

**MANDENI LOCAL MUNICIPALITY**

**INTEGRATED DEVELOPMENT PLAN  
2009/2010 REVIEW**

**March 2009**



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**ABBREVIATIONS USED IN THIS DOCUMENT**

AsgiSA	-	Accelerated and Shared Growth Initiative for SA	MTCT	-	Mother-To-Child HIV Transmission
AOC	-	Aircraft Operating Company	NHBRC	-	National Home Builders Registration Council
BEE	-	Black Economic Empowerment	NSDP	-	National Spatial Development Perspective
CBD	-	Central Business District	PGDS	-	Provincial Growth and Development Strategy
CSC	-	Community Service Centre	PIMS	-	Planning, Implementation and Management System
DBSA	-	Development Bank of South Africa	PMS	-	Performance Management System
DFP	-	Development Framework Plan	PTO	-	Permission to Occupy
DLTG	-	Department of Local Government and Traditional Affairs	RDP	-	Reconstruction and Development Programme
DM	-	District Municipality	RIDS	-	Regional Industrial Development Strategy
DOE	-	Department of Education	RRTF	-	Rural Road Transport Forum
DOH	-	Department of Housing	RSC	-	Regional Service Centre
DOT	-	Department of Transport	SADC	-	Southern Africa Development Community
EIA	-	Environmental Impact Assessment	SEA	-	Strategic Environmental Assessment
EMP	-	Environmental Management Procedure	SDF	-	Spatial Development Framework
EPWP	-	Extended Public Works Programme	SDBIP	-	Service Delivery and Budget Implementation Plan
EXCO	-	Executive Committee	SDP	-	Site Development Plan
GE	-	Gender Equity	SMME	-	Small, Medium and Micro Enterprise
GGP	-	Gross Geographical Product	TA	-	Tribal Authority
GIS	-	Geographical Information System	TLC	-	Transitional Local Council
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome	VTC	-	Voluntary Testing and Counselling
IDP	-	Integrated Development Plan	WSDP	-	Water Services Development Plan`
ISRD	-	Integrated Sustainable Rural Development Programme			
ISRDS	-	Integrated Sustainable Rural Development Strategy			
KZN	-	KwaZulu-Natal			
LED	-	Local Economic Development			
LM	-	Local Municipality			
LRAD	-	Land Redistribution for Agricultural Development			
LUMF	-	Land Use Management Framework			
LUMS	-	Land Use Management System			
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)			
MFMA	-	Municipal Finance Management Act No. 56 of 2003			
MIG	-	Municipal Infrastructure Grant			
MPS	-	Multi-Purpose Service Centre			
MTC	-	Medium-Term Capital Framework			

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## SECTION A: EXECUTIVE SUMMARY

### A1. Mandeni Municipality in Context

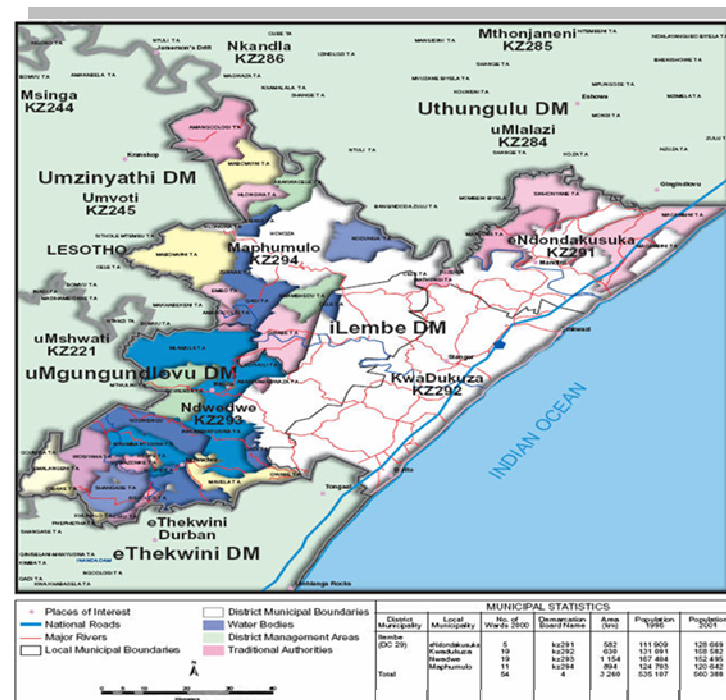
Mandeni Local Municipality is strategically located midway between Durban and Richards Bay, and lies on the development corridor on the North Coast between these two major port cities in KwaZulu-Natal. It is located on the major railway and road transportation routes which link these two economic hubs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

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

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

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

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



### A2. The Challenges We Face

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

- **Roads:** Most of the wards, especially those that have gravel roads were concerned about the state of gravel roads and access roads. There is a dire need for maintenance and upgrade of the entire existing road infrastructure throughout the municipal area.

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

### A3. *The Opportunities We Offer*

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

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

- Centrally located to the province's other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZN's natural attractions and two World Heritage Sites.

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

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

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

The historical events which occurred in this area include:

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

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

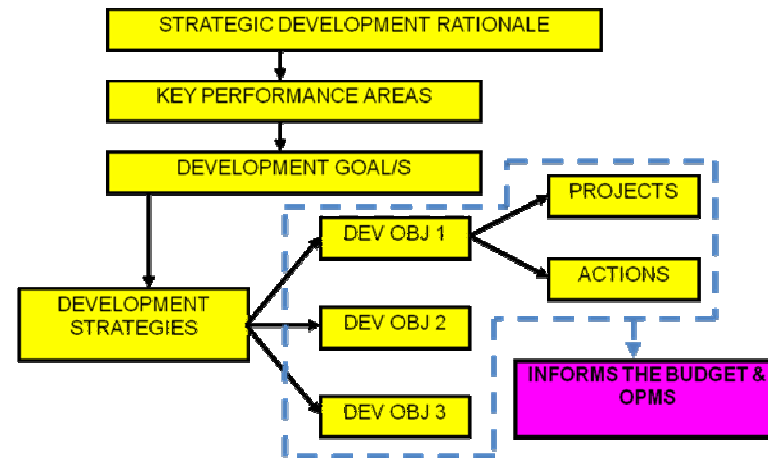
The identification of eThekweni-Mhlathuze Corridor places Mandeni Local Municipality in an advantageous position as it is located in-between these two municipalities. It stands to benefit hugely from economic activities that will accrue as a result of this initiative. The proposed establishment of Dube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

#### A4. Strategies for Improvement

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

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

- Ensuring sustainable livelihoods through the integrated development of all the assets of the Municipality, i.e. human capital, social capital, natural capital, physical capital, financial capital and political capital.



#### A5. Mandeni Municipality 5 Years from Now

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

The future of Mandeni is also focused on developing the Municipality's comparative advantage. Mandeni Municipality is strategically located between two of Africa's largest trade ports, i.e. Durban and Richards Bay with the N2 eThekweni-iLembeuThungulu Corridor, also referred to as a Multi-sectoral Service Corridor, passing through its economic core. This advantage is further strengthened by the proposed Dube Trade Port development on southern boundary of the District Municipality. The Mandeni Municipality has competitive advantaged as it presents the untouched natural resources, biodiversity species, historical sites/ events and aesthetic beauty of the pristine coast. The Mandeni Municipal SDF acknowledges the unique features presented by the coast and therefore encourages. The natural look is considered as the Municipal selling point, therefore any future development particular around the coast must uphold and enhance the natural theme. The Municipality enjoys excellent

regional transport infrastructure network with the N2 including railway lines which serves as important links the two major ports in the province. These aspects provide for ample opportunity to attract economic investment that will benefit all the communities of iLembe and must be made widely known and propagated to promote iLembe as a prime business and development District. iLembe is also soon to embark on its development and marketing as a prime business and investment hub.

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

#### **A6. Measuring Our Progress**

The process of developing an organisational performance management system for the Municipality was completed in July 2004, followed by the development of the individual performance management system. The completion of the two phases marked the beginning of the consultation and the preparation for implementation of the system. Two organisational performance reviews have already been conducted in line with the measures set, the results of which have been used in identifying areas requiring attention as well as in informing the 2008/9/10 IDP Review. This PMS is being applied and a monitoring, evaluation and review needs to be undertaken to establish the levels of performance and extent to which KPIs are met.

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

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

Individual PMS (EPAS) was cascaded to section 57 employees. But the process to cascade individual PMS is commencing this month of December 2007 after we had appointed an official to deal with it. The employees will be requested to fill in

performance assessment form and submit them back to HR for filling. Employees will be assessed by their supervisors on quarterly bases and at the end of the financial year.

#### **A7. Developing the Mandeni IDP**

The comprehensive IDP for the five year circle 2007- 20012 was prepared and tabled before Council for adoption in 2007 in accordance with the Municipal systems Act No 32 of 2000. Mandeni Municipality is of the opinion that although IDP is a five year plan, it must be contextualised in an enabling planning horizon of a long term vision in order to make resources sense. IDP should deliver to a said vision. The Vision should be based on a planning horizon of 30 years divisible into 6 sets of five year IDP's. The principal IDP 2007-2012 has been reviewed annual in quest of improving on shortcomings as identified through self assessment and the MEC comments. An IDP Process Plan reflecting the approach of the Mandeni Municipality to the preparation and the review of the 2009/2010 IDP and to ensure that proper coordination between and within the spheres of government occurs was prepared and adopted by Council in its meeting held in September 2008. Amongst other things the IDP process plan provides for the following:

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

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

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## INTRODUCTION

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

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

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

Newly elected municipal Council may:

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

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

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

This Mandeni 2009/2010 IDP Review is also done within the context of newly formulated and revised guidelines of the KwaZulu-Natal Provincial Government's Department of Local Government and Traditional Affairs for the review and assessment of IDPs. These guidelines specifically provide clarification on the contents and format of reviewed IDPs for their subsequent assessment.

## STATE OF THE KZN PROVINCE

In his State of the Province address on 13 February 2008, the Premier of KwaZulu-Natal specifically made mention of the following aspects that impact on the Province's and more specifically, iLembe's developmental road ahead:

- The Province's Architectural Plan of how seek to build on a rich heritage and make KZN a "must-see" destination.
- The King Shaka International Airport that creates numerous opportunities – not only economically, but also culturally by commemorating King Shaka's legacy by enhancing the iconic status of the site in KwaDukuza.
- The 24 Apex Priorities that have now been formalised by President Mbeki in his State of the Nation Address on Friday, 8 February and which will now be taken forward by the KZN Provincial Government after its Indaba held at Ugu District in October 2007 where the following Programme of Action was adopted:
  - Implementation of Anti-Poverty Strategy and Second Economy interventions.
  - Fighting crime and eradicating corruption.
  - Integrated Approach to Basic Service Delivery.
  - Development of Human Capability and Quality Education.
  - Provincial Infrastructure and Investment Strategy.
  - 2010 FIFA World Cup.
  - Enhancing key areas of International Relations.
  - Building the capacity of the State to deliver.
  - Agrarian Revolution, Land & Food Security.
  - Accelerate the fight against HIV and AIDS, other communicable diseases and promote healthy lifestyle.
  - Patriotism and social cohesion.
- There is great need to invest in education and training. It is also imperative to launch an offensive against crime, poverty and disease. These could and will not be successfully carried out without ensuring that the machinery of Government functions collectively with communities and implemented optimally, efficiently and effectively.
- Infrastructure backlogs need to be addressed as a matter of priority. The total number of households in the Province is 2,2 million with 700 000 (31%) of these households being without portable water nearby. In respect of sanitation, 1 million do not yet enjoy basic sanitation and therefore basic human dignity. In

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respect of electricity, 773 644 (34,1%) households do not have an electricity connection.

- Time has come to leverage unique growth and development opportunities (2010 FIFA Soccer World Cup, development corridors, Dube Trade Port, etc.) and to implement a policy to encourage the development of integrated resort communities and tourism attractions that will create an economic and social multiplier on the investments made. The social and economic benefits to the people of KZN include skills training, employment, improvements to infrastructure, educational, health, vocational and commercial opportunities as well as specific economic benefits to the local community and the Province from the revenues generated.
- Economic growth and the Province's own economic development strategy which was developed over the last three years, aims to:
  - Transform the structure of the Provincial economy and narrow and eventually eliminate the gap between the first and second economies.
  - Increase investment in the Province.
  - Build skills and capacity.
  - Broaden participation in the economy.
  - Increase competitiveness.
- The PSEDS database provides a mechanism to capture and reflect all capital projects spatially over the MTEF period whilst the Provincial Nerve Centre is being used to obtain a single view of the Province.
- The KZN Growth Fund has approved projects with an estimated value of R414 million spread across key economic sectors such as manufacturing, transportation and logistics and agri-processing. This investment is set to yield an estimated 836 new and direct jobs.

The Premier concluded by committing to "meeting your aspirations through accelerated service delivery", taking pride in the fact that together KwaZulu-Natal has been created as a peaceful province with a vibrant economy, with a pride of ancestry and a clear vision for the future.

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## SECTION B: ANALYSIS OF CURRENT REALITIES

### B1. Local/Regional Context

The Mandeni Municipality area (KZ291) lies on the east coast of KwaZulu-Natal, between the two main cities Durban and Richards Bay, it borders uMlalazi Municipality in the North immediately after the Amatikulu river, the cross border interface is mainly agriculture with vast pieces of sugar cane farms as well minimal forestry and or timber plantation whilst the western part in the inland is vastly traditional settlement. In the south it borders with KwaDukuza Municipality in the south bank of Tugela River, in terms of cross border alignment the dominant use from both ends is sugarcane fields.

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

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

Informal settlements with limited to none facilities or infrastructural services occur on the periphery of the developed areas and within the Isithebe Industrial area and Sundumbili Township. This is also evident in the periphery of well established Sundumbili Township and Mathonsi tribal authority eastwards of the hinterland. Village centres such as Wangu in the west and Nyoni in the north eastern side comprise of commercial and service development in the two tribal authorities Mathonsi & Macambini Tribal Authority.

### B2. Key Features of the Municipality

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

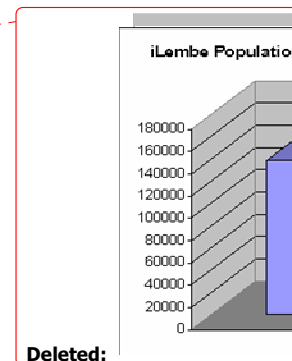
- Location between Africa's two great ports, i.e. Durban and Richards Bay and its excellent transport infrastructure.
- Potential to capitalise on targeted spill over from the major initiatives planned for Durban such as the Dube Trade Port.
- Pristine beaches and a relatively unspoilt natural environment.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

### B3. Demographic and Socio-economic Realities

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

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

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



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

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

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

Ward No.	Common Name	2001	2008	Annual Growth	2014
52901001	Dokodweni	1,679	1,825	0.086	3005
52901002	Wangu	1,447	1,572	0.086	2590
52901003	Mandini	2,433	2,644	0.086	4354
52901004	Hlomendlini	3,533	3,839	0.086	6323
52901005	Inembe	1,165	1,266	0.086	2085
52901006	Ndulindle	1,689	1,835	0.086	3023
52901007	Manda Farms	2,212	2,404	0.086	3959
52901008	Mangete	1,204	1,308	0.086	2155
52901009	Macabini	1,506	1,637	0.086	2695
52901010	Inyoni	2,349	2,553	0.086	4204
52901011	Isithebe	2,313	2,514	0.086	4140
52901012	Mathonsi	3,627	3,941	0.086	6491
52901013	Redhill	1,343	1,459	0.086	2404
52901014	Chappies B	2,524	2,743	0.086	4517
52901015	Chappies A	1,037	1,127	0.086	1856
52901016	VusiMuzi	951	1,033	0.086	1702
<b>TOTAL</b>		<b>31,012</b>	<b>33701</b>	<b>0.086</b>	<b>55 504</b>

Profile of South Africa, 2004-2005

Factors	2004	2005

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

Source: World Bank, April 2006

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

Table B3.1: Population Density

	Population 2001	Population 2007	Households	Population Density (people/km2)
iLembe District	560 393	564 532	121 285	150.39
Mandeni	128 671	138 736	31 217	208.28

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

	iLembe District Municipality	Mandeni LM
African Black	91.00	95.29
Coloured	0.46	0.48
Indian Asian	6.68	2.43
White	1.85	1.81
Total	100.0	100.0

Source: Quantec 2007 and Statistics South Africa, Census 2001

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

	Mandeni LM
Ages: 0-4	11.0
Ages: 5-9	12.0

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Ages: 10-14	12.3
Ages: 15-19	12.2
Ages: 20-24	10.1
Ages: 25-29	9.1
Ages: 30-34	7.2
Ages: 35-39	6.5
Ages: 40-44	5.0
Ages: 45-49	3.6
Ages: 50-54	3.2
Ages: 55-59	2.2
Ages: 60-64	2.0
Ages: 65-69	1.4
Ages: 70-74	1.1
Ages: 75-79	0.6
Ages: 80-84	0.4
Ages: 85+	0.2
Total	100.0

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

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

	iLembe District Municipality	Mandeni LM
No schooling	29.8	19.4
Some primary	19.7	19.7
Complete primary	5.9	6.6
Some secondary	25.5	30.7
Std 10/Grade 12	15.4	20.1
Higher	3.7	3.6
Total	100.0	100.0

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

The table indicates that relatively large segment of the population (30.7%) has at least secondary level of education, whilst there 20.1% segment of the population has

obtained the grade 12 education. A mere 3, 6 % has obtained higher learning. This reflects low levels of human development and it is anticipated that the skills level has levels has impact in the prevalent stagnant economic growth within the Municipal area.

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

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

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

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

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

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

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Mandeni LM	
Total	100.0
Poverty Segment	77.4

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

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

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

#### B4. Spatial Realities

The differentiation between the urban areas and rural settlements within the Municipality is mainly due to historic settlement patterns based on racial segregation. Most of the needs and backlogs affect the rural communities. The spatial development pattern of Mandeni also presents challenges in terms of this 2007 – 2012 Mandeni IDP and the following aspects are particularly relevant:

#### TOPOGRAPHY

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

- **The Coastal Band:** Up to 15km inland from the coast, this area is flat to undulating and existing river valleys are less incisive than further westwards.

This band accommodates most of the north-south linkages, urban and economic development and particular coastal opportunities.

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

#### MOVEMENT

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

Both roads intersect with the main inland roads consisting of the P145 from 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 alignment of the North Coast Railway also runs along the length of the Municipality, normally in the proximity of the R102. The existing settlement structure is substantially influenced by prevailing topographic conditions, physical access and access to land. Consequently a series of settlement bands parallel to the coast developed. The prevailing settlement structure is also influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east-west linkages and the particular opportunities of the coast.

#### LAND USES

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

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

#### **B5. Environmental Realities**

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

Regrettably, the budget for the preparation of this IDP did not allow for the commissioning of a full environmental report, however considerable work has been done in the area in the past, and this was used as a basis for informing the sector workshop held with key stakeholders to workshop environmental issues. The report prepared by Guy Nicolson in 1996 entitled "Environmental Report on the Greater Mandeni Area" looked at the environmental situation in the greater Mandeni area, including the biophysical environment, existing conservation areas, and agricultural potential, and also identified a number of important environmental opportunities and constraints in the area. Although this report was prepared prior to the demarcation process which established the new municipality, it is useful in identifying some of the environmental issues, as it did look at the greater Mandeni area and was not restricted to the area of the old Traditional Local Council (TLC).

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

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

Another useful source of already published information was the Umlalazi Sub Regional Plan, prepared as part of the Uthungulu Regional Plan. These plans contained considerable useful information and proposals regarding the coastline, as well as the Amatikulu River corridor. The Siyaya Coastal Park is identified as a conservation area along the coast, centred on the Amatikulu Nature Reserve. The Amatikulu River Valley is identified as a conservation corridor, with the Tugela River identified as a "Conservation Special Landscape" area. The spatial aspects of this earlier work were also carried forward for discussion at the environmental sector workshop as possible components of the IDP spatial framework.

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

The

#### **B6. Economic Realities**

### **THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVES**

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

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

- Economic growth as a pre-requisite for the achievement of other policy objectives, key amongst which would be poverty alleviation.

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

#### IMPLICATIONS:

It is important to note that the functional area of Sundumbili/Isithebe Industrial Estate area presents a scenario where 'an area with potential' meets 'an area with poverty density'. This is where a large number of informal settlements are located whilst some of the best performing factories in the region also operates from the estate. Therefore, any municipal investment in this part will result in both economic growth and poverty reduction for the municipal area. However, that doesn't mean exclusion of rural settlements from municipal programmes. The municipality shall coordinate the provision of basic services to these settlements particularly water, electricity and roads since these do not form part of our powers and functions. It also means that the municipality must coordinate the effective provision of social services to these areas such as social security and identity documents, which brings into light the significance of rolling-out of multi-purpose community centres in rural settlements. Lastly, the municipality must be able to assist people from these areas with labour market information i.e. actual employment opportunities, internship and learnership programmes both in the public and private sectors. In this way, the municipal programme will focus on the people and not places as such.

#### ACCELERATED AND SHARED GROWTH OF SOUTH AFRICA

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

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

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

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

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

#### IMPLICATIONS:

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

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

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

#### THE EXPANDED PUBLIC WORKS PROGRAMME

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

#### PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The PGDS puts forward the following priorities for the Province:

- Strengthen governance and service delivery.
- Integrate investment in community infrastructure.
- Sustainable economic development and job creation.
- Develop human capability.
- Develop a comprehensive provincial response to HIV/AIDS.
- Fighting poverty and protection of vulnerable groups in society.

#### IMPLICATIONS:

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

#### PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

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

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

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

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

#### AGRICULTURE SECTOR

Agriculture in KwaZulu-Natal is extremely diverse as is reflected in the patterns of its topography. The rainfall which falls mainly in the summer months is relatively reliable and varies from 400mm to over 1000mm. The soils of KwaZulu-Natal are as diverse as the climate and they too influence the patterns of agricultural production such as sugar cane and maize.

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

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

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

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

The sugar industry makes an important contribution to the local and national economy, given its industrial and agricultural investment, foreign exchange earnings and high employment linkages with major suppliers, support industries and customers.

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

#### MANUFACTURING SECTOR

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

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

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

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

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

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

#### TOURISM SECTOR

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

The sector is able to generate employment opportunities without significant capital investment. About R1 million of tourism spend generates and sustains 11 annual direct and indirect jobs. Tourism outstripped Gold as the leading generator of foreign exchange earnings in South Africa in 2003, generating R53 billion and driving foreign direct spend into the country. In KwaZulu-Natal, tourism total contribution to GGP is standing about R18 billion – about 10% of the provincial economy. The province currently attracts about 1.3 million foreign visitors and 13.9 million domestic tourism trips on an annual basis.

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

It is hoped that the plans set out in this Strategic Plan receive the support and investment to realize the vision of making KZN Africa's leading tourism destination. KwaZulu-Natal tourism industry is fundamental tourist attraction for South Africa. It has

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been estimated that there are approximately 8.4 million domestic tourists from outside and within the province.

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

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

The area was one of the most important agricultural areas of the Kingdom of KwaZulu since the reigns of Kings Malandela, Jama, Senzangakhona, Shaka, Dingane and Mpande. During the reigns of Kings Shaka and Dingane, the eNdongakusuka area formed part of the area regarded as Prince Mpande's sphere of influence. He had his umuzi kwaMfemfe eGcotsheni in Ndulunde, 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 Ndongakusuka 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 eThekweni to destroy the settlers, but they took refuge in their ships, and were not attacked.
- The Battle of Ndongakusuka 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 fort is best viewed from Fort Pearson, which is part of the Harold Johnsons Nature Reserve.

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

KwaZulu-Natal's core tourism market is derived from within its borders. Gauteng is KwaZulu-Natal's most important market. The key destinations are Durban Central and the South Coast, the Midlands and the North Coast. It has been estimated that the domestic that approximately R8 billion per annum in terms of consumer expenditure.

#### **B7. Infrastructure Development Realities**

#### **WATER INFRASTRUCTURE AND SERVICE DELIVERY**

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

The Water services authority still has major backlogs with an over 60 % of the households not having access to water. One of the primary constraints to meeting these backlogs relates to a lack of adequate funding. A further constraint is the availability of bulk water supply. It should be recorded that the District has upgraded Sundumbili water works and it envisaged that this will be able to supply the whole Municipal area. The idea is to pump or draw piped water from the Sundumbili to various reservoirs i.e. Tugela Mouth. Further various options are being investigated at the District Level, with the preferred option being the construction of a dam on the Umvoti River. If funding and raw water become available, the District would need to increase its internal capacity in order to meet the basic needs and persistent backlogs.

Table B8.1: Access to Water Supply within the Municipality

<b>Municipality</b>	<b>Total below water Population</b>	<b>% backlog water</b>	<b>Total below sanitation population</b>	<b>% backlog sanitation</b>
Mandeni	52 557	38%	44 200	32%

<b>Municipality</b>	<b>KZ291</b>	<b>Intervention</b>
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Piped water inside the dwelling	6,521	Acceptable
Piped water inside the yard	7,562	Acceptable
Piped (tap) water to community stand: distance less than 200m from dwelling	2,212	Acceptable
Piped (tap) water to community stand: distance greater than 200m from dwelling	4,384	Priority
No access to piped (tap) water	10,334	Priority
<b>Total</b>	<b>31,013</b>	

Table B8.2: Water Supply services per ward(percentage of households)

Ward No.	Common Name	>=RDP Standard	<RDP Standard
52901001	Dokodweni	216	1464
52901002	Wangu	83	1363
52901003	Mandini	1871	563
52901004	Hlomendlini	2190	1343
52901005	Inembe	179	986
52901006	Ndulindle	67	1622
52901007	Manda Farms	1940	272
52901008	Mangete	165	1040
52901009	Macabini	20	1485
52901010	Inyoni	1240	1110
52901011	Isithebe	1024	1288
52901012	Mathonsi	1792	1836
52901013	Redhill	1331	13
52901014	Chappies B	2419	105
52901015	Chappies A	1025	12
52901016	VusiMuzi	734	216
<b>TOTAL</b>		<b>16,296</b>	<b>14,718</b>

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

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

#### SANITATION INFRASTRUCTURE

Most of the formal town areas have waterborne sanitation on an internal reticulation system which feed to the sewage treatment works in the Municipality. As with water services, the disparities between urban and rural/traditional areas are very prominent

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with the areas of Tribal Authorities being the most severely backlogged over 60% of the households do not have access to sanitation. Again, the urban areas of the Municipality is the best serviced as far as sanitation services are concerned. The following table gives summation of the current levels of sanitation service within the Mandeni Municipality.

Sanitation Option	Households
Flush toilet (connected to sewerage system)	9,368
Flush toilet (with septic tank)	1,010
Chemical toilet	3,055
Pit latrine with ventilation (VIP)	2,892
Pit latrine without ventilation	9,993
Bucket latrine	554
None	4,140
Not applicable (institutions)	1
<b>Total</b>	<b>31,014</b>

In terms of the Levels of Service, full waterbourne sewerage, Septic Tanks and VIP systems are deemed acceptable, while Chemical latrines, Pit latrine and the Bucket system are not acceptable and will need to be eradicated as a matter of urgency.

Ward No.	Common Name	>=RDP Standard	<RDP Standard
52901001	Dokodweni	869	810
52901002	Wangu	246	1,201
52901003	Mandini	1,856	576
52901004	Hlomendlini	1,771	1,762
52901005	Inembe	297	868
52901006	Ndulindle	604	1,085
52901007	Manda Farms	1,883	331
52901008	Mangete	312	892
52901009	Macabini	121	1,386
52901010	Inyoni	1,482	868
52901011	Isithebe	472	1,840
52901012	Mathonsi	1,327	2,301
52901013	Redhill	1,325	18
52901014	Chappies B	2,494	30
52901015	Chappies A	1,028	9
52901016	VusiMuzi	241	711
<b>TOTAL</b>		<b>16,328</b>	<b>14,688</b>

#### **Interventions**

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

#### **STORM WATER DRAINAGE INFRASTRUCTURE**

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Most of the formal town areas have storm water drainage on an internal collector system discharging directly into some of the tributaries of the river systems of the Municipal area. However it has be a challenge to maintain the storm water drains, blockages occurs mainly during rainy seasons, the main contributing factor to poor maintenance is due to limited resources in terms of the equipment.

### ELECTRICITY INFRASTRUCTURE

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

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

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

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

	Mandeni LM
--	------------

	Mandeni LM
Electricity	62.5
Gas	0.2
Paraffin	1.8
Candles	35.0
Solar	0.2
Other	0.3
Total	100.0

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

### TRANSPORTATION AND ROAD INFRASTRUCTURE

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

#### The Road

#### Description

#### PROVINCIAL ROADS

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

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

#### MAIN ROADS

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

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<u>The Road</u>	<u>Description</u>	<u>The Road</u>	<u>Description</u>
	<p>MR415 off the N2 towards the west linking Mandeni with the provincial corridor development generally in a good state and was recently refurbished and the road markings were recently done. The same road also links the coastline towards the eastern side of the N2; this eastern side is gravel and is in a terrible state. This considered critical as it links our potential economic development node with the eThekweni- uMhlathuze corridor, for our Municipality to benefit from this corridor its prerequisite that the infrastructure is upgraded to acceptable standards. It is therefore important that this road be upgraded into black top in order to enable the Local Municipality to unleash the untapped economic potential along the coastline.</p> <p>The MR459 off the MR415 stretching towards the North linking Mandeni with the Industrial Node Isithebe, Matikulu sugar cane mill and the external node Gingindlovu is general in good condition, however there is problem in and around the entrance into Renckens shopping complex where its extremely busy and it's not coping with the traffic interchange and the traffic lights are not always functioning effectively, it is within this regard that it is recommended that a road be redesigned with the introduction of a Traffic circle. There has been discussion with the Department of Transport and other private sector/ relevant stakeholders to this effect and it has been deemed feasibly.</p>		<p>terms of the total kilometres that require gravel, the Mandeni Municipality is in the process of measuring the roads per ward and prioritization thereof. The intervention would be to put in the gravel, geometric improvements, drains clearing and improvements for effective storm water management and most of the issues pertaining to roads come from rural communities.</p> <p>It should be noted that this information still needs to be verified and the Municipality is also awaiting the information from the Department of Transport on their planned maintenance program. The planed action includes contacting the Department of Transport in order to get information regarding the length of the district roads.</p>
		<b>TOWNSHIP INTERNAL ROADS</b>	
		<b>MANDENI TOWNSHIP</b>	The roads are deteriorating and the maintenance seems to be insufficient, it seems the roads were left for too long without maintenance. It is within this regard that the Municipality has realized a need to prepare a holistic infrastructure Maintenance plan.
		<b>SUNDUMBILI TOWNSHIP INTERNAL ROADS</b>	The internal roads in Sundumbili Township are general in good state as result of the ongoing projects funded by MIG, i.e. phase two of the project however this has not covered the whole township. It is anticipated that the remaining part will be done as phase three as per the three programs from MIG. However the biggest challenge is the maintenance of these roads.
<b>DISTRICT ROADS</b>	The status is very bad, the districts Roads are in a terrible state and this has a negative bearing to the social and economic status of the local community especially the rural community. The bad state of road has resulted in the public transport refusing travelling in the affected areas also the Ambulances in case of emergence find it impossible to travel in these roads. The situation requires an immediate intervention, the Department of Transport program won't be a solution. This has bearing in the realization of the principles of the NSDP which requires that will link the first economy with the second economy. It is within this regard that the Municipality is exploring the possibility of sourcing the funds from MIG. However this information is very raw as it does not quantify in	<b>PADIANAGER TOWNSHIP INTERNAL ROADS</b>	<p>These roads are in a bad state and needed to be rehabilitated, the funding was secured from the MIG and the project which entails the upgrading of road in to full black top surface is ongoing and will be completed before the end of the financial year. The maintenance is again there is biggest challenge.</p> <p>The plan of action involves the preparation of the infrastructure Maintenance Plan and sourcing funding thereof for the</p>

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<u>The Road</u>	<u>Description</u>
	maintained of these roads
<b>TUGELA MOUTH INTERNAL ROADS</b>	The Tugela Mouth internal roads are all literally washed away due to the lack of proper geometric and storm water designs. It is the intention of the Municipality to upgrade the internal roads in full this will include the construction of concrete culverts where necessary, upgrading of geometric designs to allow storm water canalization for runoff.
	The planed action is to prepare and submit the business plans to MIG for funding.
<b>ACCESS ROADS</b>	Most of the wards raised concerns regarding the households that do not have access roads in rural areas.
	The planned action is to conduct access road condition assessment to rural households to determine the access roads needs in the municipal area.

<u>Ward No.</u>	<u>Common Name</u>	<u>Paved (km)</u>	<u>Unpaved (km)</u>
52901001	Dokodweni	0	114
52901002	Wangu	0	98
52901003	Mandini	116	50
52901004	Hlomendlini	96	144
52901005	Inembe	0	79
52901006	Ndulindle	0	115
52901007	Manda Farms	60	90
52901008	Mangete	0	82
52901009	Macabini	0	102
52901010	Inyoni	0	160
52901011	Isithebe	0	157
52901012	Mathonsi	74	172

<u>The Road</u>	<u>Description</u>		
52901013	Redhill	73	18
52901014	Chappies B	137	34
52901015	Chappies A	56	14
52901016	VusiMuzi	0	65
<b>TOTAL</b>		<b>612</b>	<b>1 494</b>

The following table indicates the budget requirements for the provision of road infrastructure in both rural and urban areas. It has been assumed that unpaved roads in urban area will cost R 500 000 per km to upgrade, while those in rural area will require R 1800 000 to be upgraded.

<u>Urban / Rural Projects</u>	<u>Unpaved (km)</u>	<u>Budget (R'mil)</u>
Urban	602	R 1,083,372,176
Rural	892	R 446,161,706
<b>Total</b>	<b>1,494</b>	<b>R 1,529,533,882</b>

#### **SOLID WASTE DISPOSAL**

Although solid waste services are being rendered in urban areas Mandeni Sundumbili, Tugela & Tugela Mouth the biggest challenge is the extension of the services to the new townships emerging as results of housing delivery and to further extend the same services to rural areas. All areas within the urban areas of Municipal jurisdiction are being serviced and there are no backlogs all residents receive a R170-00 discount. The Municipality is currently using the services provider/ it has privatized this services. The local community strongly feels that the service should be used as means or a tool to alleviate poverty and job creation by appointing local emerging business or cooperative within respective areas to render the services within their respective areas. Whilst this is considered as a valid opinion and can be explored, the issue of the capacity to the local community can prove to be detrimental to this idea. It is within this regard that a joint venture with the well established service provider with the emphasis in the transferee of skills is advisable.

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The ILembe District is in the process of developing a regional solid waste site, there a transfer station at Isithebe Industrial area which the Municipality. The municipality has prepared comprehensive waste management plan, its completion stages. This plan will be all inclusive will identify the areas in which the municipality has to extend this services and come up with the strategies thereof. The majority of the population in rural areas disposes of their own refuse in their own dump, probably by burning it. The environmental and pollution implications of the burning of refuse cannot be considered favourable in terms of longer term sustainability.

#### **B8. Social Services Realities**

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

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

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

#### **EDUCATIONAL SERVICES**

A number of education facilities are available in the municipality. The provision and operation of schools is the responsibility of the Department of Education and Training. With regard to school based education it is suggested that the number and location of facilities are not the key issues that need to be addressed in further planning and development. Rather, the focus should be on a number of issues that impact on the quality of education and future planning for education, i.e.:

- **Administrative Regions of the Department of Education:** The DOE has administrative regions that bear no resemblance to the boundaries of the Local Municipality. This complicates the coordination of planning and development

related to school based education. The Department's most recent assessment of the provision of school facilities to the District does not identify a shortage of classrooms in the rural areas.

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

#### **HEALTH SERVICES**

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

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

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

Table B9.1: HIV Prevalence:

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

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

- Sundumbili District Hospital: Planned to be in place by 2014
- Dokodweni Clinic: 12 hour 7 day 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

#### WELFARE FACILITIES

The Department of Welfare is responsible for the provision welfare services. The Mandeni Municipality for a very long time due alignment matters has been falling under Ulundi region, however recent interventions have ensured that the Municipality is realigned to Durban region where all the family of the Municipalities within ILembe are. Currently social welfare does have fully flagged office readily equipped to service the local community. There is only a services centre which has limited human resource and cannot cope with the current demands.

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

- **Social Security Programme:** The main component of the Social Security Programme is the distribution of social pensions which comprise 91% of the overall welfare budget. A number of pensions are included in this programme, most notably old age pensions, child support grants and disability grants. A key issue impacting on planning and development is the general dissatisfaction of pensioners regarding access to pension payment points, both in terms of location and number.
- **Social Welfare Services:** The Social Welfare Services Programme is aimed at directly addressing social support needs at an individual, group or community level. Social workers assist individuals and groups to address a variety of problems and situations, the focus being on the youth, elderly, victims of crime, people with disabilities, substance abuse, special needs such as HIV/AIDS, and women. Access to these services and programmes seemed to be limited and not well coordinated.
- **Social Development Programme:** The Social Development Programme is essentially a capital development programme aimed at the implementation of projects focused on poverty alleviation, employment and social integration. Problems raised in respect of this Programme relate to the duplication of activities between the Department of Welfare, the District Municipality, the Department of Agriculture, the Department of Economic Development and Tourism and others. There is a call for the greater coordination of activities and coordination of funding allocations between the various departments and institutions.

#### SAFETY AND SECURITY

The existing police stations Sundumbili and Nyoni have large areas to service and access to remote areas is arduous. Remote rural and traditional areas of the three Tribal Authorities are particularly difficult to service in this regard. The SAPS indicate they would provide police services to these areas from satellite stations in the appropriate localities. From these satellites they would facilitate community policing

efforts in the area to build security. They would train and recruit community police reservists of different designations i.e. active reservists who would undertake a determined number of hours service per month on a regular basis or reservists who would be called upon in times of need.

## SPORT AND RECREATION

The Department of Sport and Recreation for the KZN Government has a clear vision, mission and goals in place in the Sports and Recreation Policy for the province. The mission of the Department is to "promote sport and recreation and ensure mass participation and delivery in the province with a view to enhancing community life through sport and play". In terms of this mission the goals of the department include:

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

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

## CEMETERIES

The 2002 IDP recorded that the situation where there are very limited burial sites available should be rectified soon with the provision of adequate facilities to cater for the requirements of the communities. It should be noted that little progress has been achieved with regard to this issue. Planning for a regional cemetery site has been ongoing for a number of years. Various potential sites had been identified but the investigation was put on hold by the Municipality. Various informal cemetery sites exist, but these sites do not conform to present legislation. The District Municipality is conducting investigation to establish an overview problems and issue with cemeteries and crematoria.

## B9. Housing Realities

The 2002 IDP identified a need for the establishment of a functional housing unit within the Municipality. The Department of Housing has been approached to assist in a capacity building programme to have a well structured and capacitated housing component at Municipal level with all the resources required such as IT, human and financial resources to undertake effective and efficient housing delivery and ensure that consumers are well educated with regard to the process. The Department of Housing has capacitated officials responsible for this component. They promised to deliver a computer with the necessary software before end of May 2007. The Mandeni Municipality has also received a grant funding for the preparation of the Housing Plan, the plan has been finalised however the plan only focuses in the low income category. This is considered as shortfall as the Municipality due to the fact that during public participation the local community indicated need for the provision of affordable housing. The Municipality has eight out nine housing projects approved for phase 1 with the only one remaining (Thorny Park) awaiting the signing of the land acquisition agreements.

### Summary of Housing Census: Statistics SA Data

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

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

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

Source: Mandeni Municipality 2008

#### Proposed Housing Interventions

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

#### Summary of Housing Projects

Project Name	Type	HHs	Total Value
Hlomendlini	IndivSubs	2617	R 113,568,849.06
Macambini	RuralSubs	2481	R 107,673,456.15

KwaMathonsi	RuralSubs	819	R 35,561,010.05
Sikhonyane	RuralSubs	1493	R 64,802,158.89
Masomonce/Manda	RuralSubs	1407	R 61,076,270.57
Kwamathonsi	RuralSubs	3166	R 137,386,236.43
Inyoni Slums	IndivSubs	1680	R 72,914,219.54
Thorny Park	IndivSubs	853	R 37,023,067.49
Macambini Ph2	RuralSubs	701	R 30,420,227.43
Macambini Ph3	RuralSubs	3104	R 134,697,937.26
Vusimuzi	RuralSubs	571	R 24,760,650.23
<b>Total</b>		<b>18 891</b>	<b>R 819,884,083.12</b>

Source: Mandeni Municipality 2008

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

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

#### Estimated Cash Flow for Housing Interventions

Year	Required Budget	Units @ R43 400 each
2009	R 310,920,000.00	7164
2010	R 297,100,000.00	6846
2011	R 87,730,000.00	2021
2012	R 41,250,000.00	950
2013	R 41,250,000.00	950
2014	R 41,250,000.00	950
2015	R 120,000.00	3
<b>Total</b>	<b>R 819,620,000.00</b>	<b>18 885</b>

Source: Mandeni Municipality 2008

#### Interpretation of Housing Sector Information

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

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

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

Project Name	Status	Location	Approx. No. of Units	Target Groups/Beneficiaries
Hlomendlini	Construction is in progress – currently there are 1000 houses completed, phase two 909 slabs on the ground.	Within the Municipality KwaHlomendlini area	1909 units (Phase 1 = 1000 units and Phase 2 = 1000 units)	Low income communities
Thorny park	Issue of land not yet finalised. Approach to change to BNG pilot project but engaging other role players DLA is in a position to acquire land	Tugela/Higvie park ward 4	2900 units	Low income communities exploring possibilities of the Integrated Human Settlement
Nyoni	A PLS application to undertake Tranche 1 activities – P1 & P2 milestones for the design and planning of 2 741 sites, has been submitted to DoH. The application has already evaluated by DoH monitors and the project has been found to be social and technical feasible. However, the application is yet to be endorsed by HAC.	Within the Municipality at Isithebe next to Isithebe Industrial area	2741 units	Slums clearance; low income; middle income and those in income bracket above DOH subsidy

Project Name	Status	Location	Approx. No. of Units	Target Groups/Beneficiaries
	The duration for P1&P2 is expected to be 18 months MIG application has been submitted to Ilembe District Council. Several fruitful meetings have been held with Council. The request for funding of Bulk Services is supported by the Council.			
Masomone/ Mandafarm	Signing up of beneficiaries has concluded for both areas but to be treated differently.	Masomone and Mandafarm (ward 10 & 07)	2000 units approved but each area will get 1000 units (500 units for Phase 1 per area)	Low cost
Nembe	Tranche 1 concluded, settlement plan endorsed by DOH, Development rights obtained.	Ward 05	2000 units approved but 1000 units for Phase 1	Rural scheme
Macambini	809 beneficiaries approved, 151 units completed, 65 slabs; 60 units on wall plates; 46 units on roofing and 151 VIP toilets. No development to take place on the eastern side of N2	Mangeza, Hwebede, Nyathini	100 units for phase 1	Rural scheme
KwaMatho	560 signed up; 205	Matsheketh	2000 units	Rural and infill

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Project Name	Status	Location	Approx. No. of Units	Target Groups/Beneficiaries
nsi/Sundumbili	still to be signed and 285 units completed	eni, Egqumeni, Zakheni, Machibini	approved but 1000 units for Phase 1	scheme
Isikhonyana	Tranche 1 concluded to obtain final geotech report in two week (mid June) plan consent obtained from Local Government	Isikhonyana Tribal area (ward 11 and 06)	1000 units approved for Phase 1	Rural scheme

### B10. Institutional Realities

#### ORGANISATIONAL STRUCTURE

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

#### MUNICIPAL POWERS AND FUNCTIONS

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

- Building Regulations
- Child Care Facilities
- Electricity Reticulation
- Fire Fighting
- Local Tourism
- Municipal Planning
- Storm water
- Trading Regulations
- Billboards and the Display of Advertisements in Public Places
- Cemeteries, Funeral Parlours and Crematoria
- Cleansing

- Control of Public Nuisance
- Control of Undertakings that sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sports facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Pounds
- Public Places

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

#### OFFICE OF THE MUNICIPAL MANAGER

There are four section 57 employees who report directly to the office of the Municipal Manager as well as the IDP Manager. It can be recorded that the IDP is driven from the Municipal Manager's office however the same official is responsible for Development Planning & Spatial Planning (Town Planning), this poses a capacity challenge when considering that the IDP is prepared in-house. The two functions are interrelated but separate and both of them require attention which is not possible currently. It is within this regard that the Municipality intends appealing for development planning capacity building funds from the DBSA or DTLGA.

#### CORPORATE SERVICES AND LOCAL ECONOMIC DEVELOPMENT

The Department of Corporate Services and Local Economic Development is headed by the Director: Corporate Services and LED 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.

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- 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. The LED component is one division which does not have capacity or personnel.

#### DEPARTMENT OF TECHNICAL SERVICES

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

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

#### DEPARTMENT OF COMMUNITY SERVICES

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

- Social Services
- Library Services
- Community Development
- Health Services
- Traffic and technical
- Licencing/learners
- Fire /disaster management
- Security
- Administration
- 

#### INSTITUTIONAL DEVELOPMENT

The Mandeni Municipality has relatively well established organisational structures and systems in place. Most Senior Management positions area filled with the exception of the LED Manager however this position is budgeted fro and will be filled in the new financial year. Manager Civil Engineering, Manager Electrical Engineering and Director Community Safety Services positions are frozen for this financial year 09/10. The Municipal has four Section 57 positions, Director Technical Services, Director Corporate & LED Services, Chief Financial Officer and Director Community services. Out the four positions three of them are filled, these are Section 57 employees who are required to sign performance contracts. It can be recorded that the all sections 57 employees have a five contracts runs up to September 2007, with the exception of the Director Technical Services who has been recently appointed in June 2007. The Mandeni Municipality strongly needed ongoing institutional support around issues of infrastructure planning; project management and financial management are required within the Municipality. It is within this regard that a position of the Manager Technical Services was upgraded to Director Position in order to attract & return people with good skills and qualified engineer. This has been deemed as necessary move to ensure that the Municipality excels in Infrastructure Development.

#### Review and Organisational Restructuring

The review and restructuring of the organisation has been identified as one of the main priorities in this review 2009/10, it has come out clear that the existing organisational set up and capacity will not be able to achieve the Municipal IDP objectives. The Municipality intends to embark on a process of organisational restructuring Or re-orientation within the constraints of the existing staff. The Mandeni Municipality is fully aware that for planning to result in effective implementation, it is necessary to have a relevant organisational structuring and the IDP is providing a base for re-orientation. It is further acknowledged that Workplace Skills Development Framework Plan is also important in giving a framework for internal resources the organisation. It can therefore be recorded that the Municipality has according prepared and submitted the Skill Development Plan to the relevant authority.

POLICY	DEPARTMENT	STATUS	DATE APPROVED
Recruitment and Selection Policy	Corporate Services	Approved	30/08/07
EPAS Policy	Corporate Services	Approved	30/08/07
SCM Policy	Finance	Approved	25/10/07
Property Rates Policy	Finance	Approved	05/03/08
Banking & Investment Policy	Finance	Approved	24/04/08
Fixed Asset	Finance	Approved	24/04/08

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Management Policy			
Risk Management Policy	Finance	Approved	24/04/08
Tariff Policy	Finance	Approved	24/04/08

## GOVERNANCE

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

## PORTFOLIO COMMITTEES

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

### Portfolio Committee

### Key Areas of Focus

Infrastructure and Technical

- Supply of Electricity
- Domestic waste-water and sewage disposal systems
- Municipal Fleet Management
- Municipal Buildings
- Municipal public works relating to municipal functions
- Municipal Roads forming part of the road transport system
- Potable water supply systems
- Regulation of passenger transport services
- Solid Waste Disposal Sites serving more than one Local Municipality in the District

Local Public Administration and Human Relation

- Human Resource Development

### Portfolio Committee

Finance

Economic Planning  
Development and Housing

Development  
Community

Amenities, Safety and Security

### Key Areas of Focus

- Labour Relations
- Local Public Administration
- Audit
- Budget Monitoring
- Credit Control Monitoring
- Expenditure Monitoring
- Imposition and collection of rates and duties related to the functions of the Municipality
- Income Monitoring
- Indigent Support Programme Monitoring
- Financial Performance Management
- Performance Management Audit
- Receipt, monitoring usage of grants made
- Supply Chain Management Policy oversight
- Integrated Development Planning
- Promotion of a safe and healthy environment, including conservation and environmental planning
- Promotion of local tourism
- Promotion of social and economic development, including agriculture, industrial development, job creation social empowerment, town planning, cultural upliftment and poverty alleviation
- Sport and Recreation
- Cemeteries and crematoria serving the area of a major proportion of municipalities in the Municipal area
- Disaster Management
- Fire fighting services
- Municipal Health Services

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### **B11. Financial Realities**

The Mandeni Municipality is dependent on grant funding and the equitable share, about 50% of income is from the government grant funding and equitable share. The iLembe District Municipality contributes a total of R117 250 000.00 towards capital investment in the Mandeni Municipality. Other source of income for the Municipality includes rates collection for the services rendered in terms of refuse removal and electricity. It can be reported that the Municipality is having difficulties in collecting debts hence it doesn't have enough revenue for it to stand on its own in terms of providing services to the local community. This has resulted in the Municipality having from time to time, to request bridging finance from the bank in order that the municipality may continue providing services

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

- **ASSET MANAGEMENT**  
The municipal assets are well managed with all assets being recorded in the Asset Register. An Asset Management Policy needs to be developed in order to set out a strategy for the maintenance of all assets.
- **CREDIT CONTROL POLICY**

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

- **TARRIF POLICY**  
The Municipality has prepared and adopted the tariff policy its primary objective is to ensure that a uniform tariff is applied to the Municipal area of jurisdiction.
- **DEBT COLLECTION**  
At the end of 2008 Mandeni Municipality had a total of R66 486 201.00 debt outstanding of which R3 107 959.00 is considered irrecoverable. This is 46.7% and this debt is further dealt with in terms of the Municipality's Indigent Policy. A Debt Collection system is being put in place to assist the debt collection department to collect the outstanding debt. Public meeting will be held to address the issues around the non-payment of rates and services.
- **INDIGENT POLICY**  
An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy. Most Indigent households have been identified. The indigent policy is reviewed data list is reviewed on quarterly basis. The municipality submits all the required returns to National and Provincial treasury on a monthly and/or quarterly basis. The municipality reports to Council monthly.
- **Investment Policy**  
The Municipality has prepared and adopted investment policy its primary purpose is to gain the highest possible return without necessary risk, during periods when excess funds are not being used.
- **SUPPLY CHAIN MANAGEMENT POLICY**  
The Municipality has developed the supply chain management policy which guides the procurement of all goods and service in transparent, competitive and cost effective manner.
- **AUDITOR GENERAL'S REPORTS**  
The Audit report for 2007/2008 has been received and there are some issues which require to be addressed. The municipality has received an unqualified audit opinion for the 2007/08 financial. However concerns were raised regarding the slow-pace revenue collection especial outstanding debts.
- **ANUAL FINANCIAL STATEMENTS**  
The annual financial statements has been tabled before the oversight committee and submitted to National Treasury in within the statutory time.

### **B12. Broad Based Community Needs**

The most critical features of the ingredient of the IDP as a development tool/ vehicle are the extent to which it embraced the provisions of the Municipal Systems Act 2000

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regarding community participation. Section 16 of the Act requires that a culture of community participation be developed and Section 17 of the Act talks about mechanisms, processes and procedures for community participation.

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

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

The following are specific issues identified by the community:

- The upgrade of the road to Dokodweni beach off the N2 to the black top.
- The maintenance of the storm water drainage to control sheet flow and road erosion.
- The use of MIG funding and other grant as means of job creation, labour-intensive community based road maintenance programs.
- There is a need for community facilities such as the library, Sports fields, Crèche halls and Clinic to cater for the rural communities.
- There is a need for Deepings Tanks.
- There is a need for additional Pension payout points within wards.
- There is a need for the provision of water to pension pay out points and shelter where possible.
- There is need for community training centre in the area.
- There is a need for the AIDS awareness campaigns to educate people about AIDS.
- There is a need for the orphanages, care givers and hospices.
- The establishment of effective Community Policing Forums and provision of training thereof.
- The provision of rural housing projects.
- Optimization of the tourism potential presented by the coast.
- Agricultural projects for emerging black farmers who intend to practice commercial farming.
- Fencing of Community Gardens.
- Community based programs for removal of alien plants and vegetation.
- Facilitation of the training of life guards to mentor beach.
- Maintenance and upgrading of Matikulu Nature Reserve.

- Facilitation of public access to the beach.

In summary, the key priority issues identified are:

- **Roads:** Most of the wards, especially those that have gravel roads were much concerned about the state of Gravel roads & Access roads. There is a dire need for the maintenance and upgrade of the entire existing road infrastructure throughout the municipal area.
- **Electricity:** Most of the wards do not have access to electricity especially the rural community. There is a need to provide electricity supply to all areas that are not already not covered
- **Water:** The issue of the lack of portable water was raised and identified as the pressing need, in most instances the water schemes are not functioning. There is a need for the provision of water standpipes to the local community who do not have access to water.
- **LED:** A significant number of wards indicated that there is pressing need for the LED projects focusing in Job creation, Poverty Alleviation, Promotion of SMMEs and Cooperatives.
- **Social Services:** Most of the wards raised concerns with the lack of community facilities such as Housing, Sport & recreation, Welfare, Facilities, Cemeteries and Health Facilities. Youth & Woman empowerment was also raised as the central feature of the Municipal Development and service delivery.
- 

### **B13. IDP SWOT Analysis**

#### **STRENGTHS**

- Mandeni is the only coastal municipality that maintains its rustic and naturally aesthetic environment.
- The Municipality area has an international fibre optic cable which presents a world of opportunity that is waiting to unblocked.
- The proximity to the proposed Dube Trade Port and King Shaka International Airport has important implications for the future development of manufacturing, agriculture and tourism in Mandeni. New markets will be opened up accessed
- Strategic location of Mandeni Municipality mid-way between the two major economic power houses in the KZN Province, i.e. Durban and Richards Bay present opportunities for expansion of Industrial Area, Tourism Development and Commercial/Property development.
- The transport infrastructure linkages N2 and railway lines present a good opportunity for investment.

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

#### WEAKNESSES

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

#### Summary of Backlogs

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

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

#### B14. SUMMARY OF THE BACK LOGS

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

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

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

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

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

Year	Housing (R'mil)	Roads (R'mil)	Electricity (R'mil)	Total (R'mil)
2007/2008	R 67,500,000	R 199,000	R 1,872,000	R 69,571,000
2008/2009	R 19,405,420	R 14,511,978	R 460,000	R 34,377,398
2009/2010	R 31,329,060	R 24,483,513	R 270,000	R 56,082,573
2010/2011	R 13,561,060	R 27,877,417	R 0	R 41,438,477

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

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

**B15. Conclusion on IDP Challenges**

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

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

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## SECTION C: THE IDP DEVELOPMENT STRATEGIES

### C1. Position Statement

- **Mandeni Municipality's character and personality:** an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination it needs to make a visual and aesthetic.
- **Mandeni Municipality's comparative advantage:** Mandeni Municipality is strategically located between two of Africa's largest trade ports, i.e. Durban and Richards Bay with the N2 eThekweni-iLembe-uThungulu Corridor, also referred to as a Multi-sectoral Service Corridor, passing through its economic core. This advantage is further strengthened by the proposed Dube Trade Port development on southern boundary of the District Municipality. The Mandeni Municipality has competitive advantaged as it presents the untouched natural resources, biodiversity species, historical sites/ events and aesthetic beauty of the pristine coast. The Mandeni Municipal SDF acknowledges the unique features presented by the coast and therefore encourages. The natural look is considered as the Municipal selling point, therefore any future development particular around the coast must uphold and enhance the natural theme. The Municipality enjoys excellent regional transport infrastructure network with the N2 including railway lines which serves as important links the two major ports in the province. These aspects provide for ample opportunity to attract economic investment that will benefit all the communities of iLembe and must be made widely known and propagated to promote iLembe as a prime business and development District. iLembe is also soon to embark on its development and marketing as a prime business and investment hub.
- **Its products and target markets:** iLembe has plenty of products to offer in all the economic growth sectors put forward by the KZN PSEDS, i.e. agriculture, industrial, tourism and services. These need to be clearly defined and promoted to the benefit of all the existing and future inhabitants of Mandeni Municipality.

### C2. Municipality's Development Vision

#### VISION

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

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

#### MISSION

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

#### OUR VALUES

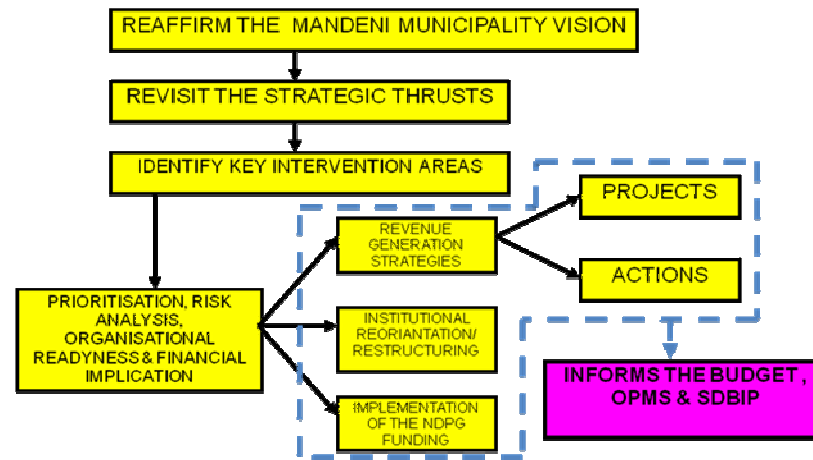
We value:

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

### C3. Municipality's Development Strategies

- **Service Delivery and Infrastructure:** Strategies have been formulated to ensure integrated and holistic service delivery and infrastructure development over the next five years by increasing the reducing the current backlog of households without access to basic service.
- **Local Economic Development:** A strategy has been developed to stimulate economic growth and development, with particular focus on Tourism & Property development, Agriculture Development, Industrial Development. The focus shall remain in contributing in poverty eradication and job creation for woman and youth.

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



#### DEVELOPMENT STRATEGIES & ACTION PLAN FOR 2009/10 FINANCIAL YEAR

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

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

**C4. Mandeni Municipality Strategic Framework Matrix**

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
<b>A. BASIC SERVICE DELIVERY</b>	To improve maintenance of existing infrastructure and speed up the provision of new infrastructural services to ensure social and economic benefit to the community and business	<b>A1. WATER</b> To ensure that all the communities within the Municipal area have access to clean and potable water at least to those minimum levels agreed to at national, provincial and district within 200m from their households.	% backlog eradicated	<ul style="list-style-type: none"> <li>To ensure the co-ordination of services and infrastructure development through formulation of Infrastructure Development Forum</li> <li>Constantly interact with the District Municipality who is the Water Service Authority and Water Service Provider in the Municipal Area to facilitate the process of rapid backlog eradication in the area.</li> </ul>
		<b>A2.SANITATION</b> <ul style="list-style-type: none"> <li>Provision of waterborne system in Tugela Mouth</li> <li>Provision of basic sanitation services &amp; facilities to rural communities</li> </ul>	% backlog eradicated	<ul style="list-style-type: none"> <li>To ensure the co-ordination of services and infrastructure development through formulation of Infrastructure Development Forum</li> <li>Constantly interact with the District Municipality who is the Water Service Authority and Water Service Provider in the Municipal Area to facilitate the process of rapid backlog eradication in the area.</li> </ul>
		<b>A3.ELETRICITY</b> <ul style="list-style-type: none"> <li>To avoid excessive unplanned power outages on Municipal licensed network</li> <li>The provision of basic electricity supply to all communities.</li> </ul>	<p>On average, not more than 1 unplanned outage per month</p> <p>% backlog eradicated</p>	<ul style="list-style-type: none"> <li>Repair and maintain electricity network in Municipal Licensed area in good condition so as to reduce to a minimum unplanned outages</li> <li>To ensure constant Electrical supply and increase Notified Maximum Demand</li> <li>To ensure that the Energy Master Plan is aligned with needs of Mandeni</li> <li>Constantly interact with Eskom and DME to speed up eradication of backlogs in basic electricity supply to communities in the municipal area</li> </ul>
		<b>A4.ROADS</b> <ul style="list-style-type: none"> <li>Maintenance and upgrading of the existing road infrastructure with specific emphasis on rural roads Gravel</li> </ul>	Maintenance programme for all municipal roads Programme for municipal road upgrade	<ul style="list-style-type: none"> <li>To ensure provider sufficient infrastructure and service within rural area</li> <li>To ensure sufficient financial resources for service delivery and maintenance</li> <li>To implement the Integrated Waste Management Strategy</li> <li>To ensure the co-ordination of services and infrastructure development through formulation of</li> </ul>

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NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<ul style="list-style-type: none"> <li>Ensure Road accessibility to rural areas with 500 meters from each household</li> <li>Ensure Traffic management and provision of facilities to ensure mobility</li> </ul>	<p>% backlog eradication</p> <p>Provision of infrastructure and facilities to ensure smooth flow of traffic and encourage non motorized transport and public transport</p>	<p>Infrastructure Development Forum</p> <ul style="list-style-type: none"> <li>Prepare a pavement management plan and purchase all the necessary plant and equipment to ensure existing roads are repaired and maintained in good state.</li> <li>Lobby for increase in grant funding to upgrade municipal roads and encourage payments for rates and services so that more revenue funding can go towards capital projects</li> <li>Determine backlogs</li> <li>Prepare plan to eradicate backlogs</li> <li>Lobby for additional grant funds and internal funds to build access roads</li> <li>Human settlement plans to address the backlogs and challenges as well <ul style="list-style-type: none"> <li>Lobby for funding from external and internal sources to provide infrastructure and facilities and to encourage public and non motorized transport</li> </ul> </li> </ul>
		A5. STORM WATER MANAGEMENT	Well maintained existing infrastructure and provision of new infrastructure	Ensure existing storm water systems on roads and public areas are well maintained so as to avoid flooding and damaging of infrastructure
		A6. WASTE MANAGEMENT		Lobby for external and internal funding to provide new infrastructure
		A7. HOUSING <ul style="list-style-type: none"> <li>To create integrated vibrant and sustainable developments</li> <li>Monitoring of service delivery through site visit and meetings with all stakeholders (DOH, IA's and PSC)</li> <li>Encourage people to come for applications and filling of clearance certificates then signing of agreements to be forwarded to DOH.</li> </ul>	% backlog eradicated	Prepare an integrated waste management strategy to determine backlogs and how to address this, extend service as required, determine appropriated tariffs, comply with legislations and keep the environment clean and safe, formulate policy and bylaws

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NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES	
<b>B.LOCAL ECONOMIC DEVELOPMENT</b>	To establish economic growth and development in all economic sectors with a particular emphasis on Tourism, Manufacturing, Agriculture & Service and Commercial.  To improve public access and security to all areas with potential to improve economic performance of the Municipality	<b>B1. INDUSTRIAL DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>LUMS to spatially identify land for Industrial expansion</li> <li>Reviewed SDF</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Ensure LUMS is prepared in a way to take into account opportunities presented by our strategic location midway in the primary corridor number one ( Ethekeini Mhlathuze Corridor), close proximity to King Shaka Airport and Dube Trade Port and midway between the Durban and Richards Bay shipping Ports. Spatially provide for expansion of Industrial development</li> <li>Make environment conducive for private sector investment</li> </ul>	
		<b>B2. TOURISM DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>To use tourism development as a means to stimulate Local Economy and poverty alleviation</li> <li>To encourage tourism in the inland areas historical sites eg. Ndulinde, Ingwenya Reserve</li> <li>Marketing of the coast for investment opportunities and tourism</li> <li>Ensure safety and facilitate public access to the beach Dokodweni, Tugela Mouth</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure investment at tourism venues</li> <li>Development on coastal areas</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate and ensure invest of best possible level of infrastructure to all key features linked to Zulu History, Ecotourism and Beach Tourism.</li> <li>Improve local tourism within Mandeni</li> </ul>
		<b>B3. AGRICULTURE</b>	<ul style="list-style-type: none"> <li>Optimum use agricultural land as a local economic spin off.</li> <li>Timber plantation to supply the SAPPI mill</li> <li>Encourage and support emerging farmers into commercial farming</li> </ul>	Conducive environment for emerging farmers and established farmers	Facilitate linkages of agricultural sector to international markets via Dube Trade Port
		<b>B4. POVERTY ALLEVIATION</b>	Ensuring that council development programs and projects are centralized to LED.	Reduction in unemployment	Ensure maximum employment opportunities in all spending of government and private sector
<b>C. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>	To ensure effective management of Municipal resource.	<b>C1. MAINTENANCE OF INFRASTRUCTURE</b> <b>C2. ASSET MANAGEMENT</b> <b>C3. FLEET MANAGEMENT</b>		Ensure performance based budget plan and expenditure.	

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NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		C4. LAND RE-VALUATION C5. DEBT COLLECTION C6. AUDIT REPORTS C7. COMPLIANCE WITH MFMA C8. INDIGENT POLICY C9. FINANCIAL STATEMENTS C10. QUARTERLY BUDGET IMPLEMENTATION REPORTS C11. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN		
<b>D. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	To develop and implement all policies and procedures relating to recruitment, retention and termination of Council employees.	D1. High rate of resignation of people with critical skills from the Municipality		<ul style="list-style-type: none"> <li>• Ensure sufficient access to productive ICT equipment and services</li> <li>• Ensure coordination and submission of Annual Report</li> <li>• To develop Human Resources Strategy</li> <li>• To ensure effective implementation of the Development Planning Shred Services</li> </ul>
<b>E. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	To ensure social development and empowerment of local community on issues ranging from health care, education, safety and security, poverty alleviation, skills development and provision of community facilities.			

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## SECTION D: THE SPATIAL DEVELOPMENT FRAMEWORK

Mandeni Municipality forms part of the four Municipalities that makes iLembe District, it is located within a wider physical regional context, as such the SDF should be reflective, aligned and linked to this surrounding context. Mandeni Municipality is located in northern side of the KwaZulu-Natal province midway between Durban and Richards Bay. The Mandeni Municipality is traversed by the N2 and the development corridor that provides a link between the two cities. It is also located on the major railway and road transportation routes which link the Economic Hubs in KwaZulu-Natal. The adjoining Municipality includes KwaDukuza Municipality on the South of Tugela River and Mlalazi Municipality onto the north bank of Amatikulu River. In the west hinterland it is bordered by Mlalazi Municipality and in the South west hinterland by KwaDukuza and Indian Ocean onto the east. The cross border interface in the south is predominantly sugar cane fields with farm stead which is sparsely located. However it is of strategic importance to note that the development trends in KwaDukuza in particular Blydale and Izikwazi area, as this will have impact to the future development of the Municipality. Mandeni Municipality is the only Municipality in the north that has no formal development. The KwaDukuza abuts onto the south boundary of Mandeni, and is considered as the development engine of iLembe District Municipality as it accommodates the major developments around Ballito, some industrial and recreational developments.

The KwaDukuza Municipality links well into the Mandeni Municipality SDF in that we both accommodate the coast, the Provincial Primary corridor N2, the Municipal primary corridor R102. 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 the protection, management and enhancement of these natural resources. The Municipal SDF seeks to balance the three legs of sustainable development Economic, Social & Environmental. The natural look is considered as the Municipal selling point, therefore any future development particular around the coast must uphold and enhance the natural them.

In overall terms the Mandeni Municipality is characterized by diverse development dynamics as the sixty percent of the municipal area is largely rural/ traditional settlement. The total municipal area is approximately 855 000m<sup>2</sup>, about 15% of that accounts for formal/ urban development and the remaining 25% is commercial agriculture component in the south and eastern side. The spatial analysis seek to establish a good understanding of the present conditions influencing development the current development and future development in terms of opportunities and constraints.

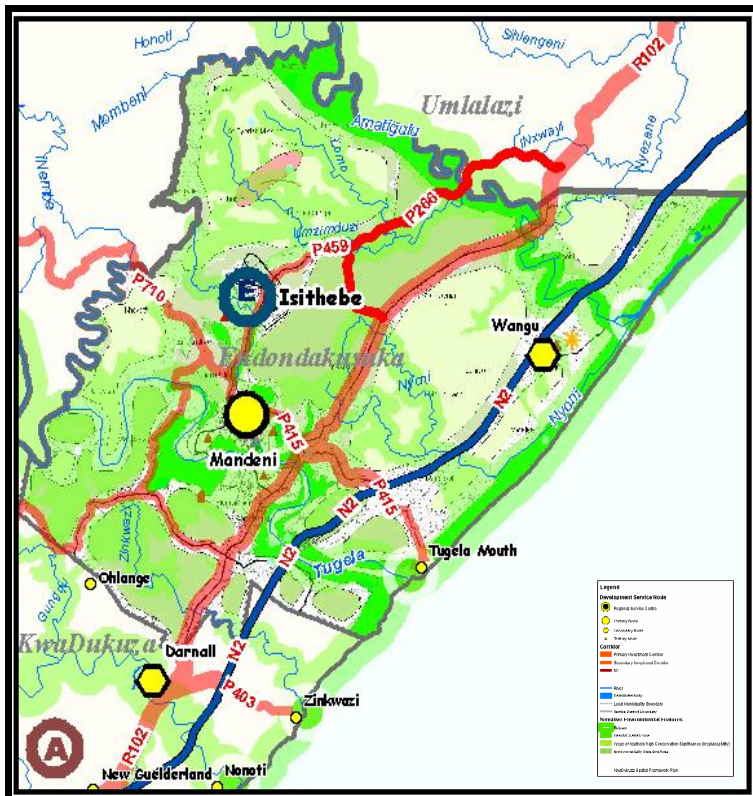
### D1. The Role of the SDF

The Spatial Development Framework Plan is the integral component of the IDP, it provides a spatial imprint of the Municipal development vision objectives and strategies. It seeks to transform the current spatial structure and create efficient functional spatial systems and guide public and private sector investments. The spatial development framework plan identifies what spatial development should take place where at what intensity. In broad context it provides guidance for future development in Mandeni. It also provides the physical location and spatial interrelationship of social, economic and environmental principles. The Spatial Development Plan can be defined as strategic and indicative spatial plan which reflects the broad use of land, current situation and directions for future development. It provides for a capital expenditure framework showing where the Municipality intends spending private and public capital investment.

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## D2. Movement Corridors and Investment Lines

The major structuring element for determining for the existing and future concentration of development, activity and investment in the Mandeni Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages, including the N2 and the R102.

### PRIMARY DEVELOPMENT AND INVESTMENT CORRIDORS

- The KwaDukuza Municipality links well into the Mandeni Municipality SDF in that we both accommodate the coast, the Provincial Primary corridor N2, the Municipal primary corridor R102 as a parallel between the South KwaDukuza Municipality and North Umlalazi Municipality.
- The P415 is another important primary investment corridor crossing over N2, linking the coast and the hinterland; it runs from east-west linking the (Tugela Mouth) Secondary Node and (Mandeni) Primary. This is the very important linkage in terms of ensuring integration of the coast with the hinterland. Currently the P415 from the N2 to the east coast is gravel it is therefore of a strategic importance that this road is upgraded to black top as means to support the development aspiration as set out in the Siyaya Coastal Development Framework Plan.
- The P709 as primary corridor crossing over N2 linking the Wangu (Matikulu Nature Reserve) secondary node with the Isithebe Industrial Zone east-west, linking the coast with the hinterland. This is the road has high economic potential and is vital for the expansion of the Industrial area and development along the coast. Currently this road is gravel again strategic intervention to upgrade the road into black top surface is of high importance.
- The P459 is the primary corridor linking the Primary Node Mandeni with the Isithebe Industrial Zone, this road cuts through the Central Business District carrying high volumes of traffic it is therefore important to upgrade this road into Double Boulevard and improve the Renckens intersection by introducing a traffic circle.

### SECONDARY DEVELOPMENT AND INVESTMENT CORRIDORS

The major components of the secondary corridors consist of the east west linkages inland off the P459, R102 to the hinterland. Much of this area is considered underdeveloped and improved accessibility, the establishment of additional interceptor points, together with programmes for improved physical and social services and local economic development, is expected to improve development conditions.

### D3. Nodal Development

#### PRIMARY NODE

The current Municipal SDF identifies Mandeni as the primary node; the area has a largely urban setting and incorporates economic and administrative activities. Mandeni town is considered as the heart of the municipality as it links the Municipality through movement corridors P415 and P459 with the Primary corridors N2 and R102. The R102 is primary development corridor that links the Municipality with the external

nodes beyond the Municipality jurisdiction Stanger on the south and Gingindlovu on the northern boundary.

Mandeni town is to a certain extent serviced with infrastructure and consist of high order facilities as it accommodates Municipal Offices, Sappi, and shopping centre. The types of land uses which are encouraged in this area include Shopping Complexes, Administration / Offices, residential development. The Mandeni/Sundumbili area can be regarded as the primary urban centre within Mandeni Municipality. However, due to past multiple administrative system, the area lacks urban form, structure and character. Owing to its IDP status of being a primary development node, the municipality has initiated a process towards developing a strategic framework for the Mandeni area. In the previous planning system, within Mandeni, some areas were subject to or were under the jurisdiction of the Province of Natal, others within 'KwaZulu Homeland', some within the control of the former Mandeni Town Board etc. The prevailing spatial form presents a classic example of segregation of communities based on past planning practices. Currently the primary node is disintegrated and traversed by physical barriers such as the railway line which create two separate entities servicing distinct communities. Sundumbili Plaza is primary economic activity node which services the entire Municipal area including rural communities (former KwaZulu) immediately adjoining is the Mandeni area (former Natal) which services the elite/ small fraction of the community the well offs. The CBD lacks the urban form character its characterized by fragmented and block development. The following amongst other things is cited:

- Currently there is no management of informal street trading and no infrastructure to support informal trading facilities.
- Lack of appropriate platform to attract and leverage private sector investment and ring fence investment from other spheres of government.
- Lack of appropriate infrastructure to support community activities.
- Evident Legacy of apartheid planning.
- Land ownership issues block development of the primary node.
- Non-availability of framework plan to define municipal intervention.
- Inability to attract and leverage private sector investment.
- Residents face difficulties accessing civic, community and commercial facilities.
- Lack of non motorised transport facilities especially when majority of traffic in the area is pedestrian traffic.

The Municipality has thus commissioned a planning assignment "Urban and Regeneration Strategy aimed at responding to the current spatial realities. The primary objective of the study is to provide a smoother transition between the broad Integrated Development Plans ,Spatial Development Framework and the Scheme and:

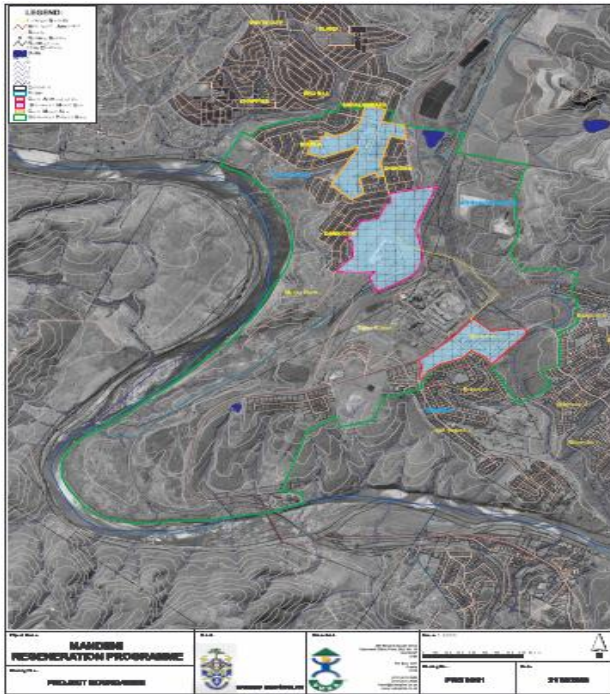
- To promote economic development through identification of areas suitable for investment and ensure that the development unfolds in sustainable and harmonised manner.
- To ensure proper reservation of land for long term growth and enhance the property values of the project area and to change the current spatial inequalities.
- To ensure land development management that influence land development in positive manner that will yield optimal economic performance.
- To develop improved and harmonised neighbours that serves the needs and aspiration of the community for better quality of life and economic growth.
- To improve the spatial representation and general appearance of our Primary Node by providing suitable and relevant facilities such Multi Modal Public Transport station, Public Open Space, Recreational Facility, Pedestrian Walks/ Linkages etc.
- To translate strategic objectives to a level that will provide spatial representation and quantification to directly inform the preparation of the scheme.
- To identify directions for growth, development required to redress past imbalances and areas that require infrastructure and structural improvement, thereby improving the Mandeni Town centre to ensure investors confidence in the area.
- To generally improve Mandeni Town environment (streets, rivers, sidewalks, lighting, signage. etc.)

The desired output from this exercise is the implementation plan/ capital investment framework which clearly outline and quantify the required Municipal intervention to address the situation. It can be recorded that the Municipality has applied and secured funding from the Neighbourhood Grant Funding to the amount of R136 million. This is multi year funding to be incremental allocated for technical assistance and capital projects resulting from the Urban Regeneration Strategy.

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## SECONDARY NODE

Wangu and Tugela Mouth have been identified as Secondary Nodes. These areas are strategically located along the coastal line and they provide excellent opportunity for Tourism oriented development. Due to the sensitive nature of the areas along the coast and the natural resources which are presented by Amatikulu River towards the North and Tugela River to the South, it is encouraged that careful environmental consideration is undertaken. The types of land uses which are encouraged in these areas should be compatible with rural set up which is evident at Wangu and Development and shall not destruct the natural beauty of the area nor present a situation where the local communities will not have access to the natural resources. Types of Land uses that are encouraged in these areas shall be tourism orientated

mixed uses; holiday resorts, residential development, cultural villages, hotels, chalets, restaurants, conferences centres. It should be noted that proposing developments that area in line with the SDF does not give one automatic approval. The Municipality has prepared a comprehensive study (Siyaya Costal Development) which is meant to bridge a gap between the broader SDF and the LUMS. The primary objective of the study is to put place development controls and measures that will ensure that the pristine coast and rich natural resource are preserved. The project outcome is a development plan which determines the critical land uses and development patterns in the project area, in order to inform Municipal decision making regarding the future development of this area, which is environmentally very sensitive, but which also includes the most important tourism related development opportunities within in the area of jurisdiction of Mandeni Municipality.

This information will also be used as critical input for the formulation of the necessary land use management scheme for the Municipal area. It will also serve as an input into the Coastal Management Plan, the Municipality's LED programme, and will provide a basis for intergovernmental co-operation and agreement on broad environmental and development issues within the study area.

It is anticipated that the outcomes will be sufficient to be translated into a Strategic Environmental Assessment, which can then be used as the starting point for the authorisation for any of the development opportunities identified in this plan. The principles agreed to by the community and relevant stakeholders for the development of the project area during the process of formulating this plan should be carried forward into any other development authorisation process.

The provision of the Siyaya Coastal Development Framework plan strongly advocates the need for sustainable development in terms of Environment, Social and Economic point of view. The Siyaya Coastal Framework Plan insists on protection of natural resource (Ecosystem Services) including agricultural resources (High Potential Agricultural Land) and promotion of local economy. Mandeni Municipality is very rich in terms of natural resources and consider the rustic and natural character of the coastline as selling point and unique feature; therefore it must be preserved and enhanced.

Accordingly the proposal is to create two new urban centres, one being the Tugela Mouth New Town, and the other the Wangu. Both are to contain a commercial core within which civic facilities will be located, thereby creating a new "town centre" for both areas. It is anticipated that the new town centre at Tugela Mouth will be larger than that at Wangu. The "town centre" is proposed to be surrounded by high density residential development at more than 20 units per hectare, but with, then medium density residential development at between 10 and 20 units per hectare, and then low density residential development at 10 units per hectare maximum. Density in this area is to be

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calculated as "net density" and not "average density" due to the exceptional environmental sensitivity which results in significant undevelopable spaces which if taken into account for the calculation of density will result in built form similar to that developed elsewhere on north coast, and expressly not wanted in this area. This means therefore that areas set aside for conservation and other open space purposes cannot be used for the calculation of the permissible number of units on a site. This is consistent with scheme controls found in other areas, including eThekweni Municipality, where areas such as environmentally sensitive areas, areas prone to flooding, and topographically constrained areas are considered to be undevelopable and are not included in the net developable area on which the permissible number of units on a site is calculated.

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

The table below depicts the land use allocation in terms of this project area:

Proposed Land Use	Extent (ha)	Maximum Potential Units	Percentage Project Area (%)
Agriculture	9 646	-	56.5
Environmental area	4 183	-	24,5
Low Density Residential	1 379	13 790	8.0
Medium Density Residential	831	12 465	4.9
High Density Residential	197	3 940	1.1
Opportunity spaces	280	-	1.6
Commercial cores	63	-	0.4

Extraction Industry	99	-	0.6
Longer term Low Density	274	2 740	1.6
Longer term Medium Density	120	1 800	0.7
Longer term opportunity space	11	-	0.1
<b>Total area</b>	<b>17 081</b>	<b>34 735</b>	<b>100</b>

#### D4. Conclusion

It should be cautioned that proposing development in line with particular zones that are encouraged in terms of the SDF does not mean automatic right to development. The SDF is broad development template for the desired future development pattern to guide public and private investments. Within the last two weeks of February 2008, it became known to the Municipality that a major international investor was discussing with the Ingonyama Trust and others, the possibility of developing approximately 7500 ha of the Siyaya Project area for a new "City within a City", consisting of major residential, hospitality, recreational and other uses. The Municipality is therefore obliged to continue with its work in the Siyaya project area, and the contents of this plan, once adopted into the IDP, will be binding on all parties. Until and unless a formal submission is made by the potential investor, it is not possible to assess the extent to which such a proposal is in compliance with the provisions of this plan.

It is understood from preliminary discussions that the magnitude of what is being proposed accelerates the rate of urbanisation in the Municipal area well beyond the 20 year planning horizon on which IDP planning is based. The Siyaya Coast Development Plan reflects the rate of development and urbanisation which can reasonably be expected within the next 20 years, and balances the needs of the area within these parameters.

In the event of proposals being submitted for such an extensive portion of the Siyaya Coast Development Plan area, and which foreshorten the planning horizon by many decades, it is recommended that the steering committee be reassembled to consider the extent to which such proposals comply with the plan, and to consider any possible amendments to the plan, provided that no development will be considered within the Amatikulu Nature Reserve as it exists at the time of the preparation of this report. Under normal circumstances such a recommendation would not be made, however it is understood that this is a project of such huge proportions, that it is well outside the realms of what the Municipality could have ever thought probable. Under these

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exceptional circumstances, it is proposed that this unusual step be considered, in order to ensure that development needs of the area are properly balanced with an exceptional development proposal.

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## SECTION E: SECTOR INVOLVEMENT

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

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

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

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

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

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

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

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## SECTION F: IMPLEMENTATION PLAN

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

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

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

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

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

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

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

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

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

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## SECTION G: IDP PROJECTS

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

It is, however, a reality that the needs of the Mandeni area and the requirements in terms of delivery of infrastructure, facilities and services far outweigh the availability of internal financial resources. The Mandeni Municipality would therefore have to rely on external funding. It is therefore critical that projects be prioritised. The following principles need to guide such a prioritisation process:

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

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

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

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

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

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

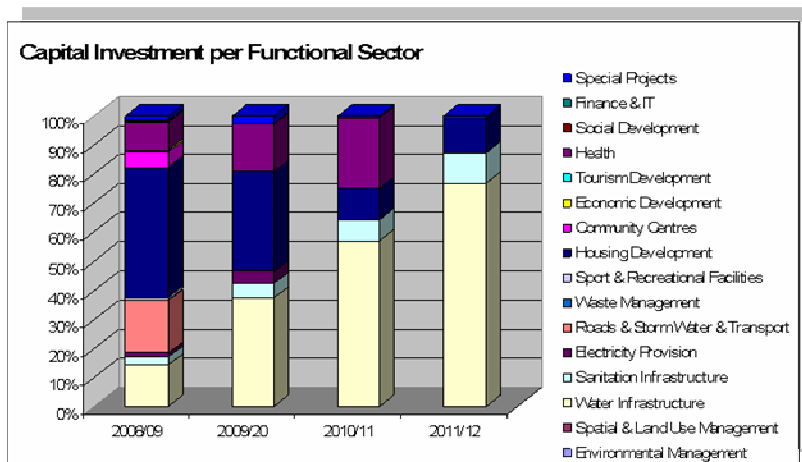
Strategic Development Role & Functions	Total Budget	%
Environmental Management Framework	R200.000	0.00%
Review Spatial & Land Use Management	R100 000	0.01%
Review Siyaya Coastal Development Framework Plan	R50.000	
Zibambele Verge Maintenance Programme	R1.000.000	
Water	332 697 217	35.26%
Sanitation	48 000 000	5.09%
Electricity Provision	15 050 000	1.60%
Roads, Stormwater & Transport	76 530 500	8.11%
Waste Management	300 000	0.03%
Sport & Recreation	4 100 000	0.43%
Housing	303 427 345	32.16%
Community Centres	22 000 000	2.33%
Economic Development	2 300 000	0.24%
Tourism Development	270 000	0.03%
Health	120 000 000	12.72%
Social Development	1 500 000	0.16%
Finance & IT	1 220 000	0.13%
Special Projects	16 000 000	1.70%
<b>TOTAL</b>	<b>943 495 062</b>	

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

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

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## SECTION H: FINANCIAL PLAN AND SDBIP

One of the biggest challenges of this Financial Plan is matching increased service demands with a relatively stagnant revenue basis. This is further aggravated by the challenges of joblessness and HIV-ravaged households where the latter, more than often, are child-headed households. The restructuring of electricity supply also had a severely negative impact on Municipal revenue generation. This process resulted in the loss of revenue and fiscal surpluses that the Municipality was relying on.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the Mandeni Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and "pie in the sky". The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

Mandeni Municipality is faced with the awesome task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resource

The Mandeni Medium Term Revenue and Expenditure Framework are as follows:

### H1. Revenue

Revenue by Source	Current Year 2008/2009			Budget Year 2009/2010	Budget Year 2010/2011	Budget Year 2011/2012
	Approved Budget	Adjusted Budget	Full Year Forecast			
	A	B	C			
Property Rates	18,646,580	18,274,014	18,274,014	20,079,285	21,163,566	22,137,090
Property Rates – Penalties	500,000	25,000	25,000	500,000	527,000	551,242
Electricity	6,119,000	6,119,000	6,119,000	7,648,750	8,061,783	8,432,624

Revenue by Source	Current Year 2008/2009			Budget Year 2009/2010	Budget Year 2010/2011	Budget Year 2011/2012
	Approved Budget	Adjusted Budget	Full Year Forecast			
	A	B	C			
Water	-	-	-	-	-	-
Sanitation	-	-	-	-	-	-
Refuse	4,503,000	4,103,000	4,103,000	4,746,162	5,002,455	5,232,568
Other Services	-	-	-	-	-	-
Regional Services Levies	-	-	-	-	-	-
Rental of Facilities & Equipment	117,000	116,998	116,998	152,000	160,208	167,578
Interest (External)	400,000	399,999	399,999	400,000	421,800	440,994
Interest (Internal)	425,000	-	-	-	-	-
Interest (Outstanding Debtors)	-	-	-	-	-	-
Fines	501,740	501,739	501,739	745,500	785,757	821,902
Licenses & Permits	1,000,000	1,000,000	1,000,000	2,400,000	2,529,600	2,645,162
Govt Grants & Subsidies	34,153,950	34,153,950	34,153,950	31,324,450	44,911,693	53,981,167
Govt Grants & Subsidies (Capital)	-	-	-	-	-	-
Other Revenue	187,550	187,550	187,550	211,163	233,163	233,163
<b>TOTAL</b>	<b>66,553,8</b>	<b>65,681,2</b>	<b>65,681,2</b>	<b>73,079,8</b>	<b>83,786,8</b>	<b>94,644,5</b>

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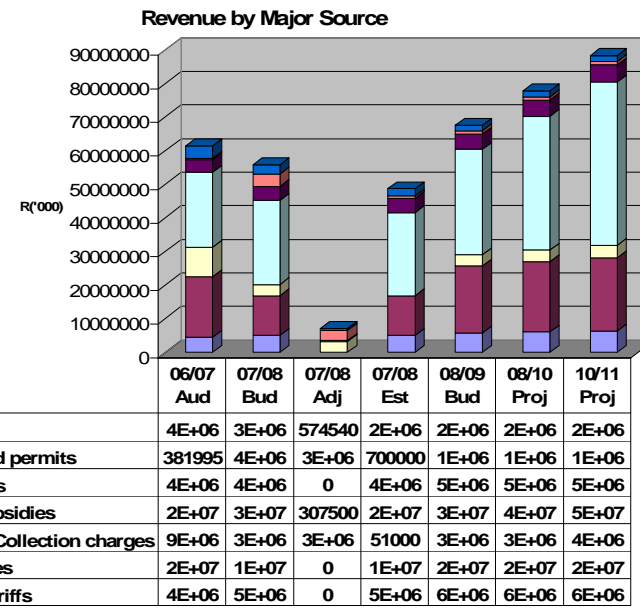
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Revenue by Source	Current Year 2008/2009			Budget Year 2009/2010	Budget Year 2010/2011	Budget Year 2011/2012
	Approved Budget	Adjusted Budget	Full Year Forecast			
	A	B	C			
	20	50	50	74	25	55

Column Definitions:

- A. The original budget approved by council for the 2008/09 budget year.
- B. The budget for 2008/09 budget year as adjusted by council resolution in terms of section 28 of the MFMA.
- C. An estimate of final actual figures (pre audit) for the 2008/09 budget year at the point in time of preparing the budget for the 2009/10 budget year. This may differ from B.
- D. The amount to be appropriated for the 2009/10 budget year.
- E. The indicative projection for 2010/11.
- F. The indicative projection for 2011/1.

The revenue by major source is as follows:



H2. Expenditure

Revenue by Source	Current Year 2008/2009			Budget Year 2009/2010	Budget Year 2010/2011	Budget Year 2011/2012
	Approved Budget	Adjusted Budget	Full Year Forecast			
	A	B	C			
Executive & Council	8,810,030	859,392	7,950,638	9,351,851	10,039,931	10,778,328
Finance & Admin	16,046,810	498,872	15,547,938	22,005,112	22,784,576	24,358,443
Planning & Development	-	-	-	-	-	-
Health	1,738,93	385,030	1,353,90	1.032,05	1,097,68	1,170,72

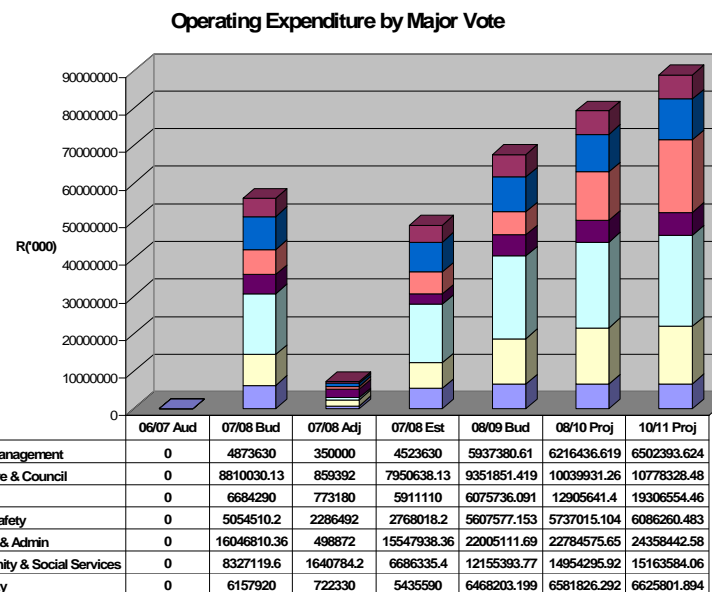
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Revenue by Source	Current Year 2008/2009			Budget Year 2009/2010	Budget Year 2010/2011	Budget Year 2011/2012
	Approved Budget	Adjusted Budget	Full Year Forecast			
	A	B	C			
	0		0	5	3	3
Community & Social Services	8,327,120	1,640,784	6,686,335	12,155,394	14,954,296	15,163,584
Housing	18,000	-	18,000	-	-	-
Public Safety	5,054,510	2,286,492	2,768,018	5,607,577	5,737,015	6,086,260
Sport & Recreation	2,148,330	34,030	2,114,300	-	-	-
Env. Protection	-	-	-	-	-	-
Waste Management	4,873,630	350,000	4,523,630	5,937,381	6,216,437	6,502,394
Waste Water Management	-	-	-	-	-	-
Road Transport	2,779,030	354,120	2,424,910	5,043,681	11,807,959	18,135,832
Water	-	-	-	-	-	-
Electricity	6,157,920	722,330	5,435,590	6,468,203	6,581,826	6,625,802
<b>TOTAL</b>	<b>55,954,310</b>	<b>7,131,050</b>	<b>48,823,260</b>	<b>67,601,254</b>	<b>79,219,722</b>	<b>88,821,366</b>

Column Definitions:

- The original budget approved by council for the 2006/07 budget year.
- The budget for 2007/08 budget year as adjusted by council resolution in terms of section 28 of the MFMA.
- An estimate of final actual figures (pre audit) for the 2007/08 budget year at the point in time of preparing the budget for the 2008/09 budget year. This may differ from B.
- The amount to be appropriated for the 2008/09 budget year.
- The indicative projection for 2009/10.

F. The indicative projection for 2010/11.



### H3. Capital Investment Programme and Framework

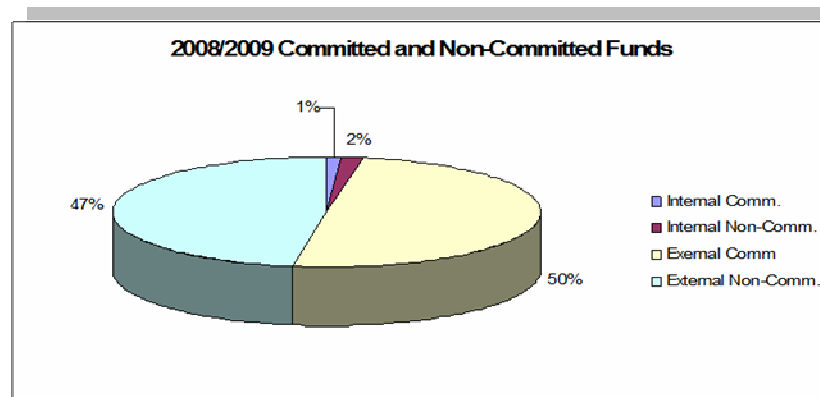
The Capital Investment Programme and Framework for the next 4 years (**ADDENDUM L3**) focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the iLembe Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area – in urgency and in financial terms.

Set out below is the detail of the Draft Capital Budget for 2009/10:

Project Title	Project Type	Annual Value (R)
KwaMathonsi Bus/Taxi Road	Roads	8,000,000.00

Project Title	Project Type	Annual Value (R)
Sundumbili Roads Phase 4	Roads	3,520,000.00
Tugela Mouth Internal Roads	Roads	3,000,000.00
Hlomendlini Bus/Taxi Route	Roads	1,300,000.00
Thukela Mouth Beach Facilities	Beach Amenities	3000, 000.00
Hlomendlini Social Amenities	Sport Facility	20,000,000.00
Purchase of Road Equipment	Rural Gravel Rehabilitation	9,850.513.00
Mandeni Urban Regeneration Strategy ( NDPG)	SDF Nodal Development/Precinct Plan	14.000.000.00
Cemeteries & Crematoria Study	Basic Service	300,000.00
Tourism Strategy	Local Economic Development	38,1977.00
Macambini	Water	1,000,000.00
Ndulinde Water Supply	Water	4,100,000.00
Sans Sauchi Bulwer Farm Extension	Water	5,100,000.00
Masomonco Water Supply	Water	3,850,000.00
Ward 11 Household Sanitation	Sanitation	3,600,000.00
<b>Total</b>		<b>19,633,927.00</b>

These projects are primarily funded from external sources.



Capital Investment within the Mandeni Municipal area that is internally funded for the 2009/2010 financial year is:

Project Type	Project Title	Total	Internally Committed	Internally Not Committed
Environmental Management	Formulation of Environmental Management Framework (EMF)	200,000,00	200,000,00	
Environmental Management	Review Slyaya Coastal Framework Plan	50,000,00	50,000,00-	-
Spatial Planning	Review SDF	100,000,00	100,000,00	
Electricity Provision	Upgrade & Stabilise Existing Electrical Network	2 000 000	-	2 000 000
Roads & Storm Water & Transport	Purchase Tools & Equipment of the Trade	9,850,5130	-	-
Roads & Storm Water & Transport	Rehabilitate & Gravel Rural Roads in T/A (Mathonsi, isikhonyane, Mathaba)	2 600 000	2 600 000	-
Roads &	Zibambele Set-Up Labour	1000 000	1000 000	-

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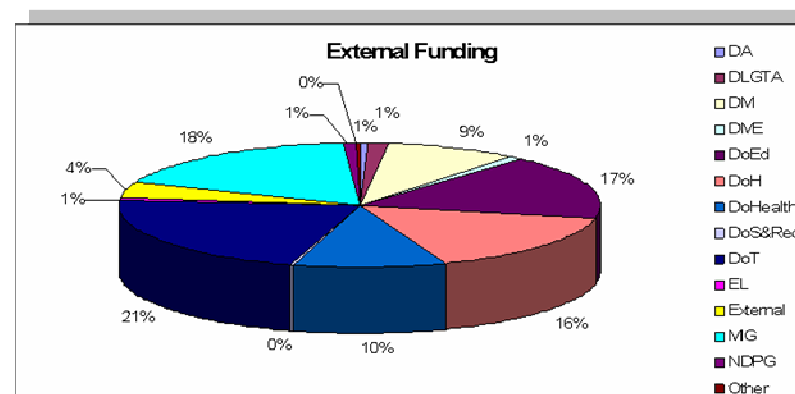
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Project Type	Project Title	Total	Internally Committed	Internally Not Committed
Storm Water & Transport	Intensive Community Based Road Maintenance programme			
Roads & Storm Water & Transport	Formulate traffic Control Strategy in all 16 Wards	100 000	-	100 000
Roads & Storm Water & Transport	Prepare & implement Commuter Facilities	500 000	-	500 000
Roads & Storm Water & Transport	Determine & Establish Costs for Households without Road Access	200 000	-	200 000
Roads & Storm Water & Transport	Prepare Comprehensive Infrastructure Development & Maintenance Plan	100 000	-	100 000
Waste Management	Formulate Solid Waste Management Strategy for Mandeni	300 000	300 000	-
Economic Development	Facilitate Public Access & Safe Swimming Areas & Provide Life Savers	100 000	-	100 000
Economic Development	Facilitate celebrations of Calendar of Events related to Youth	100 000	100 000	-
Social Development	Facilitate Youth Organisations against Crime	100 000	-	100 000
Finance & IT	Formulate & Implement Financial Viability Plan (Mandeni)	100 000	-	100 000
Finance & IT	Formulate & Implement Communication Strategy (Internal & External)	150 000	-	150 000
Finance & IT	Formulate & Implement IT Policy	100 000	-	100 000
Finance & IT	Establish & Capacitate	500 000	-	500 000

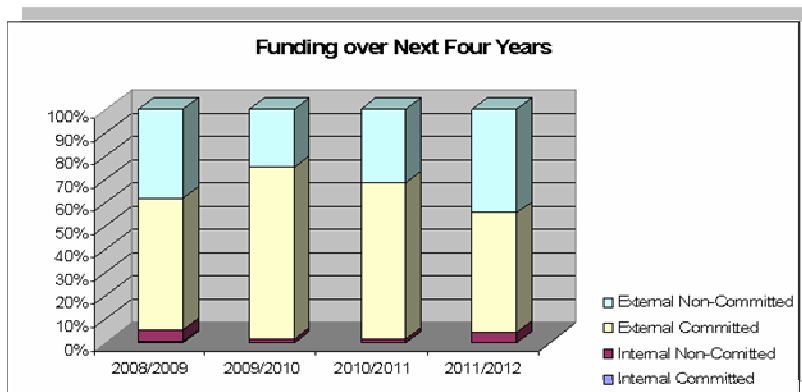
Project Type	Project Title	Total	Internally Committed	Internally Not Committed
	LED Unit in Mandeni			
<b>TOTAL</b>		<b>9 000 000</b>	<b>3 750 000</b>	<b>3 950 000</b>

Only four capital projects have internal funds committed for this financial year and these are highlighted in the table above. The remainder of capital projects amount to R1 931 706 109.00 and are funded by an array of external sources:



Over and above these investments an important National Treasury grant was approved in March 2008. Under their Neighbourhood Development Grant Fund and amount of R132.6 million was granted towards the Mandeni Urban Regeneration Project. Of this amount, R7.5 million will be put towards Technical Assistance with the remaining R125.1 million being spent on capital projects.

A significant portion of external funding has already been committed towards capital investment in the Mandeni Municipality. Committed and non-committed funding over the next 4 years is as follows:

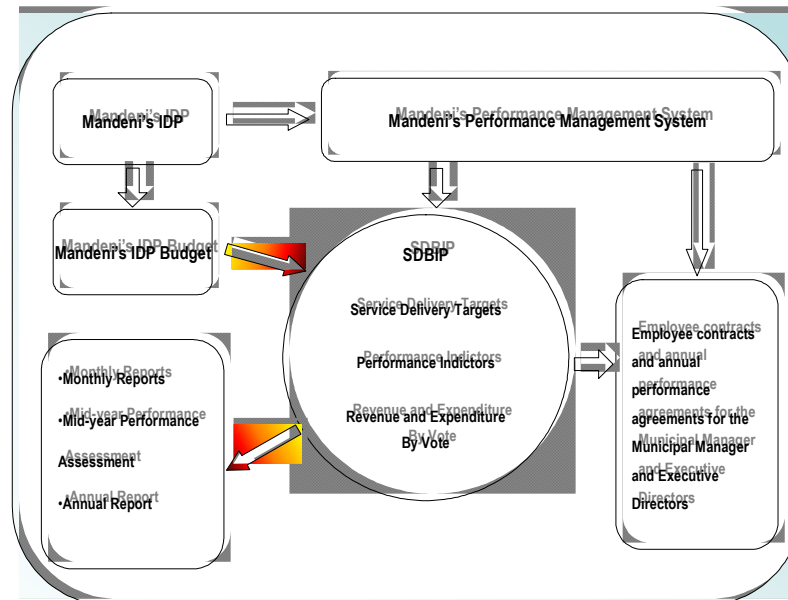


#### H4. The SDBIP

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79.

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

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



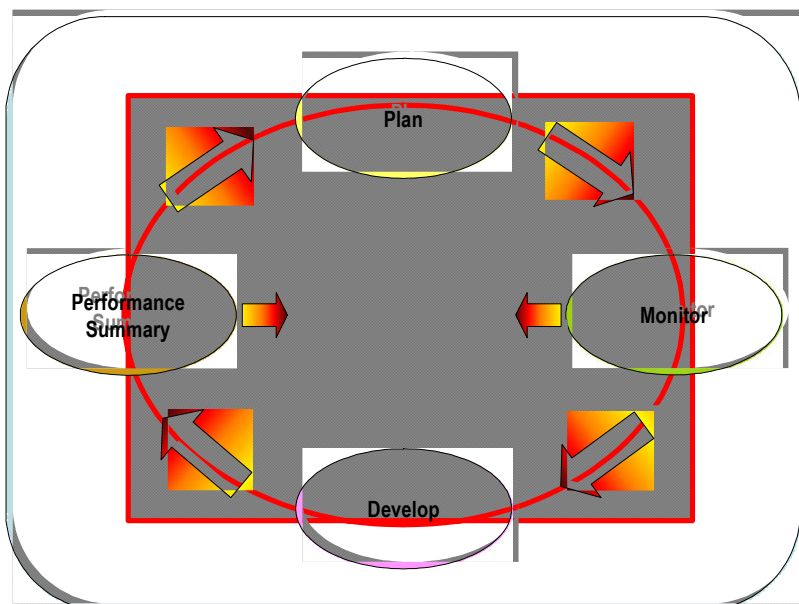
The National Treasury Circular 13 describes in detail the approach to SDBIPs. Basically there is a high level SDBIP for the purposes of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the MM), all staff operate under KPIs within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

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

## SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

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

The components of the Mandeni PMS are:



- **Plan** – The Municipal Manager and Executive Committee share the responsibility for developing the project related and individual performance standards. All performance standards consist of outcomes (products or accomplishments) and

expectations (measurement of outcomes in terms of cost, quality, quantity, time, etc.).

- **Monitor** – The Municipal Manager and Council observe the performance of the Executive Directors and provide feedback throughout the year, not just at the end of the performance cycle. Executive Directors can provide feedback on how well the Municipal Manager and the Council carry out their performance management responsibilities.
- **Develop** – The Municipal Manger has an open discussion with the Executive Directors to identify their training and other needs for improving his or her job performance.
- **Performance Summary** – A narrative description of the Executive Directors' performance, prepared by the Municipal Manager with input from the Executive Directors, is given to each Executive Director in a face-to-face meeting. A performance summary should include: an assessment of the Executive Director's effectiveness in meeting his or her goals and objectives, any recognition received and areas of suggested improvement.
- **Recognition** – The Municipal Manager and Council are encouraged to reward Executive Directors throughout the year for doing their jobs well. Recognition may occur in a number of ways, i.e. verbal praise, cash awards, and time-off awards.

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

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

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

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be assessed by their supervisors on quarterly bases and at the end of the financial year.

The Municipality's Performance Scorecard is made part of the Performance Management process and consultation took place regarding Employee Performance Appraisal System and Policy with all staff and councillors. The Organisational Performance Scorecard was adopted on 28 June 2007 and is attached as **APPENDIX K12**.

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

- Baseline from which performance would be measured.
- KPI for measuring performance.
- Target to need to be met within the specified timeframe, i.e. by 30 June 2008.
- Specification of responsible Department or Section.

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

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## CONCLUSION

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

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## SECTION J: ANNEXURES

### J1. *Detailed Spatial Development Framework*

It should be noted that the Municipality SDF was originally prepared and adopted in 2002 as part of Mandeni Municipality IDP. The Municipality in collaboration with the iLembe District Municipality has established the SDF working group consisting of the Planners from the family of Municipalities, Development Practitioner from the DTLGA coastal regional office and the Senior Development Practitioner from the Head office DTLGA. The SDF working group is used a platform to share experiences and best practices regarding the review and preparation of the Credible SDF. The SDF working group amongst other things aspires to assist each local Municipality to review its SDF. Mandeni Municipality due to limited financial resource is reviewing its Spatial Development Plan in house. It should be noted that the Municipality is currently doing land usage audit throughout the Municipal area through the Development Administration Capacity Grant funding from DTLGA and Siyaya Development Framework plan. The outcome of the two studies to a great extent will inform the review of the Municipal SDF. It be reported that the reviewed SDF couldn't be part of the draft IDP, due to the work that was on progress however the final IDP reflect the revised SDF.

The Mandeni Municipality is located in northern side of the KwaZulu-Natal province midway between Durban and Richards Bay. The Mandeni Municipality is traversed by the N2 and the development corridor that provides a link between the two cities. It is also located on the major railway and road transportation routes which link the Economic Hubs in KwaZulu-Natal.

#### PRIMARY NODE

The current Municipal SDF identifies Mandeni as the primary node; the area has a largely urban setting and incorporates economic and administrative activities. Mandeni town is considered as the heart of the municipality as it links the Municipality through secondary corridors P415 and P459 with the Primary corridors N2 and R102. The R102 is primary development corridor that links the Municipality with the external nodes beyond the Municipality jurisdiction Stanger on the south and Gingindlovu on the northern boundary.

Mandeni town is well serviced with infrastructure and consist of high order facilities as it accommodates Municipal Offices, Sappi, and shopping centre. The types of land uses which are encouraged in this area include Shopping Complexes, Administration / Offices, residential development.

#### SECONDARY NODES

Wangu and Tugela Mouth have been identified as Secondary Nodes. These areas are strategically located along the coastal line and they provide excellent opportunity for Tourism oriented development. Due to the sensitive nature of the areas along the coast and the natural resources which are presented by Amatikulu River towards the North and Tugela River to the South, it is encouraged that careful environmental consideration is undertaken. The types of land uses which are encouraged in these areas should be compatible with rural set up which is evident at Wangu and Development and shall not destruct the natural beauty of the area nor present a situation where the local communities will not have access to the natural resources. Types of Land uses that are encouraged in these areas shall be tourism orientated mixed uses; holiday resorts, residential development, cultural villages, hotels, chalets, restaurants, conferences centres. It should be noted that proposing developments that area in line with the SDF does not give one automatic approval. The Municipality has prepared a comprehensive study (Siyaya Costal Development) which is meant to bridge a gap between the broader SDF and the LUMS. The primary objective of the study is to put place development controls and measures that will ensure that the pristine coast and rich natural resource are preserved.

The informants for the proposed land use include the Proposed King Shaka Airport, the proposed King Shaka Stature, the historical context of the area, existing development pattern

It should be cautioned that proposing development in line with particular zones that are encouraged in terms of the SDF does not mean automatic right to development. The SDF is broad development template for the desired future development pattern to guide public and private investments.

### J2. *Detailed Disaster Management Plan*

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

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## SECTION K: APPENDICES

### K1. Land Use Management Framework

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

### K2. Land Use Management System

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

#### SINGLE SCHEME

The Municipality currently has three schemes under its control, although no clauses or maps can be found in Province for the Sundumbili scheme. Mandeni is the primary urban centre, with the only other urban nodes of any significance being Tugela Mouth and Wangu, neither of which is yet controlled by a scheme. It is therefore logical to combine the Tugela and Mandeni schemes into one, and to include the other urban nodes within the same scheme. The remainder of the area of jurisdiction of the Municipality constitutes Traditional Settlement, commercial agriculture or conservation areas, and these can easily be accommodated in a single scheme for the Municipal area. No purpose would be served by separating the urban and non-urban areas into separate schemes, plus it would make management and use of the schemes unnecessarily difficult.

#### SCHEME MAP

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

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

#### SCHEME FORMAT

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

#### SCHEME PROVISIONS

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

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

The following controls are proposed for the Traditional Settlement areas:

- **Part 4 – Land Use Controls:** Clause 4.6 introduces Traditional Settlement areas, with uses subject to traditional approval, up to an agreed limit. Uses are limited, authority is traditional, but beyond a specified point, the Municipal scheme controls become applicable. Tuck shops of more than 25m<sup>2</sup> and crèches caring for more than 6 children require Municipal management. Home business must expressly exclude taverns, which will always require Municipal authority as they are contentious uses in residential areas.
- **Part 5 – Development Controls:** Traditional settlement controls included under requirements for control of appearance of buildings.
- **Table A:** imuzi added as a use.
- **Table C:** Traditional settlement zone added
- **Table D:** Traditional settlement zone added with same level of development control as agricultural zone, plus provisions to apply to defined pieces of land, namely PTOs and leases; development controls on undefined sites to be to the satisfaction of the Municipality, and to comply as closely as possible on the controls applicable to defined sites.

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### **K3. Coastal Zone Management Plan**

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

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

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

The Draft Siyaya Coast Development Plan proposes what is effectively a "new town" at Tugela Mouth, in accordance with the Municipal IDP. A secondary node is proposed at Wangu to take advantage of the embryonic urban settlement which already exists there. This area also forms the entrance to the Amatikulu Nature Reserve. The commercial core of each urban node is surrounded by a gradation of higher density – medium density – low density residential development, thereby maximising accessibility, thresholds for development, use of infrastructure and creating sustainable and liveable urban settlement.

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

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

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

Critically, development opportunities have been identified around the historical sites in the Tugela Valley, as these represent an important tourism opportunity. It is critical that a visitors' centre is linked to these sites but in a manner which maximises accessibility and relevance. People will not travel to see replicas of places but will want to see the exact places where things existed or happened. It is therefore important that sites such as the Ndongakusuka Hill where a military kraal once existed be used as a catalyst for these historical tourism sites.

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

Once the proposals made in this development plan are accepted, the plan will be expanded to incorporate a new layer which will constitute the Coastal Management Zone as required in terms of the Coastal Management Bill.

It is important that agreement be reached in the steering committee regarding the possible use of some of the coastal areas for development, albeit to the limited extent proposed.

A road linkage is proposed between Wangu and Tugela Mouth, as the only route at present is the N2 highway which is not safe for pedestrian traffic, and ought not to be used for local traffic.

The final plan, together with the draft final report, can however only be made public once there has been resolution of the land legal issues. It is hoped that the steering committee will be able to find some resolution on this issue at this meeting, thereby enabling the Municipality to release the draft plan for comment.

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**K4. Waste Management Plan**

*The Mandeni Waste Management Plan is in the process of being undertaken and set to be completed during the 2008/2009 financial year and progress in this respect will be reported on in due course.*

**K5. Water Service Master Plan**

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K5 of the 2008/2009 iLembe District IDP.

**K6A. Integrated Transport Plan**

This is prepared at a district level by the iLembe District Municipality. Funding was secured by iLembe District Municipality for the Integrated Transport Plan to be prepared in consultation with the Local Municipalities, including the Mandeni Municipality. The consultant was appointed and was held back by some disputes which are still resolved. For further details refer to Section K6A of the 2008/2009 iLembe District IDP.

**K6B. Public Transport Plan**

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K6B of the 2008/2009 iLembe District IDP.

**K7. Housing Plan**

The Mandeni Housing Plan has been completed and adopted (refer to **APPENDIX K7** for a copy of the full Mandeni Housing Plan Report). An in depth analysis of the Mandeni Municipal area informed this Housing Plan which is aimed at the eradication of the housing backlogs in Mandeni Municipality. The Mandeni Housing Vision is:

***“To house every resident of Mandeni in a sustainable and affordable way, with the necessary services, in progressive communities and an enabling environment to create the best possible standard of living for our people.”***

The approach within the context of the Mandeni Housing Plan is one of mass housing provision in areas under previous segregation rule. Through this approach it is possible to counteract inappropriate residential development which took place everywhere where land could be acquired cheaply thereby perpetuating urban sprawl and segregated development areas. Settlement that took place further from job

opportunities and social amenities, undermining economic viability and environmental sustainability can now be rectified. In order to stabilise the housing environment the following issues are addressed within the context of the Mandeni Housing Plan:

- Creating a stable and effective public environment.
- Lowering perceived risk in the low-income sector of the housing market, by ensuring that contracts are upheld and applied and all parties understand and fulfill their roles and responsibilities.
- Ensuring good quality housing.

The purpose of the Mandeni Housing Plan is therefore to provide direction to housing delivery and settlement management in the Mandeni Municipal area. Strategies and Projects are developed to address the housing demand in Mandeni Municipality. The process of layering will lead to a focussed vision and pertinent strategic objectives for the determination of the ultimate housing program and plan for the study area.

Recommended projects for Slums Clearance are:

Project	Number of Sites	Estimated Project Cost
Sikonyane	1 691	R 64 258 000.00
Mathonsi	1 321	R 50 198 000.00
eNdondakusuka	978	R 37 164 000.00
Macambini	648	R 24 624 000.00
Sundumbili	2 300	R 87 400 000.00
Tugela	502	R 19 076 000.00
<b>TOTAL</b>	<b>7 518</b>	<b>R 282 720 000.00</b>

Recommended projects in terms of the Rural Housing Programme are:

Project	Number of Sites	Estimated Project Cost
Sikonyane	3 629	R 137 902 000
Macambini	3 166	R 120 308 000
Mathonsi	1 416	R 53 808 000
eNdondakusuka	770	R 29 260 000
Ntunzini	293	R 11 134 000
Hlomendini	225	R 8 550 000
Sundumbili	192	R 7 296 000
<b>TOTAL</b>	<b>9 691</b>	<b>R 368 258 000</b>

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### K8. Energy Master Plan (Electricity Master Plan)

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K8 of the 2008/2009 iLembe District IDP.

### K9. Local Economic Development Plan

The main LED concerns that affect the Mandeni Municipal area are:

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

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

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

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

Strategy	Details on the Strategy
Special Intervention Areas	This refers to macro-economic developments that are located within a regional context of the Mandeni Municipality, although outside the area of jurisdiction, but that have significant implications for future development of the area. Such developments include the Dube Trade Port (DTP) and

Strategy	Details on the Strategy
	the King Shaka International Airport (KSIA). The pending World Cup 2010 also presents opportunities for the area although it affects the entire country. The eThekweni – iLembe – uThungulu Corridor is a provincial development, which has significant implications for the development of the Mandeni Municipal area.
Expand and Grow the Manufacturing Sector	The manufacturing sector in Isithebe has been affected by political decision-making throughout its existence from its inception to date. Currently there are many factors that are working against industry in Isithebe such as the distance to markets and the removal of incentives, which were initially a draw card for the area. However, there are still factors that make Isithebe a strong area for manufacturing to grow, including the access to the two ports of the province. With the development of the DTP and the KSIA, more demand for space for manufacturing is likely to occur for Isithebe. Warehousing is currently one use for some of the industrial space within the estate. However, this is a non-employment generating activity and other industries should be considered.
Expand the Agricultural Sector	Presently, agriculture in Mandeni takes place at a commercial and subsistence level. Sugar cane is the mainstay of the sector, with most commercial farmers being involved in this field. Livestock farming is carried out to a small degree and has not been explored to its true potential. The traditional farming areas undertake farming for their livelihood and very little is sold for a profit. The strategy focuses on the expansion of the agricultural activities in the area, especially focussing on niche market products and other crops. The aim is to develop traditional/subsistence farming into commercially based farming to ensure effectiveness of farming practices.
Develop the Tourism Sector	Currently, the tourism sector in Mandeni is focussed along the coastal area of the Tugela Mouth, with a few accommodation facilities in the area. The Mandeni Municipal area is one of the last few coastal destinations that have managed to still maintain its rustic and aesthetic character. As such, it is maintained that the development of the coastline should continue to support this type of eco-tourism potential/opportunity. Coupled with this is the strong heritage and historical significance in the area. However, the sites of

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Strategy	Details on the Strategy
	importance are not developed appropriately and many that have been developed have been vandalised over time. Opportunities exist to capitalise on this uniqueness and capture a different market to that visiting Durban and Ballito. The development status of the tourism sector is very low at the moment, and ventures such as the Military Kraal have not been successful. As such, careful consideration must be given to the type of developments that are being proposed for this area.
Business Retention and Expansion	Business retention and expansion strategies (same as the generic strategy) refer to the measures that a municipality can take to ensure that firms and investors currently within the area do not leave for a seemingly more attractive location. This strategy is important for the economy of an area to grow. It has been noted that drawing local (national or regional) companies to an area is more practical and valuable than drawing businesses from abroad. This is due to the fact that the money made will flow within the local or national economy, instead of outwards to the home country of the foreign investment. Therefore, the retaining, drawing and expanding of local businesses are of critical importance for the economic development of a region.
Identification of Capital Investment Projects, New Product Development & Facilitation of Access to Funding for Development	This strategy is associated with the generic strategy of new business creation. This strategy serves to accelerate empowerment and assists in reducing unemployment. Prior to the creation of new enterprises, it is imperative that a human resource base and target market is established. This applies to all sectors, and involves identifying, packaging, and motivating for the new projects so as to source funding for their implementation.
Promotion of capacity Building, Training, Mentoring & Support Services	The generic strategy linked to the above specific strategy is that of promoting business development services (BDS), information communication technology (ICT) and training and education. Business development services offer assistance and support to small and medium enterprises in the form of counselling, information and training. The main aim of BDS is to increase competitiveness, which is brought about in terms of innovative products and services, production or delivery processes irrespective of size of the enterprises. Therefore, SMMEs should be encouraged through BDS to build up their competitive edge.

Strategy	Details on the Strategy
Promotion of Market Research, Marketing, Knowledge & Awareness Campaigns	This strategy is aligned to the generic strategy of investment promotion or place marketing, and refers to all aspects related to the promotion and marketing of the economic strengths and opportunities of the municipality. This entails advertising and marketing of the area and drawing on the competitive advantages that can be of interest to investors, as investors generally seek a stable economic environment. Incentives offered by the municipality do play a role but this is not the only factor, which attracts an investor to a municipality. Investment ensuing sustainable employment must be such that it builds on existing or potential competencies in the area.
BEE, PDI, Gender Promotion & HIV/AIDS	It is important that specific attention is paid to ensure equal representation of women and vulnerable groups. Undertaking planning in collaboration with previously disadvantaged individuals (PDIs) is necessary in ensuring that these individuals are empowered and have the opportunity of economic development in their communities. The views of these individuals must be streamlined into the planning process and they should also be beneficiaries through the implementation of such projects.

Seventeen prioritised projects with clear timelines and financial implication thereof have been identified and packaged into action plans (for further details refer to page 128-140 of the Mandeni LED Strategy) a copy of which was submitted to the Department of Local Government and Traditional Affairs together with 2008/09 reviewed IDP . These are as follows:

- Establishment of a Chamber of Commerce
- Investor Attraction
- Expansion of the Ithala Industrial Estate
- Crime Reduction
- Skills Development
- School of Sporting Excellence
- Development of a Petroport
- Development of a Skills Register
- Medicinal Plants
- Essential Oils
- Bio-fuels
- Develop King Shaka Statue and World Class Cultural Village

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- Water Activities on the Tugela River
- Establishment of a Small Enterprise Development Agency
- Youth Centres
- Appointment of an LED Manager
- Establishment of the LED Forum and Business Coalition

#### **K10. Infrastructure Investment Plan (EPWP Compliant)**

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K10 of the 2008/2009 iLembe District IDP.

#### **K11. Area Based Plans (Land Reform)**

These are prepared at a district level by the iLembe District Municipality. For further details refer to Section K11 of the 2008/2009 iLembe District IDP. The formulation of these Area Based Plans is, however, currently delayed as a result of the Department of Land Affairs not finalising the necessary appointments in this regard.

#### **K12. Organisational PMS**

Attached **APPENDIX K12** provides the most up to date Municipal and Departmental Scorecards is a reflection that PMS at the Mandeni Municipality is now taking its rightful place as a tool that provides early warning of under performance as well as objective recognition for performance above and beyond the call of duty.

***The OPMS now needs to be reviewed within the context of the 2007 – 2012 Mandeni IDP and its review to ensure proper and appropriate integration and to insure its relevance in addressing the challenges of the Mandeni Municipal area.***

#### **K13. IDP Process Plan/ IDP Framework Plan**

Mandeni Local Municipality wanted to develop the IDP which can be utilised as an effective management tool for the municipality, this includes:

- Creating a greater level of focus and thereby improving on the strategic nature of the IDP.
- Aligning this strategic document with the realities of available resources, both financial and human.
- Alignment of the IDP with activities of the sector departments and other service providers (and vice versa i.e. influencing their planning).
- Alignment of the IDP with the various sector plans.

To put this into effect Mandeni Municipality prior to starting the IDP process drafted a Framework Process Plan which was adopted by the Council in compliance with the Municipal Systems Act, 2000. The Framework Process Plan served as the business plan for the on – going management of the IDP process. The Framework Process Plan was meant to provide direction in terms of the time schedules for the planning process, how the public will participate in the review, what structures will be used to ensure participation and how the process will be managed.

The Framework Process Plan identified the following eight key issues/activities to be covered during the preparation process of the IDP:

- The Situational Analysis: During this phase information is collected on the existing conditions within the municipality. The exercise focused on identifying the types of problems faced by people in the area and the causes of these problems. The identified problems were assessed and prioritized in terms of what is urgent and what needs to be done first.
- Issues identified by the MEC.
- The development strategies.
- The review and finalization of applicable sector plans.
- Alignment with sector departments and service providers.
- A filtering process whereby the IDP and sector plans are integrated with the resource framework.
- The development of a detailed implementation framework.
- The review of Spatial Development Framework

The Mandeni Framework Process Plan (attached as **APPENDIX K13**) was approved by Council in September 2007 and set the process of this 2008 IDP Review officially in motion.

#### **K14. District Health Plan**

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K14 of the 2008/2009 iLembe District IDP.

#### **K15. Social Cohesion**

This section of the IDP looks at the notion of Social Cohesion within the context of building careering society in solidarity with the poor. A point need to be made that, the notion of Social Cohesion has not been fully examined in South Africa as a policy imperative for the construction of a new society.

In 2004, The Presidency Policy Coordination and Advisory Services, Social Cluster, released a document, A Nation in the Making, a discussion document on Macro-Social Trends in South Africa. The document provides some detail analysis in terms of social trends but it is not a Government Policy statement on Social Cohesion.

The Department of Arts and Culture also commissioned Human Science Research Council in 2005 to prepare a report on Social Cohesion and Social justice in South Africa on behalf of the Social Cluster of Cabinet.

Social Cohesion has been defined in the HSRC Report for Department of Arts and Culture. It refers the extent to which a society is coherent, united and functional, providing an environment within which its citizens can flourish. A normative term, Social Justice refers to the extension of principles, enshrined in our constitution, of human dignity, equality, and freedom to participate in all of the political, socio-economic and cultural spheres of society.

Whilst the limitation of the use of Social Cohesion in terms of policy pronouncements, it is widely acknowledged that there are indicators of social processes that are useful in giving an account of the extent of Social Cohesion in society as a whole.

The participation of the people both in national and local government elections, Izimbizo, campaigns, Masakhane, IDP and Budget meetings, social networks and partnerships can be observed and measured in formal agreements such as District Growth and Development Summits.

However, the question of race, class, gender, age and identity remains critical factors in shaping a society united in shaping its own destiny. The case in point is the extent to which minority groups participate in the IDP and Budget process as well as Izimbizo and other social functions that are cultural in nature like King Shaka Celebrations, Diwali, etc.

One key glaring area of concern in terms of participation of minority groups in deepening Social Cohesion is in Sports and Recreation activities like SALGA Games with all its imperfections.

The failure of the minority groups to participate in the IDP and Budget process creates a serious dilemma in terms of pronouncing municipality's IDP credible when in fact certain sections of the population has nothing to say about it. The question of participation of all sections of society in the crafting of the IDP does not only address the issue of deepening democracy, but it also seeks to translate the principle of people's driven- centred development into its logical conclusion in that members of the community irrespective of their political affiliation or religious believes to participate in shaping the developmental agenda of the municipality.

The failure of other groups to input in the IDP process deprives the municipalities an opportunity to understand the varying and competing needs of the community, which needs to be addressed within the context of limited resources available to our fiscal. This is where the cultural diversity should be seen to be appreciated and practiced. In order to give meaning to the IDP, it is critical to strengthen Social Cohesion in order to achieve a range of policy objectives, including meeting service delivery needs.

The success of social cohesion depends on the variety of indicators, among these the family, the school, social movements and organized organizations or formations of civil society.

The role that is played by the family, the school and organisations relates to the norms and values that a society expects a responsible person to behave, in a responsible manner.

The question that arises under what conditions does Social Cohesion occur? Social Cohesion would take place in an environment where the community shares a common feeling of solidarity for those members of the community who are incapacitated to enjoy their constitutional rights due to economic circumstances that are supported by those who are better off.

In other words, members of the community would celebrate the indignity of not having access to constitutionally guarantee rights of their fellow compatriots on the basis that they do not have the means, which other members could make a meaningful contribution towards the realization of those rights.

Necessarily, Social Cohesion would not be pursued on the basis of cultural or language preferences but rather on the commitment and adherence to the ethical principles and values enshrined in our constitution.

People's commitment to the principles of diversity, equality and social justice are the key conditions for Social Cohesion.

#### **K16. Integrated Environmental Programme**

A significant amount of data and information are available as a result of environmental scoping studies undertaken in the Mandeni Municipal area. This now needs to be consolidated within the context of a Mandeni SEA for which funding from the Corridor Fund is currently being awaited. Progress in this respect will be reported on in due course. The Mandeni Municipality will commission the preparation of the Environmental Framework (EMF) for the entire Municipal area. The EMF is a strategic

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tool in which geographical areas are assessed in terms of biophysical, social and Economic environment. The EMF consist of various "environmental control zones" an environmental management plan and environmental management policy. The key outcome of this programme is the re-evaluation of the applicability of scheduled Listed Activities in terms of NEMA, whereby listed activities may be amended, excluded in non-sensitive areas, additional activities may be promulgated in sensitive areas, thereby stream-lining applications for environmental authorisation.

#### **K17. Cemeteries Plan**

***The Mandeni Cemeteries Plan is in the process of being completed, but an amount of R300,000.00 is required for the finalisation of the Feasibility Pphase of this Plan. Progress in this respect will be reported on in due course.***

#### **K18. Gender Equity Plan**

***The Mandeni Gender Equity Plan is under review and set to be completed during the 2008/2009 financial year and progress in this respect will be reported on in due course.***

#### **K19. Poverty Alleviation Programme**

The Mandeni Municipality recognises the importance of addressing poverty alleviation through the implementation of a Poverty Relief/Alleviation Programme. In this regard, Mandeni relies heavily on the National Department of Public Works' Community Based Public Works Programme to fund social infrastructure investment in the Municipality. The types of projects range from upgrading sanitation facilities at schools to community farms and market stalls.

The relationship between Poverty alleviation, Pro-Poor LED strategies and sustainable economic development needs to be defined clearly. Currently there is no clear distinction between the Municipality's LED Strategy and poverty alleviation strategies and programmes. Certain aspects of the two strategies may overlap, e.g. job creation, income generation, capacity building, investment in productive assets etc., but poverty alleviation programmes may include other socio-economic aspects which fall outside of the ambit of LED, e.g. provision of, social security grants, welfare grants, primary health care and aftercare, food security, HIV-AIDS, clean and green, schools programmes etc. It is suggested that the LED Strategy should seek to alleviate or eradicate poverty and inequality as one of its objectives.

As far as poverty alleviation is concerned, LED initiatives primarily focus on the establishing a job-creating economic growth path, embarking upon sustainable rural

economic development and urban renewal, bringing the poor and the disadvantaged to the centre of development with economic market forces playing a crucial role. The commercial viability of projects is critical to the ultimate success of the LED Strategy and the role of government. In this case the Mandeni Municipality must create an environment conducive to thriving business activities.

With the implementation of the Mandeni LED Strategy, its poverty alleviation programme will be expanded and more clearly defined in terms of coordination and implementation of national and provincial departmental functions, where localised strategic guidelines for poverty alleviation refer to the following:

- Specific local poverty situations and problems that should be addressed.
- Specific population groups to be taken care of by strategies and programmes.
- Appropriate ways and means of involving disadvantaged groups in the process.

In the process of process of addressing this issue of poverty alleviation specific mention is required of the following programmes and the contribution they would make in this regard:

- **AsgiSA:** This involves government funding selected programmes that are intended to act as catalysts for economic development. The initial spending framework of AsgiSA includes 6 broad categories of government interventions primarily aimed at promoting the country's capacity to meet its development objectives as set in its Millennium Development Goals, i.e. halving poverty and unemployment by 2014. This is not a new economic policy, but rather an initiative comprising strategic interventions to counter the main constraints on economic growth. These government interventions are to take place in a number of selected social and economic areas. From a social point of view, the interventions are expected to bring real opportunities to transform the structures of production, income and ownership in favour of the poorest and most vulnerable social groups. AsgiSA is expected to drive the economy at a higher rate of growth (4.5% from 2006 to 2009, and 6% from 2010 to 2014) while expanding its redistributive benefits towards the majority of South Africans, who are trapped in the second economy. Like many other developmental initiatives, AsgiSA does, however, raise problems related to co-ordination, implementation and monitoring. To maximise the efficiency of this initiative these problems need to be addressed within the context of the IDP process.
- **EPWP:** This is one of South African government's short to medium-term programmes aimed at the provision of additional work opportunities coupled with training. It is a national programme covering all spheres of government and state-owned enterprises. The EPWP is underpinned by 2 fundamental strategies to reduce unemployment. (a) To increase economic growth so that the number of

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net new jobs being created starts to exceed the number of new entrants into the labour market and (b) to improve the education system such that the workforce is able to take up the largely skilled work opportunities which economic growth will generate.

*To ensure the formulation of a relevant and appropriate Mandeni IDP the implementation of these initiatives are now called for. The Poverty Alleviation Programme for Mandeni and as part of the Mandeni LED Strategy needs to take these matters forward in an integrated way, ultimately aimed at the sustainability and growth of the area.*

**K20. HIV/AIDS Programme**

This is prepared at a district level by the iLembe District Municipality. For further details refer to Section K20 of the 2008/2009 iLembe District IDP.

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**SECTION L: ADDENDUMS****L1. Mandeni Organogram**

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