



MANDENI MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN 2021/2022 DRAFT REVIEW



LONG-TERM DEVELOPMENT VISION

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

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 organisation and seeks to set it apart from the other municipalities. Mandeni Municipality will achieve the development vision by following a culture of:

CORE VALUES

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

- Honesty
- Transparency
- Integrity
- Inclusiveness
- Commitment
- Professionalism

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Mayor's Forward

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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
EMF	Environmental Management Framework

EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
FY	Financial Year
GE	Gender Equity
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
ICLEI	International Council for Local Environment Initiatives
ICROP	Integrated Community Relief Outreach Programme
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)
MFMA	Municipal Finance Management Act No. 56 of 2003

MIG	Municipal Infrastructure Grant
TEF	Medium-Term Expenditure Framework
MEC	Member of the Executive Council (Co-operative Governance and Traditional Affairs)
MFMA	Municipal Finance Management Act No. 56 of 2003
MIG	Municipal Infrastructure Grant
TEF	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
PTP	Public Transport Plan

RDP	Reconstruction and Development Programme
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

CHAPTER A: EXECUTIVE SUMMARY

1.1 INTRODUCTION

This IDP document presents the last review of the 4th generation 2016/17 – 2021/2022 cycle, in line with the current term of office, which resumed its term in August 2016. 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.

1.1.1 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 545.48km², 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.

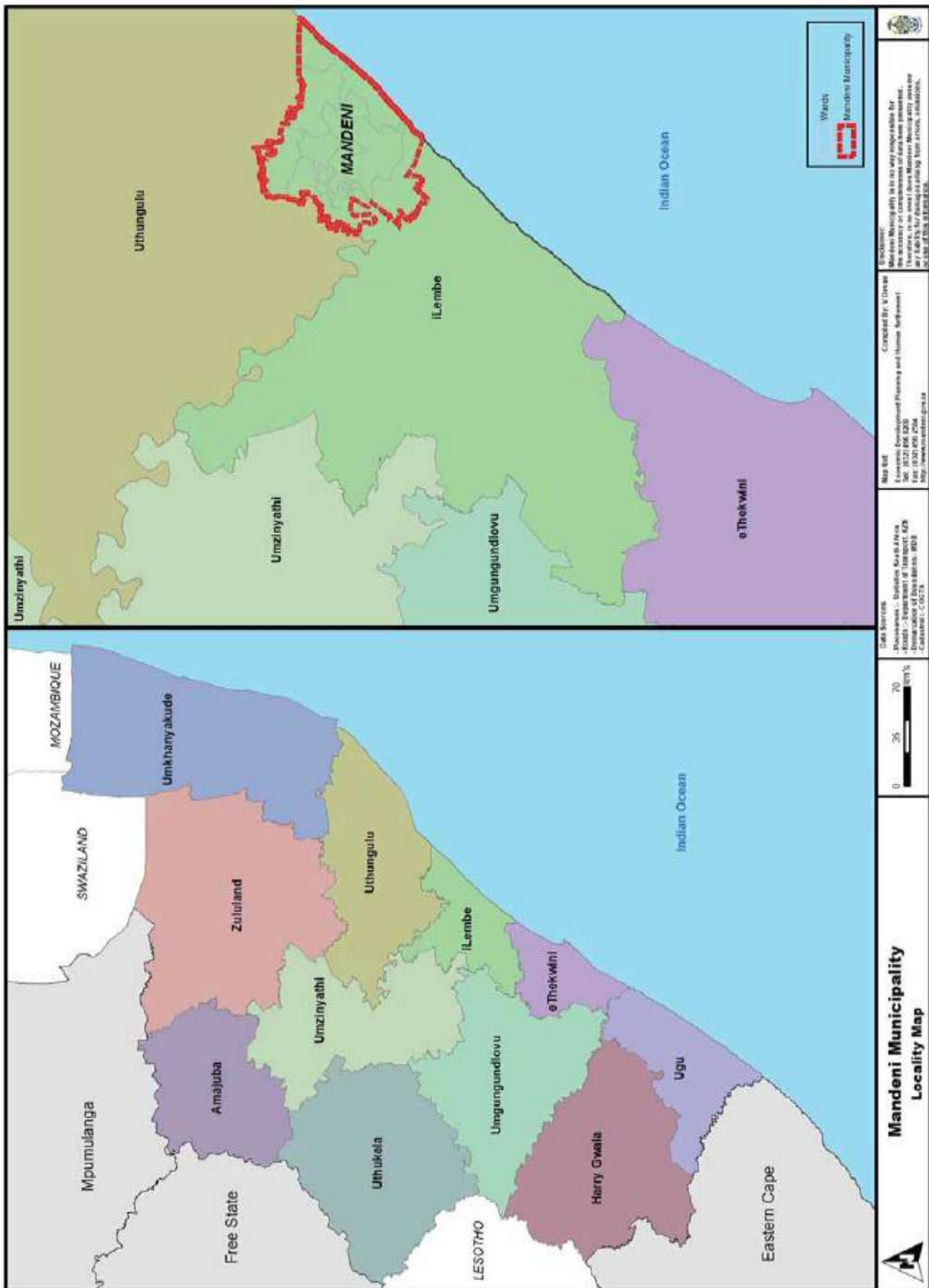
Hlomendlini (Ngcobo) Traditional Council located along the southwestern boundary which covers ward 4 Hlomendlini Township, Novas farm, Sansousis hence sharing boundaries with KwaDukuza Municipality according to the Traditional Council boundaries.

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 to 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



1.1 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, infrastructure 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:

1. 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.

2. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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.

9. 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.

1.3. 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.

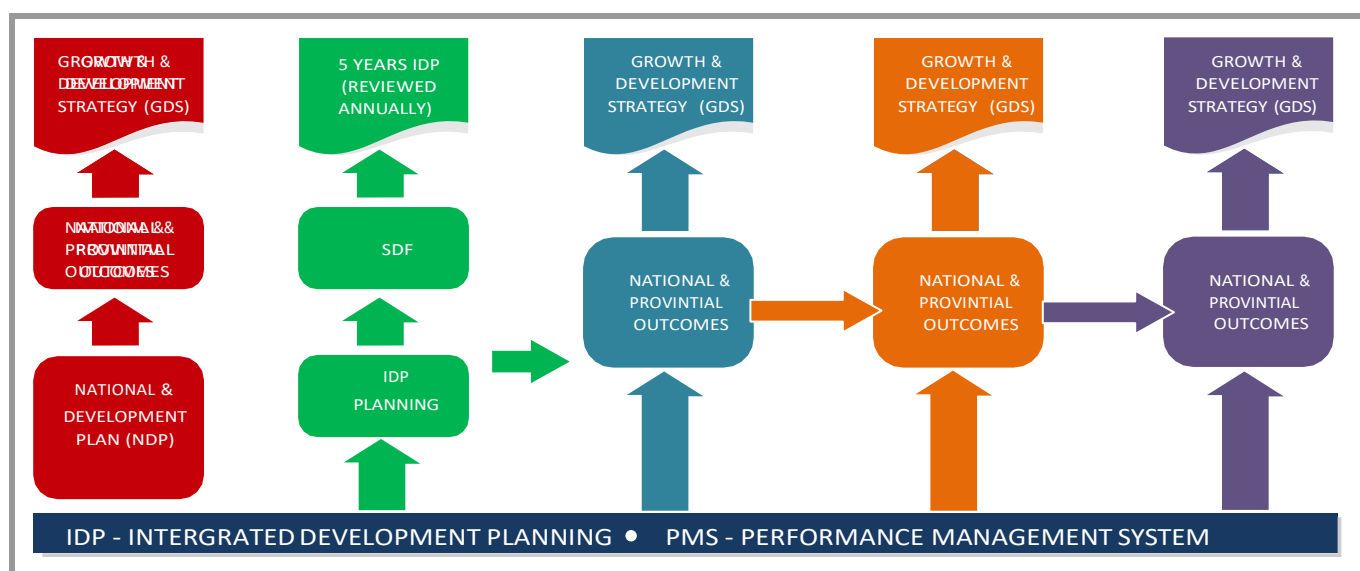
GOALS	OBJECTIVES
1. Universal Access to Basic Services and Infrastructure Development By 2030	1.1 To improve access to all basic services
2. To develop a sustainable and efficient municipality, based on Sound financial management	2.1 Ensure a financially viable municipality
3. To foster a culture of 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 realisation 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 Realise 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

1.4 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



1.5 DEVELOPING THE 2021/2022 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, and the Provincial Growth and Development Strategy, and the District Growth and Development Plan.

1.5.1 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.

ITS OBJECTIVES ARE TO:

- 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.

1.5.2 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.

1.5.2.1 SECTION 25 (1) OF THE MUNICIPAL SYSTEMS ACT (2000)

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, 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.

1.6 THE 2021 / 2022 IDP / BUDGET PROCESS PLAN REVIEW

As part of its preparation for the 2020/2021 IDP, Mandeni Municipality formulated and adopted the IDP process plan 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/Task						Responsibility	Estimated Cost
	MANDENI COMMUNITY BASED PLANING	IDP	Date	BUDGET	Date	PMS		
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	3 Aug 2020	Tabling of 2019/2020 MTREF IDP and Budget time schedule to the Mayor for approval Advertisement of time-schedule on website, local newspaper and notice boards	27 August 2020 3 September 2020	Approved 2020/2021 SDBIP Completed performance agreements	PMS Manager & Budget Manager	Nil in-house

2.	IDP REP FORUM Kick-start IDP Process To present Draft IDP Process Plan	IDP REP FORUM Kick-start IDP Process To present Draft IDP Process Plan	25 September 2020	mSCOA Adjustment Budget 2019/20 MTREF (FIRST) <ul style="list-style-type: none"> ▪ Revise an approved annual budget through an adjustment budget to appropriate additional funding as per revised gazette Equitable Share and INEP <ul style="list-style-type: none"> ▪ Tabling of Adjustment budget <p>Submit adjustment budget to NT & PT and publishing it on the municipal website</p>	30 September 2020 2 October 2020	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
Activity No.	Activity/Task						Responsibility	Estimated Cost
	MANDENI COMMUNITY BASED PLANING	IDP	Date	BUDGET	Date	PMS		
3.	-	-	-	Initiate the budget process: <ul style="list-style-type: none"> ▪ Proposed Tariff increase for 2021/22 ▪ Review of National Policies and budget plans and potential price increase of bulk resources with function and department officials <p>Submission of budget request</p>	31 October 2020	Back to Basics report to National Cogta	PMS Manager	R 2 500

				for Capital and Operational budget for 2021/22				
4.	-	-		<p>Preparing the 2021/22 MTREF mSCOA Budget</p> <ul style="list-style-type: none"> ▪ Prepare proposed budget plans for the next financial year considering previous year's performance as per the audited AFS (Capital and Operational budget) <p>Review of Municipal Organisational Structure</p>	20 December 2020	Back to Basics report to Provincial Cogta	PMS Manager	-
5.	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 2020	<p>Mid-Year Budget Assessment</p> <ul style="list-style-type: none"> ▪ Assess performance of the municipality during the first half of the year for 2020/21 ▪ Budget Steering Committee 	4 January 2021 8 January 2021			
				Submission of Mid-Year assessment to NT & PT and Publication of mid-year budget and performance in the municipal website Mid-year budget and performance assessment visit	21 January 2021 January 2021			
				mSCOA Adjustment Budget 2020/21 MTREF (SECOND)	15 January 2021 17 February 2021 25 February 2021			
				<ul style="list-style-type: none"> • Revise an approved annual budget through an adjustment budget by 				

				<p>receive inputs from departments)</p> <ul style="list-style-type: none"> Budget Steering Committee. Approval of an Adjustment budget <p>Submit adjustment budget to NT & PT and publishing it on the municipal website</p>				
	MANDENI COMMUNITY BASED PLANING	IDP	Date	BUDGET	Date	PMS		
6.	Submission of Mandeni CBP as Part of Process Plan to COGTA	Submission of Final IDP/Budget/PMS Process Plan to COGTA	30 September 2020	-	-	-	IDP Manager, Budget Manager	-
7.	IDP/BUDGET/PMS Technical Committee Meeting	IDP/BUDGET/PMS Technical Committee Meeting	05 October 2020	-	-	Compile and Submit all quarterly PMS reports to Exco/ Council and Audit Com	IDP and PMS Managers	
8.	Embark on 1 st round visual Public participation process	Embark on 1 st round visual Public participation process	28-29 October 2020	-	-			
9.	Ilembe District Sector Alignment Session	Ilembe District Sector Alignment Session	TBC	-	-	Ilembe District Sector Alignment Session	-	-
10.	Roll-out Mandeni Community Based Planning to all 18 war-rooms, to kick start review process of community-based plans	-	December 2020 to January 2021	-	-	-	Ward Councillors and public participation unit.	
11.	-	Information gathering and project registration for 2021/22 FY	December 2020				Manco	
12.	Review and initiate changes in the	review and draft initial changes to the	January - 2021	The review and draft initial changes to the IDP and	January 2021	-	Chief Financial Officer/Budget/I	Nil in-house

	municipal ward-based plans for 2021/22 FY	IDP and Municipal Budget for 21/22 FY MSA s 34		Municipal Budget MSA s 34			DP Manager	
13.	IDP/BUDGET/PMS Technical Committee Meeting	IDP/BUDGET/PMS Technical Committee Meeting	1 February 2021	Budget steering committee	17 February 2021	- Mid-Year Budget Assessment Assess performance of the municipality during the first half of the year for 2020/2021		
14.	Analysis of the Status quo to inform the 2021/22 WBP Draft document	Analysis of the Status quo to inform the 2021/2022 IDP Draft document	February 2021	Submit adjustment budget to NT & PT and publishing it on the municipal website	25 February 2021		MANCO Manager Budget Council	-
15.	-	-	-	-	-	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	Manager Budget & PMS Manager	-

						and include inputs raised by all relevant stakeholders Submit final APR to MANCO, Internal Audit Committee, PAC, Council , Auditor General		
16.	-	-		-		Council approves revised scorecards	Manager PMS	-
17.	-	-		-	-	Senior Manager mid-year performance assessment	Manager PMS, PAC Chair, Mayors, MM's and Exco members	-
18.	Review of Situational Analysis	Review of Situational Analysis	Ongoing				IDP Manager	
19.	-	-		Finalize and submit to the Mayor proposed budget and plans for next three-year budget considering 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
20.	-	-		First mSCOA Draft Budget for 2021/22 MTREF <ul style="list-style-type: none"> ▪ Review proposed National and Provincial allocations to the municipality for incorporation into the draft budget for tabling ▪ Budget Technical Committee to review three-year capital budget and operating projects 	2 March 2021	-	Budget Manager	Nil

				<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"> ▪ Budget Steering Committee Presentation of IDP aligned to Budget ▪ Review of Budget Related Policies ▪ Draft Budget 2021/22 MTREF tabled to Council ▪ Publishing Draft tabled budget, plans and proposed revisions to IDP, invite local community comments and submit to NT & PT ▪ Review any changes in prices for bulk resources <p>Budget and Benchmark Assessment by Provincial Treasury</p>				
21.	Tabling of 1 st draft ward Based Plans 2021/2022	Tabling of 1 st Draft IDP and Budget 2021/2022 to EXCO	31 March 2021	Tabling of 1st Draft IDP and Budget 2020/2021 to EXCO	31 March 2021	-	IDP/BUDGET Managers	-

22.	-	Advertise for public comments the on draft IDP	7 April 2021					
23.	Ward based /BUDGET/PMS Community Outreach	IDP/BUDGET/PMS Community Outreach via digital platforms (Mandeni facebook page and radio stations)	7 April 2021 – 15 April 2021	IDP/BUDGET/PMS Community Outreach via digital platforms (Mandeni facebook page and radio stations) Consultation with National and Provincial Treasury and finalize sector plans Revising budget documentation in accordance with consultative processes Budget Steering Committee feedback after Consultation	10 April -15 April 2021	-	Mayor and Council IDP/BUDGET/PM S Managers Communications and public participation	
24.	-	Align IDP/Budget with Provincial and National Priorities	Ongoing	Align IDP/Budget with Provincial and National Priorities	Ongoing	-	IDP/BUDGET/PM S Managers	Nil
25.	WBP, IDP Representative forum meeting	WBP and IDP Representative forum meeting	19 May 2021					-
26.	Council approves 21/22 Mandeni CBP	Council approves final 2021/2022 IDP and Budget	27 May 2021	Approval of mSCOA Annual Budget <ul style="list-style-type: none"> ▪ Public hearings on the budget, and Council Debate. Council considers views of the local community, NT & 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, considering consultative 	27 May 2021		Municipal Manager Budget Office IDP Manager	Nil

				<p>processes and any other new information of a material nature</p> <p>Council must approve annual budget by resolution, setting taxes & 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</p>				
27.	-	Submit Adopted IDP and Budget to MEC for COGTA		Submit Adopted IDP and Budget to Treasury		-	Municipal Manager Budget Office	
28.	-	Advertise the adopted IDP and Budget 10 Days after Adoption	Within 10 working days after the Municipal Council has approved annual budget 15 June 2021	<p>Publication of mSCOA Annual Budget 2021/22 MTREF</p> <ul style="list-style-type: none"> ▪ Submission of Approved budget to NT & PT in both printed and electronic format ▪ Publishing the approved budget on the municipal website ▪ Promulgation of by laws <p>Budget and benchmark Assessment by Provincial Treasury on the tabled Draft Annual Budget 2021/22 MTREF</p>	Within 10 working days after the Municipal Council has approved annual budget 15 June 2021		Municipal Manager Budget Office	R2500 Stanger weekly)

1.6.1. 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
- Road shows;
- Newspaper advertisements;
- Radio broadcasts; and
- The quarterly municipal newsletter

1.6.2. 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 OF IDP REVIEW 2021/2022

DATE	TARGETED AUDIENCE	VENUE	TIME
29 October 2020	Traditional Leaders Forum	Council Chamber	11:00
3 November 2020	Siyathuthuka FM one-hour Interview	Live in studio and Facebook	18h00-19h00
04 November	Icora FM IDP interview		
5 November 2020	Ward Committees 200 plus 50	Sibusisiwe Hall	10:00
25 November 2020	Mandeni Youth & stakeholders	Sibusisiwe Hall	10:00
26 November 2020	Rep Forum	Sibusisiwe Hall	10:00

1.7 DEVELOPMENT OPPORTUNITIES

1.7.1 STRATEGIC LOCATION

Mandeni Local Municipality is strategically located midway between Durban and Richards Bay, and lies along one of the most important multi-sectoral development and activity corridors in the province, between 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.

1.7.2 INDUSTRIAL DEVELOPMENT

The SAPPI Tugela Mill and the iSithebe Industrial Estate (iSithebe) provide opportunities to grow, and attract large-scale manufacturing and heavy industry 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 proactively 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.

1.7.3 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.

1.7.3.1 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.

1732 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.

The 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.

1733 LOCAL ECONOMIC DEVELOPMENT

Mandeni Municipality is strategically located along the N2 National Development Corridor and trade route mid-way between the provincial economic hubs of Durban in the south, and 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.

174 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

174.1 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.

174.2 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.

175 FINANCIAL VIABILITY AND MANAGEMENT

175.1 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.

1.7.5.2 CROSS-CUTTING ISSUES

1.7.5.2.1 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.

1.7.5.2.2 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 benefitted from spatial planning. It is, therefore, critically important for the municipality to devise strategies to effectively manage this phenomenon.

1.7.5.3 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

1.8 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).

1.8.1 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.

1.8.2. STRATEGIES AND ACTION PLANS

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 contributes 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.

1.8.3. 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 public facilities.
- 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.

1.8.4. 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 AND DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND IMPERATIVES

2. 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.

2.1.1. 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.

10. 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.

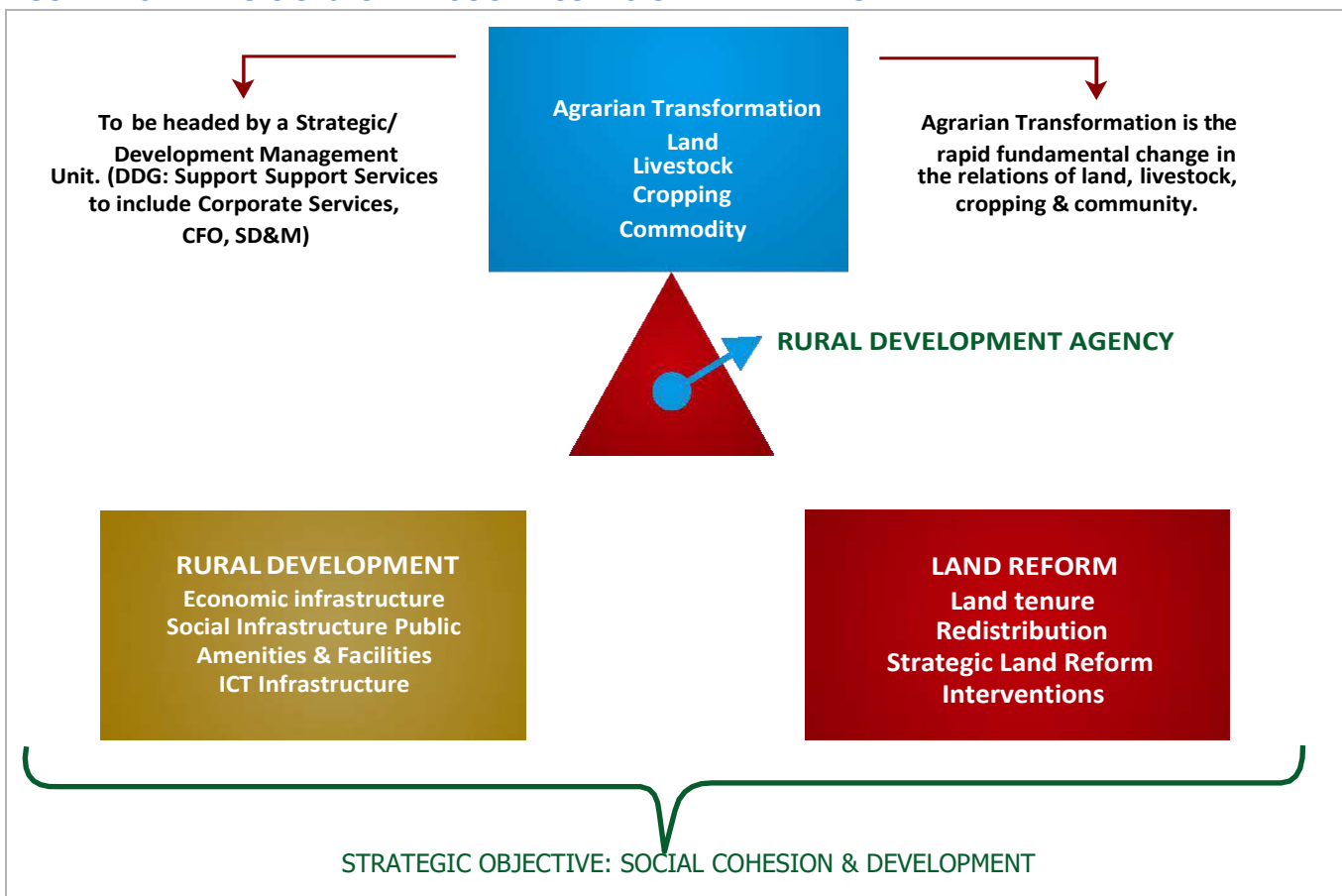
Through the policies to be implemented as part of the CRDP the following two main themes are present:

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 needs 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.

2.1. THE SUSTAINABLE DEVELOPMENT GOALS



Figure 2: Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOAL	MLM RESPONSE
SDG 1. End poverty in all its forms everywhere	Co-ordinate Operation Sukuma Sakhe interventions
SDG 2. 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
SDG 3. 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.
SDG 4. Ensure inclusive and equitable quality education and Promote life-long learning opportunities for all	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
SDG 5. Achieve gender equality and empower all women and girls	LED to improve skills base. Ensure empowerment of youth, women and people living with disabilities.
SDG 6. 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
SDG 7. 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
SDG 8. 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.
SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Implementation of municipal Spatial Development Framework: Local Area Plans and Coastal management plan
SDG 10. Reduce inequality within and among countries	N/A
SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable.	Promote municipal integrated planning
SDG 12 . Ensure sustainable consumption and production patterns	Improve community awareness on environmental protection. Implement Coastal Management Plan
SDG 13. Take urgent action to combat climate change and its impacts	Work with iLembe District in developing district-wide Climate Change Strategy

FIGURE 2: SUSTAINABLE DEVELOPMENT GOALS ...continued

SUSTAINABLE DEVELOPMENT GOAL	MLM RESPONSE
SDG 14. Conserve and sustainable use the oceans, seas and marine resources for sustainable development	Improve community awareness on environmental protection Implement coastal management plan
SDG 15. 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
SDG 16. 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
SDG 17. 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.

2.2 STATE OF THE NATION ADDRESS 2021

South African, President Cyril Ramaphosa delivered South Africa's State of the Nation Address on Thursday, 25 February 2021.

The address was preceded by a candle-lighting ceremony and moment of silence to honor and remember people who have died as a result of the COVID-19 pandemic. The president indicated that nearly 45,000 people have died as a result of the virus. The president hailed the efforts of frontline and essential workers, saying the South African story is one of solidarity and compassion. The president announced that the first batch of the Johnson & Johnson vaccine is the set to arrive in the country in March 2021. The president emphasized a need for economic recovery and implementation of economic reforms to create jobs and drive growth.

The president reminded Parliament of the Economic Reconstruction and Recovery Plan, presented in October 2020, that focuses on infrastructure, local production, employment stimulus and energy generation capacity increase.

Ramaphosa referred to two major human settlements projects, anticipated to provide housing to almost 68,000 households.

The President indicated that the second priority intervention of the Recovery Plan is to support an increase in local production. He indicated that the government aims to make South African exports globally competitive and reduce local reliance on imports by 20 percent over the next five years.

The president also said BBBEE policies must be implemented to advance control over and management of the economy. He said an infrastructure investment project pipeline worth R340 billion in network industries such as energy, water, transport and telecommunications has been developed.

The president spoke of a need to improve public service delivery and professionalism to regain the confidence of the public. He named courses and training programs for government officials through the National School of Governance and the newly signed off Minister's Performance Agreements as marks of progress in this area.

President Ramaphosa also announced the implementation of the National Anti-Corruption Strategy and the creation of the National Anti-Corruption Advisory Council. What the president has referred to as "the second pandemic", gender-based violence, will be addressed by strengthening the justice system through the National Strategic Plan on Gender Based Violence. The president also said the private-sector-led initiative, the GBVF Response Fund has received pledges to the value of R128-million.

STIMULATING JOB CREATION:

Water use license, essential to operations on farms, factories and mines, have previously taken sometimes up to 5 years to process. He announced that water use licenses are now issued within 90 days.

Through the Bizportal platform one can now register a company in one day, register for UIF and SARS and even open a bank account.

Ports: During the course of this year, there will be a fundamental overhaul of the Durban port, to reduce delays and costs.

The investments made in early childhood development and early school learning will yield great economic benefits in the next two decades and beyond, he said - and here he mentioned the building of nine new TVET college campuses this year, in Sterkspruit, Aliwal North, Graaff Reinet and Ngungqushu in the Eastern Cape, and in Umzimkhulu, Greytown, Msinga, Nongoma and Kwagqikazi in KwaZulu-Natal.

He also announced the introduction of coding and robotics in grades R to 3 in 200 schools, with a plan to implement it fully by 2022 as well as a new University of Science and Innovation in Ekurhuleni.

CRIME HAMPERING GROWTH:

To support the growth of the tourism industry, the SAPS will increase visibility at identified tourist attraction sites.

Anti-Gang Units will be further strengthened, with priority given to the Western Cape, Eastern Cape, Gauteng and Free State.

The Domestic Violence Act will be amended to better protect victims in violent domestic relationships and the Sexual Offences Act to broaden the categories of sex offenders whose names must be included in the National Register for Sex Offenders, and government will pass a law to tighten bail and sentencing condition in cases that involve gender-based violence.

DATA:

The competition authorities are working towards a resolution with the large mobile operators to secure deep cuts to data prices across pre-paid monthly bundles, additional discounts targeted at low income households, a free daily allocation of data and free access to educational and other public interest websites. The regulator, ICASA, has undertaken to conclude the licensing of high demand spectrum for industry via auction before the end of 2020.

STUDENT ACCOMMODATION

R64 billion will be spent over the next few years on student accommodation and government will leverage at least another R64 billion in private investment. The President again referred to his dream last year of a new smart-city, "a truly post-apartheid city that would rise to change the social and economic apartheid spatial architecture". "A new smart-city is taking shape in Lanseria, which 350,000 to 500,000 people will call home within the next decade." The process is being led by the Investment and Infrastructure Office in the Presidency alongside the provincial governments of Gauteng and North West, working together with the cities of Johannesburg, Tshwane and Madibeng.

YOUTH UNEMPLOYMENT

On youth employment, as from today, the implementation of the Presidential Youth Employment Intervention will start with six priority actions over the next five years to reduce youth unemployment.

2.2.1. STATE OF THE PROVINCE ADDRESS 2021

KwaZulu-Natal Premier Sihle Zikalala delivered the State of the Province address on the 26th of February 2021, highlighting the following as the provincial government priorities:

- Basic services;
- Job creation
- Growing the economy
- Growing SMME and Cooperatives
- Education and skills Development
- Human Settlement and sustainable livelihood
- Building a Peaceful Province and lastly

- Building a caring and incorruptible government

As part of building a thriving economy and accelerating job creation, the Provincial government has undertaken declaration to spare no effort in the struggle to grow the economy. Thus, will focus on restructuring the economy to ensure growth and address the imbalances of ownership pattern and ensure job creation. Isithebe Revitalization has been identified as one of the Special Economic Zone.

He was also expected to deliver a strategy to combat the province's wasteful expenditure as was outlined in the latest report by the Auditor General, who deemed the province the most irregular of all. He said that KZN department of Transport will create 63 000 work opportunities through the Expanded Public Works Program (EPWP) in the 2020/2021 financial year. This includes 4000 newly recruited youth under the Vukayibambe Road Maintenance Program.

He also announced that a new youth program to ensure employment for young people.

INFRASTRUCTURE UPGRADES

The Premier said that interference with water infrastructure was to blame for the province's poor water security, rather than investment into the sector and maintenance. We must work with communities to ensure that water is provided.

He also announced that he is planning the construction of seven vehicular bridges and 12 bailey bridges. The Department also plans to upgrade 60km of gravel to tar.

222. MANDENI MUNICIPALITY RESPONSE TO THE STATE OF THE NATION AND STATE OF THE PROVINCE ADDRESS 2021.

Guided by the sentiments of both the State of the Nation address as well as the State of the Province address, the Mandeni Municipality will be implementing programs and programs during the 2020/2021 financial that aim to create economic opportunities and job creation within Mandeni.

A budget has been aside to uplift local SMME's, emerging farmers and local entrepreneurs through

the Municipal LED programs.

The construction of the Youth Enterprise Park will also commence during the 2020/2021 financial year. 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 Municipality will also be implementing numerous infrastructure projects during the 2020/2021. The implementation of these projects will create economic opportunities for local entrepreneurs and job opportunities for the people of Mandeni.

2.1. MEDIUM-TERM STRATEGIC FRAMEWORK

MTSF OUTCOMES	MLM RESPONDS
1. Improve the quality of basic education	Ensure integrated planning. Committed to adopt one school each and every as a way of extending a hand towards educational development.
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

2.7. MEDIUM-TERM STRATEGIC FRAMEWORK ...continued

MTSF OUTCOMES	MLM RESPONDS
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

2.9 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).

2.10. ILEMBE DISTRICT GROWTH AND DEVELOPMENT PLAN

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:

- A diverse and growing economy;
- Promotion of social well-being;
- Equity to access;
- Living in harmony with nature
- A Livable region; and
- Effective government, policy and effective partnerships.

The DGDP identifies the above as the pillars and levers for a district-wide paradigm shift, but it is not limited to the aforementioned as all the pillars have objectives, which are drivers ensuring the goals are achieved optimally.

District -wide catalytic projects have been identified as part of the plan in order to invigorate the economic, social, infrastructural, and environmental sectors, with 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:

2.11 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 facilitating environmental, protection, and sustainable spatial planning
6.	Governance and Policy	E active 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

2.12 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.

	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

2. DEMOGRAPHIC CHARACTERISTICS

2.1. POPULATION SIZE

The demographic profile shown below are at the district level, in comparison to the other municipalities within the district. The Mandeni population has grown by 7% as of the 2011 Census. This growth can be owed to various reasons such as the immigration of people from other cities and increased number of factories that have moved into Mandeni. The following table reflects these changes in comparison to the neighboring municipalities.

ILEMBE POPULATION GROWTH IN COMPARISON TO 2011 CENSUS AND 2016 COMMUNITY SURVEY

2011 CENSUS	POPULATION	2016 COMMUNITY SURVEY
MUNICIPALITY	POPULATION	
Ilembe	606 808	657 612
Maphumulo	96 724	89 969
Mandeni	138 078	147 808
KwaDukuza	231 187	276 719
Ndwedwe	140 82	143 117

Source: Stats SA 2016 Community Survey Results

3.1.1 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

3.1.2. 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, Coloured 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 Coloured 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

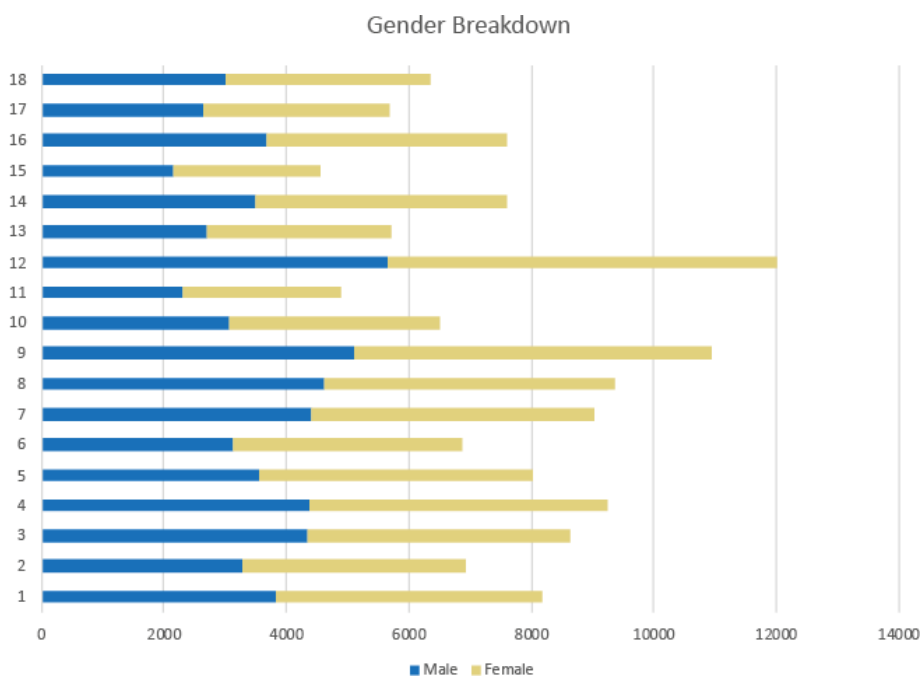
WARD NO	BLACK AFRICAN	COLOURED	INDIAN/ASIAN	WHITE	OTHER
1	8135	9	16	11	2
2	6762	22	9	127	1
3	5384	437	1740	1038	44
4	8656	105	393	58	27
5	7976	13	14	6	2
6	6849	1	5	3	0
7	8997	9	7	1	12
8	9305	7	14	20	12
9	10881	27	13	11	6
10	6482	5	5	2	8
11	4883	1	2	2	1
12	11962	10	9	7	12
13	5707	14	2	2	0
14	7569	20	2	6	10
15	4519	8	3	1	17
16	7547	11	34	13	4
17	5641	7	8	2	32
18	6304	13	9	6	5
TOTAL	133560	718	2286	1318	195

Source: Stats SA Census 2011

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.

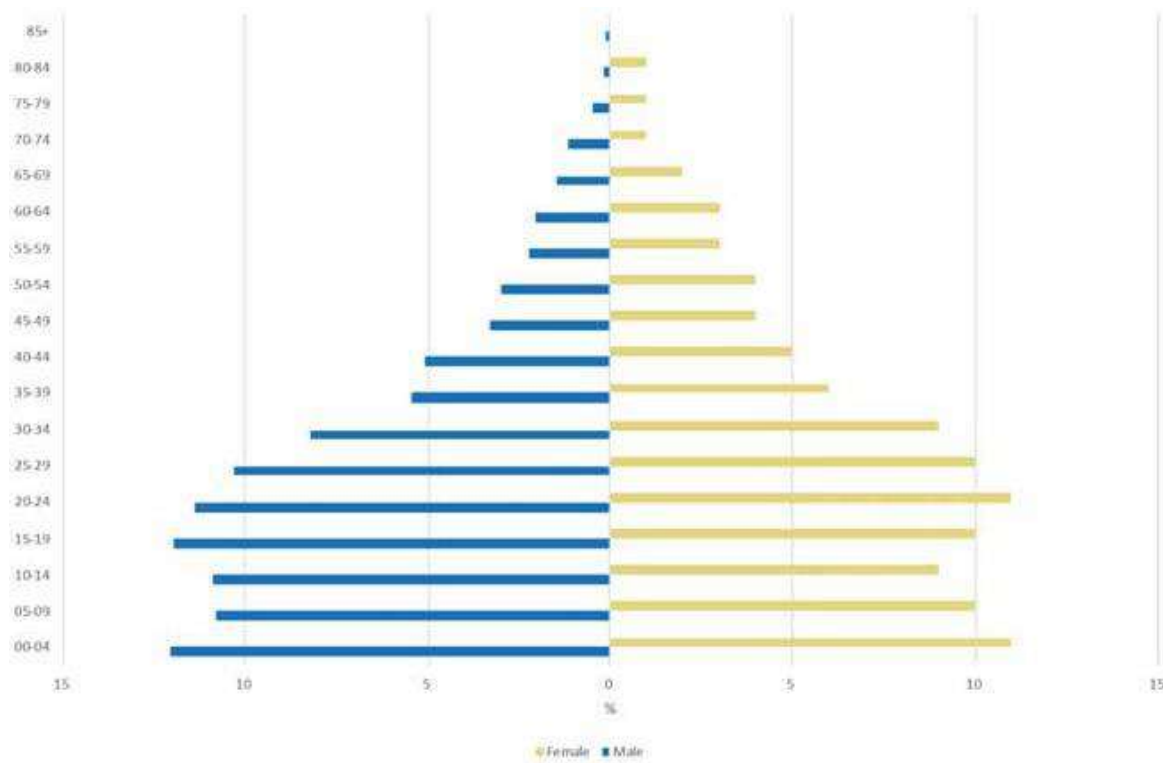


Source: StatSA 2016 Community Survey Results

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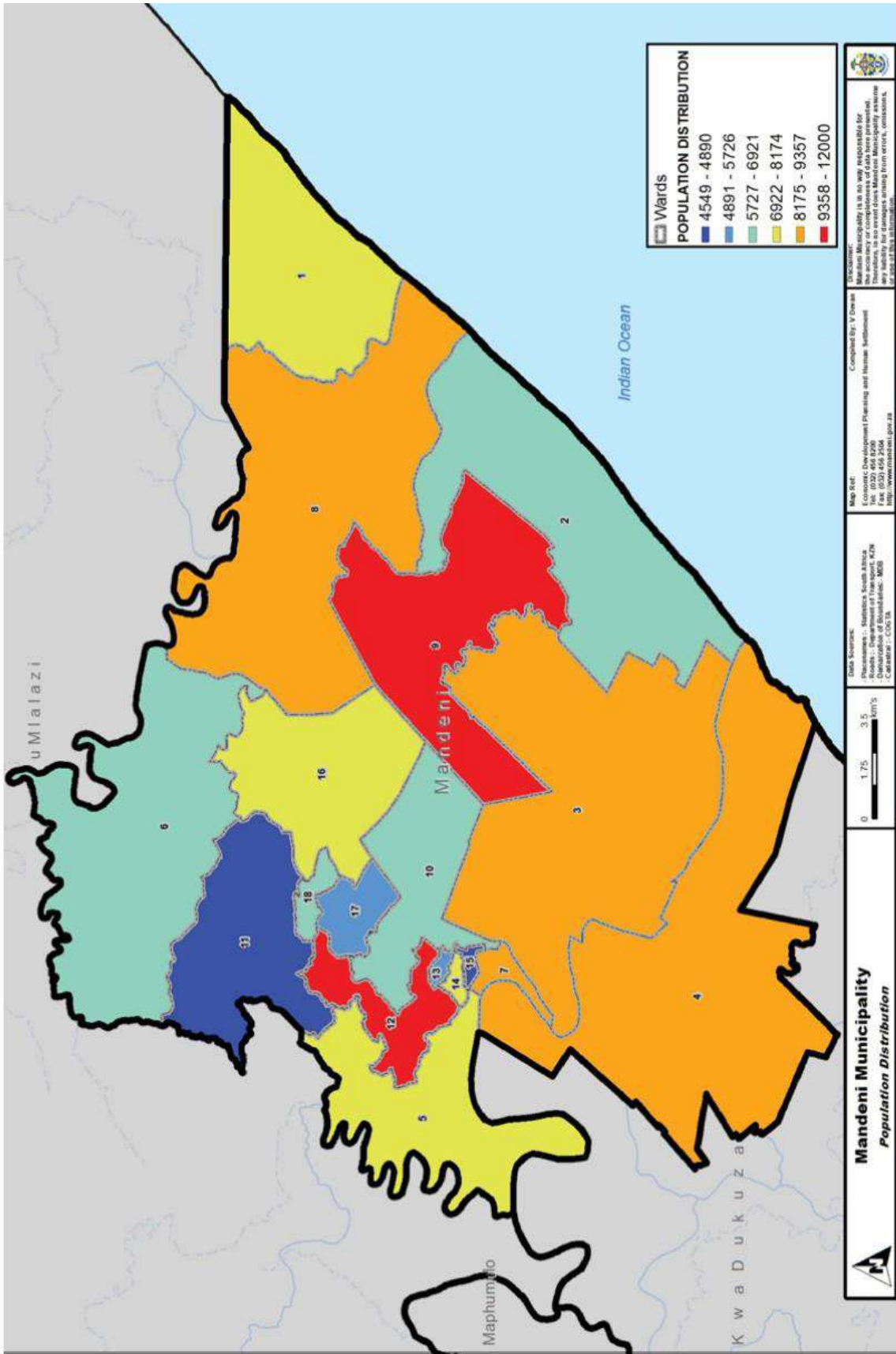


Source: Stats SA, 2016 CS

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

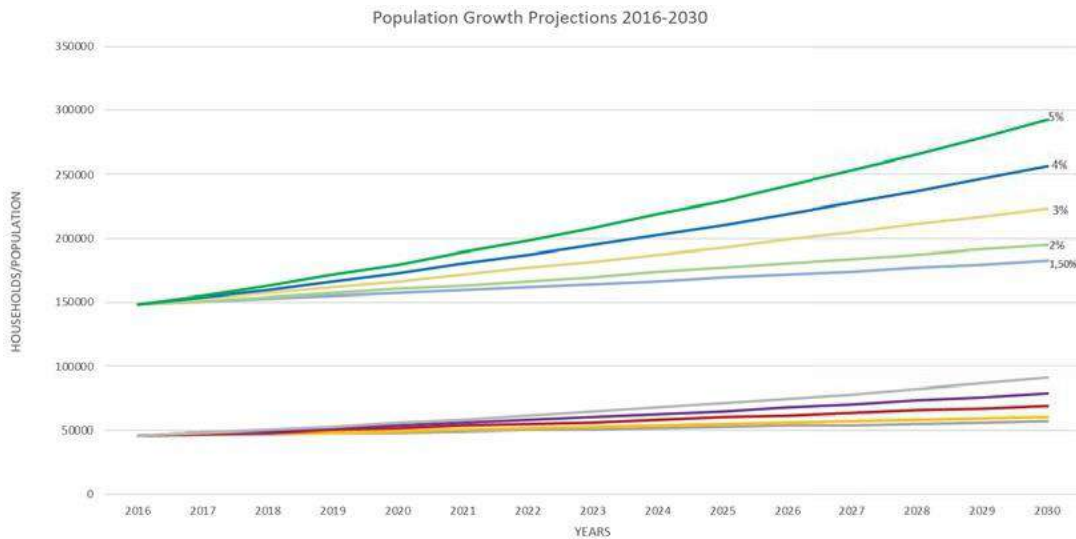


3.1.6 PROJECTED GROWTH

The figure below provides an overview of the population growth that is estimated for 2019 until the year 2030 in line with the Municipal 2030 vision. The population is estimated to increase from 154 560 to 182 063.

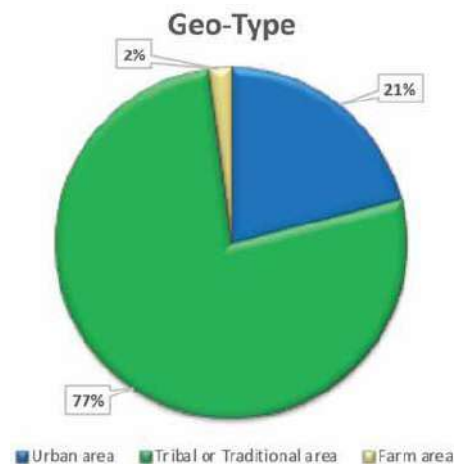
FIGURE 3: POPULATION COMPOSITION PER ELECTORAL WARD

		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PROJECTED GROWTH	1,50%															
	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
	2%															
	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
	3%															
	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
	4%															
	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
	5%															
	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



3.1.7 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.



2.2 MANDENI ECONOMIC PROFILE

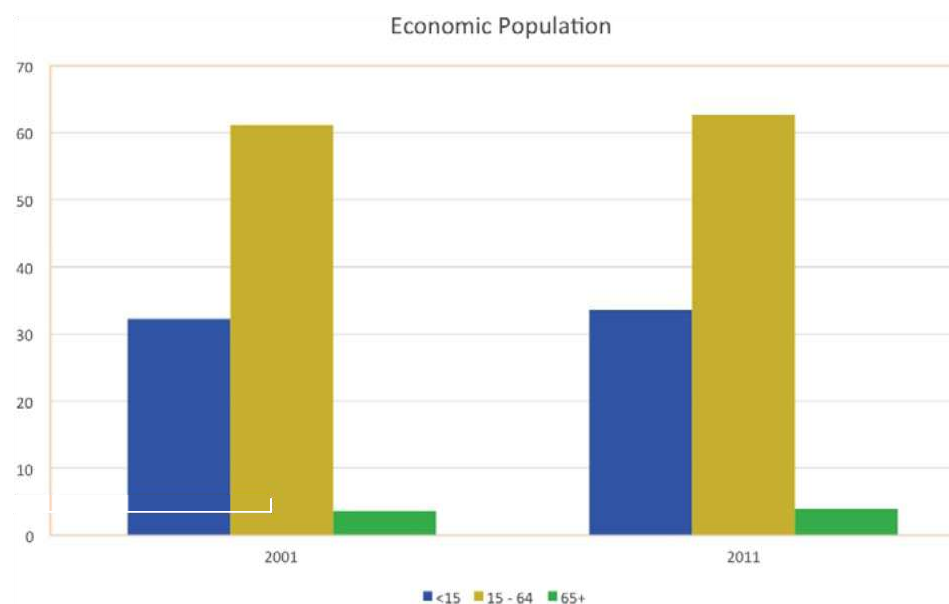
Functional age groups indicate the level of the potential work force in the region. Therefore, the key age group relates to individuals aged 15 to 64 years. The following tables provide a comparison between the 2001 and 2011 census years in respect of the 0-14, 15-64 and 65+ population age cohorts for Mandeni and the other municipalities in the iLembe District.

TABLE XX: ECONOMIC POPULATION

Municipality	Population		Age Structure					
			<15		15-64		65+	
	2001	2011	2001	2011	2001	2011	2001	2011
DC29 iLembe District	560 390	606 809		34%		61%		5%
KZN291 Mandeni	127 327	138 078	32.2%	33.5%	61.2%	62.6%	3.6%	3.9%
KZN292KwaDukuza	167 805	231 187	29.9%	29.0%	65.7%	66.7%	4.3%	4.3%
KZN293 Ndwedwe	144 615	140 820	34.4%	37.1%	55.0%	56.9%	5.6%	6.0%
KZN294 Maphumulo	120 643	99 724	44.1%	40.6%	46.6%	52.9%	6.3%	6.5%

Source: 2001 & 2011 Census

FIGURE ECONOMIC POPULATION



Source: 2001 & 2011 Census

The data presented indicates that there has been a slight increase in the <15-year age cohort and a slight increase in the 15-64 age cohort between the 2001 and 2011 census years

3.2.1. 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.

3.2.2. 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.

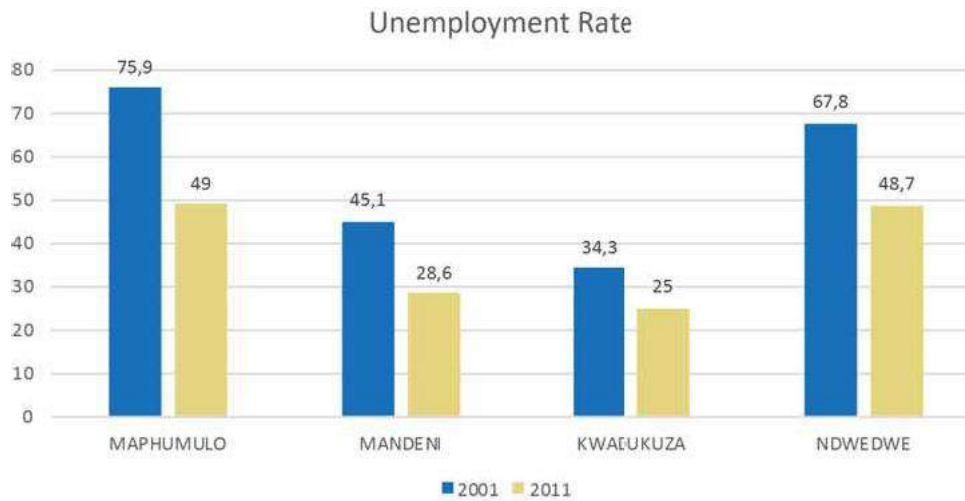
Programs of the national government, and the benefits of its location near KwaDukuza and Durban Metro which have both experienced phenomenal economic growth over the last decade. High unemployment particularly amongst the youth can lead to social evils such as crime, drug abuse, prostitution, etc. which 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 among 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 is committed to radical economic transformation which entails making the environment conducive for investors.

TABLE: UNEMPLOYMENT RATE

MUNICIPAL MUNICIPALITY	UNEMPLOYMENT RATE			YOUTH (15-34) UNEMPLOYMENT RATE		
	2001	2011	% CHANGE	2001	2011	% CHANGE
ILEMBE	48.0	30.6	-36%	55.8	37.2	-33%
MAPHUMULO	75.9	49.0	-35%	83.3	58.4	-30%
MANDENI	45.1	28.6	-37%	51.5	34.6	-33%
KWADUKUZA	34.3	25.0	-27%	42.6	30.8	-28%
NDWEDWE	67.8	48.7	-28%	76.4	58.3	-24%

FIGURE: UNEMPLOYMENT RATE



Source: Census 2011

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

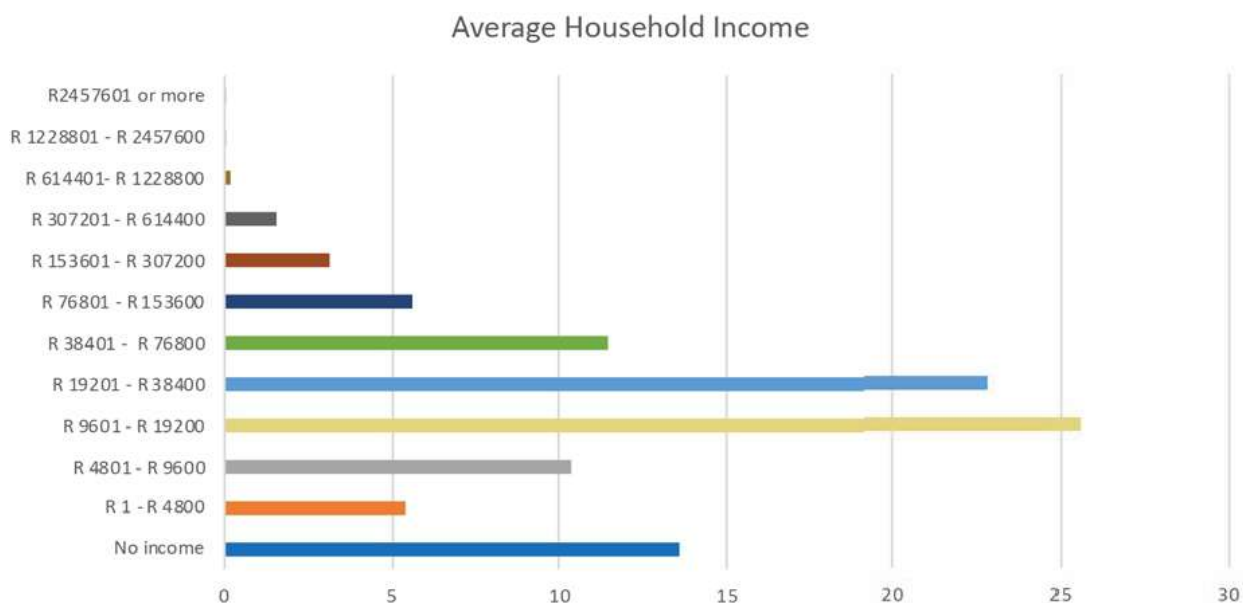
Manufacturing sector is the main contributor of source of employment in Mandeni. The sector employs approximately 26.86% of the available labour force. Wholesale and retail sector is the second largest employer, followed by finance and insurance employing 25.68% and 22.77% of the municipal labour force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

TABLE: EMPLOYMENT BY INDUSTRY

INDUSTRY	%
Agriculture, forestry and f shing	3.84
Mining and quarrying	1.08
Manufacturing	26.86
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
TOTAL	100

Source: Mandeni LED Strategy 2015

FIGURE: HOUSEHOLD INCOME LEVELS

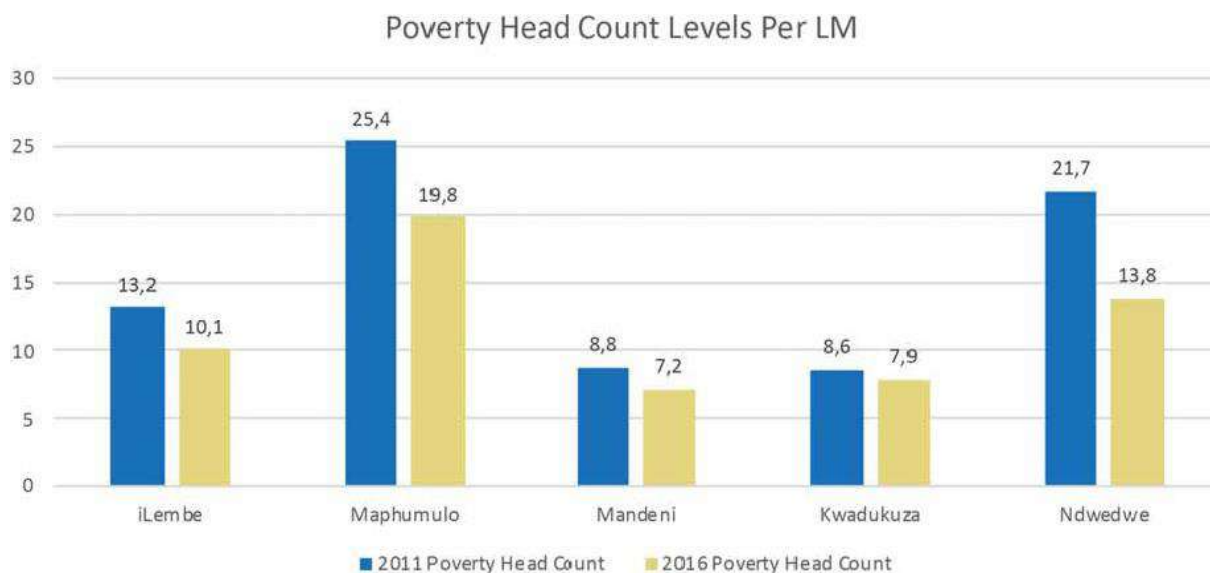


Source: Census 2011

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 indicates 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 extreme 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

3.3 SPATIAL ANALYSIS

3.3.1 ADMINISTRATIVE ENTITY SETTLEMENT PATTERNS

Mandeni Municipality is dominated by traditional owned land, 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.

3.3.2 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.

3.3.3 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 characterised by Ithala Centre, Rencken's Centre and the new Mandeni Mall.

3.3.4. SETTLEMENT PATTERN

The existing settlement structure is substantially influenced by prevailing topographic conditions, physical access and access to land. Consequently, a series of settlement bands developed parallel to the coast. The prevailing settlement structure is also influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east–west linkages and the particular opportunities of the coast. Another contributing factor to the settlements pattern is land tenure and customary allocation of households by the Traditional Authorities through Amakhosi wherein Mandeni Municipality we have 4 Traditional Authorities namely Mathonsi TA, Fuze TA, Macambini TA and Sikhonyane TA. These TA areas cover approximately 63% of the total area, this clearly highlights that most of our settlement patterns are highly influenced by TA's.

3.3.5 INGONYAMA TRUST LAND

Mandeni Municipality is made up of four Traditional Authority areas, where the land is administrated by Traditional Councils (TCs). The TC areas cover approximately 63% of the total area and the remaining land is owned by the State and the Ingonyama Trust. The dominant activity within traditional areas is subsistence farming; however, the land is also characterised by steep areas, which reduces the potential for agriculture. TC areas are generally characterised by subsistence farming activities and harsh topographical conditions and have the worst agricultural potential, with the exception of the Macambini Council, which lies along the coast. Large areas are under-utilised with traditional settlement.

3.3.6 LAND USE PATTERNS

Land use within the municipality is a mix of commercial activities, residential, manufacturing and agricultural activities. The existing infrastructural development and minimal provision of social facilities play a major role in supporting the resident population. Industrial developments concentrated in iSithebe and most notably the Amatikulu sugar milling operations and the SAPPI Paper mills at Mandeni. Agricultural land use is the dominant land use within the municipality and is mainly located within traditional areas. The main agricultural activity is subsistence farming.

3.3.7 URBAN AREAS

Areas of urbanization in the municipality comprise of Mandeni, Sundumbili, Tugela Ext 3 and Tugela Mouth. Land uses within these areas are typically urban mixed uses with acceptable levels of infrastructural and service development and minimal provision of social facilities and services to support the resident population. Industrial development is concentrated in iSithebe industrial park and most notably SAPPI Paper mills at Mandeni. The iSithebe industrial Park and potential expansion around it forms the main industrial node within the municipality. Although the SAPPI plant represents a major industrial area, it is not-intended to serve as growing industrial node, mainly due to its proximity to residential areas. The Mandeni urban edge borders iSithebe, Sundumbili and Mandeni and includes the identified accelerated growth zones depicted in the local and regional SDF. The Mandeni SDF identified the tourism development strip, Tugela Mouth and wards 1, 2 and 3 located within Macambini traditional authority area that falls within the peri-urban zone.

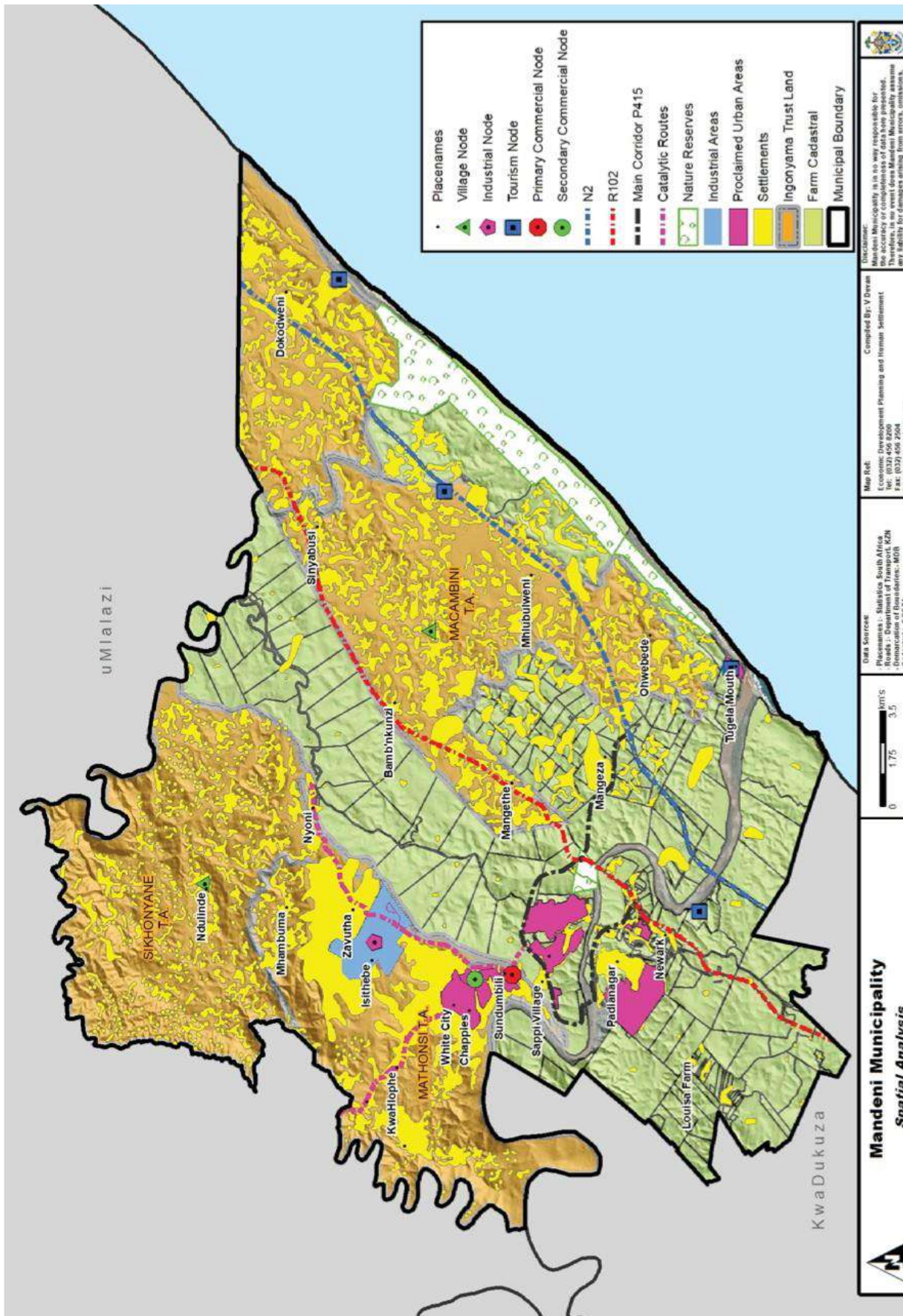
3.3.8 DENSE RURAL SETTLEMENTS

Informal settlements with limited to no facilities or infrastructural services occur on the periphery of the developed areas and within the iSithebe Industrial area and Sundumbili Township. This is also evident in the periphery of the well – established Sundumbili Township and Mathonsi TC eastwards of the hinterland. Village centres such as Wangu in the west and Nyoni in the north eastern side comprise of commercial and service development in the two tribal authorities, Mathonsi and Macambini Tribal Authority.

3.3.9 SCATTERED RURAL SETTLEMENTS

Settlement patterns in the remaining areas occur in the form of scattered, unevenly spread rural settlements, reflecting the previous neglect of the former KwaZulu Homeland areas in spatial planning and development initiatives. These settlements owe their genesis to the natural environment, particularly grazing and arable land. Patterns and low densities that are not conducive to the provision of infrastructural services. Smaller rural nodes, such as tribal courts, trading stores or clinics are scattered through the TC. Traditional housing dominates, but a range of other formal and informal structures proliferates in these predominantly rural areas.

Map 3: Spatial Analysis



3.4 ENVIRONMENTAL ANALYSIS

3.4.1. ENVIRONMENTAL MANAGEMENT

Section 24 of the Constitution gives all South African citizens the right to live in an environment that is harmful to their health and wellbeing. This suggests that environmental management should be understood in line with the objectives of sustainable development, which is a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs. To give effect to Section 24 of the Constitution, the National Environmental Management Act, (Act 107) of 1998 (NEMA) came into effect. In addition, to this Act a host of legislation has been established to assist in managing natural resources. There are also other international policies such as Agenda 21, Sustainable Development Goals, Rio Declaration on Environment and Development, Statement on Forest Principles, United Nations Framework Convention on Climate Change, and United Nations Convention on Biological Diversity, that all emphasise the importance of sustainable development.

The program of sustainable development should include the following themes as envisaged in the National Strategy for Sustainable Development by:

- Enhancing systems for integrated planning in meeting sustainable development objectives.
- Sustaining our ecosystems and using natural resources efficiently, which include habitat loss, biodiversity management, protected areas, hydrological features, air quality management, and waste management.
- Responding effectively to climate change.
- Working towards a green economy.
- Building sustainable communities.

3.4.2. PROMOTING INTEGRATED PLANNING AND PROCESSES

NEMA provides a framework upon which environmental matters are to be managed in South Africa. In light of the afore-stated, a number of policies promoting integrated planning and achievements of the sustainable development objectives have been developed and include the following:

TABLE: EXISTING POLICIES AND THEIR OBJECTIVES

ACT/POLICY	OBJECTIVE	MUNICIPAL ROLE	MUNICIPAL STATUS
National Environmental Management Act	Provides a framework for environmental management in South Africa, including provision of the objectives of sustainable development	To develop: <ul style="list-style-type: none"> • Environmental Management Plan • Environmental Management Framework 	The District EMF has been completed for the iLembe family of Municipalities. Mandeni has been covered as well.
NEM: Biodiversity Act	To provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act 1998	Section 76 (2) (a) All organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans.	The Municipality has not yet developed the Alien Species Monitoring, Control and Eradication plan. However, currently there is an alien clearance project implemented at the Nyoni Wetland System
NEM: Waste Act	To manage waste activities within the country and to encourage waste recycling programs within the Municipalities	<ul style="list-style-type: none"> • To manage waste activities within municipal jurisdiction • To provide waste services in an acceptable standard • To develop integrated waste management plan as per section 11 of the Waste Act • To designate a Waste Management Officer 	<ul style="list-style-type: none"> • The Municipality is providing waste services but not to the standard required by the policy. • Waste collection through communal skips has been extended to rural areas • A recycling program has been implemented and should be expanded to sector departments within Mandeni • Municipality. IWMP completed and approved by the council. • WMO has been designated

TABLE: EXISTING POLICIES AND THEIR OBJECTIVES ...continued

ACT/POLICY	OBJECTIVE	MUNICIPAL ROLE	MUNICIPAL STATUS
NEM: Integrated Coastal Management Act	Aims to manage coastal resources by encouraging the integrated approach as the preferred option to achieve the sustainable coastal development in South Africa.	To develop the: <ul style="list-style-type: none"> • Estuarine Management Plan, • Coastal Management Program, • Coastal access plan, • Coastal Planning Scheme 	The Municipality has developed and approved the Coastal Management Program. Estuarine Management plans for Amatikulu and uThukela Mouth still to be developed. <ul style="list-style-type: none"> • Coastal Access Plan to be finalized and submitted to the relevant Department.
Renewable Energy Strategy	Renewable Energy Policy set a target of 10,000GWh of renewable energy generation by 2013	To undertake the feasibility studies to understand better sources of renewable energy	Studies have been undertaken at a District level for Biomass, Solar and Hydro.
Energy Efficiency Strategy	National Energy Efficiency Strategy sets a target of 12% to be achieved by 2013	To identify government buildings likely to be used for the energy efficiency program	Few buildings have been identified within the Municipality. The challenge is budget.

A number of forums are attended by the Mandeni Municipality dealing with alignment of the programs aiming to achieve sustainable development are indicated in the email below:

EXISTING ENVIRONMENTAL MANAGEMENT FORUMS

STRUCTURE	OBJECTIVE OF THE STRUCTURE	STAKEHOLDERS	MEETINGS
Planning Development Forum	To discuss wide range of issues affecting Planning and Environmental Management.	<ul style="list-style-type: none"> • Department of Environmental Affairs, • Department of Cooperative Governance and Traditional Affairs, • Department of Mineral Resources, • Department of Water affairs, • Department of Agriculture and Environmental Affairs, iLembe • District, Local Municipalities 	Monthly meetings
iLembe District Environmental Management Forum	To discuss all environmental management issues such as: <ul style="list-style-type: none"> • Climate Change • Biodiversity management • Waste management • Coastal Management • Air Quality Management 	<ul style="list-style-type: none"> • Department of Environmental affairs, • Department of Cooperative Governance and Traditional affairs, • Department of Mineral Resources, • Department of Water affairs, • Department of Economic Development, Tourism and Environmental affairs, iLembe Family of Municipalities 	Quarterly
iLembe District Municipal Coastal Committee	To discuss coastal management issues in line with the Integrated Coastal Management Act	<ul style="list-style-type: none"> • Department of Water affairs, • Department of Economic Development, Tourism and Environmental affairs, iLembe District, Local Municipalities, NGOs, industries and conservancies 	Quarterly
Provincial Coastal Committee	To discuss coastal management issues affecting the KZN Province	<ul style="list-style-type: none"> • Department of Environmental affairs, • Department of Cooperative Governance and Traditional affairs, • Department of Mineral Resources, • Department of Water affairs, • Department of Economic Development, Tourism and Environmental Affairs, iLembe Family of Municipalities, 	Quarterly
Simunye Environmental Group	Addressing pollution issues in Mandeni, mostly being air pollution, water pollution, waste minimisation strategies etc. The forum is composed of both government and non- government stakeholders	<ul style="list-style-type: none"> • Department of Water Affairs, • Department of Agriculture and Environmental Affairs, iLembe District, Local Municipalities, NGOs, industries and conservancies 	Quarterly meetings

3.4.3. INTEGRATED PLANNING AND PROCESSES FOR SUSTAINABLE DEVELOPMENT

To achieve the objectives of sustainable development, a number of policies that are promoting integrated planning have been developed. Municipalities such as Mandeni are expected to comply with these policies by developing the necessary planning tools and by-laws that ensure integrated planning and alignment.

In addition, Municipalities are expected to form structures that promote alignment of program and plans to achieve objectives of the sustainable development within their respective jurisdictions. The Mandeni Municipality is participating in various fora internal, national and within the iLembe District. Some of the forums are still to be established within the Municipality in order to achieve integrated planning and meeting the goals of the sustainable development.

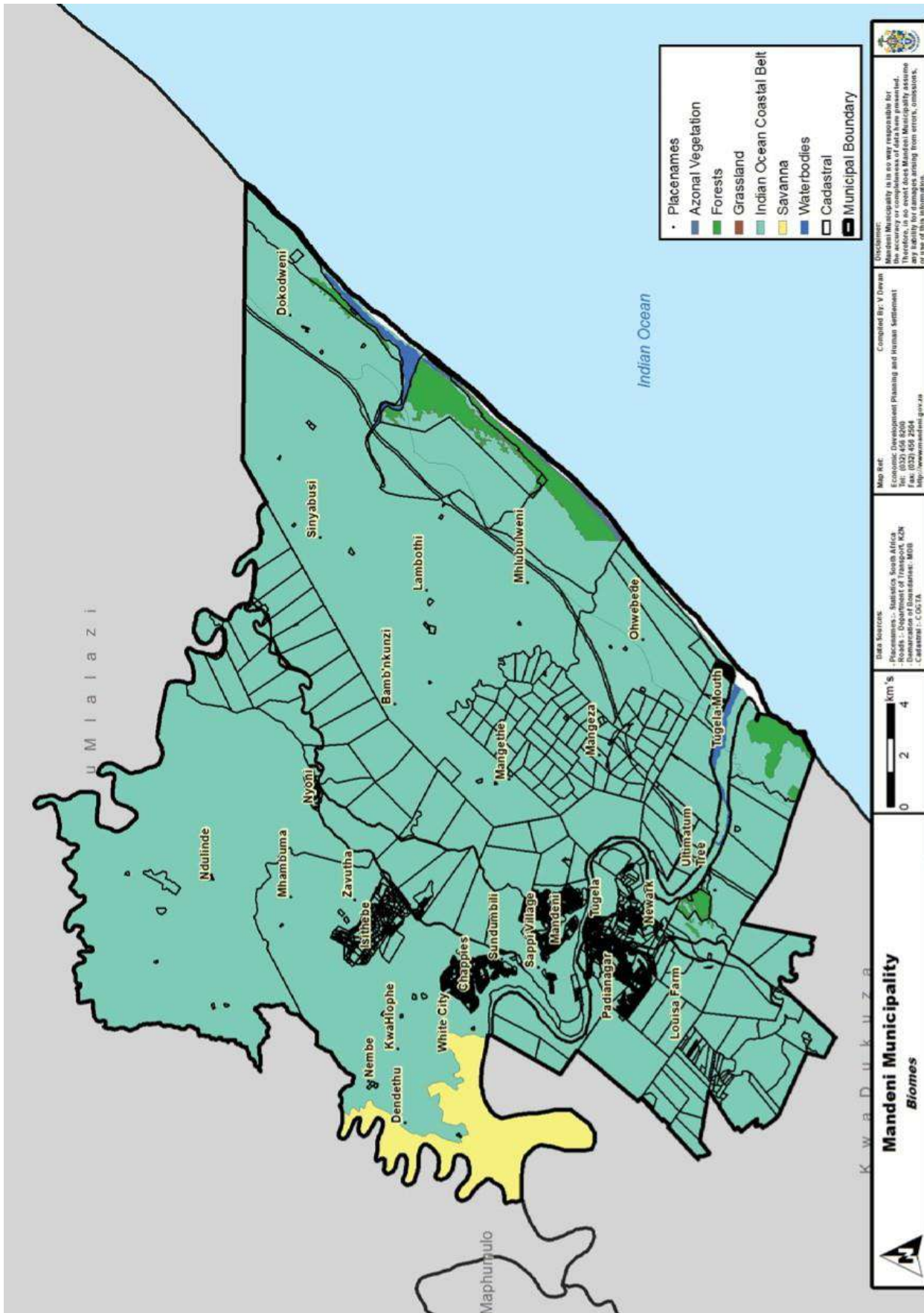
3.4.4. BIODIVERSITY MANAGEMENT

The 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 wiser for the benefit of present and future generations as required by the National Environmental Management Act of 1998.

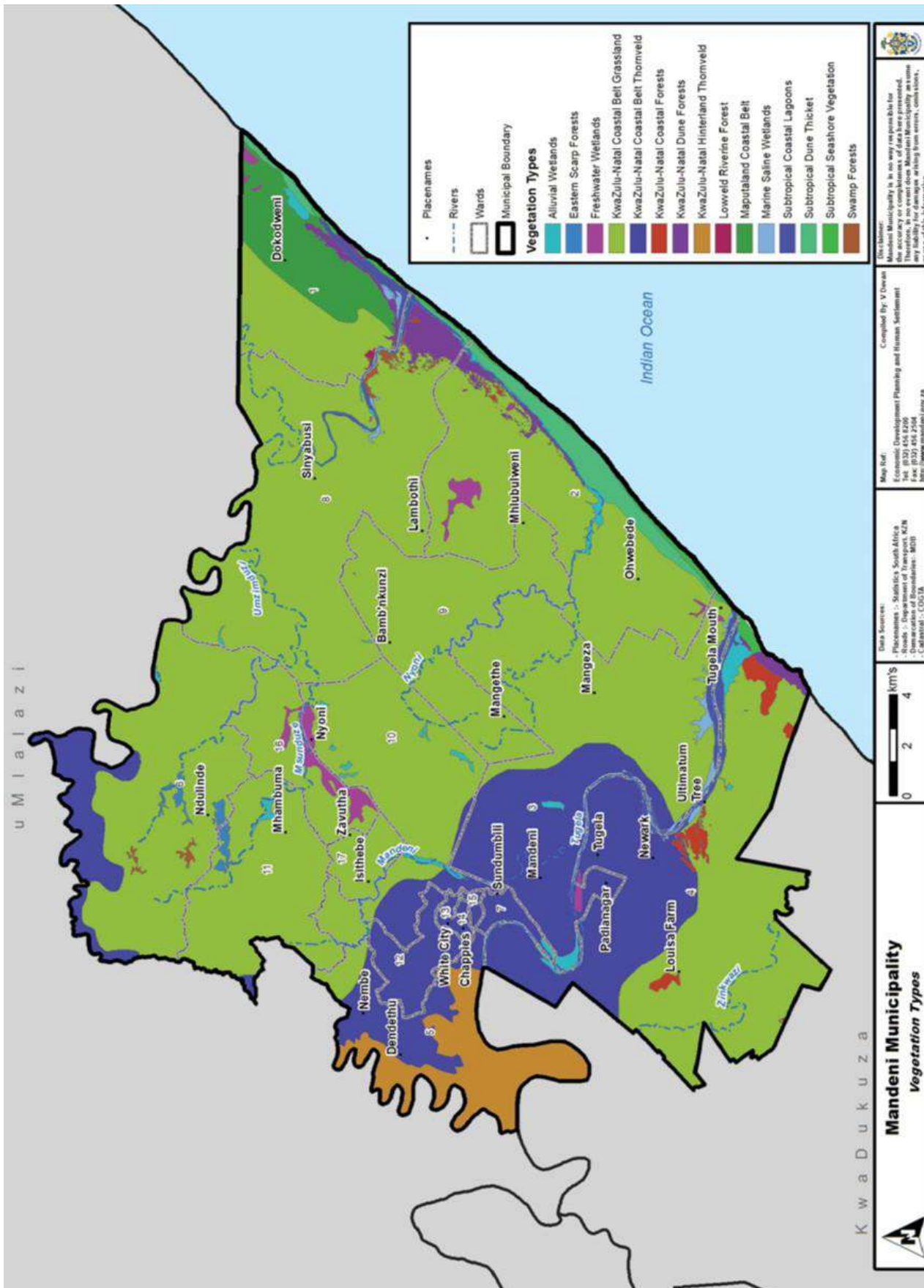
The other key natural features found within the Municipality are rivers, wetlands, estuaries, forests, and grasslands. There are other natural resources that are managed by the Nature Conservation authorities such as Ezemvelo KZN Wildlife. Such areas include the AmatiGulu Nature Reserve, Harold Johnson 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. (Figure 1 and 2 below).

Map 4: Showing Biomes in Mandeni LM.



Map 5 : Showing Types of Vegetation in Mandeni Municipality



3.4.5 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"> • Amatikulu Provincial Nature Reserve, • Harold Johnson Provincial Nature Reserve, and Red Hill Provincial Nature Reserve. • Ingwenya Nature Reserve, which is currently renovated by the Mandeni Municipality. <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 Environmental Management Framework (EMF) has identified a number of areas within different wards of Mandeni Municipality that have 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.

3.4.5.1 EXISTING DATA ON SPECIES

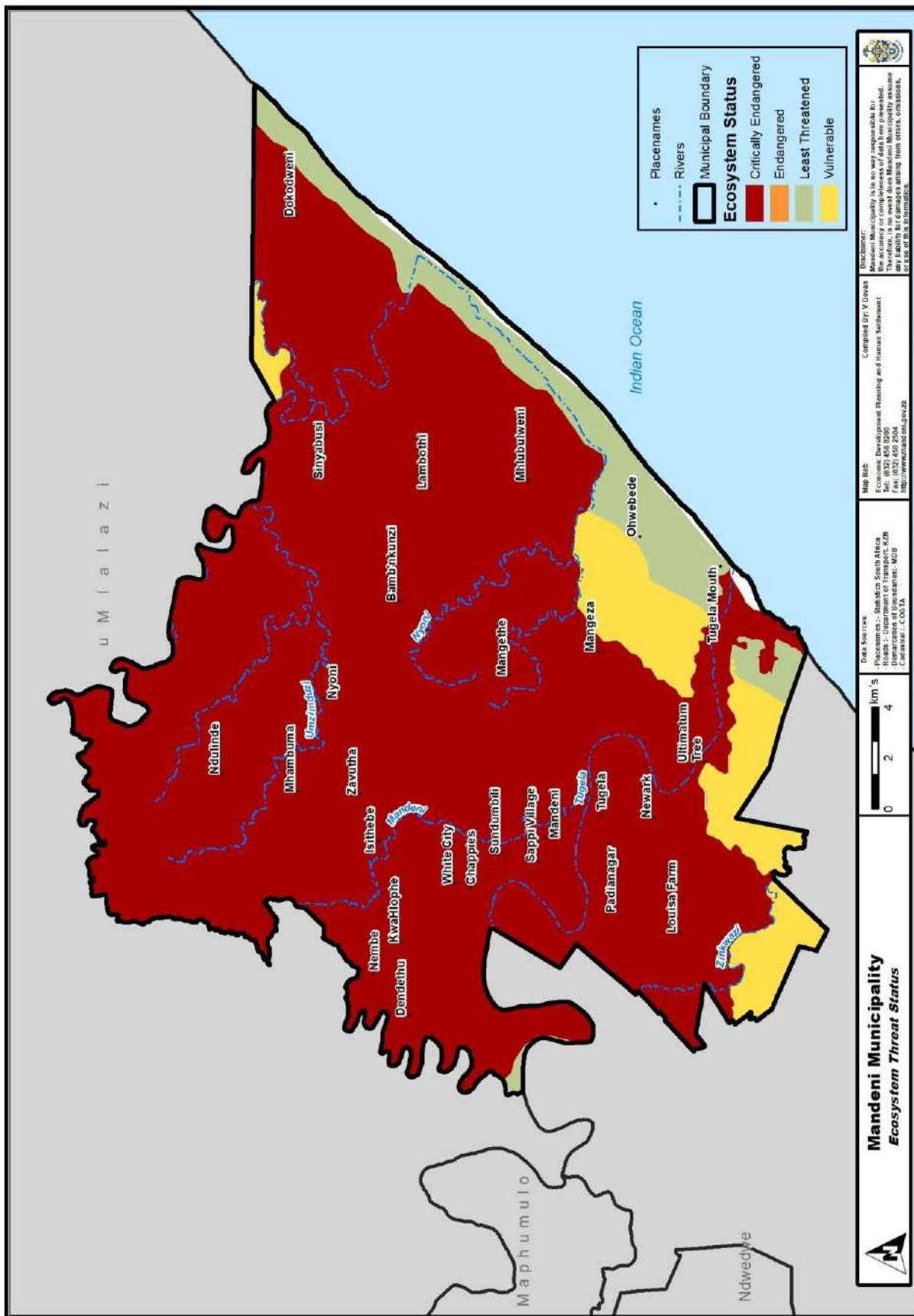
Listings of threatened species offer a new approach to reducing unnecessary habitat loss through land conversion for agriculture, urban development or forestry, which are the greatest threat to biodiversity. A national list of ecosystems that are threatened and in need of protection was published in 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

SPECIES- MANDENI MUNICIPALITY	
FLORA	FAUNA
<i>Barleria natalensis</i>	Reptiles
<i>Diaphanthe - Vulnerable</i>	<ul style="list-style-type: none"> • Scelotes inornatus (Legless Burrowing Skink), and • Bradypodion melanocephalum (Black-headed DwarfChameleon)
Senecio exuberans	Diaphanthe millari
Vernonia africana	Amphibians
Venonia natalensis	<ul style="list-style-type: none"> • Hyperolius pickersgilli (Pickersgill’s Reed Frog) Endangered • Kniphof a paucifora – Critically endangered
	Birds
	<ul style="list-style-type: none"> • Anthropodes paradise – (Blue crane) Vulnerable • Balearica regulorum – (Grey-Crowned crane) Vulnerable
	Cochlitoma, Euonyma
	Millipedes
	<ul style="list-style-type: none"> • Daratogonus zuluensis
	Insects
	<ul style="list-style-type: none"> • Parepistaurus Eburneatus

Figure 3 below indicate that Mandeni Municipality is dominated by Critically Endangered Ecosystem. A number of threatened species listed in Table 2 above also occurs within the Municipality (Figure 3). As defined in iLembe EMF, Critically Endangered Species are indigenous species facing an extremely high risk of extinction in the wild in the immediate future.

Map 6: Showing Ecosystem Status of the natural Resources in Mandeni Local Municipality



Figures shows: Mandeni Local Municipality Ecosystems threat Status

3.4.5.2. SUMMARY OF BIODIVERSITY INFORMATION FOR THE MANDENI MUNICIPALITY

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

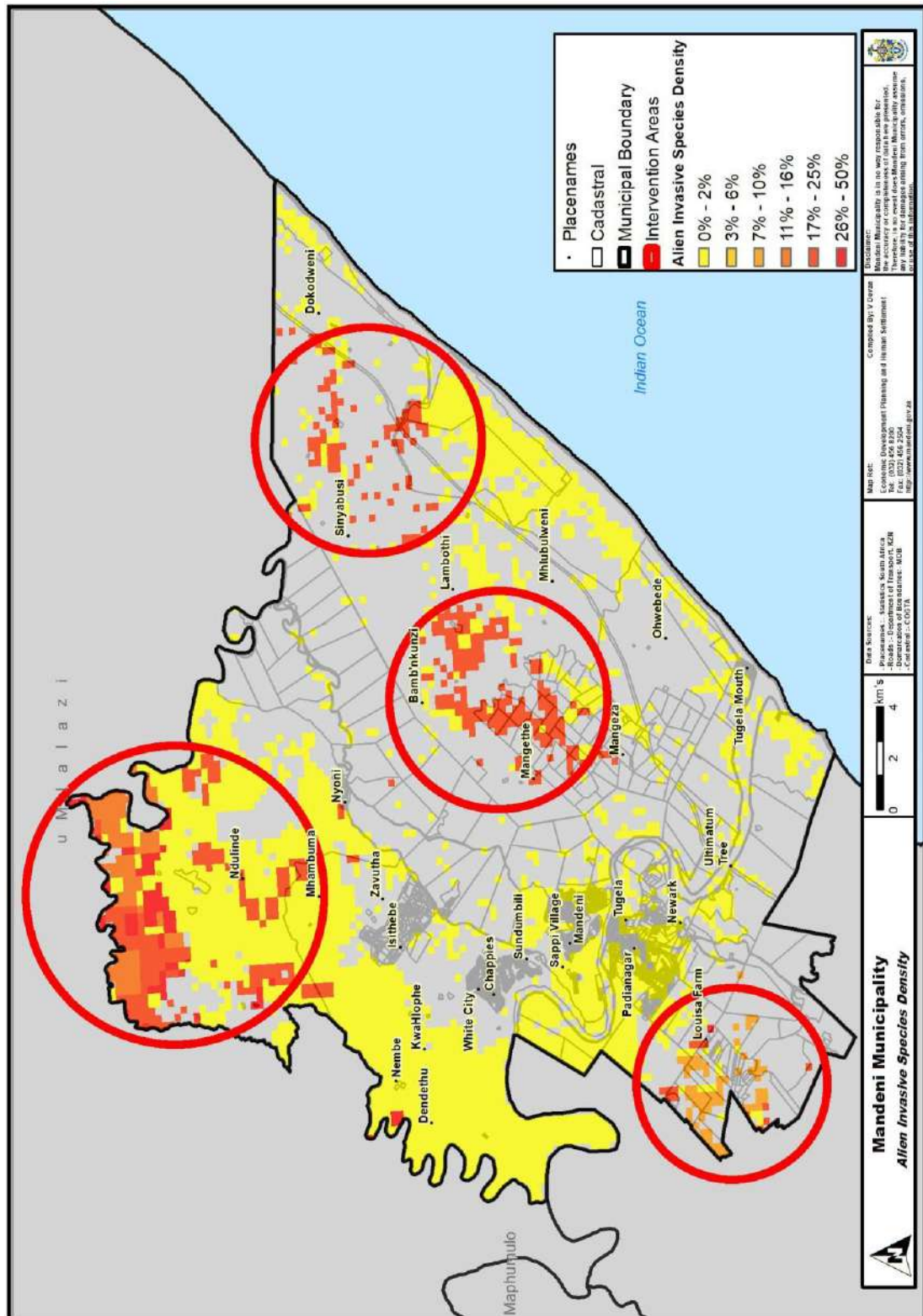
TABLE: SHOWING SUMMARY OF BIODIVERSITY INFORMATION FOR THE MANDENI MUNICIPALITY

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"> • Habitat loss due to agriculture, industrial expansion, rural human settlement, overgrazing and management alien invader plant infestation. • Sites of Conservation Value threatened by rural human settlement. • There is the potential to develop ecotourism ventures. • Loss of sensitive sites due to mismanagement/lack of appropriate protection. • Lack of biodiversity information within tribal areas.
Protected areas	3 reserves covering 1816ha (3.6% of municipality): <ul style="list-style-type: none"> • AmatiGulu Provincial Nature Reserve, 1476 ha (2.92% of municipality) • Harold Johnson Provincial Nature Reserve, 104ha (0.17% of municipality) • Red Hill Provincial Nature Reserve, 236ha (0.49% of municipality)
Biomes	<ul style="list-style-type: none"> • Indian Ocean Coastal Belt 54050.4ha (92.83% of municipality) • Savannah 3749.8ha (6.44% ofmunicipality)
Vegetation Types	<ul style="list-style-type: none"> • Eastern Valley Bushveld 3749.8ha (6.44% of municipality) • KwaZulu-Natal Coastal Belt 46984.4ha (80.69% of municipality) • Maputaland Coastal Belt 5479.4ha (9.41% of municipality) • Northern Coastal Forest 1203.8ha (2.07% of municipality) • Subtropical Coastal Lagoons 284.3ha (0.49% of municipality) • Subtropical Dune Thicket 98.5ha (0.17% of municipality)
Threatened Terrestrial Ecosystems	<ul style="list-style-type: none"> • Eshowe Mtunzini Hilly Grasslands– 16053.2ha (27.57% of municipality) Critically endangered (2) Ecosystems • North Coast Forest Collective – 201ha (0.35% of municipality) Endangered (1) • KwaZulu-Natal Coastal Forest – 14.5ha (0.02% of municipality) Vulnerable (1) • KwaZulu-Natal Coastal Belt – 529.2ha (0.91% of municipality)
Estuaries	<ul style="list-style-type: none"> • AMatigulu/Nyoni – Permanently open estuary – good condition • Tugela/Thukela – River mouth – fair condition

3.4.5.3. ALIEN INVASIVE SPECIES WITHIN THE MUNICIPALITY

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.

Map 7



Figures shows: Alien invasive species Density within Mandeni and Intervention Areas

In May 2018, the Department of Environmental Affairs has made funding available for the alien clearance within the iLembe District, this plan includes Mandeni Municipality, namely iNyoni Area. Through this project, EWT has developed an Invasive Alien Plant (IAP) Management Strategy for the district as well as IAP plans for three priority wetlands using threatened amphibian species as flagships for habitat rehabilitation.

This plan aims to:

- Provide a strategy to recapture ecological infrastructure and associated services;
- Secure habitat for resident biodiversity, especially flagship threatened amphibian species; and
- Provide a strategy for community development and empowerment through training and employment opportunities.

This plan is based on, and should be used in conjunction with, the Ecological Goods and Services (EGS) assessments where local community members were trained to collect data on the EGS within wetland and riparian systems in the iLembe District.

3.4.5.4. MANAGEMENT OF AP'S: LEGISLATION

South Africa has categorized IAPs through the following Acts:

The Conservation of Agricultural Resources Act (CARA; Act 43 of 1983) deals with the management of already Established IAPs but does not cover importation or accidental introduction of new alien species

The Conservation of Agricultural Resources Act (CARA) regulates and restricts the propagation, harboring and sale of invasive alien plant and weed species listed in a set of Regulations published in terms of the Act. CARA was revised in 2001 and is administered by the National Department of Agriculture, Forestry and Fisheries. All listed IAPs are divided into three categories; namely:

3.4.5.5. MONITORING

A comprehensive monitoring system is integral to gauge the effectiveness of an IAP clearing program. Various methods can be used in monitoring, like fixed-point photography and ecological goods and service quality assessment, which monitors the health of ecological infrastructure. However, it is imperative that baseline data be collected and continuous monitoring provides a feedback mechanism to the implementation plan.

Ecological goods and service quality assessments provides a robust system of monitoring. EWT in partnership with ICLEI, have developed an EGS Quality Assessment Tool for the area which can be used by locally trained representatives to monitor the ecological health of the system.

3.4.5.6. FIXED-POINT PHOTOGRAPHY

Each clearing site should be marked with a fixed-point where a photograph is taken at the prior to- and after clearing. These records are used for visual assessments of clearing efficacy.

3.4.5.7. ECOLOGICAL GOODS AND SERVICE QUALITY ASSESSMENTS

The health of the ecosystem can be monitored based on the services it provides and related condition.

The main aspects to be monitored are:

- Type and cover of vegetation (percentage alien and indigenous);
- Percentage bare ground;
- Number of faunae;
- Water quality (using miniSASS); and
- Ecosystem disturbances.

These aspects are rated in terms of condition and monitored during the course of the IAP clearing program. This form of monitoring is recommended as it provides strong data in terms of the ecological recapture of a system and can be used by locally trained citizen scientists.

3.4.5.8. SITE MANAGEMENT PLAN

EWT has been granted funding from the Department of Environmental Affairs to implement an IAP clearing plan in three priority wetlands over a three-years (2018-21). As such, three IAP management plans have been compiled according to the IAP management strategy recommendations and are outlined below:

3.4.5.9. METHODOLOGY

IAP coverage assessments were conducted within the three sites by local Biodiversity Protection Officers. These were Groutville, KwaDukuza and iNyoni. Data was collected along 50m line transects using a 1m x 1m quadrant spaced 10 meters apart along the transect. The line transects were spaced 20m apart starting from the water's edge going out in a straight line through the riparian zone. The following was data recorded within each quadrant:

- Percentage indigenous plant cover;
- Percentage invasive alien plant cover;
- Percentage bare ground; and
- Species

3.4.5.10. NYONI

Nyoni is situated in the Mandeni Local Municipal District (Table 12) and is home to the *Hemisus guttate* (Spotted Shovel-nosed Frog). The system is categorized by a network of tributaries where the Mzunduze River runs through. The site prioritized for clearing is found along the riparian zone of the Msunduze River represented in orange in Figure 5 The clearing plan for the area has been outlined in Table 13.

Map 8

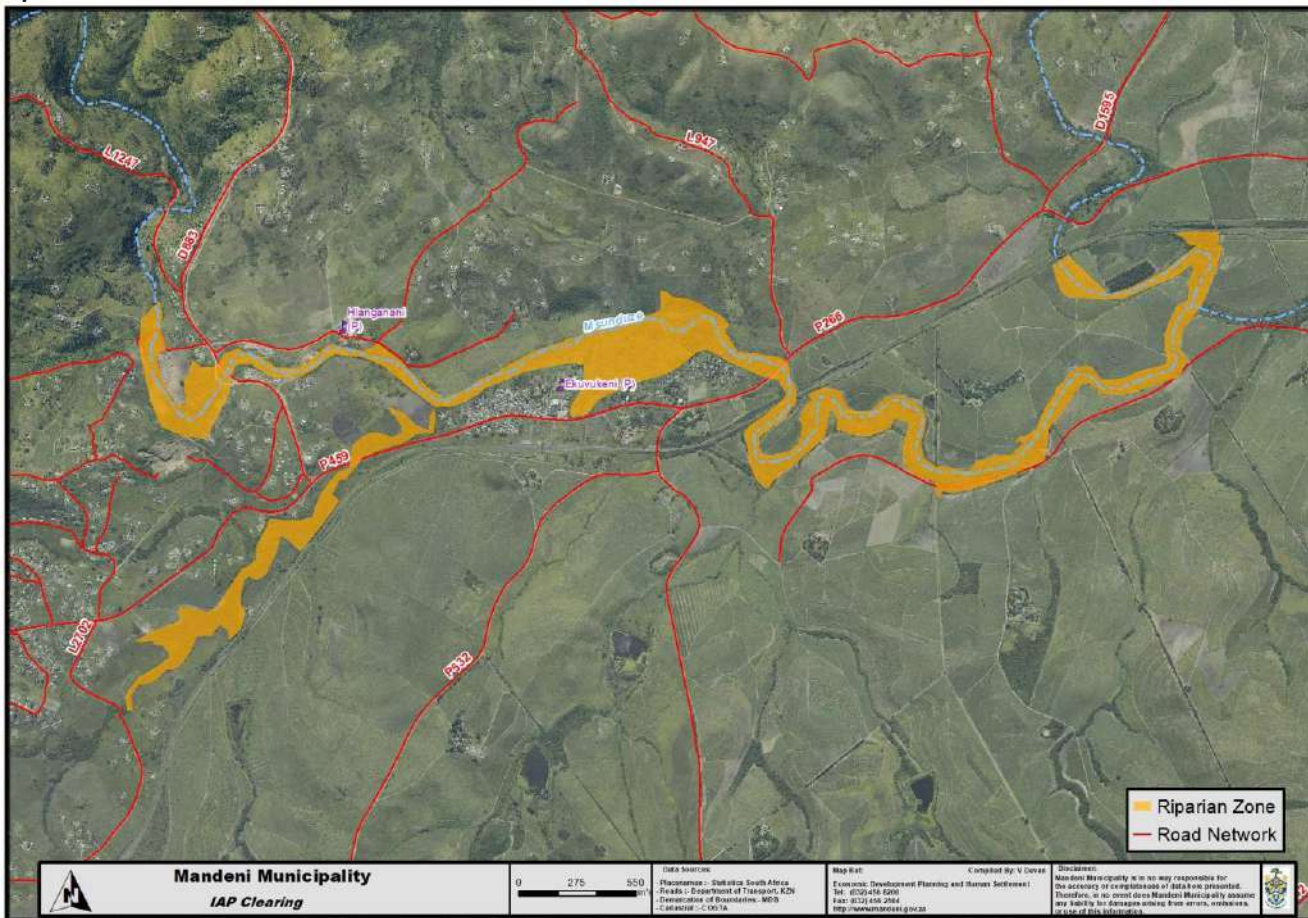


Figure shows: Mandeni Local Municipality IAP Clearing



TABLE: SHOWING SUMMARY OF BIODIVERSITY INFORMATION FOR THE MANDENI MUNICIPALITY

SITE	MUNICIPALITY	LOCATIONS	
Nyoni	Mandeni Local Municipality	- 29.076675	31.4652

SITE	MUNICIPALITY	LOCATIONS	
Target Hectares	150 – 180 hectares	Monthly Hectare Targets	10 - 15 hectares
Team Size	10	Herbicide operators	10
			2
		Monthly Hectare Targets	2
		Community Engagement Officer	1
		Supervisor `	1
		Specialist skills required	Rhizome clearing Ecological goods and services monitoring.
YEAR	INNITIAL	FOLOW-UP	MONITORING (MONTHLY BASIS)
1	4	4	8
2	4	4	8
3	4	4	8

Table 13: Nyoni IAP clearing plan summary between 2018 - 2021

3.5 WATER MANAGEMENT

3.5.1. WETLANDS

A number of wetland systems do occur within the Mandeni Municipality and they require a serious priority. Management of the wetlands is very important, they serve as wetlands as a water resource and secondly looking the role wetlands play during drought and the services such as purification provided by Wetlands. It was in line with the above that the Wetland Assessment program, undertaken by ICLEI, was initiated at a District level. The exercise has provided information on the status of a number of wetlands occurring within the jurisdiction of Municipality. Wetlands requiring

rehabilitation and improvement were identified and more additional funding was requested whereby the species occurring on this wetland can be understood and documented properly. The Nyoni Wetland system was identified as one of the important systems within the Mandeni Municipality. Approximately 8 beneficiaries were trained to be biodiversity officers. The project is going to be four months long. In the future, attempts will be made to source more funding for the project and will be considered as part of the Working for Wetland Water program.

3.5.2 WATER MANAGEMENT PROGRAMMES

It has been noted recently that the iLembe District, including Mandeni Municipality, has been severely hit by the drought. Although provision of water is the function of the District, it is critical for the Municipality to come up with some intervention programs aiming at preserving the water resources available within the Municipality and also coming up with some programs aiming at identifying other sources of water available within the Municipality. Alternative sources of water to be investigated may include: rainwater harvesting, construction of small reservoirs and promoting water reclamation and reuse. In addition, the following need to be addressed:

- River corridor protection measures in the form of an open space plan;
- Need to maintain all those river resources classified as fair to good;
- Need to prioritize Freshwater Ecosystem Priority Areas (FEPAs) against major and cumulative development impacts (all significant Tugela River tributaries ecosystems);
- Need to minimize the impact of subsistent farming use at water resources; and
- Need to improve alien vegetation control.

It is the intention of the Municipality to, in the future, implement these abovementioned projects in partnership with the iLembe District – the Water Quality Management Section.

It is the intention of the Municipality to, in the future, implement these abovementioned projects in partnership with the iLembe District – the Water Quality Management Section.

IMPLEMENTATION OF SECTIONS OF INTEGRATED COASTAL MANAGEMENT ACT

ICMA REQUIREMENTS	DESCRIPTION	COMMENTS
Coastal Access Land	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 (CAL) 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 CAL.	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 Tugela Mouth Estuary, but to financial challenges the Municipality was unable to complete this exercise.
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).

Coastal Planning Scheme	Section 56 (1) of ICMA indicates that a coastal planning scheme may be developed to facilitates the attainment of coastal management objectives	The Municipality will decide whether this plan is standalone scheme or forms part of the Municipal Scheme as required by SPLUMA .
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3.5.3. IMPLEMENTATION OF THE COASTAL MANAGEMENT PROGRAMME

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 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 MCC quarterly meetings. Municipality awaits the District to finalize the District Environmental Forum, as Environmental 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	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 ToR and the name for the Simunye Forum to function as Mandeni Environmental management forum	The Municipality attends MCC quarterly meetings. Municipality awaits the District to finalize a District Environmental Forum, as Environmental Management capacity is laced at the District.
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	Promote resilience to the effects of dynamic coastal processes and environmental hazards	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.	A District Climate Change Adaptation response plan is currently underway and cover segments of issues pertaining to Mandeni.
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 Partnerships	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"> • estuary management plans for Tugela Mouth and AmatiGulu Estuaries • Coastal By-law 	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)	By 2018/2019

3.5.4. ESTUARIES AND THE DEVELOPMENT OF THE ESTUARINE MANAGEMENT PLAN

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

PROJECT NAME	PROJECT DESCRIPTION	COMMENTS
uThukela Mouth EMP	Development of the uThukela Mouth EMP as required by the Integrated Coastal Management Act	Depending on the availability of the budget
Nyoni /AmaTigulu EMP	Development of the Nyoni AmaTigulu EMP as required by the Integrated Coastal Management Act	Depending on the availability of the budget
Other small EMPs	Development of the other small EMP for the smaller estuaries as required by the Integrated Coastal Management Act	Depending on the availability of the budget

3.5.5. LIVING WITH COASTAL EROSION IN KWAZULU-NATAL

In 2007, like most of the Coastal Municipality, the Mandeni Municipal Coastal Areas was badly affected by the 2007 storms. The Municipality has adopted the recommendation of the Living with Coastal Erosion in KwaZulu-Natal Strategy, which was developed to guide development along the KwaZulu-Natal coastal areas. This policy recommends the introduction of the soft engineering, as opposed to the hardened structures, such as concrete staircases, when building any infrastructure along the coast.

Furthermore, the strategy deals with the coastal processes, such as Coastal Erosion that often occurs along the KZN Coastal Areas including Mandeni beaches, especially the uThukela Mouth is required. It is the intention of the Municipality initiate project that are responding to the impacts of the Coastal Erosion.

3.6. AGRICULTURE

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
- 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.

When considering the iLembe District Municipality as a whole, the northern areas of Ndwedwe LM, the central corridor of Mandeni and KwaDukuza LM are the commercial farming hubs of the District, which consist mainly of privately-owned sugarcane farms, covers 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 (2,500m² each) is

situated within Mandeni Municipality. This project is mainly focusing on highly value crops such as patty pants, peppers, and cucumbers. All fresh produce that is harvested from the tunnels gets processed at the processing facility and sold to Spar in Ballito and Umhlali and Enterprise iLembe is looking at the expanding the program due to high demand of fresh produce by the markets. This program has generated of jobs more especially among youth.

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.

3.7. ILLEGAL MINING WITHIN THE MANDENI MUNICIPALITY

Regulation of the mining activities is the function of the Department of Mineral Resources (DMR) as per the No. 28 of 2002: 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. Quarry mining within the Mandeni is mostly done by the Department of Transport. A number of sites have been identified and are mostly illegal.

3.8. RESPONDING TO IMPACTS OF CLIMATE CHANGE

It has been noticed recently that the weather pattern in Mandeni Municipality is getting warmer like the rest of the country, due the impacts of climate change. Notably, the severe drought that has been recently experienced by the entire iLembe District, including Mandeni 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.

Therefore, in the short-term (up to 2025), South Africa faces significant rigidity in its economy and any policy-

driven transition to a low carbon and climate resilient society must consider and emphasis its overriding priority to address poverty and inequality.

3.8.1. ILEMBE CLIMATE CHANGE AND RESPONSE PLAN

The District, through the help of DEA, DRDLR and GIZ, is preparing 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 rural inhabitants. Mandeni being predominantly rural stands to benefit from this plan. The plan is at the draft stage and various stakeholders were invited to participate in the prioritization of significant sectors that largely affect the rural population. Among the stakeholders, Mandeni municipal senior managers and relevant departments were invited. Some of the identified sectors prioritized include agriculture, disaster management, health and more.

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.

Mandeni Municipality does not have a climate change response plan or strategy dealing with impacts of climate change, as well as programmes 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 programmes responding to impacts of climate change in their respective areas.

Currently the iLembe District is implementing projects in line with the outcomes of the summits. Such projects are being implemented throughout the region in respective Local Municipalities. Example of such projects within the Mandeni Municipality are listed below:

STRATEGIES	PROJECTS	OBJECTIVE
Use of Renewable energy sources	Establishment of the Biodiesel Plant in Mandeni, IsiThebe	Promote the use of alternative energy resources
Local Action for Biodiversity (LAB): Wetlands South Africa	Wetland Assessment project	Management of natural resources and resilient ecosystem
Diffusing Technologies dealing with impacts of Climate Change	Technological Need Assessment	Promote low-carbon economy
Disaster Management Plan	Development of a Local Disaster Management	Adaptation intervention
Storm-water Management Plan	Development of Storm-water Management Master Plan	Adaptation intervention
Waste management	Waste Separation Facility	Promote the objectives of Waste Act

3.9. ENVIRONMENTAL EDUCATION, AWARENESS PROGRAMMES

Environmental matters such as 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 given 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 a 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 organizations such as the DEDTEA, Department of Environmental Affairs, Department of Health, WESSA and Environmental Health. Other educational initiatives taking place within the Municipality focus 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.

3.10 SPATIAL ENVIRONMENTAL ASSESSMENT

Several tools do exist that can be used to manage the environment. Such tools include, Environmental Impact Assessments (EIA), Environmental Management Plans (EMP), Environmental Management Systems (EMS), Environmental Management Frameworks (EMF) and Strategic Environmental Assessment (SEA). These tools have different areas of application but are also partly overlapping, which might cause confusion.

According to the Municipal Systems Act (No. 32 of 2000) the Municipal Council is required to compile a SEA as part of the Spatial Development Framework for the Municipal Integrated Development Plan. The iLembe District has completed its Environmental Management Framework (EMF), as required by the Environmental Impact Assessment regulations (2004), written in terms of the National Environmental Management Act (Act 107 of 1998).

The EMF is a tool to guide development initiatives from an environmental perspective, that is, the main driver behind the development of the EMF is the need to provide environmental support for decision makers in the municipality.

Therefore, it can be concluded that SEA is similar to the EMF in terms of purpose. Hence, the iLembe District has finalized and approved the iLembe Environmental Management Framework, which aims to promote sustainable development within the District. This framework has identified all environmental sensitive features and developed a framework, as management zones, upon which these features are to be managed for the benefit of future generations. The environmental management zones of the EMF take into consideration in all decision-making processes, including the development of other planning tools such Spatial Development Plans and Land Use Schemes. The EMF also caters for the Mandeni Municipality. The EMF provides a framework for environmental decision-making by:

- Providing definite criteria for decision-making;
- Providing an objective environmental sensitivity overview;
- Defining and categorization of environmental, social and heritage resources, economic and institutional aspects;
- Identify sensitive areas spatially; and
- Formulating management guidelines.

3.11 DISASTER MANAGEMENT

The municipality has a functional Disaster Management Unit made up of one Disaster Management Officer and twelve Fire fighters –and (1) station commander. However, these services are provided at a basic level due to resources constraints. The fire and emergency service are rendered through an external delivery mechanism (Rural Metro). Negotiations are in place for the take-over of the fire and emergency services currently being rendered by Ithala at the Isithebe Industrial Estate. The success of the negotiation to transfer the service from Ithala to the municipality will assist to augment the existing capacity. In doing so the Community Services and Public Safety Department has written to council to seek approval on undertaking the feasibility assessment, as recommended by MEC of COGTA.

A mutual aid arrangement among Mandeni, Umlalazi and KwaDukuza Municipalities is being pursued with a view of collaborating valuable resources in dealing mainly with roads and disaster incidents thereby maximizing on the economies of scale

In March 2015 the Council approved the Draft Disaster Risk Management Plan in compliance with Disaster Management Act, 2002 and Municipal Systems Act, 2000. Since the inception of the amendment to the act, municipalities are now required to review the sector plan in line with their annual IDP review thus this plan has been reviewed. The plan has taken cognizance of the then proposed amendments of Disaster Management Act, chiefly in terms of the municipality being entrusted with the primary role to

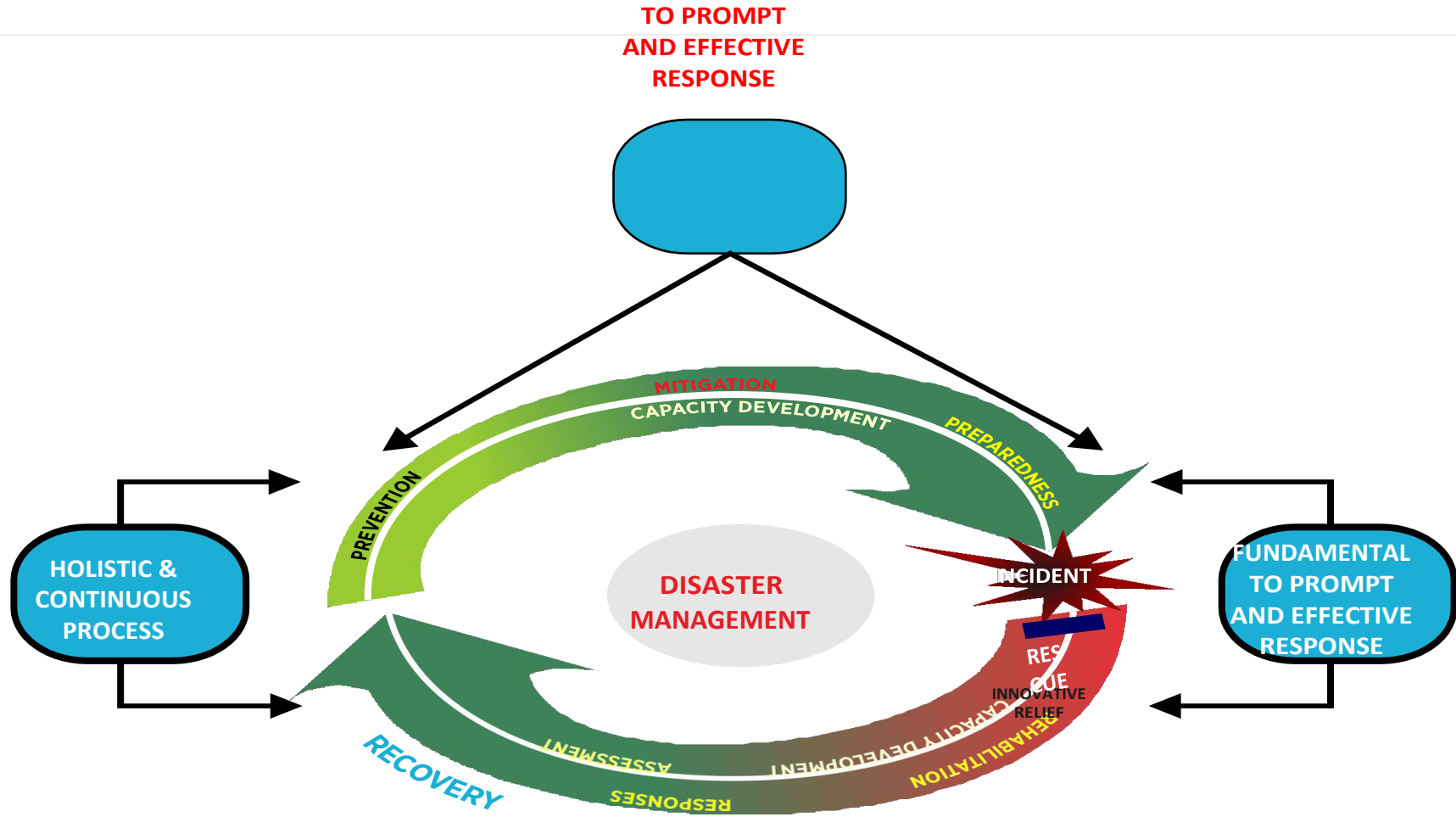
respond to disaster incidents Emanating from the Disaster Risk Management plan is Disaster Risk Sector Plan which seeks to operationalize programs and projects and encapsulated. Form an integral part of the Municipal's IDP so that disaster risk reduction activities can be incorporated into it develop mental initiatives. The Anticipated types of disasters that might occur in the Municipal's area and their possible effects, Identify the communities at risk, Provide for appropriate prevention, risk reduction and mitigation strategies, Identify and address weaknesses in capacity to deal with possible disasters, Facilitate maximum emergency preparedness, in doing so Mandeni has established the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities. These Standard Operation Procedures (SOPs) will also form the basis for a more comprehensive disaster response. Incorporate all special Hazard/Risk-specific and Departmental DRM Plans and any related emergency procedures that are to be used in the event of a disaster to provide for:

The allocation of responsibilities to the various role players and co- ordination in the carrying out of those responsibilities;

Prompt disaster response and relief; Disaster recovery and rehabilitation focused on risk elimination or mitigation; the procurement of essential goods and services; the establishment of strategic communication links; the dissemination of information. Mandeni Municipality's Approach to Disaster Risk Management has been reactive and relief centric. A paradigm shift has now taken place from the relief centric syndrome to holistic and integrated approach with emphasis on prevention, mitigation and preparedness. Since 1994 the South African government's approach to dealing with disasters has changed significantly (NDMC, 2008). The change in legislation governing disasters prior 1994 was driven by several factors. One of the main reasons were the need to bring the law into the modern era so that it would be in line with

International best practice in the field of disaster risk management. In addition, the government intended to systematically mainstream disaster risk reduction into developmental initiatives at national, provincial and municipal levels. Mandeni Local Municipality Disaster Risk Management Unit's approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks.

DISASTER MANAGEMENT CONTINUUM



A typical disaster and Disaster Risk Management continuum as shown below, comprising of six elements i.e., Prevention, Mitigation and Preparedness in pre-disaster phase, and Response, Rehabilitation and Reconstruction in post-disaster phase, defines our complete approach to Disaster

Mandeni Local Municipality Disaster Risk Management Unit is the custodian of the Municipal Disaster Risk Management Plan. Individual Services Directorates, Departments and other role- players entities will be responsible for the compilation and maintenance of their own Service's Entity's Disaster Risk Management plans. Along with the various specific Hazard DRM Plans, the Service Entity Disaster Risk

Management Plans will be considered as integral parts of the Municipal Disaster Risk Management Plan.

3.12.1. INSTITUTIONAL CAPACITY FOR DISASTER MANAGEMENT

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.

3.12.2. 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.

3.12.3. 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

3.12.4. MUNICIPAL DISASTER MANAGEMENT PLAN

Mandeni Local Municipality has developed a Disaster Management Plan. The Municipality has prepared its draft disaster management sector plan, the 2020 /2021 plan has incorporated the District Climate change response plan and action program in creating awareness in our communities. The Disaster Management sector will be endorsed by council in March 2020 as preparation of it is nearly concluded.

3.12.5. 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.

3.12.6. 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 Service: A fully functional Fire Services Unit was outsourced to Rural Metro from 2014, currently consisting of 12 qualified Firefighters and one Chief Fire Officer. One Mandeni Disaster center.

3.12.7. CLIMATE CHANGE

Mandeni Local Municipality must establish a Climate Change strategy and incorporate Climate Change issues

3.12.8. DISASTER RISK ASSESSMENT

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

3.129. 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: PRIORITY HAZARDS IDENTIFIED AT MANDENI LOCAL MUNICIPALITY

HAZARDS	LOCATION
Fire (Structural and Veld fires)	In all Wards
Severe weather:	In all Wards
	In all Wards
	In all Wards
Temperatures	In all Wards
	In all Wards
Crime	Along the Coast
	In all Wards
Accidents (MVA) Drought	Mostly on N2, R102and P459
	In all Wards
Drowning	Along the Coast, Riverbanks and streams

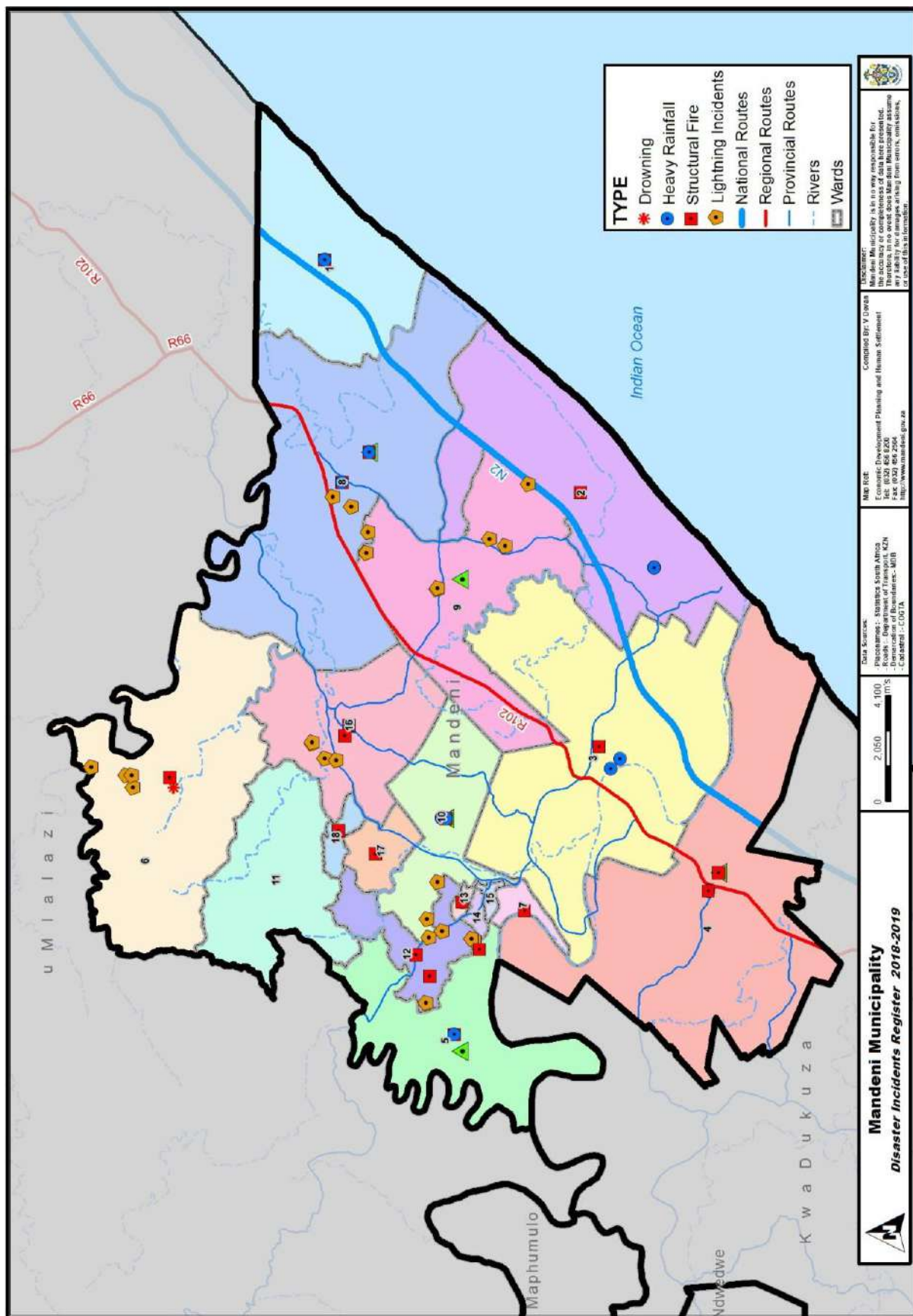
3.12.10. ANALYSIS OF CLIMATE CHANGE RISKS

RISK	AFFECTED SECTOR	IMPACTS
Severe storms/ Heavy rains Lightning	Infrastructure	<ul style="list-style-type: none"> • Damage to Bridges • Poor location of households • Poor quality of building materials for houses • Damage to other critical infrastructure such roads, railway line etc.
	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	Households being submerged in water. Household content being damaged.
	Agriculture	Land degradation
		Livestock and crop damages
		Damage to marine and ecosystem

3.12.10. ANALYSIS OF CLIMATE CHANGE RISKS

Sea level rise	Coastal Management Biodiversity Management	Damage to marine and ecosystem
	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

Map 9: Type of Disaster Incidents in Mandeni and Areas Which They are Most Common



Source: Mandeni Municipality Disaster Incident Reports 2018-2019

3.12.10. ANALYSIS OF CLIMATE CHANGE RISKS

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

RISK REDUCTION PROGRAMMES AND BUDGET

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR	TIMELINES	RESPONSIBLE DEPARTMENT
1. Awareness Campaigns	R300 000	Community, Schools and Clinics	2020/2021	4 per Quarter	CSPS
2. Emergency Relief Aid	R300 000	In all Wards	2020/2021	Winter and Summer Season	CSPS
3. Lightning Conductors	R300 000	Vulnerable Wards, Schools and Clinics	2020/2021	Summer Season (Vulnerable areas)	CSPS
4. Capacity Building	R300 000	CDW's, Councilors, CWP's, Ward Committees, CCG's, Traditional Leaders, NGO's, CBO's. Sector Departments and Stakeholders	2020/2021	1 per Quarter	CSPS
5. Fire Services	R 5 million	In all Wards	2020/2021	Ongoing	CSPS
6. Development of Disaster Risk Management Plan	R 400 000	Ward-Based Risk Assessments	2020/2021	3rd and 4th Quarter	CSPS
7. Development of Policy Framework	R 200 000	Mandeni LM	2020/2021	1st Quarter	CSPS
8. Development of coastal access point	R150 000	Mandeni LM	2020/2021	1st Quarter	CSPS

3.12.11. SWOT ANALYSIS

STRENGTHS	STRENGTHS
<ul style="list-style-type: none"> • Mandeni municipality has Disaster Risk Management unit within the municipality • Support from political office bearers, senior management and ILembe District. • The municipality has an council approved • Disaster risk management sector plan (last adopted March 2016) • 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 • Municipality has council approved contingency plan in case of major disaster 	<ul style="list-style-type: none"> • Poor provision of early warning information as systems gathering information sits at the District Office not a local level • Poor road conditions in majority of the rural wards. • Low employment among communities thus resulting on high government reliance when the incidents take place , no tools of trade eg 4X4 Vehicle • Poor education background among communities thus the municipality has to allocate budget for capacity building. • Capacity constraints among municipality. No capacity of declaring Disaster if happen both administrative and political.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Mandeni municipality has geo-information database of all incident/vulnerable areas • The municipality has prioritized and budgeted for 2 fieldworkers to strengthen capacity within the disaster management unit in the fourth coming financial year • The municipality has budgeted approved risk reduction programs in place to deal with disaster 	<ul style="list-style-type: none"> • Currently there are capacity constraints within the municipality to deal with disaster management. • 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

<ul style="list-style-type: none"> • The municipality has budgeted approved risk reduction programs in place to deal with disaster • There's database of active stakeholders responsible for response and recovery (e.g. iThala fire services, Mandeni rural metro, public safety, Emergency medical services, red cross foundation etc) 	<ul style="list-style-type: none"> • No community profiling done • Low levels of volunteerism
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3. KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL

3.1. MANDENI MUNICIPALITY HUMAN RESOURCE STRATEGY 2017-2019

To ensure alignment with municipal and District Strategic priorities / objectives, Mandeni has embarked on a process to review its 2017-2019 Human Resource Strategy. The approved reviewed strategy is attached as Annexure C to this document.

In 2017, Mandeni Local Municipality developed Consolidated Human Resources Plan (CHRP for the period 2017-2019. During this period the plan will aim to contribute to the long-term sustainability of the municipality by ensuring that the management of human resources is undertaken in a systematic manner that is true to the objectives and spirit of sustainable development. This necessitates a clear understanding of the nature of capacity and capacity building that will be required by the municipality undertake Service delivery goals and targets. In doing so through the previous plan the municipality has been able to achieve:

- Employee health and wellness: ensuring that there is provision of health awareness programs, team building programs and financial management programs in managing staff morale.
- Training & Development: provision of funds to cater for the staff bursaries in ensuring that the municipality has a skilled workforce
- Recruitment & selection: ensuring that all positions are timeously advertised and human resources ensures that the processes are fairly conducted
- Ensuring that headcounts are conducted to minimize risk and background reference checks are done for new appointees. Review of the organogram annually in line with the approved budget

- Conducting of exit interviews to inform targeted retention programs
- Ensuring that all disciplinary matters are dealt with timeously and regular sitting of the local labor forum
- Human resources information management: by ensuring that all policies are workshopped to staff and management of change within the municipality

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 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 and initiated the process of ensuring that the Municipal buildings are conducive for physically disabled people

The Municipal Structures Act defines capacity in relation to a municipality as “the administrative and financial management capacity and infrastructure that enables the municipality to collect revenue and to govern on its own initiative the local government affairs of its community”. The constitution enjoins the national and provincial government, by legislative and other measures must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. According to the Constitution, a fully capacitated municipality is one that is able to govern its affairs on its own initiative by demonstrating the financial and administrative capacity to:

Provide democratic and accountable government for local communities Ensure the provision of services to communities in a sustainable manner Promote social and economic development
Promote a safe and healthy environment; and
Encourage the involvement of communities and community organization in local government

The then Department of COGTA recognized that capacity refers to more than just human resource capacity or skills; hence it must include strategic leadership, clear organizational purpose, flexible and robust structures, including institutional arrangements, efficient, effective systems sufficient resources and skills. These are 'current' or 'operating' capacity. COGTA noted that capacity often also refers to a municipality's intrinsic 'situation' or 'structural conditions'. This refers less to a municipality's 'current state of readiness's than to its potential because of innate conditions or the structural circumstances of a municipality. This is base or structural capacity. Key aspects of base capacity include, inter alia, adequate tax capacity, the advantage or disadvantage of geographical position, organizational stability form sufficient institutional memories, high levels of internal confidence, and certainties from secure environments

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The then Department of COGTA recognized that capacity refers to more than just human resource capacity or skills; hence it must include strategic leadership, clear organizational purpose, flexible and robust structures, including institutional arrangements, efficient, effective systems sufficient resources and skills. These are 'current' or 'operating' capacity. COGTA noted that capacity often also refers to a municipality's intrinsic 'situation' or 'structural

conditions. This refers less to a municipality's 'current state of readiness's than to its potential because of innate conditions or the structural circumstances of a municipality. This is base or structural capacity. Key aspects of base capacity include, inter alia, adequate tax capacity, the advantage or disadvantage of geographical position, organizational stability form sufficient institutional memories, high levels of internal confidence, and certainties from secure environments.

The implementation of the HR Strategy is underway through the review of existing Municipal Policies to align them, and the development of new ones to complement. On an annual basis the Mandeni Municipality undertakes process of reviewing, amending and introducing new HR related policies into the strategy to ensure alignment to that of the District HR Strategy. The following HR policies have been earmarked for the review:

- Recruitment & Selection policy
- Leave Policy
- Fleet Management Policy
- Human resource development policy
- Internal & external policy
- Overtime policy
- Telephone & cell phone usage policy
- Acting allowance policy
- ICT Security Policy
- 3G Policy

4.1.2. ORGANISATIONAL STRUCTURE / ORGANOGRAM

The Municipal organogram is reviewed on an annual basis as per the municipal retention policy. The Municipal organogram structure has been considered appropriate for the Mandeni Municipality, to achieve its mandate assigned in terms of Municipal Structures Act 1998. The organogram is attached as annexure D.

The Municipality's organizational structure has six administrative components that are managed and headed by the Municipal Manager which are as follows:

- Corporate Services
- Economic Development Planning & Human Settlements
- Chief Financial Office
- Technical Services and Infrastructure Development
- Community Services and Public Safety
- Municipal Managers office

4.1.3. VACANCY RATE AND CHALLENGES

The current approved organization structure indicates that there are 235 occupied/filled post. The Mandeni Municipality filled all its section 56 positions during the 2019/2020 financial year. The Chief Internal Audit Executive position is vacant however the municipality is in the process of filling the position. Pre-requisite for achieving the Sustainability of service delivery is the adequate staff provision within the municipality. It is necessary that the Municipality first determine the future supply and demand for human resource. The labor supply may come from existing employees (internal labor market) or from outside the municipality (the external labor market). The estimate of the total number of employees needed, as well as the skills required are known as the demand forecast. The demand forecast is developed based on two main resources such as standard statistical data and knowledge personnel

Sea level rise	CURRENT	
	POST DEMAND (WHAT MANDENI NEEDS)	
	VACANT POSITIONS	UNFUNDED POSITIONS
Office of the Municipal Manager	5	0
Budget and Treasury Office	3	0
Department: Corporate Services	0	0
Community Services and Public Safety	17	0
Technical Services and Infrastructure Development	3	0
Economic Development Planning and Human Settlements	0	0
Total	28	0



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

LEGEND



Green



Red



Light blue



Yellow



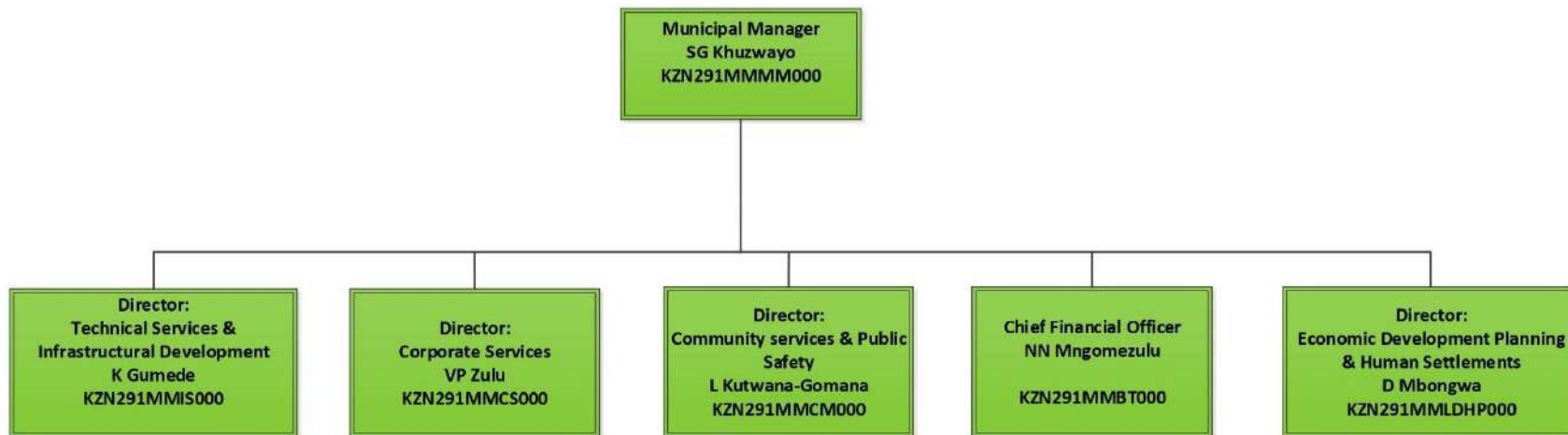
Orange



Purple

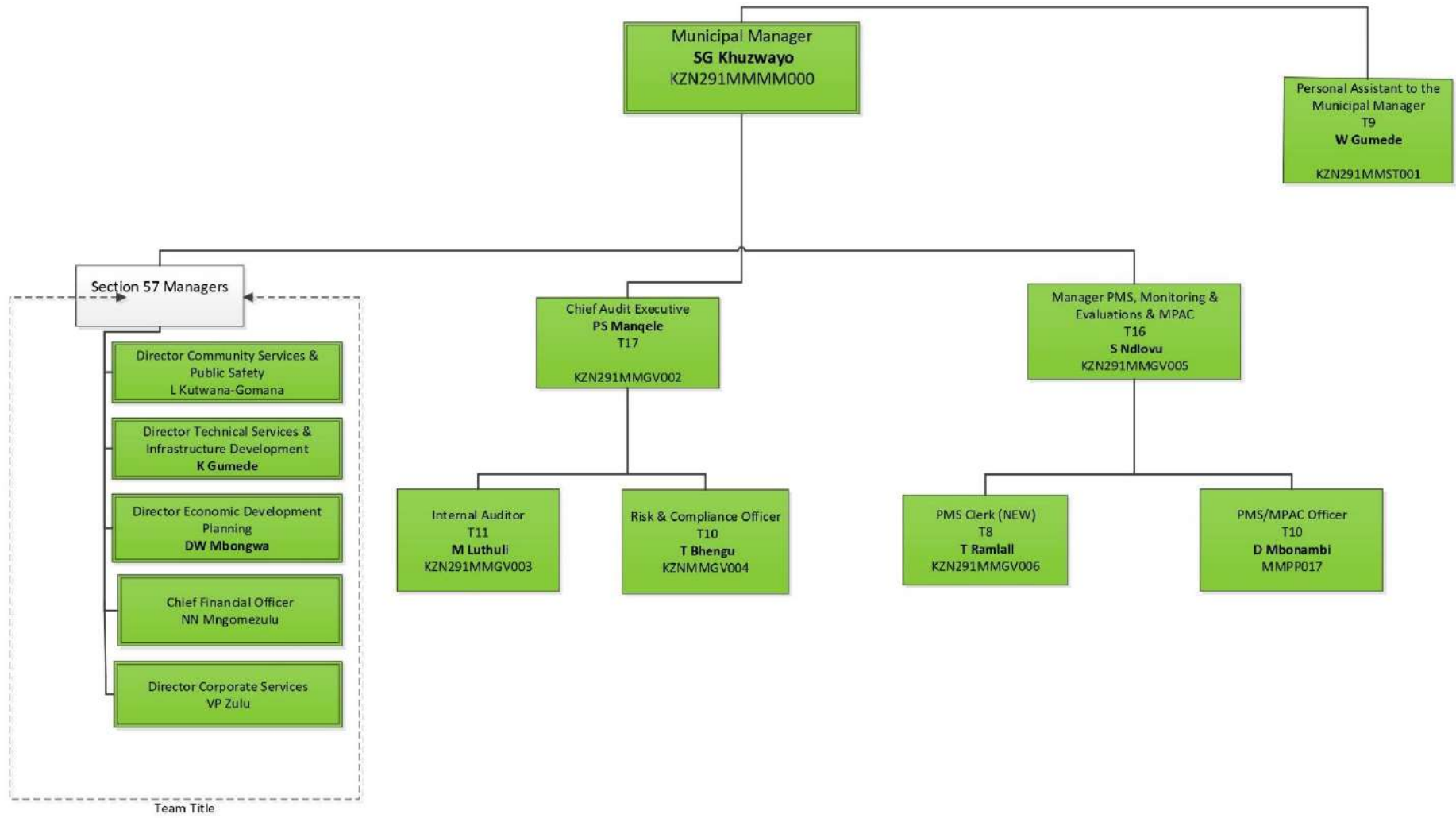


Mandeni Municipality Organisation Structure KZN 291



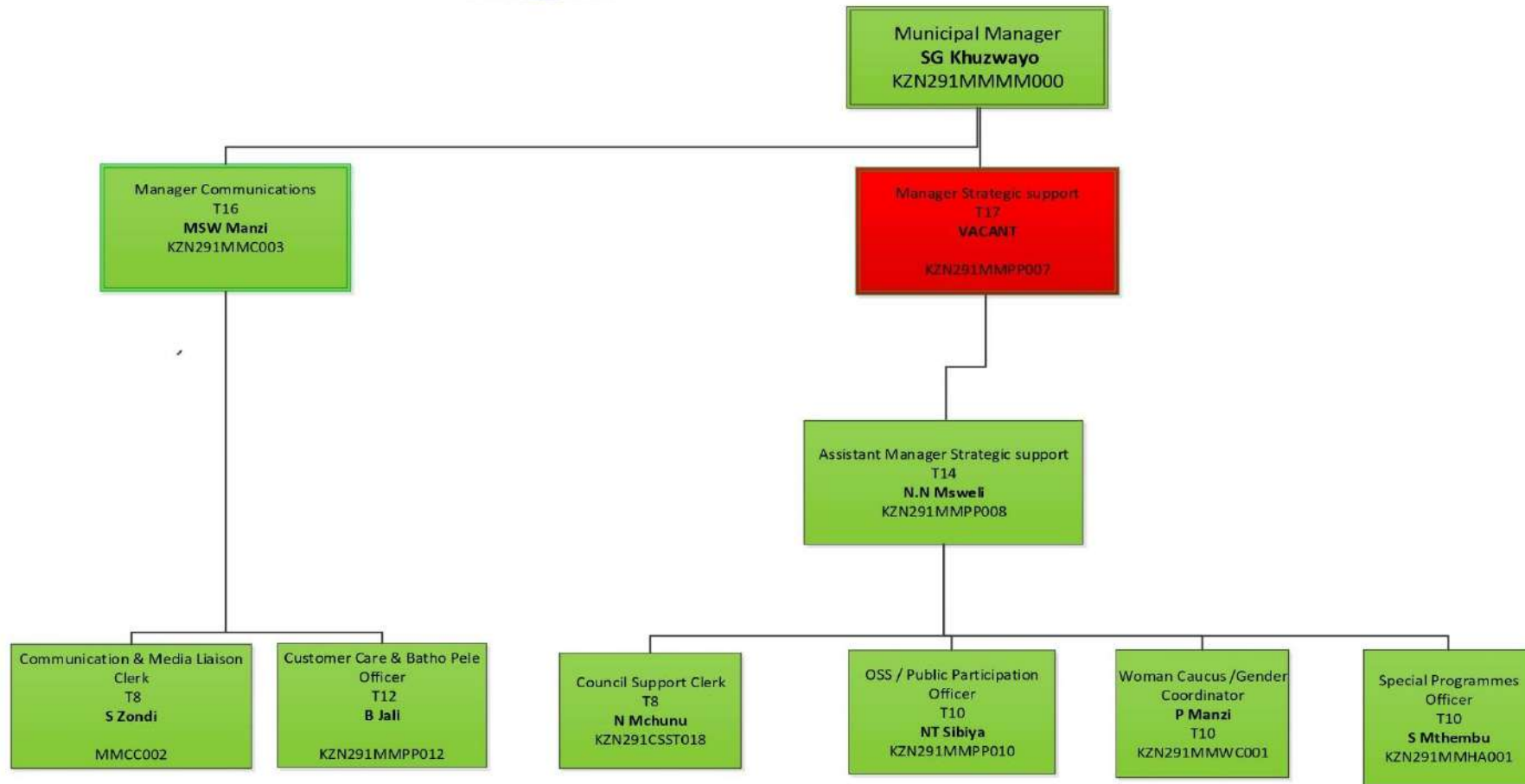


Municipal Managers Office



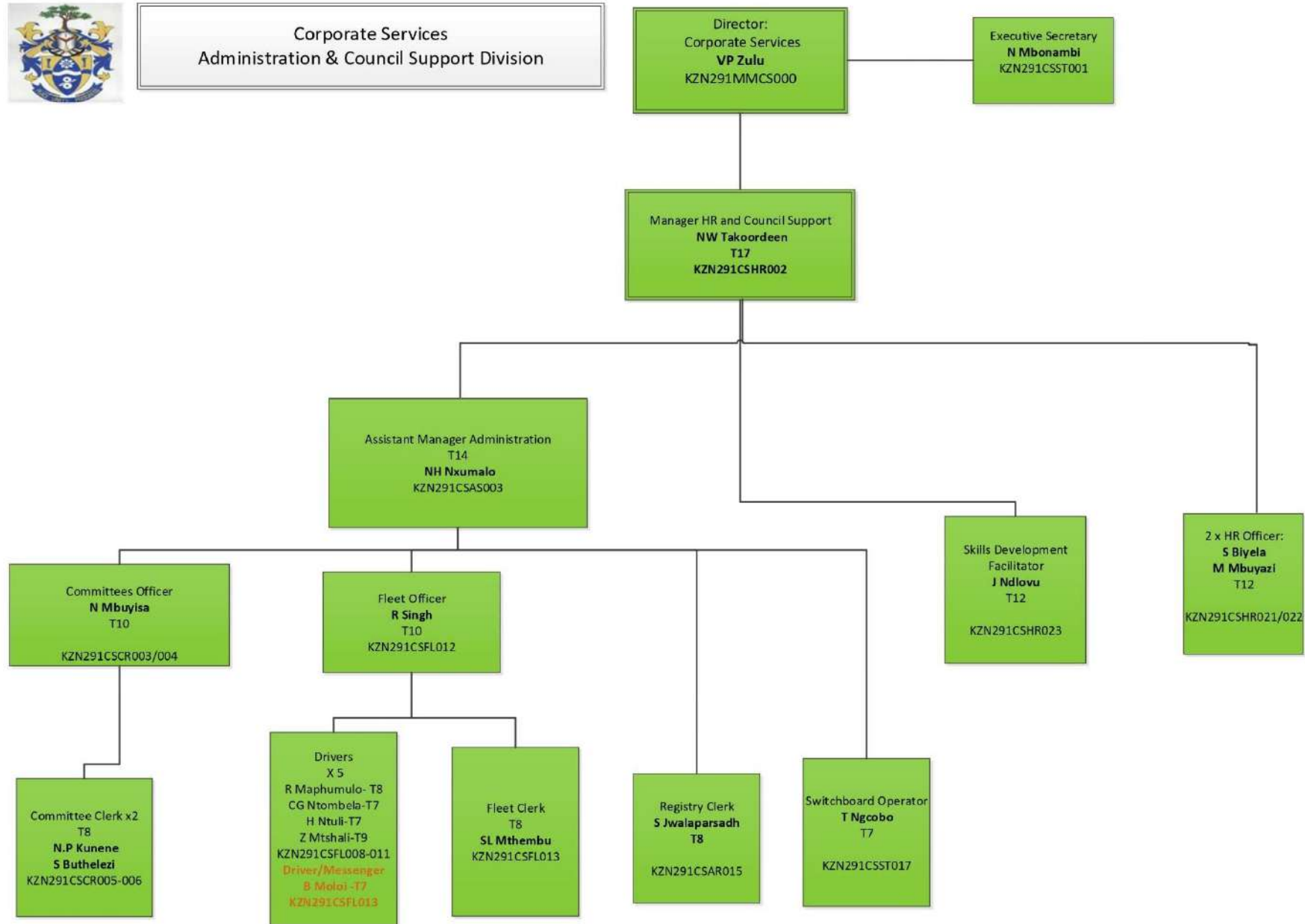


MM Office: Operations Division



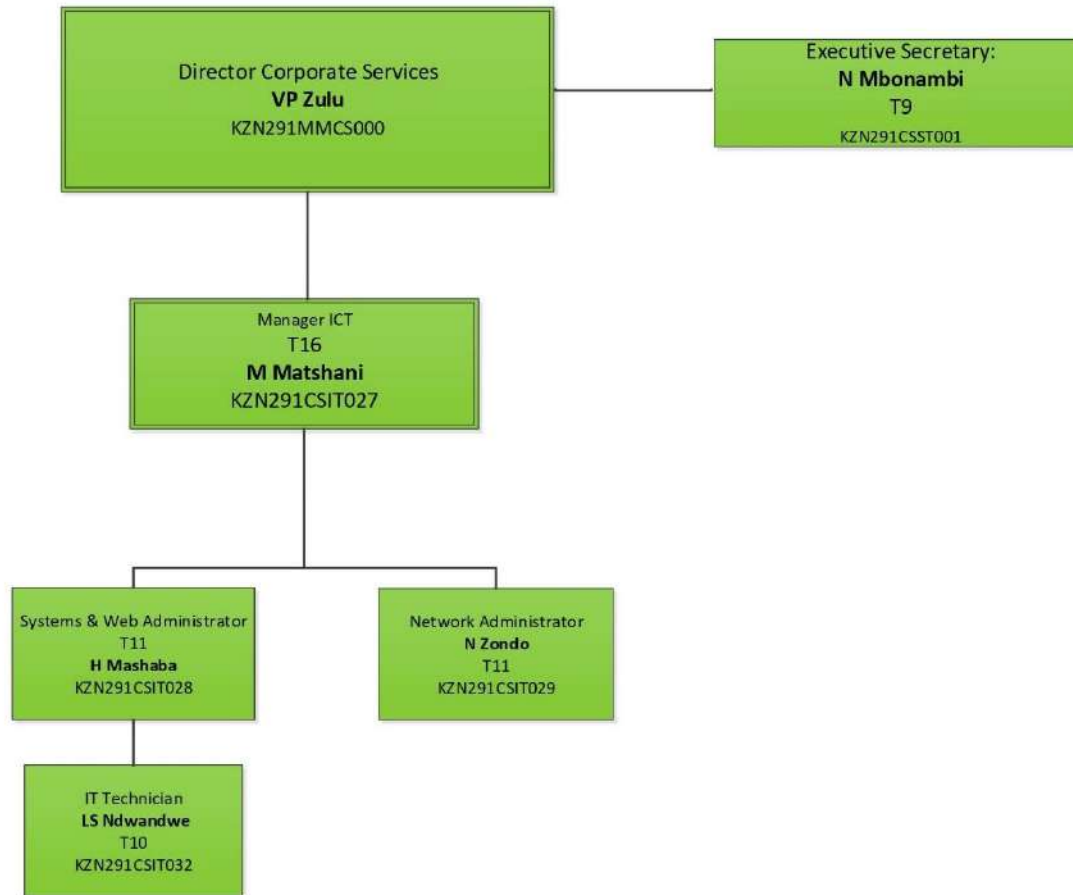


Corporate Services
Administration & Council Support Division



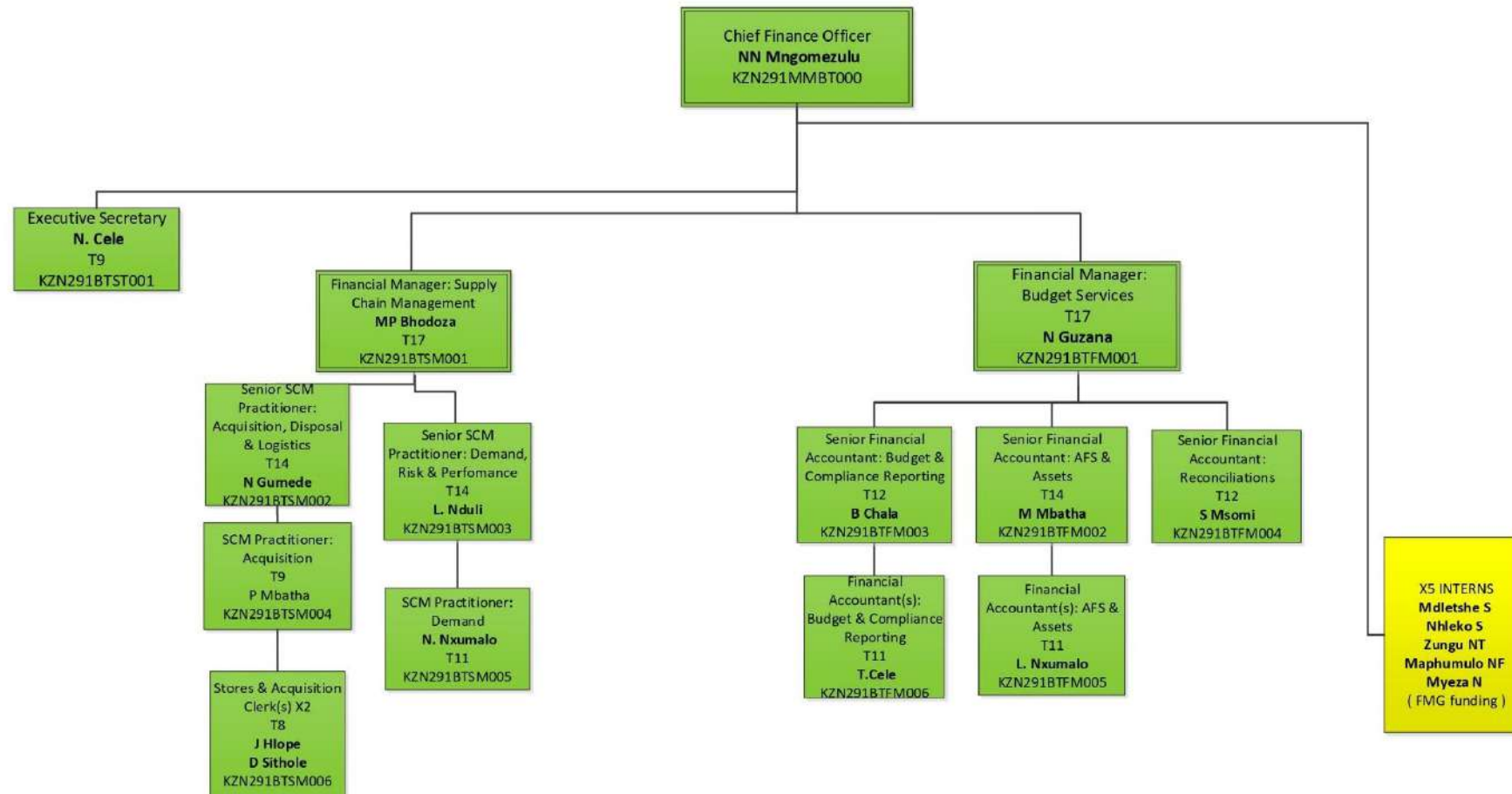


Corporate Services Information Technology Division





Financial Services Supply Chain Management & Budget Services Divisions



4.1. 4 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	The municipality has the authority to approve building plans in accordance with the National building Regulations Act
	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.
	Fire Fighting Services are outsourced
	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
	Local Tourism: Tourism falls within the EDPHS department. Support and other programs are provided but the Municipality to assist the local tourism players.
	Municipal planning: The Mandeni Municipality has a planning unit in place that deals with both strategic and spatial planning.
	Air Pollution: Shared services with iLembe District.
	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.
Schedule 5Part B	The municipality has the authority to approve building plans in accordance with the National building Regulations Act
	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.
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4.1. 4 MUNICIPAL POWERS AND FUNCTIONS

The current approved organization structure indicates that there are 199 occupied/filled post, 28 vacant and budgeted for post. The Mandeni Municipality filled all its section 56 positions during the 2019/2020 financial year. The Chief Audit executive position is vacant however the municipality is in the process of filling the position.

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 2020. 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.

MANDENI MUNICIPALITY EEP TIME FRAMES AND OBJECTIVES

TIMEFRAMES		MANDENI MUNICIPALITY'S FUNCTIONS	
Year 1	1/07/2017 – 30/09/2018	<ul style="list-style-type: none"> • 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. • The municipality would like to achieve a higher representation and skills development of disabled people within semi-skilled and skilled-level positions in 	<ul style="list-style-type: none"> • The Municipality has been able to appoint the female Chief Financial Officer for this reporting period as per the recommendations by the MEC for COGTA on appointment of females in Senior Management positions
Year 2	01/10/2018 – 20/09/2019	<ul style="list-style-type: none"> • Mandeni seeks to ensure representation of non-demographic groups within the municipality in accordance to the National and Provincial Statics of Economically Active Persons 	<ul style="list-style-type: none"> • Three (3) female Middle managers were appointed during this reporting period.
Year 3	01/10/2012- 30/06/2022	<ul style="list-style-type: none"> • Mandeni aims to create work environment improve facilities to accommodate all demographic groups within the municipality planned end date will be 30/09/2022 	<ul style="list-style-type: none"> • Council has constructed a council chamber which is anticipated to be finished by June 2020

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.

4.1. 6.1. 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

4.1. 7. 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 for the 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 identifies 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. One hundred and twenty-one (121) beneficiaries, including 35 councilors, in the following programs are funded through Discretionary Grants, mandatory and Internal Municipal Budget. In February 2019, Mandeni Municipality conducted a skills audit exercise for municipal councilors and officials. Through the exercise, the municipality has been able to adequately plan and develop training programs critical for skill enhancement for employees, councilors and external emerging entrepreneurs, hence the following programs have been identified:

- KVM Switching
- Facilitator course for cybercide
- Customer care
- Telephone Etiquette
- Asset management
- Infrastructure: Brick-laying, Road Maintenance,
- Carpentry, Plumbing and Electricity
- Councilor Development Skills Program
- Municipal Finance Management Program
 - Community Services: Landscaping and Horticulture; Waste Management program
 - ; Safety; Traffic Safety and Management.

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

4.1.8. 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 advertisement shall clearly state the relevant minimum job requirement, levels of qualification and experience, and application procedures, together with the closing dates for the receipts 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.

4.1.9. SELECTION CRITERIA AND 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.

4.1.10. 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.

4.1.11.1. 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

4.1.11.2 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:

(a) 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.

The following are examples:

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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.

(b) 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 others times a different skill may be hard to find and expensive to replace.

These skills are identified by:

- Analyzing staff turn over;
- Considering acquisition trends in a particular job category or geographical area;
- 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
- Legal

(c) 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.

(d) 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.

4.1.11.3. 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 identifies 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.

(b) 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 stretches 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.

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(c) Integrate employee development into retention strategy

Rather than sending new employees for long periods of training away from work, the municipality has considered providing them with training in phases that will allow them to gradually acquire the required knowledge and skills. This increases confidence in the work and also builds the employee's trust in the employer. Where appropriate developmental initiatives in respect of scarce skills should be accompanied by contractual binding to serve after completion of the relevant developmental activities.

(d) Align competencies with job requirements

Although this is not always easy to achieve, aligning the departments needs with the employee's competencies results in positive organizational fit. Employees should as far as possible, be used in jobs that are aligned with their personal preferences, interests and strengths.

(e) 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.

(f) 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.

4.2. 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.

4.2.1. 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
- Information

4.2.2. STAKEHOLDERS IN THE ICT POLICY FRAMEWORK

Each element of the ICT program at the Municipality should refer to key stakeholders. Stakeholders and their respective

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
Cabine	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

Other external stakeholders might also include the following:

- Private/Business sector
- Service providers
- Civil society
- Communities
- Ward Committees
- Community Development Workers
- Political Parties
- Media

There is a number of key internal stakeholders whose requirements are considered:

LIST OF STAKEHOLDERS	ROLES AND FUNCTIONS
Mayor	Provide political leadership for the Municipality
Counsellors	Provide political leadership for the Municipality
Municipal Manager	Provide strategic leadership for the Municipality
Heads of departments	Ensure that the organizational behavior supports the achievement of strategic goals

4.2.3. PRIORITY AREAS

The key priority areas of the ICT governance program in the Municipality are:

- To ensure governance framework setting and maintenance
 - To manage the ICT management framework
 - To manage ICT strategy
 - To manage ICT enterprise architecture
 - To manage ICT portfolios
- To manage ICT suppliers
- To manage ICT risk
 - To manage ICT security
 - To manage ICT program and projects
 - To manage ICT operations
 - To manage ICT continuity
 - To monitor, evaluate and assess performance and controls

4.2.4. RISK MANAGEMENT

Risks are managed according to best practice. This involves the identification of likely risks, planning to avoid them and planning to mitigate any damage should they arise. ICT risks is managed within the risk tolerance of the municipality. Unforeseen risks are responded to in a timely fashion, with all mitigation documented and assessed.

4.3. MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT SWOT ANALYSIS

STRENGTH

- Management/Administration
- Full complement of the Management
- Skilled Management team
- Good leadership (Political and Admin)
- Competency level compliance
- Scheduled Manco and Top management meetings
- Municipal ability to attract and retain skilled workforce thus enable production of Credible IDP and other strategic documents
- Annual procurement plan
- IT Master systems plan
- Cobit compliant
- IT governance framework
- Employment Equity Plan
- Oversight charters (audit committee, internal audit and MPAC)
- Oversight committees (MPAC, Audit committee and PMS committee)
- Governance committee (Risk Management, IT steering)
- Portfolio committee, Exco and Council
- Ward Committees are fully functional
- Local labor forum
- Delegation framework
- Delegation Register
- Infrastructure program committee (service utilities)

MANAGEMENT/ADMINISTRATION

- Poor consequence management
- Selective consequence management
- Management not taking Audit query seriously
- Inequality of treatment of managers from Top Management Lack of mutual respect among managers Lack of professionalism Manipulation of task grading of managers
- Lack of ownership of unpopular decisions (Managers take decisions which are implemented at lower levels but unpopular to counsellors)
- Information for administrative use leaked to politicians Poor Internal communication
- Non- compliance at Top management level (Employment Equity)
- Weak/bad organizational culture
- Registration of Managers with Professional Bodies.

4.3. MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT SWOT ANALYSIS

STRENGTH
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MANAGEMENT/ADMINISTRATION
<ul style="list-style-type: none"> • Poor consequence management • Selective consequence management • Management not taking Audit query seriously • Inequality of treatment of managers from Top Management Lack of mutual respect among managers Lack of professionalism Manipulation of task grading of managers • Lack of ownership of unpopular decisions (Managers take decisions which are implemented at lower levels but unpopular to counsellors) • Information for administrative use leaked to politicians Poor Internal communication • Non- compliance at Top management level (Employment Equity) • Weak/bad organizational culture • Registration of Managers with Professional Bodies.

4.4. MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT SWOT ANALYSIS ...continued

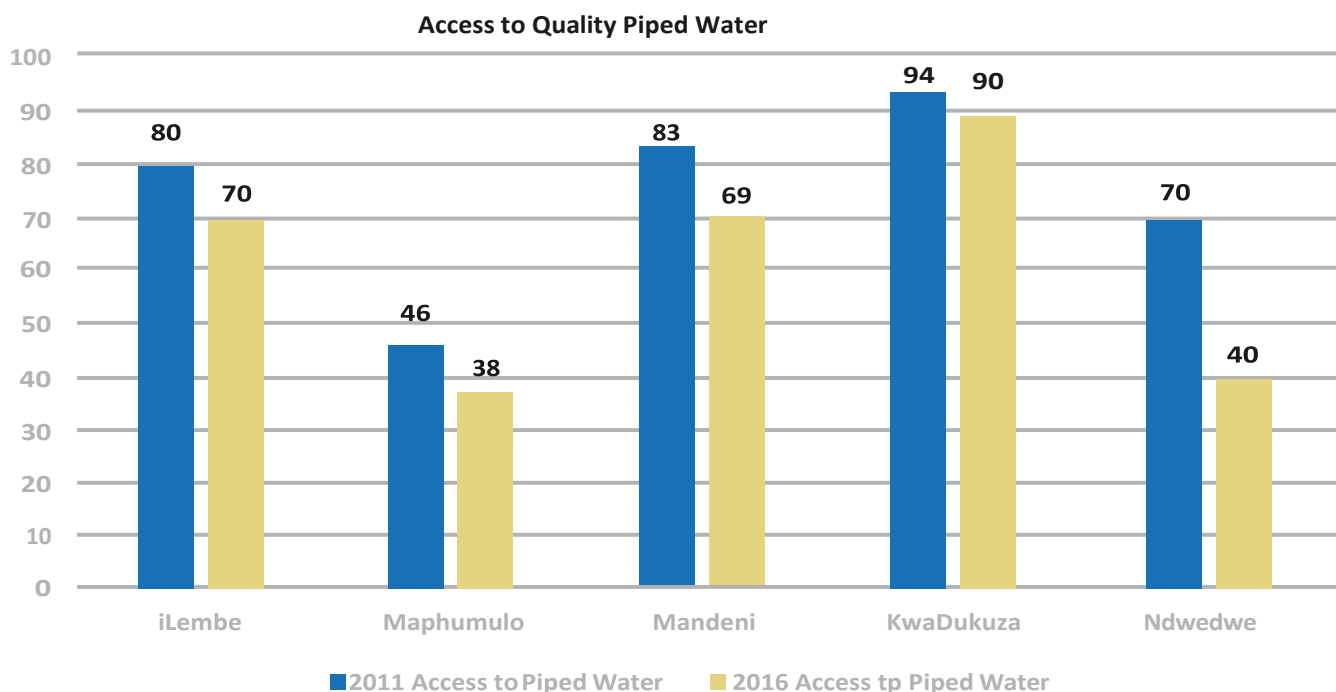
WEAKNESS
WEAKNESS GOVERNANCE ISSUES
<ul style="list-style-type: none"> • Poor consequence management • Selective consequence management • Management not taking Audit query seriously • Inequality of treatment of managers from Top Management Lack of mutual respect among managers Lack of professionalism Manipulation of task grading of managers • Lack of ownership of unpopular decisions (Managers take decisions which are implemented at lower levels but unpopular to counsellors) • Information for administrative use leaked to politicians Poor Internal communication • Non- compliance at Top management level (Employment Equity) • Weak/bad organizational culture • Registration of Managers with Professional Bodies
OPPORTUNITIES
<ul style="list-style-type: none"> • LGSETA funding for training • Geographical location of the municipality assists in attracting skilled labour • National and Provincial Support
THREATS
<ul style="list-style-type: none"> • 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 • Lack of government hospitals thus results in majority of the population including municipal employees having to travel outside municipal jurisdiction for medical assistance • Air pollution from Sappi- this has negative health impact on the well-being of municipal employees. • Lack of burial space • Skills Flight • Crime and lawlessness • 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.

4. KPA: BASIC SERVICES DELIVERY

4.1. 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.
- Service infrastructure in iLembe's urban areas needs upgrading and maintenance, however through grant funding from the Department of Water and Sanitation, particularly MWIG, the municipality is addressing this challenge.

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 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

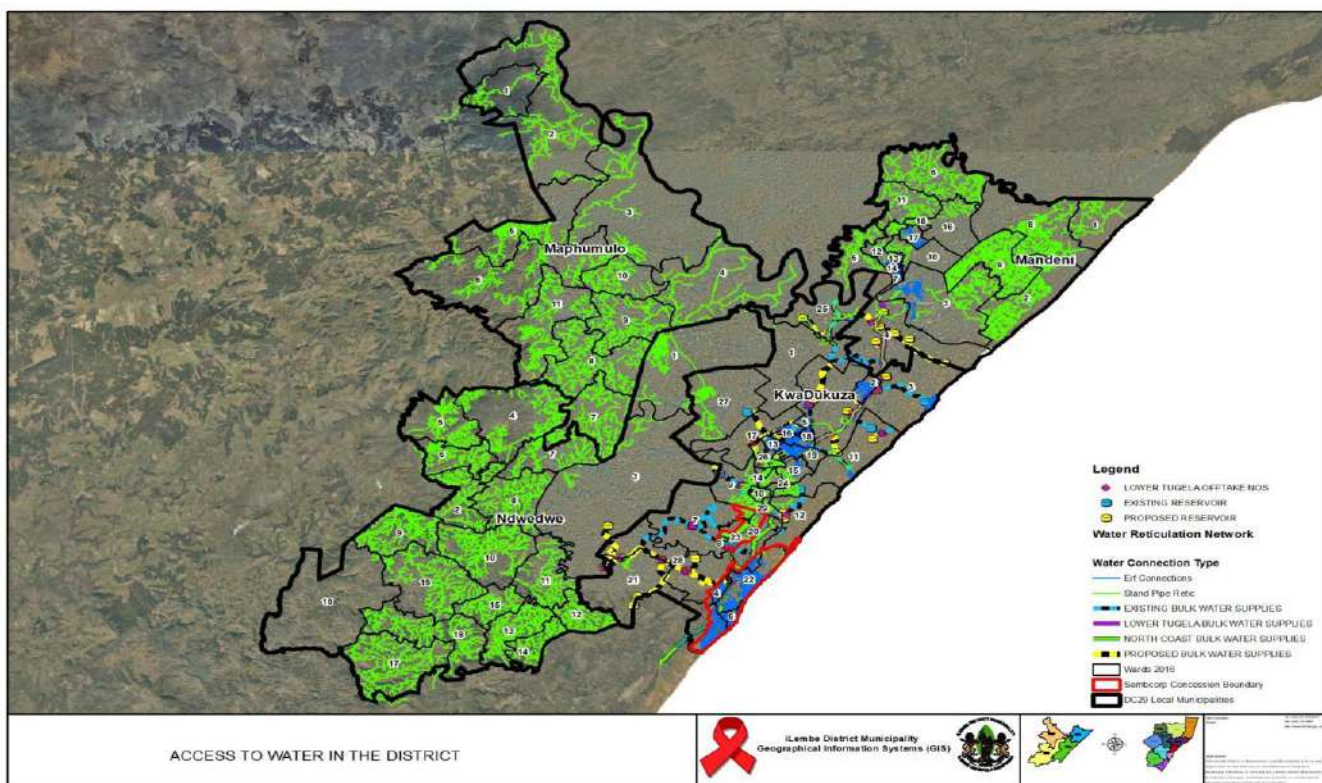
The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2017/2019 2020 for water and sanitation service delivery. The current backlogs in terms of water is 18.66% and sanitation is 19%.

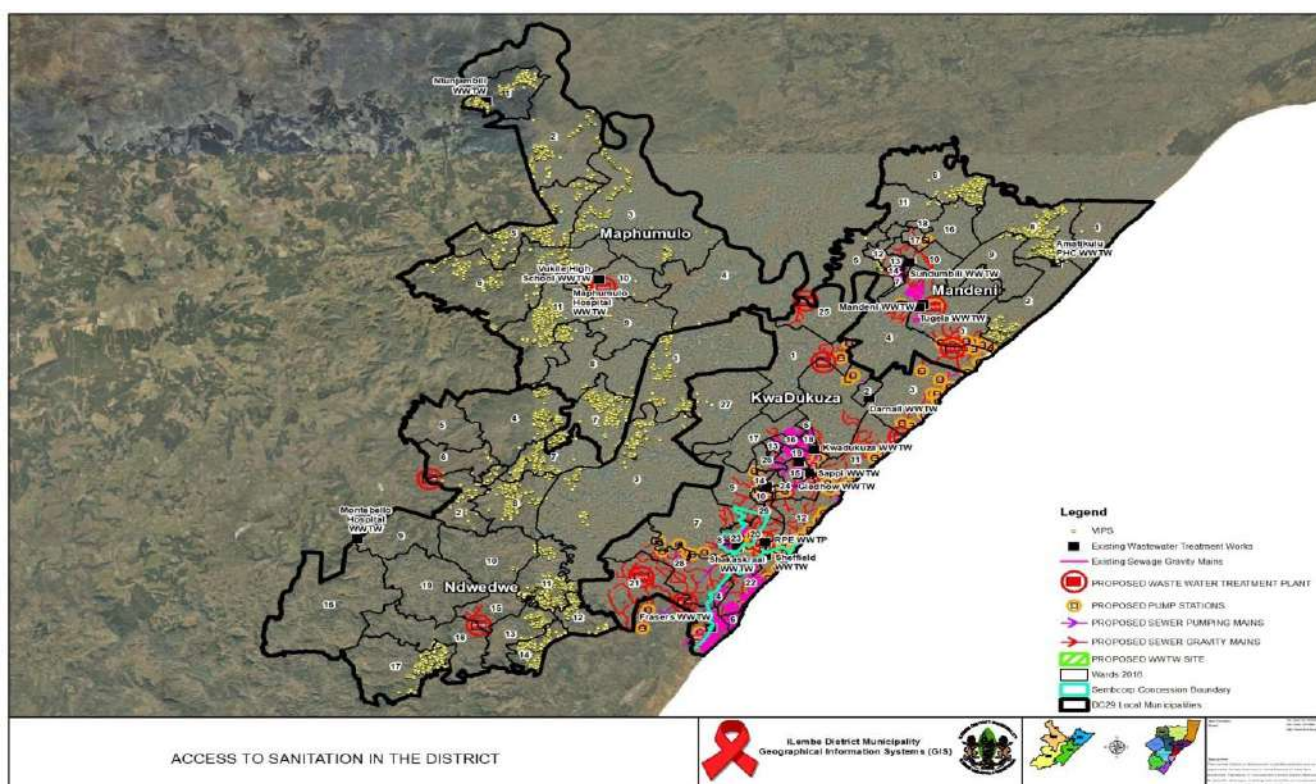
WATER													
Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	Percentage of hh served to date
Mandeni	147,808	45,678	23,031	20,930	20,793	20,741	20,665	19,747	19,613	19,613	19,613	19,613	
KwaDukuza	276,719	91,284	9,725	7,056	6,859	6,613	6,253	6,253	6,253	6,253	6,253	6,253	
Ndwedwe	143,117	33,883	6,255	5,346	4,419	4,419	4,419	4,419	4,419	4,419	3,919	3,919	
Maphumulo	89,969	20,524	11,116	10,369	8,884	8,079	7,160	5,614	1,664	1,063	1,063	1,063	
	657,613	191,369											
HH without access to Water			50,127	43,701	40,955	39,852	38,497	36,033	31,949	31,348	29,785	29,785	15.56%
Achievements per year			2,350	6,426	2,746	1,103	1,355	2,464	4,084	601	1,604	-	
HH served			141,242	147,668	150,414	151,517	152,872	155,336	159,420	160,021	161,625	161,625	84.46%
Calculation for water backlog:													
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	0.82%	(1 604/191 369)											
SANITATION													
Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	Percentage of hh served to date
Mandeni	147,808	45,678	8,167	6,767	5,256	3,786	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	12,311	12,311	12,311	12,311	
Ndwedwe	143,117	33,883	12,660	11,116	9,395	7,995	6,805	5,053	4,741	3,947	3,347	2,120	
Maphumulo	89,969	20,524	19,440	18,040	17,169	15,769	14,579	13,182	12,922	12,150	11,550	10,990	
	657,613	191,369											
HH without access to sanitation			52,578	48,234	44,131	39,861	36,614	32,438	31,545	29,207	27,846	25,499	13.32%
Achievements per year			6,219	4,344	4,103	4,270	3,247	4,176	893	2,338	1,361	2,347	
HH served			138,791	143,135	147,238	151,508	154,755	158,931	159,824	162,162	163,523	165,870	86.68%
Calculation for sanitation backlog:													
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.





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

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

5.1.3. ILEMBE WATER AND SANITATION MASTER PLAN ILEMBE DISTRICT MUNICIPALITY WATER AND SANITATION OPERATIONS AND MAINTANANCE 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 pertains 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	<p>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.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> • Intermittent supply • Poor power supply • Low borehole yield • Fluctuating water quality from boreholes <p>Solutions:</p> <ul style="list-style-type: none"> • Fast-track Macambini Water Supply System • Project.(Currently on design stage)
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>	<p>Challenges:</p> <ul style="list-style-type: none"> • Vandalism and cable theft at pump stations • Faulty prepaid meters <p>Solutions:</p> <ul style="list-style-type: none"> • Continuous checking of prepaid meters • Installation of security system to act as a deterrent and avoid theft.
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>	<p>Challenges:</p> <ul style="list-style-type: none"> • Vandalism and cable theft at pump stations resulting in water interruptions for areas served from the elevated tank. <p>Solutions:</p> <ul style="list-style-type: none"> • Installation of security system to act as a deterrent
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 Padianangerreservoir. From Padianager, it gets pumped toHlomendlini reservoir to serve the Hlomendlini low costhousing 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>	<p>Challenges:</p> <ul style="list-style-type: none"> • Ageing infrastructure in the Newark area (AC pipes). • Ageing infrastructure - Steel rising main from Tugelawater works to Padianager • Poor power supply • Cable theft at Cactus pump station <p>Solutions:</p> <ul style="list-style-type: none"> • Source funding for replacement of old infrastructure Improve the existing security system

5.1.4. 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	<p>Ward 5 gets water from Ndulinde reservoir 1 which is supplied by reservoir C.</p> <p>Community is served through communal standpipes</p>	<p>Challenges:</p> <ul style="list-style-type: none"> • Vandalism and theft illegal connections <p>Solutions:</p> <ul style="list-style-type: none"> • Improve the security system eradication of illegal connections
6	<p>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.</p> <p>The area is currently served by water tankers.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> • Poor access road too many filling stations resulting in delays <p>Solutions:</p> <ul style="list-style-type: none"> • Fast track the running projects to serve community via standpipes
7	<p>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</p> <p>Community is served through house</p>	<p>Challenges:</p> <p>illegal connections and by-passing of prepaid meters at Manda farm</p> <p>Solutions:</p> <p>Disconnect all illegal connections</p>

5. 1.4. 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 DistrictMunicipality 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.

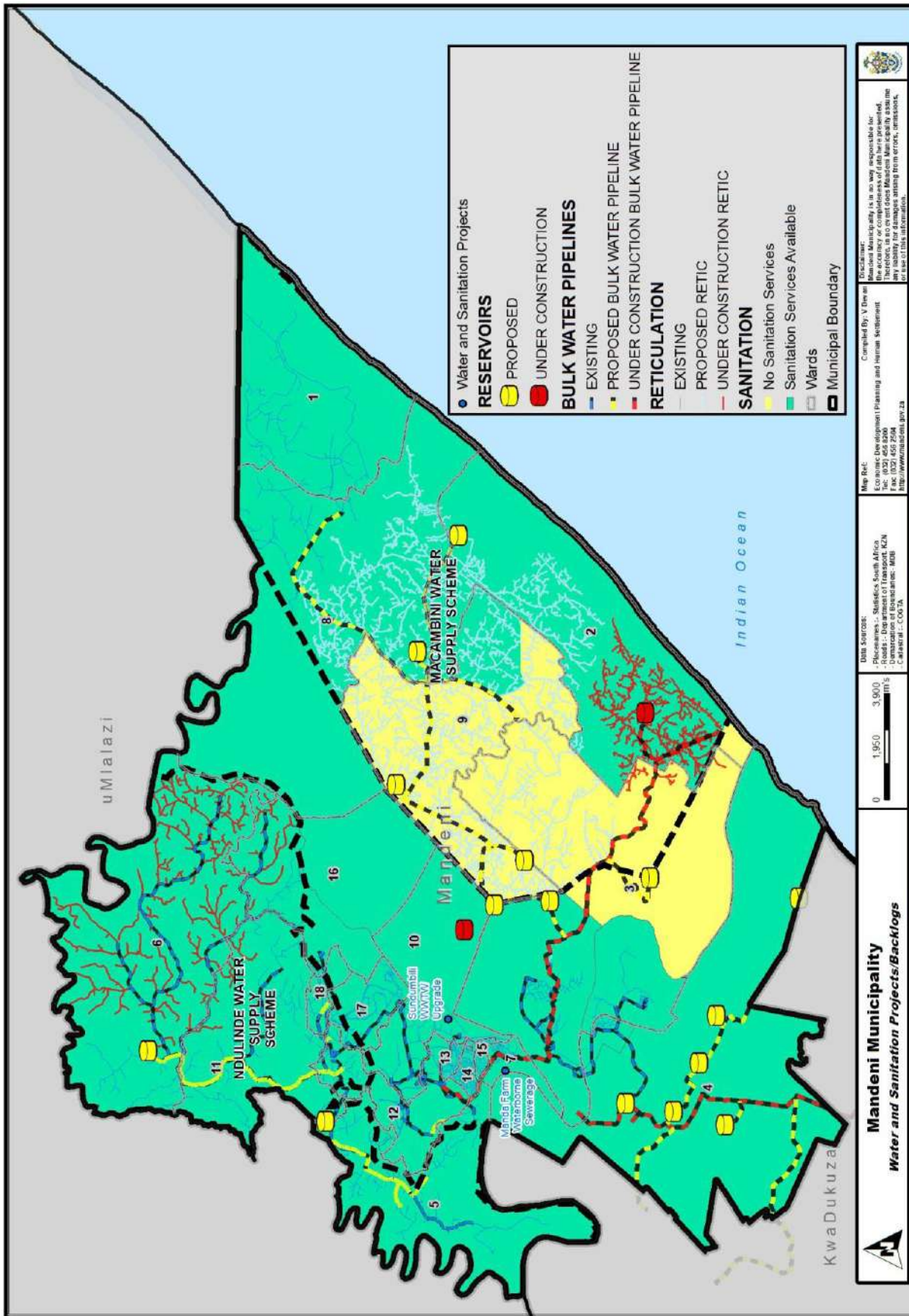
5.1.6. WATER AND SANITATION PROJECTS

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

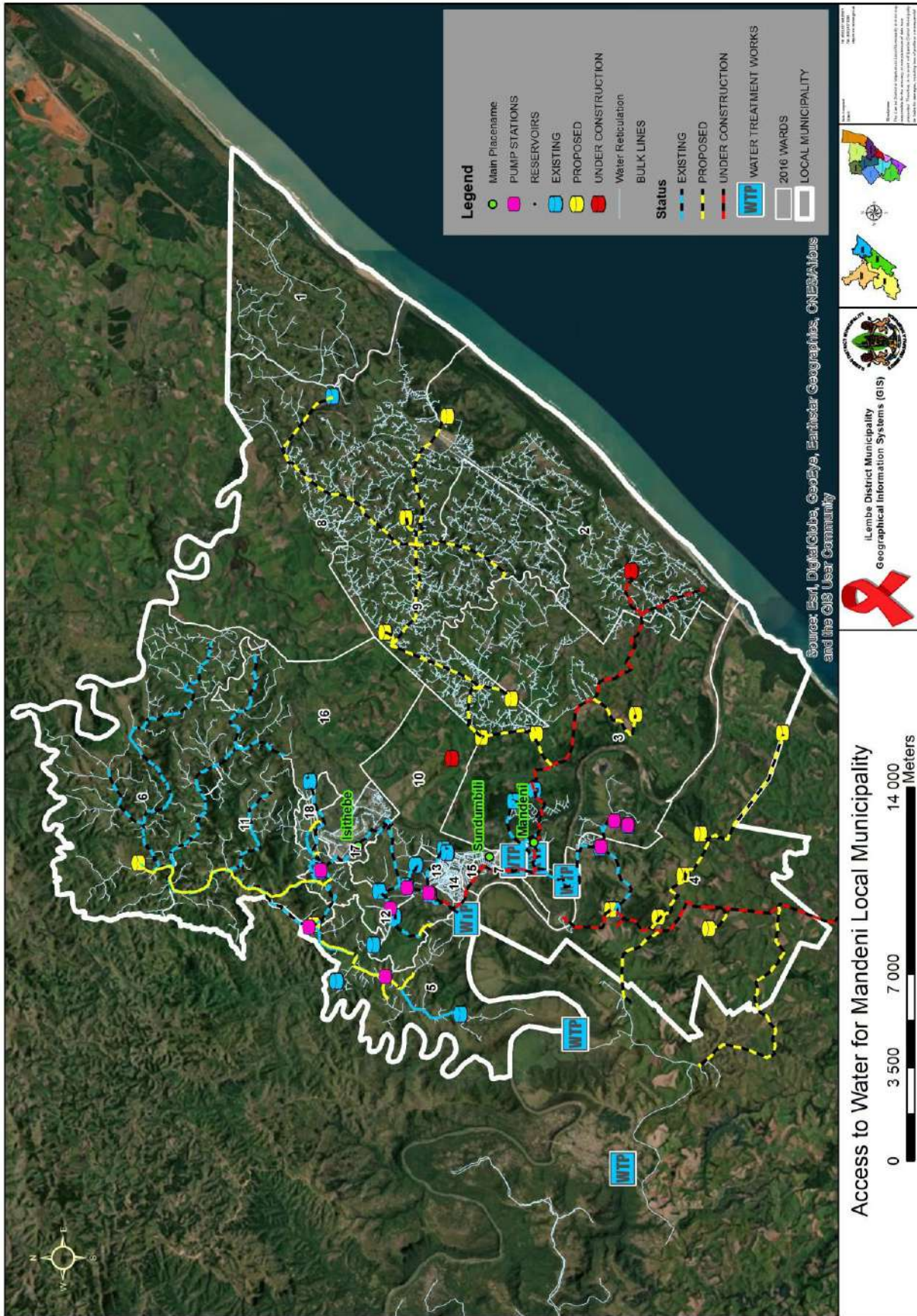
These projects will insist in eradicating the water and sanitation backlogs within the Mandeni Municipality. These projects Will be implemented through the Municipal Infrastructure Grant by the iLembe District Municipality as the water and sanitation authority for the Mandeni area.

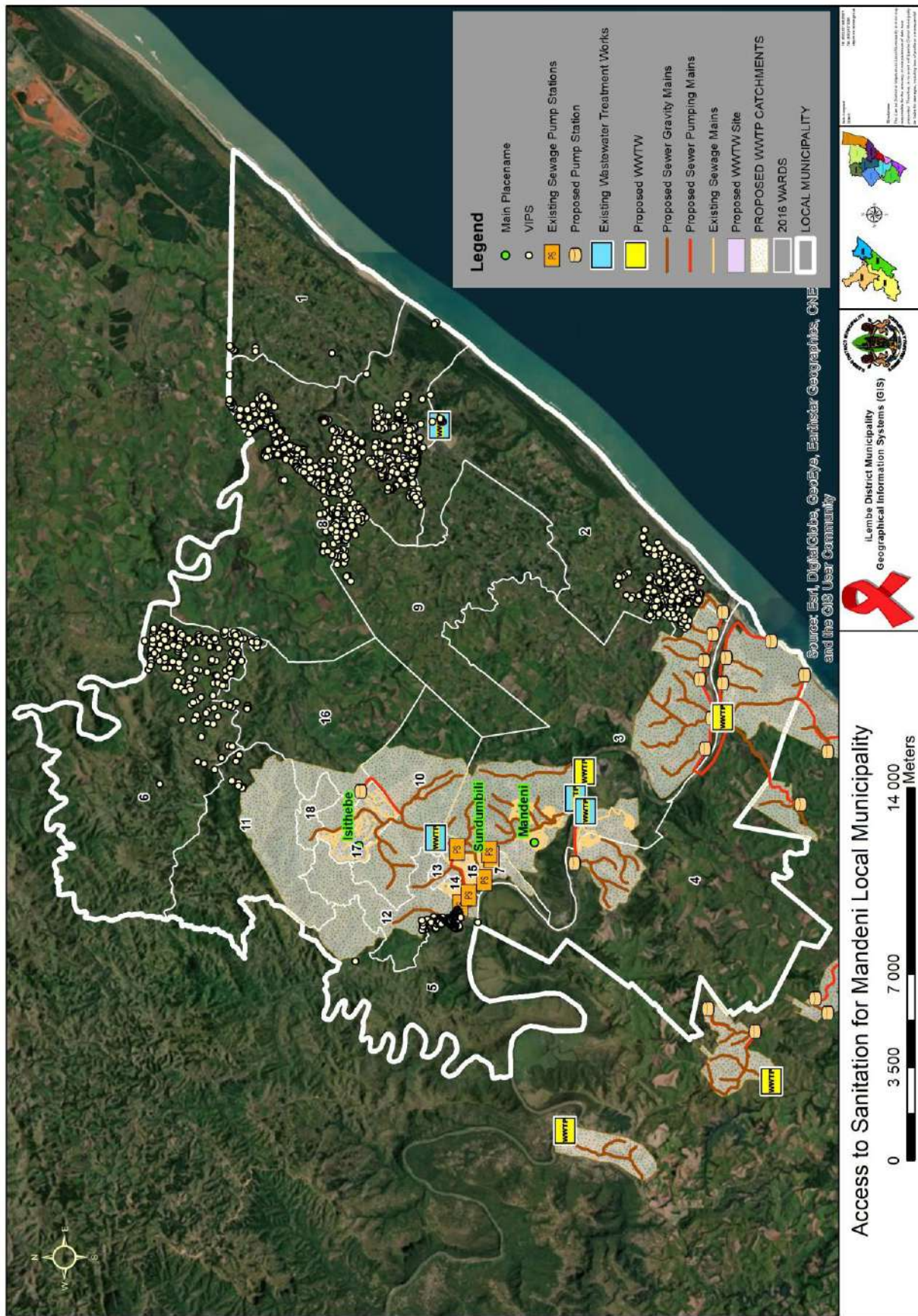
PROJECT NAME	AREA	FUNDER	2019/2020 Budget	2020/2021 Budget
Macambini Water Supply Scheme	Mandeni	MIG	R 32 255 938	R 63 158 847
Ndulinde Water Supply Scheme	Mandeni	MIG	R 4 778 033	R 9 875 000

Map 10 : Spatial Representation of The Water and Sanitation Projects



Source: Mandeni Local Municipality Water and Sanitation Project and Backlogs





4.2 SOLID WASTE MANAGEMENT

The obligations and responsibilities of the municipality are clearly outlined in the Constitution and the Local Government Municipal Systems Act that the management and removal of waste, in a co-ordinated structure is such an obligation to the municipality. 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 secretary renders administrative support to the Director and also manages the interaction and communication between the department and the community to ensure that the functions and activities are aligned towards the accomplishment of the key service delivery objectives.

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 distances. This basic level of service is provided once a 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-through the youth jobs in waste programme there are door-to-door educational awareness campaigns on waste management programme targeted at 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 skips have since been procured and this will help to alleviate the backlog on an annual basis and placed at strategic locations to provide a basic level of service.

STATUS OF WASTE REMOVAL WITHIN THE MUNICIPAL AREA

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	1394	21	9	10	1501
2	92	25	37	1186	34	11	15	1400
3	1636	44	1	741	97	17	8	2544
4	598	241	496	1425	282	22	7	3072
5	31	21	13	1401	87	24	2	1579
6	9	8	6	1003	359	6	9	1400
7	1694	13	101	1322	42	163	16	3350
8	115	51	33	1832	31	1	12	2075
9	49	50	30	1892	81	30	22	2154
10	242	28	134	1465	129	8	2	2008
11	4	2	1	564	259	133	10	973
12	109	22	143	2819	112	234	10	3450
13	1964	5	0	4	0	0	5	1978
14	2174	70	3	94	1	1	20	2364
15	1761	4	1	8	0	16	13	1804
16	487	34	143	2035	90	26	1	2815
17	57	19	140	2374	104	0	2	2696
18	44	12	15	1812	198	15	10	2106

4.2.1. DISPOSAL OF WASTE WITHIN MANDENI MUNICIPALITY

The only operational landfill site within Mandeni Municipality is that of SAPPI Landfill Site. The iSithebe Industrial Estate has a privately-operated landfill site. But this site was closed when it reached capacity. The site has since been closed and is in the process of being rehabilitated.

4.2.2. SAPPI TUGELA LANDFILL

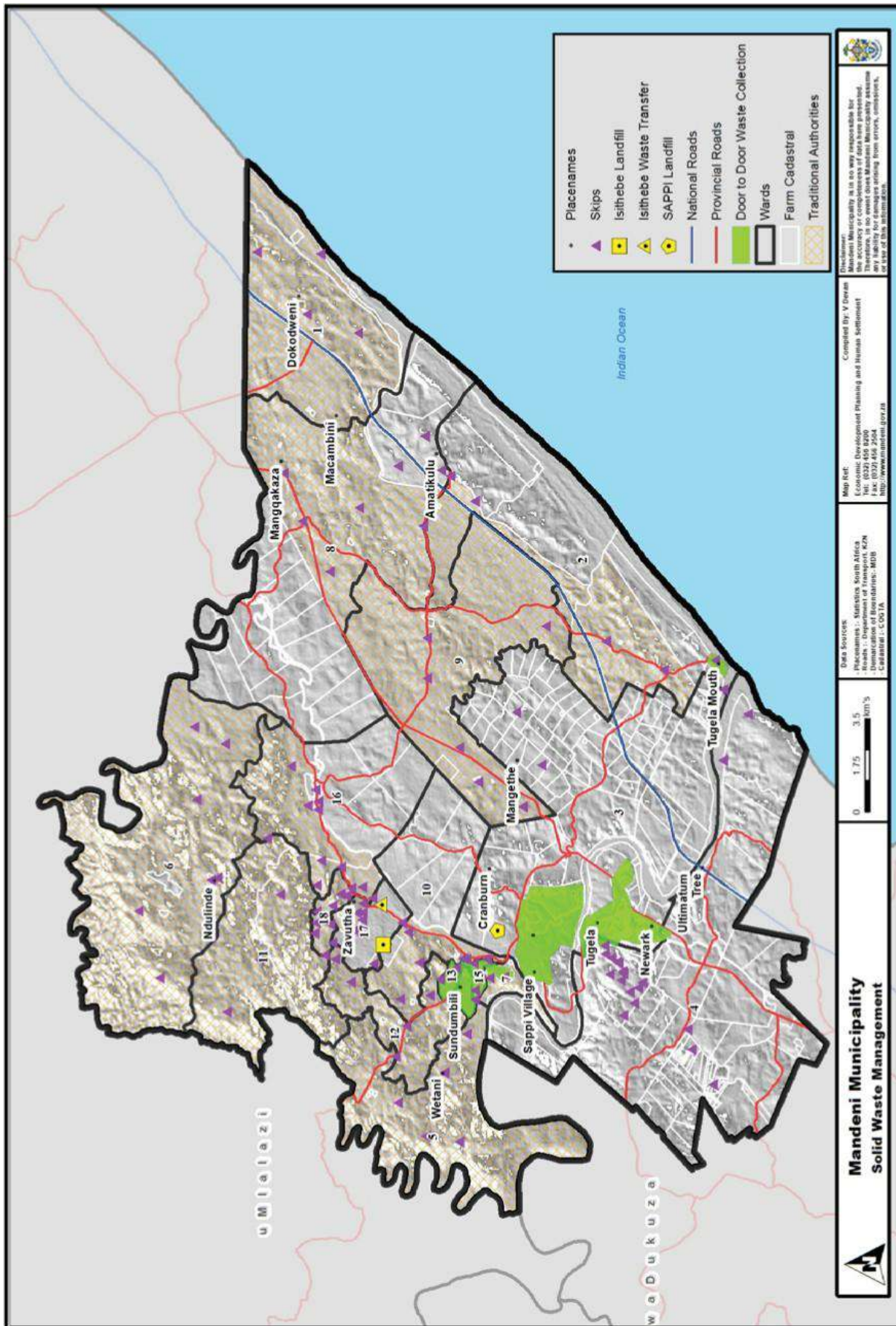
The SAPPI Tugela landfill is permitted GLB+ Landfill. The site is managed by a contractor waste resource company. Since reaching capacity in 2003 Sappi, therefore, lodged an application for extension of the site. the permit was granted and the landfill has been extended since. The site is mainly used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

4.2.3. KWADUKUZA LANDFILL

The KwaDukuza landfill in Stanger is a private GLB+ landfill owned by Dolphin Coast Waste Management has been operating since 2007. 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.

Map 13: Spatial Representation of Waste Collection Points And Land Fill Sites



4.2.4. MUNICIPAL INTEGRATED WASTE MANAGEMENT PLAN 2015-2019

The first IWMP undertaken for the area was in 2009. The 2009 IWMP covered 2009-2014. This was intended to inform the revision of IDP. This plan has since been reviewed as required to inform the municipality for the period 2015-2019. In light of significant policy and legislative change in waste management since 2009, further emphasis forced the need for review for review of this plan. The revised IWMP culminates in a specific implementation plan that will assist the municipality in their planning to deliver an

Integrated municipal solid waste management service. This plan was adopted by the municipal Executive Committee (Exco 8/1/95). The waste management plan is attached as annexure H to this IDP document.

4.2.5. IWMP IMPLEMENTATION PLAN

The implementation of this plan outlines priority project's and associated actions for the implementation of the objectives that were developed as part of the IWMP.

Priority rating for projects.

STATUS OF WASTE REMOVAL WITHIN THE MUNICIPAL AREA

No.	Project	Actions	Priority Rating	2019 Status	Comments	2020 Status	Comments
1.1	Management and resourcing	Designate a waste management officer in terms of Waste Act	High	Achieved	The Municipal Council approved that the Director for CSPS be designated as Waste Management Officer (WMO) in terms of Section 10 of the Act.	Achieved	The Director community services position was filled during the 2019/2020 financial year and Director was appointed as a Waste Management Officer in-line with Section 10 of the Waste Management Act.
		Review organogram based on the needs of fulfilling the requirements of this IWMP	High	Partly Achieved	On 6 July 2016, EXCO approved that a total of thirty (30) beneficiaries, previously employed by the independent contractor, to be employed in order to augment the existing capacity. The said employees were appointed on a twenty-four (24) months fixed	Achieved	The organogram has been approved and consists of Manager, Superintend, Supervisor Waste, Supervisor EPWP, Four Heavy Duty drivers, 8 X Waste Collectors, 7 X Litter Pickers
		Create and fill new post as required	High	Partly Achieved	Eight (8) vacancies for waste collectors were created and filled on permanent basis in 2016. This means, now under waste management there are 10 employees working under the unit	Partial Achieved	Supervisor Waste Management Services post has been filled and 1 heavy duty driver and 7 litter pickers still to be filled.
2.1	Waste information management	Establishment of an appropriate waste information management system for sourcing, collating, storing and reporting required information: <ul style="list-style-type: none"> Information required in terms of the by-laws Collection tonnages Disposal certificates Facility permits 	High	Not Achieved	There is currently no informal waste information system developed by Municipality. For now, the Municipality relies on information received from the Landfill site as per waste disposed by the Municipality. Further more, as per the service level agreement existing between Mandeni Municipality and King Cetshwayo District Municipality where the Municipality is currently disposing its waste, the Landfill site should provide waste information disposed by the Municipality.	Partial Achieved	In January 2019 the Municipality has started a database of waste tonnage disposed at the Landfill. It is the intention of the Municipality to create a Waste Management System. Disposal certificates / weigh bills are obtained from the landfill site upon disposal Currently the Municipality does not have a landfill site therefore can not have the facility permit.
2.2	Waste information management	Review waste information regulations and comply	Medium	Not Achieved	Will be achieved once the waste information management system has been created and managed accordingly	Not Achieved	This cannot be achieved by the Municipality since it is beyond Municipality control.

No.	Project	Actions	Priority Rating	2019 Status	Comments	2020 Status	Comments
2.3		Register Mandeni LM on SAWIS and report tonnages	High	Partly achieved	The Municipality has not yet registered with SAWIS, partly because waste management system is not yet fully operational. This include having a fully fleshed organogram responsible for waste management within the entire Municipality. However, Mandeni waste is currently disposed of at King Cetshayo District Landfill Site and this waste is recorded to SAWIS.	Partly achieved	Status remain the same
2.4		Review of complaints management system: Update the register used by the LM	Low	Not achieved	Complaints Management System is an institutional issue not confined to Waste Management Unit. Hence, it is not possible to report progress in this respect.	Achieved	Complaints register will be developed as part of the waste information management system. However, as indicated previously, the Municipality has managed to create a complaint management system for the entire Municipality which is also catering for receiving waste related complaints.
3.1	Enforcement of waste management by-laws	Development of an enforcement plan to guide the process of enforcing waste by-laws. It should consider fining protocol's, how to apply penalties and recovery systems and general involvement to peace officers	Medium	Not achieved	The non-availability of Municipality's landfill site is an obstacle in establishing an effective waste-by-law enforcement. Hence, there is a high level of illegal waste disposal around the Municipality. As a result of this, even the good work of peace officers is thwarted by this untenable solution of not having a landfill site.	Partially Achieved	The Municipality has created positions for five bylaws Officers to be responsible for the enforcement of Municipal bylaws including Waste Bylaws.
3.2		Create one new waste ranger position and fill it	High	Not achieved	This may not be necessary at this stage as the Municipality does not have a landfill site at this stage.	Not achieved	The iLembe District is considering developing a Landfill site. This responsibility will be moved to the District.
3.3		Provide bi-annual training on waste management by-laws to all Municipal peace officers.	Medium	Not achieved	The Key Performance Indicator (KPI) has not been achieved or enforced continuously. The last workshop was done on October 2014	Not achieved	There is an arrangement to train Municipal bylaws Officer on Environmental management policies including NEM: Waste Management Act. This will be done in collaboration with the DEDTEA

STATUS OF WASTE REMOVAL WITHIN THE MUNICIPAL AREA

No.	Project	Actions	Priority Rating	2019 Status	Comments	2020 Status	Comments
4.1	Waste Minimization	Isithebe Industrial Estate recycling feasibility study: Feasibility assessment of recycling opportunities at the Industrial Area	High	Not Achieved	The delay in finalization of the take-over of waste management function from Ithala has made it not possible to commence with the feasibility study.	Not Achieved	Negotiations on the subject are still On going.
4.2		Recycling drop-off Centre: Establish and manage one public recycling drop-off Centre Mandeni. Planning for this needs to commence immediately.	High	Not Achieved	This action or KPI has not yet been achieved due financial constraints of the Municipality in terms of constructing or procuring the required infrastructure and receptacles.	Not Achieved	Status remains the same
4.3	Waste transfer and Disposal	Establish a public garden refuse station by 2019, that meets the requirements of Section 23 (1)(b) of the by-laws	High	Not Achieved	While there is no provision of Section 23(1)(b) in the by-laws, however, Section 23(2) does speak to garden waste. In terms of the action or KPI to be implemented, the Municipality is not in a position to construct / establish a garden refuse station due to financial constraints and unavailability of a suitable land. However, Currently the Municipality is negotiating with Dolphin Coast Land fill Management (DCLM) to dispose waste at its site including garden waste.	Not Achieved	To meet this KPI the Municipality proposes to construct a waste transfer station that will include a portion of a composting area where garden refuse will be disposed of. Such manure will be used by Municipal Parks and Garden Unit
5.1	Illegal dumping	Undertake dumping hotspot assessment. The map-based study of illegal dumping hotspots to include determining remediation cost.	High	Partly achieved	While there is scientific study done, however, the Department has a list of hotspots in terms of illegal dumping. Until such time that resources allow to procure plant and equipment to assist curtailing the challenge, it is not possible to even determine remediation costs.	Partly achieved	A number of illegal dump sites were identified and only a few that was cleared and surrounding community were made aware of issues of illegal dumping and consequences if caught by authorities.

No.	Project	Actions	Priority Rating	2019 Status	Comments	2020 Status	Comments
5.2	Illegal dumping	Remediate existing hot spots and implement dumping prevention measures (e.g. signage and barriers)	High	Partly achieved	Signage and barriers have been implemented in some areas but not adequate budgetary provision available in the 2020/2021 financial budget.	Partly achieved	The Municipality has budgeted for about 50 No dump signages to be placed in different wards
6.1	Waste management awareness	Support at least one government or private training and awareness initiatives Where appropriate per year	High	Not achieved	Due to budgetary constraints this has not taken place. However, the Municipality has conducted SMME development initiatives, Which included SMMEs focusing on waste collection/management.	Party achieved	With the support of other stakeholders such the iLembe District Municipality and EDTEA waste management workshops were conducted in certain areas in Mandeni. In addition, the Municipality has budgeted for two Waste management awareness campaigns for the 2020/2021 financial year.
7.1	Traffic Structure and customer database.	Undertake a full cost accounting exercise to determine the true cost of the waste management function by 2016	High	Partly achieved	The exercise was done subsequent to the approval of the Section 78 Assessment Report. However, this was and may never be the true cost but a close-to-true cost exercise.	Partly achieved	This will be done as part of the preparation waste information management system for Municipality
7.2		Develop a system of registering houses on tribal land where relevant, on the customer database by 2018	Medium	Not achieved	Consideration will be given to the implementation of this action/KPI. But, it is and will never be an easy exercise taking into account the continuous settlement of new residents in traditional areas.	Not achieved	This will be done as part of the preparation waste information management system for Municipality. It is important to mention that a Youth Community Outreach program has been formulated by the DEA. Officials from this program will be used to develop a number of waste related systems including customer database.
8.1	Monitoring	Develop an IWMP implementation monitoring system: Undertake short review of progress against the IWMP implementation plan.	High	Not achieved	This action has not been done scientifically, but informally it has been achieved in light of progress referred to above.	Partly achieved	With the assistance of the iLembe District and DEA an implementation Report was prepared for the implementation of this IWMP and will be forwarded to the EDTEA for consideration.

Source: Mandeni Municipality IWMP 2015 – 2019

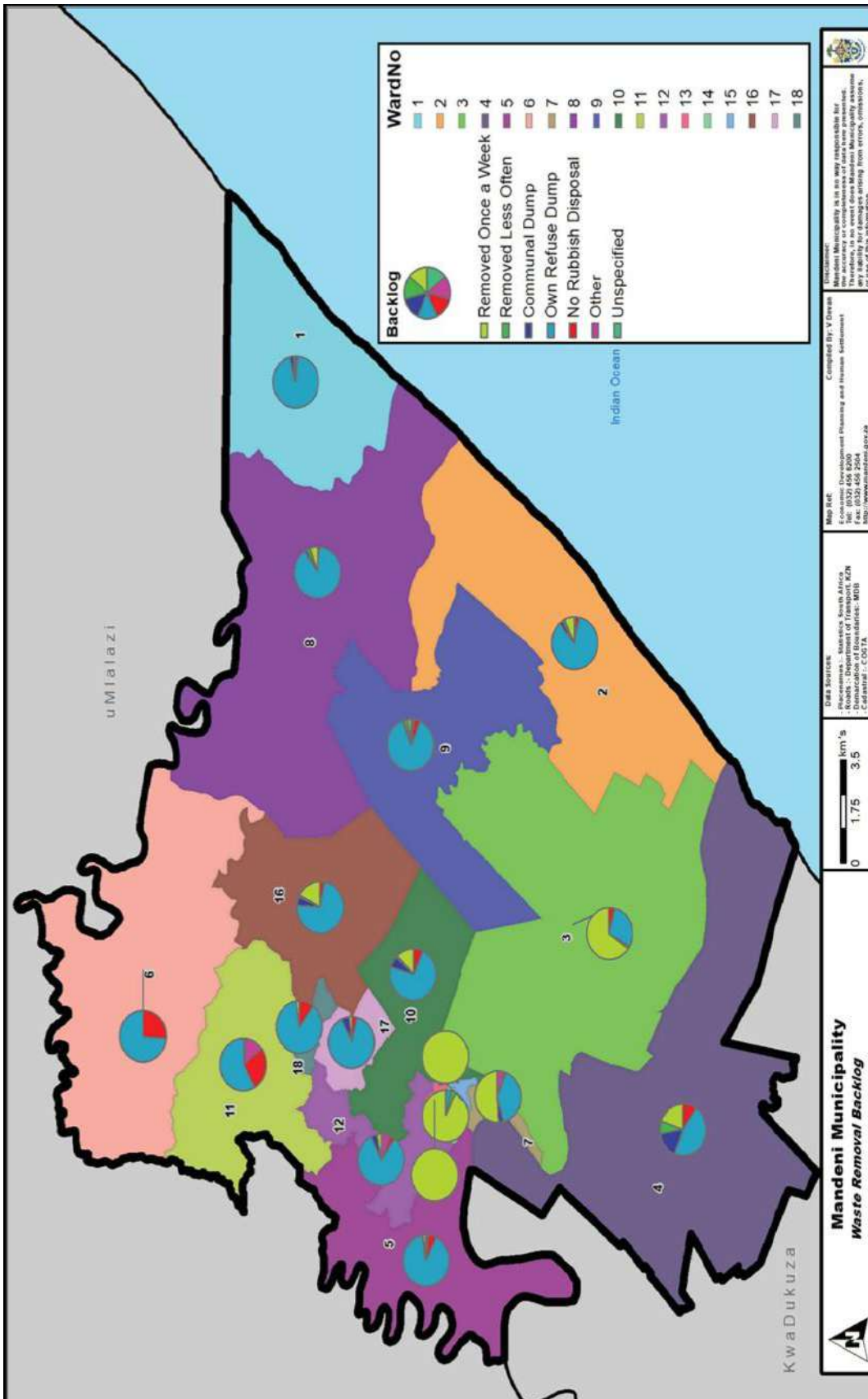
4.2.6. RECYCLING INITIATIVES WITHIN THE MUNICIPALITY

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"> Identify sources (including schools with the assistance of Youth Jobs in Waste teams in LM's); Creation of a database of recyclers within the DM; Identification of central location for storage; Engaging with affected institutions; Education & awareness; Sourcing and distribution of recycle bins; Design criteria for selecting small businesses (phase 2); and; Monitoring & evaluation. 	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"> Education & awareness- Distribution of bins- to selected schools; Use database created in phase 1 to bring on board all recyclers; and Monitoring & evaluation. 	
Phase 3	Paper, , plastics, glass and cans	Municipal offices, Schools, and small businesses	<ul style="list-style-type: none"> Education & awareness Distribution of bins-to selected small businesses; and Monitoring & evaluation. 	

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

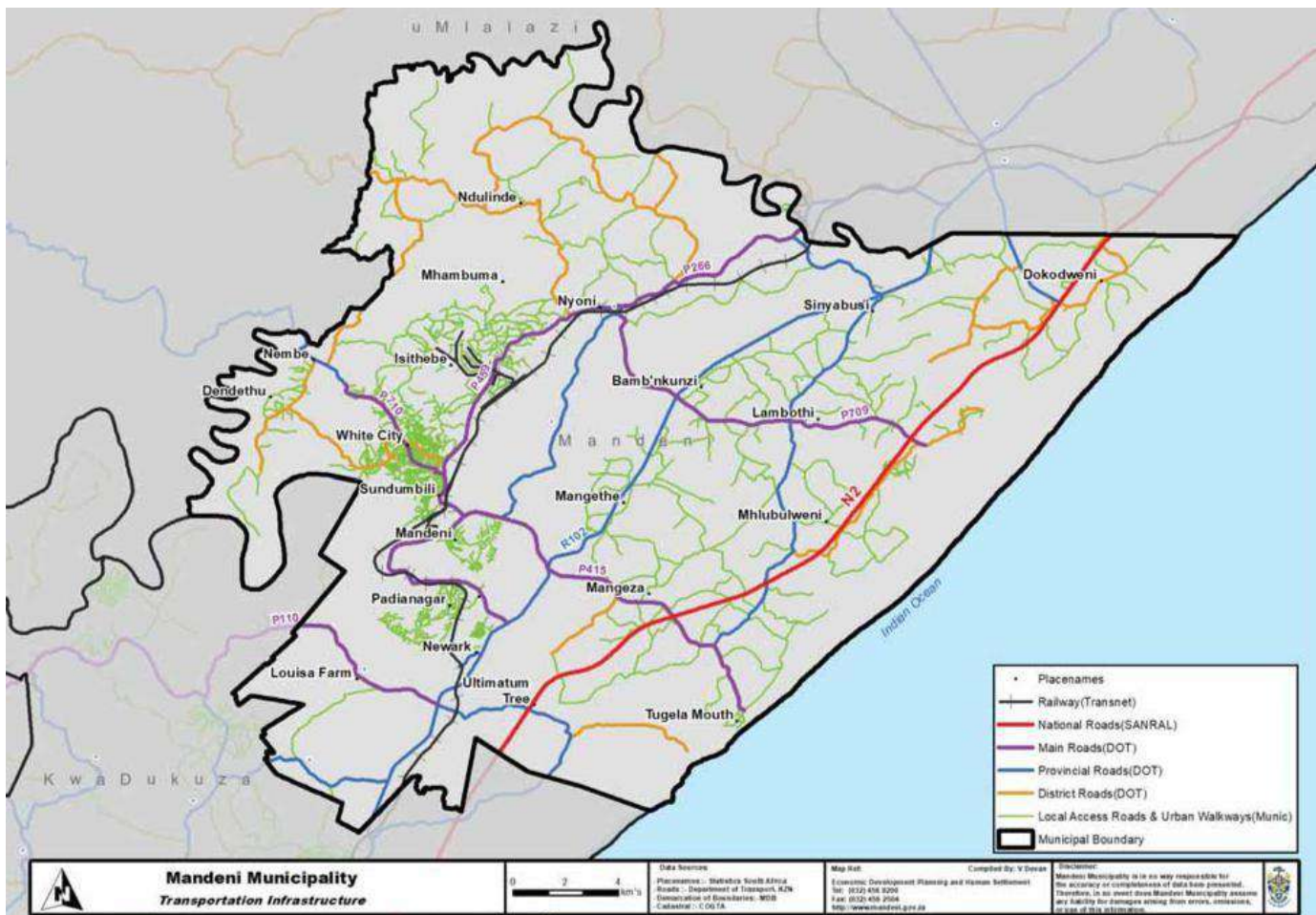


4.3. TRANSPORTATION INFRASTRUCTURE

4.3.1. 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



4.3.2 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 programme. This programme 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 utilised 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 Programme Steering Committee (IDProgSC).

4.3.3 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 storm water 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.

4.3.4 MUNICIPAL PLAN ROADS AND RELATED FACILITIES:

STORM WATER MASTER PLAN

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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.

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 utilise 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 roads maintenance programme (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 programme 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 prioritisation 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 programme 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 utilised by the programme 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 programme 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.

4.3.5. ROADS OPERATION AND MAINTENANCE PLAN

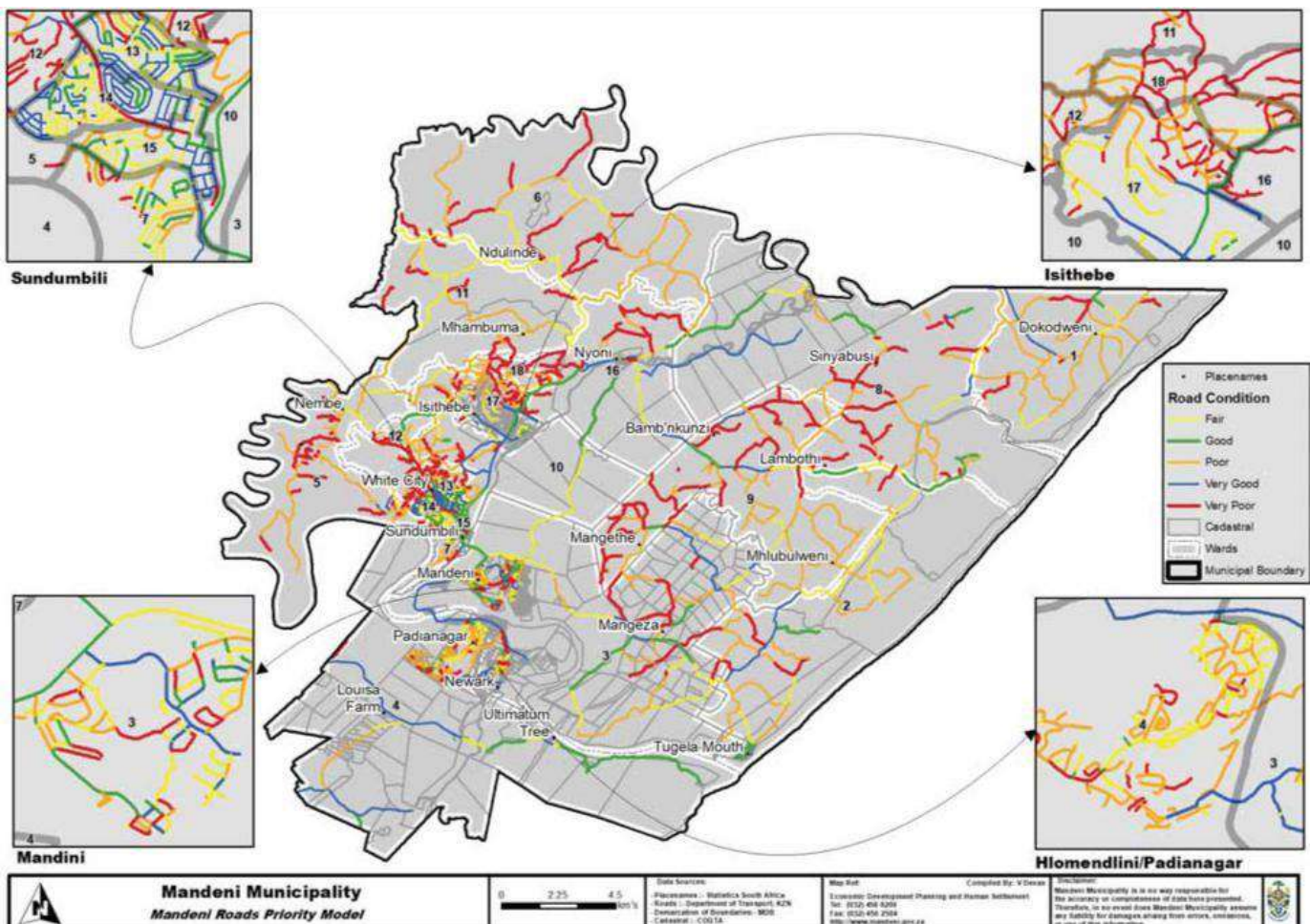
Operation, repairs and maintenance of infrastructure assets is the responsibility of the Infrastructure Development and Technical Services Department and it is funded through the municipal revenue operational budget. Monthly operational and maintenance plans are overseen by the Infrastructure Development 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 kilometre of roads infrastructure network under the municipality control. The PMS assists in ensuring proactive maintenance of the roads 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 programme 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 Programme 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 synchronise 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



4.3.6. FUTURE TRANSPORT INFRASTRUCTURE

4.3.6.1. 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.

4.4. 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 23.5MVA 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 programme 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.

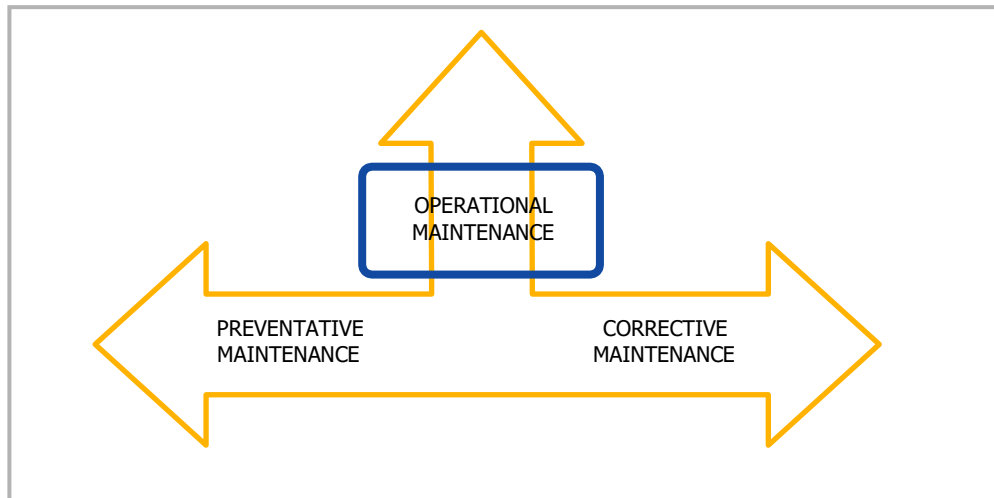
5.4.1. ELECTRICAL OPERATION AND MAINTENANCE PLAN

The Mandeni Municipality has the Electricity licence 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 plan 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.

5.4.2 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).



5.4.3 CORRECTIVE MAINTENANCE

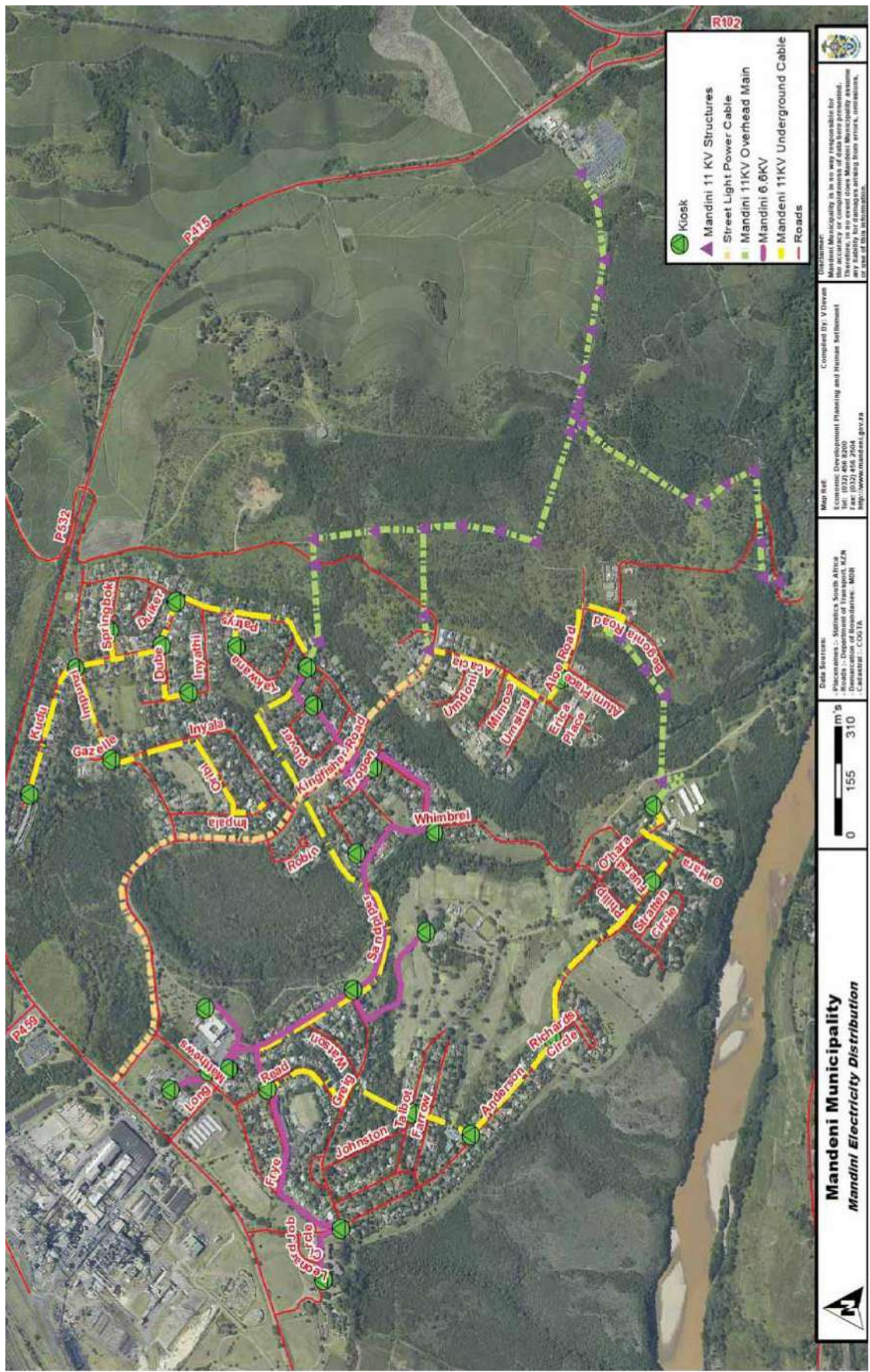
This is where maintenance is done after breakdown or failure of the equipment. It is the most dominant cost in the section of our operation. When equipment damaged/failed it cause damage to other equipment. This affects the consumers on our area of supply. This maintenance it has a huge budget implication 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 Programme for the 2020/2021 financial year.

Map 17: Mandeni Electrical Infrastructure



5.4.4. SUMMARY ELECTRIFICATION MUNICIPAL BACKLOGS, NEEDS AND PRIORITIES

MANDENI ELECTRICITY PRIORITY LIST FOR 2017-2022						
WARD NO	PROJECT NAME	PLANNED/COMPLETED	TYPE 1 per hh	TYPE 2 per hh	INEP PROJECT	TOTAL BACKLOG
8	Nsunduzana Electrification	258, INEP	10	16		25
	Vonono Electrification		6	9		15
	Nyathini Electrification					
	Lambothi Electrification	315 & 45 Additional, INEP				
	Wangu Electrification					
	Mangqakaza Electrification		7	19		20
Total per ward 8	618					60
a	Endulinde Electrification	144 (Eskom)				
	Kwazithulele Electrification					
11	Ezibomvini Electrification					
	Emhambuma (Thembeni)				50	50
	Emhambuma (Mambane)				35	35
	Emagundaneni Electrification					210
	Nkunzempunga					70
Total per ward 11	144					365
5	Noyaka Mantungweni	300 (ESKOM infills)		75		75
	Nembe Electrification			75		75
	Dendethu Electrification			100		100
	Wetane & Matshekesheni		70	120		190
	EMhlangeni Electrification				67	67
	Mgizimba Electrification			40		40
	Mbohlisa Electrification			60		60
	Corner House			48		48
	Noyaka & Mkhambeni			60		60
	Ncongeni			33		33
Total per ward 5	300					634
16	Zavutha	53 (ESKOM infills, 61 (ESKOM))		30		30
	Ntombini					
	Mathonsi					
	Esidakeni			65		65
	Manzamnyama				75	75
	Angola			55		55
	Lindayiphi			25		25
	Vuka					
	Winya					
	Nkwalini			33		33
	Mpofana					
	Mthombeni					
	Mgetane					
	Emahansiniswidi			63		63
	Hlanganani			20		20
	Mthengeni			5		5

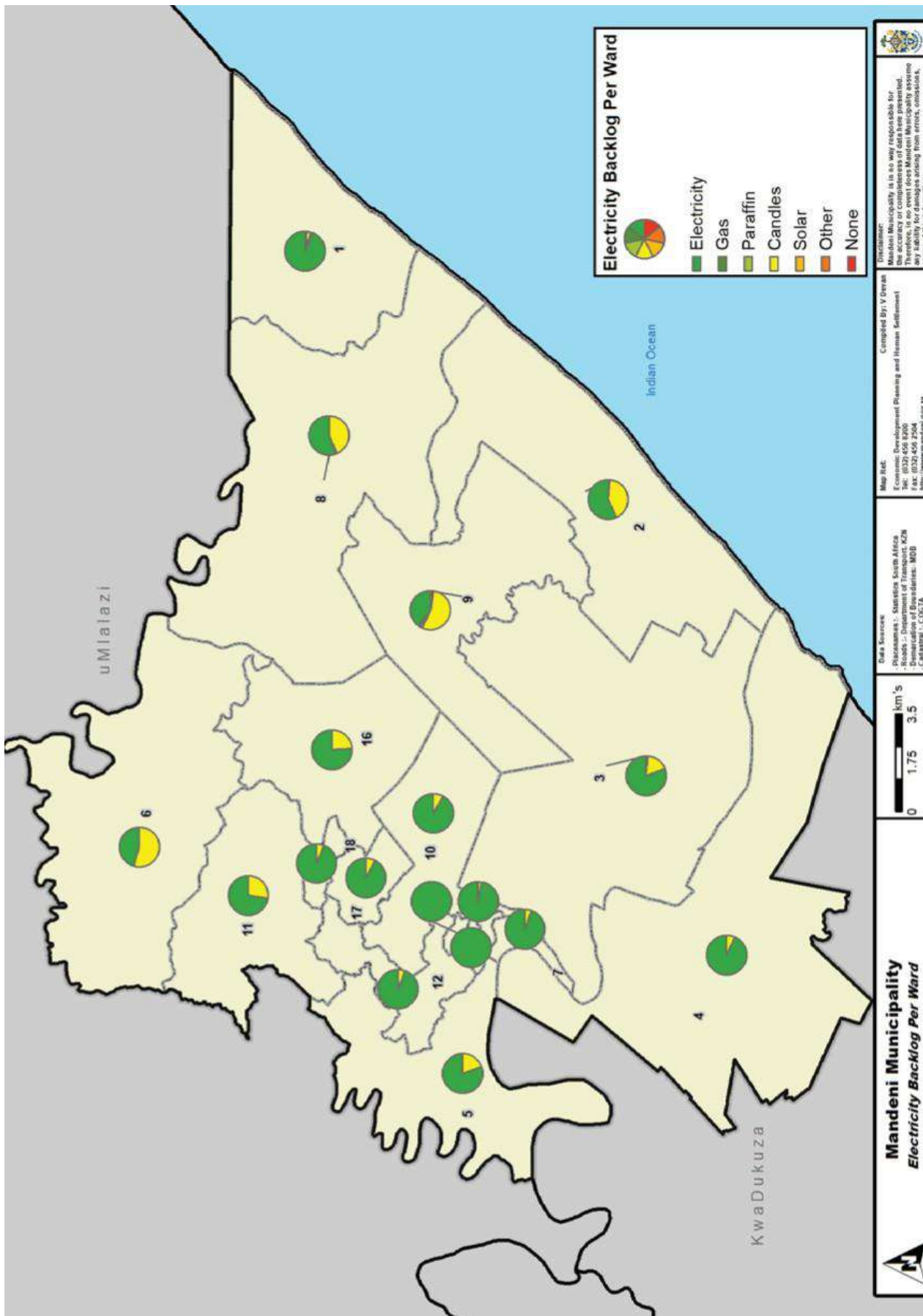
5.4.4. SUMMARY ELECTRIFICATION MUNICIPAL BACKLOGS, NEEDS AND PRIORITIES

MANDENI ELECTRICITY PRIORITY LIST FOR 2017-2022						
WARD NO	PROJECT NAME	PLANNED/COMPLETED	TYPE 1 per hh	TYPE 2 per hh	INEP PROJECT	TOTAL BACKLOG
6	Vutha		5			5
	Nkomidli		5			5
	Skhonyane	1095 INEP,(724-ESKOM)	25			25
	Emdudu		10			10
	Nkwenkwezi					
Total per ward 6	1809					45
10	Mathonsi	[356 (143 & 32 additional INEP) completed], 100 on tender, INEP	150			150
	Canaan			400		400
	Mandeni		50			50
	Mathonsi Creche				30	30
	Emakhandleleni		50			50
Total per ward 10			365			680
9	Kwabambinkunzi			5		5
	Kwangeqeni			10		10
	Mhlubulweni			20		20
	Nyathini	307 & 21 additional, INEP492 INEP				
	Makhwanini					
Total per ward 9				820		35
3	Mangeza	179, INEP				120
	Ifaletu					13
	New Ark			13		
	New life			30		30
	Makhwanini	65		13		13
Total per ward 3				244		176
4	Ezinsimbini	210 (ESKOM infills)	6	7		13
	Ehholo					
	Hlomendlini					
	Isiphekephekeni		10	10		20
	Eighty			30		30
	Emathankini			8		8
	Kwalayini		13	12		25
Total per ward 4			210			91
12	Okhovothi	0	150	120		270
	Shekembuye creche		100	70		170
	Thulas		64	57		121
	Eziwewe		24	70		94
	Endlondlweni			170		170
	Emantungweni		60	120		61
	Ezakheni		35	26		61
	Masomonco		23	80		103
	Emachibini		50	73		123
Total per ward 7			0			330

5.4.4. SUMMARY ELECTRIFICATION MUNICIPAL BACKLOGS, NEEDS AND PRIORITIES

MANDENI ELECTRICITY PRIORITY LIST FOR 2017-2022						
WARD NO	PROJECT NAME	PLANNED/COMPLETED	TYPE 1 per hh	TYPE 2 per hh	INEP PROJECT	TOTAL BACKLOG
1	Mbizimbelo	150 (ESKOM infill)	38	49	15	102
	Nqumtshini		23	17	7	47
	Ngulule		47	13		60
	Dokodweni		48	13	14	61
	Manqqakaza		42	19	4	65
Total per ward 1				150		
17	Ezavutha	61 (ESKOM)	12			12
	Steel window					
	Ensimini		20	10		30
	Nongoma				60	60
	Okhalwini (Sithebe Primary)			10		10
Total per ward 17			61			112
2	Ohwebewde	128 (ESKOM)				0
	Mhlubulweni			30		30
	Sakhesethu					
	Mthaleni					
Total per ward 2			128			30
18	Othini	61 (ESKOM)	7	3	4	4
	Emakhempini		6	5	6	6
	Msunduze			10	7	7
Total per ward 18						48
15	Shekembuye	0	25			25
Total per ward 15			0			25
			TOTAL			4510

Map 18: Spatial Representation of Electrification Backlogs within Mandeni Municipality



54.7. MUNICIPAL CO-ORDINATION OF DEVELOPMENT WITH OTHER SECTOR DEPARTMENTS

The municipality has qualified for Integrated National Electrification Programme 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 Programme at the KZNCOGTA to supplement the programme. 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 Programme.

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.

ILEMBE MTEF ALLOCATION: DEPT. ENERGY

MUNICIPALITY NAME			
Mandeni	6 786	9 000	7 000
KwaDukuza	9 920	10 000	9 000
Ndwedwe	6 000	6 400	8 000
Maphumulo	12 000	6 400	8 000

5.4.8 MANDENI 2021/2022 ELECTRIFICATION PROJECTS

PROJECT NAME			

4.5 ACCESS TO COMMUNITY FACILITIES

4.5.1 COMMUNITY HALLS

As far as the provision of social services and facilities is concerned, there are great disparities and imbalances between the rural/traditional and urban areas/economic core of the municipality. Services and facilities are relatively adequate in the Sundumbili, Mandeni and Tugela areas, whereas the tribal areas indicate severe inadequacies in this regard and communities often have to travel vast distances to access community facilities. Although progress has been made in the development of a variety of community facilities across the municipal area, backlogs are still very high.

The municipality has been able to construct and maintain a total of four community halls, which belong to the municipality. Given that Mandeni is predominately rural, not all wards are able to generate revenue through hiring the halls out for events. Therefore, the maintenance of the rural facilities depends on the municipal budget. The map below indicates the community halls available in Mandeni.

4.5.2 CEMETERIES

The Mandeni Municipality currently does not have a site set aside for a Cemetery. The Community of Mandeni is utilizing areas under the ownership of the Ingonyama Trust for burial services. During the 2020/2021 the Mandeni Municipality appointed a service provider to assist the Municipality with preparing all studies required for a Cemetery development. The process of identifying the best suitable site for a cemetery is currently underway. The service provider was provided with four potential sites and the service provider has been tasked to identify the best suitable site for out of the four sites. The study is estimated to be completed during the 2021/2022 financial year.

4.6. EARLY CHILDHOOD DEVELOPMENT CENTRES

Mandeni Municipality acknowledges that Early Childhood Development (ECD) is a function of local government and not only that of National and Provincial government. It is against this background that Municipality seeks to align and adhere to National and Provincial legislation guiding these as highlighted below:

- **Constitution of SA:** "In terms of the Constitution of the Republic of South Africa, the Municipal Systems Act No. 32 of 2000 and the Children's Act No. 38 of 2005, local government is responsible for:
 - Provision of basic services, including water and sanitation, to communities;
 - Contributing to the realisation of rights set out in the Constitution, including health care services, food and water, and social security;
 - Development of policies and laws governing child care facilities, including child-minder services;
 - Municipal planning and spatial development, including providing and regulating land used for child care facilities and for safe and adequate play and recreation facilities; and Where the provincial Department of Social Development assigns responsibility to municipalities for the provision of partial care services as provided for in section 88 of the Children's Act, No.38 of 2005 then municipalities are responsible for the provision (including the registration, regulation, and monitoring and evaluation for compliance with norms and standards) of partial care and early childhood development programmes that take care of more than six children on behalf of their parents or caregivers for a specific number of hours.

National Development Plan Vision 2030: The National Development Plan's vision is that by 2030, South Africans

Will have universal early childhood education, high-quality schooling, further education and training.

Medium-term Strategic Framework (MTSF): The number one outcome of the current MTSF, as the implementing framework for the National Development Plan, is 1. Quality basic education (which includes ECD)

2035 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) (2016)

Goal 2: Human Resource Development

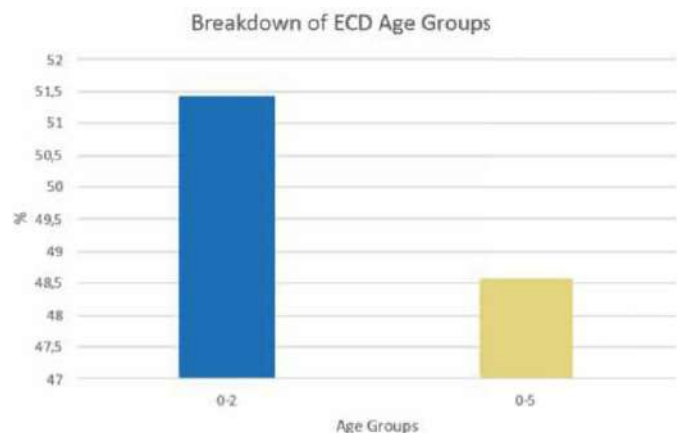
Objective 2.1: Improve early childhood development, primary and secondary education. Strategic objective indicators include Number of ECD facilities adhering to norms and standards. Percentage of children in 0-4 age group accessing ECD facilities

The Kwa Zulu- Natal Provincial Human Resource Development Strategy (2018 – 2045) added another primary indicator of 3-5-year-old children in educational institutions (public and private)

5.6.1. MANDENI EARLY CHILDHOOD CENTRES

According to the 2011 Stats SA Census Mandeni has population of 20 760 of which are children five years and younger. 51% are ages 0-2 and 49 % are ages 3-5. This has been reflected on the figure below:

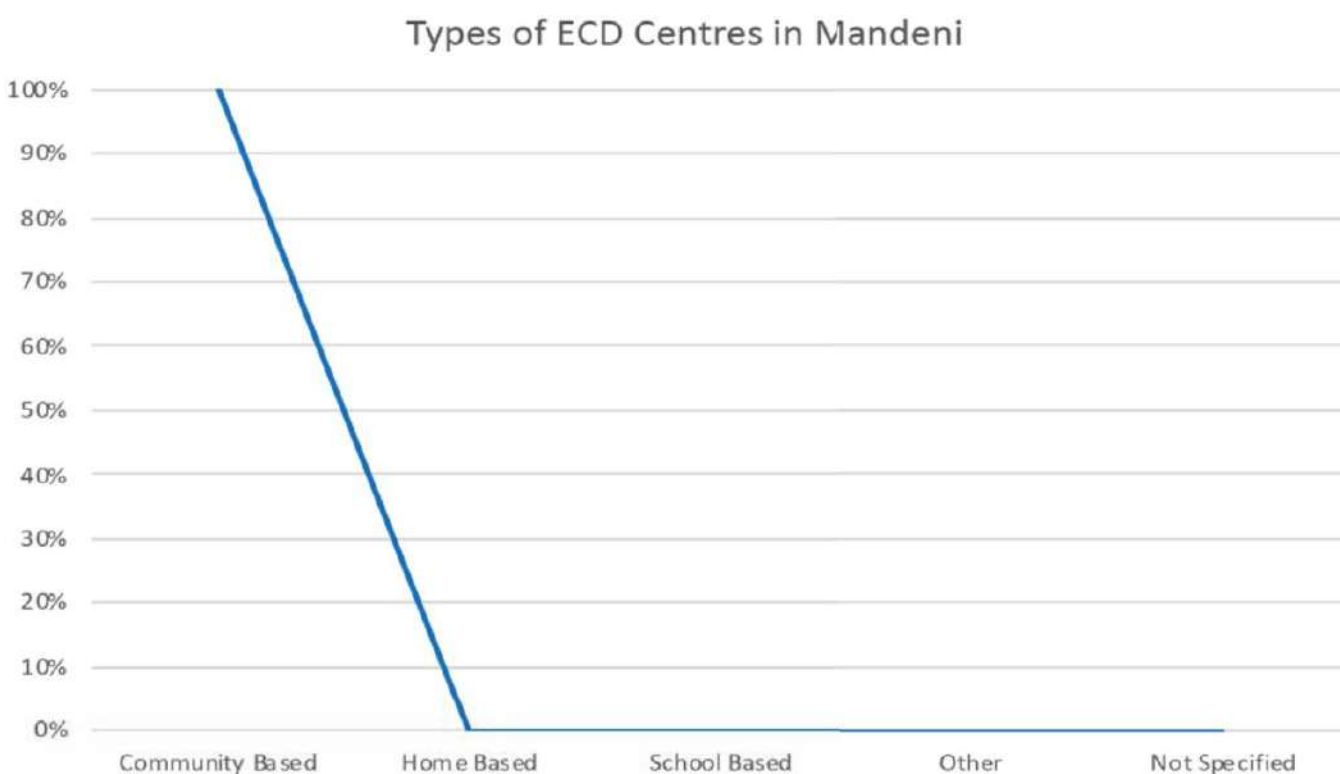
BREAKDOWN OF AGE GROUPS



Source: Stats SA 2011 Census

Mandeni has a total of 3,758 ECD centres, situated at various wards within the municipal area, 60% of which are registered with the Dept. of Social Development and 40% of which are not registered, 11.6% constitute children between the ages 3-5 year, being the centre coverage. The majority of the centres based in the municipal area are community-based where the owner of the centre attains authority to use land from either the municipality or tribal authority depending on where the site is situated. Concerning the funding of centres, the responsibility has been that of the Dept. of Social Development and other private entities such as Tronox Mines. It is noteworthy that Tronox mines committed to fund the construction of the Ingoba Makhosi Creche in central Macambini. Even though Mandeni Municipality play's minimum role in ensuring functioning of centres it still reports against them at the relevant portfolio committee and keeps database of facilities within the municipality.

TYPES OF ECD CENTRE IN MANDENI



Source: Stats SA 2011 Census

The following information indicates Early Childhood Centres in Mandeni with registered with ECD programmes. These centres are fully functional and funded through the Dept. of Social Development.

GEOGRAPHICAL COORDINATES FOR EACH POTENTIAL SITE/PRIORITY WINDOW AREAS:

	NAME OF THE CRÈCHE	OFFICE REF NO:	DEPARTMENT REGISTRATION NO:	ADAPOSTAL ADDRESS AND PHYSICAL ADDRESS	WARD	STATUS
1.	Thandanani Crèche	10/1/8/1DR2 9-04/2011	10/1/8/1/362/1/DR	P.O.Box 10156, Sundumbili 4491 Ireland Section Next to Ikhayalemfundo Primary School	14	Funded
2.	Buhlebesizwe Crèche	10/1/8/1DR2 9-05/2011	10/1/8/1/466/1/DR	P.O.Box 370, Mandeni, 4490 A1325 Dark City Section Next to Mfolozi College	7	Funded
3.	Intuthuko Crèche	10/1/8/1DR2 9-06/2011	10/1/8/1/463/1/DR	P.O.Box 393, Mandeni, 4490 A681 Thokoza Section Next to Mandeni Service Office Umsomuhle Road	15	Funded
4	Inhlansiyolwazi Crèche	10/1/8/1DR2 9-07/2011	10/1/8/1/464/1/DR	P.O.Box 80, Nyoni, 3802 Mhlubulweni Area Next to Gina Tuck shop	2	Funded
5	Sonqoba Crèche	10/1/8/1DR2 9-08/2011	10/1/8/1/465/1/DR	P.O.Box 4540, Sundumbili, 4491 Mhlubulweni Area	2	Funded
6	Siyazama Crèche	10/1/8/1DR2 9-09/2011	10/1/8/1/473/1/DR	P.O. Box 4479, Sundumbili, 4491 B 1993 Chappies Section	14	Funded
7	Zimiseleni Crèche	10/1/8/1DR2 9-10/2011	10/1/8/1/470/1/DR	P.O. Box 3095, Sundumbili, 4491 Isithebe Area Next to Roman, Catholic Church	14	Funded
8	Mathonsi Crèche	10/1/8/1DR2 9-11/2011	10/1/8/1/489/1/DR	P.O.Box 4919, Sundumbili, 4491 Okhovothe Area (Isithebe) Next to Gumede Tuck Shop	10	Funded
9	Evutha Crèche	10/1/8/1DR2 9-12/2011	10/1/8/1/471/1/DR	Private Bag 2114, Nyoni, 3802 Evutha Area Next to Evutha Primary School	6	Funded
10	Isiqalosemfundo Crèche	10/1/8/1DR2 9-13/2011	10/1/8/1/472/1/DR	P.O. Box 4755, Sundumbili, 4491 B2280 Chappies Section	14	Funded
11	Intobeko Crèche	10/1/8/1DR2 9-14/2011	10/1/8/1/474/1/DR	P.O. Box 5191, Sundumbili, 4491 Isithebe Area	16	Funded
12	Yenzokuhle Crèche	10/1/8/1DR2 9-15/2011	10/1/8/1/468/1/DR	P.O.Box 3920, Mandeni, 4490 B268 Ireland Section	13	Funded
13	Yenzokuhle Crèche	10/1/8/1DR2 9-16/2011	10/1/8/1/470/1/DR	P.O.Box 3528, Sundumbili, 4491 Machibini Area	12	Funded
14	Buhlebuyeza Crèche	10/1/8/1DR2 9-16/2011	10/1/8/1/470/1/DR	P.O.Box 66, Nyoni, 3802 D583 Ndulinde Clinic Road	11	Funded
15	Shekembuya Crèche	10/1/8/1DR2 9-18/2011	10/1/8/1/705/1/DR	Endlondlweni area Next to Makhempini ka Sithebe	11	Funded
15	Makhwanini Crèche	10/1/8/1DR2 9-19/2011	10/1/8/1/535/1/DR	Mangethe area Next to Zwane farm	9	Funded
16	Siyakha Crèche	10/1/8/1DR2 9-20/2011	10/1/8/1/538/1/DR	P.O.Box 240, Tugela, 4451	5	Funded
17	Othandweni Crèche	10/1/8/1DR2 9-21/2011	10/1/8/1/538/1/DR	10/1/8/1/538/1/DR	4	Funded

NO	NAME OF THE CRÈCHE	OFFICE REF NO:	DEPARTMENT REGISTRATION NO:	POSTAL ADDRESS AND PHYSICAL ADDRESS	WARD	STATUS
18	Sithandimfundo Crèche	10/1/8/1DR2 9-22/2011	10/1/8/1//1/537/1DR	Macambini Next to Macambini Primary	9	Funded
19	Umbelewantwana Crèche	10/1/8/1DR2 9-24/2011	10/1/8/1/539/1/DR	P.O. Box 3842, Sundumbili, 4491	9	Funded
20	Ndulinde Crèche	10/1/8/1DR2 9-25/2011	10/1/8/1/580/1/DR	P.O.Box 51, Nyoni, 3802	6	Funded
21	Khulunotho Crèche	10/1/8/1DR2 9-26/2011	10/1/8/1/583/1/DR	P.O.Box 4337, Sundumbili, 4491 Isithebe Area	11	Funded
22	Vulingqondo Crèche	10/1/8/1DR2 9-27/2011	10/1/8/1/582/1/DR	Mhlubulweni Macambini Reserve P.O. Box Sundumbili, 4491	09	Funded
23	Sanele Crèche	10/1/8/1DR2 9-23/2011	10/1/8/1/562/1/DR	Ukhovothi Area Next to Makhoba tuck shop	12	Funded

Source: Mandeni Dept. of Social Development: 2017/2018 Database

REGISTERED AS PLACE OF CARE AND REGISTERED ECD PROGRAMME

NO	NAME OF ORGANISATION	PHYSICAL ADDRESS	POSTAL ADDRESS	CONTACT PERSON	WARD	NO OF REGISTERED CHILDREN	PLACE OF OPERATION	STATUS	NPO NO
1.	Siyakhulisa Crèche	Mathonsi Tribal Enembe reserve	P.O. Box 4514 Sundumbili 4491	Hlophe Ncamisile	05	21	Site	Registered unfunded	087-025
2.	Siyasiza Crèche	Hlomendlini area next to Mathankini	P.O. Box 3962 Sundumbili 4491	Zungu S.	4	20	Site	Registered unfunded	104-844
3.	Intando Day Care	Majuba area Next to thunder double story	P.O.Box 4981 Sundumbili 4491	Dlamini Doris	07	36	Site	Registered unfunded	117-469
4.	Sizohambisana Crèche	Dendethu area next to Dlamini Store	Dendethu area next to Dlamini Store	Dlamini G.	5	30	Site	Registered unfunded	098-735
5.	Ezibusisweni Crèche	Masomonco area	P.O. Box 5054 Sundumbili 4491	Mbatha Majuba	12	16	Site	Registered unfunded	088-235
6.	Masithandane Crèche	Masomonco area next to Siyakhula Tuckshop	P.O. Box 4423 Mandeni 4490	Khumalo Lungile	10	20	Site	Registered unfunded	071-486
7.	Bahlebonke Crèche	P.O. Box 145 Sundumbili 4491	Zavutha area NEXT TO Seven Days Church	Sokhulu Goodness	17	61	Site	Registered unfunded	144-169
8.	Luvuyo Edu Care Centre	Luvuyo Educare Centre Mangethe Area Ward 5 P.O.Box 5161 Sundumbili 4491	Mhlubulweni area next to Magwaza bus stop	Khanyile Buyisiwe	2	15	Site	Registered unfunded	039-305

REGISTERED AS PLACE OF CARE AND REGISTERED ECD PROGRAMME

NO	NAME OF ORGANISATION	PHYSICAL ADDRESS	POSTAL ADDRESS	CONTACT PERSON	WARD	NO OF REGISTERED CHILDREN	PLACE OF OPERATION	STATUS	NPO NO
9.	Isithembiso Senkosi Crèche	P.O. Box 378 Gingindlovu 3800	Wangu area in Macambini next to Duba Store	Khanyile Jabulile	02	26	Site	Registered unfunded	130-759
10.	Nkululeko Crèche	P.O. Box 4095 Sundumbili 4491	Mangethe reserve	Shandu Eunice	09	26	Site	Registered unfunded	156-832
11.	Kuhlekonke Crèche	P.O. Box 3578 Sundumbili 4491	Makhempini	Hlengiwe Khuzwayo	11	30	Site	Registered unfunded	105-459
12.	Sinethemba Wetani	P.O. Box 8881 Sundumbili 4491	Wetani	Bukisile Dube	5	55	Site	Registered unfunded	137-828
13.	Honey Bee Crèche	Dendethu (Wetani Area) Next To Nazaret Temple P.O.Box 3530 Sundumbili 4491	Wetani area	Ngubane N.J.	5	25	Home	Registered ECD Programme only	N/A

UNREGISTERED UNFUNDED ECD FACILITIES:

List of Unregistered/Unfunded ECD Facilities in Mandeni

NO	NAME OF ORGANISATION	WARD	NO OF REGISTERED CHILDREN	PLACE OF OPERATION	STATUS	NPO NO
1.	Osizweni Crèche	05	39	Site	Unregistered unfunded	098-142
2.	Siyafunda Crèche	06	72	Site	Unregistered unfunded	082-624
3.	Zamashenge Crèche	13	24	Site	Unregistered unfunded	102-443
4.	Bimbo Pre-school	03	40	Site	Unregistered unfunded	N/A
6.	Gods Messengers Crèche	4	36	Home	Unregistered unfunded	085-064
7.	Isibekezelo Crèche	12	35	Church	Unregistered unfunded	099-436
9.	Jabulani Crèche	16	22	Home	Unregistered unfunded	104-576
10.	Ukuqhakaza KwaDendethu	5	23	Home	Unregistered unfunded	099-374
11.	Vuka Wetane	5	19	Home	Unregistered unfunded	N/A
12.	Zamani Crèche	5	46	Home	Unregistered unfunded	N/A
13.	Izavutha Crèche	16	49	Site	Unregistered unfunded	N/A
16.	Qalakabusha Crèche	4	10	Site	Unregistered unfunded	N/A
18.	Ikhayabantwana Crèche	16	50	Home	Unregistered unfunded	N/A
19.	Siyaqhubeka Crèche	6	19	Hall	Unregistered unfunded	N/A
20.	Amahlubi Crèche	16	28	Home	Unregistered unfunded	N/A
21.	Grace Crèche	10	20	Home	Unregistered unfunded	N/A
23.	Ezakheni Crèche	12	61	Community Hall	Unregistered unfunded	N/A
24.	Qalakahle Crèche	2	16	Church	Unregistered unfunded	N/A
25.	Phembisizwe Crèche	6	15	School	Unregistered unfunded	N/A
26.	Tholulwazi Crèche	4	25	Home	Unregistered unfunded	N/A
27.	Sinethemba Crèche	09	25	Site	Unregistered unfunded	De –registered
28.	Siphosethu Community Crèche	07	15	Home	Unregistered unfunded	130-425
29.	Qalakabusha Crèche	4	10	Site	Unregistered unfunded	N/A

Source: Mandeni Dept. of Social Development 2018/2019 Database

4.7. MUNICIPAL POUND

Section 13. (1) of the National Pound Bill states that a pound may only be established by the following:

- A municipality within its area of jurisdiction;
- A municipal entity;
- A person legally competent to operate a business activity;
- A traditional authority; or
- A municipality within the jurisdiction of another municipality, subject to a written agreement with the other municipality.

In line with section 13 of the National Pound bill, the Mandeni Municipality rendered stray animal management through the outsourced service provide Durban SNAX. The agreement is to provide shelter and care for the Pounded animals as required by the Pound Act. The municipality does not have a designated Municipal Animal Control Officers or Pound Masters; however, this is function is done through the services Provider at Umlalazi Durban Snax Animal Care Pound facility.

5.8 HUMAN SETTLEMENTS

5.8.1 MANDENI MUNICIPALITY CLASSIFIED AS HOUSING DEVELOPER

Mandeni Municipality has been classified as housing developer by the provincial department of Human Settlement, 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 the department. This process was undertaken 2008, hence it has been classified as housing developer.

The municipality has a housing office that constitutes of the Human settlement Manager and Human Settlement officer. In terms of coordinating the implementation of housing project the unit does not have full capacity thus relay in implementing agents to submit monthly progress reports which are thus table at various municipal structures and project steering committees. Housing forum serves as an overall committee chaired by Honourable Mayors to give progress on projects, this takes place on bi-annual basis. The unit is responsible for monitoring 6 implementing agents who act as service providers for the construction of the said housing projects.

5.8.2 HOUSING SECTOR PLAN

A council approved housing sector plan was adopted during the 2015/2016 financial year and is currently being implemented. The municipality is currently undergoing the reviewing of the housing sector plan that will take into consideration the Human Settlements Spatial Master Plan. The housing sector plan is currently being reviewed will be approved by Council in May 2020.

5.8.3 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 reflects 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 belongs to farmers are not utilized for commercial farming practices.

5.8.4 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	1 748
12	1 568	779	1 818	2 597
13	1 354	41	1	42
14	3 033	36	11	47
15	1 681	23	13	36
16	1 316	1 098	1 285	2 383
17	1 561	1 600	643	2 243
Total	26 570	4 964	10 821	

5.8.5. 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	1,500	6,11,16,18	In Packaging/ Feasibility
2	Isithebe Rural	2,000	10,11,12,16,17,18	300 Completed in March 2021
3	Manda Farm	2,000	7	Packaging / Feasibility

5.8.6 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 Slums	Construction		
	1, 2, 8, 9	Macambini	Construction	48 071 520	42 730 240
	11, 12, 16, 17, 18	Isithebe	Construction	47 798 280	47 798 280
Total				95 869 800	90 528 520

5.8.7. 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 on overview of the number of households that will benefit in this project.

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

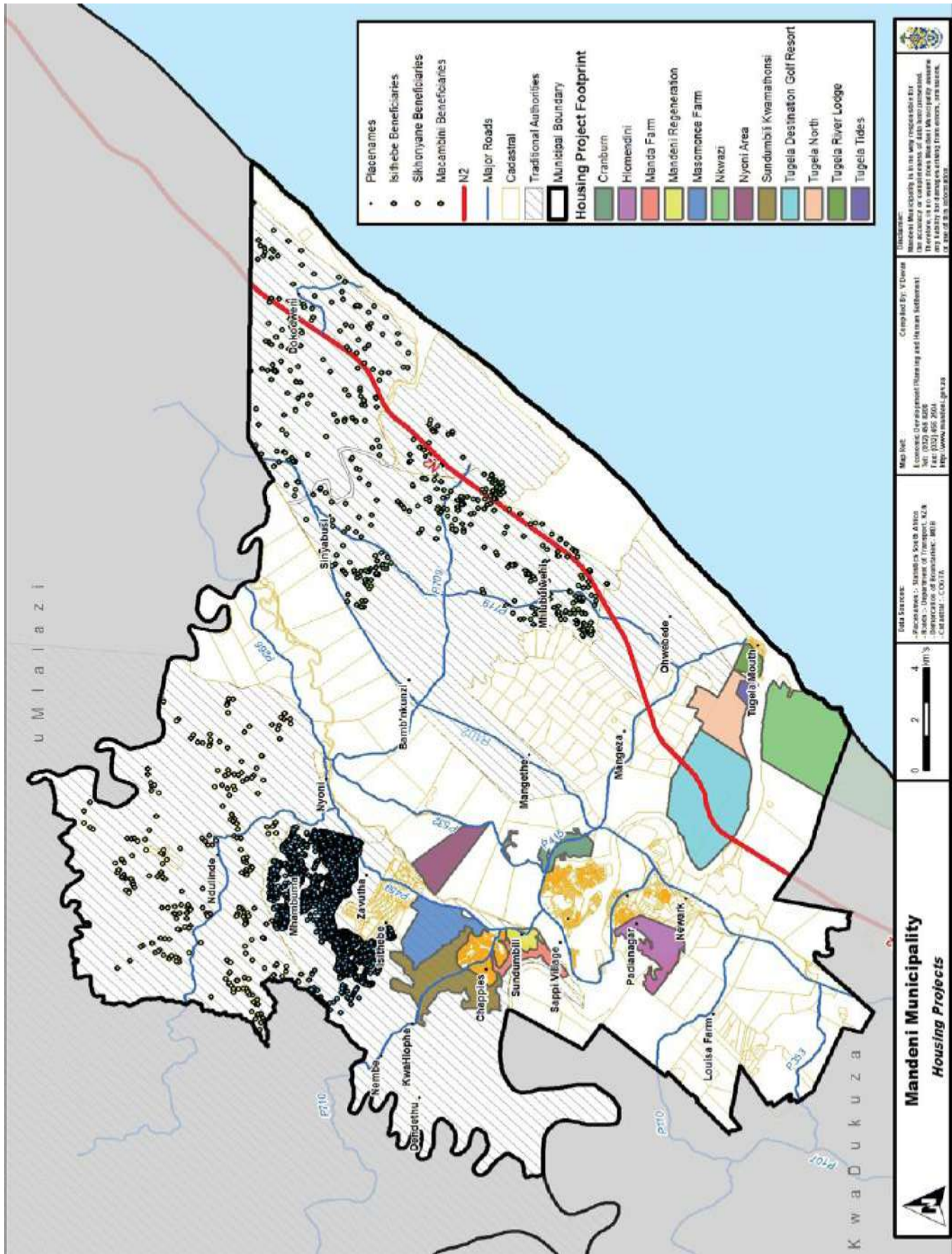
5.8.8. SPECIAL NEEDS HOUSING PROJECTS

The Special Needs Housing Programme 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 programme 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	DSD SL agreement
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

Map 21: Spatial Representation Housing Projects



5.9 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.

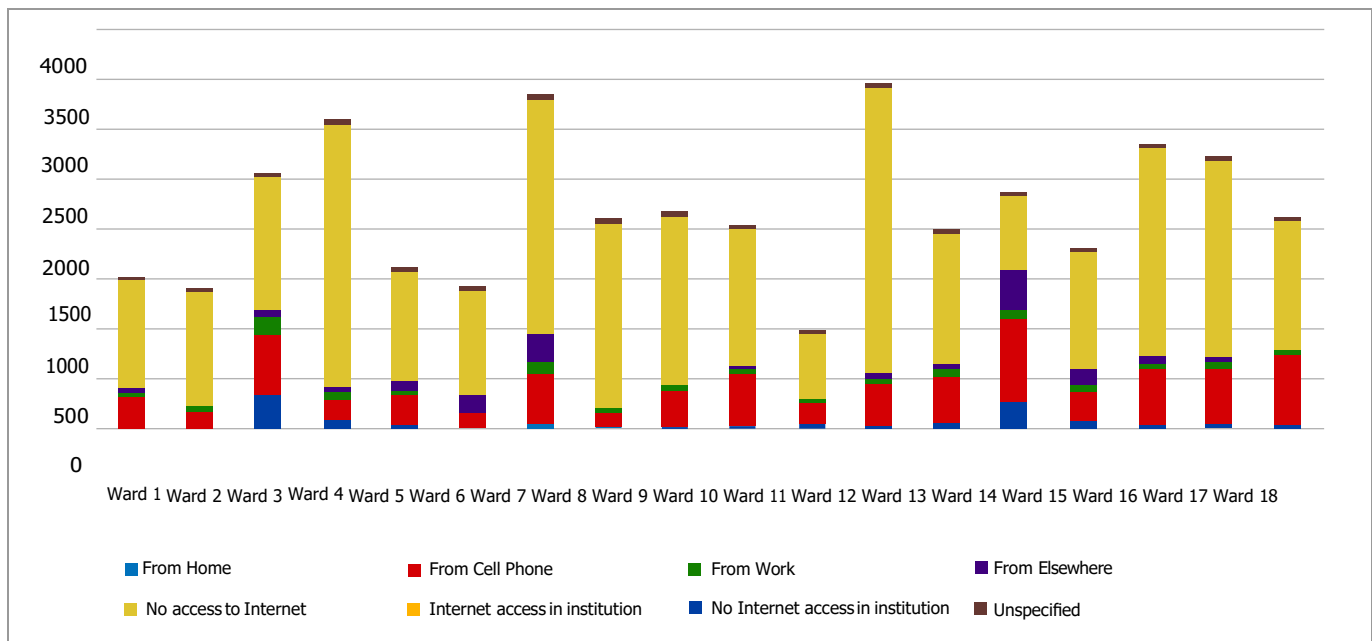
However, the NDP notes that while all South Africans should be able to acquire and use knowledge effectively, the high domestic cost of broadband internet connectivity is a major hindrance. To address this challenge in part, South African government developed a national broadband policy and strategy that was gazette 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:

5.9.1 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 through put.



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 fibre 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 fibre 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 labour, 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

CAPITAL INVESTMENT	AMOUNT IN ZAR
Optic Fibre Cable	57,766,460
Microwave Access	20,136,030
Total CAPEX	77,902,490

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

5.10 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 in achieving goals of the IEC election plan.

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 1859298.18

5.11 SWOT ANALYSIS FOR BASIC SERVICE DELIVERY AND INFRASTRUCTURE

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

6. KPA: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

6.1. 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.

6.1.1. MANDENI MUNICIPALITY LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Mandeni Municipality in collaboration with iLembe Vuthela LED Support, appointed Urban- Econ Development Economists to review the existing Local Economic Development (LED) Strategy which was adopted in 2016.

(A copy of LED Strategy is attached as Annexure M). Local economic development forms part of Mandeni Local Municipality's mandate to create and facilitate the development of the economy, realising the local economic development potential as well as encouraging private sector investment and job creation.

Vuthela LED is a joint initiative of the State Secretariat of Economic Affairs of the Swiss Confederation, the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs, iLembe District Municipality, KwaDukuza and Mandeni Local Municipalities.

This Programme aims to contribute to the improvement of economic future of the District and the quality of life of its inhabitants, through sustainable growth of local economy. The revised strategy will envisage a strategy that is aligned to the updated District Goal and development Plan 2019, and the Provincial Growth and Development Strategy and Plan, implementable at District level and municipal level inclusive of targets and responsibilities once the plan has been prepared it will be adopted by Mandeni Municipal council come May 2020.

6.1.2. STAKEHOLDER PARTICIPATION

Best practice and case studies has proven that an effective LED strategy needs to be developed with full involvement and participation of the target beneficiaries and role players for synergy purposes. This is from the strategy development, programme design and the packaging and implementation of development projects. This approach has the following advantages:

- It provides for a people centred development and helps to ensure sustainability.
- It ensures continuous skills transfer, financial accountability and sustainability.
- It ensures clear articulation of community needs and development priorities
- Greater understanding of projects has potential to lead to ownership of the project and higher level of commitment from the targeted beneficiaries.
- It ensures participatory democracy.

Continuous involvement and participation of the interest groups and other structures in the implementation of the Mandeni LED strategy has been deemed critical for effective implementation and sustainability of projects. Various interactions and communication were undertaken with interested and affected stakeholders such as

- PSC Members
- Farmers Association
- Informal Economy
- COGTA- LED
- And other interested and affected parties

6.2. POLICY/REGULATORY ENVIRONMENT

6.2.1. 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. Annexure N.

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 R 1 417. 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 centres 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.

6.2.2. 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).

6.2.2.1. 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.
- 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.

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.

6.2.3. 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.

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 programmes, designed to achieve the overall economic goals and target.
- The District IPFS would identify priority sectors to benefit from various government and private sector interventions.
- The District IPFS will improve the prioritisation 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 / Specialised Sector Based Incubator, this program will align and coordinate of all existing/planned programmes (Ei Incubator, Youth EntrepreneurS,DTI-ICTE,Umfolozietc);Sourcesuitable 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 TIKZN 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 concepts documents; and Implementation of Business Plan (developed by Isithebe Business Cluster). In a duration of 12 months.

6.3. MUNICIPAL ADOPTION OF EPWP POLICY AS ALIGNED TO PHASE 3

Mandeni Municipality together with the Department of Public Works has implemented three programmes namely; Infrastructure, Social and Environment and Culture. These programmes are efficiently and effectively reported timeously on the EPWP Reporting System. The aim of this strategical long-term programmes is to reduce unemployment and alleviate poverty through the creation of sustainable live hood jobs. The revised policy requires that municipal funded projects (Grass Cutting) set aside percentage indicators for EPWP. To date the municipal has not yet endorsed the revised policy,

INCENTIVE GRANT PROJECTS
Infrastructure (Zibambele) = 229 participants Social Sector (EPWP Life Guards) = 7 participants
EQUITABLE SHARE BUDGET
Environment and Culture Sector (Food for Waste) = 73 Grass Cutting = 110

EPWP Reporting System also include Food For Waste Programme, which is funded through the Equitable share budget (internally). This programme has 73 participants during the 19/20 Financial year which is less by 27 then the 18/19 FY. The exclusion of pensioners on the program has been the main reason why lesser participants have been reported. Recruitment and selection guidelines are properly followed as the Ministerial Determination 4: EPWP, Notice No.347 is implemented since the minimum wage rate is also the part of their stipends.

Good governance in Mandeni Local Municipality is the key mechanism for poverty alleviation efforts and for stimulating the effective implementation of development which reflects institutional development and service delivery through Expanded Public Works Program.

6.3.1. EXPANDED PUBLIC WORKS PROGRAM (EPWP)

The programme' s mandate is "to contribute to development by providing work opportunities to poor and unemployed people in the labor-intensive delivery of public and community assets and services". The municipality will leverage on programmes and projects in all line departments with a view to mainstreaming the EPWP within Council's planning and budgeting processes. The municipality has confirmed its commitment to the EPWP by amending its SCM policy to ensure the following:

- The institutionalization of the EPWP and its alignment with the municipality's Supply Chain Management Policy;
- Each line department of the municipality will participate in the implementation of the EPWP;
- Compliance monitoring in line with the requirements of Department of Public Works and the Auditor General (AG);
- The focus on targeting designated groups such as youth, women and people living with disabilities;

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

Public Body Information	No. Of Planned Projects	No. Of Reported Projects	Work Opportunities		Full Time Equivalent		% Progress	
			Targeted	Achieved	Targeted	Achieved	Wos	FTEs
Mandeni LM	2	2	247	219	117.49	67	88%	57%
KwaDukuza LM	1	1	151	156	63.03	29	103%	48%
Ndwedwe LM	1	1	76	137	87.23	56	180%	64%
Maphumulo LM	1	1	44	47	38.12	16	107%	43%
iLembe DM	1	1	100	153	95.65	40	153%	42%
Total	6	6	621	712	575.57	208	115%	36%

Municipality	Allocation 2019/20 (R'000)	FTEs Target (Dops)	Number of Planned Projects	Number of Projects Registered	Comment on the Project Status
Mandeni	R2,234	167	2	2	Reporting
KwaDukuza	R1,729	224	1	1	Reporting
Ndwedwe	R1,348	134	1	1	Reporting
Maphumulo	R1,325	104	1	1	Reporting
iLembe DM	R 2,019	777	1	1	Reporting
Total	R8,655	1406	6	6	100% validated

Phase 3 Policy

Municipality	Policy in Place	Phase 3 Review by Technical Support	Phase 3 Policy Submitted to Council for Review	Phase 3 Policy Municipality Council Resolutions
Mandeni	Yes	Yes	Yes	Yes
KwaDukuza	Yes	Yes	Yes	Yes
Ndwedwe	Yes	Yes	Yes	Yes
Maphumulo	Yes	Yes	Yes	Yes
iLembe District Municipality	Yes	Yes	Yes	Yes

6.4. 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 utilises both the Valuation Roll and Land Audit data as an inventory of Municipal owned land but not limited to as both also captures privately owned properties/land.

6.5. SMALL MEDIUM MICRO-ENTERPRISES DATABASE

Small Medium Micro Enterprises (SMMEs) represent an important component of the local economy and plays 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 programme, entrepreneurship programme, ABSA Bank initiative and LED Quickwins. 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.

MUNICIPAL SMALL MEDIUM AND MICRO- ENTERPRISES DATABASE			
NAME	SECTOR OF SERVICE	CONTACT PERSON	PHYSICAL ADDRESS
Andile B. Building and Contract	Construction and Trading	Andile	Mandeni
Angisizwamuntu Contracting and trading	Construction and Trading	Siyanda Ngema	Sundumbili
Asamkele Contracting and Trading enterprise	Construction and Trading	Lindiwe Masuku	Mandeni
Dlamuka and Gwala Contracting and Trading	Construction and Trading	S.Dlamuka	Temple Road
GC Kabs Contracting and Trading	Construction and Trading	Gcinumuzi Christopher	Mandeni

6.5.1. 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	Ndimma 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-pirpose	Lindiwe Zibisi
1	Siyazama Projects	Sebenzile Dube

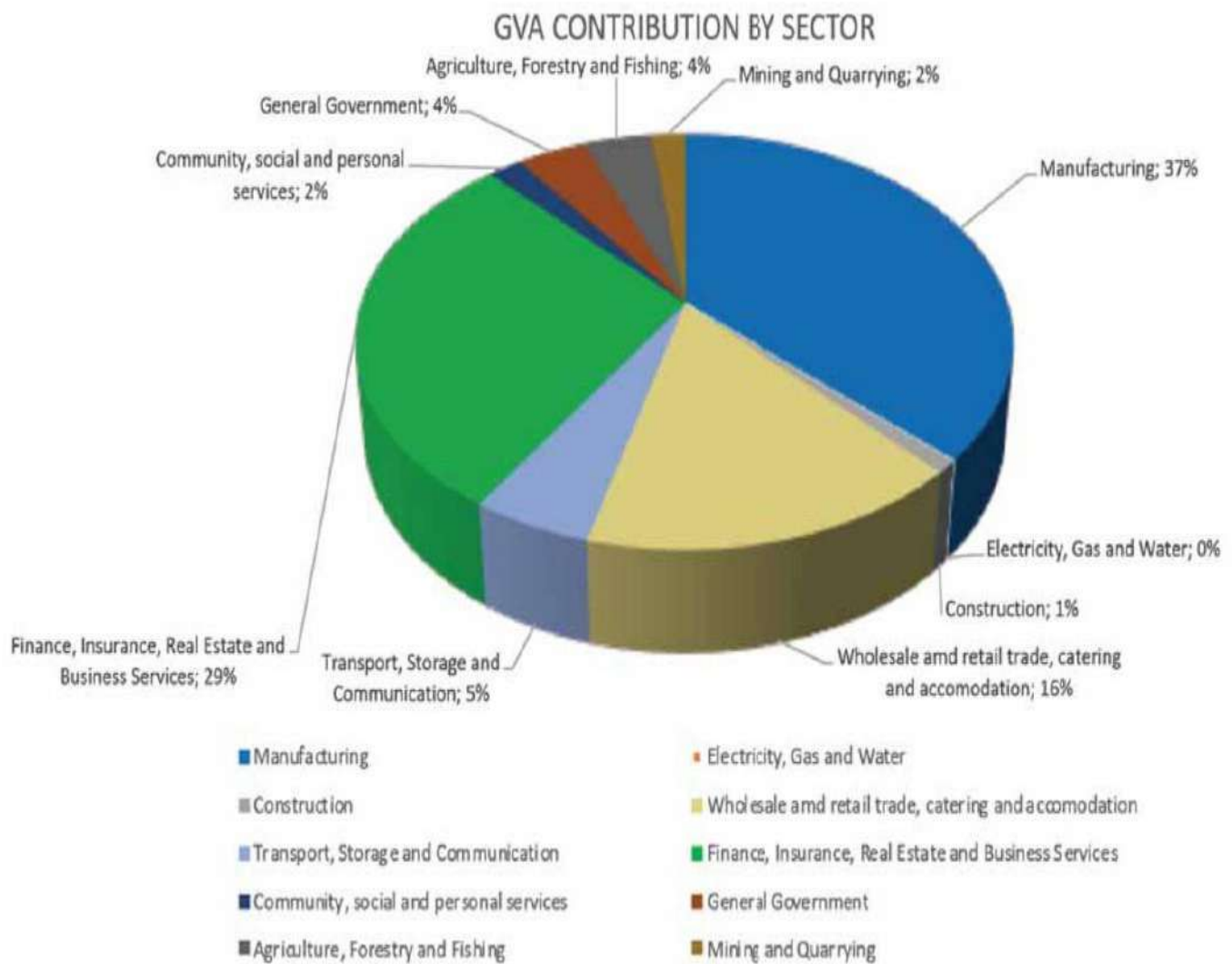
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The table indicates iLembe District IG Funded Projects from Quarter 1 to 3. This performance is marked against other municipalities in the District.

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 toeconomic growth	In partnership with SEDA and Mandeni Umfolozi FET offer capacity building programmes for cooperatives, informal traders and SMMEs.
Environmental Sustainability	Expand the application of Green Technologies	Mandeni in the process of implementing the renewable energy hub at Isithebe Estate.
		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 LEDkey sectors (Agriculture, Tourism)

6.7. KEY ECONOMIC DRIVERS

The Mandeni Municipality economic sector is characterised 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 summarises the sectors contribution to the Mandeni's Gross Value Added (GVA).



Source: Calculation based on Quantec data, 2013

6.7.1 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 harbour 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 globalised 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 labour-intensive nature, employment generation is an important benefit of this industry, particularly for women workers who often comprise a large proportion of the manufacturing labour force. It is estimated that 24 000 workers account for an output of approximately R4 billion in KwaZulu-Natal. For those firms seeking assistance in export market penetration, several government programmes 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 2016

TABLE SHOWING GROWTH IN PERCENTAGES PER SECTOR

INDUSTRY	NUMBER	%
Total	27 886.78	100
Agriculture, forestry and fishing	1 071.665	3.84
Mining and quarrying	301.3812	1.08
Electricity, gas and water	8.89915	0.03
Construction [SIC: 5]	609.71	2.19
Wholesale and retail trade, catering and	7 160.496	25.68
Transport, storage and communication	796.8299	2.86
Finance, insurance, real estate and business services	6 349.034	22.77
Community, social and personal services	2 529.07	9.07
General government	1569.818	5.63

Source: Mandeni LED Strategy 2016

The manufacturing sector in Mandeni Municipality is based in Isithebe. The Isithebe Industrial Estate is managed by Ithala, and the estate manager and 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 of HIV/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 investors midway between the important import and export facilities offered by Durban and Richards Bay. Isithebe is well-run and provides a solid operating environment. 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 harbour 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 globalised 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;

6.8. 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 summarised 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 aqua culture 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	
STATUS QUO	CHALLENGES	RISKS
<p>LEVEL OF SERVICE A) Business Development b) Investment attraction and Trade Promotion</p> <p>CAPACITY 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</p> <p>PARTNERSHIPS 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</p> <p>CURRENT PROGRAMMES/ PROJECTS a) RASET b) EPWP c) NDPG d) Agripak e) Zibambele f) Operation Phakisa g) Bulk Buying</p>	<ul style="list-style-type: none"> • Limited financial resources for project interventions including the disaster relief for affected businesses • Absence of a functional Business Forum • Limited co-operation between the municipality and Mandeni & Partners in respect of tourism related matters <p>LOCAL EMPLOYMENT CONSTRAINTS Skills produced at local level does not matched to skills requirement by manufacturing sector in the area.</p>	<ul style="list-style-type: none"> • Limited culture of entrepreneurship • Limited capacity of emerging entrepreneurs • High cost of electricity and rental space in particularly in Isithebe Industrial Estate • Weakening tax base • Aging infrastructure • Lack of affordable housing • Limited space in the industrial area for additional expansion. • Loss of employment opportunities due to living of investors in the area • Impact on the tourism marketing potential of the destination due to extensive loss of natural vegetation • Impact of the rebuild of Mandeni regarding the lack of construction related skills

ECONOMIC DEVELOPMENT PROPOSED INTERVENTIONS	DELIVERABLES	TIME FRAMES	TARGETS
Business Development	<p>SMME Training Programme with a focus on the following skills:</p> <ul style="list-style-type: none"> • Basic Business Skills <ul style="list-style-type: none"> • Business Concept & Business • Plan Development • Tender Training • Basic Business Finance • Basic Computer Literacy • SMME Incubator Programme phase • SMMEs and Cooperatives business • Start-ups funding 	2021/2022	<ul style="list-style-type: none"> • SMME Training Programme Schedule • Assist 30 SMME incubators • Host SMME/BUSINESS FAIR • SMME Business one stop centre
Identification of catalyst economic opportunities	<ul style="list-style-type: none"> • Mandeni CBD Revitalization project • ICT & Tech-enabled business • Industrial/Manufacturing • Facilitate Township Economy • Facilitate economic inclusion through tourism related initiatives • Film Industry Opportunities 	2021/2022	<ul style="list-style-type: none"> • Upgrading CBD of Mandeni Town • Broadband connectivity • Increase in GGP, employment & new business sales in Construction Sector & Finance and Services Sector • Unlocking Tourism economic Potential of Ngwenya Nature Reserve • Film Industry Opportunities
Expanded Public Works Programme	<ul style="list-style-type: none"> • Business Plan submission for EPWP • Job creation opportunities for external projects. Skills Development and skills needs assessment • EPWP Data capturing and data verification • EPWP Grant Expenditure report • EPWP compliance 	2021/2022	<ul style="list-style-type: none"> • Spend EPWP Grant funding allocation
Private Sector Development	<ul style="list-style-type: none"> • Construction permits • Property Registration 	2021/2022	<ul style="list-style-type: none"> • Setting up systems to simplify, quicken and make more accessible the process of construction permits, • Introduce a simpler, more accessible and cheaper methods for registering transactions
Building Inclusive Growth through strategy economic sectors.	<ul style="list-style-type: none"> • Improve resource efficiency • Renewal Energy Hub 	2021/2022	<ul style="list-style-type: none"> • Inclusive growth through the green economy.

6.10. LED PROJECTS FOR 2020/2021 FINANCIAL YEAR

WARD NO:	PROJECT NAME	SOURCE OF FUNDING	BUDGET
All wards	Implement SMME and Cooperative Support Programme	Municipal own budget	R1 000 000.00
All wards	Entrepreneur support programme to promote radical economic 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 30 to 50 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.

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.

6.10.2. 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.

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

VUTHELA PROGRAMME ACTIVITIES

COMPONENT	PROJECT ACTIVITIES
1 Public Finance Management (PFM)	<ul style="list-style-type: none"> • Single Indigent Register for all Municipalities within iLembe District • Development Charges Policy, Systems and Implementation • Data Cleansing for KDM, IDM and MDM • Budget Management Training for all Municipalities within iLembe District • Revenue Policy Review and Revenue Enhancement Strategies • SCM Skills audit • SCM Policy review and capacitation programme • Asset Management Training • Councillor Capacitation • Audit and Risk Management • Procurement Management
2 Municipal Infrastructure (MI)	<ul style="list-style-type: none"> • Operations and Maintenance Plans • Capacity building and training • Scoping of Asset managementsystems • Water and Sanitation Master Plan • Electricity Master Plan • Integrated Waste Management Plan • SCADA and control room for electrical services management • Infrastructure Growth and Development Plan • Concession contract review Green infrastructure and Green Procurement • Regional Customer care.

3	Partnerships and Co-ordination (PC)	<ul style="list-style-type: none"> • Review and alignment of LED Strategies • Local Economic Development Institutional Mapping • Institutional Assessment and strengthening of iLembe Enterprise • iLembe Growth and Development Strategy
	Building Inclusive Growth (BIG)	<ul style="list-style-type: none"> • Inclusive Growth through the Green Economy • Scoping for other sectors with inclusive growth potential and relevant projects

6.11 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 local economy of Mandeni.

6.12 MANDENI KEY NATURAL ASSETS/RESOURCES

NATURAL RESOURCE	USAGE OF THE NATURAL RESOURCES / ASSETS	CONTRIBUTION TOWARDS LOCAL ECONOMIC DEVELOPMENT 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

6.13. KEY ECONOMIC PLAYERS IDENTIFIED/STRONG OR WEAK NETWORKS IDENTIFIED AND ANALYSED

6.13.1. 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,
- Facilitating funding and government support.

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),

- Production Incentive (PI),
- 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.

6.13.1.2. 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.

6.13.1.3. 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.

6.13.1.4. 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), Afrikaanse Handelsinstitute, 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.

6.14 PROVINCIAL ROLEPLAYERS

6.14.1. 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 products¹⁸. 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 investors with applications for business permits;
- 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.

6.14.2. 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.

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.

6.15. 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.

6.15.1. BUSINESS CHAMBERS

There is only one 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.

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.

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

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

LEVELS	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 specialised 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

6.1.6 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 centres such as District Enterprise iLembe, which further second them to national and provincial exhibitions.

6.1.7. 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 programme with the Department of Education.

6.18. 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 programme 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 programme.

- 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 optimising 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.

6.18.1 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 favours the use of local businesses, services and goods, as well as a policy on emerging contractor development, embarked on a programme (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 programme.

The municipality adopted Contractor Development Programme (CDP) strategy to unlock growth constraints, to develop sustainable contracting capacity and to elevate enterprise development of previously disadvantaged individuals. During 2018/2019 financial year the municipality has assisted four (4) local contractors who participated on the project of municipal sidewalks constructions. The programme created twenty (20) job opportunities which was a plus to the municipality on curbing unemployment.

6.19. 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 programme which is aimed to lowering the costs of sales for local small-scale traders. This programme will allow local small-scale traders to be 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.

6.20 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.

6.21 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.

SUMMARY OF ROLE PLAYERS

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

6.22 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

BELOW ARE THE FARMERS WHICH ARE CURRENTLY IN EI SDBIP 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	

6.23. 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 programme 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 the project will might be prolonged further.

6.25 GREEN ECONOMY INITIATIVES

The green economy is defined as an economy that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities.

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 recognises 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 Programmes to grow the Green Economy Sector in the Region. The aim of the Waste Recycling Programmes is to establish the private sector component and to create opportunities in private / public cooperation with one of the focuses on job creation.

6.26. 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 co-ordinator 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 co-ordinated 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 Organisation (CTO) sub-committee to deal with tourism related development issues.
- Business Forum – deals with emerging entrepreneurs and SMMEs
- Agriculture Forum- deals with agriculture projects and programmes 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.

6.28 CORONA VIRUS 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.

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.

1. 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.

2. 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 Programme 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.

3. 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.

4. 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.

5. 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.

6. HUMAN SETTLEMENT DEVELOPMENT

- Project: - Eradication of Inyoni Informal Settlement.
- Project: - Sanitisation of Manda Farm and Isithebe Informal settlements.

Rationale

De-densification of informal settlement to slow the spread of COVID-19. We need to prioritise the eradication of Inyoni informal settlements.

Sanitization of Manda Farm and Isithebe Informal settlements will be critical projects that will assist to protect those at risk from the coronavirus.

6.28 SWOT ANALYSIS USED AS THE ANALYSIS TOOL TO ASSESS THE LOCAL ECONOMY? (IF NOT, INDICATE ANOTHER ANALYTICAL TOOL USED)

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

6.28.1 SUMMARISED LED SWOT ANALYSIS

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

6.29 SOCIAL DEVELOPMENT ANALYSIS

TOP 3 NEEDS AND PRIORITIES PER WARD REFLECTED

WARD NO.	TOP 3 PRIORITIES IDENTIFIED
1	<ul style="list-style-type: none"> • Water • Tar roads • Sport Fields
2	<ul style="list-style-type: none"> • Housing • Library • Access to clean water
3	<ul style="list-style-type: none"> • Rehabilitation of roads • Crime prevention operations • Housing
4	<ul style="list-style-type: none"> • Police station • Secondary School • Library
5	<ul style="list-style-type: none"> • Infrastructural development • Water and Sanitation • Housing & Electricity
6	<ul style="list-style-type: none"> • Bulk Water Supply Housing- Phase II Project • Bridges: At the areas where learners and community members pass when they need to access vital services. • Especially at Vutha and Amatigulu rivers.
7	<ul style="list-style-type: none"> • Housing • Water • Library
8	<ul style="list-style-type: none"> • Housing • Electricity • Access to water
9	<ul style="list-style-type: none"> • Maintenance of access roads • Maintenance of stand pipes • Youth employment
10	<ul style="list-style-type: none"> • Maintenance of access roads • Maintenance of stand pipes • Youth employment • Sport field
11	<ul style="list-style-type: none"> • Repairing of local access roads • Provision of sports field • Mobile library • Youth employment
12	<ul style="list-style-type: none"> • Housing • Youth development programs and projects • Maintenance of existing infrastructure
13	<ul style="list-style-type: none"> • Housing • Crime Prevention Campaigns • Poverty Eradication Programs
14	<ul style="list-style-type: none"> • Economic opportunities • Community Hall • Access roads
15	<ul style="list-style-type: none"> • Employment • Land for housing development • Maintenance of Road and Strom water systems
16	<ul style="list-style-type: none"> • Water and Sanitation • Access roads • Economic opportunity
17	<ul style="list-style-type: none"> • Housing • Water and Sanitation • Access roads
18	<ul style="list-style-type: none"> • Water and Sanitation • Housing • Job opportunity

ANALYSIS OF HEALTH SECTOR

Mandeni sub district is supported by 1 Community Health Centre and 7 Primary health clinics namely:

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

Sundumbili and Isithebe operate 24 hours a day. All other clinics offer an afterhours service by operating on an on-call basis whereby nurses are called after hours if a patient presents at the facility. As at the end of December 2017 we had a total of 19200 patients on ARVs. Our major challenges are meeting targets for circumcision and immunisation.

6.30 MORTALITY RATE

6.30.1 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 programmes are implemented. The Community Health Analysis of the Health sectors. Worker Programme 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 programmes, e.g. CCMT, HCT and PMTCT.

6.30.2 INFANT MORTALITY

There is 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%. Ndwedwe 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 immunisation coverage and measles immunisation coverage.
- Increase access to medical facilities (clinics and hospitals).
- Raising awareness of Pneumonia.

6.30.2 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 2019/2020.

6.31 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.

6.32 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 programme was to combine, organise and facilitate safety risk management in conjunction with SAPS and the municipality. The programme 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 Councillors
- 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 Councillor; 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 organisation(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 councillor, 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 councillor is responsible for the convening of ward meetings where ward safety crime issues are tabled discussed. The ward councillors are responsible for electing and submitting full particulars of the elected ward safety members. The collation of this information is usually finalised 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 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.

6.33 ANALYSIS OF COMMUNITY DEVELOPMENT: VULNERABLE AND DISABLED GROUPS DEVELOPMENT OF PEOPLE WITH DISABILITIES

The Terms of Reference for the Mandeni PWDs Forum were established in 2009. In the same year, the Committee tasked with the handling of PWD issues was elected. This has led to the launch of the PDW Forum on 23 October 2015. The Office of the Premier often requests District delegates to join commemoration of the annual event relating to this group, which is usually observed on 3 December 2017. Some disabilities require a special modified transport, which is costly. This then often makes it impossible to provide as many programmes as are required by PWDs. Attempts to mainstream and advocate for PWDs are currently being addressed. For instance, the post of the Focal person to deal with disabilities has been included in the proposed organogram. This position will consider a person with disabilities as the preferred candidate.

6.34 DEVELOPMENT OF THE ELDERLY

There are no Terms of Reference in place at the moment. Elderly people are involved in the annual Golden Games. These games are coordinated by the Mandeni Senior Citizens Caring Club, which was launched in 2013. Sports kits have been donated by the DSR for these particular programs.

6.35 DEVELOPMENT OF WOMEN

A Women's Desk is existing but not yet fully functional. The women activities and celebrations are managed and monitored under the Office of the MM. The work of the Gender desk is monitored through a Women's Caucus Sub-Committee Portfolio after which it reports to the Special Programs Portfolio Committee. Currently we use the National Policy on Gender and Women Empowerment as amended and we are currently in the process of drafting the strategy thereof.

6.36 MANDENI DISABILITY SUMMITS

The Mandeni Municipality is the most active of all the iLembe sub-districts. It is no wonder that it was chosen as the JICA's DEM Pilot Project as intimated above under programs for the vulnerable groups sub-topic. Mandeni has the highest representation of Disability in the Ward Committees as required by COGTA: of the 18 wards, at least 12 are disabled representatives. A highest number of them are affiliated under the DPSA organization. The Disability sector members participate very often in dialogues and community structures to ensure such people are reached with specific programs to empower them.

6.37 SUMMARY OF 2020 VULNERABLE GROUPS' ACTIVITIES

No	DATE	ACTIVITY	RESPONSIBILITY	VENUE
1	May 2020	PWD Forum Launch	All Wards	Sibusisiwe Hall
2	July 2020	MLM Golden Games	All Wards	Ngcedomhlophe
3	26 July 2020	District G Games	All Lms	kwaMaphumulo
4	6 September 2020	Royal Reed Dance	Province	ENyokeni Royal Res
5	12 Sept 2020	Prov G Games	All DistrictsTownship	Ugu District
6	9 Oct 2020	ECDs Learn and Play	Wards	Ngcedomhlophe
7	Nov 2020	Isithebe wards	Isithebe Wards	Makhemini Hall
8	9 Dec 2020	PWD Xmas	PWDs	Sibusisiwe hall
9	16 Dec 2020	Elderly	Sen Citizens	Mangqakaza Hall

6.38 PROGRAMMES AND PLANS TO RESPOND TO NEEDS OF VULNERABLE GROUPS

The Municipality through the Special Programmes Section, under the Office of the Municipal Manager is dealing with issues of all vulnerable groups across the board. People with disabilities are part of such groupings. As such we have successfully launched a PWD Forum and currently work with the forum on PWD programmes. About 10 young people with disability have been submitted by the Municipality to CoGTA to benefit from a learnership programme in Business Management in December 2016. An additional two young people with disability were also submitted to the Department of Public Works for the Business Management learnership as well. The Municipality is in the process of developing a Skills Audit in Mandeni to align the industry needs and the supply of skills through TVET colleges as part of creating jobs.

6.39 MANDENI SENIOR CITIZENS

The Mandeni elderly are well taken care of by Municipality. In March 2020, a Mandeni Senior Citizens Forum will be launched. It is from this Forum that the Elderly Desk will be established as required by both the Office of the Premier and the Department of corporative Governance and Traditional Affairs. The Senior Citizens have a variety of activities which include the Golden Games from Local selections to National levels of eliminations, Celebration of International Day of Older Persons and their Senior Citizens Parliament. Municipality also stages the Christmas Party for the Elderly.

6.40 SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTH	
<ul style="list-style-type: none"> • Skilled and talented people born in Mandeni. • Youth make up 60% of the population. • Viable industrial area. Plans and strategies are in place. • Community structures in place e.g., ward committees, WACs and LACs, etc. • Almost all wards have housing projects. 	<ul style="list-style-type: none"> • Municipality is 95% rural and has a large indigent population. • Very little revenue; culture of non-payment is rife due to political influence. • Lack of synergy between traditional and political leadership. • Lack of health facilities, especially hospitals, and social facilities (sports fields). • Reliance on grant funding. • Shortage of land, e.g., cemetery and emerging businesses.
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Situated along the coast, warm pristine beaches, i.e. Tugela Mouth and Dokodweni. • Situated between the two economic hubs of Durban and Richards Bay. • Available railway mode of transport is being revived. 	<ul style="list-style-type: none"> • Downsizing of SAPPI through retrenchment. • Drug and substance abuse lead to social ills (rape). • Taxi violence that endangers people's lives, thus causing an unstable economy. • Lack of fire and emergency services.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSES

8.1. 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.

8.1.1 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.

CUSTOMER IMPACT: if we put on the Batho Pele Principle into practice, we then increase the chances of improvement in our service delivery. This in turn will have a positive impact on our customers. It is about how 9 principles link together to show how we have improved our overall service delivery. Here we look at the benefit we have given our customers, both internally and externally.

LEADERSHIP AND STRATEGIC DIRECTION: Our leaders must create an atmosphere that allows for creativity. Management must ensure that goals are set and that planning is done in an effective and efficient manner.

8.1.2. BATHO PELE POLICY AND PROCEDURE MANUAL

Mandeni Municipality is has developed its Batho Pele policy. The Policy will be tabled to Council in May 2021 for final approval aim of the policy will be to outline what makes an organisation more effective in delivering the services to the public and complying with the principle of Batho Pele as well. It will also serve as a comprehensive and systematic process to manage the implementation of Batho Pele Principles. The policy will further enable the municipality to be Batho Pele compliant and infused with reinforcing values, norms and beliefs strongly focused on public beneficiaries of their services.

8.1.3. BATHO PELE SERVICE DELIVERY CHARTER

The Mandeni Municipality will also develop a service delivery charter that will describe the general mandate and responsibilities of the municipality. The services that are provided for by the municipality will prioritise as the requirements of the standard service delivery charter. The public will be involved, notices on the local newspaper and furthermore, through war rooms at all levels. Power and functions of the municipality will clearly be defined and the standard will be linked to objectives and strategies of the municipality. Standards will have been developed in a smart way that will enable performance to be easily measured and reported on.

The municipal standards will be clear in terms of timelines and awareness will be conducted in order to familiarise the community about them.

8.2. 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.

8.3. ROLL-OUT OF OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe (OSS) is a flagship programme spearheaded by the Office of the Premier. At the local municipal level is championed by the Mayor, while at ward level the Ward Councillors are the Champions. The programme 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 programme called: 'Sibahle Siyazethemba' Uniform Distribution Programme 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 lev

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 programme to win the community support; we are working with Councillors as well as the Ward Committees on this programme.

The following is the functionality report of War Rooms as of 01 March 2020:

FULLY FUNCTIONAL	FUNCTIONAL	POORLY FUNCTIONAL	NON-FUNCTIONAL
01, 02, 04, 12, 1515	05, 06, 07, 08,09,10, 16	03, 13, 14, 17, 18	0

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 Councillors. 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 mobilise our organised 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 organising 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.

8.4. 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' centres 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.

During the 1st Quarter of the Municipal Financial Year (2018-2019), CoGTA undertook an assessment of the IGR Structures within the District. The analysis of the Assessments included the following:

The next schedule of our LTT meetings is as follows:

IGR STRUCTURES	ESTABLISHED	FUNCTIONAL
Mayors Forum	YES	YES
Municipal Managers Forum	YES	YES
Finance Forum	YES	YES
Corporate Services	YES	YES
Planning and Development	YES	YES
Infrastructure	YES	NO
Communications	YES	YES

8.4.1. PLANNING AND DEVELOPMENT FORUM

- The Planning and Development Forum, although established and functional, must ensure that it:
- Meets at least four times a year
- Process matters related Policy Implementation, Service Delivery, Development Planning, Coherent Strategy and Performance Plans
- Discuss issues on the strategic agenda
- Submit reports to Technical Services/Municipal Managers Forum
- Propose recommendations/resolutions for adoption and approval by the Municipal Managers and Mayors Forum respectively.

Structures will be monitored in line with the Terms of Reference by the supporting Business Unit within CoGTA, namely IGR Business Unit. Non-functionality of Forums will be escalated for the attention of the Mayor (Local and District Municipality) and CoGTA (Head of Department and MEC)

8.4.2. NATIONAL AND PROVINCIAL IGR STRUCTURES

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) establishes a state that supports interaction and co-operation between the three spheres of government on a continuous basis and therefore provides a set of principles to direct the manner and quality of those interactions. The Mandeni Municipality is also committed in ensuring continuous interactions with all spheres of government by ensuring participation in all the existing national and provincial IGR structures namely:

- Premiers co-ordinating forum
- Munimec
- Technical Munimec

8.4.3. FUNCTIONALITY OF WARD COMMITTEES

Currently, Mandeni Municipality comprises 18 wards that have fully functional Ward Committees. They all serve on various municipal forums, Sports, Housing, IDP Representative, Business Forum, Transport and LED forums which enhances strong community participation in all municipal programmes. The Ward Committees are highly functional and receive substantial out-of-pocket stipends an amount of R900 per month. Performance and monitoring of ward committees is over-seen by public participation office, where each ward committee submits sectorial reports together with minutes on a monthly basis.

8.4.4. 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 Councillors who are within tribal communities also attend and participate in the tribal authority meetings. There is also a consistency in consultation and engagement with Traditional Leaders on issues of development

8.4.5. IDP STEERING COMMITTEE

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,
- To consider and comment on the inputs the consultants, study teams, task departments and service providers,
- 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

8.5. PUBLIC PARTICIPATION ANALYSIS

The Public Participation and Communication Unit ensures that public meetings are attended by community members by assisting councillors with mobilisation and administrative support. Each ward councillor holds a public meeting at least once a quarter.

The municipality formulated a programme with ward numbers, dates, time and venues for public meetings in relation to the IDP review. The programme included stakeholders such as the business community and ratepayers. All the stakeholders were engaged on the IDP review, and the Budget and Performance Management System in terms of KPAs and KPIs. At the end of this process, IDP representative forum meeting resolutions were passed after participation by relevant sector departments and NGOs. All the meetings were successful, with meaningful public participation.

8.6 TOP MANAGEMENT COMMITTEE (TOP MANCO)

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.

8.6.1. 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.

8.7. INTERNAL AUDIT UNIT

Internal Audit is made up of a single individual reporting to the CAE. The MPAC officer who assists in performing certain basic audits and the risk officer who assists in the Performance Management audits assists this individual Ms Mpume Luthuli in her functions. The internal audit unit is also supported by service providers namely SGB Consulting.

The unit has a fully developed internal audit charter that was reviewed by the audit committee and approved by council. The unit also currently has fully developed audit procedures that are used to ensure that audits remain constant. The unit also has a developed three-year rolling internal audit plan that considered the need for basic service delivery audits. The audit committee approved this rolling plan and progress is reported on quarterly.

The unit has in the past years successfully tabled all audit reports to the audit committee and ensured that all follow up reports were responded to by management. It has also re-viewed the Auditor General Action Plan as well as the Auditor

General Dashboard report as well as served as an independent conduit between the Auditor General and Management. The internal audit has a good working relationship with the audit committee and management and reports to audit committee quarterly and briefs management and senior management via the TOP MANCO AND MANCO structures on a frequent basis.

The 2019/2020 year of assessment has proved very trying on the internal audit unit with the increase legislative requirements coupled with the implementation of MSCOA and the reduced budget available to perform audits however this is being mitigated with the support of the IT unit at the municipality and with the unit seeking assistance to further internal audit and IT qualifications.

The following areas were reported to the Audit Committee in the 2019/2020 financial year of assessment:

- Annual Financial Statements review
- Annual Performance Report Review
- GRAP Checklist compliance report
- MSCOA report on compliance
- Payroll
- Budget and Treasury
- Fixed Assets
- Loss Control
- Revenue
- Human Resources
- Risk Management
- Fraud and Anti-Corruption

The 3rd quarter report to council will cover the following areas:

- EPWP – Zibambele and Food for waste
- Bank and Cash
- Fleet Management
- Project Assurance
- Performance information and PMS
- AG Action Plan follow up and Dashboard
- Accounting Procedures and Practices

8.7.1 ENTERPRISE RISK MANAGEMENT (ERM)

The provision of Section 62 (1)(c) (i) of the Municipal Finance Management Act (Act Number 56 of 2003) stipulates that the Accounting Officer of the Municipality is responsible for managing the financial administration of the municipality and must for this purpose take all responsible steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. There is a functional risk management unit within the municipality and has one dedicated staff member Mr S Manqele who has been performing the duties. The District Risk Management Forum also ably supports the unit, which meets on a quarterly basis to discuss risk and fraud related issues. The unit also has an automated risk system for the development and recording of risks known as CURA and has both an approved ERM Policy and Framework.

The 2020/2021 risk register was developed in conjunction with management and stakeholders and received input from Audit Committee and the Municipal Public Accounts Committee (MPAC). The session was held over two days whereby each department was asked to develop and present their top risks and this was then amended and included in the final risk register, which was subsequently tabled to the audit committee and risk committee. The unit has also developed an MSCOA specific risk register for 2020/2021 in line with the requirements of Provincial Treasury and in the current year this matter is still being followed up. Both risk registers are monitored on a quarterly basis and then tabled to the risk committee who prepares a special report to audit committee on risk matters who in turn report risk issues to and Council. This risk

registers also help in the formation of the three-year internal audit rolling plan and as such is a working document that is constantly reviewed and revised.

8.7.2 RISK REGISTER, ANTI-FRAUD AND ANTI-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 subsequently tabled to council for adoption and is currently being applied. The Anti-Fraud Strategy is attached as Annexure K and the Risk Register is attached as Annexure J.

8.7.3 RISK MANAGEMENT COMMITTEE

The Risk Management Committee is fully functional. Members of the Risk Committee include:

Municipal Manager
 Director: Technical Services
 Director: Economic Development and Planning
 Director: Community Services and Public Safety
 Director: Corporate Services
 Chief Financial Officer
 Ex officio Chief Audit Executive
 Risk officer
 Portia Nzimakwe (Chairperson)

The risk committee reports to the audit committee on a bi-annual basis.

8.8 ESTABLISHMENT OF BID COMMITTEES

BIDCOMMITTEE	LEGISLATIVE REFERENCE	MEMBERS OF THE BIDCOMMITTEE
Bid Specification Committee	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"> 1. Manager LED 2. Manager IT 3. SCM Practitioner 4. PMU Manager 5. Manager Revenue (Chairperson) 6. Manager Youth

<p>Bid Evaluation Committee</p>	<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 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"> 1. Manager Community Services 2. Manager Civil, Operations and Maintenance (Chairperson). 3. SCM Practitioner 4. Finance Intern 5. Manager IDP and Planning 6. Manager Traffic and Public safety
<p>Bid Evaluation Committee</p>	<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 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"> 1. CFO (Chairperson) 2. Director Corporate Services 3. Director EDPHS 4. Director Technical Services 5. SCM Practitioner

8.9. 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 03rd August 2016 and consisted of the following members:

Name of member

Cllr. N.T Shandu

Cllr. A.M Gwala

Cllr. S.RMdletshe

Cllr T.P Shandu (Chairperson)

The MPAC committee held its first induction process in-house by the Internal Audit and MPAC office during October 2016. During this process they were introduced to the charter and guidelines of the MPAC and thereafter held its first official meeting in December 2016. 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 also ensured that bi annual reports are tabled at council with 2 reports tabled in 2019/2020 and a further report tabled in January 2020.

The MPAC has a fully developed MPAC charter that was workshopped to all MPAC members and councillors. 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 was last held in February 2020 with the support of COGTA

The MPAC be provided with a specific budget to undertake investigations and to review unauthorised, Irregular, Fruitless and Wasteful Expenditure
MPAC meetings are given priority by all management

8.10. 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
- Local Labor Forum
- Infrastructure development and Technical Services Portfolio

8.11. GOOD GOVERNANCE SWOT ANALYSIS

STRENGTHS	STRENGTHS
<ul style="list-style-type: none"> • Strategic location along the N2 national and provincial corridor and R102, which both serve as trade 	<ul style="list-style-type: none"> • Environmental degradation and scattered settlement pattern.
<ul style="list-style-type: none"> • Appropriately qualified and experienced senior managers. 	<ul style="list-style-type: none"> • Gaps in the financial management systems and supply chain resulting in qualified audit
<ul style="list-style-type: none"> • Astute, energetic and visionary political leadership. 	<ul style="list-style-type: none"> • Lack of capacity to look after staff in need/distress
<ul style="list-style-type: none"> • Political stability. 	<ul style="list-style-type: none"> • Events-based structure of program for vulnerable groups.
<ul style="list-style-type: none"> • Most administrative systems and procedures are in place. 	<ul style="list-style-type: none"> • Lack of detailed spatial and development planning in
<ul style="list-style-type: none"> • Relatively well-developed IDP. 	<ul style="list-style-type: none"> • High unemployment, income poverty and functional illiteracy
<ul style="list-style-type: none"> • Well-developed internal audit and risk management functions 	<ul style="list-style-type: none"> • Distant location of Mandeni Town from the N2 corridor.
<ul style="list-style-type: none"> • Well-developed internal audit and risk management functions 	<ul style="list-style-type: none"> • Poor access to Information and Communication Technology in the rural parts of Mandeni.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • N2 national development corridor and the R102, which both serve as trade routes. 	<ul style="list-style-type: none"> • Unpredictable weather conditions.
<ul style="list-style-type: none"> • Strategic support from the National and Provincial governments for various 	<ul style="list-style-type: none"> • Slow growth of the national economy.
<ul style="list-style-type: none"> • Economic development in KwaDukuza and Mhlathuze LMs. 	
<ul style="list-style-type: none"> • Heritage route and the historical role of Mandeni in the formation of the Zulu nation. 	<ul style="list-style-type: none"> • Access to finance.
<ul style="list-style-type: none"> • Coastal tourism and associated coastal management initiatives. 	

<ul style="list-style-type: none"> • IGR structures coordinated by the iLembe District Municipality. 	<ul style="list-style-type: none"> • Investors' perceptions of Mandeni
<ul style="list-style-type: none"> • iLembe Green Hub Initiative. 	<ul style="list-style-type: none"> • Poor alignment with neighboring municipalities
<ul style="list-style-type: none"> • iLembe Enterprise Development, which facilitates local economic development. 	<ul style="list-style-type: none"> • Densification of unplanned settlements
<ul style="list-style-type: none"> • Good financial management and reporting systems and procedures. 	

8.12. WARD-BASED PLANS

When the concept started there was a general understanding that it was a planning function and, therefore, it should be dealt with in the planning department. Only recently that a consensus has been reached at the Provincial Public Participation Forum, that in fact Community Based Planning is and should be dealt with under the Public Participation Section.

We have since embarked on the development of such plans. To date we have successfully finalized Ward Based Planning in accordance with the new template for 16 of 18 wards. Priorities of the ward-based plans are aligned to priorities of IDP capital projects.

8.13. LAND USE MANAGEMENT: IMPLEMENTATION OF SPLUMA

The Spatial Planning and Land Use Management Act was assented to by the President of the Republic in August 2013. The Act provides a framework for spatial planning and land use management. It essentially reinforces the provisions of the Constitution by ensuring that the function of planning, particularly decision-making relating to development applications, vests with municipalities.

The implications are that all Local Municipalities have to establish Municipal Planning Tribunal (MPT) structures and relevant delegations need to be adopted. Appropriately qualified staff must also be nominated and appointed in the MPT, and procedures to ensure compliance with the Act must be put in place (Bylaw). Both the Joint MPT (Ndwedwe,

Maphumulo, and Mandeni) and the MPT (KwaDukuza) are made up of internal and external members specializing in different fields relating to engineering, Town Planning, law and others that are relevant.

8.13.1. CATEGORISATION OF APPLICATIONS

In terms of section 35(3) of SPLUMA, a municipality must, in order to determine land use and land development applications within its municipal area, categories development applications to be considered by an official and those to be referred to the Municipal Planning Tribunal. Accordingly, all participating municipalities have opted for schedule 5 of the SPLUMA Regulations. Moreover, the provisions of Authorized Officers and Municipal Development Administrators have been committed.

8.13.2. APPEAL AUTHORITY

In terms of Section 51 of SPLUMA, Municipalities are required to decide on the composition of their appeal authority whether it be the Executive Committee or an appointed external body. Accordingly, Mandeni, Maphumulo and Ndwedwe LM have resolved to utilize their Executive Committees. KwaDukuza LM has opted to have two Appeal Authorities, the Executive Committee (EXCO) as well as a body comprised of external members only to deal with appeals when the EXCO is unavailable.

The table below provides a summarized assessment of municipal progress in the implementation of SPLUMA as follows:

STATE OF MUNICIPAL SPLUMA READINESS

MUNICIPALITY	FUNCTIONALITY OF J/MPT	BYLAW	DELEGATIONS
Mandeni	The Service Level Agreement was finalized and advertised. The JMPT is functional.	Published in the KZN Provincial Gazette No. 1562, 4 December 2015	Adopted
Maphumulo		Published in the KZN Gazette No. 1563, 4 December 2015	Adopted
Ndwedwe		Published in the KZN Provincial	Adopted
	22/09/2015	Gazette No. 1467, 13 August 2015	Adopted

8.14. KEY CHALLENGES

KEY ISSUES	DESCRIPTION
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
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 co-ordinated 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.
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	
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

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	
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 councilors.
Employee wellness program.	The municipality does not have a sufficient capacity to implement an effective employee
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	
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.	
LOCAL ECONOMIC	
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

KEY ISSUES	DESCRIPTION
LOCAL ECONOMIC DEVELOPMENT (CONT.)	
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.
BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT	
Poor condition of roads.	Lack of rural access roads.
Housing backlog.	Potholes on roads.
	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 2019

In November 2019, the Mandeni Local municipality conducted its Council strategic planning session at Mtubatuba. The session was two-pronged, firstly it aimed at establishing the progress made in the achievement of the targets identified during the 2016 strategic planning session in Drakensberg. Secondly it aimed at identifying program and projects to be implemented in the remaining period of the council term of office.

Consequently, the session amongst other things, looked into the status quo, review of the strategic direction and then identify program and projects to be implemented in the coming financial year and the remainder of the council term of office. This would also assist the municipality in the development of its performance management system. In order to have an effective performance management system, it is appropriate to ensure that the municipal strategic direction is well designed to enable the development of SMART performance indicators and targets thus the process of developing the performance management plans should begin with the review of the municipal strategic direction.

Therefore, the strategic planning session was generally intended to provide Council and Staff with common focus, priorities, outcomes and direction to be pursued over the remaining period. In achieving that, the following objectives were identified for the Mandeni Council 2019 Strategic Plan:

- a) To conduct a municipal environmental scan, assessing municipal service delivery commitments, capabilities and performance, and review municipal organogram
- b) To review the municipal vision, mission, short- and long-term objectives and strategic direction;
- c) To identify organizational challenges, conduct organizational environmental scan;
- d) To develop a program of action to be implemented during the next financial year.

The three-day session was also attended by the traditional authorities within the Mandeni Municipal area. The Mandeni Municipality is committed in consultation and engagement with Traditional Leaders on issues of development and service delivery.

At the session, Council resolved that the current Vision and Mission of the Municipality is still in line with its strategic direction and therefore will not be amended.

The Council further deliberated on the current Municipality long term objectives and strategies and resolved that not to amend the objectives and strategies but instead develop critical interventions that the Municipality will be focusing on during the remainder of the Council term. The detailed Council critical interventions framework is attached as appendix iii.

ALIGNMENT OF OUTCOME 9, BACK TO BASIC WITH MUNICIPAL STRATEGIC ISSUES

NATIONAL KPA's	OUTCOMES 9	BACK TO BASIC	MANDENI STRATEGIC ISSUES
Basic Infrastructure and Service Delivery	Improved Access to Basic Services	Service Delivery: Creating Conditions for Decent Living	<ul style="list-style-type: none"> • Electricity • Access to roads and stormwater • Telecommunications • Community and public facilities • Solid waste disposal Housing • Land use management systems
Local Economic Development	Local Economic Development Implemented and Cooperatives Supported	Service Delivery	<ul style="list-style-type: none"> • Local Economic Development • Tourism Planning • Agricultural Development • Cooperatives and SMMEs • Public Private Partnerships • Business Support and Development
Community Services and Social Development	Community Work Program Implemented and Cooperatives Supported	Good Governance and Public Participation	<ul style="list-style-type: none"> • Education • Health • Social Security • Community Safety • Disaster Management • Gender, youth and people with disabilities • Sports and Recreation • HIV and Aids • Community and Public Facilities • Land Reform • Environmental Sustainability • Arts and Culture • Cemeteries and Crematoria
Municipal Financial Viability and Management	Improved Municipal Financial and Administrative Capability	Sound Financial Management	<ul style="list-style-type: none"> • Revenue Enhancement • Expenditure Control • Financial Management • Budgeting and Reporting
Municipal Institutional Development and Transformation	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	<ul style="list-style-type: none"> • Batho Pele • Performance Management • Human Resources • Information Technology • Administration

ALIGNMENT OF OUTCOME 9, BACK TO BASIC WITH MUNICIPAL STRATEGIC ISSUES...cont

Municipal Institutional Development and Transformation	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	<ul style="list-style-type: none"> • Integrated Development Planning • Policy Development • Public Participation • Internal Audit • Anti-Corruption Strategy
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ALIGNMENT OF OUTCOME 9, BACK TO BASIC WITH MUNICIPAL STRATEGIC ISSUES...cont

IDPREF	KEY PERFORMANCE AREA	MLM STRATEGIC OBJECTIVE	RESPONSIBLE DEPARTMENT		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
GGPP 01	Good Governance Public Participation	To Foster A Culture Of Community Involvement And Good Governance In The Affairs Of The Municipality	2.3 Ensure A Participative, Transparent And Accountable Governance	2.3.1 Improve The Public Participation Processes	Community Services
GGPP 02					0 MM
GGPP 03				2.3.1 Improve The Public Participation Processes	0 MM
GGPP 04				2.3.3 Ensure Functional Municipal Structures	Corporate Services
GGPP 05 Transformation					Office of the MM
IDPREF	KEY PERFORMANCE AREA	GOALS	MLM STRATEGIC OBJECTIVE	STRATEGIES	RESPONSIBLE DEPARTMENT
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT					
BSD 01	Basic Service Delivery And Infrastructure Development	Providing equal access to high-quality, sustainable basic infrastructure and services	1.1. To improve access to basic services	1.1.1. Facilitate the reduction of water and sanitation service backlogs.	TSD
BSD 03				1.1.2 Facilitate access to electricity for all targeted households	TSD
BSD 04				1.1.3 Reduce the road and stormwater infrastructure backlog, and maintain the existing infrastructure assets	TSD
BSD 05				1.1.4 Facilitate the reduction of the housing backlog	TSD
BSD 18				1.1.5 Provide efficient wastecollection and management service to all targeted households	TSD

BSD 19				1.1.6 Maintain a functional Infrastructure Development Programme Steering Committee (IDProgSC)	TSD
BSD 22				1.1.7 To prepare a 3-year capital infrastructure funding plan	TSD
FINANCIAL VIABILITY AND MANAGEMENT					
FVM 01	Financial Viability And Management	To Develop A Sustainable And Efficient Municipality, Based On Sound Financial Management	2.2 Ensure A Financially-Viable Municipality.	2.2.1 Improve The Audit Opinion	OMM
FVM 03				2.2.2 Ensure IDP-Aligned Financial Planning	BTO
FVM 04				2.2.3 Effectively And Efficiently Manage The Expenditure Of The Municipality	BTO
FVM 09				2.2.4 Manage And Increase The Municipal Revenue Base	BTO
FVM 13				2.2.5 Ensure that the Municipality acquires goods and services in terms of supply-chain regulations.	BTO
FVM 14				2.2.6 Ensure Constant And Accurate Financial Reporting.	BTO
FVM 15					BTO
CSD 01	Local Economic Development	Providing and facilitating access to social services and facilities.	5.1 Ensure That Our People Have Access To Community Facilities And Services	5.1.1 Provide Library Services And 5.1.2 Facilitate The Provision Of New Community Facilities	CSPS
CSD 02			5.2 Aspire To A Healthy, Safe, And Crime-Free Area	5.2.1 Facilitate The Provision Of Community Health Facilities	CSPS
CSD 03					CSPS

IDPREF	KEY PERFORMANCE AREA	GOALS	MLM STRATEGIC OBJECTIVE	STRATEGIES	RESPONSIBLE DEPARTMENT
FINANCIAL VIABILITY AND MANAGEMENT					
				5.2.2 Ensure The Municipality Contributes To HIV / Aids	
CSD 04				5.2.3 Improve On Road Safety	CSPS
CSD 05				5.2.4 Ensure The Municipality Contributes To Community Safety	CSPS
CSD 06				5.3.2 Design And Implement Sports, Arts, And Heritage Celebration Programme	CSPS

ALIGNMENT OF OUTCOME 9, BACK TO BASIC WITH MUNICIPAL STRATEGIC ISSUES

IDPREF	KEY PERFORMANCE AREA	GOALS	MLM STRATEGIC OBJECTIVE	STRATEGIES	RESPONSIBLE DEPARTMENT
LOCAL ECONOMIC DEVELOPMENT					
LED 01	Local Economic Development	3. Promoting And Facilitating Human Development	3.1.1 Improve The Community Skills Base	5.3.2 Design And Implement Sports, Arts, And Heritage Celebration Programme	EDPHS
LED 03				3.1.2 Ensure the empowerment of youth, women, and people living with disabilities	EDPHS
LED 04	Local Economic Development	4. Facilitate the Creation Of Job Opportunities	4.1 Facilitating the Creation Of Employment Opportunities For Skilled And Employable People	4.1.1 Implement the EPWP Programme	EDPHS
LED 06				4.1.2 Strategically Plan for The Local Economic Development	EDPHS
				4.1.3 Facilitate the Implementation of the CWP	EDPHS
LED 07				4.1.4 Co-ordinate the Fight Against Poverty	EDPHS
				4.1.5 Unlock the Agricultural Potential	EDPHS
				4.1.6 Promote the Manufacturing Sector Activities	EDPHS
				4.1.7 Facilitate SMME Development	EDPHS
	4.1.8 Promote Mandeni To Be A Tourist Destination.	EDPHS			

ALIGNMENT OF OUTCOME 9, BACK TO BASIC WITH MUNICIPAL STRATEGIC ISSUES

IDPREF	KEY PERFORMANCE AREA	GOALS	MLM STRATEGIC OBJECTIVE	STRATEGIES	RESPONSIBLE DEPARTMENT
LOCAL ECONOMIC DEVELOPMENT					
LED 01	Local Economic Development	3. Promoting And Facilitating Human Development	3.1.1 Improve The Community Skills Base	5.3.2 Design And Implement Sports, Arts, And Heritage Celebration Programme	EDPHS
LED 03				3.1.2 Ensure the empowerment of youth, women, and people living with disabilities	EDPHS
LED 04	Local Economic Development	4. Facilitate The Creation Of Job Opportunities	4.1 Facilitating The Creation Of Employment Opportunities For Skilled And Employable People	4.1.1 Implement The EPWP Programme	EDPHS
LED 06				4.1.2 Strategically Plan For The Local Economic Development	EDPHS
				4.1.3 Facilitate The Implementation Of The CWP	EDPHS
LED 07				4.1.4 Co-ordinate The Fight Against Poverty	EDPHS
				4.1.5 Unlock The Agricultural Potential	EDPHS
				4.1.6 Promote the Manufacturing Sector Activities	EDPHS
				4.1.7 Facilitate SMME Development	EDPHS
				4.1.8 Promote Mandeni To Be A Tourist Destination.	EDPHS

ALIGNMENT OF OUTCOME 9, BACK TO BASIC WITH MUNICIPAL STRATEGIC ISSUES

IDPREF	KEY PERFORMANCE AREA	GOALS	MLM STRATEGIC OBJECTIVE	STRATEGIES	RESPONSIBLE DEPARTMENT
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					
IDT 01	Municipal Institutional Development And Transformation	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	CSD
IDT 02				2.1.2 Ensure Effective And Efficient Human Resource Management	CSD
IDT 03				2.1.3 Ensure Effective And Efficient Human Resource Development	CSD
IDT 04				2.1.4 Improve Performance	CSD
IDT 05				2.1.5 Improve Information Technology And Document Management Systems	CSD
IDT 06				2.1.6 Improve On Customer Care	CSD
IDT 07				2.1.7 Maintain and Improve Municipal Buildings And Assets	CSD
SPATIAL RATIONAL AND ENVIRONMENTAL (BACK TO BASICS –CROSS CUTTING MEASURES					
SDF 01	Spatial Rational And Environmental Management	Promoting And Facilitating Environmental Protection, And Sustainable Spatial Planning.	6.1 Realise A Completely Protected Environment	6.1.1 Improve Community Awareness On Environmental Protection 6.1.2 Implement the Coastal Management Plan.	CSD
SDF 02			6.2 Facilitate a creation of a disaster-ready community	6.2.1 Develop and Adopt The Disaster Management Plan; And 6.2.2 Create Community Disaster Awareness.	
SDF 03			6.3 Ensure an integrated and aligned development planning	6.3.1 Implement the SDF 6.3.2 Implement the Dokodweni Local Area Development Plan 6.3.3 Implement the Tugela Mouth Local Area Development Plan;	EDPHS

CHAPTER E:

STRATEGIC MAPPING

10. ENVIRONMENTALLY SENSITIVE AREAS

The Biodiversity Priority Conservation Areas are identified by the Department of Agriculture and Environmental Affairs.

A significantly large portion of the Municipality is classified as Biodiversity Priority.

These areas are situated in the general area northwest of the N2 national route, and include commercial agricultural areas, as well as rural Tribal Authority Areas. 100% of the transformed areas are situated between the R102 and the P459, as well as the southernmost boundary of the Municipality. Land use within these areas consist of commercial sugarcane farming activities.

Further, there are four (4) formal conservation areas in the municipality:

- The Harold Johnson Conservation Area
- The Amatikulu Conservation Area
- The Red Hill Conservation Area (Managed as part of the Amatikulu CA)
- The Ingwenya Conservation A

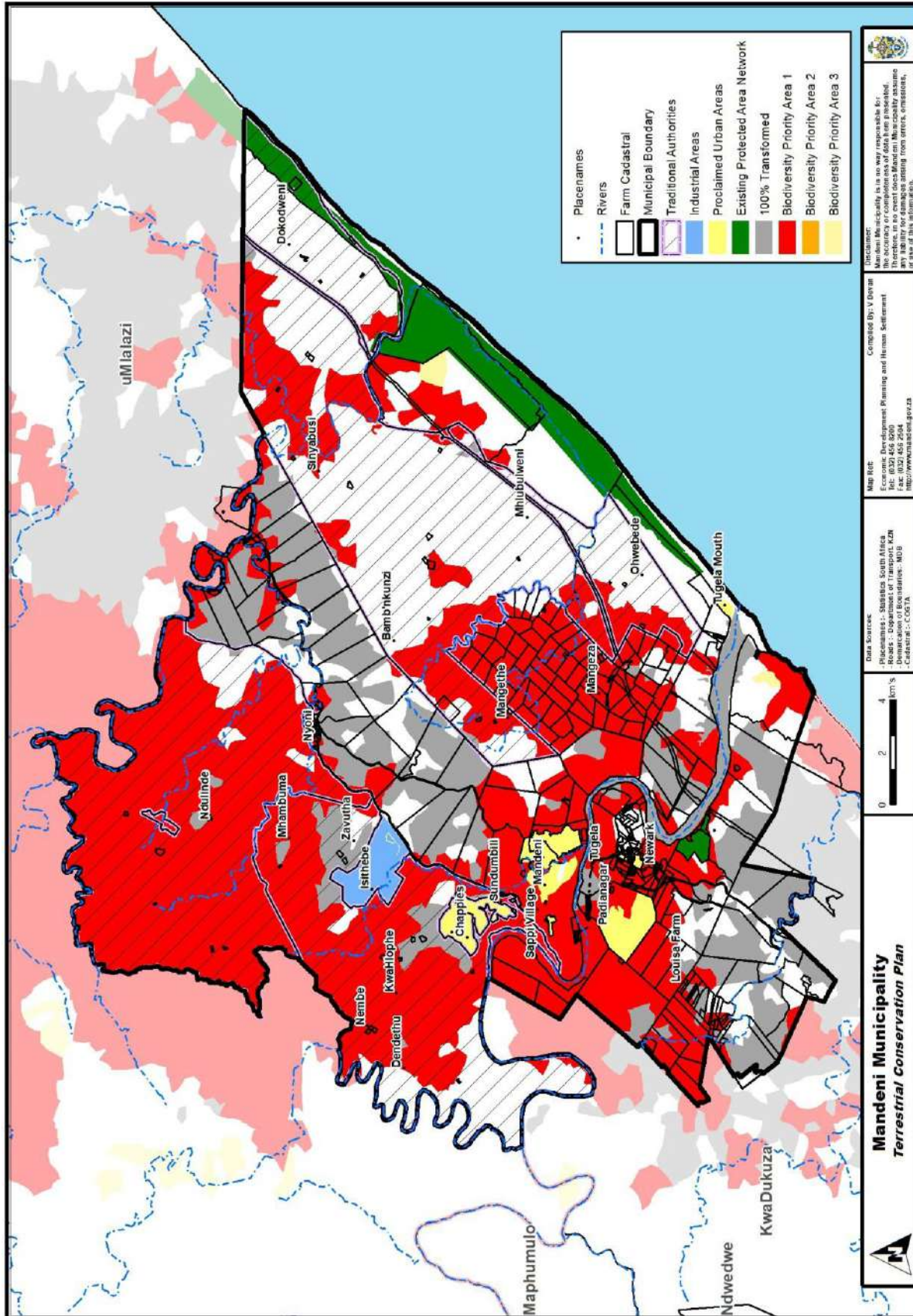
Protected Areas – Amatikulu Nature Reserve

The Ezemvelo KwaZulu-Natal Wildlife Management Planning Unit has recently reviewed the Amatikulu Nature Reserve Integrated Management Plan for the period 2009-2013. Due to the significant value of this nature reserve along the coastal area of Mandeni as well as the anticipated development pressure along this part of the municipality, the brief intentions and management zones from the plan are summarised below and was considered within the formulation of the SDF. The Image below depicts the locality of the Amatikulu Nature Reserve.

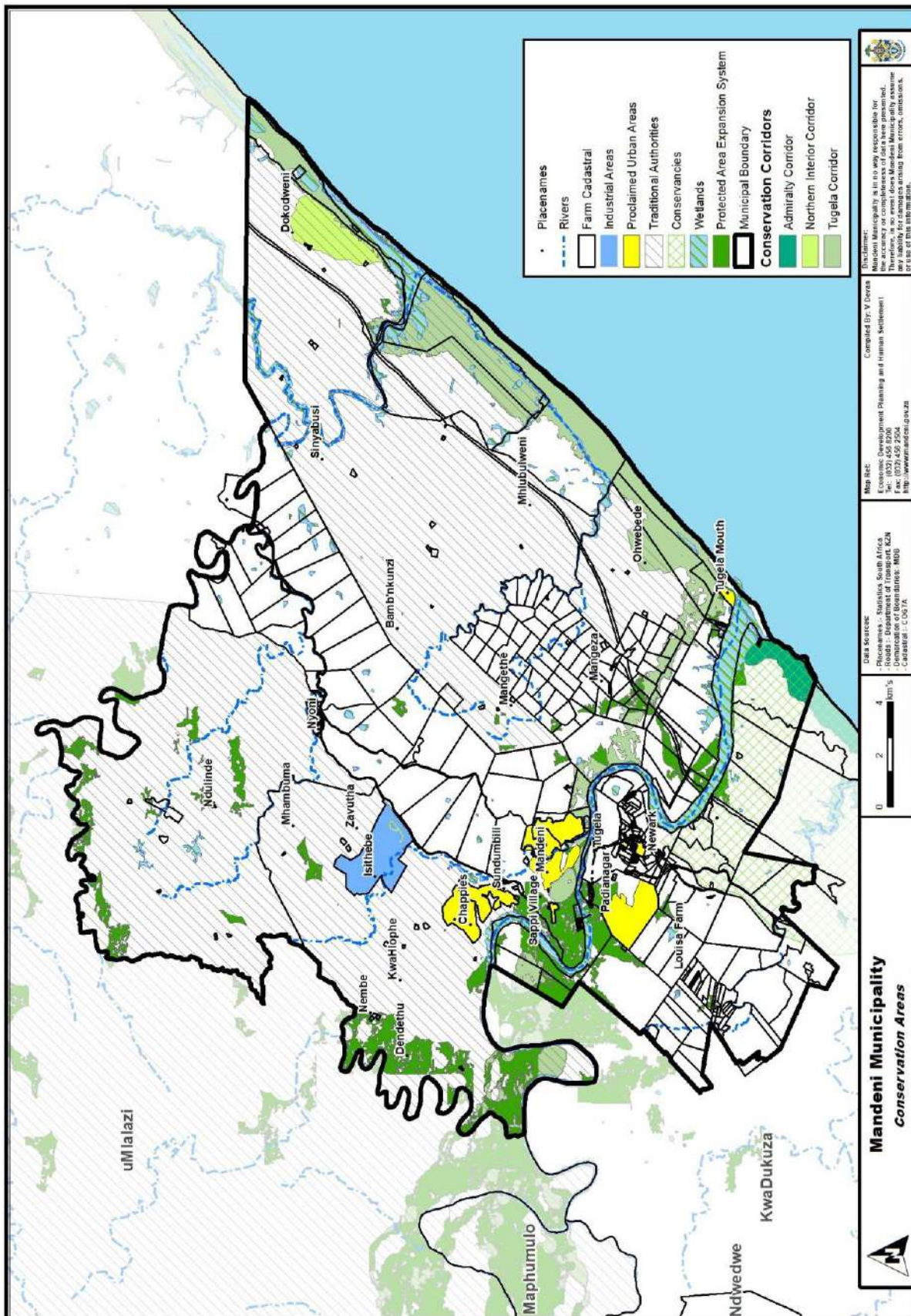
Protected Areas – Ingwenya Conservation Area

The Ingwenya Conservation Area was proclaimed as a Nature Reserve by the KZN Department of Environmental Affairs. The conservation of these areas as part of the Mandeni Environmental Resources/Tourism Programme is very important in the development of the tourism sector. Currently, the Mandeni Local Municipality is in the process of revitalising this area; we are now installing fences.

Map 23 : Terrestrial Conservation Plan



Map 24 : Conservation Areas and Wetlands



10.2. BIODIVERSITY MANAGEMENT

Legal Context

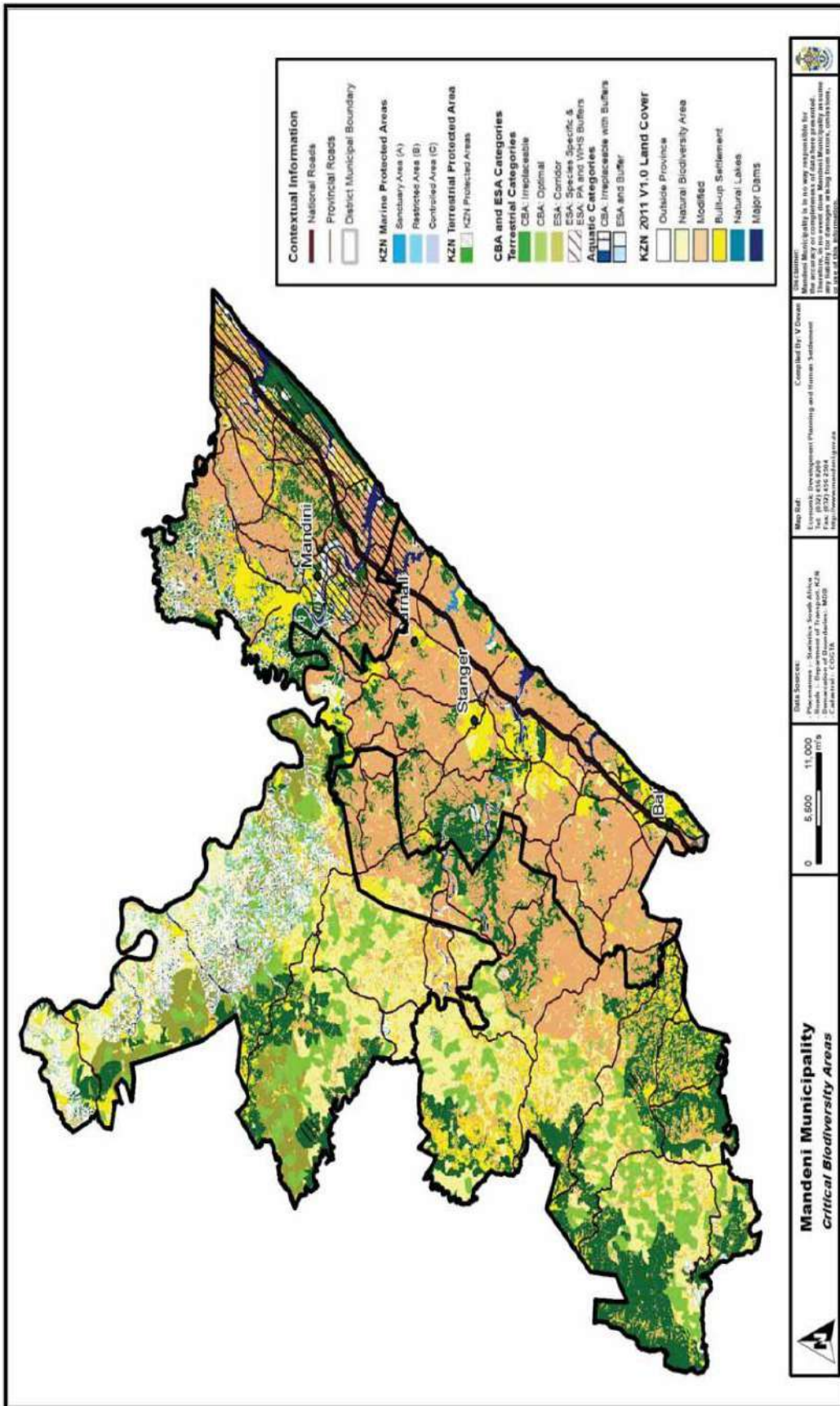
The National Environmental Management: Biodiversity Act, No. 10 of 2004, provides for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act, No. 107 of 1998. In terms of Section 76 (2) (a), all organs of State in all spheres of government must prepare an Invasive Species Monitoring, Control, and Eradication Plan for land under their control as part of their environmental plans; in accordance with section 11 of the National Environmental Management Act. Such plan must be included as a sector plan in the IDP. The Protected Areas Act, No. 57 of 2003, recognises municipalities as critical stakeholders in the development of management plans for the protected areas.

Biodiversity Sector Plans

Sector Plans play a role in assisting stakeholders to meet the goals and targets set by the relevant Acts and policies. Ezemvelo KZN Wildlife has completed the iLembe Biodiversity Sector Plan (BSP), as a planning tool to manage biodiversity, and as a precursor to a bioregional plan, as required by Section 48 of the National Environmental Management Biodiversity Act, 2004, and the Bioregional Guidelines (DEAT, 2009). Biodiversity Sector Plans (BSP) are district-based plans that identify priority biodiversity areas, and provide associated planning and decision-making guidelines. The BSP has two main components that need to be considered by the IDP and SDF; namely the Critical Biodiversity Areas (CBA) Map, and the associated planning and management guideline.

The overleaf map illustrates the iLembe Critical Biodiversity Areas and Ecological Support Areas.

Map 25 : Critical Biodiversity Areas



10.3. POTENTIAL AGRICULTURAL AREAS

The agricultural potential of Mandeni Municipality ranges between the following categories of land:

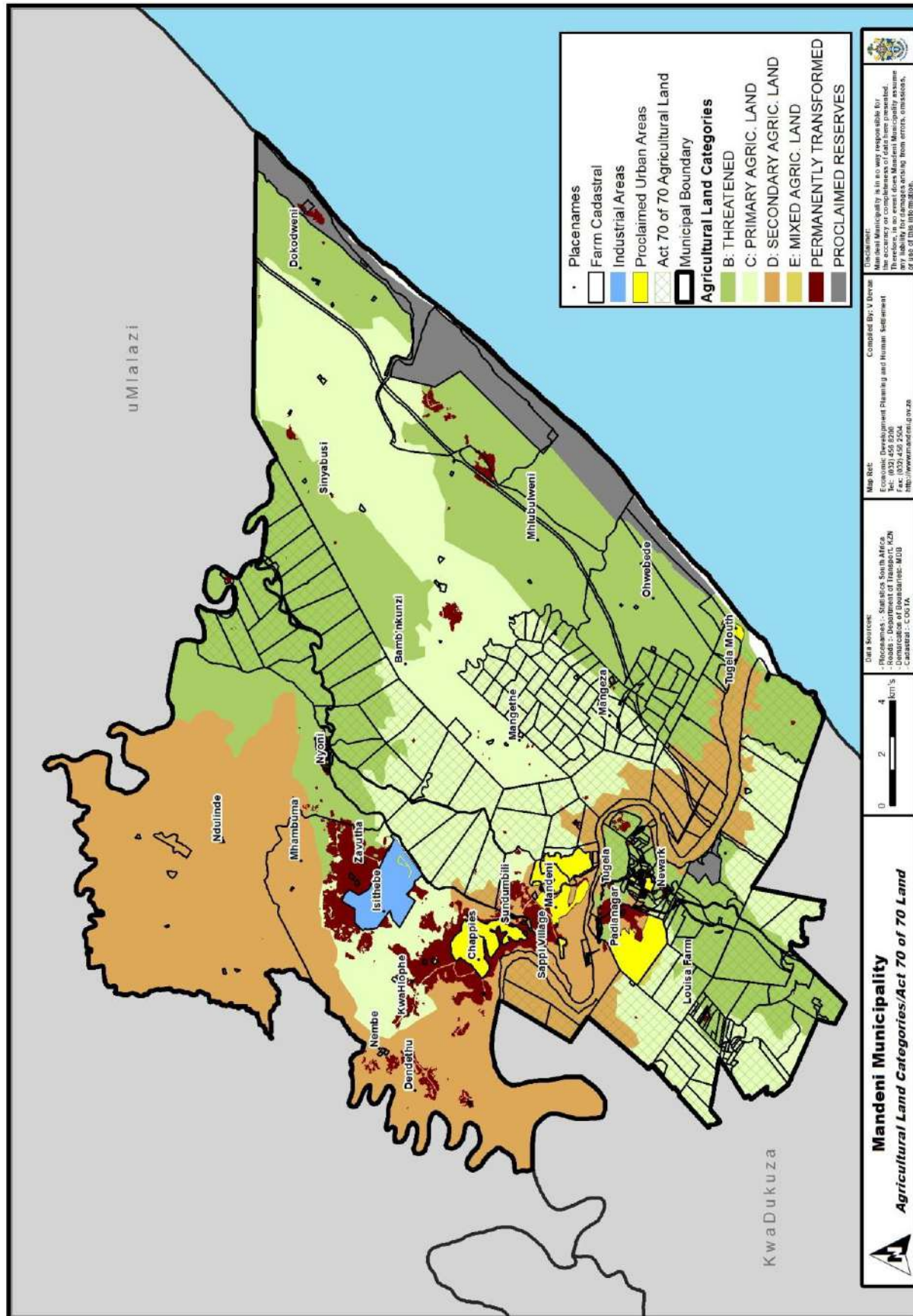
- Category B: Threatened Agricultural Land;
- Category C: Primary Agricultural Land;
- Category D: Secondary Agricultural Land;
- Category E: Mixed Agricultural Land;
- Permanently Transformed Areas; and
- Proclaimed Reserves.

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-potential agricultural land situated in the north-western parts of the Municipality and in the more mountainous areas. When considering the iLembe District Municipality as a whole, the northern areas of Ndwedwe LM, and the central corridor of Mandeni and KwaDukuza LM are the commercial farming hubs of the District; which consist mainly of privately-owned sugarcane farms, covering 31% of the iLembe District.

In addition to the privately-owned commercial farms, the District implemented a total of 8 Hydroponics (Agri-Hub) Projects in the District, of which two (2,500m² each) is situated within Mandeni Municipality. This project is mainly focusing on highly valued crops; such as patty pan squash, peppers, and cucumbers. All fresh produce that is harvested from the tunnels are processed at the processing facility, and sold to the Spar branches in Ballito and Umhlali. and Enterprise iLembe is looking at expanding the programme, due to the high demand of fresh produce by the markets. This programme has generated jobs, most especially among the youth.

In considering development potential, one also needs to consider land regulated by the Subdivision of Agricultural Land Act, 1970, (No. 70 of 1970). The central part of the Municipality, where commercial sugarcane farming is currently occurring; as well as the areas surrounding the Main development Corridor, namely the R102, is regulated by Act 70 of 1970. Please refer to Map 21: Agricultural Land Categories for a depiction of the areas affected by this act.

Map 26 : Agricultural Land Categories

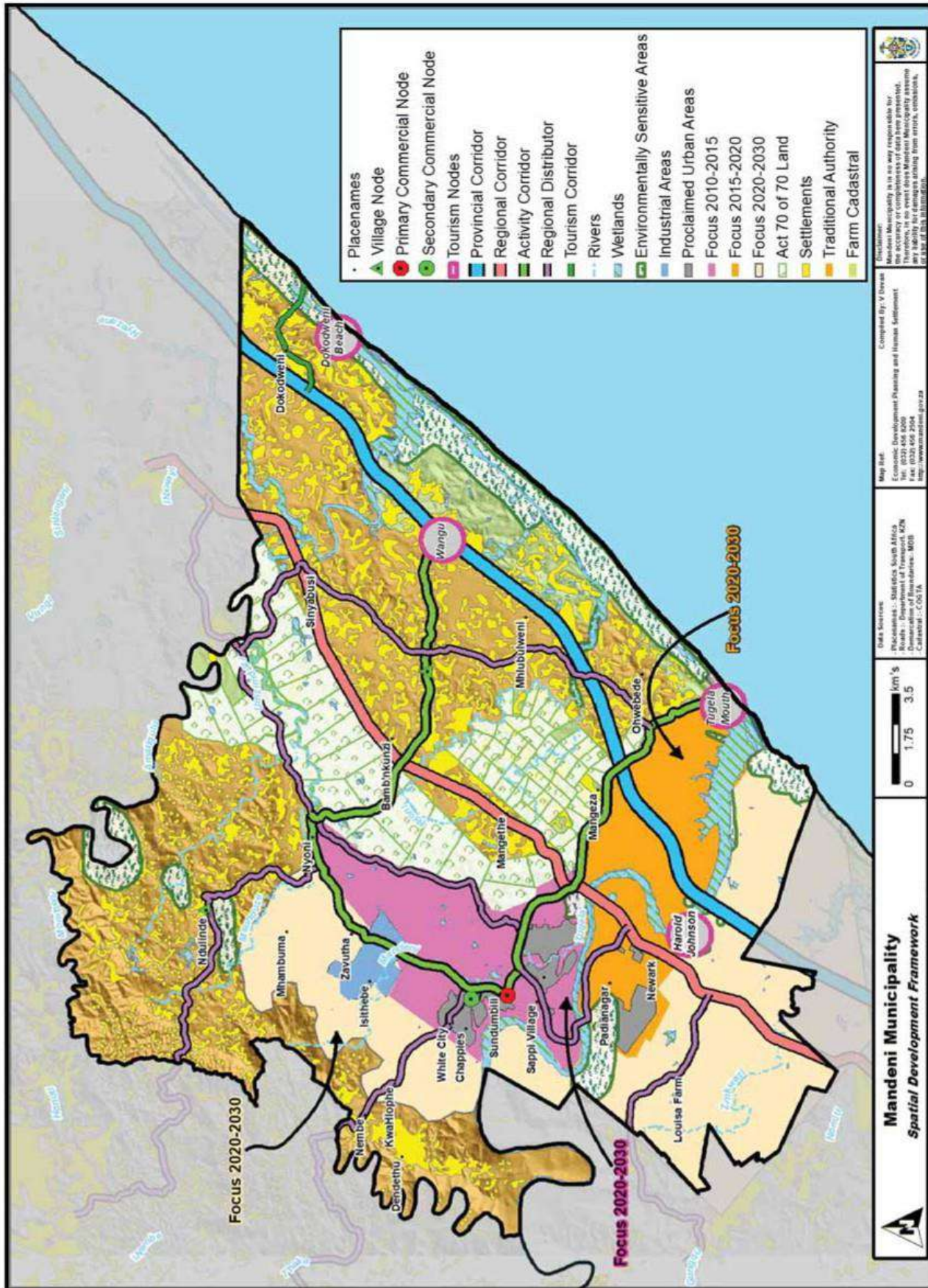




10.4. MUNICIPALITY'S DESIRED SPATIAL OUTCOMES

Mandeni Municipality has developed an SDF Plan showing the desired patterns of land use, directions of growth, urban edges, special development areas, and conservation-worthy areas; as well as a Land Use Scheme, recording the land use, and development rights and restrictions applicable to each erf in the Municipality. The Plan has been developed in such a manner, that it is flexible and able to change to reflect the changing priorities of the Municipality. The Scheme, on the other hand, is more rigid, and only amended when required for a particular development, and where certain other requirements are met; with the most important of these requirements being conformity with the Plan. The Plan thus influences the contents of the scheme as and when required, rather than acting as the direct source of rights, and controls itself.

Map 28 : Spatial Development Framework



10.6. SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

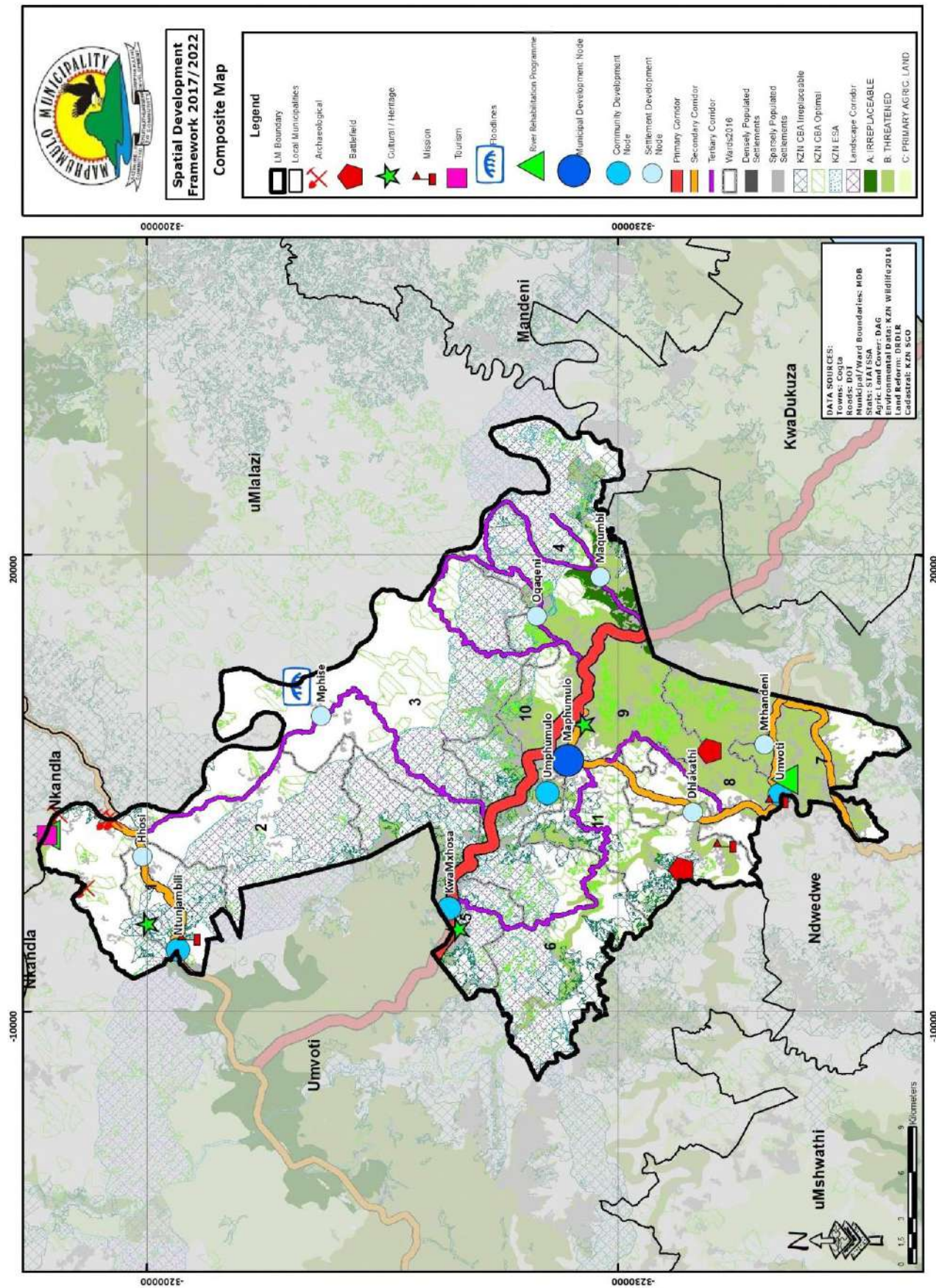
The Mandeni Municipality is adjoined by three other local municipalities, namely:

- Maphumulo Municipality;
- KwaDukuza Municipality; and
- Umlalazi Municipality.

1.6.1 TABLE: MAPHUMULO LM ALIGNMENT ASPECTS

AREA OF ALIGNMENT	OBSERVATIONS
Development Corridors	Maphumulo Municipality is located to the west of the Mandeni Municipality, and indicates that the R74 route is its primary corridor. The Mandeni SDF has indicated the same.
Cross-Boundary Dependencies	The northern areas of Maphumulo adjacent to the Tugela Conservation Area are identified as prime agricultural land in the Maphumulo SDF map.
Cross-Boundary Co-operation	None apparent
Potential Contradictions	None apparent

Map 29 : Maphumulo Local Municipality SDF Map

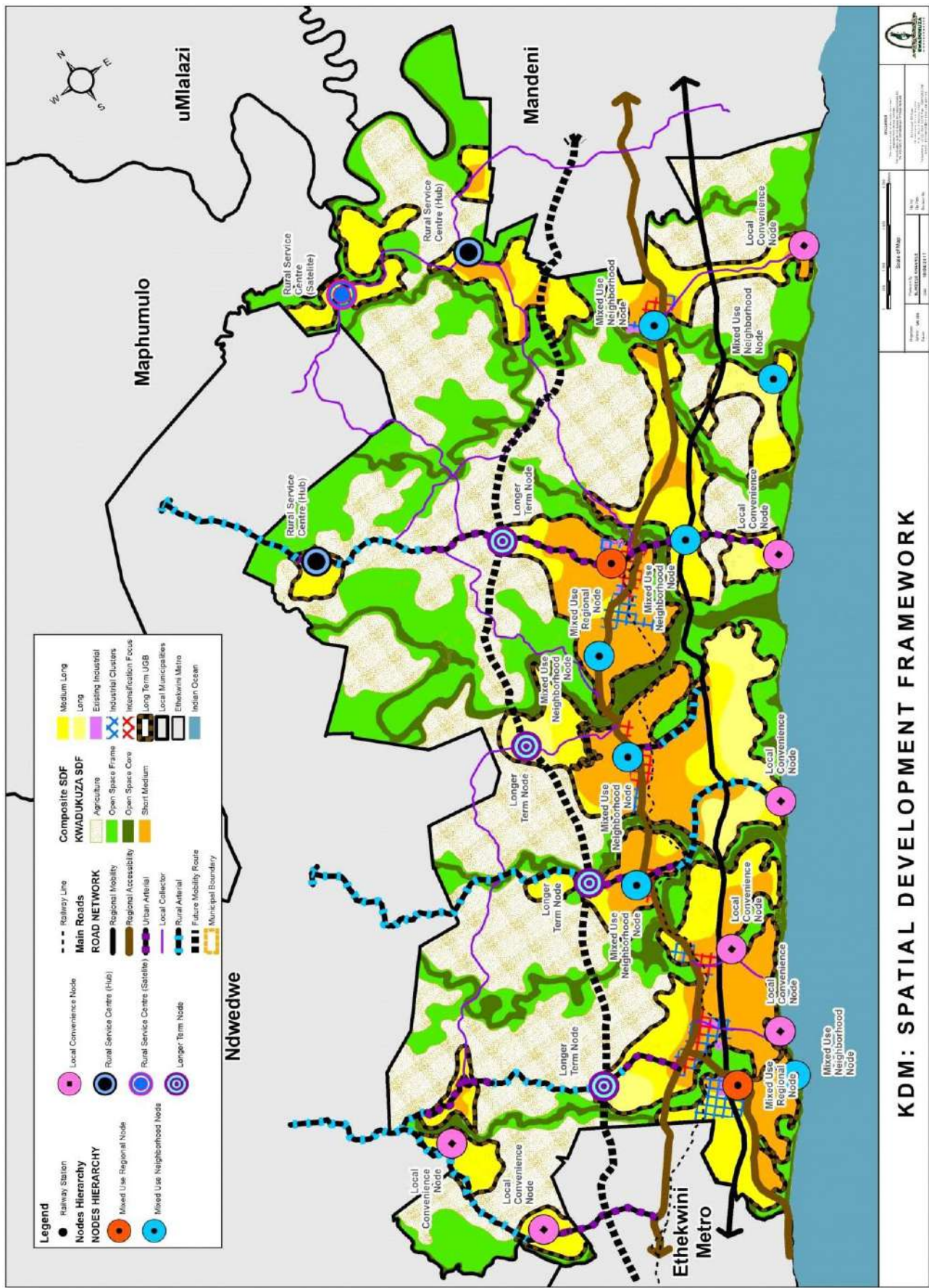


10.6.2 TABLE: KWADUKUZA LM ALIGNMENT ASPECTS

AREA OF ALIGNMENT	OBSERVATIONS
Development Corridors	The KwaDukuza municipality is located to the south of the Mandeni Municipality and indicates that the N2 and R102 as primary and Secondary corridors.
Cross-Boundary Dependencies	The KwaDukuza SDF map has earmarked the areas adjoining the Mandeni Municipality as agricultural and use and indicates that there should be buffer areas maintained around the rivers traversing between the two Municipalities. The Mandeni SDF indicates the same and has also excluded the high agricultural potential land out of its urban Edge.
Cross-Boundary Co-operation	A regional corridor stretching from KwaDukuza LM through Mandeni to Umlalazi has been Identified. Management and utilization of this corridor needs to be coordinated between all three municipalities.
Potential Contradictions	The continuation of coastal management along the coast of these two municipalities may not be replicated from one to the newt.

Source: Black Balance Projects

Map 30 KwaDukuza SDF MAP



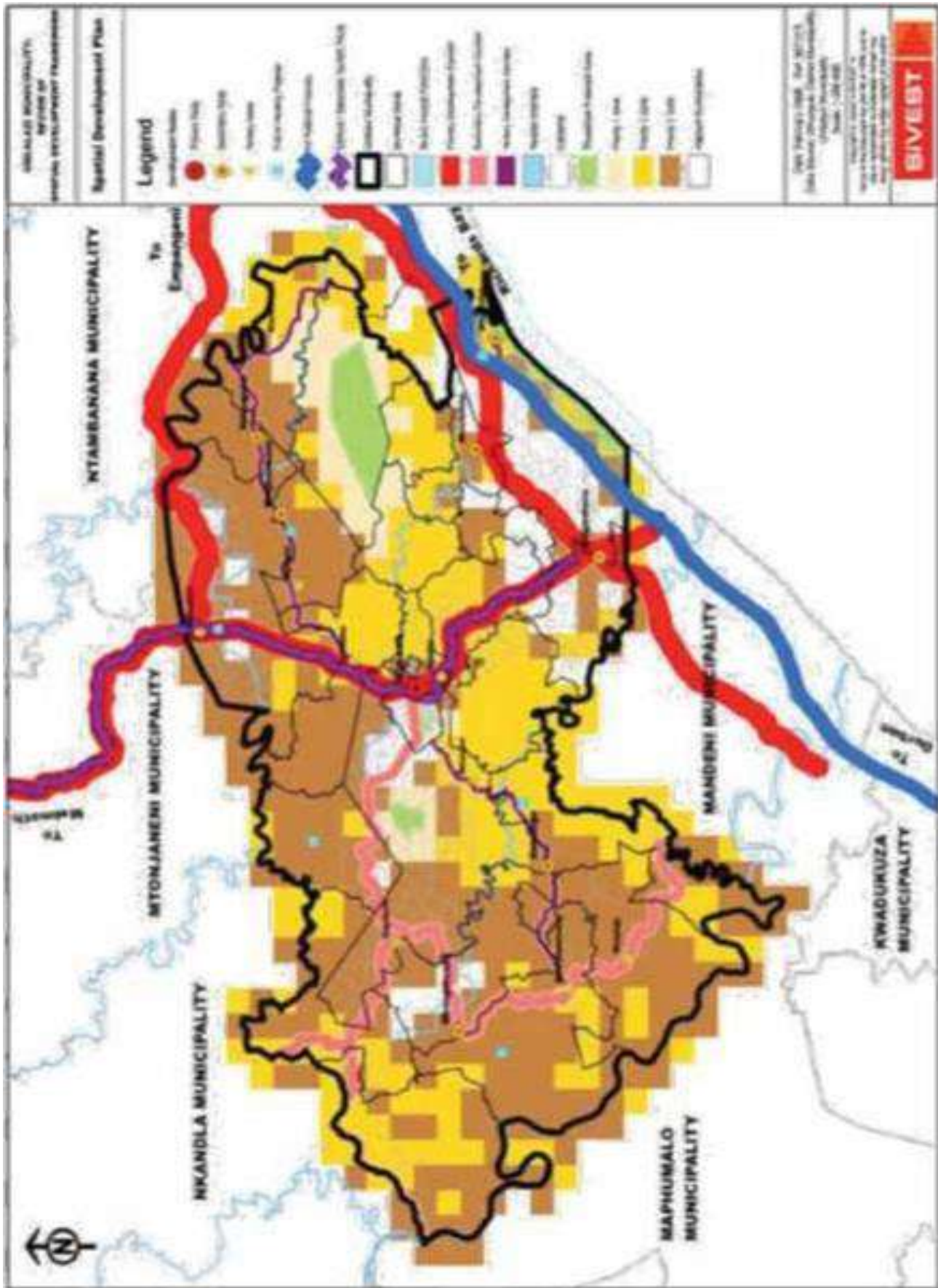
KDM: SPATIAL DEVELOPMENT FRAMEWORK

10.6.3 TABLE: UMLALAZI LM ALIGNMENT ASPECTS

AREA OF ALIGNMENT	OBSERVATIONS
Development Corridors	The KwaDukuza municipality is located to the south of the Mandeni Municipality and indicates that the N2 and R102 as primary and Secondary corridors.
Cross-Boundary Dependencies	The KwaDukuza SDF map has earmarked the areas adjoining the Mandeni Municipality as agricultural and use and indicates that there should be buffer areas maintained around the rivers traversing between the two Municipalities. The Mandeni SDF indicates the same and has also excluded the high agricultural potential land out of its urban Edge.
Cross-Boundary Co-operation	A regional corridor stretching from KwaDukuza LM through Mandeni to Umlalazi has been Identified. Management and utilization of this corridor needs to be coordinated between all three municipalities.
Potential Contradictions	The continuation of coastal management along the coast of these two municipalities may not be replicated from one to the newt.

Source: Black Balance Project

Map 30 : Umlalazi Cross Border Alignment: Source



10.7. STRATEGIC INTERVENTION REQUIRED

The implementation of the SDF is very important in ensuring that the Municipality achieves its Vision as stipulated in the IDP. Through the IDP, the SDF influences budgeting and resource allocation and specific interventions are measured through the performance management system. Practical implementation of the SDF is achieved through the further detailed planning of special development areas and the Mandeni Land Use Management System.

INTERVENTION ZONE 1 (URBAN CORE)	INTERVENTION ZONE 2 (URBAN PERIPHERY)	INTERVENTION ZONE 3(RURAL AREAS)
<p>Environmental health will enjoy priority focus in this area; Urban pollution hotspots will be redressed and managed; Urban Open Space Systems will be developed and managed; and Industry Environmental Management Plans enforced. State of the Environment Report with management plans promoted</p>	<p>Settlement pollution hotspots will be redressed and managed; State of Rivers Reports with management plans promoted; and State of the Environment Report with management plans promoted;</p>	<p>Sustainable agricultural and tourism practices promoted and controlled. Impacts of residential villages will be monitored; and State of the Environment with management plans promoted. Report with management plans promoted</p>
SERVICE INFRASTRUCTURE		
<p>Priority spending on infrastructural upgrading needs in these areas; Infill planning will be encouraged to maximize use of existing infrastructure; and All areas are entitled to the highest affordable service levels. Upgrade and maintenance of roads, as well as public transport system, as transport is a priority in these areas.</p>	<p>Basic minimum services standards to all households in this area; Self-contained services will be promoted until reticulation linkage is possible; and Transport linkages into the Urban Core will be strengthened.</p>	<p>Basic minimum services standards to all households in this area; Clustering of bulk support services at key service delivery points; and Regional distributors maintained to the highest affordable levels.</p>
HOUSING AND LAND		
<p>Formal township establishment will be promoted, and pro-active public spending on formalisation in these areas will be a priority; and Priority housing development will be promoted in these areas.</p>	<p>Private formalisation will be supported in these areas; Long term public spending on township establishment; and Secondary public housing developments.</p>	<p>Department of Land Affairs programmes promoted and implemented. Survey of land tenure and housing needs; and Monitor housing conditions on farms.</p>

Map 30 : Umlalazi Cross Boarder Alignment: Source

ECONOMIC DEVELOPMENT		
Priority Economic investment is promoted around CBD and key business complexes; Economic activity will be grouped to enhance thresholds; and Employment and residential opportunities in close proximity of each other promoted.	Ensure accessibility of households to employment opportunities within Urban Core.	Agricultural and Tourism activities promoted within these areas. Regional distributions routes between markets and supply will be upgraded and maintained.
SOCIAL DEVELOPMENT		
Regional facilities located within these areas; and Equitable decentralisation of services within this area.	Ensure accessibility of households to facilities and services within Urban Core.	Develop accessible key rural services centres.
TOURISM DEVELOPMENT		
Direct investment and infrastructure along tourism corridor. (ie: coast line)	Promote areas with tourism potential; Use music festivals to promote local tourism (eg: Dokodweni Beach festival)	Promote arts and crafts at tourism node.

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 30th 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 31st 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		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousands						
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
Capital expenditure & funds sources						
Capital expenditure	50 642	93 192	93 192	67 120	43 042	46 136

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 0.01 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 reprioritized 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 2023/24 to R46.1 million.

12.2. OPERATING REVENUE FRAMEWORK

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.

Description	Re	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
Revenue By Source											
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 - water revenue	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	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and		271 686	268 009	293 446	312 062	339 002	339 002	(83 684)	309 163	322 979	323 903

Percentage growth in revenue by main revenue source

KZN291 Mandeni - Table A4 Budgeted Financial Performance (revenue and expenditure)							
Description	Ref	2021/22 Medium Term Revenue & Expenditure					
R thousand	1	Budget Year	%	Budget Year +1	%	Budget Year +2	%
Revenue By Source							
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		–	–	–	–	–	–
Total Revenue (excluding capital)		309 163	100%	322 979	100%	323 903	100%

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. Details in this regard are contained in Table 53 MBRR SA1 (see page 112).

Property rates are the second largest revenue source totaling to 15.0 per cent or 46.6 million and increases 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.

Operating grants and transfers totals R200.3 million in the 2021/22 financial year and steadily increases to R210.0 million by 2022/23. Note that there is an decrease of 12.7 per cent for the 2021/22 financial year and the year-on-year growth is 5.6 per cent and then decrease 0.8 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:A

As NERSA has not yet published guidance on the exact tariffs for the 2020/21 municipal financial year. National Treasury's advice to municipalities is to prepare scenarios for electricity bulk price increases in 2020/21 of between about 7 per cent and 15 per cent. Therefore, the municipality has proposed a 10 per cent increase.

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	Re	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
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		148 377	157 762	175 592	194 117	234 560	234 560	202 168	214 288	213 600
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 Programme		10 000	6 786	3 545	6 000	8 545	8 545	4 872	7 000	8 000
Municipal Drought Relief				352	745	1 138	1 138			
Municipal Infrastructure Grant (PMU)				524	1 743	1 743	1 743	1 862	2 002	2 086
Provincial Government:		2 639	4 782	-	3 636	4 027	4 027	4 214	4 423	4 423
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			
[Single Land use Scheme]		-	500							
						491	491			
Other grant providers: [insert description]		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	151 016	162 544	175 592	197 753	238 587	238 587	206 382	218 711	218 023
Capital Transfers and Grants										
National Government:		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 Partnership		11 178		5 796	-					
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	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
District Municipality: [insert description]		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	47 118	34 706	15 755	34 208	44 367	41 377	36 540	39 224	40 830
TOTAL RECEIPTS OF TRANSFERS		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.

12.3. 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	Re	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
Expenditure By Type											
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	-	-	-	-	-	-	-
Total Expenditure		233 235	258 420	283 370	306 552	317 382	317 382	123 544	322 726	336 281	351 077

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 the number of positions for other municipal staff increased from 296 as per 2020/21 actual personnel numbers to 313 in the 2021/22 financial year, reflects 17 position which have been prioritized in 2021/22 financial year.

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 water works 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.

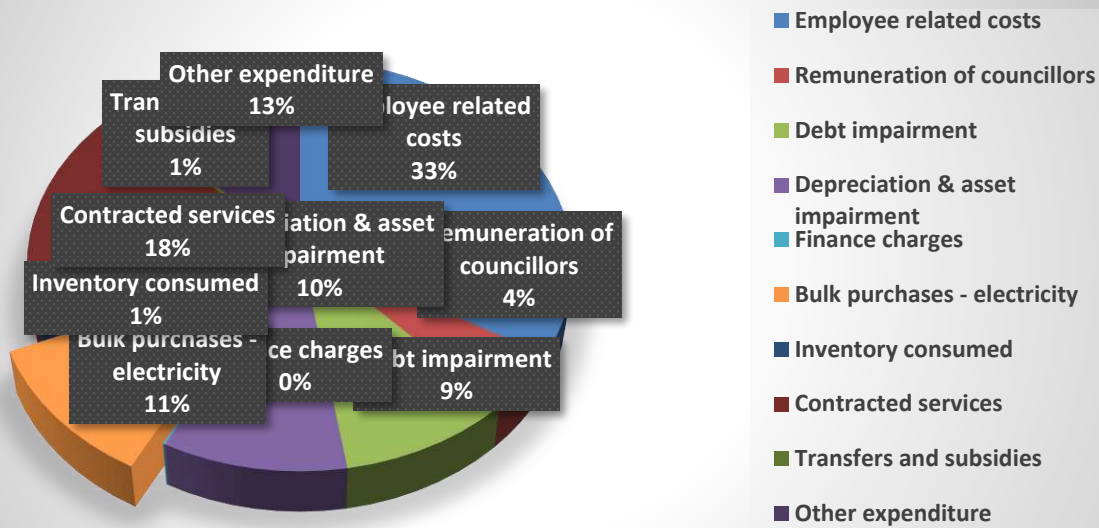
Budget allocated for free basic refuse has also considered the current year's actual performance and also, we have effected 5 per cent increase, furthermore we have considered the level of demand based on the number of households the municipality will be providing this service to which has increased 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 7th June 2020 to take effect on the 1st 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.

Expenditure Chart



MAIN OPERATIONAL EXPENDITURE CATEGORIES FOR THE 2021/2022 FINANCIAL YEAR

12.4. 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 emphasises 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 recognised 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 places 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 is reflected.

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.

12.7 FINANCIAL STRATEGIES

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 summarised 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 labour-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 programme

Foster participatory democracy and Batho pele principles through a caring, accessible and accountable service by:

- Optimising 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 programme 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 programme 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

DRAFT ANNUAL CAPITAL PROJECTS BUDGET 2021/2022

DEPARTMENT	PROJECT	FUNDING SOURCE	VOTE NUMBER	DRAFT BUDGET	ADJUSTMENT BUDGET
TECHNICAL SERVICES					
ROADS & STORMWATER	Installation of guardrails	Own Funding	C0175-1/IA00132/F0002/X116/R0100/001/T ECH	400 000,00	250 000,00
	Construction of traffic calming measures (Speed Humps) in ward 3, 7, 13,14, 15)	Own Funding	C0177-9/IA00132/F0002/X116/R0100/001/T ECH	500 000,00	400 000,00
	Procurement of common bricks for construction of Headwalls and new catchpit manholes.	Own Funding	C0007-4/IA00132/F0045/X116/R0100/001/T EC3	500 000,00	250 000,00
NEW PROJECT TO BE CAPTURED	Reinstate of damaged roads - MOU WITH ILEMBE	Own Funding		1 500 000,00	800 000,00
NEW PROJECT TO BE CAPTURED	Installation of New Car parking Sheds for Main Office and Technical Services.	Own Funding		1 500 000,00	300 000,00
NEW PROJECT TO BE CAPTURED	Construction of pathways	Own Funding		1 000 000,00	400 000,00
NEW PROJECT TO BE CAPTURED	Reinstating of Manono and link road in ward 12 & 15	Own Funding		2 800 000,00	2 500 000,00
NEW PROJECT TO BE CAPTURED	Overlaying of top surface in spar parking area in ward 3	Own Funding		2 500 000,00	2 000 000,00
	Stratton circle Road (501m)	Own Funding	C0120-7/IA00132/F0002/X116/R3649/001/T ECH	1 200 000,00	1 200 000,00
	Richard circle Road (352m)	Own Funding	same vote as above	1 500 000,00	1 500 000,00
	Mathews road (542m)	Own Funding	same vote as above	1 300 000,00	1 300 000,00
TOTAL BUDGET				14 700 000,00	10 900 000,00

MECHANICAL WORKSHOP					
NEW Project to be captured	Crane- Truck	Own Funding		2 000 000,00	-
NEW Project to be captured	1 x 16 000 litre Water Tanker Truck	Own Funding		2 200 000,00	-
NEW Project to be captured	Double drum pedestrian roller (Urban roads)	Own Funding		600 000,00	300 000,00
TOTAL BUDGET				4 800 000,00	300 000,00
ELECTRICAL	Supply and Install Airconditioning Units	Own Funding	C0006-10/IA06253/F0002/X032/R0100/001/TECH	600 000,00	300 000,00
NEW Project to be captured	1 x Cherry Picker Bakkie (4 x 4)	Own Funding	C0006-18/IA06282/F0002/X116/R0100/001/TECH	1 200 500,00	-
NEW Project to be captured	Sundumbili NB51 Network Regulator	Own Funding		2 000 000,00	-
NEW Project to be captured	1 X 12m Electric Sky Jack	Own Funding	C0006-11/IA06313/F0045/X032/R0100/001/TECH	300 000,00	300 000,00
	Substation Fencing	Own Funding	C0332-1/IA00032/F0002/X032/R3649/001/TECH	200 000,00	100 000,00
TOTAL BUDGET				4 300 500,00	700 000,00
MIG FUNDED PROJECTS	Construction: Upgrade and Improvement of Enembe Road: Retention	MIG	C0177-7/IA00132/F0791/X116/R0100/001/TEC3	666 000,00	666 000,00
	Nyoni Taxi Route Phase 4	MIG	C0040-10/IA01952/F0791/X116/R3639/001/TECH	2 061 774,14	2 061 774,14
	Construction of Community Hall in Ward 13	MIG	C0230-2/IA00032/F0791/X006/R3642/001/TECH	7 668 100,00	7 668 100,00

	Construction of a Swimming Pool Ward 15- Retention	MIG	C0225-3/IA00032/F0791/X099/R0100/001/TECH	135 225,03	135 225,03
	Upgrade of Links Road Mosomane Bus Route and Enembe/Isithebe Link Road-Retention	MIG	C0177-10/IA00132/F0791/X116/R3639/001/TECH	292 063,20	292 063,20
	Upgrade of Link Road Amajuba Road and Road 116 Ward 14	MIG	C0177-12/IA00132/F0791/X116/R3644/001/TECH	142 872,26	142 872,26
	Upgrade of Link Road Shayamoya Road and Amajuba - Retention	MIG	C0177-11/IA00132/F0791/X116/R3644/001/TECH	129 846,92	129 846,92
	Construction Costs: Construction of a Sports field in Enembe, Ward 5- retention	MIG	C0245-7/IA00032/F0791/X005/R3651/001/TECH	288 050,13	288 050,13
	Hlomendlini Sportsfield	MIG	C0245-8/IA00032/F0791/X005/R3650/001/TECH	6 876 414,12	6 876 414,12
	Retention: Rural Roads Phase 3(b) - Upgrade of Gravel Roads in Ward 12	MIG		193 513,56	193 513,56
To be captures	Highview and Padianagar Combo Courts and Swimming pool Ward 15 additions	MIG		300 000,00	300 000,00
NEW Project to be captured	Rural Roads Phase 4(b) - Upgrade of a Gravel Road in Ward 6	MIG		2 371 208,20	2 371 208,20
NEW Project to be captured	Rural Roads Phase 4(a) - Upgrade of Gravel Roads in Ward 11	MIG		2 496 313,04	2 496 313,04
	Rural Road Upgrade Phase 3_ Retention	MIG	C0177-13/IA00132/F0791/X116/R0100/001/TECH	187 065,79	187 065,79
NEW Project to be captured	Khenana High Mask lights	MIG		293 200,00	293 200,00
Change MSC and funding source	Dokodweni North Beach Upgrade	MIG	C0328-1/IA00032/F0002/X096/R0100/001/EDP	200 000,00	200 000,00
NEW Project to be captured	Ward 10 Sportsfield	MIG		200 000,00	200 000,00

NEW Project to be captured	Upgrade and Improvement of Bumbanani Road	MIG		300 000,00	300 000,00
	Construction Costs: Ward 3 Access Roads Rehabilitation Retention	MIG	C0177-14/IA00132/F0791/X116/R3649/001/TECH	10 568 753,61	10 568 753,61
NEW Project	Procurement of Compactor Truck	Own Funding		4 000 000,00	-
TOTAL BUDGET				35 370 400,00	35 370 400,00
PMU	Civic Centre Upgrade (Council Chamber Partition) - Internal Funds	Own Funding	C0321-1/IA00032/F0002/X099/R3649/001/T ECH	600 000,00	300 000,00
NEW Project to be captured NEW Project to be captured	Retention: Construction of Access No.1	Own Funding	C0177-8/IA00132/F0794/X116/R3653/001/T ECH	940 000,00	300 000,00
	Informal trader stalls	Own Funding	C0239-2/IA01952/F0002/X099/R0100/001/T ECH	2 000 000,00	1 500 000,00
	Construction of Phase 1 of New Protection Services Centre	Own Funding	C0225-1/IA00032/F0002/X099/R0100/001/T ECH	10 000 000,00	5 000 000,00
	Extension of the Workshop	Own Funding	C0356-1/IA00092/F0002/X050/R3649/001/T ECH	4 500 000,00	2 000 000,00
	Hlomendlini taxi Route Sidewalks	Own funding	C0176-6/IA00132/F0002/X116/R3650/001/T ECH	1 100 000,00	600 000,00
	Construction of Retaining Wall and Related Civil Works	Own funding		400 000,00	200 000,00
	Highview Park Embankment Protection and Stormwater Channelling	Own funding		800 000,00	500 000,00
	Construction of Guard House	Own funding	C0352-4/IA00032/F0002/X016/R0100/001/T ECH	1 600 000,00	1 000 000,00
TOTAL BUDGET				21 940 000,00	11 400 000,00

LIBRARIES	Network Extensions and WIFI Upgrade	Library Grant	C0003-10/IA06193/F09788/X007/R0100/001/COMM		
	Purchase of New Computers	Library Grant	C0003-6/IA06173/F13650/X024/R0100/001/COMM	150 000,00	150 000,00
	Library Upgrades	Library Grant	C0322-2/IA00032/F09773/X024/R3645/001/COMM	260 000,00	260 000,00
	Library Furniture	Library Grant	C0004-2/IA06233/F09789/X007/R0099/001/COMM	150 000,00	150 000,00
NEW Project	Library Book System			180 000,00	180 000,00
NEW Project	Library Parkhome Ndulinde			250 000,00	250 000,00
	New ICT Equipment	Library Grant	C0003-11/IA06193/F09788/X007/R0100/001/COMM	180 000,00	180 000,00
TOTAL BUDGET				1 170 000,00	1 170 000,00
CORPORATE SERVICES	Laptops and Computers	Own Funding	C0003-1/IA06173/F0002/X052/R0099/001/CORP	1 500 000,00	1 500 000,00
	Office Equipment/Furniture	Own Funding	C0004-5/IA06233/F0002/X046/R0099/001/CORP	500 000,00	300 000,00
	Upgrade of servers	Own Funding	C0075-3/IA06193/F0002/X052/R0099/001/CORP	1 250 000,00	1 250 000,00
TOTAL BUDGET				3 250 000,00	3 000 000,00
COMMUNICATIONS & YOUTH OFFICE					

	Loud Hailer	Own funding	C0006-29/IA06282/F0002/X044/R0100/001/EXEC	20 000,00	-
TOTAL BUDGET				20 000,00	-
WASTE & FACILITIES	Procurement of 30 skips	Own Funding	C0050-1/IA00172/F0002/X132/R0100/001/COM2	1 680 000,00	-
	Procurement of 65 Wheelie Bins		C0006-16/IA00172/F0045/X132/R0100/001/COMM	80 000,00	-
	Procurement of 80 concrete Bins	Own Funding	C0006-27/IA06282/F0002/X132/R0100/001/COMM	100 000,00	100 000,00
	Procurement of Fans at Isibusisiwe Community Hall	Own Funding	C0004-19/IA06282/F0002/X016/R3642/001/COMM	80 000,00	-
	Construction of Pitch Fence at Ngcedomhlophe	Own Funding	C0006-25/IA00032/F0002/X125/R3640/001/COM2	1 200 000,00	500 000,00
	Procurement of Enembe hall furniture	Own Funding	C0004-20/IA06233/F0002/X016/R3651/001/COMM	100 000,00	80 000,00
NEW Project	Renovation of Isithebe Sports fields	Own Funding		400 000,00	400 000,00
NEW Project	Construction of Athletic Track (Chappies)	Funded by MIG		450 000,00	300 000,00
NEW Project	Procurement of 3 Rescue Boats	Own Funding		250 000,00	250 000,00
NEW Project	Beach Development: uThukela Mouth Equipment	Own Funding		500 000,00	400 000,00
	Procurement of Ride on Mower for sportsfields	Own Funding	C0006-14/IA06313/F0045/X006/R0100/001/COMM	120 000,00	120 000,00
NEW Project	Procurement of Compactor Truck	Own Funding		4 000 000,00	-
NEW Project	Fencing of Chili sportsfields	Own Funding		2 000 000,00	600 000,00
	Acquisitions (bailor Machine)	Own Funding		400 000,00	200 000,00

	Acquisitions (bottle crusher)	Own Funding		100 000,00	100 000,00
	Weigh pad/brigde for weighing reclaimed waste material	Own Funding	C0006- 18/IA06282/F0002/X132/R0100/001/ COMM	400 000,00	400 000,00
TOTAL BUDGET				11 860 000,00	3 450 000,00
PUBLIC SAFTEY	Procurement of 8 X 5 seater Steel chairs (DLTC Customers)	Own Funding	C0004- 13/IA06233/F0002/X153/R0100/001/ TECH	150 000,00	-
	Procurement of DLTC Steel filing cabinet	Own Funding	C0004- 17/IA06253/F0041/X105/R0099/001/ COMM	50 000,00	-
Capture new project	Procurement of Printer for DLTC			60 000,00	-
TOTAL BUDGET				260 000,00	-
PARKS	Procurement of Brushcutter machines	Own Funding	C0006- 4/IA06282/F0002/X127/R0100/001/C OMM	110 000,00	110 000,00
New Project	Procurement of Truck with crew cab and Cherry picker	Own Funding	C0007- 9/IA01367/F0002/X127/R0100/001/C OMM	1 200 000,00	1 100 000,00
New Project	Beach Development: uThukela Mouth	Own Funding		500 000,00	0,00
New Project	Procurement of 3 Rescue Boats	Own Funding		250 000,00	250 000,00
New Project	Upgrade of Existing Nursery	Own Funding		30 000,00	30 000,00
New Project	Procurement of Play Park Equipment	Own Funding		100 000,00	100 000,00
	Procurement of Parks Staff Small Equipment (Pole Pruner & Chain saw)	Own Funding	C0006- 28/IA06282/F0002/X016/R0100/001/ COMM	70 000,00	70 000,00
TOTAL BUDGET				2 260 000,00	1 660 000,00
EDPHS					
New Project	Ndondakusuka Battle Repaint and Revamp			300 000,00	300 000,00
New Project	Construction of craft Stalls			500 000,00	300 000,00

TOTAL BUDGET			800	
			000,00	600 000,00
			100 730	
TOTAL BUDGET ELECTRIFICATION			900,00	67 850 400,00
Retention: Khenana Phase 3 (a) Electrification Programme for 311 HH - Ward 10			471	
			816,70	471 816,70
Retention: Nkwalini Nkumzenpunga Electrification Programme for 190 HH - Wards 6 & 11	INEP		340	
			123,21	340 123,21
Retention: Khenana Electrification Phase 4 Ward 10	INEP		240	
			000,00	240 000,00
Retention: Khovothi-Hlanzeni Electrification in Wards 7, 12 & 15	INEP		480	
			000,00	480 000,00
Dendetu / Wetane Electrification Project - Ward 5	INEP		1 712	1
			060,08	712 060,08
Okhovothi Electrification Phase 2 - Ward 12	INEP			
Khenana Electrification Phase 5 Ward 10	INEP		1 628	1
			000,00	628 000,00
TOTAL BUDGET			4 872	4
			000,00	872 000,00

CHAPTER G:

ANNUAL OPERATIONAL PLAN

Mandeni Local Municipality utilizes the Balanced Scorecard as the model to plan, implement, monitor and evaluate performance. With an emphasis on “balanced”, the Scorecard uses four perspectives to answer critical service delivery questions. This provides the balance that successful organizations seek in measuring performance. The perspectives of the balanced Score Card are depicted in the table below:

TABLE : BALANCED SCORECARD: MUNICIPAL STRATEGIC OBJECTIVES ALIGNED TO GOALS

MANDENI STRATEGIC OBJECTIVES ALIGNED TO GOALS		
1.	Goal 1	Universal access to basic services and infrastructure development by 2030
1.1	Strategic Objective 1	Improve access to all infrastructure and services
2.	Goal 2	To develop a sustainable and efficient municipality based on sound financial management.
2.1	Strategic Objective 1	Ensure a financially-viable municipality
3.	Goal 3	To foster a culture of community involvement and good governance in the affairs of the municipality
3.1	Strategic Objective 1	Ensure participative, transparent, and accountable governance in the municipality.
4.	Goal 4	Promoting and facilitating human development
4.1	Strategic Objective 1	Achieve a holistic human development and capacitation for the realisation of a skilled and employable workforce
5.	Goal 5	Facilitate the creation of job opportunities
5.1	Strategic Objective 1	Facilitate the creation of employment opportunities for skilled and employable people

TABLE : BALANCED SCORECARD: MUNICIPAL STRATEGIC OBJECTIVES ALIGNED TO GOALS...Continued

MANDENI STRATEGIC OBJECTIVES ALIGNED TO GOALS		
6.	Goal 6	Providing and facilitating access to social services and facilities
6.1	Strategic Objective 1	Ensure that our people have access to community facilities and services
6.2	Strategic Objective 2	Aspire to a healthy, safe, and crime-free area
7.	Goal 7	Promoting and facilitating environmental protection and sustainable spatial planning
7.1	Strategic Objective 1	Realise a completely-protected environment
7.2	Strategic Objective 2	Facilitate the creation of a disaster-ready community
7.3	Strategic Objective 3	Ensure an integrated and aligned development planning
8.	Goal 8	Provision of effective, efficient, transparent, and accountable leadership
8.1	Strategic Objective 1	Creating a conducive working environment

CHAPTER H:

ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

1.1 INTRODUCTION

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 Organisation 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 Organisation, 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.

1.2.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 2021 / 2022 review IDP, the Municipality has prepared functional and effective organisation 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 of 2000.

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; Organisational Scorecard; and Department Scorecard.
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1.3 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.
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1.3.1. 2019/2020 ANNUAL PERFORMANCE REPORT

The Mandeni Municipality has prepared the 2019 / 2020 Annual Performance Report. 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), areas for improvement are shown in the scorecard. The accounting officer and the Mayor will provide comments to put performance into context, and identify actions that they will take to address performance.

The annual performance report for 2019/2020 will also be categorised into two parts. The first will show the performance of the previous financial year (2018/19), and the second part will show the municipal performance for 2019 / 2020 financial year. The Municipality was submitted to the Annual Performance Report to the Auditor-General before the 31st of August 2019. The Annual Performance Report for 2019 / 2020 is attached as Annexure I.

1.3.2 BACK TO BASIC PROGRAMMES (B2B)

Mandeni Municipality played an important role in reporting B2B programmes for both provincial and national COGTA. The Municipality reports on a quarterly basis to the provincial COGTA, and is still in a satisfactory standard, since the feedback received is reflecting as a functional municipality in the iLembe District. The Municipality is working with provincial specialists to improve the issues that put municipalities in a challenged status. Mandeni Municipality also reports B2B on a monthly basis to the national COGTA.

The performance is also in a satisfactory standard, because the feedback also reflects that the Municipality is fully- functional as well. The reporting is based on the following five pillars:

Pillar 1: Putting people first;

Pillar 2: Delivering basic services; Pillar 3: Good governance;

Pillar 4: Sound financial management; and Pillar 5: Building capabilities.

CHAPTER I: ANNEXURES

LIST OF MUNICIPAL POLICIES AND BYLAWS

POLICY	STATUS	DATE
CORPORATE SERVICES DEPARTMENT		
List of Municipal Policies, Guideline/Procedure and Bylaws		
Functions of Departments		
Human Resources Policy	Draft	April 2021
Placement Policy	Draft	April 2021
Employee Wellness Management Policy	Draft	April 2021
Recruitment and Selection Policy	Draft	April 2021
Retention Policy	Draft	April 2021
Employee Performance Appraisal Policy	Draft	April 2021
Internet and Email Usage Policy	Draft	April 2021
Disaster Management Policy (Emergency Evacuation Plan)	Draft	April 2021
Use and Application of InformationTechnology Policy	Draft	April 2021
Policy on Financial Assistance to incidenceof death of councillor,	Draft	April 2021
Mandatory Leave and Encashment of Accrued Leave	Draft	April 2021
Legislation: Tobacco Products Control Act	Draft	

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Policy on Financial Assistance to incidenceof death of councillor,	Draft	April 2021
Mandatory Leave and Encashment of Accrued Leave	Draft	April 2021
Legislation: Tobacco Products Control Act	Draft	April 2021
Smoking (amendment) Policy	Draft	April 2021
Sexual Harassment Policy	Draft	April 2021
Whistle Blowing Policy	Draft	April 2021
Standby Policy	Draft	April 2021
Induction and Orientation Policy	Draft	April 2021
Language Policy	Draft	April 2021
Recognition of Prior Learning Policy	Draft	April 2021
Staff Training and Development Policy	Draft	April 2021
Leave Policy	Draft	April 2021
Overtime Policy	Draft	April 2021
Acting Allowance Policy	Draft	April 2021
In-Service/Experiential Training Policy	Draft	April 2021
Bursary Policy	Draft	April 2021
Records Management Policy	Draft	April 2021
IT Policy	Draft	April 2021
Disciplinary and Appeals Committees	Draft	April 2021
Housing Policy and Procedure	Draft	April 2021
FINANCE DEPARTMENT		
Audit Committee Charter	Draft	April 2021
Supply Chain Management Policy	FINAL	April 2021
Indigent Support Policy	FINAL	April 2021
Procurement Policy	FINAL	April 2021
Budget Policy	Draft	April 2021
Credit Control and Debt Collection Policy and Credit Control and Debt Collection	FINAL	April 2021
Credit Payment Procedures	Draft	April 2021
Bringing the payments for rates and service to normality	Draft	April 2021
Debtors Procedures	Draft	April 2021
Telephone/Cellphone Policy for Employees	FINAL	April 2021
Virement Policy	Draft	April 2021
Accounting Policy	Draft	April 2021

LIST OF MUNICIPAL POLICIES AND BYLAWS

POLICY	STATUS	DATE
Vehicle Allowance, Subsistence and Travelling Policy	Draft	April 2021
Travel and Substance Claim Policy	Draft	April 2021
Debt Management Policy	Draft	April 2021
Investment and Cash Management Policy	Draft	April 2021
Fraud Policy and Fraud Response Plan	Draft	April 2021
Property Rates Policy	Draft	April 2021
Mandeni Municipality Financial By-Laws	Draft	April 2021
Banking and Investment Policy	Draft	April 2021
Fixed Asset Management Policy	Draft	April 2021
Risk Management Policy	Draft	April 2021
Tariff Policy	Draft	April 2021
Insurance Policy	Draft	April 2021
Bad Debt Write-Off Policy	Draft	April 2021
HIV/AIDS Policy	Draft	April 2021
Exhumation, Excavation, Re-Interment/Cremation of Human Remains	Draft	April 2021
Women Empowerment and Gender Equity Policy	Draft	April 2021
Municipal Youth Development Policy	Draft	April 2021
Housing Policy and Procedure	Draft	April 2021
SAFETY AND SECURITY	Draft	April 2021
Traffic Officer and Security Officer Duty Policy	Draft	April 2021
Operation and Usage of Municipal Vehicles Policy	Draft	April 2021
Electrical Procedures	Draft	April 2021
Free Basic Electrical Policy for the Republic of SA	Draft	April 2021
Waste Management Policy	Draft	April 2021
IDP/DEVELOPMENT PLANNING	Draft	April 2021
Land Disposal and Property Lease Disposal Policy	Draft	April 2021
Business Licensing Policy	Draft	April 2021

LIST OF MUNICIPAL POLICIES AND BYLAWS

No.	Name of the sector plan	Last date adopted	Responsible department	Status quo with the plan
1.	Informal Traders Management and Development Strategy	2017 for 2017-2022	EDPHS	Policy in line with term of council as per recommendation of EDTEA
2	Local Economic Development Strategy Plan	Draft 2020	EDPHS	In Draft format
3	Land Use Management System	December 2016	EDPHS	Adopted Management Framework
4	Disaster Management Plan	2020	Community Services	Draft 2019
5.	Environmental Management	2012/13	EDPHS	Adopted by District Council
6.	Spatial Development Framework	2020	EDPHS	Draft 2020
7.	Integrated Waste Management Plan	Developed 2015 - 2019	Community Services	Adopted
8.	Housing Settlement Plan	2015	EDPHS	Adopted 2018
9.	Tourism Strategy and Business Plan	2014	EDPHS	Adopted 2016
10.	Mandeni Coastal Management Plan	2016	EDPHS	Adopted March 2016
11.	Development Employment Equity Plan	November 2017	Corporate Services	Annual Submission April 2018
12.	Review of Performance Management Framework	July 2009	Office of the MM	Reviewed and adopted annually
13.	Stormwater Management Plan for Sundumbili	November 2012	Technical Services	
14.	Electricity Master Plan	November 2012	Technical Services	In progress
15.	Workplace Skills Plan	Adopted 2018	Corporate Services	April 2019
16.	Integrated HR Strategy	Developed in 2019	Corporate Services	New plan underway

LIST OF MUNICIPAL POLICIES AND BYLAWS



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