

# **MANDENI MUNICIPALITY**

## **DRAFT INTERGRATED DEVELOPMENT PLAN**

### **2012-2017**

**PO Box 144**

**Mandeni**

**4490**



## ABBREVIATIONS USED IN THIS DOCUMENT

AsgiSA	-	Accelerated and Shared Growth Initiative for SA
AOC	-	Aircraft Operating Company
BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DFP	-	Development Framework Plan
DLTG	-	Department of Local Government and Traditional Affairs
DM	-	District Municipality
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
EIA	-	Environmental Impact Assessment
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HCT	-	HIV/AIDS counselling and Testing
IDP	-	Integrated Development Plan
ISRD	-	Integrated Sustainable Rural Development Programme
ISRDS	-	Integrated Sustainable Rural Development Strategy
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LM	-	Local Municipality
LRAD	-	Land Redistribution for Agricultural Development
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MPS	-	Multi-Purpose Service Centre
MTC	-	Medium-Term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
PIMS	-	Planning, Implementation and Management System
PMS	-	Performance Management System
PTO	-	Permission to Occupy
DPA	-	Planning and Development Act 6 of 2008
PMTC	-	Prevention from Mother to Child

RDP	-	Reconstruction and Development Programme
RIDS	-	Regional Industrial Development Strategy
RRTF	-	Rural Road Transport Forum
RSC	-	Regional Service Centre
SADC	-	Southern Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counselling
WSDP	-	Water Services Development Plan





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## Mayor's forward

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Our approach towards the last five years of Integrated Development Plan has been effective in terms of implementation process. It has responded to a number of issues affecting our citizens those include housing, water and sanitation. It must be noted that this could not be easily attained but having a committed team of Councillors who worked tirelessly to ensure a better life for all and a sharp administration has achieved 85% of the last five years IDP.

This was through the ongoing review of the strategic approach to ensure that we are still on track to achieve our Vision where the Community, Councillors, and staff of Mandeni Local

Municipality resolve that the municipality will strive for excellence in the effective and efficient management of its financial, human, capital and developmental resources. Our strategic IDP programmes has been measured against targets that are based on issues raised by the real development drivers on the ground, civil society which was done through consultative meetings with our constituency.

The past years review process of the IDP, Budget and Organizational Performance Management System are well aligned. There has been a tremendous improvement in the integration of activities and alignment in the past financial years for the three above mentioned process. Having laid a solid foundation for deepening engagement with all our stakeholders on the IDP, we are hopeful that, henceforth to our ward based planning process becomes the vehicle for participation in the IDP, in order to maximise co-ordination and synergy between the two processes. We cannot underestimate the role of the private sector in partnering with the municipality to increase the chances of bringing investments and job opportunities at Mandeni.

It is our endeavour to deliver more services to our people but we wish to encourage every resident, every business, every community, and non-governmental organisation in particular all stakeholders under Mandeni Municipality to take this opportunity to engage with and provide feedback to us on IDP.

By doing so, we will continue support your commitment to work together with us in building a better life for all.

**Her Worship The Mayor**

**Cllr L N P Shabalala**

# Chapter 1: Introduction

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## 1. EXECUTIVE SUMMARY

### 1.1. MANDENI IN CONTEXT

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

Mandeni Local Municipality enjoys excellent regional transportation linkages with the national road – N2 – serving the province, the two major ports of Durban and Richards Bay, the railway line which serves as an important link between the ports as well as the hinterland parts of South Africa, and the airports – both existing and proposed, including the Isithebe airstrip. The identification of eThekweni-Mhlathuze Corridor places Mandeni Local Municipality in an advantageous position as it is located in-between these two municipalities. It stands to benefit hugely from economic activities that will accrue as a result of this initiative.

Mandeni Local Municipality also functions as an important service centre for a substantial rural hinterland which lies to the west beyond the Endulinde Hills. There are no other service centres in the tribal areas, and therefore the urban centre of Mandeni serves as an important sub-regional service centre for the ‘shadow corridor of poverty’ which tracks the ‘development corridor’ along the coast. Mandeni is in fact arguably the only place along the coast where the development corridor and the shadow corridor of poverty meet, and hence the acknowledgement of its potential in the Provincial Spatial Framework.( see figure 1)

### 1.2. CHALLENGES WE FACE

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

**Roads:** Most of the wards, especially those that have gravel roads dilapidated state of gravel roads and access roads. There is a dire need for the assessment of households and social amenities that does not have access with 500 m, there is a need for Integrated rural road maintenance and upgrade of the entire existing road infrastructure throughout the municipal area;

**Electricity:** Most of the wards do not have access to electricity especially the rural community, the biggest challenge faced by the Mandeni Municipality is bulk infrastructure Substation.

**Water & Sanitation:** The lack of portable water has been identified as a pressing need for rural communities, Mcambini Traditional Council, Ndulinde Traditional Council and Mathonsi Traditional Council. Ilembe District is currently rolling out Ndulinde water Scheme

**Financial Viability and Revenue Enhancement:** The Municipality is faced with serious financial predicament due to none payment of rates and services we currently have 56 Million Debtors, hence the Municipality is highly dependent on Grant funding and other source to deliver. The issue of Ithala

providing service within their Isithebe Industrial Estate is another key challenge that is perpetuating and contributing the unsustainability.

**LED:** A significant number of wards indicated that there is pressing need for LED projects focusing on job creation, poverty alleviation, promotion of SMMEs and co-operatives.

**Institutional arrangement &: Organizational Capacity:** The Municipality is not organized that will support the delivery of services.

**Social Services:** A lack of social services & community facilities in most of the wards such as Community Halls, Sport and Recreation facilities, Welfare, Cemeteries, Schools, Pension Pay Out Points, Early Childhood Development Centres and Health Care Facilities.

**Youth and woman empowerment:** Owing to the fact that youth and woman account for the largest segment of the population, youth & woman empowerment is a central feature of municipal development and service delivery, particular emphasis to skills development.

**Spatial Distortion & Inequalities:** Mandeni Municipality is a classic example of apartheid plan & spatial inequalities with principles of racial segregation of communities. Haphazard Illegal Development and illegal building are mushrooming all over the Municipal area.

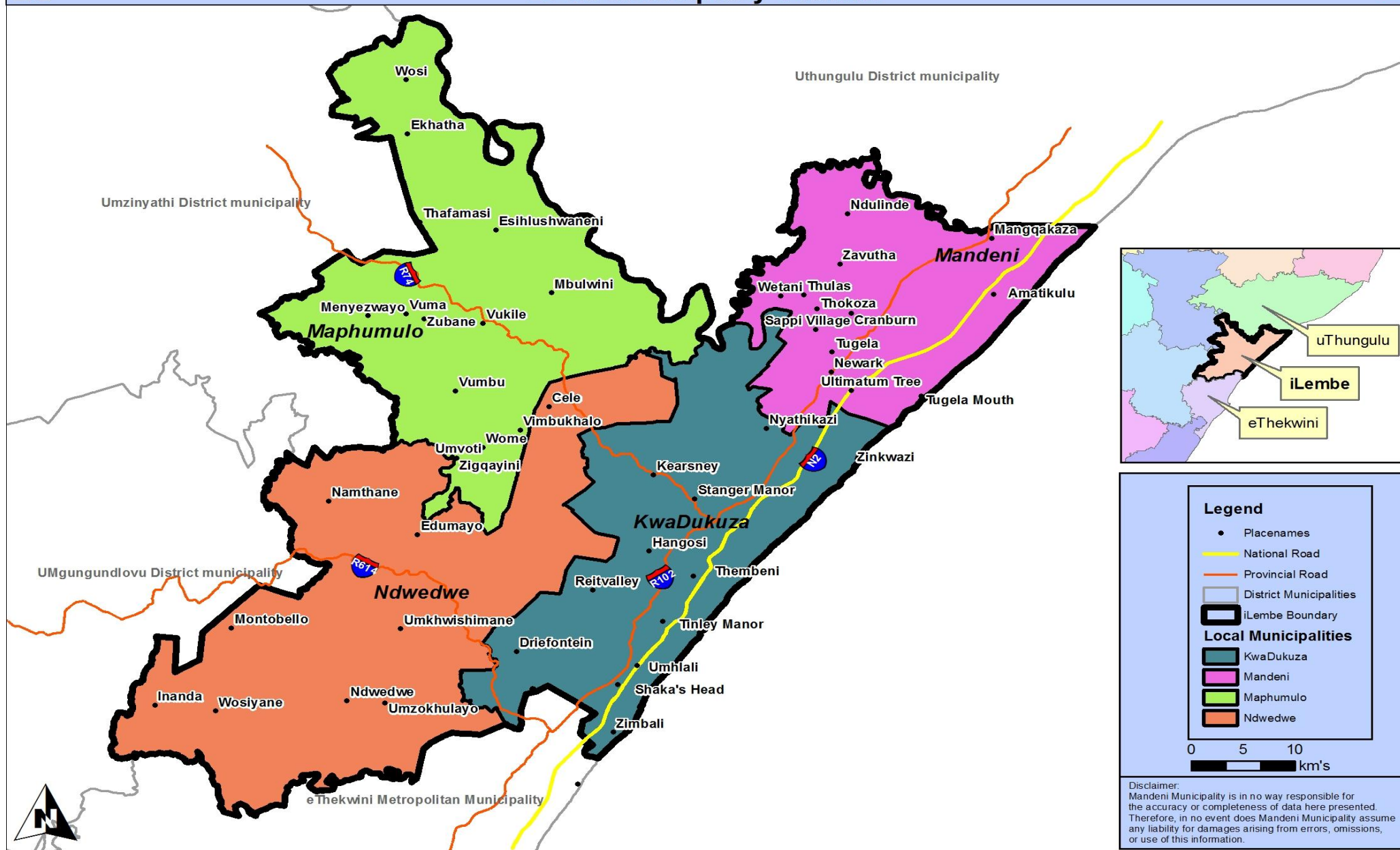
**Environmental Management & Natural Resource :** There is lack of capacity within the Municipality to deal with Environmental Management issues and the Municipality have no Strategic Environmental Planning and Management tools to inform decision making i.e. EMF, Coastal Management Plan.

**Human Settlement:** The Municipality is faced with serious challenge of informal settlement that are in the periphel of Sundumbili Township and Isithebe Industrial i.e. Masomonco, Mandafarm, Zavutha, Steel window.





# Mandeni Municipality Local Municipality Context



Map 1 local Municipality context

- **Housing Development:** The Municipality is faced with serious demands for a variety of housing development ranging from low income/ PHP Subsidy, middle income/ social housing and high income.
- **Environment:** lack of capacity in environmental management within the municipality
- **Sanitation:** There are ever increasing backlogs in terms of sanitation.
- **Land use Management:** There is an increase in illegal land uses within the municipal area and very low capacity to deal with it

### 1.3. MUNICIPAL STRATEGIC GOALS TO MITIGATE CHALLENGES

- Promoting good governance and institutional transformation
- Providing social and economic infrastructure
- Eradicate basic services backlog Water, Sanitation, Electricity, Waste Removal
- Improving quality of life for our citizens
- Fighting poverty and underdevelopment
- Promote & Stimulating Economic Growth & Urban renewal
- Enhancing Revenue and financial viability
- Promoting safety and security
- Partnership against HIV and AIDS
- Enhancing public participation on matters of Government
- Environment Sustainability
- Providing sustainable human settlement
- Industrial Regeneration Isithebe
- Organizational development and capacity building
- Creating enabling environment for investment and job creation

### 1.4. THE OPPORTUNITIES WE OFFER

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

- **LOCATION:**  
Mandeni is located between Africa's two great ports, i.e. Durban and Richards Bay and its excellent transport infrastructure.
- **NATURAL ENVIRONMENT:**  
The largest river in KZN is the Tugela River, Amatikulu Nature reserve which consists of coastal dune forest, coastal grassland and Lala Palm bushveld. Development opportunities presented by coastal belt, pristine beaches and a relatively unspoilt natural environment presents economic development opportunities. Natural phenomena of Inyoni River which flows parallel to the coastline for approximately 8km before joining the Amatikulu River forming an estuary. Very important estuarine, biodiversity and wet land systems.
- **HERITAGE:**  
The Mandeni Municipal area has a very rich historical past, which presents a huge opportunity for Tourism development. The Tugela (correctly spelt Thukela) River is the largest river in KwaZulu-Natal, and was the historical border between Zululand and Natal. A number of significant historical events associated with the river have left a rich legacy of major historical and cultural sites on what has now been referred to as the "Thukela Frontier".
- **INFRASTRUCTURE**



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

- **AGRICULTURE**

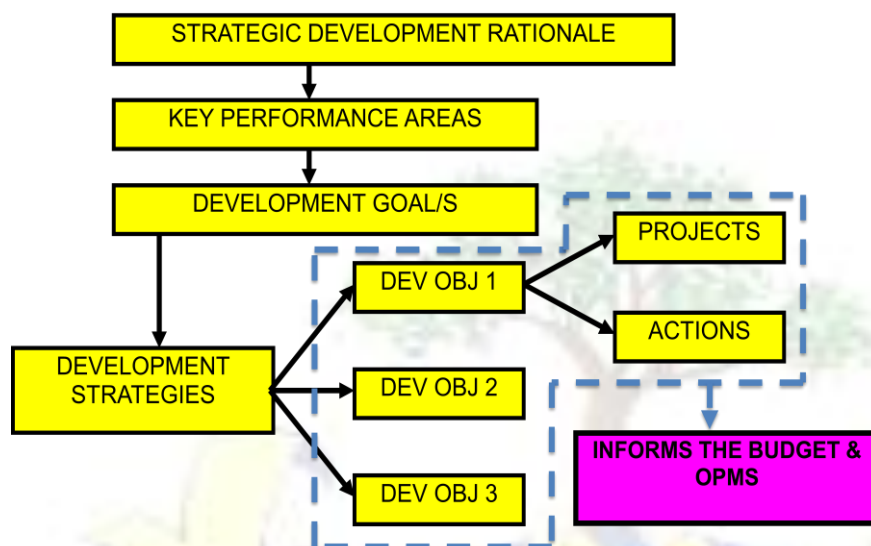
The agricultural sector in Mandeni Municipality is dominated by sugar cane farming and forestry. There is also an emerging sector on crop production, there is a Hydroponic project established (Green house), open field projects and vineyards. The Mandeni Municipality also is investigating into aquaculture farming in the Dokodweni area.

## **1.5. STRATEGIES FOR IMPROVEMENT**

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

- Promoting development and investment that contribute to the regeneration and renewal of CBDs. The Municipality has commissioned urban and regeneration strategy.
- Establishing a town centre in Mandeni
- Implementing shared service focusing on bridging the capacity gap in Planning and GIS functions
- Ensuring improved Land use Management system ( wall to wall scheme)
- Promoting and facilitating development and investment along the coast in a harmonized and sustainable manner – environmentally, economically and socially with specific reference to the Siyaya Development Framework Plan.
- Promoting investment within defined nodes and specific to the functionality of such nodes i.e. Mandeni, Tugela Mouth, Wangu and Isithebe Industrial Zone.
- Promoting investment in industrial investment hubs and provide for sufficient, affordable, reliable infrastructure services.
- Introducing incentives that attract development initiatives, the municipality has undertaken a planning exercise aimed at expansion and marketing strategy of the Industrial area.
- Encouraging settlement within the rural context along road networks and existing infrastructure.
- Introducing performance project management systems to track and monitor progress.
- Exploring and promoting PPPs as a means to delivery services.
- Establishing cooperatives to maximize economic opportunities in the agricultural sector.
- Preserving and protecting the natural environment must be preserved and protect and applying conservation management.
- Ensuring the regular maintenance and upgrade of existing infrastructure.
- Ensuring sustainable livelihoods through the integrated development of all the assets of the Municipality, i.e. human capital, social capital, natural capital, physical capital, financial capital and political capital.





**Figure 1: Developing Mandeni's strategies**

## 1.6. MANDENI MUNICIPALITY 5 YEARS FROM NOW

Mandeni Municipality is strongly committed to develop its character as an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination it will enhance its visual and aesthetic appeal. The municipality aims at improving physical and functional integration by establishing a functional town centre. The Mandeni municipality aims at increasing economic efficiency of the Municipal area and ensuring that there is improved investor confidence therefore attracting more development to occur within the area.

## 1.7. DEVELOPING THE MANDENI IDP

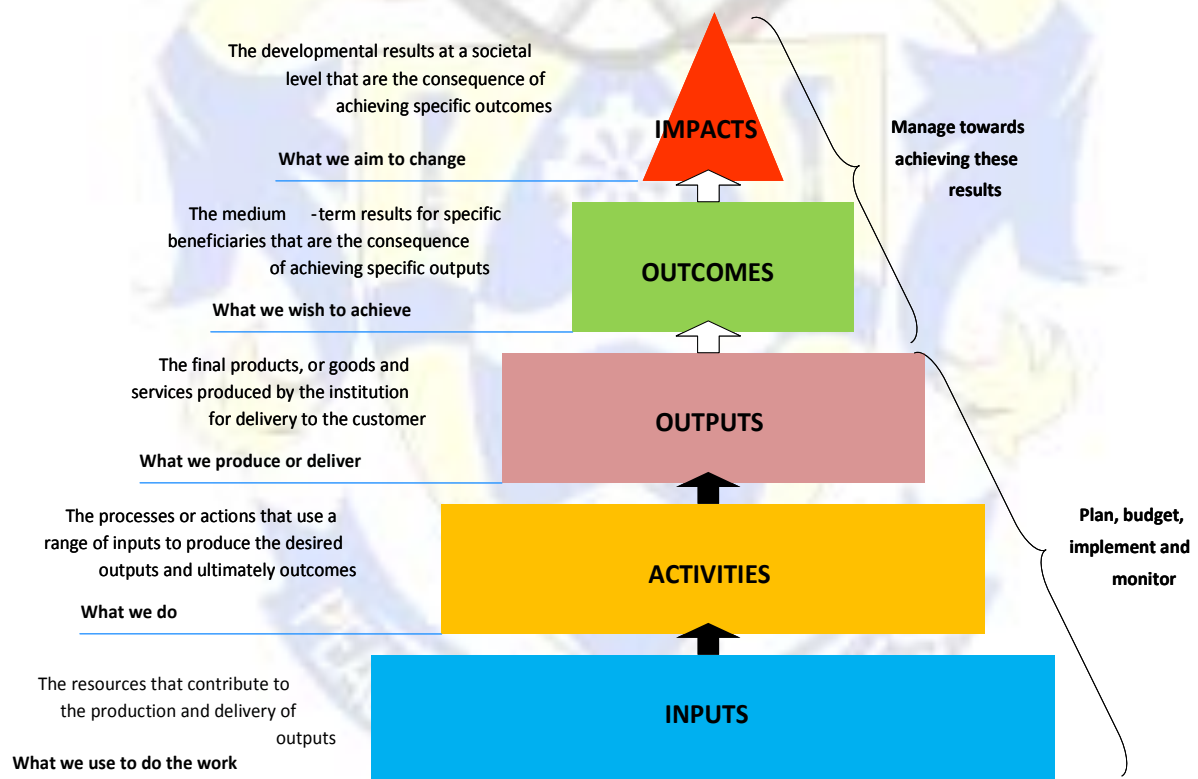
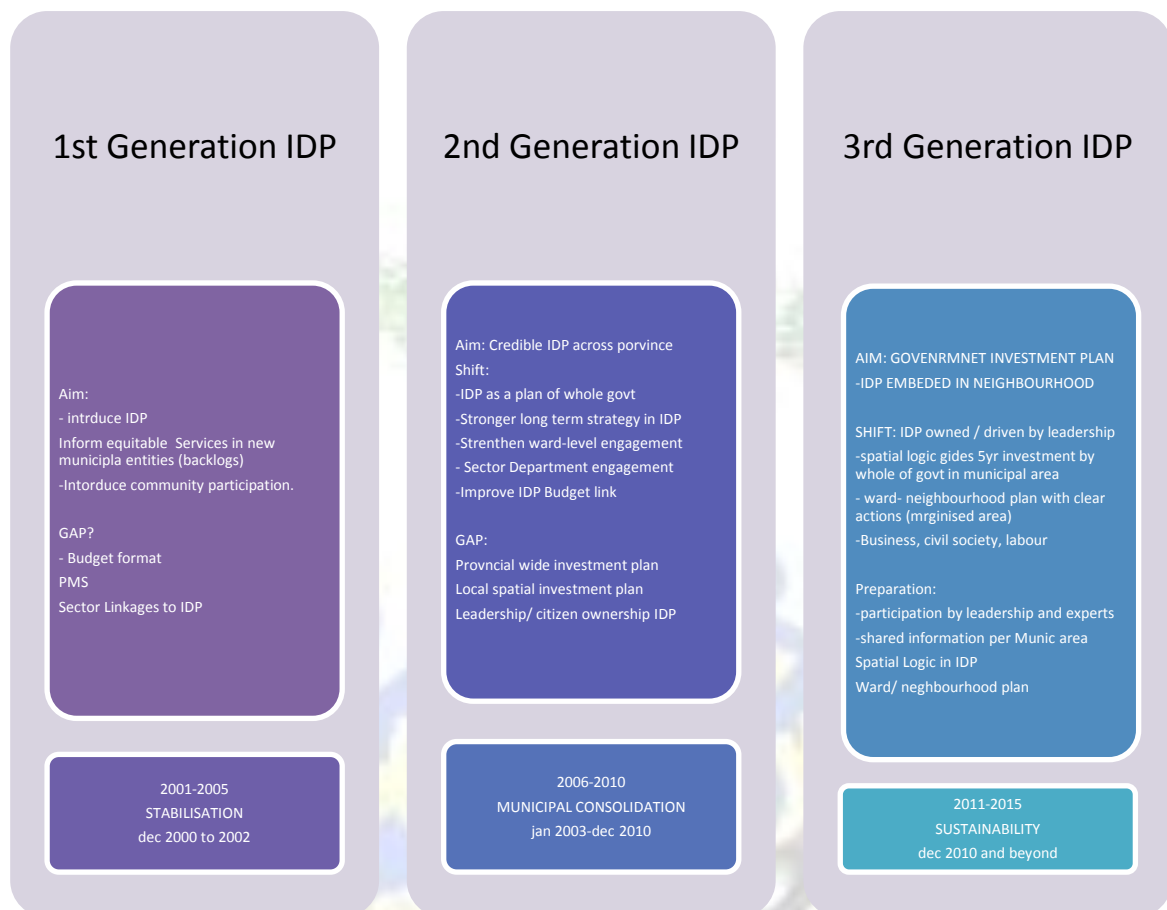
The comprehensive IDP for the five year circle 2012- 2017 was prepared and tabled before Council for adoption in 2012 in accordance with the chapter 5 Municipal systems Act No 32 of 2000. Mandeni Municipality is of the opinion that although IDP is a five year plan, it must be contextualised in an enabling planning horizon of a long term vision in order to make resources sense. IDP should deliver to a said vision. The Vision should be based on a planning horizon of 30 years divisible into 6 sets of five year IDP's

The 2012-17 IDP is the third Generation of IDPs as a cogta initiate that states that in this 3<sup>rd</sup> round of IDP's municipalities should be focusing on service delivery and sustainable development.

The first generation of IDP's was the first round of IDPs' and lacked any linkages with the budget, they were prepared for compliance purpose. These documents were the first to incorporate community participation in local government sector within the municipalities. However they lacked any form of a performance management mechanism therefore no monitoring tool. The second Generation of IDPs where moving into the consolidation phase which meant that there was a bit more sector involvement in the IDP documents. There was an improvement in terms of linkages with the IDP and Budget. This second round of IDPs also started looking into linking the budget and IDP by the introduction of Service delivery and budget implementation plans linked to a performance management system. The third Generation (and current round) IDP will proactively guide the next 5 years in a much more

informed and realist manner. This generation of IDP's focuses on sustainability. It encompasses the objectives of both national development priorities and provincial growth and Development strategies.







## 1.8. THE LEGISLATIVE FRAMEWORK

In terms of the Chapter 5 of the Municipal Systems Act 32 of 2000 all municipalities have to undertake an IDP process to produce IDPs. IDP is a legislative requirement it has legal status and supersedes all other plans that guide development at local government level.

## 1.9. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The Process Plan and community involvement

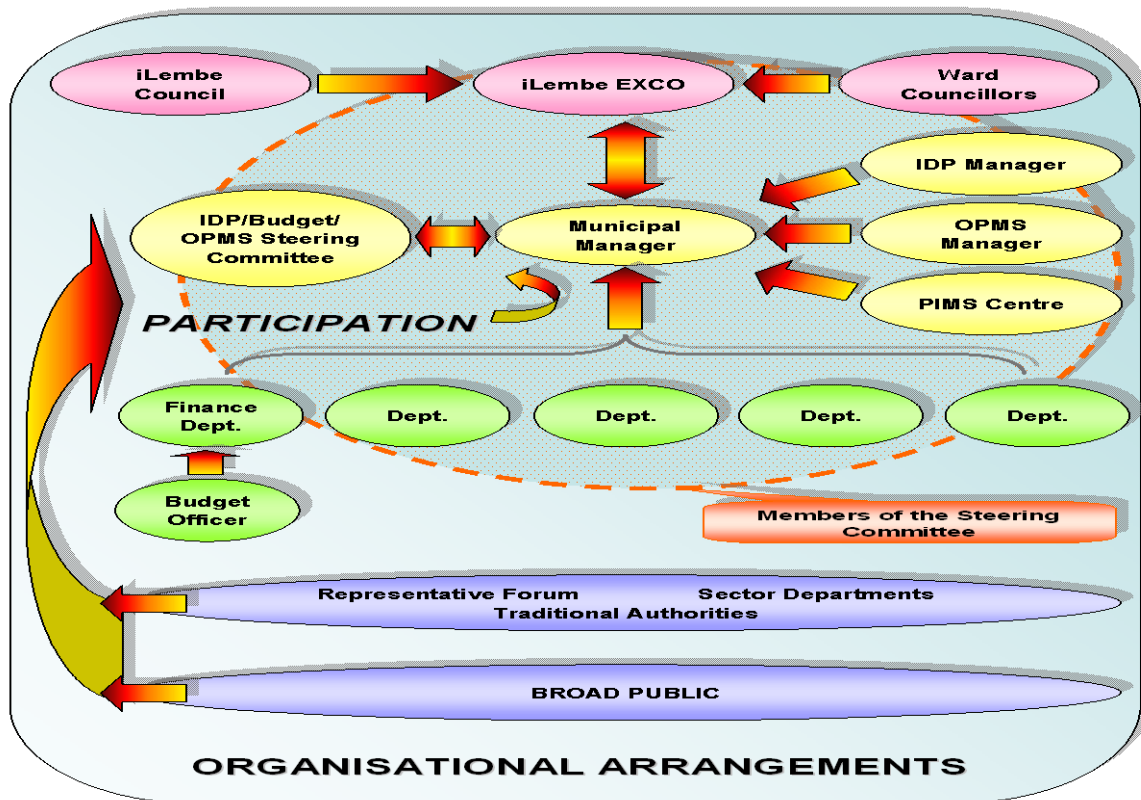
The of the Mandeni Municipality as part of preparing the 2012/2017 IDPs, formulated and adopted the IDP process plan to ensure that proper coordination between and within the spheres of government occurs within this process. An **Integrated Development Planning (IDP) Process Plan** that was drawn up seeks to ensure that proper management of the planning process in followed. This plan should sketch out the following:

- The structures that will manage the planning process.
- The manner in which the broad public as well as other stakeholders can participate in the process and structures that will be created to ensure this participation.
- Time schedule for the planning process.
- Outlining clearly defined responsibilities or tasks in each phase and
- The approach of monitoring the whole process.
- Clear mechanisms and procedures for vertical and horizontal alignment
- Indication of the organisational arrangements for the IDP Process
- The Mandeni Municipality wants to develop the IDP which can be utilised as an effective management tool for the municipality, this include:
  - Creating a greater level of focus and thereby improving on the strategic nature of the IDP;
  - Aligning this strategic document with the realities of the resources, both financial and human, available
  - Alignment of the IDP with activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and
  - Alignment of the IDP with the various sector plans.

## 1.10. MECHANISMS FOR PUBLIC PARTICIPATION

The following shows the different forms of participation that will form part of the Mandeni IDP Reviews from 2012/17 process;

- The Municipality encourage public involvement in the review process by using existing structures such as Representative Forums, CDWs, Ward Committees and Traditional Authority Structures;
  - The Municipality clustered the wards in accordance with proximity and geographic location with the meeting point being a Traditional Court in rural areas therefore greater involvement of Amakhosi.
  - Conduct focused meetings with ward committees ward committees and Traditional Councils respectively to discuss & develop priorities in the IDP
  - The Municipality also have focussed meetings with the rate payers association an business community i.e. Sappi, Isithebe Industrialists
- The Municipality in accordance with the provisions of its Communication Strategy uses methods such as public notices notify the public, road shows, advertisements (newspapers Mandeni News, radio, etc.); and the Municipal newsletter that is published quarterly is also used a means to communicate with the community.



### 1.11. MEC COMMENTS

#### Municipal Transformation and Institutional Development

A few Management positions are vacant and frozen The MEC encourages the Municipality to give this attention in the upcoming year.

Response:-

The Municipality has advertised the following posts to be filled for the 2011/12 financial year.  
Director Economic Development and Planning

#### Local Economic Development

The MEC would like to see spatial representation of the LED projects in the next IDP And further to see that the Municipality has considered the Expanded Public works programme (EPWP) in the area of LED.

Response:-

The LED projects have been depicted on a map on Section

#### Municipal Viability and Financial Management

The Municipality should improve its Dept collection and need to use that to minimise the reliance on grant funding.

Response:

The Municipality has established a risk Management Committee that focuses on Auditor General's Findings and Issues relating to increasing the revenue base for the Municipality, Dept management and Dept collection.

#### Good Governance and Public Participation

The Municipality is advised to assign one existing portfolio committee to be assigned for the inclusion of the Youth Development function.

Response:-

The Municipality has a Youth Affairs Subcommittee which reports to the Economic Development Portfolio Committee.

### Spatial Development Framework

The MEC recommended that in the future review of the SDF the Municipality needs to consider the spatial Intentions of the Provincial Spatial Economic Development Strategy and the Provincial Growth and Development Strategy.

### Provincial Growth and Development Strategy and Provincial Spatial Development Framework

It is imperative that the Municipal IDP and SDF be aligned with overall provincial strategic framework in order to optimise synergies between national, provincial and municipal growth.

Response;

The Mandeni Municipality in the process of formulating their strategies looked at the National Outcome and Provincial strategic Goals of the PGDS and ensured that this is aligned. This alignment has been demonstrated in Chapter 3 of the Draft Mandeni 2012 to 17 IDP. Each Department has prepared 5 year plans and aligned the Municipal strategies to those of National and Provincial Government.

### Implementation of Flagship program

The MEC highlighted that the Municipality needs to embrace the structures that are already within the district such as Operation Sukuma Sakhe and District Aids Council, which is co-ordinated by the Municipality. The Municipality needs to ensure that the IDP features these provincial programs in the War against Poverty.

## **1.12. OPERATION SUKUMA SAKHE PROGRAMME**

The Sukuma Sakhe is the Premier's programs aimed at providing immediate interventions to the most vulnerable household in a coordinated manner that include all the government departments. It can be recorded that Mandeni Municipality has a functioning Local Task team made of representatives from sector departments, IDAMSA (FBO) and the Municipality. The meetings are conducted fortnightly on Thursday in the Municipal hall. Out of 17 wards we managed to launch 9 ward war rooms and we expect to launch the remaining wards before end of April 2012. We have 165 community care givers and youth ambassadors, extension officers and social workers, community development workers allocated per ward. The cases are reported to ward war rooms then forwarded to the LTT for interventions. LTT has prepared a schedule of outreach programmes which started on 09 March 2012 to November 2012. LAC and DAC LAC meetings are conducted quarterly and they are chaired by the Mayor or the Deputy Mayor in the absence of the Mayor. All sector departments NGO's and IDAMASA (FBO) and Sappi through its Round table are the members of the Council. LAC reports are forwarded to DAC and there are programmes in place

## **1.13. MUNICIPAL TURNAROUND STRATEGY**



MANDENI MUNICIPAL TURN AROUND STRATEGY 2011/2012

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Service Delivery									
Access to basic (or higher) water [Priority]	3 505 households without access to water	Nr of households with access to basic (or higher) water	To attend the Infrastructure Sub Committee meeting of the IDM established as per the IGR Forum and facilitate eradication of the backlogs of the service.	To be represented at every Infrastructure Subcommittee Meeting called for by the IDM and to ensure these minutes serve at the Infrastructure Portfolio Committee	Quarterly ongoing	Director: Technical Services	None	None	None
Access to basic (or higher) sanitation [Priority]	18 469 households without access to sanitation	Nr of households with access to basic (or higher) sanitation	To attend the Infrastructure Sub Committee meeting of the IDM established as per the IGR Forum and facilitate eradication of the backlogs of the service.	To be represented at every Infrastructure Subcommittee Meeting called for by the IDM and to ensure these minutes serve at the Infrastructure Portfolio Committee	Quarterly ongoing	Director: Technical Services	None	None	None

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
				Committee					
Access to basic (or higher) electricity [Priority]	Electricity master plan prepared and adopted	Nr of households with access to basic (or higher) electricity	To workshop all councillors on the electricity Master-plan. To submit the electricity master plan to the DoE and Eskom for implementation	Workshop with councillors by 30 November 2011.  Plan Submitted to DoE and Eskom by 30 November 2011.  To follow up on progress by meeting with DoE and Eskom by 30 November 2011	30 November 2011 and 9 December 2011	Director: Technical Services	None	None	DoE and Eskom need to provide the budget to build the infrastructure to increase network capacity in the area to enable connections to HH to eradicate backlog.
Enhancement of municipal revenue	The Municipality is currently reticulating electricity in the area of Mandeni suburb only	Written engagement between the Municipality and ESKOM	Feasibility study in transferring Electricity reticulation from Townships such as Sundumbili to the Municipality	Presentation of feasibility outcome for consideration of Council		Chief Financial Officer	Yes	ESKOM	Department of Energy

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Access to basic (or higher) refuse removal and solid waste disposal	Reduced backlogs by 4097 HH in the last two years by placing communal bins in strategic locations.	Nr of households with access to basic (or higher) refuse removal	Identify locations (hot spots) and place communal bins. Educate community to use the facility.  Workshop new councillors on IWMP	Identify locations and place more communal bins and reduce backlogs by a further 2000HH	30 June 2011	Director: Technical Services	None	None	None
Access to municipal roads [Priority]	6858 HH are a backlog i.e no access to a road within 500m of their HH. This was calculated using the GIS at a desktop level.	Km of new municipal roads constructed that can reduce the backlogs	Prepare a roads Master-plan that will deal with provision of new roads and repairs and maintenance of existing urban and rural roads.	Prepare roads Master-plan by 31 January 2012.  Conclude construction of Masomonce Taxi Route by February 2012.  Commence construction of Sundumbili Roads Ph6 by February 2012.	31 January;  28 February 2012;  30 April 2012	Director: Technical Services	None	None	None



PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
				Adopt and commence implementation of roads Master-plan by April 2012					
Access to free basic water		Nr of households with access to free basic water	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Access to free basic electricity	2650	Nr of households with access to free basic electricity	To provide access to FBE to all	FBE to conventional meters		Chief Financial Officer	None	None	None
Formalization of informal settlements [Priority]	5000 units of informal settlements	Number of informal settlements eradicated	To formalise the informal settlements	To eradicate all informal settlements by 2014		Director: Economic Development & Planning	None	To quickly consider submitted applications.	Department of Human Settlement
23		Nr of households in informal	N/A	N/A		N/A	N/A	N/A	N/A

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		settlements provided with water							
		Nr of households in informal settlements provided with sanitation	N/A	N/A		N/A	N/A	N/A	N/A
		Nr of households in informal settlements provided with electricity	N/A	N/A		N/A	N/A	N/A	N/A



PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Disaster Management	To be determined	Number of disasters prevented, mitigated and preparedness	Advertise, shortlist, interview and fill the position of the Assistant Manager Disaster Management and compile disaster management plan	Filled position of the Assistant Manager: Disaster Management		Manager: Disaster Management	N/A	N/A	N/A
		Consultation of different stakeholders on the project to formulate disaster management plan	Consult relevant stakeholders to assist in formulating the plan and conduct workshop to Councillors	Adopted by Council Disaster Management Plan		Manager: Disaster Management	No disaster management plan	Support in developing the appropriate plan to suite Mandeni	COGTA
		Investigation of the affordable disaster emergency response	Identification of an area and consulting KwaDukuza on how theirs was done	Disaster Management station		Manager: Disaster Management	N/A	N/A	N/A



PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		station							
		Review of an Service Level Agreement (SLA) on the standard of response with the existing service providers (Ithala).	Consult all the relevant stakeholders with the intention to review SLA in response to Disasters (fires).	Signed SLA with Ithala, Ithala and KwaDukuza		Manager: Disaster Management	N/A	N/A	N/A
		Consultation on disaster management	Develop a programme in consultation with all relevant stakeholders such as ward committees	Conducted awareness campaigns to mitigate possible disasters per wards		Manager: Disaster Management	N/A	N/A	N/A
Repairs and maintenance 26		Service delivery Interruptions per type of service (time	Maintain and improve the Functionality / Condition of Infrastructure	Not more than 1 unplanned electricity outage in municipal licensed area of	Monthly ongoing	Director: Technical Services			

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		per month) and nr of households affected		supply per month					
Revenue management	83%	Monthly collection rate on billings	-Enforce credit control policy and cut-off for rates outstanding debt	100%		Chief Financial Officer	N/A	N/A	N/A
	The Municipality is currently reticulating electricity in the area of Mandeni suburb only	Written engagement between the Municipality and ESKOM	Feasibility study in transferring Electricity reticulation from Townships such as Sundumbili to the Municipality	Presentation of feasibility outcome for consideration of Council		Chief Financial Officer	Low income base	Consider the proposal to transfer electricity	Department of Energy and ESKOM
	Rates- 10%  Refuse- 3%	Percentage growth in revenue collected by the	-Enforce credit control policy	Rates- 8%  Refuse- 8%		Chief Financial Officer	N/A	N/A	N/A

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
28	Electricity- 22%  Average- 11%	municipality as a % of projected revenue target.		Electricity- 23.8%  Tariff increase percentage					
	17%	% of budgeted revenue for property rates collected (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004))	-Cut –off power for rates	19%		Chief Financial Officer	N/A	N/A	N/A
	50.5%	Grants as a % of revenue received	Spending grants in terms of conditions	57.46%		Chief Financial Officer	N/A	N/A	N/A



PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Debt management [Priority]	158%	R debtors outstanding as a % of own revenue	-Revenue enhancement strategy implementation	85%		Chief Financial Officer	N/A	N/A	N/A
	97%	% of debt over 90 days	-Revenue enhancement strategy implementation	54%		Chief Financial Officer	N/A	N/A	N/A
	37.5%	Percentage of debt collected as a percentage of money owed to the municipality	-Revenue enhancement strategy implementation	93%		Chief Financial Officer	N/A	N/A	N/A
Expenditure Management	88%	Monthly operational expenditure as a percentage of planned expenditure	Improve cash flow	100%		Chief Financial Officer	N/A	N/A	N/A
	55%	Monthly	Improve SCM processes	100%		Chief Financial	N/A	N/A	N/A

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		capital expenditure as a % of planned capital expenditure	Improve cash flow  Ensure that capital grant is forthcoming			Officer			
		% of operational budget spent on repairs and maintenance	Development of a maintenance plan			Chief Financial Officer	N/A	N/A	N/A
	100% expenditure by end of financial year	MIG expenditure a % of annual allocation	Increase allocation  Allocations to be aligned with municipal financial year  Ensure 100% expenditure by 30 June	100% expenditure by 30 June 2012	30 June 2012	Director: Technical Services	N/A	N/A	N/A

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
			2012						
Unqualified audit	Unqualified audit	Audit opinion	Improve financial control systems	Unqualified audit		Chief Financial Officer	N/A	N/A	N/A
	AG opinion on performance information	Audit opinion on performance information	Place an advert, conduct shortlisting and interviews.	Appointed Manager: Performance Management System		Director Corporate Services	N/A	N/A	N/A
Integrated development planning		Timeous adoption of IDP	Continual review of IDP after consultation with line function departments, sector departments, communities and other interested and affected parties	Appropriate council resolution to approve the reviewed IDP well aligned with the budget		Director Economic Development and Planning	N/A	N/A	N/A
	Budget adopted by 30 May	Timeous adoption of budget	None	Adopt budget by 30 May		Chief Financial Officer	N/A	N/A	N/A



PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
32		1.11. P Adopted clear Rural Development and Agrarian Reform focus and targets	Meeting with DED & Ilembe District Municipality to lobby funding for LED projects	Incrementally allocate budget for implementation of LED priorities contained in the Strategy		Director Economic Development and Planning	Lack of funding or investment of LED project	Get DEDT and other agencies of government to fund the projects	DED
		1.12. P Integrated Flagship targets in IDPs	To partner with sector departments in integrating activities and programmes in support of Flagship programme	To target three most deprived wards (02, 07 & 16) then the less deprived 01, 05, 06, 08, 09, 10, 11, 12, and lastly the remaining wards within the jurisdiction		Director Economic Development and Planning	Getting sector department	For COGTA to pursued the sector department to partner with the Municipality in this endeavour (War on poverty)	COGTA
		1.14. P Integrated safety plans in IDPs	N/A	N/A		Director Economic Development and Planning	N/A	N/A	N/A

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		Reliable and credible IDPs	Continual review of IDP after consultation with line function departments, sector departments, communities and other interested and affected parties	20% increase in the IDP assessment scores and ranking		Director Economic Development and Planning	N/A	N/A	N/A
		4.3 P Adopted SDFs	Advance the SDF review process & ensure effective public participation	Reviewed SDF adopted by Council		Director Economic Development and Planning	N/A	N/A	N/A
	Multiple Land Use Schemes for different suburbs/ areas within Municipality	4,4 P Adopted LUMS	Advance the process of preparing & promulgating a single Land Use Scheme for the entire Municipal Area , including public participation	Follow with the National Department of Agriculture & Environmental Affairs regarding Municipal submission for approval in terms Act 70 Of 70.		Director Economic Development and Planning	Delay of approval of the scheme by DOA&EA	Intervention by COGTA	COGTA

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		Percentage of smaller municipalities producing IDP's that are simplified by 2014	To simplify the municipal IDP for better understanding	Simplified IDP by 2014		Director Economic Development and Planning	N/A	N/A	N/A
Administration	Submitted by 31August	Timeous submission of annual financial statements	To submit AFS by 31 August 2011	Submission of AFS by 31 of August 2011	August 2011	Chief Financial Officer	N/A	N/A	N/A
		Timeous submission of annual reports	Gather the data from Managers.  Align the data into National Treasury Framework / template.  Submit the draft to AG.  Submit it to Council Structures	1st draft of performance information. Draft AR submitted to EXCO. Submitted to AG.	January 2012	Director: Corporate Services	N/A	N/A	N/A
	An IMFO	Updated and	To prepare and	GRAP complaint		Chief Financial	N/A	N/A	N/A



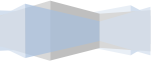
PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
	compliant Register	credible asset register	maintain GRAP complaint Register	register for 2011		Officer			
		Functional OPMS	To conduct workshops on Mandeni Municipality OPMS framework to all councillors, management and audit committee	Adoption of Mandeni OPMS	May 2012	Director: Corporate Services	N/A	N/A	N/A
Administration	Approved register 2010	Updated and credible indigent registers	To update register with 2011 approvals	An approved register for 2011		Chief Financial Officer	N/A	N/A	N/A
	Applicants assessed and approved	Financial controls applied to ensure usage is monitored / limited to indigent policy	To obtain the Council approval of deserving applicants	To have approved application for 2011		Chief Financial Officer	N/A	N/A	N/A

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Benefiting the local service provider and youth	SCM unit is in place	Functional supply chain management system	Supply chain management policies reviewed and implemented	Number of local people benefiting through the reviewed SCM policy.		Chief Financial Officer	N/A	N/A	Provincial Treasury
			Place advert, conduct shortlisting and interview and appoint	Appointment of SCM Assistant Manager	January 2012	Director: Corporate Services	N/A	N/A	N/A
Revenue enhancement	Through Property Rates Act were identified	An increase in revenue	Consultation with Ithala, fixing evaluation roll, bill board advertisement, Liaise with CIPRO, Credit bureau, attachment of houses	Progress report on Ithala issue, corrected evaluation roll, billed bill board advertisement		Chief Financial Officer	Resistance from Ithala. Inkosi claiming the land	Development of by-laws relating to billboard advertisement	COGTA, Ithala Bank and DEDT
			Consultation with ESKOM on the possibility of taking over the reticulation of electricity all Mandeni	Presentation of the progress report to EXCO.	January 2012	Chief Financial Officer	Convincing junior managers of ESKOM	Special meeting with decision makers	Department of Energy and ESKOM

PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
			townships						
Eradication of corruption	Hotline in place	Anti-corruption strategy implemented by target date	Implement the anti-corruption strategy	To strengthening the strategy by use of TELKOM facility		Director: Corporate Services	N/A	N/A	Telkom
Mid-year assessment report for 2009/2010 adopted by council	100% Complete	Mid-year assessment report	Presentation of the report to relevant committees	Performance assessment of Section 57 employees		Municipal Manager	N/A	N/A	N/A
Labour relations		% of critical posts filled	Critical Positions filled with competent employees	100%	January 2012	Director: Corporate Services	N/A	N/A	N/A
37		% of critical posts with signed	4 section 57 employees signed performance	100%	July 2012	Municipal Manager	N/A	N/A	N/A



PRIORITY AREA	MILESTONE	INDICATORS	DETAILED ACTIVITIES	TARGETS	TARGETS DATES	RESPONSIBLE OFFICIAL	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		performance agreements	agreements						



		Have quarterly performance assessments of S56/57 Managers been carried out	4 section 57 employees however the Municipal Manager was put on special leave since March 2011.	100%	October 2011, January 2012, April 2012 and July 2012	Municipal Manager	N/A	N/A	N/A
		Have any performance bonuses been paid to S56/57 Managers for the previous financial year.	No	100%		Municipal Manager	N/A	N/A	N/A
		1.5 (N)Number of municipalities complying with the professionalization framework	The municipality to comply with all the professionalization framework	By December 2011		Municipal Manager	Lack of understanding on how it needs to be executed	Workshop of management on how it should be done	COGTA and SALGA
Governance / Public Participation									
Governance		1.8. P Implementation of revised, adopted governance	To workshop councillors and officials on governance frameworks,	To review and workshop all policies in terms of governance	December 2011 to January 2012	Director: Corporate Services	N/A	N/A	N/A

		frameworks, policies and guidelines [Priority]	policies and guidelines	frameworks					
		6.10. P. municipal SCOPA established and functional	Provide training on SCOPA to Councillors. Council to nominate and appoint Councillors who will seat on SCOPA	100%	Establishment September 2011 and November 2012	Municipal Manager	N/A	Provide training to the new members of SCOPA	COGTA
		6.11. P. Adopted and operational oversight mechanisms	Speaker to formulate it with the representative of external stakeholders. Convene meetings as planned.	100%	December 2012	Municipal Manager	N/A	N/A	COGTA
		(ten point plan) Number of community protests / marches / petitions	To minimize the protests	To eliminate the protests by communicating more to the local	On-going and according to the Public Participation Plan	Public Participation Practitioner	N/A	More public meeting to be conducted	N/A



				community.					
		(ten point plan) Identify tensions between internal municipal stakeholders or political structures	Improve unity among political structures	Workshops on unity among political structures	March 2012	Municipal Manager	N/A	Workshops by COGTA on this subject of political stability	COGTA
		(ten point plan) Established Rapid Response Team	To allocate wards to individual senior officials. Meeting between individual officials and Councillors be arranged to identify critical issues which need urgent intervention.	100%	December 2011	Municipal Manager	N/A	N/A	N/A
Training of Councillors	Councillors were trained in the last financial year in	Liaise with LGSETA and other institutions that can offer	Identify accredited trainings and submit Councillors	100%	On-going	Manager Corporate Services	N/A	N/A	COGTA, SALGA and LGSETA

	accordance to WSP	training to Councilors							
Stability of Council [Priority]	Stable	Running of successful meetings	Continuous development of councillors	Maintain the same position	January 2012	Municipal Manager	N/A	N/A	COGTA
Public Participation		% of functional ward committees in terms of the new model [Priority]	Establish a calendar of meetings per ward at the ward level.	100%	December 2012	Public Participation Practitioner	N/A	N/A	N/A
		Create an annual programme for public participation	Create a programme, submit to MANCO for buy in and submit it to Council	To have annual public participation programme	November 2011	Public Participation Practitioner	N/A	N/A	N/A
		Recruit of Communication Officer	Place advert, conduct shortlisting and interviews	Appointment of a Communication Officer	January 2012	Director: Corporate Services	N/A	N/A	N/A
		Number of ward committee meetings held and percentage attendance by	At a ward level the chairperson will convene a ward committee meeting every	No of ward committee meetings held per month and % of	Reported on quarterly bases	Public Participation Practitioner	N/A	N/A	N/A

		members	month.	attendance of members.					
		Branding and the marketing of the Municipality	Consult relevant radio stations for a possibility of the Mayor to speak on radio and increase the branding of the municipality	Positioned the mayor to speak on radio / TV per quarter	January 2012	Communication Officer	N/A	N/A	N/A
		Feasibility of possibility to resuscitate community radio station	Consultation with the current owners of the community radio station	Presentation of the feasibility report to EXCO	January 2012	Communication Officer	N/A	N/A	N/A
		Review of the Logo and the vision	Appointment of the service provider to lead the process of review of the name, logo and vision of the Municipality	Reviewed name, logo and vision of the Municipality	March 2012	Municipal Manager	N/A	N/A	N/A
		Keep the Database of Ward Committees	The files are opened for each ward committee.	That three files of Ward Committees are created	December 2011	Public Participation Practitioner	N/A	N/A	N/A

				and be kept at the office of the PPO, Registry, Speakers Office and Director Corporate Services					
Complains management system and front desk interface	Telephone complains system is in place	Record of complains from the community and personnel being place in the front desk system is in place and one PPO een undertaken is towards completion. matter put together with the Communicatio	Assessment on the functionality of the complains system and ordering a desk next to the reception and place a personnel as a information desk officer.	Well functioning complains system and having a personnel as a information desk officer.	January 2012	Municipal Manager	N/A	N/A	N/A
CDW	8 were appointed	Appointment of additional 8 CDW's	Engage COGTA on the appointment of	8 CDW's appointed	January 2012	Public Participation Practitioner	Resignation and insufficient	Employment of additional of CDW's	COGTA



			additional CDW's.				number of CDWs'		
			Designate one municipal official to coordinate the work of the CDWs	To allocate the function to the relevant employee by the 1st of July 2010	December 2011	Public Participation Practitioner	N/A	N/A	N/A
LED/ Enabling Environment									
Formulation of Poverty alleviation plan [Priority]	To have a comprehensive Poverty Alleviation Plan	In consultation with other departments to develop poverty alleviation plan addressing our Municipal challenges	Coordination local task team meetings and attending to short term interventions. Currently working on the specifications for tendering process	To have one approved Poverty Alleviation Plan	March 2012	Manager Community Services	Lack of a baseline information	Assistance of the all sector department in compiling a comprehensive plan	Department of Social Welfare,
Enabling environment for growth and development	Over 45% of the population unemployed within the Municipality	Nr of job opportunities created through the CWP	Maximum usage of local labor on all capital projects & Empowerment opportunities	% of jobs opportunity created through capital projects &	Reported on quarterly bases	Director: Economic Development and Planning	Limited to the number of capital projects	Implementation of more LED projects	DEDT

				CWP					
	Over 45% of the population unemployed within the Municipality	Number of wards per municipality implementing the CWP	Maximum usage of local labour particularly youth on all capital projects & Empowerment opportunities	% of youth employed through capital projects & other opportunities		Director: Economic Development and Planning	N/A	N/A	N/A
	Over 45% of the population unemployed within the Municipality	Nr of cooperatives established and still functional in wards where the CWP is implemented	Support & Mentorship programs for Youth and Woman owned Small and Medium Enterprise	50 Cooperatives provide with training and business compliance processes		Director: Economic Development and Planning	N/A	N/A	DEDT
	LED Plan aligned to the PGDS and adopted by Council	LED strategy reviewed and adopted	Incrementally allocate budget for implementation of LED priorities contained in the Strategy	Adoption of the reviews LED strategy		Director: Economic Development and Planning	N/A	N/A	DEDT and Enterprise Ilembe
		3.3. P.	N/A	N/A		Director: Economic	N/A	N/A	N/A

		Number of working District and Local Rural Development working committees				Development and Planning			
		3.4. P.  Number of partnership agreements initiated with other local economic development programmes	Create framework for Council to promote and enable public private partnership for catalytic projects which will stimulate economic growth and facilitate employment creation	Council resolution permitting the Municipality to enter into partnership agreement with Enterprise Ilembe and Trade Investment KZN		Director: Economic Development and Planning	N/A	N/A	N/A

# CHAPTER 2: SITUATIONAL ANALYSIS

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## 2. CURRENT REALITIES

This Section of the 2012 – 2017 Mandeni IDP involves an analysis of current conditions and circumstances prevalent and shaping the Municipality. These are the issues and matters that the Municipality has to deal with in order to meet their constitutional responsibilities and bring about change that would ultimately ensure a better quality of life for all their stakeholders and communities.

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

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

### 2.1. LOCAL / REGIONAL CONTEXT

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

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

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



Traditional housing dominates, but there is a range of other formal and informal structures proliferating in these predominantly rural areas.

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

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

## **2.2. DEMOGRAPHICS AND SOCIO-ECONOMIC REALITIES**

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

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

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

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

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

Ward No.	Common Name	2001	2002	Annual Growth	2014
52901001	Dokodweni	1,679	1,825	0.086	3005
52901002	Wangu	1,447	1,572	0.086	2590
52901003	Mandini	2,433	2,644	0.086	4354
52901004	Hlomendlini	3,533	3,839	0.086	6323
52901005	Inembe	1,165	1,266	0.086	2085
52901006	Ndulindle	1,689	1,835	0.086	3023
52901007	Manda Farms	2,212	2,404	0.086	3959
52901008	Mangete	1,204	1,308	0.086	2155
52901009	Macabini	1,506	1,637	0.086	2695
52901010	Inyoni	2,349	2,553	0.086	4204
52901011	Isithebe	2,313	2,514	0.086	4140
52901012	Mathonsi	3,627	3,941	0.086	6491
52901013	Redhill	1,343	1,459	0.086	2404
52901014	Chappies B	2,524	2,743	0.086	4517
52901015	Chappies A	1,037	1,127	0.086	1856
52901016	VusiMuzi	951	1,033	0.086	1702
TOTAL		31,012	33701	0.086	55 504

**Table 1: Mandeni population and growth projection**

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

Table 2: Profile of South Africa, 2004-2005

Source: World Bank, April 2006

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

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

**Table 3: Population in ilembe region**

RACE	ILEMBE DISTRICT	MANDENI
African Black	91.00	95.29
Coloured	0.46	0.48
Indian Asian	6.68	2.43

White	1.85	1.81
TOTAL	100.0	100.0

**Table 4: population percentages per race groups**

Source: Quantec 2007 and Statistics South Africa, Census 2001

AGE	MANDENI
Ages: 0-4	11.0
Ages: 5-9	12.0
Ages: 10-14	12.3
Ages: 15-19	12.2
Ages: 20-24	10.1
Ages: 25-29	9.1
Ages: 30-34	7.2
Ages: 35-39	6.5
Ages: 40-44	5.0
Ages: 45-49	3.6
Ages: 50-54	3.2
Ages: 55-59	2.2
Ages: 60-64	2.0
Ages: 65-69	1.4
Ages: 70-74	1.1
Ages: 75-79	0.6
Ages: 80-84	0.4
Ages: 85+	0.2
TOTAL	100.0

**Table 5: Age Profile – Local Municipal (percentage of population)**

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

The table above indicates that the largest segment of the population is young the 35 years, this warrant a need for mainstreaming youth issues in all key plans of the Municipality and broad sector planning. It is for this reason that a position of a Manager Youth Affairs & Gender has been created in the Municipal Organisational Structure.

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

**Table 6: Highest Level of Education (percentage of population older than 20 years)**

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



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

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

**Table 7 Skill levels of employed in iLembe District and Local Municipal Areas (percentage of employed)**

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

**Table 8: Employment Status (percentages of population)**

	<b>Mandeni LM</b>
No income	3.9
R1 - R400	25.4
R401 - R800	28.0
R801 - R1600	20.1



R1601 - R3200	12.7
R3201 - R6400	6.3
R6401 - R12800	2.8
R12801 - R25600	0.6
R25601 - R51200	0.1
Over R51201	0.1
Total	100.0
Poverty Segment	77.4

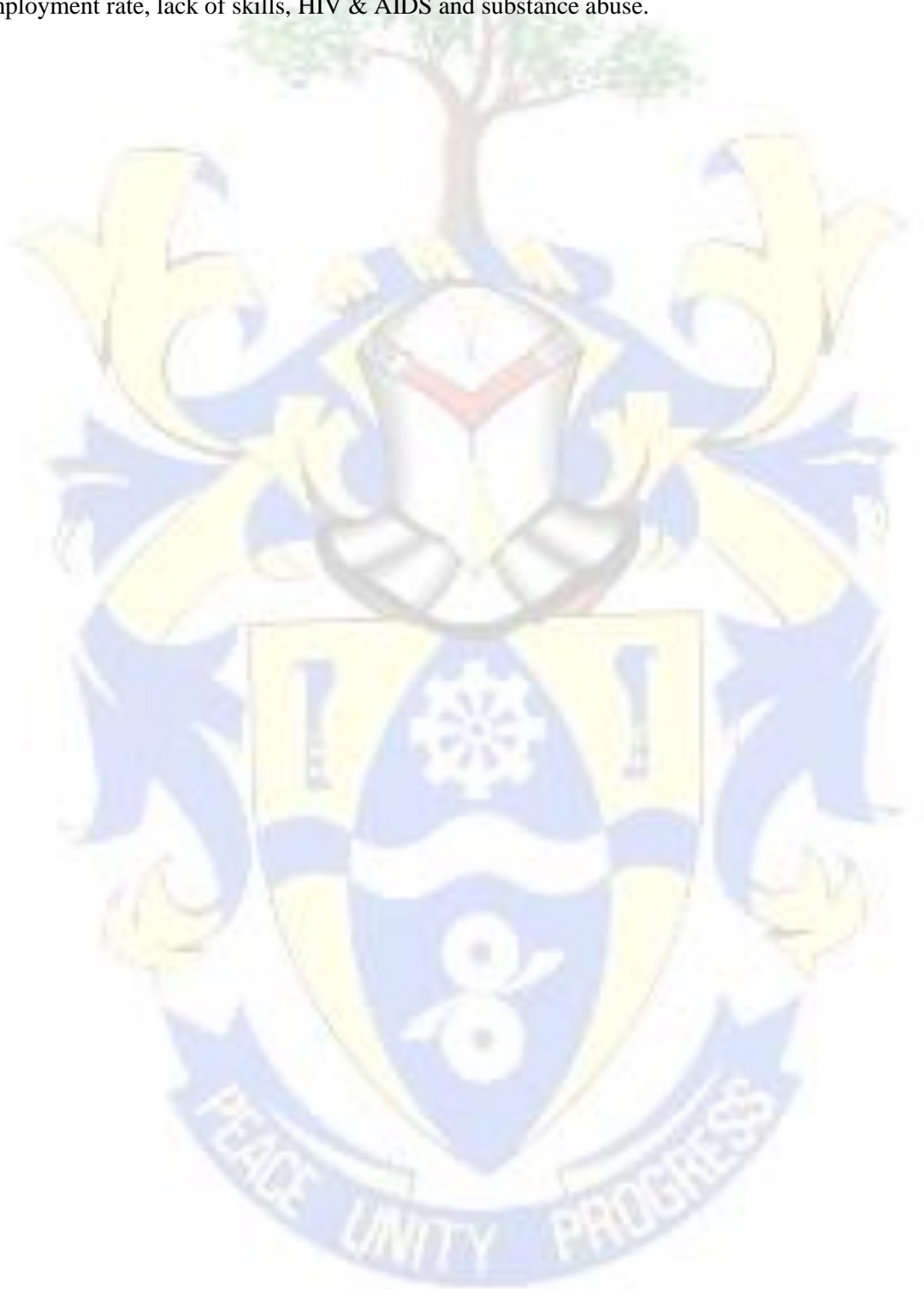
**Table 9: Average Individual Monthly Income (Percentage of employed)**

WARD	TOTAL	EMPLOYED	UNEMPLOYED	OTHER
Ward 1	5871	11%	22%	67%
Ward 2	3420	14%	25%	61%
Ward 3	6709	51%	13%	36%
Ward 4	4573	45%	22%	33%
Ward 5	3076	15%	31%	53%
Ward 6	7122	12%	24%	64%
Ward 7	4753	37%	36%	27%
Ward 8	5702	17%	26%	57%
Ward 9	5451	18%	32%	50%
Ward 10	2093	46%	13%	41%
Ward 11	4363	32%	26%	41%
Ward 12	7615	35%	31%	34%
Ward 13	1864	52%	23%	24%
Ward 14	5487	44%	22%	34%
Ward 15	4570	42%	31%	27%
Ward 16	6416	43%	29%	28%
Municipality	79085	31%	26%	43%

**Table 10: employment status per ward**

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

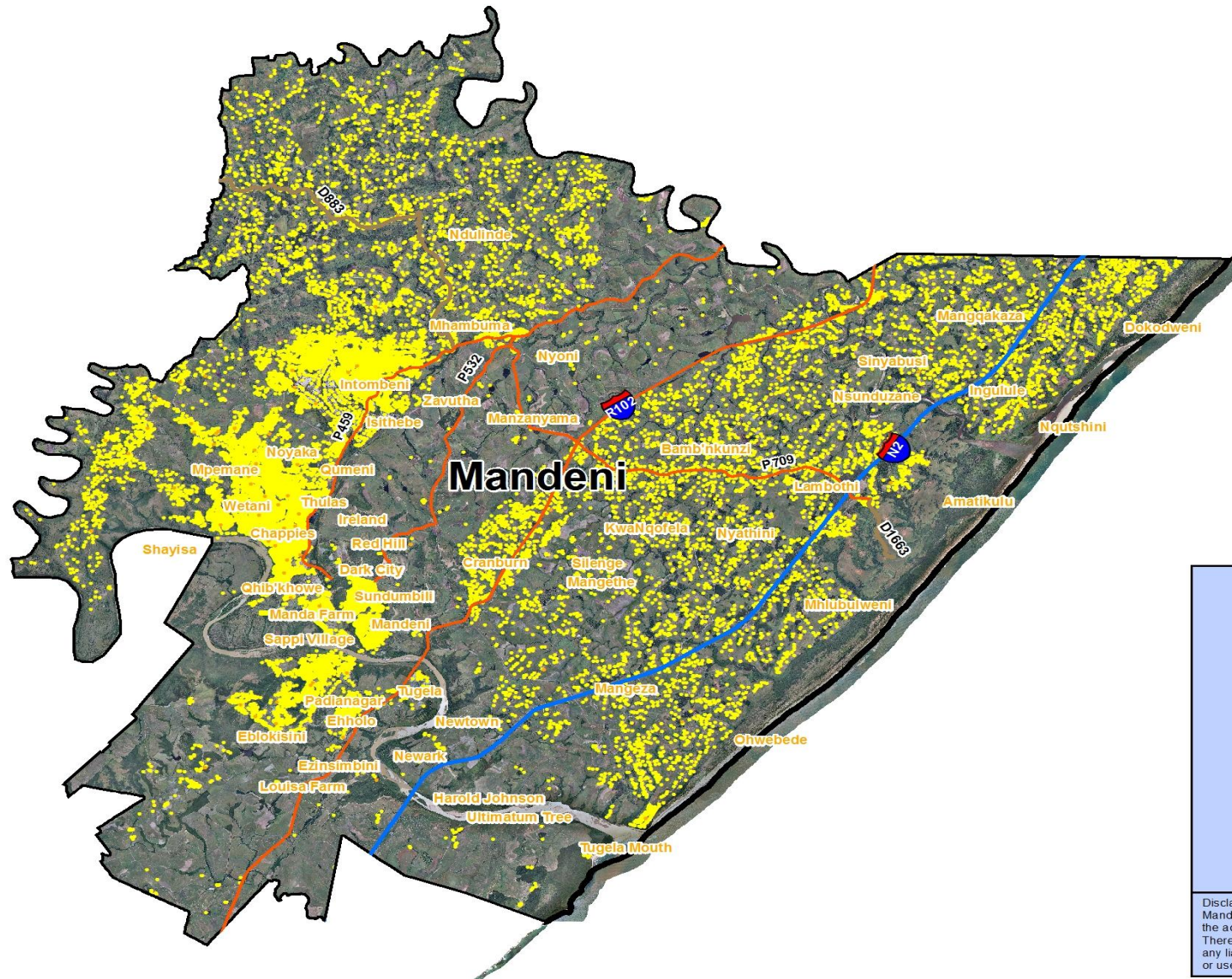
The tables above also depict that the Municipality is characterized by a fairly young population with large number in the category of working age (15 to 64 years). The Municipality has a very small category of elderly people (3.4%), which brings to question whether people are not able to live age, owing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







## Mandeni Municipality Settlement Pattern



Map 2: Settlement patterns

## **2.3. ECONOMY**

The town has many factories and attracts workers from afar. The biggest employer is Sappi, the largest paper manufacturer in South Africa. The economy largely relies on industrial and agricultural activities or sectors.

### **2.3.1. THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVES**

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

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

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

### **2.3.2. IMPLICATIONS:**

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



i.e. actual employment opportunities, internship and learnership programmes both in the public and private sectors. In this way, the municipal programme will focus on the people and not places as such.

### **2.3.3. ACCELERATED AND SHARED GROWTH OF SOUTH AFRICA**

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

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

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

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

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

### **2.3.4. IMPLICATIONS:**

- At least, 80% of municipal budget should go towards infrastructure development programmes.
- Municipal LED strategy should focus on cooperative development as a vehicle for creating linkages between the first economies and second economies. This should also form part of the municipality's broad attempt to support broad-based black economic empowerment in the area. In the same vein, provision of municipal services should be more labour-intensive in order to address the goals of massifying expanded public works programme.
- The Municipality needs to strengthen its skills development programme and intensify training programmes that it runs together with Mfolozi FET College in Mandeni. It should also be noted that Mandeni's level of illiteracy (Census 2001) is very high. Therefore, ABET programmes have to be intensified to improve human development status of the area as well as to support current economic development programmes. Lastly, people-development programmes will be incomplete without addressing HIV/AIDS pandemic in the area as it will impact heavily on available skilled labour and its productivity levels. This is an important aspect of our intervention, as the PGDS of KZN identifies comprehensive response to HIV/AIDS as being critical for its successful implementation.
- Lastly, historically (or since advent decentralized industrialization in South Africa in the early '80s) clothing and textile industry (which is one major sector targeted by AsgiSA) has always thrived in Mandeni (although largely due to exploitation, unskilled labour and industrial incentive programmes that formed part of decentralized industrialization throughout the country).

Bio-fuels initiatives should also be explored given the thriving agricultural sector in the area, especially along the coast

### **2.3.5. THE EXPANDED PUBLIC WORKS PROGRAMME**

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

### **2.3.6. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY**

The PGDS puts forward the following priorities for the Province:

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

### **2.3.7. IMPLICATIONS:**

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

### **2.3.8. PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY**

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

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

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

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



### 2.3.9. LOCAL ECONOMIC DEVELOPMENT STRATEGY

Mandeni Local Municipality as part of the implementation of its IDP commissioned a project to formulate and prepare their Local Economic Development (LED) Plan. The project was funded through the Gijima Programme as part of the Business Enabling Fund. The LED Strategy was adopted by council in 2007.

The main LED concerns that affect the Municipal area are:

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

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

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

#### Employment Levels

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

#### Sectors of Employment

Manufacturing is the largest employer in the Municipal area. However, there are more opportunities present for the further development of this sector. The community services sector is the second highest employer in Mandeni. The wholesale and retail sector and the general government services sector come in at third and fourth highest employers respectively. Agriculture is the sixth highest employer in the Municipality.

#### Individual Household Income

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

## GDP Contribution

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

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

### 2.3.10. ECONOMIC SECTOR ANALYSIS

#### 2.3.10.1. Manufacturing

The manufacturing sector in the Mandeni Municipality is based in Isithebe and is the most significant sector in this municipal area as it generates the most employment opportunities and it's output contributes the largest amount to the Municipality's GDP (60.6%). The Isithebe Industrial Estate is managed by Ithala, and the estate manager<sup>1</sup> states that the estate is almost 100% occupied. There are a wide variety of industries in the estate including textiles, plastics, chemicals, and furniture. However, there is a lack of space in the estate for the future expansion of the industrial sector. During the PACA process undertaken with Isithebe stakeholders, a number of themes emerged, which influence the current position of Isithebe in terms of its location and immediate prospects. These are as follows:

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

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

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

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

<sup>1</sup> Interview with the Ithala Industrial Estate Manager: Mr. Keith Palmer (April 2007).



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

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

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

#### **2.3.10.2. AGRICULTURE**

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

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

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

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

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

- Low yields.
- Access to water for irrigation.
- Lack of training, and loss of traditional knowledge resulting in poor crop.
- Land degradation.
- Limited experience in natural resource management.

- Limited formal land ownership.
- Access to credit.
- Organizing successful agricultural co-operatives.
- Market access.

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

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

### **2.3.10.3. TOURISM**

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

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

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

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

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

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

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



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

The historical events which occurred in this area include:

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

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

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

#### **2.3.10.4. COMMERCE & SERVICES**

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

#### **2.3.10.5. INFORMAL ECONOMY**

The Mandeni Municipality features a developing informal economy of people operating businesses from behind the Mandeni Plaza, from their homes and through spaza shops. Competition in the formal economy is driving local business-minded people to establish themselves in this manner in order to make a living. The services of the informal economy not only address selling of food and beverages but also extend to tertiary services such as plumbing and catering. The issue of lack of finance and

appropriate business skills hinder entrepreneurs from developing their businesses into fully-fledged formal operations. The Municipality is planning to formulate an informal trade policy to assist this sector.

#### **2.3.10.6. INFORMATION COMMUNICATION TECHNOLOGY (ICT)**

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

#### **2.3.10.7. PROPERTY DEVELOPMENT**

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

#### **2.3.11. ECONOMIC STRATEGIES**

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

##### **Special Intervention Areas**

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

##### **Expand and Grow the Manufacturing Sector**

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



Warehousing is currently one use for some of the industrial space within the estate. However, this is a non-employment generating activity and other industries should be considered.

#### Expand the Agricultural Sector

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

#### Develop the Tourism Sector

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

#### Business Retention and Expansion

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

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

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

#### Promotion of capacity Building, Training, Mentoring & Support Services

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

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

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

## BEE, PDI, Gender Promotion & HIV/AIDS

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

## 2.4. HEALTH

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

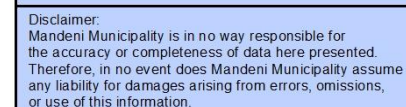
Hospitals are located in Stanger and existing clinics and mobile clinic stops are associated with local service nodes. The Stanger hospital serves a relatively large Health District servicing the Mandeni Municipality, this implies long travel distances for the people. In some instance the Catherine Booth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

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

- Sundumbili District Hospital:      Planned to be in place by 2014
- Dokodweni Clinic:              12 hour 7day service
- Macambini Clinic:              12 hour 7 day service
- Ohwebede Clinic:              8 hour 7 day service
- Ndulinde Clinic:              12 hour 7 day service
- Hlomendlini Clinic:            12hour 7 day service
- Mandeni Clinic:              8 hour 5 day service
- Isithebe Clinic:              24 hour service
- Ngofela CHC:              24 hour service
- Sundumbili Gateway:        24 hour service
- Nembe Clinic:              12 hour 7 day service
- Tugela Clinic:              8 hours 5 days service

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





### Map 3 Mandeni municipality's health facilities

## 2.4.2. DEATHS

The iLembe District Municipality 10 Major causes of Death (2009) have reached epidemics. Tuberculosis features prominently in the top 3 major causes of death for the District and the 4 sub-districts. This is reflected in iLembe's TB health outcomes with the TB cure rate decreasing from 76% in 2008/09 to 70% in 2009/10 with the TB interruption rate increasing from 7% in 2008/09 to 9% in 2009/10. Complications related to TB are resulting in deaths in facilities. Patients who die from HIV / AIDS related conditions have also been found to be co-infected with other conditions with a high correlation to TB. Conditions of lifestyle e.g. diabetes, and cardiac conditions are conditions that can be controlled if medical attention is sought early and or preventative programmes are implemented. Community Health Worker Programme must be strengthened to address gaps. Some TB patients seek medical attention too late while others have a combination of conditions which impacts on clinical outcomes. TB is a social problem linked to poverty, overcrowding and poor social conditions as well as environmental factors to its increased burden. TB is weakening all the progress made in the fight against AIDS. TB is not only the number one cause of AIDS-related deaths in Africa but also the number one cause of all deaths in South Africa.

Most deaths are related to HIV /AIDS complications which require intervention from preventative and promotive health programmes e.g. CCMT, HCT, and PMTCT.

### 10 Major causes of Death (2009)

<b>iLembe District</b>	<b>Mandeni</b>	<b>KwaDukuza</b>
Tuberculosis	Pulmonary Tuberculosis	Pulmonary Tuberculosis
Retroviral Disease	Cerebral Vascular Accident	Cerebral Vascular Accident
Cerebral Vascular Accident	Retroviral Disease	Retroviral Disease
Meningitis	Gastro enteritis	Gastro enteritis
Gastro enteritis	Meningitis	Meningitis
Pneumonia	Lower respiratory Infections	Lower respiratory Infections
Congestive cardiac failure	Tuberculosis	Tuberculosis
Lower respiratory Infections	Congestive cardiac failure	Congestive cardiac failure
Renal failure	Pneumonia	Pneumonia
Diabetes	Anaemia	Anaemia

**Table 11** Death Register- in facility

		<b>iLembe District</b>	<b>Mandeni (no data?)</b>	<b>KwaDukuza</b>
Infant mortality per 1 000 population Proportion of inpatient deaths under 1 that died during their stay in the facility	2009	114	0	178
	2010	124	0	199
Child mortality per 1 000 population Proportion of inpatient deaths under 5 that died during their stay in the facility	2009	109	0	172
	2010	85	0	130
Maternal Mortality per 100 000 live births Maternal deaths occurring within 42 days of delivery or TOP per 100 000 live births	2009	346	0	433
	2010	131	0	166

**Table 12: Mortality rates: Infant, Child and Maternal (2009)**

## 2.4.3. Infant Mortality

- In 2009 appears highest in Ndwedwe due to the low numerator (15 under 1 year old deaths/ 67 separations). Performance appeared to have improved in 2010 due to the calculation (122)



under 1 year old deaths/ 221 separations), however there was an 87% increase in total infant deaths in this sub district. Pneumonia under 5 years and Diarrhoea under 5 years with dehydration have been increased from 2008/09 (11,107 & 3,360) to 2009/10 (15,133 & 4,475) which would impact on mortality. The district will embark on a project to track infants referred out of the district to uMgungundlovu to get the real picture of performance. Very good

- In 2010 KwaDukuza infant mortality increased from 2009 where it stood at 178 to 199. The raw data reveals that in 2009, 79 infant deaths/ 442 separations and in 2010, 139/700 separations which is a 43% increase in total number of infant deaths.
- Maphumulo Sub district appears constant with a slight increase in 2010. In 2009 there were 39 infant deaths/ 431 separations and in 2010 45 infant deaths /484 separations, which is a 13% increase. However both district hospitals refer to Stanger. The District is planning to track numbers linked to the sub district that appear in Stanger hospital. Check this appears as a strategy in MCWH?
- The district appears constant with a slight increase in 2010. In 2009 there were 145 infant deaths/ 1267 separation and in 2010 206 infant deaths /1612 separations, which is a 29% increase. In actual infant deaths however both district hospitals refer to Stanger. The District is planning to track and track numbers linked to the sub districts that appear in Stanger hospital.
- Immunisation coverage and measles coverage less than 1 year have both increased significantly. Immunisation coverage was 87.0% in 2010/11 and increased to 86% in 2009/10 and measles coverage increased from 89% in 2010/11 to 81% in 2009/10, which is a 8% increase. Please correct – mixed up

#### **2.4.4. Child Mortality**

- Although KwaDukuza appears to have improved outputs, when tracking raw data a 32% increase in child deaths was recorded {2009 – 106 child deaths /616 separations and in 2010 , 157 child deaths /1204 separations}
- Maternal Mortality In 2010 KwaDukuza was 166/100 000 live births and in 2009, 433/100 000, Actual figures revealed that in 2010 there were 11 maternal deaths /6632 live births and in 2009 26 maternal deaths / 5991 live births which is a 56% decrease in actual number of maternal death.
- Avoidable deaths linked to clinical care can be addressed through improvement of clinical skills through workshops training and teachable moments.
- Strengthening referral system.
- Mandeni does not have a hospital therefore referred cases that die are reflected at KwaDukuza sub district which provides as a district hospital services for Mandeni population
- High deprivation index refer to table with current data (pneumococcal/rotavirus) Great reference again

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

## **2.5. WELFARE FACILITIES**

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

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

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

## 2.6. SOCIAL

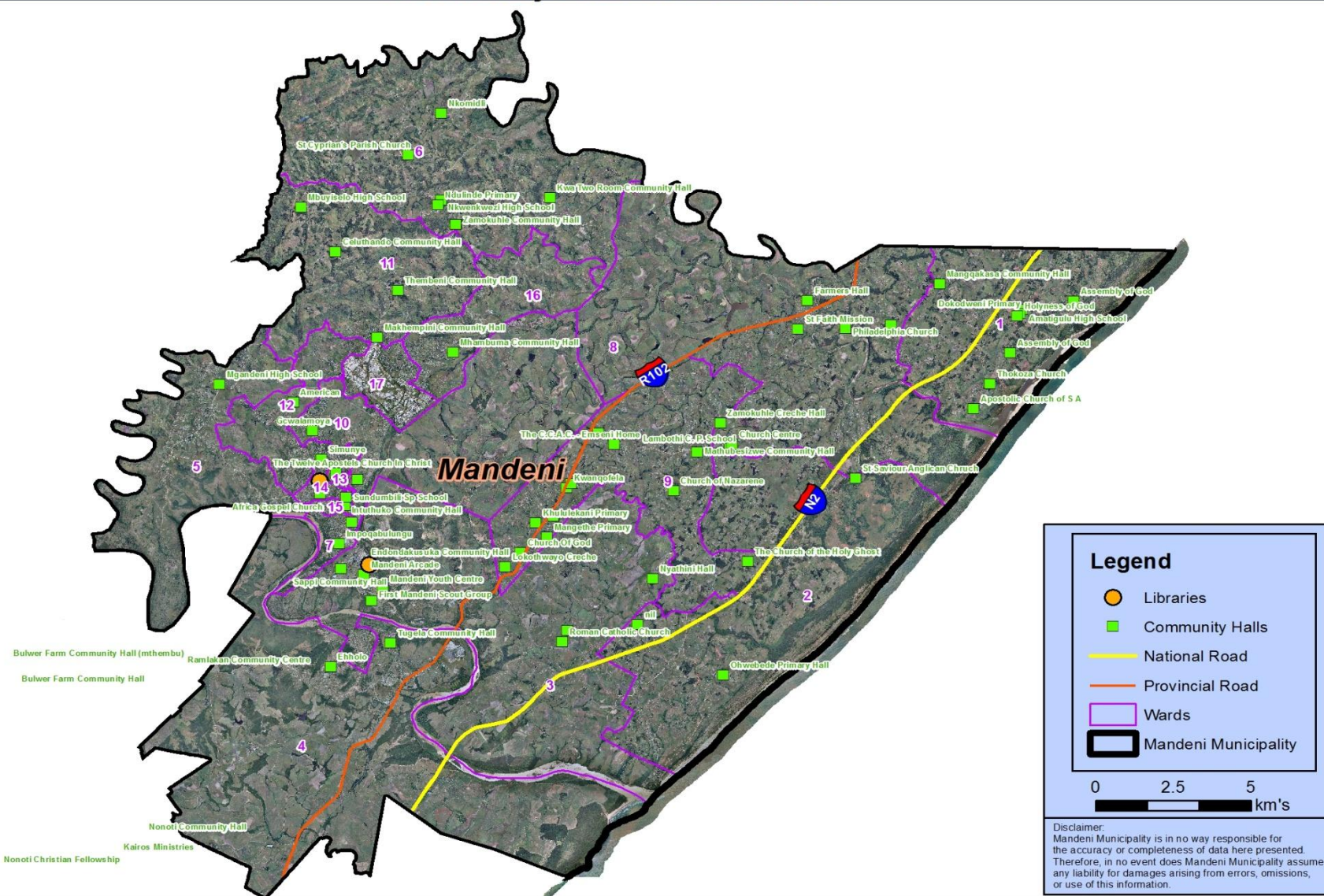
A lack of social services facilities or even a breakdown in the appropriate maintenance of such infrastructure and facilities are indicative of high levels of under-development, poverty and disempowerment specifically in rural areas. These services are essential for the socio-economic functioning of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

As far as the provision of social services and facilities are concerned there are great disparities and imbalances between the rural/traditional areas and the urban areas/economic core of the Municipality. Services and facilities are relatively adequate in the Sundumbili, Mandeni and Tugela areas, whereas the Tribal areas indicate severe inadequacies in this regards and communities often have to travel vast distances to access social services and facilities. Although progress has been made in the development of a variety of community facilities across the Municipal area, backlogs are still very high. Funding constraints are experienced with regard to the development of Multi-purpose Community Centres to the three Tribal Authorities and for the ongoing operation and maintenance of community facilities in general.





## Mandeni Municipality Community Halls and Libraries



Map 4 Location of Social Facilities

### 2.6.1. EDUCATIONAL SERVICES

A number of education facilities are available in the municipality this include an FET college. The provision and operation of schools is the responsibility of the Department of Education and Training.

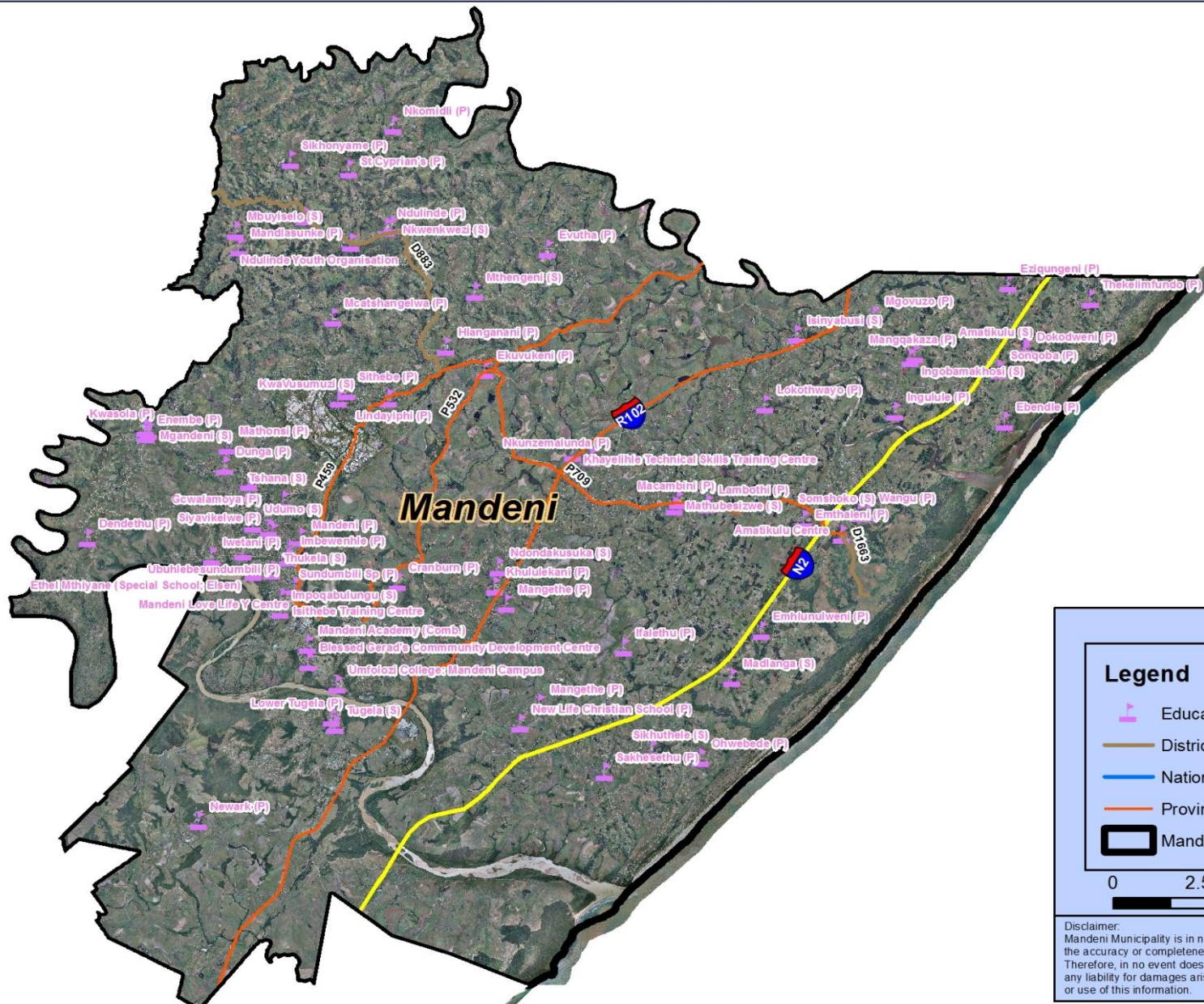
With regard to school based education it is suggested that the number and location of facilities are not the key issues that need to be addressed in further planning and development. Rather, the focus should be on a number of issues that impact on the quality of education and future planning for education,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

- **Administrative Regions of the Department of Education:** The DOE has administrative regions that bear no resemblance to the boundaries of the Local Municipality. This complicates the coordination of planning and development related to school based education. The Department's most recent assessment of the provision of school facilities to the District does not identify a shortage of classrooms in the rural areas.
- **Quality of education facilities:** The primary problems are the condition of class rooms and the lack of utility services linked to these classrooms. Limited funding is available for the maintenance of facilities and in the rural areas specifically, the quality of classrooms is not conducive to achieving appropriate education levels.
- **Quality of educators:** Due to the lack of appropriate housing, access and facilities it is difficult to attract teachers to the rural areas. Approaches need to be developed through the IDP process to provide appropriate housing and facilities for teachers and other civil servants working in lower order centres. This will also contribute towards ensuring that money earned within the already poor rural areas is not spent only in the urban and larger centres.
- **Range of relevant subjects offered:** The ability of current curricula offered at schools to equip the youth to enter the job market is often questioned. Through the IDP process emphasis should be placed on ensuring that the range of subjects offered at schools is in line with the general economic development strategies of the Municipality, e.g. should agriculture and tourism be viewed as growth sectors in the economy, the DOE should consider approaches to introducing related subjects at schools. Entrepreneurial development and access to information technology are seen as essential for ensuring the future integration of the economy of the Local Municipality & District into the global economy.
- **Range of extra-mural activities:** Schools, specifically in the rural areas, do not have access to appropriate facilities and expertise to offer a wide range of sport and recreation opportunities to the youth of the area. To provide access to such facilities and expertise greater levels of coordination will be required, specifically in relation to the provision of sport facilities and community halls, i.e. these facilities must not only be utilised by the broader community, but should also be available to the schools in the area.





## Mandeni Municipality Educational Facilities



## 2.6.2. SPORT AND RECREATION

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

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

To give meaning to this vision the Municipality has identified a need for the provision of sport and recreational facilities in various areas within the Municipality. The Municipality has identified and prioritized areas that require these facilities as part of the previous IDP. It can be recorded that minimal progress has been made; the Department has thus far funded the construction of 3 sport facilities and one recreational facility. However the backlogs are prevalent with at least 60% of the community not having access to sport and recreation facilities.

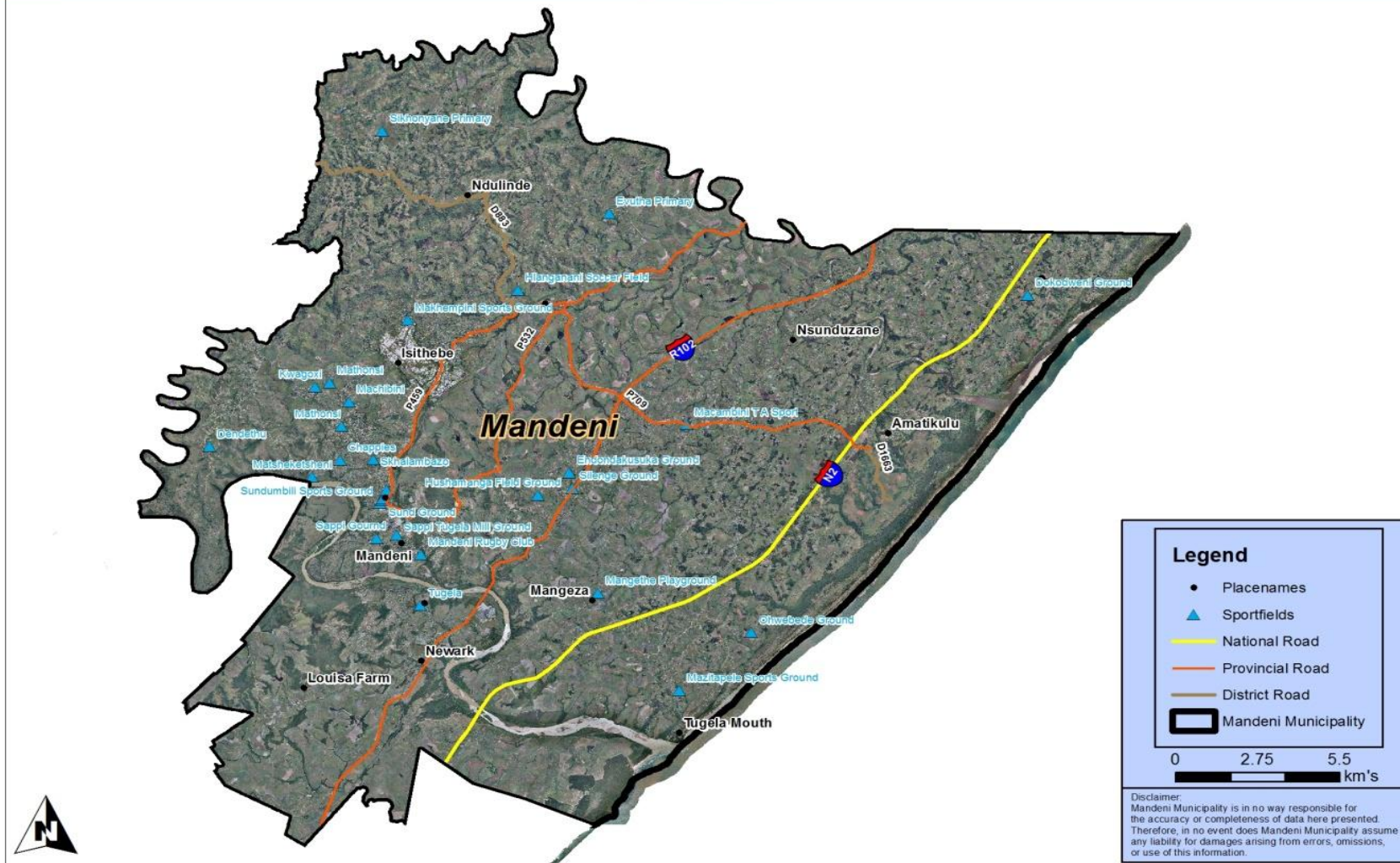
There are 3 sports facilities namely:

2 beach amenity projects delivered: Tugela mouth and Dokodweni Beach facility.





## Mandeni Municipality Sportsfields





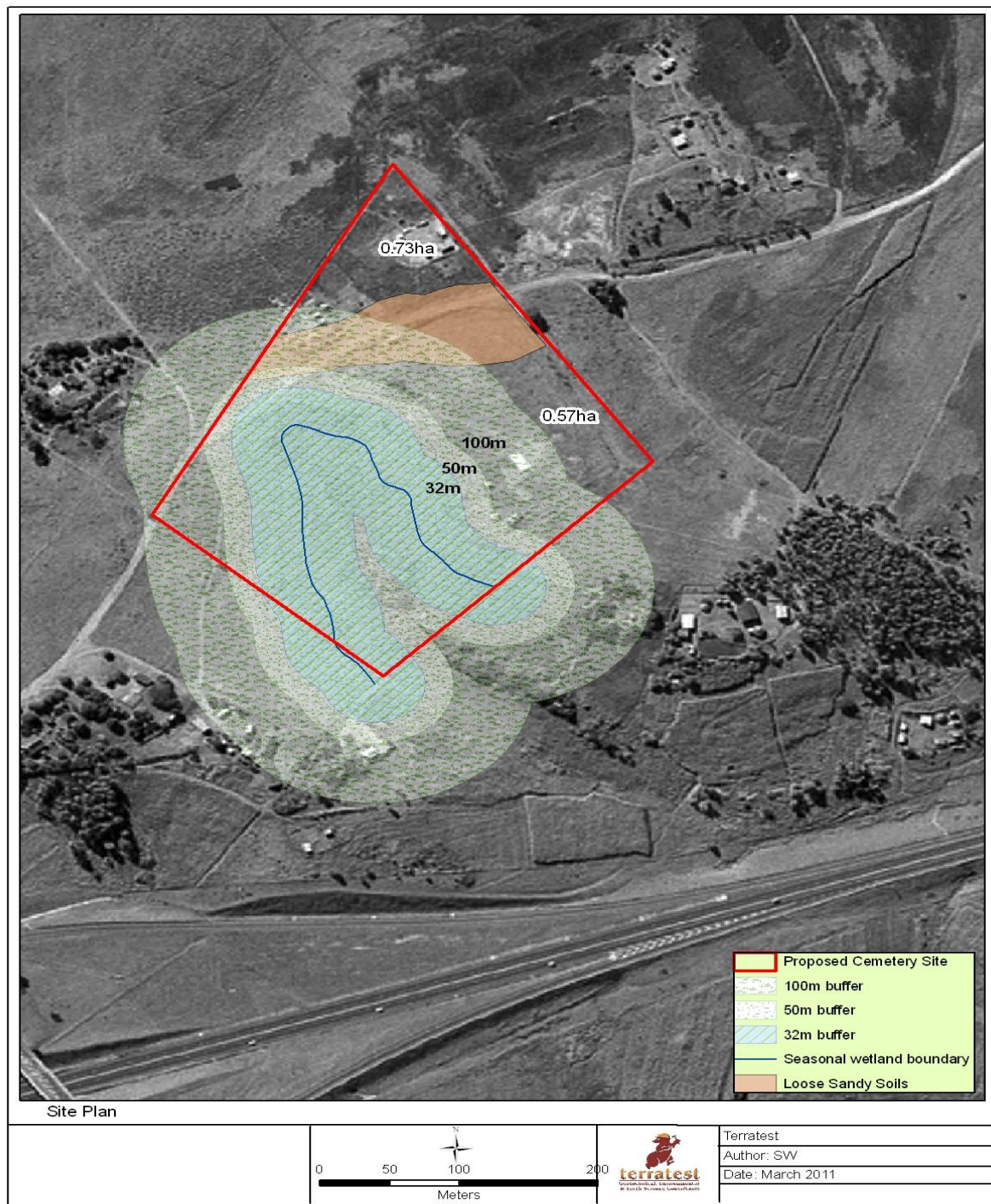
### 2.6.3. CEMETERIES

It should be recorded that the cemetery study was commissioned by Mandeni Municipality in the 2010/2011 financial year, a piece of land was identified and prefeasibility proved that it was suitable for the development of cemetery. Accordingly we appointed Terratest Geotechnical, Environmental & earth Science consultant to do detailed investigation and lodge an application for the establishment of the cemetery. Unfortunately the project application for Environmental Authorisation was withdrawn and the project had to be abandoned, the specialist study findings together with key stakeholder comments were of major concern. These issues severely limited any developable land on the preferred site and comment received from the Department of Water Affairs indicates that this department considers the site unsuitable for the establishment of a cemetery. *'This department considers the area unsuitable for the proposed development'*, (DWA, 2011). Terratest has contacted Ezemvelo KZN Wildlife to discuss their comments received with them. Initially Ezemvelo KZN Wildlife stated that a 100 metre buffer from the temporary wet zone would be required. In August 2010, a "Preliminary Bio Physical Review with Wetland Delineation and Functional Assessment" was undertaken by Sustainable Development Projects, affording the wetland a 32 metre buffer. In light of the specialist study findings and recommendations, Terratest inquired as to whether Ezemvelo KZN Wildlife might consider the possibility of allowing a relaxation of their stipulated 100 metre buffer. A re-evaluation was undertaken by Ezemvelo KZN Wildlife and the suggested 32 metre buffer was not opposed from a biodiversity perspective. Terratest has also consulted with the Regional Land Claims Commission in order to identify any potential land claims that may exist in close proximity to the proposed site. It has been confirmed that there are claims against Lot 50 and Lot 69 of the farm Mangethi by the Macibini Tribal Authority. In terms of comments received from the Department of Water Affairs, the items listed below refer: 22 Department of Water Affairs comments dated the 25 May 2010 on the Background Information Document circulated, and;

Ezemvelo KZN Wildlife comments dated 17 December 2010 in response to the Draft Basic Assessment Report circulated. The significant issues that have been raised in the comments forwarded by the Department of Water Affairs are: The proposed site's geotechnical suitability being classed as 'poor' for cemetery establishment and the presence of impermeable clay horizons that could pose a threat of water pollution. The non-perennial stream requires a 100m buffer as stated in the Geohydrological Assessment. A buffer zone of 130 metres required from the borehole located on the proposed site. The 32 metre buffer considered inadequate to protect the wetland from increased sedimentation and potential contaminated water input. *"The proposed establishment of a cemetery will result in significant negative impacts to the water resources in the area. The sensitivity of the site renders a large portion of the site to be undevelopable. This department considers the area unsuitable for the proposed development"*, (DWA, 2011).

The Department of Water Affairs comments have been discussed with their representative as listed above, however, there is no potential for any change or reassessment of their findings. In addition, another significant aspect of the Basic Assessment process is the social component. During the course of the extensive public participation process, it became evident that adjacent property owners, the local community, and traditional authorities would not support the proposed development on Sub 50 of Lot 15826. This factor represents a risk in terms of obtaining the required Environmental Authorisation. Terratest has received written objections to the proposed development, and it is possible that those Interested and Affected Parties objecting at this stage, may appeal any authorization that might be obtained at a later stage. In compiling the Draft Basic Assessment Report for this proposal, preliminary studies were undertaken on a "selected" site to determine the feasibility of establishing a cemetery on that site. This site has unfortunately been found to be "unsuitable" for the establishment of a cemetery, as described by the Department of Water Affairs, and as such it is not recommended that the current environmental application be pursued any further. As the Draft Basic Assessment Report process was based on a single "selected" site, no further reported investigation has been undertaken in terms of identifying potential alternative cemetery sites within the Mandeni Local Municipality. At present the expended budget is approximately 75% of the total original sum, with the

town planning component outstanding. Given the findings of the specialist reports and response from stakeholders, and Interested and Affected Parties, we would advise that the current application for authorisation should be withdrawn, and the remaining allocated budget, rather be utilized toward the identification and assessment of alternative sites and a new Basic Assessment process. This would help limit unnecessary expenditure and these remaining funds could be utilized towards the identification and environmental authorisation of a more suitable site.





## 2.7. WATER INFRASTRUCTURE AND SERVICE DELIVERY

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

The Water services authority still has major backlogs with an over 50 % of the households not having access to water. One of the primary constraints to meeting these backlogs relates to a lack of adequate funding. A further constraint is the availability of bulk water supply. It should be recorded that the District has upgraded Sundumbili water works and it envisaged that this will be able to supply the whole Municipal area. The idea is to pump or draw piped water from the Sundumbili to various reservoirs i.e. Tugela Mouth. Further various options are being investigated at the District Level, with the preferred option being the construction of a dam on the Umvoti River. If funding and raw water become available, the District would need to increase its internal capacity in order to meet the basic needs and persistent backlogs.

### 2.7.1. Mandeni Backlogs and Achievements

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

Due to the recent changes in the municipal boundaries, a review of the WSDP and the new backlog study should be conducted to verify the backlogs as a matter of urgency.

#### Water

In terms of Water infrastructure a total of 3232 households have been provided with potable water since 2006, addressing approximately 12 % of the total backlog of 26313 recorded in 2006. Currently the backlog for water provision in Mandeni is estimated at 23081 households. Ward 6 and 7 recorded the highest backlogs at 4626 households each.

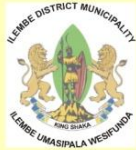
Backlog Assessment per Ward with the respective Local Municipalities											
		Mandeni Local Municipality									
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	2011/12	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
		Water Infrastructure									
1	2,555	1,807							1,807	-	71%
2	2,948	2,619							2,619	-	89%
3	2,457	114							114	-	5%
4	2,642	809							809	-	31%
5	2,765	2,718				380			2,338	380	85%
6	4,626	4,626							4,626	-	100%



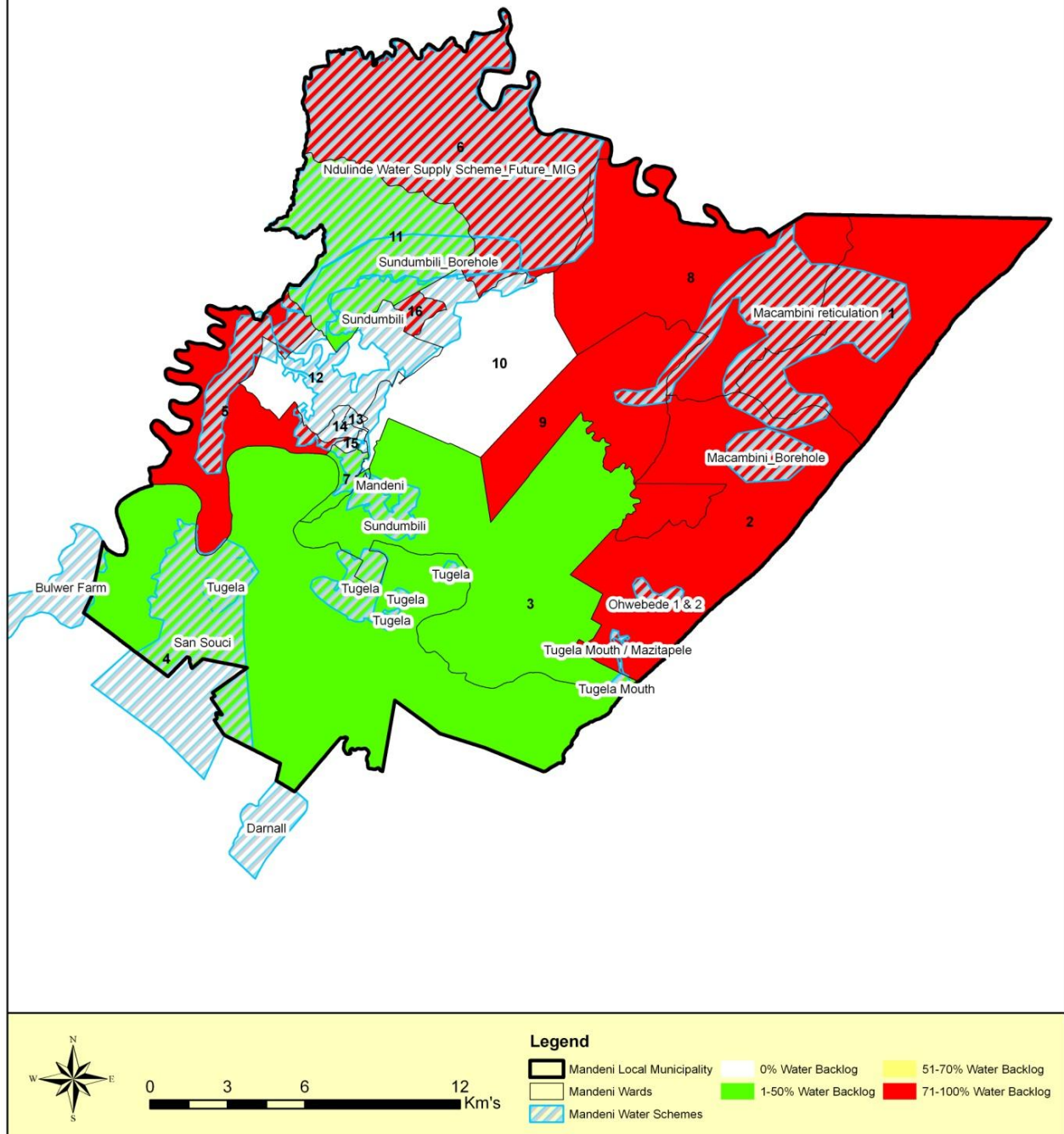
7	4,626	4,626							4,626	-	100 %
8	2,213	1,995							1,995	-	90%
9	1,965	1,965							1,965	-	100 %
10	1,126	1,126	400	106	620				-	1,126	0%
11	3,317	1,329							1,329	-	40%
12	3,148	1,726		1726					-	1,726	0%
13	853	-							-	-	0%
14	853	-							-	-	0%
15	853	-							-	-	0%
16	853	853							853	-	100 %
Total	37,798	26,313	400	1,832	620	380	-	-	23,081	3,232	
									12%		

**Table 13** Backlog Assessment per Ward with the respective Local Municipalities

The current water schemes and water backlogs in Mandeni are spatially reflected on the plan below. Four categories of backlogs are depicted in colour-coding. No backlog is left white, a backlog of 1 – 50% is indicated in green, 51 – 70% in yellow and 71 – 100% in red:



## Mandeni Water Scheme and Backlogs



MAP: Mandeni Water Scheme and Backlog

From the below table it should be evident that major inroads have been made since 2006 in eradicating sanitation backlogs in Mandeni. A total of 7,909 households were provided with acceptable sanitation services representing a 50% of the backlogs record in 2006 (15 931 hh) being eradicated.

Backlog Assessment per Ward with the respective Local Municipalities											
			Mandeni Local Municipality								
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	2011/2012	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
			Sanitation Infrastructure								
1	2,555	1,231						60	1,171	60	46%
2	2,948	1,472					974		498	974	17%
3	2,457	67							67	-	3%
4	2,642	751							751	-	28%
5	2,765	1,530					700		830	700	30%
6	4,626	1,476						40	1,436	40	31%
7	4,626	1,107							1,107	-	24%
8	2,213	959							959	-	43%
9	1,965	-							-	-	0%
10	1,126	876	876						-	876	0%
11	3,317	1,800		1,800				45	(45)	1,845	-1%
12	3,148	2,564	2,564						-	2,564	0%
13	853	416							416	-	49%
14	853	416							416	-	49%
15	853	416							416	-	49%
16	853	850				850			-	850	0%
Total	37,798	15,931	3,440	1,800	-	850	1,674	145	8,022	7,909	
									50%		

**Table 14** Backlog Assessment per Ward with the respective Local Municipalities- Mandeni Local Municipality

Below is the consolidated Water and Sanitation achievements 2006-2010.

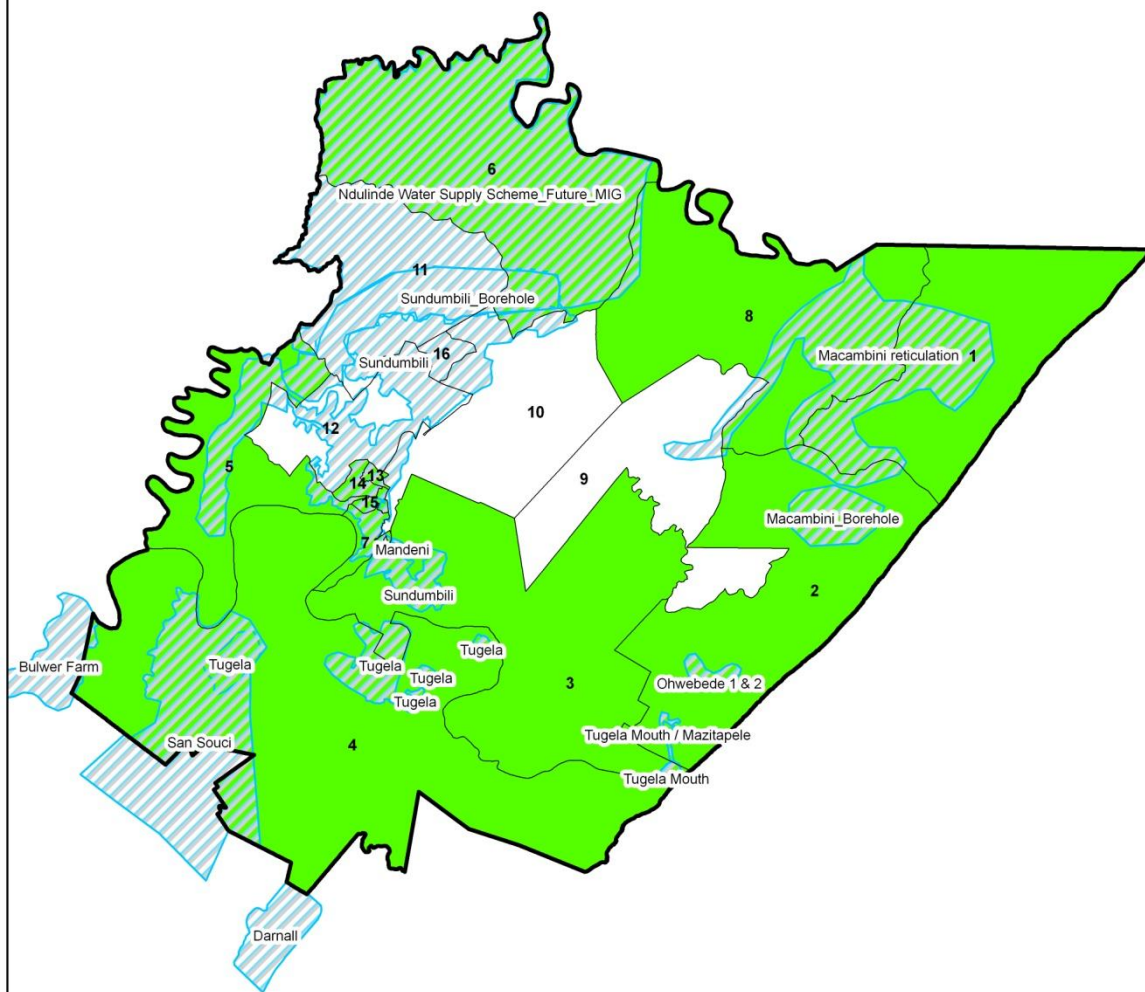
Backlog	Achieved
<b>31,103</b>	<b>11,141</b>

The current sanitation backlogs in Mandeni are spatially reflected on the plan below.





# Mandeni Sanitation Backlogs



0 3 6 12 Km's

## Legend

- Mandeni Local Municipality
- Mandeni Wards
- Mandeni Water Schemes
- 0% Sanitation Backlog
- 1-50% Sanitation Backlog
- 51-70% Sanitation Backlog
- 71-100% Sanitation Backlog

## 2.8. ENERGY AND ELECTRICITY INFRASTRUCTURE

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

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

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

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

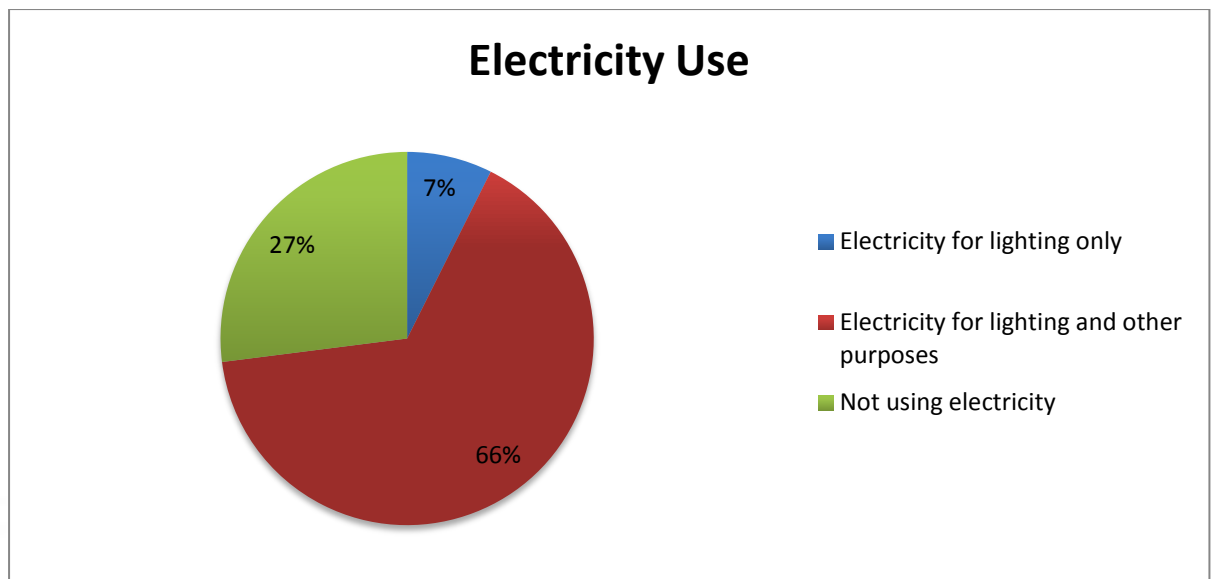
**Table 15 Electricity Supply (percentage of households)**

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

### 2.8.1. ELECTRICITY USE AND AVAILABILITY

The following data was taken from Global Insight and provides an overview of the different use profiles amongst households for the year 2009. Based on the income structures discussed above, the “other purposes” are likely to be small radios, cooking equipment, other basics. Only a small proportion of the population are categorized as “high income” which is the user group that has a heavy energy use profile due to numerous electronic devices, heating, cooling etc. (SPUs).

**Figure 3: Current electricity use in Mandeni**



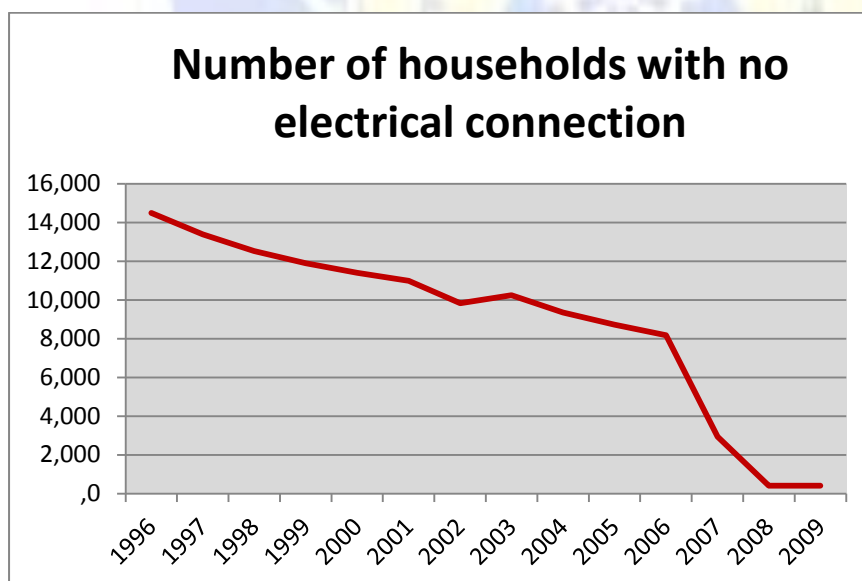
Source: Global Insight data (2009)

Despite the high proportion of users who are not using electricity, the historical data trends (Global Insight 2009) indicated that there has been progress in extending supply networks over time with the accompanying reduction in numbers without electricity.

#### 2.8.2. BACKLOG ASSESSMENT

Backlog data varied significantly across sources. The figure below shows households with access to electricity over the study period from Global Insight.

Figure 4: Backlog eradication (1996 - 2009)



Source: Global Insights 2009



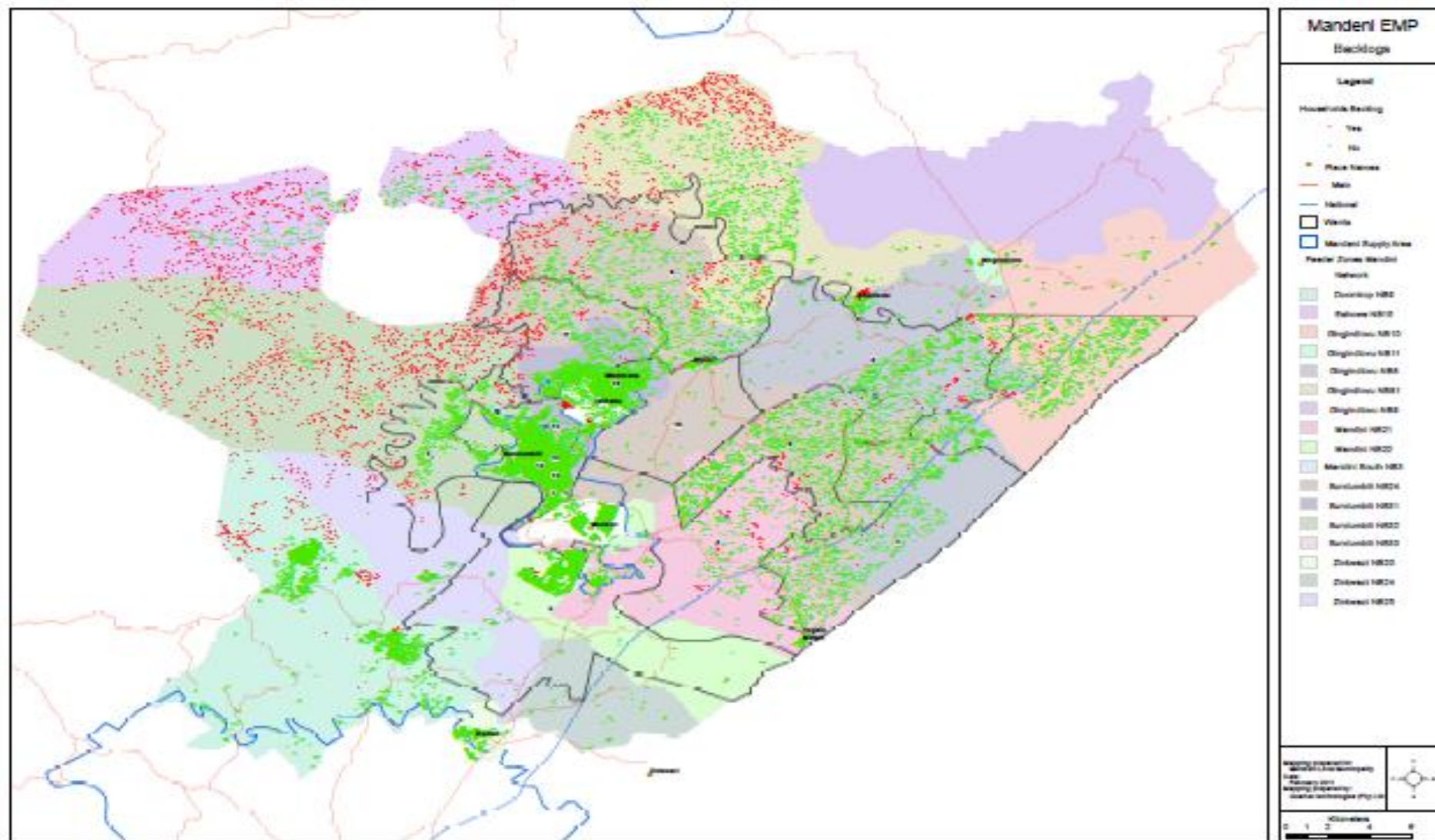
Figure 4 above shows a radical reduction in backlogs over the period 2006 to 2009 with the final figure for 2009 at 402. This corresponds to the implementation of the 2006 Universal Access Plan (UAP) which aimed to accelerate electricity provision to ensure 100% electrification by 2012 in South Africa. This is more or less consistent with the Eskom figures that we have chosen to use for this study.

Due to the conflicting data found in other sources, we have chosen to use Eskom 2008 household data. The benefit of this data is that it is possible to represent household locations and backlogs spatially. The table below (Table 16) is a summary of the spatial data of **Error! Reference source not found..**

Table 16: Backlog figures per ward

WARD NO	# HH	# Electrified	# Not Electrified	# Under planned electrification project areas	# Development project areas
HH Outside of the LM	7612	4880	2732	4043	0
1	1329	1294	35	700	0
2	1242	1207	35	1176	0
3	2070	2023	47	959	19
4	1702	1689	13	1137	527
5	996	925	71	53	43
6	1306	1004	302	1197	4
7	1551	1548	3	0	11
8	1071	1004	67	926	55
9	1321	1270	51	1152	12
10	1486	1483	3	104	12
11	1744	1607	137	917	437
12	3173	3116	57	0	222
13	604	604	0	0	0
14	1580	1580	0	0	0
15	584	584	0	0	0
16	1414	1414	0	0	0
LM Total	23173	22352	821	8321	1342
Grand Total	30785	27232	3553	12364	1342

Source: Eskom Data 2008



### Map 6: Spatial representation of backlogs

Households depicted by red dots in **Error! Reference source not found.** are those that are currently not electrified. Areas with the worst backlogs fall outside of the Mandeni Municipal area but are on the Mandeni Supply network and as such, electrification projects are likely to increase loads on existing substations. Most electrification projects identified by the 2010 Eskom NDP are due to begin in 2012. As housing projects are completed those households form part of the backlog therefore backlog figures may increase or decrease despite efforts to electrify current households.

### 2.8.3. FUTURE DEVELOPMENT POTENTIAL

#### Overview

The purpose of this report is not to reproduce the entire development vision as contained in the Mandeni SDF. The aim is rather to summarise the main points with specific emphasis on those elements that are applicable to energy demand.

According to the iLembe Energy Master Plan, the lag time for electricity provision is approximately two years; this poses a threat to future development as unless investors are willing to fund the electrification programs, they will not have access to electricity for their developments. This may make the area less attractive to investors if they can invest elsewhere where services are already available. In terms of fostering economic growth through in-migration of skills and innovation, bulk service provision is essential as residential “investors” are not able to sponsor the capital costs associated with the provision of new electrification infrastructure required to meet future demands.

The space changes data presented in section 2.3 shows that there has been little development over the past few years in terms of space expansion. Economic growth has displayed a constant and small trajectory over time with few deviations; population growth has also been relatively slow suggesting little or no movement of labour. The current economic situation has not been promising following global financial crisis leading to slow rates of investment. There is however evidence to suggest that development could accelerate in the future due to the identification of development corridors and the increasing expansion of KwaDukuza.

As discussed previously, Mandeni has been identified as a potential area of economic growth and future development based on recent trends in surrounding areas, space limitations and economic expansion in Richards Bay and Durban. Furthermore the Provincial Spatial Economic Development Framework has identified focus areas and development corridors in the region which traverse Mandeni and in the process connect this Municipality to the regional transportation network, a major opportunity for long term growth and development.

The future of Mandeni is determined by scenarios at district and provincial levels as well as the decisions and actions taken by the municipality to attract investment and create an environment that is appealing to investors and conducive to the upliftment of the current population. Strengths, opportunities and weaknesses have been identified in the recent IDP report; this section will not be repeated here but the key points are summarised below as part of the overview.

#### 2.8.4. Planned Developments



Based on the above, the SDF has identified the pillars of economic growth for the future to lie in tourism which takes advantage of the rustic unique biodiversity of the area, as well as in industrial expansion which creates jobs and uplifts the community. The following list summarises the social and commercial projects that are likely to go ahead over the study period; in each case the time horizon is indicated.

Table 17: New housing projects in Mandeni

New Housing Projects						
1	Hlomendlini	Ward 4	2000	Low cost new township	Completed & electrified	Completed & electrified
2	Thorny Park	Ward 7	2600	Low cost new township	2012	2015
3	Lot 31 Nyoni	Ward 10	2600	Low cost new township	2011	2013
4	Isithebe	Ward 11 and 16	3000	Low cost new township	2012	2015

Source: Mandeni Municipality

All new housing projects will need to be considered in electrification plans. Typically electrification begins once the project is complete to avoid unnecessary expense should the layout or scope of the project change over its course.

Table 18: Housing upgrades

Housing Upgrades							Electrification Status
1	Manda Farm	Ward 5	1000	In situ upgrade	2013	2017	Not electrified
2	Sundumbili infill	Ward 12	2000	In situ upgrade	2011	2013	Partly electrified
3	Mathonsi	Ward 5	1000	In situ upgrade	2012	2013	Not electrified
4	Masomonce Rural Housing	Ward 12	1000	In situ upgrade	2011	2012	Not electrified
5	Ndulinde Rural Settlement	Ward 6	2000	In situ upgrade	2011	2013	Partly electrified
6	Macimbini Housing	Wards 1,2,8,9	3000	In situ upgrade	2011	2012	Not electrified

Source: Mandeni Municipality

Further to the above, we have consulted municipal planners to determine the current electrical status of the houses to be upgraded. According to these consultations most of these households are currently without electricity, or in some cases, as shown in the additional comments, only partly electrified. Where exact figures were not available assumptions were made, detailed in the Power GLF assumption (Appendix 6).

Table 19: Private and commercial developments (2011)

PROJECT	DEVELOPMENT NAME	MUNICIPAL WARD	AREA (Ha)	PROPOSED DEVELOPMENT	STATUS OF APPLICATION	Proposed start year	Proposed completion
1	Tugela River Lodge (Farm Maycol)	3	74.01	Mixed Use Residential/Commercial development	DFA :- Pre hearing Tribunal sat and the Mater deferred	2012	2015
2	Cranburn Farm	3	453	Mixed Use Residential/Commercial development	EIA application not yet submitted	2013	2018
3	Tugela North	3	239.7	Destination resort	Approved by DFA	Phase 1 commence s 2011	Phase 1 complete 2013
4	Tugela Tides	3	39.77	Retirement Village	EIA Lodged	2012	2014
5	Mandeni Commercial Development	3	1.2	Commercial Centre	Development approved and Building plans	2011	2012
6	Mandeni Urban Regeneration	3	10	Refurbishment of Existing infrastructure	Has commenced	2011	2013
7	Industrial Development Strategy	12, 10, 3	333.8	Expansion of the	Planning stage		
8	Macambini Development	2, 3	3000	Mixed use/ Holiday resort	Conceptual	2013	2020
9	Philip Mather Resort	3		Resort	Conceptual		

Source: Mandeni Municipality and Developers

As noted above in the report, these are mainly residential, tourism and commercial developments - none of which are major 'drivers' of sustained economic growth. The Municipality needs to focus its economic policy on the fundamentals for attracting the 'drivers' through incentive packages, marketing etc. There is however, a strategic justification for this focus; improved social structures will attract individuals who may drive growth through establishment of firms and industry. An area that plans to maintain its rustic appeal and rich biodiversity may avoid attracting large scale industrial development. There must be consideration of the ability of development to provide jobs and further drive economic growth and feasibility of service provision.

#### 2.8.5. FINANCIAL PLAN

The table below schedules Eskom identified projects as well as additional projects identified in this Master Plan. It is difficult to forecast accurately the projected date of project implementation, even in

the case of projects that should already have been constructed (due to need) as these projects are influenced by the following key factors :

**Budget Availability.** Whilst Eskom Eastern Region (KZN) will annually motivate for funds for projects the allocations are determined at a national level.

**Priority,** as Eskom needs to prioritise its projects with a balance between available annual budget allocations and projects across the whole of KZN.

**Economic triggers** – projects such as Mangethe S/S are largely dependent on a commitment from the associated customer or developer. If this commitment is not received then Eskom will reduce the project's priority until such time as normal load growth determines a need for the investment.

**Financial Viability** – a relatively low return on investment will reduce the priority of infrastructure development. Rural network upgrades will generically yield lower returns than dense urban areas where there is also a better mix of commercial and industrial customers.

**Finance availability** – if funding for projects can be achieved externally such that it has a minimal or reduced financial impact on Eskom's budgets then these projects can receive increased priorities and acceleration.

**Lead times** – from the moment it is agreed that a project should proceed there are factors such as 18 month lead times for transformers, powerline servitude difficulties, environmental approvals that may be necessary which will all delay the project implementation programme.

The above are a selection of issues that can delay projects far beyond the need dates initially identified in Eskom, or other, Master Plans.

Forecasted dates have been inserted as a guideline as to the minimum achievable date that such a project can be implemented. In many cases these dates will be optimistic (for many of the reasons detailed above). It has to be understood that even if a project's need date is 2011, if the project has not yet started it is likely to be at least 2 years, or more, before it can be completed.

It should also be noted that information received is from outdated Eskom Master Plans and current Eskom Budget Programmes are not available to this Master Plan study.

Table 20: Capital investment programme

	Budget Year	Project Description	Eskom NDP	Mandeni M/Plan
1	2011	24 km DC Mandini to Gingingdlovu 132 kV Line	R 55.0m	(new)
1		2x 132 kV feeder bays at each of Mandini and Gingingdlovu S/Ss.		
2	2012	Split Mandini NB 21, 1km 11 kV Oak + 3kms upgrade to Oak	R 0.9m	
3	2012	Upgrade Mandini NB 22, 1 km Oak	R 0.2m	
4	2014	22 kV Feeder Bays at Sitilo and Madungela S/Ss	R 57.0m	
4		20km 132 kV Mandini-Ging to Mbonglwane Kingbird		



		Line		
4		20 MVA 132/22/11 kV Mbongolwane S/S		
4		2x 22/11 kV satellite S/S for Sundumbili NB 31 & NB 32.		
5	2014	Sundumbili 11 kV turn-in lines, split NB 31 & NB 32 and create new NB 50	R 50.0m	
5		Upgrade NB 32 SWER line to 3 Phase Hare		
5		New 20 MVA 132/11 Mangethe S/S		
5		16 kms 132 kV Mandini-Ging to Mangethe Wolf Line		
6	2015	Upgrade both Mandini-Sundumbili 132 kV lines to Twin Osprey, 9 kms		R 6.0m
		Upgrade Mandini 132 kV Feeder Bays		R 2.0m
7	2016	Sundumbili S/S feeder bay for new Sundumbili 2 S/S		R 1.2m
7		Sundumbili to new Sundumbili 2 S/S 132 kV Wolf line, 10 kms		R 10.0m
7		New 132/11 kV Sundumbili 2 S/S		R 20.0m
8	2017	2x 132 kV Feeder Bays at Mandini S/S	R 2.4m	
8		2x 16km 132 kV Wolf Mandini to Thukela Mouth Lines	R 16.0m	
8		2x 20 MVA 132/11 kV Thukela Mouth Substation	R 25.4m	
8		11 kV Turn-in Lines	R 10.5m	

Source : ESKOM NDP 2010 Project Outputs

Mandini to Gingingdlovu Line : This line is required to improve transfer capacity and will be needed for the proposed future Mbongolwane and Mangethe Substations. It is possible that this project is already in an advance planning stage.

Mandini NB 21 Split : This small project will effectively create 2 networks thereby reducing current voltage drops being experience due to increasing loads by almost half.

Mandini NB 22 Upgrade : this project is necessary to address a short term constraint on the line close to the substation but will not address longer term loading problems. However, the proposed future Mangethe (partial) and Thukela Mouth Substations will address these problems.

Mbongolwane Substation : These related projects will enable de-loading of the Sundumbili and Eshowe Substations as well as the de-loading of Sundumbili NB 24, NB 31 and NB 32 and Eshowe NB 15.

Mangethe Substation : This project will essentially alleviate loading problems in the Gingingdlovu area which is outside of the Mandeni LM area. However, this relief will also enable minor relief to Mandini NB 22.

Mandini-Sundumbili Line Upgrade : Studies have indicated that this line which supplies the SAPPI and Isithebe FIRM supply areas is no longer FIRM meaning that if either of the lines should fail in service the other line will no longer be able to support the full load requirement. This means failure to

meet FIRM commitments or the introduction of severe load shedding to lower priority customers supplied from Sundumbili Substation.

**Sundumbili 2 Substation :** This Master Plan has identified a high potential for industrial and Commercial expansion in the Isithebe area which the existing Sundumbili Substation would not be able to cope with.

**Thukela Mouth Substation :** The initiator for this project was a proposed development project at the Tugela Mouth. However, this substation is also needed to support the Mandini NB 22 network which is already constrained. In the absence of the commercial “trigger” the project scope could be reduced somewhat reducing the forecasted cost by up to R12m.

## 2.8.6. ALTERNATIVE ENERGY OPTIONS

### Overview To Alternative Energy

There is recognition universally that conventional energy sources (fossil fuel or atomic) are finite and that alternative more sustainable forms are required to meet the worlds burgeoning energy requirements. In developing world contexts the extension of conventional energy sources to scattered and often isolated rural areas is not feasible or cost effective for the services provider and end users. Consequently sustainable alternative sources need to be established to ensure that the households in these areas are not further marginalised due to lack of access to electrical energy.

Given the costs of electricity and constraints to supply in isolated rural areas it is unlikely that existing electrical networks will be extended into these areas in the future. Consequently rural households without access to on-grid power do not have access to efficient, sustainable, clean and cost effective energy sources.

Owing to their off-grid location and socio-economic status these rural households tend to be forced to use wood fuels, paraffin and, in limited cases, gas for domestic energy requirements. Securing firewood is excessively time consuming for members of households and paraffin and gas cookers are unsafe particularly for small children.

The lack of electricity has a negative impact on levels of education and awareness among rural communities due to lack of access to computers, televisions and electrical equipment. Alternative energy projects undertaken by the Project Preparation Trust reveal that there is a demand for alternative energy sources among low income households, but grant funding is nonetheless required to subsidise the capital costs associated with installation of these alternative energy needs.

The alternative technology options that have been identified for low income rural households by the PPDC (2009) include: Small voltaic systems (50w); Gel fuel stoves; Solar cookers; Hot bag cookers; LP gas; Small wind turbines; Biogas digestors; More efficient sustainable use of wood fuels; Solar water heaters where households have access to house connections

The DME off grid energy subsidy should be considered by the Municipality for these isolated rural communities. The free basic electricity and alternative energy options was launched as an initiative by DME in 2003. This was aimed at indigent households located in off-grid areas of the country. Municipalities are recipients of grants in the form of the equitable share allocations and are encouraged to supplement the free basic electricity grant in order to ensure that indigent households gain access to efficient and affordable energy.

Despite the opportunities and potentials associated with alternative energy options barriers to implementation of renewable energy remain. These barriers include: Costs of many renewable energy options Limitations around the capacity of renewable energy sources to power a wide range of household appliances Limitations associated with skills in implementation and operation and maintenance of alternative technology Limitations on awareness by the public on alternative energy systems. The need for refinement to the protocols associated with ‘switching’ between on-grid’ and off-grid’ systems – i.e. inputting into, or withdrawing, power from different networks

## 2.8.7. ALTERNATIVE ENERGY OPTIONS

### Individual Household Options

An example of the types of alternative energy used by communities in pilot projects at Dududu and Welbedacht in KwaZulu-Natal are noted in the table below.

Table 21: Alternative energy option examples

Area	Total households benefiting	Solar Water Heaters	Gel Fuel Stoves	PV solar Solar (65w)	Solar Cooker s	Wind Generators (150w)	Hotbags	Compact Florescent Lights
Welbedacht	52	23	25	1	3	0	25	200
Dududu	90	0	58	27	3	1	68	0
<b>Total</b>	<b>142</b>	<b>23</b>	<b>83</b>	<b>28</b>	<b>6</b>	<b>1</b>	<b>93</b>	<b>200</b>

Source : PPDC 2009

Where households elect to install own energy options then it is feasible to use a variety of power sources including solar, wind and energy saving devices. Each of the off grid areas needs to be investigated on a feasibility basis to identify appropriate alternative energy options and to quantify costs of installation and operation. The feasibility should result in the preparation of a Business Plan for each area where the level of subsidy is clearly documented in the budget along with household contribution (up to a maximum of 25%) to both installation and operation.

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

### Integrated Energy Centres IeC's: Dense Rural Villages (Over 5000 People)

Five IeC's have been piloted and are functional in RSA. A useful case study was the establishment of the Highlands Energy Centre outside Ixopo in KwaZulu-Natal. The aim in establishment of IeC's is to locate sustainable improved energy sources to poor communities in South Africa through the establishment of self-sustaining energy centres. In most cases this has involved establishment with a petroleum company as an anchor. In the case of the Highlands project this is a stand-alone project. The Highlands Centre is a one-stop-shop providing a range of alternative energy solutions to the community. The project has a paying membership base and its success depends on many factors.



There have been examples of successes (e.g. Highland Centre and failures), but the concept is sound and provides communities with affordable alternatives.

#### Mini-Grids In Off-Grid Areas

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

Figure 5: Photograph of alternative renewable power mini-grid - Lucingweni, OR Thambo Municipality



Source : PPT July 2009

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

#### Bio-fuels

DME anticipates that bio-fuels will play a major role in contributing to the nation's alternative energy resources. This is an efficient alternative energy source based on re-cycling of agricultural material with twin by-products in the form of methane gas and composting material. The process is labour intensive and the by-products are of value in soils rehabilitation in the sugar industry.

## 2.6. HUMAN SETTLEMENT

The 2002 IDP identified a need for the establishment of a functional Human settlement unit within the Municipality. The Mandeni Municipality has also received a grant funding for the preparation of the Housing Plan, the plan has been finalised however the plan only focuses in the low income category. This is considered as shortfall as the Municipality due to the fact that during public participation the local community indicated need for the provision of affordable housing. The Municipality has eight out nine housing projects approved for phase 1 with the only one remaining (Thorny Park) awaiting the signing of the land acquisition agreements. The table below indicates the population densities within the Municipality, it is imperative to note that from planning point of view areas of high population density should be prioritised for development. This planning principle should be applied when making decision in terms of delivery of houses in the Municipal area. This planning principle read in conjunction with the Municipal SDF

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

Table 22 Summary of Housing Census: Statistics SA Data

Source: Stats SA Community Household Survey 2007

Source: Mandeni Municipality 2008

Project Name	Type	HHs	Total Value
Hlomendlini	IndivSubs	2617	R 113,568,849.06
Macambini	RuralSubs	2481	R 107,673,456.15
KwaMathonsi	RuralSubs	819	R 35,561,010.05
Sikhonyane	RuralSubs	1493	R 64,802,158.89
Masomonce/Manda	RuralSubs	1407	R 61,076,270.57
Kwamathonsi	RuralSubs	3166	R 137,386,236.43
Inyoni Slums	IndivSubs	1680	R 72,914,219.54
Thorny Park	IndivSubs	853	R 37,023,067.49
Macambini Ph2	RuralSubs	701	R 30,420,227.43
Macambini Ph3	RuralSubs	3104	R 134,697,937.26
Vusimuzi	RuralSubs	571	R 24,760,650.23

Total		18 891	R 819,884,083.12
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### Proposed Housing Interventions

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

#### Summary of Housing Projects

Source: Mandeni Municipality 2008

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

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

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

**Table 23 Estimated Cash Flow for Housing Interventions**

Source: Mandeni Municipality 2008

### Interpretation of Housing Sector Information

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

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

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

Name of Project	WARD NO.	CURRENT STATUS OF PROJECT	MTEF 3 YEAR
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			2012/13	2013/14	2014/15
Masomonce (500 sites)	10	House Construction	10 000 000	3 250 000	1 625 000
Sikhonyane (1000 sites)	6; 11	House Construction	10 000 000	9 300 000	6 000 000
Inyoni (2741 sites)	10	Services Construction	18 000 000	12 500 000	20 743 750
Macambini Ext 2 (2000 sites)	1;2;8	Planning	3 000 000	7 000 000	12 600 000
KwaMathonsi/Sundumbili Phase 2 (1000 sites)	12	Pre-planning	7 560 000	7 560 000	12 600 000
Manda Farm (2000 sites)	7	Pre-planning	765 240	3 995 000	15 750 000
Isithebe (3193 sites)	11; 16	Pre-planning	2 000 000	6 200 000	9 300 000
Masomonce Phase 2 (1000 sites)	10	Conceptual planning	0	854 822	6 300 000
Thorny park (1700)	4	Conceptual planning	0	488 470	5 992 500
KwaMathonsi Rural Phase 2 (500 sites)	5	Conceptual planning	488 470	6 200 000	6 200 000
Sikhonyane Phase 2 (1000 sites)	6; 11	Conceptual planning	0.00	0.00	488 470
Sundumbili middle income (Ithala sites) (300 sites)	14	Conceptual planning	0.00	327 900	327 900

The Mandeni Municipality has made tremendous progress in terms of housing delivery in the past few years over 5000 households have been provided with houses. Table hereunder provides a summary of the progress made on housing projects:

Project Name	Number of sites approved	Subsidy Type	Ward	Funding as Approved by DoHS / Status	Progress To Date
Hlomendlini Housing Project: Phase One	1000	PLS / Urban	4	Funding Approved. House Construction Complete	1000 Housing Units & VIP Toilets Completed.
Hlomendlini Housing Project: Phase Two	1000	PLS / Urban	4	Funding Approved	1000 Houses and VIP Toilets completed.
Macambini Extension One	1100	Rural	1, 2, 8, 9	Funding approved for construction	974 Houses and VIP toilets

					completed.
Macambini Extension Two	2000	Rural	1, 2, 3, 8, 9	Funding for Stage One approved for 2000	Sales and administration (Beneficiary Registration) is currently underway.
KwaMathonsi/Sundumbili Housing Project	1000	Rural	12	Funding Approved	996 Houses and VIP toilets completed
KwaMathonsi Rural Housing Project (Nembe)	1000	Rural	5	Funding Approved	961 Houses and VIP toilets completed.
Masomonce Rural Housing	500	Rural (Ward 10)	10	Funding approved for housing and VIP funds diverted to top structure	315 Houses completed.
Mandafarm	270	Urban	7	Approval for stage will only be granted once Ingonyama Trust Board has issued the Development Rights Agreement permitting the establishment of a formal township.	Lobbying Ingomyama Trust Board to approve the establishment of the formal township in Ward 7.
Sikhonyane	1000	Rural	6, 11	Funding approved for construction of 1000 units and VIP toilets.	Cutting of platforms is currently underway.
Nyoni Slums Clearance Project	2741	PLS / Urban	10	Funding approved for installation of services (Water, Roads, Electricity and Slabs).	Procurement process initiated for the appointment of service providers
Isithebe Housing	3000	Rural & PLS Urban	11, 16, 17	Funding for preliminary investigation and planning approved.	Preliminary investigation concluded and application for tranche submitted to Human Settlement
Thorny Park Integrated Human Settlement	1700	PLS/Urban	3 & \$	Funding approved for land acquisition	Negotiations with the land owners underway
Sundumbil Chapies Middle income housing	300 services sites	PLS/ Urban	7& 15,13,14	Conceptual stage	





## 2.9. CRIME, SAFETY AND SECURITY

### 2.9.1. SAFETY AND SECURITY

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

### 2.9.2. CRIME

The tables below indicate the crime statistics of Mandeni Municipality area for the past 8 years. Between 2004 and 2011 the crime has decreased in Mandeni the murder statistics have dropped down to 2 murders by March 2011. The overall contact crimes (crimes against persons) have decreased from 290 to 200.

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>								
Murder	9	8	6	14	9	6	10	2
Total Sexual Crimes	27	25	28	16	20	32	16	25
Attempted murder	29	20	15	18	16	20	8	17
Assault with the intent to inflict grievous bodily harm	56	68	64	44	49	36	42	49
Common assault	46	34	33	35	44	23	39	26
Common robbery	46	35	27	24	11	6	3	13
Robbery with aggravating circumstances	77	101	67	104	75	73	43	68
<b>total</b>	<b>290</b>	<b>291</b>	<b>240</b>	<b>255</b>	<b>224</b>	<b>196</b>	<b>161</b>	<b>200</b>

**Table 24 Table indicating crime statistics in Mandeni**

The table below indicates that the contact related crimes have decreased from 66 to 31 between 2003 and 2010.

<b>Crime Category</b>	<b>April 2003 to March 2004</b>	<b>April 2004 to March 2005</b>	<b>April 2005 to March 2006</b>	<b>April 2006 to March 2007</b>	<b>April 2007 to March 2008</b>	<b>April 2008 to March 2009</b>	<b>April 2009 to March 2010</b>	<b>April 2010 to March 2011</b>
<b>CONTACT-RELATED CRIMES</b>								
Arson	3	1	1	3	3	2	2	2
Malicious damage to property	63	33	29	21	21	15	27	29
<b>Total</b>	<b>66</b>	<b>34</b>	<b>30</b>	<b>24</b>	<b>24</b>	<b>17</b>	<b>29</b>	<b>31</b>

**Table 25: contact related crimes**

The table below indicates the property related crimes which have decreased from 322 to 180 crimes.

<b>Crime Category</b>	<b>April 2003 to March 2004</b>	<b>April 2004 to March 2005</b>	<b>April 2005 to March 2006</b>	<b>April 2006 to March 2007</b>	<b>April 2007 to March 2008</b>	<b>April 2008 to March 2009</b>	<b>April 2009 to March 2010</b>	<b>April 2010 to March 2011</b>
<b>PROPERTY-RELATED CRIMES</b>								
Burglary at non-residential premises	17	14	20	18	24	21	32	18
Burglary at residential premises	128	137	123	129	96	96	87	115
Theft of motor vehicle and motorcycle	21	28	19	6	13	7	9	9
Theft out of or from motor vehicle	155	102	74	66	47	27	41	31
Stock-theft	1	8	3	8	7	5	10	7
<b>total</b>	<b>322</b>	<b>289</b>	<b>239</b>	<b>227</b>	<b>187</b>	<b>156</b>	<b>179</b>	<b>180</b>

The table below indicates that the crimes heavily dependent on police action detection have increase from 61 to 102.

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>								
Illegal possession of firearms and ammunition	10	7	4	11	9	3	4	15
Drug-related crime	25	24	26	41	46	61	73	75
Driving under the influence of alcohol or drugs	26	25	27	35	18	20	30	12
<b>total</b>	<b>61</b>	<b>56</b>	<b>57</b>	<b>87</b>	<b>73</b>	<b>84</b>	<b>107</b>	<b>102</b>

crimes dependant on police action

The table below indicates other crimes which have decreased from 268 to 184 in 2011.

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
<b>OTHER SERIOUS CRIMES</b>								
All theft not mentioned elsewhere	171	113	91	78	93	77	81	109
Commercial crime	17	19	14	21	40	42	47	39
Shoplifting	80	117	90	132	78	58	37	36
<b>total</b>	<b>268</b>	<b>249</b>	<b>195</b>	<b>231</b>	<b>211</b>	<b>177</b>	<b>165</b>	<b>184</b>

other serious crimes

The table below indicates the subcategories part of aggravate robbery crimes have increased from 21 in 2008 to 45 in 2011.

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
<b>SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE</b>								



Carjacking	19	12	10	19	17	16	7	7
Truck hijacking	1	0	1	0	0	1	0	0
Robbery at residential premises	1	7	11	32	10	17	17	35
Robbery at non-residential premises	0	0	0	3	4	3	1	3
<b>total</b>	<b>21</b>	<b>19</b>	<b>22</b>	<b>54</b>	<b>31</b>	<b>37</b>	<b>25</b>	<b>45</b>

**Table showing Robberies**

The table below indicates other crime categories that have also decreased from 16 in 2003 to 13 in 2011.

<b>Crime Category</b>	<b>April 2003 to March 2004</b>	<b>April 2004 to March 2005</b>	<b>April 2005 to March 2006</b>	<b>April 2006 to March 2007</b>	<b>April 2007 to March 2008</b>	<b>April 2008 to March 2009</b>	<b>April 2009 to March 2010</b>	<b>April 2010 to March 2011</b>
<b>OTHER CRIMES CATEGORIES</b>								
Culpable homicide	8	9	9	5	9	8	12	10
Public violence	0	0	0	0	0	0	0	1
Crimen injuria	5	6	9	3	5	2	0	2
Neglect and ill-treatment of children	3	1	0	0	0	0	0	0
Kidnapping	0	1	3	3	2	1	0	0
<b>total</b>	<b>16</b>	<b>17</b>	<b>21</b>	<b>11</b>	<b>16</b>	<b>11</b>	<b>12</b>	<b>13</b>

#### **other crime categories**

Source : Crime Research and Statistics - South African Police Service

## **2.10. FOOD SECURITY**

The Municipality through the LED initiatives that are geared towards poverty alleviation and food security. These programmes are further elaborated on the LED section of the IDP.

## **2.11. ORGANISATIONAL STRUCTURE**

The current structure of the Mandeni Municipality is reflected in the diagrams labelled Mandeni Municipality organogram. This structure put in place is considered to be appropriate for the

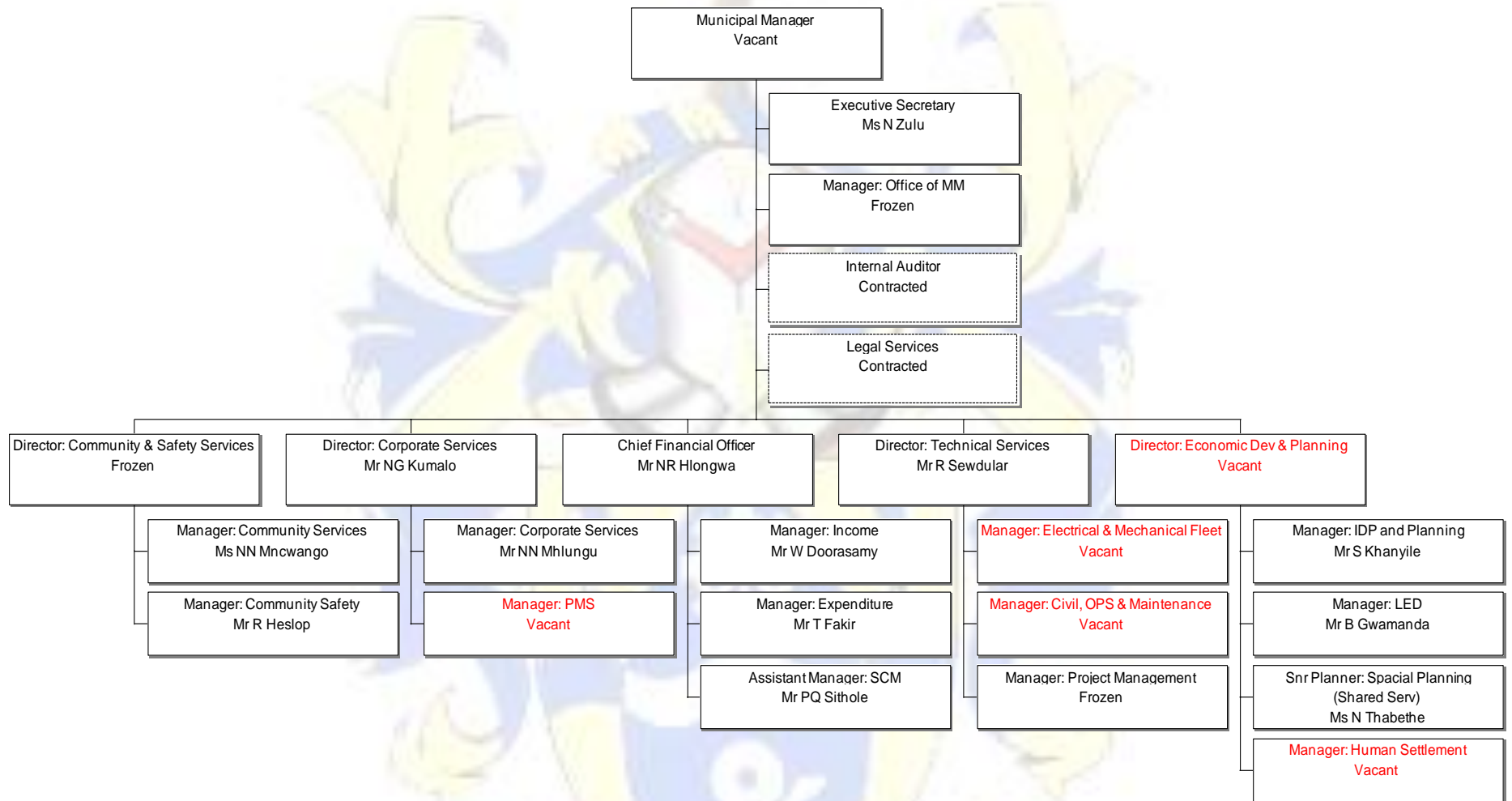
developmental local government mandate assigned to the Municipality in terms of the Municipal Structures Act, 1998. The Mandeni Municipality is responsible for the attached powers and functions:

### **2.11.1. MUNICIPAL POWERS AND FUNCTIONS**

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

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

The Mandeni Municipality employ 170 staff members and the five Directorates are:-





### **2.11.2. OFFICE OF THE MUNICIPAL MANAGER**

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

### **2.11.3. CORPORATE SERVICES**

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

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

The corporate services wing is fully capacitated and it can be recorded that it is a better position to respond to the current challenges faced by the Municipality as outlined in the IDP.

### **2.11.4. DEPARTMENT OF TECHNICAL SERVICES**

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

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

### **2.11.5. DEPARTMENT OF COMMUNITY SERVICES**

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

- ✓ Social Services
- ✓ Library Services
- ✓ Parks & Community Facilities
- ✓ Community Development
- ✓ Health Services
- ✓ Traffic and technical

- ✓ Licencing/learners
- ✓ Fire /disaster management
- ✓ Security

#### **2.11.6. ECONOMIC DEVELOPMENT & PLANNING**

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

Strategic Planning, Spatial Planning, Local Economic Development & Human Settlement, IDP.

#### **2.11.7. INSTITUTIONAL DEVELOPMENT**

The Mandeni Municipality has relatively well established organisational structures and systems in place. Most Senior Management positions are filled with the exception of director Economic Development Planning and Human settlement however this position is budgeted for and will be filled in this financial year 2012/13. Manager Civil Engineering, Manager Electrical Engineering and Director Community Safety Services positions are frozen for this financial year 10/11. The Municipal has five Section 57 positions, three of which are currently filled Director Technical Services, Director Corporate Services and Chief Financial Officer. Out the five positions three of them are filled, these are Section 57 employees who are required to sign performance contracts. It can be recorded that the all sections 57 employees have a five contracts runs up to September 2011. The Mandeni Municipality strongly needed ongoing institutional support around issues of infrastructure planning; project management and financial management are required within the Municipality.

#### **2.11.8. WORK PLACE SKILLS DEVELOPMENT FRAWORK PLAN**

It is further acknowledged that Workplace Skills Development Framework Plan is also important in giving a framework for internal resources the organisation. It can therefore be recorded that the Municipality has according prepared and submitted the Skill Development Plan to the relevant authority.

##### **2.11.8.1. TRAINING & DEVELOPMENT**

###### **KEY CORPORATE SERVICES POLICIES**

POLICY	DEPARTMENT	STATUS
Recruitment and Selection Policy	Corporate Services	Approved
Retention Policy	Corporate Service	Approved
Organisational Performance Management System	Corporate Services	Approved

##### **2.11.8.2. GOVERNANCE**

Mandeni Municipality has successfully prepared and reviewed the IDP and PMS over the past 7 years. The implementation of the individual PMS is has been prepared and implemented. There has,

however, been a fair advancement in the organizational performance PMS. The Municipality has been proactive in the update of its SDF and newly established a Planners forum at the district level is used a platform to ensure coordination and as a forum for discussion between the District and the Local Municipalities.

### 2.11.8.3. PORTFOLIO COMMITTEES

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

<b><u>Portfolio Committee</u></b>	<b><u>Key Areas of Focus</u></b>
Infrastructure and Technical Safety and Security	<ul style="list-style-type: none"> <li>• Supply of Electricity</li> <li>• Domestic waste-water and sewage disposal systems</li> <li>• Municipal Fleet Management</li> <li>• Municipal Buildings</li> <li>• Municipal public works relating to municipal functions</li> <li>• Municipal Roads forming part of the road transport system</li> <li>• Potable water supply systems</li> <li>• Regulation of passenger transport services</li> <li>• Solid Waste Disposal Sites serving more than one Local Municipality in the District</li> <li>• Disaster Management</li> <li>• Fire fighting services</li> </ul>
Local Public Administration and Human Relation	<ul style="list-style-type: none"> <li>• Human Resource Development</li> <li>• Labour Relations</li> <li>• Local Public Administration</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Audit</li> <li>• Budget Monitoring</li> <li>• Credit Control Monitoring</li> <li>• Expenditure Monitoring</li> <li>• Imposition and collection of rates and duties related to the functions of the Municipality</li> <li>• Income Monitoring</li> <li>• Indigent Support Programme Monitoring</li> <li>• Financial Performance Management</li> <li>• Performance Management Audit</li> <li>• Receipt, monitoring usage of grants made</li> <li>• Supply Chain Management Policy oversight</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Integrated Development Planning</li> <li>• Promotion of a safe and healthy environment,</li> </ul>



<b><u>Portfolio Committee</u></b>	<b><u>Key Areas of Focus</u></b>
Planning Community Development and Human settlement	including conservation and environmental planning <ul style="list-style-type: none"> <li>• Promotion of local tourism</li> <li>• Promotion of social and economic development, including agriculture, industrial development, job creation social empowerment, town planning, cultural upliftment and poverty alleviation</li> <li>• Sport and Recreation</li> </ul>
Social Amenities,	<ul style="list-style-type: none"> <li>• Cemeteries and crematoria serving the area of a major proportion of municipalities in the Municipal area</li> <li>• Municipal Health Services</li> </ul>

**Table 26 Portfolio committees**

## **2.12. FINANCIAL REALITIES**

The Mandeni Municipality is dependent on grant funding and the equitable share, about 50% of income is from the government grant funding and equitable share. It can be reported that the Municipality is having difficulties in collecting debts hence it doesn't have enough revenue for it to stand on its own in terms of providing services to the local community. This has resulted in the Municipality having from time to time, to request bridging finance from the bank in order that the municipality may continue providing services

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

## **2.13. TRANSPORTATION AND ROAD INFRASTRUCTURE**

It can be recorded that most of the wards within the Municipality does not have access proper roads; especially those that are in Rural areas have gravel roads which are in disparity state. There is a dire

need for huge capital investment for construction of new roads, maintenance and upgrade of the entire existing road infrastructure throughout the municipal area. The Municipality is highly dependent Municipal Infrastructure Grant for capital funding to build the road infrastructure. The MIG funding allocation is very small and we are not going to meet the development goals target set out at National level. The Municipal Infrastructure Grant allocation ought to be informed by the needs as documented in the IDP and performance in terms of expenditure.

<b><u>The Road</u></b>	<b><u>Description</u></b>
<b>PROVINCIAL ROADS</b>	<p>Road R102 which runs parallel to the N2 carries a large volume of traffic, it links Mandeni Municipality with Stanger, Durban towards the South and Richards Bay, Eshowe towards the North. These are the two main corridors that provide direct linkages between the inland and coastal, off this road a provincial, &amp; district roads which facilitate the much needed integration of the rural hinterland and the economic nodes.</p> <p>ISSUE: The condition of the R102 road is not that bad however it requires refurbishment and maintenance northern part of it was refurbished as part of the implementation of 2002 IDP.</p>
<b>MAIN ROADS</b>	<p>The two main roads MR415 and MR459 appears to fairly in good state but again it carry a lot of traffic from the Isithebe Industrial area.</p> <p>MR415 off the N2 towards the west linking Mandeni with the provincial corridor development generally in a good state and was recently refurbished and the road markings were recently done. The same road also links the coastline towards the eastern side of the N2; this eastern side is gravel and is in a terrible state. This considered critical as it links our potential economic development node with the eThekweni- uMhlathuze corridor, for our Municipality to benefit from this corridor its prerequisite that the infrastructure is upgraded to acceptable standards. It is therefore important that this road be upgraded into black top in order to enable the Local Municipality to unleash the untapped economic potential along the coastline.</p> <p>The MR459 off the MR415 stretching towards the North linking Mandeni with the Industrial Node Isithebe, Matikulu sugar cane mill and the external node Gingindlovu is general in good condition, however there is problem in and around the entrance into Renckens shopping complex where its extremely busy and it's not coping with the traffic interchange and the traffic lights are not always functioning effectively, it is within this regard that it is recommended that a road be redesigned with the introduction of a Traffic circle. There has been discussion with the Department of Transport and other private sector/ relevant stakeholders to this effect and it has been deemed feasibly.</p>
<b>DISTRICT ROADS</b>	<p>The status is very bad, the districts Roads are in a terrible state and this has a negative bearing to the social and economic status of the local community especially the rural community. The bad state of road has resulted in the public transport refusing travelling in the affected areas also the Ambulances in case of emergence find it impossible to travel in these roads. The situation requires an immediate intervention, the Department of Transport program won't be a solution. This has bearing in the realization of the principles of the NSDP which requires that will link the first economy with the second economy. It is within this regard that the Municipality is exploring the possibility of sourcing the funds from MIG. However this information is very raw as it does not quantify in terms of the total</p>



<b><u>The Road</u></b>	<b><u>Description</u></b>
	<p>kilometres that require gravel, the Mandeni Municipality is in the process of measuring the roads per ward and prioritization thereof. The intervention would be to put in the gravel, geometric improvements, drains clearing and improvements for effective storm water management and most of the issues pertaining to roads come from rural communities.</p> <p>It should be noted that this information still needs to be verified and the Municipality is also awaiting the information from the Department of Transport on their planned maintenance program. The planed action includes contacting the Department of Transport in order to get information regarding the length of the district roads.</p>
<b>TOWNSHIP INTERNAL ROADS</b>	
<b>MANDENI TOWNSHIP</b>	The roads are deteriorating and the maintenance seems to be insufficient, it seems the roads were left for too long without maintenance. It is within this regard that the Municipality has realized a need to prepare a holistic infrastructure Maintenance plan.
<b>SUNDUMBILI TOWNSHIP INTERNAL ROADS</b>	The internal roads in Sundumbili Township are general in good state as result of the ongoing projects funded by MIG, i.e. phase two of the project however this has not covered the whole township. It is anticipated that the remaining part will be done as phase three as per the three programs from MIG. However the biggest challenge is the maintenance of these roads.
<b>PADIANAGER TOWNSHIP INTERNAL ROADS</b>	<p>These roads are in a bad state and needed to be rehabilitated, the funding was secured from the MIG and the project which entails the upgrading of road in to full black top surface is ongoing and will be completed before the end of the financial year. The maintenance is again there is biggest challenge.</p> <p>The plan of action involves the preparation of the infrastructure Maintenance Plan and sourcing funding thereof for the maintained of these roads</p>
<b>TUGELA MOUTH INTERNAL ROADS</b>	<p>The Tugela Mouth internal roads are all literally washed away due to the lack of proper geometric and storm water designs. It is the intention of the Municipality to upgrade the internal roads in full this will include the construction of concrete culverts where necessary, upgrading of geometric designs to allow storm water canalization for runoff.</p> <p>The planed action is to prepare and submit the business plans to MIG for funding.</p>
<b>ACCESS ROADS</b>	Most of the wards raised concerns regarding the households that do not have access roads in rural areas. The planned action is to conduct access road condition assessment to rural households to determine the access roads needs in the municipal area.

**Table 27 Mandeni Roads**

<b>Ward No.</b>	<b>Common Name</b>	<b>Paved (km)</b>	<b>Unpaved (km)</b>
52901001	Dokodweni	0	114



52901002	Wangu	0	98
52901003	Mandini	116	50
52901004	Hlomendlini	96	144
52901005	Inembe	0	79
52901006	Ndulindle	0	115
52901007	Manda Farms	60	90
52901008	Mangete	0	82
52901009	Macabini	0	102
52901010	Inyoni	0	160
52901011	Isithebe	0	157
52901012	Mathonsi	74	172
52901013	Redhill	73	18
52901014	Chappies B	137	34
52901015	Chappies A	56	14
52901016	VusiMuzi	0	65
<b>TOTAL</b>		<b>612</b>	<b>1 494</b>

**Table 28 paved and Unpaved Roads**

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

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

## INTERVENTIONS & ACHIEVEMENTS

The table below provides a summary of achievements towards road and transport infrastructure developments over the past few years since the inception of the principle IDP 2006-2011. The Municipality through Municipal Infrastructure Grant has been able continuously delivery roads in various municipal wards as per the Council priorities. It can be recorded that Roads is one of the top

three priorities within the Municipal area together with water and electricity. Accordingly the Municipality has prioritised MIG expenditure on upgrading and establishment of roads.

Project Name & Ward	2007/08	2008/09	2009/10	2010/11	2011/12
Sundumbili Internal Roads Phase 1	R21,668,810	-		-	
Sundumbili Internal Roads Phase 2	R8,700,000	-		-	
Sundumbili Internal Roads Phase 3	-	R5,000.000			
Tugela Mouth Internal Roads Ward 3	-	-	R8.00 000		
Padianager Internal Roads Ward 3	-	R4.917,105	-		
Hlomendlini Bus Route Ward 4	-		R8.000.000		
Thokoza Road Linkage Upgrade	-		R11,000,000		
Qaurts & Daffodil Link Road	-	R5.000.000		-	
Sundumbili Internal Roads Phase 5 and 6				R8.000.000	R8.000.000
Masomonco Taxi/Bus Route				R8.000.000	
Roads Network (Nyoni Integrated Human Settlement)					R5.000.000
Roads Network (Mandafarm Integrated Human Settlement)					R8.000.000
<b>TOTAL</b>					

## PLANNED INTEVATIONS OVER MTEF MIG GRANT

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The table below shows the planned investment expenditure using Municipal Infrastructure Grant funding over the next Medium Term Expenditure Framework. Our capital investment expenditure is guided by the Municipal Spatial Development Framework. The Municipal SDF seeks to pro-actively identify sufficient land for future housing and locate new/ planned housing developments within

specific interventions zones. It further advocates focusing urban development along major public transport routes to establish public transport corridors in line with settlements areas. It is for this rationale that our expenditure is linked to Housing Development in most instances i.e Masomonco Taxi/Bus route.

Project Name & Ward	Total Budget	Projects Status	Year
Sundumbili Internal Roads Phase 6 and 7	R8,000,000	Under Construction	2011/12
Masomonco Taxi/Bus Route	R8,000,000	Completed	2011/12
Nyoni Integrated Human Settlement	R5,000.000	Under Construction	2011/12
Mandafarm Integrated Human Settlement	R8.00 000	Planning	2012/13
Upgrading of Thokoza Road	R14,000,000	completed	2011/12
Inyoni integrated Human Settlement Phase 2	R	Procurement	2012/13
Upgrading of P459 intersection	R	Planning	2012/13

**Table 29 projects**

## RURAL ROADS

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

Project Name & Ward	2007/08	2008/09	2009/10	2010/11	2011/12
Purchase of Grader	R600.000	-	-	-	-
Purchase of a TLB	R1.500.000	-	-	-	-
Purchase of Grader	-	R1.500.000	-	-	-
Purchase of TLB	-	R600.000	-	-	-
Purchase of Tip Truck	-	-	R400.000	-	-
Low Bed Trailer	-	-	-	R200.000	-



10 Ton Roller	-	-	-	R400.000	-
Water Cart	-	-	-	R200.000	-
Water Jetting machine	-	-	-	R100000	-
<b>TOTAL</b>					

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

## **OPERATION & MAINTANANCE PLAN**

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

## **STORM WATER DRAINAGE INFRASTRUCTURE**

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

## **Institutional Arrangements**

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

## **Human Resource Capacity**

The Roads & Storm water sub unit is reasonably staff to carry out its mandate, as mentioned it is led by qualified Engineer. However in terms of the organisational structure there is vacancy in the position of the Manager Civil Operations & Maintenance as well as Manager Infrastructure Planning & Implementation. These two positions are currently frozen due to limited financial resources.

Although the Municipality realise the need for the two position, it also very cautions that the salary bill should not exceed the standard norm to more than 35% of the total operational budget.

## **2.14. SOLID WASTE DISPOSAL**

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

## **2.15. INTEGRATED WASTE MANAGEMENT PLAN**

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

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

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

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



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

The hilly north-westerly area has poor or no road access. Roads in the different wards are generally deteriorating and poorly maintained with the exception of projects funded by Municipal Infrastructure Grant (MIG) which aids in the rehabilitation of roads in certain areas. Lack of roads and poor roads is a significant problem in terms of waste management.

The MMA has approximately 78 schools and there are 22 clinics, but no hospital.

The Sappi Tugela Mill is the only large industry, with a large cluster of 180 smaller industries and businesses forming part of the 414 hectare Isithebe Industrial Estate. The main commercial business complex centres on the Renckens Spar Centre in Mandini, with its 21 shops. The nearby Sundumbili Plaza is also fairly large as it houses 37 shops. The Isithebe Industrial Estate is 'ring fenced' in as much as it currently falls outside the jurisdiction of the Municipality, for all practical purposes. This is an issue of concern, particularly as it deprives the Municipality of a source of income in terms of services rates.

The tourism and hospitality industry is fairly limited and centres on the coastal areas and three nature reserves. Media reports in 2008 indicate that the KwaZulu-Natal north coast may potentially be developed into a popular tourism 'hot spot' through massive tourism investment. The development of the nearby Dube Trade Centre may also enhance the development potential within the MMA. The core findings of the situational analysis, in terms of waste management, are as follows:

The Municipality has assigned the responsibility for waste management within the MMA to the Technical Director. He is supported by a secretary and an Assistant Manager, who is responsible for the day to day operations related to roads, stormwater, parks, gardens and refuse removal. Although there are a number of privately owned landfill sites and other waste handling facilities, the Municipality does not own or operate any such facilities. The Municipality also does not own any service equipment other than drums which are distributed to school, business and other premises for refuse disposal. All the landfill facilities within the MMA have reached their capacity. The privately owned and operated KwaDukuza Landfill has been specifically developed as a regional landfill site that would also provide for the airspace needs of the MMA (with the exception of Sappi's airspace needs). A proposed landfill site close to Isithebe within the MMA, which had also been found suitable and gained full environmental approval, was not developed when a feasibility study showed that it would be more economically to transport waste from MMA to KwaDukuza.

The Municipality has contracted two waste service providers, one for day to day collection and removal of refuse from formalised urban areas, and the other for the disposal thereof. The contract period has expired and a new tendering process is currently in progress. Waste service provider records indicate that only approximately 7 000 (seven thousand) tonnes of domestic waste per year, are collected and disposed of via the municipal services, while total household waste generated within the MMA is estimated at 33 000 tonnes per year. A customer database is in place for municipal services and customers are charged in accordance with published tariffs. Although the customer database was found to be generally comprehensive, a number of shortfalls and anomalies were identified.



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

Although there are no large illegal dump sites, littering and dumping was observed in many areas.

Identified needs and gaps are summarised as follows:

A comprehensive waste information system needs to be set in place.

Population statistics and distribution must be obtained and updated on a regular basis.

Current refuse removal by-laws are outdated and the new by-laws which were developed as part of the IWMP appointment should be reviewed, adopted and implemented (in progress).

Collection services need to be extended to the informal, peri-urban areas and newly developed areas to ensure environmental compliance and to expand the customer rate base.

A revised collection contract (outsourcing) needs to be put in place (in progress). The Municipality needs to monitor and regularly audit the collection service – this with regard to contractor performance, as well as record keeping. A strategy needs to be developed, for the provision of basic collection services to the rural areas. The Municipality need to secure and formalise ongoing availability of a forwarding facility and landfill air space. The existing forwarding facility does not meet operational and environmental best practice and requires upgrading. Alternatively, another forwarding option needs to be implemented.

The Municipality needs to initiate a series of awareness programmes in order to inform Mandeni residents of waste services, recycling and waste minimisation initiatives and publishing of by-laws. Recycling, waste minimisation and re-use initiatives must be promoted and implemented. Tariffs need to be reassessed for content and then revised in amount, to reduce the shortfall in service cost recovery. The customer database needs to be updated to ensure that all customers receiving municipal refuse removal services are entered and entered in the correct category, to ensure effective rate recovery.

Should the Municipality take on additional responsibilities such as associated with improved litter and dumping control; building and maintaining a more comprehensive database of waste management information; and servicing new developments and expansions, additional staffing should be considered. A number of projects were identified as part of the strategy implementation plan as summarised in the table below. Several projects, as were included in the Arcus GIBB Scope of Work, already commenced with addressing some of the needs identified. These include the following:

The customer database has been investigated in considerable detail, which led to the identification of specific customers that are either charged incorrect rates, are not yet on the database or will need to be entered as soon as they become operational. A policy document has been drafted and was accepted by the Municipality. A set of new refuse removal by-laws were drafted and submitted to the Municipality for review. The tendering process for the appointment of a waste service provider contractor for the routine collection, removal and disposal of municipal waste has been completed and the appointment is in progress.

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

Project	Action	Priority Rating	Time	Progress
<b>By-laws</b>	Present and publish the Draft By-laws , which were developed during the compilation of the IWMP, for public review and comment Amend By-laws Implement procedures for promulgation of By-laws Develop By-law implementation and administration system	High	Short	Complete
<b>Management and Resourcing</b>	Continue to outsource waste collection, transport and disposal Evaluate need for additional staff to carry out monitoring Consider the outsourcing of the monitoring function Designate a Waste Management Officer in terms of the Waste Act	Moderate	Immediate	Complete
<b>Waste Information</b>	Improve waste information by examination and collation of existing records and by conducting small-scale field trials Set up an information system for keeping, collating and reporting information required in terms of the by-laws Implementation all relevant requirements of the Waste Information Regulations, once these are promulgated	Moderate	Short	ongoing
<b>Population Information</b>	Obtain population statistics and distribution	Low	Short	Pending National census 2011
<b>Waste Services</b>	Revise and improve collection and disposal contract(s) Monitor service provider performance and records	High	Immediate	Complete
<b>Waste Services</b>	Improve and extend law enforcement relating to littering and illegal dumping Improve facilities in the urban area Extend services to peri-urban, and newly	High	Short	Complete

	<p>developed, areas</p> <p>Conduct studies to inform the provision of services to the rural areas</p> <p>Extend services to rural areas ( Phase 1 – Khovoti and Shayisa – East of Sundumbile)</p>			
<b>Waste Services</b>	<p>Extend services to rural areas ( Phase 2 – Msundusi Valley area – North of Isithebe)</p>	Low	Medium to Long	Services extended to Hlomendlini approx. 2000 HH
<b>Waste Transfer / Forwarding</b>	<p>Engage with DCWM with a view to upgrading the Forwarding Facility</p> <p>Engage with iLembe DM in order to secure long-term tenure and use of land or find an alternative option of forwarding waste</p>	High	Immediate	ongoing
<b>Waste Disposal</b>	<p>Enter into formal agreements with a landfill site owner to secure airspace</p>	High	Short to Long	Complete
<b>Education and awareness</b>	<p>Include an education and awareness programme as part of the scope of work for the appointed refuse collection and disposal contractor</p> <p>Engage with private service provider in order to compile an awareness programme that extends to communities that do not receive refuse removal services from the Mandeni Municipality</p> <p>Support, promote and make use of government and private training and awareness initiatives, where appropriate</p> <p>Initiate programme</p>	High	Short	ongoing
<b>Tariff structure and consumer database update</b>	<p>Revise and maintain consumer database</p> <p>Examine tariff structure for applicability of tariffs</p> <p>Make use of tariff model to examine scenarios</p> <p>Set new tariffs</p>	High	Short	Complete
<b>Tariffs</b>	<p>Examine existing tariff structure for content</p> <p>Revise tariffs</p>	Moderate	Immediate	Complete
<b>Recycling and Re-use Initiatives</b>	<p>Include a target for recovery of recyclable waste in waste collection service contracts for the contractors appointed by the Mandeni Municipality</p> <p>Include urban garden waste collection services in the general refuse collection service contract</p> <p>Consider uses for garden waste</p> <p>Engage with private recyclers to discuss potential and private strategy possibilities and limitations</p> <p>Facilitate recycling initiatives</p>	Low	Short	ongoing



	Investigate ways of removing garden waste from waste stream			
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## 2.16. SPATIAL

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

## 2.15. TOPOGRAPHY

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

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



Map 8 Topography, height above sea level



## 2.16. MOVEMENT

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

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

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

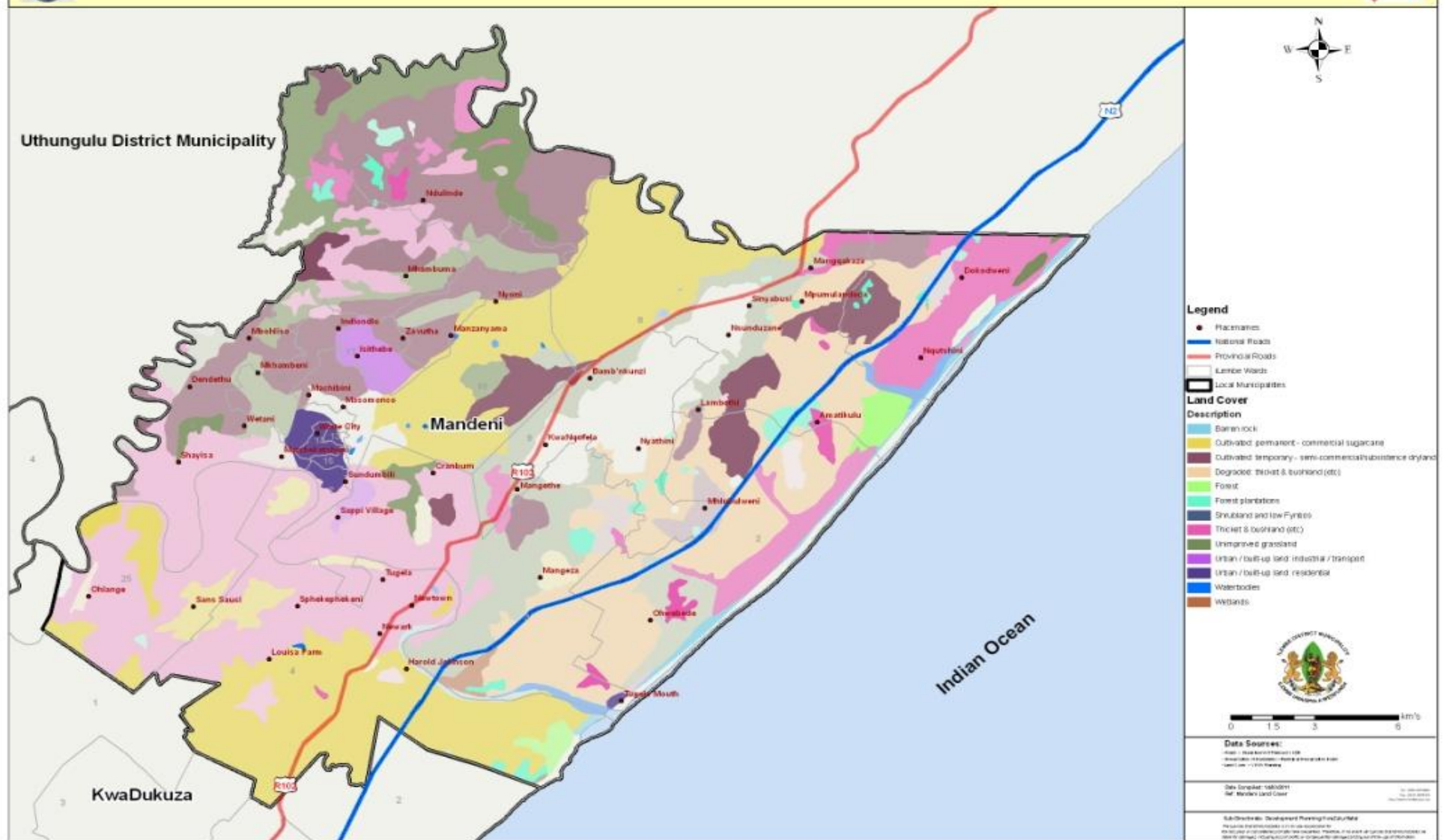
## 2.17. LAND USES

The location and distribution of land uses follow the movement and settlement patterns identified previously and are influenced by the P415 east–west linkages South North linkages R102. Physical and social support services and facilities are in general mainly located in the urban centres Mandeni, Sundumbili, Tugela including the rural node Wangu. The remainder of the area has only limited access to services and facilities and this is in particular problematic in the peripheral semi–rural and emerging areas in the.





## Mandeni Land Cover



Map 9 LAND USAGE IN THE MANDENI MUNICIPALITY

## 2.17. ENVIRONMENT

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

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

### 2.17.1. NATURAL FEATURES & RESOURCES

#### 2.17.1.1. AMATIKULU NATURE RESERVE

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

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

Conserve small remanant of the Sothern Zululand vegetation

Protect endangered rare and endemic species indigenous to the area

Preserve and conserve the ecological and cultural heritage integrity of the area

Provide controlled and equitable access by public to the area and its resources

Contribute to local and regional economies through sustaining good quality water production and by providing a public amenity

Provide destination for eco-cultural tourism in KwaZulu Natal Province.

### 2.17.1.2. BIODIVERSITY AND NATURAL HERITAGE VALUES:

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

Provides habitat for a number of important animal species, including red data fish, reptile and bird species

Estuaries in a general sensitive and have great ecological importance and the Matigulu/Nyoni estuary ranks 35th amongst the top 50 South African estuaries ranked in terms of conservation importance, where conservation importance is calculated on the basis of weight size, habitat, zonal type rarity and biodiversity importance scores. It terms of importance to fish it ranks 6th

Relatively unspoilt coastline, beach and estuaries

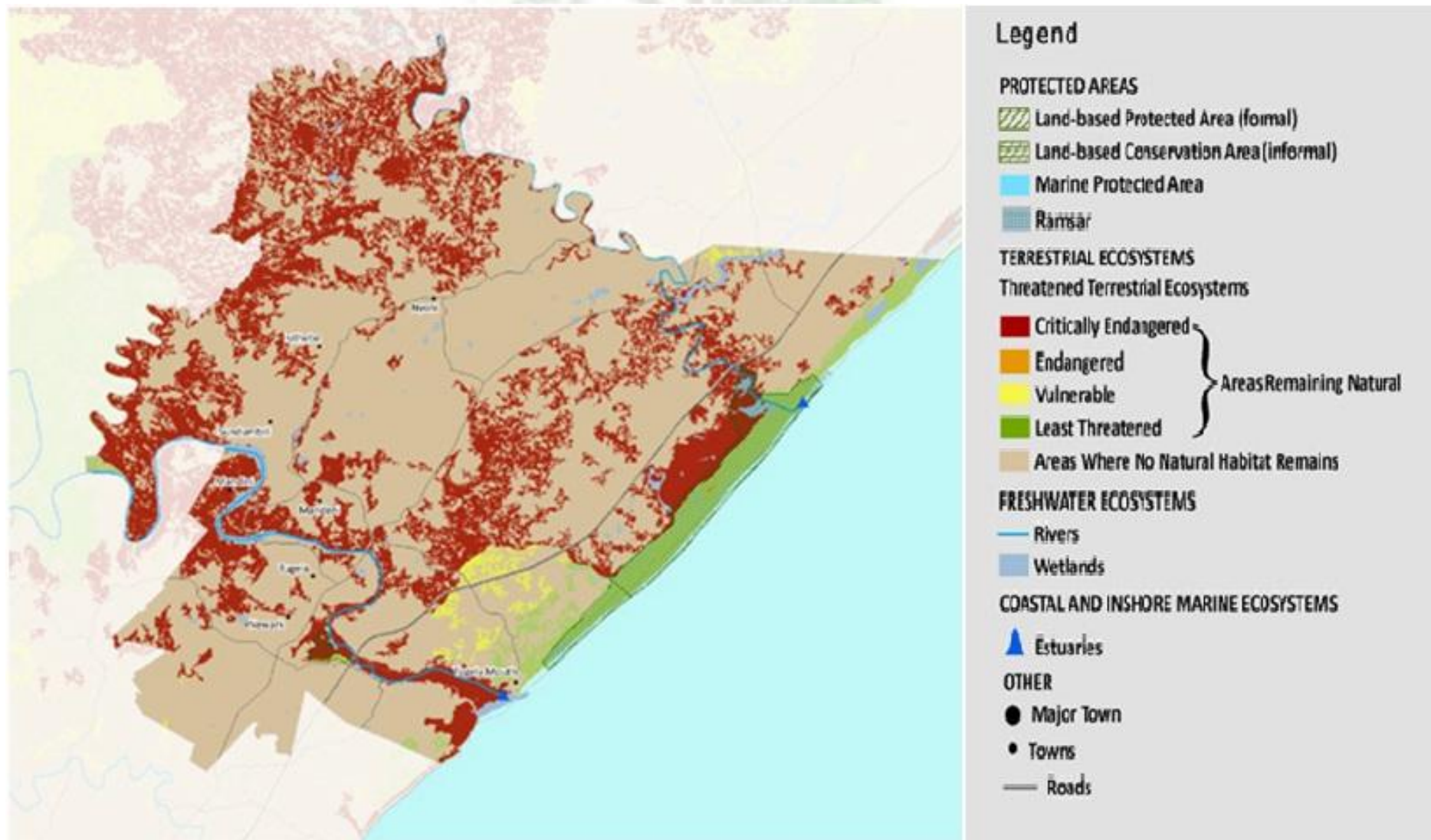
Pro-grading beach and dune system

Has a diversity of habitats, which includes the marine component, sandy beaches, a prograding dune system with several vegetation stages, coastal wetlands, estuarine and freshwater systems, coastal grassland and bush thickets, coastal forest, climax dune forest, riverine and swamp forest

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

SUMMARY OF BUO DIVERSITY IN MANDENI MUNICIPALITY	
Size of municipality	58226.3ha
Areas remaining natural	19703.4ha (33.8%)
Areas where no natural habitat remains	38013.9ha (65.3%)
Protected areas	
Land-based protected areas (formal)	3 reserves covering 2086.8ha (3.6%)
Marine Protected Areas (MPA's)	0 adjacent to municipality
Terrestrial Ecosystems	
Biomes	Indian Ocean Coastal Belt 54050.4ha Savanna 3749.8ha
Vegetation Types	6
Threatened Terrestrial Ecosystems	
Critically endangered	2 covering 16254.2ha (27.9%)
Endangered	1 covering 201ha (0.3%)
Vulnerable	1 covering 201ha (0%)
Feshwater Ecosystems	
Water Management Areas	3
Wetlands	550 covering 1170.7ha
Marine Ecosystems	
Estuaries	2





### **2.17.1.3. CULTURAL HERITAGE VALUES**

The link to John Dunn, the “white Zulu”

The battle of eNdongakusuka

The battle of Tugela

The Ultimatum Tree and the Anglo-Zulu War

The leper Colony

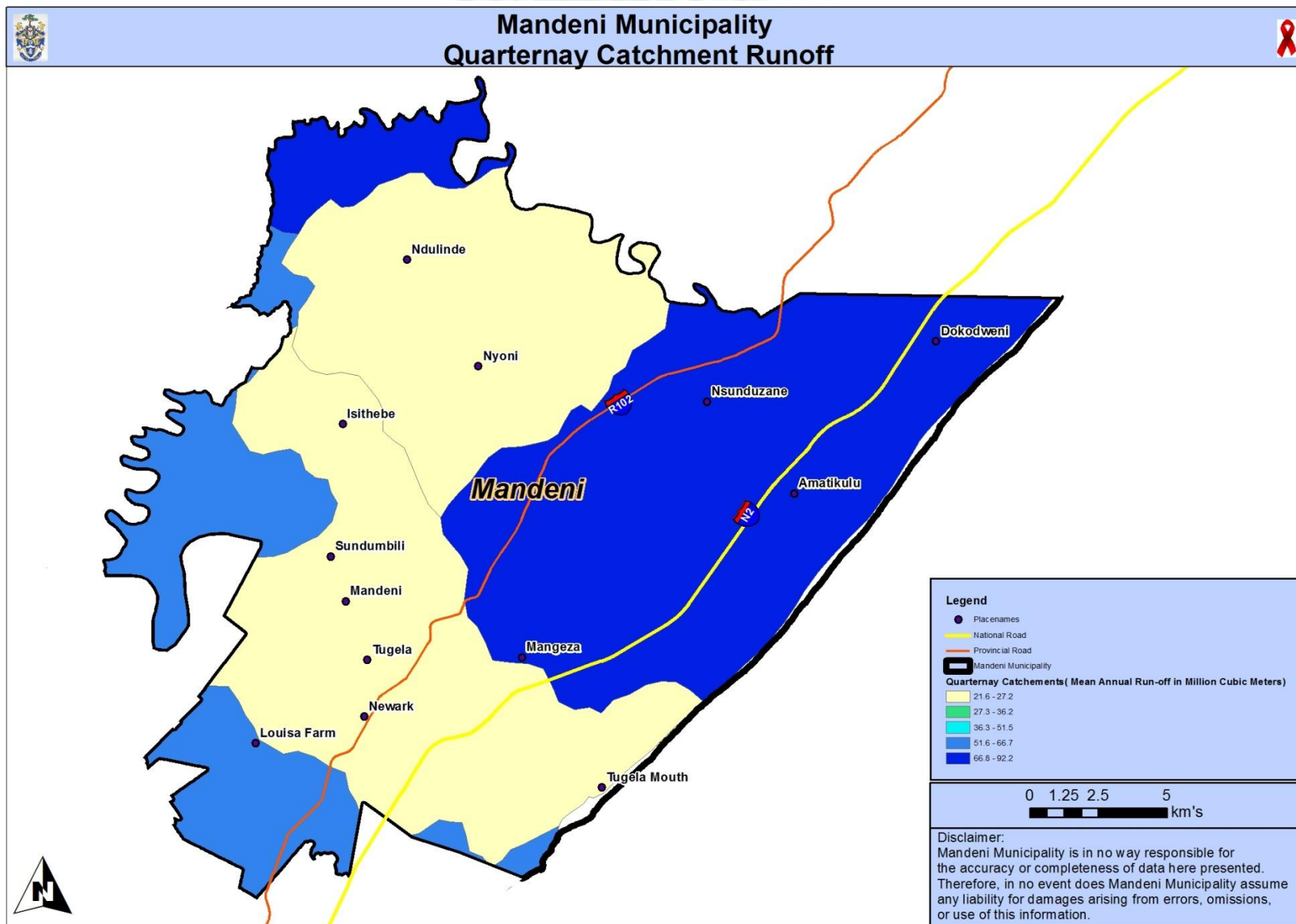
### **2.17.1.4. CLIMATE AND WEATHER**

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

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

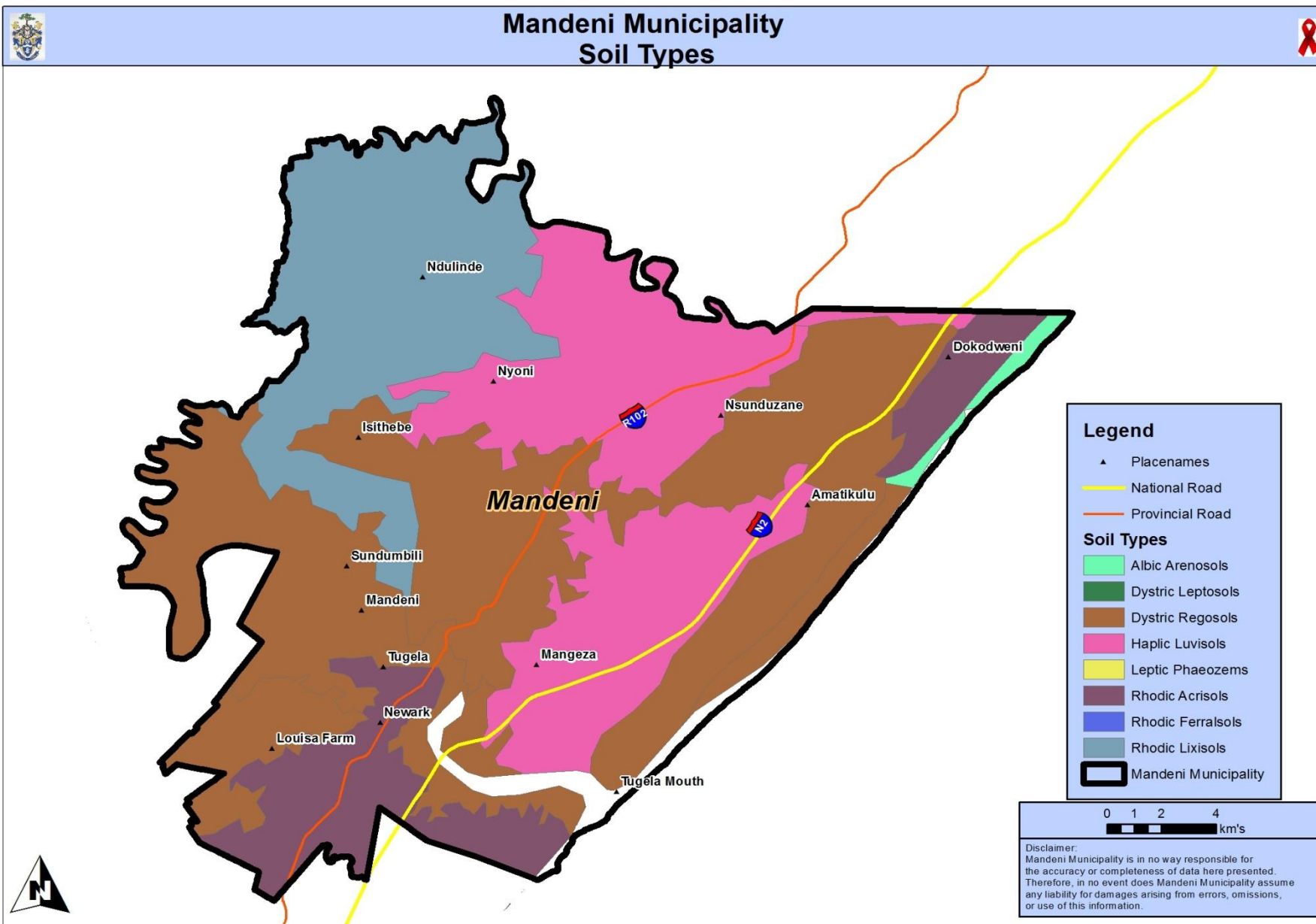
### **2.1.18.5. VEGETATION TYPES**

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



**Map 11 catchment runoff**





Map 12 soil types

### **2.17.2. SIYAYA COASTAL PLAN :**

In the light of the inputs received and information gathered, a Concept Plan setting out the broad principles for the development of the Siyaya Coast area has been prepared, and is to be presented at this third steering committee meeting. A copy of this is attached to this report. The fundamental informants of the Concept Plan were twofold : the first was the need to protect and use the outstanding natural resources of the project area to the optimum, and the second was the need to ensure that the outstanding development opportunities which the coast represents could be realised.

#### **2.17.2.1. PROJECT AREA**

The project area is defined by the Indian Ocean, the northern boundary of the Municipality, the N2, a line parallel to the MR 415 to include the Mangete historical settlement area and Ndondakusuka Hill, the R102(old N2), and the southern boundary of Municipality. The intention is to include the land between the N2 and the coast, and the Thukela Valley historical sites, including the Mangete historical settlement area and Ndondakusuka Hill. Potential linkages between these and the historical sites associated with the Battle of Ndondakusuka are to be included.

#### **2.17.2.2. MANDENI IDP AND SDF**

The starting point in the preparation of the Concept Plan was the Mandeni IDP and Spatial Development Framework. These show the coastline and the river valleys as “Environmental Areas”, the area between the coast and the N2 as mainly “Subsistence Agriculture” but with some small areas of “Commercial Agriculture”. Tugela Mouth and Wangu are shown as “Secondary Development Nodes”. Both of these nodes are identified as suitable for “Residential Infill”. A series of “Tourism Opportunities” is identified along the coast, centred on the Prawn Farm area, the mouth of the Amatikulu River, between the Amatikulu River and Tugela Mouth, and at Tugela Mouth itself. In addition, a number of “Tourism Opportunities” are identified around the historical sites inland, including those in the Thukela River Valley. The upgrading of the road link to the Amatikulu Nature Reserve has been identified. The Concept Plan has remained fully aligned with the Municipal IDP and SDF.

#### **2.17.2.3. AGRICULTURAL POTENTIAL**

The project area consists of “Very High Potential – Intensive Agriculture” and “High Potential – Intensive Agriculture” land. This means that these areas are critical for the protection of food sources and cannot be given up for development for non – agricultural purposes, other than to the extent which the IDP and this plan allow. This high value rating also means that this is a critically important opportunity for greater agricultural based Local Economic Development, building on the apparently successful significant agricultural activity already taking place in the area, which must be supported and advanced. The Concept Plan remains fully aligned with national policy in this regard, and respects the need to protect this valuable LED and natural resource.

#### **2.17.2.4. ENVIRONMENTAL ISSUES**

A significant investigation into the environmental aspects of the project area was undertaken by KZN Ezemvelo Wildlife, and their findings confirm the indications recorded in the IDP, that this is a pristine stretch of coastline, and has some outstanding natural features of high biodiversity significance. These represent an opportunity as the project area is less than an hour's drive from the new King Shaka Airport, and this area is the first natural area with proclaimed Nature Reserves north of the airport. It therefore offers the closest Zululand / African Wildlife / Natural / East Coast experience for tourists within less than an hour of arriving in this country or province. This represents an outstanding opportunity to develop a significant tourism facility, using the expanded Amatikulu Reserve as the base. The functional linkages to the Amatikulu / Nyoni Estuary, and via the estuary to the Dokodweni Beach area, are also significant. The Concept Plan remains fully aligned with national policy and requirements, as well as the findings of the specialist investigations, and respects the need to protect this valuable natural resource.

#### **2.17.2.5. LINKAGES**

The area is effectively divided into three separate portions, with the only link between them being the N2. There are no other local road linkages between the area north of the Amatikulu River, centred on Dokodweni, the area between the Amatikulu and Nyoni Rivers, centred on Wangu, and area between the Thukela and Nyoni Rivers, centred on Tugela Mouth. There are four link roads into the hinterland, linking the project area to the hinterland, and specifically to Mandeni and the R102. Connectivity within the project area is therefore an issue, as it is not acceptable that local traffic should have to use a national route for local travel. It appears relatively simple to put in place some link roads to create internal, north - south connections within the project area. Functional linkages and public access between the identified development opportunities remains critical if multiplier effects and benefits of the various catalytic projects identified in this plan are to be realised. There are no other forms of transport or significant transport linkages in the area.

#### **2.17.2.6. COASTAL ISSUES**

The Coastal Management Bill was approved by Cabinet in December 2006, and is to be made law shortly. This proposed Act seeks to put in place the necessary measures to protect our coastal areas, which are regarded as a priceless national asset. Mandeni is privileged to possess an exceptionally important piece of this asset. The Bill however also seeks to recognise the importance of facilitating coastal development which is socially, economically and environmentally sustainable.

The Bill provides for the regulation of activity within the “coastal zone” which is defined as “coastal public property” which consists of the seashore and coastal / tidal waters, the “coastal buffer zone” which is typically an area 100m in width measured from the high water mark in already zoned areas, and one kilometre in width in unzoned areas, and the “coastal access land” which allows public access to coastal public property. None of the project area is yet zoned, and therefore in terms of the Coastal Management Bill, an area one kilometre in width will constitute the “Coastal buffer zone” This affects the full length of the project area as none of this area is yet zoned. Tugela Mouth is however the exception which will have to be negotiated, as it is not yet zoned, but was supposed to have been, and is developed.

The Bill (Section 55) makes provision for the preparation of coastal zoning schemes. It is anticipated that given the thorough analysis of the environmental issues in this project, the resulting Municipal scheme zoning plan as it applies to the relevant portions of the project area will be suitable for



adoption by the Municipality as its Coastal Management zone in terms of this Bill once it becomes law.

An issue of significance is the need to create safe public beaches of blue flag quality, to serve not only the intended tourists, but more importantly to provide safe bathing facilities for the local population. There are currently no safe or protected beaches in the Municipal area, and this is creating safety issues for the local community. Blue flag beaches are therefore proposed north of Tugela Mouth and at Dokodweni Beach as these are the most accessible beaches along the coast and can be linked to the identified development opportunities. The Concept Plan remains fully aligned with national policy and proposed national legislation as it deals extensively with the sustainable development, use and protection of this pristine coastal zone.

#### **2.17.2.7. DEVELOPMENT OPPORTUNITIES**

In accordance with the Municipal IDP, and in accordance with the stated objective of the Coastal Management Bill to facilitate sustainable coastal development, a number of opportunity spaces have been identified for further investigation as to their development potential. Moving from north to south, these are:

- ✓ Prawn Farm – this area is in a highly sensitive environmentally important area, but is disturbed, and forms an important economic generator in the local community. It must be investigated for more appropriate marine or agricultural related use, as it is presently used illegally for the manufacture of animal products.
- ✓ Prawn Shack – this is the area currently used by the Nkwazi Camp and is an important rustic tourism facility along the coast. It can be retained as a rustic facility, linked to the proposed Dokodweni Beach, and to the more up market facility proposed for south of the Amatikulu River. It provides an important tourism facility catering for a specific experience. Any further development will however be restricted as it is located in a particularly sensitive eco area at the edge of the estuary.
- ✓ Long term opportunity space – this has been identified on a spur from which there are good views of the coastline. It could be considered for a resort / hotel type complex in due course.
- ✓ Amatikulu Nature Reserve – this is one of the most important facilities along the coast and is proposed to be expanded. This creates an opportunity for a significant, five star standard, flag - ship type development, catering for international tourists, as it is in a magnificent location, is easily linked to the N2 and is in very close proximity to the new airport.
- ✓ Tugela Mouth – there is little opportunity for a significant beachfront resort type development at Tugela Mouth. It is therefore proposed that an area just north of the village be released for the development of a resort, with functional linkages to the village, the new town centre and the other development proposed along the Tugela River.
- ✓ Tugela River – there are three proposals in the pipeline for development on privately owned land along the north bank of the Tugela River. These applications are to be welcomed as they may well serve as catalysts for further development in the area, however they must be aligned with the planning for the Siyaya Coast, and cannot be formally supported until there is certainty that the Siyaya Coast Development Plan can be implemented as proposed by the Municipality.
- ✓ Historical sites – The historical sites at Mangete, Ndondakusuka Hill, Fort Tenedos, Fort Pearson and the Ultimatum Tree all present unparalleled opportunities for tourism related development, with the central feature being Ndondakusuka Hill which is the site of the Military Kraal which represents the Zulu social system which was the cause or excuse for the Anglo – Zulu War. It is therefore also an important opportunity space for a central catalytic development which attracts tourism into the area, and from where it can radiate out to the other nearby sites.

#### **2.17.2.8. URBAN FORM**

There are many imperatives driving current planning thinking about the creation of new urban development. These include climate change which requires sustainable urban settlement, with communities balanced in terms of their employment, social, educational and other needs being met within short distances of one another. This implies compact urban settlement. Accordingly the proposal is to create two new urban centres, one being the Tugela Mouth New Town, and the other the Wangu. Both are to contain a commercial core within which civic facilities will be located, thereby creating a new “town centre” for both areas. It is anticipated that the new town centre at Tugela Mouth will be larger than that at Wangu.

The “town centre” will be surrounded by high density residential development at more than 20 units per hectare, but with, then medium density residential development at between 10 and 20 units per hectare, and then low density residential development at 10 units per hectare maximum. Density in this area is to be calculated as “net density” and not “average density” due to the exceptional environmental sensitivity which results in significant undevelopable spaces which if taken into account for the calculation of density will result in built form similar to that developed elsewhere on north coast, and expressly not wanted in this area. This means therefore that areas set aside for conservation and other open space purposes cannot be used for the calculation of the permissible number of units on a site. This is consistent with scheme controls found in other areas, including eThekweni Municipality, where areas such as environmentally sensitive areas, areas prone to flooding, and topographically constrained areas are considered to be undevelopable and are not included in the net developable area on which the permissible number of units on a site is calculated.

#### **2.17.2.9. GUIDING DEVELOPMENT PRINCIPLES**

The development priorities of the South African government are very clear, and centre on the need to redress the spatial inequities of the apartheid era. The principle of ensuring that all new development is sustainable is of paramount importance. Accordingly, the final report for the project will set out the relevant pieces of legislation which have been used to underpin or to prepare specialist input into the Siyaya project, including those concerning the development facilitation principles, the protection of agricultural resources, environmental issues such as biodiversity, and coastal management.

#### **2.17.3. DRAFT SIYAYA COASTAL DEVELOPMENT CONCEPT**

The Concept Plan has subsequently been taken further, and a draft Development Plan has been prepared on the basis of this Concept Plan. The draft Development Plan is an interpretation of the Concept Plan, taking into account issues such as topography, proposed edges and boundaries, land ownership and access. The plan proposes what is effectively a “new town” at Tugela Mouth, in accordance with the Municipal IDP. A secondary node is proposed at Wangu to take advantage of the embryonic urban settlement which already exists there. This area also forms the entrance to the Amatikulu Nature Reserve. The commercial core of each urban node is surrounded by a gradation of higher density – medium density – low density residential development, thereby maximising accessibility, thresholds for development, use of infrastructure and creating sustainable and liveable urban settlement.

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



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

Tourism development opportunities are located at Amatikulu Nature Reserve, on the edge of the existing reserve but in the area identified for inclusion. A major, high value tourism facility such as a resort and conference centre, targeted at the international market, could be considered for this location. It is intended that this would have linkages via the Amatikulu Nature Reserve to the Dokodweni Beach facilities, thereby increasing the use of the reserve and the facilities existing in the Nyoni Estuary area. Critically, development opportunities have been identified around the historical sites in the Tugela Valley, as these represent an important tourism opportunity. It is critical that a visitors' centre is linked to these sites but in a manner which maximises accessibility and relevance. People will not travel to see replicas of places but will want to see the exact places where things existed or happened. It is therefore important that sites such as the Ndongakusuka Hill where a military kraal once existed be used as a catalyst for these historical tourism sites. The development plan also reinforces the critical work done on the appropriate use of natural resources. Both the agricultural production areas and the areas identified as being of biodiversity significance are to be protected for these purposes. Once the proposals made in this development plan are accepted, the plan will be expanded to incorporate a new layer which will constitute the Coastal Management Zone as required in terms of the Coastal Management Bill. It is important that agreement be reached in the steering committee regarding the possible use of some of the coastal areas for development, albeit to the limited extent proposed. A road linkage is proposed between Wangu and Tugela Mouth, as the only route at present is the N2 highway which is not safe for pedestrian traffic, and ought not to be used for local traffic.

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

#### **2.17.4. IMPLEMENTATION PLAN**

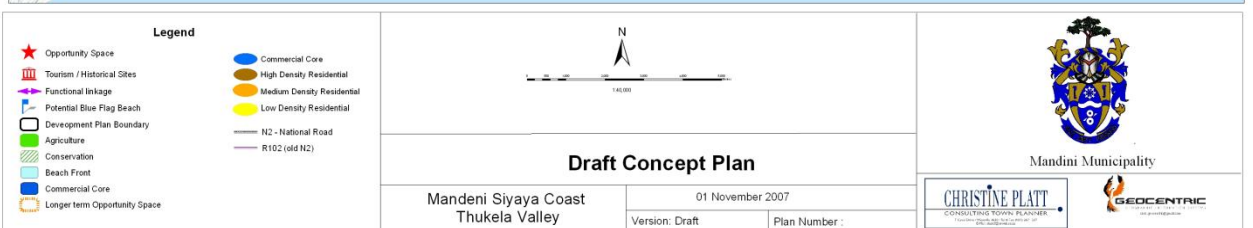
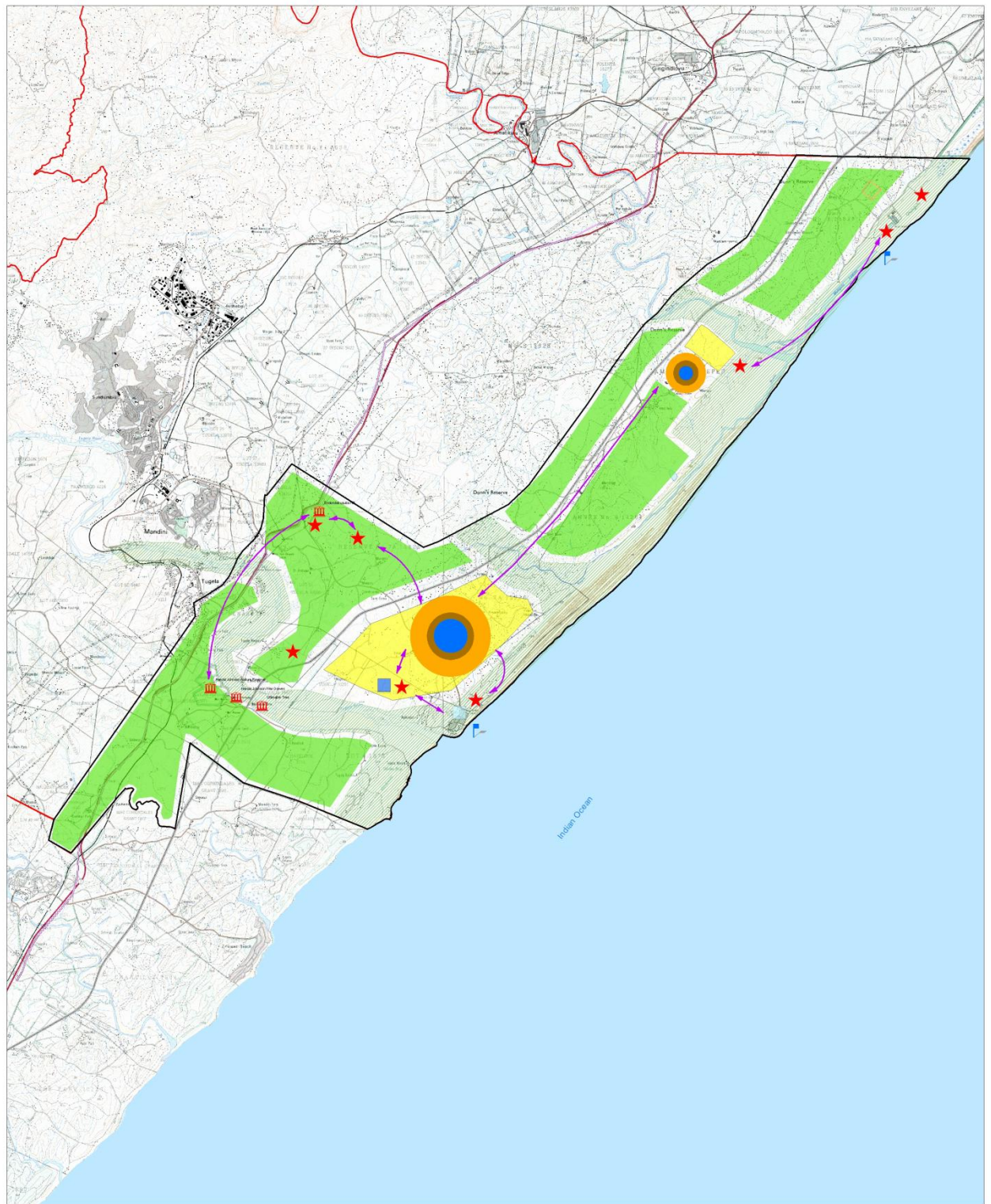
No project is complete without an implementation plan, as without it, no specific actions are assigned, and the implementation of these carefully thought through proposals is hampered. The way forward on the most critical issues can therefore be described as follows:

##### **2.17.4.1. PROPOSED SUMMARY OF PRIORITY ISSUES AND RESPONSIBILITIES**

PRIORITY ISSUE	ACTION	RESPONSIBILITY	TIMING
Tugela Mouth and Wangu	Detailed Framework Plans to guide development	Municipality	6 months
Ndongakusuka Military Kraal / Thukela Sites	Call for proposals	Municipality / Ilembe / DAEA / Amafa	Immediate



Amatikulu Nature Reserve Extension	Detailed investigation report leading to proclamation	Municipality / Ezemvelo / DAEA	Immediate
Link Road	Route identification	Municipality / DOT	6 – 12 months
Blue Flag beaches	Identification of suitable swimming beaches	Municipality	Immediate
Opportunity Spaces	Call for proposals	Municipality / Ingonyama Trust	6 – 12 months
Land Use Management System	Inclusion of Siyaya Development Plan into Municipal LUMS (including Coastal Zone Management)	Municipality	Immediate



Map 13: Siyaya Coastal plan



## 2.17.5. ENVIRONMENTAL MANAGEMENT FRAMEWORK

iLembe District Municipality recognizes Environmental Management as imperative in achieving the mission of the district, and strives to overcome challenges to fill in the gaps of the past. To date, the iLembe District Municipality has developed a Strategic Environmental Atlas, Integrated Environmental Plan (2007), development of EMF, All this in line with relevant Government legislation such as the National Environmental Management Act (No. 107 of 1998 and the DEAT Series on Integrated Environmental Management (2004). Consultation with relevant stakeholders to this effect has ensured that partnerships are formed to curb the problems.

The Mandeni Municipality will have an EMF chapter from the overall Ilembe EMF which will be used as an Environmental Management tool. The focus areas of the EMF for Mandeni is the Central Business District and the coastal area and the areas as these are areas have the most development pressure and have been identified by SDF as areas of future investment.

## 2.17.6. CLIMATE CHANGE & COP 17

Ilembe District Municipality has held a Climate Change Summit to raise awareness and is currently working on developing a framework that will guide risk assessment. The current initiatives by IDM and DAEARD which are aimed at combating climate change include greening initiatives, such as planting of indigenous trees, enhancement of green spaces and establishment of green corridors that will act as carbon sinks, promotion of community projects like organic farming and possible research.

The Climate Change and Rural Development Round Table Discussions were held on 22 February 2011 following the March 2010 Kwanaloga Rural Development and Climate Change Summit, and the August 2010 iLembe District Summit on Climate Change. The purpose of these discussions was to create the platform needed to promote effective discussion and information sharing in view of the role that municipalities play in climate change mitigation and adaptation. Being the only District Municipality to host a follow up discussion, the iLembe District prepared for the COP17 which was hosted from November-December 2011, in South Africa. The DAEARD scheduled, pre-COP17 district clean-ups, targeted at the community, learners and educators and involving the EKZNW, SAPPI and Umgeni Water. The DAEARD has also scheduled in May 2011, COP17 Road Shows and school presentations over a five day period in all iLembe municipalities, as well as land clean-ups. Environ Quiz was conducted within the iLembe region. The Arbor week in September 2011 brought the concepts of COP 17 to life.

### Greening project in Mandeni

DAEARD has procured a greening project for the Hlomendlini ward. Project details as follow: 300 households have been selected in the Hlomendlini ward to be greened .Each household will be provided with two trees one indigenous and one fruit tree. 18 community workers will be selected from the local area to implement this project. Implements have also been procured for the community workers DAEARD. Hlomendlini ward has been greened for the past two years by the above mentioned development in the implementation of phase one phase two. Phase will be implemented from the 31January 2012 by the DAEARD and the assistance and support of Municipality is to ensure the success of the project. A greening workshop was held to brief community members and beneficiaries on how to plant trees, after care of trees ,roles and responsibilities of beneficiaries



receiving trees as other details of the project .The roll out of the project commenced after the workshop on the 31January 2012.

iLembe District Municipality (IDM) hosted the COP 17 Side event on 8<sup>th</sup> December 2011 at KwaDukuza Recreational Grounds. This major event was part of the UN “Sustainable Energy for All” initiative whereby members of the UN Country Team in South Africa have agreed to design a joint project on integrated community level sustainable energy access and launch it in the side line of CoP17 negotiations.

According to the IDM mayor, “we welcome the continued emphasis placed by the United Nations Secretary-General and the UN system on sustainable energy as central to achieving sustainable development.

Your 3 goals:

- ✓ Ensuring universal access to modern forms of energy for all by 2030;
- ✓ Improving energy efficiency by 40 per cent by 2030, and
- ✓ Doubling the global share of renewable energy by 2030.

Have become our goals.”

iLembe District Municipality is acutely aware of the impact that energy poverty has on hindering development and economic growth as acknowledged in its Integrated Development Plan (IDP). Table below highlights the energy used for lighting in iLembe households and in its family of local municipalities.

Energy used for lighting (Source: Enterprise iLembe Economic Indicators, 2 <sup>nd</sup> Quarter 2011, provided by Urban-Econ)		
Percentage Contribution per household (for 2010)	iLembe District Municipality	Mandeni Local Municipality
Solar/other/unspecified	2.0%	0.6%
Electricity access	63.1%	78.0%
Gas usage	0.4%	0.5%
Paraffin usage	2.0%	1.4%
Candles usage	32.5%	19.5%

**Table 30 Energy Used For Lighting**

Hence it is no surprise that iLembe District Municipality and its family of local municipalities have collectively declared a *‘war on poverty’*.

This event demonstrated the collective effort of the IDM and its local municipalities in hosting the launching of the project on integrated community level sustainable energy access on 8<sup>th</sup> December 2011 in Grout Ville, iLembe District. The beneficiaries of this pilot project in iLembe have been,

- Solar water heaters (SWHs) for health clinics
- Efficient low pollution cook stoves for 30 households
- Low power consuming Light Emitting Diode (LED) systems for 30 households.

It is the long term intention of the IDM and Local Municipalities together with the international development agency partners of the project to use this pilot demonstration project as a means to garner public and private sector support. The goal is to expand and scale up integrated community level sustainable energy access throughout the iLembe Region because energy is power and access to energy transforms lives by helping people generate income, provide health care services, improve education and protect the environment.

## 2.18. SPATIAL PLANNING

### 2.18.1. National Planning Commission: NPC

The National Planning Commission is a new initiative of government. Chaired by the Minister in The Presidency for National Planning, the NPC is responsible for developing a long term vision and strategic plan for South Africa. The process of developing this strategic plan will include discussion and engagement across our country and also provide opportunities for people to come forward with ideas and suggestions. The plan will be considered by Cabinet. The Commission will also advise on cross-cutting issues that impact on South Africa's long term development.

The mandate of the National Planning Commission is contained in the Revised Green Paper released in February 2010. The mandate was further elaborated by President Jacob Zuma at the inaugural meeting of the NPC on 11 May 2010:

The mandate of the commission is to take a broad, cross-cutting, independent and critical view of South Africa, to help define the South Africa we seek to achieve in 20 years time and to map out a path to achieve those objectives. The commission is expected to put forward solid research, sound evidence and clear recommendations for government.

The commission will also work with broader society to draw on the best expertise, consult the relevant stakeholders and help to shape a consensus on what to do about the key challenges facing us. Government has often taken a sectoral and short-term view that has hampered development. Taking a long-term and independent view will add impetus, focus and coherence to our work.

The establishment of the National Planning Commission is our promise to the people of South Africa that we are building a state that will grow the economy, reduce poverty and improve the quality of life of our citizens.

The Commission is made up of 25 part-time Commissioners appointed by the President on the basis of their skills and expertise. The chairperson of the NPC is Minister Trevor Manuel and the deputy chairperson is Mr Cyril Ramaphosa. The Commission is supported by a fulltime secretariat of public servants.

### 2.18.2. Planning and Development Act No. 06 of 2008: PDA

With the enactment of the KwaZulu Natal Planning and Development Act No. 6 of 2008, it resulted in the transfer of the majority of the spatial planning powers and functions shifting to local Municipalities. It is one law that also allows for wall-to-wall schemes. This entail that all Land including Ingonyama Trust land will be allocated a land use zoning in order to promote orderly development.

The delegations have been Gazetted and tariff charges for planning applications have also been prepared and adopted by Council.

### 2.18.3. LAND USE MANAGEMENT

The Municipal Systems Act (32 of 2000) requires land use management to be included as an integral component of municipal development planning. In its broader sense, a Land Use Management System refers to a range of instruments which a municipality requires in order to manage land. These include a Spatial Development Framework, a Land Use Scheme, a rates database, a cadastral and property database, information regarding the provision of services, property ownership and tenure information, environmental, social and economic aspects and requirements, and transportation requirements. For



the purposes of this proposal, Land Use Management relates specifically to spatial development and its management in particular by means of a Land Use Scheme.

The proposed Mandeni Municipality wall to wall scheme was circulated to the Department of Agriculture for comment, the Department of Agriculture, Forestry and Fisheries refused the application. Their reason was "There are still large open spaces available for development within the present boundaries of the municipality that can be used". The municipality subsequently lodged an appeal on that decision as there seemed to have been some miscommunication between the municipality and the Department (DOA). The department has acknowledged that they are unable to approve the application to cover the commercial agricultural land as it would be in contradiction with their legislation. In terms of their legislation if the land is covered by a scheme they no longer have jurisdiction over it, however this is contradictory to the requirements of the KZN PDA and the Spatial Planning Land Use Management Bill. The SPLUMB and the PDA both state that Municipalities should adopt wall to all schemes within their jurisdiction.

It is against this background that until such time the Department of Agriculture amends Act 70 of 1970 to be in line with the SPLUMB the municipality resolved to continue with the planning process of adopting a scheme that excludes the commercial agricultural land. This land will be incorporated into the scheme once the approval from Department of Agriculture has been acquired.

#### **2.18.4. CURRENT LAND USE MANAGEMENT IN THE MANDENI MUNICIPALITY**

There are two adopted schemes within the municipality for the Tugela and Mandeni area. Council had adopted A resolution to prepare a scheme for Tugela mouth but the scheme was never adopted for this area. There is one approved R293 township called Sundumbili, this area is fully developed but a scheme for the area was never prepared. Isithebe industrial estate houses the majority of the light to heavy industry within the Mandeni Municipal area. There are also some commercial agricultural sites which are managed by the National Department of agriculture in terms of subdivision of agricultural land act 70 of 1970. The rest of the area falls under traditional authority.

The Mandeni municipal area is urbanising at a rapid rate and there is currently very little land use management due to staff shortages and the inexistence of a scheme to manage land uses. The already developed township Sundumbili has a lot of illegal developments. Sites that were set aside for residential development are being used for other types of land uses. Residential sites are used for light industrial land uses, as home offices, tuck shops and taverns with no planning approval being obtained from the Municipality. The recently adopted legislation the Planning and Development act 2008 has allowed the municipality to have a tool that can be used to regulate and manage development applications that fall outside the scheme areas through Chapter 4 of the Act.

The main challenge in land use management in the traditional authority is that the traditional leadership has also played a part in the increase of illegal land uses because of their land allocation methods. In the past there has been very little communication between the traditional authority and the Municipality. This has resulted in a lot of people being allocated sites in areas that are not suitable for development i.e. on flood plains, flood lines, over sensitive land or conservation land. The allocation of grave sites on land that is not suitable for cemetery use.

#### **2.18.5. DRAFT MANDENI MUNICIPALITY SCHEME**

There are two adopted schemes within the Mandeni municipal area. The proposal herein is to replace these schemes and adopt one scheme covering the Mandeni municipal area but excluding commercial agricultural land. The commercial agricultural land cannot be covered or included within the scheme



area as it is subject to approval by the National Department of Agriculture as it is governed by act 70 of 1970. The Mandeni Municipality could not get approval from the department to cover the commercial agricultural land. This area will be included within the scheme under separate application once the matter of noncompliance with Act 70 of 70 has been resolved.

It should be noted that the scheme has been developed taking into consideration the objectives of the IDP for the Municipality and the Spatial Development Framework (SDF), Siyaya Coastal Management Plan, Urban regeneration strategy and Industrial Development strategy. The SDF indicates that higher densities will be most appropriate along the P459 and more mixed use developments should be located along this area as it is around the major node of the Municipality. The coastal area has environmentally sensitive land and would be suitable for more tourism oriented type of land uses. The Siyaya coastal management plan states that the densities of this area must not be more than 15du/ha all this was taken into consideration. The areas that are of cultural significance have been zoned for tourism. Land with environmentally sensitive land has been zoned for conservation.

The isithebe industrial estate is the largest industrial area within the municipality and is responsible employing the majority of the people within the Municipal area. Isithebe is currently reached its maximum capacity in terms of land for development. Using the Industrial development strategy which identified and proposed an area where industrial development can extend to, this was taken into consideration and the proposed sites have been zoned accordingly.

The Mandeni Municipality proposed Scheme has 7 sections namely:-

Section 1: Introduction to the scheme

Section 2: Use zones: buildings and land use Management

Section 3: Clauses regarding General Development

Section 4: Technical design requirements

Section 5: Management overlays

Section 6: Definition of terminology

Section 8: Appendices.

The proposed scheme covers all the traditional authority areas. The traditional authority areas are characterise by dispersed settlement patterns, large subdivided parcels of land, low densities very little commercial development and also has some form of subsistence agriculture. When developing the Mandeni scheme, the culture of the people, respect and care has been taken to ensure that the scheme does not conflict or undermine tradition. Communal meeting areas have been zoned and kept aside for that use only. Zoning traditional areas will allow the municipality to have a land use management tool that can be used to manage developments and also inform the forward planning of the municipality. It will also enable the municipality to create a database and also map out settlement patterns and also decrease illegal developments.

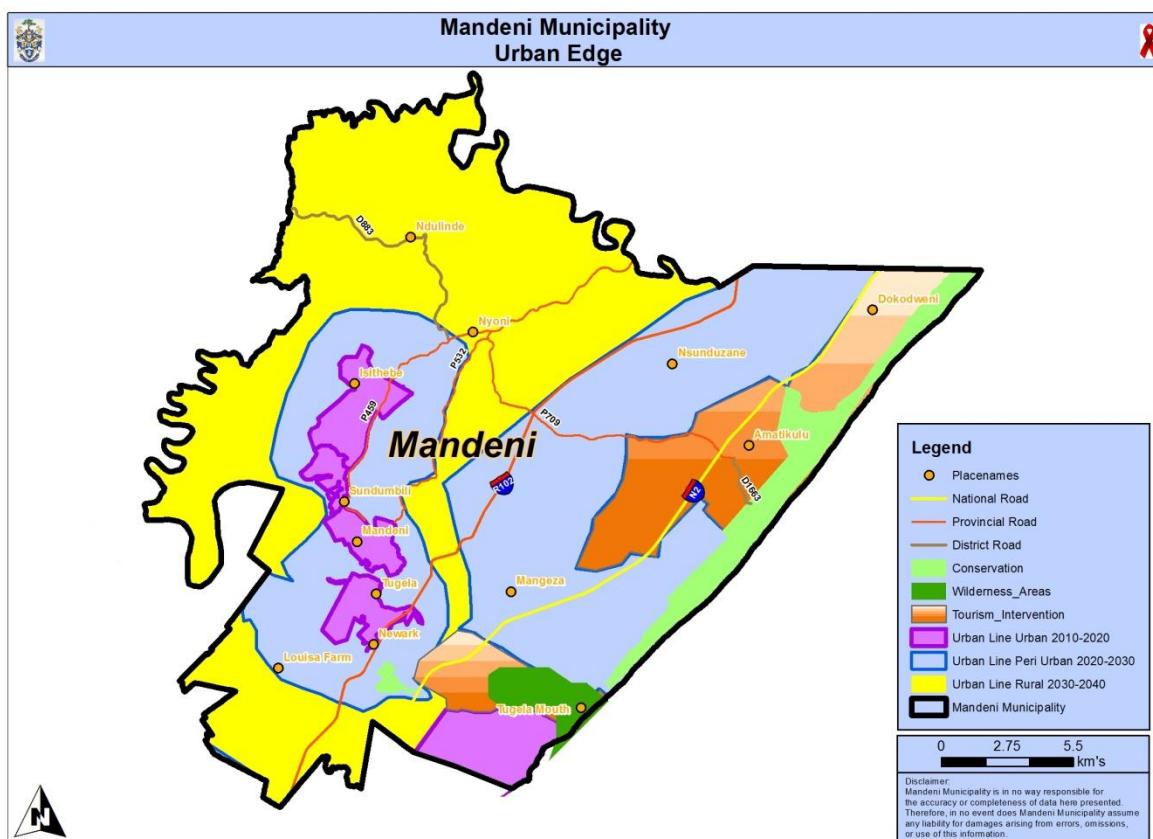
Due to the difference in the settlement patterns between the urban areas and the rural / traditional authority areas therefore the density and development parameters should be different. Caution has also been take to ensure that the scheme is transparent and accessible and can be read by all members of the community, some zones are named with Zulu names. These names are the common names used by the community to describe each area, the reason that this was done is to ensure that the community is able to relate to and use the scheme document and be able to read and understand the scheme map.

It has been very difficult to zone areas that fall under traditional authority in the past as indicated above there are no formal layouts there are large parcels of land where people has just been allocated land with no formal subdivisions registered. A scheme document has to have a map attached to spatially represent which site is zoned for what. In the instance of the proposed scheme the settlements have been zoned with a blanket zone **called Umuzi** this zone covers all the land uses that are freely permissible within a rural settlement and also indicates the land uses that requires consent from the Municipality. A land audit has been undertake for the traditional settlements to identify non-residential land uses and these have been spatially represented by a dot n a map with gps coordinates. This information is fed into the Geographic information System (GIS). Each new approved non-residential land use will also be geocoded and be spatially represented on a map.

The Mandeni Municipality hopes to work in conjunction with the Ingonyama trust so that each time they approve a lease and issue a lease diagram and register a lease they send us the information and the municipality can load this onto the GIS. This information can and will be useful to the municipality's planning. This will enable the municipality to be able to zone each lease area and use the boundary of the lease as property boundaries to better enable better and more efficient land use management. This will also encourage the people in the traditional areas to formalise their permission to occupy by applying for leases.

#### **2.18.6. URBAN EDGE**

The Ilembe district planning unit has embarked on a study to identify the urban development line or the urban edge for the whole district. The urban development line of Mandeni is the approved scheme areas of iSithebe, Sundumbili and Mandeni as well as the areas between these schemes. It also includes the identified accelerated growth zones as depicted in the District and the Local Municipality SDF. A Peri-urban line of the Mandeni Municipality is based on the desired future growth pattern as depicted in the LM SDF. Mixed use infill development is indicated as desired future land uses in this zone, which means that development pressures in this line will be equally strong. Development application in this area would have to be assessed on its own merits. The District in consultation with the Local Municipality will have to manage the extension of the urban development line. The scenic coastal strip in this Local Municipality is under severe pressure for development. The Local Municipality SDF has identified parts of this strip for tourism development in particular the Tugela Mouth and primarily wards 1, 2 and 3 of the Macambini traditional authority area. For this reason a tourism intervention zone has been introduced which falls within the peri-urban zone. Development within this zone will be low density, eco-friendly that reduces the ecological footprint of the development.



**Map 14 Urban Edge**

### 2.18.7. SHARED SERVICES

The Mandeni and Maphumulo Municipal Development Planning Shared Services (MMDPSS) is fully established, operational and consist of the following warm-bodies; a Chief Planner, A senior Planner as well as a GIS Technician who basically drive the planning department as there is currently no planning capacity existing within the Municipality.

The Mandeni Planning Shared Services function is linked to the following factors;

- ✓ Impending Changes in development planning legislation in the province involving the devolution of planning powers and functions to local government level;
- ✓ Limitations on capacity in the municipality to perform planning and development functions;
- ✓ Limitations on funding to engage qualified and suitably experienced planning stuff.
- ✓ The need to extend all development planning functions across the full area of jurisdiction of the municipality.

### 2.18.8. GEOGRAPHIC INFORMATION SYSTEM: GIS

Mandeni Municipality is implementing a localised Geographic Information System (GIS). The GIS is achieved via the Development Planning Shared Services program, initiated by COGTA. The GIS technician is the shared resource between Maphumulo and Ndwedwe local municipality.



### 2.18.9. URBAN REGENERATION

The Mandeni/Sundumbili area was facing challenges such as fragmented structure of the town centre creating haphazard development, resulting in no optimised land usage and no development direction. Mandeni Municipality commissioned the Sundumbili Urban regeneration Program which is funded by the Capital Grant funding of National Development Grant. The program has the following objectives:-

- Positioning Mandeni Town centre within the context of the sub region and establishing an understanding of the area;
- Accommodating activities in a manner which enhances its present/ future use as a symbolic and functional town centre within the wider municipal setting;
- Establishing a mixed and diverse land uses which include adequate consideration of existing uses as well as the broader stakeholder needs and concerns.
- Promotion the integrated civic and development function of the town centre and enhancing place making opportunity
- Ensuring the facilitation of local economic development through appropriate design,
- Promoting the clustering of facilitate in a manner which ensure the efficient us of public funds that allows for systematic private sector investment required to generate thresholds and patterns of activity necessary to support local economic development.
- Addressing the functional and physical integration of the town centre into the surrounding initiatives
- Contributing to the creation of a viable of a viable mixed use environment
- Promoting a planning approach that is ecologically and environmentally sensitive
- Addressing existing needs in a flexible manner avoiding mitigating long term objectives.

The urban regeneration program has the following 3 quick win projects:-

Upgrading of Thokoza Road

Upgrading of Sibusisiwe Hall

Revival of Ncedomphophe Sports and recreational facility.

# CHAPTER 3: IDP STRATEGIES

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## 3.1. ALIGNMENT

### 3.2. Position statement

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

### 3.3. Municipal development vision

“BY 2027 TO BE A WELL RUNNED MUNICIPALITY WITH IMPROVED QUALITY OF LIFE FOR ITS CITIZENS, SOUND FINANCIAL BASIS, EXCELLENT SOCIAL AND ECONOMIC INFRASTRUCTURE, DRIVE A STRONG ECONOMY, SUSTAIN CLEAN AND NATURAL ENVIRONMENT”

## MISSION

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

## OUR VALUES

We value:

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

### 3.4. Municipality's Development Strategies

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

1. Good Governance (Sound governance and ethical conduct are the pillars of success in local government)
2. Improving quality of life of our citizens (Eradicating unemployment, poverty and inequality)
3. Improved and Sound Revenue (Debt Collection)
4. Providing social and economic infrastructure (Eradicating backlog and providing strategic infrastructure to grow economy)
5. Grow economy and create jobs (Attract investment and Market Mandeni as the investment node)
6. Promote Spatial Equity & Protect Natural Resources (Natural and rustic character of the Municipality should be our selling point, Coastal Beach, Nature Reserve, Tugela river).

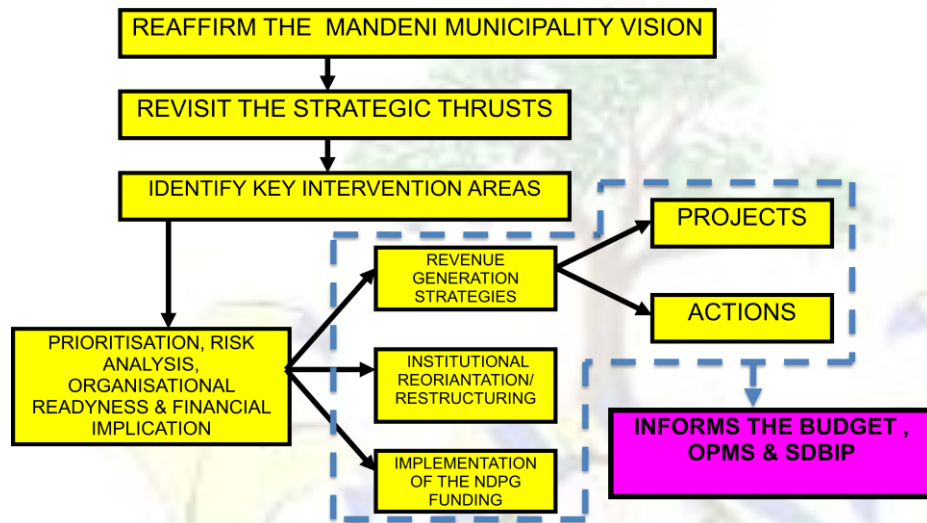
### 3.3. DEVELOPMENT STRATEGIES & ACTION PLAN FOR 2012/17 FINANCIAL YEAR

As part of the IDP review process 2012/17 the Municipality has strategically reaffirmed its developmental vision and aspiration as contained in the IDP, revisited the strategic thrusts versus development challenges, identified the key areas of intervention aligned to available resources within the organisation, and developed the Municipal IDP Implementation Plan for 2012/17 financial year. The following were identified as main priorities amongst other things:

- Development of Revenue Generation Strategies
- Ensure Proper Sector Planning And Integration
- Implementation of NDPG Urban Regeneration Capital Projects
- Implementation of projects identified within the 2012/17 IDP



-Review of the Institutional Organogram ( Institutional Preparedness)



### 3.5. IDP FRAMEWORK MATRIX

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
A. BASIC INFRASTRUCTURE AND SERVICE DELIVERY	To improve maintenance of existing infrastructure and speed up the provision of new infrastructural services to ensure social and economic benefit to the community and business	<b>A1. WATER</b>  To ensure that all the communities within the Municipal area have access to clean and potable water at least to those minimum levels agreed to at national, provincial and district within 200m from their households.	% backlog eradicated	To ensure the co-ordination of services and infrastructure development through formulation of Infrastructure Development Forum  Constantly interact with the District Municipality who is the Water Service Authority and Water Service Provider in the Municipal Area to facilitate the process of rapid backlog eradication in the area.
		<b>A2.SANITATION</b>  Provision of waterborne system in Tugela Mouth  Provision of basic sanitation services & facilities to rural communities	% backlog eradicated	To ensure the co-ordination of services and infrastructure development through formulation of Infrastructure Development Forum  Constantly interact with the District Municipality who is the Water Service Authority and Water Service Provider in the Municipal Area to facilitate the process of rapid backlog eradication in the area.
		<b>A3.ELECTRICITY</b>  To avoid excessive unplanned power outages on Municipal licensed network	On average, not more than 1 unplanned outage per	Repair and maintain electricity network in Municipal Licensed area in good condition so as to reduce to a minimum unplanned outages

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		The provision of basic electricity supply to all communities.	month  % backlog eradicated	<p>To ensure constant Electrical supply and increase Notified Maximum Demand</p> <p>To ensure that the Energy Master Plan is aligned with needs of Mandeni</p> <p>Constantly interact with Eskom and DME to speed up eradication of backlogs in basic electricity supply to communities in the municipal area</p>
		<p>A4.ROADS</p> <p>Maintenance and upgrading of the existing road infrastructure with specific emphasis on rural roads Gravel</p> <p>Ensure Road accessibility to rural areas with 500 meters from each household</p>	<p>Maintenance programme for all municipal roads</p> <p>Programme for municipal road upgrade</p> <p>% backlog eradication</p>	<p>To ensure provider sufficient infrastructure and service within rural area</p> <p>To ensure sufficient financial resources for service delivery and maintenance</p> <p>To implement the Integrated Waste Management Strategy</p> <p>To ensure the co-ordination of services and infrastructure development through formulation of Infrastructure Development Forum</p> <p>Prepare a pavement management plan and purchase all the necessary plant and equipment to ensure existing roads are repaired and maintained in good state.</p> <p>Lobby for increase in grant funding to upgrade municipal roads and encourage payments for rates and services so that more revenue funding can go towards</p>



NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		Ensure Traffic management and provision of facilities to ensure mobility	Provision of infrastructure and facilities to ensure smooth flow of traffic and encourage non motorized transport and public transport	<p>capital projects</p> <p>Determine backlogs</p> <p>Prepare plan to eradicate backlogs</p> <p>Lobby for additional grant funds and internal funds to build access roads</p> <p>Human settlement plans to address the backlogs and challenges as well</p> <p>Lobby for funding from external and internal sources to provide infrastructure and facilities and to encourage public and non motorized transport</p>
		A5. STORM WATER MANAGEMENT	Well maintained existing infrastructure and provision of new infrastructure	Ensure existing storm water systems on roads and public areas are well maintained so as to avoid flooding and damaging of infrastructure
		A6. WASTE MANAGEMENT		Lobby for external and internal funding to provide new infrastructure

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<p><b>A7. HOUSING</b></p> <p>To create integrated vibrant and sustainable developments</p> <p>Monitoring of service delivery through site visit and meetings with all stakeholders (DOH, IA's and PSC)</p> <p>Encourage people to come for applications and filling of clearance certificates then signing of agreements to be forwarded to DOH.</p>	% backlog eradicated	Prepare an integrated waste management strategy to determine backlogs and how to address this, extend service as required, determine appropriated tariffs, comply with legislations and keep the environment clean and safe, formulate policy and bylaws
B.SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	<p>To establish economic growth and development in all economic sectors with a particular emphasis on Tourism, Manufacturing, Agriculture &amp; Service and Commercial.</p> <p>To improve public access and security to all areas with potential to improve economic performance of the Municipality</p>	<p><b>B1. INDUSTRIAL DEVELOPMENT</b></p>	<p>LUMS to spatially identify land for Industrial expansion</p> <p>Reviewed SDF</p>	<p>Ensure LUMS is prepared in a way to take into account opportunities presented by our strategic location midway in the primary corridor number one ( Ethekezi Mhlathuze Corridor), close proximity to King Shaka Airport and Dube Trade Port and midway between the Durban and Richards Bay shipping Ports. Spatially provide for expansion of Industrial development</p> <p>Make environment conducive for private sector investment</p>
		<p><b>B2. TOURISM DEVELOPMENT</b></p> <p>To use tourism development as a means to stimulate Local</p>	<p>Infrastructure investment at tourism</p>	<p>Facilitate and ensure invest of best possible level of infrastructure to all key features linked to Zulu History,</p>

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		<p>Economy and poverty alleviation</p> <p>To encourage tourism in the inland areas historical sites eg. Ndulinde, Ingwenya Reserve</p> <p>Marketing of the coast for investment opportunities and tourism</p> <p>Ensure safety and facilitate public access to the beach Dokodweni, Tugela Mouth</p>	<p>venues</p> <p>Development on coastal areas</p>	<p>Ecotourism and Beach Tourism.</p> <p>Improve local tourism within Mandeni</p>
		<p><b>B3. AGRICULTURE</b></p> <p>Optimum use agricultural land as a local economic spin off.</p> <p>Timber plantation to supply the SAPPI mill</p> <p>Encourage and support emerging farmers into commercial farming</p>	<p>Conducive environment for emerging farmers and established farmers</p>	<p>Facilitate linkages of agricultural sector to international markets via Dube Trade Port</p>
		<p><b>POVERTY ALLEVIATION</b></p> <p>Majority of the community living below the poverty line.</p>	<p>A resolution adopting the Poverty alleviation plan.</p> <p>A number of people</p>	<p>Preparation and adoption of the poverty alleviation plan.</p> <p>Ward profiling and interventions.</p> <p>Ensure sector alignment and coordination.</p>



NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
			assisted through flagship programs	
		<b>SOCIAL Development</b> Lack of integrated system for social development services Low quality of life	Number of special programmes held successfully	To coordinate and promote special programmes within the Municipal area
		Youth Development High unemployment rate amongst young people. High levels of substance abuse	Number of youth programme held successfully	To empower and develop youth in all sectors To partner with relevant service providers in the implementation of youth development programs To promote the interest of youth in all local government matters
		<b>INDIGENT/PAUPER BURIAL SERVICE</b> Provision of indigent/pauper burial services to the community of Mandeni	Number of applications approved	To assist indigent individuals with burial services as per indigent /pauper policy

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		SPORTS DEVELOPMENT AND PROMOTION	Progress towards coordinating the KwaNaloga games and ensure full participation of Mandeni residents	To encourage mass participation of citizens in sports activities
		<p>B8. ENVIRONMENTAL MANAGEMENT</p> <p>Lack of capacity and skill on environmental management</p> <p>Lack of environmental Policies and enforcement</p>	<p>Number of programs and meetings held</p> <p>Preparation and adoption of the EMF</p> <p>Ensuring that all development complies with the relevant environmental laws</p>	<p>To educate and promote greening programs in the Municipal area</p> <p>To encourage reuse and recycle of material</p> <p>To educate and promote environmental management activities within the Municipal area.</p> <p>To Ensure sector alignment and coordination.</p>
C. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	To ensure effective management of Municipal resource.	Statutory Compliance with the provision of the MFMA section 122 and 126	<p>Monthly trial balances</p> <p>Acceptance of submission of</p>	<p>To ensure monthly trial balance</p> <p>To submit Financial Statement to Auditor General By 31 August</p>

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
			annual financial statements by AG	
		Approve Budget Aligned to IDP within the statutory timeframe as stipulated in the MFMA	Progress towards preparation and approval of the budget by 31 May 2011 (section 24 MFMA)	To prepare, adopt and implement Budget process plan.
	To enhance revenue and to ensure financial viability and sustainability for Mandeni Municipality	Low revenue due to culture of non payment for the services	% revenue collected	To implement revenue enhancement strategy
		To assist indigent households	Progress towards updating the Indigent Register	To invite register indigent household To update and have an approved indigent register for implementation
		Lack of enforcement of credit control policy of the Mandeni Municipality	Outstanding Service Debtors to Revenue as defined in the Municipal Planning and Performance Management Regulations (2001)	To enforce credit control policy



NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
			(A=B/C)	
		Statutory Compliance with the provision of the MFMA section 65	Creditors days	To maintain creditors reconciliation To pay creditors within 30 days
		Statutory Compliance with the provision of the MFMA section	Unqualified report	To ensure proper internal control procedures and compliance with all municipal legislation. To obtain an unqualified Audit Report
		Lack of adequate cash flow management	Signed bank statement	To monitor bank statement daily To have sufficient cash to meet obligation and surplus cash invested.
		Effective management of capital	Number of Reports to FPC	To ensure submission of report to FPC monthly
		Reconciliation of conditional grants on its use and report on its status to relevant funder	Number of DoRA reports submitted	To perform monthly grant reconciliation
D. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	To develop and implement all policies and procedures relating to Institutional development and transformation of the Municipality.	Lack of Documented Procedures relevant to financial and non financial environment to guide the operations of the Municipality	Adoption of Municipal procedures and Guidelines	Implementation of effective Human resource management to ensure that adequate and sufficient skills and resources are in place

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		High vacancy rate of critical posts.	Number /% of critical post filled	
		Lack of skills and capacity for municipal councilors on matters of Local Government	Number of councilors sent for accredited training and workshops	Continually Training of staff and Councilors. Implementation of Bursary policy
		Lack of well established IT governance policies that supports and enables the municipality to deliver value and improved performance	Council resolution Adopting an IT management Policy	Ensure sufficient access to productive ICT equipment and services
		Cascading performance Management system to all the employees	Progress made in the implementation of the PMS	Prepare regular accurate performance reports that are supported by evidence Alignment and improvement of DIMS to suite M & E
E. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To build capacity, perform powers and functions to be able to deliver services as per mandate	Lack of Functional Ward Committees	Number of ward committee meetings	Ensure the establishment of adequately skilled ward committees.

NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
		Compliance with legislative requirements in terms of performance reporting	Tabling of the report form Audit committee to Council.	Preparation and tabling of the audit report within the statutory time frames to council  Ensure that there is adequately resourced function internal audit unit  Ensure the seating of the audit committee to promote accountability and service delivery through performance and compliance with laws.
		Proper and functional oversight committee	Number oversight committee meetings	
		Statutory Compliance with the provision of the MFMA section Mid- Year Report (Sec. 72)	Submission to Treasuries	To comply with MFMA s72  To consolidate the Mid- Year Report for Submission to Treasury
		Ineffective Implementation of SCM policy	number of Reports to FPC	To submit report to Finance portfolio monthly  To ensure that demand ,disposal, selection of contractor to the provision of goods and services is achieved in line with the policy
		Effective Audit Committee	number of Meetings of the Committee	To submit reports to Audit committee  To ensure that the audit committee sit for financial review of the municipality



NATIONAL KPA	IDP OBJECTIVE	ISSUE	KPI	STRATEGIES
	To ensure the improvement of communication and transparency	Website not update	Frequency of updating information on the website	<p>To appoint budget officer to monitor this compliance</p> <p>To ensure that the website is updated with financial information</p>
	Ensure effective Performance Management	Statutory Compliance with Chapter 6 of MSA	Monthly submission of SDBIP reports	<p>To submit monthly completed report to MANCO</p> <p>To review the SDBIP for MANCO's assessment</p>

### 3.6. BASIC INFRASTRUCTURE AND SERVICE DELIVERY

#### TECHNICAL SERVICE DEPARTMENT

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

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

#### SWOT ANALYSIS

Strengths	Weaknesses
Approved organogram Approved bylaws Approved infrastructure plans Strong leadership of the department	Unfilled Posts Lack of adequate technical and supervisory skilled personnel Lack of adequate mechanical plant and equipment and no in-house mechanical repair and maintenance support Old infrastructure Majority of municipal roads are gravel requiring more frequent attention with extremely limited resources Sparse rural settlements make conventional waste collection difficult due to inaccessibility and high transport costs Reliance on grant funding
Opportunities	Threats
geographical location (midway on the provincial primary corridor) Correcting past poor planning and improving old infrastructure through Integrated Human Settlement Projects Correcting past poor planning and improving old infrastructure through the Town Centre Upgrade Project. Creating accessibility through new road infrastructure projects thereby assisting in reducing backlogs in waste management services Filling of vacant positions imminent	Lack of funding Climate Change Theft and vandalism and illegal dumps Negative publicity and destructive criticism de-motivate personnel Reliance on grant funding Increasing backlogs Vast rural areas to service make it more costly Inadequate human capacity (technical and supervisory skills) Overloading current personnel with responsibilities due to high vacancy rate No access to approved gravel borrow pits to repair gravel roads De-motivated workforce Inability to significantly increase revenue base Large amount of the population are indigent and cannot pay for the services provided

#### PERFORMANCE HIGHLIGHTS

- Spent 100% of Municipal Infrastructure Grant (MIG) grant allocation.
- Concluded Sundumbili Township Roads Upgrade Phase 4 and 5 (wards 7, 13, 14, 15).
- Commenced with the construction of Masomonce Taxi Route (ward 10).

-Provided in excess of 2023 households with communal refuse collection service thereby reducing the backlog for waste collection services by the same number of households.

-Concluded the construction of the new Sundumbili Sport Precinct under the Neighbourhood - Development Partnership Grant (NDPG) Programme commenced with the construction of: Upgrade and Improvement to Thokoza Road Linkage; and Upgrade of Sibusisiwe Community Centre (wards 7 & 15).

-Constructed new Informal Trader Facilities in Sundumbili (ward 7).

-Acquired 1 x 10 tonne roller compactor and 6kl water tanker for gravel roads maintenance.

-Acquired 1 x cherry picker (vehicle with hoist) to carry out streetlight maintenance.

## **CHALLENGES**

-Lack of qualified technical capacity in the department due to inadequate funding.

-Poor performance by some service providers.

-Lack of adequate plant and equipment

## **Priorities for the Year 2011/2012**

-maintenance of Municipal Infrastructure.

-Conclude construction of Masomonce Taxi Route.

-Purchase new plant and equipment for rural roads maintenance.

-Increase capacity within the Department.

-Conclude construction of Sibusisiwe Community Centre.

-Conclude construction of Thokoza Road Linkage.

-Conclude rehabilitation of Mandeni internal roads.

-Conclude designs of new intersections in Mandeni Town Centre (Sundumbili Plaza Area).

-Commence construction of Sundumbili Township Roads Upgrade Phase 6.

-Construct Inyoni Taxi Route Phase 1

## **3.7. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT**

### **3.7.1. DEPARTMENT OF ECONOMIC DEVELOPMENT AND PLANNING**

The Department is headed by the Acting Director Economic Development and Planning, business unit is primarily responsible for the overall municipal Strategic Development, Spatial Planning, Forward



Planning, Human Settlement, Local Economic Development and Building Control. It provides the key technical tools for the Municipality to cope with its new developmental role and assist the municipality to arrive at decisions on issues such as municipal budget, land management, promotion of local economic, sustainable human settlement and institutional transformation. It consists of the following divisions, viz:

Spatial Planning

Strategic Planning

Building Control

Local Economic Development

Human Settlements (Housing)

## **CHALLENGES**

Inadequate human capacity is the biggest challenge faced by the Economic & Development Planning Unit this is newly established strategic business unit established as part of the organizational structure review. Backlogs in services delivery (Infrastructure Development) are also a problem the main areas being water, electricity and roads. The lack of more accurate base line information makes it difficult to plan and set targets, the 2002 Statistics South Africa appears to have discrepancies and does not reflect the through picture in terms of the demographics. It has proved to be a challenge to get Sector Department and Services Providers to respond priorities development issues contained in the Municipal IDP, a typical example it Department of Energy & Eskom despite all the engagement we seen minimal intervention. The current Human Settlement Policies uses land ownership as a main determining factor on what subsidy mechanism will be used to address human settlement backlogs, this has created a situation where it is extremely challenging to formalise informal settlements that are situated within Ingonyama Trust owned land. The Ingonyama Trust Board is not keen to permit formal township establishment in their areas in order to allow the Department of Human Settlement to use project linked subsidy PLS.

## **Priorities**

Adopting a wall to wall scheme by 2014 in accordance with the PDA

Setting up of Environmental section within the Municipality

Fast track service delivery process

To advance the implementation of the Urban Regeneration Programme.

Filling of critical positions such as Director Economic to head the Department.

To strengthen the effective engagement with sector Department and Service Provider.

To advance the implementation of the municipal IDP.

To continue encouraging the involvement of local communities in the matters of the Municipality.

Review of the Industrial Development strategy

Review human settlement plan

### **3.7.1.1. LOCAL ECONOMIC DEVELOPMENT**

This Unit is guided by the economic policy of South Africa:

LED Framework

Constitution of South Africa (Act 108 of 1996)

Municipal Systems Act

Municipal Finance Management Act 56 of 2003

#### **Key objective:-**

To develop a coherent and integrated framework for local economic development across the Mandeni Municipality, this entails the provision (by the various spheres of government), of financial and technical resources, additional capacity, monitoring and evaluation mechanism and the effective co-ordination of functions and responsibilities, in order to promote job creation, food security, community ownership and economic sustainability throughout the area.

#### **Key Performance Areas**

- 1.To identify and fund sustainable local economic development projects linked to the Integrated Development Plans of Local Government,
- 2.To provide guidance and support to stakeholders, with their economic responsibility in development and economic growth of the Municipality, and
- 3.To establish effective coordination between sector departments to facilitate and promote sustainable economic development.

#### **Strategy for achieving KPA 2**

Provide strategic direction drawn from sector departments' legislated policies or programmes.

Contribute to capacity building of local stakeholders by providing technical knowledge and support, or sector experience to help formulate and implement municipal policies, strategies and plans.

Be guided by the municipal IDP's in the allocation of resources.

Impact can be created in the following areas:

#### **The LEDU can be used to:**

To provide information on the criteria used for assessing LED projects, as well as the monitoring and evaluation system for projects. Facilitate and develop access to coordinated capacity building. We could facilitate the access to technical expertise and support from various sector departments. Link in with national initiatives in LED; the district municipality and provincial administration could therefore use the LEDU as an access point for the distribution of information on national initiatives, funding and programmes that are available. Access and facilitate the use of local support structures, e.g. LED Forum, Business Coalition and other Economic Sector Forums within the Municipality, in the promotion of SMME development.

LED Strategy that comprises the following sector plans:

Tourism

Agriculture

SMME/Informal Traders

Manufacturing/Industry

### **Tourism Summary**

Tourism in Mandeni Local Municipality outlines the importance of the developing a high quality tourism product supported by strategic brand positioning and effective advertising. This contests that it is essential for Mandeni Local Municipality to differentiate itself from destinations on the North Coast by focusing particularly on offering an adventure/ natural/ historical tourism product. Growth in the tourism industry in Mandeni is best achieved by using natural resources and defining features to their maximum potential. The aim is to emphasise the uniqueness of the Mandeni tourism product/experience.

### **Agriculture Summary**

This Sector contribute towards equitable economic growth and poverty alleviation and food security by promoting a competitive, diversification and inclusive niche commodities within primary agriculture, agribusiness ,agro-processing and mining sector, committed to broad based black economic empowerment.

The strategy describe the activities necessary to provide an enabling environment whereby coordinated support from the national, provincial and local government as well as other public entities will support primary agriculture, agribusiness, agro-processing and mining development as well as the achievement of local municipality and provincial policy goals.

### **SMME's/Informal Traders**

The commercial sector in the Mandeni Municipality is an important sector, since the town of Mandeni is the urban centre where most people in the municipal area do their shopping and seek services. The monopoly is held by the Renckens Superspar, which means that there are no other competing supermarkets in Mandeni. Some specialized services are however, still obtained from outside the area. Co-operatives have also been set up to provide a wide range of services. However, there are many problems in terms of the recognition that co-operatives receive as a legitimate business.



The Mandeni Municipality features a developing informal economy of people operating businesses from behind the Mandeni Plaza, from their homes and through spaza shops. The services of the informal economy not only address selling of food and beverages but also extend to tertiary services such as plumbing and catering. The issue of lack of finance and appropriate business skills hinder entrepreneurs from developing their businesses into fully-fledged formal operations. To address these issues the Municipality has developed the strategy and formulated an informal trade policy to assist this sector.

## Manufacturing / Industry

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

## CLIENTS

The District Municipality, other spheres of government and, Local Stakeholders (NGO's, NPO's, SMME's and Cooperatives), other stakeholders

## LED MATRIX

PROJECTS	RESPONSIBLE	BUDGET		
		2012/2013	2013/2014	2014/2015
OPEN FIELDS 10H/A	LEDU – AF	R 500 000	R 500 000	R 500 000
TRACTOR	LEDU – AF		R 600 000	
FAMERS DAY AWARENESS CAMPAIGN	LEDU – AF	R 50 000	R 50 000	R 50 000
FOOD FOR WASTE	LEDU	--	--	R 1 020 000
COMMERCIAL NURSERY (SEEDLINGS)	LED – AF	--	--	R 500 000
REVIVE INGWENYA NATURE RESERVE (BP & FS)	LED – TF	R 500 000	SF – IMPL	IMPL
TOURISM STUDY TOUR	LED – TF	R 50 000		
BEACH FESTIVAL	LED – TF	R 100 000	R100 000	R 150 000
RAFT RACE	LED – TF	R 200 000	R 450 000	R 500 000
INDUSTRIAL DEVELOPMENT STRATEGY	LED – BF	R 500 000		

MINI FACTORY (BP – FS)	LED – BF		R 1000 000	SF – IMPL
BUSINESS INCUBATOR CENTRE (BP – FS)	LED – BF	R 350 0000	SF – IMPL	IMPL
ICT HUB (TC)	LEDU		R 250 000	R 250 000
ART AND CRAFT HUBS (TC) (BP – FS)	LEDU – TF	R 200 000	SF – IMPL	IMPL
LED – QUICK WIN PROJECT	LEDU	R 850 000	R 1 020 000	R 1 190 000
TRAININGS (ALL SECTORS)	LEDU	R 200 000	R 300 000	R 400 000
LED FORUMS	LEDU	R 50 000	R 50 000	R 50 000
TOTAL BUDGET		3.5m	3.7m	4.6m
Land use management Scheme Wall to wall		R250 000		
Review of Coastal management Plan		R200 000		
Local Area Plan : CBD extension		R100 000		
Local Area Plan : Tugela Mouth		R100 000		
Land use Management Compliance program		R100 000		
Land use Audit: illegal land uses		R100 000		
Formalization of unregistered Townships. Open up town ship register		R200 000		

### 3.7.2. SPATIAL PLANNING

#### LEGISLATION:

Municipal Systems Act

KZN Planning and Development Act

Spatial Planning and Land Use Management Bill

#### AREAS OF FOCUS

-Evaluating and providing comments in all statutory development applications in accordance with the municipal development objectives.

-Assessing statutory planning applications and writing of reports to Council to guide decision-making and provide professional perspective.

-Managing and advising developers and the community on key development processes and requirements.

-Managing the key performance areas associated with the Municipal Development Planning functions.

-Responsible for the preparation and implementation of the Land Use Management System.

-Responsible for policy development and land use management within the Municipality

- Responsible for enforcement of key planning legislation, municipal planning bylaws and policies
- Responsible for the development and review all spatial planning sector plans i.e. SDF
- Responsible for Environmental Management of the Municipality
- Management of GIS unit

### **Building control**

- Evaluate and assess building plans submitted for approval in terms of the National Building regulations.
- Conduct routine site inspection to monitor buildings/ construction activities taking within the Municipal area of jurisdiction.

### **3.7.3. STRATEGIC PLANNING**

- Overall control and management of the IDP/Development Planning unit in terms of ensuring implementation and adherence to Council Policies.
- Responsible for the preparation, review and implementation of the Integrated Development Planning as per the legislative provisions.
- Responsible for the execution of all administrative and managerial duties related to the effective functioning of the IDP & Development Planning Unit.
- Providing advice and opinion to the Portfolio Committees, Executive Committee and Council in terms of National and Provincial Development Planning Legislations.
- Responsible for the preparation of reports and conducting presentation to Council as a means of disseminating, functional and operational information.
- Coordinating the process of public consultation and stakeholders on IDP.
- Providing strategic direction and creating guidelines for effective functioning of the unit.
- Providing input/ technical assistance and advice to staff, including holding regular meetings.
- Representing the Unit at Departmental meetings and other meetings as necessary.
- Reviewing incoming correspondence/ issues to be dealt with; delegating to relevant staff and ensuring that correspondence is dealt with timeously so as to maintain good public relations and image.
- Keeping abreast of changing legislation and policies related to development planning, the environment and GIS.
- Maintaining lines of communication with managers of other Units regarding development issues.
- Preparing and conducting presentations of planning studies and Council policies to higher and other authorities.



### 3.8. COMMUNITY SERVICES DEPARTMENT

The Community Services Department has the following sections:

Health Services;

Library Services;

Social Services;

Community Development;

Youth Affairs

#### SWOT ANALYSIS

STRENGTH	WEAKNESSES
Experienced personnel Plans, Programs and Policies are in place Good team work Approved organogram Good relations with sector departments	Shortage of staff Critical vacant positions (Director) Lack of resources Reliance on grant funding
OPPORTUNITIES	THREATS
Spatially located along a development corridor (Durban-Richards bay)	Performing unfunded mandates (special programmes) Political dynamics Restructuring and provincialisation of other services (libraries and clinics) Large number of indigent community members

#### LIBRARY SERVICES

This section plays a meaningful role in: Uplifting and developing our community through disseminating knowledge and information; and is as useful resource to the local schools in Mandeni area.

#### SOCIAL SERVICES

It serves as the extension of Department of Social Development assisting community on social issues, responsible for indigent/pauper burial services, hiring out of municipal controlled facilities, cemetery management.

Focus Area	Projects/Programmes	Budget		
		2012/2013	2013/2014	2014/2015
<b>Social and</b>	Upgrading of Ndulinde tribal	500 000.00	500 000.00	500 000.00

<b>economic development</b>	court to be the community library			
	HIV/AIDS Awareness Education Program (LAC , DAC meetings and awareness campaigns)	542,500.00	580,475.00	630,000.00
	Indigenous/ Pauper burial	162,750.00	174,143.00	185,000.00
	Arts and culture	300,000.00	400,000.00	500,000.00
	Establishment of swimming pool	300,000.00 investigations	R3000 000.00	5000 000.00
	Main library and resource centre	Negotiations	Feasibility studies	15000 000.00
	Upgrading of the library counter	80 000.00		
	Tertiary textbook for all libraries		25 000.00	
	Computer resource centre		3 000 000.00	
	Upgrading of community halls	1000 000.00		
	Stage curtain for Sibusisiwe hall		500 000.00	
	Sound system for Sibusiwe hall	500 000.00		
	Pool vacuum	100 000.00		
	Combo goal posts	150 000.00		
	Upgrading of tennis court		100 000.00	
	Boardroom furniture for Mandeni hall	150 000.00		
	Establishment of cricket pitch/ tennis court	500 000.00		
	Establishment of the regional cemetery	negotiations	500 000.00 investigation	3 000 000.00 procurement of the land/development
	Cupboards for the School		180 000.00	

	bags in all libraries			
<b>Good governance and public participation</b>	Youth Programmes (Career exhibition, Youth summit and Business compliance etc)	400,000.00	500,000.00	600,000.00
	Special Programmes – (celebration of calendar events of PWDs, OVCs, women etc)	271,250.00	290,238.00	310,000.00
	Sports development and promotion	600,000.00	700, 000.00	800,000.00
	SALGA games			
	Flagship programme (Operation Sukuma Sakhe)	nil	nil	nil

### 3.9. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

#### FINANCE DEPARTMENT

##### Overview

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

##### ACHIEVEMENTS AND DEVELOPMENTS

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

##### CHALLENGES



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

## **OBJECTIVES**

Linking this department with the municipal integrated development plan (IDP) there are number of objectives that touches more on the financial viability and sustainability for the Municipality effective management of Municipal Financial resources.

Financial viability issues include:

- Debt management;
- Revenue enhancement;
- Financial reporting;
- Creditors management;
- Indigent support;
- Cash flow management and
- Conditional grant.

Effective management of Municipal Financial resources includes:

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

## **BILLING**

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

## **CREDIT CONTROL AND DEBT COLLECTION**

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

## **PAYMENTS AND FINANCING**

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

## **BUDGET, REPORTING AND COMPLIANCE MONITORING**

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

### **3.10. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION and GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

#### **COOPERATE SERVICES DEPARTMENT**

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

Human Resources Management;

Labour Relations;

Human Resources Development

General Administration;

Information Technology Unit;

Committees Unit; and

Public Participation

#### **SWOT ANALYSIS**

<b>Strengths</b>	<b>Weaknesses</b>
Skilled employees Informed public (public participation) Good support from relevant institutions such as LGSETA and DBSA Good relations with municipal stakeholders	Under staffed Lack of integration of HR IT system/s High number of vacancies Lack of office accommodation Low moral or de-motivated staff
<b>Opportunities</b>	<b>Threats</b>
Intensive or innovative use of HR IT system Availability of funds for learnerships and other skills programs (e.g. LGSETA) More skill programmes for employees, councilors and ward committees	Political instability High staff turnover Failing to meet the deadline of submission of items Failing to follow the rules of Council

## KEY PERFORMANCE OBJECTIVE

That human resources issues are well management starting from the recruitment to termination

The Department is also responsible in ensuring that documents of the municipality are archive very well, Maintain and develop IT infrastructure.

Ascertain the involvement of the local communities to the decision and programmes of the municipality

## CHALLENGES FOR THE 2010/2011 FINANCIAL YEAR

Improvement in the number of trainings that were conducted in the past financial year.

Improvement on the past annual report.

Automated performance management system through DIMS system

## PRIORITIES FOR IDP 2011/2012

Improvement on the usage of DIMS in reporting and monitoring Performance Management System

Filling of vacant positions

Improvement of website and utilization of bulk SMS facilities

Provision of the alternative sources of income to build new municipal offices

## CORPORATE SERVICE PROJECT MATRIX

PROJECTS	BUDGET			
	RESPONSIBLE	2012/2013	2013/2014	2014/2015
Develop Employment Equity Plan	Manager Corporate Services	R-		
Review of Performance Management System	Director Corporate	R-	R-	R-



Framework	Services			
Implementation of IT Master System Plan	Director Corporate Services	R100 000	R200 000	R100 000
Implement Integrated IT Human Resources System	Director Corporate Services	R200 000		
Training of Ward Committees on 8 Modules	Public Participation Practitioner	R100 000		
Building of Municipal Billboards	Public Participation Practitioner		R100 000	R100 000
Mayoral Imbizo	Public Participation Practitioner	R100 000	R100 000	R100 000
Award Ceremony for the best performing ward committee	Public Participation Practitioner	R50 000	R100 000	R100 000

### 3.11. 5 YEAR PLANS FOR EACH NATIONAL KPA

## 3.11.1. Department of Corporate Services

National Outcomes 9:- Responsive, accountable, effective local government

National Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive, fair and inclusive citizenship

National Outcome 5:- Skilled and capable workforce to support an inclusive growth path

National Outcome 2: A long and healthy life for all South Africans

KZN strategic goals: Human Resource Development, Human Community Development, Governance and Policy

Outcomes Desired e.g. Housing for all residents etc.			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	Year 1	Year 2	Year 3	Year 4	Year 5	Costs / Budget	Winning Strategic Actions to Be taken By Key Stakeholders		
National Outcomes	KZN Strategic Goals	LM Specific Outcomes Prioritized											Which stakeholders	What should they do and how?	By when should they perform that action ?
Corporate Services															
An efficient , effective and development oriented public service and an empowered, fair and inclusive citizenship	Governance and Policy	Improvement of performance management	Review PMS Framework (annually)	Minutes of the PMS framework workshop	Current PMS Framework adopted in Oct 2005	Council adoption of reviewed PMS Framework	1 reviewed PMS framework					R-	Councillors, officials, Audit Committee	Buy-in, adoption	By the end of June of each year
			Compilation on the AMPR-Section 46 of the MSA	Tabling of performance information	2010/2011 Annual Report	5 Annual Municipal Performance Report adopted by the Audit Committee	1 Report in August	2 Report in August	3 Report in August	4 Report in August	5 Report in August	R-	Audit Committee	Adopt	August each year



			Compilation of the Annual report - Section 121	Collection of performance information	2010/2011 Annual Report	Adoption of the Annual Report by Council	1 Adoption of the Report	2 Adoption of the Report	3 Adoption of the Report	4 Adoption of the Report	5 Adoption of the Report	R450 000	Printers, Council and Officials	Develop, adopt and print	August to March
			To improve the institutional character	Adoption of the video clip/s by Council	0	Broadcasted of Mandeni Municipality's video clips	1 video clip		2 video clip			R500 000	Officials (Communications), Council	Develop and adopt	December 2012 and second on in December 2014
				Distributed material about the Municipality	Newsletter	2 erected municipal billboards	Feasibility of erecting Municipal billboards	1 Erection of the billboard		2 Erection of the billboard		R2 Million	Officials (Communications), Council	Develop and adopt	2016
			Ensure Implementation of the Information technology Master system	Minutes of the reviews MSP	5 projects have been implemented such as VPN amongst others	MSP implemented	Reviewed MSP	2 project implemented	4 project implemented	6 project implemented	8 project implemented	R800 000	Officials and Council	Review, adopt and implement	

			Plan												
			Ensure Implementation of IT disaster management plan	Minutes of the reviewed IT Disaster Management Plan (DMP)	Current IT - DMP	Reviewed Plan	Test the current Plan	Review the plan	Test the current Plan	Review the plan		R200 000	Officials and Council	Review, adopt and implement	
Responsive, accountable, effective and efficient local Government systems	Governance and Policy	To develop, implement and review of municipal policies	Review HR related policies	Minutes of the reviewed policies	Policies were last reviewed in 2010	Adoption of the reviewed policies	Adoption of policies						Officials and Council	Review, adopt and implement	2013
		To improve the function of ward committees	Capacitating of ward committees through accredited trainings	Awarding of academic certificate to ward committees	Induction	Conducting 7 Modules	2 Modules	4 Modules	6 Modules	7 Modules		R1,5 Million	Officials and Ward Committees	Identification of training	2016
			Awarding the best performing Ward Committee	Minutes of the ceremony	None	5 Annual award/s of the best performing ward	1 Award Ceremony	2 Award Ceremony	3 Award Ceremony	4 Award Ceremony	5 Award Ceremony	R500 000	Officials and Councilors	Develop and adopt the criteria	2013

			e			committe e									
		To ensure effective implemen- tation of the Municipal public participation framework	Conduct Mayoral iziMbizo	Minutes	2 Mayoral Imbizo	15 Izimbizo	3 Mayoral Izimbizo	6 Mayoral Izimbizo	9 Mayoral Izimbizo	12 Mayoral Izimbizo	15 Mayoral Izimbizo	R600 000	Officials and Councilors	Conduct Izimbizo	2013
Skilled and capable workforce to support an inclusive growth path	Human Resource Development	To implement an effective Human resource management to ensure that adequate and sufficient skills and resources are in place	To implement an integrated Human resource management system	Minutes and agreement on the software	Implementation of an integrated HR (IT) system	Identification of the software	Implemented					R1 million	Officials	SCM and implementation	2013
			To ensure that the WSP with ATR/P is compiled annual	Minutes of the HRD / training Committee adopting the WSP	2011/12 WSP submitted	WSP / ATR annually adopted	1 WSP / ATR adopted	2 WSP / ATR adopted	3 WSP / ATR adopted	4 WSP / ATR adopted	5 WSP / ATR adopted	R-	Officials and Council	Develop and adopt	



			Ensure the development of a 5 years Employment Equity Plan	Consultative meetings with relevant stakeholders	Preparation phase of the Employment Equity Plan	Adoption of the Employment Equity Plan	Adoption of the Employment Equity Plan					R-	Officials and Council	Develop and adopt	
			Filling of vacancies	Interview minutes	Advertisement	Filling of all the vacancies	50% filled vacant positions	70% filled vacant positions	80% filled vacant positions	90% filled vacant positions	100% filled vacant positions	R	Officials	Recruit and appoint	2013 - 2016
A long and healthy life for all south Africans	Human and Community Development	Effective Implementation of Employee wellness program	Invite a motivational	Number of motivational speaking	None	5 motivational sessions	1 motivational meeting	2 motivational meeting	3 motivational meeting	4 motivational meeting	5 motivational meeting	R400 000	Officials	SCM and arrange motivational sessions4	

## 3.11.2. Department of Technical Services

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Outcomes 4:- Decent employment through inclusive economic growth

National Outcomes 8:- Sustainable human settlements and improved quality of household life

National Outcomes 9:- Responsive, Accountable, Effective and Efficient Local Government System

KZN Strategic Goals 1:- Job creation

KZN Strategic Goals 2:- Human Resource Development

KZN Strategic Goals 4:- Strategic Infrastructure

KZN Strategic Goals 6:- Governance and Policy

Outcomes Desired e.g. Housing for all residents etc			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	Year 1	Year 2	Year 3	Year 4	Year 5	Costs / Budget	Winning Strategic Actions to Be taken By Key Stakeholders		
National Outcomes	KZN Strategic Goals	LM Specific Outcomes Prioritized											Which stakeholders	What should they do and how?	By when should they perform that action?
TECHNICAL SERVICES															
Responsive, Accountable, Effective and Efficient Local Government System	Human Resource Development	Skilled and capable workforce to support service delivery and infrastructure provision and management thereof.	To build the technical and supervisory capacity of the Technical Department to attend to service delivery, by filling all the vacant posts in the approved organogram with qualified, competent, & committed incumbents	Percentage of vacant Positions filled	62percent of approved positions on the organogram are vacant	100% of all approved positions filled	60%	75%	100%	N/A	N/A	Operational budget : Salaries and wages vote	HOD Corporate Services & HOD Technical Services	Seek approval and funding and carry out recruitment process	1 July 2012 to 30 June 2015



Sustainable human settlements and improved quality of household life; Responsive, Accountable, Effective and Efficient Local Government System	Strategic Infrastructure; Governance and policy	To facilitate with other service providers within the municipal jurisdiction, the improved maintenance of existing infrastructure and speed up the provision of new infrastructure to provide access to basic services thereby ensuring social	To facilitate the provision of infrastructure and services by liaising with the relevant service providers within the municipal jurisdiction	Quarterly meetings held to facilitate basic service delivery	4 meetings held per annum and report back to council structures	20 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back	Operational budget : Salaries and wages vote	Ilembe District TSD & MLM TSD	Meet periodically to discuss provision and management of infrastructure for service delivery.	1 July 2012 to 30 June 2015
				Quarterly meetings held to facilitate basic service delivery	4 meetings held per annum and report back to council structures	20 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back		Ilembe District TSD & MLM TSD	Provide continuous feedback through the implementation process	1 July 2012 to 30 June 2015
				Quarterly meetings held to facilitate basic service delivery	4 meetings held per annum and report back to council structures	20 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back	4 meetings held with report back		DoE; Eskom & MLM TSD		1 July 2012 to 30 June 2015

		and economic benefit to the community and businesses.													
Sustainable human settlements and improved quality of household life; Responsive, Accountable, Effective and Efficient Local Government System	Strategic Infrastructure	To improve the maintenance of existing infrastructure and speed up the provision of new infrastructure to provide access to basic services thereby ensuring social and economic	To repair, upgrade and maintain existing electricity distribution infrastructure in the Municipal licensed area through good asset management practices to be able to reduce unplanned power outages	On average, not more than one unplanned power outage per month	28 unplanned power outages over the past five years	Not more than 30 unplanned power outages in total over the 5 year period	Not more than 6 unplanned power outages in total over the year	Not more than 6 unplanned power outages in total over the year	Not more than 6 unplanned power outages in total over the year	Not more than 6 unplanned power outages in total over the year	Not more than 6 unplanned power outages in total over the year	Operational & Capital Budget	HOD Technical Services & Electrical Superintendent	Prepare and implement repair and maintenance programmes i.t.o good asset management practices and plan and implement capital projects	1 July 2012 to 30 June 2015
			To provide new streetlights in required areas and repair and	Number of new streetlights provided per	223 new streetlights installed over the past five	250 new streetlights installed over the next 5	50 new streetlights installed for the year	50 new streetlights installed for the year	50 new streetlights installed for the year	50 new streetlights installed for the year	50 new streetlights installed for the year	Capital Budget	HOD Technical Services & Electrical Superintendent	plan and implement new streetlight installation	1 July 2012 to

		benefit to the community and businesses.	maintain existing streetlights in good working order so as to improve the safety and security of the community	annum	years	years					year		dent	n projects	30 June 2015
				Repair and maintain existing streetlights within 2 working days of being notified of them not working	826 streetlights repaired and maintained in good working order over the past 5 years	1000 streetlights repaired and maintained for within 2 working days of notification of them not working	200 streetlights repaired and maintained for within 2 working days of notification of them not working	200 streetlights repaired and maintained for within 2 working days of notification of them not working	200 streetlights repaired and maintained for within 2 working days of notification of them not working	200 streetlights repaired and maintained for within 2 working days of notification of them not working	200 streetlights repaired and maintained for within 2 working days of notification of them not working	Operational Budget	HOD Technical Services & Electrical Superintendent	Prepare and implement repair and maintenance programmes i.t.o good asset management practices	1 July 2012 to 30 June 2015
Sustainable human settlements and improved quality of household life; Responsive, Accountable,	Strategic Infrastructure	To improve the maintenance of existing infrastructure and speed up the provision of new infrastructure	To develop proper road infrastructure to improve mobility of the community for social & econ.dev.	Roads master-plan prepared, adopted and implemented	0%	Roads master-plan prepared and adopted	Roads master-plan under implementation	Roads master-plan under implementation	Roads master-plan under implementation	Roads master-plan under implementation	Roads master-plan under implementation	Operational & Capital Budget	HOD Technical Services & Assistant Manager: Civil O & M	Prepare and implement roads master-plan	1 July 2012 to 30 June 2015
				Percentage of road access backlogs	38,54 km of roads built over the	50 km of new roads established.	7km new roads. 3 km roads rehabilitated. 10%	8km new roads. 4 km roads rehabilitated. 25%	10km new roads. 5 km roads rehabilitated. 50%	12km new roads. 8 km roads rehabilitated. 75%	13km new roads. 10 km roads rehabilitated.	Operational & Capital	HOD Technical Services & Assistant	Based upon outcome of roads master-	1 July 2012



Effective and Efficient Local Government System		to provide access to basic services thereby ensuring social and economic benefit		eradicated	past 5 years. 4666 HH don't have access to roads within 500m	30km of existing roads rehabilitated. All HH to have road access within 500m	backlog eradicated	backlog eradicated	backlog eradicated	backlog eradicated	ted. 100% backlog eradicated	Budget	Manager: Civil O & M	plan, plan and implement roads provision and rehabilitation projects.	to 30 June 2015
		to the community and businesses.	To develop proper pedestrian walkways to reduce vehicle/pedestrian conflict thereby improving pedestrian safety on municipal roads	Number of kilometers of pedestrian walkways established	4,5km over the past 5 years	20 km over the next 5 years	4 km	4km	4km	4km	4km	Capital Budget	HOD Technical Services & Assistant Manager: Civil O & M	plan and implement new pedestrian sidewalks projects	1 July 2012 to 30 June 2015
			To repair and maintain existing road infrastructure in rural and urban areas through good asset	Proper road repair and maintenance programmes developed and implemented	Monthly Rural roads and urban roads repair and maintenance programme	60 programme for the 5 year period prepared and implemented and reported	12 Programmes prepared and implemented and reported upon to council	12 Programmes prepared and implemented and reported upon to council	12 Programmes prepared and implemented and reported upon to council	12 Programmes prepared and implemented and reported upon to council	12 Programmes prepared and implemented and reported upon to council	Operational & Capital Budget	HOD Technical Services & Assistant Manager: Civil O & M	Prepare monthly programmes to repair and maintain rural gravel roads and urban surfaced	1 July 2012 to 30 June 2020

			managemen t practices	nted	mes develope d and impleme nted	upon at council structure s	structures	structures	structures	structures	s			roads (pot hole repairs, etc) and implement	15
			To repair and maintain existing and provide new storm- water systems in rural and urban areas through good asset managemen t practices	Prepare and impleme nt proper storm- water manage ment plan for targeted areas.	Storm- water master plan prepared and adopted for Sundum bili Townshi p	Storm- water master- plan prepared for other areas and adopted	Storm- water master- plan under implement ation	Storm- water master- plan under implement ation	Storm- water master- plan under implement ation	Storm- water master- plan under impleme ntation	Operat ional & Capita l Budge t	HOD Technical Services & Assistant Manager: Civil O & M	Prepare and implement storm- water master- plan for areas prone to flooding	1 Jul 20 12 to 30 Ju ne 20 15	
			in order to mitigate against flooding disasters	Proper storm- water repair and maintena nce program mes develope d and impleme nted	Monthly Storn- water repair and maintena nce program mes develope d and impleme nted	60 program me for the 5 year period prepared and impleme nted and reported upon at council structure s	12 Programm es p.a prepared and implement ed and reporter upon to council structures	12 Programm es p.a prepared and implement ed and reporter upon to council structures	12 Programm es p.a prepared and implement ed and reporter upon to council structures	12 Programm es p.a prepared and impleme nted and reporter upon to council structure s	Operat ional Budge t	HOD Technical Services & Assistant Manager: Civil O & M	Prepare monthly programm es to repair and maintain storm- water systems and implement	1 Jul 20 12 to 30 Ju ne 20 15	

Sustainable human settlements and improved quality of household life; Responsive, Accountable, Effective and Efficient Local Government System	Strategic Infrastructure	Provide access to basic services thereby ensuring social and economic benefit to the community and businesses	To implement the findings of the Integrated Waste Management Plan	Percentage backlogs of HH access to waste collection & Disposal Services eradicated	77% of HH don't have access to refuse collection and disposal	Extend to refuse collection and disposal service to all communities through innovative ways to include the community in the service provision	10%	20%	40%	60%	100%	Operational Budget	HOD Technical Services & waste management Superintendent	Extend the waste collection and disposal service to all communities using innovative cost effective ways that will also empower the community	1 July 2012 to 30 June 2015
				Waste management awareness campaigns held to educate the community on keeping the environment	0%	10 waste awareness campaigns to be held over the next 5 years	2 waste awareness campaigns held p.a.	2 waste awareness campaigns held p.a.	2 waste awareness campaigns held p.a.	2 waste awareness campaigns held p.a.	2 waste awareness campaigns held p.a.	Operational Budget	HOD Technical Services & waste management Superintendent	Prepare material and hold waste management awareness campaigns at community level	1 July 2012 to 30 June 2015



				clean											
Decent employment through inclusive economic growth System	Job creation		Create job opportunities through infrastructure development and maintenance	Number of job opportunities created	494 job opportunities created over the past 5 years	1200 job opportunities to be created over the next 5 years	200 job opportunities create p.a	200 job opportunities create p.a	250 job opportunities create p.a	250 job opportunities create p.a	300 job opportunities create p.a	Operational & Capital Budget	HOD Technical Services	Ensure maximum use of local labour on all new infrastructure projects and maintenance work	1 July 2012 to 30 June 2015

### 3.11.3. DEPARTMENT OF COMMUNITY SERVICES

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National Outcome 1:- Quality Basic Education

National Outcome 2: A long and Healthy Life for all South Africans

National Outcome 3: All people in South Africa are and feel safe

National Outcome 7: Vibrant, Equitable, Sustainable rural communities contributing towards food security

National Outcome 8: Sustainable Human Settlements and Improved quality of Household life

National Outcome 10: Protect and enhance our environmental assets and natural resources

National Outcome 9: Responsive, accountable, effective local government

National Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive, fair and inclusive citizenship

KZN Strategic Goals: - 3: Human and Community Development, Governance and policy

**NATIONAL KPAS: - SOCIAL AND ECONOMIC DEVELOPMENT**

Outcomes Desired e.g. Providing social services according to standards			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	Year 1	Year 2	Year 3	Year 4	Year 5	Costs / Budget	Winning Strategic Actions to Be taken By Key Stakeholders		
National Outcomes	KZN Strategic Goals	Mandeni Municipality Specific Outcomes Prioritized											Which stakeholders	What should they do and how?	By when should they perform that action?
COMMUNITY SERVICES															
SOCIAL SERVICES															
Quality Basic Education	Human and Community Development	To ensure that all social issues are attended	To establish and coordinate the ECD sites	Number of sites formalized	36 sites	75 sites formalized	15	30	45	60	75	MI G	Dep. Of Social Development. Dept. of EducationMandeni Municipality		2012-17
A long and healthy life for all south Africans		To ensure that all social issues are attended	To facilitate effective implementation of pauper burial policy	Approved pauper /indigent burial policy	Draft policy	Approved policy	Workshop and approval of the policy	implementation							
			To facilitate the provision and	Number of halls built and	3 community halls	10 community	Rehabilitate	4	6	8	10	MI G		Prepare business plans to	



			rehabilitation of community halls	maintained (threshold)		y halls	2 halls							sector departments	
			To facilitate the establishment of regional cemetery	Approved cemetery	No regional cemetery	1 regional cemetery	To get cemetery land/ investment	Procurement of land/ development				MIG			
			To facilitate the provision of regional park and recreational equipment	1 regional park	No regional park	1 regional park	Establishment of regional park / equipment	-	-	-	-				
			To facilitate the establishment of the swimming pool	Number of swimming pool established	Nil	1 Olympic size swimming pool	Investigations	Establishment of swimming pool							
			To facilitate the establishment of luncheon club/ recreation	Number of luncheons and recreation centre	Nil	Negotiations	Feasibility studies	Secure funding	Tendering processes	Establishment of luncheon / recreation	MIG/DSD				

			center							centr e					
To protect and enhance our environmental assets and national resources	Responses to climate change	To raise awareness on Environmental issues	To coordinate and facilitate greening programs	Number of trees planted	500	2500	500	1000	1500	2000	2500	DA ER/ Mu nici pali ty			
			To raise awareness on animal care	Number of awareness campaign	1	10	2	4	6	8	10	DA ER/ Mu nici pali ty			
			To develop a Maintenance plan for all social facilities	Approved maintenance plan	No maintenance plan	1 approved plan	imple mentat ion	imple mentat ion	imple mentat ion	imple mentat ion	imple mentat ion	Soc ial serv .			

#### SPECIAL PROGRAMS

Responsive, accountable, effective and efficient local Government systems	Human and Community Development	To ensure the effective implementation of special programs within the municipal area	To coordinate special programs :- Women	Number of programs targeting women	1	10	2	4	6	8	10				
			To coordinate special programs :Men sector	Number of programs targeting men	1	10	2	4	6	8	10				
			To coordinate special programs :	Number of programs targeting	-	Clear database and 10	Establi shmen t of	4	6	8	10				

			Orphans and Vulnerable Children	OVC		programs	database and 2 programs								
			To coordinate special programs :- People with Disabilities	Number of programs	1	Updated data base and 10 programs	2	4	6	8	10				
			To coordinate special programs :- Widowed and senior citizens	Number of programs	3	15 programs	3	6	9	12	15				

#### LIBRARY SERVICES

Quality Basic Education	Human and Community Development	To ensure the delivery of library services by assessing library service needs and facilitate provision of library services through the Municipality according to standards	To provide material and resources that support quality of education	Number of relevant library material needed by community	Computers and textbooks available	50% of Community access to Library services	10%	20%	30%	40%	50%		Chief Librarian		
			To provide library services in rural areas	Mobile library accessible to rural areas	No library in rural areas	2 mobile library units for the Mandeni Municipality  And 1 library in	-	-	1 library	1 mobile library	2 mobile library	To source funding	Department of arts and culture.  Provincial Library services director	Facilitate, coordinate the provision of Mobile library services	2012-17



						Ndulinde							te. Manager Communi ty Services		
			To facilitate the provision of main library and arts centre	Number of branch libraries	2	1 main library with arts centre	Feasibility studies	Feasibility studies	Establishment of main library						
			To promote use of library services amongst the community	% increase of library users	2.8% membership	6 % membership	3%	3.5 %	4%	5%	6%	n/a	Librarians	Coordinate awareness campaigns in schools	2012-17
			To facilitate the provision of museum	Number of museums	nil	1 museum	Negotiations	Feasibility studies	Secure funding	Tendering processes	Construction of museum	MI G/DA C			
			To facilitate outreach programs to the local Schools	Number of outreach programs	4 outreach programs	40	8	16	24	32	40	NIL			

			To facilitate the provision of resource centre	Number of resource center	Nil	I resource center	Feasibility studies	Establi shment of reso urc e cent re	-	-	-				
			To coordinate the provision of schools	Number of existing schools	????????	Resuscitate Education Forum and provision of 2 schools (high and primary schools)	Meeting / need analysis	-	-	1 primary school	1 high school	DO E/ Mu n			
Community development															
A long and healthy life for all south Africans	Human and Community Development	To coordinate, promote healthy lifestyle of Mandeni Municipality Residence	To facilitate and organize sporting events	Number of sporting events	4	25	5	10	15	20	25				
			To facilitate the development of sporting codes at a ward level	Number of sporting codes	14 codes	5	1	2	3	4	5				

			To facilitate the provision of sports facilities	Number of sports facilities constructed/ upgraded	3 sports facilities	17 sports facilities	4	6	9	13	17			Prepare business plans to sector departments	
			To facilitate the provision of cricket pitch / tennis court	Number of cricket pitch / tennis court	nil	1 cricket pitch	Construction of cricket pitch	-	-	Construction of tennis court	-				
An efficient, effective and development oriented public services and an empowered . Fair and inclusive citizenship	Human and Community Development	To promote, enhance cultural diversity	To coordinate and facilitate cultural activities	Number of cultural activities	1	10	2	4	6	8	10				
Health services															
A long and healthy life for all south Africans	Human and Community Development	To enhance quality of life for the citizen of Mandeni Municipality	To facilitate provision of health facilities	Number of health facilities / mobile points	8 facilities and 16 mobile points	2 new facilities and 3 mobile points	Investigation	1 mobile point	2 mobile point	1 facility	2 facilities				



	ment		To Communicate health issues within the IDP	Number of LAC and DAC meetings/ reports	4 meetings/ reports	20	4	8	12	16	20	Revenue	All sector departments /Municipality		
			To ensure the dissemination of HIV AIDS information through awareness campaigns	Number of awareness campaigns	4 awareness campaigns	20 awareness campaigns	4	8	12	16	20		All sector departments / Municipality		
			To Monitor the number of people that benefit from the outreach programs	Number of people benefitted from the program	2000	10 000	2000	400 0	600 0	800 0	10000	Revenue			

#### YOUTH COMPONENT

An efficient, effective n development oriented public services and an empowered . Fair and inclusive citizenship	Human and Community Development	To promote enhance youth skills development	To coordinate career guidance, youth in service, life skills development and business compliance workshop	Number of youth programs	4	20	4	8	12	16	20	Revenue			
			To facilitate outreach programs to	Number of outreach programs	4 outreach programs	40	8	16	24	32	40	NIL			

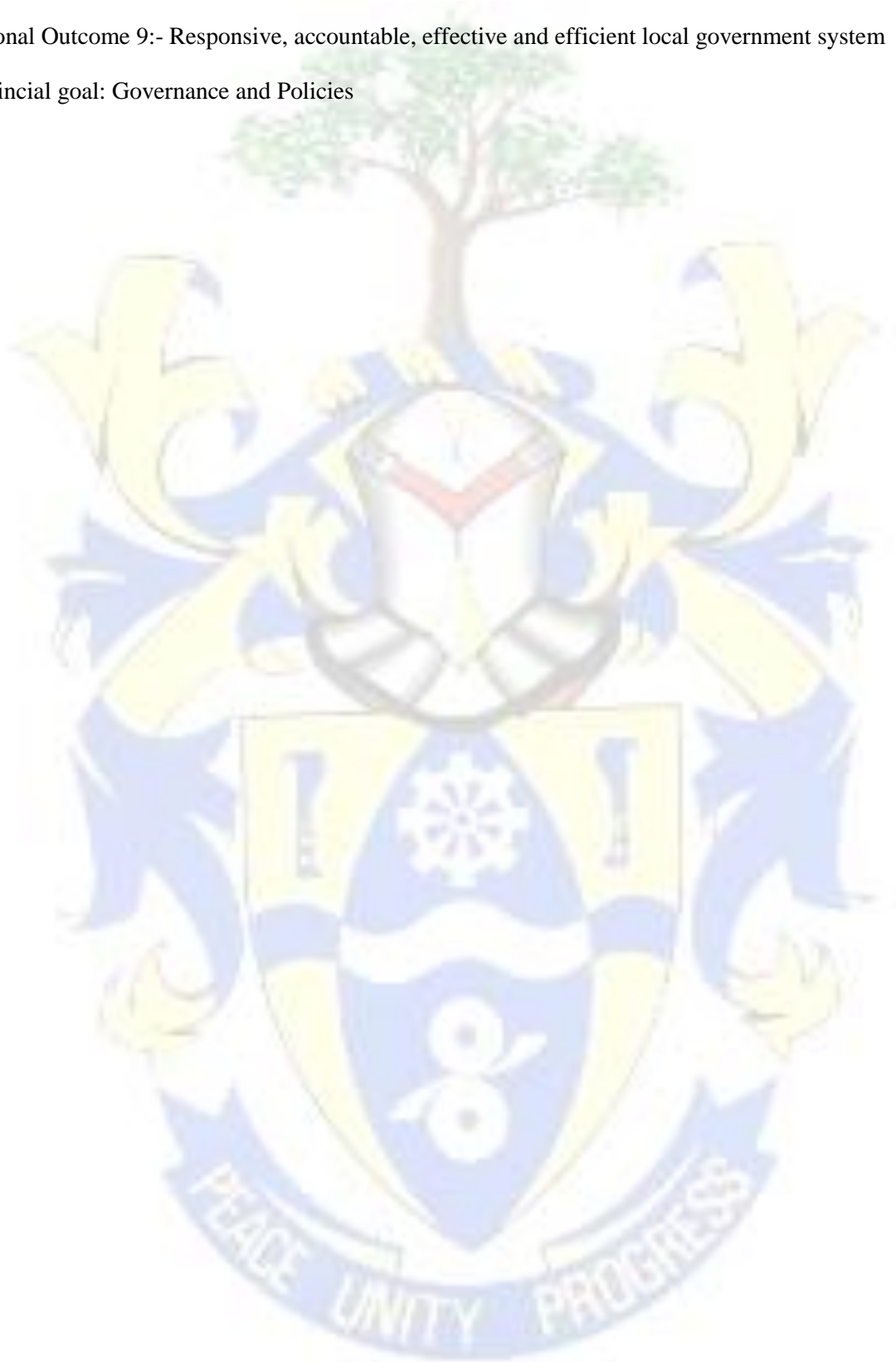
			local Schools	programs											
			Coordination of Youth Summit	Number of youth summits	1 summit	5	1	2	3	4	5				
Safety and Security															

## 3.11.2. Department of Finance

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National Outcome 9:- Responsive, accountable, effective and efficient local government system

Provincial goal: Governance and Policies





Outcomes Desired e.g. Housing for all residents etc			Strategic Objectives for 5 years	KPIs for each Strategic Objective	Baseline Year Measure (where are we this year)	5 Year Planning Target	2012/13	2013/14	2014/15	2015/16	2016/17	Costs / Budget	Winning Strategic Actions to Be taken By Key Stakeholders		
National Outcomes	KZN Strategic Goals	Mandeni Municipal Specific Outcomes Prioritized											Which stakeholders	What should they do and how?	By when should they perform that action?
Responsible accountable, effective and efficient local government system	Governance and Policy	To enhance revenue ensure financial viability and sustainability for the Municipality	To implement a revenue enhancement strategy	% of revenue collected	50%	75%	55%	60%	65%	70%	75%	N/a	Sub committee FPC	Monitor the implementation of the strategy	2012-2017
			To implement Mandeni Municipality evaluation roll	New Valuation roll	2008 Valuation roll	Annual 100% dates	100% updated	100% updated	100% updated	100% updated	100% updated	1.2 mil	CFO Manager Income.	Ensuring the implementation of the Valuation roll by reconciling it to billing system	Annually 2012-2017
			To ensure compliance with SCM Policy and regulations	0% irregular expenditure against total actual expenditure	6.25% Irregular expenditure	0% irregular expenditure	0% irregular expenditure	0% irregular expenditure	0% irregular expenditure	0% irregular expenditure	0% irregular expenditure	N/A	CFO	Submit report to Council	Annually 2012-2017
			Approval of indigent register	To update and approve indigent register for implementation	Adopted register	Annual approved register	Annual approved register	Annual approved register	Annual approved register	Annual approved register	Annual approved register	N/A	CFO	Submit register to Council	Annually 2012-2017

			To ensure effective management of budgeting process (realistic and credible)	Approval of budget by 31 May annually	Approved budget	Annual approved budget	Annual approved budget	Annual approved budget	Annual approved budget	Annual approved budget	Annual approved budget	N/A	CFO	Submit budget to Council	By 31 May annually 2012-2017
		To ensure effective management of Municipal Financial resources	To submit Financial statements to auditor General by 31 August each year	Receipt acknowledgment from Auditor General	Submission by 31 August	Annual submission of AFS by 31 August	Annual submission of AFS by 31 August	Annual submission of AFS by 31 August	Annual submission of AFS by 31 August	Annual submission of AFS by 31 August	Annual submission of AFS by 31 August	N/A	CFO	Annual submission of AFS	By 31 August annually 2012-2017
			To achieve a clean audit opinion	Unqualified Audit Opinion	Unqualified Audit Opinion with other matters	Clean Audit	Unqualified Audit Opinion with other matters	Clean Audit	Clean Audit	Clean Audit	Clean Audit	N/A	CFO	Resolve all issues raised	By 30 June all issues are resolved
			To ensure that performance and midyear assessments report is approved	Resolution for approval	Approved report	Annual approval of report by 31 January	Annual approval of report by 31 January	Annual approval of report by 31 January	Annual approval of report by 31 January	Annual approval of report by 31 January	Annual approval of report by 31 January	N/A	CFO	Submit report to Council	Annually 2012-2017

			To ensure implementation of risk Management Plan	Audit Committee adopt the risk management plan annually	Adopted plan in place	Annual review of the Risk management plan	Annual adoption of plan	Annual adoption of plan	Annual adoption of plan	Annual adoption of plan	Annual adoption of plan	N/A	CFO	Submit the report to Audit committee	Annually 2012-2017
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# Chapter 4: Spatial Development Framework

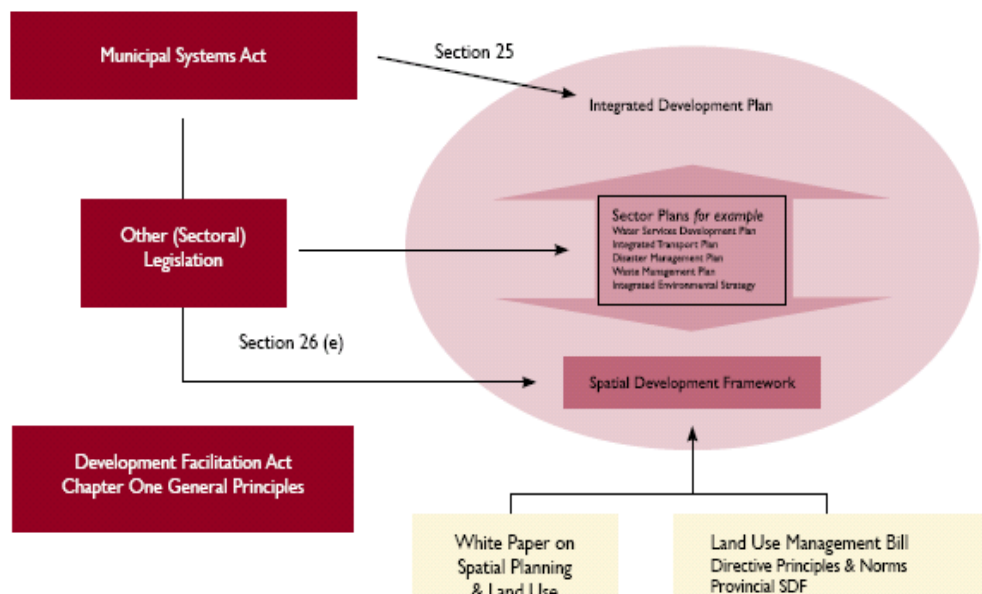
## 4. Legislative Framework

For the purposes of the Mandeni Municipality SDF, the key legislative and policy elements of this new approach to spatial planning are derived from: -

- The Constitution
- The Municipal Systems Act (Act 32 of 2000);
- The Development Facilitation Act (Act 67 of 1995) (DFA);
- Land Use Management Bill, 2003;
- National Transport Transition Act, 2000
- Housing Act 107, 1997;
- White Paper on Disaster Management Act 107, 1998;
- National Heritage Resource Act, 1999
- Biodiversity Act, 2004
- The White Paper on Wise Land Use: Spatial Planning and Land Use Management (March 2001);

The above laws and policy documents provide the foundations for establishing the parameters of a SDF. As such, these are the principle informants on matters of policy for the MLM and, in the case of the enacted laws, the Municipality is legally obliged to apply their provisions when engaging in spatial planning and land use management.

In addition, the SDF is materially informed by the outcomes of completed and ongoing Sector Planning processes within the MLM and the iLembe District Municipality (IDM). The diagram below illustrates conceptually the relationships between the SDF, its various policy and legislative foundations, and the IDP (including its sectoral components – or Sector Plans): -



**Figure: The Legal and Policy Context of the SDF**

### 4.1. Alignment with National and provincial policies and district

Alignment of government policies and plans is crucial in strategic planning. Therefore the relevant binding and non-binding national and provincial legislations including policies, programmes and strategies need to be considered in the municipal development planning process and interventions. Also included are resolutions from key stakeholders engagements conducted in the recent past as these should also inform our analysis and proposed interventions.

#### 4.1.1. Accelerated and Shared Growth Initiative (ASGI-SA)

- Formulate medium-term educational interventions to raise the level of skills in areas needed by the economy as immediate measures to acquire the skills needed for the implementation of AsgiSA projects.
- Ensure skills transfer to new graduates by deployment experienced professionals and managers to local governments to improve project development, implementation and maintenance capabilities.
- Leverage the increased levels of public expenditure, especially investment expenditure, to promote small businesses and Broad-Based Black Economic Empowerment.
- Linking small businesses to opportunities deriving from the 2010 FIFA World Cup is another task for government.
- Focus on expanding and accelerating access to economic opportunities including skills development and finance for women.
- Leverage the Broad Based Black Economic Empowerment to support shared growth.
- Support efforts to establish new venture funds for small, medium and micro enterprises.

#### 4.1.2. Provincial Growth and Development Strategy (PGDS)

- Eradication of extreme poverty and hunger;
- Promotion of gender equality & empowerment of women;
- Reduction in child mortality;
- Improvement of maternal health;
- Combating HIV-AIDS, malaria and other diseases;
- Ensuring environmental sustainability;
- Developing a global partnership for development;
- Sustainable governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing comprehensive response to HIV-AIDS;
- Fighting poverty & protecting vulnerable groups in society.

#### 4.1.3. National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective (NSDP) guides government in implementing its programmes in order to achieve the objectives of Accelerated and Shared Growth-South Africa (ASGISA) of halving poverty and unemployment by 2014. The NSDP is built on four basic principles. These are:

**Principle 1:** Rapid economic growth that is sustained and inclusive as a prerequisite for the achievement of poverty alleviation

2

**Principle 2:** Government spending on fixed investment should be focused on localities of economic growth and / or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities

**Principle 3:** Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities

**Principle 4:** In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways to the global economy.

All of these principles have formed the basis for the Mandeni SDF Review and is adopted as guiding principles even within localised spatial development initiatives within the municipality.

#### 4.1.4. PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

**The PSEDS sets out to:** Focus where government directs its investment and development initiatives; capitalize on complementarities and facilitate consistent and focused decision making; bring about strategic coordination, interaction and alignment;

**The PSEDS recognises that:** Social & economic development is never uniformly distributed; apartheid created an unnatural distortion of development and this distortion must be addressed.

The PSEDS has been developed in order to achieve the objectives of ASGISA within the framework of the NSDP and the PGDS.

The SDF should provide for the local interpretation and spatial coordination of development initiatives emanating from the national and provincial policies.

It should also align with the spatial plans for iLembe District and the neighbouring districts and local municipalities (KwaDukuza, Umlalazi and Ndwedwe). This should take the form of harmonious and continuous development. Joint development programs and structured engagement should be encouraged.

The SDF should focus on strengthening the rural urban linkages and eliminate bias towards urban areas. This includes the manner in which Mandeni area relates functionally to urban centres such as Durban.

#### 4.1.5. ILEMBE DISTRICT MUNICIPALITY

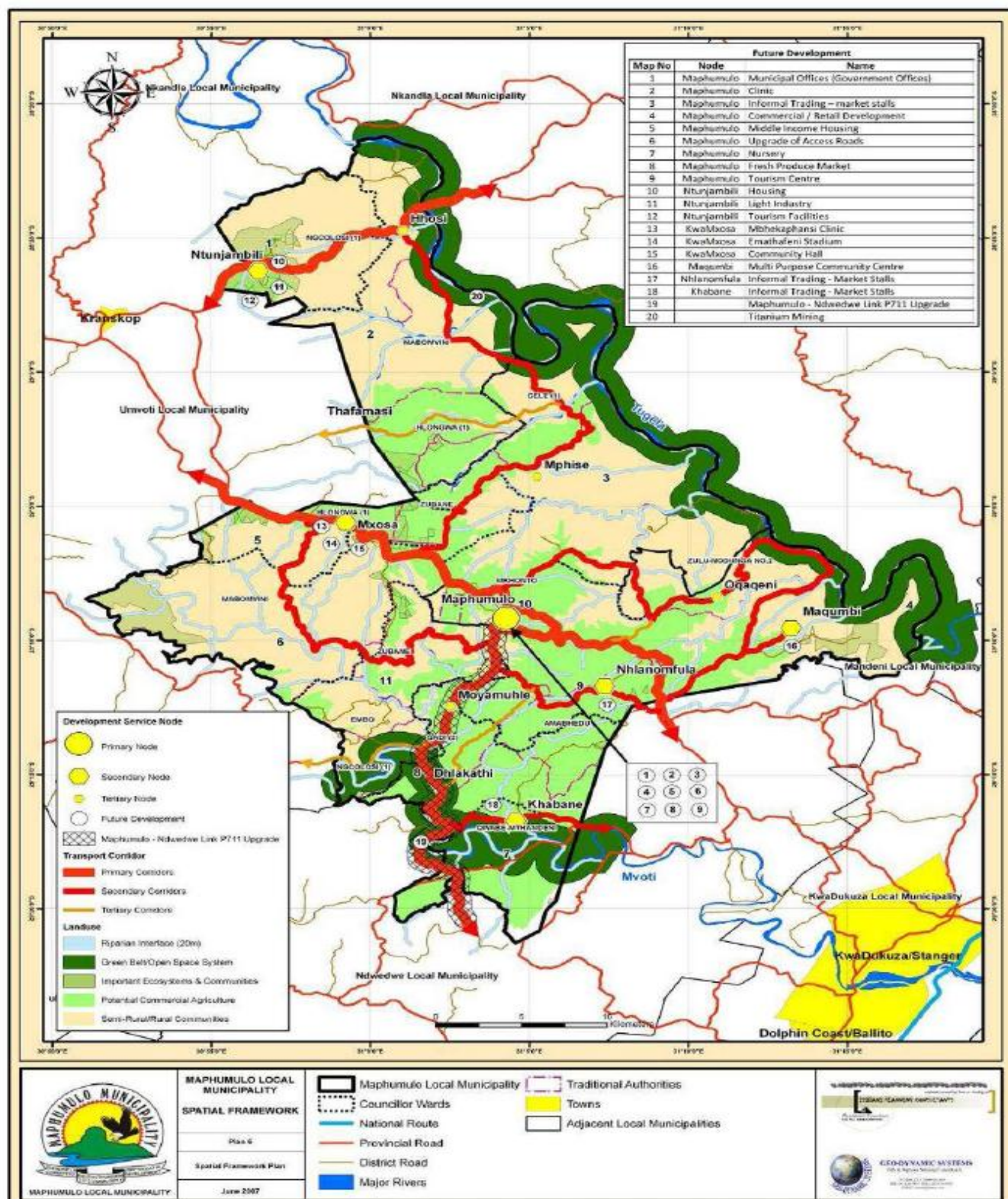
The iLembe SDF affects the Mandeni Municipality and the compilation of the iLembe SDF was informed by the first Municipal wide SDF compiled for Mandeni in 2005. The detailed SDF being compiled will reinforce the district wide SDF as far as locally relevant physically possible. However, as the actual implementing agent of spatial restructuring, the local SDF will again inform the district SDF in the case of any differences.

Alignment with surrounding Local Municipalities

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

- Maphumulo Municipality
- Kwadukuza Municipality
- Umlalazi Municipality





Map 15 Maphumulo Local Municipality SDF Map

#### 4.1.6. Maphumulo Municipality

This municipality is located to the west of the Mandeni Municipality and indicates that the R74 route as primary corridor. The Mandeni and Kwadukuza SDFs have indicated the same. Furthermore, as can be seen from the Maphumulo SDF map below, the northern areas of that municipality is also indicated as prime agricultural and the Tugela conservation area and this is also in alignment with the Mandeni SDF.

#### 4.1.7. Kwadukuza Municipality

The Kwadukuza municipality is located to the south of the Mandeni Municipality and indicates that the N2 and R102 as primary and secondary corridors. This corresponds to the Mandeni SDF and a further detailed investigation into the development of that corridor has already been undertaken by the iLembe District Municipality. Furthermore, the Kwadukuza SDF map (as indicated below) 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.

### 4.2. Spatial Development objectives

It is the intention of this SDF Review to address the following objectives in the formulation and implementation of the municipal SDF:

- Be broadly aligned with the NSDP
- Provide a spatial interpretation of the PSEDS to guide Future Land Use & Development
- Set a policy for the overall Spatial Distribution of Development which will:-
  - Indicate desired or undesired utilisation of space in a particular area
  - Identify areas where strategic intervention is required
  - Indicate priority areas where public sector intervention is required
- Respond to Spatial Implications & Synergies arising from other Development Strategies & Policies and ensure Co-ordination
- Provide Framework for Planning for District & Local Municipalities to Co-ordinate & Facilitate their Planning Initiatives & Service Delivery Programmes
- Address Environmental Considerations in Development Planning

Development Sector	Objectives
<b>SPATIAL DEVELOPMENT</b>	<ul style="list-style-type: none"><li>• To promote a compact urban structure through urban infill and densification within the primary node of Sundumbili/ Mandeni.</li><li>• To create a logical hierarchy of settlements to support effective service delivery aligned with intervention zones and defines level of services.</li></ul>
<b>HOUSING</b>	<ul style="list-style-type: none"><li>• To pro-actively identify sufficient land for future housing development.</li><li>• To quantify housing backlogs and future needs</li><li>• To locate new housing development within a rational spatial structure around activity points, rural settlement clusters and within specific intervention zones.</li></ul>
<b>ENVIRONMENT</b>	<ul style="list-style-type: none"><li>• To protect ecologically sensitive natural areas</li><li>• To establish a municipal wide open space system, comprising ridges, mountains, rivers and dams.</li><li>• To respect the flood lines and riverine areas of the major rivers and dams.</li><li>• To respect the conservation guidelines for Nature Reserves such as the Amatikulu Nature Reserve.</li></ul>



<b>TRANSPORT</b>	<ul style="list-style-type: none"> <li>• To focus urban development along major public transportation routes to establish transport corridors in line with development corridors.</li> <li>• To establish public transport access points (drop-off/ collection points) located at Rural Service Delivery Centres and Activity Points.</li> </ul>
<b>SERVICE INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• To locate urban development, specifically housing development, within reach of bulk municipal services.</li> <li>• To spatially inform the future planning and delivery of bulk municipal services.</li> </ul>
<b>COMMUNITY FACILITIES</b>	<ul style="list-style-type: none"> <li>• To ensure that any future settlement development include the full range of community facilities to ensure viable and sustainable living environments.</li> <li>• To ensure that community facilities are clustered with business facilities in service delivery centres.</li> <li>• To ensure that service delivery centres are located in such a way that ensures equitable access for all communities.</li> <li>• To provide social facilities according to accepted planning and development standards and guidelines.</li> </ul>

### 4.3. SPATIAL DEVELOPMENT STRATEGIES

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

#### Strategy 1: Urban integration

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

#### Strategy 2: Bulk infrastructure development

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

2

#### Strategy 3: Equitable access to social services



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

#### **Strategy 4: Land use and transportation integration**

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

#### **Strategy 5: Protection of agriculture and open space**

A way to integrate urban areas is to deliberately protect high-potential agricultural areas and ecologically sensitive natural open spaces. By rigorously protecting such areas, urban areas are prohibited to sprawl freely and are therefore forced into denser urban agglomerations. Therefore, such an approach not only protects agriculture and the environment, but also helps create a more rational, cost-effective and manageable urban structure.

### **4.4. MOVEMENT CORRIDORS**

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

#### **4.4.1. Regional Development Corridor**

##### **Identification of the Corridor**

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

*Public interventions envisaged in this area relate to:*

Constant Inter Governmental communication and co-ordination relating to the development of the provincial primary corridor and its impacts on the Mandeni Area. Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

#### **4.4.2. ACTIVITY CORRIDOR**

##### **Identification of the Corridor**

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

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

##### **Management Strategies and Public Interventions**

Public interventions envisaged in this area relate to: The upgrading of the roads along the corridor. Currently the P415 from the N2 to the east coast is gravel it is therefore of a strategic importance that this road is upgraded to black top as means to support the development aspiration as set out in the Siyaya Coastal Development Framework Plan. Developing a localised Corridor Development Strategy (including both the regional corridor and activity corridor) which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment. Ensure multimodal transport integration occur along this route at key points.

#### **4.4.3. Link Roads**

##### **Identification of the Link Roads**

The following routes have been identified as important link roads to ensure secondary access to both the Regional Development Corridor and the Activity Corridor:

The P709 as link road crossing over N2 linking the Amatikulu Nature Reserve through the Wangu Activity Point, via Nyoni with the Isithebe Industrial Node east-west, linking the coast with the hinterland. This is the road has high economic potential and is vital for the expansion of the Industrial area and development along the coast. Currently this road is gravel again strategic intervention to upgrade the road into black top surface is of high importance.

The P532 provide another important link between the Mandeni area directly towards Nyoni. If upgraded it could primarily provide an alternative access route to both isiThebe and Nyoni and in so-doing alleviate some of the freight traffic along the activity corridor. This link road will in future further provide alternative access to the planned urban infill areas and serve as the boundary between urban development and the future agricultural land area.

The P710 route connecting the Urban Complex of Mandeni with other regional inland areas outside of the Mandeni municipality is important not only to serve households from those areas by providing access to services and opportunities within the complex, but also vital for the economic growth of the complex itself. Economic studies conducted during the Sundumbili Urban Regeneration study found that that the complex serve a major regional commercial centre and that economic thresholds to the centre is to a large degree made up of households outside of the Mandeni municipality.

## Management Strategies and Public Interventions

Public interventions envisaged in this area relate to: The upgrading to black top surfaces of all the link roads to perform the distribution function intended. As these roads are provincial roads, this will imply that the municipality engage with the Department of Transport in order to co-ordinate the upgrading of these routes.

### 4.4.4. Nodal Development

#### Identification of the Node

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

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

#### Management Strategies and Public Interventions

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

### 4.4.5. Industrial Node

#### IDENTIFICATION OF THE NODE

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

#### Management Strategies and Public Interventions

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



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

#### **4.4.6. Rural Service Centres**

##### **Identification of the Centres**

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

Public interventions envisaged in this area relate to: Provision of constant, uninterrupted services to these centres as they in turn provide a vital service to surrounding rural communities. Promoting the clustering of higher level social services from various departments within these centres. Establishing key intermodal transport points within these centres as part of the integration into the Activity Corridor.

Maintain hierarchy of nodes between these centres and the primary node.

##### **Activity Points Identification of the Points**

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

##### **Management Strategies and Public Interventions**

Public interventions envisaged in this area relate to: Promoting the delivery of primary social services at these points. Ensuring that the access intersections associated with these points are upgraded and maintained. Providing for public transport facilities at these points. Supporting small business development at these nodes as first economic entry for many entrepreneurs.

# Chapter 5 Sector alignment

## 5. Sector involvement

The MTEF of the following Departments were presented during various iLembe Intergovernmental Sector Alignment meetings have been incorporated within the iLembe District Municipality Capital Investment Framework (CIF) attached at Annexure A.

### 5.1.1. DEPARTMENT OF HEALTH

Name of Project	MUNICIPALITY	WARD NO.	STATUS OF PROJECT	MTEF 3 YEAR		
				2012/13	2013/14	2014/15
<b>Sundumbili CHC</b> Maintenance and Repair of the CHC, R 5,900,000.00 was allocated for 2012/2013 and the projected construction start date was 31 July 2012. The project has been implemented by Department of Public Works as instruction from DOH Head Office	MANDENI	15	Tender	2011/12		
<b>Isithebe Clinic:</b> Construction of Nurses Home , R 21 000 00.00		10	Tender	x		
<b>Ndulinde Clinic:</b> Repairs and Renovations to the clinic R 3,600,000.00		6	Construction	2011/12		
<b>Macambini Clinic :</b> Repairs and renovations approximate cost R 4 000 000.00		2	Construction	2011/12		

Table 31 MTEF Department of Health

### 5.1.2. Department of Human Settlement

Name of Project	MUNICIPALITY	WARD NO.	CURRENT STATUS OF PROJECT	MTEF 3 YEAR		
				2012/13	2013/14	2014/15
Masomonce (500 sites)	MANDENI	10	House Construction	10 000 000	3 250 000	1 625 000
Sikhonyane (1000 sites)		6; 11	House Construction	10 000 000	9 300 000	6 000 000
Inyoni (2741 sites)		10	Services Construction	18 000 000	12 500 000	20 743 750
Macambini Ext 2 (2000 sites)		1;2;8	Planning	3 000 000	7 000 000	12 600 000
KwaMathonsi/Sundumbili Phase 2 (1000 sites)		12	Pre-planning	7 560 000	7 560 000	12 600 000
Manda Farm (2000 sites)		7	Pre-planning	765 240	3 995 000	15 750 000
Isithebe (3193 sites)		11; 16	Pre-planning	2 000 000	6 200 000	9 300 000
Masomonce Phase 2 (1000 sites)		10	Conceptual planning	0	854 822	6 300 000
Thorny park (1700)		4	Conceptual planning	0	488 470	5 992 500
KwaMathonsi Rural Phase 2 (500 sites)		5	Conceptual planning	488 470	6 200 000	6 200 000
Sikhonyane Phase 2 (1000 sites)		6; 11	Conceptual planning	0.00	0.00	488 470
Sundumbili middle income (Itala sites) (300 sites)		14	Conceptual planning	0.00	327 900	327 900

: MTEF Department of Human Settlement: Mandeni LM

### 5.1.3. Department of Transport

Name of Project	MUNICIPALITY	WARD NO.	STATUS OF PROJECT	MTEF 3 YEAR		
				2012/13	2013/14	2014/15
Icebolethu	Mandeni	5	Tender	110,000.00	117,000.00	125,000.00
<b>FENCING</b>						
Sankontshe		13	Tender	450,000.00	457,000.00	488,000.00
<b>INFRASTRUCTURE</b>						
Sankontshe		13	Tender	300,000.00	320,000.00	342,000.00
<b>MECHANIZATION</b>						
Mechanization Ploughing 100ha		1 to 17		90,000.00	96,000.00	103,000.00
Mechanization Liming 110ha		1,6,7,8	Tender	185,000.00	200,000.00	215,000.00



Mechanization - seeds & seedlings		1 to 17	Tender	140,000.00	150,000.00	160,000.00
Mechanization - Fertilizer		1 to 17	Tender	300,000.00	320,000.00	342,000.00
Mechanization - Agro chemicals		1 to 17	Tender	40,000.00	43,000.00	46,000.00

#### MTEF Department of Transport

#### 5.1.4. Department of Education

Name of Project	MUNICIPALITY	WARD NO.	STATUS OF PROJECT	MTEF 3 YEAR		
				2012/13	2013/14	2014/15
Madlanga Js	MANDENI	2	Design	R 3,867,600		
Mathubeszwe H		9	Design	R 8,487,600		
Nkwenkwezi S		6	Design	R 8,646,000		
St Christopher P		1	Design	R 10,344,840		
Mgandeni H		5	Design	R 8,236,800		
Mangete P		3	Design	R 7,803,840		
Ubuhlebesundumbili P		14	Design	R 13,366,320		
Nkomidli P		6	Design	R 4,612,080		
Macambini P		9	Design	R 7,253,400		
Ifaletu P		3	Design	R 6,992,040		
Lambothi P		8	Design	R 7,361,640		
Enembe P		5	Design	R 4,560,600		
Thekelimfundo P		1	Design	R 5,068,800		
Eziqungeni P		1	Design	R 2,131,800		
Mpiyakubo P			Design	R 3,384,480		
Khululekani P		9	Design	R 7,791,960		
Kwavusumuzi H		16	Design	R 12,800,040		
Mbuyiselo H		11	Design	R 8,215,680		
Ingulule P		8	Design	R 4,770,480		
Impoqabulungu S		7	Design	R 9,738,960		
Sithebe P		16	Design	R 11,903,760		

#### MTEF Department of Education

#### 2 5.1.5. Department of Economic Development

Name of Project	MUNICIPALITY	WARD NO.	STATUS OF PROJECT	MTEF 3 YEAR
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				2012/13	2013/14	2014/15
Nyoni Craft Centre	MANDENI		Implementation Rehabilitation of the Nyoni Craft Centre that was destroyed by a fire in 2009. Procurement of contractors underway. Project to be completed by June 2012.			
Mandeni Informal Traders Stalls			Implementation The construction of informal traders stalls within the Sundumbili Clinic Node – which forms part of the overall redevelopment and regeneration of the Mandeni CBD area. Contractual agreements between DEDT and Mandeni LM being finalized.	R1,516,200		

**: MTEF DEPARTMENT OF ECONOMIC DEVELOPMENT**

**5.1.6. DEPARTMENT SOCIAL DEVELOPMENT & SASA**

**SOCIAL GRANT STATISTICS FOR ILEMBE CLUSTER AS AT 01 OCTOBER 2011 IS AS FOLLOWS:**

NAME OF LOCAL OFFICE	OLD AGE	DISABILITY	W/V	FC G	CD G	COMBINED	GI A	CS G	TOTAL NUMBER OF BENEFICIARIES	(C) FC G	(C) CD G	(C) CS G	TOTAL NUMBER CHILDREN IN THE SYSTEM
MANDENI	5870	6870	0	857	545		184	20820		1263	559	34527	36349

# Chapter 6: Financial Management

## 6. OVERVIEW

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

### 6.1. ACHIEVEMENTS AND DEVELOPMENTS

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

### 6.2. CHALLENGES

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

### 6.3. OBJECTIVES

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

Financial viability issues include:

Debt management; Revenue enhancement; Financial reporting; Creditors management; Indigent support; Cash flow management and Conditional grant.	Good governance issues include: Auditor general's report; Supply chain management; Committees; Performance management and Compliance
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## **6.4. KEY FINANCIAL POLICIES**

### **ASSET MANAGEMENT POLICY**

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

### **CREDIT CONTROL POLICY**

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

### **TARRIF POLICY**

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

### **DEBT COLLECTION STRATEGY**

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

### **INDIGENT POLICY**

An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy. Most Indigent households have been identified. The indigent policy is reviewed data list is reviewed on quarterly basis. The municipality submits all the required returns to National and Provincial treasury on a monthly and/or quarterly basis. The municipality reports to Council monthly.

### **INVESTMENT POLICY**

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

### **SUPPLY CHAIN MANAGEMENT POLICY**

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

### **PROPERTY RATES POLICY**

### **INSURANCE POLICY**

## **6.5. AUDIT COMMITTEE**

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

## 6.6. AUDITOR GENERAL'S REPORTS

The Audit report for 2010/2011 has been received and there are some issues which require to be addressed. The municipality has received an unqualified audit opinion, however ongoing concerns are continuously raised regarding the slow pace revenue collection especial outstanding debts.

### PROGRESS IN RESOLVING PROBLEMS IDENTIFIED IN THE 2010/2011 ANNUAL REPORT

AUDIT FINDING	PLAN OF ACTION	PROGRESS ON IMPLEMENTATION	RESPONSIBLE OFFICIAL
Para 9 As disclosed in note 44 to the financial statements, the municipality is a defendant in a claim relating to the cancellation of a service contract before its expiry date. The timing and outcome of the reimbursement cannot presently be determined and no provision for any liability that may result has been made in the financial statements	The matter relating to sparks motors is one that has been continuing for a number of years. The lawyer of the municipality is the process of taking this matter to court again and as such the matter is at the mercy of the South African judicial system. In order to fairly disclose the annual financial statements we, as Mandeni municipality, will continue to disclose this matter as a contingent liability until such a time arises that the outcome of the case is finalized	Ongoing	(Acting Municipal Manager)
Para 10 As disclosed in note 37 to the financial statements, the corresponding figures for the year ended 30 June 2010 have been restated as a result of errors discovered during 2010-11 in the financial statements of the Mandeni Municipality at, and for the year ended 30 June 2011.	All matters where Auditor General has recommended restatement of balances were corrected. Controls are now in place to ensure that these issues are not repeated.	Implemented	(Finance manager expenditure)
Para.11 As disclosed in note 40 to the financial statements, irregular expenditure amounting to R9,3 million was incurred, as a result of contracts awarded to suppliers which contravened Municipal Supply Chain Management Regulations (GNR 868 of 30 May 2005) (Municipal SCM Regulations).	The municipality has now advertised the position of the dedicated practitioner in a Supply chain management unit. While this post is filled the Assistant manager: expenditure developed a checklist as control measure to ensure completeness by all scm staff. The report is being prepared to report on all irregular expenditure to Council.	The report has been submitted to Council structures for condoning.	(Chief Financial Officer)
Para.12 As disclosed in note 4 to	The matter on non recovery of	Ongoing	Chief Financial

the financial statements, indigent debtors amounting to R9,9 million has been written off during the year. In addition, the impairment of doubtful debts has increased by R9,7 million, due to the non-recovery of rates and service debtors.	rates and service charges is currently being addressed by the adoption of the revenue enhancement strategy. The major problem however, is that there are a large amount of long outstanding debtors who cannot be located. Write offs will continue as the ultimate answer to this.	monitoring of the strategy	Officer
Para.19 Measures taken to improve performance were not provided in the annual performance report, as required in terms of section 46(1)(c) of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) (MSA). Para 22 For the selected objectives, 68% of the planned and reported targets were not time bound in specifying the time period or deadline for delivery.	In addressing this issue we have sought to employ a dedicated employee in monitoring performance at a management level. Furthermore the corporate services department responsible for performance information have sought to keep themselves updated with regards to performance training	Advertisement for the post is going out in January 2012.	Director: Corporate Services
Para.23 The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1)(a) of the MFMA. Material misstatements in grants, property plant and equipment, liabilities, expenditure, disclosures and employee benefits were identified by the auditors and subsequently corrected resulting in the financial statements receiving an unqualified opinion	We have sought to produce monthly annual Financial statements as required by the Auditor General and thus we can identify misallocations and other problems in a timeous manner. GRAP training will be sourced to improve capacity.	Integration of the ledger with Case ware software is being finalized.	Chief financial officer
Para.24 The performance audit committee or another committee functioning as the performance audit committee did not perform the following as required by Municipal Planning and Performance Management Regulation 14: Meet at least twice during the financial year Review the quarterly reports of the internal auditors on their audits of the performance measurements of the municipality Review the municipality's performance management system and make recommendations in this regard to the council of the municipality	The Audit committee has now appointed a member that has performance management experience. As a result of assuming the function of performance audit the committee has increased the number of meetings per annum.	Ongoing	Municipal Manager



Submit an auditor's report to the council regarding the performance management system at least twice during the financial year.			
Para.25 The internal auditors of the municipality did not audit the performance measurements on a continuous basis and did not submit quarterly reports on their audits to the accounting officer and the performance audit committee, as required by Municipal Planning and Performance Management Regulation 14.	The matter relating to the internal auditors not performing and submitting quarterly performance reports was due to the recruitment of new internal auditors in the 2010/2011 financial year. The requirement of quarterly reports has now been discussed and included in the 2011/2012 internal audit plan and audit scope.	Ongoing	(Finance manager expenditure)
Para.26 Goods services with a transaction value of between R10 000 and R200 000 were procured without obtaining written price quotations from at least three different prospective providers, as per the requirements of Municipal SCM Regulations 17(a) and (c).	We have also sought to hire suitably qualified individuals such as an supply chain practitioner to guide the scm process. Reasons are given where deviation shave occurred.	The report of all deviation to be reported to council structures.	Chief financial officer
Para.27 Quotations were accepted from prospective providers who are not on the list of accredited prospective providers and do not meet the listing requirements prescribed by the SCM policy in contravention of Municipal SCM Regulations 16(b) and 17(b).	The database of mandeni municipality is in the process of being reviewed. All suppliers will be checked to ensure that they comply with the requirements set out in the scm regulations. Reasons are given where deviation shave occurred.	The report of all deviation to be reported to council structures.	Chief financial officer
Para.28 Awards were made to providers whose tax matters had not been declared by the South African Revenue Services to be in order, as required by Municipal SCM Regulation 43.	All suppliers that are on the database or that provide quotes in excess of R15 000 will now be asked to submit valid tax certificates. This requirement has been set out in the scm checklist which requires completion prior to a purchase order being completed. Reasons are given where deviation shave occurred.	The report of all deviation to be reported to council structures.	Chief financial officer
Para.29 The accounting officer did not take reasonable steps to detect and prevent irregular expenditure, as required by section 62(1)(d) of the MFMA	We have put the following measures in place to ensure that this does not reoccur: 1. We have sought to hire suitably qualified scm staff and structure the scm unit to ensure that controls are in place to prevent deviation of scm regulations. 2. We have introduced an scm checklist which requires completion prior to each purchase order being approved.	The report of all deviation to be reported to council structures.	Chief financial officer

	3. We have sought to amend the scm database to ensure only valid suppliers are reflected. We shall perform reviews on a monthly basis to ensure that all purchases that have been made do follow the scm process and take matters deemed to be irregular to council for ratification		
Para.30 The municipality did not investigate and recover irregular expenditure from the liable person, as required by section 32(2) of the MFMA	As the use of the checklist continues, these matters of deviations are authorized by management for reasons given. Outstanding though as regulation is to properly report these matters to Council.	The report of all deviation to be reported to council structures.	Chief financial officer
Para.32 The accounting officer did not implement adequate systems and procedures to ensure compliance with Municipal SCM Regulations including the appointment of a dedicated SCM Manager.	This matter has been addressed with the scm practitioner post being advertised in January 2012.	Ongoing	Chief financial officer
Para.33 The municipal council did not develop a comprehensive action plan incorporating all 2009-10 external audit findings pertaining to irregular expenditure including measures taken to investigate and prevent such expenditure	The report format has now been agreed with Auditor General to be submitted to Council.	The report of all deviation to be reported to council structures.	Chief financial officer
Para.34 The chief financial officer has not produced credible reports to council by ensuring that reliable, accurate and complete monthly financial statements are prepared and reviewed.	We have sought to produce monthly annual Financial statements as required by the Auditor General GRAP training will be sourced to improve capacity.	Integration of the ledger with Case ware software is being finalized.	Chief financial officer
Para.35 The audit committee did not review the financial statements for reliability, completeness and accuracy before submission thereof to the auditors.	The services of the independent reviewer of Annual Financial statements will be sought as an assistance to audit committee since the GRAP has made the review so specialized.	Ongoing	Finance manager expenditure
Para.36 The performance audit committee did not provide assurance to council on the credibility of performance against predetermined objectives by evaluating and monitoring	The Audit committee has now appointed a member that has performance management experience. As a result of assuming the function of performance audit the	Ongoing	Municipal Manager

responses to risks and providing oversight over the performance information process.	committee has increased the number of meetings per annum.		
Para.37 Investigations are in progress relating to allegations of SCM irregularities against the municipal manager and allegations of fraud against officials in the traffic department.	No charges could be linked to the Municipal Manager. However the settlement was found to be the amicable solution. 80 % of all the cases against the traffic official are complete with the remaining to be finalized soon.	Ongoing	Director : Corporate Services

## 6.7. ANNUAL FINANCIAL STATEMENTS

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

## 6.8. FINANCIAL MANAGEMENT STRATEGIES

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

- Municipal Systems Act, 2000 (MSA);
- Municipal Finance Management Act, 2003 (MFMA);
- Communal Land Rights Act, 2004 (CLARA);
- Municipal Property Rates Act, 2004 (MPRA);
- Division of Revenue Act, 2010 (DORA); and
- National Treasury and MPRA Regulations

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

### 6.1.2 STRENGTHENING DEBT COLLECTION AND CREDIT CONTROL

One of the municipality's key projects for the 2012/13 financial year is the upgrade of the financial management system as well as strengthening its debt collection systems. This is to ensure that although the municipality lacks a broad revenue base, it is able to collect all the revenues due to it in the short to medium term.



### **6.1.3 MANAGING OPERATING COSTS**

As part of its institutional maturity and growth, the municipality is budgeting for the renovation of office building. Linked to it is implementation of the new organisational structure that is aimed at improving the delivery of services for the community. Both these developments will have financial implications for the municipality in the form of equipment, infrastructure, staff salaries, as well as the operating costs of the offices. The municipality intends to manage these costs carefully to manage the unintended consequences of growth and to ensure medium term financial viability. This includes prioritizing the filling of critical posts, re-skilling and training of existing staff, as well as the management of the municipal fleet and plant.

### **6.1.4 IMPLEMENTATION OF THE MUNICIPAL PROPERTY RATES ACT**

The implementation of the MPRA will assist the municipality towards the achievement of its revenue-collection objectives. As per the Regulations, the implementation of the Act will include the following steps:

- Determination of a date of valuation
- Appointment of a valuer of a municipality where none exists
- Development of a draft rates policy and its approval by Council
- Commencement of a general valuation
- Submission of certified valuation roll to the municipal manager
- Public notice for inspection of a valuation roll
- Tabling of draft budget before Council
- Approval by Council of by-laws (after advertising for comments and taking into account public comments received) to give effect to rates policy
- Implementation of a valuation roll and rates policy together with the budget of the municipality

## **6.2. OPERATING REVENUE AND EXPENDITURE FRAMEWORK**

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

KZN291 Mandeni - Supporting Table SAA Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand												
Sustainable Services	Electricity			6,518	8,771	11,378	13,164	13,164	13,164	14,351	15,202	16,038
Sustainable Services	Waste Management			4,524	4,676	4,376	6,541	6,541	6,541	6,874	7,291	7,750
Sustainable Services	Health			722	1,009	1,104	1,833	1,833	1,833	296	312	330
Sustainable Services	Community			135	85	138	778	778	778	806	1,203	1,267
Infrastructure	Roads & Stormwater			-	-	-	-	-	-	-	-	-
Infrastructure	Cemeteries			2	-	-	-	-	-	-	-	-
Infrastructure	Housing			-	24,208	9,848	-	-	-	-	-	-
Infrastructure	Public Amenities			-	-	-	-	-	-	-	-	-
Good Governance	Support Services			18,136	18,752	25,927	150	150	150	150	158	167
Good Governance	Integrated Planning			-	-	-	950	950	950	150	158	167
Good Governance	Financial Management			47,916	54,784	90,230	86,684	81,074	81,074	97,312	104,178	111,638
Good Governance	Human Resources			108	90	98	-	-	-	-	-	-
Good Governance	Executive and Council			2,593	14,867	2,040	2,045	2,045	2,045	4,141	4,684	5,987
Environmental Management	Land Management			-	-	-	-	-	-	-	-	-
Economic Development	Local Economic Development			1,321	-	-	-	-	-	-	-	-
Social Development	Culture & Sport			11	13	12	12	12	12	12	13	13
Social Development	Public Participation											
Safety & Security	Security											
Safety & Security	Disaster Management			2,341	2,155	1,639	1,392	892	892	344	363	384
Safety & Security	Road Safety											
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	84,328	129,410	146,790	113,550	107,440	107,440	124,436	133,561	143,743

TABLE: Operating Revenue and Expenditure Framework

A summary of the 2011/12 budget and draft 2012/2013 budget is as follows:

	Original Budget 2011/12	Draft Budget 2012/13
Operating Budget	105,991,254	108,353,496
Capital Budget	62,638,660	43,458,100
<b>Total Budget</b>	<b>168,629,914</b>	<b>151,811,596</b>

TABLE: Summary 2012/12 & 12/13 Budgets

Below is a summary of expenditure by Department in respect of the Operating Budget:



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

2012/13 Budget - Medium Term Revenue & Expenditure Framework (Revenue and Expenditure by Metropolitan Vote)										
Vote Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand										
<b>Revenue by Vote</b>	1									
Vote 1 - Executive and Council		2,593	14,867	2,040	2,045	2,045	2,045	4,141	4,684	5,987
Vote 2 - Budget and Terasury		47,916	54,784	90,230	86,684	81,074	81,074	97,312	104,178	111,638
Vote 3 - Corporate Services		108	90	98	-	-	-	-	-	-
Vote 4 - Community and Social Services		137	85	138	778	778	778	806	1,203	1,267
Vote 5 - Sport and Recreation		11	13	12	12	12	12	12	13	13
Vote 6 - Public Safety		2,341	2,155	1,639	1,392	892	892	344	363	384
Vote 7 - Housing		-	24,208	9,848	-	-	-	-	-	-
Vote 8 - Health		722	1,009	1,104	1,833	1,833	1,833	296	312	330
Vote 9 - Planning and Development		19,457	18,752	25,927	1,100	1,100	1,100	300	316	335
Vote 10 - Environmental Protection		-	-	-	-	-	-	-	-	-
Vote 11 - Road transport		-	-	-	-	-	-	-	-	-
Vote 12 - Waste Management		4,524	4,676	4,376	6,541	6,541	6,541	6,874	7,291	7,750
Vote 13 - Electricity		6,518	8,771	11,378	13,164	13,164	13,164	14,351	15,202	16,038
Vote 14 - -		-	-	-	-	-	-	-	-	-
Vote 15 - -		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	2	<b>84,328</b>	<b>129,410</b>	<b>146,790</b>	<b>113,550</b>	<b>107,440</b>	<b>107,440</b>	<b>124,436</b>	<b>133,561</b>	<b>143,743</b>
<b>Expenditure by Vote to be appropriated</b>	1									
Vote 1 - Executive and Council		8,965	13,483	12,309	15,821	17,221	17,221	17,325	18,261	19,320
Vote 2 - Budget and Terasury		19,437	41,730	39,083	26,684	22,434	22,434	17,435	19,149	20,711
Vote 3 - Corporate Services		4,745	5,869	7,173	6,932	6,832	6,832	8,110	8,366	8,851
Vote 4 - Community and Social Services		3,071	4,648	5,091	6,107	6,657	6,657	7,142	11,015	24,962
Vote 5 - Sport and Recreation		420	653	384	615	615	615	631	3,665	15,703
Vote 6 - Public Safety		4,435	5,491	6,274	7,303	7,503	7,503	8,167	8,608	9,107
Vote 7 - Housing		-	24,220	9,871	-	-	-	-	-	-
Vote 8 - Health		1,517	1,322	1,680	2,363	2,113	2,113	2,618	2,760	2,920
Vote 9 - Planning and Development		25,448	25,366	6,084	13,374	11,274	11,274	21,558	31,146	32,823
Vote 10 - Environmental Protection		2,255	3,956	3,473	4,619	4,119	4,119	3,741	4,992	4,585
Vote 11 - Road transport		2,209	5,131	3,246	10,251	8,891	8,891	14,027	2,197	(21,670)
Vote 12 - Waste Management		4,948	5,305	7,797	9,179	9,179	9,179	9,966	10,504	11,113
Vote 13 - Electricity		5,333	6,628	9,273	10,301	10,601	10,601	13,715	12,900	15,318
Vote 14 - -		-	-	-	-	-	-	-	-	-
Vote 15 - -		-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	2	<b>82,783</b>	<b>143,803</b>	<b>111,739</b>	<b>113,550</b>	<b>107,440</b>	<b>107,440</b>	<b>124,436</b>	<b>133,561</b>	<b>143,743</b>
<b>Surplus/(Deficit) for the year</b>	2	<b>1,545</b>	<b>(14,393)</b>	<b>35,051</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>

TABLE: Summary of Expenditure by Department

Below is a summary of expenditure and income per category in respect of the operating budget;

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

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Revenue By Source</b>											
Property rates	2	18,430	21,914	20,451	17,280	17,280	17,280	17,280	19,953	21,031	22,264
Property rates - penalties & collection charges		114	296	393	420	420	420	420	450	474	502
Service charges - electricity revenue	2	5,644	8,225	8,979	10,790	10,790	10,790	10,790	11,977	12,623	13,355
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	4,523	4,676	4,376	5,541	5,541	5,541	5,541	5,874	6,191	6,550
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		179	186	187	190	190	190	190	190	200	212
Interest earned - external investments		1,139	861	2,002	1,500	2,000	2,000	2,000	1,800	1,897	2,007
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines		719	365	452	853	853	853	853	55	58	61
Licences and permits		1,586	1,805	1,191	500	-	-	-	250	264	279
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational		51,258	87,684	102,339	65,144	65,144	65,144	65,144	68,846	74,969	81,739
Other revenue	2	736	3,313	6,421	11,332	5,222	5,222	5,222	15,042	15,854	16,773
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>84,328</b>	<b>129,325</b>	<b>146,790</b>	<b>113,550</b>	<b>107,440</b>	<b>107,440</b>	<b>107,440</b>	<b>124,436</b>	<b>133,561</b>	<b>143,743</b>
<b>Expenditure By Type</b>											
Employee related costs	2	21,656	23,832	28,103	33,757	35,687	35,687	35,687	40,823	43,027	45,523
Remuneration of councillors		5,517	6,214	6,211	7,637	7,637	7,637	7,637	8,351	8,802	9,313
Debt impairment	3	-	31,796	9,689	4,248	4,248	4,248	4,248	2,460	2,593	2,744
Depreciation & asset impairment	2	-	3,778	17,507	3,307	3,307	3,307	3,307	3,472	3,783	3,992
Finance charges		1,282	78	43	-	-	-	-	-	-	-
Bulk purchases	2	3,351	4,367	5,868	7,586	7,586	7,586	7,586	8,420	8,875	9,390
Other materials	8	2,349	7,091	5,432	8,339	8,589	8,589	8,589	9,123	9,616	10,174
Contracted services		5,608	6,623	8,978	9,978	10,278	10,278	10,278	11,014	11,609	12,282
Transfers and grants		3,394	46,614	13,596	7,944	7,944	7,944	7,944	5,032	6,356	7,058
Other expenditure	4, 5	37,237	12,888	14,605	23,194	18,213	18,213	18,213	19,657	21,123	22,777
Loss on disposal of PPE		-	18	585	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>80,395</b>	<b>143,298</b>	<b>110,617</b>	<b>105,990</b>	<b>103,489</b>	<b>103,489</b>	<b>103,489</b>	<b>108,353</b>	<b>115,784</b>	<b>123,252</b>
<b>Surplus/(Deficit)</b>		<b>3,933</b>	<b>(13,972)</b>	<b>36,173</b>	<b>7,560</b>	<b>3,951</b>	<b>3,951</b>	<b>3,951</b>	<b>16,083</b>	<b>17,777</b>	<b>20,491</b>
Transfers recognised - capital		(17,758)	(42,789)	(29,346)	(62,639)	(79,355)	(79,355)	(79,355)	(27,375)	(35,067)	(35,694)
Contributions recognised - capital	6	17,758	42,789	29,346	62,639	79,355	79,355	79,355	27,375	35,067	35,694
Contributed assets		(2,388)	(338)	(1,121)	(7,559)	(3,949)	(3,949)	(3,949)	(16,083)	(17,777)	(20,491)
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>1,545</b>	<b>(14,311)</b>	<b>35,051</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
Taxation											
<b>Surplus/(Deficit) after taxation</b>		<b>1,545</b>	<b>(14,311)</b>	<b>35,051</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>1,545</b>	<b>(14,311)</b>	<b>35,051</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		<b>1,545</b>	<b>(14,311)</b>	<b>35,051</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>(0)</b>	<b>0</b>	<b>0</b>

TABLE: Summary 2011/12 & 12/13 Expenditure and income

National Treasury grants have been provided for as per Dora Act:

	ORIGINAL BUDGET 2011/2012 (R)	
Municipal Infrastructure Grant	21,152,000	25,659,000
NDPG	12,000,000	-
Financial Management Grant	1,450,000	1,500,000
Municipal Systems Improvement Grants	790,000	800,000
Equitable share	57,058,000	65,009,000
<b>TOTAL GRANTS AND SUBSIDY</b>	<b>R 92,450,000</b>	<b>R 92,968,000</b>

TABLE :National Treasury Grants

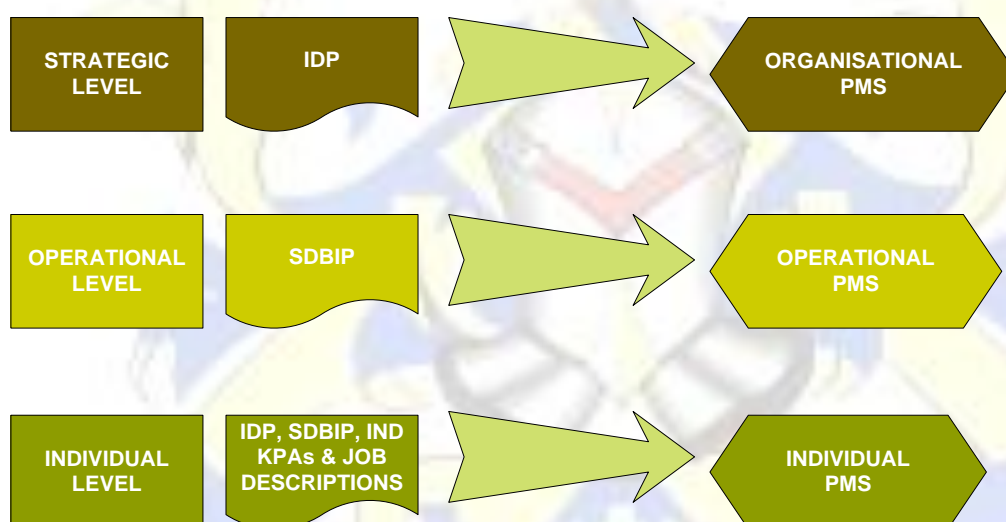


# Chapter 7: Organisational performance

7.

## 7.1. PERFORMANCE MANAGEMENT AND MEASURES AT VARIOUS LEVELS

Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a municipality including organisational (sometimes also referred to as municipal, strategic or corporate) level, operational (also referred to as services, departmental or section/team level) and lastly, at individual level. These are however integrated and interdependent on each other.



## 7.2. Strategic (Organisational) Performance linked to the integrated development plan (IDP) of a municipality

At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This is done on the basis of key performance indicators and targets set for each of the IDP objectives of a municipality. Given that an IDP has a five-year timespan the measures set at this level should be of a strategic and mostly long-term nature with an outcome and impact focus.

The measures set for the Municipality at organisational level must be captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality.

## 7.3. Operational (Departmental) Performance linked to the Service Delivery and Budget Implementation Plan (SDBIP) of a municipality

The validity of the strategy of the municipality and the extent to which it is successfully implemented is also measured and managed at operational (sometimes also referred to as departmental) level. At this level this is achieved by measuring the progress made with service delivery and implementing the budget of the municipality through service delivery measures and targets captured in the annual service delivery and budget implementation plan (SDBIP) of a municipality. Given that a SDBIP has a one-year timespan the measures set at this level should be of a operational and short to medium-term nature with an input (budget) and output (service delivery) focus.

#### **7.4. Individual Performance linked to OPMS and the individual's key performance areas and job descriptions**

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and the business plans (SDBIP's) of the operational units (departments) at a municipality. At section 57 level the 2006 Municipal Performance Regulations for Municipal Managers and managers reporting directly to Municipal Managers has put in place a legislative framework for linking the individual performance of section 57 Managers to the strategy and operations of a municipality.

By cascading performance measures from organisational to operational to individual level, both the IDP and the SDBIP form the link to individual performance management. This ensures that performance management at various levels relate to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

#### **7.5. PERFORMANCE MONITORING**

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator as set out in the strategic scorecard (or a service delivery target contained in an annual SDBIP) continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of Mandeni it is recommended that the organisational scorecard of the Municipality be reported on a quarterly basis to the Executive Committee. Performance monitoring requires that in between the said formal cycle of performance measurement appropriate action be taken should it become evident that a specific performance target is not going to be met. It is therefore proposed that at least on a monthly basis Managers track performance trends against targets for those indicators that lie within the area of accountability of their respective Departments as a means to early on identified performance related problems and take appropriate remedial action.

It is further recommended that each Manager delegate to the direct line manager the responsibility to monitor the performance for his/her sector. Such line managers are, after all, best placed given their understanding of their sector to monitor on a regular basis whether targets are being met currently or will be met in future, what the contributing factors are to the level of performance and what interim remedial action needs to be undertaken.

#### **7.6. PERFORMANCE MEASUREMENT**

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. Given the fact that initially at least the Municipality will have to rely on a manual process to manage its performance provision has been made in the strategy scorecard for the name of an official responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result against the target for the period concerned on the organisational scorecard and report the result to his/her Manager making use of the said scorecard after completing the next step (see performance analysis below). It should be noted at this stage that for each of the scorecards of the Municipality two formats exist namely a planning and reporting format. The planning format is used to plan and capture the performance targets for each indicator whilst the reporting format is used to capture actual performance against targets and to report to the Executive Committee.

## **7.7. PERFORMANCE REPORTING AND REVIEW**

The two stages in the process of performance management, namely that of performance reporting and performance review, will be dealt with together. This section is further divided into three sub-sections dealing with the requirements for 'in-year' versus annual reporting and reviews and lastly a summary of the various reporting requirements.

### **7.8. Organisational Scorecard**

### **7.9. SDBIP**



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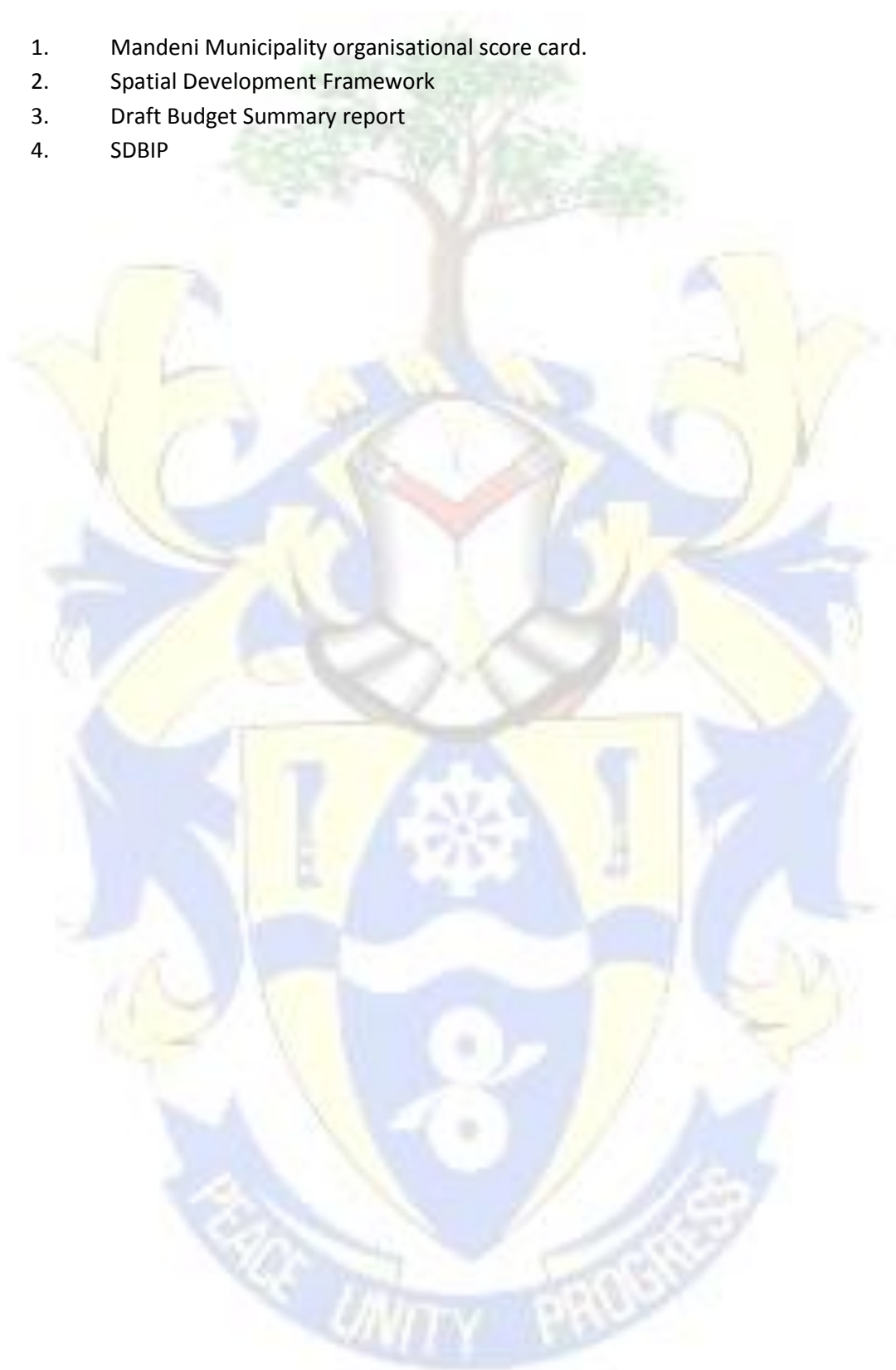
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# Annexure

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1. Mandeni Municipality organisational score card.
2. Spatial Development Framework
3. Draft Budget Summary report
4. SDBIP





MANDENI MUNICIPALITY ORGANISATIONAL SCORECARD 2011/2012

IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measure)	Baseline 2009/2010 Actuals	Annual Target									Responsible Department
							Q 1	Actual 1	Q 2	Actual 1	Q 3	Actual 1	Q 4	Actual 1	
IDP 2011/	Municipal Transformation and Institutional Development	To transform and improve the institutional character in capacity to deliver services appropriately and effectively.	Fill Vacant Posts in the municipal organogram	% posts filled		81 %	63 %	63 %	70 %	63 %	75 %		81 %		
IDP 2011/			WSP Budget spent	% spending		90 %	40 %	40 %	20 %	20 %	20 %		10 %		
IDP 2011/			% of staff and councilors trained as per WSP	% spending		80 %	30 %	30 %	20 %	20 %	20 %		10 %		
IDP 2011/			Review all HR Policies	% compliance		31 - Jul	N/A		N/A		N/A		31 - Jul		
IDP 2011/			Procurement and Implementation of an election	% completion		100 %	100 %	100 %	N/A	N/A	N/A		N/A		

			ic Perfor mance Manag ement System												
IDP 201 1/			Schedu le Public Partici pation events for the munici pality	% of meet ings conv ened		20	5	0	5	5	5		5		
IDP 201 1/			Develo pment of the Organi sationa l PMS & SDBIP	Num ber of signe d Perfo manc e Plans sec 56		3	3	3	N/ A	N/ A	N/ A		N/ A		
IDP 201 1/				Num ber of evalu ation repor ts sec 56		4	1	1	1	1	1		1		
IDP 201 1/			Schedu le meetin gs of council ; ExCo and PCs	% of meet ings conv ened		10 0 %	10 0 %	10 0 %	10 0 %	10 0 %	10 0 %		10 0 %		

IDP 2011/			Reporting in the implementation of the TAS programmes	Number of reports		4	1	1	1	1	1		1		
IDP 2011/			2009/10 AMPR done by deadline and unqualified A-G Report in respect of PMS	Deadline Date		31 - Aug	31 - Aug	31 - Aug	N/A	N/A	N/A		N/A		
IDP 2011/	To improve maintenance of existing infrastructure and speed up provision of new infrastructure	Repaired and maintenance of streetlights	Number of Streetlights		120	30	24	30	56	30		30			
IDP 2011/		Provision of new streetlights	Number of Streetlights		25	N/A	12	5		35		10			
IDP 2011/		Timous responses to new electricity connec	Turn around time		48 hrs	48 hrs	none	48 hrs	none	48 hrs		48 hrs			



			tion												
IDP 2011/			Mainta in the current % of household with access to free electricity	% of households		2 %	2 %	3.2 %	2 %	3.2 %	2 %		2 %		
IDP 2011/			Electricity Master Plan prepared	Dead line Date		31 - Dec	N/A	N/A	31 - Dec		N/A		N/A		
IDP 2011/			New Taxi Rank Constructed	Dead line Date		30 - Jun	N/A	N/A	N/A	N/A	N/A		30 - Jun		
IDP 2011/		To develop an integrated waste management plan for the Municipality which will ensure all waste in the area is addressed	Number of households and businesses provided with solid waste collection and disposal service	Number of facilities		2000	N/A	N/A	N/A	N/A	2000		N/A		

IDP 2011/	To improve maintenance of existing infrastructure and speed up provision of new infrastructure services	Number of kilometres of gravel roads repaired and maintained by blading or regravelling	Number of kms		300	75	31.5	75	177	75		75		
IDP 2011/	to ensure that the community has access to basic services	Number of roads painted in Municipal Area	Number of Kilometres		45	N/A	N/A	10		20		15		
IDP 2011/	Repair and maintain stormwater drains/sytems and develop new/upgrade existing road infrastructure	Number of programmes dedicated to manintance and repairs of roads/ stormwater etc.	Number of programmes		12	3	3	3	3	3		3		
IDP 2011/	with associated stormwater	% spending in internally funded capital project	% spending		100%	10%		30%		30%		30%		

IDP 2011/			% spending in MIG funded projects	% spending		100%	10%	8%	30%	34%	30%		30%		
IDP 2011/		To formulate poverty alleviation plan	Progress towards developing and approval of the poverty alleviation plan	Deadline Date		31 - Dec	N/A	N/A	31 - Dec	31 - Dec	N/A		N/A		
IDP 2011/		Co-ordinate Special programmes	Number of special programmes co-ordinated	Number of programmes		10	7	7	3	10	N/A		N/A		
IDP 2011/	Socio Economic Development	To educate and promote environmental management activities within the Municipal area.	Number of programme meetings held	Number of meetings		4	1	3	1	1	1		1		
IDP 2011/		Provision of Indigent	Turnaround time to	Turnaround		2 da	2 da	2 da	2 da	2 da	2 da		2 da		



1/		/ pauper burial services to the community of Mandeni	process the application	time		ys	ys	ys	ys	ys	ys		ys		
IDP 201 1/		To monitor progress on housing projects	Number of Technical meetings to be conducted	Number of meetings		10	3		2		2		3		
IDP 201 1/		HIV/AIDS Awareness Education Program	Increase the number of people attending the awareness campaigns	Number of people		2000	500	150	500	120	500		500		
IDP 201 1/			Facilitate meetings with the HIV/AIDS Council	Number of meetings		4	1	1	1	1	1		1		
IDP 201 1/		Increase law enforcement to reduce accidents	Reduction in the number of accidents and traffic violations	% reduction		5%	1%	0%	1%	0%	2%		1%		

			ns												
IDP 2011/			Enhance the collection of outstanding revenue for traffic fines	% increase		16 %	4 %	0 %	2 %	0 %	5 %		5 %		
IDP 2011/		Obtain funding for fire station, disaster management plan	Amend SLA's with the Service Provider to include the response times	Dead line Date		31 - Jul	N/A	N/A	N/A	N/A	N/A		31 - Jul		
IDP 2011/			Timeous response to fire disasters	Response time		0.5 hrs	0.5 hrs	0	0.5 hrs	0	0.5 hrs		0.5 hrs		
IDP 2011/			Reduction in fires	% reduction		5 %	N/A	0 %	2 %	0 %	1 %		2 %		
IDP 2011/		To establish economic growth and development on all economic	Create jobs through the Municipality's LED initiatives	Number of jobs		100	25	0	25	0	25		25		

IDP 2011/	c sectors with a particular emphasis on tourism, manufacturing, agriculture and services.	Create d jobs through the municipality's Capital Projects	Number of jobs		200	250	400	250	151	250	250	250	
IDP 2011/	To ensure that all development in the area is carried out in a safe and harmonious manner	Timeous response to building control queries from customers	Response time		48 hrs	48 hrs	48 hrs	48 hrs	48 hrs	48 hrs	48 hrs	48 hrs	
IDP 2011/		Assistance offered to customers with development queries	Number of customers assisted		4	1	1	1	1	1	1	1	
IDP 2011/		Development of a Spatial Development Framework	Deadline Date		30 - Jun	N/A	N/A	N/A	N/A	N/A	N/A	30 - Jun	
IDP 2011/	To be transparent and democratic and compliant	Review of the Municipality's	Deadline Date		30 - Jun	N/A	N/A	N/A	N/A	N/A	N/A	30 - Jun	



			IDP			n						n		
IDP 2011/		Sundumbili/Mandeni Urban Regeneration Programme	Progress towards the township establishment process	% progress		50 %	10 %	20 %	15 %	15 %	40 %	50 %		
IDP 2011/		Approved Land Use Management System applied to all Municipal areas within the Municipality	Progress towards finalisation LUMS	Deadline date		31 - Mar	N/A	N/A	N/A	N/A	31 - Mar	N/A		
IDP 2011/	Financial Viability and Management	To manage the Municipality's resources to ensure financial viability and sustainability	Completed financial statement and submit before the deadline date	Deadline Date		31 - Aug	31 - Aug	31 - Aug	N/A		N/A	N/A		
IDP 2011/			Obtain an Unqualified audit report from the AG for	Deadline Date							31 - Jan			

			2009/10												
IDP 2011/			Approved fully funded Capital /Operating Budget for 2011/2012	Dead line Date		31 - May	N/A	N/A	N/A	N/A	N/A		31 - May		
IDP 2011/			Ensure reporting of Audit Committee to ExCo	Number of reports		4	1	1	1	1	1		1		
IDP 2011/			Annual review of tariffs	Review date		30 - Jun	N/A	N/A	N/A	N/A	N/A		30 - Jun		
IDP 2011/			Enhance collection of billed revenue from outstanding debtors	% revenue collection		2 %	N/A	N/A	2 %	N/A	N/A		N/A		
IDP 2011/			Review of the financial policies	Dead line Date		31 - May	N/A	N/A	N/A	N/A	N/A		31 - May		
IDP 2011/			Ensure compliance with	% compliance		100 %	100 %	100 %	100 %	100 %	100 %		100 %		

			MFMA	ce											
IDP 201 1/			Ensure timeou s payme nt of all invoice s/credit ors	Turn arou nd time		30 da ys	30 da ys	30 da ys	30 da ys	30 da ya	30 da ys		30 da ys		





**MANDENI**



**MUNICIPALITY**

**DRAFT BUDGET REPORT**

**2012/2013**

## 1 THE BUDGET

### 1.1 EXECUTIVE SUMMARY

The 2012/13 budget has been prepared in accordance with the New Budget Reform Regulations. In terms of these regulations multi-year budget is prepared spanning over three (3) years with the actual activities for the past three years. The 2012/13 to 2014/15 budget preparation commenced in August 2010 after Council approved a timetable for the IDP and Budget preparation process.

The budget is further guided by Circular 54,55,58 and 59 provided by National Treasury informed by the 2012/13 Medium Term Revenue and Expenditure Framework (MTREF) policy statement, the State of the Nation address and the Division of Revenue Bill on the following issues:

#### Key focus areas for the 2012/13 budget process

In the recent months the domestic economy has lost momentum as a result of the disruption to world economic activity following the Japanese tsunami.

#### National priority – creating decent employment opportunities

In drafting the 2012/13 budgets and MTREFs we are urged to continue to explore opportunities to mainstream labour intensive approaches to delivering services.

#### Procurement reforms and fighting corruption

We are again advised that the supply chain compliance unit will also be focusing on municipal procurement processes.

#### Headline inflation forecasts

1. The headline inflation forecast for 2012/13 is 5.6 per cent. Municipalities must take this into consideration when preparing their budgets.
2. In the absence of other information from the South African Local Government Bargaining Council, municipalities are advised to budget for a 5 per cent cost-of-living increase adjustment

#### Revising rates, tariffs and other charges

3. Municipalities must explore imaginative ways of structuring the tariffs for utility services to encourage more efficient use of these services and to generate the resources required to maintain, renew and expand infrastructure.
4. National Energy Regulator of South Africa (NERSA) issued a guideline to increase the electricity bulk tariff for municipalities by 13.5%. the guideline increase is set at 11.03%
5. Publication of multi –year tariff is encouraged

#### Funding choices and management issues

6. Municipal revenues and cash flows are expected to remain under pressure in 2011/12 and so municipalities should adopt a conservative approach when projecting their expected revenues and cash receipts.
7. Municipalities must pay special attention to controlling unnecessary spending on nice-to have items and non-essential activities, such as foreign travel, councilor and staff perks, advertising and public relations activities.
8. Municipalities must also ensure that their capital budgets reflect consistent efforts to address the backlogs in basic services and the refurbishment of existing network services.
9. Allocations to “Mayoral Discretionary Funds”, “Special Projects”, “Special Events” or similar discretionary type funds are discouraged.
10. When implementing GRAP 17 we must exclude the depreciation resulting from the revaluation of PPE when preparing their budgets and calculating any tariff increases.

The following headline inflation forecasts underpin the national 2012/13 Budget:

Fiscal year	2010/11	2011/12	2012/13	2013/14
	Actual	Estimate	2014/15	

			Forecast		
Headline CPI Inflation	3.8%	5.7%	5.9%	5.3%	4.9%

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

The budget can be summarized as follows:

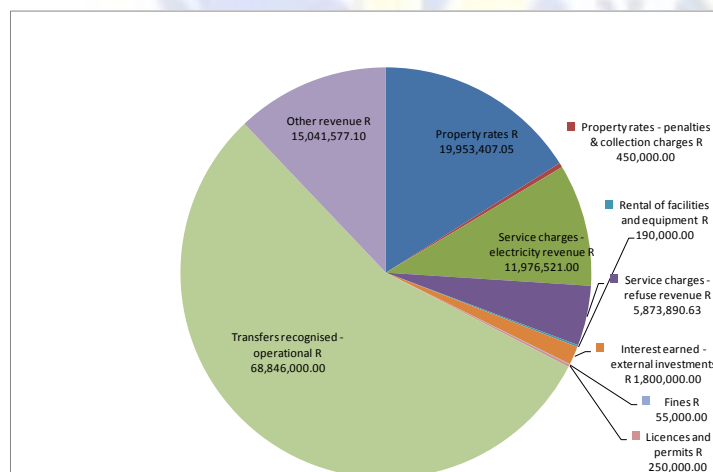
Description	Ref	rent Year 2011	2012/13 Medium Term Revenue &		
R thousand	1	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Total Revenue (excluding capital transfers )		107,440	124,436	133,561	143,743
Total Expenditure		103,489	108,353	115,784	123,252
Surplus/(Deficit)		3,951	16,083	17,777	20,491
Transfer recognised - capital	6	79,355	27,375	35,067	35,694
Total Capital		83,305	43,458	52,844	56,185
Total Budget		186,795	151,812	168,628	179,437

### Operating Budget

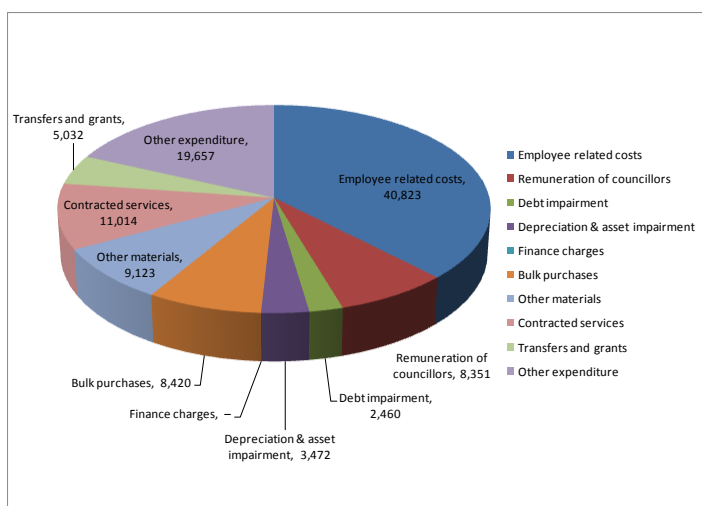
The Operating budget totals R108,353,000 which funds the continued provision of services provided by the municipality

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

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







In order to support the 2012/13 Operating budget the following increase in rates and services charges have been proposed with effect from 1 July 2012:

Property Rates	-	6%
Refuse	-	6%
Electricity	-	11.03%

As per NERSA's guideline it is insisted that municipalities must continue the Inclining Block Tariff in c/kWh for 2012/13. As a result of using NERSA's municipal tariff benchmark the electricity tariff is proposed as follows:

kWh	NERSA's benchmark	Current tariff	Proposed	Customers
0 - 50	61 - 66	58	64	27
51 - 350	77 - 82	67	74	229
351 - 600	104 - 109	72.60	81	475
>600	124 - 129	98	102	137

The proposed property rates tariffs for 2012/13 is tabled below.

<b>Cartegories</b>	<b>Rating category</b>	<b>Tariff</b>	<b>Tariff</b>
Residencial	1	0.0121	0.0128
Commercial	2	0.0193	0.0205
Indusrtial	3	0.0205	0.0217
Industrial Estate Special	4	0.0178	0.0217
Mining	5	0.0229	0.0243
Agricultural	6	0.0030	0.0032
Institutional	7	0.0181	0.0192
Special Purpose	8	-	-
Public Services Infrastructure	9	0.0030	0.0032
Municipal Property	10	-	-

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

Free 50 Kwh electricity

Property rates subsidy

Category	Pension bracket	Rebate
Disabled		100%
Pensioners	R0 - R7350	100%
	R7351 - R10500	75%
	R10501 - R15750	50%
	R15751 - R21000	25%

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

### 3.1.2 BUDGET PROCESSES

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

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

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

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

### 3.1.3 BUDGET ASSUMPTIONS

In preparing the draft budget the following assumptions were adopted:

- **5.4% Salary increase**  
The maximum percentage increase has been adopted as per the guide by Circular 59 from National Treasury. However the unpredictable negotiations at the Bargaining Council are the reason to budget for 5.4%.

- **Departmental proposals**

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

- **Integrated Development Plan**

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

- **Actual expenditure 2011/2012**

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

- **Circular 59**

National Treasury issued Circular 59 as a guide in terms of National priorities, indicative macro economic forecast and requirements for 2011/12 MTERF timeline and submissions

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

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

- **Generally Recognized Accounting Practice**

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

- **Bulk Purchases**

The 13.5 % electricity tariff increase by ESKOM .

### 3.1.4 INTEGRATED DEVELOPMENT PLAN

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

### 3.1.5 ALIGNMENT OF BUDGET WITH IDP

Strategic Objective	Goal	Current Year	2012/13 Medium Term Revenue &		
		2011/12	Expenditure Framework		
R thousand		Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Sustainable Services	Electricity	10,601	13,715	12,900	15,318
Sustainable Services	Waste Management	9,179	9,966	10,504	11,113
Sustainable Services	Health	2,113	2,618	2,760	2,920
Sustainable Services	Community	6,340	6,842	10,198	21,627
Infrastructure	Roads & Stormwater	8,891	14,027	2,197	(21,670)
Infrastructure	Cemeteries	316	300	816	3,335
Infrastructure	Housing	–	–	–	–
Infrastructure	Public Amenities	4,119	3,741	4,992	4,585
Good Governance	Support Services	5,709	14,455	15,527	18,029
Good Governance	Integrated Planning	3,155	4,362	12,730	11,737
Good Governance	Financial Management	22,434	17,435	19,149	20,711
Good Governance	Human Resources	6,832	8,110	8,366	8,851
Good Governance	Executive and Council	17,221	17,325	18,261	19,320
Environmental Management	Land Management	–	–	–	–
Economic Development	Local Economic	2,411	2,741	2,889	3,057
Social Development	Culture & Sport	615	631	3,665	15,703
Safety & Security	Road Safety	7,503	8,167	8,608	9,107
Total Expenditure		107,440	124,436	133,561	143,743

### 3.1.6 BUDGET OVERVIEW



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

Description R thousand	Ref 1	urrent Year 2011	2012/13 Medium Term Revenue &		
		Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Total Revenue (excluding capital transfers )</b>		<b>107,440</b>	<b>124,436</b>	<b>133,561</b>	<b>143,743</b>
<b>Total Expenditure</b>		<b>103,489</b>	<b>108,353</b>	<b>115,784</b>	<b>123,252</b>
<b>Surplus/(Deficit)</b>		<b>3,951</b>	<b>16,083</b>	<b>17,777</b>	<b>20,491</b>
Transfer recognised - capital	6	79,355	27,375	35,067	35,694
<b>Total Capital</b>		<b>83,305</b>	<b>43,458</b>	<b>52,844</b>	<b>56,185</b>
<b>Total Budget</b>		<b>186,795</b>	<b>151,812</b>	<b>168,628</b>	<b>179,437</b>

Operating budget of all departments by category



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

RN231 Medium Term Budgeted Financial Performance (Revenue and Expenditure)									
Description	Ref	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework					
		Adjusted Budget	%	Budget Year 2012/13	%	Budget Year +1 2013/14	%	Budget Year +2 2014/15	%
R thousand	1								
<b>Revenue By Source</b>									
Property rates	2	17,280	16.1	19,953	13.9	21,031	14.9	22,264	14.6
Property rates - penalties & collection charges		420	0.4	450	0.3	474	0.3	502	0.3
Service charges - electricity revenue	2	10,790	10.0	11,977	8.7	12,623	9.0	13,355	8.8
Service charges - refuse revenue	2	5,541	5.2	5,874	4.5	6,191	4.4	6,550	4.3
Rental of facilities and equipment		190	0.2	190	0.2	200	0.1	212	0.1
Interest earned - external investments		2,000	1.9	1,800	1.6	1,897	1.3	2,007	1.3
Fines		853	0.8	55	0.7	58	0.0	61	0.0
Licences and permits		-	-	250	-	264	0.2	279	0.2
Transfers recognised - operational		65,144	60.6	68,846	52.4	74,969	51.5	81,739	52.2
Other revenue	2	5,222	4.9	15,042	4.2	15,854	11.3	16,773	11.0
Gains on disposal of PPE		-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and		107,440		124,436		133,561		143,743	
Total revenue from rates and service charges		34,032	31.7	38,254	27.3	40,320	28.6	42,672	28.0
<b>Expenditure By Type</b>									
Employee related costs	2	35,687	34.5	40,823	34.5	43,027	37.7	45,523	37.2
Remuneration of councillors		7,637	7.4	8,351	7.4	8,802	7.7	9,313	7.6
Debt impairment	3	4,248	4.1	2,460	4.1	2,593	2.3	2,744	2.2
Depreciation & asset impairment	2	3,307	3.2	3,472	3.2	3,783	3.2	3,992	3.3
Bulk purchases	2	7,586	7.3	8,420	7.3	8,875	7.8	9,390	7.7
Other materials	8	8,589	8.3	9,123	8.3	9,616	8.4	10,174	8.3
Contracted services		10,278	9.9	11,014	9.9	11,609	10.2	12,282	10.0
Transfers and grants		7,944	7.7	5,032	7.7	6,356	4.6	7,058	5.5
Other expenditure	4, 5	18,213	17.6	19,657	17.6	21,123	18.1	22,777	18.2
Loss on disposal of PPE		-	-	-	-	-	-	-	-
Total Expenditure		103,489		108,353		115,784		123,252	
<b>Surplus/(Deficit)</b>									
Transfers recognised - capital	6	(79,355)		(27,375)		(35,067)		(35,694)	
Contributions recognised - capital		79,355		27,375		35,067		35,694	
Contributed assets		(3,949)		(16,083)		(17,777)		(20,491)	
contributions		2		(0)		0		0	

## Budget overview by line items

Mandeni Municipality		Month	0	0	0
Operating Budget for the year ended 30 June 2013			2012/13 Medium Term Revenue & Expenditure Framework		
Item Code	Description	Adjusted Budget R	Budget Year 2012/13 R	Budget Year+1 2013/14 R	Budget Year+2 2014/15 R
	<b>OPERATING REVENUE</b>				
	<b>PROPERTY RATES</b>				
1,010	Assessment Rates	-20,360,815	-23,219,030	-24,472,858	-25,892,283
	Income forgone	3,080,776	3,265,623	3,441,967	3,627,833
	<b>Sub-total Property Rates</b>	<b>-17,280,039</b>	<b>-19,953,407</b>	<b>-21,030,891</b>	<b>-22,264,451</b>
	<b>PENALTIES IMPOSED AND COLLECTION CHARGES</b>				
1,070	Penalties	-420,400	-450,000	-474,300	-501,809
	<b>Sub-total Penalties Imposed and Collection Charges</b>	<b>-420,400</b>	<b>-450,000</b>	<b>-474,300</b>	<b>-501,809</b>
	<b>SERVICE CHARGES</b>				
1,120	Domestic Refuse	-5,541,406	-5,873,891	-6,191,081	-6,550,163
1,130	Electricity	-10,789,659	-11,976,521	-12,623,253	-13,365,402
	<b>Sub-total Service Charges</b>	<b>-16,331,066</b>	<b>-17,850,412</b>	<b>-18,814,334</b>	<b>-19,905,565</b>
	<b>RENT OF FACILITIES AND EQUIPMENT</b>				
1,160	Hire of Halls	-40,000	-40,000	-42,160	-44,605
1,170	Rentals - Staff Housing	-150,000	-150,000	-158,100	-167,270
	<b>Sub-total Rent of Facilities and Equipment</b>	<b>-190,000</b>	<b>-190,000</b>	<b>-200,260</b>	<b>-211,875</b>
	<b>INTEREST EARNED EXTERNAL INVESTMENTS</b>				
1,210	Interest on Investments	-2,000,000	-1,800,000	-1,897,200	-2,007,238
	<b>Sub-total Interest Earned External Investments</b>	<b>-2,000,000</b>	<b>-1,800,000</b>	<b>-1,897,200</b>	<b>-2,007,238</b>
	<b>FINES</b>				
1,310	Library Fines	-5,000	-5,000	-5,270	-5,576
1,320	PS Fines	-847,724	-50,000	-52,700	-55,757
	<b>Sub-total Fines</b>	<b>-852,724</b>	<b>-55,000</b>	<b>-57,970</b>	<b>-61,332</b>
	<b>LICENSES AND PERMITS</b>				
1,410	Learners Licences	0	-250,000	-263,500	-278,783
	<b>Sub-total Licenses and Permits</b>	<b>0</b>	<b>-250,000</b>	<b>-263,500</b>	<b>-278,783</b>
	<b>GRANTS AND SUBSIDIES RECEIVED - OPERATING</b>				
1,540	Health Subsidy	-1,833,000	-296,000	-311,984	-330,079
1,460	Equitable Share	-55,013,000	-60,868,000	-65,189,000	-70,027,000
1,545	Shared Services District Town Planning Grant	-800,000	0	0	0
1,465	Financial Management Grant	-1,450,000	-1,500,000	-1,750,000	-1,750,000
1,470	Performance Management Sys./ MSIG	-790,000	-800,000	-900,000	-950,000
	Provincialization of Libraries	-467,000	-490,000	-1,028,000	-1,084,000
1,455	Councillor Allowance Grant	-2,045,000	-4,141,000	-4,684,000	-5,987,000
1,615	Recapitalisation- Community Library	-96,000	-101,000	-106,000	-111,000
	Sport Facilities grant	-150,000	-150,000	0	0
1,490	(Rollovers)Good Gov.Org Structure,HR Syst, Pub Part	-2,500,000	-500,000	-1,000,000	-1,500,000
	<b>Sub-total Grants and Subsidies Received - Operating</b>	<b>-65,144,000</b>	<b>-68,846,000</b>	<b>-74,968,984</b>	<b>-81,739,079</b>
	<b>OTHER REVENUE</b>				
1,770	Tender fees	-20,000	-20,000	-21,080	-22,303
1,775	Town Planning Fees	-100,000	-100,000	-105,400	-111,513
1,710	Building Plan Fees	-50,000	-50,000	-52,700	-55,757
1,740	Photocopy Charges	-20,000	-20,000	-21,080	-22,303
1,765	Sundry Income	-1,900,780	-9,720,827	-10,245,752	-10,840,005
1,761	VAT Refund	-3,000,000	-5,000,000	-5,270,000	-5,575,660
1,730	Fire Services	-21,442	-21,442	-22,600	-23,911
1,745	Pound Fees	-22,896	-22,896	-24,132	-25,532
1,725	Entrance Fees - Swimming Pool	-12,000	-12,000	-12,648	-13,382



1,720	Connection Fees	-57,240	-57,240	-60,331	-63,830
1,755	Reconnection Fees	-17,172	-17,172	-18,099	-19,149
	<b>Sub-total Other Revenue</b>	<b>-5,221,530</b>	<b>-15,041,577</b>	<b>-15,853,822</b>	<b>-16,773,344</b>
	<b>Total Operating Revenue Generated</b>	<b>-107,439,759</b>	<b>-124,436,396</b>	<b>-133,561,261</b>	<b>-143,743,476</b>
<b>OPERATING EXPENDITURE</b>					
<b>EMPLOYEE RELATED COSTS SALARIES AND WAGES</b>					
	<b>Other Employees</b>				
3,010	Salaries Wages & Allowance	27,110,885	26,599,476	28,035,847	29,661,926
3,040	Housing Allowance	256,341	219,125	230,958	244,354
3,050	Motor Vehicle Allowance	2,393,199	3,526,610	3,717,047	3,932,636
3,060	Overtime	203,767	179,100	188,771	199,720
3,020	Cellphone Allowance	233,133	151,560	159,744	169,009
	<b>Senior Managers</b>				
	Salaries Wages & Allowance	0	3,030,601	3,194,254	3,379,520
	Housing Allowance	0	75,600	79,682	84,304
	Motor Vehicle Allowance	0	924,000	973,896	1,030,382
	Cellphone Allowance	0	77,400	81,580	86,311
3,070	Performance Bonus	364,187	214,210	225,777	238,872
	<b>Sub-Total Employee related costs Wages and Salaries</b>	<b>30,561,511</b>	<b>34,997,682</b>	<b>36,887,557</b>	<b>39,027,036</b>
<b>EMPLOYEE RELATED COSTS SOCIAL CONTR</b>					
	<b>Other Employees</b>				
3,110	Medical Aid	1,675,858	2,114,014	2,228,171	2,357,405
3,120	Pension Fund	2,938,166	2,783,788	2,934,112	3,104,291
3,130	UIF	186,663	213,786	225,330	238,399
3,140	Uniforms Allowance	2,120	0	0	0
3,150	Bargaining Council	16,840	23,004	24,246	25,652
3,160	Skills Levy	308,422	304,957	321,424	340,067
	<b>Senior Managers</b>				
	Medical Aid	0	135,072	142,366	150,623
	Pension Fund	0	199,392	210,159	222,348
	UIF	0	7,487	7,891	8,349
	Bargaining Council	0	439	463	489
	Skills Levy	0	43,218	45,552	48,194
	<b>Sub-total Employee related costs Social Contributions</b>	<b>5,128,069</b>	<b>5,825,156</b>	<b>6,139,714</b>	<b>6,495,817</b>
	<b>TOTAL EMPLOYEE RELATED COSTS</b>	<b>35,689,580</b>	<b>40,822,838</b>	<b>43,027,271</b>	<b>45,522,853</b>
<b>REMUNERATION OF COUNCILLORS</b>					
3,410	Mayors Allowance	386,882	785,268	827,673	875,678
3,420	Deputy Mayors Allowance	320,171	334,117	352,159	372,585
3,430	Speakers Allowance	525,314	562,303	592,667	627,042
3,440	Exco Members Allowances	755,025	792,697	835,503	883,962
3,450	Councillors Allowances	3,641,758	3,439,514	3,625,248	3,835,513
3,460	Councillors Cell Allowance	384,286	376,400	396,725	419,735
3,470	Councillors Housing allowance	355,906	366,022	385,788	408,163
3,480	Councillors Travel Allowances	1,267,599	1,694,887	1,786,411	1,890,023
	<b>Sub-total Remuneration of Councillors</b>	<b>7,636,942</b>	<b>8,351,209</b>	<b>8,802,174</b>	<b>9,312,701</b>
<b>BAD DEBTS</b>					
3,510	Provision - Bad Debt	4,247,952	2,460,350	2,593,209	2,743,615
	<b>Sub-total Bad debts</b>	<b>4,247,952</b>	<b>2,460,350</b>	<b>2,593,209</b>	<b>2,743,615</b>
<b>DEPRECIATION</b>					
3,710	Depreciation	3,306,521	3,471,847	3,783,386	3,992,362
	<b>Sub-total Depreciation</b>	<b>3,306,521</b>	<b>3,471,847</b>	<b>3,783,386</b>	<b>3,992,362</b>
<b>REPAIRS AND MAINT MUNICIPAL ASSETS</b>					
3,801	Buildings - Civil	500,000	1,000,000	1,054,000	1,115,132
3,802	Buildings - Electrical	100,000	100,000	105,400	111,513
3,810	Airconditioning	120,000	120,000	126,480	133,816
3,820	Office Equipment	806,838	640,674	675,271	714,437
3,815	Fire Protection	230,340	230,340	242,778	256,860

3,825	Parks and Gardens	1,000,000	500,000	527,000	557,566
3,835	Disaster Management	100,000	100,000	105,400	111,513
3,845	Plant and Equipment	590,302	890,302	938,378	992,804
3,855	Traffic Lights	57,240	57,240	60,331	63,830
3,865	Roads and Sidewalks	3,500,000	4,000,000	4,216,000	4,460,528
3,860	Road Signs and Markers	300,000	200,000	210,800	223,026
3,885	Vehicles/Motorfleet	250,000	250,000	263,500	278,783
3,890	Pool Chemicals	91,584	91,584	96,530	102,128
3,896	Pool General Reticulation	143,100	143,100	150,827	159,575
3,895	Electricity Reticulation	800,000	800,000	843,200	892,106
	<b>Sub-total Repairs and Maintenance</b>	<b>8,589,403</b>	<b>9,123,240</b>	<b>9,615,895</b>	<b>10,173,617</b>
	<b>BULK PURCHASES</b>				
4,010	Electricity - Bulk	7,585,690	8,420,116	8,874,802	9,389,541
	<b>Sub-total Bulk Purchases</b>	<b>7,585,690</b>	<b>8,420,116</b>	<b>8,874,802</b>	<b>9,389,541</b>
	<b>CONTRACTED SERVICES</b>				
4,210	Security - Alarms/Cash in Transit	160,272	160,272	168,927	178,724
4,220	Security Services Contractor	2,250,000	2,200,000	2,318,800	2,453,290
4,230	Contractors - Refuse	7,867,248	8,653,973	9,121,287	9,650,322
	<b>Sub-total Contracted Services</b>	<b>10,277,520</b>	<b>11,014,245</b>	<b>11,609,014</b>	<b>12,282,337</b>
	<b>GRANTS AND SUBSIDIES PAID</b>				
4,324	Free Basic Electricity	450,000	450,000	474,300	501,809
	Free Basic Refuse	1,041,196	1,041,196	1,097,421	1,161,071
4,313	Financial Management Grant	1,450,000	1,500,000	1,750,000	1,750,000
4,314	Performance Management Sys / MSIG	790,000	800,000	900,000	950,000
	Sport Facilities grant	150,000	150,000	0	0
4,327	Provincialization of Libraries	467,000	490,000	1,028,000	1,084,000
4,319	Recapitalisation - Community Library	96,000	101,000	106,000	111,000
4,317	Grant (Rollover)	3,500,000	500,000	1,000,000	1,500,000
	<b>Sub-total Grants and Subsidies Paid</b>	<b>7,944,196</b>	<b>5,032,196</b>	<b>6,355,721</b>	<b>7,057,880</b>
	<b>GENERAL EXPENSES OTHER</b>				
4,406	Grant in Aid	100,611	100,611	106,044	112,194
4,455	Pauper / Indigent Burial	150,000	150,000	158,100	167,270
4,479	Subsistence & Travelling	655,609	700,000	737,800	780,592
4,467	Public Functions & Entertainment	531,720	550,000	579,700	613,323
4,409	Busury Fund	50,000	80,000	84,320	89,211
4,402	Advertising - Statutory	228,620	300,000	316,200	334,540
4,408	Audit	1,200,000	1,500,000	1,581,000	1,672,698
4,412	Audit Committees	143,100	143,100	150,827	159,575
4,410	Internal Audit	300,000	400,000	421,600	446,053
4,414	Bank Charges	122,494	122,494	129,108	136,597
4,493	Electricity - Health	33,085	50,000	52,700	55,756
4,413	Special programmes	550,000	550,000	579,700	613,323
4,428	GRAP Implementation	100,000	0	0	0
4,420	Educators Forum	10,000	10,000	10,540	11,151
4,419	Arts and Culture Forum	50,000	50,000	52,700	55,757
4,473	Sports and Recreation	500,000	400,000	421,600	446,053
4,474	Environmental Management Framework Plan	12,000	212,000	223,448	236,408
4,476	Siyaya Development Coastal Plan	53,000	53,000	55,862	59,102
4,418	Housing Forum	10,000	10,000	10,540	11,151
4,484	Shared Service District Town Planning	453,145	453,145	747,689	1,096,611
4,422	LED Forum	400,000	1,000,000	1,054,000	1,115,132
4,498	Youth programmes	468,000	318,000	335,172	354,612
4,423	Tourism Forum	15,900	15,900	16,759	17,731
4,421	Environmental Forum	21,200	21,200	22,345	23,641
4,404	Aids Awareness Campaign	150,000	400,000	421,600	446,053
4,496	Ward Committees	581,500	100,000	105,400	111,513
4,416	Community and Municipal Publications	50,211	150,211	158,322	167,505
4,427	Gender Based Support services	5,000	5,000	5,270	5,576
4,431	Hire Charges	358,101	358,101	377,438	399,330
4,435	Insurances - General	278,960	260,000	274,040	289,934
4,445	Licences	321,720	321,720	339,093	358,760
4,446	Licences- Software	100,000	200,000	210,800	223,026
4,439	Leases- Vehicles	830,320	1,200,000	1,264,800	1,338,158
4,437	Leases- Office Equipment	308,354	308,354	325,005	343,855
4,447	Literature Acts & Books	32,593	32,593	34,353	36,345
4,451	Office Cleaning	140,331	140,331	147,908	156,487
4,453	Office Teas	18,914	18,914	19,936	21,092
4,454	Public Participation	455,000	655,000	690,370	730,411
4,459	Printing & Stationery	476,299	476,299	502,019	531,137

4,430	Printing and Stationery - Sec	11,448	11,448	12,066	12,766
4,461	Printing and Stationery - Registry	30,000	30,000	31,620	33,454
4,458	Publications	404,480	204,480	215,522	228,022
4,457	Postage	243,849	243,849	257,016	271,923
4,452	Rates - Council Property	159,242	159,242	167,841	177,575
4,469	Railage & Transport	2,500	2,500	2,635	2,788
4,477	Subscriptions	251,832	251,832	265,431	280,826
4,489	Training and Development	750,742	750,742	791,282	837,177
4,483	Telephone	1,112,020	1,212,020	1,277,470	1,351,563
4,491	Ilembe Water and Sewerage Charges	241,925	522,896	551,132	583,098
4,494	Electricity - internal	494,640	600,000	632,400	669,079
4,425	Fuel & Oil	1,150,000	1,800,000	1,897,200	2,007,238
4,426	Pension Surcharge	95,792	85,000	89,590	94,786
4,429	Health Supplies	271,720	300,000	316,200	334,540
4,443	Legal & Professional	765,504	765,504	806,841	853,638
4,468	Fire Arm Shooting	22,896	22,896	24,132	25,532
4,464	Dog Unit	11,448	11,448	12,066	12,766
4,465	Protection Services	28,620	28,620	30,165	31,915
4,492	Refuse - General	3,675	3,675	3,873	4,098
4,471	Small Tools	59,661	59,661	62,882	66,529
4,481	Sundry Expenses	26,798	26,798	28,245	29,884
4,485	Town Planning Costs	68,317	68,317	72,006	76,182
4,463	Property Revaluation	1,400,000	300,000	450,000	600,000
4,444	Uniforms	130,557	130,557	137,607	145,588
4,497	Workmens Compensation	150,000	190,000	200,260	211,875
	<b>Sub-total General Expenses Other</b>	<b>18,153,450</b>	<b>19,597,455</b>	<b>21,059,592</b>	<b>22,710,504</b>
	<b>CONTRIBUTIONS TO REVENUE</b>				
4,505	Contributions to Capital Outlay	3,948,505	16,082,900	17,776,957	20,491,158
	Counter Funding for Housing Project	0	0	0	0
	<b>Sub-total Contributions to Revenue</b>	<b>3,948,505</b>	<b>16,082,900</b>	<b>17,776,957</b>	<b>20,491,158</b>
	<b>TOTAL OPERATING EXPENDITURE</b>	<b>107,439,759</b>	<b>124,436,396</b>	<b>133,561,261</b>	<b>143,743,476</b>
	<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>CAPITAL BUDGET</b>				
	Ex Revenue Contribution	3,948,505	16,082,900	17,776,957	20,491,158
	Ex MIG	21,152,000	25,659,000	27,067,000	28,632,000
	Ex Naighbourhood Development Partnership Grant	27,000,000	0	8,000,000	7,062,000
	Ex Department of Economic Development	1,716,200	1,716,200	0	0
	Ex Dept of Housing	29,486,660	0	0	0
		<b>83,303,365</b>	<b>43,458,100</b>	<b>52,843,957</b>	<b>56,185,158</b>

## Capital Budget



**PROPOSED CAPITAL EXPENDITURE BUDGET FOR THE TECHNICAL SERVICES DEPARTMENT 2012/13: 2013/14: 2014/15**

De	Dept	Asset /Project	Year 1	Year 2	Year 3
#	<b>Treasury</b>	Laptop	15,000		
		5 x Computers	50,000		
		2 x L-shape Desks	20,000		
		3 x 3 Combo desks	90,000		
		1 x Parkhome	-		
		<b>175,000</b>	<b>-</b>	<b>-</b>	
#	<b>Corporate</b>	1 x 4 Drawer filing cabinet	500		
		1 x Stationery cupboard	900		
		5 x high back chairs	6,000		
		1 x L-shape desk	3,000		
		1 x Computer	10,000		
		2 x printers	2,500		
		2 x laptops	20,000		
		1 x Extended zooming lens	10,000		
		1 x Videocam with stand	15,000		
		1 x IT/ HR system	100,000		
		2 x Kitchen blinds	500		
		1 x Fan	500		
		1 x Fridge	4,000		
		<b>172,900</b>	<b>-</b>	<b>-</b>	
#	<b>Community</b>	Swimming pool		3,000,000	5,000,000
		Pool vacuum			
		Recreational Equipment	150,000		
		Regional Park			
		Establish cricket ground			
		Upgrade tennis court		100,000	
		Goal Posts Sport field	150,000		
		Fencing park	100,000		
		Stage curtains		500,000	
		Upgrade community hall	500,000		
		Sound system Sibusisiwe hall	300,000		
		Boardroom furniture	150,000		
		Cemetery establishment		500,000	3,000,000
		Computer resource		3,000,000	
		Upgrade library Ndulinde	200,000		
		Library counter	80,000		
		Books Libraries		250,000	
		Main library			15,000,000
		Library Cupboards		180,000	
		<b>1,630,000</b>	<b>7,530,000</b>	<b>23,000,000</b>	
#	<b>Planning</b>				
	<b>Ex Revenue</b>	Land use management scheme	250,000	100,000	
		Review of Coastal Management plan			
		Local Area Plan: CBD extension			
		Local Area Plan: Tugela Mouth		200,000	
		Land use management compliance	50,000	50,000	
		Land use Audit : Illegal Land uses	100,000	50,000	
		Formalisation of unregistered t/ship	100,000	150,000	
		Integratd Human Sttlement Sector Plan			

# Technical services				
Ex Revenue	Office Furniture for new recruits	30,000	30,000	10,000
	Computers for new recruits	30,000	30,000	10,000
	Boardroom furniture	80,000	-	-
	Digital Camera	5,000	-	-
	Projector	5,000	-	-
		<b>150,000</b>	<b>60,000</b>	<b>20,000</b>
# Municipal Buildings				
Ex Revenue	Refurbishment of existing and provision of New office accommodation	2,000,000	5,000,000	5,000,000
	Airconditioning	100,000	100,000	100,000
		<b>2,100,000</b>	<b>5,100,000</b>	<b>5,100,000</b>
# Mechanical workshop, plant & fleet				
Ex Revenue	Lowbed horse and trailer	-	-	-
	10 ton roller flat drum	-	1,000,000	-
	water tanker	-	1,000,000	-
	water jetting machine	750,000	-	-
	Roller compactor (walk behind and 3 tonne)	200,000	350,000	-
	Excavator	-	2,000,000	-
	workshop equipment	50,000	100,000	50,000
	trailers	25,000	25,000	-
	10m³ tipper trucks	1,200,000	1,200,000	1,200,000
	Grader	-	2,000,000	2,000,000
	TLB	-	700,000	700,000
	Crane truck	-	-	750,000
	Tractor	500,000	-	4,700,000
		<b>2,725,000</b>	<b>8,375,000</b>	<b>9,400,000</b>
# Parks & Gardens				
Ex Revenue	Brushcutters	40,000	40,000	40,000
	ride mower	-	200,000	200,000
	Wood chipper	-	200,000	200,000
	Play park equipment	100,000	100,000	100,000
	Small tools	40,000	20,000	20,000
	4 tonne crew cab and load bin truck	-	500,000	-
	Establish garden refuse drop off centres	-	500,000	500,000
		<b>180,000</b>	<b>1,560,000</b>	<b>1,060,000</b>
# Roads & side walks				
Ex Revenue	Roads Masterplan and Pavement Management System	750,000	750,000	-
	Establishment of borrow pits	-	500,000	500,000
	Rehabilitation of urban roads	3,000,000	12,000,000	15,000,000
	Rehabilitation of rural roads	2,000,000	5,000,000	10,000,000
	Surfaced sidewalks	-	4,000,000	6,000,000
	Counter funding on MIG Projects	-	4,000,000	5,000,000
	pot hole repair truck	500,000	-32,285,043	-45,072,748
	2 x Pad foot compactor	30,000	-	-
		<b>6,280,000</b>	<b>-6,035,043</b>	<b>-8,572,748</b>
# Electricity				
Ex Revenue	Reinsulate 11kv lines	200,000	200,000	200,000
	Increase the NMD on Mandini Licensed Network	-	-	1,500,000
	refurbish 11kv to 6.6kva network	1,750,000	-	-
	Fencing of subs	20,000	20,000	20,000
	Fault finding machine	-	-	-
	Streetlighting (new)	200,000	300,000	500,000

<b>Ex MIG</b>				
	Masomonce minibus taxi route	-	-	-
	Sundumbili roads Phase 6	3,000,000	-	-
	Inyoni taxi route Phase 1	5,000,000	-	-
	Inyoni taxi route Phase 2	-	11,450,320	-
	Sundumbili Roads Upgrade Phase 7	-	3,298,919	-
	Sport facilities	-	-	5,985,906
	Rural gravel roads	17,659,000	12,317,761	22,646,094
	<b>OTHER</b>	25,659,000	27,067,000	28,632,000
<b>Ex DED</b>				
	Informal trader stalls	1,716,200	-	-
	Inyoni Crafts Centre	1,716,200	-	-
<b>Total Ex Revenue</b>		16,282,900	17,709,957	32,227,252
<b>Total Ex NDPG</b>		-	8,000,000	7,062,000
<b>Total Ex MIG</b>		25,659,000	27,067,000	28,632,000
<b>Total Ex DED</b>		1,716,200	-	-
<b>TOTAL</b>		43,658,100	52,776,957	67,921,252