INTEGRATED DEVELOPMENT PLAN



MANDENI LOCAL MUNICIPALITY

FINAL 2024/2025 REVIEW

WE ARE PLEASED TO PRESENT THE MANDENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN & BUDGET FOR 2024/2025 REVIEW.

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

The report focuses on the financial and operational plans for 2024/2025, documenting our milestones against the 2023/2024 performance and our progress against our Five-Year Delivery Plan 2021/22-2026/27. This report includes a shot of our performance and an overview of our outlook for the future, including our plans to ensure the delivery of services to our people. Further reflecting on the Council's commitment to social, economic, environmental, and sound governance principles that are important to our community.

It is worth mentioning that the Municipality would never achieve this alone hence strives to maintaining strong relationships with state agencies, businesses, and key stakeholders, to plan and shape the Municipal future. Thus, remaining focus during 2024/2025 will be the primary objective.

Readership

This report is intended to provide important information to a broad range of stakeholders including Mandeni residents and ratepayers, local businesses, non-government organizations, our partners and other government departments and agencies. It also provides information on how well we have performed over the year and what to expect in the coming year.

Accessing this Report

This report is available on the Municipal Website at

www.mandenimunicipality.gov.za.2024/25IDP

You can also access copies of this document report at our Civic Centre located in 2 Kingfisher Road, Mandeni, or any of our five libraries.

Tell us what you think!

Telephone
Call the Manager IDP and Planning on 032 456 8200.

Or

Post
P.O. Box 144,
Mandeni
4490.
For the Attention of Municipal Manager

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Thugela Mouth, Ilembe



MAYOR'S FOREWORD
HIS WORSHIP, THE MAYOR
CLLR. T.P. MDLALOSE

"2024 is a year of creating synergy and working relations with various sector departments and delivering services that deals directly with the plights of our people."

Mandeni Municipality has committed 2024 to a robust community engagement and economic development for our residents. It is a pleasure to once again share with you the progress of our current term of office, as well as the future projects that we wish to implement in 2024/2025. Our council is committed to ensuring that the lives of our community members are enriched, and that poverty alleviation remains one of our major mandates.

Infrastructure development remains high on our municipal agenda in the upcoming financial year, we are also committed to uplifting the livelihood of our youths through supporting various sporting codes, small businesses and youth led organizations.

We want to ensure that all our people are empowered enough to become financially independent.

In 2024 we will ensure that most of our people find employment through attracting various corporations to come forth and create job opportunities.

We will continue awarding our Matric High Achievers, Schools, teachers, and students alike.

We call upon our people to keep abreast with everything that our municipality has to offer, protect all infrastructure and refrain from associating with groups that seek to undermine the good work put in. Let us all work together to move Mandeni forward.

Let's join forces and advance the dream of making Mandeni better.

_____

Signature

Cllr. T.P Mdlalose
His Worship the Mayor



MESSAGE FROM MUNICIPAL MANAGER

Firstly, I would like to thank the staff, councilors, members of the communities and stakeholders for the support and commitment shown in the 2022/23 financial year.

In the 2023/24 financial year, the Municipality achieved several service delivery goals as well as an increase in performance and financial management of our municipality. We have sustained unqualified audit with matters, though our intention is to achieve unqualified audit opinion without matters. In the previous financial year, the municipality acquired the same audit opinion.

The municipality continues to grow in leaps and bounds, serving the interest of our people from all walks of life.

The strategic planning session with our council has resulted in a service delivery plan which is already being implemented in all 18 wards in Mandeni. The plan is not an overnight fix but a short, medium and long term to ensure that all communities within the Mandeni Municipal area have basic essential services.

Establishment of the Mandeni Municipality is as a category B Municipality. This is a municipality that shares municipal executive and legislative authority in its area.

The municipal overall performance because of these challenges remained satisfactory but all efforts shall be put in place to ensure that there is improved level and quality of service delivery to the Community with high level of speed.

Mr. SG KHUZWAYO

MUNICIPAL MANAGER

A. Who are we?

Mandeni Local Municipality (formerly eNdondakusuka Local Municipality) is an administrative area within the iLembe District family of KwaZulu-Natal in South Africa. Manufacturing, elementary work and plant and machine work are the highest non-farming categories of labor. Found in Mandeni these substantial areas of commercial agriculture, with the bulk of these areas under sugarcane, Agriculture is the main employment sector in the area. Tourism industry in Mandeni is also observable at the Tugela Mouth area. The history of the area cannot be divorced from the tourism potential.

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

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

B. Our history

Great battles have been fought by the Zulus against the British in this area through the involvement of King Cetshwayo. 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 eNdondakusuka area formed part of the area regarded as Prince Mpande's sphere of influence. He had his house kwaMfemfeeGcotsheni in Ndulinde, which is where Prince Shingana was born and buried in 1911. Mandeni Local Municipality functions as an important service Centre for a substantial rural hinterland which lies to the west beyond the eNdulinde Hills. Mandeni Local Municipality is made of 18 Wards.

There are four Traditional Authorities namely,

- iNkosi Mhlongo
- iNkosi Mathonsi
- iNkosi Mcambi
- Nkosi Ngcobo.

Most of the land within the municipality is owned by Traditional Authorities. Mandeni Local Municipality covers approximately 545.48km2. The municipality is predominantly rural in character, with Ingonyama Trust land accounting for most of its landmass.

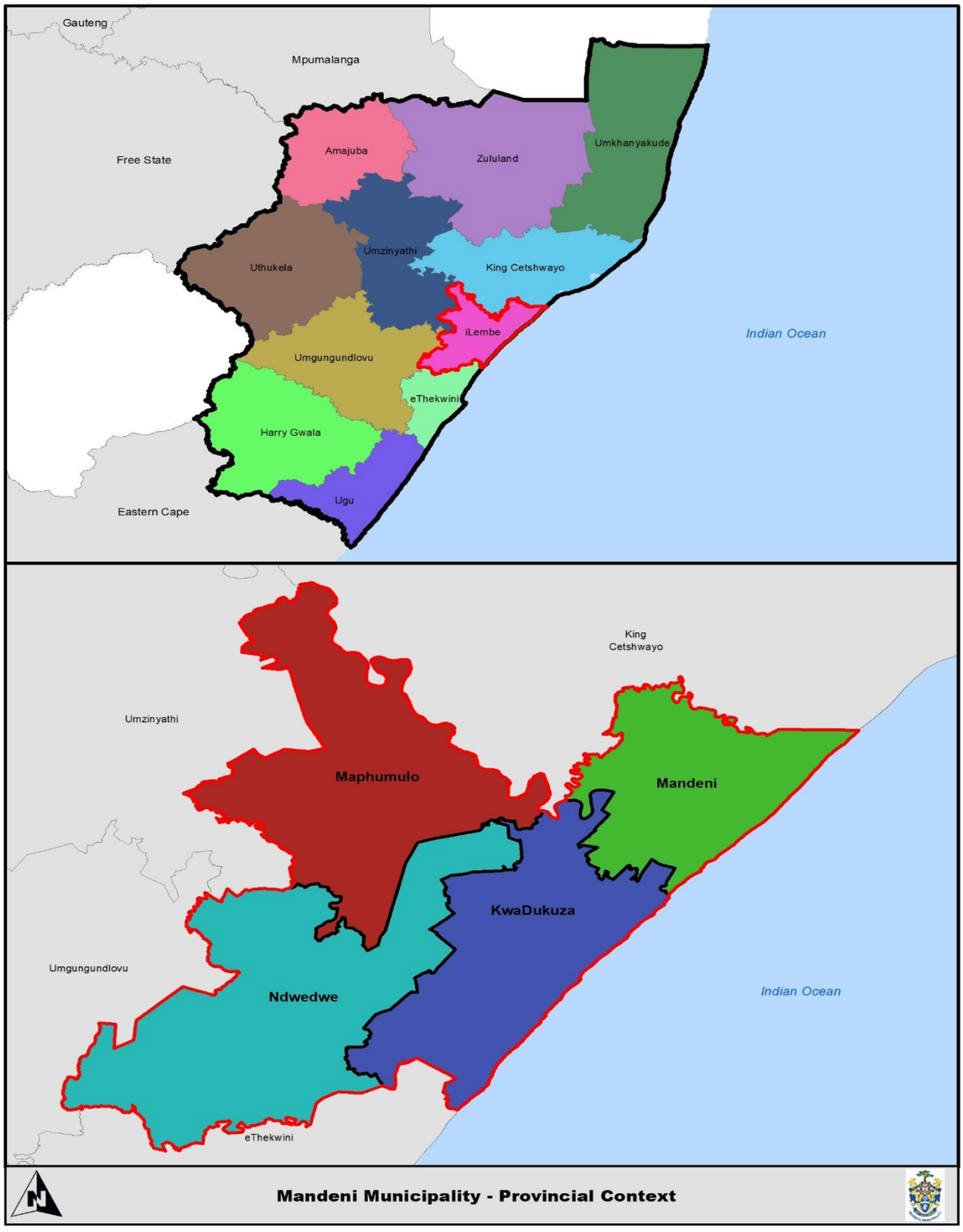
Hlomendlini (Ngcobo) Traditional Council located along the southwestern boundary which covers ward 4 Hlomendlini Township, Novas's farm, Sansousis hence sharing boundaries with KwaDukuza Municipality according to the Traditional Council





B.1. Locality Map:

Figure 1: Locality Map reflecting Mandeni Municipality



Challenges We Face

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

Roads

Most of the wards have a dilapidated state of gravel roads and access roads. The municipality has identified the need procure additional plant to accelerate delivery of these services to communities. which will inform the municipality of the life span of existing access to road infrastructure within the municipality it seeks to upgrade.

Unemployment

A significant number of wards indicated that there was a dire need for the creation of job opportunities, especially among youth and those coming out of youth phase to adulthood.

Social Facilities

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

Local Economic Development

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

Water And Sanitation

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

Youth And Women Empowerment

Since youth and women account for the largest segment of the population, youth and women empowerment remains a challenge facing the municipality.

Human Settlement

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

C. Our Vision

"To be reliable people-centered and sustainable economic hub by 2030"

D. Key Performance Areas & Measures

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

E. Developing the Municipal 2024/2025 IDP & Budget Review

This has been done in accordance with Chapter 5 of the Municipal Systems Act (Act No. 32 of 2000). Although Mandeni Local Municipality has a five-year time horizon, it adopts a medium- to long-term development perspective within the five-year plans, with the annual reviews being a mechanism for incremental progress towards the ideal situation.

The IDP provides for the local implementation of the National and Provincial development initiatives outlined in the National Development Plan, Provincial Growth and Development Strategy and the District Development Plan. One Plan.

In developing the 5th generation IDP to inform 2024/25 -2026/27, Mandeni had to take into recognition the MEC comments received on the 2023/24 review together with overall Municipal performance for the 2022/23 financial year. The tables below summarize these outputs.

Table Showing summary of MEC comment for 23/24

2023/2024 MEC Comment	2024/2025 Municipal Response
Municipal Transformation & Institutional Development	
1. Additional Information on Implementation of HR Strategy –	1.1. The municipality acknowledges that it needs to review its staff retention policy since the last review and adoption was last prepared in 2019.
2. Municipality is encouraged to adopt the draft recruitment policy and resume with its implementation	2.1.
3. Municipality commended for employing 02 people living with disabilities encouraged to recruit more.	3.1 All adverts for employment will include a note encouraging people with disabilities to apply
LOCAL ECONOMIC DEVELOPMENT	
4. LED to improve the functionality of LED forums in order to implement the strategy	4.1 LED unit notes this comment and intends to improve functionality of the local forum by having these meeting included in municipal annual calendar planning
5. Spatially reference interventions, prioritize the poverty-stricken	5.1 This has been covered please refer to LED Chapter

wards and include budget for research and development	
BASIC SERVICE DELIVERY	
6. Municipality has to address the issue of Transport in the IDP, develop LITP	6.1 Municipality notes that the current LITP is outdated hence has set side budget to review its roads master plans together with the LIT Plan
7. Progress on the implementation of waste management bylaws.	7.1 Waste Management By-laws were adopted and gazette please refer to Annexure D IWMP
FINANCIAL VIABILITY AND MANAGEMENT	
8. inclusion of Procurement Plan narrative indicating challenges experienced with implementation and proposed measure to address the challenges	8.1 This comment is also noted and will be addressed during the final draft submission as this process is undertaken after adoption of draft Budget
9. IDP to indicate if the SCM Policy makes provisions for categories of preference in relation to section 217 of the constitution – people leaving with disabilities to qualify for tenders	9.1 This comment has been addressed please refer to chapter C.8. under section C.8.3.
10. IDP to include reviewed revenue enhancement policy and narration	10.1 This comment has been addressed please refer to chapter C.8. subsection C.8.5.
11. provide 3-year debtors age analysis per category	11.1 This comment is noted and will be addressed during the Final Draft submission
12. provide 3-year annual collection rate. Include debt write-of and bad debt provision for 3 years	12.1 This comment is noted and will be addressed during the final draft submission
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
13. Develop a Service Delivery Improvement Plan. Including top 3 services to be improved**.**	13.1 The Municipality is in the process of developing the SDIP
CROSS CUTTING ISSUES – SPATIAL DEVELOPMENT FRAMEWORK	
14. Include a spatial demographic indicator to show population is distributed in the municipality	14.1 This comment is noted and the municipality intends to address this section taking into consideration new stats provided by STATS SA
15. Development of environmental management plan / Program of action with clear management actions to govern its space	15.1 This comment has been addressed on the IDP please refer to Chapter C.2.2.
16. Encouraged to align IDP & SDBIP and SDF and Disaster Management Sector Plan.	16.2 This comment is noted and will be addressed during the final draft.

16.2. increase budget allocation for disaster management and fire services to enhance functionality of the unit	This comment is noted by the responsible department.
STRATEGIC THRUST OF THE 6 KPA & SDBIP	
• IDP to indicate performance of the previous year during formulation of the new review.	This section has been incorporated into the document.

E.1.1. The Overall Performance on Annual Performance Report Of 2022/23 And 2021/22 Financial Years

The 2022/23 Financial Year did not have any major challenges. Hence, the municipality did not acquire natural disaster like the previous financial year. Several projects that were targeted were achieved. Challenges encountered were poor performance by service providers in some catalytic projects, SCM delays, etc. However, there was a consistent debt collection rate of 80% in the 2021/22 and 2022/23 financial year. The municipality performed well in cost coverage ratio sustained, whereby the target was 1:3 months and a stelling performance was achieved through 1:9 months. In terms of compliance, the municipality has submitted section 71 and 72 reports, section 52 (d), submission of senior managers performance agreements, IDP and Budget was also tabled timeously. It is for that reason, that the overall performance of the municipality in the 2022/23 financial year was 80% from 70%. This is a commendable performance. The 2021/22 Financial Year was one the challenging year for the municipality hence it was affected by KZN floods which caused a negative implication on the service delivery and municipal operations. The impact KZN floods resulted in number of people losing their houses thus reducing the municipal revenue as more and more people could not afford to pay their rates and services hence increasing of debt owed to the municipality. The floods also affected the services delivery projects, where number of projects during 2021/22 financial year were suspended and redirected to the next financial year and also the poor performance by service provider prevailed a service deliver in one the catalyst project DLTC during 2021/22 the municipal overall performance detoriated as result of these challenges, the municipality managed to get an overall performance of **70%** during 2021/22 financial year.

The following graphs illustrate the overall performance of the Municipality measured in terms of the Top Layer (Strategic) SDBIP as at the end of the year that ended 30th of June 2023.

Table 02 Sharing Overall Performance of the Municipality (Top Layer) SDBIP for 2022/23 FY

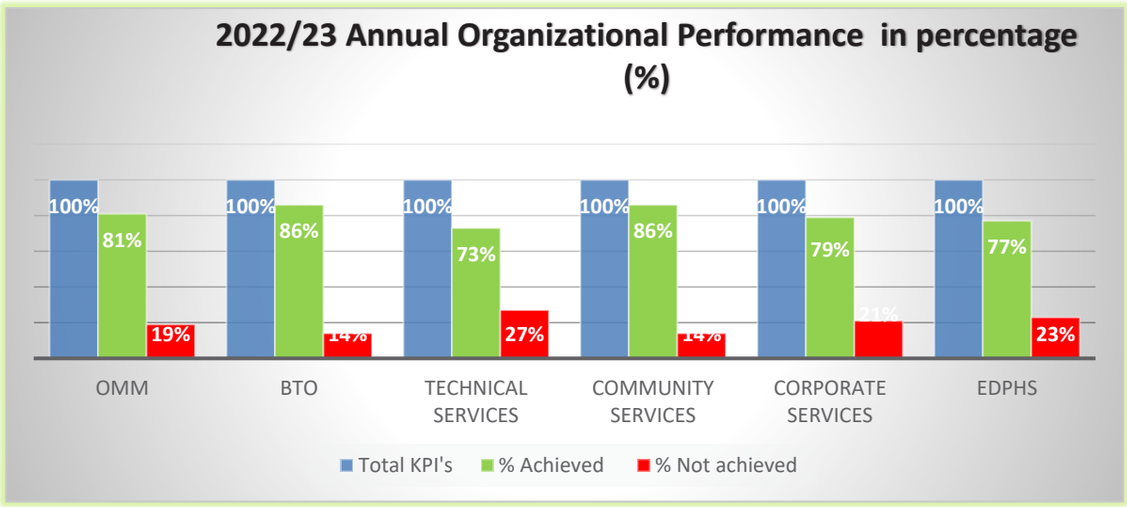
Department	Total KPI's	Achieved	Percentage Achieved (%)	Not Achieved
Office of the MM	77	62	81 %	15
BTO	36	31	86 %	5
Technical Services	44	32	73 %	12
Community Services	36	31	86 %	5

Corporate Services	29	23	79%	6
EDPHS	30	23	77 %	7
Organisational Performance	252	202	***80 %***	50

E.1.2. Overall Performance of the Municipality (Top Layer) SDBIP for 2021/22 FY

The graph below illustrates the overall performance of the Municipality measured in terms of Top Layer (Strategic) SDBIP at the end of the year ended 30th of June 2022

Graph 01: 2021/22 for overall performance



E.1.3 LOGICAL FRAMEWORK APPROACH

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

E.1.4 OBJECTIVES ARE:

Guide decision-making in respect of service delivery and public sector investment. Inform the budgets and service delivery programs of various government departments and service agencies; Coordinate the activities of various service delivery agencies within Mandeni Municipality's area of jurisdiction; Engage communities and other key interested and affected parties in municipal affairs, especially the continuous integrated development process; and Position the municipality to make a meaningful contribution to meeting district, provincial, and national development targets, and priorities. Although the IDP informs the annual budget and determines the organizational structure, it considers resource availability and asserts that if resources (inputs) are provided, activities will be undertaken, and the requisite outputs will be produced, leading to the attainment of the intended outcomes, and thus making a significant impact in developing Mandeni as an area.

1.5 THE LEGISLATIVE FRAMEWORK

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

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

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, and all- inclusive strategic plan for the development of the municipality, which Links, integrates, and co-ordinates plans, and considers proposals for the development of the municipality; Aligns the resources and capacity of the municipality with the implementation of the plan. Complies with the provisions of this Chapter; and is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

1.6 THE 2024/2025 IDP PROCESS PLAN

As part of its preparation for the 2024/2025 Mandeni Municipality formulated and adopted the IDP process plan to ensure proper coordination between and within the spheres of government is achieved within this process. An Integrated Development Planning (IDP) Process Plan was drawn up to ensure proper management of the planning process. Components of the IDP Process Plan:

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

Table 03: 2024/2025 IDP process plan table with activities & timeframes

Activity No.	Activity/Task							Responsibility	Estimated Cost
	MANDENI Ward Based Planning	IDP / SDF	Draft Date	BUDGET	Draft Date	PMS	Date		
Phase 1: (Information Gathering-Situational Analysis									
1.	IDP/BUDGET/PMS Technical Committee Meeting tabling of Draft Process Plan Advertise the draft Process Plan for public comments	IDP/BUDGET/PMS Technical Committee Meeting to discuss Draft Process Plan Advertise the draft Process Plan for public comments	3 July 2023	-	_	Approved SDBIP 2023/24	27 June 2023	PMS Manager & Budget Manager	Nil in-house
						Signed Performance Agreements Published SDBIP	31 July 2023		
2. 3.	Tabling of Draft Process Plan that includes Mandeni CBP Mechanism to Council for adoption	Tabling of Draft IDP/Budget/PMS Process Plan to Council for adoption	End of August 2023	_	_	**Cascading of PMS to Middle** Managers: All middle managers must sign performance plans each financial year (Signed Performance Plans)	31 August 2023	PMS Manager	Nil in-house

						Submission of Middle Managers monthly PMS progress reports to HOD's (Monthly progress reports every month)	Annually		
Activity No.	**ACTIVITY / TASK**							**RESPONSIBLE PERSON**	**ESTIMATED COST**
	WARD BASED PLANS	**IDP**	**DATE**	**BUDGET**	**Draft Date**	**PMS**	**Draft Date**		
4.	IDP Budget Technical committee	IDP Budget Technical committee	**7 Aug 2023**	–	–	**Preparing the Annual Performance Report APR to AG** Prepare and submit and audited APR	31 August 2023	PMS Manager	R 2 500
5.	-	IDP Technical committee	4 September 2023		–	**Quarterly PMS reports/ Departmental SDBIP's** Assess, review, and report the quarterly departmental SDBIP's! - Prepare and Submit			

				–		Mid-year report /Q2.			
	WARD BASED PLANS	**IDP**	**DATE**	**BUDGET**	**Draft Date**	**PMS**	**Draft Date**		
	Phase 2: INITIATE THE BUDGET PROCESS								
6. 5.	Round 1 of IDP / Budget Road shows	Round 1 of IDP / Budget Road shows	2 November 2023 8 November 2023	-	-	**Quarterly PMS reports/ Departmental SDBIP's** Assess, review, and report the quarterly departmental SDBIP's! -Prepare and Submit Mid-year report /Q2 - Submission of Mid-Year assessment to NT & PT and Publication of mid-year budget and performance in the municipal website Mid-year budget and performance assessment visit by Provincial Treasury	30 October 2023 20 January 2024 25 January 2024 20 January 2024	PMS Manager	-

	MANDENI COMMUNITY BASED PLANING	**IDP**	**Draft Date**	**BUDGET**	**Draft Date**	**PMS**			
	PHASE 2: STRATEGIES								
7.	IDP/BUDGET/PMS Technical Committee Meeting	IDP/BUDGET/PMS Technical Committee Meeting	4 December 2023	_	-	-	_	-	Nil
	iLembe District Sector Alignment Session	**iLembe District Sector Alignment Session**	TBC	-	-	**iLembe District Sector Alignment Session**	_	-	Nil
	Roll-out Mandeni Community Based Planning to all 18 war-rooms, to kick start review process of community-based plans		December 2023 to January 2024	-	-	-		Ward Councilors and public participati0n unit.	
	PHASE 3: PROJECT IDENTIFICATION AND REGISTRATION/ MID-YEAR BUDGET ASSESSMENT								
9.	-	Finalization and Registration of new Sector Funded Projects into IDP	January 2024	_	_	**PREPARATION OF ANNUAL REPORT** Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report Audited Annual Report is made public, and representation is invited. Oversight Committee perform their responsibility (comments)	23 January 2024 31 March 2024 February / March 2024	-	Nil

						After MPAC assess the Annual Report it table to Council with recommendation	31-March 2024 07-April-2024		
	Review and initiate changes in the municipal ward-based plans for 2024/2025		January - 2024	–	–	–	–	–	Nil in-house
8.	IDP / Budget Workshop for councilors and ward committees	IDP / Budget Workshop for councilors and ward committees	January 2024	–	–	-	-	–	Nil
9.	**Ward Based Planning**	**IDP/SDF**	**DATE**	**BUDGET**	**DATE**	**PMS**	**DATE**	**Responsible Dept**	**Estimated Cost**
PHASE 4: PRIORITISATION AND DRAFTING OF IDP									
10.	IDP/BUDGET/PMS Technical Committee Meeting	IDP/BUDGET/PMS Technical Committee Meeting	5 February 2024	Budget steering committee	February 2024	**Assessment of Senior Managers** All senior managers are assessed at end AG report, each financial year. There must be assess four times a year two assessments are compulsory i.e. Mid-year and annual, and other two a verbal 2023/24 Panel members for assessments comprises of 4-5 Member. Director's reporting to MM assessments Scores required during	Mid-Year		

						assessments	Annual		
11.	Finalization and Registration of new Sector Funded Projects into IDP	Finalization and Registration of new Sector Funded Projects into IDP	**Continuous**	-	-	AUDIT COMMITTEE AND PERFORMANCE AUDIT COMMITTEE Function of the audit **committee** Perform quarterly PMS review and report to Council. Audit comm also serves as advisory committee to municipality	Quarterly Mid-Year Annual reports	MANCO Manager Budget Council	-
FIRST DRAFT BUDGET FOR 2024/25 MTREF									
12.	IDP Representative forum meeting to before tabling at Exco & Council	IDP Representative forum meeting to before tabling at Exco & Council	14 March 2024	_	_	_	_	IDP Manager	Nil
13.	Table first Draft 2024/2025 ward-based plans Exco & Council	Table first Draft 2024/25 IDP and Budget to Exco and Council	26 March 2024 28 March 2024	-	-	-	-	IDP Manager	Nil

14.	Advertise First Draft for public comments	Advertise First Draft for public comments	28 March 2024	-	-	-	-	IDP Manager	Nil
15.	Embark on 2nd of IDP Roadshows	Embark on 2nd of IDP Roadshows	April 2024 – May 2024	-	-	-	-	IDP Manager	Nil
	PHASE 5: ASSESSMENT FEEDBACK ON THE DRAFT IDP								
16.	Align IDP/Budget with Provincial and National Priorities	Align IDP/Budget with Provincial and National Priorities	May 2024	_	_	_	_	IDP Manager	Nil
17.	Tabling of Final Reviewed IDP/BUDGET/PMS to EXCO	Tabling of Final Reviewed IDP/BUDGET/PMS to EXCO	**28 May 2024**	_	_	_	_	IDP Manager	Nil
18.	Council approves final IDP/ Budget and PMS	Council approves final IDP/ Budget and PMS	**30 May 2024**	_	_	_	_	IDP Manager	Nil
19.	Submit Adopted IDP and Budget to MEC for COGTA	Submit Adopted IDP and Budget to Treasury	11 June 2024	_	_	_	_	IDP Manager	Nil
20.	Advertise the adopted IDP and Budget 10 Days after Adoption	Advertise the adopted IDP and Budget 10 Days after Adoption	**30 May 2024**	_	_	_	_	IDP Manager	Nil

PUBLIC PARTICIPATION

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

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

Public notices

Roadshow Newspaper advertisements.

Radio Broadcasts; and the quarterly

municipal Newsletter

COMMUNITY OUTREACH PROGRAM

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

Table 04 Showing: 1st IDP Community Outreach Meetings

Proposed Date in 2023	Targeted group	Proposed Venue	Time
01 November 2023	Wards 05, 07, 10, 12, 15	Sibusisiwe Hall	11H00
01 November 2023	Ratepayers' association/ farmers' association/ Organized groups Tugela Mouth / Padianagaar/ Highview (02, 03)	Council Chamber	17H00
04 November 2023	Ward 11, Ward 16, Ward 17 & Ward 18 (Isithebe Cluster)	Msunduzi Sports field	11H00
07 November 2023	Macambini Cluster: Wards 01, 02, 03, 08, 09	Macambini Sports-field	12H00

08 November 2023	Ndulinde Cluster - Wards 06, 11 & 16	Skhonyane Traditional Court	11H00
10 November 2023	Hlomendlini	Hlomendlini Hall	11H00

As part of Section 19 of the Municipal Systems Act 32 of 2000 and Section 22 of Municipal Finance Management Act 56 of 2003, Mandeni Municipality convened its second round of public meeting to engage Mandeni members of the public, Traditional Council, Ward committee, Community Development Workers and Organized groups on the Draft 2024/2025 Integrated Development Plan and 2024/2025 mScoa Budget. The following meeting schedule was used for these meetings

Table 05 Showing 2nd round of IDP Community Outreach Schedule

Targeted Group	Date	Time	Venue
Amakhosi Council – IDP	03 April 2024	12:00	Council Chamber
Ward 02, 03 & 04 Ratepayers; Organized Groups and various associations – Tugela Mouth, Mandini, Padianagar & Highview Park	04 April 2024	17:00 – 19:30	Council Chamber
Sundumbili Cluster 1- Ward 05, 13, 14	06 April 2024	12:00 – 15:00	New Hall Ward 14
Macambini Cluster Ward 1, 02, 03, 08, 09	09 April 2024	11:00am - 14:00	Ward 09 – Multipurpose
Sundumbili Cluster 2 Ward 07, 15, 10, 12	10 April 2024	11:00 -14:00	Sibusisiwe Hall
Isithebe Cluster Ward 06, 16, 17, 18,	13 or 14 April 2024	11:00 -1400	Isithebe Hall
Ward o4 - Hlomendlini / Novas Farm	26 April 2024	12:00 -15:00	Hlomendlini Hall

F. Development Opportunities

1. Strategic Location

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

2. Industrial Development

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

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

3. Our Key Development Challenges

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

4. Service Delivery and Infrastructure Development

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

5. Municipal Transformation And Organizational Development

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

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

6. Local Economic Development

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







7. Good Governance and Public Participation Deepening Democracy

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

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

8. Developing Synergistic Relations with Key Stakeholders

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

9. Financial Viability and Management

Increasing municipal revenue

Although Mandeni Municipality is financially stable and sustainable, the low revenue base is a high risk that threatens its survival. Mandeni is a rural municipality characterized by high levels of poverty, and low levels of economic activity. The revenue base has remained stagnant for a long period, and shows signs of decline. There has been no major private sector investment since the development of iSithebe Industrial Area; or significant expansion of commercial and residential space. This highlights the need to develop viable strategies to stimulate economic growth, and facilitate private sector investment in the area. The revenue effort also requires attention. This highlights internal aspects, such as the municipality's inefficiency or lack of capacity to collect revenues due to the municipality, on time. These internal aspects manifest in the lack of systems and procedures, inadequate skills levels, and low levels of competence to undertake operational tasks.

10. Cross-Cutting Issues

Addressing poverty

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

10.1. Managing The Impact of Population Growth

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

10.2. Changing Settlement Patterns

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

11. Long-term vision

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

- Good Governance (sound governance and ethical conduct are the pillars of success in local government);
-
- Improving the quality of life of our citizens (eradicating unemployment, poverty and inequality); Improved and sound revenue (debt collection);

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

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

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

12. Long-term strategic goals

The following strategic goals are proposed as means to mitigate the challenges: Universal access to basic services and infrastructure development by 2030.

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

- To create a conducive environment for job opportunities and investment.
- To create a culture of public service transformation, performance management, and accountability.

- To develop a sustainable and efficient municipality based on sound financial management; and

- To create a sustainable environment for future development and to redress

  spatial inequality.

13. Strategies And Action Plan

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

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

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

Introducing incentives that attract development initiatives. The municipality has undertaken a planning exercise, aimed at expanding and marketing the industrial area. Introducing performance project management systems to track and monitor progress; Exploring and promoting PPPs as a means to deliver services.

Preserving and protecting the natural environment and applying conservation management; Ensuring the regular maintenance and upgrade of existing infrastructure.
Ensuring sustainable livelihoods through the integrated development of all the municipality's assets, i.e. human capital, social capital, natural capital, physical capital, financial capital, and political capital; Engage with external economic stakeholders to develop a shared understanding of economic development, and jointly solve challenges through sector forums (manufacturing, business services, property development, informal enterprises, etc.).

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

Linking the community with governmental economic programs, such as Agri-Park, which links smallholding farmers with markets; Providing focused SMME support, in order to compete with the large national corporate that dominates sectors, such as retail, construction, and forestry; Setting up an SMME support center for local business nodes; for the registration, accreditation and grading, franchising and subcontracting, and innovation and facilitation of co-operation and networking; Addressing skills development, through partnership with schools, Mandeni TVET, the nearest universities, and SETA; Identifying opportunities for women to enter into value- added productive activities.

Alignment of Municipal LED Projects and Programs with the district agency (Enterprise iLembe) and other provincial and national departments; for example, the National School Nutrition Program; Promoting various tourism developments, e.g. beach upgrade (Dokodweni and Tugela Mouth), and the Ngwenya Game Reserve; Fast tracking the implementation of SPLUMA through locating new investments within prioritized development nodes or identified strategic areas; and Reviving development norms and standards, to inform land use management and services in rural areas

14. Outcomes, outputs, and deliverables

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

Sustainable job opportunities in line with national and provincial job creation targets. These will include effective implementation of the Expanded Public Works Program, Community Work Program, and various other private and public sector-driven initiatives; Development of sustainable human settlements where people can live, work, and play in harmony. Such settlements will generate economic development opportunities, enhance the quality of the environment, and facilitate integrated development. They will also enjoy adequate access to basic services, social amenities and developing a sustainable and viable municipality that collects and generates sufficient funds to carry out local government functions, and perform all its functions and powers efficiently, and effectively;

Client satisfaction across the board, including local communities, the business sector, government departments, and other stakeholders; and Spatial integration, with all areas within the municipality working together in unison, as an integrated and functional spatial system that provides a firm foundation for economic and social development.

15. Performance Management

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



CHAPTER B: PLANNING & DEVELOPMENT PRINCIPLES

1. GOVERNMENT POLICIES IMPERATIVES: National Development Plan Vision For 2030

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

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

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

1.1. Economic Infrastructure

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

1.2. AN INCLUSIVE RURAL ECONOMY

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

Human Settlements

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

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

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

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

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

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

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

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

3. Comprehensive Rural Development Program (CRDP)

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

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

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

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

FIGURE 2: STRATEGIC OBJECTIVE: SOCIAL COHESION AND DEVELOPMENT

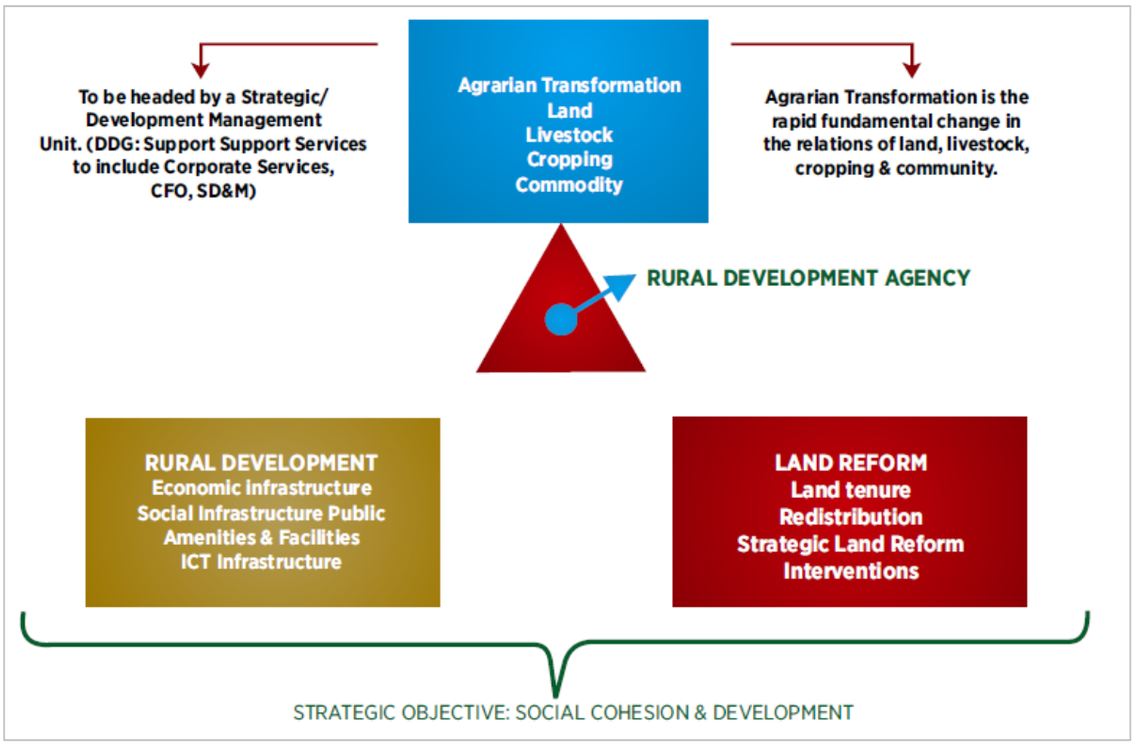


Figure 4: Comprehensive Rural Development Program

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

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

4. The sustainable development goals

Figure 5: Sustainable Development Goals Source: Comprehensive Rural Development



SUSTAINABLE DEVELOPMENT GOAL	MLM RESPONSE
SDG 1. End poverty in all its forms everywhere	Co-ordinate Operation Sukuma Sakhe interventions
SDG 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Co-ordinate development of Farmer Support Production Unit of Manchester Farm unlocking agricultural potential
SDG 3. Ensure Healthy lives and promote well-being for all at all ages	Ensure municipal contribution towards HIV/AIDS; facilitate culture of active lifestyle among youth and elderly e.g. Mayoral Cup, Golden Cup etc.
SDG 4. Ensure inclusive and equitable quality education and	Provide library services with an optimal skills base. Facilitate development sports and community. facilities e.g. Chappies Sports Field, High view Park Combo Court, iSithebe community/Arts Centre
SDG 5. Achieve gender equality and empower all women and girls	LED to improve skills base. Ensure empowerment of youth, women and people living with disabilities.
SDG 6. Ensure availability and sustainable management of water and sanitation for all	Facilitate the reduction of water and sanitation and service backlog. Implementation of iLembe Bulk Water supply project
SDG 7. Ensure access to affordable, reliable, sustainable, and modern energy for all	Facilitate access to electricity for all targeted, household. Chapter C implementation of INEP projects
SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Unlock agricultural potential, promote manufacturing sector activities and facilitate SMME development.

SDG 9. Build resilient infrastructure, promote. inclusive and sustainable industrialization and foster innovation	Implementation of municipal Spatial Development Framework: Local Area Plans and Coastal management plan
SDG 10. Reduce inequality within and among countries	N/A
SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable.	Promote municipal integrated planning
SDG 12 . Ensure sustainable consumption and production patterns	Improve community awareness on environmental protection. Implement Coastal Management Plan
SDG 13. Take urgent action to combat climate change and its impacts	Work with iLembe District in developing district- wide Climate Change Strategy
SDG 14. Conserve and sustainable use the oceans, seas and marine resources for sustainable development	Improve community awareness on environmental protection Implement coastal management plan
SDG 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage. forests, combat desert if cation, and halt and reverse land degradation and halt biodiversity loss	Improve community awareness on environmental protection Implement coastal management plan
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive. institutions at all levels	MLM to ensure participative transparent and accountable governance, by improving public participation process and functionality of municipal. structures
SDG 17. Strengthen the means of implementation various and revitalize the global partnership for sustainable development	The municipality has partnered with international organizations, including SECO. (Switzerland) and ICLEI on economic development and environmental management programs, respectively.

5. State Of Nation Address – 2024

His excellency President Cyril Ramaphosa delivered the State of the Nation Address on the 8th of February 2024. The President acknowledged 30 years of democracy anniversary in South Africa, the sacrifices that were made in order to gain freedom in our land and the journey of the from 1994 up until now.

Albeit the South African economy is 3 times larger than it was 30 years ago, and the number of jobs being created is increasing every quarter, there is still a persistent high unemployment in the country, measures to eradicate unemployment have been laid like economic reforms, attracting private sector investment and infrastructure programs.

A clear plan to end load shedding is being implemented through the National Energy Crisis Committee. A debt relief package was implemented for Eskom in order to enable it to make investments in maintenance. Moreso, the Just Energy Transition is moving ahead as planned as renewable energy is being introduced into the grid to help combat load shedding.

Infrastructure investment is in the countries rail network is being funneled through Eskom to overhaul the freight rail system, mining is also a sector that is being revitalized through the modernization of the mining rights licensing system. Infrastructure for water provision is also being taken care of through various projects that are in progress or have been completed.

The NHI is being incrementally implemented to deal with issues like health system financing, health workforce and other various issues in the health sector. Capacity building in local government is also an important element as local government delivers services directly to communities. Engagements with Russia-Ukraine through the African Peace Initiative are in progression which have been followed by a ruling from the International Court of Justice that Israel must take measures to prevent deaths and destruction in Gaza.

6. State of Province Address 2024

The Premier of KwaZulu-Natal the honorable Nomusa Dube-Ncube delivered the state of the province address on the 28th of February 2024 and outlined these key areas of focus for the province.

1. Basic Services
2. Job Creation
3. Growing the Economy
4. Growing SMMEs and Cooperative
5. Education and Skills Development
6. Human Settlements and sustainable livelihood
7. Build a Peaceful Province
8. Build a caring and incorruptible government.

The address delves into the economic landscape, detailing the province's efforts in attracting investments, building a peaceful and stable environment for political parties, and prioritizing the development of small businesses and cooperative enterprises. It also outlines the government's commitment to ethical leadership, clean governance, and consequence management in addressing fraud and corruption. The comprehensive summary also highlights the province's digital transformation initiatives, education achievements, healthcare successes, housing and infrastructure developments, and efforts to address crime and violence, especially cross-border crimes. Additionally, it discusses the government's focus on spatial integration, human settlements, and local government, with a strong emphasis on addressing poverty, inequality, and economic inefficiency.

7. Medium-Term Strategic Framework

MTSF OUTCOMES	MLM RESPONDS
1. A long and healthy life for all South Africans	The municipality is implementing various sporting programs aimed at youth, senior citizens and people with disabilities
2. All people in South Africa are and feel safe	Ensure functionality of community safety forums and implementation of programs
3. Decent employment through inclusive economic growth	Forming partnerships with private and public partnerships with various entities to ensue investment and retention in Mandeni

4. A skilled and capable workforce to support an inclusive growth	Continue with co-ordination of municipal bursary programs and implementation of work place skills plan
5. An efficient, competitive and responsive economic infrastructure network	Facilitate reduction of backlogs in provision of bulk services
6. Vibrant, equitable and sustainable rural communities with food security for all	Unlock agricultural potential via LED strategy that is currently under review
7. Sustainable human settlements and improved quality of household life	Facilitate reduction of backlogs in provision of bulk services
8. A responsive and accountable, effective and efficient local government system	MLM to ensure participative transparent and accountable governance, by improving public participation process and functionality of municipal structures
9. Environmental assets and natural resources that is well protected and continually enhanced	Improve community awareness on environmental protection. Implement Coastal Management Plan
10. Create a better South Africa and contribute to a better and safer Africa and world	Ensure Integrated Planning with all sector departments
11. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.	Ensure Integrated Planning with all sector departments
12. Inclusive and responsive social system	Co-ordinate Operation Sukuma Sakhe interventions
13. Transforming and unifying the country	Partner with the District in facilitating programs that encourages social cohesion etc. SALGA Games, Golden Games

Figure 6: MTSF Outcome & Mandeni Response

8. Provincial Growth and Development Plan 2016

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

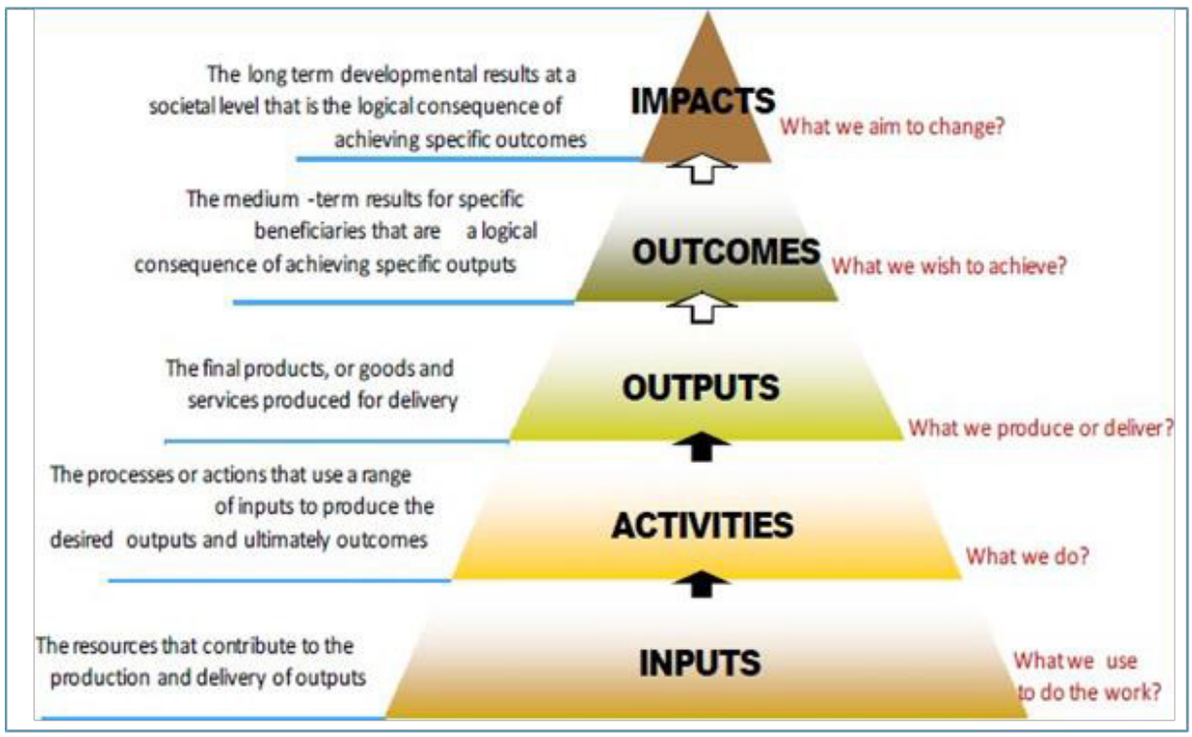
However, the achievement of these objectives and attainment of the goals hinges on the nature and extent of collaboration and partnership among the various social partners; in particular, business, organized labor, civil society and the different spheres of government, and State-owned Enterprises under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

9. iLembe District Model

9.1. The DDM Theory of Change

The approach of the iLembe DDM One Plan is vested in the Theory of Change approach4. The Theory of Change is an outcome-based framework that outlines the desired set of long-term goals that are engineered backwards to identify strategies and measurable actions to achieve the long-term goals.

The process of an outcome framework also requires a reporting framework to assess progress made on goal achievement and the impact of implementing strategies and actions. Broken into five main steps, namely, the overall impact, the outcomes that want to be achieved, the outputs on which the outcomes depend, the activities that need to be undertaken to achieve the outcomes and the inputs that are required. The Theory of Change model is diagrammatically presented in Figure 3.



9.2. The Six DDM Transformational Focal Areas

The One Plan is a visionary and transformational plan addressing the following interrelated DDM key transformation focus areas, content themes or principles, namely:

- Demographic Change/People Development.
- Economic Positioning.
- Spatial Restructuring and Environmental Sustainability.
- Infrastructure Engineering.
- Integrated Service Provisioning.

- Governance and Financial Management.

The transformation focus areas do not exist in isolation but rather as interchangeable and integrated mechanisms to achieve the One Plan vision. The One Plan vision articulates a spatial and development vision through economic growth, financial sustainability, good governance practices, infrastructure, and services investment.

In relation to each transformation focus area, the One Plan must articulate the following:

- The current situation or diagnostic assessment.
- The desired future or vision.
- The strategies and interventions
- The Implementation commitments by all three spheres of government and key stakeholders.

9.3. A Strategic Collaboratively Synthesized Plan

The DDM One Plan is not a simple summation of different sphere/entity plans but a strategic collaboratively synthesized plan that articulates development outcomes, targets and commitments required to catalyze and advance fundamental socio- economic transformation.

In essence, the One Plan is a single integrated and well-coordinated plan for the family of district and local municipalities and, as such, mainly an Inter-Governmental Relations plan bringing together the joint plans of all national, provincial, and local development plans and budgets into one plan.



9.4. National And Provincial Planning Alignment

The iLembe DDM One Plan must align to higher and lower order policies and plans. There is a myriad of National, Provincial, District and Local Municipal, and sector Department policies, plans, and strategies that must be considered in the formulation of the DDM One Plan. A review of the National, Provincial, District and Local Municipal planning policies, strategies, and research document identified the following key development considerations.

KEY ISSUES IDENTIFIED	DIAGNOSTICS
The need for a new consensus / social compact	To address the immediate crisis in the country and to create conditions for long-lasting stability and development. All role-players should contribute towards making South Africa an effective developmental state. Leadership by government is key for it to have policy clarity on critical issues in order that the social compact can be robust.
Institutional Weaknesses Leading To Poor Economic. Growth And Development	Institutions in South African democracy have been significantly weakened over the past decade and do not serve the democracy. The South African economy has been deteriorating over the last ten years. Mining and manufacturing, for example, the two sectors that are in serious decline have in the past been seen as important even after 1994.
Local Government Finance And Leadership[5]	Only 5% of the country's municipalities are financially stable. In iLembe only KwaDukuza can self-finance its operations. The dysfunction is ascribed to poor governance, weak institutional capacity, poor financial management, corruption, and political instability.
Government Does Not Create Jobs	President Ramaphosa re-stated a known principle that the role of the state is in creating a conducive environment for business to thrive and create growth and employment. It is known that the government does not create jobs. Private sector creates jobs with 80% of all the people employed in South Africa are employed in the private sector.
Climate Change	South Africa is one of the regions of the world that is most affected by climate change. The frequency of droughts, floods and other extreme weather events associated with global warming is increasing. Recently floods have affected several provinces, including KwaZulu-Natal, Gauteng, and the Eastern Cape. The importance of carbon pricing is increasing internationally. iLembe should embrace the new trends and develop long-term policies that places it in a position to engage meaningful in the carbon price field.
Investment Attraction And Retention	Investment attraction remains a key priority to the government. Investment attraction and the need to address investment incentives and developer charges have been identified in iLembe as key strategic aspects.

Infrastructure Led Growth And Development	The government is committed to an infrastructure-led strategy to rejuvenate the South African economy. It is a key pillar of the Economic Reconstruction and Recovery Plan (ERRP) with investments in water, energy, sanitation, housing, roads, health, education, and public transport. This approach is to be adopted by iLembe.
Cutting Red Tape	Regulatory and administrative conditions for businesses in most; municipalities are constraining economic development.

9.5 Alignment With Back to Basics

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

Mismatch and or lack of skills of personnel in local government; and Breakdown in values and good governance that is manifested by rent seeking and corruption.

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

CHAPTER C: SITUATIONAL ANALYSIS

C.1. Demographic Profile

This section of the report provides the demographic profile of the municipality. The various aspects analyzed here aims to provide an indication of the population trends, which inform settlement patterns, socio-economic needs and people migration that in turn inform the municipality's development agenda. The Municipality takes necessary strides to effectively respond to the needs of those who live, work and play within the Mandeni area of jurisdiction.

The primary source of the information presented below is Census 2022, 2016 Community survey and lastly 2011 Census data all provided by Statistics South Africa.

C.1.1. Population Size

Mandeni LM is second largest in terms of population size, after Kwadukuza LM. When compared to other municipalities within the region, with growth rate of 2,6% contribution to the total of the entire district.

Table 1: Mandeni population size

Municipality	Census 2011	Census 2022	Population Growth rate from 2011 to 2022
KwaDukuza	231 125	324 912	3,3%
Mandeni LM	138 141	**180 939**	**2.6%**
Ndwedwe LM	140 820	165 826	1.6%
Maphumulo LM	96 724	110 983	1,3%
iLembe Region	606 810	782 661	4.20%

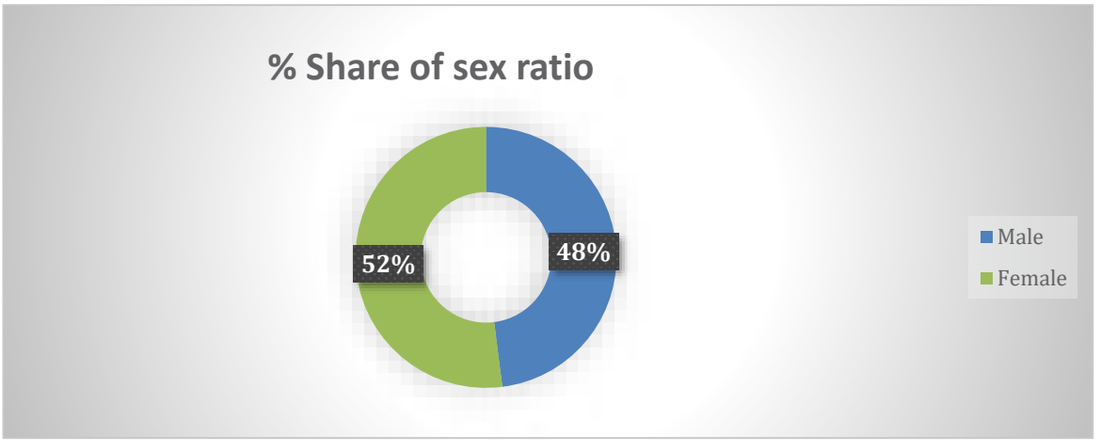
Source: Census 2022 & Census 2011; Stats SA

1.2. Population structure:

1.2.1 Sex Ratio

Population refers to the disaggregation of population by age and sex, this is usually shown in the format of population pyramid or graphs. In the context of the hereunder graph indicates the Mandeni population by sex being the number of males and females that make up the entire population. It is noteworthy that 52% of the population constitutes of females closely followed by males who constitute 48% of Mandeni.

Graph 1: Shows percentage of males and females in relation to total population

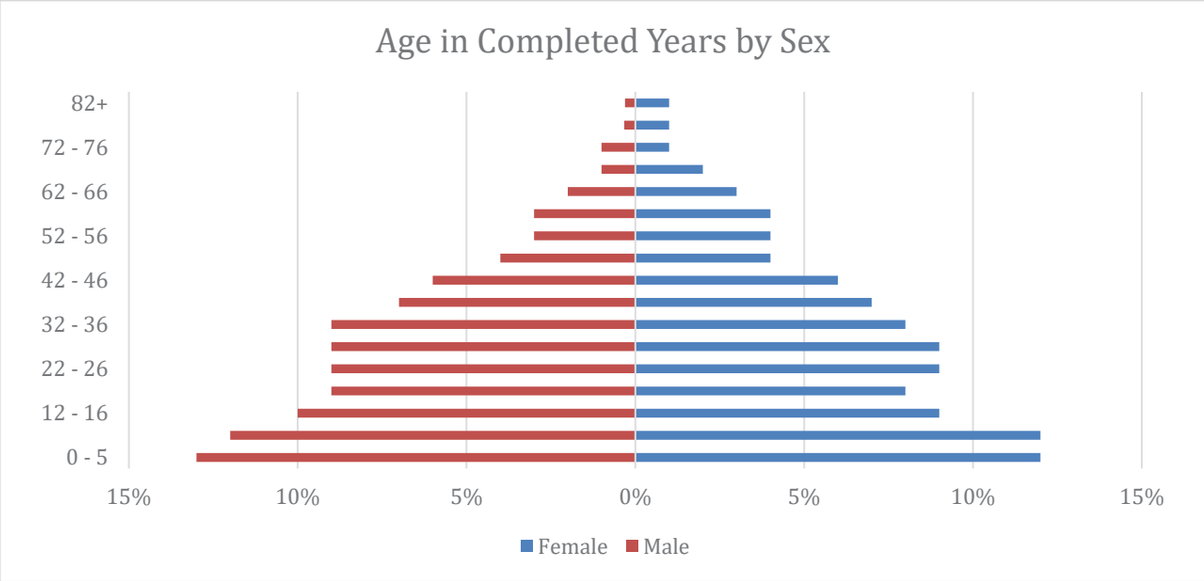


Source: Census 2022 Supercross: Stats SA

1.2.2. Age & Sex Ratio

In terms of age structure, it is noted from the graph below that between the ages 0 to 5 the number of males and females born is almost the same, in terms of percentages these constitute 11%. A decline in the number of females in the area is noted between ages 6-11 and ages 17-21, reason for this change in population could be owed to schooling outside Mandeni at primary, secondary and tertiary level, and return to the areas after these levels of schooling outside the area.

Table 2: shows % share in age categories of males and females.



Source: Census 2022 Supercross : Stats SA

1.3. Population Composition

The table below shows the distribution of race groups in Mandeni, It is evident that the Black African population is the majority racial group in the area, followed by the, Colored and White race groups. Indian/ Asian make- up 2,7% being the least number when compared to other race groups.

Table: population composition

Population Groups	% contribution to population
Black African	81.39
Coloured	8.15
Indian or Asian	2.74
White	7.26
Other	0.4
Unspecified	0.06

Source:

C.1.4. People Living with Disabilities in Mandeni

The Table below shows the extent and kinds of disabilities limiting people within the Municipality. It is interesting to note that there's a high number of people living with "A lot of Difficulty or Cannot not do at all" ***Seeing*** followed by people who have difficulty ***Walking***. Taking this into consideration, it is interesting to mention that municipalities has continues to ensure that RDP houses – Inyoni Housing/ Macambini housing projects) Community halls (e.g. Hlomendlini and Ward 13 hall) constructed has walking / wheelchair ramp making them friendly for people living with disabilities.

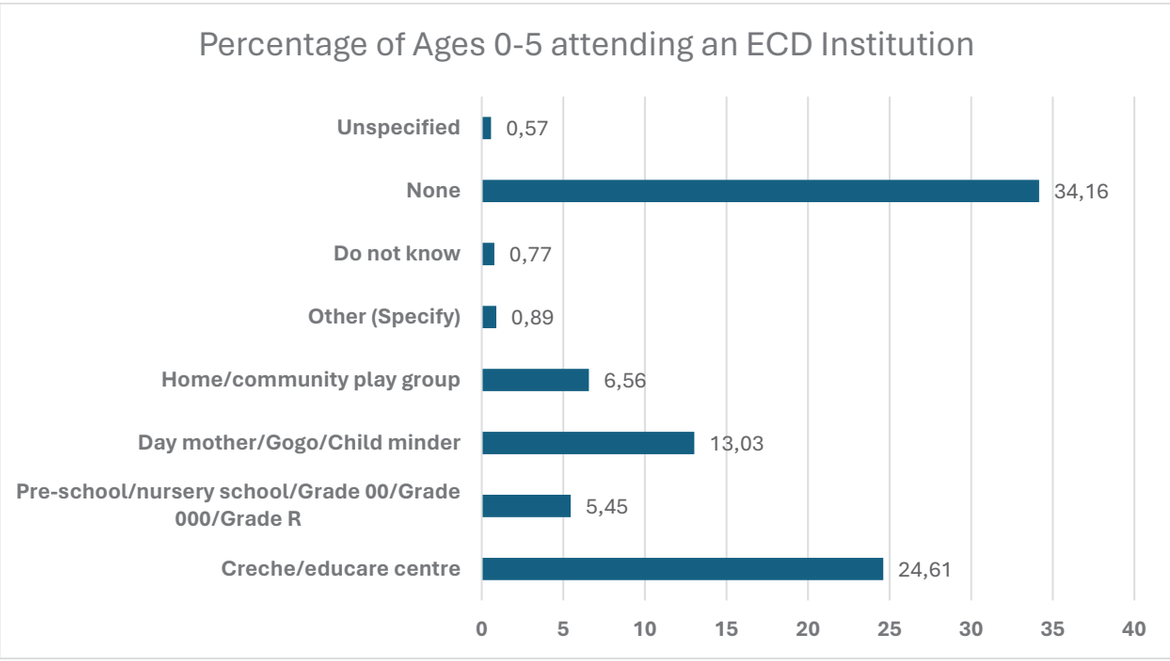
Table 23: Showing the number of people living with disability.

	Seeing	Hearing	Communication	Walking	Remembering	Self-care
No difficulty	143992	154612	156628	153499	153583	155875
Some difficulty	12393	4082	2409	4295	4724	2572
A lot of difficulty	**3129**	**859**	**415**	**1504**	**1160**	**771**
Cannot do at all	**107**	**80**	**178**	**337**	**140**	**426**
Do not know	78	62	63	59	87	50
Not applicable	20137	20137	20137	20137	20137	20137
Unspecified	1104	1108	1109	1108	1108	1108

Source: Stats SA Census 2022: Supercross

C.1.5. Education Levels – Early Childhood Development Attendance

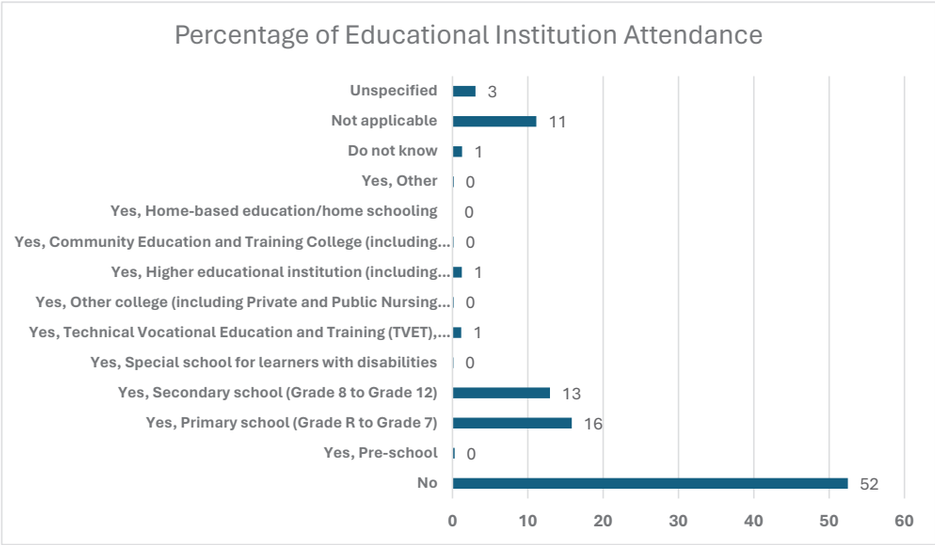
The 2022 Census, findings illustrate that approximately only 24% of Ages (0-5) applicable are enrolled and attending ECD Centre, and 34 % of ages 0-5 who are applicable are not attending. It is interesting to note that The high share of children not in EDC programs delays the opportunity for the children to get exposed to basic literacy, limits access to high-quality primary education, thus Indicates the lack of high-quality jobs for parents, suggesting limited education/opportunity. Resulting in the inability for the Municipality / District to harness the Demographic Dividend in the future if education and skills development are not prioritized



Graph showing: Percentages of Age 0-5 in ECD centre – Source: Stats SA Census 2022, Supercross

C.1.5.1. Education levels

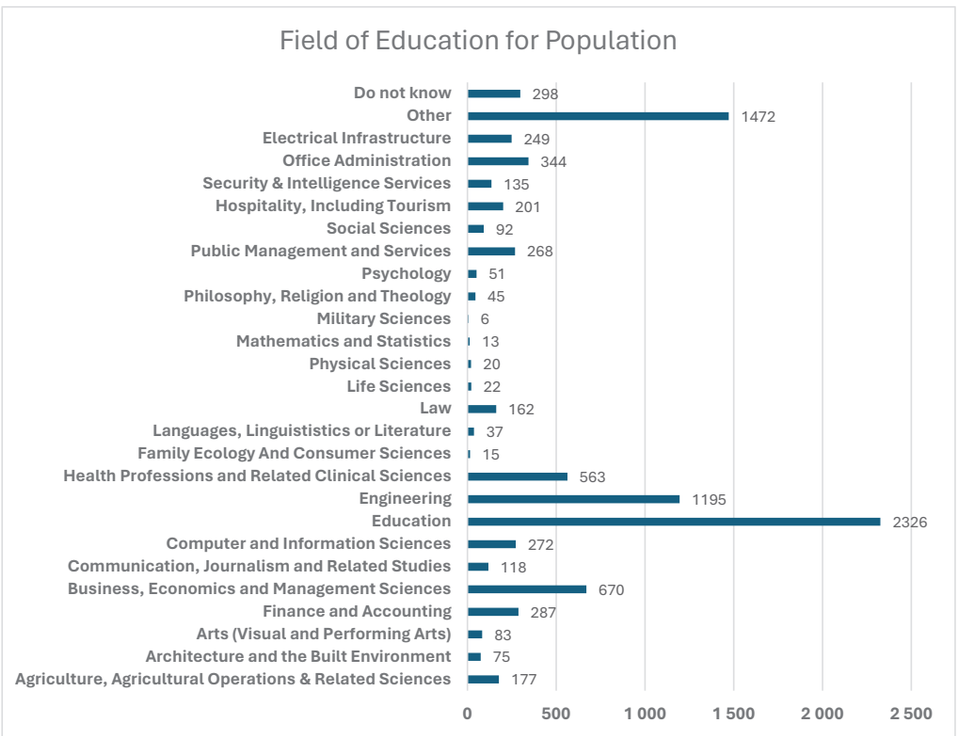
Graph Showing: Percentage share in education institution attendance



Source: Stats SA, Census 2022, Supercross

The education levels in Mandeni Municipality are symptomatic of a primarily rural area and provides a serious challenge when it comes to securing employment opportunities. There is a concerning trend observed through the graph above, that there's a high percentage share No in educational institution. Evidently these rates are followed by 16 and 13 % in primary to secondary schooling. The availability of adequate education facilities becomes paramount in the context of Mandeni. Statistics South Africa data provides that there are 79 including includes and colleges and training centres within Mandeni. Many of these schools do not have access to water and sanitation services. This presents a challenge that requires urgent intervention in collaborative efforts with the Department of Education and iLembe District. This is a critical component to ensuring good quality education that will harness good quality skills and training of individuals that will be viable to participate actively in the local economy.

Table shows fields of education in Mandeni.



Evidently, the predominant fields of study and training at institutions include Education with 2326 people, Engineering 1195. Other key sectors include computer and information sciences. Business economics and electric infrastructure are amongst other sectors illustrated in the graph above.

C.1.6. KZN Economic Realities

The Quarterly Labor Force Survey (QLFS) is a household-based sample survey conducted by Statistics South Africa (Stats SA). It collects data on the labor market activities of individuals aged 15 years and older who live in South Africa. However, this report only covers labor market activities of persons aged 15–64 years.

The table below shows the economic realities for KZN per sex. It is noteworthy that there are 140 000 Males not economically active, when compared to females this variable is also high as it current sits on 174 600. More men appear were employed in the last quarter as compared to females who make up 1149 00.

Population group	Male					Female				
	Total	NEA	Economically active			Total	NEA	Economically active		
			Total	Employed	Unemployed			Total	Employed	Unemployed
	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand
KwaZulu-Natal										
Black African	3 270	1 400	1 870	1 303	567	3 493	1 746	1 747	1 149	598
Coloured	32	13	19	16	3	39	10	29	21	7
Indian/ Asian	268	82	186	166	21	284	166	118	92	25
White	105	21	85	79	5	116	43	73	64	9
Total	**3 676**	**1 515**	**2 160**	**1 564**	**596**	**3 931**	**1 965**	**1 966**	**1 327**	**639**
For all values of 10 000 or lower the sample size is too small for reliable estimates.										
Due to rounding, numbers do not necessarily add up to totals.										
NEA = Not Economically Active										

Source: Quarterly Labour Force Survey 2024, Stats SA

C.1.7. Employment And Income Levels Comparison – Mandeni

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

Table: unemployment rate

Municipality	Unemployment Rate			Youth (15-34) Unemployment Rate		
	2001	2011	% CHANGE	2001	2011	% CHANGE
Ilembe	48.0	30.6	-36%	55.8	37.2	-33%
Maphumulo	75.9	49.0	-35%	83.3	58.4	-30%
Mandeni	**45.1**	**28.6**	**-37%**	**51.5**	**34.6**	**-33%**
Kwadukuza	34.3	25.0	-27%	42.6	30.8	-28%
Ndwedwe	67.8	48.7	-28%	76.4	58.3	-24%

Source: Stats SA Census 2011

Programs of the national government, and the benefits of its location near KwaDukuza and Durban Metro which have both experienced phenomenal economic growth over the last decade. High unemployment particularly amongst the youth can lead to social evils such as crime, drug abuse, prostitution, etc. which are detrimental to economic growth and development in the district.

The figure below indicates the percentage of unemployment in iLembe District. Mandeni Municipality is sitting at 28.6% with regards to unemployment as per the recent Statistics, SA Com survey.

Despite a lower unemployment rate amongst the youth in the municipal area, the 34.6% of the youth that are unemployed is still substantial and can have a negative impact on the growth and development of Mandeni. This situation warrants the municipality to consider development initiatives that can address this challenge. If not addressed as a matter of urgency, the situation is expected to increase levels of frustration and impatience among the youth. In addition to this, the situation will contribute to a cycle of chronic unemployment and poverty: these young people are likely to become the parents of children who will then also grow up in a context of poverty. Job creation is not the core competency of the municipality however Mandeni Municipality is committed to radical economic transformation which entails making the environment conducive for investors.

Mandeni is still relatively higher when compared with 25% of KwaDukuza and relatively lowest when compared with 49 of Maphumulo and 48.7 of Ndwedwe Manufacturing sector is the main contributor of source of employment in Mandeni. The sector employs approximately 26.86% of the available labor force. Wholesale and retail sector is the second largest employer, followed by finance and insurance employing 25.68% and 22.77% of the municipal labor force respectively. Agriculture, transport, and construction sectors employ 3.8%, 2.86% and 2.19% respectively.

C.1.8. Projected Growth

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

Table Showing:

MUNICIPALITY	POPULATION		AGE STRUCTURE					
			<15		15-64		65+	
	2001	2011	2001	2011	2001	2011	2001	2011
DC29 ILEMBE	560 390	606 809		34%		61%		5%
DISTRICT								
MANDENI	**127 327**	**138 078**	**32.2%**	**33.5%**	**61.2%**	**62.6%**	**3.6%**	**3.9%**
KWADUKUZA	167 805	231 187	29.9%	29.0%	65.7%	66.7%	4.3%	4.3%
NDWEDWE	144 615	140 820	34.4%	37.1%	55.0%	56.9%	5.6%	6.0%
MAPHUMULO	120 643	99 724	44.1%	40.6%	46.6%	52.9%	6.3%	6.5%

Source:

C.1.9. Mandeni Economic Profile

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

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

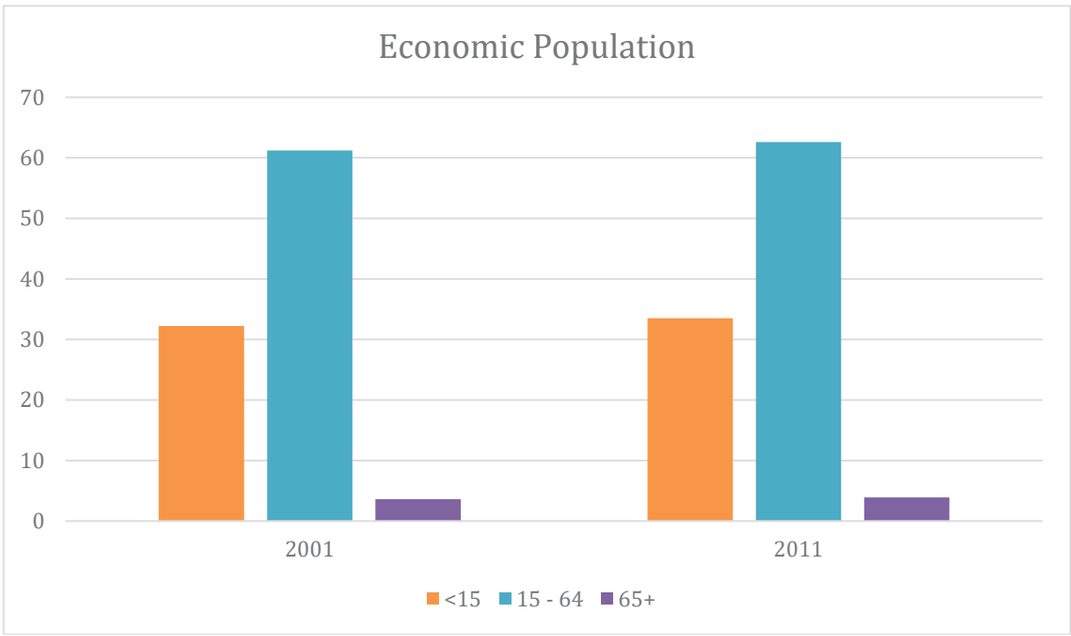


Figure 11: Source: 2002 & 2011 Census

Table showing various economic industries in Mandeni

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

Source: census 2011

C.1.10. Migration Patterns – Mandeni

Movement patterns in Mandeni LM are both internal and external. This implies that people move to areas of economic opportunity and services outside the municipal area. People also move internally within provinces.

These movements include majority of people moving to be closer to economic opportunities, to live with a spouse or into a new household, closer to facilities, children changing schools etc. Population movement trends and patterns have implications for planning and development. The table below shows that the highest being 172 039 of people stayed in other areas of the province and later relocated to Mandeni. Its interesting to note that 1275 people were coming from outside South Africa. The following analysis is going to unpack the regions of birth for these people in currently in the area.

Table showing movement of people from other provinces now residing in Mandeni.

Province of previous residence by Municipality of usual residence	Municipality of current residence - Mandeni Local Municipality
Western Cape	42
Eastern Cape	269
Northern Cape	6
Free State	84
KwaZulu-Natal	172039
North West	23
Gauteng	441
Mpumalanga	64
Limpopo	61
Outside South Africa	1275
Do not know	3
Not applicable	855
Unspecified	4397

Source: Stats SA Census 2022, Supercross

C.11. International immigration in Mandeni Municipality

The table below outlines from which regions in the world are the current immigrant population coming from, it is noteworthy that people coming in from other provinces within South Africa were the highest 176 951 in the area and contrast the least number of people coming into the area were from Latin America and Oceania. As anticipated the second highest population contributor to the area was the SADC region and the rest of the Rest of Africa.

Table shows: international immigration patterns in Mandeni against regions in the world

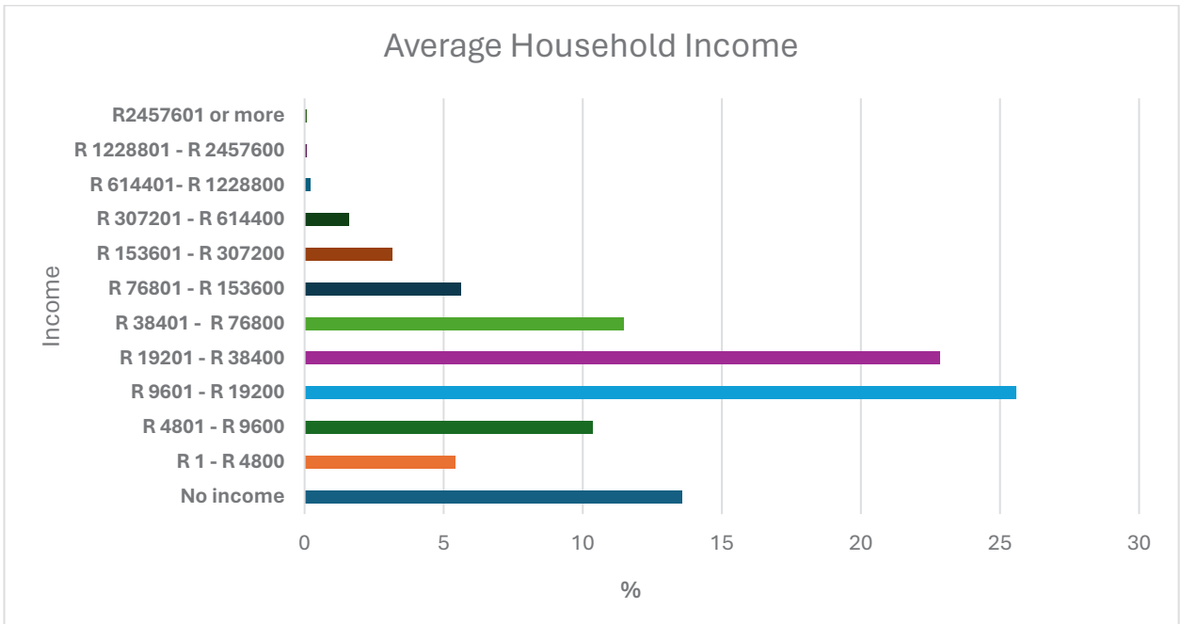
Region of birth by Municipality of usual residence	Mandeni Local Municipality
Born in South Africa	176951
SADC	2112
Rest of Africa	133
United Kingdom and Europe	64
Asia	59
North America	0
Latin America and Caribbean	1
Oceania	6
Unspecified	100
Not applicable	132

Source: Stats SA Census 2022, Supercross

C.1.10. Average Household income levels

Household income is one of the most important determinants of welfare in a region. The ability to meet basic needs, such as adequate food, clothing, shelter, and basic amenities, is largely determined by the level of income earned by the household. Poverty is often defined as the lack of resources to meet basic needs and the indicator of poverty in a region is the number of households with income below the poverty line. The figure above indicates that approximately 18,364 (13.3%) of the population has no source of income and this indicates that almost 18,364 of the population of Mandeni live below the poverty line. Whilst the district has an overall decrease in the number of people experiencing such poverty as per the South African Multidimensional Poverty Index (MPI), the indicators include unemployment, years of schooling, child mortality, type of dwelling, etc. Maphumulo and Ndwedwe local municipalities, even though having experienced a decrease of over 5% in the head count, still have the highest number of people living in extreme poverty. The results for people living in extreme poverty in Mandeni and KwaDukuza have only decreased by less than 2% for both municipalities whilst on the other hand, these areas have experienced significant population growth between 2011 and 2016.

Graph shows average household income in Mandeni



C.1.11. Migration Patterns – (Internal)

Movement patterns in Mandeni LM are both internal and external. This implies that people move to areas of economic opportunity and services outside the municipal area. People also move internally within provinces.

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Table showing movement of people from other provinces now residing in Mandeni.

Province of previous residence by Municipality of usual residence	Municipality of current residence - Mandeni Local Municipality
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Gauteng	441
Mpumalanga	64
Limpopo	61
Outside South Africa	1275
Do not know	3
Not applicable	855
Unspecified	4397

Source: Stats SA, Census 2022: Supercross

C.1.12. International immigration in Mandeni Municipality

C.2. CROSS CUTTING – (SPATIAL, ENVIRONMENTAL & DISASTER MANAGEMENT)

C.2.1. Spatial Analysis

C.2.1.1. Administrative Entity Settlement Patterns

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

C.2.1.2. Main Corridor

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

C.2.1.3. Primary Node

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

C.2.1.4. Settlement Pattern

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

C.2.1.6. Ingonyama Trust Land

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

C.2.1.7. Land Use Patterns

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

C.2.1.8. Urban Areas

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

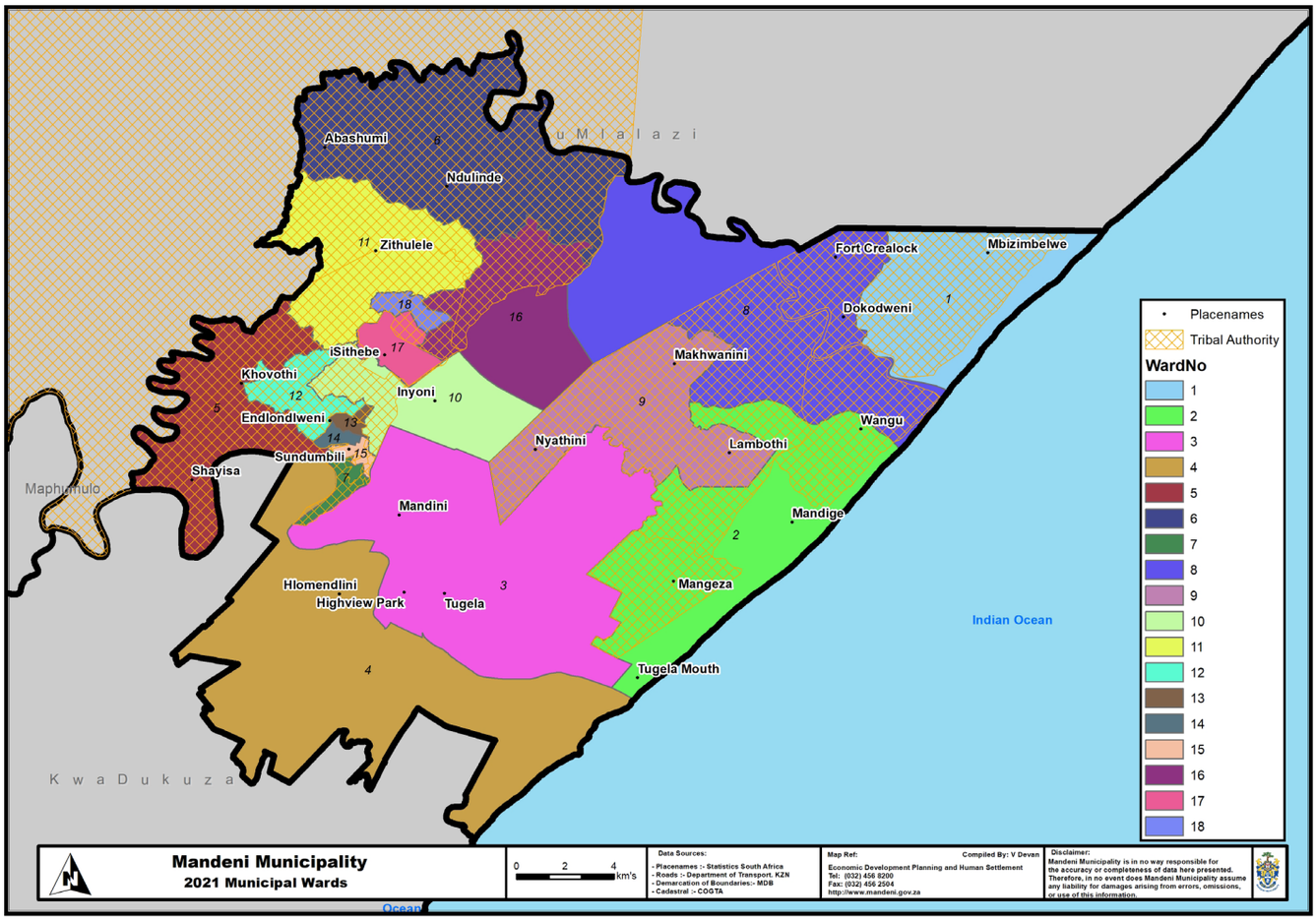
C.2.1.9. Dense Rural Settlements

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

C.2.1.10. Scattered Rural Settlements

Settlement patterns in the remaining areas occur in the form of scattered, unevenly spread rural settlements, reflecting the previous neglect of the former KwaZulu Homeland areas in spatial planning and development initiatives. These settlements owe their genesis to the natural environment, particularly grazing and arable land. Patterns and low densities that are not conducive to the provision of infrastructural services. Smaller rural nodes, such as

tribal courts, trading stores or clinics are scattered through the TC. Traditional housing dominates, but a range of other formal and informal.



C.2.2. Municipal Environmental Landscape

This District Municipal Profile provides an overview of the current environmental status quo and current challenges within iLembe District Municipality (iLembe). The intention of the profile is to deepen awareness of environmental aspects within the district to highlight key considerations for future development planning. The District Municipal Profile is based on existing information made available by the Department of Environmental Affairs (DEA) in respect of the following thematic areas:

- Environmental Management Governance.
- Environmental Programs.
- Biodiversity.
- Waste Management.
- Air Quality;
- Climate Risk and Vulnerability; and
- Climate Change Mitigation.

iLembe is located along the northern coast of KwaZulu-Natal, between the eThekwini Metropolitan Municipality and King Cetshwayo District Municipality. The district is comprised of four local municipalities, namely: KwaDukuza, Mandeni, Ndwedwe, and Maphumulo. iLembe is the smallest District within the province and has a total population of 782 661 (Statistics South Africa, 2022) and population density of approximately 200 people per km. A large portion (63%) of the district is under Traditional Authority leadership, and 31% is under commercial farming (primarily sugarcane). The key urban centers of the district are KwaDukuza (Stanger), Mandeni, Ballito/Umhlali, and Nkwazi (Darnall). These centers provide adequate social services and facilities to support the population, as well as key industrial activities located at KwaDukuza, Nkwazi and Mandeni (isiThebe Industrial Park). Most of the population (58%) of the district is between the ages of 15 and 64 years old, indicating a stable population. There are a marginally higher female population (52%) compared to male (48%), which is characteristic of KwaZulu-Natal Districts and especially rural areas. It may indicate a net outmigration of males in search of employment outside of the district. The rural nature of the district, and low income of households (40% of households earning no income), indicates a significant reliance on government subsidies and grants. The high unemployment rate (31% compared to 24% average of the province) and low education levels in certain areas is a hindrance to local economic development. The key economic sectors within the district are agriculture and manufacturing, with tourism and commerce and services being secondary contributors.

Table Shows: Challenge/Proposed intervention

CHALLENGES	PROPOSED INTERVENTIONS
• Large variations in topography resulting in constraints to access and basic services supply.	• Promote diversity of economic investment and development
• High unemployment and lack of diversity in economic sectors.	• Develop and implement rural education and skills development programmes to promote self-sufficiency and entrepreneurship, especially amongst the female population.
• **High concentrations of economic development and human settlements along the major access routes in the eastern portions of the district.**	• Promote development and infill to spread opportunities and investment more evenly throughout the district. District to prepare Environmental Outlook Report

C.2.2.1. Environmental Management Governance

Environmental governance refers to the processes of decision-making involved in the management and control of the environment and natural resources. South African municipalities perform environmental management functions, allocated to them in terms of the Constitution, the suite of National Environmental Management Acts as well as other sector specific legislations on powers and functions. National Environmental Management Act promotes the application of appropriate environmental management tools to ensure the integrated environmental management of activities. The environmental management function within Mandeni municipality falls under the Integrated Development Planning and Planning section, with one environmental officer in place. The officer oversees capacity development and education and awareness program on environmental affairs, facilitate programs aiming to encourage sustainable ecosystem and natural efficiently, promote programs responding to climate change amongst a few.

Mandeni municipality has been on Development shared service arrangement for the past couple of years, hence has been rely on district for the development of Biodiversity Plan (2014) and Environmental Management Framework (2014) which are in place currently, as well as a drafted Climate Change Response Strategy (2017). Integrated Waste Management Plan (IWMP) was last reviewed and adopted in June 2022, and the plans is still in use. The following provides outlook of municipal capacity to implement environmental management functions.

Table Shows: EMG Challenges

CHALLENGES	PROPOSED INTERVENTIONS
• Absence of key sector plans, including Invasive Alien Eradication Plan and Air Quality Management Plan (AQMP).	• Source funding for development and implementation of sector plans, specifically the Coastal Management Plan and AQMP, due to the coastal location and nature of industrial activities in the district.
• Lack of funding allocated to the development key sector plans hence no localised bylaws hence lack of enforcement in environmental contraventions	• Ensure budget process includes funding for the key sector plans.

C.2.2.2. Municipal Environmental Programs

The DEA is responsible for the implementation of the Environmental Protection and Infrastructure Programs (EPIPs) as well as Natural Resources Management (NRM) programs. The objective of the EPIP and NRM is to conserve natural assets, protect the environment and alleviate poverty through several program implemented at the community level. The programs are a key driver for job creation and environmental protection in the region and include the following focus areas:

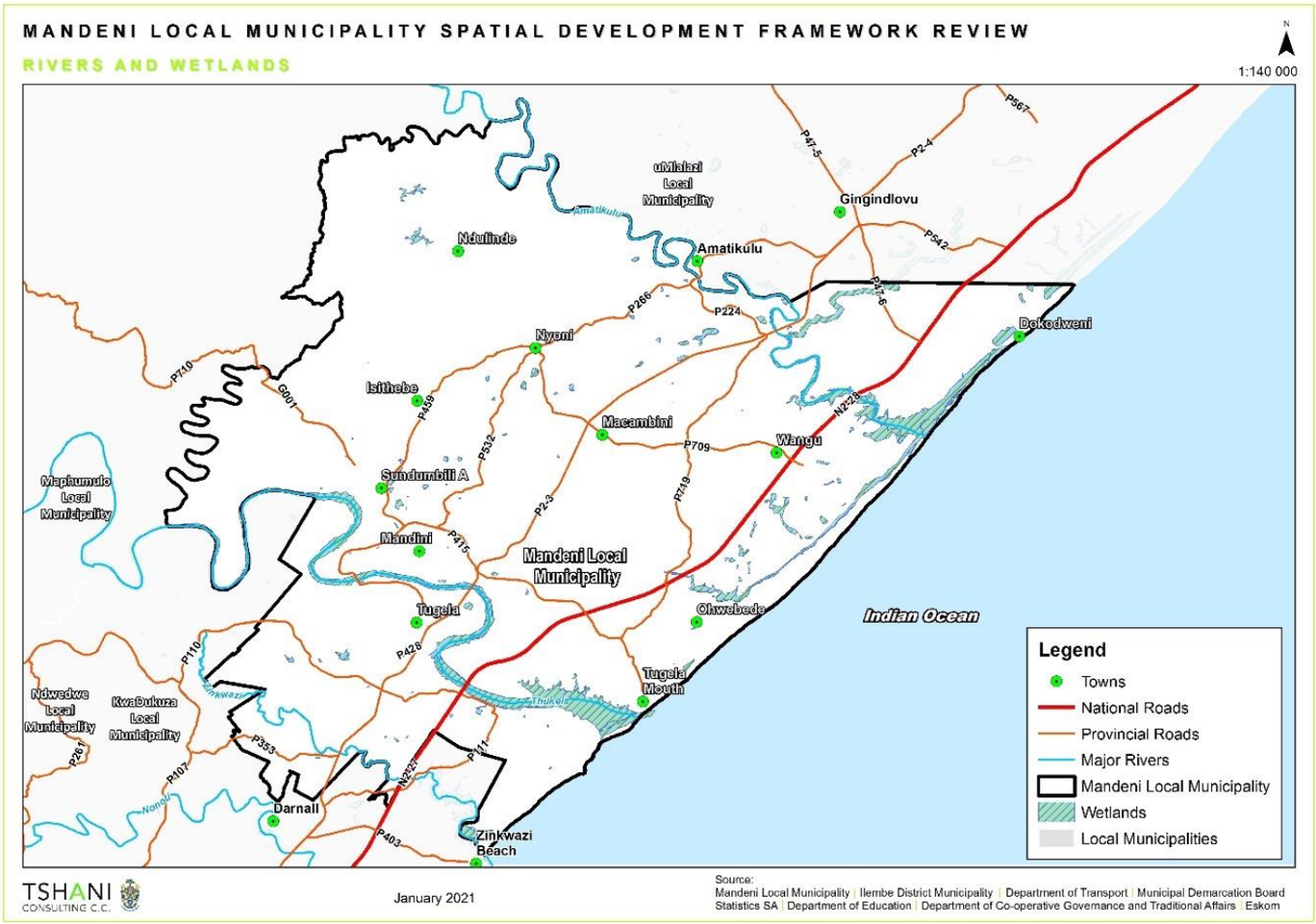
- Alien Plant Clearing: Removal of alien vegetation from environmentally sensitive areas to ensure biodiversity conservation and the generation of employment opportunities to relieve poverty.
- Working on Waste: A proactive preventative measure that recognizes that inadequate waste services may lead to visual disturbance, health hazards, and environmental degradation.
- Greening and Open Space Management: Restoration and rehabilitation of neglected open spaces within communities to improve the social well-being of communities and minimize environmental degradation.
- Working for Land: Ensures degraded ecosystems are restored to their formal or original state wherein they can maintain or support the natural species of that system.
- Working for the Coast: Aims to create and implement programs to ensure sustainable and equitable maintenance of the coastal environments.
- People and Parks: Addresses issues at the interface between conservation and communities and promotes fair access and equitable sharing of benefits of natural resources.

The iLembe District implemented six EPIPs throughout the District during the 2016/2017 financial year, namely two Working for the Coast in KwaDukuza, two Greening and Open Space Management Programs in Mandeni and Ndwedwe, one Alien Plant Clearing program in Ndwedwe, and one Working for Land program in Mandeni. A total of 384 jobs were created by these projects during the 2016/2017 financial year, most of which (82.5%) where within the Mandeni Local Municipality. It should be noted that there may have been other environmental program funded by government agencies, the data provided here is limited to those programs funded by DEA.

CHALLENGES	PROPOSED INTERVENTIONS
• Lack of investment in, and protection of, ecological infrastructure, specifically wetlands and riverine areas	• Implementation of Alien Plant Clearing and Greening and Working for Water EPIPs through the DEA to restore ecological services and improve ecological infrastructure.

C.2.2.3. Biodiversity – Rivers and Wetlands

The largest wetland known as uThukela is located within the southern boundary of the municipality is situated from the Tugela Mouth and run across the municipal landscape and thereafter entering the



Maphumulo Local Municipality. Northern boundary of the Mandeni LM consists of Amatikulu River and is situated along the uMlalazi Municipality. The river is predominantly streamed across Ohwebede – Wangu – Dokoweni enhancing the landscape of tourism and agricultural factors within the abovementioned areas. Wetlands within the Municipality has been significantly drained due to frequent burning, over grazing and agriculture. These wetlands have reduced in functionality in particular relation to storm water attenuation and flood control. This is a major concern due to global environmental conditions changing and the increased intensity of flooding.

C.2.2.3.1. Protection Categories

The South African National Biodiversity Institute (SANBI) defines Critical Biodiversity Areas (CBAs) as regions required to meet biodiversity targets for ecosystems, species, and ecological processes, as identified in a systematic biodiversity plan. An ecosystem refers to all living things in an area and the way they affect each other and their environment. CBAs can be divided into two subcategories, namely Irreplaceable and Optimal (Ezemvelo KZN Wildlife, 2014). Irreplaceable CBAs are areas considered critical for meeting biodiversity targets and thresholds and are required to ensure the persistence of viable populations of species and the functionality of ecosystems. CBA Optimal areas are more suitable for development negotiations as they have a lower irreplaceability value. Ecological Support Areas (ESAs) are areas required to support and sustain the ecological functioning of CBAs.
iLembe contains terrestrial and aquatic CBAs and ESAs, which make up a large portion of the district. A list of threatened terrestrial ecosystems was published in 2011 under the National Environmental Management: Biodiversity Act (Act 10 of 2004). The primary purpose of listing threatened ecosystems is to reduce the rate of ecosystem and species extinction (SANBI, 2011). To preserve and protect the biodiversity, development of the biodiversity framework and bioregional plans are required. The iLembe District Municipality contains three nature reserves, which fall under Ezemvelo KwaZulu-Natal Wildlife, namely:

- Amatikulu Provincial Nature Reserve,
- Harold Johnson Provincial Nature Reserve,
- and Red Hill Provincial Nature Reserve.

These comprise 3.6% of the total land cover of the district. The district also contains the southern portion of the uThukela Marine Protected Area, which starts at Zinkwazi in the north.

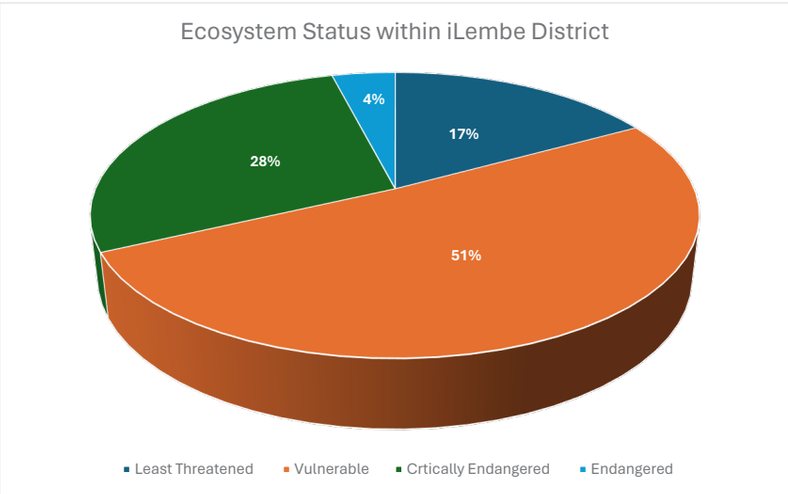
C.2.2.3.2. Terrestrial Vegetation

The district is divided into two distinct areas of terrestrial vegetation:

- Indian Coastal Belt biome in the east and mixed savanna and grasslands in the interior part of the district.
- The CBAs within the District are concentrated along the rivers (wetlands) coastal areas (estuaries and coastal forest), and the ESAs mainly located within the coastal zone (estuaries).

The iLembe District also contains several endangered and critically endangered areas, including the coastal belt and inland riverine, grassland (Midlands Mist belt Grassland) and Savanna (KwaZulu-Natal Hinterland Thornveld and KwaZulu-Natal Sandstone Sourveld) ecosystems.

Through the map above we able to see where the protected area is in Mandeni these are along the coastal wards, ward 1, 2 and 4. It is noteworthy that Mandeni municipality administers the protection of these areas with other entities namely Ezemvelo Wildlife, Dept of Fisheries and Forestry; Dept of EDTEA and local Traditional authority. The graph below shows the status of the ecosystem in the municipality in percentages, through this illustration we see that 51% being vulnerable and 4% being vulnerable.



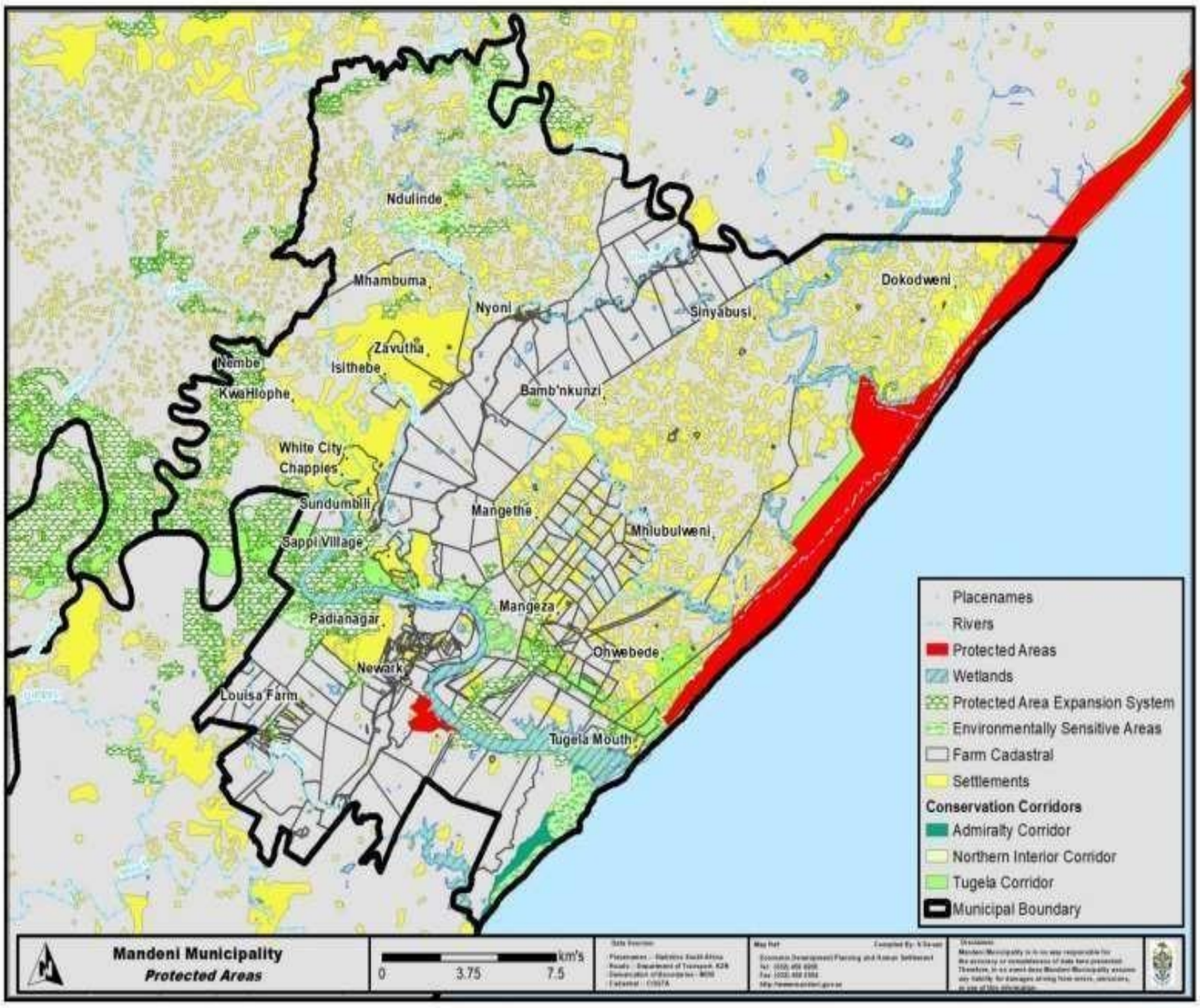

Ndulinde
Mhambuma
Nyoni
Sinyabusi
Dokodweni
Zavutha
Isithebe
Nembe
KwaHlophe
Bamb'nkunzi
White City
Chappies
Sundumbili
Sappi Village
Mangethe
Mhlubulweni
Padianagar
Mangeza
Ohwebede
Newark
Louisa Farm
Tugela Mouth
Placenames
Rivers
Protected Areas
Wetlands
Protected Area Expansion System
Environmentally Sensitive Areas
Farm Cadastral
Settlements
Conservation Corridors
Admiralty Corridor
Northern Interior Corridor
Tugela Corridor
Municipal Boundary
Mandeni Municipality
Protected Areas
km's
0
3.75
7.5

Table Shows: Challenge/Proposed intervention on Protection of Biodiversity

CHALLENGES	PROPOSED INTERVENTIONS
• Prevent the pollution of rivers and streams by agricultural activities.	➢ Combination of land uses (agriculture and protection of biodiversity) that can contribute to the conservation and extend the district's biodiversity network.
• Uncontrolled human settlement and ribbon development resulting in transformation and loss of natural vegetation.	➢ Protection of the biodiversity network and ecosystem services through municipal managed land and through the encouragement of stewardship via rate reductions, rebates, etc.
• Overgrazing threatens natural vegetation integrity. •	➢ Implement the Biodiversity Plan as well as key sector plans to manage priority ecosystems, such as the Wetland Management Action Plan. ➢
• Alien invader plants infestation is transforming natural vegetation.	➢ Implement alien plant removal programmes targeting aquatic environments and river clearing programmes.
• Loss of sensitive sites due to mismanagement/lack of appropriate protection.	➢ Action plans for rivers impacted on by human settlement, industry and subsistence farming.
• Deliberate draining of wetlands to make way for urban and rural development and expansion	

C.2.2. 4. Waste Management

Local government is mandated to provide waste management services. Waste management is the collection, transport, processing or disposal of waste materials in an effort to reduce their effect on human health and the local environment. Waste management in South Africa is administrated by the National Environmental Management: Waste Act (Act 59 of 2008) (NEMWA). The management of waste in South Africa has been based on the principles of the waste management hierarchy as a recognized international model for the prioritization ion of waste management options. It offers a holistic approach for waste avoidance, reduction, re-use, recycling, recovery, treatment, and safe disposal as a last resort. Waste management is mostly controlled through municipal by-laws and every municipality is required in terms of the Municipal System Act (23 of 2003) to have an Integrated Waste Management Plan (IWMP). The iLembe District Municipality currently does not have an IWMP in place for the district, and waste management services remain the function of local municipalities. Waste management is an ongoing issue for the district, due to a large rural population, and lack of management and disposal facilities. Only 34% of households have access to municipal removal services, and almost half of the district's households make use of their own dumps including uncontrolled disposal and burning). There are four waste-related facilities within iLembe. There is a licensed hazardous waste disposal site located near KwaDukuza, a wastewater treatment facility at Prince's Grant, recycling, and recovery facility near Umhlali, and a health care risk waste storage and treatment facility in Stanger. There are, however, no licensed general landfills within the district, placing significant pressure on neighboring districts and ecological services.

C.2.2.4.1. Municipal By-laws – IWMP

In the year 2020, the municipality through its council adopted waste management bylaw (556 of No. 2232). The By-laws sets out that During the IWMP draft workshop it was suggested that the by-laws are revised. The by-laws contain a schedule of fines for illegal dumping and illegal waste management practices.

C.2.2.4.2. Domestic, Business and Industry Refuse Removal

The municipality provides the residents and businesses with 10 black bags per month for the disposal of waste. On the designated day of waste collection, residents place their black bags outside their homes on the road verge for waste collection. Collection of waste from the Renckens Spar Centre occurs behind the Spar building within a demarcated waste storage area allocated as an enclosed loading dock. The surrounding businesses utilize this waste storage area as well to dispose of their waste for collection by the MLM. As indicated in the tables below, community facilities such as schools, clinics, community halls, parks, recreational beach areas and community halls also receive a waste collection service. Black bags or waste bins are provided to these facilities. The MLM collects waste from rural areas where a door-to-door waste collection service is not provided with a communal skip system where skips are placed within walking distance from residents. The collection of waste from these skips varies from weekly to once every two weeks. The MLM use a 10- ton compactor truck, rear-end loader, which is equipped with a winch system to empty skips. The waste in the skips are emptied directly into the compactor and do not have to be removed. While the coverage area of skips is good in the peri-urban areas, the skip placement is more of a challenge in the rural areas where houses are distributed across large areas in low densities and access to these households are limited due to poor road conditions (IMQS, 2019). Skip coverage in such

C.2.2.5. Air Quality

Section 24 of the Constitution of South Africa states that everyone has a right to an environment that is not harmful to their health. Air quality is the composition of the air in terms of the pollution it contains and can be classed into two types: indoor air quality and ambient (outdoor) air quality. The purpose of the National Environmental Management: Air Quality Act (39 of 2004) (NEMAQA) is to protect the environment and improve air quality through the minimization of air pollution.

C.2.2.5.1. Air Quality By-Laws

For the IDM AQMP to be effective, co-operative governance across all spheres of government is required, as well as the capacity to enforce compliance with air quality legislation. Air quality management and control in the Municipality is currently a function of the IDM. For Mandeni to continue fulfilling its regulatory role in terms of air quality, it depends on district AQO the to oversee air quality management within both the District and Local Levels (until such capacity is available within each Mandeni Municipality, functions of the IDM AQO include implementing the requirements of NEMAQA:

— Setting ambient air quality standards (as required).

— Setting local emission standards (as required).

— Development of air quality by-laws.

— Emission licencing of listed activities and permitting of controlled emitters.

— Design and implementation of an air quality monitoring programme.

— Development and upkeep of an emissions inventory.

— Enforcement and compliance.

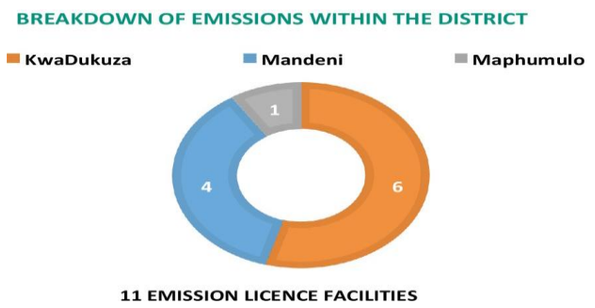
C.2.2.5.2. Monitoring stations

Ambient air quality monitoring is an integral part of effective air quality management. Monitoring enables IDM to assess the extent of the air pollution situation to develop appropriate air quality goals and evaluate the effectiveness of emissions control strategies.

Ambient air quality monitoring was historically undertaken in the Ballito, Stanger, and Mandeni areas by KZN EDTEA. As a result of ongoing technical problems, this historical data is not accessible. Based on feedback during the stakeholder engagement meeting it is understood that the Ballito and Mandeni stations are to be decommissioned. The Stanger station requires maintenance and equipment upgrades to restore functionality.

C.2.2.5.3. Compliance Monitoring & Enforcement

The issuing of a license must be followed by compliance monitoring and enforcement activities. If a license is issued without any follow-up, it will have little effect for the regulated community causing loss of confidence in the environmental regulatory regime. Further, lessons learned or findings from compliance monitoring and enforcement should feed back to the process of issuing AELs to continuously improve the quality and efficacy of AELs issued by that AELA. The AELA must ensure that Environmental Management Inspectors (EMIs) are designated and/or appointed within the administration to undertake site inspections, compliance and site audits, review monitoring reports, audit annual emissions reporting obligations, and oversee any other license conditions that may be listed for each licensed facility are met. The number of EMIs depends on the complexity and number of activities within the AELA's jurisdiction. Reporting and record-keeping conditions, listed within an AEL, will assist the AELA with compliance enforcement. While these should be customised on a case-by-case basis, minimum reporting obligations for license holders includes annual submissions to SAAELIP and NAEIS. SAAELIP compliance reporting requires facilities to maintain complaints register and, where applicable, undertake point source and ambient emissions monitoring.



CHALLENGES	PROPOSED INTERVENTIONS
- No AQMP has been developed for the district.	- Completion and adoption of the AQMP.
- Illegal quarry mining in Mandeni.	- Develop capacity-building programmes to ensure successful implementation of the AQMP
- Lack of an ambient air quality monitoring network or installation of AQMS within the District.	- Monitor point sources, local sources of air pollution and mobile sources of pollution impacting air quality.
- Lack of skills and resources on management and monitoring of air quality.	- Promote, implement, and enforce companies and industries to adhere to the current AELs issued and the AQMP when it is
- Lack of data on measurements of air quality and methods to manage air quality	

C.2.2.6. Climate Risk & Vulnerability

Our climate is important because it determines both how and where we live and how we organize our societies and our economic activity. We refer to climate change when we are describing alterations to prevailing climatic conditions, which persist for long periods (decades to millennia). Increasingly, the phrase “climate change” is used to refer to changes in global and regional climate in response to human influences. Human activities result in emissions of four principal greenhouse gases: carbon dioxide (CO), methane (CH), nitrous oxide (N O) and halocarbons. These gases accumulate in the atmosphere, causing concentrations to increase with time. Significant increases in all of these gases have occurred in the industrial era. The emission of these gases destroys ozone in the stratosphere. Ozone is a gas in the atmosphere that protects everything living on the earth from harmful ultraviolet (UV) rays from the sun. A Climate Change Vulnerability Assessment and Response Plan (2017) was developed through the Local Government Climate Change Support Program (LGCCS), an initiative of the DEA for the District Municipality. A Climate Change Response Strategy has been drafted for iLembe and is in the process of being finalized. The iLembe District can be classified as highly vulnerable to climate impacts due to its rural nature and direct dependence of the population (agriculture, tourism, and manufacturing) on ecological infrastructure. With the expected climate changes, the district will likely be more vulnerable to water stress, vegetation changes and more extreme events such as floods. The strategy identifies loss of natural resources due to encroachment and degradation by agriculture, industry and rural settlements as the key aspects that will increase vulnerability of the district to climate change. The iLembe District has a comprehensive Disaster Management Sector Plan, which is being implemented throughout the district. There is an established Disaster Management Centre, located in Stanger, which will support the district in the event of a disaster.

C.2.2.6.1. Droughts

The iLembe District is a low-risk area in terms of drought due to climate change. The district is located within a high-rainfall area of the province, however, has experienced drought conditions recently which inhibited the ability to provide a sustainable supply of water to residents due to a lack of bulk and household water supply infrastructure. Long term implications of drought could reduce the economic and ecological services of the district.

C.2.2.6.2. Flooding

Large areas of the municipality are likely to be vulnerable to flooding due to the high density of rivers within municipality and the encroachment of agriculture and settlements onto floodplains. The most vulnerable areas are likely to be along the coast, with the ongoing encroachment into riparian and estuarine areas further reducing the ecosystems' long-term ability to manage flooding of low-lying areas and increasing the health, safety, and economic risks to the district.

C.2.2.6.3. Veld Fires

Large areas of the municipality are likely to be vulnerable to veld fires due to the extensive grasslands and savanna, and dry winter conditions. This risk is likely to be aggravated by restricted access to many rural areas, and a lack of firefighting capacity at a local level.

C.2.2.6.4. Storm Surges and Sea Level Rise

A storm surge refers to an abnormally high sea level, which is often accompanied by severe meteorological conditions and high tides. The effects of a storm surge are felt differently at different coastal environments, depending on many factors such as bathymetry, geology, shoreline shape, shoreline elevation, nature of the coastline defense's and the degree of exposure to waves. With a rise in sea-level and increase in frequency and intensity of sea storms, accompanied by an increase in wave heights, the South African coastline is expected to experience: Increased saltwater intrusion and raised groundwater tables Increased flooding, with greater extent and frequency Increased coastal erosion More frequent destruction of coastal property and infrastructure Periodic destruction or negative disruption of the coastal natural environment (often natural protection from coastal erosion) Being a coastal zone municipality, the iLembe District Municipality is vulnerable to sea level rise and storm surges. This region is susceptible to flooding which has the potential to damage coastal infrastructure. Setback lines need to be considered into the development and planning of the coastal areas.

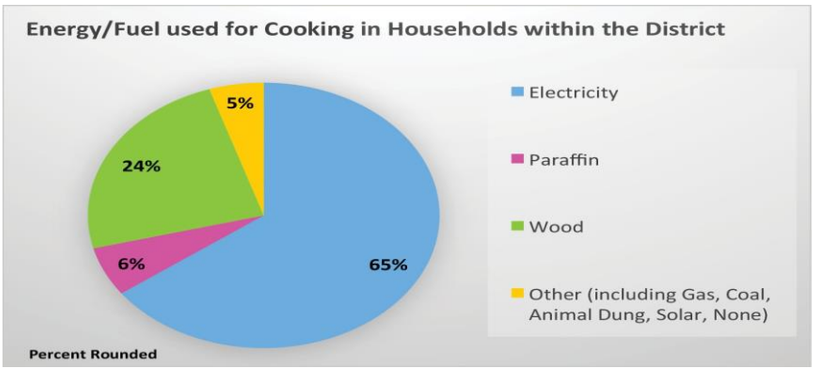
Table Shows challenges/intervention for climate change

Challenges.	Proposed Interventions
Heavy reliance on commercial sugarcane crops over subsistence farming. Encroachment on priority wetlands and river ecosystems. Isolated rural communities and lack of service infrastructure	Proposed Interventions Identify climate resilient land-uses that will support the agricultural industry.
Isolated rural communities and lack of service infrastructure	Conduct community building capacity workshops for traditional leaders, to raise awareness of the increased impacts of land-use changes.
	Implement flooding drainage systems that will reduce impacts on rural roads. Establish a firefighting capacity within the district.
	Establish a reliable early warning system to alert communities and industries of disaster events. Conduct Green House Gas Inventory within the District

C.2.2.6.5. Climate change mitigation projects implemented by local Government.

South Africa is mostly vulnerable to climate change because of its dependence on climate-sensitive economic sectors and fossil fuels. Climate mitigation measures are efforts put in place to reduce or prevent emission of greenhouse gases. These include technological changes and substitutions that reduce resource inputs and emissions and enhance “sinks” of greenhouse gases. The district is currently making attempts to source funds to prepare its greenhouse gas inventory and a Climate Response Strategy. The district has proposed to establish a waste recycling center within Ndwedwe Municipality to minimize landfill emissions. The district has implemented a project, which focuses on the implementation of energy efficient lighting technologies within municipal buildings, street and traffic lighting. This project is funded by the National Department of Energy.

The district has also initiated the planting of Moringa Trees to supply the Mandeni Biofuel Plant with seeds to produce biofuel. The district believes that the plantation of Moringa trees will also act as carbon sinks. The iLembe Rural Domestic Biogas Project entails the construction of biogas digester, which will utilize organic waste from the livestock to generate energy to be used as energy for cooking, lighting, heating water. Due to the energy intensive nature of the South African economy, the mitigation of greenhouse gases is not easy or inexpensive. The Government must support and facilitate the mitigation plans of the energy, transport, and industrial sectors.



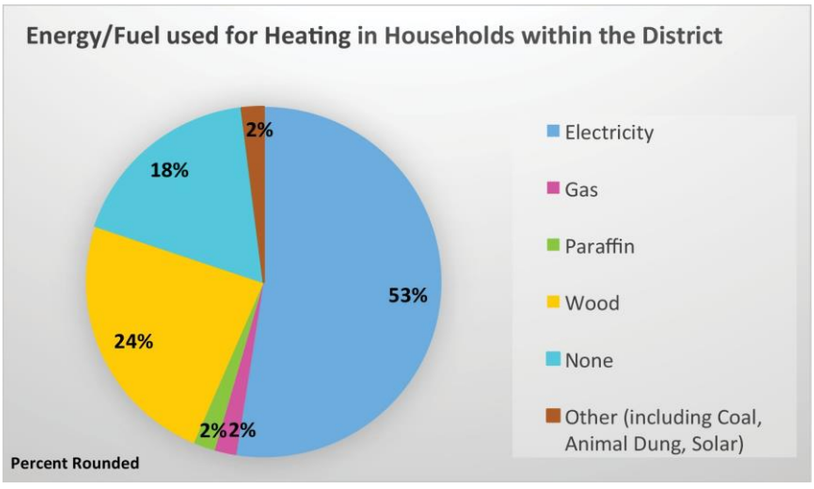


Table Shows challenges/intervention for Energy Usage

CHALLENGES	PROPOSED INTERVENTIONS
Energy use in rural households relies on heating oil and illuminating paraffin (carbon intensive fossil fuel).	Reduce dependence on oil and coal-based sources of energy.
Oil is also used in rural regions to power heavy equipment such as electricity generators and tractors in the agricultural sector.	Greening of low-Income Homes.
Inadequate waste disposal services leading to high levels of GHG emissions from waste burning.	Development and implementation of Climate Change Strategy.
Encroachment into priority wetlands degradation and loss of coastal forest (for community wood fires and larger development) results in a loss of carbon sequestration.	Emissions from residential fuel burning can be reduced through the encouragement of alternative energy options and improve energy efficiency.
Lack of funds for Climate Change Strategy	Natural areas (forests, wetlands, and grasslands) need to be protected from clearing and rehabilitated due to their important role in carbon sequestration and reducing greenhouse gases

C.2.2.7. Implementation of the Coastal Management Programs

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

PRIORITY	OBJECTIVE	IMPLEMENTATION	COMMENTS
1. Cooperative Governance	To promote stakeholder, engagement and participation, coastal management capacity and the co-ordination of the implementation of the Mandeni CMP.	Municipality to attend the iLembe District Coastal Committee while working on amending the ToRs and the name for the Simunye Forum to function as Mandeni Environmental management forum.	The Municipality attends Municipal Coastal Committee (MCC) meetings on a quarterly basis. There is also a District Environmental Management Forum that discusses the environmental issues including coastal
2.Coastal Planning and Development	Promote sustainability of coastal settlement and a balance between growth needs and conservation	Development of and formal adoption of the Development Planning Tool (coastal planning scheme).	The CMP has offered recommendations on the precincts and the controls thereof.

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3.Climate Change and Dynamic Coastal Processes	To promote stakeholder engagement and participation, coastal management capacity and the co-ordination of the implementation of the Mandeni CMP. Promote resilience to the effects of dynamic coastal processes and environmental hazards	Municipality to attend the iLembe District Coastal Committee while working on amending the ToR and the name for the Simunye Forum to function as Mandeni Environmental management forum. Undertake a Climate Change Response Strategy that includes defining Coastal risk and vulnerability. In addition, to align the disaster management plan with the Climate Change Response strategy.	The Municipality attends Municipal Coastal Committee (MCC) meetings on a quarterly basis. There is also a District Environmental Management Forum that discusses environmental issues including coastal management. A District Climate Change Adaptation response plan has been developed and cover segments of issues pertaining to Mandeni.
4.Coastal Planning and Developme nt	**Promote sustainability. of coastal settlement and a balance between**	**Development of and formal adoption of the Development Planning Tool (coastal**	The CMP has offered recommendations on the precincts and the

C.2.3.2. Development of Estuarine Management Plans

The National Environmental Management: Integrated Coastal Management Act, 2008 requires the authorities whose jurisdiction encompasses the Estuaries to develop Estuarine Management Plans (EMPs). There are two main estuaries and several other small estuaries occurring within the Mandeni Municipality. The Municipality needs to develop EMPs for all estuaries occurring within its jurisdiction, especially AmaTigulu and uThukela Mouth. Municipality has prepared and finalized the development of the Nyoni Estuary Management Plan. The Plan was approved by Council in June 2023:

Projects for the implementation of sections of integrated coastal management act

PRIORITY	IMPLEMENTATION	COMMENTS
uThukela Mouth EMP	Development of the uThukela Mouth EMP as required by the Integrated Coastal Management Act	This is one of the projects that has been identified and will be prioritized in the near future.
Nyoni / AmaTigulu EMP	Development of the Nyoni AmaTigulu EMP as required by the Integrated Coastal Management Act	This is one of the projects that has been identified and the development of the plan was finalized in June 2022.

Other small EMPs	Development of the other small EMP for the smaller estuaries as required by the Integrated Coastal Management Act	This is one of the projects that has been identified and will be prioritized in the near future.

C.2.3.4. Environmental Education, Awareness programs

Environmental matters such biodiversity management, conservation, environmental compliance, Climate Change, waste management and recycling and other related concepts are often poorly understood by key stakeholders and role-players within a given area. It is then critical to capacitate stakeholders to encourage common understanding on issues of the management of natural resources and objectives of sustainable development. Capacitating stakeholders, such as Municipal staff, councilors and the community at large will assist in the building of a resilient society, which is a collective responsibility. This approach can ensure that staff work in a more environmentally sensitive manner, and this can improve their compliance with environmental policies, thus helping to ensure the future protection of the Municipal natural resources.

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

C.2.3.4.1. uThukela Marine Protected Area (MPA) Ecosystem Based Adaptation (EBA) Project

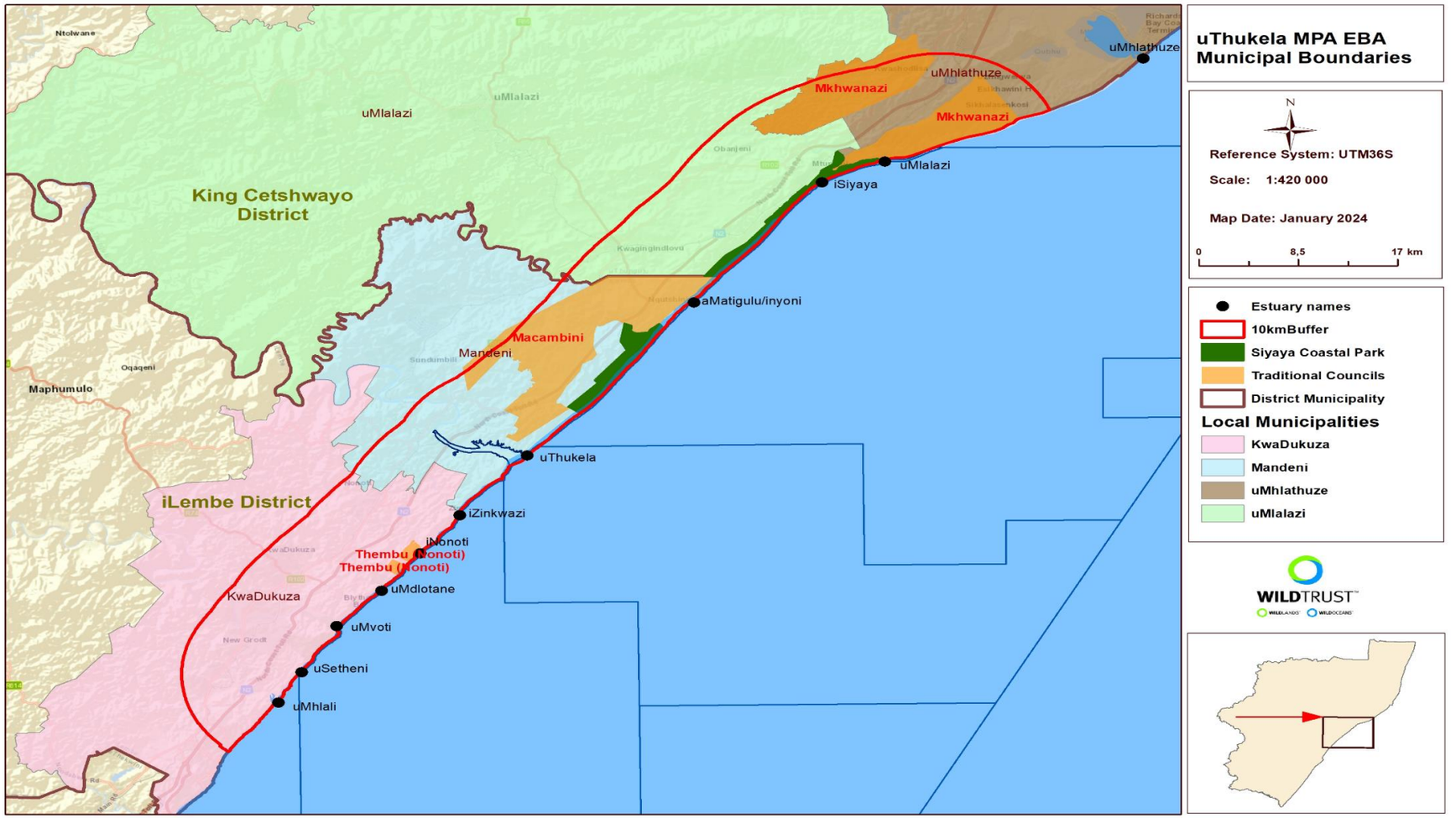
The uThukela Marine Protected Area Ecosystem Based Adaptation project is aimed at stimulating the revival of the coastal and marine systems in and around the uThukela MPA, in the KwaZulu-Natal.

Project Goal: To build social and natural systems ability to better withstand climate change for the benefit of people and biodiversity within and around uThukela Marine Protected Area. uThukela MPA EbA Project

Focus areas:

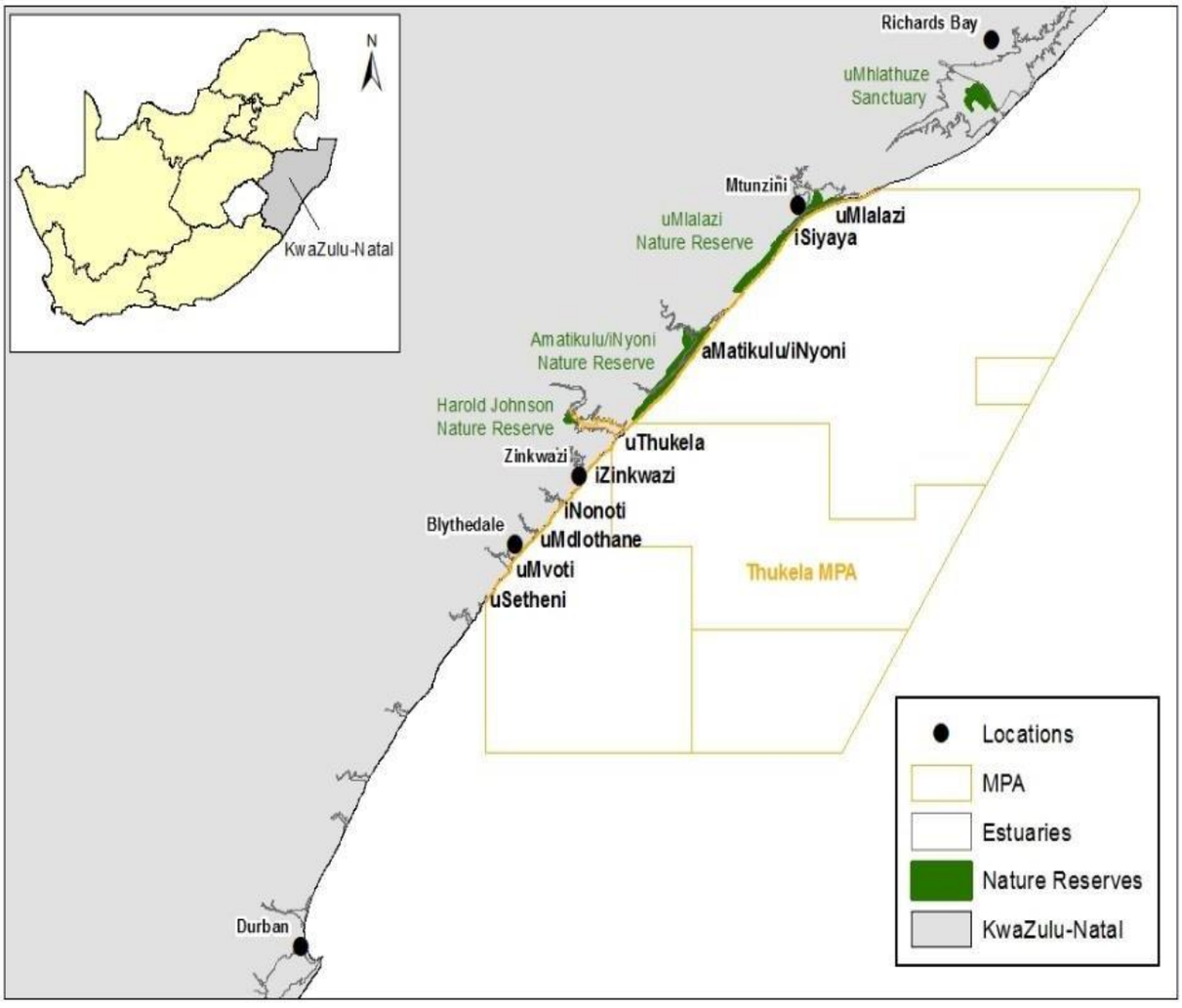
- Effective management of the recently designated uThukela MPA, including coral reefs, estuaries (mangroves, reed beds, saltmarsh meadows and riparian vegetation) and coastal dune cordon.
- Restoration of ecosystems, particularly relevant for climate change adaptation (coral reefs, mangroves, reed beds, saltmarsh meadows, riparian vegetation, and coastal dune cordon.
- Improved livelihoods and food security for vulnerable communities affected by uThukela MPA through nature-based solutions and EbA approaches.
- Towards a financially sustainable MPA for benefit for nature and people – innovative financing solutions
- International and regionally relevant lessons learnt and disseminated, and model provided of socio-ecological resilience through nature-based solutions

Map showing project area for MPBA Project



C.2.3.4.2. Context and target area

Our project site is the uThukela MPA between Richards Bay and Durban; a large MPA that incorporates ~80 km of coastline from the highwater mark of its beaches to 40nm offshore proclaimed to protect a mosaic of habitats; coral reefs, unusual gravel fields and rich muddy seafloors. The MPA incorporates the uThukela EFZ. Forming the widest shelf area of the subtropical east coast, located in the Natal Bight, it is a highly significant and unique biodiversity area aptly reflecting its Zulu derived name: “uThukela” meaning “surprise”. Paleoecologically and contemporarily influenced by powerful physical processes emanating from the great uThukela River and the fast-flowing Agulhas Current, the MPA has inextricable linkages to both land and ocean. This MPA spans the terrestrial and marine realms, interlaced by nine estuaries that connect the freshwater river catchments with the ocean. These estuaries support mangroves, reed marshes and seagrass meadows. Vegetated coastal dunes provide coastal protection from sea-level rise and storm surges and shelter mosaics of coastal wetlands (important bird habitats) in dune depressions.



A full set of maps illustrating the uThukela MPA, the coastal zone and the focal areas for intensive EbA interventions is provided in Annex 11.The area is prized for its abundant and diverse natural resources and ecosystem services that underpin food security, livelihoods for small-scale fishers and rural communities, sport and commercial line-fishing and nature-based tourism (such as whale watching) and hospitality industry founded on the strength of the areas on intact coastal ecosystems. This cornucopia of intrinsic natural wealth has also seen conflicting and destructive use of resources; the rich muddy grounds have been subjected to bottom-trawling for prawns, scraping the seabed and damaging sensitive ecosystems. Recent mineral sea-bed mining and oil extraction interest has threatened this land-ocean system that undoubtedly has many subtle linkages yet to be understood. Industrial-scale pressures on resources are also on land, where coastal forests have been removed in lieu of agriculture and forestry, and rich and abundant geological resources have meant that three separate dune mining houses are active as close as 1.5km to ~50km from the MPA. Upstream river sandmining has crept steadily into the area, along with beachfront developments, eroding the natural capital. In addition, the rare pro-grading beaches at Siyaya Coastal Park are threatened by flow reductions of uThukela estuary, resulting in major beach erosion with the shoreline north of the uThukela mouth (retreating more than 200m since the early 2000s) and compromising the coastal barrier to climate fueled storms.To achieve this Objective will implement the following strategies:

1. Establishment of baseline information of the health condition of the catchments, estuaries, coastal dune cordon, pro-grading beaches and the offshore marine environment within or directly impacting the MPA systems, and to ascertain the direct and indirect pressures that influence these health assessments.
2. Monitoring of catchments, estuaries, coastal dune cordon, pro-grading beaches and the offshore marine environment within or directly impacting the MPA systems, based on ecosystem and species indicators that will assess impacts of management implementation and restoration.
3. Restoring condition and functioning of estuaries through catchment rehabilitation, water abstraction redress, and restoration of critical ecosystems and supporting habitats within the EFZs (mangroves, seagrass, riparian cover including sedges and reeds and saltmarshes).
4. Demonstrating the land-sea connectivity of ecosystem linkages between critical ecosystems important for climate adaptation, thus leveraging support for integrated legislation terrestrial/ocean and encouraging co-governance across these widely different spheres.
5. Restoring coral reef ecosystem structure and functioning, through the MPA shoreline and offshore zonation, through effective enforcement and stakeholder engagement, and achieving no-take areas and protecting areas important as nurseries and critical habitats for life-history stages.
6. Enhancing the resilience of MPA stakeholders and adjacent communities to climate- related impacts, improving safety, economic status and social cohesion.
7. Contributing to ensuring long-term financing of the MPA, through natural capital valuation and innovative financing mechanisms.

The impetus for this project lies in the recent designation of the uThukela MPA, established in recognition of the need to bring protection to these ecosystems. For the offshore marine environment, the MPA will protect fragile soft coral (gorgonian corals), and sponge dominated reefs and sensitive soft-sediment benthos, by excluding damaging activities (such as mining, trawling and commercial fishing of reef fish). The MPA aims to restore the condition of the coral reefs and rich fluvial sediments and the processes required for their healthy functioning. Both ecosystems are important agents of carbon sequestration and support for fisheries and nursery areas. The new MPA also presents a golden opportunity to address the declining condition of the coastal ecosystems particularly estuaries, impacted by pollution, water abstraction and stream modification, poor agricultural practices and riparian vegetation removal, and vegetated dune cordons which are a crucial first-line climate defense tool while catalyzing and inculcating climate- smart sustainable and alternative livelihoods. The capacity and resources available for government to effect these changes is however limited, and there is a real concern that it may remain a “paper park” without a strategic intervention to ensure the establishment of effective management of the MPA. Equally, there is a need for co- operation between stakeholders to implement interventions that restore the ecosystems, based on sound science and practicality while adhering to global best practice embedded in the sustainable development goals.

Climate change mitigation - Wildthrust

There is strong climate mitigation potential within the project site in terms of maintaining sequestered carbon, and sequestering carbon through the re-establishment of functional natural riparian and littoral vegetation in the lower catchment rivers and the EFZs. Climate relevant ecosystems include seagrasses, , swamp-forests, dune forests, and saltmarshes. The protection of the mangroves will maintain carbon and prevent loss due to destructive harvesting.

South Africa has recently introduced a regulatory incentive to reduce carbon emissions in the form of a climate tax and the opportunity to register as a site/initiative to receive offsets in this regard. It has not yet been tested or piloted with teal/blue carbon and we aim to do so through a structured process that develops procedures to successfully access the offset values, navigating the evaluation requirements. This pilot will no doubt generate interest and provide lessons learnt and may lead the way to a mechanism for sustainable financing for either custodian communities or managers (or co-operatively). The mitigation value is not known, as it is affected by extent and quality of existing carbon assets as well as the potential for new carbon assets, but these estimations are planned alongside the ecosystem baseline surveys in the first year of the project.

Estimated number of individuals to be targeted by sustainable livelihood interventions.

Table shows:

Activity	Village (Local Municipality Ward #)	District	Number of individuals		
			Total	Male	Female
Intervention Type 1 - Employment Opportunities					
3.1.3 Community involvement in beach and dune vegetation restoration	uMhlathuze 11	King Cetshwayo District Municipality	240	96	144
	uMhlathuze 18	King Cetshwayo District Municipality			
	uMlalazi 19	King Cetshwayo District Municipality			
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
	Mandeni 3	Ilembe District Municipality			
	Mandeni 4	Ilembe District Municipality			
	KwaDukuza 3	Ilembe District Municipality			
3.2.3 Community involvement in riparian zone restoration.	uMhlathuze 11	King Cetshwayo District Municipality	180	72	108
	uMhlathuze 18	King Cetshwayo District Municipality			
	uMlalazi 19	King Cetshwayo District Municipality			
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
	Mandeni 3	Ilembe District Municipality			
	Mandeni 4	Ilembe District Municipality			
	KwaDukuza 3	Ilembe District Municipality			
4.3.3 Alternative sustainable income generating opportunities for fishers and community involvement in estuarine restoration.	uMhlathuze 11	King Cetshwayo District Municipality	8	3.2	4.8
	uMhlathuze 18	King Cetshwayo District Municipality			
	uMlalazi 19	King Cetshwayo District Municipality			
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
	Mandeni 3	Ilembe District Municipality			
	Mandeni 4	Ilembe District Municipality			
	KwaDukuza 3	Ilembe District Municipality			
5.3.1 Climate adaptation youth job creation	uMlalazi 19	King Cetshwayo District Municipality	240	96	144
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
Project field staff	Recruited district-wide	King Cetshwayo & Ilembe District Municipalities	426	170	256
Intervention Type 2 - Enabling EbA & climate Smart Solutions (training, awareness raising, equipment provision)					

5.1.3 Establish 2 Community Climate Adaptation Resource Centres	uMlalazi 19	King Cetshwayo District Municipality	3513	1405	2108
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
5.1.4 EbA Awareness and marine environmental education	uMlalazi 19	King Cetshwayo District Municipality	2640	1056	1584
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
5.1.5 Climate-smart and sustainability training and information dissemination	uMlalazi 19	King Cetshwayo District Municipality	120	48	72
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
5.1.6 Climate-smart homestead-based solutions	uMlalazi 19	King Cetshwayo District Municipality	990	396	594
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
Intervention Type 2 - Enterprise Development & Women Empowerment					
5.2.2 Leadership training	uMlalazi 19	King Cetshwayo District Municipality	80	32	48
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
5.2.3 Enterprise development training	uMlalazi 19	King Cetshwayo District Municipality	60	24	36
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
5.2.4 Micro-enterprise establishment	uMlalazi 19	King Cetshwayo District Municipality	20	8	12
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
5.2.5 Peer support groups	uMlalazi 19	King Cetshwayo District Municipality	80	32	48
	Mandeni 1	King Cetshwayo District Municipality			
	Mandeni 8	Ilembe District Municipality			
Intervention Type 2 - Eco-tourism					
5.1.8 Community eco-cultural tour guide livelihood initiative	uMlalazi 19	King Cetshwayo District Municipality	8	3	5
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
5.1.9 Community-run campsites	uMlalazi 19	King Cetshwayo District Municipality	18	7	11
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			
Intervention Type 2 - Other Sustainable Livelihood Interventions					
1.4.6 Implement identified sustainable financing mechanisms	uMhlathuze 18	King Cetshwayo District Municipality	TBD	TBD	TBD
	uMlalazi 19	King Cetshwayo District Municipality			
	Mandeni 1	Ilembe District Municipality			
	Mandeni 8	Ilembe District Municipality			

C.2.3.5. Environmental SWOT Analysis

Table shows: SWOT analysis

STRENGTHS	WEAKNESSES
• Adequate Planning capacity to deliver. • Developed Strategic plans for the Municipality. • Sector Plans for DM & LMs • Developed bioregional plan for the management of environmental assets. • Development of Environmental Policies through national for guidance • Cooperative governance between spheres of government	• Inadequate planning to meet Provincial Targets • Inadequate financial resources to address spatial planning requirements. • Lack of available data on Environmental assets of the municipality • Fragmented spatial planning •
OPPORTUNITIES	**THREATS**
• Municipality Located between 2 South Africa's biggest ports • Good soil conditions for agriculture • Stable climate conditions • Located within 10km radius of Dube Trade Port • Potential to increase number of protected areas. • Municipality has a number of heritages sites • Preserve a sense of place	• Climate change • Location of infrastructure in flood plain • Environmental degradation • Loss of site of Conservation value • Biodiversity loss • Loss of dunes and coastal forests

C.3. Disaster Management Aspects & Profile

C.3.1. Mandeni Disaster Management

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

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

C.3.2. Municipal Disaster Management Plan 2022-2027

The Disaster Management Plan seeks to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing a threat in the municipal area. It further provides the broad framework within which the disaster risk management planning requirements of the Act will be implemented by the departments and other entities included in the organizational structure of the municipality. It establishes the operational procedures for disaster risk reduction, planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in the council's area. It aims to facilitate an integrated and coordinated approach to disaster risk management in the municipality which will ensure that the municipal vision is achieved for disaster risk management.
Through establishing risk reduction and resilience building as core principles, and developing adequate capabilities for readiness; and effective and rapid response and recovery.

This disaster risk management plan is in line with the National Disaster Management Framework and addresses disaster risk though four key performance areas (KPAs) and three Enablers:

- KPA 1: Integrated Institutional Capacity for Disaster Risk Management
- KPA 2: Disaster Risk Assessment
- KPA 3: Disaster Risk reduction
- KPA 4: Response and recovery
- Enabler 1: Information Management and Communication
- Enabler 2: Education, Training, Public Awareness and Research
- Enabler 3: Funding arrangements for Disaster Risk Management

C.3.3. Mandeni Local Municipality Disaster Risk Management Context

The Mandeni area is exposed to a diversity of hazards of natural origin and man-made hazards including sinkholes, deforestation, veld fires, severe weather events, drought, floods, structural fires and the outbreak of biological diseases such as tuberculosis and cholera. It is also exposed to a variety of technological hazards such as the interruption of services, and various forms of pollution and the transportation of hazardous materials.

The vulnerability in the MLM, which could be exploited by potential hazards, is still rooted in profound poverty, lack of diversity in primary (e.g. agriculture) and secondary (e.g. industrial) products, and the lack of education and resources. Despite the number of developmental projects underway in the MLM, there are still numerous urban as well as rural communities, which are constantly exposed to conditions of vulnerability. As a result their capacity to withstand, cope with and/or recover from the impact of

such natural and anthropogenic risks are severely compromised. In this section we will highlight some of the priority areas, which need an urgent developmental initiative to address this disaster risk.

C.3.4. Disaster Risk Assessment

Risk assessment is the first step in planning an effective risk reduction program. It examines the likelihood and outcomes of expected hazard events, including the vulnerability conditions that increase the chances of loss. All municipal departments carry out disaster risk assessments for priority risks relevant to their functional area and where possible, these assessments will be undertaken interdepartmentally to avoid duplication of efforts and to ensure uniformity of findings.

Disaster risk assessment planning requires identification of key stakeholders, as well as consultation with them about the design and/or implementation of the assessment and the interpretation of the findings. Community Services departments and other municipal departments are responsible for systematic risk assessments.

C.3.5. Situations requiring risk assessments.

Risk assessment is undertaken to ensure that development initiatives minimize their vulnerability reduction outcomes; and plan for unknown risks or disasters to prevent losses and limit endangering impacts. With respect to the implementation of the Act, a risk assessment must be undertaken when one or more of the vulnerability reduction criteria.

Table shows:

KEY VULNERABILITY CRITERIA	EXAMPLES OF WHERE RISK ASSESSMENTS MUST BE DONE
Increased sustainability of a development project or programme to support vulnerable households and communities.	As part of the planning for an infrastructural development, for example, assessing the likelihood of extreme weather, flooding, subsidence and other threats damaging the structure, so that these can be factored into the construction specifications.
Reduction of potential harmful consequences associated with industrial, commercial or other developments	As part of environmental impact assessments for large-scale developments, including industrial, commercial and other enterprises that may increase disaster risk.
Increased understanding of a rapidly changing risk for improved risk management planning	In a flood-prone area that experiences considerable population growth and is facing increased land erosion.
Increased robustness of development initiatives in poor communities and areas	In an informal settlement characterized by recurrent 'small 'and 'medium-size' disaster losses that undermine assets and livelihoods.
Management of high-risk periods and conditions to ensure service and/or business continuity	Electricity transmission lines and rail infrastructure, as well as health and emergency services, to ensure these essential services do not 'fail 'under expected high-risk conditions.
Provision of appropriate support for at-risk activities, services, areas, communities and households following an 'alert '.	Following a drought warning or cholera alert in rural areas, to identify communities and households most at risk and to focus or target preparedness and response actions.

The Methodology for Conducting A Disaster Risk Assessment For Mandeni Municipality The design and methodology adopted for conducting a disaster risk assessment for the municipality is consistent with the national guidelines and standard. The disaster risk assessment helps determine the level of risk in the municipality. This is done through identifying potential hazards and/or threats;

assessing the conditions of vulnerability that increase the chance of loss for particular elements-at-risk (that is, environmental, human, infrastructural, agricultural, economic and other elements that are exposed to a hazard, and are at risk of loss); assessing impact and coping capacity; determining the level of risk for different situations and conditions; setting priorities for action after prioritizing the hazards according to their risk factor; and continuously monitoring capabilities, risk maps and risk scenarios.

There are many different methods for carrying out risk assessments. In essence the disaster risk assessment for the MLM was based on the following methodology, in future assessments it may however be necessary to deviate, amend or adapt the methodology depending on:

- the type of hazard being assessed;
- the characteristics of the area, infrastructure, service or business concerned.
- the urgency of the assessment; and
- the availability of relevant hazard and vulnerability information.

C.3.6. The Disaster Risk Assessment of the MLM

The data presented here is the product of a workshop conducted with disaster management staff members from the MLM and the iDM and a literature study of available documents of both municipalities. As this is a level one plan, the product should be considered and indicative risk profile. It is based on the perceptions of a group of key informants and not on rigorous fieldwork. A comprehensive risk assessment will make part of a level two and level three DRMPs drafted in the future.

Generally, Risk (R) is described as a function of Hazard (H), Vulnerability (V) and Capacity (C), according to the following formula:

H x V R = function of (C

MLM and iDM staff members were asked to identify hazards and name the area's most at risk to these hazards. In addition, they were asked to explain why these areas are at risk to the identified hazards and to assess current levels of vulnerability and coping capacity for each identified area in relation to the identified hazards. The following discussion provides an overview of the results.

2.3.3. Hazard Assessment

The table below indicates the hazards experienced annually in the MLM. The probability of a hazard occurring in a given month is indicated as high, medium or low. This aspect is also colour coded:

Probability	Abbreviation	Colour
High	H	Red
Medium	M	Orange
Low	L	Yellow

In addition, the normal severity in a given month in indicted with a score on the following five-point scale:

Score	Severity
5	Catastrophic
4	Major
3	Moderate
2	Minor
1	Insignificant

Table shows: Seasonal hazard calendar for the Mandeni Local Municipality.

Priority risk	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Veld fires	L1	L1	L2	L3	H3	H5	H5	H5	H4	M3	L3	L2
Flooding	H3	H3	H3	M2	L1	L1	L1	L1	M2	H2	H3	H3
Structural Fires	M3	M2	M2	M3	M3	M3	M3	M3	M2	M2	M2	M2
Protests	L3	L3	L3	M3	H3	H3	H3	H3	M3	L3	L3	L3
Air pollution	L2	L2	L2	L2	L2	L2	L2	L2	L2	L2	L2	L2
Road accidents	H3	M2	H3	H3	M2	M2	M2	M2	M2	M2	H2	H3
Pandemic (COVID-19)	M2	M2	M2	M3	M3	M3	M3	M3	M2	M2	M2	M2
Epidemics (Cholera, etc.)	L3	L3	L2	L2	L2	L2	L2	L2	L2	L3	L3	L3
Drought	L1	L1	L1	L1	H2	H3	H4	H4	H3	M2	L1	L1
Lightning	H4	H4	H4	M3	M2	L1	L1	L1	M2	M3	H4	H4
Strong winds	M3	L2	L2	L2	L2	L2	H34	H4	H3	M2	M2	M3
Hail	M3	M2	L3	L2	L1	L1	L1	L1	L2	L3	M2	M3
Heavy rain	H4	H3	H3	M2	L2	L1	L1	L1	L2	H2	H3	H4
Extreme temperatures	H2	H2	M3	M2	L2	L2	L2	L2	L2	M2	M2	H2
Storm surges	H4	H3	H3	M2	L2	L1	L1	L1	L2	H2	H3	H4
Drowning	H4	M3	M3	M3	L2	L1	L1	L1	L3	M3	H4	H5
Domestic Violence (Women, Children, LGBQTI)	H5	M3	M2	M3	L2	L3	L3	L3	L2	M3	H2	H4

The table above indicates a host of annual hazards. From these, those with the highest probability seem to be severe weather events, flooding and epidemics in the summer months. Structural fires in informal settlements and veld fires are highly likely in the winter months while road accidents are a concern around specific dates, in particular school holidays in November to January as well as March and April. Throughout the year storm surges with a low impact are likely but have a higher impact during the winter months, specifically in Tugela Mouth and Dokodweni. Furthermore, the MLM is aware of the effects of climate change throughout the whole municipality. The following table indicates hazards experienced approximately every five, ten, twenty and fifty years. One in five years hazards are industrial fires, sinkholes and political violence. Drought and transport accidents involving hazardous materials are considered a one in ten-year hazard. Urban flooding and dam failures were identified as one in fifty years hazards.

C.3.7. Vulnerability Assessment

The above risks impact on local communities in various ways. This section briefly outlines the type of impact each of these hazards may have on affected areas. Severe weather events have an adverse effect on infrastructure such as houses. This is exacerbated by poor building standards in places. Severe weather events may also lead to the displacement of people, psychological trauma, injuries and increases in crime, as people lose their homes and means of income. Severe weather events lead to negative publicity. Areas may be labelled as “disaster prone”. This in turn might spark population growth in other areas. In extreme cases severe weather events might spark political unrest, as authorities are blamed for the situation.

Flooding may have similar impacts to the above. In addition, it might also pose health issues as waterborne diseases spread. It might also damage crops and have an adverse impact on the environment, for example by leading to soil erosion.

Epidemics may have similar effects. Large-scale public health concerns may impact on the local economy as residents have passed away or are ill and thus are not able to work. In extreme cases the coping capacity of medical facilities may be exceeded. Structural fires in formal areas damage infrastructure. This may impact on the local economy and may lead to increases in insurance claims and premiums for those occupying the buildings. Damage to municipal buildings may impact service delivery.

- Structural fires in informal settlements may lead to the displacement of residents as victims are relocated. In addition to a loss of physical assets (homes), these fires may also lead to fatalities and a loss of income, as fires may have destroyed places of work.
- Veld fires can lead to a loss in biodiversity. It can also directly impact local livelihoods by destroying crops and animal fodder. Herds may also be reduced.
- Drought may lead to crop failures and a loss of animal fodder. This could in turn have severe impacts on local livelihoods.
- Road accidents may lead to injuries and deaths. Pollution may occur, should hazardous chemicals be spilt. Accidents may also damage roads and surrounding infrastructure and properties.
- Mass community events in extreme cases may become violent. People may be injured or die in stampedes. This may also have an economic impact, as many human hours may be lost.
- The following table indicates levels of vulnerability and coping capacity for selected settlements regarding annual hazards. Settlements were identified as those most at risk to these hazards

Table shows: Vulnerability scores were assigned based on the following scale:

Level of vulnerability	Score
Extremely vulnerable	5
Highly vulnerable	4
Moderately vulnerable	3
Low vulnerability	2
Insignificant vulnerability	1

Capacity scores were assigned based on the following scale:

Level of capacity	Score
Full capacity	1
High capacity	2
Moderate capacity	3
Limited capacity	4
No capacity	5

Vulnerability and capacity scores for annual hazards shown in table

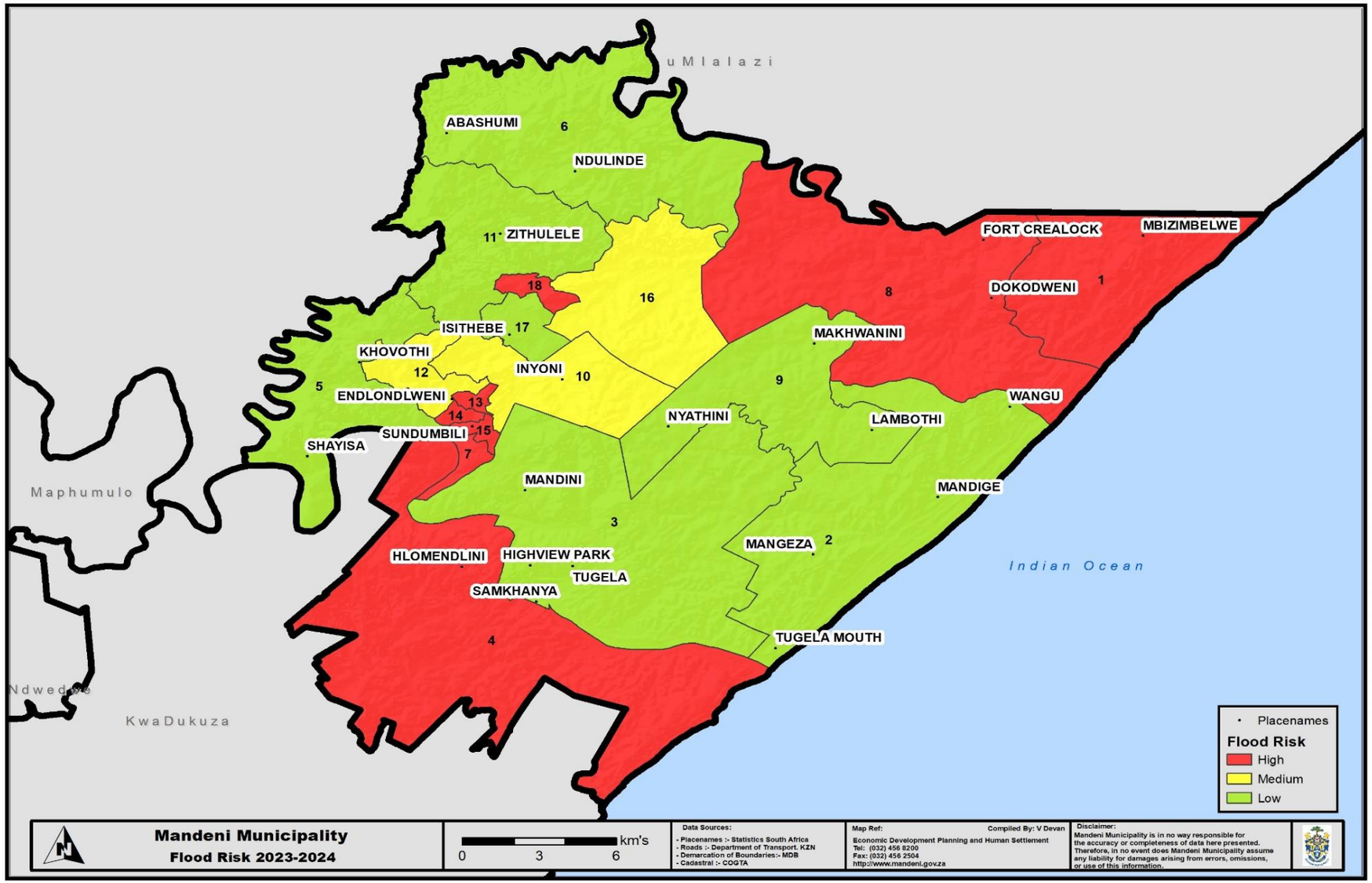
Priority risk	Settlements	Vulnerability	Capacity
Severe weather events	Isithebe	3	3
	Sundumbili	2	2
	Hlomendlini	3	3
	Macambini	4	5
	Mathonsi	3	3
	Ndulinde	4	3
Flooding	Isithebe	3	2
	Sundumbili	2	3
	Hlomendlini	3	2
	Macambini	5	5
Pandemic/Epidemic	Mathonsi	3	3
	Ndulinde	3	3
	Isithebe	2	2
	Mandeni	1	1
	Hlomendlini	2	2
	Macambini	5	5
	Mathonsi	4	4
	Ndulinde	4	4
Structural Fires (formal)	Isithebe	2	2
	Sundumbili	1	3
	Hlomendlini	2	2
	Macambini	3	2
	Mathonsi	3	3
	Ndulinde	3	1
Structural Fires (informal)	Isithebe	2	2
	Sundumbili	1	3
	Hlomendlini	2	2
	Macambini	3	2
	Mathonsi	3	3
	Ndulinde	3	1
Veld fires	Isithebe	2	2
	Mandeni	1	3
	Hlomendlini	2	2
	Macambini	3	2
	Mathonsi	3	3
	Ndulinde	3	1
Road accidents	N2	4	3
	R102	4	2
	R66	3	3
	P459	4	2
Mass community events	Ncedomhlop he stadium	2	2
	Sibusisiwe Hall	2	2

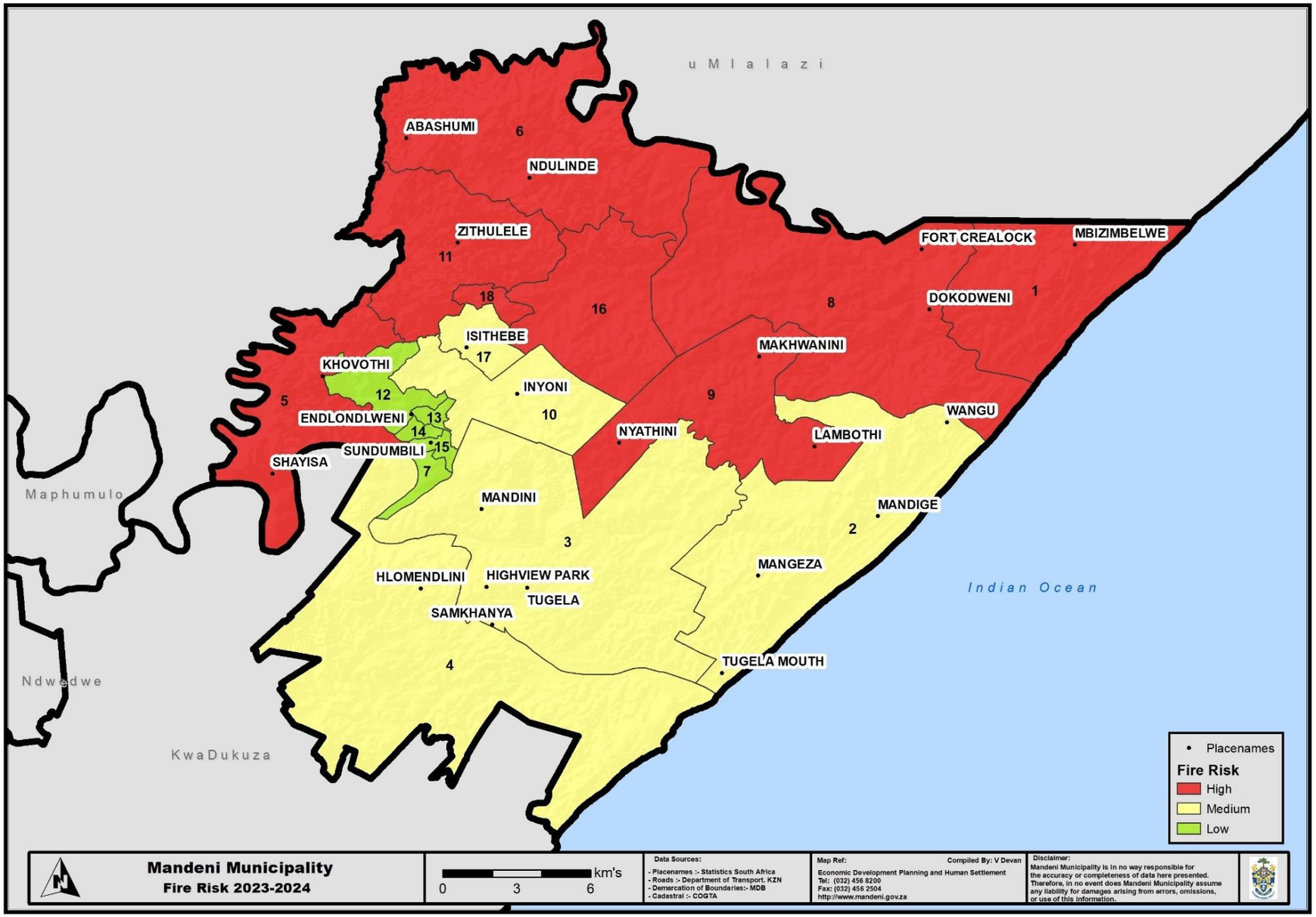
	Makhempini Sport Field	4	3

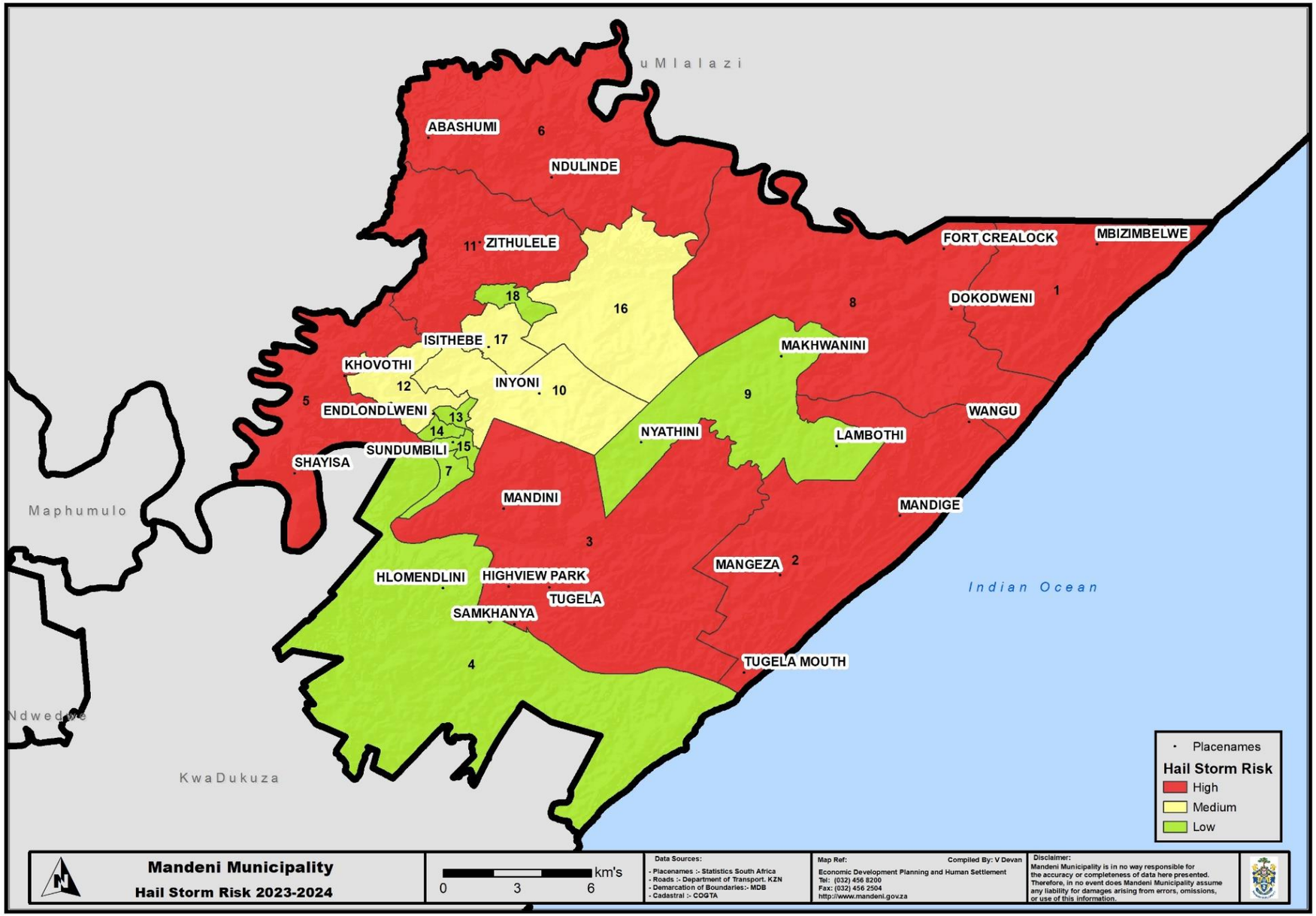
The table above indicates that the area's most vulnerable to various hazards. Amongst these, Ndulinde, Macambini, and Mathonsi seem to be most vulnerable. These areas are also least well-endowed in terms of coping capacity.

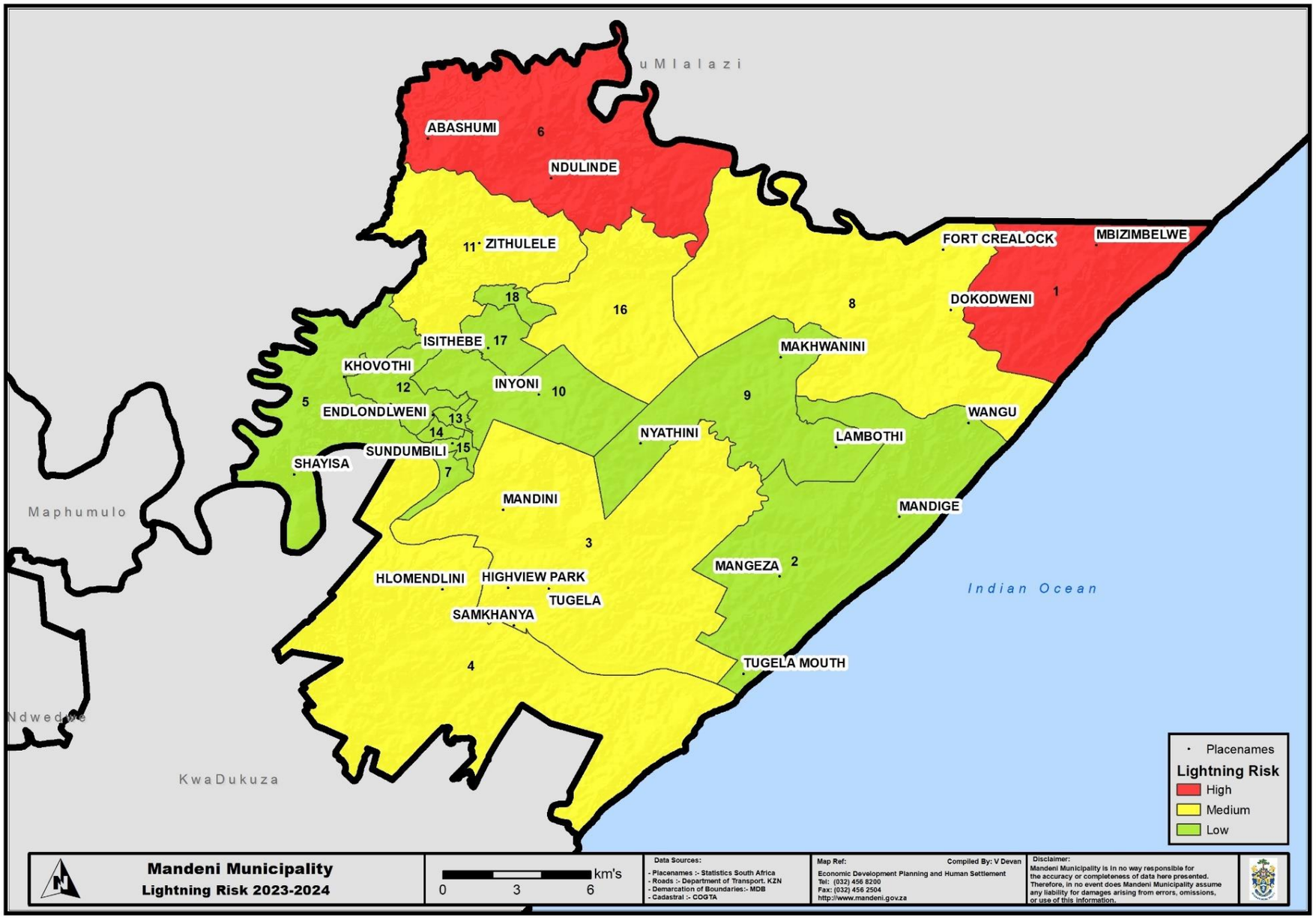
The following table indicates vulnerability and capacity scores for the most at-risk settlements and areas, regarding one in five-year events. Industrial fires and political violence were identified in this regard. Vulnerability to these hazards for the most part seem to be low to moderate. Similarly, capacity scores seem to be limited or moderate for the most part.

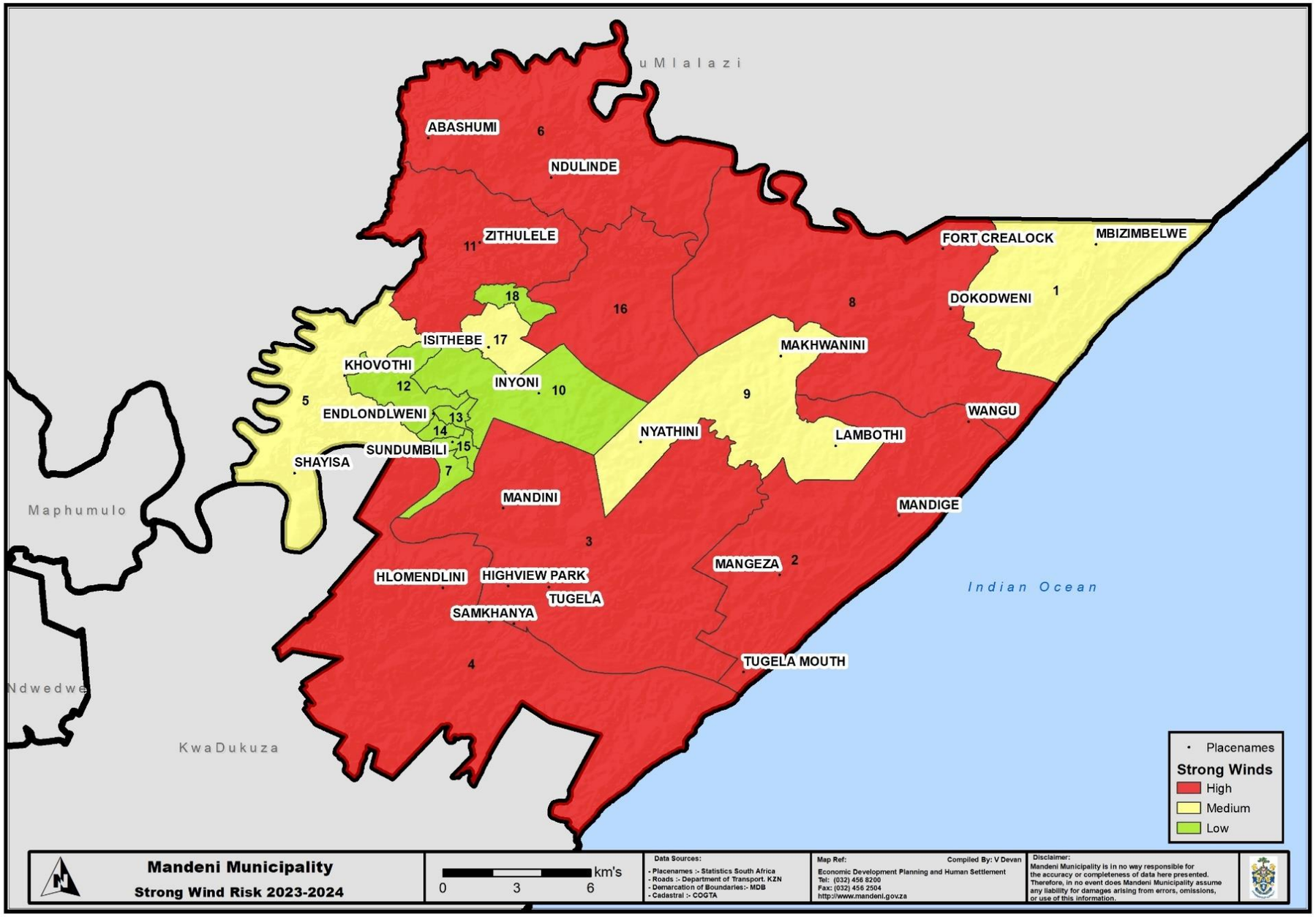



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HLOMENDLINI
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Maphumulo
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FORT CREALOCK
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Data Sources:
- Placenames :- Statistics South Africa
- Roads :- Department of Transport. KZN
- Demarcation of Boundaries:- MDB
- Cadastral :- COGTA
Map Ref:
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Data Sources:
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C.3.8. Disaster Risk Reduction Planning

On the left-hand side of the framework, 'Disaster Risk Reduction Planning', consists of Vulnerability Reduction Planning and Specific Risk Reduction Projects. Vulnerability Reduction Planning focuses on the general vulnerabilities that are present in the municipality as a whole. The Specific Risk Reduction Projects include on one hand future developments (planned for though the IDP) that should be assessed and on the other hand any area where a combination of vulnerabilities, hazards and/or a lack of capacities pose a specific (or combination of) high risk(s) to the population, infrastructure and environment.

C.3.9. Contingency planning

The right-hand side of the framework focuses on contingency planning. This type of planning has two components: for the most prevalent hazards, the municipality should have contingency plans in place that can be activated before or during the impact of a specific hazard ('Hazard Specific Contingency Plans'). As it is impossible to plan for every hazard, the contingency planning should also include generic plans. For the purpose of drawing up such plans, the most important issues have been listed in the framework (public health, command and control, shelter Risk of a certain hazard can change over time. It is therefore necessary that all aspects of the framework are adapted accordingly. Continuous assessment is necessary for a sound and ground-trothed disaster risk management planning.

The six most prevalent threats are listed in the contingency planning section (see Figure below). When contingency plans are written, tested and updated for these plans, the MLM should strive to also cover 'less prevalent risks' in the 'Hazard Specific Contingency Plans'. Contingency plans should also be tested and evaluated regularly, and updated accordingly.

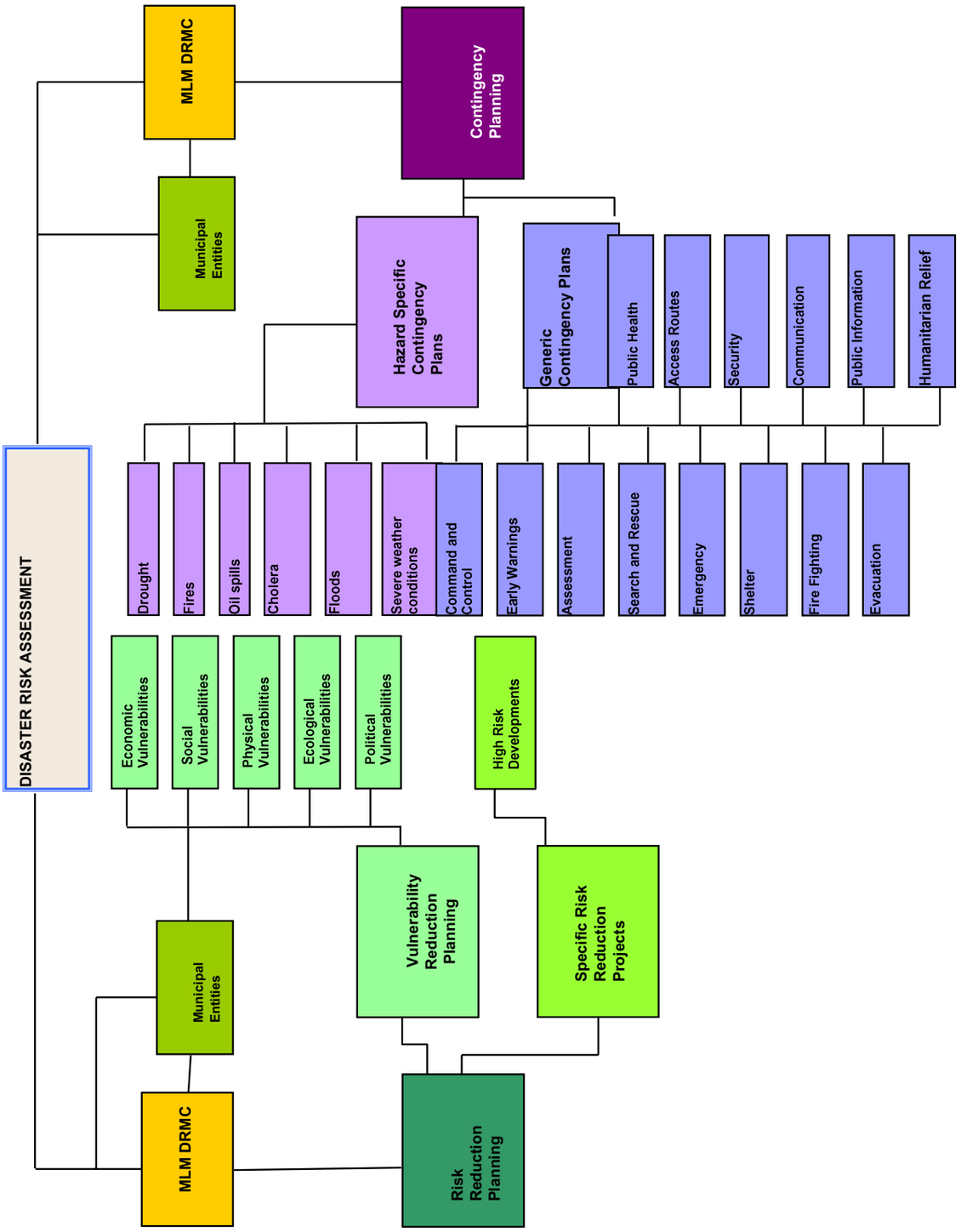


Figure 19: Disaster Risk Assessment flow diagram

C.3.10. Response And Recovery

In order to achieve the requirements of the Act calling for an integrated and co- ordinated policy that will provide for rapid and effective response to disasters and to post disaster recovery, it is imperative that mechanisms are put in place which leaves no room for confusion when a significant event or disaster occurs or is threatening to occur in council's area. This requires clear allocation of roles and responsibilities and concisely defined procedures and protocols for all operational personnel, other relevant role players, communities at risk, and the public in general. This key performance area seeks to ensure that disaster response and recovery planning for the MLM achieves these objectives.

C.3.10. 1. Integrated Response and Recovery Plans

C.3.10.2. Contingency plans

The various annexures to this plan contain generic contingency plans as developed by a multi-stakeholder workshop within the MLM. These plans include integrated response to:

- Search and Rescue;
- Evacuation and Sheltering;
- Relief and Logistics;
- Industrial Accidents; and
- CoVID-19 Response.
- Winter Season
- Summer Season
- Elections

Each of these plans contains a number of generic actions, which will remain the same for any response to any given hazard. It remains imperative that these plans are tested through desktop exercises in 2009 in order to refine and align these plans with the development of the hazard specific contingency plans.

The MLM DRMC is further responsible to ensure the development of contingency plans for specific known hazards of rapid onset, which have been identified in the findings of the disaster risk assessment as priority risks in the area of the MLM. These include:

- Severe weather events
- Flooding
- Pandemic
- Epidemic
- Structural Fires (formal)
- Structural Fires (informal)
- Veld fires
- Road accidents
- Mass events

The purpose of such plans is to integrate and co-ordinate multidisciplinary efforts to minimize or limit the potential impact of such events on communities and areas at risk; damage to infrastructure; and the interruption of essential services and business continuity.

Specific responsibility for the development of such plans must be allocated to the specific organ of state or municipal entity, which has been identified as the lead agency and is assigned primary responsibility for that particular risk. For example fire response and recovery would involve the combined efforts of many stakeholders but the primary responsibility must be allocated to a specific organ of state with the other stakeholders assuming secondary responsibilities. In the case of riverine floods for example the Department of Water Affairs and Forestry

would be the lead agency assigned primary responsibility, whereas in the case of other types of flooding and extreme weather events the MLM DRMC would be the lead agency.

In the event of slow onset events the responsibility rests with the organ of state allocated primary responsibility to establish and co-ordinate multidisciplinary efforts to minimize potential loss. For example, in the case of drought the Department of Agriculture would be the lead agency. In order to facilitate the planning process, and in keeping with the already developed contingency plans, Annexure 1-5: can be utilized in this regard, serving as a template.

C. 11. Disaster Management SWOT Analysis

STRENGTHS	WEAKNESSES
● Mandeni municipality has a Disaster Risk Management Plan which was developed in-house. ● Support from political office bearers, senior and management and District office. ● The municipality has a council approved Disaster risk management sector plan (last adopted which is reviewed on an annual basis alongside its projects and programs ● Mandeni Disaster management unit is part of the District and Provincial Advisory Forum thus ensuring intergovernmental relations with all spheres of government in the aspects of disaster. ● Municipality has a council approved contingency plan in case of major disaster.	● Poor provision of early warning information as systems gathering information sits at the District Office not a local level. ● Poor road conditions in most of the rural wards. ● Low employment among communities thus resulting on ● high government reliance when the incidents take place, no tools of trade. e.g. 4X4 Vehicle ● ·Poor education background among communities thus the municipality has to allocate budget for capacity building. ● ·Capacity constraints among municipalities. No capacity of declaring Disaster if it happens both administrative and political.
OPPORTUNITIES	**THREATS**
● Mandeni municipality has a geo-information database of all incident/vulnerable areas. ● The municipality has prioritized and budgeted for 2 fieldworkers to strengthen capacity within the disaster management unit in the fourth coming financial year. ● The municipality has budgeted approved risk reduction Programs in place to deal with disaster. The municipality has budgeted approved risk reduction Programs in place to deal with disaster. ● There's database of active stakeholders responsible for response and recovery (e.g. IThala fire services, Mandeni rural metro, public safety, Emergency medical services, Red cross foundation etc.).	● Currently there are capacity constraints within the municipality to deal with disaster management. ● Poor coping capacity means from the communities in terms of using available resources and abilities to face consequences. In most events communities rely on the municipality for assistance and relief and the response is not often rapid. ● No community profiling done ● Low levels of volunteerism

C.4. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

C.4.1. Human Resource Strategy 2021

In 2021, Mandeni Local Municipality developed the Consolidated Human Resources Strategy (CHRS). The plan will aim to contribute to the long-term sustainability of the municipality by ensuring that the management of human resources is undertaken in a systematic manner that is true to the objectives and spirit of sustainable development. This necessitates a clear understanding of the nature of capacity and capacity building that will be required by the municipality undertaking Service delivery goals and targets. In doing so the new HR plan seeks to link HR management directly to the strategic plan of your organization. The overall purpose of strategic HR planning is to:

- Ensure adequate human resources meets the strategic goals and operational plans of the Municipality - the right people with the right skills at the right time.
- Keep up with social, economic, legislative, and technological trends that impact on human resources in our area and in the sector.
- Remain flexible so that the organization can manage change if the future is different than anticipated.

The Strategic HR planning approach predicts the future HR management needs of the organization after analyzing the organization's current human resources, the external labor market and the future HR environment that the organization will be operating in.

C.4.2. Assessing Current HR Capacity

Based on the organization's strategic plan, the first step in the strategic HR planning process has been to assess the current HR capacity of the organization. The knowledge, skills and abilities of our current staff need have been identified. The skills inventory should go beyond the skills needed for the particular position. For example, recreational or volunteer activities may involve special skills that could be relevant to the organization. Education levels and certificates or additional training should also be included. An employee's performance assessment form can be reviewed to determine if the person is ready and willing to take on more responsibility and to look at the employee's current development plans.

C.4.3. Powers & Functions

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

Table shows: Municipality powers/functions

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

Mandeni Municipality Organisation Structure
KZN 291

MANDENI

MUNICIPALITY

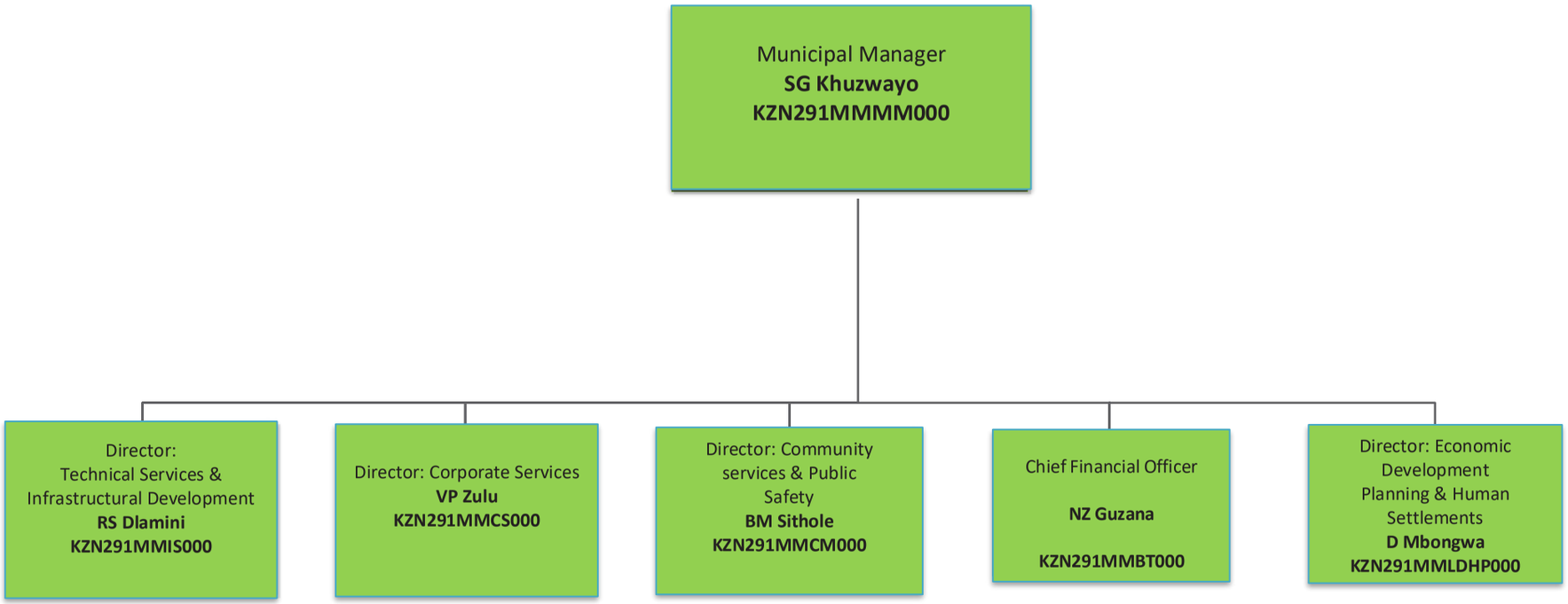
P.O.BOX 144
MANDENI 4490

TELEPHONE: 032-4568200 **FAX: 032-4562567** **WEBSITE: www.mandeni.gov.za**

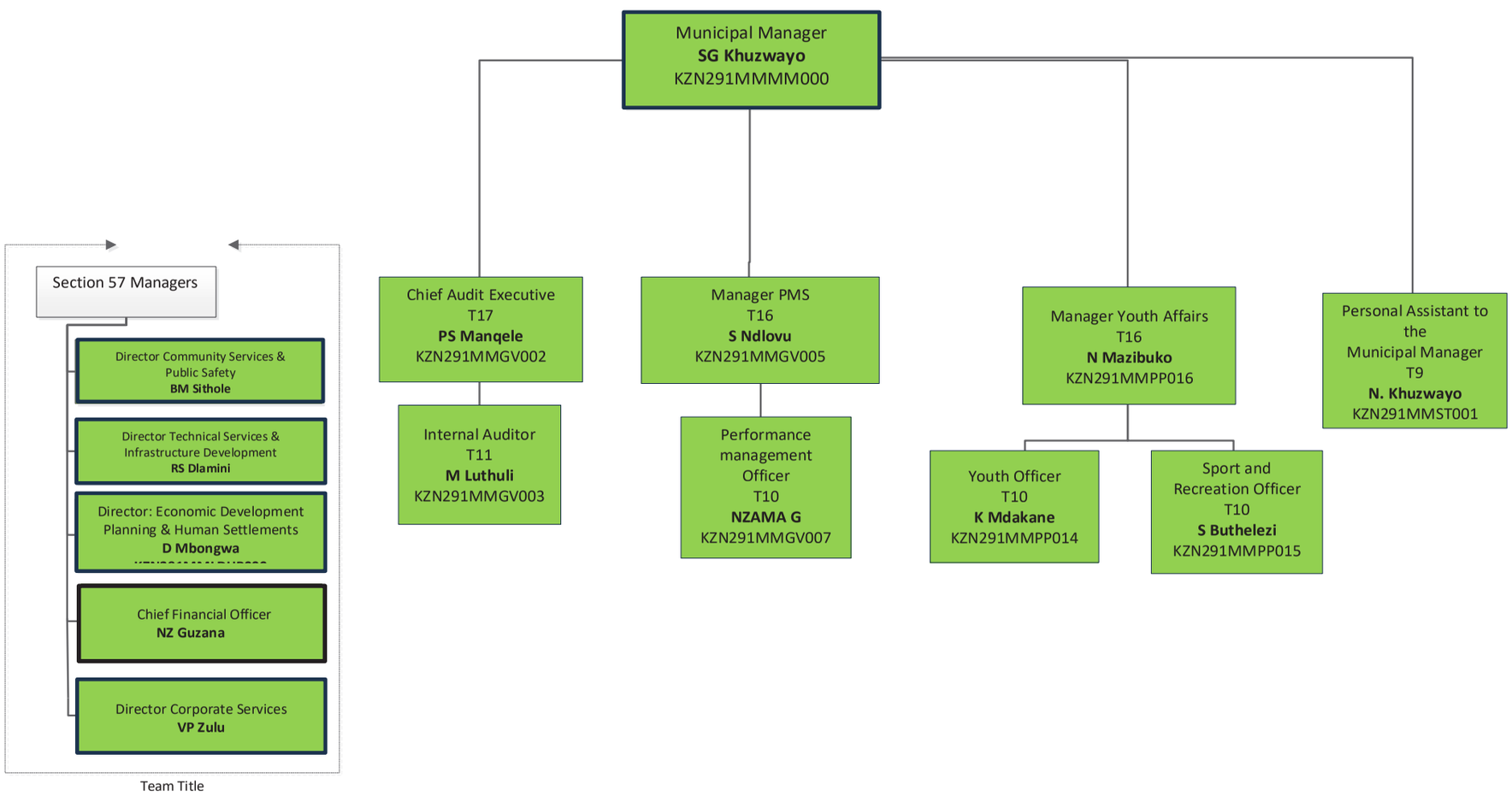
FINAL DRAFT ORGANISATIONAL STRUCTURE
2024/2025

OCCUPIED/ FILLED	VACANT WITH BUDGET	INTERNS (GRANT FUNDED)	OUTSOURCED
Green	Red	Yellow	No colour

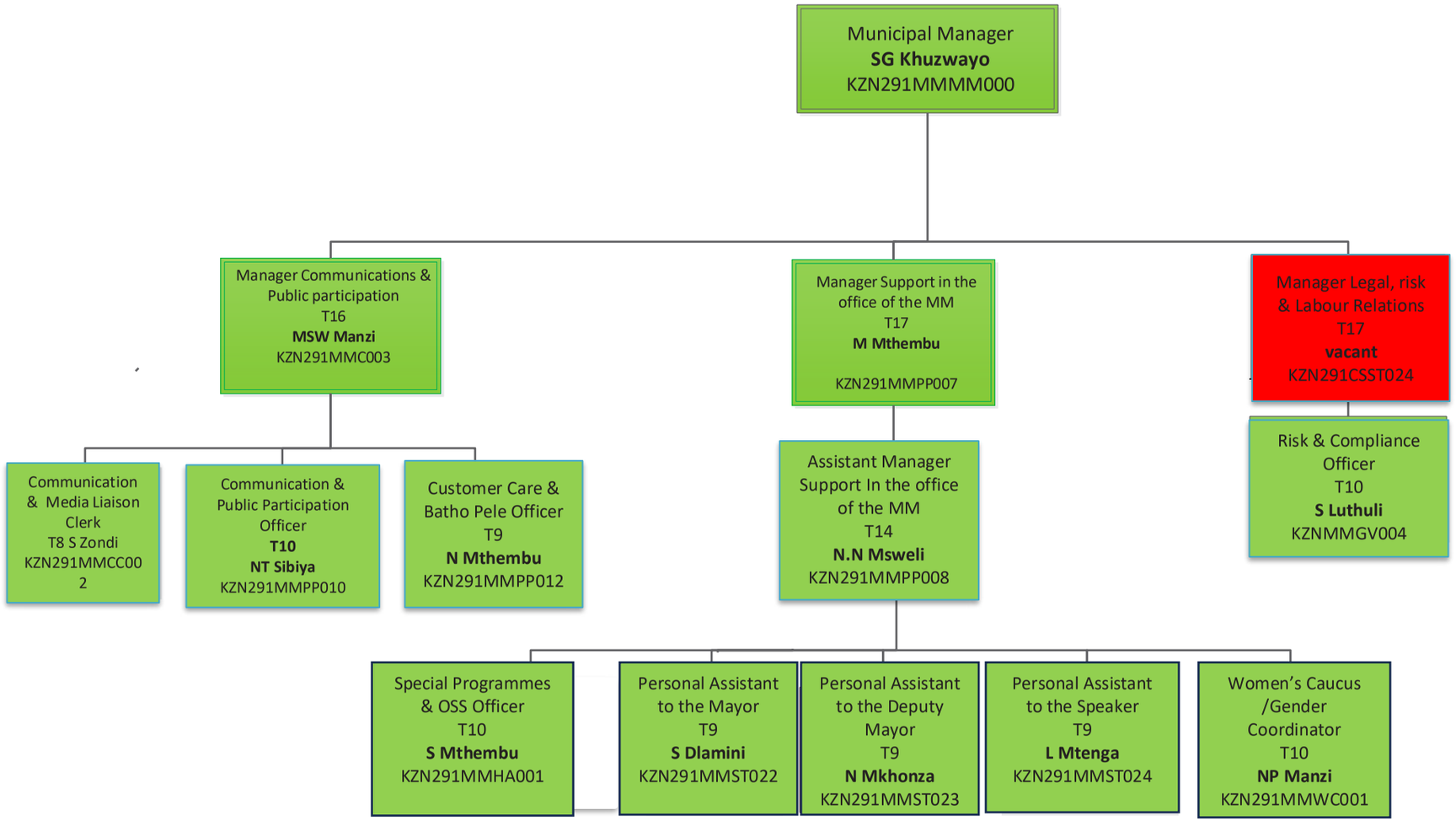
Mandeni Municipality Organisation Structure
KZN 291

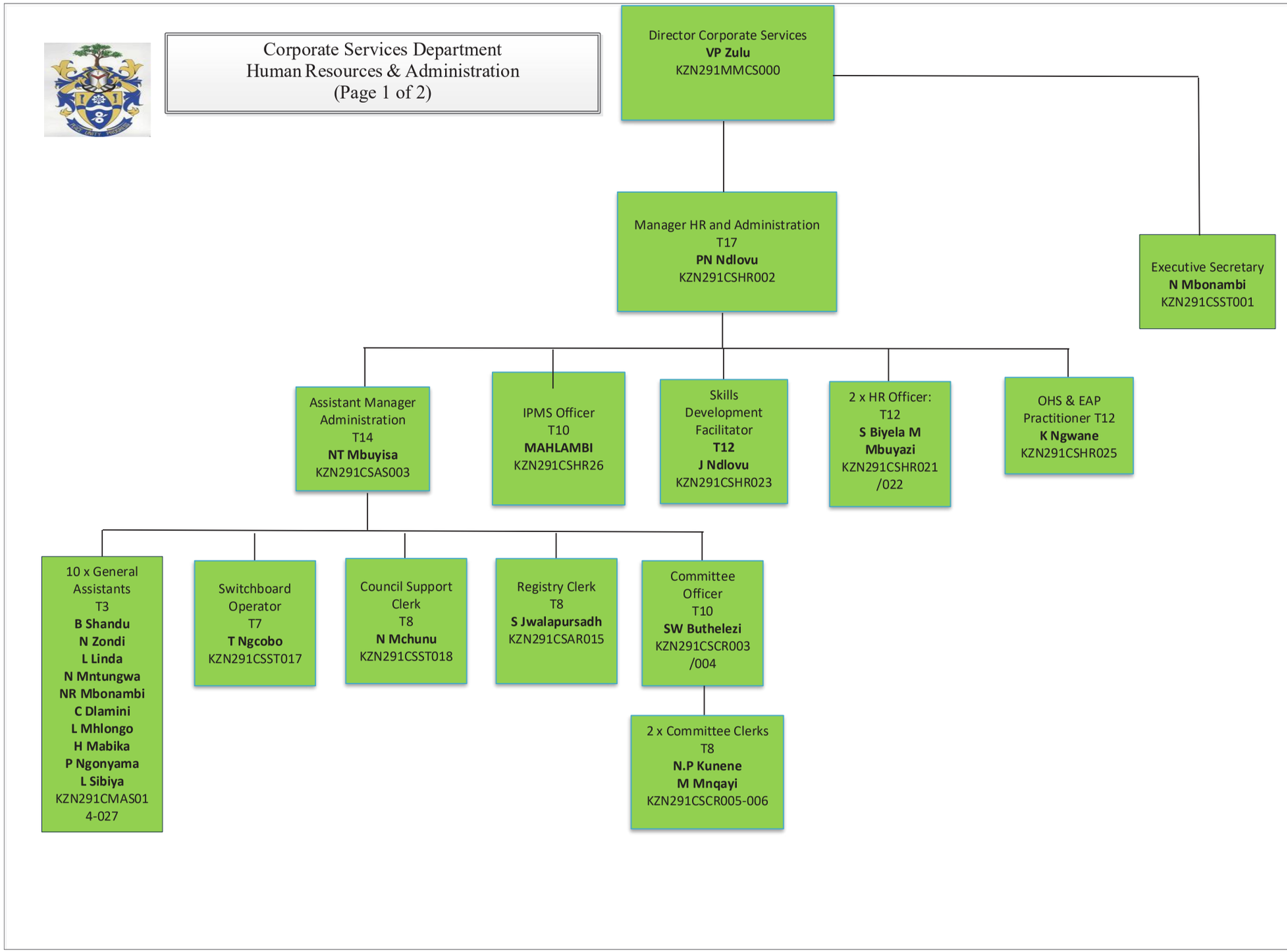


Municipal Managers Office
(Page 1 of 2)

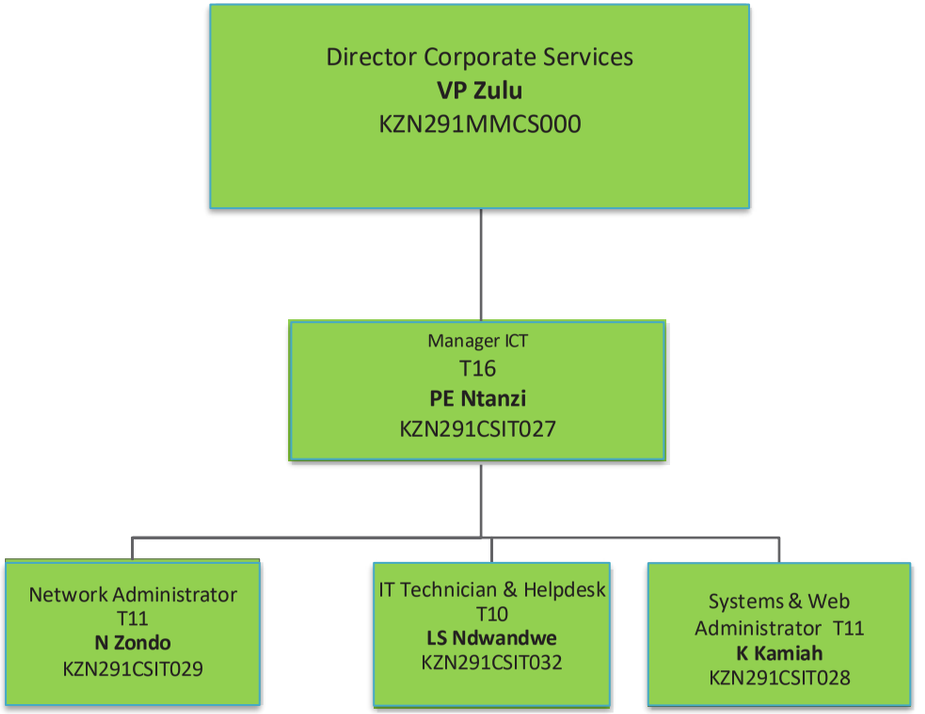


Municipal Manager's office
(Page 2 of 2)

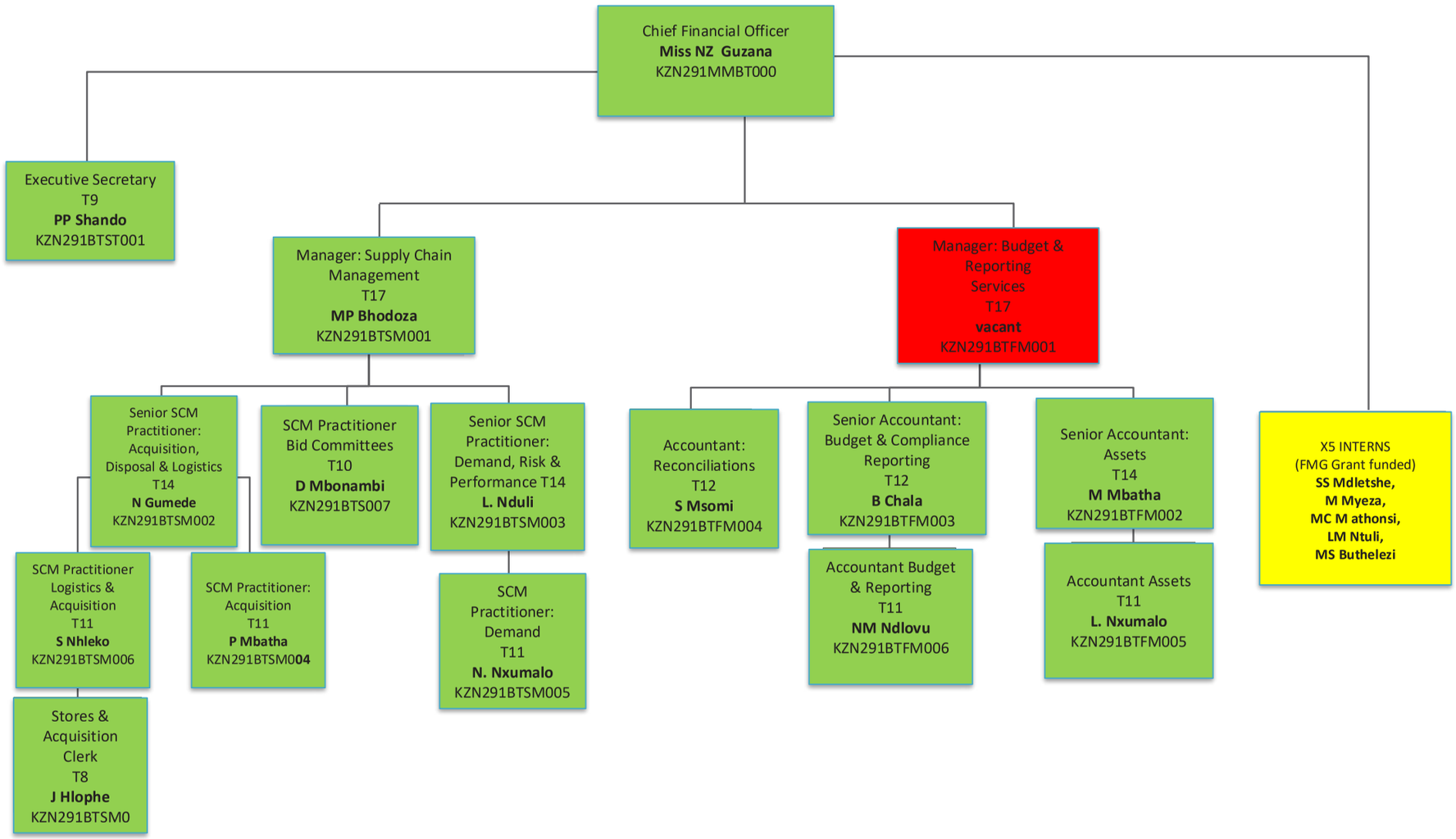



Corporate Services Department
Human Resources & Administration
(Page 1 of 2)
Director Corporate Services
VP Zulu
KZN291MMCS000
Executive Secretary
N Mbonambi
KZN291CSST001
Manager HR and Administration
T17
PN Ndlovu
KZN291CSHR002
Assistant Manager Administration
T14
NT Mbuyisa
KZN291CSAS003
IPMS Officer
T10
MAHLAMBI
KZN291CSHR26
Skills Development Facilitator
T12
J Ndlovu
KZN291CSHR023
2 x HR Officer:
T12
S Biyela M Mbuyazi
KZN291CSHR021 /022
OHS & EAP Practitioner T12
K Ngwane
KZN291CSHR025
10 x General Assistants
T3
B Shandu
N Zondi
L Linda
N Mntungwa
NR Mbonambi
C Dlamini
L Mhlongo
H Mabika
P Ngonyama
L Sibiya
KZN291CMAS01 4-027
Switchboard Operator
T7
T Ngcobo
KZN291CSST017
Council Support Clerk
T8
N Mchunu
KZN291CSST018
Registry Clerk
T8
S Jwalapursadh
KZN291CSAR015
Committee Officer
T10
SW Buthelezi
KZN291CSCR003 /004
2 x Committee Clerks
T8
N.P Kunene
M Mnqayi
KZN291CSCR005-006

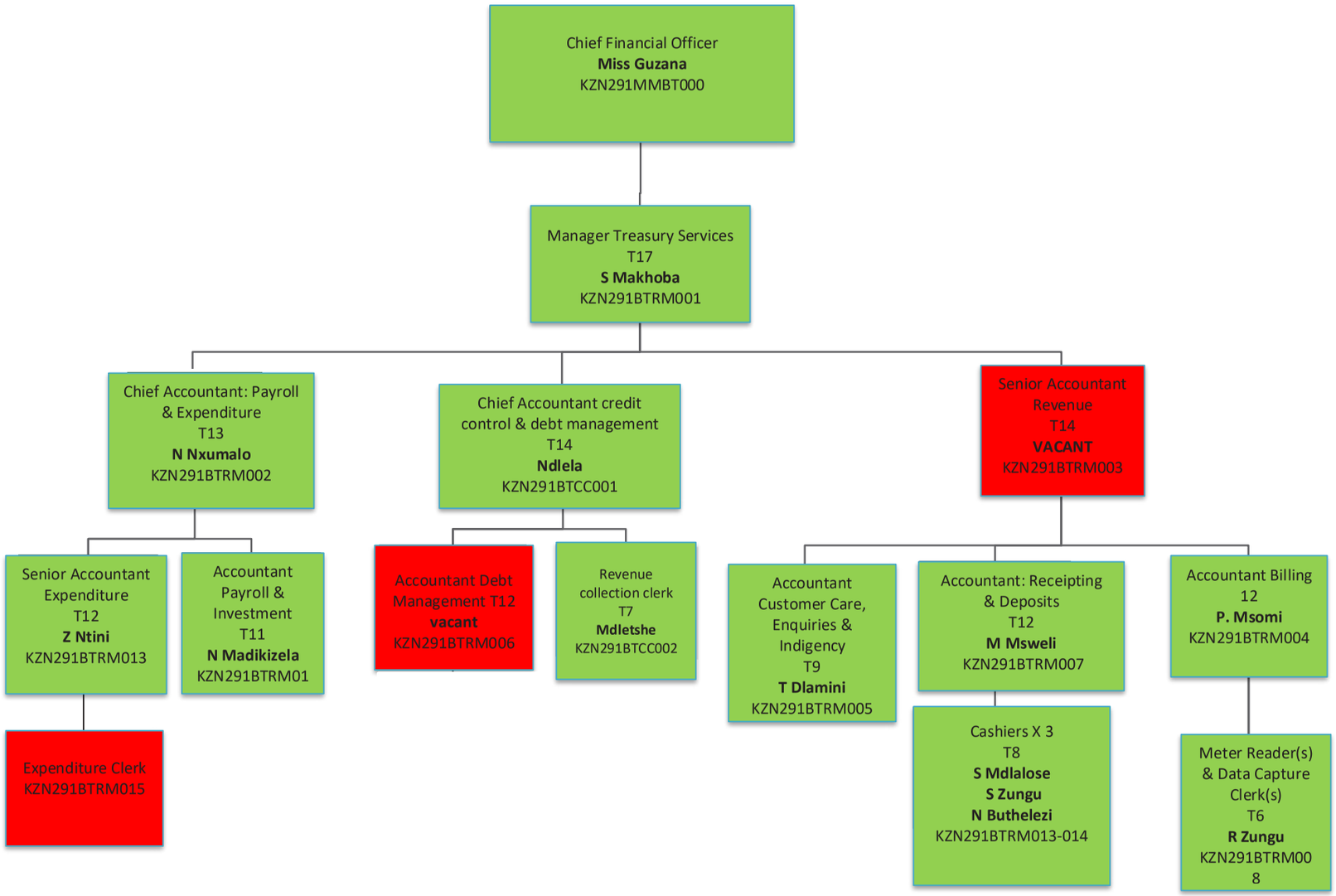
Corporate Services Department Information Communication & Technology (Page 2 of 2)



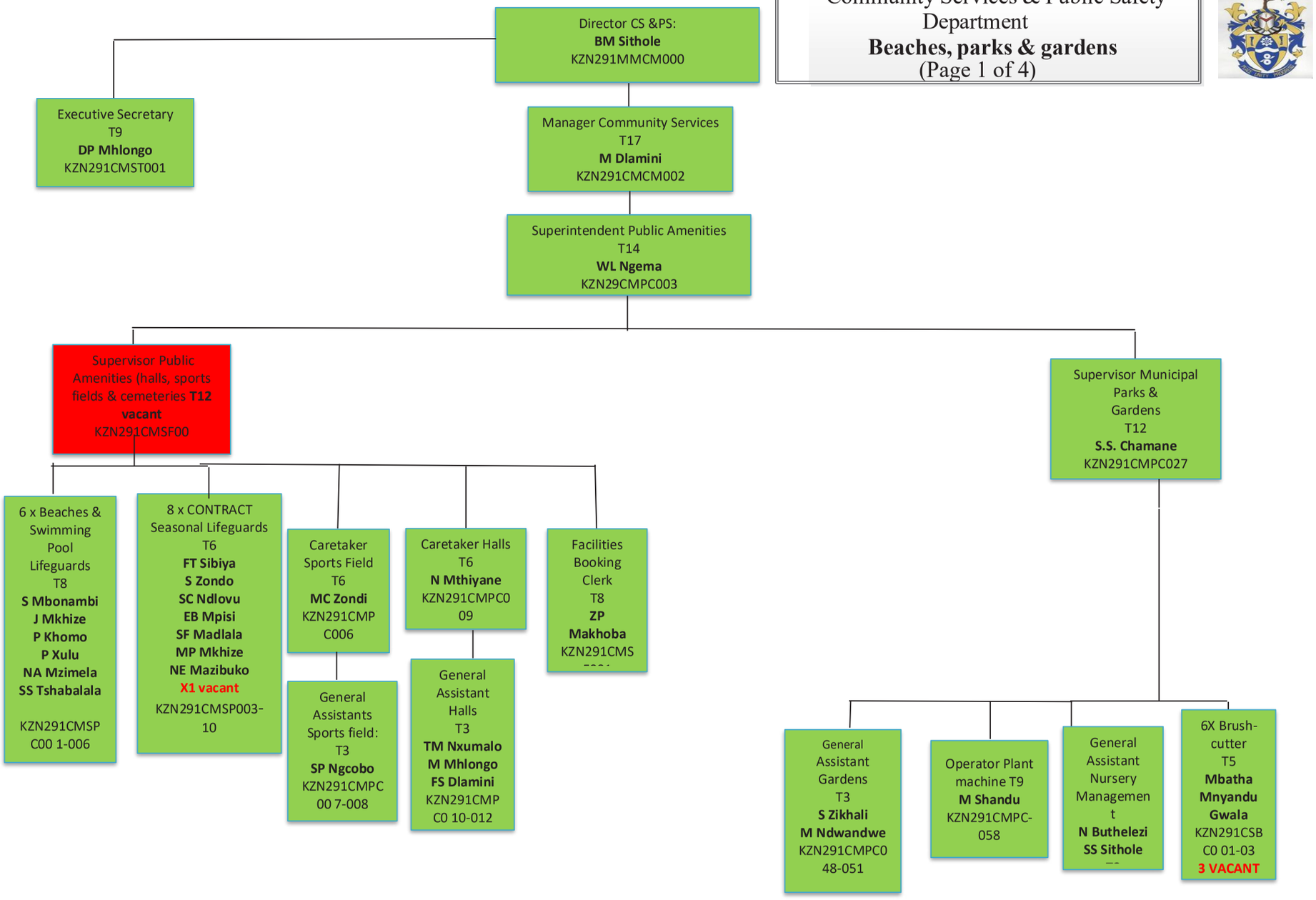
Budget & Treasury Office Department
Supply Chain Management & Budget Services
(Page 1 of 2)



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



Community Services & Public Safety Department
Beaches, parks & gardens
(Page 1 of 4)



Community Services & Public Safety Department
Waste management
(Page 2 of 4)



Director CS &PS:
BM Sithole
KZN291MMCM000

Manager Community Services
T17
M Dlamini
KZN291CMCM002

Superintendent Waste Management Services
T15
T Mthembu
KZN291CMEM077

4x Heavy Duty Drivers
T9
BC Xulu
MM Shandu
MT Nene
B Ngcobo
KZN291CMEM092- 095

WASTE COLLECTOR T **G5**
Madlobha
SS Sibiya
SD Msweli
SS Mantengu
TD Mthembu
SM Khuzwayo
KS Mchunu
Buthelezi
KZN291CMLP 085-102

12x Litter Pickers
T3
Gumede
BP Hlatshwayo
DN Mzimela
DD Ndebele
NS Ngcobo
K Ngema
RD Ntobela
IS Ntuli
RM Nxumalo
MI Seme
MC Sibiya
SG Sibiya
KZN291
CEPW002- 021

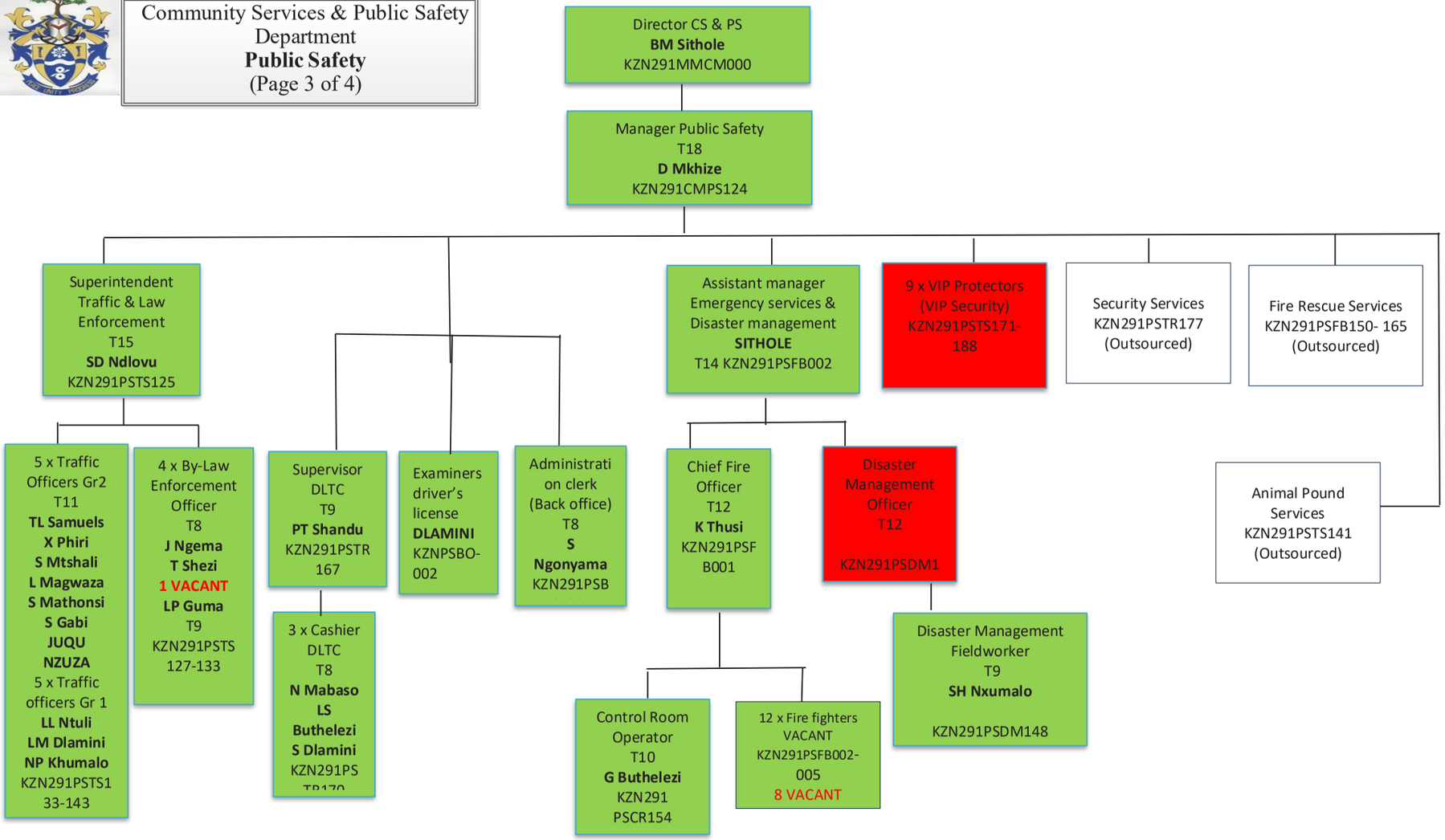
EPWP Officer
T12
X Mdletshe
KZN291CEPW001

EPWP Team Leader
T10
B Ntuli
KZN291CMEM078

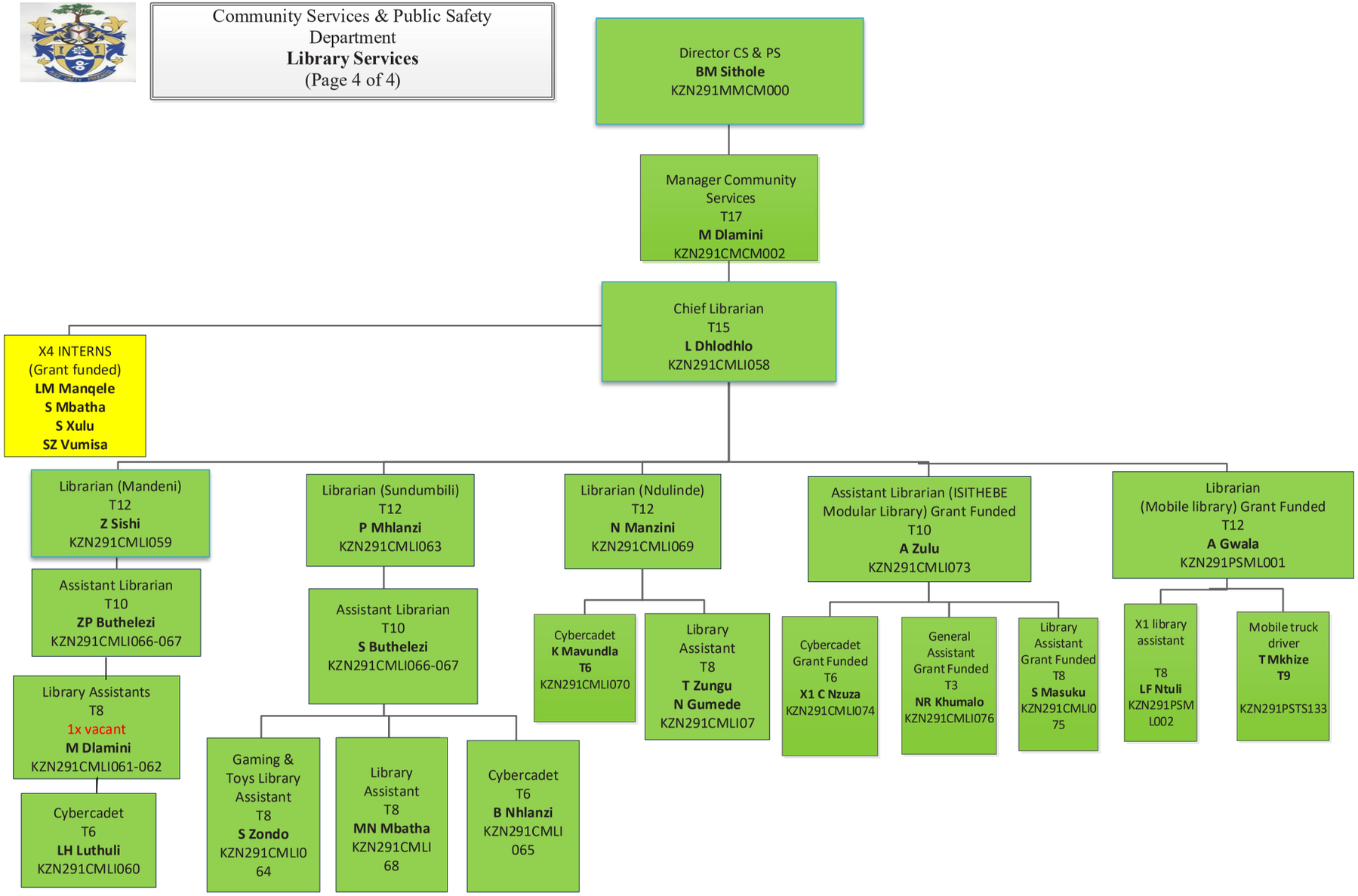
CWP
Programme
Coordinator

PROPOSED TO
BE OUTSOURCED

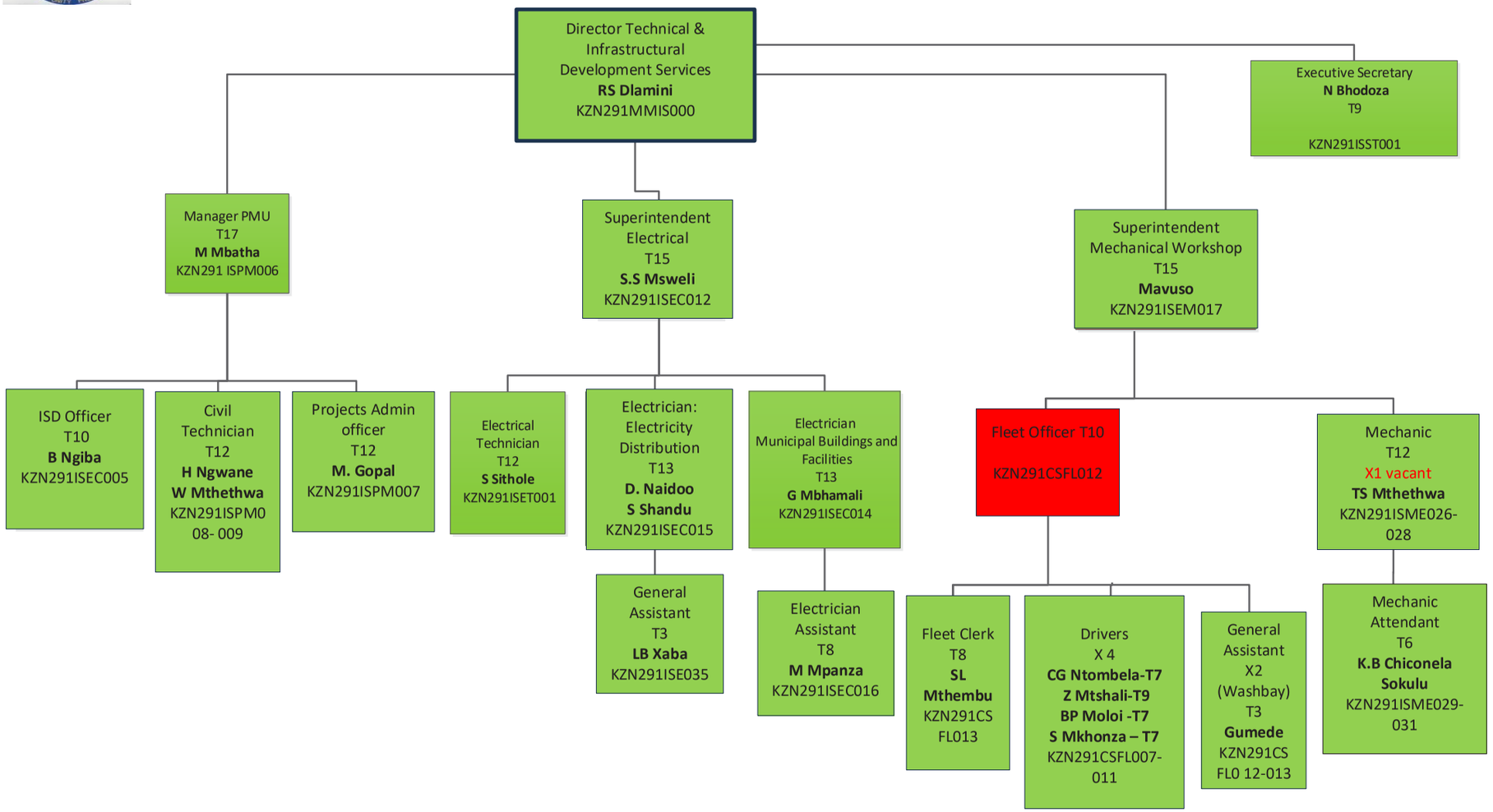
Community Services & Public Safety Department
Public Safety
(Page 3 of 4)



Community Services & Public Safety
Department
Library Services
(Page 4 of 4)



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



C.4.4. Vacancy Rate & Challenges

The previously approved organization structure indicated that there are 250 occupied/filled posts, it is noteworthy that the implementation of this structure is ongoing thus the number of filled positions have risen to 293 as of March 2024. in percentages the this vacancy rate is 9.8%.

Sustainability of service delivery is the adequate staff provision within the municipality. It is necessary that the Municipality first determine the future supply and demand for human resources. The labor supply may come from existing employees (internal labour market) or from outside the municipality (the external labor market). The estimate of the total number of employees needed, as well as the skills required are known as the demand forecast. The demand forecast is developed based on two main resources such as standard statistical data and knowledge personnel. The underwritten indicates the number of positions vacant and proposed the municipality will be embarking on.

These estimates are based on a 5-year organogram.

No	Position	Department	Task grade	Progress as of March 2024
1.	Customer Care & Batho Pele Officer	Office of MM	9	Position Filled
2.	Supervisor municipal facilities, beaches & cemeteries	Community Services & PS	12	Still vacant
3	SCM Practitioner (Disposal & Logistics)	Finance	10	Filled

Figure 27: Vacancy Rate

YEAR 2 & year 3- 2023/2024 to 2024/2025

No	Position	Department	Task Grade	Progress as of March 2024
1.	1 X Examiners of Driving License	Community Services & PS	12	Position Filled
2.	4 X Lifeguards	Community Services & PS	8	Still Vacant
3.	3 X Brush-cutter operators	Community Services & PS	T5	Filled
4.	4 X Firefighters	Community services	9	Still vacancy
5.	Senior credit control debt management	Finance	14	Vacant
6.	Debt Collector x1	Finance	T7	Vacant
7.	PMS Officer	Office of the MM	10	Filled
8.	Environmental Practitioner/Planner	EDPHS	13	Filled
9.	X2 Heavy Duty Truck Driver	Technical Services	9	Filled
10.	X2 General Assistant	Technical Services Fleet Section	T3	Filled
11	Assistant Manager: Disaster Management	Community services	14	Filled

C.4.4.1. KZN COGTA Graduate in-service training program for 2023/2024

During the year 2022 municipalities across the province were requested to apply for the KZN COGTA Internship program facilitated by the Skills Development Unit. Through the program the municipality was to receive intake of interns from various fields of study. The program aims to address the following concerns:

- High unemployment rate amongst graduates
- Bridge the gap in transferable skills post tertiary education and lastly.
- Capacity constraints in municipalities.

In response to this request, the municipality requested a total of 34 graduates, to serve for a duration of 24 months. The following table shows the number of graduates that have been placed within the municipality under this program. Duration date for the current cohort intake is 1 February 2023 to 31 January 2024

DEPARTMENT	NO OF GRADUATES	FIELD OF STUDY	Municipal ALLOCATED MENTOR
Corporate Services	2	Human Resources Management	Ms. Ndlovu
	1	Public Administration	Ms. N Buyisa
	2	Information Technology	Mr P Ntanzi
Community Services Public Safety	2	Waste Management	Mr M Dlamini
	1	Public Administration	Mr Dlamini
	4	Disaster Management	Mr Sithole
Technical & Infrastructure Services	**2**	**Civil Engineering**	**Mr Miller**
	1	Civll Engineering	Mrs Qwabe
Municipal Managers Office	1	Public Administration	Mr Gumede
	1	Public Administration	Mr Mazlbuko
	2	Office Administration	Mr Mazibuko
	2	Media and Communications	Mr Manzi
	1	Public Administration	Mr Mthembu
Economic Development Planning Human Settlement	1	Public Administration	Mrs Mazula
	1	Town Planning	Mr Mathonsi

Finance	2	Finance and Accounting	Mr Makhoba
	3	Finance and Accounting	Ms Guzana
	1	Finance and Accounting [Logistics/Supply Chain Management	Mr Bhodoza

C.4.5. Employment Equity Plan

Based on the recommendation of the 2021/2022 Human Resource Plan the municipality has developed a new Employment equity Plan setting out employment targets for the next 3 years. It is noteworthy that development of the plan has been submitted to the department of Labor. During the 2024/2025 FY the municipality has set a target to increase the number of people living with disability employed within the municipality, these amendments are awaiting policy review for adoption and implementation.

C.4.6. Procedures for monitoring And Evaluation of the employment Equity Plan

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

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

C.4.7. Work-Place Skills Plan

The Workplace Skills Plan is developed and adopted on an annual basis and submitted to the LGSETA by 30 April each year. to ensure compliance with the Skills Development Act. Skills planning is central to the improvement of the overall skills level of the Municipal officials. The Municipality identifies what skills are required and develops strategies, tasks and schedules to ensure that those skills are enabled in order to deliver on our Integrated Development Plan objectives. For 2024/2025 year a total of 17 applications were received for consideration by the Human Resource Development Committee (HRDC) for study bursary through municipal staff bursary program for 2024/2025 and programs that will be funded through this initiative are as follows:

- Library and information science X4
- Public administration X7

- Financial Accounting X3
- Human Resources X1
- Bachelor of Laws X3
- Information Technology X3
- Project Management X2
- Spatial Planning X1
- Electrical Engineering X1
- Management Sciences X1

As of March 2024, programs funded by through Discretional Grants have reached conclusion, seeing 25 internal staff graduates of the Municipal Finance Management Program. Further to the abovementioned beneficiaries the municipality through the Discretional Grant funding capacitated 24 unemployed youth in National Certificate in Construction Road Works – NQF Level 3, beneficiaries were selected from various ward of Mandeni this program was conclude in January 2024.

C.4.8. Recruitment & Selection Policy

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

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

C.4.9. Selection Criteria & Assessment

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

C.4.10. Assessment

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

C.4.11. Retention Strategies

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

effective retention strategy. This is not meant to discriminate against some categories of employees, but rather to allow for a focused approach towards retaining staff and skills

C.4.8. Skills to be Retained.

The skills that need to be targeted within staff strategies are those needed to realize and meet. The service delivery needs of the department, The department's primary mandate. The following are examples:

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

C.4.9. Scarce skills

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

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

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

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

C.4.10. Valued Skills

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

C.4.11. Interventions to retain Staff.

Interventions to retain staff are most effective if they are aimed at specific circumstances and at the same time, interventions are integrated and linked with as wide a variety of human resource practices as possible. The following safeguards will be put into place to ensure that initial processes are conducted and aligned thoroughly. The morale of staff will be maintained because of the consistency in the application of these measures. Link staff retention with an effective recruitment and selection process. A lot of staff losses are caused by bad selection decisions where the wrong person is appointed for the job. To prevent this, accurate job descriptions must be developed that clearly identifies the core competencies required for successful performance. These job descriptions are to be used during the recruitment and selection process. In some cases, it has also been evident that it is good practice to “hire for capabilities and train for skills”. This is where a person is appointed because he/she has the right capability to be able to do the job even though they may not have the necessary skills required since these can be attained through training. A useful tool in this regard is to develop a new employee guide that can be given to employees to read even if they have not started working.



C.4.12. Municipal Transformation & Institutional Development SWOT Analysis

STRENGTH	WEAKNESS
- Management/Administration - Full complement of the Management - Skilled Management team - Good leadership (Political and Admin) - Competency level compliance - Scheduled Manco and Top management meetings - Municipal ability to attract and retain skilled workforce thus enable production of Credible IDP and other strategic documents. - Annual procurement plan - Employment Equity Plan in pace - Oversight charters (audit committee, internal audit and MPAC) - Oversight committees (MPAC, Audit committee and PMS committee) - Governance committee (Risk Management, IT steering) - Portfolio committee, Exco and Council - Ward Committees are fully functional. - Local labor forum fully functional - Delegation framework adopted and in implementation. - Delegation Register - Infrastructure program committee (service utilities) in place	- Selective consequence management - Management not taking Audit query seriously - Lack of ownership of unpopular decisions (Managers take decisions which are implemented at lower levels but unpopular to counsellors) - Information for administrative use leaked to politicians Poor Internal communication. - Weak/bad organizational culture - Poor consequence management

OPPORTUNITIES	THREAT
- LGSETA funding for training programs for permanent employees of the municipality - Geographical location of the municipality assists in attracting skilled labour National and Provincial Support	Unemployment impacts negatively to the economic growth and revenue base of the municipality thus stagnating economic revenue growth/collection with the areas of the municipality Ingonyama Trust land affects development as majority of the land within the municipality fall under ITB Lack of government hospitals thus results in majority of the population including municipal employees having to travel outside municipal jurisdiction for medical assistance - Air pollution from Sappi- has a negative health impact on the well-being of municipal employees. Ensuring that municipality fully complies with the Municipal Standard chart of Account at the stipulated time frames. The fact that there's no understanding of the Act from all municipal employees means HR has to roll out a Program to educate municipal employees.

C.5. GOOD GOVERNANCE & PUBLIC PARTICIPATION

C.5.1. Batho Pele Policy and Procedure Manual

Batho Pele Principles is a concept that was officially initiated by the government in 1997 as an initiative to get public servants to be service oriented and customer focused, to strive for Excellence in service delivery and to commit continuous service delivery improvement. It was designed as a transparent mechanism to allow all customers to hold public servants/officials accountable for the type of service delivery. The White Paper on transforming public service delivery (1997) provides direction on how services should be rendered, informed, and guided by 11 principles. The Mandeni Municipality has not yet designated a Batho Pele Coordinator, but such measures are in place to acquire the coordinator so that there will be a smooth running of promoting Batho Pele principles.

In relation to implementation, the municipality has rolled out, 2day workshop for all frontline personnel in the municipality. It is said that the roll out of training will take place in four different phases which will result in training of all municipal employees. Considering the current fiscal economic climate, it is worth mentioning that rolling of all four implementation phases will not be possible therefore each phase has been set for each financial year during this current cycle.

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

C.5.2. The Eleven Batho Pele Principles

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

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

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

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

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

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

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

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

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

5.2.8. Service Delivery Improvement Plan

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

C.5.3. Roll out of operation Sukuma Sakhe

The Municipality continues to work on a strengthened relationship with the Department of Human Settlements in efforts to exert speed on the turn-around time for the delivery of housing units under the Operation Sukuma Sakhe Programme.The following table aims to provide an overview of the status of status for construction of Operation Sukuma Sakhe Houses within Mandeni.

Table shows list of operation Sukuma Sakhe Project

PROJECT NAME	WARDS	TOTAL UNIT YIELD	UNITS COMPLETED	UPDATE
Operation Sukuma Sakhe -16 Cases Within Isithebe Rural Housing Project	Wards 11, 12 and 16	16	None	Beneficiary administration currently underway
Operation Sukuma Sakhe - 30 Cases	Wards 2, 5, 7, 9 & 12	30	None	Beneficiary administration is underway and Implementing agent has commenced with the cutting of platforms for approved cases.
Operation Sukuma Sakhe - 49 Cases	Wards 1, 3, 4, 5, 6,7, 9, 10, 12, 15 & 18	49	None	Beneficiary administration currently underway
115 Operation Sukuma Sakhe cases	(Ward 1, 4, 5, 6, 7, 8, 9, 11, 13, 15, 16, 17 and 18)	115	None	Implementing agents will commence with beneficiary administration as of June 2023.

5.3.1 STRATEGY 1

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

5.3.2 STRATEGY 2

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

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

C.5.4. Municipal Inter - Governmental Relations

Mandeni Municipality is actively involved in IGR, which is championed by iLembe District Municipality. The reports to various committees of the District Council pertaining to Mandeni Municipality should, however, be cascaded down to the municipality in a more efficient manner as some of these deal with infrastructure and many other issues that are critical for Mandeni Municipality. The Municipal

Turnaround Strategy (MTAS) indicates huge water and sanitation backlogs. Further to the above the iLembe IGR structure is fully functional and sits consistently through the year, with representation from Mandeni Municipality represented by Municipal Manager. Co-ordination of IGR in iLembe District is faced with several challenges, part of those challenges' centers around the issue of co-ordination. When co-ordination is absent, it leads to fragmentation, duplication, and the waste of resources. It is the lack of co-ordination that leads to staggered delivery of services, thus prompting public protest co-ordination and planning are the basis upon which intergovernmental Relations is formed. This primarily speaks to co-ordination and planning at an Intra-departmental level, inter-departmental level, at the level of the three spheres and lastly the co- ordination of IGR Structures in a systematic manner.

CoGTA undertook an assessment of the IGR Structures within the District. The analysis of the Assessments included the following:

Table Shows: List of IGR Structures/Functionality

IGR structures	Established	Functional
Mayors Forum	YES	YES
Municipal Managers Forum	YES	YES
Chief Financial Officers (CFO's) Forum	YES	YES
Corporate Services	YES	YES
Planning and Development	YES	YES
Infrastructure	YES	NO
Communications	YES	YES

C.5.5. National & Provincial IGR Structures

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

- Premier's coordinating forum
- Muni-mec
- Technical Munimec

The IGR Reports are presented to all relevant Council structures to ensure continuous transferring of information to all levels within the Municipality.

C.5.6. District IGR Structures

At the District level, iLembe District Municipality has assigned authority of arranging the sitting of the district level forums which as family of municipality Mandeni forums part of. The forums have been listed on the table below:

NO	Name of the Forum	Meeting Frequency	Chairperson	Functional
1	Dif - District Intergovernmental Forum (Mayors')	Quarterly	District Mayor	
2	Tsf-Technical Support Forum (Mms')	Monthly	Municipal Manager of ILembe District Municipality	**Functional**
3	DAFF-DISTRICT AREA FINANCIAL FORUM (Cfos) A Subcommittee To Deal With The Issues Of Asset Management In The District Was Established Under The DAFF In 2015/2016. A Sub-Committee To Deal With SCM In The District Was Established In 2016/2017 Under The DAFF	Quarterly	Municipal Manager of Ndwedwe local Municipality	**Moderately Functional**
4	District Government It Officers Committee (Dgitoc)	Quarterly	Municipal Manager of ILembe District Municipality	**Functional**
5	Disaster Management Advisory Forum (Dmac)	Quarterly	Municipal Manager of KwaDukuza Local Municipality	**Functional**

6	Performance Management System Forum (Pmsf)	Quarterly	Municipal Manager of iLembe District Municipality	**Functional**
7	Local Economic Development Forum (Ledf)	Bi-Monthly	Municipal Manager of Mandeni Local Municipality	**Moderately functional**
8	District Communicators Forum (Dcf)	Monthly	Municipal Manager of Ndwedwe Local Municipality	**Functional**
9	Planning And Development Forum (Pdf)	Monthly	Municipal Manager of Mandeni Local Municipality	**Functional**
10	Infrastructure Forum (If)	Monthly	Municipal Manager of KwaDukuza Local Municipality	**Functional**
11	Corporate Services Forum	Quarterly	Municipal Manager of Maphumulo Local Municipality	**Functional**
12	Speakers' Forum	Quarterly	District Speaker	**Functional**
13	Internal Auditors Forum	Quarterly	Municipal Manager of Maphumulo Local Municipality	**Moderately Functional**
14	**Risk Management Forum**	**Quarterly**	**Municipal Manager of iLembe District Municipality**	**Functional**

C.5.7. Functionality of Management Structures: Top Management Committee

The Mandeni Municipal Top Management Committee is functional, and it is the highest strategic committee of management made up of the Municipal Manager and all Heads of Departments. The top MANCO meets as and when there are matters that require the attention of the Committee.

C.5.8. Ward Based Planning

When the concept started there was a general understanding that it was a planning function and therefore it should be dealt with in the planning department. Only recently that a consensus has been reached at the Provincial level with the Dept of Cooperative Governance and Traditional Affairs – Public Participation Forum, that ward-based planning should be undertaken by the respective ward committee at ward level. Since the election and induction of ward committees in December 2023, ward committees have been embarking on the process of community-based planning. To date we have successfully finalized ward-based plans for all 18 wards of the municipality.

C.5.9. Participation of Amakhosi in Council Meetings

Section 81 of the Municipal Structures Act outlines that Traditional authorities that traditionally observe the system of customary law in the area of the municipality are required to participate in the proceedings of the council of that municipality. In the context of Mandeni Municipality, the jurisdiction is consisting of 4 Traditional Authorities areas namely:

- iNkosi Mathaba
- iNkosi Ngcobo
- iNkosi Mathonsi
- iNkosi Mhlongo

When it comes to attending meetings, the committee's section of the municipality which is responsible for content of council meetings, has been assigned the duty to invite and circulate agenda to the meeting to Traditional council as they do for municipal councilors in events of council meetings. During the year 2021, the municipality further established the Mandeni Traditional leaders Forum subsequent to the district Traditional Leaders forum. The forum is chaired by the Madam Speaker of the municipality with the assistance of Director Corporate Service as the administrative champion. Meetings sit on a quarter

basis. It is noteworthy that through the establishment of this forum the municipality has successfully strengthened its relations with local traditional leaders as this forum enables consideration of their input into municipal process and procedure in the matters of service delivery and policy making.

C.5.10. IDP Representative Forum:

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

- Terms of Reference for the Mandeni IDP Technical Committee
- To act as a secretariat for the IDP Representative Forum
- To ensure alignment at a district and local level,
- To support the IDP Manager
- To support and advise the IDP Representative Forum on technical issues,
- To make content recommendations,
- To prepare, facilitate and document meetings,
- To commission relevant and appropriate research studies during the IDP process,
- Processing, summarizing and documentation of project outputs,
- To ensure all stakeholders are included in the IDP Representative Forum

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

C.5.11. Management Committee (Manco)

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

C.5.12. Internal Audit Unit

Internal audit unit is governed by section 165 of the MFMA which requires that each municipality must have an internal audit unit and that the internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity. As an assurance provider, internal audit units must be independent of management processes and internal auditors must be objective in performing their work. To ensure independence of the internal audit unit, Chief Audit Executive must report to the audit committee functionally and must report to the accounting officer administratively.

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

- To develop a risk based internal annual internal audit plan.
- To develop key internal audit documents (i.e. internal audit charter, audit and performance committee charter, internal audit methodology, etc.).
- To ensure quarterly sitting of the Audit and Performance Committee on a quarterly basis.
- -To review management processes for adequacy and effectiveness.
- To advise management on how to enhance existing controls and develop new controls.
- To monitor the implementation of audit action plan by management
- To conduct an investigation requested.
- To perform any ad hoc requests.
- Internal audits are made up of 3 individuals led by the CAE who reports directly to the Municipal Manager.

C.5.13. Enterprise Risk Management (Erm)

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

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

Risk Management Unit is the custodian of the Risk Management Framework, the coordinator of Risk Management throughout the Institution and the Institutional advisor on all Risk Management matters. Risk Management Unit is tasked with the following key functions

- To develop the overall enterprise Risk Management vision, Risk Management policies, Risk Management Committee Charter.
- To perform the reviews of the Risk Management process to improve the existing process.
- To facilitate Annual Risk Management assessments.
- To Perform the reviews of the Risk Management processes to improve the existing process.
- To develop Annual Risk Management Implementation Plan

To ensure quarterly sittings of the Risk Management

- Committee.
- Raising Awareness and Risk Management Training
- Communicated risk management policy to all officials in the Institution
- Ensures that all risk categories are included in the assessment; (OHS, IT, HR, Fraud, Financial)
- Compiles a Consolidated Risk Register on an annual basis;
- Ensure risk management processes and methodologies are reviewed independently.
- Analyze information and develop risk assessment reports.

C.5.14. Risk Register, Anti- Fraud & Anti-Corruption Strategy

Each internal department will keep its risk register which should be monitored on a quarterly basis. The risk register is developed from Risk Assessment Workshops. Municipalities are required to develop and monitor the following risk registers;

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

There is a specifically developed risk register relating to fraud and fraud related risks which was developed during the risk assessment workshop which was facilitated by KZN Provincial Treasury in June 2022. The anti-fraud and anti- corruption strategy was developed and was last reviewed by the Risk Management Committee in April 2022 and was adopted by Council in June 2022.

C.5.15. Risk Management Committee

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

C.5.16. Comprehensive list of Council policies

Budget and treasury office
1. Communication strategy
2. Asset loss control policy
3. Asset management policy
4. Banking and investment policy
5. Catering policy reviewed
6. Credit control and debt collection policy
7. Draft fleet management policy
8. Draft funding and reserves policy 2022-23
9. Draft indigent support policy 2022-23
10. Draft insurance policy 2022-23
11. Draft inventory management policy 2022-2023
12. Draft mandeni scm policy 2022-2023
13. Draft rates policy 2022-2023
14. Draft tariff policy 2022-2023
15. Draft virement policy 2022-23
Community services and public safety
16. Approved indigent-pauper burial policy 2022 reviewal
17. Cemetery and crematoria by-law
18. Draft gathering by law
19. Firearm policy for Mandeni
20. Animal keeping bylaws
21. Pounds by laws
Corporate services
22. 2022 draft in service training students and internship program
23. 2022 draft internal bursary policy
24. Batho pele policy
25. Draft cellphone allowance & telephone usage policy 11052022
26. Draft leave policy 2021-2022 (1)
27. Draft overtime policy 2021-2022
28. Draft recruitment policy
29. Standby allowance policy 2021
30. Draft vehicle allowance policy
31. Hr strategy
32. Ict security policy
33. Ict master systems plan 2017-2022
34. Ict governance policy and charter-edit
35. Ict governance risk and compliance management training and mentoring plan
Economic development planning and human settlements
36. Development charges policy
37. Land disposal policy revised2
38. Informal traders policy review
39. Street naming & renaming of public facilities policy
Office of the municipal manager
40. Draft social media policy for mandeni local municipality
41. Enterprise risk management policy 2022 2023
42. Mandeni youth development strategy
43. Political office bearers vehicle policy
Infrastructure development and technical services
44. Road maintenance policy

C.5.17. Municipal Bid Committees

The following serves as a list of municipal bid committees and members. Majority of the members that make up these committees are Manco officio or supply chain management officials, with MFMP training. Additional training for members is often undertaken by the Provincial treasury Dept. Treasury this to ensure are abreast with latest procurement legislative provision.

Bid committee	Legislative reference	Members of the bid committee
Bid Specification Committee	Section 27 (3) (a) of the Supply Chain Management Policy requires that the bid Specification committee composed of at least one or more officials of the Municipality, preferably manager responsible for the function involved and may when appropriate internal or external specialist advisors. Mandeni Municipality has sorted internal advisors for this committee.	1, Manager IT 2. SCM Practitioner 3. PMU Manager 4. Manager Human Settlements and building control (Chairperson) 5. Manager PMS
Bid Evaluation Committee	Section 28 (2) (a), (b), (c) of the Supply Chain Management policy requires that an evaluation must be appointed and compose of officials from departments requiring goods or services. (b) At least one Supply Chain Management practitioner of the municipality (c) Members of the Committee are appointed in terms of clause 26 (b), which requires that the chairperson of the specification committee is absent members of the committee present must elect one-off them to preside.	1. Manager Community Services 2. Manager Civil, Operations and Maintenance (Chairperson). 3. SCM Practitioner 4. Manager IT 5. Manager Traffic and Public safety
Bid Adjudication Committee	Section 28 (2) (a), (b), (c) of the Supply Chain Management policy requires that an evaluation must be appointed and compose of officials from departments requiring goods or services. (b) At least one Supply Chain Management practitioner of the Municipality (c) Members of the Committee are appointed in terms of clause 26 (b), which requires that the chairperson of the specification committee is absent members of the The committee present must elect one of them to preside.	1. CFO (Chairperson) 2. Director Corporate Services 3. Director EDPHS 4. Director Technical Services 5. SCM Practitioner 6. Director Community Services

C.5.18. Municipal Public Account Committee

The Municipal Public Accounts Committee is a Section 79 committee of Council and is appointed by council to perform an oversight function. The new Municipal Public Accounts Committee was appointed on the December 2021 and consisted of the following members:

Name of members

- Cllr. S Shandu (Chairperson)
- Cllr. S. Mdunge
- Cllr. S Mathonsi

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

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

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

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

C.5.19. Portfolio Committees

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

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

C.5.20. Land Use Management

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

The implications are that all Local Municipalities have to establish Municipal Planning Tribunal (MPT) structures and relevant delegations need to be adopted. Appropriately qualified staff must also be nominated and appointed in the MPT, and procedures to ensure compliance with the Act must be put in place (Bylaw). Both the Joint MPT (Ndwedwe, Maphumulo, and Mandeni) and the MPT (KwaDukuza) are made up of internal and external members specializing in different fields relating to engineering, Town Planning, law and others that are relevant. In terms of compiling with SPLUMA Regulation 14, which talks to preparation of Spatial Development Framework, during the 2021 /2022 FY Mandeni appointed uTshani Consulting Service to undertake preparation of new Spatial Development framework that will look at compiling with these and other latest planning provisions that exist in the planning framework. To date the Plan is currently in draft phase as it will be adopted by council by the end of June 2022.

5.20.1. Categorization of applications

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

5.20.2. Appeal authority

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

Table showing: District JMPT Functionality

Municipality	Functionality of JMPT	Bylaw	Delegations
Mandeni	The Service Level Agreement was finalized and advertised.	Published in the KZN Provincial Gazette No. 1562 on 4 December 2015	Adopted
	The JMPT is functional.		
Maphumulo		Published in the KZN Gazette	Adopted.
		No. 1563, 4 December 2015	
Ndwedwe		Published in the KZN Provincial	Adopted.
	22/09/2015.	Gazette No. 1467, 13 August 2015	

C.5.21. Identification of Key Challenges

Key issues	Description
Good governance and public participation	
Public Participation – ensuring existence and functionality of public participation	
Involvement of Amakhosi in the municipal IDP processes	Minimal to zero participation of amakhosi in the processes of the municipality
Functionality of intergovernmental relations at district and	The most critical forums seem to be lagging behind thus service
provincial forums	delivery is not coordinated through the appropriate IGR structures
Communication with stakeholders.	The MLM does not have a well-developed system to
	communicate with
Public participation.	Inadequate public involvement in municipal affairs.
Inter-governmental Relations.	Effective implementation and follow-up of resolutions taken by IGR
Governance Structures.	Individual ownership of decisions/resolutions taken by the collective.
Institutional development and transformation	
Municipal office space.	The municipality is operating from sub-optimal premises and the offices are scattered.
Lack of sufficient staff capacity	The municipality lacks sufficient capacity to undertake all municipal
	activities efficiently and effectively.
Organizational culture.	Conduct and behavior of staff and councilors.
Employee wellness program.	The municipality does not have a sufficient capacity to implement an effective employee
Information and Communication	Information and Communication Technology systems are fragmented.
Implementation of systems and	Some municipal policies are not implemented.
Municipal financial viability and management	
Revenue collection and enhancement.	Poor implementation of the revenue collection and enhancement strategy.
Indigent policy.	Incomplete indigent register.
Supply Chain Management.	Tender processes take too long to finalize.
Wasteful and fruitless expenditure.	Municipal funds are sometimes spent on items that do not

Budget.	Unrealistic budget.
ESKOM License.	The municipality would like to obtain a license to provide electricity to the urban parts of the
Non-declaration of interests.	Staff members do not declare their interests.
Local economic development	
Key issues	Description
Good governance and public participation	
Public Participation – ensuring existence and functionality of public participation	
Involvement of Amakhosi in the municipal IDP processes	Minimal to zero participation of amakhosi in the processes of the municipality
Functionality of intergovernmental relations at district and	The most critical forums seem to be lagging behind thus service
provincial forums	delivery is not coordinated through the appropriate IGR structures
Communication with stakeholders.	The MLM does not have a well-developed system to
	communicate with
Public participation.	Inadequate public involvement in municipal affairs.
Inter-governmental Relations.	Effective implementation and follow-up of resolutions taken by IGR
Governance Structures.	Individual ownership of decisions/resolutions taken by the collective.
Institutional development and transformation	
Municipal office space.	The municipality is operating from sub-optimal premises and the offices are scattered.
Lack of sufficient staff capacity	The municipality lacks sufficient capacity to undertake all municipal
	activities efficiently and effectively.
Organizational culture.	Conduct and behavior of staff and councilors.
Employee wellness program.	The municipality does not have a sufficient capacity to implement an effective employee
Information and Communication	Information and Communication Technology systems are fragmented.
Implementation of systems and	Some municipal policies are not implemented.
Municipal financial viability and management	
Revenue collection and enhancement.	Poor implementation of the revenue collection and enhancement strategy.
Indigent policy.	Incomplete indigent register.
Supply Chain Management.	Tender processes take too long to finalize.
Wasteful and fruitless expenditure.	Municipal funds are sometimes spent on items that do not form part of the core mandate of the municipality or advance performance on core
Budget.	Unrealistic budget.
ESKOM License.	The municipality would like to obtain a license to provide electricity to the urban parts of the
Non-declaration of interests.	Staff members do not declare their interests.
Local economic development	

SMMEs and co-operatives support and development.	Lack of incubators and support infrastructure.
Declining manufacturing sector.	Maintenance of industrial infrastructure in iSithebe Estate.
Tourism development.	Challenges in attracting investment along the coast.
	Access to productive agricultural land in traditional authority areas.
	Decline in the demand for sugar cane due to substitutes.
Declining contribution of the	Lack of diversification in agriculture.
Economic leakage.	the major urban centers outside of the MLM.

C.5.21. Good Governance and Public Participation SWOT

STRENGTHS	WEAKNESS
Strategic location along the N2 national and provincial corridor andR102, which both serve as trade	Environmental degradation and scattered settlement patterns.
Appropriately qualified and experienced senior managers.	Gaps in the financial management systems and supply chain resulting in qualified audit
Astute, energetic and visionary political leadership.	Lack of capacity to look after staff in need/distress
Political stability.	Events-based structure of program for vulnerable groups.
Most administrative systems and procedures are in place.	Lack of detailed spatial and development planning
Well-developed internal audit and risk management functions	Distant location of Mandeni Town from the N2 corridor.
Well-developed internal audit and risk management functions	Poor access to Information and Communication Technology in the rural parts of Mandeni
OPPORTUNITIES	**THREATS**
N2 national development corridor and the R102, which both serve as trade routes.	Unpredictable weather conditions.
Strategic support from the National and Provincial governments for various	Slow growth of the national economy.
Heritage route and the historical role of Mandeni in the formation of the Zulu nation.	
Coastal tourism and associated coastal management initiatives.	
N2 national development corridor and the R102, which both serve as trade routes.	Unpredictable weather conditions.
Strategic support from the National and Provincial governments for various	Slow growth of the national economy.
Heritage route and the historical role of Mandeni in the formation of the Zulu nation.	
Coastal tourism and associated coastal management initiatives.	

C.6. BASIC SERVICE DELIVERY

C.6.1. Water & Sanitation

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

Graph: percentage of people with access

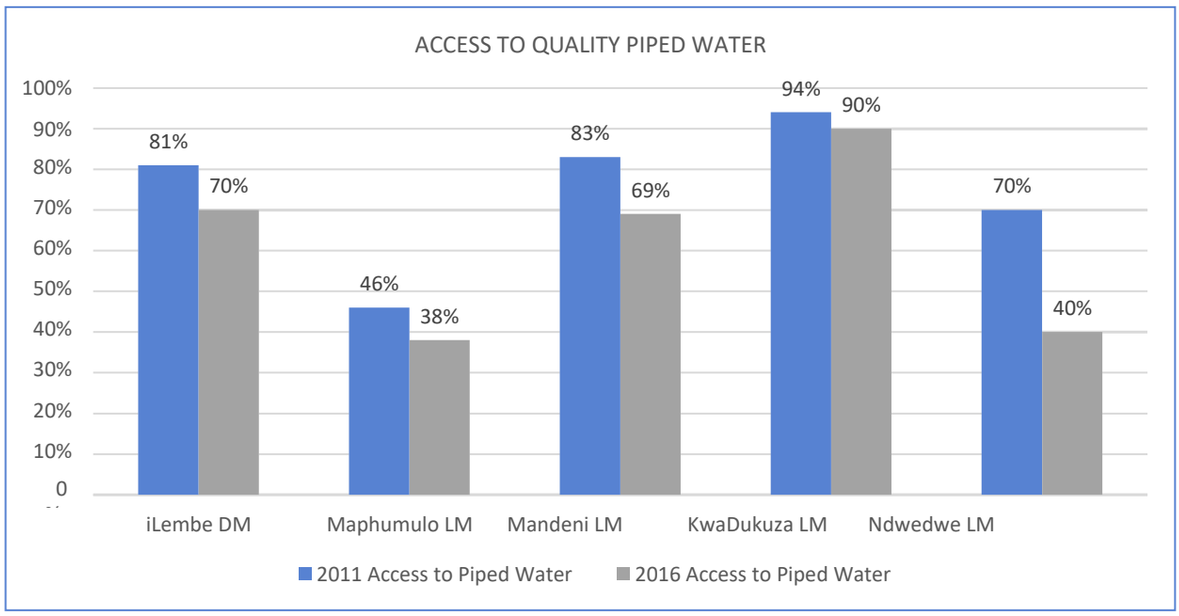


Figure 28: Access to Quality Piped Water: Source: Stats SA 2011 Census vs Stats SA 2016 Community survey

The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that were prevailing at the time.
The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process: The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas. Rural areas are severely affected by a lack of basic services and continued service delivery backlogs. Bulk water supply is a major constraint that affects the entire District and in urgent need of attention. 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.19% of the population still do not have access to basic sanitation. The urban areas have proper waterborne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk. iLembe has been severely hampered by drought, which has diminished the Municipality's ability to provide water to all inhabitants.

Summary of Backlogs and Achievements

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2021-2022 for water & sanitation service delivery. The current backlogs in terms of water is 14.75% and sanitation is 12.56%.

WATER

Jun-22

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Percentage of hh served to date
Mandeni	147 808	45 678	23 031	19 717	19 580	19 528	19 452	18 534	18 400	18 400	18 400	18 400	18 400	17 488	
KwaDukuza	276 719	91 284	9 725	9 725	9 725	9 479	9 119	9 119	9 119	9 119	9 119	9 119	9 119	9 119	
Ndwedwe	143 117	33 883	6 255	5 725	4 798	4 798	4 798	4 798	4 798	4 798	4 298	4 298	4 298	4 298	
Maphumulo	89 969	20 524	11 116	10 737	9 252	8 447	7 528	5 982	2 032	1 431	327	327	327	(173)	
	657 613	191 369													
HH without access to Water			50 127	45 904	43 355	42 252	40 897	38 433	34 349	33 748	32 144	32 144	32 144	30 732	16,06%
Achievements per year			2 350	4 223	2 549	1 103	1 355	2 464	4 084	601	1 604	-	-	1 412	
HH served			141 242	145 465	148 014	149 117	150 472	152 936	157 020	157 621	159 225	159 225	159 225	160 637	83,94%

Calculation for water backlog:

Backlog for 2020/2021 16,80% (32 144/191 369)

Backlog for 2021/2022 16,06% (30 732/191 369)

% decrease in backlog as at end of June 2022 **0,74%** (1 412/191 369)

SANITATION

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Percentage of hh served to date
Mandeni	147 808	45 678	8 167	6 767	5 256	3 786	2 919	1 892	1 571	799	638	78	(412)	(642)	
KwaDukuza	276 719	91 284	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	143 117	33 883	12 660	11 116	9 395	7 995	6 805	5 053	4 741	3 947	3 347	2 103	1 613	893	
Maphumulo	89 969	20 524	19 440	18 040	17 169	15 769	14 579	13 182	12 922	12 150	11 550	10 990	10 500	10 064	
	657 613	191 369													
HH without access to sanitation			52 578	48 234	44 131	39 861	36 614	32 438	31 545	29 207	27 846	25 482	24 012	22 626	11,82%
Achievements per year			6 219	4 344	4 103	4 270	3 247	4 176	893	2 338	1 361	2 364	1 470	1 386	
HH served			138 791	143 135	147 238	151 508	154 755	158 931	159 824	162 162	163 523	165 887	167 357	168 743	88,18%

Calculation for sanitation backlog:

Backlog for 2020/2021 12,55% (24 012/191 369)

Backlog for 2021/2022 11,82% (22 626/191 369)

% decrease in backlog as at end of June 2022 **0,73%** (1 386/191 369)

Table 1: ILembe Water and Sanitation Backlogs

C.6.2. ILembe Water & Sanitation Master Plan

The intensification of residential, commercial and industrial Greenfield developments have necessitated a structured infrastructure response, especially for water and sanitation. To this end, the iLembe Water and Sanitation Master plan was developed and adopted by Council in 2017 and currently under review for adoption in 24.25 FY. The Master plan is primarily informed by the Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20 year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The Master Plan forms the basis of the implementation of projects in subsequent years. The Executive Summary Water and Sanitation Master plan is attached as Annexure E. The tables below indicate the projected demands for water and sanitation.

WATER LOCAL MUNICIPALITY	YEAR 2017 DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	**111.09**	**174.84**	**192.80**	**242.83**	**410.80**

Table 2: Water Demand Projections

SANITATION LOCAL MUNICIPALITY	YEAR 2017 DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	**111.09**	**174.84**	**192.80**	**242.93**	**410.60**

Table 3: Sanitation Demand Projections

C.6.2.2 ILembe District Municipality Water and Sanitation Operations and Maintenance Plan

The iLembe District Water and Sanitation Operations and Maintenance Plan has been recently adopted on the 29th March 2022 whilst the iLembe district Water and Sanitation Master Plan attached as Annexure E which was adopted by Council during the 2017/2018 financial year. The purpose of the iLembe District Water and Sanitation Operations and Maintenance Plan is to highlight the methodologies and calculations used in deriving a renewals, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. The intent of the maintenance plan is to allow for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal, as well as operations and maintenance strategies for this subset of municipal infrastructure. The Operations and Maintenance plan is currently being implemented and Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water & Sanitation Master Plan.

From a service delivery perspective, the maintenance of water and sanitation infrastructure is critical to ensuring access of such basic services to communities within the municipality. It must be noted that the operations and maintenance plan is based on information gathered to date and the iLembe District Municipality performs ongoing detailed investigations of the data pertaining to water and sanitation infrastructure.

C.6.2.3 Process for Bulk water provision within the iLembe District

Umgeni Water & Siza Water (SAWW) Partnership All bulk water is received from Umgeni Water via the Hazelmere Dam Water Treatment Works. A 450/700mm diameter pipeline from Hazelmere supplies the Avon- dale reservoir (15,0 Ml, TWL 137,5M). This reservoir acts as a balancing reservoir to feed the entire SAWW Bulk Water Network and in turn the water reticulation network. Water is then transported via a long bulk supply main system comprising of 7,1km of 450mm diameter GRP/375mm diameter AC/350mm diameter steel pipe- line which has several off-takes supplying the Water reservoir and reticulation zones. SAWW reservoir and reticulation zones. Umgeni Water is responsible for the management and operation of the Avondale reservoir and the bulk supply pipeline between Avondale and Honolulu reservoir. All the reservoirs and reticulation systems within Ballito and surrounding areas are managed and operated by the SAWW on behalf of the ILembe District Municipality under a 30 year concession agreement. The Avondale reservoir serves a dual purpose, both as a balancing storage reservoir to Umgeni Water for onward conveyance of water into the bulk supply system downstream of Avondale reservoir, and as a service storage reservoir to SAWW for the reticulation zone feed directly from Avondale Reservoir. The Avondale reservoir is owned by Umgeni Water and an agreement is in place allowing SAWW for use of the storage. The Concession area currently serves a population of approximately 65, 000 (Sixty-Five Thousand) households. The table below presents the Siza Water Provision Areas

6.2.3.1. QUALIFICATION FOR INDIGENT SUPPORT

Households where total gross monthly income of all occupants over 18 years of age does not exceed R 5 000,00. Only households where the account holder or property owner has registered as indigent in terms of the municipality's annual registration program, and whose registration has been approved and entered into the register of indigents shall qualify for the above concessions.

Subsidized services may include water and sanitation rebates including desludging services to consumers who are deemed to be indigent. Only households where the accountholder or property owner has applied for indigent status, and whose application has been accepted shall qualify for the above relevant concessions. Households must formally apply for relief on the prescribed documentation and satisfy the qualifying criteria/principles determined by the Council. The status of an indigent is conferred for a period of not more than twenty-four (24) months after which re-application must be made. The onus is on the indigents to declare their indigent status annually also the onus is on the recipient to inform the Municipality of any change in his/her financial status or personal household circumstances No subsidy shall be extended to deceased people. If the deceased was on the Indigent Register, then it is up to the executor to apply for indigent relief in order to render or gain indigent support.

6.2.3.2. REQUIREMENTS ON APPLICATION

- Certified copies of identity documents for household members 18 years and above.
- Certified copies of birth certificates of household members younger than 18 years.
- Certified copies of proof of income or written affidavits confirming status of employment or circumstances from each household member 18 years and above
- Proof of ownership or occupancy e.g. lease or rental agreement. Letter from ward councilor confirming occupancy status for unplanned townships including rural areas.
- Where property owner or account holder is deceased, copy of the death certificate and letter from ward councilor confirming that applicant resides in the dwelling.

6.2.3.3. HOW TO APPLY FOR INDIGENT SUPPORT

- The legal owner, tenant or occupier of a dwelling who is responsible for the payment of the services account must apply for the household to be registered as indigent.
- Application forms are available from any Revenue Offices within the Ilembe District Municipality and can also be posted on request.
- Indigent relief will not apply in respect of property owners owning more than one property, whether in or outside the municipal area as set out in the valuation roll or other means of obtaining ownership data.

6.2.3.4. BENEFITS OF INDIGENT SUPPORT

- FREE 10KL water supply on a monthly basis for 12 months
- FREE sanitation services for a 24 month period (value below R130 000)
- Waiver of the first R130 000 in cases where property value exceeds R130 000.
- Write off or Waiver of any debt that the consumer has with the municipality provided that it is only on the first application that there is debt.
- If there are leaks within your property, they shall be attended to by municipal staff as you will have indigent support.

C.6.2.3. Future developments

A list of present and future developments was issued by IDM. These were verified by Bosch Stemele against the Spatial Development Framework Plan (SDFP). This exercise resulted in additional areas that needed to be added to the list of developments, due to their close proximity to development corridors and have therefore been included in this Master Plan. The estimated densities for the proposed development areas were based on current and similar existing densities of neighboring developments and/or based on information from the Service Level Agreements (SLA) supplied by IDM.

C.6.2.4. Bulk Sewerage Infrastructure Planning (Pump stations And Pipelines)

Pump stations, rising mains and bulk gravity trunk mains have been proposed in all areas to serve the existing areas and future developments. Proposed pipeline sizes have been added to the GIS and sized to accommodate the ultimate design capacities. The reason for this is that, based on the average growth rates, the future developments are expected to start developing within the 10-20 year (LAP) and the +20 year (ultimate) horizons.
New bulk infrastructure has also been proposed that will, in some areas, supersede what is presently in the ground or what has been proposed by others. Phase planning (i.e. SAP, MAP or LAP) of the bulk infrastructure with respect to specific schemes has not been addressed under this Master Planning report and should be undertaken for each specific area at a preliminary design stage for each area. However, the Master Plan does serve as a guideline for the infrastructure planning going forward.

C.6.2.5. Sanitation Backlogs Within the Rural Areas

The sanitation backlog areas under this master plan were identified as areas which do not have any form of

sanitation provision. These areas were identified through the WSDP Report undertaken by NME in January 2015 and fall within the rural areas of Mandeni, Maphumulo and Ndwedwe Local Municipalities.

Table 9: Sanitation Backlog Areas

Local Municipality	Wards	Household Counts
Mandeni	3,9	800
Maphumulo	2, 3, 8	5139
Ndwedwe	15	1457
TOTAL		**7396**

It is envisaged that the backlog areas would receive VIP toilets and not waterborne sanitation within the scope of this master plan. Most of the rural areas within the Ilembe District Municipality are not served by waterborne sanitation, but through septic tanks or VIPs. It is envisaged that these areas would continue to be served by their present infrastructure and no new bulk infrastructure has been planned for the rural areas.

C.6.2.6. Infrastructure Costs

Note that all costs are base dated to 2016 and will need to be escalated annually by CPI.
C.6.2.6.1. Wastewater Treatment Works Costing Exercise

MANDENI LOCAL MUNICIPALITY										
WWTW	ADWF (Mℓ/d)									
	Present Capacity Year 0 (2016)	Present Required Capacity Year 0 (2016)	Future Required Capacity Year 5 (2021)	Estimate Costs	Future Required Capacity Year 10 (2026)	Estimate Costs	Future Required Capacity Year 20 (2036)	Estimate Costs	Future Required Capacity Year +20 (Ultimate)	Estimate Costs
Ex. Sundumbili	12.00	12.00	18.00	R40,000,000.00	18.00	R-	24.00	R40,000,000	26.00	R 15,000,000.00
Ex. Mandini	1.20	1.20	1.50	R2,200,000.00	1.50	R-	Redundant	R-	Redundant	R- -
Ex. Tugela	0.75	0.75	2.00	R12,000,000.00	2.00	R-	Redundant	R-	Redundant	R-
New Tugela	-	-	-	R -	-	R-	6.00	R40,000,000	6.00	R-
New Mdlebeni	-	-	1.00	R7,500,000.00	1.00	R-	1.00	R-	1.00	R-
Note: Costs exclude VAT		**Sub-Total**		**R61,700,000.00**		**R-**		**R80,000,000.00**		**R 15,000,000.00**

C.6.2.6.1. Project Phasing and Budget Requirements for Bulk Sewerage Infrastructure

Project Phasing and Budget Requirements for Bulk Sewerage Infrastructure

The following table confirms the total bulk infrastructure cost, which includes gravity pipelines, rising mains, pumpstations and wastewater treatment works. The Regional Municipality has been divided into 'cost catchments', each containing its bulk planning infrastructure. The cost catchments have been phased and prioritized according to the three strategic levels of planning, namely:

- Short Term Action Plan (SAP) - within a 5 year horizon;
- Medium Term Action Plan (MAP) - within a 5 to 10 year horizon;
- Long Term Action Plan (LAP) - for a 10 to 20 year horizon

The bulk infrastructure costs have been inserted into GIS, which may be manipulated to conform to any amendments to the master plan

Table 11: Project Phasing and Budget Requirements for Bulk Sewerage Infrastructure

Cost Catchments	Area	Year 5 (2021)	Year 10 (2026)	Year 20 (2036)
A	Sithebe	R 12,819,979.48		
B	Inyoni	R 14,000,000.00	R 14,237,548.55	
C	Sundumbili	R 52,370,535.91	R 22,000,000.00	
D	Mandeni	R 28,126,505.77		
E	Tugela	R 20,483,348.95	R 12,000,000.00	R 40,000,000.00
F	KwaMapumulu	R 10,887,619.35	R 8,200,000.00	
G	Mdlebeni	R 13,985,047.15		
H	Sakhamkhanya		R 20,375,276.25	
I	Darnall	R 13,377,434.00		
J	Tugela Mouth			R 40,012,869.68
K	Tugela 2			R 58,538,176.00
L	Nkwazi			R 44,585,871.95
M	Zinkwazi West		R 17,163,225.68	R 17,000,000.00
N	New Guelderland			R 8,159,936.55
O	Stanger North	R 5,000,000.00	R 15,027,216.98	
P	Hyde Park			R 16,487,175.22
Q	Princes Grant		R 70,870,153.66	R 56,000,000.00
R	Stanger North		R 38,260,458.70	
S	Erasmusdam	R 39,470,320.93	R 20,000,000.00	
X	Royal Shaka		R 30,117,632.48	
Y	Chief Albert Lethuli		R 8,033,474.53	
Z	Groutville Extension		R 10,019,903.79	
AA	Myundweni	R 18,696,503.00		
AB	Charlottedale	R 21,661,294.72		
AC	Kijaba Estates			R 38,826,538.30
AD	Tulele Farm			R 17,350,931.54
AE	Etete	R 34,563,000.00		
TOTAL		**R 639,910,151.78**	**R 464,655,925.27**	**R 1,431,140,531.39**
TOTAL				**R 2,535,706,608.44**

Table 12: Summary of Total Infrastructure Capital Costs

ILEMBE DISTRICT MUNICIPALITY SUMMARY								
	Year 5 (2021)		**Year 10 (2026)**		**Year 20 (2036)**		TOTAL	
Mandeni LM	**R**	**127,800,370**	**R**	**48,237,549**	**R**	**183,136,918**	**R**	359,174,836

Kwadukuza LM	R	490,899,268	R	408,218,377	R	1,244,003,614	**R**	2,143,121,259
Maphumulo LM	R	10,887,619	R	8,200,000			**R**	19,087,619
Ndwedwe LM	R	10,322,894			R	4,000,000	**R**	14,322,894
TOTAL	R	639,910,152	R	464,655,925	R	1,431,140,531	R	2,535,706,608

C.6.2.6.1. Sanitation Backlog Areas - VIP Costs

Local Municipality	Wards	Household Counts	Cost	
Mandeni	**3,9**	**800**	**R**	**5 600 000.00**
Maphumulo	2, 3, 8	5139	R	35 973 000.00
Ndwedwe	15	1457	R	10 199 000.00
TOTAL		7396	R	51 772 000.00

C.6.2. Existing Sanitation Infrastructure – Replacement Costs

It is recommended that Ilembe District Municipality continue with their refurbishment/renewal processes, whereby a percentage of the total asset value of all existing sanitation infrastructure is replaced every year.
If it is assumed that the average expected lifespan of infrastructure is 40 years, then it is recommended that a budget of 2.5% of the total present asset value of the sanitation infrastructure is set aside annually for the replacement of existing, aging infrastructure.

The table below indicates the recommended budget that the District Municipality is required to set aside to carry out the refurbishment and renewal of sanitation infrastructure each year.

Table 14: Existing Sanitation Infrastructure Replacement Costs

Existing WWTW			Existing Pump Stations			Existing Pipelines				Total Replacement Cost	Replacement Cost/Annum
Ex. WWTW	Present Day Cost/m (2016)	Total Replacement Cost	Ex. PS	Present Day Cost/m (2016)	Total Replacement Cost	Length_m	Assumed Average Pipe Ø	Present Day Cost/m (2016)	Total Replacement Cost		
2	R50,000,000.00	R100,000,000.00	27	R2,760,000.00	R74,520,000.00	220,970	250	R1,417.00	R313,114,069.75	R487,634,069.75	R12,190,851.74
2	R15,000,000.00	R 30,000,000.00	3	R648,000.00	R1,944,000.00	34,168	160	R1,135.00	R38,780,375.81	R70,724,375.81	R1,768,109.40
1	R65,000,000.00	R 65,000,000.00	1	R876,000.00	R876,000.00	157,230	200	R1,247.00	R196,065,692.41	R261,941,692.41	R6,548,542.31
1	R12,000,000.00	R 12,000,000.00	0	R648,000.00	R-	10,000	160	R1,135.00	R11,350,000.00	R23,350,000.00	R583,750.00
1	R7,500,000.00	R 7,500,000.00	0	R648,000.00	R-	26,347	160	R1,135.00	R29,903,289.13	R37,403,289.13	R935,082.23
1	R7,500,000.00	R 7,500,000.00	0	R648,000.00	R-	47,164	160	R1,135.00	R53,530,618.51	R61,030,618.51	R1,525,765.46
1	R96,000,000.00	R 96,000,000.00	6	R2,220,000.00	R13,320,000.00	77,343	160	R1,135.00	R87,784,281.07	R197,104,281.07	R4,927,607.03

C.6.2.7. Operational and Maintenance Costs

Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within this Master Plan. These costs were based as a percentage of the total capital infrastructure costs and noted in the subsequent table.

Name	Pumped Flow	Cost		O&M Costs per Annum		Local LM
Bondis Drift SPS	32.7 l/s	R	2,760,000.00	R	45,720.00	Mandeni
Tugela River Lodge SPS	3.2 l/s	R	648,000.00	R	14,904.00	Mandeni
Tugela Tides SPS	3.1 l/s	R	648,000.00	R	14,904.00	Mandeni
Tugela North SPS 1	7.5 l/s	R	648,000.00	R	14,904.00	Mandeni
Tugela SPS 1	49.6 l/s	R	2,760,000.00	R	45,720.00	Mandeni
Seola SPS 3	29.3 l/s	R	2,200,000.00	R	36,000.00	Mandeni
Isithebe SPS	94.1 l/s	R	3,780,000.00	R	81,000.00	Mandeni
Tugela Golf Resort SPS 2	19.1 l/s	R	876,000.00	R	22,752.00	Mandeni
Seola SPS 4	44.6 l/s	R	2,760,000.00	R	45,720.00	Mandeni
Seola SPS 5	17.3 l/s	R	876,000.00	R	22,752.00	Mandeni
Moreland SPS	26.8 l/s	R	2,200,000.00	R	36,000.00	Mandeni
Mandini SPS	165 l/s	R	4,500,000.00	R	81,000.00	Mandeni
Tugela SPS 2	45 l/s	R	2,760,000.00	R	45,720.00	Mandeni
Tugela Golf Resort SPS 1	43 l/s	R	2,760,000.00	R	45,720.00	Mandeni
Tugela North SPS 2	6 l/s	R	648,000.00	R	14,904.00	Mandeni
MANDENI LM	**SUB-TOTAL**	R 30,824,000.00		R	567,720.00	

C.6.2.8. Additional Services Costs

Additional services costs have been considered and will allow for engineering and other specialist services noted as follows:

- Detailed Design
- Geotechnical Investigation
- Environmental Studies and Applications
- Site Supervision / Construction Monitoring

Table 17: Additional Services Costs – in relation to Mandeni Areas

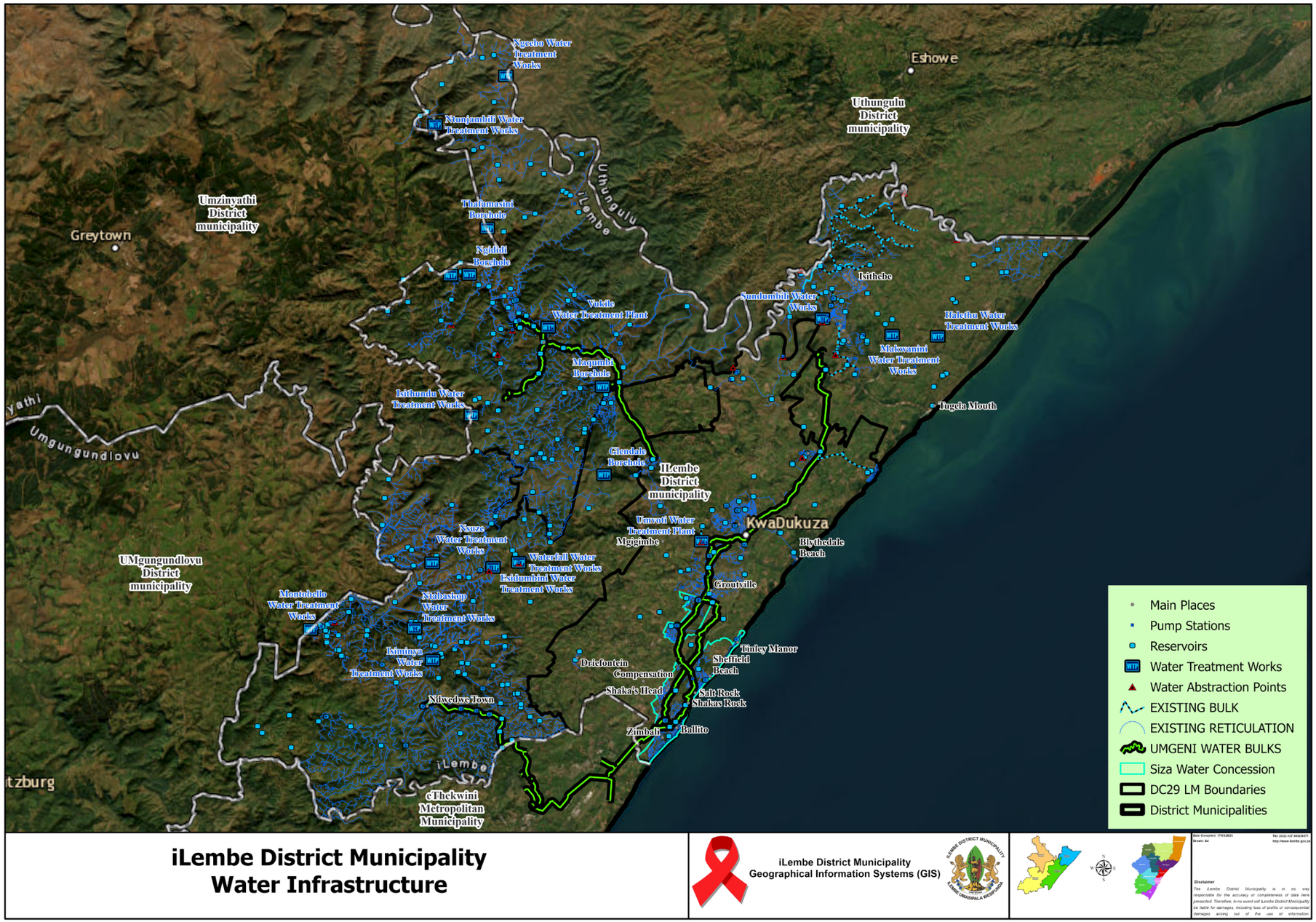
Cost Catchments	Area	Year 5 (2021)	Year 5 (2021) Additional Services	Year 10 (2026)	Year 10 (2026) Additional Services	Year 20 (2036)	Year 20 (2036) Additional Services
A	Sithebe	R 12,819,979.48					
B	Inyoni	R 14,000,000.00		R14,237,548.55	R 2,562,758.74		
C	Sundumbili	R 52,370,535.91	R9,426,696.46	R22,000,000.00			
D	Mandeni	R 28,126,505.77	R5,062,771.04				
E	Tugela	R 20,483,348.95	R3,687,002.81	R12,000,000.00	R 2,160,000.00	R 40,000,000.00	R 7,200,000.00
J	Tugela Mouth					R 40,012,869.68	R 7,202,316.54
K	Tugela 2					R 58,538,176.00	R 10,536,871.68

C.6.2.6.1. iLembe 2024/2025 Capital Projects Under Construction & Planning

Table Shows: Ilembe 2024/2025 Water Projects

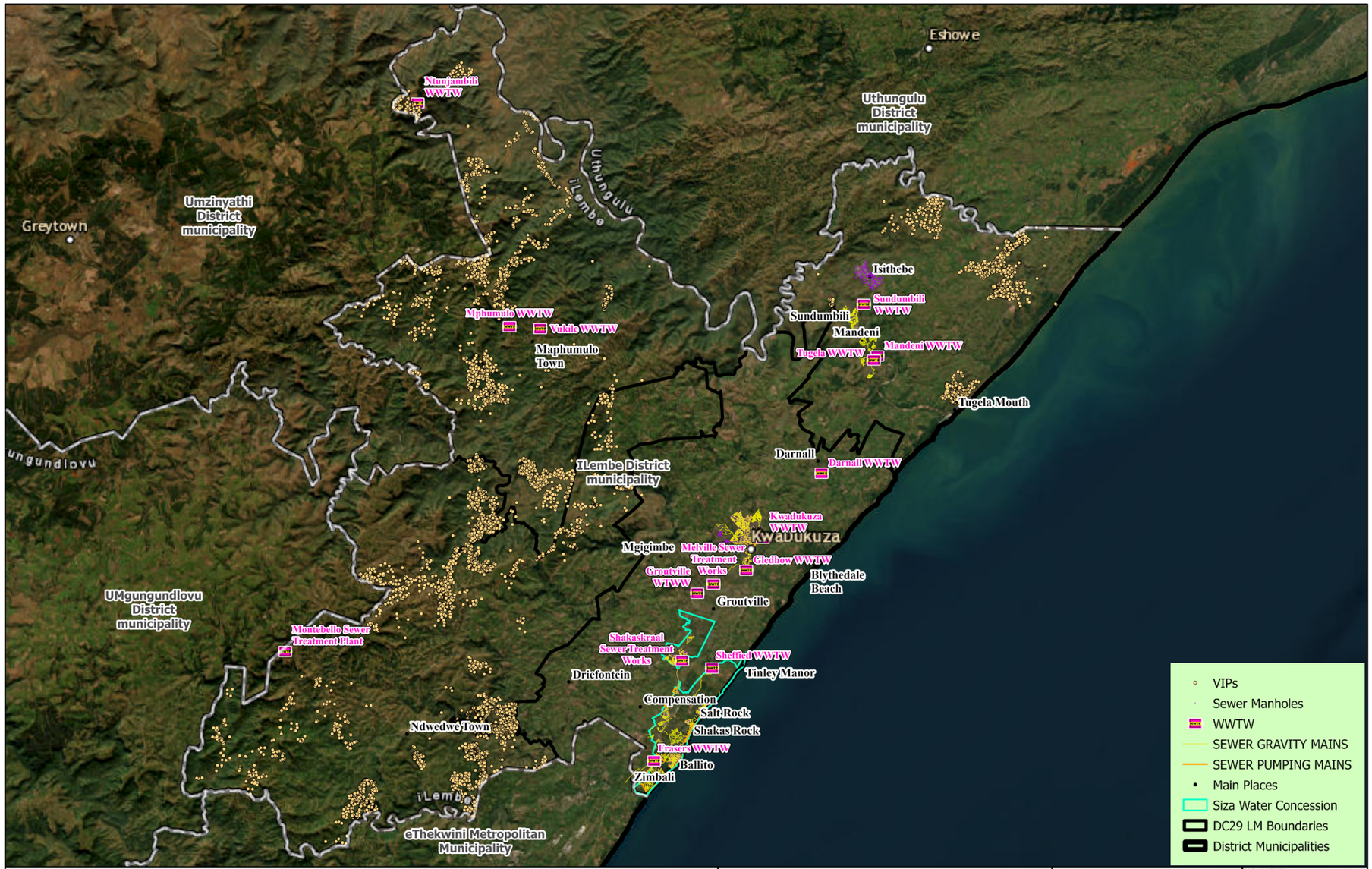
WATER PROJECTS					
WARD	**GRANT**	**PROJECT NAME**	**COMPLETION**	**CONTRACT VALUE**	**PROGRESS**
9	MIG	Macambini Water Supply Contract 5A		R 42 905 304.44	100% - Commissioned
9	MIG	Macambini Water Supply – Contract 5B		R 15 032 161.54	100% Commissioned
2, 3 & 9	MIG	Macambini Water Supply – Contract 5C	May 2025	R 48 927 772.40	10% Complete
3 &9	MIG	Macambini Water Supply – Contract 5D	N/A	R 50 000 000.00 (Estimate)	Bid Evaluation
5 & 6	MIG	Ndulinde Water Supply – 1Ml and 3.5Ml Reservoirs	June 2024	R 29 962 040.20	95% Complete
5, 6, 7, 9, 10, 11, 12, 13 and 14	MIG	Ndulinde Water Supply - Reticulation	N/A	R 49 000 000.00 (Estimate)	Planning
2, 4, 10, 11, 12, 16, 17 & 18	WSIG	Replacement and upgrade of pipeline from Reservoir C to Inyoni Reservoir, Isithebe Reticulation Refurbishment, Inyoni Reticulation Refurbishment, Tugela Mouth Town: AC Replacement, Masomonco Area Water Supply Upgrade and Novas Farm Water Supply.	November 2024	R 38 694 919.12	16% Complete

VIP SANITATION PROJECTS				
WARDS	**NAME OF PROJECT**	**COMPLETION**	**PROGRESS**	**PROJECT COST**
2,7 and 13	Implementation of 750 household sanitation (VIP Toilet) in the Mandeni area	June 2024	35% Complete	R159 574 387.55



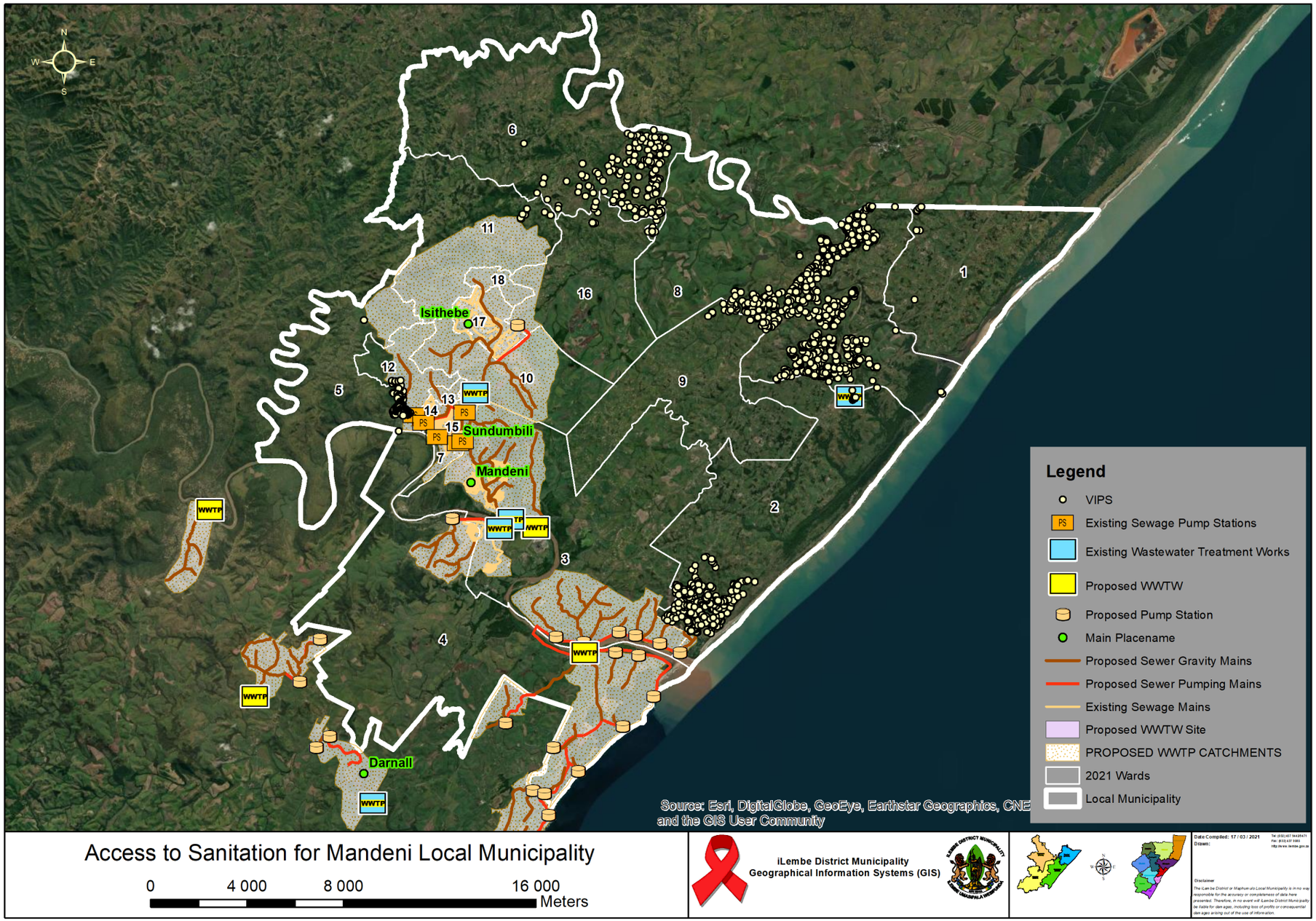
iLembe District Municipality
Water Infrastructure

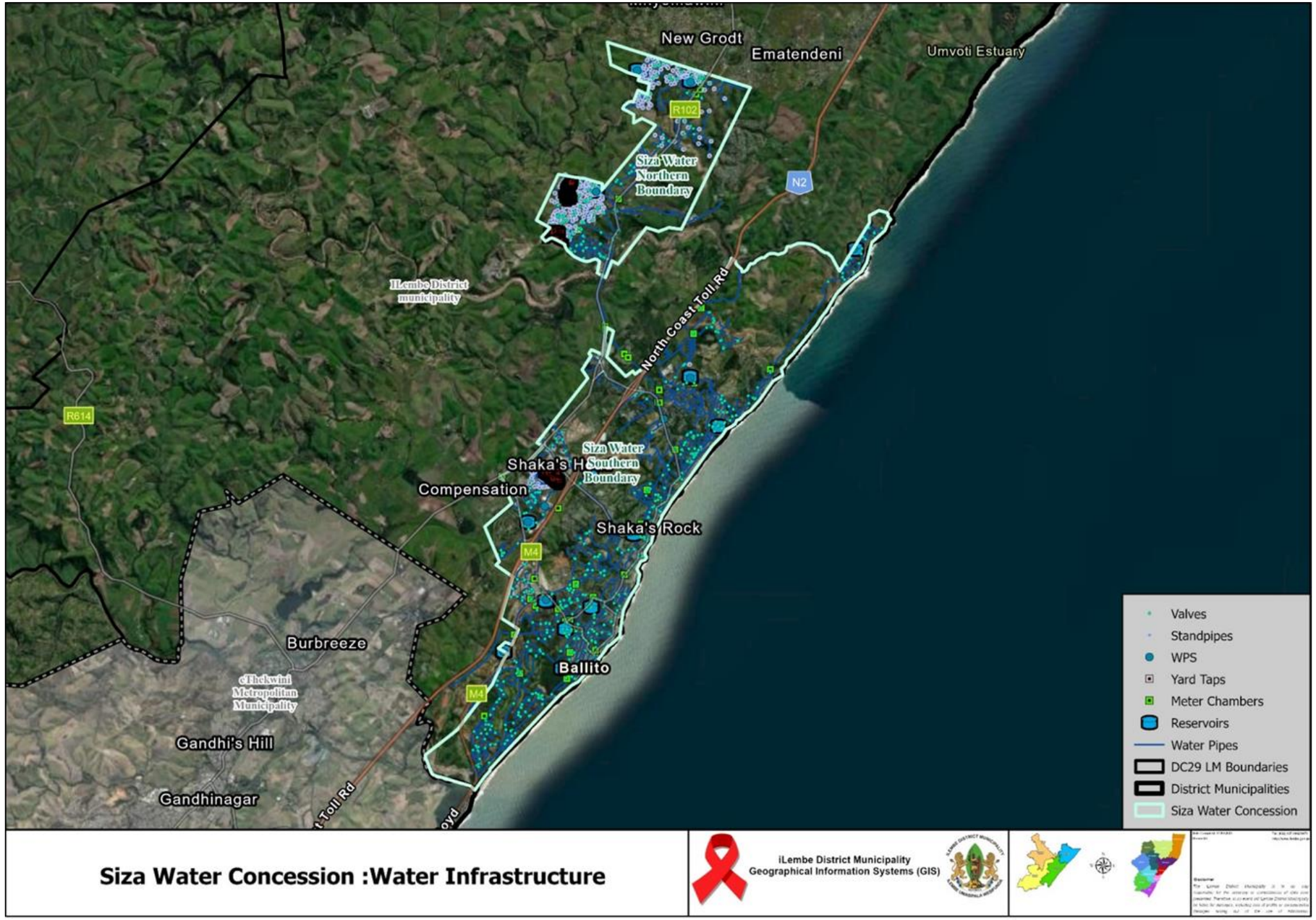
iLembe District Municipality
Geographical Information Systems (GIS)



iLembe District Municipality
Sanitation Infrastructure

iLembe District Municipality
Geographical Information Systems (GIS)


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Legend
VIPS
Existing Sewage Pump Stations
Existing Wastewater Treatment Works
Proposed WWTW
Proposed Pump Station
Main Placename
Proposed Sewer Gravity Mains
Proposed Sewer Pumping Mains
Existing Sewage Mains
Proposed WWTW Site
PROPOSED WWTP CATCHMENTS
2021 Wards
Local Municipality
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community
Access to Sanitation for Mandeni Local Municipality
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4 000
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iLembe District Municipality
Geographical Information Systems (GIS)
Date Compiled: 17 / 03 / 2021
Drawn:
Disclaimer


New Grodt
Ematendeni
Umvoti Estuary
R102
Siza Water Northern Boundary
N2
iLembe District municipality
North Coast Toll Rd
R614
Siza Water Southern Boundary
Shaka's H
Compensation
Shaka's Rock
M4
Burbreeze
Ballito
eThekwini Metropolitan Municipality
Gandhi's Hill
Gandhinagar
Valves
Standpipes
WPS
Yard Taps
Meter Chambers
Reservoirs
Water Pipes
DC29 LM Boundaries
District Municipalities
Siza Water Concession
Siza Water Concession :Water Infrastructure
iLembe District Municipality
Geographical Information Systems (GIS)

C.6.7. Solid Waste Management

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

The municipality provides a door-to-door service to all customers (business and residents) on the billing system within the urban areas of Mandeni, Sundumbili, Tugela Rail, Pardianagar, High View Park and Tugela Mouth. Other rural areas are serviced by communal bins placed strategically within walking distance of households.
There is a need for additional communal bins in order to reduce the walking and will help to alleviate the backlog on an annual basis and distances. This basic level of service is provided once a week. An assessment in terms of section 78 of the Municipal Systems Act was carried out and recommended that the municipality perform this function in-house. In keeping with this finding, the municipality has acquired two refuse compactors and entered into an agreement with SAPPI for airspace on their landfill site in Mandeni. This collection and disposal service is currently in the process of being in-sourced.

Illegal dumping is a major cause for concern within the town and this needs to be addressed through waste education campaigns. The door-to-door educational awareness campaigns have been undertaken through the Thuma- Mina Program targeting schools, and residents. The sparse settlement patterns and vast area of the municipality make it very costly to eradicate the high backlog in waste services. Coupled with limited funding and high non- payment for services, this makes backlog eradication a very slow process. Due to poor accessibility to certain areas in the municipality as a result of poor road conditions, waste services may not be extended to these areas until better roads provision is made. Additional Communal bins have been procured and this will help to alleviate the backlog on an annual basis. As mentioned, these skips are placed in strategic locations to ensure that a basic level of service is being provided so that household waste can be adequately disposed off.

5.2.1.1. Waste Disposal Site within the Municipality

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

5.2.1.2. Operations of SAPPI Landfill Site

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

5.2.1.3. The Dolphin Coast Landfill Site

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

5.2.1.4. Provision of Waste Services within the Municipality

With regards to performing the Waste Services, the Local Municipalities are responsible for the collecting, transportation and disposal. The management of the disposal facilities, such as the Transfer Stations and Landfill sites is the function of the District as per the Municipal Systems Act. The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) stipulates that standards are required in the provision of the waste services

within the country and municipalities specifically, in order to "give effect to the right to an environment that is not harmful to health and well-being," and that this right be applied "uniformly throughout the Republic". Hence, the setting of National Domestic Waste Collection Standards was informed by the Constitution, the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008), the General Waste Collection Standards of Gauteng Province, the current international waste management standards and good practices in both developed and developing countries, the current waste collection practices in South African municipalities as well as stakeholder consultations.

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

Table Shows: Type of refuse collected

Type of refuse disposal	2001 (%)	2011 (%)	2016 (%)
Removed by local authority / private company at least once a week	29.8	27.5	24.32
Removed by local authority / private company less often		1.7	0.59
Communal container/central collection point			9.9
Total households receiving a basic serviced	29.8	29.2	34.81
Communal refuse dump		3.5	4.65
Own refuse dump		60.5	58.54
No rubbish disposal		**5**	1.60
Other		1.8	0.41
Total households not receiving a basic service	70.2	70.8	65.2
TOTAL	100.00	100.00	100.0

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

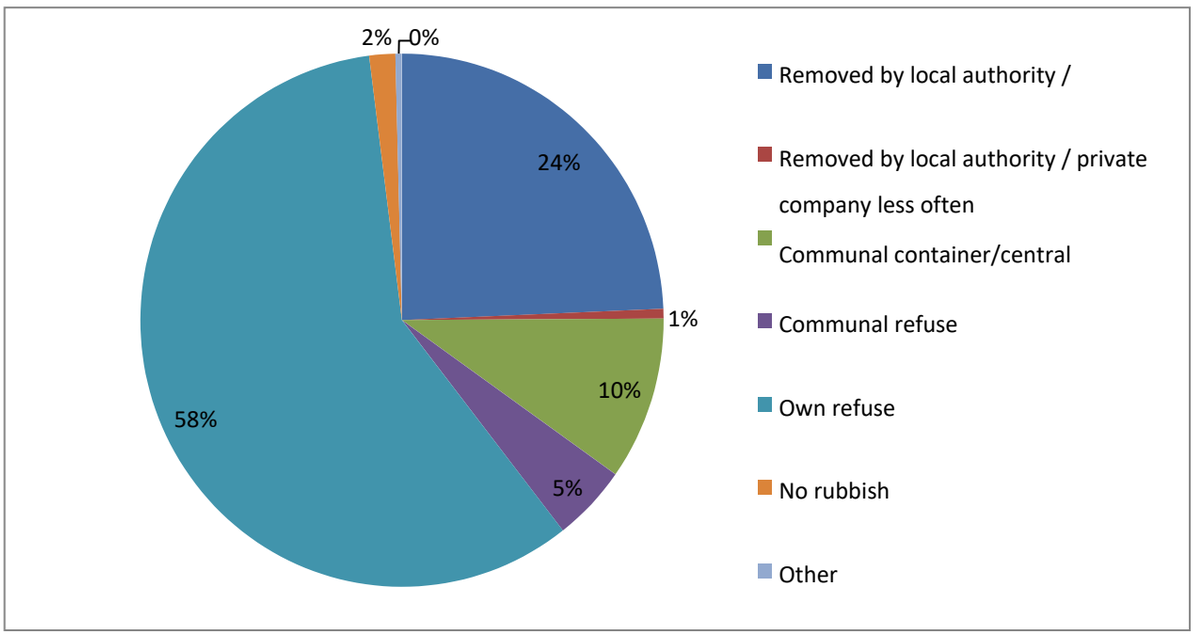


Figure 30: Access to waste disposal

Implementation of Integrated Waste Management Waste Plan. The 2015 MLM IWMP identified ten priority areas namely:

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

The table below provides data on waste services within the Municipality.

Ward	Removed by Local Authority At Least Once A Week	Removed by Local Authority Less Often	Communal Refuse Dump	Own Refuse Dump	No Rubbish Disposal	Other	Unspecified	Total
1	20	10	38	1 394	21	9	10	1 501
2	92	25	37	1 186	34	11	15	1 400
3	1 636	44	1	741	97	17	8	2 544
4	598	241	496	1 425	282	22	7	3 072
5	31	21	13	1 401	87	24	2	1 579
6	9	8	6	1 003	359	6	9	1 400
7	1 694	13	101	1 322	42	163	16	3 350
8	115	51	33	1 832	31	1	12	2 075
9	49	50	30	1 892	81	30	22	2 154
10	242	28	134	1 465	129	8	2	2 008
11	4	2	1	564	259	13	10	973
12	109	22	143	2 819	112	23	10	3 450
13	1 964	5	0	4	0	0	5	1 978
14	2 174	70	3	94	1	1	20	2 364
15	1 761	4	1	8	0	16	13	1 804
16	487	34	143	2 035	90	26	1	2 815
17	57	19	140	2 374	104	0	2	2 696
18	44	12	15	1 812	198	15	10	2 106

Each priority consisted of a target with a set of objectives to reach the target. A total of 31 targets were identified under the ten priority areas. A review of the implementation status of each of the 31 targets was undertaken to determine progress made with regard to waste management since the 2015 IWMP.
Projects have been classified as complete, in progress, not commenced or not applicable. The timeframes for projects have not been considered, for example, if the deadline for a project was 2016, but it was only completed in 2018, it is still listed as complete. Findings of the review of the implementation of the 2015 IWMP targets are as follows:

-	Completed:	-	8 (26 %)
-	In progress:	-	4 (13%)
-	Not commenced:	-	19 (61%)
-	Not applicable:	-	0
-	Total projects:	-	31(100%)

C.6.7.1. Waste Profile
In order for municipalities to be able to plan for future waste management activities the types and volumes of waste generated in the area needs to be determined. All municipalities are required by law to determine quantities and types of waste generated within their municipal boundary. This involves establishing the current quantities of waste generated, recycled, treated and disposed of.

WASTE INFORMATION:

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

- The Mandeni Municipal IWMP was adopted by the Council in 2022. 7,000 tons of domestic waste was collected and disposed of annually within the MLM. This waste collection data was provided by the waste service provider that was appointed to collect domestic waste and garden refuse within the MLM.
- 2013 Collection Contract Review (unpublished data). In 2013 Gibb undertook a review of the waste collection contract between the then current waste collection service provider (Mandeni Waste Removal cc) and the MLM. A review of the contractor's invoices and weighbridge receipts from the landfill suggested that approximately 700 tons/month (8400 tons per year) of domestic waste was being collected by the contractor. This includes kerb-side collections and skip collections.
- 2015 IWMP. According to the review of the 2015 IWMP, approximately 8,000 tons of domestic waste and garden refuse was collected annually within the MLM. This waste collection data was provided by the company Mandeni Waste Removal Services that was appointed to collect domestic waste and garden refuse within the MLM (GIBB, May 2015).
- 2019 data. According to the waste tonnage information provided by the MLM for this IWMP, approximately 2,221.8 tons was collected and disposed of for the 6 months from January to June 2019. Annualized this equated to 4,443.60 tons per year.

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

Estimated Waste Generation Quantities

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

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

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

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

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

Figure 31: Mandeni waste removal image



C.6.7.2. Landfill and Waste Disposal Sites

The MLM does not own nor operate any landfill sites. The only operational landfill site in the Mandeni municipal area is the privately-owned Sappi Tugela Landfill site (GLB+) in Mandeni. The Isithebe Industrial Estate had a privately-operated landfill site, which the MLM previously used for waste disposal, but this landfill was closed when it reached capacity. The site has been formally closed and rehabilitated. The MLM also previously used the Dolphin Coast Landfill Site in the neighboring KwaDukuza Local Municipality, but currently utilizes the King Cetshwayo District regional landfill site located outside Richards Bay in the Umhlathuze municipality and operated by King Cetshwayo District Municipality for the disposal of their collected domestic waste. The subsection below provides a brief description of these landfill sites and their current legal status. Details of the Dolphin Coast Landfill Site is included below as a large percentage of the business and industrial waste generated within the MLM is disposed of at Dolphin Coast Landfill Site.

C.6.7.3. Sappi Tugela Landfill

The Sappi Tugela Landfill is a permitted GLB+ landfill (general waste large landfill which produces leachate) on Farm 15641 of Farm Sisalana in Mandeni. Phases 1 – 4 of the site are lined to conform to the Minimum Requirements for Waste Disposal by Landfill (1998). Phase 5 has a class A liner. The site is managed in-house by Sappi. The site reached its capacity in 2003. Sappi thereafter lodged an application for the extension of the site. The permit was granted and the landfill site has been extended. The reference number for the license is CD29/WML/0003/10. The site is used for disposal of waste from the Sappi Tugela mill and a portion of waste from external sources is accepted to improve the mix of the waste. A total of 50% of the waste to the landfill site is from Sappi, and the other 50% from external sources. The landfill site has 50 years of airspace available based on the current volumes.

The Sappi landfill site previously accepted waste from the MLM, but the MLM indicated that they have not used the Sappi landfill site because disposal charges were too high. A memorandum of understating (MOU) detailed that a waste management agreement was entered into by the MLM and Sappi, where it was agreed that the municipality was allowed to dispose of general waste at the landfill site. However, the municipality could not guarantee that only general waste would be disposed of at the landfill site, as domestic hazardous waste, dangerous or pollutant substances would enter the waste stream from time to time. This along with the expensive disposal costs was the reasons the MLM stopped disposing domestic waste at the landfill site.

C.6.7.4. iSithebe Industrial Estate Landfill

The Isithebe Industrial Estate landfill site reached capacity in 2009 and has been formally closed and rehabilitated. The landfill site was permitted as a class A landfill under the DWAF permit status (Arcuss GIBB, 2009). Isithebe Industrial Estate now makes use of a service provider to remove their waste.

C.6.7.5. King Cetshwayo District Regional Landfill

Domestic waste collected within the MLM is transported and disposed of at the King Cetshwayo Landfill site which is located outside Richards Bay in the Umhlathuze Municipality and operated by King Cetshwayo District Municipality (formerly known as the uThungulu District Municipality). The landfill site is approximately 80 km from the MLM. It is Class A landfill site, but it is permitted as a general landfill site (GMB+) and is permitted (permit number 16/2/7/W1/D1/Z1/P485). It has remaining airspace for approximately 30 years (uThungulu District Municipality, 2013). However according to the MLM Asset Management Plan, the King Cetshawayo regional landfill site has approximately 5 years airspace left in the cell in use at the landfill and has commenced with preliminary designs for a new cell in 2018. The MLM should remain cognizant of this and should consider the development of local municipal landfill site or the use of another landfill site. A project for the investigation of the local municipal landfill would only be undertaken should the regional landfill site be discarded (IMQS, 2019)

C.6.7.6. Transfer Stations: The Mandeni Transfer Station:

A transfer station was located at the Mandeni sewage works, but it is no longer in use and closed. The transfer station was developed to receive and store waste which would be collected on a daily basis by Dolphin Coast Waste Management (DCWM). The facility received environmental approval from the Kwa-Zulu Natal Department of Agriculture, Environmental Affairs and Rural Development (DAEARD) (now known as the Kwa-Zulu Natal Department of Economic Development, Tourism and Environmental Affairs (EDTEA)) on 26 March 2003 on condition that the facility is operated in accordance to the operating procedure (which DCWM had included in their letter of application for approval). DCWM was the permit holder for the transfer station. The environmental approval stipulated that no waste was to be stored at the premises overnight and that all waste is removed from the facility before the close of the work shift. However, noted during a site visit in 2008, the operations of the facility were not compliant with the environmental authorization conditions (GIBB Engineering and Science, 2009).
The transfer station consisted of a hard-standing area and an associated leachate collection sump from where the leachate was pumped to the sewage treatment works. This ensured that the facility had negligible impacts on the environment (GIBB Engineering and Science, 2009).
At the time of construction of the transfer station and operation of the transfer station, DCWM was appointed by the MLM to collect their domestic waste within the municipal area. It is assumed that when the MLM discontinued to use DCWM to conduct their waste collection and appointed another service provider to collect, transport and dispose of their waste, that DCWM discontinued their operations at this transfer station.

C.6.7.9. The iSithebe Transfer Station:

The iSithebe Industrial Estate owns and operates its own transfer station and transfer station. General waste is collected within the Industrial Estate using skip trucks. The waste is transported to the transfer station where recyclable waste is collected by informal reclaimers. Waste that is not recycled, is temporarily stored in several large skip bins until it is collected and transported to the Dolphin Coast landfill site in the KwaDukuza Local municipality. The recycled waste is purchased directly from these informal reclaimers by recycling companies. A covered area was constructed for the reclaimers to separate the recyclable waste from the waste stored at the transfer station, however this had burnt down. The site is currently not operating within permit requirements. There are no additional future plans by the MLM to establish a landfill site within the MLM area.

C.6.7.10 PROGRESS ON IMPLEMENTATION OF THE MANDENI INTERGRATED WASTE MANAGEMENT PLAN

No.	Actions	Priority Rating	2019/20	2020/21	2021/22	2022/23	2023/24	progress
OBJECTIVE 1: Financial Management and Tariff Structure								
1.1	Undertake a full cost accounting exercise to determine the true cost of the waste management function, by 2021/2022 financial year. Undertake a review of waste tariffs based on full cost accounting and future infrastructure demands	High		X	X			Partially compliant: Waiting for some information requested from fleet officer in terms of the breakdown report for fuel used, maintenance and service of strucks
1.2	The waste management budget is to be reviewed, and all costs associated with the implementation of this IWMP and the AMP are to be specified so as to determine the funding shortfall and ensure funding and budget over the next five years.	High		X	X	X		Compliant: this is done annually for each financial year
1.3	Undertake reconciliation of tariffs charged and collections services delivered to businesses to ensure that these businesses are charged correctly by the end of 2020/21 financial year. To be repeated every 2 years minimum.	High		X		X		Compliant: Tariffs are reviewed on yearly basis
1.4	Develop a system of registering houses on tribal land, where relevant, on the customer database, by 2020.		X	X	X	X	X	

No.	Actions	Priority Rating	2019/20	2020/21	2021/22	2022/23	2023/24	progress
OBJECTIVE 2. Internal Management and Resourcing								
2.3	Fill new posts as determined to fulfil the requirements of the IWMP.	High		X	X	X	x	Partially compliant: So far Superintendent has been employed
2.4	Formal job descriptions to be drafted for all positions within the Waste Management department. These should specify roles and responsibilities as well as technical knowledge and experience requirements. The roles and responsibilities document together with a contact list should be distributed to all Waste Management supervisors and senior management in the municipality. This list should be updated annually or when staff changes occur.	High	X	X	X	X	X	Compliant: Job descriptions available
2.5	Training: Develop an annual training plan with proposed dates for training for all staff included in the revised organogram. The training plan to be revised annually. Provide biennial training on the Waste Management By-laws to all persons involved in enforcing by-laws according to the enforcement plan developed. All technical staff attend a waste training course, as appropriate, and to be revised on at least a 5 year cycle. Waste Management Officer to attend the provincial training provided for reporting on SAWIS.	Medium	X	X	X	X	X	Partially compliant: in progress as per HR requirement
2.6	Induction training: All new staff to undergo technical training within 6 months of appointment.	High		X	X	X	X	

2.7	IWMP implementation and annual reports: The implementation plan should be distributed to all persons responsible for managing projects / programs in the implementation plan. Undertaken an annual review of progress against the IWMP implementation plan and compile annual progress reports in accordance with the requirements of Section 13 of the Waste Act.	High	X	X	X	X	X	Partial compliant – Has stated
No.	**Actions**	**Priority Rating**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**progress**
2.8	Waste infrastructure Masterplan: compile a masterplan for waste management facilities and infrastructure that is required for the MLM, and where the best strategic locations for establishing this infrastructure are. The study should include identification of potential sites considering landownership and development, as well as costs associated with development and management of these facilities. Facilities include: • Development of drop-off centers for general waste, garden waste and builder's rubble • Development of transfer stations • Development of MRFs • Development of buy-back centers • Development of composting facilities. The waste infrastructure masterplan should be undertaken as a once-off exercise but before the end of the 2022/2023 financial year.	High		X	X	X		Non-compliant: Negotiation stage with Ithala industrial estate
OBJECTIVE 3: Waste information management								

3.1	Establish an appropriate Waste Information System for sourcing, collating, storing and reporting required information for waste collection services including: • Information required in terms of the by-laws. • Waste collection tonnages. • Disposal certificates • Facility permits. • Data capturing and reporting procedure for recycled waste tonnages of businesses. and industrial business. This includes the registering of these companies on the SAWIS as per the regulations of the Waste Information Regulations. The information of recycled waste to be collated from 2020. The WIS to be developed by 2020/2021 financial year and updated annually where required.	High	X	X				Compliant: Waste collection tonnages available. MLM does not own any disposal facility, therefore there is no permits or certificates.
No.	**Actions**	**Priority Rating**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**progress**
3.2	Capture historical tonnage data (at least past 2 years) for waste disposed of at the King Cetshwayo regional landfill site and develop an information list of tonnages of waste collected within the MLM and disposed of.	High	X					Compliant: tonnages are available
3.3	Review the Waste Information Regulations and comply. The activities to comply to be undertaken on an annual basis.	High	X	X	X	X	X	
3.4	Register the MLM on SAWIS and verify tonnages on a quarterly basis.	High	X	X	X	X	X	Non-compliant: Need to be registered as a waste producer but cannot report on tonnages as it is being reported by the landfill site
3.5	Review of complaints management system: Update the complaints register used by the MLM. All complaints should be logged electronically and details of actions taken to address complaints should be registered.	Medium	X	X	X	X	X	Compliant: register and actions to be taken is available

3.6	Undertake bi-annual (every 6 months) characterization of domestic waste stream.	High	X	X	X	X	X	Non-compliant
OBJECTIVE 4: Waste Minimization and Recycling								
4.1	In-house recycling for municipal offices: The MLM should expand the in-house paper recycling programme to other waste types and other offices within the MLM. Non- municipal offices should be considered as well for this. A contractor should be appointed to collect paper and shredded paper from all municipal offices.	High	X	X	X	X	X	Non-compliant: currently looking for a suitable recycler to collect office waste. The municipality is currently evaluating two requests from the local recyclers.
4.2	Waste minimization projects: Introduce one waste minimization project that facilitates creation of jobs in waste management (IDP project).	High		X	X	X	X	Partially compliant: In a process of assisting a local recycler and this has been catered in the current financial year. Submitted a specification document to procure a recycling machine that will be donated to a local recycler.
No.	**Actions**	**Priority Rating**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**progress**

4.3	Encourage participation of SMME's and Co-operatives in waste recycling and re-use (IDP objective) by: • Assisting local recyclers. • Assisting community re-use and recycling projects. • Assist at least one local recycling / re-use business per year by providing support such as assisting with the development of business plans, information on recycling network within the iLembe District Municipality, and applications for funding. • Assist at least one community re-use or recycling project per year by providing support such as assisting with project advertising or sponsorship of equipment.	Medium	X	X	X	X	X	Partially compliant: Data base has been collected and recyclers have been visited to identify their needs.
4.4	Management of reclaiming: Formalize and document all waste reclaiming and recycling activities by the end of 2021/2022 financial year (IDP project). List to be updated annually thereafter.	Medium		X	X	X	X	Non-compliant:
OBJECTIVE 5. Waste Collection and Storage								
5.1	Undertake an annual collection route optimization exercise for urban, peri-urban and rural areas to ensure that collections are being undertaken efficiently as possible from the beginning of the 2019/20 financial year.	High	X	X	X	X	X	Compliant – Collection schedule is in place and followed
5.2	Expansion of waste collection services: Compile a documented plan for expanding waste collection services to accommodate new settlement developments being built, increasing the waste collection service to rural areas and placing communal skips at dumping hotspots. This should indicate target expansion areas, anticipated timeframes and associated costs. Plan should be updated annually.	High	X	X	X	X	X	Compliant – this is reviewed annually.
5.3	Conduct an annual mapping exercise for the placement of skip bins in rural areas based on population densities and in areas where the skips are accessible to waste collection vehicles (waste compactor truck).	High		X	X	X	X	Compliant – this is reviewed annually and catered in the current financial year budget.
No.	**Actions**	**Priority Rating**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**progress**

5.4	Vehicle and equipment management, maintenance and replacement roster: A vehicle and equipment management, maintenance and replacement roster is to be developed for all waste collection vehicles to ensure they remain operational and that new waste collection vehicles are procured. Plan to be reviewed annually.	High	X	X	X	X	X	Compliant
OBJECTIVE 6: Waste Transfer and Disposal								
6.1	As part of the waste infrastructure master plan, the MLM should investigate the possibility and terms of agreement for the utilization of the Sappi Tugela Landfill Site and the Dolphin Coast Landfill Site in KwaDukuza for the disposal of general waste and the iSithebe Industrial Estate transfer station for the disposal recyclable waste by waste reclaimers. The MLM to conduct a cost comparison of utilizing these facilities at a cost determined by these organizations to establishing these facilities within the MLM.	High	X	X				The municipality is in the negotiation process with both iSithebe industrial Estate and Dolphin Coast Landfill Management.
6.2	Develop, or secure public access to, a drop off centre or transfer station for the disposal of excess general waste, garden waste and builder's rubble by the end of the 2021/2022 financial year. To be included as part of the waste infrastructure masterplan.	High		X	X	X		Non-compliant – currently no drop off centre or transfer station available.
OBJECTIVE 7: Waste Management Awareness								
7.1	Programme awareness campaign: Establish an annual programme of awareness campaigns at the beginning of each year. Residential areas around the illegal dumping sites should be prioritized for awareness campaigns. Waste by-laws should be communicated through these campaigns, once finalized.	High	X	X	X	X	X	Compliant as this is cared on SDBIP current financial year (2023/2024).

7.2	Waste handling leaflet: Compile a "how to handle to your" information leaflet which address: • The relevant municipal departments and key contacts. • Kerb-side collections: What is acceptable, what is not and how to tell the difference. • Recycling: What is recyclable, separating at source, and where to drop-off. • Hazardous waste: What to do with your hazardous domestic waste. • Illegal dumping, by-laws and the applicable fines. • Public waste management facilities such as transfer stations. • The information should be available on the MLM website. Update this every 3 years.	Medium		X			X	
No.	**Actions**	**Priority Rating**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**progress**
7.3	Waste education: Plan waste education initiatives for schools and communities and facilitate and conduct the initiative in at least four schools and four community groups in the MLM annually. These education initiatives to be documented.	High	X	X	X	X	X	This is covered as one of our SDBIP requirements, Twelves education and awareness campaigns to be conducted this financial year (2023/2024).
OBJECTIVE 8: Waste Management By-Laws and Compliance with Waste Legislation								
8.1	Develop an enforcement plan to guide the process of enforcing waste by-laws. It should consider fining protocols, how to apply penalties and recovery systems and general involvement of peace officers. The enforcement plan to be reviewed every two years if required.	High		X		X		Schedule of fines has been developed in order to assist in fining and penalties.
8.2	Create one new Waste Ranger position and fill it.	High		X				Partially compliant: Peace Officers training conducted

8.4	Run a campaign to ensure all waste service providers are registered in terms of the by- laws.	High	X	X	X	X	X	
OBJECTIVE 9: Illegal Dumping								
9.1	Undertake a dumping hotspot assessment and update this annually. This map-based study of illegal dumping hotspots will assist to determine remediation costs.	High	X	X	X	X	X	Partially compliant: A list of illegal dumping hotspot arears has been developed and in a process of putting it in a map form.
9.2	Conduct dumping hotspot cleaning campaigns and remediate existing hotspots. Reduce the number of hotspots by 50% by 2024	High		X	X	X	X	Compliant: Cleaning of illegal dumping hotspot arears is done
9.3	Implement dumping prevention measures (e.g signage, barriers, awareness campaigns near dumping hotspots, etc.)	High	X	X	X	X	X	• NO dumping signs has been erected. • Private landowners has been contacted and encouraged to use or fence their open land/space. • Education and awareness are ongoing

C.6.8. TRANSPORTATION INFRASTRUCTURE

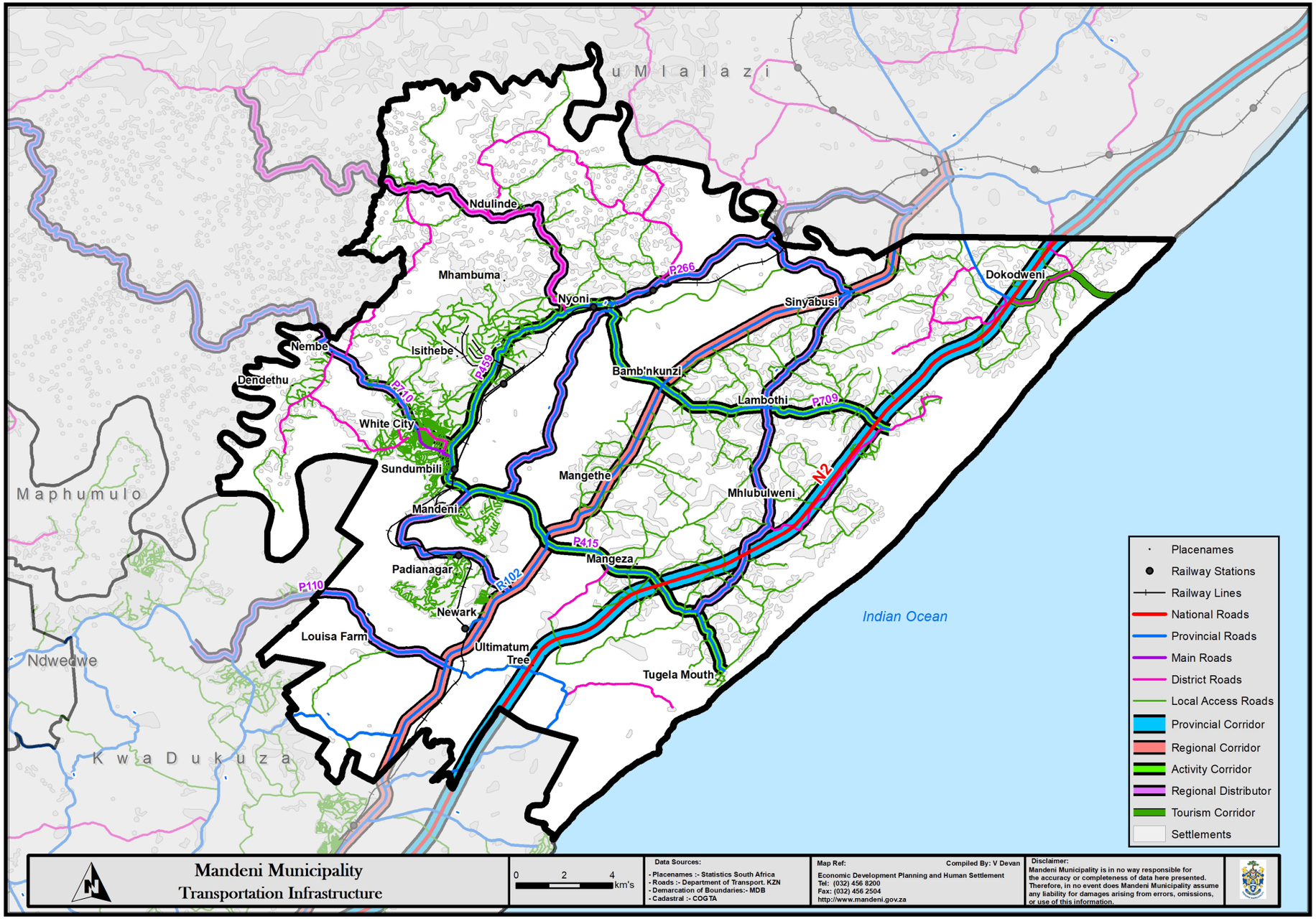
C.6.8.1. Existing & Future transport infrastructure

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

C.6.8.2. Provision of New Roads by The Municipality

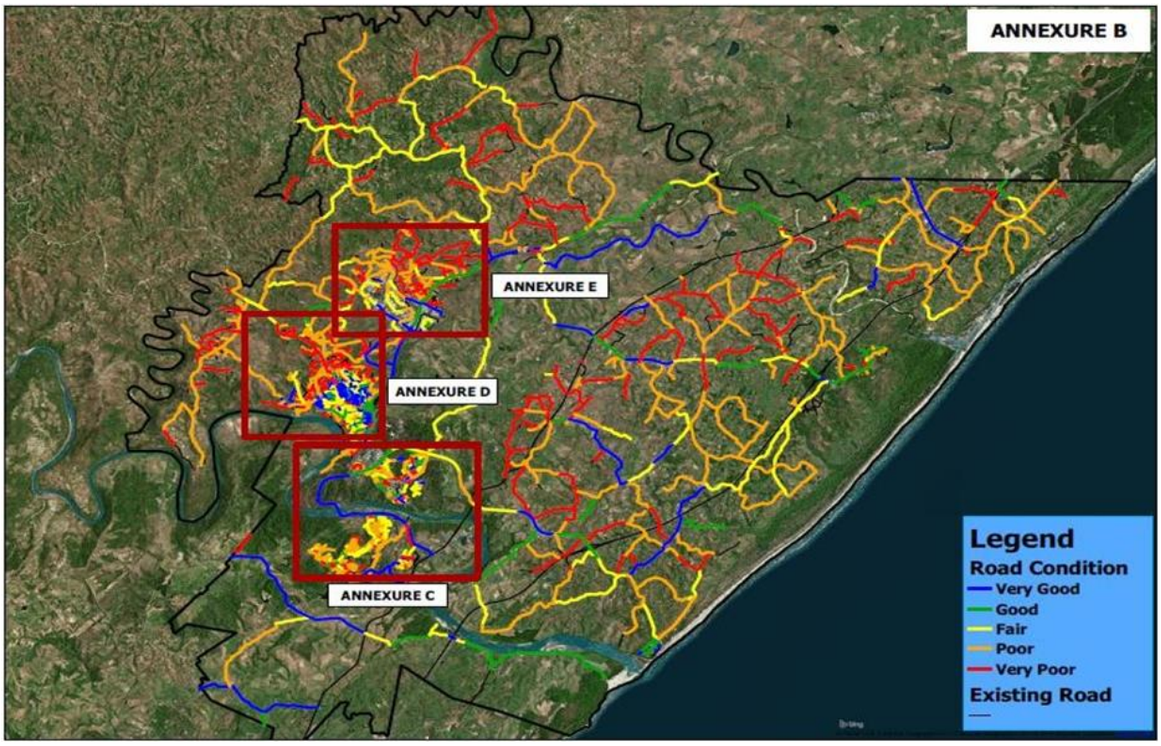
The Technical Services and Infrastructure Development Department (TSIDD) is primarily responsible for the repairs, maintenance, refurbishments, upgrade and provision of new municipal infrastructure assets and service delivery. The TSIDD consists of the following divisions, Technical Administration, Infrastructure Planning and Project Management Unit (PMU); Civil Engineering Infrastructure Repairs and Maintenance encompassing Roads and Storm Water Infrastructure and Municipal Buildings and Structures Infrastructure; Electrical and Mechanical Engineering Infrastructure Repairs and Maintenance encompassing Electricity Distribution; Household Electrification; Street and Community lighting; Municipal Buildings Electrical Installations; Mechanical Workshop; Earthmoving Plant and Equipment.
The TSIDD is required to roll out a new multi-million rand infrastructure development as well as manage municipal infrastructure assets valued at hundreds of million rand and as such is expected to have adequate capacity and capability in the form of human capital, skills, knowledge, systems and equipment. The TSIDD unfortunately is lacking the necessary capacity and capability to meet the growing demand in this regard due to several reasons chief among these being inadequate funding resources and scarcity of critical skills. This poses a huge risk to the municipality in terms of sustainable service delivery for social and economic development. In order to mitigate this risk several strategic interventions are being implemented as follows: Establishment of an in-house PMU and strengthening thereof through an engineering internship program. This program entails the engagement of young unemployed engineering graduates who will undergo rigorous experiential training and development to build their skills and knowledge ultimately adding value to the TSIDD capacity and capability. In-house engineering design systems will be procured as financial resources become available. The Municipal

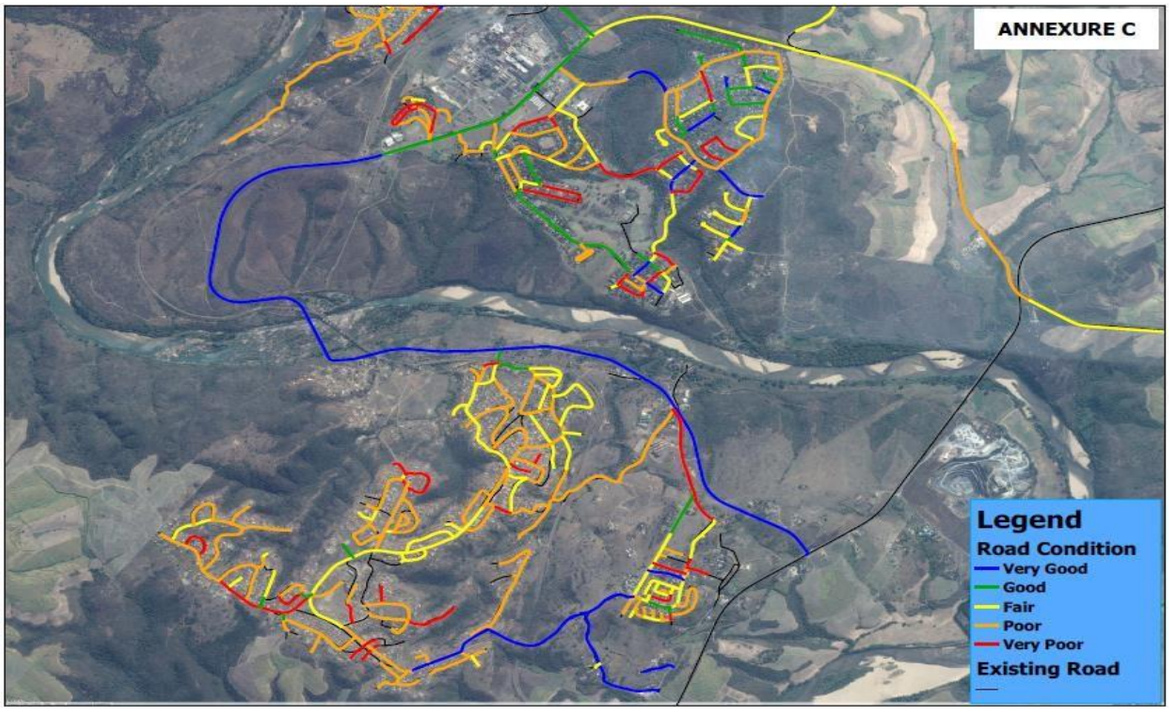
Infrastructure Grant (MIG) 'top slice' of 5% will be utilized in the short term to implement this intervention. In the medium to long-term the municipality will be fully responsible as the financial resources become available.
Collaborating with the local further education and training (FET) college to place civil engineering and building, electrical and mechanical artisans in-training at the TSIDD to gain practical experience. This intervention has a mutual benefit to the FET College and the Municipality. On an on- going basis as financial resources become available the municipality will recruit the appropriate human capital as well as equipment and systems required.

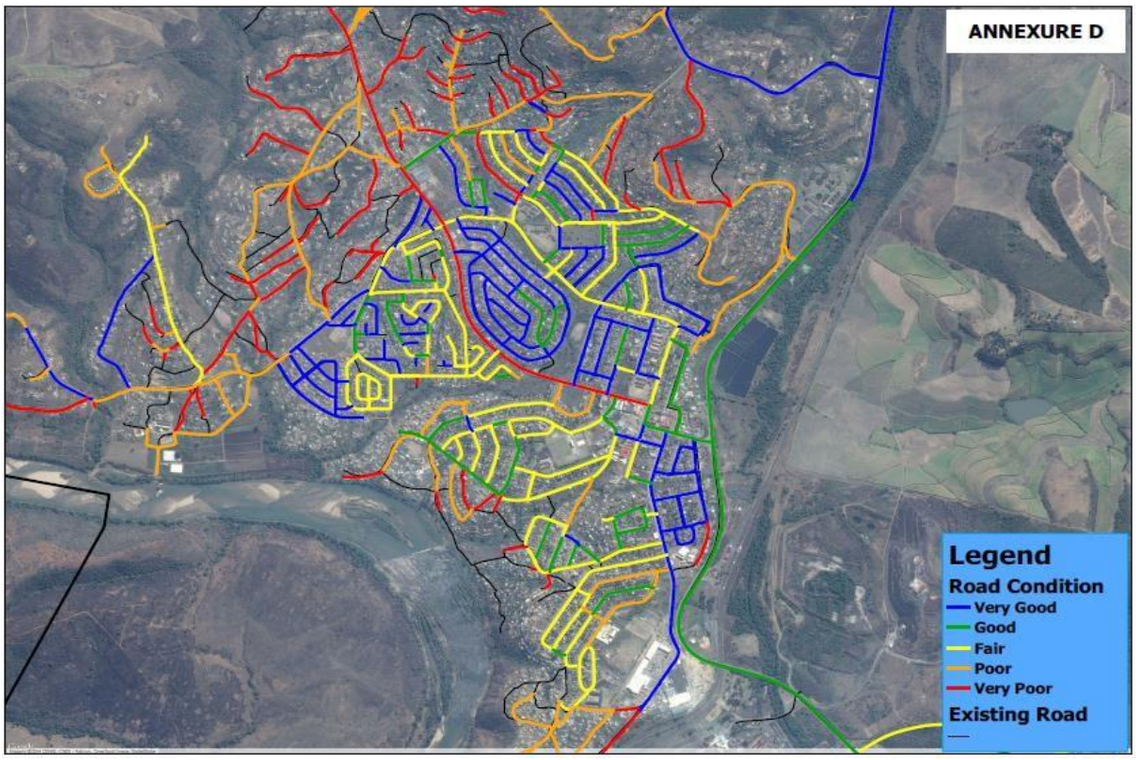

u M l a l a z i
Ndulinde
Mhambuma
Nyoni
P.266
Dokodweni
Sinyabusi
Nembe
Isithebe
P.158
Bamb'nkunzi
Dendethu
P.710
Lambothi
P.709
White City
Sundumbili
Mangethe
N2
Mhlubulweni
Maphumulo
Mandeni
P.415
Mangeza
Padianagar
P.110
R.102
Newark
Louisa Farm
Ultimatum Tree
Tugela Mouth
Ndwedwe
Indian Ocean
K w a D u k u z a
Placenames
Railway Stations
Railway Lines
National Roads
Provincial Roads
Main Roads
District Roads
Local Access Roads
Provincial Corridor
Regional Corridor
Activity Corridor
Regional Distributor
Tourism Corridor
Settlements
Mandeni Municipality
Transportation Infrastructure
0 2 4 km's
Data Sources:
- Placenames :- Statistics South Africa
- Roads :- Department of Transport. KZN
- Demarcation of Boundaries:- MDB
- Cadastral :- COGTA
Map Ref: Compiled By: V Devan
Economic Development Planning and Human Settlement
Tel: (032) 456 8200
Fax: (032) 456 2504
http://www.mandeni.gov.za
Disclaimer:
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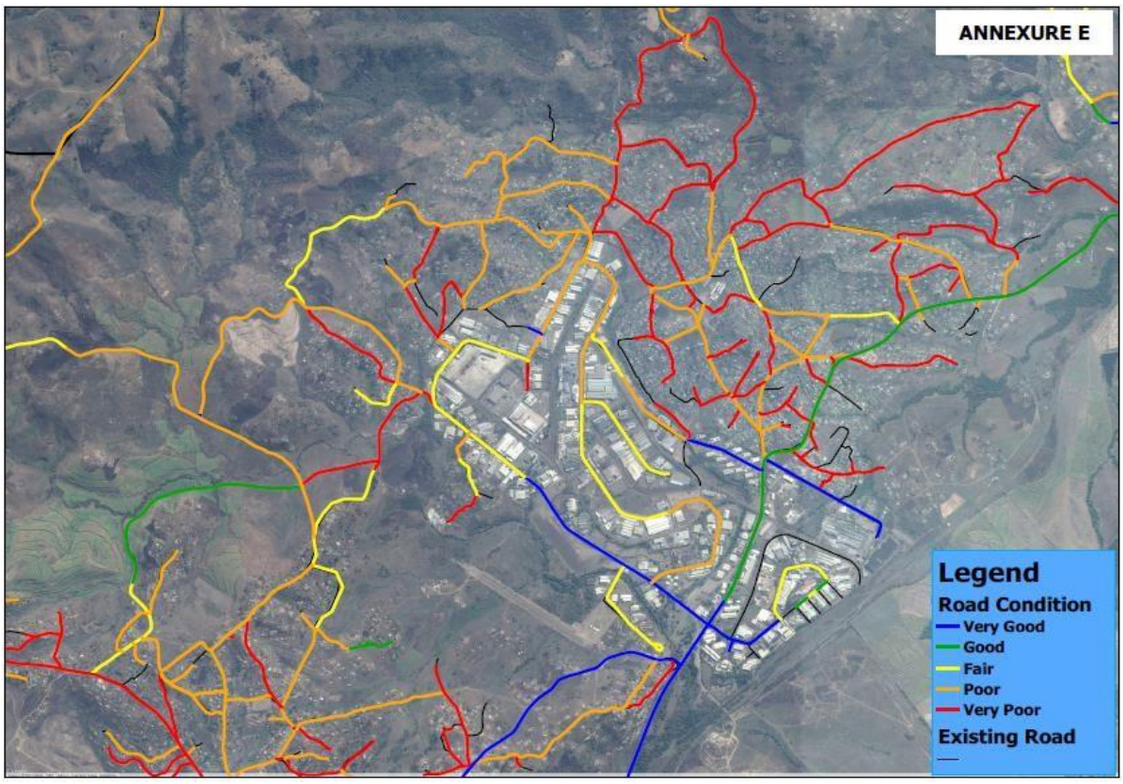
C.6.8.3 Status of existing roads

The road master plan developed for Mandeni LM contained a detailed assessment of the road network and associated information on the infrastructure and roads condition as well as a pavement management system to ensure effective upgrading and maintenance of existing road infrastructure. The following maps shows the condition of the road network.






ANNEXURE D
Legend
Road Condition
Very Good
Good
Fair
Poor
Very Poor
Existing Road


ANNEXURE E
Legend
Road Condition
Very Good
Good
Fair
Poor
Very Poor
Existing Road

C.6.9. Energy

C.6.9.1. Energy Provider

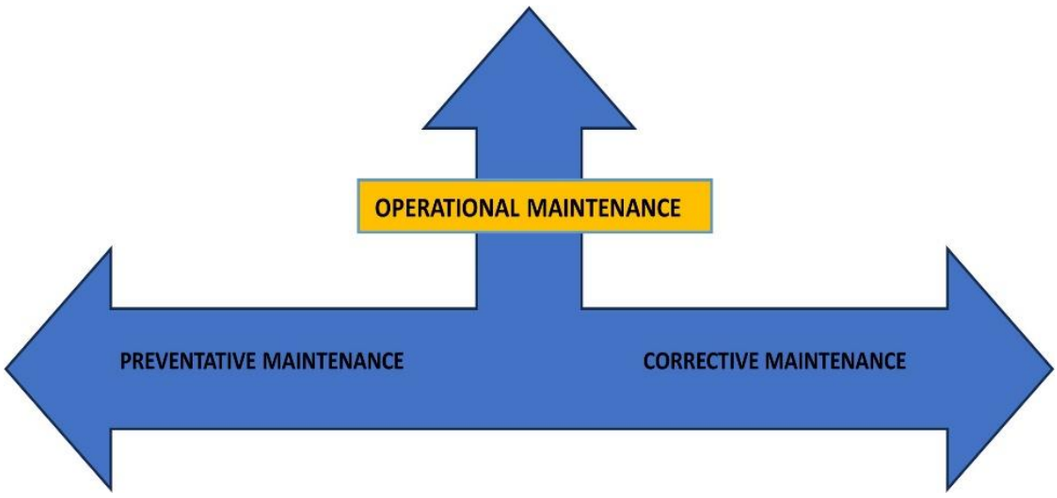
The municipality has a license to distribute electricity within the Mandeni Suburb to an estimated 1 000 customers. The 11 KV overhead network has been refurbished and the municipality is progressively investing in it to ensure proper infrastructure asset management. The network notified maximum demand (NMD) has grown from the current 3,5 MVA to 23.5MVA due to an agreement with Umgeni Water Board for the supply of electricity to the Lower Thukela Bulk Water Supply Scheme, which is currently being built in the vicinity of the uThukela River. The municipality is pursuing the expansion of its distribution license in greenfield areas and in industrial areas. This will mean that the electricity unit must be expanded with appropriately- skilled personnel.
The municipality's Electricity Master Plan 2009/2010 is in the process of being reviewed. Mandeni is fortunately under the ESKOM Grid Network for distribution of electricity; however, some networks within the area are severely constrained and cannot allow further connections for electrification.

ESKOM has recently completed some network upgrades, which have released capacity for electrification projects in the interim while it is in the process of building one new substation (Mangete sub- station). These will open up capacity for full electrification and universal access to electricity. The electricity backlog in the area is estimated to be less than 9% (approximately 3 000 households).

The municipality is installing additional street lighting in various areas on an on-going basis to improve.
community lighting and improving communities' safety and security. This is an annual program rolled out by the municipality. Repairs and maintenance of the existing streetlights are being done in-house by the municipality through agreements with ESKOM in order to expedite the response to streetlights that are not working. More in-house capacity is being built to address the ever-increasing demand for this service. Streetlight patrols are being done frequently to identify streetlights that are not working, for planning purposes, to repair. There is a 48-hour turnaround system in place for repairing streetlights that are not working. Free basic electricity is being provided to some 1 100 indigent customers through the equitable share grant. This roll out of the free basic electricity services is carried out in rural areas that fall within the jurisdiction serviced directly by ESKOM. ESKOM submits a monthly account that includes the free basic 50 kw per hour per household. This number is being pursued to be increased through an update of the indigent register. The municipality has embarked on numerous drives to reduce electricity consumption in light of the constraint on the National Grid due to high demand. Energy saving measures are encouraged. The municipality will continue to drive the education campaign and is constantly looking for new interventions to reduce electricity consumption within its area. The green environment approach is fully supported. A smart metering system has been implemented in the municipal distribution area to help reduce unaccounted for electricity.

C.6.9.2. Electrical Operation and Maintenance Plan

The Mandeni Municipality has the Electricity license for the suburb of Mandeni Town only to some ±1 000 houses, businesses. Also provide the supply to Mathew Substation, which is a dedicated feeder to the customer, tapping from SAPPI Substation. The Electrical section has put in place the operation and maintenance place to ensure the continuity of supply to its customers. Ensure the minimal outages, or frequently unplanned outages. Maintaining all electrical assets for Mandeni Municipality, e.g. offices, community facilities, municipality buildings.
Electrical maintenance involves the fault diagnosis, routine servicing, repairing of electrical components. The Electrical Maintenance Superintendent is responsible for planning the maintenance to ensure the continuity of supply to electrical users under his jurisdiction area of responsibility (Mandeni Municipality Area).
Figure 32: Operation and Maintenance diagram



C.6.9.3. Corrective Maintenance

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

Table Shows: Assets against budget

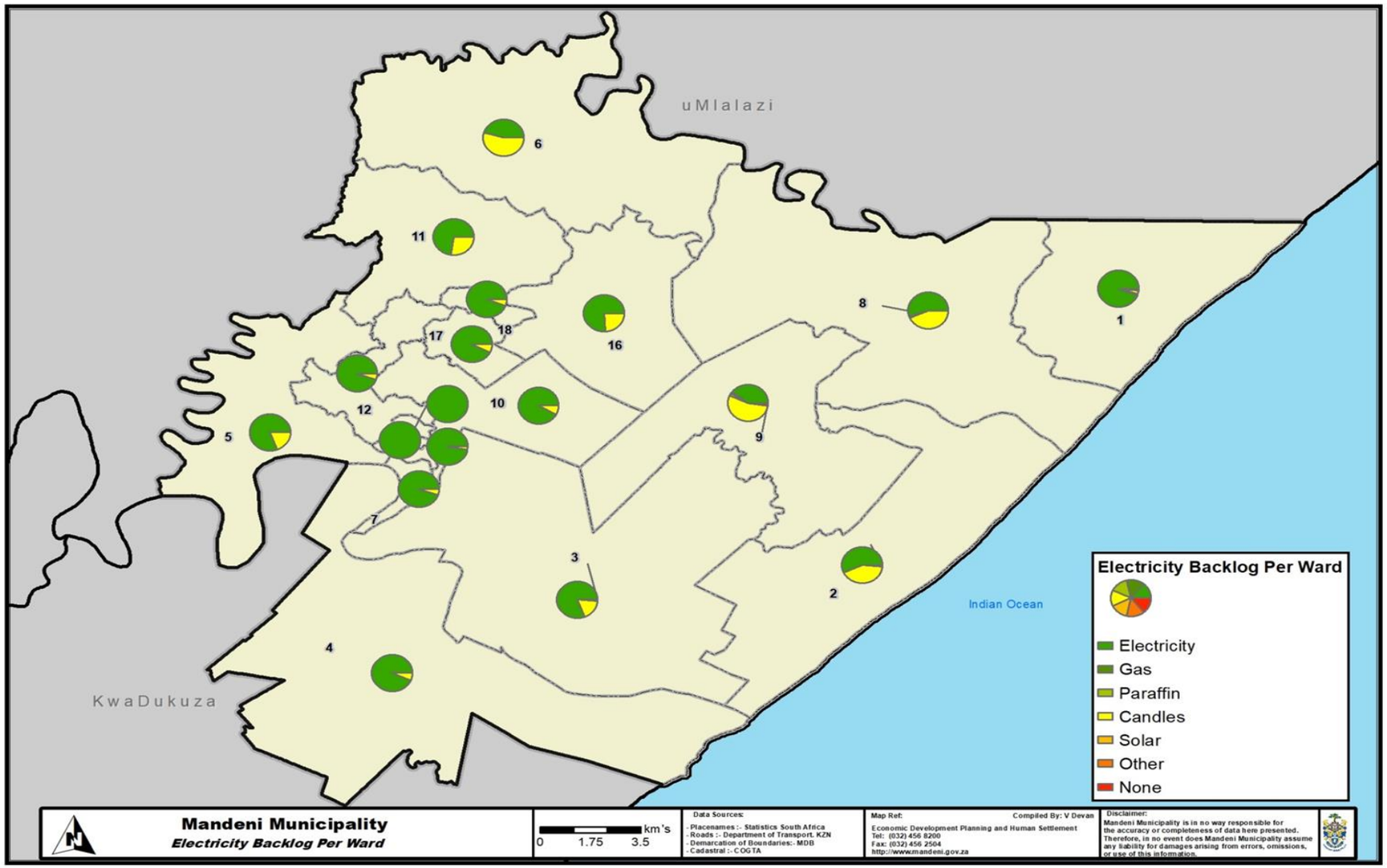
ASSETS	BUDGET	REG. MAINTENANCE
Streetlights	R 1,000,000,00	DAY TO DAY ACTIVITY – Replacement of globes, ballast, etc.
Transformers		YEARLY BASIS – cracking test, silica gel replacement, etc.
OHL (Over Head Line)		TWICE A YEAR – Compulsory in terms of Machinery Regulations
Cabling (MV and LV)		TWICE A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

C.6.9.4. Schedule 5.B Projects (DOE Funded)

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

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

Map showing Status of backlogs Needs and Priority



C.6.10. Access to community facility

C.6.10.1. Cemeteries

An environmental planning firm was appointed by the Municipality during the 2022/2023 financial year to conduct specialist studies that required prior to the development of a Cemetery and further obtain an Environmental (EDTEA) authorization from the Department of Economic Development, Tourism and Environmental Affairs for the Cemetery facility.

The following activities were performed:

Phase 1

The desktop assessments were conducted included a Wetland + Ecological Study, Heritage Study and Geotechnical and Geohydrological Studies.

2.2 Phase 2 Assessments (Detailed Assessments)

Following the findings of the above desktop assessments, detailed assessments (Phase 2) were undertaken (for the purposes of informing the EIA Process). The detailed assessments undertaken were, Heritage Impact Assessment, Wetland + Ecological Assessment as well as Geotechnical + Geohydrological Assessments.

Phase 3

A Environmental Basic assessment report was compiled and submitted to EDTEA for approval and an environmental authorization for the development was obtain by the Municipality for the development of a Cemetery for a site that is owned by the Municipality.

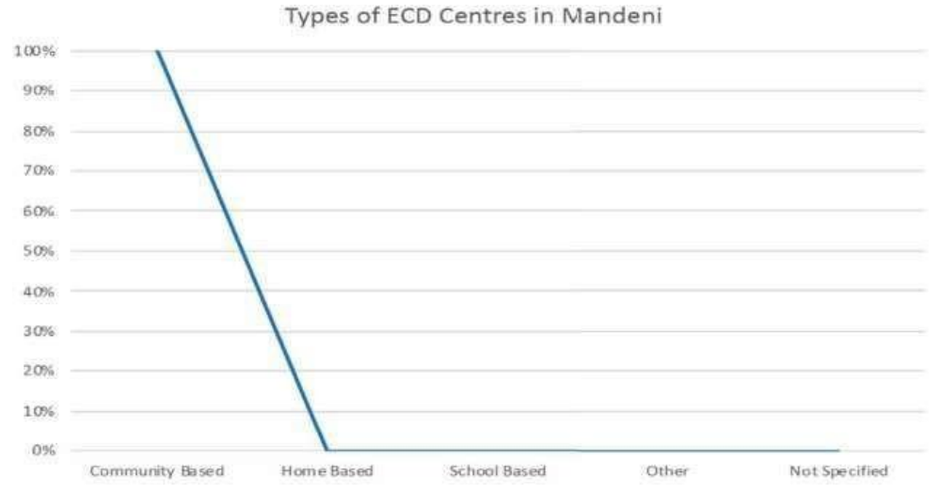
The Cemetery is currently in operation however the Municipality is currently in the process of fencing the site and constructing the necessary facilities required for a Cemetery site.

C.6.10.2. Mandeni Early Childhood Centers

Mandeni has a total of 3,758 ECD centers, situated at various wards within the municipal area, 60% of which are registered with the Dept. of Social Development and 40% of which are not registered, 11.6% constitute children between the ages 3-5 year, being the center coverage. The majority of the centers based in the municipal area are community-based where the owner of the center attains authority to use land from either the municipality or tribal authority depending on where the site is situated.

Concerning the funding of centers, the responsibility has been that of the Dept. of Social Development and other private entities such as Tronox Mines. It is noteworthy that Tronox mines committed to fund the construction of the Ingoba Makhosi Creche in central Macambini. Even though Mancenters,nicipality play's minimal role in ensuring functioning of centers it still reports against them at the relevant portfolio committee and keeps a database of facilities within the municipality.

Source 2011 Census Stats SA



Graph shows ECD centres in Mandeni

C.6.10.3. ECD Centers

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

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

National Development Plan Vision 2030: The National Development Plan's vision is that by 2030, South Africans will have universal early childhood education, high-quality schooling, further education and training. Medium-term Strategic Framework (MTSF): The number one outcome of the current MTSF, as the implementing framework for the National Development Plan, is 1. Quality basic education (which includes ECD)

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

Table Shows: CSIR planning threshold & ECD

Planning Thresholds	Walking Distance	Minimum Requirements
Crèche	2 km Radius	2 400 – 3 000 people
Primary School	5 km Radius	1 000 – 7 000 people
Secondary/ High School	5 km Radius	2 500 – 12 500 people
Library	8-10 km Radius	20 000 – 70 000 people
Clinic	5 km Radius	24 000 – 70 000 people
Hospital	30 km Radius	300 000 – 900 000 people

Source:

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

C.6.10.4. Education Facilities

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

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

Primary & Secondary Schools



C.6.10.3 Primary schools

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

C.6.10.4 Secondary schools

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

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

	Primary	Secondary
Number of Schools	49	19

Library

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

C.6.10.5. Police Stations

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

The plan below depicts spatially the location of the above-mentioned 5 Police Stations. In terms of the CSIR Guidelines for the Provision of Social Facilities in South African Settlements 2012, the access distance for Police Stations ranges from 8km in urban area, 15km in per-urban areas and 24km in rural areas. There are 5 Police Stations which service the entire Municipality. Police stations are located within the following areas:

- Nyoni
- Tugela
- Sundumbili A
- Wangu
- Mandini

C.6.10.6. Health Facilities

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

C.6.10.7. Primary Health Care Facilities

Primary health care facilities such as clinics and community health care centers (CHCs) offer primary health services. Primary health care includes functions such as immunization, family planning, treatment of non-communicable diseases and disease prevention at community level. In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 5km radius is deemed to be the recommended walking distance to a Clinic. The CSIR Guidelines also indicate that a Clinic is to serve a population of approximately 24 000 to 27 000 people. The number of Clinics for the area is considered sufficient as they are within the recommended walking distance.

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

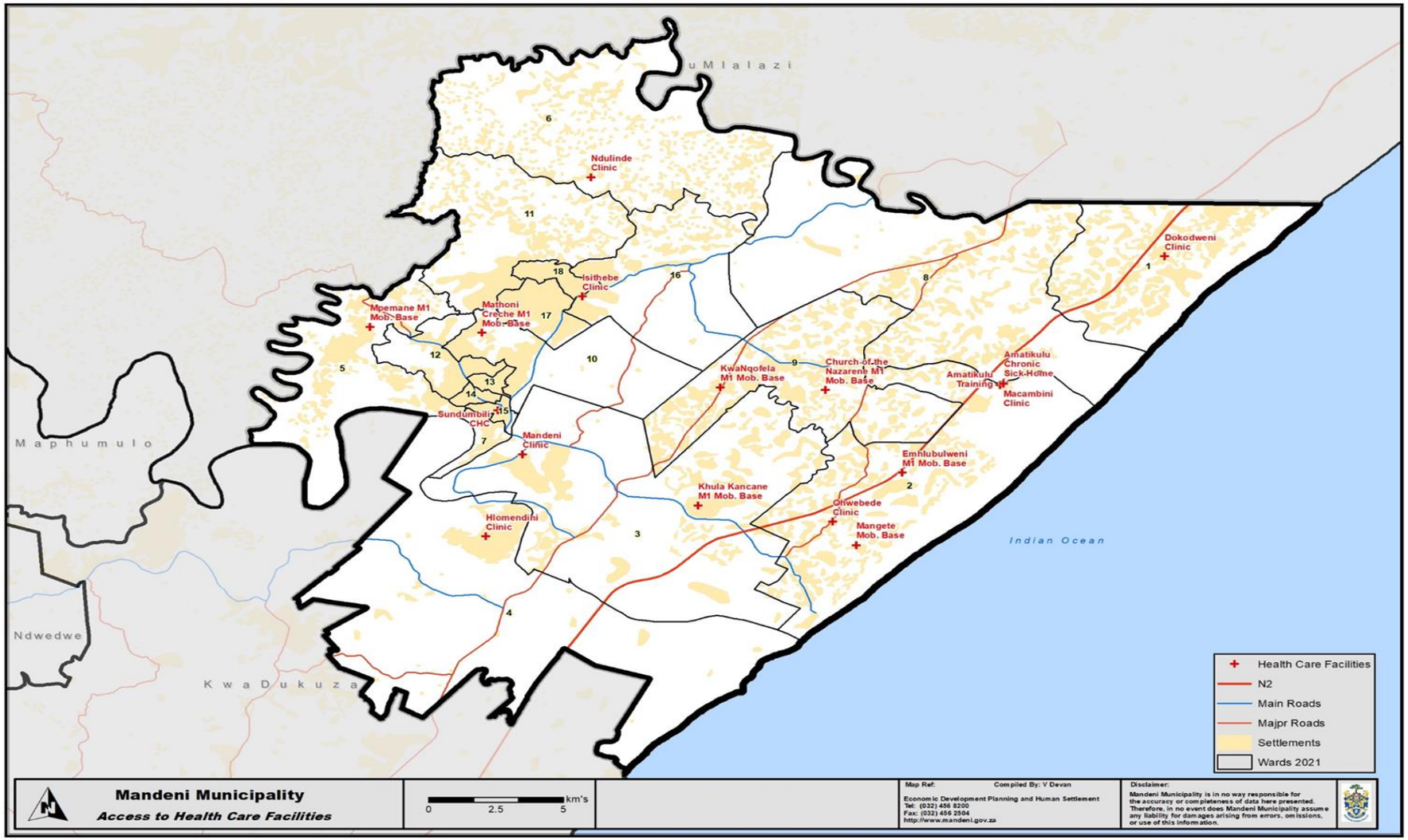
- Ndulinde
- Isithebe
- Dokodweni
- Wangu
- Ohwebede
- Macambini
- Mandini
- Sundumbili A

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

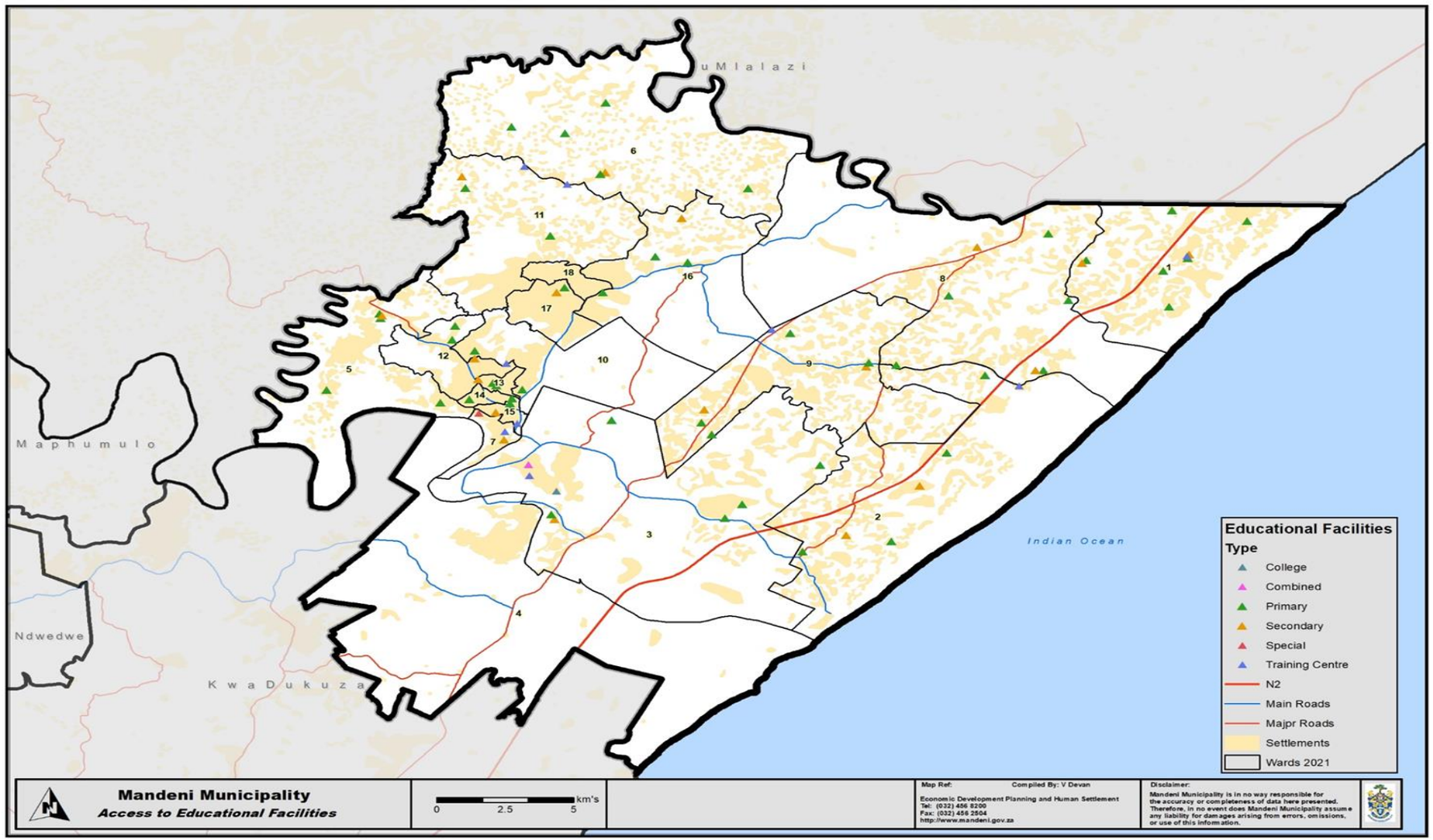
- Dokodweni Clinic
- Macambini Clinic
- Ohwebede Clinic
- Ndulinde Clinic
- Hlomendlini Clinic
- Mandeni Clinic
- Isithebe Clinic



Map showing Mandeni Clinics in relation to Town



Map showing Location of Secondary School



C.6.11. HUMAN SETTLEMENTS

C.6.11.1. Municipal Classification

Mandeni Municipality has been classified as a housing developer by the provincial department of Human Settlement, thus enabling the municipality to facilitate the development of housing projects. In order to attain this classification, the municipality needed to submit the detailed business plan for proposed housing projects to be funded by the department. This process was undertaken in 2008, hence it has been classified as a housing developer since. During the 2022/2023 Financial year, the municipality reviewed and adopted its Human Settlements Sector plan. The revised plan is valid for 5 years 2023 – 2028.

C.6.11.2. Potential human settlement demand

The 2011 census data distinguishes between 11 different housing categories under the variable referred to as "type of dwelling". These categories range from brick houses on separate stands to different types of informal dwellings, and other categories such as caravans and tents. The categories that can potentially be regarded as forming part of the housing backlog or demand at a particular location include the following three types:

- Informal dwellings located in informal settlements or farms
- Traditional dwellings or huts constructed of traditional materials
- Other, which include caravan/tent

5.6.2.1. Comparison between Municipal, District, KwaZulu Natal Province and National Housing Backlog

Dwelling Type	Mandeni LM	District	KwaZulu Natal	SA	LM Backlog as % of DM Backlog	Category as % of Municipal Backlog
Traditional dwelling	**10 823**	40 417	2 536 723	1 139 518	26.78%	**69.65%**
Informal dwelling in backyard	**2 857**	5 569	326 231	712 851	51.31%	**18.39%**
Informal dwelling not in backyard	**1 842**	7 657	402 030	1 249 487	24.06%	**11.86%**
Caravan / Tent	**17**	94	2 682	14 413	17.83%	**0.11%**
Total	**15 539**	**53737**	**3 267665**	**3 116 269**		

Table: 4.1. showing comparisons between municipal district and the Province: Sources Stats SA Census 2011

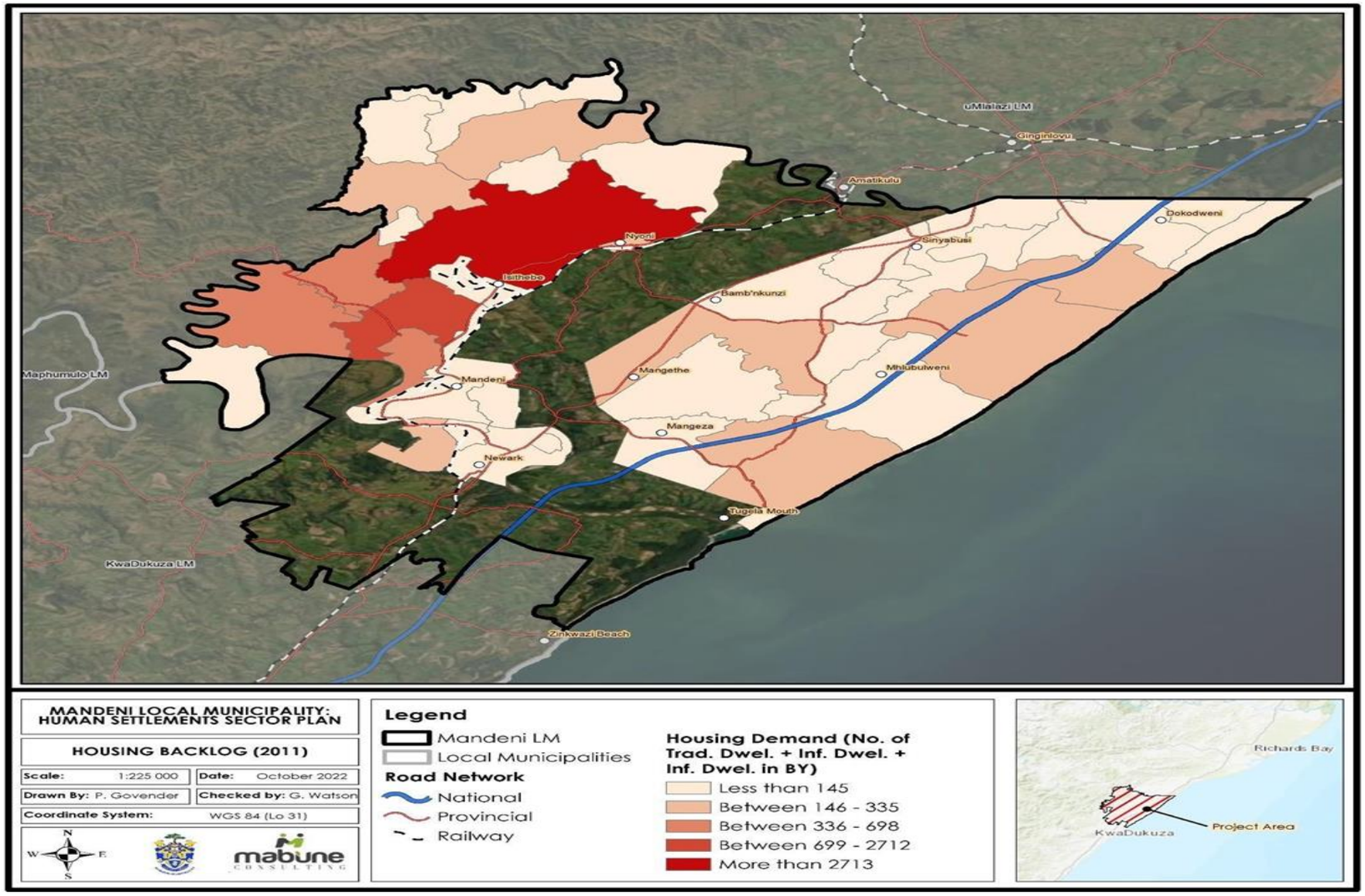
Table 4.2: Detailed overview of the potential housing demand based on official Statistics SA data (Census 2011 & Community Survey 2016)

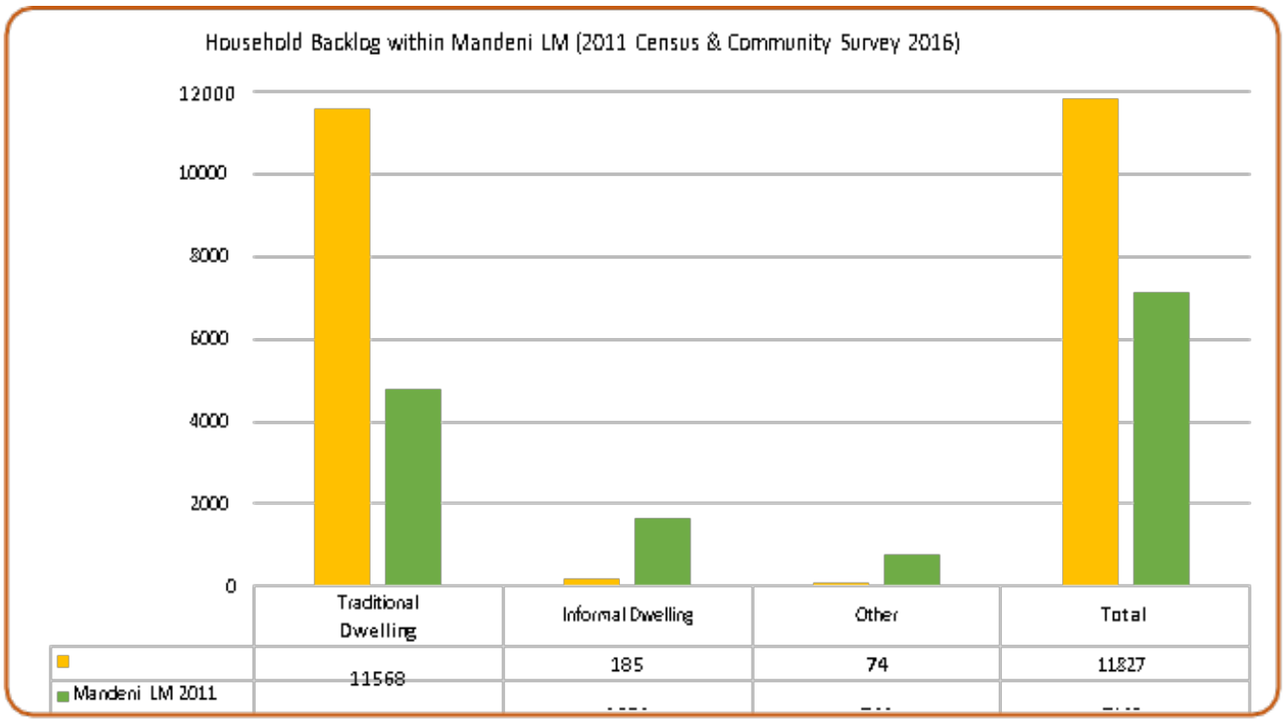
Housing Backlog	Traditional Dwelling		Informal Dwelling		Other		Total	
	2011	**2016**	**2011**	**2016**	**2011**	**2016**	**2011**	**2016**

KwaZulu Natal Province	483 296	520244	211 546	245 167	26 266	20 166	721 108	785 577
iLembe District Municipality	40 417	32 114	13 225	16 170	2 442	1 679	56 084	49 963
Mandeni Local Municipality	10 823	4 763	4 699	1 631	269	749	15 791	7 143
KwaDukuza Local **Municipality**	3 746	3 858	77 67	11 628	1 918	863	13 431	**16 349**
Ndwedwe Local Municipality	14 281	12 577	573	2 290	181	67	15 035	14 934
Maphumulo Local Municipality	11 568	10 916	185	621	74	0	11 827	11 537

Table 4.1. and Table 4.2 depicts the spread of the municipal housing backlog (or housing demand). The housing backlog in Map 4.1 was calculated by adding the number of traditional dwellings and Informal dwellings. Map 4.2 calculated the housing backlog by adding traditional dwellings with two rooms or less, informal dwellings, and informal dwellings in the backyard. It is evident that the majority (more than 2713 units required) of the housing backlog is located in the northwestern portion of the municipality, between Isithebe and Nyoni. formal dwellings in the backyard.

Each of the housing sub-categories forming part of the potential housing need is provided in the following tables and graphs. Table 4.3 and Figure 4.2 depict the traditional dwelling structures between 2011 and 2016, and Table 4.4 and Figure 4.3 depict the number of informal dwelling structures between 2011 and 2016. The statistics below are based on the Census South Africa data, Community Survey 2016.
Table showing: Housing Backlog within Mandeni LM


uMlalazi LM
Gingindlovu
Amatikulu
Dokodweni
Nyoni
Sinyabusi
Isithebe
Bamb'nkunzi
Maphumulo LM
Mandeni
Mangethe
Mhlubulweni
Mangeza
Newark
Tugela Mouth
KwaDukuza LM
Zinkwazi Beach
MANDENI LOCAL MUNICIPALITY: HUMAN SETTLEMENTS SECTOR PLAN
HOUSING BACKLOG (2011)
Scale: 1:225 000
Date: October 2022
Drawn By: P. Govender
Checked by: G. Watson
Coordinate System: WGS 84 (Lo 31)
N
W
E
S
mabune
Legend
Mandeni LM
Local Municipalities
Road Network
National
Provincial
Railway
Housing Demand (No. of Trad. Dwel. + Inf. Dwel. + Inf. Dwel. in BY)
Less than 145
Between 146 - 335
Between 336 - 698
Between 699 - 2712
More than 2713
Richards Bay
KwaDukuza
Project Area



Data Source: Statistics SA, Community Survey 2016: Provinces at a glance (Report 03-01-03)

Table showing: Housing Demand per Municipal Ward (Census 2011)

	Traditional dwelling		**Informal dwelling (Backyard)**		**Informal dwelling**		**Caravan**		**Housing Demand**	
Wards	Actual No.	%	Actual No.	%	Actual No.	%	Actual No.	%	Actual No.	%
Ward 1	432	3.99%	6	0.20%	1	0.06%	0	0.00%	439	2.82%
Ward 2	381	3.52%	7	0.25%	18	0.99%	2	14.84%	409	2.63%
Ward 3	146	1.35%	24	0.83%	31	1.69%	0	0.00%	200	1.29%
Ward 4	314	2.90%	24	0.83%	12	0.66%	3	17.41%	353	2.27%
Ward 5	1 087	10.05%	0	0.00%	1	0.06%	0	0.00%	1 088	7.00%
Ward 6	706	6.52%	1	0.04%	1	0.06%	0	0.00%	708	4.56%
Ward 7	286	2.65%	59	2.07%	258	13.99%	1	7.42%	605	3.89%
Ward 8	423	3.91%	11	0.39%	16	0.87%	1	6.42%	451	2.90%
Ward 9	502	4.63%	13	0.46%	2	0.13%	1	7.42%	518	3.34%
Ward 10	1 656	15.31%	3	0.11%	6	0.31%	0	0.00%	1 665	10.72%
Ward 11	867	8.02%	0	0.00%	0	0.00%	1	6.07%	868	5.59%
Ward 12	1 619	14.96%	528	18.46%	243	13.21%	0	0.00%	2 390	**15.38%**
Ward 13	3	0.03%	16	0.56%	23	1.26%	3	17.11%	46	**0.29%**
Ward 14	9	0.08%	4	0.14%	3	0.16%	1	6.42%	17	**0.11%**

Ward 15	13	0.12%	9	0.31%	3	0.16%	1	6.20%	26	**0.17%**
Ward 16	779	7.20%	678	23.72%	531	28.80%	0	0.00%	1 988	**12.79%**
Ward 17	643	5.94%	1 006	35.22%	587	31.85%	2	10.69%	2 238	**14.40%**
Ward 18	955	8.83%	469	16.40%	106	5.75%	0	0.00%	1 530	9.85%

Data Source: Statistics SA, Census 2011

Mandeni Municipality has identified Isithebe, Nyoni and Manda Farm as the main informal settlements within the municipality. Map 4.3 below depicts the location of these informal settlements and the structure count based on the KwaZulu-Natal 2018 Information, Location and Verification of Informal Settlements data. The map below shows that ISithebe has a structure count of 8 782, Nyoni with 147 and Manda Farm with 1 916. Isithebe informal area is the largest informal settlement in the municipality due to the industrial activity that is taking place adjacent to the settlement. The number of the dwelling structures could be a result of people migrating to the area to access employment opportunities. The photos below depict the proximity of the informal settlement to the Isithebe Industrial area.

C.6.11.3. Current Mandeni LM Human Settlements Demand Estimate

The calculation of the current Mandeni Local Municipality Human Settlements Demand was based on the following methodology:

- The Census 2011 data was utilised as base data;
- Structure Count was conducted per informal settlement to inform the number of informal structures not located within a backyard.
- The municipal annual growth rate was applied to Informal Structures located within a backyard as well as to a number of traditional structures and others.
- Subtraction of the number of housing units constructed since 2011 as well as currently in detail in the planning stage. The list of current human settlement projects in detail in the planning stage is included in Section 9.

The demand listed in Table, below excludes the number of housing units constructed within the municipality since 2011 as well as excludes housing projects approved which are currently in detail planning stage

Current and Predicted Housing Backlog per Municipal Ward

WARDS	Traditional dwelling			Informal dwelling (Backyard)			Informal dwelling				Caravan			TOTALS	
	2011	**2022**	**2027**	**2011**	**2022**	**2027**	**2011**	**2022**	**2027**	**2011**	**2022**	**2027**	**2011**	**2022**	**2027**
Ward 1	432	537	593	7	6	7	0	0	0	0	0	0	439	543	600
Ward 2	381	474	523	7	9	10	18	18	20	2	3	3	408	504	556
Ward 3	146	181	200	24	30	33	31	31	34	0	0	0	201	242	267
Ward 4	314	390	431	24	30	33	12	12	13	3	4	4	353	436	481
Ward 5	1 087	1 352	1 493	1	0	0	15	1 050	1 159	0	0	0	1 103	2402	2652
Ward 6	706	878	969	2	1	1	0	0	0	0	0	0	708	879	970
Ward 7	286	356	393	59	74	81	258	1 050	1 159	1	2	2	604	1482	1635
Ward 8	423	581	641	11	19	21	16	16	18	1	1	1	451	617	681
Ward 9	502	624	689	15	19	21	0	0	0	1	2	2	518	645	712
Ward 10	1 656	2 060	2 274	3	4	4	6	6	7	0	0	0	1665	2070	2285
Ward 11	867	1 079	1 191	0	0	0	0	2 542	2 807	1	1	1	868	3622	3999
Ward 12	1 619	2 013	2 222	528	656	724	243	243	268	0	0	0	2390	2912	3214
Ward 13	3	4	5	16	20	22	23	23	25	3	4	4	45	51	56
Ward 14	9	11	12	7	5	5	0	0	0	1	1	1	17	17	18
Ward 15	13	16	18	12	15	16	0	0	0	1	1	1	26	32	35
Ward 16	779	969	1 070	678	831	917	531	2 738	3 023	0	0	0	1988	4538	5010
Ward 17	643	800	883	1 006	1 237	1 366	589	2 542	2 807	2	2	2	2240	4581	5058
Ward 18	955	1 188	1 311	469	577	637	106	2 542	2 807	0	0	0	1530	4307	4 755
Total	**10 823**	**13 512**	**14 918**	**2 868**	**3 531**	**3 898**	**1 848**	**12 813**	**14 147**	**17**	**21**	**23**	**15554**	**29880**	**32984**
Total Number of Housing Units Constructed and Currently in Detail Planning Stage														**10412**	
Current Human Settlement Backlog														**19 465**	**20574**

Data Source: 1) Statistics South Africa, Census 2011;
2) 2022 Data – Own Calculation

C.6.11.4. Current Housing Needs

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

There is a need to address major problems such as land reform related issues in many parts of the municipal area. The majority of these areas are on land that is currently occupied by farmers. Some of these areas which belong to farmers are not utilized for commercial farming practices. Community residential unit is one of the priority projects that has been identified as a housing need within Mandeni. This project will be implemented through the assistance of the Department of Human Settlements once the budget is made available.

C.6.11.5. Housing Projects under Construction

The table below provides an overview of housing projects that are currently under construction on.

PROJECT NAME	WARDS	TOTAL UNIT YIELD	UNITS COMPLETED	UPDATE
Inyoni Slum Clearance	Wards 3, 7, 10, 11, 12, 13, 14, 15, 16, 17, 18	3020	1024	Construction of 508 across project sub phase 2 and 3 is underway. Funding approval for the bulk services infrastructure for sub-phase 4 has been granted. SCM processes within DOHS to appoint service providers for the installation of services are underway. Construction of top structures will commence once services infrastructure has been completed.
Isithebe Rural Housing Project	Ward 11, 12, 16, 17 & 18	2000	630	Project sub-phases 1 and 2 have been completed. Project sub-phase 3 consisting of 316 units (includes 16 OSS cases) is currently in construction
Macambini Ext 2 Rural Housing	Wards 1, 2, 8 and 9	2000	1750	Project sub-phase 5 consisting of 350 units is currently in construction

C.6.11.6. Housing projects at planning phase

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

PROJECT NAME	WARDS	CURRENT PROGRESS
Amanda Farm Housing Project	7 & 15	Pre-feasibility study – what type of housing to be built
Sikhonyana Housing project	6, 11 & 16	Planning Stage
Thorny Farm Housing project	3 & 4	Pre-feasibility study – assessing land if suitable for a housing project (land analysis)

C.6.11.6.1. Addressing Housing Backlog

Adaptive from the Human Settlements Plan is the housing backlog identified across the various wards within the Municipality. Furthermore, enclosed in the sector plan is a project pipeline that identifies various housing instruments and program most suitable to redress the housing backlog The above- mentioned informed for the following projects to be submitted to the Department of Human Settlements for funding assistance and implementation.

REFERENCE NUMBER	WARD	PROGRAMME	YIELD
HSP/202425/01	Ward 04	Urban Housing	450
HSP/202425/02	Ward 03	Serviced Sites	500
HSP/202425/03	Ward 05	Rural Housing	1250

C.6.11.6. Title Deeds Progress Update.

To date, the Municipality has made significant progress in promoting secure home ownership in the form of title deeds transferred to beneficiaries. The progress made up to date is illustrated below:

AREA	TITLE DEEDS TRANSFERRED
Sundumbili	161
Tugela	94
Hlomendlini	1242
Inyoni IRDP	282
TOTAL	1779

C.6.11.6.1. Title Deeds Resolution Committee

The Municipality is proud to report that the Title Deeds Resolution Committee is now operational. The Committee is processing cases with title deeds disputes that can be processed under the prescripts of the Title Deeds Restoration Grant. To date, the progress made is as follows:

- 450 files out of 450 beneficiaries for Sundumbili A & B have been verified and presented to the Dispute Resolution Committee
- This represents 100% of the total received files or the project.
- There are 124 matters ready to be prepared for transfer into the beneficiary's name and
- 201 beneficiaries have outstanding documentation and are being assisted by the appointed conveyancer to obtain the necessary documentation.

C.6.11.7. Special Needs Housing Projects

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

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

C.6.12. Telecommunications

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

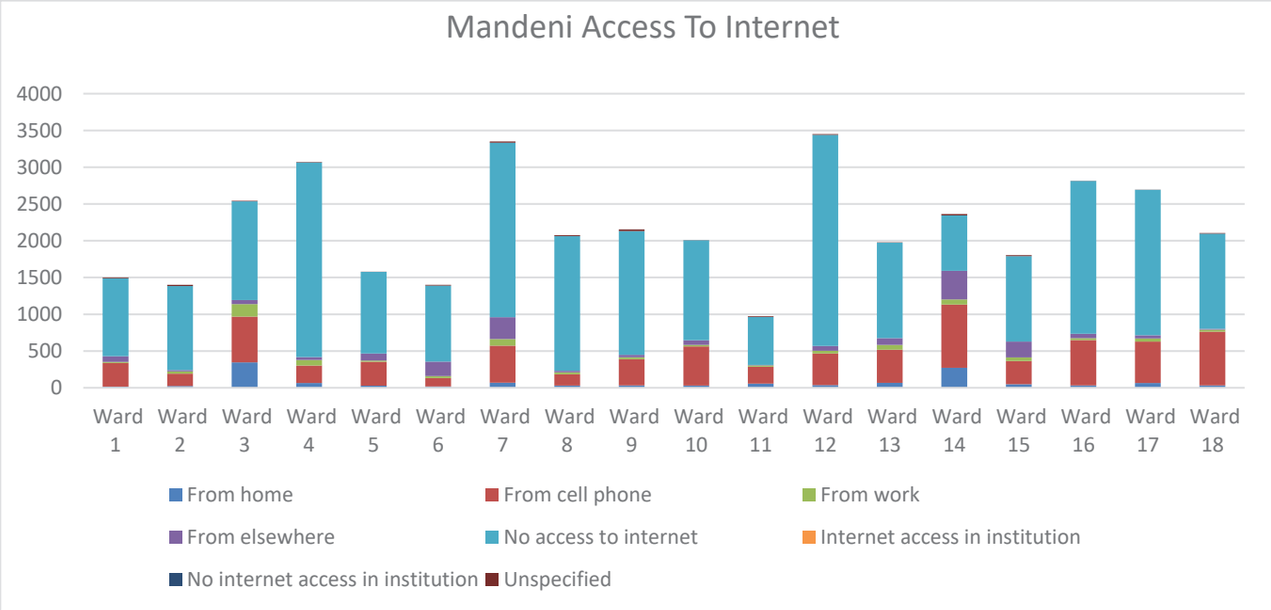
However, the NDP notes that while all South Africans should be able to acquire and use knowledge effectively, the high domestic cost of broadband internet connectivity is a major hindrance. To address this challenge in part, the South African government developed a national broadband policy and strategy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

C.6.12.1. Current Connectivity Status

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

Figure 35: Connectivity Status

Graph Shows: Mandeni access to internet



Source:

C.6.12.2. Household Access to Internet (Stats SA)

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

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

C.6.12.3. Required Investment (Costing)

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

The above costs also include 620Mbps of internet access, which is scalable (without additional infrastructure investment) as demand increases. Mandeni is the second biggest local municipality within the district in terms of government buildings requiring broadband access. There are a total of 10 buildings over a wide area, but not as large as KwaDukuza. The biggest cost driver is the Ndulinde library and Amatikulu iLembe office, which contribute to large optic fiber distances.

C.6.12.4. Mandeni broadband network costs

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

C.13. Basic Services Swot Analysis For Basic Service

Table Shows: SWOT analysis on basic service delivery

STRENGTHS	WEAKNESSES
• Approved policies and by-laws. • Approved infrastructure sector plans. • Committed staff compliment with family-like work culture. • Dedicated infrastructure grant funding. • National and Provincial Government support. • Strong leadership of the TSIDD. • Ongoing in-house TSIDD capacity and capability building initiatives. • Institutional knowledge of longer serving staff members.	• Insufficient number of skilled engineering and supervisory personnel. • Insufficient financial resources to properly manage aging infrastructure assets. • Insufficient number of mechanical plants and equipment. • Lack of appropriate MIS to support the TSIDD. • Lack of efficient support from internal support departments. • Reliance on grant funding for infrastructure development. • Heavier workloads on existing staff due to staff shortages negatively affects morale of staff
OPPORTUNITIES	**THREATS**
• Opportunity to expand the electricity distribution license of the municipality thereby increasing municipal revenue and reducing dependency on grants. • The Geographic location of the municipality has potential to attract investment that could improve infrastructure development. • Collaborative partnerships towards improved infrastructure development and management. • Collaborative partnerships towards capacity and capability development of the TSIDD. • Technological advancements and innovation in the engineering sector creates opportunity to improve efficiency thereby gaining more from scarce resources	• Insufficient financial resources prohibit proper infrastructure assets management thereby placing new and existing infrastructure assets at risk of dilapidation. • Climate change adds more burdens to already limited resources within the TSIDD. • Theft, vandalism and illegal developments negatively Affect infrastructure development programs. • Indigent population growth without growth in revenue increases backlogs and adds burden to constrained resources. • Reliance on grant funding as revenue streams are too small. • Insufficient number of skilled engineering and supervisory personnel. • Sparse and vast rural settlements increase infrastructure provision costs. • Scarcity of gravel borrow pits for maintaining the vast amounts of gravel/dirt roads. • Slow performing economy resulting in reduced grant funding. • Declining staff morale. • Land tenure not conducive for rapid infrastructure development. • Implementation of projects on slow pace due to budget cuts from National office this has resulted in numerous service delivery protests related to provision of housing

C.7. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

C.7.1. Functionality and capacity

Since establishment, the Mandeni Municipality has been involved in LED at a restrictive level mainly because of the lack of capacity and LED being a relatively new mandate for local government. Thus, LED strategy is based on a new approach which requires the municipality not to run LED projects itself, but to facilitate the setting up of institutional arrangements and creation of an enabling environment for business development. This is often referred to as “the new institutionalism”. As such, the role of the Mandeni Municipality in LED includes the following:

- Creating and strengthening multiple social and economic networks that support LED. This includes partnerships, associational networks, etc.
- Infrastructure development and maintenance as well as the delivery of
- reliable services.
- Developing and maintaining governance systems that give meaning to the notion of developmental local government. This includes a flexible yet effective land use scheme, enforceable by-laws, etc.
- Marketing and investment promotion working in support of structures responsible for promoting different sectors. This should focus mainly on the comparative and competitive advantages of the area and could be done via electronic and print media.
- Managing progressive property tax system. This will assume the form of Property Rates Act (PRA) and the associated systems.
- Promoting environmentally sustainable development. It is not local economic development at all costs.

It is necessary to structure the management and budget system and re-orientate the development agenda towards economic development for Mandeni Municipality to be able to perform these functions effectively. In addition, the LED Plan integrates the local economy and improves functional linkages with the regional, provincial and national economic development initiatives. A number of trade agreements have been signed with African and other countries, and areas like Mandeni can partake in the implementation of these trade agreements. The MLM adopts a strategic approach to LED and defines this key performance area as follows:

"The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation." (World Bank)

C.7.1.1 LED Capacity

The LED function falls within the Economic Development and Planning Directorate. While the mandate of this department covers municipal planning generally, LED is a program within the Department. It falls under the LED Manager, and includes the following.

- Local economic development strategic planning which includes preparation and review of economic development sector plans. Packaging and implementation of LED projects.
- Local Economic Development (Tourism, Business Licensing and SMMEs Development, Agriculture, Manufacturing). Participation in provincial and district LED initiatives.
- Developing and maintaining functional relationships with key stakeholders in the LED space.

Despite LED being recognized as an important function, very little resources are allocated to undertake LED effectively within the municipal area. The Department has to date 4 permanent staff members supported by interns funded by by either EDTEA or Municipal internal funds. The organizational structure is under review being review for the 2024/2025 FY.

In addition, the municipality has identified a need for an LED learnership program which seeks to create capacity within the municipal area and facilitate effective implementation of the LED projects. However, LED is a relatively new mandate for the municipality and a continuously evolving practice. As such, it is critically important to expand technical expertise through continuous training, networking and partnership with support organizations.

7.1.1 Functionality of LED Forums - Sector Specific Forums

The municipality has the following forums in place to deal with local economic development issues and ensure reporting on projects aligned to other programs coordinated by other sector departments and private sector. These forums are:

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

- Fully participate to the District Economic Cluster which seeks to advance the implementation of District Development Model through aligning economic development and infrastructure projects within the district.

The following are the stakeholders that the municipality is partnering with in developing SMMEs and improving the informal trading sector within the municipality:

- SAPPI
- Tronox
- iThala Bank
- SEDA
- Enterprise iLembe Economic Development Agent
- EDTEA
- COGTA

Currently, Mandeni has establishing Community Tourism Organization (CTO) which comprises of local tourism stakeholders whose roles are to ensure that all tourism activities and implementation processes within the municipality run smoothly. The CTO has also a responsibility for ensuring growth and expansion in the tourism's current status quo. Tourism sites located within the Municipality, including events, beaches, entertainment hubs and different aspects of nature tourism are identified in the report.

C.7.3. Scope of the Mandeni 2021 -2026 LED Strategy

The LED Plan was prepared and adopted in April during the 2021/22 financial year. It was worth mentioning that the plan has been designed to inform the next five years. During this five-year period, an annual review of the implementation plan would take place. It presents a shared vision for the future economic development of the area while also serving as a strategic guide for rational decision-making, coordinated budgeting and integrated development. This MLM LED agenda focuses mainly on the following to promote local economic development:

- Provision of infrastructure and quality and reliable services.
- Facilitating the development of key economic sector
- Providing support to emerging business.
- Coordinating district and regional economic development.
- Promoting and marketing the district for investments

C.7.7. Policy / Regulatory Environment and Alignment

C.7.7.1. Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (PGDS), which is aligned to the NGP presents the 2030 development vision and outlines a medium to short term development program for the KwaZulu- Natal (KZN) province. It identifies seven (7) strategic goals and thirty (30) strategic objectives towards the attainment of the vision. This newly reviewed Mandeni LED strategy has integrated the principles and strategic goals outlined within the PGDS and customized them to find meaning in the local context, thus making this LED Strategy not just a tool for coordinating development locally, but also a means for the practical implementation of governments economic development program.

However, the achievement of these objectives and attainment of the goals hinges on the nature and extent of collaboration and partnership among the various social partners, in particular, business, organized labor, civil society and the different spheres of government and state-owned enterprises under the leadership of the KZN Government (PGDS, 2016).

C.7.8. National Development Plan (NDP)

The focus of the National Development Plan (2030) is the elimination of poverty and the reduction of inequalities in South Africa. It is a development agenda aimed at reshaping South African cities, towns, rural settlements and infrastructure development. The NDP - 'vision 2030' is a strategic plan that guides development at a national level over the short to medium term. It commits the National Government to undertaking development that breaks away from apartheid type of planning and is based upon a detailed diagnosis of issues and challenges that confront the country namely, unemployment, poverty and inequality.

The NDP also outlines a number of strategic interventions to address these issues. Among these are the following:

- Economic development and job creation.
- Expanding infrastructure.
- Transitioning to a low carbon economy.
- Building an inclusive and integrated rural economy.
- Positioning South Africa to seize opportunities of globalization.
- Improving education, innovation and training.
- Each of these is critical for the future development of Mandeni Local Municipality and should be mainstreamed in the LED Plan for the municipality.

C.7.9. Regional Spatial Economic Development Plan: Strategic infrastructure program

The landscape of South Africa, create a significant number of new jobs, strengthen the delivery of basic services to the people of South Africa and support the integration of African economies. The Presidential Infrastructure Coordinating Commission (PICC) with its supporting management structures has been established to integrate and coordinate the long-term infrastructure build.

This infrastructure plan is based on an objective assessment of the infrastructure gaps through spatial mapping which analyses future population growth, projected economic growth and areas of the country which are not serviced with water, electricity, roads, sanitation, and communication. Based on this work, eighteen Strategic Integrated Projects (SIPs) have been developed and approved to support economic development and address service delivery in the poorest provinces. Each SIP comprises a large number of specific infrastructure components and programs (Economic Development Department, 2018). The iLembe Spatial Economic Development Strategy commits the iLembe District family of municipalities (4) to developing a sustainable region with the following being the strategic pillars:

- A Diverse & Growing Economy: Sustainable regions are those that are productive, economically diverse and which provides employment for all
  - A Livable Region: The citizens of a region live within environments that provide amenity, convenience, and choice to a range of facilities and activities.
  - Living in Harmony with Nature: Where human settlement co-exists in mutual harmony with the natural resources of a place.
  - Promote Social Well-Being: The development of secure, stable and healthy local communities.
  - Equity of Access: Where citizens of a region have improved access to a range of urban and economic opportunities.

This LED Strategy is aligned to the above strategic pillars on which the iLembe Spatial; Economic Development Plan is based and considers objectives set by the district.

C.7.10. The Mandeni Informal Economy

The Mandeni Municipality has an Informal Traders Policy in place. The policy was Developed during the 2021 - 2027, to regulate the informal economy for a period of 5 years therefore the informal trader's policy has been designed to align with the current term of council. The survey of the Informal Trading sector within the MANDENI was conducted in 2010 revealed that more than 90% of traders had chosen to engage in informal trading as a result of not having jobs or losing a job. This indicated the significant role that Informal Trading played dealing with unemployment. Also significant was the fact that most of the traders were female; this form of business activity is increasing because of its flexible working hours as well as the opportunity it provides for additional income generation for the poor. Review and adoption of the policy takes place on an annual basis where its policy is amended and where necessary and tabled at municipal annual policy review sessions. It is noteworthy that the adoption of the policy is informed by an informal economy committee and aligned municipal term of council thus strengthening the integrated relations.

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

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

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

C.7.11. Municipal Adoption of EPWP Policy As Aligned to Phase 3

Mandeni Municipality together with the Department of Public Works has implemented three programs namely, Infrastructure, Social and Environment and Culture. These programs are efficiently and effectively reported timeously on the EPWP Reporting System. The aim of these strategic long-term programs is to reduce unemployment and alleviate poverty through the creation of sustainable livelihood jobs. The revised policy requires that municipal funded projects (Grass Cutting) set aside percentage indicators for EPWP. As of July 2023, to June 2024 the municipality has underwent recruitment process of EPWP Participants this is for a period of 12 months, thus participants commenced duty as of 1st of July 2023. During the 2023/2024 FY 250 Zimbambele participants were recruited from the following wards:

Table Shows: 2023/24 & 2024/25 Budget allocation comparison

Number of beneficiaries	**Wards affected**	**Budget Allocated for 2023/2024**	**Budget allocation for 2024/2025**
Zibambele Program			
250	2, 3, 4, 7, 9, 10,13, 14, 15, 16, 17	R 2 553 000.00	R 2 410 000.00

EPWP- Zimbabele Project is currently operating in 11 in Mandeni and according to new ministerial determination of circular XX, the new wage rate for workers employed in EPWP program is now R121.28 for general assistance and R139.52 for team leader per day.

EPWP Grant Funded Sectors

It is worth mentioning that the revised project list has been submitted and approved by the Department of Public Works and the projects / sector funded will be covered as follows:

Project	**Number of Participants**	**Number of working days per month**	**Duration of Contraction**
Zimbambele	205	08	12 months
EPWP – Zibambele Cleaners	08	08	12 months
EPWP Zibambele Grass Cutters	09	08	12 months

EPWP Zibambele Liter picker	22	08	12 months

Community Works Program – CWP

The program was initiative of COGTA as means to provide to provide employment to communities. CWP is no longer under the Insika Foundation as COGTA has taken over, as a results participant now report to COGTA directly. During the current financial year CWP did not recruit new participants due to excess number of participants the program had therefore priority was given to other provinces. The following table shows the existing number of participants the program has enrolled per at ward level.

Table Shows: Ward participants

Ward Number	Participants enrolled	Drop-outs	Total Current Participants
1	46	0	46
2	88	1	87
3	59	1	58
4	57	2	55
5	86	2	84
6	50	1	49
7	57	2	55
8	56	3	53
9	52	1	51
10	108	1	107
11	63	1	62
12	71	1	70
13	48	1	47
15	44	0	44
16	76	0	76
17	47	1	46
18	55	1	54
Total	**1124**	**19**	

C.7.12. Strategic Economic Analysis and Interventions

As a means to contextualize the role of Mandeni and provide a broader framework for a detailed analysis of the municipality's economy, it is important to consider the status of Mandeni's economy within its provincial context and benchmark this against other regional economies in KwaZulu-Natal. It is undeniable that eThekwini is the economic powerhouse of KwaZulu Natal.

Given the economic activities that take place within eThekwini, it is not surprising that the total provincial output is predominantly concentrated in the metro. This is followed by uMgungundlovu and uThungulu District. iLembe district is the 4th largest GDP contributor in the province. Manufacturing and Agriculture are the main economic sectors in the district. They are both the main contributors to the District GDP and source of employment.

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

The prior analysis of the Mandeni LED Plan can be summed up as follows: iLembe district is the 4th most contributor to KZN economy contributing only 4% towards the provincial real GDP;

- The manufacturing sector is the largest contributor to the Mandeni GDP and Agriculture is the second largest contributor to the GDP.
- Mandeni is the second most contributor to the district's GDP.
- Manufacturing and agriculture sectors are the main sources of employment in iLembe.
- Manufacturing sector is the largest contributor to the GVA of Mandeni.

Approximately 55% of the households in Mandeni earn R1 – R54 per day, which is negligible to sustain a household; Undoubtedly manufacturing and agriculture are the key sectors in Mandeni. The district and the provincial government acknowledge the significance and the potential the municipality upholds in these sectors. The municipality should engage its efforts by facilitating appropriate.

C.7.13. Sector Analysis: Manufacturing

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

- The core infrastructure and service strengths of the location remain relevant.
- Access to labor.
- Impact of HIV/AIDS.
- Weak business-to-business networking.
- Disconnection between Isithebe and surrounding communities (especially Sundumbili);
- Many firms have not developed significant competitive advantage.
- iSithebe is showing signs of some decline but is by no means in crisis.

The industrial estate continues to be an effective manufacturing hub, offering cost-effective production space to prospective investor's midway between the important import and export facilities offered by Durban and Richards Bay. An important point to note is the current unrest/protests which are taking place in Isithebe. This poses a great challenge to the industrial estate as this discourages investors from

C.7.13.1 Key Manufacturing Issues

iSithebe is well-run and provides a solid operating environment. It is well placed to participate in the momentum created by the multi-modal logistics platform for the Durban- Richards Bay corridor. The rail links between the King Shaka Airport and Richards Bay harbour are an important component of this advantage. iSithebe has been identified as the likely base for an industrial development zone (IDZ), and planning is under way to bring this about despite there being very little progress on this project since the previous LED Strategy (Mandeni 2017 LED Strategy) was developed. IDZs come with concessions and incentives, designed to accelerate industrial investment in the new globalized environment. The following key issues within the manufacturing sector could benefit Mandeni Municipality should the municipality avail the much-needed manufacturing/ industrial hub:

- Manufacturing is important to KwaZulu-Natal and clothing and textiles form a significant part of the economy. More than 40% of South Africa's textiles are produced in this province.
- The **clothing sector is the largest** employer within KwaZulu- Natal's manufacturing sector and Isithebe is a major contributor to KZN'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.
- South African footwear is manufactured in KwaZulu-Natal. The textile sector is well developed, especially in cotton and cotton/synthetic blended products. There are also fabric and garment knitters and the country's primary undergarment manufacturer is located in the province. A variety and diversity of yarns, fabrics, home textiles and industrial textiles are also manufactured.
- The clothing sector is also well established in KwaZulu-Natal, with approximately 525 clothing firms; A few very large manufacturers have developed a strong export base as well as supplying the domestic

market. The majority of clothing manufacturers fall into the medium- sized category (50 to 200 employees) and there are approximately 400 small, medium and micro enterprises that act as sub-contractors to the rest of the industry. This latter group also supplies the informal sector, which is growing rapidly investing in the area

Because of its labor-intensive nature, employment generation is an important benefit of this industry, particularly for women workers who often comprise a large proportion of the manufacturing 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 that collaborative efforts are beginning.

C.7.14. Tourism: KZN Tourism Market

Whereas the world experienced 3.8%, Africa 3.6% and South Africa 10.2% growth in the tourism industry, KZN Province did not benefit from the boom but rather experienced a negative growth of - 1.8%. Annually KZN receives ±891 822 foreign visitors, average spend per visitor is ±7 517 per trip per day and the expenditure (total market values) is R6.7bn. According to South African Tourism, the length of stay (nights) for these tourists is 6.9 and the main overseas source markets are UK, USA, Germany, India and Netherlands.

Destinations Visited in KZN - Durban is the most visited followed by Elephant Coast, Drakensberg, Zululand and Pietermaritzburg.

Tourism KwaZulu-Natal has demonstrated 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 the KZN Strategic Plan receive the support and investment to realize the vision of making KZN Africa's leading tourism destination. The KwaZulu-Natal tourism industry is a 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.

C.7.14.1. Mandeni Tourism

The primary factor that attracts tourists in the Municipal area is its beaches, estuaries, nature reserves and historical sites, the wildlife and Zulu culture. The nature reserves include the Amatigulu Nature Reserve, Ngwenya Nature Reserve, Ndulinde Hills and Ndondakusuka 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".

Sector plans developed by the municipality have identified a number of key tourism products found within the municipal boundary, their challenges and suggested ways to tap in the opportunities. Some of the key sector plans that have provided insightful information in the tourism sector include the Tourism Strategy, Feasibility Report & Business Plans for Catalytical Projects and the Mandeni

Municipality Infrastructure Development Summit Summary Report. These reports identified some of the potential tourism products in Mandeni.

7.14.2. Tourism Development Key Projects

- Ngwenya Nature Reserve: - Mandeni Municipality will continue to collaborate with the private sector in ensuring that the proposed Ngwenya Nature Reserve tourism development projects.
- Thukela Resort Lifestyle: - Mandeni Municipality will continue to collaborate with the private sector in ensuring that the proposed Thukela Resort Lifestyle development projects.

- Inyoni Craft Market: - Mandeni Municipality will continue to collaborate with the private sector in ensuring that the proposed Inyoni Craft Market development projects.
- Establishment of Dokodweni beach tourism node
- Establishment of a community art center as one of the priority creative industries that will provide community, art organizations and individuals with opportunities to participate in artistic, craft and cultural activities.

7.14.3. Events Tourism

Mandeni municipality has taken a principal decision to retain and support the key events which have contributed towards rebuilding the social fabric through bringing tourism opportunities to the doorstep of our community. These events will need to be repackaged to ensure that there is a lot of private sector involvement and support via the creation of events linked accommodation and restaurant packages. Amongst the annual tourism events to be carried out are as follows:

- Mandeni Dokodweni Beach Music Festival
- Annual Mandeni Home Coming Picnic,
- The Tugela River Raft Race,

7.14.4. Commercial Sector: Overview of Commerce Sector

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. Renckens Super spar is the largest store in the area. In addition, there are other stores such as Shoprite in the area. Also scattered throughout the Municipality are some spaza shops operated by local people. There is an established service sector but there is still opportunity for growth. 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. There is also a problem in terms of accessing a market for services.

C.7.14.5. Small to Medium Enterprises

Small- and medium-sized businesses are an important source of dynamism and employment, as well as opportunity for new entrants. Attention is required to:

- Stimulate entrepreneurship especially in historically disadvantaged communities.
- Strengthen support mechanisms for SMEs, including business and skills development.
- Ensure the regulatory regime is conducive to small business needs and abilities.

SMMEs in Mandeni focus their business on the following activities: Tourism, catering & accommodation, retail trade and allied services, construction, manufacturing, restaurant & tavern, dairy farm, general dealer, supermarket, butcher, professional & financial services, bricks/ blocks manufacture, burial services, liquor retail, consumer sales & other services, motor repairs, beauty salon, arts and crafts, bakery, cleaning services, computer repairs, electrical appliance, hardware retail, laundry services, light engineering services, radio & TV repairs, clothing and textile, and security services. The municipality in partnership with the Department of Corporative Governance and Traditional Affairs has established Youth Enterprise Park creating a conducive workspace for Mandeni's youth entrepreneurs to operate their businesses. Focused support should be given to small businesses, in particular Spaza Shops & Informal Sector. Spaza shops are particularly important, as they are in themselves offer self-employment and job creation at economic entry level whilst also

improving the circulation of money within townships and rural areas. They also serve as a market for locally produced goods, and they provide convenience shopping for the local community yield an export.

C.7.14.6. Reasons for Choosing Mandeni as a Working Environment

SMME surveys administered by Urban Econ in Mandeni indicated the following as key points that attracted SMMEs to establish business in Mandeni Municipal area:

- Close-by to home.
- Only available area.
- Industrial area convenient for business growth.
- Land availability.
- High demand.
- Low competition.
- Potential for business to grow and close to target market.
- Cheaper labor at that time to recruit.
- Government subsidies at that time to those who wanted to open business.
- Land availability.
- Good infrastructure including road, rail, harbor, etc.

C**.7.14.7. Institutional issues**

No access to formal training and, as a result, lack of skills in particular as regards basic economic skills and managerial expertise. Lack of formal schooling sometimes even results in illiteracy leading to limited access to formal finance and banking institutions. Reliance on self-supporting and informal institutional arrangements, and government regulations in areas such as business start-up, as regards cumbersome, time demanding and costly procedures for business registration. The lack of access to official social security schemes has brought additional burden as result fewer market opportunities due for instance to non-compliance to national and international standards and lastly High competition.

C.7.14.8. Economic issues

Excessive registration and transaction costs of starting or operating businesses; Limited access to technology.

- High inflation.
- Lack of opportunities for bulk purchase of inputs.
- Low incomes or lack of regular income as household consumption competes for the use of business earnings.
- Lack of working capital: credit has to be obtained from informal sources such as friends or relatives or non-banking financial agencies with unfavorable terms;
- Insufficient funds do not allow for further investments.
- Conflict with formal business and Problems with workers (turnover, absenteeism)

C.7.15. Green Economy

The green economy is defined as an economy that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. A green economy approach reflects a shift in thinking from a ‘business as usual’ neo economic approach, which considers the environment as an infinite resource from which to grow the economy, to one that recognizes that the environmental system has that the economic sub-system should be embedded within, and shaped by, the environmental assets and services available in a particular region.
iLembe has been identified as the renewable energy hub in the province.

The renewable energy components manufacturing hub is one of the sectoral development hubs in the province of KwaZulu- Natal. Each district is targeted to house an industrial hub to support the provincial industrial development zones based on its comparative advantage. The envisaged location for the hub is within Isithebe Industrial Estate in Mandeni, on a serviced 50 ha piece of land.

The targeted markets for the hub will be, among others, green industry project developers, manufacturers, energy services companies, consultancies, SMMEs, cooperatives, youth enterprises, research institutions, test laboratories, training providers and engineering companies. Related investments will thus be necessitated by the renewable hub project in the district as informed by the targeted markets.

C.7.16. Land Use Management

Initially, land use management within the Mandeni Municipality was regulated in terms of a plethora of legislation. Most of these have now been repealed and replaced with the KwaZulu-Natal Planning and Development Act (PDA). The PDA empowers the municipality to introduce systems and procedures for land use management and take decisions independently. This introduces new challenges for the Mandeni Municipality, and these are: Development of a Land Use Management System
Creating internal capacity to handle an increased volume of applications as the municipality takes responsibility for applications that were previously handled by the provincial government. This is required in order to avoid unnecessary and costly delays.

Mapping of the process and ensuring that all those involved in the assessment of application and decision making perform their tasks on time, and decisions taken are informed and based on complete information.

The municipality has finalized the Development of its Single Land Use Scheme (wall-to-wall scheme). The Single land Use Scheme was approved by Council in June 2022 and is currently being implemented when processing development applications.

C.7.16.1. Municipal land use management scheme

To further ease of doing business in Mandeni, the municipality has embarked on a process of zoning certain areas of Town ship as Free Entry for Business. Thus this has informed the amended Municipal Town Planning Scheme. In this regard free entry means business of informal trading in nature and business such as doctors' rooms. In doing so the municipality anticipates growth of small businesses.

C.7.17. Strategic programs and responses

C.17.1. Supporting Local Tourism

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

C.7.17.2 Local Farmers

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

The main purpose of the project is to ensure that Mandeni has sustainable production of agricultural goods that will be taken to Manchester Farm where dispatching, processing of goods will take place to neighboring markets for retail. Currently the program/ project is still in the planning phase, land for the program has been acquired by the Department of Rural Development

and Land Reform. Another partnership the municipality has is with Enterprise iLembe, which seeks to assist local farmers with linking them with relevant markets, for instance, the School Feeding Scheme program with the Department of Education strategy that will be good for business - and investors - in South Africa.

7.17.3. Programs Targeting to Improve competitiveness Of SMME's /Co-Operatives

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

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

The Contractor Development Program is aimed at uplifting and empowering previously disadvantaged entrepreneurs and emerging contractors by providing them with opportunities in the building/construction industry.

C.7.17.3. Quick Wins Program

The municipality continues to proactively prioritized LED projects that are aimed at assisting SMMEs in various ways, for example, pro-local and development policies, such as the Supply Chain Management Policy which favors the use of local businesses, services and goods, as well as a policy on emerging contractor development, embarked on SMME Strategic support program (Quick Win) which is an initiative aiming to build capacity and fund small enterprises which are considered to be sustainable and have potential for creating job opportunities to help dynamic and committed entrepreneurs to grow their own businesses. Over 200 businesses in Mandeni will be assisted through this program in the 2024/25 financial year, that includes Local SMME's, Cooperatives and Informal traders. The municipality adopted Contractor Development Program (CDP) strategy to unlock growth constraints, to develop sustainable contracting capacity and to elevate enterprise development of previously disadvantaged individuals. During the 2022 financial year the municipality has assisted more than fifteen (15) contractors through Municipal construction projects. The program created over 100 job opportunities which was a plus to the municipality unemployment.

C.7.17.4. Support For Small Scale Traders

In partnership with Mandeni Municipality, the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) is pioneering a ground-breaking LED.
Initiative coined as Bulk Buying program which is aimed at lowering the costs of sales for local small-scale traders. This program will allow local small-scale traders to be competitive and be able to expand their market share and participate in the retail value chain. This is part of government efforts to transform and revitalize township and rural economies to foster inclusive growth. This is a new ground- breaking program which has assisted more than 350 small scale traders within Mandeni.

7.17.5. Township Economy

Transforming the Mandeni economy relies on promoting and securing the full participation of township and rural economies within the mainstream economy. Township enterprises are diverse, with high rate of informality and provide a range of goods and services to meet the needs of township communities. The township economy in Mandeni is characterized by small-scale, labor-intensive, largely unregulated, and unregistered wide and diverse economic activities, ranging from spaza shops, street vending, hair salons, shebeens, minibus taxis, to mechanical services, manufacturing, burial societies, stokvels, waste pickers and recyclers and childcare services.

These are largely micro-enterprises with low capital and low skills base. The main township economic activities include agriculture, manufacturing, retail, personal and household services, business services, transportation, and tourism. Economic activity of many townships is generally limited to retail trade (frequently informal trade), transportation, and government services. Growth in these sectors is often stifled by lack of access to land, funding, economic infrastructure, low skills and educational levels and poor transport systems. The entrepreneurs in this sector are often not registered, do not pay taxes, have no trading license and thus are not included in mainstream economy; and as such they are not able to benefit from the support programs of government. It is however labor-intensive sector often completed by individuals or cooperatives. Township businesses are not graduating from small and survivalist businesses into sustainable SMMEs that can compete in the formal marketplace. New entrants require support to grow and strengthen their businesses to fully access the mainstream economy, especially marginalized groups.

There is little Enterprise Development/ Supplier Development spend in the township economy. There are no buy local campaigns underway to encourage civic pride and consumerism. The township economy is not being measured and evaluated on a continuous basis. The municipality working in partnership with the Department of Economic Development, Tourism and Environmental Affairs has been working on the formalization of township and rural economies for the purposes of improved traceability, support, government planning and budgeting across the sector. Formalization allows for improved accuracy in measuring the contribution of township SMMEs to South Africa's economy. Formalization will be promoted for informal and micro businesses including spazas and general dealers, newly launched personal care facilities (hair and beauty salons, massage parlors), informal and micro restaurants and tsunamis, and fruit and vegetable vendors. About 480 informal businesses were assisted to register on the database of SMMEs in 2020 November. The KZN Department of Economic Development, Tourism, and Environment Affairs through Operation Vula also approved numerous township and rural programs to promote local competitiveness, through the production of goods and services in effective sectoral value chains. These are segmented across the following categories:

- Panel beaters, motor mechanics, auto, auto-fitment centers
- Clothing and textiles

- Butcheries
- Markets
- Trading spaces
- Release of land

C.7.18. Ease of Doing Business/ Red Tape Reduction

To remain a preferred location for business and to attract new investment, the municipality needs to reconsider its business processes, in particular the development approval processes. The speed at which development is approved will amongst others determine the competitiveness of the municipality as an investment destination. It becomes critical therefore red tape reduction and the ease of doing business in Mandeni becomes a major consideration. Responding to the growing demand for practical approaches to address Red Tape, the municipality through Vuthela iLembe LED Support Program has developed a facilitation model for Red Tape reduction. The model aims at supporting property developers and investors in the reduction and avoidance of bureaucratic costs by facilitating a multi-stakeholder discussion and a joint action process through a Multi-Stakeholder Engagement Framework. Key recommendations:

- Develop a joint iLembe Investment incentive Strategy that should help with the retention of business and development of new economic precincts.
- Establish dedicated committees working on applications to prioritize strategic infrastructure development and business development projects.
- Collaboration with other government departments to coordinate the statutory approval processes.

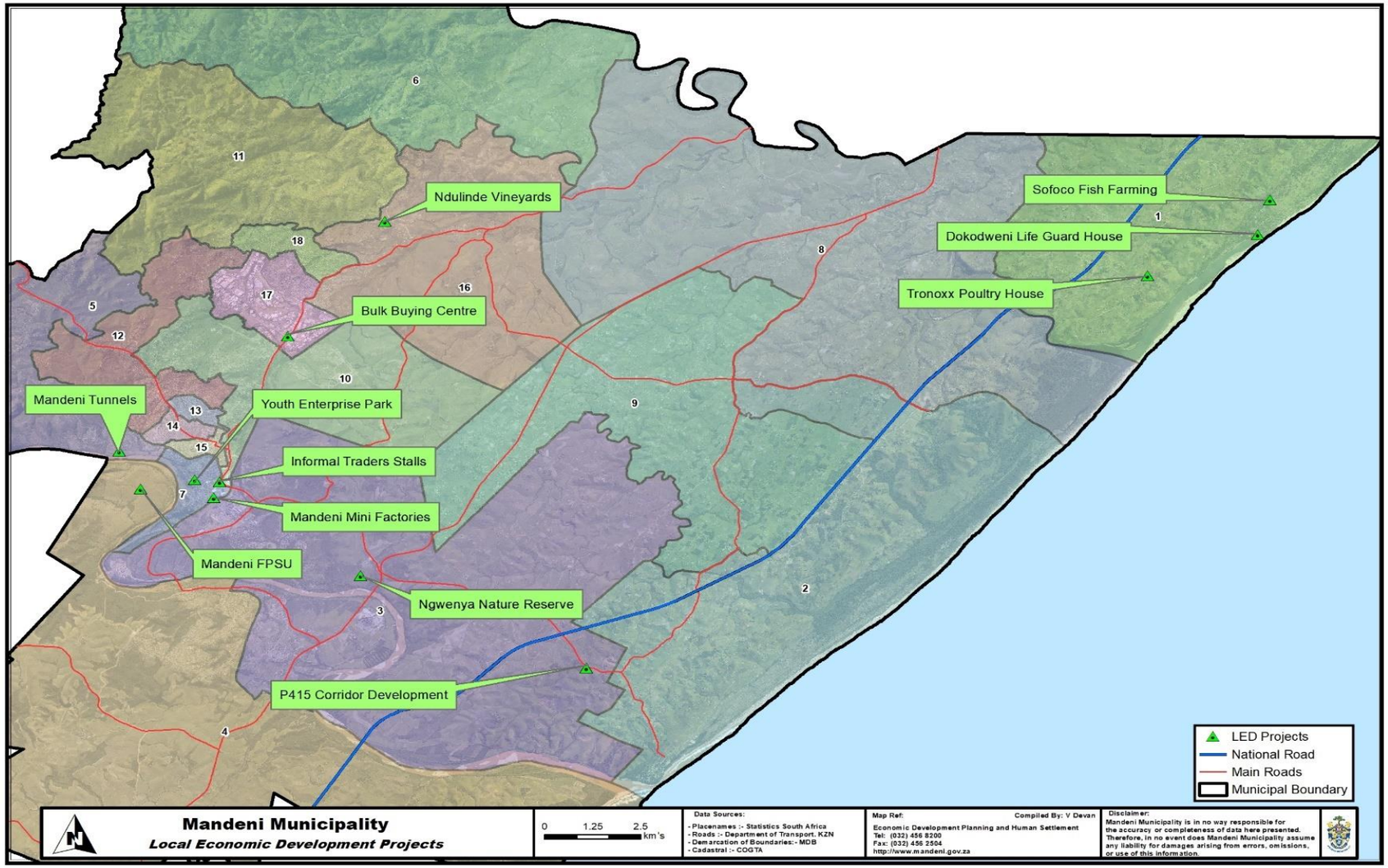
The table below outlines the municipal Draft budget for 2024/2025 -2026/2927.
The budget contains projects and programs the LED unit will be embarking upon.

C.7.20. LED Project / Program Budget Allocation for 2024/2025

FINAL DRAFT LED BUDGET 2024/2025					
EDPHS					
VOTE NUMBER	SDBIP DESCRIPTION	DRAFT BUDGET 2024-25	BUDGET VAT EXCLUSIVE 2024-25	BUDGET EXCLUSIVE 2025-26	BUDGET EXCLUSIVE 2026-27
O1232-1/IE00844/F0041/X098/R0100/001/EDP	SMME Capacity building programmes	20 000.00	20 000.00	20 920.00	21 882.32
O1232-1/IE00632/F0041/X098/R0100/001/EDP	SMME Capacity building programmes	50 000.00	50 000.00	52 300.00	54 705.80
O1235-2/IE00632/F0041/X098/R0100/001/EDP	Convene LED Forums	30 000.00	30 000.00	31 380.00	32 823.48
O1232-1/IE00628/F0045/X096/R0100/001/EDP1	SMME Capacity building programmes	20 000.00	20 000.00	20 920.00	21 882.32
O1293-11/IE00671/F2496/X096/R0100/001/EDP1	SMME Capacity building programmes	50 000.00	50 000.00	52 300.00	54 705.80
O1293-11/IE00632/F2496/X096/R0100/001/EDP1	Heritage Walk and Lecture	20 000.00	20 000.00	20 920.00	21 882.32
O1249-1/IE00694/F0041/X104/R0100/001/EDP1	Enterpreneur Support Programme	300 000.00	260 869.57	272 869.57	285 421.57
O1304-3/IE00694/F0041/X098/R3653/001/EDP	Youth enterprise park			-	-
O1303-3/IE00843/F0041/X104/R0100/001/EDP2	Vuthela LED Program			-	-
O1304-2/IE00632/F0041/X093/R3648/001/EDP	Tugela Raft Race			-	-
O1232-18/IE00694/F0041/X104/R0100/001/EDP	Tourism Enterprenership Support	150 000.00	130 434.78	136 434.78	142 710.78
O1244-8/IE00694/F0045/X098/R0099/001/EDP1	Mandeni Beach Festival	1 500 000.00	1 500 000.00	-	-
O1304-2/IE00694/F0041/X096/R3638/001/EXEC	Tugela Raft Race	400 000.00	347 826.09	354 782.61	361 878.26
O1355-2/IE00645/F0041/X087/R0100/001/EDP	Tourism Branding	50 000.00	50 000.00	51 000.00	52 020.00

O1355-3/IE00694/F0041/X087/R0100/001/EDP	Tourism Indaba	150 000.00	130 434.78	133 043.48	135 704.35
O1355-4/IE00694/F0041/X087/R0100/001/EDP	Tourism Sites Revival Signage	200 000.00	173 913.04	177 391.30	180 939.13
O1232-19/IE00694/F0041/X104/R0100/001/EDP	Agriculture Development Strategy			-	-
O1355-5/IE00694/F0041/X087/R0100/001/EDP	Tourism Strategy	500 000.00	434 782.61	443 478.26	452 347.83
TOTAL CONTRACTED SERVICES		**5 420 000.00**	**4 950 434.78**	**3 148 811.30**	**3 241 596.71**
O1235-2/IE00583/F0041/X098/R0100/001/EDP	Convene LED Forums			-	-
O1303-1/IE00549/F0041/X098/R0100/001/EDP	SMME Fair and exhibition	300 000.00	300 000.00	313 800.00	328 234.80
O1303-3/IE00584/F0041/X098/R0100/001/EDP	LED VUTHELA			-	-
O1235-2/IE00571/F0041/X098/R0100/001/EDP	Convene LED Forums	20 000.00	20 000.00	20 920.00	21 882.32
O1305-1/IE00599/F0041/X098/R0100/001/EDP	Support for Agricultural projects	50 000.00	50 000.00	52 300.00	54 705.80
O1227-1/IE00571/F0041/X098/R0100/001/EDP	SMME Capacity building programmes	20 000.00	20 000.00	20 920.00	21 882.32
O1249-1/IE00758/F0041/X104/R0100/001/EDP1	Enterpreneur Support Programme			-	-
C0285-2/IA01952/F0002/X096/R3639/001/EDP1	Construction of market stalls at Mandeni CBD	3 000 000.00	2 608 695.65		
C0239-2/IA01952/F0002/X006/R0100/001/EDP1	Revamping of Sibusiswe Market Stalls and Sundumbili informal traders		-		
C0239-3/IA01952/F0002/X098/R3645/001/EDP	Construction of Mini Factories at Khenana Phase 2	3 000 000.00	2 608 695.65	2 608 695.65	
TOTAL CAPEX		**7 000 000.00**	**6 086 956.52**	**2 608 695.65**	**-**
TOTAL BUDGET (OPEX & CAPEX)		**27 940 124.57**	**26 334 472.40**	**21 728 862.48**	**19 917 655.46**

C.7.20.1. Map showing spatial representation of LED Projects for 2024/2025



Goals	Strategies	Projects/Programs	Timeframe	Budget (R)	Key Performance Indicators	Supporting Partners	Progress for 2023/2024
1: Expansion Of The Agricultural Sector	1.1. Improvement of coordination between all parties critical to agricultural development	1.1.1. Develop a formal platform for frequent engagement between Agricultural Associations, municipal officials and other relevant stakeholders	Short term	R 30 000	Meeting minutes, established platform	Agricultural associations, DARD	
		1.1.2. Regular identification of the farmers needs to be highlighted through a farmers association database which has to be updated regularly	Continuous	R40 000	Publish of agricultural needs	EDTEA, DARD	
	1.2. Encourage the development and expansion of the agriculture sector	1.2.1. Ensure good agriculture land is reserved for agriculture production use (i.e. ensure that not for other land uses such as housing or other activities)	Continuous	No budget needed	Demarcation of good agricultural land on spatial plans	DARD	
		1.2.2. Identify areas where agricultural production can be intensified and identify opportunities for the intensification of agricultural production	Short term	No budget needed	Mapping and documentation of areas where agricultural production can be intensified.	DARD	
		1.2.3. Facilitate the establishment of farmers activity clusters	Short term	R 50 000	Established cluster	Mandeni LM, DARD	
2: Expansion And Diversification Of The Manufacturing	2.1. Improve SMME participation within the manufacturing	2.1.1. Assist SMMEs in packaging funding applications to existing funds for manufacturing opportunities	Continuous	No budget needed	Signing of funding forms	COGTA	

Sector	sector	2.1.2. Formalizing SMME's that are not already formalized which includes helping new SMMEs with the registration and compliance processes.	Continuous	R 3 000 per SMME	Register of SMMEs formalized	SEDA, COGTA, EDTEA, Enterprise iLembe	

		2.1.3. Facilitate partnerships between local SMME's and local big companies for downward beneficiation including procurement and incubation programs	**Continuous**	**R 150 000**	**Meeting minutes, attendance registers**	**SEDA, COGTA, EDTEA, Enterprise iLembe**	
	2.2. Improve Business Retention and Expansion	2.2.1. Facilitate the development and roll- out of an improved Business Retention and Expansion programmed that can be run between the Local Municipality and business bodies	Continuous	No budget needed	Meeting minutes, attendance registers	EDTEA, TIKZN, Private sector	
		2.2.2. Targeted reduction of red-tape and municipal administrative processing times	Continuous	R 160 000	Reduced administrative processing time	COGTA	
	2.3. To promote investment and boost the local economy	2.3.1. Monitor and evaluate the success of the Business Retention Program	Continuous	R 400 000	Document the number of businesses in the LM	EDTEA, COGTA, Mandeni LM	
		2.3.2. Develop a business aftercare program for new and existing businesses that have been established for less than 3 years	Continuous	R 455 000	Business Needs Survey Report, improved Business retention and expansion strategy	EDTEA, COGTA, Mandeni LM	
3: Development And Support For The	3.1. Expansion of the tourism attractions and activities	3.1.1. Create a concise tourism events calendar or action plan that can guide event organizers	Short term	R 50 000	Completed action plan and guideline plans	EDTEA, TKZN, Private Sector	

Tourism Sector		3.1.2. Diversification of the tourism sector by promoting the development of adventure tourism and township tours	Short term	No budget needed	Adventure and township tourism development	Mandeni LM, EDTEA, COGTA, Private Sector	
		3.1.3. Examine potential for pop up restaurants (and Shisa Nyamas)/ pubs to promote local food and drink to rural areas	Short term	R 30 000	Meeting minutes, attendance registers	SEDA, TKZN, Mandeni LM	
		3.2.2. To increase the marketing around the current tourism products	Short term	R 60 000	Marketing brochures	TKZN, EDTEA, COGTA	
		3.2.3. Marketing of the region at national and international shows and exhibitions in conjunction with TKZN	Short term	R 55 000	Exhibitions facilitated	COGTA, EDTEA, TKZN, TIKZN	
	3.3. To develop and support the tourism sector	3.3.1. Identify potential SMME opportunities in the tourism sector as well as new tourism products	Short term	No budget needed	Documenting of identified SMME opportunities	TIKZN, TKZN,	
		3.3.2. Establish a Tourism Forum and CTOs (Community Tourism Organizations)	Short term	R 50 000	Established forums and CTOs, Meeting minutes	Mandeni Municipality, TKZN	3.3.2. Establish a Tourism Forum and CTOs (Community Tourism Organizations)
		3.3.3. Include tourism link to the Mandeni Local Municipality's website for promoting both the more established and SMME					

		4.2.3. Provide up to date information on investment opportunities via an online information portal on the Mandeni Local Municipality website	Continuous	R 200 000	Updated investment opportunities online		

	4.3. Funding for LED implementation	4.3.1. Compile a database of all potential funding sources for LED implementation as				
	4.4. Improving the capacity of the Local Municipalities LED Units	4.4.1. Staffing of any LED Unit vacant portfolios in the LM	Medium term	No budget needed	Employed personnel	
	4.4.2. Undertake customer satisfaction surveys to gauge the level of service delivery in the Municipality	Short term	R 250 000	Completion of surveys, report compilation	4.4.2. Undertake customer satisfaction surveys to gauge the level of service delivery in the Municipality	
5: Ensuring Effective Education, Skills And Capacity Development	5.1. Skills training and development	5.1.1. Evaluate success of the SMME business skills development program run by Enterprise iLembe	Short term	R 20 000	Presentation slides, attendance	
		5.2.2. Investigate the establishment of additional higher education campuses for				
6: Support Small Enterprises	6.1. Assistance and support to small enterprises	6.1.1. Develop an informal economy strategy that will plan, regulate and develop the sector. The strategy must also look at ways of organising the informal sector and assisting SMMEs with trade facilities.	Short term	R 180 000	Development of an informal economy strategy	COGTA, Mandeni LM, EDTEA

		6.1.2. Create standard guidelines for business plans to assist SMMEs formulate business plans and to access funds and other business needs	Short term	R 20 000	Guidelines and business plan brochure developed	EDTEA, COGTA
		6.1.3. Create standard guidelines that assist new firms with business registrations	Short term	No budget needed	Development of guidelines aligned	
		6.1.4. Provide container information centers for rural SMME's to access services from SEDA, etc.	Medium term	No budget needed	Formation of information centers, attendance registers	SEDA, EDTEA,
6.2. Value-chain development and local procurement		6.2.1. Establish an SMME and cooperatives database and promote SMME's to large businesses	Short term	R 30 000	Developed database	EDTEA
		6.2.2. Establish a record of common challenges faced by SMMEs to provide them with assistance that addresses these specific challenges. This ensures the proper allocation of scarce resources.	Short term	No budget needed	Development of SCM registration form	EDTEA

		6.2.3. Provide emphasis on preferential treatment for the local SMMEs to benefit from the local tenders	Short term	No budget needed	Adverts	Mandeni LM
6.3. Development of innovation		6.3.1. To support and strengthen the establishment of a municipal wide Business Association/ Forum for information sharing	Short term	R 20 000	Establishment of forum	EDTEA, Mandeni LM
		6.3.2. To run an annual small business innovation fair	Continuous	R 100 000	Organised fair	Mandeni LM, EDTEA
		6.3.3. Add link on municipal website which contains business development information ranging from compliance matters to business advice topics	Continuous	R 10 000	Website upgrade	Mandeni LM, EDTEA
7. Promote A Green Economy	7.1. Support the development of the green economy sector	7.1.1. Research viable green economy initiatives that can be successfully implemented in the Mandeni Municipality given the current available resources in the area.	Short term	R 180 000	Meeting minutes, attendance registers	COGTA, EDTEA,
		7.1.2. Investigate opportunities for biogas green energy initiatives linked to agriculture practices undertaken within	Medium term	R 150 000	Report on available opportunities	EDTEA, Private Sector

		the Local Municipality				
		7.1.3. Investigate opportunities to transform existing waste into renewable green energy for local consumption	Medium term	R 150 000	Report on available opportunities	EDTEA, Private Sector

C.7.21.2. Mortality Rate

C.7.21.2.1. Major Causes of Death

The iLembe District Municipality's 10 Major Causes of Death have reached epidemic proportions. Tuberculosis features prominently in the top three major causes of death in the District and the four sub-districts. This is reflected in iLembe's TB health outcomes with the TB cure rate decreasing from 76% in 2016/2017 to 70% in 2017/2018 and the TB treatment interruption rate increasing from 7% in 2016/2017 to 9% in 2017/2018. Complications related to TB result in 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. Lifestyle diseases such as diabetes and cardiac conditions can be controlled if medical attention is sought early and/or preventative programs are implemented. The Community Health Analysis of the Health sectors. The Worker Program should be strengthened to address these gaps. Some TB patients seek medical attention too late while others have a combination of conditions that impact clinical outcomes. TB is a social problem linked to poverty, overcrowding and poor social conditions as well as environmental factors. TB is weakening the progress made in the fight against AIDS. It is not only the number one cause of AIDS-related deaths in Africa but the number one cause of all deaths in South Africa. Most deaths are related to HIV/Aids complications that require intervention from preventative and promote health programs, e.g. CCMT, HCT and PMTCT.

C.7.21.2.2. Infant Mortality

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

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

C.7.21.3. Child Mortality

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

Immunization coverage and measles immunization coverage at less than one year have both increased significantly. Immunization coverage was 79.1% in 2008/09 and increased to 87.8% in 2009/10 and measles immunization coverage increased from 81% in 2016/2017 to 90.7% in 2020/2021.

C.7.22. Nation Building & Social Cohesion

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

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

To give meaning to this vision, the municipality has identified the need to provide sport and recreational facilities in various areas within the municipality. The municipality identified and prioritized areas that require these facilities as part of the previous IDP. However, minimal progress has been made; the Department has thus far funded the construction of two sports facilities and one recreational facility. However, backlogs are prevalent, with at least 60% of the community having no access to sport and recreation facilities. In the previous financial years, the municipality completed construction of 2 sports facilities KwaChili and Padianagar Combo court thus making steady progress.

C.7.22.1. Mandeni Safety Plan

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

In April 2018 Mandeni local municipality in partnership with the Department of Community Safety and Liaison launched the community safety structure program. The aim of the program was to combine, organize and facilitate safety risk management in conjunction with SAPS and the municipality. The program further seeks to strengthen safety; strengthen security systems; and lastly to ensure Intergovernmental Relations is sustained with all affected and related government departments.

C.7.22.2. Key objectives and deliverables of the safety plan

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

C.7.22.3. Key stakeholders involved.

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

C.7.22.4. Sector Department Also Involved

- COGTA
- Dept. JUSTICE
- South African LIQUOR AUTHORITY
- Department of Home Affairs
- Department of Correctional Services
- Santaco/Sundumbili Taxi Association
- Macambini, Nembe, Uhwebede Taxi Association

- Nyoni Taxi Association

C.7.22.5. Schools Safety Committees

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

C.7.22.6. Formation of Ward Safety Committees

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

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

C.7.22.7. Formation of Local Municipal Safety Forums

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

C.7.22.8. Formation of District Municipal Safety Forums

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

C.8. Financial Viability & Management

8.1. Capital funding and expenditure to address service-delivery

The following synopsis provides overview of 3-year funds received, spent unspent, source of funding variance.

Table Shows: capital grants received

Capital Grant Description	2020/21(000)	2021/22(000)	2022/23(000)
Municipal Infrastructure Grant	41,465	43,949	40,044
Municipal Disaster Recovery	nil	nil	17,023
Library Grant	2,990	1,270	1,036
Total	**44,455**	**45,219**	**58,103**

Capital grants and transfers totals R 44.5 million in the 2020/21 financial year and increased by to R764,000 by 2022/2023. Note that there is an increase of R12.9million or 22.2 per cent for the 2022/2023 financial year.

Table Shows: Grant expenditure

Capital Grant Description	2020/21 Municipal Infrastructure Grant (000)	2021/22 Municipal Infrastructure Grant (000)	2022/23Municipal Infrastructure Grant (000)
Funds Received	41,465	43,949	40,044
Funds Spent	41,465	43,949	40,044
Unspent Grant	1,717	nil	nil
% spent	96%	100%	100%

The MIG Allocation for 2023/24 as Gazette in DORA Bill was R47.8million. we have applied for the roll-over of the grant which was not successful. We have received a revised Gazette in relation to MIG and the grant has been reduced by R3.3million. The municipality has received 3rd trench of R10 million, in January 2024, and R5.4million in March 2024, as the 4th trench and last.

The following table shows Mandeni Grant Register.

KZN291 MANDENI MUNICIPALITY GRANT REGISTER

										Reconciliation	
Name of grant	Funder	Vote Account Number - Liability	Opening Balance as at 7/1/2022	Gazzete 2022/2023	Receipts	Expenditure: Operating (Revenue Recognised)	Expenditure: Capital (Revenue Recognised)	Adjustments	Closing Balance as at 30/06/2023	Balance as per GL	Difference
Expanded Public Works Programme (EPWP)	Public Works	D0001/IL08801/F1169/X106/R0099/001/COMM	R -	R 2,372,000	R 2,372,000	R 2,372,000	R -	R -	R -	R -	R -
Financial Management Grant (FMG)	National Treasury	D0001/IL08834/F0001/X049/R0100/001/FIN	R -	R 1,850,000	R 1,850,000	R 1,850,000	R -	R -	R -0	R -	R -
Integrated National Electrification Programme Grant (INEP) (Municipal)	Dept of Energy	D0001/IL092602/F13530/X049/R0099/001/FIN	R 2,874,432	R 7,200,000	R 7,200,000	R 6,575,675	R -	R -2,874,432	R 624,325	R 624,325	R -
Municipal Infrastructure Grant (MIG)	CoGTA	D0001/IL07049/F0791/X049/R0100/001/TECH	R -	R 40,044,000	R 40,044,000	R 1,883,860	R 38,160,140	R -	R 0	R -	R -
Massification Grant	COGTA	D0001/IL115929/F13645/X032/R0099/001/TEC	R -	R 5,000,000	R 5,000,000	R 239,347	R -	R -	R 4,760,653	R 4,760,653	R -
Provincialisation - Library Services	Arts & Culture	D0001/IL093094/F13650/X024/R0099/001/CO	R -	R 3,708,000	R 3,708,000	R 3,182,870	R 525,130	R -	R -	R -	R -
Tittle Deed	KZN Human Settlement	D0001/IL093046/F13638/X079/R0099/001/EDP	R 5,772,607	R -	R -	R 982,810	R -	R -	R 4,789,797	R 4,789,797	R -
Maintenance Grant - Sport Facilities	Sports & Recreation	D0001/IL076133/F0001/X049/R0100/001/FIN	R 57,961	R -	R -	R -	R -	R -	R 57,961	R 57,961	R -
Disaster Relief Grant	National Treasury	D0001/IL09105/F09680/X019/R0099/001/COM	R -	R 17,023,000	R 17,023,000	R -	R 1,466,900	R -	R 15,556,100	R 15,556,100	R -
EDTEA Grant	EDTEA Provincial	D0001/IL093089/F13648/X096/R0099/001/EDP	R -	R 1,000,000	R 1,000,000	R 1,000,000	R -	R -	R -	R -	
TOTAL - JUNE 2023			R 8,705,000	R 78,197,000	R 78,197,000	R 18,086,562	R 40,152,170	R -2,874,432	R 25,788,836	R 25,788,836	R -

KZN291 MANDENI MUNICIPALITY GRANT REGISTER

Name of grant	Funder	Opening Balance as at 2023/07/01	Gazzete 2023/2024	Receipts	Expenditure: Operating (Revenue Recognised)	Expenditure: Capital (Revenue Recognised)	Adjustments	Closing Balance as at 31/06/2024
Expanded Public Works Programme (EPWP)	Public Works	R -	R 2 553 000	R 2 553 000	R 2 553 000	R -	R -	R -
Financial Management Grant (FMG)	National Treasury	R -	R 1 850 000	R 1 850 000	R 1 528 447	R -	R -	R 321 553
Integrated National Electrification Programme Grant (INEP) (Municipal)	Dept of Energy	R 624 325	R 7 384 000	R 7 384 000	R 4 289 779	R -	R -624 325	R 3 094 221
Municipal Infrastructure Grant (MIG)	CoGTA	R -	R 49 717 000	R 46 392 000	R 1 595 265	R 25 686 606	R -3 325 000	R 15 785 129
Massification Grant	COGTA	R 4 760 653	R -	R -	R 4 662 142	R -	R -	R 98 511
Provincialisation - Library Services	Arts & Culture	R -	R 4 423 000	R 4 423 000	R 2 638 418	R 104 487	R -	R 1 680 096
Tittle Deed	KZN Human Settlement	R 4 789 797	R -	R -	R 381 952	R -	R -	R 4 407 845
Maintenance Grant - Sport Facilities	Sports & Recreation	R 57 961	R -	R -	R -	R -	R -	R 57 961
Disaster Relief Grant	National Treasury	R 15 556 100	R -	R -	R -	R 11 184 648	R -	R 4 371 452
EDTEA Grant	EDTEA Provincial	R -	R 990 000	R 990 000	R -	R -	R -	R 990 000
TOTAL - MARCH 2024		R 25 788 836	R 66 917 000	R 63 592 000	R 17 649 003	R 36 975 741	R -3 949 325	R 30 806 767

8.2. Repairs And Maintenance

As a Municipality, it is understood that plants and equipment with good/strict preventive and periodic maintenance schedules perform at the highest level of their capacity. They fail less and do more work with less operating costs. The Budget for repairs and Maintenance is strictly used for such purposes related to repairs and maintenance only. Preventive maintenance is a regular planned check that aims to prevent problems that can cause major malfunctions through periodic checks on plant and equipment. This minimizes unplanned machine stop time, increases efficiency, and largely prevents downtimes in service delivery, therefore the municipality keeps most of the maintenance stock within the municipality and for contractual purposes, the Maintenance plan is there to guide and assist the procurement unit for planned maintenance on time.

8.3. Priority given to repairs and maintenance.

Aligned to the priority being given to preserving and maintaining the municipality's current infrastructure, the 2024/25 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs & maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance. During the compilation of the 2024/25 MTREF operational repairs and maintenance were identified as a strategic imperative owing to the aging of the municipality's infrastructure.

Budget allocated for repairs and maintenance in 2024/25 is R24.7 million and increases to R26.6 million in 2026/27 financial year. Budget for repairs and maintenance has increased by 0.2 per cent when comparing to 2023/24 Adjusted Budget. The increased budget against Repairs and maintenance is part of the municipality's strategy to ensure the management of its asset base and was informed by the Repairs and maintenance plan which will ensure the ongoing health of the municipal asset. Budget allocated will be monitored during the financial year. The repairs & Maintenance budget represents 12.2 per cent of the Property, Plant and Equipment value of R644,1 million which is above the National Treasury MFMA Circular No.55 guideline of 8 percent.

The municipality has been budgeting for the repairs and maintenance however the performance against that budget is not fully used as expected. Some of the challenges relates to the procurement, which delays the goods and or services to the Community. The municipality has been spending only 3% which is under the correct norm of 8%, for the past two years which raises concerns for the Municipal Assets.

Table that reflects Budget R and M ratios:

BUDGETED REPAIRS AND MAINTENANCE	2020-21	2021-22	2022-23
PPE at carrying value	592,587,873	446,128,587	624,622,017
Repairs	19,345,000	19,175,000	16,597,500
R/M BUDGET	3.26	4.30	2.66

Table that reflects Actual R&M ratios:

REPAIRS AND MAINTENANCE	2020/21	2021/22	2022/23
	5%	3%	3%
Total Repairs and Maintenance Expenditure	24,696,314	18,332,516	18,295,768
PPE at carrying value	455,470,654	484,787,955	541,873,006
Investment Property at Carrying value	84,587,000	42,163,500	60,544,000

The actual expenditure for repairs and maintenance is reflected as 5% for 2020/21, 3% in 2021/2022; and 3% for 2022/23 financial years, all these years we are below the norm in terms of spending. Underspending is due to delays in reviewing and implementing maintenance plan within the municipality. This is one area the municipality needs to prioritizes and improved so as to ensure that we are able to secure the ongoing health of the municipality's infrastructure.

8.4. Supply Chain Evaluation

There is an alignment between procurement plan and SDBIP. To improve the municipal turnaround time Mandeni municipality has developed a tender project plan with timeframes. This process ensures that the municipality undertakes all the necessary processes within a space of 3 month of issues of tender. The PPPFA Regulation of 2022 empowered the SCM policy to include people living with disabilities, women, and youth to be prioritized in the procurement processes. This is done by the inclusion of these categories in the Specific Goals points allocation at the evaluation of the bidders' financial offer. The SCM policy was last reviewed in May/June 2023.

Section 115 of the MFMA requires the Accounting Officer to implement the Supply Chain Management Policy of the Municipality. Section 79(1) of the MFMA enables the Accounting Officer to develop a system of delegation to ensure SCM efficiency. The delegations framework is a framework which attempts to improve SCM efficiency. The SCM Section has been tasked with monitoring supply chain performance which includes the delegations and decentralization of the SCM function. This monitoring process undertook a retrospective analysis to determine, whether the proper processes have been followed, and whether the desired objectives were achieved. Some of the issues that have been reviewed are:

- Compliance to Council's SCM Policy objectives;
- whether supply chain practices are consistent with Government's broader policy focus;
- whether there are means to improve the system.

In terms of Section 15 (d)(i) of the MFMA. Requiring monthly reconciliation reports from each manager to the chief financial officer, including the total amount of Petty Cash purchases for that month and the receipt and appropriate documents for each purchase. The Council delegated all powers and duties of the SCM processes to the Municipal Manager which are necessary to enable the Municipal Manager to maximize administrative and operational efficiency in the implementation of the SCM Policy.

The SCM unit does experience noncompliance with the procurement plan and the timetables set out in the plan by the project managers. The SCM advises all project managers to strive to have those bids that are supply and deliver in nature to be concluded by end of second quarter of the financial year. This is to ensure that successful bidders have enough time to source and deliver and for the Municipality to take advantage of relatively favorable prices from the markets. Goods get more expensive as the year progresses.

The drafting of specifications is still a concern for the SCM unit. This is not just applicable to competitive bids but also the other two levels of procurement. The management takes into cognizance the requirements of the policy and SCM regulations. Management strives to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favoritism and unfair and irregular practices in the implementation of this Policy. The SCM policy provides for mechanisms for preferential procurement for companies owned by people living with disabilities, women, and youth. These mechanisms are in line with the PPPFA regulations of 2022.

In order to be in line with the provision of the SCM regulations, the quotations must be obtained from at least three or more different providers preferably from, but not limited to, providers whose name appears on the list of accredited prospective providers of the municipality or municipal entity, provided that if quotation are obtained from providers who

are not blacklisted. The service provider must be requested to submit the quotation in writing. If it is not possible to obtain at least three quotations, the reasons must be recorded and reported to the accounting officer. This must always be observed to ensure that the process is cost effective, transparent, competitive, fair and equitable.

1. Orders between R30 000 – R200 000 – R 5 870 394.57 as at January 2024
a. R 3 689 219.85 which equates to 63% awarded to youth-owned businesses
b. R 2 337 556.35 which equates to 40% awarded to women-owned businesses

2. Orders Less Than R30 000.00 – R 688 632.15 for the month of January 2024
a. R 358 712.65 which equates to 52% awarded to youth-owned businesses
b. R 256 278.87 which equates to 37% awarded to women-owned businesses

3. Petty Cash – R 0.00 for the month of January 2024

4. Total bids awarded as at January 2024 equal R 61 984 496.95
a. R 12 748 334.78 which equates to 73% awarded to youth-owned business
b. R 2 808 000.00 which equates to 16% awarded to women-owned businesses

8.3.1. Deviation From and Ratification Of Minor Breaches Of Procurement Processes

In terms of regulation 36 of the SCM Regulations, the accounting officer is responsible for deciding whether a breach of procurement processes is minor or material. In exercising this discretion, the accounting officer must be guided by:

a) the specific nature of the breach: is it simply technical in nature, not impacting in any significant way on the essential fairness, equity, transparency, competitiveness or cost effectiveness of the procurement process?
b) the circumstance surrounding the breach: are the circumstances justifiable?
c) the intent of those responsible for the breach: were they acting in good faith?
d) the financial implication because of the breach: what was the extent of the loss or benefit?

The guidelines state; whether the resultant expenditure will be irregular is dependent on when the minor breach was identified. If the minor breach was identified before the award of the tender, such an instance should be dealt with purely as a non-compliance matter through the ratification of a minor breach process. There will be no irregular expenditure since no expenditure had been incurred up to that point in time and the accounting officer will be authorized to address the matter conclusively. All reasonable steps have been considered before reported to the Accounting Officer as deviations. The relevant documentation supporting this decision is all maintained for audit purposes. Considering the deviation register there are no expenditure or service procured that may amount to a potential for risk to the municipality that all deviations were purely of a technical nature.

8.5. Indigent Management - Indigent Policy

District Indigent support policy was reviewed and adopted, through Vuthela and Rumas,all five Municipalities across iLembe District have implemented an automated indigent system as from 01 July 2023. Indigent Register is reviewed on an annual basis, and currently the municipality is in a process of consolidating a final register that will be adopted before year end 2023/2024. The municipality provides free basic services on the following categories, Refuse removal and Electricity to its registered Indigents. The municipality has allocated budget for the provision of FBE to the registered indigents.
Last indigent register amounted to R 1,392,595.97 and R 3,946,869.16 in respect of FREE BASIC ELECTRICITY for 2022/2023 financial year.

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

Table Shows: Indigent support from the equitable share

Indigent Support	2020/21	2021/22	2022/23
Budget Provision	1315	1783	1,858
Actual	1,557	1,535	1,470
% Spent	118%	86%	79%

Table Shows: Free Basic Services from the INEP (Electrification Grant)

Free Basic Services	2020/21	2021/22	2022/23
Budget Provision	8,545,000	4,872,000	7,200,000
Actual	5,000,000	1,997,568	6,575,675
Unspent Grant	2,039,230	2,874,432	624,326
% Spent	59%	41%	91%

Table Shows: Budget for Free Basic Services to its registered indigents

Financial Year	Rebate
2020/21	1,314,758
2021/22	1,782,829
2022/23	1,857,708

8.6. Revenue Management: Financial And Operational Turnaround Strategy: Revenue Enhancement Strategy

Objectives of the strategy are to Bill correctly and collect revenue on time to improve cash generated from operations. Reduce electricity losses to the acceptable normal standards. The municipality has in place a Revenue Enhancement Strategy, which is reviewed on an annual basis which goes together with the budget related policies. Currently, it is in the process of reviewing the strategy for 2024/2025 financial year.

Risk Description	Root Cause	Action Plan
Failure to manage effective systems of debt and revenue collections	1. Culture of nonpayment of municipal services by residents. 2. Non collection of rates on properties under Ngonyama Trust land and those that are not owned by Department of Public Works. 3. Nonpayment by government departments. 4. Illegal connections. 5. Nonalignment of budget with SCOA data strings. 6. Delays in performing debtors reconciliation. 7. Nonalignment of billing with valuation roll. 8. Consumers with a culture of nonpayment for services rendered. 9. Consumer Disgruntlement on the quality of services delivery.	"1. Revisit the data cleansing exercise of consumer's Masterfile; Due Date: 30/06/2024 Appoint Senior Accountant - The position was included in a 5 year organogram. Due Date: 30/12/2023 House to house visit (pleading with residents to pay rates) Action Owner: Manager Treasury Due Date: Quarterly Perform the following reconciliations on a monthly basis: i. Debtors reconciliations ii. Valuation roll reconciliations. iii. Deposits reconciliations iv. Unallocated receipts reconciliations v. Investment reconciliations Due Date: Quarterly

Risk Description	Root Cause	Action Plan
	10. High reliance on systems managed byservice providers.	5. Schedule the sitting ofRevenue Debt management committee Action Owner: CFO Due date: 30/09/2023"
Inability to manage and to ensure the sustainability of municipal finances		1. Schedule the sitting of the Revenue & Debt Management Committee. i) Extend the committee to SeniorManagers. Action owner: CFO Due Date: 30/09/2023 2. Conduct continuous investigation onelectricity for low andnonpurchases Action owner: CFO Due date: Quarterly 3. Consolidate Indigent Register for the Ilembe District Action Owner: CFO Due date: 30/09/2023 4. Conduct " Rand for Rand" campaign to assistmunicipality with the revenue Action Owner: CFO
Abuse of Indigent policy by municipal officials and community by misrepresentation of information to obtain reduced tariffs	Conduct surprise spot checks on indigent households RO: Municipal Manager AO: Chief Financial Officer Due Date: Quarterly Explore the option of obtaining information from credit bureau to verify integrity of indigent applicant's information RO: Municipal Manager AO: Chief Financial Officer Due Date: 30/09/2023	

8.5.1 Revenue Protection (Debt Management)

Municipal Consumer Debt Provision Provision for debt impairment has constantly increased over the years this is as a result of the entrenched culture of nonpayment for services by the Township Consumers where we don't have a leverage. We have had several campaigns aimed at rehabilitating the debtor, but the overall Economic impact of the area has a negative effect in our collectability ratio. It's worth noting that the Township is populated by migrant labors so as they reach the retirement age they migrate back to their Rural Homesteads, leaving their houses with tenants or sell in the black market without following the proper property sale's procedure. This phenomenon then results to Municipal Financial System having the owner that appears in the deeds office as the account holder where else the property in reality is now owned by a different person. Expectedly we therefore dispatch a wrong Municipal Account to a wrong consumer. The current outreach program has since seen an increase in the number of people that are coming forward to apply for our indigent relief. Having considered the high rise of retrenchments as a result of the economic recession and the economic Impact of COVID 19, Insurrection and floods. We anticipate that we are going to witness a rapid increase of our indigent register.

There's an urgent need for the Municipality to embark on a full blown and ongoing data cleansing exercise, using the manual methods which will be characterized by the door-to-door visits. BTO together with the EDPHS have been on the ground, engaging consumers about the importance of having a tittle deed, this consumer education program is ongoing and will be expanded to include all other important components of Governance.

Mandeni LM Debt Position for the last 3 years

Financial Year	Debt Due
2020/21	170,229,226
2021/22	200,342,909
2022/23	181,794,994

The contributing factor for the increasing debt is due to:

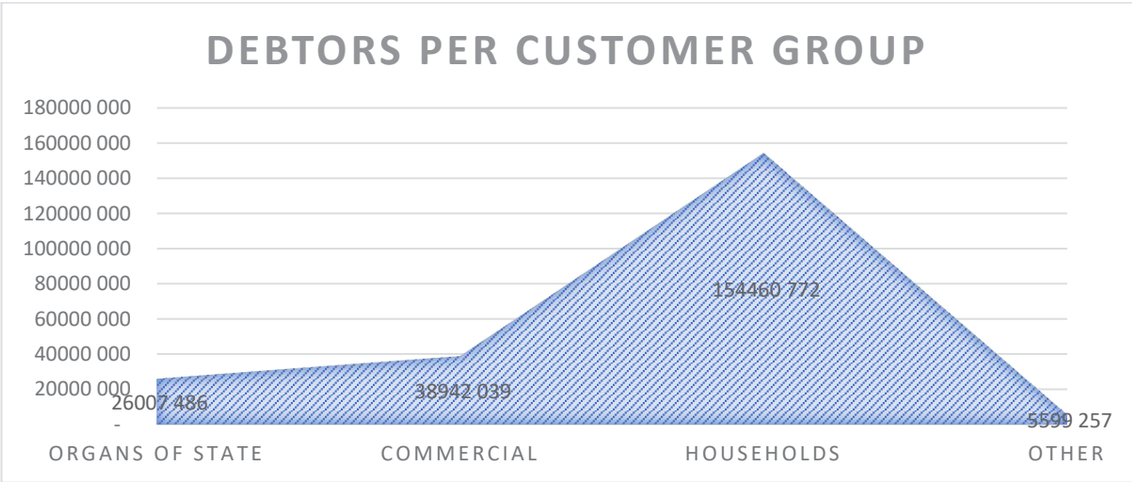
- High rate of unemployment in the area.
- Owners absconded and are nowhere to be found.
- Inability to restrict provision of services to consumers e.g. lack of controlling power over electricity and water.
- Perpetual data correction and update.
- Satellite customer service offices(close to communities)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

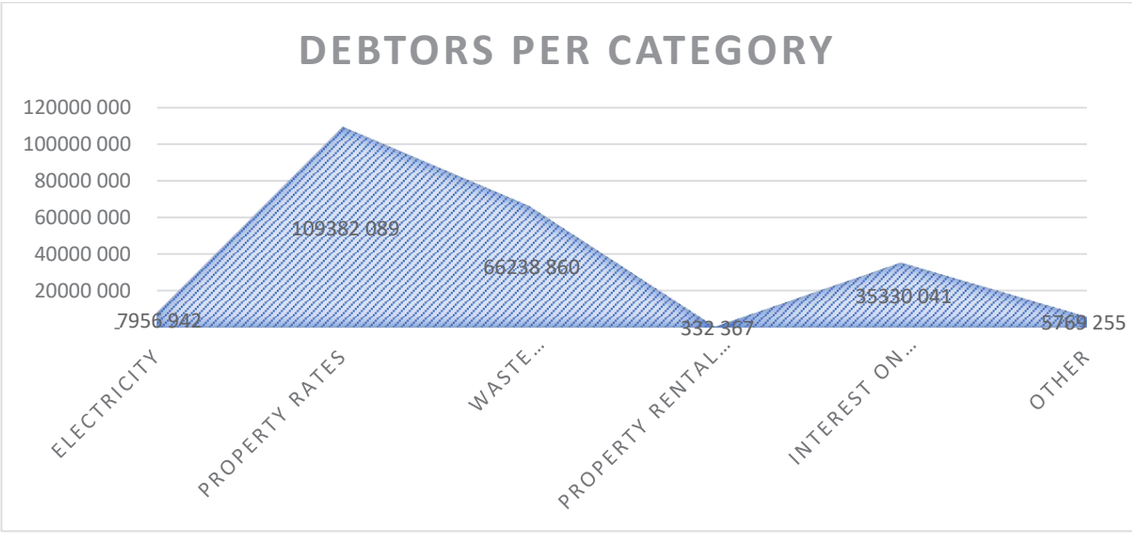
The municipality will continue doing awareness campaign to the community so as to encourage them to pay for their rates and services. The table below reflects the debtors age analyses for the period 1 July to 28 March 2024

KZN291 Mandeni - Supporting Table SC3 Monthly Budget Statement - aged debtors - M09 March

Description		Budget Year 2023/24											
R thousands	NT Code	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
Debtors Age Analysis By Income Source													
Trade and Other Receivables from Exchange	1200	–	–	–	–	–	–	–	–	–	–	–	–
Trade and Other Receivables from Exchange	1300	4 189	402	(1)	111	163	146	452	2 495	7 957	3 367	–	–
Receivables from Non-exchange Transaction	1400	4 514	8 729	(1 123)	4 165	4 022	3 743	8 193	77 140	109 382	97 262	–	–
Receivables from Exchange Transactions - V	1500	–	–	–	–	–	–	–	–	–	–	–	–
Receivables from Exchange Transactions - V	1600	1 115	1 917	(7)	928	893	854	4 722	55 816	66 239	63 213	–	–
Receivables from Exchange Transactions - P	1700	8	8	–	4	4	4	37	267	332	317	–	–
Interest on Arrear Debtor Accounts	1810	373	504	(0)	497	354	320	2 490	30 793	35 330	34 453	–	–
Recoverable unauthorised, irregular, fruitless	1820	–	–	–	–	–	–	–	–	–	–	–	–
Other	1900	15	–	–	–	–	–	–	5 754	5 769	5 754	–	–
Total By Income Source	**2000**	**10 213**	**11 561**	**(1 132)**	**5 704**	**5 436**	**5 067**	**15 894**	**172 266**	**225 010**	**204 367**	**–**	**–**
2022/23 - totals only										–	–		
Debtors Age Analysis By Customer Group													
Organs of State	2200	562	2 079	(1 212)	279	242	247	354	23 455	26 007	24 578	–	–
Commercial	2300	5 386	2 216	(1)	2 547	2 503	2 428	4 933	18 929	38 942	31 342	–	–
Households	2400	4 126	5 552	82	2 752	2 567	2 273	9 806	127 302	154 461	144 701	–	–
Other	2500	139	1 714	(1)	125	124	119	800	2 579	5 599	3 747	–	–
Total By Customer Group	**2600**	**10 213**	**11 561**	**(1 132)**	**5 704**	**5 436**	**5 067**	**15 894**	**172 266**	**225 010**	**204 367**	**–**	**–**

8.5.2. DEBT CATEGORY





8.5.3. Annual Collection Rate:

Table Shows: Annual Collection

DEBTORS COLLECTION RATE	2020-21	2021-22	2022-23
GROSS DEBTORS OPENING BALANCE	198 181 281.00	165 690 607.04	181 350 281.36
ADD: BILLED REVENUE	97 103 114.62	97 388 968.23	117 167 172.49
LESS:GROSS DEBTORS CLOSING BALAN	234 002 788.18	181 540 406.00	203 420 225.41
	61 281 607.44	81 539 169.27	95 097 228.44
LESS: BAD DEBT WRITTEN	- 2 160 769.74	3 312 951.61	1 392 595.11
	63 442 377.18	78 226 217.66	93 704 633.33
DIVIDE BY BILLED REVENUE	97 103 114.62	97 388 968.23	117 167 172.49
	65.34	80.32	79.98
RATE	65%	80%	80%

During Financial years 2021 and 2022, the Municipality had a service of three Debt collectors who were fully designated to Debtpack management system. Their major tasks were inter alia, telephone debtors with overdue accounts, to sign acknowledgements of debts and undertaking to pay in instalments or otherwise, sending out letters of demand to defaulters, assist in identifying indigent households, etc. they have played a vital role in the increase and the sustainability of the collection rate, however, at the beginning of the current financial year, their service was terminated due to lapse of their employment contract, hance one permanent revenue collector was appointed to carry out all debt collection and credit control functions, his responsibilities extends to disconnections of electricity for non-payment by consumers, we are looking forward to increase and sustain the satisfactory collection rate.

8.5.4. Debt-Write Offs

Table Shows: Debt write off

DEBT WRITE OFFS			
	2020-21	2021-22	2022-23
Consumer Debtors Bad debts written off		-	-
Consumer Debtors Current bad debt Provision	34 245 358.00	20 429 748.00	21 000 000.00

Indigent write off, decreased significantly during the past three years, this is as a result of poor communication strategies employed, however revenue Management component in collaboration with Communications component are currently devising a proper strategies to deal decisively with challenge at hand, During 2020/2021 the municipality had an indigent register amounting to R4,7 Million, the study indicates that the numbers were slightly high because the municipality employed the strategy of reaching out to communities at large, the same strategy was not implemented subsequently, the gist of the current strategy is to revert to what had shown success previously, we are therefore formulating a plan to reach out to all rates paying communities with the aim of encouraging the consumers to apply for all available subsidies for basic services.

8.5.6. Bad Debt Provision:

2020/2021 -**R 139 813 420**

2021/2022 -**R 22 205 008.14**

2022/2023 -**R 55 001 168.10**

Provision for debt impairment was significantly high during 2020/2021 financial year, during the year in question, the Municipal council had resolved to provide 100% and write off Ingonyama Trust board Debt, subsequently the provision for debt impairment is merely based on the write off policy and assumptions made by Revenue Management officers upon analysis of each accounts per services and per customer categories on the account receivable age analysis.

8.7. Financial Ratio's

8.7.1. Cost coverage ratio

The municipal cost coverage ratio table below of the past 3 years indicates that the municipality has the ability to meet its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue. The municipality is able to fund monthly fixed operational expenditure and continue to provide basic service to its community.

Table that reflects Cost coverage ratios:

CASH COST COVERAGE	2022	2023	2023-24 Current yr
Cash and cash equivalents	4,119,614	10,321,268	
Unspent Conditional Grants	8,705,120	25,788,956	31,968,711
Overdraft	-	-	-
Short Term Investments	138,861,901	244,203,556	313,890,000
Total Annual Operational Expenditure	305,762,366	335,248,850	402,121,000
Norm	5 moths	8 months	8 months

8.7.2. Current ratio

The municipal Current ratio table below of the past 3 years indicates that the municipality's current assets exceed its liabilities; which then mean that the municipality has the ability pay its current obligations, which enable us to continue operations at desired level.

Table that reflects Current ratios:

CURRENT RATIO	2021	2022	2023-24 Current yr
Current Assets	217,820,771	177,998,676	415,312,000
Current Liabilities	63,404,892	41,480,252	75,936,000
Norm	3.44	4.29	5.47

8.7.3. Grant Dependency

The Municipalities ratio on Grant Dependency shows that we are indeed a Municipality that rely on the conditional grants' transfers, in the year 2022-23, a 45% Grant depend over a total capital expenditure, and a heavy 68% in the Financial year 2021-22 from 86% from the 2020-21 financial year. We are progressing in terms of our cash flow management. Our Cost coverage is at 8months in the and 5months which is more than the expected norm of 1-3months. Our municipality does monitor the budget on monthly bases and quarterly bases as well, for us not to over commit ourselves which will result in the overspending of the Budget which automatically lead to financial stress and failing to pay our monthly commitment in time.

Our cash surpluses is indeed properly invested as part of the cash-back reserves strategy. We do note that the dependency ratio has progressed from the 86% to 45%, because our Municipality can Fund most of our projects. Cash and investment management is one of the most important requirements for financial sustainability and must be closely monitored to ensure that a minimum amount of cash is set aside for capital replacement projects or defined purposes. Our Municipality does not invest in the cash surpluses to maximize return on investment except for the interest of service delivery.

Table Shows: Grant Dependency

GRAND DEPENDENCY-INTERNAL FUNDING	2020-21	2021-22	2022-23
	14%	32%	55%
Internally generated funds	7 376 017	20 332 377	41 564 869
Borrowings	-		
Total Capital Expenditure	51 275 442	63 545 832	75 545 053

Table Shows: Grant Dependency own source

GRAND DEPENDENCY -OWN SOURCE	2020-21	2021-22	2022-23
	42%	42%	46%
Total Revenue	333 930 508	346 722 035	376 349 489
Government grant and subsidies	210 314 719	219 663 375	221 748 432
Public contributions and Donations			
Capital Grants	41 464 841	43 949 107	41 510 900

Table Shows: Level of cash back reserved

LEVEL OF CASH BACKED RESERVED	2020-21	2021-22	2022-23
	-1075%	-7908%	-811%
Cash and cash Equivalents	905 854	4 119 614	10 321 268
Bank Overdraft	-		
Short Term Investment	181 073 835	138 861 901	244 203 556
Long Term Investment	-		
Unspent Grants	30 079 407	8 705 120	25 788 956
Net Assets	667 399 899	753 779 511	861 394 516
Share Premium			
Share Capital			
Revaluation Reserve			
Fair Value Adjustment Reserve	15 961 000	3 576 500	30 180 500
Accumulated Surplus	665 573 057	751 901 086	859 408 431

8.7.4. Capital Expenditure To Total Expenditure

The table below reflects that two financial year of 2021 to 2024 reflects that the municipality was able to achieve ratio that is more that the norm of 10% -20%, this then reflects higher spending on infrastructure and acceleration in service delivery. For 2020/23 financial year the norm is above-10- but below 20%, however there will be improvement during the financial year.

Table Shows: Capital Expenditure

CAPITAL EXPENDITURE	2022	2023	2023-24 Current yr
	17%	18%	10%
Total Operating Expenditure	305,762,366	335,248,850	402,121,000
Taxation Expense			
Total Capital Expenditure	63,545,832	75,545,053	47,008,000

8.7.5. Variance in losses is due to identified technical losses

DISTRIBUTION LOSSES	2020/21	2021/22	2022/23
Number of units purchased and/or generated	22212126.06	1989467.82	27465498
Number of units sold	21363998	1940117.1	27016760.6
Norm	4%	2%	2%

Distribution losses are below 7%, the norm, this results from constant meter audit exercise undertaken by the Municipality as well constant maintenance of electrical infrastructure.

8.7.6. Employee Related Costs (Including Councilors Allowance)

Employee related costs are determined by the approved organogram of the municipality. However, the municipality prepares the budget estimates for the next three years and the estimate might change due to new post proposed by the municipal council. The proposed budget estimates for employee related costs (including councilors' allowance) are as follows:

- 2021/22- **R122,917,455**, which 40% of Total Operating Expenditure
- 2022/23 - **R131,250,525**, which is 39.2% of Total Operating Expenditure
- 2023/24 - **R80,366,790**, which is 34% of Total Operating Expenditure

It can be concluded that Mandeni Municipality employee related cost budget does not exceed the benchmark of 40%.

8.7.7. Impact on filling critical vacant posts

All critical positions in the municipality are currently filled. As it is essential to fill the critical posts because they have major impact on service delivery.

DEBT (TOTAL BORROWINGS)/REVENUE	2022	2023	2023-24 CURRENT YR
Total Debt	0	0	0
Total Operating Revenue	38087053	417860389	334993475
Operational Conditional Grants	219663375	221748432	191940653
Total Debt	0	0	0
Total Operating Revenue	38087053	417860389	334993475
Operational Conditional Grants	219663375	221748432	191940653
NORM	0%	0%	0%

8.7.8. Loans/Borrowing Strategy

Municipality's borrowing is made up of Finance Leases, i.e. Instalment Sale Agreement from Wesbank. The aim is to ensure that assets backing up the loans are well maintained in order to derive value for money. The reason behind borrowing was to not commit a once-off cash lump sum in buying vehicles but to spread the expenditure over a 5-year period.

Mandeni Municipality is highly dependent on Grants, as 72 percent of the Annual budget for 2023/2024 financial year was funded by grants and 28 percent was funded internally. The municipality acknowledges that we have a challenge of recovering outstanding debt from consumers, which contributes to grant dependency.

The Municipality's current ratio is favorable thus indicating that the Municipality is able to meet its immediate obligations. The cash flow situation is still a critical aspect for the municipality and is being constantly monitored. However, the liquidity ratios have reached the acceptable standard norms, but still need to be monitored on a continuous basis.

8.7.9. Investments

The municipality's cash management and Investment Policy was amended and approved by Council in May 2023. The aim of the policy is to ensure the Mandeni Municipality's cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduces time frames to achieve certain benchmarks. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the municipality's revenue base. The table below provides an overview of the Mandeni Local Municipalities Investment register as at March 2024.

C.8.7. Auditor General Opinion on Mandeni Municipality

The municipality received an Unqualified Audit Report with matters relating to errors in the Annual Financial Statement, Annual Performance Report and non-compliance with SCM laws and regulations. In terms of the 2022 audit opinion verses the current opinion can be summarized as below:

2021/2022 FINANCIAL YEAR

The municipality received an unqualified audit opinion during 2021/2022 financial year (previous financial year) as a result of the following;

a) *Material adjustments to the Annual Financial Statements which were subsequently corrected by management;*
b) *Material adjustments to the Annual Performance Report which were subsequently corrected by management;*
c) *Compliance with laws and regulations*

2022/2023 FINANCIAL YEAR

The Auditor General (AG) opinion in 2022/2023 (current financial year) was unqualified with matters. This finding is consistent with the previous year. The unqualified audit opinion came about as a result of material adjustments to the Annual Financial Statements which were subsequently.

The following are the three (3) findings on the Annual Financial Statements which were identified by the Auditor-General and were subsequently corrected.

a) Incorrect recognition of INEP and Massification Grants;
b) Misstatements on the Cash Flow Statement;
c) Incorrect recognition of the Fair value adjustment;

8.7.1. COMPARISION BETWEEN 2021/2022 AND 2022/2023 FINANCIAL YEAR

1.There was a great improvement on the audit opinion for 2022/2023 financial year compared to 2021/2022 financial year since the only area that had issues during 2022/2023 financial year was financial statements and the total number of findings that were identified were only five (5).

2. In 2021/2022 financial year, there was a total of sixteen (16) findings and there were several areas that had issues which were;

a) Annual financial statements;
b) Annual performance report:
c) Compliance with laws and regulations

8.7.2. IMPROVEMENT PLAN

1. Section 131 (1) of the MFMA states, inter alia that “A municipality must address any issues raised by the Auditor-General in an audit report. The mayor of a municipality must ensure compliance by the municipality with this subsection.

2. Management has developed a detailed Audit Action Plan for 2022/2023 audit and a total of five (5) audit findings have been included in the action plan in line with a signed management report.

3. *The Audit-Action plan has been reviewed by internal audit, risk management committee, audit committee and MPAC for adequacy and has been presented to Manco, EXCO and has been adopted by Council.*

4. *The Audit action plan has also been submitted to COGTA for their input and it was found that action plans/improvement plans that have been developed by management are adequate to prevent similar findings*

from re-occuring in the future

C.8.8. SWOT Analysis: Financial Viability & Management

STRENGTHS	WEAKNESSES
• Strong municipal leadership • Effective institutional systems and controls • Dedicated structure that caters for community participation on finances • Skilled and experienced workforce in finance department • Ability of finance departments to decentralize functions where departments need additional assistance • Positive cash-flow	• Insufficient funding to ensure that services reach everyone • Discrepancy in financial years between national, provincial and local government • Electricity losses • Dilapidated infrastructure assets • Internal control deficiencies
OPPORTUNITIES	**THREATS**
• Industrial development improves rates income • New and improved billing system linked with the credit bureau • Improved credit rating • Continuous update of process to strive for clean audit • Benchmark performance against other locals	• Depleted investments and negative cash-flow • Inadequate funding for the continued provision of infrastructure for free basic services • Non-payment for services rendered • Highly diversified income base from low to high income earners • Lack of sustainable service delivery • Service delivery protests • Political intolerance and community resistance

C.8.9. Identification of Key Challenges

KEY ISSUES	DESCRIPTION
Involvement of Amakhosi in the municipal IDP	Minimal to zero participation of amakhosi in the processes of the municipality
Functionality of intergovernmental relations at district and provincial forums	The most critical forums seem to be lagging behind thus service delivery is not coordinated through the appropriate IGR structures
Communication with stakeholders.	The MLM does not have a well-developed system to communicate with
Public participation.	Inadequate public involvement in municipal affairs.
Inter-governmental Relations.	Effective implementation and follow-up of resolutions taken by IGR
Governance Structures.	Individual ownership of decisions/resolutions taken by the collective.
Municipal office space.	The municipality is operating from sub-optimal premises and the offices are scattered.
Lack of sufficient staff capacity	The municipality lacks sufficient capacity to undertake all municipal activities efficiently and effectively.
Organizational culture.	Conduct and behavior of staff and councilors.
Employee wellness program.	The municipality does not have a sufficient capacity to implement an effective employee
Information and Communication	Information and Communication Technology systems are fragmented
Tools of the trade.	Councilors and senior staff members do not have adequate access to the essential tools of
Institutional Development & Transformation	
Implementation of systems and	Some municipal policies are not implemented.
Lack of sufficient staff capacity	The municipality lacks sufficient capacity to undertake all municipal activities efficiently and effectively.
Organizational culture.	Conduct and behavior of staff and councilors.
Employee wellness program.	The municipality does not have a sufficient capacity to implement an effective employee
Revenue collection and enhancement.	Poor implementation of the revenue collection and enhancement strategy.
Indigent policy.	Incomplete indigent register.
Supply Chain Management.	Tender processes take too long to finalize.
Wasteful and fruitless expenditure.	Municipal funds are sometimes spent on items that do not form part of the core mandate of the municipality or advance performance on core
Budget.	Unrealistic budget.
ESKOM License.	The municipality would like to obtain a license to provide electricity to the urban parts of the
Non-declaration of interests.	Staff members do not declare their interests.
Asset Management.	

D.1. MUNICIPAL VISION, GOALS AND OBJECTIVES

D.1.1. Long Term Vision

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

D.1.2. Mission Statement

Further to the vision statement outlined on the previous page, Mandeni Municipality has developed a mission statement that sets the tone for every decision that the municipality makes in order to achieve its vision. The brief mission statement defines the organization and seeks to set it apart from the other municipalities. Mandeni Municipality will achieve the development vision by following a culture of Batho Pele principles.

CORE VALUES

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

These are the behavior patterns expected from councilors and staff alike and signify the meaning that members of the Mandeni Municipality attach to their actions. They are a way of perceiving, and even thinking and feeling. They affect the way people and groups interact with each other, with clients, and with stakeholders.

D.1.3. ALIGNMENT OF OUTCOME 9, PMS ASSESSMENT TOOL WITH MUNICIPAL STRATEGIC ISSUES

NATIONAL KPA's	OUTCOMES 9	BACK TO BASIC	MANDENI STRATEGIC ISSUES
Basic Infrastructure and Service Delivery	Improved Access to Basic Services	Service Delivery: Creating Conditions for Decent Living	- Electricity - Access to roads and stormwater - Telecommunications - Community and public facilities - Solid waste disposal Housing - Land use management systems
Local Economic Development	Local Economic Development Implemented and Cooperatives Supported	Service Delivery	- Local Economic Development - Tourism Planning - Agricultural Development - Cooperatives and SMMEs - Public Private Partnerships - Business Support and Development
Community Services and Social Development	Community Work Program Implemented and Cooperatives Supported	Good Governance and Public Participation	- Education - Health - Social Security - Community Safety - Disaster Management - Gender, youth and people with disabilities - Sports and Recreation - HIV and Aids - Community and Public Facilities - Land Reform - Environmental Sustainability - Arts and Culture - Cemeteries and Crematoria

Municipal Financial Viability and Management	Improved Municipal Financial and Administrative Capability	Sound Financial Management	- Revenue Enhancement - Expenditure Control - Financial Management - Budgeting and Reporting
Municipal Institutional Development and Transformation	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	- Batho Pele - Performance Management - Human Resources - Information Technology - Administration
	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	- Integrated Development Planning - Policy Development - Public Participation - Internal Audit - Anti-Corruption Strategy

2023/2024 IDP STRATEGIES ALIGNED WITH SDBIP									
IDP REF	**STRATEGIC GOAL**	**STRATEGIC OBJECTIVE**	**STRATEGIES 2023/24**	**Budget**	**UNIT OF MEASUREMENT**	**KPI**	**TARGET**	**DEPARTMENT**
BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT								
						Number of		
						households to be		
						provided with		
						electrification		**TECHNICAL**
BSD 01				R2 000 000. 00	Number	infrastructure (Dry Connections) in Dendethu / Wetane Project -	108	**SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM**
						Ward 5 and		
						ready to be		
						energised by 30		
	Universal access		Improv			June 2023		
						Number of households to be provided with electrification infrastructure (Dry		

BSD 01	to basic services and infrastructure development by 2030		e access to all infrastructure and services	Facilitate access to electricity for all targeted households	R2 000 000. 00	Number	Connections) in Emhlangeni in Ward 5 and ready to be energised by 30 June 2023	100	**TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM**
							Number of		**TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM**
							households to be		
							provided with		
							electrification		
					R2		infrastructure		
BSD 01					000 000.	Number	(Dry Connections) in	100	
					00		Masomonco in		
							Ward 10 and		
							ready to be		
							energised by 30		
							June 2023		

							Number of		
							households to be		
							provided with		
							electrification		
BSD 01					R1 680 000	Number	infrastructure (Dry Connections) in	100	
							eHlanzeni ward 7		
							and ready to be		
							energised by 31		
							March 2023		
							Number of		
							households to be		
							provided with		
							electrification		
BSD 01					R1 640 000	Number	infrastructure (Dry Connections) in Okhovothi Ward	105	
							12 and ready to		
							be energised by		
							31 December		
							2022		
							Number of		

BSD 01					R2 200 000	Number	households to be provided with electrification infrastructure (Dry Connections) in Okhovothi Phase 2 Ward	50	TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM
							12 and ready to		
							be energised by		
							30 June 2023		
							Date of		
							installation of		
							phase 1		
							streetlights at P		
BSD 01					R1 800 000	Date	459 Entrance town, between Gcaleka Isithebe,	30-Jun-23	
							Khenana and		
							Isithebe in ward		
							3 by 30 June		
							2023		
BSD 01					R2 620 000	Date	Date of installed high mast light in ward 12 by 30 June 2023	30-Jun- 23	
				Reduce the			Date of upgrade		

				the existing infrastructure			completion stage by 30 September 2022		
							Date of construction of		
					R7 668 100	Date	Community Hall in Ward 13 to practical completion stage		
							by 30 September 2022		
							Date of registration of		
BSD 02					R750 000	Date	upgrade and Improvement of Bumbanani Road on MIG system	31-Dec- 22	
							by 31 December 2022		
							Date of upgrade and		
BSD 02					R250 000. 00	Date	improvement of Bumbanan road in Ward 15 to practical	30-Jun- 23	
							completion stage by 30 June 2023		

BSD 02					R1 250 000. 00	Date	Date of rehabilitated internal roads Ward 15 by 30 September 2022	30- Sep- 22	
							Date of road		
BSD 02					R4 500 000. 00	Date	rehabilitation at Manono Road in ward 15 to practical completion by 31	31- Mar- 23	
							March 2023		
							Date of		
							registration of		
BSD 02					R750 000. 00	Date	rehabilitation of road and stormwater drainage in ward	31- Dec- 22	
							13 and 14 by 31		
							December 2022		
							Number of m² of		
							potholes		
							2023		

							Number of		
							metres of guard		
BSD 02					R300 000	Number	rails to be constructed in	300m	
							Ward 7 and 12		
							by 30 June 2023		
							Number of		
							metres of kerbs		
							and concrete		
BSD 02					R250 000	Number	channel to be constructed in	250m	
							Wards 2, 3and		
							12 by 30 June		
							2023		
							Number of		
							headwalls to be		
							constructed in		
BSD 02					R150 000	Number	wards 1,2,5,6,8,9,10,11,	10	
							12,16,17, 18 by		
							31 December		
							2022		
							Number of		
							kilometers of		
							rural gravel		
BSD 02					3 500 000	Number	roads repaired and maintained in-house in wards	300 km	
							1,2,4,5,6,7,8,9,10		

							,11,12,16,17,18		
							by 30 June 2023		
							Number of speed		TECHNICAL
							humps		SERVICES
					R450 000	Number	constructed in wards 2,3,7,10,13, 14	25	AND INFRASTRUCTURE
BSD 02							and 15 by 30 June 2023		DEVELOPM ENT, OMM
							Date of		TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM
							Installation of 30		
							road signs and		
BSD 02					R250 000	Date	repainting of 15km of road markings to completed in	31-Mar- 23	
							ward 3, 4, 7, 13,		
							14 and 15 by the		
							31 March 2023		
							Date of		TECHNICAL
							registration of		SERVICES
BSD 02					R750 000	Date	Machibini road linking isithebe in ward 10 and	30-Sep-22	AND INFRASTRUCTURE

BSD 03				Facilitate the reduction of the housing backlog		Number	Number of new RDP houses constructed in Wards 1,8, 10, 11, 12, 16,17 and 18 by 30 June 2023	400	**ECONOMIC DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS**
BSD 04				Provide efficient waste collection and management service to all targeted household	R3 0 00 610	Number	Number of weekly waste collection in all 18 municipal Wards (261) by 30 June 2023	261	**COMMUNITY SERVICES AND PUBLIC SAFETY**
BSD 04					R3.3 00 000	Number	Number of m² of monthly grass- cutting performed in all wards by 30 June 2023	7 100 458 m²	
BSD 05	Universal access to basic service delivery and infrastructure development by 2030			Facilitate the provision of new community facilities	R900 000	Date	Date of establishment of Recycling Program in Ward 16 by 30 June 23	30- Jun- 23	**COMMUNITY SERVICES AND PUBLIC SAFETY**
					R900 000	Date	Date of provision of Skip bins in ward 4,7 and 18 by 30 June 2023	30- Jun- 23	

BSD 05				R1.1 00 000	Date	Date of completion of Beautification of Access No.1 in Mandeni by 31 December 2022	31-Dec- 22	
BSD 05				R42 000	Date	Date of Arbor Month Celebration in all wards by 30 September 2022	30-Sep- 22	

BSD 05				R130 000	Number	Number of monthly clean- up campaign conducted by 30 June 2022	12	
BSD 05	Universal access to basic service delivery and infrastructure development by 2030	Improve access to all infrastructure and services			Number	Number of monthly digital environmental Educational awareness campaigns conducted by 30 June 2023	8	
BSD 06	Providing and facilitating access to social services and facilities	Improve access to all infrastructure and services	Facilitate the provision of new community facilities	4 490 000	Date	Date of completion of project documentation stage (compliance)for the construction of sports field in Hlomendlini in Ward 4 by 30 September 2022 Date of completion of construction for DLTC phase 1 top structure and G7 Layer by 30 June 2023	30- Sep- 22	**TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT**
BSD 06				R7 000 000	Date		30- Jun- 23	

				R5 750 000	Date	Date of construction of Highview Park and Padianagar Combo court and swimming pool ward 15 additions by 30 June 2023	30-Jun- 23	
				R100 000	Date	Date of construction of bus shelters in ward 7,14, 15 by 30 June 2023	30-Jun- 23	

GOOD GOVERNMENT AND PUBLIC PARTICIPATION

GGP P 01	To foster a culture of community			R350 000	Number	Number of monthly media slots acquired with the national and local radio stations by 30 June 2023	12	**OFFICE OF THE MUNICIPAL MANAGER**
GGP P 01				R300 000	Number	Number of quarterly newsletters issued to general public by 30 June 2023	4	
GGP P 01				R26 000	Number	Number of bi-annual disciplinary Board meetings co-ordinated by 30 June 2023	2	
GGP P01				R100 000	Date	Date of presenting 2020/21 Annual Report to Community by 31 March 2023	31-Mar- 23	

GGP P01	involvement and good governance in the affairs of the municipality	Ensure participative, transparent and accountable Governance	Improve the public participation processes	N/A	Number	Number of annual portfolio committee agendas issued as per council rules and orders held by 30 June 2023	40	**ALL DEPARTMENTS**
GGP P01				N/A	Number	Number of Council agendas issued as per council rules and orders by 30 June 203	10	
GGP P01				N/A	Number	Number of Council meetings co-ordinated by 30 June 2023	10	
GGP P01				R218 500	Number	Number of quarterly Audit and Performance committee meetings co-ordinated by 30 June 2023	4	**ALL DEPARTMENTS**
GGP P01				N/A	Number	Number of Number of monthly Top MANCO meetings held by 30 June 2023	12	

GGP P 02				N/A	Number	Number of monthly EXCO meetings co-ordinated by 30 June 2023	12	**CORPORATE SERVICES, OMM**
GGP P 02				N/A	Number	Number of monthly EXCO agendas issued as per council rules and orders by 30 June 2023	12	**CORPORATE SERVICES**
GGP P 02				R2.7 500 000	Number	Number of quarterly Ward Committees functionality reports submitted to Council by 30 June 2023	4	**OFFICE OF THE MUNICIPAL MANAGER**
GGP P 02				N/A	Number	Number of quarterly reports of cluster war-rooms submitted to EXCO by 30 June 2023	4	**ALL THE DEPARTMENTS**
GGP P 02				N/A	Number	Number of quarterly participations in district IGR meetings attended by 30 June 2023	4	

GGP P 02				N/A	Number	Number of quarterly Reports of Local Aids Council submitted to Council by 30 June 2023	4	**OMM**
GGP		Aspire to a	Ensure the	R120	Number		12	**COMMUNI**
P 03		healthy, safe and crime-free area Ensure that all legislated Council structures meetings seats.	municipal contribution to community safety	000		Number of monthly disaster awareness campaigns held in wards 1,2,4,6,7,8,9,11,1 2, 16,17 and 18 by 30 June 2023		**TY SERVICES**
GGP P 03				N/A	Number	Number of bi- annual Road Safety Awareness campaign (festive and Easter) conducted by 30 June 2023	2	
GGP P 03				N/A	Number	Number of bi- monthly roadblocks conducted by 30 June 2023	24	
GGP P 03				N/A	Number	Number of seasonal Fire-breaks conducted by 30 June 2023	4	

GGP P 04			Design and implement sports, arts and heritage celebration programmes	N/A	Number	Number of bi- annual sports forums held by 30 June 2023	2	
GGP P 04			Improve the public participation processes	R25 000	Number	Number of artist development programme/talent search conducted by 30 June 2023	2	

GGP P 05				N/A	Number	Number of quarterly Disaster Advisory forum meetings held by 30 June 2023	4	**CSPSD ALL DEPARTMENTS**
GGP P 05				N/A	Number	Number of bi- annual Education forum meetings held by 30 June 2023	2	
GGP P 05				N/A	Number	Number of quarterly Department performance reports submitted by all departments to respective Portfolio Committees by 30 June 2022	20	

GGP P 05				N/A R150 000	Date	Date of adoption of the 2021/22 IDP, Budget and PMS Process Plan by 31 August 2022	31-Aug- 22	**EDPHS and OMM**
GGP P 05					Date	Date of approval and adoption of the 2022/2023 IDP by Council by 31 May 2023	31-May- 23	
GGP P 05				R300 000	Date	Date of conducting Strategic Planning for new Councillors and Management by 31 May 2023	31-May- 23	
GGP P 04		Aspire to a healthy, safe and crime-free area	Design and implement sports, arts and heritage celebration programmes	R130 000	Date	Date of hosting Annual Heritage Parade and Fashion Design show by 30 September 2023	30-Sep- 22	**OMM**
GGP		Implementation	Improve the	N/A	Number	Number of	45	**ALL**

P 06		of risk mitigation strategies specific to the department	audit opinion			Strategic Risk Mitigation Strategies implemented by all HOD's by 30 June 2023		**DEPARTMENTS**
				N/A	Number	Number of consolidated Quarterly Reports on Implementation of Risk Management Action Plans submitted to Risk Management Committee (from CSPSD, EDPHS,TSID, BTO and CSD) by 30 June 2023	4	**OMM**
				N/A	Number	Number of quarterly Risk Management Committee meetings co- ordinated by 30 June 2023	4	**OFFICE OF THE MUNICIPAL MANAGER**
				N/A	Number	Number of quarterly Progress Reports on Implementation of A.G Action Plan submitted to Council by 30 June 2023	4	**OFFICE OF THE MUNICIPAL MANAGER**

				N/A	Number	Number of days for management to respond to Internal Audit Unit queries raised by departments 30 June 2023	3 Days	**ALL DEPARTMENTS**
				N/A	Percentage	Number of days for management to respond to request for information and Audit Queries raised by Auditor General by 31 December 2022	3 Days	**ALL DEPARTMENTS**
	FINANCIAL MANAGEMENT AND FINANCIAL VIABILITY							

				N/A	Number	Number of monthly Section 71 reports compiled and submitted to NT and FPC by 30 June 2023	12	
				N/A	Date	Date of Section 72 report submitted to Council by 25 January 2023	25-Jan- 23	
				N/A	Number	Number of quarterly Section 52 reports compiled and submitted to council by 30	4	

						June 2023		
				N/A	Ratio	Ratio of cash and cost coverage sustained quarterly as per norm by 30 June 2023	1:3 (Months)	**BUDGET AND TREASURY OFFICE**
				R 322 726 454	Percentage	Percentage of operational budget spent by 30 June 2023	100%	
				N/A	Number	Number of quarterly progress reports on implementation of 2022/23 procurement plans submitted to MANCO by 30 June 2023	4	

MFV M 02 **MFV M 03**			Ensure the existence of updated finance management strategies	N/A	Date	Date of submission 2022/23 mid- term AFS to audit committee by 31 March 23	31-Mar- 23	**BTO** **ALL DEPARTMENTS**
				N/A	Number	Amount of quarterly of expenditure on overtime kept within allocated budget by 30 June 2023	R830 000	
				N/A	Date	Date of tabling 2022/23 adjustment budget to council for adoption by 28-Feb-23	28-Feb- 23	**BTO**
				N/A	Date	Date of reviewed Budget Related Policies adopted by Council by 31 May 2023	31-May- 23	
MFV M 04			Ensure a constant and accurate financial reporting	N/A	Number	Number of quarterly reports on unauthorized, irregular, fruitless and wasteful expenditure (UIFW) registers submitted to FPC, Council and EXCO by 30 June 2023	4	

				N/A	Percentage	Percentage of invoices paid within 30 days from the receipt by creditors by 30 June 2023	95%	

MFV M 05			Manage and increase the municipal revenue base.	R160 000	Date	Date of approved indigent debtors billed with allocation of free basic services by 31 May 2023	31-May- 23	**BTO**
				N/A	Date	Percentage of quarterly debt collected by 30 June 2023	65%	
				R50 000	Rand	Amount of Revenue collected on services provided by municipal departments by 30 June 2023	R315 300	**CSPSD, CORP, EDPHS**
MFV M 06			Ensure that the municipality acquires goods and services in terms of supply chain regulations	N/A	Date	Date of procurement plans for 2023/24 FY approved by Municipal Manager by 30 June 2023	30-Jun- 23	**OMM** **BTO**
				N/A	Days	Number of days to finalise procurement processes for tenders within R30 000- R200 000K by 30 June 2023	14 days	

				N/A	Percentage	Percentage of tenders (above 200k) awarded within 90 calendar days from the closing date of receiving tenders by 30 June 2023	100%	
				R200 000	Number	Number of quarterly contract and commitment register update performed and reported to FPC and EXCO by 30 June 2023	4	
				N/A	Date	Date of completing draft Departmental Budget estimate document by 31 March 2023	31-Mar- 23	**TSID**
LOCAL ECONOMIC DEVELOPMENT								
LED2		Achieve a holistic human development and capacitation for the realisation of a skilled and employable workforce.	Improve the community skills base	R200 000	Number	Number of farmers supported with seedlings and animal feeds by 30 June 2023	9	**EDPHS**

				R457 000	Date	Date of registration bursaries for matriculants and scholarship awards by 31 March 2023	31-Mar- 23	**COMMUNITY SERVICES**
LED 03			Ensure the empowerment nt of youth, women and people living with disabilities.	R 2 435 000	Number	Number of EPWP participants on Various EPWP programs (Zibambele, Life Guards) recruited and sustained by 30 September 2022	250	**COMMUNITY SERVICES**
				1 000 000	Number	Number of SMME Supported (Quick Wins) in all Wards by 30 June 2023	36	**EDPHS**

				R300 000	Date	Date of youth SMME Support programmes workshops conducted by 30 June 2023	30-Jun- 23	**COMMUNITY SERVICES**
				R400 000	Number	Number of youthful drivers and education programmes conducted by 30 June 2023	1	**OMM** **COMMUNITY SERVICES COMMUNITY SERVICES COMMUNITY SERVICES**
				R110 000	Number	Number of bi- annual programmes to support Youth Council and Ward Youth Forums by 30 June 2023	2	
				R85 000	Date	Date of youth month celebration programmes by 30 June 2023	30-Jun- 23	
				R105 000	Date	Date of Annual Youth Summit Workshop held by 30 June 2023	30-Jun- 23	

LED 03			N/A	Percentage	Percentage of procurement awarded to designated sectors i.e. youth, women and disabled by 30 June 2023	10%	**BTO**
LED 04	Facilitate the creation of job opportunities	Facilitate the implementation of the EPWP		Number	Number of jobs sustained through construction of RDP housing projects by 30 June 2023	400	**EDPHS**
				Number	Date of ensuring that project implementation includes employment of local labour as and when projects are implemented by 30 June 2023	30-Jun- 23	**TSID**

			Strategic planning for Local Economic Development	BUDGET	Number	Number of quarterly progress reports on jobs created submitted to EXCO by 30 June 2023	4	**OMM**
LED 05				R 1.600 000	Number	Number of quarterly reports on implementation of EPWP (CWP, Zibambele, Food for Waste, Life Guards) programs submitted to EXCO by 30 June 2023	4	**CSPSD**
LED 06				R 200 000	Number	Date of ensuring that all qualifying tender specifications provide for subcontracting opportunities for emerging local contractors as and when a tender document is being compiled by 30 June 2023	30-Jun- 23	**TSID**

				N/A	Number	Number of Quarterly Business compliance inspections conducted by 30 June 2023	4	**EDPHS**
LED 07				R200 000	Date	Date of hosting business Fair by 31 March 2023	31-Mar- 23	
				R300 000	Number	Number of quarterly reports on the implementation of Vuthela LED programme submitted to EXCO by 30 June 2023	4	**EDPHS**
	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION							

SRE M 03					N/A	Date	Date of adopted Disaster Management Framework by 31 May 2023	31-May- 23	**COMMUNITY SERVICES**
SRE M 03					N/A	Date	Date of submission of Fire and Emergency Services Section 78 report to Council by 31 March 2023	31-Mar- 23	
SRE M 02			Ensure an integrated and aligned development planning	Ensure proper development	200 000	Date	Date of Draft EIA scoping report for the Dokodweni Beach by 30 June 2023	30-Jun- 23	EDPHS
					R400 000	Date	Date of approval of agricultural sector plan by 30 June 2023	30-Jun- 23	

E.1. IMPLEMENTATION PLAN

The following tables outline the projects and programs the municipality will be embarking on during this term of council. The projects and programs are based on internal and external budgets.

Please refer to annexture folder (Implementation Plan).

F.1. Financial Plan

F.1.1. Three - year Municipal Standard chart of account budget (*m*SCOA Budget)

The *m*SCOA Regulations applied to all municipalities and municipal entities with effect from 1 July 2017. Mandeni municipality has compiled its 2023/24 MTREF Budget transacting across all the mSCOA seven segments in Version 6.7 as per MFMA Circular 123. Furthermore, we have ensured a seamless integration of the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and Budget facilities into the core financial system as these documents create a point of departure for the transaction.

Mandeni municipality has tabled its mSCOA Final Annual Budget & IDP for 2023/24 MTREF in an mSCOA classification framework and the data string (IDP and Budget) will be uploaded to the LG Database portal on the 31st May 2023 immediately after tabling at a Council Meeting.

The municipality has also ensured that our main core system (SAGE Evolution) and all subsystems are integrating seamlessly.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2023/24 Medium-term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2023/24 & MTREF

KZN291 Mandeni - Table A1 Budget Summary									
Description	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Total Revenue (excluding capital transfers and contributions)	278,870	319,244	331,880	328,592	344,324	344,324	382,369	404,472	409,330
Total Expenditure	286,257	301,966	306,106	361,725	371,753	371,753	402,121	412,719	438,278
Surplus/(Deficit) for the year	11,051	58,743	70,873	5,329	27,997	27,997	28,629	33,076	14,139
Capital expenditure & funds sources									
Capital expenditure	16,774	17,990	30,411	78,311	86,666	86,666	143,945	35,933	37,466
Total Budget	303,031	319,955	336,517	440,036	458,419	458,419	546,065	448,652	475,744

Total operating revenue has increased by 11.0 per cent or R38.0 million for the 2023/24 financial year when compared to the 2022/23 Adjustments Budget. For the two outer years, operational revenue will increase by 6.0 and 1.0 per cent respectively, equating to a total revenue growth of R26.9 million over the MTREF when compared to the 2022/23 financial year.

Total operating expenditure for the 2023/24 financial year has been appropriated at R402.1 million and translates into a surplus budget of R28.6 million. Operational expenditure has increased by 8.2 per cent in the 2023/24 budget and the outer years have increased by 2.6 and 6.2 per cent for each of the respective outer years of the MTREF. The operating surplus for the two outer years steadily increased to R30.4 million. The municipality has reprioritized its operational expenditure to be able to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R143.9 million for 2023/24 has increased by 67.4 per cent when compared to the 2022/23 Adjustment Budget. The capital programme decreases to R35.9 million from 2024/25 financial year and then increases in 2025/26 to R37.5 million.

The reduction is due to affordability in the light of the current economic circumstances. A substantial portion of the capital budget will be funded from government grants. The balance will be funded from internally generated funds from cash backing reserves.

F.1.2. Implementation of Financial Plan & Expenditure & Challenges.

No	Project Name	Ward	Brief Description	Consultant/ Contractor	Approved MIG Funding	Status/ Progress	Anticipated Date	Challenges / Comments
01	Upgrade of Link Road between Masomonce Bus Route (Ward 10) and Enembe/Isithebe Link Road (Ward 12)	10/12	This project entails the construction of the new scope of work to prioritize the Storm-water, retaining wall, sidewalk and fixing the damaged sections of the road.	**Consultant** Iqhina Consulting Engineers Contractor TBC	R2 000 000.00	Documentation stage	TBC	The new Consultant Iqhina Consulting Engineers has been appointed to deal with the finishing of the project since the previous Consultant Leletu Consulting Engineers pulled out of the project.
02	Construction of a Sports field in Enembe, Ward 5	5	Project Scope: The scope of works is as follows: Construction of a soccer field, Installation of clear view Fencing, Construction of Change rooms and ablution facility as well as the septic tank and Construction of grand stands	Consultant Sivest Consulting Engineers Contractor Sholo Trading	R7 962 614.60	Project Complete	December 2022	Project is at Defect Liability Period ending 14 December 2023.

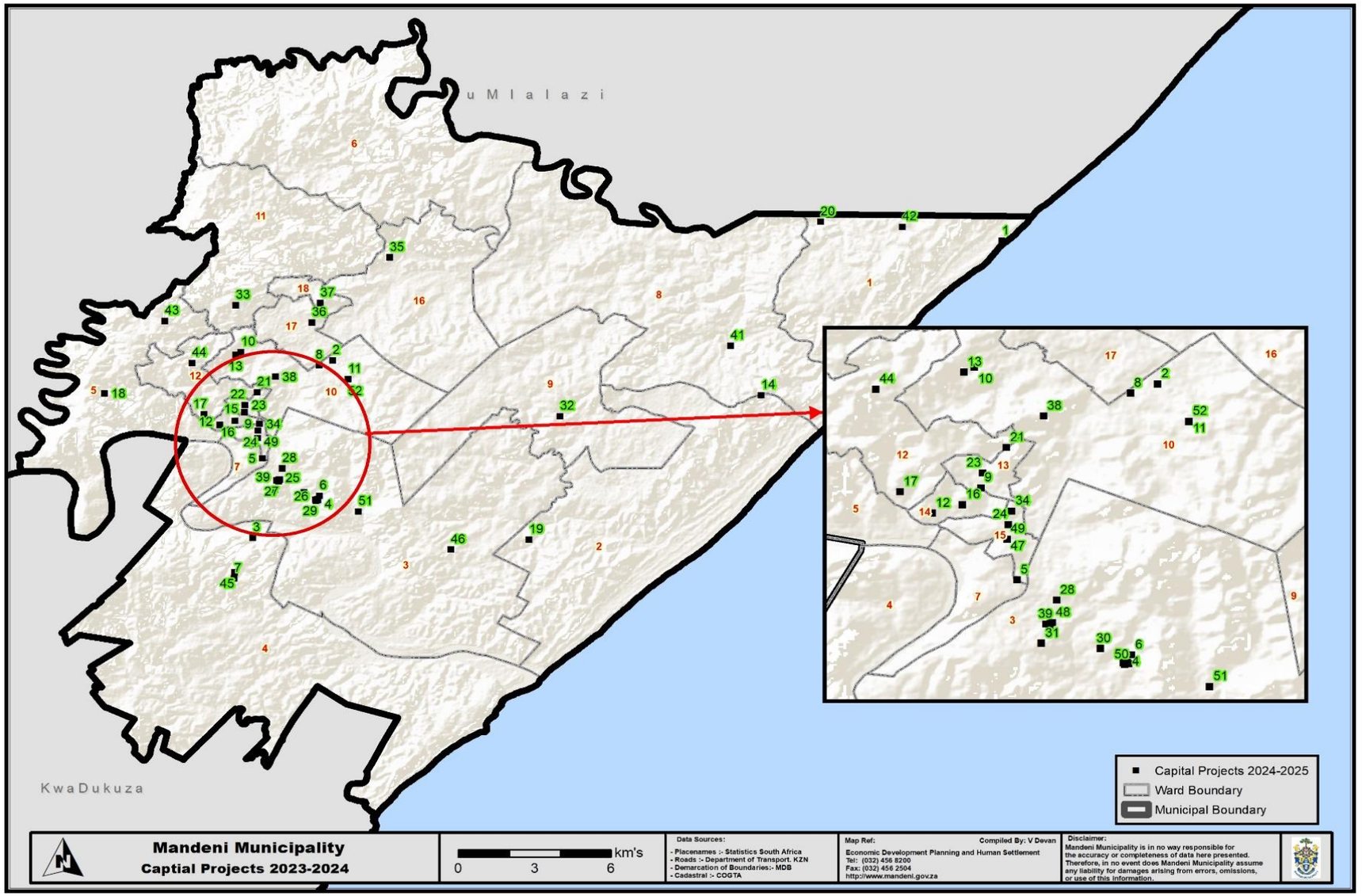
F. 1.5. Municipal Capital Projects 2024/2025

FINAL CAPITAL PROJECTS PER DEPARTMENT	FINAL BUDGET	Y – Coordinates	X Coordinates
EDPHS			
Construction of market stalls at Tugela Mouth and Mbizimbela	3 500 000.00	-29.06388	31.664923
Construction of Mini Factories at Khenana Phase 1	4 000 000.00	-29.10861	31.428272
Cemetery Development, Fencing and Guard house	4 500 000.00	-29.174955	31.400131
Construction of DLTC Trading Facilities	4 000 000.00	-29.160764	31.423125
	16 000 000.00		
COMMUNITY SERVICES			
Landscaping and Beautification of P459 CDB Intersection- Phase 2	2 500 000.00	-29.145156	31.403449
Designs for Phase 1 construction of emergency center	500 000.00	-29.159141	31.423644
TECHNICAL SERVICES			
MIG FUNDED			
Construction of a Hlomedlini Sportsfield & Combo Court in Ward 04	4 144 007.56	-29.190128	31.393529
Nyoni Taxi Route Phase 4	3 400 000.00	-29.110336	31.423464
Upgrade and Improvement of Bumbanani Road	8 892 356.03	-29.127967	31.397119
Endlondlweni Ward 10 Sportsfield	3 821 595.97	-29.10545	31.395964
Installation of Khenana High Mast Lights in Mandeni, Phase 2	494 469.87	-29.115596	31.433772
Rehabilitation of Internal Roads and Upgrade of Associated Stormwater in Sundumbili, Ward 14, Chappies Section	500 000.00	-29.132687	31.388489
Upgrade of Machibini Link road in Isisthebe in Ward 10 and Ward 12	14 907 951.63	-29.106414	31.394094

Construction of a Community Hall in Ward 8	250 000.00	-29.121577	31.579834
Rehabilitation of Internal Roads and Upgrade of Associated Stormwater in Sundumbili, Ward 13 Phase 1	1 000 000.00	-29.125213	31.397367
Rehabilitation of Internal Roads and Upgrade of Associated Stormwater in Sundumbili, Ward 13 Phase 2 & Ward 14 White City Section	500 000.00	-29.131125	31.393811
Upgrade of Rural Gravel Roads in Mandeni, Phase 5	250 000.00	-29.128722	31.38285
Upgrade of Rural Gravel Roads in Mandeni, Phase 5 (Ngulule)	250 000.00	-29.120845	31.347671
Construction of a Sportsfield in Ward 2, Mandeni	250 000.00	-29.175658	31.497729
Construction of a Sportsfield in Ward 1, Mandeni	250 000.00	-29.056727	31.600822
	38 910 381.06		
INTERNAL FUNDED			
Professional Fees: Upgrade and Improvement of Enembe Road	146 887.69	-29.120458	31.401625
Rehabilitation of Internal Roads and Upgrade of Associated Stormwater in Sundumbili, Ward 13 Phase 1	667 565.79	-29.125213	31.397367
Rehabilitation of Internal Roads and Upgrade of Associated Stormwater in Sundumbili, Ward 15 (NEW PROJECT)	300 000.00	-29.125213	31.397367
Construction of Phase 1 of New Protection Services Centre	200 000.00	-29.134853	31.401953
Civic Centre Upgrade- Roofing	200 000.00	-29.153763	31.409241
Extension of the Workshop	200 000.00	-29.160606	31.422275
Supply and Install Airconditioning Units	200 000.00	-29.153234	31.409351
P415 -459 Ward 3 Streetlights	1 620 000.00	-29.14891	31.410463
Building maintenance double cab 4x4	800 000.00	-29.160496	31.422951
Transformer 315KVA Mini-Sub	850 000.00	-29.157933	31.418167
Cable installation - Frye to LJC road (NEW)	500 000.00	-29.156973	31.407751
Ward 9 - Esikhoveni to Nyathini	2 300 000.00	-29.129503	31.508686
Ward 11 - KwaNgcobo estobhini to KwaMwandla	2 300 000.00	-29.087895	31.394055
Ward 15 - Kwamjulelwa to eziMpohlweni	2 300 000.00	-29.132315	31.402523

Ward 16 - KwaMathonsi estobini to KwaMthembu estobhini	2 300 000.00	-29.070066	31.448501
Ward 17 - Ezimangweni to Okhalweni	2 300 000.00	-29.094418	31.420958
Ward 18 - Sithebe library to Othini area	2 300 000.00	-29.087081	31.423928
Ward 10 - TBC	2 300 000.00	-29.114607	31.408146
New Office Block	2 000 000.00	-29.153417	31.408579
Mechanical/ Technical Services Building Phase 2	2 000 000.00	-29.160585	31.422204
Ward 8 - Maqina road	2 300 000.00	-29.103037	31.56895
Ward 1 - D888 to KwaMnguni store	2 300 000.00	-29.058594	31.629695
Ward 5 - Esamaqamu to Mgizimba	2 300 000.00	-29.093832	31.369024
Ward 12 - TBC	2 300 000.00	-29.109584	31.378613
Ward 4 - Masinga road	2 300 000.00	-29.187802	31.393643
Ward 3 - Carwash P415 to N2 tunnel bridge	2 300 000.00	-29.179318	31.470113
Construction of walkways and Taxi/Bus Shelters in various wards	4 000 000.00	-29.137556	31.401721
Fencing of Main office	2 300 000.00	-29.153118	31.409679
Contruction of pedestrian bridges in various wards	2 000 000.00	-29.137556	31.401721
Fencing of Technical Services Depot	2 300 000.00	-29.160968	31.422411
	89 094 834.54		
TOTAL CAPITAL	#REF!		
INEP MASSIFICATION			
UPGRADING OF MANDENI SUBSTATION - BULK INFRASTRUCTURE FUNDING	9 227 000.00	-29.165032	31.43742
MASSIFICATION TOP FUNDING			
KHENANA PHASE 5 ELECTRIFICATION WARD10	200 000.00	-29.115596	31.433772

Spatial Reference of Capital Projects for 2024/2025



1.5.1. ILEMBE DISTRICT 2024/2025 CAPITAL PROJECTS UNDERCONSTRUCTION & PLANNING

Table Shows: Ilembe District 2024/25 capital budget

WATER PROJECT					
WARD	**GRANT**	**PROJECT NAME**	**COMPLETION**	**CONTRACT VALUE**	**PROGRESS**
9	MIG	Macambini Water Supply Contract 5A		R 42 905 304.44	100% -Commissioned
9	MIG	Macambini Water Supply – Contract 5B		R 15 032 161.54	100% Commissioned
2, 3 & 9	MIG	Macambini Water Supply – Contract 5C	May 2025	R 48 927 772.40	10% Complete
3 &9	MIG	Macambini Water Supply – Contract 5D	N/A	R 50 000 000.00 (Estimate)	Bid Evaluation
5 & 6	MIG	Ndulinde Water Supply – 1Ml and 3.5Ml Reservoirs	June 2024	R 29 962 040.20	95% Complete
5, 6, 7, 9, 10, 11, 12, 13 and 14	MIG	Ndulinde Water Supply - Reticulation	N/A	R 49 000 000.00 (Estimate)	Planning

Table Shows: Water projects

WATER PROJECT CONTINUED					
WARD	**GRANT**	**PROJECT NAME**	**COMPLETION**	**CONTRACT VALUE**	**PROGRESS**
2, 4, 10, 11, 12, 16, 17 & 18	WSIG	Replacement and upgrade of pipeline from Reservoir C to Inyoni Reservoir, Isithebe Reticulation Refurbishment, Inyoni Reticulation Refurbishment, Tugela Mouth Town: AC Replacement, Masomonco Area Water Supply Upgrade and Novas Farm Water Supply.	November 2024	R 38 694 919.12	16% Complete

VIP SANITATION PROGRAM				
WARDS	**NAME OF PROJECT**	**COMPLETION**	**PROGRESS**	**PROJECT COST**
2,7 and 13	Implementation of 750 household sanitation (VIP Toilet) in the Mandeni area	June 2024	35% Complete	R159 574 387.55

F.1.6. Sector Funded Projects

Table Shows: Projects to be implemented by EDTEA

Dept. Economic Development Tourism & Environmental Affairs			
Name of Project / Program	**Wards / Beneficiaries**	**Year of Implementation**	**Budget**
Invasive alien species plants eradication project	3, 4 ,6 & 7	2024/2025	R1 600 000,00
Total	**152 beneficiaries**		**R1 600 000,00**

Table Shows: Project to be undertaken by Eskom

Eskom Electrification for 2024/2025						
Municipality Code & Name	**Project Name**	**Ward Number**	**Project Type**	**Estimated Conns**	**Planned Capex**	**Status**
KZN291_Mandeni	Mandeni ward 11	11	Household Extensions	202	R4 448 206.06	Waiting for design to be completed

Table Shows: 2024/25 Project to be implemented by DARD

Dept. Agriculture and Rural Development		
Program/ project	**Ward number**	**Budget**
CASP PROJECTS		
Vumisa Macadamia nuts		R 2 400 000.00

farm infrastructure, biological assets and production inputs.		131 million
COMMUNAL INVESTMENT - Infrastructure project		
Livestock Sales Yard	Ward 2 wangu	R 1 3 00 000.00
Total		**R 1 3 00 000.00**
COMMUNAL INVESTMENT		
Construction of one new dip tank		R 10 733 944,95
Repairs to one dip tank		
Total		**R 10 733 944,95**
MECHANISATION		
Two tractors allocated.		R2 884 747. 71
Target 168 ha	174 beneficiaries	
Total	**174**	**R2 884 747. 71**
PESI 3		
Both animal and crop production	90 beneficiaries	**R1 272 727, 28**
Total	**90**	**R1 272 727. 28**

Table Shows: Project to be implemented by DSD

Department of Social Development Budget allocation for people with special needs / Services to Older persons: 2024/2025			
Name of the NPO	**Ward**	**Budget allocation 2024/2025**	**Comments**
Ekuphumuleni Kwa Mashandu Residential Facility	7	R919 000	Funding is for 20 Older Persons R720,000 and 01 post of a Social Worker with 01 Admin Portion (R43 000) =R9 19 000 P.A. 24 hour residential care for older persons
Sundumbili Lunchion Club	15	R142 000	Allocation is for a service center accommodating 50 Older Persons at funding of R142 000 for three days in a week. (50*159*R17.85 =R142 000)
Sibonginhlanhla	4	R57 000	Service Center has capacity of 40 with 20 attending allocation of R57 000 for three days per week. (20*159*R17.85 =R 57 000)
Siyibo Senior Citizen Club	15	R99 000	Service Center has capacity of 50 with 35 attending allocation of R99 000 for three days per week. (35*159*R17.85 =R99 000)
Home of Hope Community Development	6	R114 000	Service Center has capacity of 40 with allocation of R114 000 for three days per week with allocation of R78 000 (40*159days*R17.85=R114 000)
Itsheleguma	1	R28 000	Service Center with 10 attending allocation of R28 000 for three days per week. (10*159*R17.85 =R28 000)
		TOTAL: 1 359 000	

Department of Social Development Budget allocation 2024/2025. NATURE AND SCOPE OF SERVICE: SERVICES TO PERSONS WITH DISABILITIES			
Name of the NPO	**Ward**	**Budget allocation 2024/2025**	**Comments**
MZAMO Child Guidance Clinic	All 18 wards in Mandeni	R271 200	The funding of 1 Social Work post and 1 Supervisor . To provide services to children with disabilities
DURBAN & COASTAL MENTAL HEALTH	All 18 wards in Mandeni	R 274 000	1 Social Worker and Social Work Supervisor posts to provide services to people with disabilities
NATIONAL ALBINISIM SOCIETY	All 18 wards in Mandeni	R971 000	1 Social Work post with admin portion (R43 000) = R199 000. There are 7 field workers and PEIP R80 000, 000, 2 Securities .
UMZAMOWETHUDISABLED ORGANISATION	All 18 wards in Mandeni	R1 259 000	1 Social Work post and admin portion, 18 Field Workers for all wards, project manager 2 security ,for PEIP (DEM Projects) for Services to 4 Municipalities .
Ikhwezi Welfare Organization	All 18 wards and Ilembe	R 919 000 TOTAL R2 561 100	Funding Social Work Post and providing 24-hour residential care

Department of Social Development Budget allocation 2024/2025. NATURE AND SCOPE OF SERVICE: CHILDCARE AND PROTECTION SERVICES			
Name of the NPO	**Ward**	**Budget allocation 2024/2025**	**Comments**
Mandeni Welfare Centre	3,9 and 10	R447 000	Funding for 2 Social Work Posts and Admin portion and allocation for program Fatherhood &Mans care, Man's and boy's, Boy's & Family, Marriage & Enrichment Program and parenting skill program
KZN Childline	All 18 wards in Mandeni	R258 000	Allocations its for the post of a Social Worker providing therapeutic services to children and Prevention and Early Intervention Program
		TOTAL: 705 000	

Department of Social Development Budget allocation 2024/2025. NATURE AND SCOPE OF SERVICE: CHILD AND YOUTH CARE CENTRES			
Name of the NPO	**Ward**	**Budget allocation 2024/2025**	**Comments**
BLESSED GERARD CARE CENTRE	All 18 wards in Mandeni and other districts	R3 517 000	The facility is funded for 65 children, Social Work Posts and conducting of Prevention and Early Intervention Program
		TOTAL: R3 517 000	

Department of Social Development Budget allocation 2024/2025. NATURE AND SCOPE OF SERVICE: Community based care Services for children			
Name of the NPO	**Ward**	**Budget allocation 2024/2025**	**Comments**
Vuna Community Development Centre	4	R658 000	Funding for 1 Social Work Post ,1 CYCW Post 18 CYCW ,Total is R658 000.
Siyakwemukela HIV/AIDS	15,7,13	R 187 000	Funding for 1 CYCW Post ,4 CYCW AND Safe Park total is R187 000.
Hamabavangeli HIV/AIDS	8	R 439 000	Funding for 1 Social Work Post ,1 CYCW Post,12) CYCW and Safe Park Total is R439 000.
		TOTAL: 1 284 000	

Department of Social Development Budget allocation 2024/2025. NATURE AND SCOPE OF SERVICE: VICTIM EMPOWERMENT PROGRAMME				
No	**Name of the NPO**	**Ward**	**Budget allocation 2024/2025**	**Comments**
1	HSE OF HOPE RECOVERY CTR	All ward in Mandeni	R 1 453 000	Funding for 15 beneficiaries ,1 Centre Manager , 1 Social Work post ,admin portion , 3 house mothers , 3 x security guards 1 handy man and 2 cleaners, Comfort packs ,Skills Development and Prevention and Early Intervention Program.
			TOTAL: 1 453 000	

Department of Social Development Budget allocation 2024/2025. NATURE AND SCOPE OF SERVICE: WOMEN DEVELOPMENT PROGRAMMES			
Name of the NPO	**Ward**	**Budget allocation 2024/2025**	**Comments**
Bambanani Community Dev	10	R 220 000	Administration R40 000, Support to Women Development Structures R80 000, Women Empowerment Program R54 000 and Income Generating Program R46 000.Total =R220 000.
		TOTAL: 220 000	

G. Annual Operational Plan (SBDIP)

Mandeni Local Municipality develop draft SDBIP after the approval of the IDP & Budget, guided by section 53 of MFMA, the MFMA S53 states that the mayor of the municipality adopts the draft SDBIP within 14 days after the approval IDP and budget, together with draft annual performance agreements for Municipal manager and all senior managers should be prepared it terms of section MFMA section 69(1)(b)

Section 53 of MFMA further states that the mayor should approve the final SDBIP within 28 days after the approval of the IDP & Budget. It further states that after the approval of SDBIP, Municipal manager, senior managers, copies of performance agreements be submitted to Council and the MEC for local governance in the province before the 31st of July of each Financial Year. The municipal should publish in the newspaper the draft SDBIP and final SDBIP as a compliance.

Mandeni Municipality developed a top layer SDBIP which is a strategic document consist of scorecard with all the Key Performance Indicators (KPI's) organizational. The departments develop the departmental scorecards assigning the KPI's to the relevant HOD's, these departmental scorecards are reported and monitored on quarterly basis to provide the status of performance of the municipality, as well promote PMS SMART principle, it is for that reason we have monthly, Mid-year (Sections 72 of MFMA) submitted to both provincial and national treasury and Annual performance report. Submitted to AG before the 31st August in financial year.

H.1. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

INTRODUCTION

Performance management is a strategic approach to which management equips leaders, managers, employees, and stakeholders at different levels; with a set of tools and techniques to plan regularly, monitor continuously, measure periodically, and review performance of the Organization in terms of

indicators and targets for efficiency, effectiveness, and impact. Chapter 6 of the Municipal Systems Act (No.32 of 2000) requires the Municipality to:

- Develop a performance management system; Set targets, and monitor and review performance, based on indicators linked to IDP;
- Publish annual reports on performance for the Organization, staff, the public, and other spheres of government

Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government. Have the Annual Performance Report audited by the Auditor-General, and Involve the community in setting the indicators and targets, and reviewing the Municipality's performance.

1.2. THE 2001 MUNICIPAL PLANNING AND PERFORMANCE REGULATION STATES THAT:

The PMS must entail a framework that describes and represents how municipal cycles and processes of PMS; including measurement, review, reporting, and improvement will be conducted; and PMS must, interiliac, comply with the requirements of systems the Act relates to the Municipality's employee performance management processes.

The 2024/2025 review IDP, the Municipality has prepared functional and effective organization performance management systems, that address the performance needs of the Municipality; and also serves to promote a culture of performance management, and to administer its affairs in an economical, effective, efficient, and accountable manner, as required by Section 38 of the Municipal Systems Act No. 32 of 2000.

In terms of measuring performance of the Municipality in 2024/2025, the municipality has reviewed performance management system, and has in place the following documents, that guide the review, implementation, monitoring, and reporting of PMS:

In terms of measuring performance of the Municipality in 2024/2025, the municipality has reviewed the performance management system, and has in place the following documents, that guide the review, implementation, monitoring, and reporting of PMS: Performance Framework; Organizational Scorecard; and Department Scorecard.

H.1.1. ORGANIZATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS

The adoption of the 2024/2025 IDP and Budget Review will be undertaken in May 2024, will inform the preparation of the Service Delivery Budget and Implementation Plan, within 28 days after the adoption. The budget will serve as a monitoring tool for the implementation of the IDP, and then prepare performance agreements for section 54 and 56 managers as required by the 2006 Performance Regulation, which will have to be concluded before the end of June 2023.

The municipality will also undertake quarterly reviews during the 2024/2025 FY to monitor performance as per following quarters:

- First quarter: July- September 2024;
- Second quarter: October to December 2024;
- Third quarter: January to March 2025;
- and Fourth quarter: April to June 2025.

H.1.2. 2022/2023 ANNUAL PERFORMANCE REPORT

Organizational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organizational level and through the Service Delivery Budget Implementation Plan (SDBIP) at departmental levels. The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality are implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and Budget. The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned.
- The budget must address the strategic priorities.
- The SDBIP should indicate what the municipality is going to do during the next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP were prepared as described in the paragraphs below and approved by the Mayor. The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

Color	Category
	Total KPI's
	KPI's achieved
	KPI's not achieved

The information that has contributed in preparation of this Annual Performance Report is the quarterly performance reports developed by the Performance Management Unit as a result of monthly reports from all departments supported by portfolio of evidences (POE's). This information is verified against the supported evidence and the Internal Audit Unit provides further assurance through their statutory and compliance auditing processes as set out in Section 165 of the MFMA. The monitoring system places responsibility on each department and individual employee to collect relevant data and information to support the monitoring process. Evidence of performance is gathered and presented to substantiate claims of achieving/not achieving performance standards. All portfolios are verified against the reported actual, as

THE OVERALL PERFORMANCE ON ANNUAL PERFORMANCE REPORT OF 2022/23 and 2021/22 FINANCIAL YEARS

The 2022/23 Financial Year did not have any major challenges. Hence, the municipality did not acquire natural disaster like the previous financial year. Several projects that were targetted were achieved. Challenges encountered were poor performance by service providers in some catalystic projects, SCM delays, etc. However, there was a consistent debt collection rate of 80% in the 2021/22 and 2022/23 financial year. The municipality performed well in cost coverage ratio sustained, whereby the target was 1:3 months and a stelling performance was achieved through 1:9 months. In terms of compliance, the municipality has submitted section 71 and 72 reports, section 52 (d), submission of senior managers performance agreements, IDP and Budget was also tabled timeously. It is for that reason, that the overal performance of the municipality in the 2022/23 financial year was 80% from 70%. This is a commendable performance. The 2021/22 Finanacial Year was one the challenging year for the municipality hence it was affected by KZN floods which caused a negetive implication on the service delivery and municipal operations. The impact KZN floods resulted in number of people loosing their houses thus reducing the municipal revenue as more and more people could not afford to pay their rates and services hence increasing of debt owed to the municipality. The floods also affected the services delivery projects, where number of projects during 2021/22 financial year were suspended and redirected to the next financial year and also the poor performance by service provider prevailed a service deliver inone the catalistc project DLTC during 2021/22 the municipal overal performance detoriated as result of these challenges , the municipality managed to get an overall performance of **70%** during 2021/22 financial year. The following graphs illustrate the overall performance of the Municipality measured in terms of the Top Layer (Strategic) SDBIP as at the end of the year that ended 30th of June 2023.

Overall Performance of the Municipality (Top Layer) SDBIP for 2022/23 FY

Department	Total KPI's	Achieved	Percentage Achieved (%)	Not Achieved
Office of the MM	77	62	81 %	15
BTO	36	31	86 %	5
Technical Services	44	32	73 %	12
Community Services	36	31	86 %	5
Corporate Services	29	23	79%	6

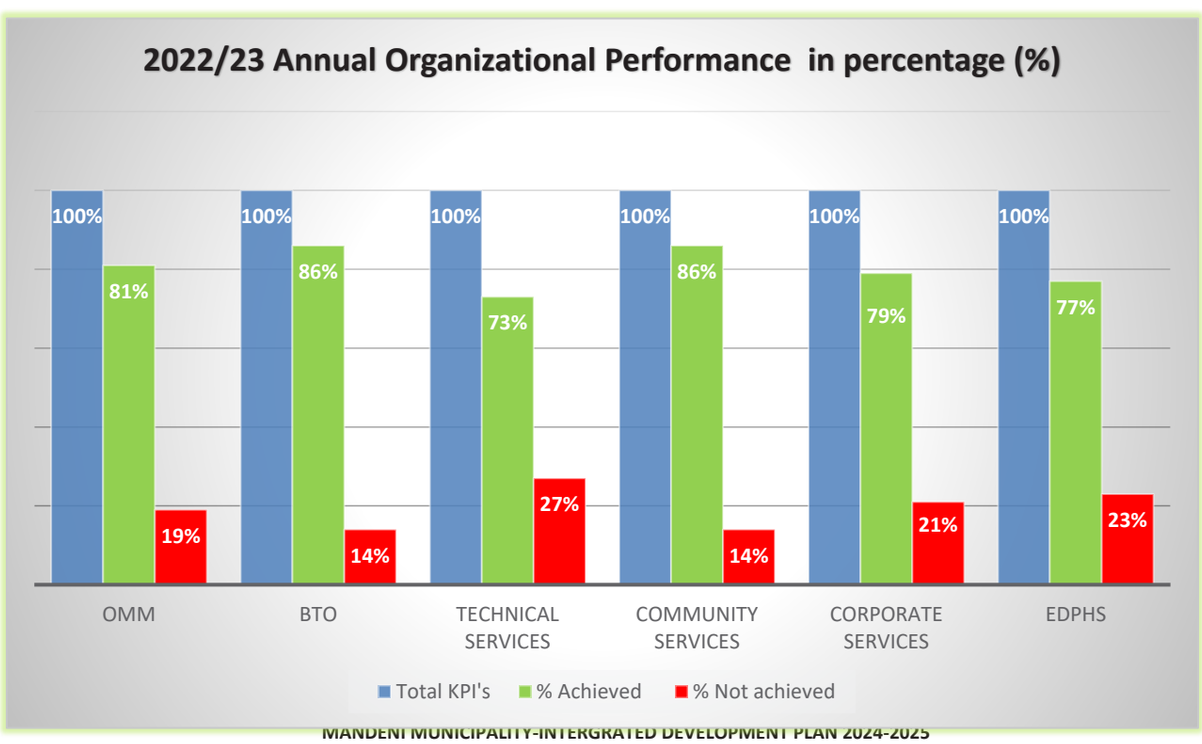
EDPHS	30	23	77 %	7
Organizational Performance	252	202	***80 %***	50

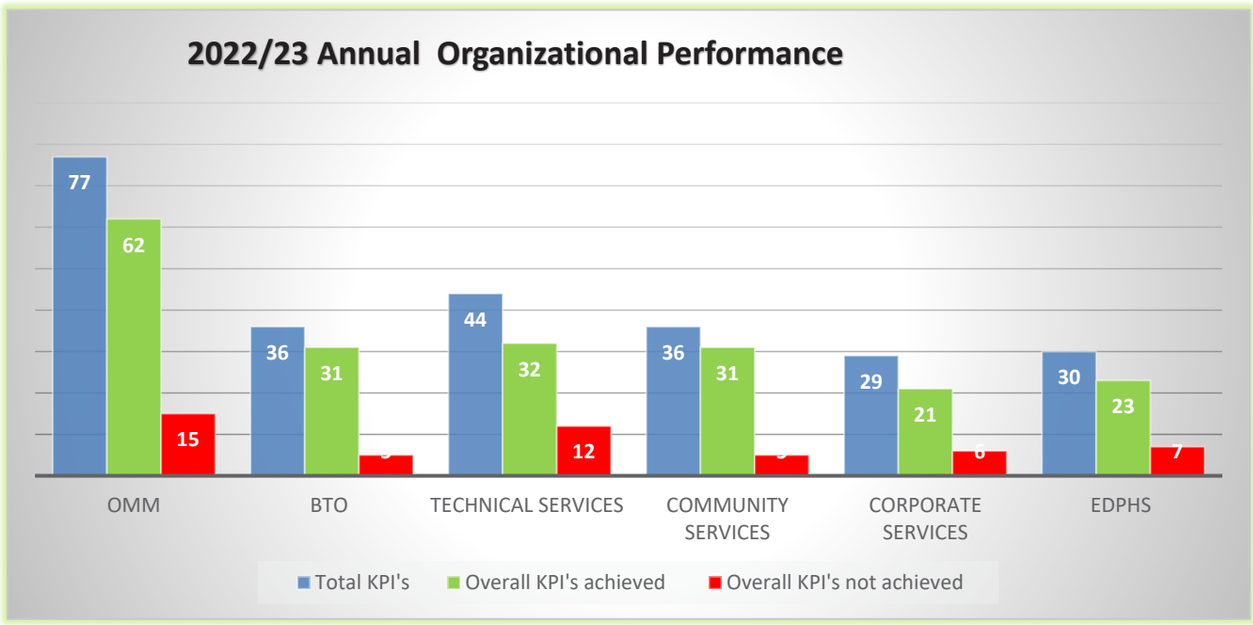
Overall Performance of the Municipality (Top Layer) SDBIP for 2021/22 FY

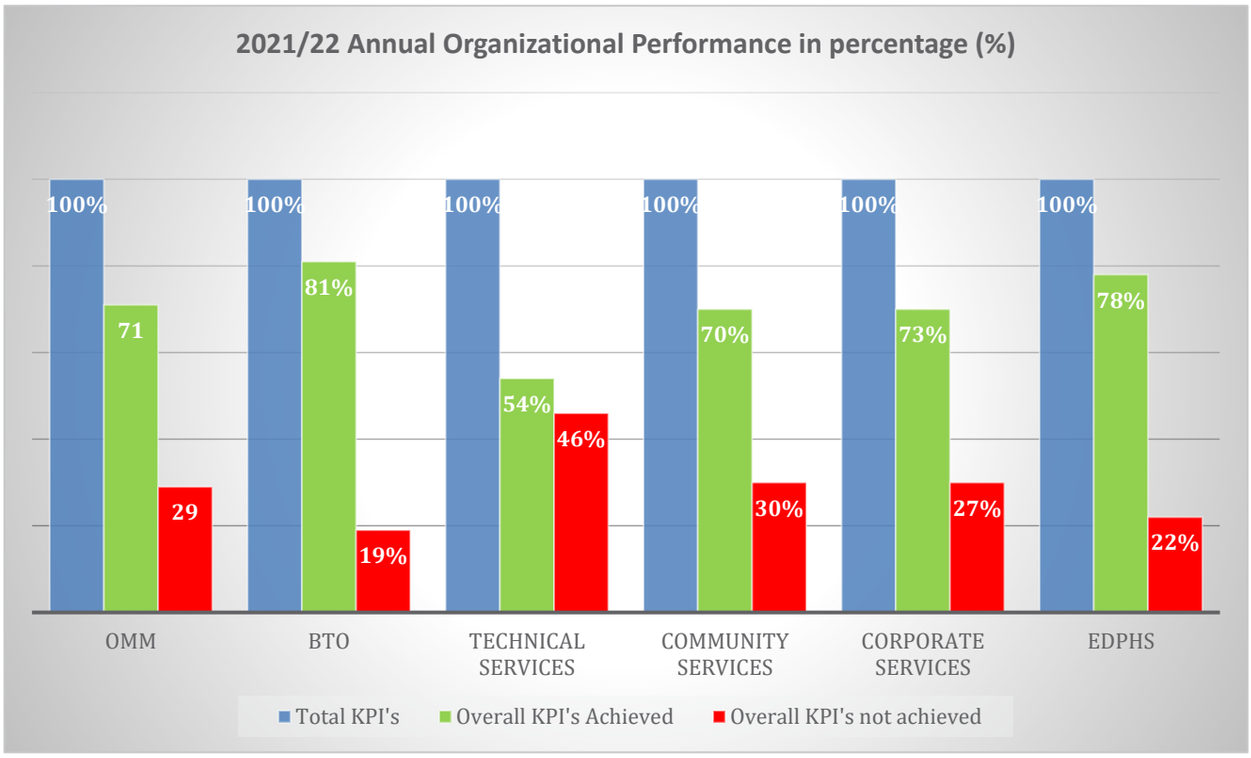
The graph below illustrates the overall performance of the Municipality measured in terms of Top Layer (Strategic) SDBIP at the end of the year ended 30th of June 2022.

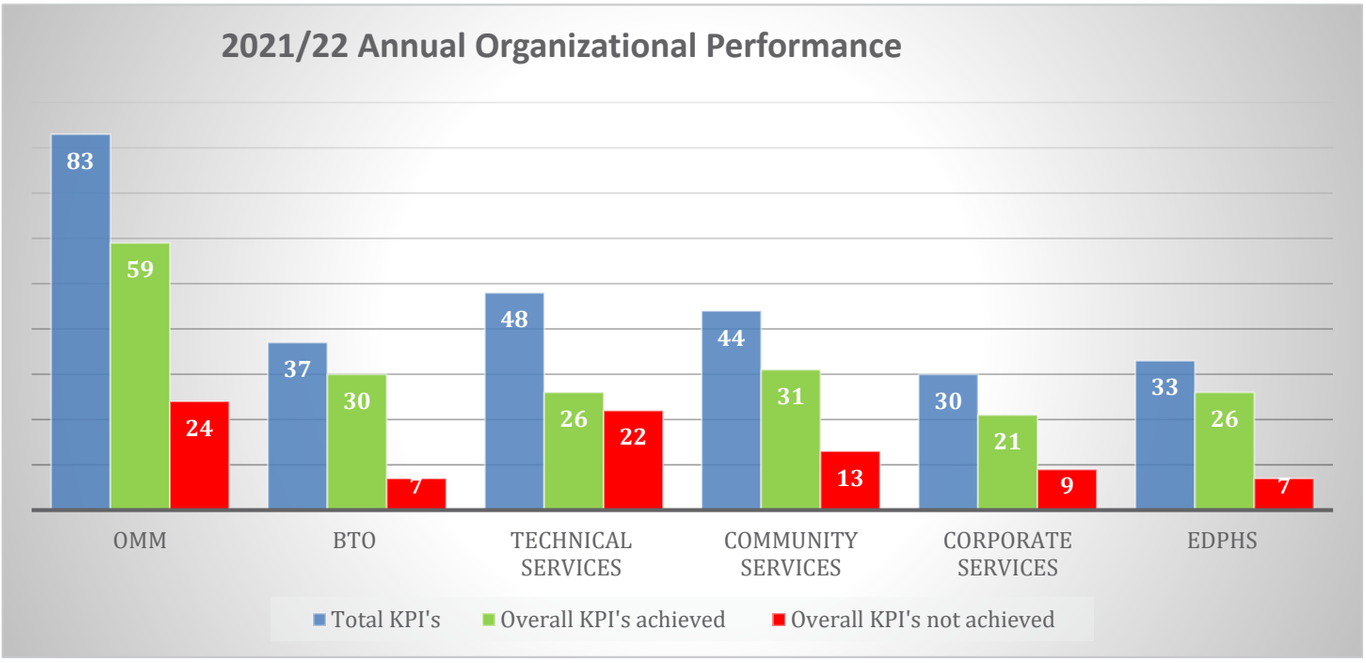
Department	Total KPI's	Achieved	Percentage Achieved (%)	Not Achieved
Office of the MM	83	59	71%	24
BTO	37	30	81%	7
Technical Services	48	26	54%	22
Community Services	44	31	70%	13
Corporate Services	30	21	70%	9
EDPHS	33	26	78%	7
Organizational Performance	275	193	**70%**	82

Comparison of 2022/23 FY and 2021/22 Performance through graph illustration




2022/23 Annual Organizational Performance
77
62
15
36
31
44
32
12
36
31
29
21
30
23
7
OMM
BTO
TECHNICAL SERVICES
COMMUNITY SERVICES
CORPORATE SERVICES
EDPHS
Total KPI's
Overall KPI's achieved
Overall KPI's not achieved


2021/22 Annual Organizational Performance in percentage (%)
100%
71
29
100%
81%
19%
100%
54%
46%
100%
70%
30%
100%
73%
27%
100%
78%
22%
OMM
BTO
TECHNICAL SERVICES
COMMUNITY SERVICES
CORPORATE SERVICES
EDPHS
Total KPI's
Overall KPI's Achieved
Overall KPI's not achieved



H1.3. PMS ASSESSMENT TOOL

Mandeni Municipality played an important role in reporting the PMS assessment tool program for both provincial and national COGTA. The Municipality reports on a quarterly basis to the provincial COGTA, and is still in a satisfactory standard, since the feedback received is reflecting as a functional municipality in the iLembe District. The Municipality is working with provincial specialists to improve the issues that put municipalities in a challenged status. Mandeni Municipality also reports B2B on a monthly basis to the national COGTA. The performance is also in a satisfactory standard because the feedback also reflects that the Municipality is fully-functional as well. The reporting is based on the following five pillars:

- KPA 1: Basic Service Delivery
- KPA 2: Financial Viability and Management
- KPA 3: Good Governance & Public Participation
- KPA 4: Local Economic Development
- KPA 5: Municipal Transformation & Institutional Development
- KPA 6: Spatial Rational Environmental Management / Cross Cutting Measures

Chapter I: ANNEXURES

I.1. List of municipal policies and By-laws

Policies	Lifespan	Last Adoption Date	Development / Review Status (Draft / To Be Reviewed)
Budget & Treasury Office			
Communication Strategy	2023-2024	End of April 2023	Under review
Asset Loss Control Policy	2023-2024	End of April 2023	Under review
Asset Management Policy	2023-2024	End of April 2023	Under review
Banking and Investment Policy	2023-2024	End of April 2023	Under review
Catering Policy Reviewed	2023-2024	End of April 2023	Under review
Credit Control and Debt Collection Policy	2023-2024	End of April 2023	Under review
Draft Fleet Management Policy	2023-2024	End of April 2023	Under review
Draft Funding and Reserves Policy	2023-2024	End of April 2023	Under review
Draft Indigent Support Policy	2023-2024	End of April 2023	Under review
Draft Insurance Policy	2023-2024	End of April 2023	Under review
Draft Inventory Management Policy	2023-2024	End of April 2023	Under review
Draft Mandeni SCM Policy	2023-2024	End of April 2023	Under review
Draft Rates Policy	2023-2024	End of April 2023	Under review
Draft Tariff Policy	2023-2024	End of April 2023	Under review
Draft Virement Policy	2023-2024	End of April 2023	Under review
Community Services & Public Safety			
Approved Indigent-Pauper Burial Policy 2022 Reviewal	2023-2024	End of April 2023	Under review
Cemetery And Crematoria By-Law	2023-2024	End of April 2023	Under review
Draft Gathering By Law	2023-2024	End of April 2023	Under review
Firearm Policy For Mandeni	2023-2024	End of April 2023	Under review
Animal Keeping Bylaws	2023-2024	End of April 2023	Under review
Pounds By Laws	2023-2024	End of April 2023	Under review
Corporate Services Department			
2022 Draft in Service Training Students And Internship Program	2023-2024	End of April 2023	Under review
2022 Draft Internal Bursary Policy	2023-2024	End of April 2023	Under review
Batho Pele Policy	2023-2024	End of April 2023	Under review
Draft Cell phone Allowance & Telephone Usage Policy 11052022	2023-2024	End of April 2023	Under review
Draft Leave Policy 2021-2022 (1)	2023-2024	End of April 2023	Under review
Draft Overtime Policy 2021-2022	2023-2024	End of April 2023	Under review
Draft Recruitment Policy	2023-2024	End of April 2023	Under review
Standby Allowance Policy 2021	2023-2024	End of April 2023	Under review
Draft Vehicle Allowance Policy	2023-2024	End of April 2023	Under review
HR Strategy	2023-2024	End of April 2023	Under review
ICT Security Policy	2023-2024	End of April 2023	Under review
ICT Master Systems Plan	2023-2024	End of April 2023	Under review
ICT Governance Policy and Charter-Edit	2023-2024	End of April 2023	Under review
ICT Governance Risk and Compliance Management Training and Mentoring Plan	**Under review**	**End of April 2023**	Under review

Economic Development Planning and Human Settlements			
Development Charges Policy			Under review
Land Disposal Policy Revised	2023-2024	End of April 2023	Under review
Informal Traders Policy Review	2023-2024	End of April 2023	Under review
Street Naming & Renaming of Public Facilities Policy	2023-2024	End of April 2023	Under review
Land Use Management Scheme	2023-2024	End of April 2023	Adopted
Office of The Municipal Manager			
Draft Social Media Policy for Mandeni Local Municipality	2023-2024	End of April 2023	Under review
Enterprise Risk Management Policy 2022 2023	2023-2024	End of April 2023	Under review
Mandeni Youth Development Strategy	2023-2024	End of April 2023	Under review
Political Office Bearers Vehicle Policy	2023-2024	End of April 2023	Under review
Infrastructure Development and Technical Services			
Road Maintenance Policy	2023-2024	End of April 2023	Under review
Operation and Usage of Municipal Vehicles	2023-2024	End of April 2023	Under review
Infrastructure Engineering Services Contributions Policies	2023-2024	End of April 2023	Under review
Electricity Procedures	2023-2024	End of April 2023	Under review

I.2. List of Sector Plans

Name of Sector Plan	Life Span	Last Adoption date	Development/Review Status (Draft/To Be Reviewed)
Informal Traders Management and development strategy	2022 -2027	2021	Reviewed
LED Strategy	2021 -2026	May 2021	Reviewed Annually
Disaster Management Plan	2022 -2027	March 2022	Adopted
Spatial Development Framework	2021 -2027	September 2021	Adopted
Spatial Development Plan	2022-2023	May 2022	Adopted
Integrated Waste Management Plan	2021-2022	June 2021	Adopted
Housing Sector Plan	2016 -2017	May 2016	Under review
Tourism strategy/Business Retention Plan	2017 -2019	June 2017	-
Employment Equity Plan	2020-2022	June 2020	To be reviewed
Performance Management Framework	2022-2023	June 2021	Adopted
Roads and Storm water Operations and Maintenance Plan	2017 -2019	March 2017	To be reviewed
Electricity Master Plan			
Workplace skills plan	2021-2022	April 2022	Developed
Integrated Human Resource strategy	2021-2022	June 2021	Developed
Integrated Local Transport Plan	2017 -2019	June 2017	To be reviewed
Community Safety Plan			
Roads Master Plan			

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