



# MANDENI MUNICIPALITY

## MANDENI LOCAL MUNICIPALITY

DRAFT  
2022/23 -2026/27  
INTEGRATED DEVELOPMENT  
PLAN

“To be a reliable,  
people-centered, and  
sustainable economic hub  
by 2030.”

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# Abbreviations

BEE	Black Economic Empowerment
B2B	Back-to-Basics Approach
CBD	Central Business District
CIF	Capital Investment Framework
COGTA	Co-operative Governance and Traditional Affairs
DAFF	Department of Agriculture, Forestry, and Fisheries
DBSA	Development Bank of South Africa
DEA	Department of Environmental Affairs
DGDP	District Growth and Development Plan
DGDS	District Growth and Development Summit
DMC	Disaster Management Centre
DMR	Department of Mineral Resources
DOE	Department of Education
DOHS	Department of Human Settlements
DOT	Department of Transport
DWS	Department of Water and Sanitation
ECD	Early Childhood Development
EDTEA	Department of Economic Development, Tourism, and Environmental Affairs
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EPWP	Expanded Public Works Program
EXCO	Executive Committee
FY	Financial Year
GE	Gender Equity
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
ICLEI	International Council for Local Environment Initiatives
ICROP	Integrated Community Relief Outreach Program
ICT	Information Communication Technology
IDP	Integrated Development Plan
IRSDP	iLembe Regional Spatial Development Plan
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
KZN	KwaZulu-Natal
LED	Local Economic Development
LM	Local Municipality

MANCO	Management Committee
MEC	Member of the Executive Council (Co-operative Governance and Traditional Affairs)
MIG	Municipal Infrastructure Grant
MFMA	Municipal Finance Management Act No. 56 of 2003
MIG	Municipal Infrastructure Grant
MTEF	Medium-Term Expenditure Framework
TSF	Medium-Term Strategic Framework
MWIG	Municipal Water Infrastructure Grant
NDP	National Development Plan
NSDP	National Spatial Development Perspective
OVC	Orphaned and Vulnerable Children
PA	Planning Authority
PACA	Participatory Appraisal of Competitive Advantage
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PMU	Project Management Unit
PPP	Public-Private Partnership
PSEDS	Provincial Spatial Economic Development Strategy
RDP	Reconstruction and Development Program
RIDS	Regional Industrial Development Strategy
RandR	Repairs and Renovations
RRTF	Rural Road Transport Forum
RSC	Regional Service Centre
SADC	Southern Africa Development Community
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDG	Sustainable Development Goals
SDBIP	Service Delivery and Budget Implementation Plan
SDP	Site Development Plan
SMME	Small-, Medium-, and Micro- Enterprise
SONA	State of the Nation Address
SPLUMA	Spatial Planning and Land Use Management Act, 2016
TA	Tribal Authority
TBC	To Be Confirmed
VTC	Voluntary Testing and Counselling
WSB	Water Services Backlog
WSDP	Water Services Development Plan





# MAYOR'S FOREWORD

His Worship, the Mayor  
**CLLR.TP MDALOSE**

We are committed to listening to our people and deliver services that speak directly to them. 2022 is another year of possibilities and living up to your expectations”

As we begin 2022, I am reminded of a quote by Anti-apartheid hero, Ahmed Kathrada, where he says: “To build a strong foundation for a new country. the elements of forgiveness, absence of wickedness, absence of hatred, absence of revenge, is very crucial”, this is significant and can be associated with the overall wellbeing of Mandeni, over the years we have been cloaked by events that have hindered our progress, the most recent being the lootings that occurred in July 2021. This year, let us join forces and bury whatever underlying factors that cause us to destroy our breadbaskets and strive to rebuild a strong foundation.

Over the past year, we made strides in the upliftment of Sports, Infrastructure Development, Socio-economic development as well as various other sectors which are crucial within Mandeni Local Municipality.

I would also like to take this opportunity to thank all those who went out to cast their votes in the 2021 Local Government Elections, your participation ensured that we maintain continuity for service delivery and offered you an opportunity to enjoy the rights fought for by the generation of yesteryears.

We also thank the brave men and women in our public health system for continuing to provide healthcare for the people of Mandeni under the trying times of COVID-19. It is also paramount to remind our people that COVID-19 is still part of our daily deeds, lets continue to tread carefully, wear your masks, sanitize, keep social distance and stay at home where possible.

Furthermore, we will continue working tirelessly to ensure that Mandeni becomes investor friendly, we are duty bound to be a gateway through which development and opportunities reach our people, in that sense, we will continue engaging sector departments, private sector and civil society organizations, urging them to offer their services to the people of Mandeni.

I pray and hope that we will all have a prosperous 2022

May God bless us all.

Thank You.

# Chapter A:

## EXECUTIVE SUMMARY

### INTRODUCTION

The preparation of Integrated Development Plan (IDP) is a legislative requirement as entailed in terms of Section 25 of the Municipal Systems Act (MSA) Act (No 32) of 2000. An IDP is one of the key tools for Local Government to cope with its new developmental role. Furthermore, it seeks to facilitate strategic decisions on issues of Municipal budgets, Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner.

### WHO WE ARE

Mandeni Local Municipality is located along the northern coast of KwaZulu-Natal, approximately 100km north of eThekweni Metro, and 80km south of the uMhlathuze Municipality. It lies along the N2 national and provincial corridor, as well as the north-south rail link connecting the economic hubs of Durban and Richards Bay. As such, the municipality is strategically located to provide services to, and derive economic benefits from, these economic hubs. Mandeni Local Municipality is one of the four local municipalities that make up the iLembe District; and the other local municipalities are KwaDukuza, Maphumulo, and Ndwedwe. Mandeni Local Municipality covers approximately 545.48km<sup>2</sup>, and is made up of 18 electoral wards. The municipality is predominantly rural in character, with Ingonyama Trust land accounting for the majority of its landmass.

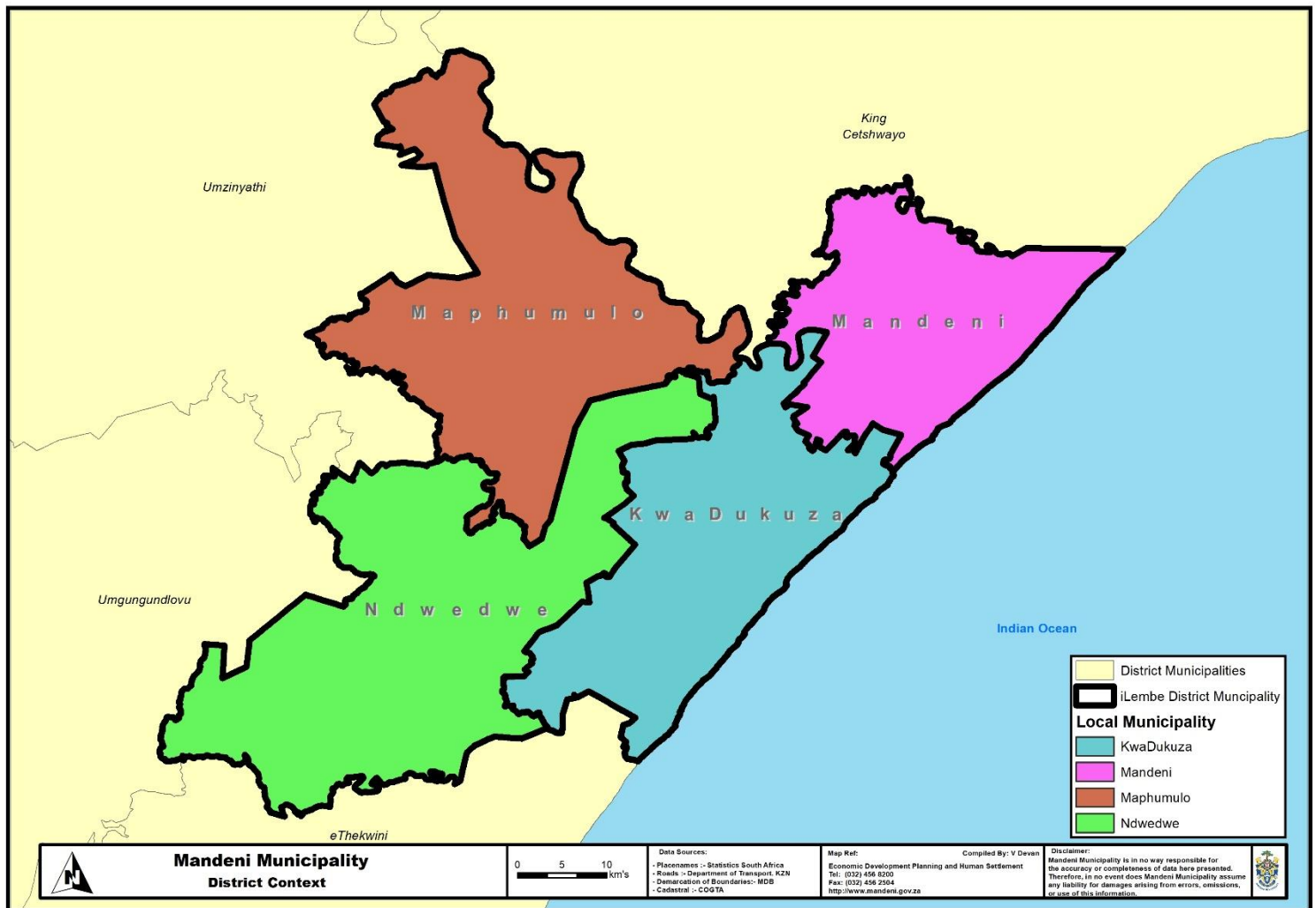
Hlomendlini (Ngcobo) Traditional Council located along the southwestern boundary which covers ward 4 Hlomendlini Township, Novas farm, Sansousis hence sharing boundaries with KwaDukuza Municipality according to the Traditional Council

Mandeni Suburb and the Sundumbili Township are the only major urban centers in Mandeni Municipality. The town functions as a service centre for the whole of Mandeni Local Municipality, and beyond the eNdulinde Hills (the south-eastern part of uMlalazi Municipality). It is approximately 5km from the N2 and situated along the MR 102, which runs parallel to the N2, forming a secondary corridor in this regard. There are no substantially-developed service centers in the traditional council areas. Informal settlements with limited or no facilities or infrastructural services occur on the periphery of the developed areas, and within the iSithebe Industrial Area and Sundumbili Township. There is less development taking place in the periphery of the well-established Sundumbili Township, and Mathonsi Traditional Council area eastwards of the hinterland.

The iSithebe Industrial Estate is one of the main industrial areas / nodes within the iLembe District offering cost-effective production space, with import and export commodities outside this region. The SAPPI Tugela Mill and the iSithebe Industrial Estate (iSithebe) provide opportunities to grow, and attract large-scale manufacturing and heavy industry to Mandeni Municipality. While iSithebe is an important heavy industrial development area, Mandeni Municipality is strongly committed to developing its character as an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination, this will enhance its visual and aesthetic appeal. The municipality aims to improve physical and functional integration, by establishing a functional town center. Mandeni Municipality aims to increase the economic efficiency of the municipal area and promote investor confidence, thereby attracting more development to the area.

The map below provides an overview of the locality of the Mandeni Municipality

MAP 1: MANDENI LOCALITY:





## **CHALLENGES WE FACE**

The main challenges that the municipality faces are related to spatial inequality as a result of the apartheid era. This talks to poor, or lack of access to, infrastructures such as roads, water, and socio-economic facilities and services. The following summarily unpacks the key areas of intervention that the Mandeni Municipality need to focus on:

### **ROADS**

Most of the wards have a dilapidated state of gravel roads and access roads. The municipality has identified the need for an Integrated Road Master Plan, which will inform the municipality of the life span of existing access to road infrastructure within the municipality it seeks to upgrade.

### **SOCIAL FACILITIES**

There's a lack of maintenance of social community facilities in most of the wards, such as sports field and recreational facilities, and cemeteries.

### **LOCAL ECONOMIC DEVELOPMENT**

A significant number of wards indicated that, there is a great need for more local economic development projects, to alleviate poverty, and promote SMME and co-operative development.

### **LACK OF JOB OPPORTUNITIES**

A significant number of wards indicated that there was a dire need for the creation of job opportunities, especially among youth.

### **WATER AND SANITATION**

The lack of regular access to drinking water has been identified as a pressing need for rural wards, especially for the Mathonsi and Macambini areas, as this situation has been perpetuated by the recent drought crisis faced by the region.

### **LACK OF REVENUE BASE**

The municipality is faced with a serious financial predicament, due to non-payment of rates and services; hence the municipality is highly dependent on grant funding and other sources to deliver services. The issue of iThala providing services within the iSithebe Industrial Estate still remains another key challenge that contributes to the municipal financial instability.

### **ELECTRICITY**

Thus far, the municipality, together with related State-Owned Entities, has been able to provide electricity to only 38% of the total of 18 wards, leaving 62% of the entire municipal area with poor access to electricity.

### **YOUTH AND WOMAN EMPOWERMENT**

Owing to the fact that youth and women account for the largest segment of the population, youth and woman empowerment remains a challenge facing the municipality.

### **HUMAN SETTLEMENT**

The municipality is faced with the serious challenge of the extension of informal settlements that are located within environmentally sensitive areas, at the periphery of Sundumbili Township and iSithebe Industrial Estate

## PROGRESS ARCHIEVED WITH CHALLENGES SINCE 2021

### ROGRESS

Roads	Access roads remain a challenge in the Municipal area, however, the Municipality has prioritized numerous urban and rural roads projects in the past 4 years.
Water and Sanitation	During the public engagements it has been observed that access to water is still a challenge mainly in the rural settlements.
Lack of Revenue Base	Lack of revenue base is still a challenge. The revenue base has not increased due to lack of new developments in Mandeni. However, the biggest challenge is that the high debt owed to the Municipality by Government Departments and the Ingonyama Trust.
Local Economic Development	The Municipality has developed a Local economic strategy that will assist the Municipality in uplifting the economy of Mandeni. The Strategy also contains an implementation plan that proposes programs and projects that the Municipality will be prioritizing in the near future.
Lack of Job Opportunities	Although job opportunities are still a challenge within the Municipal area however the Municipality has created job opportunities through the infrastructure programs that are implemented by the Municipality.
Electricity	The backlog in electricity for the Municipal area has decreased over the past 4 years. The Municipality has implemented and completed numerous electrification projects in both the rural and urban areas through the INEP grant.
Social Facilities	The Municipality has been able to construct community halls in all the rural wards, beach upgrades and
Youth and Woman Empowerment	The Youth Enterprise Park is one of the projects currently under construction that is aimed at empowering the youth. The projects will be completed during the 2021/2022 financial year. There have been a number of youth programs which were prioritized and implemented over the past 4 years.
Human Settlement	The Housing sector plan that was developed in the 2016 financial year assisted the Municipality in identifying housing projects within the Municipal area. There are currently 3 housing projects that were implemented over the past 3 years and houses have been handed over to beneficiaries on completions.



## MUNICIPAL VISION

*“To be a reliable, people-centred, and sustainable economic hub by 2030.”*

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

### OBEJECTIVES

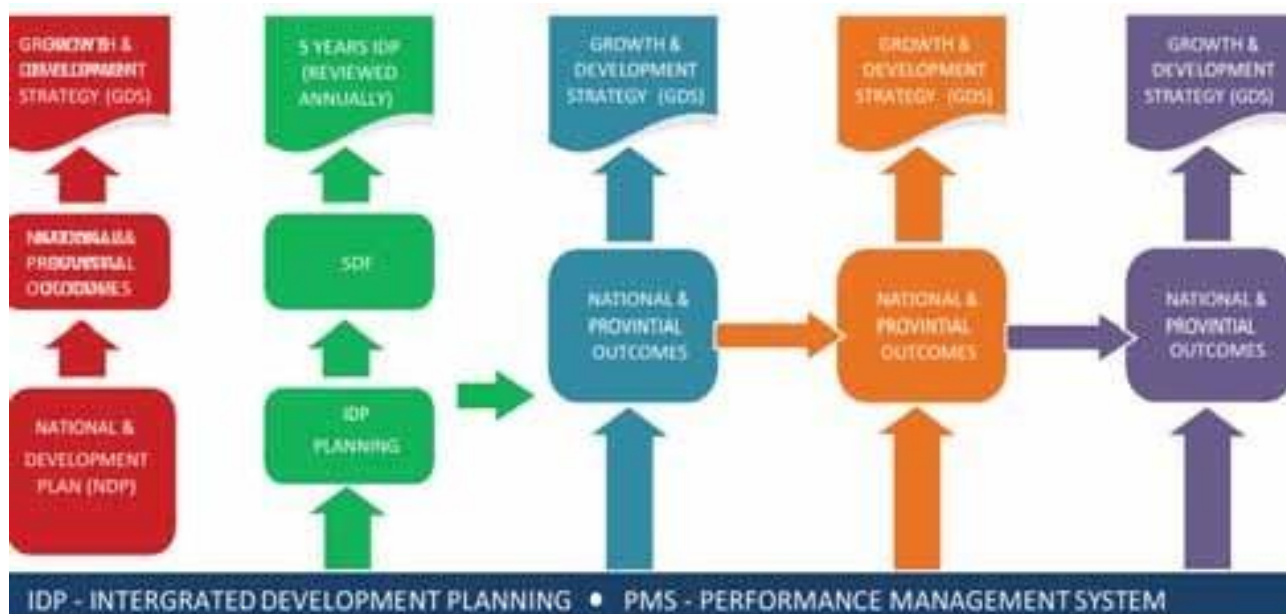
1. Universal Access to Basic Services and Infrastructure Development By 2030	1.1 To improve access to all basic services
2. To develop a sustainable and efficient municipality, based on Sound financial management	2.1 Ensure a financially viable municipality
3. To foster a culture of community involvement and good governance in the affairs of the municipality	3.1 Ensure a participative, transparent, and accountable governance in the municipality
4. Promoting and facilitating human development	4.1 Achieve a holistic human development and capacitation, for the realization of skilled and employable workforce
5. Facilitate the creation of job opportunities	5.1 Facilitating the creation of employment opportunities for skilled and employable people.
6. Provide and facilitating access to social services and facilities	6.1 Ensure that our people have access to community facilities and services. Aspire to a healthy, safe, and crime-free Mandeni
7. Promoting and facilitating environmental protection and sustainable spatial planning	7.1 Realize a completely-protected environment. Facilitate a creation of disaster-ready community
8. Provision of effective, efficient, transparent, and accountable leadership	8.1. Creating conducive working environment

## KEY PERFORMANCE AREAS AND MEASURES

The organizational objectives captured in the development strategy are carefully crafted to ensure that they are simple, measurable, achievable, realistic, and time-scaled (SMART). An organizational scorecard has been developed to measure the performance of the organization as a whole. Strategic planning and management systems are used to: align organizational activities with the vision and strategy, improve internal and external communications, and monitor organizational performance against strategic goals (refer to figure below).

## PERFORMANCE MANAGEMENT SYSTEM

### IDP-PMS ALIGNMENT



## **DEVELOPING THE 2022/23- 2026/27 MUNICIPAL IDP AND BUDGET PLAN**

This must be done in accordance with Chapter 5 of the Municipal Systems Act (Act No. 32 of 2000). Although Mandeni Local Municipality has a five-year time horizon, it adopts a medium- to long-term development perspective within the five-year plans, with the annual reviews being a mechanism for incremental progress towards the ideal situation. The IDP provides for the local implementation of the National and Provincial development initiatives outlined in the National Development Plan, Provincial Growth and Development Strategy and the District Growth and Development Plan.

### **LOGICAL FRAMEWORK APPROACH**

The IDP is prepared in accordance with the requirements of the Municipal Systems Act and associated regulations, and is intended to serve as a strategic guide for the future development of Mandeni Municipality's area of jurisdiction. This includes both public- and private-sector development initiatives. It is based on the issues articulated by all stakeholders, and is informed by national and provincial development imperatives.

#### **OBJECTIVES ARE:**

Guide decision-making in respect of service delivery and public sector investment.  
Inform the budgets and service delivery programs of various government departments and service agencies;  
Coordinate the activities of various service delivery agencies within Mandeni Municipality's area of jurisdiction;  
Engage communities and other key interested and affected parties in municipal affairs, especially the continuous integrated development process; and  
Position the municipality to make a meaningful contribution to meeting district, provincial, and national development targets and priorities.

Although the IDP informs the annual budget and determines the organizational structure, it considers resource availability and asserts that if resources (inputs) are provided, activities will be undertaken, and the requisite outputs will be produced, leading to the attainment of the intended outcomes and thus making a significant impact in developing Mandeni as an area.

### **THE LEGISLATIVE FRAMEWORK**

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

#### **SECTION 25 (1) OF THE MUNICIPAL SYSTEMS ACT (2000)**

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

Links, integrates, and co-ordinates plans, and considers proposals for the development of the municipality;  
Aligns the resources and capacity of the municipality with the implementation of the plan;

Complies with the provisions of this Chapter; and is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

## **THE 2022/23 -2026/27 IDP PROCESSPLAN**

As part of its preparation for the 2022/23 -2026/27 IDP, Mandeni Municipality formulated and adopted the IDP processplan to ensure proper coordination between and within the spheres of government is achieved within this process. An Integrated Development Planning (IDP) Process Plan was drawn up to ensure proper management of the planning process. Components of the IDP Process Plan:

- Organizational Arrangements for IDP Review Process;
- Allocation of roles and responsibilities;
- Mechanisms for Public Participation;
- Alignment of the IDP/Budget/Municipal PMS;
- Alignment Mechanism;
- Binding Legislation and Planning Requirement; and
- Action Program and Time Frames

Activity No.	Activity/Tas						Responsibility	Estimated Cost
	<b>MANDENI COMMUNITY BASED PLANING</b>	<b>IDP</b>	<b>Draft Date</b>	<b>BUDGET</b>	<b>Draft Date</b>	<b>PMS</b>		
1.	IDP/BUDGET/PMS Technical Committee Meeting tabling of Draft Process Plan Advertise the draft Process Plan for public comments	IDP/BUDGET/PMS Technical Committee Meeting to discuss Draft Process Plan Advertise the draft Process Plan for public comments	02 Aug 2021	Tabling of 2022/23 MTREF IDP and Budget time-schedule to the Mayor for approval	26 August 2021	Approved 2022/2023 SDBIP Completed performance agreements	PMS Manager & Budget Manager	Nil in-house
				Advertisement of time-schedule on website, local newspaper and notice boards	31 August 2021			

2.	Tabling of Draft Process Plan that includes Mandeni CBP Mechanism to Council for adoption	Tabling of Draft IDP/Budget/PMS Process Plan to Council for adoption	30 September 2021	<b>Initiate the budget process:</b> <ul style="list-style-type: none"> <li>Proposed Tariff increase for 2022/23</li> <li>Review of National Policies and budget plans and potential price increase of bulk resources with function and department officials</li> <li>Submission of budget request for Capital and Operational budget for 2022/23</li> </ul>	30 September 2021	The compilation of Departmental SDBIP's: KPI review with the relevant departments Ensuring all projects have a budget Submission of quarterly reports	PMS Manager	Nil in-house
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Activity No.	ACTIVITY / TASK						RESPONSIBLE PERSON	ESTIMATED COST
	WARD BASED PLANS	IDP	DATE	BUDGET	Draft Date	PMS		
3.	Information gathering	Information gathering	06 December 2021	Preparing the 2022/23 MTREF Budget Prepare proposed budget plans for the next financial year considering previous year's performance as per the audited AFS (Capital and Operational budget)	06 December 2021	Back to Basics report to National Cogta	PMS Manager	R 2 500
4.				<b>Mid-Year Budget Assessment</b> <ul style="list-style-type: none"> <li>Assess performance of the municipality during the first half of the year for 2021/22</li> <li>Budget Steering Committee</li> </ul>				
	-	-		<ul style="list-style-type: none"> <li><b>Adjustment Budget 2021/22 MTREF</b></li> <li>Revise an approved annual budget through an adjustment</li> </ul>	03 January 2022  03 January 2022	Back to Basics report to Provincial Cogta	PMS Manager	-

				<p>budget by receive inputs from departments)</p> <ul style="list-style-type: none"> <li>▪ Budget Steering Committee</li> <li>▪ Approval of an Adjustment budget</li> <li>▪ Submit adjustment budget to NT &amp; PT and publishing it on the municipal website</li> <li>▪ Feedback by Provincial Treasury on the submitted Adjustment Budget.</li> </ul>				
5.				<ul style="list-style-type: none"> <li>▪ First Draft Budget for 2022/23 MTREF</li> <li>▪ Review proposed National and Provincial allocations to the municipality for</li> </ul>	March 2022			

				<p>incorporation into the draft budget for tabling</p> <ul style="list-style-type: none"> <li>▪ Budget Technical Committee to review three-year capital budget and operating projects</li> </ul>				
				<ul style="list-style-type: none"> <li>▪ Finalize and submit to the Mayor proposed budget and plans for next three-year budget taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for previous years audited AFS and AR</li> </ul>	21 March 2022			

				<ul style="list-style-type: none"> <li>▪ Budget Steering Committee Presentation of IDP aligned to Budget</li> <li>▪ Draft Budget 2022/23 MTREF tabled to Council</li> <li>▪ Publishing Draft tabled budget, plans and proposed revisions to IDP, invite local community comments and submit to NT &amp; PT</li> <li>▪ Review any changes in prices for bulk resources</li> <li>▪ Budget and Benchmark Assessment by Provincial Treasury</li> </ul>	02 March 2022 31 March 2022 31 March 2022 15 April 2022			
	<b>MANDENI COMMUNITY BASED PLANING</b>	<b>IDP</b>	<b>Draft Date</b>	<b>BUDGET</b>	<b>Draft Date</b>	<b>PMS</b>		
6.	IDP/BUDGET/PMS Technical Committee	IDP/BUDGET/PMS Technical Committee	05 October 2021		-	Compile and Submit all	IDP and PMS Managers	

	Meeting	Meeting				quarterly PMS reports to Exco/ Council and Audit Com		
7.	Embark on 1 <sup>st</sup> round visual Public participation process	Embark on 1 <sup>st</sup> round visual Public participation process	28-29 October 2021	-	-			
8.	ILembe District Sector Alignment Session	<b>ILembe District Sector Alignment Session</b>	TBC	-	-	<b>ILembe District Sector Alignment Session</b>	-	-
9.	Roll-out Mandeni Community Based Planning to all 18 war-rooms, to kick start review process of community-based plans	-	December 2021 to January 2022	-	-	-	Ward Councillors and public participation unit.	
10.	-	Information gathering and project registration for 2022/23	December 2021				Manco	
11.	Review and initiate changes in the municipal ward-based plans for 2022/23 FY	review and draft initial changes to the IDP and Municipal Budget for 2022/23 FY <b>MSA s 34</b>	January - 2022	The review and draft initial changes to the IDP and Municipal Budget <b>MSA s 34</b>	January 202	-	Chief Financial Officer/Budget/ IDP Manager	Nil in-house
12.	IDP/BUDGET/PMS Technical Committee Meeting	IDP/BUDGET/PMS Technical Committee Meeting	1 February 2022	Budget steering committee	17 February 2022	- Mid-Year Budget Assessment Assess performance of the municipality during the first half of the year for 2022/23		

13.	Analysis of the Status quo to inform the 2022/23 WBP Draft document	Analysis of the Status quo to inform the 2022/23 IDP Draft document	<b>February 2022</b>	Submit adjustment budget to NT & PT and publishing it on the municipal website	25 February 2022		MANCO Manager Budget Council	-
14.	-	-	-	-	-	Annual Performance Report Submit annual Performance Report and Performance information to Auditor General (AG). After concluding all quarterly reports from Q1 to Q4, all targets and actuals will be consolidated Compile a draft APR that has the previous FY and current FY to compare the performance Present the draft APR to Manco, Audit Committee Submit draft to internal audit Make corrections and include inputs raised by all relevant stakeholders Submit final APR to MANCO, Internal Audit Committee,	Manager Budget & PMS Manager	-



						PAC, Council , Auditor General		
15.	–	–		–		Council approves revised scorecards	Manager PMS	–
16.	–	–		–	-	Senior Manager mid-year performance assessment	Manager PMS, PAC Chair, Mayors, MM's and Exco members	–
17.	Review of Situational Analysis	Review of Situational Analysis	Ongoing				IDP Manager	
18.	–	–		Finalize and submit to the Mayor proposed budget and plans for next three-year budget taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for previous years audited AFS and AR		–	Budget Manager	Nil
19.	–	–		<b>First mSCOA Draft Budget for 2022/23 MTREF</b> <ul style="list-style-type: none"> <li>Review proposed National and Provincial allocations to the municipality for incorporation into</li> </ul>	2 March 2022	–	Budget Manager	Nil

## Chapter A ..continue

				<p>the draft budget for tabling</p> <ul style="list-style-type: none"> <li>▪ Budget Technical Committee to review three year capital budget and operating projects</li> </ul>				
				<p>Finalize and submit to the Mayor proposed budget and plans for next three year budget taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for previous years audited AFS and AR</p>				
				<ul style="list-style-type: none"> <li>▪ Budget Steering Committee Presentation of IDP aligned to Budget</li> <li>▪ Review of Budget Related Policies</li> <li>▪ Draft Budget MTREF tabled to Council</li> <li>▪ Publishing Draft tabled budget, plans and proposed revisions to IDP, invite local community</li> </ul>				

				<p>comments and submit to NT &amp; PT</p> <ul style="list-style-type: none"> <li>▪ Review any changes in prices for bulk resources</li> </ul> <p>Budget and Benchmark Assessment by Provincial Treasury</p>				
20.	Tabling of 1 <sup>st</sup> draft ward Based Plans	Tabling of 1 <sup>st</sup> Draft IDP and Budget to EXCO	31 March 2022	Tabling of 1st Draft IDP and Budget to EXCO	31 March 2022	-	IDP/BUDGET Managers	-
21.	-	Advertise for public comments the on draft IDP	7 April 2022					
22.	Ward based /BUDGET/PMS Community Outreach	IDP/BUDGET/PMS Community Outreach via digital platforms (Mandeni facebook page and radio stations)	7 April 2022 - 15 April 2022	<p><b>Consultation on Tabled Budget</b></p> <ul style="list-style-type: none"> <li>▪ Consultation with National and Provincial Treasury and finalize sector plans</li> <li>▪ Revising budget documentation in accordance with consultative processes</li> <li>▪ Budget Steering Committee feedback after Consultation</li> </ul> <p>Review of budget related policies for 2022/23</p>	<p>April 2022</p> <p>13 May 2022 20 April 2022</p>	-	Mayor and Council IDP/BUDGET/ PMS Managers Communicatio ns and public participation	

## Chapter A ..continue

23.	–	Align IDP/Budget with Provincial and National Priorities	Ongoing	Align IDP/Budget with Provincial and National Priorities	Ongoing	–	IDP/BUDGET/ PMS Managers	Nil
24.	WBP, IDP Representative forum meeting	WBP and IDP Representative forum meeting	19 May 2022					-
25.	Council approves 21/22 Mandeni CBP	Council approves final 2022/23 - 2027/28 IDP and Budget	27 May 2022	<b>Approval of Annual Budget Public hearings on the budget, and Council Debate. Council considers views of the local community, NT &amp; PT and other organs of state and municipalities. Preparing the final budget documentation for approval at least 30 days before the start of the budget year, taking into account consultative processes and any other new information of a material nature Council must approve annual budget by resolution, setting taxes &amp; tariffs, approving changes to IDP and Budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of the budget year</b>	26 May 2022		Municipal Manager Budget Office  IDP Manager	Nil
26.	Submit Adopted IDP and Budget to MEC for COGTA	Submit Adopted IDP and Budget to MEC for COGTA		Submit Adopted IDP and Budget to Treasury		–	Municipal Manager  Budget Office	
27.	Approval of ward based plans and submission to COGTA	Advertise the adopted IDP and Budget 10 Days after Adoption	<b>Within 10 working days after the Municipal</b>	<b>Publication of Annual Budget 2022/23 MTREF Submission of Approved budget to NT &amp; PT in both</b>	Within 10 working days after the Municipal Council has approved annual		Municipal Manager Budget Office	R2500 Stanger weekly)

			Council has Approved IDP 07 June 2022	printed and electronic format Publishing the approved budget on the municipal website Promulgation of by laws	budget 15 June 2021			
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## PUBLIC PARTICIPATION

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

The municipality encourages public involvement in the review process, by using existing structures such as Representative Forums, Community Development Workers (CDWs), Ward Committees, and Traditional Authority Structures; The municipality clustered the wards in accordance with proximity and geographic location, with the meeting points being Traditional Courts in the rural parts of the municipality, so as to facilitate greater involvement of Traditional Councils; Focused meetings with ward committees and Traditional Councils, respectively to discuss and develop priorities in the IDP; and The municipality also holds focused meetings with the Ratepayers' Association and the larger business community, i.e. SAPPI and iSithebe industrialists etc.

In accordance with the provisions of its Communication Strategy, the municipality uses the following methods to communicate with its communities:

Public notices

Roadshow Newspaper advertisements;

Radio broadcasts; and

The quarterly municipal newsletter

## COMMUNITY OUTREACH PROGRAMME

Mandeni Local Municipality took a decision that, in this phase of the IDP Mayoral Imbizo, the municipality would engage its communities within the various wards, by clustering the wards and ensuring that each municipal ward is represented through the ward committees and Community Development Workers. This is to ensure that the needs of the community in each ward / community were captured appropriately, and in a manner that would give the municipality a clear picture of the service delivery needs and achievements. This program included visiting the Ratepayers' Association, in order to ascertain their assessment of needs in terms of service delivery. One of the main issues that were highlighted intensely in this meeting was the issues of safety and security; and the rates structure and associated tariffs. The following program was then formulated, whereby the Honorable Mayor visited each ward within the cluster.

**TABLE: 1ST ROUND OF COMMUNITY OUTREACH MEETINGS**

Date	Targeted Ward	Ideal Venue	Proposed Time
	Ward 05	Nembe Community Hall	10:00am
02 Dec 2021	Ward 10	Machibini Sports Field	14:00pm
03 Dec 2021	Ward 09	Multi-Purpose Centre	10:00am
07 Dec 2021	Ward 14	Chappies Sport field/	10:00am
	Ward 13	Back to the World White city	14h00
08 Dec 2021	Ward 03	Mandeni Golf Estate	17:00pm
	Ward 2	KwaKhathi/Sishi Sportfield	10h00
08 Dec 2021	Ward 12	Mantungwini	10:00am
	Ward 04	Hlomendlini Hall	14:00pm
10 Dec 2021	Ward 01	Mangqakazi Hall	10:30am
	Ward 08	KwaChilli	14:00am
11 Dec 2021	Ward 02	Kwakhati / Kwasishi Sports Field	10:00am
	Ward 03	Emaromeni	14:00pm
14 Dec 2021	Ward 17	Steel window Sportified	10h00
	Ward 16	KwaNdwandwe Hall	16h00



# DEVELOPMENT OPPORTUNITIES

## STRATEGIC LOCATION

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

## INDUSTRIAL DEVELOPMENT

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

The SAPPI Tugela Mill currently has logistics-handling capacity, with overhead cranes and container-handling facilities available, which could be utilized to establish and grow a Logistics Hub in the region, linked to large-scale manufacturing in iSithebe. Energy costs will also be a significant factor in Mandeni Municipality's ability to attract and retain heavy industry; hence, engagements with Eskom are critical to ensure that electricity supply responds to projected growth, while alternative energy sources and cogeneration are considered.

## OUR KEY DEVELOPMENT CHALLENGES

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

### SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

### MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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

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



## **LOCAL ECONOMIC DEVELOPMENT**

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

## **GOOD GOVERNANCE AND PUBLIC PARTICIPATION DEEPENING DEMOCRACY**

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

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

## **DEVELOPING SYNERGISTIC RELATIONS WITH KEY STAKEHOLDERS**

The duties and functions of Mandeni Local Municipality are prescribed by law, and cannot be abdicated or delegated to other organizations. The municipality is responsible for its functions. However, the municipality is not alone in this regard. A number of organizations both within and outside government support municipalities, conduct business in line with the principle of co-operative government. It is, therefore, critically important for Mandeni Municipality to identify potential partners, and forge strategic partnerships or synergistic relations.

## **FINANCIAL VIABILITY AND MANAGEMENT**

### **INCREASING MUNICIPAL REVENUE**

Although Mandeni Municipality is financially stable and sustainable, the low revenue base is a high risk that threatens its survival. Mandeni is a rural municipality characterized by high levels of poverty, and low levels of economic activity. The revenue base has remained stagnant for a long period, and shows signs of decline. There has been no major private sector investment since the development of iSithebe Industrial Area; or significant expansion of commercial and residential space. This highlights the need to develop viable strategies to stimulate economic growth, and facilitate private sector investment in the area.

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

## **CROSS-CUTTING ISSUES**

### **ADDRESSING POVERTY**

Poverty in Mandeni Municipality manifests in different dimensions, with income poverty and human poverty being the most common. Income poverty refers to the lack of sufficient income to satisfy basic food needs, and essential non-food needs such as clothing, energy and shelter. It arises from a high rate of unemployment, poor access to productive resources, lack of marketable skills, and a general lack of job opportunities. Human poverty broadly refers to the lack of basic human capabilities that arise when a large proportion of community members cannot read and write and are not numerate; food insecurity; malnutrition; declining life expectancy; an increase in sickness and deaths related to preventable diseases; and poor access to basic services. Overcrowding also contributes to this situation.

### **MANAGING THE IMPACT OF POPULATION GROWTH**

Mandeni Local Municipality's population increased by 7% from 138 079 in 2011, to 147 808 in 2016. The population of KwaDukuza Municipality increased by 19.7% during the same period. In contrast, the inland rural municipalities of Ndwedwe and Maphumulo experienced a net population decline. Population growth in Mandeni Municipality exerts pressure on existing services, and leads to the densification of settlements located around Mandeni Town, and along major transport routes. The majority of these settlements have not benefited from spatial planning. It is, therefore, critically important for the municipality to devise strategies to effectively manage this phenomenon.

### **CHANGING SETTLEMENT PATTERNS**

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

## LONG-TERM VISION

This vision is derived from current realities and can be broken down into six key strategic goals: Good Governance (sound governance and ethical conduct are the pillars of success in local government);

Improving the quality of life of our citizens (eradicating unemployment, poverty and inequality);

Improved and sound revenue (debt collection);

Providing social and economic infrastructure (eradicating backlogs and providing strategic infrastructure to grow the economy);

Grow the economy and create jobs (attract investment and market Mandeni as an investment node);

and Promote spatial equity and protect natural resources (the natural and rustic character of the municipality should be our selling point; beaches, nature reserve, Tugela River).

## LONG-TERM STRATEGIC GOALS

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

Universal access to basic services and infrastructure development by 2030;

To build cohesive, caring, and sustainable communities; and to improve the health profile of local communities; as well as to intensify the fight against crime (public safety) and corruption;

- To create a conducive environment for job opportunities and investment;
- To create a culture of public service transformation, performance management, and accountability;
- To develop a sustainable and efficient municipality based on sound financial management; and
- To create a sustainable environment for future development and to redress spatial inequality.

## STRATEGIES AND ACTION PLAN

The IDP specifically highlights the following strategic thrusts, and all development must achieve or contribute to these, in order to address the challenges facing the Municipality: Promoting development and investment that contribute to the regeneration and renewal of CBD's. The municipality has commissioned an urban regeneration strategy; Establishing a town center in Mandeni; Promoting and facilitating development and investment along the coast, in a harmonized and environmentally, economically, and socially sustainable manner;

- Promoting investment within defined nodes, and specifically to the functionality of such nodes, i.e. Mandeni, Tugela Mouth, Wangu, and iSithebe Industrial Zone;
- Promoting investment in industrial investment hubs, and providing sufficient, affordable, and reliable infrastructure and services;
- Encouraging settlement within the rural context, along road networks and existing infrastructure;

Introducing incentives that attract development initiatives. The municipality has undertaken a planning exercise, aimed at expanding and marketing the industrial area;

Introducing incentives that attract development initiatives. The municipality has undertaken a planning exercise, aimed at expanding and marketing the industrial area;

Introducing performance project management systems to track and monitor progress; Exploring and promoting PPPs as a means to deliver services;

Preserving and protecting the natural environment and applying conservation management;

Ensuring the regular maintenance and upgrade of existing infrastructure;

Ensuring sustainable livelihoods through the integrated development of all the municipality's assets, i.e. human capital, social capital, natural capital, physical capital, financial capital, and political capital;

Engage with external economic stakeholders to develop

a shared understanding of economic development, and jointly solve challenges through sector forums (manufacturing, business services, property development, informal enterprises, etc.);

Partnering with other key stakeholders to embark on strategies and programs on creation of job opportunities, targeting, in main, the youth; Supporting co-operatives within the Municipality, by linking them with the co-operative's incentive scheme, and ensuring that they enter value-added productive activities;

Linking the community with governmental economic programs, such as Agri-Park, which links small holding farmers with markets; Providing focused SMME support, in order to compete with the large national corporate that dominates sectors, such as retail, construction, and forestry;

Setting up an SMME support center for local business nodes; for the registration, accreditation and grading, franchising and sub-contracting, and innovation and facilitation of co-operation and networking;

Addressing skills development, through partnership with schools, Mandeni TVET, the nearest universities, and SETA; Identifying opportunities for women to enter into value-added productive activities;

Alignment of Municipal LED Projects and Programs with the district agency (Enterprise iLembe) and other provincial and national departments; for example, the National School Nutrition Program;

Promoting various tourism developments, e.g. beach upgrade (Dokodweni and Tugela Mouth), and the Ngwenya Game Reserve; Fast tracking the implementation of SPLUMA through locating new investments within prioritized development nodes

or identified strategic areas; and Reviving development norms and standards, to inform land use management and services in rural areas.

## **OUTCOMES, OUTPUTS, AND DELIVERABLES**

Further to the strategic action plans, and in pursuit of the development vision outlined above, Mandeni Municipality has a clear set of outcomes, outputs, and deliverables for the short-, medium-, and long-term. These can be summarized as follows:

Sustainable job opportunities in line with national and provincial job creation targets. These will include effective implementation of the Expanded Public Works Program, Community Work Program, and various other private and public sector-driven initiatives;

Development of sustainable human settlements where people can live, work, and play in harmony. Such settlements will generate economic development opportunities, enhance the quality of the environment, and facilitate integrated development. They will also enjoy adequate access to basic services, social amenities and

Developing a sustainable and viable municipality that collects and generates sufficient funds to carry out local government functions, and perform all its functions and powers efficiently, and effectively;

Client satisfaction across the board, including local communities, the business sector, government departments, and other stakeholders; and

Spatial integration, with all areas within the municipality working together in unison, as an integrated and functional spatial system that provides a firm foundation for economic and social development.

## **PERFORMANCE MANAGEMENT**

The organizational objectives captured in the development strategy are carefully crafted, to ensure that they are simple, measurable, achievable, realistic, and time-scaled (SMART). An organizational scorecard has been developed to measure the performance of the organization as a whole. Strategic planning and management systems are used to: align organizational activities with the vision and strategy, improve internal and external communications, and monitor organizational performance against strategic goals.

# CHAPTER B:

## Planning & Development Principles & Government Policies And Imperatives

### NATIONAL DEVELOPMENT PLAN VISION FOR 2030

The NDP 2030 presents a long-term vision for South Africa and addressed the Government's program to 'attack' poverty and deprivation with the aim of nation-building. The NDP diagnostic report has identified 9 core challenges that require urgent attention:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster higher growth.;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource-intensive;
- A widespread disease burden is compounded by a failing health system;

Public services are uneven and often of poor quality; Corruption is widespread; and South Africa remains a divided society. The vision highlights a number of focus areas, which are also, in its broader context relevant to an SDF. They are the economy and employment: This requires creating an environment for sustainable employment and economic growth. These conditions may be created through the identification of key economic sectors, as well as the key Challenges that affect the efficiency of these sectors, such as transport; lack of facilities; and infrastructure. Spatial alignments will also be required, in order to deal with the impending problems that affect economic growth and levels of employment. This is also directly linked to the economic infrastructure focus area;

### ECONOMIC INFRASTRUCTURE:

There is an unequal distribution of economic infrastructure, which, therefore, increases regional inequalities. The SDF is a key tool in achieving sustainable and inclusive growth; as it can identify the key infrastructural needs, direct investment, and allocation of key resources, such as water and energy (electricity). Dealing with infrastructural sustainability also requires putting in place an effective and efficient transport system, thus creating an environment where there is an affordable, Safe and reliable transport system;

**AN INCLUSIVE RURAL ECONOMY:** The NDP identifies the need for rural communities to have greater opportunities to participate fully in the economic, social and political life of the country. Rural communities, therefore, have a great need for basic infrastructure as well as increasing the economic growth through agriculture and tourism. Agriculture is a land-intensive activity, and the identification and protection of agricultural land from development is a high priority, as this also has a direct impact on the food security. The SDF is, therefore, one of the key documents that can assist in the accomplishment of this vision; and

**HUMAN SETTLEMENTS:** This element deals with eradicating the dysfunctional settlement patterns and weak spatial planning. Dealing with sustainable human settlements requires a number of considerations such as transport links, economic opportunities, preserving environmentally sensitive areas and availability of social facilities.

The National Development Plan is, therefore, a key policy document in the compilation of the Mandeni SDF as it identifies key issues as well as the strategies that may be implemented to effectively deal with those challenges.



## **SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO. 16 OF 2013 (SPLUMA)**

The main objective of the Spatial Planning and Land Use Management Act (No. 16 of 2013) is “to provide a framework for spatial planning and land use management within different spheres of government.

### **DEVELOPMENT PRINCIPLES**

**Spatial Justice:** In which past spatial and other development imbalances are redressed through improved access to and use of land; Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation; spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons; land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas; land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application.

**SPATIAL RESILIENCE:** to promote flexibility in spatial plans, policies and ensure that land use management systems accommodate sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

**SPATIAL SUSTAINABILITY:** ensures that special consideration is given to the protection of prime and unique agricultural land; uphold consistency of land use measures in accordance with environmental management instruments; promote and stimulate the effective and equitable functioning of land markets; consider all current and future costs to all parties for the provision of infrastructure and social services in land developments; promote land development in locations that are sustainable and limit urban sprawl; and result in communities that are viable;

**EFFICIENCY:** which ensures that land development optimizes the use of existing resources and infrastructure; decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and development application procedures are efficient and streamlined and time frames are adhered to by all parties

**GOOD ADMINISTRATION:** All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act; no government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks; The requirements of any law relating to land development and land use are met timeously; the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and Policies, legislation and procedures must be clearly set out and inform and empower citizens. Also required by Chapter 5, Section 24(1) of the Act for land use management is the requirement for all municipalities to have a single scheme within five years of the commencement.



## COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP)

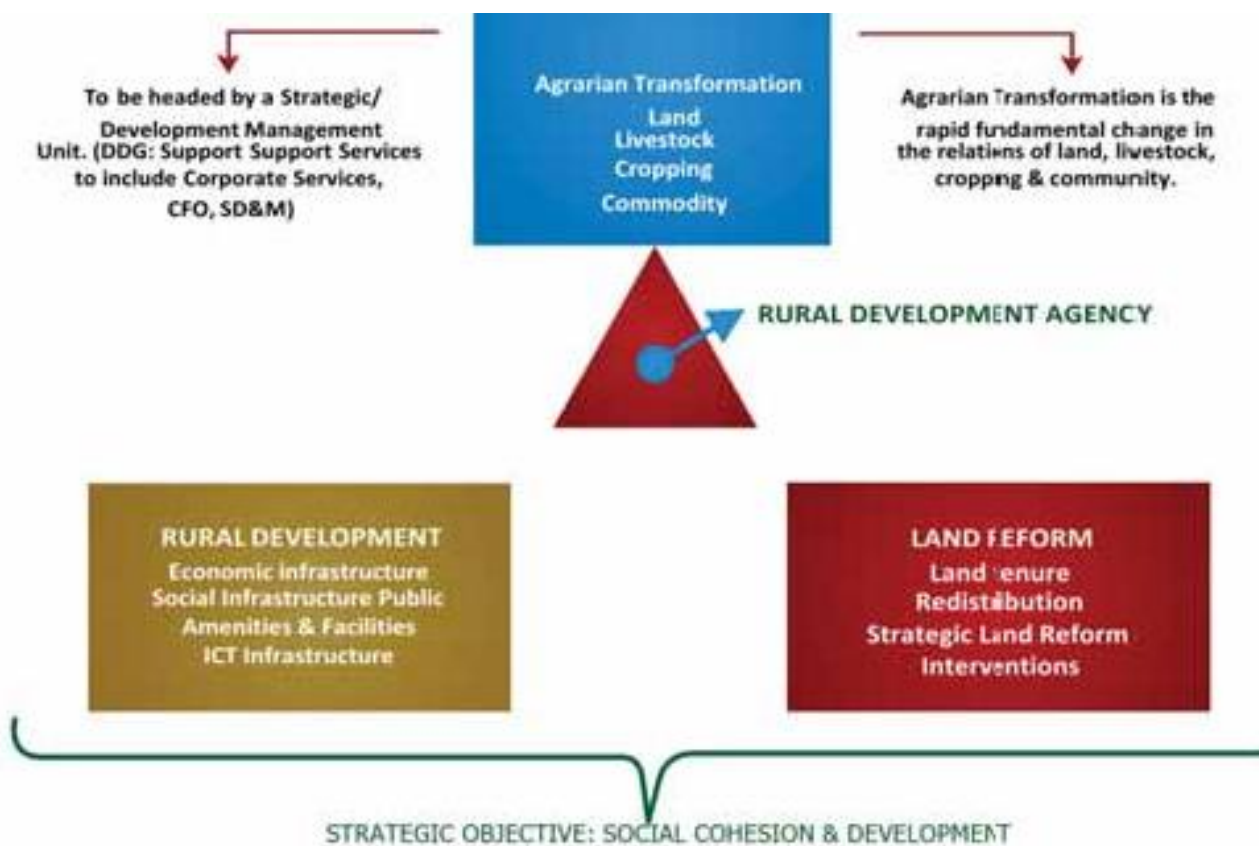
Mandeni Municipality has a very strong Rural Component with four Traditional Councils governing a large portion of the Municipality. Subsequently there are a number of rural policies from the Department of Rural Development and Land Reform to be considered.

Overarching to these strategies is the Comprehensive Rural Development Program, which has as its aim the development of rural South Africa, to create vibrant, sustainable and equitable rural communities. The CRDP is different from past government strategies in rural areas due to its approach, which focuses on proactive participatory community-based planning rather than an interventionist approach to rural development.

Through the policies to be implemented as part of the CRDP the following two main themes are present: Agricultural Reform; Rural Development; and Land Tenure Reform; National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, crops, and the communities. The strategic objective of this approach is 'Social Cohesion and Development'.

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Program, which aspects need to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion of the Rural Areas.

FIGURE 2: STRATEGIC OBJECTIVE: SOCIAL COHESION AND DEVELOPMENT



It must be noted that this is only a strategy, which differs in its approach from the NSDP, in the sense that it does not refer to specific areas / municipalities, or prescribe what actions need to be taken within specific municipalities. It merely outlines the aspects that must be addressed to ensure the comprehensive development of rural areas. Not all aspects as listed under the three components (e.g. land redistribution / restitution), are applicable to the development of a Spatial Development Framework, as the SDF is a planning tool that focuses on land use, irrespective of ownership. Redistribution, for example, is a political aspect / tool that focuses on land ownership, and, more specifically, the ownership of agricultural land.

The aspects that are applicable to land use, include items such as Economic and Social Infrastructure, Public Amenities, and the protection of agricultural land and activities. The Spatial Development Framework will be the tool that ensures the future development of the rural municipalities by providing direction on the provision of facilities, and identifying economic catalytic projects that will kick-start the development, and exponential growth, of the rural communities in all areas that are deemed as being part of a vibrant community.

#### • THE SUSTAINABLE DEVELOPMENT GOALS



**FIGURE 2: SUSTAINABLE DEVELOPMENT GOALS**

<b>SUSTAINABLE DEVELOPMENT GOAL</b>	<b>MLM RESPONSE</b>
<b>SDG 1.</b> End poverty in all its forms everywhere	Co-ordinate Operation Sukuma Sakhe interventions
<b>SDG 2.</b> End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Co-ordinate development of Farmer Support Production Unit of Manchester Farm unlocking agricultural potential
<b>SDG 3.</b> Ensure Healthy lives and promote well-being for all at all ages	Ensure municipal contribution towards HIV/AIDS; facilitate culture of active lifestyle among youth and elderly e.g. Mayoral Cup, Golden Cup etc.
<b>SDG 4.</b> Ensure inclusive and equitable quality education and	Provide library services with optimal skills base. Facilitate development sports and community facilities e.g. Chappies Sports Field, High view Park Combo Court, iSithebe community/Arts Centre
<b>SDG 5.</b> Achieve gender equality and empower all women and girls	LED to improve skills base. Ensure empowerment of youth, women and people living with disabilities.
<b>SDG 6.</b> Ensure availability and sustainable management of water and sanitation for all	Facilitate the reduction of water and sanitation and service backlog. Implementation of iLembe Bulk Water supply project
<b>SDG 7.</b> Ensure access to affordable, reliable, sustainable, and modern energy for all	Facilitate access to electricity for all targeted household. Chapter C implementation of INEP projects
<b>SDG 8.</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Unlock agricultural potential, promote manufacturing sector activities and facilitate SMME development.
<b>SDG 9.</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Implementation of municipal Spatial Development Framework: Local Area Plans and Coastal management plan
<b>SDG 10.</b> Reduce inequality within and among countries	N/A
<b>SDG 11.</b> Make cities and human settlements inclusive, safe, resilient and sustainable.	Promote municipal integrated planning
<b>SDG 12 .</b> Ensure sustainable consumption and production patterns	Improve community awareness on environmental protection. Implement Coastal Management Plan
<b>SDG 13.</b> Take urgent action to combat climate change and its impacts	Work with iLembe District in developing district-wide Climate Change Strategy
<b>SDG 14.</b> Conserve and sustainable use the oceans, seas and marine resources for sustainable development	Improve community awareness on environmental protection Implement coastal management plan
<b>SDG 15.</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Improve community awareness on environmental protection Implement coastal management plan
<b>SDG 16.</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	MLM to ensure participative transparent and accountable governance, by improving public participation process and functionality of municipal structures
<b>SDG 17.</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development	The municipality has partnered with various international organizations, including SECO (Switzerland) and ICLEI on economic development and environmental management programs, respectively.

## STATE OF THE NATION ADDRESS 2022

President Cyril Ramaphosa delivered the State of the Nation Address on 10 February 2022. The State of the Nation Address sets out government's key policy objectives and deliverables for the year ahead. It highlighted achievement, flagged challenges and highlights achievements and outlined interventions to unlock development interventions for the coming financial year.

The State of the Nation Address is an annual message delivered by the President of South Africa to a joint sitting of the two houses of Parliament. Sona charts government's vision for building a more prosperous, united and equal South Africa. The address is an opportunity for the President to update us on the progress that has been made since the last address despite the massive challenges posed by the COVID-19 pandemic.

During the address the President Spoke to political, economic and social issues and the general state of South Africa as well its relations in Africa and abroad. The address is also a rallying point for our entire nation to work together on how we can turn around our economy, end gender-based violence and tackle the triple threat of poverty, inequality and unemployment.

### **Rebuilding Our Economy from The Devastating Impact Of COVID-19.**

The Economic Reconstruction and Recovery Plan which puts the creation of jobs at the heart of our economic recovery is currently being implemented. The plan fast-tracks urgent economic reforms, removes regulatory barriers that increase costs, expands employment programs, facilitates large-scale investment in infrastructure, and implements measures to promote localization and trade. Government is also working closely with financial institutions and multilateral development banks to seeking innovative ways of funding infrastructure investment. Although much work still remains, 2021 has seen green shoots of hope and renewal emerge and with it hope for a better future for all.

### **The Fight Against COVID-19 Is Not Yet Over.**

COVID-19 has not been eradicated and the risks are still very real, therefore South Africans have been encouraged to continue wearing mask at all times, practicing social distancing and lastly washing hands regularly. Vaccination remains the best defense against the virus.

### **Together we can build the country of our dreams.**

Through combined actions, South Africa we can eradicate the triple challenge of poverty, inequality and unemployment, in this plight everyone has a role to play in ensuring that we create a better tomorrow for everyone. He further alluded that Government is also pleased that South Africans remain engaged in democratic processes. Together we can ensure that our representatives in both the public and private sector fulfil their obligations and live up to their oaths of office.



## MEDIUM-TERM STRATEGIC FRAMEWORK

MTSF OUTCOMES	MLM RESPONDS
2. A long and healthy life for all South Africans	The municipality is implementing various sporting programs aimed at youth, senior citizens and people with disabilities
3. All people in South Africa are and feel safe	Ensure functionality of community safety forums and implementation of programs
4. Decent employment through inclusive economic growth	Forming partnerships with private and public partnerships with various entities to ensue investment and retention in Mandeni
5. A skilled and capable workforce to support an inclusive growth	Continue with co-ordination of municipal bursary programs and implementation of works place skills plan
6. An efficient, competitive and responsive economic infrastructure network	Facilitate reduction of backlogs in provision of bulk services
7. Vibrant, equitable and sustainable rural communities with food security for all	Unlock agricultural potential via LED strategy that is currently under review
8. Sustainable human settlements and improved quality of household life	Facilitate reduction of backlogs in provision of bulk services
9. A responsive and accountable, effective and efficient local government system	MLM to ensure participative transparent and accountable governance, by improving public participation process and functionality of municipal structures
10. Environmental assets and natural resources that is well protected and continually enhanced	Improve community awareness on environmental protection. Implement Coastal Management Plan
11. Create a better South Africa and contribute to a better and safer Africa and world	Ensure Integrated Planning with all sector departments
12. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.	Ensure Integrated Planning with all sector departments
13. Inclusive and responsive social system	Co-ordinate Operation Sukuma Sakhe interventions
14. Transforming and unifying the country	Partner with the District in facilitating programs that encourage social cohesion e.t.c SALGA Games, Golden Games

### PROVINCIAL GROWTH AND DEVELOPMENT PLAN 2016

In line with the NDP, the Provincial Growth and Development Strategy (PGDS) presents a 2035 development vision, and outlines a medium- to short-term development program for the KwaZulu-Natal province. It identifies seven (7) strategic goals and thirty (30) strategic objectives towards the attainment of the vision. The Mandeni IDP has integrated the principles and strategic goals outlined in the PGDS, and customized them to find meaning in the local context, thus making the IDP not just a tool for coordinating development locally, but also a means for the practical implementation of government development programs.

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

### DISTRICT DEVELOPMENT MODEL

The iLembe District adopted its District Growth and Development Plan in February 2019. This district-wide plan is part of a complement of plans and strategies that form the National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), and the District Growth and Development Plan (DGDP). This was done in order to ensure the vertical implementation of government plans. The objectives of the District Growth and Development Plan are thus rooted in the objectives of the KZN Growth and Development Plan, which is a plan directly above it. In the formulation of the plan, taking into consideration the status quo and the findings of the synthesis report, 6 strategic goals were identified:

funding models from both the public and private sectors that will translate to iLembe being the District of choice in many facets. For effective implementation, a Monitoring and Evaluation tool has been created through different structures such as the MM's forum, Planners forum, and other District task teams; thus,



ensuring that this plan does not become redundant, but is an effective and implementable plan. As this is a public plan, its formulation was done for the people, with the people, utilizing the bottom-up approach.

In terms of aligning with the Provincial and District Goals, the Municipality has revised its municipal strategic goals, to ensure that they align to that of the Province and District. These have been set out as follows:

#### MUNICIPAL STRATEGIC GOAL ALIGNMENT TO THAT OF PROVINCE AND DISTRICT

No:	PGDS STRATEGIC GOAL	DGDP STRATEGIC GOAL	MUNICIPAL STRATEGIC GOAL FOR 2017-2022
1.	Inclusive Economic Growth	Diverse and growing economy	Facilitate the creation of job opportunities
2.	Human Resources Development	Promote social well being	Promote and facilitate human development
3.	Human Community Development	Provide equity of access	Provide and facilitate access to social services and facilities
4.	Strategic Infrastructure	A livable region	Universal access to basic services and infrastructure development
5.	Environmental Sustainability	Living in harmony with nature	Promoting and environmental, protection, and sustainable spatial planning
6.	Governance and Policy	Effective governance, policy, and social partnerships	To foster a culture of community involvement and good governance in the affairs of the municipality
7.	Spatial Equity		Realize a completely-protected environment

#### ALIGNMENT WITH BACK TO BASICS

The National Department of Co-operative Governance and Traditional Affairs (COGTA) embarked on program called 'Back to Basics – Serving our Communities Better'. The program acknowledges local government as the primary site for service delivery, and the program seeks to assist local government to enforce its mandate for service delivery. The program identified the following as challenges that need to be addressed: Collapse of municipal infrastructure service; Inadequate and slow response to service delivery challenges; Social distance between the public representative and communities reflect poor public participation in the process of local government; Financial viability of some municipality in particular low revenue collection; Mismatch and or lack of skills of personnel in local government; and Breakdown in values and good governance that is manifested by rent seeking and corruption.

To address the above challenges, the Back to Basics program has identified a set of indicators on which each municipality will report on, on a continuous basis. These are outlined below, and Mandeni Municipality responds to these challenges as outlined.

No:	BACK TO BASICS	MUNICIPAL ALIGNMENT
1.	Basic Services: Creating decent living conditions	Improve access to all basic services: facilitate the reduction of water and sanitation infrastructure and services backlogs
2.	Good Governance	Ensure a participative, transparent, and accountable governance in the municipality
3.	Public Participation: Putting people First	Continuously listening and responding to our communities, and all stakeholders
4.	Sound Financial Management	Remaining Financially astute
5.	Building Capable Institutions and administration	Provide effective, efficient, transparent and accountable leadership

# CHAPTER C: SITUATIONAL ANALYSIS

## SPATIAL ANALYSIS

### Regional Context

The iLembe Local Municipality and is the smallest of the province's district municipalities. It measures a size of 3 269km<sup>2</sup> and comprising mere 3% of its geographical area. The district is located between Durban and Richards Bay.

The following four (4) local municipalities are located within the iLembe District Municipality:

Municipality	Main Towns	% of the District	Area (km <sup>2</sup> )
Mandeni	- Isithebe - Mandeni	16.7%	545km <sup>2</sup>
KwaDukuza	-Dolphin Coast/Ballito -KwaDukuza -Nkwazi/ Zinkwazi Beach	22.5%	735km <sup>2</sup>
Maphumulo	Maphumulo	27.4%	896km <sup>2</sup>
Ndwedwe	Ndwedwe	33.4%	1 093km <sup>2</sup>

The Mandeni Local Municipality is located on the east coast of KwaZulu-Natal and situated on the Northern Boundary of the District Municipality and shares a district boundary with uThungulu District Municipality.

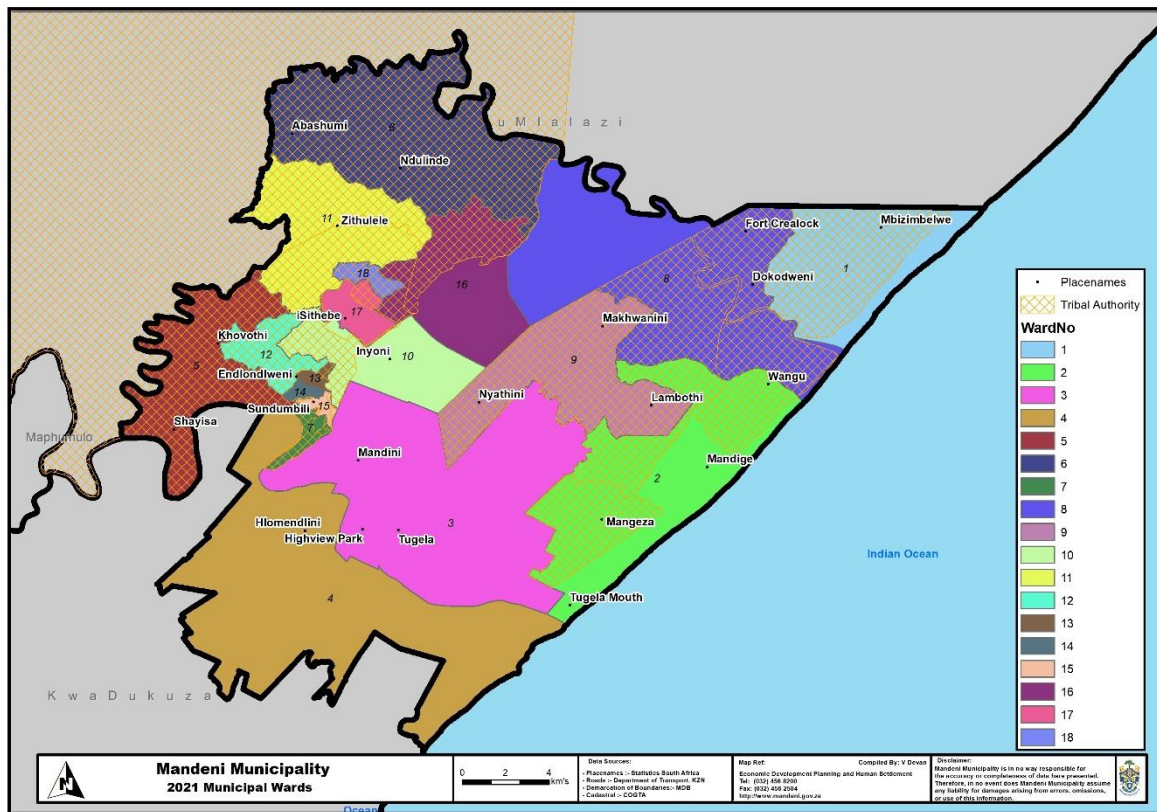
The Mandeni Municipal area is approximately 545 km<sup>2</sup> in extent and consists of 18 wards with a total of 36 councilors. Every 5 years the Municipal Demarcation Board, delimit municipal wards. During the 2021 elections years boundary delimits were redetermined for Wards; 02; 04, 07, 09, 15, 10, 12 & 11.

The municipality is held under traditional tenure with the following Amakhosi Presiding within the municipality:

- Nkosi uMhlongo
- iNkosi uNgcobo
- iNkosi uMathonsi
- iNkosi uMcambi

Map showing boundary adjustment in relation to presiding amakhosi





### Administrative Entities

Mandeni Municipality is dominated by traditional ownedland, comprising approximately 63% of the total area. Land use within the municipality consists of a mix of commercial land use, residential use, and manufacturing and agricultural activities. Commercial land use is located in the center of the municipality's jurisdiction, where a high level of existing infrastructure service development is concentrated, with residential land use supporting the core activities. As one moves further out of the primary node, one finds industrial development (Isithebe and SAPPI), agricultural activity and rural settlements. The traditional areas are dominated by subsistence farming activities; however, the land is characterized by steep areas that reduce the potential for agriculture. In terms of the land use administrative function there is still a lack of focus in the administration of land use on the periphery of the urban areas.

### MAIN CORRIDOR

The P415 is identified as a main municipal corridor crossing the N2 and linking the coast and the hinterland. It runs from east to west, linking the Tugela Mouth Service Centre and Mandeni/Sundumbili Primary Node. The corridor runs along the primary node in a northerly direction along the P459, passing Isithebe towards Nyoni and Amatikulu. In terms of the Spatial Development Framework, the activity corridor is characterized as a mixed-use development corridor, distributing in various areas and linking different land uses. It also acts as a connecting point with regional routes such as the R102 and N2.

### PRIMARY NODE

The Sundumbili Business District has been identified as the primary service centre within the municipal SDF and the district SDF. As the heart of the emerging core urban complex encompassing of Mandeni, Sundumbili, Isithebe and rest of the rural homesteads, this node is of paramount importance as it also services settlements beyond the borders of Mandeni Municipality. This node is characterized by Ithala Centre, Rencken's Centre and the new Mandeni Mall.

### Land Ownership

Land ownership within the Mandeni Local Municipality are dominated by privately owned land which functions as residential, business or vacant land. Mandeni Local Municipality is also a dominant landowner, with majority of its land being utilized for residential purposes. Other uses include municipal functions, vacant land, and public service infrastructure.

## TENURE STATUS - 2016

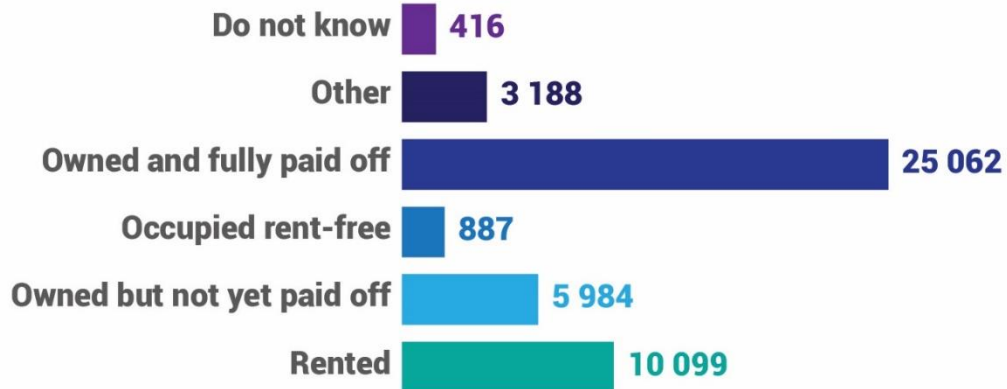


Figure 34: Tenure Status

### Land Reform

People gravitate from areas outside the municipality to meet their economic and social needs. It implies that administrative demarcations are not necessarily the basis for planning and development, but is far more important to understand and take cognizance of functional economic and social linkages of an area. Nevertheless, institutional demarcation is important since it determines the functions and powers of the municipality and in that sense determines what it can and cannot do irrespective of cross boundary impacts.

- Land plays a pivotal role in more than one way in municipal development. The key issues are:
- Ward demarcations that can define the power balance and hence the allocation of resources.
- Land ownership that often determines the rate of development, if not the availability for development.
- Land restitution as part of the process of addressing imbalances created under the previous political dispensation.
- Land values that forms the basis for municipal revenue and the ability to intervene is the development process

## LAND REFORM

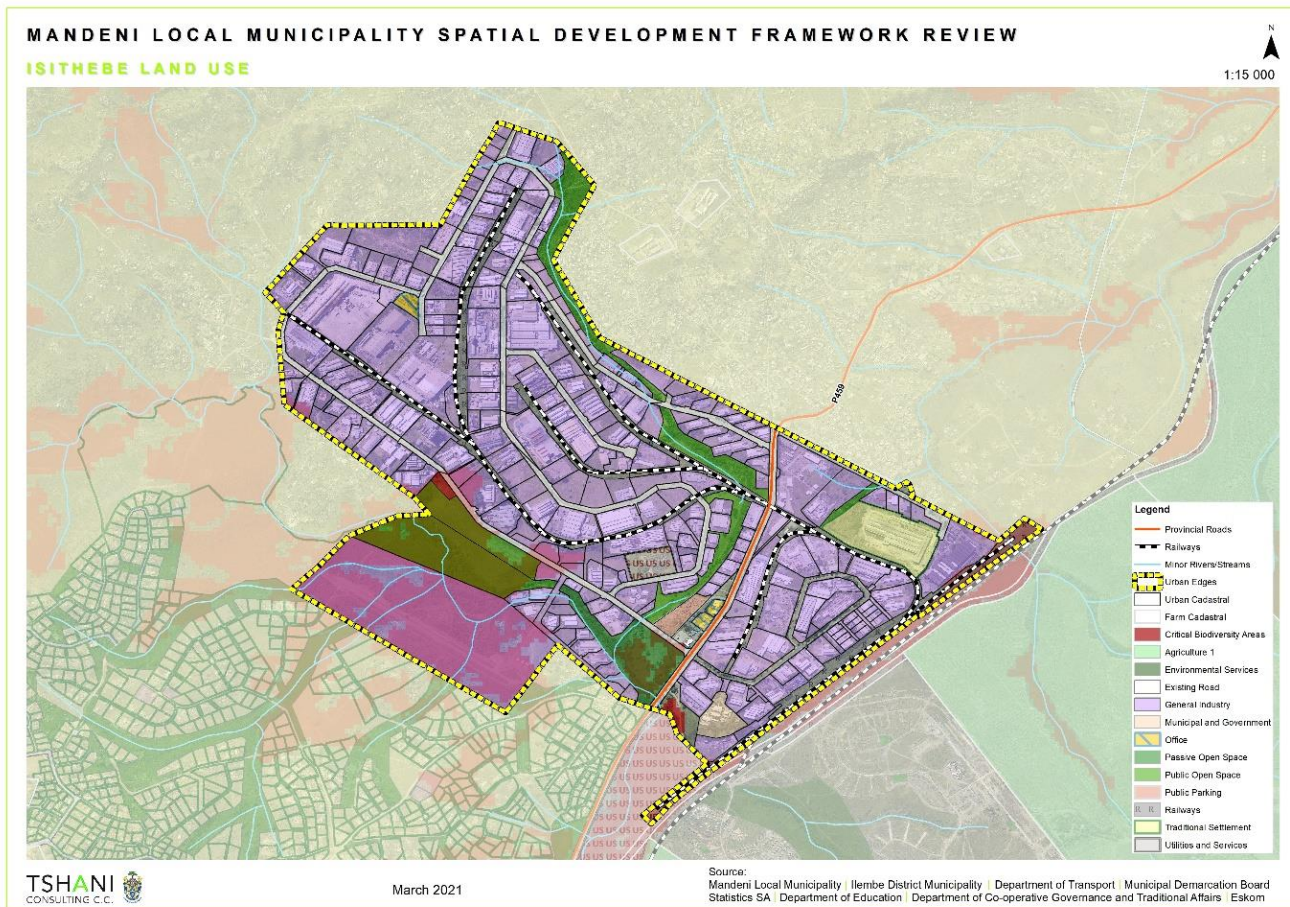


January 2021



# Mandeni Land Capability

## iSithebe Land Use

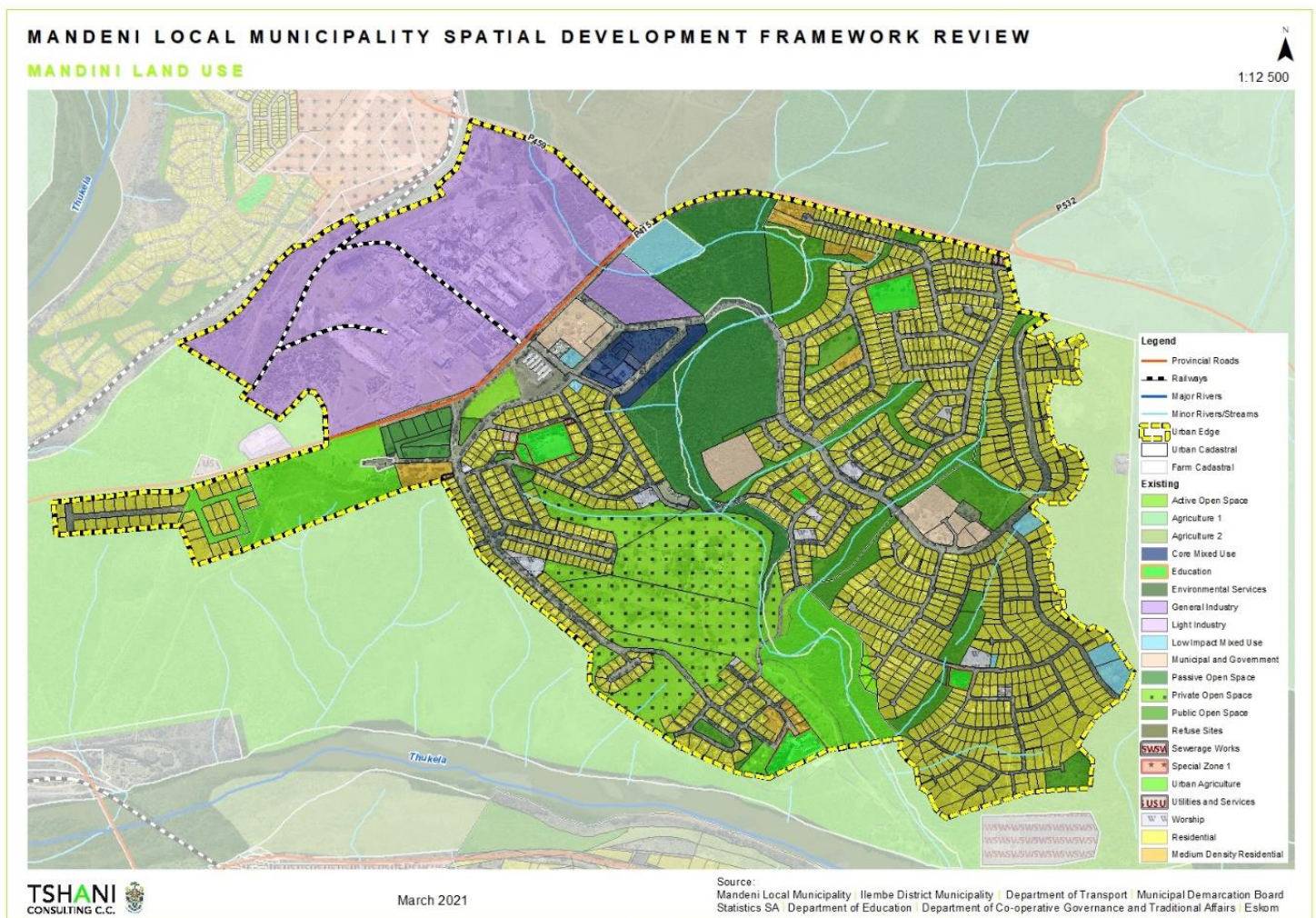


### Analysis:

- Pre-dominantly industrial land uses.
- Certain sites were found as undeveloped.
- Certain industries have been investigated and have closed down.
- There is a looming threat of Dube Trade port that is uplifting industrial developments and is ideally linked
- to industries towards the airport within close proximity of employment opportunities and amongst formalized urban areas which are currently located positively for linkages of distribution.
- Mandeni needs to secure retainment for existing industries within Isithebe.
- Mandeni needs to be focus on measures in terms of ownership and how it can be influenced to uplift and retain the developments within this area.



# MANDINI LAND USE



## Analysis:

- Well-defined land use criteria.
- There is middle to upper income residential areas.
- Large number of vacant land with undeveloped properties.
- The municipality displays a need for development of office parks and business offices which can be focused upon these abovementioned vacant properties.
- The Mandeni municipal office is strategically located within this area within the Spar complex. Mond site present.
- CBD of the Mandeni LM strongly present.
- Economic nodes in terms of different levels are scattered within the municipality.
- Land ownership issues have been noted and there is a multitude of mass landowners such as ITB, Mond, Municipality and industrial developers.
  - Municipality faces a massive hurdle to identify and develop economic activities within a central radius and thereafter construct structured nodes within the municipal landscape.



# Private Sector Developments

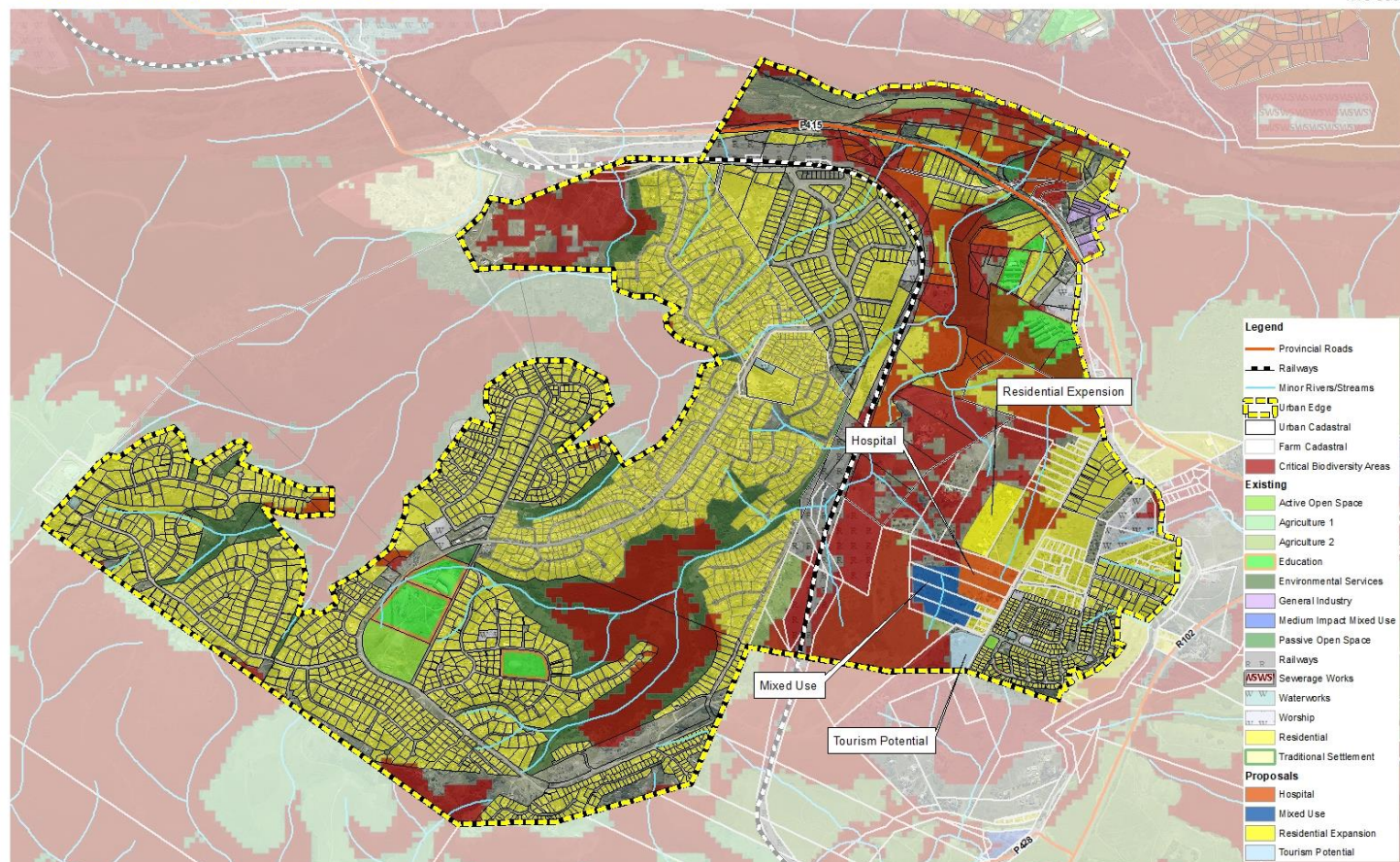
The Tugela area has a vast amount of vacant land in comparison to the other areas within the municipal landscape. The Tugela area is located within a prime location to enhance economic growth and open doors for residential expansion and various other developments. The area whereby the proposals have been analyzed, has a vast amount of CBA's that is affecting the open area and therefore the proposals had to be restricted. The spatial proposal for this landscape introduces a proposed hospital, tourism activity potential, mixed use and residential expansion within that radius. The residential expansion upholds the expansion of densities to accommodate formal developments for the current and future residents.

The proposed residential expansion will open up doorways for citizens who wish to work within the existing employment opportunities in the Tugela area and will allow for households to have secure development to thrive upon. Mandeni LM lacks major hospital facilities to cater for the needs of the surrounding citizens. The proposed medical Centre and mixed-use developments will open up doorways for employment for surrounding and future citizens. The medical center will mainly cater for the health needs for more advanced medical procedures as opposed to the basic existing clinics within the Mandeni. The landscape for tourism potential developments will boost private sector investments as the Tugela area is located within close proximity to nature reserves and the coastline. Land uses with access to the coastline needs to be secured with vital management for sustainability purposes.

## MANDENI LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK REVIEW

### TUGELA LAND USE PROPOSALS

1:13 500



## **1.7. Environmental Analysis**

Mandeni Municipality is rich in natural resources, which are mostly occurring along the Tugela River valley, the AmaTigulu River valley, and within the Mandeni coastal area. In addition, there are other natural assets occurring in other parts of the Municipality such as the Ndulinde Hills, and the Landmark Hills around the center of Mandeni, which form the attractive backdrops to development in the area, and which need to be managed wisely for the benefit of present and future generations as envisaged by the National Environmental Management Act of 1998.

The other key natural features found within the Municipality are rivers, wetlands, estuaries, forests, and grasslands. There are other natural resources that are managed by the Nature Conservation authorities such as Ezemvelo KZN Wildlife. Such areas include the AmatiGulu Nature Reserve, Harold Johnson Nature Reserve and the Ngwenya Nature Reserve, which is managed in partnership between SAPPI and the Mandeni Municipality. Two types of biomes are found within Mandeni Municipality, namely: the Indian Ocean Coastal Belt and Savanna Biome. Vegetation types include: The Eastern Valley Bushveld, KwaZulu-Natal Coastal Belt, Maputaland Coastal Belt, Northern Coastal Forest, Subtropical Coastal Lagoons, and Sub-tropical Dune Thicket

### **ENVIRONMENTAL MANAGEMENT STRUCTURE**

For the successful implementation of the environmental management activities and policies, it is critical that a structure is established by the Municipality to be responsible for the management of natural resources. Currently the structure responsible for the implementation of the environmental management programs is the Shared Service, which is housed under the Planning Section, but assisting the entire Municipal Department. Although the Mandeni is contributing to the Shared Services, but the program was created to play a supporting role to an existing structure, within the Municipality which is not the case within the Mandeni Municipality.

As such the Shared Services Officer is assisted by the Officials from the iLembe District and Department of Forestry, Fisheries and Environmental, under the Local Government Support, and deployed to the District on a full-time basis. There is need for the Municipality to consider getting an Environmental Management Officer for easy management of environmental matters, within the Municipality.

### **PROMOTING INTEGRATED PLANNING**

The National Environmental Management Act provides a framework upon which environmental matters are to be managed in South Africa. The Act further establishes a number of policies promoting integrated planning and achievements of the sustainable development objectives. Although the Municipality is making an effort to meet the objectives of these policies but the pace is rather slow. This is due to the fact that there is no environmental management structure within the Municipality and also that at time environmental management issues are not viewed as important or as a service per se, as provision of water for example. This is a challenge as very often the environmental management activities do not receive the attention required and so the budget.

### **Agriculture potential areas**

When considering the iLembe District Municipality as a whole, the northern areas of Ndwedwe LM, the central corridor of Mandeni and KwaDukuza LM are commercial farming hubs of the District, which consist mainly of privately-owned sugarcane farms, covers approximately 31% of the iLembe District. In addition to the privately-owned farms commercial farms, the District implemented a total of 8 Hydroponics (Agri Hub Projects) in the District of which two (2,500m<sup>2</sup> each) are situated within Mandeni Municipality. This project is mainly focusing on highly value crops

such as pattyplants, peppers, and cucumbers. All fresh produce, harvested from the tunnels, get processed at the processing facility and sold to Spar in Ballito and Umhlali. It is in the interest of the Enterprise iLembe to expand the program due to high demand of fresh produce by the markets. This program has generated of jobs more especially among youth. It is important for the Municipality to come with an action plan to duplicate such programmes within the entire Municipal area.

According to ArcGIS there is no Class 1 or high potential agricultural land in any of the local municipalities that make up the iLembe District Municipality. A similar scenario can be found in the Mandeni Local Municipality, where there is no Class 1 or 2 arable land. Here the 64.08% arable land is comprised of 38.04% Class 3 and 26.04% Class 4 land, with the remaining land all being classed as Class 5 or 6 Grazing land at 4.55% and 31.35% respectively. Mandeni therefore has slightly better arable soils than KwaDukuza, despite the fact that the local municipal area is smaller than that of KwaDukuza. The Agricultural Potential of Mandeni Municipality ranges between the following categories of land:

- Category B: Threatened Agricultural Land
- Category C: Primary Agricultural Land
- Category D: Secondary Agricultural Land
- Category E: Mixed Agricultural Land
  - ✓ Permanently Transformed Areas; and
  - ✓ Proclaimed Reserves.

These categories are directly linked to the Topography of the Municipality, with high potential agricultural land situated in the More evenly sloped fertile plains along the coast and central municipal area, and the lower agricultural potential land situated in the north western parts of the municipality in the more mountainous areas.

In considering development potential, one also needs to consider land regulated by the Subdivision of Agricultural Land Act, 1970, (Act 70 of 1970). The central part of the Municipality where current commercial sugarcane farming is occurring, as well as the areas surrounding the Main development Corridor, namely the R102 is regulated by Act 70 of 1970.

### **Biodiversity Management (including Protected Areas)**

Biodiversity is the foundation that supports all living organisms, including human survival. Functioning ecosystems with intact biodiversity are resilient to external shocks, such as drought and floods. These ecosystems reduce people's vulnerability and prevent damage to and loss of economic infrastructure.



Common drivers of biodiversity loss within the Municipality include an increasing population, high levels of rural poverty and unemployment. These drivers often led to demand for natural resources and for land for agricultural, urban and industrial development; mining; and plantation forestry. A number of areas, within the Municipality, such as Inyoni and Isithebe area, are located in a flood plain. Such developments is affecting the functionality of the existing wetland and catchment occurring within these areas. Most of the farming taking place in these are targeting the wetlands and rivers which is a challenge that needs to be attended to by the Municipality.

The iLembe Biodiversity Sector Plan has been by Ezmvlo KZN Wildlife, as a tool to be used for biodiversity planning and management in the Province. This plan has identified categories to be followed in managing natural resources, which are as follows:

- a) Critical Biodiversity Area: Irreplaceable - These are the only localities for which conservation targets for biodiversity features can be achieved;
- b) Critical Biodiversity Area: Optimal – These are areas that represent the best localities that are optimally located to meet conservation targets;
- c) Ecological Support Areas – These areas are required to support and sustain the ecological functioning of Critical Biodiversity Areas; and
- d) Ecological Support Areas: Species – These are areas required for the persistence of species.

It is critical for the Mandeni Municipality to take into consideration this tools for better management of the natural resources in the area.

### **Terrestrial Biodiversity**

Terrestrial biodiversity can be defined as the variety of life forms on the land surface of the Earth. According to Ezemvelo KZN Wildlife, Biodiversity located on land can be shown through the vegetation and threatened ecosystem information, as this provides for vegetation communities and the habitats provided for species within these communities.

Nearly 20% of KZN's surface area is listed as threatened and the Province is second only to the Western Cape in terms of the number of listed Critically Endangered ecosystems. Listings of threatened species offer a new approach to reducing unnecessary habitat loss through land conversion for agriculture, urban development or forestry, which are the greatest threat to biodiversity. A national list of ecosystems that are threatened and in need of protection was published in December 2011 and below is a list of threatened Flora and Fauna within the Mandeni Municipality as per iLembe EMF.

TABLE: SHOWING A SUMMARY OF THREATENED SPECIES WITHIN THE MANDENI MUNICIPALITY

FLORA	FAUNA
<b><i>Barleria natalensis</i></b> <b><i>Diaphanathe</i> - Vulnerable</b> <i>Senecio exuberans</i>	<b>Reptiles</b> <ul style="list-style-type: none"> <li>• <i>Scelotes inornatus</i> (Legless Burrowing Skink), and</li> <li>• <i>Bradypodion melanocephalum</i> (Black-headed Dwarf Chameleon)</li> </ul>
<i>Vernonia Africana</i> <i>Vernonia natalensis</i>	<i>Diphenanthrene Mallari</i> <b>Amphibians</b> <ul style="list-style-type: none"> <li>• <i>Hyperoliids pickersgilli</i> (Pickersgill's Reed Frog) – Endangered</li> <li>• <i>Kniphofia a paucifora</i> – Critically endangered</li> </ul>
	<b>Birds</b> <ul style="list-style-type: none"> <li>• <i>Anthropoids paradise</i> (Blue crane) – Vulnerable</li> <li>• <i>Balearica regulome</i> (Grey-Crowned crane) – Vulnerable</li> </ul>
	<i>Cochlitoma, Euonyma</i>
	<b>Millipedes</b> <ul style="list-style-type: none"> <li>• <i>Daratogonus zuluensis</i></li> </ul>
	<b>Insects</b> <ul style="list-style-type: none"> <li>• <i>Parepistaurus Eburlineatus</i></li> </ul>

MAP 6: SHOWING ECOSYSTEM STATUS OF THE NATURAL RESOURCES IN MANDENI LOCAL MUNICIPALITY

### 1.1 Protected Areas

Protected areas are normally categorized into three classes:

- Class 1- formally protected (National Parks, Provincial and Local Authority Nature Reserves and Forest Nature reserves),
- Class 2- protected (Mountain Catchment Areas, Wildlife Management Areas, Private Nature Reserves, National Heritage Sites, Forest Areas, Bird Sanctuaries and Botanical Gardens) and
- Class 3: the protection of the undisturbed mining land. The status of Protected Areas within Mandeni Municipality is summarized in Table 1 below.

**TABLE: SHOWING THE STATUS OF PROTECTED AREAS WITHIN MANDENI MUNICIPALITY**

PROTECTED AREAS	DESCRIPTION/STATUS
Nature Reserves	<p>Currently there are three nature reserves within the Mandeni Municipality:</p> <ul style="list-style-type: none"> <li>• Amatikulu Provincial Nature Reserve,</li> <li>• Harold Johnson Provincial Nature Reserve, and Red Hill Provincial Nature Reserve.</li> <li>• Ingwenya Nature Reserve, which is currently renovated by the Mandeni Municipality.</li> </ul> <p>These are managed under Nature Conservation Authorities.</p>
Marine Protected Areas	<p>The Department of Environmental Affairs is proposing the uThukela Marine Protected Area (MPA), which will start from Izinkwazi Coastal Areas and end at eSikhawini at the King Cetshwayo District. This MPA include a critical marine area within the Mandeni Municipality. Progress made thus far includes consultation with the National Department of Environmental Affairs and other critical stakeholders.</p>
Proposed expansion of Protected Areas	<p>UThukela Priority Expansion Area.</p>

### **The Stewardship Program within the Municipality**

The Environmental Management Framework (EMF) has identified a number of areas within different wards of Mandeni Municipality having conservation value (Figure 2). It is the intention of the Municipality to encourage the management of such areas under the stewardship program. A stewardship program can be defined as conservation of biodiversity outside the protected areas (nature reserves) particularly on private and communal land. This program will be implemented in partnership with the Ezemvelo KZN Wildlife.

### **Alien Invasive Clearance Program**

The invasion of alien species is a challenge facing Mandeni Municipality. It is the intention of the Municipality to bring this concern to the attention of other Organs of State dealing with alien species. The map below in Figure 4 shows distribution of alien invasive species within Mandeni Municipality. Currently the iLembe District Municipality has initiated an alien clearance project targeting few areas within the Local Municipalities. The Mandeni Municipality is one of the benefitting local municipality. The project will focus on clearance of alien species along Local River within the Sundumbili Township. In May 2018, the National Department of Environmental Affairs has made funding available for the alien clearance. The project targeted the Inyoni Area which consist of wetland systems in good condition.

## Summary of Biodiversity data within the Mandeni Municipality

For the better management of biodiversity within the Mandeni Municipality, biodiversity data can be summarized as follows:

**TABLE: SHOWING SUMMARY OF BIODIVERSITY INFORMATION FOR THE MANDENI MUNICIPALITY**

MAIN ISSUES	MAIN ISSUES
Municipal Area	58 226.3 ha
Remaining natural areas	19 703.4 ha (33.8% of municipality)
Areas where no natural habitat remains	38 013.9 ha (65.3% of municipality)
Major impacts to biodiversity management	<ul style="list-style-type: none"> <li>• Habitat loss due to agriculture, industrial expansion, rural human settlement, overgrazing and management alien invader plant infestation.</li> <li>• Sites of Conservation Value threatened by rural human settlement.</li> <li>• There is the potential to develop ecotourism ventures.</li> <li>• Loss of sensitive sites due to mismanagement/lack of appropriate protection.</li> <li>• Lack of biodiversity information within tribal areas.</li> </ul>
Protected areas	3 reserves covering 1816 ha (3.6% of municipality): <ul style="list-style-type: none"> <li>• AmatiGulu Provincial Nature Reserve, 1476 ha (2.92% of municipality)</li> <li>• Harold Johnson Provincial Nature Reserve, 104ha ( 0.17% of municipality)</li> <li>• Red Hill Provincial Nature Reserve, 236 ha (0.49% of municipality)</li> </ul>
Biomes	<ul style="list-style-type: none"> <li>• Indian Ocean Coastal Belt 54050.4 ha (92.83% of municipality)</li> <li>• Savannah 3749.8 ha (6.44% of municipality)</li> </ul>
Vegetation Types	<ul style="list-style-type: none"> <li>• Eastern Valley Bushveld 3749.8 ha (6.44% of municipality)</li> <li>• KwaZulu-Natal Coastal Belt 46984.4ha (80.69% of municipality)</li> <li>• Maputaland Coastal Belt 5479.4 ha (9.41% of municipality)</li> <li>• Northern Coastal Forest 1203.8 ha (2.07% of municipality)</li> <li>• Subtropical Coastal Lagoons 284.3 ha (0.49% of municipality)</li> <li>• Subtropical Dune Thicket 98.5 ha (0.17% of municipality)</li> </ul>
Threatened Terrestrial Ecosystems	<ul style="list-style-type: none"> <li>• Eshowe Mtunzini Hilly Grasslands – 16053.2ha (27.57% of municipality) Critically endangered (2) Ecosystems</li> <li>• North Coast Forest Collective – 201 ha (0.35% of municipality) Endangered (1)</li> <li>• KwaZulu-Natal Coastal Forest – 14.5 ha (0.02% of municipality) Vulnerable (1)</li> <li>• KwaZulu-Natal Coastal Belt – 529.2 ha (0.91% of municipality)</li> </ul>
Estuaries	<ul style="list-style-type: none"> <li>• AMatigulu/Nyoni – Permanently open estuary – good condition</li> <li>• Tugela/Thukela – River mouth – fair condition</li> </ul>

## HYDROLOGY AND GROUND WATER

Management of the water resources is critical for the supply of portable water for consumption by human being. Although the supply of portable water is a function of the iLembe District, it is critical for the Mandeni Municipality to encourage management of water resources for the benefit of the environmental aquatic and terrestrial ecosystems.

Freshwater is essential not only to the life and health of humankind, and the physiological processes of organisms, but also to ensuring economic sustainability by providing a key resource to the industry. It is therefore important to quantify the current state of and impacts on water and the environment and how these are changing over time. Below is table showing the water resources occurring within the Mandeni Municipality.

MANDENI MUNICIPALITY		
<b>Freshwater Ecosystems</b>	Three (3) Water Management Areas	-uMVOTI TO UMZIMKULU 3630.3ha (6.23% of municipality) -uTHUKELA 18328.5ha (31.48% of municipality) -uSUTU TO MHLATHUZE 32106ha (55.14% of municipality)
	Main Rivers	AmaTigulu uThukela
	Wetlands	550 covering 1170.7ha (2%)

Table 1: Water Resources within Mandeni Municipality

A number of wetland systems do occur within the Mandeni Municipality and they require a protection from human activities. Other than wetlands acting as another critical water resources or supply, wetlands provides the following services, that is:

- Improved Water Quality, by intercepting runoff from surfaces prior to reaching open water and remove pollutants through physical, chemical, and biological processes;
- Control Erosion & Flood Abatement;
- Habitat Enhancement;
- Recreation etc.

Through the Open and Space System the Municipality can be able to manage wetlands within the Municipality. Parks and Garden is the structure that can be responsible for the management of the wetlands.

## **Mining & Biodiversity**

Regulation of the mining activities is the function of the Department of Mineral Resources (DMR) as per the Mineral and Petroleum Resources Development Act. However, since most of the mining activities take place within the jurisdiction of the Municipality, efforts should be made to control these activities, in order to achieve the objectives of Section 24 of the Constitution. Mining within Mandeni Municipality can be categorized into quarry and sand mining.

Sand mining is mostly done within river systems, the most affected rivers within the Mandeni Municipality are AmaTigulu River and UThukela River. According to the DMR database, no mining permit has been issued along the above-mentioned Rivers. However, a number of illegal sand miners are currently mining along these two rivers. If these activities are not controlled they will have negative impacts to the river system.

## **Pressures and Opportunities Related to Biodiversity Management**

### **PRESSURES**

The Convention on Biological Diversity sets out five principal pressures on biodiversity, namely (i) Habitat loss and degradation; (ii) Climate change; (iii) Excessive nutrient load and other forms of pollution; (iv) Over-exploitation and unsustainable use; and (v) Invasive alien species. A large driver of these pressures is human activities that place on the environment to support human lifestyles. Below is a list of other possible impacts on the biodiversity with the District:

- Uncontrolled human settlement and ribbon development is transforming the natural vegetation;
- Overgrazing threatens natural vegetation integrity;
- Alien invader plants infestation is transforming natural vegetation;
- Lack of biodiversity information within tribal areas;
- Loss of sensitive sites due to mismanagement/ lack of appropriate protection;
- Impact of urbanisation on the sensitive dune and coastal forests; and
- Impact of urbanisation on estuary and riverine vegetation.

### **OPPORTUNITIES**

Opportunities related to biodiversity that would need to be considered include the following:

- Job creation from alien clearing projects, including projects under the Working for Water Programme;
- Job creation from rehabilitation of degraded wetlands and other valuable ecosystems, including

projects under the Working for Wetlands Programme;

- Eco-tourism from scenic, wildlife viewing, birding, nature trails; coast, beach;
- Contribution of Protected Areas to ecotourism and economy in terms of being a draw card;
- Ecosystem services derived from ecological infrastructure (intact functioning green systems that deliver services), which can contribute to flood and drought mitigation, protection of infrastructure, water purification, recreational activities, etc.;
- Protected areas already contributing to conservation of the biodiversity network and ecosystem services;
- Combination of land uses (agriculture and protection of biodiversity) on extensive grazing land that can also contribute to the conservation of the biodiversity network;
- Protection of biodiversity network and ecosystem services through municipal managed land; and
- Protection of network through the encouragement of stewardship via rate reductions, rebates, etc.

#### Coastal Management (where applicable)

ICMA REQUIREMENTS	DESCRIPTION	COMMENTS
Coastal AccessLand	Section 18 of ICMA (1) states that each municipality whose area includes coastal public property must within four years of the commencement of this Act, make a by-law that designates strips of land as coastal access land in order to secure public access to that coastal public property. The main intention of this Section of ICMA is to promote equitable, safe and environmentally sensitive access to the coastline for all abled and disabled citizens to enjoy, and as a means to further enhance the socio- economic value of our coastline. In light of the above, the Municipalities are required to both designate strips of coastal access land and develop a Coastal Access Management Strategy according to the requirements of the National Environmental Management: Integrated Coastal Management Act, Act 24 of 2008, (ICM Act). This includes setting out the responsibilities of municipalities with regard to coastal access land.	The Mandeni Municipality is in the process of meeting this requirements. The service provider is already on board.

Development of Estuarine Management Plan	Section 33 (1) of the ICMA states that estuaries within the Republic of South Africa must be managed in a co-ordinated and efficient manner and in accordance with a National Estuarine Management Protocol. There are two critical estuaries located within the Mandeni Municipality that is the Tugela Mouth on the south and AmaTigulu Estuary north.	The Municipality has started with the development of the Nyoni Estuary Management Plan.
Municipal Coastal Management Program	Section 48 (1) (a) of the Integrated Coastal Management Act (ICMA), states that a coastal municipality, must, within four years of the commencement of this Act, prepare and adopt a municipal coastal management program for managing the coastal zone or specific parts of the coastal zone within the municipality.	Mandeni Municipality has finalised and adopted the Coastal Management Program (CMP) in 2013 and is due for review
Coastal Planning Scheme	Section 56 (1) of ICMA indicates that a coastal planning scheme may be developed to facilitate the attainment of coastal management objectives.	The Municipality has developed a Single land.

### Implementation of the Coastal Management Programs

The National Environmental Management: Integrated Coastal Management Act, 2008 requires coastal Municipalities to develop Coastal Management Program (CMPs) to assist in promoting land-uses that are not in conflict with the management of coastal resources. The Mandeni Municipality has completed their CMP in 2013 and is currently implementing the recommendations of from the Plan as stipulated in Table 2 below.

### PRIORITIES FOR IMPLEMENTATION OF MANDENI CMP BY THE MUNICIPALITY

PRIORITY	OBJECTIVE	IMPLEMENTATION	COMMENTS
Cooperative Governance	To promote stakeholder, engagement and participation, coastal management capacity and the co-ordination of the implementation of the Mandeni CMP.	Municipality to attend the iLembe District Coastal Committee while working on amending the ToRs and the name for the Simunye Forum to function as Mandeni Environmental management forum.	The Municipality attends Municipal Coastal Committee (MCC) meetings on a quarterly bases meeting. There is also a District Environmental Management Forum that discusses the environmental issues including coastal



			management.
Coastal Planning and Development	Promote sustainability of coastal settlement and a balance between growth needs and conservation.	Development of and formal adoption of the Development Planning Tool (coastal planning scheme).	The CMP has offered recommendations on the precincts and the controls thereof.
Climate Change and Dynamic Coastal Processes	<p>To promote stakeholder engagement and participation, coastal management capacity and the co-ordination of the implementation of the Mandeni CMP.</p> <p>Promote resilience to the effects of dynamic coastal processes and environmental hazards</p>	<p>Municipality to attend the iLembe District Coastal Committee while working on amending the ToR and the name for the Simunye Forum to function as Mandeni Environmental management forum</p> <p>Undertake a Climate Change Response Strategy that include define the Coastal risk and vulnerability. In addition, to align the disaster management plan with the Climate Change Response strategy.</p>	<p>The Municipality attends Municipal Coastal Committee (MCC) meetings on a quarterly bases meeting. There is also a District Environmental Management Forum that discusses the environmental issues including coastal management.</p> <p>A District Climate Change Adaptation response plan has been developed and cover segments of issues pertaining to Mandeni.</p>
Coastal Planning and Development	Promote sustain ability of coastal settlement and a balance between growth needs and conservation	Development of and formal adoption of the Development Planning Tool (coastal planning scheme)	The CMP has offered recommendations on the precincts and the controls thereof.
Land and Marine-Based Sources of Pollution and Waste	Minimize the impacts of pollution on the coastal environment	Support Beach clean-up and Public Private Partner- ships	On-going through Working for the Coast

Estuaries	Ensure appropriate management and conservation of estuaries as per the requirements of the ICM Act.	Development of: <ul style="list-style-type: none"> <li>• estuary management plans for Nyoni/amatigulu Estuaries</li> <li>• Coastal By-law</li> </ul>	To be completed as soon as funding is secured.
Facilitation of Coastal Access	Promote coastal access and accessibility that is both equitable and sustainable	Designate coastal access land and maintenance of existing and future access points	To be completed in 2018/2019
Natural Resource Management	Acknowledge the role of eco-system goods and services in sustaining livelihoods, and promote sustainable extraction and utilization	Promote the designation the Marine Protected Area (Zinkwazi to EsiKhawini)	

### Development of Estuarine Management Plans

The National Environmental Management: Integrated Coastal Management Act, 2008 requires the authorities whose jurisdiction encompassing the Estuaries to develop Estuarine Management Plans (EMPs). There are two main estuaries and several other small estuaries occurring within the Mandeni Municipality. The Municipality needs to develop EMPs for all estuaries occurring within its jurisdiction, especially AmaTigulu and uThukela Mouth. A budget has been set apart to develop the uThukela Mouth Estuaries, the municipality is engaging the University of KwaZulu-Natal to assist regarding the formulation of this plan. Once the budget is available the Municipality will implement the next phase of the plan. Projects to be implemented:

#### PROJECTS FOR THE IMPLEMENTATION OF SECTIONS OF INTEGRATED COASTAL MANAGEMENT ACT

PRIORITY	IMPLEMENTATION	COMMENTS
uThukela Mouth EMP	Development of the uThukela Mouth EMP as required by the Integrated Coastal Management Act	This is one of the projects that has been identified and will be prioritized in the near future.
Nyoni / AmaTigulu EMP	Development of the Nyoni AmaTigulu EMP as required by the Integrated Coastal Management Act	This is one of the projects that has been identified and developing of the plan is currently underway.

Other small EMPs	Development of the other small EMP for the smallerestuaries as required by the Integrated Coastal Management Act	This is one of the projects that has been identified and will be prioritized in the near future.
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## Responding to impacts of Climate Change

Climate change is a natural phenomenon where the earth get warm and cold periods. Under normal circumstances, the planet's natural systems are resilient enough to adapt to these changes in temperature and rainfall, providing these changes take place over centuries. In the last five decades, however, changes in climate have accelerated and the natural cycle has been altered, with an increase in extreme peaks. This accelerated change in climate is most associated with human activities, especially the emission of the Greenhouse gas (GHG) emissions, deforestation and unsustainable land use.

It has been noticed recently that the Mandeni Municipality is also affected by the change of weather pattern. This is due to the impacts of climate change. Notably, the severe drought that has been recently experienced by the Municipality.

In dealing with the impacts of climate change, the United Nations Framework Convention on Climate Change (UNFCCC) was adopted in 1992, as the basis for the international multilateral response to deal with the threat of human caused (anthropogenic) climate change. The objective of the UNFCCC is to stabilize the greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system.

The recent Paris Agreement, which South Africa is a signatory, demands the development of the Intended Nationally Determined Contribution. In this commitment South Africa considers that the country is facing the challenge of climate change as a developing country, with overriding priorities to eliminate poverty and eradicate inequality. Eliminating poverty and eradicating inequality requires addressing major challenges in creating decent employment, which in turn requires sustainable economic development, improving basic education, health and social welfare and many other basic needs such as access to food, shelter and modern energy services. In addition, South Africa is presently facing acute energy challenges that hamper economic development. As a result of the historical development pathway of its energy sector, South Africa is currently heavily dependent on coal, with a fleet of old and inefficient coal-fired power plants that are nearing, but not yet at, the end of their design life-cycles as well as being reliant on a significant proportion of its liquid fuels being generated from coal.

Mandeni is also affected by these challenges and is expected to contribute to the direction set by the Country as whole. South Africa, including the Mandeni Municipality, is both contributors to, and potential victim of, global climate change given that it has an energy-intensive, fossil-fuel powered economy and is also highly vulnerable to the impacts of climate change. Articles 3 and 4 of the UNFCCC compel parties to take actions to mitigate and adapt to climate change, by developing climate change response strategies to respond to impacts of climate change. The table shows the possible climate change impacts.

RISK	AFFECTED SECTOR	IMPACTS
Severe storms/ Heavy rains	Infrastructure	<ul style="list-style-type: none"> <li>• Damage to Bridges</li> <li>• Poor location of households</li> <li>• Poor quality of building materials for houses</li> <li>• Damage to other critical infrastructure such roads, railway line etc.</li> </ul>
Lightning	Health	Loss of human life and injuries
	Health	Loss of human life and injuries
	Health	Loss of life
	Water	Loss of water quantity
	Biodiversity Management	Loss of biodiversity which can include: Terrestrial, Freshwater, Estuarine and marine environments
	Human health	Increased risk of wildfires
	Agriculture	Loss of livestock and crops
Loss of Water & land resources	Siltation and soil erosion	Loss of rivers and wetlands
Loss of biodiversity & habitat	Biodiversity Management	Alien plants growth threatens water security
		Loss of biodiversity which can include: Terrestrial, Freshwater, Estuarine and marine
Food security	Agriculture	Loss of productive land
		Decrease of production levels
Flooding	Health	Loss of life
	Infrastructure	<ul style="list-style-type: none"> <li>• Households being submerged in water</li> <li>• Household content being damaged</li> </ul>
	Agriculture	Land degradation
		Livestock and crop damages
		Damage to marine and ecosystem
Sea level rise	Coastal Management	Damage to marine and ecosystem

	Biodiversity Management	
	Human Settlement	Damage to properties along the coast
	Infrastructure	Damage to infrastructure such Stormwater Management System, Roads, Beach infrastructure and sign board
	Health	Drowning along coastal areas

The District, through the help of DEA, DRDLR and GIZ, has prepared a Climate Change Vulnerability Assessment and Response Plan. Part of the plan seeks to target and respond to the impacts of climate change felt by local inhabitants.

Mandeni Municipality does not have a climate change response plan or strategy dealing with impacts of climate change, as well as programs being implemented by the Municipality. However, the iLembe District Municipality held its first Climate Change summit in 2009 and the second summit in 2014. A number of resolutions were taken during both meetings, which included a proposal for the iLembe District to develop a Climate Change Response Strategy from where the Local Municipalities will develop programs responding to impacts of climate change in their respective areas.

## **ENVIRONMENTAL EDUCATION, AWARENESS PROGRAMMES**

Environmental matters such biodiversity management, conservation, environmental compliance, Climate Change, waste management and recycling and other related concepts are often poorly understood by key stakeholders and role-players within a giving area. It is then critical to capacitate stakeholders to encourage common understanding on issues of the management of natural resources and objectives of sustainable development.

Capacitating stakeholders, such as Municipal staff, councilors and the community at large will assist in the building of resilient society, which is a collective responsibility. This approach can ensure that staffs work in a more environmentally sensitive manner and this can improve their compliance on environmental policies, thus helping to ensure the future protection of the Municipal natural resources.

A number of educational and awareness programs are being implemented within the Mandeni Municipality, by the Municipality and other environmental departments and organization's such as the DEDTEA, Department of Environmental Affairs, Department of Health, WESSA and Environmental Health. Other educational initiatives taking place within the Municipality focuses on the celebration of environmental calendar days such as Marine Week, Water Week, and information sessions for general environmental education for the public, clean-up campaigns

## SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Adequate Planning capacity to deliver</li> <li>• Developed Strategic plans for the Municipality</li> <li>• Sector Plans for DM &amp; LMs</li> <li>• Developed bioregional plan for the management of environmental assets</li> <li>• Development of Environmental Policies through national for guidance</li> <li>• Cooperative governance between spheres of government</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate planning to meet Provincial Targets</li> <li>• Inadequate financial resources to address spatial planning requirements</li> <li>• Lack of available data on Environmental assets of the municipality</li> <li>• Fragmented spatial planning</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Municipality Located between 2 South Africa's biggest ports</li> <li>• Good soil conditions for agriculture</li> <li>• Stable climate conditions</li> <li>• Located within 10km radius of Dube Trade Port</li> <li>• Potential to increase number of protected areas</li> <li>• Municipality has a number heritage sites</li> <li>• Preserve a sense of place</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Location of infrastructure in flood plain</li> <li>• Environmental degradation</li> <li>• Loss of site of Conservation value</li> <li>• Biodiversity loss</li> <li>• Loss of dunes and coastal forests</li> </ul>

## **Disaster Management**

### Municipal Institutional Capacity

The objective for the establishment of integrated institutional capacity within the Local Municipality is to enable the effective implementation of disaster risk management policy and legislation.

### Mandeni Disaster Management Centre

Mandeni Local Municipality Disaster Management Unit was established in December 2012 and is functional. However, the municipality does not have a disaster management centre as a result the current satellite disaster management office that is used for disaster management activities is located at Mandeni Local Municipality offices and is furnished with the required resources.

### **Municipal Disaster Risk Management Policy Framework**

Mandeni Local Municipality does not have a Disaster Management Policy Framework in place. A formal Disaster Management Policy Framework must be adopted by Municipal Council and align with the District, Provincial and National Policy Framework.

### Municipal Disaster Management Plan

Mandeni Local Municipality has developed a Disaster Management Plan. The Municipality is in a process of submit the Disaster Management Plan to the Council for adoption which will be aligned with IDP before the end of 2021/2022 financial year.

### Municipal Disaster Management Inter-Departmental Committee

Internally, there is a Community Services and Public Safety Portfolio Committee that deals with matters relating to Disaster and Disaster Risk Management is functional and meets every month or as and when necessary.

### Municipal Disaster Management Advisory Forum (DMAF)

Mandeni Local Municipality has established a Disaster Management Advisory Forum which was launched on 20 February 2015. The forum is functional and meets on quarterly basis.

### Fire Services

A fully functional Fire Services Unit was outsourced to Rural Metro from 2014, currently consisting of twelve (12) qualified Firefighters and one (1) Chief Fire Officer. One (1) Mandeni Disaster Management Officer benefitted in Fire-fighting training conducted by COGTA (PDMC) and USA 911 Fund Team.

## Risk Assessment

A disaster risk assessment, supported with good monitoring systems, is essential for effective disaster risk management and risk reduction planning.

### List of Priority Risks (Hazards)

Mandeni Local Municipality is prone to a number of natural and men-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard.

Below is a list of priority hazards that are affecting Mandeni Local Municipality, the spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Table 1: Priority hazards identified at Mandeni Local Municipality

Hazard	Location
Fire (Structural and Veld fires)	In all Wards
Severe weather:	
Lightning	In all Wards
Strong winds	In all Wards
Hail	In all Wards
Heavy rain	In all Wards
Extreme temperatures	In all Wards
Storm surges	Along the Coast
Crime	In all Wards
Accidents (MVA)	Mostly on N2, R102 and P459
Drought	In all Wards
Drowning	Along the Coast, Riverbanks and streams

## Risk Reduction & Prevention

Mandeni Disaster Risk Management Unit must ensure that coherent and relevant disaster risk management planning is undertaken by all municipal entities and other institutional role players.

### Risk Reduction Programs & Budget

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR	TIMELINES
1. Awareness Campaigns	R70 000	Community, Schools and Clinics	2021/22	4 per Quarter
2. Emergency Relief Aid	R500 000	In all Wards	2021/22	Winter and Summer Season
3. Lightning Conductors	R500 000	Vulnerable Wards, Schools and Clinics	2021/22	Summer Season (Vulnerable areas)
4. Capacity Building/Volunteers	R 30 000	CDW's, Councilors, CWP's, Ward Committees, CCG's, Traditional Leaders, NGO's, CBO's. Sector Departments and Stakeholders	2021/22	1 per Quarter



5. Fire Services	R 5million	In all Wards	2021/22	Outsource
6. Development of Disaster Risk Management Plan	N/A	Ward-Based RiskAssessments	2021/22	N/A
7. Development of Policy Framework	N/A	Mandeni LM	2021/22	N/A
8. Climate Change Strategy	N/A	Mandeni LM	2021/22	N/A

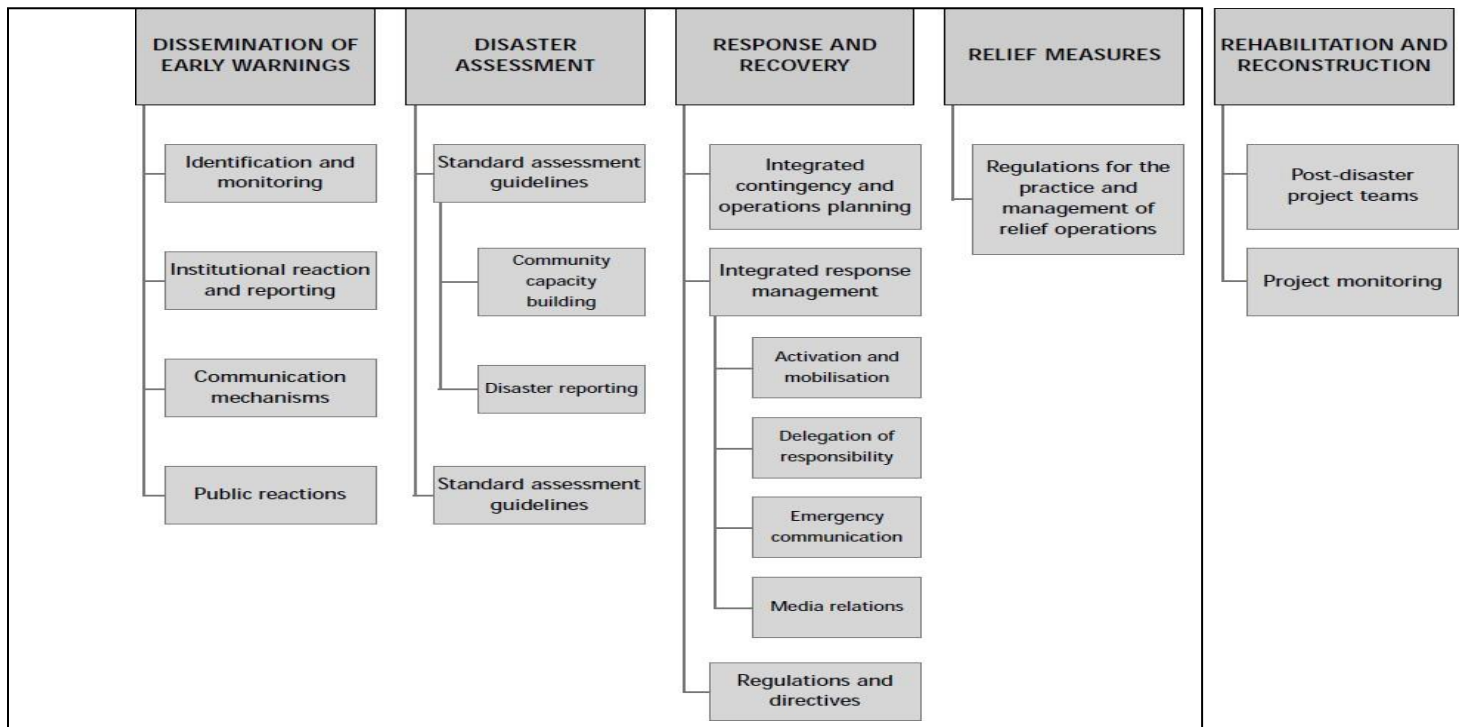
## Response & Recovery

The objective is to ensure effective and appropriate disaster response and recovery by:  
 implementing a uniform approach to the dissemination of early warnings in the Municipality;  
 Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;  
 Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and  
 Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

## Municipal Capacity in terms of Response and Recovery

Whenever there is a threatening or imminent hazard an early warning shall be disseminated accordingly to the relevant communities or sectors. Preparedness levels shall be kept high all the times through various means e.g. physical engagement with the public particularly during capacity building and awareness campaign Programs as well as through the media and other methods. Ward Councilors, Ward Committees, Traditional Leadership and Volunteers will be utilized to carry out response and recovery activities.

Figure below: Disaster Response and Recovery Framework



## TRAINING & AWARENESS

It is envisaged that the system will link the Municipality and relevant stakeholders. At the moment there is no existing communication system that is mainly used for capturing as well as monitoring of incidents and response thereof. The vision is to have an integrated municipal call Centre where all disaster management and fire related queries.

### EDUCATION, TRAINING AND PUBLIC AWARENESS

The objective is to promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programs informed by scientific research. An integrated capacity building and public awareness strategy for Mandeni Local Municipality has been developed and continuously implemented to encourage risk-avoidance behavior by all role players, including all departments, and especially in schools and in communities known to be at risk. Such a strategy seeks to promote an informed, alert and self-reliant society capable of playing its part in supporting and co-operating with the local municipality in all aspects of disaster risk and vulnerability reduction.

#### Capacity Building/volunteers Programs

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR	TIMELINES	RESPONSIBLE PERSON
1. Training of Volunteers	R30 000	Disaster Management Volunteers	2021/22	4 <sup>th</sup> Quarter	Director Kutwana/Gomane

#### Public Awareness Campaigns

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR	TIMELINES	RESPONSIBLE PERSON
1. Schools	N/A	All Schools	2021/22	N/A	Director Kutwana/Gomane
2. Communities (at risk)	R70 000	All Wards	2021/22	4 per Quarter	Director Kutwana/Gomane
3. Informal Settlements	N/A	Relevant Wards	2021/22	N/A	Director Kutwana/Gomane
4. other stakeholders	N/A	Relevant disaster management stakeholders	2021/22	N/A	Director Kutwana/Gomane

## Funding Arrangements for disaster risk management

Given the provisions of the DM Act, funding arrangements must be designed in a manner that ensures that disaster risk management activities are funded adequately and in a sustainable way. Funding for disaster risk reduction historically has tended to come from humanitarian assistance, which typically responds to emergency assistance and relief needs at the time of a disaster or crisis situation. The recent developments have encouraged it to become embedded in development projects, particularly disaster risk reduction initiatives. It is therefore pleasing to state that Mandeni Local Municipality dedicates its significant share of budget to disaster and disaster risk management operations.

### SOURCES OF FUNDING

- Mandeni Local Municipality
- iLembe District Municipality
- Provincial Disaster Management Centre
- National Disaster Management Centre (prospective)

### ECOSYSTEM-BASED DISASTER RISK REDUCTION (ECODRR)

## DISASTER MANAGEMENT: SWOT ANALYSIS AND KEY CHALLENGES

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Mandeni municipality has Disaster Risk Management Plan which was developed with in-house.</li> <li>• Support from political office bearers, senior and management at District office.</li> <li>• The municipality has a council approved Disaster risk management sector plan (last adopted which is reviewed on an annual basis alongside its projects and programs</li> <li>• Mandeni Disaster management unit is part of the District and Provincial Advisory Forum thus ensuring intergovernmental relation with all spheres of government in the aspects of disaster.</li> <li>• Municipality has council approved contingency plan in case of major disaster.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor provision of early warning information as systems gathering information sits at the District Office not a local level</li> <li>• Poor road conditions in majority of the rural wards.</li> <li>• Low employment among communities thus resulting on</li> <li>• high government reliance when the incidents take place, no tools of trade e.g. 4X4 Vehicle</li> <li>• Poor education background among communities thus the municipality has to allocate budget for capacity building.</li> <li>• Capacity constraints among municipality. No capacity of declaring Disaster if happen both administrative and political.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Mandeni municipality has geo-information database of all incident/vulnerable areas.</li> <li>• The municipality has prioritized and budgeted for 2 fieldworkers to strengthen capacity within the disaster management unit in the fourth coming financial year.</li> <li>• The municipality has budgeted approved risk reduction Programmes in place to deal with disaster. The municipality has budgeted approved risk reduction Programmes in place to deal with disaster.</li> <li>• There's database of active stakeholders responsible for response and recovery (e.g. IThala fire services, Mandeni rural metro, public safety, Emergency medical services, redcross foundation etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Currently there are capacity constraints within the municipality to deal with disaster management.</li> <li>• Poor coping capacity means from the communities in terms of using available resources and abilities to face consequences. In most events communities rely on the municipality for assistance and relief and the response is not often rapid.</li> <li>• No community profiling done</li> <li>• Low levels of volunteerism</li> </ul>



## DEMOGRAPHIC CHARACTERISTICS

### HOUSEHOLD DEMOGRAPHICS

The following table presents the household statistics for Mandeni Municipality, which were abstracted from Statistic SA, Community Survey of 2016. The table illustrates growth from 38 235 in 2011 to 45 678. This increase in population will result in increased demand for services such as water, clinics, housing, etc.

	RACE	HOUSEHOLDS	% OF TOTAL HOUSEHOLDS
Number of households	Number of households	45,678	
Household percentage	Black/African	44,497	97.5%
	Colored	118	0.3%
Share by population group	Indian/Asian	793	1.7%
	White	253	0.6%
Main dwelling	Formal	38,512	84.4%
	Informal	1,631	3.6%
	Traditional	4,763	10.4%
	Other	749	1.6%

Source: Stats SA 2016 Community Survey Results

### POPULATION COMPOSITION BY RACE PER WARD

The table below shows the distribution of race groups by ward. It is evident that the Black African population is the majority racial group in Mandeni Municipality, followed by the Indian/Asian, Colored and White race groups. The number of Black Africans is 136 896, which accounts for 96.7% of the total population, and there are 2296 Indians/Asians (1.65%), 743 Colored people, and lastly 2646 white people. The table below provides stats gathered from Census 2011, as statistic of 2016 Community Survey have not been aggregated to ward level yet.

FIGURE 3: POPULATION COMPOSITION PER ELECTORAL WARD

WARD NO	BLACK AFRICAN	COLOURED	INDIAN/ASIAN	WHITE	OTHER
1	8 135	9	16	11	2
2	6 762	22	9	127	1
3	5 384	437	1 740	1 038	44
4	8 656	105	393	58	27
5	7 976	13	14	6	2
6	6 849	1	5	3	0
7	8 997	9	7	1	12
8	9 305	7	14	20	12
9	10 881	27	13	11	6
10	6 482	5	5	2	8
11	4 883	1	2	2	1
12	11 962	10	9	7	12

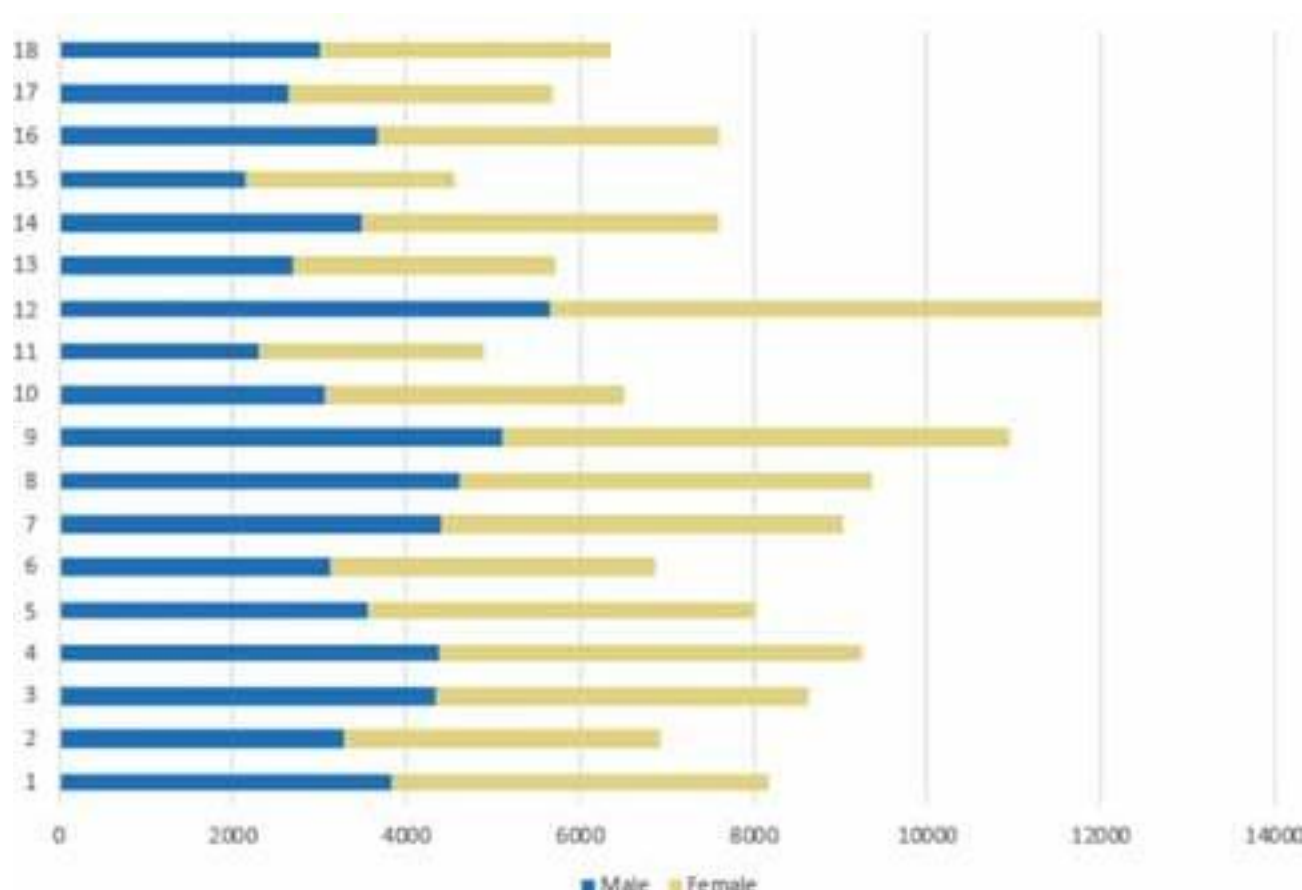
13	5 707	14	2	2	0
14	7 569	20	2	6	10
15	4 519	8	3	1	17
16	7 547	11	34	13	4
17	5 641	7	8	2	32
18	6 304	13	9	6	5
TOTAL	13 3560	718	2 286	1 318	195

Source: Stats SA Census 2011

## GENDER BREAKDOWN PER WARD

The Gender profile graph below indicates the distribution of males to that of females within the 18 Wards of Mandeni Municipality. Females were the dominant gender in both the 2001 and 2011 Census, this trend that is also visible in community survey 2016. The population of Mandeni Municipality comprises of 53% female and 47% male, indicative that many households in the municipal area are female-headed. This requires that the municipality to consider the needs of females when undertaking planning and development

GRAPH INDICATING GENDER BREAKDOWN PER WARD

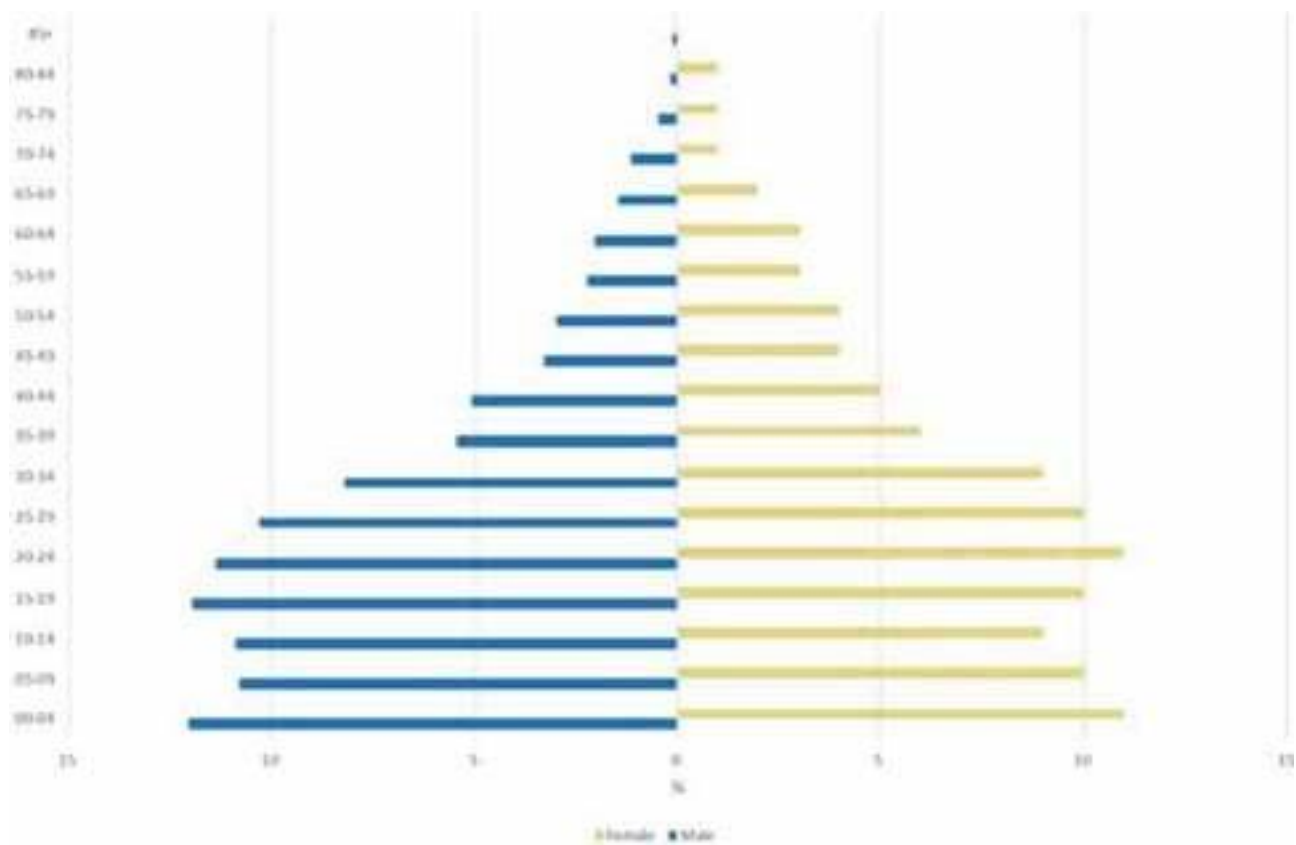


Source: StatSA 2016 Community Survey Results

### 3.1.4. AGE PROFILE

The pyramid graph below indicates the age distribution in percentage to that of the entire population within the municipality. The graph enables us to understand that in Mandeni the highest population recorded is among the ages 20- 24, being youth and the lowest population recorded is among the ages 70-85 and this trend is common among females only. When compared to males the graph indicates that the highest percentage of population is ages 0-4 and 15-19, and the lowest percentage of population is ages 80-84. Refer to the Pyramid Graph below. This analysis provides the understanding that majority of the population within the municipality is youth thus holding great potential for the area.

FIGURE 4: GRAPH INDICATING MUNICIPAL AGE DISTRIBUTION IN PERCENTAGES.



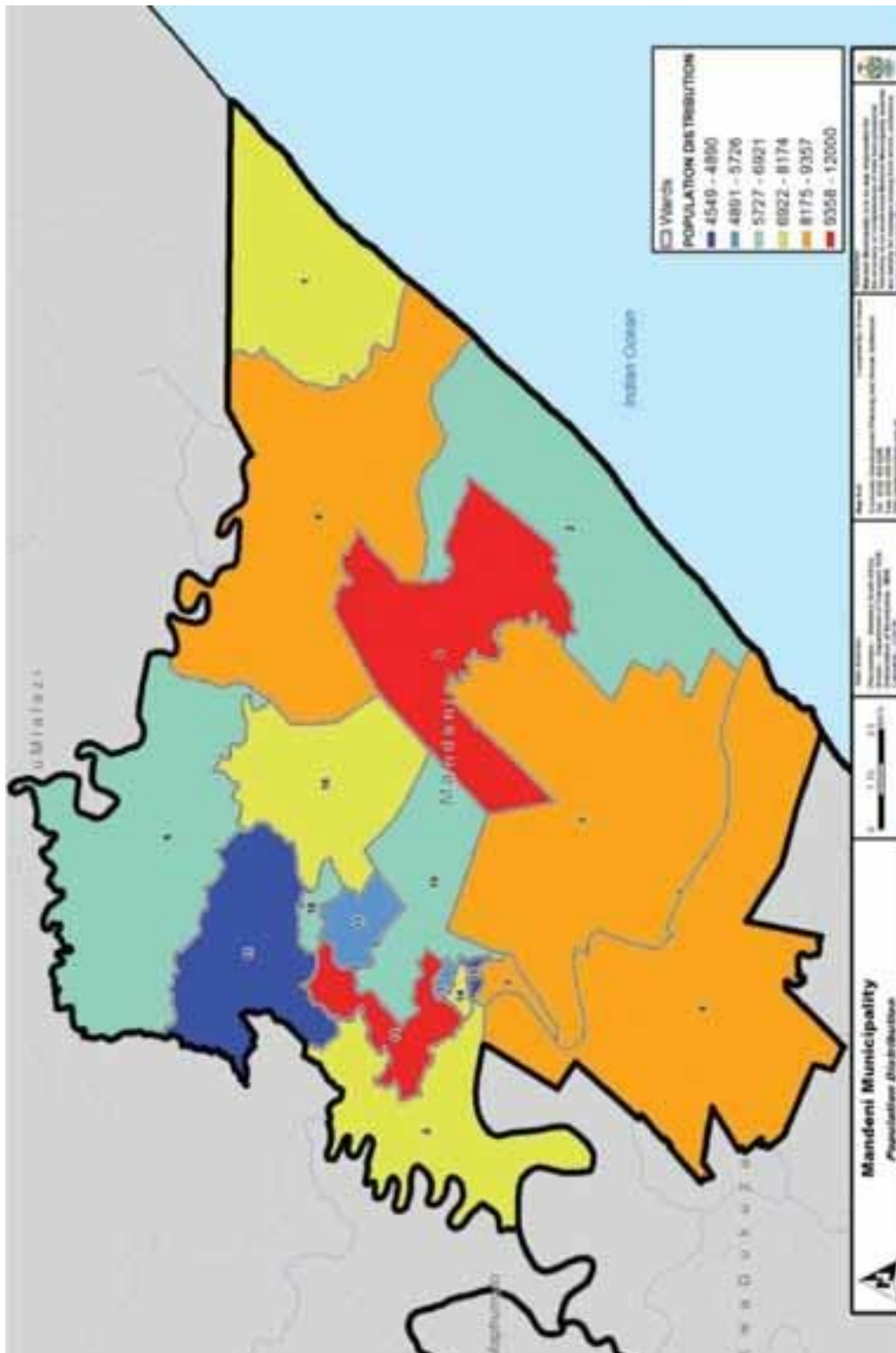
Source: Stats SA, 2016 CS



### 3.1.5. POPULATION DISTRIBUTION

The map below provides an overview of the population distribution in all municipal wards. The formalized areas namely, Sundumbili, Tugela and Mandeni urban have a high population density. This is due to the economic attraction of iSithebe and Mandeni CBD.

MAP 2

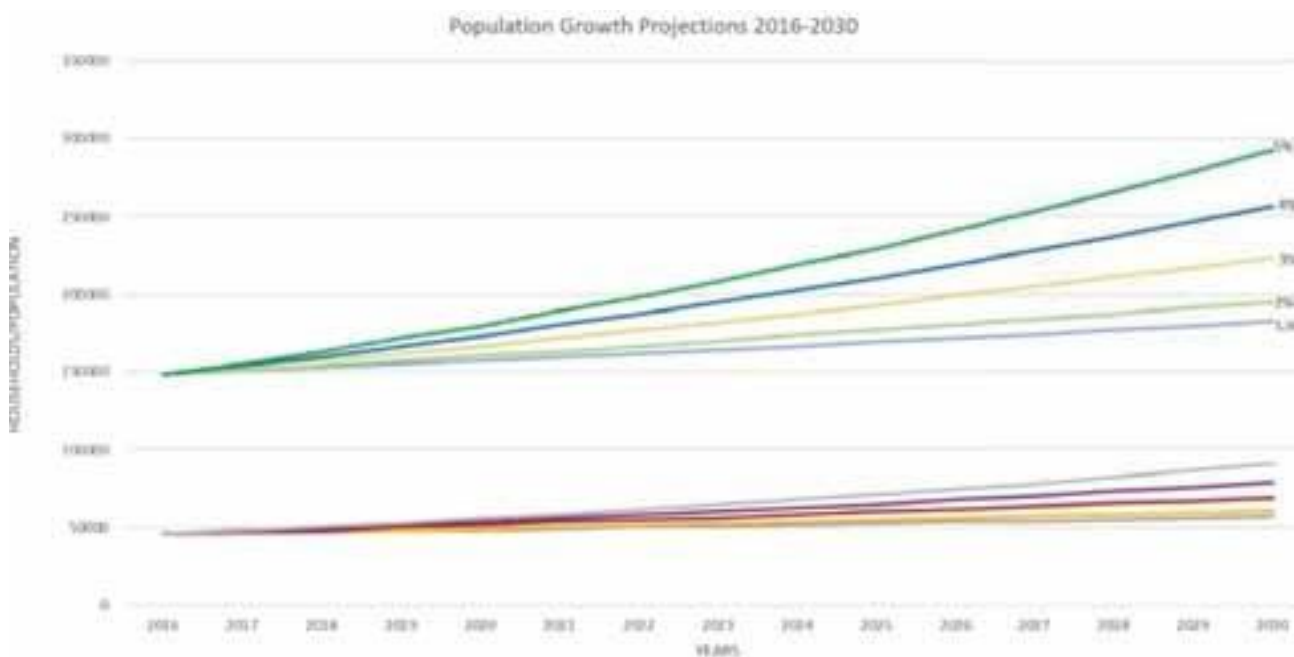


### 3.1.6. PROJECTED GROWTH

The table and graph below provides different population and household growth scenario's for Mandeni Municipality. These are based on a 1.5 to 5% increase in population and households. At a conservative 1.5% growth per year, the population is expected to increase from 147 808 to 182 063 persons, with households increasing from 45 678 to 56 264. At an extreme of 5% growth per year, the population and households are expected to increase to 292 650 and 90 439 respectively.

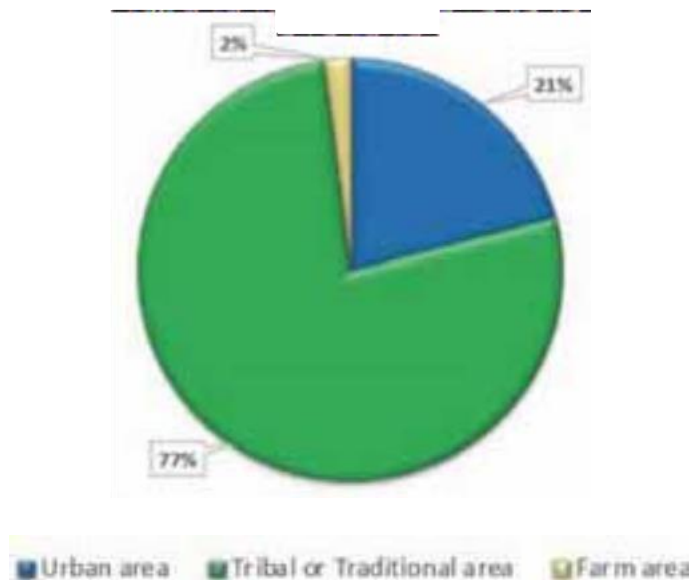
FIGURE 3: POPULATION COMPOSITION PER ELECTORAL WARD

		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PROJECTED GROWTH	<b>1,50%</b>															
	Population	147808	150025	152275	154560	156878	159231	161620	164044	166505	169002	171537	174110	176722	179373	182063
	Households	45678	46363	47059	47764	48481	49208	49946	50695	51456	52228	53011	53806	54613	55433	56264
	<b>2%</b>															
	Population	147808	150764	153779	156855	159992	163192	166456	169785	173181	176644	180177	183781	187456	191205	195030
	Households	45678	46592	47523	48474	49443	50432	51441	52470	53519	54589	55681	56795	57931	59089	60271
	<b>3%</b>															
	Population	147808	152242	156810	161514	166359	171350	176490	181785	187239	192856	198642	204601	210739	217061	223573
	Households	45678	47048	48460	49914	51411	52953	54542	56178	57864	59599	61387	63229	65126	67080	69092
	<b>4%</b>															
	Population	147808	153720	159869	166264	172914	179831	187024	194505	202285	210377	218792	227544	236645	246111	255956
	Households	45678	47505	49405	51382	53437	55574	57797	60109	62513	65014	67615	70319	73132	76057	79100
	<b>5%</b>															
	Population	147808	155198	162958	171106	179662	188645	198077	207981	218380	229299	240764	252802	265442	278714	292650
	Households	45678	47962	50360	52878	55522	58298	61213	64274	67487	70862	74405	78125	82031	86133	90439



## GEO TYPE

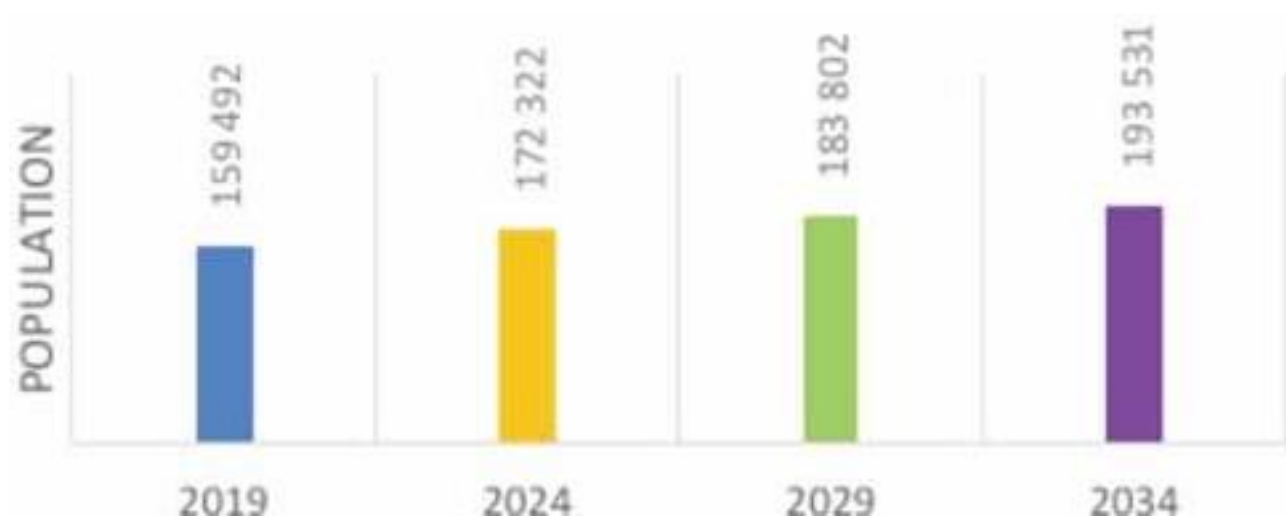
A total population of 77% reside within Tribal areas, followed by Urban Area where 21 % of the total population resides, thirdly is small percentage of the population of 2 % resides on Farm Land. The municipality has a huge area, classified as tribal. It is therefore important that programs like Rural Development are fully employed by the municipality in order to improve service standards in those areas. Further it is important that a municipality maintains a good relationship with traditional leaders the Municipal area so that service delivery will not be comprised.



## MANDENI ECONOMIC PROFILE

Population is an important factor in an economy as it is the source of production of goods and services. The working- class population creates a growing labor pool that is an essential element in the economic growth of an area.

### HISTORICAL POPULATION TRENDS AND PROJECTED POPULATION TRENDS



(Source: Mandeni LED 2021)

The population of Mandeni has experienced continuous growth over the years and over the period between 2014 and 2017, the growth rate averaged 1.5%. This increase in population will impact factors such as access to services as more people results in greater demand for government services. Between this period, the population numbers increased by 6978 people. The increase could be attributed to factors such as inward migration where the population is moving into Mandeni from neighboring municipalities in search of better living conditions and jobs opportunities.

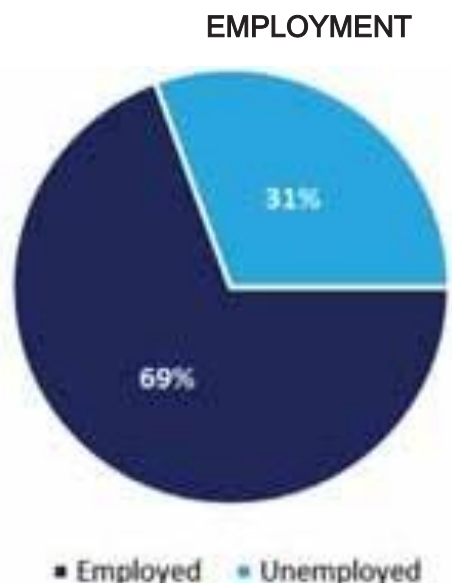
The average growth rate in Mandeni between 2014 and 2017 is calculated to be 1.6%. With this growth rate, the population for the 2019 year would increase to 159,492 people. If this growth rate is applied over a 5-year period, the population would be 172,322 in 2024. Assuming a slight decrease in the growth rate to 1.3% by 2029 and 1.0% by 2034, the population would be 183,802 and 193,531 respectively as is illustrated in the above graph.

The economic profile of Mandeni is made up of variables such as:

- Employment
- Formal and Informal Employment
- Skills Profile
- Employment by industry
- Regional GVA

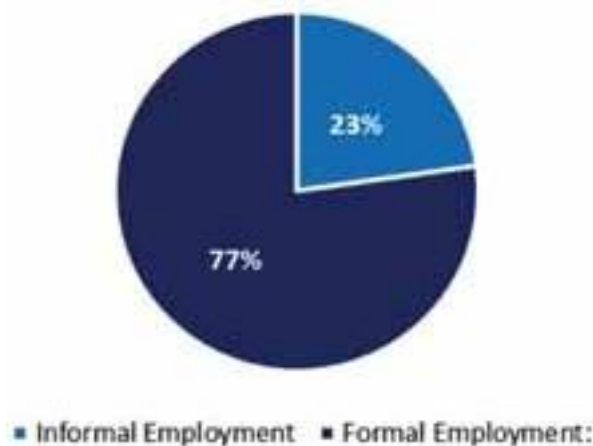
## EMPLOYMENT STATISTICS

Elevated unemployment imposes significant costs on individuals, families, the society and the municipality. Most of the costs are due to there being no offsetting gains to the costs that everyone must bear. Prolonged unemployment can lead to an erosion of skills, basically robbing the economy of otherwise useful talents. At the same time, the experience of unemployment can lead to greater skepticism and pessimism about the value of education and training and lead to workers being less willing to invest in the long years of training some jobs require. On a similar note, the absence of income created by unemployment can force families to deny educational opportunities to their children and deprive the economy of those future skills.



The level of unemployment in Mandeni, using the broad definition, is at 31% which is relatively low when compared to the other 3 local municipalities and the level of unemployment in the iLembe District. There was an increase in the number of employed individuals between 2014 and 2015, however, the number declined between 2015 and 2016. The level of employment in the area then increased from 2016 to 2019 as can be seen in the below diagram.

**MANDENI FORMAL AND INFORMAL EMPLOYMENT**



(Source: Mandeni LED Strategy 2021)

## ECONOMIC REALITIES

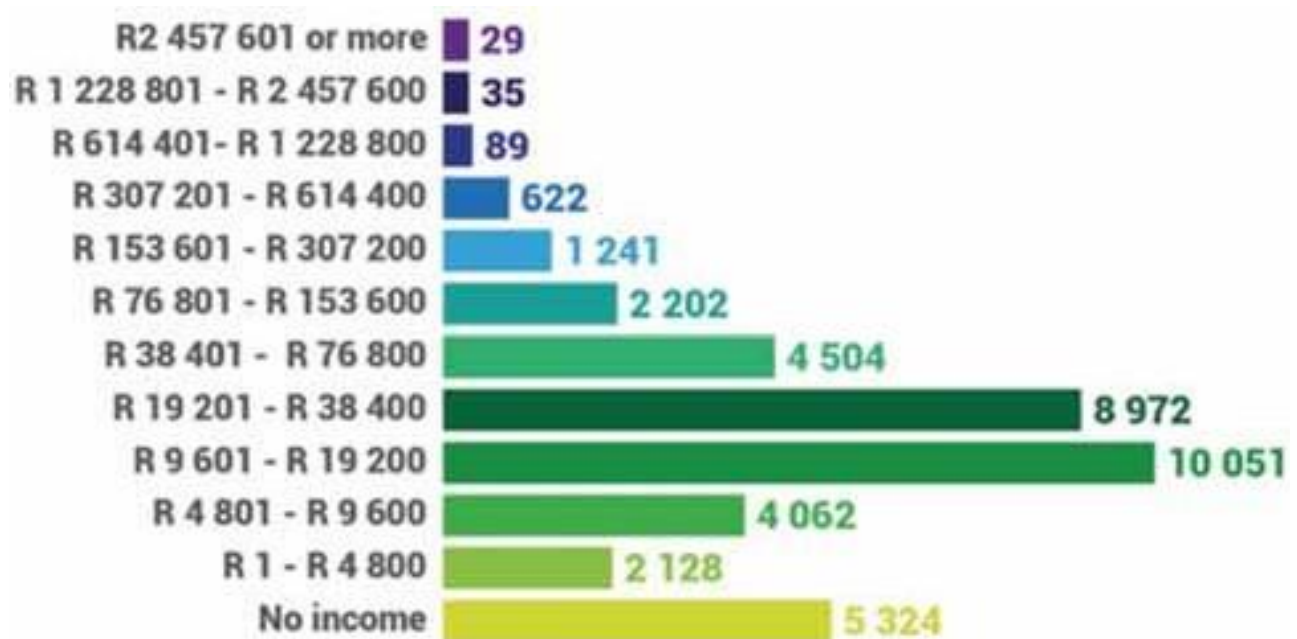
The municipality has an important role in the national, provincial and district economies on account of the largest industrial estate in the province of KwaZulu-Natal being located here, with 414 hectares of industrial land, and 520 000 of lettable industrial property available. The site is currently home to 165 Ithala owned factories and 49 privately owned factories. The Estate plays a significant role in attracting investment in the Region. Amongst the dominating industries are SAPPI, KIC, Gomma-Gomma and Uniform all employing a substantial number of people, still indicates the important of this industrial estate in the regional economy. As stated the manufacturing sector is the largest contributor (60,6%) to the Mandeni GDP. Over the last decade it grew by only 4,2%. Agriculture is the second largest contributor to the GDP, with 8,3%. This shows the stark comparison between the two activities. Wholesale and Retail is the third largest contributor to the GDP of the area at 8%.

Tourism industry in Mandeni is also observable at the Tugela Mouth and Dokodweni areas. The history of the area cannot be divorced from the tourism potential. Great battles have been fought by the Zulus against the British in this area through the involvement of King Cetshwayo.

## EMPLOYMENT AND INCOME LEVELS

Unemployment rate in Mandeni declined from 45.1% in 2001 to 28.6% in 2011 reflecting the impact of job creation.

TABLE: AVERAGE HOUSEHOLD INCOME



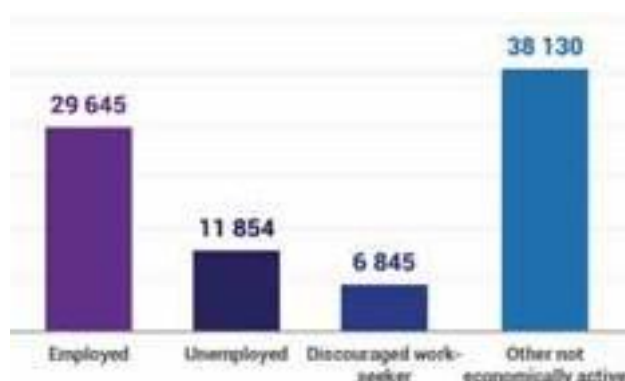
Source: community survey 2016

Programs of the national government, and the benefits of its location near KwaDukuza and Durban Metro which have both experienced phenomenal economic growth over the last decade. High unemployment particularly amongst the youth can lead to social evils such as crime, drug abuse, prostitution, etc. which are detrimental to economic growth and development in the district. The figure below indicates percentage of unemployment in iLembe District. Mandeni Municipality is sitting at 28.6% with regards to unemployment as per the recent Statistics, SA 2011 Census. Despite lower unemployment rate amongst the youth in the municipal area, the 34.6% of the youth that is unemployed is still substantial and can have a negative impact in the growth and development of Mandeni.

This situation warrants the municipality to consider development initiatives that can address this challenge. If not addressed as a matter of urgency, the situation is expected to increase levels of frustration and impatience amongst the youth. In addition to this, the situation will contribute to a cycle of chronic unemployment and poverty: these young people are likely to become the parents of children who will then also grow up in a context of poverty. Job creation is not the core competency of the municipality however Mandeni Municipality has committed to radical economic transformation which entails making the environment conducive for investors.



FIGURE: EMPLOYMENT / UNEMPLOYMENT RATE



Source: Community survey 2016

Mandeni is still relatively higher when compared with 25% of KwaDukuza and relatively lowest when compared with 49 of Maphumulo and 48.7 of Ndwedwe.

Manufacturing sector is the main contributor of source of employment in Mandeni. The sector employs approximately 26.86% of the available labour force. Wholesale and retail sector is the second largest employer, followed by finance and insurance employing 25.68% and 22.77% of the municipal labor force respectively. Agriculture, transport and construction sectors employ 3.8%, 2.86% and 2.19% respectively.

TABLE: EMPLOYMENT BY INDUSTRY

INDUSTRY	%
Agriculture, forestry and fishing	3.84
Mining and quarrying	1.08
<b>Manufacturing</b>	<b>26.86</b>
Electricity, gas and water	0.03
Construction	2.19
Wholesale and retail trade, catering and accommodation	25.68
Transport, storage and communication	2.86
Finance, insurance, real estate and business services	22.77
Community, social and personal services	9.07
General government	5.63
<b>TOTAL</b>	<b>100</b>

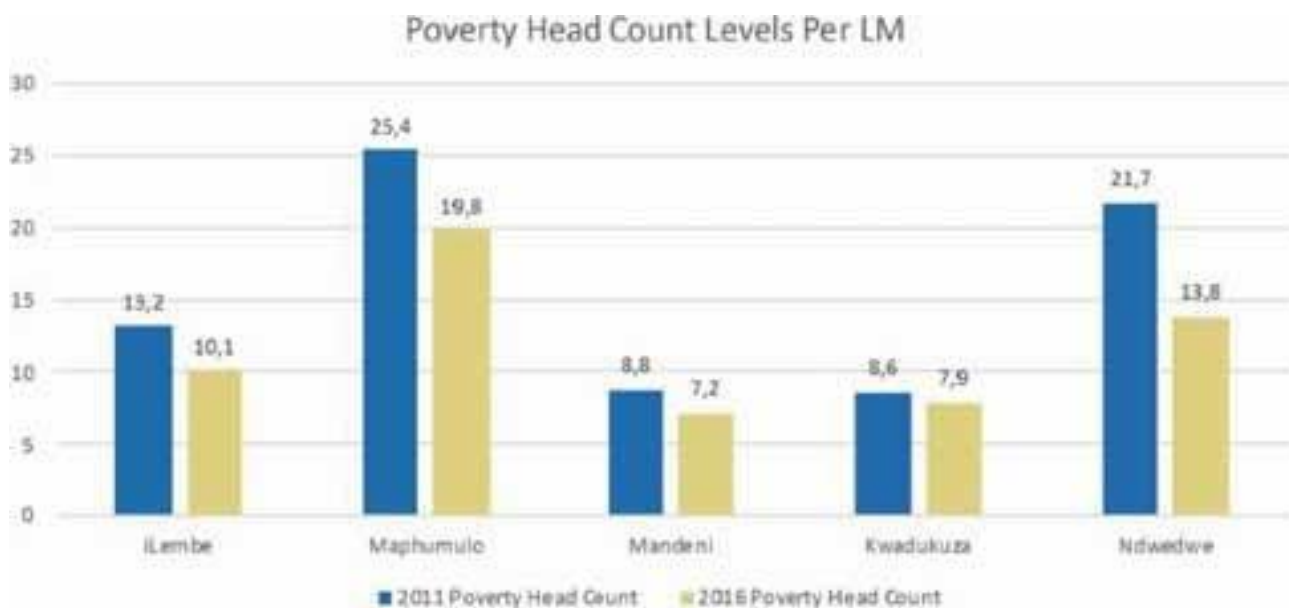
Source: Mandeni LED Strategy 2021

Household income is one of the most important determinants of welfare in a region. The ability to meet basic needs, such as adequate food, clothing, shelter, and basic amenities, is largely determined by the level of income earned by the household. Poverty is often defined as the lack of resources to meet basic needs and the indicator of poverty in a region is the number of households with income below the poverty line. The figure above indicates that approximately 18,364 (13.3%) of the population has no source of income and this indicating that almost 18,364 of the population of Mandeni live below poverty line.



Whilst the district has an overall decrease in the number of people experiencing such poverty as per the South African Multidimensional Poverty Index (MPI), the indicators include unemployment, years of schooling, child mortality, type of dwelling, etc. Maphumulo and Ndwedwe local municipalities, even though having experienced a decrease of over 5% in the head count, still have the highest number of people living in extreme poverty. The results for people living in extremely poverty in Mandeni and KwaDukuza have only decreased by less than 2% for both municipalities whilst on the other hand, these areas have experienced significant population growth between 2011 and 2016.

FIGURE : POVERTY LEVELS



Source: iLembe IDP 2020

## KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

### Institutional Arrangements (roles and responsibilities)

Institutional arrangements are policies, systems, processes and structures used by organizations to legislate, plan and manage their activities efficiently and to effectively, coordinate with others in fulfilling their mandates. In the context of Mandeni municipality Powers retained by council encompass:

- Approval of budget
- Passing of by-laws
- Imposition of rates and taxes
- Raising of loans adoption of Integrated Development Plan and
- General powers as per the Municipal Structures Act and Municipal Systems Act (e.g. approve amendment of policies and election or removal of members of Executive committee namely.

To summarize the process, the below workflow diagram shows the delegation of powers within Mandeni Municipality for both administrative and political bearer offices

### Delegations of Power : Mandeni Municipality

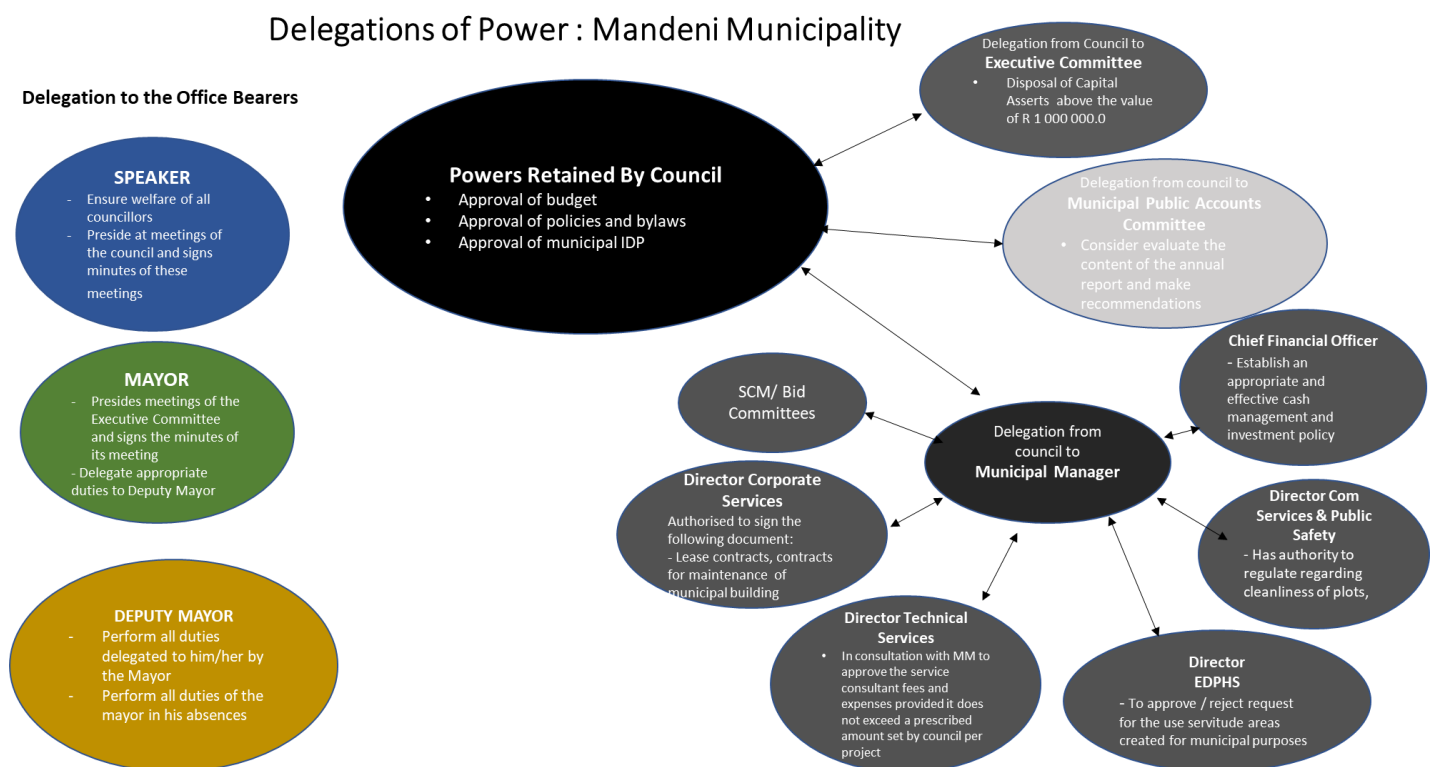


Diagram showing Mandeni Delegation of Powers: Source 2018/19 Delegations register



## MUNICIPAL POWERS AND FUNCTIONS

In terms of the Municipal Structure Acts, 1998 the following powers and functions listed below have been assigned to Mandeni Municipality.

CORE/PRIMARY	MANDENI MUNICIPALITY'S FUNCTIONS
Schedule 4 Part B	<p>The municipality has the authority to approve building plans in accordance with the National building Regulations Act</p> <p>Electricity and Gas Reticulation is partly done by the municipality together with Eskom, providing electricity in the licensed areas, with the remainder done by Eskom.</p> <p>Fire Fighting Services are outsourced</p> <p>Municipal Planning: Development Planning receives applications, process them and recommends them to iLembe District Joint Municipal Planning Tribunal, which is a committee that approves applications on behalf of Mandeni municipality together other municipalities of the iLembe Region</p> <p>Local Tourism: Tourism falls within the EDPHS department. Support and other programs are provided but the Municipality to assist the local tourism players.</p> <p>Municipal planning: The Mandeni Municipality has a planning unit in place that deals with both strategic and spatial planning.</p> <p>Air Pollution: Shared services with iLembe District.</p> <p>Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law. The municipality is implementing the EPWP program.</p>
Schedule 5 Part B	<p>The municipality has the authority to approve building plans in accordance with the National building Regulations Act</p> <p>Electricity and Gas Reticulation is partly done by the municipality together with Eskom, providing electricity in the licensed areas, with the remainder done by Eskom.</p> <p>Fire Fighting Services are outsourced</p> <p>Municipal Planning: Development Planning receives applications, process them and recommends them to iLembe District Joint Municipal Planning Tribunal, which is a committee that approves applications on behalf of Mandeni municipality together other municipalities of the iLembe Region</p> <p>Local Tourism: Tourism falls within the EDPHS department. Support and other programs are provided but the Municipality to assist the local tourism players.</p> <p>Municipal planning: The Mandeni Municipality has a planning unit in place that deals with both strategic and spatial planning.</p> <p>Air Pollution: Shared services with iLembe District.</p> <p>Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law. The municipality is implementing the EPWP program.</p>

Organogram Review: 5 Year Plan



Mandeni Municipality Organisation Structure  
KZN 291



# MANDENI MUNICIPALITY

P.O.BOX 144  
MANDENI  
4490

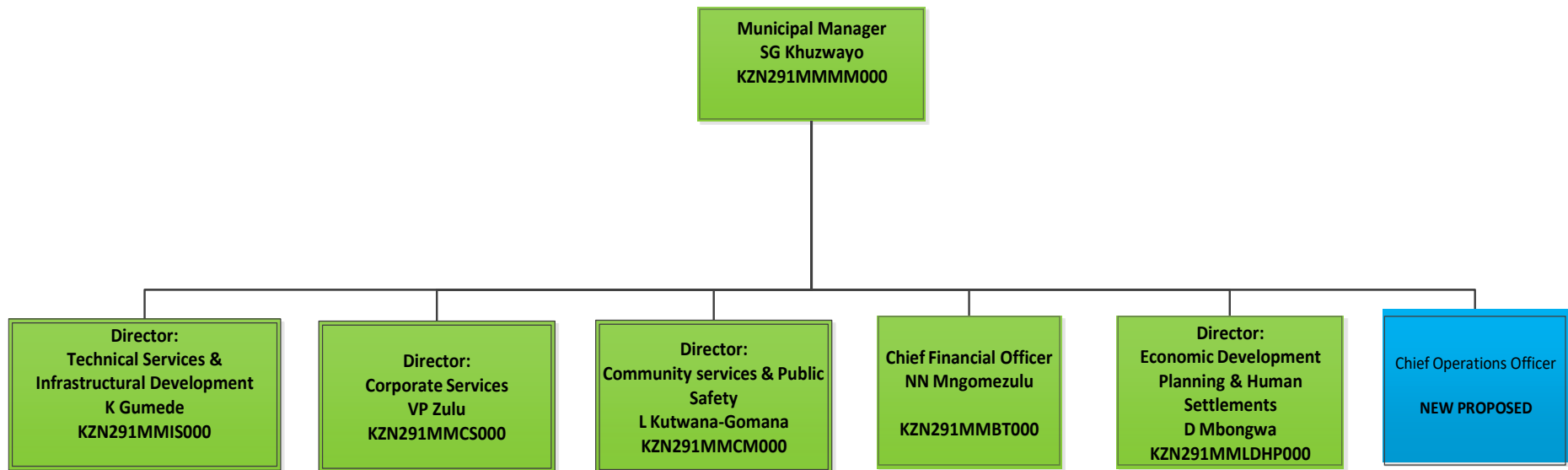
TELEPHONE : 032-4568200    FAX : 032-4562567    WEBSITE: [www.mandeni.gov.za](http://www.mandeni.gov.za)

2021/22 ORGANISATIONAL STRUCTURE

OCCUPIED /FILLED	VACANT WITH BUDGET	NEW PROPOSED	INTERNS	OUTSOURCED	DISPLACED
Green	Red	Light blue	Yellow	No colour	Purple

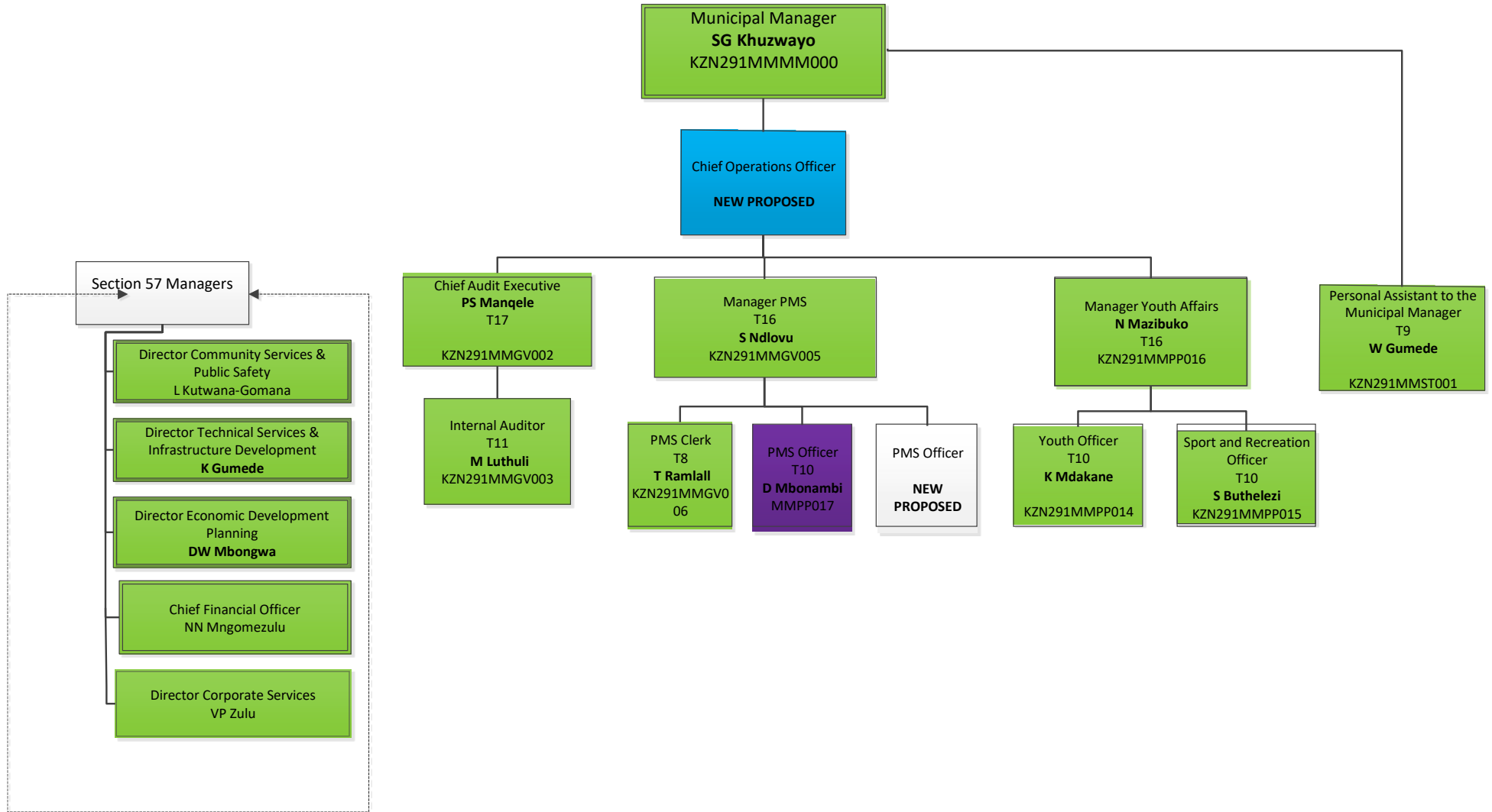


## Mandeni Municipality Organisation Structure KZN 291





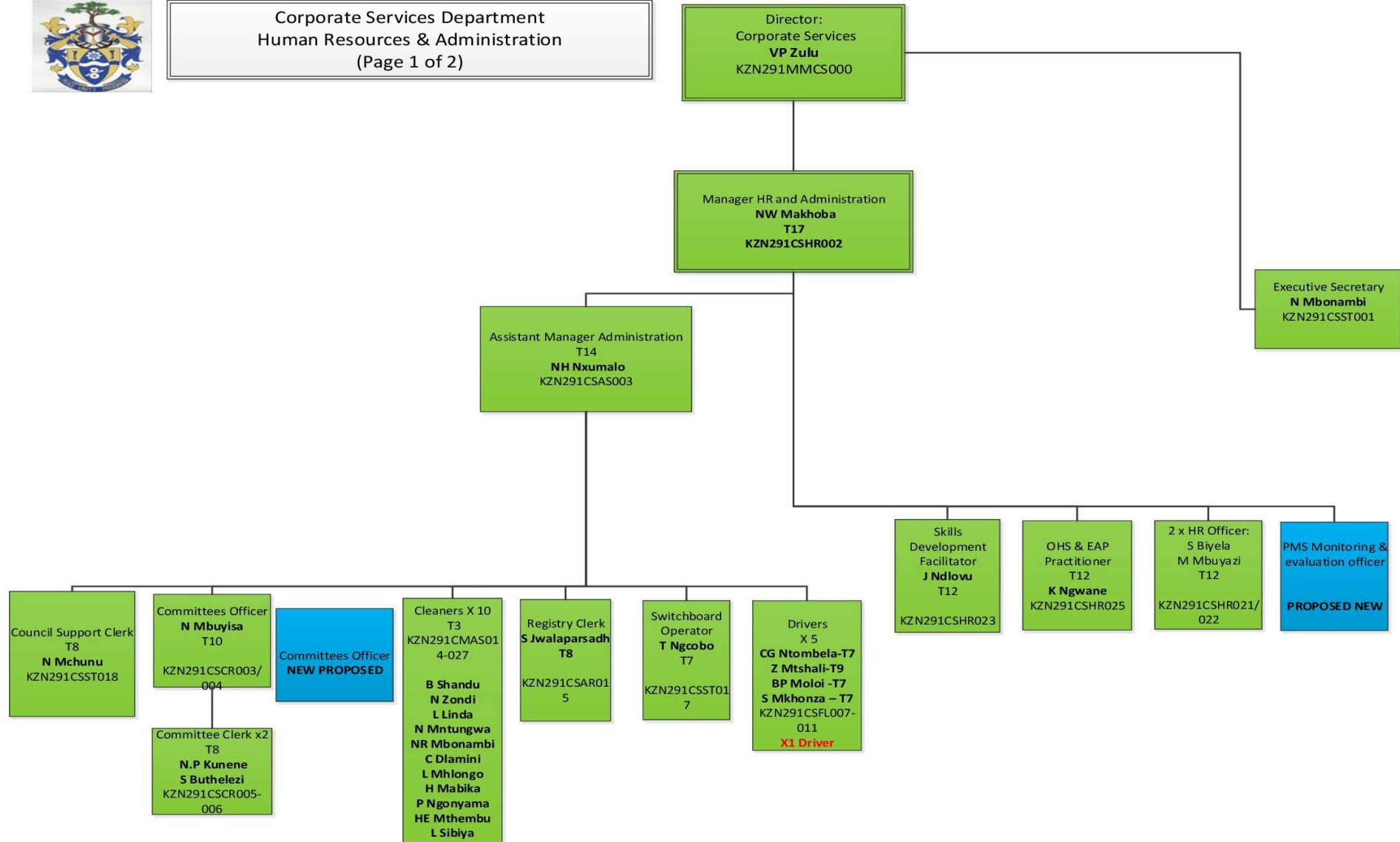
**Municipal Managers Office**  
(Page 1 of 2)





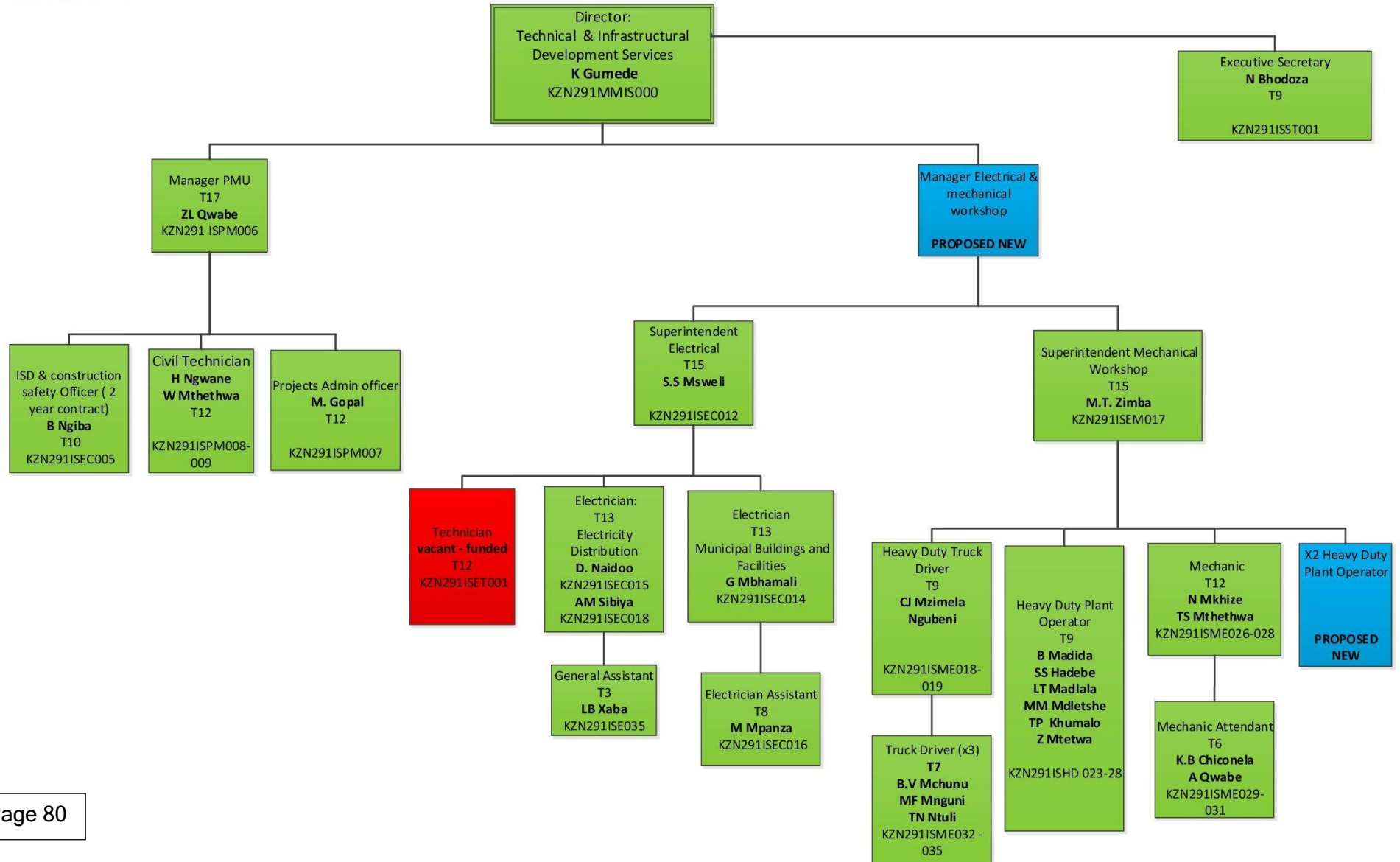


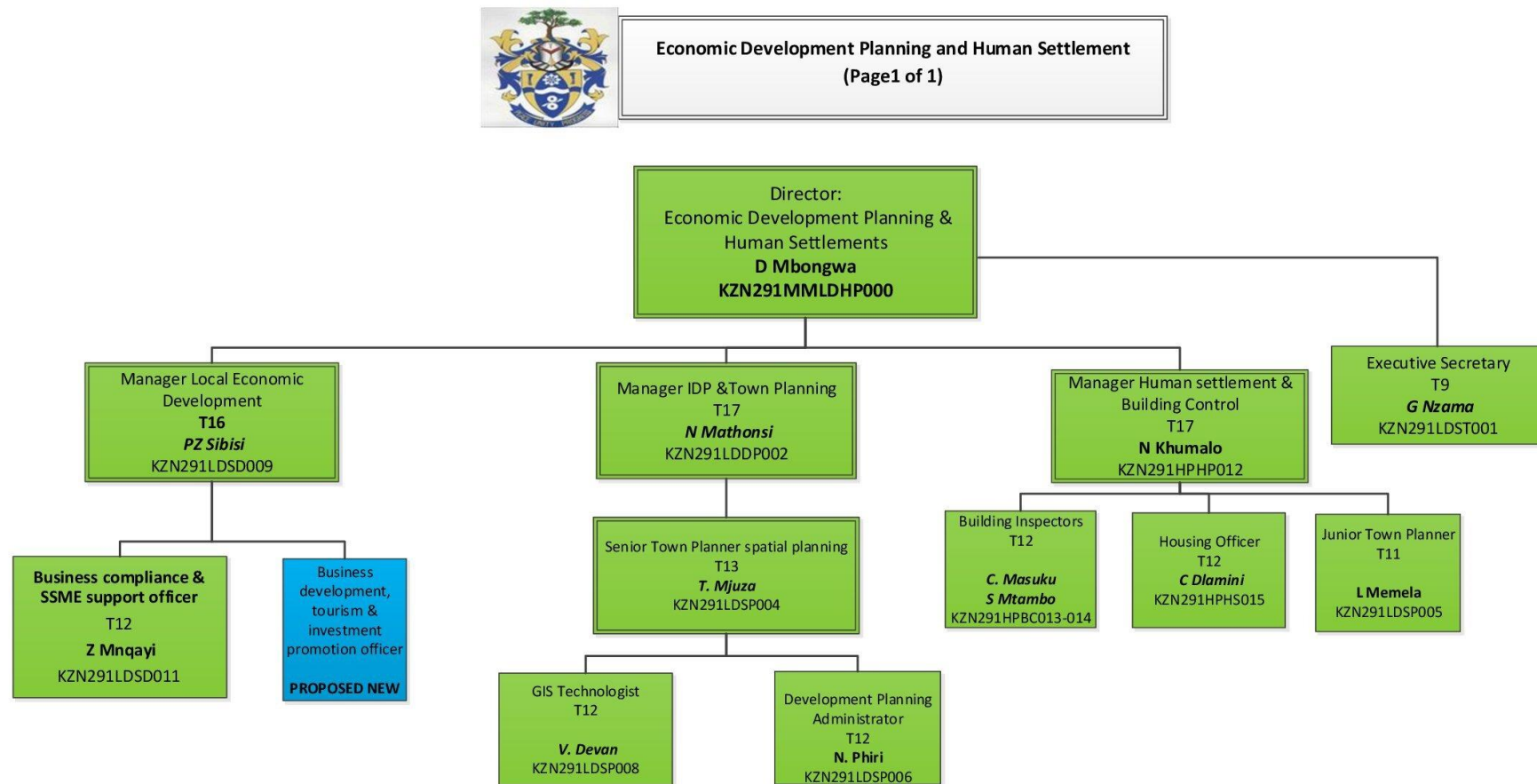
Corporate Services Department  
Human Resources & Administration  
(Page 1 of 2)





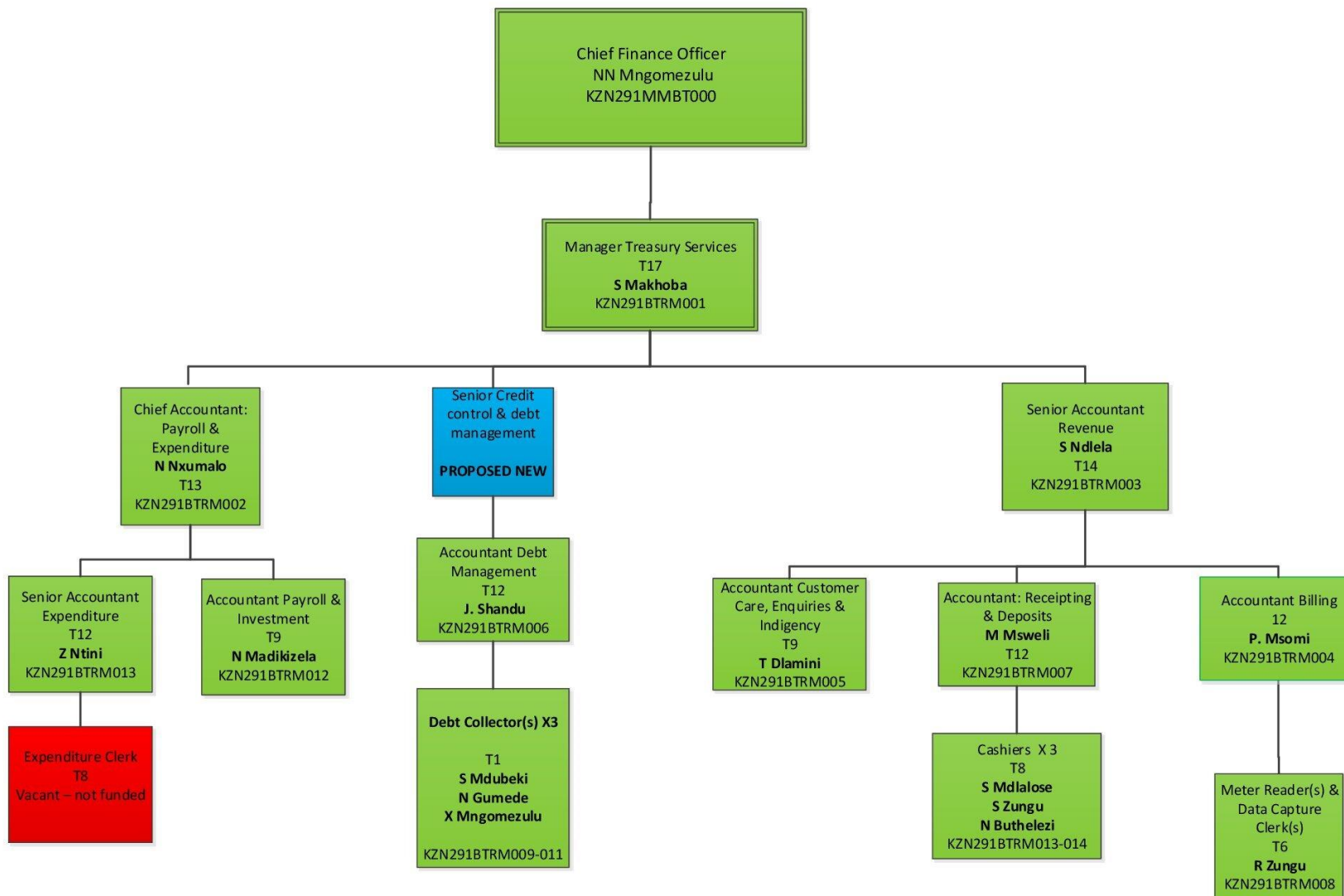
Technical Services & Infrastructural Development Department  
PMU, Electrical and Mechanical Units  
(Page 1 of 2)





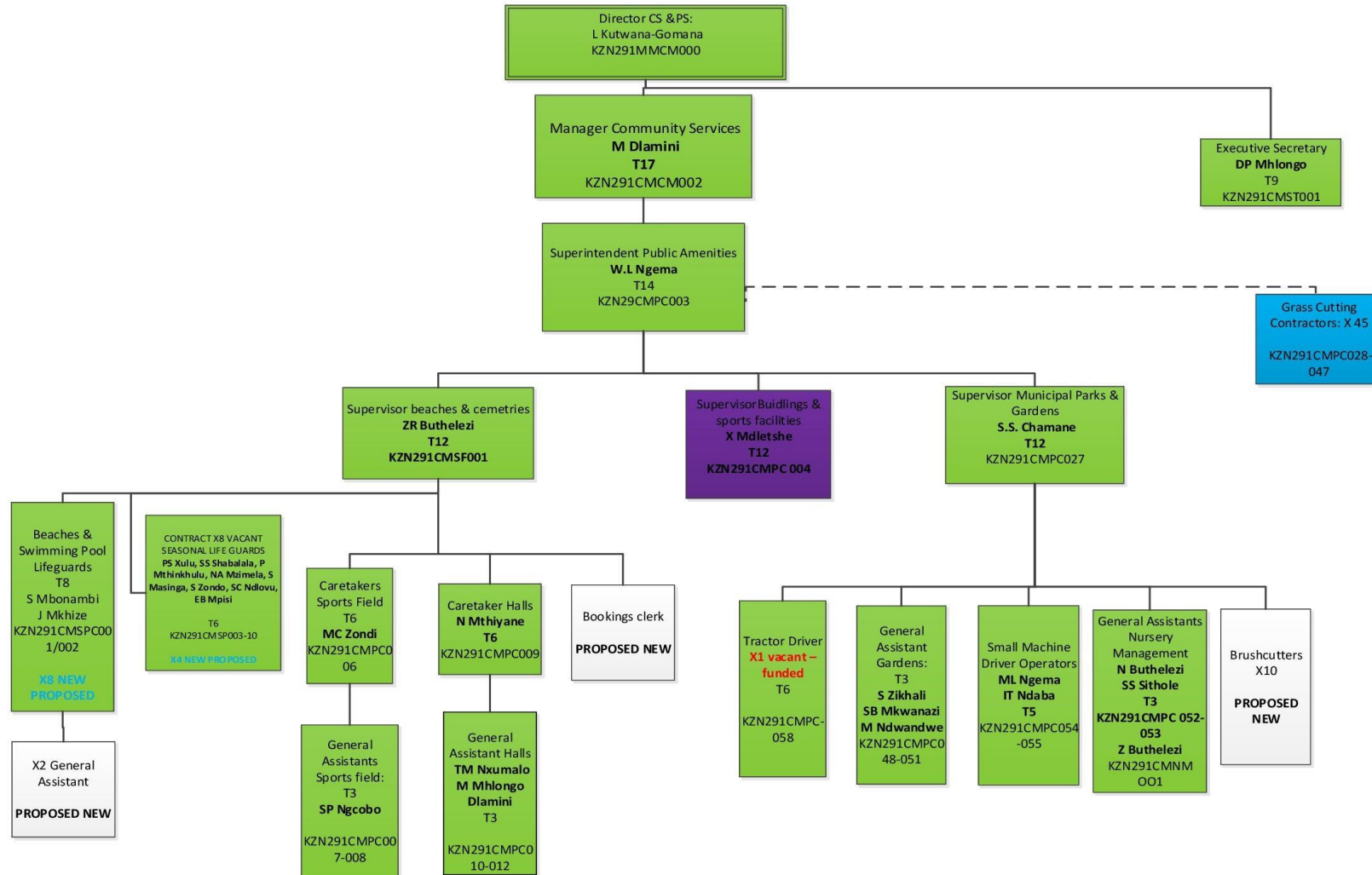


Budget & Treasury Office Department  
Treasury Services  
(Page 2 of 2)





**Community Services & Public Safety  
Department  
Public Amenities  
( page 1 of 5)**



#### 4.1.6. EMPLOYMENT EQUITY

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan, which will achieve reasonable progress towards employment equity, thus Mandeni Municipality prepared its Employment Equity Plan for the duration 1 July 2017 to 30 June 2022. The employment equity plan is attached as annexure D.

The plan specifies the objectives and targets of the Municipality for each year, which are specified as follows:

The image above shows the Mandeni Municipality Organizational structure. The Legend shown below reflects Green as occupied positions; Red – as vacant yet Budgeted for and Lastly Light blue, referring to outsourced services such as the iLembe District Development Planning Shared Services. Due to the nature of structure being long, only the first 2 pages from each Department has been reflected on this document.

**TABLE: MANDENI MUNICIPALITY EEP TIME FRAMES AND OBJECTIVES**

TIMEFRAMES		MANDENI MUNICIPALITY'S FUNCTIONS	PROGRESS
Year 1	11/07/2021 - 31/03/2022	<ul style="list-style-type: none"> <li>Mandeni would like to achieve higher representation of females in the top, Senior and Professional management levels to allow for equal representation of demographics groups; and</li> <li>The municipality would like to achieve a higher representation and skills development of disabled people within semi-skilled level positions in line with the municipal transformation strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>
Year 2	01/07/2021 - 31/03/2022	<ul style="list-style-type: none"> <li>Mandeni seeks to ensure representation of non-demographic groups within the municipality in accordance to the National and Provincial Statics of Economically Active Persons.</li> </ul>	<ul style="list-style-type: none"> <li>Two (2) female Middle managers were appointed during this reporting period.</li> </ul>
Year 3	01/10/2019 - 30/06/2022	<ul style="list-style-type: none"> <li>Mandeni aims to create work environment improve facilities to accommodate all demographic groups within the municipality planned end date will be 30/09/2022.</li> </ul>	<ul style="list-style-type: none"> <li>Council has constructed a council chamber and was completed in the 2018/2019 financial year.</li> </ul>

The numerical goals for the workforce profile of 309 could not be achieved due to budget constraints and it has been reviewed at 275 for the end of the plan which is the year 2022. The municipality has achieved its objectives in ensuring higher representation of females in senior management positions.

The Municipality has ensured that a clause inviting all people living with the disability is included on staff vacancy advertisements in doing so the municipality has embarked on the process of ensuring that the Municipal buildings are conducive for physically disabled people.

#### PROCEDURES FOR MONITORING AND EVALUATION OF THE EMPLOYMENT EQUITY PLAN

In terms of structures for monitoring and evaluating the progress of the plan, each structure has a specific role and responsible. These have been set out as follows



#### 4.1.6.2. ROLES AND RESPONSIBILITIES

STAKEHOLDER	ROLE AND RESPONSIBILITY	FREQUENCY
EE Forum Members	Ensure the achievement and maintenance of the EE plan throughout the municipality.  The EE forum includes municipal councilors, to ensure alignment with other municipal strategic objectives.	Evaluate on quarter basis
Employees and the community	Communicate the annual objectives of the plan and the adjustment made to employees and the community by posting on notice boards, intranet and the municipal websites inform the community the institutional development by enhancing communication between the community & the institutional development.	Ongoing

### WORKPLACE SKILLS PLAN

The Workplace Skills Plan is developed and adopted on an annual basis and submitted to the LGSETA by 30 April every financial year, to ensure compliance with Skills Development Act. Skills planning is central to the improvement of the overall skills level of the Municipal officials. The Municipality identified what skills are required and develop strategies, tasks and schedules to ensure that those skills are enabled in order to deliver on our Integrated Development Plan objectives. For 2022 year a total of 12 applications were received for consideration by the Human Resource Development Committee. In the following programs are funded through Discretionary Grants, mandatory and Internal Municipal Budget. Through the exercise, the municipality has been able to adequately plan and develop training programs critical for skill enhancement for employees' programs to be funded:

- Business Administration x2
- Accounting Science
- Office administration
- Project Management
- Public Administration
- Advanced Project Management and financial modelling

The Municipality has also received the discretionary grant that will benefit the following:

- Learnership for 20 beneficiaries (unemployed) - ABET
- Bursary for 5 beneficiaries (unemployed) – Civil engineering
- Learnership for 10 beneficiaries (unemployed) - Plumbing
- Learnership for 10 beneficiaries (unemployed) - Horticulture

### RECRUITMENT AND SELECTION POLICY

This Recruitment and Selection Policy of Mandeni Municipality aims at introducing fair objective principles and procedures for the staffing of the permanent and contract/temporary employees of the Municipality. This policy does not apply to the appointment of the municipal manager and directors reporting to the municipal manager. Prior to filling a post, the necessity for filling shall be determined via an approved process. Should a post, after having undergone scrutiny, be approved for filling by the relevant authority, employees requiring placement in terms of the Municipality's Placement Policy are given first preference. The essential requirements of a job must reflect the needs of the Municipality and must be appropriate to achieve the strategic objectives of the Municipality.

In terms of advertisement, the validated information forms the basis for the advertisement/brief and all advertisements shall clearly state the relevant minimum job requirement, levels of qualification and experience, and application procedures, together with the closing dates for the receipt of the applications. Posts below assistant manager level will be advertised internally by placement on designated notice boards and other appropriate places. All records pertaining to Recruitment, Selection, and Placement of staff, including those of interviews questions, assessments and scores, and the final results, shall be kept safe in the



municipal personal file.

## **SELECTION CRITERIA & ASSESSMENT**

The central guiding principle for selection shall be competence in relation to the essential requirements of the job provided that selection shall favor, as determined by the target suitably qualified applicants as defined in section 20(3) of the Employment Equity Act of 1998.

## **ASSESSMENT**

The Municipality makes use of assessment techniques that the assessment process is an integrated process and the final decision shall be based on the results of the whole process.

## **RETENTION STRATEGIES**

Not all staff turn-over is negative. Sometimes, allows for new ideas to be introduced into the Municipal environment and for the development and promotion of employees who remain. However, the loss of some employees that have critical and scarce skills can hamper service delivery hence it is important to identify and prioritize such skills. To know which skills, need to be prioritized, you need to classify the skills that are important to retain.

Classifying skills is therefore a key step in ensuring a focused and cost-effective retention strategy. This is not meant to discriminate against some categories of employees, but rather to allow for a focused approach towards retaining staff and skills.

## **Skills to be Retained**

The skills that need to be targeted within staff strategies are those needed to realize and meet.

The service delivery needs of the department; The department's primary mandate. The following are examples:

- Woman and people with disabilities (in terms of the Employment Equity Act 55 of 1988):
- Measures to control non-discrimination in the workplace should be implemented.
- Measures to control sexual harassment in the workplace should be implemented.
- An accessibility survey should be conducted to establish whether all Municipal buildings are accessible to those with disabilities.

## **Scarce skills**

Scarce skills are those skills that are needed to realize the Department's goals and objectives, but which are difficult to recruit and expensive to replace. These will not always be the same. At some times, a particular skill may be in short supply, while at other times a different skill may be hard to find and expensive to replace.

These skills are identified by:

- Analyzing staff turnover;
- Considering acquisition trends in a particular job category or geographical area; and
- Understanding the Department's skills requirements and the compensation for such skills in the labor market.

These key posts must be clearly defined by the Municipal Manager within the organizational context. The posts may but not limited include the following:

- Researches;
- Financial management;
- Engineers;
- Artisans;
- Information Technology; and
- Legal.

## **Valued Skills**

Valued skills are those skills that are not classified as being scarce skills. Examples are employees with qualifications that are valuable to possess and positively contribute to the service delivery goals of the Municipality and the loss thereof will have a negative impact on a Department's ability to meet its goals. These skills are identified by looking at an employee's performance evaluation and the role they perform in the Department High - Risk; skills High - risk skills are the skills that an employee has attained over a long period of time pertinent to the department through years of service experience and such employee has indicated his/her intention to leave soon. These include employees who have

indicated an intention to leave the department because of being de-motivated or may have reached their career ceiling.

### **Interventions to retain staff**

Interventions to retain staff are most effective if they are aimed at specific circumstances and at the same time, interventions are integrated and linked with as wide a variety of human resource practices as possible. The following safeguards will be put into place to ensure that initial processes are conducted and aligned thoroughly. The morale of staff will be maintained because of the consistency in the application of these measures.

#### **a) Link staff retention with an effective recruitment and selection process.**

A lot of staff losses are caused by bad selection decisions where the wrong person is appointed for the job. To prevent this, accurate job descriptions must be developed that clearly identify the core competencies required for successful performance. These job descriptions are to be used during the recruitment and selection process. In some cases, it has also been evident that it is good practice to “hire for capabilities and train for skills”. This is where a person is appointed because he/she has the right capability to be able to do the job even though they may not have the necessary skills required since these can be attained through training.

**Link staff retention to an effective induction process** Best practice studies show that the first few weeks of employment are important for establishing employee commitment to equipment. It is therefore essential that Managers and human resource practitioners lay the foundation for future commitment by being part of the induction process. A good way of addressing this is to have well-structured and dynamic induction programs that stretch from the employee's first day of work until they have been thoroughly introduced to their jobs.

A useful tool in this regard is to develop a new employee guide that can be given to employees to read even if they have not started working.

### **Provide growth opportunities**

Besides making sure that employees are able to perform their current jobs, they need to be given opportunities to grow by acquiring competencies that improve their ability to work in other areas or at other levels. Reward employees who are high performers and value creators within a department. Reward for excellent work can both be monetary and non-monetary. Ideally, they should be immediate, linked to performance and individualized. For example, a letter addressed directly to an employee that recognizes their outputs and good work is much more valuable than a standard letter, addressed to all staff once a year.



## MUNICIPAL ICT POLICY FRAMEWORK

The purpose of this Framework is to institutionalize the Corporate Governance of and Governance of ICT as an integral part of corporate governance within the Municipality in a uniform and coordinated manner. The ICT policy is attached as Annexure U.

## GOVERNANCE OF ICT IN THE MUNICIPALITY

The Governance of ICT is a subset of Corporate Governance and is an integral part of the governance system. In terms of such a system:

- The Executive Council provides the political leadership;
- The Municipal Manager provides the strategic leadership and is accountable for the implementation of the Corporate Governance of ICT; and
- Executive Management is responsible for ensuring that the Corporate Governance of ICT is implemented and managed.

The Corporate Governance of ICT involves evaluating and directing the achievement of strategic goals and using ICT to enable the Municipality and the monitoring of ICT service delivery to ensure continuous service improvement. It includes determining strategic goals and plans, and annual performance plans for ICT service delivery Management of ICT in the Municipality.

The management of ICT entails the management of all resources related to information technology are managed according to an organization's priorities and needs. The central aim of IT management is to generate value through the use of technology. To achieve this, business strategies and technology must be aligned. This is achieved by allocating structures, functions, roles and responsibilities within a governance system and implemented through:

- Processes;
- Principles and policies;
- Organizational structures;
- Skills and competencies;
- Culture and behavior;
- Service capabilities; and Information

## STAKEHOLDERS IN THE ICT POLICY FRAMEWORK

Each element of the ICT program at the Municipality should refer to key stakeholders.

Stakeholders and their respective roles and functions include the following:

LIST OF STAKEHOLDERS	ROLES AND FUNCTIONS
Local Municipal Council	The municipal council consists of politicians who are democratically elected by local residents. The council is responsible for governing the local area
COGTA	Develop national policies and legislation with regard to provinces and local government, and to monitor the implementation
Cabinet	Provide political mandate for the Municipality
Department of Public Service and Administration	Support the Minister of Public Service and Administration in leading Public Service transformation and performing compliance monitoring
Auditor General	Conduct independent ICT audits

(Source: Mandeni I

# MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> <li>• Management/Administration</li> <li>• Full complement of the Management</li> <li>• Skilled Management team</li> <li>• Good leadership (Political and Admin)</li> <li>• Competency level compliance</li> <li>• Scheduled Manco and Top management meetings</li> <li>• Municipal ability to attract and retain skilled workforce thus enable production of Credible IDP and other strategic documents</li> <li>• Annual procurement plan</li> <li>• IT Master systems plan</li> <li>• Cobit compliant</li> <li>• IT governance framework</li> <li>• Employment Equity Plan</li> <li>• Oversight charters (audit committee, internal audit and MPAC)</li> <li>• Oversight committees (MPAC, Audit committee and PMS committee)</li> <li>• Governance committee (Risk Management, IT steering)</li> <li>• Portfolio committee, Exco and Council</li> <li>• Ward Committees are fully functional</li> <li>• Local labor forum</li> <li>• Delegation framework</li> <li>• Delegation Register</li> <li>• Infrastructure program committee (service utilities)</li> </ul>	<b>WEAKNESS GOVERNANCE ISSUES</b> <ul style="list-style-type: none"> <li>• Poor consequence management</li> <li>• Selective consequence management</li> <li>• Management not taking Audit query seriously</li> <li>• Inequality of treatment of managers from Top Management Lack of mutual respect among managers Lack of professionalism Manipulation of task grading of managers</li> <li>• Lack of ownership of unpopular decisions (Managers take decisions which are implemented at lower levels but unpopular to counsellors)</li> <li>• Information for administrative use leaked to politicians Poor Internal communication</li> <li>• Non- compliance at Top management level (Employment Equity)</li> <li>• Weak/bad organizational culture</li> <li>• Registration of Managers with Professional Bodies</li> </ul>
MANAGEMENT/ADMINISTRATION	OPPORTUNITIES
<b>Poor consequence management</b> <ul style="list-style-type: none"> <li>• Selective consequence management</li> <li>• Management not taking Audit query seriously</li> <li>• Inequality of treatment of managers from Top Management Lack of mutual respect among managers Lack of professionalism Manipulation of task grading of managers</li> <li>• Lack of ownership of unpopular decisions (Managers take decisions which are implemented at lower levels but unpopular to counsellors)</li> <li>• Information for administrative use leaked to politicians Poor Internal communication</li> <li>• Non- compliance at Top management level (Employment Equity)</li> <li>• Weak/bad organizational culture</li> <li>• Registration of Managers with Professional Bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• LGSETA funding for training</li> <li>• Geographical location of the municipality assists in attracting skilled labour</li> <li>• National and Provincial Support</li> </ul>
	THREATS
	<ul style="list-style-type: none"> <li>• Unemployment impacts negatively to the economic growth and revenue base of the municipality thus stagnating economic revenue growth/collection with the areas of the municipality Ingonyama Trust land affects development as majority of the land within the municipality fall under ITB</li> <li>• Lack of government hospitals thus results in majority of the population including municipal employees having to travel outside municipal jurisdiction for medical assistance</li> <li>• Air pollution from Sappi- this has negative health impact on the well-being of municipal employees.</li> <li>• Lack of burial space</li> <li>• Skills Flight</li> <li>• Crime and lawlessness</li> <li>• Ensuring that municipality fully complies with Municipal Standard chart of Account at the stipulated time frames. The fact that there's no understanding of the Act from all municipal employees means HR has to roll out Programm to educate municipal employees.</li> </ul>

# GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

## Good Governance Analysis

### Batho Pele Principles

Batho Pele Principles is a concept that was officially initiated by government in 1997 as an initiative to get public servants to be service orientated and customer focused, to strive for Excellency in service delivery and to commit continuous service delivery improvement. It was designed as a transparent mechanism to allow all customers to

hold public servants/officials accountable for the type of service delivery. The White Paper on transforming public service delivery (1997) provides direction on how services should be rendered, informed and guided by 11 principles. The Mandeni Municipality has not yet designated a Batho Pele Coordinator but such measures are in place to acquire the coordinator so that there will be a smooth running of promoting Batho Pele principles.

The following are Batho Pele Principles that Mandeni Municipality will adopt so that administrative and political structures strive to achieve when delivering service to the people.

### THE ELEVEN BATHO PELE PRINCIPLES

**CONSULTATION:** We can only assume to know that what our customers want. The only way we can find out for certain is by asking them e.g. Surveys, questionnaires, meetings, suggestion box, Izimbizo and by talking to our customers. It is imperative to report back to customers so that they know what to expect, and to our staff so that they know what is anticipated to them.

**SERVICE DELIVERY STANDARD:** Citizens should be told about the level and quality of the service they receive. If possible, they should be given an opportunity to choose the service they want. The standard we set are the tools we use to measure our performance, and, therefore, need to be realistic depending on available resources.

We should also be able to measure the standards so that everyone can see if they are being achieved.

**ACCESS:** there is much more involved when referring to access. It means making it easy for customers to benefit from services we provide. Easy access can be made available e.g. by having a wheelchair ramp, disable parking bays, taking our service to the community. Staff attitude may determine how approachable your component / department is.

**INFORMATION:** Citizens should be given full accurate information about the public service they are entitled to receive. Information is about reaching our customers. Ensure that they are well-informed what our service departments provide. This may be done in a number of ways e.g. through newspaper, radio, posters and leaflets. It's imperative to remember that customers have different needs and they do not all speak the same language.

**OPENNESS AND TRANSPARENCY:** We should be open about our day-to-day activities, how much our departments received, how that money is spent. This information should be available to public. Annual reports, strategic plans, service commitments, charters etc. This must be available to public. We should tell our customers where to complain and how to do it.

**REDRESS:** It should be easy for customers to tell us if they are not happy with our services. We should train staff to deal with complaints in a friendly, helpful manner. An apology, full explanation and effective, speedy remedy should be offered when the promise standard of service has not been delivered. When complaints are made we must give our customers sympathetic ears and have a positive response to complaints

**VALUE FOR MONEY:** We need to make the best use of our available resources. Avoid wastage of time, money and other resources. It also means eliminating waste, fraud and corruption and finding new ways of providing new services at little or no cost.

#### ENCOURAGING INNOVATION AND REWARDING

**EXCELLENCY:** Innovation is using new ways of doing things. Encourage partnerships with different sectors in order to improve service delivery. Rewarding excellency is also about rewarding the staff who go an extra mile in making it happen.

#### SERVICE DELIVERY IMPROVEMENT PLAN

The Mandeni Municipality will be developing a Service Delivery Improvement Plan in line with its constitutional mandate. SDIP will outline the current baseline of the municipality; where do our citizens want us to be, and furthermore, addresses how do we get there. Key services that require improvement will be identified. The SDIP will be developed on those findings.

#### ROLL-OUT OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe (OSS) is a flagship program spearheaded by the Office of the Premier. At the local municipal level is championed by the Mayor, while at ward level the Ward Councilors are the Champions. The program aims to bring together all stakeholders in a fight against HIV/AIDS, poverty and underdevelopment by speeding up government service delivery.

As such in 2016, we have successfully secured approval for 14 OSS houses and the beneficiaries have since occupied the houses in the Inyoni Housing Project. In addition, we worked together with Standard Bank House Build Project as a Private Public Partnership initiative to deliver two houses, one to the disabled beneficiary in ward 16 and another to an HIV infected orphan in ward 06 who was doing grade 12, among other services is the distribution of school uniform to needy learners through the program called: 'Sibahle Siyazethemba' Uniform Distribution Program by the Department of Social Development.

#### STRATEGY 1

For Mandeni Municipality, we have always advocated for dedicated personnel to provide support on the co-ordination of the work of the LTT and War Rooms. Such person can be a focal person with requisite skills to deal with people at all levels

#### STRATEGY 2

We have identified that one of the strategies for OSS to be vibrant is for members of the community to own it and participate fully in the War Rooms. As such, we have an on-going re-launch program to win the community support; we are working with councilors as well as the Ward Committees on this program. One of the strategies we plan to use is to ensure that the concept of War Room and OSS is widely known by members of the community. When a random person is asked about a War Room, a few know about it and where it sits. The Office of the Speaker is identifying office space for all Ward councilors. It is such spaces we hope to use for permanent War Rooms. We will also engage the Department of Co-operative Governance to resource these offices and brand them as well. We will mobilize our organized NGO's and the Local MRM Structure (who already participate in our LTT) to support War Rooms and ensure their functionality at ward level. We have observed that all Wards with CDW's have functional War Rooms but those without; are struggling to convene War Room



meetings. As a result, we will tap on the resource that we have of the Ward Committee Secretaries to assist in this regard. Our success stories also involve organizing our NGO's into one formation structure that sits before the LTT and consolidate its report before presenting the same to the LTT. This will assist to ensure that NGO's and NPO's do not compete but instead complement each other and share useful information for improvement in their administration. This is critical for better service delivery to our poor people.

## **Mandeni Intergovernmental Relations**

Mandeni Municipality is actively involved in IGR, which is championed by iLembe District Municipality. The reports to various committees of the District Council pertaining to Mandeni Municipality should however, be cascaded down to the municipality in a more efficient manner as some of these deal with infrastructure and many other issues that are critical for Mandeni Municipality. The Municipal Turnaround Strategy (MTAS) indicates huge water and sanitation backlogs. Further to the above the iLembe IGR structure is fully functional and sits consistently through the year, with representation from Mandeni Municipality represented by Municipal Manager. Co-ordination of IGR in iLembe District is faced with a number of challenges part of those challenges' centers around the issue of co-ordination. When co-ordination is absent, it leads to fragmentation, duplication and the waste of resources. It is the lack of co-ordination that leads to staggered delivery of services, thus prompting public protest co-ordination and planning are the basis upon which intergovernmental Relations is formed. This primarily speaks to co-ordination and planning at an Intra-departmental level, inter-departmental level, at the level of the three spheres and lastly the co-ordination of IGR Structures in a systematic manner.

### **Functionality of Management Structures: Top Management Committee**

The Mandeni Municipal Top Management Committee (Top MACO) is functional and it is the highest strategic committee of management made up of the Municipal Manager, Chief Operations Officer and all Heads of Departments. The top MANCO meets every Monday to consider and process reports from various departments before such reports are submitted to various committees of Council.

### **MANAGEMENT COMMITTEE (MANCO)**

The Management committee is functional and it meets every Monday of each month. The Management Committee (MANCO) is an extended management meeting which is chaired by the Municipal Manager and it includes all Head of Departments and middle management of the Municipality. The strategic intent of this committee is to ensure coherent approach to municipal operations, performance monitoring, identifying of gaps and effective implementation of municipal service delivery plans of the Municipality

### **IDP Representative Forum:**

The IDP Technical Committee is established during the IDP process and it must continue performing its functions during the IDP review process. It is a technical working group made up of senior officials and relevant officials to support the IDP Manager and ensure a smooth review process. The IDP Manager can delegate functions to the Committee members. The Municipal Manager shall chair the IDP Steering Committee and the secretarial duties performed by the municipal officials of Mandeni Local Municipality.

Terms of Reference for the Mandeni IDP Technical Committee

- To act as a secretariat for the IDP Representative Forum
- To ensure alignment at a district and local level,

- To support the IDP Manager
- To support and advise the IDP Representative Forum on technical issues,
- To make content recommendations,
- To prepare, facilitate and document meetings,
- To commission relevant and appropriate research studies during the IDP process,
- Processing, summarising and documentation of project outputs,
- To ensure all stakeholders are included in the IDP Representative Forum

Composition of the IDP Technical Committee and IDP Steering Committee: The IDP Steering Committee is composed of: Chairperson: Municipal Manager/head of departments/ section managers and Planning and related officials.

## **PARTICIPATION OF TRADITIONAL LEADERSHIP IN MUNICIPAL COUNCIL**

Section 81 of the Municipal Structures Act states that; Traditional authorities that traditionally observe a system of customary law in the area of a municipality, may participate through their leaders, identified in terms of subsection (2), in the proceedings of the council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the council. There are 4 Traditional Leaders within the area of jurisdiction of Mandeni Municipality namely:

- Inkosi Mathonsi
- Inkosi Mathaba
- Inkosi Mhlongo
- Inkosi Ngcobo

All the traditional authorities within the Mandeni Municipal jurisdiction are invited to all Council meetings as required by section 81, likewise with councilors who are within tribal communities also attend and participate in the tribal authority meetings. There is also a consistency in

## **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

The Municipal Public Accounts Committee is a Section 79 committee of Council and is appointed by council to perform an oversight function. The new Municipal Public Accounts Committee was appointed on the December 2022 and consisted of the following members:

### **Name of member**

Cllr. S SHandu

Chairperson

Cllr. S. Mdunge

Cllr. Nkwanyana

Cllr. S Mathonsi

The MPAC committee held its first induction process in-house by the Chief Audit Executive during March 2022. During this process they were introduced to the charter and guidelines of the MPAC and thereafter held its first official meeting on the 22<sup>nd</sup> of March 2022. The MPAC meetings on a quarterly basis. During this time, they have also successfully reviewed the Annual report, complete and adequate oversight reports to council. The MPAC has a fully developed MPAC charter that was workshopped to all MPAC members and councilors. The MPAC also has a council approved oversight calendar to undertake the Annual Oversight Process.

Areas of focus:

MPAC placed specific focus on areas required in line with the MPAC Charter and included but was not limited to:

- Section 71 Financial Reports
- Internal Audit reports
- Performance Management Quarterly reports
- Risk Register
- Auditor General Action Plan and Dashboard report
- Fraud and Statutory matters
- Irregular Fruitless and Wasteful expenditure
- Annual Report and Oversight report process

The MPAC is successfully fulfilling its legislative mandates however has requested that the following interventions occur to ensure it can lend further value to council MPAC members are trained in depth in areas of audit, finance and performance. This training of MPAC members

### **PORTFOLIO COMMITTEES**

The Executive Committee (EXCO) is the highest decision-making body in council meetings. EXCO takes decisions and implements them between council meetings within the delegation framework. However, the majority of items that are presented to the EXCO are the reports of various portfolio committees: section 79/80:

- Economic Development Planning and Human Settlements Portfolio
- Finance Portfolio
- Community Services and Public Safety Portfolio.
- Infrastructure development and Technical Services Portfolio
- 

### **INTERNAL AUDIT UNIT**

Internal audit unit is governed by section 165 of the MFMA which requires that each municipality must have an internal audit unit and that the internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity.

As an assurance provider, internal audit unit must be independent of management processes and internal auditors must be objective in performing their work.

- (i) To ensure independence of internal audit unit, Chief Audit Executive must report to the audit committee functionally and must report to the accounting officer administratively.

Internal audit unit is tasked with some of the following key functions;

- To develop risk based internal annual internal audit plan.
- To develop key internal audit documents (i.e. internal audit charter, audit and performance committee charter, internal audit methodology, etc.).
- To ensure quarterly sitting of Audit and Performance Committee on a quarterly basis.
- To review management processes for adequacy and effectiveness.
- To advise management on how to enhance existing controls and develop new controls.
- To monitor the implementation of audit action plan by management
- To conduct investigation requested.
- To perform any ad hoc requests.
- Internal audit is made up of 3 individuals led by the CAE who reports directly to the Municipal Manager.
- Ms Luthuli is an internal audit officer reporting to the CAE and below her is Ms. Nonkululeko Mfeka who is an internal audit intern consultation and engagement with Traditional Leaders on issues of development.



### **ENTERPRISE RISK MANAGEMENT (ERM)**

Risk Management functions are governed by section 62(1)(c)(i) of the MFMA which requires the accounting officer to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal controls.

Management is the first line of defense in the risk management process (i.e. management is the function that own and manage risks of the municipality as a resulting management is responsible for identifying, assessing, controlling and mitigating the risks).

Risk Management Unit is the custodian of the Risk Management Framework, the coordinator of Risk Management throughout the Institution and the Institutional advisor on all Risk Management matters

Risk Management Unit is tasked with the following key functions;

- To develop the overall enterprise Risk Management vision, Risk Management policies, Risk Management Committee Charter.
- To perform the reviews of the Risk Management process to improve the existing process.
- To facilitate Annual Risk Management assessments.
- To Perform the reviews of the Risk Management processes to improve the existing process.
- To develop Annual Risk Management Implementation Plan
- To ensure quarterly sittings of Risk Management Committee.
  - Raising Awareness and Risk Management Training
- Communicated risk management policy to all officials in the Institution
- Ensures that all risk categories are included in the assessment; (OHS, IT, HR, Fraud, Financial)
- Compiles a Consolidated Risk Register on an annual basis;
- Ensure risk management processes and methodologies are reviewed independently.
- Analyse information and develop risk assessment reports.

### **RISK REGISTER, ANTI- FRAUD AND ANTI-CORRUPTION STRATEGY**

Each internal department will keep its risk register which should be monitored on a quarterly basis.

The risk register is developed from Risk Assessment Workshops. Municipalities are required to develop and monitor the following risk registers;

- Strategic risk register
- Operational risk register
- ICT risk register
- Occupational Health and Safety Risk Register
- Fraud risk register
- Compliance risk register

### **Anti-Fraud and Corruption Strategy**

There is a specifically developed risk register relating to fraud and fraud related risks. The anti-fraud and anti- corruption strategy were developed with the assistance of COGTA and was workshopped to EXCO and was approved by Council in March 2019. This document was last reviewed by Risk Management Committee in June 2021 and was adopted by Council in its meeting which was held in June 2021

### **RISK MANAGEMENT COMMITTEE**

The Risk Management Committee is responsible for assisting the Accounting Officer in addressing its oversight requirements of risk management and evaluating and monitoring the institution's performance with regards to risk management. This committee is appointed by the Municipal Manager and is made up of independent Chairperson and Senior Management. It reports quarterly to the Audit Committee

## Functionality Bid Committees

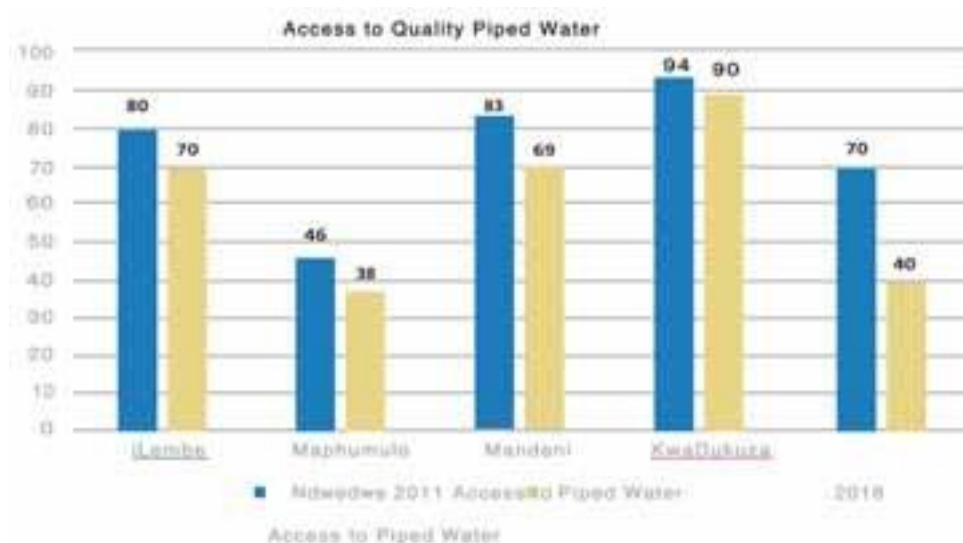
BID COMMITTEE	LEGISLATIVE REFERENCE	MEMBERS OF THE BIDCOMMITTEE
<b>Bid Specification Committee</b>	Section 27 (3) (a) of the Supply Chain Management Policy requires that the bid Specification committee compose of at least one or more officials of the Municipality, preferably manager responsible for the function involved and may when appropriate internal or external specialist advisors. Mandeni Municipality has sorted internal advisors for this committee.	<ol style="list-style-type: none"> <li>1. Manager LED</li> <li>2. Manager IT</li> <li>3. SCM Practitioner</li> <li>4. PMU Manager</li> <li>5. Manager Revenue (Chairperson)</li> <li>6. Manager Youth</li> </ol>
<b>Bid Evaluation Committee</b>	<p>Section 28 (2) (a), (b), (c) of the Supply Chain Management policy requires that an evaluation must be appointed and compose of officials from departments requiring goods or services.</p> <p>(b) At least one Supply Chain Management practitioner of the municipality</p> <p>(c) Members of the Committee are</p> <p>appointed in terms of clause 26 (b), which requires that the chairperson of the specification committee is absent members of the committee present must elect one-off them to preside.</p>	<ol style="list-style-type: none"> <li>1. Manager Community Services</li> <li>2. Manager Civil, Operations and Maintenance (Chairperson).</li> <li>3. SCM Practitioner</li> <li>4. Manager IDP and Planning</li> <li>5. Manager Traffic and Public safety</li> </ol>
<b>Bid Adjudication Committee</b>	<p>Section 28 (2) (a), (b), (c) of the Supply Chain Management policy requires that an evaluation must be appointed and compose of officials from departments requiring goods or services.</p> <p>(b) At least one Supply Chain Management practitioner of the Municipality</p> <p>(c) Members of the Committee are appointed in</p> <p>terms of clause 26 (b), which requires that the chairperson of the specification committee is absent members of the committee present must elect one of them to preside.</p>	<ol style="list-style-type: none"> <li>1. CFO (Chairperson)</li> <li>2. Director Corporate Services</li> <li>3. Director EDPHS</li> <li>4. Director Technical Services</li> <li>5. SCM Practitioner</li> </ol>

## SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

### WATER

In 2003 the District became the Water Services Authority and Water Services Provider for the iLembe region, and the Municipality's Water Services Development Plan (WSDP) was adopted in 2016. It is the role of the Technical Services Department to provide water and sanitation services throughout the district thereby eliminating backlogs. Below is a graph portraying the level of access to quality piped water within iLembe, as per the data collected by Stats SA through the Census of 2011 compared with the 2016 Community Survey:

GRAPH: PERCENTAGE OF PEOPLE WITH ACCESS



Source: Stats SA 2011 Census vs Stats SA 2016 Community survey

The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that were prevailing at the time.

The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas. Rural areas are severely affected by a lack of basic services and continued service delivery backlogs. Bulk water supply is a major constraint that affects the entire District and is in urgent need of attention. 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services. 19% of the population still do not have access to basic sanitation. The urban areas have proper water borne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk. iLembe has been severely hampered by drought, which has diminished the Municipality's ability to provide water to all inhabitants.



### 5.1.1. SUMMARY OF BACKLOGS AND ACHIEVEMENTS

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2017/2020 2021 for water and sanitation service delivery. The current backlogs in terms of water is 18.66% and sanitation is 19%.

#### WATER

LOCAL MUNICIPALITY	POPULATION	HOUSEHOLDS	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	PERCENTAGE OF HH SERVED TO DATE
Mandeni	147 808	45 678	20 665	19 747	19 613	19 613	19 613	19 613	
KwaDukuza	276 719	91 284	6 253	6 253	6 253	6 253	6 253	6 253	
Ndwedwe	143 117	33 883	4 419	4 419	4 419	4 419	3 919	3 919	
Maphumulo	89 969	20 524	7 160	5 614	1 664	1 063	1 063	1 063	
	657 613	191 369							
HH without access to Water			38 497	36 033	31 949	31 348	29 785	29 785	15.56%
Achievements per year			1 355	2 464	4 084	601	1 604	-	
HH served			152 872	155 336	159 420	160 021	161 625	161 625	84.46%
<b>Calculation for water backlog:</b>									
Backlog for 2017/2018	16.38%	(31 348/191 369)							
Backlog for 2018/2019	15.56%	(29 785/191 369)							
% decrease in backlog as at end of June 2019	<b>0.82%</b>	(1 604/191 369)							

#### SANITATION

LOCAL MUNICIPALITY	POPULATION	HOUSEHOLDS	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	PERCENTAGE OF HH SERVED TO DATE
Mandeni	147 808	45 678	2 919	1 892	1 571	799	638	78	
KwaDukuza	276 719	91 284	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	143 117	33 883	6 805	5 053	4 741	3 947	3 347	2 120	
Maphumulo	89 969	20 524	14 579	13 182	12 922	12 150	11 550	10 990	
	657 613	191 369							
HH without access to sanitation			36 614	32 438	31 545	29 207	27 846	25 499	
Achievements per year			3 247	4 176	893	2 338	1 361	2 347	
HH served			154 755	158 931	159 824	162 162	163 523	165 870	
<b>Calculation for sanitation backlog:</b>									
Backlog for 2017/2018	15.26%	(29 207/191 369)							

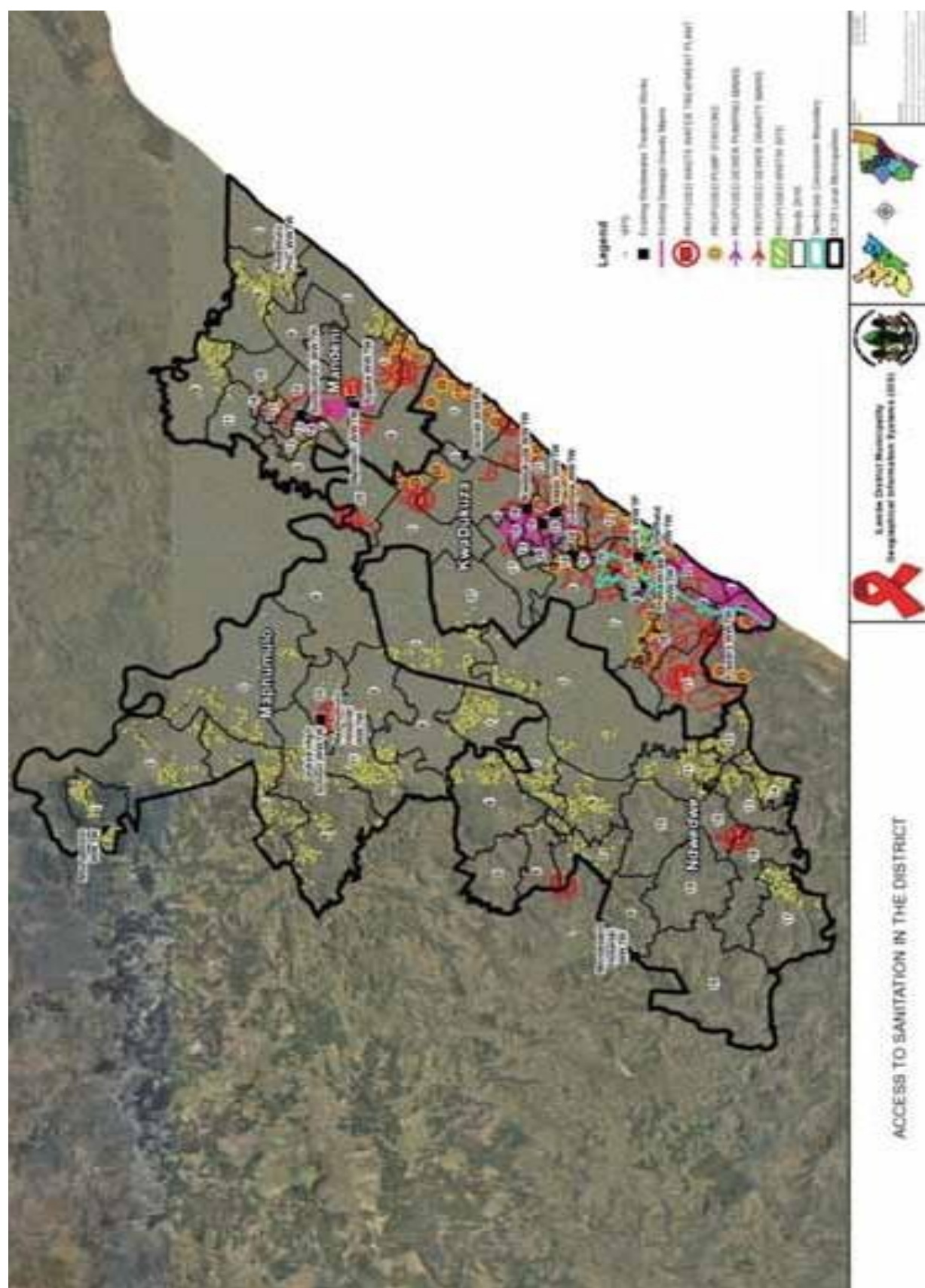
Backlog for 2018/2019	14.55%	(27 846/191 369)							
% decrease in backlog as at end of June 2019	0.71%	(1 361/191 369)							

The Maps below depict the status of water and sanitation provision within the District. The map depicting “Access to Water” is portraying standpipe/community tap reticulation in the predominantly rural parts of iLembe, the western and northern portion; and areas with erf reticulation within the KwaDukuza CBD, Ballito, Mandeni CBD, suburbs or Mandeni and KwaDukuza are portrayed in blue. It further depicts the location of existing bulk infrastructure and future planned infrastructure to deliver water to areas with rudimentary stand pipe reticulation.

The “Access to Sanitation Map” depicts the Ventilated Improved Pit (VIP) Latrines that are provided by the District to areas where no bulk sewer infrastructure has been laid, this is depicted in the western and northern rural areas of the District; the map further depicts the existing sewer bulk infrastructure and the proposed Wastewater Treatment Plants in Ndwedwe, Mandeni, Maphumulo and various parts of KwaDukuza.

These maps portray the state of the District in terms of water and sanitation infrastructure, they also depict some of the future plans of the District to ultimately provide all citizens of iLembe with access to quality water and sanitation services.





(Source: Ilembe District Municipality IDP 2020/2021)



## 5.1.2. ILEMBE WATER AND SANITATION MASTER PLAN

The District has been experiencing rapid growth over the past 15 years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial greenfield developments has necessitated a structured infrastructure response, especially for water and sanitation. To this end, the iLembe Water and Sanitation Master plan was developed and adopted by Council in 2017. The Master plan is primarily informed by the Spatial Development Framework. It is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services.

The tables below indicate the project demands for water and sanitation.

WATER					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5-YEAR DEMAND	10-YEAR DEMAND	20-YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.83	410.80

source: Ilembe District Municipality IDP 2020/2021

**TABLE: SANITATION DEMAND PROJECTIONS**

SANITATION					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5-YEAR DEMAND	10-YEAR DEMAND	20-YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.83	410.80

(source: Ilembe District Municipality IDP 2020/2021)

## ILEMBE WATER AND SANITATION MASTER OPERATIONS AND MAINTENANCE PLAN

## PLAN &

The purpose of the iLembe District Water and Sanitation Maintenance Plan is to highlight the methodologies and calculations used in deriving a renewals, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. The intent of the maintenance plan is to allow for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal, as well as operations and maintenance strategies for this subset of municipal infrastructure. The iLembe District Water and Sanitation Operations was developed and approved by council during the 2017/2018 financial year and is being implemented. From a service delivery perspective, the upkeep of water and sanitation infrastructure is critical to ensuring access of such basic services to communities within the municipality. It must be noted that the operations and maintenance plan is based on information gathered to date. The iLembe District Municipality performs ongoing detailed investigations and upkeep of the data pertaining to water and sanitation infrastructure.

In the interest of maintaining updated information relevant to the infrastructure at hand, standard operating procedures which pertain to inspection checks and frequencies for component types that exist within iLembe District Municipality are included in the Operations and Maintenance Plan. The following are the current on-going operation and maintenance project iLembe District is currently undertaking for Mandeni Municipality.

#### MACAMBINI BOREHOLE SYSTEM

WARDS	DESCRIPTION	CHALLENGES/SOLUTIONS
1	A small part of ward 1 is still serviced through a borehole system. Other areas are supplied from Gingindlovu (King Cetshwayo DM) scheme. The rest of the area is dependent on water tankers.	<b>Challenges:</b> <ul style="list-style-type: none"> <li>• Intermittent supply</li> <li>• Poor power supply</li> <li>• Low borehole yield</li> <li>• Fluctuating water quality from boreholes</li> </ul> <b>Solutions:</b> <ul style="list-style-type: none"> <li>• Fast-track Macambini Water Supply System</li> <li>• Project (Currently on design stage)</li> </ul>
2	<p>iLembe purchases partially treated water from Sappi, treatment is then completed at Mandeni water works.</p> <p>Final treated water is then pumped to Rocky Ridge reservoir and gravitates to serve the Tugela Mouth, Ohwebede and Mazitapele.</p>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>• Vandalism and cable theft at pump stations</li> <li>• Faulty prepaid meters</li> </ul> <b>Solutions:</b> <ul style="list-style-type: none"> <li>• Continuous checking of prepaid meters</li> <li>• Installation of security system to act as a deterrent and avoid theft.</li> </ul>
3	<p>iLembe buys partially treated water from SAPPI, treatment is then completed at Mandeni Waterworks.</p> <p>Final treated water is then pumped to Rocky Ridge Reservoir and gravitates to serve the Mandeni village. Areas closer to the Rocky ridge reservoir are served from an elevated tank to ensure there is enough pressure.</p> <p>All households are served through private house connections.</p> <p>Future Mandeni Water works will be decommissioned and replaced with Sundumbili supply system. (Project in progress)</p>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>• Vandalism and cable theft at pump stations resulting in water interruptions for areas served from the elevated tank.</li> </ul> <b>Solutions:</b> <ul style="list-style-type: none"> <li>• Installation of security system to act as a deterrent</li> </ul>
4	<p>iLembe purchases partially treated water from SAPPI, treatment is then completed at Tugela Waterworks.</p> <p>Final treated water is then pumped to Padiananger reservoir. From Padiananger, it gets pumped to Hlomendlini reservoir to serve the Hlomendlini low cost housing township.</p> <p>Also, from Padiananger, water is pumped to Cactus pump station, then transferred to Highview Park Reservoir to serve Highview Park and Newark community.</p> <p>Areas are served through a combination of house connections and communal standpipes at Hlomendlini.</p>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>• Ageing infrastructure in the Newark area (AC pipes).</li> <li>• Ageing infrastructure - Steel rising main from Tugela Water works to Padiananger</li> <li>• Poor power supply</li> <li>• Cable theft at Cactus pump station</li> </ul> <b>Solutions:</b> <ul style="list-style-type: none"> <li>• Source funding for replacement of old infrastructure Improve the existing security system</li> </ul>

(source: iLembe District Municipality Draft IDP 2021/2022)

### 5.1.3. SUNDUMBILI SUPPLY SYSTEM

Raw water is abstracted from uThukela river and treated at Sundumbili water works. The plant is designed to produce 40MI/day and supply Mandeni region but currently operates at 15MI/day.

Water is pumped from the plant storage reservoir to reservoir A. From A, water gravitates to serve Sundumbili township, then some pumped to reservoir B, then to Amanda reservoir. From B, water is split where some is pumped to eGqumeni to serve ward 10 and 12, while some serves Isithebe industrial estate. From B, water is pumped to reservoir C. From C, water is pumped to Ndulinde reservoir to feed Nembe via gravity. Water is also supplied to Nyoni from Reservoir C. The future plans are to gravitate water from reservoir A to Mandeni and Tugela water works. The 2 plants will then be decommissioned. Sundumbili will be the regional supply scheme for Mandeni.

WARDS	DESCRIPTION	CHALLENGES/SOLUTIONS
5	Ward 5 gets water from Ndulinde reservoir 1 which is supplied by reservoir C.  Community is served through communal standpipes	<b>Challenges:</b> <ul style="list-style-type: none"> <li>Vandalism and theft illegal connections</li> </ul> <b>Solutions:</b> <ul style="list-style-type: none"> <li>Improve the security system eradication of illegal connections</li> </ul>
6	According to iLembe DM plans, ward 6 will be served from Sundumbili supply. The projects working towards the plans are in progress and a contractor is on site.  The area is currently served by water tankers.	<b>Challenges:</b> <ul style="list-style-type: none"> <li>Poor access road too many filling stations resulting in delays</li> </ul> <b>Solutions:</b> <ul style="list-style-type: none"> <li>Fast track the running projects to serve community via standpipes</li> </ul>
7	Ward 7 also gets water from Sundumbili Waterworks. Water gravitates from reservoir B to Amanda reservoir then distributed to ward 7 (Dark City, Thokoza, Ezimpohlweni, Manda far, Ehlanzeni) including Plaza and Mandeni mall  Community is served through house	<b>Challenges:</b> <ul style="list-style-type: none"> <li>illegal connections and by-passing of prepaid meters at Manda farm</li> </ul> <b>Solutions:</b> <ul style="list-style-type: none"> <li>Disconnect all illegal connections</li> </ul>

(source: Ilembe District Municipality Draft IDP 2021/2022)

### PROPOSED REGIONAL BULK WATER SCHEMES FOR ILEMBE REGION

The Ndulinde Sub-Regional Water Supply Scheme fall within wards 5, 6, 11, 12, 16 and 17 of Mandeni Local Municipality. The scheme is intended to provide potable water supply to the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The source of water is Sundumbili Water Works, which is situated on the northern banks of the Thukela River. The scheme was intended to serve a total of 42,752 people residing in some 10,691 households with potable water through communal standpipes at a 200m walking distance radius. The scheme was initially estimated to cost R 116,579,664. Due to a high rate of illegal connections in the area, the municipality has decided to upgrade the infrastructure from communal standpipes to individual yard connections per household. This has pushed up the cost of the water scheme from R 116,579,664 to R 270,197,304.71. The total number of households to be served is 7213 with a population of 44641. The revised completion date is now June 2022, subject to funds being made available from the Department of Water and Sanitation.

The Macambini Sub-Regional Water Supply Scheme fall within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide potable water supply in house connections the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area.

The scheme will also augment the current supply from the Mlalazi Water Scheme that is under King Cetshwayo District Municipality who act as a bulk water provider to iLembe DM.

During dry seasons, King Cetshwayo DM is unable to meet iLembe DM's demand and this often results in shortage of water to the community of Macambini. The source of water is the Sundumbili Water Works, which is situated on the northern banks of the Thukela River that has been upgraded from 27M/l/d to 40M/l/d in order to increase the capacity of water works. The scheme will serve a total of 58,480 people residing in some 7,310 households. The scheme is estimated to cost R616 572 540.31 and will be implemented in phases until 2022/2023 financial year when it will be fully commissioned.

Once the above two schemes have been commissioned, the backlogs for water in Mandeni will be eliminated.

The Inyoni Housing Bulk Water and Sanitation Project falls within ward 10 of Mandeni Local Municipality. The project is aimed at providing bulk water and sanitation to 3,050 sites within the housing project that is currently being implemented by the local municipality. The Bulk Water project will cost R 24,197,304.71 and R 9,367,407.00 for Bulk Sanitation.

### 5.1.6. WATER AND SANITATION PROJECTS

The table below reflects water and sanitation projects that will be implemented within the Mandeni Local Municipality area of jurisdiction.

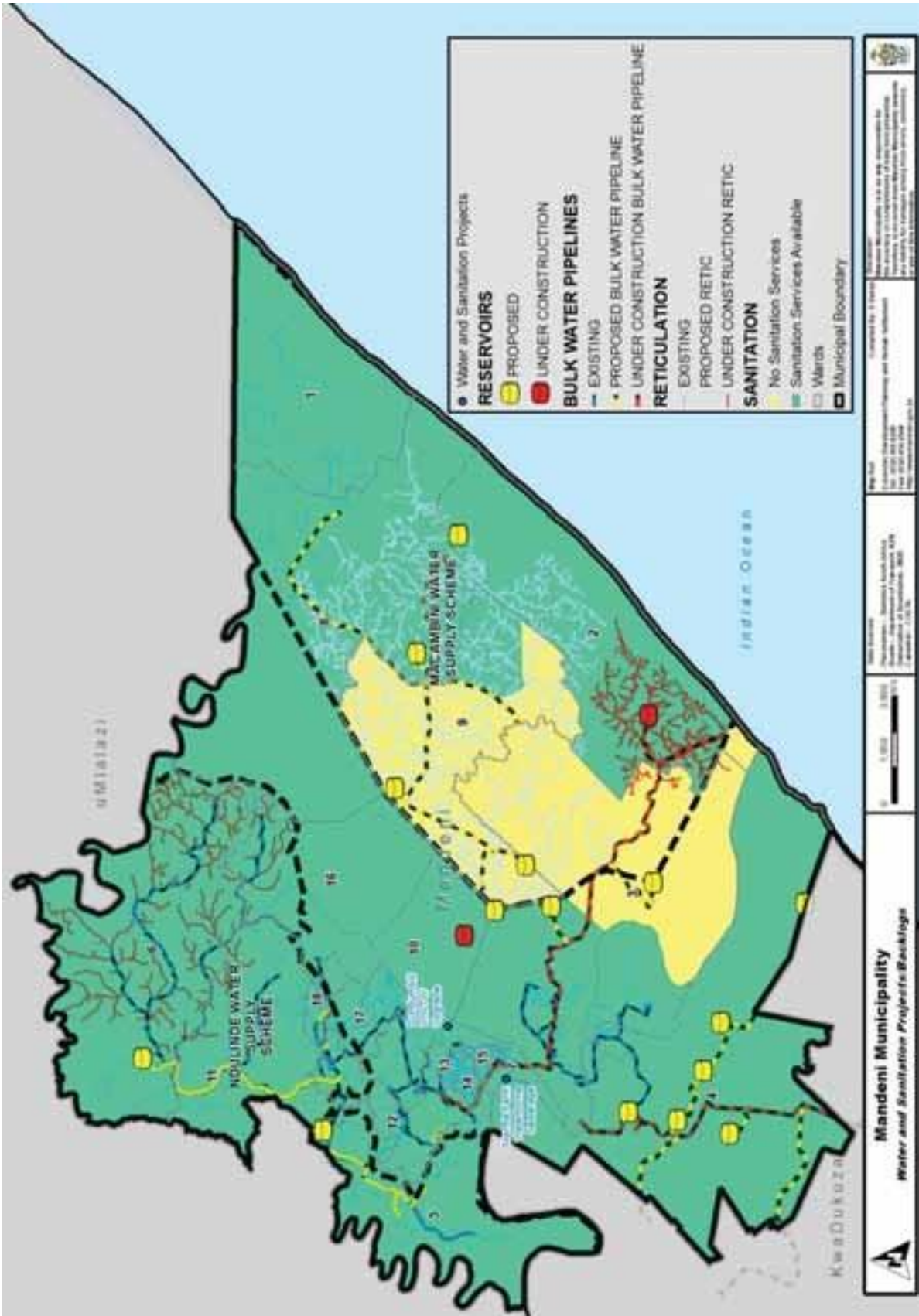
These projects will insist in eradicating the water and sanitation backlogs within the Mandeni Municipality. These projects will be implemented through the Municipal Infrastructure Grant by the iLembe District Municipality as the water and sanitation authority for the Mandeni area.

Project Name	Area	Funder	2021/2022 Budget	2022/2023 Budget	2023/2024 Budget
Macambini Water Supply Scheme	Mandeni	MIG	R 45 000 000	R 50 000 000	R 40 000 000.00
Ndulinde Water Supply Scheme	Mandeni	MIG	R 20 000 000.00	R 25 000 000	R 24 000 000.00
Inyoni Bulk Sewer	Mandeni	MIG	R 2 000 000.00	R 3 000 000.00	R 0.00
Inyoni Bulk Water	Mandeni	MIG	R 5 000 000.00	R 0.00	R 0.00
Sundumbili WWTW Upgrade	Mandeni	MIG	R 1 000 000.00	R 1 000 000.00	R 25 000 000.00
VIP Sanitation Program	District Wide	MIG	R 21 000 000.00	R 27 000 000.00	R 30 000 000.00
Mandafarm Waterborne Sewer	Mandeni	MIG	R 2 000 000.00	R 10 000 000.00	R 20 000 000.00
Water Conservation/Water Demand Management	District Wide	WSIG	R 6 500 000.00	R 10 000 000.00	R 10 000 000.00

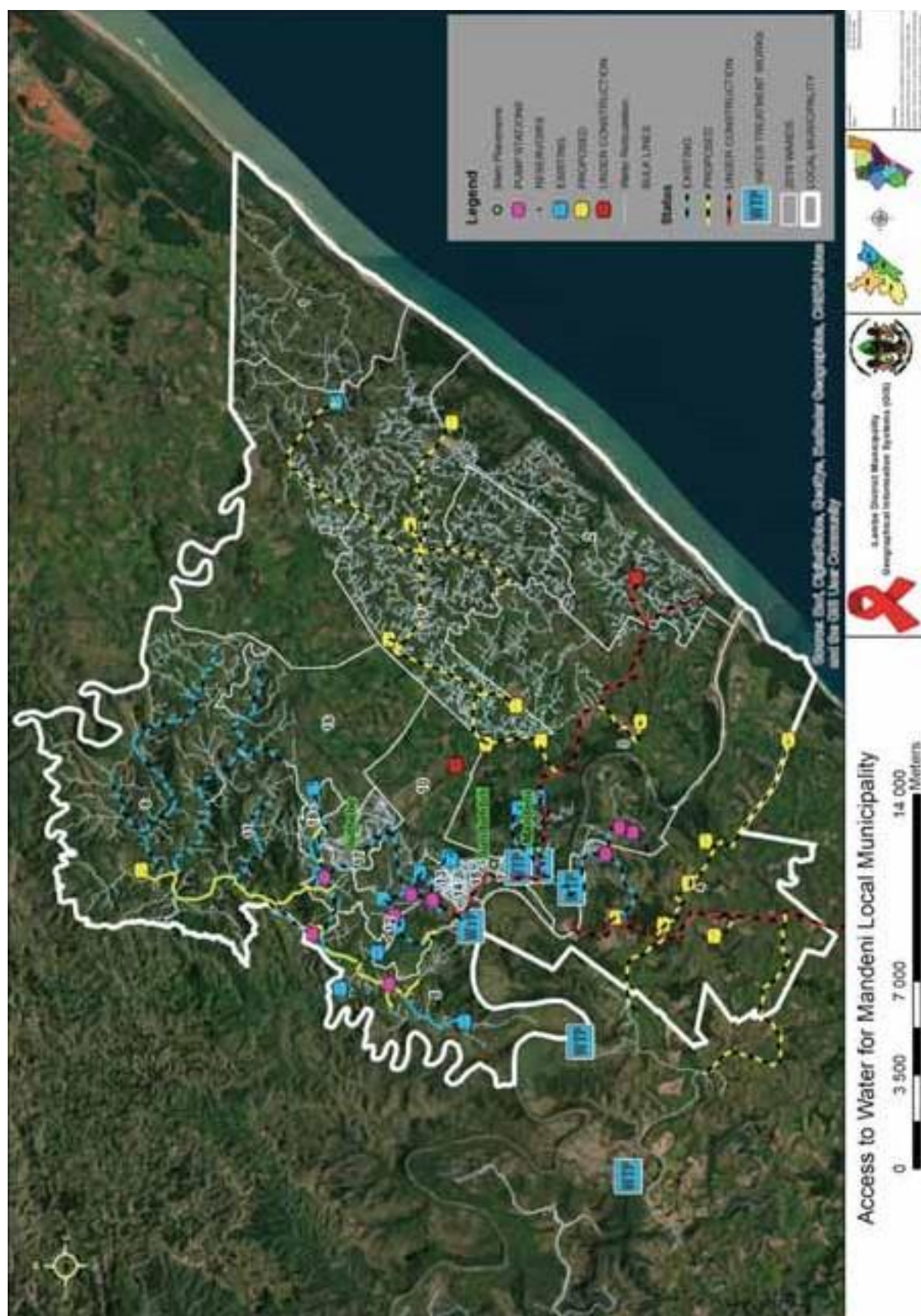


Old Infrastructure Replacement/Upgrade RRAMS	District Wide	WSIG	R 43 000 000.00	R 53 000 000.00	R 50 000 000.00
	District Wide	RRMS	R 2 400 000.00	R 2 600 000.00	R 2 800 000.00
EPWP	District Wide	EPWP	R 4 800 000.00	R 6 500 000.00	R 8 000 000.00
<b>TOTAL INCLUDING VAT</b>			<b>R205 100 000.00</b>	<b>R 189 000 000.00</b>	

MAP 10 : SPATIAL REPRESENTATION OF THE WATER AND SANITATION PROJECTS











## **SOLID WASTE MANAGEMENT**

The obligations and responsibilities of the municipality are clearly outlined in Section 156 of the Constitution and the Local Government Municipal Systems Act that the cleansing and solid waste removal, in a coordinated structure is such an obligation of the municipalities. The municipality has assigned the responsibility for waste management to the Department of Community Services and Public Safety. The Director of the department, manages the planning of waste activities and the rendering of public waste services.

The municipality provides a door-to-door service to all customers (business and residents) on the billing system within the urban areas of Mandeni, Sundumbili, Tugela Rail, Pardianagar, High View Park and Tugela Mouth. Other rural areas are serviced by communal bins placed strategically within walking distance of households.

There is a need for additional communal bins in order to reduce the walking will help to alleviate the backlog on an annual basis and distances. This basic level of service is provided once a placed week. An assessment in terms of section 78 of the Municipal Systems Act was carried out and recommended that the municipality perform this function in-house. In keeping with this finding, the municipality has acquired two refuse compactors and entered into agreement with SAPPI for air-space on their landfill site in Mandeni. This collection and disposal service is currently in the process of being in-sourced. Illegal dumping is a major cause for concern within the town and this needs to be addressed through waste education campaigns. The door-to-door educational awareness campaigns has undertaken through the Thuma Mina Program targeting schools, and residents. The sparse settlement patterns and vast area of the municipality make it very costly to eradicate the high backlog in waste services. Coupled with limited funding and high non-payment for services, this makes backlog eradication a very slow process. Due to poor accessibility to certain areas in the municipality as a result of poor road conditions, waste services may not be extended to these areas until better roads provision is made. Additional Communal bins have been procured and this will help to alleviate the backlog on an annual basis. As mentioned, these skips are placed in strategic locations to ensure that a basic level of service is being provided so that household waste can be adequately disposed of.

## **Waste Disposal Site within the Municipality**

The only operational landfill site within Mandeni Municipality is that of SAPPI Landfill Site. However, not all waste type is open for public disposal. According to the Municipal Systems Act, the management of the disposal site is a responsibility of the District. The iLembe District is currently looking for the Public Landfill site, as most of the Landfill site within the District are privately owned.

## Operations of SAPPI Landfill Site

The SAPPI Tugela landfill is permitted GLB+ Landfill. The site is managed by a contractor waste resource company. Since reaching capacity in 2003 Sappi, therefore, lodged an application for extension of the site. The permit was granted and the landfill has been extended since. The site is mainly used for disposal of waste from SAPPI Tugelamill, and a small amount of waste from external sources.

## The Dolphin Coast Landfill Site

The Dolphin Coast Landfill site is located in KwaDukuza Municipality and is a privately owned by Dolphin Coast Waste Management. It allows for the disposal of both the General / Solid Waste and Hazardous Waste. The site is permitted to accept domestic, commercial and certain industrial waste as well as garden refuse. All waste collected by the Mandeni Municipality was previously taken to this landfill site, however this was changed when the municipality took over the responsibility of waste collection. Since then the Mandeni municipality has negotiated with SAPPI Tugela to dispose of the municipal waste at the Sappi site. This is preferable due to the close proximity to the town the site is.

## Provision of Waste Services within the Municipality

With regards to performing the Waste Services, the Local Municipalities are responsible for the collecting, transportation and disposal. The management of the disposal facilities, such as the Transfer Stations and Landfill sites is the function of the District as per the Municipal Systems Act. The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) stipulates that standards are required in the provision of the waste services within the country and municipalities specifically, in order to "give effect to the right to an environment that is not harmful to health and well-being," and that this right be applied "uniformly throughout the Republic". Hence, the setting of National Domestic Waste Collection Standards was informed by the Constitution, the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008), the General Waste Collection Standards of Gauteng Province, the current international waste management standards and good practices in both developed and developing countries, the current waste collection practices in South African municipalities as well as stakeholder consultations.

It is imperative for the Municipalities within the iLembe to comply with these standards. The collection of waste within Mandeni Municipality is depicted in the table below:

Type of refuse disposal	2001 (%)	2011 (%)	2016 (%)
Removed by local authority / private company at least once a week	29.8	27.5	24.32
Removed by local authority / private company less often		1.7	0.59
Communal container/central collection point			9.9
<b>Total households receiving a basic serviced</b>	<b>29.8</b>	<b>29.2</b>	<b>34.81</b>
Communal refuse dump		3.5	4.65



Own refuse dump		60.5	58.54
No rubbish disposal		5	1.60
Other		1.8	0.41
<b>Total households not receiving a basic service</b>	<b>70.2</b>	<b>70.8</b>	<b>65.2</b>
<b>TOTAL</b>	<b>100.00</b>	<b>100.00</b>	<b>100.0</b>

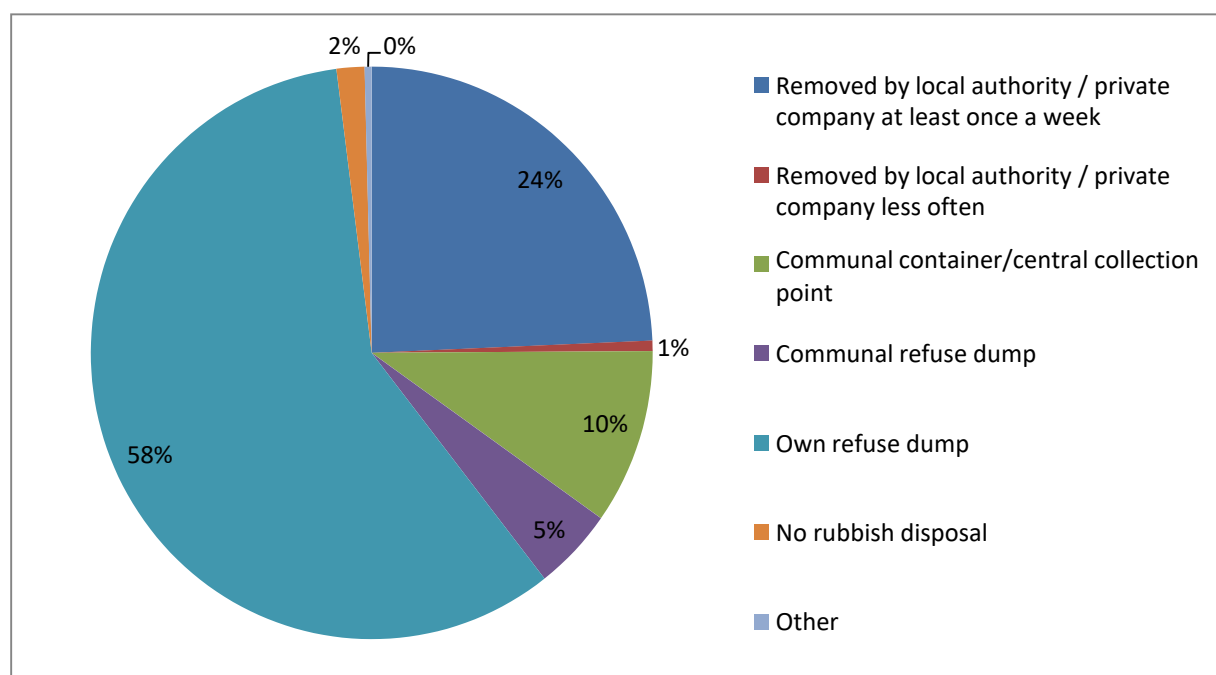


Figure 5: Overview of access to waste disposal services in Mandeni Local Municipality in 2016 (datasource, Community Survey 2016).

#### Implementation of Integrated Waste Management Waste Plan

The 2015 MLM IWMP identified ten priority areas namely:

- Priority 1: Management and Resourcing
- Priority 2: Waste information management
- Priority 3: Enforcement of waste bylaws
- Priority 4: Waste minimization
- Priority 5: Waste Collection
- Priority 6: Waste Transfer and Disposal
- Priority 7: Illegal Dumping
- Priority 8: Waste Management Awareness
- Priority 9: Tariff structure and customer database
- Priority 10: Monitoring

The table below provides data on waste services within the Municipality

Ward	Removed By Local Authority At Least Once A Week	Removed By Local Authority Less Often	Communal Refuse Dump	Own Refuse Dump	No Rubbish Disposal	Other	Unspecified	Total
1	20	10	38	1 394	21	9	10	1 501
2	92	25	37	1 186	34	11	15	1 400
3	1 636	44	1	741	97	17	8	2 544
4	598	241	496	1 425	282	22	7	3 072
5	31	21	13	1 401	87	24	2	1 579
6	9	8	6	1 003	359	6	9	1 400
7	1 694	13	101	1 322	42	16 3	16	3 350
8	115	51	33	1 832	31	1	12	2 075
9	49	50	30	1 892	81	30	22	2 154
10	242	28	134	1 465	129	8	2	2 008
11	4	2	1	564	259	13	10	973
12	109	22	143	2 819	112	23	10	3 450
13	1 964	5	0	4	0	0	5	1 978
14	2 174	70	3	94	1	1	20	2 364
15	1 761	4	1	8	0	16	13	1 804
16	487	34	143	2 035	90	26	1	2 815
17	57	19	140	2 374	104	0	2	2 696
18	44	12	15	1 812	198	15	10	2 106

Each priority consisted of a target with a set of objectives to reach the target. A total of 31 targets were identified under the ten priority areas. A review of the implementation status of each of the 31 targets was undertaken to determine progress made with regard to waste management since the 2015 IWMP.

Projects have been classified as complete, in progress, not commenced or not applicable. The timeframes for projects have not been considered, for example, if the deadline for a project was 2016, but it was only completed in 2018, it is still listed as complete. Findings of the review of the implementation of the 2015 IWMP targets are as follows:

Completed: 8 (26 %)

In progress: 4 (13%)

Not commenced: 19 (61%)

Not applicable: 0

Total projects: 31(100%)

### Progress towards Compliance with National Waste Management Strategy Goals

A review of the progress in the MLM with regards to the implementation of the 2011 NWMS goals and targets was undertaken as part of the IWMP. Where information was available, an assessment of the compliance with each of the targets was undertaken and documented.

GOAL	TARGET FOR 2016	MLM PROGRESS TO COMPLIANCE WITH NATIONAL GOALS
Promote waste minimisation, re-use, recycling and recovery of waste.	25% of recyclables diverted from landfill sites for re-use, recycling or recovery.	According to SAWIS data, metals, paper and plastic are recycled. However, this is not 25% of all recyclables that could be diverted from landfill. One municipal recycling initiative and several private recycling initiatives are underway in the MLM; however, there is no mass or volume data to indicate the mass of recycled material that is diverted away from landfill.
	All metropolitan municipalities, secondary municipalities, and large towns have initiated separation at source programmes.	No separation at source programme has being undertaken except for paper recycling within the municipal offices. There is also no plan in place to commence with separation at source within the MLM.
	Achievement of waste reduction and recycling targets as set in industry waste management plans (indWMP) for paper and packaging, pesticides, lighting (CFLs) and tyre industries	The REDISA tyre IndWMP has been withdrawn therefore the targets are no longer applicable. The indWMPs for the paper and packaging industry, e-waste, lighting and tyre industries have been submitted to DEA for adjudication.
Ensure the effective and efficient delivery of waste services.	95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits.	According to the KZN Community Survey (Statistics South Africa, 2016), 34.8% of the population (both urban and rural areas combined) receive a waste collection service. Urban areas receive a kerbside waste collection service and some rural areas receive a communal waste collection service using waste skips. There are no waste disposal sites in the MLM that require a permit. The private landfill sites are licenced.
Grow the contribution of the waste sector to the green economy	69,000 new jobs created in the waste sector. 2,600 additional SMEs and cooperatives participating in waste service delivery and recycling	These are national targets, and there are no equivalent local targets. In the MLM, 41 people are employed within the waste department of the municipality.
Ensure people are aware of the impact of waste on their health, well-being and the environment.	80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness campaigns.	Ward community meetings are regularly held by ward councillors and waste issues are discussed to educate the public on best practice. During 2016 and 2017 waste awareness campaigns were undertaken with the "Youth Jobs In Waste" programme. Representatives of the EDTEA have joined the MLM staff on school visits to educate scholars regarding waste management. No records were available of exactly how many such activities have been undertaken.

Achieve integrated waste management planning.	<p>All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs</p> <p>All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS.</p>	<p>The 2017/2018 IDP was informed by the goals and targets of the 2015 IWMP. However, the targets of the IWMP with associated financial costs were not fully incorporated into the 2017/2018 IDP and annual budgets.</p> <p>Twenty six percent (26%) of the targets in the 2015 IWMP have been met, and thirteen percent (13%) of the targets are still in progress.</p> <p>The King Cetshwayo regional landfill site does provide disposal tonnages to the MLM as part of their invoicing process, however, these are not collated by the MLM into one report or document. The King Cetshwayo municipality is responsible for uploading waste disposal tonnages for the MLM as the waste collected in the MLM is disposed of at the King Cetshwayo regional landfill site.</p>
Ensure sound budgeting and financial management for waste services	All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.	A full cost accounting for waste services has not been conducted by the MLM and tariff increased have therefore not been guided by this. The tariffs were determined by the municipality based on what the community was able to pay and are increased annually by 6-7%.

Provide measures to remediate contaminated land.	<p>Assessment complete for 80% of sites reported to the contaminated land register.</p> <p>Remediation plans approved for 50% of confirmed contaminated sites.</p>	<p>An assessment to determine contaminated and polluted land (illegal dumpsites) within the MLM has been undertaken and remediation and rehabilitation plans were determined. Waste has been removed from illegal dumpsites and the MLM has partially remediated illegal dumpsites. However, once dump sites are cleaned the communities continue with dumping waste at these sites.</p> <p>Historic landfill sites within the MLM have been correctly rehabilitated and closed.</p>
Establish effective compliance with and enforcement of the Waste Act	<p>50% increase in the number of successful enforcement actions against non-compliant activities.</p> <p>800 environmental management inspectors (EMIs) appointed in the three spheres of government to enforce the Waste Act.</p>	Waste management by-laws have been developed and are approved for the MLM. However there are no staff (e.g. traffic officers) that act as EMIs and that can issue spot fines for illegal waste dumping. The MLM has also not designated any peace officers as waste rangers to implement the waste by laws.

## Waste Profile

In order for municipalities to be able to plan for future waste management activities the types and volumes of waste generated in the area needs to be determined. All municipalities are required by law to determine quantities and types of waste generated within their municipal boundary. This involves establishing the current quantities of waste generated, recycled, treated and disposed of.

### WASTE INFORMATION:

A number of sources were considered to determine the total amount of waste collected and disposed to landfill in the MLM:

- 2009 IWMP. According to the review of the 2009 IWMP, approximately 7,000 tonnes of domestic waste was collected and disposed of annually within the MLM. This waste collection data was provided by the waste service provider that was appointed to collect domestic waste and garden refuse within the MLM (GIBB Engineering and Science, 2009).
- 2013 Collection Contract Review (unpublished data). In 2013 Gibb undertook a review of the waste collection contract between the then current waste collection service provider (Mandeni Waste Removal cc) and the MLM. A review of the contractor's invoices and weighbridge receipts from the landfill suggested that approximately 700 tonnes/month (8400 tonnes per year) of domestic waste was being collected by the contractor. This includes kerb-side collections and skip collections.
- 2015 IWMP. According to the review of the 2015 IWMP, approximately 8,000 tonnes of domestic waste and garden refuse was collected annually within the MLM. This waste collection data was provided by the company Mandeni Waste Removal Services that was appointed to collect domestic waste and garden refuse within the MLM (GIBB, May 2015).
- 2019 data. According to the waste tonnage information provided by the MLM for this IWMP, approximately 2,221.8 tonnes was collected and disposed of for the 6 months from January to June 2019. Annualized this equated to 4,443.60 tonnes per year.

Noteworthy is that data from 2009, 2013, and 2015 all suggested that in excess of 7,000 tonnes of waste was being collected and disposed of by the MLM. The latest 2019 figures however suggest approximately half of this is being disposed of. The validity of the latest figures should be verified.

### Estimated Waste Generation Quantities

Determining the actual quantities of waste generated in a region is extremely difficult to achieve through the use of actual waste records, especially in a largely rural municipality such as this which has a larger rural component and many households burn or bury their waste. The amount of waste generated has therefore been estimated through a theoretical calculation which considers the number of people in the municipal area and the waste typically generated per capita. The 2006 South Africa State of Environmental Report (SOER), Environmental Affairs, 2006) calculated waste generation volumes per income level as follows:

- Low income 0.41 kg/ person/ day = 149.65 kg/ person/ year
- Middle income 0.74 kg/ person/ day = 270.1 kg/ person/ year
- High income 1.29 kg/ person/ day = 470.85 kg/ person/ year.

The SOER figures for waste generation are also used in the Department of Environmental Affairs Guideline for the Development of Integrated Waste Management Plans (IWMPs). The DEA IWMP guideline also defines the following income brackets:

- Low income: R 0 - R 74,999 per year
- Middle income: R 75,000 - R 999,000 per year
- High income: R 1 million + per year.

It is assumed that the numbers of people per households in high, middle- and low-income households are the same. We have correlated these income brackets as closely as possible with the income groups percentage provided in the 2011 census data (Statistics South Africa, 2011) and the total number of households and population figures from the Stats SA KwaZulu-Natal Provincial Community Survey in



## RECYCLING INITIATIVES WITHIN THE MUNICIPALITY

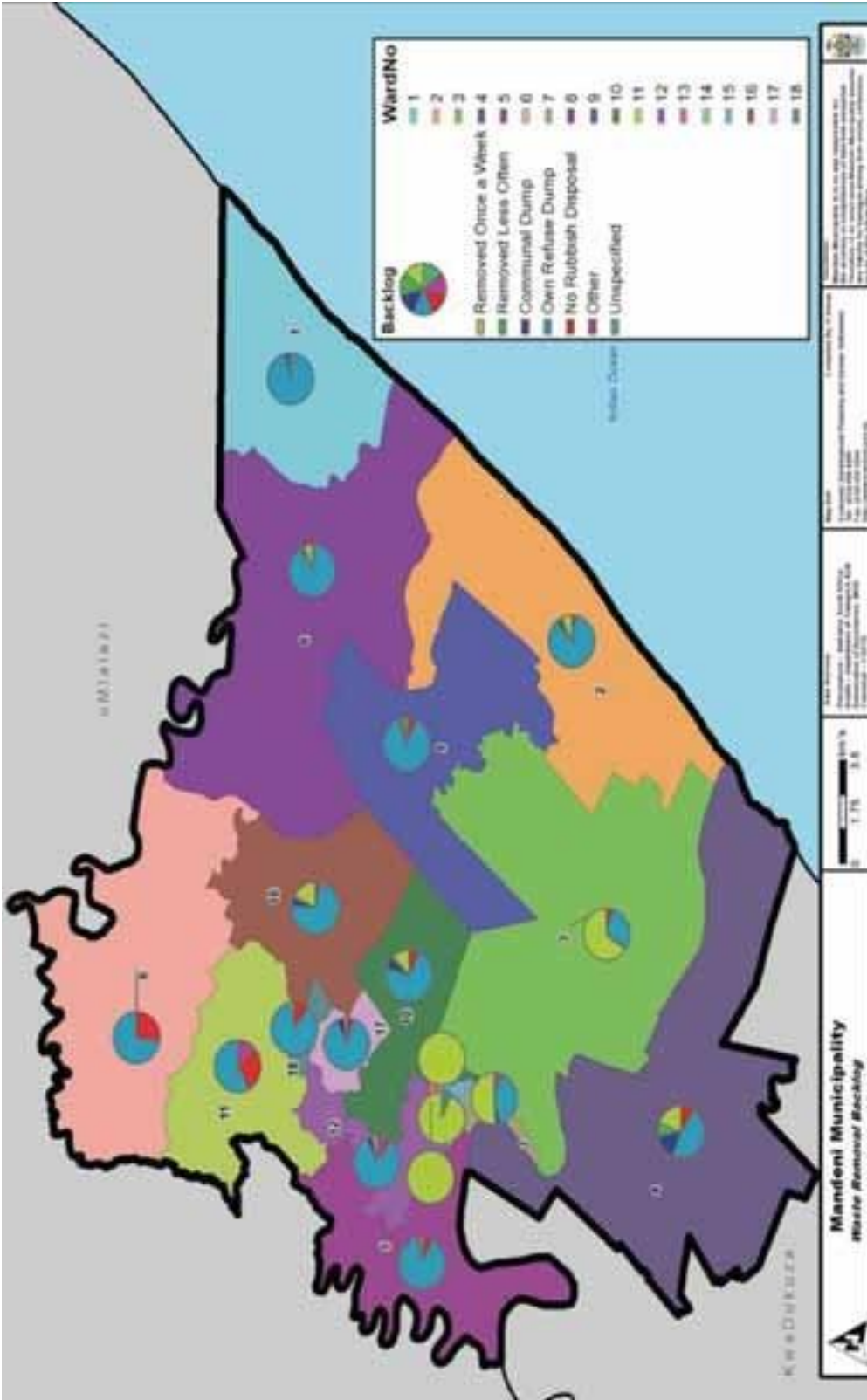
According to the approved Mandeni IWMP Recycling was identified as the critical program to be implemented by the Municipality. In line with the recommendation of the IWMP recycling initiatives have commenced within the Municipal Offices targeting paper and plastic. This paper is then taken to Premier Waste, a recycling company involved in waste recycling with the iSithebe Industrial Park. It is the intention of the Municipality to take this program forward as per the attached three-year program below.

PHASES	RECYCLABLES	TARGETED AREAS	ACTIVITIES	STAKEHOLDERS
Phase 1	Paper	Municipal offices of the iLembe family.  Government Institutions and Selected Schools.	<ul style="list-style-type: none"> <li>Identify sources (including schools with the assistance of Youth Jobs in Waste teams in LM's);</li> <li>Creation of a database of recyclers within the DM;</li> <li>Identification of central location for storage;</li> <li>Engaging with affected institutions;</li> <li>Education &amp; awareness;</li> <li>Sourcing and distribution of recycle bins;</li> <li>Design criteria for selecting small businesses (phase 2); and;</li> <li>Monitoring &amp; evaluation.</li> </ul>	iLembe DM, Youth Jobs in Waste beneficiaries,  Local Municipalities, Schools, Small businesses, Recycling companies.
Phase 2	Paper, glass & plastics	Selected schools and small Businesses	<ul style="list-style-type: none"> <li>Education &amp; awareness-</li> <li>Distribution of bins- to selected schools;</li> <li>Use database created in phase 1 to bring on board all recyclers; and</li> <li>Monitoring &amp; evaluation.</li> </ul>	
Phase 3	Paper, plastics, glass and cans	Municipal offices, Schools, and small businesses	<ul style="list-style-type: none"> <li>Education &amp; awareness</li> <li>Distribution of bins-to selected small businesses; and</li> <li>Monitoring &amp; evaluation.</li> </ul>	



MAP 14: SPATIAL REPRESENTATION OF SOLID WASTE BACKLOG

The map below provides an overview of the backlog for solid waste removal with the Mandeni Municipal area of jurisdiction

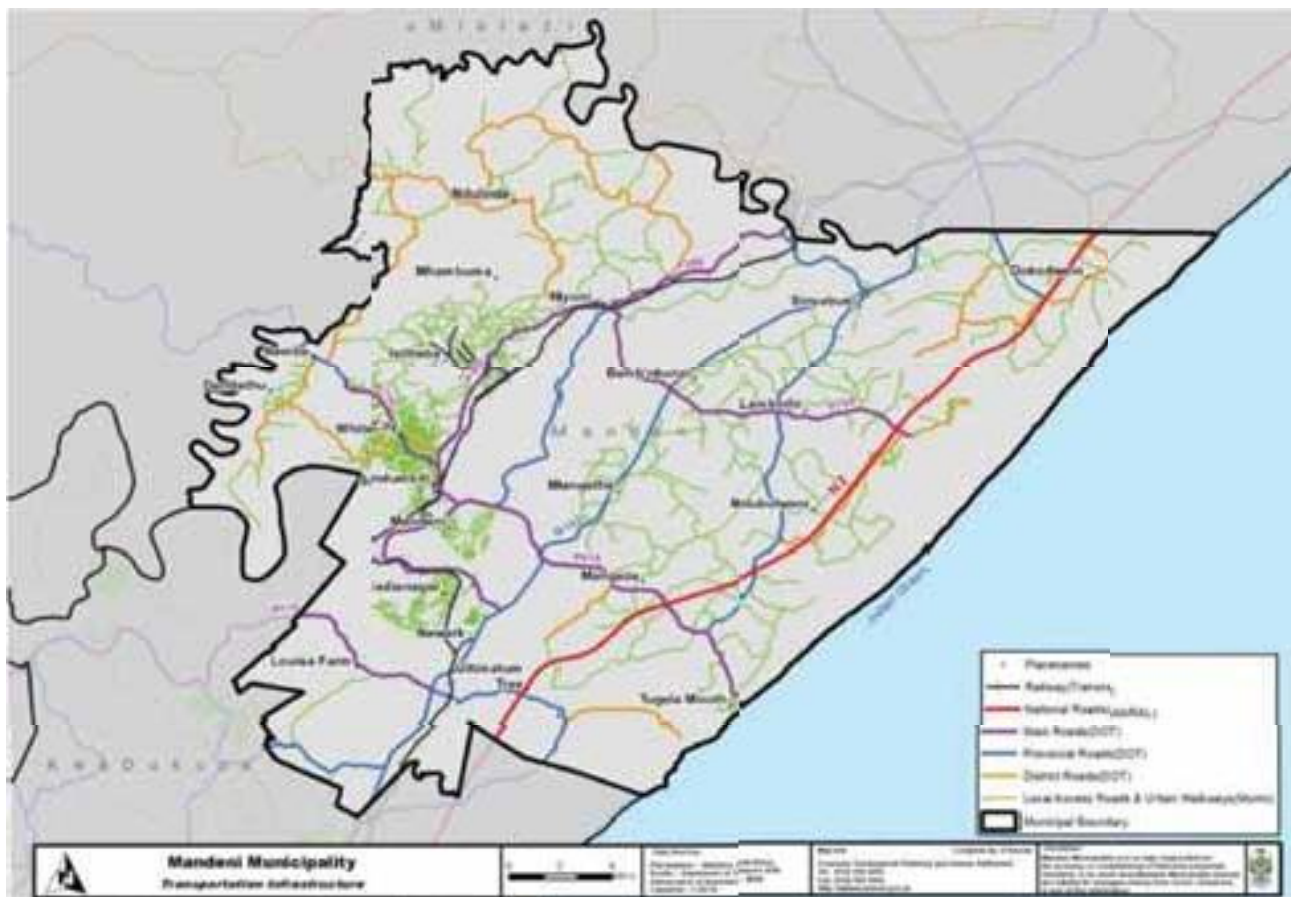


## TRANSPORTATION INFRASTRUCTURE

### EXISTING AND FUTURE TRANSPORT INFRASTRUCTURE

The ensuing map gives an overview of existing and planned transport infrastructure covering the Mandeni Municipality jurisdiction. These relate to the road networks as well as the rail networks. As depicted on the map Mandeni Municipality is well connected to National and Provincial distribution networks such as the N2, R102, Provincial Main Roads and the Freight Rail line between Durban and Richards Bay. The municipality is in discussions with the Passenger Rail Agency of South Africa (PRASA) to extend the passenger rail services beyond the KwaDukuza Municipality to Mandeni and up to uMhlathuze Municipality in the North. This has been captured on PRASA's 2050 Strategic Plan. PRASA is presently in the process of conducting a feasibility study into this request. There is an unused airfield within Mandeni located within the Isithebe Industrial Estate, however there are no airports in the area. The King Shaka International Airport is a mere forty-minute drive to the South of Mandeni and satisfies the air transport needs of Mandeni. Other air transport needs are satisfied by helicopters, which are more versatile and can land at various helipads located within the Municipality. The repairs, maintenance and operations of the various infrastructure are discussed below.

**Map 15: Mandeni Municipality Road Infrastructure**





### **PROVISION OF NEW ROADS BY THE MUNICIPALITY**

The Technical Services and Infrastructure Development Department (TSIDD) is primarily responsible for the repairs, maintenance, refurbishments, upgrade and provision of new municipal infrastructure assets and service delivery. The TSIDD consists of the following divisions:

Technical Administration, Infrastructure Planning and Project Management Unit (PMU);

Civil Engineering Infrastructure Repairs and Maintenance encompassing Roads and Storm Water Infrastructure and Municipal Buildings and Structures Infrastructure;

Electrical and Mechanical Engineering Infrastructure Repairs and Maintenance encompassing Electricity Distribution; Household Electrification; Street and Community lighting; Municipal Buildings Electrical Installations; Mechanical Workshop; Earthmoving Plant and Equipment.

The TSIDD is required to roll out a new multi-million rand infrastructure development as well as manage municipal infrastructure assets valued at hundreds of million rand and as such is expected to have adequate capacity and capability in the form of human capital, skills, knowledge, systems and equipment. The TSIDD unfortunately is lacking the necessary capacity and capability to meet the growing demand in this regard due to several reasons chief among these being inadequate funding resources and scarcity of critical skills. This poses a huge risk to the municipality in terms of sustainable service delivery for social and economic development. In order to mitigate this risk several strategic interventions are being implemented as follows:

Establishment of an in-house PMU and strengthening thereof through an engineering internship program. This program entails the engagement of young unemployed engineering graduates who will undergo rigorous experiential training and development to build their skills and knowledge ultimately adding value to the TSIDD capacity and capability. In-house engineering design systems will be procured as financial resources become available. The Municipal Infrastructure Grant (MIG) 'top slice' of 5% will be utilized in the short term to implement this intervention. In the medium to long-term the municipality will be fully responsible as the financial resources become available.

Collaborating with the local further education and training (FET) college to place civil engineering and building, electrical and mechanical artisans in-training at the TSIDD to gain practical experience. This intervention has a mutual benefit to the FET College and the Municipality. On an on-going basis as financial resources become available the municipality will recruit the appropriate human capital as well as equipment and systems required.

Infrastructure development and management sector master plans and maintenance plans are being developed on an on-going basis. In-house capacity and capability is being built for repairs and maintenance of plant and equipment. Co-ordination is being done with other services providers through the Infrastructure Development Program Steering Committee (IDProgSC).

### **MUNICIPAL PLAN ROADS AND RELATED FACILITIES: STORM WATER MASTER PLAN**

In the formulation of the Mandeni Storm water Master plan survey was undertaken and two meter contour terrain mapping were produced for the entire municipal jurisdiction. This information assisted in developing stormwater model and flood-line model complete with mapping. This information will assist to guide approvals for future settlement as well as rectifying existing settlements in terms of flood prone areas. The disaster management authorities will also benefit from this plan to warn people who have settled in flood zones to evacuate during heavy rains.

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## **NATIONAL ROAD (N2)**

N2 is a class 1 road that traverses Mandeni from South to North running from eThekweni in the South to Richards Bay in the North and beyond. This road is key linkage to major economic infrastructure in the Province such as the Harbours of Durban and Richards Bay as well as the King Shaka International Airport in La Mercy Durban. The Mandeni inland area as well as the coastal area is connected to the N2 at three locations/intersections namely the Main Road 415, P709, R66 and D888.

## **PROVINCIAL ROADS (R102)**

The R102 a class 2 road runs parallel to the N2 to the west of it. The R102 links the Mandeni Municipality with KwaDukuza Municipality and eThekweni Municipality in the South and uMlalazi Municipality and Richards Bay in the North. This is the main distribution network that provides direct linkages between the inland and coastal areas through main roads such as the P415, P110, P111, P719, P709, P224, P266, and R66. The R102 from the intersection of the P353 till P403 in the south and from the intersection P428 till R66 in the north is in a poor condition and is in a dire need of rehabilitation. This road in the vicinity of dense settled areas is further in need to be pedestrian friendly and the provision of security lighting and pedestrian walkways is highly needed.

## **MAIN ROADS**

The P415 from the N2 to the Tugela Mouth Beach is a gravel road that is currently under upgrade by the KZNDOT to a black-top standard. This 4km length of road upgrade has been long awaited and will open up the coastal areas of Mandeni for much needed development. The P415 from the N2 into inland Mandeni is in a fair condition and in need of resurfacing in certain parts especially in the vicinity of the Mandeni Town Centre.

The P459 from the P415 through to the Industrial hub of Isithebe to the P266 and P266 to R102 is in a very poor state and in need of rehabilitation and beyond is in a very poor state and in dire need of rehabilitation. This road in the vicinity of dense settled areas is further in need to be pedestrian friendly and the provision of security lighting and pedestrian walkways is highly needed.

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The P709 from the N2 to P266 to P459 is an important linkage to the Isithebe Industrial Estate and requires upgrading to a black-top standard. This route if upgraded will open up numerous socio-economic opportunities in Mandeni. The P710 that links the West to Mandeni is a distribution network and is in dire need of upgrade. This route further requires realignment to tie in to the P459 in the vicinity of Isithebe to maintain its distribution function. The P532 from the P415 to P266 requires upgrading to a black-top standard to open up development opportunities on land parcels that are buffered by the rail network. The P719 from the P415 to the R102 requires upgrading to a black-top standard in order to open up development opportunities for socio-economic development.

## **DISTRICT ROADS**

The district roads are gravel in nature throughout the municipal jurisdiction and are in very poor condition. Most need frequent re-gravelling and blading as public transport in the rural areas utilize these roads to transport the poorest of the poor to their socio-economic activities. Upgrading these key roads to black-top standard will significantly improve the plight of the rural poor households. The D883, which intersects with the P459, is currently being upgraded to a black-top standard and will significantly improve the lives of the Ndulinde rural households. The D888 from the N2 to Dokodweni Beach requires urgent upgrade to a black-top standard to open up development opportunities in the coastal area. The D1663 to Amatikulu Nature



Reserve needs upgrade to black-top standard for opening up development opportunities. The D2022 and D1654 also requires an upgrade to a black-top standard.

### **LOCAL ACCESS ROADS**

It has been established that the Municipality has approximately 700km of municipal access roads under its jurisdiction. Approximately 15% of these roads are Blacktop (Paved) Urban Road Networks with the remaining eighty five percent being dirt/gravel rural access roads. The majority of the rural roads are on topography that is mostly rugged, resulting in long, steep gradients and tight horizontal alignments. Gravel roads are difficult to maintain on these steep gradients. The scarcity of natural gravel in the municipal area makes maintenance of the gravel/dirt roads very difficult. An in-house gravel road maintenance program (blading and spot re-gravelling) is in place to improve the condition of dirt/gravel roads. A gravel borrow pit investigation was done to identify suitable sources of good natural gravel for road construction. Two potential sites were identified and are being pursued.

A rural roads upgrade program was initiated to properly design and construct rural dirt roads to acceptable gravel roads standard. This entailed proper geometric alignment with adequate appropriate storm water control.

The Roads Master Plan incorporating the pavement management system facilitates the proactive repair and maintenance of roads. An internal roads rehabilitation program is rolled out to rehabilitate ageing dilapidated local access roads and bus/taxi routes. New roads and upgrade of existing roads are also undertaken on an annual basis. Numerous developments are planned within Mandeni and must be served by a proper road network. The Roads Master Plan was prepared on this basis. A prioritization model for investment in road infrastructure guides the investment of scarce resources in roads development. Certain priority arterial roads have been identified for establishment to open up economic development opportunities.

The stormwater master plan that was developed guides the municipality in terms of stormwater management systems development and maintenance. Good drainage systems are crucial for the protection of rural and urban roads as well as public and private property. Drainage systems development and maintenance is carried out via capital and operational projects.

The TSIDD is collaborating with the iLembe District Municipality and the KwaZulu-Natal and National Departments of Transport to rollout the Rural Roads Assets Management System (RRAMS) within the municipal jurisdiction. Road and traffic data will be collected as part of this process in line with the Road Infrastructure Strategic Framework of South Africa (RIFSA). This initiative will assist the municipality with a system for efficient and effective roads repairs, maintenance, upgrade, and rehabilitation and the collection of data for future roads development. It will be a tool that can be used to lobby for financial assistance in the future.

### **WALKWAYS AND TRAFFIC CALMING**

An annual walkways/sidewalk construction program is being rolled out on public transport routes to separate the pedestrians from the vehicular traffic to enhance their safety on the roads. Emerging contractors are being utilized by the program in order to afford an opportunity to develop themselves and grow in the construction industry. Speed humps are constructed.

On roads at key locations to control speeding vehicles and mitigate against pedestrians being knocked down.

### **ROAD MARKINGS, ROADS TRAFFIC SIGNS AND ROAD NAME SIGNS**

Capacity is being developed in-house within the civil engineering repairs and maintenance division to effect on an on-going basis the painting of lines and road signs on municipal roads, the replacement or reinstatement of missing or damaged road traffic signs, repairs and replacement of guardrails and road name signs. A road naming program will be rolled out over the forthcoming years in terms of the road naming policy. The majority of the roads under the control of the municipality do not have names. This will be corrected through this exercise thereby ensuring the municipal roads

are available on global positioning systems. This will assist emergency services, postal and delivery services to reach our communities with ease.

#### **BUS SHELTERS AND LAY-BYES**

Bus shelters and Lay-byes are planned and erected at appropriate locations on public transport routes to facilitate proper waiting places and safe loading and drop-off spots for public transport users.

#### **ROADS OPERATION AND MAINTENANCE PLAN**

Operation, repairs and maintenance of infrastructure assets is the responsibility of the Infrastructure Development and Technical Services Department and it is funded through the municipal revenue operational budget. Monthly operational and maintenance plans are overseen by the Infrastructure Development and Technical Services Portfolio Committee. The Mandeni Roads Master Plan has been completed during November 2014 and incorporates a Pavement Management System (PMS) to manage the over 700 kilometer of roads infrastructure network under the municipality control. The PMS assists in ensuring proactive maintenance of the road's infrastructure assets into the future. Tared roads are in dire need of rehabilitation due to the age of the roads (ranging from 30 to 60 years old). Due to little or no funding being available over the past decade, there were no significant repairs, rehabilitation, refurbishment or maintenance of these roads, resulting in badly-deteriorated roads that require urgent intervention. The deferment of infrastructure repairs and maintenance has resulted in the degradation of the value of these assets, thus costing the municipality more in the future.

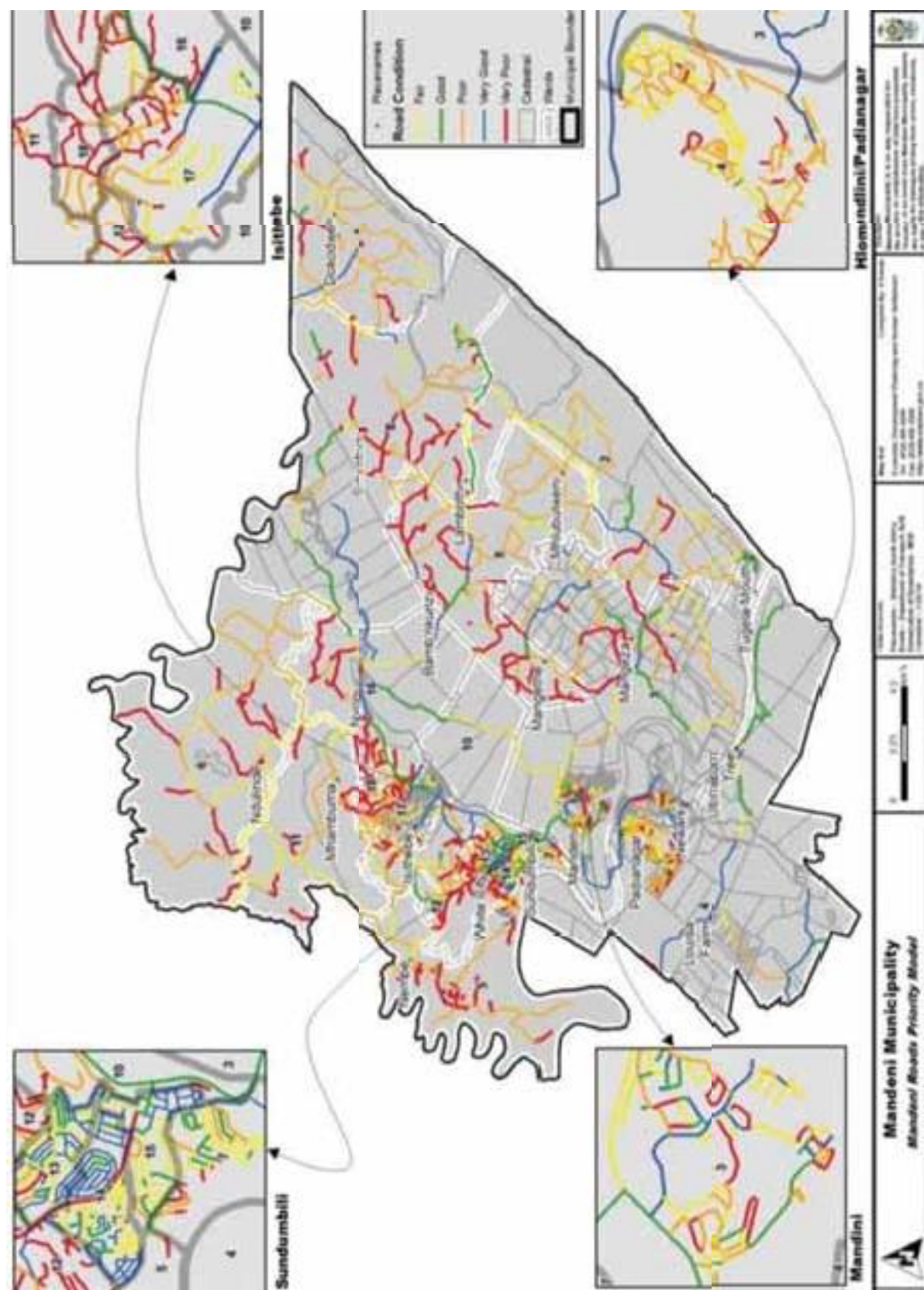
A program for the rehabilitation of internal roads in Mandeni to bring them up to acceptable standard commenced in 2011/12 and will continue into the future until all the roads networks have an acceptable visual condition index. To date some 7,6km of aged roads infrastructure have been rehabilitated, thereby increasing the useful life of these infrastructure assets. A Rural Roads Upgrade Program has also commenced and to date over 12km of rural tracks have been upgraded to properly designed, aligned and constructed gravel roads.

This is complimented by the KwaZulu-Natal Department of Transport (KZNDOT) on their road network. A more sustainable partnership is being pursued with the KZN DOT to synchronize our efforts to yield a higher impact in the area.

Stormwater master-plan, Local Integrated Transport Plan (LITP) and gravel borrow pits investigation has been drafted. This will further assist in proactive maintenance efforts. The storm-water master-plan maps out high risk areas in terms of flood-line determination. This will assist the disaster management unit in their risk planning initiatives. It will further assist the development control unit as a tool when considering development applications. The identified gravel borrow pits will be pursued for access and permitting to ensure gravel security for road maintenance and repairs in rural areas.



Map 16



## FUTURE TRANSPORT INFRASTRUCTURE

### LOCAL INTEGRATED PUBLIC TRANSPORT PLAN (LITP)

The municipality has commenced the planning of a multi-modal public transport facility that would see all modes of transport operating in the area under one roof to enable a more sufficient public transport system that links commuters from all parts of the municipality and beyond to the majority of the existing urban primary node. Funding has been sourced for this facility. In the future, passenger rail will also form part of the facility. Furthermore, facilities such as sidewalks for pedestrian movement are being planned and built to facilitate traffic safety. Pedestrian bridges are also being investigated and funding lobbied to reduce travel distances for some communities who are land-locked by water courses. Mandeni municipality is responsible for developing an Integrated Transport Plan, this plan was developed and adopted in May 2016. The Mandeni integrated Transport Plan is attached as Annexure E.

### ENERGY

The municipality has a license to distribute electricity within the Mandeni Suburb to an estimated 1 000 customers. The 11 KV overhead network has been refurbished and the municipality is progressively investing in it to ensure proper infrastructure asset management. The network notified maximum demand (NMD) has grown from the current 3,5 MVA to 23.5 MVA due to an agreement with Umgeni Water Board for the supply of electricity to the Lower Thukela Bulk Water Supply Scheme, which is currently being built in the vicinity of the uThukela River. The municipality is pursuing the expansion of its distribution license in greenfield areas and in industrial area. This will mean that the electricity unit must be expanded with appropriately-skilled personnel.

The municipality's Electricity Master Plan 2009/2010 is in the process of being reviewed. Mandeni is fortunately under the ESKOM Grid Network for distribution of electricity; however, some networks within the area are severely constrained and cannot allow further connections for electrification. ESKOM has recently completed some network upgrades, which have released capacity for electrification projects in the interim while it is in the process of building one new sub-station (Mangete sub-station). These will open up capacity for full electrification and universal access to electricity. The electricity backlog in the area is estimated to be less than 9% (approximately 3 000 households).

The municipality is installing additional street lighting in various areas on an on-going basis to improve community lighting and improve communities' safety and security. This is an annual program rolled out by the municipality. Repairs and maintenance of the existing streetlights are being done in-house by the municipality through agreements with ESKOM in order to expedite the response to street lights that are not working. More in-house capacity is being built to address the ever-increasing demand for this service. Streetlight patrols are being done frequently to identify streetlights that are not working, for planning purposes, to repair. There is a 48-hour turnaround system in place for repairing streetlights that are not working. Free basic electricity is being provided to some 1 100 indigent customers through the equitable share grant. This roll out of the free basic electricity services is carried out in rural areas that fall within the jurisdiction serviced directly by ESKOM. ESKOM submits a monthly account that includes the free basic 50kw per hour per household. This number is being pursued to be increased through an update of the indigent register.

The municipality has embarked on numerous drives to reduce electricity consumption in light of the constraint on the National Grid due to high demand. Energy saving measures are encouraged. The municipality will continue to drive the education campaign and is constantly looking for new interventions to reduce electricity consumption within its area. The green environment approach is fully supported. A smart metering system has been implemented in the municipal distribution area to help reduce unaccounted for electricity.

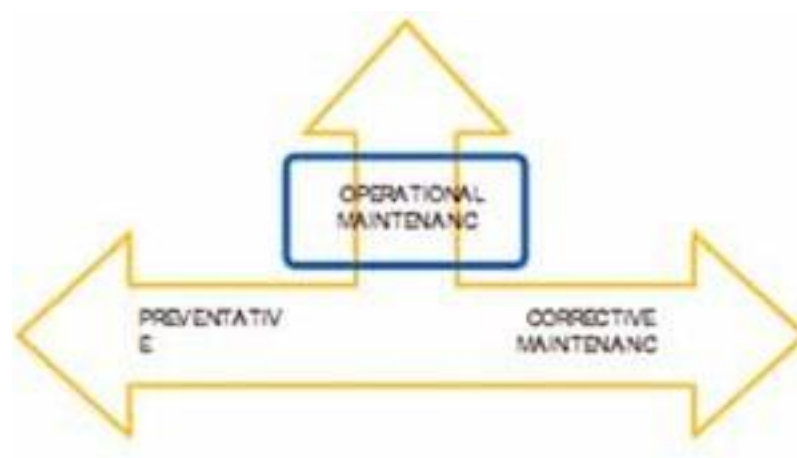
### ELECTRICAL OPERATION AND MAINTENANCE PLAN

The Mandeni Municipality has the Electricity license for the suburb of Mandeni Town only to some ±1 000 houses, businesses. Also provide the supply to Mathew Substation which is a dedicated feeder to the customer, tapping from SAPPI Substation.

The Electrical section has put in place the operation and maintenance place to ensure the continuity of supply to its customers. Ensure the minimal outages, or frequently unplanned outages. Maintaining all electrical assets for Mandeni Municipality, e.g. offices, community facilities, municipality buildings.

## ELECTRICAL MAINTENANCE

Electrical maintenance involves the fault diagnosis, routine servicing, repairing of electrical components. The Electrical Maintenance Superintendent is responsible for planning the maintenance to ensure the continuity of supply to electrical user under his jurisdiction area of responsibility (Mandeni Municipality Area).



## CORRECTIVE MAINTENANCE

This is where maintenance is done after breakdown or failure of the equipment. It is the most dominant cost in the section of our operation. When equipment damaged/failed it cause damage to other equipment. This affects the consumers on our area of supply. This maintenance it has a huge budget implication when it happens.

ASSETS	BUDGET	REG. MAINTENANCE
Street lights	R 1,000,000,00	DAY TO DAY ACTIVITY - Replacement of globes, ballast, etc.
Transformers		YEARLY BASIS - cracking test, silica gel replacement, etc.
OHL (Over Head Line)		TWICE A YEAR - Compulsory in terms of Machinery Regulations
Cabling (MV and LV)		TWICE A YEAR - Visual inspection from termination
Municipality Buildings	R 200,000,00	DAY TO DAY ACTIVITY - Electrical installation
Air Condition	R 200,000,00	YEARLY BASIS

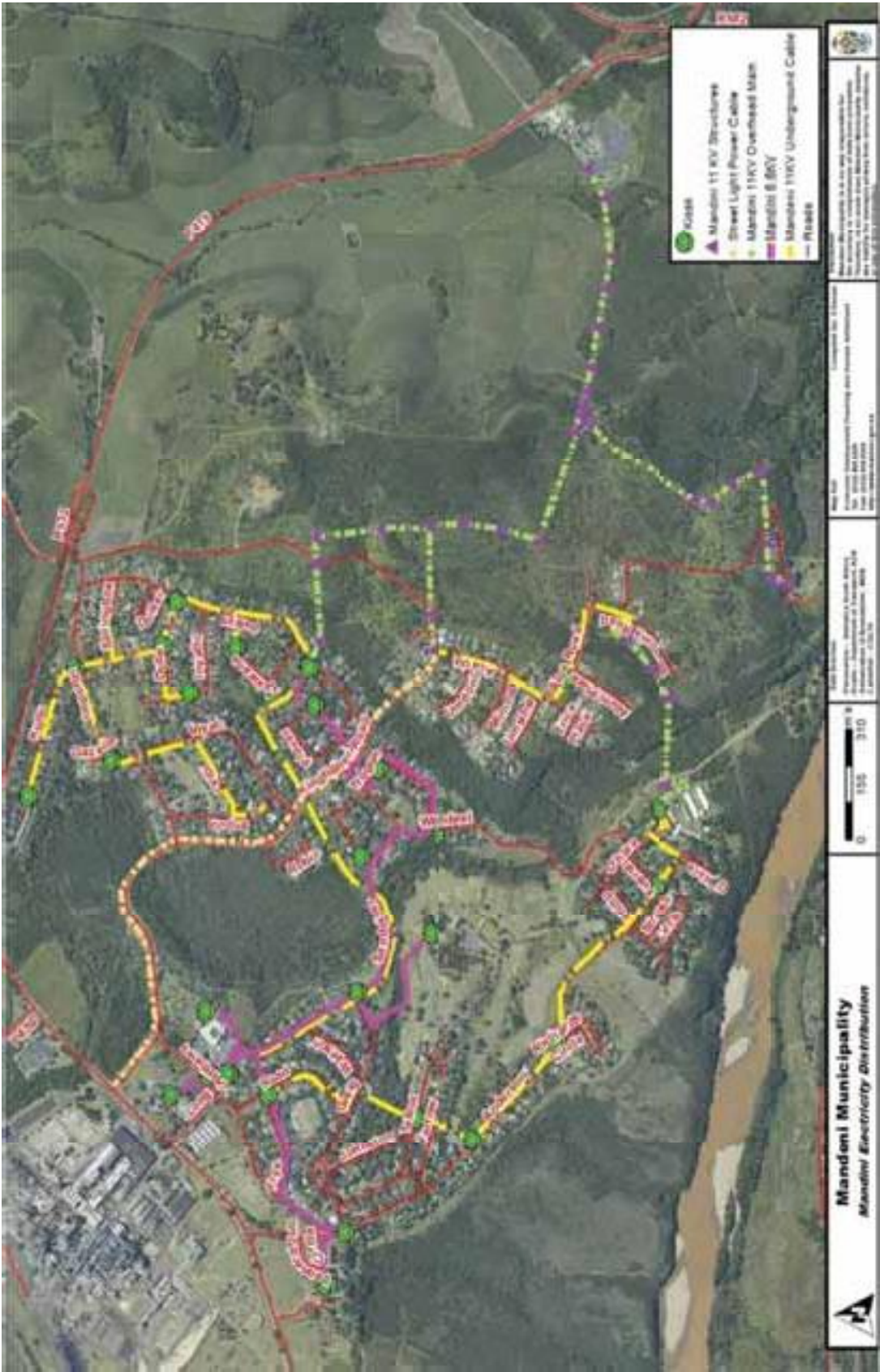
The constrain and challenges of the budget that has been allocated to the Electrical Section is that procurement supply delay to supply the materials that have been requested, which negative impacts the regular maintenance. Long leading time equipment affects the response in

maintenance or replacement of damage equipment.

Below is the summary of backlogs and needs rural per ward supplied by ESKOM through the Integrated National Electrification Program for the 2020/2021 financial year.



Map 17: Mandeni Electrical Infrastructure



## MUNICIPAL CO-ORDINATION OF DEVELOPMENT WITH OTHER SECTOR DEPARTMENTS

The municipality has qualified for Integrated National Electrification Program Grant Funding under schedule 5B of the Division of Revenue Act over the next three years. A further once off grant was obtained under the Massification Program at the KZNCOGTA to supplement the program. This will enable the municipality, in partnership with ESKOM and the Department of Energy to electrify an estimated additional 2,613 households. This intervention together with ESKOM's planned interventions is projected to see Mandeni gain universal access to basic electricity. Mandeni Municipality has all its electrification backlogs within the ESKOM supply area. In order to facilitate the fast tracking of electrification of our households, the municipality has made application under schedule 5B of the DORA to leverage funds under INEP and KZN CoGTA's Massification Program.

The Provincial Dept. of Energy been another sector department the municipality has often partnered with to bring about development of services. The planning application process to the municipality undergoes in order to secure funding for electricity projects is reflected as below:



Complete applications are sent to the Department of Energy as indicated in the planning cycle above. Consideration of application is based on the applications meeting the minimum requirements and criteria set out by the Department.

- Project name
- Number of connections to be established through the project
- Category of the request
- Top up capability
- Availability of network capacity
- Lastly Cash flow projection for the project.



## ACCESS TO COMMUNITY FACILITIES

Social facilities are a vital aspect of human settlements as they serve as sources for social and public services; including health, education, recreation, cultural and socializing spaces among other services. Access to and availability of social facilities is an important factor which attracts and keeps people in an area. Therefore, the section below indicates the number of social facilities within the municipality jurisdiction.

The following strategies for social infrastructure are based on the criteria as stipulated in terms of the CSIR Human Settlement Guidelines:-

Planning Thresholds	Walking Distance	Minimum Requirements
Crèche	2 km Radius	2 400 – 3 000 people
Primary School	5 km Radius	1 000 – 7 000 people
Secondary/ High School	5 km Radius	2 500 – 12 500 people
Library	8-10 km Radius	20 000 – 70 000 people
Clinic	5 km Radius	24 000 – 70 000 people
Hospital	30 km Radius	300 000 – 900 000 people
Police Station	8 km Radius	60 000 – 100 000 people
Post Office	5-10 km Radius	10 000 – 20 000 people
Pension Pay Points	5 km Radius	Variable
Community Halls	10 km Radius	10 000 – 60 000 people
Shops	10 km Radius	1 x 5000 people
Cemetery	15 km Radius	8.8Ha / 50 000 people

Source: CSIR Thresholds and Guidelines

The section below aims to highlight the number of social facilities which are currently accessible to the people of the Municipality, as well as determine if these social facilities are sufficient to cater to the population as per the CSIR thresholds above.

### Education Facilities

Educational facilities are categorized differently based on grades. For this section, education facilities will be differentiated according to grades. In terms of the CSIR Standards on Human Settlement and Design, the following planning thresholds are applicable

Facility	Use capacity and threshold
<b>Creche</b>	A maximum of 1.5km walking distance is applied here
<b>Primary School</b>	To serve an estimated minimum population of between 3 000 and 4 000
<b>Secondary School</b>	To serve an estimated minimum population of between 6 000 and 10 000

## Primary & Secondary Schools

### Primary schools

Primary schooling is considered as a form of basic education and includes grades 1 to 7. In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 5km radius is deemed to be the recommended walking distance to a Secondary School. The CSIR Guidelines also indicate that a Secondary School is to serve a population of approximately 2500 to 12 500 people. The number of Secondary Schools for the area is considered sufficient as they are within the recommended walking distance.

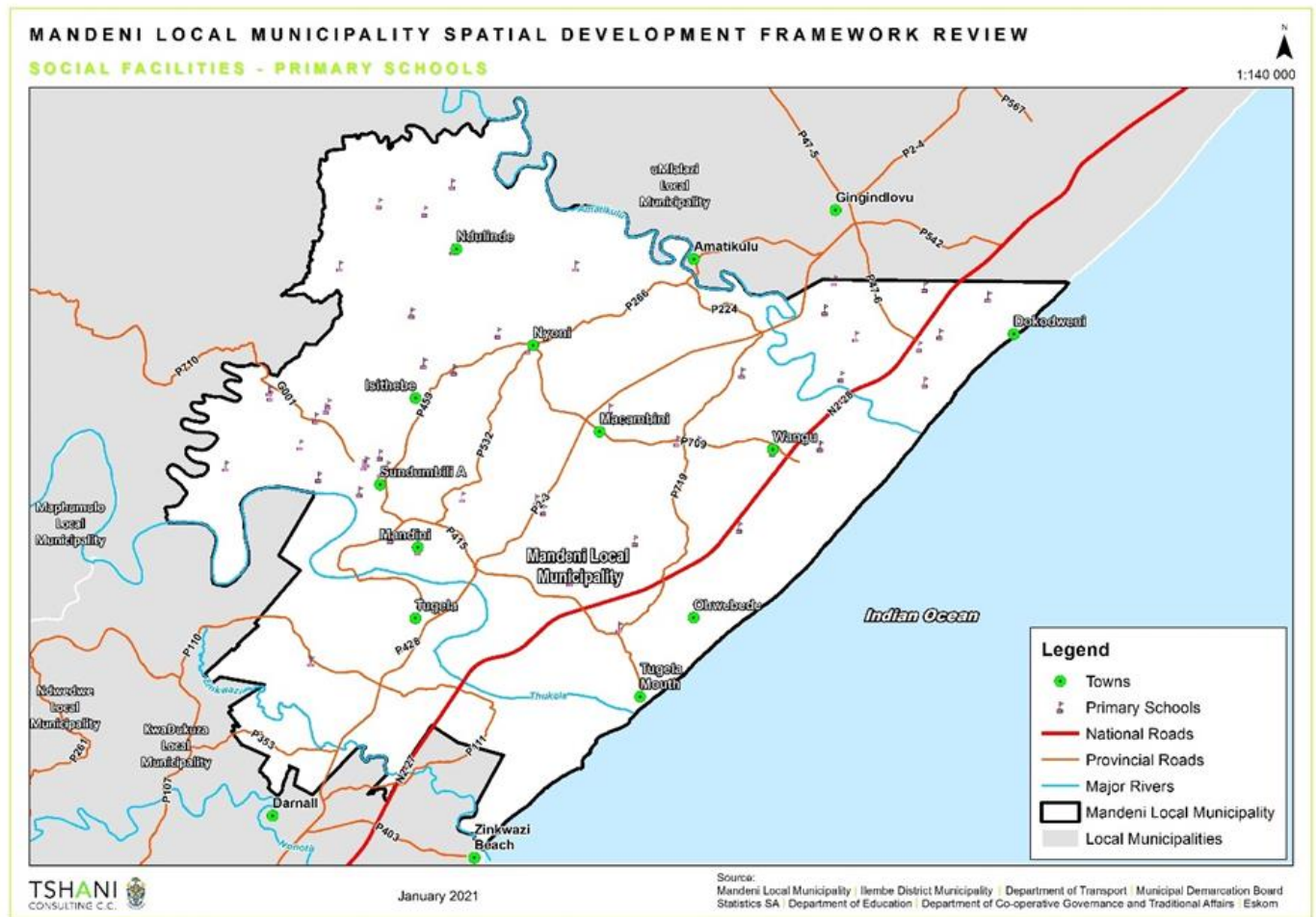
### Secondary schools

Secondary schools include grades 8 to 12. In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 5km radius is deemed to be the recommended walking distance to a Primary School. The CSIR Guidelines also indicate that a Primary School is to serve a population of approximately 1000 to 7000 people. The number of Primary Schools for the area is considered sufficient as they are within the recommended walking distance.

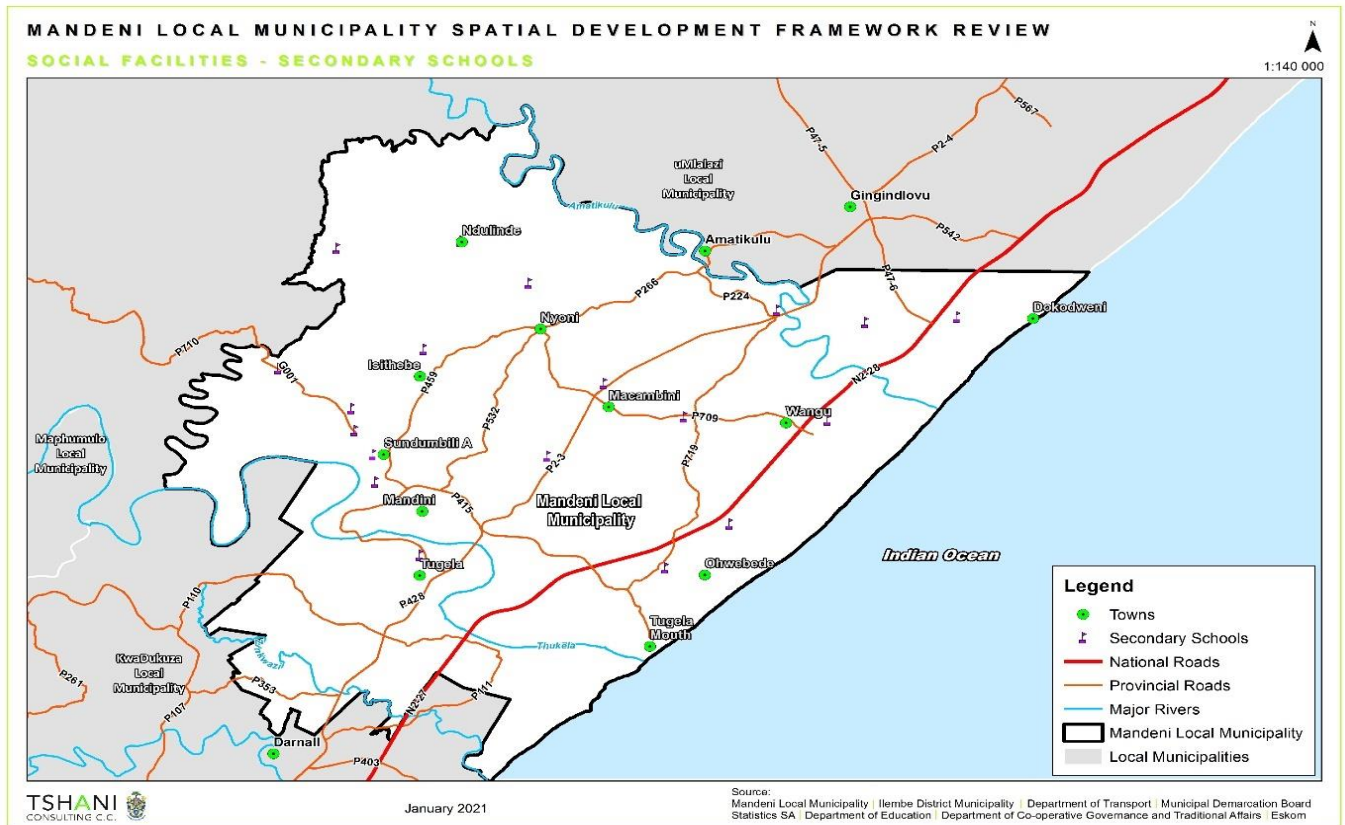
The spatial footprint of education facilities is closely related to the settlement patterns within Municipality. Mandeni has 49 Primary Schools and 19 Secondary Schools within its jurisdiction.

	Primary	Secondary
<b>Number of Schools</b>	49	19

## Plan 6: Primary Schools

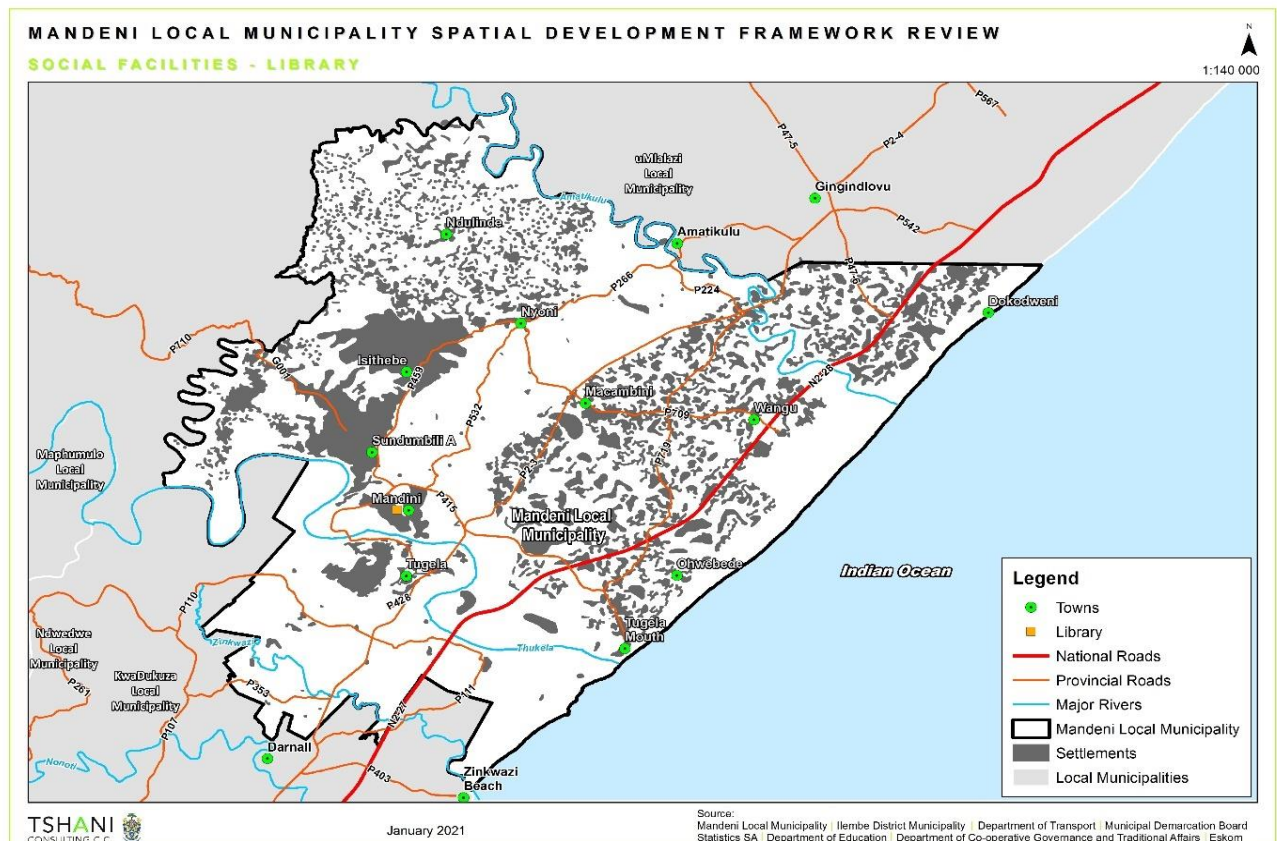


Map showing Primary Schools ; bottom map showing Secondary schools in Mandeni



### Library.

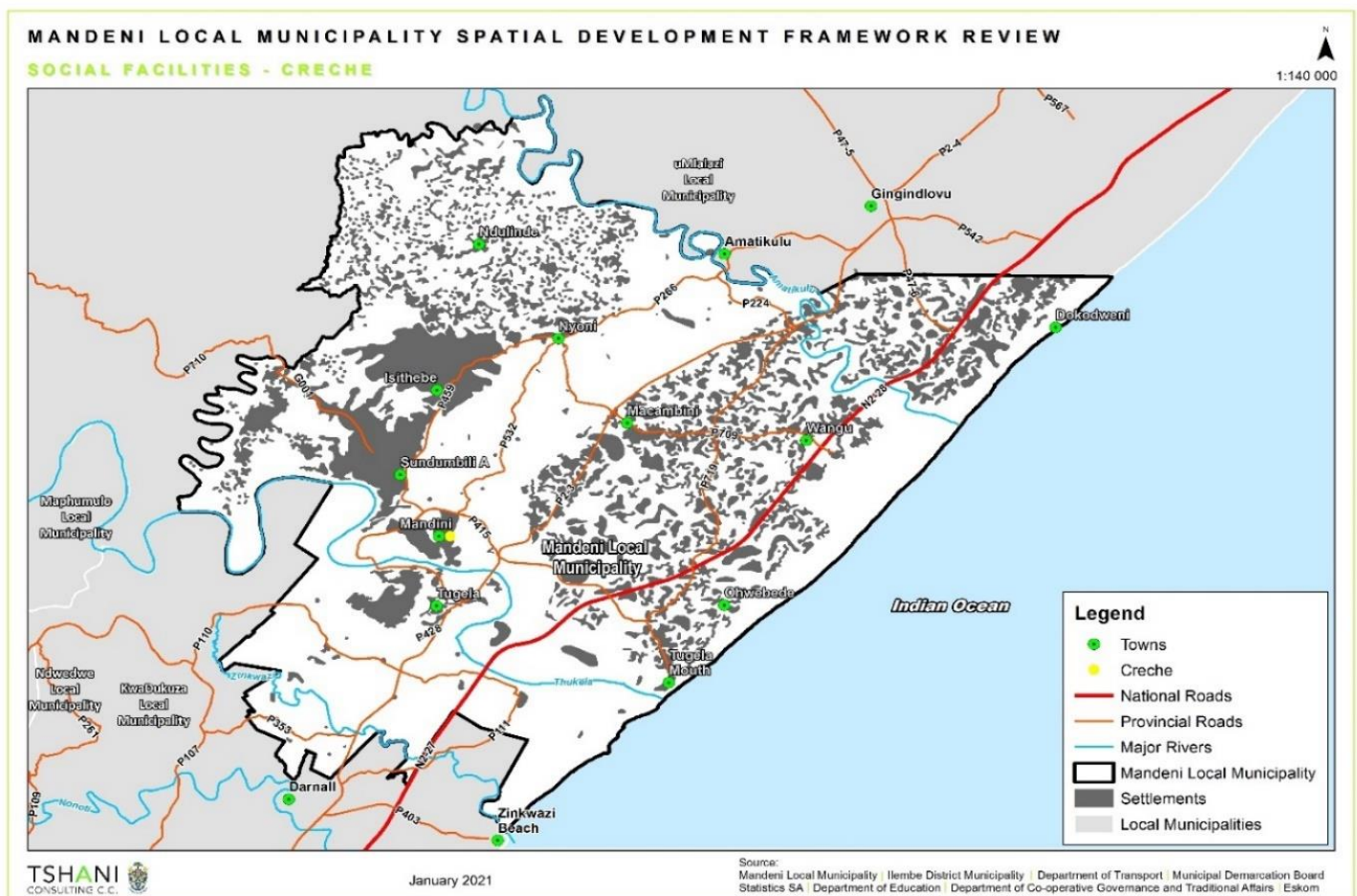
In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 8km to 10km radius is deemed to be the recommended walking distance to a Library. The CSIR Guidelines also indicate that a Library is to serve a population of approximately 20 000 to 70 000 people.





## Crèches

Crèches are considered as part of early childhood development as they offer education services to children below the age of seven (7). Early Childhood Development (ECD) can also be referred to as a “Crèche”. In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 2Km radius is deemed to be the recommended walking distance to an ECD. The availability of crèches is imperative for the growth of children mindsets. Today, it is as important for a child to at least attend a crèche and preschool before starting Grade 1 as it is important to attend further education after grade 12 in order to find a job to all people within the municipal area. It is becoming more and more difficult to find work without the necessary qualifications. The CSIR Guidelines also indicate that an EDC is to serve a population of approximately 2 400 to 3 000 people.



Map showing creche sites

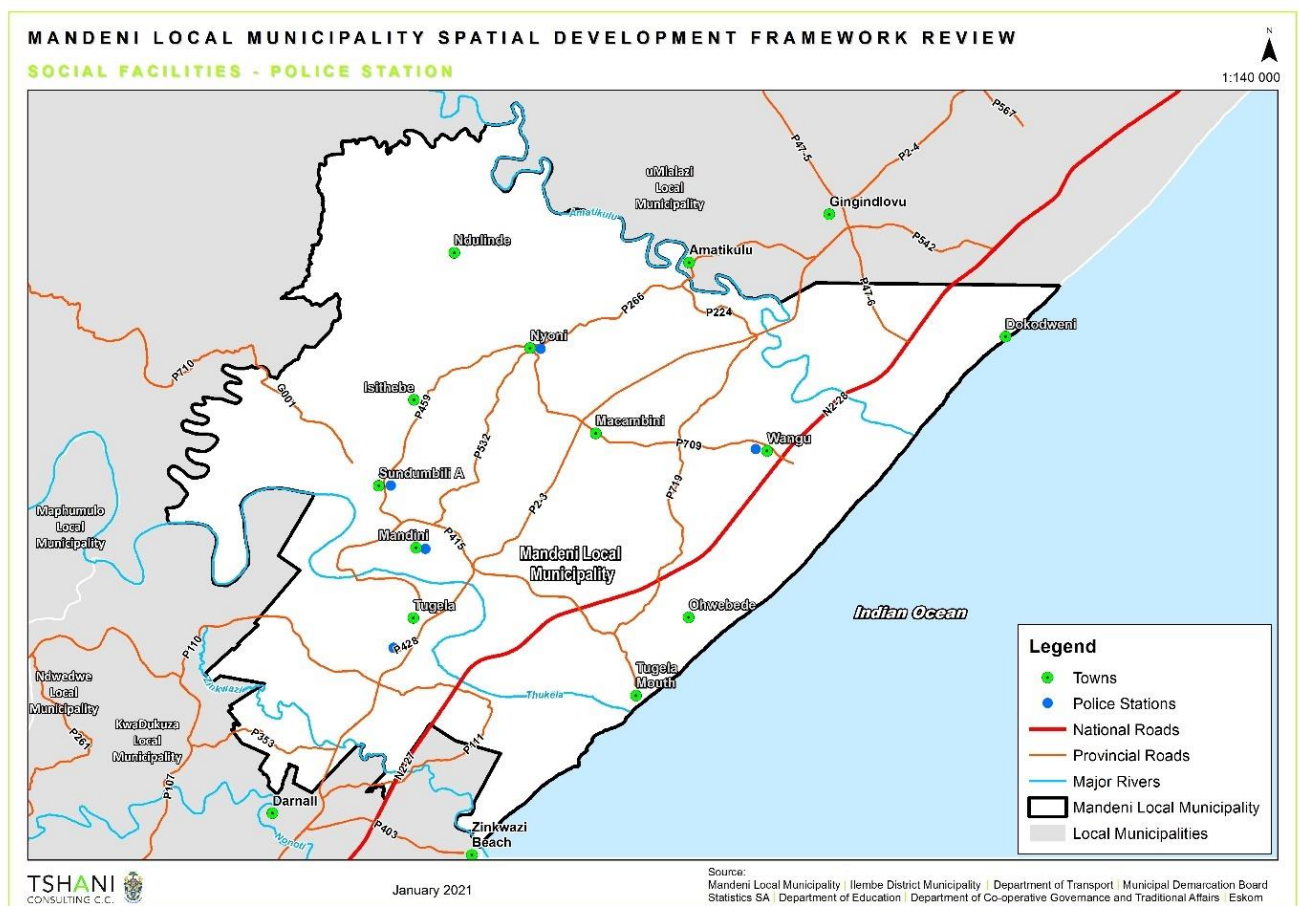
## Police Stations

In terms of the Human Settlement Planning and Design (CSIR Guidelines), an 8km radius is deemed to be the recommended travelling distance to a Police Station. The CSIR Guidelines also indicate that a Police Station is to serve a population of approximately 60 000 to 100 000 people. The number of Police Stations for the area is considered sufficient as they are within the recommended traveling distance.

The plan below depicts spatially the location of the above-mentioned 5 Police Stations. In terms of the CSIR Guidelines for the Provision of Social Facilities in South African Settlements 2012, the access distance for Police Stations ranges from 8km in urban area, 15km in per-urban areas and 24km in rural areas.

There are 5 Police Stations which service the entire Municipality. Police stations are located within the following areas:-

- Nyoni
- Sundumbil A
- Mandini
- Tugela
- Wangu



Map showing spatial location of Police Stations

## Health Facilities

Health facilities vary in scale, size as well as their functionality. This section discusses the various health facilities available within the municipality, including clinics, hospitals and community health care facilities.

### **Primary Health Care Facilities**

Primary health care facilities such as clinics and community health care centers (CHCs) offer primary health services. Primary health care includes functions such as immunization, family planning, treatment of non-communicable diseases and disease prevention at community level.

In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 5km radius is deemed to be the recommended walking distance to a Clinic. The CSIR Guidelines also indicate that a Clinic is to serve a population of approximately 24 000 to 27 000 people. The number of Clinics for the area is considered sufficient as they are within the recommended walking distance.

Facility	Use capacity and threshold
Clinic	To serve an estimated minimum of 5 000 people

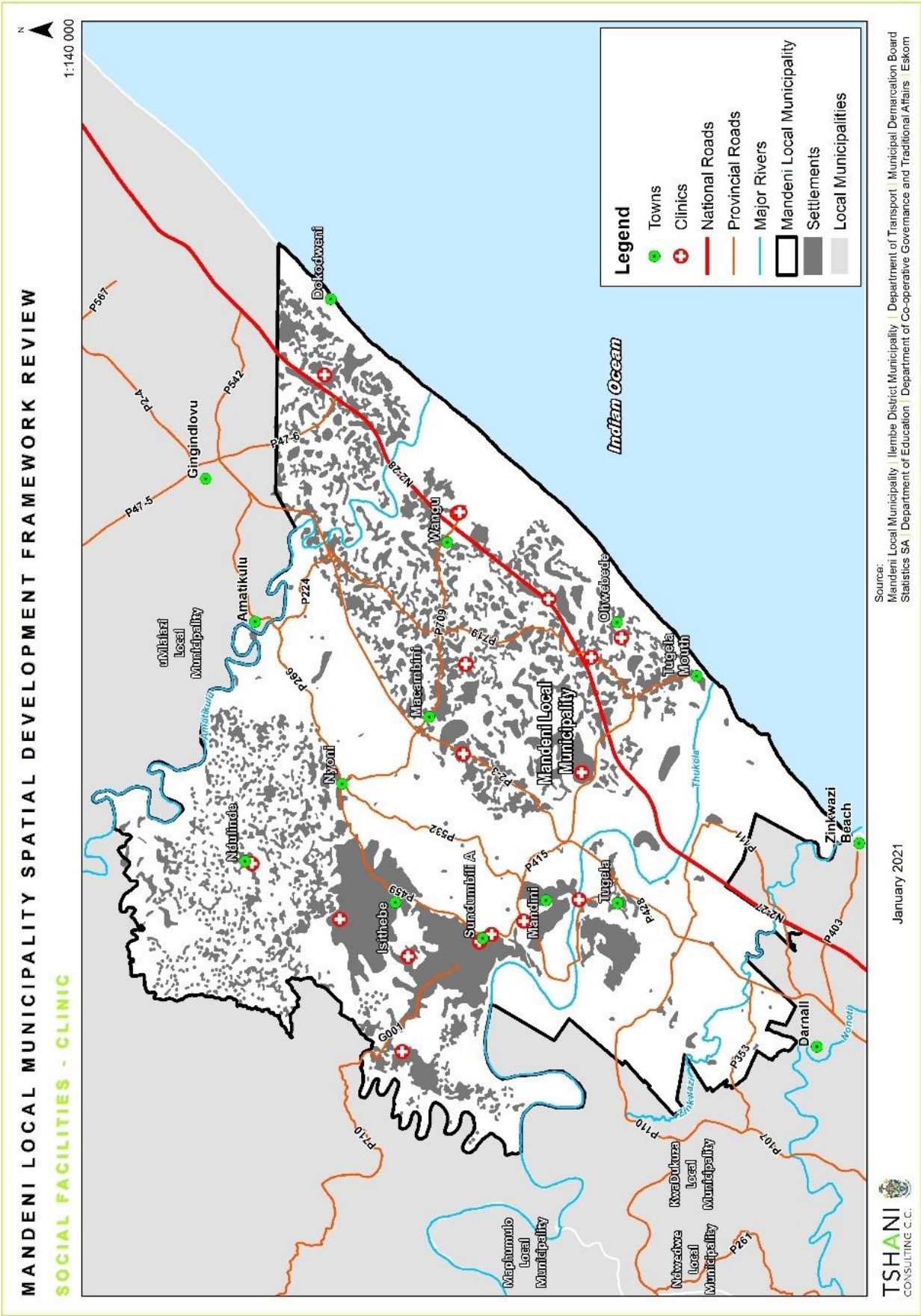
The spatial location of health facilities are closely related to the settlement pattern of the Municipality, with higher numbers of health facilities located closer to the major towns of the municipality. Within the Municipal jurisdiction, there are 16 health Clinic's. Clinics are located within the following areas:-

- Ndulinde
- Isithebe
- Dokodweni
- Wangu
- Ohwebede
- Macambini
- Mandini
- Sundumbil A

The key health facilities within the Mandeni Local Municipality are identified:

- Dokodweni Clinic
- Macambini Clinic
- Ohwebede Clinic
- Ndulinde Clinic
- Hlomendlini Clinic
- Mandeni Clinic
- Isithebe Clinic
- Sundumbili CHC





## HUMAN SETTLEMENTS

### MANDENI MUNICIPALITY CLASSIFIED AS HOUSING DEVELOPER

Mandeni Municipality has been classified as housing developer by the provincial department of Human Settlements, thus enabling the municipality to facilitate the development of housing project. In order to attain this classification, the municipality needed to submit the detailed business plan for proposed housing projects to be funded by the department. This process was undertaken in 2008, hence it has been classified as housing developer.

### HOUSING SECTOR PLAN

The municipality is currently undergoing the review of the housing sector plan that will take into consideration the Human Settlements Spatial Master Plan.

### CURRENT HOUSING NEEDS

Housing was identified as a key issue in the community participation process of the IDP. As part of the Integrated Development Plan Process and Land Identification Study for Low-cost Housing, a range of population projections were undertaken to provide a base for the determination of present and future housing needs, specifically in the low-cost group. With reference to the 2016 statistics which still reflect a high percentage of people without proper houses it is evident that the housing demand is very high in the rural areas. Therefore, it is suggested that the rural housing projects be prioritized in the rural housing program that seeks to reduce the backlog in basic infrastructure services within the rural areas.

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

Community residential unit is one of the priority projects that has been identified as a housing need within Mandeni. This project will be implemented through the assistance of the Department of Human Settlements once the budget is made available.

### HOUSING BACKLOG

From the table below, it can be seen that the municipality has a total backlog of 15,785 housing units, although an immediate need for 4,964 units exist

WARD	FORMAL HOUSING	INFORMAL HOUSING	TRADITIONAL	BACKLOG
1	927	9	432	441
2	1 054	32	553	585
3	2 219	34	150	184
4	2 981	109	311	420
5	486	4	888	892
6	689	2	706	708
7	2 788	421	286	707
8	1 633	41	423	464
9	1 497	26	327	353
10	1 067	191	1 744	1 935

11	716	518	1 230	<b>1 748</b>
12	1 568	779	1 818	<b>2 597</b>
13	1 354	41	1	<b>42</b>
14	3 033	36	11	<b>47</b>
15	1 681	23	13	<b>36</b>
16	1 316	1 098	1 285	<b>2 383</b>
17	1 561	1 600	643	<b>2 243</b>
<b>Total</b>	<b>26 570</b>	<b>4 964</b>	<b>10 821</b>	

## PLANNED HOUSING PROJECTS

The table below provides an overview of planned housing project that still require funding. These projects will be implemented once budget is made available by the Department of Human Settlements.

NO.	PROJECT NAME	SUBSIDIES	WARD	STATUS
1	Isikhonyane Phase 2	1000	6,11,16,18	In Packaging/ Feasibility
2	Manda Farm	500	7	Packaging / Feasibility

## CURRENT HOUSING PROJECTS

LOCAL MUNICIPALITY	WARD NO.	PROJECT NAME	PROJECT STAGE	MTEF (2018/2021)	
				2020/2021 R (000)	2021/2022 R (000)
Mandeni	3, 7, 10, 11, 12, 13, 14, 15, 16, 17, 18	Inyoni Slum Clearance	Construction		R500 000.00
	1, 2, 8, 9	Macambini	Construction	48 071 520	R16 096 786.25
	11, 12, 16, 17, 18	Isithebe	Construction	47 798 280	R16 096 786.25
<b>Total</b>				<b>95 869 800</b>	

## TITLE DEEDS FOR TUGELA EXT 3 & SUNDUMBILI TOWNSHIP R293 PROPERTIES

The Mandeni Municipality through the assistance of the Department of Human Settlement is currently implementing the Resolution 293 Project in Sundumbili A and B and in Tugela extension 3,



The table below provides an overview of the number of households that will benefit in this project.

WARD	AREA	TARGET (TITLE DEEDS)
3	Tugela Extension 3	181
07, 13, 14 & 15	Sundumbili Township A & B	47

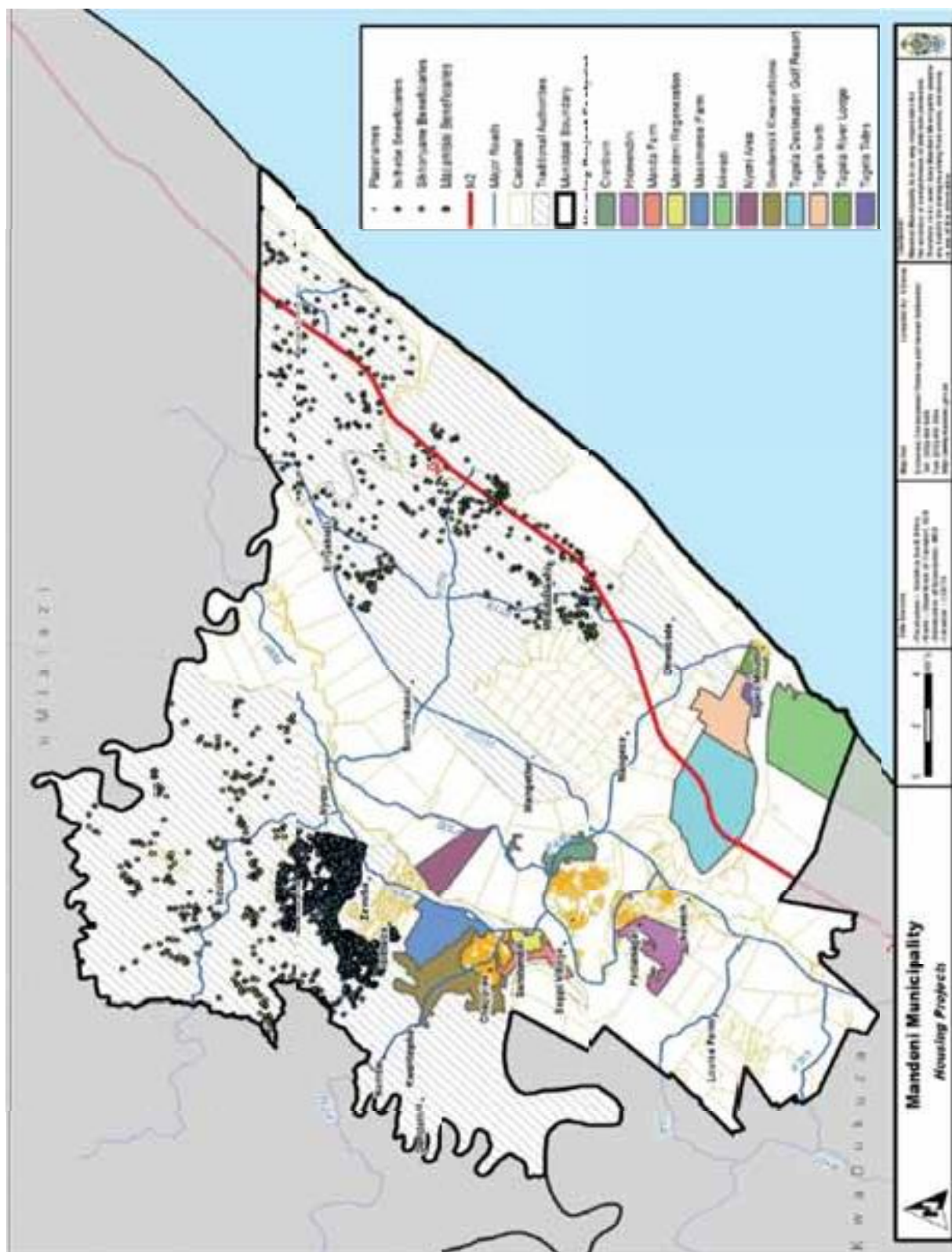
### 5.8.7. SPECIAL NEEDS HOUSING PROJECTS

The Special Needs Housing Program was designed to partner with various Non-Profit Organization to render project preparation services and assist them with mobilizing capital funding for repairs, restore or built new structures. NPOs with service level agreement with Department of Social Development and support for expansion plan are assisted to apply to Department of Human Settlements for capital funding. NPOs apply for housing subsidies through Institutional Housing Subsidies since they cater for vulnerable group's women, children, aged and people living with disabilities. This program is initiated by the Project Preparation Trust.

The table below reflects the identified projects within the Mandeni Municipality

Project Name	Type of special needs	Nature of investment	Developer / NPO	Project cost	Status quo agreement	DSD SL
The House of Hope Recovery Centre	Shelter for abused women & children	Institutional housing subsidy for Vulnerable Groups	The House of Hope Recovery	R2 923 453	The House of Hope appointed PPT to assist them with the application for housing subsidies to Department of Human Settlement.	Service level agreement with DSD in place.
Ikhwezi Care Centre for mentally and physically challenged people	Centre for mentally and physically challenged people	Institutional housing subsidy for Vulnerable Groups	Ikhwezi Welfare Organization	R9 355 040	Ikhwezi Welfare Organization appointed PPT to assist them with the application for housing subsidies to Department of Human Settlement.	Service level agreement with DSD in place
Ukuphumula KwaMashandu Old Age Home	Old age home	Institutional housing subsidy for Vulnerable Groups	Ikhwezi Welfare Organization	R5 262 210	Ikhwezi Welfare Organization appointed PPT to assist them with the application for housing subsidies to Department of Human Settlement.	Service level agreement with DSD in place







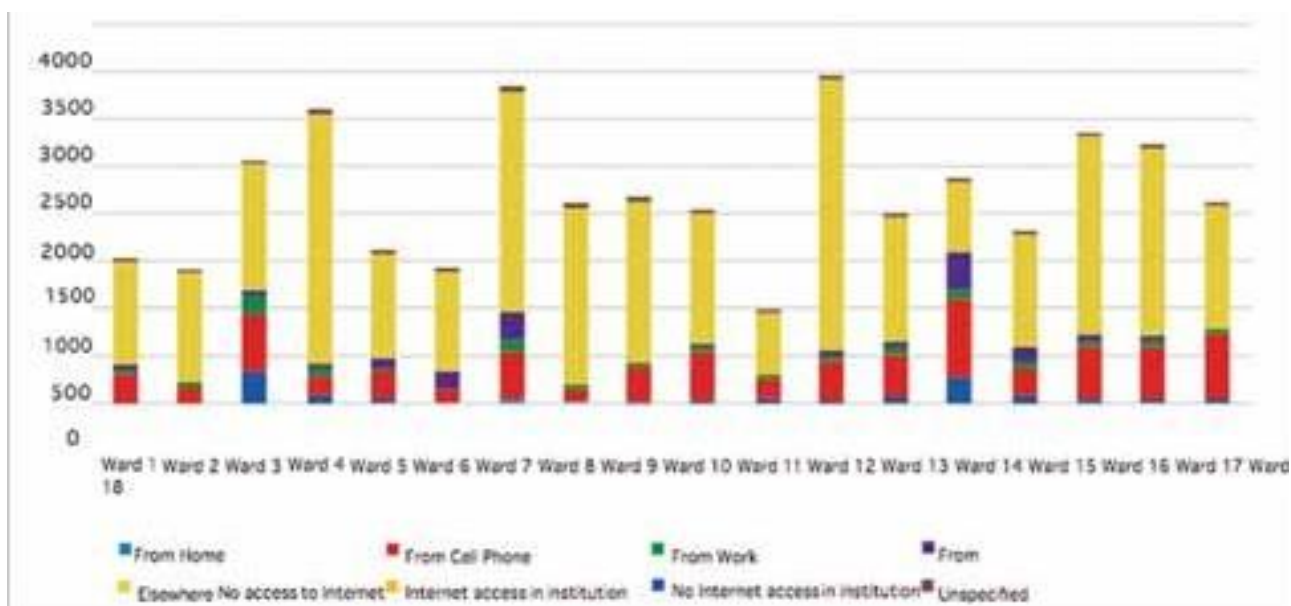
## TELECOMMUNICATIONS IN MANDENI

The National Development Plan places information and communications technology (ICT) as an integral part of South Africa's economic growth prospects. It argues that the ICT sector by 2030 will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous.

However, the NDP notes that while all South Africans should be able to acquire and use knowledge effectively, the high domestic cost of broadband internet connectivity is a major hindrance. To address this challenge in part, South African government developed a national broadband policy and strategy that was gazetted on 06 December 2014. This policy is referred to as South Africa Connect. iLembe District Municipality, together with the four local municipalities within the district, have long recognized and embraced the socio-economic benefit provided by accessible and reliable broadband connectivity to all citizens and business entities. This is evidenced by the broadband feasibility study and the pilot project that iLembe District embarked upon as early as between years 2009-2011. This gave rise to the iLembe Broadband Master Plan Development Projects, which were undertaken by Enterprise iLembe on behalf of the District. The outcome of the projects indicated that:

## CURRENT CONNECTIVITY STATUS

The municipality is currently connected to the internet through 2 Mbps VPN/MPLS copper infrastructure on the Telkom ISP. One of the main areas, Sundumbili, currently has no internet connectivity and has an urgent need for such. No connectivity diagrams were supplied by the municipality, as their existence was uncertain. Network connectivity tests were carried out to measure the actual network throughput.



## Household Access to Internet (Stats SA)

Mandeni Municipality is connected through a VPN/MPLS network through a copper infrastructure provided by Telkom on a price tag of R 30,000.00 per month. Such an amount for 2 Mbps is quite steep, but understandably, it could be due to a dilapidated infrastructure in the area. The situation is worsened by the fact that no internet connectivity exists in the other areas served by the municipality due to exceedingly high prices being quoted by telecoms companies the municipality has already approached over time.

The suggestion for a quick win would be to consider the use of overhead optic fiber to interconnect the Mandeni area, rather than microwave or satellite, which has been attempted but found to be exorbitantly priced. This solution would work in tandem with a long-term plan of deploying fiber along the N2 route from Stanger to Mandeni, which would also serve the Maphumulo Municipality, instead of relying on microwave or satellite. The disadvantages of microwave are that it is suitable mostly for short distances, e.g. 10km before using repeaters and is prone to high bit error rates, especially in bad weather. Satellite is currently expensive as a broadband medium for a large-scale use feeder network.

#### REQUIRED INVESTMENT (COSTING)

The total project costs are estimated (indicative only) at a capital cost of R338 288 597 (three hundred and thirty-eight million, two hundred and eighty-eight thousand, five hundred and ninety-seven Rand) once-off and a monthly recurring cost of R 437,560 (four hundred and thirty-seven thousand, five hundred and sixty Rand). The project cost has been calculated from total equipment investment, including labor, installation and commissioning costs, but excludes project management fees.

The above costs also include 620Mbps of internet access, which is scalable (without additional infrastructure investment) as demand increases.

Mandeni is the second biggest local municipality within the district in terms of government buildings requiring broadband access. There are a total of 10 buildings over a wide area, but not as large as KwaDukuza.

The biggest cost driver is the Ndulinde library and Amatikulu iLembe office, which contribute to large optic fibre distances.

#### MANDENI BROADBAND NETWORK COSTS

The estimated monthly recurring cost for Mandeni Municipality, based on the invested capital expenditure, is R51 935.00.

#### INFRASTRUCTURE PROJECTS RELATING TO NATIONAL AND LOCAL GOVERNMENT ELECTIONS

The Mandeni Local Municipality has not set aside a budget specifically targeting projects relating to National and Local Government infrastructure, however the municipality has completed the construction of infrastructure projects in most of its municipal wards which may be used by the Independent Electoral Commission as voting stations during the National and local elections. The municipality has also completed road maintenance projects and other rural electrification projects that will benefit the IEC and community during the elections.

The table below provides an overview of the infrastructure projects which were implemented by the municipality to contribute

WARD	PROJECT NAME	PROJECT STATUS	BUDGET TO BE UTILISED
18	Construction of a Community Hall	Complete	R 5 050 000.00
14, 8, 3	Construction of Sports Facilities in Chappies (W14), KwaChili Macambini (W8), Padianagar (W3), Highview Park (W3)	Complete	R 15 994 594.01
3	1KV Mandeni Overhead Line Upgrade	Complete	R 1 537 575.07
9	Makhwanini Electrification	Complete	R 10 393 017.43
10	Khenana Electrification Project	Complete	R 1 859 298.18

## SWOT ANALYSIS FOR BASIC SERVICE DELIVERY AND INFRASTRUCTURE

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Approved policies and by-laws.</li> <li>• Approved infrastructure sector plans.</li> <li>• Committed staff compliment with family-like work culture.</li> <li>• Dedicated infrastructure grant funding.</li> <li>• National and Provincial Government support.</li> <li>• Strong leadership of the TSIDD.</li> <li>• Ongoing in-house TSIDD capacity and capability building initiatives.</li> <li>• Institutional knowledge of longer serving staff members.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient number of skilled engineering and supervisory personnel.</li> <li>• Insufficient financial resources to properly manage ageing infrastructure assets.</li> <li>• Insufficient number of mechanical plant and equipment.</li> <li>• Lack of appropriate MIS to support the TSIDD.</li> <li>• Lack of efficient support from internal support departments.</li> <li>• Reliance on grant funding for infrastructure development.</li> <li>• Heavier workloads on existing staff due to staff shortages negatively affects morale of staff</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Opportunity to expand the electricity distribution license of the municipality thereby increasing municipal revenue and reducing dependency on grants.</li> <li>• Geographical location of the municipality has potential to attract investment that could improve infrastructure development.</li> <li>• Collaborative partnerships towards improved infrastructure development and management.</li> <li>• Collaborative partnerships towards capacity and capability development of the TSIDD.</li> <li>• Technological advancements and innovation in the engineering sector creates opportunity to improve efficiency thereby gaining more from scarce resources</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient financial resources prohibit proper infrastructure assets management thereby placing new and existing infrastructure assets at risk of dilapidation.</li> <li>• Climate change adds more burdens to already limited resources within the TSIDD.</li> <li>• Theft, vandalism and illegal developments negatively affect infrastructure development programmes.</li> <li>• Indigent population growth without growth in revenue increases backlogs and adds burden to constrained resources.</li> <li>• Reliance on grant funding as revenue streams are too small.</li> <li>• Insufficient number of skilled engineering and supervisory personnel.</li> <li>• Sparse and vast rural settlements increase infrastructure provision costs.</li> <li>• Scarcity of gravel borrow pits for maintaining the vast amounts of gravel/dirt roads.</li> <li>• Slow performing economy resulting in reduced grant funding.</li> <li>• Declining staff morale.</li> <li>• Land tenure not conducive for rapid infrastructure development.</li> <li>• Implementation of projects on slow pace due to budget cuts from National office this has resulted in numerous service delivery protests related to provision of housing</li> </ul>

## 6. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

### INTRODUCTION

The aim of the Local Economic Development process is to stimulate interaction between the Mandeni Municipality, the local business sector and the community to establish a common framework and understanding of the opportunities that exist, to advance economic growth, development and employment to facilitate a better life for all in the community. The Corona Virus also known as the COVID-19 was announced as a National Disaster and declared the Nationwide Lockdown with an aim of preventing the escalation of the COVID-19 pandemic. Although there is an economic cost caused by the coronavirus pandemic, the broader social cost of such a loss of life should not be overlooked. The coronavirus is disrupting people's lives, even before its impact is directly felt the community. The section provides an overview of Mandeni Municipality approach to the Local Economic Development of the area and will also provide an overview of the Municipalities Covid-19 Strategic Economy recovery plan.

### CAPACITY OF THE MUNICIPALITY

The municipality has a designated LED office, which consist of Manager LED and LED officer. As articulated in the above organogram the following are constraints exist within the unit where the following vacancies are not filled:

- Rural Development and Poverty Alleviation officer
- Agriculture and Nature conservation officer
- Manufacturing and investment administrator
- Business licensing and compliance administrator
- EPWP coordinator yet the function with Technical services department.

Concerning institutional arrangement, the municipality has the following forum in place to deal with local economic development issues ensure reporting on projects aligned to other program coordinated by other sector departments and private sector. These forums are:

- LED Forum - This sits as an umbrella forum for all the other sub-committees. LED forums takes place once every quarter:
- Community Tourism Organization (CTO) subcommittee to deal with tourism related development issues.
- Business Forum - deals with emerging entrepreneurs and SMMEs
- Agriculture Forum- deals with agriculture projects and ~~programs~~ Informal economy chamber

In terms of alignment with different economic fora, the chairperson of the CTO serves as community tourism association (CTA), which is a provincial structure that deals with tourism related issues. The Business forum aligns with iLembe Chamber of commerce. Agriculture forum aligns with DAMC (District Agriculture Management Committee), which deals with alignment of agriculture project with national Agri-parks initiative.

## POLICY/REGULATORY ENVIRONMENT

### THE MANDENI INFORMAL ECONOMY

The Mandeni Municipality has a Informal Traders Policy in place. The policy was Developed during the 2017 - 2021, to regulate the informal economy for a period of 5 years therefore the informal trader's policy has been designed to align with the current term of council. The survey of the Informal Trading sector within the MANDENI was conducted in 2010 revealed that more than 90% of traders had chosen to engage in informal trading as a result of not having jobs or losing a job. This indicated the significant role that Informal Trading played dealing with unemployment. Also significant was the fact that majority of the traders were female; this form of business activity is increasing because of its flexible working hours as well as the opportunity it provides for additional income generation for the poor. Review and adoption of the policy takes place on annual basis where it policy is amended and where necessary and tabled at municipal annual policy review session. It is noteworthy that the adoption of the policy is informed by informal economy committee and aligned and municipal term of council thus strengthening the integrated relations.

Major Informal Economy activities include gardening, garbage-picking, child-minders, vendors of food and non- food items... taxi drivers, car wash workers, hairdressers and barbers, bricklayers and stonemasons, tavern and shebeen operators, motor vehicle mechanics and fitters, spaza shop owners and workers, clothing repairs workers, traditional medicine vendors and practitioners, cobblers, domestic workers, and welders. 56.6% of informal Businesses in Mandeni Municipality employ one person. Women dominate the informal economy in Mandeni. 77.6% of informal businesses in Mandeni have stagnant general average growth. The average monthly income for informal traders in Mandeni is approximately R1 417. The major obstacles are similar to those confronting SMMEs and include infrastructural issues, institutional issues and economic issues. In the MANDENI Municipal area, all of the above types of trading are found at various localities. In a number of areas, trading is very concentrated, resulting in pressures on the infrastructure available as well as cause for concern relating to the overall hygiene of some areas. These 'hotspots' are found at the following localities:

- MANDENI Main Taxi Rank
- Sundumbili Plaza
- Thokoza Road
- Isithebe Industrial Area
- Tugela Mouth beach
- Nyoni Craft centre
- Nembe Road
- R102 and N2 routes

Apart from the above-mentioned areas, trading also occurs at numerous intersections, areas of attraction (e.g.) shopping centers and in containers.

### PRINCIPLES IN MANDENI'S APPROACH TO ESTABLISH INFORMAL TRADE AREAS

The Key Principles that govern the Municipality's approach to Informal Trading are Economic Growth, Promotion of Equity and Spatial Development: Economic growth in the informal trading through facilitation of the following aspects:

- Linking the development and growth of trading areas to commercial zones in order to create viable hubs of business activity that mutually benefit formal and informal businesses;
- Seeking to link traders to a range of facilities, capacity building and business support services that caters for

the different levels of traders, from the weekly Saturday trader and small survivalist trader to larger traders;

- Ensuring that the buildings and property owned by the Municipality are used for the maximum social and economic development of the community within which they are located;
- Targeting highly accessible and visible locations for the promotion of tourist-related trading in order to derive benefit for informal traders from the tourism potential.

The Promotion of Equity within Mandeni to create a dignified Municipality through:

- Spreading public spending in an equitable manner throughout the Municipality with an emphasis on the poorer parts that have not historically benefited from public sector investment;
- Viewing the location of public sector investment as an opportunity to integrate communities that have historically been spatially separated; Using the development of the informal trading infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas within the Municipality;
- Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk;

Through effective Spatial Development: Informal trading contributes to the value of public places as amenities and places of dignity and has the potential to be a catalyst for generating positive public spaces through the following:

- Developing those areas that will have most significant impact on the largest number of people, i.e. areas with large flows of pedestrian traffic;
- Allocating space for informal trading areas in accordance with the broad Spatial Planning Framework of the Municipality and the local area Precinct Plans;
- Providing minimal infrastructure for informal trading, which would vary depending on the type of activity;

The ultimate goal of this Policy and Management Framework is sustainable urban management, which plans, designs and manages the Mandeni Towns that is able to accommodate Informal Trading in designated streets, public open spaces and markets in a positive well managed environment.

## **POLICY REGULATING STREET VENDORS ALLOCATION OF MARKET STALLS (INFORMAL TRADING)**

The provision of a street trading facility by Council is to enhance economic opportunities and job creation. This takes into consideration the broad principles of previously disadvantaged communities, gender, youth and the disabled. The policy is based on prescriptions of Section 152 and 156 of the Constitution of the Republic of South Africa (Act 108 of 1996) and Section 11 of the Municipal Systems Act (Act 32 of 2000).

## **GUIDING CONDITIONS FOR ALLOCATION OF STALLS**

Each stall shall be allocated its distinct number and will be allocated under the following conditions:

- One site per trader per household, and each trader must be in a position of a valid permit issued by the relevant Permits issuing Authorities, (refer to paragraph 6.1).
- Commitment to pay for stall rentals as per Annexure B (fees may escalate in terms of Council's Tariffs of Charges);

One-year non-transferable permit containing details of the street trader, products sold and the number of the market stall.

- The trader must be 18 years or older.
- The trader must operate within the structure allocated to him or her without putting any extensions to the original structure.
- The trader must not have any formal business or formal employment.
- Permit will be renewed, thirty days before the expiry date of the existing permit.



## Chapter C ..continue

- Failure to renew permit on time will result in penalties.
- Only traders with a valid permit obtained from the Council shall be allowed to trade.
- No formal business will be allowed to operate as an informal trader i.e. even taking out staff member to apply for a trading permit.
- The Municipality will ensure that allocation of sites for Informal Economy does not infringe on the formal business sector.
- The municipality also has to ensure that allocation of sites needs to address viability of businesses per street and cater for diversified trade.
- No open fires are allowed on the streets unless so demarcated for.

Permits will only be issued if the following requirements are met:

- Two passport photos plus two of an alternate.
- Copy of certified ID book/valid Home Affairs permit.
- Proof of residence
- Type of goods to trade
- Applicant must be prepared to attend training offered by Council Officials.
- Proof of unemployment issued by the department of Labour/Affidavit.

## INVESTMENT/RETENTION POLICY

Creating inclusive business growth in Isithebe (Isithebe Industrial Park / Township Economy / Jurisdiction of Mandeni Local Municipality)" The Investment Promotion and Facilitation Strategy was undertaken by ILembe District on behalf of the District and family of municipalities. (The policy is attached as annexure P). The study aimed to achieve the following:

- Identifying the strengths and weaknesses, and comparative advantages of the iLembe District;
- Identifying and promoting priority sectors within the iLembe District;
- Developing a comprehensive implementation strategy outlining how investment aimed at maximising resource usage will take place at the local level;
- Developing a monitoring and evaluation framework to ensure that investment promotion and facilitation efforts are having the desired impact.

The LED Unit seeks to promote management and control of the facility. Contravention of any legal provisions including Council's By-laws constitutes an offence. An officer or designated official may remove and impound any goods, articles or receptacles that he/she reasonably suspects are being used or are intended to be used or have been used in contravention of Council's Street Trading Policy and By-laws. In addition to the main objective, there is a need to highlight that:

- That the Strategy will serve as an essential planning tool to guide government, capital, investor and entrepreneurial talent. Public and private sector initiatives would be encouraged and support given to strategic programs, designed to achieve the overall economic goals and target.
- District IPFS would identify priority sectors to benefit from various government and private sector interventions.
- The District IPFS will improve the prioritization of investment, both public and private to increase its impact on the beneficiaries.
- The District IPFS will build upon expertise and good practice that can be divided into two key building blocks:
  - The first is to collect up-to-date intelligence on investor preferences and combine this with peer-learning from experts from investment promotion agencies in emerging markets.
  - The second building block is to use state-of-the-art approaches for strategic alignment of objectives, actions and targets; this should be developed in the context of a framework aimed at building long-term outlook and gaining the commitment of stakeholders.

A specific framework will be implemented using a phased approach to ensure that the iLembe District IPFS addresses the various governance levels and key stakeholders to the investment promotion and facilitation process, particularly:

- Interactions between stakeholders as the provincial, district, and local level – to assess progress areas, successes and failures with an aim to measure and evaluate performance versus the current growth agenda.
- At the sector level - to develop a quantitative and qualitative view of investor attractiveness and a sectoral gap analysis using baseline information and market intelligence.
- At the investor level - to provide insights on FDI and outward FDI needs, and constraints to growth by mapping synergy between high value sectors, key areas for investment consideration (pull and push factors) and select investor groups.

### **CONCERNING MANDENI LOCAL MUNICIPALITY:**

The Mandeni Isithebe area has experienced difficulty in attracting and retaining investor business as this area has been perceived as poor investment climate. This lack of confidence has given rise to high unemployment rates and high levels of poverty. Yet comparing Isithebe Industrial Park with other industrial parks in the province, it is noted some of these industrial parks offer incentives, that are more investor friendly. More needs to be done in terms of integrated economic development initiatives with the support of economic development partners in the area; and more needs to be done in improving the marketing of the Isithebe area and public relations with all stakeholders in the area. In partnership with the following stakeholders Trade & Investment KwaZulu Natal (TKZN); Enterprise iLembe (Ei); Vuthela, Isithebe Business Cluster (IBC), Mandeni Local Municipality, EDTEA, Pambili Energy, Smart Exchange, Umfolozi TVET, Enterprise iLembe Business Incubator, Ithala, DTI/Invest SA, Local Business Forums, support interventions have been proposed:

1. An establishment of an Integrated Business Incubator / Business Support Centre / Specialized Sector Based Incubator, this program will align and coordinate of all existing/planned programs (Ei Incubator, Youth Entrepreneur S, DTI - ICTE, Umfolozi etc); Source suitable premises at Isithebe (Ithala/Existing Umfolozi College); Provide Entrepreneurship mentoring and Provide Business training and support. In proposed time of 3-6 months.
2. Industry expertise and skills requirements vs TVET Skills Database (Trade/Graduates) and identify quick win opportunities for filling vacant jobs. Proposed action to the intervention will be to conduct a short survey on skills, expertise requirements and vacancy with existing businesses in Isithebe. (Link to TKZN survey with 200 business in Isithebe / Jobs / Investments); Compile and verify database of graduates from the Umfolozi TVET; Unemployed graduates' database (LM); Reconcile gaps between skills and existing opportunities; and Placement of learners with industry in Isithebe. In proposed time of 6 months.
3. Packaging of greenfield projects in the green economy e.g. waste management/recycling for women and youth ownership partnerships. Proposed support action, sharing information on research and concept documents; and Implementation of Business Plan (developed by Isithebe Business Cluster). In a duration of 12 months.

## **MUNICIPAL LAND DATABASE**

Mandeni Municipality has a valuation roll that contains the municipal valuations of properties within the Municipal jurisdictions. Using the municipal property valuation stipulated in a general valuation roll, Mandeni Municipality utilizes this to calculate the rates a property owner is required to pay. According to Municipal Property Rates Act 06 of 2004, a general roll must be produced at least every four years in order to minimize the impact of value changes on owners. Mandeni Municipality currently has a council approved 2018/19 General Valuation Roll and all properties are valued at their market value on the date of valuation thus ensuring a fair and equitable rates base. The Municipality in 2015 embarked on a Municipal wide land audit this was done in order to achieve the following:

- To update an inventory of existing land parcels with precise land ownership details and extent.
- Through this process the Municipality will manage to update cadastral information data.
- This process also allows the municipality to develop a clear understanding of land tenure patterns.
- Upon identifying land tenure patterns, the municipality will be in a position to identify possible areas or land that could be used for other development proposals
- Furthermore, this process allows the municipality to keep proper records for future purposes.

In this regard, Mandeni Municipality utilizes both the Valuation Roll and Land Audit data as an inventory of Municipal owned land but not limited to as both also capture privately owned properties/land.

## **SMALL MEDIUM MICRO-ENTERPRISES DATABASE**

Small Medium Micro Enterprises (SMMEs) represent an important component of the local economy and play a major role in the job creation, economic growth and poverty alleviation. As such, the Mandeni Municipality has identified the need to support the development of the SMMEs across the economic sectors through the creation of opportunities for growth and development. This is partly to be achieved through improved governance, infrastructure development, and improved access to information. The SMME sector is highly diverse, with structures, problems, growth potential and access to support differing widely between segments. These differences relate as much to the economic sectors as they relate to the stages of growth of enterprises, for example, start-up, expanding or stagnating. The LED Unit has established the LED Database for all active, registered SMMEs and cooperative. The municipality is committed to capacitate emerging contractors in upskilling them through contractor development program, entrepreneurship program, ABSA Bank initiative and LED Quick wins. Validation of activeness of the SMME has to be aligned to requirements of CIPC and SARS and the municipal LED office acts as facilitators between parties

## MANDENI CO-OPERATIVES DATABASE

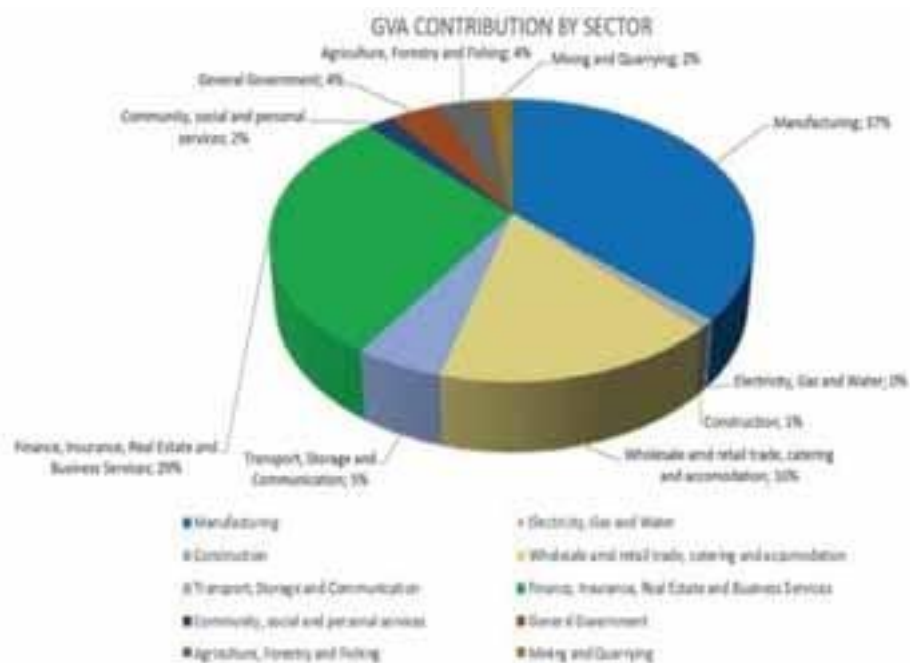
WARD	BUSINESS NAME	CONTACT PERSON
12	Isebenzakahle Co-Operative	Busisiwe Sizani Ndimande
	Silwanendlala Co-Operative	Msawenkosi Mkize
14	Mamabomthandazo Co-Operative	Thembisile Joice Mwandla
12	Zithuthukise Wena Club	Miriam Gumede
4	Ukukhanya kweSalem	Khiphela Flora Mathonsi
2	Zilingasele Group	Brian Khumalo
6	Umsimelelo Adulty and Youth Sewing	Weziwe Zungu
	Siyazama Sewing	Nobuhle Mthimkhulu
7	Senzokuhle Sewing Club	Gloria Makhoba
9	Basadi Co-operatives	Nombuso Dube
13	Ithubalethu Sewing	Jabulile Xulu
1	Vulamehlo Ngcuya	Lindiwe Zulu
4	Sizabantu Club	Landeni Mbatha
5	Ndimas Co-operative	Bukisile Dube
11	Ubambiswano	Philisiwe Dlamuka
	Umzamo Fashion Design Co-Op	Busisiwe Mabizela
16	Tholimpilo Club	Rose Ngema
6	Home of joy Co-op	NP Mnyandu
	Iphupho Multi-purpose	Lindiwe Zibisi
1	Siyazama Projects	Sebenzile Dube

The table indicates iLembe District IG Funded Projects from Quarter 1 to 3. This performance is marked against other municipalities in the District.

WARD	ILEMBE DGDP	MANDENI LED RESPONSE
Inclusive economic growth	Develop and promote agricultural potential	Promote development of agricultural cooperatives through support in farmer production support unit e.g. Mandeni Manchester Farm Project.
	Enhance sectorial development through trade and investment and business.	Formed partnership with Trade and Investment KZN in business retention and expansion program, e.g. Launch held 8 March 2017.
	Promote SMME and Entrepreneurial development	Initiated contractor development programme to enhance skills and improve grading status for Mandeni contractors and emerging entrepreneurs Initiated pilot programme for young and emerging entrepreneurs to enter large scale economy e.g. industries
Human Resource development	Support skills development to economic growth	In partnership with SEDA and Mandeni Umfolozi FET offer capacity building programmes for cooperatives, informal traders and SMMEs.
Environmental	Expand the application of Green Technologies	Mandeni in the process of implementing the renewable energy hub at Isithebe Estate.
Sustainability		Mandeni currently implementing working for the coast programme that is responsible for alien clearance along the coast and dune rehabilitation.
Good Governance	Promote participative, facilitative accountable governance	Stage LED forums on quarters basis to promote participation among LED key sectors (Agriculture, Tourism)

## KEY ECONOMIC DRIVERS

The Mandeni Municipality economic sector is characterized by the below with the Gross Value Added depicting a picture of which are the dominant sectors. Manufacturing sector is the largest contributor to the GVA of Mandeni accounting for 37% of the total GVA, followed by finance, insurance, real estate and business services (29%), wholesale and retail trade, catering and accommodation (19%). Agriculture, general government, transport and construction sectors contribute minimally to the municipal GVA each accounting for 4%, 4%, 5 and 1 respectively. The following diagram summarizes the sectors contribution to the Mandeni's Gross Value Added (GVA).



Source: Calculation based on Quantec data, 2013

## MANUFACTURING

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

- The core infrastructure and service strengths of the location remain relevant;
- Access to labour;
- Impact on HIV and AIDs
- Weak business-to-business networking;
- Disconnection between Isithebe and surrounding communities (especially Sundumbili);
- Many firms have not developed significant competitive advantage;

- Isithebe is showing signs of some decline but is by no means in crisis

The industrial estate continues to be an effective manufacturing hub, offering cost-effective production space to prospective investor's midway between the important import and export facilities offered by Durban and Richards Bay. Isithebe is well-run and provides a solid operating environment. It is well placed to participate in the momentum created by the multi-modal logistics platform for the Durban- Richards Bay corridor. The rail links between the King Shaka Airport and Richards Bay harbor are an important component of this advantage. Isithebe has been identified as the likely base for an industrial development zone (IDZ), and planning is under way to bring this about. IDZs come with concessions and incentives, designed to accelerate industrial investment in the new globalized environment. The following key issues within the manufacturing sector could benefit Mandeni Municipality should the municipality avail the much-needed manufacturing/industrial hub:

Manufacturing is important to KwaZulu-Natal and clothing and textiles form a significant part of the economy. More than 40% of South Africa's textiles are produced in this province; South African footwear is manufactured in KwaZulu-Natal. The textile sector is well developed, especially in cotton and cotton/synthetic blended products. There are also fabric and garment knitters and the country's primary undergarment manufacturer is located in the province. A variety and diversity of yarns, fabrics, home textiles and industrial textiles are also manufactured. The clothing sector is also well established in KwaZulu- Natal, with approximately 525 clothing firms; A few very large manufacturers have developed a strong export base 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 act as 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 labor-intensive nature, employment generation is an important benefit of this industry, particularly for women workers who often comprise a large proportion of the manufacturing labor 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 that collaborative efforts are beginning to yield an export strategy that will be good for business and investors in South Africa.

TABLE SHOWING ANNUAL GROWTH PER SECTOR

YEAR			2011%
Industry	27886.78		100
Total	3336.466		100
Agriculture, forestry and fishing	126.2756		3.78
Mining and quarrying	50.38561		1.51
Manufacturing	1247.823		37.40
Electricity, gas and water	7.566253		0.23
Construction [SIC: 5]	31.06001		0.93
Wholesale and retail trade, catering and	532.4409		15.96
Transport, storage and communication	170.4363		5.11
Finance, insurance, real estate and business services	967.154		28.99
Community, social and personal services	80.35822		2.41
General government	122.966		3.69

Source: Mandeni LED Strategy 2021



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## SECTOR OPPORTUNITIES

In order to identify projects that possess the potential to be developed and which are likely to have a significant impact on the economy, it is necessary to identify the current and future potential economic development opportunities within the Mandeni municipal area.

As summarized in the Mandeni Local Economic Development Strategy a range of development opportunities and constraints in the Mandeni municipal area exist which include the following:

The agriculture and manufacturing sectors as well as the tourism industry within the Mandeni municipal area have all been shown to have a comparative advantage, with the tourism industry demonstrating a latent potential comparative advantage.

Opportunities identified within the agricultural sector include the development of agricultural value chains, organic horticulture products, hydroponics and aquaculture as well as a focus on niche high-value agricultural products.

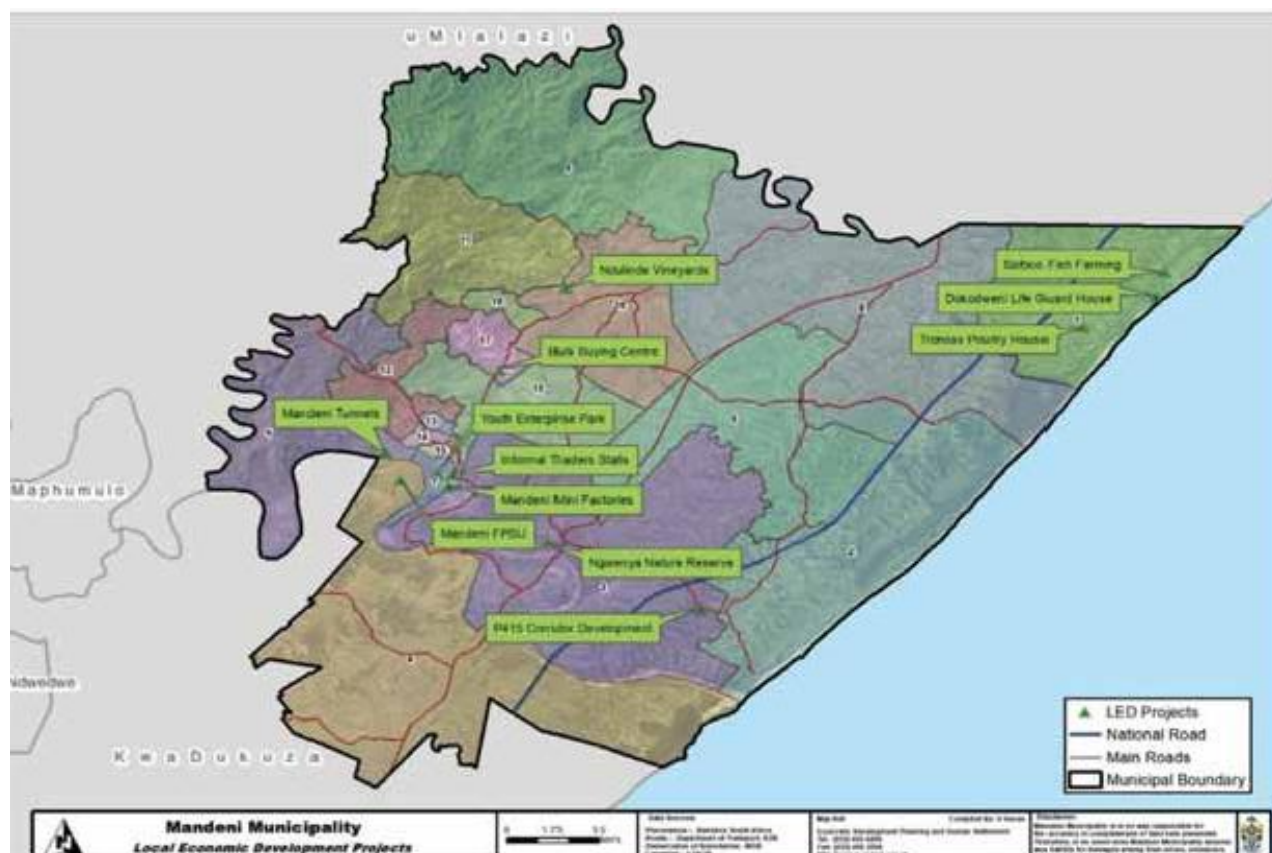
Development opportunities within the manufacturing sector include agro-processing, waste recycling, timber related products (prefabricated homes, coffins, school desks, etc.). A key gap identified is in the provision of educational services, particularly linked to tertiary education. This has the greatest potential and has positive up- and downstream linkages. The performance of many of the other sectors, such as finance services, is essentially a derived demand

These sectors will benefit from the development of the previous economic sectors as well as the general strengthening of economic linkages within the Mandeni municipal area. The transport and communications sector has a particularly important role to play in terms of creating an enabling environment for economic development. The improvement and expansion of transport linkages and communication technology will improve the accessibility of the municipality.

ECONOMIC DEVELOPMENT		
STRATEGIC OBJECTIVES	To facilitating the creation of employment opportunities for skilled and employable people	
<b>LEVEL OF SERVICE</b> a) Business Development b) Investment attraction and Trade Promotion  <b>CAPACITY</b> A resource team of a LED staff consisting of the following: - Director Economic Development, Planning and Human Settlements, Manager: Local Economic Development, Local Economic Development Officer and Tourism Interns: Economic Research & Data  <b>PARTNERSHIPS</b> The undermentioned partnerships provide strategic support, funding and capacity for the implementation of economic development initiatives: a) EDTEA b) Enterprise iLembe c) iLembe LED Vuthela Programme d) SEDA  <b>CURRENT PROGRAMMES/ PROJECTS</b> a) RASET b) EPWP c) NDPG d) Agripak e) Zibambeke f) Operation Phakisa g) Bulk Buying	<ul style="list-style-type: none"> <li>Limited financial resources for project interventions including the disaster relief for affected businesses</li> <li>Absence of a functional Business Forum</li> <li>Limited co-operation between the municipality and Mandeni &amp; Partners in respect of tourism related matters</li> </ul> <b>LOCAL EMPLOYMENT CONSTRAINTS</b> Skills produced at local level does not matched to skills requirement by manufacturing sector in the area.	<ul style="list-style-type: none"> <li>Limited culture of entrepreneurship</li> <li>Limited capacity of emerging entrepreneurs</li> <li>High cost of electricity and rental space in particularly in Isithebe Industrial Estate</li> <li>Weakening tax base</li> <li>Aging infrastructure</li> <li>Lack of affordable housing</li> <li>Limited space in the industrial area for additional expansion.</li> <li>Loss of employment opportunities due to living of investors in the area</li> <li>Impact on the tourism marketing potential of the destination due to extensive loss of natural vegetation</li> <li>Impact of the rebuild of Mandeniregarding the lack of constructionrelated skills</li> </ul>

ECONOMIC DEVELOPMENT			
PROPOSED INTERVENTIONS	DELIVERABLES	TIME FRAMES	TARGETS
Business Development	SMME Training Programme with a focus on the following skills: <ul style="list-style-type: none"> <li>Basic Business Skills</li> <li>Business Concept &amp; Business</li> <li>Plan Development</li> <li>Tender Training</li> <li>Basic Business Finance</li> <li>Basic Computer Literacy</li> <li>SMME Incubator Programme phase</li> <li>SMMEs and Cooperatives business</li> <li>Start-ups funding</li> </ul>	2021/2022	<ul style="list-style-type: none"> <li>SMME Training Programme Schedule</li> <li>Assist 30 SMME incubators</li> <li>Host SMME/BUSINESS FAIR</li> <li>SMME Business one stop centre</li> </ul>
Identification of catalyst economic opportunities	<ul style="list-style-type: none"> <li>Mandeni CBD Revitalization project</li> <li>ICT &amp; Tech -enabled business</li> <li>Industrial/Manufacturing</li> <li>Facilitate Township Economy</li> <li>Facilitate economic inclusion through tourism related initiatives</li> <li>Film Industry Opportunities</li> </ul>	2021/2022	<ul style="list-style-type: none"> <li>Upgrading CBD of Mandeni Town</li> <li>Broadband connectivity</li> <li>Increase in GGP, employment &amp; new business sales in Construction Sector &amp; Finance and Services Sector</li> <li>Unlocking Tourism economic Potential of Ngwenya Nature Reserve</li> <li>Film Industry Opportunities</li> </ul>

ECONOMIC DEVELOPMENT...continued			
PROPOSED INTERVENTIONS	DELIVERABLES	TIME FRAMES	TARGETS
Expanded Public Works Programme	<ul style="list-style-type: none"> <li>• Business Plan submission for EPWP</li> <li>• Job creation opportunities for external projects. Skills Development and skills needs assessment</li> <li>• EPWP Data capturing and data verification</li> <li>• EPWP Grant Expenditure report</li> <li>• EPWP compliance</li> </ul>	2021/2022	<ul style="list-style-type: none"> <li>• Spend EPWP Grant funding allocation</li> </ul>
Private Sector Development	<ul style="list-style-type: none"> <li>• Construction permits</li> <li>• Property Registration</li> </ul>	2021/2022	<ul style="list-style-type: none"> <li>• Setting up systems to simplify, quicken and make more accessible the process of construction permits,</li> <li>• Introduce a simpler, more accessible and cheaper methods for registering transactions</li> </ul>
Building Inclusive Growth through strategy economic sectors.	<ul style="list-style-type: none"> <li>• Improve resource efficiency</li> <li>• Renewal Energy Hub</li> </ul>	2021/2022	<ul style="list-style-type: none"> <li>• Inclusive growth through the green economy.</li> </ul>



## LED PROJECTS FOR 2022/2023 FINANCIAL YEAR

WARD NO.:	PROJECT NAME	SOURCE OF FUNDING	BUDGET
All wards	Implement SMME and Cooperative Support Program	Municipal own budget	R1 000 000.00
All wards	Entrepreneur support program to promote radicaleconomic transformation.	Municipal own budget	R400 000.00
All wards	SMME/Business Fair	Municipal own budget	R250 000.00
1 & 2	Application for Blue Flag Status	Municipal own budget	R22 000.00
1 & 2	Analysis of water samples	Municipal own budget	R1 000 000.00
All wards	Contribution to Ilembe LED Vuthela Programme	Municipal own budget	R 600 000.00
All wards	Support Agricultural Activities	Municipal own budget	R 200 000.00
7	Facilitate the erection of informal traders' stalls	Municipal own budget	R2 000 000
3	Tugela River Raft Race	Municipal own budget	R300 000.00
7	Youth Enterprise Park	Municipal own budget	R100 000.00
3	Town Welcome Sign	Municipal own budget	R50 000.00

### 6.10.1 YOUTH ENTERPRISE PARK PROJECT

In our quest to address the scourge of youth unemployment we adopted a program of well thought interventions: Address skills development through partnership with Mandeni TVET College, SETA and Isithebe Industrial Estate, entrepreneurial assistance and job placement initiatives.

Mandeni is currently implementation Youth Enterprise Park (YEP) project fully funded by the KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs. YEP is focused on supporting entrepreneurs from disadvantaged backgrounds and to ensure that the platform to foster youth economic participation by deliberately enhancing youth entrepreneurship, accelerating the growth of youth-owned and managed enterprises is created. The program is meant to accommodate Youth Enterprises in a structured marketplace (or Youth Enterprise Park) comprising some 20 refurbished containers on Public sector owned land that is fully serviced with the necessary infrastructure and support facilities to create an enabling environment for the growth of Youth owned businesses.

### 6.10.2. VUTHELA ILEMBE LED PROGRAMME

The Swiss government, through the State Secretariat for Economic Affairs (SECO), has partnered with iLembe District Municipality, KwaDukuza Municipality, and Mandeni Municipality on a programmatic approach for Local Economic Development. The program is a 57-month long intervention with the overarching purpose of contributing to the improvement of the iLembe District and the quality of life for its inhabitants.

### 6.10.3. ISITHEBE REVITALIZATION PROJECT

As part of the revitalization of the Township and Rural based industrial part, the DTIC initiated and completed Phase 1 of the Isithebe Revitalization. Includes upgrading of the security infrastructure, fencing street lighting and critical electricity requirement. The Isithebe upgrade further approved a budget of R49,9 million for phase 2 of the revitalization of Isithebe in February 2020. Phase 2 will deal with engineering designs and revitalization of existing roads bulk water supply and sewerage treatment plants for the industrial effluent control.



PROJECT	PHASE
Project	Phase 1: Isithebe Industrial Park Revitalization Project
Project Scope	Phase 1 of the Project covered: <ul style="list-style-type: none"> <li>• security infrastructure upgrades,</li> <li>• fencing,</li> <li>• high mast,</li> <li>• street lighting,</li> <li>• roof covering,</li> <li>• critical electricity requirements</li> <li>• digital hub conversion</li> </ul>
Project Funder	Department of Trade, Industry and Competition
Project Implementer	Development Bank of South Africa (DBSA)
Project Cost	R41 524 949, 00 including VAT
Sub-Contracting Value	30% for local sub-contractor
Job opportunities	Laborers will be sourced locally by the main contractors and as well as sub-contractors
Project Duration	11 Months

## VUTHELA PROGRAMME ACTIVITIES

COMPONENT	PROJECT ACTIVITIES
Public Finance Management (PFM)	<ul style="list-style-type: none"> <li>• Single Indigent Register for all Municipalities within iLembe District</li> <li>• Development Charges Policy, Systems and Implementation</li> <li>• Data Cleansing for KDM, IDM and MDM</li> <li>• Budget Management Training for all Municipalities within iLembe District</li> <li>• Revenue Policy Review and Revenue Enhancement Strategies</li> <li>• SCM Skills audit</li> <li>• SCM Policy review and capacitation programme</li> <li>• Asset Management Training</li> <li>• Councillor Capacitation</li> <li>• Audit and Risk Management</li> <li>• Procurement Management</li> </ul>
Municipal Infrastructure (MI)	<ul style="list-style-type: none"> <li>• Operations and Maintenance Plans</li> <li>• Capacity building and training</li> <li>• Scoping of Asset management systems</li> <li>• Water and Sanitation Master Plan</li> <li>• Electricity Master Plan</li> <li>• Integrated Waste Management Plan</li> <li>• SCADA and control room for electrical services management</li> <li>• Infrastructure Growth and Development Plan</li> <li>• Concession contract review Green infrastructure and Green Procurement</li> <li>• Regional Customer care.</li> </ul>
Partnerships and Co-ordination (PC)	<ul style="list-style-type: none"> <li>• Review and alignment of LED Strategies</li> <li>• Local Economic Development Institutional Mapping</li> <li>• Institutional Assessment and strengthening of iLembe Enterprise</li> <li>• iLembe Growth and Development Strategy</li> </ul>
Building Inclusive Growth (BIG)	<ul style="list-style-type: none"> <li>• Inclusive Growth through the Green Economy</li> <li>• Scoping for other sectors with inclusive growth potential and relevant projects</li> </ul>





## MONITORING AND EVALUATION

The municipality has developed and adopted a Performance Management System (PMS) which sets targets and make commitment to achieve predetermined milestones within specified timeframes. All LED projects and programs are also included in the Municipal Service Delivery Implementation Plans as well as on the Director responsible for Local Economic development to ensure the programs are implemented and to ensure that targets that were set at the beginning of the financial year are achieved. Some of the critical indicators in this regard will include number of jobs created, number of households pulled-out of poverty, production output and contribution to the overall localeconomy of Mandeni.

## MANDENI KEY NATURAL ASSETS/RESOURCES

NATURAL RESOURCE	USAGE OF THE NATURAL RESOURCES / ASSERTS	CONTRIBUTION TOWARDSLOCAL ECONOMICDEVELOPMENT IN MANDENI
Locality of Tugela River	Provide water resource to Mandeni and neighboring municipalities and neighboring industries.	Tourism in the form of Tugela raft race Promotes agriculture development hence employment creation
Quarry stones	Construction works for various development projects.	Contribution toward job security in Mandeni Biggest Contributor towards the district GDP
Ample Sand	Construction works for various development (Housing, Road etc) projects in and around Mandeni	Sand mining contributes towards job creation in Mandeni and surrounding
Nature reserves (Ngwenya, Harold Johnson and Amatikulu)	Promotion of tourism and biodiversity of the area	Job creation
Indian Ocean	Promote tourism	Job creation

## KEY ECONOMIC PLAYERS IDENTIFIED/STRONG OR WEAK NETWORKS IDENTIFIED AND ANALYSED

### NATIONAL LEVEL ROLEPLAYERS

Trade and Investment South Africa (TISA) is a division of the national Department of Trade and Industry that is responsible for trade and investment promotion in South Africa. Its mandate is to develop the South African economy by focusing on investment promotion and facilitation; export development and promotion as well as managing its network of foreign economic offices. The Investment Promotion unit of TISA is responsible for attracting foreign direct investment as well as developing and promoting local direct investment by undertaking the following tasks:

- Identifying investment opportunities in South Africa,
- Packaging investment opportunities,
- Identifying potential investors,
- Promoting investment opportunities,
- Facilitating investment into and in South Africa,
- Providing a dedicated aftercare service,
- Providing general information on investing in South Africa and the domestic business environment,
- Arranging inward and outward investment missions,

In terms of investment support, the DTI offers a number of incentives and programs in order to provide additional motivation to potential investors to choose South Africa as an investment location. These include the Clothing and Textile Competitiveness Improvement Program (CTCIP),

- Automotive Investment Scheme (AIS),
- Enterprise Investment Programme (EIP),
- Black Business Supplier Development Programme (BBSDP),
- Critical Infrastructure Programme (CIP),
- Business Process Outsourcing and Offshoring (BPO and O),
- Sector Specific Assistance Scheme (SSAS),
- The Co-operative Incentive Scheme (CIS), and
- Film Production Incentives (FPI).

Although TISA is a division of the DTI mandated to undertake trade and investment promotion on a national level, there are various other department and institutions that play a role in the complete investment promotion process.

### OTHER NATIONAL DEPARTMENTS AND INSTITUTIONS

Although most other national departments are not mandated to undertake investment promotion and facilitation, there are a number of objectives that the various departments need to fulfil in order to assist in creating an enabling investment environment. This includes: Making provision for infrastructure that is required to support domestic and foreign investment, Creating policy, legislation, and regulatory frameworks, as well as, Providing education and skills development and training to ensure that the work force has sufficient capacity to meet the requirements of investors. Investors often make investment decisions based on the investment or business environment of a location, and, therefore, the role of the other national departments must not be overlooked. With regards to Tourism, the national tourism agency 'South Africa Tourism' undertakes marketing and promotion of South Africa as a tourist destination, and, therefore, has an important role to play with regards to the Tourism Sector.

Additionally, the Department of Foreign Affairs and High Commissioners in the various South African embassies located abroad also play a role in investment promotion and facilitation. This relates to ensuring strong public relations, image building in foreign nations, and facilitation of certain regulatory processes in the specific foreign nation.

### FINANCIAL INSTITUTIONS

Financial institutions such as the Industrial Development Corporation (IDC), Kula Finance, and Development Bank of South Africa (DBSA) also have a role to play in creating and enabling investment environment. These institutions, although also not active in investment promotion or facilitation, offer funding and other financial services to potential investors that enhance the investment climate of South Africa, and provides alternative financing options to investors other than commercial banks.

### BUSINESS CHAMBERS

The overarching business chamber in South Africa is the South African Chamber of Commerce and Industry (SACCI). The objective of SACCI is to actively protect and promote the interests of business. There are also a range of specialized chambers and forums such as the Minara Chamber (Muslim Businesses), the Black Management Forum, the Chambers of Commerce and Industry South Africa (Chamsa), The South African Chamber of Business (Sacob), The National African Federated Chamber of Commerce (Nafcoc), Afrikaans Handles institute, and The Foundation for African Business and Consumer Services (Fabcos). All these chambers have a role to play in the South African investment promotion and facilitation arena given that they are the voice of business in the country and assist in creating an enabling environment for businesses.

**KZN DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM AND ENVIRONMENTAL AFFAIRS  
ECONOMIC DEVELOPMENT AND TOURISM (KZN EDTEA)**

The Department of Economic Development has the strategic mandate of fast-tracking economic growth essential for the creation of jobs and the reduction of poverty in the province. The Department has numerous units or directorates that relate to specific programs and sub-programs of EDTEA. The directorate responsible for overseeing trade and investment is the Trade and Industry Development Directorate. Within this directorate is the Trade and Investment Promotion sub-directorate, which deals with issues surrounding the facilitation of investment and trade. Their key role is to develop policy and assist by creating an enabling environment with regards to export and investment promotion. It should be noted that, the implementation of this policy is undertaken by Trade and Investment KZN (TIKZN); which was established as the implementing agency of EDTEA. TIKZN is responsible for trade and investment promotion and facilitation in KZN, their role is discussed in greater detail below. TRADE AND INVESTMENT KWAZULU-NATAL (TIKZN).

Trade and Investment KwaZulu-Natal (TIKZN) is

KwaZulu-Natal's provincial trade and investment promotion agency, developed and mandated to promote the province as an investment destination, and promote trade by assisting KZN-based companies to identify markets and export their products<sup>18</sup>. TIKZN offers the following services to potential investors:

- Facilitation of joint ventures and business linkages between small and big business;
- The provision of relevant, reliable information to investors and traders;
- Assistance with applications for investment incentives and export marketing incentives
- Assistance to foreign Negotiation of local government incentives on behalf of investors;
- Provision of project support and aftercare services;
- Assistance to merging international traders and with international trade enquiries;
- Assisting investors to locate suitable premises and to secure project and operational financing;
- Aids with access to industrial development zones (IDZ)
- and spatial development initiatives.

TIKZN primarily focuses on identifying and facilitating investments of R50 million and above. This criterion has evolved over time as other agencies, like the KZN Growth Fund and Ithala Bank promote investment and offer landings at thresholds below R50m for large-scale projects. Thus, the specific focus allows for the best use of TIKZN's scarce resources to focus on investment in-flows.

investors

**FINANCIAL INSTITUTIONS**

In KwaZulu-Natal, there are two main financial institutions affiliated with the provincial government, namely the KZN Growth Fund and Ithala Development Finance Corporation. The KZN Growth Fund: The KZN Growth Fund is a long-term debt fund structured as a unique Public-Private Partnership between the KZN provincial government, the Development Bank of Southern Africa (DBSA), Standard Bank Limited and the Infrastructure Finance Corporation (INCA). The Fund provides project funding for large economic projects, i.e. over R30 million in value, which can stimulate faster growth and job creation, have broad economic impacts and yield a direct long-term financial return for government. The Fund also provides capital for approved public-private partnership infrastructure projects that stimulate the growth of selected sectors, as defined in the KZN PGDS and PSEDS, and to take advantage of the competitive advantages of the province. This entails providing capital for investment in tourism, bulk water supply for economic development, transport and logistics, industry, namely automotive, clothing and textile, agri-industry, bio-diesel, and other investments that would lead to the diversification of the provincial economy. Ithala Development Finance Corporation – The Ithala Development Finance Corporation is a development bank that aims to stimulate economic development and empowerment in KwaZulu-Natal. Its main activities are listed below:

- To provide development finance to private sector enterprises in order to promote, encourage and facilitate investment in KZN;
- To provide property development assistance; and
- To assist with planning, implementation and monitoring of development projects and programs in KZN.
- with applications for business permits;



Both of these institutions have an important role to play in the regional investment picture in that they provide funding for targeted infrastructure development as well as development finance to private sector in order to stimulate and facilitate investment in KZN.

## LOCAL ROLEPLAYERS

At the local level, there are also a number of important role players, although their role and mandate in investment promotion and facilitation is negligible in many instances.

## BUSINESS CHAMBERS

There is only business chamber, the iLembe Chamber of Commerce, found within the iLembe District. The most common function of business chambers is to provide information and assistance to their members, who are local businesses. They also provide a link between local business and the local government, effectively playing a facilitation role with local business. The mere presence of a business chamber adds to the business environment of an area and it is for these reasons that business chambers must be considered when formulating strategy for investment promotion in the province.

## VUTHELA ILEMBE LED PROGRAMME

The Swiss government, through the State Secretariat for Economic Affairs (SECO), has partnered with iLembe District Municipality, KwaDukuza Municipality, and Mandeni Municipality on a programmatic approach for Local Economic Development. The program is a 57-month long intervention with the overarching purpose of contributing to the improvement of the iLembe District and the quality of life for its inhabitants.

	COMPONENT	PROJECT ACTIVITIES
1	Public Finance Management (PFM)	<ul style="list-style-type: none"> <li>• Single Indigent Register for all Municipalities within iLembe District</li> <li>• Development Charges Policy, Systems and Implementation</li> <li>• Data Cleansing for KDM, IDM and MDM</li> <li>• Budget Management Training for all Municipalities within iLembe District</li> <li>• Revenue Policy Review and Revenue Enhancement Strategies</li> <li>• SCM Skills audit</li> <li>• SCM Policy review and capacitation program</li> <li>• Asset Management Training</li> <li>• Councilor Capacitation</li> <li>• Audit and Risk Management</li> <li>• Procurement Management</li> </ul>
2	Municipal Infrastructure (MI)	<ul style="list-style-type: none"> <li>• Operations and Maintenance Plans</li> <li>• Capacity building and training</li> <li>• Scoping of Asset management systems</li> <li>• Water and Sanitation Master Plan</li> <li>• Electricity Master Plan</li> <li>• Integrated Waste Management Plan</li> <li>• SCADA and control room for electrical services management</li> <li>• Infrastructure Growth and Development Plan</li> <li>• Concession contract review Green infrastructure and Green Procurement</li> <li>• Regional Customer care.</li> </ul>
3	Partnerships and Co-ordination (PC)	<ul style="list-style-type: none"> <li>• Review and alignment of LED Strategies</li> <li>• Local Economic Development Institutional Mapping</li> <li>• Institutional Assessment and strengthening of iLembe Enterprise</li> <li>• iLembe Growth and Development Strategy</li> </ul>
	Building Inclusive Growth (BIG)	<ul style="list-style-type: none"> <li>• Inclusive Growth through the Green Economy</li> <li>• Scoping for other sectors with inclusive growth potential and relevant projects</li> </ul>



The program is a 57-month long intervention with the overarching purpose of contributing to the improvement of the iLembe District and the quality of life for its inhabitants. The program comprises a series of interventions to build capacity for the local area for economic activity, job creation and urban development.

The main objective of this program is as follows: “To contribute to the improvement of the economic future of the iLembe District and the quality of life of its inhabitants, through sustainable growth of the local economy and the creation of higher, better and more inclusive employment and income generating opportunities.”

The key partners in the program are SECO, IDM, Mandeni and KwaDukuza LM, organized business in IDM represented by the iLembe Chamber of Commerce, KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA), National Treasury, the United Nations Industrial Development Organization (UNIDO) and the International Finance Corporation. The table below gives a more detailed outlook of the program and the activities under each component

### SUMMARY OF ROLE PLAYERS

EVELS	STAKEHOLDERS	CURRENT ROLES
National	DTI	Policy, planning and implementation of economic development initiatives
	TISA	Trade promotion and facilitation, Investment promotion and facilitation
	Other departments (Planning Public Works, etc)	Creating a conducive environment (Policy, regulation, legislation, infrastructure)
	IDC, Kula Finance, DBSA	Financial/developmental assistance and support
	SACCI and other specialized chambers	Business networking, support, and assistance (chambers)
Provincial	EDTEA	Policy, planning and implementation of economic development initiatives
Local	TIKZN	Trade promotion and facilitation, Investment promotion and facilitation
	Other Departments (Agriculture, Tourism, etc.)	Creating a conducive environment (Policy, regulation, legislation, infrastructure)
	KZN Growth Fund, Ithala	Financial/developmental assistance and support
	Local LED Departments and EDAs	Policy, planning and implementation of economic development initiatives
	Local IPA's and EDA's	Trade promotion and facilitation, Investment promotion and facilitation
	Other Departments	Creating a conducive environment (Policy, regulation, legislation, infrastructure)
	Ilembe Chamber of Commerce	Business networking, support, and assistance



## **STRATEGIC PROGRAMMES RESPONSIVE AIMED AT SUPPORTING LOCAL TOURISM**

The municipality has initiated program to resuscitate community tourism organization, which seeks to promote tourism development and marketing in Mandeni. As informed by municipal tourism strategy adopted March 2016 and reviewed in 2018. The role players in this organization are local tourism business owners such as Tugela Mouth community tourism organization and Mandeni Crafters. In transforming this sector, the municipality has packaged key attractions into publication brochures that have been placed at various information centers such as District Enterprise iLembe, which further second them to national and provincial exhibitions.

## **PROGRAMMES TARGETING LOCAL FARMERS FOR AGRI-HUBS AND MARKETS**

Mandeni Municipality together with iLembe Enterprise, DEA and Rural Development have embarked on process of identifying, assessing agriculture potential projects to be implemented as part of Agri-park program. A business plan has been recently developed to provide technical and financial assistance to the implementation the project.

The main purpose of the project is to ensure that Mandeni has sustainable production of agricultural goods that will be taken Manchester Farm where dispatching, processing of goods will take place to neighboring markets for retail. Currently the program/ project is still in planning phase, land for the program, has been acquired by the Department of Rural Development and Land Reform. Another partnership the municipality has is with Enterprise iLembe, Which seeks to assist local farmers with linking them with relevant markets for instance, School Feeding Scheme program with the Department of Education.

## **PROGRAMMES TARGETING TO IMPROVE COMPETITIVENESS OF SMMEs/CO-OPERATIVES**

The municipality adopted a Contractor Development Policy and Implementation Strategy aiming at uplifting and empowering previously disadvantaged entrepreneurs by providing them with opportunities in the civil, construction and electricity sectors. This program seeks to achieve the following:

- To increase the active participation of Mandeni Municipality SMMEs and cooperatives in the local economy by 5% every year through sustainable black economic empowerment program.
- To formulate a policy that enables Mandeni Municipality to impact significantly in improving the quality of life of the majority of its citizens/customers, by optimizing employment and Economic Empowerment in all its dealings; resulting in the annual procurement spend generally reflecting Mandeni Municipality Demographics.
- To mainstream the local and previously disadvantaged SMMEs and cooperatives development in the affairs and structures of the municipality through annualized planning, implementation, monitoring and evaluation of black economic empowerment program utilizing and escalating budget of at least 10% of the municipal budget.
- The Contractor Development Program is aimed at uplifting and empowering previously disadvantaged entrepreneurs and emerging contractors by providing them with opportunities in the building/construction industry.

## QUICK WINS PROGRAM

The municipality has proactively prioritized LED projects that are aimed at assisting SMMEs in various ways, for example, pro-local and development policies, such as the Supply Chain Management Policy which favors the use of local businesses, services and goods, as well as a policy on emerging contractor development, embarked on a program (Quick Wins) to help dynamic and committed entrepreneurs to start or grow their own businesses and over 150 SMMEs with Mandeni have been assisted through this program.

The municipality adopted Contractor Development Program (CDP) strategy to unlock growth constraints, to develop sustainable contracting capacity and to elevate enterprise development of previously disadvantaged individuals. During 2021 financial year the municipality has assisted four (4) local contractors who participated on the project of municipal sidewalks constructions. The program created twenty (20) job opportunities which was a plus to the municipality on curbing unemployment.

## SUPPORT FOR SMALL SCALE TRADERS

In partnership with Mandeni Municipality, the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) is pioneering a ground-breaking LED

Initiative coined as Bulk Buying program which is aimed at lowering the costs of sales for local small-scale traders. This program will allow local small-scale traders to become competitive and be able to expand their market share and participate in the retail value chain. This is part of government efforts to transform and revitalize township and rural economies to foster inclusive growth. This is a new ground-breaking program which has assisted more than 350 small scale traders within Mandeni.

## NATIONAL SCHOOLS NUTRITION PROGRAM FOR LOCAL SMME'S / CO-OPERATIVES

Enterprise iLembe entered into an agreement with the department of Education to supply fresh fruits and vegetables to schools. In Mandeni there are 69 schools which consists of 49 primary schools and 20 high schools that are being serviced by enterprise iLembe. The total number of learners is 38 513 which consists of 24 909 primary schools' learners and 13 604 for high schools. The vegetables supplied to these schools is sourced from local farmers which can be farmers based in Mandeni or any of the three local municipalities in order to fulfil the weekly requirement and the shortfall is sourced from the Durban Fresh Produce Market.

## SUPPORT GIVEN TO LOCAL FARMERS

All the farmers are assisted with technical support by EI agricultural Officer who is assigned to Mandeni. The technical support includes land assessment, soil sampling (where necessary) Integrated Pest Management (IPM), fertilizer application demonstrations, field measurement, weed management, Market, produce packaging.

This type of service is given to all the local farmers in order to monitor progress and to enable them to supply to the NSNP. Then there are farmers which forms part of EI Service Delivery Budget Implementation Plan (SDBIP). These farmers are assisted with Mechanization, seeds, seedlings, chemicals and technical support. Through engagements with stakeholders these farmers were also assisted with infrastructural development such as boreholes, irrigation, fencing and storage containers.

NAME	SUPPORT GIVEN	WARD NO.	SIZE	NO. OF PERS
Ithubalethu co-op	Borehole, irrigation, fencing, insulated storage container, mechanization, seeds, seedlings, technical support	9	5	7
Impiloyesizwe co-op	Technical support, seeds, seedlings and mechanization	3	4	7
Thulubuke co-op	Irrigation, fencing, insulated storage container, mechanization, seedlings and technical support	9	7	11
Zamukwenza co-op	Irrigation, fencing, insulated storage container mechanization and technical support	8	5	7
Emasisweni	Mechanization, seeds, seedlings and technical support	12	3	6

### CONTRACTS

#### TRANSPORTERS

Enterprise iLembe has a contract of two (2) years with the transporters. Their contract runs until June 2020.

#### FARMERS

The only contract that exists currently is between Enterprise iLembe and the Department of Education. It's a contract of three (3) years contract which runs until June 2020.

#### MECHANIZATION PANEL

There are two service providers which are responsible for mechanization of open fields in Mandeni. These service providers have a contract of two (2) years. The two service providers are:

- Waks Trading
- Nsimbini Holdings





## SUMMARY OF ROLE PLAYERS

BELOW ARE THE FARMERS WHICH ARE CURRENTLY IN LED DATABASE IN MANDENI:

NO	PROJECT NAME	AREA (HA)	CO-OP/SMME	COMMODITY	WARD
1	KwaSkhonyana	4,5	Cooperative	Butternut	
2	Mantenga Sivuno	2,8	Cooperative	Butternut	
3	Thulule	5	Cooperative	Butternut and Cabbage	
4	Dedabuse	5	Cooperative	Butternut and Cabbage	
5	Impiloyesizwe	3,6	Cooperative	Butternut and tomato	
6	Masisweni	3	Cooperative	Butternut	
7	Thulubuke	3,6	Cooperative	Butternut and green beans	
8	Amancwane	3	Cooperative	Butternut and carrots	
9	Ukuthokozakodwa	2	Cooperative	Butternut and Cabbage	
10	Ubuhlebamacambi	2,5	Cooperative	Butternut	
11	Thubalethu	1.4ha	Cooperative	Butternut and green	
12	Thumumlilo	2	Cooperative	Beans	
13	Zabosibo	2	Cooperative		
14	Zamakwenza	3	Cooperative	Butternut and Spinach	
15	Tholimpilo	2	Cooperative	Butternut and Cabbage	
16	Mzuba	6.6	SMME	Butternut and green	
17	Akusetshenzwe	2	SMME	Beans	
18	Nsimbi	2	SMME	Butternut and green beans	
19	Magqamu	2	SMME	Green beans	
20	Masiphile	2	SMME	Butternut and tomato	
21	Asavela amanyuswa	2	SMME	Butternut and carrots	
22	Mfanelo level Agric	3	SMME	Butternut and green	
23	Ikhaya laDudu	2	SMME	Beans	

## INITIATIVE AIMED AT REDUCING RED TAPE

The municipality has established business license committee, which is responsible for the processing of issuing business license to ensure that all municipal regulations and by-laws are adhered to within the regulated timeframe. Internal and external departments that form part of the committee are:

- Ilembe District Environmental health
- Mandeni rural metro
- Municipal Town Planning Unit
- Municipal Building Control
- Municipal Public Safety

Circulation of business application is done upon lodging by the applicant, this application gets circulated to the various units within and outside the municipality to ensure compliance with Business Act of 1991 (Act 71 of 1991). In doing so the Municipality processes and issues approximately 50 Business Licenses yearly.

The second initiative the municipality has embarked on in partnership with Vuthela LED, is Property Registration Project. This program seeks to empower homeowners with proof of ownership as means of unlocking economic development in the area. Through proof of ownership homeowner can peruse home business. KwaDukuza Municipality together with Mandeni Municipality have been identified as pilot municipality, where this program can be undertaken. Since inception in October 2019 the program has been able to registered 370 cases. Thus far a total of 50 cases have been resolved with no issues. Anticipated duration of the program is 8 months however in light of other cases not being that of first-time owners

project will might be prolonged further.

### **GREEN ECONOMY**

Green economy approach reflects a shift in thinking from a 'business as usual' neo economic approach, which considers the environment as an infinite resource from which to grow the economy, to one that recognizes that the environmental system has that the economic sub-system should be embedded within, and shaped by, the environmental assets and services available in a particular region. A shift to the green economy thus involves the restructuring of business, infrastructure and institutions towards more sustainable (green) production, consumption and distribution processes, creating new economic opportunities and green jobs. The iLembe Municipality had been identified as the Renewable Energy Hub of the Province, and within the District it was agreed that the IsiThebe Industrial Park would be an ideal area to fulfil this objective, as area is currently consisting of a number and various industrial activities. It has been agreed amongst stakeholders that the sort Renewable Energy Components Hub should focus on the manufacturing of renewable energy and energy efficiency components and services aligned thereto. To date, in collaboration with the Department of Economic Development Tourism and Environmental Affairs, a project for the establishment of a plant which will generate electricity from the Solar is being proposed within the IsiThebe Industrial Park, which will be supplying energy to all industries within the Park. For the forth coming financial year the Department of Economic Development and Tourism and Environmental Affairs will be embarking on social facilitation process to assess the need and desirability of the project from the IsiThebe community.

Phambili Energy Hub is another initiative that has given rise in the Industrial park. The plant focusing on the renewal of access timber from SAPPI Mill, DFM and other furniture making warehouses in Mandeni, transforming the collected timber into charcoal and vinegar. Being funded by Department of Trade and Investment together with iLembe Enterprise the Phambili energy hub create employment of 30 local people. In addition to the above, the iLembe Municipality is currently finalizing a Waste Recycling Plan which intends to identify recyclable material available within the iLembe District and develop a Recycling Programs to grow the Green Economy Sector in the Region. The aim of the Waste Recycling Program is to establish the private sector component and to create opportunities in private / public cooperation with one of the focuses on job creation.

### **LED COVID-19 STRATEGIC RECOVERY PLAN**

This strategic preparedness and response plan of Mandeni Municipality outline the Mandeni health measures that will assist in preventing the spread of the Corona virus and also the support for the community as well as the economy to prepare for and respond to COVID-19. The Mandeni response plan takes what we have learned so far about the virus and translates that knowledge into strategic action.

## Chapter C ..continue

The Mandeni Covid-19 recovery plan consists of 5 strategic areas, namely Strategic Infrastructure, Business support measure, Small Business Support Centre and Information System, Support for Township Economy, Small Business Support Centre and Information System and Providing Assistance/Support to Businesses That Have Closed or Are At Risk Of Closing.

### STRATEGIC INFRASTRUCTURE

Project - Broadband - Economic development enabler, easy doing business

#### Rationale:

With schools and high learning institution closed, students are being asked to complete online learning activities. Most of families in Mandeni do not have internet connectivity which negatively impact a learner or student ability to complete these activities. On a long term we need to work in conjunction with government digital hub intervention – this investment will support the backbone infrastructure household's equipment device necessary for students to access and complete their online learning activities.

### BUSINESS SUPPORT MEASURE Project

Smallholding Farming Project/ Fresh Produce Product  
Aquaculture /Fisheries  
Textile/clothing businesses  
Furniture making business

#### Rationale:

Do things differently – Through our SMME and Entrepreneurship Support Program we need to fund projects that will contribute to social relief and economic recovery that respond to the changing of economic situation as the result of COVID -19. Preference will be given to entities that are unable to access other coronavirus-related capital, able to retain and/or restore pre-coronavirus employment, and that show a substantial negative impact on revenues. Additional criteria and conditions may apply.

### SUPPORT TOWNSHIP ECONOMY

#### Support Spaza and Informal Traders

Project 1 - Coordinate efforts to Restore Bulk Buying Warehouse.  
Project 2 - Develop resilience informal traders' infrastructure at CBD area.  
Project 3 - Facilitate the disposal of business site at Khenani.

#### Rationale:

The Municipality would reap the following benefits with township economic cluster development:  
Reduce high levels of unemployment, under-employment and widespread poverty associated with townships.  
Reduce social unrest due to economic exclusion. Enable residents to afford rates thus enabling Municipality to increase its revenue base.  
Create a revenue generation stream for the Municipality for rent collection and taxes. Provision of pay-point centres to lower risk of social distance by elders waiting for their pension pay-out.

### SMALL BUSINESS SUPPORT CENTRE AND INFORMATION SYSTEM

Project: - Refurbish Love life Youth Center

#### Rationale

There are a multitude of organizations that offer services to assist small businesses. Some in the private sector, some in NGOs and other in the public sector. Small businesses struggle to find the services they need, when they need it. And therefore do not receive assistance which is actually available. An information system will make it easy for all to access information about others that could help them.

### SUPPORT FOR BUSINESSES THAT HAVE CLOSED OR ARE AT RISK OF CLOSING

Project: - Rental holiday for informal business renting municipal properties.  
Project - Launch buy local campaign to support our local small businesses to ensure that rand is rotating locally for a long time.

#### Rationale

The economic decline that has resulted from the COVID-19 has been swift, and the impact has been felt very quickly by small businesses. Many businesses will temporarily cease operating or will be dramatically alter their business operations.

## SWOT ANALYSIS USED AS THE ANALYSIS TOOL TO ASSESS THE LOCAL ECONOMY

LOCAL ECONOMY SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Manufacturing / Industry	<ul style="list-style-type: none"> <li>Isithebe Industrial Park.</li> <li>Availability of landsuitable for industrial development.</li> <li>Main economic activityin Mandeni Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Poor condition of Isithebe Industrial Area.</li> <li>High vacancy rate in Isithebe.</li> <li>Lack of appropriately zoned land within the municipality.</li> <li>Lack of new industrial investment</li> </ul>	<ul style="list-style-type: none"> <li>Location in relation to Durban and Richards Bay.</li> <li>Proximity to DubeTrade Port.</li> <li>Location along the Mandeni River.</li> <li>Relatively high land prices in KwaDukuza LM.</li> <li>Provincial industrial development program.</li> </ul>	<ul style="list-style-type: none"> <li>Municipality.</li> <li>Economic recession</li> </ul>
Commerce	<ul style="list-style-type: none"> <li>Mandeni Town. Local convenient shops in rural areas.</li> <li>Emerging rural development nodes.</li> <li>Large number of local small shopping facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Layout of Mandeni Town.</li> <li>Relatively low buying power in Mandeni LM.</li> <li>Shortage of land zoned for commercial purposes.</li> </ul>	<ul style="list-style-type: none"> <li>Mandeni Urban Regeneration.</li> </ul>	<ul style="list-style-type: none"> <li>Foreign ownership of local convenient shops.</li> <li>Development of shopping smalls.</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>The beach</li> <li>Conservation areas</li> <li>- Harold Johnson</li> <li>- Amatigulu Nature</li> <li>Reserve Rich heritage.</li> <li>Strategically located land for up market and holiday resort developments.</li> </ul>	<ul style="list-style-type: none"> <li>Poorly developed tourism sector.</li> <li>Land ownership and availability</li> </ul>	<ul style="list-style-type: none"> <li>Location within the Zulu-Heritage Route.</li> <li>Location along the coastline.</li> <li>Provincial tourism marketing.</li> <li>Approved Blue Flag Status -Dokodweni Beach</li> <li>Ezemvelo KZN Wildlife.</li> </ul>	<ul style="list-style-type: none"> <li>Environmentally sensitive areas</li> </ul>
Agriculture	<ul style="list-style-type: none"> <li>Sugar-cane plantations.</li> <li>Two sugar-mills.</li> <li>Farmers associations.</li> <li>Relatively good agricultural land along the coast.</li> </ul>	<ul style="list-style-type: none"> <li>Low potential agricultural land in communal areas.</li> <li>Poor access to farm implements and finance by small-scale farmers.</li> </ul>	<ul style="list-style-type: none"> <li>Land reform programme.</li> <li>Small scale farmer support programs.</li> <li>Agri-processing hub</li> <li>National Schools nutritional program</li> </ul>	<ul style="list-style-type: none"> <li>Land Restitution Claims.</li> <li>Global warming.</li> <li>Poor performance and uncertain future of the sugar industry.</li> </ul>
SMMEs	<ul style="list-style-type: none"> <li>Informal trading stalls.</li> <li>Organized informal traders.</li> <li>Adopted municipal informal traders' policy</li> </ul>	<ul style="list-style-type: none"> <li>Shortage of informal traders stalls for day today operations</li> <li>Influx of immigrants informal traders within the CBD</li> </ul>	<ul style="list-style-type: none"> <li>Provincial SMME development programs.</li> <li>Urban renewal programme</li> </ul>	<ul style="list-style-type: none"> <li>Increase in foreign owned small enterprises</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>National and provincial road network.</li> <li>Railway line.</li> <li>Bulk water schemes.</li> </ul>	<ul style="list-style-type: none"> <li>Poor condition of rural roads.</li> <li>Privately owned landfill site.</li> <li>Electricity infrastructure.</li> <li>New landfill sites.</li> <li>Old sewer infrastructure.</li> <li>Municipal fully dependent on provincial and national grants</li> </ul>	<ul style="list-style-type: none"> <li>Regional Bulk Water Schemes.</li> <li>Electrification Master Plan.</li> <li>New landfill sites.</li> </ul>	

## SUMMARISED LED SWOT ANALYSIS

KEY STRENGTHS	KEY WEAKNESSES
<ul style="list-style-type: none"> <li>• Large industries &amp; manufacturing</li> <li>• Natural resources</li> <li>• Agricultural potential</li> <li>• Public Transport Infrastructure</li> <li>• Various business incubators</li> <li>• Strategically located in the middle between Durban and Richards Bay</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of information on business opportunities.</li> <li>• Environmental sensitivity.</li> <li>• Lack of appropriate skills.</li> <li>• Limited funding available for tourism promotion activities.</li> <li>• Life style and leisure infrastructure is not well developed.</li> <li>• Public-Private partnerships are not adequately established</li> </ul>
KEY STRENGTHS	KEY WEAKNESSES
<ul style="list-style-type: none"> <li>• Expansion of the Industrial Estate</li> <li>• N2 Corridor development</li> <li>• Export more products through port</li> <li>• Coastal &amp; Marine Tourism including Events Tourism</li> <li>• Institution of Higher Learning</li> <li>• Investment in the Maritime industry (Ocean economy)</li> <li>• Investment in renewable energy/ green energy</li> <li>• Agro-processing and agriculture skills development</li> <li>• Set Aside SCM Policy</li> <li>• Nodal Development</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitive to commodity prices and international markets</li> <li>• Crime</li> <li>• Disinvestment by large International and domestic Investors due to low business confidence</li> <li>• Limited economic mix</li> <li>• High Unemployment Rate</li> <li>• Poverty</li> </ul>

## SOCIAL DEVELOPMENT ANALYSIS

### HEALTH ANALYSIS

#### MAJOR CAUSES OF DEATH

The iLembe District Municipality's 10 Major Causes of Death have reached epidemic proportions.

Tuberculosis features prominently in the top three major causes of death in the District and the four sub-districts. This is reflected in iLembe's TB health outcomes with the TB cure rate decreasing from 76% in 2016/2017 to 70% in 2017/2018 and the TB treatment interruption rate increasing from 7% in 2016/2017 to 9% in 2017/2018. Complications related to TB result in fatalities. Patients who die from HIV/AIDS related conditions have also been found to be co-infected with other conditions with a high correlation to TB. Lifestyle diseases such as diabetes and cardiac conditions can be controlled if medical attention is sought early and/or preventative programs are implemented. The Community Health Analysis of the Health sectors. Worker Program should be strengthened to address these gaps. Some TB patients seek medical attention too late while others have a combination of conditions that impact clinical outcomes. TB is a social problem linked to poverty, overcrowding and poor social conditions as well as environmental factors. TB is weakening the progress made in the fight against AIDS. It is not only the number one cause of AIDS-related deaths in Africa but the number one cause of all deaths in South Africa.

Most deaths are related to HIV/AIDS complications that require intervention from preventative and promote health programs, e.g. CCMT, HCT and PMTCT.

#### INFANT MORTALITY

There is a slight increase in infant mortality within the District and the municipalities. In 2016 there were 145 infant deaths/1 267 separations in the District and in 2017, there were 206 infants' deaths/1 612 separations, an increase of 29%. Ndweni recorded the highest infant mortality. One of the challenges was due to the low numerator (15 under one-year-olds divided by 67 separations). There was a slight change in the information in 2010 due to changes in capturing the information (122 under one-year-old deaths divided by 221 separations). However, an 87% increase in total infant deaths was still recorded in the District. Reducing infant mortality requires the following specific issues to be addressed:

- Increase immunization coverage and measles immunization coverage.
- Increase access to medical facilities (clinics and hospitals).
- Raising awareness of Pneumonia.

#### CHILD MORTALITY

Mandeni does not have a hospital and, therefore, referred cases that die are reflected at KwaDukuza sub-district that serves as a district hospital service for the Mandeni population. Maternal mortality in 2010 in KwaDukuza was 166/100 000 live births and in 2009, 433/100 000. The figures reveal that in 2016, there were 11 maternal deaths/6 632 live births and 26 maternal deaths/5 991 live births in 2019; this is a 56% decrease in the number of maternal deaths. Avoidable deaths linked to clinical care can be addressed by improving clinical skills through workshops and training.

Immunization coverage and measles immunization coverage at less than one year have both increased significantly. Immunization coverage was 79.1% in 2008/09 and increased to 87.8% in 2009/10 and measles immunization coverage increased from 81% in 2016/2017 to 90.7% in 2021



## Access to clinics

### **Primary Health Care Facilities**

Primary health care facilities such as clinics and community health care centers (CHCs) offer primary health services. Primary health care includes functions such as immunization, family planning, treatment of non-communicable diseases and disease prevention at community level.

In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 5km radius is deemed to be the recommended walking distance to a Clinic. The CSIR Guidelines also indicate that a Clinic is to serve a population of approximately 24 000 to 27 000 people. The number of Clinics for the area is considered sufficient as they are within the recommended walking distance.

Facility	Use capacity and threshold
<b>Clinic</b>	To serve an estimated minimum of 5 000 people

The spatial location of health facilities are closely related to the settlement pattern of the Municipality, with higher numbers of health facilities located closer to the major towns of the municipality. Within the Municipal jurisdiction, there are 16 health Clinic's.

	Clinic
Number of Health Facilities	16

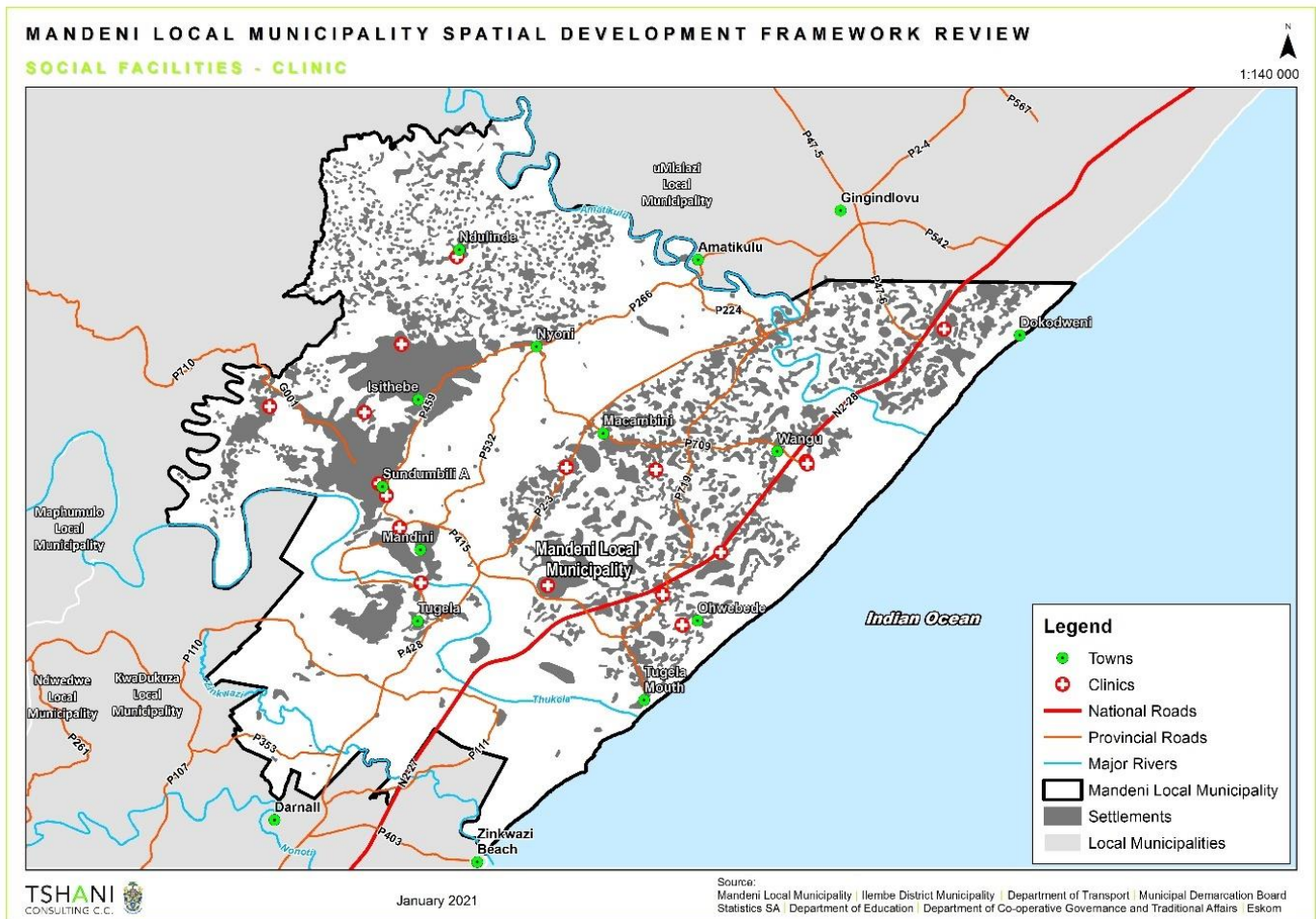
Clinics are located within the following areas: -

- Ndulinde
- Isithebe
- Dokodweni
- Wangu
- Ohwebede
- Macambini
- Mandini
- Sundumbil A

**The key health facilities within the Mandeni Local Municipality are identified:**

- Dokodweni Clinic
- Macambini Clinic
- Ohwebede Clinic
- Ndulinde Clinic
- Hlomendlini Clinic
- Mandeni Clinic

- Isithebe Clinic
- Sundumbili CHC
- Amatikulu Primary Health Care Centre



Map showing access to clinics

## NATION BUILDING AND SOCIAL COHESION

The KZN Department of Sport and Recreation 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 at the forefront of efforts to enhance economic development and reduce levels of crime and disease.
- To ensure gender equity in sport and recreation activities.
- To ensure redress in the provision of sport and recreation facilities.
- To promote indigenous or traditional sport and games.
- To give meaning to this vision,

The municipality has identified the need to provide sport and recreational facilities in various areas within the municipality. The municipality identified and prioritized areas that require these facilities as part of the previous IDP. However, minimal progress has been made; the Department has thus far

funded the construction of two sports facilities and one recreational facility. However, backlogs are prevalent, with at least 60% of the community having no access to sport and recreation facilities. In the previous financial years, the municipality completed construction of 2 sports facilities KwaChili and Padianagar Combo court thus steady progress.

## MANDENI SAFETY PLAN

The establishment of Community Safety Structures is very important in all municipalities to fulfil the vision of the Community Safety and Liaison and that of the Municipality Department, which is to ensure the people of KwaZulu- Natal, in particular Mandeni, live in a safe and secure environment. Therefore, involvement of the Mandeni community in safety is crucial in assisting the local police and other law enforcement agencies curb the increase of crime in Mandeni. **The safety plan is attached as annexure O.**

In April 2018 Mandeni local municipality in partnership with Department of Community Safety and Liaison launched

the community safety structure program. The aim of the program was to combine, organize and facilitate safety risk management in conjunction with SAPS and the municipality. The program further seeks to strengthen safety; strengthen security systems; and lastly to ensure Intergovernmental Relations is sustained with all affected and related government departments.

### KEY OBJECTIVES AND DELIVERABLES OF THE SAFETY PLAN

- To build relationship between different community safety structures and the community.
- To promote community and stakeholder partnership in building a united front against crime.
- To mobilize community against crime at Mandeni.

### KEY STAKEHOLDERS INVOLVED

- Voting District Safety Committees
- Community Policing Forum and Youth Desk Members from each police station in the municipal jurisdiction namely Sundumbili, Nyoni, Mandeni and Newark Community Policing Forum coordinators.
- Community Policing Forum Cluster Member
- Cluster commander and station commanders
- Ward Committees from each electoral ward
- Volunteers

### SECTOR DEPARTMENT ALSO INVOLVED

- Dept. Social Development
- COGTA
- Dept. JUSTICE
- South African LIQUOR AUTHORITY
- HOME AFFAIRS
- CORRECTIONAL SERVICES
- Santaco/Sundumbili Taxi Association
- Macambini, Nembe, Uhwebede Taxi Association
- Nyoni Taxi Association
- Ndulinde Taxi Association
- Mandeni Councilors
- School principals
- School Governing Body
- Youth Forum
- ILembe District
- Izinduna

- Amakhosi
- Mandeni Moral Regeneration
- Umfolozi College

### **SCHOOLS SAFETY COMMITTEES**

Each School Governing Body has established a School Safety Committee (SSC) as a sub-committee. The SSC is composed of the SGB Chairperson; Representative for Educators; Representatives for Learners; SAPS Representative CPF Representative; Community Crime Prevention Association Representative; Representative of Local Councilor; Representative of Ward Committee; Representative of Local Business; Safety Representative of the school designated in terms of section 17(1) of the Occupational Health and Safety Act, 1993 (Act 85 of 1993); and representative(s) of any other organization(s) relevant to the business of the SCC. The SAPS participation and the functioning in the SSCs is monitored by the Department and the participation of local government is ensured through the Dept. of COGTA Traditional Support division of the iLembe District. Due to the higher incidence of crime in certain areas, the schools within those areas are prioritized.

### **FORMATION OF WARD SAFETY COMMITTEES**

There are 18 wards Mandeni. Linked to each ward are democratically elected ward committees. Each ward committee comprises of 10 members. A ward councilor, who is responsible for championing the needs of the respective ward, leads each ward committee and each ward has a safety representative who is responsible for all safety related matters.

Each ward councilor is responsible for the convening of ward meetings where ward safety crime issues are tabled and discussed. The ward councilors are responsible for electing and submitting full particulars of the elected ward safety members. The collation of this information is usually finalized within a period of seven days after the election date.

### **FORMATION OF LOCAL MUNICIPAL SAFETY FORUMS**

All safety representatives from the ward committees shall form part of the Local Municipal Safety Forum, which sits on a quarterly basis, under the community services and public safety Directorate. The reporting of this structure is further tabled at Community services Portfolio, followed by EXCO and lastly council of the municipality. These are all the municipal council structures the committee reports to.

### **FORMATION OF DISTRICT MUNICIPAL SAFETY FORUMS**

The District Municipal Safety Forums will be formed at District Municipal level and shall consist of the safety representatives of the municipal executive committee member. The Executive committee member of each local Municipality in the iLembe family, the district representatives of organizations are responsible for the convening of the district meetings.

## **MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS APPROVED ORGANOGRAM**

The Budget and Treasury's status of the approved organogram is currently at 99.5% of the filled positions and 0.05% of vacant positions for Cashier, which the municipality has planned to fill in the 2021/22 financial year. The position for the Relief clerk was filled, however a Promotion to other posts resulted with the Vacant post of a Cashier.

The municipality has appointed six inters under the FMG program which are rotating within the departmental sections and one has been allocated in the Internal Audit Unit. The BTO office is fully capacitated as most of the critical positions have been filled.

The department is not using any financial consultants, as we have internal capacity that is able to perform duties assigned to the office.

## GRANTS & SUBSIDIES

The following table presents a stream of grants that the municipality will receive from national treasury between 2019/20, 2020/21 and 2021/22 financial years.

OPERATIONAL GRANTS RECEIPTS	2019/20	2020/21	2021/22
Equitable share	167 483	218 402	191 149
FMG	1 900	1 900	1 850
EPWP	2 234	2 387	2 435
INEP	9 500	6 000	4 872
Disaster Relief Grant	745	-	-
Community Library Services Grant	3 868	4 029	4 214
<b>Total</b>	<b>185 730</b>	<b>232 718</b>	<b>204 520</b>

The Municipality's Operational Grants and transfers totals to R204.5 million for 2021/22 which is an increase of 12% from the Previous financial year (2020/21). This revenue component reflects an increase over the MTREF as a result of increased allocations from Provincial- and National Government allocations.

## CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

3-year synopsis of funds received, spent unspent, source of funding variance tables:

### CAPITAL GRANTS RECEIVED

CAPITAL GRANTS	2019/20	2020/21	2021/22
	10 483	33 408	35 371
Municipal Infrastructure Grant			
Neighborhood Development Grant	5 796	-	-
Library Grant	481	800	1 170
<b>Total</b>	<b>16 760</b>	<b>34 208</b>	<b>36 541</b>

Capital grants and transfers totals to R 34.2 million in the 2020/21 financial year and increases to R 35.150 million by 2021/2022. Note that there is an increase of 51 per cent for the previous year and an increase in the 2021/22 financial year is noticeable at 6.8 per cent. We had MIG Funds which were not Approved in the 2019/20 Financial Year Roll-over application totaling to R15.8 million.





CAPITAL GRANT DESCRIPTION 2018/2019	MUNICIPAL 2019/2020	MUNICIPAL INFRASTRUCTURE GRANT (000)	INFRASTRUCTURE GRANT (000)
Funds received	34 706	26 269	43 119
Funds Spent	34 706	10 483	24 281
Unspent Grant	0	15 786	18 838
% spent	100%	60%	44%

The MIG Allocation for 2020/21 as Gazzetted in DORA Bill is R34,8 million together with approved rollover of R8.4 million which was not fully spent in 2019/20 financial year. The municipality has received its full Trenches in the current financial year except for rollover of R15.8 million which was not fully spent in 2019/20 financial year. National Treasury has approved R8.4 million and R7.5 million has been returned to the transferring department. The Covid -19 Pandemic has been the cause of slow performance in Most of the Projects. The first 3months which were on serious Lock down had an impact on the Progress of the Projects.

## CAPITAL BUDGET

CAPITAL BUDGET	2019/20	2020/21	2021/22
Budget	71 381 425	48 102	93 192 437
Actual Spent	44 146 402	21 506	26 466 265
Variance	27 235 023	26 596	66 726 172
% Spent	61.85	44.71	28.40

The table above in the past 3 years reflects that the municipality has not been fully spending budget allocated towards capital. Challenges were due to delay in implementing planned capital projects due to Traditional Authority delayed granting of permission to develop and interference by Local Business Forums. Further to that there were due to delays of WULA application not approved.

However, the municipality developed a turnaround strategy to ensure that there is an improvement in capital expenditure.

During the 2019/20 financial year there was a MIG Grant which was not fully unspent of R15.8 million @ 60% which was due to delays in the implementation of projects linked to this funding, contributing factor was due to Pandemic COVID-19. The municipality applied for rollover of R15.8 million to the transferring department. National Treasury approved an amount of R8.4 million which resulted in R7.5 million being returned to Treasury. The approved Rollover has been considered in the 2020/21 Adjustment budget to be fully spent in this current year. For this current financial year MIG capital budget that has been spent as at March is 44% with the remaining unspent of 66%, low expenditure is due to delays in the implementation of projects that are linked to MIG funding. However, turnaround strategies have been developed so as to ensure that there is an improvement in capital expenditure before year end.

## SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

Indigent policy was reviewed and adopted in 2018/19 financial year and we are currently implementing the policy. Currently we are in the process of reviewing the policy in preparation of 2020/2021 financial year, and it is currently being reestablished in collaboration with CoGTA,

once finalized it will be tabled for adoption together with the budget.

Indigent Register is reviewed on an annual basis, and currently the municipality is in a process of consolidating a final register that will be adopted before year end 2021/22.

The municipality provides free basic services on the following categories, Refuse removal and Electricity to its registered Indigents. The municipality has allocated budget for the provision of FBE to the registered indigents.

FREE BASIC ELECTRICITY allocated towards Indigent beneficiaries amounted to R 1.6 million for 2020/21 and R1.8 million for 2021/22 financial years.

The municipality annually review and adopts its indigent policy together with its budget related policies. This is to ensure that the municipality provides free basic services to needy citizens, the municipality reviews its indigent register on an annual basis. This helps the municipality to determine the financial needs and use this information for Financial Plan and Budget provision to cater for the cost of providing Free Basic Services to registered Indigents. To date, the municipality is successfully implementing the Indigent Policy. The table below reflects the financial plan and budget provision for the cost of providing Free Basic Services to the registered

## INDIGENT SUPPORT FROM THE EQUITABLE SHARE

The municipality provides free basic services on the following categories which are funded through Equitable Share, Refuse removal and Electricity to its registered Indigents. The municipality has allocated budget for the provision of FBE to the registered indigents.

FREE BASIC SERVICES	2019/20	2020/21	2021/22
Budget	10 116 086	7 044 991	4 872 000
Actual Spent	6 571 096	3 167 345	-
Variance	3 544 990	3 877 646	-
% Spent	64.96%	55.04	-

INEP allocation for 2020/21 is R7.0 million, expenditure reported to date (March 2021) is R3.2 million with percentage spent of 45%. Reason for low expenditure is due to delays in the finalization of the network report which informs the projects feasibility and enables Eskom to approve project implementation. However, the remedial measures were taken at earliest possible time and will assist to improve

## REVENUE RAISING STRATEGIES

### FINANCIAL AND OPERATIONAL TURNAROUND STRATEGY: 90 DAY ACTION PLAN

Objectives of the strategy are to Bill correctly and collect revenue on time to improve cash generated from operations. Reduce electricity losses to the acceptable normal standards. The municipality has in place a Revenue Enhancement Strategy, which is reviewed on an annual basis which goes together with the budget related policies. Currently, it is in the process of reviewing the strategy for 2020/2021 financial year. expenditure during fourth quarter to achieve the budget expenditure annual target.

	Strategic Actions	Detailed Activities	By When
1	Enhance and enforce the revenue enhancement and collection strategy and implementation Plan. Plan should specifically address the Top 50 customers based on the aggregate billing for Electricity, Property Rates and Refuse; and Top 50 Debtors based on the latest debtors ageing, approach on old debt (over 60 days) and current debt.	<ul style="list-style-type: none"> <li>Review the current Strategic Coordination Committee (SCC) for the financial and operational turnaround, and ensure frequency meetings. SCC to be chaired by MM and comprise of the Head of Departments from the Municipality.</li> <li>Issue letters of appointments for the new Heads of Departments and new members of the Revenue Task team members</li> <li>Appoint Debt Collectors</li> <li>Revenue Steering Committee to meet once a month</li> <li>Revenue task team to meet on a weekly basis on Tuesday</li> <li>Implementation of Debt Management system to be utilized in maximizing revenue collection</li> </ul>	July 2021
2	Accuracy, completeness, validity and timely billing	<ul style="list-style-type: none"> <li>Extract the Detailed Debtors Age Analysis Report from SAGE CAMELSA System and determine the Top 50 customers based on consolidated billing for Electricity, Rates, and Refuse for the month of March 2019</li> <li>Determine the subsequent payments made (In April 2019) against the billing for March 2019.</li> <li>Identify accounts with no subsequent payments (1-15 April 2019) or part payments against March 2019 billing and investigate reasons for non-payment of the full amount or part payment</li> </ul>	July 2021
2	Accuracy, completeness, validity and timely billing	<ul style="list-style-type: none"> <li>If there are queries on the account contributing to non payment of account, confirm that query has been lodged in writing to Revenue Section</li> <li>If there is a dispute on the account this an account confirm that the dispute was lodged in writing (within 60 days after due date) on the prescribed form to the person appointed by the municipality to deal with such disputes</li> <li>If there is a dispute on the account this an account confirm that the dispute was lodged in writing (within 60 days after due date) on the prescribed form to the person appointed by the municipality to deal with such disputes</li> </ul>	16 <sup>th</sup> of each Month
		<ul style="list-style-type: none"> <li>Request customer to pay on the basis of the average account pending finalisation of the enquiry or dispute</li> </ul>	Daily Basis
		<ul style="list-style-type: none"> <li>Creation of dedicated email addresses for customer queries</li> </ul>	Daily Basis
		<ul style="list-style-type: none"> <li>Appointment of dedicated personnel to check and monitor queries</li> </ul>	Done
		<ul style="list-style-type: none"> <li>Establish Register of Queries by Consumers with a dedicated person and reviewed daily by Manager: Treasury (Established a system that can register queries)</li> </ul>	Done
		<ul style="list-style-type: none"> <li>Queries to be attended to within a turnaround of 48 Hours. If it cannot be attended to within 48 hours communication should be made to the customer providing reasons and details as to when it will be addressed</li> </ul>	15 August 2021
		<ul style="list-style-type: none"> <li>Investigate the establishment of a fully-fledged call centre solution</li> </ul>	Daily Basis
		<ul style="list-style-type: none"> <li>Perform account reconciliation prioritising those accounts with queries and disputes from the Top 50 customers</li> </ul>	15 August 2021
		<ul style="list-style-type: none"> <li>Perform audit of consumption by comparing actual current reading and last actual previous reading and determine the average daily/ monthly consumption.</li> <li>On a monthly basis extract exception report of zero and negative monthly billings, investigate and obtain valid reasons for such zero and negative billing.</li> <li>Verify electricity tariffs for the Top 50 customers for correctness in accordance the Council approved tariffs i.e. Commercial, Industrial and Residential.</li> </ul>	Monthly Depending on queries Monthly
3	Curb electricity losses by replacing old dysfunctional conventional meters	<ul style="list-style-type: none"> <li>Conduct audit of all meters (Electricity) for the Top 50 customers, assess condition and identify faulty meters.</li> <li>Incorporate the results from the audit of meters and incorporate into the billing system.</li> <li>For the identified dysfunctional or faulty meters prepare budget for such replacement.</li> <li>Expedite replacement of the meters in terms of the SCM policy.</li> </ul>	16 August 2021
			16 August 2021
			24 August 2021
			24 August 2021

4	Data cleansing with respect to accuracy, validity, completeness of customer information	<ul style="list-style-type: none"> <li>For the Top 50 customers, generate report from SAGE with customer profile details i.e. Account number, account owner, erf number, address, ID number, Meter Number etc.</li> <li>Verify that all accounts of the same physical address have consistent information for the same person/entity with respect to Electricity, Property Rates and Refuse.</li> </ul>	16 August 2021 16 August 2021
5	Reconcile deeds information to valuation roll	<ul style="list-style-type: none"> <li>Update customer profile details with results obtained from the audit of meters.</li> <li>Obtain property owner information (Reference Number, ERF number, Title deed number, owner, ID Number and Market Value of Property) Spatial Data from SG and Deeds Office Report</li> <li>Reconcile Spatial and Deeds information to the information on the Valuation Roll</li> <li>Reconcile the information on the Valuation Roll and to the billing information on the financial system</li> <li>Verify correct categorisation of customers to ensure in accordance with Rates Policy for purposes of billing i.e. PSI, Municipal, Residential, Public Benefit Organisations etc.</li> <li>Verify correctness of exemptions, rebates, reductions, exclusions etc. have been captured correctly in the financial billing system for Property Rates</li> </ul>	16 August 2021 30 August 2021
6.	Collection of Revenue billed timely	<ul style="list-style-type: none"> <li>Extract Debtors Age Analysis from SAGE and determine the Top 50 accounts based on the rand value of consolidated outstanding balances for Electricity, Property Rates and Refuse</li> <li>Identify debtors with overdue balances or where payment was not received and follow up payment</li> <li>If non-payment is as a result of queries and disputes confirm that these have been lodged in writing</li> <li>Perform account reconciliation prioritising those accounts with queries and disputes from the Top 50 debtors</li> <li>Arrange meetings with debtors with significant balances to resolve queries and disputes i.e. Sappi and Ingonyama Trust and follow up payment following resolution thereof</li> <li>For confirmed delinquent debtors, prepare a list of overdue debtors for electricity cut off on a daily basis at 9am</li> <li>Revenue Section to update electricity cut off list (from previous day) with payments received and provide updated list to enable reconnection where payments have been received.</li> </ul>	1 <sup>st</sup> Working day  Daily Basis  Daily Basis  Monthly

## REVENUE PROTECTION (DEBT MANAGEMENT)

### MUNICIPAL CONSUMER DEBT PROVISION

The municipal consumer debt Provision is currently standing at R million there has been a growth from previous years. As an interventional measure, the municipality is currently implementing the 60/40 debt amnesty strategy to assist in reducing the municipal outstanding debt. The Municipality also rely on its debt collection, credit control and indigent policies in ensuring that the consumer debt is reduced significantly.

The table below reflects the municipal debt position in the last three (3) years. Mandeni LM Debt Position for the last 3 years

FINANCIAL YEAR	Debt Due
2019/2020	216 345 077
2020/2021	242 855 056
2021/2022	270 712 231

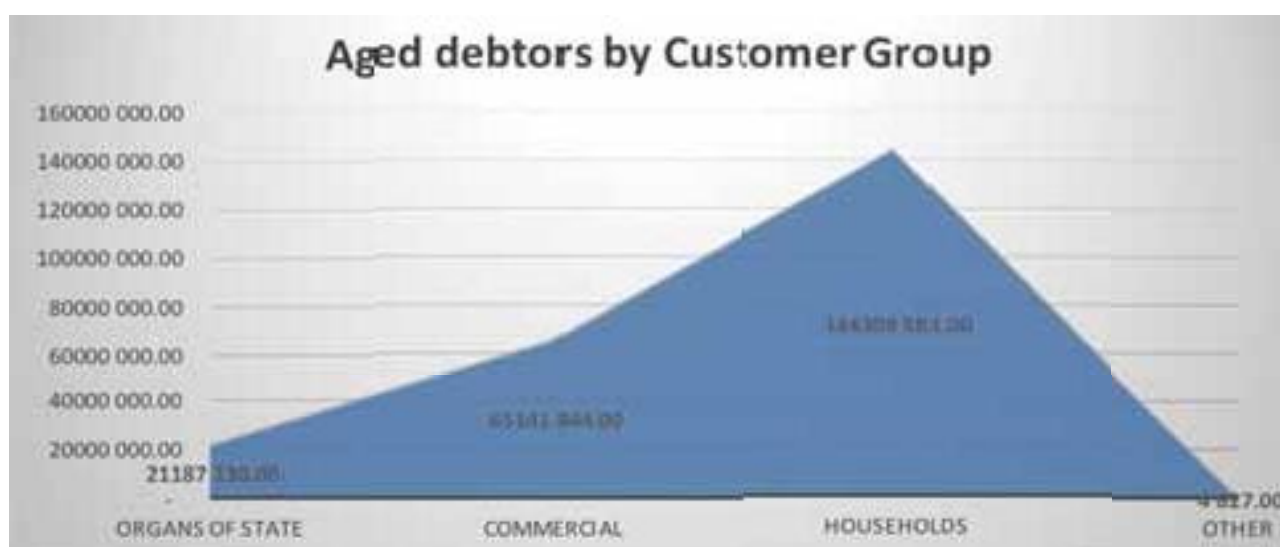
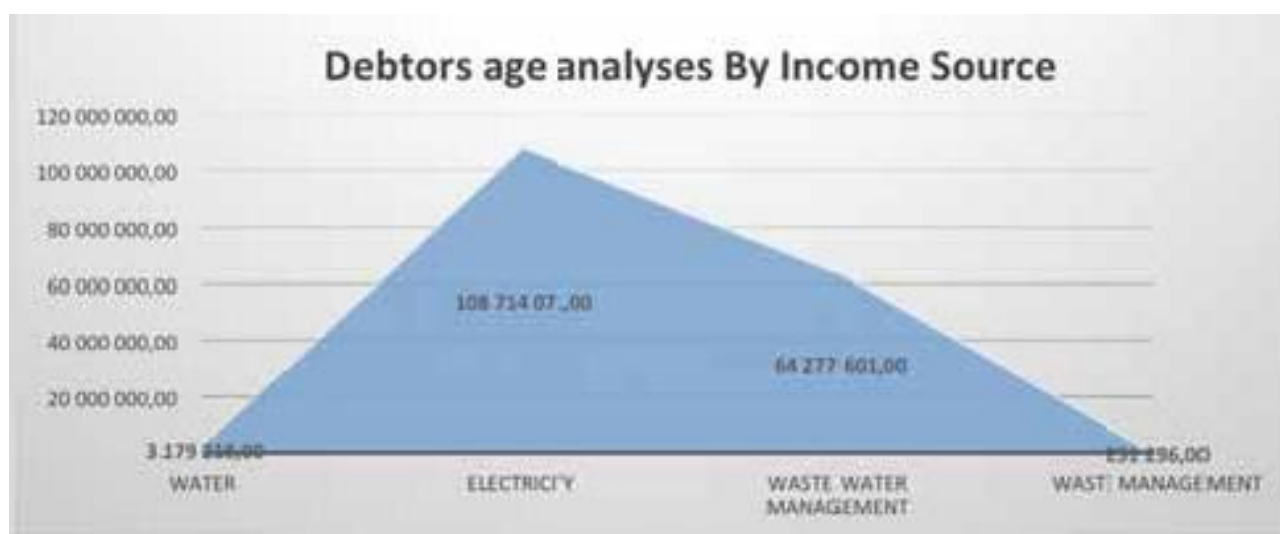
The contributing factor for the increasing debt is due to:

- High rate of unemployment in the area.
- Owners absconded and are nowhere to be found.
- Inability to restrict provision of services to consumers e.g. lack of controlling power over electricity and water.
- Perpetual data correction and update.
- Satellite customer service offices (close to communities)
- Legal processes up to warranty of execution and removal of movable properties for sale in execution.
- Auctioning of vacant properties for which owners cannot be traced.
- Emolument and garnishee orders.

The municipality will continue doing awareness campaign to the community so as to encourage them to pay for their rates and services.

The table below reflects the debtors age analyses for the period 1 July 2020 to 28 February 2021.

AGED DEBTORS											
DESCRIPTION		Budget Year 2020/21									
R THOUSANDS	NT Code	0-30 days	31-60 days	61-90 days	91-120 days	121-150 days	151-180 days	181days -1yr	Over 1 yr	Total	Total over 90 days
Debtors age Analysis by Income Source											
Trade and Other receivables from Exchange Transaction - Water	1200	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables from Exchange Transaction - Electricity	1300	2 222	457	82	39	102	134	650	2 255	5 941	3 179
Receivables from Non-Exchange Transactions - Property Rates	1400	2 659	9 578	15 186	(38)	1 687	1 743	13 996	91 325	136 138	108 714
Receivables from Exchange Transactions - Waste Water Management	1500	-	-	-	-	-	-	-	-	-	-
Receivables from Exchange Transactions - Waste Management	1600	1 638	2 856	12	1 349	1 359	1 323	8 439	51 807	68 783	64 278
Receivables from Exchange Transactions - Property Rental Debtors	1700	20	40	20	0	39	18	106	87	332	251
Interest on Arrear Debtor Accounts	1810	691	644	3 465	-	337	338	2 796	40 102	48 373	43 573
Recoverable unauthorised, irregular, Fruitless and Wasteful expenditure	1820	-	-	-	-	-	-	-	-	-	-
Other	1900	101	-	1	-	-	-	-	10 648	10 751	10 648
<b>Total By Income Source</b>	<b>2000</b>	<b>7 332</b>	<b>13 575</b>	<b>18 767</b>	<b>1 351</b>	<b>3 525</b>	<b>3 556</b>	<b>25 987</b>	<b>196 224</b>	<b>207 317</b>	<b>230 643</b>
<b>2019/20 - Totals only</b>										-	-
Debtors Age Analysis By Customer Group											
Organs of state	2200	475	530	13 734	11	409	458	8 173	12 135	35 926	21 187
Commercial	2300	3 519	8 253	3 981	28	911	1 031	4 741	58 431	80 896	65 142
Households	2400	3 235	4 790	1 051	1 313	2 203	2 066	13 070	125 658	153 386	144 310
Other	2500	103	1	1	(1)	1	1	3	-	110	5
<b>Total by Customer Group</b>	<b>2600</b>	<b>7 332</b>	<b>13 575</b>	<b>18 767</b>	<b>1 351</b>	<b>3 525</b>	<b>3 556</b>	<b>25 987</b>	<b>196 224</b>	<b>270 317</b>	<b>230 643</b>



## FINANCIAL MANAGEMENT SUPPLY CHAINMANAGEMENT

There is an alignment between procurement plan and SDBIP. To improve the municipal turnaround time Mandeni municipality has developed a tender project plan with timeframes. This process ensures that the municipality undertakes all the necessary processes within a space of 3 month of issues of tender.

One of the major challenges municipal SCM has is around storage space of tender documents, thus adequate filling is not done. Previously the unit has depended on municipal Registry for storage of document however over time this has depreciated. To address this issue the municipality has opted to attain 2 steel containers as storage facility for current and new tenders.

The SCM municipal policy does make provision for disabled including woman and youth to qualify for tenders, the objective criteria will give preference to Co-operatives that are at least 51% youth owned, 51% women owned, 51% people living with disabilities.

The SCM policy will be reviewed in the current month, with all the Financial related Policies. It is also stipulated in the Draft policy that: The accounting officer must -  
at least annually review the implementation of this Policy; and  
when the accounting officer considers it necessary, submit proposals for the amendment of this Policy to the Council.



**ASSETS AND INFRASTRUCTURE**

The Municipality currently has the renewal plan in place. Technical Department are the co-ordinators who assist with the development of the asset renewal plan as well as operations and maintenance plan.

**REPAIRS AND MAINTENANCE**

In the past previous 2 years the municipality has not been able to budget for repairs and maintenance within the expected norm of 8% as per Circular 71. Aligned to the priority being given to preserving and maintaining the municipality's current infrastructure, the past three years budget provide for extensive growth in the area of asset maintenance. Notwithstanding the above budgeted expenditure for repairs and maintenance as reflected is 7% in 2018/2019, 65 for 2019/20 and 9% in 2020/2021 financial years, in two financial years we were below the norm in terms of budget, however there has been an improvement in 2020/21 financial year as the municipality's budget for repairs & maintenance is 9%. Variance is due to the municipality affordability is ensuring that budget prepared is credible. The municipality will have to revise its budget for 2018/2019 in ensuring that repairs and maintenance are not compromised as they involve municipal infrastructure.

**Table that reflects Budget Rand M ratios:**

REPAIRS AND MAINTENANCE RATIO (000) YEAR	BUDGET (000) 2019/2020 2021/2022	BUDGET (000) 2020/2021	BUDGET
Repairs and Maintenance	43 506 994	49 176 768	48 900 902
PPE and Investment Property	506 993 516	550 544 725	594 129 029
Norm	8.6%	8.9%	8.2%

Operational repairs and maintenance were identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance.

Budgeted expenditure for repairs and maintenance is reflected as 8.6% in 2019/2020; 8.9% for 2020/21 and 8.2% in 2021/2022 financial years, all these financial years we are below the norm in terms of spending. The municipality has budgeted for repairs & maintenance based on the R&M Plan.

**Table that reflects Actual R&M ratios:**

REPAIRS AND MAINTENANCE RATIO YEAR	ACTUAL 2019/2020 2021/2022	ACTUAL 2020/2021	ACTUAL
Repairs and Maintenance	11 833 822	9 464 536	0
PPE and Investment Property	506 993 516	550 544 725	594 129 029
<b>Norm</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>

The actual expenditure for repairs and maintenance for these financial years we are below the norm in terms of spending. Underspending is due to delays in reviewing and implementing maintenance plan within the municipality. This is one area the municipality needs to prioritize and improved so as to ensure that we are able to secure the ongoing health of the municipality's infrastructure.



## FINANCIAL VIABILITY/SUSTAINABILITY

### COST COVERAGE RATIO

The municipal cost coverage ratio table below of the past 3 years indicates that the municipality has the ability to meet its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue. The municipality is able to fund monthly fixed operational expenditure and continue to provide basic service to its community.

Table that reflects Cost coverage ratios:

COST COVERAGE RATIO	2018/2019	2019/2020	2020/2021
Cash and cash Equivalents	5 801 020	2 912 431	2 713 241
Unspent Conditional Grants	9 874 503	26 216 907	30 603 749
Overdraft	-		
Short Term Investments	54 805 678	108 233 646	220 346 404
Total Annual Operational Expenditure	267 162 385	286 841 998	317 756 336
<b>Norm</b>	<b>2 Months</b>	<b>4 Months</b>	<b>7 Months</b>

### CURRENT RATIO

The municipal Current ratio table below of the past 2 years indicates that the municipality's current assets exceed its liabilities; which then mean that the municipality has the ability pay its current obligations, which enable us to continue operations at desired level.

Table that reflects Current ratios:

CURRENT RATIO	2018/2019	2019/2020	2020/2021
Current Assets	114 596 215	152 879 688	160 232 272
Current Liabilities	28 710 994	45 396 618	41 911 325
<b>Norm</b>	<b>3.99</b>	<b>3.37</b>	<b>3.82</b>

### CAPITAL EXPENDITURE TO TOTAL EXPENDITURE

The table below reflects that two financial year of 2018 to 2020 reflects that the municipality was able to achieve ratio that is more than the norm of 1.5 -2.1, this then reflects higher spending on infrastructure and acceleration in service delivery. For 2020/21 financial year the norm is below 9%, however there will be improvement during the financial year.

Gross Debtors closing Balance	229 618 879	242 855 229	234 002 788
Gross Debtors Opening Balance	203 721 536	234 002 788	198 181 281
Bad Debts written off	10 122 000	2 160 769	2 160 796
Billed Revenue	106 872 596	73 403 346	97 103 115
<b>Norm</b>	<b>0.66</b>	<b>0.85</b>	<b>65</b>

Collection Rate is below the norm as the municipality is not collecting revenue as billed. The contributing factors are due to non-payment by households and business, the municipality has developed corrective measures by reviewing its credit control and debt management policy, we are also annually reviewing indigent register so as to ensure that billing database is credible.

### EMPLOYEE RELATED COSTS (INCLUDING COUNCILLORS ALLOWANCE)

Employee related costs are determined by the approved organogram of the municipality.

The municipality prepares the budget estimates for the next three years and the estimate might change due to new post proposed by the municipal council. The proposed budget estimates for employee related costs (including councilors' allowance) are as follows:

- 2019/2020- R 112 386 829, which is 39% of Total Operating Expenditure
- 2020/2021 - R 124 124 253, which 40% of Total Operating Expenditure
- 2021/2022 - R122 462 071, which is 38% of Total Operating Expenditure



**Property, Plant and Equipment**

	2019/20	2020/21	2021/22
PPE, Investment Property and Intangible Impairment	-		
PPE at Carrying Value	436 877 517	449 349 923	376 012 587
Investment at carrying value	70 116 000	57 876 705	70 116 000
Intangible Assets at carrying value	779 811	700 659	930 379

The utilization of Property, Plant and Equipment in the 2018/19 and 2019/20, is within the norm of 0. Which clearly shows that the assets are carried at no more than their recoverable amount.

**Our Revenue Growth:**

	2019/20	2020/21	2021/22
	0.03	0.18	(0.02)
CPI			
Total Revenue (Previous)	289 774 319.00	299 644 913.00	353 328 210.00
Total Revenue (Current)	299 644 913.00	353 328 210.00	345 703 691.00

The revenue Grown is indeed a sign to progression and improvement in the profit. Between 2019/20 to 2021/22 Financial years, we have been viewing both increase and Decrease in the Percentages, although in the 2020/21 an increase of 18% is observed as this is Mostly due to the MIG increase by 22%. For 2021/22 and 2020/21 years when compared, there is a reduction in the Revenue by -2% as the MIG was decreased and Most of the Roll-over were not approved.

	2019/20	2020/21	2021/22
Number of Units purchased and / or generated	5 796 328	10 514 345	7 177 902
Number of units sold	4 991 077	7 495 549	7 174 715
Norm (7-10%)	0.14	0.29	0.00

**IMPACT ON FILLING CRITICAL VACANT POSTS**

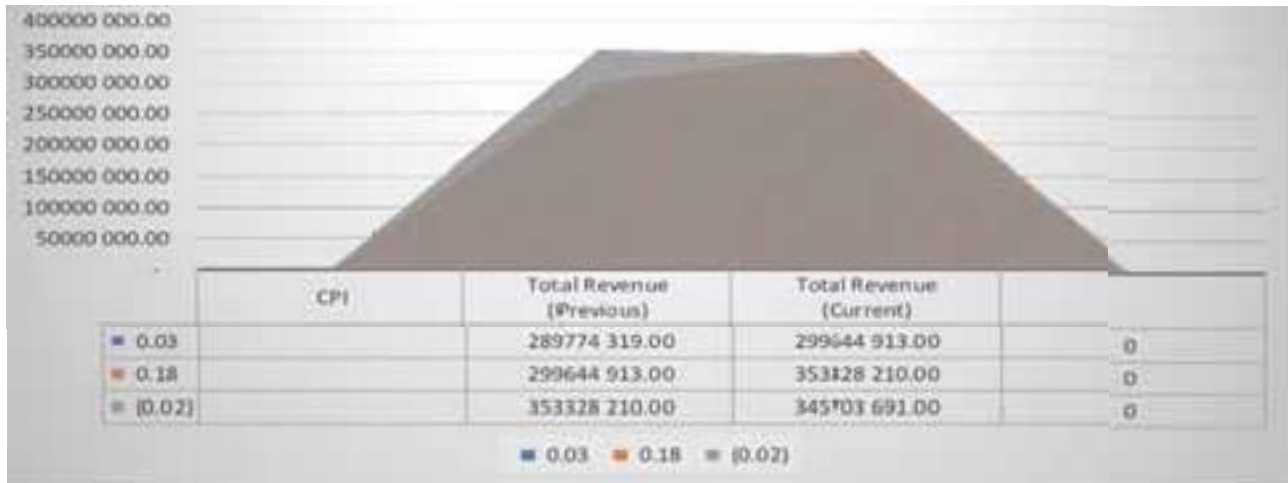
All critical positions in the municipality are currently filled. As it is essential to fill the critical posts because they have major impact on service delivery.

REMUNERATION AS % OF TOTAL OPERATING EXPENDITURE 2019/2020 (ACTUAL)			
Employee/ personnel related cost	99 138 300	110 037 011	107 819 048
Councillors Remuneration	13 248 529	14 087 242	14 643 023
Total Operating Expenditure	286 841 998	306 551 908	322 726 454
Taxation Expense	-	-	-
Norm	39.18%	40.49%	37.95%

**Expenditure Management**

	2018/19	2019/20	2020/21(UNAUDITED)
	0.11	0.01	-
Irregular, Fruitless and Wasteful and Unauthorised Expenditure	28 679 333	4 291 298	169 854
Total Operating Expenditure	268 198 708	286 841 998	286 841 998
Taxation Expense			

The Municipality is improvement on the Irregular, Fruitless and Wasteful Expenditure. In the year 2018/19, 11% was Noted by the Auditors, in 2019/20 only 1% was noted. This is actual a massive improvement indicated, as it is Evidence all protocols are observed when Tendering and when duties are being performed.



DEBT ( TOTAL BORROWINGS) / REVENUE	2018/2019	2019/2020	2020/2021
Total Debt	2 703 675	1 981 303	1 252 013
Total Operating Revenue	94 917 260	115 111 136	312 062 389
Operational Conditional Grants	155280109	176 519 260	194 116 500
Norm	0.04	3	1

### LOANS/BORROWING STRATEGY

Municipality's borrowing is made up of Finance Leases, i.e. Instalment Sale Agreement from Westbank. The aim is to ensure that assets backing up the loans are well maintained in order to derive value for money. The reason behind borrowing was to not commit a once-off cash lump sum in buying vehicles but to spread the expenditure over a 5-year period. Mandeni Municipality is highly dependent on Grants, as 68 percent of the Annual budget for 2021/2022 financial year was funded by grants and 32 percent was funded internally. The municipality acknowledges that we have a challenge of recovering outstanding debt from consumers, which contributes to grant dependency. The Municipality's current ratio is favorable thus indicating that the Municipality is able to meet its immediate obligations. The cash flow situation is still a critical aspect for the municipality and is being constantly monitored. However, the liquidity ratios have reached the acceptable standard norms, but still need to be monitored on a continuous basis.

### INVESTMENTS

The municipality's cash management and Investment Policy was amended and approved by Council in May 2021. The aim of the policy is to ensure the Mandeni Municipality's cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduces time frames to achieve certain benchmarks. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the municipality's revenue base.

The table below provides an overview of the Mandeni Local Municipalities Investment register as at April 2021.

GUID/VOTE	INVESTMENT NAME / GRANT NAME	ACCOUNT NO.	INTEREST RATE
D0001/IA09568/F0001/X049/R0100/FIN	Call account 1 - GRANTS	61294217372	2.45%
D0001/IA09569/F0001/X049/R0100/001FIN	Call account 2 - HOUSING	62028673219	2.45%
D0001/IA09570/F0001/X049/R0100/FIN	Call account 3 - MIG	62812286400	2.45%
D001/IA09571/F0001/X049/R0100/FIN	Call account 4 - NDPG	62252919471	2.45%
D0001/IA09572/F0001/X049/R0100/001/FIN	Call account 5 - TMT	62113325882	2.45%
D0001/IA09573/F0001/X049/R0100/001/FIN	Call account 6 - INEP	62527527462	2.45%
D0001/IA09574/F0001/X049/R0100/001/FIN	Call account 7 - AR	62538203449	2.45%
D0001/IA09578/F0001/X049/R0099/001/FIN	Call account 8 -Title Deed	62812286963	2.45%
D0001/IA09093/F0041/X049/R0100/FIN	NEDBANK	23581136/9998	3.35%
D0001/IA10181/F0003-3/X049/R0099/001/FIN	NEDBANK	1766000029	5.31%
D001/IA1018/F0003-10/X049/R0099/001/FIN	NEDBANK	037881155450	4.82%
D001/IA09575/F001/X048/R0100/001/FIN	STANDARD	068637527 003	3.40%
D001/IA10181/F0003-10/X049/R0099/001/FIN1	STANDARD BANK	068637527 007	3.98%
D001/IA10181/F0003-5/X049/R0099/001/FIN	STANDARD BANK	068637527 008	4.70%

Mar - 21					
OPENING BALANCE	TRANSFERS IN	INTEREST	TRANSFER OUT	BANK CHARGES	CLOSING BALANCE
R53 700 629.07	-	-	-		R53 700 629.07
R1 811 356.43		3 404.35			R1 814 760.78
R4 462 389.47	8 719 000.00	12 122.31	-5 025 186.32		R8 168 325.46
R2 054.83		3.86			R2 058.69
R245 858.76	9 320.00	466.24		132.70	R255 777.70
R2 196 801.98		4 220.32	-357 886.33		R1 843 135.97
R105 720.92		219.98			R105 940.90
R3 404 605.69		7 084.38			R3 411 690.07
		6 659.79			R1 875 127.44
R30 000 000.00	R30 000 000.00				R30 000 000.00
R30 000 000.00					R30 000 000.00
R1 698 654.77		4 914.46			R1 703 569.23
R15 000 000.00					R15 000 000.00
R50 000 000.00		R -	R -	R -	R50 000 000.00
<b>R192 628 071.92</b>	<b>R38 728 320.00</b>	<b>R39 095.69</b>	<b>R-35 383 072.65</b>	<b>R132.70</b>	<b>R197 881 015.31</b>

## 8.9. KEY CHALLENGES

KEY ISSUES	DESCRIPTION
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	
Public Participation - ensuring existence and functionality of public participation	
Improve public participation process	
Involvement of Amakhosi in the municipal IDP	Minimal to zero participation of amakhosi in the processes of the municipality
Functionality of intergovernmental relations at district and provincial forums	The most critical forums seem to be lagging behind thus service delivery is not coordinated through the appropriate IGR structures
Communication with stakeholders.	The MLM does not have a well-developed system to communicate with
Public participation.	Inadequate public involvement in municipal affairs.
Inter-governmental Relations.	Effective implementation and follow-up of resolutions taken by IGR
Governance Structures.	Individual ownership of decisions/resolutions taken by the collective.
<b>INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	
Municipal office space.	The municipality is operating from sub-optimal premises and the offices are scattered.
Lack of sufficient staff capacity	The municipality lacks sufficient capacity to undertake all municipal activities efficiently and effectively.
Organizational culture.	Conduct and behavior of staff and councilors.
Employee wellness program.	The municipality does not have a sufficient capacity to implement an effective employee
Information and Communication	Information and Communication Technology systems are fragmented
Tools of the trade.	Councilors and senior staff members do not have adequate access to the essential tools of
<b>INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	
Implementation of systems and	Some municipal policies are not implemented.
Lack of sufficient staff capacity	The municipality lacks sufficient capacity to undertake all municipal activities efficiently and effectively.
Organizational culture.	Conduct and behavior of staff and councillors.
Employee wellness program.	The municipality does not have a sufficient capacity to implement an effective employee
<b>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>	
Revenue collection and enhancement.	Poor implementation of the revenue collection and enhancement strategy.
Indigent policy.	Incomplete indigent register.
Supply Chain Management.	Tender processes take too long to finalise.
Wasteful and fruitless expenditure.	Municipal funds are sometimes spent on items that do not form part of the core mandate of the municipality or advance performance on core
Budget.	Unrealistic budget.
ESKOM License.	The municipality would like to obtain a license to provide electricity to the urban parts of the
Non-declaration of interests.	Staff members do not declare their interests.
Asset Management.	
<b>LOCAL ECONOMIC</b>	
SMMEs and co-operatives support and development.	Lack of incubators and support infrastructure.
Declining manufacturing sector.	Maintenance of industrial infrastructure in iSithebe Estate.
Tourism development.	Challenges in attracting investment along the coast.
	Access to productive agricultural land in traditional authority areas.
	Decline in the demand for sugar cane due to substitutes
Declining contribution of the	Lack of diversification in agriculture.
Economic leakage.	Some people from the MLM undertake their main purchases in the major urban centers outside of the MLM.



## 8.14. KEY CHALLENGES...continued

KEY ISSUES	DESCRIPTION
<b>LOCAL ECONOMIC DEVELOPMENT (CONT.)</b>	
Investment and development.	Inadequate marketing of Mandeni for investment purposes. Inability to attract property developers (residential, commercial and
Business development.	Need to attract new business. Ability to retain and facilitate the growth of existing businesses.
Monitoring and evaluation.	Lack of monitoring and evaluation of municipal LED projects.
Partnerships.	LED program is not based on new institutionalism.
<b>BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT</b>	
Poor condition of roads.	Lack of rural access roads. Potholes on roads.
Housing backlog.	Lack of rural housing. Sustainability of human settlements. Expansion of Sundumbili. Access to land for housing development Projects take too long to complete.
Water and sanitation services backlogs.	Water backlogs Lack of sewerage system in the densified rural areas Lack of waste management sites.
Infrastructure maintenance.	Ageing and inappropriate infrastructure for a growing
Poor access to social amenities/ infrastructure.	Lack of community halls, convention centers, etc. Lack of entertainment areas. Lack of cemetery and crematoria facilities. Negative social attitude towards recycling of graves and cremation. Poor access to libraries.
ICT infrastructure.	Access to ICT network (broadband). Poor cell phone networks
Meeting the needs of women, the youth, the aged and the disabled.	The municipality does not have a well-developed program me address the unique needs of these groups Programs targeting these social groups are events-

# Chapter D:

## MUNICIPAL VISION, GOALS AND OBJECTIVES

### LONG-TERM DEVELOPMENT VISION

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

### MISSION STATEMENT

Further to the vision statement outlined on the previous page, Mandeni Municipality has developed a mission statement that sets the tone for every decision that the municipality makes in order to achieve its vision. The brief mission statement defines the organization and seeks to set it apart from the other municipalities. Mandeni Municipality will achieve the development vision by following a culture of Batho Pele principles.

### CORE VALUES

Honesty  
Transparency  
Integrity  
Inclusiveness  
Commitment  
Professionalism

These are the behavior patterns expected from councilors and staff alike and signify the meaning that members of the Mandeni Municipality attach to their actions. They are a way of perceiving, and even thinking and feeling. They affect the way people and groups interact with each other, with clients, and with stakeholders.

## **MANDENI COUNCIL STRATEGIC SESSION 2022**

The session was held over four days with different activities for each day. the first day received a welcoming note by the speaker of council who declared the session as officially open. After the introductions conducted by the municipal manager, the Honorable Mayor presented his political overview of Mandeni and counciland provided the marching orders for the strategic planning session highlighting issues for strategic consideration. The first day also saw the presentations and engagements with external establishments with a sole aim ofpromoting the intergovernmental coordination on service delivery. Three presentations were received from Enterprise iLembe, Cogta Disaster Management and SANRAL (could not make it on the first day and made a virtual presentation the following day).

The first also received the organizational overview and administrative perspective by the office of the municipal manager which also provided administrative issues for strategic considerations arising from the current challenges of the municipality.

It is a distinct culture of the Mandeni Local municipality that when a strategic planning session is conducted a presentation is expected from the facilitator to provide a brief outline of the strategic planning. The facilitator then presented the approach of the strategic planning session sighting the philosophy of strategic planning as well as its scientific perspective. It is then appropriate at this stage to highlight the development thinking that was intended to form the basis of the reviewed strategy. The contemporary discourse on development favors the result-based thinking to the fragmented way of thinking. The fragmented way ofthinking focuses on sectional outputs whilst the result-based thinking focuses on the outcomes of development for the holistic development of our people. According to the results-based thinking of development; the municipality must firstly comprehend the expected outcomes and then produce the relevant outputs for utilization by communities for the satisfaction of their needs. In this instance the strategy is then expected to identify the expected outcome and then produce the expected outputs required by communities to achieve the outcomes. It is important to note that for a holistic development to take place the municipality must produce two types of outputs, that is, the facilities (physical development) and the ability to use those facilities (human development).

The second and third day saw presentations from municipal departments which were intended to orientate new Council on the state of affairs of the municipality, assist the Council in making proper decisions with regards to areas of priority in terms of service delivery for the next five years. Strengthening of democracy, economic and spatial transformation, enhance the credibility of the Municipal Strategic Business Plan (IDP) and identify appropriate resources to assist in the attainment of the Municipal priorities and goals. The following were presentation received:

1. Status of Municipal Integrated Development planning

2. Status of Mandeni Spatial development framework
3. Presentation on MsCOA Budget for 2021/22
4. Presentation on highlights and challenges of the corporate services functions
5. Presentation on highlights and challenges of the community services functions
6. Presentation on highlights and challenges of the technical and infrastructure services functions
7. Presentation on highlights and challenges of the economic development, planning and human settlements functions
8. Presentation on highlights and challenges of the office of the municipal manager
9. Presentation on the Organizational structure

It was also on the third day that the plenary looked into the vision, mission and objectives of the municipality with a view to assess if there was a need to review it. The plenary then agreed that these remain relevant even for the current council. Upon the adoption of the municipal goals, objectives and strategies, the plenary then identified the commissions through which the council will deliberate and take resolutions on programs, projects and activities to be undertaken in the current term as aligned to the objectives and strategies.

## **Proposed Interventions**

## Basic service delivery and infrastructure investment

Key Performance Areas and B2B	Strategic goals	Strategic objectives	Strategies	Activities, projects and programmes	Wards	Year	Responsible department
<b>Basic service delivery and Infrastructure investment</b>  <b>(Service</b>	1. Providing equal access to high quality sustainable basic infrastructure and services	1.1 To improve access to all basic services	1.1.1 Facilitate the reduction of water and sanitation infrastructure and service backlogs.	Maintain a functional water and sanitation forum with the district to collate quarterly reports to be submitted to council.	All wards	Ongoing	Technical services & Infrastructure Development
				Facilitate the planning, design and implementation of the following projects by the district municipality:		2022/23	

delivery)		-Isithebe Water reservoir (Resilience Increase the capacity /) -Town Precinct Water Reservoir (Resilience) -Dokodweni Beach Precinct water scheme -Masomonce Water Scheme -Ward 5 Water Reservoir Resilience (Ward 5 to increase the security. Meter reading to be installed.) -Sundumbili Asbestos Pipe Change (burst) -Pit toilets sludge sucking (No clear maintenance plan) -Conversion of pit toilets to water borne			
	1.1.2	1.Partnering with Eskom Improve network capacity	7,10,13	2026	Technical services& Infrastructure Development
	Facilitate access to electricity for all targeted households	2. To Split INEP Allocation: 50% Khenana, 40% Backlog eradication, 10% Type 2 Infills		2023/2024	
		3. To explore allocation of municipal capital budget for electrification.		2023	
		4.Municipality to explore Solar Streetlight		2024	
		5. Install streetlights at P459 Entrance town, Between Gcaleka Isithebe, Khenana and Isithebe		2024/25	
		Khenana and Hlomendlini High Mast Lights			
		Installation of High Mast Lights in Mandeni, Phase 2			
		Masomonco/Makhoba Village Electrification Project - Ward 10	10		
		Emhlangeni/Corner House Electrification Project - Ward 5	5		
		Okhovothi Phase 2 Electrification Project - Ward 12	12		
	1.1.3	Coordinate with DOT to Upgrade Road to Dokodweni Beach.	1	2022/23	

			Reduce the road infrastructure backlog and maintain the existing infrastructure	DoT - Improve and widen P415 entering Town - dual carriage way.	7	2022/23	Technical services & Infrastructure Development
				Improve and widen the road P459 from Gcaleka to Isithebe.	1	2022/23	
				Coordinate with DOT for Road from Nyoni to R102 to be paved with Asphalt.		2022/23	
				Improve the access road gravelling programme	All	2023/24	
				Provide staff with training e.g. patching of potholes.	All	2022/23	
				Gravelling of link roads and stream crossing.	All	2022/23	
				Rehabilitation of uMsomuhle Road in Ward 15, Mandeni	15		
				Nyoni Taxi Route Phase 4	4		
				Rural Roads Phase 4(b) - Upgrade of a Gravel Road in Ward 6	6		
				Rural Roads Phase 4(a) - Upgrade of Gravel Roads in Ward 11	11		
				Upgrade of Manono Road in Ward 15	15		
				Upgrade of Machibini Link Road to Isithebe in Ward 10 and 12	10 & 12		
				Upgrade and Improvement of Bumbanani Road in Sundumbili, Ward 13	13		
				Rehabilitation of the Parking at Lot No. 504 - (SPAR) Roads & Stormwater Unit			
			1.1.4 Facilitate the reduction of the housing	Macambini	9,3,8,2,1	2026	Economic Development and Planning &
				Ndulinde	6	2026	
				Manda Farm	7	2026	





## Municipal Transformation and Institutional Development

Key Performance Areas and B2B	Strategic goals	Strategic objectives	Strategies	Activities, projects and programmes	Ward	Year	Responsible department
Municipal transformation and institutional development	2. Provision of effective, efficient, transparent and accountable leadership	2.1 Creating a conducive working environment	2.1.1 Maintain and improve the municipal policies	Review and adopt all corporate services departmental policies by council by 30 June 2022	N/a	2022/23	Corporate services
				Conduct policies and main collective agreement roadshows on a quarterly basis	N/a	2022/23	
			2.1.2 Ensure effective and efficient human resource management	Increase internship programme intake as part of social responsibility in assisting our local graduates to gain experience.	N/a	2022/23	
				Finalise the organisational restructuring and ensure correct placement	N/a	2022/23	
				Career expo/school visit by management	N/a	2022/23	
				Review and adoption of the organisational structure aligned to the 2022-2023 IDP & Budget	N/a	2022/23	
			2.1.3 Ensure	Develop and adopt the workplace skills plan	N/a	Ongoing	

			effective and efficient human resource development	Annual Training Plan and Reports to departments on a quarterly basis that are linked to the WSP to monitor and evaluate trainings that have taken place	N/a	Ongoing
				Training & development of staff, encourage culture of learning through bursaries, introduction	N/A	Ongoing
				Relaunching of EAP and strengthen the awareness campaigns	N/A	22/23

## Financial viability and financial management

Key Performance Areas and B2B	Strategic goals	Strategic objectives	Strategies 2015/16	2015/16 activities, projects and programmes	Ward	Year	Responsible department
<b>Financial viability and financial management</b>  <b>(Sound financial management)</b>	3.To develop a sustainable and efficient municipality based on sound financial management.	3.2 Ensure a financially viable municipality.	3.2.1 Improve the audit opinion	Draft an Audit Action Plan so as to track findings raised on the previous years.	N/A	Ongoing	Budget and treasury office
				Ensure that AFS are prepared and submitted within the compliance deadline Section 121 of the MFMA	N/A	Ongoing	
				Preparations of Quarterly Annual Financial Statement	N/A	Ongoing	
			3.2.2 Ensure the IDP aligned financial planning	Develop and table IDP/Budget/PMS Process Plan and ensure that it is approved within the stipulated time frame (section 21(1)(b) of the MFMA)	N/A	Ongoing	
				Develop the IDP aligned budget	N/A	Ongoing	
				Develop the IDP aligned adjustment budget	N/A	Ongoing	
				Pay all suppliers within 30 days of invoicing	N/A	Ongoing	
				Conduct monthly creditors reconciliations	N/A	Ongoing	
				Conduct monthly suspense reconciliations	N/A	Ongoing	
				Conduct monthly VAT reconciliations	N/A	Ongoing	
				Conduct monthly assets reconciliation	N/A	Ongoing	

Good governance, community participation and ward committees system

Key Performance Areas and B2B	Strategic goals	Strategic objectives	Strategies	Activities, projects and programmes	Ward	Year	Responsible department
<b>Good governance, community participation and ward committees system</b>  (putting	4.To foster a culture of community involvement and good governance in the affairs of the municipality	4.3 Ensure a participative, transparent and accountable governance.	4.3.1 Improve the public participation processes	Create a practical line of communication for waste collection service, in case of disturbances through social media, emails, & SMS's, and loud hailing if need be.	All	Continuous	Community services
				Usage of national / popular mass media platforms, e.g Ukhozi FM, together with popular local radio stations	All	21/22	Office of the Municipal Manager
				Implement the communication plan to reach -out to the media houses with a broader listenership and viewership	All	21/22	Office of the MM
				Signage for branding and marketing of the organizational face be rolled out by communications section	N/A	22/23	Office of the Municipal Manager
				Installation of screens in all strategic spaces in each dept, Sibusisiwe Hall & Council chamber, that informs the public about the core functions and activities of each department	N/A	22/23	Office of the Municipal Manager
				Install a strategic billboard, to indicate the key services of the municipality bearing the face of the mayor		22/23	Office of the Municipal Manager
			4.3.2 Ensure the existence and	Convene quarterly IDP RF meetings			Economic Development and Planning & Human Settlements
				Fill -up the vacancies of ward committees in one month	All	22/23	Community services
				Develop and implement the ward committee operational	All	Ongoing	

## Local Economic development

Key Performance Areas and B2B	Strategic goals	Strategic objectives	Strategies	Activities, projects and programmes	Ward	Year	Responsible department
<b>Local economic development</b>  (service delivery)	5. Promoting and facilitating human development	5.1 Achieve a holistic human development and capacitation for the realisation of skilled and employable workforce	5.1.1 Improve the community skills base	Promote and retain a conducive investment environment by intensifying and implementing the Mandeni Economic Growth and development Partnership stricture	All wards	22/23	Planning and economic development
				Establish a skills development forum to include tertiary institutions and the business sector	All wards	22/23	
			3.1.2 Ensure the empowerment of youth, women and people living with disabilities	Facilitate the SMME skills development for youth women and people living with disability.	All wards	2023/2024	Community services
	6. Facilitating the creating	6.1 Facilitating	6.1.1 Implement the	Facilitate the employment of workers on a temporary or on-going basis through housing	All wards	2022/23 -	Community and public safety

	of job opportunities .	the creation of employment opportunities for skilled and employable people.	EPWP programme	construction programs		2026/27	
			6.1.2 facilitate the implementation of the CWP	Facilitate the employment of workers on a temporary or on-going basis through housing construction programs	All wards	2022/23 - 2026/27	Community and public safety
			6.1.3 Strategically plan for LED	Prepare Agricultural Development Strategy	All wards	2023/2024	Economic Development and Planning & Human Settlements
			6.1.4 Coordinate a fight against poverty				
			6.1.5 Unlock the agricultural potential	Support the established Agricultural Co-operatives who are in the open fields to produce fresh produce such potatoes, butternuts, cabbages, etc.	Rural Wards	2022/2023	
				Develop a formal platform for frequent engagement between Agricultural Associations, municipal officials and other relevant stakeholders	All Wards	2022/2023	
				Assist local famers with a variety of business equipment (Quick wins).	All wards	2022/2023	
				Facilitate the construction of cold storage facility	2	2023/2024	



## Cross cutting measures

Key Performance Areas and B2B	Strategic goals	Strategic objectives	Strategies	Activities, projects and programmes	Ward	Year	Responsible department
<b>Cross-cutting measures</b>  (Service delivery)	8. Promoting and facilitating environmental protection and sustainable spatial planning.	8.1 Realise a completely protected environment.	8.1.1 Improve community awareness on environmental protection	Conduct land development awareness campaigns with all traditional Councils within Mandeni.	All wards	2022/23 2025/26	Economic Development and Planning & Human Settlements
				Conducting of a feasibility study for possible mining development.	All	2024/2025	
				Conduct a feasibility study for a Petrol filling station along the N2.	1, 2 & 8	2024/2025	
			8.1.2 Implement the coastal management plan				
		8.2 Facilitate a creation of a disaster ready	8.2.2 Create a community disaster awareness	Conduct fire and disaster awareness campaigns			
				Convene quarterly meetings for a disaster management forum			

## Conclusion

The plenary identified numerous issues that could not be considered as programs, projects or activities yet the serve as a guideline on numerous municipal operations and resolved on classifying those as special resolutions and the include:

<b>Infrastructure development and service delivery</b>	<ul style="list-style-type: none"> <li>-The Availability of the grader for the wards, must be in line with the 3 day program as initially agreed.</li> <li>- The Supervisor is requested to remain on site and monitor the progress when the roads are being maintained in order to ensure that maintenance is done properly.</li> <li>-There is a need to upgrade the taxi route.</li> <li>-High mast lights are recommended to improve on the street lights effectiveness.</li> <li>-A request must be submitted to the department of transport to at least have speed bumps on the road that link (P415)</li> <li>-There is a need for an alternative route between Isithebe &amp; N2 /R102</li> <li>-There is a need for an alternative route at Sibamba in town</li> <li>-An attempt must be done to address the plaza congestion</li> <li>-There is a need for the road markings especially in roads near plaza</li> <li>-Poor Storm water drainage system- require attention</li> <li>-The municipality must look into the development of the Infrastructure development &amp; maintenance strategy.</li> <li>-There is a need for a survey or social facilitation around Isithebe residents</li> <li>- Inkwalu taken from the borrow-pits cannot be sold to the public.</li> <li>-Identification of all unoccupied depts. buildings in the community that can be utilized for other purposes.</li> <li>-Disaster management services need improvements</li> <li>-Water shortages need to be addressed with the district.</li> <li>- Housing Sector Plan requires a review to address backlog</li> </ul>
<b>Social facilities</b>	<ul style="list-style-type: none"> <li>-There is a need for mobile clinics</li> <li>-Library operating hours to be extended</li> <li>-There is a need for additional facilities that will reduce pressure on the Sibusisiwe Hall</li> </ul>

<b>Revenue Protection</b>	<p>-Township Focused Revenue enhancement program namely <b>Rand for Rand Collection Strategy</b> which should only apply to the Residential Customers only, Characterized by Quick wins Service Delivery Programs (Grass Cutting, Street lights fixing, Potholes Fixing, Intensify Police visibility in the Township, Issue Trade Licenses for street Vendors etc.), that should be implemented vigorously in the Township as a short- term measure</p> <p>-As a long-term campaign, mobilize the township community to meet the Municipality halfway in the funding model of the Storm water installation as well as Roads Refurbishment, Installation of high master poles for township lighting and concrete passages</p> <p>-Managers be Grant Hunters. EDP to collaborate with all departments to share existing business plans for further engagements.</p> <p>-Partner with DBSA in raising revenue</p>
<b>Municipal expenditure</b>	<p>-Municipal funds be utilized more on service delivery</p> <p>-Eliminate over expenditure on contracts as they must be within the limits of appointmentvalue.</p> <p>-Ensure that expenditure occurs as per the budget</p> <p>-Council must consider the Utilization of funds in the municipal reserves for the provision ofservices to the people.</p>
<b>Investment and Local Economic Developmentincentives</b>	<p>-Have a 5-year phase-in approach in the rating of Property Rates</p> <p>-Engage all Stakeholders (Eskom and IDM) to offer incentives for employment creationinvestments</p> <p>-Hall hire fee incentives for events which seeks to promote Local artists Development</p>
<b>Corporate issues</b>	<p>-The municipality must devise a strategy to deal with EPWP workers exploitation throughtheir recruitment and appointment</p> <p>-Beef up of the organogram to include the Director for Youth Development.</p> <p>-Training of staff on Batho Pele/ customer relation must be done.</p> <p>-Improvement on the working space and protective clothing is needed.</p>
<b>Land use Audit</b>	<p>-Before the implementation of the new valuation roll, the Municipality should embark on theLand Use Audit in order to establish changes of the land usage</p> <p>-Beef up the General Valuation Roll with usage information for the correct categorization and tariff application thereof</p>
<b>Establish a Local Economic Developmentand Supply Chain</b>	<p>-Focus on the training of SMME's</p> <p>-Local SMME's beneficiation</p>

MANDENI MUNICIPAL IDP MULTI-YEAR PROJECTS

MANDENI MUNICIPAL IDP MULTI-YEAR PROJECTS									
COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
1	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 4 Housing Project	DOH						EDPHS
	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 5 Housing Project	DOH						
	Macambini Housing Project	Phase 3 Macambini Housing project (Planning)	DOH						
	Improve the condition of all ward 1 access roads	Rural Gravel Roads maintainance/rehabilitation	MLM	5 000 000.00	5 000 000.00	5 000 000.00	5 000 000.00	5 000 000.00	IDTS
	Improved water delivery schedule	Macambini water supply scheme	iLembe District						
	Mobile library in Macambini	Macambini library	DAC				2 000 000.00		DPCS
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Lightening Conductors around Macambini area	Installation of Lightening conductors	MLM			R180 000.00			DPCS
	Sports / recreation facility	Sportsfield and combo court	MLM		1 000 000.00				IDTS
		Dokodweni North Beach Upgrade	MLM	1 892 576.15					
	Promote Mandeni to be a tourist destination	Tourism signs (Dokodweni area)	MLM		1 000 000.00				EDPHS
		Dokodweni beach precinct - Infrastructure Development planng (EIA)		R300 000.00					
		Dokodweni beach precinct - Infrastructure Development (Access, guard house, ablusion facilities, life guard house)	MLM		R8 359,000.00				

	Support small scale licensed fishing cooperatives with an appropriate market, equipment and business training	Constrction of cold storage for fishermans	MLM/DAFF		100 000.00	100 000.00			
	Installation of water and sanitation infrastructure for Dokodweni beach	Installation of water and sanitation infrastructure	iLembe District						iLembe District Municipality
	Youth empowerment programs	Youth Drivers licence	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
Ward No:	Need	Project Name	Funding source	YEAR 1 2022/2023	YEAR 2 2023/2024	YEAR 3 2024/2025	YEAR 4 2025/2026	YEAR 5 2026/2027	
2	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 4 Housing Project	DOH						EDPHS
	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 5 Housing Project	DOH						
	Macambini Housing Project	Phase 3 Macambini Housing project (Planning)	DOH						
	Lightning Conductors around Macambini area	Installation of Lightening conductors	MLM		R180 000.00				CSPS
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Improve the condition of all ward 2 access roads	Rural Gravel Roads maintainance/rehabilitation	MLM	8 000 000.00			9 500 000.00		IDTS
	Youth empowerment programs	Driver license program	MLM	440000	460000	480000	500000	520000	OMM
	Community hall	Contruction of ward 2 community hall	MLM			9 000 000.00			IDTS
	Support with agrculture projects (irrigation)	Issueing of seedlings and animal feeds	MLM/DOA	100 000.00	100 000.00				EDPHS

	Renovation of Mthaleri Sport field	Renovation of Mthaleri Sport field	MLM					5 000 000.00	IDTS	
	Kwasishi Sports field	Upgrading of kwasishi Sportfield	MLM		5 000 000.00				IDTS	
	Tourism Destination	Install Tourism Signs	MLM	50 000.00	50 000.00				EDPHS	
	Facilitate the construction of cold storage facility for fishing cooperatives.	Construction of cold storage for fishermans	MLM/DAFF		100 000.00	100 000.00			EDPHS	
	Enforcement of beach bylaws in Tugela mouth	Feasibility study on establishment of Shayamoya Beach	MLM		500 000.00					
		Tugela mouth beach enforcement	MLM						CSPS	
COMMUNITY NEEDS					BUDGET					RESPONSIBLE DEPT
					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
3	Prioritisation of housing project beneficiaries/Housing	Planning for phase 1 housing project for Mangethe	DOH						EDPHS	
	Lightning Conductors around Macambini area	Intallation of Lightening conductors	MLM		180 000.00				CSPS	
	Improved water delivery schedule	Macambini water supply scheme -	iLembe District						Ilembe District Municipality	
	Youth empowerment Programs	Drivers license	MLM	440000	460000	480000	500000	520000	OMM	
	Regular visit of mobile clinic	Mobile clinic	DOH						Department of Health	
	Electrification projects	Household electricifcation project Phase 2 for Mangeza and Ifelethu	ESKOM/MLM					3 000 000.00	IDTS	
	Maintenance of Sports field (Romeni & Mangeza )	Mangeza Sportsfield upgrade	MLM				8 000 000.00			

## Chapter D ..continue

	Sporting Equipment for various sporting codes	Sporting equipment	MLM		200 000.00		250 000.00	300 000.00	OMM
	Construction of speed reducing humps (Along P415 maRomeni area)	MaRomeni speed humps	DOT						Department of Transport
	Construction of courseway bridge linking (around mevati linking ifalethu and Mageza)	Construction of courseway bridge	DOT/MLM						
	Community hall	Construction of Mangeza community hall	MLM					8 000 000.00	IDTS
	Provision of resources centre / Community Hall	Multi-purpose community hall	MLM					10 000 000.00	
	Install streetlights	Phase 1 - Install streetlights at P459 Entrance town, Between Gcaleka Isithebe, Khenana and Isithebe	MLM	300 000.00					
		Phase 2 Installation of steet lights	MLM			250 000.00			
	Fire hydrants around kwatas area	Rehabilitation of Fire hydrants around kwatas area	IDM						Ilembe District Municipality
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Tourism Development/Sense of Arrival	Erect Mandeni Welcoming Sign	MLM	300 000.00	50 000.00				EDPHS
	Tourism Development	Facilitate development of Ngwenya Nature Reserve	MLM	120 000.00	120 000.00	120 000.00	120 000.00		EDPHS
	Provision of Municipal office space	Construction of municipal offices	MLM			20 000.00	10 000 000.00	10 000 000.00	IDTS
	Roads infrastructure in kwatas	Rehabilitation of Long Street	MLM		7 000 000.00				IDTS
		Rehabilitation of Anderson Road	MLM				6 500 000.00		



		Rehabilitation of Patrys Road	MLM				7 000 000.00		
		Construction of extention Kingfisher Road	MLM			8 000 000.00			
	Disaster Emerergency centre	Construction of the Mandeni Disaster and Fire Emerergency centre	MLM			17 000 000.00			CSPS
	Driver licence Testing Centre	Construction of DLTC Centre	MLM	9 200 00.00					CSPS
	Provision market stalls	Constuction of Market stalls along P415	MLM			4 000 000.00			EDPHS
	Animal Pound	Establishment of Mandeni animal pound facility	MLM	10 000 000.00					CSPS
	Provision of Sports and recreation facilities	Highview Park Combo court and	MLM	2 000 000.00					IDTS
COMMUNITY NEEDS				BUDGET					RESPONSIBL E DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/202 3	2023/2024	2024/202 5	2025/ 2026	2026/ 2027	
4	Construction Hlomendlini sports field	Hlomendlini Sports field	MLM	4 490 000.00	R8 000 000.00				IDTS
	Construction Hlomendlini library	Hlomendlini Library	MLM						CSPS
	Bus Shelter	Construction of bus shelthers	MLM						IDTS
	Provision of Secondary level school	Construction of Secondary high school	DoEdu						Department of Education
	Youth empowerment programs	Drivers license	MLM						OMM
	Empowerment of middle aged groups	SMME Support programs Quick wins	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS

	Installation of High Mast lights x2	Installation of High Mast lights x2	MLM			250 000.00	250 000.00		IDTS
	Fencing water works site	Fencing of Hlomendlini water works site	IDM						Ilembe District Municipality
	Taring of Hlomendlini Township	Taring of Hlomendlini access roads	MLM				22 000 000.00		IDTS
	Satellite Police Station	Satellite office	DPW/SAPS						SAPS
	Provision of Pipe water	Water Rectification project	iLembe District						Ilembe District Municipality
	Improve road conditions	Rehabilitation of Roads	MLM		3 500 000.00		6 000 000.00		IDTS
	Illegal dumping in Padianagar	Provision of skip bins	MLM	R900 000.00					CSPS
	Padianagar Combo court	Renovation of Padianagar combo-court	MLM	1 000 000.00					IDTS
	Provision of Cemetery in Mandeni	Cemetery infrastructure	MLM		3 000 000.00				EDPHS

COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
5	Youth empowerment programs	Driver license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	Provision of various sporting equipment for various sporting codes	Sporting Equipment	MLM		200 000.00				OMM
	Economic empowerment Programs for people over the age of 35	SMME Support - Quick wins	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Electricity	Emhlangeni Electrification Project	MLM	2 000 000.00					EDPHS
		Dendetu / Wetane Electrification Project - Ward 5	MLM	1 000 000.00					

	Water	Water Supply	iLembe District						iLembe District Municipality
	Lightning Conductors	Intallation of Lightening conductors	MLM	180 000.00					CSPS
		Installation of Highmast lights	MLM			250 000.00			IDTS
	Provision of Bridge	Matsheketsheni Bridge	MLM/DOT				10 000 000.00		
COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
6	Housing Provision	Phase 2 of Sikhonyane Housing Project (Planning)	DOH						EDPHS
	Ndulinde water recticualtion project for matshe'amhlophe, mathuzi, machunyini Evutha areas	Water reticulation	iLembe District				50 000 000.00		iLembe District Municipality
	Provision of eletricity (enkomidle, emathunzi)	Electrification	ESKOM					5 000 000.00	IDTS
	Construction Sportfield at kwaMkhize	Rehabilitation of KwaMkhize Sports field	MLM					8 000 000.00	IDTS
	Youth Empowerment programs	Drivers license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	Taring of Ndulinde road beyond the current phase	Construction of D888 Road	DOT				35 000 000.00		Department of Transport
	Construction ward 6 community hall	Nkomidle Community Hall	MLM					8 000 000.00	IDTS
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS

	Unlock the agricultural potential	Support the established Agricultural Co-operatives who are in the open fields to produce fresh produce such potatoes, butternuts, cabbages, etc.	MLM			500 000,00			EDPHS
	Rural Roads Phase - Upgrade of various Gravel Roads	Rural Road regraviling - (L1083 Matshe'amhlophe; L1084 Mathunzi)	DOT					20 000 000.00	IDTS
		Rural roads phase 4b		500 000				18 000 000.00	
		Rural Roads upgrade	MLM					6 000 000.00	
	Tourism Development	Packaging of heritage sites	MLM/DAC			R300 000.00			EDPHS
		Hosting of heritage indaba	MLM/DAC		20 000.00				EDPHS
	Cross over bridge on the entrance of eVutha	Construction of Vutha Crossover bridge	DOT						Department of Transport
	Maintaince of eVutha Sportsfield	Rehabilitation of Vutha sportsfield	MLM				5 000 000.00		IDTS
COMMUNITY NEEDS				BUDGET					RESPONSIBL E DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/202 3	2023/2024	2024/202 5	2025/ 2026	2026/ 2027	
7	Re-opening of the registration beneficiarires phase of the Manda farm housing project	Manda Farm housing project - Planning	DOH/iLembe Dstrict						EDPHS
	Upgrading of SAPPI Village Sports field	Rehabilitation of SAPPI Sports field	MLM				8 000 000.00		IDTS
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Youth empowerment initaitives	Drivers license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM

	Promote Mandeni to be a tourist destination	Subdivision and development of government Precinct	MLM	500 000.00	200 000.00				EDPHS
		Identification of Mandeni Taxi Rank	DOT				15 000 000.00		EDPHS
	Road and Stormwater	Extention of Thokoza Road	MLM					12 000 000.00	IDTS
	Waste Management	Procurement of Skip bins	MLM	180 000.00					CSPS
	Highmast Lights	installation of Highmast lights	MLM		200 000.00				IDTS
	Infrastructure Support to informal traders	Provision of Informal Traders Market Stalls	MLM		3 000 000.00				EDPHS
	Sundumbili CBD Upgrade	Landscaping and Beautification of P459 CDB Intersection	MLM	600 000.00					

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COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
8	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 4 Housing Project	DOH						EDPHS
	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 5 Housing Project	DOH						
	Macambini Housing Project	Phase 3 Macambini Housing project (Planning)	DOH						
	Construction of Nyezane cross over bridge	Nyezane Courseway bridge	DOT						Department of Transport
	Mobile library in Macambini	Mobile library	DAC			600 000.00			CSPS
	Wangu Hall	Construction of community hall	MLM		9 000 000.00				IDTS
	Lightning Conductors for ward 8	Lightening conductors	MLM					R180 000.00	CSPS

	Improve the condition of access roads	Maintanance Rural Gravel Road	DOT/MLM	4 000 000.00		4 200 000.00		5 000 000.00	IDTS
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Tourism Destination	Inyoni Craft Centre/ Market Stalls	MLM/EI				5 000 000.00		EDPHS
		Road signage for Nyoni Craft Centre	MLM/EI		50 000.00				
	Adequate water supply	Macambini water recticulation project	iLembe District						iLembe District Municipality
	Requesting regular visit of mobile clinic	Mobile Clinic	DOH						Department of Health
COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
9	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 4 Housing Project	DOH						EDPHS
	Prioritisation of housing project beneficiaries/Housing	Phase 2, sub-Phase 5 Housing Project	DOH						
	Macambini Housing Project	Phase 3 Macambini Housing project (Planning)	DOH						
	Waste Management	Procurment of Skips	MLM		50 000.00				CSPS
	Youth empowerment programs	Driver license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	
	Highmast lights	Installation of Highmast lights	MLM		250 000.00				IDTS
	Provision of lightning conductors	Lightning conductors	MLM			250 000.00			CSPS
	Improve the condition of access roads	Road Upgrade	DOT/MLM				3 500 000.00		IDTS
	Mobile library	Construction of library	DAC				10 000.00		CSPS

	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Agricultural	Agricultural Support	MLM/DOA	100 000.00	100 000.00				
	Provision of water	Macambini water supply	iLembe District						ilembe District Municipalty
COMMUNITY NEEDS				BUDGET					RESPONSIBL E DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
10	Provision of housing apart from the Inyoni Housing project	Phase 2 - Masomonco Housing project - Planning	DOH						EDPHS
	Khenani Integrated Human Settlement Project	Phase 3 - Khenana Housing project							
		Phase 4 - Khenana civil works	IDM	10 000 000					
		Nyoni/Khenani taxi route phase 3	MIG	403 000					
		Nyoni/Khenani taxi route phase 4	MIG	4 000 000	5 000 000	5 000 000			IDTS
		Phase 4 - Khenana Housing project	DHS						EDPHS
	Rental Housing Development	Community Residential Unit - Planning	DOH						
	Youth empowerment programs	Driver license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	Waste Management	Waste transfer station	MLM						CSPS
	Sporting facilities	Machibini Sportfield Upgrade	MLM						IDTS
		Khenani Sportsfield	MLM		9 000 000.00				
		Ward 10 Sportfield - Mabhanoyini	MLM				5 000 000.00		



Chapter D ..continue

	Provision of various sporting equipement	Various Sporting Turf and Equipment	MLM		200 000.00				OMM
	Provision of Skip bins	Ward 10 skip bins	MLM		100 000.00				CSPS
	Community Hall	Khenani community hall	MLM		500 000.00				IDTS
	Entreprenuer support program	SMME support program quick wins	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Black top from epoyiseni linking Emakhandleni	Construction of black top road - Emakhandleleni	MLM/DOT					22 000 000.00	IDTS
	Electrification Infrastructure	Include various electrification project	MLM/INEP						IDTS
		Masomonco Electrification	MLM	2 000 000.00					
		Highmast lights in various areas of ward 10	MLM		250 000.00		250 000.00		IDTS
	Road maintainance	Upgrade of gravel road	MLM				4 000 000.00		IDTS
Rehabilitation of link road from Machibini to isithebe estate		MLM		4 000 000.00	5 000 000.00	5 500 000.00			
COMMUNITY NEEDS				BUDGET					RESPONSIBL E DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
	Improve water supply in the area	Sundumbili WWTW Upgrade	Ilembe District Municipality						ilembe District Municipality
	Provide Housing	Phase 1 isithebe rural Housing project	DOH						
	Entreprenuer support program	SMME support program quick wins	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS

11	Desludging of toilets	VIP Sanitation Program	iLembe District						iLembe District Municipality
	Road Infrastructure	Rural Gravel roads in various areas of ward 11	MLM						IDTS
		Rural roads phase 4b	MIG	1 000 000					
	Illegal dumping at Esangweni elincane area	Procurement of Skip bins in Esangweni elincane	MLM						CSPS
	Provision of community facilities	ward 11 Community hall	MLM			9 000 000.00			IDTS
	ESKOM Electrification Projects	Pre-Engineering (Infrastructure Link Line)	ESKOM	300 000.00					ESKOM
		Pre-Engineering (Infrastructure Link Line)	ESKOM	300 000.00					ESKOM
COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
12	Improve water supply in the area	Sundumbili WWTW Upgrade	iLembe District						iLembe District Municipality
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Youth empowerment	Drivers license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	Construction of ward 12 community Hall	Community hall	MLM				8 000 000.00		IDTS
	Wellness Centre for the ward in neighbouring	Construction of outdoor gym facility	DOH/MLM				7 000 000.00		

	Construction of black top road Link between Manthonsi TC - linking ward 14 black top (Hlalankosi area)	Road upgrade	DOT/MLM			7 500 000.00			
		Upgrade of Machibini ink road in Isithebe in ward 10 and ward 12	MLM	250 000.00					
	Electrification	Highmast light	MLM	250 000.00					
		Khovothi Phase 2 Electricfication Project	MLM	2 200 000.00					
	Desludging of toilets	VIP Sanitation Program	iLembe District						iLembe District Municipality

COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
13	Youth empowerment initaitives	Driver license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	Road infrastructure	Upgrading of Roads and Stormwater	MIG	250 000.00					IDTS
	Bus Shelter in key transport points	Construction of bus shelters	MLM				500 000.00		
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Community facilities	Ward 13 Community Hall	MIG	3 386 224					IDTS
	Support with agriculture projects (irrigation)	Agriculture support program	MLM/DOT		300 000.00				EDPHS

COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	

Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
14	Youth Support programms	Driver license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	Road infrastructure	Upgrading of Roads and Stormwater	MLM	250 000.00					IDTS
	Economic development programs for people above the age of 35	SMME support program quick wins	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Bus Shelters	Bus Shelters	MLM	100 000.00					IDTS
	Waste Management	Skip bins	MLM		900 000 000.00				CSPS

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COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	

Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
15	Road improvement of Bumbanana Road	Upgrade and improvement of Bumbanana	MLM	250 000.00					IDTS
	Access roads maintainance	Rehabilitation of internal roads	MLM	250 000.00					
		Manono Road		6 000 000.00					
	Provision of Bus Shelters with seats for the public	Bus shelers	MLM			1 000 000.00			
	House 45 eBhidla to be converted into a heritage site	Heritage site	MLM/DAC	200 000.00	100 000.00				EDPHS
	Youth empowerment programs	Driver license	MLM						OMM
	inclusions in economic empowerment programs for people above the ages 35	SMME support program quick wins	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Illegal dumping on some parts of the township a concern	Environmental Awareness	MLM		50 000.00				CSPS

## Chapter D ..continue

	Provision of security guard / cleaning maintenance at the municipal sundumbili stalls near the clinic	Renovation of Market stalls near Sundumbili clinic	MLM				2 000 000.00		EDPHS
	Skip bin in Sondoni, Shekembuya, Okhetheni, Kwajulelwa and Lovelife)	Skip bins x5	MLM		400 000.00				CSPS
	Youth Support programmes	Driver license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	
	Upgrade and improvement of pedestrian passages within ward 15 to include street lights for visibility	Street lights infills	MLM			3 000 000.00			IDTS
	Pedstrain Bridge linking 14 to 15, 7 and lastly 13 - 15	Msuthinja Pedstrain bridge	MLM				5 000 000.00		
		Ndunguye Pedstrain bridge	MLM					5 000 000.00	
	Road infrastructure	Upgrading of Roads and Stormwater	MLM		900 000.00		1 200 000.00		
	Renovation of Gcaleka Rank Ablution facilities	Renovation of Ablution Facilities	MLM				500 000.00		
	Construction of speed humps near the assembly god church	Construction of speed humps	MLM		250 000.00				

COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1 2022/2023	YEAR 2 2023/2024	YEAR 3 2024/2025	YEAR 4 2025/2026	YEAR 5 2026/2027	
16	Housing	Phase 1 Isithebe Housing project	DOH						EDPHS
	Maintenance and repairs of water leakages taking place in the area.	Old water Infrastructure Replacement/Upgrade	iLembe District Municipality						iLembe District Municipality
	Improve provision of sanitation infrastructure	Inyoni Bulk Sewer	iLembe District Municipality						

	Road maintainance	Upgrading of Rural roads and Stormwater management	MLM		400 000.00		450 000.00		IDTS
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	Urban Management	Improve the appearance of Industrial Park	MLM/iThala				400 000.00		EDPHS
	Provision of Highmast lights	Highmast lights	MLM			250 000.00			IDTS
	Youth Support programms	Driver license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	ESKOM Electrification Projects	Zavutha Household connections	ESKOM	2 264 348.00					ESKOM
		Zavutha infrastructure Link Line		4 154 858.22					

COMMUNITY NEEDS				BUDGET					RESPONSIBL E DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
17	Business Satisfaction Survey	Business Satisfaction Survey	MLM						EDPHS
	Market Stalls	Construction of Market Stalls (Next to Isithebe Clinic)	MLM						
	Energy Renewal Hub	Energy Renewal Hun	EDTEA						
	Housing - Semi Urban Housing	Semi urban Housing project - Planning	DOH						
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	
	Water Resorvour	Water Supply	iLembe District Municipality						iLembe District Municipality
	Facilitate Business Compliance	Facilitate Business Compliance	MLM. DOL, EDTEA, DHA	20 000.00	20 000.00	20 000.00	20 000.00	20 000.00	EDPHS
	Urban Management	Improve appearance of Industrial Park	MLM/iLembe District						EDPHS

	Waste Management	Skips bins	MLM	400 000.00					CSPS
	Road Infrastructure	Road Infrastructure upgrade	DOT		5 000 000.00		3 500 000.00		IDTS
	Provision of Highmast lights	Highmast lights	MLM			250 000.00			
COMMUNITY NEEDS				BUDGET					RESPONSIBLE DEPT
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Ward No:	Need	Project Name	Funding source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
18	Requesting cross over bridge to link with Msunduzi with Inyoni area Pedestrian bridge	Courseway bridge	DOT						IDTS
	Housing	Construction of phase 3 Housing	DOH						EDPHS
	Youth empowerment programs	Drivers license	MLM	440 000.00	460 000.00	480 000.00	500 000.00	520 000.00	OMM
	SMME Support	Implement SMME Support (Quick wins)	MLM	27 000.00	30 000.00	35 000.00	40 000.00	45 000.00	EDPHS
	provision of adequate sanitations	VIP Toilets	iLembe District Municipality						iLembe District Municipality
	Repairing and maintaining of sports fields	ward 18 Sports field renovation	MLM			2 500 000.00			IDTS
	Waste Management	Skips bins	MLM		800 000.00				
	Road Infrastructure	Road Infrastructure upgrade	MLM			4 000 000.00	5 500 000.00		
	Improvement of paving of isithebe Hall yard	isithebe hall paving	MLM	300 000					
	Provision of Highmast lights	Highmast lights	MLM		250 000.00				





# Chapter F:

## FINANCIAL PLAN

### 1. MUNICIPAL STANDARD CHART OF ACCOUNTS (MSCOA)

The mSCOA Regulations applied to all municipalities and municipal entities with effect from 1 July 2017. Mandeni municipality has compiled its 2019/20 MTREF Budget transacting across all the mSCOA seven segments in Version 6.3 as per Circular 94. Furthermore, we have ensured a seamless integration of the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and Budget facilities into the core financial system as these documents create a point of departure for the transacting. Mandeni municipality has tabled the 2019/20 MTREF, IDP, and Budget in an mSCOA classification framework and the data string (IDP and Budget) will be uploaded to the LG Database portal on the 30<sup>th</sup> May 2019.

The municipality has also ensured that our main core system (SAGE Evolution) and all subsystems are integrating seamless. In view of the aforementioned, table 1 is a consolidated overview of the proposed 2020/21 Medium-term Revenue and Expenditure Framework:

**TABLE 1 CONSOLIDATED OVERVIEW OF THE 2020/21 & MTREF**

The mSCOA Regulations applied to all municipalities and municipal entities with effect from 1 July 2017. Mandeni municipality has compiled its 2021/22 MTREF Budget transacting across all the mSCOA seven segments in Version 6.5 as per MFMA Circular 108. Furthermore, we have ensured a seamless integration of the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and Budget facilities into the core financial system as these documents create a point of departure for the transacting.

Mandeni municipality has tabled its mSCOA Draft Annual Budget & IDP for 2021/22 MTREF in an mSCOA classification framework and the data string (IDP and Budget) will be uploaded to the LG Database portal on the 31<sup>st</sup> March 2021 immediately after tabling at a Council Meeting.

The municipality has also ensured that our main core system (SAGE Evolution) and all subsystems are integrating seamless.

**KZN291 MANDENI - TABLE A1 BUDGET SUMMARY**

DESCRIPTION	CURRENT YEAR 2020/21			2021/22 MEDIUM TERM REVENUE & EXPENDITURE		
R THOUSANDS	ORIGINAL BUDGET	ADJUSTED BUDGET	FULL YEAR FORECAST	BUDGET YEAR 2021/22	BUDGET YEAR +1 2022/23	BUDGET YEAR +2 2023/24
Total Revenue (including capital transfers and contributions)	346 270	383 369	383 369	345 704	361 021	363 539
Total Expenditure	309 026	320 677	320 677	322 726	353 983	353 873
Surplus/(Deficit) for the year	37 244	62 692	62 692	22 977	7 038	9 665
<b>Capital expenditure &amp; funds sources</b>						

Capital expenditure	50 642	93 192	93 192	67 120	43 042	46 136
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Total operating revenue has decreased by 9.8 per cent or R37.7 million for the 2021/22 financial year when compared to the 2020/21 Adjustments Budget. For the two outer years, operational revenue will increase by 6.2 and 0.6 per cent respectively, equating to a total revenue growth of R19.8 million over the MTREF when compared to the 2020/21 financial year.

Total operating expenditure for the 2021/22 financial year has been appropriated at R322.7 million and translates into a surplus budget of R22.9 million. Operational expenditure has increased by 0.6 per cent in the 2021/22 budget and the outer years have increased by 9.6 and per cent for each of the respective outer years of the MTREF. The operating surplus for the two outer years steadily increases to R33.2 million. The municipality has prioritized its operational expenditure to be able to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R67.1 million for 2021/22 has decreased by 27.9 per cent when compared to the 2020/21 Adjustment Budget. The capital programme decreases to R43.0 million from 2022/23 financial year and then decreases in 2023/ For Mandeni Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues. The municipality's reviewed revenue strategy is built around the following key components:

National Treasury's guidelines and macroeconomic policy;

Growth in the Municipality and continued economic development;

Efficient revenue management, which aims to ensure a 68 per cent annual collection rate for property rates and other key service charges; The Municipality tariff increases as approved by the National Energy Regulator of South Africa (NERSA);

Achievement of full cost recovery of specific user charges especially in relation to trading services;

Determining the tariff escalation rate by establishing/ calculating the revenue requirement of each service;

The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);

Increase ability to extend new services and recover costs; The municipality's Indigent Policy and rendering of free basic services; and The Tariff policies of the Municipality.

## OPERATING REVENUE FRAMEWORK

KZN291 MANDENI - TABLE A4 BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)

DESCRIPTION R THOUSAND	REF 1	2017/18	2018/19	2019/20	CURRENT YEAR 2020/21				2021/22 MEDIUM TERM REVENUE & EXPENITURE		
		AUDITED OUTCOME	AUDITED OUTCOME	AUDITED OUTCOME	ORIGINAL BUDGET	ADJUSTED BUDGET	FULL YEAR FORECAST	PRE-AUDIT OUTCOME	BUDGET YEAR 2021/22	BUDGET YEAR +1 2022/23	BUDGET YEAR +2 2023/24
<b>Revenue By Source</b>											
Property rates	2	40 626	58 180	46 606	52 479	52 479	52 479	52 479	46 642	47 239	47 855
Service charges - electricity revenue	2	25 622	24 368	29 909	33 865	33 865	33 865	33 865	39 216	40 099	41 042
Service charges - electricity water	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	8 450	8 911	8 534	9 938	9 938	9 938	9 938	9 546	9 947	10 385
Rental of facilities and equipment		333	170	204	280	180	180	(63)	130	135	141
Interest earned - external investments		2 983	4 893	6 819	3 500	4 150	4 150	(3 660)	4 950	5 158	5 385
Interest earned - outstanding debtors		15 071	13 851	11 830	18 136	6 136	6 136	(3 088)	5 090	5 303	5 537
Dividends received		50	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		378	404	131	449	449	449	(29)	265	276	288
Licences and permits		1 207	1 133	762	1 381	1 381	1 381	(524)	695	724	756
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		140 949	155 084	174 636	191 346	229 735	229 735	(171 706)	200 340	211 711	210 023
Other revenue	2	669	1 015	1 776	689	689	689	(897)	2 290	2 386	2 491
Gains		35 346	-	12 239	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers)</b>		<b>271 686</b>	<b>268 009</b>	<b>293 446</b>	<b>312 062</b>	<b>339 062</b>	<b>339 002</b>	<b>(83 684)</b>	<b>309 163</b>	<b>322 979</b>	<b>323 903</b>

## PERCENTAGE GROWTH IN REVENUE BY MAIN REVENUE SOURCE

KZN291 MANDENI - TABLE A4 BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)

DESCRIPTION R THOUSAND	REF 1	2021/22 MEDIUM TERM REVENUE & EXPENDITURE					
		BUDGET YEAR	%	BUDGET YEAR +1	%	BUDGET YEAR +2	%
<b>Revenue By Source</b>							
Property rates	2	46 642	15.09	47 239	14.63	47 855	14.77
Service charges - electricity revenue	2	39 216	12.68	40 099	12.42	41 042	12.67
Service charges - water revenue	2	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-
Service charges - refuse revenue	2	9 546	3.09	9 947	3.08	10 385	3.21
Rental of facilities and equipment		130	0.04	135	0.04	141	0.04
Interest earned - external investments		4 950	1.60	5 158	1.60	5 385	1.66
Interest earned - outstanding debtors		5 090	1.65	5 303	1.64	5 537	1.71
Dividends received		-	-	-	-	-	-
Fines, penalties and forfeits		265	0.09	276	0.09	288	0.09
Licences and permits		695	0.22	724	0.22	756	0.23
Agency services		-	-	-	-	-	-
Transfers and subsidies		200 340	64.80	211 711	65.55	210 023	64.84
Other revenue	2	2 290	0.74	2 386	0.74	2 491	0.77
Gains		-	-	-	-	-	-
<b>Total Revenue (excluding capital)</b>		<b>309 163</b>	<b>100%</b>	<b>322 979</b>	<b>100%</b>	<b>323 903</b>	<b>100%</b>

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the Municipality. Rates and service charge revenues comprise just below one thirds of the total revenue mix. In the 2021/22 financial year, revenue from rates and services charges totaled R95.4 million or 30.8 per cent.

This increases to R97.3 million and R99.3 million in the respective financial years of the MTREF. A notable trend is the increase in the total percentage revenue generated from rates and service charges which increases from 1.9 per cent in 2022/23 to 2.0 percent in 2023/24.

The above table excludes revenue foregone arising from discounts and rebates associated with the tariff policies of the Municipality.

Property rates are the second largest revenue source totaling to 15.0 per cent or 46.6 million and increase to R47.9 or 14.7 per cent by 2023/24. The third largest source is service charges from electricity revenue source totaling to 39.2 or 12.6 percent, contributing is the proposed increase of 14.59 per cent for municipal electricity tariffs for 2021/22 as approved guideline on municipal electricity price increase tariff. As NERSA has published guideline on the municipal electricity price tariffs for the 2021/22 municipal financial year and approved an increase of 14.59%. Interest on outstanding debtors have decreased from R6.1 million to R5.1 million with a decrease of 17.0 per cent. The interest rate will be 2% however the debt in question will still increase and we anticipate that given the collection rate, the increase in the actual debt will result to an increase the interest category regardless of the decrease in the actual rate itself.

Interest on outstanding debtors have increased from R15.9 million to R16.9 million with an increase of 6 per cent. The interest rate will be 2% however the debt in question will still increase and we anticipate that given the collection rate, the increase in the actual debt will result to an increase the interest category regardless of the decrease in the actual rate itself.

Operating grants and transfers totals R190.6 million in the 2020/21 financial year and steadily increases to R218.9 million by 2022/23. Note that there is an increase of 7.9 per cent for the 2020/21 financial year and the year-on- year growth is 7.4 per cent and then increase 6.9 per cent in the two outer years. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

### OPERATING TRANSFERS AND GRANT RECEIPTS

#### KZN291 MANDENI - SUPPORTING TABLE SA18 TRANSFERS AND GRANT RECEIPTS

DESCRIPTION R THOUSAND	REF	2017/18	2018/19	2019/20	CURRENT YEAR 2020/21			2021/22 MEDIUM TERM REVENUE & EXPENDITURE		
		AUDITED OUTCOME	AUDITED OUTCOME	AUDITED OUTCOME	ORIGINAL BUDGET	ADJUSTED BUDGET	FULL YEAR FORECAST	BUDGET YEAR 2021/22	BUDGET YEAR +1 2022/23	BUDGET YEAR +2 2023/24
<b>RECEIPTS:</b>	1,2									
<b><u>Operating Transfers and Grants</u></b>										
<b>National Government:</b>		<b>148 377</b>	<b>157 762</b>	<b>175 592</b>	<b>194 117</b>	<b>234 560</b>	<b>234 560</b>	<b>202 168</b>	<b>214 288</b>	<b>213 600</b>
Local Government Equitable Share		134 192	146 821	167 483	181 342	218 402	218 402	191 149	203 436	201 664
Finance Management		1 900	1 900	1 454	1 900	2 346	2 346	1 850	1 850	1 850
EPWP Incentive		2 285	2 255	2 234	2 387	2 387	2 387	2 435	-	-
Integrated National Electrification Plan		10 000	6 786	3 545	6 000	8 545	8 545	4 872	7 000	8 000
Municipal Drought Relief				524	745	1 138	1 138			
Municipal Infrastructure Grant (PMU)				524	1 743	1 743	1 743	1 862	2 002	2 086
<b>Provincial Government:</b>		<b>2 639</b>	<b>4 782</b>	<b>-</b>	<b>3 636</b>	<b>4 027</b>	<b>4 027</b>	<b>4 214</b>	<b>4 423</b>	<b>4 423</b>
Library Grant		2 639	3 585		2 714	2 714	2 714	1 408	1 477	1 477
Provincialization of Government			1 147		515	515	515	2 806	2 946	2 946
		-	-			-	-			
Title deeds restoration program		-	-		407	307	307			
		-	50			-	-			
			500							
(Single Land use Scheme)		-	-			491	491			
<b>Other grant providers:</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operating Transfers and grants</b>	5	<b>151 016</b>	<b>162 544</b>	<b>175 592</b>	<b>197 753</b>	<b>238 587</b>	<b>238 587</b>	<b>206 382</b>	<b>218 711</b>	<b>218 023</b>

## OPERATING TRANSFERS AND GRANT RECEIPTS ...CONTINUED

KZN291 MANDENI - SUPPORTING TABLE SA18 TRANSFERS AND GRANT RECEIPTS ...continued

DESCRIPTION R THOUSAND	REF	2017/18	2018/19	2019/20	CURRENT YEAR 2020/21			2021/22 MEDIUM TERM REVENUE & EXPENDITURE		
		AUDITED OUTCOME	AUDITED OUTCOME	AUDITED OUTCOME	ORIGINAL BUDGET	ADJUSTED BUDGET	FULL YEAR FORECAST	BUDGET YEAR 2021/22	BUDGET YEAR +1 2022/23	BUDGET YEAR +2 2023/24
<b><u>Capital Transfers and Grants</u></b>										
<b>National Government:</b>		47 118	34 706	15 755	33 408	41 377	41 377	35 370	38 042	39 636
Municipal Infrastructure Grant (MIG)		35 940	34 706	9 959	33 408	41 377	41 377	35 370	38 042	39 636
Neighbourhood Development Partner		11 178		5 796	-					
<b>Provincial Government:</b>		-	-	-	800	2 990	-	1 170	1 182	1 194
Other capital transfers / grants (Prov. Of Libraries)					800	2 990	-	1 170	1 182	1 194
<b>District Municipality:</b>		-	-	-	-	-	-	-	-	-
<b>Other grant providers:</b>		-	-	-	-	-	-	-	-	-
<b>Total Capital Transfers and Grants</b>	5	47 118	34 706	15 755	34 208	44 367	41 377	36 540	39 224	40 830
<b>TOTAL RECEIPTS OF TRANSFERS</b>		198 134	197 250	191 347	231 960	282 954	279 964	242 922	257 935	258 853

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were considered to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of 3- 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment. The percentage increases of Eskom bulk tariffs are moderate this year at 14.59 per cent. Given that these tariff increases are determined by external agencies, the impact they have on the municipality and in these tariffs are largely outside the control of the Municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality's future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity and water, petrol, diesel, chemicals, cement etc.

The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows.



## OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2021/22 budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherences to the principle of no project plan no budget. If there is no business plan no funding allocation can be made.

The following table is a high-level summary of the 2021/22 budget and MTREF (classified per main type of operating expenditure):

Table 8 Summary of operating expenditure by standard classification item

KZN291 MANDENI - TABLE A4 BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)

DESCRIPTION R THOUSAND	REF 1	2017/18	2018/19	2019/20	CURRENT YEAR 2020/21				2021/22 MEDIUM TERM REVENUE & EXPENDITURE		
		AUDITED OUTCOME	AUDITED OUTCOME	AUDITED OUTCOME	ORIGINAL BUDGET	ADJUSTED BUDGET	FULL YEAR FORECAST	PRE-AUDIT OUTCOME	BUDGET YEAR 2021/22	BUDGET YEAR +1 2022/23	BUDGET YEAR +2 2023/24
<b>Expenditure By Type</b>											
Employee related costs	2	76 926	84 280	99 700	110 037	110 037	110 037	67 079	107 819	112 347	117 291
Remuneration of councillors		12 666	13 023	13 249	14 087	14 087	14 087	(10 223)	14 643	15 258	15 929
Debt impairment	3	15 145	41 621	48 224	32 708	32 708	32 708	(22 833)	30 635	31 922	33 326
Depreciation & asset impairment	2	27 988	27 712	30 298	30 188	30 188	30 188	19 005	32 726	34 101	35 601
Finance charges		996	680	919	650	650	650	(0)	400	417	435
Bulk purchases - electricity	2	16 565	22 907	26 098	29 201	30 401	30 401	21 742	35 143	36 619	38 231
Inventory consumed	8	(513)	(508)	(980)	508	-	-	26	2 165	2 256	2 355
Contracted services		29 597	39 078	34 792	49 361	56 225	56 225	25 700	56 795	59 180	61 784
Transfers and subsidies		-	-	-	1 622	1 622	1 622	1 315	1 783	1 858	1 939
Other expenditure	4,5	36 080	28 573	30 329	38 189	41 464	41 464	21 733	40 617	42 323	44 185
Losses		17 786	1 053	740	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>233 235</b>	<b>258 420</b>	<b>283 370</b>	<b>306 552</b>	<b>317 382</b>	<b>317 382</b>	<b>123 544</b>	<b>322 726</b>	<b>336 281</b>	<b>351 077</b>

The budgeted allocation for employee related costs for the 2021/22 financial year totals R122.5 million, which equals 37.9 per cent of the total operating expenditure. An annual increase of 4.5 and 4.4 per cent has been included in the two outer years of the MTREF.

**Employee related costs increased** from R106.9 million to R110.0 million which reflects an increase of 1.3 percent. As part of the planning assumptions and interventions, increase has taken into consideration the current status of the positions filled as per the approved organogram. The municipality has taken a decision not to fill any new position for this financial year.

Increase in Employee related cost has taken into consideration the proposed increase of 6.25 per cent as proposed by Circular No.2/2020 for salary and wage increase for the period 1 July 2021 to 30 June 2022 per Salary Wage Collective agreement between SALGA, and we have also considered the notch increase that is affected on an annual basis according to the new salary scales as issued by SALGA.

Furthermore, employee related costs budget has included wages for EPWP, Food for waste programme and Ingwenya nature reserve beneficiaries which committed budget of R4.2 million: EPWP wages are funded from grant allocated in 2021/22 financial year as per business plan.

Increase in employee related costs for 6 senior managers has considered an increase of 5.5 per cent increase as per COGTA upper limits of Total Remuneration Packages payable to municipal managers and managers directly accountable to municipal manager Gazette Notice No. 42023. and budgeting for performance. Further to that we have also budgeted for senior managers performance bonus at 7 per cent of their annual package.

Employee related costs and remuneration of Councilors have been budgeted at percentage of 37.9 percent of the total operating expenditure, which is within the norm range of 25 percent to 40 percent as per MFMA Circular No. 71.

**Remuneration of Councilors** has increased from R14.1 million to R14.6 million which reflects an increase of 3.9 per cent. Increase in remuneration of Councilors has considered the current year's performance as per Adjustment budget 2020/21 as we have taken into consideration the latest Notice of upper limits for Councilors No. 43246 as issued by COGTA. With the mSCOA classification SDL expenditure is allocated under Other Expenditure.

For the 2021/22 financial year this amount equates to R32.7 million and decreases to R30.6 million by 2022/23. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues. With the increasing debtor's book, the majority of debt is due to Ingonyama Trust and Residential Households, budget allocated has considered this debt is irrecoverable based on the historical avenues undertaken in recovering it.

The municipality have had a series of meetings with COGTA and Municipal valuer in an attempt to determine the legality of the debt charged. It has been established that indeed the Municipality has acted within its right to charge the Board however there were legislative requirements that were not adhered to in the past.

Cogta has advised us to clean our accounts and ensure that everything is in order, perform a supplementary valuation roll which will correct and reconcile the billing system against the valuation roll. After this exercise a meeting with the representatives of ITB will take place and from there we hope to get an amicable solution.

Debt impairment is calculated using the following basis, the assumption is that the account which is dormant is less likely that it will be settled under the current collection conditions. We also exclude all debtors with credit balances when calculating the provision. Provision for Bad debt is therefore calculated using the collection rate of 65% for debt within 90 days and 20% for any debt older than 90 days for all services with an exception of Electricity. With regards to Electricity the assumption is that 90% of the debt older than 90 days is still collectable. Ingonyama Trust Board has been fully provided as the matter was unsuccessful in a court of law.

The current outreach programme has since seen an increase on the number of people that are coming forward to apply for our indigent relief. Having considered the high rise of retrenchments as a result of the economic recession and the economic implications of COVID 19. We anticipate that we are going to witness a rapid increase of our indigent register.

The data cleansing exercise, is indicating that at least 500 of our debtors in our debt book are deceased people, with 120 companies who are either liquidated or dissolved. The current engagements with the ITB as well might result to a possible write off. If all the above goes accordingly we anticipate a possible write off of not less R30 million.

**Provision for depreciation and asset impairment:** has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R32.7 million for the 2021/22 financial and equates to 10.1 per cent of the total operating expenditure. The implementation of GRAP 17 accounting standard has also been considered in determining budget for provision for depreciation.

It is anticipated that some infrastructural projects will be brought into use before the end of the current financial year, the project of Upgrade and improvement of Enembe Road which will see the depreciation amount for infrastructure assets slightly going up.

The total amount forecasted for the next financial year amounts to R32.7 million this is after taking

into consideration the forecasted Capital Expenditure on various asset classes and the implication of write-offs at year-end. The amounts for movable assets such as Computer Equipment, Furniture, Machinery and Transport assets were adjusted to cater for the forecasted Capital Expenditure for the next financial year.

**Finance Charges:** consists primarily of the repayment of interest on long-term borrowing (cost of capital) R400 thousand has been allocated for 2021/22 financial year, current year actual performance has been considered in determining the allocated budget.

The MFMA specifies that borrowing can only be utilized to fund capital or refinancing of borrowing in certain conditions.

The municipality engages in a number of financing arrangements to minimize its interest rate costs and risk. However, for simplicity the 2021/22 MTREF is based on the assumption that all borrowings are undertaken using fixed interest rates for amortization-style loans requiring both regular principal and interest payments.

**Bulk purchases:** are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. Bulk purchases have taken into consideration 17.8 per cent as proposed in NERSA guideline for 2021/22 financial year as per guideline on municipal electricity price increase. Bulk purchases have increased from 30.4 million to 35.1 million in 2021/22, which is due to proposed increase of 17.8 per cent, increase has also considered the actual consumption by Umngeni for implementation of waterworks and the level of demand which has been noted as increasing drastically in the six months of the financial year when comparing to the 2020/21 financial year.

**Inventory Consumed:** For 2021/22 the appropriation against this group of expenditure has been reclassified and allocated budget of R2.2 million and continues to grow by 8.7 per cent for the two outer years of which budget allocation is in excess of R2.4 million by 2023/24.

**Contracted Services** for 2021/22 the appropriation against this group of expenditure has been increased by 1 per cent (R56.8 million) and it has grown by 8.7 for the two outer years of which budget allocation is in excess of R61.8 million by 2022/23.

As part of the process of identifying further cost efficiencies, a business process reengineering project will commence in the 2021/22 financial year to identify alternative practices and procedures, including building in-house capacity for certain activities that are currently being contracted out. The outcome of this exercise will be factored into this budget cycle and it is envisaged that additional cost savings will be implemented.

As part of the compilation of the 2020/2021 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced as the municipality is trying to reduce the outsourcing of services. The municipality took a resolution to perform some of these contracted services internally as assessments were done and reports reflected that the municipality can be capable of delivering these services, however it was also noted that municipality is currently in no position to fully perform these services internally, such as lease of refuse truck and provision of Security Services as the municipality does not have full capacity to perform them internally.

During the compilation of the 2021/22 MTREF operational repairs and maintenance was identified as a strategic

imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance and the weather pattern disasters especially to rural roads. Budget allocated for other materials in 2021/22 financial year is sufficient to cover the repairs and maintenance as the budget estimate for this item has considered the repairs and maintenance plan that is annually reviewed by the municipality.

This budget comprise of amongst others the purchase of materials for maintenance, cleaning materials and also outsourcing services related to repairs & maintenance. In line with the Municipality's repairs and maintenance plan this group of expenditure has been prioritized to ensure sustainability of the Municipality's infrastructure.

**Transfers & Subsidies:** As part of compilation of the 2021/22 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced by annual reviewing of indigent register so as to ensure that deserving beneficiaries were qualifying.

In the 2021/22 financial year, this group of expenditure totals R1.8 million and has increased by 9.9 per cent; increase in this item has also considered the percentage increase of 6.22 per cent and increase in the number of beneficiaries that qualify for free basic electricity from 1876 to 2000.

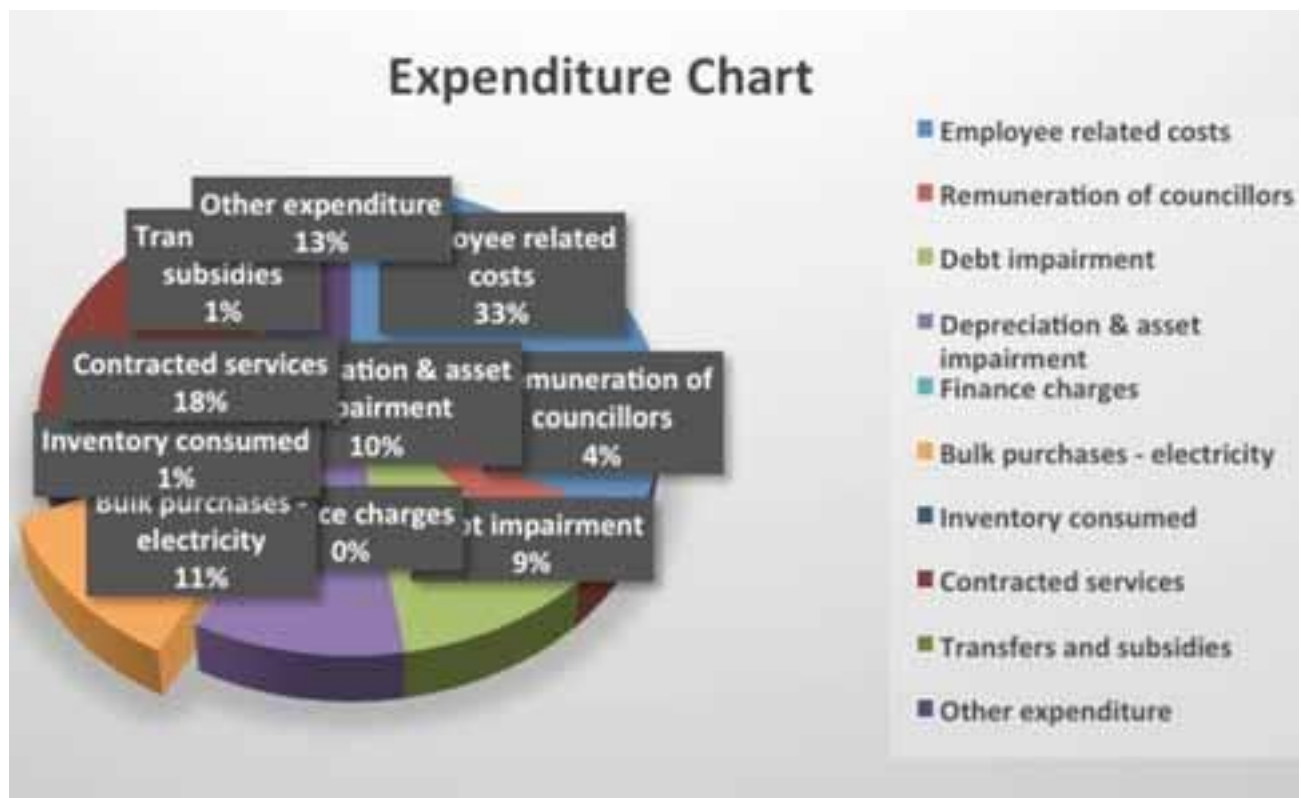
Budget allocated for free basic refuse has also considered the current year's actual performance and also, we have effected 5 per cent increase, furthermore we have considered the level of demand based on the number of households the municipality will be providing this service to which has increased from 23700 to 26 431 due to additional households that qualify for free basic refuse within the municipality.



**Other expenditure** comprises of various line items relating to the daily operations of the municipality. Other expenditure has been decreased from R41.5 million to R40.6 million with a decrease of 2 per cent. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved, as the municipality has identified areas in which cost cutting can be implemented, without disturbing operations of the municipality. Budget allocated for this item has considered cost containment regulations that were issued on the 7<sup>th</sup> June 2020 to take effect on the 1<sup>st</sup> July 2021.

Furthermore, it should be noted that other expenditure exceeds the allocated norm of 10 per cent by 14 per cent, variance is due to critical operations by the municipality which needs to be prioritized as they contribute to improved service delivery, however this item will be regularly monitored so as to ensure realistic targets are met. The municipality has reprioritized its programs to consider the changes introduced by COVID 19, as the municipality has cancelled most of the projects that group larger number of community members, to reprioritize service delivery projects.

The following table gives a breakdown of the main expenditure categories for the 2021/22 financial year.



MAIN OPERATIONAL EXPENDITURE CATEGORIES FOR THE 2021/2022 FINANCIAL YEAR



## **PRIORITY GIVEN TO REPAIRS AND MAINTANANCE**

Aligned to the priority being given to preserving and maintaining the municipality's current infrastructure, the 2021/22 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs & maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

## **BUDGET SUMMARY**

During the compilation of the 2021/22 MTREF operational repairs and maintenance were identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance and the weather pattern disasters especially to rural roads. To this end, repairs and maintenance for roads was substantially decreased by 4 per cent in the 2021/22 financial year, from R46.1 million to R45.9 million. The total allocation for 2021/22 equates to R45.9 million a decrease of 4 per cent in relation to the Adjustment Budget and continues to grow at 2.8 and 2.5 per cent over the MTREF. In relation to the total operating expenditure, repairs and maintenance comprises of 8.6 and 8.3 per cent for the respective financial years of the MTREF which is above the norm of 8.

Table A1 is a budget summary and provides a concise overview of the Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.

Financial management reforms emphasizes the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard.

The operating surplus/deficit (after Total Expenditure) is positive over the MTREF Capital expenditure is balanced by capital funding sources, of which Transfers recognized are reflected on the Financial Performance Budget.

Borrowing is incorporated in the net cash from financing on the Cash Flow Budget Internally generated funds are financed from accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget.

The Cash backing/surplus reconciliation shows that in previous financial years the municipality was not paying much attention to managing this aspect of its finances, and consequently many of its obligations are not cash-backed. This place the municipality in a very vulnerable financial position, as the recent slow-down in revenue collections highlighted. Consequently, Council has taken a deliberate decision to ensure adequate cash-backing for all material obligations in accordance with the Funding and Reserves Policy. This cannot be achieved in one financial year. But over the MTREF there is progressive improvement in the level of cash-backing of obligations. It is anticipated that the goal of having all obligations cash-back will be achieved by 2021/22, when a small surplus as reflected.

## **FINANCIAL STRATEGIES**

Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase. In addition, the municipality continues to make progress in addressing service delivery backlogs. In order to ensure integrated and focused service delivery between all spheres of government it was important for the Municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development,

economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarized as follows against the five strategic objectives:

- Provision of quality basic services and infrastructure which includes, amongst others:
  - Provide electricity;
  - Provide housing;
  - Provide roads and storm water;
  - Provide Municipality planning services; and
  - Maintaining the infrastructure of the Municipality.

**Economic growth and development that leads to sustainable job creation by:**

Ensuring there is a clear structural plan for the Municipality;

Ensuring planning processes function in accordance with set timeframes;

Facilitating the use of labor-intensive approaches in the delivery of services and the building of infrastructure.

**Fight poverty and build clean, healthy, safe and sustainable communities:**

Effective implementation of the Indigent Policy;

Working with the provincial department of health to provide primary health care services;

Extending waste removal services and ensuring effective Municipality cleansing;

Working with strategic partners such as SAPS to address crime; Ensuring safe working environments by effective enforcement of building and health regulations

Promote viable, sustainable communities through proper zoning; and

Promote environmental sustainability by protecting wetlands and key open spaces Integrated Social Services for empowered and sustainable communities Work with provincial departments to ensure the development of community infrastructure such as schools and clinics is properly co-ordinate with the informal settlements upgrade program. Foster participatory democracy and Batho pele principles through a caring, accessible and accountable service by:

Optimizing effective community participation in the ward committee system; and Implementing batho pele in the revenue management strategy.

**Promote sound governance through:** Publishing the outcomes of all tender processes on the municipal website

**Ensure financial sustainability through:**

Reviewing the use of contracted services, continuing to implement the infrastructure renewal strategy and the Repairs and maintenance plan.

Optimal institutional transformation to ensure capacity to achieve set objectives Review of the organizational structure to optimize the use of personnel;

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the Municipality. The five-year program responds to the development challenges and opportunities faced by the Municipality by identifying the key performance areas to achieve the five strategic objectives mentioned above.

In addition to the five-year IDP, the Municipality undertakes an extensive planning and developmental strategy which primarily focuses on a longer-term horizon; 15 to 20 years. This process is aimed at influencing the development path by proposing a substantial program of public-led investment to restructure current patterns of settlement, activity and access to resources in the Municipality so as to promote greater equity and enhanced opportunity. The strategy specifically targets future developmental opportunities in traditional dormitory settlements. It provides direction to the Municipality's IDP, associated sectoral plans and strategies, and the allocation of resources of the Municipality and other service delivery partners.

**TABLE 1 CONSOLIDATED OVERVIEW OF THE 2020/21 & MTREF**

The mSCOA Regulations applied to all municipalities and municipal entities with effect from 1 July 2017. Mandeni municipality has compiled its 2021/22 MTREF Budget transacting across all the mSCOA seven segments in Version 6.5 as per MFMA Circular 108. Furthermore, we have ensured a seamless integration of the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and Budget facilities into the core financial system as these documents create a point of departure for the transacting.

Mandeni municipality has tabled its mSCOA Draft Annual Budget & IDP for 2021/22 MTREF in an mSCOA classification framework and the data string (IDP and Budget) will be uploaded to the LG Database portal on the 31<sup>st</sup> March 2021 immediately after tabling at a Council Meeting.

The municipality has also ensured that our main core system (SAGE Evolution) and all subsystems are integrating seamless.

**KZN291 MANDENI - TABLE A1 BUDGET SUMMARY**

DESCRIPTION R THOUSAND	CURRENT YEAR 2020/21			2021/22 MEDIUM TERM REVENUE & EXPENITURE		
	ORIGINAL BUDGET	ADJUSTED BUDGET	FULL YEAR FORECAST	BUDGET YEAR 2021/22	BUDGET YEAR +1 2022/23	BUDGET YEAR +2 2023/24
<b>Total Revenue (including capital transfers and contributions)</b>	346 270	383 369	383 369	345 704	361 021	363 539
Total Expenditure	309 026	320 677	320 677	322 726	353 983	353 873
Surplus/(Deficit) for the year	37 244	62 692	62 692	22 977	7 038	9 665
<b>Capital expenditure &amp; funds sources</b>						
Capital expenditure	50 642	93 192	93 192	67 120	43 042	46 136

**MIG PROJECTS**

PROJECT NAME	BUDGET - R	2020/2021 FY	2021/2022 FY	2022/2023 FY	2023/2024 FY
		37 202 000.00	37 232 000.00	40 044 000.00	41 722 000.00
Hlomendlini Sportsfield	8 888 069.73	8 500 000.00		8 888 069.73	
Sundumbili Sportsfield	8 500 000.00				
Ward 3 Access Roads Rehabilitation	13 057 500.00		13 057 500.00		
Rehabilitation of Internal Roads and Stormwater in Ward 3	7 996 258.68		7 996 258.68		
Khenana High Mast Lights	5 924 861.03		5 924 861.03		
New Cemetery	3 000 000.00				
Flamboyant Road	5 000 000.00				
Passenger Shelters	2 500 000.00				
Highview Combo Courts additions	1 500 000.00	3 000 000.00			1 500 000.00
Padianagar Combo Courts additions	1 500 000.00				1 500 000.00
Swimming Pool Area additions	3 685 154.52		3 685 154.52		
Sundumbili Access Roads Rehabilitation	5 000 000.00				
Sundumbili Stormwater Upgrade	8 000 000.00				
Rural Road Upgrade Phase 4A	4 867 775.44		4 867 775.44		
Rural Road Upgrade Phase 4B	3 517 436.07		3 517 436.07		
Manda Farm Housing Roads and Stormwater	6 677 978.45				
Dokodweni Beach Upgrade	10 858 147.74	6 835 814.02	-	10 858 147.74	
Upgrade of Manono Road in Ward 15	6 804 889.83		6 804 889.83		
Ward 10 Sportsfield - Khenana (replaces Machibini Sportsfield as it had land issues)	9 000 000.00	9 000 000.00			9 000 000.00
TOTALS			45 853 875.57	19 746 217.47	12 000 000.00

## Ilembe Capital Infrastructure Projects

Project Name	Area	Funder	2021/2022 Budget	2022/2023 Budget	2023/2024 Budget
Macambini Water Supply Scheme	Mandeni	MIG	R 45 000 000	R 50 000 000	R 40 000 000.00
Ndulinde Water Supply Scheme	Mandeni	MIG	R 20 000 000.00	R 25 000 000	R 24 000 000.00
Inyoni Bulk Sewer	Mandeni	MIG	R 2 000 000.00	R 3 000 000.00	R 0.00
Inyoni Bulk Water	Mandeni	MIG	R 5 000 000.00	R 0.00	R 0.00
Sundumbili WWTW Upgrade	Mandeni	MIG	R 1 000 000.00	R 1 000 000.00	R 25 000 000.00
VIP Sanitation Program	District Wide	MIG	R 21 000 000.00	R 27 000 000.00	R 30 000 000.00
Mandafarm Waterborne Sewer	Mandeni	MIG	R 2 000 000.00	R 10 000 000.00	R 20 000 000.00
Water Conservation/Water Demand Management	District Wide	WSIG	R 6 500 000.00	R 10 000 000.00	R 10 000 000.00
Old Infrastructure Replacement/Upgrade	District Wide	WSIG	R 43 000 000.00	R 53 000 000.00	R 50 000 000.00
RRAMS	District Wide	RRMS	R 2 400 000.00	R 2 600 000.00	R 2 800 000.00
EPWP	District Wide	EPWP	R 4 800 000.00	R 6 500 000.00	R 8 000 000.00
<b>TOTAL INCLUDING VAT</b>			<b>R205 100 000.00</b>	<b>R 189 000 000.00</b>	

**Eskom Projects**

	Project Name	Status	Schedule Completion Date
1	Sundumbili NB50 VR Installation (electrification)	Pre - CRA	2024
2	Sundumbili NB 32 VR Installation (electrification)	Pre - CRA	2026
3	Mangethe Additional Recloser	Conceptual	
4	Driefontein - Dukuza SS	Pre - CRA	2026
5	Driefontein 33/11 5MVA to 10MVA upgrade	ERA	2023
6	Madungela SS new switchroom	Direct Customer	2025
7	Ocheni 132/22kV Substation Establishment	Pre - CRA	2025 - 2026





## ESKOM Projects

Project Name	Project type	DoE TOTAL Planned CAPEX Excl VAT 2022/2023	DoE TOTAL Planned CAPEX Incl VAT 2022/2023	DoE TOTAL Planned Connections 2022/2023
Zavutha ward 16 Extensions	Households	R 2 264 348.00	R 2 604 000.20	124
Zavutha ward 16 Extensions(Link Line)	Infrastructure Link Line	R 4 154 858.22	R 4 778 086.96	0
Mandeni Ward 11 extensions	Pre-engineering (Households)	R 260 869.57	R 300 000.00	0
Mandeni Ward 11 extensions (Link Line)	Pre-Engineering (Infrastructure Link Line)	R 260 869.57	R 300 000.00	0

## EDTEA OPERATION VULA: ILEMBE

District Municipality	Tier 1	Tier 2	Tier 3	Amount Funded
Ilembe District (Total Number of Applicants)	73	0	6	79
Total Amount(Rands)	R13 861 332,10	0	R7 659 925,00	R21 521 257,10
LOCAL MUNICIPALITIES				
Kwa-Dukuza(Total Number of Applicants)	29	0	4	33
Total Amount(Rands)	R5 591 337,09	0	R4 564 428,00	R10 155 765,09
<b>Mandeni (Total Number of Applicants)</b>	<b>19</b>	<b>0</b>	<b>2</b>	<b>21</b>
Total Amount(Rands)	R3 564 706,48	0	R3 095 497,00	R6 660 203,48
Total Amount(Rands)	R1 400 000,00	0	0	R1 400 000,00

## EDTEA PROJECTS BUDGET 2022/2023 ...continued

Programme/Project	Intervention	Budget	Completion Date
Operation Vula Fund	Post monitoring support to beneficiaries	Technical Support	April 2023
Mandeni Bulk Buying	Warehousing and support to spaza shops resuscitation	TBD	April 2023 – cont...
EDTEA/SAFDA Partnership	Assist small scale sugar cane growers in the Darnall area and surrounding areas	R4m	April 2023
Environmental Management Programmes Priorities	Climate change, coastal management belt plan, EIAs, Recycling, EPWP, Tree Planting Waste Management (illegal dump)	TBD	April 2023
Enterprise Development Support (SMME)	Business Registration Training Mentorship	Technical Support	April 2023

## **CHAPTER G: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

Performance management is a strategic approach to which management equips leaders, managers, employees, and stakeholders at different levels; with a set of tools and techniques to plan regularly, monitor continuously, measure periodically, and review performance of the Organization in terms of indicators and targets for efficiency, effectiveness, and impact. Chapter 6 of the Municipal Systems Act (No.32 of 2000) requires the Municipality to:

Develop a performance management system; Set targets, and monitor and review performance, based on indicators linked to IDP; Publish annual reports on performance for the Organization, staff, the public, and other spheres of government. Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government; Have the Annual Performance Report audited by the Auditor-General; and Involve the community in setting the indicators and targets, and reviewing the Municipality's performance.

### **THE 2001 MUNICIPAL PLANNING AND PERFORMANCE REGULATION STATES THAT:**

The PMS must entail a framework that describes and represents how municipal cycles and processes of PMS; including measurement, review, reporting, and improvement will be conducted; and

PMS must, inter alia, comply with the requirements of systems the Act relates to the Municipality's employee performance management processes. The 2022/23 -2026/27 IDP, the Municipality has prepared functional and effective organization performance management systems, that address the performance needs of the Municipality; and also serves to promote a culture of performance management, and to administer its affairs in an economical, effective, efficient, and accountable manner, as required by Section 38 of the Municipal Systems Act No. 32

In terms of measuring performance of the Municipality in 2020 / 2021, the municipality has reviewed performance management system, and has in place the following documents, that guide the review, implementation, monitoring, and reporting of PMS:

Performance Framework; Organizational Scorecard; and Department Scorecard.

### **INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS**

The adoption of the 2020 / 2021 IDP and Budget Review undertaken in March 2020, will inform the preparation of the Service Delivery Budget and Implementation Plan, within 28 days after the adoption. The budget will serve as a monitoring tool for the implementation of the IDP, and then prepare performance agreements for section 54 and 56 managers as required by the 2006 Performance Regulation, which will have to be concluded before the end of June 2020.

The municipality will also undertake quarterly reviews during the 2020 / 2021 FY to monitor performance as per following quarters:

First quarter: July- September 2020;

Second quarter: October to December 2020;

Third quarter: January to March 2021; and

Fourth quarter: April to June 2021.

### **2020/2021 ANNUAL PERFORMANCE REPORT**

The Mandeni Municipality has prepared the 2020 / 2021 Annual Performance Report in terms of section 121 of the MFMA 56 of 2003 together the MSA section 46(1). This report covers the performance information for a period 01 July 2020 to 30 June 2021 and focuses on the implementation of the service delivery budget and implementation plan SDBIP, in relation to the objectives as encapsulated in the municipality integrated development plan IDP. This report also reflects actual performance the actual performance of the Municipality as measured against the performance indicators and targets in its integrated development plan IDP and service delivery budget implementation plan SDBIP for 2020/21 financial year.

The format of Annual Performance Report APR for 2020/21 reflect the entire Municipality's Key Performance Indicator KPI's per Key Performance Area. Each Key Municipal KPA have a number of Municipal Key Focus Areas which was deliberately designed by the Mandeni Municipality to focus its development initiatives in more coherent and organized manner. In terms of preparation of the APR, it contains a comparison of targets set for performance in the previous financial year current year i.e 2019/20 and 2020/21, the performance of the municipality and each external service provider during that financial year and lastly measures taken to improve performance. This report further includes imperative components such as Mayor's foreword where Hon Mayor shared the details on projects that were set at the beginning of the financial year and achieved as well as the challenges Municipality faced. Municipal Manager overview is also an important factor where the MM shared the same sentiments pertaining the municipal operations as MFMA no 53 of 2000 in conjunction with MSA No 32 of 2000 and National Treasury Circular No 63, permits MM to give the brief purpose of the report as to reflect on the activities that were carried out in 2020/21 financial year in line with the approved Top Layer Service Delivery and Budget Implementation Plan. The other component is the overall performance on APR in two consecutive years, where reflection divulge that there a gradual improves on overall performance, the overall achieved for 2019/20 was 52% hence in 2020/21 there was an improvement of 77% though the flamboyant challenge during 2019/20 financial year was Covid-19

This report included highlights from the key performance measures, included in the 2020/2021 IDP. The results are assessed using traffic lights criteria, according to the performance against improved targets. At the end of quarter 4), Moreover the APR also endeavor to report to Council the Municipality's performance in terms of six National Government Strategic Key Performance Areas for local government, which are:

- 1 Basic Service Delivery
- 2. Local Economic Development
- 3. Municipal Institutional Transformation and Development
- 4. Municipal Financial Viability and Management and
- 5 Good Government and Public Participation
- 6. Spatial Rational and Environmental Management.

# Annexures

## List of Policies and Bylaws

NAME OF BY-LAW	STATUS	LIFE SPAN
<b>COMMUNITY SERVICES</b>		
1. Fire Arms Policy	Draft	1 year
2. Indigent/ Pauper Burial Policy	Draft	1 year
3. Cemetery and Crematoria By-Law	Draft	1 year
4. Fire Arms Policy	Draft	1 year
<b>OFFICE OF THE MUNICIPAL MANAGER</b>		
1. Risk Management Strategy	Draft	1 year
2. Fraud Prevention	Draft	1 year
3. Risk Management Policy	Draft	1 year
4. Draft Terms of Reference	Draft	1 year
5. Draft Customer Care Policy	Draft	1 year
6. Complaints Management Policy	Draft	1 year
7. Performance Management Systems Framework	Draft	1 year
8. Risk Management Strategy	Draft	1 year
9. Fraud Prevention	Draft	1 year
<b>BUDGET AND TREASURY OFFICE</b>		
1. Draft Funding & Reserves Policy	Draft	1 year
2. Draft Virement Policy	Draft	1 year
3. Draft Expenditure Management Policy	Draft	1 year
4. Draft Supply Chain Management Policy	Draft	1 year
<b>CORPORATE SERVICES</b>		
1. ICT Master Systems Plan	Draft	1 year
2. ICT Governance Policy and Charter	Draft	1 year
3. ICT Governance Framework	Draft	1 year
4. ICT Governance, Risk and Compliance Management and Training	Draft	1 year
5. Information Communication Technology usage and Security Policy	Draft	1 year
6. Draft Bato Pele	Draft	1 year
7. Draft Recruitment and Selection Policy	Draft	1 year
8. Draft Overtime Policy	Draft	1 year
9. Draft Operation and Use of Municipal Fleet	Draft	1 year

- |                                    |       |        |
|------------------------------------|-------|--------|
| 10. Draft Leave Policy             | Draft | 1 year |
| 11. Draft Human Resources Strategy | Draft | 1 year |

#### ECONOMIC DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS

- |                                      |       |        |
|--------------------------------------|-------|--------|
| 1. Development Charges Policy        | Draft | 1 year |
| 2. Housing Dispute Resolution Policy | Draft | 1 year |

### LIST OF MUNICIPAL SECTOR PLANS

Name of Sector Plan	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed)
Informal Traders Management and Development Policy	5 years	30 June 2022	Under review
Local Economic Development Strategy Plan	5years	June 2021	Due for annual review
Land Use Management System	1year	June 2021	Due for annual review
Disaster Management Plan	1 year	March 2021	Due for review
Environmental Management Framework	5 years	June 2014	Due for review
Spatial Development Framework	10 years	*****	*****
Spatial Development Plan	1 year		Due for review
Integrated Waste Management Plan		-	Not yet promulgated
Housing Sector Plan	5 years		Due for review
Tourism Strategy & Business Retention Plan	5 years	Last adopted May 2016	Due for review
Mandeni Coastal Management Plan	5 years		Due for annual Review
Development Employment Equity Plan	5 year		Due for review
Review of Performance Management Framework	5 years	12 May 2021	In place
Electricity Master Plan	3 years	2019	Due for review
Workplace Skills Plan	1 year	End of April 2022	Under review
Integrated HR Strategy			
Local Integrated Transport Plan	5 years		Due for review
Social Labor Plans (Tronox)	5 Years	April 2023	Due for Review









# MANDENI MUNICIPALITY

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