



MANDENI MUNICIPALITY



**INTEGRATED DEVELOPMENT PLAN
2006/2007 TO 2010/2011
2011/2012 REVIEW**

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ABBREVIATIONS USED IN THIS DOCUMENT

AsgISA	-	Accelerated and Shared Growth Initiative for SA
AOC	-	Aircraft Operating Company
BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DFP	-	Development Framework Plan
DLTG		Department of Local Government and Traditional Affairs
DM	-	District Municipality
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
EIA	-	Environmental Impact Assessment
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HCT	-	HIV/AIDS counselling and Testing
IDP	-	Integrated Development Plan
ISRDP		Integrated Sustainable Rural Development Programme
ISRDS	-	Integrated Sustainable Rural Development Strategy
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LM	-	Local Municipality
LRAD	-	Land Redistribution for Agricultural Development
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System

MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MPS	-	Multi-Purpose Service Centre
MTC	-	Medium-Term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
PIMS	-	Planning, Implementation and Management System
PMS	-	Performance Management System
PTO	-	Permission to Occupy
PMTC	-	Prevention from Mother To Child
RDP	-	Reconstruction and Development Programme
RIDS	-	Regional Industrial Development Strategy
		RRTF - Rural Road Transport Forum
RSC	-	Regional Service Centre
SADC	-	Southern Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counselling
WSDP	-	Water Services Development Plan`

SECTION A: EXECUTIVE SUMMARY***A1. Mandeni Municipality in Context***

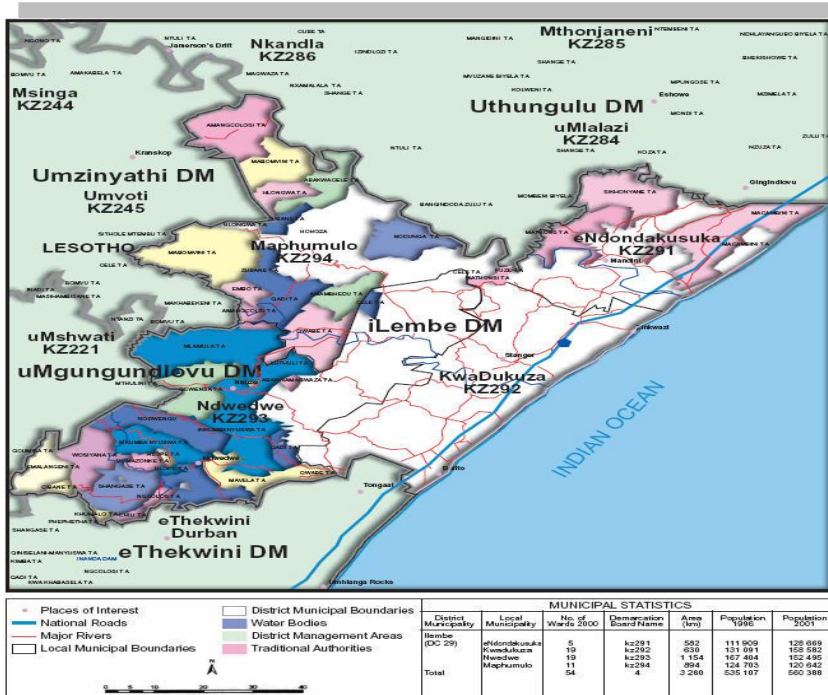
Mandeni Local Municipality is strategically located midway between Durban and Richards Bay, and lies on the development corridor on the North Coast between these two major port cities in KwaZulu-Natal. It is located on the major railway and road transportation routes which link these two economic hubs in KwaZulu-Natal. This strategic location is also acknowledged in the Provincial Spatial Framework which has identified Mandeni as the growth node in the north coast corridor.

The Tugela River bisects the municipal area thereby giving the area an important competitive advantage in the form of constant availability of water. The issue of the protection of this resource is a major concern given the levels of drought prevailing in the area and the scarcity of water.

Mandeni Local Municipality also functions as an important service centre for a substantial rural hinterland which lies to the west beyond the Endulinde Hills. There are no other service centres in the tribal areas, and therefore the urban centre of Mandeni serves as an important sub-regional service centre for the 'shadow corridor of poverty' which tracks the 'development corridor' along the coast. Mandeni is in fact arguably the only place along the coast where the development corridor and the shadow corridor of poverty meet, and hence the acknowledgement of its potential in the Provincial Spatial Framework.

Mandeni Local Municipality enjoys excellent regional transportation linkages with the national road - N2 - serving the province, the two major ports of Durban and Richards Bay, the railway line which serves as an important link between the ports as well as the hinterland parts of South Africa, and the airports - both existing and proposed, including the Isithebe airstrip.

Lastly, the identification of eThekweni-Mhlathuze Corridor places Mandeni Local Municipality in an advantageous position as it is located in-between these two municipalities. It stands to benefit hugely from economic activities that will accrue as a result of this initiative. Secondly, the proposed establishment of Dube Trade Port and King Shaka International Airport has lots of economic, social and employment implications for the municipality because of its location. Thirdly, the convention of the Growth and Development Summit 2007 has identified the regeneration of Isithebe Industrial Estate as an important resolution of this Summit and the general growth of the District Municipality. All these developments compel our municipality, District Municipality and Ithala to place most of their resources in the functional area of Mandeni/Isithebe Industrial Estate sub-region.



A2. The Challenges We Face

The main challenges for the Municipality as per the situational analysis in this IDP relate to lack and or poor infrastructure services i.e. Water, Electricity,

Roads, socio economic spatial and housing issues as well as the issues around social facilities and services. The following is the summary of key priority issues identified

- **Roads:** Most of the wards, especially those that have gravel roads were concerned about the state of gravel roads and access roads. There is a dire need for maintenance and upgrade of the entire existing road infrastructure throughout the municipal area.
- **Electricity:** Most of the wards do not have access to electricity especially the rural community. There is a need to provide electricity supply to all areas that are not already covered.
- **Water:** The lack of portable water was raised and identified as a pressing need as in most instances the water schemes are not functioning. There is a need for the provision of water standpipes to the local community who do not have access to water.
- **LED:** A significant number of wards indicated that there is pressing need for LED projects focusing on job creation, poverty alleviation, promotion of SMMEs and co-operatives.
- **Social Services:** Most of the wards raised concerns with regard to the lack of community facilities such as housing, sport and recreation, welfare, cemeteries and health. Youth and woman empowerment was also raised as a central feature of municipal development and service delivery.
- **Housing Development:** The Municipality is faced with serious demands for a variety of housing development ranging from low income/ PHP Subsidy, middle income/ social housing and high income.

A3. The Opportunities We Offer

The Mandeni Municipality is strategically located midway between the economic powerhouses in KZN to the north and south, nevertheless the Mandeni Municipality possesses

features sufficient unique selling points to prosper within its own niche market on the following basis:

- Location between Africa's two great ports, i.e. Durban and Richards Bay and its excellent transport infrastructure.
- Development opportunity space to intensify development of commerce and service sector within the primary node (Mandeni/ Sundumbili).
- Potential to capitalize on targeted spill over from the major initiatives planned for Durban such as the Dube Trade Port.
- Development opportunities presented by costal belt, pristine beaches and a relatively unspoilt natural environment presents economic development opportunities.
- The largest river in KZN is the Tugela River.
- Amatikulu Nature reserve which consists of coastal dune forest, coastal grassland and Lala Palm bushveld.
- Natural phenomena of Inyoni River which flows parallel to the coastline for approximately 8km before joining the Amatikulu River forming an estuary.
- Very important estuarine, biodiversity and wet land systems.
- Ndulinde Hills with strong Zulu history and Queen Nandi's Kraal (Elangeni).
- Centrally located to the province's other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZNs natural attractions and two World Heritage Sites.

Mandeni Local Municipality enjoys excellent regional transportation linkages with the national road - N2 - serving the province, the two major ports of Durban and Richards Bay, the railway line which serves as an important link between the ports as well as the hinterland parts of South Africa, and the airports - both existing and proposed, including the Isithebe airstrip.

The Mandeni Municipal area has a very rich historical past, which presents a huge opportunity for Tourism development. The Tugela (correctly spelt Thukela) River is the largest river in KwaZulu-Natal, and was the historical border between Zululand and Natal. A number of significant historical events associated with the river have left a rich legacy of major historical and cultural sites on what has now been referred to as the "Thukela Frontier".

The area was one of the most important agricultural areas of the Kingdom of KwaZulu since the reigns of Kings Malandela, Jama, Senzangakhona, Shaka, Dingane and Mpande. During the reigns of Kings Shaka and Dingane, the area known as eNdongakusuka formed part of the area regarded as Prince Mpande's sphere of influence. He had his umuzi kwaMfemfe eGcotsheni in Ndulinde, which is where Prince Shingana was born and buried in 1911.

The historical events which occurred in this area include:

- The Battle of Tugela which was fought on the slopes of Ndongakasuka in 1838 between a group of settlers from Port Natal under John Cane and Robert Biggar, and an impi of Dingane's forces. King Dingane sent forces to eThekwini to destroy the settlers, but they took refuge in their ships, and were not attacked.
- The Battle of Ndongakasuka followed in 1856, and was fought between King Mpande's sons Cetshwayo and Mbuyazwe to contest the right of succession to the Zulu throne, provoked by Colonial interests.
- Deteriorating relations between King Cetshwayo and the colonial authorities resulted in the Ultimatum given to King Cetshwayo's izinduna on 11 December 1878 at the Ultimatum Tree on the banks of the Tugela in the eNdongakusuka Municipality area. This led to the invasion of the Kingdom of KwaZulu on 22 January 1879,

and the start of the Anglo - Zulu War, which saw the epic battles which have become part of world history.

THE ILLUSTRATED LONDON NEWS

February 8, 1879



Reading the Ultimatum on the banks of the Tugela

- Fort Tenedos was built during the initial phases of the Anglo-Zulu war. Located on the northern bank of Tugela River. The site of this sort is best viewed from Fort Pearson, which is part of the Harold Johnsons Nature Reserve.

These events form the nucleus of a rich historical past, which in addition to many other events and stories such as the history of the Dunn family at Mangete, create rich opportunities for new tourism development.

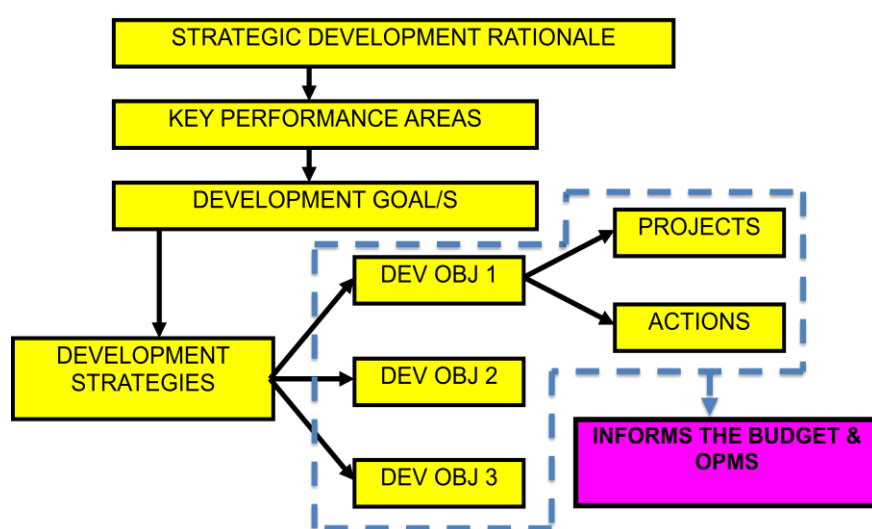
The identification of eThekwini-Mhlathuze Corridor places Mandeni Local Municipality in an advantageous position as it is located in-between these two municipalities. It stands to benefit hugely from economic activities that will accrue as a result of this initiative. The proposed establishment of Dube Trade Port also holds potential benefit on a similar basis as that of the eThekwini-Mhlathuze Corridor.

A4. Strategies for Improvement

To address the challenges we face and to maximise on the opportunities within the Mandeni area this IDP specifically highlights the following strategic thrusts and all development must achieve or contribute to the following:

- Promoting and facilitating development and investment along the coast in a harmonized and sustainable manner - environmentally, economically and socially with specific reference to the Siyaya Development Framework Plan.
- Promoting investment within defined nodes and specific to the functionality of such nodes i.e. Mandeni, Tugela Mouth, Wangu and Isthebe Industrial Zone.
- Promoting development and investment that contribute to the regeneration and renewal of CBDs. The Municipality has commissioned urban and regeneration strategy.
- Promoting investment in industrial investment hubs and provide for sufficient, affordable, reliable infrastructure services.
- Introducing incentives that attract development initiatives, the municipality has undertaken a planning exercise aimed at expansion and marketing strategy of the Industrial area.
- Encouraging settlement within the rural context along road networks and existing infrastructure.
- Introducing performance project management systems to track and monitor progress.
- Exploring and promoting PPPs as a means to delivery services.
- Establishing cooperatives to maximize economic opportunities in the agricultural sector.

- Preserving and protecting the natural environment must be preserved and protect and applying conservation management.
- Ensuring the regular maintenance and upgrade of existing infrastructure.
- Promoting cultural community base tourism.
- Promoting integrated tourism development.
- Ensuring sustainable livelihoods through the integrated development of all the assets of the Municipality, i.e. human capital, social capital, natural capital, physical capital, financial capital and political capital.



A5. Mandeni Municipality 5 Years from Now

Mandeni Municipality is strongly committed to develop its character and personality as an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination it will enhance its visual and aesthetic appeal.

The future of Mandeni is also focused on developing the Municipality's comparative advantage. Mandeni Municipality is strategically located between two of Africa's largest trade ports, i.e. Durban and Richards Bay with the N2 eThekweni-iLembe-uThungulu Corridor, also referred to as a Multi-sectoral Service Corridor, passing

through its economic core. This advantage is further strengthened by the proposed Dube Trade Port development on southern boundary of the District Municipality. The Mandeni Municipality has competitively advantaged as it presents the untouched natural resources, biodiversity species, historical sites/ events and aesthetic beauty of the pristine coast. The Mandeni Municipal SDF acknowledges the unique features presented by the coast and therefore encourages. The natural look is considered as the Municipal selling point, therefore any future development particular around the coast must uphold and enhance the natural theme. The Municipality enjoys excellent regional transport infrastructure network with the N2 including railway lines which serves as important links the two major ports in the province. These aspects provide for ample opportunity to attract economic investment that will benefit all the communities of iLembe and must be made widely known and propagated to promote iLembe as a prime business and development District. iLembe is also soon to embark on its development and marketing as a prime business and investment hub.`

To achieve this future it is the Mandeni Municipality's mission to maximize social development, economic growth and human resources management through collective selfless dedication to our calls and responsibilities. This is supported by a vision where the Community, Councillors and Staff of Mandeni Local Municipality resolve that the Municipality will strive for excellence in the effective and efficient management of its financial, human, capital and developmental resources.

A6. Measuring Our Progress

The process of developing an organisational performance management system for the Municipality was completed in July 2004, followed by the development of the individual performance management system. The completion of the two phases marked the beginning of the consultation and the preparation for implementation of the system. Two

organisational performance reviews have already been conducted in line with the measures set, the results of which have been used in identifying areas requiring attention as well as in informing the 20089/10 IDP Review. This PMS is being applied and a monitoring, evaluation and review needs to be undertaken to establish the levels of performance and extent to which KPIs are met.

The Municipal Manager and Executive Committee share the responsibility for developing performance agreements for and individual performance standards for section 57 employees. All performance standards consist of outcomes (products or accomplishments) and expectations (measurement of outcomes in terms of cost, quality, quantity, time, etc.).

The organizational and individual PMS called Employee Performance Appraisal System (EPAS) linked to Service Delivery Budget Implementation Plans SDBIP was adopted by Council. The organizational assessment gets conducted on quarterly bases and reviewed during IDP review process. Workshops were conducted to councillors and employees to get input and familiarize them with the system on how it was going to work.

Individual PMS (EPAS) was cascaded to section 57 employees. But the process to cascade individual PMS is commencing this month of December 2007 after we had appointed an official to deal with it. The employees will be requested to fill in performance assessment form and submit them back to HR for filling. Employees will be assessed by their supervisors on quarterly bases and at the end of the financial year.

A7. Developing the Mandeni IDP

The comprehensive IDP for the five year circle 2007- 2012 was prepared and tabled before Council for adoption in 2007 in accordance with the chapter 5 Municipal systems Act No 32 of 2000. Mandeni Municipality is of the opinion

that although IDP is a five year plan, it must be contextualised in an enabling planning horizon of a long term vision in order to make resources sense. IDP should deliver to a said vision. The Vision should be based on a planning horizon of 30 years divisible into 6 sets of five year IDP's

The principal IDP 2007-2012 has been reviewed annual in quest of improving on shortcomings as identified through self assessment and the MEC comments. An IDP Process Plan reflecting the approach of the Mandeni Municipality to the preparation and the review of the 2010/2011 IDP and to ensure that proper coordination between and within the spheres of government occurs was prepared and adopted by Council in its meeting held in September 2008. Amongst other things the IDP process plan provides for the following:

- A clear mechanisms and procedures for vertical and horizontal alignment
- Indication of the organisational arrangements for the IDP Process
- A program specifying the time frames and activity schedule for different planning steps.
- Appropriate mechanism, process and procedures for consultation and participation of Local Community, Traditional Leaders and other role players.

It should further be noted that the IDP process plan was aligned with District IDP Framework Process Plan and the Mandeni Municipality budgetary process.

INTRODUCTION

The Integrated Development Planning (IDP) Process is a process through which municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development, and

institutional transformation in a consultative systematic and strategic manner.

According to the Municipal Systems Act (MSA) of 2000, all municipalities have to undertake an IDP process to process and to produce integrated development plans (IDPs), as the IDP is a legislative requirement, has a legal status and it supersedes all other plans that guide development at local government level. This strategic plan has to be reviewed annually in terms of Section 34 of the Municipal Systems Act 2000 read in conjunction with the provisions of Section 53 (1) (b) of the Municipal Finance Management Act (No. 56 of 2003).

All Municipalities, both District and Local Municipalities, submitted their IDPs for approval to the MEC in about March 2002, which marked the end of year one of the five year IDP process. This was done in terms of Chapter 5, Section 25, of the Municipal Systems Act (MSA) District and Local Municipalities have come to the end of the five-year term for their Councillors. New Councillors were elected in March 2006 and that meant the new Council for the Mandeni Municipality. In terms of Section 24(3) of MSA the newly elected Council has the option:

Newly elected municipal Council may:

(a) within the prescribed period referred to in subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision it must comply with section 29(1) (b) (i), and (d) which says that the local communities must be consulted on its developmental needs and priorities be consistent with any other matters that may be prescribed by regulation; and

(b) a newly elected Council that adopts the IDP of its predecessor with amendments must effect the amendments in accordance with the process referred to in section 34(b) which stipulates that a municipal Council may amend its integrated development plan in accordance with a prescribed process;

It is within this regard that the Council resolved to prepare and adopt a new (IDP) to guide development during its term of office. The preparations process was guided by the IDP process plan which was adopted by Council.

This Mandeni 2010/2011 IDP Review is also done within the context of newly formulated and revised guidelines of the KwaZulu-Natal Provincial Government's Department of Local Government and Traditional Affairs for the review and assessment of IDPs. These guidelines specifically provide clarification on the contents and format of reviewed IDPs for their subsequent assessment.

STATE OF THE NATION ADDRESS

In his state of the Nation Address the President of the Republic Of South Africa announced a new plan to improve government performance. This meant clear targets will be set for government's key priorities:

- ✓ Education
- ✓ Fighting Crime
- ✓ Rural Development
- ✓ Creating Jobs and
- ✓ Improve Human Settlement

These targets must be achieved by 2014, example of key targets includes making sure that everyone has access to electricity and water, training more people in skills such as plumbing, electrical work, building and vehicle repairs and supporting rural business.

While a lot has been achieved since 1994, in some areas government has not delivered what people expect. The number of children in school has increased but many grade 3 learners still cannot read and write. More clinics have been built, but too many mothers still die giving birth. Even as we have more police, the level of crime is still too high.

In education only 36 per cent of grade 3 learners can read and write at an acceptable level. The aim is to increase this figure to 69% percent by 2014. In health about 69 babies per 1000 live births die on average each year. By 2014 this number must be down to 30-35 per 1000 live births.

Ministers are preparing plans to achieve these targets and must also submit performance agreements which the President will sign. This new initiative, to be coordinated by Minister in the Presidency responsible for Performance Monitoring and Evaluation, will help ministers, premiers, mayors and officials more accountable for what government is achieving.

Other examples of key targets include:

- ✓ Reducing new HIV infections
- ✓ Reducing the rate of tri-crimes (house robbery, business robbery and car hijacking)
- ✓ Improving maths and science results in schools

STATE OF THE KZN PROVINCE

His worship the Premier of KwaZulu Natal in his state of the Province he identified the two key areas of focus for this year, firstly to prepare for the second elections of the 267 Traditional Councils, to be held in the second half of this year. The second area of focus will be to work with the Ingonyama Trust and the respective Traditional Councils to promote access to development opportunities in communal areas, for agricultural, commercial or industrial purposes." *We are united in our resolve that, working together in our respective sectors in politics, business, religion, traditional affairs and all other spheres of governance, we are taking South Africa forward*".

The Cabinet has worked as a team and built a solid programme of service delivery through integration of programmes and services. They have maintained a strong

sense of accountability as individual leaders of government portfolios. They have also maintained a collegial spirit of collective accountability and unity of purpose. The monitoring and evaluation of performance has greatly assisted the process of integration of government programmes. This integration will greatly assist municipalities as they compile their integrated development plans (IDPs) The Nerve Centre is now operational as a tool to monitor progress in the attainment of outcomes. All the programmes announced in this address will be monitored closely.

The KZN Provincial Government has committed publicly to build an image of clean governance, inspired by our determination to uproot the menace of fraud and corruption in our government. The office of the Premier has started Ombudsman services conducting the investigations on complaints from the public about poor service delivery, unprofessional attitudes and complaints received from the Presidential hotline and provincial toll free numbers.

They have been decisive in intervening at local government level when several municipalities ran into serious administrative challenges. The Province invoked Section 39 of the Constitution of the Republic of South Africa in Msunduzi, Ndaka, Mhlabuyalingana and uKhahlamba. All interventions will stay in place until new councils are put in place. His worship the Priemer was pleased to report a remarkable turn-around in those municipalities in our quest to ensure that service delivery is enhanced rather than compromised.

They do not hesitate to act speedily when incompetence, corruption, fraud or plain indolence deprive our people what they voted for a better life for all. We remain committed to the implementation of the Local Government Turnaround Strategy in this province. All municipalities were supported to develop their own turnaround strategies and to adopt a ten-point plan, which would focus on the

most critical aspects to be addressed in each municipality. This process has already seen positive results and we are particularly pleased with the fact that 54 of our 61 municipalities received unqualified audit reports on their 2009/10 financial statements.

The allegations of maladministration, irregularities, corruption and abuse of power and authority in awarding contracts, implicating municipal councillors and officials, will be investigated thoroughly and strong action taken against those found to have committed offences. We need to enforce good governance and integrity in the service of the public who voted us to office.

Government is committed to the priorities announced at the beginning of the term.

They are:

- rural development/agrarian reform and food security
- creating decent work and economic growth
- fighting crime
- education
- health
- nation-building and good governance.

These have been integrated into the 12 National Outcomes which are:

1. Quality basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. Skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable, sustainable rural communities contributing towards food security for all
8. Sustainable human settlements and improved quality of household life

-
9. Responsive, accountable, effective and efficient local government system
 10. Protect and enhance our environmental assets and natural resources
 11. Create a better South Africa, a better Africa and a better world
 12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

The Premier stated that "*in our inaugural address we stated boldly that this Administration would embark on initiatives to eliminate wasteful expenditure by ensuring that our departments operated as cohesive, integrated and aligned machineries*". Working in silos would be history, we promised. We further undertook to streamline our communication by ensuring that we projected an image of a government that is consistent and coherent in its messages, without detracting from the importance of remaining in touch with the electorate. We took the pain when we introduced stringent cost-cutting measures.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP Review Process Plan

In order to ensure certain minimum quality standards of the IDP Review process, and proper co-ordination between and within spheres of government, municipalities need to prepare IDP review process plans. The preparation of a Process Plan, which is in essence the IDP Review Process set in writing, requires adoption preparation and by Council. The IDP process plan was accordingly prepared adopted by the Council on the 31 August 2010.

This plan amongst other things includes the following:

- ✓ A programme specifying the time frames for the different planning steps;
- ✓ Appropriate mechanisms, processes and procedures for consultation and participation of local communities,

- organs of state, traditional authorities, and other role players in the IDP review process; and
- ✓ Cost estimates for the review process.
 - ✓ Key elements to be addressed during IDP review process 2011/12:
 - Draft IDP Assessments;
 - MEC Panel Comments;
 - Self Assessment;
 - New Council priorities;
 - New policies (eg. Rural Development) and legislation (eg. PDA);
 - ✓ **ORGANISATIONAL & INSTITUTIONAL ARRANGEMENTS**
 - ✓ **EXTERNAL & INTERNAL ROLE PLAYERS**

The Municipality reviewed and confirmed the identification of the role players in the IDP Process by removing/adding to their list of stakeholders in the IDP Process. The organisational structures that were utilised during the IDP preparation and all the previous reviews will be revived for the purpose of this 2011/12 review. The main roles and responsibilities allocated to each of the role players are set out in the following table:

Roles and Responsibilities

Internal

ROLE PLAYER	ROLES & RESPONSIBILITY
Council	<ul style="list-style-type: none"> ❖ Final decision making ❖ Approval of the reviewed IDP documentation.
Councillors	<ul style="list-style-type: none"> ❖ Linking the IDP process with their constituencies ❖ Organising public participation.

Portfolio Committee (Economic Dev and Planning)	<ul style="list-style-type: none"> ❖ Political oversight of the IDP Process and recommendations to the Executive Committee
Mayor/ Executive Committee	<ul style="list-style-type: none"> ❖ Decide on the process plan. ❖ Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP documentation, or delegate this function
Municipal Manager	<ul style="list-style-type: none"> ❖ Accountable for all IDP related administrative processes ❖ Decide on planning process. ❖ Monitor process. ❖ Overall Management and co-ordination.
IDP Manager (may be delegated this function by the Municipal Manager)	<ul style="list-style-type: none"> ❖ Day-to-day management of the process
MANCO (IDP Steering Committee)	<ul style="list-style-type: none"> ❖ Assist and support the Municipal Manager/IDP Manager and Representative Forum. ❖ Make relevant line function inputs into the various stages of the IDP

	<ul style="list-style-type: none"> ❖ Information "GAP" identification. ❖ Oversee the alignment of the planning process internally with those of the local municipality areas.
Municipal Officials	<ul style="list-style-type: none"> ❖ Provide technical/sector expertise. ❖ Prepare draft progress proposals.

External

ROLE PLAYER	ROLES & RESPONSIBILITY
Alignment Committee	<ul style="list-style-type: none"> ❖ Provide ...
Representative Forum: consisting of Rates Payers Associations, Civil Society, Ward Committees, Traditional Structures and Public and Private Sector entities	<ul style="list-style-type: none"> ❖ Representing stakeholder interest and contributing knowledge and ideas.
Government Departments	<ul style="list-style-type: none"> ❖ Provide data and information. ❖ Budget guidelines. ❖ Alignment of budgets with the IDP.

	<ul style="list-style-type: none"> ❖ Provide professional and technical support.
Planning/ Specialist Professionals	<ul style="list-style-type: none"> ❖ Methodological guidance. ❖ Facilitation of planning workshops. ❖ Support with guidance on Sector Plans (sources of funding and guidelines). ❖ Documentation. ❖ Providing the required specialist services for various planning activities.

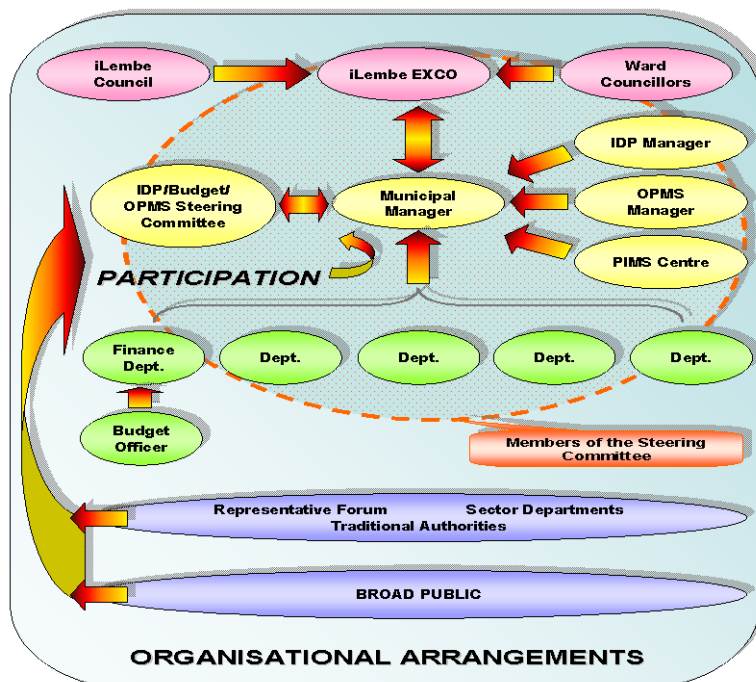
✓ **MECHANISMS FOR PUBLIC PARTICIPATION**

Identify suitable public participation mechanisms:

- The Municipality encourage public involvement in the review process by using existing structures

such as Representative Forums, CDWs, Ward Committees and Traditional Structures;

- The Municipality clustered the wards in accordance with proximity and geographic location with the meeting point being a Traditional Court in rural areas.
- Conduct focused meetings with ward committees ward committees and Traditional Councils respectively to discuss & develop priorities in the IPD
- The Municipality also have focussed meetings with the rate payers association an business community i.e. Sappi, Isithebe Industrialists
- The Municipality in accordance with the provisions of its Communication Strategy uses methods such as public notices notify the public, road shows, advertisements (newspapers Mandeni News, radio, etc.); and the Municipal news letter that is published quarterly is also used a means to communicate with the community.

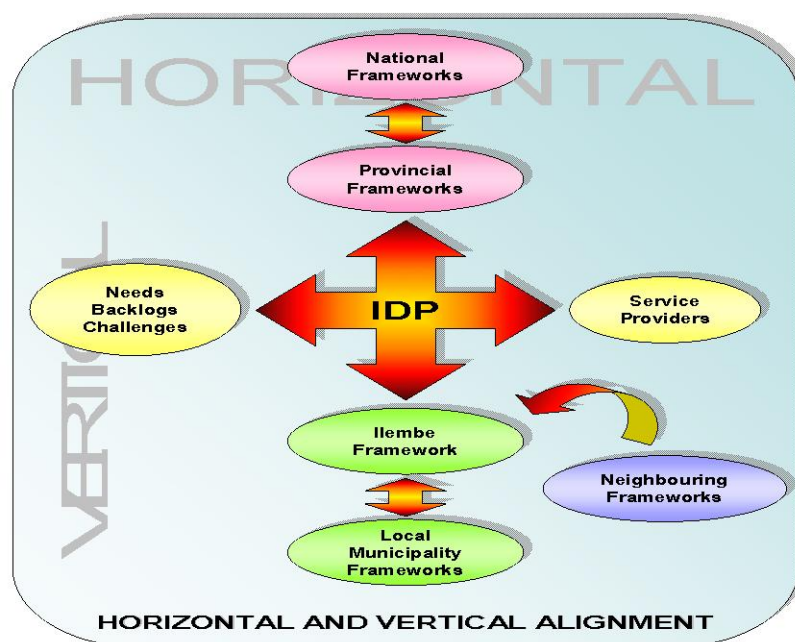


✓ MECHANISM FOR ALIGNMENT WITH STAKEHOLDERS

(a) Alignment with all stakeholders :

- Vertical alignment (National, Provincial, Local Spheres);

- Horizontal alignment (within the District family via Framework Plan); and
- Cross border alignment (other Districts & Provinces).



(b) Type of alignment mechanisms :

- Representative Forums;
- Service Providers Forums;
- Planning & Development Forums; and
- One-on-one Sector Department Meetings.

Framework Plan

As with year one and two of the IDP process, there is a need for the preparation and adoption of a Framework Plan in each of the District Municipalities. The Framework Plan provides the linkage for binding relationships to be established between the district and local municipalities in the region. In so doing, proper consultation, co-ordination and alignment of the review process of the district municipality and its local municipalities can be

maintained. The Ilembe District Framework Plan informed the Mandeni IDP Review process plan.

PERFORMANCE AUDIT COMMITTEE

MEC COMMENTS

The MEC's comments were noted in the development of the reviewed IDP Document 2011/12

AUDITOR-GENERAL'S FINDINGS

REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION OF MANDENI MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2010

Below is a summary of the Audit queries and a summary of management response

<u>AUDIT QUIRY</u>	<u>RESPONSIBLE OFFICIAL</u>	<u>IMPLEMENTATION STATUS</u>
<p><u>Planning: Municipality is inadequately staffed</u></p> <p>Audit finding</p> <p>According to the HR plan the following key management positions were still vacant:</p> <p>These positions include:</p> <ul style="list-style-type: none"> • Director: Community services 	<p>Director :Corporate Services</p>	<p>Ongoing</p> <p>30 .6.2011</p>

<ul style="list-style-type: none"> • Electrical and Mechanical Fleet manager • Director: Economic planning and environment • Budget Officer • Supply Chain Practitioner <p>Recommendation</p> <p>Management should continually monitor and intensify their efforts to reduce the vacancy rate to an acceptable level</p>		
<p><u>Training for SCM officials</u></p> <p>Audit finding</p> <p>In terms of Municipal Supply Chain Management Regulations (GNR.868 of 30 May 2005) regulation 8, the training of SCM officials involved in implementing a supply chain management policy should be in accordance with any Treasury guidelines on SCM training.</p> <p>There was no evidence for the above training.</p> <p>Recommendation</p> <p>The SCM manager should</p>	<p>Director: Corporate Services</p>	<p>On going 30.06.2011</p>

<p>ensure that SCM official training is in accordance with any Treasury guidelines and the evidence for the training should be provided for audit purposes.</p>		
<p><u>Lack of formal training for all finance employees</u></p> <p>Audit Finding</p> <p>In terms of Para 83 (2) of the MFMA "A municipality must provide resources or opportunities for the training of officials to meet prescribed competency levels'"</p> <p>Recommendation</p> <p>Management should seek to ensure that all staff in the finance department are adequately trained</p>	<p>Director: Corporate Services</p>	<p>Ongoing 30.06.2011</p>
<p><u>Planned and reported performance targets not specific, measurable and time bound</u></p> <p>Audit Finding</p> <p>The planned and reported targets listed below were not:</p> <ul style="list-style-type: none"> • specific in clearly identifying the nature and the required level 	<p>Director: Corporate Services</p>	<p>Implemented</p>

<p>of performance;</p> <ul style="list-style-type: none"> • measurable in identifying the required performance; • time bound in specifying the time period or deadline for delivery. <p>Recommendation</p> <p>Management should develop mechanisms to monitor compliance with laws and regulations and these should be regularly reviewed by those charged with governance.</p>		
<p><u>Reported information not consistent with planned objectives, indicators and targets</u></p> <p>Audit Finding</p> <p>The municipality has not reported on its performance against predetermined targets which is consistent with the approved integrated development plan.</p> <p>Recommendation</p> <p>The accounting officer should exercise oversight to ensure compliance</p>	<p>Director: Corporate Services</p>	<p>implemented</p>

<p><u>Non compliance with the DORA</u></p> <p>Audit finding</p> <p>According to correspondence from the National Treasury unspent conditional grants to the value of R120 000 was not approved for rollover</p> <p>Recommendation</p> <p>Management should ensure that requirements set out in the DORA regarding conditional grants are complied with to prevent withholding or reduction of grants</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>				
<p><u>Assets: Impaired assets found during physical inspection</u></p> <p>Audit finding</p> <p>The following assets were physically inspected to confirm that they exist however after further inspection it was noted that these assets are considered impaired for the reasons stated below:</p> <table border="1" data-bbox="148 1832 703 2018"> <thead> <tr> <th>Asset No.</th> <th>Reason for impairment</th> </tr> </thead> <tbody> <tr> <td>2846</td> <td>The sports field is currently being</td> </tr> </tbody> </table>	Asset No.	Reason for impairment	2846	The sports field is currently being	<p>Chief Financial Officer</p>	<p>Implemented</p>
Asset No.	Reason for impairment					
2846	The sports field is currently being					

	<p>re-leveled. As this was considered necessary for the continued use of the asset, it is considered that before the re-leveling commenced this asset was impaired.</p>		
02234	<p>The lifeguard tower is in a state of disrepair. Upon enquiry of pool staff, a replacement asset has been ordered. The current tower is considered unusable and hence fully impaired.</p>		
S1290	<p>This is an old Payday software package the municipality used for its payroll. However in the current year, new software was purchased rendering the old software obsolete and thus impaired.</p>		
S1230	<p>Sundumbili Hall was found to have been demolished for the purpose of building a new town hall on the</p>		

<p>site. As this is the case, the asset is considered fully impaired.</p>		
<p>Recommendation</p> <p>A review of all assets appearing on the fixed asset register must be performed on an annual basis to test for impairment.</p>		
<p><u>Assets: Inappropriate impairment accounts in the general ledger</u></p> <p>Audit finding</p> <p>It was noted that the assets that were disposed of during the period were allocated to impairment accounts in the general ledger. This is not considered to be in line with GRAP.</p> <p>Recommendation</p> <p>The CFO must ensure compliance with GRAP laws and regulations</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>
<p><u>Debtors accounting policy not aligned to MFMA legislation</u></p> <p>Audit finding</p>	<p>Chief Financial Officer</p>	<p>Implemented by 30.03.2011</p>

<p>On inspection of individual debtors it was noted that interest was not charged on long outstanding amounts. This was in compliance with the municipality's policy relating to debtors.</p> <p>Recommendation</p> <p>The accounting officer together with council should amend the debtors' policy in order to ensure that interest is charged on long outstanding rates debtors</p>		
<p><u>Audit committee charter</u></p> <p>Audit Finding</p> <p>A review of the audit committee charter as well as the audit committee minutes revealed that the fraud prevention plan implemented to prevent and detect fraud had not been reviewed by the audit committee</p> <p>Recommendation</p> <p>Management should ensure that the audit committee is aware of their responsibility and this should include review of the fraud prevention plan</p>	<p>Chief Financial Officer</p>	<p>Implemented by 28.02.2011</p>

<p><u>Non compliance with S53 of the MFMA</u></p> <p>Audit finding</p> <p>By inspection of Exco minutes dated the 09 July 2009 it was established that the Municipal Manager's performance contract for 2009/2010 was approved on the 09 July 2009 while the service delivery and budget implementation plan (SDBIP) was approved on 04 June 2009 and as such has not been made public within 14 days after the SDBIP approval.</p> <p>Recommendation</p> <p>The accounting officer must ensure compliance with that all laws and regulations set out in the MFMA</p>		Implemented
<p><u>IDP not submitted to MEC</u></p> <p>Audit Finding</p> <p>No evidence could be provided that the municipal manager has submitted a copy of the IDP to the MEC for local government within 10 days of the adoption of the</p>	<p>Manager: Planning and Development</p>	Implemented

<p>IDP.</p> <p>Recommendation</p> <p>Management should develop mechanisms' to monitor compliance with laws and regulations and these should be regularly reviewed by those charged with governance</p>		
<p><u>Assets: Poor physical security to perpetrate fraud and theft</u></p> <p>Audit Finding</p> <p>The following shortcomings were noted regarding the physical security of assets:</p> <p>1) Motor vehicles are not searched by the security guards on exit of the municipal premises</p> <p>2) Access via access disks do not prevent any person gaining entry to the municipal premises via the back entrance which is opened during office hours</p> <p>3) Doors to the offices of the directors are not locked at all times</p> <p>Recommendation</p>	<p>Manger : Public Saftey</p>	<p>Ongoing .By 28.02.2011</p>

<p>Management should seek to ensure that the limitations identified are adequately addressed to ensure the proper safeguarding of assets</p>		
<p><u>Deviations from quotation process</u></p> <p>Audit finding</p> <p>Goods or services of a transaction value of R10 000 to R200 000 were procured without inviting at least three written price quotations from the accredited prospective providers or providers that meet the listing criteria. No reasons were recorded on the payments vouchers nor were the deviation approved by the CFO or his delegate</p> <p>Recommendation</p> <p>(i)The SCM manager should perform regular reviews and monitoring of SCM processes to ensure that it is compliant with applicable SCM laws and regulations.</p> <p>(ii) Management should review all payments made between R10 000 and R200 000 to identify similar</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>

<p>instances which must be quantified and disclosed ,together with the above amounts, as irregular expenditure in the note to the financial statements.</p>		
<p><u>Awards without proof of tax clearance</u></p> <p>Audit finding</p> <p>Quotations were accepted from providers who failed to provide proof from SARS that their tax matters are in order.</p> <p>Recommendation</p> <p>(i) The SCM manager should perform regular reviews and monitoring of SCM processes to ensure that it is compliant with applicable SCM laws and regulations.</p> <p>(ii) Management should review all payments to identify similar instances which must be quantified and disclosed, together with the above amounts, as irregular expenditure in the note to the financial statements.</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>
<p><u>Preference points not</u></p>	<p>Chief</p>	<p>Implemented</p>

<p><u>applied</u></p> <p>Audit finding</p> <p>The preference point system was not applied in the following procurement of goods and services above R30 000 through written price quotations</p> <p>Recommendation</p> <p>(i) The SCM manager should perform regular reviews and monitoring of SCM processes to ensure that it is compliant with applicable SCM laws and regulations.</p> <p>(ii) Management should review all payments to identify similar instances which must be quantified and disclosed, together with the above amounts, as irregular expenditure in the note to the financial statements.</p>	<p>Financial Officer</p>	
<p><u>Deviations from competitive bidding process</u></p> <p>Audit finding</p> <p>In terms of SCM</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>

<p>regulations 22(2), an SCM policy may allow the accounting officer to determine a closure date for the submission of bids which is less than the 30 or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official process.</p> <p>Recommendation</p> <p>(i) The SCM manager should perform regular reviews and monitoring of SCM processes to ensure that it is compliant with applicable SCM laws and regulations.</p> <p>(ii) Management should review all payments to identify similar instances which must be quantified and disclosed, together with the above amounts, as irregular expenditure in the note to the financial statements.</p>		
<p><u>Contract extensions</u></p> <p>Audit finding</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>

<p>contracts were [amended/extended] without tabling the reasons thereof to the council and/or notifying the public as required by the MFMA</p> <p>Recommendation</p> <p>(i) The SCM manager should perform regular reviews and monitoring of SCM processes to ensure that it is compliant with applicable SCM laws and regulations.</p> <p>(ii) Management should review all payments to identify similar instances which must be quantified and disclosed, together with the above amounts, as irregular expenditure in the note to the financial statements.</p>		
<p><u>Lack of supporting documentation</u></p> <p>Audit finding</p> <p>The following information has not been provided for</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>

<p>audit purposes:</p> <ol style="list-style-type: none"> 1. Supporting documentation relating to related party transactions 2. Schedule of commitments <p>Recommendation</p> <p>The CFO should ensure that there are adequate controls over the safeguarding of supporting documentation and that information requested is presented timeously for audit purposes</p>		
<p><u>Invitations to submit written quotations not advertised</u></p> <p>Audit finding</p> <p>Invitations to submit price quotations for the following procurement of goods and services with a transaction value above R30 000 were not advertised for at least 7 days on the website and official notice board of the municipality</p> <p>Recommendation</p> <p>The SCM manager should perform regular reviews</p>	<p>Chief Financial Officer</p>	<p>Implemented</p>

and monitoring of SCM processes to ensure that it is compliant with applicable SCM laws and regulations.		
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SECTION B: ANALYSIS OF CURRENT REALITIES***B1. Local/Regional Context***

The Mandeni Municipality area (KZ291) lies on the east coast of KwaZulu-Natal, between the two main cities Durban and Richards Bay, it borders uMlalazi Municipality in the North immediately after the Amatikulu river, the cross border interface is mainly agriculture with vast pieces of sugar cane farms as well minimal forestry and or timber plantation whilst the western part in the inland is vastly traditional settlement. In the south it borders with KwaDukuza Municipality in the south bank of Tugela River, in terms of cross border alignment the dominant use from both ends is sugarcane fields. The Municipality is located on the Indian Ocean Coastline of KwaZulu-Natal, a province of the Republic of South Africa. Mandeni Municipality is one of 4 local municipalities which form part of the iLembe District Municipality, which in turn is one of 9 District Municipalities of KwaZulu-Natal. The KwaDukuza Local Municipality, which forms part of iLembe, borders the south of MMA, while the uMlalazi Local Municipality, which forms part of the uThungulu District Municipality, borders the west and north.

The MMA is approximately 582 square kilometres in extent. It covers approximately 30 km of coastline from 7km to the north of the Matigulu River mouth to approximately 4km south of the Tugela River mouth. The area stretches inland loosely over a distance of 30km where most of the boundary to the north follows the Matigulu River and the central boundary follows the Nembe, a south flowing tributary of the Tugela River. The southern boundary reaches just north of the town Darnall.

The Municipality is strategically located midway between Durban and Richards Bay, and lies on the development corridor on the KwaZulu-Natal North Coast between these two port cities. As such it is located on the major

railway and road transportation routes that link these two economic hubs in KwaZulu-Natal.

Land tenure pattern within the Municipality generally dictates the land usage and the Mandeni Municipality is made up of three Traditional Authority areas where settlement is controlled by Traditional Authorities according to a traditional system of land allocation by the Nkosi to the families of his tribe. These TA areas cover approximately 63% of the total area where the State and the Ingonyama Trust own the majority of the land within Municipality and coastal and inland reaches of Mandeni (49%). TA areas are generally characterised by subsistence farming activities, harsh topographical conditions and the worst of agricultural potentials with the exception of the Macambini Tribal authority which lies along the coast. Large areas are under-utilised with traditional settlement patterns and low densities which are not conducive to the provision of infrastructural services. Smaller rural nodes, such as, Tribal courts, trading stores or clinics are scattered through the TA. Traditional housing dominates, but there is a range of other formal and informal structures proliferating in these predominantly rural areas.

Areas of urbanisation in the Municipality comprise of Mandeni, Sundumbili, Tugela and Tugela Mouth. Land uses within these areas are typically urban mixed uses with acceptable levels of infrastructural and service development and a minimal provision of social facilities and services to support the resident populations. Industrial development is concentrated in Isithebe and most notably Amatikuli sugar milling operations and the Sappi Paper mills at Mandeni.

Informal settlements with limited to none facilities or infrastructural services occur on the periphery of the developed areas and within the Isithebe Industrial area and Sundumbili Township. This is also evident in the

periphery of well established Sundumbili Township and Mathonsi tribal authority eastwards of the hinterland. Village centres such as Wangu in the west and Nyoni in the north eastern side comprise of commercial and service development in the two tribal authorities Mathonsi & Macambini Tribal Authority.

B2. Key Features of the Municipality

The Mandeni Municipality is strategically located midway between the economic powerhouses in KZN to the north and south, nevertheless the Mandeni Municipality possesses features sufficient unique selling points to prosper within its own niche market on the following basis:

- Location between Africa's two great ports, i.e. Durban and Richards Bay and its excellent transport infrastructure.
- Potential to capitalise on targeted spill over from the major initiatives planned for Durban such as the Dube Trade Port.
- Pristine beaches and a relatively unspoilt natural environment.
- The largest river in KZN Tugela river
- Amatikulu Nature reserve which consists of coastal dune forest, coastal grassland and Lala Palm bushveld.
- iNyoni River which flows parallel to the coastline for approximately 8km before joining the Amatikulu River forming an estuary.
- Amatikulu River
- Ndondakusuka Hill historical battle site 1836
- Ndulinde Hills with strong Zulu history and Queen Nandi's Kraal (Elangeni)
- Centrally located to the province's other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZNs

natural attractions and two World Heritage Sites. Harold Johnson's, Ultimatum Tree and War Graves.

B3. Demographic and Socio-economic Realities

This Section of the 2007 - 2012 Mandeni IDP involves an analysis of current conditions and circumstances prevalent and shaping the Municipality. These are the issues and matters that the Municipality has to deal with in order to meet their constitutional responsibilities and bring about change that would ultimately ensure a better quality of life for all their stakeholders and communities.

These current realities range from socio-economic aspects to engineering infrastructure and within each category of analysis the critical issues and challenges are identified together with possible ways of tackling and addressing these issues and challenges, i.e. solutions that could be taken forward in the Strategies Section of this IDP.

To analyse current realities various sources of information and data were used. These include:

- Census 2001 with 2003 and 2006 projections by Stats SA and the Municipal Demarcation Board.
- Extrapolated data from the 2002 Mandeni IDP.
- Mandeni Municipality Sector Plans.
- Nelson Mandela/HSRC 2002 Study on HIV/AIDS

This is the first step in the IDP process and determines how the IDP is formulated and implemented in the later stages of this process. The following paragraphs provide the demographic profile of the socio-economic characteristics of Mandeni Municipality in particular the demographics and social conditions.

The following table presents the household statistics for Mandeni. From this it is clear that the population has grown from 31,012 households to 33701 households, between 2001 and 2008, at an annual ratio of 0.086. Should the number of households keep changing at the same rate, it can be expected that the number of households will increase to a total of 55 504 in 2014.

Ward No.	Common Name	2001	2002	Annual Growth	2014
52901001	Dokodweni	1,679	1,825	0.086	3005
52901002	Wangu	1,447	1,572	0.086	2590
52901003	Mandini	2,433	2,644	0.086	4354
52901004	Hlomendlini	3,533	3,839	0.086	6323
52901005	Inembe	1,165	1,266	0.086	2085
52901006	Ndulindle	1,689	1,835	0.086	3023
52901007	Manda Farms	2,212	2,404	0.086	3959
52901008	Mangete	1,204	1,308	0.086	2155
52901009	Macabini	1,506	1,637	0.086	2695
52901010	Inyoni	2,349	2,553	0.086	4204
52901011	Isithebe	2,313	2,514	0.086	4140
52901012	Mathonsi	3,627	3,941	0.086	6491

52901013	Redhill	1,343	1,459	0.086	2404
52901014	Chappies B	2,524	2,743	0.086	4517
52901015	Chappies A	1,037	1,127	0.086	1856
52901016	VusiMuzi	951	1,033	0.086	1702
TOTAL		31,012	33701	0.086	55 504

Profile of South Africa, 2004-2005

FACTORS	2004	2005
Population	45.5 million	45.2 million
Population growth (Annual %)	-0.7	-0.7
Life expectancy at birth, total (years)	44.6	Not Specified
Mortality rate, infant (per 1000 live births)	54.0	Not Specified
GNI (Current US\$ - billions)	167.2	224.1
GNI per capita, Atlas method (current US\$)	3 670	4 960
Prevalence of HIV, total (% population ages 15-49)	Not Specified	18.8

Source: World Bank, April 2006

The table below illustrates the over view of the population size and densities within the Mandeni Municipality, it further indicates the distribution of the population based on racial groups.

Table B3.1: Population Density

Municipal Area	Census 1996	Census 2001	DWAF 2004	Census 2006	Backlog Study 2007
Mandeni	111 909	128 669	137 129	138 736	131 830
KwaDukuza	131 091	158 582	169 022	179 963	252 053
Ndwedwe	167 404	152 495	162 452	134 754	208 447
Maphumulo	124 703	120 642	128 549	115 045	212 909
iLembe	535 107	560 388	597	568 498	805 239

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Table B3.2: Population Distribution (percentage of population)

RACE	ILEMBE DISTRICT	MANDENI
African Black	91.00	95.29
Coloured	0.46	0.48
Indian Asian	6.68	2.43
White	1.85	1.81
TOTAL	100.0	100.0

Source: Quantec 2007 and Statistics South Africa, Census 2001

Table B3.3: Age Profile - Local Municipal (percentage of population)

AGE	MANDENI
Ages: 0-4	11.0
Ages: 5-9	12.0
Ages: 10-14	12.3
Ages: 15-19	12.2
Ages: 20-24	10.1
Ages: 25-29	9.1
Ages: 30-34	7.2
Ages: 35-39	6.5
Ages: 40-44	5.0
Ages: 45-49	3.6
Ages: 50-54	3.2
Ages: 55-59	2.2
Ages: 60-64	2.0
Ages: 65-69	1.4
Ages: 70-74	1.1
Ages: 75-79	0.6
Ages: 80-84	0.4
Ages: 85+	0.2

TOTAL	100.0
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Source: Estimations based on Quantec 2007 and Statistics South Africa, Census 2001

The table above indicates that the largest segment of the population is young the 35 years, this warrant a need for mainstreaming youth issues in all key plans of the Municipality and broad sector planning. It is for this reason that a position of a Manager Youth Affairs & Gender has been created in the Municipal Organisational Structure. This position is currently budgeted for and will be filled in the current financial year 2009/10.

Table B3.4: Highest Level of Education (percentage of population older than 20 years)

Highest Level of Education	Ilembe Distric	Mandeni
No schooling	29.8	19.4
Some primary	19.7	19.7
Complete primary	5.9	6.6
Some secondary	25.5	30.7
Std 10/Grade 12	15.4	20.1
Higher	3.7	3.6

Source: Estimations based on Quantec 2007 and Statistics South Africa, Census 2001

The table indicates that relatively large segment of the population (30.7%) has at least secondary level of education, whilst there 20.1% segment of the population has obtained the grade 12 education. A mere 3, 6 % has obtained higher learning. This reflects low levels of human development and it is anticipated that the skills

level has levels has impact in the prevalent stagnant economic growth within the Municipal area.

Table B3.5: Skill levels of employed in I Lembe District and Local Municipal Areas (percentage of employed)

Skills Level	I Lembe District	Mandeni
Senior officials	3.7	2.5
Professionals	3.3	2.3
Tech/ Assoc Prof	7.4	7.8
Clerks	6.8	7.3
Service workers	7.6	4.9
Skilled agric workers	4.4	2.9
Craft and trade	13.8	20.3
Plant operators	12.8	22.1

Table B3.6: Employment Status (percentages of population)

	i Lembe District Municipality	Mandeni LM
Not Economically Active	50.4	43.1
Employed	52.0	54.9
Unemployed	48.0	45.1

Table B3.7: Average Individual Monthly Income (Percentage of employed)

	Mandeni LM
No income	3.9
R1 - R400	25.4
R401 - R800	28.0
R801 - R1600	20.1
R1601 - R3200	12.7
R3201 - R6400	6.3
R6401 - R12800	2.8
R12801 - R25600	0.6
R25601 - R51200	0.1
Over R51201	0.1
Total	100.0
Poverty Segment	77.4

WARD	TOTAL	EMPLOYED	UNEMPLOYED	OTHER
Ward 1	5871	11%	22%	67%
Ward 2	3420	14%	25%	61%
Ward 3	6709	51%	13%	36%
Ward 4	4573	45%	22%	33%
Ward 5	3076	15%	31%	53%
Ward 6	7122	12%	24%	64%
Ward 7	4753	37%	36%	27%
Ward 8	5702	17%	26%	57%
Ward 9	5451	18%	32%	50%
Ward 10	2093	46%	13%	41%
Ward 11	4363	32%	26%	41%
Ward 12	7615	35%	31%	34%
Ward 13	1864	52%	23%	24%
Ward 14	5487	44%	22%	34%
Ward 15	4570	42%	31%	27%

WARD	TOTAL	EMPLOYED	UNEMPLOYED	OTHER
Ward 16	6416	43%	29%	28%
Municipality	79085	31%	26%	43%

estimations based on Quantec 2007 and Statistics South Africa, Census 2001

According to the static's it is clearly visible that the females account for 53% of the population and males then account for the remaining 47%. Since 1995 the population of Mandeni has gradually grown. Over the period from 1995 to 2004, the population has grown by 15 669 people. The attached population Density Map indicates that a large segment of the population is concentrated the urban areas ward 3, 12,13,14,15 approximately 10 to 20 people per hector. These wards are located in the close proximity of the primary node being Mandeni, thus make it easy to provide services and it is where high concentration of economic and social activities. From planning point of view areas with high population concentration should be prioritized for various development initiatives.

The tables above also depict that the Municipality is characterized by a fairly young population with large number in the category of working age (15 to 64 years). The Municipality has a very small category of elderly people (3.4%), which brings to question whether people are not able to live age, owing to untimely deaths or whether there is generation of people that have left the area in the past. The youth account for (35, 2%) this further indicate high dependency rates on those that are economically active. This brings us to the key issues of concern in the area such as high unemployment rate, lack of skills, HIV & AIDS and substance abuse.

B4. Spatial Realities

The differentiation between the urban areas and rural settlements within the Municipality is mainly due to

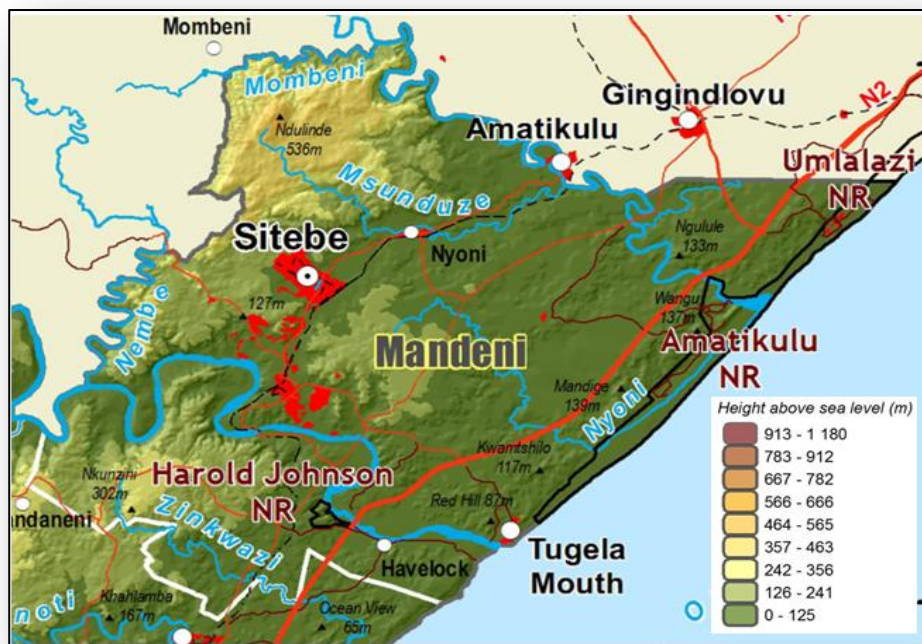
historic settlement patterns based on racial segregation. Most of the needs and backlogs affect the rural communities. The spatial development pattern of Mandeni also presents challenges in terms of this 2007 - 2012 Mandeni IDP and the following aspects are particularly relevant:

TOPOGRAPHY

The following topographic conditions of the Municipality, together with relevant climatic and geotechnical conditions, have a significant impact on the existing and potential development of the area:

- **The Coastal Band:** Up to 15km inland from the coast, this area is flat to undulating and existing river valleys are less incisive than further westwards. This band accommodates most of the north-south linkages, urban and economic development and particular coastal opportunities.
- **The Middle Reaches:** Between 20km and 30km west of the coastal strip, this area exhibits undulating to fragmented topographic conditions and accommodates the western end of the coastal development and activities as well as the beginning of tribal settlement and development. Existing river valleys are more incisive contributing to the fragmentation of the area. Linkages are consequently mainly in east-westerly direction with only limited north-southerly connections.
- **The Highest Elevations:** Located in the most westerly part of the Municipality reaching in excess of 1000m above sea level. While this area contains some dramatic and scenic environments, this area is substantially under-developed and little use has been made of the tourism potential of the area.

Map below indicates the topography of the Mandeni municipality



MOVEMENT

The N2 National Road from Durban to the North Coast and beyond runs throughout the length of the Municipality, parallel to the coast and approximately 5km inland. The old North Coast Road, the R102 is located just inland from the N2.

Both roads intersect with the main inland roads consisting of the P145 from Maphumulo and Greytown and the R614 from Tongaat to Wartburg. A limited number of district and local roads provide access to local areas.

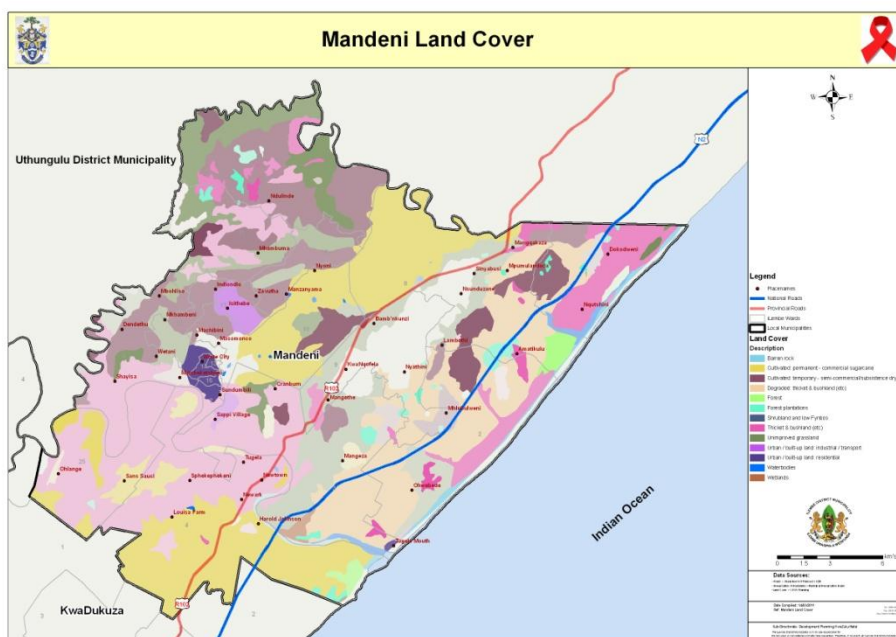
The alignment of the North Coast Railway also runs along the length of the Municipality, normally in the proximity of the R102. The existing settlement structure is substantially influenced by prevailing topographic conditions, physical access and access to land. Consequently a series of settlement bands parallel to the coast developed. The prevailing settlement structure is also influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east-west linkages and the particular opportunities of the coast.

LAND USES

The location and distribution of land uses follow the movement and settlement patterns identified previously and are influenced by the P415 east-west linkages South North linkages R102.

Physical and social support services and facilities are in general mainly located in the urban centres Mandeni, Sundumbili, Tugela including the rural node Wangu. The remainder of the area has only limited access to services and facilities and this is in particular problematic in the peripheral semi-rural and emerging areas in the.

The map below indicates land usage in the Mandeni Municipality



B5. Environmental Realities

The municipal area has an extremely rich local natural environment. These are centred on the Tugela River valley, the Amatigulu River valley, and the full length of the still pristine coastal area of approximately 30kms in length. In addition, these are areas such as the Ndulinde Hills, and the landmark hills around the centre of Mandeni which form attractive backdrops to development in the area, and which must be handled with care. The Mandeni Municipality has the spatial plan that shows the most important areas of special environmental concern, sourced from the Nature Conservation Services. These include the nature reserves, namely the Amatikulu Nature Reserve, Harold Johnson Nature Reserve and the Ngwenya Nature Reserve. Key wetland areas, forest areas, grasslands and the sensitive areas identified in the Guy Nicolson report are also shown in this plan.

Regrettably, the budget for the preparation of this IDP did not allow for the commissioning of a full environmental report, however considerable work has been done in the area in the past, and this was used as a basis for informing the sector workshop held with key stakeholders to workshop environmental issues. The report prepared by Guy Nicolson in 1996 entitled

"Environmental Report on the Greater Mandeni Area" looked at the environmental situation in the greater Mandeni area, including the biophysical environment, existing conservation areas, and agricultural potential, and also identified a number of important environmental opportunities and constraints in the area. Although this report was prepared prior to the demarcation process which established the new municipality, it is useful in identifying some of the environmental issues, as it did look at the greater Mandeni area and was not restricted to the area of the old Traditional Local Council (TLC).

An environmental spatial framework plan was prepared on the basis of the findings of this report, which identified the main areas of environmental concern in the greater Mandeni area. These included "no-go areas" within which all urban development should be excluded, "special care areas" where there are special considerations which need to be taken into account before development can be allowed, and areas where there are no special considerations, and where normal concern should be shown in considering any development proposals. The critical areas are the "special care" areas which include for example, the places of special historical and cultural interest, as well as areas of special natural environmental significance, and are places where special care must be given before any development can be considered or allowed.

The content of this spatial framework was carried forward for discussion at the environmental sector workshop as a possible component of the IDP Spatial Framework.

Another useful source of already published information was the Umlalazi Sub Regional Plan, prepared as part of the Uthungulu Regional Plan. These plans contained considerable useful information and proposals regarding the coastline, as well as the Amatikulu River corridor. The Siyaya Coastal Park is identified as a conservation area along the coast, centred on the Amatikulu Nature Reserve. The Amatikulu River Valley is identified as a

conservation corridor, with the Tugela River identified as a "Conservation Special Landscape" area. The spatial aspects of this earlier work were also carried forward for discussion at the environmental sector workshop as possible components of the IDP spatial framework.

There is therefore concurrence in the previous environmental work carried out in the Mandeni Municipal area as to the areas of special environmental concern, namely, the Tugela River valley, the Amatikulu River valley and the coastline. Further refinement of the issues around the development of these areas will require detailed investigation as one of the possible initiatives coming out of this IDP.

B5.1. NATURAL FEATURES & RESOURCES

AMATIKULU NATURE RESERVE

Amatikulu Nature Reserve present opportunities for Outdoor Recreational and Eco-cultural Tourism activities in an area of significant natural and aesthetic beauty, this is consider as a positive. It possesses potential to significant contribute to and enhance Tourism opportunities in Mandeni. Recreational opportunities at Amatikulu Nature Resrve include fishing, nature walks (hiking), bird watching, mountain biking and canoeing. The In accordance with the Amatikulu Nature Reserve Integrated Management Plan 2009-2013 is considered to be significant for the following purposes:

- Contributes to the achievements of Provincial and National conservation targets through protecting a representative portion of the Southen Zululand vegetation and associated faunal components of the area and their associated biodiversity, including the ecological and evolutionary processes that generate and maintain this diversity, Amatikuli Nature Reserve has ariverine habitat, dune, coastal

and swamp forest, undeveloped sandy beached associated with beach vegetation

- Conserve small remanant of the Sothern Zululand vegetation
- Protect endangered rare and endemic species indigenous to the area
- Preserve and conserve the ecological and cultural heritage integrity of the area
- Provide controlled and equitable access by public to the area and its resources
- Contribute to local and regional economies through sustaining good quality water production and by providing a public amenity
- Provide destination for eco-cultural tourism in KwaZulu Natal Province.

BIODIVERSITY AND NATURAL HERITAGE VALUES:

The Mandeni Municipality provides the following biodiversity and natural heritage values:

- ✓ Provides habitat for a number of important animal species, including red data fish, reptile and bird species
- ✓ Estuaries in a general sensitive and have great ecological importance and the Matigulu/Nyoni estuary ranks 35th amongst the top 50 South African estuaries ranked in terms of conservation importance, where conservation importance is calculated on the basis of weight size, habitat, zonal type rarity and biodiversity importance scores. It terms of importance to fish it ranks 6th
- ✓ Relatively unspoilt coastline, beach and estuaries
- ✓ Pro-grading beach and dune system
- ✓ Has a diversity of habitats, which includes the marine component, sandy beaches, a prograding dune system with several vegetation stages, coastal wetlands, estuarine and freshwater systems, coastal grassland and bush thickets, coastal forest, climax dune forest, riverine and swamp forest

-
- ✓ Sources of seeds for colonisation of other damaged areas, e.g. where dune mining is taking place

CULTURAL HERITAGE VALUES

- ❖ The link to John Dunn, the "white Zulu"
- ❖ The battle of eNdondakusuka
- ❖ The battle of Tugela
- ❖ The Ultimatum Tree and the Anglo-Zulu War
- ❖ The leper Colony

CLIMATE AND WEATHER

The climate is humid and warm to hot with a year-round rainfall. The rainfall is extremely variable in time (months, years, cyclic in the longer term) and also varies spatially across the different catchments. The Mandeni Municipality area of jurisdiction's average rainfall is extremely high, with only a few places in South Africa exceeding this. The heaviest rainfall occurs from December to February. The mean annual rainfall (for a 37 year period) is 991.4mm, while the average monthly rainfall is 139.2mm (Beater 1962)

The mean annual rainfall temperature at the Cape St Lucia station in the northeast is 21.6°C. Warm and oppressive weather conditions dominate the summer months, while winters are cooler. The prevailing surface winds along the KwaZulu-Natal coast are north-easterly and south-westerly, flowing rough parallel with the coastline and almost equally divide infrequency and velocity. They are spread fairly evenly over the twelve months of the year. Wind velocities are subject to strong diurnal variations, with daytime winds being significantly stronger than those at night gales from the south are generally experienced from September to November.

VEGETATION TYPES

Mandeni coastal area is within a broad region termed the Indian Ocean Coastal Belt (IOCB). The IOCB occurs as a narrow coastal strip along Africa's eastern seaboard and is characterised by flat or gently rolling landscape. The IOCB

Programmes relating to Environment

B6. Economic Realities

THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVES

The premise of the NSDP is that economic development and growth occurs in geographic space. Hence our ability as a country to accelerate growth and reduce unemployment and poverty is principally tied to the growth potential of different areas and regions. According to the NSDP, developing a coherent understanding of regional economic development and territorial patterns of economic development, social exclusion and resource use is of paramount importance in achieving our objectives. The NSDP argues that undertaking infrastructure investment and development spending decisions on the basis of an area's unique potential is likely to produce far more desirable and sustainable outcomes in terms of addressing poverty and improving growth.

To operationalise this, the NSDP puts forward four normative principles, namely:

- Economic growth as a pre-requisite for the achievement of other policy objectives, key amongst which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or

potential in order to gear in private sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.

- Efforts to address past and current inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could be fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential. Government spending, beyond basic services, should focus on providing social transfers, human resources development and labour market intelligence which would enable people to become more mobile and emigrate, if they chose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridor and nodes that adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

IMPLICATIONS :

It is important to note that the functional area of Sundumbili/Isithebe Industrial Estate area presents a scenario where 'an area with potential' meets 'an area with poverty density'. This is where a large number of informal settlements are located whilst some of the best performing factories in the region also operates from the estate. Therefore, any municipal investment in this part will result in both economic growth and poverty reduction for the municipal area. However, that doesn't mean exclusion of rural settlements from municipal programmes.

The municipality shall coordinate the provision of basic services to these settlements particularly water, electricity and roads since these do not form part of our powers and functions. It also means that the municipality must coordinate the effective provision of social services to these areas such as social security and identity documents, which brings into light the significance of rolling-out of multi-purpose community centres in rural settlements. Lastly, the municipality must be able to assist people from these areas with labour market information i.e. actual employment opportunities, internship and learnership programmes both in the public and private sectors. In this way, the municipal programme will focus on the people and not places as such.

ACCELERATED AND SHARED GROWTH OF SOUTH AFRICA

AsgiSA is a government economic programme that is aimed at identifying practical proposals that will enable the country to:

- Identify common binding constraints for economic development;
- Create one million jobs in the next five years;
- Grow the economy by 6% by 2014;
- Create linkages between the First and Second Economies; and
- Reduce poverty.

AsgiSA is, therefore, not a new economic policy but an initiative that puts more emphasis on certain initiatives that will sustain higher and shared growth in South Africa. It therefore builds on previous as well as on-going initiatives of government clusters, especially the social and economic clusters. AsgiSA gives more practical meaning to creating linkages between the First and Second Economies through identifying the following key interventions:

-
- Infrastructure programmes, e.g. spending R370 billion over the current MTEF etc.
 - Sector Investment Strategies, e.g., bio-fuels, clothing and textiles, etc.
 - Education and skills, e.g., ABET, strengthening of FET Colleges, national skills development, etc.
 - Second economy and SMME interventions, e.g. massification of the EPWP.
 - Macro-economic issues, e.g. managing the volatility of the rand.
 - Public administration issues related to the capacity of the state apparatus to deliver services.

Given that AsgiSA has a specific target for job creation, it goes further by identifying critical skills that are in short supply in the country and puts in place the Joint Initiative Priority Skills Acquisition (JIPSA) as a strategy for solving this problem.

IMPLICATIONS :

- At least, 80% of municipal budget should go towards infrastructure development programmes.
- Municipal LED strategy should focus on cooperative development as a vehicle for creating linkages between the first economies and second economies. This should also form part of the municipality's broad attempt to support broad-based black economic empowerment in the area. In the same vein, provision of municipal services should be more labour-intensive in order to address the goals of massifying expanded public works programme.
- The Municipality needs to strengthen its skills development programme and intensify training programmes that it runs together with Mfolozi FET College in Mandeni. It should also be noted that Mandeni's level of illiteracy (Census 2001) is very

high. Therefore, ABET programmes have to be intensified to improve human development status of the area as well as to support current economic development programmes. Lastly, people-development programmes will be incomplete without addressing HIV/AIDS pandemic in the area as it will impact heavily on available skilled labour and its productivity levels. This is an important aspect of our intervention, as the PGDS of KZN identifies comprehensive response to HIV/AIDS as being critical for its successful implementation.

- Lastly, historically (or since advent decentralized industrialization in South Africa in the early '80s) clothing and textile industry (which is one major sector targeted by AsgiSA) has always thrived in Mandeni (although largely due to exploitation, unskilled labour and industrial incentive programmes that formed part of decentralized industrialization throughout the country). Bio-fuels initiatives should also be explored given the thriving agricultural sector in the area, especially along the coast

THE EXPANDED PUBLIC WORKS PROGRAMME

This is the programme aimed at initiating labour-intensive programmes so that more employment opportunities could be generated largely targeting women, youth and disabled people, as the municipality is currently doing in all of its infrastructure projects.

PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The PGDS puts forward the following priorities for the Province:

- Strengthen governance and service delivery.
- Integrate investment in community infrastructure.
- Sustainable economic development and job creation.
- Develop human capability.

-
- Develop a comprehensive provincial response to HIV/AIDS.
 - Fighting poverty and protection of vulnerable groups in society.

IMPLICATIONS:

The PGDS has lots of implications for Mandeni Local Municipality, some of which have been addressed under the implications of NSDP and ASGISA, e.g. developing human capability, comprehensive response to HIV/AIDS.

PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

The Province of KwaZulu-Natal has adopted a new economic development strategy which is largely informed by the principles of the NSDP. Guided by potential and needs approach to economic development and growth, in due course the PSEDS is aimed at:

- Providing spatial context to PGDS.
- Addressing spatial imbalances and specifically curbing urban sprawl and ensuring sustainable interventions.
- Identifying priority areas and types of development.
- Aligning to municipal spatial development frameworks.
- Guiding budgeting processes of the province and municipalities.
- Influencing investment decisions of the private sector.

This has led to the identification of numerous activity corridors in the province with eThekweni-uMhlathuze Corridor being the most important and relevant corridor for Mandeni Local Municipality because of its location under iLembe District Municipality. Four key sectors, supported by sustainable and affordable water and energy provision have been identified as drivers for economic growth in the KZN Province. These are:

-
- The agricultural sector (including agric-processing) and land reform.
 - The industrial sector.
 - The tourism sector.
 - The service sector (including government services).

LOCAL ECONOMIC DEVELOPMENT STRATEGY

Mandeni Local Municipality as part of the implementation of its IDP commissioned a project to formulate and prepare their Local Economic Development (LED) Plan. The project was funded through the Gijima Programme as part of the Business Enabling Fund. The LED Strategy was adopted by council in

The main LED concerns that affect the Municipal area are:

- ❖ High unemployment levels and low levels and low levels of household income;
- ❖ Underutilised human and natural resources;
- ❖ Lack of addressing LED opportunities and challenges;
- ❖ Uncoordinated and ad hoc LED implementation actions;
- ❖ Lack of coordinated understanding and actions by public and private sector stakeholders;
- ❖ A poor understanding of the workings of the local economy; and
- ❖ A poor understanding amongst stakeholders of national and provincial LED related policies and programmes.

As such, the main aims of this LED Plan are to:

- ❖ develop an understanding of the economic trends in Mandeni as well as identify opportunities for interventions, which will contribute directly to an improved economic position for residents of the Mandeni Municipality;
- ❖ establish and determine what sectors and commodities in the area are significant to its economic activity and could be developed through proactive market intervention to positively impact on economic development; and

-
- ❖ develop an implementation programme according to which development opportunities will be pursued in the area.

2. SITUATIONAL ANALYSIS

The Mandeni Municipality is one of the four local municipalities within the Ilembe District Municipality. The other three local municipalities within the district are:

- ❖ Ndwedwe Municipality;
- ❖ KwaDukuza Municipality; and
- ❖ Maphumulo Municipality.

The Mandeni Municipality borders the Umlalazi Municipality immediately after the Amatikulu River, the Tugela River mouth in the south, and just to Darnall in the south.

2.1 Demographics

According to 2004 statistics, the Mandeni Municipality's population was recorded at 131 391¹ people. Of this total 53% of the population are females and males then account for the remaining 47%. The Mandeni Municipality accounts for 23.4% of the total Ilembe District Municipality population.

The Municipality is characterised by a young population with low education levels. In addition, the area has a high incidence of HIV/AIDS prevalence, which is growing progressively over time.

2.2 Employment Levels

Just over half (55%) of the population is employed, however, only 12% of this figure are employed on a full-time basis. Of the employed population, only a small percentage of the employed work in the formal sector.

2.3 Sectors of Employment

Manufacturing is the largest employer in the Municipal area. However, there are more opportunities present for

¹ Statistics from Easy Data.

the further development of this sector. The community services sector is the second highest employer in Mandeni. The wholesale and retail sector and the general government services sector come in at third and fourth highest employers respectively. Agriculture is the sixth highest employer in the Municipality.

2.4 Individual Household Income

Almost 4% of the economically active population do not earn an income in the Mandeni Municipality. A most astounding fact is that almost 53% of the working population earn a monthly salary of below R 800. Thirty-two percent (32%) of the working population have a monthly income of between R801 and R1 600 per month. Average earners between R1 601 and R6 400 account for approximately 19% of the working population. Medium-high income earners (R 6 401 - R 25 600), account for approximately 4% of the working population; while high-income earners (over R 25 601) account for 0.2% of the working population.

2.5 GDP Contribution

According to the Easy Data statistics the Gross Domestic Product (GDP) contribution of the Mandeni Municipality has increased by 9.7% between 1995 and 2005.

The manufacturing sector is the largest contributor (60.6%) to the Mandeni GDP. Over the last decade it grew by only 4.2%. Agriculture is the second largest contributor to the GDP, with 8.3%. This shows the stark comparison between the two activities. Wholesale and Retail is the third largest contributor to the GDP of the area with 8%.

ECONOMIC SECTOR ANALYSIS

Manufacturing

The manufacturing sector in the Mandeni Municipality is based in Isithebe and is the most significant sector in this municipal area as it generates the most employment opportunities and it's output contributes the largest amount to the Municipality's GDP (60.6%). The Isithebe Industrial Estate is managed by Ithala, and the estate

manager² states that the estate is almost 100% occupied. There are a wide variety of industries in the estate including textiles, plastics, chemicals, and furniture. However, there is a lack of space in the estate for the future expansion of the industrial sector. During the PACA process undertaken with Isithebe stakeholders, a number of themes emerged, which influence the current position of Isithebe in terms of its location and immediate prospects. These are as follows:

- a) Core Infrastructure and Service Strengths of the Location Remain Relevant
- b) Access to Labour
- c) Impact of HIV/AIDS
- d) Weak Business-to-Business Networking
- e) Disconnection between Isithebe and Surrounding Communities (Especially Sundumbili)
- f) Many Firms Have Not Developed Significant Competitive Advantages
- g) Isithebe Is Showing Signs of Some Decline But Is By No Means in Crisis

Agriculture

Sugar cane is the dominant agricultural activity in the area. The large commercial farmers have over the last fifteen years experienced much difficulty and some farmers have experienced bankruptcy. Sugar cane is also farmed on a small scale in the rural areas that are under traditional leadership. The sugar cane farms in traditional areas are poorly developed and these farms don't make money. The main reason for this is the fact that the land is not effectively farmed. One of the important problems that must be mentioned is the crash in farmer confidence that is sweeping across the area due to concerns around safety and security. Other agricultural opportunities including vegetable farming, cattle farming, niche market products, and mining opportunities can also be looked into further.

² Interview with the Ithala Industrial Estate Manager: Mr. Keith Palmer (April 2007).

Tourism

The Mandeni Municipality is the only coastal municipality that is closest to eThekweni that still maintains its rustic and naturally aesthetic environment. Mandeni is a historically rich Municipal area, which still needs to fully harness the potential of these opportunities. At present the tourism industry in Mandeni is focussed at the Tugela Mouth area and excludes the inland areas. The history of the area cannot be divorced from the tourism potential. Great battles have been fought by the Zulus against the British in this area through the involvement of King Cetshwayo. Then there is the legacy of the Scottish immigrant, John Dunn, and his recorded 48 Zulu wives and 117 children. There is a need for a tourism plan to ensure that this sector is developed in a strategic and logical manner.

Commerce & Services

The commercial sector in the Mandeni Municipality is an important sector, since the town of Mandeni is the urban centre where most people in the municipal area do their shopping and seek services. The monopoly is held by the Renckens Superspar, which means that there are no other competing supermarkets in Mandeni. In addition, there are other stores to cover the basic needs of the residents. Also scattered throughout the Municipality are some spaza shops operated by local people. There is a fairly established service sector but there is still opportunity for growth. Some specialised services are however, still obtained from outside the area. Co-operatives have also been set up to provide a wide range of services. However, there are many problems in terms of the recognition that co-operatives receive as a legitimate business. There is also a problem in terms of accessing a market for services.

Informal Economy

The Mandeni Municipality features a developing informal economy of people operating businesses from behind the Mandeni Plaza, from their homes and through spaza shops. Competition in the formal economy is driving local

business-minded people to establish themselves in this manner in order to make a living. The services of the informal economy not only address selling of food and beverages but also extend to tertiary services such as plumbing and catering. The issue of lack of finance and appropriate business skills hinder entrepreneurs from developing their businesses into fully-fledged formal operations. The Municipality is planning to formulate an informal trade policy to assist this sector.

Information Communication Technology (ICT)

Presently, the Mandeni Municipal area does not have a developed ICT sector. There is one Internet Café in the area, which has a limited number of services. However, it has recently been discovered that an international fibre optic cable currently runs through the Municipal area, which presents a whole host of opportunities for development of this sector, especially considering the Dube Trade Port development that will be initiated in the upcoming months. These initiatives will assist people by building their capacity and providing training on computer literacy and improve their ability to reach areas beyond their physical boundaries. The Mandeni Municipality has recently made an application to Gijima KZN for an Information and Communication Technology (ICT) Support Centre.

Property Development

It has been highlighted through the consultation process that there are three new property developments that are planned for the Mandeni Municipal area. At this point in time these developments are in advanced stages of submitting proposals through an Environmental Impact Assessment (EIA) process. In addition, the Municipality has requested for the developers to prepare holistic social programmes to illustrate to the Municipality that these developments will benefit the local communities. Much of the emphasis is to develop local members as entrepreneurs as opposed to merely providing employment to people. The element of sustainability needs to be

fulfilled, and this will allow entrepreneurs to seek other outside markets to render their services.

ECONOMIC STRATEGIES

There are nine strategies overall that have been formulated for the Mandeni Municipality. Each strategy has been further broken down into programmes and projects, which provide the means to achieve the strategies. The strategies are as follows:

Special Intervention Areas

This refers to macro-economic developments that are located within a regional context of the Mandeni Municipality, although outside the area of jurisdiction, but that have significant implications for future development of the area. Such developments include the Dube Trade Port (DTP) and the King Shaka International Airport (KSIA). The pending World Cup 2010 also presents opportunities for the area although it affects the entire country. The

eThekweni - Ilembe - uThungulu Corridor is a provincial development, which has significant implications for the development of the Mandeni Municipal area.

Expand and Grow the Manufacturing Sector

The manufacturing sector in Isithebe has been affected by political decision-making throughout its existence from its inception to date. Currently there are many factors that are working against industry in Isithebe such as the distance to markets and the removal of incentives, which were initially a drawcard for the area. However, there are still factors that make Isithebe a strong area for manufacturing to grow, including the access to the two ports of the province. With the development of the DTP and the KSIA, more demand for space for manufacturing is likely to occur for Isithebe. Warehousing is currently one use for some of the industrial space within the

estate. However, this is a non-employment generating activity and other industries should be considered.

Expand the Agricultural Sector

Presently, agriculture in Mandeni takes place at a commercial and subsistence level. Sugar cane is the mainstay of the sector, with most commercial farmers being involved in this field. Livestock farming is carried out to a small degree and has not been explored to its true potential. The traditional farming areas undertake farming for their livelihood and very little is sold for a profit. The strategy focuses on the expansion of the agricultural activities in the area, especially focussing on niche market products and other crops. The aim is to develop traditional/subsistence farming into commercially based farming to ensure effectiveness of farming practices.

Develop the Tourism Sector

Currently, the tourism sector in Mandeni is focussed along the coastal area of the Tugela Mouth, with a few accommodation facilities in the area. The Mandeni Municipal area is one of the last few coastal destinations that have managed to still maintain its rustic and aesthetic character. As such, it is maintained that the development of the coastline should continue to support this type of eco-tourism potential/opportunity. Coupled with this is the strong heritage and historical significance in the area. However, the sites of importance are not developed appropriately and many that have been developed have been vandalised over time. Opportunities exist to capitalise on this uniqueness and capture a different market to that visiting Durban and Ballito. The development status of the tourism sector is very low at the moment, and ventures such as the Military Kraal have not been successful. As such, careful consideration must be given to the type of developments that are being proposed for this area.

Business Retention and Expansion

Business retention and expansion strategies (same as the generic strategy) refer to the measures that a municipality can take to ensure that firms and investors currently within the area do not leave for a seemingly more attractive location. This strategy is important for the economy of an area to grow. It has been noted that drawing local (national or regional) companies to an area is more practical and valuable than drawing businesses from abroad. This is due to the fact that the money made will flow within the local or national economy, instead of outwards to the home country of the foreign investment. Therefore, the retaining, drawing and expanding of local businesses is of critical importance for the economic development of a region.

Identification of Capital Investment Projects, New Product Development & Facilitation of Access to Funding for Development

This strategy is associated with the generic strategy of **new business creation**. This strategy serves to accelerate empowerment and assists in reducing unemployment. Prior to the creation of new enterprises, it is imperative that a human resource base and target market is established. This applies to all sectors, and involves identifying, packaging, and motivating for the new projects so as to source funding for their implementation.

Promotion of capacity Building, Training, Mentoring & Support Services

The generic strategy linked to the above specific strategy is that of promoting **business development services** (BDS), **information communication technology (ICT)** and **training and education**. Business development services offer assistance and support to small and medium enterprises in the form of counselling, information and training. The main aim of BDS is to increase competitiveness, which is brought about in terms of innovative products and services, production or delivery processes irrespective of size of the enterprises.

Therefore, SMMEs should be encouraged through BDS to build up their competitive edge.

4.8 Promotion of Market Research, Marketing, Knowledge & Awareness Campaigns

This strategy is aligned to the generic strategy of **investment promotion or place marketing**, and refers to all aspects related to the promotion and marketing of the economic strengths and opportunities of the municipality. This entails advertising and marketing of the area and drawing on the competitive advantages that can be of interest to investors, as investors generally seek a stable economic environment. Incentives offered by the municipality do play a role but this is not the only factor, which attracts an investor to a municipality. Investment ensuing sustainable employment must be such that it builds on existing or potential competencies in the area.

BEE, PDI, Gender Promotion & HIV/AIDS

It is important that specific attention is paid to ensure equal representation of women and vulnerable groups. Undertaking planning in collaboration with previously disadvantaged individuals (PDIs) is necessary in ensuring that these individuals are empowered and have the opportunity of economic development in their communities. The views of these individuals must be streamlined into the planning process and they should also be beneficiaries through the implementation of such projects.

AGRICULTURE SECTOR

Agriculture in KwaZulu-Natal is extremely diverse as is reflected in the patterns of its topography. The rainfall which falls mainly in the summer months is relatively

reliable and varies from 400mm to over 1000mm. The soils of KwaZulu-Natal are as diverse as the climate and they too influence the patterns of agricultural production such as sugar cane and maize.

The importance of agriculture as a sector with regard to its contribution to the Gross Geographic Product of KwaZulu-Natal, its downstream activities, employment creation and opportunities and its huge potential should be highlighted. There is however, a need to adapt traditional farming methods into more commercially viable ones, as well as take heed of the styles of farming that have endured at the homesteads.

Poverty and low levels of economic activity remain a primary concern in the province, and economic opportunities aligned to local community needs are a priority. Degradation of the natural environment remains a concern however, and focuses on sustainable agriculture both from an economic and environmental point of view are needed in the province.

Some of the problems that are experienced in the developing sector of this industry in KwaZulu-Natal include:

- Low yields.
- Access to water for irrigation.
- Lack of training, and loss of traditional knowledge resulting in poor crop.
- Land degradation.
- Limited experience in natural resource management.
- Limited formal land ownership.
- Access to credit.
- Organizing successful agricultural co-operatives.
- Market access.

The sugar industry makes an important contribution to the local and national economy, given its industrial and

agricultural investment, foreign exchange earnings and high employment linkages with major suppliers, support industries and customers.

The sugar industry makes an important contribution to direct employment in cane production and processing, and provides indirect employment for numerous support industries.

MANUFACTURING SECTOR

Manufacturing is important to KwaZulu-Natal and clothing and textiles form a significant part of the economy. More than 40% of South Africa's textiles are produced in this province.

South African footwear is manufactured in KwaZulu-Natal. The textile sector is well developed, especially in cotton and cotton/synthetic blended products. There are also fabric and garment knitters and the country's primary undergarment manufacturer is located in the province. A variety and diversity of yarns, fabrics, home textiles and industrial textiles are also manufactured. The clothing sector is also well established in KwaZulu-Natal, with approximately 525 clothing firms.

There are a few very large manufacturers that have developed strongly in exports as well as supplying the domestic market. The majority of clothing manufacturers fall into the medium-sized category (50 to 200 employees) and there are approximately 400 small, medium and micro enterprises that fulfil the role of sub-contractors to the rest of the industry. This latter group also supplies the informal sector, which is growing rapidly.

The clothing sector is the largest employer within KwaZulu-Natal's manufacturing sector. This fact, coupled with the relatively low barriers of entry to the industry, makes it a very strategic industry for development purposes.

Because of its labour-intensive nature, employment generation is an important benefit of the industry,

particularly for women labourers who often comprise a large proportion of the manufacturing labour force. It is estimated that 24 000 workers account for an output of approximately R4 billion in KwaZulu-Natal. For those firms seeking assistance in export market penetration, several government programs now offer resources in a spirit of partnership with the sector. Thus, there is considerable optimism in the industry today that collaborative efforts are beginning to yield an export strategy that will be good for business - and investors - in South Africa.

The convention of the Growth and Development Summit 2007 has identified the regeneration of Isithebe Industrial Estate as an important resolution of this Summit and the general growth of the District Municipality. All these developments compel our municipality, District Municipality and Ithala to place most of their resources in the functional area of Mandeni/Isithebe Industrial Estate sub-region.

TOURISM SECTOR

Tourism is increasingly becoming a major contributor to the global economy, currently contributing an estimated 10.1% to the global Gross Domestic Product (GDP). South African tourism's contribution to the country's GDP was recorded at about 7.3% in 2003, accounting for approximately 800 000 direct and indirect jobs.

The sector is able to generate employment opportunities without significant capital investment. About R1 million of tourism spend generates and sustains 11 annual direct and indirect jobs. Tourism outstripped Gold as the leading generator of foreign exchange earnings in South Africa in 2003, generating R53 billion and driving foreign direct spend into the country. In KwaZulu-Natal, tourism total contribution to GGP is standing about R18 billion - about 10% of the provincial economy. The province currently attracts about 1.3 million foreign

visitors and 13.9 million domestic tourism trips on an annual basis.

Tourism KwaZulu-Natal has demonstrated just how significant the tourism sector is to the growth of the provincial economy. The Province has wonderful natural tourism attractions and is thus well positioned to take advantage of the continued growth in world and domestic tourism.

It is hoped that the plans set out in this Strategic Plan receive the support and investment to realize the vision of making KZN Africa's leading tourism destination. KwaZulu-Natal tourism industry is fundamental tourist attraction for South Africa. It has been estimated that there are approximately 8.4 million domestic tourists from outside and within the province.

The primary factor that attracts tourist in the Municipal area is its beaches, estuaries, natural resources and historical sites, the wild life, Zulu culture. These include the Amatikulu Nature Reserve, Ingwenya Nature Reserve, Ndulunde Hills and Ndongakusuka Hill.

The Mandeni Municipal area has a very rich historical past, which presents a huge opportunity for Tourism development. The Tugela (correctly spelt Thukela) River is the largest river in KwaZulu-Natal, and was the historical border between Zululand and Natal. A number of significant historical events associated with the river have left a rich legacy of major historical and cultural sites on what has now been referred to as the "Thukela Frontier".

The area was one of the most important agricultural areas of the Kingdom of KwaZulu since the reigns of Kings Malandela, Jama, Senzangakhona, Shaka, Dingane and Mpande. During the reigns of Kings Shaka and Dingane, the eNdongakusuka area formed part of the area regarded as Prince Mpande's sphere of influence. He had his umuzi

kwaMfemfe eGcotsheni in Ndulinde, which is where Prince Shingana was born and buried in 1911.

The historical events which occurred in this area include:

- The Battle of Tugela which was fought on the slopes of Ndongakasuka in 1838 between a group of settlers from Port Natal under John Cane and Robert Biggar, and an impi of Dingane's forces. King Dingane sent forces to eThekwini to destroy the settlers, but they took refuge in their ships, and were not attacked.
- The Battle of Ndongakasuka followed in 1856, and was fought between King Mpande's sons Cetshwayo and Mbuyazwe to contest the right of succession to the Zulu throne, provoked by Colonial interests.
- Deteriorating relations between King Cetshwayo and the colonial authorities resulted in the Ultimatum given to King Cetshwayo's izinduna on 11 December 1878 at the Ultimatum Tree on the banks of the Tugela in the eNdongakusuka Municipality area. This led to the invasion of the Kingdom of KwaZulu on 22 January 1879, and the start of the Anglo - Zulu War, which saw the epic battles which have become part of world history.
- Fort Tenedos was built during the initial phases of the Anglo-Zulu war. Located on the northern bank of Tugela River. The site of this sort is best viewed from Fort Pearson, which is part of the Harold Johnsons Nature Reserve.

These events form the nucleus of a rich historical past, which in addition to many other events and stories such as the history of the Dunn family at Mangete, create rich opportunities for new tourism development.

KwaZulu-Natal's core tourism market is derived from within its borders. Gauteng is KwaZulu-Natal's most important market. The key destinations are Durban Central and the South Coast, the Midlands and the North Coast. It

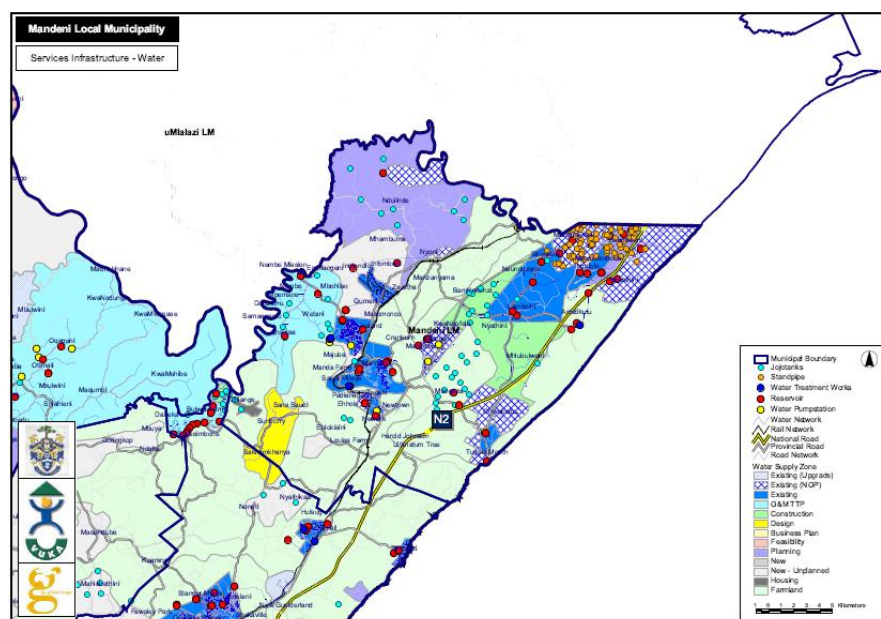
has been estimated that the domestic that approximately R8 billion per annum in terms of consumer expenditure.

B7. Infrastructure Development Realities

WATER INFRASTRUCTURE AND SERVICE DELIVERY

Clearly the more rural and traditional areas of the three Tribal Authority are worse off with the scheme that is not functioning or not having access to basic water services. In the economic core or urban areas of the Municipality people generally have far greater access to basic water services, the only problem is around the wearing and tearing of the infrastructure network.

The table below depicts the water service infrastructure distribution:



The Water services authority still has major backlogs with an over 50 % of the households not having access to water. One of the primary constraints to meeting these backlogs relates to a lack of adequate funding. A further constraint is the availability of bulk water supply. It should be recorded that the District has upgraded Sundumbili water works and it envisaged that this will be able to supply the whole Municipal area. The idea is to pump or draw piped water from the Sundumbili

to various reservoirs i.e. Tugela Mouth. Further various options are being investigated at the District Level, with the preferred option being the construction of a dam on the Umvoti River. If funding and raw water become available, the District would need to increase its internal capacity in order to meet the basic needs and persistent backlogs.

Summary of Backlogs and Achievements

Clearly the iLembe District is severely backlogged as far as the provision of infrastructure is concerned. Backlogs are estimated to escalate if programmes and projects are not implemented to eradicate these backlogs.

From the analysis of current realities it is clear that the rural and traditional areas of Mandeni, i.e. Nemebe, Ndulinde and Macambini, are more severely affected by these backlogs. The topographical features and dispersed settlement pattern of these areas do not make the provision of basic services and infrastructure any easier.

Mandeni Water Backlogs:

- Current water backlogs stand at 23.081 households in Mandeni.
- Rural areas are mostly affected in terms of these backlogs.
- The eradication of backlogs is hampered due to a lack of funding.
- To address these backlogs a Water Services Master Plan has been prepared and now needs to be fully implemented.

Local Municipality	Population	Households	2006 /07	2007 /08	2008 /09	2009 /10	2010 /11	%

Mandeni	131,830	37,798	25,913	24,081	23,461	23,081	23,081	
KwaDukuza	252,053	61,084	13,125	12,225	9,725	9,725	9,725	
Ndwedwe	208,447	33,459	15,917	14,236	8,057	7,298	7,298	
Maphumulo	212,909	27,606	21,119	18,709	11,811	10,963	10,963	
Total	805,239	159,947						
H/H without Access to Water			76,074	69,251	53,054	51,067	51,067	
Backlogs			76,074	69,251	53,054	51,067	51,067	67%
Achievements			400	6,823	16,198	1,987		33%
% Eradication of Backlogs								

As the Ilembe District Municipality performs all functions related to water provision in Mandeni, no local data and/or interventions are available and all water related information and interpretations for the Mandeni municipality is contained within the Ilembe District Municipality's Comprehensive Infrastructure Plan.

In terms of Water infrastructure a total of 3232 households have been provided with potable water since 2006, addressing approximately 12 % of the total backlog of 26313 recorded in 2006. Currently the backlog for water provision in Mandeni is estimated at 23081

households. Ward 6 and 7 recorded the highest backlogs at 4626 households each. The following provides a summary of two major projects that are meant to contribute towards backlog eradication programme;

- **Ndulinde Sub-Regional Water Supply**

The Ndulinde Sub-Regional Water Supply Scheme fall within wards 5, 6 and 11 of Mandeni Local Municipality. The scheme is intended to provide portable water supply to the community that is currently being served through boreholes that are equipped with handpumps and some springs that are within the area. The source of water is from reservoir C that is fed from the Sundumbili Water Works, which is situated on the northern banks of the Thukela river. The scheme will serve a total of 42,752 people residing in some 10,691 households. The scheme is estimated to cost R 116,579,664 and is implemented in phases until 2013/2014 financial year when it will be fully commissioned.

- **Macambini Sub-Regional Water Supply**

The Macambini Sub-Regional Water Supply Scheme fall within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide portable water supply at a basic level of service to the community that is currently being served through boreholes that are equipped with handpumps and some springs that are within the area. The scheme will also augment the current supply from the Mlalazi Water Scheme that is under Uthungulu District Municipality who act as a bulk water provider to iLembe DM.

During dry seasons, Uthungulu DM is unable to meet iLembe DM's demand and this often results in shortage of water to the community of Macambini.

The source of water is the Sundumbili Water Works, which is situated on the northern banks of the Thukela river that is upgraded from 27M/l/d to 40M/l/d in order to increase the capacity of water works.

The scheme will serve a total of 58,480 people residing in some 7,310 households. The scheme is estimated to cost R 101,726,581.00 and is implemented in phases until 2014/2015 financial year when it will be fully commissioned.

Backlog Assessment per Ward with the respective Local Municipalities										
Mandeni Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Water Infrastructure										
1	2,555	1,807						1,807	-	71%
2	2,948	2,619						2,619	-	89%
3	2,457	114						114	-	5%
4	2,642	809						809	-	31%
5	2,765	2,718				380		2,338	380	85%
6	4,626	4,626						4,626	-	100%
7	4,626	4,626						4,626	-	100%
8	2,213	1,995						1,995	-	90%
9	1,965	1,965						1,965	-	100%
10	1,126	1,126	400	106	620			-	1,126	0%
11	3,317	1,329						1,329	-	40%
12	3,148	1,726		1726				-	1,726	0%
13	853	-						-	-	0%
14	853	-						-	-	0%
15	853	-						-	-	0%
16	853	853						853	-	100%
17								-	-	

18								-	-	
19								-	-	
20								-	-	
Tota 1	37,79 8	26,313	400	1,832	620	380		23,081	3,232	
								12%		

The Table below depicts the planned investment over the three year financial cycle to eradicate backlog

Focus Area	Projects	Budget		
		2011/2012	2012/2013	2013/2014
Water Backlog eradication				
(KwaDukuza)			0	0
	Nyathikazi Extension	R 5,000,000	0	0
(Mandeni)	Macambini	R 25,000,000	R 30,000,000	R 35,000,000
	Ndulinde (Mathonsi & Ethembeni)	R 25,000,000	R 30,000,000	R 35,000,000
(All LM's)	Pipeline	R5,000,000	0	0
	Other Capital Projects (Internal Reticulation)	R 15,000,000	R 20,000,000	R 30,000,000

SANITATION INFRASTRUCTURE

Most of the formal town areas have waterborne sanitation on an internal reticulation system which feed to the sewage treatment works in the Municipality. As with water services, the disparities between urban and rural/traditional areas are very prominent with the areas of Tribal Authorities being the most severely backlogged over 60% of the households do not have access to sanitation. Again, the urban areas of the Municipality is the best serviced as far as sanitation services are concerned. The following table gives summation of the current levels of sanitation service within the Mandeni Municipality.

Mandeni Sanitation Backlogs:

- Current sanitation backlogs stand at 8.167 househods.
- Rural areas are mostly affected in terms of these backlogs.

- Eradicating backlogs is hampered due to a lack of funding.
- To address these backlogs a Water Services Master Plan, which includes addressing the issue of sanitation, has been prepared and now needs to be fully implemented.

The table below provides a consolidated summary of the backlog for in sanitation provision within Mandeni.

Sanitation – Backlog Study Estimates (UWP)								
Local Municipality	Population	Households	2006/07	2007/08	2008/09	2009/10	2010/11	%
Mandeni	131,830	37,798	12,491	10,691	10,691	9,841	8,167	
KwaDukuza	252,053	61,084	12,456	12,456	12,456	12,456	12,456	
Ndwedwe	208,447	33,459	22,231	18,061	17,478	14,961	13,258	
Maphumulo	212,909	27,606	25,445	21,977	21,977	21,539	19,686	
Total	805,239	159,947						
H/H without Access to Sanitation			72,623	63,185	62,602	58,797	53,567	
Backlogs			72,623	63,185	62,602	58,797	53,567	68%
Achievements			6,374	9,438	583	3,805	5,230	32%
% Eradication of Backlogs								

In accordance with Ilembe District IDP From 2006 to date **127 929 people residing in 25 408 households** have been given access to clean and drinkable water to a basic level of service and **127 913 people residing in 25 430 households** have been provided with basic level of sanitation.

From the table below it should be evident that major inroads have been made since 2006 in eradicating sanitation backlogs in Mandeni. A total of 7,764 households were provided with acceptable sanitation

services representing a 49% of the backlogs record in 2006 (15 931 hh) being eradicated.

Backlog Assessment per Ward with the respective Local Municipalities										
Mandeni Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Sanitation Infrastructure										
1	2,555	1,231						1,231	-	48%
2	2,948	1,472					974	498	974	17%
3	2,457	67						67	-	3%
4	2,642	751						751	-	28%
5	2,765	1,530					700	830	700	30%
6	4,626	1,476						1,476	-	4,626
7	4,626	1,107						1,107	-	4,626
8	2,213	959						959	-	2,213
9	1,965	-						-	-	1,965
10	1,126	876	876					-	876	1,126
11	3,317	1,800		1,800				-	1,800	3,317
12	3,148	2,564	2,564					-	2,564	3,148
13	853	416						416	-	853
14	853	416						416	-	853
15	853	416						416	-	853
16	853	850				850		-	850	853
17								-	-	
18								-	-	
19								-	-	
20								-	-	
Total	37,798	15,931	3,440	1,800	-	850	1,674	8,167	7,764	37,798
								49%		

Interventions

As the Ilembe District Municipality performs all functions related to sanitation provision in Mandeni, no local data and/or interventions are available and all sanitation related information and interpretations for the Mandeni municipality is contained within the Ilembe District Municipality's Comprehensive Infrastructure Plan.

Mandeni Backlogs and Achievements

Water

In terms of Water infrastructure a total of 2852 households have been provided with potable water since 2006, addressing approximately 11 % of the total backlog of 26313 recorded in 2006. A total of R 8 529 543-00 was spend on the eradication of water backlogs in this local municipality since 2006. Currently the backlog for water provision in Mandeni is estimated at 23461 households. Ward 6 and 7 recorded the highest backlogs at 4626 households each.

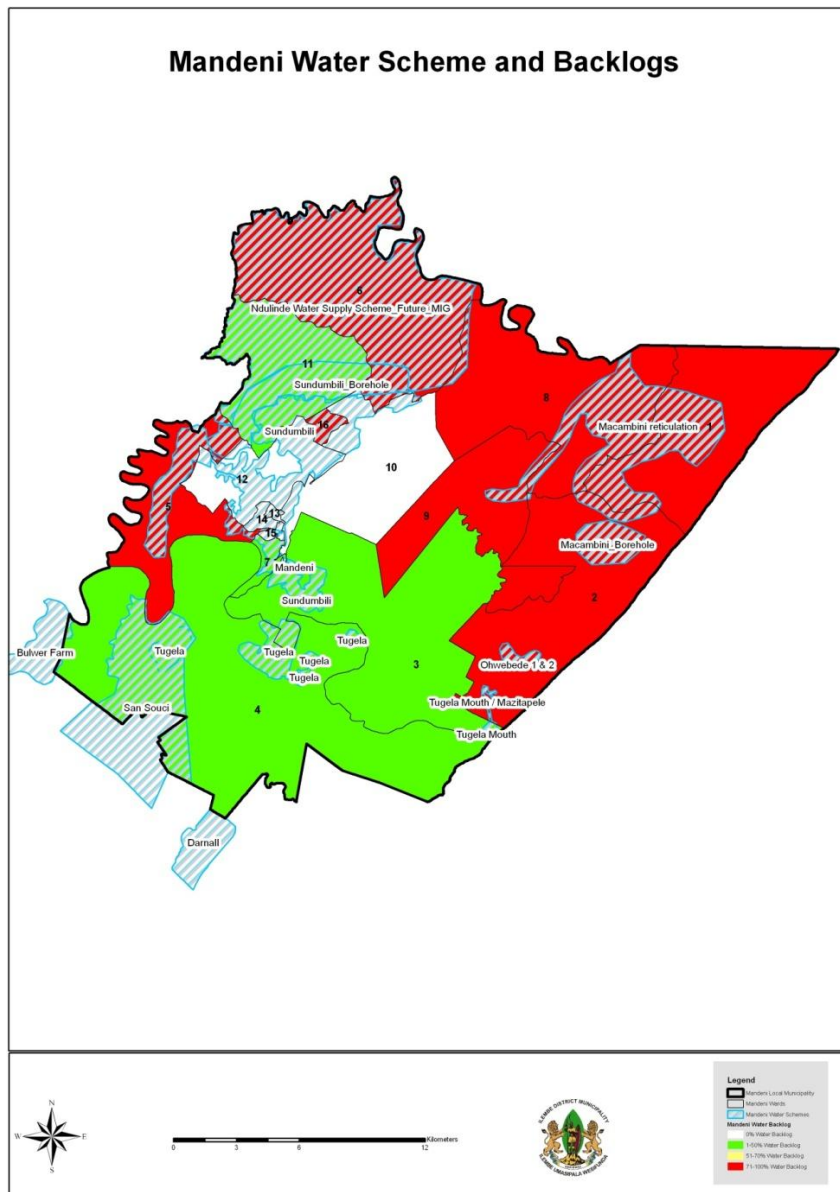
Sanitation

From the above table it should be evident that major inroads have been made since 2006 in eradicating sanitation backlogs in Mandeni. A total of 6090 households were provided with acceptable sanitation services representing a 38% of the backlogs record in 2006 (15 931 hh) being eradicated. A total of R25 062 041-00 was spent on the eradication of sanitation backlogs in this municipality.

. The Table below depicts the planned investment over the three year financial cycle to eradicate backlog

Focus Area	Projects	Budget		
		2011/2012	2012/2013	2013/2014
Sanitation Backlog Eradication	Mandeni Household Sanitation	R 10,000,000	R 10,000,000	R 10,000,000
Bulk Sanitation Schemes				
(All LM's)	Refurbishment of Wastewaterworks	R 10,000,000	R 15,000,000	R 15,000,000
(All LM's)	Other Capital Projects (Internal Reticulation)	R 7,500,000	R 7,500,000	R 7,500,000
Studies	Review of WSDP	R 1,000,000	0	0
	Section 78 Assessment	R 300,000	0	0

The current areas within Mandeni with access to potable water are spatially illustrated by the plan below:



ENERGY AND ELECTRICITY INFRASTRUCTURE

Access to electricity, especially in the rural areas is severely lacking. Sparsely located settlement patterns is prevalent in rural areas, bad terrain and lack of bulk infrastructure pose the biggest challenges in terms of access to electricity. Investigations by the service providers (Eskom) indicated a need for new substations, i.e. in at a total cost of approximately R15 million. The service provider is confident that the construction of the substation will address the electricity backlogs and will adequately increase the ample supply. Once funding is accessed and these sub-stations built, great inroads

can be made in the levels of electricity provision in the Municipality.

It can be reported that the service provider has indicated approximately 5000 connections would be made within the Municipality in the next financial year. It can be reported that the Municipality has successfully been able to engage Eskom and Department of Minerals and Energy in an attempt to coordinate the provision of electricity. It is important to note that to a certain extent provision of electricity is instrumental to the provision of water and sanitation services. It should further be noted that the Municipality currently has the certificate to supply Mandeni suburb with electricity, due to wearing and tearing of the electricity network in this area power outages are high experienced, it within this regard that the Municipality intends upgrading and standardising the electricity network in Mandeni.

The financial constraints poses a major challenge in the realization of this initiative the investigation identified a need for the budget of R2 million. The roll out of the free basic electricity services is carried out in rural areas which fall within the jurisdiction that is serviced directly by Eskom. Eskom submits an account monthly which includes the free basic 50kva per household. Furthermore the allowances have been made in our capital budget for upgrading the reticulation system and network in order to cut out on the interruptions in electricity supplies.

Table B8.3: Electricity Supply (percentage of households)

	Mandeni LM
Electricity	62.5
Gas	0.2
Paraffin	1.8
Candles	35.0
Solar	0.2
Other	0.3

	Mandeni LM
Total	100.0

Source: Estimations based on Quantec 2007 and Statistics South Africa, Census 2001

ENERGY MASTER PLAN

It should be noted that the Municipality has commissioned Energy Master Plan exercise a draft of which is attached as an annexure

It should be noted that the Energy Master Plan has been prepare at a District Level incorporate the Mandeni needs and anticipated interventions. The primary objective of this plan was to prepare for anticipated growth in demand for energy due to regional economic development and clear electrification backlog.

Methodology

The objective of the load forecast is to provide a twenty year forecast of expected load on high voltage transformers. In order to derive these forecasts, a number of factors need to be taken into account including:

- Current and future land use
- Usage profiles (i.e. What is the load at various times of the day)
- Load growth (i.e. as consumers become more sophisticated or wealthier their consumption increases)
- Future developments
- Economic factors
- Forecasts from large power users, such as mines and other industry

Typically a plan of this type would involve all steps required to build the Power GLF database. In this case the Eskom 2010 Upper North Coast NDP provides a base from which the forecast is undertaken. Steps were as follows:

- Obtain GLF files from Eskom
- Extract files for the Mandeni supply area
- Check objects, assumptions and other parameters (data assessment)
- Correct inaccurate forecasts
- Include new developments
- Update power GLF files
- Produce GLF results to be used in modelling phase

Assessment

Eskom land use data is obtained from their GIS database. The forecast method is to identify large power users, obtain current and past loads on each network, assign loads and forecast parameters to LPU's. Forecasts are done through consultation with LPU's to find out future plans as well as consideration of past load trends. The remaining load is SPU's and parameters are applied to this load. This is the starting point of the GLF process, beginning with the base year, in this case 2009. The next step is to define any planned electrification projects, future housing projects as well as commercial, industrial and private developments on the network as these will increase the load as they are implemented. Each new load on the network needs to be analysed and forecasted individually under given assumptions.

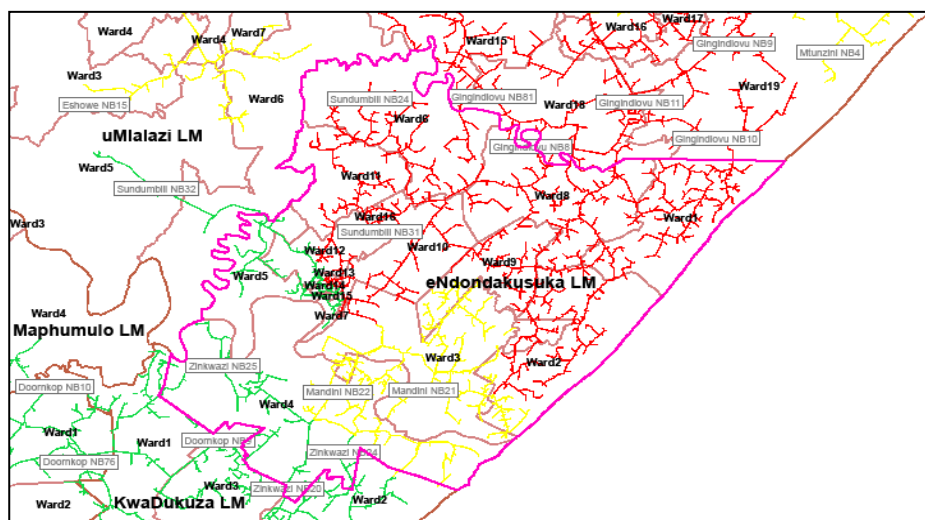
Preliminary glf results

Once new objects had been added to the Eskom GLF files the forecast was undertaken. Objects were assigned to

network zones based on their geographic location in terms of the current network areas. After the modelling process loads may be identified which need to be shifted to a network with excess capacity or a new network altogether. Below are the preliminary results showing the objects loaded on each network at the end of the 20 year study period.

Substations and MV Networks

Eskom currently supplies most of the Mandeni Municipal area with electricity. However, this excludes the town of Mandeni which is supplied by the municipality. This means that Eskom supplies in bulk to the Municipality which in turn is then distributed by the Municipality to consumers in the town excluding large power users such as the SAPPI Mill. The ESKOM North Coast Master Plan provides an outline of the zones associated with each of the sub-stations in the Municipality. The Map (2) below provides Eskom network status, it has been categorised into three colours: red, green and yellow. These indicate network load status. The red which covers most of the Municipal area means the network is constrained no additional connection can be made, the yellow indicates that there is still minimal capacity for additional connections and the green indicates surplus capacity. As indicated this Map is an extract from the ESKOM North Coast Master Plan. This means that the supply network is inclusive of a wider area than Mandeni Municipality. Certain of the sub-stations are linked into the supply of power to neighboring Municipalities.



Map above Sub Stations and Supply Networks
Source: ESKOM Upper North Coast NDP 2010

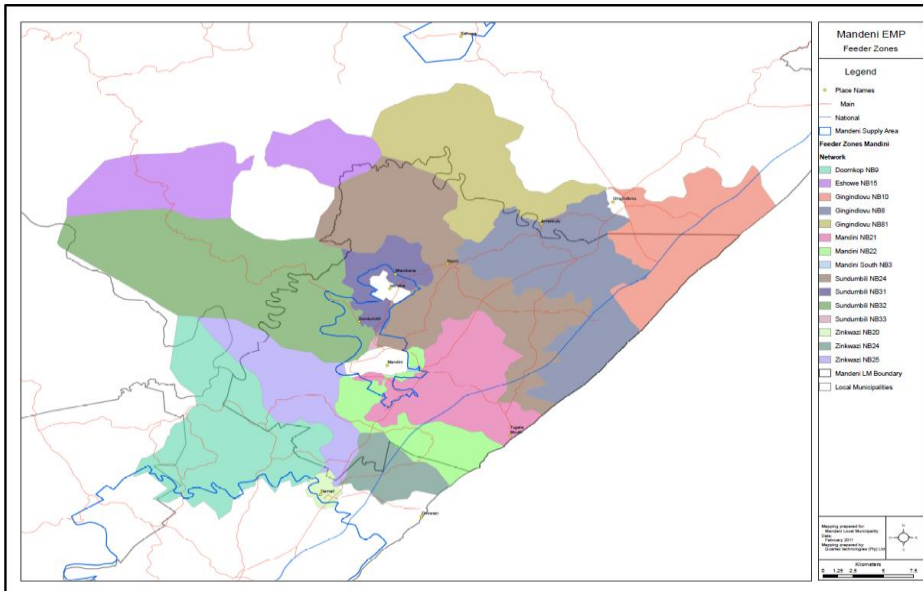
The substations listed below appear to be wholly or partially involved in the supply of electricity to different areas of Mandeni.

- Zinkwazi SS
- Sundumbili SS
- Sappi SS
- Mandini SS
- Isithebe SS
- Amatikulu SS
- Gingindlovu SS
- *Mangethe SS (New planned Substation)
- *Tugela Mouth SS (New Planned Substation)

The power supplied by each substation to the network and the area of reticulation of each substation is included in the Power GLF developed by ESKOM for the North Coast and hence will not be listed below other to note that the assumptions used in the ESKOM Master Plan will have to be reviewed in this study.

Feeder Zones

The map below created from data sourced from Eskom shows the extent of the area fed by each of the networks.



As discussed above and visible in the map above, it is not possible to contain the entire area as feeder zones spill over the municipal boundary. Eskom define the Mandeni Supply area as that fed by the following networks:

- Gingindlovu NB 8
- Gingindlovu NB 9
- Gingindlovu NB 10
- Gingindlovu NB 11
- Gingindlovu NB 81
- Mandeni NB 21
- Mandeni NB 22
- Mandeni NB 3
- Sundumbili NB 24
- Sundumbili NB 31
- Sundumbili NB 32
- Sundumbili NB 33

For the preparation of this plan we have thus decided to focus only on these feeder zones as inclusion of all intersecting zones would have resulted in the need to consult all users in the zone, regardless of municipal boundary. This would detract from the focus of this plan on the Mandeni Local Municipality.

Current Loads

Below table shows current consumption per customer class.

Ward	Consumption			Total	Customers			Total
	LPU	PPU	SPU		LPU	PPU	SPU	
1	1,610,710	152,583	797,339	2,560,632	2	98	122	222
2	765,988	341,953	1,800,021	2,907,962	1	427	137	565
3	2,247,990	283,140	3,409,594	5,940,724	2	360	246	608
4	1,427,439	651,153	4,950,152	7,028,744	7	715	280	1002
5	1,388,447	335,207	53,393	1,777,047	2	1954	6	1962
6	-	103,405	142,972	246,377	0	451	26	1962
7	-	65,112	927,851	992,963	1	740	26	767
8	-	198,015	6,200,228	6,398,243	0	210	159	369
9	-	162,184	864,956	1,027,140	0	221	122	343
10	5,100,864	154,347	4,684,461	9,939,672	6	622	97	725
11	-	192,249	41,191	233,440	0	947	12	959
12	722,794	254,641	12,027	989,462	1	1061	10	1072
13	-	37,987	313,746	351,733	0	94	10	104
14	-	81,035	696,911	777,946	0	362	17	379
15	3,522,658	66,752	417,013	4,006,423	2	546	14	562
16	-	189,424	-	189,424	0	642	0	642
TOTAL	16,786,890	3,269,187	25,311,855	45,367,932	24	9450	1284	10758

Table above : Consumption per Consumer Class

Source: Eskom Customer Reports 2006 (mWh)

User profiles according to broad categories above, LPU, PPU, SPU.

PPUs are the prepaid users, this includes indigent users and others who choose to use the system. According to the data above from Eskom the usage intensity is 329.7993651 MWh based on the total consumption divided by the number of customers (9450). Intensity may be defined as the consumption per user where those wards with highest populations reflect the greatest use in the Municipality.

Despite the distribution of population in Mandeni and intensity of use this represents only a fraction (0.052%) of the power used by Large Power Users in the Municipality.

LPUs are the Large Power users based on the criteria outlined above. The chart below shows the distribution amongst the wards with most being concentrated in wards

4 and 10. The usage intensity per user is 632340.8 based on 24 users. Thus it may be seen that intensity increases dramatically from prepaid to large power users.

Large Power Users

Identification and assessment of Large Power Users is essential for the forecast as changes will result in significant changes in demand for electricity. The following LPUs fall within the Mandeni Municipality area.

Inyathi Timber Contracting Pty Ltd	GIN NB10
Mtunzini Prawn Farms	GIN NB10
Toll Road Concessionaries (Pty) Ltd	GIN NB10
Dakot	GING NB11
Ging Super Stores/ Ging Spar	GING NB11
WG Brown Cash & Carries (Pty) Ltd	GING NB11
Transnet Freight Rail	GING NB11
Department Of Health	GING NB8
Baton Rouge Estate CC	GING NB81
Department Of Health	GING NB81
Parker, J William	GING NB9
Local Government Department	MAN NB21
Stanger Brick & Tile Pvt Ltd	MAN NB21
Toll Road Concessionaries (Pty) Ltd	MAN NB21
Zululand Quarries Pty Ltd	MAN NB21 (BULKFED)
Zululand Quarries Pty Ltd	MAN NB21
Thamsanqa Sugar Estate CC	MAN NB22
Mandini Trading Co Pty Ltd	SUN NB24
Ilembe District Municipality	SUN NB31
Department Of Health	SUN NB32
Desai Yusuf	SUN NB32
Ilembe District Municipality	SUN NB32
Transnet Freight Rail	SUN NB33
Sundumbili Plaza	SUN NB33

Table above : Large Power Use

Source: Eskom NDP Customers

Typically, plans of this type define the size of the user to be considered as an LPU, here we have simply used

those that are considered to be Large Power Users by Eskom customer records.

Electrification Plan

The electrification plan prepared is a compromise between community priorities versus available capacity. Phasing takes into account eradication of capacity constraints, INEP & DORB budgets and considers three scenarios to accelerate the current program and clear the backlog in a shorter time.

These are high road clearing backlog by 2012, middle road by 2016 and low road by 2024. The worst case cost to clear electrification backlog in Ilembe is R 860m.

Renewable & Alternate Energy Sources

Not many opportunities were identified for renewable and alternate energy sources. The communities were exceptionally vocal about their reluctance to accept Photo Voltaic Technology. Public awareness and pilot investigation initiatives were identified with a proposed budget of R1.9m

BACKLOG ASSESSMENT

Backlog data varied significantly across sources. The figure below shows households with access to electricity over the study period from Global Insights. There was an adjustment made to the final years in order to extract a trend.

Figure 18 : Backlog Eradication (1996-2009)ⁱ

However, Mandeni continues to be faced with backlogs and limited excess in electrical capacity, thus new connections are becoming more and more difficult to process and hence this is leading to a decline in the ability of both the Municipality and Eskom to overcome backlogs.

	Households connected	Connected %	backlog	Backlog % of LM	Backlog % of DM	Backlog % of KZN
Mandeni	18111	63%	10841	37%	18%	1.5%

	Total HH	HH electrified (Eskom)	HH electrified (munic)	Greenfields	Infills	Munic backlog	Eskom Backlog
Mandeni	22656	11030	1400	5311	4915	-	10226

Both of the above tables are found in the iLembe Master Plan, showing conflicting data. Of the 70 schools in Mandeni, 23 are not electrified. According to the report the reason for the backlogs is largely due to the dispersed location of settlement, as well as the terrain. The estimate used in this report for current backlogs is 33% of houses are not connected.

WARD NO	# HH	# Electrified	# Not Electrified	# Under planned electrification project areas	# Development project areas
HH Outside of the LM	7612	4880	2732	4043	0
1	1329	1294	35	700	0
2	1242	1207	35	1176	0
3	2070	2023	47	959	19
4	170	1689	13	1137	527

	2				
5	996	925	71	53	43
6	130 6	1004	302	1197	4
7	155 1	1548	3	0	11
8	107 1	1004	67	926	55
9	132 1	1270	51	1152	12
10	148 6	1483	3	104	12
11	174 4	1607	137	917	437
12	317 3	3116	57	0	222
13	604	604	0	0	0
14	158 0	1580	0	0	0
15	584	584	0	0	0
16	141 4	1414	0	0	0
LM Total	231 73	22352	821	8321	1342
Grand Total	307 85	27232	3553	12364	1342

Table

Source: Eskom Data 2008

Summary of Plan Budgets

ELECTRIFICATION	RENEWABLES	EXPANSION	REFURBISHMENT
R 859,661,029	R 1,950,000	R 665,737,468	R 94,287,289
TOTAL			R 1,621,635,786

MANDENI SUPPLY AREA

The Mandeni Local Municipality licensed area is the smallest in the Ilembe area. Bulk supply is taken from Eskom at the Mandini 132kV substation and no constraints have been noted. The total current load for Mandeni is 2.8MVA although the NMD is set at 2.5MVA. An application for an increase in NMD to 3.5MVA has been submitted to Eskom. There is no electrification backlog within the Mandeni licensed supply area. The Mandeni networks are generally very old and in poor condition.

Institutional Arrangements

The Electrical sub unit falls under the Technical Services Department is responsible for the planning, routine maintenance and implementation of street lighting within the Mandeni suburban area. It should be noted that a section 78 assessment has been done by Mandeni Council in conjunction with EDI Holdings in preparation for the REDS, ring-fencing of the sub unit has been completed.

Human Resource Capacity

Municipality has human resource capacity to perform its responsibilities within the licences area, the sub unit has staff compliment four personal.

Financial Capacity

The electricity projects and program in the licensed area are funded by the Municipality through its capital funding and the operational and maintenance is funded as part of our operational budget. This includes refurbishment of the wearing electrical infrastructure and planned routine maintenance.

Planned Investment

Project Name & Ward	2009/10	2010/11	2011 /12
Upgrading of 6.6 kv network	R35,000,00	-	-
11Kv over head line renisulation	R	-	-

	100,00,0 0		
Refurbishment 11 KV to 6,6kva network	-	R1,200,000	-
Reinsulated 111kv underground to Overheads line	-	R150,000,00	-
Street lights (New & Refurbishment)	R180,000.000	R200,000,00	-
Convection underground cable to Overhead	R160,000,00	-	
Ring feed	R300,000,00	-	-
Energy Master Plan		R300,000,00	
TOTAL			

BROADER MANDENI ESKOM SUPPLY AREA

Eskom is licensed supply electricity to the greater municipal area including rural areas, over 90% of the area is serviced by Eskom. As part the sector alignment we have had numerous engagements with Eskom and Department of Energy in quest bringing to the attention community needs. The provision electricity is funded by the Department of Energy through INEP and uses Eskom as implementing agent. It can be recorded that since the inception of the 2006/11 IDP no investment has been made by Eskom within the Municipality.

The Mandeni Local Municipality has a population of 131,830 and 37,798 households over 37% of these households does not have access to electricity. There are capacity constraints on networks which affect the Mandeni Municipality's quest to eradicate the backlogs and support Local Economic Development aspiration/ objectives as contained in the Municipal IDP and Spatial Development Plan. The establishment of the Mangethe 88/11 KV 20 Sub Station was identified by Eskom as critical bulk infrastructure investment that would support the most electrification programs both Infill projects and

Greenfield as mentioned above. The project was prioritized and allocated funding in 2008/09 financial year and the Municipality receives Dora notification in that regard. However the Project was put on hold pending the final verdict of the International interest in Macambini area.

A developmental local government speaks to the principles of integrated development planning and local economic development. The establishment of the Mangetha power station in the Mandeni Local Municipality would assist this Local municipality demonstrate local economic development in an integrated manner.

The Mandeni Local Municipality is in a favorable position to achieve its planned spatial vision. It has created an environment that is conducive for local and international investment and these business interests have responded.

Project	Status	Spatial Location/ Ward
Tugela North Resort Development (R2bn)	DFA Approval Obtained	Ward 3
Thugela Tides Retirement Village (R500m)	Planning stage EIA Supported by Council as part of SDF.	Ward 3
Farm Maycol Prestige Residential (R1bn)	Planning stage EIA Supported by Council as part of SDF.	Ward 3
Phillip Mather Proposed Resort	Planning stage EIA Supported by Council as part of SDF.	Ward 3

Development		
Thorn Park Middle Income Housing	Planning stage EIA Supported by Council as part of SDF.	Ward 3

TRANSPORTATION AND ROAD INFRASTRUCTURE

It can be recorded that most of the wards within the Municipality does not have access proper roads; especially those that are in Rural areas have gravel roads which are in disparity state. There is a dire need for huge capital investment for construction of new roads, maintenance and upgrade of the entire existing road infrastructure throughout the municipal area. The Municipality is highly dependent Municipal Infrastructure Grant for capital funding to build the road infrastructure. The MIG funding allocation is very small and we are not going to meet the development goals target set out at National level. The Municipal Infrastructure Grant allocation ought to be informed by the needs as documented in the IDP and performance in terms of expenditure.

The Road Description

PROVINCIAL ROADS Road R102 which runs parallel to the N2 carries a large volume of traffic, it links Mandeni Municipality with Stanger, Durban towards the South and Richards Bay, Eshowe towards the North. These are the two main corridors that provide direct linkages between the inland and coastal, off this road a provincial, & district roads which facilitate the much

<u>The Road</u>	<u>Description</u>
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needed integration of the rural hinterland and the economic nodes.

ISSUE: The condition of the R102 road is not that bad however it requires refurbishment and maintenance northern part of it was refurbished as part of the implementation of 2002 IDP.

MAIN ROADS The two main roads MR415 and MR459 appears to fairly in good state but again it carry a lot of traffic from the Isithebe Industrial area.

MR415 off the N2 towards the west linking Mandeni with the provincial corridor development generally in a good state and was recently refurbished and the road markings were recently done. The same road also links the coastline towards the eastern side of the N2; this eastern side is gravel and is in a terrible state. This considered critical as it links our potential economic development node with the eThekwini- uMhlathuze corridor, for our Municipality to benefit from this corridor its prerequisite that the infrastructure is upgraded to

<u>The Road</u>	<u>Description</u>
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acceptable standards. It is therefore important that this road be upgraded into black top in order to enable the Local Municipality to unleash the untapped economic potential along the coastline.

The MR459 off the MR415 stretching towards the North linking Mandeni with the Industrial Node Isithebe, Matikulu sugar cane mill and the external node Gingindlovu is general in good condition, however there is problem in and around the entrance into Renckens shopping complex where its extremely busy and it's not coping with the traffic interchange and the traffic lights are not always functioning effectively, it is within this regard that it is recommended that a road be redesigned with the introduction of a Traffic circle. There has been discussion with the Department of Transport and other private sector/ relevant stakeholders to this effect and it has been deemed feasibly.

**DISTRICT
ROADS**

The status is very bad, the districts Roads are in a terrible state and this has a negative bearing to the social

<u>The Road</u>	<u>Description</u>
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and economic status of the local community especially the rural community. The bad state of road has resulted in the public transport refusing travelling in the affected areas also the Ambulances in case of emergence find it impossible to travel in these roads. The situation requires an immediate intervention, the Department of Transport program won't be a solution. This has bearing in the realization of the principles of the NSDP which requires that will link the first economy with the second economy. It is within this regard that the Municipality is exploring the possibility of sourcing the funds from MIG. However this information is very raw as it does not quantify in terms of the total kilometres that require gravel, the Mandeni Municipality is in the process of measuring the roads per ward and prioritization thereof. The intervention would be to put in the gravel, geometric improvements, drains clearing and improvements for effective storm water management and most of the issues pertaining to roads come from rural communities.

<u>The Road</u>	<u>Description</u>
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It should be noted that this information still needs to be verified and the Municipality is also awaiting the information from the Department of Transport on their planned maintenance program. The planned action includes contacting the Department of Transport in order to get information regarding the length of the district roads.

TOWNSHIP INTERNAL ROADS

MANDENI TOWNSHIP	The roads are deteriorating and the maintenance seems to be insufficient, it seems the roads were left for too long without maintenance. It is within this regard that the Municipality has realized a need to prepare a holistic infrastructure Maintenance plan.
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SUNDUMBILI TOWNSHIP INTERNAL ROADS	The internal roads in Sundumbili Township are general in good state as result of the ongoing projects funded by MIG, i.e. phase two of the project however this has not covered the whole township. It is anticipated that the remaining part will be done as phase three as per
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<u>The Road</u>	<u>Description</u>
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the three programs from MIG. However the biggest challenge is the maintenance of these roads.

PADIANAGER TOWNSHIP INTERNAL ROADS	<p>These roads are in a bad state and needed to be rehabilitated, the funding was secured from the MIG and the project which entails the upgrading of road in to full black top surface is ongoing and will be completed before the end of the financial year. The maintenance is again there is biggest challenge.</p>
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The plan of action involves the preparation of the infrastructure Maintenance Plan and sourcing funding thereof for the maintained of these roads

TUGELA MOUTH INTERNAL ROADS	<p>The Tugela Mouth internal roads are all literally washed away due to the lack of proper geometric and storm water designs. It is the intention of the Municipality to upgrade the internal roads in full this will include the construction of concrete culverts where necessary, upgrading of geometric designs to allow storm water canalization for runoff.</p>
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The Road Description

The planned action is to prepare and submit the business plans to MIG for funding.

**ACCESS
ROADS**

Most of the wards raised concerns regarding the households that do not have access roads in rural areas. The planned action is to conduct access road condition assessment to rural households to determine the access roads needs in the municipal area.

Ward No.	Common Name	Paved (km)	Unpaved (km)
52901001	Dokodweni	0	114
52901002	Wangu	0	98
52901003	Mandini	116	50
52901004	Hlomendlini	96	144
52901005	Inembe	0	79
52901006	Ndulindle	0	115
52901007	Manda Farms	60	90
52901008	Mangete	0	82
52901009	Macabini	0	102
52901010	Inyoni	0	160
52901011	Isithebe	0	157
52901012	Mathonsi	74	172
52901013	Redhill	73	18
52901014	Chappies B	137	34
52901015	Chappies A	56	14
52901016	VusiMuzi	0	65
TOTAL		612	1 494

The following table indicates the budget requirements for the provision of road infrastructure in both rural and urban areas. It has been assumed that unpaved roads in

urban area will cost R 500 000 per km to upgrade, while those in rural area will require R 1800 000 to be upgraded.

Urban/ Projects	Rural	Unpaved (km)	Budget (Rmil)
Urban		602	R1,083,372,176
Rural		892	R446,161,706
TOTAL		1,494	R1,529,533,882

INTERVENTIONS & ACHIEVEMENTS

The table below provides a summary of achievements towards road and transport infrastructure developments over the past few years since the inception of the principle IDP 2006-2011. The Municipality through Municipal Infrastructure Grant has been able continuously delivery roads in various municipal wards as per the Council priorities. It can be recorded that Roads is one of the top three priorities within the Municipal area together with water and electricity. Accordingly the Municipality has prioritised MIG expenditure on upgrading and establishment of roads.

Project Name & Ward	2007 /08	2008/09	2009/1 0	2010/1 1	2011/1 2
Sundumbili Internal Roads Phase 1	R21, 668, 810	-		-	
Sundumbili Internal Roads Phase 2	R8,7 00,0 00	-		-	
Sundumbili Internal Roads Phase 3	-	R5,000. 000			
Tugela Mouth Internal Roads Ward 3	-	-	R8.00 000		
Padianager Internal	-	R4.917,	-		

Roads Ward 3		105			
Hlomendlini Bus Route Ward 4	-		R8.000 .000		
Thokoza Road Linkage Upgrade	-		R11,00 0,000		
Qaurts & Daffodil Link Road	-	R5.000. 000		-	
Sundumbili Internal Roads Phase 5 and 6				R8.000 .000	R8.000 .000
Masomonco Taxi/Bus Route				R8.000 .000	
Roads Network (Nyoni Integrated Human Settlement)					R5.000 .000
Roads Network (Mandafarm Integrated Human Settlement)					R8.000 .000
TOTAL					

PLANNED INTEVATIONS OVER MTEF MIG GRANT

The table below shows the planned investment expenditure using Municipal Infrastructure Grant funding over the next Medium Term Expenditure Framework. Our capital investment expenditure is guided by the Municipal Spatial Development Framework. The Municipal SDF seeks to pro-actively identify sufficient land for future housing and locate new/ planned housing developments within specific interventions zones. It further advocates focusing urban development along major public transport routes to establish public transport corridors in line with settlements areas. It is for this rationale that our expenditure is linked to Housing Development in most instances i.e Masomonco Taxi/Bus route.

Project Name & Ward	Total	Projects	Year
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	Budget	Status	
Sundumbili Internal Roads Phase 6 and 7	R8,000,000	Planning	2011/12
Masomonco Taxi/Bus Route	R8,000,000	Contract awarded	2011/12
Nyoni Integrated Human Settlement	R5,000.000	Tendering stage	2011/12
Mandafarm Integrated Human Settlement	R8.00000	Planning	2012/13
TOTAL			

RURAL ROADS

At this stage there is no clear classification of road network within the Municipal area of jurisdiction, most of the wards in rural areas have gravel roads which are in terrible state. The largest portions of these roads are District Roads which falls within the ambit of the Provincial Department of Transport. On the other hand the rural community is faced with poor access roads that literally wash away every time there are heavy storms. The access roads fall within the ambit of the Municipality and accordingly interventions has been made to act in response to the challenges faced by the community. The Municipality used its capital funding to purchase the necessary equipment for the maintenance of the Rural Access Roads.

Project Name & Ward	2007/08	2008/09	2009/10	2010/11	2011/12
Purchase of Grader	R600.000	-	-	-	-
Purchase of a TLB	R1.500.000	-	-	-	-
Purchase of Grader	-	R1.500.000	-	-	-
Purchase of TLB	-	R600.000	-	-	-

		0			
Purchase of Tip Truck	-	-	R400.00	-	-
Low Bed Trailer	-	-	-	R200.00	-
10 Ton Roller	-	-	-	R400.00	-
Water Cart	-	-	-	R200.00	-
Water Jetting machine	-	-	-	R100000	-
TOTAL					

This capital expenditure supported by the necessary human resources has been one the biggest achievements within the Municipality. There are two roads and storm water team/ crew with each team comprising of a qualified Grader & TLB Operate plus Tip truck supported eight General Assistance. Each team is led by a Supervisor who reports to the Acting Manager Civil Operation & Maintenance, who intern report to the Director Technical Services. It can be recorded that through Infrastructure Technical Portfolio Committee ward based road maintenance are submitted by respective ward councillors and on rotational basis the teams are allocated to each ward.

OPERATION & MAINTANANCE PLAN

The operation and maintenance is the responsibility of the Technical Service Department and its funded through Municipal revenue operational funding.

STORM WATER DRAINAGE INFRASTRUCTURE

Most of the formal town areas have storm water drainage on an internal collector system discharging directly into

some of the tributaries of the river systems of the Municipal area. However it has be a challenge to maintain the storm water drains, blockages occurs mainly during rainy seasons, the main contributing factor to poor maintenance is due to limited resources in terms of the equipment.

INSTITUTIONAL ARRANGEMENTS

The Roads & Storm sub unit within Technical Services department, is lead by the Direct section 57 position who is a qualified Civil Engineer, the unit is responsible for the planning, design, construction and maintenance of roads public transport facilities, bridges, sidewalks, footbridges storm-water and drainage systems. The Department of Technical Services is responsible for ensuring that there is sector alignment meeting with other Road Authorities such as Department of Transport and National Roads Agency.

HUMAN RESOURCE CAPACITY

The Roads & Storm water sub unit is reasonably staff to carry out its mandate, as mentioned it is led by qualified Engineer. However in terms of the organisational structure there is vacancy in the position of the Manager Civil Operations & Maintenance as well as Manager Infrastructure Planning & Implementation. These two positions are currently frozen due to limited financial resources. Although the Municipality realise the need for the two position, it also very cautions that the salary bill should not exceed the standard norm to more than 35% of the total operational budget.

SOLID WASTE DISPOSAL

Although solid waste services are being rendered in urban areas Mandeni Sundumbili, Tugela & Tugela Mouth the biggest challenge is the extension of the services to the new townships emerging as results of housing delivery and to further extend the same services to rural areas. All

areas within the urban areas of Municipal jurisdiction are being serviced and there are no backlogs all residents receive a R170-00 discount. The Municipality is currently using the services provider/ it has privatized this services. The local community strongly feels that the service should be used as means or a tool to alleviate poverty and job creation by appointing local emerging business or cooperative within respective areas to render the services within their respective areas. Whilst this is considered as a valid opinion and can be explored, the issue of the capacity to the local community can prove to be detrimental to this idea. It is within this regard that a joint venture with the well established service provider with the emphasis in the transferee of skills is advisable.

INTEGRATED WASTE MANAGEMENT PLAN

Mandeni Municipality appointed service providers Arcus GIBB assemble this Integrated Waste Management Plan (IWMP) and associated strategy for the Mandeni Municipality (hereafter 'the Municipality') as a baseline document which would assist municipal officials in their planning to achieve integration of the local municipal solid waste management service in terms of their legislative obligations.

The IWMP provides an overview of the context within which waste management, and more specifically solid waste management, takes place within the Mandeni Municipal Area (MMA). This context covers the regulatory function relating to the operational, financial, legal and institutional dimension; situational analysis of the socio-economic demographics and current waste management activities within the MMA; as well as a waste management gap and needs analysis. The identified gaps and needs were then evaluated and translated into strategies from which a list of priority projects was developed and entered into a preliminary action plan with recommended priority ratings and timeframes.

The strategy was then amended and refined to ensure its full acceptance and adoption. Furthermore, to ensure transparency and facilitate 'access to information', the draft IWMP is hereby published for public comment and opportunities for public engagement are provided. Any public comments on the IWMP will be considered and once the Municipality is satisfied with the strategy, it will be submitted for final approval to the KwaZulu-Natal Department of Agriculture, Environmental Affairs and Rural Development (DAEARD).

An important aspect of the situational analysis was to obtain a general overview of the area. In summary:

- The MMA incorporates 13 towns and is divided into 16 Wards. Plans are in progress for housing developments in the form of extensions to several towns.
- Large tracks of land are rural, and homesteads and rural communities are scattered across the entire MMA.
- The approximate population and household numbers are 140 000 and 34 000 respectively. Statistics indicate that the population increased by about 7.3% between 2001 and 2007 (i.e. approximately 1.3% per annum). Close to 50% of the population is younger than 20 years in age.
- The highest level of literacy for the population older than 20 years is generally very low; with 19% of the population having no schooling at all and only 3.6% having an education higher than Grade 12 (or equivalent).
- The MMA is poverty stricken with close to 50% of the population being unemployed and with 57% of individuals that are employed earning less than R800 per month. The Census 2001 data also shows that 24.5% of households have no income.
- The hilly north-westerly area has poor or no road access. Roads in the different wards are generally

deteriorating and poorly maintained with the exception of projects funded by Municipal Infrastructure Grant (MIG) which aids in the rehabilitation of roads in certain areas. Lack of roads and poor roads is a significant problem in terms of waste management.

- The MMA has approximately 78 schools and there are 22 clinics, but no hospital.
- The Sappi Tugela Mill is the only large industry, with a large cluster of 180 smaller industries and businesses forming part of the 414 hectare Isithebe Industrial Estate. The main commercial business complex centres on the Renckens Spar Centre in Mandini, with its 21 shops. The nearby Sundumbili Plaza is also fairly large as it houses 37 shops. The Isithebe Industrial Estate is 'ring fenced' in as much as it currently falls outside the jurisdiction of the Municipality, for all practical purposes. This is an issue of concern, particularly as it deprives the Municipality of a source of income in terms of services rates.
- The tourism and hospitality industry is fairly limited and centres on the coastal areas and three nature reserves.
- Media reports in 2008 indicate that the KwaZulu-Natal north coast may potentially be developed into a popular tourism 'hot spot' through massive tourism investment. The development of the nearby Dube Trade Centre may also enhance the development potential within the MMA.

The core findings of the situational analysis, in terms of waste management, are as follows:

- The Municipality has assigned the responsibility for waste management within the MMA to the Technical Director. He is supported by a secretary and an Assistant Manager, who is responsible for the day to

day operations related to roads, stormwater, parks, gardens and refuse removal.

- Although there are a number of privately owned landfill sites and other waste handling facilities, the Municipality does not own or operate any such facilities. The Municipality also does not own any service equipment other than drums which are distributed to school, business and other premises for refuse disposal.
- All the landfill facilities within the MMA have reached their capacity. The privately owned and operated KwaDukuza Landfill has been specifically developed as a regional landfill site that would also provide for the airspace needs of the MMA (with the exception of Sappi's airspace needs). A proposed landfill site close to Isithebe within the MMA, which had also been found suitable and gained full environmental approval, was not developed when a feasibility study showed that it would be more economically to transport waste from MMA to KwaDukuza.
- The Municipality has contracted two waste service providers, one for day to day collection and removal of refuse from formalised urban areas, and the other for the disposal thereof. The contract period has expired and a new tendering process is currently in progress.
- Waste service provider records indicate that only approximately 7 000 (seven thousand) tonnes of domestic waste per year, are collected and disposed of via the municipal services, while total household waste generated within the MMA is estimated at 33 000 tonnes per year.
- A customer database is in place for municipal services and customers are charged in accordance with published tariffs. Although the customer database was found to be generally comprehensive, a number of shortfalls and anomalies were identified.

-
- The Statistics South Africa's 2007 Community Survey show that approximately $\frac{3}{4}$ of households within the MMA do not receive municipal refuse removal services and use either their own refuse dumps or have no refuse disposal. This backlog is a large proportion when compared against statistics for KwaZulu-Natal or with the country as a whole. It is largely a reflection of the remote and rural nature of the majority of MMA communities.
 - Although there are no large illegal dump sites, littering and dumping was observed in many areas.

Identified needs and gaps are summarised as follows:

- A comprehensive waste information system needs to be set in place.
- Population statistics and distribution must be obtained and updated on a regular basis.
- Current refuse removal by-laws are outdated and the new by-laws which were developed as part of the IWMP appointment should be reviewed, adopted and implemented (in progress).
- Collection services need to be extended to the informal, peri-urban areas and newly developed areas to ensure environmental compliance and to expand the customer rate base.
- A revised collection contract (outsourcing) needs to be put in place (in progress).
- The Municipality needs to monitor and regularly audit the collection service - this with regard to contractor performance, as well as record keeping.
- A strategy needs to be developed, for the provision of basic collection services to the rural areas.
- The Municipality need to secure and formalise ongoing availability of a forwarding facility and landfill air space.

-
- The existing forwarding facility does not meet operational and environmental best practice and requires upgrading. Alternatively, another forwarding option needs to be implemented.
 - The Municipality needs to initiate a series of awareness programmes in order to inform Mandeni residents of waste services, recycling and waste minimisation initiatives and publishing of by-laws.
 - Recycling, waste minimisation and re-use initiatives must be promoted and implemented.
 - Tariffs need to be reassessed for content and then revised in amount, to reduce the shortfall in service cost recovery.
 - The customer database needs to be updated to ensure that all customers receiving municipal refuse removal services are entered and entered in the correct category, to ensure effective rate recovery.
 - Should the Municipality take on additional responsibilities such as associated with improved litter and dumping control; building and maintaining a more comprehensive database of waste management information; and servicing new developments and expansions, additional staffing should be considered.

A number of projects were identified as part of the strategy implementation plan as summarised in the table below.

Several projects, as were included in the Arcus GIBB Scope of Work, already commenced with addressing some of the needs identified. These include the following:

- The customer database has been investigated in considerable detail, which led to the identification of specific customers that are either charged incorrect rates, are not yet on the database or will need to be entered as soon as they become operational.

- A policy document has been drafted and was accepted by the Municipality.
- A set of new refuse removal by-laws were drafted and submitted to the Municipality for review.
- The tendering process for the appointment of a waste service provider contractor for the routine collection, removal and disposal of municipal waste has been completed and the appointment is in progress.

While implementation of the strategies, which were developed as part of this investigation, would ensure that the Municipality make significant progress towards integrated waste management, it must be recognised that the IWMP should be considered a 'living document' that would require update from time to time. This is particularly important considering the vast rural areas, where progressive implementation of waste services needs to develop in parallel with road upgrades. Furthermore the priorities and action plans, as detailed in the table below, may require revision as new developments change the local dynamics.

Project	Action	Priority Rating	Time	Progress
By-laws	<ul style="list-style-type: none"> • Present and publish the Draft By-laws , which were developed during the compilation of the IWMP, for public review and comment • Amend By-laws • Implement procedures for promulgation of By-laws • Develop By-law implementation and 	High	Short	Complete

	administration system			
Management and Resourcing	<ul style="list-style-type: none"> • Continue to outsource waste collection, transport and disposal • Evaluate need for additional staff to carry out monitoring • Consider the outsourcing of the monitoring function • Designate a Waste Management Officer in terms of the Waste Act 	Moderate	Immediate	Complete
Waste Information	<ul style="list-style-type: none"> • Improve waste information by examination and collation of existing records and by conducting small-scale field trials • Set up an information system for keeping, collating and reporting information required in terms of the by-laws • Implementation all relevant requirements of the Waste Information Regulations, once these are promulgated 	Moderate	Short	Ongoing
Population Information	<ul style="list-style-type: none"> • Obtain population statistics and distribution 	Low	Short	Pending National census 2011
Waste	<ul style="list-style-type: none"> • Revise and improve 	High	Imme	

Services	<p>collection and disposal contract(s)</p> <ul style="list-style-type: none"> • Monitor service provider performance and records 		diat e	Comple te
Waste Services	<ul style="list-style-type: none"> • Improve and extend law enforcement relating to littering and illegal dumping • Improve facilities in the urban area • Extend services to peri-urban, and newly developed, areas • Conduct studies to inform the provision of services to the rural areas • Extend services to rural areas (Phase 1 - Khovoti and Shayisa - East of Sundumbile) 	High	Shor t	Comple te
Waste Services	<ul style="list-style-type: none"> • Extend services to rural areas (Phase 2 - Msundusi Valley area - North of Isithebe) 	Low	Medi um to Long	Servic es extend ed to Hlomen dlini approx . 2000 HH
Waste Transfer / Forwarding	<ul style="list-style-type: none"> • Engage with DCWM with a view to upgrading the Forwarding Facility • Engage with iLembe DM in order to secure long-term tenure and use of land or find an 	High	Imme diat e	ongoi ng

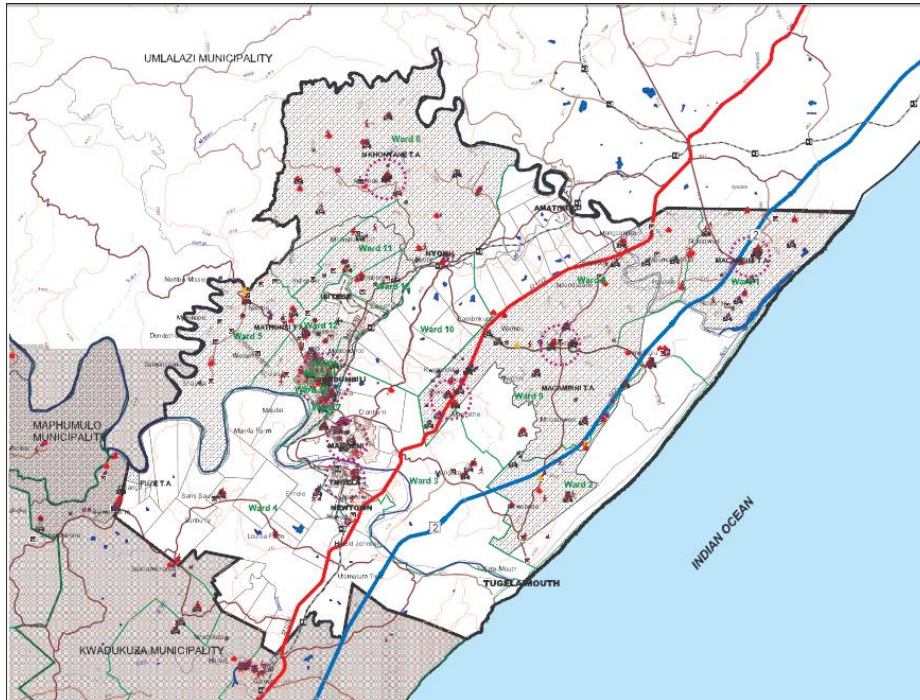
	alternative option of forwarding waste			
Waste Disposal	<ul style="list-style-type: none"> • Enter into formal agreements with a landfill site owner to secure airspace 	High	Short to Long	Complete
Education and awareness	<ul style="list-style-type: none"> • Include an education and awareness programme as part of the scope of work for the appointed refuse collection and disposal contractor • Engage with private service provider in order to compile an awareness programme that extends to communities that do not receive refuse removal services from the Mandeni Municipality • Support, promote and make use of government and private training and awareness initiatives, where appropriate • Initiate programme 	High	Short	ongoing
Tariff structure and consumer database update	<ul style="list-style-type: none"> • Revise and maintain consumer database • Examine tariff structure for applicability of tariffs • Make use of tariff model to examine scenarios • Set new tariffs 	High	Short	Complete
Tariffs	<ul style="list-style-type: none"> • Examine existing tariff structure for content 	Moderate	Immediate	Complete

	<ul style="list-style-type: none"> • Revise tariffs 		e	te
Recycling and Re-use Initiatives	<ul style="list-style-type: none"> • Include a target for recovery of recyclable waste in waste collection service contracts for the contractors appointed by the Mandeni Municipality • Include urban garden waste collection services in the general refuse collection service contract • Consider uses for garden waste • Engage with private recyclers to discuss potential and private strategy possibilities and limitations • Facilitate recycling initiatives • Investigate ways of removing garden waste from waste stream 	Low	Short	ongoing

B8. Social Services Realities

A lack of social services facilities or even a breakdown in the appropriate maintenance of such infrastructure and facilities are indicative of high levels of under-development, poverty and disempowerment specifically in rural areas. These services are essential for the socio-economic functioning of any community.

As far as the provision of social services and facilities are concerned there are great disparities and imbalances between the rural/traditional areas and the urban areas/economic core of the Municipality. Services and facilities are relatively adequate in the Sundumbili, Mandeni and Tugela areas, whereas the Tribal areas indicate severe inadequacies in this regards and communities often have to travel vast distances to access social services and facilities.

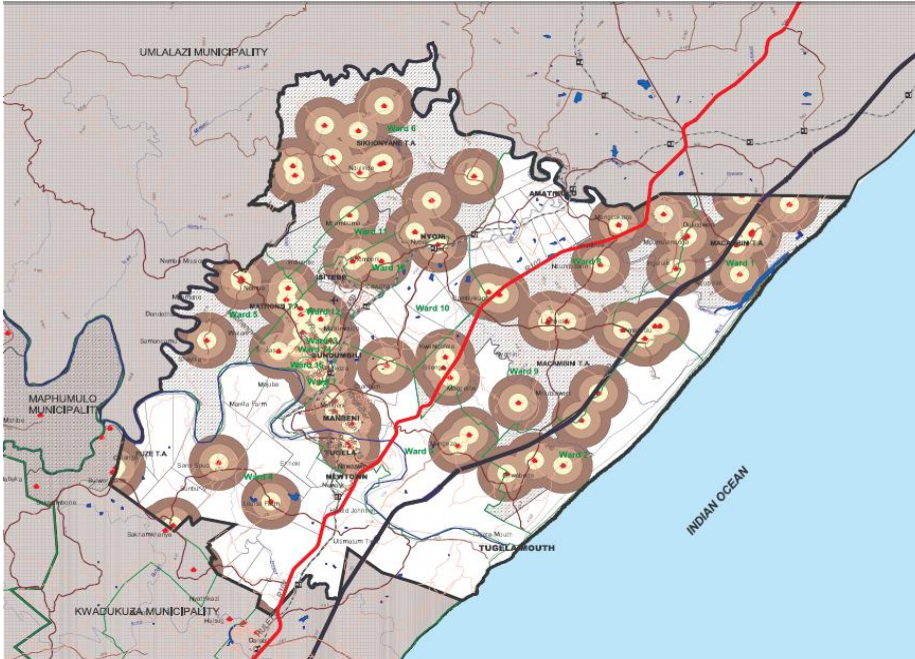


Although progress has been made in the development of a variety of community facilities across the Municipal area, backlogs are still very high. Funding constraints are experienced with regard to the development of Multi-purpose Community Centres to the three Tribal Authorities and for the ongoing operation and maintenance of community facilities in general.

EDUCATIONAL SERVICES

A number of education facilities are available in the municipality this include an FET college. The provision

and operation of schools is the responsibility of the Department of Education and Training.



With regard to school based education it is suggested that the number and location of facilities are not the key issues that need to be addressed in further planning and development. Rather, the focus should be on a number of issues that impact on the quality of education and future planning for education, i.e.:

- **Administrative Regions of the Department of Education:** The DOE has administrative regions that bear no resemblance to the boundaries of the Local Municipality. This complicates the coordination of planning and development related to school based education. The Department's most recent assessment of the provision of school facilities to the District does not identify a shortage of classrooms in the rural areas.
- **Quality of education facilities:** The primary problems are the condition of class rooms and the lack of utility services linked to these classrooms. Limited funding is available for the maintenance of facilities and in the rural areas specifically, the quality of

classrooms is not conducive to achieving appropriate education levels.

- **Quality of educators:** Due to the lack of appropriate housing, access and facilities it is difficult to attract teachers to the rural areas. Approaches need to be developed through the IDP process to provide appropriate housing and facilities for teachers and other civil servants working in lower order centres. This will also contribute towards ensuring that money earned within the already poor rural areas is not spent only in the urban and larger centres.
- **Range of relevant subjects offered:** The ability of current curricula offered at schools to equip the youth to enter the job market is often questioned. Through the IDP process emphasis should be placed on ensuring that the range of subjects offered at schools is in line with the general economic development strategies of the Municipality, e.g. should agriculture and tourism be viewed as growth sectors in the economy, the DOE should consider approaches to introducing related subjects at schools. Entrepreneurial development and access to information technology are seen as essential for ensuring the future integration of the economy of the Local Municipality & District into the global economy.
- **Range of extra-mural activities:** Schools, specifically in the rural areas, do not have access to appropriate facilities and expertise to offer a wide range of sport and recreation opportunities to the youth of the area. To provide access to such facilities and expertise greater levels of coordination will be required, specifically in relation to the provision of sport facilities and community halls, i.e. these facilities must not only be utilised by the broader community, but should also be available to the schools in the area.

HEALTH SERVICES

The Ilembe family of municipalities including Mandeni falls within the Durban Planning Region of the Department of Health. This region comprises four Health Districts; two of which cover the Ilembe area, i.e. Ndwedwe Health District and Lower Tugela Health District. The health care strategy is hospital-centred for each Health District and these hospitals assume responsibility for the outlying clinics within that Health District from a financial, personnel, referral and support point of view. Mobile clinics augment this health care system and also fall under the auspices of the hospitals.

Hospitals are located in Stanger and existing clinics and mobile clinic stops are associated with local service nodes. The Stanger hospital serves a relatively large Health District servicing the Mandeni Municipality, this implies long travel distances for the people. In some instance the Catherine Booth which falls within uMlalazi Municipality is generally accessed by the local community, it can be generally recorded that the is well serviced in terms of the provision of health services.

It can be reported that the investigation reflects that there is decline in the annual growth rate of a population segment that are HIV positive within Mandeni and TB seems to be prevalent.

Table B9.1: HIV Prevalence:

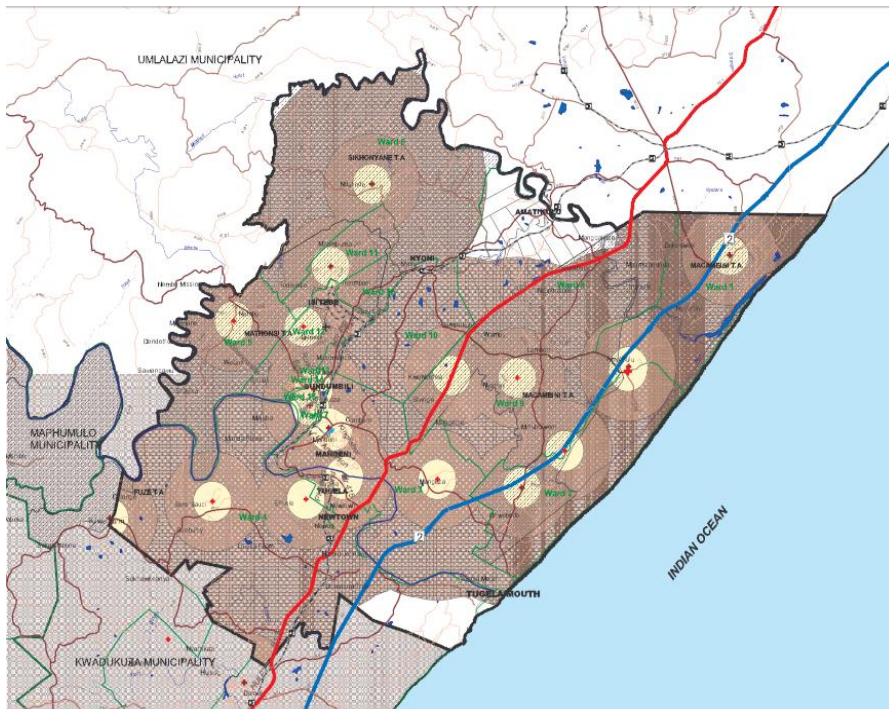
<i>Population Segment Positive (%)</i>	<i>Average Annual Growth in HIV Positive Segment- 1996-2004</i>
16.5	12.3

The following shows the health care facilities within the Municipal area and their hours of operation:

- Sundumbili District Hospital: Planned to be in place by 2014

• Dokodweni Clinic:	12 hour 7day service
• Macambini Clinic:	12 hour 7 day service
• Ohwebede Clinic:	8 hour 7 day service
• Ndulinde Clinic:	12 hour 7 day service
• Hlomendlini Clinic:	12hour 7 day service
• Mandeni Clinic:	8 hour 5 day service
• Isithebe Clinic:	24 hour service
• Nqofela CHC:	24 hour service
• Sundumbili Gateway:	24 hour service
• Nembe Clinic:	12 hour 7 day service
• Tugela Clinic:	8 hours 5 days service

The map below illustrate the spatial position of the health service facilities



WELFARE FACILITIES

The Department of Welfare is responsible for the provision welfare services. The Mandeni Municipality for a very long time due alignment matters has been falling

under Ulundi region, however recent interventions have ensured that the Municipality is realigned to Durban region where all the family of the Municipalities within ILembe are. Currently social welfare does have fully flagged office readily equipped to service the local community. There is only a services centre which has limited human resource and cannot cope with the current demands.

This implies that the local communities especially the elders are subjected to standing in long queues for services and in some instances people will spend the whole day without even being attended to. It can be reported that the Municipality has engaged the Department of Social Welfare in serious talks and Department intends developing offices in the Municipal area. As the interim solution the Municipality intends to provide the Department with the office space within the Sundumbili Multipurpose centre. There is a general concern raised by the local community regarding the pension payout points and the provision of shelter in these points. To fulfil its responsibilities three basic programmes have been developed and are operating at present, i.e.:

- **Social Security Programme:** The main component of the Social Security Programme is the distribution of social pensions which comprise 91% of the overall welfare budget. A number of pensions are included in this programme, most notably old age pensions, child support grants and disability grants. A key issue impacting on planning and development is the general dissatisfaction of pensioners regarding access to pension payment points, both in terms of location and number.
- **Social Welfare Services:** The Social Welfare Services Programme is aimed at directly addressing social support needs at an individual, group or community level. Social workers assist individuals and groups to address a variety of problems and situations, the focus being on the youth, elderly, victims of crime,

people with disabilities, substance abuse, special needs such as HIV/AIDS, and women. Access to these services and programmes seemed to be limited and not well coordinated.

- **Social Development Programme:** The Social Development Programme is essentially a capital development programme aimed at the implementation of projects focused on poverty alleviation, employment and social integration. Problems raised in respect of this Programme relate to the duplication of activities between the Department of Welfare, the District Municipality, the Department of Agriculture, the Department of Economic Development and Tourism and others. There is a call for the greater coordination of activities and coordination of funding allocations between the various departments and institutions.

SAFETY AND SECURITY

The existing police stations Sundumbili and Nyoni have large areas to service and access to remote areas is arduous. Remote rural and traditional areas of the three Tribal Authorities are particularly difficult to service in this regard. The SAPS indicate they would provide police services to these areas from satellite stations in the appropriate localities. From these satellites they would facilitate community policing efforts in the area to build security. They would train and recruit community police reservists of different designations i.e. active reservists who would undertake a determined number of hours service per month on a regular basis or reservists who would be called upon in times of need.

SPORT AND RECREATION

The Department of Sport and Recreation for the KZN Government has a clear vision, mission and goals in place in the Sports and Recreation Policy for the province. The mission of the Department is to "promote sport and recreation and ensure mass participation and delivery in

the province with a view to enhancing community life through sport and play". In terms of this mission the goals of the department include:

- To promote participation in sport and recreation.
- To ensure that sport is placed in the forefront of efforts to enhance economic development and reduce levels of crime and disease.
- To ensure gender equity in sport and recreation activities.
- To ensure redress in the provision of sport and recreation facilities.
- To promote indigenous or traditional sport and games.

To give meaning to this meaning this vision the Municipality has identified a need for the provision of sport and recreational facilities in various areas within the Municipality. The Municipality has identified and prioritized areas that require these facilities as part of the previous IDP. It can be recorded that minimal progress has been made; the Department has thus far funded the construction of two sport facilities and one recreational facility. However the backlogs are prevalent with at least 60% of the community not having access to sport and recreation facilities.

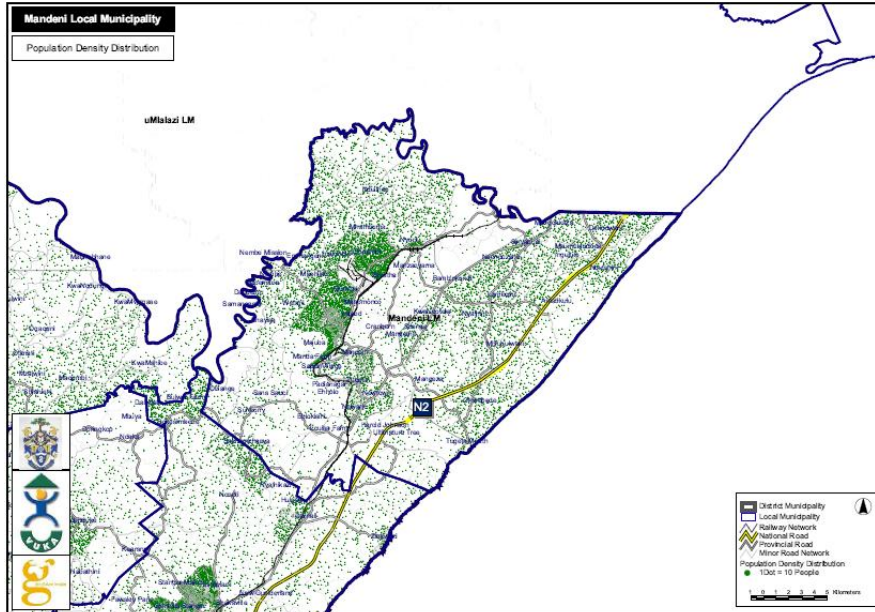
CEMETERIES

The 2002 IDP recorded that the situation where there are very limited burial sites available should be rectified soon with the provision of adequate facilities to cater for the requirements of the communities. It should be noted that little progress has been achieved with regard to this issue. Planning for a regional cemetery site has been ongoing for a number of years. Various potential sites had been identified but the investigation was put on hold by the Municipality. Various informal cemetery

sites exist, but these sites do not conform to present legislation. The District Municipality is conducting investigation to establish an overview problems and issue with cemeteries and crematoria.

B9. Housing Realities

The 2002 IDP identified a need for the establishment of a functional housing unit within the Municipality. The Department of Housing has been approached to assist in a capacity building programme to have a well structured and capacitated housing component at Municipal level with all the resources required such as IT, human and financial resources to undertake effective and efficient housing delivery and ensure that consumers are well educated with regard to the process. The Department of Housing has capacitated officials responsible for this component. They promised to deliver a computer with the necessary software before end of May 2007. The Mandeni Municipality has also received a grant funding for the preparation of the Housing Plan, the plan has been finalised however the plan only focuses in the low income category. This is considered as shortfall as the Municipality due to the fact that during public participation the local community indicated need for the provision of affordable housing. The Municipality has eight out nine housing projects approved for phase 1 with the only one remaining (Thorny Park) awaiting the signing of the land acquisition agreements. The table below indicates the population densities within the Municipality, it is imperative to note that from planning point of view areas of high population density should be prioritised for development. This planning principle should be applied when making decision in terms of delivery of houses in the Municipal area. This planning principle read in conjunction with the Municipal SDF



Summary of Housing Census: Statistics SA Data

Typology	Total Households
Formal	13,627
Traditional	9,762
Backyard	1,917
Other	84
Institution	2,062
Informal	3,562

Source: Stats SA Community Household Survey 2007 **Table 1:**
Data as confirmed by Mandeni Municipality

Ward No .	Common Name	Backlog
52901001	Dokodweni	1,393
52901002	Wangu	1,088
52901003	Mandini	853
52901004	Hlomendlini	2,617
52901005	Inembe	819
52901006	Ndulindle	1,493
52901007	Manda Farms	1,407
52901008	Mangete	701
52901009	Macabini	1,156
52901010	Inyoni	1,680
52901011	Isithebe	1,947
52901012	Mathonsi	1,900
52901013	Redhill	400
52901014	Chappies B	660
52901015	Chappies A	206
52901016	VusiMuzi	571
TOTAL		18,891

Source: Mandeni Municipality 2008

Proposed Housing Interventions

The following summarised list of projects is compiled in order to ensure acceptable, sustainable service delivery.

Summary of Housing Projects

Project Name	Type	HHs	Total Value
Hlomendlini	IndivSubs	2617	R 113,568,849.06
Macambini	RuralSubs	2481	R 107,673,456.15
KwaMathonsi	RuralSubs	819	R 35,561,010.05
Sikhonyane	RuralSubs	1493	R

			64,802,158.89
Masomonce/Manda	RuralSubs	1407	R 61,076,270.57
Kwamathonsi	RuralSubs	3166	R 137,386,236.43
Inyoni Slums	IndivSubs	1680	R 72,914,219.54
Thorny Park	IndivSubs	853	R 37,023,067.49
Macambini Ph2	RuralSubs	701	R 30,420,227.43
Macambini Ph3	RuralSubs	3104	R 134,697,937.26
Vusimuzi	RuralSubs	571	R 24,760,650.23
Total		18 891	R 819,884,083.12

Source: Mandeni Municipality 2008

The above values are calculated at a standard subsidy of R 43 400-00 per unit.

The required cash flow to address the estimated housing needs is presented in the following table.

Estimated Cash Flow for Housing Interventions

Year	Required Budget	Units @ R43 400 each
2009	R 310,920,000.00	7164
2010	R 297,100,000.00	6846
2011	R 87,730,000.00	2021
2012	R 41,250,000.00	950
2013	R 41,250,000.00	950
2014	R 41,250,000.00	950
2015	R 120,000.00	3
Total	R	18 885

819,620,000.00

Source: Mandeni Municipality 2008

Interpretation of Housing Sector Information

From the above datasets it is evident that the current housing backlog of approximately 18 885 units cannot be eradicated by 2015, in line with national goals. Given the capacity constraints discussed later on in this document as well as the resulting annual targets of more than 7000 units per year in the short term, the expectation to deliver 18 800 housing units over the next seven years is not achievable.

It is anticipated that these targets will be investigated in more detail during the next review of the Mandeni Municipal Housing Plan in order to determine more achievable targets and/or sufficient capacity and resource allocation.

Table hereunder provides a summary of the progress made on housing projects:

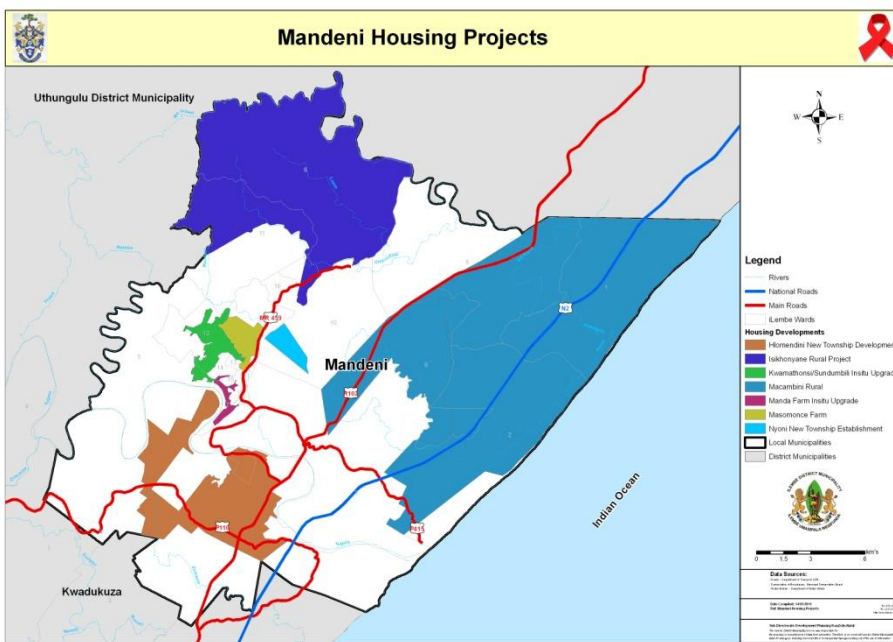
<i>Project Name</i>	<i>Status</i>	<i>Location</i>	<i>Approx. No. of Units</i>	<i>Target Groups/Beneficiaries</i>
Hlomendlini	Housing approved 1909 Houses completed to date 1878	Ward 4	1909 units (Phase 1 = 1000 units and Phase 2 = 909 units)	Low income communities
Thorny park	Issue of land not yet finalised. Approach to change to BNG pilot project but engaging	Tugela/Highview park ward 4	2900 units	Low income communities exploring possibilities of the Integrated

<i>Project Name</i>	<i>Status</i>	<i>Location</i>	<i>Approx. No. of Units</i>	<i>Target Groups/Beneficiaries</i>
	other role players DLA is in a position to acquire land			Human Settlement
Nyoni	Approved for Tranche 1 funding and the tripartite agreement has been signed by all parties. MEC has approved Tranche 2 funding (roads and services)	Within the Municipality at Isithebe next to Isithebe Industrial area Ward 10	2741 units	Slums clearance; low income; middle income and those in income bracket above DOH subsidy
Masomonce	556 Subsidies signed up, application approved for tranche 2 tripartite agreement signed	Masomonce (ward 10 & 12)	500	Low cost
Mandafarm	450 signed up project to be converted to PLS type which will include proper planning, site and	Ward 7	500	Low cost

<i>Project Name</i>	<i>Status</i>	<i>Location</i>	<i>Approx. No. of Units</i>	<i>Target Groups/ Beneficiaries</i>
	service			
KwaMathonsi rural	Subsidy approved 961 961 houses complete 939 VIP	Ward 05	1000 units approved	Rural scheme
Macambi ni	900 houses completed	Ward 9 and 8 Phase 1	4000 units planned 1000 units approved for phase 1	Rural scheme
KwaMathonsi/ Sundumbili	996 complete 500 VIP	Ward 12	2000 units planned but 1000 units approved for Phase 1	Rural and infill scheme
Isikhonyana	Tranche 2 approved construction of houses to start after the signing of the tripartite agreement.	Isikhonyana Tribal area (ward 11 and 06)	1000 units approved for Phase 1	Rural scheme
Isithebe housing	Approved for preparatory funding to undertake feasibility studies and	Ward 11 & 16	3000 units planned	Rural Housing

<i>Project Name</i>	<i>Status</i>	<i>Location</i>	<i>Approx. No. of Units</i>	<i>Target Groups/ Beneficiaries</i>
	appointment of implementing agent			

Map below indicates the location of housing projects in the Mandeni Municipal area



B10. Institutional Realities

ORGANISATIONAL STRUCTURE

The current structure of the Mandeni Municipality is reflected in the diagrams attached as **ADDENDUM L1**. This structure put in place is considered to be appropriate for the developmental local government mandate assigned to the Municipality in terms of the Municipal Structures Act, 1998. The Mandeni Municipality is responsible for the attached powers and functions:

MUNICIPAL POWERS AND FUNCTIONS

In terms of the Municipal Demarcation Board the powers and functions listed below have been assigned to Mandeni Municipality.

- Building Regulations
- Child Care Facilities
- Electricity Reticulation
- Fire Fighting
- Local Tourism
- Municipal Planning
- Storm water
- Trading Regulations
- Billboards and the Display of Advertisements in Public Places
- Cemeteries, Funeral Parlours and Crematoria
- Cleansing
- Control of Public Nuisance
- Control of Undertakings that sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sports facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Pounds

- Public Places

There are no agreements in places or delegated powers where the District performs functions or the Local Municipality. With this in mind the Municipality's organisational structure provides for five Directorates that are managed by the Municipal Manager. The Mandeni Municipality employ 165 staff members and the five Directorates are:

OFFICE OF THE MUNICIPAL MANAGER

There are four section 57 employees who report directly to the office of the Municipal Manager as well as the IDP Manager. It can be recorded that the IDP is driven from the Municipal Manager's office however the same official is responsible for Development Planning & Spatial Planning (Town Planning), this poses a capacity challenge when considering that the IDP is prepared in-house. The two functions are interrelated but separate and both of them require attention which is not possible currently. However the roll out of the Ilembe family of Municipality Development Planning will assist the Mandeni Municipality. The implementation will mean there is enough capacity to be shared between Ilembe & Maphumulo.

CORPORATE SERVICES

The Department of Corporate Services is headed by the Director: Corporate Services who is a section 57 employee according to the Municipal Systems Act of 2000. The Corporate wing is mainly responsible for the following:

- Human Resource Management;
- General Administration; and
- Information Technology unit.
- Committees Unit.

The corporate services wing is fully capacitated and it can be recorded that it is a better position to respond

to the current challenges faced by the Municipality as outlined in the IDP.

DEPARTMENT OF TECHNICAL SERVICES

Technical Services is primarily responsible for the maintenance, upgrade and provision of new municipal infrastructure assets and service delivery. It consists of the following divisions, viz.:

- Technical Administration and Projects
- Building Control
- Roads and Storm Water Repairs and Maintenance
- Solid Waste Management
- Parks, Verges and Open Spaces Maintenance
- Municipal Buildings Repairs and Maintenance
- Electricity Distribution
- Mechanical Plant, Vehicle Fleet and Workshop

DEPARTMENT OF COMMUNITY SERVICES

The Community Services Department is primarily responsible for the social and wellbeing of the community, it consist of the following sections:

- ✓ Social Services
- ✓ Library Services
- ✓ Parks & Community Facilities
- ✓ Community Development
- ✓ Health Services
- ✓ Traffic and technical
- ✓ Licencing/learners
- ✓ Fire /disaster management
- ✓ Security

ECONOMIC DEVELOPMENT & PLANNING

As part of the reviewed organogram a new Economic Development & Planning Department has been established. This new strategic business is constituted of four divisions:

- ✓ Strategic Planning
- ✓ Spatial Planning
- ✓ Local Economic Development &
- ✓ Human Settlement

INSTITUTIONAL DEVELOPMENT

The Mandeni Municipality has relatively well established organisational structures and systems in place. Most Senior Management positions area filled with the exception of the LED Manager however this position is budgeted fro and will be filled in this financial year 2009/10. Manager Civil Engineering, Manager Electrical Engineering and Director Community Safety Services positions are frozen for this financial year 10/11. The Municipal has five Section 57 positions, three of which are currently filled Director Technical Services, Director Corporate Services, Chief Financial Officer and Director Community services. Out the five positions three of them are filled, these are Section 57 employees who are required to sign performance contracts. It can be recorded that the all sections 57 employees have a five contracts runs up to September 2011. The Mandeni Municipality strongly needed ongoing institutional support around issues of infrastructure planning; project management and financial management are required within the Municipality. It is within this regard that a position of the Manager Technical Services was upgraded to Director Position in order to attract & return people with good skills and qualified engineer. This has been deemed as necessary move to ensure that the Municipality excels in Infrastructure Development.

Organisational Structuring

The review and restructuring of the organisation has been identified as one of the main priorities in this review 2009/10, it clear that the existing organisational set up and capacity will not be able to achieve the Municipal IDP objectives. The Municipality embarked on a process of organisational restructuring or re-orientation within the constraints of the existing staff. The Mandeni Municipality is fully aware that for planning to result in effective implementation, it is necessary to have a relevant organisational structuring and the IDP is provided a base for re-orientation. Accordingly the reviewed organisational structure was adopted by Council in November 2009. The highlights of the reviewed organogram were the establishment of the new Economic Development & Planning. This new strategic business is constituted of four divisions:

- ✓ Strategic Planning
- ✓ Spatial Planning
- ✓ Local Economic Development &
- ✓ Human Settlement

This strategic business unit is considered to be key unlock the economic potential and opportunities presented by our strategic location in the provincial number 1 corridor Ethekwini & Mhlathuze. The organisational review took full contemplation of the Development Planning Shared services process that is currently being rolled. It can be put on record that the approved organisational structure is well aligned to the core business of the Municipality and is affordable as the Municipal salary bill constitute less than 35% of the total budget.

WORK PLACE SKILLS DEVELOPMENT FRAWORK PLAN

It is further acknowledged that Workplace Skills Development Framework Plan is also important in giving a framework for internal resources the organisation. It can

therefore be recorded that the Municipality has according prepared and submitted the Skill Development Plan to the relevant authority.

TRAINING & DEVELOPMENT

KEY CORPORATE SERVICES POLICIES

POLICY	DEPARTMENT	STATUS	DATE APPROVED
Recruitment and Selection Policy	Corporate Services	Approved	30/08/07
Retention Policy	Corporate Service	Approved	
Organisational Performance Management System	Corporate Services	Approved	

GOVERNANCE

Mandeni Municipality has successfully prepared and reviewed the IDP and PMS over the past 5 years. The implementation of the individual PMS is still in the process and will be implemented in the 07/08 financial year. There has, however, been a fair advancement in the organizational performance PMS. The Municipality has been proactive in the update of its SDF and newly established a Planners forum at the district level is used a platform to ensure coordination and as a forum for discussion between the District and the Local Municipalities.

PORTFOLIO COMMITTEES

The current committee structure comprises five Portfolio Committees with the chairman of each committee being appointed by EXCO. These Portfolio Committees focus on the following issues:

<u>Portfolio Committee</u>	<u>Key Areas of Focus</u>
Infrastructure and Technical	<ul style="list-style-type: none"> • Supply of Electricity • Domestic waste-water and sewage disposal systems • Municipal Fleet Management • Municipal Buildings • Municipal public works relating to municipal functions • Municipal Roads forming part of the road transport system • Potable water supply systems • Regulation of passenger transport services • Solid Waste Disposal Sites serving more than one Local Municipality in the District
Local Public Administration and Human Relation	<ul style="list-style-type: none"> • Human Resource Development • Labour Relations • Local Public Administration
Finance	<ul style="list-style-type: none"> • Audit • Budget Monitoring • Credit Control Monitoring • Expenditure Monitoring • Imposition and collection of rates and duties related to the functions of the Municipality • Income Monitoring • Indigent Support Programme Monitoring • Financial Performance Management • Performance Management Audit

<u>Portfolio Committee</u>	<u>Key Areas of Focus</u>
	<ul style="list-style-type: none"> • Receipt, monitoring usage of grants made • Supply Chain Management Policy oversight
Economic Development Planning Community Development and Housing	<ul style="list-style-type: none"> • Integrated Development Planning • Promotion of a safe and healthy environment, including conservation and environmental planning • Promotion of local tourism • Promotion of social and economic development, including agriculture, industrial development, job creation social empowerment, town planning, cultural upliftment and poverty alleviation • Sport and Recreation
Amenities, Safety and Security	<ul style="list-style-type: none"> • Cemeteries and crematoria serving the area of a major proportion of municipalities in the Municipal area • Disaster Management • Fire fighting services • Municipal Health Services

B11. Financial Realities

The Mandeni Municipality is dependent on grant funding and the equitable share, about 50% of income is from the government grant funding and equitable share. The iLembe District Municipality contributes a total of R117 250 000.00 towards capital investment in the Mandeni

Municipality. Other source of income for the Municipality includes rates collection for the services rendered in terms of refuse removal and electricity. It can be reported that the Municipality is having difficulties in collecting debts hence it doesn't have enough revenue for it to stand on its own in terms of providing services to the local community. This has resulted in the Municipality having from time to time, to request bridging finance from the bank in order that the municipality may continue providing services

The community has a culture of non-payment, many home owners are unemployment, poor local economic development opportunities, deceased estates children inheriting properties and such properties not transferred, and properties which have been sold and the transaction not being registered are major contributing factors to this effect. The Municipality conducted a data cleansing program which highlighted the above mentioned problems The Municipality has come up with a strategic plan to assist in encouraging communities to honour their debts and pay for the services. The strategic plan also aims to educate local communities the importance of paying for the services. Another challenge is the fact that a large number of households within the Municipal area have been declared as indigent in terms of the Municipal Indigent Policy. It should be recorded that the that the Municipality has bulk of the arrears that go as far as back as 1996 and in many cases the penalty interest is almost as high as the capital balance outstanding. The Municipality has put in a lot off effort to engage and encourage communities to pay their arrears, however very minimal progress has been made as the municipal area is also faced with high unemployment and many people are indigent. The Mandeni Municipality acknowledges the need to further develop and implement comprehensive strategies for maximising the income of the Council. Amongst other strategies a Financial Plan is being developed, the plan provides inter alia, a summary of the capital and operational budget, revenue raising strategies, financial management strategies, debt management policy and

recovery strategies and capital financing strategies. The following systems procedures and policies have been developed thus far:

KEY FINANCIAL POLICIES

✓ **ASSET MANAGEMENT POLICY**

The municipal assets are well managed with all assets being recorded in the Asset Register. An Asset Management Policy needs has be developed adopted by Council, the purpose of the policy to set out a strategy for the maintenance of all assets.

✓ **CREDIT CONTROL POLICY**

The credit control policy has been developed together with relevant work procedure manuals it provides a direction in areas of credit control collection of amounts billed to customers, procedures for debt recovery/ arrear accounts.

✓ **TARRIF POLICY**

The Municipality has prepared and adopted the tariff policy its primary objective is to ensure that a uniform tariff is applied to the Municipal area of jurisdiction.

✓ **DEBT COLLECTION STRATEGY**

At the end of 2008 Mandeni Municipality had a total of R66 486 201.00 debt outstanding of which R3 107 959.00 is considered irrecoverable. This is 46.7% and this debt is further dealt with in terms of the Municipality's Indigent Policy. A Debt Collection system has been put in place to assist the debt collection department to collect the outstanding debt. The strategy is being implementation, public awareness meeting has been held to address the issues around the non-payment of rates and services.

✓ **INDIGENT POLICY**

An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy. Most Indigent households have been identified. The indigent policy is reviewed data list is reviewed on quarterly basis. The municipality submits all the required

returns to National and Provincial treasury on a monthly and/or quarterly basis. The municipality reports to Council monthly.

✓ **Investment Policy**

The Municipality has prepared and adopted investment policy its primary purpose is to gain the highest possible return without necessary risk, during periods when excess funds are not being used.

✓ **SUPPLY CHAIN MANAGEMENT POLICY**

The Municipality has developed the supply chain management policy which guides the procurement of all goods and service in transparent, competitive and cost effective manner.

AUDITOR GENERAL'S REPORTS

The Audit report for 2007/2008 has been received and there are some issues which require to be addressed. The municipality has received an unqualified audit opinion for the two consecutive 2007/08 & 2008/09 financial. However ongoing concerns are continuously raised regarding the slow-pace revenue collection especial outstanding debts.

ANUAL FINANCIAL STATEMENTS

The annual financial statements has been tabled before the oversight committee and submitted to National Treasury in within the statutory time.

Audit committee

The Municipality has an Audit committee in operation in accordance with approved written terms of reference. The audit committee fulfils its responsibilities as set out in section 166(2) of the MFMA

B12. Broad Based Community Needs

The most critical features of the ingredient of the IDP as a development tool/ vehicle are the extent to which it embraced the provisions of the Municipal Systems Act 2000 regarding community participation. Section 16 of the Act requires that a culture of community participation be developed and Section 17 of the Act talks about mechanisms, processes and procedures for community participation.

The Mandeni Municipality is confident that the public participation has been the cornerstone of the preparation of the 2007-2012 IDP. The preparation of the 2002 IDP the Municipality formulated a number of community based structures, mechanism, process and procedures which are used to encourage public participation in matters of local Government.

Participation and consultation took place at different levels, the initial focus was to capacitate the local community about the concept of IDP and their role in the preparation, rather than being exclusively applied for assessment of services and prioritisation of needs or problems in preparation of the IDP.

The following are specific issues identified by the community:

- The upgrade of the road to Dokodweni beach off the N2 to the black top.
- The maintenance of the storm water drainage to control sheet flow and road erosion.
- The use of MIG funding and other grant as means of job creation, labour-intensive community based road maintenance programs.
- There is a need for community facilities such as the library, Sports fields, Crèche halls and Clinic to cater for the rural communities.
- There is a need for Deepings Tanks.

-
- There is a need for additional Pension payout points within wards.
 - There is a need for the provision of water to pension pay out points and shelter where possible.
 - There is need for community training centre in the area.
 - There is a need for the AIDS awareness campaigns to educate people about AIDS.
 - There is a need for the orphanages, care givers and hospices.
 - The establishment of effective Community Policing Forums and provision of training thereof.
 - The provision of rural housing projects.
 - Optimization of the tourism potential presented by the coast.
 - Agricultural projects for emerging black farmers who intend to practice commercial farming.
 - Fencing of Community Gardens.
 - Community based programs for removal of alien plants and vegetation.
 - Facilitation of the training of life guards to mentor beach.
 - Maintenance and upgrading of Matikulu Nature Reserve.
 - Facilitation of public access to the beach.

In summary, the key priority issues identified are:

- **Roads:** Most of the wards, especially those that have gravel roads were much concerned about the state of Gravel roads & Access roads. There is a dire need for the maintenance and upgrade of the entire existing road infrastructure throughout the municipal area.
- **Electricity:** Most of the wards do not have access to electricity especially the rural community. There is a need to provide electricity supply to all areas that are not already not covered

- **Water:** The issue of the lack of portable water was raised and identified as the pressing need, in most instances the water schemes are not functioning. There is a need for the provision of water standpipes to the local community who do not have access to water.
- **LED:** A significant number of wards indicated that there is pressing need for the LED projects focusing in Job creation, Poverty Alleviation, Promotion of SMMEs and Cooperatives.
- **Social Services:** Most of the wards raised concerns with the lack of community facilities such as Housing, Sport & recreation, Welfare, Facilities, Cemeteries and Health Facilities. Youth & Woman empowerment was also raised as the central feature of the Municipal Development and service delivery.
-

B13. IDP SWOT Analysis

STRENGTHS

- Mandeni is the only coastal municipality that maintains its rustic and naturally aesthetic environment.
- The Municipality area has an international fibre optic cable which presents a world of opportunity that is waiting to unblocked.
- The proximity to the proposed Dube Trade Port and King Shaka International Airport has important implications for the future development of manufacturing, agriculture and tourism in Mandeni. New markets will be opened up accessed
- Strategic location of Mandeni Municipality mid-way between the two major economic power houses in the KZN Province, i.e. Durban and Richards Bay present opportunities for expansion of Industrial Area, Tourism Development and Commercial/Property development.

-
- The transport infrastructure linkages N2 and railway lines present a good opportunity for investment.
 - Isithebe Industrial estate is the important centre for manufacturing in the province as Richards bay and Durban are almost reaching saturating point.
 - The Municipal area has high potential agricultural land.
 - The Municipality enjoys good climate favourable for tourism.
 - The Municipality has rich natural resources Tugela River, Nyoni River, Matikulu River, Matikulu Nature Resave, Ingwenya Nature reserve.
 - The area has a rich cultural history linked to Zululand.

WEAKNESSES

- The area is characterized by high unemployment rates with the number of people being employed between and 2005 having decreased.
- Tourism potential is underdeveloped.
- Little or retail competition, Retail sector.
- Traditional Authority areas are underutilized.
- Economic leakage due to employees living outside the area.
- Limited number of people with technical skills.
- High HIV/AIDS incidence starting to manifest in the workplace.

Summary of Backlogs

Mandeni has backlogs in housing, water and sanitation. These are being addressed on a continues basis within the context of the Mandeni IDP and capital investment programmes linked to this and the iLembe District IDP.

The implementation of IDP projects is aimed at reducing current backlogs and the following water and sanitation backlogs apply to the Mandeni Municipal area:

B14. SUMMARY OF THE BACKLOGS

Statistics on current electricity and solid waste removal backlogs and addressing these backlogs are as follows:

- Number of households with basic level of solid waste removal is 14,1%, i.e. a backlog of 86%.
- Number of households without electricity (backlog) is 34.7% (as per iLembe DM Energy Master Plan)

Housing backlogs at this point in time has not been calculated but is estimated to be in the region of 19 000 units, i.e. a backlog of close to 58%.

The following table presents the first order consolidated Municipal budget figures for addressing backlogs, refurbishments and necessary bulk capacities to meet the Division of Revenue Act 2008.

The total capital budgets per service are shown in the table below.

Year	Housing (R'mil)	Roads (R'mil)	Electricity (R'mil)	Total (R'mil)
2007/2008	R 67,500,000	R 199,000	R 1,872,000	R 69,571,000
2008/2009	R 19,405,420	R 14,511,978	R 460,000	R 34,377,398
2009/2010	R 31,329,060	R 24,483,513	R 270,000	R 56,082,573

2010/2011	R 13,561,060	R 27,877,417	R 0	R 41,438,477
2011/2012				

The table that follows gives an indication of impact and progress made in addressing these backlogs:

Municipality	Financial Year (2006/2007)	Financial Year (2007/2008)	Expenditure	Beneficiation / Impact	
				Houses / Structures	Jobs Created
iLembe	137 178 049	100 004 800	73%	-	2 026
KwaDukuza	196 825 304	122 872 221	55%	-	
Mandeni	133 575 735	86 801 110	62%	751	160
Ndwedwe	23 379 996	14 593 786	35%	-	191
Maphumulo	-	16 508 160	28%	4 000	1 940
TOTAL	490 959 084	340 780 077		4 751	4 317

B15. Conclusion on IDP Challenges

The main challenges for the Municipality as per the situational analysis in this IDP relate to lack and or poor infrastructure services i.e. Water, Electricity, Roads, socio economic spatial and housing issues as well as the issues around social facilities and services. The following is the summary of key priority issues identified

- **Roads:** Most of the wards, especially those that have gravel roads were concerned about the state of gravel

roads and access roads. There is a dire need for maintenance and upgrade of the entire existing road infrastructure throughout the municipal area.

- **Electricity:** Most of the wards do not have access to electricity especially the rural community. There is a need to provide electricity supply to all areas that are not already covered.
- **Water:** The lack of portable water was raised and identified as a pressing need as in most instances the water schemes are not functioning. There is a need for the provision of water standpipes to the local community who do not have access to water.
- **LED:** A significant number of wards indicated that there is pressing need for LED projects focusing on job creation, poverty alleviation, promotion of SMMEs and co-operatives.
- **Social Services:** Most of the wards raised concerns with regard to the lack of community facilities such as housing, sport and recreation, welfare, cemeteries and health. Youth and woman empowerment was also raised as a central feature of municipal development and service delivery.
- **Housing Development:** The Municipality is faced with serious demands for a variety of housing development ranging from low income/ PHP Subsidy, middle income/ social housing and high income.

SECTION C: THE IDP DEVELOPMENT STRATEGIES

C1. Position Statement

- **Mandeni Municipality's character and personality:** an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination it needs to make a visual and aesthetic.
- **Mandeni Municipality's comparative advantage:** Mandeni Municipality is strategically located between two of Africa's largest trade ports, i.e. Durban and Richards Bay with the N2 eThekweni-iLembe-uThungulu Corridor,

also referred to as a Multi-sectoral Service Corridor, passing through its economic core. This advantage is further strengthened by the proposed Dube Trade Port development on southern boundary of the District Municipality. The Mandeni Municipality has competitive advantaged as it presents the untouched natural resources, biodiversity species, historical sites/ events and aesthetic beauty of the pristine coast. The Mandeni Municipal SDF acknowledges the unique features presented by the coast and therefore encourages. The natural look is considered as the Municipal selling point, therefore any future development particular around the coast must uphold and enhance the natural theme. The Municipality enjoys excellent regional transport infrastructure network with the N2 including railway lines which serves as important links the two major ports in the province. These aspects provide for ample opportunity to attract economic investment that will benefit all the communities of iLembe and must be made widely known and propagated to promote iLembe as a prime business and development District. iLembe is also soon to embark on its development and marketing as a prime business and investment hub.

- **Its products and target markets:** iLembe has plenty of products to offer in all the economic growth sectors put forward by the KZN PSEDS, i.e. agriculture, industrial, tourism and services. These need to be clearly defined and promoted to the benefit of all the existing and future inhabitants of Mandeni Municipality.

C2. Municipality's Development Vision

VISION

We, the Community, Councillors and Staff of Mandeni Local Municipality hereby resolve that our Municipality will strive for excellence in the effective and efficient management of its financial, human, capital and developmental resources.

-
- We shall strive to maximize opportunities for growth and development for all our citizens, our Councillors and Staff, as well as the natural resources within our Municipal area.
 - We recognize that our economy is industrial and agricultural in its nature, and shall, therefore, strive to maximize opportunities for growth in the industrial and agricultural economies.
 - We are proud of the history and heritage of our Municipal area and commit ourselves to the growth of our historical resources in the tourism economy.
 - In all our endeavours and efforts Mandeni shall be the best run urban-rural municipality in the province.

MISSION

Our mission is to maximize social development, economic growth and human resources management through collective selfless dedication to our calls and responsibilities.

OUR VALUES

We value:

- High work ethics.
- Maximum participation by all stakeholders and role-players in Municipal initiatives.
- Transparent, effective, efficient and accountable governance.
- Placing the interests of our communities, customers and clients first.
- Our Good Name and impeccable credentials

C3. Municipality's Development Strategies

- **Service Delivery and Infrastructure:** Strategies have been formulated to ensure integrated and holistic service delivery and infrastructure development over

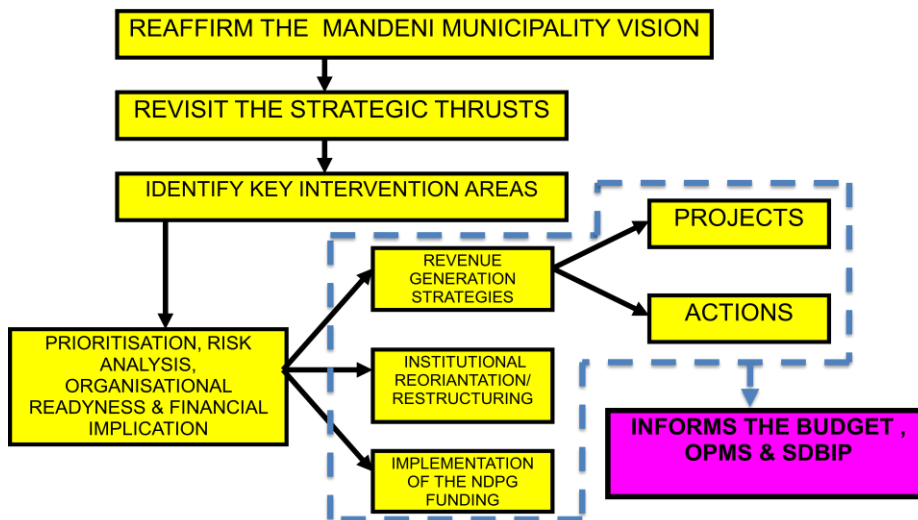
the next five years by increasing the reducing the current backlog of households without access to basic service.

- **Local Economic Development:** A strategy has been developed to stimulate economic growth and development, with particular focus on Tourism & Property development, Agriculture Development, Industrial Development. The focus shall remain in contributing in poverty eradication and job creation for woman and youth.
- **Financial Management and Viability:** The strategy aims to ensure that the Municipality increases its revenue base by strengthening debt collection and putting in place sound financial managements practices.
- **Institutional Development:** The strategy aims at ensuring that the development of transformation of the organisation by developing and implementing all human resource policies that will advance the Municipality in service delivery.
- **Community and Social Development:** The strategy aims at developing to ensure the empowerment of youth and women in terms of skills and experience and increasing awareness and education about HIV and AIDS and Substance abuse.
- **Good Governance:** The strategy is aimed at ensuring that effective mechanisms and procedures for vibrant governance are the corner stone of the development. And therefore in all our efforts as we advance with our mission to eradicate poverty, strengthen Economy and delivery of basic services continued participation of the masses shall govern.

DEVELOPMENT STRATEGIES & ACTION PLAN FOR 2009/10
FINANCIAL YEAR

As part of the IDP review process 2009/10 the Municipality has strategically reaffirmed its developmental vision and aspiration as contained in the IDP, revisited the strategic thrusts versus development challenges, identified the key areas of intervention aligned to available resources within the organisation, and developed the Municipal IDP Implementation Plan for 2009/10 financial year. The following were identified as main priorities amongst other things:

- ✓ Development of Revenue Generation Strategies
- ✓ Ensure Proper Sector Planning And Integration
- ✓ Implementation of NDPG Urban Regeneration Capital Projects
- ✓ Implementation of projects identified within the 2006-2012 IDP
- ✓ Review of the Institutional Organogram (Institutional Preparedness)



BASIC SERVICE DELIVERY

Overview

The objective of this KPA is to improve maintenance of existing infrastructure and speed up the provision of new infrastructural services to ensure social and economic benefit to the community and business. Within these key sectors

- Technical Services
- Town Planning
- Community Services
- Housing
- Finance

Achievements and developments

The principles and core functions of this KPA is to provide quality of services, maintenance of municipal infrastructure, Oversee and ensure that community needs are identified and that strategies to address such needs are implemented , further to oversee the development, update and monitor the implementation of approved Service Delivery norms and standards and ensure the formulation of integrated sustainable community programs as identified in the Municipal area.

The achievements to date have been the following:-

1. Spent 100% of Municipal Infrastructure Grant (MIG) allocation.
2. Upgraded Tugela Mouth Village Roads from gravel to blacktop
3. Constructed Hlomendini Bus Route Phase 2 to blacktop standard
4. Finalised Integrated Waste Management Plan, By-Law and Policy and took it through the adoption process.
5. Provided in excess of 200 households with communal reuse collection service thereby reducing the backlog for waste collection services by the same number of households

-
6. Obtained approval for three projects namely: Upgrade and improvement of Thokoza Road Linkages ; Sundumbili Sports precinct and upgrade of Sibusisiwe Community centre
 7. Acquired two cubic meters tipper trucks to transport gravel for rural roads maintenance and one pothole repair truck for surfaced road maintenance.

Challenges

Inadequate Human capacity is the biggest challenge faces by the municipality. Backlogs in service delivery are increasing. The population is growing at a rapid rate (due to shortages of funding) and the roll up of project is not at a rate fast enough to address all the backlogs. There is also the lack of qualified technical capacity within the municipality due to inadequate funding. There is also poor performance by the emerging contractors.

Objectives

Our Project Development Plans

- Maintenance of Municipal infrastructure.
- Conclude upgrading Sundumbili Roads Phase 4 & 5 From Gravel to blacktop.
- Commence with Construction of Masomonce Bus route.
- Purchase new Plant and equipment for rural roads maintenance
- Increase capacity within the Department.
- Complete Quick win Projects under the NDPG programme
- Increasing the allocation of special programmes, sports and Recreation and arts and Culture.

- Strengthen the effective local and district relationship
- Completion of the Housing Projects -Macambini, Isikonyana, KwaMathonsi Rural, Sundumbili Infil, Mandafarm, Masomonco, Inyoni Housing, Isithebe housing.

SOCIAL AND LOCAL ECONOMIC DEVELOPMENT

Overview

The objective of this KPA is to improve provide one of the key technical tools for the municipality to cope with its new developmental role and assist the municipality to arrive at decisions on issues such as municipal budget land management, promotion of local economy. It has the following sectors

- Local Economic Development
- Community Services
- Planning

Achievements and developments

The principles and core functions of this KPA is to provide Job creation through LED strategy implementation. To promote comprehensive economic development of Mandeni Municipality; Act as a formal link to the private sector to facilitate private sector led developments. The municipality has been able to secure funding to continue with the development of the Industrial Development Strategy aiming at expanding the Industrial area of Isithebe, this aims at . the exploitation of opportunities in various sectors where the biggest changes can occur.

The achievements to date have been

- upgrade of Tugela mouth Beach facilities,
- Open farms project started

-
- Progress towards the formulation of the Agri processing Hub which includes The tunnels, packhouse, establishment of markets etc.
 - Vinery's development

Objectives

The objectives of this KPA is Increasing the number of households living above the poverty line, Improving access to the mainstream economy for the poor.

Our Project Development Plans

- Implementations of the LED strategy
- Increase in the Number of new formal SMME established within the municipality
- Increasing the allocation of special programs, sports and Recreation and arts and Culture.
- Implement the Industrial Development Strategy
- Complete and Adopt a LUMS for the municipal area.
- Implementation of the Urban Regeneration Strategy
- Commence with the process of adopting the EMF for the Municipal area
- Promote Tourism Development
- Agriculture Development,
- SMME's
 - Registration
 - Training
 - Capacity Building
- Arts & Crafts
- Bio diesel factory

Project Matrix

Focus Area	Projects	Budget		
		2011/2012	2012/2013	2013/2014
Social and economic development	Upgrading of Ndulinde tribal court to be the community library	Funding to be sought		
	Development of Poverty and agricultural alleviation plan	Funding to be sought		
	HIV/AIDS Awareness Education Program (LAC , DAC meetings and awareness campaigns)	500,000.00	542,500.00	580,475.00
	Greening project	Funding to be sought		
	Indigenous/ Pauper burial	150,000.00	162,750.00	174,143.00
	Facilitate the formation of Health Structures	Nil		
	Reed dance and celebration of calendar events	334,900.00	363,367.00	388,802.00
Good governance and public participation	Youth Programmes (Career exhibition, Youth summit and Business compliance etc)	318,000.00	345,080.00	369,182.00
	Special Programmes – (celebration of calendar events of PWDs, OVCs, women etc)	250,000.00	271,250.00	290,238.00
	Sports development and promotion	400,000.00	434,000.00	464,380.00
	Flagship programme (war on Poverty)	Nil		

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT Budget and Treasury

Overview

The Budget and Treasury Office is a municipal department that was established in terms of Chapter 9 of the Municipal Finance Management Act no. 56 of 2003 (MFMA). Its major role is to administer the municipal funds, to advise the accounting officer and other departments of their role in terms of this act and to perform budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management, financial management, review and other duties.

Achievements and developments

The Budget and Treasury Office (BTO) has developed the services delivery and budget implementation plan of its own that has been largely achieved in terms of its targets. To achieve this SDBIP underlying processes and control had been progressively put in place. Through the assistance of the grants like Finance Management Grant (FMG) new systems and personnel capacity have been sourced. The department as its role to support the municipality, It has assisted in the improvement on municipality's audit results over the years. The BTO has complied with most of the legislation that affects the municipality including the regulations.

2.2 Challenges

The department has not achieved these without challenges. The fact that the municipality is mostly surviving through grants put so much pressure on the municipality to be self sufficient. The tax base is not enough to ensure continuous service delivery. The lack of measures to collect debt is adding to this. However means are being made to alleviate these obstacles by making use of cooperative governance with other spheres of government. Continuous building of human capacity is also seen as a turnkey to these problems.

2.3 Objectives

Linking this department with the municipal integrated development plan (IDP) there are number of objectives that touches more on the financial viability of the municipality and its good governance.

Financial viability issues include:

- Debt management;
- Revenue enhancement;
- Financial reporting;
- Creditors management;
- Indigent support;

-
- Cash flow management and
 - Conditional grant.

Good governance issues include:

- Auditor general's report;
- Supply chain management;
- Committees;
- Performance management and
- Compliance

DEPARTMENT OF CORPORATE SERVICES

(NKPA - GOOD GOVERNANCE & PUBLIC PARTICIPATION)

(NKPA - INSTITUTIONAL TRANSFORMATION)

OVERVIEW

The Corporate Services Department is headed by the Director: Corporate Services who then becomes responsible for the following sections:

- Human Resources Management;
- Labour Relations;
- Human Resources Development
- General Administration;
- Information Technology Unit; and
- Committees Unit, and
- Public Participation

OBJECTIVES

- Improvement of electronic Performance Management System
- Improvement of Municipal IT i.e. Disaster Recovery Plan and MSP
- Capacitation of ward committees
- Implementation of policies such as Bursary and In-Service Training

CHALLENGES

- Improvement of the performance management system (DIMS) to be aligned to M & E.
- Training of external communities
- Financial constrains to improve e.g. IT Disaster Recovery Plan and employee wellness programmes

PROJECT MATRIX

				Budget		
				2011/2012	2012/2013	2013/2014
Good Governance and Public Participation	Functional PMS System	Alignment and improvement of DIMS to suite M & E	Monthly reports printed out of DIMS	R50 000		
Municipal Institutional Development and Transformation	Implementation of WSP	Training of staff and Councillors and external community members	ABERT and other strategic type of training	R500 000	R600 000	R400 000
			Recruiting In-Service trainees	R100 000		
	Implementation	Offering	Offering	R100 000	R100 000	R120 000

	on of bursary policy	bursary to relevant matriculates	bursary to less privilege but excelling students			
Good Governance and Public Participation	Improve the functionality of Ward Committees	Facilitate the election of ward committees	Capacitatin g of ward committee members	R300 000	R100 000	R100 000
	IT Disaster Recovery	Improveme nt of the IT Disaster Recovery Plan	Review IT policies and systems of recovering information	R100 000	R20 000	

C4. Mandeni Municipality Strategic Framework Matrix

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
A. BASIC INFRASTRUC TURE AND SERVICE DELIVERY	To improve maintenanc e of existing infrastruc ture and speed up the provision of new infrastruc tural services to ensure social and economic benefit to the	A1. WATER To ensure that all the communitie s within the Municipal area have access to clean and potable water at least to those minimum levels agreed to	% backlog eradicate d	<ul style="list-style-type: none"> To ensure the co-ordinatio n of services and infrastru cture developme nt trough formulati on of Infrastru cture Developme nt Forum Constantl

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
	community and business	at national, provincial and district within 200m from their households .		y interact with the District Municipality who is the Water Service Authority and Water Service Provider in the Municipal Area to facilitate the process of rapid backlog eradication in the area.
		<p>A2.SANITATION</p> <ul style="list-style-type: none"> • Provision of waterborne system in Tugela Mouth • Provision of basic sanitati 	% backlog eradicated	<ul style="list-style-type: none"> • To ensure the coordination of services and infrastructure development through formulation of Infrastructure

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<p>on services & facilities to rural communities</p>		<p>Development Forum</p> <ul style="list-style-type: none"> Constantly interact with the District Municipality who is the Water Service Authority and Water Service Provider in the Municipal Area to facilitate the process of rapid backlog eradication in the area.
		<p>A3.ELECTRICITY</p> <ul style="list-style-type: none"> To avoid excessive unplanned power outages on Municipal 	<p>On average, not more than 1 unplanned outage per month</p> <p>% backlog</p>	<ul style="list-style-type: none"> Repair and maintain electricity network in Municipal Licensed area in

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<p>licensed network</p> <ul style="list-style-type: none"> • The provision of basic electricity supply to all communities. 	eradicat ed	<p>good condition so as to reduce to a minimum unplanned outages</p> <ul style="list-style-type: none"> • To ensure constant Electrical supply and increase Notified Maximum Demand • To ensure that the Energy Master Plan is aligned with needs of Mandeni • Constantly interact with Eskom and DME to speed up eradication of backlogs in basic electricity supply

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				to communities in the municipal area
		<p>A4.ROADS</p> <ul style="list-style-type: none"> Maintenance and upgrading of the existing road infrastructure with specific emphasis on rural roads Gravel Ensure Road accessibility to rural areas with 500 meters from each household 	<p>Maintenance programme for all municipal roads Programme for municipal road upgrade</p> <p>% backlog eradication</p> <p>Provision of infrastructure and facilities to ensure smooth flow of</p>	<ul style="list-style-type: none"> To ensure provider sufficient infrastructure and service within rural area To ensure sufficient financial resources for service delivery and maintenance To implement the Integrated Waste Management Strategy To ensure the coordination of

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<ul style="list-style-type: none"> • Ensure Traffic management and provision of facilities to ensure mobility 	<p>traffic and encourage non motorized transport and public transport</p>	<p>services and infrastructure development through formulation of Infrastructure Development Forum</p> <ul style="list-style-type: none"> • Prepare a pavement management plan and purchase all the necessary plant and equipment to ensure existing roads are repaired and maintained in good state. • Lobby for increase in grant funding to upgrade municipal roads and

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				<p>encourage payments for rates and services so that more revenue funding can go towards capital projects</p> <ul style="list-style-type: none"> • Determine backlogs • Prepare plan to eradicate backlogs • Lobby for additional grant funds and internal funds to build access roads • Human settlement plans to address the backlogs and

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				<p>challenges as well</p> <ul style="list-style-type: none"> • Lobby for funding from external and internal sources to provide infrastructure and facilities and to encourage public and non-motorized transport
		A5. STORM WATER MANAGEMENT	Well maintained existing infrastructure and provision of new infrastructure	Ensure existing storm water systems on roads and public areas are well maintained so as to avoid

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				flooding and damaging of infrastructure
		A6. WASTE MANAGEMENT		Lobby for external and internal funding to provide new infrastructure
		A7. HOUSING <ul style="list-style-type: none"> ● To create integrated vibrant and sustainable developments ● Monitoring of service delivery through site visit and meetings with all stakeholders (DOH, 	% backlog eradicated	Prepare an integrated waste management strategy to determine backlogs and how to address this, extend service as required, determine appropriate tariffs, comply with legislations and keep the environment clean and safe, formulate

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		IA's and PSC) <ul style="list-style-type: none"> Encourage people to come for applications and filling of clearance certificates then signing of agreements to be forwarded to DOH. 		policy and bylaws
B. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	To establish economic growth and development in all economic sectors with a particular emphasis on Tourism, Manufacturing, Agriculture	B1. INDUSTRIAL DEVELOPMENT	<ul style="list-style-type: none"> LUMS to spatially identify land for Industrial expansion Reviewed SDF 	<ul style="list-style-type: none"> Ensure LUMS is prepared in a way to take into account opportunities presented by our strategic location midway in the primary

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
	<p>e & Service and Commercial .</p> <p>To improve public access and security to all areas with potential to improve economic performanc e of the Municipali ty</p>			<p>corridor number one (Etheke wini Mhlathu ze Corridor) , close proximity to King Shaka Airport and Dube Trade Port and midway between the Durban and Richards Bay shipping Ports. Spatially provide for expansion of Industria l developme nt</p> <ul style="list-style-type: none"> • Make environme nt conducive for private

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				sector investmen t
		<p>B2. TOURISM DEVELOPMEN T</p> <ul style="list-style-type: none"> • To use tourism development as a means to stimulate Local Economy and poverty alleviation • To encourage tourism in the inland areas historical sites eg. Ndulinde , Ingwenya Reserve 	<p>Infrastru cture investmen t at tourism venues</p> <p>Developme nt on coastal areas</p>	<ul style="list-style-type: none"> • Facilitate and ensure invest of best possible level of infrastructure to all key features linked to Zulu History, Ecotourism and Beach Tourism. • Improve local tourism within Mandeni

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<ul style="list-style-type: none"> • Marketing of the coast for investment opportunities and tourism • Ensure safety and facilitate public access to the beach Dokodweni, Tugela Mouth 		
		<p>B3. AGRICULTURE</p> <ul style="list-style-type: none"> • Optimum use agricultural land as a local economic spin off. • Timber plantati 	<p>Conducive environment for emerging farmers and established farmers</p>	<p>Facilitate linkages of agricultural sector to international markets via Dube Trade Port</p>

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<p>on to supply the SAPPI mill</p> <ul style="list-style-type: none"> • Encourage and support emerging farmers into commercial farming 		
		<p>POVERTY ALLEVIATION</p> <p>Majority of the community living below the poverty line.</p>	<p>A resolution adopting the Poverty alleviation plan. A number of people assisted through flagship programs</p>	<p>Preparation and adoption of the poverty alleviation plan. Ward profiling and interventions. Ensure sector alignment and coordination.</p>
		<p>SOCIAL DEVELOPMENT</p> <p>Lack of integrated system for social</p>	<p>Number of special programmes held successfully</p>	<p>To coordinate and promote special programmes within the Municipal</p>

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		developmen t services Low quality of life		area
		YOUTH DEVELOPMEN T High unemployme nt rate amongst young people. High levels of substance abuse	Number of youth programme held successfu lly	To empower and develop youth in all sectors To partner with relevant service providers in the implementat ion of youth development programs To promote the interest of youth in all local government matters
		INDIGENT/P AUPER BURIAL SERVICE Provision of indigent/p auper burial services to the	Number of applicati ons approved	To assist indigent individuals with burial services as per indigent /pauper policy

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		community of Mandeni		
		SPORTS DEVELOPMENT AND PROMOTION	Progress towards coordinating the KwaNaloga games and ensure full participation of Mandeni residents	To encourage mass participation of citizens in sports activities
		B8. ENVIRONMENTAL MANAGEMENT Lack of capacity and skill on environmental management Lack of environmental Policies and enforcement	Number of programs and meetings held Preparation and adoption of the EMF Ensuring that all development complies with the relevant environmental laws	<ul style="list-style-type: none"> • To educate and promote greening programs in the Municipal area • To encourage reuse and recycle of material • To educate and

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				<p>promote environmental management activities within the Municipal area.</p> <ul style="list-style-type: none"> To Ensure sector alignment and coordination.
C. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	To ensure effective management of Municipal resource.	Statutory Compliance with the provision of the MFMA section 122 and 126	Monthly trial balances Acceptance of submission of annual financial statements by AG	To ensure monthly trial balance To submit Financial Statement to Auditor General By 31 August
		Approve Budget Aligned to IDP within the statutory timeframe as	Progress towards preparation and approval of the budget by 31 May	To prepare, adopt and implement Budget process plan.

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		stipulated in the MFMA	2011 (section 24 MFMA)	
	To enhance revenue and to ensure financial viability and sustainabi lity for Mandeni Municipali ty	Low revenue due to culture of non payment for the services	% revenue collected	To implement revenue enhancement strategy
		To assist indigent households	Progress towards updating the Indigent Register	To invite register indigent household To update and have an approved indigent register for implementat ion
		Lack of enforcemen t of credit control policy of the Mandeni Municipali ty	Outstandi ng Service Debtors to Revenue as defined in the Municipal Planning and Performan ce Managemen	To enforce credit control policy

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
			t Regulatio ns (2001) (A=B/C)	
		Statutory Compliance with the provision of the MFMA section 65	Creditors days	To maintain creditors reconciliat ion To pay creditors within 30 days
		Statutory Compliance with the provision of the MFMA section	Unqualifi ed report	To ensure proper internal control procedures and compliance with all municipal legislation . To obtain an unqualified Audit Report
		Lack of adequate cash flow management	Signed bank statement	To monitor bank statement daily To have sufficient cash to meet obligation

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				and surplus cash invested.
		Effective management of capital	Number of Reports to FPC	To ensure submission of report to FPC monthly
		Reconciliation of conditional grants on its use and report on its status to relevant funder	Number of DoRA reports submitted	To perform monthly grant reconciliation
D. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	To develop and implement all policies and procedures relating to Institutional development and transformation of the Municipality.	Lack of Documented Procedures relevant to financial and non financial environment to guide the operations of the Municipality	Adoption of Municipal procedures and Guidelines	Implementation of effective Human resource management to ensure that adequate and sufficient skills and resources are in place
		High vacancy rate of critical	Number /% of critical post	

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		posts.	filled	
		Lack of skills and capacity for municipal councilors on matters of Local Government	Number of councilors sent for accreditation training and workshops	Continually Training of staff and Councilors. Implementation of Bursary policy
		Lack of well established IT governance policies that supports and enables the municipality to deliver value and improved performance	Council resolution Adopting an IT management Policy	Ensure sufficient access to productive ICT equipment and services
		Cascading performance Management system to all the employees	Progress made in the implementation of the PMS	Prepare regular accurate performance reports that are supported by evidence

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				Alignment and improvement of DIMS to suite M & E
E. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To build capacity, perform powers and functions to be able to deliver services as per mandate	Lack of Functional Ward Committees	Number of ward committee meetings	Ensure the establishment of adequately skilled ward committees.
		Compliance with legislative requirements in terms of performance reporting	Tabling of the report form Audit committee to Council.	Preparation and tabling of the audit report within the statutory time frames to council Ensure that there is adequately resourced function internal audit unit Ensure the seating of the audit committee to promote accountability and service delivery

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
				through performance and compliance with laws.
		Proper and functional oversight committee	Number oversight committee meetings	
		Statutory Compliance with the provision of the MFMA Mid- Year Report (Sec. 72)	Submission to Treasury	To comply with MFMA s72 To consolidate the Mid-Year Report for Submission to Treasury
		Ineffective Implementation of SCM policy	number of Reports to FPC	To submit report to Finance portfolio monthly To ensure that demand, disposal, selection of contractor to the provision of goods and services is achieved in line with the policy

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		Effective Audit Committee	number of Meetings of the Committee	To submit reports to Audit committee To ensure that the audit committee sit for financial review of the municipalit y
	To ensure the improvement of communication and transparen cy	Website not update	Frequency of updating informati on on the website	To appoint budget officer to monitor this compliance To ensure that the website is updated with financial information
	Ensure effective Performanc e Management	Statutory Compliance with Chapter 6 of MSA	Monthly submissio n of SDBIP reports	To submit monthly completed report to MANCO To review the SDBIP for MANCO's assessment

Spatial efficiency

<ul style="list-style-type: none"> • Current land use patterns do not support principle of efficiency. • Economic investment mainly in western and south western segments of the urban area. • Centrally located urban area continue to have generally low density development • The economic growth path of industry is decentralising to outer areas and requires new platform infrastructure and logistics to be built. • In situ low 	<ul style="list-style-type: none"> • The poor conditions of certain economic distributors is costing the traveller in terms of time and money. • Effective transport service is hampered by road conditions which impacts on accessibility of opportunities for the poor. • The loss of employment opportunities in the mining industry results in an increased pressure on urban economic opportunities . • The location 	<ul style="list-style-type: none"> • Provision , upgrading and maintenance of key distribution routes. • Infill planning is required to make the delivery of services more cost effective . • Stimulation of economic districts and nodes to promote sufficient market thresholds . • Planning around
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<p>income housing is being formalised on the urban periphery. Lack of structured spatial economic strategy to guide private investment.</p>	<p>if housing on the edge of urban periphery means long and expensive journeys to work and social facilities.</p> <ul style="list-style-type: none"> • Economic investment occurs on an ad hoc basis and is scattered by sporadic opportunities . 	<p>bulk capacities to ensure more cost effective developments.</p> <ul style="list-style-type: none"> • 5. Promotion of economic opportunities in close proximity to residential functions (where sustainable).
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<ul style="list-style-type: none"> • Insufficient maintenance of existing Council physical infrastructure. • Urban Open Spaces is being lost to other competing land uses. • Economic activity and human settlements are contributing to air and water pollution. • Current poor land management in human settlements, the clearing of natural vegetation, conversion of agricultural land and inadequate storm water provisions have high costs for remedial and mitigation 	<ul style="list-style-type: none"> • The people in outlying areas have low per capita incomes, which often means that full services are unaffordable and this leads to nonpayment which is financially unsustainable for the City and the poor. • Once disrepair reaches a critical point complete reconstruction is required at a great cost. • Loss of a free services within the green space e.g. water supply, wasted treatment, flood attenuation, food 	<ul style="list-style-type: none"> • Plan service standards in line with economic and environmental affordability. • Conservation and maintenance of infrastructure and resources are better than replacement. • Fragmented spatial structure causes sprawl and should be countered . • Planning should promote the sustainable use of resources , rather
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<p>actions, e.g. damage to roads and houses after heavy rains.</p>	<p>production, nutrient cycling cannot be viably replaced through engineering services.</p> <ul style="list-style-type: none"> ● Pollution impacts on human health and living conditions and limits future industrial development potential, with implications for export competitiveness, tourism potential and health costs. ● Pressure on the upper river catchments areas impacts on management issues related to air quality, flooding, and water quality in the entire Municipal area. 	<p>that exclusion of use.</p> <ul style="list-style-type: none"> ● Improved land management measures to control potential conflicts are required.
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	<ul style="list-style-type: none">• Poor land management impacts on community health and economic potential such as agriculture and peri urban tourism potential.	
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These challenges are crosscutting in nature and needs to addressed within all the development sectors identified, within all of the development priorities as well as within all geographical areas of the municipality; urban as well as rural settings. Thus these three spatial challenges will form the basis of the entire Spatial Development Framework in order to achieve the municipal development vision. Spatial Development Issues and Objectives

D3. SPATIAL DEVELOPMENT OBJECTIVES

In order to address the above issue, a set of objectives have been formulated, based on a review of the objectives and strategies contained in the approved Mandeni Integrated Development Plan and represent a spatial refinement thereof as follow:

DEVELOPMENT SECTOR	OBJECTIVES
SPATIAL DEVELOPMENT	<ul style="list-style-type: none"> • To promote a compact urban structure through urban infill and densification within the primary node of Sundumbili/Mandeni. • To create a logical hierarchy of settlements to support effective service delivery aligned with intervention zones and defines level of services.
HOUSING	<ul style="list-style-type: none"> • To pro-actively identify sufficient land for future housing development. • To quantify housing backlogs and future needs • To locate new housing development within a rational spatial structure around activity points, rural settlement clusters and within specific intervention zones.

ENVIRONMENT	<ul style="list-style-type: none"> • To protect ecologically sensitive natural areas • To establish a municipal wide open space system, comprising ridges, mountains, rivers and dams. • To respect the flood lines and riverine areas of the major rivers and dams. • To respect the conservation guidelines for Nature Reserves such as the Amatikulu Nature Reserve.
TRANSPORT	<ul style="list-style-type: none"> • To focus urban development along major public transportation routes to establish transport corridors in line with development corridors. • To establish public transport access points (drop-off/ collection points) located at Rural Service Delivery Centres and Activity Points.
SERVICE INFRASTRUCTURE	<ul style="list-style-type: none"> • To locate urban

	<p>development, specifically housing development, within reach of bulk municipal services.</p> <ul style="list-style-type: none"> • To spatially inform the future planning and delivery of bulk municipal services.
COMMUNITY FACILITIES	<ul style="list-style-type: none"> • To ensure that any future settlement development include the full range of community facilities to ensure viable and sustainable living environments. • To ensure that community facilities are clustered with business facilities in service delivery centres. • To ensure that service delivery centres are located in such a way that ensures equitable access for all communities. • To provide social facilities according to accepted planning and development standards and guidelines.

D4. SPATIAL DEVELOPMENT STRATEGIES

Although the current spatial pattern is inefficient and expensive, one has to admit that it is a fixed spatial pattern. Therefore, the aim should not be to alter the existing spatial structure, but one should rather guide its future development towards a better, more efficient and more cost-effective urban structure. In short, one should start addressing the weaknesses of the spatial structure through the planning and development of its future growth. Five strategies can be adopted to achieve this:

Strategy 1: Urban integration

One should move away from the fragmented and sprawling urban structure existing within the areas of Sundumbili. Consolidating all the existing outlying settlements with each other and the business core area should achieve this. This can be done by filling in the unpopulated areas between these settlements with the future growth of these settlements. By doing this, the settlements will join together and towards the business core area, forming consolidated urban areas. Such an integrated urban structure will form the bases for providing cost-effective municipal services and public transportation infrastructure. It should however be noted that the position of the relatively large industrial area of Isithebe, this integration path will need to stretch fairly wide towards Nyoni.

Strategy 2: Bulk infrastructure development

Providing bulk infrastructure can be an important tool to achieve the above-mentioned spatial pattern and will, in turn, result in cost savings when developing the bulk infrastructure. All future bulk infrastructure should be developed within the urban areas described above; because where bulk infrastructure is developed, urban development will follow. In this manner, bulk services will force future urban development into a more rational and desirable urban pattern. At the same time, the location,

implementation and functioning on the bulk services network will be rationalised.

Strategy 3: Equitable access to social services

As was mentioned, the settlements located on the outskirts of the Municipal Area are located far from the social services provided in the Mandeni core area. This result is high public transportation cost for the poor living in these areas to access these services. It is imperative that a number of these social services be provided in these outlying settlements through the development of Service Delivery Centres. A hierarchy of such SDCs, containing facilities such as clinics and community centres, will place these facilities closer to these settlements, thus making them more accessible and achieving greater urban integration.

Strategy 4: Land use and transportation integration

In South Africa, public transportation costs make up a large proportion of household incomes, a cost that is augmented by the sprawling nature of our cities. Land use development and public transportation are therefore interlinked and affect each other greatly. Urban corridors create the optimal land use structure for the cost-effective operation of public transport systems. Public transportation works most effectively in a linear pattern, as opposed to winding its way through a widespread urban area. Such a linear land use pattern also benefits commuters, because it implies that residential settlements hug the corridor road or railway line, placing commuters within short walking distances of such public transportation termini.

Strategy 5: Protection of agriculture and open space

A way to integrate urban areas is to deliberately protect high-potential agricultural areas and ecologically sensitive natural open spaces. By rigorously protecting such areas, urban areas are prohibited to sprawl freely

and are therefore forced into denser urban agglomerations. Therefore, such an approach not only protects agriculture and the environment, but also helps create a more rational, cost-effective and manageable urban structure.

D5. SPATIAL INTERVENTION AREAS

As a broad implementation and structure to the SDF, four spatial intervention zones were identified in key localities for responses outlining appropriate interventions according to the following zones:

- **Intervention Zone One : Accelerate Growth**

This zone is viewed as the Main Economic Growth Area for prioritised development spending and includes the settlements of Mandeni / Sundumbili as well as isiThebe

- **Intervention Zone Two: Share Growth**

This zone includes Social Inclusion Areas representing areas for investment in people rather than in places. Settlements within this zone includes, Nyoni, Newtown and peripheral areas of Sundumbili.

- **Intervention Zone Three: Stimulate Growth**

This zone intend to stimulate and kick start New Potential Growth Nodes. Included in this zone are Tugela Mouth and Inembe.

- **Intervention Zone Four: Environmentally Sensitive Zones**

This zone includes registered conservation areas as well as identified sensitive areas. This zone includes the Amatikulu Nature Reserve as well as the coastal zone and ecologically sensitive areas identified within the Siyaya Coastal Development Framework.



Intervention Zone One (Accelerate Growth)

The SDF identifies Mandeni/ Sundumbili as the primary node; the area has a largely urban setting and incorporates economic and administrative activities. Sundumbili town is considered as the heart of the municipality as it links the Municipality through the activity corridor along routes P415 and P459 with the Regional Development corridor of routes N2 and R102. The R102 is the regional development corridor that links the Municipality with the external nodes beyond the Municipality jurisdiction such as Stanger to the south and Gingindlovu to the north. The primary investment zone is to a certain extent serviced with infrastructure and consist of high order facilities as it accommodates Municipal Offices, Sappi, and shopping centre. The types of land uses which are encouraged in this area include Shopping Complexes, Administration / Offices, residential development. The Mandeni/Sundumbili area can be regarded as the primary urban centre within Mandeni Municipality. However, due to past multiple administrative system, the area lacks urban form, structure and character. The prevailing spatial form presents a classic example of segregation of communities based on past planning practices. Currently the primary node is disintegrated

and traversed by physical barriers such as the railway line which create two separate entities servicing distinct communities. Sundumbili Plaza is primary economic activity node which services the entire Municipal area including rural communities (former KwaZulu) immediately adjoining is the Mandeni area. The CBD lacks the urban form and is characterized by fragmented and block development. The Municipality has thus commissioned a planning assignment "Urban and Regeneration Strategy aimed at responding to the current spatial realities. The primary objective of the study is to provide a smoother transition between the broad Integrated Development Plans, Spatial Development Framework and the Scheme. The desired output from this exercise is the implementation plan/ capital investment framework which clearly outline and quantify the required Municipal intervention to address the situation. It can be recorded that the Municipality has applied and secured funding from the Neighbourhood Grant Funding to the amount of R136 million. This is multi year funding to be incremental allocated for technical assistance and capital projects resulting from the Urban Regeneration Strategy.

Intervention Zone Two (Sharing Growth)

The settlement area around the primary intervention zone, including the periphery of Sundumbili, Nyoni in the north and Newtown in the south. These areas are strategically located along the activity corridor and in high accessibility to the Primary Node. Zone Two is rural focused and promotes the concept of social inclusion and the "investment in people rather than place" by promoting and strengthening overlaps in economic activity and poverty to address high levels of spatial fragmentation and exclusion.

Intervention Zone Three (Stimulating Growth)

Zone Three will identify and focus on the emergence of potential new nodes where spatial overlaps between

areas of economic activity and areas of poverty occur. This implies focused investment in poverty concentrations that show potential for economic development in their spatial and socio-economic context in terms of the following:

- Previously disadvantaged areas near fast growing urban areas
- |Agriculturally orientated villages in areas of high agricultural potential
- |Communities settled in potential commercial farming areas
- |Communities situated in close proximity to Industrial nodes, and Activity Corridors and Eco Tourism areas.

Intervention Zone Four: Environmentally Sensitive Areas

Development Zone Four will largely concentrate on future sustainable development approaches in terms of sustainable development spending. This will be achieved by focusing on rectifying development imbalances relating to equitable access to basic services, the protection of the natural and cultural resources and spatial form that promotes greater efficiencies in land-use and service provision. Important however it to acknowledge that although sensitive and responsible development relating to eco tourism and lifestyle estate development might be considered within these area, they are mainly characterised as conservation areas with envisaged minimal development and low densities preceded and guided by comprehensive environmental assessments.

Tourism Intervention Area

An area north of the Tugela River from the coast to the N2 has been identified as a potential tourism

intervention area, and is currently experiencing related interest from private developers.

Due to the sensitive nature of the areas along the coast and the natural resources which are presented by Amatikulu River towards the North and Tugela River to the South, it is vital that careful environmental consideration is undertaken. The types of land uses which are encouraged in these areas should be compatible with the rural character and shall not destruct the natural beauty of the area nor present a situation where the local communities will not have access to the natural resources. Types of Land uses that are encouraged in these areas shall be tourism orientated mixed uses; holiday resorts, residential development, cultural villages, hotels, chalets, restaurants, conferences centres. It should be noted that proposing developments that area in line with the SDF does not give one automatic approval and of specific importance is that these types of developments will be of a low density.

The Municipality has prepared a comprehensive study (Siyaya Coastal Development) which is meant to bridge a gap between the broader SDF and the LUMS. The primary objective of the study is to put in place development controls and measures that will ensure that the pristine coast and rich natural resource are preserved. The project outcome is a development plan which determines the critical land uses and development patterns in the project area, in order to inform Municipal decision making regarding the future development of this area, which is environmentally very sensitive, but which also includes the most important tourism related development opportunities within in the area of jurisdiction of Mandeni Municipality.

It is anticipated that the outcomes will be sufficient to be translated into a Strategic Environmental Assessment, which can then be used as the starting point for the authorisation for any of the development opportunities identified in this plan. The principles agreed to by the

community and relevant stakeholders for the development of the project area during the process of formulating this plan should be carried forward into any other development authorization process. The provisions of the Siyaya Coastal Development Framework plan strongly advocates the need for sustainable development in terms of Environment, Social and Economic point of view. The Siyaya Coastal Framework Plan insists on protection of natural resource (Ecosystem Services) including agricultural resources (High Potential Agricultural Land) and promotion of local economy. Mandeni Municipality is very rich in terms of natural resources and consider the rustic and natural character of the coastline as selling point and unique feature; therefore it must be preserved and enhanced.

The project area is defined by Indian Ocean, the northern boundary of the Municipality, the N2, a line parallel to the MR 415 to include the Mangete historical settlement area and Ndongakusuka Hill, the R102 (old N2), and the southern boundary of Municipality. The intention is to include land between N2 and the coast, and the Thukela Valley historical sites, including the Mangete historical settlement area and Ndongakusuka Hill. The project boundary was extended to the southern boundary of the Municipality for completeness, although the bulk of the area south of the Thukela River is a commercial agricultural area with few special environmental features or tourism development opportunities. Potential linkages to the historical sites associated with the Battle of Ndongakusuka, especially those at Ndulinde, are to be included in the analysis, although some of these sites fall outside the project area.

D6. DEVELOPMENT CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the Mandeni Municipality

consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages, including the N2 and the R102.

Regional Development Corridor

As indicated before, the Provincial Spatial Economic Development Strategy has identified the N2 route between uMhlathuze and eThekweni as a primary provincial corridor. In support of this route the R102 practically serves a regional development corridor within municipalities along this route. This is mainly due to the fact that no direct accesses onto the N2 from potential developments are envisaged and the result in other areas such as KwaDukuza has already been that developments cluster along the R102 for localised and regional access and in close proximity to the N2 route.

Activity Corridor

The P415 is identified as a municipal wide activity corridor crossing over N2, linking the coast and the hinterland; it runs from east-west linking the Tugela Mouth Service Centre and Mandeni/ Sundumbili Primary Node. From the primary node the activity corridor diverge from the P415 in a northern direction along the MR459, passing isiThebe towards Nyoni and Amatikulu.

The Spatial Development Framework plan illustrates that this activity corridor is characterised as a mixed use development corridor linking all the different land uses and development areas within the municipality while provided excellent access to the R102 and N2. The promotion and development of this activity corridor as the vital spine to this municipality cannot be understated.

Link Roads

The following routes have been identified as important link roads to ensure secondary access to both the

Regional Development Corridor and the Activity Corridor:

- The P709 as link road crossing over N2 linking the Amatikulu Nature Reserve through the Wangu Activity Point, via Nyoni with the Isithebe Industrial Node east-west, linking the coast with the hinterland. This is the road has high economic potential and is vital for the expansion of the Industrial area and development along the coast. Currently this road is gravel again strategic intervention to upgrade the road into black top surface is of high importance.
- The P532 provide another important link between the Mandeni area directly towards Nyoni. If upgraded it could primarily provide an alternative access route to both isiThebe and Nyoni and in so-doing alleviate some of the freight traffic along the activity corridor. This link road will in future further provide alternative access to the planned urban infill areas and serve as the boundary between urban development and the future agricultural land area.
- The P710 route connecting the Urban Complex of Mandeni with other regional inland areas outside of the Mandeni municipality is important not only to serve households from those areas by providing access to services and opportunities within the complex, but also vital for the economic growth of the complex itself.
- Economic studies conducted during the Sundumbili Urban Regeneration study found that that the complex serve a major regional commercial centre and that economic thresholds to the centre is to a large degree made up of households outside of the Mandeni municipality.

D7. SERVICE CENTRES AND ACTIVITY POINTS

Primary Node

The Primary Node surrounding the Mandeni / Sundumbili business district has been identified as the primary service centre within previous IDPs of the municipality as well as the iLembe Spatial Development Framework. As the heart of the emerging core urban complex encompassing Mandeni, SAPPI, Sundumbili and Isithebe, this node performs a function to the surrounding regional settlements beyond the borders of the Mandeni Municipality.

The conceptual boundaries of the primary node have been defined within the Sundumbili Urban Node Regeneration project funded by the Department of National Treasury through the Neighborhood Development Partnership Grant (NDPG). The project aims to improve the quality of life while stimulating economic regeneration within the three main activity nodes of the Mandeni civic node, the Sundumbili Core Business node and the mixed civil/commercial node including the linkage routes between these three nodes as a combined primary node where most commercial activity and social functions conflate.

Industrial Node

The isiThebe Industrial Park and potential expansion around it, mainly forms the industrial node within the municipality. Although the SAPPI plant represents a major industrial area and some additional light service industrial developments are envisaged around it, it is not intended to serve as a growing industrial node, mainly due to its locality.

Rural Service Centres

The identified Rural Service Centres themselves are rural in nature, but due to their locality serve as vital service centres to especially commercial farmers and communities from traditional authority areas. Nyoni and Tugela Mouth, both located along the Activity Corridor, have been identified as rural service centres and often serve as residential destinations in their own right.

Activity Points

These activity points are identified by the existing and (potential future) clustering of primary services and often at key intersections of access routes in especially the Traditional Authority Areas. These points serve as the first entry point to service delivery in the rural areas and provides a plausible threshold for the clustering of groups of small, localised businesses. Thus providing the starting points for the emergence of mixed use activity nodes. The Wangu area serves as typical example of these activity points.

Rural Settlement Clusters

In terms of the Detailed Settlement Definitions (contained within the DSM Manual of the Department of Water Affairs and Forestry) a non-formalised settlement with between 500 to 5000 persons residing in it is classified as a village. Although the same definition parameters is used, this SDF refers to these areas as Rural Settlement Clusters as the distinction between one village to the next is not always as definable. A total of 12 such rural settlement clusters have been identified within the municipality by using population density data. These include (amongst others) the villages of Dokodweni, Mphumulandoda, Mhambuma, Nembe, Indlondlo, Wetani and Ohwebede.

D8. IMPLEMENTING THE SDF

As part of the Mandeni IDP, the SDF and its implementation is crucial to the development of the municipal area and its communities. Through the IDP, the SDF will influence budgeting and resource allocation and specific interventions will be measured through the

performance management system. Practical implementation of the SDF will be achieved through the further detailed planning of special development areas and the Mandeni Land Use Management System, currently being formulated.

SERVICE LEVEL GUIDELINES

The Mandeni SDF focuses on 5 key areas of spatial implementation, namely:

- Natural Environment,
- Service Infrastructure and Transport,
- Housing and Land,
- Economic Development and
- Social Development.

The lines and dedicated areas on the first draft SDF should thus have an impact on each of these sectors. The specific impact of various areas indicated on these sectors is briefly indicated below:

INTERVENTION ZONE 1 (URBAN CORE)	INTERVENTION ZONE 2 (URBAN PERIPHERY)	INTERVENTION ZONE 3 (RURAL AREAS)
NATURAL ENVIRONMENT		
<ul style="list-style-type: none"> • Environmental health will enjoy priority focus in this area. • Urban pollution hotspots will be redressed and managed. • Urban Open Space Systems will be developed and managed. 	<ul style="list-style-type: none"> • Settlement pollution hotspots will be redressed and managed. • State of Rivers Reports with management plans promoted. • State of the Environment 	<ul style="list-style-type: none"> • Sustainable agricultural and tourism practices promoted and controlled. • Impacts of residential villages will be monitored. • State of the Environment Report with management plans promoted

<ul style="list-style-type: none"> • Industry Environmental Management Plans enforced. State of the Environment Report with management plans promoted. 	<p>Report with management plans promoted.</p>	
<p>SERVICE INFRASTRUCTURE</p>		
<ul style="list-style-type: none"> • Priority spending on infrastructural upgrading needs in these areas. • Infill planning will be encouraged to maximize use of existing infrastructure. • All areas are entitled to the highest affordable service levels. • Roads upgrading and maintenance as well as public transport system as a transport priority in these areas. 	<ul style="list-style-type: none"> • Basic minimum services standards to all households in this area. • Self contained services will be promoted until reticulation linkage is possible. • Transport linkages into the Urban Core will be strengthened. 	<ul style="list-style-type: none"> • Basic minimum services standards to all households in this area. • Clustering of bulk support services at key service delivery points. • Regional distributors maintained to the highest affordable levels.
<p>HOUSING AND LAND</p>		
<ul style="list-style-type: none"> • Formal township establishment will be 	<ul style="list-style-type: none"> • Private formalisation will be 	<ul style="list-style-type: none"> • Department of Land Affairs programmes

<p>promoted and pro-active public spending on formalisation in these areas will be a priority.</p> <ul style="list-style-type: none"> • Priority housing development will be promoted in these areas. 	<p>supported in these areas.</p> <ul style="list-style-type: none"> • Long term public spending on township establishment. • Secondary public housing developments. 	<p>promoted and implemented.</p> <ul style="list-style-type: none"> • Survey of land tenure and housing needs. • Monitor housing conditions on farms.
<p>ECONOMIC DEVELOPMENT</p>		
<ul style="list-style-type: none"> • Priority Economic investment is promoted around CBD and key business complexes. • Economic activity will be grouped to enhance thresholds. • Employment and residential opportunities promoted in close proximity of each other. 	<ul style="list-style-type: none"> • Ensure accessibility of households to employment opportunities within Urban Core. 	<ul style="list-style-type: none"> • Agricultural and Tourism activities promoted within these areas. • Regional distributions routes between markets and supply will be upgraded and maintained
<p>SOCIAL DEVELOPMENT</p>		
<ul style="list-style-type: none"> • Regional facilities located within these areas. • Equitable 	<ul style="list-style-type: none"> • Ensure accessibility of households to 	<ul style="list-style-type: none"> • Develop accessible key rural services centres

decentralisation of services within this area.	facilities and services within Urban Core.	
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It is important that any spatial responses to the current challenges are practically implemented within these sectors. The list below represents practical strategies which will be employed by each sector to address the core spatial challenges

LAND USE MANAGEMENT SYSTEM

It should be noted that the Mandeni Spatial Development Framework plan is detailed enough to be translated into a Land Use Management Scheme, therefore the Municipality did not prepare a land use management framework.

In accordance with the Planning and Development Act the Municipality initiated the process of preparing a single Land use Scheme for the Municipal area of Jurisdiction. It should be noted that currently Mandeni has 5 areas that are administered by adopted Schemes, these schemes were adopted in terms of different pieces of legislation such as the Zulu land affairs act, Town planning Ordinance respectively etc. As part of preparing a new scheme the Municipality had to consolidate all the different scheme provisions for different areas into a single scheme that is informed by the development vision contained in the SDF.

The process of preparing a single scheme for the entire Municipality entails the extension of the scheme into Commercial agricultural areas that are controlled and managed in terms of Subdivision of Agricultural land Act 70 of 70. It can therefore be recorded that a consent form from the Department of Agriculture Forest and Fisheries is required prior to the adoption of the scheme.

Accordingly a draft scheme was prepared and submitted to the National Department of Agriculture for consent in 2008. This proved to be tiresome processes as it took the National Department of Agriculture two full years to formally respond to the Mandeni Municipality. The Department refused the application on basis that 'There are still large open spaces available for development within the present boundaries of the Municipality that can be used'. It should be noted that the scheme extension over the commercial agricultural land will not override any regulation contained act 70 of 70 the Department of Agriculture will still be responsible for the administration of the agriculture land. However this did not seem to be understood by the Department as they still refused to approve the scheme extension.

SECTION E: SECTOR INVOLVEMENT

The Mandeni Development Vision is supported by various objectives and strategies to guide decision-making and the allocation of funds. Delivering on the expectations created through this can, however, only materialise if all efforts are focused on the implementation of those projects that would best serve in attaining the objectives.

It is possible to detail projects as a long wish list. This is, however, not the intention of this IDP. There is a critical need to implement projects that would achieve the greatest benefits in the short, medium and longer term within the context of available resources and funding. Specific attention is given to addressing the most critical backlogs in the Mandeni Municipality. This IDP therefore identifies projects based on addressing the needs of the Mandeni community. One project may satisfy more than one objective and strategy. To fully integrate delivery on this IDP, projects are reflected within the context of their sectoral application and implications, i.e.:

Development Sector	Sector Content
Infrastructure	<ul style="list-style-type: none"> •Eradicate water and sanitation backlogs •Implement maintenance plans •Develop Multi-purpose Service Centres •Consider EPWP in implementation of all projects
Development Planning	<ul style="list-style-type: none"> •Linked to the MM's office and responsible for Development Planning and the IDP •Day to day management of IDP and processes as involved •Ensuring stakeholder representation and public participation •Deciding on planning process •Monitoring IDP process and implementation of development objective •Overall management and coordination •Day-to-day management of the process •Oversee alignment and integration of activities
Social Services	<ul style="list-style-type: none"> •Integrated service delivery •Establish a library in the Isithebe area •Implement various awareness programmes re HIV/AIDS, literacy, youth development, etc. •Sport and recreation facilities •Provide cemetery services

Development Sector	Sector Content
	<ul style="list-style-type: none"> •Social and community development, i.e. safety nets, vulnerable groups, child care, orphanage youth programmes, involve NGOs
Tourism	<ul style="list-style-type: none"> •Ingwenya Nature Reserve Development including the military kraal •Removing of alien weed or plants at Matigulu Nature Reserve •Princess Nandi Home as a heritage sites within the area.
LED	<ul style="list-style-type: none"> •Formulating the Mandeni LED Strategy •Formulate the SMME and Tourism Strategies •Implement poverty alleviation projects •Establish a Youth Advisory Centre (YAC) •Supporting small scale agricultural projects •Declaring Isithebe Industrial Estate an IDZ •Jobs creation
Housing	<ul style="list-style-type: none"> •Implement the Mandeni Housing Plan •Increase the roll-out of housing projects •Slum Clearance •Rural Housing Programme

It is critical that projects are implemented to ensure the greatest benefit in the short, medium and long-term. Performance indicators for the Municipality are also linked to these programmes.

The Mandeni Municipality has confidently and adequately embraced the provisions of the Municipal Systems Act, 2000 (No 32 of 2000) regarding sector involvement and community participation. The Municipality has used all the appropriate mechanisms and procedures to ensure that through the active participation of all the important stakeholders, and the involvement of community in the affairs of the Municipality decisions are made in a democratic and transparent manner. In the 2008/2009 IDP Review, resources were used in empowering the structures such as Municipal Sector Forums, Ward Committees, Councillors, Non-Governmental Organisations and Development Committees, together with key stakeholders, service providers and government departments. All these structures were notified and invited to participate in various IDP meetings to ensure that sectoral and community expertise and involvement are integrated and focussed on delivery around IDP priority issues.

In addition, the publication notifying all interested and affected parties of the IDP Representative Forum meeting was placed in the local news paper and notice boards. The Representative Forum is the platform in which various stakeholders such as Business People, Rate Payers' Associations and Sector Departments are called to make representation as input into the IDP Review process.

SECTION F: IMPLEMENTATION PLAN

Finance in general, and the availability of funding, both capital and operating, is viewed as the primary constraint for the Mandeni Municipality in achieving its developmental mandate.

The Mandeni Municipality is acutely aware of the financial pressures on it and has instituted an entirely new approach to its budgeting, monitoring and financial control procedures. Its position in terms of increasing debt, creditors and unspent grant is considered a

critical issue in the future cash management of the Municipality.

The purpose of the Medium-term Expenditure Framework is to set out a three year framework for money planned for capital investment programmes required to achieve the IDP objectives. This is directly linked to the strategic objectives of the Mandeni Municipality, thereby linking IDP objectives to an approved Municipal Budget.

MIG funding forms a large portion of the external sources of funds granted to the iLembe District Municipality as capital funding. The 2009/2010 MIG cash flow projections are:

Project Title	Project Type	Annual Value
Macambini Water Phase 2	Water	73 166 974
Masomonco Water Supply	Water	290 389
Ohlanga Nover's Farm Water Supply	Water	-
Refurbishment of Sundumbili Water Reticulation	Water	-
Refurbishment of Existing Pumps & Pipelines	Water	16 000 000
Water Supply To Mathonsi, Ndulinde & Ethembeni	Water	111 239 854
Water Supply to Macambini / Tugela Mouth	Water	76 000 000
Ward 11 Household Sanitation	Sanitation	-
Backlog Eradication Of Household Sanitation	Sanitation	84 000 000
Upgrade of Existing VIPs	Sanitation	48 000 000
TOTAL		408 697 217

Within Mandeni a total of R890 555 062.00 will be spent on capital projects over the next 5 years. Apart from MIG funding, funding will also be granted by various other sources and sector departments.

Capital expenditure is mainly focused on water and sanitation and to a lesser extent on community and social services and are all funded from external sources, i.e. grants and subsidies.

The Mandeni Municipality cannot sustain the extension and improvement of infrastructure using loan funds. It is imperative that central and provincial government allocate grant funding for infrastructure and also for the maintenance of existing and new infrastructure to sustain service delivery to the Mandeni communities.

The three year Implementation Schedule with committed human and financial resources is attached to this document and **ADDENDUM L2**.

SECTION G: IDP PROJECTS

Various programmes and projects have been identified to meet the challenges and to improve the quality of life for the communities of Mandeni. Detailed information on these programmes and project are included in the Schedule of Projects in **ADDENDUM L3**. These programmes and projects also have financial implications and need to be budgeted for. Moreover, they need to be aligned to the allocation of governmental, provincial and district funds as well as to the allocation of funds by other external and non-governmental funding agencies.

It is, however, a reality that the needs of the Mandeni area and the requirements in terms of delivery of infrastructure, facilities and services far outweigh the availability of internal financial resources. The Mandeni Municipality would therefore have to rely on external funding. It is therefore critical that projects

be prioritised. The following principles need to guide such a prioritisation process:

- Carry over expenditure from committed projects, critical projects (e.g. implementing projects and actions identified by previous IDPs).
- Legal requirements (e.g. the IDP and Sector Plans).
- Importance versus urgency, i.e. focus on projects that are important rather than urgent (e.g. addressing service backlogs).
- Effective allocation of funds supporting the concept of nodality in service and infrastructure provision.
- Desirability versus sustainability, i.e. focus on projects that are sustainable rather than desirable.
- Investment versus benefit, i.e. greatest impact per Rand spent.
- Community request/need.

This prioritisation needs to be undertaken as a prerequisite for the Mandeni Financial Plan and the Capital Investment Programme and Framework. In the assessment of essential and necessary items, the following distinction was made to decide whether an item should be included in the first, second or third year:

- Consequence of doing nothing: e.g. the consequence of not providing water and sanitation to minimum standards in the short-term is deemed more severe than the consequence of not providing sport and recreational facilities.
- Importance and urgency: although the provision of social services and engineering infrastructure is rated as urgent, attention to important aspects, such as environmental management cannot be overseen.

Financial resources need to be allocated on an equitable basis and co-ordinate all sectoral input. It is also necessary that a participative process be followed in the prioritisation of projects to ensure transparency and

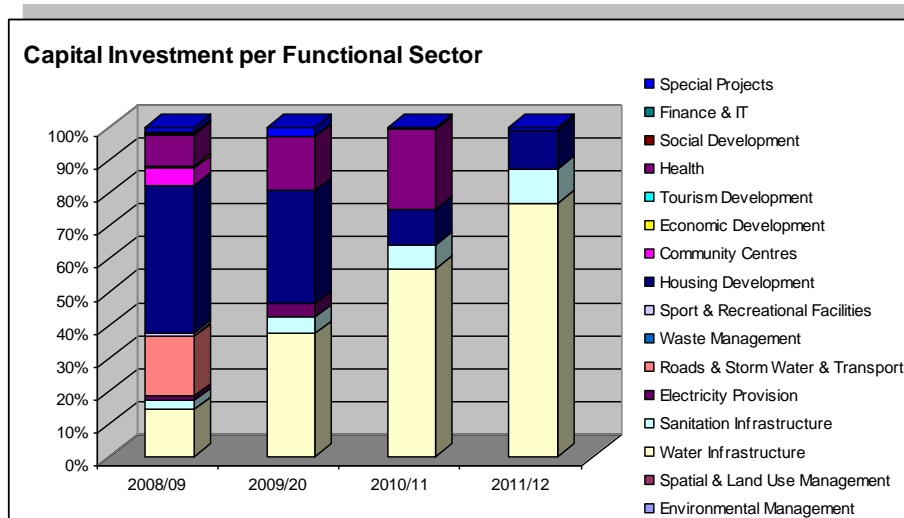
general "buy-in" into the results of such a process. Finally, prioritisation and the allocation of resources must always be guided by the Objectives and Strategies of this IDP in striving to realise the vision of the Mandeni community.

The overall projects per functional area for the Mandeni Municipality (excluding those funded by the iLembe District Municipality) are as follows:

Strategic Development Role & Functions	Total Budget	%
Environmental Management Framework	R200.000	0.00%
Review Spatial & Land Use Management	R100 000	0.01%
Review Siyaya Coastal Development Framework Plan	R50.000	
Zibambele Verge Maintenance Programme	R1.000.000	
	332 697	
Water	217	35.26%
Sanitation	48 000 000	5.09%
Electricity Provision	15 050 000	1.60%
Roads, Stormwater & Transport	76 530 500	8.11%
Waste Management	300 000	0.03%
Sport & Recreation	4 100 000	0.43%
	303 427	
Housing	345	32.16%
Community Centres	22 000 000	2.33%
Economic Development	2 300 000	0.24%
Tourism Development	270 000	0.03%
	120 000	
Health	000	12.72%
Social Development	1 500 000	0.16%
Finance & IT	1 220 000	0.13%

Special Projects	16 000 000	1.70%
TOTAL	943 495 062	

The bulk of capital investment goes towards high priority water and sanitation projects. This clearly indicates an alignment of capital investment with key areas of intervention, i.e. the provision of basic services which in the case of iLembe is focussed on water and sanitation as it should be in terms of national and provincial guidelines.



Clearly the bulk of capital investment over the next 4 years will be made into projects for the provision of water, housing and health services.

SECTION H: FINANCIAL PLAN AND SDBIP

The 2011/12 budget has been prepared in accordance with the New Budget Reform Regulations. In terms of these regulations multi-year budget is prepared spanning over three (3) years with the actual activities for the past three years. The 2011/12 to 2013/14 budget preparation commenced in August 2010 after Council approved a timetable for the IDP and Budget preparation process.

The budget is further guided by Circular 54 provided by National Treasury informed by the 2011/12 Medium Term

Revenue and Expenditure Framework (MTERF) policy statement, the State of the Nation address and the Division of Revenue Bill on the following issues:

2011 Local government elections and the budget process

The adjustment on the process plan had to be done to accommodate the local government elections this year. In terms of the section 16 of the MFMA a municipal council must approve the annual budget before the start of the financial year. To avoid the campaigning period, which is likely to coincide with the budget process, it is advisable that the budget approval be finalized by end of April 2011.

National outcomes

In January 2010, Cabinet adopted 12 outcomes within which to frame public -service delivery priorities and targets. Cabinet ministries have signed performance agreements linked to these outcomes. All municipalities are then expected to take the 12 outcomes into consideration when reviewing IDP and developing the annual budgets.

Financial implications of the demarcation process

The demarcation process has created an extra ward to our municipality to be 17 now. Although there is not much financial implication due to this process, the municipality will accommodate two more councilors in the budget.

Municipal Budget and Reporting regulations

The budget and reporting regulation were introduced in the previous financial year. It is now compulsory that all municipalities are reporting in terms of these regulations. Indeed this municipality is submitting this budget according to the regulations as attached.

Headline inflation forecasts

1. The headline inflation forecast for 2011/12 is 5.7 per cent. Municipalities must take this into consideration when preparing their budgets.
2. Municipalities should also take into account the wage agreement SALGA concluded with municipal workers unions on 31 July 2009.

Revising rates, tariffs and other charges

3. Municipalities must explore imaginative ways of structuring the tariffs for utility services to encourage more efficient use of these services and to generate the resources required to maintain, renew and expand infrastructure.
4. National Energy Regulator of South Africa (NERSA) issued a guideline to increase the electricity bulk tariff for municipalities by 20.38%.
5. All municipalities should aim to have appropriately structured, cost-reflective water tariffs in place by 2014.
6. COGTA has prescribing a ratio with respect to public benefit organizations relative and Public Services Infrastructure (PSI) to residential properties.
7. Publication of multi -year tariff is encouraged

Funding choices and management issues

8. Municipal revenues and cash flows are expected to remain under pressure in 2011/12 and so municipalities should adopt a conservative approach when projecting their expected revenues and cash receipts.
9. Municipalities must pay special attention to controlling unnecessary spending on nice-to have items and non-essential activities, such as

foreign travel, councillor and staff perks, advertising and public relations activities.

10. Municipalities must also ensure that their capital budgets reflect consistent efforts to address the backlogs in basic services and the refurbishment of existing network services.
11. Allocations to "Mayoral Discretionary Funds", "Special Projects", "Special Events" or similar discretionary type funds are discouraged.
12. Municipalities are urged to allocate all Ward Allocations in tabled and approved budgets.

The following headline inflation forecasts underpin the national 2010/11 Budget:

Fiscal year	2009/10	2010/11	2011/12			2012/13
	Actual	Estimate	2013/14		Forecast	
Headline CPI Inflation	4.7%	5.7%	6.2%	5.9%	5.9%	

Municipalities are expected to prepare a three year budgets that are sustainable in terms of being funded from realistically anticipated revenue to be collected. As a result this budget has been prepared taking into account the current economic crisis and the economic outlook going forward.

The budget can be summarized as follows:

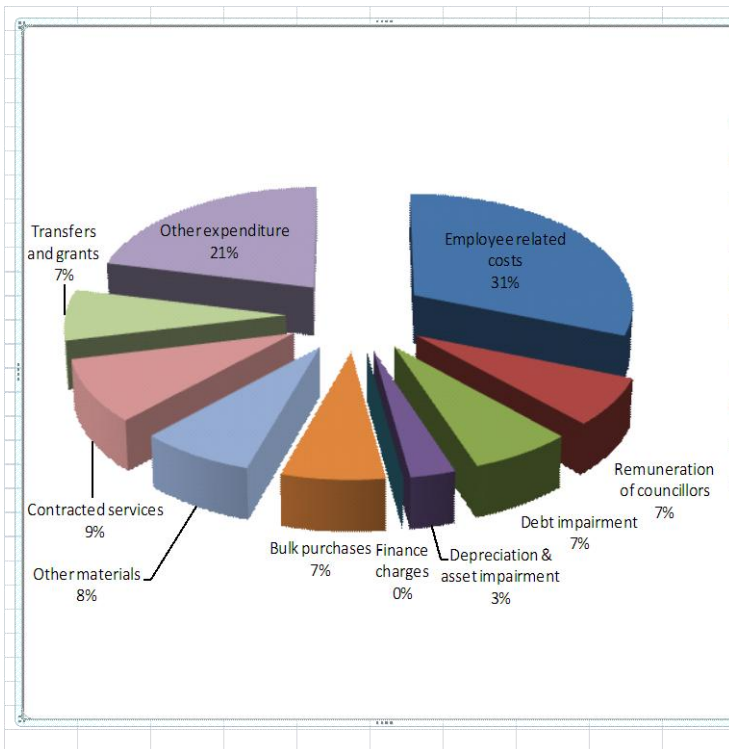
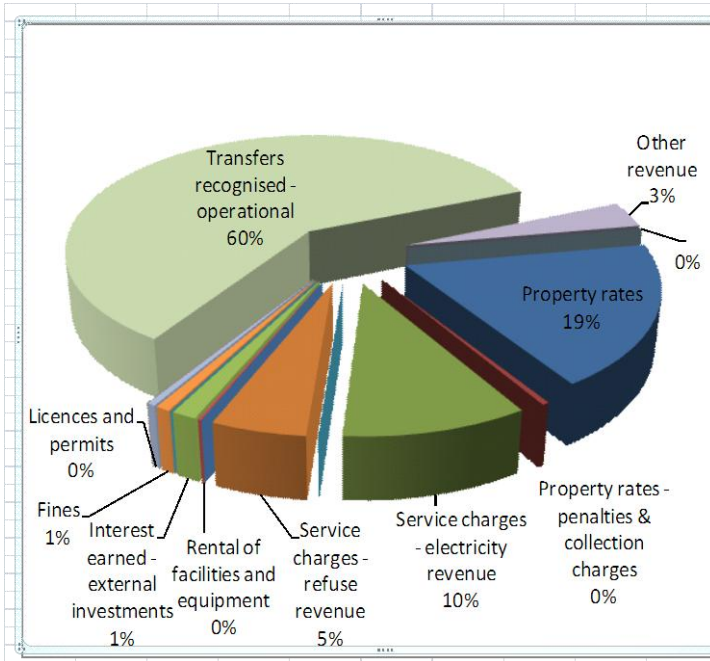
Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	% Change
52,768	90,100	129,325	100,935	110,782	121,235	129,798	9.8
49,462	88,719	143,446	91,669	109,334	114,103	122,169	19.3
3,306	1,381	(14,121)	9,266	1,449	7,132	7,628	
(31,354)	(38,116)	(42,789)	(72,983)	(62,639)	(97,912)	(93,329)	-14.2
31,354	38,116	42,789	72,983	62,639	97,912	93,329	
(60)	(96)	(338)	(9,266)	(1,449)	(7,132)	(7,628)	-84.4
3,246	1,285	(14,459)	(0)	(0)	(0)	(0)	
84,122	128,215	172,114	173,917	173,421	219,147	223,127	-84.4

Operating Budget

The Operating budget totals R110 782 000 which funds the continued provision of services provided by the municipality

Funding is obtained from various sources. The major sources being property rates (R20.6m), electricity (R11.0m), refuse (R5.6m) and grants and subsidies from National and Provincial Governments (R66.1m)

The major expenditure items are employee costs, Bulk electricity purchases, contracted services, repairs and maintenance, general expenses, grants and subsidies paid, and impairment of assets.



In order to support the 2011/12 Operating budget the following increase in rates and services charges have been proposed with effect from 1 July 2011:

Property Rates	-	10%
Refuse	-	10%
Electricity	-	20.38%

As per NERSA's guideline it is insisted that municipalities must introduce the Inclining Block Tariff in c/kWh for 2011/12. As a result of using NERSA's municipal tariff benchmark the electricity tariff is proposed as follows:

kWh	NERSA's benchmark	Current tariff	Proposed	Customers
0 - 50	58	72.60	58	27
51 - 350	67	72.60	67	229
351 - 600	93	72.60	72.60	475
>600	109	72.60	98	137

The proposed property rates tariffs for 2011/12 is tabled below.

<u>Cartegories</u>	<u>Rating cartegory</u>	<u>Tariff</u>	<u>Tariff</u>
Residencial	1	0.0112	0.0123
Commercial	2	0.0179	0.0197
Industrial	3	0.0190	0.0209
Industrial Estate Special	4	0.0165	0.0180
Mining	5	0.0212	0.0234
Agricultural	6	0.0028	0.0031
Institutional	7	0.0168	0.0181
Special Purpose	8	-	-
Public Services Infrastructure	9	0.0028	0.0031
Municipal Property	10	-	-

The assistance to the indigent provides the following monthly benefits to indigent households:

Free 50 Kwh electricity

Property rates subsidy

100% Rebate on pensioners and disabled customers

The budget related policies have been adhered to in the development of the budget.

3.1.2 BUDGET PROCESSES

Legislative requirements: The MFMA sets out key legislative requirements for the municipal budget process. These comprise the following:

Timing: The Mayor must table the annual budget of the municipality at a council meeting at least 90 days before the start of the budget year. The council must consider approval of the annual budget at least 30 days before the start of the budget year. This is however realigned this budget year as a result of the municipal elections.

Consultation on the tabled budget: The budget documents is made public immediately after being tabled in council. This include posting the information on the municipal website and placing the budget at municipal public places. The requirements of the MFMA to seek views on the tabled budget from the under mentioned stakeholders is adhered to :

- The local community
- The relevant district municipality
- Other local municipalities within the area
- The relevant provincial treasury
- National departments and
- Providers of bulk services

3.1.3 BUDGET ASSUMPTIONS

In preparing the draft budget the following assumptions were adopted:

- **7.2% Salary increase**

The maximum percentage increase has been adopted as per the guide by Circular 54 from National Treasury. However the negotiations at the Bargaining Council are the reason to budget for 7.2%.

- **Departmental proposals**

Management has been consulted and played a participatory role in inform the budget inputs where zero based budgeting principle was used.

- **Integrated Development Plan**

Integrated Development Pan is the source of all the activities by the Municipality.

- **Actual expenditure 2010/2011**

Prior year's activity was used as a basis for future plan of action.

- **Circular 54**

National Treasury issued Circular 54 as a guide in terms of National priorities, indicative macro economic forecast and requirements for 2010/11 MTERF timeline and submissions

- **Division of Revenue Bill and Provincial Gazette**

Division of Revenue Bill gives allocations that are given by National Treasury in a form of Equitable Share to Municipalities.

- **Generally Recognized Accounting Practice**

It is also assumed that the municipality will be fully compliant with the reporting standards. It is therefore imperative that the allocation be provided for depreciation.

- **Bulk Purchases**

The 20.38 % electricity tariff increase by Eskom .

3.1.4 INTEGRATED DEVELOPMENT PLAN

The IDP review process is finalized based on the community consultation process as is required by legislation. The IDP includes specific deliverables that forms the basis for the Budget and SDBIP.

3.2 ALIGNMENT OF BUDGET WITH IDP

Reconciliation of IDP strategic objectives and budget (revenue)						
Strategic Objective	2008/9	2009/10	Current Year 2010/11	2011/12 Medium Term Revenue & Expenditure		
	Audited Outcome	Audited Outcome	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand						
Sustainable Services	5,200	8,771	11,132	13,410	14,554	15,498
Sustainable Services	4,872	4,676	5,853	6,644	7,224	7,752
Sustainable Services	1,179	1,009	1,064	1,833	1,989	2,128
Sustainable Services	265	85	155	778	662	1,209
Infrastructure	5	-	-	-	-	-
Infrastructure	-	24,208	-	-	-	-
Good Governance	42,031	18,752	150	150	163	174
Good Governance	-	-	950	950	1,031	1,103
Good Governance	30,806	54,784	74,195	83,552	91,912	97,999
Good Governance	68	90	-	-	-	-
Good Governance	2,435	14,867	1,948	2,045	2,160	2,285
Economic Development	1,600	-	1,000	-	-	-
Social Development	7	13	12	12	13	14
Safety & Security	1,630	2,155	2,326	1,409	1,528	1,635
Total Revenue (excluding capital transfers)	90,100	129,410	98,785	110,782	121,235	129,798

3.1.6 BUDGET OVERVIEW

Capital and operating budget 2009/2010 to 2012/2013

(revenue and expenditure)						
2007/8	2008/9	2009/10	Current Year	2011/12 Medium Term Revenue & Expenditure		
Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
52,768	90,100	129,325	100,935	110,782	121,235	129,798
31,354	38,116	42,789	72,983	62,639	97,912	93,329
84,122	128,215	172,114	173,917	173,421	219,147	223,127

Operating budget of all departments by category

Budgeted Financial Performance (revenue and expenditure)					
Description	2009/10	Current Year	2011/12 Medium Term Revenue &		
	Audited Outcome	Original Budget	Budget Year 2011/12	% Of Budget	% Change
R thousand					
Revenue By Source					
Property rates	21,914	18,205	20,658	18.65	13.48
Property rates - penalties & collection charges	296	550	420	0.38	-23.56
Service charges - electricity revenue	8,225	8,963	11,034	9.96	23.11
Service charges - refuse revenue	4,676	5,131	5,644	5.09	10.00
Rental of facilities and equipment	186	190	190	0.17	-
Interest earned - external investments	861	1,300	1,500	1.35	15.38
Fines	365	790	868	0.78	9.94
Licences and permits	1,805	4,000	500	0.45	-87.50
Transfers recognised - operational	87,684	57,994	66,144	59.71	14.05
Other revenue	3,313	3,812	3,823	3.45	0.29
Total Revenue (excluding capital transfers and contributions)	129,325	100,935	110,782		
Expenditure By Type					
Employee related costs	23,832	28,237	33,759	30.47	19.55
Remuneration of councillors	6,214	6,991	7,637	6.89	9.24
Debt impairment	31,796	7,409	7,448	6.72	0.54
Depreciation & asset impairment	3,778	3,307	3,307	2.98	-
Finance charges	78	611	-	-	-100.00
Bulk purchases	4,367	6,075	7,586	6.85	24.87
Other materials	7,091	7,756	8,359	7.55	7.78
Contracted services	6,623	8,598	9,980	9.01	16.07
Transfers and grants	46,614	6,701	7,963	7.19	18.84
Other expenditure	13,054	15,984	23,294	21.03	45.74
Loss on disposal of PPE	-	-	-		
Total Expenditure	143,446	91,669	109,334		
Surplus/(Deficit)	(14,121)	9,266	1,449		
Transfers recognised - capital	(42,789)	(72,983)	(62,639)		
Contributions recognised - capital	42,789	72,983	62,639		-14.17
Contributed assets	(338)	(9,266)	(1,449)	-1.31	-84.37
Surplus/(Deficit) for the year	(14,459)	(0)	(0)		

Capital Budget

Funding Source

CAPITAL BUDGET 2011/12

Total Ex Revenue	1,448,505
Total Ex MIG	21,152,000
Total Ex NDPG	12,000,000
TOTAL Ex DoH	29,486,660
	64,087,165

The projects earmarked this budget year are all grant funded through Municipal Infrastructue grant (MIG) R21.1m for Sundumbili roads Phase 6 & 7, Neighborhood Development Programme (NDPG) R12.0m , the continuation of the Sibusisiwe hall, the sport precinct and Thokoza road link and housing at Inyoni R29.5m.

Budget Related Policies

These are the budget related policies as they were implemented. The schedule will show these policies and those that were amended.

POLICY	AMENDED	NEW
Accounting policy	None	
Banking policy	None	
Debt Management and Credit control policy	None	
Fixed asset Management policy	None	
Indigent policy	None	
Insurance policy	None	
Information Technology usage policy	None	
Rates policy	None	
Risk Management policy	None	
Supply Chain Management policy	None	
Tariffs policy	None	
Virement policy	None	

4.7 BUDGET PROCESS OVERVIEW AND ITS OUTCOMES

In preparing the budget the key deadline activities as recommended by National Treasury has been relied upon.

TIME SCHEDULE OF KEY DEADLINES

**Mayor to Table in Council 10 Months Prior to Start of
Budget Year**

Month	Municipality _____Mandeni	Budget Year __2011/12_____
	---	---
	Mayor and Council / Entity Board	Administration - Municipality and Entity
July	<p>Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process</p> <p style="text-align: center;">MFMA s 53</p> <p>Planning includes review of the previous years budget process and completion of the Budget Evaluation Checklist</p>	<p>Accounting officers and senior officials of municipality and entities begin planning for next three-year budget</p> <p style="text-align: center;">MFMA s 68, 77</p> <p>Accounting officers and senior officials of municipality and entities review options and contracts for service delivery</p> <p style="text-align: center;">MSA s 76-81</p>
August	<p>Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP</p> <p>(as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year.</p> <p>MFMA s 21,22, 23;</p>	

	MSA s 34, Ch 4 as amended Mayor establishes committees and consultation forums for the budget process	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)
October		Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalises	Accounting officer and senior

	tariff (rates and service charges) policies for next financial year MSA s 74, 75	officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)	Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)
March	Entity board of directors considers	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP,

	<p>recommendations of parent municipality and submit revised budget by 22nd of month</p> <p>MFMA s 87(2)</p> <p>Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year</p> <p>MFMA s 16, 22, 23, 87; MSA s 34</p>	<p>invites local community comment and submits to NT, PT and others as prescribed</p> <p>MFMA s 22 & 37; MSA Ch 4 as amended</p> <p>Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March</p> <p>MFMA s 42</p>
April	<p>Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc</p> <p>MFMA s 21</p>	<p>Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</p>
May	<p>Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs</p>	<p>Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature</p>

	<p>of state and municipalities.</p> <p>Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration.</p> <p>Council to consider approval of budget and plans at least 30 days before start of budget year.</p> <p>MFMA s 23, 24;</p> <p>MSA Ch 4 as amended</p> <p>Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality</p> <p>MFMA s 87</p>	
June	Council must approve annual budget by	Accounting officer submits to the mayor no later than 14 days after approval of the

resolution,
 setting taxes and
 tariffs,
 approving changes
 to IDP and budget
 related policies,
 approving
 measurable
 performance
 objectives for
 revenue by source
 and expenditure
 by vote before
 start of budget
 year

**MFMA s 16, 24,
 26, 53**

Mayor must
 approve SDBIP
 within 28 days
 after approval of
 the budget and
 ensure that
 annual
 performance
 contracts are
 concluded in
 accordance with s
 57(2) of the MSA.
 Mayor to ensure
 that the annual
 performance
 agreements are
 linked to the
 measurable
 performance
 objectives
 approved with the
 budget and SDBIP.
 The mayor submits

budget a draft of the SDBIP
 and annual performance
 agreements required by s
 57(1)(b) of the MSA.

MFMA s 69; MSA s 57

Accounting officers of
 municipality and entities
 publishes adopted budget and
 plans

MFMA s 75, 87

	<p>the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2)</p> <p>Council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59-65</p>	
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Abbreviations: **IDP** - Integrated Development Plan; **MFMA** - Local Government: Municipal Finance Management Act, No. 56 of 2003; **MSA** - Local Government: Municipal Systems Act, No. 32 of 2000, as amended; **MTBPS** - National Treasury annual publication, Medium Term Budget and Policy Statement; **NT** - National Treasury; **PT** - Provincial Treasuries; **SDBIP** - Service Delivery and Budget Implementation Plan

The Mandeni Municipality is confident that the public participation has been the cornerstone of the preparation of the 2011/2012 Budget. With the preparation of the 2012 budget the Municipality consulted a number of community based structures and use mechanism, processes and procedures which are used to encourage public participation in matters of Local Government.

Participation and consultation took place at different levels. Through these public meetings in forums and ward committees comments were received

and reviewed by the Mayor before finalizing the budget. Some of these comments includes the following:

- All pensioners regardless of the source of pension must benefit on rates rebates
- The gazette on rates ratio for Residents vs Agriculture, special properties and Public Service Infrastructure
- The representation by farming community on rates tariff in consideration of services provided to farms
- Budget for the ward committee is not enough to cover previous years shortfall
- Rural community on basic infrastructure on water, electricity, roads and housing
- Concerns about the accessibility of the municipal rebates to needy people

4.8 INTEGRATED DEVELOPMENT PLAN (IDP)

The key over-arching six key objectives and how they are linked with the 5 year Local Government Strategic objectives are reflected in the table below:

KEY OBJECTIVES	KEY ISSUE
Good governance and community participation	The strategy is aimed at ensuring that effective

	<p>mechanisms and procedures for vibrant governance are the corner stone of the development. And therefore in all our efforts as we advance with our mission to eradicate poverty, strengthen Economy and delivery of basic services continued participation of the masses shall govern.</p>
<p><u>Financial viability and financial management</u></p>	<p>The strategy aims to ensure that the Municipality increases its revenue base by strengthening debt collection and putting in place sound financial managements practices.</p>
<p><u>Local Economic Development</u></p>	<p>A strategy has been developed to stimulate economic growth and development, with particular focus on Tourism & Property development, Agriculture Development, Industrial Development. The focus shall remain in contributing in poverty eradication and job creation for woman and youth.</p>
<p><u>Basic service delivery and Infrastructure investment</u></p>	<p>Strategies have been formulated to ensure integrated and holistic</p>

	service delivery and infrastructure development over the next two years by reducing the current backlog of households without access to basic service.
<u>Municipal Transformation and institutional development</u>	The strategy aims at ensuring that the development of transformation of the organisation by developing and implementing all human resource policies that will advance the Municipality in service delivery.

SERVICE DELIVERY AND IMPLIMENTATION PLAN (Draft)

- (a) Community services**
- (b) Protection and safety**
- (c) Corporate Services**
- (d) Finance**
- (e) Technical Services**

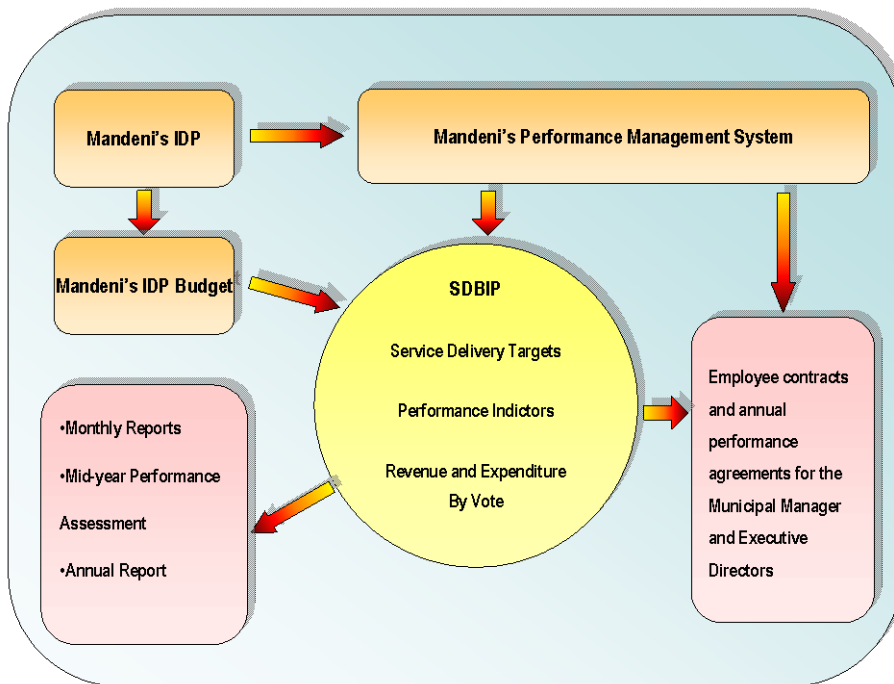
H4. The SDBIP

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery

of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79.

Put simply the SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative - Through links with the IDP.
- The Financial Imperative - Through links with the budget.
- The Performance Imperative - Through links to the PMS.



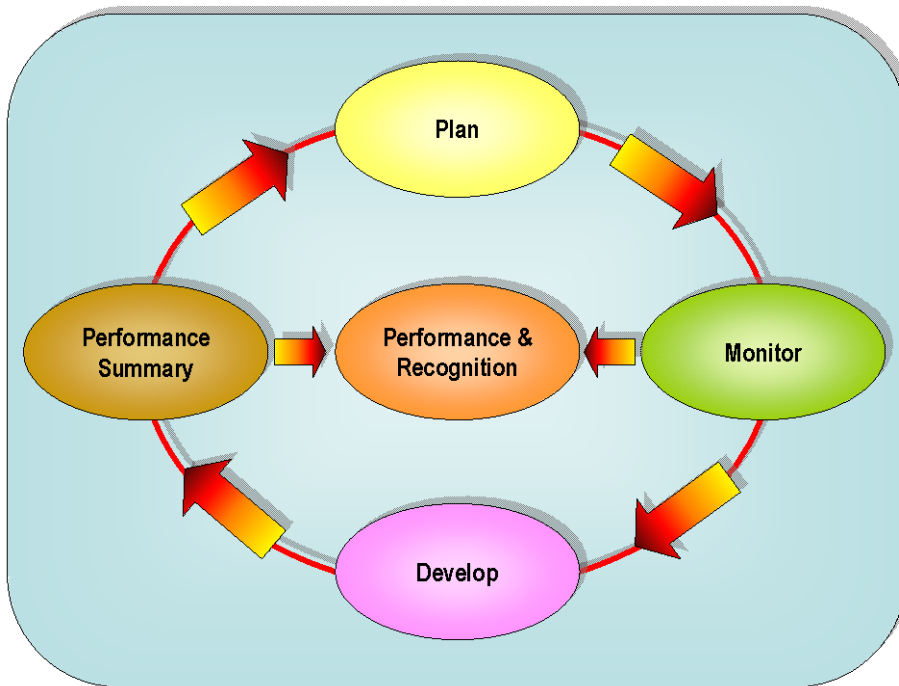
The National Treasury Circular 13 describes in detail the approach to SDBIPs. Basically there is a high level SDBIP for the purposes of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the MM), all staff operate under KPIs within the identified KPAs. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPIs. These then form the basis of future monthly and in year reporting. The Mandeni budget is to some extent already married to the IDP and it is now required that performance indicators are developed for each vote or capital project. Simple, fast and effective. The major challenge is obtaining buy in and enthusiasm from staff and labour representatives. In a normal budget process the timelines for the IDP, budget and PMS processes would be integrated.

SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The process of developing an organisational performance management system for the Municipality was completed in July 2004, followed by the development of the individual performance management system. The completion of the two phases marked the beginning of the consultation and the preparation for implementation of the system. Two organisational performance reviews have already been conducted in line with the measures set, the results of which have been used in identifying areas requiring attention as well as in informing the 2006/07 IDP Review. This PMS is being applied and a monitoring, evaluation and review needs to be undertaken to establish the levels of performance and extent to which KPIs are met.

The components of the Mandeni PMS are:



- **Plan** - The Municipal Manager and Executive Committee share the responsibility for developing the project related and individual performance standards. All performance standards consist of outcomes (products or accomplishments) and expectations (measurement of outcomes in terms of cost, quality, quantity, time, etc.).
- **Monitor** - The Municipal Manager and Council observe the performance of the Executive Directors and provide feedback throughout the year, not just at the end of the performance cycle. Executive Directors can provide feedback on how well the Municipal Manager and the Council carry out their performance management responsibilities.
- **Develop** - The Municipal Manger has an open discussion with the Executive Directors to identify their training and other needs for improving his or her job performance.
- **Performance Summary** - A narrative description of the Executive Directors' performance, prepared by the Municipal Manager with input from the Executive

Directors, is given to each Executive Director in a face-to-face meeting. A performance summary should include: an assessment of the Executive Director's effectiveness in meeting his or her goals and objectives, any recognition received and areas of suggested improvement.

- **Recognition** - The Municipal Manager and Council are encouraged to reward Executive Directors throughout the year for doing their jobs well. Recognition may occur in a number of ways, i.e. verbal praise, cash awards, and time-off awards.

The Municipal Manager and Executive Committee share the responsibility for developing performance agreements for and individual performance standards for section 57 employees. All performance standards consist of outcomes (products or accomplishments) and expectations (measurement of outcomes in terms of cost, quality, quantity, time, etc.).

The organisational and individual PMS called Employee Performance Appraisal System (EPAS) linked to Service Delivery Budget Implementation Plans SDBIP was adopted by Council. The organizational assessment gets conducted on quarterly bases and reviewed during IDP review process. Workshops were conducted to councillors and employees to get input and familiarize them with the system on how it was going to work.

Individual PMS (EPAS) was cascaded to section 57 employees. But the process to cascade individual PMS is commencing this month of December 2007 after we had appointed an official to deal with it. The employees will be requested to fill in performance assessment form and submit them back to HR for filling. Employees will be assessed by their supervisors on quarterly bases and at the end of the financial year.

The Municipality's Performance Scorecard is made part of the Performance Management process and consultation took

place regarding Employee Performance Appraisal System and Policy with all staff and councillors. The Organisational Performance Scorecard was adopted on 28 June 2007 and is attached as **APPENDIX K12**.

The Organisational Performance Scorecard links Municipal Actions to IDP Objectives and the National KPAs. For each Municipal Action the following performance framework is then set:

- Baseline from which performance would be measured.
- KPI for measuring performance.
- Target to need to be met within the specified timeframe,
- Specification of responsible Department or Section.

The Organisational Performance Scorecard form the basis in terms of which the Mandeni SDBIP (refer to **Section H4** of this Report) is undertaken and reported on.

CONCLUSION

In order for Mandeni Municipality to achieve the goals set out in the IDP, monitoring and evaluation need to be given sufficient momentum and the outcome should be re-applied into the strategy. It is also important that unrealistic expectations are not raised during the IDP process, as the resources of the local authority are limited, and not very raised in workshops with the community can be addressed immediately. The prioritisation of needs is therefore critical, as the development strategies adopted as part of the IDP must be implementable, and affordable, that is within with the financial constraints of the Municipality. The process of the identification of needs and priorities is therefore also a critically important basis for engagement between the municipality and the local community. The Municipal preparedness to respond to the development challenges in terms of organisational structuring, revenue funding for capital projects and proper structuring of the external

partnership remains the main priority and area of focus. It is against this background that the Mandeni Municipality intends to thoroughly conduct organisational re-orientation organising and structuring the internal resources of the Municipality to ensure service delivery.

SECTION J: ANNEXURES***J1. Detailed Spatial Development Framework******J2. Detailed Disaster Management Plan***

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section J2 of the 2008/2009 iLembe District IDP.

SECTION K: APPENDICES***K1. Land Use Management Framework***

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K1 of the 2008/2009 iLembe District IDP.

K2. Land Use Management System

The Municipality is in the process of formulating and implementing the LUMS to guide and manage development in accordance with the vision strategies and policies of the Integrated Development Plan and Spatial Development Framework and in the interest of the general public to promote sustainable development and quality of life. It should be noted that although these schemes area prepared and administered by Planners they also provide a management tool for other interest such as health, transport, environment, finance and infrastructure. Thus the Municipality resolved to prepare a single scheme that is flexible but certain, Flexible enough to accommodate diverse interests and livelihoods yet also provide certainty with regard to investment decisions.

SINGLE SCHEME

The Municipality currently has three schemes under its control, although no clauses or maps can be found in Province for the Sundumbili scheme. Mandeni is the primary urban centre, with the only other urban nodes of any significance being Tugela Mouth and Wangu, neither of

which is yet controlled by a scheme. It is therefore logical to combine the Tugela and Mandeni schemes into one, and to include the other urban nodes within the same scheme. The remainder of the area of jurisdiction of the Municipality constitutes Traditional Settlement, commercial agriculture or conservation areas, and these can easily be accommodated in a single scheme for the Municipal area. No purpose would be served by separating the urban and non-urban areas into separate schemes, plus it would make management and use of the schemes unnecessarily difficult.

SCHEME MAP

A single scheme map, covering the whole area of jurisdiction of the Municipality will be prepared, and placed on the GIS system; however insets of the urban settlement areas, namely Mandeni, Tugela, Sundumbili, Isithebe and Tugela Mouth, will be prepared for reference and practical purposes. These will, however, always remain insets extracted from the master version which will be the single map retained on the GIS. Cadastral and Tribal Authority boundaries will be shown on the map.

Zones to be shown using symbols on undefined sites, as have been the case previously with schemes in KZN.

SCHEME FORMAT

Scheme to follow the format used in existing schemes; this is the traditional format, used in most schemes in the Province. This format was critically assessed, and it was felt that the traditional format provided a logical and user friendly arrangement of the scheme provisions, particularly with regard to the clear separation of the various component parts of the scheme. It is a public document and must be kept as simple to use as possible.

SCHEME PROVISIONS

Mandeni is a sophisticated urban area, containing a full range of industrial, residential, commercial and other uses, and therefore needs the high level of management which the current clauses provide. These must however be combined with the appropriate planning controls for the traditional settlement, agricultural and conservation areas.

Existing use rights cannot be extended by more than 50% without the Municipality's approval, and the Municipality can call for special consent application if concerned about impacts of proposed extensions on local amenity.

The following controls are proposed for the Traditional Settlement areas:

- **Part 4 - Land Use Controls:** Clause 4.6 introduces Traditional Settlement areas, with uses subject to traditional approval, up to an agreed limit. Uses are limited, authority is traditional, but beyond a specified point, the Municipal scheme controls become applicable. Tuck shops of more than 25m² and crèches caring for more than 6 children require Municipal management. Home business must expressly exclude taverns, which will always require Municipal authority as they are contentious uses in residential areas.
- **Part 5 - Development Controls:** Traditional settlement controls included under requirements for control of appearance of buildings.
- **Table A:** imuzi added as a use.
- **Table C:** Traditional settlement zone added
- **Table D:** Traditional settlement zone added with same level of development control as agricultural zone, plus provisions to apply to defined pieces of land, namely PTOs and leases; development controls on undefined sites to be to the satisfaction of the Municipality, and to comply as closely as possible on the controls applicable to defined sites.

K3. Coastal Zone Management Plan

In 2002 the Mandeni Municipality, completed its first IDP. A critical part of that IDP was the acknowledgement of the importance of the coastline. During the community participation, there was discussion about the future use and development of the area along the coast, in a number of workshops, including those concerning environmental issues and local economic development. These concerns were carried through to the list of IDP priority issues and required the preparation of Tourism Development Plans, with the objective of maximising the economic benefits for local people of the world class attractions associated with Zulu History and the Anglo-Zulu War. The strategy is to prepare the Siyaya/Tugela Mouth and Ndongakusuka Military Kraal Development Plans, which were to include Ndulinde, John Dunn areas including Mangete, and other historical areas.

These priority issues also required the identification of development areas along the coast, with the objective of ensuring that appropriately located development opportunities, including camp sites, picnic sites, beach access and parking areas for fishermen, are identified along the coast for the benefit of both tourists and the local community.

It was therefore proposed to combine both of these priority issues into a single planning exercise as they are functionally and geographically linked. The strategy was to include the full length of the coastline in the preparation of the "Tugela Mouth Master Plan" thereby resulting in the preparation of the Siyaya Coast Development Plan. The Mandeni SDF is a key informant of the project. Funding was eventually made available to the Municipality, and in 2005 the project commenced.

The Draft Siyaya Coast Development Plan proposes what is effectively a "new town" at Tugela Mouth, in accordance with the Municipal IDP. A secondary node is proposed at Wangu to take advantage of the embryonic urban settlement

which already exists there. This area also forms the entrance to the Amatikulu Nature Reserve. The commercial core of each urban node is surrounded by a gradation of higher density - medium density - low density residential development, thereby maximising accessibility, thresholds for development, use of infrastructure and creating sustainable and liveable urban settlement.

The beach at Tugela Mouth is a critical development opportunity, as it is the only stretch of this coastline where development can be located on the edge of the beach area. A blue flag beach is proposed for somewhere in this vicinity should that be possible - the problems of developing a swimming beach in the vicinity of the mouth of the Tugela are well know, and this beach might well have to be located some distance to the north of the existing settlement.

A second blue flag beach is proposed at Dokodweni, where beach-related facilities already exist. This area is already becoming a swimming area, and can be developed further for this purpose. It abuts sensitive areas and therefore hard development will have to be limited to the rustic camp at the Prawn Shack and limited beach facilities.

Tourism development opportunities are located at Amatikulu Nature Reserve, on the edge of the existing reserve but in the area identified for inclusion. A major, high value tourism facility such as a resort and conference centre, targeted at the international market, could be considered for this location. It is intended that this would have linkages via the Amatikulu Nature Reserve to the Dokodweni Beach facilities, thereby increasing the use of the reserve and the facilities existing in the Nyoni Estuary area.

Critically, development opportunities have been identified around the historical sites in the Tugela Valley, as these represent an important tourism opportunity. It is critical that a visitors' centre is

linked to these sites but in a manner which maximises accessibility and relevance. People will not travel to see replicas of places but will want to see the exact places where things existed or happened. It is therefore important that sites such as the Ndongakusuka Hill where a military kraal once existed be used as a catalyst for these historical tourism sites.

The development plan also reinforces the critical work done on the appropriate use of natural resources. Both the agricultural production areas and the areas identified as being of biodiversity significance are to be protected for these purposes.

Once the proposals made in this development plan are accepted, the plan will be expanded to incorporate a new layer which will constitute the Coastal Management Zone as required in terms of the Coastal Management Bill.

It is important that agreement be reached in the steering committee regarding the possible use of some of the coastal areas for development, albeit to the limited extent proposed.

A road linkage is proposed between Wangu and Tugela Mouth, as the only route at present is the N2 highway which is not safe for pedestrian traffic, and ought not to be used for local traffic.

The final plan, together with the draft final report, can however only be made public once there has been resolution of the land legal issues. It is hoped that the steering committee will be able to find some resolution on this issue at this meeting, thereby enabling the Municipality to release the draft plan for comment.

K4. Waste Management Plan

The Mandeni Waste Management Plan is in the process of being undertaken and set to be completed during the

2008/2009 financial year and progress in this respect will be reported on in due course.

K5. Water Service Master Plan

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K5 of the 2008/2009 iLembe District IDP.

K6A. Integrated Transport Plan

This is prepared at a district level by the iLembe District Municipality. Funding was secured by iLembe District Municipality for the Integrated Transport Plan to be prepared in consultation with the Local Municipalities, including the Mandeni Municipality. The consultant was appointed and was held back by some disputes which are still resolved. For further details refer to Section K6A of the 2008/2009 iLembe District IDP.

K6B. Public Transport Plan

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K6B of the 2008/2009 iLembe District IDP.

K7. Housing Plan

The Mandeni Housing Plan has been completed and adopted (refer to **APPENDIX K7** for a copy of the full Mandeni Housing Plan Report). An in depth analysis of the Mandeni Municipal area informed this Housing Plan which is aimed at the eradication of the housing backlogs in Mandeni Municipality. The Mandeni Housing Vision is:

" To house every resident of Mandeni in a sustainable and affordable way, with the necessary services, in progressive communities and an enabling environment to create the best possible standard of living for our people. "

The approach within the context of the Mandeni Housing Plan is one of mass housing provision in areas under previous segregation rule. Through this approach it is possible to counteract inappropriate residential development which took place everywhere where land could be acquired cheaply thereby perpetuating urban sprawl and segregated development areas. Settlement that took place further from job opportunities and social amenities, undermining economic viability and environmental sustainability can now be rectified. In order to stabilise the housing environment the following issues are addressed within the context of the Mandeni Housing Plan:

- Creating a stable and effective public environment.
- Lowering perceived risk in the low-income sector of the housing market, by ensuring that contracts are upheld and applied and all parties understand and fulfill their roles and responsibilities.
- Ensuring good quality housing.

The purpose of the Mandeni Housing Plan is therefore to provide direction to housing delivery and settlement management in the Mandeni Municipal area. Strategies and Projects are developed to address the housing demand in Mandeni Municipality. The process of layering will lead to a focussed vision and pertinent strategic objectives for the determination of the ultimate housing program and plan for the study area.

Recommended projects for Slums Clearance are:

Project	Number of Sites	Estimated Project Cost
Sikonyane	1 691	R 64 258 000.00
Mathonsi	1 321	R 50 198 000.00
eNdondakusuka	978	R 37 164

		000.00
Macambini	648	R 24 624 000.00
Sundumbili	2 300	R 87 400 000.00
Tugela	502	R 19 076 000.00
TOTAL	7 518	R 282 720 000.00

Recommended projects in terms of the Rural Housing Programme are:

Project	Number of Sites	Estimated Project Cost
Sikonyane	3 629	R 137 902 000
Macambini	3 166	R 120 308 000
Mathonsi	1 416	R 53 808 000
eNdondakusuka	770	R 29 260 000
Ntunzini	293	R 11 134 000
Hlomendini	225	R 8 550 000
Sundumbili	192	R 7 296 000
TOTAL	9 691	R 368 258 000

K8. Energy Master Plan (Electricity Master Plan)

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K8 of the 2008/2009 iLembe District IDP.

K9. Local Economic Development Plan

The main LED concerns that affect the Mandeni Municipal area are:

- High unemployment levels and low levels and low levels of household income.
- Underutilised human and natural resources.
- Lack of addressing LED opportunities and challenges.
- Uncoordinated and ad hoc LED implementation actions.
- Lack of coordinated understanding and actions by public and private sector stakeholders.
- A poor understanding of the workings of the local economy.
- A poor understanding amongst stakeholders of national and provincial LED related policies and programmes.

As such, the main aims of the Mandeni LED Plan are to:

- Develop an understanding of the economic trends in Mandeni as well as identify opportunities for interventions, which will contribute directly to an improved economic position for residents of the Mandeni Municipality.
- Establish and determine what sectors and commodities in the area are significant to its economic activity and could be developed through proactive market intervention to positively impact on economic development.
- Develop an implementation programme according to which development opportunities will be pursued in the area.

There are nine strategies overall that have been formulated for the Mandeni Municipality. Each strategy has been further broken down into programmes and projects, which provide the means to achieve the strategies. The strategies are as follows:

Strategy	Details on the Strategy
Special Intervention Areas	This refers to macro-economic developments that are located within a regional context of the Mandeni Municipality, although outside the area of jurisdiction, but that have

Strategy	Details on the Strategy
	<p>significant implications for future development of the area. Such developments include the Dube Trade Port (DTP) and the King Shaka International Airport (KSIA). The pending World Cup 2010 also presents opportunities for the area although it affects the entire country. The eThekweni - iLembe - uThungulu Corridor is a provincial development, which has significant implications for the development of the Mandeni Municipal area.</p>
<p>Expand and Grow the Manufacturing Sector</p>	<p>The manufacturing sector in Isithebe has been affected by political decision-making throughout its existence from its inception to date. Currently there are many factors that are working against industry in Isithebe such as the distance to markets and the removal of incentives, which were initially a draw card for the area. However, there are still factors that make Isithebe a strong area for manufacturing to grow, including the access to the two ports of the province. With the development of the DTP and the KSIA, more demand for space for manufacturing is likely to occur for Isithebe. Warehousing is currently one use for some of the industrial space within the estate. However, this is a non-employment generating activity and other industries should be considered.</p>
<p>Expand the Agricultural Sector</p>	<p>Presently, agriculture in Mandeni takes place at a commercial and subsistence level. Sugar cane is the mainstay of the sector, with most commercial farmers being involved in this field. Livestock farming is carried out to a small degree and has not been explored to its true</p>

Strategy	Details on the Strategy
	potential. The traditional farming areas undertake farming for their livelihood and very little is sold for a profit. The strategy focuses on the expansion of the agricultural activities in the area, especially focussing on niche market products and other crops. The aim is to develop traditional/subsistence farming into commercially based farming to ensure effectiveness of farming practices.
Develop the Tourism Sector	Currently, the tourism sector in Mandeni is focussed along the coastal area of the Tugela Mouth, with a few accommodation facilities in the area. The Mandeni Municipal area is one of the last few coastal destinations that have managed to still maintain its rustic and aesthetic character. As such, it is maintained that the development of the coastline should continue to support this type of eco-tourism potential/opportunity. Coupled with this is the strong heritage and historical significance in the area. However, the sites of importance are not developed appropriately and many that have been developed have been vandalised over time. Opportunities exist to capitalise on this uniqueness and capture a different market to that visiting Durban and Ballito. The development status of the tourism sector is very low at the moment, and ventures such as the Military Kraal have not been successful. As such, careful consideration must be given to the type of developments that are being proposed for this area.
Business Retention and Expansion	Business retention and expansion strategies (same as the generic strategy) refer to the measures that a municipality

Strategy	Details on the Strategy
	<p>can take to ensure that firms and investors currently within the area do not leave for a seemingly more attractive location. This strategy is important for the economy of an area to grow. It has been noted that drawing local (national or regional) companies to an area is more practical and valuable than drawing businesses from abroad. This is due to the fact that the money made will flow within the local or national economy, instead of outwards to the home country of the foreign investment. Therefore, the retaining, drawing and expanding of local businesses are of critical importance for the economic development of a region.</p>
<p>Identification of Capital Investment Projects, New Product Development & Facilitation of Access to Funding for Development</p>	<p>This strategy is associated with the generic strategy of new business creation. This strategy serves to accelerate empowerment and assists in reducing unemployment. Prior to the creation of new enterprises, it is imperative that a human resource base and target market is established. This applies to all sectors, and involves identifying, packaging, and motivating for the new projects so as to source funding for their implementation.</p>
<p>Promotion of capacity Building, Training, Mentoring & Support Services</p>	<p>The generic strategy linked to the above specific strategy is that of promoting business development services (BDS), information communication technology (ICT) and training and education. Business development services offer assistance and support to small and medium enterprises in the form of counselling, information and training. The main aim of BDS is to increase competitiveness, which is brought about</p>

Strategy	Details on the Strategy
	in terms of innovative products and services, production or delivery processes irrespective of size of the enterprises. Therefore, SMMEs should be encouraged through BDS to build up their competitive edge.
Promotion of Market Research, Marketing, Knowledge & Awareness Campaigns	This strategy is aligned to the generic strategy of investment promotion or place marketing, and refers to all aspects related to the promotion and marketing of the economic strengths and opportunities of the municipality. This entails advertising and marketing of the area and drawing on the competitive advantages that can be of interest to investors, as investors generally seek a stable economic environment. Incentives offered by the municipality do play a role but this is not the only factor, which attracts an investor to a municipality. Investment ensuing sustainable employment must be such that it builds on existing or potential competencies in the area.
BEE, PDI, Gender Promotion & HIV/AIDS	It is important that specific attention is paid to ensure equal representation of women and vulnerable groups. Undertaking planning in collaboration with previously disadvantaged individuals (PDIs) is necessary in ensuring that these individuals are empowered and have the opportunity of economic development in their communities. The views of these individuals must be streamlined into the planning process and they should also be beneficiaries through the implementation of such projects.

Seventeen prioritised projects with clear timelines and financial implication thereof have been identified and

packaged into action plans (for further details refer to page 128-140 of the Mandeni LED Strategy) a copy of which was submitted to the Department of Local Government and Traditional Affairs together with 2008/09 reviewed IDP . These are as follows:

- Establishment of a Chamber of Commerce
- Investor Attraction
- Expansion of the Ithala Industrial Estate
- Crime Reduction
- Skills Development
- School of Sporting Excellence
- Development of a Petroport
- Development of a Skills Register
- Medicinal Plants
- Essential Oils
- Bio-fuels
- Develop King Shaka Statue and World Class Cultural Village
- Water Activities on the Tugela River
- Establishment of a Small Enterprise Development Agency
- Youth Centres
- Appointment of an LED Manager
- Establishment of the LED Forum and Business Coalition

K10. Infrastructure Investment Plan (EPWP Compliant)

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K10 of the 2008/2009 iLembe District IDP.

K11. Area Based Plans (Land Reform)

These are prepared at a district level by the iLembe District Municipality. For further details refer to Section K11 of the 2008/2009 iLembe District IDP. The formulation of these Area Based Plans is, however, currently delayed as a result of the Department of Land

Affairs not finalising the necessary appointments in this regard.

K12. Organisational PMS

Attached **APPENDIX K12** provides the most up to date Municipal and Departmental Scorecards is a reflection that PMS at the Mandeni Municipality is now taking its rightful place as a tool that provides early warning of under performance as well as objective recognition for performance above and beyond the call of duty.

The OPMS now needs to be reviewed within the context of the 2007 - 2012 Mandeni IDP and its review to ensure proper and appropriate integration and to insure its relevance in addressing the challenges of the Mandeni Municipal area.

K13. IDP Process Plan/ IDP Framework Plan

Mandeni Local Municipality wanted to develop the IDP which can be utilised as an effective management tool for the municipality, this includes:

- Creating a greater level of focus and thereby improving on the strategic nature of the IDP.
- Aligning this strategic document with the realities of available resources, both financial and human.
- Alignment of the IDP with activities of the sector departments and other service providers (and vice versa i.e. influencing their planning).
- Alignment of the IDP with the various sector plans.

To put this into effect Mandeni Municipality prior to starting the IDP process drafted a Framework Process Plan which was adopted by the Council in compliance with the Municipal Systems Act, 2000. The Framework Process Plan served as the business plan for the on - going management of the IDP process. The Framework Process Plan was meant to provide direction in terms of the time schedules for

the planning process, how the public will participate in the review, what structures will be used to ensure participation and how the process will be managed.

The Framework Process Plan identified the following eight key issues/activities to be covered during the preparation process of the IDP:

- The Situational Analysis: During this phase information is collected on the existing conditions within the municipality. The exercise focused on identifying the types of problems faced by people in the area and the causes of these problems. The identified problems were assessed and prioritized in terms of what is urgent and what needs to be done first.
- Issues identified by the MEC.
- The development strategies.
- The review and finalization of applicable sector plans.
- Alignment with sector departments and service providers.
- A filtering process whereby the IDP and sector plans are integrated with the resource framework.
- The development of a detailed implementation framework.
- The review of Spatial Development Framework

The Mandeni Framework Process Plan (attached as **APPENDIX K13**) was approved by Council in September 2007 and set the process of this 2008 IDP Review officially in motion.

K14. District Health Plan

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K14 of the 2008/2009 iLembe District IDP.

K15. Social Cohesion

This section of the IDP looks at the notion of Social Cohesion within the context of building careering society in solidarity with the poor. A point need to be made that, the notion of Social Cohesion has not been fully examined in South Africa as a policy imperative for the construction of a new society.

In 2004, The Presidency Policy Coordination and Advisory Services, Social Cluster, released a document, A Nation in the Making, a discussion document on Macro-Social Trends in South Africa. The document provides some detail analysis in terms of social trends but it is not a Government Policy statement on Social Cohesion.

The Department of Arts and Culture also commissioned Human Science Research Council in 2005 to prepare a report on Social Cohesion and Social justice in South Africa on behalf of the Social Cluster of Cabinet.

Social Cohesion has been defined in the HSRC Report for Department of Arts and Culture. It refers the extent to which a society is coherent, united and functional, providing an environment within which its citizens can flourish. A normative term, Social Justice refers to the extension of principles, enshrined in our constitution, of human dignity, equality, and freedom to participate in all of the political, socio-economic and cultural spheres of society.

Whilst the limitation of the use of Social Cohesion in terms of policy pronouncements, it is widely acknowledged that there are indicators of social processes that are useful in giving an account of the extent of Social Cohesion in society as a whole.

The participation of the people both in national and local government elections, Izimbizo, campaigns, Masakhane, IDP and Budget meetings, social networks and partnerships can be observed and measured in formal agreements such as District Growth and Development Summits.

However, the question of race, class, gender, age and identity remains critical factors in shaping a society united in shaping its own destiny. The case in point is the extent to which minority groups participate in the IDP and Budget process as well as Izimbizo and other social functions that are cultural in nature like King Shaka Celebrations, Diwali, etc.

One key glaring area of concern in terms of participation of minority groups in deepening Social Cohesion is in Sports and Recreation activities like SALGA Games with all its imperfections.

The failure of the minority groups to participate in the IDP and Budget process creates a serious dilemma in terms of pronouncing municipality's IDP credible when in fact certain sections of the population has nothing to say about it. The question of participation of all sections of society in the crafting of the IDP does not only address the issue of deepening democracy, but it also seeks to translate the principle of people's driven-centred development into its logical conclusion in that members of the community irrespective of their political affiliation or religious believes to participate in shaping the developmental agenda of the municipality.

The failure of other groups to input in the IDP process deprives the municipalities an opportunity to understand the varying and competing needs of the community, which needs to be addressed within the context of limited resources available to our fiscal.

This is where the cultural diversity should be seen to be appreciated and practiced. In order to give meaning to the IDP, it is critical to strengthen Social Cohesion in order to achieve a range of policy objectives, including meeting service delivery needs.

The success of social cohesion depends on the variety of indicators, among these the family, the school, social

movements and organized organizations or formations of civil society.

The role that is played by the family, the school and organisations relates to the norms and values that a society expects a responsible person to behave, in a responsible manner.

The question that arises under what conditions does Social Cohesion occur? Social Cohesion would take place in an environment where the community shares a common feeling of solidarity for those members of the community who are incapacitated to enjoy their constitutional rights due to economic circumstances that are supported by those who are better off.

In other words, members of the community would celebrate the indignity of not having access to constitutionally guarantee rights of their fellow compatriots on the basis that they do not have the means, which other members could make a meaningful contribution towards the realization of those rights.

Necessarily, Social Cohesion would not be pursued on the basis of cultural or language preferences but rather on the commitment and adherence to the ethical principles and values enshrined in our constitution.

People's commitment to the principles of diversity, equality and social justice are the key conditions for Social Cohesion.

K16. Integrated Environmental Programme

A significant amount of data and information are available as a result of environmental scoping studies undertaken in the Mandeni Municipal area. This now needs to be consolidated within the context of a Mandeni SEA for which funding from the Corridor Fund is currently being awaited. Progress in this respect will be reported on in due course. The Mandeni Municipality will

commission the preparation of the Environmental Framework (EMF) for the entire Municipal area. The EMF is a strategic tool in which geographical areas are assessed in terms of biophysical, social and Economic environment. The EMF consist of various "environmental control zones" an environmental management plan and environmental management policy. The key outcome of this programme is the re-evaluation of the applicability of scheduled Listed Activities in terms of NEMA, whereby listed activities may be amended, excluded in non-sensitive areas, additional activities may be promulgated in sensitive areas, thereby stream-lining applications for environmental authorisation.

K17. Cemeteries Plan

The Mandeni Cemeteries Plan is in the process of being completed, but an amount of R300,000.00 is required for the finalisation of the Feasibility Pphase of this Plan. Progress in this respect will be reported on in due course.

K18. Gender Equity Plan

The Mandeni Gender Equity Plan is under review and set to be completed during the 2008/2009 financial year and progress in this respect will be reported on in due course.

K19. Poverty Alleviation Programme

The Mandeni Municipality recognises the importance of addressing poverty alleviation through the implementation of a Poverty Relief/Alleviation Programme. In this regard, Mandeni relies heavily on the National Department of Public Works' Community Based Public Works Programme to fund social infrastructure investment in the Municipality. The types of projects range from upgrading sanitation facilities at schools to community farms and market stalls.

The relationship between Poverty alleviation, Pro-Poor LED strategies and sustainable economic development needs to be defined clearly. Currently there is no clear distinction between the Municipality's LED Strategy and poverty alleviation strategies and programmes. Certain aspects of the two strategies may overlap, e.g. job creation, income generation, capacity building, investment in productive assets etc., but poverty alleviation programmes may include other socio-economic aspects which fall outside of the ambit of LED, e.g. provision of, social security grants, welfare grants, primary health care and aftercare, food security, HIV-AIDS, clean and green, schools programmes etc. It is suggested that the LED Strategy should seek to alleviate or eradicate poverty and inequality as one of its objectives.

As far as poverty alleviation is concerned, LED initiatives primarily focus on the establishing a job-creating economic growth path, embarking upon sustainable rural economic development and urban renewal, bringing the poor and the disadvantaged to the centre of development with economic market forces playing a crucial role. The commercial viability of projects is critical to the ultimate success of the LED Strategy and the role of government. In this case the Mandeni Municipality must create an environment conducive to thriving business activities.

With the implementation of the Mandeni LED Strategy, its poverty alleviation programme will be expanded and more clearly defined in terms of coordination and implementation of national and provincial departmental functions, where localised strategic guidelines for poverty alleviation refer to the following:

- Specific local poverty situations and problems that should be addressed.
- Specific population groups to be taken care of by strategies and programmes.

-
- Appropriate ways and means of involving disadvantaged groups in the process.

In the process of process of addressing this issue of poverty alleviation specific mention is required of the following programmes and the contribution they would make in this regard:

- **AsgiSA:** This involves government funding selected programmes that are intended to act as catalysts for economic development. The initial spending framework of AsgiSA includes 6 broad categories of government interventions primarily aimed at promoting the country's capacity to meet its development objectives as set in its Millennium Development Goals, i.e. halving poverty and unemployment by 2014. This is not a new economic policy, but rather an initiative comprising strategic interventions to counter the main constraints on economic growth. These government interventions are to take place in a number of selected social and economic areas. From a social point of view, the interventions are expected to bring real opportunities to transform the structures of production, income and ownership in favour of the poorest and most vulnerable social groups. AsgiSA is expected to drive the economy at a higher rate of growth (4.5% from 2006 to 2009, and 6% from 2010 to 2014) while expanding its redistributive benefits towards the majority of South Africans, who are trapped in the second economy. Like many other developmental initiatives, AsgiSA does, however, raise problems related to co-ordination, implementation and monitoring. To maximise the efficiency of this initiative these problems need to be addressed within the context of the IDP process.
- **EPWP:** This is one of South African government's short to medium-term programmes aimed at the provision of additional work opportunities coupled with training. It is a national programme covering all spheres of

government and state-owned enterprises. The EPWP is underpinned by 2 fundamental strategies to reduce unemployment. (a) To increase economic growth so that the number of net new jobs being created starts to exceed the number of new entrants into the labour market and (b) to improve the education system such that the workforce is able to take up the largely skilled work opportunities which economic growth will generate.

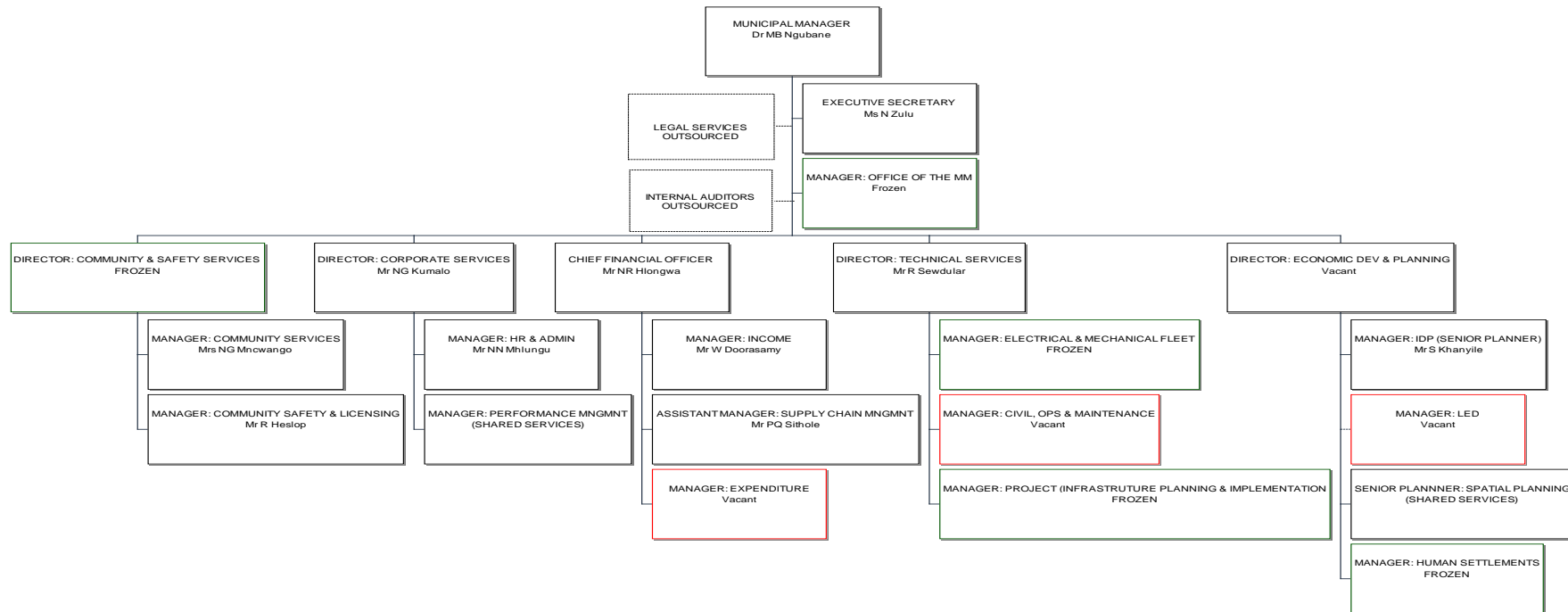
To ensure the formulation of a relevant and appropriate Mandeni IDP the implementation of these initiatives are now called for. The Poverty Alleviation Programme for Mandeni and as part of the Mandeni LED Strategy needs to take these matters forward in an integrated way, ultimately aimed at the sustainability and growth of the area.

K20. HIV/AIDS Programme

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K20 of the 2008/2009 iLembe District IDP.

SECTION L: ADDENDUMS

L1. Mandeni Organogram



L2. Schedule of IDP Projects

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
A. BASIC SERVICE DELIVERY	LA.1. Macambini Water	R10,000,000	Ilembe District Municipality	1	
	LA.2.Machibini& Masomonco Water Supply		Ilembe District Municipality	1	Project Completed
	LA.3.Ndulinde Water Scheme	R116,000,000	Ilembe District Municipality	1	Phase 1 Under Construction
	LA.4.Refurbishment of Sundumbili reticulation network		Ilembe District Municipality	1	
	LA.5.Refurbishment of existing pumps and pipelines		Ilembe District Municipality	1	
	LA.6.Tugela Mouth water		Ilembe	1	

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	reticulation		District Municipality		
	LA.7. Ward 16 Sanitation Program		Ilembe District Municipality	1	
	LA.8. Ward 11 Sanitation Program		Ilembe District Municipality	1	
	LA.9.Ndulinde Sanitation Program		Ilembe District Municipality	1	
	LA.10.Upgrading Mangethe Substation	R15,000,000	Eskom/ DME	1	Pending due to Ruwaad Development
	LA.11.Upgrading stabilizing & standarsation of the Mandeni Electrical Network		Mandeni Municipality	1	Capital Maintenance ongoing

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	LA.12. Upgrading of the Ring feed protection	R250.000.	Mandeni Municipality	1	Complete 100%
	LA.13 Refurbishment and Maintenance of Street Lights	To be determined	Mandeni Municipality	1	Ongoing in-consultation with Eskom
	LA.14. New Street Lighting for	To be determined	Mandeni Municipality	3	Ongoing in-consultation with Eskom
	LA.15. Formulation of Energy Master Plan	To be determined	Ilembe District Municipality	1	Complete 100% at district level
	LA.16. Formulation of Comprehensive Infrastructure Plan	R50.000.	Mandeni Municipality	1	Complete 100%
	LA.17. Formulation of Integrated Waste Management Strategy	R500.000.	Mandeni Municipality	1	90% Complete (workshop % gazetting of bylaws)
	LA.18. Establishment of Infrastructure Development Forum		Mandeni Municipality	1	Completed

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	LA.19 Purchase of Road Grader	R1.500,000	Mandeni Municipality	1	Complete 100%
	LA.20 Purchase of TLB	R1.000.000	Mandeni Municipality	1	Complete 100%
	LA.21 Redesigning & Upgrading of Renckens Intersection by introducing traffic circle		Private Public Partnership	1	Underway as part of Urban regeneration NDPG
	LA.22. Resurfacing of Mandeni Internal Roads		Mandeni Municipality	2	Limited Capital Funding
	LA.23. Upgrading of Roads with Economic Importance into Black Top 1.P415	To be determined	Mandeni Municipality Provincial Department of Transport	2	High level meeting has been held with the Department
	LA.24. Upgrading of Sundumbili Internal Roads	R30.000.00	Mandeni Municipality	2	80% complete Phase 1,2 & 3.

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
			y		Phase 4 Planned
	LA.25 Upgrading of Tugela Mouth Internal Roads	R3.000.000	Mandeni Municipality	2	Complete Funding allocated in the capital budget 09/10
	LA.26. Hlomendlini Bus Route	R6.000.000	Mandeni Municipality	1	Complete Funding allocated in the capital budget 09/10
	LA.27. Masomonco Bus Route	R7.000.000	Mandeni Municipality	1	Funding allocated in the capital budget 10/11 EIA Process
	LA.28. Padianager Internal Roads	R4.700.000.	Mandeni Municipality	1	Complete 100%
	LA.29. Qaurtz & Duffordal Link Road	R4.000.000	Mandeni Municipality	1	Complete 100%

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	LA.30. Establishment of Beach Recreational Facilities <ul style="list-style-type: none"> • Thukela Mouth • Dokodweni • Matigulu 	R1,500,000	Mandeni Municipality Private Partnership	3	Tugela Mouth Recreational Facilities Phase 1 Complete Phase 2 Planned to 09/10
	LA.31. Isithebe Sport Facility	R1,300,000	Department of Sport Recreation	3	Complete 100%
	LA.32. Machibini Sport Facility	R1,500,000	Department of Sport Recreation	3	Lobbying Department of sports and recreation
	LA.33. Ndulinde Sport Facility	R1,500,000	Department of Sport Recreation	3	Underway delayed due to contractors abandoning project
	LA.34. Sundumbili Sport Complex	R1,500,000	Department of Sport Recreation	3	Underway as part of urban Regeneration NDPG

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	LA.35. Sundumbili Basket Ball Court	To be determined	Department of Sport Recreation	3	Under construction
	LA.36. Tugela Sport Facility	R1,500,000	Department of Sport Recreation	3	Lobbying Department of sports and recreation
	LA.37. Tugela Sport Facility	R1,500,000	Department of Sport Recreation	3	Lobbying Department of sports and recreation
	LA.38. Mandafarm High Density Integrated Human Settlement		Mandeni Municipality & Department of Transport	1	Consultation with relevant stakeholders
	LA.39. Mandeni Urban Regeneration	R132,000.00	Mandeni Municipality Private Public Partnership	1	Business Case Planning For Capital Projects Underway
	LA.40. Upgrading of	R800.000.0	Mandeni	2	Underway as

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	Sibusisiwe Hall		Municipality		part of Urban Regeneration NDPG
	LA.41. Inyoni Integrated Human Settlement		Mandeni Municipality	1	Planning stage awaiting Environmental Authorisation and Planning approval
	LA.42.Hlomendlini Housing		Mandeni Municipality	1	1000 units completed Phase 2 Underway
	LA.43. Masomonco Rural Housing		Mandeni Municipality	1	Approval
	LA.44. Macambini Rural Housing		Mandeni Municipality	1	675 Units completed
	LA.45. Resurfacing of Mandeni Roads		Mandeni Municipality	2	
	LA.46 Newark Drive		Mandeni	2	

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	Rehabilitation		Municipality		
B. LOCAL ECONOMIC DEVELOPMENT	LA.47. Prepare poverty alleviation plan		Mandeni Municipality	1	
	LA.48.Co-operatives Support & Mentorship Programs		Mandeni Municipality	1	35 people have been trained from 20 Co-operatives
	LA.49. Establishment of Mandeni Chamber of Business		Mandeni Municipality	1	
	LA.50. Support & Mentorship programs for Youth and Woman owned Small and Medium Enterprise		Mandeni Municipality	1	
	LA.51. Identify Job opportunities for Youth and Woman through Services Delivery		Mandeni Municipality	1	
	LA.52. Graduate Skills		Mandeni	1	

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	Development Program Linked to Umsobomvu Youth Fund		Municipality		
	LA.53 Establishment of the Youth Advisory Centre		Mandeni Municipality	1	Complete 100%
	LA.54. Create Platform for young people to be involve in socio-economic development (NYS)		Mandeni Municipality		
	LA.55. Mandeni Town Centre Informal Traders Upgrade		Mandeni Municipality		Business case Planning as part of NDPG
	LA.56. Identify business and skills transfer opportunities for youth & woman		Mandeni Municipality		Ongoing through youth Advisory centre
	LA.57. Provide entrepreneurship education & development programs targeting young people & woman		Mandeni Municipality		LED Unit to initiate % champion the program
	LA.58. Business		Mandeni		LED Unit to

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	opportunities Support Services Program		Municipality		initiate % champion the program
	LA.59. Conduct Skills Audit		Mandeni Municipality		
	LA.60.. Formulate Tourism Strategy		Mandeni Municipality		Complete
	LA.61. Establishment of Mandeni Business Advisory Centre		Mandeni Municipality		LED Unit to initiate % champion the program
	LA.62. Formulate Industrial Development Strategy		Mandeni Municipality		Underway Conducted at district level LM involved
	LA.63. Formulate SMME Development Strategy		Mandeni Municipality		Complete
	LA.64. Set up Agriculture development Committee		Mandeni Municipality		LED Unit to initiate % champion the

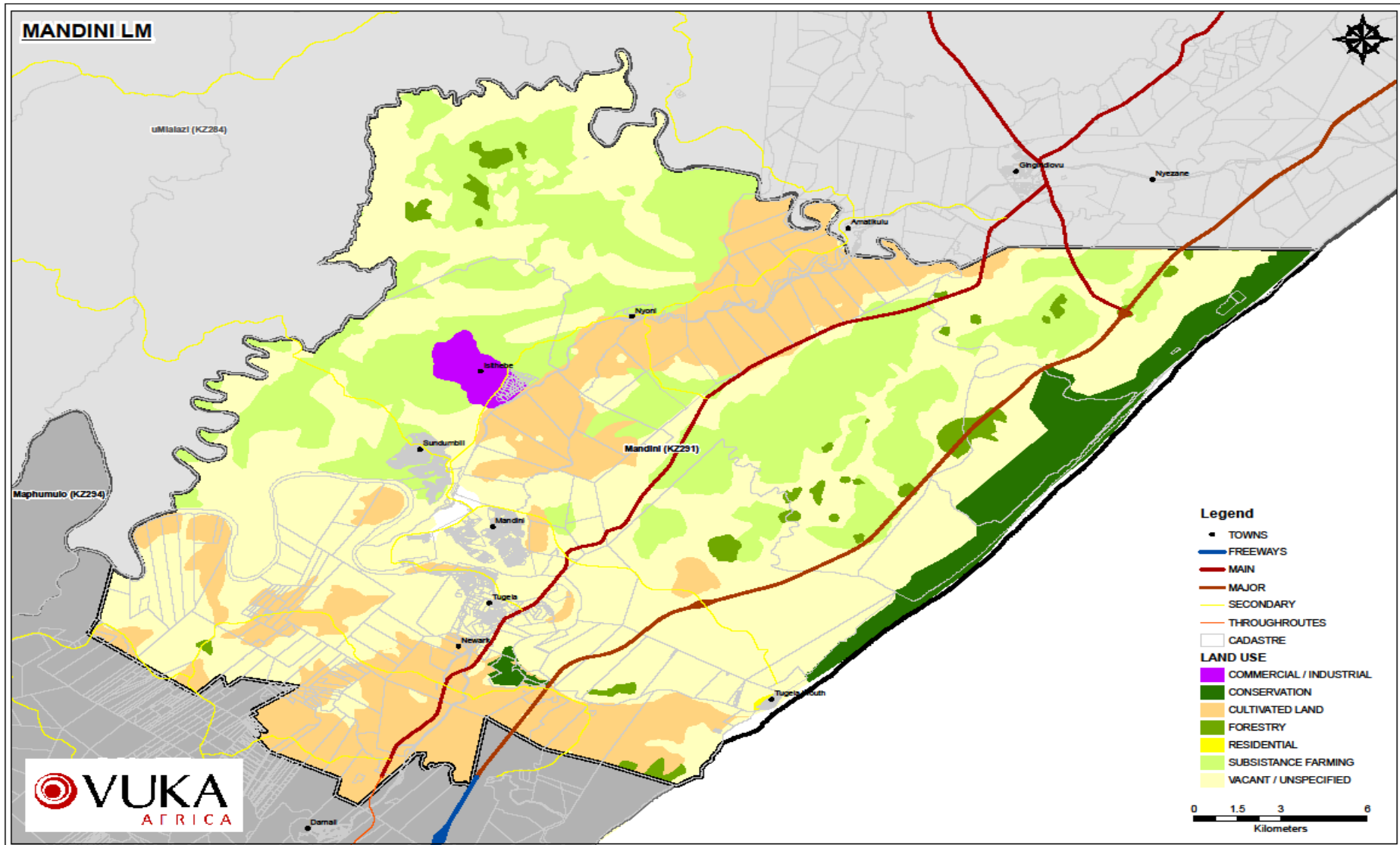
NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
					program
	LA.65. Establishment of Mandeni Craft & Arts Centre		Mandeni Municipality		
	LA.66. Ingwenya Nature Reserve Pre-feasibility study		Mandeni Municipality		
	LA.67. Investigation of a suitable bathing/swimming beach along the coast		Mandeni Municipality		
	LA.68. Ndulinde/Ezingokweni Cultural Village		Mandeni Municipality		
C. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT					
	LA 69 Formulate of Capital Financing Strategy		Mandeni Municipality		Collective effort form the municipality
	LA 70 Formulate & Implementation of Revenue Raising Strategies		Mandeni Municipality		Financial Services to initiate % champion the

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
					program
	LA 71 Formulate of Financial Management Strategies		Mandeni Municipality		Financial Services to initiate % champion the program
	LA 72 Formulate & Implement Debt Collection Strategy		Mandeni Municipality		Financial Services to initiate % champion the program
	LA 73 Establishment of a fully flagged Supply Chain Management Unit				Financial Services to initiate % champion the program
	LA 74 Data Cleansing Program				Financial Services to initiate % champion the program
	LA 75 Preparation & Implementation of				Financial Services to

NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	Property Valuation Roll				initiate % champion the program
D. MUNICIPAL INSTITUTIONAL AND DEVELOPMENT TRANSFORMATION	LA 76 Formulate Comprehensive Human Resource Strategy		Mandeni Municipality		Corporate services to initiate and Champion program
	LA 77 Formulate IT Master Systems Plan		Mandeni Municipality		
	LA 78 Institutional rearrangement f		Mandeni Municipality		
E. GOOD GOVERNANCE AND PUBLIC PARTICIPAT	LA 79 Formulate of Communication Strategy		Mandeni Municipality		
F. SPATIAL DEVELOPMENT	LA. 80. Review Spatial Development Framework Plan		Mandeni Municipality		SDF Review underway

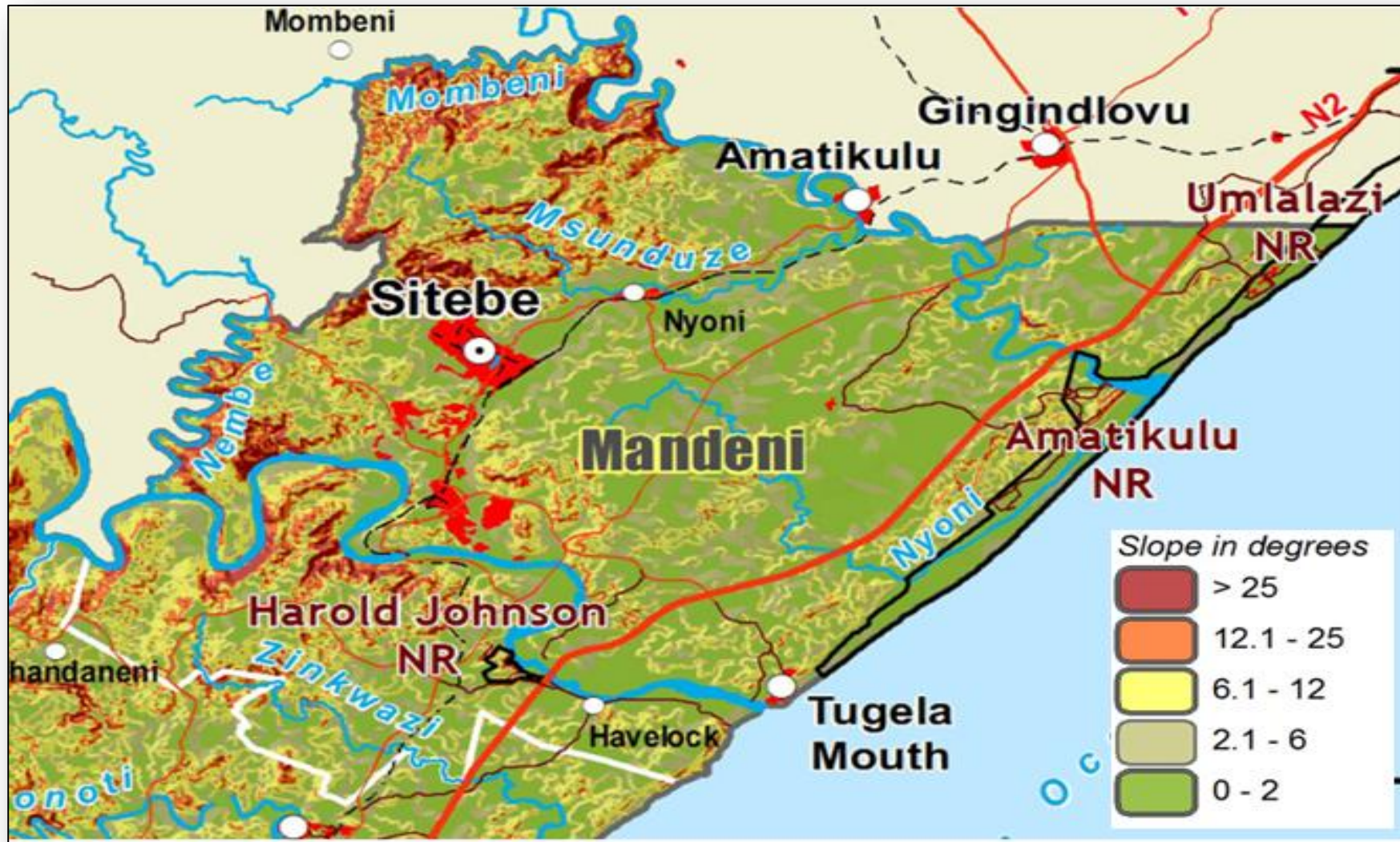
NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	LA.81. Extension of the Mandeni Scheme area to cover the entire Municipality		Mandeni Municipality		Awaiting Section Ordinance 44 Approval % Act 70/70
	LA 82 Mandeni Urban Regeneration Framework Plan		Mandeni Municipality		Complete as part of the CBD Regeneration Program
	LA 83 Review Siyaya Coastal Framework Plan		Mandeni Municipality		
	LA 84 Prepare Area Based Plane		Mandeni Municipality		Delayed
	LA 85 Prepare Environmental Management Framework		Mandeni Municipality		Budget Committed for 09/10
	LA 86 Mandeni CBD Beatification Program		Mandeni Municipality		To be done as part of NDPG
	LA 87 Formulation of		Mandeni		Development

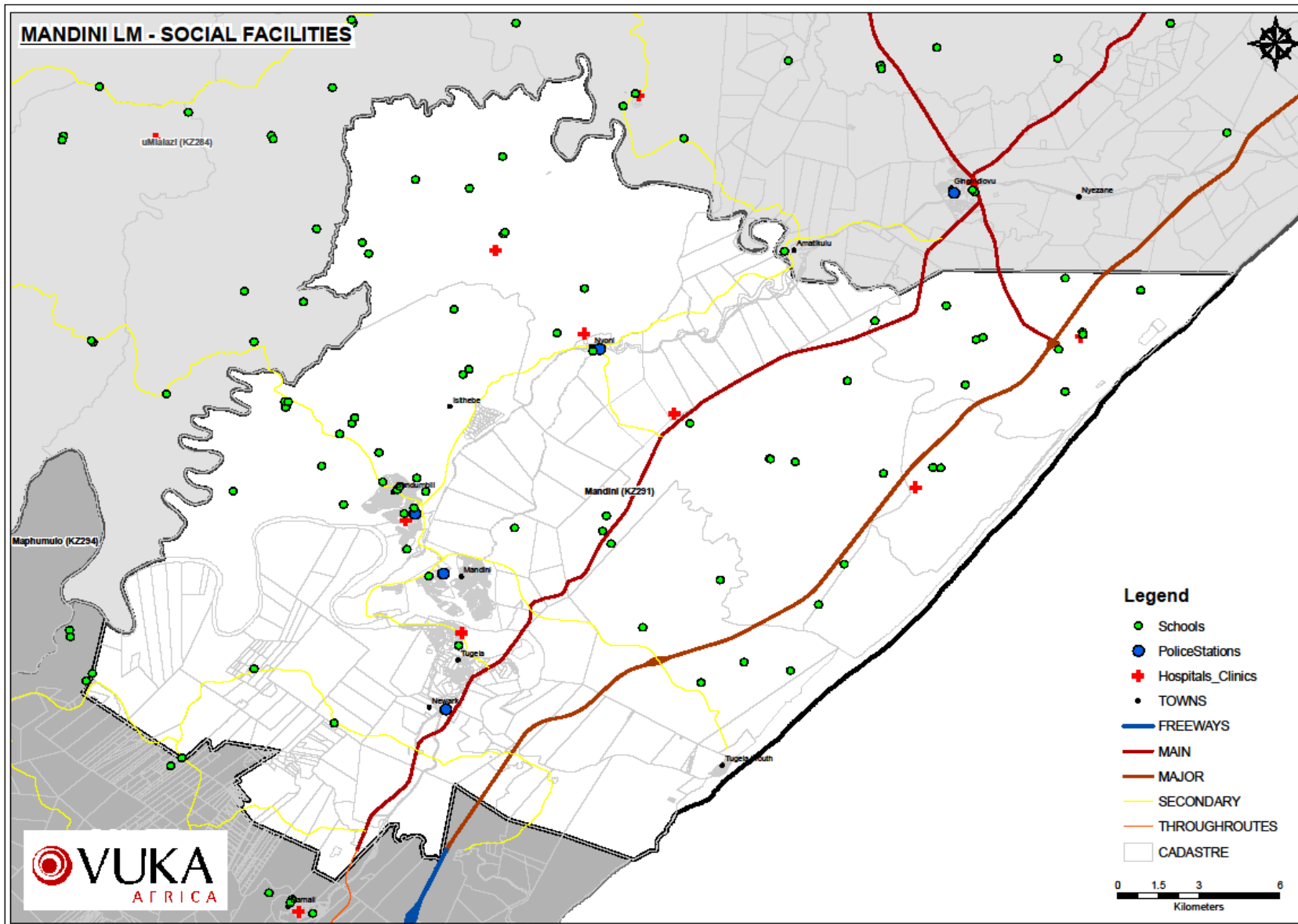
NATIONAL KPA	PROJECT NAME	ESTIMATED COST	RESPONSIBLE AUTHORITY	PRIORITY RATING	COMMENTS
	Nodal Development Plans		Municipality		Planning unit to initiate % Champion program
	LA 88 Formulate Tugela Local Area Plan		Mandeni Municipality		
	LA 89 Formulate Land release Strategy		Mandeni Municipality		



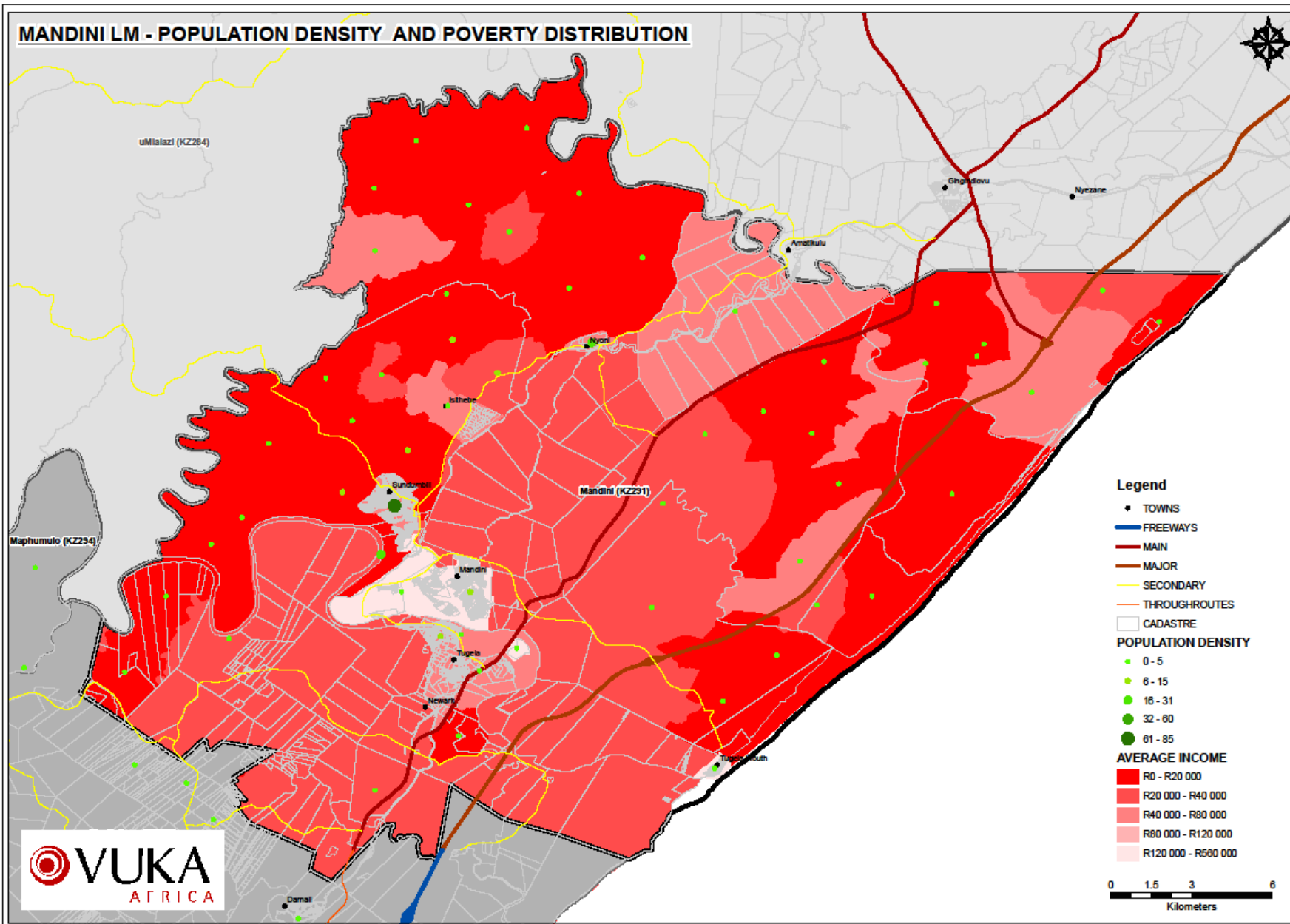
Map above: land use

Map: Slope



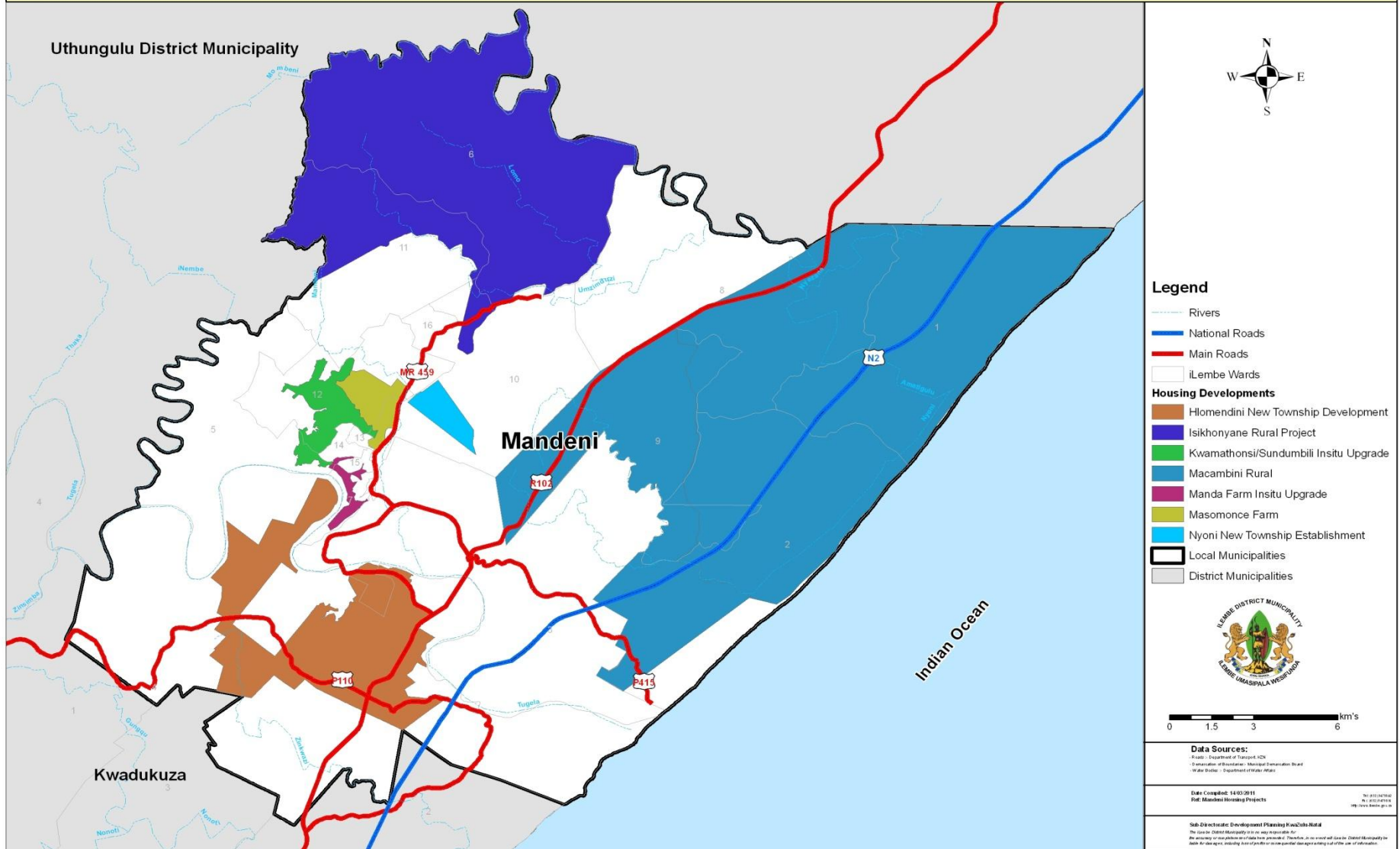


MANDINI LM - POPULATION DENSITY AND POVERTY DISTRIBUTION





Mandeni Housing Projects



Legend

----- Rivers
 — National Roads
 — Main Roads
 □ iLembe Wards

Housing Developments

- Hlomendini New Township Development
- Isikhonyane Rural Project
- Kwamathonsi/Sundumbili Insitu Upgrade
- Macambini Rural
- Manda Farm Insitu Upgrade
- Masomonce Farm
- Nyoni New Township Establishment

□ Local Municipalities
 □ District Municipalities

0 1.5 3 6 km's

Data Sources:
 Roads - Department of Transport & ICC
 Municipalities - Municipal Demarcation Board
 Water Bodies - Department of Water Affairs

Date Compiled: 14/02/2011
 File: Mandeni Housing Projects

Sub-Director: Development Planning Kwadukuza
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