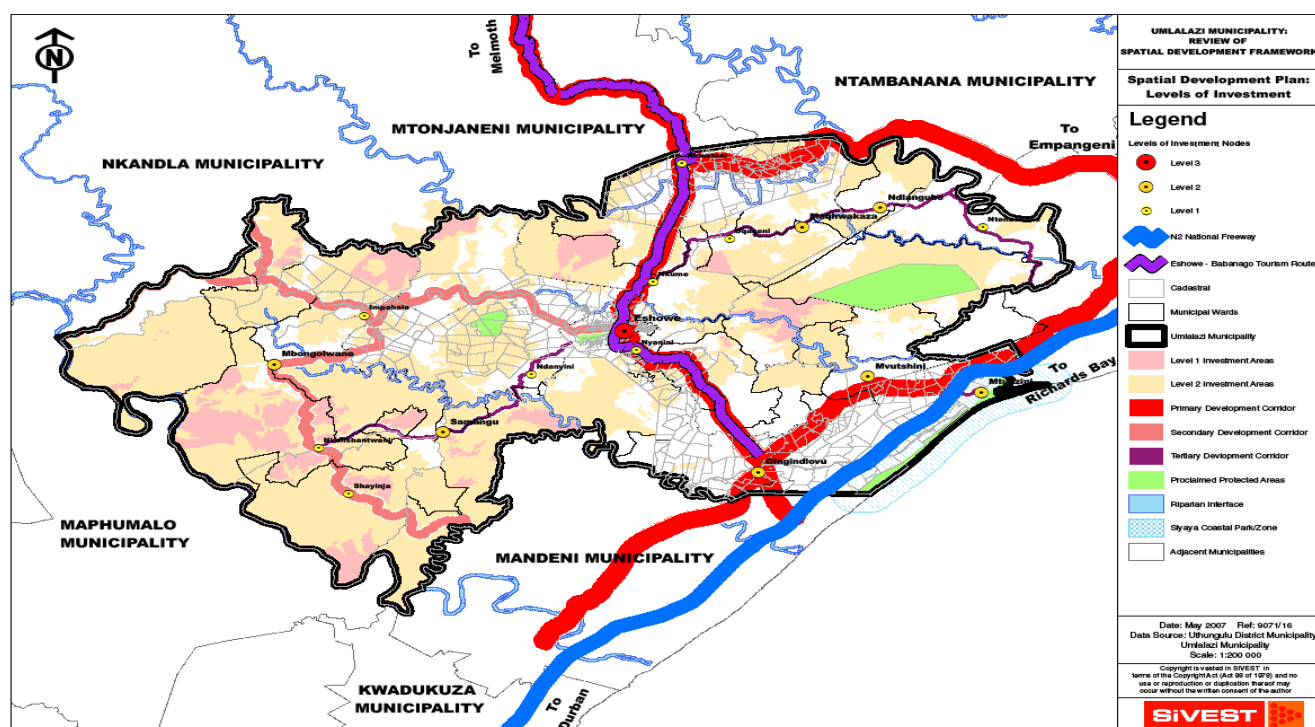
Source: Nkandla SDF 2009, Nkandla IDP 2011/12

1.2.2.3 Umlalazi

Table 63 : Umlalazi/Mthonjaneni Alignment

Issue	Area of Alignment	Implication for Mthonjaneni SDF
Corridors	The key linkage between Mthonjaneni and Umlalazi is the R34/R66 which links Eshowe to the N2 and inland to Melmoth.	The R34 can be considered to be an important transportation route within both municipalities as it forms an almost central spine through the municipal areas. The importance of this road is in its link with the District Centre of Richards Bay/ Empangeni.
Nodes	Eshowe has been identified as a Primary Node in the UmlalaziSDF .	Due to Eshowe's proximity to the Mthonjaneni boundary, the implications in terms of services will be further investigated.
Goedetrou Dam	The Goedetrou Dam has been identified as an investment area in the Umlalazi IDP.	The Goedetrou/Phobane Dam offers opportunities for potential tourism development for both municipalities such as water sports, camping, heritage and picnic sites.

Map 35: Umlalazi SDF



2. DESIRED SPATIAL OUTCOMES AND LAND USE WITHIN THE MTHONJANENI MUNICIPALITY

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

2.1 Primary Node: Melmoth

Table 64: Primary Node – Melmoth

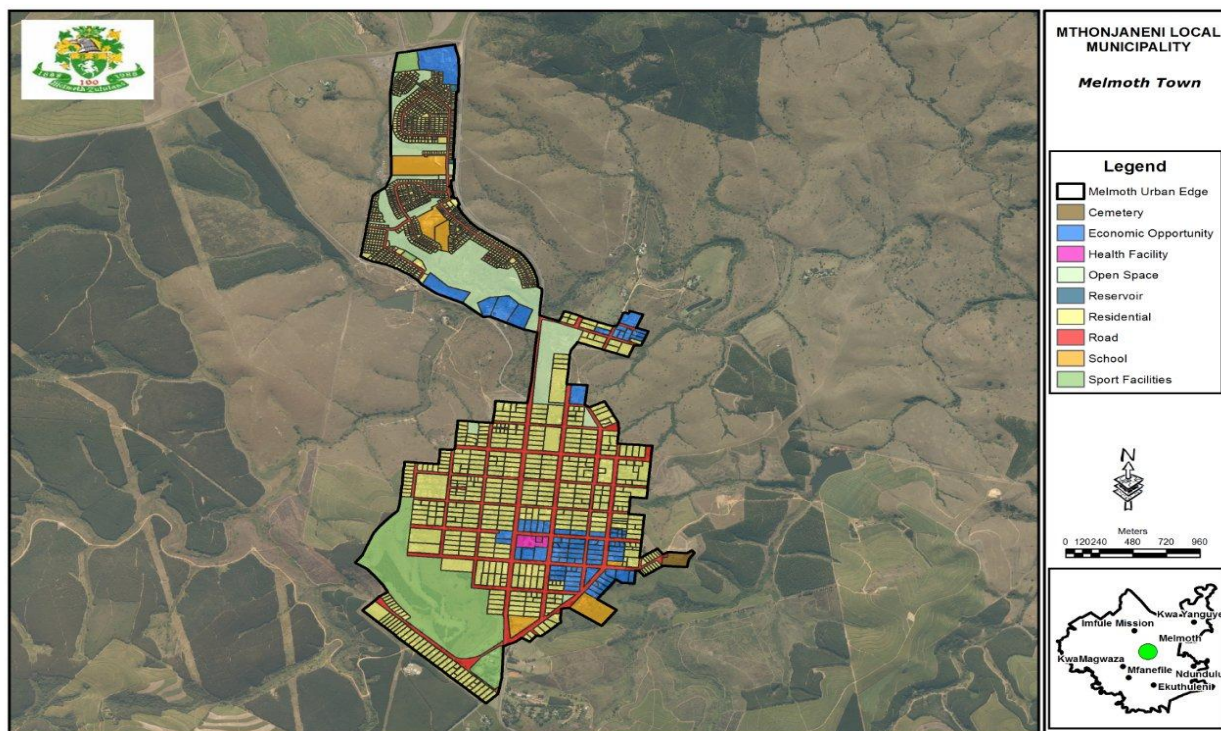
Town/Settlement	Existing level of services/ facilities	Desired spatial outcomes
Melmoth (including Thubalethu)	Municipal Offices Clinic Welfare Offices Primary School High School Permanent Information Centre Post Office + Post Boxes Banks Library Bus and Taxi Terminals Police Station Magistrates Court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

Melmoth and the adjoining settlement of Thubalethu form the primary node and commercial and administrative hub of the Municipality. Located within this area are the municipal offices, provincial government offices, schools, police station, magistrate's court and various stores and shops. (Mthonjaneni Draft IDP 2012/13 to 2019/20). Melmoth has an existing Town Planning Scheme which guides land use and development within the town.

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

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

Map 36: Melmoth town



2.2 Secondary Nodes

Ndundulu, KwaMagwaza and KwaYanguye are linked by the R66 and R68 respectively and have been identified as secondary nodes. These areas play an important role as service centres to the rural communities which are further removed from the primary node. The KwaMagwaza area is located close to the primary node and is relatively well established with a range of services and facilities. The other two areas identified as secondary nodes need further planning and development in order to adequately fulfill their function as service centres. According to the Public Capital Investment and Settlement Growth guideline (Dewar, D and Iyer, N 2009) capital investment should aim to develop support facilities and 200itizen200200 the current activities. This would involve the establishment of a formal market, taxi rank and the development of a multi-purpose hall as a first step. The development of a library and resource centre is another social facility that would complement the existing facilities at the next level of development. This should be easily accessible to the existing schools.

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

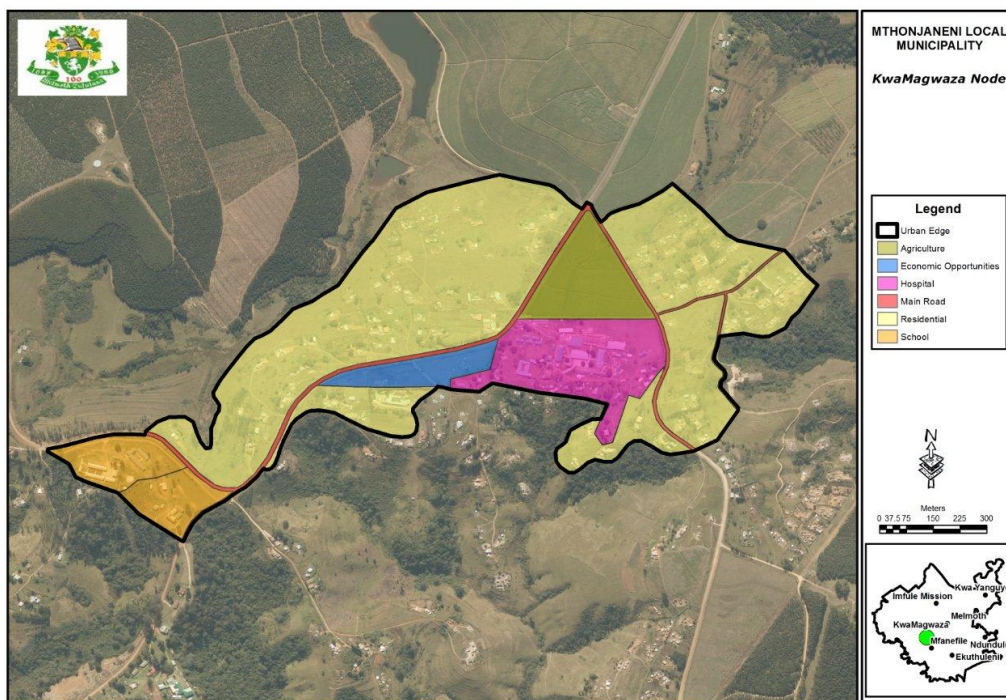
(1) KwaMagwaza

Table 65: Secondary Node – KwaMagwaza

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

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

Map 37: KwaMagwaza



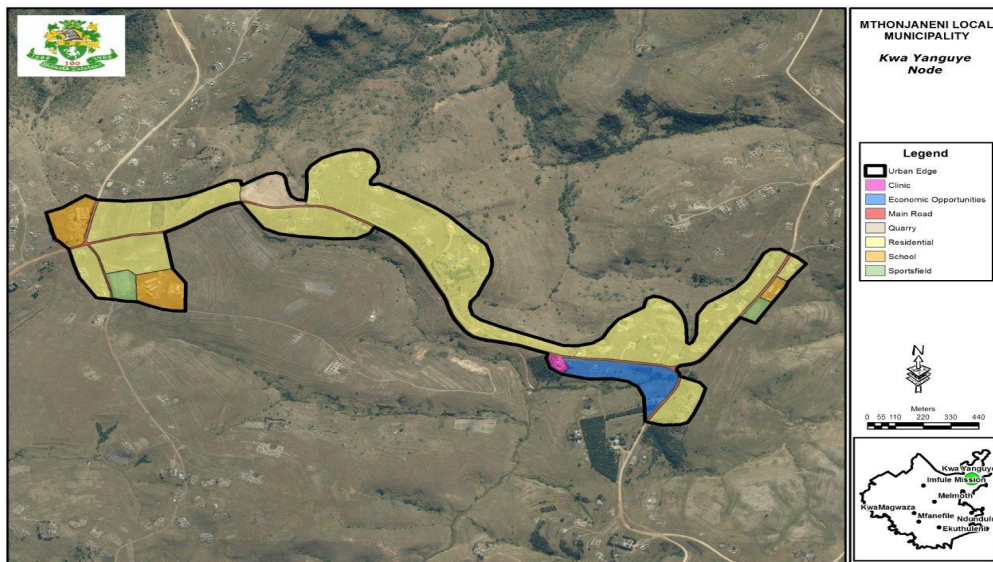
(b) KwaYanguye

Table 66: Secondary Node - KwaYanguye

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

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

Map 38: KwaYanguye



c) Ndundulu

Table 67: Secondary Node – Ndundulu

Town/Settlement	Existing level of services/facilities	Desired outcomes
Ndundulu	Clinic Primary School Ntembeni Tribal Court Place of Worship	This area was not identified as a secondary node in the Mthonjaneni SEA 2007, but is identified in the draft IDP 2012/13 to 2019/20. A number of factors need to be addressed if this area is to function as an effective secondary node. Satellite Police Station Rural Service Information Centre Post Boxes High School

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

Map 39: Ndundulu



2.3

Tertiary Nodes

Tertiary Nodes

Table 68: Tertiary Node

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

3. SPATIAL INTERVENTION AREAS

3.1 AGRICULTURE

Table 69: spatial interventions

Alignment	Issue	How addressed in SDF
Agriculture		
PGDS	Increase Productive Use of Land Job creation through unleashing agricultural potential. Safeguard Sustainable Livelihoods & Food Security through community development.	Map 7 on the SDF identifies areas of agricultural potential.
PSEDS	The agricultural sector is key to addressing poverty in the province since most areas of poverty are rural. The PSEDS identifies those areas of high agricultural potential in the Province.	The central band within Mthonjaneni has been identified as having high agricultural potential within the provincial context. An Agricultural Activity Corridor runs from Vryheid through Melmoth and Empangeni to Richards Bay.
Mthonjaneni IDP	To promote LED in the Municipality and create economic opportunities.	The Mthonjaneni SDF identifies areas of potential economic growth such as agriculture.
SDF Analysis	Identification of areas of good agriculture and soil potential.	Map 2 on the attached SDF identified soil potential for agriculture. In terms of Mthonjaneni: The soil is generally well suited to agriculture, but has been subject to deterioration in a number of areas. Soil has high erodability potential due to the topography and soil characteristics. Soil erosion is found around key settlement areas due to subsistence agricultural practices.
	Land degradation as a result of poor agricultural practices.	Map 9 on the SDF highlights land cover within the Municipality and indicates that land degradation has occurred in some areas as a result of poor agricultural practices.
Interventions: <ol style="list-style-type: none"> 1. Protection and rehabilitation of agricultural land through appropriate farming practices and appropriate land management, particularly in those areas where land degradation has occurred. 2. Large scale agriculture and commercial forestry must be limited to those areas where permits have already been awarded. 3. The land use management system must identify areas where agriculture must be encouraged as based on the SDF. 		

4. Promote agrarian reform through identification and development of prime land and link with processing and marketing opportunity in Primary Corridor.		
Alignment	Issue	How addressed in SDF
Environment		
PGDS	Responses to climate change through: Increased Productive Use of Land Advanced Alternative Energy Generation Managing pressures on Biodiversity Disaster Management	Maps 12 and 13 identify areas of environmental significance.
Alignment with Ulundi Municipality	There are a number of game reserves and other protected areas within the Ulundi municipal area, some under the control of Ezemvelo KZN Wildlife such as the Emakhosini Ophathe Heritage Park.	The Emakhosini Ophathe Park is situated on the R66, and abuts both municipalities. The SDF identifies alignment as an intervention that is needed in order to ensure proper management of areas significant to these adjoining municipalities.
Mthonjaneni IDP	To ensure environmental sustainability and proper land use management	The Spatial Development Framework provides a framework within which development must occur within the Municipality. The SDF provides guidelines for a Land Use Management System. Map 11 identifies environmentally sensitive areas for preservation and conservation.
SDF Analysis	Hydrology is a key environmental aspect which requires management taking into consideration the following: The ability of the Mhlathuze Catchment to meet the water needs of the municipality, especially in the dry season. Water quality of rivers and streams may be negatively affected by run-off from commercial forestry and agriculture. Community access to water directly from rivers impacts on water quality and increases risks of contamination and spread of diseases.	Map 4 on the SDF shows river and wetland systems within Mthonjaneni.
Interventions: <ol style="list-style-type: none"> 1. Avoid development within sensitive areas and 206 citizen appropriate buffer zones in order to limit the impact of development. The SDF provides a framework within which development must occur. It identifies areas for continued agricultural activities, areas that require protection from an environmental point of view and nodes where development must be 		

encouraged.

2. Environmental sustainability in environmentally sensitive areas which have already been developed require careful management of existing land use activities with strong discouragement of additional growth or intensification of development.

3. Limit grazing in environmentally sensitive areas.

4. Limit development in environmentally sensitive areas to complementary activities such as tourism and conservation.

1. Delineation of an urban edge in settlements to ensure protection of highly sensitive environmental areas.

2. Where not zoned for development, wetlands must be given conservation status.

3. Wetlands should not be drained, filled or in any way artificially altered.

8. Where the construction or dredging of canals is necessary, these be designed to 207itizen207 the degradation of wetland functions.

9. Roads should not be constructed through wetlands, but if absolutely essential shall be elevated above wetland surfaces. If this is not possible, culvert pipes must be significantly large and spread throughout the length of the wetland to cause the least disruption to the natural system.

10. Access to wetlands by off-road vehicles, man and livestock must be prevented.

11. Degraded wetlands must be rehabilitated.

12. Wetland vegetation must be maintained and all exotic vegetation removed.

13. Flow or level of water must not be artificially altered.

14. Strict policing of illegal dumping must be undertaken.

15. All vegetation on the banks of rivers or streams must be protected.

16. All vegetation within 10m of the banks of the rivers or to the 1:100 year flood line, and within 3m of the banks of all streams must be conserved.

17. Pollution by toxic substances, excessive nutrients (phosphates and nitrates) and suspended particle matter is to be avoided.

18. Contamination by aquatic weeds must be avoided.

19. All natural forests are protected in terms of the Forest Act, and the felling of any trees or disturbance to any forest requires a permit from DWAF.

20. Wherever possible, patches of forest must be linked to form a continuous network to facilitate the migration of fauna and flora

1. Investigations into the development of farming infrastructure such as irrigation should be initiated.
2. Delineation of an urban edge in settlements surrounded by agricultural land to ensure protection of high potential agricultural land and promote sustainable livelihoods.

3.2 ENVIRONMENT

3.2.1 ECONOMIC DEVELOPMENT

Alignment	Issue	How addressed in SDF
Economic Development		
PGDS	<p>The PGDS focuses on job creation through:</p> <ul style="list-style-type: none"> Unleashing Agricultural Potential Enhancing Industrial Development through Trade, Investment & Exports Expansion of Government-led Job Creation Programmes Promoting SMME, Entrepreneurial and Youth Development Enhancing the Knowledge Economy 	The SDF identifies economic opportunities within the municipality in order to improve access to employment.
PSEDS	<p>The potential for industrial development in the province is anchored by the nodes of eThekweni and Umhlatuze. The corridors between these two nodes and extending up to Howick form the primary zone of industrial development in the province. The cities of Newcastle, Ladysmith and Port Shepstone serve as important secondary nodes of industrial development potential.</p> <p>The primary tourism potential within the province is in the beach tourism, cultural tourism and eco-tourism markets. The tourism products of provincial importance</p>	<p>The benefits associated with the linkages between Mthonjaneni and the Umhlatuze industrial node has been highlighted in the SDF.</p> <p>Mthonjaneni has areas of cultural significance identified at a provincial level and this provides impetus for growth in this area.</p>

	<p>are:</p> <p>Arts & crafts routes in Midlands Meander and Albert Falls Amble</p> <p>Durban, south coast and north coast beach tourism linked to cultural tourism in the interior</p> <p>Drakensberg region</p> <p>Greater St Lucia & surrounding big five reserves</p> <p>Zulu Heritage & Cultural Trail</p> <p>Battlefields Route</p>	
Alignment with KCDM District	The R66 has been identified as a Tourism Corridor in the KCDM SDF.	The Tourism Corridor has potential to attract both destination and flow through tourists and appropriate interventions are identified below in order to further develop this in Mthonjaneni.
Alignment with Ulundi Municipality	<p>The Ulundi SDF identifies that the intersection of the R34 and R66 provides opportunities for the development of a future tourism node. This node could be developed as a modal interchange for tourists or visitors to the area.</p> <p>The Ulundi Airport provides regional air access to Zululand.</p>	<p>The intersection is on the boundary of Ulundi and Mthonjaneni Municipalities and will have economic spin-offs for both municipalities.</p> <p>Melmoth is within 50 km of the airport and this opens up economic opportunities.</p>
Alignment with Umlalazi Municipality	The Goedetrou Dam has been identified as an investment area in the Umlalazi IDP.	The Goedetrou/Phobane Dam offers opportunities for potential tourism development for both municipalities such as water sports, camping and picnic sites.
Mthonjaneni IDP	<p>To promote LED in the Municipality and create economic opportunities</p> <p>Identify areas of potential economic growth such as tourism and agriculture.</p>	Various economic and tourism interventions are identified.
<p>Interventions:</p> <ol style="list-style-type: none"> 1. Reinforce the Primary, Secondary and Tertiary Corridors in order to strengthen economic linkages between nodes and adjacent municipalities. 2. Promote tourism through: <ul style="list-style-type: none"> Improved access to areas with environmental, cultural and heritage significance in order to benefit from optimal use of the resources. Investing in human capital in line with the requirements of the PGDS. Marketing of tourism initiatives. 		

3. Generate economies of scale in terms of market opportunities to encourage local entrepreneurship and consequently local communities to spend their income locally.
4. Investigation needs to be done with regard to placement of the markets and ensuring that adequate facilities and services are provided to the site such as access to water, sanitation, trees or shelters for shade and flat concrete surfaces.
2. Promote local income circulation and reduce leakages of income to other areas through the establishment of periodic markets at identified nodes.
3. In terms of the levels of services at the nodes, where gaps exist, capital investment must focus on addressing these deficiencies.

3.3 ACCESS TO SERVICES

Alignment	Issue	How addressed in SDF
Access to Services		
PGDS	<p>Focus on human resource development through: Improved Early Childhood Development, Primary and Secondary Education Supporting Skills alignment to Economic Growth Promoting Enhanced Youth Skills Development & Life-Long Learning</p> <p>Human And Community Development through: Poverty Alleviation & Social Welfare Enhancing Health of Communities and Citizens Safeguarding Sustainable Livelihoods & Food Security Sustainable Human Settlements Enhancing Safety & Security Advancing Social Cohesion Promoting Youth, Gender and Disability Advocacy & the Advancement of Women</p>	<p>The SDF identifies educational facilities in the municipality.</p> <p>The SDF highlights areas of poverty and directs investment at key nodes in order to improve quality of life through service delivery. It also directs spending at improving human capital through access to health, education and social welfare.</p>
Mthonjaneni IDP	To expand the provision of municipal services to all households in Mthonjaneni in terms of national standards	The SDF identifies existing service levels and facilities and the interventions below identify off-grid services which will assist in providing feasible alternatives.

	To promote access to community facilities.	
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IMPLEMENTATION PLAN

1. INTRODUCTION

This implementation plan reflects the priority projects / initiatives identified by the Mthonjaneni Municipality focussed on the next three year period. The projects / initiatives identified have been aligned to the focus areas for the municipality as reflected in the IDP of the Municipality.

1.1 THE FOCUS AREAS OF THE MTHONJANENI MUNICIPALITY

The focus areas for the Mthonjaneni Municipality (Local KPA's) relate to the Five National Key Performance Areas as reflected below:

Table 70: National KPA's Versus Local KPA's

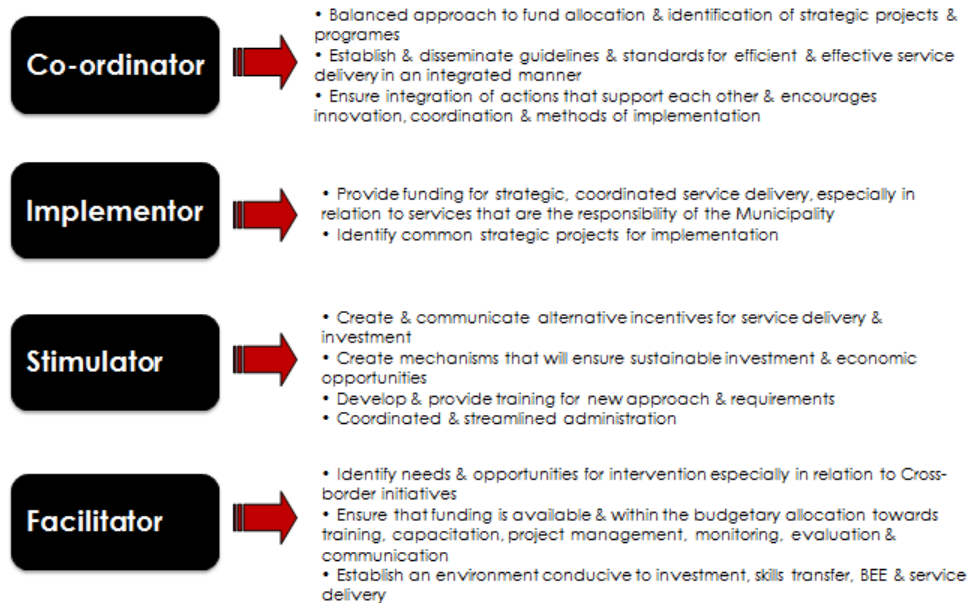
NATIONAL KPA	MTHONJANENI LOCAL KPA
Infrastructure & Service Development	Water, Sanitation, Electricity, Roads, Waste Disposal, Housing & Cemetery
Good Governance & Community Participation	IDP, Annual Report & Communication Plan
Local Economic Development	LED Implementation, Poverty Alleviation, Tourism & Spatial Development Framework (SDF)
Municipal Transformation & Institutional Development	Organogram, PMS & WSP
Financial Viability & Financial Management	Budget, SDBIP & Pauper Burials
Cross Cutting intervention	Spatial Development Framework, Land use schemes and Environmental issues.

1.2 THE IMPLEMENTATION APPROACH OF THE MTHONJANENI MUNICIPALITY

The Mthonjaneni Municipality will fulfil both an implementation and monitoring role in ensuring the goals and objectives as set out in this Integrated Development Plan are achieved. The Municipality will take direct responsibility for those projects relating to its mandated function and will further ensure that the commitments of other sector services providers, as reflected in this IDP is met.

The Mthonjaneni Municipality acknowledges that for a large number of projects as identified in the current Capital Investment Framework funding have not been secured as yet. It is not envisaged that projects for which funding has as yet not been committed will be implemented in the 2017/2018 financial year. The Municipality will therefore during the next financial year continue its attempts to attract funding to these projects.

The diagram below depicts the strategic role that the Mthonjaneni Local Municipality will fulfil as part of their service delivery programme. Refer to Capital Investment Framework for more detail.



1.3 THE IMPLEMENTATION PLAN / CAPITAL INVESTMENT FRAMEWORK

The Implementation Plan of the Municipality, as reflected below. The implementation plan reflects the following information relating to the projects / initiatives identified and prioritised by the Municipality:

Project Name: Provides a descriptive name for the project.

Ward No: provides the spatial location of the project / development and intends at aligning and update SDF

Objective No: provides for the alignment between the objectives & strategies set in terms of section c of this IDP,

Status: Indicates what the current status of the project is. Distinction is made between preparation, planning, awaiting funding and implementation.

Project Type: Determines whether the a particular project is a Capital or Operational

Funding Source: Indicates the institution that will or will in all likelihood fund the project.

Implementing Agent: Identifies who will take responsibility for the implementation of the project.

Responsible Directorate: refers to the Mthonjaneni Section 57 Managers

Budget 2013 – 2015: Reflects the proposed multi-year (if applicable) budget for the project.

1.4 IMPLEMENTATION PLAN FOR 2019/2020 FINANCIAL YEAR

The table below is an implementation plan for Mthonjaneni Municipality.

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																
KEY PERFO RMAN CE AREA	KEY CHA LLE NGE	OBJE CTIVE REF	GO AL	OBJEC TIVE	STRA TEGI ES	PERF ORM ANCE INDI CAT ORS	BA SE LI NE	5 YEAR TARGETS					TARGET AND YEAR IF OUTSIDE 5 YEAR PERIOD	BUDGE T	SOURCE	RESPONSIB ILITY
								2016 /201 7	2017 /210 8	2018 /201 9	2019 /202 0	2020/ 21				
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	The percentage of people with out access to electricity is still high	A.1	Providing a High Level of Affordable	To provide free basic electricity to indigent households	Provide free basic electricity	Number of households with access to free basic electricity	295	295	295	350	350	350			Mthonjaneni LM	Chief Financial Officer
		A.2.	Essential Services	To provide electricity/energy within Mthonjaneni	Provide electrification connections to new households	Number of households with access to basic electricity		150	200	300	-	400			INEG	Director Technical Services
		A.3		To provide waste management service	Implement Integrated Waste Management	Number of households with access	1465	1465	1465	1716	1702				Mthonjaneni LM	Director Technical Services

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT				s in Mthonjaneni	gement Plan	to basic waste disposal services										
	Municipal building protection	A.8		To maintain Council immovable property/assets	Maintain Council buildings within budget for the financial year	Rand value of budgeted amount spent on maintenance									Mthonjaneni i LM	Director Technical Services
	Attracting experienced staff	B.1	Providing a safe and secure environment	To create a viable and sustainable work environment	Implement Human Resource Strategies	Rand value of budgeted amount spent on WSP									Mthonjaneni i LM	Director Corporate Services

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Dependence on equitable share	B.2	t		Implement the Employment Equity Plan of the municipality	Number of staff from employment equity target groups employed in three highest levels of management		8	8	9	9	9		Operational	Mthonjaneni LM	Director Corporate Services
		B.3			Implement approved organizational	Number of critical posts filled		8	8	9	9	9		Operational	Mthonjaneni LM	Director Corporate Services
		C.1		To be financially viable by increasing	Manage finances in line with 216iti	Percentage of grants and subsidies		100 %	100 %	100 %	100 %	100 %			MIG, EPWP and Grants	Chief Financial Officer

GOVERNANCE AND COMMUNITY PARTICIPATION	Poor attendance of Council		ce	revenue and reducing debt	zen legislation	spent												
		Ensure regular approval of indigenous register			Date of approval indigenous register													
		C.2																
																</		

	meetings			internal communication	structures i.e. Council, EXCO and ward committees	held										
		D.2				Number of EXCO meetings held		12	12	12	12	12		Operational	Mthonjaneni LM	Director Corporate Services
		D.3				Number of functional ward committees meetings held		24	24	24	24	24		Operational	Mthonjaneni LM	Director Corporate Services
	Incidence of corruption	D.4	To ensure accountability and transparency	Implement the Performance Framework Policy	Date of review of the OPMS Scorecard		30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21		Operational	Mthonjaneni LM	Office of the Municipal Manager	
		D.5			Date of submission of draft Annual		30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21		Operational	Mthonjaneni LM	Office of the Municipal Manager	

LOCAL ECONOMIC DEVELOPMENT	IGR's not functioning					Performance Report to AG										
		D.6				Number of performance agreements signed		4	4	4	4	4		Operational	Mthonjaneni LM	Office of the Municipal Manager
		D.7				Number of performance evaluations conducted		4	4	4	4	4		Operational	Mthonjaneni LM	Office of the Municipal Manager
		D.8		To ensure access to information	Ensure approval of Annual Report	Date of approval of final Annual Report		30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21		Operational	Mthonjaneni LM	Office of the Municipal Manager
LOCAL ECONOMIC DEVELOPMENT	High level of poverty	E.1	Providing opportunity	To ensure LED in the municipality	Review LED Strategy	Date of finalisation of	30-Jun-17	-	-	-	-	-		Operational	Mthonjaneni LM	Director Corporate Services

	and unem ploy ment		nitie s for all to aspi re to a bett er futu re	pality and create 220itize n220 opport unities		ward base LED plans										
CROSS CUTTING INTERVENTIONS	Poor atten danc e in IDP Road show s	F.2	Enc our agin g com mu nity part icip ation in serv ice deli ver y	To ensure that Counci l is strivin g toward s its vision and missio n	Prepa ration of an IDP withi n the legal guidel ines	Date of appro val of IDP		30- Jun- 17	30- Jun- 18	30- Jun- 19	30- Jun- 20	30- Jun- 21			Mthonjanen i LM	Office of the Municipal Manager
		F.3			Effecti ve comm unity partici pation as prom ulgate d in terms of Chapt er 4 of	Numb er of IDP roads hows held		30- Jun- 17	30- Jun- 18	30- Jun- 19	30- Jun- 20	30- Jun- 21			Mthonjanen i LM	Office of the Municipal Manager
		F.4				Numb er of IDP Repre sentati ve forum meetings		2	2	2	2	2			Mthonjanen i LM	Office of the Municipal Manager

					the MSA no 27 of 2000	ngs held										
	Unavailability of budget to prepare land use scheme	G.1	Environmentally friendly developments	To ensure environmental sustainability and management	Development wall-to-wall scheme (LUMS)	Date of approval of LUMS		30-Jun-2017	-	-	-	-			Mthonjaneni LM	Director Corporate Services
	High level of poverty and unemployment	H.1	Supporting the poor and vulnerable groups	To facilitate the social development of marginalised groups	Ensure effective gender, disabled and senior citizen structures	Number of Men's Forum meetings held		4	4	4	4				Mthonjaneni LM	Director Corporate Services
		H.2				Number of Women's Forum meetings held		4	4	4	4	4			Mthonjaneni LM	Director Corporate Services

		H.3				Number of Youth Forum meetings held		4	4	4	4	4				Mthonjaneni LM	Director Corporate Services
		H.4				Number of Disability Forum meetings held		4	4	4	4	4				Mthonjaneni LM	Director Corporate Services
		H.6				Number of Widow's Forum meetings held		4	4	4	4	4				Mthonjaneni LM	Director Corporate Services
		H.7				Date of completion of Child Headed		30-Jun-17	-	-	-	30-Jun-20				Mthonjaneni LM	Director Corporate Services

						House hold Datab ase										
		H.8		To reduce inciden ts of HIV/A IDS Infectio ns	Imple ment HIV/ AIDS Reduc tion progr amme s	Date of establi shmen t of ward AIDS Counc il		30- Jun- 17	-	-	-	30- Jun- 2020				
		H.9			Ensue effecti ve functi on of Opera tion Suku ma Sakhe	Numb er of Local War room Task Team meeti ngs held		13	13	13	13	13			Mthonjanen i LM	Director Corporate Services
	Enfor cing of muni cipal byla ws	I.10	Ens ure com mu nity safe ty and	To imple ment Traffic Manag ement service s	Imple ment traffic mana gemen t	Numb er of TMT camer a operat ing hours					2520 hou rs	2520 hour s		R2 746 000	Mthonjanen i LM	Director Corporate Services

			secu rity			imple mente d										
		I.11				Numb er of roadbl ocks condu cted					60	80				Mthonjanen i LM Director Corporate Services

1.5 PROJECTS

There are a large number and a wide range of projects which have been identified through the IDP process of the Mthonjaneni Municipality. The majority of the projects will require funding if they are to be undertaken.

The table below reflects projects within the Mthonjaneni municipal area that will be funded via MIG for the next five years. Some of the projects will need funding from other Government Departments.

1.5.1. 2018/2019 FINANCIAL YEAR PROJECTS CURRENTLY IN PROGRESS

Table 71: 2018/2019 PROJECTS CURRENTLY UNDER CONSTRUCTION

WARD NUMBER	PROJECT	BUDGET
2	Gobihlahla crèche	R972 000
9	Mpevu community hall	R 2.8 Million
12	Ntombokazi community hall	R 2.8 Million
3, 7	Soqiwa/ Makhasaneni electrification project	R 12 Million
2	Thubalethu Electrification project	R 3 Million
1	Nungwini gravel road	MIG
4	Mfule gravel road	MIG
5	Manzawayo gravel road	MIG
10	Noziphiva gravel road	MIG
3	Rehabilitation of urban roads phase 5	MIG
8	Mehlamasha community hall	R 3 128 974.17

1.5.2 WATER AND SANITATION PROJECTS FUNDED BY KING CETSHWAYO DISTRICT MUNICIPALITY

Table 72: Water and sanitation projects

Project Name	Ward	Total Budget	Status	2014/15	2015/16
Yanguye water project	4	R 11 559 503.00	72%	1 000 000	R0
Greater Mthonjaneni SSA 2	2,3,4	R 196 898 425	Planning stage	R 35 000 000	R 64 000 000
Melmoth	1	R73 026 415	Planning	R 2 000 000	R20 000 000

WCDM			stage		
Melmoth WWTW	1	R88 429 917	Planning stage	R500 000	R 10 000 000

1.5.3 MIG REGISTERED PROJECTS FOR 2018/2019 – 2019/2020 FINANCIAL YEAR

The table below reflects projects that will be implemented during the 2018/2019 to 2019/2020 financial years. These are projects that have been registered under the Municipal Infrastructure Grant and ready for implementation.

WARD	NAME OF PROJECT	MIG VALUE	PROJECT STATUS
11	Gobihlala Crèche	R 972 379,26	Completed
11	Upper Nseleni Community Hall	R 2 083 871,47	Registered
12	Ntombokazi Community Hall	R 2 810 145,60	Completed
9	Mpevu Community Hall Ward 4	R 2 810 145,60	Work in Progress
10	Mabhensa Sports Field (AFA) MIS 238092	R 1 500 078,64	Completed
9	Mkhakhwini Community Hall	R 2 859 861,36	Completed
12	Oviceni Creche	R 1 236 707,98	Completed
12	Lumbi Sports Field Ward 1	R 2 609 999,97	Completed
9	Makhubo Access Road	TBC	Registered under Rural Roads Phase 3
11	Hawai Access Road	R3 362 721, 38	Completed
10	Mabhensa Access Road	TBC	Registered under Rural Roads Phase 3
13	Nkakhwini/Sangoyane Access Road	R 3 221 721, 38	Completed
9	Nkwalini NB14 Esicothweni Electrification Project	R 13 724 814,19	Completed
9	KwaHlaza Electrification Project	TBC	Identified

1.5.4 PRIORITISED PROJECTS FOR 2019/2020

The table below reflects projects that will be implemented during the 2019/2020 Financial Year.

WARD	PROJECT	BUDGET
10	Noziphiva Gravel road	R 6,896,699.40
6	Mehlamasha community hall	R 3,682,030.70
13	Sangoyane sportsfield	R 7,443,718.92
3	Rehabilitation of urban roads	R 8,800,460.48

SECTION F: FINANCIAL PLAN AND BUDGET

1. INTRODUCTION & BACKGROUND

Financial Management is the cornerstone of any organization, controls and policies must be in place to achieve sound financial management. Over the first year of the 3-year plan, financial regulations and policies must be reviewed to ensure all legal, internal control and social requirements are met. Implementing the projects included in the 3-year plan will require large capital investment, which in turn requires effective management and control.

In meeting the demands associated with modernized practices towards sustaining and enhancing financial viability; and addressing the specific needs of Mthonjaneni municipality within the context of limited resources and mounting service delivery expectations, necessitates that a comprehensive integrated approach towards financial sustainability be developed.

In terms of the approach adopted, the following core components will be deliberated on which collectively aim to positioning Mthonjaneni Municipality on a sustainable approach to service delivery.

The Mthonjaneni Municipality has recognized that to be successful the IDP must be linked to a workable financial plan, which includes a multiyear budget.

The financial plan is set out as follows:

- Legislative requirements
- Financial risks and key challenges
- Financial strategies – Overview
- Detailed financial issues and strategies
- Capital and investment programmes
- Multiyear budgets

2. LEGISLATIVE REQUIREMENTS

The Act (System Act No. 32 of 2000) requires, as a core component of the IDP, the production of a Financial Management Plan (FMP) that must include a budget projection for a least the next three years (Section 26.(h)). The FMP forms the cornerstone of any planning and financial strategy of the Municipality within the limits of available financial resources. The IDP is accordingly supported by a realistic estimation of available funding in terms of the capital and operational budget of the municipality.

Section 17(3) of the Local Government: Municipal Financial Management Act, (Act No. 56 of 2003) (MFMA) also requires that the Municipal Budget and the IDP are reconciled for a three year budget period.

3. FINANCIAL RISKS AND KEY CHALLENGES

3.1. FINANCIAL RISKS

In order to maintain and improve on the financial position of Mthonjaneni Municipality, certain risks need to be managed, while financial management practices need to be continuously improved. The key financial risks confronting the municipality can be summarized as follows:

- The continued growth in outstanding debtors
- Deteriorating collection rate
- Decrease of collection of service charges
- Limited maintenance and renewal of infrastructure assets due to resource constraints
- Administration of agency functions with limited budget allocation.
- Inadequate utilization of tourism facilities resulting to revenue losses.
- Increase capital commitment

3.2. KEY CHALLENGES

Maintaining of unqualified audit reports

The need to improve customer care

The need to ensure legal compliance through all procedures and programmes

The need to improve on the promotion broad-based economic empowerment

4. FINANCIAL STRATEGY OVERVIEW

The strategy has been formulated to ensure that the Mthonjaneni Municipality maximises all available opportunities that would enhance council's financial strength considering the cost shift environment that has been created with the implementation of assigned powers and functions.

The following section sets out general financial strategies that should guide the municipality now and in the future, in practicing sound financial management. The financial strategies

4.1. SOCIAL RESPONSIBILITY

All aspects of matters relating to financial matters will take cognisance of council's social responsibilities including transformation and empowerment such as in council's procurement policy.

4.2. INVESTORS ATTRACTION

Council's main aim is to create a revenue base through the attraction of investors to the municipality. This will be done in conjunction with the District Municipality initiatives. An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline; this includes adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally recognized practices and unqualified audit reports. It is also intended that the business plan of the finance departments will address these factors.

In order for the finance department to deliver on these strategies it is council's intention to clearly define accounting policies and recruit the best finance people for the department. To this end council will define recruitment policy for finance staff, put in place a pre and continuing education policy and develop career progression paths for designated finance staff. Like the IDP, the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

4.3. REVENUE RAISING

The Mthonjaneni Municipality's main sources of revenue are from grants, property rates and municipal services such as collection of refuse. The short-term objective of the municipality is to identify and access all available revenue.

4.4. ASSET MANAGEMENT

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme and insurance cover review. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with view to disposal as indicated earlier. Although directly related to revenue raising, it is appropriate to include the monitoring of rental income and policies with the asset management programme. This asset management will ensure that the council is receiving economic benefit from the council owned land and buildings which are rented out.

4.5. FINANCIAL MANAGEMENT

It is most important that the Mthonjaneni Municipality maintains a strong finance department and in due courses an audit steering committee and internal audit function that will be responsible for monitoring financial and other controls.

The following policies and procedure will have to be developed or reviewed to ensure that there is a better financial management policy and procedures:

- Cash forecasts and cash flow monitoring against forecasts
- Budgeting methods
- Management reporting
- Credit risk management
- Credit policies
- Procurement policies
- Supplier payment periods
- Investment policies

Staff will be encouraged to adhere to value for money principles in carrying out their duties. On the issue of audit reports, both internal and external, council has to adopt a zero tolerance approach and measures will be put in place to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow as it will result in additional revenue in the form of interest earned.

4.6. COST EFFECTIVENESS

In any organisation it is necessary to strive for cost effectiveness and municipalities are no different. It is council's intention to pursue the shared services concept wherever possible. The sharing of services will enable the municipality to minimize total costs on these services. This area applies to all spheres of the municipality and should be an on-going process. Apart from being cost effective when acquiring new services or assets, the current issues should also be addressed. For example many office automation copiers can print, fax and scan, thus allowing one piece of equipment to be bought, rather than many. This may result in huge cost savings.

In addition to office automation, the services that can be grouped as one billing for any company is network installation, management and maintenance of all printers and PCs on a particular network. Insurance policies should be reviewed on an annual basis ensuring that the assets are not over insured.

5. DETAILED FINANCIAL ISSUES & STRATEGIES

The action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality. The implementation of the financial plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager and Chief Financial Officer in implementing these strategies. It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these strategies. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals. Council overall financial strategy is structured into the following core components to allow for clearer understanding of tasks:

- Subsidies and Grants
- Credit Control and Debt recovery policy
- Asset Management Strategies
- Budget and Finance Reform
- Training and Development of Staff
- Free Basic Services
- Income Allocation and Sources

5.1. SUBSIDIES AND GRANTS

In order for Mthonjaneni Municipality to obtain maximum benefit from external funds available, a policy laying out the relevant procedures has been put in place within the institution to ensure that all grants, donations and subsidies are investigated, applied for and received at the appropriate times. The policy will ensure that council receives maximum benefits from external funding available.

5.2. CREDIT CONTROL AND DEBT COLLECTION POLICY

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

5.3. ASSET MANAGEMENT STRATEGIES

The purpose of the strategy is to optimise the use of all assets under the control of Mthonjaneni Municipality, given the financial exposure and the revenue streams earned by the municipality rendering of services to the community.

5.4. ASSET MANAGEMENT POLICY

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

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

5.4.1. ASSET MOVEMENT SYSTEM

At the time of commissioning a GRAP compliant Asset Register, an asset tracking system using bar-coded discs and scanners was put in place. With the completion of the Asset Register, the asset tracking system will be fully operational.

The system will allow for regular audits of all assets to be completed in a shorter time frame and therefore allowing for more regular updates of the register.

5.5. BUDGET AND FINANCE REFORM

A considerable amount of time and effort has been expended on ensuring that Mthonjaneni Municipality has the capacity to deliver on the finance and budget reporting requirements as prescribed by the National Treasury. A Finance Standing Committee is overseeing the process and significant progress has been made in some areas. Specific tasks being performed are:

- Employment of interns and short term contract workers
- Reconciliation of assets
- Training
- Financial System Reporting

5.6. TRAINING AND DEVELOPMENT OF STAFF

Training sessions and courses are continually being planned to ensure that all, financial as well as non-financial, senior staff and councillors will be in a better position to evaluate the financial position of the Municipality. The Council also has an approved skills development plan, which is being implemented and is used to guide training of both Councillors and Officials.

5.7. INCOME ALLOCATIONS AND SOURCES

The Mthonjaneni Municipality primary sources of funding can be summarised as follows:

- ❖ External Sources
- ❖ Government Grants and subsidies
- ❖ Capital Grants
- ❖ Discretionary Sources
- ❖ Property rates
- ❖ Service charges on refusal removal
- ❖ Rental of Facilities and Equipment
- ❖ Interest on investment
- ❖ Agency Services
- ❖ Fines
- ❖ Licenses and Permits

6. OPERATIONAL BUDGET FOR 2019/2020 FINANCIAL YEAR

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

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

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

KZN285 Mthonjaneni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Property rates	2	9 817	9 789	11 431	13 850	18 850	18 850	–	19 981	21 179	22 450
Service charges - electricity revenue	2	19 167	19 890	19 976	25 512	27 512	27 512	–	31 088	32 953	34 601
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	1 354	1 046	2 008	1 803	1 803	1 803	–	1 910	2 025	2 177
Rental of facilities and equipment		–	229	227	171	171	171	–	181	192	206
Interest earned - external investments		247	2 176	1 367	1 200	750	750	–	750	795	855
Interest earned - outstanding debtors		3 284	–	–	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		24 309	31 618	10 165	5 000	8 500	8 500	–	1 500	1 590	1 709
Licences and permits		2 070	1 923	1 672	2 881	2 881	2 881	–	3 054	3 237	3 480
Agency services		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies		44 680	71 384	79 370	76 672	76 672	76 672	–	85 379	88 010	93 115
Other revenue	2	1 599	3 374	1 066	1 133	6 898	6 898	–	1 134	1 202	1 292
Gains on disposal of PPE		416	608	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		106 944	142 036	127 282	128 221	144 035	144 035	–	144 977	151 184	159 886

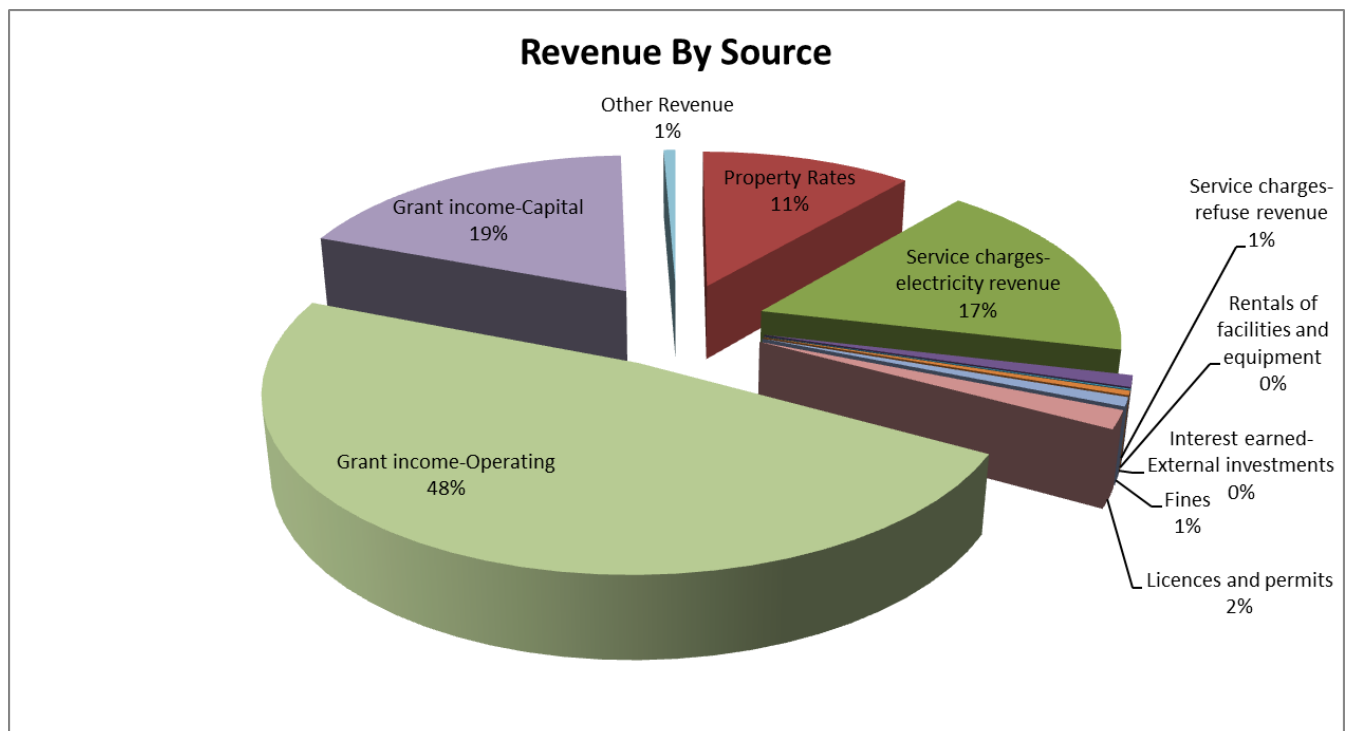
7. GRANTS FOR MTHONJANENI MUNICIPALITY

The table below shows the operating transfers and grants for Mthonjaneni Local Municipality as 2017 shown in the Division of Revenue Act and Provincial Gazette of transfers and of funds to municipalities. The municipality must ensure that it only budget for the transfers that are gazette.

KZN285 Mthonjaneni - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		43 957	76 022	78 599	75 637	75 637	75 637	84 288	86 860	91 898
Local Government Equitable Share		38 963	63 837	67 317	70 979	70 979	70 979	79 412	84 010	89 048
Finance Management		1 800	2 738	2 850	2 850	2 850	2 850	2 850	2 850	2 850
Municipal Systems Improvement		930	—	—	—	—	—	—	—	—
EPWP Incentive		2 264	2 161	2 222	1 808	1 808	1 808	2 026	—	—
Library Grant			7 286	6 210	—	—	—	—	—	—
Provincial Government:		723	738	771	1 035	1 035	1 035	1 091	1 150	1 217
Library Grant		723	738	771	1 035	1 035	1 035	1 091	1 150	1 217
District Municipality:		—	—	—	—	—	—	—	—	—
[insert description]										
Other grant providers:		—	—	—	—	—	—	—	—	—
[insert description]										
Total Operating Transfers and Grants	5	44 680	76 760	79 370	76 672	76 672	76 672	85 379	88 010	93 115
Capital Transfers and Grants										
National Government:		20 904	26 899	32 278	32 749	32 749	32 749	33 033	33 820	34 951
Municipal Infrastructure Grant (MIG)		12 904	18 899	24 278	17 749	17 749	17 749	18 033	18 820	19 951
integrated national electrification grant (INEG)		8 000	8 000	8 000	15 000	15 000	15 000	15 000	15 000	15 000
Provincial Government:		—	—	—	—	—	—	—	—	—
Other capital transfers/grants [insert description]										
District Municipality:		—	—	—	—	—	—	—	—	—
[insert description]										
Other grant providers:		—	—	—	—	—	—	—	—	—
[insert description]										
Total Capital Transfers and Grants	5	20 904	26 899	32 278	32 749	32 749	32 749	33 033	33 820	34 951
TOTAL RECEIPTS OF TRANSFERS & GRANTS		65 584	103 659	111 648	109 421	109 421	109 421	118 412	121 830	128 066

The diagram below shows the revenue by source through pie chart in terms of how much percentages does each revenue source contribute to total operating revenue of Mthonjaneni Local Municipality for 2018/19 MTREF.



8. SUMMARY OF BUDGET 2018/2019 FINANCIAL YEAR

KZN285 Mthonjaneni - Table A1 Budget Summary

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands										
Financial Performance										
Property rates	9 817	9 789	11 431	13 850	18 850	18 850	–	19 981	21 179	22 450
Service charges	20 522	20 935	21 985	27 314	29 314	29 314	–	32 998	34 978	36 778
Investment revenue	247	2 176	1 367	1 200	750	750	–	750	795	855
Transfers recognised - operational	44 680	71 384	79 370	76 672	76 672	76 672	–	85 379	88 010	93 115
Other own revenue	31 678	37 751	13 129	9 185	18 450	18 450	–	5 869	6 221	6 688
Total Revenue (excluding capital transfers and contributions)	106 944	142 036	127 282	128 221	144 035	144 035	–	144 977	151 184	159 886
Employee costs	24 982	33 195	42 913	48 580	52 355	52 355	–	53 418	57 424	61 731
Remuneration of councillors	3 168	6 441	7 637	7 886	8 810	8 810	–	9 299	9 996	10 746
Depreciation & asset impairment	5 809	14 437	15 245	5 252	5 252	5 252	–	11 495	12 038	12 941
Finance charges	7 776	–	–	–	–	–	–	–	–	–
Materials and bulk purchases	19 079	20 223	21 541	25 752	26 212	26 212	–	29 132	31 317	33 666
Transfers and grants	–	–	–	–	–	–	–	–	–	–
Other expenditure	46 719	80 635	56 237	37 130	46 784	46 784	–	38 359	41 456	44 565
Total Expenditure	107 533	154 930	143 573	124 600	139 413	139 413	–	141 702	152 231	163 649
Surplus/(Deficit)	(589)	(12 895)	(16 291)	3 620	4 622	4 622	–	3 275	(1 047)	(3 763)
Transfers and subsidies - capital (monetary allocation)	21 022	37 399	32 278	32 749	32 749	32 749	–	33 033	33 820	34 951
Contributions recognised - capital & contributed assets	–	54 721	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	20 433	79 225	15 987	36 369	37 371	37 371	–	36 308	32 773	31 188
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	20 433	79 225	15 987	36 369	37 371	37 371	–	36 308	32 773	31 188
Capital expenditure & funds sources										
Capital expenditure	33 624	34 242	–	36 339	37 565	37 565	–	36 158	32 430	30 971
Transfers recognised - capital	20 904	27 399	–	32 749	32 749	32 749	–	33 033	32 430	30 971
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	12 720	6 843	–	3 590	4 816	4 816	–	3 125	–	–
Total sources of capital funds	33 624	34 242	–	36 339	37 565	37 565	–	36 158	32 430	30 971
Financial position										
Total current assets	67 309	123 032	51 258	57 293	57 293	57 293	–	49 729	51 258	51 258
Total non current assets	192 735	195 458	353 020	286 456	286 456	286 456	–	353 020	353 020	353 020
Total current liabilities	10 203	25 643	17 101	14 553	14 553	14 553	–	17 101	17 101	17 101
Total non current liabilities	4 946	2 746	7 868	7 379	7 379	7 379	–	7 868	7 868	7 868
Community wealth/Equity	244 895	290 100	379 310	321 817	321 817	321 817	–	377 781	379 310	379 310
Cash flows										
Net cash from (used) operating	26 839	27 424	25 133	37 287	19 924	19 924	–	46 405	43 388	42 714
Net cash from (used) investing	(33 628)	(34 242)	(41 735)	(27 839)	(29 065)	(29 065)	–	(36 158)	(32 430)	(30 971)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	42 470	35 652	3 680	2 897	(5 462)	(5 462)	–	11 462	22 420	34 163
Cash backing/surplus reconciliation										
Cash and investments available	42 470	55 500	3 680	25 997	25 997	25 997	–	3 680	3 680	3 680
Application of cash and investments	13 665	(39 110)	(23 502)	(12 211)	(6 074)	(6 074)	–	(30 041)	(30 041)	(30 049)
Balance - surplus (shortfall)	28 805	94 610	27 182	38 209	32 072	32 072	–	33 721	33 721	33 729
Asset management										
Asset register summary (WDV)	192 533	222 292	–	–	–	–	–	36 158	32 430	30 971
Depreciation	5 809	3 700	–	5 252	5 252	5 252	5 252	11 495	12 038	12 941
Renewal and Upgrading of Existing Assets	–	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	3 048	6 822	–	3 243	–	–	–	3 465	3 725	4 004
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sew erage:	–	–	–	–	–	–	–	–	–	–
Energy:	1	1	0	1	1	1	1	1	1	1
Refuse:	26	26	13	26	26	26	26	26	26	26

9. AUDITOR-GENERAL REPORT AND MUNICIPAL ACTION PLAN

The table below reflects the consolidated Auditor General report and action plan on how the Mthonjaneni attempts to address the finding raised by the auditor general for the 2017/2018 financial year.

Table 73: Mthonjaneni Municipality Action Plan for the 2017/2018 External Audit

Nature Of Audit Query	Audit Query	Audit Response (Quarter 1)	Audit Response Progress (Quarter 2)	Audit Response Progress (Quarter 3)	Audit Response Progress (Quarter 4)
PROCUREMENT AND CONTRACT MANAGEMENT	<p>Three quotations not obtained and reasons not documented and approved</p> <p>In terms of supply chain management (SCM) regulation 12(1)(c) & 17(a): A supply chain management policy must, subject to regulation 11(2), provide for the procurement of goods and services by way of formal written price quotations for procurements of a transaction value over R10 000 up to R200 000 (VAT included).</p> <p>Further quotations must be obtained in writing from at least three different providers whose names appear on the list of accredited prospective providers of the municipality.</p> <p>Three (3) quotations were not obtained for the following procurement of services nor were any reasons recorded and approved by the delegated official:</p> <p>(a) Gcinisbusiso Trading , catering for umkhosi womhlanga , R118 080 (b) ZAQ, Long service & medical aid,</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>The management will ensure that there are three quotes for all purchases above R 2000 as per the municipal SCM Policy. A checklist has been developed in order to trace the documents required during procurement process.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> With immediate effect</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed and on going</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni</p> <p><u>Target Date</u> N/A</p>	<p><u>ACTION TO BE TAKEN</u></p> <p><u>Responsible Official</u></p> <p><u>Target Date</u></p>	<p><u>ACTION TO BE TAKEN</u></p> <p><u>Responsible Official</u></p> <p><u>Target Date</u></p>

	<p>R21 090</p> <p>(c) Bizathina Technologies (Pty) Ltd, Aircon servicing, R20 395</p> <p>(d) Fakaumoya Alpha Communications, Installation of door, repairs to windows and installation of ceiling board, R27 200</p> <p>All amounts paid should be regarded as irregular expenditure and disclosed accordingly. This results in material non-compliance with key legislation and will be included in the audit report as such.</p>				
Local content	<p>Local content did not stipulate minimum threshold for local production and content to be considered</p> <p>PPR 9(1) stipulates that an organ of state must, in the case of designated sectors, where in the award of tender's local production and content is of critical importance, advertise such tenders with a specific tendering condition that only locally produced goods, services or works or locally manufactured goods, with a stipulated minimum threshold for local production and content will be considered."</p> <p>(3) Where there is no designated sector, an organ of state may include, as a specific tendering condition, that only locally produced services, works or goods or locally manufactured goods with a stipulated minimum threshold for local production and content, will be considered, on condition that such prescript and threshold(s) are in accordance with the specific directives issued for this purpose by the National Treasury in consultation with the Department of Trade and Industry.</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>All advertisement for goods and services falling within designated sectors will specify minimum threshold. The bidders will be required to complete the relevant declaration documents.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 07 January 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed and on going</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni</p> <p><u>Target Date</u> N/A</p>		

	<p>The bid specification for the following local content procurement did not specify the minimum threshold for local production and content which is not less than the threshold prescribed in the relevant NT Instruction Notes:</p> <p>All amounts paid in respect of these awards should be regarded as irregular expenditure and disclosed as such. This also results in a material non-compliance with legislation and will be reported in the audit report accordingly.</p>				
Declarations not obtained	<p>In terms of section 13 of the general preconditions for consideration of written quotations or bids, a supply chain management policy must state that the municipality may not consider a written quotation or bid unless the provider who submitted the quotation or bid –</p> <p>(c) has indicated -</p> <p>i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months;</p> <p>(ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been</p> <p>(iii) in the service of the state in the previous twelve months; or whether a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder referred to in subparagraph (ii) is in the service of the state, or has been in the service of</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>The management will ensure that declaration forms are completed for all quotes submitted. A checklist has been developed in order to trace the documents required during procurement process.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 07 January 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed and on going</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni</p> <p><u>Target Date</u> N/A</p>		

	the state in the previous twelve months. This results in a material non-compliance with key legislation and will be included in the audit report as such. All amounts paid in terms of these awards should be regarded as irregular expenditure.				
PRE-DETERMINED OBJECTIVES	<p>Performance indicator not clearly defined</p> <p>In terms of FMPPPI chapter 3.2, A performance measure or indicator is well defined when it has a clear definition so that data will be collected consistently and is easy to understand and use. FMPPPI chapter 3.2 A target is specific when the nature and required level of performance of the target is clearly identifiable.</p> <p>The following indicator is not well defined and clear.</p> <p>“To ensure 100% completion of gravel roads maintenance project by 30 June 2018.”</p> <p>It does not include a clear description of roads that are going to be maintained. This also results in the level of performance of the target to be not clearly identifiable. A communication has also been raised that the maintenance plan lacks critical information.</p> <p>As a result, thereof, we were unable to obtain sufficient appropriate audit evidence to support the reported achievement of the target of 100% completion of maintenance of gravel road infrastructure by 30 June 2018. This was due to a lack of a proper technical indicator description that predetermined how the achievement would be measured, monitored and reported. Further we were unable to confirm the reported achievement of the indicator by alternative means. Consequently, we were unable to determine whether any adjustments were</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Similar Performance indicators will be rectified during the amendment of the 2018/2019 SDBIP.</p> <p><u>Responsible Official</u> IDP/ PMS MANAGER, B DUBE SNR MANAGER TOWN PLANING, N Mathomsi</p> <p><u>Target Date</u></p> <p>25 February 2019.</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed</p> <p><u>Responsible Official</u> IDP/ PMS MANAGER, B DUBE</p>		

	required to the achievement of 100% completed as reported in the annual performance report.				
Procurement and contract management	<p>Reasons for deviations are not valid.</p> <p>Municipal Supply Chain Management Regulations 36 requires: Deviation from, and ratification of minor breaches of, procurement processes 36. (1) A supply chain management policy may allow the accounting officer- (a) to dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only – (i) in an emergency; (ii) if such goods or services are produced or available from a single provider only; (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile; (iv) acquisition of animals for zoos; or (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes;</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>A pre-numbered book has been developed with the relevant reasons for deviation as per regulation 36. Management will make sure that deviations are in line with the legislated reason in the SCM regulations.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 07 January 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed and on going</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni</p> <p><u>Target Date</u> N/A</p>		
PROCUREMENT AND CONTRACT MANAGEMENT	<p>Awards to persons in service of state and employees with interest</p> <p>In terms of MFMA SCM reg. 13(c)(1) – A supply chain management policy must state that the municipality may not consider a written quotation or bid unless the provider who submitted the quotation or bid – (c) has indicated –</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>This will be investigated.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 28 February 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed. Confirmed with relevant departments that all employees</p>		

	<p>(i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months;</p> <p>(ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months; or</p> <p>(iii) whether a spouse, child or parent of the provider or of a director, manager, shareholder or stakeholder referred to in subparagraph (ii) is in the service of the state, or has been in the service of the state in the previous twelve months.</p> <p>The results of our CAATS testing revealed the following exceptions:</p> <p>6.1 The following findings were found to have submitted false declarations as their members were found to be in employed in other state institutions:</p> <table><tr><th>Supplier Name</th><th>CIPC Name</th><th>Government Department</th></tr><tr><td>ICEBOLENKOSI CONSTRUCTION & TRADING</td><td>SIMPHIWE MBUSO VICTOR</td><td>SOUTH AFRICAN POLICE SERVICE</td></tr><tr><td>Emphethweni medical centre (Pty) Ltd</td><td>SIPHESIHLE THULANI</td><td>KZN: HEALTH</td></tr></table> <p>The following employee had an interest in a supplier that did business with the</p>	Supplier Name	CIPC Name	Government Department	ICEBOLENKOSI CONSTRUCTION & TRADING	SIMPHIWE MBUSO VICTOR	SOUTH AFRICAN POLICE SERVICE	Emphethweni medical centre (Pty) Ltd	SIPHESIHLE THULANI	KZN: HEALTH		<p>concerned are no longer employed with them.</p> <p>Responsible Official SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p>Target Date N/A</p>		
Supplier Name	CIPC Name	Government Department												
ICEBOLENKOSI CONSTRUCTION & TRADING	SIMPHIWE MBUSO VICTOR	SOUTH AFRICAN POLICE SERVICE												
Emphethweni medical centre (Pty) Ltd	SIPHESIHLE THULANI	KZN: HEALTH												

	<p>municipality:</p> <table><tr><th>Supplier Name</th><th>Name</th><th>Position</th></tr><tr><td>Emphethweni medical centre (Pty) Ltd</td><td>MS TL NDLOVU</td><td>SECRETARY TO THE MAYOR</td></tr></table> <p>The cases identified are indicative of fraud and should be investigated by management.</p>	Supplier Name	Name	Position	Emphethweni medical centre (Pty) Ltd	MS TL NDLOVU	SECRETARY TO THE MAYOR				
Supplier Name	Name	Position									
Emphethweni medical centre (Pty) Ltd	MS TL NDLOVU	SECRETARY TO THE MAYOR									
	<p>SCM policy not updated with the latest legislation</p> <p>In terms of MFMA Circular no 77, circular 81 and National Treasury Instruction No.4 of 2015/16 a municipality must ensure that it policy addresses use of the Web Based Central Supplier Database, Infrastructure, procurement and delivery management.</p> <p>The current SCM Policy has not been updated to include the Web Based Central Supplier Database, infrastructure, procurement and delivery management and control framework for infrastructure development.</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>The SCM Policy will be reviewed to cover the provisions of the MFMA Circular 77 and 81.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 28 February 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Draft SCM policy in place and covers circular no.77 and 81. Will be sent for council approval</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni</p> <p><u>Target Date</u> 31 March 2019</p>								
Deviations	<p>Deviations not reported to Council at next meeting</p> <p>Municipal Supply Chain Management Regulation 36 reads: (1) A supply chain management policy may allow the accounting officer-</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>A pre-numbered book is already being used to track all the deviations. All the deviations are reported to the Manco and council committees monthly/ quarterly.</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed and on going. All the deviations are reported to the</p>								

<p>a) to dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only -</p> <ul style="list-style-type: none">(i) in an emergency;(ii) if such goods or services are produced or available from a single provider only;(iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;(iv) acquisition of animals for zoos; or(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and <p>(b) to ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.</p> <p>(2) The accounting officer must record the reasons for any deviations in terms of sub regulation (l)(a) and (b) and report them to the next meeting of the council, and include as a note to the annual financial statements.</p> <p>The following deviations were not reported at the next council meeting following the approval of the deviation:</p> <table><tr><th>Supplier</th><th>Description</th><th>Amount</th></tr><tr><td>East Toyota</td><td>Toyota Furtuner</td><td>R716 590</td></tr><tr><td>Somkhanda Plant Hire</td><td>Transportation of graders to Rbay</td><td>R60 000</td></tr></table>	Supplier	Description	Amount	East Toyota	Toyota Furtuner	R716 590	Somkhanda Plant Hire	Transportation of graders to Rbay	R60 000	<p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 31 March 2019</p>	<p>Manco and council committees monthly/ quarterly.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni</p> <p><u>Target Date</u> N/A</p>	
Supplier	Description	Amount										
East Toyota	Toyota Furtuner	R716 590										
Somkhanda Plant Hire	Transportation of graders to Rbay	R60 000										

	Kwa-Qiniso Holdings	Relocation of Park homes	R31 625				
	Judy Magwaza Enterprises CC	Prayer day - event planner	R856 430				
	Shanti's Electrical	Transformers	R533 248				
	MetGovis (Pty) Ltd	Professional services, insight and review of existing valuation roll	R190 145				
	Mdu Shandu	Rehabilitation of municipal gravel roads	R980 331				
	This results in non-compliance with the MSCM regulations.						
Contract management	<p>Section 116 (a) of the MFMA reads: (1) A contract or agreement procured through the supply chain management system of a municipality or municipal entity must— (a) be in writing;</p> <p>Municipal SCM regulation 21(a) reads: 21. A supply chain management policy must determine the criteria to which bid documentation for a competitive bidding process must comply, and state that in addition to regulation 13 the bid documentation must take into account - (i) the general conditions of contract;</p>			<p><u>ACTION TO BE TAKEN</u></p> <p>Tender/ Bid documents will be signed by both parties in the inception meeting of the successful bidders.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 31 January 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>This has been rectified. Tender/ Bid documents have been signed by both parties.</p> <p><u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni</p>		

	<p>MFMA sec 116(2)(c) reads:</p> <p>(2) The accounting officer of a municipality must—</p> <p>(c) establish capacity in the administration of the municipality or municipal entity—</p> <p>(i) to assist the accounting officer in carrying out the duties set out in paragraphs (b) and</p> <p>(ii) to oversee the day-to-day management of the contract or agreement; and</p> <p>regularly report to the council of the municipality or the board of directors of the entity, as may be appropriate, on the management of the contract or agreement and the performance of the contractor.</p> <p>The following issues were noted:</p> <p>(a) The following contracts where not signed by both parties</p> <table><tr><th>Supplier</th><th>Description</th><th>Amount</th></tr><tr><td>Silo Construction SA</td><td>Construction of Mpevu community hall</td><td>R2 828 281</td></tr><tr><td>Silo Construction SA</td><td>Construction of Ntombikazi community hall</td><td>R2 284 603</td></tr><tr><td>Jabulani Teresa Construction and Services</td><td>Construction of Gobihlahla community hall</td><td>R2 201 393</td></tr></table>	Supplier	Description	Amount	Silo Construction SA	Construction of Mpevu community hall	R2 828 281	Silo Construction SA	Construction of Ntombikazi community hall	R2 284 603	Jabulani Teresa Construction and Services	Construction of Gobihlahla community hall	R2 201 393		<u>Target Date</u> N/A		
Supplier	Description	Amount															
Silo Construction SA	Construction of Mpevu community hall	R2 828 281															
Silo Construction SA	Construction of Ntombikazi community hall	R2 284 603															
Jabulani Teresa Construction and Services	Construction of Gobihlahla community hall	R2 201 393															
	<p>(b) The following contracts were not prepared in accordance with General conditions of contract.</p> <table><tr><th>Supplier</th><th>Description</th><th>Amount</th></tr><tr><td>Brand</td><td>Marketing,</td><td>R3 109 462</td></tr></table>	Supplier	Description	Amount	Brand	Marketing,	R3 109 462										
Supplier	Description	Amount															
Brand	Marketing,	R3 109 462															

	Partners	advertising and communications management					
	Contour Technology (Pty) Ltd	Supply, delivery and installation of a financial vending system, including 3rd party host vending system	Rate based				
	BBBEE Certificates not obtained PPPFA Sec 2(1)(a) reads: Framework for implementation of preferential procurement policy. — (1) An organ of state must determine its preferential procurement policy and implement it within the following framework: (a) A preference point system must be followed; BBBEE points were found to be awarded for the following bids, however no BBBEE certificates were found on file.(Powerite Electrical , Electrical equipment , R40 628) This results in irregular expenditure and a material non-compliance with legislation.			<u>ACTION TO BE TAKEN</u> A checklist has been developed in order to trace the documents required during procurement process. <u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni <u>Target Date</u> 31 January 2019	<u>ACTION TO BE TAKEN</u> Completed and on going <u>Responsible Official</u> SCM MANAGER , DB Mlondo DCFO, NM Myeni <u>Target Date</u> N/A		
Indigent Register	Section 64 of the MFMA requires that the accounting officer of a municipality is responsible for the management of the revenue of the municipality. The accounting officer must for the purposes of subsection (1) take all reasonable steps to ensure that the municipality has effective revenue collection systems consistent with section 95 of the Municipal Systems Act and the municipality's credit control and debt			<u>ACTION TO BE TAKEN</u> Findings noted and each case will be investigated. <u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni	<u>ACTION TO BE TAKEN</u> In progress <u>Responsible Official</u> DCFO, NM Myeni <u>Target Date</u>		

	<p>collection policy including having and maintaining a management, accounting and information system which-</p> <ul style="list-style-type: none"> (i) recognizes revenue when it is earned; (ii) accounts for debtors; and (iii) accounts for receipts of revenue; <p>and that the municipality has and maintains a system of internal control in respect of debtors and revenue, as may be prescribed;</p> <p>The municipality received a 207-18 equitable share allocation of R67,31 million. Part of the equitable share is used to fund free basic services that are meant for the poor.</p> <p>The indigent register was reviewed utilising computer aided auditing techniques (CAATS) which highlighted the following exceptions:</p> <ul style="list-style-type: none"> a) Indigent debtors with no ID Number b) Deceased indigents c) Invalid ID Numbers d) Employed in another government institution e) CIPC Directors All Payments <p>All of these exceptions identified are indicative of fraud and should be investigated by management.</p>	<p>Target Date 28 February 2019</p>	31 March 2019		
	<p>Lack of approval for indigent debtors</p> <p>In terms of Section 62 subsection 1 of the Municipal Financial Management Act 56 of 2003, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Application forms in question will be completed in full including the approval sections. However, the indigent applicants were evaluated and then a list of qualifying applicants was approved by Council</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Completed and on going</p> <p><u>Responsible Official</u> DCFO, NM Myeni</p>		

	<p>ensure—</p> <p>a) that the resources of the municipality are used effectively, efficiently and economically;</p> <p>b) that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;</p> <p>In terms of Section 3 of the Mthonjaneni Local Municipality's Indigent Policy, application for Indigent Support:</p> <p>3.1 Indigents, whose level of income is less than the amount determined by Council as qualifying for indigent support, may apply in writing to the Council for such support.</p> <p>3.2 Owners or occupiers who apply for such support shall be required to apply annually, in writing, for such support on the prescribed form.</p> <p>3.3 Only registered residential consumers of services delivered by Municipality qualify for support.</p> <p>3.4 No consumer conducting a business on a residential property, with or without special consent from the Council, shall qualify for assistance.</p> <p>3.5 Support in terms of this policy only be provided to owners or residents who occupy the premises.</p> <p>3.6 Applications for support must be made during March of each year and will apply from the first of the month following the month application and will continue for 12 months.</p> <p>3.7 Should further support be required a new</p>	<p><u>Responsible Official</u> SCM MANAGER , DB Mlondo ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 30 March 2019</p>	<p><u>Target Date</u> N/A</p>		
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	<p>application must be lodged.</p> <p>a) No evidence example signature, date, stamp etc. could be sighted on the application form to indicate that the under mentioned indigent debtors were approved by the accounting officer and did qualify for indigent support.</p>				
Appointments	<p>The required minimum competency levels for senior managers, for municipalities with annual budget of a value below R 500 million, as per Government Gazette No.29967 are:</p> <ul style="list-style-type: none"> At least NQF Level 6 in a field relevant to the senior management position or Certificate in Municipal Management (SAQA Qualification ID No. 48965) Minimum 5 years at middle management level, work experience. <p>The required minimum competency levels for supply chain management managers, for municipalities with annual budget of a value below R 500 million, as per Government Gazette No.29967 are:</p> <ul style="list-style-type: none"> At least NQF level 5 in fields of accounting, finance or economics or National Diploma: Public Finance Management and Administration (SAQA Qualification ID No. 49554) 	<p><u>ACTION TO BE TAKEN</u></p> <p>The appointment of Director Technical Services is sub judice. The Municipal Legal advisors are communicating with COGTA on the matter and we are still waiting for the finalization of the matter.</p> <p>Verification report for the qualifications has been sought. The incumbent will be submitting the diploma certificate end of January 2019.</p> <p><u>Responsible Official</u> ACTING Director Corporate Services, N Mathe</p> <p><u>Target Date</u> 31 January 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>The incumbent indicated that he will only be able to apply for the diploma after 18 months which ended on the 31 January 2019.</p> <p>Therefore we request to change the target date to 30 March 2019</p> <p><u>Target Date</u> 30 March 2019</p>		

	<ul style="list-style-type: none"> • 2 years' work experience. <p>Furthermore: Paragraph 7.2.2 of the Mthonjaneni Municipality Recruitment and Selection Policy states, inter alia that, prior to the recruitment process commencing, the outputs, skills, knowledge and competencies and stated educational requirements as contained in the job descriptions are scrutinized for relevance and applicability. On review of the appointment process for the Director Technical Services, it was noted that the applicant appointed does not possess the required minimum experience of 5 years at middle management level, no remedial action was noted in this regard. The SCM Manager does not possess a B.com Degree or National Diploma in finance with accounting or supply chain management as a major subject, from recognised tertiary institution. Though the applicant has N4, N5 and N6, which equates to a National Diploma, there is no certified copy of the National Diploma, furthermore the applicant had completed a consent form for verifications, but was not signed by the municipality, and was never submitted to V Report, for verification.</p>				
Disciplinary Committee	In terms of Municipal Regulations on Financial Misconduct Procedures and Criminal Procedures Government Gazette No. 37682, of 30 May 2014 4(1) of the establishment of disciplinary board and its functioning a municipal council must establish a disciplinary board to investigate allegations of financial misconduct in the municipality and to monitor the institution of disciplinary proceedings against an alleged	<p><u>ACTION TO BE TAKEN</u></p> <p>Item on establishment of the disciplinary board will be taken to council for approval as per government gazette no. 37682</p> <p><u>Responsible Official</u> ACTING Director Corporate Services, N Mathe</p>	The report on the establishment of the disciplinary board will be submitted to ordinary sitting of Council on the 06 March 2019.	<u>Responsible Official</u>	

	<p>transgressor. The board is an independent advisory body that assists the council with the investigation of allegations of financial misconduct, and provides recommendations on further steps to be taken regarding disciplinary proceedings, or any other relevant steps to be taken.</p> <p>Further a disciplinary board must consist of maximum five members appointed on a part-time basis by the council for a period not exceeding three years, in accordance with a process as determined by the municipal council. Discussions held with officials confirmed that a Disciplinary Committee was established however no documentary evidence could be provided to confirm that the establishment thereof.</p>	<p><u>Target Date</u></p> <p>31 March 2019</p>	<p>ACTING Director Corporate Services, N Mathe</p> <p><u>Target Date</u></p> <p>31 March 2019</p>		
Property, plant and equipment	<p>Property, plant and equipment – assets under-insured</p> <p>In terms of Section 62 of the Municipal Finance Management Act, Act 56 of 2003, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure:</p> <ul style="list-style-type: none"> a) that the resources of the municipality are used effectively, efficient and economically. b) that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards. c) that the municipality has and maintains effective, efficient and transparent systems <p>As per the table below it is observed that the assets of the municipality are under-insured by R16,69 million. This places the municipality at a</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>The difference between the assets book value and the insured value was largely due to the reclassification of the asset items to meet the MSCOA requirements. The reclassification exercise was finalized towards the end of the financial year.</p> <p><u>Responsible Official</u> ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 30 June 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>In progress. Assets additions are added to insurance list of assets on a monthly basis</p> <p><u>Responsible Official</u> ACTING CFO, NM Myeni</p> <p><u>Target Date</u> 30 June 2019</p>		

	<div>risk should a disaster occur and assets may not be adequately replaced.</div> <table><tr><td>Assets</td><td>30 June 2018</td><td>Insurance contract</td><td>Difference</td></tr><tr><td>Buildings</td><td>0</td><td>R 49 037 478.00</td><td>-R 49 037 478.00</td></tr><tr><td>Electricity</td><td>R 67 703 563.00</td><td>R 3 874 269.00</td><td>R 63 829 294.00</td></tr><tr><td>Furniture</td><td>R 877 956.00</td><td>R 505 308.00</td><td>R 372 648.00</td></tr><tr><td>Vehicles</td><td>R 7 306 250.00</td><td>R 7 045 249.30</td><td>R 261 000.70</td></tr><tr><td>Machinery & Equipment</td><td>196.00</td><td>976.00</td><td>220.00</td></tr><tr><td>Total</td><td>R 79 058 965.00</td><td>R 62 373 280.30</td><td>R 16 685 684.70</td></tr></table>	Assets	30 June 2018	Insurance contract	Difference	Buildings	0	R 49 037 478.00	-R 49 037 478.00	Electricity	R 67 703 563.00	R 3 874 269.00	R 63 829 294.00	Furniture	R 877 956.00	R 505 308.00	R 372 648.00	Vehicles	R 7 306 250.00	R 7 045 249.30	R 261 000.70	Machinery & Equipment	196.00	976.00	220.00	Total	R 79 058 965.00	R 62 373 280.30	R 16 685 684.70				
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ROAD INFRASTRUCTURE	<div>Lack of formal policy for the management of road infrastructure</div> <div>The Municipal Systems Act, Act 32 of 2000, section 11(3) (a) states that “A municipality exercises its legislative or executive authority by— Developing and adopting policies, plans,</div>	<div>ACTION TO BE TAKEN</div> <div>A Specification (covering road maintenance plan and policy, RAMS & SCIPDM POLICY) has been done, a Consultant will be appointed from a panel of service providers form MIG Projects. It will be prudent that we utilise one of our Consultants from MIG Projects</div>	<div>ACTION TO BE TAKEN</div> <div>In progress</div> <div>Responsible Official Director Technical Services: SF Mchunu</div>																														

	<p>strategies and programmes, including setting targets for delivery. During the audit of road infrastructure at the Mthonjaneni Municipality it was noted that the municipality did not have an approved policy on roads clearly indicating the following:</p> <ul style="list-style-type: none"> • Strategic planning • Proactive and routine maintenance planning • Funding of new road infrastructure and maintenance of existing road infrastructure • Management information system • Addressing backlogs <p>The absence of an approved Roles and responsibilities of the staff members policy and procedures to manage road infrastructure, could result in the following:</p> <ul style="list-style-type: none"> • Staff not aware of their roles and responsibilities • Each division unaware of their roles and functions • Road infrastructure backlogs not being addressed <p>Although this matter was raised in the two preceding financial years and management did commit in both its action plan for the 2105-16</p>	<p>as they will provide professional Engineering skills in procuring and implementation of our road infrastructure maintenance/policies. Appointment is targeted to start on 21 January 2019 to speed up the processes.</p> <p><u>Responsible Official</u> Director Technical Services: SF Mchunu</p> <p><u>Target Date</u> 21 January 2019</p>			
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	and 2016-17 financial years to develop and implement a policy, this has not been done to date.				
	<p>No approved road maintenance strategy in place and maintenance plan lacks critical information</p> <p>The Local Government Capital Asset Management Guideline states: “Once the asset policy has been formulated, operation and maintenance plans should be developed to give effect to the policy. Operation and maintenance plans define the approaches to be used, and what needs to be done, to optimise performance and asset life. The objective of operation and maintenance plans is to ensure that:</p> <ul style="list-style-type: none"> • Assets remain appropriate to programme requirements. • Assets are efficiently utilised; • And assets are maintained in the condition necessary to support programme delivery at the lowest possible long-term cost”. <p>It was noted that the municipality did not have an approved maintenance strategy. A maintenance strategy is a comprehensive plan that:</p> <ul style="list-style-type: none"> • defines the asset, the performance required of it, and the level to which it is to be 	<p><u>ACTION TO BE TAKEN</u></p> <p>A Specification (covering road maintenance plan and policy, RAMS & SCIPDM POLICY) has been done, a Consultant will be appointed from a panel of service providers from MIG Projects. It will be prudent that we utilise one of our Consultants from MIG Projects as they will provide professional Engineering skills in procuring and implementation of our road infrastructure maintenance/policies. Appointment is targeted to start on 21 January 2019 to speed up the processes.</p> <p><u>Responsible Official</u> Director Technical Services: SF Mchunu</p> <p><u>Target Date</u> 21 January 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>In progress</p> <p><u>Responsible Official</u> Director Technical Services: SF Mchunu</p>		

	<p>maintained;</p> <ul style="list-style-type: none"> • identifies the risks associated with the chosen strategy in terms of service delivery in the event of asset failure; • describes the systems (not specifically IT) and procedures to be used to plan and manage the maintenance work; • specifies the types of maintenance to be carried out (i.e. in-house or outsourced), and why; • nominates the means of resourcing and implementing maintenance; • indicates any requirements for in-house spare parts and any specialist equipment needed to maintain certain assets; and • outlines the projected costs of routine (and corrective/preventive) maintenance and forecasts major replacements for the next 5–10 years, depending on the type of asset <p>The municipality does have a maintenance plan (dated 2014) in place but it is not comprehensive as it does not provide for critical aspects, as per the abovementioned guideline, which are necessary for the efficient management of the assets. In terms of the above mentioned guideline, maintenance plan should include the following:</p>				
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	<ul style="list-style-type: none"> • definition of maintenance standards; • allowance for the rectification of existing defects; • description of the work to be carried out; and • forecast of the necessary maintenance, major repairs and preventative maintenance expenditure for the planning period. • the entire road network and the condition of the road network including the visual condition index (VCI) <p>Consequently, the lack of a comprehensive strategy and plan impacts negatively on the efficient management of the asset and its continued value in providing effective and quality service delivery.</p> <p>Furthermore, management is not in a position to make informed decisions, e.g. prioritising which roads require urgent intervention. The following findings serve as examples:</p> <p>a. The following two roads are examples of upgrading/rehabilitation undertaken in 2017-18 which were not included in the maintenance plan:</p> <ul style="list-style-type: none"> • Project Name: Hawai Gravel Road and Related Works 				
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		<p>Contract No: M1027-2016/17</p> <ul style="list-style-type: none"> • Project Name: Nkakhwini and Sangoyana gravel Roads Contract No: M1028-2016/17 <p>b. No planned maintenance conducted for the 2017-18 financial year has a high probability of deterioration as well as an increase in repair and maintenance costs.</p> <p>c. No conditional assessments were conducted to update the road maintenance plan due to a lack of funding and therefore management could not make informed decisions on its maintenance priority.</p> <p>d. The road maintenance plan did not include the roads taken over by Mthonjaneni Local Municipality from Ntambanana Local Municipality, thus impacting negatively on the completeness of the maintenance plan.</p>			
Road Management System	Asset	<p>Paragraph 4.2.1 of the road infrastructure strategic framework of South Africa (RISFSA) defines a road asset management system (RAMS) as follows:</p> <p>“it is a structured procedure, to facilitate coordination and project management of all road networks aimed at ensuring the desired service delivery. RAMS comprises of various systems such as:</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>A Specification (covering road maintenance plan and policy, RAMS & SCIPDM POLICY) has been done, a Consultant will be appointed from a panel of service providers from MIG Projects. It will be prudent that we utilise one of our Consultants from MIG Projects as they will provide professional</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>In progress</p> <p><u>Responsible Official</u> Director Technical Services: SF Mchunu</p>	

	<ul style="list-style-type: none"> • Construction management system • Pavement management system • Maintenance management system • Bridge management system <p>Road network information is a basic requirement for planning and budgeting purposes. If accurate information is kept it will ensure that the priorities outlined in the IDP are met and aligned with the community's needs.</p> <p>An audit at the municipality indicated that the municipality has a manual RAMS document in place, however it only indicates the completed projects from 2011 to 2015 as well as the roads that needed to be constructed. This document does not suffice as RAMS and lacks the critical information as outlined in Paragraph 4.2.1 of the RISFSA (as explained above).</p> <p>Furthermore, management did indicate in the previous financial years that a Road Network Assessment was done and documented and that the Technical Department will develop the RAMS before the end of the 2015-16 financial year and this is still not done to date in the 2017-18 financial year.</p> <p>Consequently, management is not in a position to make informed decisions to manage its road network and to adequately plan for necessary intervention. Failure to appropriately manage road network would lead to unsustainable</p>	<p>Engineering skills in procuring and implementation of our road infrastructure maintenance/policies.</p> <p>Appointment is targeted to start on 21 January 2019 to speed up the processes.</p> <p><u>Responsible Official</u> Director Technical Services: SF Mchunu</p> <p><u>Target Date</u> 21 January 2019</p>			
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	<p>increase in costs which according to RISFSA is estimated between 6 to 18 times more. Cognisance must also be taken of the fact that in response to this finding in the previous financial year, management did indicate in their action plan that the King Cetshwayo District Municipality will coordinate the municipal training on the RAMS software that will assist the local municipalities to access the data on the internet. Although the training was arranged for August 2018, there was no evidence that training had taken place.</p>				
	<p>Evidence and Approval of the requirements of SIPDM into the SCM policy not provided</p> <p>In November 2015 National Treasury issue the Standard for Infrastructure Procurement and Delivery Management (SIPDM) in order to improve project outcomes. The effective implementation date by organs of state subject to MFMA was 1 July 2016. The full implementation of the SIPDM, which is expected to deliver better value for money within an auditable system, requires that a number of actions be undertaken, and one of the action is to establish a suitable SCM policy for Infrastructure Procurement and Delivery Management. This policy should be approved by the head of Department and incorporate the following:</p> <ul style="list-style-type: none"> • assign responsibilities for approving or accepting deliverables associated with a gate in the control framework or authorising a procurement process or procedure; 	<p><u>ACTION TO BE TAKEN</u></p> <p>The policy will be developed and tabled to Council for adoption</p> <p><u>Responsible Official</u> Director Technical Services: SF Mchunu</p> <p><u>Target Date</u></p> <p>31 March 2018</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>In progress the policy is being draft.</p> <p><u>Responsible Official</u> Director Technical Services: SF Mchunu</p>		

	<ul style="list-style-type: none"> • establish committees which are required by law, or equivalent quality management and governance arrangements; • establish delegations for the awarding of a contract or the issuing of an order; and • establish ethical standards for those involved in the procurement and delivery of infrastructure. <p>According to the instruction by National Treasury the SCM policy should have been completed by 1 April 2017 but this has not been done to date.</p> <p>The SIPDM provides a control framework for the planning, design and execution of infrastructure projects which are required to provide better quality of life for the citizen of the country. Therefore, any delay in implementing the requirements of the SIPDM will affect the timely delivery of all infrastructure projects prolonging better service delivery and value for money.</p>				
INFORMATION SYSTEMS	<p>Disaster Recovery Plan not tested</p> <p>A Disaster Recovery Plan (DRP) was in place; however, it had not been tested by the municipality to assess its effectiveness in recovering critical IT resources in the event of a disaster. Furthermore, the DRP requires updating as the server rooms have been merged into a single room and the DRP needs to be reflective of that.</p> <p>Without testing the DRP, the municipality may</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Periodic testing of the Disaster Recovery Plan (DRP) will be performed to ensure that the steps detailed within the DRP policy are adequate to restore the municipality's business operations in a timely manner. The test result will be formally documented and distributed to the relevant staff within the municipality. A provision will be done during the adjustment budget.</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>In progress this will be finalised in March</p> <p><u>Responsible Official</u> IT Manager: KG Mbatha</p> <p><u>Target Date:</u> 31 March 2019</p>		

	<p>not be aware of any shortcomings in the plan and will not be able to assess its effectiveness in an objective and quantifiable manner. If the DRP is not reflective of the current IT environment at the municipality it may not be an adequate reference to effectively to restore IT systems. The risk has however not materialised during the 2017-18 as there were no disruptions during the year that required the DRP to be invoked.</p> <p>This is a repeat finding from the prior year.</p>	<p><u>Responsible Official</u> IT Manager: KG Mbatha</p> <p><u>Target Date:</u> 31 March 2019</p>			
	<p>Network diagram not documented</p> <p>A network diagram that reflects the current IT infrastructure of the municipality had not been documented.</p> <p>In the absence of a complete, accurate and approved network diagram the municipality may not be able to effectively manage and assess the overall security of its network infrastructure.</p> <p>The municipality is busy upgrading and making changes to its network and only once this process is finalised can the network diagram be documented.</p>	<p><u>Responsible Official</u> IT Manager: KG Mbatha</p> <p>A new network diagram will be documented and sent to management for review and approval.</p> <p><u>Target Date</u> 31 March 2019</p>	<p><u>ACTION TO BE TAKEN</u> In progress this will be finalised in March</p> <p><u>Responsible Official</u> IT Manager: KG Mbatha</p> <p><u>Target Date:</u> 31 March 2019</p>		
Material Losses – electricity	<p>As disclosed in note 47 to the financial statement material losses to the amount of R1,92 million (2017: R1,64 million) was incurred which represents 12,82% (2016-2017 :13,46%) of the total electricity purchased. The losses were mainly attributed to aging electrical</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>The municipality will conduct meter audit to minimise electricity losses due to illegal connections. Will ensure ongoing maintenance on electrical infrastructure. Will</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Meter audit is in progress and should complete by end of March 2019. Council</p>		

	infrastructure and illegal electricity connections	<p>enforce credit policy by instituting disconnections on customers with arrear accounts.</p> <p><u>Responsible Official</u> Director Technical Services; Deputy CFO : N Myeni</p> <p><u>Target Date:</u> 31 March 2019</p>	<p>has taken a decision to convert all conventional meters to prepaid. Maintenance on electrical infrastructure is in progress and on-going.</p> <p><u>Responsible Official</u> Deputy CFO : N Myeni</p> <p><u>Target Date:</u> 31 March 2019</p>		
Expenditure Management	Reasonable steps were not taken to prevent irregular expenditure (R36, 24Million) and fruitless and wasteful expenditure amounting to R56 504 as disclosed in note 45 to the AFS, as required by section 62(1) (d) of the MFMA.	<p><u>ACTION TO BE TAKEN</u></p> <p>Payment checklist has been developed and implemented to identify deviations and ensure compliance</p> <p>To utilise contact management on PASTEL to record delays and monitor payments to suppliers.</p> <p>Management will also enforce the invoice register to track invoices that are paid within 30 days.</p> <p><u>Responsible Official</u> Deputy CFO : N Myeni</p> <p><u>Target Date:</u> 31 March 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>Complete and in going. Payment checklist has been implemented and invoice register all implanted to ensure payment within 30 days.</p> <p><u>Responsible Official</u> Deputy CFO : N Myeni</p> <p><u>Target Date:</u> 31 March 2019</p>		

Material Impairments	As disclosed in notes 10 and 11 to the financial statements ,receivable from no-exchange transactions were impaired by R76,67 million (2017 : R 72,96 million) as a results of the annual review of the recoverable od debts	<p><u>ACTION TO BE TAKEN</u></p> <p>This is largely due to traffic fines issued. Recoverability rate is very low. The municipality makes provision of 80% for impairment as a result. The municipality will continue to implement means such as road blocks and settlement discounts to encourage payment of traffic fines.</p> <p><u>Responsible Official</u></p> <p>Director Community Services :Mr Z. Mthethwa</p> <p><u>Target Date:</u> 31 March 2019</p>	<p><u>ACTION TO BE TAKEN</u></p> <p>In progress and on going</p> <p><u>Responsible Official</u></p> <p>Director Community Services :Mr Z. Mthethwa</p> <p><u>Target Date:</u> 31 March 2019</p>		
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9.1 AG Action Plan

The municipality needs to ensure that the action plan to address AG findings is implemented. Each Directorate develop the remedial plan to address areas of targets not met on quarterly bases. Regular quarterly follow up reports are done by the internal Audit unit to ensure that the action plan is being implemented. The PMS section also ensures that, on quarterly bases, the POE of all the Directorates has all the required and supporting evidence as reflected in the reported achieved targets.

9.2 Audit of the SDBIP

The draft and final SDBIP are both submitted to internal audit unit before they are approved by the municipal Council. Internal audit then advises and guides the municipality to develop targets that are SMART so as to ensure effective implementation of the municipal budget and the Intergrated

SECTION M: ANNUAL OPERATION PLAN (SDBIP)

IDP Indicator No.	National Key Performance Area	Mthonjaneni Development Goals	Strategies	Performance Indicator	Unit of Measure	IDP 2019/2020									Responsible Department
						Annual Target	Target Quarter 1	Actual Achievement Quarter 1	Target Quarter 2	Actual Achievement Quarter 2	Target Quarter 3	Actual Achievement Quarter 3	Target Quarter 4	Actual Achievement Quarter 4	
1.1	SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	To ensure that capital budget is spent on capital projects	Maintenance of rural roads	Ensure the construction and 100% completion of Noziphiva Gravel road in ward 10 by 30 June 2020	Number of kilometers completed	3.3km of rural roads to be constructed 30 June 2020.	Advertise tender and appoint service provider.		1.3km of rural roads to be regravelled in the second quarter.		2km of rural roads to be regravelled by 31 March 2020).		–		Director Technical and Planning Services
1.2			Maintenance	Ensure the upgrade and rehabilitation of	Number of	2.5 kilomet	Advertise		Site establis		1km of		1.5km of		Director Technical

1.3	
1.4	

of urban roads	2.5 km of Thubalethu Urban road in ward 2 by 30 June 2020	kilometers completed	ers of urban roads to be rehabilitated by 30 June 2020	tender and appoint service provider.		hment and construction of foundation. (30%)		urban road to be rehabilitated		urban road to be rehabilitated		and Planning Services
Infrastructure development	Ensure the gravelling of 5.3km Nungwini rural gravel road in Ward 1 by 31 December 2019	Number of kilometers completed	Gravelling of 5.3 km Nungwini rural road in ward 1 by 31 December 2019	Shaping road and construction of v-drains		Concrete pavement in steep areas		–		–		Director Technical and Planning Services
Infrastructure development	Ensure the gravelling of 5.5km Manzawayo rural gravel road in Ward 5 by 31 December 2019	Number of kilometers completed	Gravelling of 5.5 km Manzawayo rural road in ward 5 by 31 December 2019	Shaping road and construction of v-drains		Concrete pavement in steep areas		–		–		Director Technical and Planning Services

1.5	
1.6	
1.7	

Infrastr ucture develo pment	Ensure the gravelling of 1.7km mfule rural gravel road in Ward 1 by 31 December 2019	Numb er of kilome ters compl eted	Gravelli ng of 1.7 km Mfule rural road in ward 4 by 31 Decemb er 2019	Placing and compec ting surfaci ng layer		Shaping road and construc tion of v-drains		–		–		Director Technical and Planning Services
Infrastr ucture develo pment	Ensure the construction and 100% completion of Mehlamasha community hall in ward 6 by 30 June 2020.	Pecent age of constr uction compl eted	100% complet ion of Constru ction of hall by 30 June 2020	Adverti se tender and appoint service provide r.		Site establis hment and construc tion of foundati on. (30%)		Constr ction of walls, abluti on block and roofin g(60%)		Wall plaster , windo ws and fencin g of the hall (100%)		Director Technical nd Planning Services
Infrastr ucture develo pment	Ensure the eradication ofelectrification backlogs in Mthonjaneni by providing 500 new connections to households in Thubaletu Township for the first time by 30 June 2020	Numb er of electri city connec tions	500 connect ions complet ed by 30 June 2020	Pre- market and design		100 connecti ons		100 conne ctions		300 connec tions		Director Technical and Planning Services

1.8	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Providing a safe and secure environment	mainten ance of gravel roads infrastr ucture	Ensure the 100% spending and 100% completion of gravel roads infrastructure maintenance by 30 June 2020	Rand value of budget ed amoun t spent on mainte nance	100% complet ion of gravel roads mainten ance 30 June 2020	Adverti sing and appoint ment of Service provide r.		50% competi on of mainten ance of gravel roads	50% comp lete	70% compl etion of maint enanc e of gravel roads.		100% compl etion of all mainte nance of roads.		Director Technical and Planning Services
1.9			Maintai n Council buildin gs within budget for the financia l year	Ensure 100% completion of maintenance of projects of Council buildings by June 2020	Rand value of budget ed amoun t spent on mainte nance	100% complet ion of mainten ance of Council building s by 30 June 2020	30% complet ion		50% completi on		70% comple tion		100% comple tion		Director Technical and Planning Services
2.1			Trainin g & develo pment of staff in accorda nce to Skills Develo pment Plan by	Prepare and submit the Skills Development Plan to Council for aproval by 30 April 2020	Counci l resolut ion for adopti on	Skills Develop ment Plan	–		–		–		Skills develo pment Plan approv ed by Council by 30 April 2020		Director Corporate & Communit y Services

			ensurin g that staff are trained by 30 June 2020 and submit reports to portfoli o on a quarter ly bases												
2.2			Implem ent approv ed munici pal organo gram	Ensure the implementation of the approved municipal organogram by ensuring that 4 critical positions are filled by 30 December 2020.	Numb er of critical positio ns filled	1 Critical position	1 critical position to be filled by 30 Septem ber 2019.		–		–		–		Director Corporate & Communit y Services
3.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Providi ng service excellen ce	Manag e finance s in line with require d	Ensure financial susatrainability and viability of the organisation by maintaining the cost coverage and outstanding service	(Total operati ng revenu e receive d - operati	1.50 : 1.00	1.50 : 1.01		1.50 : 1.00		1.50 : 1.00		1.50 : 1.00		Office of the Municipal Manager

legislati on	debtors to revenue quarterly and debt coverage ratio bi- annually.	ng grants) / Debt service payme nts									
		Outsta nding service debtors / revenu e actuall y receive d for service s	0.50 : 1.00			0.50 : 1.00		0.50 : 1.00		0.50 : 1.00	Office of the Municipal Manager

		ment and Loss on Disposal of Assets)										
	Ensure 100% expenditure of grants and subsidies by 30 June 2020.	Percent age	100% expenditure on all grants and subsidies by 30 June 2020.	20% spent during this quarter		60% spent during this quarter		80% spent during this quarter.		100% spent by the end of the financial year.		Office of the Municipal Manager

3.5

Prepare and submit quarterly report to MANCO on the Financial Viability of Mthonjaneni LM and the achievement of 65% debtors collection target. 4 reports by 30 June 2020

Submission of Quarterly reports to MANCO

Number of reports submitted.

65% debtor collection and 4 reports submitted to MANCO by 30 June 2020.

65% Collection

65% Collection

65% Collection

65% Collection

Chief Financial Officer

3.6	GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	Good governance	Monitor the payment of creditors and salaries by submitting monthly reports MANCO.	submission of monthly reports to MANCO	Number of reports to MANCO	12	3	3	3	3	3	Chief Financial Officer
4.1			Ensure effective municipal structures i.e. Council, EXCO and ward committees	Ensure effective municipal structures and communication both externally and internally by facilitating 4 Council meetings, 11 EXCO, 33 Portfolio and 04 joint ward committee meetings by 30 June 2020 as per the approved schedule of meetings.	Number	4 Council meetings by 30 June 2020.	1 meeting	1 meeting	1 meeting	1 meeting	1 meeting	Director Corporate & Community Services
					Number	11 EXCO meetings by 30 June 2020.	3 meetings	2	3 meetings	3 meetings	3 meetings	Director Corporate & Community Services
					Number	33 Portfolio committee	9 meetings	6	9 meetings	9 meetings	9 meetings	Director Corporate & Community Services

4.2					meeting s by 30 June 2020.											
				Numbe r	Joint Wards Commit tee Meetin gs	4		1		1		1		Director Corporate & Communit y Services		
				Implem ent the Perfor mance Frame work Policy	Prepare and submit the final 2019/2020 OPMS scorecard to Council by 30 June 2019.	Date	Approv ed 2019/20 20 scoreca rd by Council by 2019- 06-30	-		-		-		-		Office of the Municipal Manager
				4.3	Ensure the submission of the Annual Performance report to Auditor General by 31 August 2019.	Date	APR submitt ed to AG by 2019- 08-30	Submit APR by 2019/08 /30 to AG.			-		-		-	
4.4				Numbe r	4 Perform ance agreem ents	4 Perform ance agreem ents signed			-		-		-		Office of the Municipal Manager	

4.5	ECONOMIC DEVELOPMENT	Providing opportunities	Create job opportunities	year by 31 July 2019.		signed by 31 July 2019.	by 31 July 2019.							
				Ensure that performance reviews of Senior managers takes place on a quartely bases and a total of 4 to be held by 30 June 2019.	Number	4 performance evaluations to be held by 30 June 2020.	1 evaluation meeting during the first quarter.		1 evaluation meeting during the second quarter.		1 evaluation meeting during the third quarter.		1 evaluation meeting during the forth quarter.	Office of the Municipal Manager
				Ensure approval of Annual Report	Date	Final 2018/2019 Annual Report approved by Council by 2020-03-30	–		Draft 2018/2019 Annual Report approved by Council on 28 January 2020.		Final Annual report submitted to Council by 2020-03-30		–	Office of the Municipal Manager
4.6	ECONOMIC DEVELOPMENT	Providing opportunities	Create job opportunities	Ensure poverty alleviation through the creation of 80 EPWP by 31	Number	80 EPWP jobs created			Employ 80 EPWP contract workers		–		–	Director Technical and Planning

		for all to aspire to a better future	through poverty alleviation programmes	December 2019.		by 31 December 2019.								Services
6.1	CROSS CUTTING INTERVENTIONS	Encouraging community participation in service delivery	Preparation of an IDP within the legal guidelines	Prepare and submit the final 2020/2021 IDP to Council for approval by 30 June 2020.	Date	30-Jun-20	-		-		Approval of the Draft IDP by Council by 30 March 2020.	Approval of the Final IDP by Council by 2020-06-30		Office of the Municipal Manager
6.2			Effective community participation as promulgated in terms of Chapter 4 of the MSA no 27 of 2000	Ensure public participation during the IDP process by ensuring a total of 15 IDP/Budget roadshows takes by 30 June 2020	Number	15 IDP/Budget roadshows by 30 June 2020.	-		13 IDP MEETINGS by 31 December 2020.		-	2 IDP Meetings by 30 June 2020.		Office of the Municipal Manager

6.3		Supporting the poor and vulnerable groups	Ensure effective disabled and senior citizens structures	Ensure the the support of senior citizens and people living with disability	Senior citizens programme	4	1 meeting		1 meeting		1 meeting		1 meeting		Director Corporate & Community Services
6.4					Support of people with disability	4	1 meeting		1 meeting		1 meeting		1 meeting		Director Corporate & Community Services
6.5			Implement Operation Sukuma Sakhe programmes	Implimentation of OSS by conducting monthly 12 LTT meetings by 30 June 2020	Number of LTT meetings	12 LTT meetings	3 Meetings		3 Meetings		3 Meetings		3 Meetings		Director Corporate & Community Services
6.6		Ensure community safety and security	Implement traffic management	Ensure appointment of service provider for traffic management system by 31 December 2019	Appointment of service provider	appointment of service provider for traffic management system by 31 December 2019	Advertise service provider for traffic management system		Appoint service provider for traffic management system		—		—		Director Corporate & Community Services

6.7				Ensure that 1000 drivers licences bookings are done by 30 June 2020.	Number of drivers licence bookings	Ensure that a minimum of 1000 drivers licences bookings are done by 30 June 2020	250 bookings		250 bookings		250 bookings		250 bookings		250 bookings	Director Corporate & Community Services
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SECTION N: ORGANISATION PERFORMANCE MANAGEMENT SYSTEM

1.1. INTRODUCTION AND BACKGROUND

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

The core elements of the system are:

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

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

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

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

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

1.2 PERFORMANCE MANAGEMENT FRAMEWORK & PMS POLICY

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

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

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

The performance management system is guided by the following principles:

Simplicity

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

Politically acceptable and administratively managed

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

Implementable

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

Transparency and accountability

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

Efficient and sustainable

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

Public participation

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

Integration

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

Objectivity

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

Reliability

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

I.3 PERFORMANCE AND AUDIT COMMITTEE

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

I.4 ANNUAL REPORT

The Annual Report for the 2017/2018 financial year has been prepared by the municipality using the guidelines from the National Treasury. The legislated process for preparing of the annual was followed. The AG comments and action plan in response to the AG comments are outlined in section F of this document.

1.5. ORGANISATIONAL PMS / MTHONJANENI 2019/2020 DRAFT ORGANISATIONAL SCORECARD

The objectives, key performance indicators and targets for 2019/2020 financial year for the Mthonjaneni Municipality are indicated on the Organisational scorecard. The Organisational Scorecard of the Municipality, as reflected below. The organisational scorecard reflects the following information relating PMS of the municipality:

- Line Ref: Indicate the line reference for each individual local key performance area OS means / refers to Organisational Scorecard.
- National KPA: Indicate the general National Key Performance Areas that are applicable to all local government sphere, they are also known as focus areas.
- Local KPA: Indicate Local Key Performance Areas that are applicable to the specific municipality, this area is also known as the focus area.
- Strategic Objective: Indicates the path for the desired outcome that the municipality will effect.
- Measurable Objective: indicates the desired impact that the particular activity may have after implementation.
- Performance Indicator: Indicates the measurement that helps in assessing whether the desired outcome is either attained or not.
- Baseline: Refers to the current starting point i.e. Mthonjaneni baseline for the annual report will reflect the previous year, whether it's in place etc.
- Backlog: Refers to the outstanding task / challenge that the municipality is still facing currently.
- Target: Indicates the goal or milestone that must be achieved within a specified timeframe, it also known as the time bound measurement .
- Responsible Department: reflect the responsible departmental manager / Director within the Mthonjaneni Local Municipality.
- Financial Implication: reflects to cost related tasks, in this instance it indicates both the cost free and cost effective activities for the Mthonjaneni municipality.

The reason why the Mthonjaneni organisational scorecard is done as described above, is effected in order to ensure that the alignment between the IDP, PMS and Budget is attained and sustained, for the purposes of ensuring credible IDP for the municipality.

Below is the Mthonjaneni organization score card for the 2019/2020 financial year.

2019/2020 ORGANISATION PERFORMANCE SCORECARD

IDP Indicator No.	National Key Performance Area	Mthonjani Development Goals	Strategies	Performnce Indicator	Unit of Measure	IDP 2019/2020									Responsible Department
						Annual Target	Target Quarter 1	Actual Achievement Quarter 1	Target Quarter 2	Actual Achievement Quarter 2	Target Quarter 3	Actual Achievement Quarter 3	Target Quarter 4	Actual Achievement Quarter 4	
1.1	SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	To ensure that capital budget is spent on capital projects	Maintenance of rural roads	Ensure the construction and 100% completion of Noziphiva Gravel road in ward 10 by 30 June 2020	Number of kilometers completed	3.3km of rural roads to be constructed 30 June 2020.	Advertise tender and appoint service provider.		1.3km of rural roads to be regravelled in the second quarter		2km of rural roads to be regravelled by 31 March 2020).		–		Director Technical and Planning Services
1.2			Maintenance	Ensure the upgrade and	Number of	2.5 kilomet	Advertise tender		Site establis		1km of urban		1.5km of		Director Technical

1.3	
1.4	

e of urban roads	rehabilitation of 2.5 km of Thubalethu Urban road in ward 2 by 30 June 2020	kilometers completed	ers of urban roads to be rehabilitated by 30 June 2020	and appoint service provider.		hment and construction of foundation. (30%)		road to be rehabilitated		urban road to be rehabilitated		and Planning Services
Infras tructu re devel opme nt	Ensure the gravelling of 5.3km Nungwini rural gravel road in Ward 1 by 31 December 2019	Numb er of kilometers completed	Gravelli ng of 5.3 km Nungwini rural road in ward 1 by 31 Decem ber 2019	Shaping road and construc tion of v-drains		Concre te pavem ent in steep areas		–		–		Director Technical and Planning Services
Infras tructu re devel opme nt	Ensure the gravelling of 5.5km Manzawayo rural gravel road in Ward 5 by 31 December 2019	Numb er of kilometers completed	Gravelli ng of 5.5 km Manza wayo rural road in ward 5 by 31 Decem ber	Shaping road and construc tion of v-drains		Concre te pavem ent in steep areas		–		–		Director Technical and Planning Services

1.5	
1.6	

			2019									
Infras tructu re devel opme nt	Ensure the gravelling of 1.7km mfule rural gravel road in Ward 1 by 31 December 2019	Numb er of kilom eters compl eted	Gravelli ng of 1.7 km Mfule rural road in ward 4 by 31 Decem ber 2019	Placing and compecti ng surfacing layer		Shapin g road and constru ction of v- drains		–		–		Director Technical and Planning Services
Infras tructu re devel opme nt	Ensure the construction and 100% completion of Mehlamasha community hall in ward 6 by 30 June 2020.	Pecen tage of constr uction compl eted	100% comple tion of Constr uction of hall by 30 June 2020	Advertis e tender and appoint service provider.		Site establis hment and constru ction of founda tion. (30%)		Constrcti on of walls, ablution block and roofing(60%)		Wall plaster, windo ws and fencing of the hall (100%)		Director Technical and Planning Services

1.7	
1.8	
1.9	

Infras tructu re devel opme nt	Ensure the eradication of electrification backlogs in Mthonjaneni by providing 500 new connections to households in Thubalethu Township for the first time by 30 June 2020	Numb er of electri city conne ctions	500 conne ctions comple ted by 30 June 2020	Pre- market and design		100 conne ctions		100 connecti ons		300 conne ctions		Director Technical and Planning Services
maint enanc e of gravel roads infras tructu re	Ensure the 100% spending and 100% completion of gravel roads infrastructure maintenance by 30 June 2020	Rand value of budge ted amou nt spent on maint enanc e	100% comple tion of gravel roads mainte nance 30 June 2020	Advertisi ng and appoint ment of Service provider.		50% comple tion of mainte nance of gravel roads	50% comple te	70% completi on of mainten ance of gravel roads.		100% comple tion of all mainte nance of roads.		Director Technical and Planning Services
Maint ain Counc il buildi ngs withi	Ensure 100% completion of maintenance of projects of Council buildings by June 2020	Rand value of budge ted amou nt spent	100% comple tion of mainte nance of Council	30% completi on		50% comple tion		70% completi on		100% comple tion		Director Technical and Planning Services

			n budg et for the financ ial year		on maint enanc e	buildin gs by 30 June 2020								
2.1	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Providin g a safe and secure environ ment	Traini ng & devel opme nt of staff in accor dance to Skills Devel opme nt Plan by ensur ing that staff are traine d by 30	Prepare and submit the Skills Development Plan to Council for approval by 30 April 2020	Counc il resolu tion for adopt ion	Skills Develo pment Plan	-	-	-	-	Skills develop ment Plan approve d by Council by 30 April 2020		Director Corporate & Community Services	

			June 2020 and submit reports to portfolio on a quarterly bases												
2.2			Implement approved municipal organogram	Ensure the implementation of the approved municipal organogram by ensuring that 4 critical positions are filled by 30 December 2020.	Number of critical positions filled	1 Critical position	1 critical position to be filled by 30 September 2019.		–		–		–		Director Corporate & Community Services
3.1	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Providing service excellence	Manage finances in line with required legisla	Ensure financial sustainability and viability of the organisation by maintaining the cost coverage and outstanding service debtors	(Total operating revenue received - operating grants	1.50 : 1.00	1.50 : 1.01		1.50 : 1.00		1.50 : 1.00		1.50 : 1.00		Office of the Municipal Manager

ation	to revenue quarterly and debt coverage ratio bi-annually.) / Debt service payme nts										
		Outsta nding service debtors / revenu e actuall y receiv ed for service s	0.50 : 1.00			0.50 : 1.00		0.50 : 1.00		0.50 : 1.00		Office of the Municipal Manager

3.3

((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provisi

2 months

2 months

2 months

2 months

2 months

Office of the Municipal Manager

3.4.

		on for Bad Debts, Impair ment and Loss on Dispos al of Assets)										
	Ensure 100% expenditure of grants and subsidies by 30 June 2020.	Perce ntage	100% expend iture on all grants and subsidi es by 30 June 2020.	20% spent during this quarter		60% spent during this quarter		80% spent during this quarter.		100% spent by the end of the financi al year.		Office of the Municipal Manager

3.5

Prepa re and submi t quart erly repor t to MAN CO on the Finan cial Viabil ity of Mtho njane ni LM and the achie veme nt of 65% debto r's collec tion target . 4	Submission of Quarterly reports to MANCO	Numb er of report s submi tted.	65% debtor collecti on and 4 reports submit ted to MANC O by 30 June 2020.	65% Collectio n		65% Collecti on		65% Collectio n		65% Collecti on		65% Collecti on		Chief Financial Officer
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3.6			reports by 30 June 2020	submission of monthly reports to MANCO									
		Monitor the payment of creditors and salaries by submitting monthly reports MANCO.	Number of reports to MANCO		12	3	3	3	3	3	Chief Financial Officer		

GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

Good governance	Ensure effective municipal structures i.e. Council, EXCO and ward committees	Ensure effective municipal structures and communication both externally and internally by facilitating 4 Council meetings, 11 EXCO, 33 Portfolio and 04 joint ward committee meetings by 30 June 2020 as per the approved schedule of meetings.	Number	4 Council meetings by 30 June 2020.	1 meeting		1 meeting		1 meeting		1 meeting		Director Corporate & Community Services
			Number	11 EXCO meetings by 30 June 2020.	3 meetings		2		3 meetings		3 meeting		Director Corporate & Community Services
			Number	33 Portfolio committee meetings by 30 June 2020.	9 meetings		6		9 meetings		9 meeting		Director Corporate & Community Services
			Number	Joint Wards Committee Meetings	4		1		1		1		Director Corporate & Community Services

4.2			Implement the Performance Framework Policy	Prepare and submit the final 2019/2020 OPMS scorecard to Council by 30 June 2019.	Date	Approved 2019/2020 scorecard by Council by 2019-06-30	–		–		–		–		Office of the Municipal Manager
4.3				Ensure the submission of the Annual Performance report to Auditor General by 31 August 2019.	Date	APR submitted to AG by 2019-08-30	Submit APR by 2019/08/30 to AG.		–		–		–		Office of the Municipal Manager
4.4				Ensure that all senior managers sign performance agreement for the 2019/2020 financial year by 31 July 2019.	Number	4 Performance agreements signed by 31 July 2019.	4 Performance agreements signed by 31 July 2019.		–		–		–		Office of the Municipal Manager
4.5				Ensure that performance reviews of Senior manager's takes place on a	Number	4 performance evaluations to	1 evaluation meeting during the first		1 evaluation meeting during		1 evaluation meeting during		1 evaluation meeting during		Office of the Municipal Manager

4.6				quarterly bases and a total of 4 to be held by 30 June 2019.		be held by 30 June 2020.	quarter.		the second quarter.		the third quarter.		the fourth quarter.		
				Ensure the drafting and submission of the draft 2018/2019 Annual Report to Council for approval by 31 January 2020. Submit the final Annual Report to Council for approval by 31 March 2020.		Final 2018/2019 Annual Report approved by Council by 2020-03-30		–	Draft 2018/2019 Annual Report approved by Council on 28 January 2020.		Final Annual report submitted to Council by 2020-03-30		–		Office of the Municipal Manager
5.1	LOCAL ECONOMIC DEVELOPMENT	Providing opportunities for all to aspire to a better future	Create job opportunities through poverty alleviation programme	Ensure poverty alleviation through the creation of 80 EPWP by 31 December 2019.	Number	80 EPWP jobs created by 31 December 2019.			Employ 80 EPWP contract workers		–		–		Director Technical and Planning Services

			es												
6.1	CROSS CUTTING INTERVENTIONS	Encouraging community participation in service delivery	Preparation of an IDP within the legal guidelines	Prepare and submit the final 2020/2021 IDP to Council for approval by 30 June 2020.	Date	30-Jun-20	–		–		Approval of the Draft IDP by Council by 30 March 2020.		Approval of the Final IDP by Council by 2020-06-30		Office of the Municipal Manager
6.2			Effective community participation as promulgated in terms of Chapter 4 of the MSA no 27	Ensure public participation during the IDP process by ensuring a total of 15 IDP/Budget road shows takes by 30 June 2020	Number	15 IDP/Budget road shows by 30 June 2020.	–		13 IDP MEETINGS by 31 December 2020.		–		2 IDP Meetings by 30 June 2020.		Office of the Municipal Manager

			of 2000												
6.3		Supporting the poor and vulnerable groups	Ensure effective disabled and senior citizens structures Implement Operation Suku ma Sakhe programmes	Ensure the support of senior citizens and people living with disability	Senior citizens programme	4	1 meeting		1 meeting		1 meeting		1 meeting		Director Corporate & Community Services
6.4				Ensure the support of senior citizens and people living with disability	Support of people with disability	4	1 meeting		1 meeting		1 meeting		1 meeting		Director Corporate & Community Services
6.5				Implementation of OSS by conducting monthly 12 LTT meetings by 30 June 2020	Number of LTT meetings	12 LTT meetings	3 Meetings		3 Meetings		3 Meetings		3 Meetings		Director Corporate & Community Services

6.6		Ensure community safety and security	Implement traffic management	Ensure appointment of service provider for traffic management system by 31 December 2019	Appointment of service provider	appointment of service provider for traffic management system by 31 December 2019	Advertise service provider for traffic management system		Appoint service provider for traffic management system		–		–		Director Corporate & Community Services
6.7				Ensure that 1000 driver's licences bookings are done by 30 June 2020.	Number of driver's licence bookings	Ensure that a minimum of 1000 drivers licence bookings are done by 30 June 2020	250 bookings		250 bookings		250 bookings		250 bookings		Director Corporate & Community Services

SECTION I: ANNEXURES

1. STATUS OF SECTOR PLANS AND OTHER MUNICIPAL PLANS

Table 76: List of sector plans

SECTOR PLAN	COMMENT
Land Use Management Framework	n/a
Land Use Management System	Available on request
Coastal Zone Management Plan	No
Waste Management Plan	District Plan available
A. Water Service Development Plan (All WSA's)	District Plan available
B. Water Resources Plan	n/a
C. Forestry Plan	No
Integrated Transport Plan (Reticulation)	District Plan available
Housing Plan	Currently under review.
Energy Master Plan (Reticulation)	District Plan Available
Local Economic Development Plan	Available
Infrastructure Investment Plan /Implementation	Available on request
Area Based Plans (Land Reform)	No
Anti-Corruption Strategy	No
Revenue Enhancement Strategy	Yes, Adopted in June 2013.
Communication Strategy	Yes, Last reviewed in 2012.
Indigent Policy	Yes, Reviewed in 2013.
Organisational PMS	Available refer to Section H of this document
Organogram	Yes
Summary of Agricultural Development Plan	Available on request.
Annual Report	Available on request
Mthonjaneni Independent Assessment	Available on request
Spatial Development Framework	Attached as annexure A
Disaster Management Plan	Attached as annexure B
Community wish list	Attached as annexure c