

MANDENI LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2012 TO 2017

2014-2015 REVIEW

MANDENI LOCAL MUNICIPALITY
THE OFFICE OF THE MUNICIPALITY
MANAGER



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1 INTRODUCTION

1.1 MANDENI LOCAL MUNICIPALITY

Mandeni Local Municipality is located along the northern coast of KwaZulu-Natal approximately 50km north of Ethekewini Metro and south of Umhlathuze Municipality. It lies along the N2 national and provincial corridor, as well as the north-south rail link connecting the economic hubs of Durban and Richards Bay. As such, the municipality is strategically located to provide service and derive economic benefits from these economic hubs.

The Mandeni Local Municipality is one of the four (4) local municipalities that makes up iLembe District. The other local municipalities are KwaDukuza, Maphumulo and Ndwedwe. Mandeni Municipality covers approximately 545.48km². Mandeni Local Municipality is made up of 17 Electoral Wards. The municipality is predominantly rural in character with Ingonyama Trust land accounting for the majority of its land mass. There are four Traditional Council areas located within municipality area of jurisdiction, namely:

- Sikhonyane (Langeni) Traditional Council area which includes wards 6, 11, and 16. This area is located along the north-western boundary of Municipality.
- Mathonsi Traditional Council area which covers wards 5, 7, 12, 13, 14, 15 and 17. This area is located to the west of Mandeni Town and Sundumbili.
- Macambini Traditional Council area which covers electoral wards 1, 2, 8, and 9. This area is located between the N2 and the coast. It has huge potential for tourism, commercial, industrial and leisure and upmarket housing development.
- Fuze Traditional Council located along the south-western boundary of Mandeni Municipality

As such, the majority of the population resides in traditional rural settlements spread unevenly in space within these areas. Agricultural land, the majority of which is under sugarcane, accounts for at least a third of land mass of the municipality.

Mandeni Town and the associated Sundumbili Township is the only major urban centre in Mandeni Municipality. The town functions as a service centre for the whole of Mandeni Local Municipality and beyond the eNdulinde Hills (South-eastern part of Umlalazi Municipality). It is approximately 5km away from the N2 and situated along the MR 102 which runs parallel to the N2 forming a secondary corridor in this regard. There are no substantially developed service centres in the traditional council areas. However,

development nodes are emerging in areas such as Wangu in Mathonsi Traditional Council area and Nyoni in Macambini. Informal settlements with limited to no 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 the well-established Sundumbili Township and Mathonsi Traditional Council area eastwards of the hinterland.

The Isithebe industrial estate located in Mandeni has grown into an established manufacturing hub offering cost-effective production space with import and export facilities linked to the ports in Durban and Richards Bay. The SAPPI Tugela Mill and the Isithebe Industrial Estate (Isithebe) provide opportunities to grow and attract large scale manufacturing and heavy industry in Mandeni Municipality. Isithebe, as an important heavy industrial development area The Mandeni Municipality is strongly committed to develop its character 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 municipality aims at improving physical and functional integration by establishing a functional town centre. The Mandeni municipality aims at increasing economic efficiency of the Municipal area and ensuring that there is improved investor confidence therefore attracting more development to occur within the area.

1.2 DEVELOPING THE MANDENI IDP

The IDP for the five year cycle 2012- 2017 was prepared and tabled before Council for adoption in 2012 in accordance with Chapter 5 of the Municipal systems Act (Act No. 32 of 2000). Although the Mandeni Local Municipality has a five year time horizon, it takes a medium to long-term development perspective with the five year plans and the annual reviews being a mechanisms for a progressive and incremental move towards the ideal situation. It provides for the local implementation of the national and provincial development initiatives as outlined in the National Development Plan and the Provincial Growth and Development Strategy. It also presents a short to medium term strategic agenda and a detailed five year programme commencing in 2012/2013 financial year and ending in 2016/2017 financial year. This period coincides with the term of office of the incumbent council and aligns with the budget cycle.

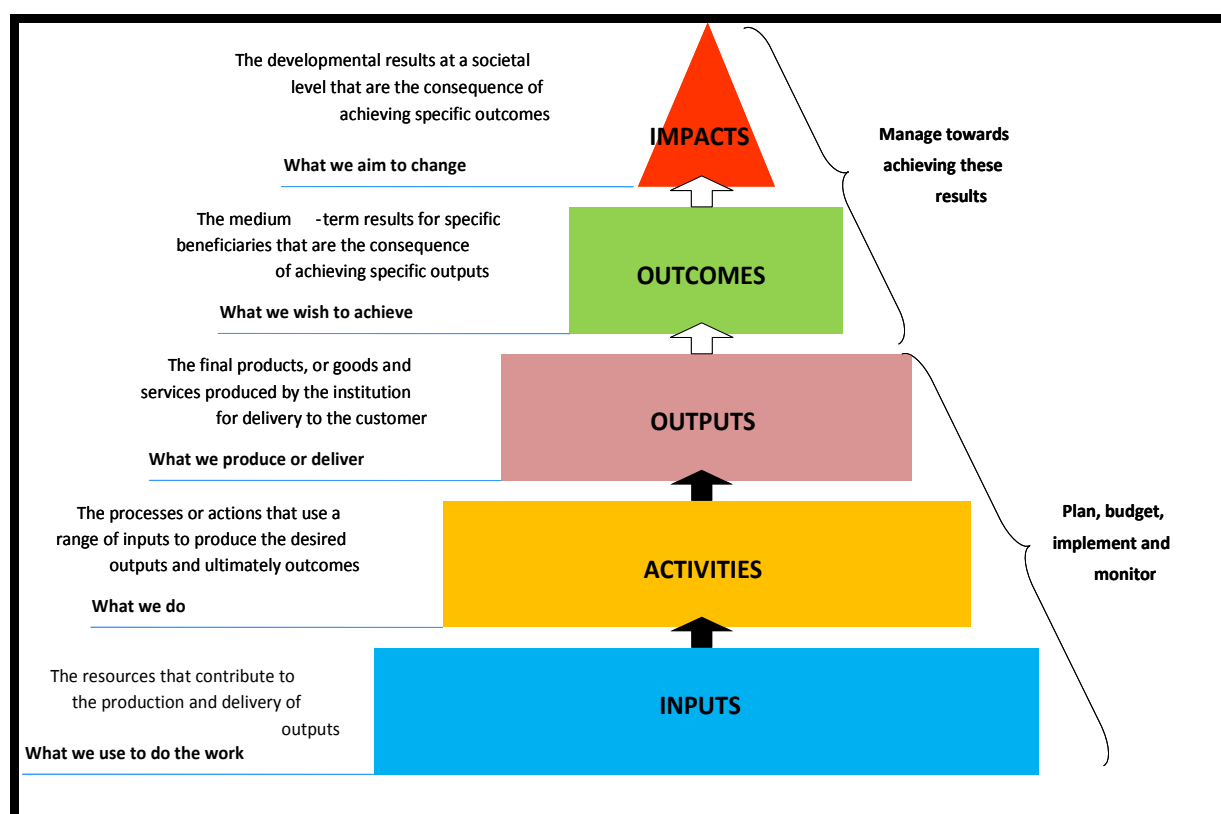
1.2.1 LOGICAL FRAMEWORK APPROACH

The IDP is prepared in accordance with the requirements of the Municipal Systems Act and the associated regulations, and is intended to serve as a strategic guide for the future

development of Mandeni Municipality area of jurisdiction. This includes both public and private sector development initiatives. It is based on the issues articulated by all stakeholders and is informed by the national and provincial development imperatives. Its objectives are to

- guide decision making in respect of service delivery and public sector investment;
- inform budgets and service delivery programs of various government departments and service agencies;
- coordinate the activities of various service delivery agencies within Mandeni Municipality area of jurisdiction;
- engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process; and
- position the municipality to make a meaningful contribution towards meeting the district, provincial and national development targets and priorities.

Figure 1: Mandeni Municipality IDP Logical Framework



Although the IDP informs the annual budget and determines the organisational structure, it takes into account the resource availability and makes an assertion that if resources (inputs) are provided, activities will be undertaken, the requisite outputs will be produced leading to

the attainment of the intended outcomes thus making a significant impact in developing Mandeni as an area.

1.2.2 THE LEGISLATIVE FRAMEWORK

As indicated in Box 1 below, In terms of Chapter 5 of the Municipal Systems Act, (Act No. 32 of 2000), all municipalities have to undertake an IDP process to produce IDPs. IDPs are a legislative requirement and have a legal status and supersede all other plans that guide development at local government level.

Insert 1: Section 25 (1) of the Municipal Systems Act

Box 1: Section 25 (1) of the Municipal Systems Act (2000)

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- a) Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;*
- c) Complies with the provisions of this Chapter; and*
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

1.2.3 IDP/BUDGET PROCESS PLAN (ALIGNMENT)

As part of its preparation for the 2014/2015 IDP Review, the Mandeni Municipality formulated and adopted the IDP process plan to ensure that proper coordination between and within the spheres of government occurs within this process. An **Integrated Development Planning (IDP) Process Plan** was drawn up to ensure that proper management of the planning process is followed. This plan sketches out the following:

- The structures that will manage the planning process.
- The manner in which the broad public as well as other stakeholders can participate in the process and structures that will be created to ensure this participation.
- Time schedule for the planning process.
- Outlining clearly defined responsibilities or tasks in each phase and
- The approach of monitoring the whole process.
- Clear mechanisms and procedures for vertical and horizontal alignment
- Indication of the organisational arrangements for the IDP Process

Table 1: Summary of the IDP Process 2014/2015 and Timeframes

ACTIVITY NO.	ACTIVITY/TASK	TIME FRAME	RESPONSIBILITY
PHASE 1: PREPARATORY (INFORMATION GATHERING-SITUATIONAL ANALYSIS AND PUBLIC PARTICIPATION)			
1.	IDP Technical Committee Meeting to discuss process plan		Municipal Manager and or IDP Manager
2.	Advertise process plan		IDP Manager
3.	Adopt the Final IDP process plan		EXCO
4.	Adoption of Process Plan by Council		Council
5.	IDP Technical Committee to prepare for Rep Forum and Public Participation Meetings		MANCO
6.	Representative Forum Meeting		Municipal Manager & IDP Manager
7.	PUBLIC PARTICIPATION WORKSHOP		The Mayor and Council
PHASE 2: STRATEGIES FORMULATION			
8.	IDP Technical Committee Meeting to discuss and develop strategies		IDP Manager
9.	Workshop Councillors on strategies & to review Vision and Mission		IDP Manager
10.	IDP Representative Forum Meeting to discuss strategies		Council and Municipal Manager
11.	Service provider's alignment workshop		IDP Manager
PHASE 3: PROJECT IDENTIFICATION AND PRIORITISATION AND DRAFTING OF IDP			
12.	IDP Technical Committee to: Develop KPIs, timeframes etc. Align with draft budget estimates		Manco
13.	Develop project operational plans and set targets for the next financial year to inform budgeting.		Respective Business Strategic Units
14.	Finalise the documentation		
15.	Budget process kicks in with allocation of funds and resource for priority projects. Public Participation upheld.		Mayor and the Council
16.	IDP Steering Committee		All PSC members
17.	IDP REP Forum		All sector departments
18.	Meeting with COGTA IDP submission and assessment		
19.	IDP assessments by Provincial IDP forum		
20.	Obtain inputs from Service Providers on the First Draft IDP		IDP Manager
21.	IDP Representative Forum meeting to discuss First Draft IDP		Mayor and the Council
22.	Tabling of First Draft IDP and Budget to Council		Council
23.	Advertise First Draft IDP/ Budget and PMS for public Comments		IDP Manager
24.	Draft IDP/ Budget Community outreach		Mayor and the Council

ACTIVITY NO.	ACTIVITY/TASK	TIME FRAME	RESPONSIBILITY
25.	Align IDP/Budget with Provincial and National Priorities		IDP Technical Committee
26.	Adjust draft IDP		IDP Manager and Technical Meeting
27.	Council approve final IDP/ Budget and PMS		Council
28.	Submit to MEC		
	TOTAL		

1.2.4 PUBLIC PARTICIPATION

1.2.4.1 MECHANISMS FOR PUBLIC PARTICIPATION

The following mechanisms were used to achieve effective public participation during the preparation of the Mandeni Local Municipality IDP:

- The Municipality encourages public involvement in the review process by using existing structures such as Representative Forums, CDWs, Ward Committees and Traditional Authority Structures.
- The Municipality clustered the wards in accordance with proximity and geographic location with the meeting points being at Traditional Courts in the rural parts of the Municipality areas so as to facilitate greater involvement of Amakhosi.
- Focused meetings with ward committees and Traditional Councils respectively to discuss & develop priorities in the IDP.
- The Municipality also has focussed meetings with the Rate Payers Association and the larger business community i.e. Sappi and Isithebe Industrialists etc.

The Municipality in accordance with the provisions of its Communication Strategy uses the following methods to communicate with its community's:

- Public notices
- Road shows
- Newspaper advertisements
- Radio broadcasts, and
- The Municipal newsletter that is published quarterly.

1.2.4.2 COMMUNITY OUTREACH PROGRAMME

The Mandeni Local Municipality, took a decision that in this phase of the IDP Mayoral Izimbizo the municipality will be conducting or visiting each ward separately during the public participation process. This was to ensure that the needs of the community per each ward/community are captured appropriate and in manner that will give the municipality a clear picture regarding service delivery. This programme also included visiting Rate payers association in order to hear they assessment or needs when it comes to service delivery. One of the main issues that came strong in this meeting was the issues of safety and security. The following programme was then formulated whereby the Honourable Mayor will be visiting each ward.

Table 2: Community Outreach

TARGET AREAS	WARDS	VENUE	DATE	TIME
Representative Forum	Stakeholders	Municipal Hall	03 October 2013	10: 00
All Traditional Council	Macambini, Mhlongo, Mathonsi, Ngcobo Traditional Councils, Ward Committees, Community Development Workers	Municipal Hall	09 October 2013	10:00
Tugela Mouth Community	Tugela Mouth Ratepayers	Labotes	10 October	17:00
Mangethe, IFalethu, Makhwaneni and Mangeza Community	Ward 3	Mangethe Sportfields	13 October 2013	10:00
Nembe community	Ward 5	Mpemane Fields	15October 2013	10:00
Ndulinde Community	Ward 6	Ndulinde Sport ground.	17 October 2013	13: 00
Hlomendlini	Ward 4	Newark Sport ground	18 October 2013	10:00
Ohwebede and Amatikulu Community	Ward 2	Ohwebede Sports Ground	22 October 2013	10:00
Mangethe, Nyathini&EMhlabulweni community	Ward 9	Macambini sport ground	23 October 2013	11:00
Dokodweni, Nqutshini, Ingulule and Mbhizimbelwe Communities	Ward 1	Ngulule Sports Ground	22 November 2013	10:00
IsiThebe	Ward 17	Steel Window Sports Field	05 November 2013	14:00
Sundumbili	Ward 15	Thukela High School	06 November 2013	14:00
Sundumbili Community	Ward 13	Siyakhula open space	Propose 24/11	10:00
KwaMathonsi, EZAkheni, Machibini, Ezweve and Thulas Community	Ward 12	TBC	Propose 24/11	14:00
Sundumbili Community	Ward 14	Library	17November 2013	14:00
Sundumbili and Manda	Ward 7	Sibusisiwe Hall	07 November	14:00

TARGET AREAS	WARDS	VENUE	DATE	TIME
farm Community			2013	
Isithebe community	Ward 11	Isithebe (Emakhempini)	19 November 2013	15:00
Isithebe, Mhambuma Community	Ward 16	KwaZuluEtendeni	19 November 2013	11:00
Kwa-Masomonco community	Ward 10	EmaKhandleleni Fields	17 November 2013	10:00
Mangqakaza, Wangu and Amatikulu community	Ward 8	KwaChili Sports Field	8 November 2013	9:00

1.3 DEVELOPMENT OPPORTUNITIES

1.3.1 STRATEGIC LOCATION

Mandeni Local Municipality is strategically located midway between Durban and Richards Bay, and lies along one of the most important multi-sectoral development and activity corridors in the province between two largest port cities not only in the province, but also in the country. A major road and railway network traverses Mandeni municipality linking these two economic and industrial hubs. The Isithebe industrial estate located in Mandeni has grown into an established manufacturing hub offering cost-effective production space with import and export facilities linked to the ports in Durban and Richards Bay.

1.3.2 INDUSTRIAL DEVELOPMENT

The SAPPI Tugela Mill and the Isithebe Industrial Estate (Isithebe) provide opportunities to grow and attract large scale manufacturing and heavy industry in Mandeni Municipality. Isithebe, as an important heavy industrial development area has been identified to form part of the proposed Richards Bay Special Economic Zone (SEZ) by the KZN Department of Economic Development and Tourism. If this proposal is successful, Isithebe and Mandeni Municipality would benefit from fiscal incentives designed to attract and accelerate industrial investment. In order to fully unlock and capitalise on future industrial development there is a need to upgrade the movement and transportation infrastructure network within the Municipality. This will entail upgrades to existing rail infrastructure in terms of passenger and freight handling capacity, train stations, sidings, bridges and level crossings. This will however require support from Transnet and PRASA to proactively plan for these upgrades.

The SAPPI Tugela Mill currently has spare logistics handling capacity with overhead cranes and container handling facilities which may be utilised to establish and grow a Logistics Hub in the region linked to large scale manufacturing in Isithebe. Energy costs will also be a

significant factor in Mandeni municipality's ability to attract and retain heavy industry; hence engagements with Eskom are critical to ensure that electricity supply responds to projected growth while, alternative energy sources and cogeneration are considered.

1.4 KEY DEVELOPMENT CHALLENGES

The Mandeni Municipality has made major strides towards the improvement of the standard of living and conditions for the majority of its population. However, there are still a number of development challenges. These are summarized below.

1.4.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Access to basic and bulk services is one of the key indicators for the socio-economic wellbeing of an area. Mandeni is a predominantly rural municipality with expansive rural settlements spread unevenly in space and characterised by massive infrastructure backlogs. Existing infrastructure in the urban part of the MLM also requires substantial upgrading and maintenance.

The infrastructure summit held in December 2013 resolved that in order to unlock economic growth and development in Mandeni there is a need for a cohesive approach to infrastructure development based on an understanding of the differing needs of rural and urban communities as well as to disaggregate the different types of social and economic requirements for example in relation to manufacturing, agriculture or tourism.

1.4.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The need to consolidate administrative capacity is one of the key challenges facing the Mandeni Municipality. This challenge manifests itself in two ways. The first one pertains to human resources and includes recruitment of qualified and experienced staff, improving the expertise of the existing staff through carefully selected staff development and training programs, providing strategic support to staff in distress and retention of staff.

The second aspect deals with a need to setup and maintain systems and procedures for effective and efficient administration. It includes not only the introduction of robust policies, but also ensuring that they are adhered to and reviewed consistently to keep up with rapid changes in the work environment. Embracing technology is also a key aspect systems and procedures.

1.4.3 LOCAL ECONOMIC DEVELOPMENT

The Mandeni Municipality is strategically located along the N2 National Development Corridor and trade route mid-way between the provincial economic hubs of Durban in the south and Richard's Bay in the north. The municipality includes long stretch of coastal land with huge potential for industrial, commercial and eco-tourism development. However, most this potential remains untapped with the majority of the strategically located land being used below its economic production potential. Initiatives to exploit locational advantages should be sensitive to the social dynamics and undertaken in an all-inclusive manner. In addition, the Sithebe Industrial Estate provides a huge opportunity for industrial development and strategic linkages with the Dube Trade Port and the Richard Bay SEZ.

1.4.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

1.4.4.1 DEEPENING DEMOCRACY

Mandeni Municipality as a developmental local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. This assertion complements the right of communities to participate in the decisions that affect development in their areas, and a corresponding duty on the municipality to encourage community participation in matters of local governance.

The Mandeni Municipality achieves this mainly through ward committees and a variety of other measures designed to foster open, transparent and consultative municipal government. Ward councillors chair the ward committees and ought to rely on them for support in ensuring that the issues and needs of residents are well represented in the municipal councils. However, the functionality and effectiveness of the ward committees remains a major challenge. The number of people per ward and the geographic size of the wards is a factor that influences democratic representation and participation, as well as costs for the operations and effective functioning. This highlights disconnect between the institutional arrangements to foster participation introduced by the state and the local community's ability to engage with the municipality through these institutional arrangements.

1.4.4.2 DEVELOPING SYNERGISTIC RELATIONS WITH KEY STAKEHOLDERS

The duties and functions of Mandeni Local Municipality are prescribed in law and this responsibility cannot be abdicated or delegated to another or other organisations. The municipality is responsible for its functions. However, the municipality is not alone in this regard. There is a number of organisations both within and outside of government that provide support to Municipalities within the principle of cooperative government. It is therefore critically important for Mandeni Municipality to identify potential partners and forge strategic partnerships or synergistic relations accordingly.

1.4.5 FINANCIAL VIABILITY AND MANAGEMENT

1.4.5.1 INCREASING MUNICIPAL REVENUE

Although Mandeni Municipality is financially stable and sustainable, the low revenue base is a high risk threatening the survival of the Municipality. Mandeni is a rural municipality that is characterised by high levels of poverty and low levels of economic activity. The revenue base has remained stagnant for a long period of time, and in fact, shows signs of decline. There has been neither major private sector investment since the development of Isithebe Industrial Area nor significant expansion of commercial and residential space. This highlights a need to develop viable strategies to stimulate economic growth and facilitate private sector investment in the area.

The revenue effort also requires attention. This highlights internal aspects, such as the municipality's inefficiency or lack of capacity to collect revenues due to the municipality in time. These internal aspects manifest in the form of lack of systems and procedures, inadequate skill levels and low levels of competence to undertake operational tasks.

1.4.6 CROSS-CUTTING ISSUES

1.4.6.1 ADDRESSING POVERTY

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

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

1.4.6.2 MANAGING THE IMPACT OF POPULATION GROWTH

Over the last decade, the population of the MLM has increased by 0.81% from 127 327 in 2001 to 138 078 people in 2011. The population of KwaDukuza Municipality increased by 3.20% during the same period. On the contrary, the inland rural municipalities of Ndwendwe and Maphumulo experienced a net population decline. Population growth in the MLM exerts pressure on the existing services and leads to the densification of settlements located around Mandeni Town and along major transport routes. The majority of these settlements have not benefitted from spatial planning. It is therefore critically important for the MLM to devise strategies for an effective management of this phenomenon.

1.4.6.3 CHANGING SETTLEMENT PATTERN

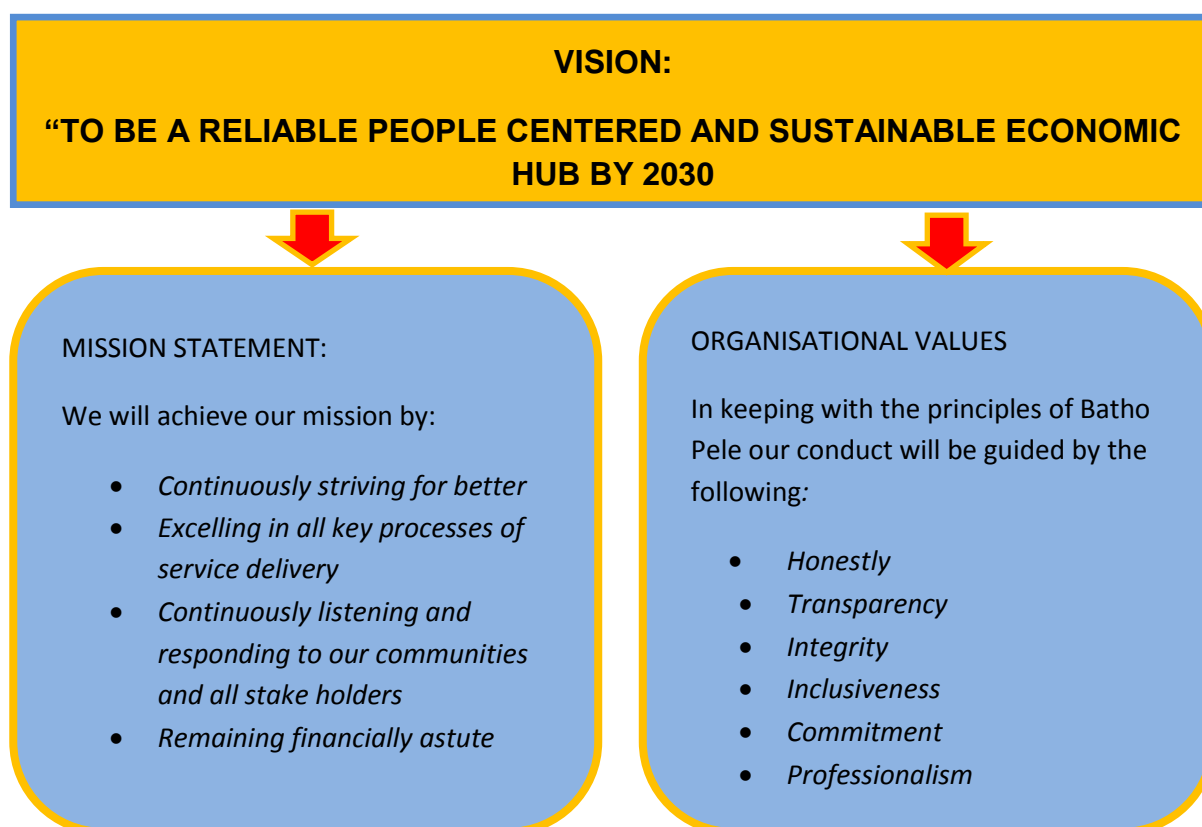
Mandeni Municipality is characterised and highly influenced by rural settlement dynamics, which have developed contrary to orthodox spatial planning paradigms. These rural settlements did not necessarily develop according to predetermined systems and procedures. The majority developed and emerged in the context of social identity and livelihood strategies. Settlements have however, undergone change and are highly influenced by factors of accessibility and proximity to public transport routes, basic services and social facilities. The net effect is a complex migration pattern which involves population decline in remote rural parts of the municipality and phenomenal increase in the population along major transport and access routes and around development nodes.

1.5 LONG TERM VISION

This vision is derived from the current realities and it can be broken down into five key strategic goals:

- Good Governance (Sound governance and ethical conduct are the pillars of success in local government)
- Improving quality of life of our citizens (Eradicating unemployment, poverty and inequality)

- Improved and Sound Revenue (Debt Collection)
- Providing social and economic infrastructure (Eradicating backlog and providing strategic infrastructure to grow economy)
- Grow economy and create jobs (Attract investment and Market Mandeni as the investment node)
- Promote Spatial Equity & Protect Natural Resources (Natural and rustic character of the Municipality should be our selling point, Coastal Beach, Nature Reserve, Tugela river).



1.6 LONG-TERM STRATEGIC GOALS

The following strategic goals are proposed as means to mitigate the challenges,:

- Promoting good governance and institutional transformation
- Providing social and economic infrastructure
- Eradicating basic services backlogs including Water, Sanitation, Electricity and Waste Removal
- Improving quality of life for our citizens
- Fighting poverty and underdevelopment

- Promote & Stimulating Economic Growth & Urban renewal
- Enhancing Revenue and financial viability
- Promoting safety and security
- Partnership against HIV and AIDS
- Enhancing public participation on matters of Government
- Environment Sustainability
- Providing sustainable human settlement
- Industrial Regeneration Isithebe
- Organizational development and capacity building
- Creating enabling environment for investment and job creation

1.7 STRATEGIES AND ACTION PLANS

The IDP specifically highlights the following strategic thrusts and all development must achieve or contribute to the following in order to address the challenges facing the the Mandeni Local Municipality:

- Promoting development and investment that contribute to the regeneration and renewal of CBDs. The Municipality has commissioned urban and regeneration strategy.
- Establishing a town centre in Mandeni
- Implementing shared service focusing on bridging the capacity gap in Planning and GIS functions
- Ensuring improved Land use Management system (wall to wall scheme)
- 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 Isithebe Industrial Zone.
- Promoting investment in industrial investment hubs and provide for sufficient, affordable, reliable infrastructure services.
- Encouraging settlement within the rural context along road networks and existing infrastructure.

- Introducing incentives that attract development initiatives, the municipality has undertaken a planning exercise aimed at expansion and marketing strategy of the Industrial area.
- 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.
- 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.

1.8 INTENDED OUTCOMES

1.9 PERFORMANCE MEASUREMENT

2 GOVERNMENT POLICIES AND IMPERATIVES

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

2.1 NATIONAL POLICY DIRECTIVES

2.1.1 THE CONSTITUTION

Chapter 7 of the Constitution of the Republic of South Africa establishes local government as a distinct and yet interdependent sphere of government. It provides for the establishment of three categories of municipalities, namely:

- Categories A (metropolitan municipalities);
- Category B (District municipalities); and
- Category C (local municipalities).

Mandeni Local Municipality is a Category C Municipality.

The objects of local government are outlined in section 152 of the Constitution as follows:

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

These define the core business and basis for the existence of local government structures and Mandeni Local Municipality in particular.

2.1.2 WHITE PAPER ON LOCAL GOVERNMENT IN SOUTH AFRICA

The White Paper on Local Government in South Africa introduces the notion of “developmental local government”, which it defined as:

“local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.”

A developmental local government is anchored on a principle of working with local communities to find sustainable ways to meet their needs and improve the quality of their lives. The White Paper identifies and outlines four characteristics of developmental local government, namely:

- exercising municipal powers and functions in a manner which maximises their impact on social development and economic growth;
- playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area;
- democratising development; and
- building social capital through providing community leadership and vision, and seeking to empower marginalised and excluded groups within the community.

As the South African democracy matures and an ideal of a democratic South Africa unfolds, it is critically important to enhance the capacity of local government to deliver services, respond to the needs of the local communities and promote involvement of local communities in local government matters. Transformation for developmental local government thus requires a continuous process of strategy formulation to gear the municipality to meet the considerable challenges of social, economic and material development in all communities

2.1.3 OUTCOME 9

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 12 outcomes have been identified. Outcome 9 deals with local government and affects Mandeni Municipality directly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state. The government has identified the following outputs for Outcome 9:

- Output 1: Implement a differentiated approach to municipal financing, planning and support.
- Output 2: Improving access to basic services
- Output 3: Implementation of the Community Work Programme
- Output 4: Actions supportive of the human settlement outcome
- Output 5: Deepen democracy through a refined Ward Committee Model
- Output 6: Administrative and financial capability
- Output 7: Single window of coordination.

The Mandeni IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes. The strategic objective of the outcome based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process

2.1.4 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) presents a medium to long term development vision for South Africa, and outlines government programme towards the attainment of the 2030 vision. Mandeni Municipality is committed to an effective implementation of the NDP and the national government development programme within its area of jurisdiction and building a capable and developmental state.

Although some of the programmes outlined in the NDP falls outside the local government ambit, the Mandeni Local Municipality Integrated Development Plan will serve as a coordinating framework at a local level for both public and private sector development initiatives. This includes the national government's infrastructure development programme which has serious implications for Mandeni. The N2 corridor and the north-south rail link runs through Mandeni Municipality.

2.1.5 STRATEGIC INFRASTRUCTURE PROGRAMME (SIPS)

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

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

(Implications for Mandeni)

2.1.6 BREAKING NEW GROUND

The Breaking New Ground (BNG), a new national housing policy that was introduced by Government in year 2000 to administrate the provision of housing in South Africa. BNG is a comprehensive plan for the Development of Sustainable Human Settlement (BGN), which was published by the National Department of Human Settlements, provides in inter alia the following guidelines:

- Residents should live in a safe and secure environment, and have adequate access to economic opportunities, a mix of safe and secure housing, and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services.
- Ensure the development of compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative.
- Ensure that low-income houses are provided in close proximity to areas of economic opportunities.
- Integrate previously excluded groups into the city, and the benefits it offers, and to ensure the development of more integrated, functional and environmentally sustainable human settlements, towns and cities. The latter includes densification.
- Encourage social (Medium-density) Rental Housing – Social rental housing is generally medium-density and this housing intervention may make a strong contribution in urban renewal and integration.
- There is a need to move away from a housing-only approach to a more holistic development of human settlements, including the provision of social and economic infrastructure.

- More appropriate settlement designs and housing products, and more acceptable housing quality.
- Enhancing settlements design by including professionals at planning and project design stages, and developing design guidelines.

2.2 NATIONAL GOVERNMENT DEVELOPMENT PROGRAMMES

2.2.1 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

In line with the NDP, the Provincial Growth and Development Strategy (PGDS) presents a 2030 development vision and outlines a medium to short term development programme for the KwaZulu-Natal province. It identifies seven (7) strategic goals and thirty (30) strategic objectives towards the attainment of the vision. Mandeni IDP has integrated the principles and strategic goals outlined in the PGDS, and customised them to find meaning in the local context, thus making the IDP not just a tool for coordinating development locally, but also a means for the practical implementation of government development programmes.



However, the achievement of these objectives and attainment of the goals hinges on the nature and extent of collaboration and partnership among the various social partners, in particular, business, organized labour, civil society and the different spheres of government and state owned enterprises under the leadership of the KZN Government (PGDS).

2.2.2 PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The Provincial Growth and Development Plan provides (PGDP) for the implementation of the Provincial Growth and Development Strategy (PDGS). It outlines activities to be undertaken towards the attainment of each of the strategic goals and objectives. The aim of the PGDP is therefore to translate the strategy into a detailed implementation plan, inclusive of a detailed activity level framework with targets and responsibilities assigned to the appropriate government department.

In addition to the more detailed focus on the interventions identified, the PGDP proposes specific milestones that will have to be achieved in priority sectors. It proposes indicators by which to measure success in achieving the goals and objectives of the PGDP and in doing this, also proposes how the growth trajectory could be shaped with targets to the year 2020 and to 2030.

2.2.3 OTHER PROVINCIAL GOVERNMENT DEVELOPMENT INITIATIVES

Other important

2.3 ILEMBE DISTRICT MUNICIPALITY

2.3.1 INTEGRATED DEVELOPMENT PLAN

2.3.2 REGIONAL SPATIAL ECONOMIC DEVELOPMENT PLAN

The iLembe Spatial Economic Development Strategy process concluded in March 2012. The High Road Scenario and specific strategic directions were adopted by stakeholders through this process. It commits the iLembe District family of municipalities to developing a sustainable region with the following being the strategic pillars:



2.4 PLANNING AND DEVELOPMENT PRINCIPLES

3 CURRENT SITUATION ANALYSIS

3.1 SPATIAL ANALYSIS AND ENVIRONMENTAL ANALYSIS

3.1.1 REGIONAL CONTEXT

The Mandeni Municipality area (KZ291) situated in 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 Amatigulu 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, borders the south of MMA, while the uMlalazi Local Municipality, which forms part of the uThungulu District Municipality.

[Refer to the Regional Economic Spatial Development Plan](#)

3.1.2 SETTLEMENT PATTERN

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.

3.1.2.1 URBAN 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 Amatigulu sugar milling operations and the Sappi Paper mills at Mandeni. The Isithebe industrial Park and potential expansion around it, mainly forms the industrial nodes within the municipality. Although the

SAPPI plant represents a major industrial area, it is not intended to serve as growing industrial node mainly due to its location proximity to the residential areas.

The Mandeni urban edge borders iSithebe, Sundumbili, Mandeni and it also includes the identified accelerated growth zones as depicted on the local and regional SDF. The Mandeni SDF identified tourism development strip, Tugela mouth and wards 1, 2 and 3 located within Macambini traditional authority area which falls within the peri-urban zone.

3.1.2.2 DENSE RURAL SETTLEMENTS

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 TC 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.

3.1.2.3 SCATTERED RURAL SETTLEMENTS

Settlement pattern in the remaining areas occur in the form of scattered rural settlements spread unevenly in space reflecting the previous neglect of the former KwaZulu Homeland areas from spatial planning and development initiatives. These settlements owe their genesis from the natural environment, particularly grazing and arable land

3.1.3 LAND USE PATTERN

The current characteristics of Land use within the municipality can be defined as mixed land uses where there is a mix of commercial activities, residential, manufacturing and agricultural activities. The existing infrastructure, service development and a minimal provision of social facilities play a major role to support the resident population. Industrial development is concentrated in Isithebe and most notably Amatigulu sugar milling operations and the Sappi Paper mills at Mandeni.

The agricultural land use is the dominant land use within the municipality and is mainly located within Traditional areas. The main agricultural activity is subsistence farming. The Mandeni municipality comprises of two types of residential land use i.e Formal and informal residential land use. The informal residential areas are located on the periphery of the urban edge as well as on Tribal areas. The formal residential areas are situated within the following the following areas, Sundumbili, Mandeni, Tugela and Tugela Mouth.

3.1.4 LAND OWNERSHIP

Land tenure pattern within the Municipality generally dictates the land usage.

3.1.4.1 INGONYAMA TRUST LAND

The Mandeni Municipality is made up of four Traditional Authority areas, whereby the land is administrated by Traditional Councils. These Traditional Council (TC) areas cover approximately 63% of the total area and other remaining land is owned by the State and the Ingonyama Trust. The main dominant activities within Traditional areas are subsistence farming activities and the land is also characterized by steep areas which reduce the potential for agriculture.

TC areas are generally characterised by subsistence farming activities, harsh topographical conditions and the worst of agricultural potentials with the exception of the Macambini Council 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 TC. Traditional housing dominates, but there is a range of other formal and informal structures proliferating in these predominantly rural areas.

3.1.4.2 PRIVATELY OWNED LAND

3.1.4.3 STATELAND AND MUNICIPAL LAND

3.1.5 LAND REFORM

3.1.5.1 LAND RESTITUTION

3.1.5.2 LAND REDISTRIBUTION

3.1.6 MOVEMENT PATTERN

The Mandeni municipality consists of an access and movement hierarchy that has been established through the national, provincial and local movement routes, including the

National Road (N2) and Provincial Road (R102). 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 to Maphumulo and Greytown and the R614 from Tongaat to Wartburg. A limited number of district and local roads provide access to local areas.

The P451 is identified as the municipal activity corridor, which crosses over the N2 linking the coast and hinterland. It also links the Tugela Mouth service centre and Mandeni/Sundumbili primary node.

The alignment of the North Coast Railway also runs along the length of the Municipality, normally in the proximity of the R102.

3.1.7 BROAD LAND USES

3.1.8 LAND REFORM

3.1.9 LAND CAPABILITY

The Mandeni Municipality in terms of land capability is divided into four categories namely;

- High potential arable land
- Marginal potential land
- Moderate potential land
- Non- arable land
- Wilderness.

Non-arable land is dominant in terms of land capability within the municipality which limits the potential for agriculture activities. It runs from the northern, central and stretches towards the southern part of the municipal area. The coastal areas comprises of Moderate potential arable land

3.2 ENVIRONMENTAL ANALYSIS

3.2.1 ENVIRONMENTAL MANAGEMENT

Mandeni Municipality is one of the Local Municipalities within the iLembe District, in KwaZulu Natal Province, which is located along the coastal area of the District, North of the KwaDukuza Municipality. The Municipality has a variety of the environmental assets such as estuaries, rivers, coastal zone, vegetation, biomes, terrestrial, freshwater ecosystem; coastal forest and dune areas, the remaining natural vegetation of the coastal flats and the vegetation of the incisive river valleys occurring within its jurisdiction (see the attached map on environmental sensitive features).

It is very important for the Mandeni Municipality to protect these natural assets for the benefit of the future generations as required by National Environmental Management Act, (Act 107) of 1998 and other international initiatives such as Agenda 21, Millennium Developmental Goals (Goal 7), Rio Declaration on Environment and Development, Statement on Forest Principles, United Nations Framework Convention on Climate Change, and United Nations Convention on Biological Diversity. And to realise this (management of natural resources/ environmental assets) objective the Municipality recognizes the importance of cooperative governance in protecting its environmental assets and is committed to the objectives of the sustainable development as stated in the National Strategy on Sustainable Development. To show commitment to the management of environmental assets, a number of actions have been initiated by the Municipality which includes the following:

- The Municipality is benefiting from the iLembe Environmental Section, under shared services, to comply with environmental legislations and other environmental matters.
- The development of some guidelines to assist in the planning and decision-making processes such guidelines include a Siyaya Coastal Plan.
- Currently, the municipality in the processes of finalising the Coastal Management Plan which is in compliance with the Integrated Coastal Management Act;
- The municipality has completed Integrated Waste Management Plan as required by the Waste Management Act of 2008.
- Take part in the Planners Forum meetings, aiming at promoting cooperative Governance with all three spheres of government, as required by the Constitution and the other pieces of legislations.

Human activities, such as agricultural activities, livestock overgrazing, human settlement and development, invasion by alien species, urbanisation, uncontrolled and unplanned rural settlements, lack of understanding of biodiversity data, sewer disposal and management, sand mining, air pollution by industries, temperature rise due to climate change, just to mention a few, have been, for now, identified as the most common driving forces impacting on the District's environmental assets.

To mitigate impacts on our environmental assets the following have been identified as the focus areas for environmental management, which is Biodiversity (including conservation areas), Coastal Management, Water Resources Management, Climate Change and Air Quality.

3.2.2 AIR QUALITY MANAGEMENT

The main purpose for Air Quality Management is to manage emissions into the atmosphere, improving air and atmospheric quality through the implementation of the National Environmental Management: Air Quality Act, Act 39 of 2004 and other air quality management legislations, policies and systems at provincial level, and supporting Air Quality Management efforts at local, national and international levels. Therefore, the implementation of Air Quality Management Act requires the development of a provincial Air Quality Management Plan, the declaration of air quality priority areas, processing of atmospheric emission licensing, the establishment and implementation of ambient air quality monitoring systems and emission source inventories.

The act further states that the provincial department should develop and implement an Air Quality Management Plan for the Province. In light with the aforementioned the Provincial Department, Department of Agriculture and Environmental Affairs, has commissioned a study with an intention of developing an Air Quality Management Plan for the KwaZulu Natal Province. ILembe District has been prioritized by the study.

Another key responsibility is to have District Emission inventory, which is required as a building block for air quality management within the District. Such inventory should include point sources, area sources, and mobile sources. Emissions inventory can be used to:

- Identify significant sources of air pollutants in an area,
- Establish air pollutant emission trends over time,
- Identify regulatory actions to be taken in terms of air quality, and
- Estimate the state of air quality in an area, via the use of atmospheric dispersion modelling.

3.2.3 PROTECTED AREA AND KEY HYDROLOGICAL FEATURES

Coastal Management is an integrated, comprehensive management effort aiming at preserving the natural (sensitive) ecosystem of the coast and ocean by managing/monitoring any activity taking place in the coastal zone. It is important to monitor development that occurs around the coast, such as the harbours, airports, road and rail networks, residential and tourism facilities. The management of development around the coastal zone also assists in disaster preparedness, and mostly provides for the best long-term and sustainable use of coastal natural resources and assists in the maintenance of the most natural environment" located within the coastal zone such as dunes, dune vegetation, and admiralty reserve.

The coast of the iLembe District Municipality extends from the Amatigulu River within Mandeni Municipality near Gingindlovu in the northeast to the Uthongathi River within KwaDukuza Municipality. The KwaDukuza Municipality coastline is approximately 46km and the Mandeni Municipality is about 29km. These two coastal Authorities comprised of a distinctly different characters. KwaDukuza exhibiting high levels of transformation and degradation as a result of extreme development pressure in the coastal zone and the predominance of commercial sugarcane cultivation. By contrast, Mandeni is characterised by more subsistence agriculture and less transformation of natural areas.

A large percentage of the coastal area within iLembe is characterized by commercial agriculture due to its suitability for this activity. North of the Thukela River, natural areas predominate the coastal zone of Mandeni, in large part due to the presence of the Amatigulu Nature Reserves which stretch for approximately 16 km up the coast and are 1 614ha in extent.

The Mandeni coastal zone is fed by 2 key estuarine systems, namely, Amatigulu/Nyoni and Thukela Mouth Estuarine systems as the largest and most prominent environmental features. The coastal zone is connected to the hinterland and influenced by river catchments which feed the estuarine systems. The Estuarine systems (Thukela and Amatigulu/Nyoni estuaries) and their associated floodplains, are identified as significant and as sensitive ecological assets (particularly those areas below the 5m contour – the functional estuary boundary). The Maputaland Coastal Grassland biome, which predominates north of the Thukela River, is also of primary conservation importance and sensitivity. The riparian areas such as wetlands and the littoral active zone are also areas of environmental sensitivity.

The Mandeni area experiences pressures of a different nature to those found in KwaDukuza with significantly less transformation of natural areas, with agricultural practices tending more towards less intensive subsistence activities. The coastal area of Mandeni is sparsely settled due to the presence of the Red Hill and Amatigulu Nature Reserves which account for more than 80% of its coastline.

The Siyaya Coastal Framework is a planning tool used by Municipality to control development around its coastal areas by putting conditions which address environmental issues along the coastal areas especially along the Tugela Mouth.

There two estuaries occurring within the Mandeni Municipality that is Amatigulu, defined as a permanently open estuary which is in a good condition and Thukela River Mouth which is in a fair condition. Numerous minor drainage lines and water bodies, which are not classified as estuaries, are also present along the coastal strip.

Major issues for this estuarine system are excessive siltation and poor water quality (Whitfield, 2000) as a result of the cumulative catchment impacts, namely, poor veld management and overgrazing; run-off from agricultural irrigation; organic pollution; industrial spills and effluent discharges; mining, mining decant and industrial activities; and urban settlement with poor sanitation resulting in faecal contamination. The Thukela Estuary plays an important role in supplying land-derived nutrients, sediment and food resources to the nearshore marine environment and the once active shallow-water prawn trawl fishery.

An intermediate ecological reserve determination has been completed for the Thukela Estuary and it has been classified as a Category C system, i.e. **moderately modified** (DWA, 2004). It is considered **critically endangered** because it has lost much of its original natural habitat such that ecosystem functioning has collapsed and species associated with the ecosystem have been lost or are likely to be lost (SiVest, 2007; Van Niekerk and Turpie, 2011).

The Integrated Coastal Management Act (No. 24 of 2008) requires the determination of a Coastal Protection Zone. This zone enables the use of land that is adjacent to coastal public property or that plays a significant role in coastal ecosystems to be managed, regulated or restricted for a variety of purposes including:

- Mitigation of the effect of natural hazards; and
- Protection of people, property and economic activities that may be at risk from dynamic coastal processes.

To meet the objectives of the Integrated Coastal Management Act, the District has encouraged the development of the Coastal Management plan as required by the Act. To date Mandeni Municipality is currently finalizing its Coastal Management Plan. The CMP will assist in the decision-making process.

The KZN DAEARD Coastal Vulnerability Index (CVI) categorizes the coastline of KwaZulu-Natal in respect to its vulnerability to the effects of coastal erosion and distinguishes between areas of high risk, moderate risk and risk (DAEARD, 2010). It is important to note that the mouths of all the estuaries in the iLembe DM are categorised as moderate and high risk areas. This is likely attributed to the variability of estuary mouths which is governed by both marine and riverine hydrological processes. The lateral extent of the Amatigulu/Nyoni (twin) estuary is particularly concerning given the narrow dune cordon which separates it from the dynamic littoral zone. Development in river floodplains and the estuarine functional zone below the 5m contour are immediately at risk of the impacts of climate change, such as sea level rise and increased erosion, as well as natural (non-climate change related) back-flooding within estuaries during mouth closure.

Pressures experienced general in Mandeni Municipality include: Agricultural Activities, Human Settlement and Urban Development, Encroachment into estuarine system and wetlands, Discharging into Estuarine system and wetlands, unmanaged spills, Storm water runoff, Water Abstraction and Impoundment, sand mining.

3.2.4 BIODIVERSITY

Biodiversity (biological diversity) refers to the diversity of ecosystems, species and genes found in a particular area. This includes a number of species of plants, animals, and microorganisms, the enormous diversity of genes in these species, the different ecosystems on the planet, such as deserts, rainforests and coral reefs, forms of a biological diversity.

The extent of the Municipal area is approximately 58 226.3 ha and only 19 703.4 ha contains the environmental features and approximately 38 013.9 ha has already been disturbed by human activities. In other words no natural habitat exists in this portion of the Municipality which is approximately 68% of the total area of the Municipality.

Biomes existing within Mandeni Municipality include Indian Ocean Coastal Belt 54050.4ha (92.83% of municipality) and Savanna 3749.8ha (6.44% of municipality). The vegetation type occurring in the Municipality is, Eastern Valley Bushveld 3749.8ha (6.44% of municipality), KwaZulu-Natal Coastal Belt 46984.4ha (80.69% of municipality), Maputaland Coastal Belt

5479.4ha (9.41% of municipality), Northern Coastal Forest 1203.8ha (2.07% of municipality), Subtropical Coastal Lagoons 284.3ha (0.49% of municipality), Subtropical Dune Thicket 98.5ha (0.17% of municipality).

The table below provide details on the Threatened Terrestrial Ecosystems existing with the Mandeni Municipality

Table 3: Status of Ecosystems

STATUS OF THE ECOSYSTEM	LIST	EXTENT
Critically endangered	Eshowe Mtunzini Hilly Grasslands	16053.2ha (27.57% of municipality)
	North Coast Forest Collective	201ha (0.35% of municipality)
Endangered	KwaZulu-Natal Coastal Forest	14.5ha (0.02% of municipality)
Vulnerable	KwaZulu-Natal Coastal Belt	529.2ha (0.91% of municipality)

Regarding the Freshwater Ecosystems, there three Water Management Areas existing within the Municipality that is, Mvoti to Umzimkulu 3630.3ha (6.23% of municipality), Thukela 18328.5ha (31.48% of municipality) and Usutu to Mhlathuze 32106ha (55.14% of municipality). The main rivers within the Municipality include Matigulu and uThukela Rivers. Approximately 550 wetlands exist within the Municipality. Two estuaries are found within the Municipality that is Matigulu, defined as a permanently open estuary which is in a good condition and Thukela River Mouth which is in a fair condition.

With regards to flora and fauna, which refer to the indigenous plants and wildlife of a geographical region, at a given time, the threatened flora found in Mandeni include *Barleria natalensis*, *Diaphanathe millari - Vu*, *Kniphofia pauciflora - Cr*, *Senecio exuberans*, *Vernonia Africana*, *Vernonia natalensis* and for threatened fauna see the table below.

Table 4: Threatened Fauna

Fauna Species	Name of Species
Reptiles	<ul style="list-style-type: none"> <i>Scelotes inornatus</i> (Legless Burrowing Skink) <i>Bradypodion melanocephalum</i> (Black-headed Dwarf Chameleon)
Amphibian	<i>Hyperolius pickersgilli</i> (Pickersgill's Reed Frog) E

Fauna Species	Name of Species
Birds	<ul style="list-style-type: none"> • <i>Anthropodes paradise</i> – (Blue crane) Vu • <i>Balearica regulorum</i> – (Crowned crane) Vu
Mammals	Dendrohyrax arboreus – (Southern tree hyrax) LC
Invertebrates	<p><i>Invertebrates:</i></p> <p><i>Molusca</i></p> <ul style="list-style-type: none"> • Allawrenicus complex • Cochlitoma semidecussata • Edouardia conulus • Euonyma lymnaeiformis • Gulella alicae • Gulella barberae • Gulella separate <p><i>Milipedes</i></p> <ul style="list-style-type: none"> • Centrolobus fulgidus • Centrolobus richardi • Doratogonus falcatus • Doratogonus peregrinus • Daratogonus zuluensis <p><i>Insecta</i></p> <ul style="list-style-type: none"> • Eremidium erectus • Odontomelus eshowe • Parepistaurus eburlineatus • Teriomima zuluana (Zulu Buff) • Whitea conniceps

Natural vegetation is also under pressure in Mandeni due to the presence of alien invasive species specifically in relation to protected areas, tribal areas, undeveloped land parcels and as a result of poor farm practices. There are three natural reserves existing within the Municipality, that is, Amatigulu Provincial Nature Reserve, 1 702.3 ha, Red Hill Provincial Nature Reserve, 282.8ha and Harold Johnson Provincial Nature Reserve, 101.7 ha Nature Reserve.

3.2.5 CLIMATE CHANGE

The continuous emission of the greenhouse gases such as Carbon Dioxide (CO₂), Methane (CH₄) nitrous oxide (N₂O), Hydrofluorocarbons (HFCs), **Perfluorocarbons** (PFCs), Sulfur Hexafluoride (SF₆) through human activities is slowly changing the earth's climatic pattern. If not controlled these changes will result in the rising temperatures, extreme weather events, changing water patterns, biodiversity and habitat loss, increase of tropical diseases, reduction of food production, make potable water scarcer and others impacts. South Africa, as a global citizen, is committed to the reduction of its own greenhouse gas emissions and as signatory to the global agreement on emission reductions to implement such initiatives. As part of South Africa, the iLembe District as well is expected to develop programs aiming at the reduction of its own greenhouse gas emission and develop its own adaptation and mitigation strategies.

Within District there are four main opportunity areas for the mitigation and adaptation programme, that is, to facilitate a transition to renewable energy resources, the promotion of energy efficiency programme, consolidation of urban development and the establishment of adequate Disaster Risk Management (DRM) systems.

During the COP 17 Side event on 8 December 2011, an event which was part of the UN Sustainable Energy for All initiative, members of the United Nations Team in South Africa agreed to design a joint project on integrated community level sustainable energy access and launch it alongside CoP17 negotiations. ILembe District has been identified as potential area for the project. To date the District is in process of finalising the implementation strategy for this initiative which will include:

- The development of the Climate change response strategy for the District, which will cater for all Local Municipalities,
- Addressing energy access for rural community residing in areas such as Maphumulo and Ndwedwe, and
- Exploring potential for renewable energy and energy efficiency projects at different Local Municipalities such as Kwa-Dukuza and Mandini.

Mandeni Municipality is in the process of developing its adaptation and mitigation strategies, however, certain projects dealing with issues of climate change have been initiated within the Municipality such as:

- In areas prone to lightning, lightning conductors are being installed to protect the homes and residents living in the area;

- The Department of Agriculture, Environmental Affairs has planted a number of trees in Mandeni as part Departmental Greening Program, project such as Hlomendlini Greening project, which entails plantation of 1 fruit tree and 1 shade tree is of such project;
- Currently the low cost housing subsidy policy has made it a requirement for houses to be fitted with solar panel heaters to reduce the electricity costs of a household and
- The Department of Human Settlements has embarked on installing JoJo tanks in all rural housing projects for the harvesting of rain water.

3.2.6 STRATEGIC ENVIRONMENT ASSESSMENT

Generally, a Strategic Environmental Assessment (SEA) seeks to concisely indicate the status quo of the environment within a particular geographical area, which includes unpacking issues that threaten or which could threaten the future state of the environment in the area, and recommends ways to address these issues and preventing environmental degradation. Hence, the objectives of the SEA process are to provide for a high level of protection of the environment and to promote sustainable development by contributing to the integration of environmental considerations into the preparation and adoption of specified Plans and Programmes.

As part of environmental plans, the District is current finalising its Environmental Management Framework (EMF) a tool similar to the SEA. The EMF will assist in the understanding of environmental assets within the District as well as recommending ways of preserving such assets. A number of environmental issues, which need to be managed, have been identified by the EMF, namely, biodiversity, connectivity, vegetation type, wetlands, rivers and estuarine systems within the area.

The EMF has also identified a number of activities impacting negative to environment, which include: agricultural activities, livestock overgrazing, human settlement and development, invasion by alien species, uncontrolled and unplanned rural settlements, lack of understanding of biodiversity data, sewer disposal and management, sand mining, air pollution by industries and temperature rise due to climate change.

Once the EMF has been finalised its recommendations will be taken into consideration in all decision-making processes including the development of other planning tools such Spatial Development Plans, the Municipal Schemes and other plans.

3.2.7 SPATIAL & ENVIRONMENTAL TRENDS AND ANALYSIS

Environmental management within the District aims at preserving (including rehabilitation) the state of environmental assets within the region by improving the status and where possible limit or avoid human activities that might have severe impacts on these assets. Environmental assets occurring within the District includes eight (8) estuaries, large rivers (such as Tugela, uMvoti), coastal property, vegetation type; biomes, terrestrial, freshwater ecosystem; coastal forest and dune areas, the remaining natural vegetation of the coastal flats and the vegetation of the incisive river valleys.

To manage these features (assets) the following focus areas have been developed that is Biodiversity (including conservation areas), Coastal Management, Water Resources Management, Climate Change and Air Quality as well Capacity Development and Awareness. Human activities impacting in these assets have been identified a driving forces, and they include: agricultural activities, livestock overgrazing, human settlement and development, invasion by alien species, urbanisation, uncontrolled and unplanned rural settlements, lack of understanding of biodiversity data, sewer disposal and management, sand mining, air pollution by industries and temperature rise due to climate change. The District has responded to some of these challenges by:

- Development of the Environmental Management Framework, which will assist to provide information on biodiversity and other environmental matters within the District including providing ways of better manage the District's environmental assets.
- The preparation of the Coastal Management Plans for both KwaDukuza Municipality (which has been completed already) and Mandeni Municipality (which is currently underway).
- Some Municipalities have finalised their IWMPs which will be used a collective action within the region to manage waste including dealing with illegal dumping and issues of using burning of waste a disposal method in some of the Municipalities within the District.
- The need to develop adaptation and mitigation strategies has been identified and necessary actions are under way.
- The Provincial Department, Department of Agriculture and Environmental Affairs, has commissioned a study with an intention of developing an Air Quality Management Plan for the KwaZulu Natal Province. ILembe District has been prioritized by the study.

In addition, the District understands that protection of environmental assets is a multi-disciplinary, cross-sectional and cross-national issue, therefore there is a need to:

- Promoting integrated planning amongst role players,
- Promote collaborative actions by different stakeholders,
- Promote partnerships from regional, provincial, national to international,
- The need for capacity development and awareness especially for key stakeholders such community, youth and other structures informing these stakeholders about biodiversity and environmental matters in general, and
- Promotion of sustainable development initiatives of the country.

3.2.8 SPATIAL & ENVIRONMENTAL SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strategic location in relation to the N2 national corridor, Richards Bay and Durban economic centres. • High value coastal land with huge potential for mixed use development. • Relatively high production potential agricultural land. • Industrial land in Isithebe. • Mandeni town. • Conservation areas along the coastland. • 	<ul style="list-style-type: none"> • Untapped economic potential along the coast. • Unplanned and scattered rural settlements. • Dense rural settlements occurring around the town. • Poor functional linkage between the Mandeni Town and the N2. • Environmental transformation leading to environmental degradation and loss of biodiversity.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • N2 and 102 development corridors. • Railway line running through Mandeni. • Provincial government initiatives such as corridor development and small town rehabilitation programme. • Coastal Management Programme. • 	<ul style="list-style-type: none"> • Climate change • Urbanisation •

3.3 SOCIO-ECONOMIC PROFILE

3.3.1 DEMOGRAPHIC PROFILE

3.3.1.1 POPULATION SIZE

The table below illustrates the population, sex and dependency ratio and as well as population growth per annum. The findings illustrate demographic profile from the national to local level (Mandeni Municipality). The Mandeni municipal area shows an increase of population from year 2001 to 2011. The population has grown by approximately 7 percent from year 2001 to 2011 and the growth rate per annum is 0.81 percent.

Table 5: Population Size Mandeni LM and Ilembe DM

AREA	POPULATION		DEPENDENCY RATIO		SEX RATIO		POPULATION GROWTH (% P.A.)	
			PER 100 (15-64)		MALES PER 100 FEMALES			
	2001	2011	2001	2011	2001	2011	1996-2001	2001-2011
South Africa	44819777	51770561	58.7	52.7	91.7	94.8	1.99	1.44
Kwazulu-Natal	9584129	10267300	65.4	58.5	87.7	90.5	2.23	0.69
iLembe	560389	606809	71.1	63.2	87.1	90.9	0.57	0.80
Mandeni	127327	138078	63.5	59.7	87.2	89.8	3.47	0.81

3.3.1.2 HOUSEHOLDS DISTRIBUTION BY ELECTORAL WARDS

The following table presents the household statistics of Mandeni, which was abstracted from Statistic SA, Census of 2001 and 2011. The table illustrate population growth from 31,012 from 2001 to 38 235 households in 2011 Census data. The figures indicate an increase in population growth, which will result in the increase demand for service provision such as access to water, Clinic, housing, etc.

Table 6: Population Distribution by Ward

WARD NO.	2001	2011
Ward 1	1,679	1351
Ward 2	1,447	1612
Ward 3	2,433	2334
Ward 4	3,533	3301
Ward 5	1,165	1370
Ward 6	1,689	1391
Ward 7	2,212	3285
Ward 8	1,204	2056

WARD NO.	2001	2011
Ward 9	1,506	1813
Ward No.	2001	2011
Ward 10	2,349	2722
Ward 11	2,313	2008
Ward 12	3,627	3606
Ward 13	1,343	1163
Ward 14	2,524	2894
Ward 15	1,037	1542
Ward 16	951	3093
Ward 17		2692
TOTAL	31,012	38235

3.3.1.3 POPULATION COMPOSITION BY RACE

The table below shows the distribution of race groups disseminated into wards. It is evident that the Black African population is the majority racial group in Mandeni, followed by the Indian, Asian, Coloureds and White race group. The number of Black Africans is 133559 which account for 96.7 % of the total population, The Indian or Asian race groups are 2287 (1.65%), then the Coloured race group are 720. The white race group is 1317.

Table 7: Population Composition by Race

WARD NO	BLACK AFRICAN	COLOURED	INDIAN OR ASIAN	WHITE	OTHER
1	8135	9	16	11	2
2	8456	22	12	12	2
3	5782	413	797	1128	43
4	8275	129	1336	84	28
5	7019	13	14	6	2
6	6849	1	5	3	-
7	9487	9	7	1	12
8	9305	7	14	20	12
9	9170	27	10	9	5
10	8165	6	24	11	10
11	7918	4	6	7	4
12	12919	10	9	7	12
13	3549	11	-	-	-
14	9727	24	5	9	10
15	4029	8	3	1	17

WARD NO	BLACK AFRICAN	COLOURED	INDIAN OR ASIAN	WHITE	OTHER
16	9133	20	21	6	5
17	5641	7	8	2	32
Grand Total	133559	720	2287	1317	196

Source: Statistics SA, Census 2011

3.3.1.4 AGE STRUCTURE

Approximately 62.6% of the population in Mandeni is between the ages of 15-64 years, which increased from 61.2% in 2001. This category of people is economically active (employed or unemployed) and is a source of labour pool. Likewise, the age bracket also includes the youth age bracket that is socially active.

Table 8: Population Composition by Age

AREA	<15		15-64		65+	
	2001	2011	2001	2011	2001	2011
South Africa	32.1	29.2	63.0	65.5	4.9	5.3
KwaZulu Natal	34.9	31.9	60.4	63.1	4.7	4.9
iLembe	36.6	33.8	58.5	61.3	4.9	5.0
Maphumulo	44.1	40.6	49.6	52.9	6.3	6.5
Mandeni	35.2	33.5	61.2	62.6	3.6	3.9
KwaDukuza	29.9	29.0	65.7	66.7	4.3	4.3
Ndwedwe	39.4	37.1	55.0	56.9	5.6	6.0

Source: StatSA, Census 2011

Approximately 33.5% of the population is below the age of 15 years, which was 35.2% in 2001. This age category is substantial and its development implications cannot be ignored. The 15-64 years age category is economically active (employed or unemployed) and is a source of labour pool. Likewise, the age bracket also includes the youth that is socially active. Whilst the municipality enjoys a substantial population that is within the working age cohort, it is important that this group contains the necessary education and skills.

3.3.1.5 POPULATION DISTRIBUTION BY GENDER

Females have been the dominant gender in both 1996 and 2011 Census. In other words, the population of Mandeni comprise of 53.4% female and 46.6% male, indicative that most households in the municipal area are female headed. The situation implies that the municipality should always consider the needs of females when undertaking its planning and development. The following diagram and table depicts the municipal sex ratio.

Table 9: Sex Ratio

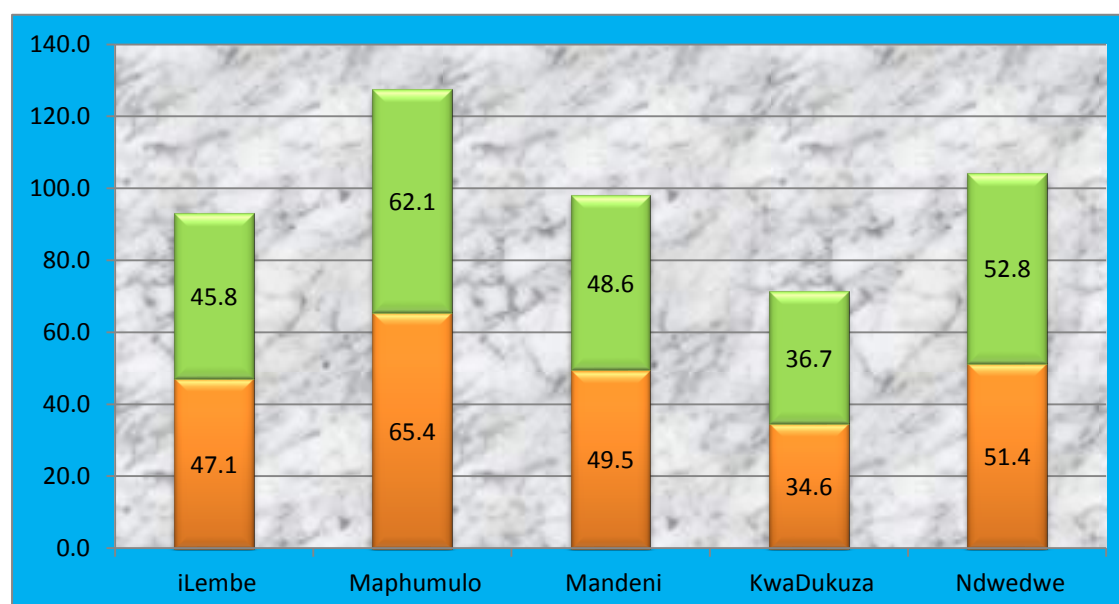
AREA	SEX RATIO
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	MALES PER 100 FEMALES	
	2001	2011
South Africa	91.7	94.8
KwaZulu Natal	87.7	90.5
iLembe	87.1	90.9
Maphumulo	75.3	80.8
Mandeni	87.2	89.8
KwaDukuza	97.5	97.5
Ndwedwe	86.0	89.0

Source: StatSA, Census 2011

3.3.1.6 FEMALE HEADED HOUSEHOLDS

Figure 2: Female Headed Households



Source: StatSA, Census 2011

3.3.1.7 DEPENDENCY RATIO

Dependency ratio defines the number of dependents (i.e. people under the age of 15 and over the age of 65 years) per 100. A high dependency ratio is a challenge to guardians who in many instances are unemployed particularly in rural parts of uMvoti. The dependency ratio in Mandeni declined from 63.5% to 59.7% between 2001 and 2011. Dependency ratio is currently lower in Mandeni compared to District Family iLembe 63.2%, Maphumulo (89.2) and Ndwedwe (75.7).

Figure 3: Dependency Ratio per 100 (15-64)

AREA	DEPENDENCY RATIO PER 100 (15-64)	
	2001	2011
South Africa	58.7	52.7

KwaZulu Natal	65.4	58.5
iLembe	71.1	63.2
Maphumulo	101.4	89.2
Mandeni	63.5	59.7
KwaDukuza	52.1	50.0
Ndwedwe	81.8	75.7

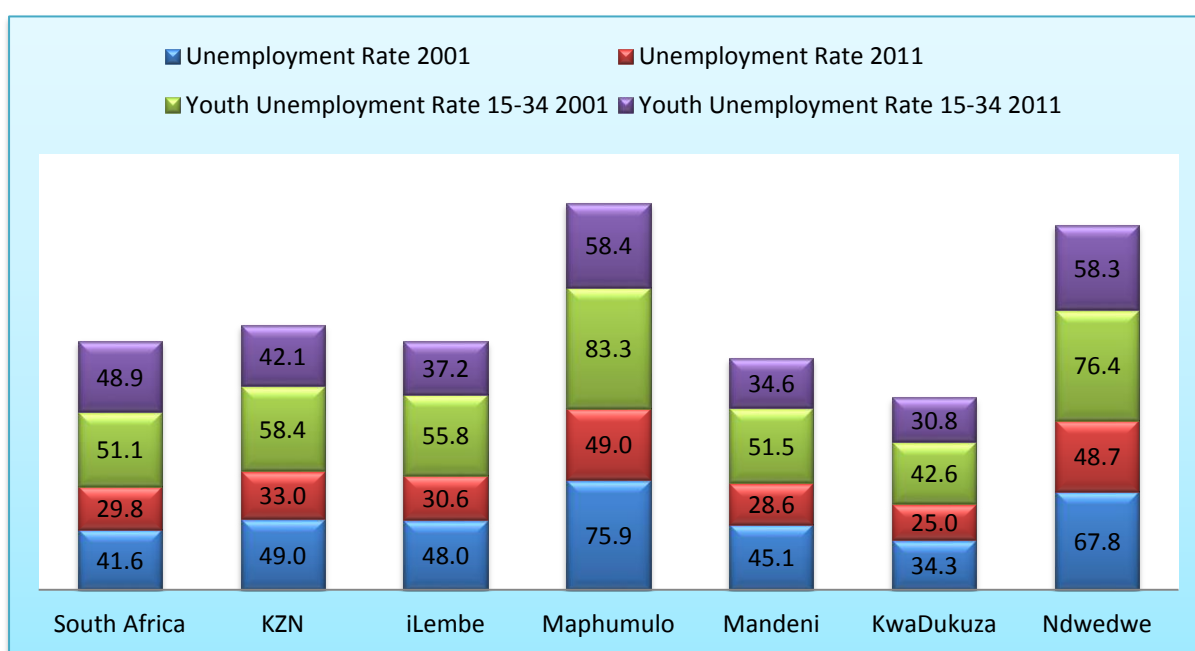
Source: StatSA, Census 2011

3.3.2 EMPLOYMENT PROFILE

3.3.2.1 UNEMPLOYMENT RATE

Unemployment rate in Mandeni declined from 45.1% in 2001 to 28.6% in 2011. The unemployment rate in the municipality was lower compared to the district (iLembe) and national (South Africa) unemployment averages that were standing at 33% and 29.8% respectively in 2011. Unemployment amongst the youth surged to 34.6 % in 2011 from 51.5% in 2001. Unemployment rate amongst the youth in Mandeni is lower compared to the district (42.1%) and the national average (48.9%).

Figure 4: Employment Profile



Source: StatSA, Census 2011

3.3.2.2 EMPLOYMENT BY INDUSTRY

Manufacturing is the main contributor of source of employment in Mandeni. The sector employs approximately 26.86% of the available municipal labour force. Wholesale and retail

sector is the second largest employer, followed by finance and insurance employing 25.68% and 22.77% of the municipal labour force respectively. Agriculture, transport and construction sectors employ 3.8%, 2.86% and 2.19% respectively. The following table illustrates.

Figure 5: Employment by Sector/Industry

Industry	2011	
	Number	%
Total	27886.78	100
Agriculture, forestry and fishing	1071.665	3.84
Mining and quarrying	301.3812	1.08
Manufacturing	7489.876	26.86
Electricity, gas and water	8.89915	0.03
Construction	609.71	2.19
Wholesale and retail trade, catering and accommodation	7160.496	25.68
Transport, storage and communication	796.8299	2.86
Finance, insurance, real estate and business services	6349.034	22.77
Community, social and personal services	2529.07	9.07
General government	1569.818	5.63

Source: Calculation based on Quantec data 2013

The table below shows that 65% of the Mandeni population is a working age, whereas the formal and informal sectors of the municipal economy can only absorb 34% of that working age. The labour force participation rate of Mandeni is 46.4%. Interventions should be geared towards improving the local economy so that more job opportunities are created to absorb the unemployed labour force.

Figure 6: Employment (Formal and Informal)

Year	2009	%
Population - Total (Number)	130459.1	
Population - Working age (Number)	84696.13	65%
Employed - Formal and informal - Total (Number)	28407.84	34%
Unemployed (Number)	10926.85	
Unemployment rate (Percentage)	27.77917	
Labour force participation rate (Percentage)	46.44213	

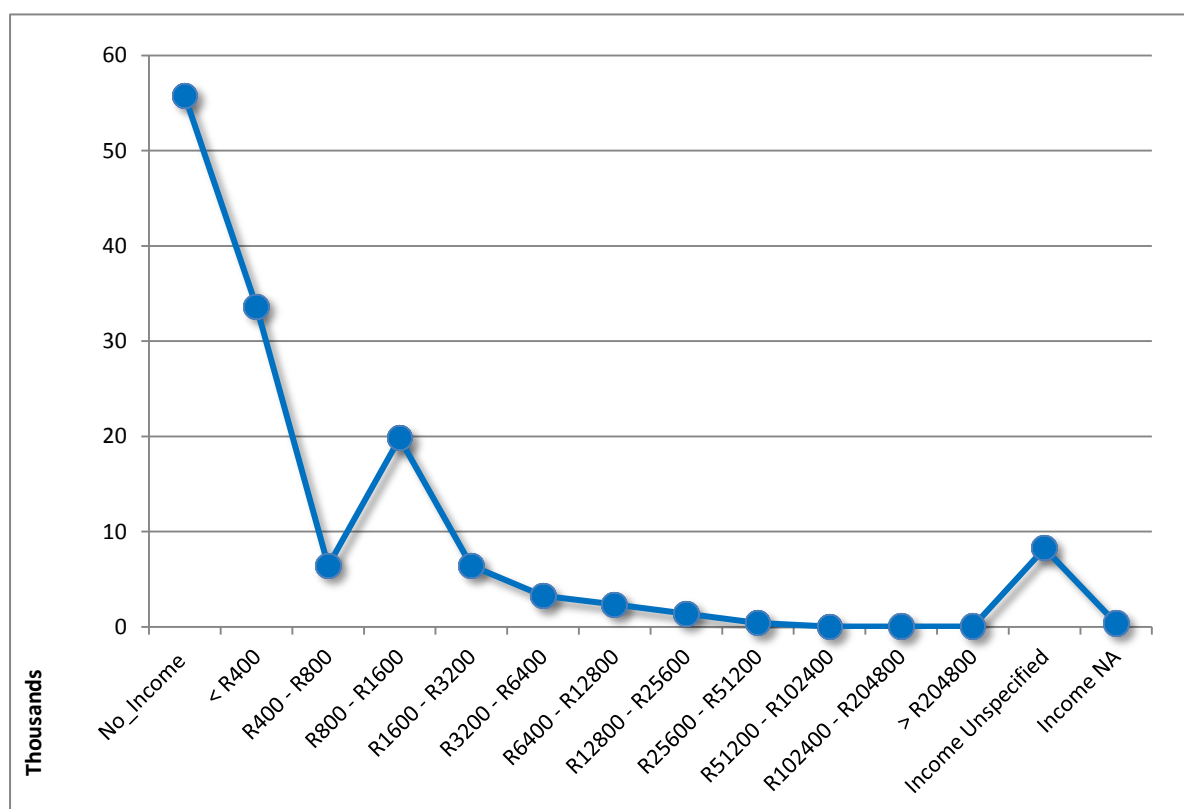
Source: Calculation based on Quantec data 2013

3.3.3 HOUSEHOLD INCOME AND EXPENDITURE

3.3.3.1 HOUSEHOLD INCOME

Approximately 55,740 (i.e. 40.4%) of the population has no source of income and about 33,612 (i.e. 24.3%) earn less than R400 per month, indicating that almost 64.7% of the population of Mandeni live below the poverty line. Approximately 516 of the population in earn over R25,600 per month. These people work in senior management and professional positions in government and private institutions.

Figure 7: Household Income



Source: StatSA, Census 2011

Those municipalities that offer access to superior lifestyle and recreational opportunities, schools, hospitals, and other facilities become magnets for talent and high earning individuals. Whereas if such facilities are not availed by the municipality the high earning individuals will live in the neighbouring municipalities like KwaDukuza or eThekweni which trend will lead to economic leakage that is detrimental to the needed economic growth and development of Mandeni. The diagram and table below demonstrate.

3.3.3.2 HOUSEHOLD EXPENDITURE

The households of Mandeni spend approximately 99% of their disposable income in goods and services recording a mere 1% savings. This is indicative that majority of the households are poor and their income levels are lower hence experiencing difficulties in making any savings. The following table provides an indication of the levels of income and expenditure in Mandeni.

Table 10: Household Income and Expenditure

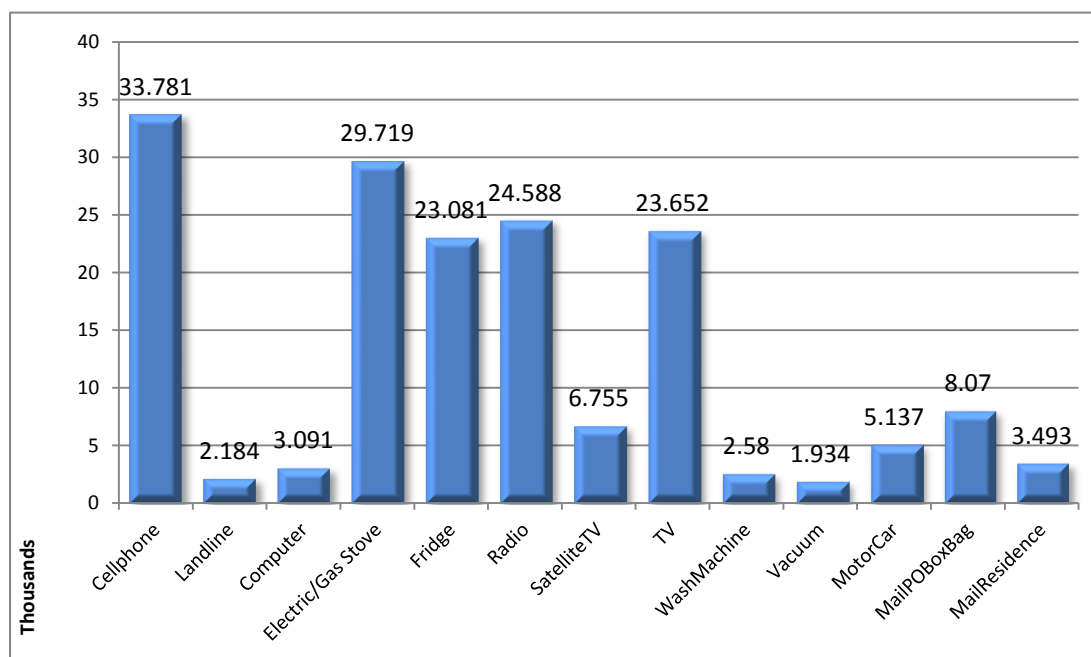
Unit	R millions	%
Year	2011	
Final consumption expenditure by households	2762.57	99%
Current income	3040.596	
Disposable income (Current income less taxes on income and wealth)	2803.23	
Saving by households (Disposable income less expenditure)	40.66039	1%
Population (Number)	132331.2	
Households (Number)	36666.84	

Source: Calculation based on Quantec data 2013

3.3.3.3 HOUSEHOLD GOODS

Out of the 38 233 households in Mandeni only 5,137 households own a car, 3,091 own a computer and 2,580 own a washing machine. However, majority (33, 781) of the households have access to telephone hence can easily communicate to the outside world. The table and graph below illustrate.

Figure 8: Household Goods



Source: StatSA, Census 2011

3.3.4 EDUCATION PROFILE

The level of education has generally improved in the municipal area. The number of people with no schooling declined from 19.2% to 10.1% between 2001 and 2011. Matric level increased from 22.3% to 30.6%, whereas, primary educational enrollment in to 90.9% from 89.3% in the same period. However, the number of people with higher education declined from 3.6% to 2%. This decline may be the consequence of the low standards of living which as a result contributes to the inability to afford tuition for higher learning institutes. The continuation this trend results in the accumulation of unskilled labour in the employment environment, which in turn has a negative impact on Mandeni's economy and GDP. Emphasis must be made on the need to train the unskilled population as well as to promote human resource development in workplaces. Table 12 below illustrates.

Table 11: Education Level

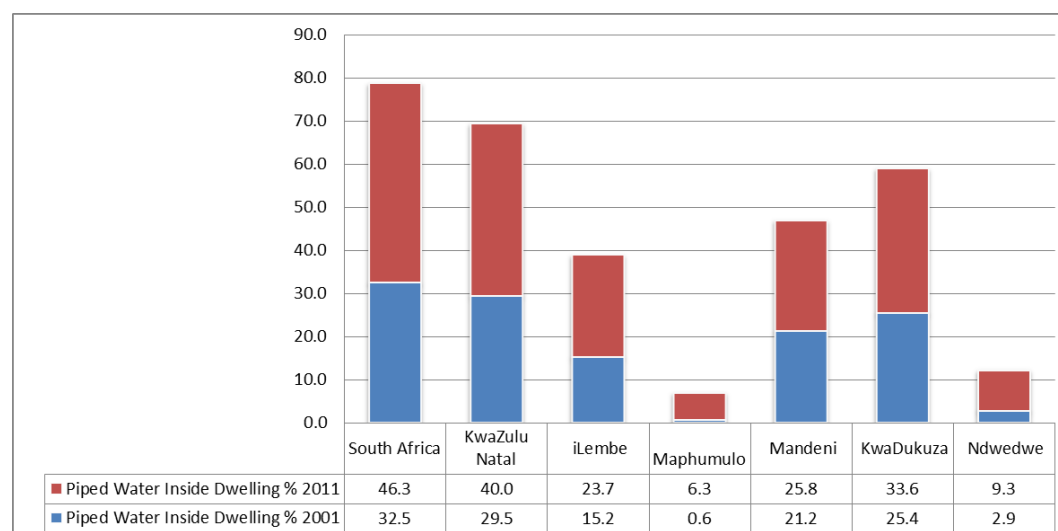
Year	EDUCATION (aged 20 +)							
	No Schooling		Higher Education		Matric		Primary Educational Enrolment aged 6-13	
	2001	2011	2001	2011	2001	2011	2001	2011
iLembe	29.8	15.3	3.7	3.1	17.1	26.6	87.9	91.3
Maphumulo	49	31.2	2.6	1.7	9.4	21.9	89.3	91.5
Mandeni	19.2	10.1	3.6	2	22.3	30.6	89.3	90.9
KwaDukuza	20.6	9.7	5.7	5.1	21.1	28.2	85.2	91.2
Ndwedwe	39.4	22.2	1.7	1.3	12	22.1	87.8	91.5

Source: StatSA, Census 2011

3.3.5 ACCESS TO BASIC SERVICES

3.3.5.1 ACCESS TO PIPED WATER

Figure 9: Access to Piped Water Inside Dwelling



Source: StatSA, Census 2011

Approximately 25.8% of the households in Mandeni have access to piped water inside dwelling which higher than the district average (23.7%) but lower than the provincial (40%) and national (46.3%). The diagram following illustrates.

3.3.5.2 SANITATION

3.3.5.3 ELECTRICITY

3.3.5.4 REFUSE REMOVAL

3.3.6 MORTALITY RATE

3.3.6.1 MAJOR CAUSES OF DEATH

The iLembe District Municipality 10 Major causes of Death have reached epidemics. Tuberculosis features prominently in the top 3 major causes of death for the District and the 4 sub-districts. This is reflected in iLembe's TB health outcomes with the TB cure rate decreasing from 76% in 2008/09 to 70% in 2009/10 with the TB interruption rate increasing from 7% in 2008/09 to 9% in 2009/10. Complications related to TB are resulting in deaths in facilities. Patients who die from HIV / AIDS related conditions have also been found to be co-infected with other conditions with a high correlation to TB. Conditions of lifestyle e.g. diabetes, and cardiac conditions are conditions that can be controlled if medical attention is sought early and or preventative programmes are implemented. Community Health Worker Programme must be strengthened to address gaps. Some TB patients seek medical attention too late while others have a combination of conditions which impacts on clinical outcomes. TB is a social problem linked to poverty, overcrowding and poor social conditions as well as environmental factors to its increased burden. TB is weakening all the progress

made in the fight against AIDS. TB is not only the number one cause of AIDS-related deaths in Africa but also the number one cause of all deaths in South Africa. Most deaths are related to HIV /AIDS complications which require intervention from preventative and promote health programmes e.g. CCMT, HCT, and PMTCT.

Table 12: Major Causes of Death in Ilembe DM

ILEMBE DISTRICT	MANDENI	KWADUKUZA
Tuberculosis	Pulmonary Tuberculosis	Pulmonary Tuberculosis
Retroviral Disease	Cerebral Vascular Accident	Cerebral Vascular Accident
Cerebral Vascular Accident	Retroviral Disease	Retroviral Disease
Meningitis	Gastro enteritis	Gastro enteritis
Gastro enteritis	Meningitis	Meningitis
Pneumonia	Lower respiratory Infections	Lower respiratory Infections
Congestive cardiac failure	Tuberculosis	Tuberculosis
Lower respiratory Infections	Congestive cardiac failure	Congestive cardiac failure
Renal failure	Pneumonia	Pneumonia
Diabetes	Anaemia	Anaemia

3.3.6.2 INFANT MORTALITY

There is slight increase in the number of infant mortality within the District respectively within the municipalities. In 2009 in the district there were 145 infant deaths/ 1267 separation and in 2010, there were 206 infants deaths/ 1612 separations, this indicate an increase of 29%. In 2009 Ndwedwe was recorded having the highest infant mortality, one of the challenges was due to low numerator (15 under 1 year old divided by 67 separations). There was a slight change in the information in 2010 due to the change in capturing of the information (122 under 1 year old deaths divided by 221 separations). However there was still 87% increase in total infant deaths recorded in the district.

In ensuring that there is improvement or reduction in the number of infant mortality specific issues that need to be address include:

- Increase immunization coverage and measles coverage
- Increase access to medical facilities (Clinic and Hospitals)
- Raising awareness of Pneumonia

3.3.6.3 CHILD MORTALITY

Maternal Mortality In 2010 KwaDukuza was 166/100 000 live births and in 2009, 433/100 000, Actual figures revealed that in 2010 there were 11 maternal deaths /6632 live births and in 2009 26 maternal deaths / 5991 live births which is a 56% decrease in actual number of maternal death. Avoidable deaths linked to clinical care can be addressed through improvement of clinical skills through workshops training and teachable moments.

Mandeni does not have a hospital therefore referred cases that die are reflected at KwaDukuza sub district which serves as a district hospital services for Mandeni population

Immunization coverage and measles coverage less than 1 year have both increased significantly. Immunisation coverage was 79.1% in 2008/09 and increased to 87.8% in 2009/10 and measles coverage increased from 81% in 2008/09 to 90.7% in 2009/10 last 2 bullets belong with child health.

3.4 MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT ANALYSIS

Mandeni Municipality is a growing, transforming and a learning organisation. While this accounts for most of the achievements and progress made in the delivery of services, it introduces a new set of challenges. Organisational growth is a necessity to meet the demands of an increasingly complex and dynamic local government space within which the municipality operates. This requires the organisation to continuously transform itself in order break from the past, manage the present and invest in the future. This change involves an on-going review and modification of management structures and processes. As a learning organisation, Mandeni Municipality will continue to enhance its capabilities to reflect and respond positively to the past and present experiences.

3.4.1.1 STAFF COMPOSITION

The Mandeni municipality in terms of transformation it endorse principles associated with promotion of gender equality, non-discrimination in terms of recruiting policies. In terms of Municipal transformation it focuses to address the following strategic principles namely; Batho Pele, Performance management, Human Resources, Information technology as well as administration.

In terms of the institutional arrangements in the Mandeni municipality, the current structure is reflected in the diagrams labelled Mandeni Municipality organogram. 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.

3.4.1.2 EMPLOYMENT EQUITY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

3.4.2 MUNICIPAL TURN-AROUND STRATEGY

3.4.3 MUNICIPAL POWERS AND FUNCTIONS

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

Core/Primary		Capacity to implement	Proposed intervention
Schedule 4 Part B	Building Regulations		
	Electricity and Gas Reticulation		
	Fire Fighting Services		

Core/Primary		Capacity to implement	Proposed intervention
	Municipal Planning		
	Storm water Management systems in Built up areas		
	Water and Sanitation Services		
Schedule 5 Part B	Cemeteries		
	Cleansing		
	Municipal Roads		
	Refuse Removal, refuse dumps and solid waste disposal		
	Street lighting		
	Traffic and parking		

3.4.4 INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

The Mandeni Municipality has well established organisational structures and systems in place. All senior management positions are filled. The Municipal has five Section 57 positions, four of which are currently filled Director Technical Services, Director Corporate Services and Chief Financial Officer, Director Economic Development and Planning. Out the five positions four of them are filled, these are Section 57 employees who are required to sign performance contracts.

3.4.4.1 THE OFFICE OF THE MUNICIPAL MANAGER

The Office of The Municipal Manager is the nerve centre of Mandeni Municipality. The municipality has achieved tremendous progress since the new administration came into office. This office has recently beefed-up its human resources capacity through the establishment of the following units:

- Internal audit.
- Performance Management Systems
- Integrated Development Planning

3.4.4.2 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.

3.4.4.3 DEPARTMENT OF TECHNICAL SERVICES

3.4.4.3.1 COMPOSITION AND CORE BUSINESS

The Technical Services Department (TSD) is primarily responsible for the maintenance, upgrade and provision of new municipal infrastructure assets and service delivery. It consists of the following divisions, namely:

- Technical Administration/Planning and Projects (PMU).
- Roads and Storm Water Repairs and Maintenance
- Solid Waste Management.
- Parks, Verges and Open Spaces Maintenance.
- Municipal Buildings Repairs and Maintenance (Works).
- Electricity Distribution; Street lighting; installations
- Mechanical Workshop.

3.4.4.3.2 PROGRAMME MANAGEMENT UNIT

The municipality has initiated a process towards the establishment of a Programme Management Units as a means to create sufficient capacity within this department and reposition the municipality to deliver sustainable infrastructural services. The PMU will comprise of appropriately qualified, skilled and experienced personnel. It will manage all major capital projects, bring expertise, develop systems and procedures and transfer skills and knowledge onto municipal staff to leave behind well capacitated unit on exit. The Department has recently recruited 37 new staff members including Manager responsible for operation and maintenance.

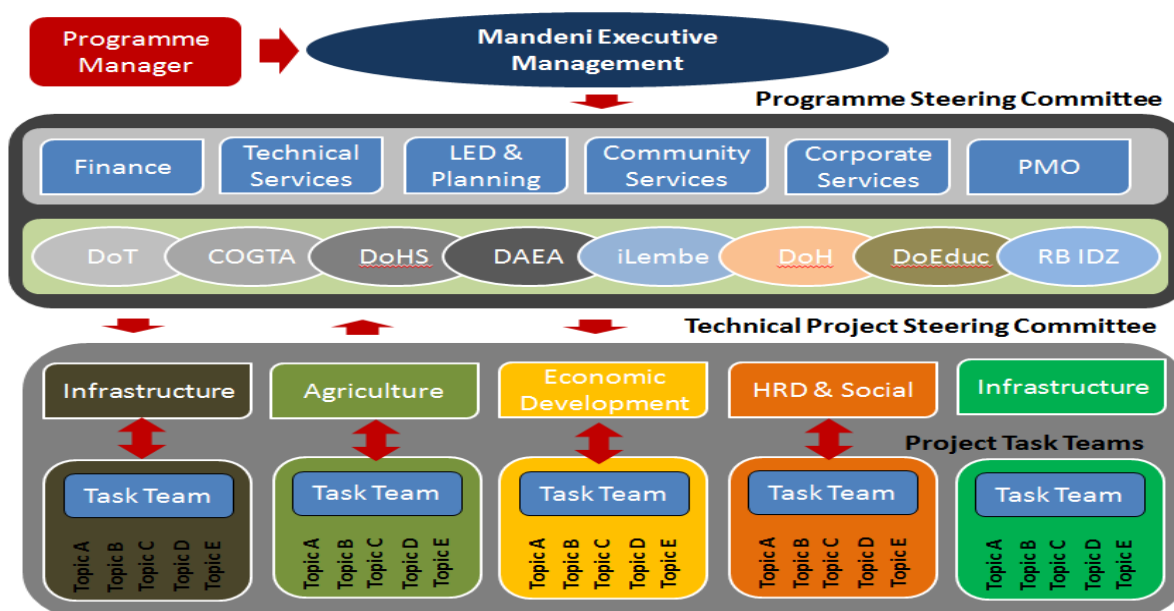
3.4.4.3.3 THE PROGRAMME MANAGEMENT STEERING COMMITTEE

The Mandeni Municipality conducted the Infrastructure Development Summit during November 2013 in order to bring together all the relevant stakeholders from varying sectors of society to engage and discuss the infrastructure related challenges facing the municipality and identify possible solutions. Solutions were identified, programmes and action plans were developed in order to help in achieving Mandeni's true potential.

The Summit produced a set of eighteen (18) "Resolutions" related to the infrastructure scenarios for Mandeni. Resolution 17 tasked the Mandeni PMU Unit to package the strategic project initiatives, prepare relevant delivery models (Business Planning) and to explore alternative and appropriate funding options. The scope of work coming out of the Summit is much wider and requires more capacity than the PMU can deal with. Hence the proposal for a support structure: **The Programme Management/Steering Committee**

The Strategic Interventions Logframe developed, identifies 60 proposed strategic interventions clustered in nine (9) strategic objectives. This illustrates the range of work that lies ahead in getting these interventions to implementation and completion. For the most part, these interventions require Business Plans to secure funding and then they require action to bring them to fruition.

Figure 10: Programme Management Steering Committee



The proposed institutional governance structure to be established within the Mandeni Local Municipality to capacitate and support of the execution and management of the various resolutions formulated and concluded during the infrastructure summit is illustrated in the

diagram below which outlines the proposed Programme Management Structure in support of the overall Programme Governance i.e. establish a Programme Steering Committee (ProgSC).

It is evident that the proposed structure consists of three levels of interaction, co-ordination and integration, namely at Programme Steering Committee followed by individual Technical Project Steering Committee's aligned with the Strategic Objectives (Thrusts) and Key Areas of Intervention, linked to Task Team created if and when required to unpack, research and investigate a particular topic/aspect associated with the development objective. This approach is driven through the engagement/appointment of a Programme Manager reporting to the Executive Committee as outlined in the sections above.

3.4.4.4 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

3.4.4.5 ECONOMIC DEVELOPMENT & PLANNING

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

- Integrated Development (Strategic) Planning, Spatial Planning and Statutory Planning which includes implementation of the Land Use Management System, particularly the Planning and Development Act (PDA) and in future, the Spatial Planning and Land Use Management Act (SPLUMA).

- Human Settlements which is essentially the implementation of rural and urban sustainable human settlement development projects as an agent of the provincial Department of Human Settlement.
- Building Controls which includes the assessment and approval of building plans and enforcement of the National Building Regulations.
- Local Economic Development (Tourism, Business Licensing and SMMEs Development, Agriculture, Manufacturing).

3.4.4.6 MUNICIPAL TREASURY (OFFICE OF THE CHIEF FINANCIAL OFFICER)

The following is an overview of the functions of the Office of the Chief Financial Officer:

REVENUE	<ul style="list-style-type: none"> • Billing • Rates/ Valuation Roll • Receipting and Banking
CREDIT CONTROL AND DEBT COLLECTION	<ul style="list-style-type: none"> • Indigent/Customer care • Debt Management
EXPENDITURE	<ul style="list-style-type: none"> • Payables • Payroll
SUPPLY CHAIN MANAGEMENT	<ul style="list-style-type: none"> • Requisition • Orders • Stores • Contract Management
FINANCING & COMPLIANCE	<ul style="list-style-type: none"> • Budgeting • Grants • Investments • Fixed Assets • Reporting • Compliance

3.4.5 SYSTEMS AND PROCEDURES

3.4.5.1 MANAGEMENT POLICIES

3.4.5.2 MANAGEMENT SYSTEMS

3.4.5.2.1 INFORMATION MANAGEMENT

3.4.5.2.2 FINANCIAL MANAGEMENT

3.4.5.2.3 HUMAN RESOURCE MANAGEMENT SYSTEMS

3.4.5.2.4 COMMUNICATION SYSTEMS

3.4.6 CORPORATE IMAGE

This current term of office for the councilors started some two years ago. This change also involved change in management as well with a commitment to do things differently. The leadership and management of the Mandeni Local Municipality have initiated a process to rebrand and transform the image of the organization. A new Logo, name and vision are now in-place and are used consistently in all communications with stakeholders.

Further to this, the municipality is improving its corporate image through the development of a new civic centre using the existing buildings as the base. In the short-to-medium term, the municipality will upgrade/ renovate the existing wing. This will be followed by an extension of the new wing by adding office in the basement level and relocation of the undercover parking to another locality in the medium to long term.

The new structure will receive a modern architectural language whilst respecting the existing. The existing building will also receive a “face lift”, in particular the entrance, through the use of sustainable, modern materials: glass, face brick, stone

3.4.7 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

3.5 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

3.5.1 WATER AND SANITATION

The respective table that follows depicts the backlogs and an achievement for the Mandeni Local Municipalities over the period of years indicated and highlights the relevant Wards. Although the wards have changed in 2011, the current water and sanitation projects (2012/2012) were implemented in terms of the old wards. The backlog figures in the tables are therefore still in the old ward format.

Map 1: Mandeni LM Water Schemes and Backlogs

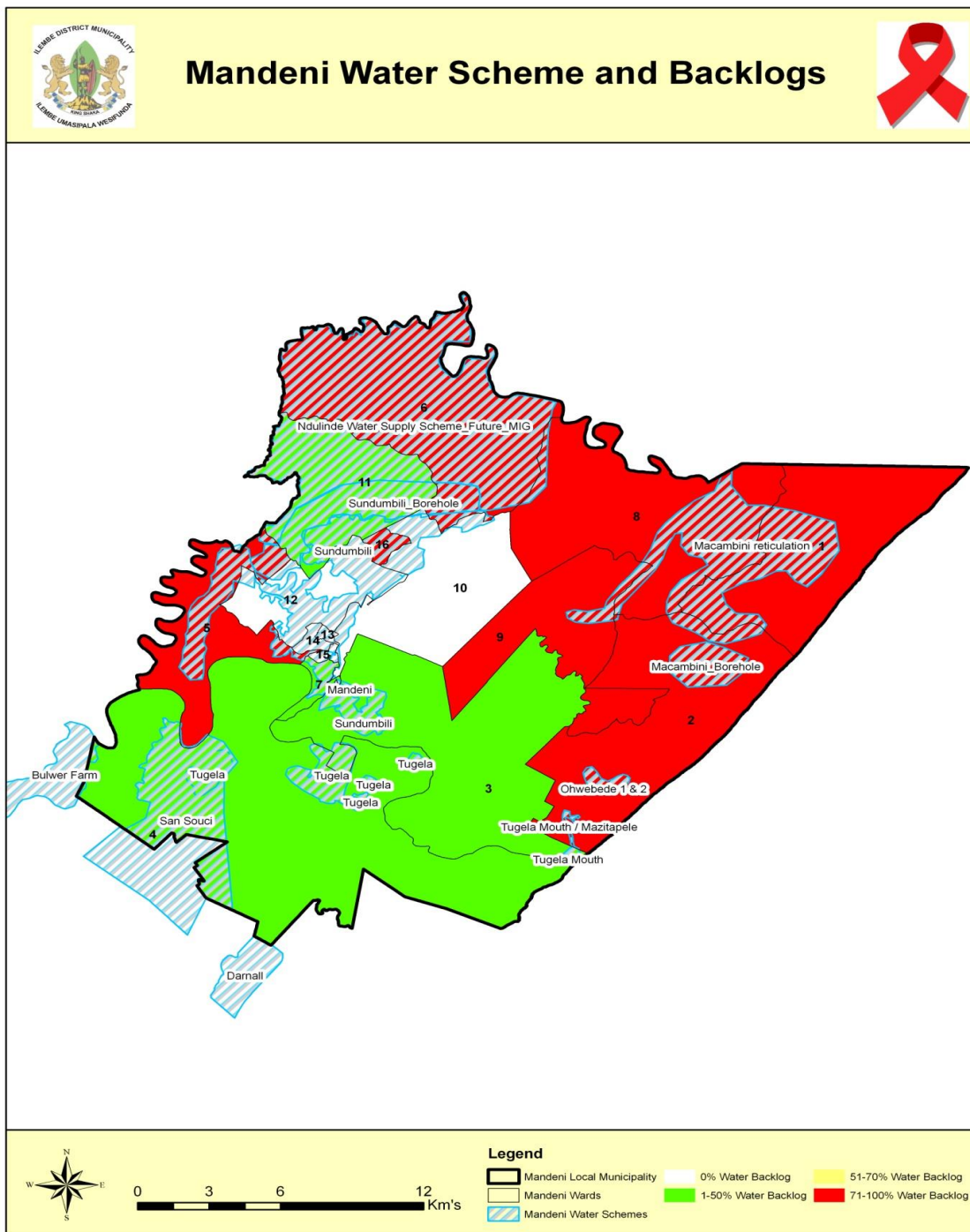


Table 13: Water Backlog Assessment by Ward

Ward	NO	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Consolidation	%
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	H/H	Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	Blog
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	-	-							-	-	
Total	37,798	26,313	400	1,832	620	380	-	-	23,081	3,232	
									12%		

Table 14: Sanitation Backlog Assessment by Ward

Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	2011/2012	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
1	2,555	1,231						60	1,171	60	46%
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						40	1,436	40	31%
7	4,626	1,107							1,107	-	24%
8	2,213	959							959	-	43%
9	1,965	-							-	-	0%
10	1,126	876	876						-	876	0%
11	3,317	1,800		1,800				45	(45)	1,845	-1%
12	3,148	2,564	2,564						-	2,564	0%
13	853	416							416	-	49%
14	853	416							416	-	49%
15	853	416							416	-	49%
16	853	850				850			-	850	0%
17											
Total	37,798	15,931	3,440	1,800	-	850	1,674	145	8,022	7,909	
									50%		

3.5.2 OPERATION & MAINTANANCE PLAN

The operation and maintenance is the responsibility of the Technical Service Department and it is funded through Municipal revenue operational budget. Monthly operational and maintenance plans are prepared and submitted to the Infrastructure Development and Technical Services Portfolio Committee.

The roads master plan that is being prepared will inform all repairs and maintenance requirements going forward. This will assist in the development of a pavement or roads management system for the municipal roads network and will inform the budgeting process in this regard into the future.

The majority of the existing urban tarred roads are in dire need of rehabilitation due to the age of the roads ranging between 30 and 60 years old. Due to little or no funding available over the past decade, these roads had no significant repairs, rehabilitation, refurbishment or maintenance done to them, resulting in badly deteriorated roads requiring urgent intervention. The deferment of this infrastructure repairs and maintenance has resulted in the degradation of the value of these assets, thus costing the municipality more in the future. A programme for the rehabilitation of internal roads in Mandeni commenced in 2011/12 and will continue into the future to rehabilitate these roads.

3.5.3 SOLID WASTE MANAGEMENT

3.5.3.1 SOLID WASTE DISPOSAL

The municipality provides a door to door service to all customers (business and residents) on the billing system within the urban areas of Mandeni, Sundumbili, Tugela Rail, Pardanagar, High View Park & Tugela Mouth. Other rural areas are serviced by communal bins placed strategically within walking distances of households. This translated to a basic level of service and is a once a week service. This collection and disposal service is currently outsourced to a waste collection and disposal contractor. The municipality needs to conduct a section 78 assessment of the function in terms of the municipal systems act in order to establish how to proceed with collection and disposal in the future.

Illegal dumping is a major cause for concern within the town and this needs addressing through waste education campaigns. The sparse settlement patterns and vast area of the municipality makes it very costly to eradicate the high backlog in waste services. This coupled with limited funding and high non-payment for services makes backlog eradication a very slow process. Due to poor accessibility to certain areas in the municipality as a result of poor road conditions, the waste services cannot be extended to these areas until better

roads provision is made. More skips need to be acquired on an annual basis and placed at strategic locations to provide a basic level of service in waste collection and disposal.

3.5.3.2 INTEGRATED WASTE MANAGEMENT PLAN

The municipality has prepared and adopted an Integrated Waste Management Plan (IWMP) in 2010. This IWMP was thereafter submitted to the MEC for records. The By-laws and a waste management policy has also been drafted and adopted and gazetted at the same time. The municipality however lacks the human capacity to champion this business unit and this need to be resolved urgently. The IWMP generally has to be reviewed after 4 years and the Mandeni IWMP is due for a review in 2014.

3.5.4 TRANSPORT INFRASTRUCTURE

3.5.4.1 MUNICIPAL ROADS

The Municipality has approximately 700km of municipal access roads under its jurisdiction. Approximately 15% of these roads are classified as urban tarred roads, whilst the remaining 85% are rural access roads. The rural roads require mechanical plant and equipment to carry out repairs and maintenance. There is insufficient mechanical plant to be able to address the exceptionally high demands from 17 wards. Due to majority of the roads being gravel in nature, the municipality does not have access to secure gravel borrow pits to guarantee supply of gravel to maintain the roads. Good gravel supply within close proximity of work sites is a very scarce commodity in the area and this is a worrying factor that needs to be dealt with holistically. Due to long travelling distances between the technical depots and the work sites running costs are exorbitant and the wear and tear on the mechanical plant is higher thereby causing more frequent breakdowns and ultimately reducing their lifespan.

The municipality has budgeted for the preparation of a roads master plan commencing in the 2012/13 financial year. Once developed, this master plan will pave the way for roads development (rural and urban) in the Municipality. The roads master-plan will be able to quantify and determine the extent to which the municipal roads needs attention with a view to also having a prioritisation model for implementation that will yield the highest impact with every intervention. The road master-plan will create the road map to addressing the roads infrastructure challenges in the municipality including determining the backlogs and eradicating these. It will be used to lobby for funding to address the challenges in this regard. The roads master-plan will identify window sites for investigation at strategic localities for the establishment of gravel borrow pits. The establishment of depots at various

locations around the municipality will be investigated to be able to keep the mechanical plant closer to the work sites. The acquisition of a low bed horse and trailer will also be planned to transport the mechanical plant over the long travel distances.

3.5.4.2 DISTRICT ROADS

The district roads are in a terrible state and this has a negative bearing to the social and economic status of the local community, more especially the rural community. The bad state of road has resulted in the public transport operators refusing to travel on these roads. Ambulances in case of emergencies and water tankers delivering water to jojo tanks find it impossible to travel on these roads. The situation requires an immediate intervention by the Department of Transport. This has a bearing on the realization of the principles of the NSDP which requires a link between the first economy and the second economy.

Currently the KZNDOT prioritize the maintenance of the district roads through consultation with the Rural Road Transport Forum and this is not synchronized with the Municipality's strategic objectives and plans as per its IDP. Therefore the prioritization of repairs and maintenance of these roads must be as per the municipal priority in order to support the objectives of the IDP.

3.5.4.3 NATIONAL ROAD

Road R102 which runs parallel to the N2, carries a large volume of traffic, it links Mandeni Municipality with KwaDukuza, eThekweni towards the South and uMhlatuze, uMlalazi towards the North. These are the two main road corridors that provide direct linkages between the two shipping ports of Durban and Richards Bay as well as the King Shaka International Airport. All roads intersecting with these roads provide a linkage between the inland and the coast and facilitate the much needed integration of the rural hinterland and the economic nodes.

3.5.4.4 PROVINCIAL ROADS

The condition of the R102 road is poor in certain sections within the municipal boundary and requires rehabilitation and maintenance. The KZNDOT has commenced with the rehabilitation of the R102 in certain sections on the south side of the Tugela River. The R102 requires traffic calming as well as pedestrian walkways and street lighting on the north side of the Tugela River as many school children walk on it daily and are in conflict with the vehicles and to date many pedestrians have been knocked down.

The two main roads MR415 and MR459 appear to be in a fairly good state but again it carries a lot of traffic to and 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. A small section of this road was left out during the rehabilitation and now is in very poor condition and poses a risk of serious accidents as motorists attempt to avoid the pot holes on it. The same road also links the coastline towards the eastern side of the N2; this eastern side is gravel between the N2 Toll Road and the Tugela Mouth Village and is in a terrible state requiring urgent upgrade. Several attempts were made and continue to be made to convince the KZNDOT to upgrade this section of the P415. This road is of great importance to the municipality as it links the secondary growth node in terms of the Municipal SDF. It is also within the development corridor as identified in the municipal SDF and if upgraded will support the municipality in its quest for social and economic development of its people. In order for the Municipality to benefit from this corridor it's a prerequisite that the infrastructure is upgraded to acceptable standards. It is therefore important that this road be upgraded into black top standard in order to enable the Local Municipality to unleash the untapped economic potential along the coastline. The P710 which links the western parts of the Municipality to the P459 is in dire need of upgrade by the KZNDOT.
- The MR459 off the MR415 stretching towards the North linking Mandeni with the Industrial Node Isithebe, Amatigulu Sugar Mill and the external node Gingindlovu is in need of rehabilitation also. The intersection on this road that gives access to the CBD is going to be re-aligned and upgraded under the municipal urban regeneration programme. A second intersection further north in the vicinity of the Sibusisiwe Community Hall and the Mandini Railway Station is to be introduced to give adequate access to the CBD and to alleviate the traffic congestion in this vicinity. Approvals for the two intersections have been obtained and works has commenced on the new intersection. The KZNDOT needs to ensure adequate pedestrian facilities along the P459, P415 and R102 as there is conflict between pedestrians and vehicles with many pedestrian fatalities taking place. These must include street lighting also.

3.5.5 ENERGY

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 standardizing 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.

3.5.5.1 ALTERNATIVE ENERGY OPTIONS

Examples of alternative energy options are;

- Solar water heaters
- Gel fuel stoves
- PV Solar panels
- Solar cookers
- Wind generators
- Hot bags
- Compact florescent Lights

Where households elect to install own energy options then it is feasible to use a variety of power sources including solar, wind and energy saving devices. Each of the off grid areas

needs to be investigated on a feasibility basis to identify appropriate alternative energy options and to quantify costs of installation and operation. The feasibility should result in the preparation of a Business Plan for each area where the level of subsidy is clearly documented in the budget along with household contribution (up to a maximum of 25%) to both installation and operation.

According to findings in the Ilembe Master Plan it would appear that communities interviewed were opposed to the solar energy option due to its inadequacy and the fact that it may result in government not extending the on-grid network to their areas.

3.5.5.2 MINI-GRIDS IN OFF-GRID AREAS

This option has been applied in dense rural villages (household density greater than 250 people per square km). Mini-grids can vary in size and be based on a number of energy sources such as wind, solar, hydro etc. Mini-grids can provide power for very small settlements (20 households) to fairly large communities (200 households). The key factor behind the success of mini-grids is reliable power source, efficient operation and maintenance and good institutional arrangements. Mini-grids can incorporate social facilities such as schools, clinics etc. Effective implementation and operation of a mini-grid requires full feasibility, buy-in of the local community and commitment to contribution to capital and operational costs by the users. In most areas a capital contribution will have to be raised to ensure own contributions are affordable by participating community members. The feasibility should also establish realistic operating costs and clarify with the user group the type of power that will be provided and the limitations associated therewith. As in the case of the other energy options DME will consider making a contribution towards the establishment of a mini-grid.

Mini Hydro has been identified, according to the Ilembe Master Plan, as an alternative power source with some potential in selected locations in KwaZulu-Natal. Unfortunately no sites were identified in Mandeni at the time of that project. However this needs further investigation to establish if small hydro plants could not be installed on the Tugela River as a major energy source in the Municipality.

3.5.6 HUMAN SETTLEMENTS

The 2002 IDP identified a need for the establishment of a functional Human settlement unit within the Municipality. 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.

Table 15: Housing Typology

TPOLOGY	TOTAL HOUSEHOLDS
Formal	13,627
Traditional	9,762
Backyard	1,917
Other	84
Institution	2,062
Informal	3,562

Source: Summary of Housing Census 2011

3.5.7 SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Approved bylaws • Approved infrastructure plans • Strong leadership of the department 	<ul style="list-style-type: none"> • Unfilled Posts • Lack of adequate technical and supervisory skilled personnel • Lack of adequate mechanical plant and equipment and no in-house mechanical repair and maintenance support • Old infrastructure and lack of maintenance • Majority of municipal roads are gravel requiring more frequent attention with extremely limited resources • Sparse rural settlements make conventional waste collection difficult due to inaccessibility and high transport costs • Reliance on grant funding
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • geographical location (midway on the provincial primary corridor) • Correcting past poor planning and improving old infrastructure through Integrated Human Settlement Projects • Correcting past poor planning and improving old infrastructure through the Town Centre Upgrade Project. • Creating accessibility through new road infrastructure projects thereby assisting in reducing backlogs in waste management services • Filling of vacant positions imminent 	<ul style="list-style-type: none"> • Lack of funding • Climate Change • Theft and vandalism and illegal dumps • Negative publicity and destructive criticism demotivate personnel • Reliance on grant funding • Increasing backlogs • Vast rural areas to service make it more costly • Inadequate human capacity (technical and supervisory skills) • Overloading current personnel with responsibilities due to high vacancy rate • No access to approved gravel borrow pits to repair gravel roads • De-motivated workforce • Inability to significantly increase revenue base • Large amount of the population are indigent and cannot pay for the services provided
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3.6 ACCESS TO SOCIAL SERVICES

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.

3.6.1 HEALTH FACILITIES

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 area is well serviced in terms of the provision of health services.

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

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.

3.6.2 EDUCATION

A number of education facilities are available in the municipality. 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.
- **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.

3.6.3 SOCIAL WELFARE

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 pay-out 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.

3.6.4 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.

3.6.5 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 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.

3.6.6 CEMETERIES

The previous 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.

3.6.7 OPERATION SUKUMA SAKHE

The Operation Sukuma Sakhe is the Premier's programs aimed at providing immediate interventions to the most vulnerable household in a coordinated manner that include all the government departments. It can be recorded that Mandeni Municipality has a functioning Local Task team made of representatives from sector departments, IDAMSA (FBO) and the Municipality. The meetings are conducted fortnightly on Thursday in the Municipal hall. Out of 17 wards the Municipality has managed to launch 16 ward war rooms and the remaining ward to be launched before end of March 2013. Community profiling is done by 165 community care givers and youth ambassadors. More than 500 questionnaires have been filled and partly analyzed. The Departments of Agriculture and Social Development have aligned their extension officers and social workers / community development workers

according to wards of the Municipality. The cases are reported to ward war rooms then forwarded to the LTT for interventions

3.6.8 SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Skilled and talented people (well-known artists e.g. Pearl Thusi , DJ Cyndoh) • 60% of the population is youth • Viable industrial area • Plans and strategies are in place • Community structures are well in place e.g. ward committees, WAC's and LAC's etc • Almost all wards have housing projects 	<ul style="list-style-type: none"> • Municipality is 95% rural and is full of indigents • Very little revenue because of culture of non-payment is rife due to political influence • Lack of synergy between traditional and political leadership • Lack of health facilities especially hospital and social facilities (sports field) • Reliance on grant funding • Shortage of land e.g. cemetery and emerging business
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Situated along the coast, warm pristine beaches i.e. Tugela Mouth and Dokodweni • Situated between the two economic hubs that is Durban and Richards bay • Availability of railway mode of transport is available soon revived 	<ul style="list-style-type: none"> • Downsizing of SAPPI through retrenchment • Drug and substance abuse leads to social ills (rape) • Taxi violence which endangers people's life thus causing unstable economy • Lack of fire and emergency services.

3.7 LOCAL ECONOMIC DEVELOPMENT

3.7.1 MUNICIPAL COMPARATIVE & COMPETITIVE ADVANTAGES

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 Dube Trade Port development on southern boundary of the District Municipality. The Mandeni Municipality has competitive advantage 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 investment in the sector. 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 to 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.

The economy of the Mandeni Municipality comprises of various sectors such as manufacturing industries, which include Sappi and Isithebe Industrial areas. Other economic sectors include Agriculture as well tertiary Sector. There is also an informal sector which includes informal traders. The majority of the people in rural areas are involved in subsistence farming activities.

3.7.2 MAIN ECONOMIC CONTRIBUTORS BY GROSS VALUE ADDED (GVA)

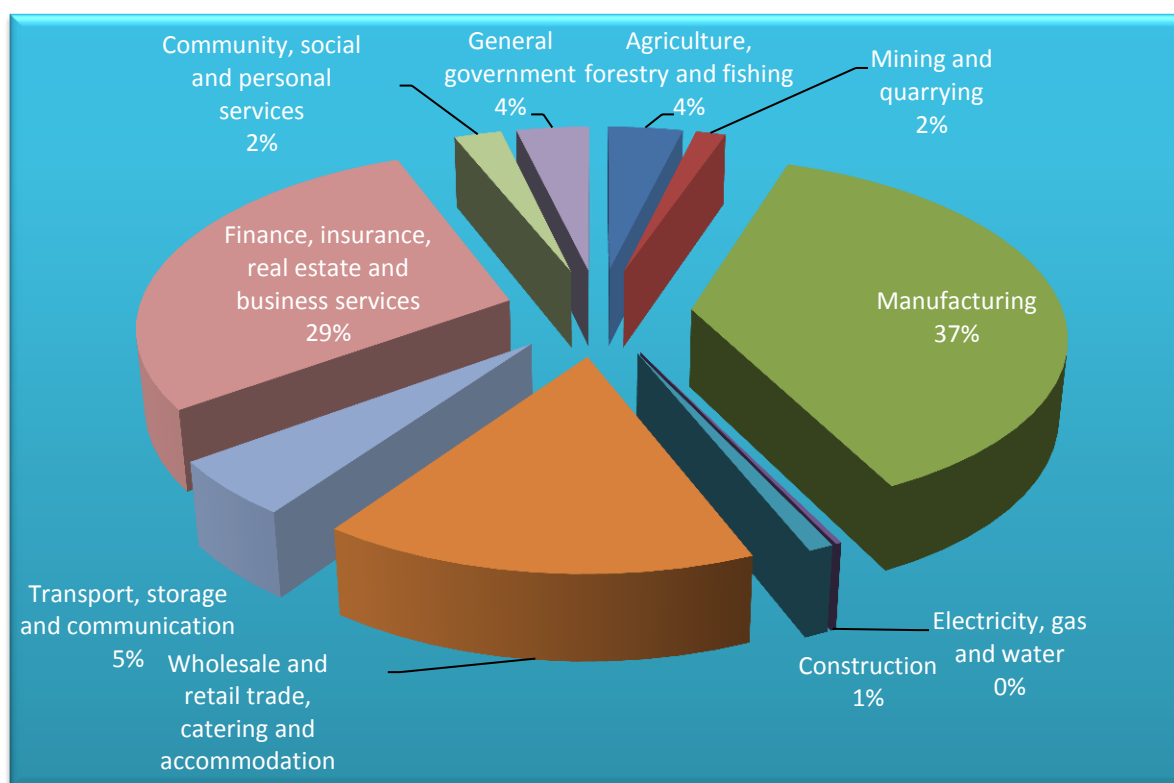
Gross Value Added (GVA), Gross Domestic Product (GDP) and Gross Disposable Household Income (GDHI) are indicators of economic prosperity that allow comparisons of regional and national performance to be made and to examine progress over time. All these measures have been used to monitor the progress of the economies. GVA is the difference between output and intermediate consumption for any given sector/industry. That is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production. GVA therefore measures the contribution to the economy of each individual producer, industry or sector and is used in the estimation of GDP¹

In Mandeni, manufacturing sector is the largest contributor to the GVA of Mandeni accounting for 37% of the total GVA, followed by finance, insurance, real estate and business services (29%), wholesale and retail trade, catering and accommodation (19%). Agriculture, general government, transport and construction sectors contribute minimally to the municipal GVA each accounting for 4%, 4%, 5 and 1 respectively.

The municipality is strategically located along the N2 corridor, hosts an array of tourism potentials and its land is very fertile. These competitive and comparative advantages can be exploited to revamp the agriculture, tourism, transport, construction and IT sectors that could ultimately reshape the municipal GVA. The following diagram summarizes the sectors contribution to the Mandeni's Gross Value Added (GVA).

¹ <http://www.assemblywales.org/tb-08-023.pdf>

Figure 11: GVA Contribution by Sector



Source: Calculation based on Quantec data 2013

3.7.3 SMME'S

3.7.3.1 INSTITUTIONAL STRUCTURE

Mandeni Municipality does not have an official and well-structured institution dealing with the SMMEs and informal traders. The Chamber of Commerce and business existed in Mandeni during the previous years, but disappeared. The current Mandeni Business and Growth Coalition organization does not have a strong structure to coordinate businesses in the area. Informal traders on the other side have an informal representative that stand for them in case of a meeting or workshop.

3.7.3.2 MAIN SMME ACTIVITIES

SMMEs in Mandeni focus their business on the following activities: Tourism, catering & accommodation, retail trade and allied services, construction, manufacturing, restaurant & tavern, dairy farm, general dealer, supermarket, butcher, professional & financial services, bricks/ blocks manufacture, burial services, liquor retail, consumer sales & other services,

motor repairs, beauty salon, arts and crafts, bakery, cleaning services, computer repairs, electrical appliance, hardware retail, laundry services, light engineering services, radio & TV repairs, clothing and textile, and security services.

SMMEs make an important contribution to the economic and social life of most South Africans. SMMEs in the first economy play major role in the South African economy in terms of employment creation, income generation and output growth. They are also often the vehicle by which the lowest-income people in our society gain access to economic opportunities.

In spite of the contribution of SMMEs to the economy, it was discovered that SMME operators in Mandeni are threatened by a number of challenges including among others the following: lack of finance and difficult access to funding, poor market opportunity, high level of competition, lack of skills and poor education levels, crime, HIV / AIDS, interruption to supply and growing costs of electricity, etc.

Currently skills development, access to finance, advisory and information services are among the major challenges facing informal traders in Mandeni municipality; while there are a large number of stakeholders and service providers of those services at national and provincial levels. Therefore, the role of the Municipality should be that of pulling down those support services and propagating them throughout the area so that informal traders may have access to them.

SMMEs and informal economy traders in Mandeni municipality face a number of challenges related to infrastructures. Throughout the surveys organized in the municipality, SMMEs and informal economy traders pointed out that poor road infrastructure from the purchasing to the trading points, is among the main cause of the high transport cost of their respective goods. The taxis and mini-buses that constitute the major means of transport in Mandeni do not have a proper rank and therefore work in an uncoordinated fashion. This has a major impact on business grow especially for the informal traders and continues to widen the gap between the two economies.

3.7.3.3 POTENTIAL FOR SMME GROWTH

The following are the key points of Mandeni SMME Vision:

- To grow and develop the employment and GDP contribution;
- To bridge the gap between the second and the first economies;
- To address job opportunities, household incomes and poverty alleviation issues

In order to grow the SMME Sector, the SMME Sector Plan proposed following interventions:

- To open one stop shop in Mandeni municipality;
- Upgrade of the current flea market at Isithebe;
- To build the soft infrastructures at Siquime-Renkens;
- Provision of storage facilities;
- Provision of water and electricity service at the trading areas;
- Provision of trading shelters, toilet and allocation of business cubic stalls;
- To provide training in business management to informal traders;
- To form SMMEs sector specific clusters in Mandeni;
- To engage local businesses to develop applicable HIV/AIDS workplace strategies / plans;
- To provide multimodal transport facilities including bus/taxi rank, rail way station, and the like;
- To upgrade various roads in liaison with the current regeneration programme of Mandeni;
- To build and run a small business incubator in Mandeni municipality.

3.7.3.4 INFORMAL ECONOMY

Major activities include Gardeners, Garbage pickers, cardboard collectors, child carers, mielie cooks, newspaper vendors, taxis drivers, car and minibus washers, live chicken sellers, second hand clothes dealers, hairdressers, barbers, fruit sellers, street food vendors, street nonfood products vendors, bricklayers and stonemasons, tavern and shebeen operators, motor vehicle mechanics and fitters, spaza shop owners and workers, tailors, dressmakers and hatters, sewers, embroiderers and related workers, traditional medicine practitioners, muthi traders, Mr. phone dealers, shoe makers and polishers, domestic workers and welders. 56.6 % of informal businesses in Mandeni employ 1 person. Females are dominating the informal economy sector in Mandeni. 77.6 % of informal businesses in Mandeni have a stagnant general average growth. The average monthly income for the informal traders in Mandeni is approximately R 1417.00. Major obstacles are similar to those from SMMEs and include infrastructural issues, institutional issues and economic issues..

3.7.4 AGRICULTURE SECTOR

Agriculture sector plays a significant role in the municipal's economy. The sector contributes a mere 3.7% to the municipal Gross Value Added (GVA) and employs only 3.84% of the available labour force. Table 17 and 7 below demonstrate.

Table 16: GVA Contribution by Agriculture Sector

Year	2011	%
Industry		
Total	3336.466	100
Agriculture, forestry and fishing	126.2756	3.78
Mining and quarrying	50.38561	1.51
Manufacturing	1247.823	37.40
Electricity, gas and water	7.566253	0.23
Construction [SIC: 5]	31.06001	0.93
Wholesale and retail trade, catering and accommodation	532.4409	15.96
Transport, storage and communication	170.4363	5.11
Finance, insurance, real estate and business services	967.154	28.99
Community, social and personal services	80.35822	2.41
General government	122.966	3.69

Source: Calculation based on Quantec data 2013

Table 17: Number of People Employed in Agriculture Sector

Industry	Number	%
Total	27886.78	100
Agriculture, forestry and fishing	1071.665	3.84
Mining and quarrying	301.3812	1.08
Manufacturing	7489.876	26.86
Electricity, gas and water	8.89915	0.03
Construction	609.71	2.19
Wholesale and retail trade, catering and accommodation	7160.496	25.68
Transport, storage and communication	796.8299	2.86
Finance, insurance, real estate and business services	6349.034	22.77
Community, social and personal services	2529.07	9.07
General government	1569.818	5.63

Source: Calculation based on Quantec data 2013

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.

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.

3.7.5 TOURISM

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 observable at the Tugela Mouth area. 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 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.

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%, 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.

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, 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 house 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 Mangethe, 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.

3.7.6 MANUFACTURING

3.7.6.1 MANUFACTURING (INDUSTRIAL) SECTOR

Manufacturing is the main contributor in the municipal Gross Value Added (GVA) and source of employment. It contributes approximately 37.4% of the municipal GVA and employs approximately 26.86% of the Mandeni labor force. Table 17 and 18 below illustrate.

Table 18: Manufacturing Sector Contribution to the GVA

Year	2011	%
Industry		
Total	3336.466	100
Agriculture, forestry and fishing	126.2756	3.78
Mining and quarrying	50.38561	1.51
Manufacturing	1247.823	37.40
Electricity, gas and water	7.566253	0.23
Construction [SIC: 5]	31.06001	0.93
Wholesale and retail trade, catering and accommodation	532.4409	15.96
Transport, storage and communication	170.4363	5.11
Finance, insurance, real estate and business services	967.154	28.99
Community, social and personal services	80.35822	2.41
General government	122.966	3.69

Source: Calculation based on Quantec data 2013

Table 19: Number of People Employed by Manufacturing Sector

Industry	Number	%
Total	27886.78	100
Agriculture, forestry and fishing	1071.665	3.84
Mining and quarrying	301.3812	1.08
Manufacturing	7489.876	26.86
Electricity, gas and water	8.89915	0.03
Construction	609.71	2.19
Wholesale and retail trade, catering and accommodation	7160.496	25.68
Transport, storage and communication	796.8299	2.86
Finance, insurance, real estate and business services	6349.034	22.77
Community, social and personal services	2529.07	9.07
General government	1569.818	5.63

Source: Calculation based on Quantec data 2013

The manufacturing sector in the Mandeni Municipality is based in Isithebe. The Isithebe Industrial Estate is managed by Ithala, and the estate manager 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:

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

The industrial estate continues to be an effective manufacturing hub, offering cost-effective production space to prospective investors' midway between the important import and export facilities offered by Durban and Richards Bay.

Isithebe is well-run and provides a solid operating environment. Isithebe is well placed to participate in the momentum around a multi-modal logistics platform for the Durban-Richards Bay corridor. The rail links between the King Shaka Airport and Richards Bay harbour are an important component of this advantage. The area (Isithebe) has been identified as the likely base for an industrial development zone (IDZ), and planning is under way to bring this about. IDZ's come with their own concessions and incentives, designed to accelerate industrial investment in the new globalized environment. The following key issues within the manufacturing sector could benefit Mandeni should the municipality avail the much needed manufacturing / industrial hub:

- 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 fulfill 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.

3.7.7 SERVICES SECTOR

In the Service Sector, finance, insurance, real estate and business is the main contributor (28.99%) of the municipal GVA, followed by transport, storage and communication (5.11%), community, social and personal services (2.41%) and electricity, gas and water (0.23%). In terms of employment, finance, insurance, real estate and business employs the highest number (22.77%) of people in this sector, followed by community, social and personal services (9.07%) and transport, storage and communication (2.86%). Table 21 and 22 below demonstrate.

Table 20: GVA Contribution by the Service Sector

Year	2011	%
Industry		
Total	3336.466	100
Agriculture, forestry and fishing	126.2756	3.78
Mining and quarrying	50.38561	1.51
Manufacturing	1247.823	37.40
Electricity, gas and water	7.566253	0.23
Construction [SIC: 5]	31.06001	0.93
Wholesale and retail trade, catering and accommodation	532.4409	15.96
Transport, storage and communication	170.4363	5.11
Finance, insurance, real estate and business services	967.154	28.99
Community, social and personal services	80.35822	2.41
General government	122.966	3.69

Source: Calculation based on Quantec data 2013

Table 21: Number of People Employed by the Service Sector

Industry	Number	%
Total	27886.78	100
Agriculture, forestry and fishing	1071.665	3.84
Mining and quarrying	301.3812	1.08
Manufacturing	7489.876	26.86
Electricity, gas and water	8.89915	0.03
Construction	609.71	2.19
Wholesale and retail trade, catering and accommodation	7160.496	25.68
Transport, storage and communication	796.8299	2.86
Finance, insurance, real estate and business services	6349.034	22.77
Community, social and personal services	2529.07	9.07
General government	1569.818	5.63

Source: Calculation based on Quantec data 2013

3.7.8 LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

Table 22: LED SWOT Analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ▪ 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; ▪ Enjoys excellent regional transport infrastructure network; ▪ Untouched natural resources, biodiversity species, historical sites/ events and aesthetic beauty of the pristine coast; ▪ In close proximity with Dube Trade Port and King Shaka Airport; ▪ Manufacturing is the main contributor in the municipal Gross Value Added (GVA) and source of employment; ▪ A wide variety of industries in the Isithebe Estate; ▪ Sugar cane is the dominant agricultural activity in the area; ▪ Core Infrastructure and Service 	<ul style="list-style-type: none"> ▪ Ample opportunity to attract economic investment; ▪ An opportunity to become a logistic, IT and manufacturing hub; ▪ Organizing successful agricultural co-operatives; ▪ Market access; ▪ Upgrade of the current flea market at Isithebe; ▪ Provision of storage facilities; ▪ Provision of multimodal transport facilities including bus/taxi rank, rail way station; ▪ Development of small business incubator; ▪ Provision of trading shelters, toilet and allocation of business cubic stalls; ▪ Provision of training in business management to informal traders;
WEAKNESSES	THREATS

<ul style="list-style-type: none"> ▪ Majority (i.e. 40.4%) of the population has no source of income; ▪ Weak Business-to-Business Networking; ▪ Low yields; ▪ Access to water for irrigation; ▪ Lack of training; ▪ Limited experience in natural resource management; ▪ Limited formal land ownership; ▪ Access to credit; ▪ Agriculture sector contributes a meager to the municipal Gross Value Added; 	<ul style="list-style-type: none"> ▪ High unemployment and increase in social evils; ▪ Decline in Isithebe ▪ Loss of traditional knowledge resulting in poor crop; ▪ Land degradation; ▪ Large commercial farmers have over the last fifteen years experienced much difficulty which led to bankruptcy;
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3.8 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.8.1 PORTFOLIO COMMITTEES

The Executive Committee (EXCO) is the highest decision making body between council meeting. EXCO will take decisions and implement them between council meetings within the delegation framework. However, the majority of items that are presented to the EXCO are the reports of various portfolio committees:

3.8.2 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

3.8.3 INTEGOVERNMENTAL RELATIONS

The Mandeni Municipality does not have full control on IGR since it is championed by the District. The reports that serve before various committees of the District Council pertaining to Mandeni Municipality do not filter down to the municipality. Some of these deal infrastructure and many other issues that are critical for Mandeni Municipality. The Municipal Turnaround Strategy (MTAS) indicates huge backlogs on water and sanitation, yet the municipality does not receive proper reports on these issues.

Councillors that represent Mandeni Municipality in iLembe District Council do not give report back, yet they are accountable to Mandeni Municipality. There is a need to review representation of Mandeni Municipality in the iLembe District Council.

A system whereby reports of technical committee of the iLembe District dealing with Mandeni Municipality should serve before the Mandeni Municipality should be devised within the IGR framework.

3.8.4 AUDIT FUNCTION

3.8.5 WARD COMMITTEES

Mandeni Municipality is constituted by seventeen wards which have fully functional ward committee. They all sit various municipal forums, Sport, Housing and LED forums which enhance strong community participation on all our municipal programs. Thus forward committees are highly functional and received substantial out of pocket stipends.

3.8.6 PUBLIC MEETINGS

The Public Participation and Communication Unit ensure that public meetings are attended by community members by assisting councilors through mobilization and administrative support and each ward councilors holds public meeting at least once a quarter.

The municipality formulated a programme with ward numbers, dates, time and venues for public meetings in relation to IDP review. The programme included stakeholders such as the business community and the rate payers. All the stakeholders were engaged on IDP review, Budget and Performance Management System in terms of the KPAs and KPIs. At the end IDP representative forum meeting resolutions were taken after participation by sector departments and NGO's, which were relevant to partake in the discussion of Mandeni IDP review .all our meetings were successful with meaningful participation of the public.:-

TARGET AREAS	WARDS	VENUE	DATE	TIME
All Traditional Council	Macambini, Mhlongo, Mathonsi, Ngcobo Traditional Councils	Sbusisiwe Hall	06- Nov- 12	10:00
Organized Groups- Association	Ratepayers, Business organizations, Farmers Associations	Municipal Hall	07-Nov-12	17:00
Macambini wards	01, 02, 03, 08, & 09	Macambini Sports Ground	13-Nov -12	10:00
Ndulinde	06 & 11	kwaMkhize Sports	14-Nov-12	10:00

TARGET AREAS	WARDS	VENUE	DATE	TIME
		field		
Machibini, Nembe, Dendethu,	05,10& 12	Machibini Sports Field	23-Nov-12	10:00
Isithebe, Nyoni & Ndulinde	10,16, 17	Steel Window	29-Nov-12	10:00
Hlomendlini, Novas Farm & Highview Park	03 & 04	Hlomendlini Sports Ground	27-Nov-12	15:00
Sundumbili wards,	7, 10, 13, 14, 15	Ngcedomhlophe Sports Ground	02-Dec-12	14:00

3.8.7 MEDIA

The municipality has a newspaper that is produced to inform and abreast the community on all the Municipal programs. It covers all our internal and external programs. In addition, the municipality makes use of radio slots whereby the mayor informs the members of the public about development projects and programmes of the Mandeni Local Municipality.

3.8.8 OTHER PUBLIC PARTICIPATION MECHANISMS

3.9 FINANCIAL ANALYSIS

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.

3.9.1 SOURCES OF INCOME

3.9.2 EXPENDITURE PATTERNS

3.9.3 SUPPLY CHAIN MANAGEMENT

-
-
-

3.9.4 BILLING

The section has been able through the successful migration from old to new financial system to produce reporting information that has improved the presentation of deep seated problems of debtors thus enabling the focused decision by authorities. Data cleansing had been the main focus that will support the fight against non-payment of services.

3.9.5 CREDIT CONTROL AND DEBT COLLECTION

As per the adoption of the revenue enhancement strategy, there was a moratorium on full implementation of the credit control activities to allow the data cleansing process. Incentives to encourage debtors to settle their accounts were introduced. Indigent write offs were promoted. Through the initiatives the data cleansing was improved. It has been a year where better understanding of each debtor was a turnaround achievement. We are now looking forward to swiftly implement credit controls to reduce the debt level.

3.9.6 PAYMENTS AND FINANCING

There has been a fundamental shift from the way activities were implemented in this section. Now timely reconciliations are possible. Better cash flow management is produced. The section has continued to maintain the supply chain good governance and stores management. The Municipality has also managed to maintain a positive cash flow as at year end.

3.9.7 BUDGET, REPORTING AND COMPLIANCE MONITORING

The Municipality has successfully implemented the budget reforms and submitted its budget in time as per the MFMA regulations. The section has maintained a good record in sending Section 71 Reports together with Mid-year assessment review report. The introduction of Caseware has been a boost to the financial statements submission.

3.9.8 SWOT ANALYSIS

3.10 COMMUNITY DEVELOPMENT NEEDS

3.10.1 NEEDS IDENTIFICATION

One of the things that came out during our Public Participation programme was the gap that exists when it comes to service delivery between areas so called rural areas and urban areas. The following table will indicate issues that were raised by the community during public participation programme. The needs that were highlighted during the public participation process were abstracted from the questions or comments during the public participation meeting. The table below illustrate these issues not based on their order or rank.

Table 23: Community Development Needs

WARD No	ISSUES AND REQUIREMENTS FOR THE WARD	
Tradition Council And Ward Committees	<ul style="list-style-type: none"> ▪ Provision of information about Municipal projects. ▪ Construction of toilets to be included under sanitation projects in Ward 03. ▪ Upgrading of the Thokoza road must be awarded to the qualified and experienced contractors. ▪ Re-surfacing of the cactus road. ▪ Adding of a Taxi route in KwaHlomendlini. ▪ Construction of Religious infrastructure. ▪ Grazing land for the livestock to be considered during construction of phase 3 in Ward 04. 	<ul style="list-style-type: none"> ▪ Lanes must be widened and the safety of citizens to be prioritised. ▪ KwaHlomendlini Sports field to be re-constructed to accommodate for areas to exercise and play sports. ▪ Selling of the sites and title deeds illegally to be prevented. ▪ Potholes on the main road in Ward 6 must be covered; as well as the road to Enembe. ▪ The roads and pathways which are leading into village clusters to be built. ▪ Water ken to provide water on regular basis. ▪ Water and Sanitation. ▪ Pavements/sidewalks to be constructed near Tshana and Dumo High schools
Tugela Mouth Ratepayers	<ul style="list-style-type: none"> ▪ Tourism Hub to be fast tracked immediately. ▪ I-Beach festival must benefit the Tugela Mouth. ▪ Have Communication Structures in place to communicate issues. 	<ul style="list-style-type: none"> ▪ There must be correct zoning of properties so that the Municipality can bill them accordingly, ▪ Constant refuse removal. ▪ Refuse bag bill must be affordable. ▪ There must be a responsible person on the actions that needs to be completed.

WARD No	ISSUES AND REQUIREMENTS FOR THE WARD	
1	<ul style="list-style-type: none"> ▪ Dokodweni Beach to be cleaned before the planned I-Beach experience event. ▪ Scholarships and Bursaries ▪ Bridge near Matigulu and sinyabusi ▪ Hospital 	<ul style="list-style-type: none"> ▪ Municipality Overlooking Ward 1 in terms of service delivery ▪ Renovation of Manqakaza Hall ▪ Sport amenities
2	<ul style="list-style-type: none"> ▪ Upgrading of Roads ▪ Electricity ▪ Toilets ▪ RDP houses to include water tanks. 	<ul style="list-style-type: none"> ▪ Community Halls ▪ Crèches ▪ HIV/AIDS Awareness Programmes. ▪ Training on Agricultural Projects.
3	<ul style="list-style-type: none"> ▪ Water and Sanitation ▪ Construction of the bridge. ▪ Youth Development projects. ▪ Community Halls. 	<ul style="list-style-type: none"> ▪ There must be progress on the RDP houses are not finished.
4	<ul style="list-style-type: none"> ▪ Water ▪ Electrical ▪ Provision of funding for Agricultural projects; e.g. fencing, etc. ▪ Land for cemeteries must be located closer to KwaHlomendlini. 	<ul style="list-style-type: none"> ▪ Issue with unoccupied RDP houses at KwaHlomendlini. ▪ Provision of a Police Station in KwaHlomendlini. ▪ There must be refuse Management. ▪ Installation of street light.
5	<ul style="list-style-type: none"> ▪ Construction of a clinic. ▪ Police station to be built in Ward 5. ▪ There must be tar roads. ▪ Community Hall ▪ Provision of transport for volunteers who assist the sickly and the orphans. ▪ Registration of birth certificates. ▪ Speed humps to be built on kwaMangele road. 	<ul style="list-style-type: none"> ▪ Funding for sports and recreation facilities. ▪ Installation of street lights on the access roads. ▪ The Mhlangeni area must be included on the electrification project for Ward 5. ▪ Water and Sanitation
6	<ul style="list-style-type: none"> ▪ Provision of assistance and information with regards to obtaining a SASSA card. ▪ Systems for the daily operations clinic must be rectified. 	<ul style="list-style-type: none"> ▪ Construction of the access roads. ▪ Construction of crèches, Clinics in Mdudu. ▪ Fencing around plantations/ gardens.

WARD No	ISSUES AND REQUIREMENTS FOR THE WARD	
	<ul style="list-style-type: none"> ▪ Requested for fencing of grazing land (Inkambu). ▪ Community Hall to be built in Mdudu. 	<ul style="list-style-type: none"> ▪ Funding Youth Development Initiatives in the community;
7	<ul style="list-style-type: none"> ▪ Access to water ▪ Housing in Manda Farm ▪ Street lights on Bhidla road ▪ Waste collection 	<ul style="list-style-type: none"> ▪ Pedestrian Bridge and pathway ▪ Speed hamps ▪ Upgrade of roads.
8	<ul style="list-style-type: none"> ▪ Matigulu Bridge ▪ Manage Disasters in the area ▪ Ambulances are not efficient ▪ Police to patrol at night ▪ Housing ▪ Electricity ▪ Water ▪ A house and toilet was built for a person living with a disability but it accessible for that person. ▪ Bridge to be built so that it leads to Jabula ▪ Police station in Wangu ▪ A water truck to offer its services IN WanguKwaMabika 	<ul style="list-style-type: none"> ▪ Follow up on people who go through all the processes of applying for a house but end up not getting one. ▪ Houses in Manqakazi ▪ Sanitation at Nsunduze. More information regarding Cooperatives. ▪ A crèche in Nsunduzane ▪ Roads in Mkhwanazi and Dube Residential area ▪ Information regarding gardening projects
9	<ul style="list-style-type: none"> ▪ Accessibility of public transport and Road conditions. ▪ Connection of electricity. ▪ Ned for RDP houses. ▪ Access to water and Sanitation. 	<ul style="list-style-type: none"> ▪ Lack of Safety and Security at Emakhwanini area. ▪ Re-structuring of the KwaChane Bridge. ▪ Provision of a bridge by Ifalethu Primary School to cross the Nyoni River. ▪ The Municipality to provide Inqubeko gardening project with an engine which will pump water from underground.
10	<ul style="list-style-type: none"> ▪ A primary school in the area needs to be built ▪ Unable to apply for an RDP house because she does not have a site ▪ Quarry for their roads. 	<ul style="list-style-type: none"> ▪ Toilets are full iLembe needs to come and drain them. ▪ Will children pay for training at the library ▪ Plans to equip post matric pupils with skills.

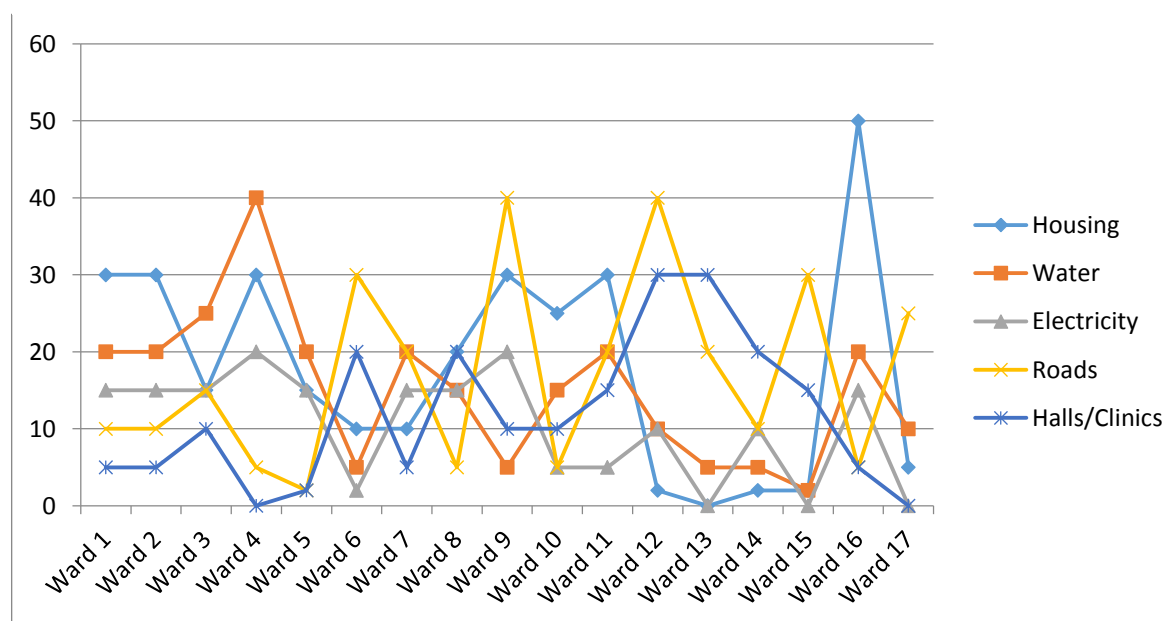
WARD No	ISSUES AND REQUIREMENTS FOR THE WARD	
	<ul style="list-style-type: none"> ▪ Water ▪ Housing ▪ Crèche ▪ Hall ▪ Sports field ▪ Taps are being stolen in the water tanks provided by the Municipality 	<ul style="list-style-type: none"> ▪ Venue for UNISA students to write exams in Mandeni. ▪ Clarity regarding whether the computers mentioned are for Ward 10 or the whole Mandeni.
11	<ul style="list-style-type: none"> ▪ We need RDP Housing and Toilets ▪ Access to water ▪ Need a community Clinic ▪ Library ▪ Fencing of Communal garden 	<ul style="list-style-type: none"> ▪ Upgrading Sport facilities ▪ High School ▪ Upgrading of gravel Roads ▪ Financial assistance in communal agriculture
12	<ul style="list-style-type: none"> ▪ People with disabilities must be catered for in Municipal projects. ▪ Improve Communication channels (Traditional Council & Municipality) ▪ Provision of sewing machine for crafters. ▪ Upgrading of the road at Thulas. 	<ul style="list-style-type: none"> ▪ Construction of the storm water system. ▪ The Municipality must build a school away from the river. ▪ Electricity. ▪ Water and Sanitation. ▪ Provision of waste bins by Eggumeni. ▪ Construct a Hospital
13	<ul style="list-style-type: none"> ▪ Need proper storm water system ▪ Widening of the road by the Clinic. ▪ Crime prevention measures. 	<ul style="list-style-type: none"> ▪ Provision of assistance for people conducting bottle recycling. ▪ Speed humps. ▪ The road by the Siyakhula cemeteries must be widened
14	<ul style="list-style-type: none"> ▪ A place to work as a cooperative, they recycle bottles. ▪ Road to be renamed from eBhuqwini to Nkombothi and a street name sign to be put up. ▪ Street lights ▪ Job opportunities ▪ Speed humps ▪ Traffic control at squambe robot. 	<ul style="list-style-type: none"> ▪ NPOs & NGOs to be established to assist the Municipality with work load. ▪ There is a drain near phola park that needs to be cleaned.

WARD No	ISSUES AND REQUIREMENTS FOR THE WARD	
	<ul style="list-style-type: none"> ▪ People building houses to close to Msuthinja. ▪ Request for the police department to monitor Chappies area during the festive season. 	
15	<ul style="list-style-type: none"> ▪ Storm water systems ▪ Improve the structure of the road. ▪ Provision for assistance for Agricultural projects; e.g. fencing. ▪ Sibane road must be widened. ▪ Provision of land to serve as cemeteries. ▪ Provision of waste bins or skips. ▪ Construction of pavement or sidewalk by the BIC. 	<ul style="list-style-type: none"> ▪ Funding to train Crime Policing Forum (CPF). ▪ Funding initiatives for SMMEs. ▪ Zoning for Church sites ▪ Provision of information regarding title deeds. ▪ Employment opportunities. ▪ Speed humps e.g. Sbuko road by eMbewenhle Primary School. ▪ Housing projects to benefit people in Townships.
16	<ul style="list-style-type: none"> ▪ Road and water at Othini ▪ Samson Tembe from Esdakeni wanted a fishing permit. ▪ Housing ▪ Road maintenance ▪ Mr Nzuza applied for a house and all his neighbours received them besides him. 	<ul style="list-style-type: none"> ▪ Msunduzi is difficult to cross. ▪ Intervention is needed at the Shandu family, the house is
17	<ul style="list-style-type: none"> ▪ Water and Sanitation ▪ Ward Councillors or Municipality to conduct site visits to those houses that are damaged. ▪ Houses ▪ Construction vehicles to install water pipes must be visible to the Community. 	<ul style="list-style-type: none"> ▪ The MEC must fulfil his promises and give feedback on the progress. ▪ Provision of sport activities to alleviate crime. ▪ The hole by the quarry must be covered. ▪ Employment opportunities through water pipe.

3.10.2 NEEDS ANALYSIS

The graph below illustrates the issues or needs raised by communities not in terms of their order or ranking. Hence this was an estimate since the methodology that was used was not a survey. This indicates the needs that form the main priority of the municipality when it comes to service delivery in a specific ward, thus this information was abstracted from various comments raised during the meeting.

Figure 12: Analysis of Community Development Needs



The majority of the wards with the largest portion of land falling under rural areas have highlighted the following needs as they main priority:

- Housing
- Water
- Electricity
- Access Roads and
- Mobile Clinics

The wards that fall within urban areas indicated the needs for upgrading and widening of municipal Roads and the proper storm water system. Due the increasing number of crime, street lights and visibility of police have been indicated as the requirement in fighting against crime.

3.10.3 FEEDBACK FROM RURAL AREAS

The majority of the people in rural areas have highlighted the need for the provision of housing as the main priority. Second issue was the lack of access to clean water, provision of toilets and the upgrading of rural roads. Community amenities such as Clinics, sport fields, community halls were also highlighted as one of the requirements by community.

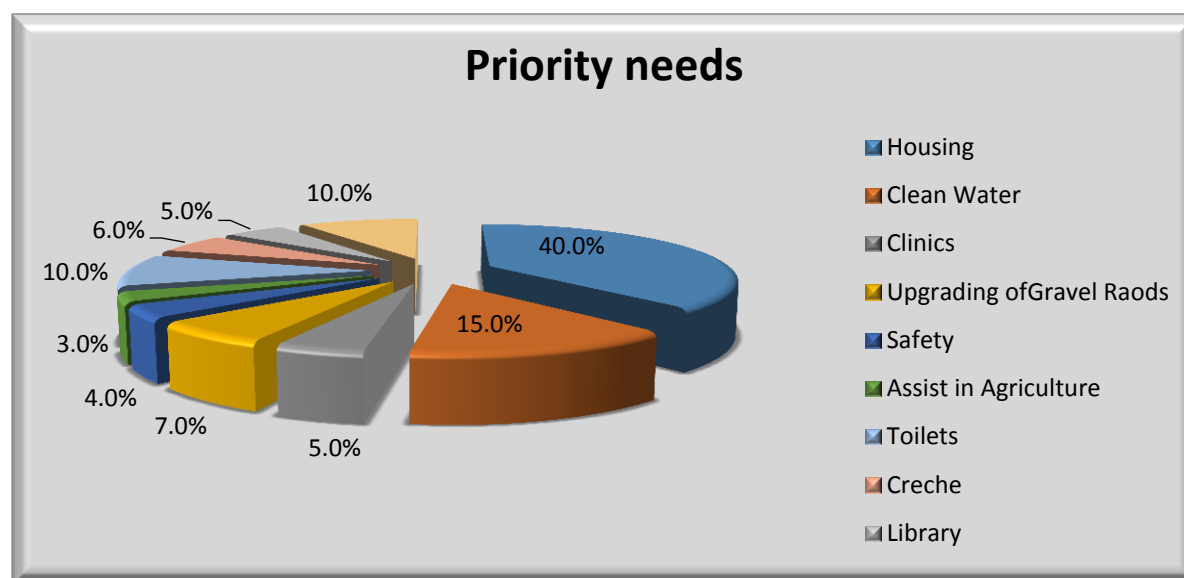
3.10.4 FEEDBACK FROM URBAN AREAS

Urban areas are facing slight different challenges compared to rural areas, issues such as safety and security, street lights, access to clean water, social amenities and upgrading of roads were highlighted as the main priority needs when comes to service delivery in majority of our urban areas.

3.10.5 PRIORITISATION OF NEEDS

Due to the spatial inequality that exists between rural areas and urban areas, this has resulted to the increasing cost for the municipality in the provision of basic services such as water & community facilities. One of the challenges that contributed to this is the increasing number of illegal settlements. The municipality together with the Department of Human Settlements are working together to facilitate the provision of Housing, which has been identified as a main priority in various wards.

Figure 13: Prioritisation of Community Development Needs



The maintenance of rural roads is still a pressing issue concerning the people in various wards. These concerns are being mitigated through the establishment of the Roads and Storm Water Master Plan that is currently underway as well as the rehabilitation of rural roads.

3.11 RISK MANAGEMENT

3.12 ISSUE ANALYSIS

3.12.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
Credibility of the MLM's Integrated Development Plan.	MLM IDP does not meet all the credibility requirements as determined by COGTA.	<ul style="list-style-type: none"> Majority of sector plans are outdated. IDP is seen as the responsibility of the IDP Manager. Inadequate participation of councillors and senior management in the IDP process. Inadequate participation of government departments in the IDP process. Inadequate vertical and horizontal alignment of the IDP through IGR structures. 	<ul style="list-style-type: none"> It is difficult to align the IDP with the budget. There is poor linkage between the IDP and the PMS. There is inadequate coordination of the activities of various government departments through the IDP.
Capacity to undertake effective Internal Auditing function	The Internal Audit Unit does not have sufficient capacity to perform its core mandate plus additional tasks.	<ul style="list-style-type: none"> The unit's functions are numerous and contain activities not usually associated with internal auditing such as risk management, Action Plan and MPAC. Staff capacity often inhibits proper fulfilment of these functions. Neither the municipality nor the outsourced service provider has the required skills to undertake these audits. Stricter reporting requirements in terms of GRAP, Internal Audit Standards – the stricter requirements require more advanced skills. 	<ul style="list-style-type: none"> The existing staff is overstretched. This has potential to affect the quality of the work and performance of the unit. Packages within the municipality are not high enough to attract the required skills. Audits such as tender audits, skill and training audits have not been undertaken.

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
Fraud and corruption	The municipality does not have a system for members of the public to report fraud and corruption.	<ul style="list-style-type: none"> The MLM does not have a hotline number where members of the public can report corruption. 	<ul style="list-style-type: none"> Member of the public are unable to report fraud and corruption.
Legal compliance	The municipality is sometimes unable to meet all the statutory requirements.	<ul style="list-style-type: none"> Statutory reports are not always submitted on time Some of the systems do not meet the legal requirements. Some of the tender processes are not completed on time. Adherence to the MFMA. 	<ul style="list-style-type: none"> The municipality does not always comply with the statutory requirements.
Performance Management System	Effective implementation of the PMS throughout the organization.	<ul style="list-style-type: none"> Organizational objectives are not "SMART". The PMS is implemented at senior management level only at present. The PMS is not aligned to the IDP. 	<ul style="list-style-type: none"> The organisation is unable to monitor its performance and report accordingly.
Communication with stakeholders	The MLM does not have a well-developed system to communicate with stakeholders.	<ul style="list-style-type: none"> Lack of communication strategy Communication officer is also responsible for public participation. Lack of communication systems and procedures. Relationship with local media is not well developed. 	<ul style="list-style-type: none"> No distribution of information Unstructured communication lines. Poor communication with Traditional Councils. Lack of partnership between TCs and the municipality. Infrequent media reports on municipal programs.

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
Public participation	Inadequate public involvement in municipal affairs.	<ul style="list-style-type: none"> • Lack of funds (budgets) for public participation. • There is no personnel that is dedicated to public participation. • Ward committee are not functioning optimally. 	<ul style="list-style-type: none"> • Inadequate flow of information between the municipality and local communities. • Lack of dedicated skilled personnel for public participation.
Inter-governmental Relations	Effective implementation and follow-up of resolutions taken by the IGR structures.	<ul style="list-style-type: none"> • No proper dedicated personnel to address IGR related issues. • IGR is coordinated by the District Council. • Poor participation of government departments in municipal affairs. • Councillors representing MLM in the iLembe DC does not report back to the MLM. 	<ul style="list-style-type: none"> • Inability to follow up resolutions taken by the IGR structures. • Flow of information from the District Committees to Mandeni Municipality.
Governance Structures	Individual ownership of decisions/resolutions taken by the collective	<ul style="list-style-type: none"> • Understanding of collective leadership and democracy. • Code of conduct is not adequately enforced. 	<ul style="list-style-type: none"> •

3.12.2 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
Municipal office space	The municipality is operating from sub-optimal premises and the offices are	<ul style="list-style-type: none"> • Lack of office space. • Poor condition of municipal office buildings. • Lack of Capital Budget. 	<ul style="list-style-type: none"> • Poor image of the municipality (lack of corporate image).

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
	scattered.		
Lack of sufficient staff capacity	The municipality lacks sufficient capacity to undertake all municipal activities efficiently and effectively.	<ul style="list-style-type: none"> • Some of the critical positions are vacant. • Loss of skilled and experienced human resources. • Low salary packages due to low grading of the municipality. • Lack of a credible staff development plan. • Opportunities for training are limited • Lack of succession plan and programme. • It takes a long time to recruit new staff (capturing of applications). • Job evaluation has not been implemented. • New staff members lacks training. 	<ul style="list-style-type: none"> • Poor performance in areas where the posts are vacant. • Skills shortage. • Under-staff resulted to slow response
Organizational culture	Conduct and behaviour of staff and councillors.	<ul style="list-style-type: none"> • Poor adherence to the Batho Pele Principles due to lack of awareness. • Poor adherence to the organisational values. • Enforcement of code of conduct. 	<ul style="list-style-type: none"> •
Employee wellness programme	The municipality does not have a sufficient capacity to implement an effective employee wellness programme.	<ul style="list-style-type: none"> • The municipality has not developed a good employee wellness programme • There is no official that is responsible for employee wellness programme. • The number of employees that are sick is increasing. • Lack of employee education on financial management and effective use of credit. 	<ul style="list-style-type: none"> • Decline in productivity. • Absenteeism • Employees do not receive debt counselling.
Information and	Information and	<ul style="list-style-type: none"> • Municipal website is not operational. • The municipality does not have an integrated 	<ul style="list-style-type: none"> • The municipality is unable to use the website to communicate its

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
communication Technology	communication technology systems are fragmented.	<p>information management system.</p> <ul style="list-style-type: none"> • The municipality does not have an electronic record management system. • The municipality has not integrated new technologies within its processes and operations. 	programs of action.
Tools of Trade	Councillors and senior staff members do not have adequate access to the essential tools of trade.	<ul style="list-style-type: none"> • Councillors and management staff does not have adequate access to the relevant tools of trade. 	<ul style="list-style-type: none"> • People use their own tools to undertake municipal activities (e.g. cell phones for supervisory staff). • Excessive use of paper.
Implementation of systems and policies.	Some of the municipal policies are not implemented accordingly.	<ul style="list-style-type: none"> • Some policies are not robust and enforceable. • Some policies are outdated and needs to be reviewed. • Fleet management Policy not implemented. • Rental subsidy scheme was discontinued without correct consultation. 	<ul style="list-style-type: none"> • Difficulty to regulate some aspects of the work environment (e.g. overtime).

3.12.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
Revenue collection and enhancement	Poor implementation of the revenue collection and enhancement strategy.	<ul style="list-style-type: none"> • Poor debt collection. • Non-payment of accounts • Lack of viable strategies to enhance revenue. • New revenue paths needed. • Incorrect billing 	<ul style="list-style-type: none"> • The municipality fails to generate the projected income. • Unrealistic budget.
Indigent policy	<ul style="list-style-type: none"> • Incomplete indigent register. 	<ul style="list-style-type: none"> • Outdated Date base • Verification is not conducted 	<ul style="list-style-type: none"> • Billing of people who cannot afford to pay.
Supply chain Management	Tender processes takes too long to finalize.	<ul style="list-style-type: none"> • The municipality did not have Supply Chain Manager until recently. • Lack of capacity within the SCM unit. • Poorly development database of suppliers. • Supply chain committees not functioning optimally. 	<ul style="list-style-type: none"> • Delays in the delivery of services. • The municipality does not spent its budget as provided in the SDBIPs.
Wasteful and fruitless expenditure	Municipal funds are sometimes spent on items that do not form part of the core-mandate of the municipality or advance performance on core mandates.	<ul style="list-style-type: none"> • Policies not implemented properly • Slow SCM processes 	<ul style="list-style-type: none"> • None Compliance with the MFMA. • Adverse AG reports.

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
Budget	Unrealistic budget.	<ul style="list-style-type: none"> Inability to collect and generate funds. Number of rates payers is not growing due to economic stagnation. 	<ul style="list-style-type: none"> The municipality does not generate the funds as reflected in the budget.
ESKOM License	The municipality would like to obtain a license to provide electricity to the urban parts of the MLM.	<ul style="list-style-type: none"> ESKOM has previously declined an application for a license from the municipality. The municipality does not have capacity to provide this service. 	<ul style="list-style-type: none"> The municipality is not involved in the supply of electricity and does not generate income from this service.
Non-declaration of interests.	Staff members do not declare their interests.	<ul style="list-style-type: none"> The current system provides for only councillors to declare their interests. 	<ul style="list-style-type: none"> The municipality is exposed to corruption. Municipal staff members may do business with the municipality.
Asset Management		<ul style="list-style-type: none"> Some public facilities have not been handed over to the municipality. Asset management system needs updating. 	

3.12.4 LOCAL ECONOMIC DEVELOPMENT

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
SMME and cooperatives support and development	<ul style="list-style-type: none"> Training and skills development. Poor access to opportunities for expansion and growth. Poor access to markets. Most SMMEs are survivalist and not sustainable. 	<ul style="list-style-type: none"> Lack of SMME / Co-ops database No link of SMME's to government organizations SMME's not registered for mentorship programs SMME's not linked with training 	<ul style="list-style-type: none"> Unsustainability of SMME's. Low contribution of SMMEs in the municipal economy.

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
	<ul style="list-style-type: none"> • Lack of training for SMMEs on BBEEE. • Lack of mentorship programmes. • Poor access to finance. • Lack of incubators and support infrastructure. • Poor participation of cooperatives in government programmes (school nutrition programme). 	<ul style="list-style-type: none"> • institutions • No business forums that assist with financial advice and business ideas 	
Declining manufacturing sector	<ul style="list-style-type: none"> • Shortage of small - medium factories in the area. • Availability of land for industrial development. • Maintenance of industrial infrastructure in Sithebe Estate. 	<ul style="list-style-type: none"> • No small industrial development strategy. • More prime land under ITB/ Private 	<ul style="list-style-type: none"> • Industrial sector not accommodating local people for economic growth.
Tourism development	<ul style="list-style-type: none"> • Challenges in attracting investment along the coast. • Lack of partnership with private sector to improve tourism in Mandeni. • Beach tourism promotion and safety. • Tourism strategy is outdated. • Lack of tourism infrastructure (heritage sites) • Identification of tourism opportunities • Lack of land for tourism development 	<ul style="list-style-type: none"> • The current tourism strategy is outdated and is not well packaged • No accommodation for tourist within Mandeni and lack of land for tourism 	<ul style="list-style-type: none"> •

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
	<ul style="list-style-type: none"> Degradation of the beach. 		
Declining GVA contribution of the agricultural sector	<ul style="list-style-type: none"> Access to productive agricultural land in traditional authority areas. Abuse of 10% by SIMAMISA. Decline in the demand for sugar cane due to substitutes. Lack of diversification in agriculture. 	<ul style="list-style-type: none"> No production of fresh product market 	
Economic leakage	<ul style="list-style-type: none"> Some people from the MLM undertake their main purchases in the major urban centres outside of the MLM. 	<ul style="list-style-type: none"> MLM is not developed with shopping centres that provide a wide range of goods and services. Relatively good access to Ethekewini and Richards Bay. 	<ul style="list-style-type: none"> Income does not circulate locally.
Investment and development	<ul style="list-style-type: none"> Lack of investment attraction strategy. Inadequate marketing of Mandeni for investment purposes. Inability to attract property developers (residential, commercial and industrial). 	<ul style="list-style-type: none"> Lack of industrial land. Lack of incentives. Lack of commercial and industrial infrastructure. 	<ul style="list-style-type: none"> Economic stagnation. Revenue base is not growing.
Business development	<ul style="list-style-type: none"> Need to attract new business. Ability to retain and facilitate growth of existing business. 		<ul style="list-style-type: none"> Economic stagnation. Revenue base is not growing.
Monitoring and evaluation	<ul style="list-style-type: none"> Lack of monitoring and evaluation of municipal LED projects. 	<ul style="list-style-type: none"> Lack of exit strategy 	<ul style="list-style-type: none"> Most project collapses after implementation because of non-exit strategy
Partnerships	<ul style="list-style-type: none"> LED program is not based on new institutionalism. 	<ul style="list-style-type: none"> No partnership between private and public Lack of engagement with 	<ul style="list-style-type: none">

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
		researchers from higher learning institution	
Understanding of LED	<ul style="list-style-type: none"> Inappropriate design of municipal LED projects. 	<ul style="list-style-type: none"> Poor understanding of LED. LED is not integrated into the infrastructure programs of the municipality 	<ul style="list-style-type: none"> Most of the municipal LED projects are not sustainable.

3.12.5 BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
Poor condition of roads	<ul style="list-style-type: none"> Lack of rural access roads. Potholes on roads. 	<ul style="list-style-type: none"> Poor maintenance of roads. Poor access material for road construction 	Access to some parts of the MLM is very poor.
Housing backlog	<ul style="list-style-type: none"> Lack of rural housing. Sustainability of human settlements. Expansion of Sundumbili. Access to land for housing development. Projects take too long to complete. 	<ul style="list-style-type: none"> Confusion of the ownership of land abutting onto Sundumbili Township. Poor management of the implementing agents. Poor design of the housing projects. Population growth. 	<ul style="list-style-type: none"> Slow progress in the delivery of housing units. Increase in housing backlog.
Water and Sanitation Service backlogs	<ul style="list-style-type: none"> Water backlogs Lack of sewerage system in the densifying rural areas. Lack of waste management sites. 	<ul style="list-style-type: none"> Lack of bulk infrastructure. Scattered settlement pattern. 	<ul style="list-style-type: none"> A large number of households do not have adequate access to water and sanitation
Infrastructure	<ul style="list-style-type: none"> Ageing and inappropriate infrastructure for a growing area. 	<ul style="list-style-type: none"> Inadequate of equipment for infrastructure maintenance. 	<ul style="list-style-type: none"> Ageing and crumbling infrastructure.

KEY ISSUES	ISSUE DESCRIPTION	CAUSES	EFFECT
maintenance	<ul style="list-style-type: none"> Poor maintenance of service infrastructure. Potholes on some of the main roads. 	<ul style="list-style-type: none"> Staff commitment and performance. 	
Poor access to social amenities/infrastructure	<ul style="list-style-type: none"> Lack of community halls, convention centres, etc. Lack of entertainment areas. Lack of cemetery and crematoria facilities. Negative social attitude towards recycling of graves and cremation. Poor access to libraries. 	<ul style="list-style-type: none"> All rural settlements within the MLM have not benefitted from spatial planning. Members of the community regard graves as sacred areas. 	Poor access to social amenities/infrastructure
ICT infrastructure	<ul style="list-style-type: none"> Access to ICT network (broadband). Poor cell phone networks. 	<ul style="list-style-type: none"> Terrain. Lack of ICT infrastructure 	Internet and cell phone network is not available in some areas.
Meeting the needs of women, youth, aged and disabled	<ul style="list-style-type: none"> The municipality does not have a well-developed programme that addresses the unique needs of these groups. Streamlining gender issues in municipal programmes. Programmes dealing with these social groups are event based. 	<ul style="list-style-type: none"> Lack of forums dealing with youth programmes Lack of staff dedicated to the implementation of programmes that deal with the needs of these groups. 	<ul style="list-style-type: none"> Activities tends to be event-based. The MLM has not make a remarkable impact on each of these groups.

3.13 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strategic location along the N2 national and provincial corridor and R102 which both serve as trade routes. • Proximity to two major provincial economic centres and ports in the form of Durban and Richards Bay/Empangeni. • Industrial infrastructure in KwaSithebe with potential for redevelopment and further expansion. • Location along the coast - opportunities for beach tourism. • Amatigulu nature reserve. • Appropriately qualified and experienced senior managers. • Astute, energetic and visionary political leadership. • Political stability. • Most of the administration systems and procedures are in place. • Relatively well developed IDP. • Well-developed internal audit and risk management functions. • Low electricity service backlogs. 	<ul style="list-style-type: none"> • Environmental degradation and scattered settlement pattern. • Outdated organisational structure not informed by the IDP. • Lack of office space. • Shortage of land for urban expansion. • Relatively high service backlogs (sanitation, water and access roads). • Gaps in the financial management systems and supply chain resulting in qualified audit reports. • Lack of capacity to look after staff in need/distress. • Event-based structure of programmes for the vulnerable groups. • Lack of detailed spatial and development planning in rural areas. • High unemployment, income poverty and functional illiteracy. • Economic stagnation. • Distant location of Mandeni Town from the N2 corridor. • Poor access to information and communication technology in the rural parts of the MLM.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • N2 national development corridor and the R102 which both serve as trade routes. • Richards Bay Special Economic Zone (SEZ). • Rail infrastructure upgrading as part of the national infrastructure development programme. • Strategic support from the national and provincial government in various municipal activities. • Economic development in KwaDukuza and Mhlathuze LMs. • Heritage route and the historical role of Mandeni in the formation of the Zulu nation. • Coastal tourism and the associated coastal management initiatives. • IGR structures coordinated by the iLembe District Municipality. • iLembe Green Hub Initiative • iLembe Enterprise Development which facilitates local economic development. • Good financial management and reporting systems and procedures. 	<ul style="list-style-type: none"> • Unpredictable weather conditions • Slow growth in the national economy. • Focus of development in Durban, KwaDukuza and Richards Bay. • In-migration of poverty. • Loss of qualified and experienced staff (Grading of the municipality) • Access to finance. • Unavailability of land for development. • Investors' perception of Mandeni. • Poor alignment with neighbouring municipalities. • Densification of unplanned settlements.

4 VISION, GOALS, OBJECTIVES AND STRATEGIES

4.1 LONG TERM DEVELOPMENT VISION

The Mandeni Municipality seeks to take strides to react to windows of opportunity, which is innovation, growth, prosperity, cost structure and technological advancement. As such, the municipality has formulated a vision statement that defines the medium to long term goal of the municipality, and pledges a future characterised by improved quality of life, higher level of service and accountable leadership to the people of Mandeni and all other interested and affected parties. The vision paints a picture of a bright future for Mandeni, indicates the manner in which stakeholders, both internal and external, should perceive the Mandeni area and sets a clear direction and expectations within which the entire organisational strategy is framed.

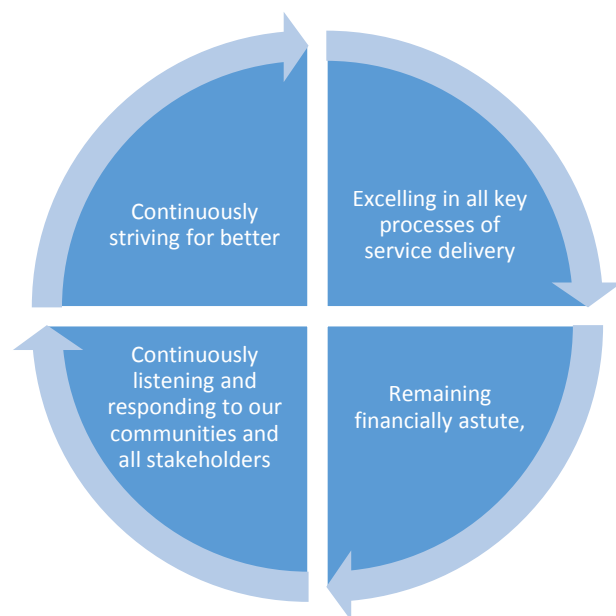
**“TO BE A RELIABLE
PEOPLE-CENTRED
AND SUSTAINABLE
ECONOMIC HUB BY
2030”**



PROGRESSIVE MOVE TOWARDS THE
DESIRED FUTURE SITUATION

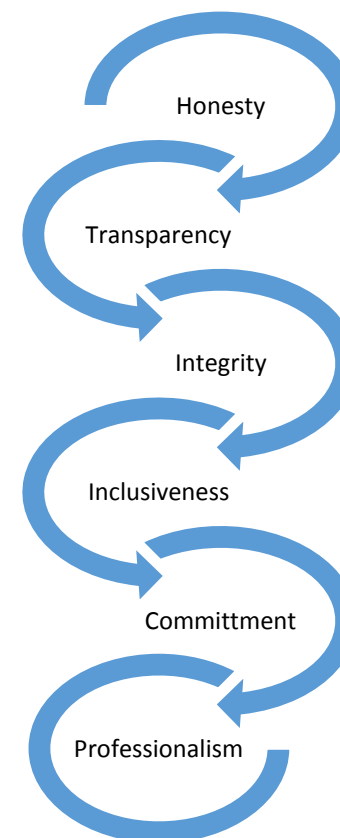
4.2 MISSION STATEMENT

Further to the vision statement outlined above, the Mandeni Municipality has developed a mission statement that sets the tone for every decision that the municipality makes towards the attainment of the vision. The mission statement is a brief statement that defines the organization and seeks to set it apart from the other municipalities. Mandeni Municipality will achieve the development vision by following a culture of:

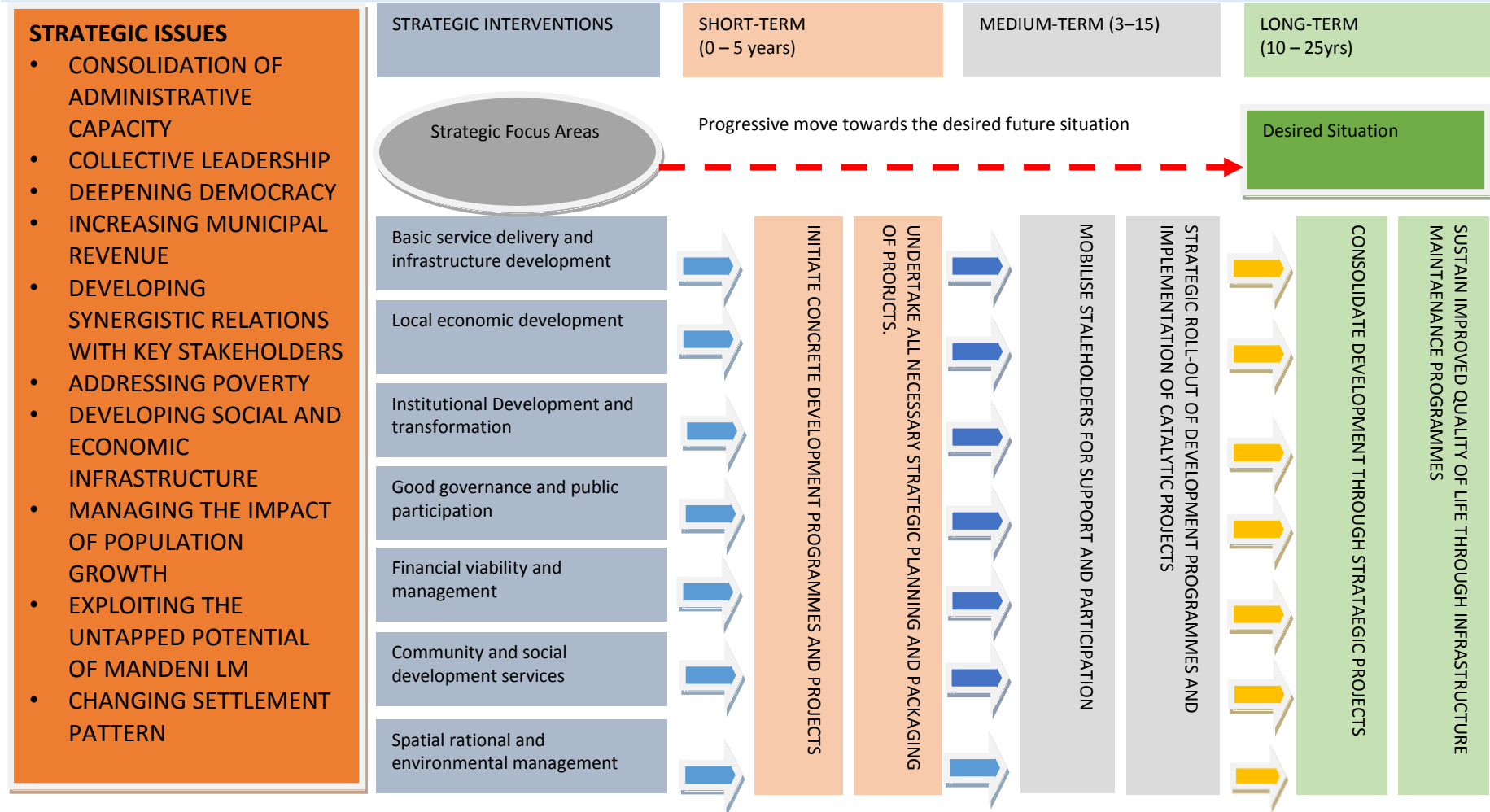


4.3 CORE VALUES

In keeping with the principles of Batho Pele our conduct will be guided by the following:



4.4 LONG-TERM STRATEGIC GOALS



4.5 DEVELOPMENT STRATEGIES

4.5.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To unlock potential for social and economic development and growth through infrastructure development.	Infrastructure planning and coordination.	<ul style="list-style-type: none"> • Establish and launch a Programme Steering Committee for driving the Infrastructure Development Programme in Mandeni. • By coordinating and integrating all infrastructure development. • Build capacity to carry out minor design work in-house. • Finalize the establishment of the Programme Management Unit (PMU) and provide for skills transfer to the PMU staff. • Facilitate an effective implementation of the resolutions of the infrastructure Development Summit. • Facilitate long-term infrastructure planning and development in the MLM. • Review the organogram and increase capacity to implement the infrastructure 	<ul style="list-style-type: none"> • Functional Programme Steering Committee • Functional PMU. • Long-term infrastructure development and maintenance plans. 	Director Technical Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<p>programme.</p> <ul style="list-style-type: none"> • Recruitment of an electrician² to focus on streetlight repairs, maintenance and provision of new infrastructure. • Participate actively in the iLembe District Municipality and provincial and national infrastructure planning and development initiatives. • Submit regular reports to Mandeni Council on progress on the implementation of water and sanitation projects. 		
	Roads and storm-water	<ul style="list-style-type: none"> • Implement the findings of the Roads Master-plan. • Provide access roads to within 500m from each household. • Finalize the storm-water master-plan. • Finalize Gravel Borrow pits investigation • Acquire plant and equipment for rural roads maintenance. • Increase capacity through the recruitment of 3 additional technicians. • Improve east-west linkages within the 	<ul style="list-style-type: none"> • Length of new roads developed per annum. • Number of roads with functional storm water management channels. 	Director Technical Services

² NMD increase on licensed network from 3,5MVA to 23,5MVA to supply Umgeni Water Board's LTBWSS will need a registered person in terms of the Electricity Regulations to oversee the network. This could be outsourced if we cannot attract someone into the organisation. Municipal income projected to increase by about R24m p.a.

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		municipality. <ul style="list-style-type: none"> Develop a dedicated and prioritized alternative route linkage between Isithebe and the N2 route. 		
	Transportation	<ul style="list-style-type: none"> Investigate the feasibility for the development of a multi-modal facility in Mandeni. Investigate the feasibility of a rail passenger and freight service linking Mandeni with Richards Bay and Durban. Participate actively in all DOT (national and provincial) roads and transportation planning initiatives in the MLM. 	<ul style="list-style-type: none"> Feasibility study reports completed. Number of coordination meetings attended. 	Director Technical Services
	Information and Communication Infrastructure.	<ul style="list-style-type: none"> Establishment of world class broadband coverage within the City Building Region. Establishment of an ICT Hub at Moses Kotane in Mandeni and, c. Improved access within the Rural Region of the municipality. 	<ul style="list-style-type: none"> 	Director Technical Services
To eradicate electricity backlog by 2016	Electricity and Alternative Sources of Energy	<ul style="list-style-type: none"> Implement findings of the reviewed electricity master-plan. Provide free basic electricity to all qualifying households. Package and submit a Schedule 6 funding applications (DME INEP) for backlog eradication. 	% reduction in electricity backlog per annum.	Director Technical Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> • Apply for an NMD increase on licensed network from 3,5MVA to 23,5MVA to supply Umgeni Water Board's LTBWSS. • Approach the National Electricity Regulator about increasing the electricity supply area for the MLM. • Investigate the viability of co-generation of alternative energy production within Mandeni. 		
To operate and maintain municipal infrastructure in line with the approved service standards.	Operation and maintenance	<ul style="list-style-type: none"> • Upgrade and maintain the local/regional distribution lattice of roads. • Acquire all the necessary plant and equipment for effective infrastructure maintenance e.g. Lowbed, etc. • Provide intensive training to the operators on the use of heavy mechanical plant. • Establish depots in decentralized localities to reduce travelling time and distances. • To keep municipal roads and storm water channels in a proper working condition. • To keep public facilities in good working order. • Facilitate the tarring and upgrading of P709, P719, P 415, P 224, D63, P1660, D888 and A2629. • Repair and maintain Ndulinde Road and 	<ul style="list-style-type: none"> • Km of roads maintained per annum. • KM of storm water maintained per annum. 	Director Technical Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To develop a new civic centre and municipal workshops by 2018	Municipal works	<p>D883 Amatikulu to Gingindlovu</p> <ul style="list-style-type: none"> • Finalize Buildings Master Plan and commence with the implementation of the first phase. • Develop electrical and mechanical workshops. • Recruitment of Superintendent to head the section. • Recruitment of skilled artisans and other support (GA's, semi-skilled). 		Director Technical Services
To reduce housing backlog by 1000 units per annum.	Human Settlements	<ul style="list-style-type: none"> • Establish a Human Settlements Unit. • Apply for level 2 accreditation from the Department of Human Settlements. • Undertake a comprehensive review of the Human Settlements Plan • Initiate self-help housing schemes (site and service schemes) • Identify land and package bank-charter housing using the Finance Linked Individual Subsidy Scheme (FLISP). • Align housing projects with iLembe District's water and sanitation programme. • Prepare settlement plans for all rural settlements. • Facilitate release of land for upmarket housing development along the coast. 	Number of units delivered per annum	Director Economic Development and Planning

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> Identify and audit land owned by the state and the municipality. 		

4.5.2 COMMUNITY AND SOCIAL SERVICES DEVELOPMENT³

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To provide public and community facilities in line with the national norms and standards.	Public facilities planning and coordination	<ul style="list-style-type: none"> Development of long-term plans for the development of public facilities and amenities in the MLM. Participating in the district, provincial and national public facilities development initiatives in the MLM. Developing sufficient in-house capacity to facilitate the development and management of public facilities. Reporting to council on the activities of various government department in respect of public facilities within the MLM. 	Number of coordination meetings attended.	Director Community Services
	Parks, sports and	<ul style="list-style-type: none"> Expand the in-house plant nursery. Increase monthly grass cutting and verge, 	Compliance with norms and standards for parks	Director Community

³ This KPA is often include within the basic services and infrastructure KPA. It is suggested as an optional KPA in the COGTA PMS Manual.

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	recreation	<p>open space maintenance from 10 to 12 times per annum.</p> <ul style="list-style-type: none"> • Pursue funding from the Green Fund. • Integrate provision of parks, sports and recreation facilities with the design of human settlements. • Pursue the development of phase 2 of the sporting precinct to include the indoor sport stadium and swimming pool (Ncendomhlope). 	and sports and recreation facilities.	Services/Director Technical Services
	Cemetery and crematoria	<ul style="list-style-type: none"> • Identify land for the development of cemeteries in strategic points. • Undertake a campaign on community education on alternative burial options. • Facilitate the development of a crematoria in Mandeni 	Established and operational regional cemetery.	Director Economic Development and Planning
	Library services	<ul style="list-style-type: none"> • Lobby the provincial Department of Arts and Culture for the establishment of a regional library in Mandeni. • Facilitate the establishment of a library in each ward. • Build capacity of library staff through short-term courses. • Reposition libraries to become information centres and knowledge hubs. • Explore possibility of converting one 	<p>Functional regional library.</p> <p>Number of satellite libraries.</p>	Director Economic Development and Planning

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	Public and community facilities	<p>community hall in Macambini to be a public library.</p> <ul style="list-style-type: none"> • Pursue the establishment of at least one sport facility and one community hall per ward per annum. • Develop standards for the provision of public and community facilities in Mandeni. • Finalize the hand-over of community halls and other community facilities from traditional councils to the municipality. • Assist in the provision of satellite social facilities (mobile clinics, pay points, police stations & mobile libraries). • Pursue the establishment of a Regional Hospital within Mandeni will be pursued. 	Access to public facilities within each community.	Director Community Services
To develop the MLM as a clean and healthy area to live and work in.	Solid waste management	<ul style="list-style-type: none"> • Implement findings of the reviewed Integrated Waste Management Plan (IWMP). • Implement findings of the Section 78 assessment. • MOA with Sappi to access their landfill site to be concluded. • Establish waste recycling centres and waste transfer stations in each development node. 	Operational land fill site. Waste management programme.	Director Community Services/Director Technical Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> • Recruitment of Manager: Waste Management to be approved. • Staffing for operation of 2 refuse compactors (trucks). 		
To position the municipality to respond effectively to the needs of the special groups.	Special programmes	<ul style="list-style-type: none"> • Finalize the establishment of a Special Programmes Unit. • Develop on-going programmes for the advancement of the youth, women, disabled and orphans as opposed to event-based programs. • Establish partner with the Department of Social Development and Ikhulubone Trust to formalize ECD sites. 	Operation and functional Special Programmes Unit established by 2015.	Director Community Services
	Operation Sukuma Sakhe	<ul style="list-style-type: none"> • Review ward profiles. • Integrate Sukuma-Sakhe activities into the municipal service delivery programs. 	Number of households receiving support.	
To develop Mandeni Municipality as a safe and secure area to live, work and do business in.	Animal control	<ul style="list-style-type: none"> • Finalize an agreement with Mlalazi Municipality for pound services. • Mobilise funds for the establishment of a municipal pound. 	Functional pound in the MLM by 2015.	Director Community Services
	Fire and disaster management	<ul style="list-style-type: none"> • Provide the necessary equipment to the unit. • Establish a disaster management unit. 	Disaster management centre established by 2015	Director Community Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	Traffic management	<ul style="list-style-type: none"> Finalize the retrieving of Mandeni vehicle population from Pretoria. Finalize the reopening and develop systems and procedures for an effective operation of the DLTC. 	Fully functional traffic management unit by 2015	Director Community Services
	By-law enforcement	<ul style="list-style-type: none"> Ensure effective enforcement of municipal by-laws. 	Level of compliance with the by-laws.	Director Community Services
	Name change	<ul style="list-style-type: none"> Undertake research on all names that needs to be corrected or changed within the NLM. Engage the KZN Geographical Naming Committee about procedures for name change. 	Number of area names changed per annum.	Director Community Services

4.5.3 LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To create a climate conducive to economic development and growth.	Economic governance	<ul style="list-style-type: none"> • Implementation of Local Economic Development Summit Resolutions. • Undertake a comprehensive review of the LED sector plan. • Defining/ Development and rolling out of Rural Development Strategy and Programmes • Prepare sector based sector plans as refinement of the LED Plan. • Strengthen the LED unit through the appointment of sector specialists (e.g. tourism offices, agricultural development officer, etc.). • Facilitate effective implementation of the Mandeni Township Regeneration Strategy (TRS). • Develop synergistic partnerships with key sector stakeholders for an effective implementation of the LED programme. • Establish a business development forum. • Develop exit strategy for Municipal LED projects. • Develop systems to collect and update 	<ul style="list-style-type: none"> • Capacity to implement an LED programme efficiently and effectively. • Capacity to monitor the impact of LED programs within the MLM. 	Director Economic Development and Planning.

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To provide support to the SMMEs.	Small Medium Micro Enterprises	<p>economic data within the MLM.</p> <ul style="list-style-type: none"> • Formulate an SMME development and support strategy. • Develop SMME Database. • Link SMME's to business opportunities and markets such as the school nutrition programs, spar, etc. • Set aside 10% of the total value of each capital project aside for the emerging contractors. • Develop informal trading stalls and SMME facilities in each development node. • Link SMME's to training / mentorship institutions. • Establish fully functional Business Forums. • Assist co-operatives to access funding through Cooperative Incentive Scheme (CIS) - start by clustering co-ops. • Facilitate the formalization (registration) of co-operatives. 	Number of SMMEs receiving support per annum.	Manager Local Economic Development
To facilitate industrial development in the MLM.	Manufacturing and Logistics	<ul style="list-style-type: none"> • Identify primary producers that can catalyse secondary production in order to realize the value chain activities. • Develop and implement an incentive scheme. 	<ul style="list-style-type: none"> • Amount of land released for industrial development. • Number of new manufacturing 	Manager Local Economic Development

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> • Investigate the incorporation of Sithebe Estate within the Richard Bay Special Economic Zone (SEZ). • Investigate the utilisation and expand existing SAPPI logistic infrastructure in support of a Mandeni Logistics Hub (container terminal), linked to the Isithebe SEZ Initiative. • Unlock land adjacent Isithebe for the expansion of industrially zoned land. • Facilitate the establishment of an SMME facility. • Negotiate with Ithala to provide incentives on provision of basic services. • Unlock adjacent land for industrial expansion • Investigate the incorporation of Sithebe Estate within the Richard Bay Spatial Economic Zone (SEZ). • Engage the Department of Economic Development and Tourism (DEDT) about the regeneration of Isithebe. 	<p>companies located in the MLM.</p> <ul style="list-style-type: none"> • Amount of industrial space/land occupied per annum. 	
To increase the MLM tourism market share within the iLembe	Tourism	<ul style="list-style-type: none"> • Review the tourism development strategy • Undertake tourism marketing using the municipal website and other forms of communication. 	<ul style="list-style-type: none"> • Number of tourists visiting the MLM per annum. • New tourism products 	Manager Local Economic

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
District by 5% per annum.		<ul style="list-style-type: none"> • Engage Tourism KwaZulu-Natal and the Department of transport about need to improve signage. • Investigate the feasibility for the establishment of a museum and a tourism visitor orientation centre (VOC). • Development of tourism marketing material. • Promote cultural tourism • Facilitate the rehabilitation of the beach. • Establish a tourism unit within the MLM. • Engage Ezemvelo KZN Wildlife, ITB & TA to unlock the development potential of the Amatikulu Nature Reserve considering concession areas to be developed in support of the Tourism & Conferencing Facilities. 	in the MLM.	Development
To increase the amount of productive agricultural land within the MLM.	Agriculture	<ul style="list-style-type: none"> • Identify and map all unsettled land with good to high agricultural production potential within the MLM. • Develop systems and procedures for the protection and enhancement of agricultural land. • Facilitate the establishment of a fresh produce market. • Promotion of livestock farming particularly 	<ul style="list-style-type: none"> • % increase in the amount of agricultural land. • % increase in the amount of agricultural output. 	Manager Local Economic Development

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<p>cattle and goats through the development of camps.</p> <ul style="list-style-type: none"> • Mobilise small scale farmers through the establishment of an Agricultural Development Forum. • Encourage diversification of agricultural practices. • Examine and improve the agricultural value chain and its weaknesses in terms of production (farmers, land), distribution and sale especially in relation to the Schools Nutrition programme, • Establish partnerships (forum / association) with the Department of Agriculture to increase small scale local agricultural and livestock development. • Investigate local competitive advantage in terms of products and the feasibility of local processing facilities. • Conceptualize locating and guiding the establishment of an Agricultural Development Hub. • Conceptualising, locating and guiding the establishment of agricultural villages in the rural areas with more intensive local production facilities. 		

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To increase commercial space by 20ha within 5 years.	Commerce	<ul style="list-style-type: none"> Facilitate the development of a regional commercial centre in Mandeni. 	% increase in commercial land per annum.	Manager Local Economic Development
	Business retention and expansion	<ul style="list-style-type: none"> Implement the recommendations of the business expansion and retention strategy. 	% increase in the number of businesses in the MLM.	Manager Local Economic Development

4.5.4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To build a responsive, accountable and accessible administration.	Administration	<ul style="list-style-type: none"> • Finalize the review of the organogram taking into account the organisational strategy and the IDP. • Fill-in all the critical posts particularly management and technical positions. • Improve access to tools of trade for the councillors, Directors and Supervisors. • Train Cllrs on the use of computers. 	<ul style="list-style-type: none"> • Number of posts filled. • Access to the tools of trade. 	Director Corporate Services.
	Management systems	<ul style="list-style-type: none"> • Implement and electronic record management system. • Implement the biometric (time and attendance) system. • Introduce an integrated information management system. • Implement the on-line leave management system. • Develop an electronic/automated performance management system and implement throughout the organization. 	<ul style="list-style-type: none"> • Systems installed and fully operational. • PMS cascaded throughout the organisational structure. 	Director Corporate Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	Corporate Image and organizational culture	<ul style="list-style-type: none"> • Finalize the Office Buildings Master Plan. • Mobilise funding for the implementation of the Master Plan. • Distribute code of conduct to all staff members and provide training accordingly. • Adopt Citizens Charter. • Train staff on Batho Pele principles. • Enforce Batho Pele principles. 	<ul style="list-style-type: none"> • New office buildings completed within 5 years. 	The Municipal Manager
To create sufficient capacity to undertake municipal functions efficiently and effectively.	Human resource management policies	<ul style="list-style-type: none"> • Finalize the job evaluation process. • Review the Recruitment and Section Policy. • Review the staff placement policy. • Activate staff retention policy. • Review bursary policy. • Develop General Assistants Data Base – forms to be stamped by Cllrs. • Develop a succession plan. • Improve Subsistence and travel controls • Develop a suite of policies to regulate staff benefits and overtime. 	<ul style="list-style-type: none"> • Number of policies reviewed/developed. • Implementation of management policies. 	Director Corporate Services
	Staff training and development	<ul style="list-style-type: none"> • Develop procedure manual training. • Provide career guidance and link staff training to career parthing. • Develop a policy to regulate the attendance of workshops outside of the KZN Province. 	<ul style="list-style-type: none"> • Number of staff members receiving job related training per annum. 	Director Corporate Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> • Enforce the link between the skills audit and the Skills Development Plan. • Develop a procedure manual for staff training. 		
	Labour relations	<ul style="list-style-type: none"> • Appoint specialist labour relations officer/manager. • Restructure the Local Labour Forum (LLF) for effective engagement. 	Number of LLF meetings per annum.	Director Corporate Services
	Employee wellness programme	<ul style="list-style-type: none"> • Develop a detailed employee wellness programme. • Employ a specialist Occupational Health & Safety / Wellness Officer/Manager. 	Number of employees receiving support.	Director Corporate Services
	Fleet management	<ul style="list-style-type: none"> • Develop policies and procedures to regulate the use of municipal vehicles by staff and councillors. 		Director Corporate Services
To reduce the amount of paper used in the MLM by 50% in 3 years.	Information and Communication technology	<ul style="list-style-type: none"> • Develop a new website for the MLM. • Facilitate the implementation of the ICT policies. • Provide all councillors, senior management and supervisory staff with laptops and cell phones. • Develop in-house Geographic Information Systems capacity. 	% reduction in the use of paper per annum.	Director Corporate Services

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> Investigate feasibility need and desirability for an integrated information management system. 		

4.5.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To run the municipality in an open, accountable and democratic manner.	Integrated Development Planning	<ul style="list-style-type: none"> Develop SMART objectives. Review sector plans. Prepare a detailed financial plan and revenue enhancement strategy Prepare a detailed capital investment framework. Coordinate IDP activities with IGR framework. 	% improvement in the credibility of the IDP.	Municipal Manager
	Auditing	<ul style="list-style-type: none"> Undertake a complete PMS and AOPI audit. Undertake a full SCM audit. 	100% compliance with the audit requirements	Municipal Manager
	Performance	<ul style="list-style-type: none"> Develop an automated PMS. Cascade PMS throughout the 	Annual performance	Municipal

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	Management	organizational structure. <ul style="list-style-type: none"> Align IDP and the PMS. 	audits of all staff members.	Manager
	Risk management	<ul style="list-style-type: none"> Monitor and report on the 10 strategic risks. Integrate risk management to all development and service delivery programs. 		Municipal Manager
	Fraud Prevention	<ul style="list-style-type: none"> Develop and hand out an anti-corruption and fraud handbook to each staff member. Negotiate with COGTA the use of the fraud and anti-corruption hotline number. 		Municipal Manager
	Intergovernmental Relations	<ul style="list-style-type: none"> Organize training of councillors and senior management on protocol. Establish an IGR units within the office of the Municipal Manager. Develop report back systems and procedures for councillors representing Mandeni Municipality on iLembe DM council. Participate actively in the IGR structures and implementation of programs emanating from these structures. 	Functional IGR office within 3 years	Municipal Manager
To facilitate structured public and	Public Participation	<ul style="list-style-type: none"> Establish a public participation unit separate from communication. Strengthen ward committees through 	<ul style="list-style-type: none"> Number of ward committee meetings per annum. 	Municipal

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
community involvement in municipal affairs.		training (e.g. minute taking). <ul style="list-style-type: none"> • Clarify reporting procedures between councillors and ward committees. • Explore the use of alternative media to engage members of the public (e.g. suggestion boxes, website, etc.). • Develop profile of all wards. • Strengthen participation in the IDP forum. 	<ul style="list-style-type: none"> • Public involvement in municipal affairs. 	Manager
	Communication	<ul style="list-style-type: none"> • Strengthen the communication unit through the creation of additional positions. • Develop a communication strategy. • Investigate the feasibility for a municipal newsletter. 	<ul style="list-style-type: none"> • Functional communication unit. • Approved communication strategy in 12 months. 	Municipal Manager

4.5.6 FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To increase municipal revenue collection by 5% per annum.	Revenue collection and enhancement	<ul style="list-style-type: none"> • Review our Revenue Strategy, Debt strategy • Engage NERSA about expansion of area of electricity supply • Integration of the Billing system and debt collection system • Revenue enhancement Plan • Conduct awareness camp • Improve consumer debt collection by establishing Call Centre • Review Revenue Enhancement Strategy. • Arrange a meeting with Treasury (Assets & Liability Unit/DEDT/iThala Senior Management to review service delivery costs and recovery mechanisms to increase the revenue base of Mandeni. 	% increase in the revenue per annum.	Chief Financial Officer
	Asset Management	<ul style="list-style-type: none"> ▪ Develop and maintain an assets register. ▪ Introduce an automated asset management system. ▪ Initiate a process to unbundle municipal assets. ▪ Undertake assets count and introduce bar-coding of all municipal assets. 	Annual updates of asset register.	Chief financial Officer

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> ▪ Formulate and keep updated an assets disposal policy. ▪ Introduce assets management module. 		
To manage and disburse public funds in an accountable, efficient and effective manner.	Financial Management	<ul style="list-style-type: none"> ▪ Budget preparation and implementation Plan. ▪ Development and maintenance of Financial control systems and procedures. ▪ To deliver services strictly in line with budget provisions and authorized functions ▪ Adopt appropriate financial policies including credit control measures, expenditure control, and improved asset management. ▪ To ensure that the IDP and Budget are integrated and available funds are allocated in line with IDP Priorities ▪ To develop and implement an anti-corruption strategy ▪ Develop Debt Recovery Plan 	100% compliance with the MFMA.	Chief Financial Officer
	Budgeting and reporting	<ul style="list-style-type: none"> • Elimination of Irregular, Unauthorized, Wasteful and fruitless Expenditure • Ensure Operation Clean Audit by 2014 • Monthly Budget Statements. • Mid-Year Budget Performance and assessment 		Chief Financial Officer

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		<ul style="list-style-type: none"> • Quarterly Budget Expenditure reports informing allocations • Provincial Treasury Reports. • National Treasury Reports. 		
To develop and operate an effective and efficient supply chain management system	Supply chain management	<ul style="list-style-type: none"> • Establish a contract management • Strengthen SCM structures. • Review the supply chain management policy. • Rationalise supply chain process. • Reduce the amount of time it takes to finalise SCM processes. 	<ul style="list-style-type: none"> • Reviewed SCM policy within 12 months. • Number of days it takes to finalise procurement processes. 	Chief Financial Officer

4.5.7 SPATIAL RATIONAL AND ENVIRONMENTAL MANAGEMENT

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
To facilitate development of an efficient spatial structure and land	Forward planning	<ul style="list-style-type: none"> • Undertake a comprehensive review of the Spatial Development Framework. • Undertake further and pro-active planning of key focus points and areas that are critical for effective infrastructure development. 	Compliance of the SDF with the SPLUMA	Manager IDP and Planning

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
use pattern		<ul style="list-style-type: none"> • Prepare settlement plans for all rural settlements. • Work with Traditional Councils to map all izigodi and settlements. • Densification at key strategic points to serve the surrounding communities. • Proactively planning the key focus points and areas. • Continue, expand and accelerate the urban renewal program. • Meet with Rural Development & Land Reform to unlock funding granted through the NDPG. 		
	Land use management	<ul style="list-style-type: none"> • Preparation and introduction of wall-to-wall Land Use Scheme. • Training of traditional councils on land use management. 	Approved wall-to-wall scheme by 2015.	Manager IDP and Planning
	Geographic Information Management Systems	<ul style="list-style-type: none"> • Establish GIS desk within the municipality. • Collect GIS data from service providers that have done work within the municipality. • Survey all projects being undertaken within the municipality and integrate them into the GIS system. 	Fully developed GIS data base by 2015.	Director Economic Development and Planning.

OBJECTIVE	SUB-PROGRAMMES	ACTION PLAN/STRATEGIES	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	Land	<ul style="list-style-type: none"> • Identification of land for a regional cemetery. • Resolve land issues in areas that abut onto Sundumbili and Isithebe. • Develop a strategic land release strategy. 	Amount of land released to the municipality per annum.	Director Economic Development and Planning.
To ensure that development in Mandeni Municipality occurs in an environmentally sensitive manner.	Environmental management	<ul style="list-style-type: none"> • Develop a strategic environmental assessment of the SDF and sector plans. • Participate actively in the coast care programme. • Undertake community environmental management campaign. • Implement the environmental and coast a 		Director Economic Development and Planning.

4.6 STAKEHOLDER MANAGEMENT

The MLM will make a huge difference in its development programs by engaging the right organisations in the most effective way. Stakeholder management is therefore an important aspect of the MLM's organisational strategy, and is vital for winning support from other organisations. This will position the organisation to use the inputs of the most powerful stakeholders to shape its development initiatives and programs at an early stage.

Gaining support from powerful stakeholders can help the MLM to win more resources – this makes it more likely that projects will be successful. By communicating with stakeholders early and frequently, the MLM will ensure that they fully understand what the municipality seeks to achieve, and thus provide direct support when necessary. Stakeholder management will also enable the MLM to anticipate the reaction of stakeholders, and incorporate the actions that will win their support in the project design.

INVOLVE IN MUNICIPAL AFFAIRS:

- Local communities.
- Ward committees
- Employees/staff.
- Rates Payers.
- Non-governmental Organizations (NGOs)
- Community Based Organizations (CBOs).
- Faith Based Organizations (FBOs)
- Organized interests groups.
- Political parties.
- Organized labour.
- Traditional councils.

ESTABLISH PARTNERSHIPS:

- Ingonyama Trust
- Ithala Bank
- Ezemvelo KZN Wildlife
- Department of Human Settlements.
- Business/private sector organizations.
- Government Departments.
- Adjoining local municipalities.
- Ilembe District Municipality.
- Service providers.
- Development Bank of South Africa (DBSA)
- Industrial Development Corporation (IDC)

STATUTORY COMPLIANCE:

- South African Receiver of Revenue.
- Provincial Treasury.
- National Treasury
- Auditor General
- Department of Cooperative Government and Traditional Affairs.
- Department of Labour
- Department of Agriculture and Environmental Affairs

KEEP INFORMED:

- Informal traders.
- Taxi associations.
- Cooperatives.
- Vulnerable groups.
- Project beneficiaries.
- Developers.
- Development applicants.

5 STRATEGIC MAPPING

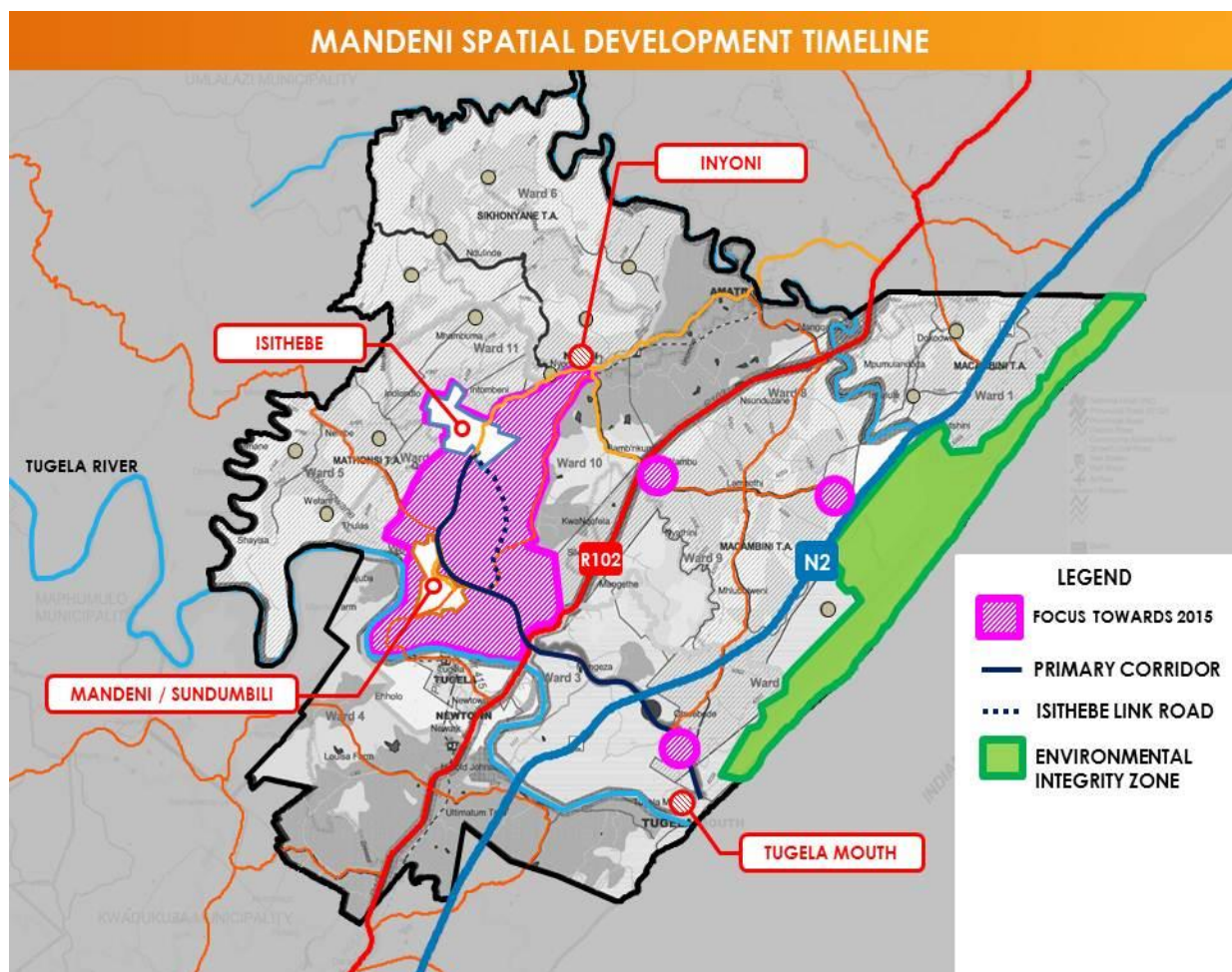
5.1 MANDENI SPATIAL FOCUS AREAS (2013-2015)

The region identified within the pink polygon indicates the immediate areas around Mandeni CBD and Sundumbili which will come under pressure to develop into urban areas as part of the “City Building 2015” Region. Movement and connectivity will become important considerations hence the need to prioritise the development of the road from Tugela Mouth to Isithebe in addition to the dedicated link road to Isithebe to handle the increased freight.

The three nodes of Wangu, Amatikulu and Ohwebede are also anticipated to experience growth as depicted by the larger pink circles illustrating a potential densification of these

Map 2: Mandeni SDF Timeline

nodes.



5.1.1 EXPANSION OF KEY DEVELOPMENT NODES

5.1.1.1 MANDENI/SUNDUMBILI

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.

The primary investment zone is to a certain extent serviced with infrastructure and consists of high order facilities as it accommodates Municipal Offices, Sappi, and various 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.

Public interventions envisaged in this area relate to:

- Implementation of the Sundumbili Urban Node Regeneration project funded by the Department of National Treasury through the Neighborhood Development Partnership Grant (NDPG) fund amounting to R132 million public investments over the next five year period.
- Extending the Mandeni Scheme to the entire primary node area in order to more effectively manage land use within the area. The intention is to stimulate mixed use development within publically acceptable and responsible parameters.
- Promoting and establishing Public-Private-Partnerships in the development and management of the node.

5.1.1.2 ISITHEBE 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 serves as a growing industrial node, mainly due to its locality. Public interventions envisaged in this area relate to:

- Preparing a Local Area Plan for the Urban Complex of which this node forms part and ensure that the access and support services within the areas support the continued and uninterrupted functioning of not only the node, but also the ability of surrounding local employees to access the area.

- Investigation and implementation of a more direct link road between the node and the R102 Corridor.
- Co-ordination of regional marketing efforts of the industrial node in conjunction with Enterprise Ilembe.

5.1.1.3 CATALYTIC ROUTS AND CORRIDORS

The P532 provide another important link between the Mandeni areas 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 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.

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.

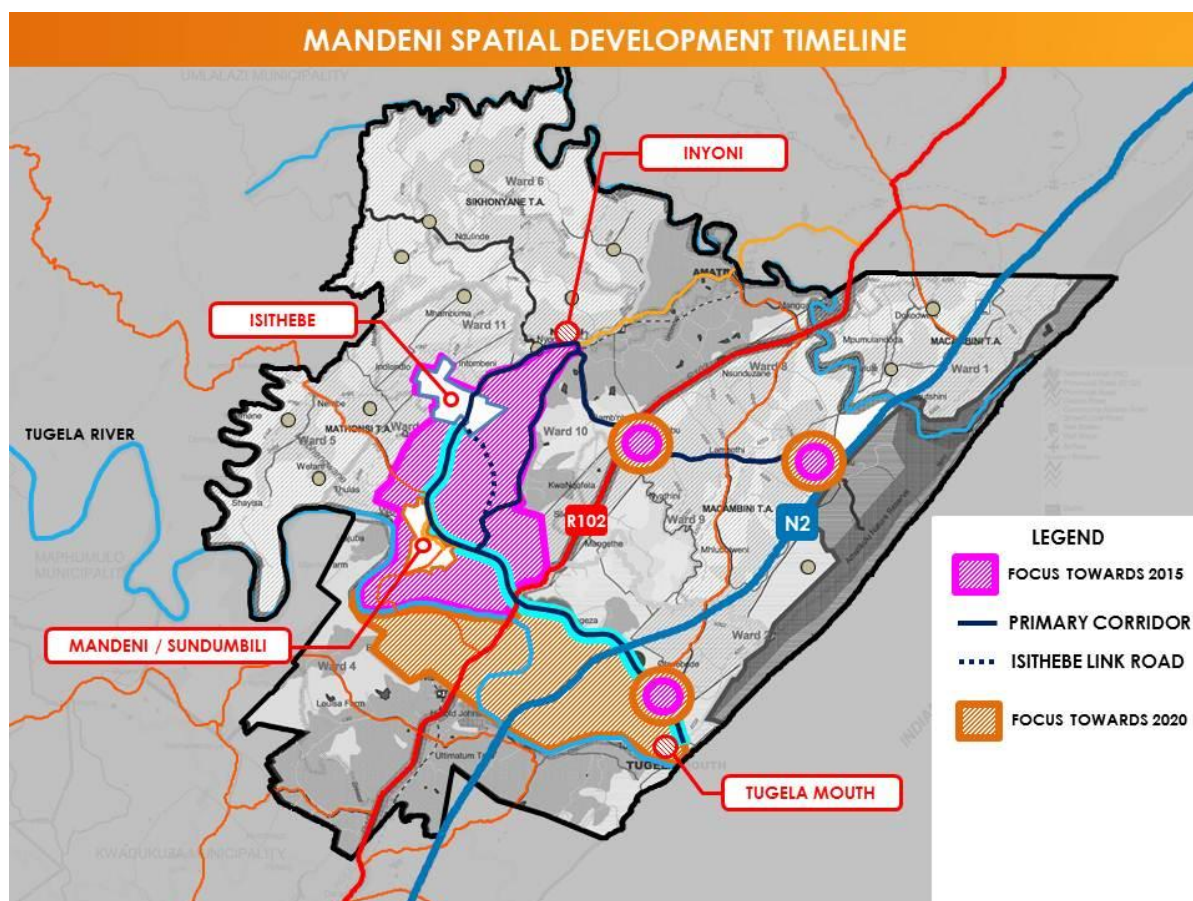
5.1.2 MANDENI SPATIAL FOCUS AREAS (2016-2020)

This figure depicts the projected growth direction of the “city building “region towards the N2 and south eastern parts of the municipality and the Tugela Mouth area where there is expressed mixed use development interest. Although rural in nature, due to its locality, it serves as vital service centres to especially commercial farmers and communities from

traditional authority areas. Tugela Mouth, located along the Activity Corridor, have been identified as rural service centre and often serve as residential destinations in their own right.

This area will become highly attractive to tourism and related developments due its location

Map 3: Focus Towards 2020



on the estuary and the improved connectivity to the N2 and to the Mandeni CBD.

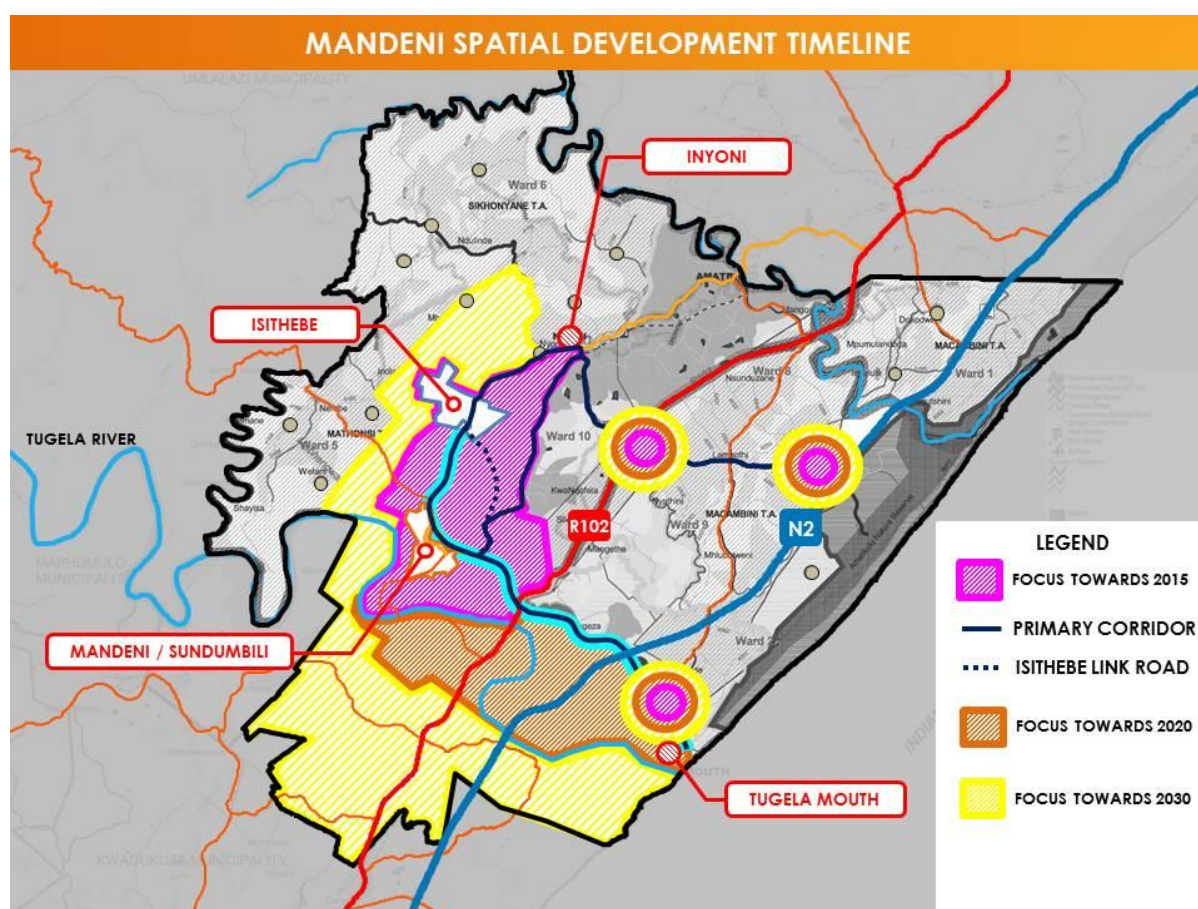
Further growth is also anticipated in the settlements of Wangu, Amatikulu and Ohwebede as these node begin to develop the critical mass required to attract private sector investment in the retail and services industries. These nodes were identified as activity point by the existing and (potential future) clustering of primary services. It serve as the first entry point to service delivery in the rural areas and provide 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. Public interventions envisaged in this area relate to:

- Promoting the delivery of primary social services at these points.

- Ensuring that the access intersections associated with these points are upgraded and maintained.
- Providing for public transport facilities at these points.
- Supporting small business development at these nodes as first economic entry for many entrepreneurs.

5.1.3 MANDENI SPATIAL FOCUS AREAS (2020-2030)

Map 4: Focus Towards 2030



The growth of Mandeni by 2030 is anticipated to have reached the southern boundaries of the Mandeni jurisdiction as demand for suitable land for development increases. The land currently under agriculture will face increased competition as land values increase in the areas immediately around the growing “city building” region. By the year 2030, it is anticipated that the settlements of Wangu, Amatikulu and Ohwebede will have grown even larger and will necessitate the development of significant road infrastructure especially to link Amatikulu and Wangu to Isithebe and the Mandeni/ Sundumbili complex.

The settlement of Ohwebede and Amatikulu will serve as gateways into the Amatikulu nature reserve, a significant eco-tourism attraction in the municipality, while Wangu is

anticipated to grow into mixed use node linked to Isithebe and logistics in that area due to its proximity to the R102 and the N2. The Amatikulu Nature Reserve must be retained as an Environmental Integrity Zone where development will be monitored and controlled.

5.2 IMPLEMENTATION PLAN

5.2.1 SECTOR DEPARTMENTS PROJECTS

Table 24: DEDT Projects

NAME OF THE PROJECT DEDT	WARD NO.	STATUS	MTEF 3 TEAR		
			2013/14	2014/15	2015/16
Cut flower Project	Nyoni	Implementation	R 1 500 000	R 500 00.00	R 500 000.00
SMME skills Training	All	Implementation	R 167 200.00	R 183 920.00	R 202 312.00
Pre finance Training	All	Implemented	R 86 500.00	R 95 150	R 104 665.00
Royal Show Exhibition		Implemented	R 91 124.00	R 100 236.40	R 110 260.00
Informal Trader Stalls	15	Construction	R1716,200		
Inyoni Craft Center	8	Construction	R305,000		

Table 25: Department of Education Projects

PROJECT TYPE	NAME OF PROJECT	WARD NO.	STATUS	MTEF 3 YEAR		
				2013/14	2014/15	2015/16
New Schools	Cranburn P		Design			
New Schools	New Isithebe S		Design			
New Schools	New Inyoni Int Dev P #1		Design			
New Schools	New Inyoni Int Dev S #1		Design			
New Schools	New Lower Tugela P #2 (Hlomendlini)		Design			
Upgrades & Additions	Khululekani P	9	Design			
Upgrades & Additions	Ingulule P	8	Design			
Upgrades & Additions	Madlanga Js	2	Design			
Upgrades & Additions	Mpiyakubo P		Design			
Early Childhood Development	Sikhonyane P	6	Completed			
Early Childhood Development	Thekelimfundo P	1	Design			
Early Childhood Development	Ubuhlebesundumbili P	14	Construction			
Early Childhood Development	Dunga Jp	12	Identified			
Early Childhood Development	Emhlabulweni P	2	Identified			
Early Childhood Development	Gcwalamoya P	10	Identified			
Early Childhood Development	Iwetane P	5	Identified			
Early Childhood Development	Khayalemfundo Jp	13	Identified			
Early Childhood Development	Macambini P	9	Identified			

PROJECT TYPE	NAME OF PROJECT	WARD NO.	STATUS	MTEF 3 YEAR		
				2013/14	2014/15	2015/16
Early Childhood Development	Mandeni P (Reserve 21)	10	Identified			
Early Childhood Development	Whebede P		Identified			
Curr Upgrades	Ndondakusuka Ss	9	Identified			
Curr Upgrades	Wosiyane S	18	Identified			
Curr Upgrades	Isinyabusi H	8	Identified			
Curr Upgrades	Mthengeni H	16	Identified			
Curr Upgrades	Sikhuthele H	2	Identified			
Full Service Schools	Macambini P	9	Construction			
Model Sch	Mthengeni H S	16	Identified			
Technical High Schools	Nkwenkwezi S	6	Identified			
Repairs And Renovations	Emthaleni P	2	Identified			
Repairs And Renovations	Mgandeni H	5	Identified			
Repairs And Renovations	Udumo H	14	Identified			
Repairs And Renovations	Nkomidli P	6	Identified			
Repairs And Renovations	Wangu P	8	Identified			

Table 26: Department of Human Settlement Projects

NAME OF PROJECT	WARD	STATUS	MTEF 3 YEAR		
			2013/14	2014/15	2015/16
Masomonce (500 sites)	10	In completion stage	0	0	0
Sikhonyane (1000 sites)	6 , 11	In Construction	9 750	3 250	0
Inyoni (2741 sites)	10	In Construction	21 090	16 300	11 950
Macambini Ext 2 (2000 sites)	1 , 2 , 8	Planning Stage	2 600	6 500	6 500
KwaMathonsi/Sundumbili Phase 2 (1000 sites)	12	Packaging, fesaibility studies underway	4 537	7 150	2 275
Isithebe (3193 sites)	11 , 16	Packaging, fesaibility studies underway	2 577	6 500	6 500
Manda Farm (2000 sites)	7	Packaging, fesaibility studies underway	0	0	1 289
KwaMathonsi Rural Phase 2 (500 sites)	5	Identified in IDP, not in MTEF	0	0	0

Table 27: Department of Health Projects

NAME OF PROJECT	WARD NO.	STATUS	MTEF 3 YEAR		
			2012/13	2013/14	2014/15
Sundumbili CHC	15	Award	R 0	R 200 000	R 4 252 000
Isithebe Clinic	10	Construction	R 6 414 000	R 11 046 000	R 425 000
Ndulinde Clinic:	6	Complete	R 2 760 000	R 216 000	R 0
Macambini Clinic	2	Construction	R 2 304 000	R 487 000	R 0

5.3 5-YEAR CAPITAL INVESTMENT PLAN

6 FINANCIAL PLAN

6.1 FINANCIAL MANAGEMENT STRATEGIES

The main source of income for the municipality is government grants, and there's therefore a very limited tax base for the municipality. In view of this situation as well as the financial difficulties resulting from the global credit crunch, the municipality recognizes the need for innovative measures to be taken and strategies to be devised to counter the negative impact of the situation. These strategies will be aimed at ensuring that in the short term all reasonable efforts are taken to collect all possible revenues due to the municipality, and that aggressive but realistic plans are put in place to increase the municipality's revenue base in the long-term. The measures that the municipality will put in place and the strategies to be employed are guided by and in compliance with legislation governing local government, particularly the following:

- Municipal Systems Act, 2000 (MSA);
- Municipal Finance Management Act, 2003 (MFMA);
- Municipal Property Rates Act, 2004 (MPRA);

An overview of the measures to be taken and strategies to be implemented is provided in the subsequent sections.

6.1.1 STRENGTHENING DEBT COLLECTION AND CREDIT CONTROL

One of the municipality's key projects for the 2013/14 financial year has been the upgrade of the financial management system as well as strengthening its debt collection systems. This is to ensure that although the municipality lacks a broad revenue base, it is able to collect all the revenues due to it in the short to medium term. Data cleansing is the key to finalize the processes.

6.1.2 MANAGING OPERATING COSTS

As part of its institutional maturity and growth, the municipality is budgeting for the renovation of office building. Linked to it is implementation of the new organisational structure that is aimed at improving the delivery of services for the community. Both these developments will have financial implications for the municipality in the form of equipment, infrastructure, staff salaries, as well as the operating costs of the offices. The municipality intends to manage these costs carefully to manage the unintended consequences of growth

and to ensure medium term financial viability. This includes prioritizing the filling of critical posts, re-skilling and training of existing staff, as well as the management of the municipal fleet and plant.

6.2 OPERATING REVENUE AND EXPENDITURE FRAMEWORK

The Table that follows indicates the expected operating revenue for Mandeni Municipality. It includes revenue that would actually flow into the Municipality for billed, but not collected income. The “bottom line” is the disposable operating revenue, i.e. the amount that the Municipality would have to allocate in terms of this Financial Plan.

KZN291 Mandeni - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Current Year	2013/14 Medium Term Revenue & Expenditure Framework		
			2012/13	Budget Year	Budget Year	Budget Year
R thousand			Original Budget	2013/14	+1 2014/15	+2 2015/16
Sustainable Services	Electricity		14,812	13,173	13,823	14,547
Sustainable Services	Waste Management		9,966	11,919	11,640	11,719
Sustainable Services	Health		2,644	–	–	–
Sustainable Services	Community		6,898	8,743	9,189	9,685
Infrastructure	Roads & Stormwater		15,085	9,341	9,177	8,359
Infrastructure	Cemeteries		303	225	236	249
Infrastructure	Housing		–	–	–	–
Infrastructure	Public Amenities		4,980	5,907	6,209	6,547
Good Governance	Support Services		14,506	10,585	11,126	11,732
Good Governance	Integrated Planning		4,820	4,943	4,930	5,516
Good Governance	Financial Management		19,202	19,005	33,763	60,050
Good Governance	Human Resources Management		8,682	10,747	11,299	11,918
Good Governance	Executive and Council		18,168	23,678	24,906	26,287
Environmental Management	Land Management		–	–	–	–
Economic Development	Local Economic Development		2,756	3,977	4,176	4,399
Social Development	Culture & Sport		636	584	614	648
Social Development	Public Participation					
Safety & Security	Security					
Safety & Security	Road Safety		8,241	12,344	14,028	14,607
Allocations to other priorities						
Total Expenditure			131,700	135,171	155,114	186,264

Operating Revenue and Expenditure Framework.

6.2.1 SUMMARY OF THE 2012/13 BUDGET AND DRAFT 2013/2014 BUDGET IS AS FOLLOWS:

KZN291 Mandeni - Table A1 Budget Summary

Description	Current Year 2012/13	2013/14 Medium Term Revenue & Expenditure Framework		
	Original Budget	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousands				
Total Revenue (excluding capital transfers and contributions)	131,700	135,261	153,597	185,803
Total Expenditure	131,700	135,171	155,114	186,264
Surplus/(Deficit)	0	90	(1,518)	(461)
<u>Capital expenditure & funds sources</u>				
Capital expenditure	54,988	68,288	72,775	73,396
TOTAL BUDGET	186,688	203,459	227,889	259,660

TABLE: Summary 2012/13 & 13/14 Budgets

6.2.2 SUMMARY OF EXPENDITURE BY DEPARTMENT IN RESPECT OF THE OPERATING BUDGET:

KZN291 Mandeni - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Current Year	2013/14 Medium Term Revenue & Expenditure Framework		
	2012/13	Budget Year	Budget Year	Budget Year +2
R thousand	Original Budget	2013/14	+1 2014/15	2015/16
Revenue by Vote				
Vote 1 - Executive and Council	4,141	6,478	7,790	8,113
Vote 2 - Budget and Terasury	100,863	100,192	116,605	146,978
Vote 4 - Community and Social Services	806	1,667	1,745	1,828
Vote 5 - Sport and Recreation	12	12	13	13
Vote 6 - Public Safety	344	344	361	380
Vote 9 - Planning and Development	300	300	315	331
Vote 12 - Waste Management	9,966	10,387	10,896	11,463
Vote 13 - Electricity	14,972	15,880	15,872	16,697
Total Revenue by Vote	131,700	135,261	153,597	185,803
Expenditure by Vote to be appropriated				
Vote 1 - Executive and Council	18,168	23,678	24,906	26,287
Vote 2 - Budget and Terasury	19,202	19,005	33,763	60,050
Vote 3 - Corporate Services	8,682	10,747	11,299	11,918
Vote 4 - Community and Social Services	7,202	8,968	9,425	9,934
Vote 5 - Sport and Recreation	636	584	614	648
Vote 6 - Public Safety	8,241	12,344	14,028	14,607
Vote 9 - Planning and Development	22,082	19,505	20,232	21,648
Vote 10 - Environmental Protection	4,980	5,907	6,209	6,547
Vote 11 - Road transport	15,085	9,341	9,177	8,359
Vote 12 - Waste Management	9,966	11,919	11,640	11,719
Vote 13 - Electricity	14,812	13,173	13,823	14,547
Total Expenditure by Vote	131,700	135,171	155,114	186,264
Surplus/(Deficit) for the year	0	90	(1,518)	(461)

TABLE: Summary of Expenditure by Department

6.2.3 SUMMARY OF EXPENDITURE AND INCOME PER CATEGORY IN RESPECT OF THE OPERATING BUDGET;

KZN291 Mandeni - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Current Year 2012/13	2013/14 Medium Term Revenue & Expenditure Framework		
	Original Budget	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand				
Revenue By Source				
Property rates	26,596	25,314	26,554	27,935
Property rates - penalties & collection charges	450	450	472	497
Service charges - electricity revenue	12,598	12,556	13,171	13,856
Service charges - refuse revenue	5,874	6,050	6,347	6,677
Rental of facilities and equipment	190	190	199	210
Interest earned - external investments	1,800	2,000	2,098	2,207
Fines	55	55	58	61
Licences and permits	250	250	262	276
Transfers recognised - operational	68,846	80,781	97,234	126,509
Other revenue	15,042	7,616	7,202	7,577
Gains on disposal of PPE	-	-	-	-
Total Revenue (excluding capital transfers and	131,700	135,261	153,597	185,803
Expenditure By Type				
Employee related costs	41,398	43,332	45,672	48,320
Remuneration of councillors	7,969	9,021	9,509	10,060
Debt impairment	2,842	2,842	2,981	3,136
Depreciation & asset impairment	4,759	2,000	2,675	2,808
Bulk purchases	9,300	10,084	10,578	11,128
Other materials	11,523	13,966	14,650	15,412
Contracted services	11,014	14,290	16,041	16,689
Other expenditure	42,894	39,637	53,009	78,710
Total Expenditure	131,700	135,171	155,114	186,264
Surplus/(Deficit)	0	90	(1,518)	(461)
Transfers recognised - capital	38,905	36,857	37,980	35,313
contributions	38,905	36,947	36,462	34,852
Taxation				
Surplus/(Deficit) after taxation	38,905	36,947	36,462	34,852
Attributable to minorities				
Surplus/(Deficit) attributable to municipality	38,905	36,947	36,462	34,852
Share of surplus/ (deficit) of associate				
Surplus/(Deficit) for the year	38,905	36,947	36,462	34,852

TABLE: Summary 2012/13 & 13/14 Expenditure and income

6.2.4 NATIONAL TREASURY GRANTS AS PER DORA ACT:

KZN291 Mandeni - Supporting Table SA18 Transfers and grant receipts

Description	Current Year	2013/14 Medium Term Revenue & Expenditure Framework		
	2012/13	Budget Year	Budget Year	Budget Year
R thousand	Original Budget	2013/14	+1 2014/15	+2 2015/16
RECEIPTS:				
Operating Transfers and Grants				
National Government:	67,309	77,830	94,350	123,491
Local Government Equitable Share	65,009	74,290	90,567	119,471
Finance Management	1,500	1,650	1,800	1,950
Municipal Systems Improvement	800	890	934	967
EPWP Incentive	-	1,000	1,049	1,104
Other transfers/grants [insert description]				
Provincial Government:	1,537	2,951	2,884	3,018
District Municipality: [insert description]	-	-	-	-
Other grant providers: [insert description]	-	-	-	-
Total Operating Transfers and Grants	68,846	80,781	97,234	126,509
Capital Transfers and Grants				
National Government:	37,189	34,347	37,980	35,313
Municipal Infrastructure Grant (MIG)	25,659	29,347	32,980	35,313
Neighbourhood Development Partnership	11,530	5,000	5,000	-
Provincial Government:	1,716	2,510	-	-
Small towns rehabilitation	1,716	2,510	-	-
District Municipality: [insert description]	-	-	-	-
Other grant providers: [insert description]	-	-	-	-
Total Capital Transfers and Grants	38,905	36,857	37,980	35,313
TOTAL RECEIPTS OF TRANSFERS & GRANTS	107,751	117,638	135,214	161,822

TABLE :National Treasury and Provincial Grants