

MANDENI LOCAL MUNICIPALITY – IDP 2007/08-2012/13

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ABBREVIATIONS USED IN THIS DOCUMENT

AsgiSA	-	Accelerated and Shared Growth Initiative for SA
AOC	-	Aircraft Operating Company
BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DFP	-	Development Framework Plan
DLTGA	-	Department of Local Government and Traditional Affairs
DM	-	District Municipality
DOE	-	Department of Education
DOH	-	Department of Housing
DOT	-	Department of Transport
EIA	-	Environmental Impact Assessment
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IDP	-	Integrated Development Plan
ISRDP	-	Integrated Sustainable Rural Development Programme
ISRDS	-	Integrated Sustainable Rural Development Strategy
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LRAD	-	Land Redistribution for Agricultural Development
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003

MIG	-	Municipal Infrastructure Grant
MPS	-	Multi-Purpose Service Centre
MTCF	-	Medium-Term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
PIMS	-	Planning, Implementation and Management System
PMS	-	Performance Management System
PTO	-	Permission to Occupy
RDP	-	Reconstruction and Development Programme
RIDS	-	Regional Industrial Development Strategy
RRTF	-	Rural Road Transport Forum
RSC	-	Regional Service Centre
SADC	-	Southern Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counseling
WSDP	-	Water Services Development Plan

INTRODUCTION

1.1 THE INTEGRATED DEVELOPMENT PLANNING PROCESS

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

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

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

Newly elected municipal Council may-

- (a) within the prescribed period referred to in subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision it must comply with section 29(1) (b) (i), and (d) which says that the local communities must be consulted on its developmental needs and priorities be consistent with any other matters that may be prescribed by regulation;
- (b) a newly elected Council that adopts the IDP of its predecessor with amendments must effect the amendments in accordance with the process referred to in section 34(b) which stipulates that a municipal Council may amend its integrated development plan in accordance with a prescribed process;

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

1.2. METHODOLOGY

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

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

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

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

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

1.3. Formulating a Credible IDP

The DLGTA of KZN adopted an Evaluation Framework for Credible IDPs which has been put in place by the National Department: Provincial and Local Government. This Evaluation Framework is intended to serve as a tool to guide the assessment of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process. This Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP.

In this 2007 – 2012 Mandeni Local Municipality IDP Process due cognisance has been taken of this Credible IDP Evaluation Framework as a guide to formulating and adopting a credible IDP. Throughout, the criteria of what constitutes a credible IDP have been used as a basic point of departure, creating a framework of continuous checks and balances. The following aspects are relevant in this respect:

- Awareness of the Mandeni Local Municipality of its role and place in the local, regional, provincial and national context and economy.
- Awareness of the Mandeni Local Municipality of its own intrinsic characteristics and criteria for success.
- Comprehensive description of the area in terms of the environment and the spatial characteristics.
- A clear strategy, based on local developmental needs.
- Insights into the trade-offs and commitments that are being made regarding economic choices, establishment of SHS, integrated service delivery, etc.
- The key deliverables for the next 5 years.
- Clear measurable budget and implementation plans aligned to the SDBIP.
- A monitoring system.
- Determining the capacity of the Mandeni Local Municipality.
- Communication, participatory and decision-making mechanisms.
- The degree of intergovernmental action and alignment to government wide priorities.

1.4 PARTICIPATION AND COMMUNICATION PROGRAMME

The most critical features of the ingredient of the IDP as a development tool/ vehicle is the extent to which it embraced the provisions of the Municipal Systems Act 2000 regarding community participation. Section 16 of the Act requires that a culture of community participation

be developed, and Section 17 of the Act talks about mechanisms, processes and procedures for community participation.

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

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

Level 1:

WARD BASED PUBLIC MEETINGS

In order to determine community needs, it is necessary to engage and interact at a Local Municipality level with the ward structures/committees where applicable. In addition and to consult with ward councilors, this requires consultation with political structures and interest groups. Central to this process is encouraging participation in the identification of key developmental initiatives needed at ward level.

The Municipality clustered the 16 sixteen wards into four clusters with the Tribal courts being the venues in three different Tribal authorities, rural communities, Traditional leaders and stakeholders were given a detailed presentation on IDP as the development vehicle and its linkage to the term of office of the newly elected Council. During this period each ward was advised to set up a meeting in their respective ward the office bearers then nominated the Community Worker, P R Councilor for each ward that will be facilitating and assisting each ward to identify their needs and priorities thereof and further suggested possible ways of addressing them. It should be noted that this period was used to workshop the community on IDP and the Performance Management System (PMS) & it's Alignment with the IDP. To assist the local community a framework for public input was developed and clearly explained this was meant to create the level of understanding to the community that the Municipality has a broad number of issues that need to be addressed and one needs to link that with the limited resources that exist. Subsequent to this each ward held a meeting in their respective ward at the convenient time.

SUMMARY OF KEY PRIORITY ISSUES IDENTIFIED

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

Youth & Woman empowerment was also raised as the central feature of the Municipal Development and service delivery.

The following are specific issues identified by the community:

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

- Fencing of Community Gardens
- Community based programs for removal of alien plants and vegetation
- Facilitation of the training of life guards to mentor beach
- Maintenance and upgrading of Matikulu Nature Reserve
- Facilitation of public access to the beach

Level 2:

SECTOR FORUM MEETINGS

The sector forums are constituted by Development Committees, Ward Committee, Traditional Leaders or their representatives, Councilors, Service Providers and Local and District Municipality officials. These forums are used to facilitate focused discussions on sectoral key priority issues facing the Municipality. These forums were used as a platform for the community to report back on their developmental issues and further discuss the possible way of addressing them as a collective. Further the communities were brought to the attention that not all the issues are the core function of the Local Municipality and how the local Municipality is going to engage the relevant authorities for each issue to be addressed. The following is the summary of issues raised:

Level 3:

ALIGNMENT MEETINGS

There is high level coordination at the District level where alignment meetings are held with the family of local Municipalities within the Ilembe District to discuss issues of alignment and progress regarding the IDP preparation. This is the most important platform for strategic planning where experiences, successes and challenges at a regional level are shared.

Level 4:

REPRESENTATIVE FORUM

The IDP Representative Forum is constituted of various stakeholders and interest groups such Traditional Leaders, Rate Payers Associations, Private Sector, sector departments' e.c.t. The Representative Forum is amongst other things checks whether the project proposals are in line with the priorities and strategic guidelines; and

Level 5:

Communities and stakeholders are given the opportunity to comment on the draft IDP. The advertisement is placed on news paper calling for

people to make representation and comments. The IDP is left in Liberals and other Municipal offices for perusal at least for twenty one days.

1.5. INTERGOVERNMENTAL PLANNING AND ALIGNMENT

The government has slowly been realizing that the objectives of having a strategic and credible IDP cannot be achieved without intergovernmental planning, alignment and integration across the three spheres of government across the country. At the heart of it all is the need for the IDP to become a plan for government as a whole. It was against this backdrop that in May 2004 State of the Nation Address, the President called for the harmonization of the national Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategy (PGDS) and the municipal integrated development plans (IDPs). The President also reiterated this call in the February 2006 State of the Nation Address when he said “integration of planning and implementation across the government spheres is therefore one of the prime areas of focus in our programme for the next term of local government. In this regard we will be guided by the Intergovernmental Relations Framework Act”.

The National Spatial Vision is espoused in a report prepared by The Presidency – Policy Coordination and Advisory Services dated 10 December 2004, titled Harmonizing and Alignment: The National Spatial Development Perspective, Provincial Growth and Development Strategies and Municipal Integrated Development Plans, as follows:

“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:

- By focusing on economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

1.6. THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVES (NSDP)

The premise of the NSDP is that economic development and growth occurs in geographic space. Hence our ability as a country to accelerate growth and reduce unemployment and poverty is principally tied to the growth potential of different areas and regions. According to

the NSDP, developing a coherent understanding of regional economic development and territorial patterns of economic development, social exclusion and resource use is of paramount importance in achieving our objectives. The NSDP argues that undertaking infrastructure investment and development spending decisions on the basis of an area’s unique potential is likely to produce far more desirable and sustainable outcomes in terms of addressing poverty and improving growth.

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

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

Implications:

- It is important to note that the functional area of Sundumbili/Isithebe Industrial Estate area presents a scenario where ‘an area with potential’ meets ‘an area with poverty density’. That is, this is where large number of informal settlements are located whilst some of the best performing factories in the region also operates from the estate. Therefore, any municipal investment in this part will result in both economic growth and poverty reduction for the municipal area. However, that doesn’t mean exclusion of rural settlements from

municipal programmes. The municipality shall coordinate the provision of basic services to these settlements particularly water, electricity and roads since these do not form part of our powers and functions. It also means that the municipality must coordinate the effective provision of social services to these areas such as social security and identity documents, which brings into light the significance of rolling-out of multi-purpose community centres in rural settlements. Lastly, the municipality must be able to assist people from these areas with labour market information – i.e., actual employment opportunities, internship and learnership programmes both in the public and private sectors. In this way, the municipal programme will focus on the people and not places as such.

1.7. ACCELERATED AND SHARED GROWTH OF SOUTH AFRICA (ASGISA)

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

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

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

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

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

Implications

- At least, 80% of municipal budget should go towards infrastructure development programmes;
- Municipal LED strategy should focus on cooperative development as a vehicle for creating linkages between the first economies and second economies. This should also form part of the municipality's broad attempt to support broad-based black economic empowerment in the area. In the same vein, provision of municipal services should be more labor-intensive in order to address the goals of massifying expanded public works programme.
- In terms of skills development programme, it is important that the municipality strengthens and intensifies training programmes that it runs together with Mfolozi FET College in Mandeni so that they are streamlined in a manner that responds to the training needs of local industry. Also on this point, it is noted that the level of illiteracy (census 2001) is very high in the municipal area. Therefore, ABET programmes have to be intensified to improve human development status of the area as well as to support current economic development programmes. Lastly, people-development programmes will be incomplete without addressing HIV/AIDS pandemic in the area as it will impact heavily on available skilled labour and its productivity levels. Anecdotal information has it that Mandeni is the breeding ground for HIV/AIDS (because of the combination of high levels of poverty, unemployment and a few employed people in a small area). This is an important aspect of our intervention, as the Provincial Growth and Development Strategy (PGDS) of KwaZulu-Natal identifies comprehensive response to HIV/AIDS as being critical for its successful implementation.
- Lastly, historically (or since advent decentralized industrialization in South Africa in the early '80s) clothing and textile industry (which is one major sector targeted by ASGISA) has always thrived in Mandeni (although largely due to exploitation, unskilled labour and industrial incentive programmes that formed part of decentralized industrialization throughout the country). Bio-fuels initiatives should also be explored given the thriving agricultural sector in the area, especially along the coast

1.8. The Expanded Public Works Programme (EPWP)

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

1.9. The Provincial Growth and Development Strategy (PGDS)

The PGDS puts forward the following priorities for the Province:

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

Implications

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

1.10. THE PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

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

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

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

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

Agriculture Sector

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

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

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

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

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

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

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

Manufacturing Sector

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

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

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

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

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

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

Tourism Sector

Tourism is increasingly becoming a major contributor to the global economy, currently contributing an estimated 10.1% to the global Gross Domestic Product (GDP). South African tourism's contribution to the country's GDP was recorded at about 7, 3% in 2003, accounting for approximately 800 000 direct and indirect jobs.

The sector is able to generate employment opportunities without significant capital investment. About R1 million of tourism spend generates and sustains 11 annual direct and indirect jobs. Tourism outstripped Gold as the leading generator of foreign exchange earnings in South Africa in 2003, generating R53 billion and driving foreign direct spend into the country.

In KwaZulu-Natal, tourism total contribution to GGP is standing about R18 billion – about 10% of the provincial economy. The province currently attracts about 1.3 million foreign visitors and 13.9 million domestic tourism trips on an annual basis.

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

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

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

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

umuzi kwaMfemfe eGcotsheni in Ndulinde, which is where Prince Shingana was born and buried in 1911.

The historical events which occurred in this area include:

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

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

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

1.11. THE DISTRICT AND REGIONAL GROWTH CONTEXT

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

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

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

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

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

2. ANALYSIS OF CURRENT REALITIES

2.1. LOCAL CONTEXT

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

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

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

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

KEY FEATURES

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

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

2.2. DEMOGRAPHICS CENSUS INFORMATION

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

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

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

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

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

Profile of South Africa, 2004-2005

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

Source: World Bank, April 2006

Population Size

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

Table 2.1: Population density

	Population 2001	Population 2007	Households	Population Density (people/km ²)
Ilembe District	560 393	564 532	121 285	150.39
Mandeni	128 671	138 736	31 217	208.28

Table 2.2: Population Distribution (percentage of population)

	Ilembe Municipality	Ilembe District	Mandeni LM
African Black	91.00		95.29
Coloured	0.46		0.48

Indian Asian	6.68	2.43
White	1.85	1.81
Total	100.0	100.0

Source: Quantec 2007 and Statistics South Africa, Census 2001

Table 2.3: Age Profile – Local Municipal (percentage of population)

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

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

Table 2.4: Highest Level of Education (percentage of population older than 20 years)

	Ilembe Municipality	Ilembe District	Mandeni LM
No schooling	29.8		19.4
Some primary	19.7		19.7
Complete primary	5.9		6.6

Some secondary	25.5	30.7
Std 10/Grade 12	15.4	20.1
Higher	3.7	3.6
Total	100.0	100.0

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

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

Table 2.5: Skill levels of employed in Ilembe District and Local Municipal Areas (percentage of employed)

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

EMPLOYMENT STATUS

Table 2.6: Employment Status (percentages of population)

	Ilembe District Municipality	Mandeni LM
Not Economically Active	50.4	43.1

	Ilembe District Municipality	Mandeni LM
Employed	52.0	54.9
Unemployed	48.0	45.1

Table 2.7: Average Individual Monthly Income (Percentage of employed)

	Mandeni LM
No income	3.9
R1 - R400	25.4
R401 - R800	28.0
R801 - R1600	20.1
R1601 - R3200	12.7
R3201 - R6400	6.3
R6401 - R12800	2.8
R12801 - R25600	0.6
R25601 - R51200	0.1
Over R51201	0.1
Total	100.0
Poverty Segment	77.4

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

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

The tables above also depict that the Municipality is characterized by a fairly young population with large number in the category of working age (15 to 64 years). The Municipality has a very small category of elderly people (3.4%), which brings to question whether people are not able to live age, owing to untimely deaths or whether there is generation of people that have left the area in the past. The youth

account for (35, 2%) this further indicate high dependency rates on those that are economically active. This brings us to the key issues of concern in the area such as high unemployment rate, lack of skills, HIV & AIDS and substance abuse.

2.2.1 NATURAL RESOURCES

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

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

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

include for example, the places of special historical and cultural interest, as well as areas of special natural environmental significance, and are places where special care must be given before any development can be considered or allowed.

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

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

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

2.3. SPATIAL REALITIES

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

2.3.1 Topographic Conditions

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

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

south linkages, urban and economic development and particular coastal opportunities.

- **The Middle Reaches:** Between 20km and 30km west of the coastal strip, this area exhibits undulating to fragmented topographic conditions and accommodates the western end of the coastal development and activities as well as the beginning of tribal settlement and development. Existing river valleys are more incisive contributing to the fragmentation of the area. Linkages are consequently mainly in east-westerly direction with only limited north-southerly connections.

TOPOGRAPHIC FEATURES

- **The Highest Elevations:** Located in the most westerly part of the Municipality reaching in excess of 1000m above sea level. While this area contains some dramatic and scenic environments, this area is substantially under-developed and little use has been made of the tourism potential of the area.

2.3.2 MOVEMENT

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

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

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

2.3.3 LAND USES

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

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

2.4. ENGINEERING AND INFRASTRUCTURE REALITIES

2.4.1 WATER INFRASTRUCTURE AND SERVICE DELIVERY

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

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

The table 2.8: below indicates access to water supply within the Municipality

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

Table 2.9: Water Supply (percentage of households)

	Mandeni LM
Piped water inside dwelling	21.8
Piped water inside yard	21.5
Piped water on community stand < 200m	7.1
Piped water on community stand >200m	14.5
Borehole	4.7
Spring	4.1
Rain-water tank	1.8
Dam/pool/stagnant water	3.5
River/stream	17.8
Water vendor	0.8
Other	2.4
Total	100.0

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

2.4.2 SANITATION INFRASTRUCTURE

Most of the formal town areas have waterborne sanitation on an internal reticulation system which feed to the sewage treatment works in the Municipality. As with water services, the disparities between urban and rural/traditional areas are very prominent with the areas of Tribal Authorities being the most severely backlogged over 60% of the households do not have access to sanitation. Again, the urban areas of the Municipality is the best serviced as far as sanitation services are concerned.

2.4.2 STORM WATER DRAINAGE INFRASTRUCTURE

Most of the formal town areas have storm water drainage on an internal collector system discharging directly into some of the tributaries of the river systems of the Municipal area. However it has be a challenge to maintain the storm water drains, blockages occurs mainly during rainy

seasons, the main contributing factor to poor maintenance is due to limited resources in terms of the equipment.

2.4.4 ELECTRICITY INFRASTRUCTURE

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

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

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

Table 2.10: Electricity Supply (percentage of households)

	Mandeni LM
Electricity	62.5
Gas	0.2
Paraffin	1.8

Mandeni LM	
Candles	35.0
Solar	0.2
Other	0.3
Total	100.0

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

2.4.5 TRANSPORTATION AND ROAD INFRASTRUCTURE

THE PROVINCIAL ROADS

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

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

MAIN ROADS

The two main roads **MR415 and MR459** appears to fairly in good state but again it carry a lot of traffic from the Isithebe Industrial area, **MR415 off the N2** towards the west linking Mandeni with the provincial corridor development generally in a good state and was recently refurbished and the road markings were recently done. The same road also links the coastline towards the eastern side of the N2, this eastern side is gravel and is in a terrible state. This considered critical as it links our potential economic development node with the eThekwin-i-uMhlathuzi corridor, for our Municipality to benefit from this corridor its prerequisite that the infrastructure is upgraded to acceptable standards. It is therefore important that this road be upgraded into black top in order to enable the Local Municipality to unleash the untapped economic potential along the coastline. The MR459 off the MR415 stretching towards the North linking Mandeni with the Industrial Node Isithebe, Matikulu sugar cane mill and the external node Gingindlovu is general in good condition, however there is problem in and around the entrance into Renckens shopping complex where its extremely busy

and its not copying with the traffic interchange and the traffic lights are not always functioning effectively, it is within this regard that it is recommended that a road be redesigned with the introduction of a Traffic circle. There has been discussion with the Department of Transport and other private sector/ relevant stakeholders to this effect and it has been deemed feasibly.

DISTRICT ROADS

The status is very bad, the districts Roads are in a terrible state and this has a negative bearing to the social and economic status of the local community especially the rural community. The bad state of road has resulted in the public transport refusing traveling in the affected areas also the Ambulances in case of emergence find it impossible to travel in these roads. The situation requires an immediate intervention, the Department of Transport program won't be a solution. This has bearing in the realization of the principles of the NSDP which requires that will link the first economy with the second economy. It is within this regard that the Municipality is exploring the possibility of sourcing the funds from MIG. However this information is very raw as it does not quantify in terms of the total kilometers that require gravel, the Mandeni Municipality is in the process of measuring the roads per ward and prioritization thereof. The intervention would be to put in the gravel, geometric improvements, drains clearing and improvements for effective storm water management and most of the issues pertaining to roads come from rural communities.

It should be noted that this information still needs to be verified and the Municipality is also awaiting the information from the Department of Transport on their planned maintenance program. The planed action includes contacting the Department of Transport in order to get information regarding the length of the district roads.

TOWNSHIP INTERNAL ROADS

MANDENI TOWNSHIP

The roads are deteriorating and the maintenance seems to be insufficient, it seems the roads were left for too long without maintenance. It is within this regard that the Municipality has realized a need to prepare a holistic infrastructure Maintenance plan.

SUNDUMBILI TOWNSHIP INTERNAL ROADS

The internal roads in Sundumbili Township are general in good state as result of the on going projects funded by MIG, i.e. phase two of the project however this has not covered the whole township. It is anticipated that the remaining part will be done as phase three as per

the three programs from MIG. However the biggest challenge is the maintenance of these roads.

PADIANAGER TOWNSHIP INTERNAL ROADS

These roads are in a bad state and needed to be rehabilitated, the funding was secured from the MIG and the project which entails the upgrading of road in to full black top surface is ongoing and will be completed before the end of the financial year. The maintenance is again there is biggest challenge.

The plan of action involves the preparation of the infrastructure Maintenance Plan and sourcing funding thereof for the maintained of these roads.

TUGELA MOUTH INTERNAL ROADS

The Tugela Mouth internal roads are all literally washed away due to the lack of proper geometric and storm water designs. It is the intention of the Municipality to upgrade the internal roads in full this will include the construction of concrete culverts where necessary, upgrading of geometric designs to allow storm water canalization for run off.

The planed action is to prepare and submit the business plans to MIG for funding.

ACCESS ROADS

Most of the wards raised concerns regarding the households that do not have access roads in rural areas.

The planned action is to conduct access road condition assessment to rural households to determine the access roads needs in the municipal area.

2.4.6 SOLID WASTE DISPOSAL

Although solid waste services are being rendered in urban areas Mandeni Sundumbili, Tugela & Tugela Mouth the biggest challenge is the extension of the services to the new townships emerging as results of housing delivery and to further extend the same services to rural areas. All areas within the urban areas of Municipal jurisdiction are being serviced and there are no backlogs all residents receive a R170-00 discount. The Municipality is currently using the services provider/ it has privatized this services. The local community strongly feels that the service should be used as means or a tool to alleviate poverty and job creation by appointing local emerging business or cooperative within respective areas to render the services within their respective areas.

Whilst this is considered as a valid opinion and can be explored, the issue of the capacity to the local community can prove to be detrimental to this idea. It is within this regard that a joint venture with the well established service provider with the emphasis in the transferee of skills is advisable.

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

2.5. SOCIAL SERVICES

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

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

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

2.5.1 EDUCATIONAL SERVICES

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

impact on the quality of education and future planning for education, i.e.:

Administrative Regions of the Department of Education:

The DOE has administrative regions that bear no resemblance to the boundaries of the Local Municipality. This complicates the coordination of planning and development related to school based education. The Department’s most recent assessment of the provision of school facilities to the District does not identify a shortage of classrooms in the rural areas.

Quality of education facilities:

The primary problems are the condition of class rooms and the lack of utility services linked to these classrooms. Limited funding is available for the maintenance of facilities and in the rural areas specifically, the quality of classrooms is not conducive to achieving appropriate education levels.

Quality of educators:

Due to the lack of appropriate housing, access and facilities it is difficult to attract teachers to the rural areas. Approaches need to be developed through the IDP process to provide appropriate housing and facilities for teachers and other civil servants working in lower order centers. This will also contribute towards ensuring that money earned within the already poor rural areas is not spent only in the urban and larger centers.

Range of relevant subjects offered:

The ability of current curricula offered at schools to equip the youth to enter the job market is often questioned. Through the IDP process emphasis should be placed on ensuring that the range of subjects offered at schools is in line with the general economic development strategies of the Municipality, e.g. should agriculture and tourism be viewed as growth sectors in the economy, the DOE should consider approaches to introducing related subjects at schools. Entrepreneurial development and access to information technology are seen as essential for ensuring the future integration of the economy of the Local Municipality & District into the global economy.

Range of extra-mural activities:

Schools, specifically in the rural areas, do not have access to appropriate facilities and expertise to offer a wide range of sport and recreation opportunities to the youth of the area. To provide access to

such facilities and expertise greater levels of coordination will be required, specifically in relation to the provision of sport facilities and community halls, i.e. these facilities must not only be utilised by the broader community, but should also be available to the schools in the area.

2.5.2 HEALTH SERVICES

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

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

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

The Table below shows the HIV prevalence:

POPULATION SEGMENT HIV POSITIVE (%)	AVERAGE ANNUAL GROWTH IN HIV POSITIVE SEGMENT- 1996-2004
16.5	12.3

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

Sundumbili District Hospital Planned to be in place by 2014
Dokodweni clinic 12 hour 7day service
Macambini clinic 12 hour 7 day service
Ohwebede clinic 8 hour 7 day service
Ndulinde clinic 12 hour 7 day service

Hlomendlini clinic 12hour 7 day service
Mandeni clinic 8 hour 5 day service
Isithebe clinic 24 hour service
Nqofela CHC 24 HOUR SERVICE
Sundumbili gateway 24 hour service
Nembe clinic 12 hour 7 day service
Tugela Clinic 8 hours 5 days service

2.5.3 WELFARE FACILITIES

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

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

(a) Social Security Programme:

The main component of the Social Security Programme is the distribution of social pensions which comprise 91% of the overall welfare budget. A number of pensions are included in this programme, most notably old age pensions, child support grants and disability grants. A key issue impacting on planning and development is the general dissatisfaction of pensioners regarding access to pension payment points, both in terms of location and number.

(b) Social Welfare Services:

The Social Welfare Services Programme is aimed at directly addressing social support needs at an individual, group or community level. Social workers assist individuals and groups to address a variety of problems and situations, the focus being on the youth, elderly, victims of crime, people with disabilities, substance abuse, special needs such as HIV/AIDS, and women. Access to these services and programmes seemed to be limited and not well coordinated.

(C) Social Development Programme:

The Social Development Programme is essentially a capital development programme aimed at the implementation of projects focused on poverty alleviation, employment and social integration. Problems raised in respect of this Programme relate to the duplication of activities between the Department of Welfare, the District Municipality, the Department of Agriculture, the Department of Economic Development and Tourism and others. There is a call for the greater coordination of activities and coordination of funding allocations between the various departments and institutions.

2.5.4 SAFETY AND SECURITY

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

2.5.5 SPORT AND RECREATION

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

- To promote participation in sport and recreation.
- To ensure that sport is placed in the forefront of efforts to enhance economic development and reduce levels of crime and disease.

- To ensure gender equity in sport and recreation activities.
- To ensure redress in the provision of sport and recreation facilities.
- To promote indigenous or traditional sport and games.

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

2.5.6 CEMETRIES

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

2.5.7 HOUSING

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

one remaining (Thorny Park) awaiting the signing of the land acquisition agreements.

Table 2.9: Dwelling types (percentage of households)

	Ilembé District Municipality	Mandeni LM
House or brick structure on a separate stand or yard	35.7	38.2
Traditional dwelling/hut/structure made of traditional materials	41.5	33.7
Flat in block of flats	4.6	5.7
Town/cluster/semi-detached house (simplex; duplex; triplex)	2.1	3.2
House/flat/room in back yard	3.0	5.5
Informal dwelling/shack in back yard	2.9	4.6
Informal dwelling/shack NOT in back yard	8.6	7.7
Room/flatlet not in back yard but on shared property	1.2	1.1
Caravan or tent	0.3	0.2
Private ship/boat	0.0	0.1
Total	100.0	100.0

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

It is evident that the dominant population segment (41.5%) resides in traditional dwellings, huts, or structures of traditional materials, followed by a large segment (35.7%) residing in houses or brick structures on separate stands. Delivery of houses to the poorest of the poor is one of the core functions of the local municipalities. The table below outlines the main housing backlogs in each municipality.

Table here under provide summary of the progress made on **housing projects**

<i>Project name</i>	<i>Status</i>	<i>Location</i>	<i>Approx. no. of units</i>	<i>Target groups / Beneficiaries</i>
1. Hlomendlini	Construction is in progress – currently there are 20 houses completed	Within the Municipality KwaHlomendlini area	2000 units (1000 for phase1 and 1000 for phase2)	Low income communities
2. Thorny park	Issue of land not yet finalized; waiting for valuation report from Land Affairs' Valuer. DOH submitted application to HAC for approval	Tugela rail	2900 units	Low income communities
3 .Nyoni	Land has been purchased by Land Affairs and the Implementing Agent is currently busy with the town planning issues.	Within the Municipality at Isithebe next to Isithebe Industrial area	2000 units but 1000 units for phase 1	Slums clearance; low income; Middle income and those whose income bracket is above DOH subsidy
4. Masomonce/ Mandafarm	Signing up of beneficiaries has commenced and to date the status is as follows; Subsidy admin. Signed: 864 Submitted to DOH 785 Approved by DOH: 589	Masomonce and Mandafarm	2000 units approved but each area will get 1000 units (500 units for phase 1 per area)	Informal settlement

5. Nembe	Skills training to be completed on 16 th March 2007. Registration of beneficiaries completed.	Enembe, Dendethu, Nsongeni and Noyaka	2000 units approved but 1000 units for phase 1	Rural scheme
6. Macambini	On K031 00025 waiting for DTLGA to sign off the TAC submission.	Mangeza, Hwebede, Nyathini	4000 units but divided into phases	Rural scheme
7. Mathonsi	Signing up of beneficiaries is at an advanced stage with 508 subsidies approved. Surveyor to commence once 600 beneficiaries are approved	Matsheketsheeni, Eggumeni, Zakheni, Machibini	2000 units approved but 1000 units for phase 1	Rural and infill scheme
8. Isikhonyana	Preliminary settlement plan has been submitted with the Tranche1 application. The Planner has received base mapping and contour information to prepare the preliminary settlement plan. Ward 11 now included.	Endulinde area	2000 units approved but 1000 units for phase 1	Rural scheme

2.6. INSTITUTIONAL AND FINANCIAL REALITIES

2.6.1 Organisational Structure

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

Municipal Powers and Functions

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

1. Building Regulations
2. Child Care Facilities
3. Electricity Reticulation
4. Fire Fighting
5. Local Tourism
6. Municipal Planning
7. Storm water
8. Trading Regulations
9. Billboards and the Display of Advertisements in Public Places
10. Cemeteries, Funeral Parlours and Crematoria
11. Cleansing
12. Control of Public Nuisance
13. Control of Undertakings that sell liquor to the public
14. Facilities for the accommodation, care and burial of animals
15. Fencing and fences
16. Licensing of dogs
17. Licensing and control of undertakings that sell food to the public
18. Local amenities
19. Local sports facilities
20. Markets
21. Municipal abattoirs
22. Municipal parks and recreation
23. Municipal roads
24. Noise pollution
25. Pounds
26. Public Places

There are no agreements in places or delegated powers where the District performs functions or the Local Municipality. With this in mind the Municipality's organisational structure provides for five Directorates that are managed by the

Municipal Manager. The Mandeni Municipality employ 165 staff members and the five Directorates are:

1. Office of the Municipal Manager

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

2. Corporate services & Local Economic Development

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

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

The corporate services wing is fully capacitated and it can be recorded that it is a better position to respond to the current challenges faced by the Municipality as outlined in the IDP. The LED component is one division which does not have capacity or personnel

3. Finance
4. Technical Services
5. Community Services

2.6.2 Institutional Development

The Mandeni Municipality has relatively well established organisational structures and systems in place. Most Senior Management positions area filled with the exception of the LED Manager however this position is budgeted fro and will be filled in the new financial year. Manager Civil Engineering, Manager Electrical Engineering and Director Community Safety Services positions are frozen for this financial year 07/08. The Municipal has four Section 57 positions,

Director Technical Services, Director Corporate & LED Services, Chief Financial Officer and Director Community services. Out the four positions three of them are filled, these are Section 57 employees who are required to sign performance contracts. It can be recorded that the all sections 57 employees have a five contracts runs up to September 2007, with the exception of the Director Technical Services who has been recently appointed in June 2007. The Mandeni Municipality strongly needed ongoing institutional support around issues of infrastructure planning; project management and financial management are required within the Municipality. It is within this regard that a position of the Manager Technical Services was upgraded to Director Position in order to attract & return people with good skills and qualified engineer. This has been deemed as necessary move to ensure that the Municipality excels in Infrastructure Development.

2.6.3 Governance

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

2.6.4 Portfolio Committees

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

Portfolio Committee	Key Areas of Focus
Infrastructure and Technical	<ul style="list-style-type: none"> • Supply of Electricity • Domestic waste-water and sewage disposal systems • Municipal Fleet Management • Municipal Buildings • Municipal public works relating to municipal functions • Municipal Roads forming part of the road transport system • Potable water supply systems • Regulation of passenger transport services • Solid Waste Disposal Sites serving more than one Local Municipality in the District

Portfolio Committee	Key Areas of Focus
Local Public Administration and Human Relation	<ul style="list-style-type: none"> • Human Resource Development • Labour Relations • Local Public Administration
Finance	<ul style="list-style-type: none"> • Audit • Budget Monitoring • Credit Control Monitoring • Expenditure Monitoring • Imposition and collection of rates and duties related to the functions of the Municipality • Income Monitoring • Indigent Support Programme Monitoring • Financial Performance Management • Performance Management Audit • Receipt, monitoring usage of grants made • Supply Chain Management Policy oversight
Economic Development Planning Community Development and Housing	<ul style="list-style-type: none"> • Integrated Development Planning • Promotion of a safe and healthy environment, including conservation and environmental planning • Promotion of local tourism; and • Promotion of social and economic development, including agriculture, industrial development, job creation social empowerment, town planning, cultural upliftment and poverty alleviation • Sport and Recreation
Amenities, Safety and Security	<ul style="list-style-type: none"> • Cemeteries and crematoria serving the area of a major proportion of municipalities in the Municipal area • Disaster Management • Fire fighting services • Municipal Health Services

2.6.5 MUNICIPAL FINANCE

The Mandeni Municipality is dependent on grant funding and the equitable share, about 50% of income is from the government grant funding and equitable share. Other source of income for the Municipality includes rates collection for the services rendered in terms of refuse removal and electricity. It can be reported that the Municipality is having difficulties in collecting debts hence it doesn't have enough revenue for it to stand on its own in terms of providing services to the

local community. This has resulted in the Municipality having from time to time, to request bridging finance from the bank in order that the municipality may continue providing services

The community has a culture of non-payment, many home owners are unemployment, poor local economic development opportunities, deceased estates children inheriting properties and such properties not transferred, and properties which have been sold and the transaction not being registered are major contributing factors to this effect. The Municipality conducted a data cleansing program which highlighted the above mentioned problems The Municipality has come up with a strategic plan to assist in encouraging communities to honor their debts and pay for the services. The strategic plan also aims to educate local communities the importance of paying for the services. Another challenge is the fact that a large number of households within the Municipal area have been declared as indigent in terms of the Municipal Indigent Policy.

- **ASSET MANGEMENT**

The municipal assets are well managed with all assets being recorded in the Asset Register.

An Asset Management Policy needs to be developed in order to set out a strategy for the maintenance of all assets.

- **EVALUATION PROCESS**

The re-valuation of all land within the Mandeni Municipal area is in process in terms of the Municipal Property Rating Act. The new valuation roll will be implemented in July 2008. The cost for the valuation of all properties which includes Ndwedwe and Maphamulo is R8 million.

- **DEBT COLLECTION**

A Debt Collection system is being put in place to assist the debt collection department to collect the outstanding debt. Public meeting will be held to address the issues around the non-payment of rates and services.

- **AUDIT REPORTS**

The Audit report for 2005/2006 has been received and there are some issues which require to be addressed. The municipality is almost fully compliant with the provisions of the Municipal Finance Management Act of 2003. Although the municipality is classified as a Low capacity

municipality, the municipality will by the end of June 2007 be fully compliant. The municipality will be converting to the new format of the financial statements at the year end.

- **INDIGENT POLICY**

An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy. Most Indigent households have been identified. The verification process will be finalized, by the end of June 2007. The municipality submits all the required returns to National and Provincial treasury on a monthly and/or quarterly basis. The municipality reports to Council monthly.

2.6.6 MEC COMMENTS

A. Human Resources Development Strategy

The Municipality does have Human Resources Development Policies and Human Resources Development Committee. The formulation of those policies and establishment of the committee were informed by Training and Development Act with the sole purpose of ensuring continuous training of staff and councillors.

The policies address trainings that relates to short term training and long term training which is called assisted education. The policy emphasizes the fact that employees should be trained to better perform in their jobs and the municipality needs to submit its Workplace Skills Plan (WSP) as a strategy annually after immediate after the employees and councillors have submitted their training needs. It also emphases the fact that people should be trained on NQF related courses accredited by LGSETA.

The Human Resource Development Committee also discusses training and development issues for our employees and councillors. Before WSP is submitted to EXCO and LGSETA this committee always has an opportunity to deliberate on it.

B. Link of PMS and Budget

The PMS has been linked to the budget soon after the formulation of the new IDP is complete. At the present moment the municipality is still attempting to link IDP with the Budget and as soon as both of them are adopted PMS will review its Municipal Score Card which will reflect new KPA's, KPI and targets informed by the adopted IDP and Budget 2007/2006.

C. Communication strategy / Public Participation Strategy

The Municipality has received the R250 000 grant from DPLG and submitted the business plan on how the R250 000 will be utilized. Among other things that have been budgeted for is the formulation of Public Participation Strategy as the communication strategy for the municipality. Currently the municipality has a municipal newsletter, which serves the purpose of communicating with the public and gets issued on quarterly basis.

Status of LED strategy / plan

A consultant (Urban Econ) was appointed to assist the LED unit to formulate this strategy. The first meeting with the consultant took place 22nd March 2006 where timelines and activities were formulated as the way forward. It is envisaged that the strategy would have been formulated and adopted by the end of July 2007.

3. MANDENI LOCAL MUNICIPALITY IDP STRATEGIES

The Municipality hereby submits the present vision and mission statements, the Council has resolve not to change as part of the preparation of this IDP. However it can be recorded that the Council intends to revisit the Vision and Mission statements in the first review of the IDP.

3.1 VISION

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

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

3.2 MISSION

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

3.3 OUR VALUES

We value:

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

3.4 MANDENI MUNICIPALITY STRATEGIC FOCUS AREAS.

1. Service Delivery and Infrastructure:

Strategies have been formulated to ensure integrated and holistic service delivery and infrastructure development over the next five years by increasing the reducing the current backlog of households without access to basic service.

2. Local Economic Development:

A strategy has been developed to stimulate economic growth and development, with particular focus on Tourism & Property development, Agriculture Development, Industrial Development. The focus shall remain in contributing in poverty eradication and job creation for woman and youth.

3. Financial Management & Viability:

The strategy aims to ensure that the Municipality increases its revenue base by strengthening debt collection and putting in place sound financial managements practices.

4. Institutional Development:

The strategy aims at ensuring that the development of transformation of the organisation by developing and implementing all human resource policies that will advance the Municipality in service delivery.

5. Community and Social Development:

The strategy aims at developing to ensure the empowerment of youth and women in terms of skills and experience and increasing awareness and education about HIV and AIDS and Substance abuse.

6. Good Governance:

The strategy is aimed at ensuring that effective mechanisms and procedures for vibrant governance are the corner stone of the development. And therefore in all our efforts as we advance with our mission to eradicate poverty, strengthen Economy and delivery of basic services continued participation of the masses shall govern.

3.6. SPATIAL DEVELOPMENT FRAMEWORK PLAN

It should be noted that the Municipality SDF was originally prepared and adopted in 2002 as part of Mandeni Municipality IDP. The Municipality in collaboration with the Ilembe District Municipality has established the SDF working group consisting of the Planners from the family of Municipalities, Development Practitioner from the DTLGA coastal regional office and the Senior Development Practitioner from the Head office DTLGA. The SDF working group is used a platform to

share experiences and best practices regarding the review and preparation of the Credible SDF. The SDF working group amongst other things aspires to assist each local Municipality to review its SDF. Mandeni Municipality due to limited financial resource is reviewing its Spatial Development Plan in house. It should be noted that the Municipality is currently doing land usage audit throughout the Municipal area through the Development Administration Capacity Grant funding from DTLGA and Siyaya Development Framework plan. The outcome of the two studies to a great extent will inform the review of the Municipal SDF. It be reported that the reviewed SDF couldn't be part of the draft IDP, due to the work that was on progress however the final IDP reflect the revised SDF.

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

Primary Node

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

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

Secondary Nodes

Wangu and Tugela Mouth have been identified as Secondary Nodes. These areas are strategically located along the coastal line and they provide excellent opportunity for Tourism oriented development. Due to the sensitive nature of the areas along the coast and the natural resources which are presented by Amatikulu River towards the North and Tugela River to the South, it is encouraged that careful environmental consideration is undertaken. The types of land uses which are encouraged in these areas should be compatible with rural set up which is evident at Wangu and Development and shall not

destruct the natural beauty of the area nor present a situation where the local communities will not have access to the natural resources. Types of Land uses that are encouraged in these areas shall be tourism orientated mixed uses; holiday resorts, residential development, cultural villages, hotels, chalets, restaurants, conferences centers. It should be noted that proposing developments that area in line with the SDF does not give one automatic approval. The Municipality has prepared a comprehensive study (Siyaya Costal Development) which is meant to bridge a gap between the broader SDF and the LUMS. The primary objective of the study is to put place development controls and measures that will ensure that the pristine coast and rich natural resource are preserved.

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

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

Land Use Management System (LUMS)

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

1. Single scheme:

The Municipality currently has three schemes under its control, although no clauses or maps can be found in Province for the Sundumbili scheme. Mandeni is the primary urban centre, with the only other urban nodes of any significance being Tugela Mouth and Wangu, neither of which is yet controlled by a scheme. It is therefore logical to combine the Tugela and Mandini schemes into one, and to include the other urban nodes within the same scheme. The remainder of the area of jurisdiction of the Municipality constitutes Traditional Settlement,

commercial agriculture or conservation areas, and these can easily be accommodated in a single scheme for the Municipal area. No purpose would be served by separating the urban and non-urban areas into separate schemes, plus it would make management and use of the schemes unnecessarily difficult.

2. Scheme map:

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

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

3. Scheme format:

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

4. Scheme provisions:

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

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

The following controls are proposed for the Traditional Settlement areas:

Part 4 – land use controls

Clause 4.6 introduces Traditional Settlement areas, with uses subject to traditional approval, up to an agreed limit.

Uses are limited, authority is traditional, but beyond a specified point, the Municipal scheme controls become applicable. Tuck shops of more than 25m² and crèches caring for more than 6 children require Municipal management. Home business must expressly exclude taverns, which will always require Municipal authority as they are contentious uses in residential areas.

Part 5 – development controls

Traditional settlement controls included under requirements for control of appearance of buildings.

Table A: imuzi added as a use.

Table C: Traditional settlement zone added

Table D: Traditional settlement zone added with same level of development control as agricultural zone, plus provisions to apply to defined pieces of land, namely PTOs and leases; development controls on undefined sites to be to the satisfaction of the Municipality, and to

comply as closely as possible on the controls applicable to defined sites.

CONCLUSIONS

In order for Mandeni Municipality to achieve the goals set out in the IDP, monitoring and evaluation need to be given sufficient momentum and the outcome should be re-applied into the strategy. It is also important that unrealistic expectations are not raised during the IDP process, as the resources of the local authority are limited, and not veryue raised in workshops with the community can be addressed immediately. The prioritisation of needs is therefore critical, as the development strategies adopted as part of the IDP must be implementable, and affordable, that is within with the financial constraints of the Municipality. The process of the identification of needs and priorities is therefore also a critically important basis for engagement between the municipality and the local community.

A. SERVICE DELIVERY AND INFRASTRUCTURE ISSUE	OBJECTIVE	STRATEGIES
	To improve maintenance of existing infrastructure and speed up the provision of new infrastructural services to ensure that the community has access to basic standard of living and services.	<p>Facilitate the provision with clean and portable water at least within 500m distance to rural community, Facilitate the provision of sanitation to rural community at a basic hygiene standards</p> <p>Provide access and basic road infrastructure to every household within the Municipal area.</p> <p>Ensure human settlements that holistically address all development challenges rather than providing houses. Preparation of a holistic infrastructure development plan</p>
<p>A.1. WATER</p> <ul style="list-style-type: none"> • The maintenance upgrading of rural water schemes • Provision of water reticulation system in Tugela Mouth • Upgrading of the Sundumbili reticulation network • Identification and disconnection of all the illegal water connections. <p>A.2.SANITATION</p> <ul style="list-style-type: none"> • Provision of waterborne system in Tugela Mouth • Provision of basic sanitation services & facilities to rural communities <p>A.3.ELETRICITY</p> <ul style="list-style-type: none"> • Upgrading and refurbishment of the electrical network in Mandeni, suburb ward 3 and maintenance thereof. • The provision of electricity to rural communities. <p>A.4.ROADS</p> <ul style="list-style-type: none"> • Maintenance and upgrading of the existing road infrastructure with specific emphasis on rural roads Gravel • Ensure Road accessibility to rural areas with 500 meters from each house hold • Ensure Traffic management and provision of commuter facilities 	<p>A.1.To ensure that all the communities within the Municipal area have access to clean and portable water and sanitation at least to those minimum levels agreed to at national, provincial and district within 200m from their house holds</p> <p>To have more households sanitation project implemented to tackle the backlog.</p> <p>A.4.To avoid the power outgases due to the deterioration of electricity network To increase a number of household with access to grid electricity. To increase a number of households benefiting from the free basic energy program</p> <p>A.5. To avoid the deterioration of the existing road infrastructure through a comprehensive maintenance and upgrading</p>	<p>HOUSING</p> <ul style="list-style-type: none"> - To create integrated vibrant and sustainable developments -Monitoring of service delivery through site visit and meetings with all stakeholders (DOH, IA's and PSC) - Encourage people to come for applications and filling of clearance certificates then signing of agreements to be forwarded to DOH. <p>WATER</p> <ul style="list-style-type: none"> • Ensure that the Mandeni municipal priorities for the installation of water points and local reticulation n systems that require attention are included in the District Municipality Water services plan • Priorities water projects in areas of higher population density and in particular rural areas. • Assess and identify the existing pipe network that requires upgrading. <p>SANITATION</p> <ul style="list-style-type: none"> • In consultation with the District Municipality identify rural areas where inadequate sanitation is health risk and ensure reflected in the District Municipality Water services plan • Identify and submit to the District Municipality areas that require

<p>farmers into commercial farming</p> <p>B.4. POVERTY ALLEVIATION</p> <ul style="list-style-type: none"> Ensuring that council development programs and projects are centralized to LED. 	<p>conducive to the development of small entrepreneurs</p> <p>To reduce poverty to a significant and measurable extent through supply chain management</p>	
C.FINANCIAL MANAGEMENT AND FINANCIAL VIABILITY	To ensure effective management of Municipal resource.	Ensure performance based budget plan and expenditure. P
ISSUE	OBJECTIVE	STRATEGIES
<p>C.1. MAINTENANCE OF INFRASTRUCTURE</p> <p>C.2. ASSET MANAGEMENT</p> <p>C.3. FLEET MANAGEMENT</p> <p>C.4. LAND RE-VALUATION</p>	<p>C.1. To ensure that all municipal infrastructure is maintained at optimum levels. The obstacles to this process is the low payment rate by ratepayers for rates and services.</p> <p>C.2. The municipal assets are well managed with all assets being recorded in the Asset Register. An Asset Management Policy needs to be developed in order to set out a strategy for the maintenance of all assets.</p> <p>C.3. The main fleet is covered by the leasing agreement that the municipality has entered into with the service provider. The older municipal vehicles require to be replaced when they become unroadworthy. A maintenance policy needs to be developed for all vehicles and plant.</p> <p>C.4. The re-valuation of all land within the Mandeni Municipal area is in process in terms of the Municipal Property Rating Act. The new valuation roll will be implemented in July 2008. The cost for the valuation of all properties which includes Ndwedwe and Maphamulo is R8 million.</p>	<p>C.1. To engender a culture of payment for services rendered</p> <p>C.4. A Strategy is in place to obtain financing for this project by way of either grants or an external loan</p>

<p>C.5. DEBT COLLECTION</p>	<p>C.5. A Debt Collection system is being put in place to assist the debt collection department to collect the outstanding debt. Public meeting will be held to address the issues around the non-payment of rates and services.</p>	
<p>C.6. AUDIT REPORTS</p>	<p>C.6. The Audit report for 2005/2006 has been received and there are some issues which require to be addressed.</p>	
<p>C.7. COMPLIANCE WITH MFMA</p>	<p>C.7. The municipality is almost fully compliant with the provisions of the Municipal Finance Management Act. Although the municipality is classified as a Low municipality, the municipality will by the end of June 2007 be fully compliant. The municipality will be converting to the new format of the financial statements at year end.</p>	
<p>C.8. INDIGENT POLICY</p>	<p>C.8. An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy. Most Indigent households have been identified. The verification process is being finalized.</p>	<p>C.8. A strategy is in place to address the outstanding debts of all indigents and to give them free services.</p>
<p>C.9. FINANCIAL STATEMENTS</p>	<p>C.9. The financial statements for 2005/2006 were finalized and submitted to the Auditor-General within the prescribed time. The municipality will be converting to the new format of financial statements at the end of June 2007.</p>	
<p>C.10. QUARTERLY BUDGET IMPLEMENTATION REPORTS</p>	<p>C.10. The municipality submits all the required returns to National and Provincial Treasury on a monthly and/or quarterly basis. The municipality reports to Council Monthly.</p>	
<p>C.11. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN</p>	<p>C.11. The municipality will for the first time be submitting a Service Delivery and</p>	

	Budget Implementation Plan with the Budget for the Multi-term budget 2008/2010.	
D. INSTITUTIONAL ARRANGEMENTS		
ISSUE	OBJECTIVE	STRATEGIES
D.1. High rate of resignation of people with critical skills from the Municipality	To develop and implement all policies and procedures relating to recruitment, retention and termination of Council employees	
E. COMMUNITY DEVELOPMENT AND SOCIAL SERVICES	To ensure social development and empowerment of local community on issues ranging from health care, education, safety and security, poverty alleviation, skills development and provision of community facilities.	
ISSUE	OBJECTIVE	STRATEGIES
1.Housing <ul style="list-style-type: none"> The Mandeni Municipality shall facilitate the provision of affordable housing for the middle income categories. Fast tracking the delivery and completion of the existing low cost housing projects Formalization of Sundumbili / High View Park	A.1. <ul style="list-style-type: none"> To explore possibilities of mixed town development plan which will cater for people who are above DOH subsidy. To contribute towards eradication of poverty stricken families Issuing of the Deed of Title to owners of Sundumbili and Highview park 	Identify areas that are in need of the facilities (audit). To check the condition of the existing facilities (upgrade). Consult relevant government departments for funding and capacity purposes
E.1 Provision of community facility i.e. Community Halls, Sport Fields, Crèches	<ul style="list-style-type: none"> To provide and cater the sporting needs of the community of Mandeni. Provision of health care facilities that are able to satisfy the threshold To identify and establish proper burial site for the Municipal area 	To do a physical audit in consultation with the Department of Health <ul style="list-style-type: none"> - Speak to Amakhosi and stakeholders to get land suitable for cemetery and to involve DLA - To adopt the draft Mandeni LAC strategy, workshop to be conducted and implementation. Formation of Mandeni LAC membership will feed into the District Aids Council
E.2. Additional health care facilities	To establish and monitor Mandeni Local Advisory Centre	
E.3. Cemetery land		

E.4. HIV /AIDS Awareness education programme		
F. GOOD GOVERNANCE		
F.1		

ANNEXURE B NEW PROJECTS SCHEDULE IDENTIFIED

ANNEXURE D MANDENI MUNICIPALITY ORGANISATIONAL STRUCTURE)

ANNEXURE E MUNICIPAL BUDGET

ANNEXURE F MANDENI MUNICIPALITY PLANS