MANDENI LOCAL MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN 2026/2027 FINAL

WE ARE PLEASED TO PRESENT THE MANDENI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN & BUDGET FOR 2026/2027 REVIEW.

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

The report focuses on the financial and operational plans for 2026/2027 documenting our milestones against the Five-Year Delivery Plan 2021/22-2026/27 that was approved by this Current Council in the year 2022. This report includes a shot of our performance and an overview of our outlook for the future, including our plans to ensure the delivery of services reflecting on the Council's commitment to social, economic, environmental, and sound governance principles that are important to our community.

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

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

Accessing this Report

This report is available on the Municipal Website at

www.mandenimunicipality.org.za/draft2025/2026IDP

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

Tell us what you think!

Telephone
Call the Manager IDP and Planning on 032 456 8200.
Or
Post
P.O. Box 144, Mandeni 4490.
For the Attention of Municipal Manager

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LIST OF ACRONYMS

BEE	Black Economic Empowerment
B2B	Back to Basics Approach
CBD	Central Business District
CIF	Capital Investment Framework
COGTA	Co operative Governance and Traditional Affairs
DAFF	Department of Agriculture, Forestry and Fisheries
DBSA	Development Bank of South Africa
DEA	Department of Environmental Affairs
DGDP	District Growth and Development Plan
DGDS	District Growth and Development Summit
DMC	Disaster Management Centre
DMR	Department of Mineral Resources
DOE	Department of Education
DOHS	Department of Human Settlements
DOT	Department of Transport
DWS	Department of Water and Sanitation
ECD	Early Childhood Development
EDTEA	Department of Economic Development, Tourism and Environmental Affairs
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
EMP	Environmental Management Plan
EPWP	Expanded Public Works Program
EXCO	Executive Committee
FY	Financial Year
GE	Gender Equity
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICLEI	International Council for Local Environment Initiatives
ICROP	Integrated Community Relief Outreach Program
ICT	Information Communication Technology
IDP	Integrated Development Plan
IRSDP	iLembe Regional Spatial Development Plan
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
KZN	KwaZulu Natal
LED	Local Economic Development
Local Municipality	
MANCO	Management Committee
MEC	Member of the Executive Council {Cooperative Governance and Traditional Affairs)
MFMA	Municipal Finance Management Act No. 56 of 2003
MIG	Municipal Infrastructure Grant
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MWIG	Municipal Water Infrastructure Grant
NDP	National Development Plan
NSDP	National Spatial Development Perspective
OVC	Orphaned and Vulnerable Children
PA	Planning Authority
PACA	Participatory Appraisal of Competitive Advantage
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System

PMU	Project Management Unit
PPP	Public Private Partnership
PSEDS	Provincial Spatial Economic Development Strategy
PTP	Public Transport Plan
RDP	Reconstruction and Development Program
RIDS	Regional Industrial Development Strategy
R&R	Repairs and Renovations
RRTF	Rural Road Transport forum
RSC	Regional Service Centre
SADC	Southern Africa Development Community
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDG	Sustainable Development Goals
SDBIP	Service Delivery and Budget Implementation Plan SDP
SMME	Small, Medium and Micro Enterprise
SONA	State of the Nation Address
SPLUMA	Spatial Planning and Land Use Management Act, 2016
TA	Tribal Authority
TBC	To Be Confirmed
VTC	Voluntary Testing and Counselling
WSB	Water Services Backlog



MAYOR'S FOREWORD

His Worship, The Mayor
Cllr. T.P. Mdlalose

.
It is an honour to present the **Final IDP for 2026/2027**, reflecting our commitment to transparency, service delivery, and improving lives.

Introduction
As we approach the upcoming municipal elections, our focus remains on **jobs, infrastructure, and economic growth,** based on community priorities.

Budget Overview
The proposed budget is **R621.5 million:**
· **R504.4 million** operational
· **R117.1 million** capital

Despite reduced grant funding, we remain committed to delivering essential services.

Infrastructure Development
Key projects include:
· Sports fields, high mast lighting, and community halls
· Road rehabilitation (Quartz Road, Platinum Drive)
· Rural road upgrades **(R2.4 million)**
· New municipal office **(R47 million)**

Economic Development
We aim to create jobs through:
· **R4 million** for market stalls
· b for mini factories
· Support for SMMEs, tourism, and local business

Community Development
Allocations include:
· Youth: **R7.2 million**
· Women: **R3.1 million**
· Disability & gender: **R4.8 million**

Service Delivery & Maintenance
· **R5 million** rural roads maintenance
· **R3.5 million** pothole repairs
· Improved response to service issues

Tariffs & Support
· **3.7% rates increase**
· Exemptions and rebates for low-income households, industrial, and agricultural properties

Indigent Support
Households earning ⩽ R5,000 receive free basic services and support.

Conclusion
This budget reflects our commitment to service **delivery, development, and a stronger Mandeni.** Together, we can build a thriving municipality by 2030.

Thank you.

Cllr TP Mdlalose
His Worship The Mayor: Mandeni Municipality

SECTION A: EXECUTIVE SUMMARY

1. Who are we?

Mandeni Local Municipality is located along the northern coast of KwaZulu-Natal approximately 50km north of eThekwini Metro and south of the uMhlatuze Municipality. It lies along the N2 National and Provincial corridor, as well as the north-south rail link connecting the economic hubs of Durban and Richards Bay. As such, the municipality is strategically located to provide services and derive economic benefits from these economic hubs. Mandeni Local Municipality is one of the four (4} local municipalities that make up the iLembe District. The other local municipalities are KwaDukuza, Maphumulo and Ndwedwe. Mandeni Municipality covers approximately 545.48km2 and is made up of 18 Electoral Wards. Please refer to Map 1.

The municipality is predominantly rural in character, with Ingonyama Trust land accounting for the majority of its land mass. There are three Traditional Council areas within the municipality's area of jurisdiction as indicated on map 2, namely:

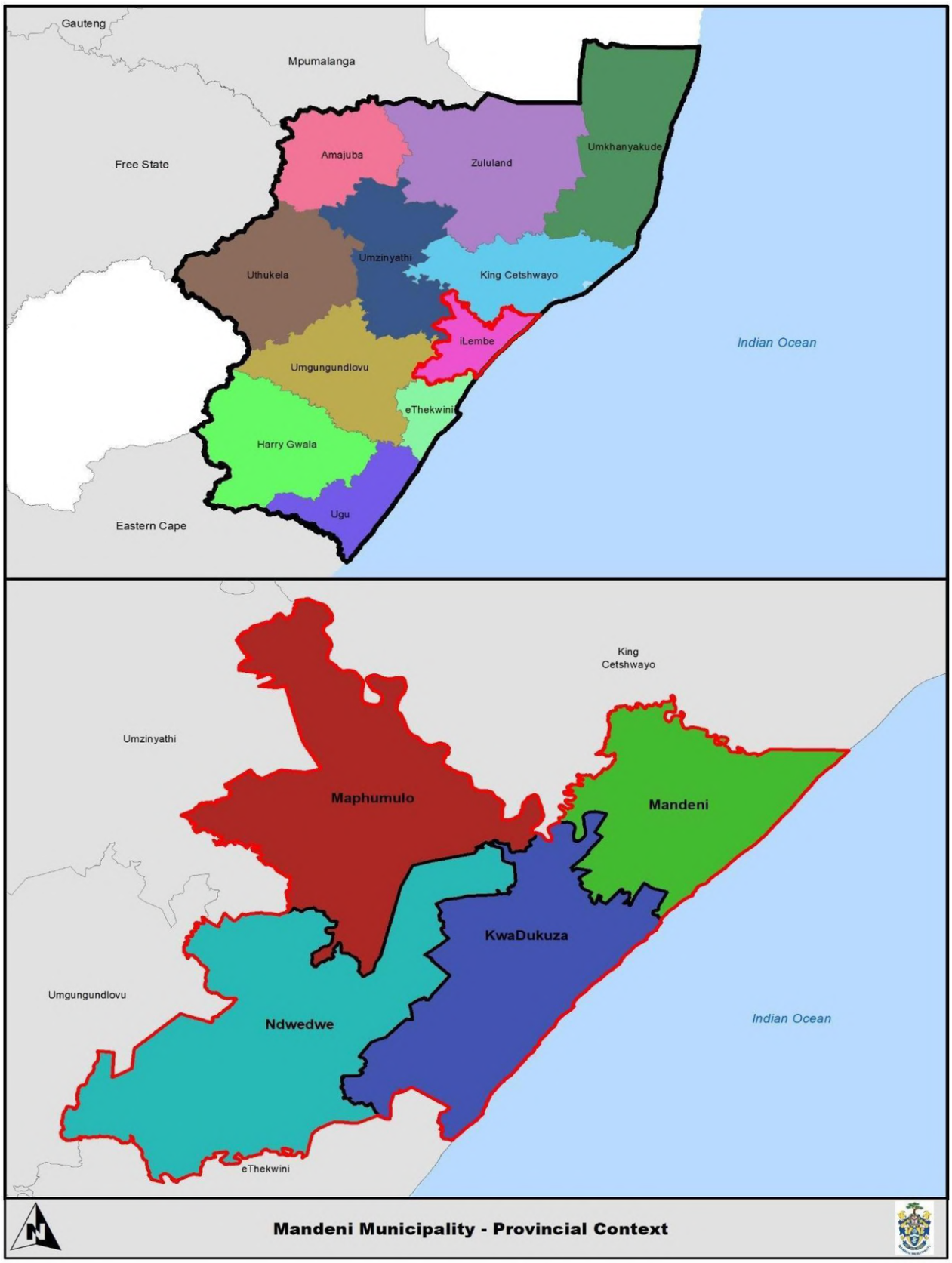
- **Sikhonyane (elangeni) Traditional Council** which includes wards 6, 11 & 16. This area is located along the municipality's north-western boundary.
- **Mathonsi Traditional Council** area which covers wards 5, 7, 12 and 18
- **Macambini Traditional Council** area which covers the electoral wards of 1, 2, 3, 8 and 9. This area is located between the N2 and the coast. It has huge potential for tourism, commercial and industrial activities and leisure and upmarket housing development.

It is worth noting that the previous versions of this document reported that Ward 04 administrative rights were held by Hlomendlini Traditional Council, however updated spatial records indicate that these rights belong to MLM, therefore increasing the total landmass the municipality administers.

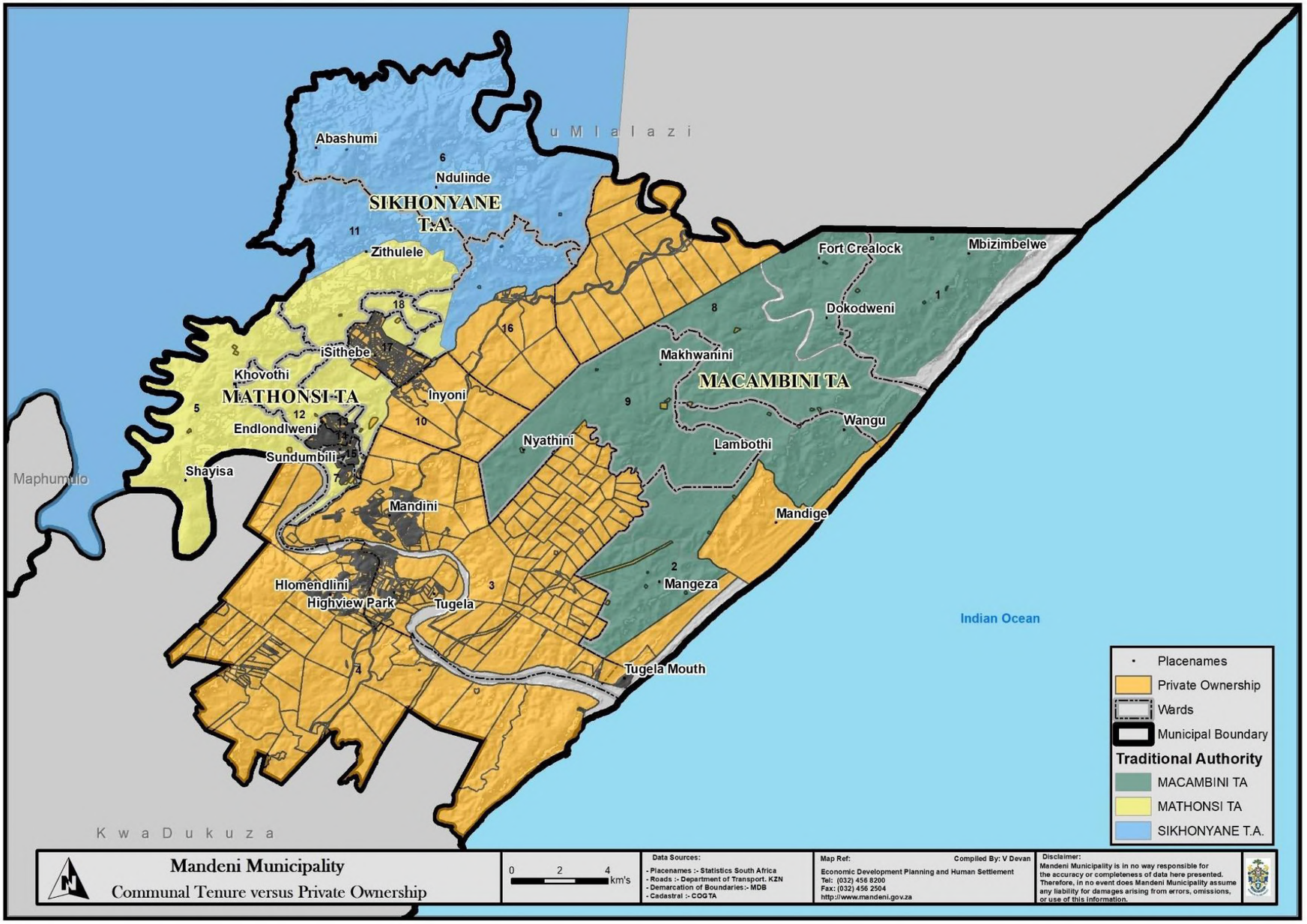
Mandeni Suburb and the Sundumbili Township are the only major urban centers in Mandeni Municipality. The town functions as a service center for the whole of Mandeni Local Municipality, and beyond the eNdulinde Hills (the south− eastern part of uMlalazi Municipality}. It is approximately 5km from the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

The iSithebe Industrial Estate is one of the main industrial areas / nodes within the iLembe District offering cost−effective production space, with import and export commodities outside this region. The SAPPI Tugela Mill and the iSithebe Industrial Estate (ISithebe} provide opportunities to grow and attract large− scale manufacturing and heavy industry to Mandeni Municipality. While iSithebe is an important heavy industrial development area, Mandeni Municipality is strongly committed to developing its character as an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination, this will enhance its visual and aesthetic appeal. The municipality aims to improve physical and functional integration, by establishing a functional town center. Mandeni Municipality aims to increase the economic efficiency of the municipal area and promote investor confidence, thereby attracting more development to the area. Manufacturing, elementary work and plant and machine work are the highest non−farming categories of labor. Found in Mandeni these substantial areas of commercial agriculture, with the bulk of these areas under sugarcane, Agriculture is the main employment sector in the area. The tourism industry in Mandeni is also observable in the Tugela Mouth area. The history of the area cannot be divorced from tourism potential.

Map 1 Showing Locality of Mandeni in relation to the region iLembe District Municipality and the Province.



Map 2: Showing Spatial Representation of Mandeni Traditional Authority Areas and their electoral wards.



A. Key Development Challenges

The Mandeni development challenges have been developed in accordance with the SPLUMA guiding principles, as a result of the spatial vision building on the strengths of the municipality. The following Spatial challenges are outlined for the municipal SDF. These have been developed in line with the goals and objectives of the Kwa-Zulu Natal Spatial Development Framework as the National Spatial Development Framework.

1. Development of Sustainable Human Settlements

This guiding principle seeks to address the critical interventions required that would counter current shortcomings in the way settlements perform. Key areas of concern include dealing with the existing sparsely dispersed settlements and the lack of certain social amenities within some settlements and the wide variety of housing needs applicable to various areas of the municipality related to tenure challenges, especially those that are poorly catered for by current housing markets. Other areas of concern relate to the need to ensure that housing opportunities are developed in areas that offer better access to social and economic opportunities to most people (especially the less well-off who are most reliant on public transport}.
the need to ensure that levels of access to critical social facilities and services are progressively improved. This aims to ensure that the people are located in areas where they would be able to access the job market and social amenities. The MLM aims to promote affordable housing provision near employment opportunities and near established urban activity nodes with social amenities.

This principle relates to the department of Human Settlements. The local SDF will further aim to ensure that a full range of social facilities and services are available to support human settlements. This will be achieved through identifying the areas where social amenities are lacking to be able to identify those gap spots within the municipality where certain social amenities will be proposed.

It has been noted through the assessment of the Key Issues pertaining to the location of residential settlements, there are many sparsely located settlements which have limited access to social amenities. The goal would be here to ensure that residents have access to these facilities through the development of Sustainable Human Settlements. The Municipality would also need to ensure that this applies to the development of new settlements addressing the housing backlog.

2. Ensuring a Sustainable and Functioning Environment

The two major areas constraining the environment within the context of the MLM are the growing effects of climate change and the crucial role played by the natural environment in providing the essential ecosystem goods and services upon which the environmental sphere thrives upon.
The second environmental concern within the municipality is the effects of industries effecting residential areas, for example SAPPI and the impacts on the environment of these thriving economic assets to the municipality. The question lies in how do we find the balance in ensuring a sustainable natural environment while continuing with industrial activities which is one of the main sources of income within the MLM.

Key concerns are that spatial development and human land uses should be planned and managed so as not to disrupt or destroy critical biodiversity areas. The aim of the guiding principle also highlights the need for planning to strengthen the resilience of communities and to allow for contingencies when responding to natural disaster events.

The aim under this guiding principle is to support the conservation and rehabilitation of critical biodiversity areas (CBAs} and ecological support areas (ESAs} and to protect life and property from the impacts of climate breakdown and natural hazards as well as to promote active and healthy lifestyles for the residents of MLM.

The SDF will also aim to address the environmental concern regarding current and old mining sites within the municipality in terms of their environmental concerns and sustainability.

3. Managing and Maintaining Safe and Accessible Infrastructure Provision

This guiding principle focuses on the importance of ensuring that existing infrastructure networks are adequately maintained and that scarce critical (life- enabling) resources such as water are protected and managed to ensure wise and sustainable use. Also emphasizes the need to plan for the changing services provision context, especially the impact of changes in how activist citizens have begun to design solutions in order to reduce their absolute dependency on municipal services provision. The challenge to previously reliable revenue streams is likely to continue unabated and the need, therefore, to embrace planning and the progressive implementation of SMART infrastructure networks is emphasized. Under this challenge, the MLM seeks protect scarce water resources, invest in existing and new infrastructure networks in order to provide communities with access to sustainable infrastructure services, including transportation infrastructure which allows for the ease of access to various neighboring communities to access social amenities and the job market.

The MLM under the goal for the development of a Smart Municipality will aim to promote energy conservation and alternative energy production. This aim is to address Infrastructure upgrading and provision within the municipality. It has been noted that through the assessment of Key Issues, MLM mentions the demand for various types of infrastructure as the population continues to increase.

4. Access to and Affordable Public Transportation and Accessible Linkages Between Settlements.

This guiding principle focuses on the interplay of viable public transportation with the appropriate pattern of land use and settlement development within the municipality. It is clearly recognized that public transport functions best and most sustainably when it services a user population that resides at sufficient density and distances from various land uses within the areas of which the transport services is offered. Thus, it is emphasized that this principle encompasses the need to plan for public transportation services in tandem with planning for the transformation of inefficient spatial patterns of development over time.

This principle is specifically aimed at addressing the settlement imbalances within the MLM with the sparsely located settlements and social amenities required to serve the needs of community members.
In line with the concept of Transit Oriented Development, the MLM under this principle should address the prioritization of public transportation in line with the development of human settlements and the allocation of social amenities within the municipality through promoting integrated planning with regards to land use and transportation planning. The municipality aim to adequately address the safe movement of people using non-motorized means of transportation. This is seen as a key means of movement and to be able to support this, MLM should prioritize safety and security for these residents through street lighting and other urban design features to ensure safe movement.

5. Thriving economy which is well positioned within the province and within the country

The is a need for sustainable economic development and it's fundamental enabler of spatial development and spatial transformation. Thus, emphasized spatial strategies and plans are placed as well as the land use management regime administered by the MLM and must be designed so as to facilitate and enhance the opportunities for sustainable economic development in the area. This is likely to require different areas of focus in different urban and rural components of the municipality. Areas for economic advancements such as in the secondary sector to support the mining within the municipality by adding value change to the natural resources sourced. Also essential to this theme is to address the issue of old mining areas by looking at alternative uses for these sites.

Another sector which can be looked at is that of tourism. Currently, the MLM is the predominant area for tourism generation within the iLembe District with the coastal front, noted as key attraction. Addressing tourism opportunities within MLM through enhancing and promoting the natural assets will ensure overall growth in this sector for MLM. Coupled with this, it is also essential to protect and manage the historic and cultural resources which can also act as a form of tourism generation for the municipality. Skills transfer and supporting SMME's is another economic area where locals require support. The SDF will address how to grow this sector to effectively support residents to be able to support themselves and be less reliant on government support grants. Sustainable Rural Development. There are many rural settlements located throughout the municipality. This guiding principle seeks to consider the realities of the interplay between MLM urban areas and its rural settlements, and especially

the linkage between these areas.

While it is understood that urban settlements are the future centers of economic activity and will likely increase in importance in this aspect, an appropriate focus on both socio-economic and transformative spatial development and land use management is crucial in rural areas. This is so for a few reasons. Firstly. rural areas largely remain the terrain where key ecosystem services {water, carbon capturing vegetation, fertile soils etc.) originate and need to be conserved and managed appropriately. Secondly, rural areas play important roles for the citizens of the area in respect of food production, as places of residence and important socio-cultural heritage. The MLM SDF will aim to facilitate the integration between rural and urban areas by improving access and connectivity. The SDF will also aim to facilitate the development of the rural economy and promote and support sustainable agricultural initiatives in rural settlements. This will allow communities by facilitating food security program opportunities within these areas to be able to improve their livelihoods.

6. "Smart City" and Information Technology

Cities and areas in Third World countries have been seeing the need for advancing this sector. The understanding is that our societies are increasingly experiencing the effects of what is termed the Fourth Industrial Revolution, which is characterized by a rapid changeover between older and new technologies. This principle acknowledges the importance of ensuring that the settlements, whether rural or urban are not left behind.
The municipality has already been facing issues of lack of access to the internet which hinders the growth and development of the specific skills required for the current job market.

Therefore, planning, land use management and investment in the built environment must be geared to facilitate the rollout of new information and communication technologies to serve communities within the district. In addition, the opportunities to invest in smart technologies to enhance and improve the quality of infrastructure networks and their management and maintenance must not be missed.

7. Effective Governance

This principle highlights the importance of ensuring efficiency, transparency and inclusiveness in the MLM's approach to fulfilling its Municipal Planning mandate, specifically with regard to spatial planning and land use management. This means that emphasis is to be placed on communication with interested and affected parties to any planning initiative and ensuring transparency between municipal functions and public knowledge to ensure that the public is part of the planning process and that they essentially are satisfied with the projects proposed within the spaces in which the live and utilize. Priority is to be given to ensuring that a sound and technically proficient administration is developed and nurtured, so as to win the trust and support of all stakeholders and community members who share a common interest in seeing sustainable development become a reality for the MLM.

B. Our Long-term vision

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

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

Mission Statement

Further to the vision statement outlined on the previous page, Mandeni Municipality has developed a mission statement that sets the tone for every decision that the municipality makes in order to achieve its vision. The brief mission statement defines the organization and seeks to set it apart from the other municipalities. Mandeni Municipality will achieve the development vision by following a culture of Batho Pele principles.

CORE VALUES

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

These are the behavior patterns expected from councilors and staff alike and signify the meaning that members of the Mandeni Municipality attach to their actions. They are a way of perceiving and even thinking and feeling. They affect the way people and groups interact with each other, with clients, and with stakeholders.

D. How Will Our Performance Be Measured?

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery. What gets measured gets done, therefore it should be noted, that in order to improve on certain processes and co -operation within the municipality, process indicators have been de veloped for measurement purposes during 2022/23 Financial year.

The Mandeni Local Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

- Monthly projections of Revenue by Source.
- Monthly projections Expenditure by (Department) Vote.
- Overview of alignment IDP.
- Quarterly projections of service delivery targets and performance indicators for each (Department) Vote.
- Capital Works Plan over three years.

In the development of Mandeni Local Municipality's SDBIP cognizance was taken of the IDP Priorities, Objectives and Strategies ensuring progress towards the achievement thereof. The SDBIP of the Mandeni Local Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by Regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Institutional Indicators will form part of the Performance Agreements and Plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance. SDBIP serves as a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan.

Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators. In the Lower level SDBIP, Divisional Heads will be held accountable for the implementation of the projects for that department, although all Top Managers are on average held accountable for implementing their departments' projects within time and budget. From the consolidated information, Senior Management is expected to develop the next level of detail by breaking up outputs into smaller outputs and then linking and assigning responsibility to middle-level and junior managers and will be contained in the Lower SDBIP, which is not required to be approved by the Council to be published. For 2019/20 financial year, the lower SDBIP will contain the responsibilities of the Divisional Managers. This lower SDBIP is a management tool for Top Management and need not be made public and is a separate document for each internal department.

Figure 1: Preparing and Approving SDBIP

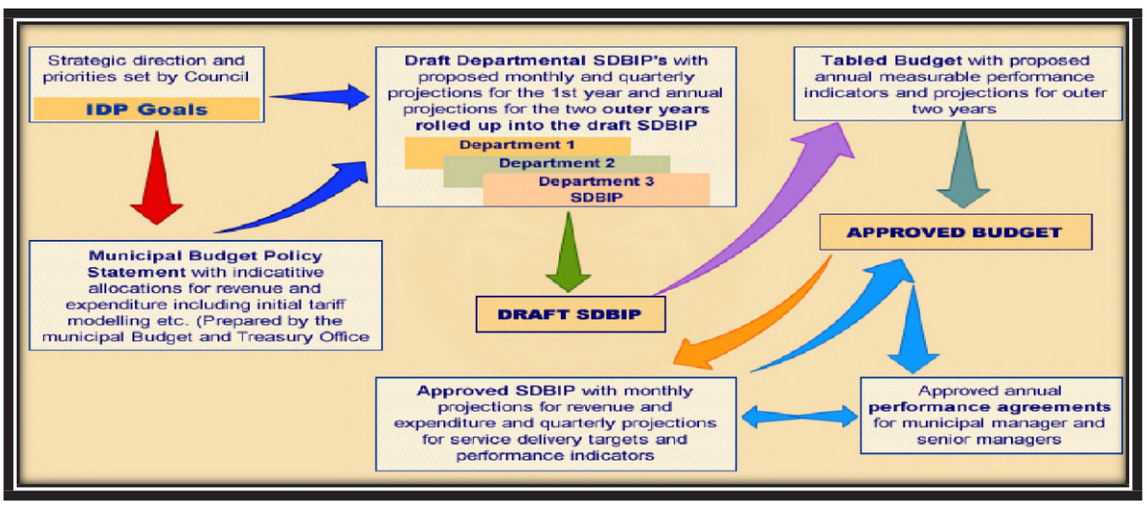


Table 1: showing Municipal High level strategic focus

NATIONAL KPA's	OUTCOMES 9	BACK TO BASIC PILLARS / PMS TOOL	IDP STRATEGIC ISSUES
Basic Infrastructure and Service Delivery	Improved Access to Basic Services	Service Delivery: Creating Conditions for Decent Living)	Electricity Access to roads and storm water Telecommunications Community and public facilities Solid waste disposal Housing Land use management systems
Local Economic Development	Community Work Programme Implemented and Cooperatives Supported	Service Delivery	Local Economic Development Tourism Planning Agricultural Development Cooperatives and SMME's Public Private Partnerships Business Support and Development
Community Services and Social Development	Community Work Programme Implemented and Cooperatives Supported	Good Governance and Public Participation	Education Health Social Security Community Safety Disaster Management Gender, youth and people with disabilities Sports and Recreation HIV and Aids Community and Public Facilities Land Reform Environmental Sustainability Arts and Culture Cemeteries and Crematoria
Municipal Financial Viability and Management	Improved Municipal Financial and Administrative Capability	Sound Financial Management	Budgeting and Reporting Revenue Enhancement Expenditure Control Financial Management
Municipal Institutional Development and Transformation	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	Batho Pele Performance Management Human Resources Information Technology Administration
Good Governance and Public Participation	Deepening Democracy Through Refined Ward Committee System	Good Governance and Public Participation	Integrated Development Planning Policy Development Public Participation Internal Audit Anti-Corruption Strategy

E.1. Balanced Score Card: Municipal Strategic Objectives Aligned to Goals

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

MANDENI STRATEGIC OBJECTIVES ALIGNED TO GOALS		
1.	Goal 1	Universal access to basic services and infrastructure development by 2030
1.1	Strategic Objective 1	Improve access to all infrastructure and services
2.	Goal 2	To develop a sustainable and efficient municipality based on sound financial management.
2.1	Strategic Objective 1	Ensure a financially viable municipality
3.	Goal 3	To foster a culture of community involvement and good governance in the affairs of the municipality
3.1	Strategic Objective 1	Ensure participative, transparent and accountable governance in the municipality.
4.	Goal 4	Promoting and facilitating human development
4.1	Strategic Objective 1	Achieve a holistic human development and capacitation for the realization of skilled and employable workforce
5.	Goal 5	Facilitate the creation of job opportunities
5.1	Strategic Objective 1	Facilitate the creation of employment opportunities for skilled and employable people
6.	Goal 6	Providing and facilitating access to social services and facilities
6.1	Strategic Objective 1	Ensure that our people have access to community facilities and services.
6.2	Strategic Objective 2	Aspire to a healthy, safe and crime free area.
7.	Goal 7	Promoting and facilitating environmental protection and sustainable spatial planning
7.1	Strategic Objective 1	Realize a completely protected environment
7.2	Strategic Objective 2	Facilitate the creation of a disaster ready community
7.3	Strategic Objective 3	Ensure an integrated and aligned development planning
8.	Goal 8	Provision of effective, efficient, transparent and accountable leadership
8.1	Strategic Objective 1	Creating a conducive working environment

Table 3: Showing balanced scorecard

E.2. Individual Performance Agreements and Performance Plans for the Municipal Manager & HOD's

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette}. These agreements are fully implemented and aligned with the Service Delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003.

E.3. Cascading of PMS to All Employees

In 2023/2024 MLM adopted IPMS Policy, introducing performance management to all levels of employees including managers, supervisors, and all employees. The performance assessments of all employees will be conducted by the managers and supervisors on a quarterly basis. This is supported by the policy. The starting phases were phase 1 and phase 2.

The municipality program and projects have been geared towards delivering basic services, economic infrastructure development, reducing unemployment and poverty, developing thriving communities able to sustain itself and the municipality. The municipality, in partnership with outcomes. The community should expect the following outcomes and deliverables emanating from the implementation of this Integrated Development Plan. The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented.

The IDP has been compiled based on the input received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives; the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP. These strategies will be used to formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the Ndwedwe Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality will then be assessed and reported quarterly as well as annually in the municipality's annual report. The process of managing performance:

- Performance Planning
- Performance Monitoring
- Performance Measurement
- Performance Analysis
- Performance Reporting
- Performance Review

E.4. Monitoring and Evaluation

To measure and monitor our progress, Performance Management Framework and Policy was developed and is in place and it is reviewed annually. Key performance indicators have been refined in support of the Municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan Framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organizational Performance Management Scorecard attached to the Integrated Development Plan and it is reviewed annually together with the Integrated Development Plan review process to ensure regular reporting is in place and gets reported quarterly to the Council via Performance Audit Committee.

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the performance Regulations, these agreements are fully implemented and aligned with the service delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003.

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual department targets will be achieved.

F. Developing the Municipal 2025/2026 IDP & Budget Review

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

As stipulated in Section 28 of the Municipal Systems Act of 2000 {MSA}, a municipal Council must adopt a **process** set out in writing to guide the planning, drafting, adoption and review of its Integrated, Development Plan {IDP}. This Process Plan is developed in line with the District Framework Plan, municipal plans and other relevant legislation, regulations, and guidelines.

The Process Plans must ensure compliance with certain minimum quality standards of the IDP process and proper coordination between and within spheres of government occur. The Mandeni Process Plan was adopted by the Council on 30 August 2024, which essentially is the IDP process set in writing includes the following:

- A program specifying the time frames for phases of the planning process.
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role-players in the IDP drafting process.
- An indication of the organizational arrangements for the IDP process.
- Legally binding plans and planning requirements to be met within the context of the IDP process.
- Mechanisms and procedures for vertical and horizontal alignment.

The methodology that was followed for the adopted 2025/2026 IDP/Budget/PMS Process Plan for the Local Municipality is defined and detailed in the table below.

F.1. 2026/2027 Approved IDP Process Plan and Actions

Table 1: Showing 2026/20 IDP Actions program

Activity No.	Activity/Task							Responsibility	Estimated Cost
	MANDENI Ward Based Planning	**IDP / SDF**	**Draft Date**	**BUDGET**	**Draft Date**	**PMS**	**Date**		
Phase 1: (Information Gathering-Situational Analysis									
1.	1IDP/BUDGET/PMS Technical Committee Meeting tabling of Draft Process Plan Advertise the draft Process Plan for public comments	IDP/BUDGET/PMS Technical Committee Meeting to discuss Draft Process Plan Advertise the draft Process Plan for public comments	15 July 2025	-	_	Approved SDBIP 2025/26 Signed Performance Agreements Published SDBIP	29 July 2025 31 July 2025	PMS Manager & Budget Manager	Nil in-house
2.	2Tabling of Draft Process Plan that includes Mandeni 3CBP Mechanism to Council for adoption	Tabling of Draft IDP/Budget/PMS Process Plan to Council for adoption	End of 31 August 2025	_	_	**Cascading of PMS to Middle** Managers: All middle managers must sign performance plans each financial year (Signed Performance Plans)	29 August 2025	PMS Manager	Nil in-house

						Submission of Middle Managers monthly PMS progress reports to HOD's (Monthly progress reports every month)	Annually		
Activity No.	**ACTIVITY / TASK**							**RESPONSIBLE PERSON**	**ESTIMATED COST**
	WARD BASED PLANS	**IDP**	**DATE**	**BUDGET**	**Draft Date**	**PMS**	**Draft Date**		
3.	4IDP Budget Technical committee	IDP Budget Technical committee	**7 Aug 2025**	–	–	**Preparing the Annual Performance Report APR to AG** Prepare and submit and audited APR	30 August 2025	PMS Manager	R 2 500
	5.	IDP Technical committee	9 September 2025			**Quarterly PMS reports/ Departmental SDBIP's**			

4.				–	_	Assess, review, and report the quarterly departmental SDBIP's - Prepare and Submit Mid-year report /Q2.			
	WARD BASED PLANS	**IDP**	**DATE**	**BUDGET**	**Draft Date**	**PMS**	**Draft Date**		
	Phase 2: INITIATE THE BUDGET PROCESS								
5.	6. Round 1 of IDP / Budget Road shows	Round 1 of IDP / Budget Road shows	28 October 2025 to 30 November 2025	-	-	**Quarterly PMS reports/ Departmental SDBIP's** Assess, review, and report the quarterly departmental SDBIP's -Prepare and Submit Mid-year report /Q2 - Submission of Mid-Year assessment to NT & PT and Publication of	30 October 2025 19 January 2026 29 January 2026 5 January 2025.	PMS Manager	-

						mid-year budget and performance in the municipal website. Mid-year budget and performance assessment visit by Provincial Treasury Adjustment budget	4 February 2026. 5 February 2025.		
	MANDENI COMMUNITY BASED PLANING	**IDP**	**Draft Date**	**BUDGET**	**Draft Date**	**PMS**			
	PHASE 2: STRATEGIES								
	7IDP/BUDGET/PMS Technical Committee Meeting	IDP/BUDGET/PMS Technical Committee Meeting	4 December 2025	_	-	-	_	-	Nil
	ILembe District Sector Alignment Session	**ILembe District Sector Alignment Session**	TBC	-	-	**ILembe District Sector Alignment Session**	_	-	Nil

	Roll-out Mandeni Community Based Planning to all 18 war-rooms, to kick start review process of community-based plans		December 2025 to 30 January 2026	-	-	-		Ward Councillors and public participati0n unit.	
	AVTIVITY/TASK								
	Ward Based Planning	**IDP/SDF**	**DATE**	**BUDGET**	**DATE**	**PMS**	**DATE**	**Responsible Dept**	**Estimated Cost**
PHASE 3: PROJECT IDENTIFICATION AND REGISTRATION/ MID -YEAR BUDGET ASSESSMENT									
6.	10. 6 .	Finalisation and Registration of new Sector Funded Projects into IDP	30 March 2026	–	–	**PREPARATION OF ANNUAL REPORT** Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report Audited Annual Report is made public and representation is invited Oversight Committee	23 January 2026 25 March 2026 February / March 2026 30-March 2025 08-April-2026.	-	Nil

						perform their responsibility (comments) After MPAC assess the Annual Report it table to Council with recommendation			
	Review and initiate changes in the municipal ward-based plans for 2026/2027.		January - 2026	–	–	–	–	–	Nil in-house
	11 IDP / Budget Workshop for councillors and ward committees	IDP / Budget Workshop for councillors and ward committees	January 2026	–	–	-	-	–	Nil
	Ward Based Planning	**IDP/SDF**	**DATE**	**BUDGET**	**DATE**	**PMS**	**DATE**	**Responsible Dept**	**Estimated Cost**
PHASE 4: PRIORITISATION AND DRAFTING OF IDP									
6.	13. IDP/BUDGET/PMS Technical Committee Meeting	IDP/BUDGET/PMS Technical Committee Meeting	10 February 2026.	Budget steering committee	February 2026	**Assessment of Senior Managers**	Mid-Year		

						All senior managers are assessed at end AG report, each financial year. There must be assess four times a year two assessments are compulsory i.e Mid-year and annual, and other two a verbal 2025/26 Panel members for assessments comprises of 4-5 Member Directors reporting to MM assessments Scores required during assessments	Annual		

7.	14. Finalisation and Registration of new Sector Funded Projects into IDP	Finalisation and Registration of new Sector Funded Projects into IDP	**Continuous**	-	-	**AUDIT COMMITTEE AND PERFORMANCE AUDIT COMMITTEE** **Function of the audit committee** Perform quarterly PMS review and report to Council. Audit comm also serves as advisory committee to municipality	Quarterly Mid-Year Annual reports	MANCO Manager Budget Council	-
	Ward Based Planning	**IDP/SDF**	**DATE**	**BUDGET**	**DATE**	**PMS**	**DATE**	**Responsible Dept**	**Estimated Cost**
FIRST DRAFT BUDGET FOR 2026/27 MTREF									
	16. IDP Representative forum meeting to before tabling at Exco & Council	IDP Representative forum meeting to before tabling at Exco & Council	17 March 2026	–	–	–	–	IDP Manager	Nil
	Ward Based Planning	**IDP/SDF**	**DATE**	**BUDGET**	**DATE**	**PMS**	**DATE**	**Responsible Dept**	**Estimated Cost**

	18. Table first Draft 2026/2027 ward based plans Exco & Council	Table first Draft 2026/27 IDP and Budget to Exco and Council	26 March 2026 28 March 2026	-	-	-	-	IDP Manager	Nil
	19. Advertise First Draft for public comments	Advertise First Draft for public comments	27 March 2026	-	-	-	-	IDP Manager	Nil
	20. Embark on 2nd of IDP Roadshows	Embark on 2nd of IDP Roadshows	7 April 2026 – 12 May 2026	-	-	-	-	IDP Manager	Nil
	21.								
				Phase 5: Assessment Feedback on the Draft IDP					
	22. Align IDP/Budget with Provincial and National Priorities	Align IDP/Budget with Provincial and National Priorities	May 2025	_	_	_	_	IDP Manager	Nil
	Ward Based Planning	**IDP/SDF**	**DATE**	**BUDGET**	**DATE**	**PMS**	**DATE**	**Responsible Dept**	**Estimated Cost**
	24. Tabling of Final Reviewed IDP/BUDGET/PMS to EXCO	Tabling of Final Reviewed IDP/BUDGET/PMS to EXCO	**28 May 2026**	_	_	_	_	IDP Manager	Nil
	25. Council approve final IDP/ Budget and PMS	Council approve final IDP/ Budget and PMS	**30 May 2026**	_	_	_	_	IDP Manager	Nil
	26. Submit Adopted IDP and Budget to MEC for COGTA	Submit Adopted IDP and Budget to Treasury	28 May 2026	_	_	_	_	IDP Manager	Nil

	27. Advertise the adopted IDP and Budget 10 Days after Adoption	Advertise the adopted IDP and Budget 10 Days after Adoption	**28 May 2026**	–	–	–	–	IDP Manager	Nil

Table 1: Showing 2026/2027 IDP Actions program

NO	ACTIVITY	Action	TIME FRAME	RESPONSIBILITY
10	Budget 1st Quarter Review	Submission of report to Council on implementation of budget and financial status of municipality	October 2024	Chief Financial Officer Municipal Manager Directors
11	Determination Of Revenue Projections	Submission of Report to Council	October 2024	Manco
13	Sectoral Meetings/Public Participation	Collection of relevant information through IDP Rep Forum/ Multi-Sectoral Meeting Needs Analysis Process	November / December 2024	Mayor Municipal Manager IDP/Public Participation Manager
15	Operational Plans And Submission Of Capital Budget, DRAFT SDBIP	-Preparation of the MTERF (Medium Term Expenditure and Revenue Framework) budget in terms of the MFMA -Conduct a workshop to clarify what each vote/line item is to be used for and how it should be used in order to eliminate unused or duplicated line items.	November / December 2024	Chief Financial Officer Municipal Manager All Directors
16	Budget 2nd Quarter Review	Submission of report to Council on implementation of budget and financial status of municipality	January 2024	CFO/Municipal Manager Directors
17	Adjustment Budget	Implementation of recommendations from review process MFMA S72	January 2025	Chief Financial Officer Manager Finance
18	Budget Preparation –	Preparation of Budget for 2025/2026 Financial Year	January 2025	Chief Financial Officer
19	A Strategic MTEF Budgetary Framework Linked to the IDP Strategic Objectives & Sensitive To The Capital Investment Program	Draw up an integrated MTEF budgetary framework for inclusion into the IDP. Alignment of MTEF budgetary framework with that of sector departments	February 2025	Manco
20	IDP REVISION of first draft before community participation process	IDP Rep Forum and Sector Alignment Meetings	Mid-March 2025	IDP/ Exco/ Council/ Sector Departments/ amakhosi

Table 2 Showing /DP Process Plan Actions

NO	ACTIVITY	Action	TIME FRAME	RESPONSIBILITY
21	Adoption Of the Draft IDP	Adoption of the First Draft IDP	February / March 2025	All Directors EXCO/Council
22	PUBLIC Consultation	Advertisement of the Adopted Daft IDP for public comments and scrutiny	March/April 2025	IDP & Planning
23	PUBLIC Consultation	IDP Roadshows/ Mayoral Imbizo's – For the presentation of the IDP for comments and clarity. Preparation of final budget documentation for consideration of approval taking into account consultative processes and any other new information of material nature	April 2025	The mayor IDP/Public Participation Manager All Directors
24	Complete Draft Budget Document	Table Draft Budget Table Draft SDBIP Commencement of public participation process-advertisement of the budget in local newspapers, websites, municipal office conduct Imbizos to let the community know of their budgets. submit draft budgets to National & Provincial Treasury, DPLG, LGTA and other stakeholders (MFMA s22}	March 2025	EXCO Chief Financial Officer Manager Finance
25	Public Participation	IDP Rep Forum/Multi-Sectoral Meeting	April 2025	IDP/Public Participation Manager
26	2025/2026 3RD Quarter Budget Review	Submission of report to Council	April 2025	CFO/MM
27	Final Budget	Preparation of the final budget documentation for consideration of approval, taking into account consultative processes and any other new information of material nature. MFMA s 23	May 2025	The mayor
28	Budget/IDP	Adoption of both Final Draft 2025/2026 Budget & the Final Draft 2025/2026 IDP	End of May 2025	The mayor

NO	ACTIVITY	Action	TIME FRAME	RESPONSIBILITY
29	BUDGET	Submission of the Budget in the approved format to the Provincial and National Treasuries, Provincial and National COGTA	End of May 2025	Manager Finance
30	IDP 2025/2026	Submission of the Adopted and Final 2025/2026 IDP to the MEC for Cooperative Governance & Traditional Affairs	End of May 2025	Municipal Manager IDP & Planning
31	2025/2026 BUDGET	Finalization of the Service Delivery and Budget Implementation Plan (SDBIP) The mayor must approve the SDBIP 28 days after the approval of the budget and ensure that annual performance contracts are concluded in accordance with S57 of Municipal Systems Act (MSA). The mayor must submit the approved SDBIP and performance agreements and make the document public within 14 days of the day. approval MFMA s53	End of July 2025	MM IDP/Public Participation Manager Chief Financial Officer

F.2. Public Participation Context

Chapter 4 of the Municipal Systems Act, Act 32 of 2000 as amended states that a Municipality must encourage and create conducive conditions for the local community and all interested stakeholders to participate freely in the affairs of the municipality, which by virtue includes the preparation, implementation and review of its Integrated Development Plan. To this end, the Mandeni municipality continues to be committed to a participatory process of in the IDP development and IDP review process by ensuring that it creates ample opportunities whereby the community will receive a fair opportunity of playing a meaningful role during the development of this IDP. Four major functions are aligned with the public participation process namely:

- Needs identification.
- Identification of appropriateness of proposed solutions.
- Community ownership and buy-in; and
- Empowerment.

The Disaster Management Regulations have restrained the Municipalities in conducting public meetings and community gatherings to avoid the spread of the virus, thus during the IDP Preparation process the Mandeni municipality will develop a public participation model that will be largely digital. The following public participation tools and mechanisms will be utilised by the Municipality during this IDP development Process:

F.3. Newspaper adverts and Notices

Local and regional newspapers are used to inform the local community and stakeholders on the progress towards the development of the and furthermore. This form of print media will be used as a primary medium of communication for communicating important meetings relating to the IDP Process, that is the dates of council meetings, the dates for the sitting of IDP fora and any other IDP Public meetings.

F.4. Municipal Website

The Mandeni Municipality Website will also be utilized to communicate and inform the community on various activities and public engagements. Copies of the IDP and mSCOA Budget will be placed on the website for people and service providers to download.

F.5. Municipal Notice Board

The Municipal Notice Board will be used to inform stakeholders of critical IDP virtual meetings and consultation platforms and dates of the virtual meetings.

In preparation of the review process MLM, developed community schedule of how its residents businesspeople would be consulted on its development needs and priorities. Here the community, organs of state, including traditional authorities, and other role players were consulted during the public participation period.
Below is council approved schedule for the public participation meetings held during the month of November 2025:

Table 4: Showing summary of /DP Public Meetings Report Back November 2025 Round of meetings

Date	Target Wards	Venue	Time
Tuesday 14 October 2025	IDP Stakeholder Forum All Wards	CounciCh amer	11:00 – 14:00
Tuesday 21 October 2025	Rate payers; farmers Association & Organized groups : Ward 02,03 & 04		17:00 -19:30
Wednesday 22 October 2025	Macambini Cluster Wards 01,02,03,08 & 09	Kwa-CHILI SPORTLD	11:00 – 15:00
Sunday 02 November 2025	Hlomendlini Cluster Ward 04 and Novas farm	Hlomendlini Hall	12:00 – 15:00
Thursday 06 November 2025	Sundumbili cluster Wards 05, 13, 14, 12.	Lindiwe Shabala	11:00 – 14:00
Thursday 06 November 2025	Ndulinde Cluster Ward 06, 11, 16.	Skhonyane Tribal Court	11:00 – 15:00
Saturday 15 November 2025	Isithebe Cluster Wards 11, 16,17,18 In collaboration with iLembe DM	Steel Window and Sport Field	11:00- 14:00
Sunday 16 November 2025	Sundumbili Cluster 2 Wards 07,15,10	Sibusisiwe Hall	12:00-15:00

Needs as presented below are not in order of priority, but are as per frequency of requests across clusters: -

WARD	PROJECTS	ESTIMATED BUDGET REQUIRED
1	Rural Roads - Road along Zondi household to Thembalihle Store. - Road from Bridge 9 Linking/joining D888 - Road from D888 leading to along phayidini to Mjadu - Roads from D888 passing Mjadu leading to kwa Mfundisi	R12 000 000.00
	Dokodweni North Beach Upgrade	R20 000 000.00
	Construction of cold storage for Fishermans	R100 000.00
2	Construction of ward 2 Community Hall	R12 000 000.00
	Renovation of Mthaleni Sport field	R9 000 000.00
	Upgrading of Kwa-sishi Sport field	R9 000 000.00
	Construction of cold storage for fisherman's	R100 000.00
3	Household elecricification project phase 2 for Mangeza and Ifalethu.	R4 000 000.00
	Mangeza Sportfield upgrade	R10 000 000.00
	Sporting Equipment	R200 000.00
	High view park Stom water &curbs	R9 000 000.00
	Ma-Romeni speed humps	R500 000.00
	Construction of courseway bridge	R8 000 000.00
	Construction of Mangeza Community Hall	R10 000 000.00
	Multi-purpose community hall	R10 000 000.00
	Install streetlight - Phase 1-install streetlight at P459 Entrance town, Between Gcaleka isithebe, Khenana and Isithebe - Phase2 Installation of street light.	R20 000.00
	Road infrastructure in Kwatas - Rehabilitation of Long Street - Rehabilitation of Anderson Road	

	- Rehabilitation of Patry Road - Construction of extension kingfisher Road.	
4	Hlomendlini Library	R20 000 000.00
	Construction of bus shelters	R2 000 000.00
	Construction of secondary high shool	
	Fencing of Hlomendlini water work site	
	Taring of Hlomendlini access roads	R25 000 000.00
	Improve road conditions - Nkabinde road - Gravel Novas farm 2	R20 000 000.00
	Bus Shelters in various areas of Hlomendlini	R1 000 000.00
5	Lightning Conductors - Installation of lightning conductors - Installation of High mast light	R500 000.00
	Road leading to Matsheketsheni Cemetery	R2 500 000.00
6	Provision of Electrification	
	Rehabilitation of Kwa-Mkhize Sport Field	R12 000 000.00
	Nkomidle Community Hall	R12 000 000.00
	Rural Roads Phase - Construction of entrance bridge at Vutha	R30 000 000.00
	Cross over bridge on the entrance of eVutha. - Matigulu River bridge - Construvtion of Vutha Crossover Bridge.	
	Rehabilitation of Vutha Sports field	R12 000.00
7	Road and Stormwater - Extention of Thokoza road - Speed humps - Umkholwane road - Concrete-surfacing of local distributor leading to eHlanzeni together with its drainage system	R15 000 000.00
	Installation of High mast lights	R2 000 000.00
8	Construction of Nyezane cross over bridge	R8 000 000.00
	Mobile library	

Wards	PROJECT	ESTIMATED BUDGET
9	Installation of high mast lights Electrification infills throughout the ward	R5 000 000.00
	Lighting conductors	R2 000 000.00
	Contraction of Library	R20 000 000.00
	Ward 9 Sportified	R9 000 000.00
10	Khenana Community hall	R12 000 000.00
	Masomonco Community hall	R14 000 000.00
	Road Projects - Mathuneni, Zabhuda - KwaMasomonco Area-passing eMakhandleni Postoli - Contruction of tared road, to link Poyiseni and Ireland Section of Sundumbili A	R6 000 000.00
	Various electrification project	R3 000 000.00
	Masomonco Electricification	R300 000.00
	Highmast lights in various areas of ward 10	R2 000 000.00
11	**Road Infractructure** - Roading along Tribal Court Leading to KwaNxumalo ePhoyiseni - Road starting KwaNdovela ?? - Rural roads phase 4B	R8 000 000.00
	Machibini Market Stalls	R 8 000 000.00
	Ward 11 Community hall eMantungweni	R10 000 000.00
12	**Road Project** - Construction of black top road link between Mathonsi TC-linking ward 14 black top (Hlalankosi area) - Road upgrade: Continuation of phase 2 of concreate surfacing of Zakheni road - Regravelling of D1293 road in ward 12	R8 000 000.00
13	Highmast light	R2 000 000.00
	Khovothi Phase 2 Electricfication project	R3 000 000.00
	Construction of bus shelter	R2 000 000.00
	Fencing of the existing Ireland Cemetery	R5 000 000.00
14	**Road Infrastucture** - Masakhane Road - Road along Gospel Church - Masilela Road (Passing ward 14 recreation Park) - Nhlalonhle Road	R8 000 000.00
	Bus Shelter	R1 500 000.00

15	Rehabilitation of internal roads (Shalambazo, Majuba,Behind Sondoni, link road between ward 7 and 15)	R3 500 000.00
	Bus Shelters	R1 500 000.00
	Skip bins x3	R500 000.00
	Street lights infills	R2 000 000.00
	Ndunguye Pedstratrain Bridge	R3 000 000.00
	Renovation of Ablution Facilities	R 2 000 000.00
	Construction of speed humps	R 1 000 000.00
16	Road from swidish church leading to Winya	R2 000 000.00
	Highmast lights	R2 000 000.00
	Lindayiphi sportsfield and netball feild	R9 000 000.00
	Zavutha electrifcation	R3 000 000.00
	Rural Roads - Mathonsi taxi bay leading to Mazamnyama River - Ezingadini leading to D883 Road - Mpofana Cemetery road - Mhambuma Taxi route	R10 000.00
	Esidakeni Community Hall	R12 000 000.00
	Renovation of Lindayiphi tennis court	R5 000 000.00
17	Rehabilitation Steel window sportfield	R12 000 000.00
	Highmast Lights	R2 000 000.00
	Market stalls next to Isithebe clinic	R15 000 000.00
	Skip bins	R1 500 000.00
18	Bridge linking ward 11 and ward 18	R12 000 000.00
	Renovation of ward 18 sportsfield	R9 000 000.00
	Combo court /Netball field	R7 000 000.00
	Msunduze electrification	R3 000 000.00
	Highmast lights	R2 000 000.00

B.1. Planning Principles

B.1.1. PGDS Spatial Planning Principles

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential. The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.

The Principle of **Economic Potential** aims to improve productivity and close the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The Principle of **Sustainable Communities** promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities. Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists, planning and investments should be directed at projects and programs to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

The Principle of **Local Self-Sufficiency** promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally.

The Principle of **Spatial Concentration** aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi- sectoral investment i.e. roads, facilities, housing etc. This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

The Principle of **Sustainable Rural Livelihoods** considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning considers the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structures these in support of each other. Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as separate entities to urban centers, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living The Principle of **Balanced Development** promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing

land uses by understanding the relationship and integration between major dimensions within the

province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

The Principle of **Accessibility** simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localized needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region.

B.1.2. SPLUMA Principles

The following provides a summary of the development principles contained in the SPLUMA (Spatial Planning and Land Use Management Act):

(a) The principle of **spatial justice**, whereby –

i. past spatial and other development imbalances must be redressed through improved access to and use of land.
ii. spatial development frameworks and policies at all spheres of government must address the inclusion of people and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation.
iii. spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons.
iv. land management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas.
v. land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
vi. a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

(b) The principle of **spatial sustainability** whereby spatial planning and land use management systems must –

i. promote land development that is within the fiscal, institutional and administrative means of the Republic.
ii. ensure that special consideration is given to the protection of prime and unique agricultural land.
iii. uphold consistency of land use measures in accordance with environmental management instruments.
iv. promote and stimulate the effective and equitable functioning of land markets.
v. consider all current and future costs to all parties for the provision of infrastructure

(c) the principle of **efficiency**, whereby –

i. Land development optimizes the use of existing resources and infrastructure.
ii. decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
iii. development application procedures are efficient and streamlined and timeframes are adhered to by all parties.

(d) The principle of **spatial resilience**, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

(e) the principle of **good administration**, whereby –

i. all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act.
ii. All government departments must provide their sector input and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks.
iii. the requirements of any law relating to land development and land use are met timeously
iv. The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide input on matters affecti ng them; and policies, legislation and procedures must be clearly set in order to inform and empower members of the public achieved in some urban contexts.

B.2. Government Policies and Imperatives

B.2.1. Sustainable Development Goals

The SDG framework addresses key systemic barriers to sustainable development such as inequality, unsustainable consumption patterns, weak institutional capacity, and environmental degradation that the MDGs neglected. The SDG framework provides an overall narrative articulating how the goals will lead to broader outcomes for people and the planet.

The 17 goals provide a clearer means-to-end continuum, and they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. SDGs are embedded in the world's quest to ensure poverty eradication, changing unsustainable and promoting sustainable patterns of consumption and production and protecting and managing the natural resource base of economic and social development. These are the overarching objectives and essential requirements for sustainable development.

B.2.2. Institutionalization of Sustainable Development Goals

Local government has a crucial role to play in the process of localizing the SDGs. As policymakers, catalysts for change and key actors in development, they have a unique

capacity to implement and monitor sustainable development, prosperity and well-being at the local level. In order to fulfil their role in achieving the SDGs, local governments need sufficient support from all levels of government and adequate financial resources. Moreover, it will be essential for them to increase their capacities using appropriate methods and knowledge platforms.

MLM working towards the localization of SDG's with an ultimate aim of using the SDGs as an enabling framework, to support integrated planning and to realize sustainable development at a project and community level. Further, in institutionalizing the SDGs, the Municipality is strategically poised to engage diverse stakeholders to achieve the SDGs in a leave no -one behind approach. The Municipality is already achieving this, to a large extent, through a diverse range of initiatives, but in many instances existing work is not explicitly linked to the SDGs or seen as directly contributing due to a lack of awareness and understanding.

B2.3. Municipal Response and Vision on SDGs

To ensure progress with the institutionalization of SDG's in MLM, the municipality has developed the following interventions in response:

SUSTAINABLE DEVELOPMENT GOAL	MLM Strategic Intervention
SDG 1. End poverty in all its forms everywhere	Co–ordinate Operation Sukuma Sakhe interventions
SDG 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Co–ordinate development of Farmer Support Production Unit of Manchester Farm unlocking agricultural potential
SDG 3. Ensure Healthy lives and promote well– being for all at all ages	Ensure municipal contribution towards HIV/AIDS; facilitate culture of active lifestyle among youth and elderly e.g. Mayoral Cup, Golden Cup etc.
SDG 4. Ensure inclusive and equitable quality education and	Provide library services with an optimal skills base. Facilitate development of sports and community. facilities e.g. Chappies Sports Field, High view Park Combo Court, iSithebe community/Arts Centre
SDG 5. Achieve gender equality and empower all women and girls	LED to improve skills base. Ensure empowerment of youth, women and people living wi th disabilities.
SDG 6. Ensure availability and sustainable management of water and sanitation for all	Facilitate the reduction of water and sanitation and service backlog. Implementation of iLembe Bulk Water supply project
SUSTAINABLE DEVELOPMENT GOAL	**MLM Strategic Intervention**

SDG 7. Ensure access to affordable, reliable, sustainable, and modern energy for all	Facilitate access to electricity for all targeted household. Chapter C implementation of INEP projects
SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Unlock agricultural potential, promote manufacturing sector activities and facilitate SMME development.
SDG 9. Build resilient infrastructure, promote. inclusive and sustainable industrialization and foster innovation	Implementation of municipal Spatial Development Framework: Local Area Plans and Coastal management plan
SDG 10. Reduce inequality within and among countries	N/A
SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable.	Promote municipal integrated planning
SDG 12 . Ensure sustainable consumption and production patterns	Improve community awareness on environmental protection. Implement Coastal Management Plan
SDG 13. Take urgent action to combat climate change and its impacts	Work with iLembe District in developing district– wide Climate Change Strategy
SDG 14. Conserve and sustainable use the oceans, seas and marine resources for sustainable development	Improve community awareness on environmental protection Implement coastal management plan
SDG 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage. forests, combat desert if cation, and halt and reverse land degradation and halt biodiversity loss	Improve community awareness on environmental protection Implement coastal management plan
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive. institutions at all levels	MLM to ensure participative transparent and accountable governance, by improving public participation process and functionality of municipal structures

B.2.4. Integrated Alignment with Government Priorities

MLM strategic focus is influenced by the Sustainable Development goals, National Development Plan, PGDS, DGDP, Municipal Development Goals and municipal vision which is aimed at optimum utilisation of available resources and potentials to create an enabling environment and sustainable development which promote quality of life for all while capitalizing on our competitive advantages. The following image shows the KZN PGDS Strategic Framework.

Mandeni Municipality Goals	DGDS-GOALS	PGDS- GOALS	NDP - GOALS	SDG - GOALS
To promote good governance and public participation	Excellence governance leadership in and	Governance & Policy	Build a capable state. Fight corruption Unite the nation	5, 10, 16
To Facilitate the provision of sustainable infrastructure delivery.	High quality infrastructure network to support improved quality of life and economic growth	Strategic infrastructure	Expanding infrastructure	9
To ensure Spatial equity and sustainable development	District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development.	Environmental sustainability	Inclusive planning Quality education Quality healthcare Use resources properly	6,7, 13, 14, 15,
To create resilient local economy that creates sustainable decent jobs and reduces poverty.	Expanded district economic output and increased quantity and quality of employment opportunities.	Inclusive economic growth Human & Community Development	Create jobs	1,2, 3, 10,11, 8, 9,
To facilitate institutional transformation and organizational development	Enhanced quality of district human resources Excellence in governance and leadership	Governance & Policy Human Resource Development Human & Community Development	Build a capable state. Fight corruption Unite the nation	4, 11, 16,

B.2.5. Medium Term Strategic Framework {2024 – 2029)

The Medium-Term Strategic Framework (MTSF} is renamed to the Medium-Term Development Plan (MTDP} – at a Provincial Level this translates to the PGDP. MTDP is the implementation plan of the National Development Plan (NDP} and the purpose of the MTDP is to take the priorities of the 7th Administration into the government planning system. At a Provincial level this is done through the PGDP previously. The MTDP and PGDP continue to align to the goals and objectives of the NDP and principles and priorities of the Statement of Intent of the Government of National Unity GNU. The MTDP and PGDP will outline a results-based plan through the Cluster Systems Program of Action (Cluster Plans}. There are several structural reforms and program from the 6th Administration that will

be completed as part of the transitional arrangements and reviews. This will require a sustained commitment to follow through on the reforms initiated, in addition to new areas. Resource considerations must be factored into the planning process, with the support of the National and Provincial Treasury, and there have to be clear trade -offs given fiscal constraints. The emphasis is on an economic growth-led plan, which will prioritize economic interventions across clusters.

The draft MTDP and PGDP Framework 2024-2029 proposes three strategic priorities which are:

i) Inclusive growth & job creation;
ii) Reduce poverty and tackle the high cost of living;
iii) Build a capable, ethical & developmental state.

Inclusive growth and job creation will be viewed as an Apex priority. All spheres of government, clusters and sectors will prioritize relevant economic interventions.

B.2.6. Integrated Urban Development Framework (IUDF)

The Integrated Urban Development Framework (IUDF) is a policy framework guiding the reorganization of the urban system of South Africa so that cities and towns can become inclusive, resource efficient and adequate places to live, as per the vision outlined in Chapter 8 of the National Development Plan (NDP). The overall outcome of the IUDF is spatial transformation. This new focus for South Africa steers urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. The IUDF implementation plan identifies a number of short term proposals to achieve spatial transformation. The overall objective of the IUDF is to transform urban spaces by:

- Reducing travel costs and distances
- Aligning land use, transport planning and housing
- Preventing development of housing in marginal areas
- Increasing urban densities and reducing sprawl
- Shifting jobs and investment toward dense peripheral townships
- Improving public transport and the coordination between transport modes

The IUDF objective conforms to the New Urban Agenda (NUA) vision of “cities for all”. The NUA is a global commitment to sustainable urban development at all levels (global, regional, national, subnational and local), and encourages agencies and role-players to provide practical guidance for the implementation of the New Urban Agenda and the urban dimensions of the Sustainable Development Goals. In South Africa, more than 60% of the population lives in urban areas. The IUDF, which is South Africa’s urban policy, articulates how South Africa will transform urban areas to overcome both historical and prevailing challenges, while working together to ensure more integrated, sustainable and equitable human settlements.

B.2.7. ilembe District One Plan

The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s program difficul t”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and

employment. The rolling out of “a new integrated district based approach to addressing service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities is one of the objectives of the DDM” This requires an approach where “National departments that have district-level delivery capacity together with the provinces … provide implementation plans in line with priorities identified in the State of the Nation address”.

B.2.7.1. The 1st Generation One Plan

The Vision for ilembe district adopted by the 1st Generation One Plan is:

“By 2030 iLembe will be a sustainable, people centred economic hub providing excellent services and quality of life”.

The Goals for the District as expressed in the 2021 / 22 IDP and adopted for the 1st Generation One Plan are:

- Creating economic growth and jobs.
- Eradicating backlogs in service delivery.
- Providing for housing and socio-economic development (including the impact of HIV/AIDS and Covid-19 pandemic).
- Positioning the ilembe area as a prime tourist destination.
- Making the area of ilembe a safe and vibrant meeting place of rural, traditional, and urban lifestyles.
- Integrating the first and second economies to benefit from investment.
- Achieving a sustainable settlement pattern where people could meet all their needs to provide for a better quality of life and maintain sustainable livelihoods.
- Creating functional and institutional harmony with upstream and downstream spheres of government.
- Creating economic growth and jobs.
- Eradicating backlogs in service delivery.

A summary of the key strategic interventions identified in the 1st Generation One Plan is presented below per focus transformation area. The interventions include projects for the short three-year period of the 1st Generation One Plan and, some longer-term key initiatives.

B.2.8. Key Performance Areas (5 Pillars) for the Back-to-Basics Approach:

- Basic Services: Creating decent living conditions Efficient and Integrated Infrastructure and Services
- Good Governance: Democratic, Responsible, transparent and objective and equitable municipal governance
- Public Participation: Putting People First Democratic, Responsible, transparent and objective and equitable municipal governance.
- Sound Financial Management: Sound Financial and Supply Chain Management
- Building Capable Institutions and Administrations: Municipality resources and
- Committed to attaining the vision and mission of the organization.

B.2.8.1. Alignment of Municipal goals and strategic objectives to Key Performance Areas of Back-to-Basics Approach

Back To Basic Pillars	Municipal Goals	MLM Interventions
Service Delivery: Creating Conditions for Decent Living)	Universal access to basic services and infrastructure development by 2030 Improve access to all infrastructure and services	Electricity Access to roads and storm water Telecommunications Community and public facilities Solid waste disposal Housing Land use management systems
Local Economic Development	Facilitate the creation of job opportunities Achieve a holistic human development and capacitation for the realization of skilled and employable workforce	Local Economic Development Tourism Planning Agricultural Development Cooperatives and SMME's Public Private Partnerships Business Support and Development
Good Governance and Public Participation	Providing and facilitating access to social services and facilities Ensure that our people have access to community facilities and services. Aspire to a healthy, safe and crime free area.	Education Health Social Security Community Safety Disaster Management Gender, youth and people with disabilities Sports and Recreation HIV and Aids Community and Public Facilities Land Reform Environmental Sustainability Arts and Culture Cemeteries and Crematoria
Sound Financial Management	To develop a sustainable and efficient municipality based on sound financial management. Ensure a financially viable municipality	Budgeting and Reporting Revenue Enhancement Expenditure Control Financial Management
Building Capable Local Government Institution	To foster a culture of community involvement and good governance in the affairs of the municipality Ensure participative, transparent and accountable governance in the municipality.	Batho Pele Performance Management Human Resources Information Technology Administration
Good Governance and Public Participation	Provision of effective, efficient, transparent and accountable leadership	Integrated Development Planning Policy Development Public Participation Internal Audit Anti-Corruption Strategy

B.2.9 State of Nation Address – 2025

- His Excellency President Cyril Ramaphosa delivered the State of the Nation Address (SoNA) to a joint sitting of the National Assembly and National Council of Provinces held at the Cape Town City Hall on Thursday, 12 February 2026. Positive economic growth and investment Government has achieved two consecutive primary budget surpluses. South Africa's credit rating has improved, interest rates are coming down and inflation is at its lowest level in 20 years.

- Creating employment
- Creating employment Government's most urgent task is to rebuild the economy by creating work and livelihood opportunities on a large scale through public and social employment programmes. This year, government will introduce regulatory changes that will ma ke it much easier for businesses to participate in the Youth Employment Service programme and create jobs for young people. Government will also expand public employment programmes, including the Community Workers Programme, Expanded Public Works Programme and the Presidential Employment Stimulus to strengthen coordination between income support, skills development and pathways into longer-term work, particularly for young people and women.

- Provision of Housing
- Expanding affordable housing Government is introducing a new model that shifts from building housing to giving subsidies for ownership and rental in areas that are suitable. Subsidies will support people to build, buy or rent their own housing. Economic reforms Through Operation Vulindlela, government has made significant progress in accelerating economic reform and opening the way for investment and competition. Government has brought an end to loadshedding and built a more dynamic and resilient energy system. Progress has been made in improving the performance of ports and freight rail lines, steadily increasing the volume of
- SMMEE INTEVENTION
- Investing in small and medium businesses "If every small and medium business in South Africa could employ one additional person, we would create three million new jobs; however, many of these businesses, a number of which are owned by women and young people, cannot get funding to start or to grow."

- State of Province Address 2026

- Delivered on February 27, 2026, at Woodburn Stadium, KZN Premier Thami Ntuli's State of the Province Address (SOPA) focused on creating jobs through infrastructure investment, agricultural revitalization, and youth/women empowerment. Key priorities included enhancing safety, enhancing the ocean economy, and improving efficiency wi thin the provincial government.

- Key Highlights of the KZN 2026 SOPA:
- Economic Growth & Job Creation: The address aimed to fight youth and women's unemployment through targeted investments in key sectors, including manufacturing, tourism, and rural economies.
- Infrastructure & Investment: A strong emphasis was placed on accelerating sustainable infrastructure development and promoting strategic economic hubs to enhance the ease of doing business.
- Rural Development & Agriculture: Revitalizing government farms and supporting smallholder farmers were key pillars for enhancing food security and fostering rural economic growth.
- Safety & Crime Prevention: Premier Ntuli announced strengthened, collaborative crime

prevention strategies, including a focus on safer schools and policing.

- Ocean Economy: New initiatives were unveiled to unlock opportunities in the maritime sector for coastal communities.
- Government Efficiency: A commitment to a "capable, ethical, and responsive state," with a focus on tackling illegal immigration and reducing regulatory barriers.

SECTION C: SITUATIONAL ANALYSIS

C.1. Demographic Profile

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

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

C.1.1. Population Size

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

Table 1: Mandeni population size

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

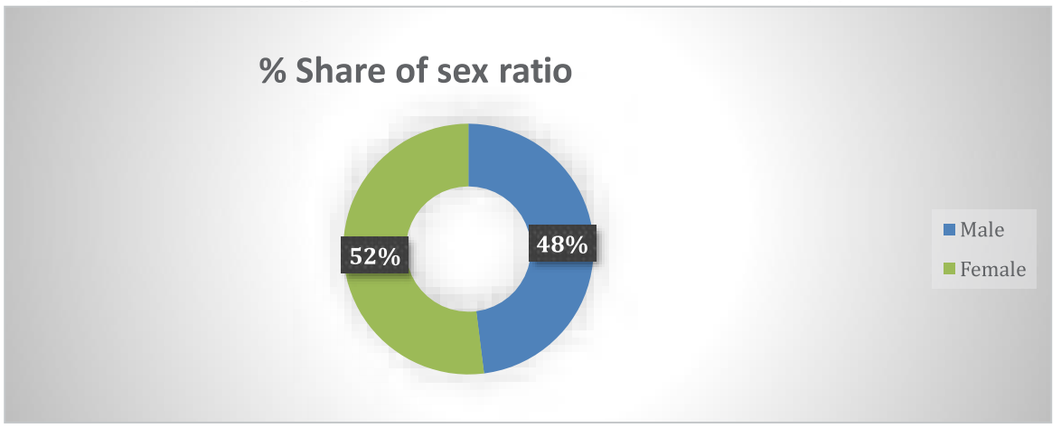
Source: Census 2022 & Census 2011; Stats SA

C.1.2. Population structure:

1.2.1 Sex Ratio

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

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

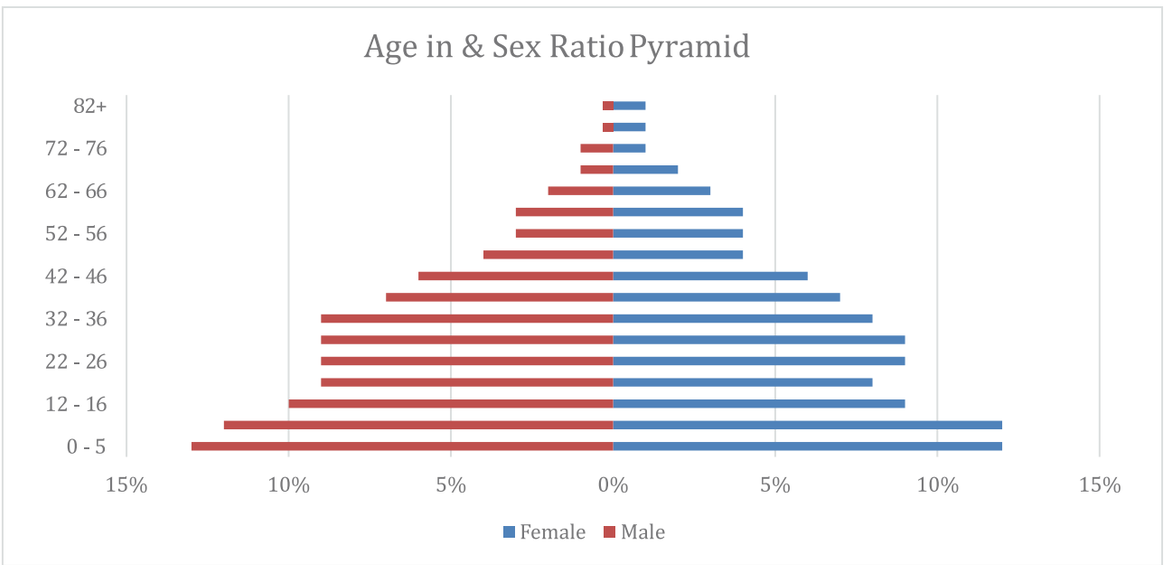


Source: Census 2022 Supercross: Stats SA

C.1.3. Age & Sex Ratio

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

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



Source: Census 2022 Supercross : Stats SA

C.1.4. Population Composition

The table below shows the distribution of race groups in Mandeni, It is evident that the Black African population is the majority racial group in the area, followed by the Indian/Asian and white. Colored is the least represented group, amounting to total of 1083, this figure has increased when compared to the previous census 2011 data where the total colored people in the entire population of Mandeni we sitting at 718.

Table: Comparisons of Population Composition

Race Groups	Census 2011	Census 2022
Black African	133560	172211
Coloured	718	1083
Indian or Asian	2286	4344
White	1318	2063
Other	195	1232
Unspecified	718	6
Total	138077	180939

Source: Census 2022, Supercross: Stats SA

C.1.4.1. Languages Most Spoken

According to census 2022, data the most commonly spoken language in Mandeni is lsiZulu, this would be expected as majority of the people are black African. lt is interesting to that lsiZulu is closely followed English and Afrikaans. Portug ues is a foreign language in South Africa however it is worth mentioning that 691 people speaking Portugues are potentially Mozambicans residing in Mandeni whilst seeking better opportunities.

Table shows: Languages Spoken in Mandeni

Afrikaans	872
English	6242
Isindebele	13
IsiXhosa	780
IsiZulu	165184
Sepedi	91
Sesotho	771
Setswana	41
Sign language	18
Siswati	122
Tshivenda	21
Xitsonga	155
Khoi,Nama and San languages	11
Shona	183
Chichewa/Chewa/Nyanja/Chinyanja	284
Portuguese	691
Other	409
Not applicable	4696
Unspecified	356
Total	180939

Source: Census 2022, Supercross. Stats SA

C.1.5. People Living with Disabilities in Mandeni

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

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

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

Source: Stats SA Census 2022: Supercross

C.1.5.1. Mid-year Estimates on population Growth

The figure below provides an overview of the population growth that is estimated 2020 to 2025 per age categories. Noticeably from the table below is the increased number of Males between ages 5-9 accounting for majoring of the population by 2025. However as the age categories progress there appears to be more females accounting for majority of the population in the future.

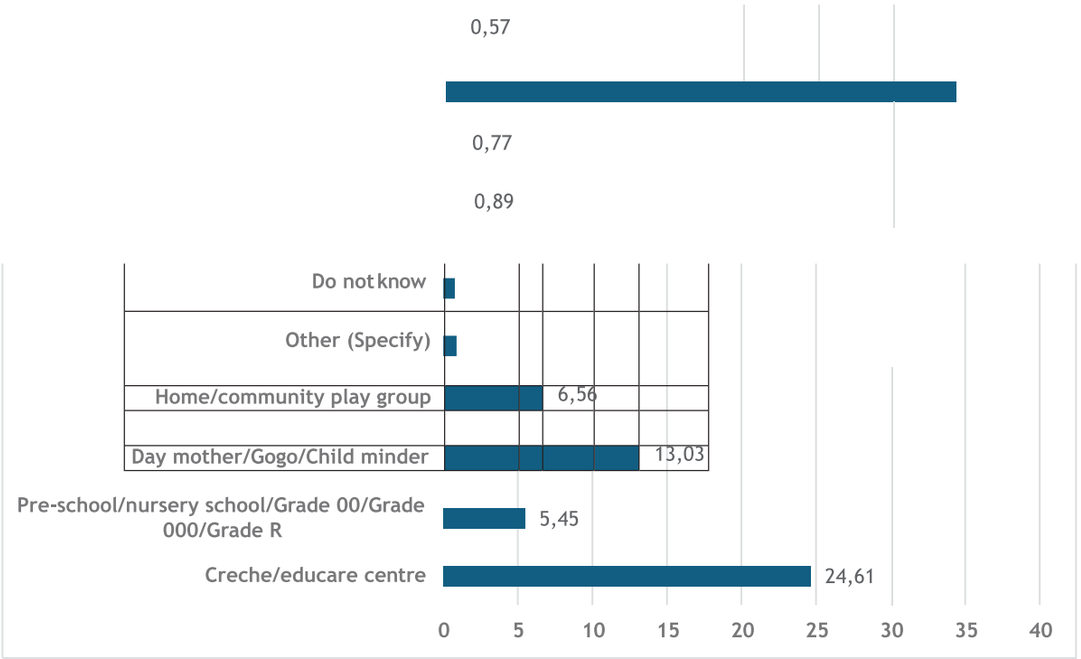
Table showing: Mid Year population estimates 2020 – 2025

Local	Age	2020		2021		2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
KZN291 : Mandeni	0-4	10 197	10 080	10 310	10 173	10 340	10 199	10 272	10 137	10 120	9 998	9 913	9 804
	5-9	9 568	9 278	9 797	9 490	10 024	9 702	10 261	9 922	10 509	10 144	10 724	10 332
	10-14	8 628	8 639	8 852	8 852	9 026	9 007	9 205	9 176	9 383	9 356	9 574	9 555
	15-19	7 934	7 434	8 212	7 677	8 440	7 930	8 749	8 232	9 066	8 507	9 423	8 794
	20-24	7 684	7 420	7 503	7 232	7 399	7 142	7 321	7 086	7 315	7 107	7 393	7 208
	25-29	6 408	7 883	6 183	7 706	6 064	7 626	5 887	7 477	5 698	7 318	5 480	7 136
	30-34	6 147	7 745	6 094	7 759	6 080	7 812	6 039	7 833	5 960	7 814	5 857	7 770
	35-39	5 115	6 421	5 345	6 691	5 557	6 961	5 728	7 221	5 883	7 464	5 997	7 658
	40-44	3 863	4 995	4 015	5 206	4 216	5 473	4 472	5 769	4 743	6 076	4 996	6 380
	45-49	3 543	4 535	3 669	4 737	3 755	4 917	3 814	5 052	3 874	5 192	3 981	5 374
	50-54	2 308	3 460	2 408	3 521	2 558	3 631	2 733	3 803	2 906	4 000	3 057	4 193
	55-59	1 907	2 885	1 959	2 957	2 003	2 998	2 036	3 015	2 075	3 025	2 136	3 047
	60-64	1 289	2 431	1 324	2 524	1 363	2 636	1 411	2 750	1 463	2 863	1 513	2 969
	65-69	1 095	1 792	1 100	1 805	1 109	1 836	1 124	1 889	1 144	1 943	1 170	2 001
	70-74	784	1 759	793	1 792	797	1 805	793	1 793	788	1 790	785	1 801
	75+	1 323	2 437	1 401	2 606	1 464	2 796	1 528	2 988	1 589	3 163	1 645	3 306

Source: Stats SA Mid-year estimates

C.1.6. Education Levels – Early Childhood Development Attendance

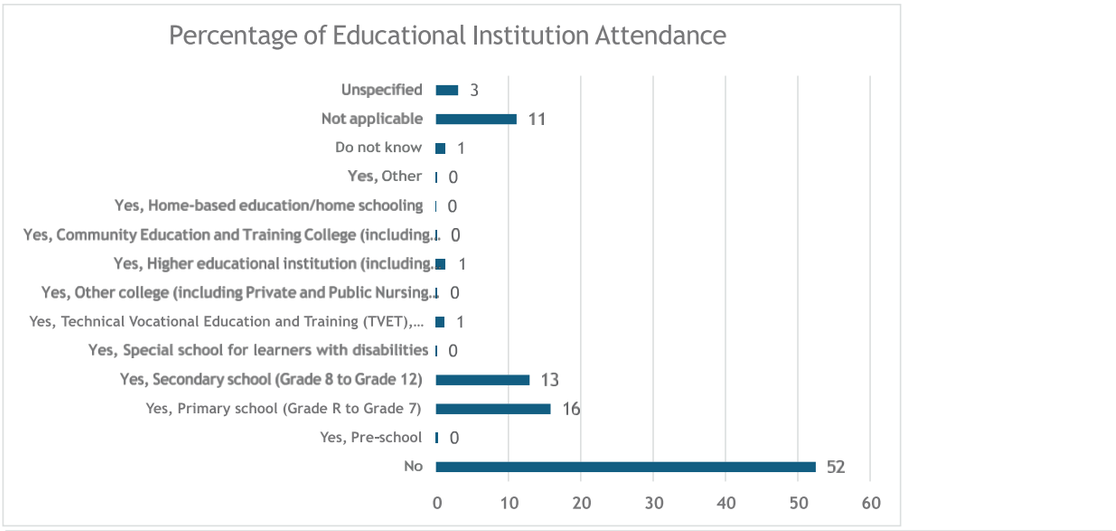
The 2022 Census, findings illustrate that approximately only 24% of Ages (0–5) applicable are enrolled and attending ECD Centre, and 34 % of ages 0–5 who are applicable are not attending. It is interesting to note that The high share of children not in EDC programs delays the opportunity for the children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



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

C.1.7. Education levels

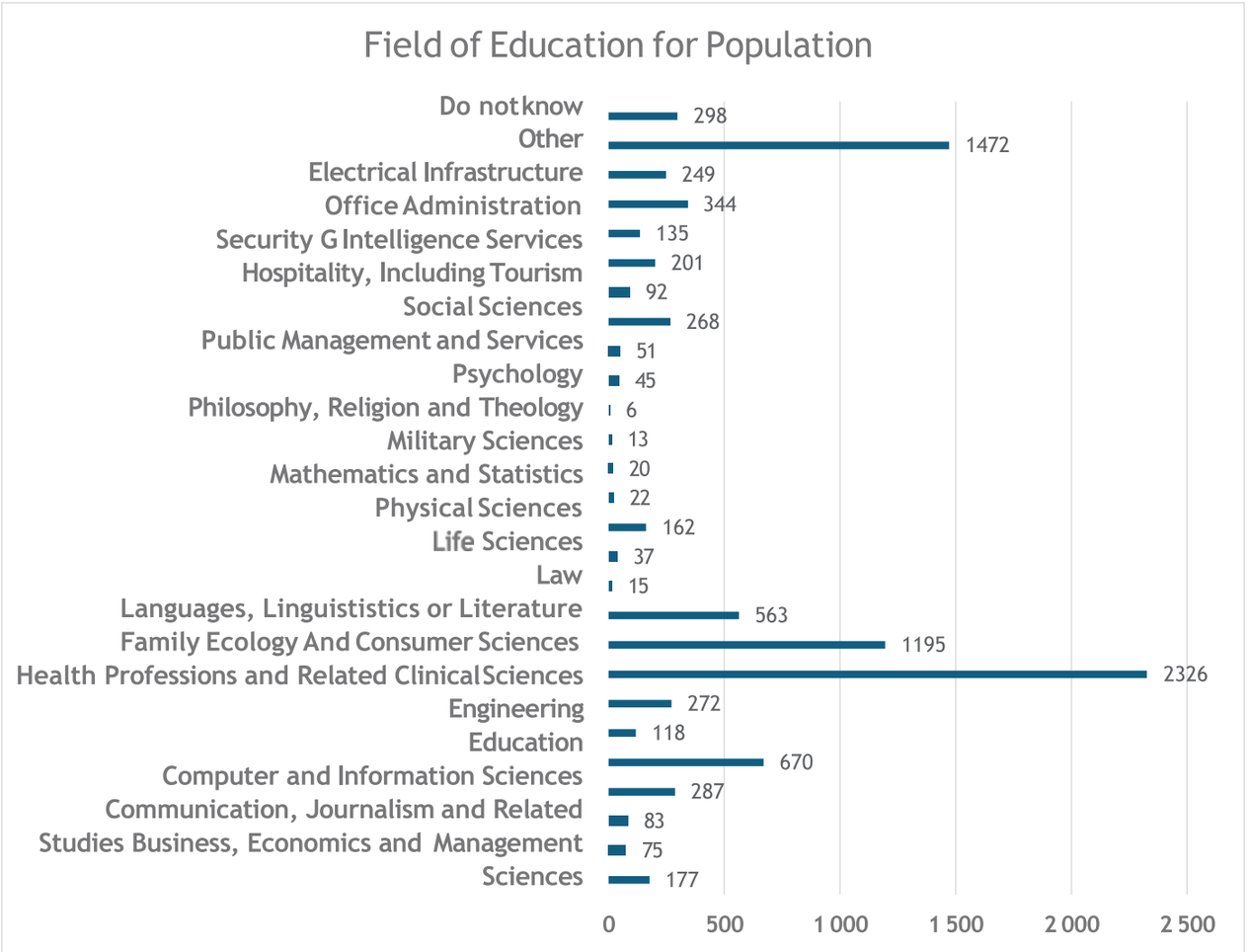
Graph Showing: Percentage share in education institution attendance



Source: Stats SA, Census 2022, Supercross

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

Table shows fields of education in Mandeni.

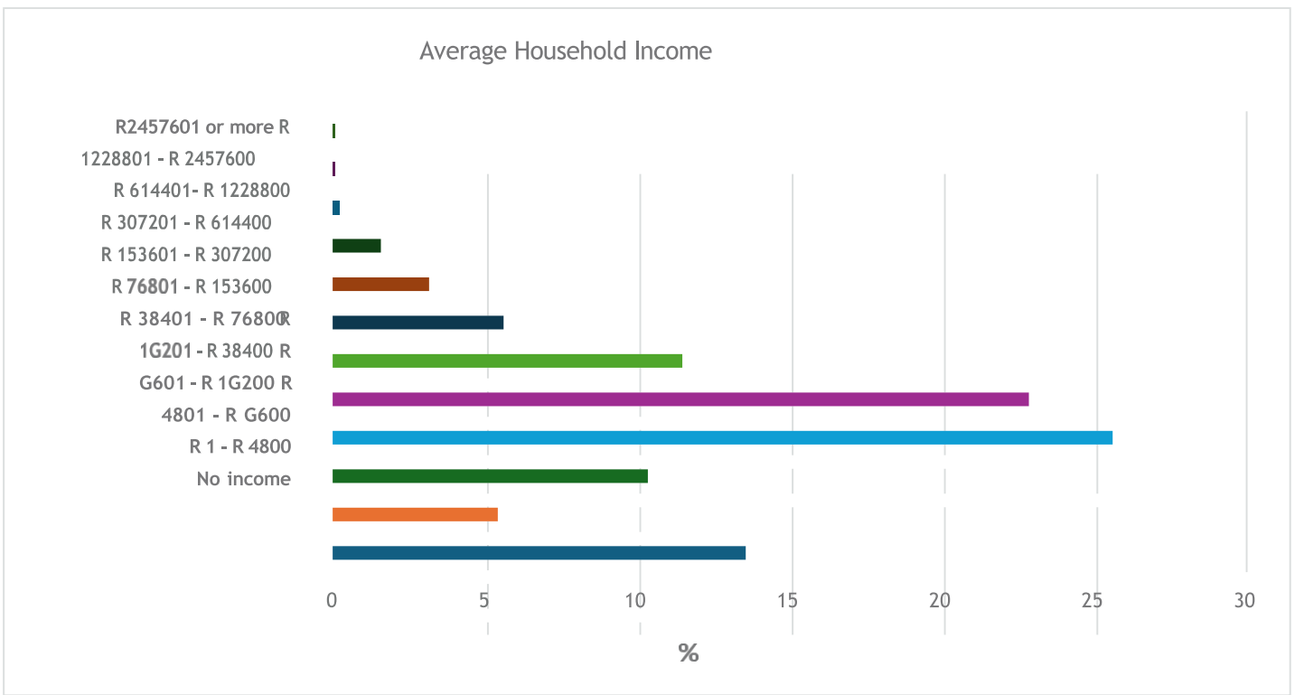


Evidently, the predominant fields of study and training at institutions include Education with 2326 people, Engineering 1195. Other key sectors include computer and information sciences. Business economics and electric infrastructure are amongst other sectors illustrated in the graph above.

C.1.8. Average Household income levels

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

Graph shows average household income in Mandeni



Source: CM Survey 2016. Stats SA

C.1.9. Household living conditions

Households and their living circumstances form part of critical information collected in Population and Housing assessment. Such information offers an opportunity for planning, resource allocation and policy making. Collected information at a household level provides detailed household living circumstances including type of housing/dwelling and access to basic services such as water, sanitation, energy as outlined in the tables below.

Understanding characteristics of households including size, composition and location of households is paramount in a Population assessment, in order for the municipality and other role players to address the needs of the population in Mandeni. Accurate and reliable information on household characteristics becomes inevitable.

C.1.9.1. Dwelling type:

Housing backlogs and the demand for housing will always remain an issue in development and social support strategies in South Africa. The table shows the different dwelling types in the municipality and comparing census 2022 to census 2011. Through this comparison it is evident that the number of formal dwellings has increased to 92.3 % compared to 58.7% of Census 2011. This sharp improvement could be owed to number of reasons such as the implementation of various housing projects which has enabled ownership of housing to a number of people.

Comparison of Census 2011 & Census 2022 Dwelling types

	Census 2011 Count	Census 2011 %	Census 2022 Count	Census 2022 in %
Formal dwelling	22472	58.7%	37312	92.3%
Traditional dwelling	10823	28.3%	1829	4.5%
Informal dwelling	4699	12.3%	1208	3%
Other	275	0.7%	86	0.2%

Source: Census 2011 data, Census 2022. Stats SA

C.1.9.2. Access to piped water

Water services have been a very high priority in service delivery, and in the past 2 decades ilembe District Municipality has ensured that municipalities within the family are supplied with water using the varies systems present. The table below indicates the trends of the water supply in Mandeni. Although a record high of 40% of people in Mandeni have access to piped water inside the dwelling, an 27.7% still have water access within the yard, in 2011 this figure was sitting at 28.5% and ten years later this figure decreased by only 0,8%. These poor results indicate that more still needs to be done in order reach the desired goals.

Table shows: Access to piped water comparing 2011 & 2022 Census

	Census 2011 %	Census 2022 %
Piped (tap) water inside the dwelling	25.8	40.1
Piped (tap) water inside the yard	28.5	27.7
Piped (tap) water on community stand	28.4	14.5
No access to piped water	17.4	17.7

Source: Census 2011 & Census 2022 Data: Stats SA

C.1.9.3. Flush toilets connected to sewage

Access to appropriate sanitation services is an important health priority. Sanitation levels in MIM have risen compared to 2011, especially flush toilet system connected to sewage in 2011 people using flush people amounted to 29.6% and in 2022 this number had risen to 43.3% thus enabling better hygiene levels. Access to Pit toilets have unfortunately risen from 39.7% to 40.9% due to the increase in population happening in Traditional Authority areas. These figures requires water service authorities to be abreast the trends taking place in order to provide services that are aligned to the current needs required .

Table shows: Access to sanitation services

	Census 2011	Census 2022
Flush toilet	29.6 %	43.4%
Chemical toilet	22.4%	9.4%
Pit toilet	39.7%	40.9 %
Bucket toilet	1.2%	2.9 %
Other	3.4%	1.3 %
None	3.7%	2.1 %

Source Census 2011 and Census 2022 Stats SA

C.1.9.4. Weekly Refuse disposal service

The MLM is responsible for the provision of a Refuse disposal service to the communities within its area of jurisdiction. These services include the collection and safe disposal of domestic and commercial waste. The gage progress MLM has the table below compares the progress the municipality has made towards ensuing a clean environment. The table below shows that the municipality has been committed towards reducing the number of people who dispose of their own refuse when necessary. In reducing this count from 23125 (60 %} to 2240 (5.5%} the municipality has minimized illegal dumping and pollution in its jurisdiction. This has triggered other aspects of refuse removal such as removal by local authority to increase to 40.9% as the municipality collects once a week. By time of completion of this report, findings of no rubbish disposal were not yet available.

Table Showing: Access to refuse disposal

	Census 2011 counts	Census 2011 in Percentage	Census 2022	Census 2022 Percentage
Removed by local authority at least once a week	10508	27.5%	16543	40.9%
Removed by local authority less often	660	1.7%	337	0.8%
Communal refuse dump	1341	3.5%	1004	2.5%
Own refuse dump	23125	60.4%	2240	5.5%
No Rubbish Disposal	1922	5%	18574	45.9%
Other	713	1.9%	1647	4.1%

Source: Census 2011 and Census 2022 Supercross: Stats SA

C.1.8.5. Electricity for lighting

This table is based on access to lighting as a proxy for access to electricity. Although electricity does not have the same implications for health as water and sanitation, access to electricity is very important for general development and especially education. Access to electricity was, therefore, always a high priority. The success of this is evident in the table below where 98.2% of electricity was connected from the main power source.

The table below shows comparison of Census 2011 and Census 2022 on accessing electricity

	Census 2011 Count	Census 2011 Percentages	Census 2022 Count	Census 2022 Percentage
Electricity from mains	31567	82.5 %	39702	98.2 %
Gas	157	0.4 %	31	0.1 %
Paraffin	205	0.5 %	35	0.1 %
Candles	5964	15.6 %	559	1.4 %
Solar	143	0.4 %	11	0 %
None	233	0.6	25	0.1

Source: Census 2011 and Census 2022. Stats SA

C.1.10. Migration by Regions of birth and sex ratio

The table below

Table shows region of birth by sex and population in Mandeni municipality.

Region of birth by Sex for Population in Percentage		
	Male %	Female %
Born in South Africa	45.39	49.15
SADC	1.79	1.39
Rest of Africa	0.2	0.06
United Kingdom and Europe	0.09	0.09
Asia	0.1	0.04
North America	0.01	0.01
Latin America and Caribbean	0	0
Oceania	0.01	0.01
Unspecified	0.06	0.05
Not applicable	0.85	0.71

Total	48.49	51.51

Table shows region of birth by municipality of usual residence in the ilembe District

Region of birth by Municipality of usual residence for Population				
	Mandeni Local Municipality	KwaDukuza Local Municipality	Ndwedwe Local Municipality	Maphumulo Local Municipality
Born in South Africa	22.75	40.17	21.22	14.09
SADC	0.27	0.98	0.04	0.01
Rest of Africa	0.02	0.05	0.01	0
United Kingdom and Europe	0.01	0.15	0	-
Asia	0.01	0.04	0	0
North America	0	0.01	0	0
Latin America and Caribbean	0	0.01	0	-
Oceania	0	0.01	0	0
Unspecified	0.01	0.05	0	0
Not applicable	0.02	0.07	0.01	0
Total	23.08	41.53	21.28	14.11

Source Census 2022, Supercross Stats SA

Table shows: Municipality of usual residence by region of birth by Sex for Population, Mandeni Local Municipality

	Region of birth	**Male**	**Female**
Mandeni Local Municipality	Born in South Africa	46.44	52.11
Mandeni Local Municipality	SADC	0.78	0.4
Mandeni Local Municipality	Rest of Africa	0.07	0.01
Mandeni Local Municipality	United Kingdom and Europe	0.02	0.02
Mandeni Local Municipality	Asia	0.02	0.01
Mandeni Local Municipality	North America	0	-
Mandeni Local Municipality	Latin America and Caribbean	0	-
Mandeni Local Municipality	Oceania	0	0
Mandeni Local Municipality	Unspecified	0.04	0.02
Mandeni Local Municipality	Not applicable	0.05	0.02
Mandeni Local Municipality	Total	47.42	52.58

Source Census 2022, Supercross Stats SA

C.1.11. Demographic Dividend Concept

This is a concept referring to the accelerated economic growth that can result from a rapid decline in a country's fertility and the subsequent change in the population age structure. Demographic dividends are governed by 5 phases Pre-Dividend, Early-Dividend, Late-Dividend and post-dividend. Basically, the demographic dividend is the economic growth potential that can result from shifts in a population's age structure, mainly when the share of the working-age population (15 to 64) is larger than the non-working-age share of the population (14 and younger, and 65 and older).

C.1.11.1. Mandeni Demographic Dividend

The figures above (age & sex pyramid) indicates that Mandeni has high population rates for population falling within ages 0-5 followed by ages 12 – 16 and lastly ages 22 – 36. Meaning 65% of the population is under the age of 36, this thus offers Mandeni Municipality a critical window of economic and innovation potential. Having said this the municipality aims to focus on developing policies that will accelerate infrastructure investment that will aid in development of Early Childhood Development Centers. invest in human capital, particularly among young people in the municipality, hence the plan is to put more focus on developing relevant polices in order to strategically invest in human capital, particularly among young people in the municipality. Such policies include improving access to quality education and jobs, as well as investing in the health, particularly the sexual and reproductive health, of young people, These plans are further expanded on the following objectives as well as in the overall implementations plan.

- *Strategic Objective 1 Improve access to all infrastructure and services*
- *Strategic Objective 2 Ensure that our people have access to community facilities and services.*
- *Strategic Objective 3 Ensure an integrated and aligned development planning*
- *Strategic Objective 4 Achieve a holistic human development and capacitation for the realization of skilled and employable workforce*

C.1.11.2. KZN Economic Realities

The Quarterly Labor Force Survey (QLFS) is a household–based sample survey conducted by Statistics South Africa (Stats SA). It collects data on the labor market activities of individuals aged 15 years and older who live in South Africa. However, this report only covers labor market activities of persons aged 15–64 years. The table below shows the economic realities for KZN per sex. It is noteworthy that there are 140 000 Males not economically active, when compared to females this variable is also high as it current sits on 174 600. More men appear were employed in the last quarter as compared to females who make up 1149 00.

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

Source: Quarterly Labour Force Survey 2024, Stats SA

C.1.11.3. Employment And Income Levels Comparison – Mandeni

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

Table: unemployment rate

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

Source: Stats SA Census 2011

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

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

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

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

C.1.11. Mandeni Economic Profile

Functional age groups indicate the level of the potential work force in the region. Therefore, the key age group relates to individuals aged 15 to 64 years. The following tables provide a comparison between the 2001 and 2011 census years in respect of the 0−14, 15−64 and 65+ population age cohorts for Mandeni and the other municipalities in the ilembe District. The data presented indicates that there has been a slight increase in the <15−year age cohort and a slight increase in the 15−64 age cohort between the 2001 and 2011 census years.

Figure 11:



Source: 2002 & 2011 Census

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

C.2. Spatial Analysis

C.2.1. Administrative Entity Settlement Patterns

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

C.2.1.2. Main Corridor

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

C.2.1.3. Primary Node

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

C.2.1.4. Settlement Pattern

The existing settlement structure is substantially influenced by prevailing topographic conditions, physical access, and access to land. Consequently, a series of settlement bands developed parallel to the coast. The prevailing settlement structure is also influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east–west linkages and the opportunities of the coast. Another contributing factor to the settlements pattern is land tenure and customary allocation of households by the Traditional Authorities through Amakhosi wherein Mandeni Municipality we have 3 Traditional Authorities namely Mathonsi TA, Macambini TA and Sikhonyane TA. These TA areas cover approximately 63% of the total area, this clearly highlights that most of our settlement patterns are highly influenced by TA's.

C.2.1.5. Ingonyama Trust Land

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

C.2.1.6. Land Use Patterns

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

C.2.1.7. Urban Areas

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

C.2.1.8. Rural Settlements Dense

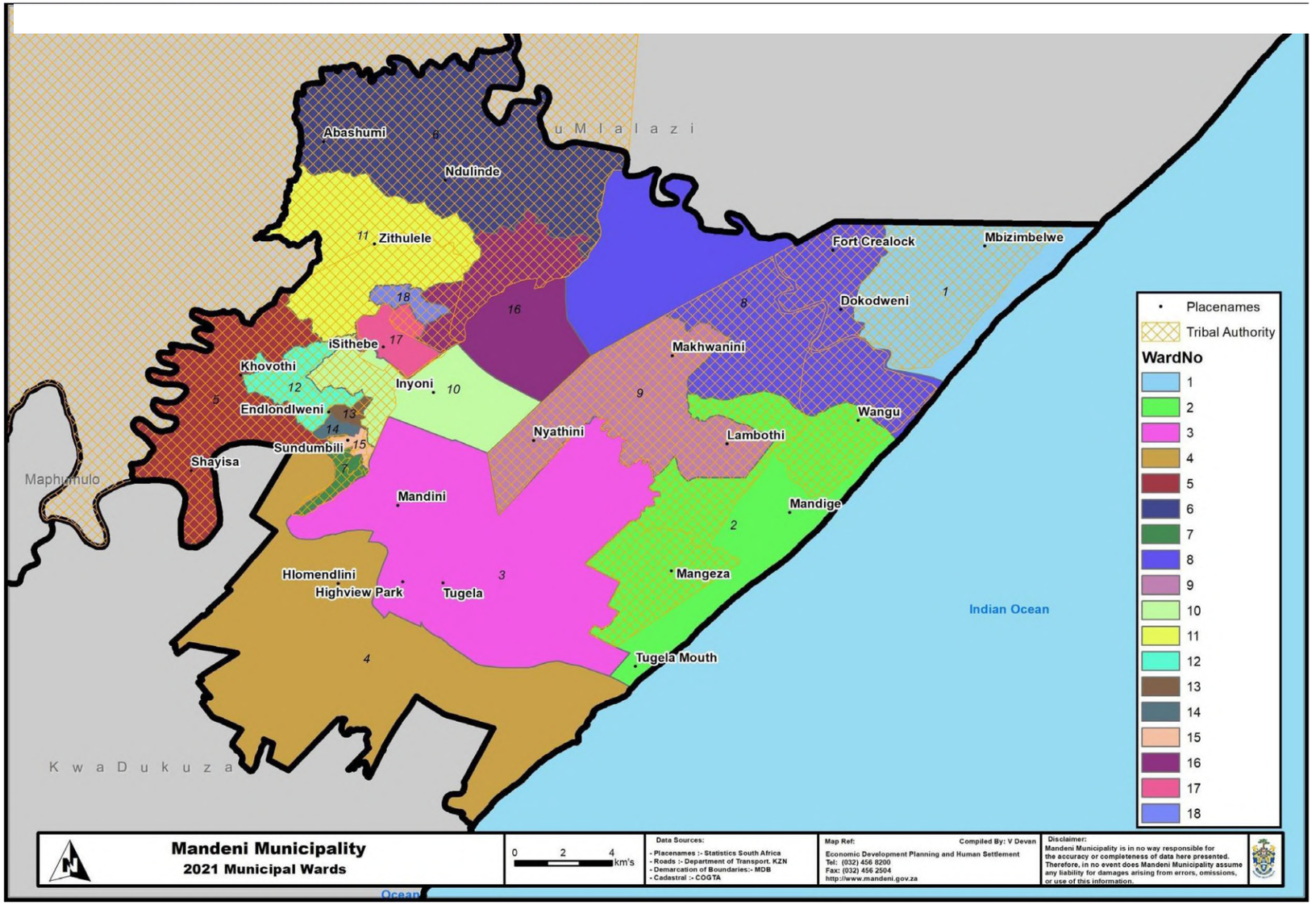
Informal settlements with limited to no facilities or infrastructural services occur on the periphery of the developed areas and within the iSithebe Industrial area and Sundumbili Township. This is also evident in the periphery of the well – established Sundumbili Township and Mathonsi TC eastwards of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

C.2.1.9. Scattered Rural Settlements

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

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

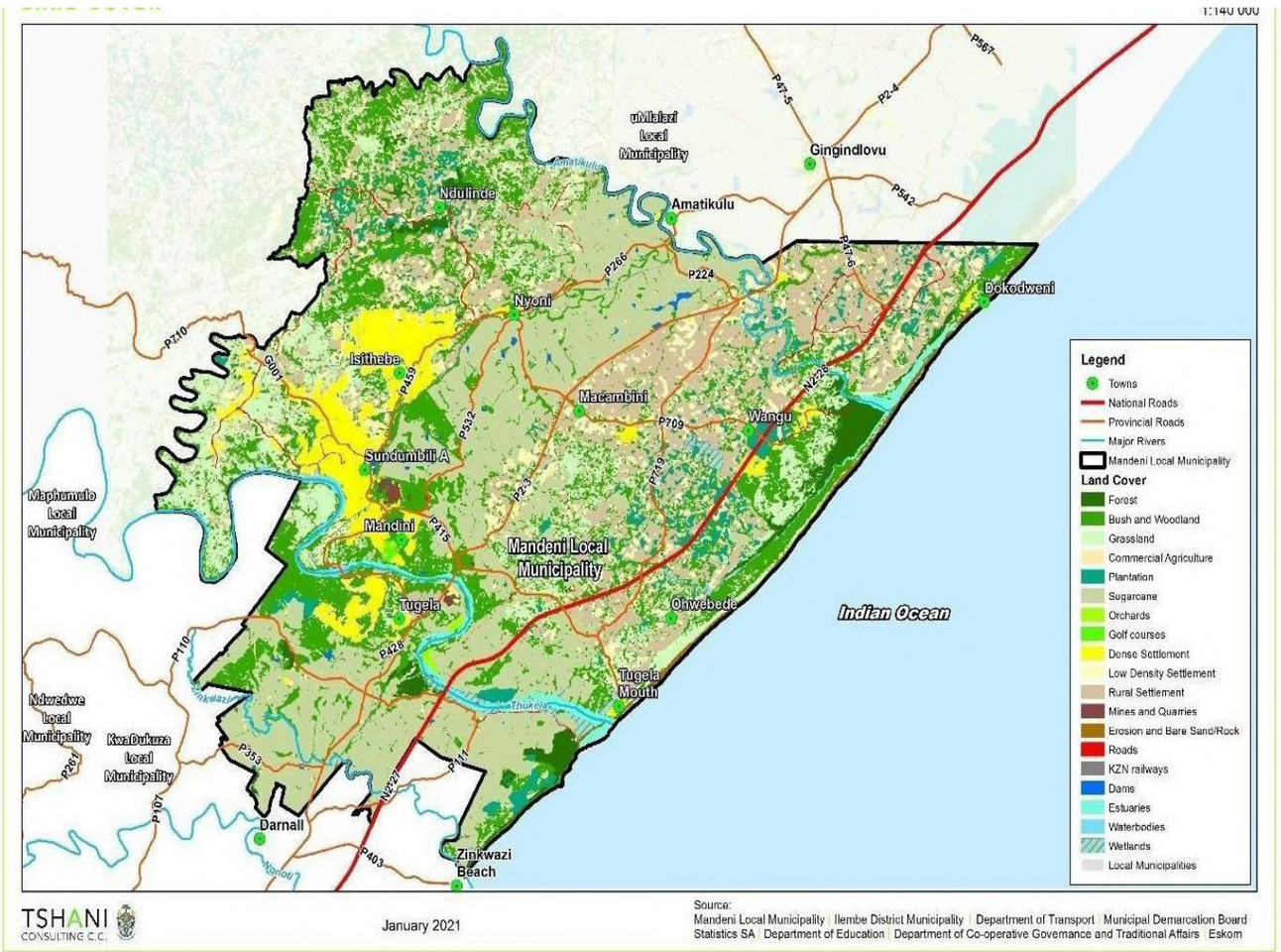
Map showing Municipal wards post 2021 LG elections



C.2.2. Environmental Analysis

The broad land use covering the municipal region include:-

- -Rural Settlements
- -Commercial Agriculture
- -Sugarcane
- -Plantations
- -Forests
- -Mines and Quarries
- -Orchards
- -Grasslands
- -Golf courses



Map showing Land cover in Mandeni: Source Municipal SDF

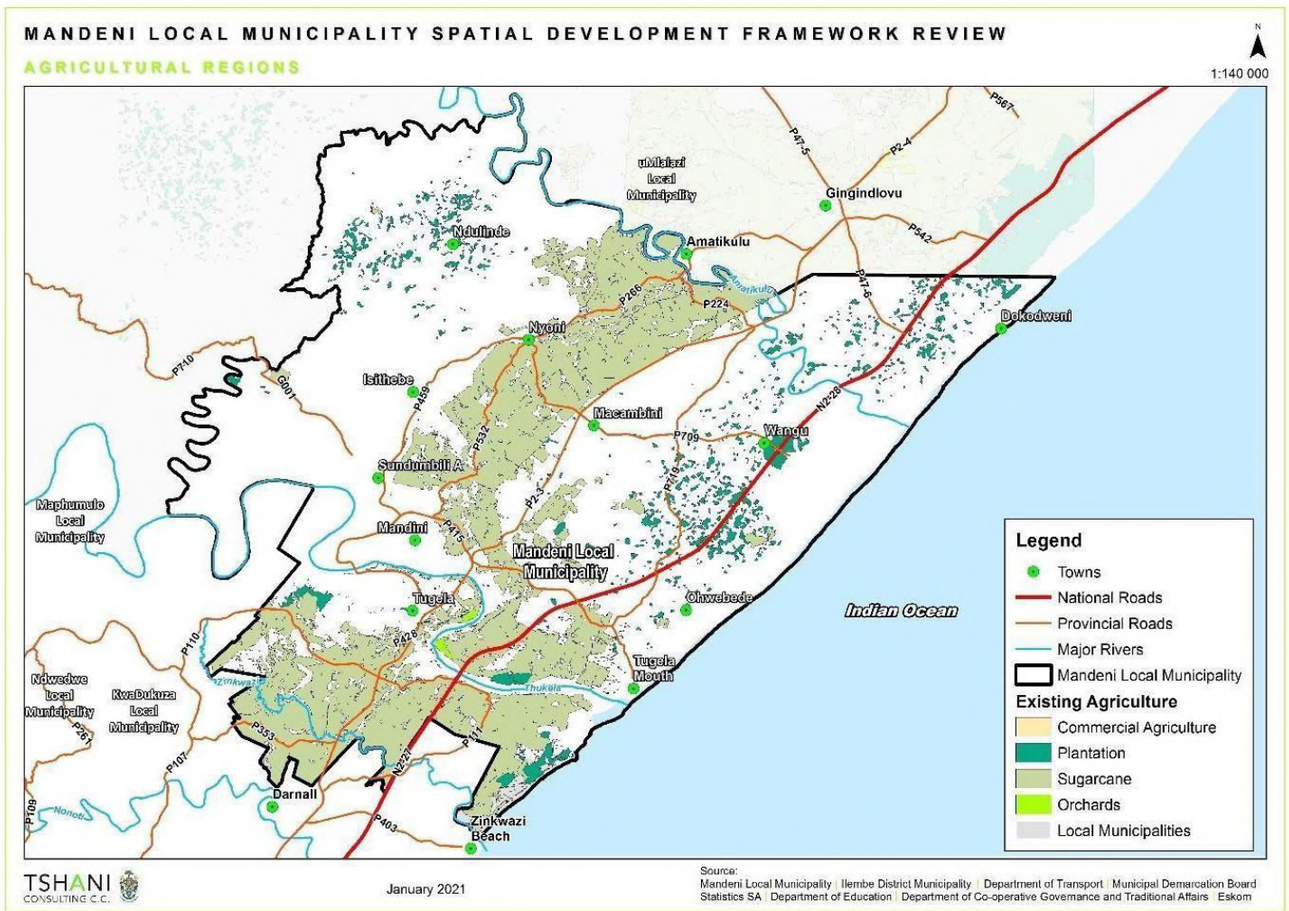
C.2.2.1. Agriculture

The municipality population is largely populated in rural settlements and is considered to have a rich natural resource that gives it a comparative advantage, whilst posing developmental opportunities in agriculture. At present, the structure of the Municipal economy does not promote high rates of economic growth and, as a result of largely historical factors, is hampered by several blockages, bottlenecks and constraints that limit the level of growth and development in the area.

While the municipality has identified agriculture as a key driver for local economic development, the agricultural sector doe s not make a large contribution to the district's GDP, and it has continued to maintain a small contribution of 3.87% of the GD P. Despite this, the sector retains its position as the backbone of rural livelihoods within the municipal area. The importance of agriculture can therefore not be underestimated as an informal rural based activity. When consideration is taken of rural bas ed agriculture, the sector becomes an integral component of the Local Economic Development {LED} landscape, through its ability to provide for community livelihoods, generating employment and fighting endemic poverty in the area.

It is also believed that through the right kinds of investments, the huge potential of the agricultural sector can be better harnessed. These include plans for new dams and associated water supply systems, which can open up opportunities for large - scale commercial irrigation projects. The communal tenure system also results in issues that require creative management approaches, and in this regard, fencing of arable land may bring about improvements. Land claims have affected agriculture production in some areas and a remedy to these challenges will furthermore foster the agriculture -development goals of the Local Municipality. Limited resources, mainly due to topography limitations and low rainfall, make this area an extensive livestock area with farmers being primarily production of agricultural farming. The above has been further limited by the hig h input and fuel costs. Irrigated lands or dry lands are utilized for the production of high quality winter feed for the produc tion of crops mainly for own use. The Mandeni Local Municipality has a high potential of Primary Agricultural Land and Secondary Agricultural Land which is generally a positive landscape to encounter within the spatial planning realm.

The entire landscape of the municipality has high potential for agricultural expansion. This can be seen to influence the surrounding local municipalities to network and attract investments from public and private investments. Sugarcane and Plantations Agricultural farming is scattered along the central vicinity of the local municipality.



C.2.2.2. Vegetation

The Mandeni Local Municipality had vast areas of vegetation land. However, over the years, vegetation land transformed due to the land being used for other purposes. Depicted in the map below, there are six main vegetation types found within the Mandeni Local Municipality, namely:

- Eastern Valley Bushveld
- Kwa-Zulu Natal Coastal Belt
- Maputaland Coastal Belt
- Northern Coastal Forest
- Subtropical Coastal Lagoons
- Subtropical Dune Thicket

TYPE	AREA (Ha)
Eastern Valley Bushveld	3749,8
KwaZulu-Natal Coastal Belt	46 984,4
Maputaland Coastal Belt	5479,4
Northern Coastal Forest	1203,8
Subtropical Coastal Lagoons	284,3
Subtropical Dune Thicket	98,5

Protected areas

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

Threatened Terrestrial Ecosystems

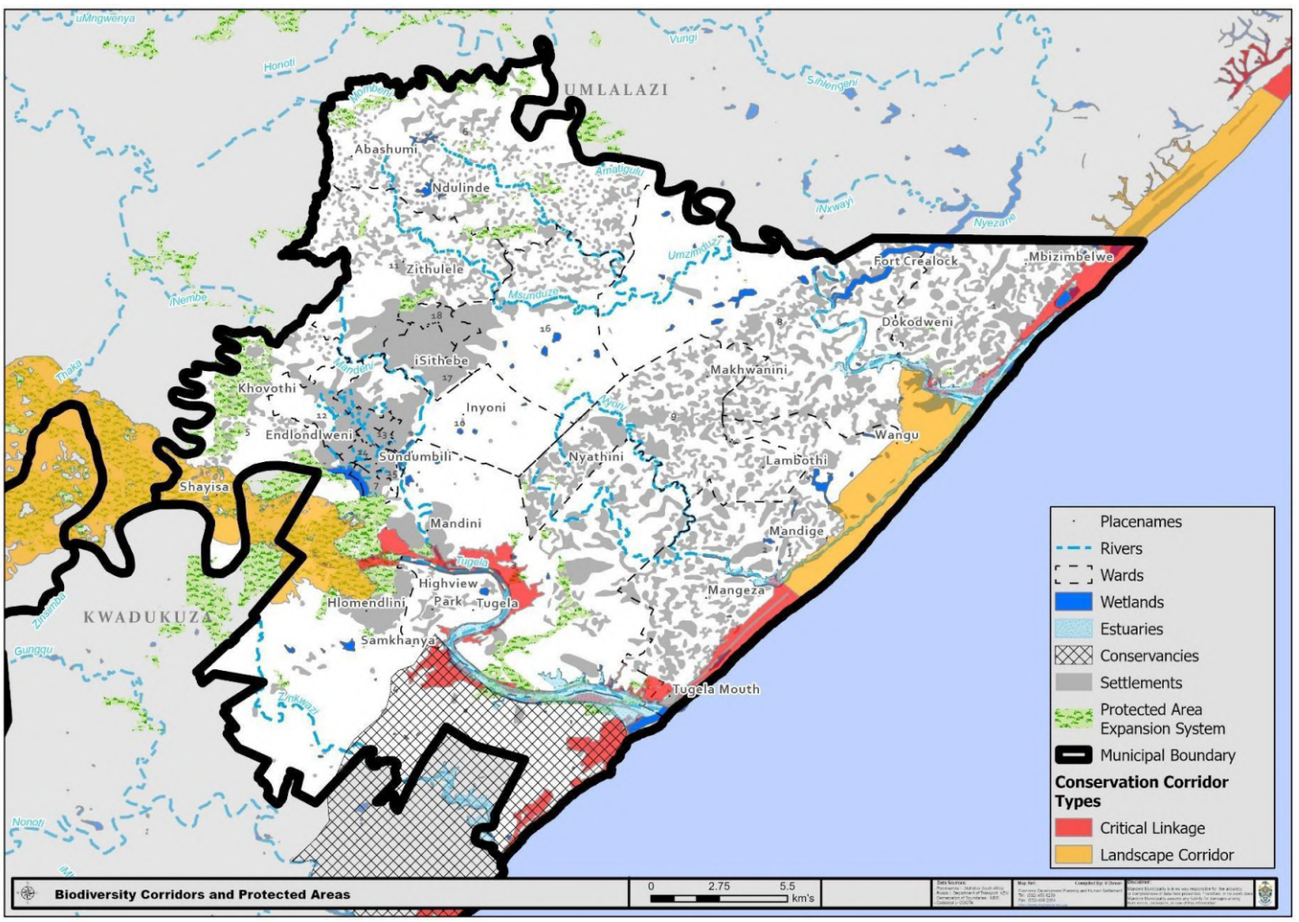
- Eshowe Mtunzini Hilly Grasslands
- North Coast Forest Collective
- KwaZulu-Natal Coastal Forest
- KwaZulu-Natal Coastal Belt

Estuaries

- Matigulu/Nyoni
- Tugela/Thukela - River mouth

Summary of Biodiversity in Mandeni Municipality:

Municipal Area	58 226.3 Ha
Remaining Natural areas	19 703.4 ha {33.8% of municipality)
Areas where no natural habitat remains	38 013.9 ha {65.3% of municipality)
Protected areas	3 reserves covering 1816ha {3.6% of municipality) - Amatikulu Provincial Nature Reserve, 1476 ha {2.92% of municipality) - Harold Johnson Provincial Nature Reserve, 104ha {0.17% of municipality) -Red Hill Provincial Nature Reserve, 236ha {0.49% of municipality)
Biomes	Indian Ocean Coastal Belt 54050.4ha {92.83% of municipality) - Savanna 3749.8ha {6.44% of municipality)



C.2.2.3. Geology

The municipality is predominantly underlain by a rich base soil system. The solids are made up of a combination of soil types which influence:

a. Mines and Quarries
b. Erosion and Bare sand/rocks

Illegal mining has been identified within certain sites in the Mandeni Local Municipality. There are 2 key types of mining th at have been identified within the municipal such as sand and quarry mining. Sand mining – currently conducted within river systems and the rivers that are identified to be most affected as uThukela and Amatigulu river and no mining and no mining permits have been issued to work along these rivers. There are vast negative environmental impacts that can occur if this matter is not controlled. Quarry mining – mostly conducted by the Department of Transport.

C.2.2.4. Rivers & Wetlands

The largest wetland known as uThukela is located within the southern boundary of the municipality is situated from the Tugela Mouth and run across the municipal landscape and thereafter entering the Maphumulo Local Municipality. Northern boundary of the Mandeni LM consists of Amatikulu River and is situated along the uMlalazi Municipality. The river is predominantly streamed across Ohwebede – Wangu – Dokoweni enhancing the landscape of tourism and agricultural factors within the abovementioned areas.

Wetlands within the Municipality have been significantly drained due to frequent burning, over-grazing and agriculture. These wetlands have reduced in functionality in particular relation to storm water attenuation and flood control. This is a major concern due to global environmental conditions changing and the increased intensity of flooding. **See Map on page 72 showing Wetlands and Rivers corridors**

C.2.2.5. Plantations & Forestry

There is vast forestry resources located in and around Mandeni Local Municipality consist of high expansion potential. The forestry within the natural landscape mainly extends from Tugela Mouth – Ohwebede – Wangu – Red Scar – Amatikulu – Nqutshibini – Dokoweni. The area along the Western – Northern – Eastern – areas of the municipal landscape consist of various amounts of plantations. These areas are analysed to be important natural areas, which should be protected.

C.2.2.4. Protection Categories

To preserve and protect biodiversity, development of the biodiversity framework and bioregional plans are required. The iLembe District Municipality contains three nature reserves, which fall under Ezemvelo KwaZulu–Natal Wildlife, namely:

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

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

C.2.2.5. localized Terrestrial Vegetation

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

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

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

Through the map above we able to see where the protected area is in Mandeni these are along the coastal wards, ward 1, 2 and 4. It is noteworthy that Mandeni municipality administers the protection of these areas with other entities namely Ezemvelo Wildlife, Dept of Fisheries and Forestry; Dept of EDTEA and local Traditional authority.

Map showing major rivers, Wetlands and Biodiversity corridors
Source: Ezemvelo Dataset

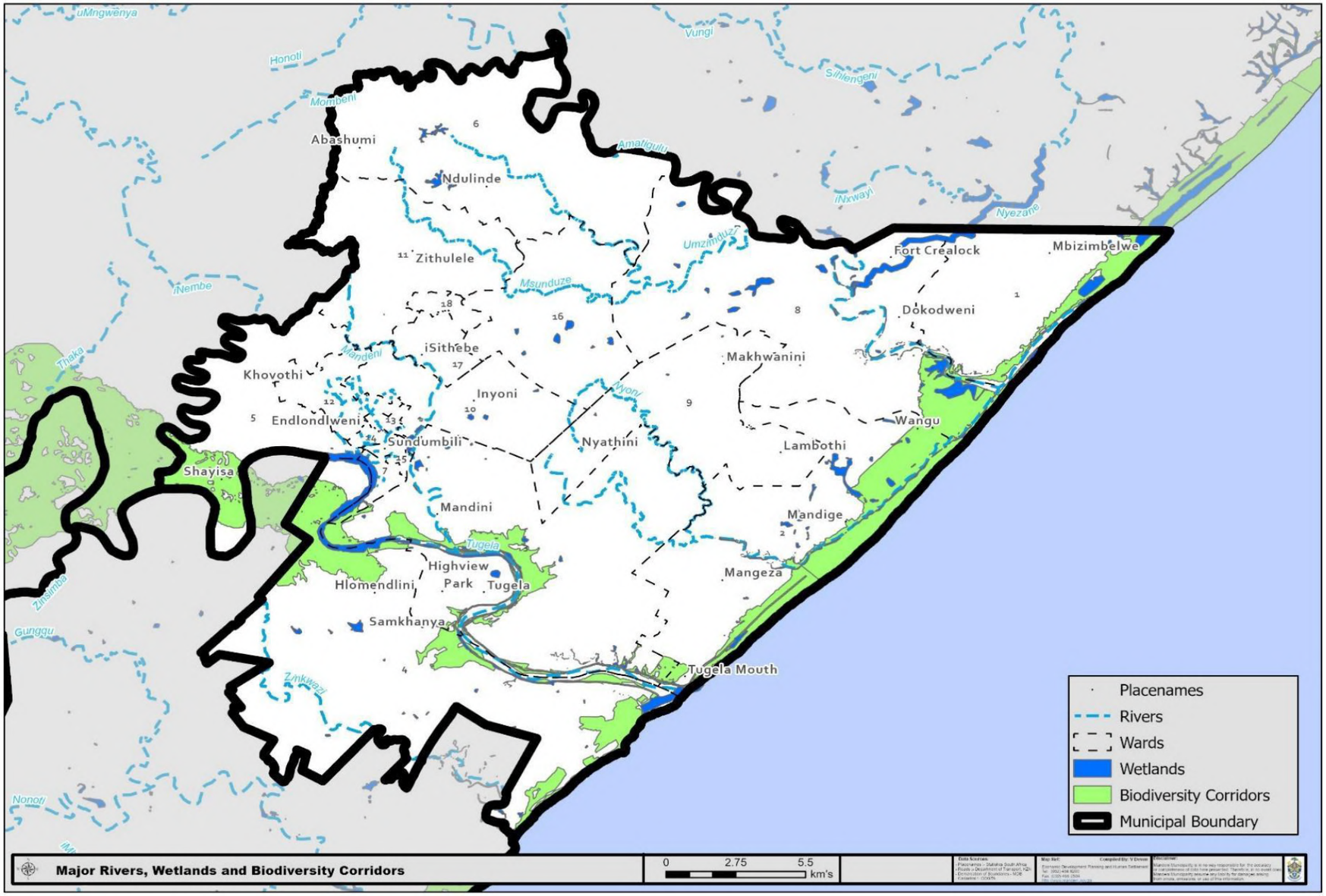


Table Shows: Challenge/Proposed intervention on Protection of Biodiversity

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

C.2.2.6. Climate Change

Climate change is regarded by many as the most important environmental challenge in our era. It is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as "a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere, and which is in addition to natural climate variability over comparable time periods". Global Warming has been blamed as that human activity, which has had the most influential impact on climate change. Global Warming is defined by the UNFCCC as "the increase in the earth's temperature, in part due to emissions of greenhouse gases (GHG's) associated with human activities such as burning fossil fuels, biomass burning, cement manufacture, cow and sheep rearing, deforestation and other land-use changes". Climate change is currently resulting in significant impact on human livelihoods. As a result, policy and development plans must take cognizance of changing climate implications and develop strategies for both mitigation and adaption. Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

- Higher temperatures
- Altered rainfall patterns
- More frequent or intense extreme weather events, including heat-waves, droughts, storms and floods
- Rising sea levels

The above predicted changes will likely impact on the physical environment which will ultimately impact on the sustainability of human livelihoods. It's crucial that future planning initiatives programs take into consideration the following risks, impacts and limitations imposed by climate change:

- More frequent and severe flooding as a result of higher intensity storm events and possibly more frequent hail events. This will impact on human settlements, infrastructure, human health and place greater burden on particularly impoverished communities.
- Higher rainfall may increase agricultural production, but water availability could become a limiting factor, requiring increased irrigation. In this regard small scale farming is likely to be most affected.
- Heat waves may result in increased heat stress to plants, animals and humans and will increase the associated risks of fire, placing livestock and grazing capacity under threat
- Below or average levels of rainfall may result in prolonged shortages in water supply resulting in severe drought for an unknown period.

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- Below or average levels of rainfall may result in prolonged shortages in water supply resulting in severe drought for an unknown period of time.

C.2.2.7. Mandeni key environmental issues

- Measure and control air pollution by SAPPI and other industries.
- Prevent the pollution of rivers and streams by agricultural activities.
- Environmental and other pollution takes place because of the lack of surrounding fencing to avoid paper and plastic littering.
- Lack of environmental protection awareness
- Dust from industries adds to negative environmental effects.
- Odour issues in residential areas from industries, example SAPPI (Paper mill).
- The negative impact on climate change
- Illegal dumping.
- Large variations in topography resulting in constraints to access and basic services supply.
- High unemployment and lack of diversity in economic sectors.

- High concentrations of economic development and human settlements along the major access routes in the eastern portions of the district.
- Absence of key sector plans, including Invasive Alien Eradication Plan and Air Quality Management Plan (AQMP).
- Lack of funding allocated to the
- development key sector plans hence no localised bylaws hence lack of
- enforcement in environmental contraventions

Possible Interventions of key environmental issues

- Promote diversity of economic investment and development
- Develop and implement rural education and skills development programs to promote self−sufficiency and entrepreneurship, especially amongst the female population.
- Promote development and infill to spread opportunities and investment more evenly throughout the district. District to prepare Environmental Outlook Report
- Promote diversity of economic investment and development
- Develop and implement rural education and skills development programs to promote self−sufficiency and
- entrepreneurship, especially amongst the
- female population.
- Promote development and infill to spread opportunities and investment more evenly throughout the district. District to prepare Environmental Outlook Report
- Source funding for development and implementation of sector plans, specifically the Coastal Management Plan and AQMP, due to the coastal location and nature of industrial activities in the district.
- Ensure budget process includes funding for the key sector plans.

C.2.2.1. Environmental Management Governance

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

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

C.2.2.2. Municipal Environmental Programs

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

- **Alien Plant Clearing**: Removal of alien vegetation from environmentally sensitive areas to ensure biodiversity conservation and the generation of employment opportunities to relieve poverty.
- **Working on Waste**: A proactive preventative measure that recognizes that inadequate waste services may lead to visual disturbance, health hazards, and environmental degradation. These are externally funded program.
- **Greening and Open Space Management**: Restoration and rehabilitation of neglected open spaces within communities to improve the social well−being of communities and minimize environmental degradation.
- **Working for the Coast**: Aims to create and implement programs to ensure sustainable and equitable maintenance of the coastal environments.
- **People and Parks**: Addresses issues at the interface between conservation and communities and promotes fair access and equitable sharing of benefits of natural resources.

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

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

C.2.2.5. Air Quality

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

C.2.2.6. Air Quality By-Laws

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

— Setting ambient air quality standards (as required).

— Setting local emission standards (as required).

— Development of air quality by−laws.

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

— Design and implementation of an air quality monitoring program.

— Development and upkeep of an emissions inventory.

C.2.2.7. Monitoring stations

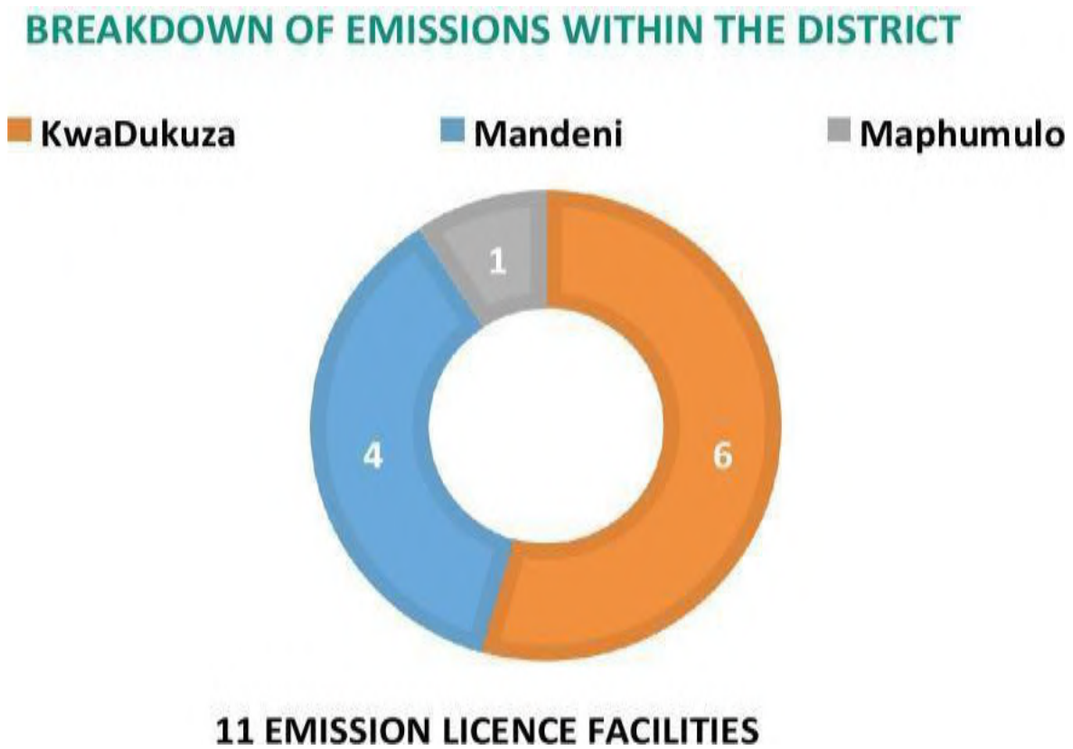
Ambient air quality monitoring is an integral part of effective air quality management. Monitoring enables IDM to assess the extent of the air pollution situation to develop appropriate air quality goals and evaluate the effectiveness of emissions control strategies.

Ambient air quality monitoring was historically undertaken in the Ballito, Stanger, and Mandeni areas by KZN EDTEA. As a result of ongoing technical problems, this historical data is not accessible. Based on feedback during the stakeholder engagement meeting it is understood that the Ballito and Mandeni stations are to be decommissioned. The Stanger station requires maintenance, and equipment upgrades to restore functionality. It is against this background that MLM seeks / requires Air quality substation to assist monitor air quality, through this it intends to approach stakeholders such as EDTEA for assistance with placement of substation.

C.2.2.8. Compliance Monitoring & Enforcement

The issuing of a license must be followed by compliance monitoring and enforcement activities. If a license is issued without any follow−up, it will have little effect for the regulated community causing loss of confidence in the environmental regulatory regime. Further, lessons learned or findings from compliance monitoring and enforcement should feed back to the process of issuing AELs to continuously improve the quality and efficacy of AELs issued by that AELA. The AELA must ensure that Environmental Management Inspectors (EMIs) are designated and/or appointed within the administration to undertake site inspections, compliance and site audits, review monitoring reports, audit annual emissions reporting obligations, and oversee any other license conditions that may be listed for each licensed facility are met. The number of EMIs depends on the complexity and number of activities within the AELA's jurisdiction

Reporting and record–keeping conditions, listed within an AEL, will assist the AELA with compliance enforcement. While these should be customized on a case–by–case basis, minimum reporting obligations for license holders includes annual submissions to SAAELIP and NAEIS. SAAELIP compliance reporting requires facilities to maintain complaints register and, where applicable, undertake point source and ambient emissions monitoring.



CHALLENGES

- No AQMP has been developed for the district.
- Illegal quarry mining in Mandeni.
- Lack of an ambient air quality monitoring network or installation of AQMS within the District.
- Lack of skills and resources on management and monitoring of air quality.
- Lack of data on measurements of air quality and methods to manage air quality

Proposed Interventions

- Completion and adoption of the AQMP.
- Develop capacity–building programmes to ensure successful implementation of the AQMP
- Monitor point sources, local sources of air pollution and mobile sources of pollution impacting air quality.
- Promote, implement, and enforce companies and industries to adhere to the current AELs issued and the AQMP when it is

C.2.2.10. Climate Risk & Vulnerability

Mandeni falls within a District can be classified as highly vulnerable to climate impacts due to its rural nature and direct dependence of the population (agriculture, tourism, and manufacturing) on ecological infrastructure. With the expected climate changes, the district will likely be more vulnerable to water stress, vegetation changes and more extreme events such as floods. The strategy identifies loss of natural resources due to encroachment and degradation by agriculture, industry and rural settlements as the key aspects that will increase vulnerability of the district to climate change. The ilembe District has a comprehensive Disaster Management Sector Plan, which is being implemented throughout the district. There is an established Disaster Management Centre, located in Stanger, which will support the district in the event of a disaster.

C.2.2.10.1. Droughts

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

C.2.2.10.2. Flooding

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

C.2.2.10.3. Veld Fires

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

C.2.2.10.4. Storm Surges and Sea Level Rise

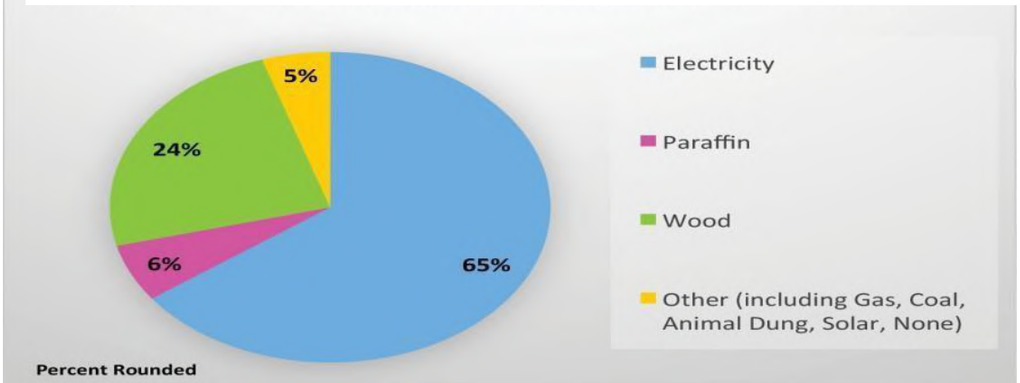
A storm surge refers to an abnormally high sea level, which is often accompanied by severe meteorological conditions and high tides. The effects of a storm surge are felt differently at different coastal environments, depending on many factors such as bathymetry, geology, shoreline shape, shoreline elevation,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

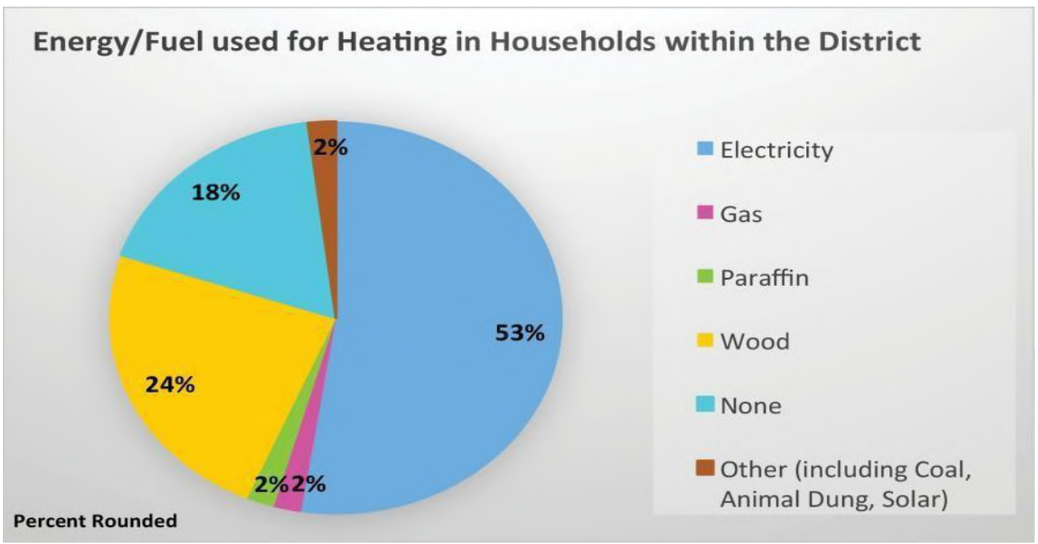
C.2.2.10.5. Climate change mitigation projects implemented by local Government.

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

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

Graph showing percentages of energy used for cooking within 1/embe





Graph showing energy used for heating in HH

C.2.2.11. Implementation of the Coastal Management Programs

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

PRIORITY	OBJECTIVE	IMPLEMENTATION	COMMENTS
1. Cooperative Governance	To promote stakeholders, engagement and participation, coastal management capacity and the co–ordination of the implementation of the Mandeni CMP.	Municipality to attend the ilembe District Coastal Committee while working on amending the ToRs and the name for the Simunye Forum to function as Mandeni Environmental management forum.	The Municipality attends Municipal Coastal Committee (MCC) meetings on a quarterly basis . There is also a District Environmental Management Forum that discusses environmental issues including coastal
2.Coastal Planning and Development	Promote sustainability of coastal settlement and a balance between growth needs and conservation	Development of and formal adoption of the Development Planning Tool (coastal planning scheme).	The CMP has offered recommendations on the precincts and the controls thereof.
3.Climate Change and Dynamic Coastal Processes	To promote stakeholders engagement and participation, coastal management capacity and the co–ordination of the implementation of the Mandeni CMP. Promote resilience to the effects of dynamic coastal processes a nd environmental hazards	Municipality to attend the ilembe District Coastal Committee while working on amending the ToR and the name for the Simunye Forum to function as Mandeni Environmental management forum. Undertake a Climate Change Response Strategy that includes defining Coastal risk and vulnerability. In addition, to align the disaster management plan with the Climate Change Response strategy.	The Municipality attends Municipal Coastal Committee (MCC) meetings on a quarterly basis. There is also a District Environmental Management Forum that discusses environmental issues including coastal management. A District Climate Change Adaptation response plan has been developed and cover segments of issues pertaining to Mandeni.

C.2.2.12. Development of Estuarine Management Plans

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

Projects for the implementation of sections of integrated coastal management act

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

C.2.2.13. Environmental Education, Awareness programs

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

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

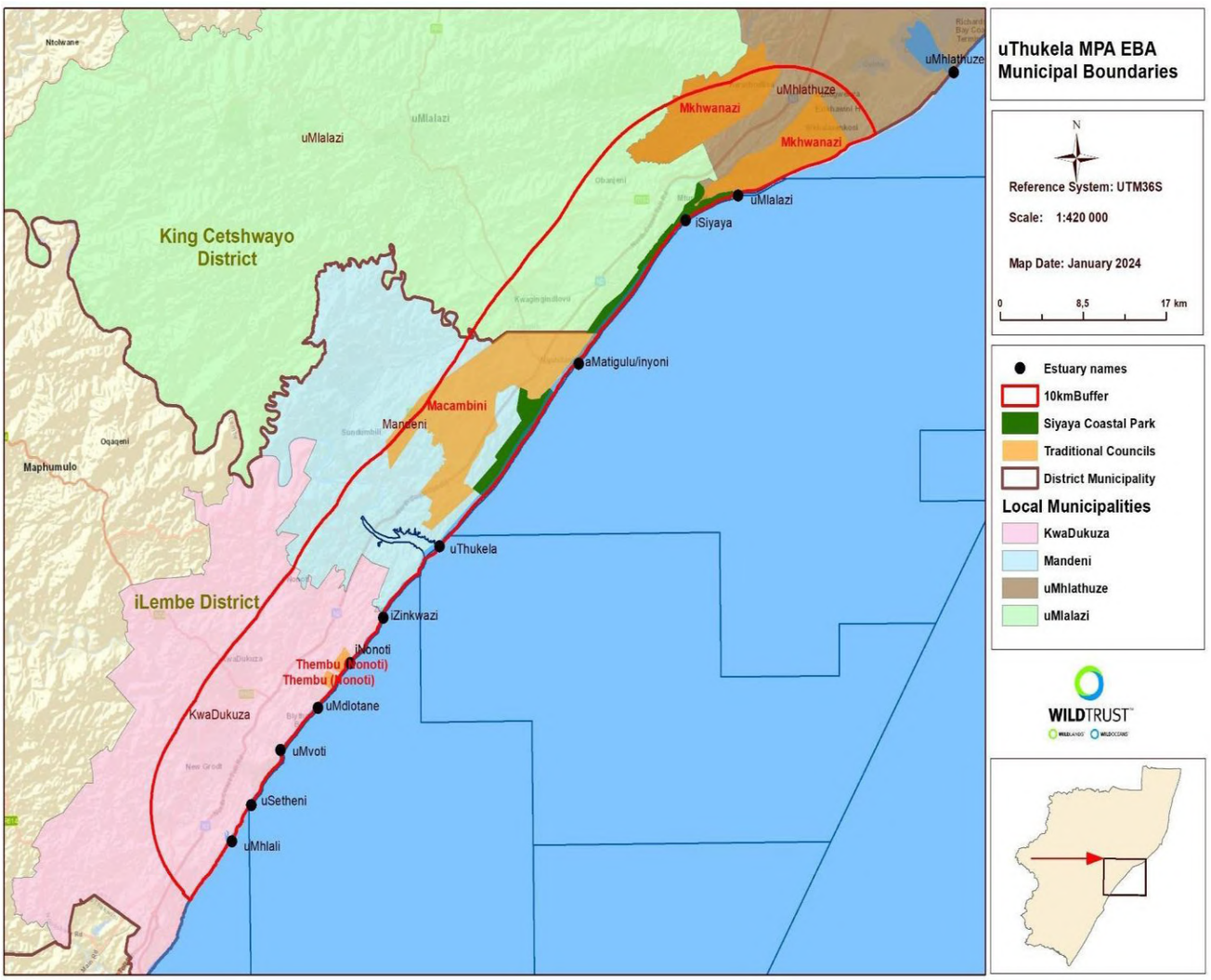
C.2.2.14. uThukela Marine Protected Area (MPA) Ecosystem Based Adaptation (EBA) Project

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

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

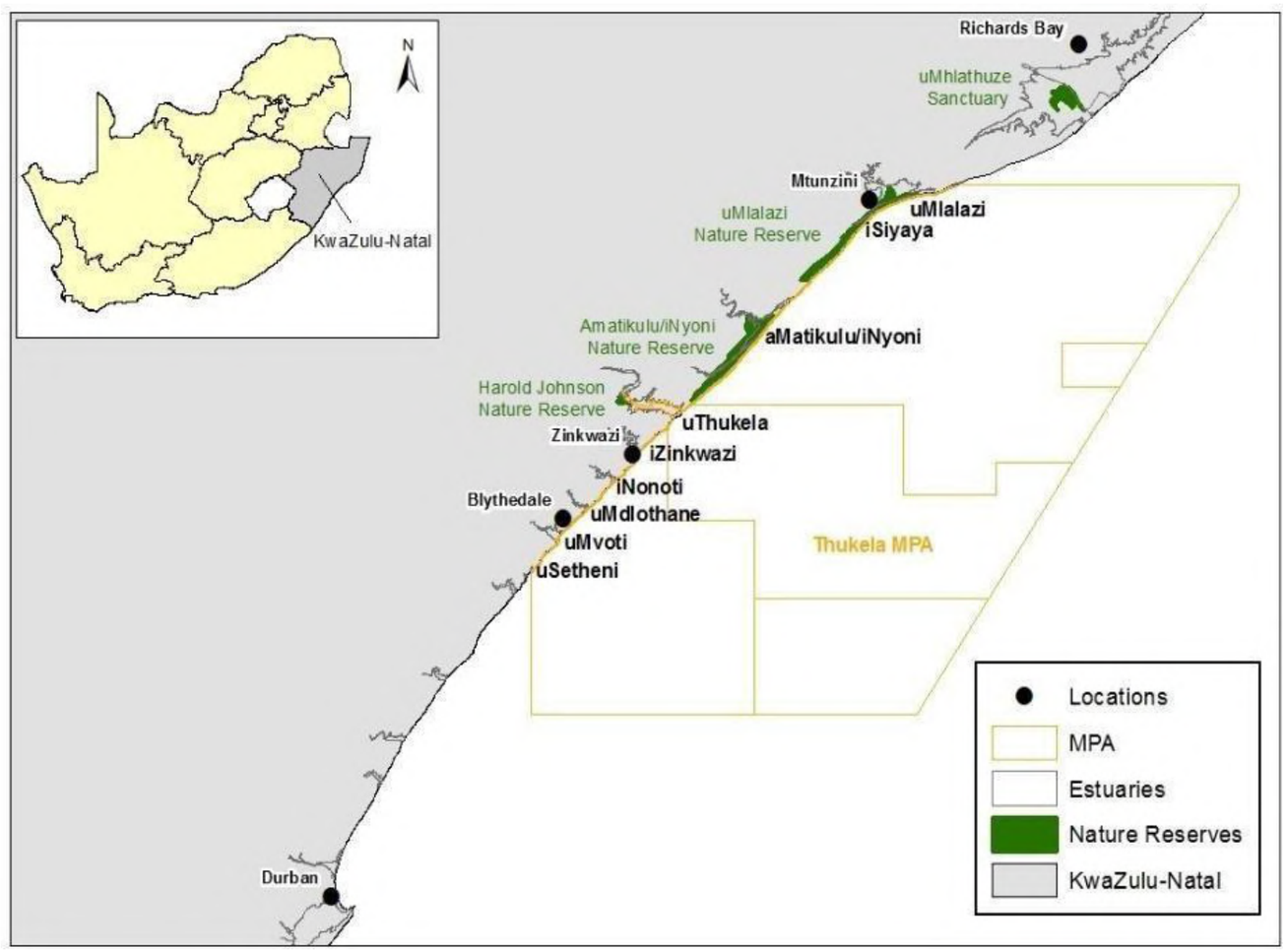
- Effective management of the recently designated uThukela MPA, including coral reefs, estuaries (mangroves, reed beds, saltmarsh meadows and riparian vegetation) and coastal dune cordon.
- Restoration of ecosystems, particularly relevant for climate change adaptation (coral reefs, mangroves, reed beds,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

Map showing project area for MPBA Project



Context and target area

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



Map showing project boundary for Marine Protected Areas

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

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

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

C.2.2.15. Partnership Programs - Wild Trust Climate change mitigation

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

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

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

Table shows:

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

Spatial reference of these projects

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

C.2.2.16. Environmental SWOT Analysis

Table shows: SWOT analysis

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

C.2.3. Mandeni Disaster Management Plan 2026/2027

C.2.3.1. Integrated Institutional Capacity for Disaster Risk Management

The aim for the establishment of integrated institutional capacity within the Local Municipality is to enable the effective implementation of disaster risk management policy and legislation. Integrated institutional ability under the Mandeni Municipality is vital and essential when one looks at things pertaining to Disaster Management. The municipality does follow the legislative mandate in the National Disaster Management Framework of 2005, of ensuring that the relevant stakeholders are aware of their roles and responsibilities within the disaster management context.

C.2.3.2. Mandeni Disaster Management Centre

Mandeni Local Municipality Disaster Management Unit was set up in December 2012 and is functional. However, the municipality does not have a disaster management centre as a result the current satellite disaster management office that is used for disaster management activities is located at Mandeni Local Municipality offices in Sundumbili. The municipality disaster management unit currently has a total of 3 (three) employees, the 1st Emergency Services & Disaster Management, a disaster management officer and being a disaster management field worker, the disaster management unit also has three vehicles.

C.2.3.3. Prevention and Mitigation

According to the Disaster Management Act 57 of 2002, section 47 which is based on prevention and mitigation states that each local municipality should have capacity to mitigate disaster impacts and share with all state of organs and relevant organizations their capacity and readiness in the unforeseen event of a disaster occurring. Mandeni Municipality is an organization that is people cantered and looks to ensure the safety of people, which is in line with the disaster management act. The municipality always ensures that that state of organs is well informed of the municipality's capacity, by sharing their winter and summer season contingency plans that are in details.

C.2.3.4. Municipal Disaster Management Advisory Forum (DMAF)

Mandeni Municipality is a people cantered institution that looks to ensure the safety and well-being of people residing in Mandeni. Mandeni Municipality has developed an advisory forum which is in line with the Disaster Management Act 57 of 2002, Section 51 (1). The municipality has developed the advisory forum on the 20th of February 2015, which to date is fictional and active where all disaster related issues are discussed by the relevant stakeholders including the disaster management unit. The Disaster Management Advisory Forum is set to sit on a quarterly basis, being 4 times a year and 1 forum per quarter, however Mandeni Municipality does comply with the above stated legislative mandate. The relevant stakeholders that form part of the advisory forums are as follows:

NO	STAKEHOLDER
1	Mandeni Fire Rescue
2	Mandeni Public Safety
3	IDP & Planning
4	Environmental Management Services
5	GIS
6	EMS
7	SAPPI
8	Transnet
9	Department of Social Development
10	SASSA
11	Red Cross
12	Alim Dand Foundation
13	South African Weather Services
14	Provincial Disaster Management Centre

14	ILEMBE District Disaster Management Centre
15	COGTA Representative at ILEMBE District
16	SAPS - Nyoni
17	SAPS - Gingindlovu
18	SAPS - Mandeni
19	SAPS - Sundumbili
20	SAPS - Newark
21	Mandeni Technical Services
22	Department of Home Affairs Mandeni
23	Department of Health/ Mandeni CHC
24	Department of Agriculture & Rural Development
25	Department of Human Settlement
26	Department of Transport
27	Environmental Health
28	Environmental Management / services
29	Mandeni Parks and Gardens
30	Mandeni Waste Management
31	SASSOL
32	NGOs
33	Disaster Management Volunteers
34	Ward Committees

The Disaster Management Forum to ensure alignment with the above structures to ensure that, disaster management issues are dealt with in an integrated manner.

No	Stakeholder	Responsibilities
1.	Line Function Departments in the municipality	☐ To provide ability and technical information pertaining to their line function departments ☐ To function as leading agencies in dealing with certain hazards that require technical skills
2.	Traditional Leaders	☐ To ensure that, traditional values and indigenous information is also forming part of disaster management planning in the municipal area
3.	South African Weather Services	☐ To provide advice on weather patterns and cascade early warning systems as part of ensuring state of preparedness
4.	SASSA	☐ To make provision of the diverse types of grants to needy communities ☐ To also provide relief such as food vouchers and/or groceries
5.	Home Affairs	☐ To ensure that, communities receive their identity documents. ☐ To control illegal emigration of people to and from the South African Borders
6.	South African Liquor Authority	☐ Responsible of regulating liquor licenses in the area ☐ Attend to all liquor related complaints and ensure that, they are resolved timeously
7.	Provincial Disaster Management Centre	☐ To provide oversight on disaster risk management issues implementation at a local level ☐ Assist with training and capacity building. ☐ Provide enormous disaster related support

8.	Non-Government Organizations	To provide support {disaster relief) whenever a need arises
9.	Mandeni municipal Disaster Management	Point of coordination for Disaster Management Ensure development of Disaster Management plans and monitoring the implementation thereof Conduct risk assessment for the area of jurisdiction of the municipality in consultation with all relevant role players. Promote prevention, mitigation, and response initiatives by municipal organs of state, non-governmental organizations, and communities in jurisdiction. Measure performance and evaluate progress of initiatives. Facilitate the activation of Joint Operation Centre whenever a need arises. Make referrals to other sector departments. Plan and execute awareness campaigns
10.	Community Based Organizations	To provide both physical and emotional support during tough times to victims
11.	Eskom	To provide technical information and skills on electricity To conduct awareness campaigns
12.	South African Police	To ensure safety and security
13.	Fire Services	To ensure fire safety communities
14.	Department of Health	To deal with diseases and provide technical information on how to prevent and mitigate the effects of diseases
15.	Department of Transport	To make provision of measures to prevent motor vehicle accidents
16.	District Disaster Management Centre	Provide support to the municipality on disaster management issues
17.	Magma Security	Ensure safety and security
18	KSA	Ensure safety and security
19.	Berg Security	Ensure safety and security
20.	KZN Ezemvelo	Environmental Protection

C.2.3.5. Disaster Management Policy Framework

Mandeni Local Municipality has a disaster management policy framework which is in line with the Disaster Management Act 57 of 2002. The municipality has developed a disaster management framework which was reviewed and adopted by council in the year 2022. The Disaster Management Policy Framework is to be reviewed for the purpose of ensuring compliance and up to-date information.

C.2.3.5.1. Disaster Management Plan

To comply with the requirements of the Disaster Management Act No 57 of 2002, Mandeni Local Municipality has reviewed a Disaster Management Plan. The final draft Disaster Management Plan was presented to council and was adopted and approved in 2021. The process of developing a Disaster Management Plan is aimed at ensuring an integrated and uniform approach to comprehensive disaster management in the Municipality.

8.	Non-Government Organizations	□ To provide support {disaster relief) whenever a need arises
9.	Mandeni municipal Disaster Management	□ Point of coordination for Disaster Management □ Ensure development of Disaster Management plans and monitoring the implementation thereof □ Conduct risk assessment for the area of jurisdiction of the municipality in consultation with all relevant role players. □ Promote prevention, mitigation, and response initiatives by municipal organs of state, non-governmental organizations, and communities in jurisdiction. □ Measure performance and evaluate progress of initiatives. □ Facilitate the activation of Joint Operation Centre whenever a need arises. □ Make referrals to other sector departments. □ Plan and execute awareness campaigns
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13.	Fire Services	□ To ensure fire safety communities
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15.	Department of Transport	□ To make provision of measures to prevent motor vehicle accidents
16.	District Disaster Management Centre	□ Provide support to the municipality on disaster management issues
17.	Magma Security	□ Ensure safety and security
18	KSA	□ Ensure safety and security
19.	Berg Security	□ Ensure safety and security
20.	KZN Ezemvelo	□ Environmental Protection

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C.2.3.5.1. Disaster Management Plan

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Mandeni Municipality is to review the disaster management plan to ensure that information the is essential and important is still relevant and meaningful.

C.2.3.5.2. Municipal Disaster Management Inter-Departmental Committee and Political Committees

In line with the requirements of the Disaster Management Act No. 57 of 2002 and DMAA NO 16 of 2015 which entails that the Municipality must establish an effective institutional arrangement for the development and approval of integrated disaster risk manage ment matters, Mandeni Local Municipality has established a fully functional Community Services and Public Safety Portfolio Committee. This is a Municipality internal portfolio committee which meets regularly monthly or on an ad hoc basis as and when it is necessary to deal with matters relating to Disasters and Disaster Risk Management within the Municipality.
Mandeni Local Municipality has also established the Top Management Committee {MANCO) which is a senior management committee which meets every week where issues pertaining to disaster management are being discussed on an ongoing basis. The disaster management reports are discussed and get recommendations at Top MANCO and submitted to structures of Council for approval.

C.2.3.5.3. Disaster Management Volunteers (DMV)

By the legislative mandate of the Disaster Management Act 57 of 2002, section 58 which stated that all local municipalities should develop a group of disaster management volunteers to be deployed within the relevant wards to be first responders to any disa ster incident. Disaster management ward-based volunteers is a vital element that is legislated for the purpose of ensuring a fast and efficient turnaround time in responding to disaster incidents reported within a specific wards and avoid the unnecessary delays in responding.
Mandeni Municipality, being a people centered institution, saw the need to establish a unit of disaster management volunteers, in line with the disaster management act. Mandeni established their unit of volunteers on the 29th of March 2023, which showed a great level of compliance, since amongst these disaster management volunteers there are ward committees, people who know and work with the community members daily. Mandeni Municipality also plans to train these disaster management volunteers so that they can be fully functional within the financial year.

C.2.3.5.4. Fire & Rescue Services

However, Mandeni Municipality has insourced the fire rescue services. The municipality is looking to also purchase more firefighting equipment and vehicles, and employee fire fighters that will be adequate to serve the different wards within Mandeni Municipality, mainly because of the importance of a fully functional and adequate firefighting capacity due to the forever increasing structural and veld fires. A fully functional Fire Services Unit currently consisting of one (1) Chief Fire Officer post, one (01) Control Room Operator, twelve (14) qualified Firefighters and ten (10) firefighter interns. Locomotion the fire rescue unit has 4 Bakkies, 1 fire engine truck and a fully functional equipped fire station.

Weight of response at fires

Risk category \	Minimum number of pumping units	Minimum manning level per appliance	Minimum pumping capacity of each unit (L/min)
A	2	5	3850L/min
B	2	4	3850L/min
C	1	4	2500L/min
D	1	4	2500L/min

E	As determined by individual risk assessment
NOTE Arrangements for vehicle fires, grass/bush and special services, and the need for specialist vehicles such as aerial appliances and water carriers will be determined by local conditions.	

Operations

• Operations is the core component, dealing with the saving of lives and property when disasters or accidents happen.

• Responds to fire, rescue, hazmat and related incidents.

• They respond in fire engines or rescue vehicles specially equipped to deal with most forms of technical rescues, such as rescues from cars and trucks after accidents, hazardous materials incidents, trench collapses, building collapses, confined space rescues, high angle rescues, swift water rescues and emergency scuba diving.

• Other special services include lift rescues and getting people and animals out of life-threatening situations.

Fire Safety - Key Responsibilities:

- Fire Safety focuses on code application, code enforcement and events management, among others.
- Its core business is being the custodian of safety standards to ensure that fire risks are managed proactively when hazmat (hazardous material) is transported, events are hosted, buildings are erected or renovated, and flammable liquids are stored.
- It ensures that buildings comply with the National Building Regulations set out in the SABS 0400 1987.
- It also informs and advises occupants about safety precautions and storing flammable liquids and gas. It deals with both business and private premises.
- Its functions include, the application and enforcement of municipal by-laws and other safety legislation relating to fire by means of the routine inspection of buildings and fire plans;

Fire Prevention (Pier)

• Fire Prevention is a proactive method of reducing emergencies and the damage caused by them.

• Fire Prevention is a function of many fire services and is usually done by a Fire Prevention Officer,

• The goal of fire prevention is to educate the public to take precautions to prevent potentially harmful fires and be educated about surviving them.

Local Municipalities Legislative Operational Requirements

Appointment of Chief Fire Officer in terms of Section 5 of the FBSA and Municipal Staff Regulations and Guideline

• Appointment of Fire Fighting Personnel in terms of section 6 of the FBSA, SANS 10090, NFPA 1201, and Municipal Staff Regulations and Guidelines.

• Construction of Fire Stations for the provision and delivery of Fire Service in line with SANS 10090 AND NFPA 1201

• Ensure minimum operational requirements are met in terms of operational staff, equipment, and vehicles to deal with the risk within the municipality's area of jurisdiction and to provide the services 24/hrs, risk-based approach.

• Development and implementation of standard operating procedures for use during fire fighting incidents.

• Call taking and Dispatching Facilities for dealing with incoming calls reporting fires and summoning personnel amongst 23others.

C.2.3.6. Disaster Risk Assessment

In line with section 52 of the Disaster Management Act 57 of 2002, Mandeni Municipality noted that, Disaster risk assessment is an important step that needs to be conducted by the municipality and give a clear understanding as to which wards are exposed to which type of hazards and helps in showing the magnitude and level of exposure. Mandeni Municipality however did conduct risk assessments, such information was shown by a list of hazards dominant within the different wards, and maps that give a clear view of the exact markings of the wards and their hazard exposure.

C.2.3.7. Status and results of Disaster Risk Assessments undertaken, List of Priority Risks (Hazards)

Mandeni Local Municipality is prone to a number of natural and men-made hazards, *inter alia*, fires, heavy rain, lightning, strong wind, drought, hail etc. in accordance with the requirements of the Disaster Management Act No. 57 of 2002 and the Disaster Management Framework, the Municipality in partnership with the District has conducted a Risk Analysis which identifies and prioritize potential hazards and threats that are likely to occur within the Municipality. The list of priority hazards that are affecting the Municipality, with spatial-temporal characteristics of these hazards well known since they have been observed and recorded continuously are illustrated in a table 1 below:

C.2.3.8. Priority hazards identified at Mandeni Local Municipality.

Table 3: Priority hazards identified in Mandeni

Hazards	Location
Severe weather:	In all Wards
Lightning	In all Wards
Strong winds Drowning	In all Wards
Hail	In all Wards
Heavy rain	In all Wards
Extreme temperatures	In all Wards
Storm surges	Along the Coast
Fire (Structural and Veld Fires)	In all Wards
Accidents (MVA) Drought Illegal Connection of Electricity	Mostly on N2, R102, P459, P415 In all Wards In all Wards

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

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

MUNICIPAL LEGISLATIVE MANDATE (DISASTER MANAGEMENT AND FIRE RESCUE SERVICES)

2.1. Constitution of the Republic of South Africa Act 108 of 1996

The Constitution of the Republic of South Africa, places legal an obligation on the government to ensure health and safety of its citizens. Section 41 of the Constitution clearly stipulates the principle of co-operative government and inter-governmental relations and specifically requires the three spheres of government to co-operate with one another in mutual trust and good faith by among others, fostering friendly relations; assisting and supporting one another; informing one another of, and consulting one another on, matters of common interest.

Furthermore, Section 41(1) (b) of the Constitution provides that all spheres of government are required to secure the wellbeing of its citizens. Firefighting services is a local government function with concurrent provincial and national legislative competence in terms of Schedule 4 Part B, of the South African Constitution. Notwithstanding the fact that firefighting services are rendered by the local sphere of government, both provincial and national government also have specific roles and responsibilities in terms of the Constitution, 1996.

2.2. Municipal Systems Act (Act No. 32 of 2000)

The Municipal Systems Act No. 32 of 2000 requires all municipalities (metropolitan, district, and local authorities) to undertake an integrated development in planning process to produce currently relevant IDPs. Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management Plan. Section 78 stipulates that in case where a municipality decides to provide a service through internal mechanism, it must assess direct and indirect costs and benefits associated with the project, assess municipal capacity and its future capacity to furnish skills, expertise and resources required, as well as re-organization of its administration and development human resource capacity. In addition, Section 79 states that if a municipality decides to provide a municipal service through an internal mechanism mentioned in section 76(a), it must-

- Allocate sufficient human, financial and other resources necessary for the proper provision of the service; and
- Transform the provision of that service in accordance with the requirements of this Act.

2.3. The National Disaster Management Framework (Notice 57 of 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four Key Performance Areas (KPAs) and three Enablers. KPA three (3) on "Disaster Risk Reduction" (DRR) stipulates that disaster risk reduction efforts must be included into strategic integrated structures and processes. The risk related information must also be incorporated into spatial development frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDPs to ensure budget allocation.

2.4. Disaster Management Act (Act No. 57 of 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that a disaster management plan for a municipal area must form an integral part of the municipality's integrated development plan (IDP). The plan must:

- anticipate the types of disaster that are likely to occur, in the municipal area and the possible effects.
- place emphasis on measures that reduce the vulnerability of disaster–prone areas, communities, and households.
- consider indigenous knowledge relating to disaster management.
- promote disaster management research.
- identify and address weaknesses in capacity to deal with possible disasters.
- provide for appropriate prevention and mitigation measures.
- establish strategic communication links; and
- facilitate maximum emergency preparedness and response.

2.5. Disaster Management Amendment Act 16 of 2015

Section 43 of the principal Act is hereby amended by the addition of the following subsections:

"(3) A local municipality must establish capacity for the development and co-ordination of a disaster management plan and the implementation of a disaster management function for the municipality which forms part of the disaster management plan approved by the relevant municipal disaster management Centre.

(4) A local municipality may establish a disaster management Centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with national norms and standards"

2.6. Municipal Structures Act (Act 117 of 1998)

The Local Government: Municipal Structures Act, 1998 in Section 84 (1) (j) makes provision for powers and functions of district municipality to render firefighting services serving the area of jurisdiction, which includes:

(i) Planning, Coordination, and regulation of fire services.
(ii) Specialized firefighting services such as mountain, veld, and chemical fire services.
(iii) Coordination of the standardization on infrastructure, vehicles, equipment, and procedures; and
(iv) Training of fire officers.

The Local Government: Municipal Structures Act, 1998 in Section 84(1) (j) read with Section 155(3) (c) of the Constitution, 1996 confers the executive authority for the provision of firefighting services to a district municipality unless an MEC has adjusted the power to a local municipality in terms of Section 85 of the Local Government: Municipal Systems Act, 2000. A district municipality, or in the case of an adjustment of the power to a local municipality by an MEC, must in terms of the Local Government: Municipal Systems Act, 2000 decide on an appropriate mechanism to perform the firefighting services.

4.2 Fire Brigade Services Act 99 of 1987

The Fire Brigade Services Act, Act 99 of 1987 (FBSA) is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination, and standardization of fire brigade services.
In terms of the FBSA, local authorities are allowed to establish and maintain a fire brigade service for the following purpose:

a) Preventing the outbreak or spread of a fire.

b) Fighting or extinguishing a fire.

c) The protection of life or property against a fire or other threatening danger.

d) The rescue of life or property from a fire or other danger.

e) Subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service.

f) The performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

4.3 National Veld and Forest Act 101 of 1998

The National Veld and Forest Fires Act, 1998 confers on landowners the responsibility to prevent veld fires through the provision of fire breaks and other means as well as the responsibility to fight fires. To achieve this, mandate the Act provides for the creation of fire protection associations, local authority is required to register and become a member of the association, which is led by the Chief Fire O翻 cer of a municipal fire service. However, should a Chief Fire O翻 cer decline to be appointed as Fire Protection O翻 cer, a member of the fire protection association must be appointed to perform the function.

4.4 National Building Regulations Act 103 of 1977 (SANS 10400-T)

SANS 10400-T is the part of South Africa's National Building Regulations that deals with **fire protection in buildings**. Its main purpose is to make sure people can escape safely if a fire happens and that the building does not collapse too quickly. It se ts rules for fire-resistant walls, floors, and doors, limits how far people must travel to reach an exit and requires cl early marked escape routes. The level of fire protection depends on the type of building (for example, houses, offices, schools, or hospitals) and its size or height.

The regulation also requires systems that help detect and fight fires, such as smoke alarms, sprinklers, fire extinguishers, and hose reels. Buildings must be divided into fire compartments to prevent flames from spreading quickly, and there must be proper access for firefighters. Overall, SANS 10400-T ensures that buildings are designed to protect lives, reduce damage, and meet legal safety standards in South Africa

4.5 Occupational Health and Safety Act 85 of 1993 (OHSA)

The **Occupational Health and Safety Act (Act 85 of 1993)** is a South African law that aims to protect employees, and anyone affected by workplace activities from injury, illness, or death. Regarding **fire safety**, the Act requires employers to create and maintain a safe working environment by preventing fires and ensuring proper emergency procedures are in place. Employers must identify fire hazards, reduce risks (such as flammable materials or faulty electrical s ystems), and ensure that workplaces comply with safety standards.

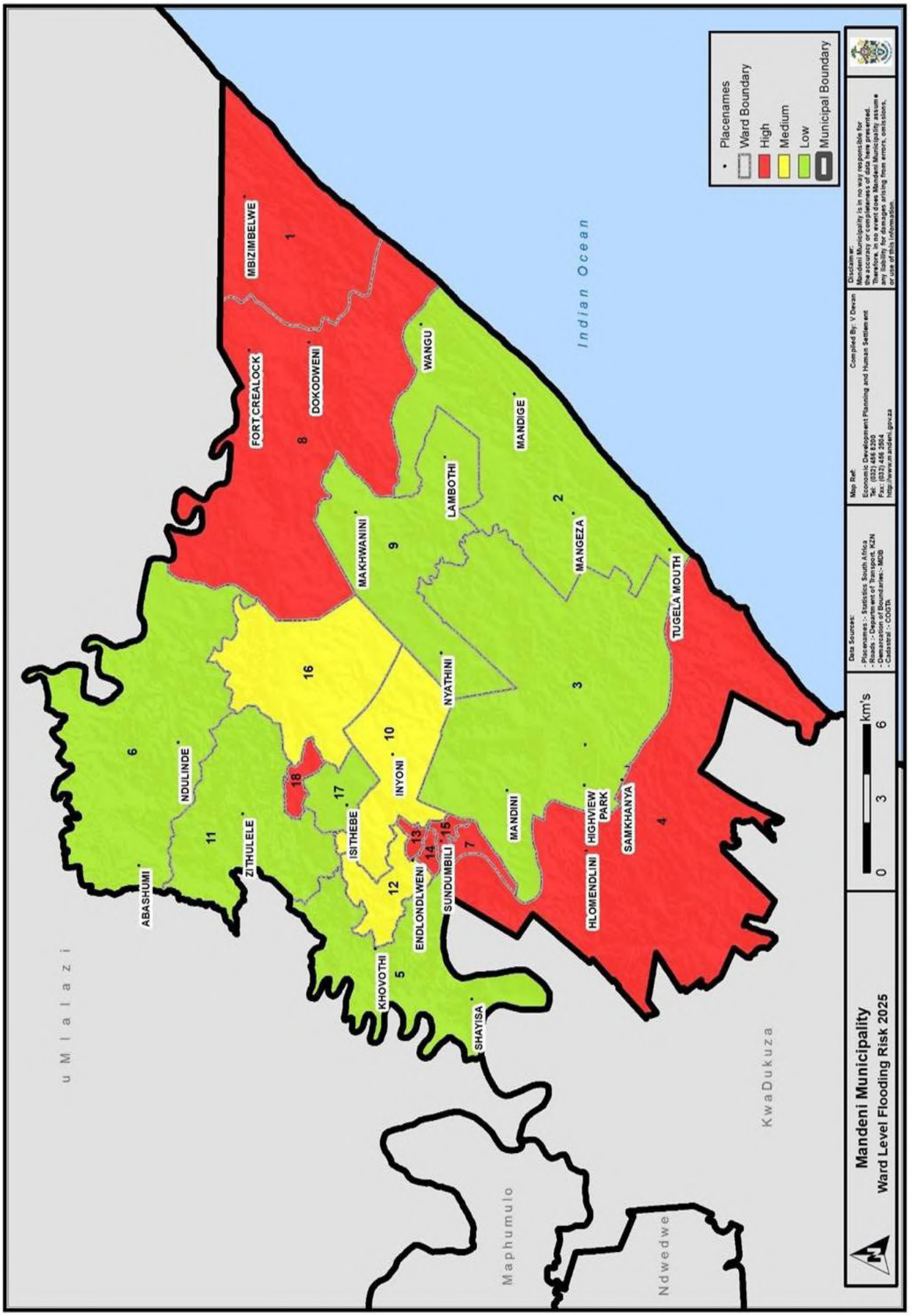
Under the Act, workplaces must have appropriate **fire-fighting equipment** (such as fire extinguishers, hose reels, or sprinkler systems), clear emergency escape routes, and trained personnel to handle fire emergencies. Employees must also receive fire safety training and participate in emergency drills. The law places responsib ility on both employers (to provide safety measures) and employees (to follow safety rules). Failure to comply can result in fines, penalties, or legal action. Overall, the Act ensures that workplaces are prepared to prevent fires and respond effectively if one occurs.

4.6 SANS 1475

SANS 1475 supports the work of **Fire Services** by ensuring that automatic sprinkler systems are properly designed and installed to control or extinguish fires before firefighters arrive. When a building complies with SANS 1475, the sprinkler system can reduce the size and intensity of a fire, slow dow n fire spread, and lower temperatures. This makes it safer for fire service personnel to enter the building and carry out rescue and firefighting operations.

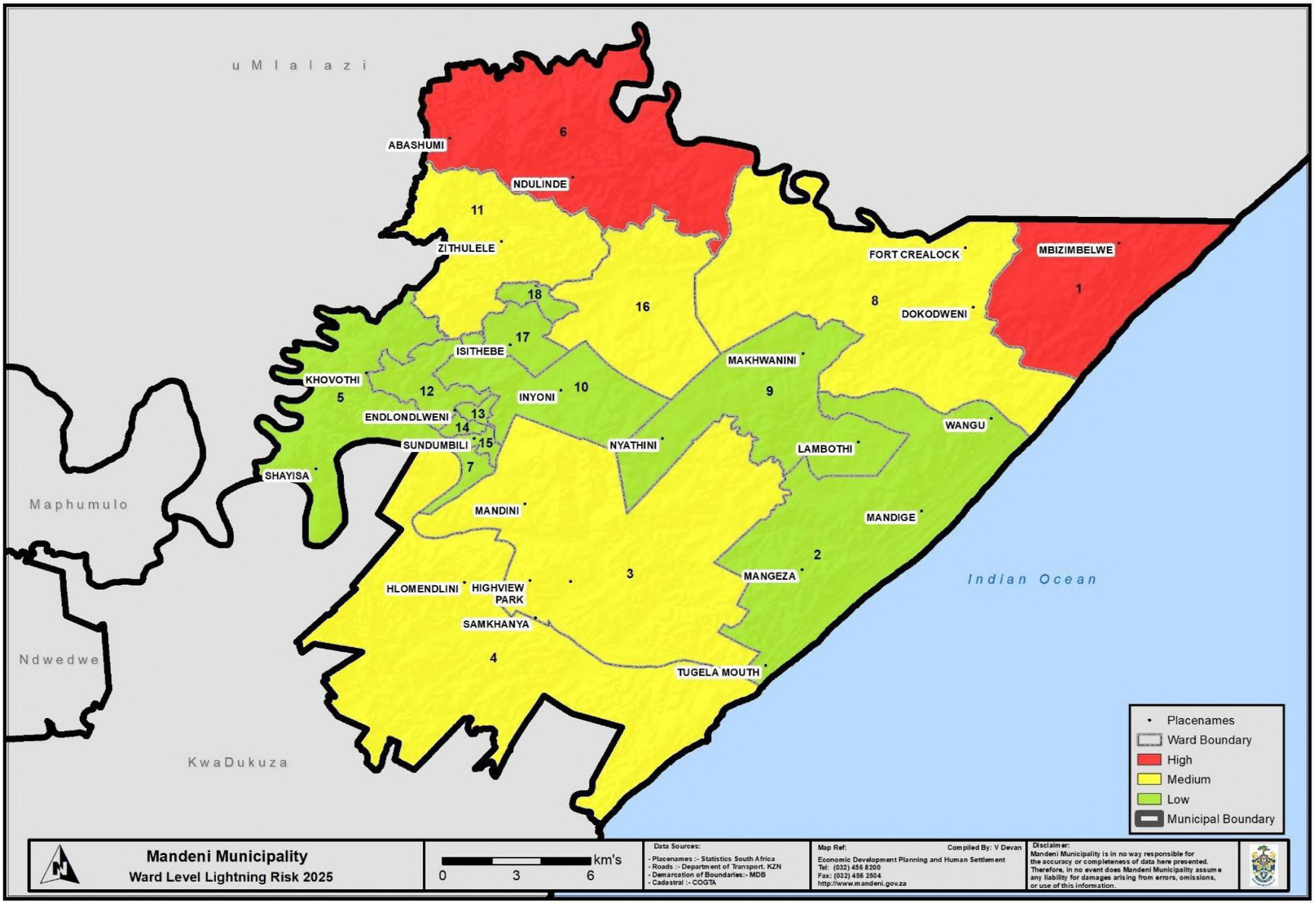
Fire Services also rely on SANS 1475 compliance during **building plan approval and inspections**. Before occupation certificates are issued, fire officials may inspect the sprinkler system to ensure it meets the required standards. Properly installed systems improve coordination between the building's internal fire protection (sprinklers, hydrants, h ose reels) and the municipal fire brigade. In short, SANS 1475 strengthens fire safety by supporting Fire Services in protecting lives, property, and the community.

C.2.3.7.1. Flooding vulnerability

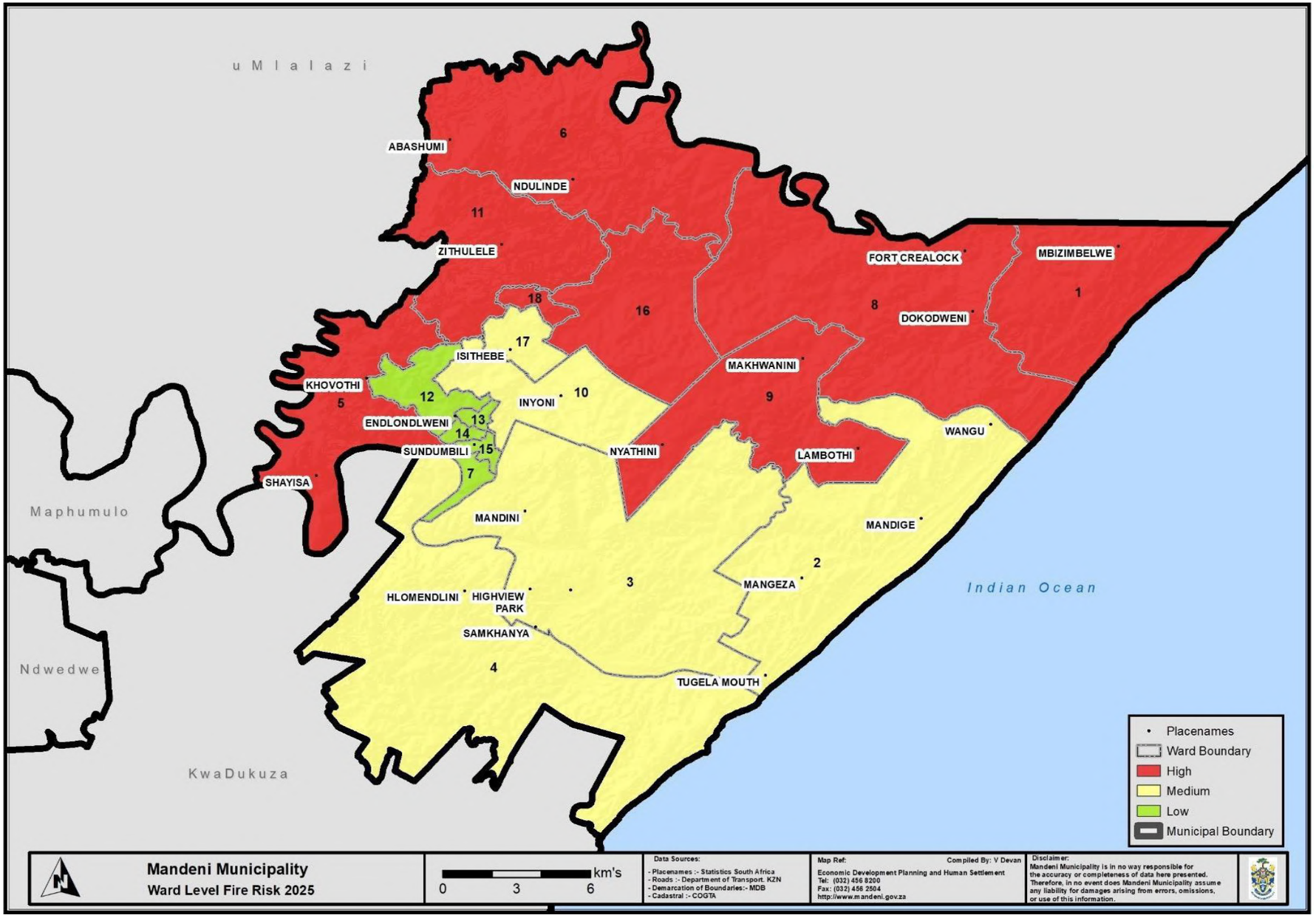


C.2.3.7.2. Lightning Vulnerability

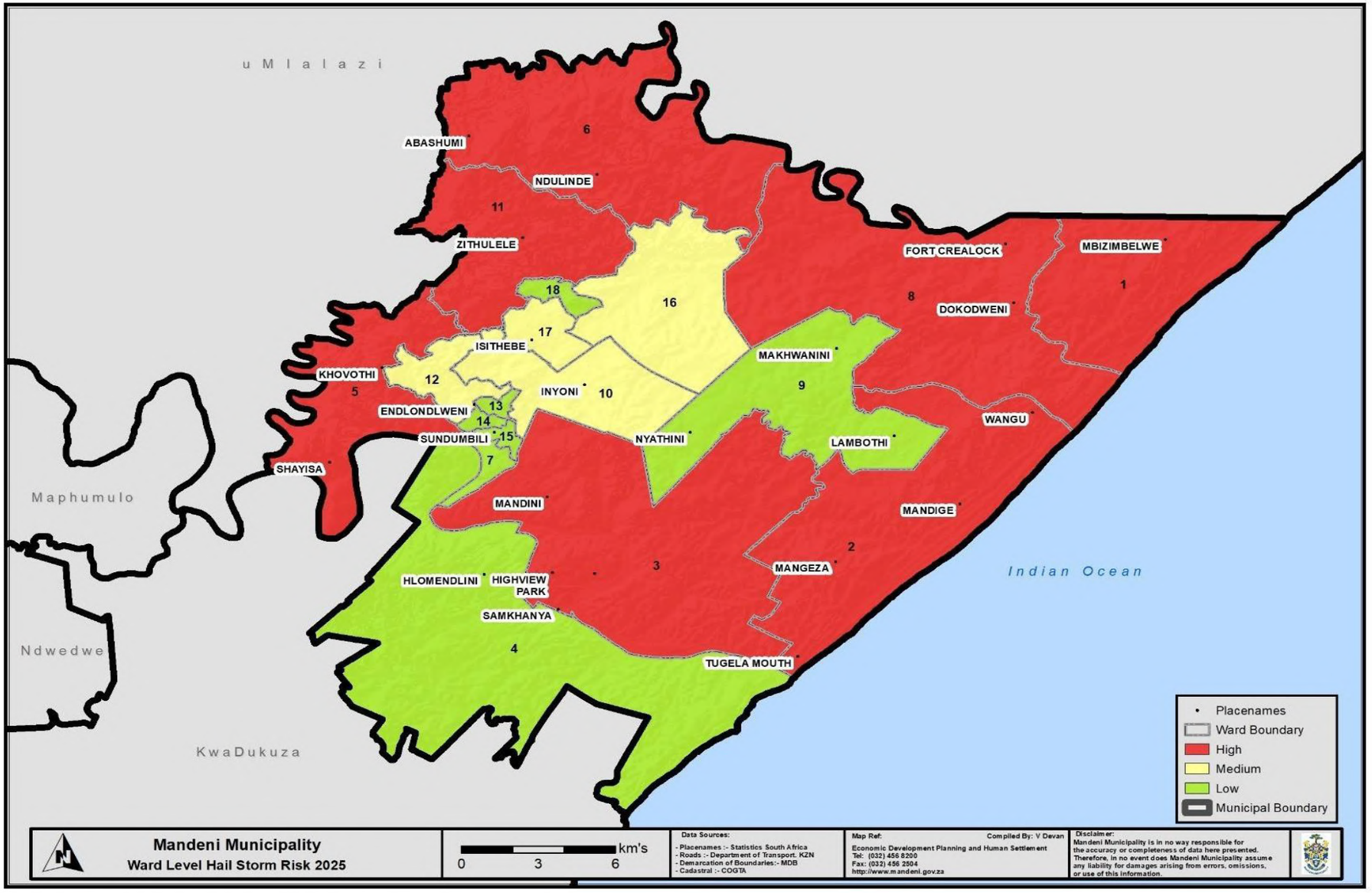
Map Showing Lightning vulnerability



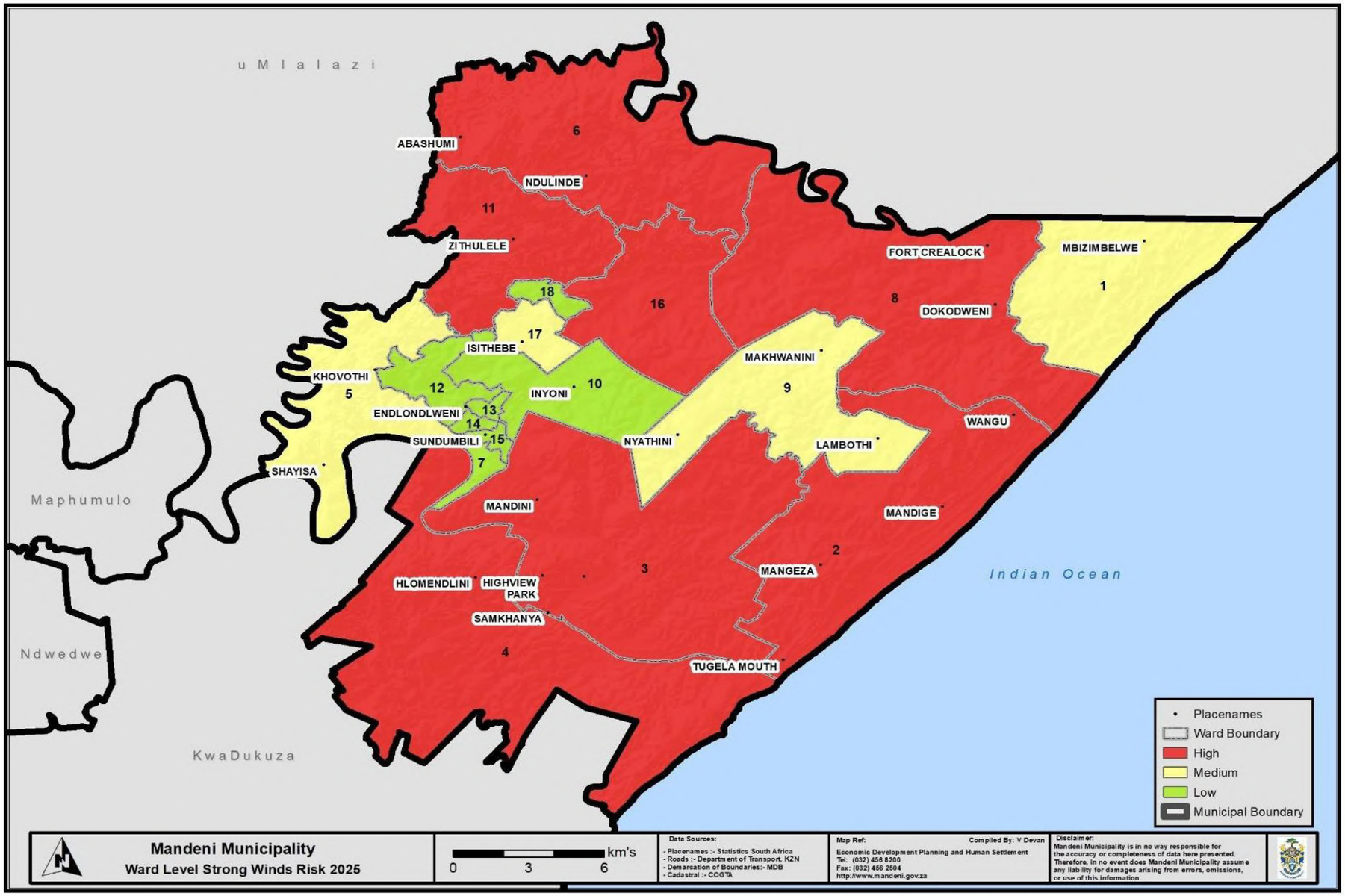
C.2.3.7.3. Fire Vulnerability



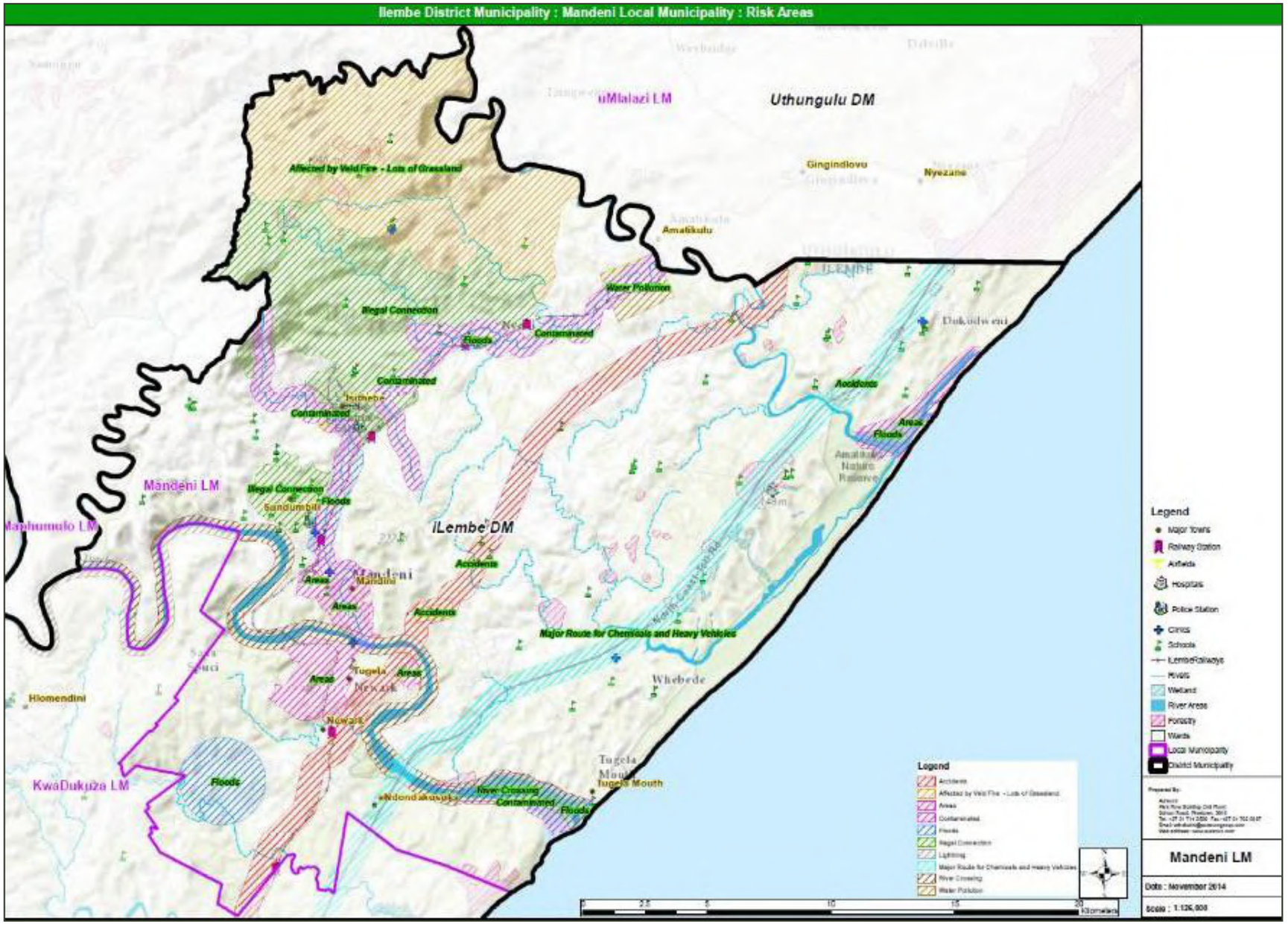
C.2.3.7.4. Hailstorm Vulnerability



C.2.3.7.5. Strong Wind Vulnerability



C.2.3.7.6. Risk Areas Identified



C.2.3.8. Disaster Risk Reduction Planning

Mandeni Local Municipality is a people centered institution that seeks to saves lives which is in line with the code of disaster management and the disaster management act 57 of 2002. Mandeni Municipality has a small disaster management unit that has 2 employees who constantly work hard in ensuring resilient wards within the municipality and promoting Disaster Risk Reduction initiatives, hand in hand with the community members since they suffer the during and after impacts of a disaster that occurs.

C.2.3.8.1. Identified Hazards and DRR Strategies

HAZARD	POTENTIAL RISK	RISK REDUCTION STRATEGIES
Lightning	Damage to human life and property.	**Short Term:** (2026-27 financial year) Program implemented in partnership with PDMC to install lightning conductors in areas prone to lightning. **Long Term:** 2026/27 financial years). Program to install lightning conductors included in the municipal IDP. Implementation of community awareness programs in partnership with relevant stakeholders. Implementation of an effective Early Warning System at iLembe District.
Strong Winds	Damage to human life and property	Implementation of community awareness programs in partnership with relevant stakeholders. Planting of crops that are resistant to winds, especially in rural communities such as Ndwedwe, Mandeni, and Maphumulo. (Usage of local indigenous knowledge)
Illegal Connection of Electricity	Damage to human life leads to fatalities.	Ongoing community awareness campaigns. Partnership with ESKOM to try and reduce the increasing illegal connection of electricity.
Drought	Loss of grazing, crops, and subsistence resources Adverse health related effected to human beings	Closely monitoring of water levels in dams and rivers (Using various sources such as the Department of Water Affairs) Backup water supply systems to be readily available. Supply water with water tankers where possible to remedy the situation. Alerting various relevant authorities as and when water levels drop to low thresholds. Ongoing monitoring and evaluation of drought through IDDTTT
Fires (Household and veld fires)	Damage to human life and property	Ongoing community awareness campaigns on fires, in partnership with all stakeholders (e.g. Working on Fire, SAWS etc.)

		• Enforcement of fire protection strategies in both current and future developments • Inculcating the philosophy of fire prevention and mitigation to all stakeholders, including communities • Optimal utilization of all existing strictures (Ward Committees, Volunteers, CDW's) in all ongoing firefighting interventions)

HIGH RISK AREAS IN MANDENI MUNICIPALITY

LOCAL MUNICIPALITY	HAZARDS	WARD, AREA, AREA, ROADS, BRIDGES	MITIGATION MEASURES/INTERVENTIONS
1. MANDENI	• Floods. • Strong Winds. • Hail. • Lightning • Drought • MVA • Veld fires	• Ward 6 Ndulinde and Vutha Area exposed to lightning, Veld fires and strong wind. • Ward 7 Mandafarm Area – houses built next to uThukela River, exposing the community to flood risk. • Ward 13 Chappies Area – Due to clogging storm water drainage systems increasing the risk of floods. • Ward 8 and Ward 9 Emacambini Area – pose a risk of flooding due to low laying bridges. • eWangu area – Affluent area along the coast, which has a challenge of soil erosion. • N2 north- due to increase in the number of accidents (especially next to bridge No 11 next to eWangu Area.	• Installation of lightning conductors and the promotion of planting trees. • Pro-active involvement of Municipal Communications/Public Participation Units. • Loud hailing in all areas that are residing next to uThukela River and other "at risk communities". • Utilisation of all Local Community Structures (Councillors, Traditional Leaders, CDW's, Ward Committees to disseminate "risk or hazard information. • Provisions to evacuate "at risk" to nearby Identified Community Care Centres

C.2.3.8.2. Disaster Management & Fire Rescue Services Budget

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

Table: Risk Reduction Programs & Budget

Table: Risk Reduction Programs & Disaster Management, Fire Rescue Budget

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR	TIMELINES	RESPONSIBLE PERSON
1. Awareness Campaigns Materials	R 31 050	Community, Schools, and Clinics	2026/27	3 per Quarter	Director B. Sithole
2. Emergency Relief Aid	R 414 000	In all Wards	2026/27	Winter and Summer Season	Director B. Sithole
3. Lightning Conductors	R 1 000 000.00	Vulnerable Wards, Schools, and Clinics	2026/27	Winter and Summer Season (Vulnerable areas)	Director B. Sithole
4. Capacity Building.	R 50 000	In all Wards	2026/27	1 per Quarter	Director B. Sithole
5. Development of Disaster Risk Management Plan	No budget	Ward-Based Risk Assessments	2026/27	N/A	Director B. Sithole
6. Development of Policy Framework	No budget	Mandeni LM	2026/27	N/A	Director B. Sithole
7. Climate Change Strategy	R260 869.57	Mandeni LM	2026/27	N/A	Director WD. Mbongwa
8. Disaster Management building materials.	R 449 999.00	In all Wards	2026/27	Ongoing	Director B. Sithole
9. Uniform for traffic unit and disaster management unit.	R 450 000	N/A	2026/27	Ongoing	Director B. Sithole.
10. PPE for fire fighters.	R 720 000	N/A	2026/27	Ongoing	Director B. Sithole.
11. Photo camera for disaster management unit	R 100 000	N/A	2026/27	2nd quarter	Director B. Sithole.
12. Procurement of portable generator for Emergency Services and Disaster Management.	R 50 000	N/A	2026/27	2nd quarter	Director B. Sithole.
13. Procurement of tools and equipment for fire rescue, gas detector, compressor, fire hosepipe etc	R 350 000	N/A	2026/27	Ongoing	Director B. Sithole.
14. Maintenance of emergency services tools and equipment's (Disaster/Fire/Traffic)	R 200 000. 00	Disaster, Fire and traffic equipment's.	2026/27	Ongoing	Director B. Sithole

15. Procurement of a 4 x 4 single cab bakkie with skid unit.	R 850 000. 00	N/A	2026/27	4th Quarter	Director B. Sithole

Climate Change Programs by Internal Departments

Addressing climate change within Mandeni Municipality is utmost importance.

Table 5: Programs to address climate change

PROGRAM/PROJECTS	BUDGET	COMMENTS	FINANCIAL YEAR	TIMELINES	RESPONSIBLEUNIT/DEPT
1. Education and Awareness Campaigns.	N/A	All Schools	2026/27	N/A	Community Services and Environmental Service
2. Climate Change Capacity Building	R 50 000.00	All Wards	2026/27	Ongoing	Environmental Services.
3. Water Conservation & Clean up Campaigns.	N/A	All \Wards	2026/27	Quarterly	Community Services and Environmental Service
4. Beach & Clean up Campaigns.	R 60 000.00	All Wards	2026/27	Ongoing	Environmental Services.
3. Greening Programs.	Environmental services sources out trees from DFFE	All Wards	2026/27	N/A	Community Services and Environmental Service
4. Greening of Open spaces in Mandeni.	R 2 600 000	Various wards.	2026/27	N/A	Community Services and Environmental Services.

C.2.3.9. Contingency planning

C.2.3.10. Hazard Assessment

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

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

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

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

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

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

C.2.3.11. Situations requiring risk assessments.

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

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

C.2.3.12. Enabler I*:* Information Management & Communication System

The aim of information management and communication is to ensure a comprehensive information management and communication system and establish integrated communication links with all disaster risk management role-players. The Municipality aspires to establish an information and communication system that satisfies all the requirements of the framework. It is envisaged that the system will link the Municipality and relevant stakeholders. Now there is no existing communication system that is mainly used for capturing as well as monitoring of incidents and response thereof. However, members of the comm unity report to their ward councilors should there be any disasters, the councilors report to the disaster management office and the head of the unit dispatches field workers to attend to the incident in question. Relevant stakeholders are then informed to play their roles as secondary responders. The
Department of social development (DSD} as well as SASSA provide relief in the form of food vouchers and food parcels.

In terms of emergencies the disaster unit uses the department of communications for loud hailing and pamphlets. The vision is to have an integrated municipal call Centre where all disaster management and fire related queries.

C.2.3.13. Early warning system

The Mandeni Disaster Management Unit operates a proportion information distribution system to disseminate early weather warnings received from SAWS. Once a severe weather warning is received, it is passed on to disaster management ward-based representatives via telephone and social media groups so that vulnerable communities within Mandeni are alerted.

C.2.3.14. Management system.

The Mandeni Disaster Management Unit has a system in place to receive, manage and store documents to facilitate effective disaster management in the Municipality. (Damage assessments to beneficiary lists, monthly reports to quarterly and annual reports} these documents are passed on to relevant stakeholders to determine the possible required interventions.

C.2.3.14. Enabler 2: Education, Training & Public Awareness

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

C.2.3.15 Awareness Campaigns

As part of compliance with the provision of Disaster Management Act 57 of 2002, Mandeni Municipality Disaster Management Unit continues to conduct ongoing community awareness campaigns that ensure communities exercise risk avoidance behavior and exercise precautionary measures during disaster incidents. As required by the International Strategy for Disaster Risk Reduction, most of community awareness campaigns are targeting vulnerable communities, especially schools. This is done as it has been proved that young learners can be utilized as a source for information dissemination. The Mandeni disaster management unit aims to conduct 3 awareness campaigns per quarter

C.2.3.16. Disaster Management SWOT Analysis

DISASTER MANAGEMENT

STRENGTHS	WEAKNESSES
▯ Mandeni disaster management unit has MANCO which sits on a weekly basis to discuss matters/issues pertaining to disaster management, the discussions and recommendations are submitted to the council for approval. ▯ Mandeni municipality has developed a unit of volunteers for disaster management which is in line with section 58 of the Disaster Management Act 57,2002 ▯ Mandeni Disaster Management unit hosts Advisory Forum meetings where we receive insightful input on disaster management from other institutions ▯ Mandeni disaster management unit is also part of government structures which ensures that there is coordination within departments and stakeholders. ▯ Mandeni Local Municipality has memorandum of understanding with Durban University of Technology to train disaster management graduates.	▯ Poor road conditions in majority of rural wards. ▯ Lack of human resources to attend to disaster management activities within the 18 wards in Mandeni Local Municipality.
OPPORTUNITIES	**THREATS**
▯ Absorb the students trained by the unit/ institution to avoid training costs of new employees. ▯ Collaborating with NGOs such as Red Cross, private sectors such as Sasol pipelines and Transnet can improve the unit's capabilities. ▯ Developed and procured land to Build disaster management center to improve disaster response and recovery, capacity building, conduct risk assessments, and increase capacity within the municipality. ▯ Leverage technology by establishing communication tools such as WhatsApp group to disseminate early warnings in the community's native language for more understanding. ▯ Create more funding for the disaster management unit to avoid uncertainty funding from government.	▯ Currently there are capacity constraints within the municipality to deal with disaster management. ▯ Climate change increases hazards and risk due to the constant change of weather patterns, hindering accurate GIS mapping and early warning systems. ▯ Increase in Mandeni local municipality population has become a huge factor causing an increase in poverty caused by immigrants

FIRE RESCUE SERVICE

STRENGTHS	WEAKNESSES
☐ Emergency response expertise, time conserved handling the crises well, minimizing damages and saving lives. ☐ Risk identification reducing potential losses and managing the incident by doing inspections and public awareness. ☐ Strong community trust built by fire fighters, community relations enhancing the Organization. ☐ Doing Safety cultures like fire prevention, promoting public awareness, public protocol and boosting overall organization safety. ☐ Fire fighters work until the work is completed; we never leave the scene unattended.	☐ Attending numerous incidents that can lead to burnout or mental health issues like trauma or being short tempered. ☐ Working in unsafe spaces to save life and properties and forget about our safety and not wearing full personal protective equipment because of the pressure and the situation on scene.
OPPORTUNITIES	**THREATS**
☐ Training skills and career growth and specializing in areas like fire technician fire safety and fire investigators. ☐ Community engagements to build connection through public awareness or outreach programs. ☐ Varst growth in fire rescue units in management levels and training of future fire fighters. ☐ Supports local business by helping with fire risk assessments and fire prevention and emergency preparedness to help communities get ready for any incident and understand the seasons for disaster of fire season.	☐ Budget constraints within the fire rescue service are an issue as the unit becomes limited and non-functional due to limited budget allocations. ☐ The issue of aging vehicles with the fire rescue services, lack of servicing and maintenance of fire rescue equipment. ☐ Shortage of water supply in rural areas, which then hinders the response time to incidents. ☐ Nonfunctional water Hydrants in townships, which then possess a risk on households and businesses.

CHALLENGES AND RECOMENDATIONS

MANDENI DISASTER MANAGEMENT UNIT	
Challenges	**Recommendations**
Mandeni Municipality does not have a disaster management center as per legislative mandate.	Mandeni municipality should start building a disaster management center that will be fully functional.
Mandeni Municipality Insu翻 allocated to the disaster management unit.	Mandeni Municipality should increase funds budgeted in the disaster management unit.
Lack of human resources.	Mandeni Municipality should employee more qualified staff for a better and effective functional unit.
MANDENI FIRE RESCUE SERVICES	
Challenges	**Recommendations**
Mandeni Fire station is in a far-fetched area from the community.	Building a fire station that is in a proper location for smooth and effective response when needed.
Turn around response time is compromised.	Constructing of 2 (two) to 3 (three) satellite stations,
Shortage of fire personnel.	Employing of more fire fighters increasing manpower.
Aging of vehicles and equipment for fire responses within the unit.	Purchase more vehicles that will be suitable for the unit and purchase more equipment's.
Firefighting equipment is not well maintained.	Set aside a budget to maintain firefighting equipment and vehicles.

C.3. KPA: Municipal Transformation & Institutional Development

C.3.1. Human Resource Strategy 2021

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

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

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

C.3.2. Assessing Current HR Capacity

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

C.3.3. Powers & Functions

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

Table shows: Municipality powers/functions

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

Mandeni Municipality Organisation Structure
KZN 291

MANDENI

MUNICIPALITY

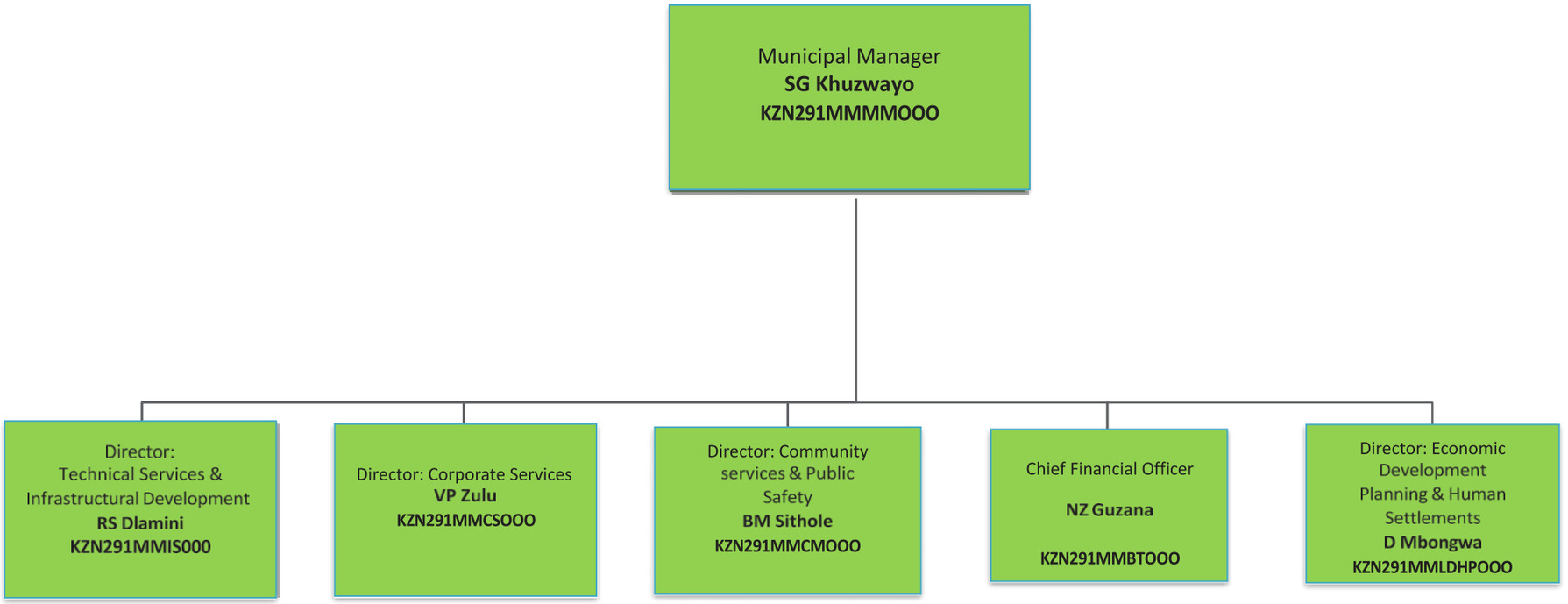
P.O.BOX 144
MANDENI 4490

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

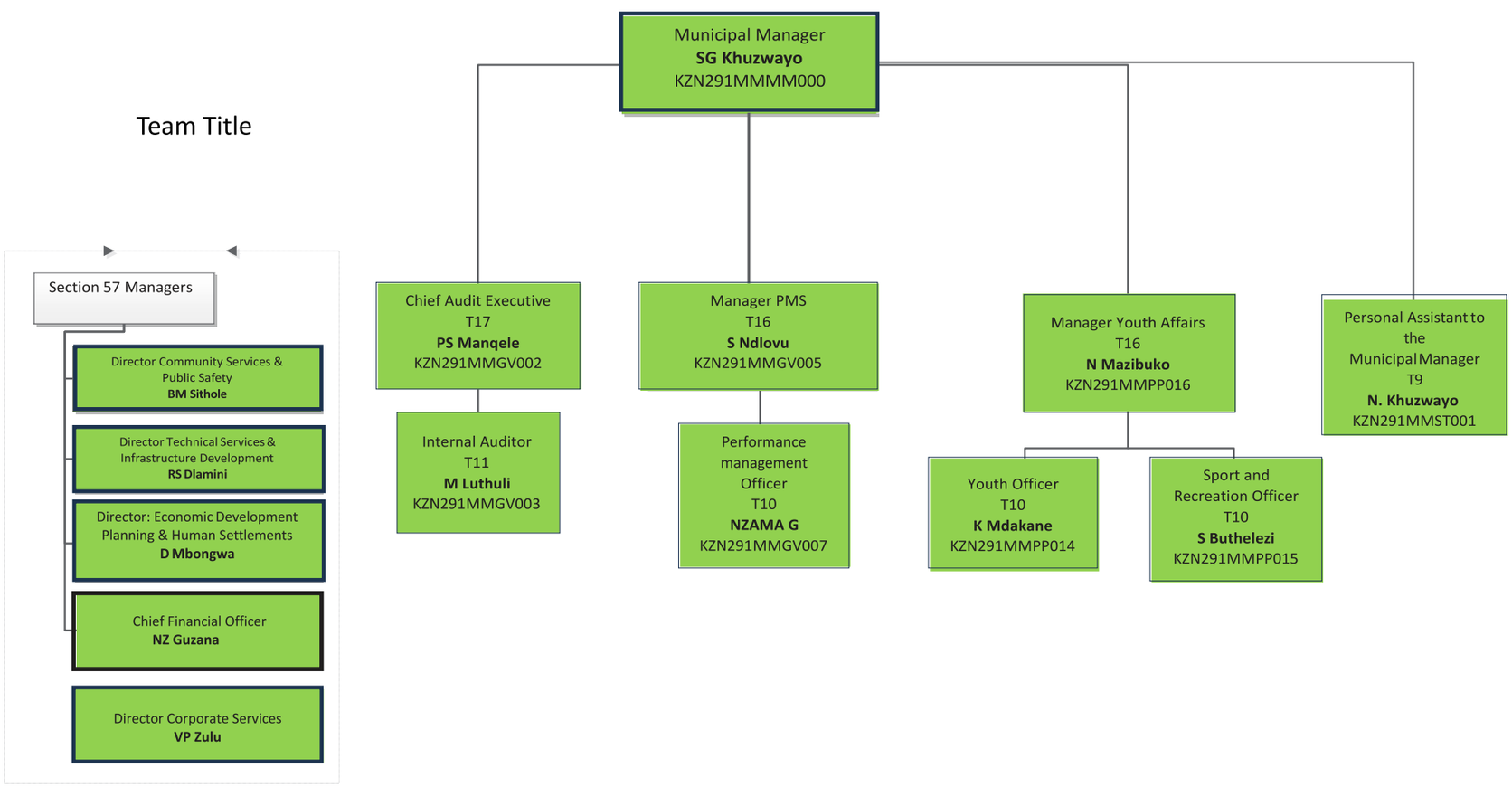
FINAL DRAFT ORGANISATIONAL STRUCTURE
2024/2025

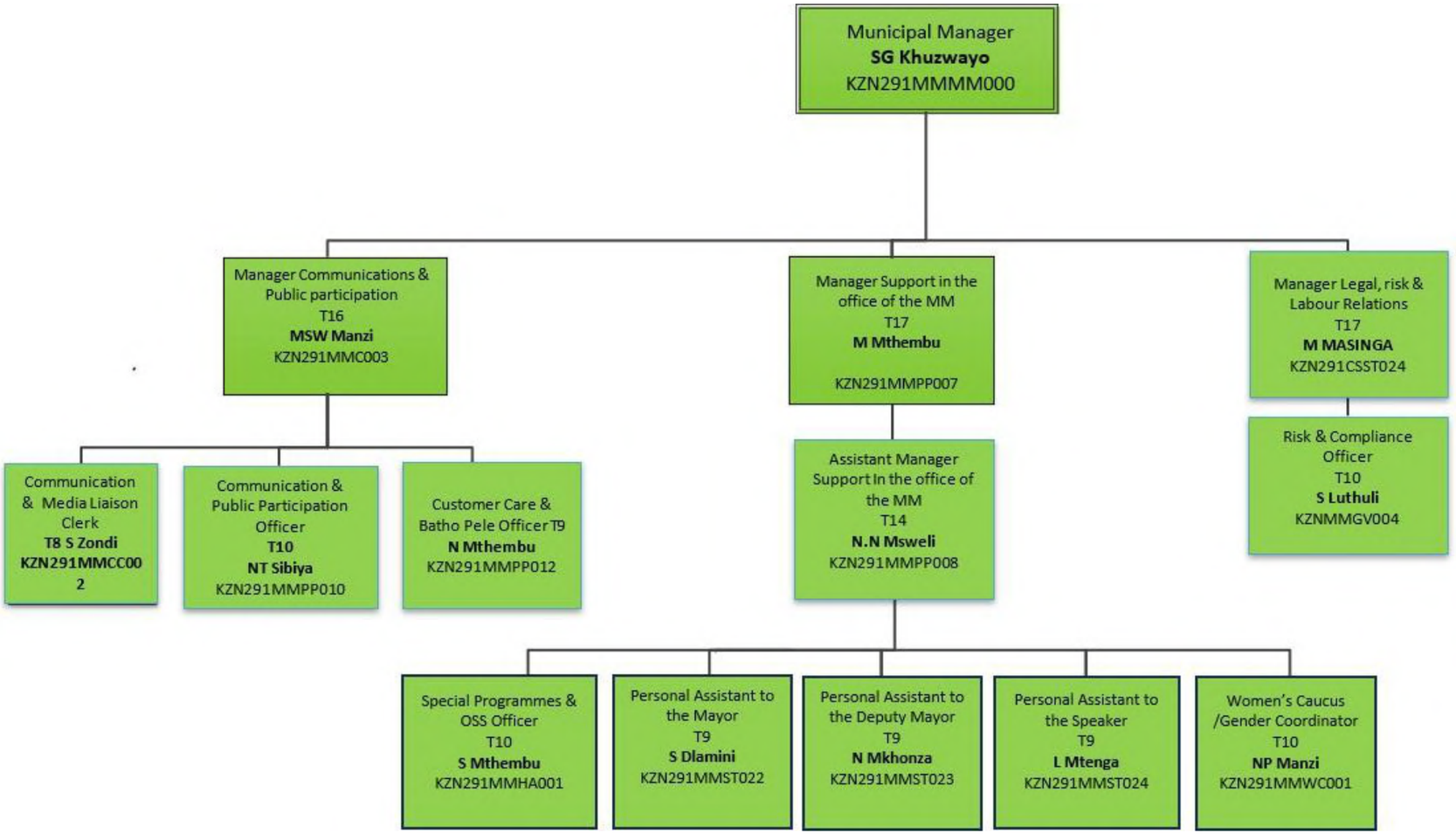
OCCUPIED/ FILLED	VACANT WITH BUDGET	INTERNS (GRANT FUNDED)	OUTSOURCED
Green	**Red**	**Yellow**	**No colour**

Mandeni Municipality Organisation Structure
KZN 291

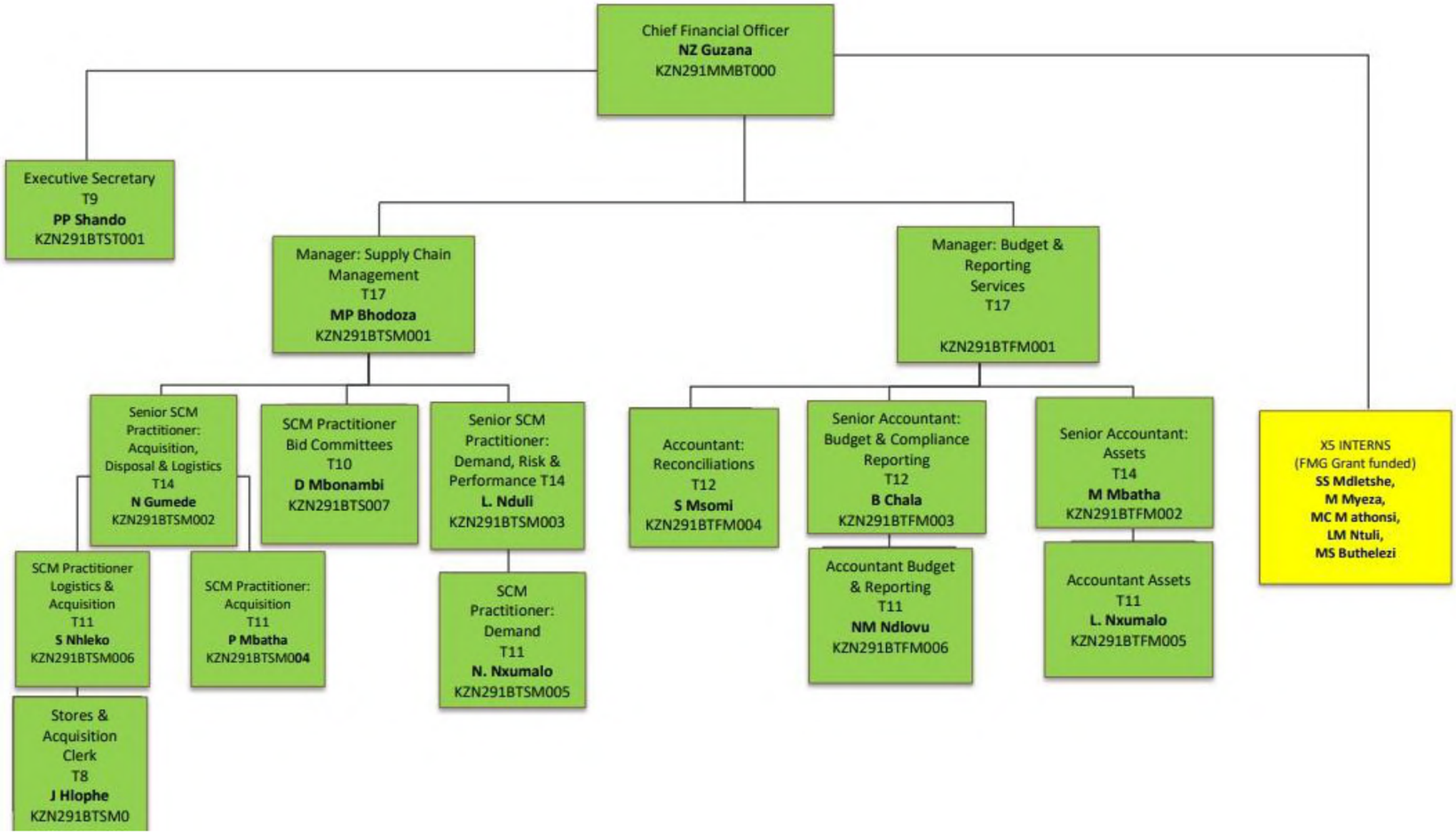


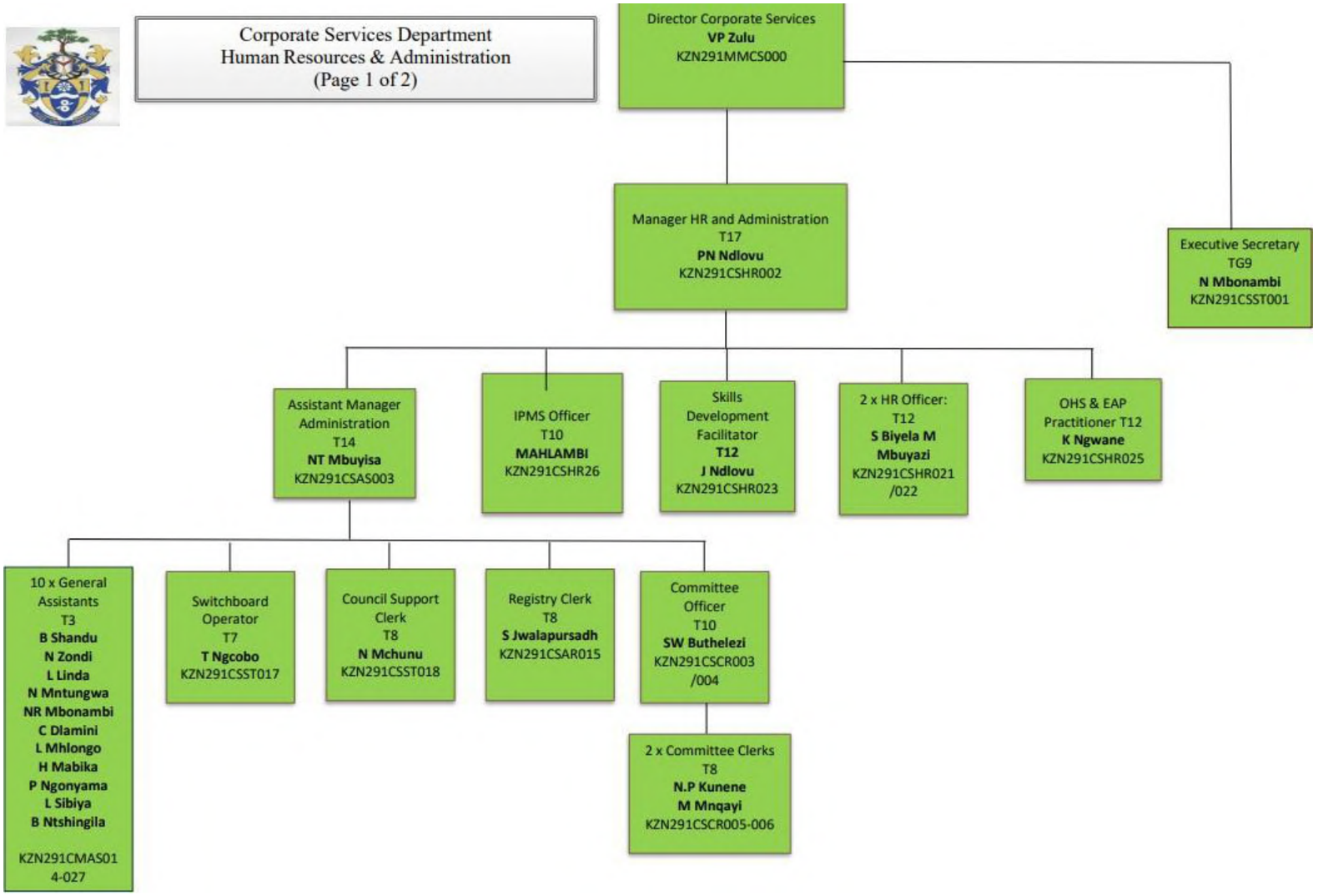
Municipal Managers Office
(Page 1 of 2)



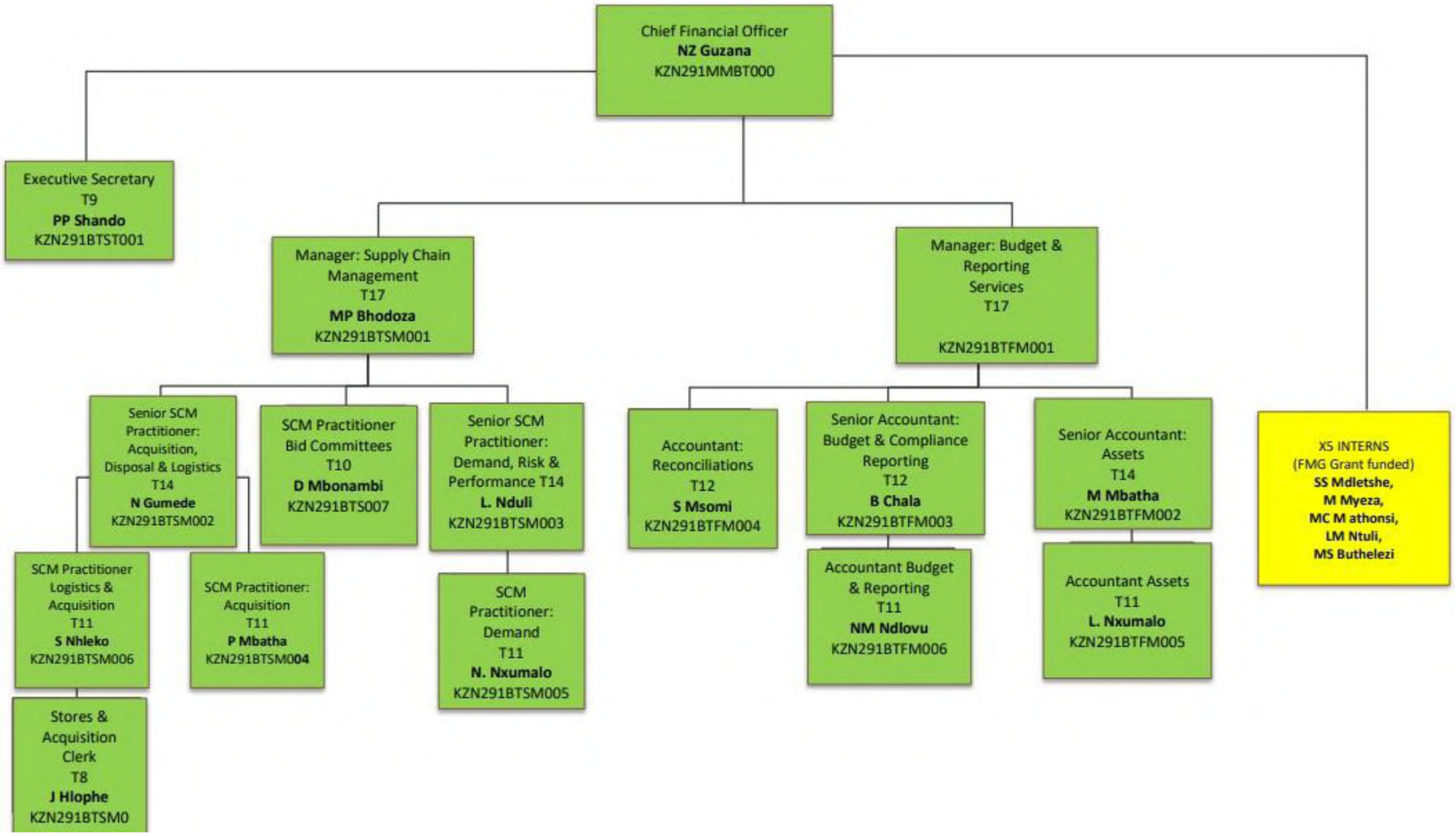

Municipal Manager
SG Khuzwayo
KZN291MMMM000
Manager Communications & Public participation
T16
MSW Manzi
KZN291MMC003
Manager Support in the office of the MM
T17
M Mthembu
KZN291MMPP007
Manager Legal, risk & Labour Relations
T17
M MASINGA
KZN291CSST024
Communication & Media Liaison Clerk
T8 S Zondi
KZN291MMCC002
Communication & Public Participation Officer
T10
NT Sibiya
KZN291MMPP010
Customer Care & Batho Pele Officer T9
N Mthembu
KZN291MMPP012
Assistant Manager Support In the office of the MM
T14
N.N Msweli
KZN291MMPP008
Risk & Compliance Officer
T10
S Luthuli
KZNMMGV004
Special Programmes & OSS Officer
T10
S Mthembu
KZN291MMHA001
Personal Assistant to the Mayor
T9
S Dlamini
KZN291MMST022
Personal Assistant to the Deputy Mayor
T9
N Mkhonza
KZN291MMST023
Personal Assistant to the Speaker
T9
L Mtenga
KZN291MMST024
Women's Caucus /Gender Coordinator
T10
NP Manzi
KZN291MMWC001

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

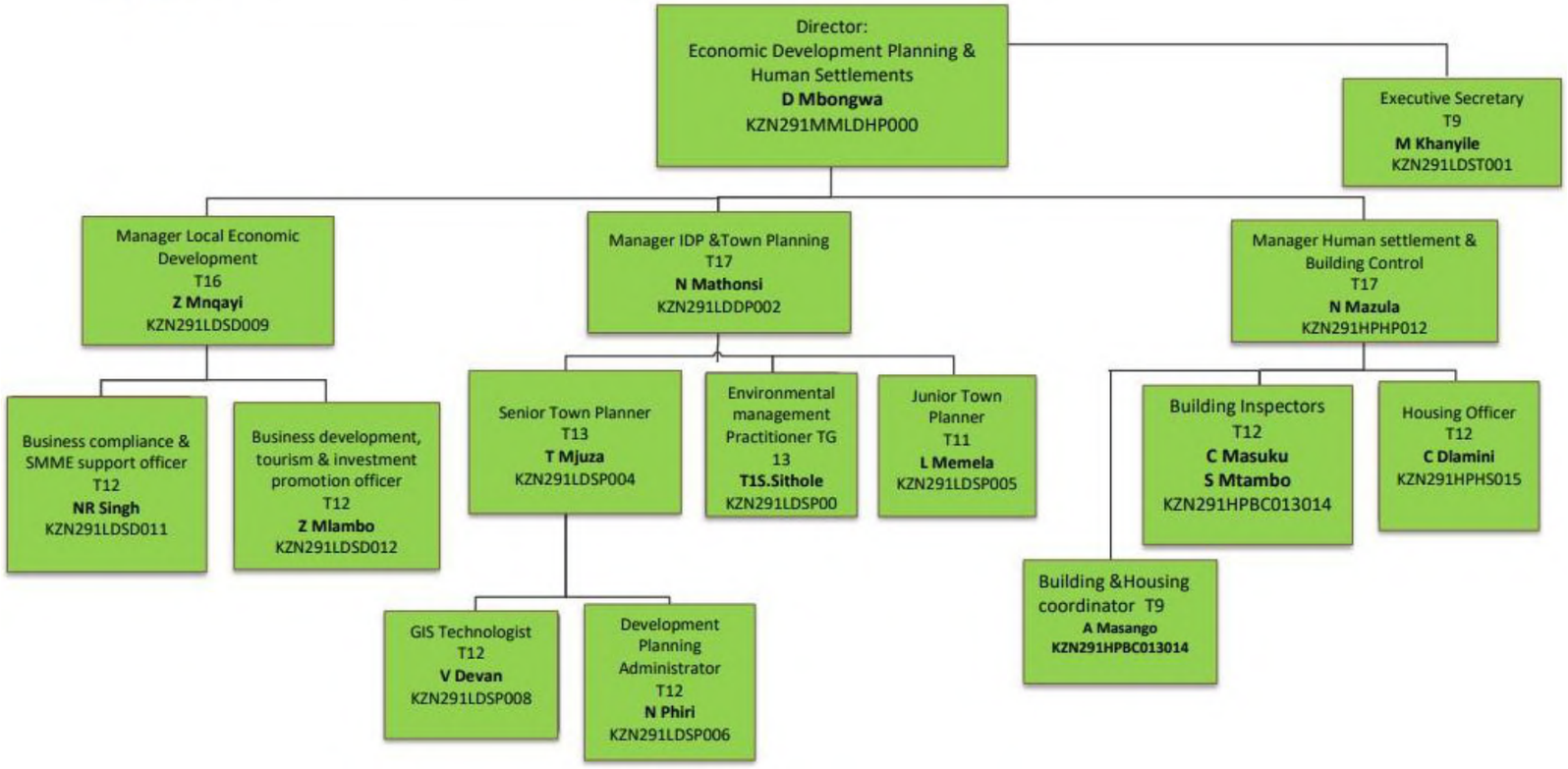



Corporate Services Department
Human Resources & Administration
(Page 1 of 2)
Director Corporate Services
VP Zulu
KZN291MMCS000
Manager HR and Administration
T17
PN Ndlovu
KZN291CSHR002
Executive Secretary
TG9
N Mbonambi
KZN291CSST001
Assistant Manager Administration
T14
NT Mbuyisa
KZN291CSAS003
IPMS Officer
T10
MAHLAMBI
KZN291CSHR26
Skills Development Facilitator
T12
J Ndlovu
KZN291CSHR023
2 x HR Officer:
T12
S Biyela M Mbuyazi
KZN291CSHR021 /022
OHS & EAP Practitioner T12
K Ngwane
KZN291CSHR025
10 x General Assistants
T3
B Shandu
N Zondi
L Linda
N Mntungwa
NR Mbonambi
C Dlamini
L Mhlongo
H Mabika
P Ngonyama
L Sibiya
B Ntshingila
KZN291CMAS01 4-027
Switchboard Operator
T7
T Ngcobo
KZN291CSST017
Council Support Clerk
T8
N Mchunu
KZN291CSST018
Registry Clerk
T8
S Jwalapursadh
KZN291CSAR015
Committee Officer
T10
SW Buthelezi
KZN291CSCR003 /004
2 x Committee Clerks
T8
N.P Kunene
M Mnqayi
KZN291CSCR005-006

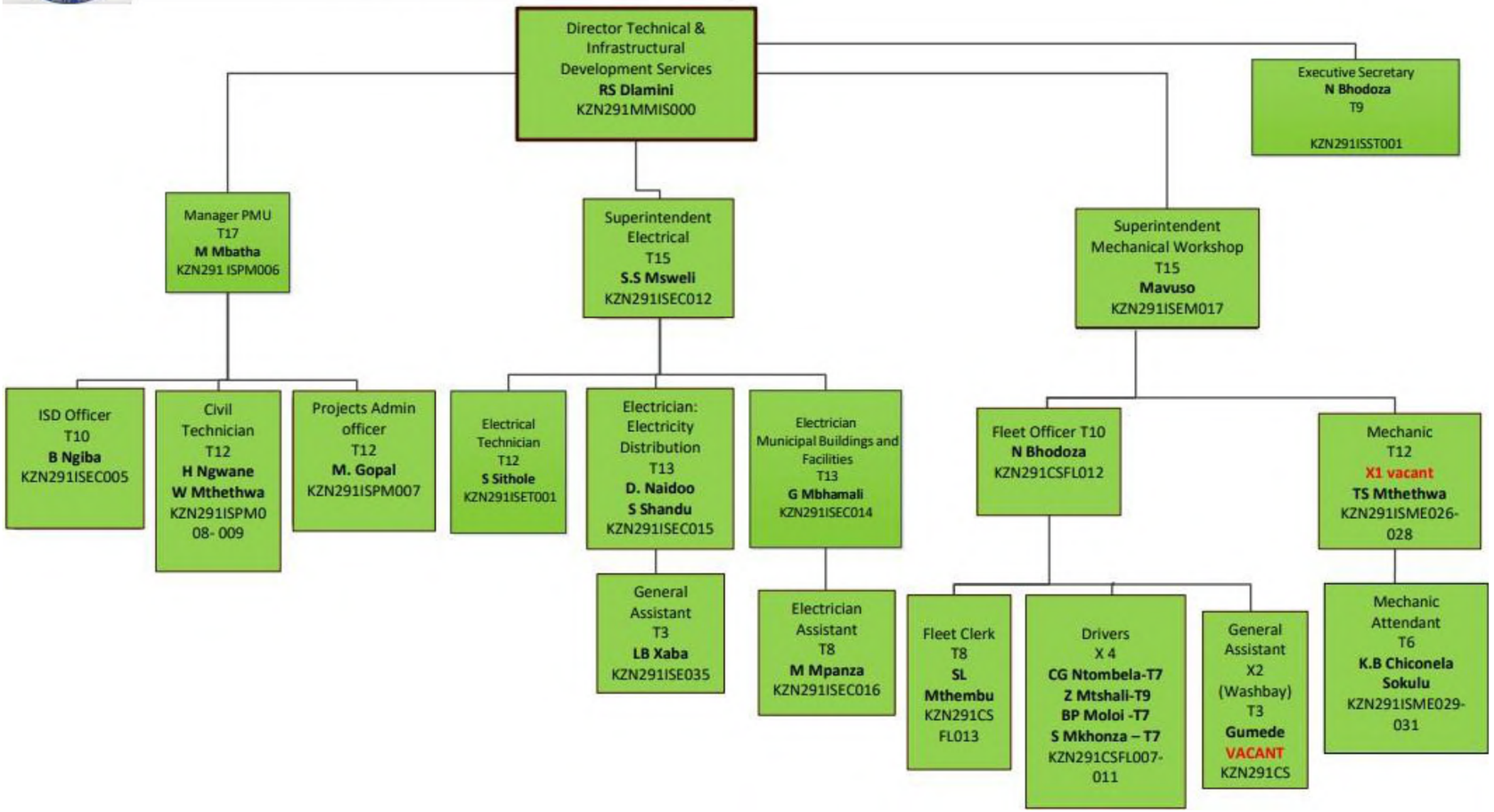
Budget & Treasury Office Department
Supply Chain Management & Budget Services
(Page 1 of 2)

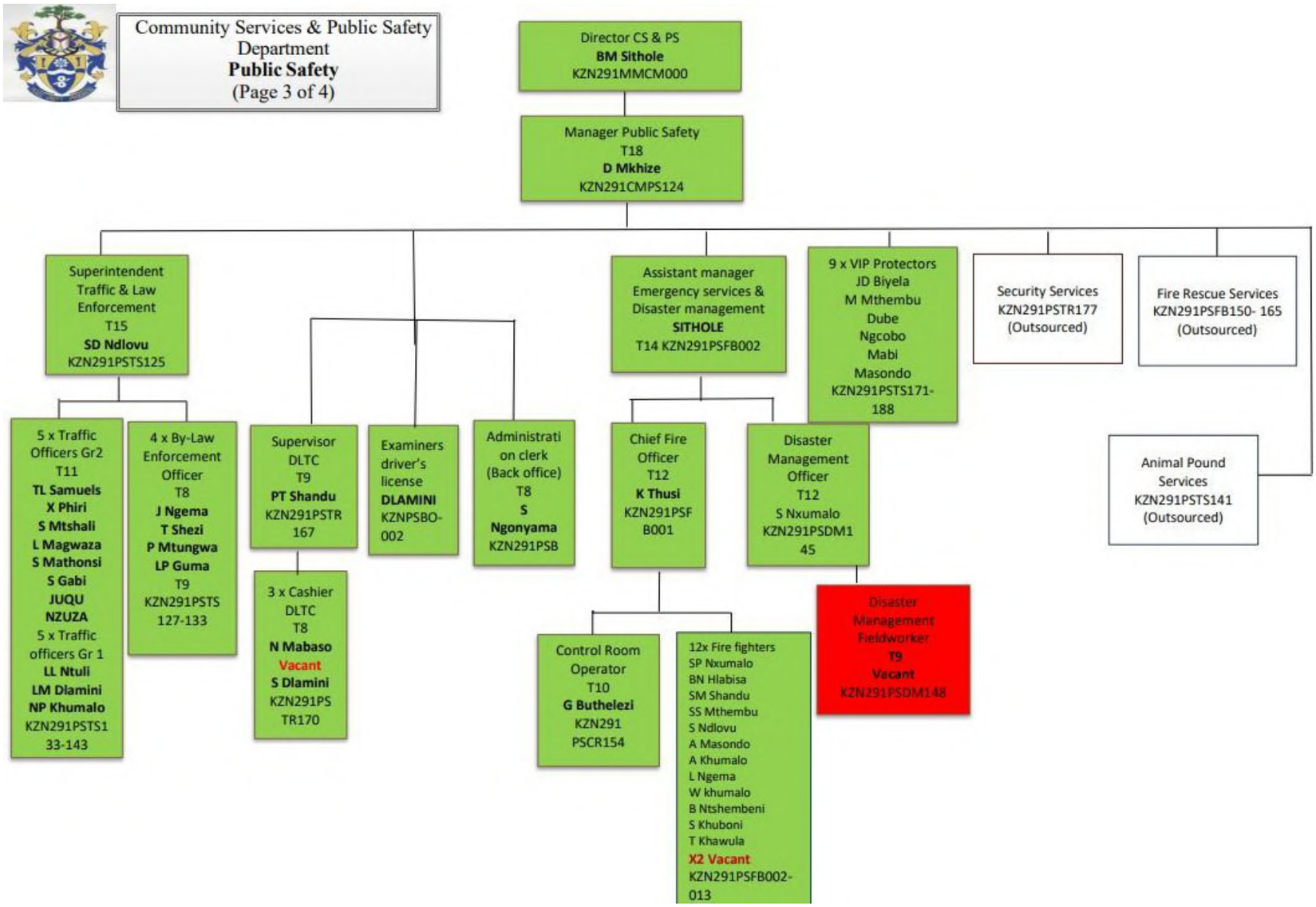


Economic Development Planning and Human Settlement (Page1 of 1)



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




Community Services & Public Safety Department
Public Safety
(Page 3 of 4)
Director CS & PS
BM Sithole
KZN291MMCM000
Manager Public Safety
T18
D Mkhize
KZN291CMPS124
Superintendent Traffic & Law Enforcement
T15
SD Ndlovu
KZN291PSTS125
5 x Traffic Officers Gr2
T11
TL Samuels
X Phiri
S Mtshali
L Magwaza
S Mathonsi
S Gabi
JUQU
NZUZA
5 x Traffic officers Gr 1
LL Ntuli
LM Dlamini
NP Khumalo
KZN291PSTS133-143
4 x By-Law Enforcement Officer
T8
J Ngema
T Shezi
P Mtungwa
LP Guma
T9
KZN291PSTS 127-133
Supervisor DLTC
T9
PT Shandu
KZN291PSTR 167
3 x Cashier DLTC
T8
N Mabaso
Vacant
S Dlamini
KZN291PS TR170
Examiners driver's license
DLAMINI
KZNPSBO-002
Administration clerk (Back office)
T8
S Ngonyama
KZN291PSB
Assistant manager Emergency services & Disaster management
SITHOLE
T14 KZN291PSFB002
Chief Fire Officer
T12
K Thusi
KZN291PSF B001
Control Room Operator
T10
G Buthelezi
KZN291 PSCR154
12x Fire fighters
SP Nxumalo
BN Hlabisa
SM Shandu
SS Mthembu
S Ndlovu
A Masondo
A Khumalo
L Ngema
W khumalo
B Ntshembeni
S Khuboni
T Khawula
X2 Vacant
KZN291PSFB002-013
Disaster Management Officer
T12
S Nxumalo
KZN291PSDM145
Disaster Management Fieldworker
T9
Vacant
KZN291PSDM148
9 x VIP Protectors
JD Biyela
M Mthembu
Dube
Ngcobo
Mabi
Masondo
KZN291PSTS171-188
Security Services
KZN291PSTR177
(Outsourced)
Fire Rescue Services
KZN291PSFB150- 165
(Outsourced)
Animal Pound Services
KZN291PSTS141
(Outsourced)

C.3.4. Vacancy Rate & Challenges

The previously approved organization structure indicated that there are 293 occupied/filled posts, it is noteworthy that the implementation of this structure is ongoing thus the number of filled positions have risen to 339 as of March 2025. in percentages the this vacancy rate is 4.8% Sustainability of service delivery is adequate staff provision within the municipality. It is necessary that the Municipality first determine the future supply and demand for human resources. The labor supply may come from existing employees (internal labour market) or from outside the municipality (the external labor market). The estimate of the total number of employees needed, as well as the skills required are known as the demand forecast. The demand forecast is developed based on two main resources such as standard statistical data and knowledge personnel. The underwrite indicates the number of positions vacant and proposed the municipality will be embarking on.

These estimates are based on a 5–year organogram.

Figure 27: Vacancy Rate

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

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

C.3.5. Employment Equity Plan

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

Numerical Goals In Terms Of EEP Projected to be Achieved By June 2025

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C		w	A	C		w	Male	Female	
Top management	1										1
Senior management	2				2						4
Professionally qualified and experienced specialists and mid-management	16				8						24
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	26		2		15		1				44
Semi-skilled and discretionary decision making	63				630	1	2				126
Unskilled and defined decision making	37				13						50
TOTAL PERMANENT	145		2		98	1	3				249
Temporary employees											
GRAND TOTAL	145		2		98	1	3				249

Workforce Profile As at 30 September 2024 – Latest Report Submitted To Dept. Of Labour

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C		w	A	C		w	Male	Female	
Top management	1										1
Senior management	3				2						5

Professionally qualified and experienced specialists and mid-management	15				8						23
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30		3		15		1				49
Semi-skilled and discretionary decision making	86				49	1	1				137
Unskilled and defined decision making	49				23						72
TOTAL PERMANENT	184		3		97	1	2				287
Temporary employees	8				15						23
GRAND TOTAL	192		3		112	1	2				310

With regards to the above 2 tables (comparison between the workforce profile as @ September 2022 and current); the municipality has due to the growth over the years achieved the targets that were projected and the number of employees are way above the plan.

C.3.6. Procedures for monitoring And Evaluation of the employment Equity Plan

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

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

C.3.7. Work-Place Skills Plan

The Workplace Skills Plan is developed and adopted on an annual basis and submitted to the LGSETA by 30 April each year. to ensure compliance with the Skills Development Act. Skills planning is central to the improvement of the overall skills level of the Municipal officials. The Municipality identifies what skills are required and develops strategies, tasks and schedules to ensure that those skills are enabled in order to deliver on our Integrated Development Plan objectives. For 2025/2026 year a total of 17 applications were received for consideration by the Human Resource Development Committee (HRDC) for study bursary through municipal staff bursary program for 2024/2025 and programs that will be funded through this initiative are as follows:

- Library and information science X4
- Public administration X7

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

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

C.3.8. Recruitment & Selection Policy

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

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

C.3.9. Selection Criteria & Assessment

The central guiding principle for selection shall be competence in relation to the essential requirements of the job provided that selection shall favor, as determined by the target suitably qualified applicants as defined in section 20(3} of the Employment Equity Act of I998.

C.3.10. Assessment

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

C.3.11. Retention Strategies

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

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

C.3.12. Skills to be Retained.

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

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

C.3.13. Scarce skills

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

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

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

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

C.3.14. Valued Skills

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

C.3.15. Interventions to retain Staff.

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

C.3.16. Mandeni ICT Policy Framework

Mandeni municipality has developed its ICT Strategy for {2022 - 2027) to align with the current IDP {2022-2027) of MLM and term of council. The ICT Strategy addresses the ICT Strategic Plan, and the ICT Operational Plan of the municipality in doing so the established Corporate Governance of the ICT environment will form means and mechanisms, structures, policies, frameworks, procedures, plans, controls, change management, and ethical culture in corporate governance of ICT the intention for this is to review the existing systems in place, update where necessary in order to keep them current.

The implementation of the MLM's ICT Governance Framework is informed by COBIT 2019 processes. The GITOC {2012) adopted 12 minimum COBIT processes that should inform implementation. These processes are informed by the priority focus areas for ICT audits, as defined by the AG opinion of 2023/2024 FY.

In addition, the MLM may identify additional processes to align with their requirements. The first desirable step towards implementing these recommendations would be to perform maturity assessment for each process to identify areas of improvement. One critical recommended additional process is APO14: Managed Data. APO14 will assist the MLM to comply with the POPIA requirements to protect privacy of sensitive information. King IV also requires that the Council exercises ongoing oversight of the management in formation that results to the protection of privacy of personal information.

C.3.16.1. ICT Alignment Planning

The strategy outlines that MLM must use ICT as a strategic resource to create value by enabling its strategic mandate and objectives. To achieve this, the MLM must plan over the long, medium, and short term for ICT to enable the business and create value for the organization. ICT planning must follow the relevant planning prescripts, methodology, and planning periods. This planning practice culminates in the following plans:

a) ICT Strategic Plan – MLM must indicate how ICT will be used to support the achievement of the organizational targets and objectives.

b) ICT plan {three-year plan) – MLM must develop and maintain an ICT plan aligned to the medium-term expenditure framework for the organization. This plan must address the people, processes, and technology matters to achieve organizational objectives.

c) ICT operational plan {one-year plan) – MLM must develop and maintain an ICT operational plan that reflects the current year's implementation and monitoring of ICT initiatives and projects.

C.3.16.2. Monitoring and evaluation

Compliance with this Framework and the performance of the ICT shall be measured to enable the achievement of business objectives and value creation for the MLM. This section therefore details how this Framework will be monitored and evaluated. Monitoring and evaluation processes of this

Framework should include:

a) Adequate version control detailing changes made and version numbering
b) Approval by senior management and Council on a periodic basis in order to ensure this framework is updated to the current financial year
c) This framework should be transparent to all employees of the MLM
d) Acceptance of this framework should be performed by all stakeholders
e) All updates to this framework should be controlled adequately

The ICT Steering Committee should use this framework as a baseline for the implementation of the ICT policies and procedures.

ICT STRATEGIC PLAN

Information and the technology systems that support it underpins almost every aspect of the Mandeni Local Municipality's operations and delivery service.
Appropriate investment in ICT infrastructure and the adoption of contemporary software systems and technologies in the next financial years, is critical to ensure the MLM has a reliable and secure platform that enables the efficient and effecti ve delivery of its services and is able to support the priority areas and strategies as outlined in the Integrated Development Plan (IDP).

With an ever-increasing reliance on information and communication technology (ICT), having a robust ICT Strategy in place provides the MLM with an important roadmap to the strategic ICT improvements and investments required to ensure effective operations and reliable service delivery into the future. The ICT Strategy will allow the MLM to more effectively budget for ICT investment and plan and implement ICT improvements.

STRATEGIC IT INITIATIVES AND PROGRESS IN IMPLEMENTATION OF THE ICT STRATEGIC PLAN (2025 -2026)

To ensure that the defined ICT strategic priorities meet the municipal strategic objectives, all of the ICT strategic priorit ies that underpin the ICT projects, have been mapped to the municipal strategic objectives.

Table 66: Strategic IT Projects & progress

Project Name	Description	Progress
Server Upgrade: - **Phase 1** - **Phase 2**	The critical upgrade and refresh of old aging server infrastructure. Targeting two server facilities, i.e. Main server room and technical services server room	Phase 1 – Complete Phase 2 – Moved to next financial year
SD-WAN implementation	Implementation of SD-WAN project to facilitate remote office connectivity through fibre.	Full implementation next financial year
Public Wi-Fi implementation	Deployment and implementation of public Wi-Fi hotspots in the municipal amenities	Project in progress with full deployment
Cyber Security Project	Implementation of Cyber security project in response to Internal Audit findings	Project in progress
Off-site Document Storage	Implementation of off-site storage of municipal physical documents for secure storage.	Project in progress
Lease of Computer Equipment for management and councilors	Implement a lease of computer equipment to address computer challenges for management and council members	Moved to the next financial year
IT Assets Management Application	Implement a system to check-in and check-out assets in IT division. This will assist IT to have an up-to-date information about IT assets of the organization	An application was identified and will be implemented in the next financial year.
Office Automation – Print solution	Deployment of office printers for office automation across municipal offices including libraries and mobile trucks	Full implementation next financial year

The ICT infrastructure and its management have greatly improved. One of the developments over the years was the implementation of Wi-Fi

networks and access points in the municipality. These networks have improved the employees' efficiency in doing their work. T

IT equipment such as servers and end user computers is also well managed by proper software management tools for viruses and general IT support. The IT staff is adequate for daily operations.

ICT POLICIES

In addition to the ICT Strategic Plan, there are several ICT related policies that the municipality has formulated. These are tabulated below.

Table 67: ICT POLICIES

ICT Policies	ICT Policies	ICT Policies
IT Assets Policy	IT Security Policy	
IT Backup and Restore Policy	IT Steering Committee TOR	
IT Change Management Policy	IT Disaster Recovery Plan	
IT Charter and Governance	IT ICT System Access Policy	ICT Strategic Plan

STRENGTH	WEAKNESS
f) Management/Administration g) Full complement of the Management h) Skilled Management team i) Good leadership (Political and Admin) j) Competency level compliance k) Scheduled Manco and Top management meetings l) Municipal ability to attract and retain skilled workforce thus enable production of Credible IDP and other strategic documents. m) Employment Equity Plan in place n) Oversight charters (audit committee, internal audit and MPAC) o) Oversight committees (MPAC, Audit committee and PMS committee) p) Governance committee (Risk Management, IT steering) q) Portfolio committee, Exco and Council r) Ward Committees are fully functional s) Local labor forum fully functional t) Delegation framework adopted and in implementation. u) Delegation Register v) Infrastructure program committee (service utilities) in place	w) Selective consequences management x) Management not taking Audit query seriously y) Lack of ownership of unpopular decisions (Managers take decisions which are implemented at lower levels but unpopular to counsellors) z) Information for administrative use leaked to politicians Poor Internal communication. aa) Weak/bad organizations culture bb) Poor consequence management

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

Key Challenges: Municipal Transformation & Institutional Development KPA

Ref.	Key Challenges	Description
MTOD1	Low skills levels and limited skills development.	The municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure adequate skills base to foster enterprise growth and job creation. Scarce skills need to be developed and transferred through partnership with industries and the different organizations the exist in the area
MTOD2	Challenge in maintaining or replace ICT Infrastructure.	The municipality is responsible for the ICT infrastructure and ensuring compliance to all necessary legal prescripts.

MTOD3	Challenges in attracting and retaining suitably qualified and experienced Human Resources	Low responses on critical scarce skills during the municipal recruitment process. This due to the competition with the Private Sector, which becomes more attractive than the public sector in terms remuneration packages.

KPA: Good Governance & Public Participation

C.4.1. Batho Pele Policy and Procedure Manual

Batho Pele Principles is a concept that was officially initiated by the government in 1997 as an initiative to get public servants to be service oriented and customer focused, to strive for Excellence in service delivery and to commit continuous service delivery improvement. It was designed as a transparent mechanism to allow all customers to hold public servants/officials accountable for the type of service delivery. The White Paper on transforming public service delivery (1997) provides directions on how services should be rendered, informed, and guided by 11 principles. The Mandeni Municipality has a personnel in the municipality. It is said that the roll out of training will take place in four different phases which will result in training all municipal employees. Considering the current fiscal economic climate, it is worth mentioning that rolling of all four implementation phases will not be possible therefore each phase has been set for each financial year during this current cycle.

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

C.4.2. The Eleven Batho Pele Principles

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

C.4.3. Service delivery standard:

Citizens should be told about the level and quality of the service they receive. If possible, they should be given an opportunity to choose the service they want. The standard we set are the tools we use to measure our performance, and, therefore, need to be realistic depending on available resources. We should also be able to measure the standards so that everyone can see if they are being achieved.

C.4.3. Access

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

C.4.4. Information: Citizens should be given full accurate information about the public service they are entitled to receive. Information is about reaching our customers. Ensure that they are well–informed about what our service departments provide. This may be done in a number of ways e.g. through newspaper, radio, posters and leaflets. It's imperative to remember that customers have different needs and they do not all speak the same language.

C.4.6. Openness and transparency: We should be open about our day–to–day activities, how much our departments received, how that money is spent. This information should be available to the public. Annual reports, strategic plans, service commitments, charters etc. This must be available to the public. We should tell our customers where to complain and how to do it.

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

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

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

The Mandeni Municipality developed its Bato Pele Policy during the 2023/2024 financial year. The policy is currently under review and the reviewed policy will be approved by Council in May 2025. The policy aims to enable the Municipal employees to deliver services in a customer focused way stated in the Batho Pele national policy and ensuring that the Municipality's systems and procedures and attitudes of its employees are reoriented in favor of service delivery.

The Mandeni Municipality has developed its Service Delivery Improvement Plan (SDIP} in line with its constitutional mandate. SDIP outline the current baseline of the municipality; where do our citizens want us to be, and furthermore, address how we get there. The SDIP further identifies key services that require improvement in order to ensure sustainable service delivery for the Municipality. The SDP will be submitted to Council final approval in May 2025.

The following are top three services that the Mandeni Municipality has prioritized for improvement.

	SERVICE IDENTIFIED	INTERVENTION
1.	Support for the elderly and child headed households	Households earning a total income of R4,500 or less per month will qualify for essential support, including 50 kWh of free electricity and waived refuse removal fees, furthermore such households will be exempt from paying property rates and any debt they have accumulated over the years will be written off. In addition, child and foster care grants are excluded from income calculations because we believe in fairness and compassion.
2.	Rehabilitation of Rural and Urban Roads	Municipality has procured new yellow plant to assist in the weekly road maintenance program. The Municipality further increased the budget allocation for gravel road maintenance, new bridges and urban roads.
3.	Disaster Management	The Municipality has allocated a budget for the construction of a new disaster management center.

C.4.4. Roll out of operation Sukuma Sakhe

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

C.4.2.1. STRATEGY 1

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

C.4.2.2. STRATEGY 2

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

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

C.4.5. Overview of functionality of war rooms

The role of ward committee members is the facilitation of local community participation in decisions which affect the local community and the municipality as a whole, the articulation of local community interest and the representation of this interest within the government system.

The Mandeni Municipality consists of 18 wards , with 90 ward committee members and all ward committees are functional.

Ward committees are the legitimate structure for community participation to ensure communication between the community and the municipality. One principle of public participation is that it is designed to promote good governance and human rights and also narrow the social gap between the electoral and elected institutions.
The table below provides an overview of the functionality of the war rooms as well as the dates of the sittings of the war rooms:

WARD	FUNCTIONALITY	CDW	SITTINGS IN THE CURRENT FINANCIAL YEAR
1.	FUNCTIONAL	Yes, CDW is responsible for calling war room meetings and submit minutes and cases	1. 26 February 2026 2. 09 March 17 2026
2.	FUNCTIONAL	COGTA has replaced the CDW that resigned. The CDW has commenced her duties	1. 18 February 2026 2. 18 March 2026
3.	FUNCTIONAL BUT NEEDS MORE ATTENTION	No, the war room secretary calls meetings and submit minutes and cases	

4.	FUNCTIONAL	Yes	1. 19 February 2026 2. 19 March 2026
5.	FUNCTIONAL THE CHALLENGES THAT PREVIUOSLY EXISTED HAS BEEN RESOLVED	Yes, the CDW is responsible for calling war room meetings and submit minutes and cases	1. 23 October 2024 2. 07 November 2024
6.	FUNCTIONAL	Passed on but never replaced	
7.	FUNCTIONAL	CDW has been appointed to this ward and she commenced her duties	1. 18 February 2026 2. 19 March 2026
8.	FUNCTIONAL	Yes, the CDW is responsible for calling war room meetings and submit minutes and cases	1. 25 February 2026 2. 17 March 2026
9.	FUNCTIONAL	Yes, the CDW is responsible for calling war room meetings and submit minutes and cases	1. 11 February 2026 2. 04 March 2026
10.	FUNCTIONAL	The war room secretary calls meetings and submit minutes and cases	
11.	FUNCTIONAL	No, the war room secretary calls meetings and submit minutes and cases	
12.	FUNCTIONAL	Yes, the CDW is responsible for calling war room meetings and submit minutes and cases	
13.	FUNCTIONAL	No, the war room secretary calls meetings and submit minutes and cases	
14.	FUNCTIOAL	CDW has been appointed to this ward and she commenced her duties from the 01st of July 2024	1. 11 February 2026 2. 11 March 2026
15.	REVIVED AFTER THE PASSING AWAY OF THE WARD COUNCILLOR	No, the war room secretary calls meetings and submit minutes and cases	
16.	FUNCTIONAL	Passed on but never replaced the war room secretary calls meetings and submit minutes and cases	
17.	FUNCTIONAL BUT NEEDS ATTENTION	No, the ward 16 CDW was responsible for this ward	
18.	FUNCTIONAL	No, the ward 16 CDW was responsible for this ward; war room secretary calls meetings and submit minutes and cases	

C.4.6. Current challenges

I. Lack of venues to war rooms as well as lack of office space for administration work for Community Development Workers.

II. The Municipality currently does not have adequate staff resources to deal with OSS & HIV/AIDS related matters.

III. Poor attendance of Government Departments at War Rooms of LTT meetings.

IV. Low budget of Operation Sukuma Sakhe Housing budget allocation by the KZN Department of Human Settlement needs to be reviewed and topped up as we can only assist an average of 60 applicants per year, when we have so many backlogs.

V. The turn-around time for responses to the issues of housing can still be improved.

C.4.7. Municipal Inter - Governmental Relations

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

IGR Structures/Functional

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

C.4.8. National & Provincial IGR Structures

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

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

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

NO	Name of the Forum	Meeting Frequency	Chairperson	Functional
1	Dif – District Intergovernmental Forum (Mayors')	Quarterly	District Mayor	**Functional**
2	Tsf–Technical Support Forum (Mms')	Monthly	Municipal Manager of ILembe District Municipality	**Functional**
3	DAFF–DISTRICT AREA FINANCIAL FORUM (Cfos) A Subcommittee To Deal With The Issues Of Asset Management In The District Was Established Under The DAFF In 2015/2016. A Sub–Committee To Deal With SCM In The District Was Established In 2016/2017 Under The DAFF	Quarterly	Municipal Manager of Ndwedwe local Municipality	**Moderately Functional**
4	District Government It Officers Committee (Dgitoc)	Quarterly	Municipal Manager of ILembe District Municipality	**Functional**
5	Disaster Management Advisory Forum (Dmac)	Quarterly	Municipal Manager of KwaDukuza Local Municipality	**Functional**
6	Performance Management System Forum (Pmsf)	Quarterly	Municipal Manager of iLembe District Municipality	**Functional**
7	Local Economic Development Forum (Ledf)	Bi–Monthly	Municipal Manager of Mandeni Local Municipality	**Moderately functional**
8	District Communicators Forum (Dcf)	Monthly	Municipal Manager of Ndwedwe Local Municipality	**Functional**
9	Planning And Development Forum (Pdf)	Monthly	Municipal Manager of Mandeni Local Municipality	**Functional**
10	Infrastructure Forum (If)	Monthly	Municipal Manager of KwaDukuza Local Municipality	**Functional**
11	Corporate Services Forum	Quarterly	Municipal Manager of Maphumulo Local Municipality	**Functional**
12	Speakers' Forum	Quarterly	District Speaker	**Functional**
13	Internal Auditors Forum	Quarterly	Municipal Manager of Maphumulo Local Municipality	**Moderately Functional**
14	**Risk Management Forum**	**Quarterly**	**Municipal Manager of ilembe District Municipality**	**Functional**

The District Intergovernmental Forum plays a monitoring and oversight role over the family of municipalities. The forum constituted by the Mayors of the District family, the Municipal Managers and chairpersons of technical sub -fora; meets quarterly to discuss issues of mutual interests, explore possible areas of joint ventures as well as monitor progress on compliance issues such as Auditor General related queries, compliance with all finance related legislations and financial management including revenue generation, quality of services delivered to the communities, Municipal Capacitation and so forth.

All Municipalities are represented to ensure that all resolutions taken are implemented respectively. Furthermore the District plays a coordinating role at the request of the Local Municipalities to source assistance and interventions to mitigate challenges experienced by Local Municipalities.

Municipal functioning, challenges and best practices are discussed at technical sub-fora and escalated to the Technical Support Forum which is made up of Municipal Managers and the Chairpersons of technical sub-fora. Once the Technical Support Forum has discussed the reports from the sub -fora a consolidated report with recommendations and/or resolutions is then escalated to the District Intergovernmental Forum for further consideration.

The following challenges have been highlighted and will be addressed during the next financial year, namely:

- Vacancies in senior positions. - Limited human resources which hinder commitment to attend from members.

- Diary synchronization is always a challenge.
- Non-submission of reports from a chairpersons.
- Delegation of junior staff to meetings.
- Poor oversight from Municipal Managers.
- Failure to keep to the adopted annual IGR calendar due to Municipal Portfolio committees schedule changes.

C.4.9. District IGR Structures

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

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

C.4.10. Functionality of Management Structures: Top Management Committee

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

C.4.11. Ward Based Planning

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

C.4.12. Participation of Amakhosi in Council Meetings

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

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

When it comes to attending meetings, the committee's section of the municipality which is responsible for the content of council meetings, has been assigned the duty to invite and circulate agenda to the meeting to Traditional council as they do for municipal councilors in events of council meetings. During the year 2021, the municipality further established the Mandeni Traditional leaders Forum after the district Traditional Leaders forum. The forum is chaired by the Madam Speaker of the municipality with the assistance of the Director Corporate Service as the administrative champion. Meetings sit on a quarter basis. It is noteworthy that through the establishment of this forum the municipality has successfully strengthened its relations with local traditional leaders as this forum enables conside ration of their input into municipal process and procedure in the matters of service delivery and policy making

C.4.13. IDP Representative Forum

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

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

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

C.4.14. Management Committee (Manco)

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

C.4.15. Internal Audit Unit

Section 165 of the MFMA, prescribes that every Municipality must have an Internal Audit Unit that operates under the direction and control of the Audit Committee. This entails that, functionally the Internal Audit Unit is directly accountable to the Audit Committee while accountable administratively to the Office of the Municipal Manager.

The operational activities of the Internal Audit Unit are regulated by Section 165 of the MFMA, circular 65 published by the National Treasury, the International Standards for the Professional Practices of Internal Auditors (ISPPIA) and the Internal Audit Charter. The Chief Audit Executive reports administratively to the Municipal Manager and functionally to the Audit Committee to ensure the Internal Audit Function's independence.

The activities of the Internal Audit Unit are guided by the Annual Audit Coverage Plan which is approved by the Audit Committee at the end of the financial year preceding the year under review. The Audit Committee monitors the progress of the implementation of the annual internal audit plan. During the financial year 2024/25, the internal audit work was performed by the internal staff and the external staff sourced from the external service providers. At the end of December 2024, all the audit projects planned for execution were completed. The Audit Committee approved the Internal Audit Plan for the 2024/25 financial period. This plan was submitted to the Council and COGTA for noting. The Audit Committee approved the Internal Audit Charter and reviewed the Audit and Performance Audit Committee Charter which is currently being benchmarked with the iLembe District Municipalities' charter templates.

C.4.15.1. Audit Committee

In carrying out our oversight responsibilities, the Audit Committee is guided by the formal terms of reference "The Audit Committee Charter". This Charter is reviewed annually and submitted to the Council for approval.
In terms of composition and attendance, circular 65 which require that the Audit Committee meets at least four times in a given financial year.

	Meetings Attended	21/08/24	28/08/24*	29/11/24*	20/02/25
Mr. M Makhunga (Chairperson)	4				
Mr. H Mpungose	4				
Ms. N Khanyile	4				
Mr. B Mhlongo	4				

= Present
- = Absent
* = Special Meeting

C.4.15.2. Audit Committee's Responsibility

The Audit Committee hereby reports that it has complied with its responsibilities arising from section 166 of the Municipal Finance Management Act, Act 56 of 2003 (MFMA) and regulation 14(2) (a) of the Municipal Planning and Performance Management Regulations of 2001. Furthermore, the Audit Committee reports that it has operated in terms of the Audit Committee Charter read in conjunction with the Internal Audit Charter.

C.4.15.3. System of Internal Control

The Audit Committee received assurance from the Internal Audit Function and the Risk Management Function based on their evaluation of the effectiveness of internal control systems. The Audit Committee monitored the progress achieved by the Management in implementing remedial actions to prevent the recurrence of findings identified by the Internal Audit and the Auditor General. The audit committee acknowledges management's efforts to strengthen internal controls within the municipality.

i. Unauthorised Expenditure

There is no unauthorised expenditure reported during the period between 01 July 2024 – 31 December 2024.

ii. Irregular Expenditure

As at the end of 31 December 2024, the Audit Committee noted the Auditor General identified an Irregular Expenditure of R4.2 million emanating from SCM irregularities. This is yet to be investigated by MPAC. There is a planned internal audit project focussing on both quotes and tenders to identify potential irregularities in the SCM processes on time. The audit committee continued to monitor these transactions during the financial year with the aim of minimising new transactions of irregular expenditure in future.

C.4.16. Enterprise Risk Management

C.4.16.1. Risk Management Human Resources

In quarter 1 of the 2024/25 financial year, the Manager: Legal, Risk and Compliance was appointed as part of the initiatives to strengthen Risk Management in the municipality.

C.4.16.2. Progress on Strategic Risk Implementation

Previously we presented strategic risks to the Council which we are continuing to monitor as the audit committee. The following is the status of the implementation of action plans linked to these strategic risks for Q2.

Department	Risk Action Plan Achievement Rate
Office of the MM	80%
Budget and Treasury Office	83%
Corporate Services	67%
Community Services	80%
Technical Services	58%
EDPHS	50%

These are being overseen by the Risk Management Committee and are presented to the Audit Committee on a quarterly basis where appropriate actions are recommended to expedite the implementation of risk management action plans. The outstanding action plans will be rolled over to the next quarter for further assessment.

C.4.16.3. Emerging Risks

High rate of crime and high rate of unemployment in the municipal area which requires interventions such as revival of the community safety forums; business compliance inspections and support to emerging young entrepreneurs.

C.4.16.4. Audit on Performance Information

The Audit Committee has noted the efforts of the Performance Management Unit and the management in providing accurate performance information however there were findings raised by both the internal audit and the Auditor General on this area. The draft annual report was submitted to the Internal Audit department for review and the audit report on the review of the draft annual report for 2023/2024 was presented to the Audit Committee for noting. The committee provided input into the final draft annual report for 2023/24 financial year.

C.4.17. Comprehensive list of Council policies

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

C.4.18. Municipal Bid Committees

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

Bid committee	Legislative reference	Members of the bid committee
Bid Specification Committee	Section 27 {3} {a) of the Supply Chain Management Policy requires that the bid Specification committee composed of at least one or more officials of the Municipality, preferably manager responsible for the function involved and may when appropriate internal or external specialist advisors. Mandeni Municipality has sorted internal advisors for this committee.	Chairperson- Mr Dumisani Mkhize Member- Thembisile Mthembu Member-Wanela Mthethwa SCM Advisor- Lungisani Nduli Scriber- Nomzamo Nxumalo
Bid Evaluation Committee	Section 28 {2) {a), {b), {c) of the Supply Chain Management policy requires that an evaluation must be appointed and compose of officials from departments requiring goods or services. {b) At least one Supply Chain Management practitioner of the municipality {c) Members of the Committee are appointed in terms of clause 26 {b), which requires that the chairperson of the specification committee is absent members of the committee present must elect one−off them to preside.	1.Manager IDP and Plaining 2.Manager PNU 3.Manager Civil and 4. Maintenance 5. Manager youth (Chairperson) 6. SCM Practitioner 7. Manager Community
Bid Adjudication Committee	Section 28 {2) {a), {b), {c) of the Supply Chain Management policy requires that an evaluation must be appointed and compose of officials from departments requiring goods or services. {b) At least one Supply Chain Management practitioner of the Municipality {c) Members of the Committee are appointed in terms of clause 26 {b), which requires that the chairperson of the specification committee is absent members of the The committee present must elect one of them to preside.	1. CFO {Chairperson) 2. Director Corporate Services 3. Director EDPHS 4. Director Technical Services 8. SCM Practitioner 9. Director Community Services

C.4.19. Municipal Public Account Committee

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

E

NAME	POSITION	PARTY
Cllr. S Shandu	Chairperson	ANC
Cllr. DGP Mthembu	Councillor	ANC
Cllr. S Nkwanyana	Councillor	EFF
Cllr. N Mpanza	Councillor	IFP

F

G The MPAC committee held its first induction process in house by the Chief Audit Executive during March 2022. During this process they were introduced to the charter and guidelines of the MPAC and thereafter held its first official meeting on the 22nd of March 2022. Subsequent training courses and workshops to the members of MPAC by KZN CoGTA and SALGA have been held in order to ensure that the committee is adequately capacitated.

H The MPAC meetings are on a quarterly basis. During this time, they have also successfully reviewed the Annual report, complete and adequate oversight reports to council. The MPAC performs its activities within the approved MPAC charter that was workshopped to all MPAC members and councilors.

C.4.1.16 Portfolio Committees

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

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

H.4.16. Land Use Management

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

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

H.4.16.1. Categorization of applications

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

H.4.16.2. Appeal authority

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

Table showing: District JMPT Functionality

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

C.4.22. Identification of Key Challenges

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

ESKOM License.	- The municipality would like to obtain a license to provide electricity to the urban parts of the area
Non–declaration of interests.	- Staff members do not declare their interests.
Local Economic Development	
SMMEs and co-operatives support and development.	- Lack of incubators and support infrastructure.
Human Capacity	- Although there has been improvement LED is till under capacitated
Declining manufacturing sector.	- Maintenance of industrial infrastructure in iSithebe - Estate.
Tourism development.	- Challenges in attracting investment along the coast.
	- Access to productive agricultural land in traditional authority areas.
	- Decline in the demand for sugar cane due to substitutes
Basic Services and infrastructure development	
Oversight and monitoring	- Lack of oversight and monitoring of infrastructure projects
Infrastructure investment	- Poor Assessment of viability and visibility of infrastructure investment
Maintenance	- Poor maintenance of facilities
Aging infrastructure	- Lack of funds to carry out infrastructure maintenance
Lack compliance and enforcement systems	- Contraventions / offenses go unpunished
Poor timeous response to infrastructure damage	

C.4.23. Good Governance and Public Participation SWOT

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

C.5. KPA: Basic Service Delivery

C.5.1. Water & Sanitation

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

Graph: percentage of people with access

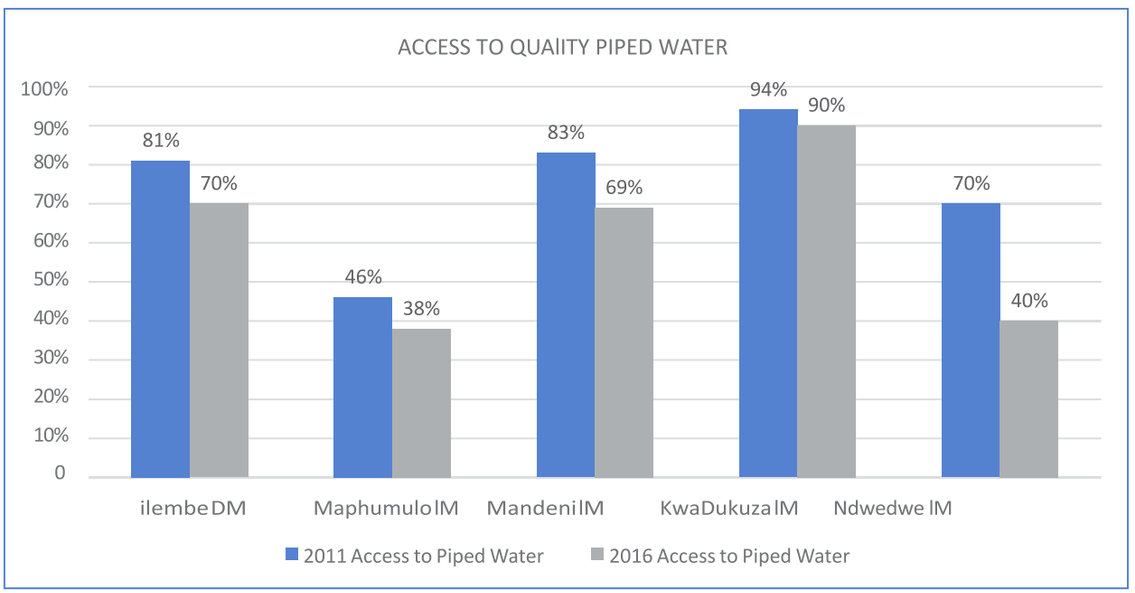


Figure 28: Access to Quality Piped Water: Source: Stats SA 2011 Census vs Stats SA 2016 Community survey

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

Summary of Backlogs and Achievements

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

WATER

Jun–22

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

Calculation for water backlog:

Backlog for 16,80% {32 144/191 369}

Backlog for 16,06% {30 732/191 369}

% decrease in backlog as at end of June **, %** {1 412/191 369}

SANITATION

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

Calculation for sanitation backlog:

Backlog for 12,55% {24 012/191 369}

Backlog for 11,82% {22 626/191 369}

% decrease in backlog as at end of June **, %** { 1 386/191 369}

1: ILembe Water and Sanitation Backlogs

C.5.1.1. ILembe Water & Sanitation Master Plan

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

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

Table 2: Water Demand Projections

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

Table 3: Sanitation Demand Projections

C.5.1.2. ILembe District Municipality Water and Sanitation Operations and Maintenance Plan

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

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

C.5.1.3. Process for Bulk water provision within the ilembe District

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

C.5.1.4. Qualification For Indigent Support

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

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

C.5.1.5. Requirements On Application

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

C.5.1.6. How to Apply For Indigent Support

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

C.5.1.7. Benefits Of Indigent Support

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

C.5.1.8. Future developments

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

C.5.1.9. Bulk Sewerage Infrastructure Planning {Pump stations And Pipelines)

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

C.5.1.10. Sanitation Backlogs Within the Rural Areas

The sanitation backlog areas under this master plan were identified as areas which do not have any form of sanitation provision. These areas were identified through the WSDP Report undertaken by NME in January 2015 and fall within the rural **Table 9: Sanitation Backlog Areas**

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

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

Local Municipality	**Wards**	**Household Counts**	**Cost**
Mandeni	**3,9**	**800**	**R 5 600 000.00**
Maphumulo	2, 3, 8	5139	R 35 973 000.00
Ndwedwe	15	1457	R 10 199 000.00
TOTAL		**7396**	**R51 772 000.00**

C.5.1.11. Infrastructure Costs

Existing Sanitation Infrastructure – Replacement Costs, It is recommended that Ilembe District Municipality continue with their refurbishment/renewal processes, whereby a percentage of the total asset value of all existing sanitation infrastructure is replaced every year.

If it is assumed that the average expected lifespan of infrastructure is 40 years, then it is recommended that a budget of 2.5% of the total present asset value of the sanitation infrastructure is set aside annually for the replacement of existing, aging infrastructure.

C.5.1.12. Project Phasing and Budget Requirements for Bulk Sewerage Infrastructure

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

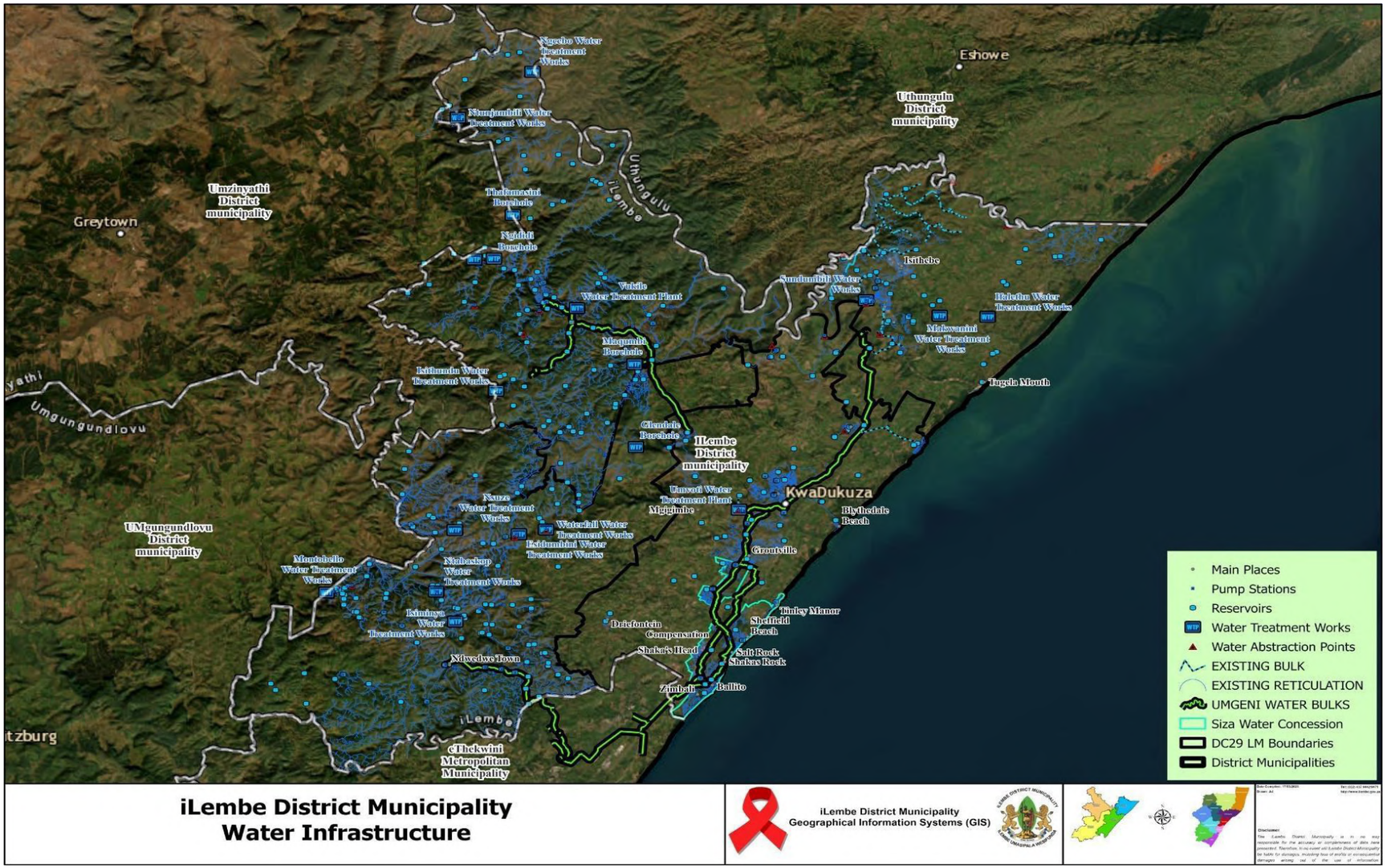
Cost Catchments	Area	Year 5 (2021)	Year 10 (2026)	Year 20 (2036)
A	Sithebe	R 12,819,979.48		
B	Inyoni	R 14,000,000.00	R 14,237,548.55	
C	Sundumbili	R 52,370,535.91	R 22,000,000.00	
D	Mandeni	R 28,126,505.77		
E	Tugela	R 20,483,348.95	R 12,000,000.00	R 40,000,000.00
F	KwaMapumulu	R 10,887,619.35	R 8,200,000.00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

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

C.5.1.13. ilembe 2026/2027 Capital Projects Under Construction & Planning

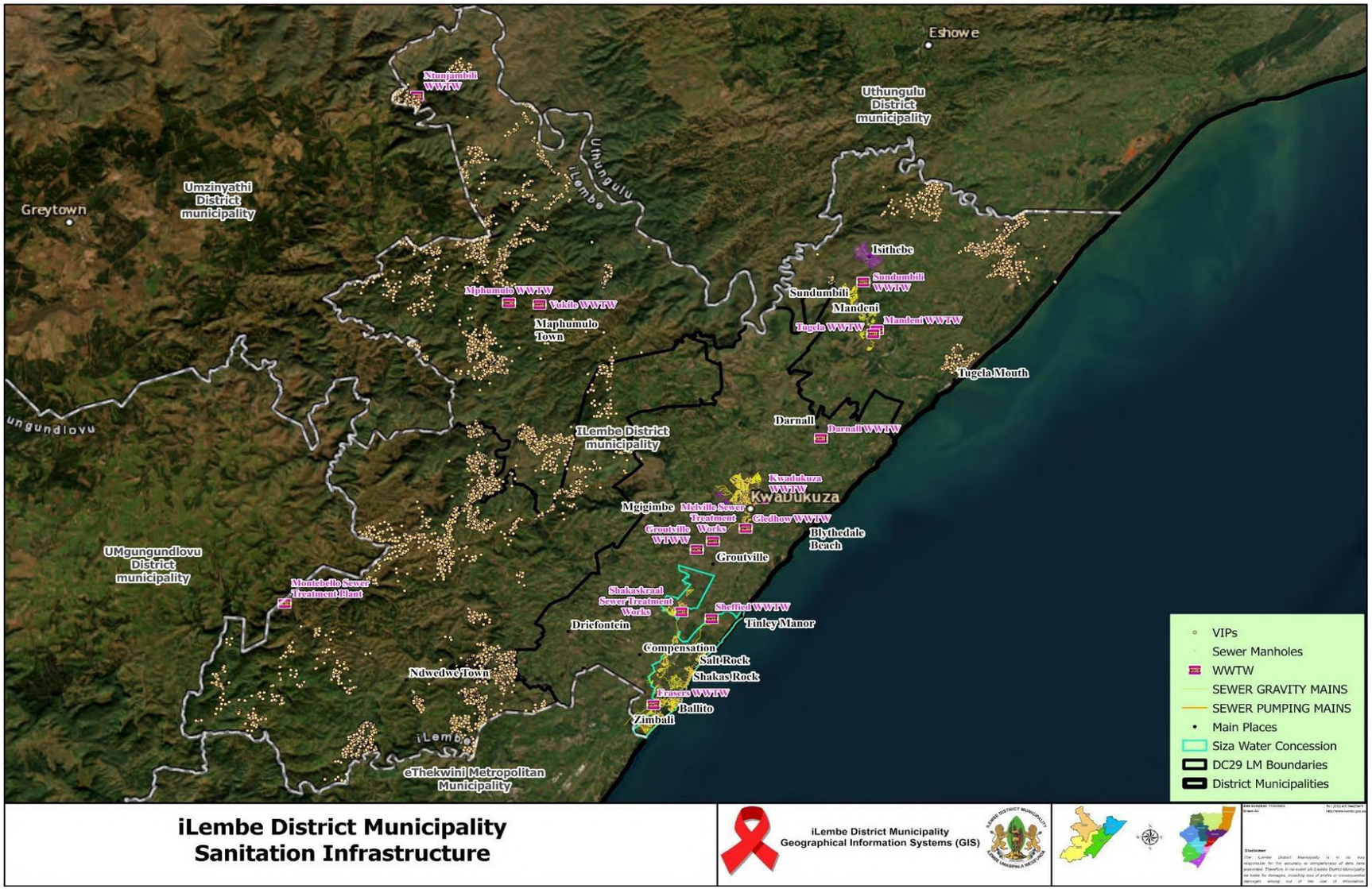
WARD	GRANT	PROJECT NAME	COMPLETION	CONTRACT VALUE	PROGRESS and HH
6	MIG	Ndulinde Water Supply - Reticulation	May 2026	R 40 900 000	80% Complete 488 Households
3 & 9	MIG	Macambini Water Supply – Contract 5D	April 2026	R 47 562 244.43	98% Complete 380 Households
10	MIG	Inyoni Housing Development -(Water and San)		R8 000 000	15% Complete
5, 6, 8, 12, 1, 9, 17, 4	MIG	Implementation of 1010 household sanitation (VIP Toilet) in the Mandeni area	March 2026	R17 000 000	1010 Complete

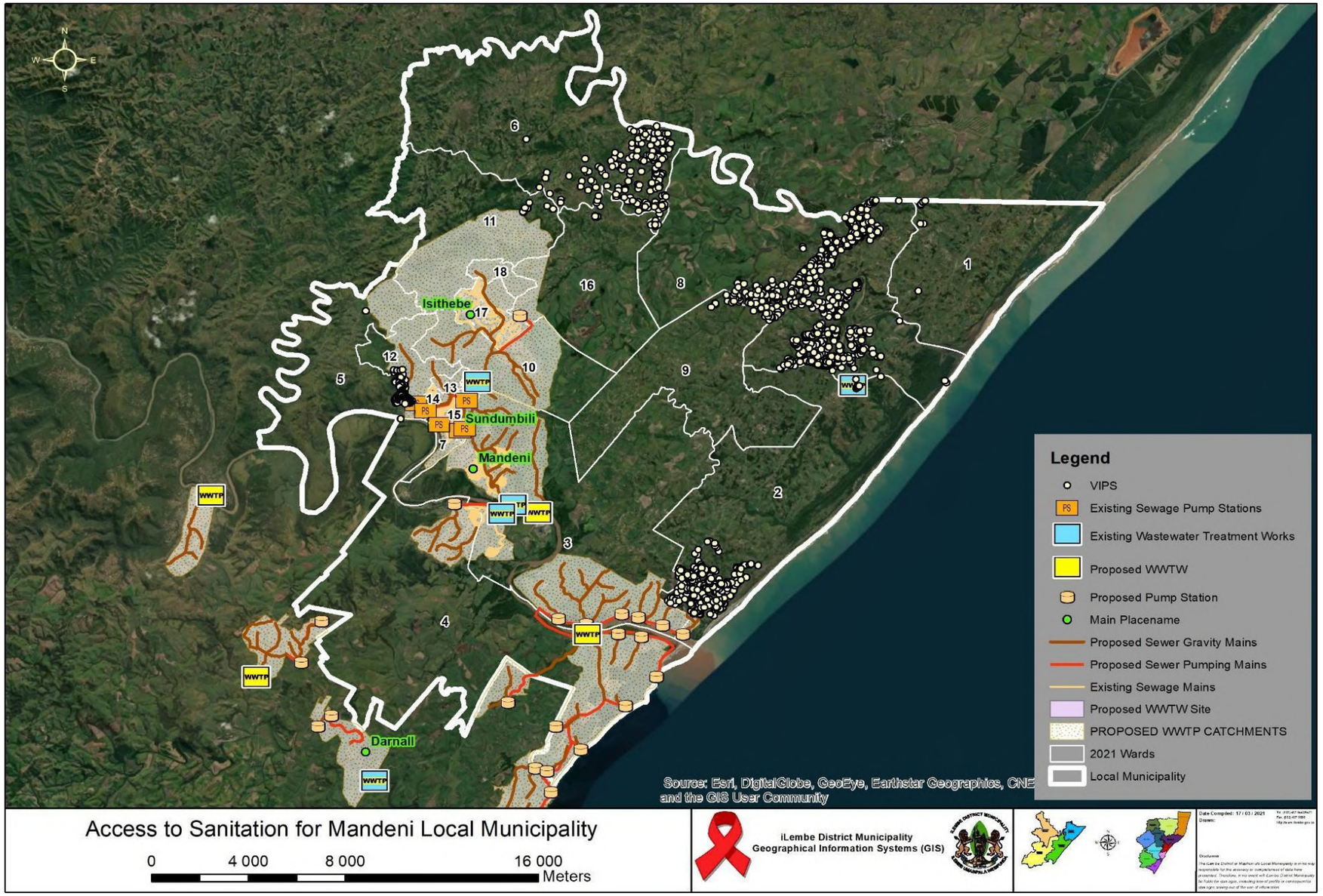
Table Shows: ilembe 2026/2027 Water Project

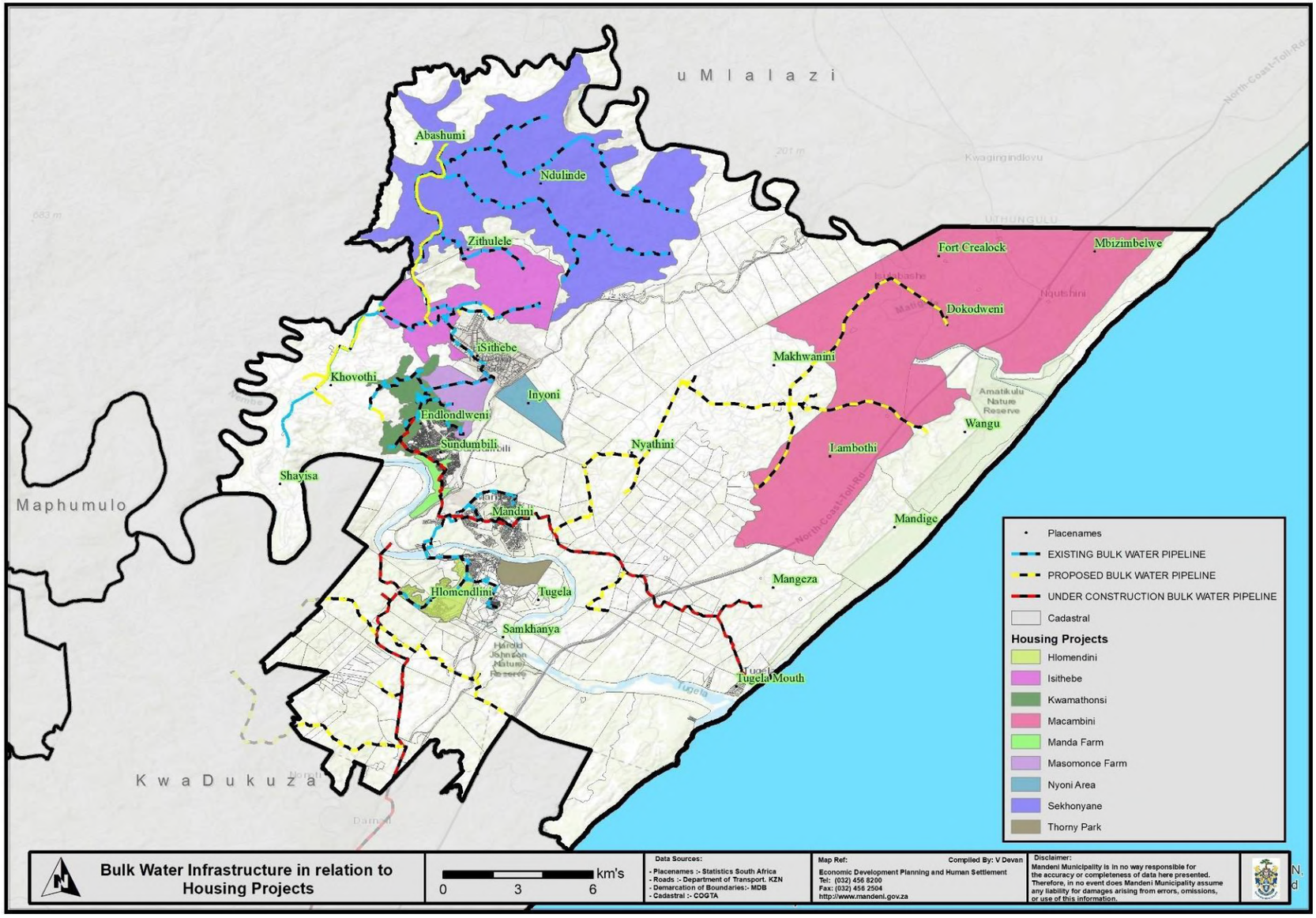


iLembe District Municipality
Water Infrastructure

iLembe District Municipality
Geographical Information Systems (GIS)


Eshowe
Nkunjambili WWTW
Uthungulu District municipality
Umzinyathi District municipality
Greytown
Isithebe
Sundumbili WWTW
Sundumbili
Mandeni
Mandeni WWTW
Tugela WWTW
Mphumulo WWTW
Vukile WWTW
Maphumulo Town
Tugela Mouth
iLembe District municipality
Darnall
Darnall WWTW
Kwadukuza WWTW
KwaDukuza
Mgigimbe
Melville Sewer Treatment Works
Gledhow WWTW
Groutville WTWW
Blythedale Beach
Groutville
UMgungundlovu District municipality
Montebello Sewer Treatment Plant
Shakaskraal Sewer Treatment Works
Sheffield WWTW
Tinley Manor
Driefontein
Compensation
Salt Rock
Shakas Rock
Ndwedwe Town
Fraser's WWTW
Ballito
Zimbali
eThekwini Metropolitan Municipality
VIPs
Sewer Manholes
WWTW
SEWER GRAVITY MAINS
SEWER PUMPING MAINS
Main Places
Siza Water Concession
DC29 LM Boundaries
District Municipalities
iLembe District Municipality
Sanitation Infrastructure
iLembe District Municipality
Geographical Information Systems (GIS)


N
W
E
S
Isithebe
Sundumbili
Mandeni
Darnall
WWTP
PS
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
Legend
VIPS
Existing Sewage Pump Stations
Existing Wastewater Treatment Works
Proposed WWTW
Proposed Pump Station
Main Placename
Proposed Sewer Gravity Mains
Proposed Sewer Pumping Mains
Existing Sewage Mains
Proposed WWTW Site
PROPOSED WWTP CATCHMENTS
2021 Wards
Local Municipality
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNE
and the GIS User Community
Access to Sanitation for Mandeni Local Municipality
0
4 000
8 000
16 000
Meters
iLembe District Municipality
Geographical Information Systems (GIS)


uMlalazi
Maphumulo
KwaDukuza
Abashumi
Ndulinde
Zithulele
iSithebe
Khovothi
Inyoni
Endlondlweni
Sundumbili
Shayisa
Mandini
Hlomendlini
Tugela
Samkhanya
Tugela Mouth
Fort Crealock
Mbizimbelwe
Dokodweni
Makhwanini
Amatikulu Nature Reserve
Wangu
Nyathini
Lambothi
Mandige
Mangeza
North Coast Toll Rd
Placenames
EXISTING BULK WATER PIPELINE
PROPOSED BULK WATER PIPELINE
UNDER CONSTRUCTION BULK WATER PIPELINE
Cadastral
Housing Projects
Hlomendini
Isithebe
Kwamathonsi
Macambini
Manda Farm
Masomonce Farm
Nyoni Area
Sekhonyane
Thorny Park
Bulk Water Infrastructure in relation to Housing Projects
km's
0 3 6
Data Sources:
- Placenames :- Statistics South Africa
- Roads :- Department of Transport. KZN
- Demarcation of Boundaries:- MDB
- Cadastral :- COGTA
Map Ref:
Compiled By: V Devan
Economic Development Planning and Human Settlement
Tel: (032) 456 8200
Fax: (032) 456 2504
http://www.mandeni.gov.za
Disclaimer:
Mandeni Municipality is in no way responsible for the accuracy or completeness of data here presented. Therefore, in no event does Mandeni Municipality assume any liability for damages arising from errors, omissions, or use of this information.

C.5.2. Solid Waste Management

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

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

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

5.2.1.1. Waste Disposal Site within the Municipality

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

5.2.1.2. The Dolphin Coast Land/ill Site

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

5.2.1.3. Provision o/ Waste Services within the Municipality

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

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

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

Table Shows: Type of refuse collected

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

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

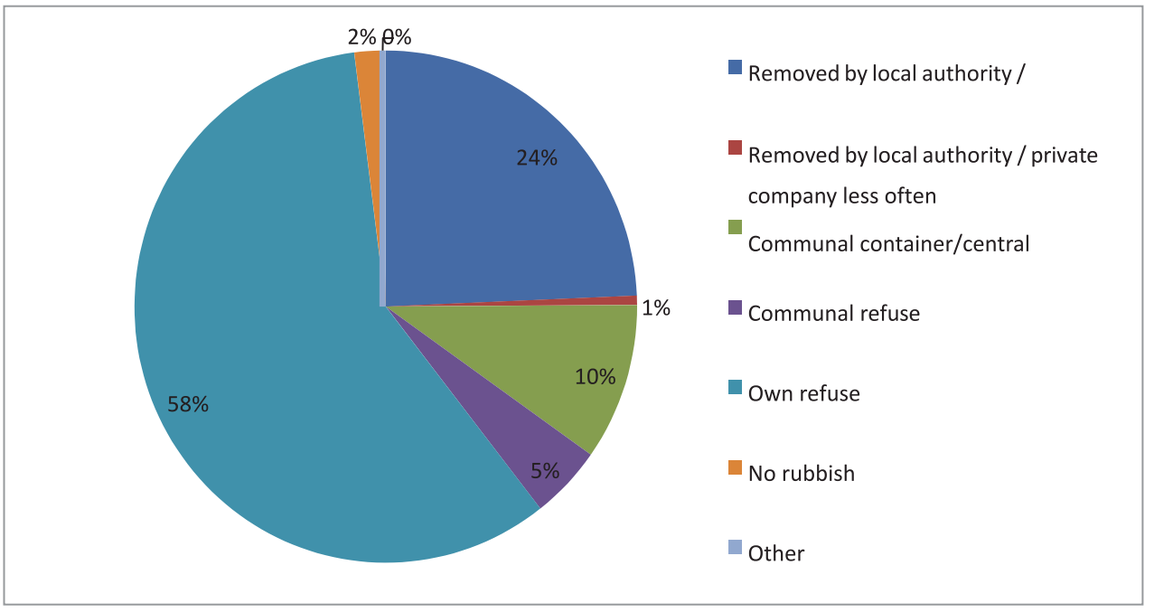


Figure 30: Access to waste disposal

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

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

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

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

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

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

C.5.2.2. Waste Profile

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

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

Ward	Removed by Local Authority At Least Once A Week	Removed by Local Authority Less Often	Communal Refuse Dump	Own Refuse Dump	No Rubbish Disposal	Other	Unspecified	Total
1	20	10	38	1 394	21	9	10	1 501
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13	1 964	5	0	4	0	0	5	1 978
14	2 174	70	3	94	1	1	20	2 364
15	1 761	4	1	8	0	16	13	1 804
16	487	34	143	2 035	90	26	1	2 815
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WASTE In/ormation:

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

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

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

Estimated Waste Generation Quantities

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

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

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

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

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

C.5.2.1. Landfill and Waste Disposal Sites

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

C.5.2.3. iSithebe Industrial Estate Landfill

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

C.5.2.4. King Cetshwayo District Regional Landfill

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

C.5.2.5. Transfer Stations: The Mandeni Transfer Station:

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

At the time of construction of the transfer station and operation of the transfer station, DCWM was appointed by the MLM to collect their domestic waste within the municipal area. It is assumed that when the MLM discontinued to use DCWM to conduct their waste collection and appointed another service provider to collect, transport and dispose of their waste, that DCWM discontinued their operations at this transfer station. landfill site be discarded (IMQS, 2019)

C.5.2.6. The iSithebe Transfer Station

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

C.5.2.6. Integrated Waste Management Plan

Mandeni Municipality is required according to S11 of the National Environmental Waste Management Act, Act No.59 of 2008 to prepare IWMP and to report on the implementation of the plan to the Department of Economic Development, Tourism and Environmental Affairs {EDTEA) in terms of S13 of the Act.

IWMP was adopted by the Council in June 2021 and was endorsed by the MEC of KwaZulu -Natal Department of Economic Development, Tourism and Environmental Affairs in December 2022. This is a five {5) year plan and is due for review in 2026. MLM is internally reviewing the plan is an ongoing process as it assists in monitoring the progress of compliance. It is worth mentioning that as part of enhancing enforcement, MLM has trained a total of 15 traffic offices to serve as peace officers who will be able to assist the division carry out enforcement, these trained individuals are awaiting completion of vetting process to be finalized.

C.5.2.7. Implementation Report

Below table outline the implementation of the Mandeni Municipal Integrated Waste Management Plan.

No.	Actions	Priority rating	Status
Objective 1: Financial Management and Tariff Structure			
1.1	Undertake a full cost accounting exercise to determine the true cost of the waste management function by 2021/2022. Undertake a review of waste tariffs based on full cost accounting and future infrastructure demands	High	Compliant: A cost accounting exercise was done, and the Municipality came up with the decision to dispose of waste to the nearest landfill site as a cost-effective measure
1.2	The waste management budget is to be reviewed, and all costs associated with the implementation of this IWMP, and the AMP are to be specified so as to determine the funding shortfall and ensure funding and budget of the next five years	High	Compliant: this is done annually for each financial year
1.3	Undertake reconciliation of tariffs charged and collections services delivered to businesses to ensure that these businesses are charged correctly by the end of 2020/2021 financial year. To be repeated every 2 years minimum	High	Compliant: Tariffs are reviewed on yearly basis

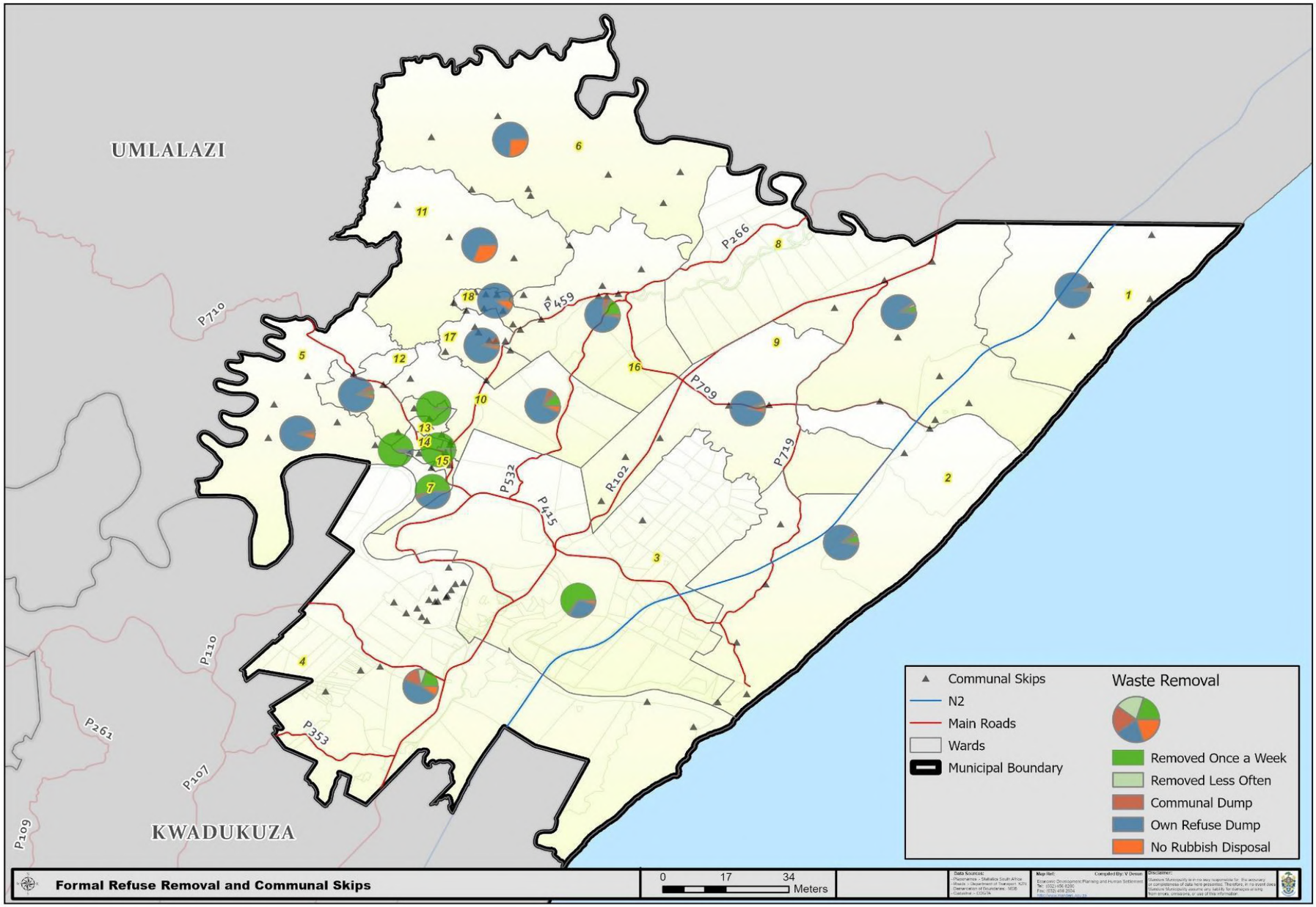
1.4	Develop a system of registering houses on tribal land, where relevant on the customer database by 2020		
Objective 2: Internal Management and Resources			
2.1	Waste Management Officer: Formally designate a Waste Management Officer by the end of the 2020/2021 financial year	High	A Waste Management Officer has been designated
2.2	Organogram: Review organogram based on the needs of fulfilling the requirements of this IWMP	High	Partially compliant: There is still a need for a Supervisor to assist in full implementation of the IWMP as there is currently one Superintendent responsible for supervision of all waste management operations and activities
2.3	Fill new posts as determined to fulfil the requirements of the IWMP	High	Partially compliant: Superintendent has been employed
2.4	Formal job descriptions to be drafted for all positions within the Waste Management Department	High	Compliant: Job descriptions available
2.5	Training: Develop an annual training plan with proposed dates for training for all staff included in the revised organogram	Medium	Partially compliant: A refresher training for waste Drivers has been conducted in October 2024
2.6	Induction training, All new staff to undergo technical training within 8 months of appointment	High	Compliant: All newly employed staff have undergone induction and training
2.7	IWMP implementation and annual reports: the implementation plan should be distributed to all persons responsible for managing projects/programs	High	Compliant.
2.8	Waste infrastructure masterplan: compile a masterplan for waste management facilities and infrastructure that is required for the MLM ☐ Development of drop-off centres ☐ Development of transfer station ☐ Development of MRFs ☐ Development of composting facilities	High	Non-compliant: Negotiation stage with Ithala industrial estate for use of their land and the existing transfer station. Land has been identified to use a drop-off centre.
Objective 3: Waste Information Management			
3.1	Establish an appropriate Waste Information System for sourcing, collating, storing and reporting required information for waste collection services including: ☐ Information required in terms of the by-laws ☐ Waste collection tonnages ☐ Disposal certificates ☐ Facility permits	High	Compliant: Waste collection tonnages available. MLM does not own any disposal facility, therefore there is no permits or certificates.

3.2	Capture historical tonnages data {at least past 2 years) for waste disposal at King Cetshwayo Landfill Site	High	Compliant: Disposal tonnages available
3.3	Review the waste information regulations and comply. The activities to be undertaken on an annual basis	High	Compliant
3.4	Register the MLM on SAWIS and verify tonnages on quarterly basis	High	Not Applicable: The Municipality is not required to register as it does not currently conduct any activity that require them to register. The tonnages disposed are being reported by Dolphin Coast Landfill Management.
3.5	Review of complaints management system. Update the register. All complaints should be logged electronically, and details of actions taken to address complaints should be registered	Medium	Compliant: register and actions to be taken is available
3.6	Undertake bi-annual characterization of domestic waste stream	High	Non-compliant
Objective 4: Waste Minimization and Recycling			
4.1	In-house recycling for municipal offices	High	Non-compliant: currently looking for a suitable recycler to collect office waste. The municipality is currently evaluating two requests from the local recyclers
4.2	Waste minimization projects: introduce one waste minimization project that facilitates creation of jobs in waste management	High	Partially complaint: In a process of assisting a local recycler and this has been catered in the current financial year. Recycling machines have been procured.
4.3	Encourage participation of SMMEs and Co-operatives in waste recycling - Assist and support local recyclers - Assisting community re-use and recycling projects. - Assist at least one local recycling/ re-use business per year by providing support such as assisting with the development of business plans, information on recycling network within the iLembe District Municipality and application for funding. - Assist at least one community re-use or recycling project per year by providing support such as assisting with project advertising or sponsorship of equipment.	Medium	Partially compliant: Data base has been collected, and recyclers have been visited to identify their needs. In a process of assisting a local recycler and this has been catered in the current financial year. Recycling machine has been procured.

4.4	Formalize and document all waste reclaiming and recycling activities by end of 2021/ 2022 financial year	Medium	Partially complaint: Waste Recyclers database is available but there are still more individuals that are not known
Objective 5: Waste Collection and Storage			
5.1	Undertake an annual collection route exercise for urban, per-urban and rural areas to ensure that collection is being undertaken efficiently possible	High	Compliant – Collection schedule is in place and followed
5.2	Expansion of waste collection services: compile a documented plan for expanding waste collection services to accommodate new settlement developments being built, increasing the waste collection services to rural areas and placing communal skips at dumping hotspots	High	Compliant – this is reviewed annually
5.3	Conduct an annual mapping exercise for the placement of skip bins in rural areas based on population densities	High	Compliant – this is reviewed every two years and catered in the current financial year
5.4	Vehicle and equipment management, maintenance and replacement roster: A vehicle and equipment management, maintenance and replacement roster are to be developed for all collection vehicles to ensure they remain operational and that new waste collection vehicles are procured	High	Partially Compliant: ongoing process
Objective 6: Waste Transfer and Disposal			
6.1	As part of the waste infrastructure master plan, the MLM should investigate the possibility and terms of agreement for the utilization of the Sappi Tugela Landfill Site and the Dolphin Coast Landfill Site for the disposal of general waste and the iSithebe Industrial Estate transfer station for recyclable materials	High	Partially compliant: - waste is now disposed at Dolphin Coast Landfill site as of 01 January 2025.
6.2	Develop or secure public access to a drop off center or transfer station for the disposal of excess general waste, garden waste and builder's rubble.	High	Non-compliant – currently no drop off center or transfer station available. Land has been identified to be used as a drop off center and currently negotiating with Ithala for a transfer station.
Objective 7: Waste Management Awareness			
7.1	Awareness campaign: Establish an annual program of awareness campaign at the beginning of each year. Waste By-laws should be communicated through these campaigns	High	Compliant: This is catered on SDBIP current financial year {2024/2025}
7.2	Waste handling leaflet: compile a "how to handle to your" information leaflet which address:	Medium	Non-Compliant

	▯ The relevant municipal departments and key contacts ▯ Kerb-side collection: what is acceptable what is not and how to tell the difference. ▯ What is recyclable, separating at source and where to drop off ▯ What to do with your hazardous domestic waste ▯ Illegal dumping, by-laws and the applicable fines ▯ Public waste management facilities such as transfer station. This information should be available on the MLM website		
7.3	Waste education: plan waste education initiatives for schools and communities. Conduct at least four schools and four community groups	High	Compliant: This is covered as one of our SDBIP requirements, Twelves education and awareness campaigns to be conducted this financial year {2024/2025}
Objective 8: Waste Management By-Laws and Compliance with Waste Legislation			
8.1	Develop an enforcement plan to guide the process of enforcing waste by-laws. It should consider fining protocols, how to apply penalties and recovery systems and general involvement of Peace Officers	High	Schedule of fines has been developed to assist in fining and penalties
8.2	Create one new Waste Ranger position and fill it	High	Partially compliant: Peace Officers training conducted
8.3	Provide bi-annual training on the Waste Management By-laws to all existing MLM Peace Officers	High	Non-compliant
8.4	Run a campaign to ensure all waste service providers are registered in terms of the by-laws	High	Not Applicable
Objective 9: Illegal Dumping			
9.1	Undertake a dumping hotspot assessment and update this annually. This map-based study of illegal dumping hotspots will assist to determine remediation costs	High	Partially compliant: A list of illegal dumping hotspot areas has been developed and in a process of putting it in a map form
9.2	Conduct dumping hotspot cleaning campaigns and remediate existing hotspots. Reduce the number of hotspots by 50% by 2024	High	Compliant: Cleaning of illegal dumping hotspot areas is done and is an ongoing process. Some hotspot areas have been eliminated
9.3	Implement dumping prevention measures {e.g signage, barriers, awareness campaigns near dumping hotspots, etc.}	High	Compliant: ▯ NO dumping signs have been erected. ▯ Private landowners have been contacted and encouraged to use or fence their open land/space ▯ Education and awareness is an ongoing process

Map shows spatial location of communal bin and where waste collection takes place at least once a week.



C.5.3. Transportation Infrastructure

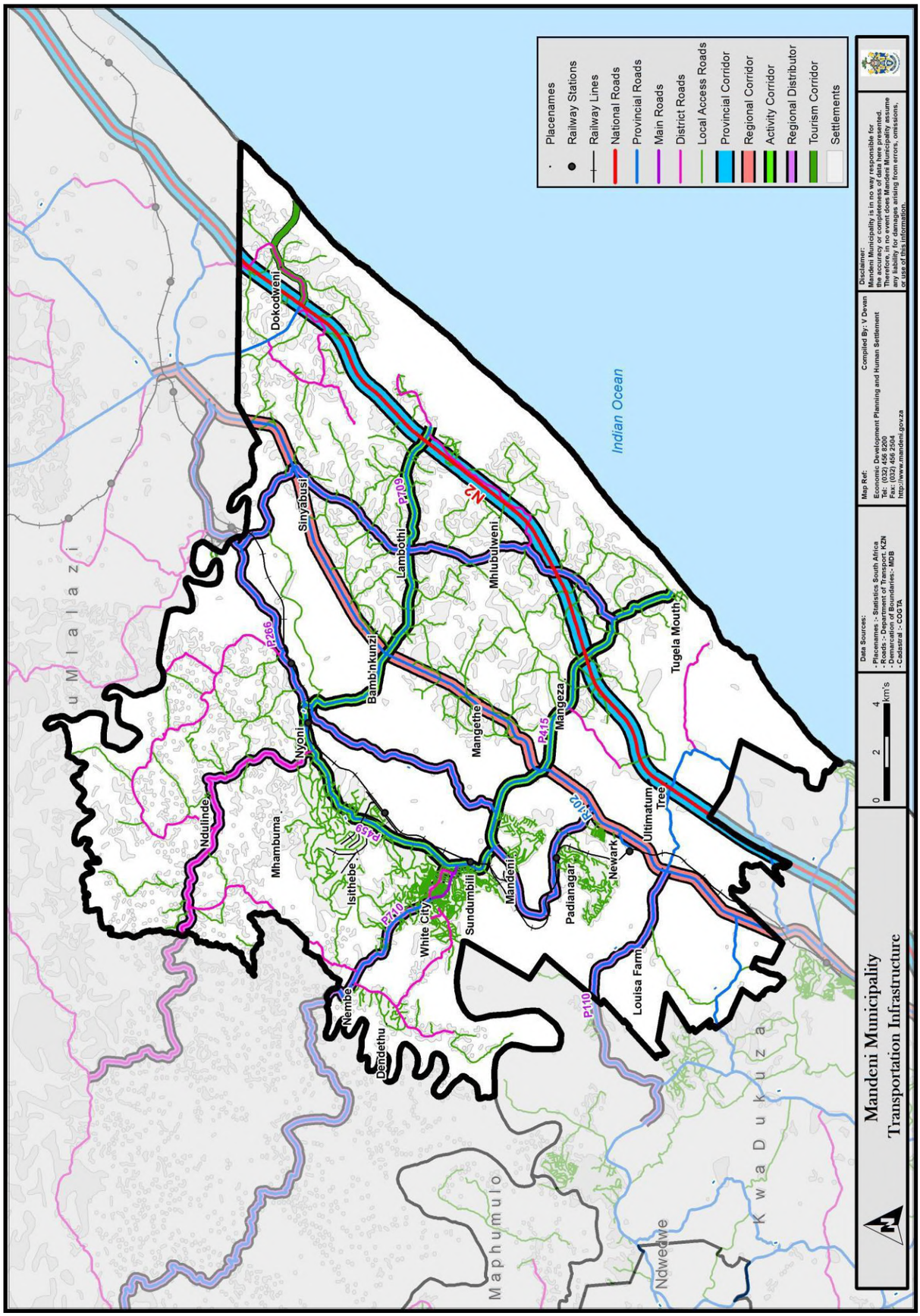
C.5.3.1. Existing & Future transport infrastructure

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

C.5.3.2. Provision of New Roads by The Municipality

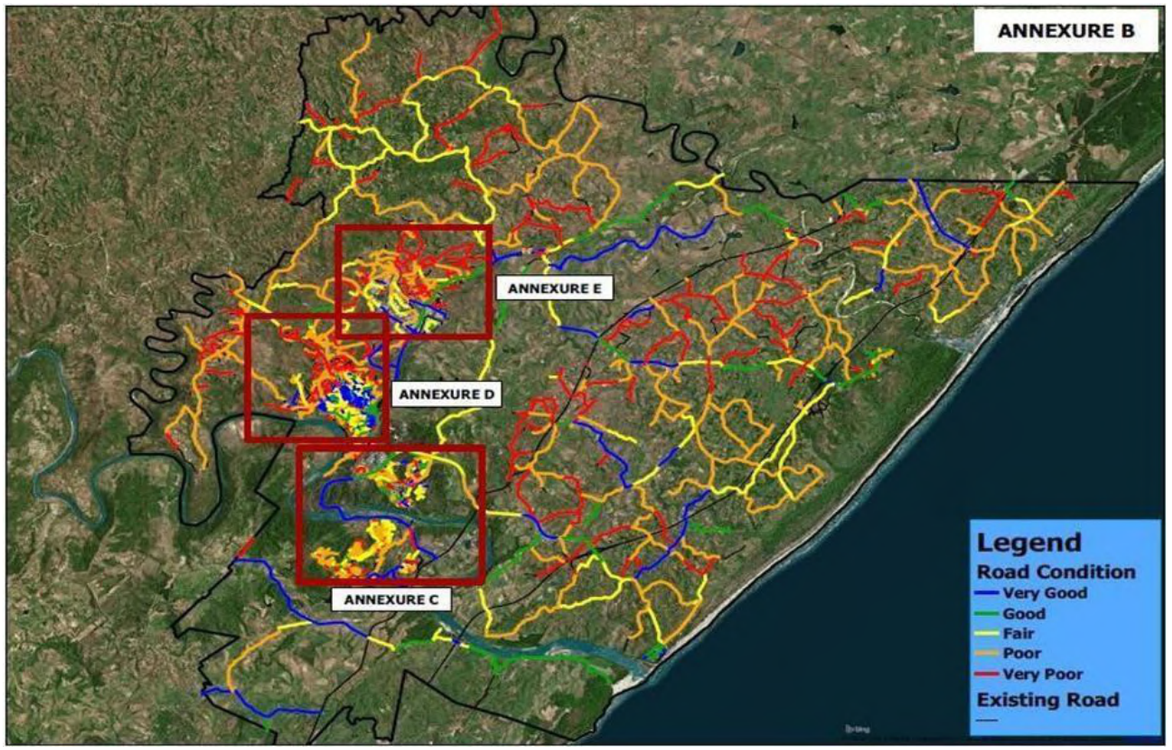
The Technical Services and Infrastructure Development Department {TSIDD} is primarily responsible for the repairs, maintenance, refurbishments, upgrade and provision of new municipal infrastructure assets and service delivery. The TSIDD consists of the following divisions, Technical Administration, Infrastructure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

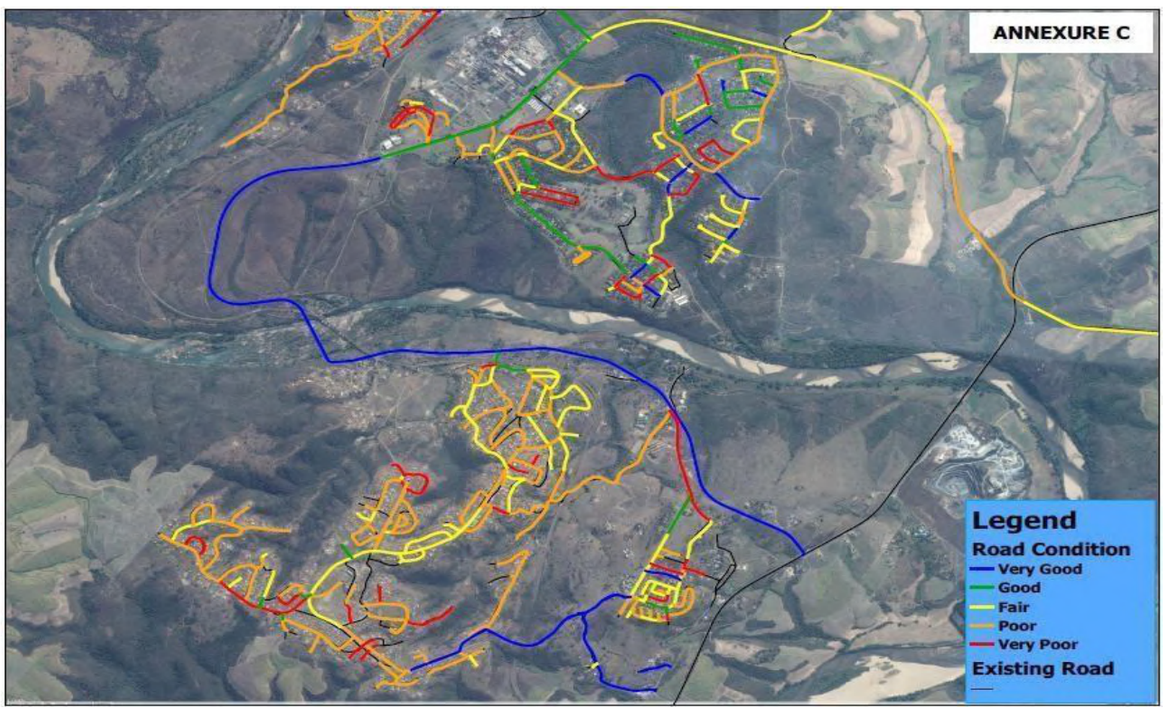
Infrastructure Grant (MIG) 'top slice' of 5% will be utilized in the short term to implement this intervention. In the medium to long−term the municipality will be fully responsible as the financial resources become available. Collaborating with the local further education and training {FET} college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

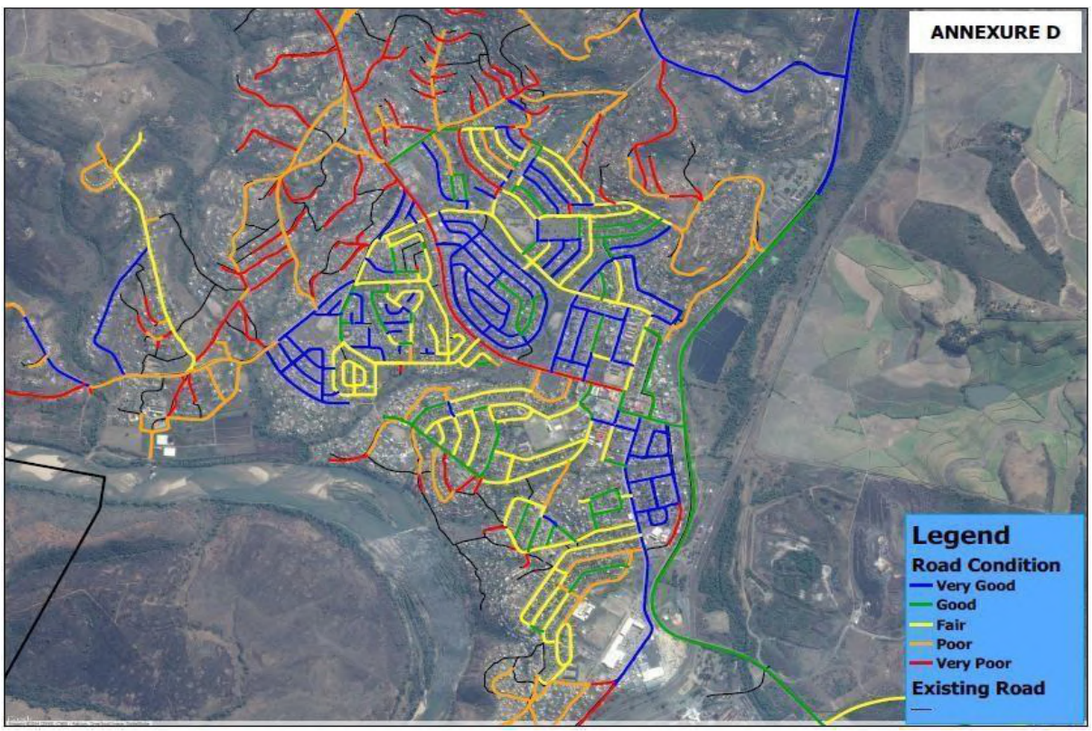

Mandeni Municipality
Transportation Infrastructure
Placenames
Railway Stations
Railway Lines
National Roads
Provincial Roads
Main Roads
District Roads
Local Access Roads
Provincial Corridor
Regional Corridor
Activity Corridor
Regional Distributor
Tourism Corridor
Settlements
Indian Ocean
Dokodweni
Sinyabusi
Lambothi
Mhlubulweni
Bambinkunzi
Mangethe
Mangeza
Tugela Mouth
Nyoni
Ndulinde
Mhambuma
Isithebe
White City
Sundumbili
Mandeni
Padianagar
Newark
Ultimatum Tree
Louisa Farm
Nembe
Dendethu
Maphumulo
Ndwedwe
Kwa Dukuza
uMlalazi
N2
P709
P266
P415
P102
P459
P710
P110
0
2
4
km's
Data Sources:
- Placenames :- Statistics South Africa
- Roads :- Department of Transport. KZN
- Demarcation of Boundaries:- MDB
- Cadastral :- COGTA
Map Ref:
Economic Development Planning and Human Settlement
Tel: (032) 456 8200
Fax: (032) 456 2504
http://www.mandeni.gov.za
Compiled By: V Devan
Disclaimer:
Mandeni Municipality is in no way responsible for the accuracy or completeness of data here presented. Therefore, in no event does Mandeni Municipality assume any liability for damages arising from errors, omissions, or use of this information.

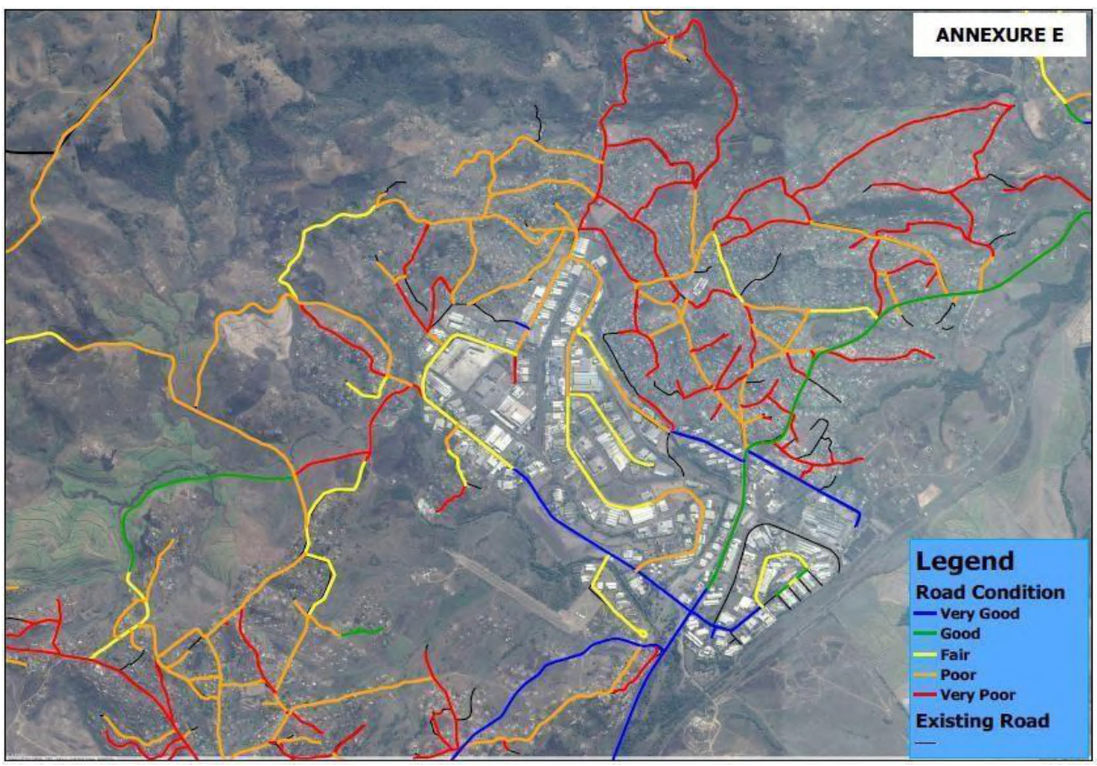
C.5.3.3. Status of existing roads

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






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


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

C.5.4. Energy

C.5.4.1. Energy Provider

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

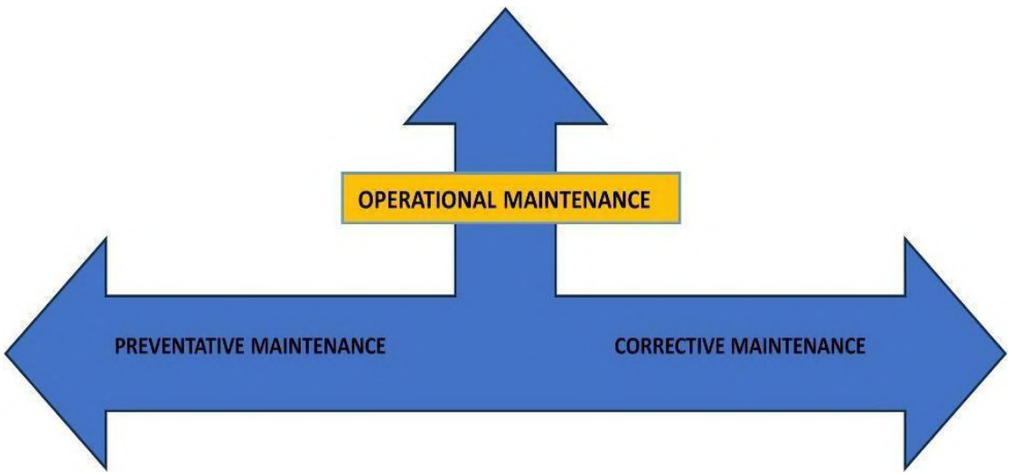
ESKOM has recently completed some network upgrades, which have released capacity for electrification projects in the interim while it is in the process of building one new substation (Mangete sub− station). These will open up capacity for full electrification and universal access to electricity. The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

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

C.5.4.2. Electrical Operation and Maintenance Plan

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

Figure 32: Operation and Maintenance diagram



C.5.4.3. Corrective Maintenance

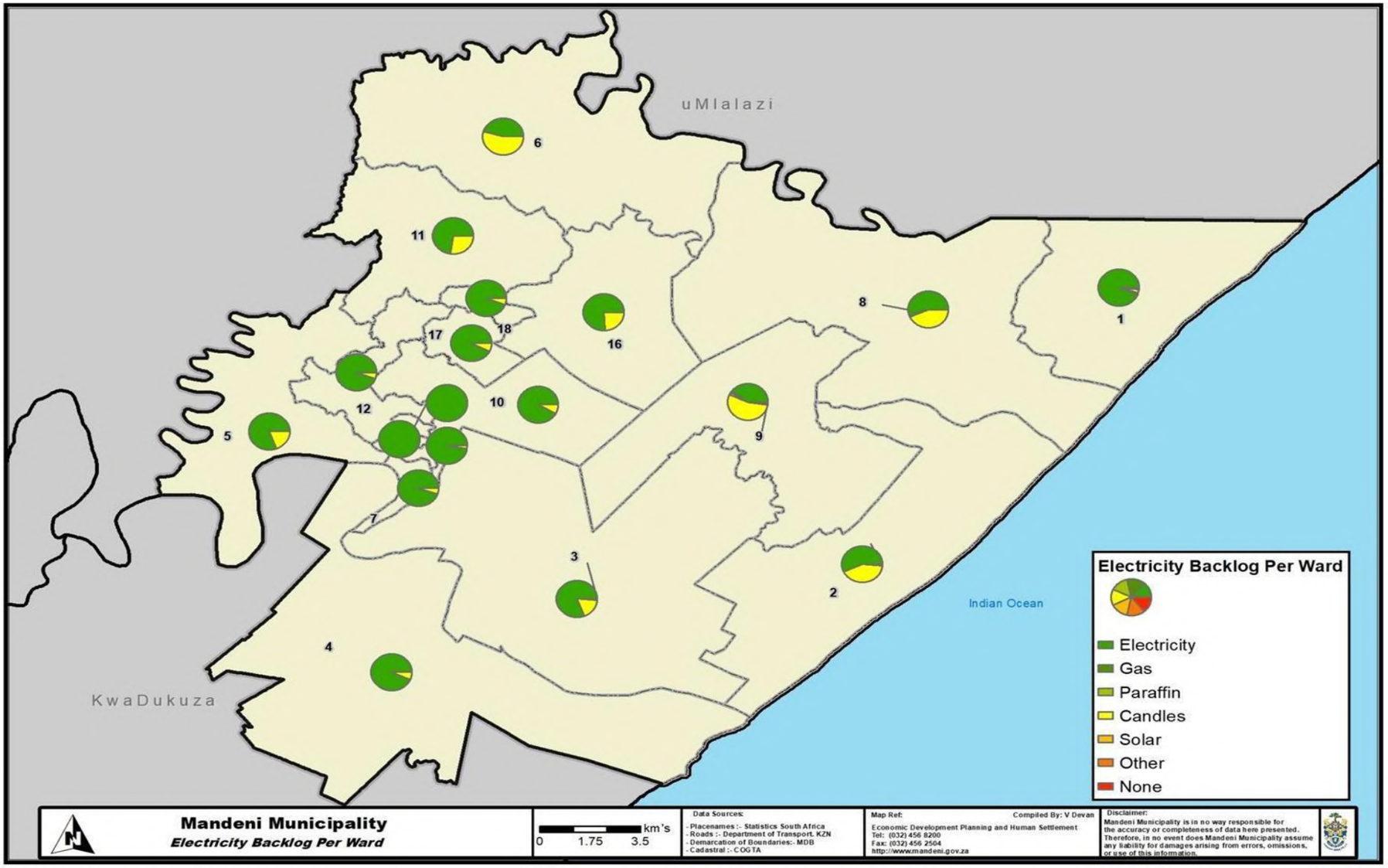
This is where maintenance is done after breakdown or failure of the equipment. It is the most dominant cost in the section of our operation. When equipment is damaged/failed it causes damage to other equipment. This affects the consumers in our area of supply. This maintenance has a huge budget implication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

Table Shows: Assets against budget

SDBIP PROJECT	BUDGET
315kva transformer repairs in ward 3(Gazele Place)	R695 652.17
Municipal Building Maintenance Electrical	R434 782.61
Streetlight maintenance	R260 869.57
Air-conditioner Maintenance	R260 869.57
Electricity Reticulation	R869 565.22
Traffic lights maintenance	R260 869.57
Procurement of Heavy-duty Manhole covers to replace broken manhole cover	R173 913.04
Pothole patching ward 3,4,7,10,12,13,14 &15	R3 478 260.87
ELECTRICITY INTERNAL	R3 198 919.57
Procumbent of Electricity Meters	R150 000.00
small - tools electricity	R50 000.00
Procurement of Air conditioner	R347 826.09
Supply and delivery 2 x RMU	R782 608.70
Construction of High Mast Lights in Wards 1,2,6,7,8,13,14 & 15 - Mandeni Municipality	R6 500 127.86

C.5.4.4. Green Energy Solutions in Mandeni

Map showing Status of backlogs Needs and Priority



C.5.5. Access to community facility

C.5.5.1. Cemeteries

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

The following activities were performed:

Phase 1

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

2 Phase 2 Assessments (Detailed Assessments)

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

Phase 3

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

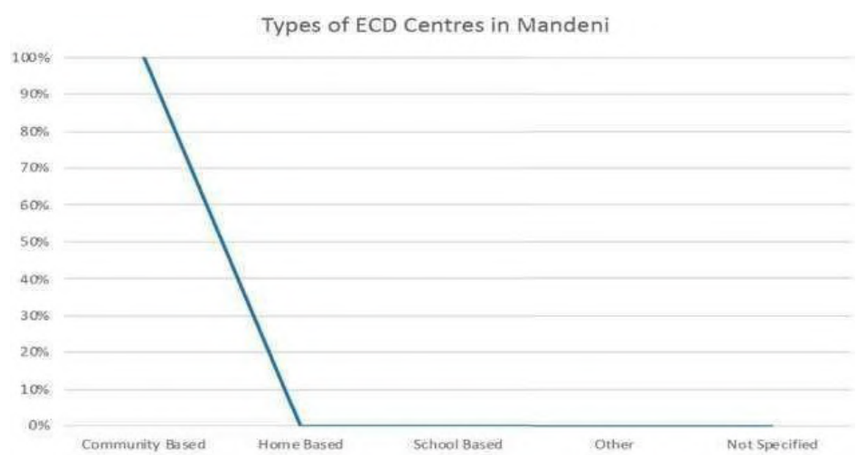
The Cemetery is currently in operation however the Municipality is currently in the process of fencing the site and constructing the necessary facilities required for a Cemetery site.

C.5.5.2. Mandeni Early Childhood Centers

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

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

Source 2011 Census Stats SA



Graph shows ECD centres in Mandeni

C.5.5.3. ECD Centers

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

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

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

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

Table Shows: CSIR planning threshold & ECD

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

Source:

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

C.5.5.4. Education Facilities

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

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

Primary & Secondary Schools

C.5.5.5. Primary schools

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

C.5.5.6. Secondary schools

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

	Primary	Secondary
Number of Schools	49	19

C.5.5.7. Libraries

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

C.5.5.8. Police Stations

In terms of the Human Settlement Planning and Design {CSIR Guidelines), an 8km radius is deemed to be the recommended travelling distance to a Police Station. The CSIR Guidelines also indicate that a Police Station is to serve a population of approximately 60 000 to 100 000 people. The number of Police Stations for the area is considered sufficient as they are within the recommended traveling distance.
The plan below depicts spatially the location of the above−mentioned 5 Police Stations. In terms of the CSIR Guidelines for the Provision of Social Facilities in South African Settlements 2012, the access distance for Police Stations ranges from 8km in urban area, 15km in per−urban areas and 24km in rural areas. There are 5 Police Stations which service the entire Municipality. Police stations are located within the following areas:

- Nyoni
- Tugela
- Sundumbili A
- Wangu
- Mandini

C.5.5.9. Health Facilities

Health facilities vary in scale, size as well as their functionality. This section discusses the various health facilities available within the municipality, including clinics, hospitals and community health care facilities has 49 Primary Schools and 19 Secondary Schools within its jurisdiction

C.5.510. Primary Health Care Facilities

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

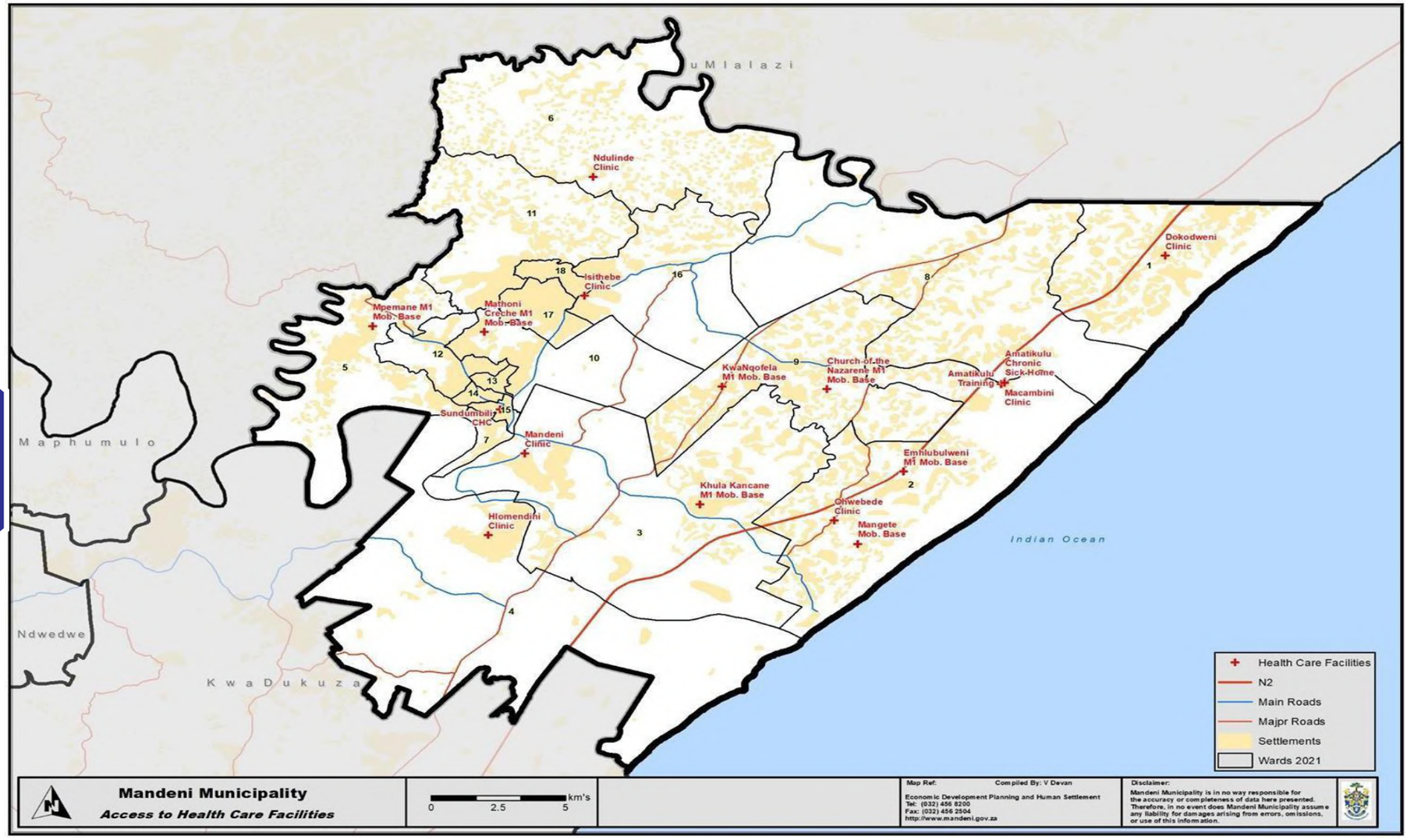
The spatial location of health facilities is closely related to the settlement pattern of the Municipality, with higher numbers of health facilities located closer to the major towns of the municipality. Within the Municipal jurisdiction, there are 16 health clinics. Clinics are located within the following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

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

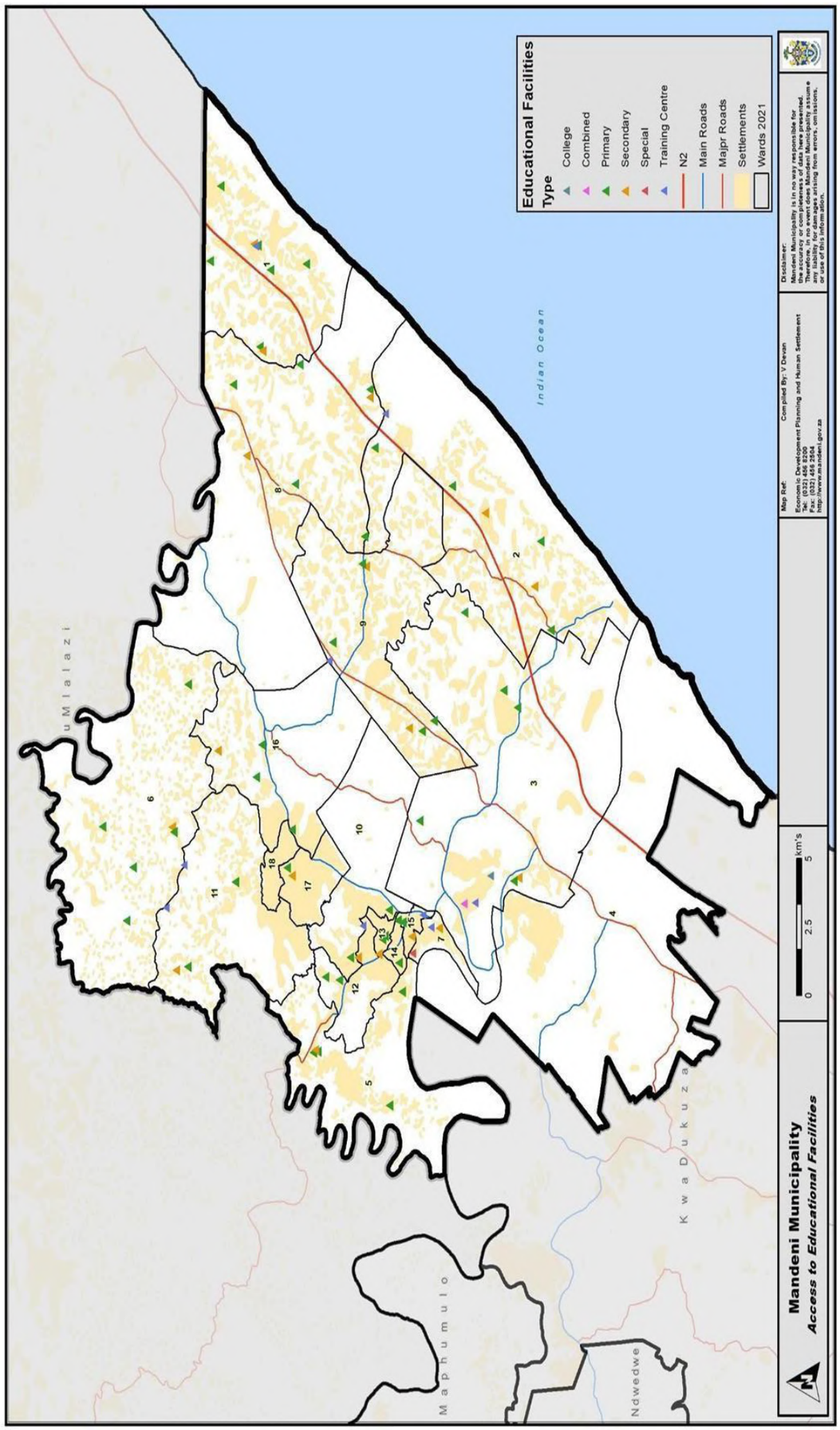
The key health facilities within the Mandeni Local Municipality are identified:

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

Map showing Mandeni Clinics in relation to Town



Map showing Location of Secondary School



C.5.6. HUMAN SETTLEMENTS

5.6.1. Municipal Classification

Mandeni Municipality has been classified as a housing developer by the provincial department of Human Settlement, thus enabling the municipality to facilitate the development of housing projects. In order to attain this classification, the municipality needed to submit the detailed business plan for proposed housing projects to be funded by the department. This process was undertaken in 2008, hence it has been classified as a housing developer since. During the 2022/2023 Financial year, the municipality reviewed and adopted its Human Settlements Sector plan. It is worth mentioning that the municipality acknowledges the release of census 2022 data and the implications the data has on provision of housing hence the municipality will be undertaking a comprehensive review of the Human settlement plan in the upcoming financial year and has budgeted accordingly.

C.5.6.2. Potential human settlement demand

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

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

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

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

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

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

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

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

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

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

KwaZulu Natal Province	483 296	520244	211 546	245 167	26 266	20 166	721 108	785 577
iLembe District Municipality	40 417	32 114	13 225	16 170	2 442	1 679	56 084	49 963
Mandeni Local Municipality	10 823	4 763	4 699	1 631	269	749	15 791	7 143
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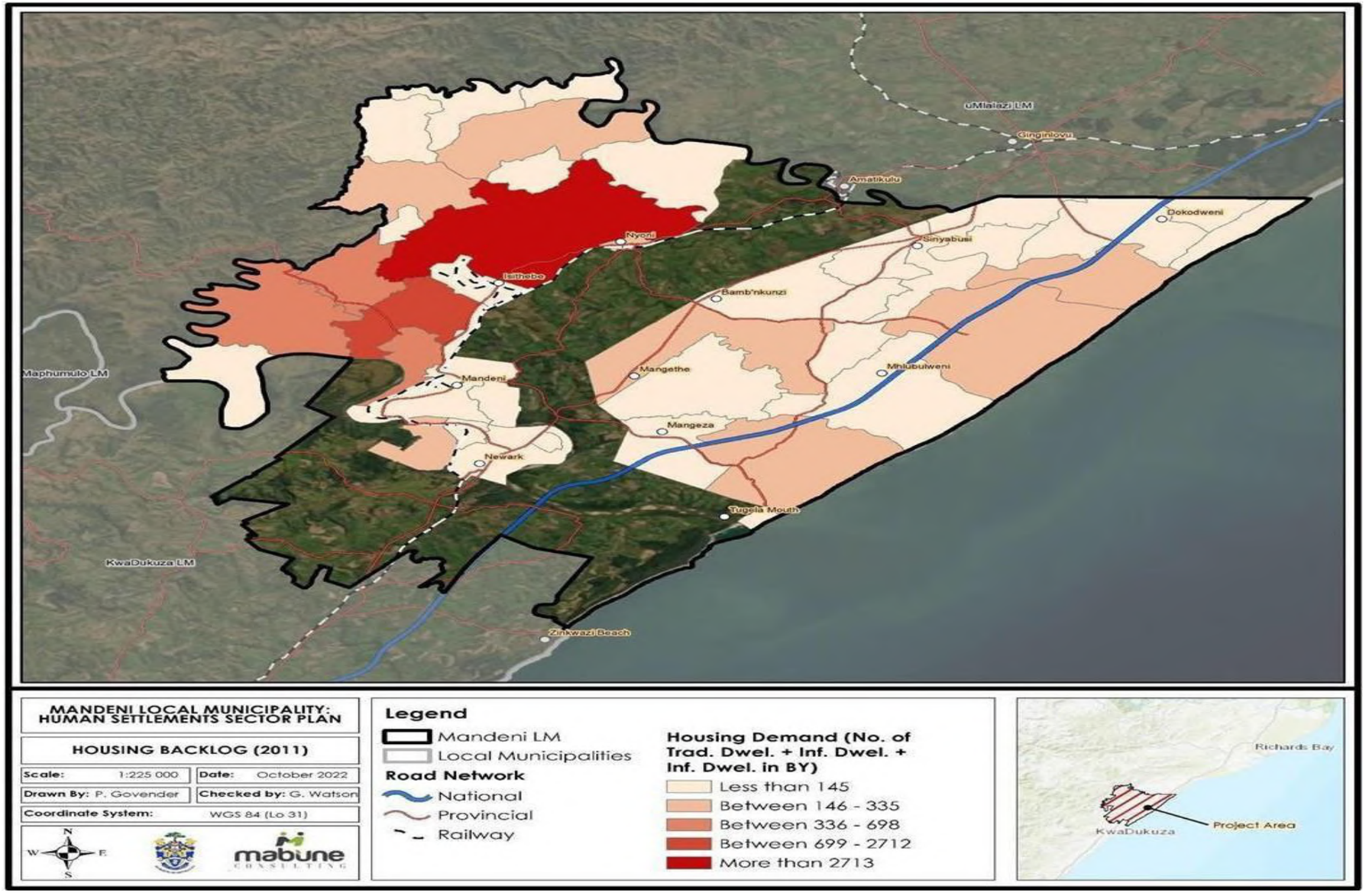
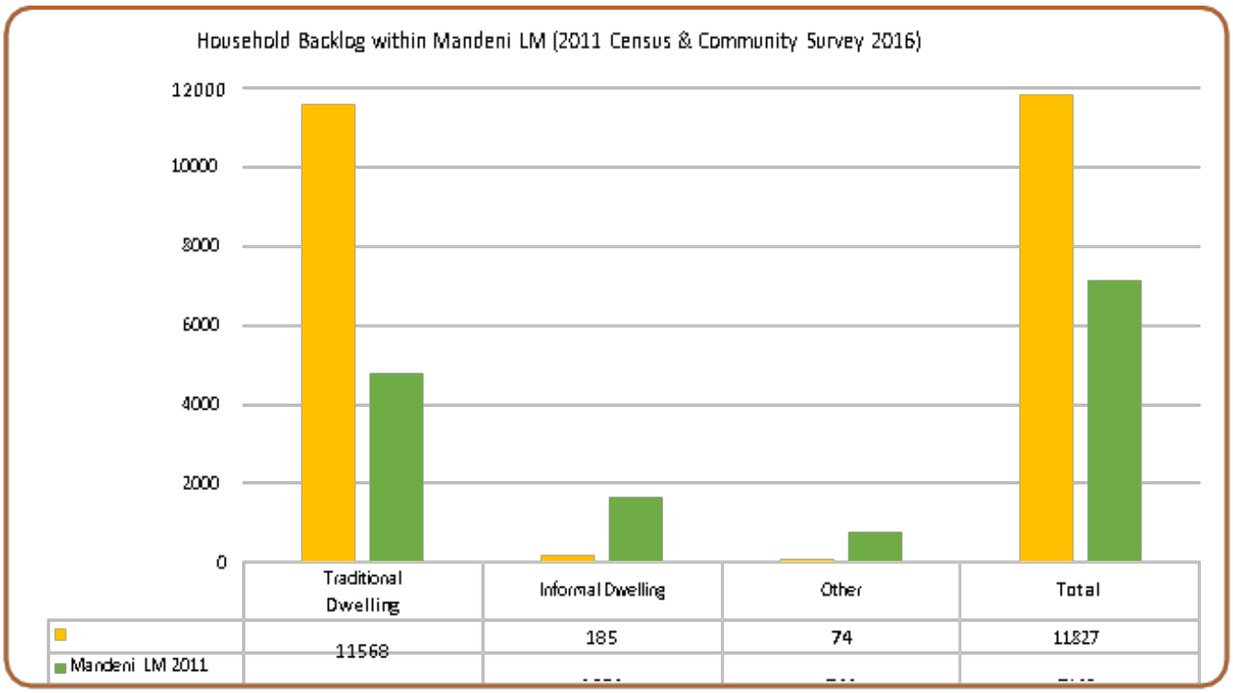
Table showing: Housing Backlog within Mandeni LM


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



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

Table showing: Housing Demand per Municipal Ward {Census 2011}

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

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

Data Source: Statistics SA, Census 2011

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

C.5.6.3. Current Mandeni LM Human Settlements Demand Estimate

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

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

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

Current and Predicted Housing Backlog per Municipal Ward

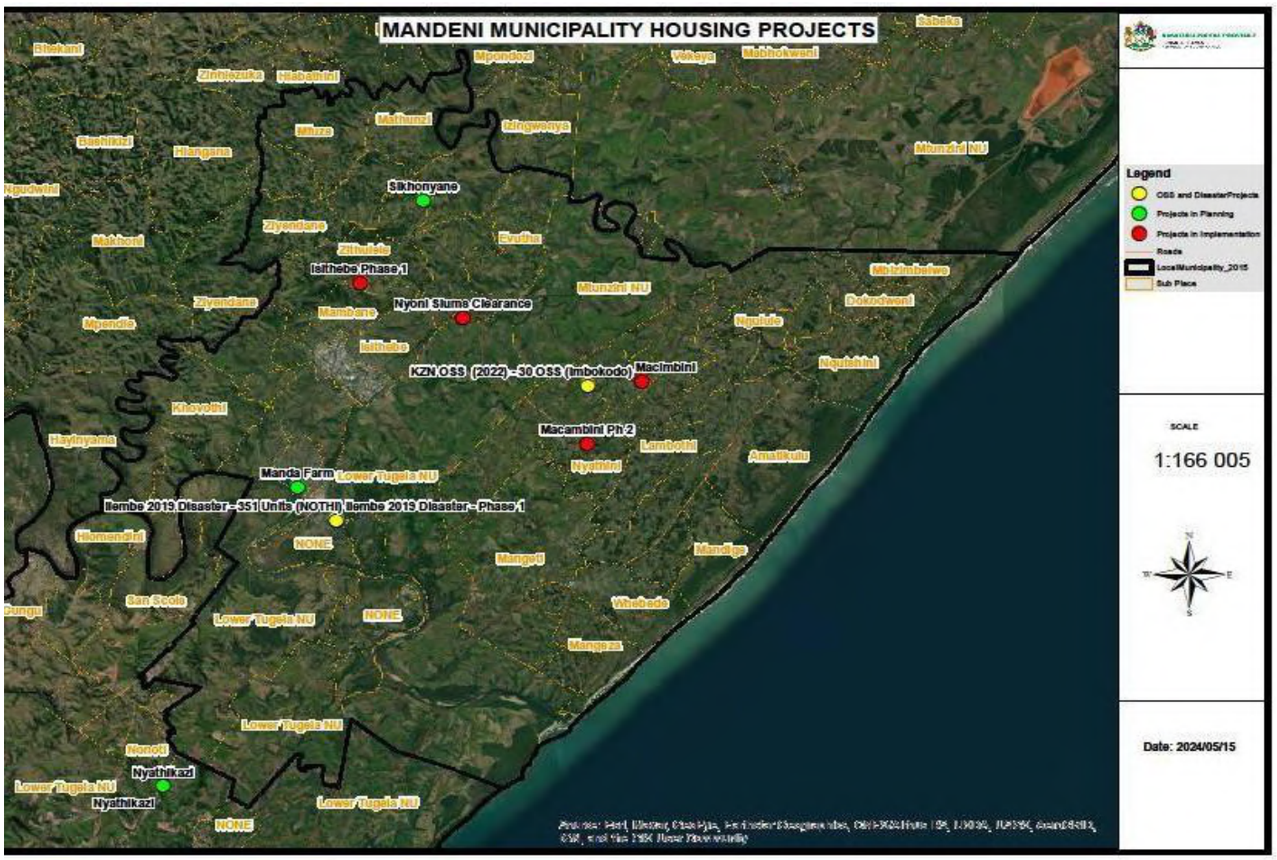
WARDS	Traditional dwelling			Informal dwelling (Backyard)			Informal dwelling				Caravan			TOTALS	
	2011	**2022**	**2027**	**2011**	**2022**	**2027**	**2011**	**2022**	**2027**	**2011**	**2022**	**2027**	**2011**	**2022**	**2027**
Ward 1	432	537	593	7	6	7	0	0	0	0	0	0	439	543	600
Ward 2	381	474	523	7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

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

C.5.6.4. Current Housing Needs

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

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



C.5.6.6. Housing projects at planning phase

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

Projects in Planning							
Project Name	**Municipality**	**Units**	**Ward**	**Programme**	**Approved Budget**	**2024/2025 Budget**	**Status Report**
Thorny Park	Mandeni	1000	3	IRDP	R 1 484 000.00	R 340 000.00	• Pre feasibility studies have been concluded, closeout report and recommendations is outstanding.
Sikhonyane Phase 2 RHP	Mandeni	1000	6,11 & 16	Rural	R 4 840 000.00	R 1 000 000.00	• The contract was concluded in November 2023. • Preliminary studies are underway.
Isithebe Upgrading Plan	Mandeni	1000	11,16,17 & 18	UISP	R 3 316 000.00	R 2 000 000.00	• Emendo Project Managers and Planners was appointed by the department undertake Upgrading Plan, Sustainable Livelihood Implementation Plan and the conclusion of a Social Compact for Isithebe Settlement. • Preliminary studies have been completed. • Layout to be concluded once the flood line buffer is confirmed.
Manda Farm Upgrading Plan	Mandeni	1102	7	UISP	R 3 654 232.00	R 2 000 000.00	• Preliminary studies have been completed. Social Facilitation and community survey is ongoing.

C.5.6.5. Housing Projects in Construction

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

Project in construction							
PROJECT NAME	**MUNICIPALITY**	**UNITS**	**WARD**	**PROGRAMME**	**APPROVED BUDGET**	**2024/2025 BUDGET**	**STATUS REPORT**
Macambini EXT2 Rural Housing Project	Mandeni	350	1,2,4 & 5	OSS	R70 916 146,00	R10 130876,50	• Slabs = 343 • Wall plate = 342 • Roof = 325 • Completions = 264 • Houses with VIP = 325
Isithebe phase 3 rural housing project K10120001/3	Mandeni	300	11, 12, 16, 17 and 18	Rural	R63 840 081,64	R11 814 526,78	• Slabs = 277 • Wall plate = 194 Roof = 151 • Completions = 101
30 OSS Beneficiaries in Mandeni K22030005/8	Mandeni	30	Ward 2, 5, 7, 9, 11 and 12	OSS	R 6 105 425.00	R 1 944 594.50	Slabs = 7 Wall plates = 0 Roof = 0 • Completions = 0
Inyoni IRDP – Units – K03110003	Mandeni	3020	10 & 16	HSDG	R370 283 497.96	**R 5 739 117,90**	• Slabs = 940 • Wall plates = 961 • Roof = 988 • Completions = 1165

C.5.6.7. Addressing Housing Backlog

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

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

C.5.6.8. Title Deeds Progress Update.

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

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

C.5.6.9. Title Deeds Resolution Committee

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

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

C.5.6.10. Special Needs Housing Projects

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

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

C.6.7. Telecommunications

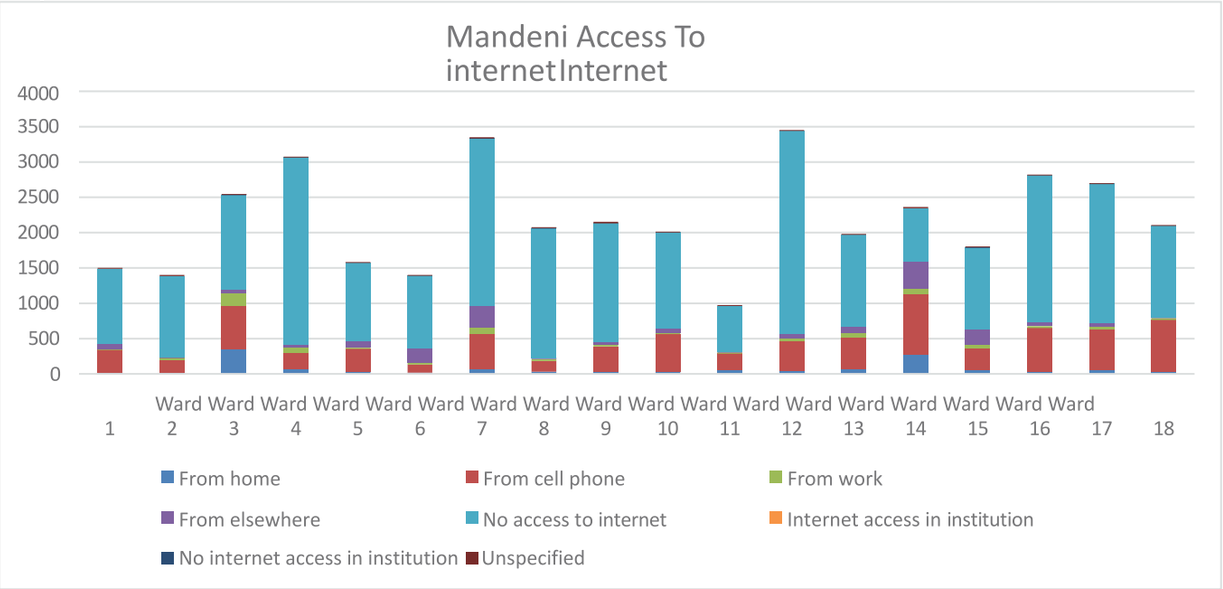
The National Development Plan places information and communications technology {ICT} as an integral part of South Africa's economic growth prospects. It argues that the ICT sector by 2030 will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous.
However, the NDP notes that while all South Africans should be able to acquire and use knowledge effectively, the high domestic cost of broadband internet connectivity is a major hindrance. To address this challenge in part, the South African government developed a national broadband policy and strategy that was gazetted on 06 December 2014. This policy is referred to as South Africa Connect. Ilembe District Municipality, together with the four local municipalities within the district, have long recognized and embraced the socio−economic benefit provided by accessible and reliable broadband connectivity to all citizens and business entities. This is evidenced by the broadband feasibility study and the pilot project that iLembe District embarked upon as early as between years 2009−2011. This gave rise to the iLembe Broadband Master Plan Development Projects, which were undertaken by Enterprise iLembe on behalf of the District. The outcome of the projects indicated that:

C.6.7.1. Current Connectivity Status

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

Figure 35: Connectivity Status

Graph Shows: Mandeni access to internet



Source:

C.6.7.2. Household Access to Internet (Stats SA)

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

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

C.6.7.3. Required Investment (Costing)

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

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

C.6.7.4. Mandeni broadband network costs

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

C.13. Basic Services Swot Analysis For Basic Service

Table Shows: SWOT analysis on basic service delivery

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

C.6. KPA: Local Economic Development & Social Development Analysis

C.6.1. Functionality and capacity

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

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

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

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

C.6.2. LED Capacity

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

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

Despite LED being recognized as an important function, very little resources are allocated to undertake LED effectively within the municipal area. The Department has to date 4 permanent staff members supported by interns funded by either EDTEA or Municipal internal funds. The organizational structure was approved by Council in May 2025.

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

C.6.3. Functionality of LED Forums - Sector Specific Forums

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

- LED Forum – This sits as an umbrella forum for all the other sub–committees. LED forums takes place once every quarter:
- Community Tourism Organization {CTO} subcommittee to deal with tourism related development issues.
- Business Forum – deals with emerging entrepreneurs and SMMEs
- Agriculture Forum– deals with agriculture projects and programs Informal economy chamber
- Fully participate to the District Economic Cluster which seeks to advance the implementation of District Development Model through aligning economic development and infrastructure projects within the district.

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

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

Currently, Mandeni has establishing Community Tourism Organization {CTO} which comprises of local tourism stakeholders whose roles are to ensure that all tourism activities and implementation processes within the municipality run smoothly. The CTO has also a responsibility for ensuring growth and expansion in the tourism's current status quo.

C.6.4. Scope of the Mandeni 2021 -2026 LED Strategy

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

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

C.6.5. Policy / Regulatory Environment and Alignment

C.6.5.1. Provincial Growth and Development Strategy

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

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

C.6.6. National Development Plan (NDP)

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

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

Regional Spatial Economic Development Plan: Strategic infrastructure program

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

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

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

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

C.6.6. The Mandeni Informal Economy

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

Major Informal Economy activities include gardening, garbage−picking, child−minders, vendors of food and non− food items... taxi drivers, car wash workers, hairdressers and barbers, bricklayers and

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

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

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

C.6.7.1. Municipal Adoption of EPWP Policy As Aligned to Phase 4

The objective of the EPWP Phase IV was: "To provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development".

The EPWP Phase IV, which was in operation from 1 April 2019 to March 2024, has created 4,901,377 work opportunities against a target of 5 million. Phase IV, which is 98% against the set target. The EPWP in Phase IV has made a notable contribution towards poverty alleviation through direct wages and provision of assets and services to communities. It has provided many short-term work opportunities targeted at vulnerable groups.

C.6.7.1. EPWP PHASE V OBJECTIVES

The objective of the EPWP Phase V is "To provide the unemployed poor with meaningful work opportunities through the delivery of community assets and services, and actively build economic inclusion mechanisms that empower sustainable livelihoods and contribute to the country's development agenda"

Employment Creation- to provide a meaningful work opportunity that transfers fundamental work skills to participants. Income support-to provide income support to the unemployed poor. Sustainable Livelihoods - to actively build into projects economic inclusion empowering participants with knowledge, training or

access to opportunities

Policy Vision

The vision of the MLM EPWP Policy is in keeping with the overall Vision of the Municipality and is as follows:
"To be a sustainable economic hub through the empowerment and development of local communities through the Expanded Public Works Program

C.6.7.2 The Environment And Culture Sector Programs

The aim of the Sector is to: 'Build South Africa's natural, social and cultural heritage, and in so doing, dynamically uses this heritage to create both medium- and long-term work and social benefits.' Examples of projects in the Environment and Culture Sector include:

- Sustainable land-based livelihoods (Greening, Working for Water & Wetlands etc.);
- Tourism and creative industries (Working for Tourism, etc.);
- Parks and beautification (People and Parks, Cemetery Maintenance, Community Parks, etc.);
- Coastal management (Working for the Coast);
- Sustainable energy (Working for Energy).

C.6.7.3. Social Sector Program:

The objectives of the Sector is to contribute to the overall Government objectives of improving the delivery of health services, early childhood development, community crime prevention, school nutrition and other social development-oriented services through programs such as:

- Community safety programs (crime reporting, crowd control, school patrol, disaster emergency response, firefighting, floods impact support and community safety officials);
- Home community-based care (home community-based care Services (TB, HIV/Aids) and pharmaceutical assistants.
- Early Childhood Development (early childhood development, homework services, literacy programs, peer education, social issues awareness and career guidance);
- Sports and recreation (lifeguards, sports academy, seasonal employment: holiday resorts and nature reserves);
- Social Services (domestic violence, rape counselling and support, child labour, suicide counselling, abuse counselling and support, substance abuse). Graduate development programs (updating indigent register and debt collection).

C.6.7.4. Infrastructure Sector Programs:

The infrastructure sector is aimed to promote the use of labor-intensive methods in the construction and maintenance of public infrastructure. Infrastructure Sector Programs includes:

- Road construction.
- General construction and maintenance (construction of buildings, dams, reservoirs etc. and their maintenance);
- Storm water program (storm water drainage systems);
- National youth services (aimed at developing and training young people between the age of 18 and 35 years on artisan trades in the built environment);
- Zibambele program (contractor development programme); and
- Large Projects (aimed at providing support to public bodies in the implementation
- of projects with a value of greater than R 30 million labour-intensively).

C.6.7.5. Non-State Sector:

The objectives of the Sector are to create an avenue where NPO's; NGOs; and CBOs can assist government in achieving the overall Government objectives of job creation through socially constructive activities in their local communities. The Municipality will support the delivery of the Non-State Sector through measures such as facilitating and mobilizing NPOs, NGO's and CBO's.

C.6.7.6. Mandeni EPWP Phase V Targets 2024-2029

In Phase 5, The municipality's target for EPWP is 1 610 work opportunities, and 573 Full Time Equivalents (FTEs} inclusive of all sectors namely: Infrastructure, Environment & Culture and Social Sectors of the EPWP.

MUNICIPALITY		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Mandeni LM (KZN291)	WO	301	313	320	333	343	1 610
	FTE	109	112	115	118	121	573

C.6.7.7. Endorsement Of the Policy

The policy must be endorsed by the Council to ensure that it is binding and everybody complies. In the context of MIM the policy has been flagged for review at the policy review to take June 2025.

C.6.7.8. REVIEW OF THE POLICY

The policy will be reviewed annually or, as and when required.

C.6.8. Strategic Economic Analysis and Interventions

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

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

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

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

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

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

C.6.8.1. Sector Analysis: Manufacturing

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

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

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

C.6.8.2. Key Manufacturing Issues

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

- Manufacturing is important to KwaZulu−Natal and clothing and textiles form a significant part of the
  economy. More than 40% of South Africa's textiles are produced in this province.
- The **clothing sector is the largest** employer within KwaZulu− Natal's manufacturing sector and lsithebe is a major contributor to KZN's manufacturing sector. This fact, coupled with the relatively low barriers of entry to the industry, makes it a very strategic industry for development purposes.
- South African footwear is manufactured in KwaZulu−Natal. The textile sector is well developed,

  especially in cotton and cotton/synthetic blended products. There are also fabric and garment knitters and the country's primary undergarment manufacturer is located in the province. A variety and diversity of yarns, fabrics, home textiles and industrial textiles are also manufactured.

The clothing sector is also well established in KwaZulu−Natal, with approximately 525 clothing firms; A few very large manufacturers have developed a strong export base as well as supplying the domestic market. The majority of clothing manufacturers fall into the medium− sized category (50 to 200 employees) and there are approximately 400 small, medium and micro enterprises that act as sub− contractors to the rest of the industry. This latter group also supplies the informal sector, which is growing rapidly investing in the area, because of its labor−intensive nature, employment generation is an important benefit of this industry, particularly for women workers who often comprise a large proportion of the manufacturing labour force. It is estimated that 24 000 workers account for an output of approximately R4 billion in KwaZulu− Natal. For those firms seeking assistance in export market penetration, several government programs now offer resources in a spirit of partnership with the sector. Thus, there is considerable optimism in the industry that collaborative efforts are beginning.

C.6.8.2.1. Tourism: KZN Tourism Market

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

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

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

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

C.6.8.2.2. Mandeni Tourism

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

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

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

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

C.6.8.2.3. Tourism Development Key Projects

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

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

C.6.8.2.4. Events Tourism

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

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

C.6.9. Commercial Sector: Overview of Commerce Sector

The commercial sector in the Mandeni Municipality is an important sector since the town of Mandeni is the urban centre where most people in the municipal area do their shopping and seek services. Renckens Super spar is the largest store in the area. In addition, there are other stores such as Shoprite in the area. Also scattered throughout the Municipality are some spaza shops operated by local people. There is an established service sector but there is still opportunity for growth. Some specialized services are, however, still obtained from outside the area. Co–operatives have also been set up to provide a wide range of services. However, there are many problems in terms of the recognition that co–operatives receive as a legitimate business. There is also a problem in terms of accessing a market for services.

C.6.9.1. Small to Medium Enterprises

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

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

SMMEs in Mandeni focus their business on the following activities: Tourism, catering & accommodation, retail trade and allied services, construction, manufacturing, restaurant & tavern, dairy farm, general dealer, supermarket, butcher, professional & financial services, bricks/ blocks manufacture, burial services, liquor retail, consumer sales & other services, motor repairs, beauty salon, arts and crafts, bakery, cleaning services, computer repairs,

electrical appliance, hardware retail, laundry services, light engineering services, radio & TV repairs, clothing and textile, and security services. The municipality in partnership with the Department of Corporative Governance and Traditional Affairs has established Youth Enterprise Park creating a conducive workspace for Mandeni's youth entrepreneurs to operate their businesses. Focused support should be given to small businesses, in particular Spaza Shops & Informal Sector. Spaza shops are particularly i mportant, as they are in themselves offer self−employment and job creation at economic entry improving the circulation of money within townships and rural areas. They also serve as a market for locally produced goods, and they provide convenience shopping for the local community yield an export.

C.6.9.2. Reasons for Choosing Mandeni as a Working Environment

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

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

C.6.9.3. Institutional issues

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

C.6.9.4. Economic issues

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

- High inflation.
- Lack of opportunities for bulk purchase of inputs.
- Low incomes or lack of regular income as household consumption competes for the use of business earnings.
- Lack of working capital: credit has to be obtained from informal sources such as

friends or relatives or non−banking financial agencies with unfavorable terms;
- Insufficient funds do not allow for further investments.

C.6.9.5. Conflict with Green Economy

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

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

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

C.6.10. Municipal land use management scheme

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

C.6.11 Strategic programs and responses

C.6.11.1. Supporting Local Tourism

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

C.6.11.2. Local Farmers

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

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

linking them with relevant markets, for instance, the School Feeding Scheme program with the Department of Education strategy that will be good for business – and investors – in South Africa.

C.6.11.3. Programs Targeting to Improve competitiveness Of SMME's /Co-Operatives

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

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

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

C.6.11.4. Quick-Wins Program

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

C.6.11.5. Support For Small Scale Traders

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

township and rural economies to foster inclusive growth. This is a new ground− breaking program which has assisted more than 350 small scale traders within Mandeni.

C.6.11.6. Township Economy

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

manufacturing, burial societies, stokvels, waste pickers and recyclers and childcare services.

These are largely micro−enterprises with low capital and low skills base. The main township economic activities include agriculture, manufacturing, retail, personal and household services, business services, transportation, and tourism. Economic activity of many townships is generally limited to retail trade (frequently informal trade), transportation, and government services. Growth in these sectors is often stifled by lack of access to land, funding, economic infrastructure, low skills and educational levels and poor transport systems. The entrepreneurs in this sector are often not registered, do not pay taxes, have no trading license and thus are not included in mainstream

economy; and as such they are not able to benefit from the support programs of government. It is

however labor−intensive sector often completed by individuals or cooperatives. Township businesses are not graduating from small and survivalist businesses into sustainable SMMEs that can compete in the formal marketplace. New entrants require support to grow and strengthen their businesses to fully access the mainstream economy, especially marginalized groups.

There is little Enterprise Development/ Supplier Development spend in the township economy. There are no buy local campaigns underway to encourage civic pride and consumerism. The township economy is not being measured and evaluated on a continuous basis. The municipality

working in partnership with the Department of Economic Development, Tourism and Environmental Affairs has been working on the formalization of township and rural economies for the purposes of improved traceability, support, government planning and budgeting across the sector. Formalization allows for improved accuracy in measuring the contribution of township SMMEs to South Africa's economy. Formalization will be promoted for informal and micro businesses including spazas and general dealers, newly launched personal care facilities (hair and beauty salons, massage parlors), informal and micro restaurants and tsunamis, and fruit and vegetable vendors. About 480 informal businesses were assisted to register on the database of SMMEs in 2020 November. The KZN

Department of Economic Development, Tourism, and Environment Affairs through Operation Vula also approved numerous township and rural programs to promote local competitiveness, through

the production of goods and services in effective sectoral value chains. These are segmented across the following categories:

- Panel beaters, motor mechanics, auto, auto−fitment centers

- Clothing and textiles
- Butcheries
- Markets
- Trading spaces
- Release of land

C.6.11.6. Ease of Doing Business/ Red Tape Reduction

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

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

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

C.6.12. LED Project / Program Budget Allocation for 2026/2027

Project Name	Budget
SMME Capacity building programmes	R30 000.00
SMME Capacity building programmes	R 20 000.00
SMME Capacity building programmes	R 50 000.00
Entrepreneur Support Programme	R 800 000.00
Convene LED Forums	R 30 000.00
Heritage Walk and Lecture	R 25 000.00
Heritage Walk and Lecture	R 50 000.00
Historical tourism research	R 86 956.52
Tourism Branding	R 69 565.22
Tourism Indaba	R 130 434.78
Tourism Sites Revival and Signage	R 86 956.52
LED Strategy Review	R 300 000.00
Tugela Raft Race	R 434 782.61
MANDENI BEACH FESTIVAL	R 2 000 000.00
Strategic SMMEs Intervention Program (Quick Wins)	R 1 000 000.00
Printing and Stationery LED	R30 000.00
Analysis of water Samples for Blue Flag Beaches	R 26 086.96
Blue Flag Annual Subscription	R26 086.96
SMME Capacity building programmes	R26 086.96
Support for Agricultural projects	R50 000.00
Construction of Market Stalls	R3 478 260.87
Construction of Mini Factories at Khenana	R1 739 130.43
Construction of Mini Factories at Khenana Phase 2- GRANT	R1 739 130.43

C.6.13. Mortality Rate

C.6.13.1 Major Causes of Death

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

C.6.13.2. Infant Mortality

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

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

C.6.13.3. Child Mortality

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

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

C.6.13.4. Nation Building & Social Cohesion

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

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

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

C.6.13.5. Mandeni Safety Plan

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

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

C.6.13.6. Key objectives and deliverables of the safety plan

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

C.6.13.7. Key stakeholders involved.

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

C.6.14. Schools Safety Committees

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

C.6.15. Formation of Ward Safety Committees

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

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

C.6.16. Formation of Local Municipal Safety Forums

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

C.6.17. Formation of District Municipal Safety Forums

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

C.7. KPA: Financial Viability & Management

C.8. KPA: Financial Viability & Management

C.8.1. Capital funding and expenditure to address service-delivery

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

CAPITAL GRANTS RECEIVED

Capital Grant Description	2023/24(000)	2024/25(000)	2025/26(000)
Municipal Infrastructure Grant	41,014	46,478	48,228
Library Grant	4,423	4,619	4,933
Total	**45,437**	**51,097**	**53,161**

Capital grants and transfers total **R2.1 million** in the 2025/26 financial year, reflecting an increase of **10.22%** compared to the 2024/25 financial year. A comparison between the 2023/24 and 2024/25 financial years indicates an increase of **R5.7 million**, representing an **11% growth** between the two years.

Capital Grant Description	2023/24 Municipal Infrastructure Grant (000)	2024/25 Municipal Infrastructure Grant (000)	2025/26 Municipal Infrastructure Grant (000) DORA
Funds Received	41.014	41,101	48,228
Funds Spent	35,636	18,446	18,950 (as at 31.01.26)
Unspent Grant	5,378	17,010	19,049
% spent	100%	41%	39%

The MIG Allocation for 2025/26 as Gazette in DORA Bill is R48,2million. The municipality was granted a roll-over of R5,4million for the 2023/24Financial year application. The municipality has received three trenches as at 31 January 2026, which totals R38million. This is an increase of R7.1million or 14.8% for the MIG allocation Grant funding when compared to financial year 2024/25 and 2025/26.

C.7. KPA: Financial Viability & Management

C.8. KPA: Financial Viability & Management

C.8.1. Capital funding and expenditure to address service-delivery

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The following table shows the Mandeni Grant Register.

KZN291 MANDENI MUNICIPALITY GRANT REGISTER

Name of grant	Funder	Opening Balance as at 2024/07/01	Gazzete 2024/2025	Receipts	Expenditure: Operating (Revenue Recognised)	Expenditure: Capital (Revenue Recognised)	Adjustments	Closing Balance as at 30/06/2025
Expanded Public Works Programme (EPWP)	Public Works	R -	R 1 815 000	R 1 815 000	R 1 815 000	R -	R -	R -
Financial Management Grant (FMG)	National Treasury	R -	R 1 800 000	R 1 800 000	R 1 800 000	R -	R -	R -
Integrated National Electrification Programme Grant (INEP) (Municipal)	Dept of Energy	R -	R 1 500 000	R 1 500 000	R 1 500 000	R -	R -	R 0
Municipal Infrastructure Grant (MIG)	CoGTA	R 5 377 560	R 41 101 000	R 41 101 000	R 2 055 050	R 44 423 510	R -	R -0
Provincialisation - Library Services	Arts & Culture	R -	R 4 619 000	R 4 619 000	R 3 751 752	R 867 248	R -	R -0
Tittle Deed	KZN Human Settlement	R 3 442 801	R -	R -	R 2 485 346	R -	R -	R 957 455
Maintenance Grant - Sport Facilities	Sports & Recreation	R 57 961	R -	R -	R -	R -	R -	R 57 961
Disaster Relief Grant	National Treasury	R -	R -	R 5 181 500	R -	R 670 099	R -	R 4 511 401
EDTEA Grant	EDTEA Provincial	R 150 000	R -	R -	R -	R -	R -150 000	R -
TOTAL - JUNE 2025		**R 9 028 321**	**R 50 835 000**	**R 56 016 500**	**R 13 407 147**	**R 45 960 857**	**R -150 000**	**R 5 526 817**

KZN291 MANDENI MUNICIPALITY GRANT REGISTER

Name of grant	Funder	Opening Balance as at 2024/07/01	Gazzete 2024/2025	Receipts	Expenditure: Operating (Revenue Recognised)	Expenditure: Capital (Revenue Recognised)	Adjustments	Closing Balance as at 30/06/2025
Expanded Public Works Programme (EPWP)	Public Works	R -	R 1 815 000	R 1 815 000	R 1 815 000	R -	R -	R -
Financial Management Grant (FMG)	National Treasury	R -	R 1 800 000	R 1 800 000	R 1 800 000	R -	R -	R -
Integrated National Electrification Programme Grant (INEP) (Municipal)	Dept of Energy	R -	R 1 500 000	R 1 500 000	R 1 500 000	R -	R -	R 0
Municipal Infrastructure Grant (MIG)	CoGTA	R 5 377 560	R 41 101 000	R 41 101 000	R 2 055 050	R 44 423 510	R -	R -0
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Tittle Deed	KZN Human Settlement	R 3 442 801	R -	R -	R 2 485 346	R -	R -	R 957 455
Maintenance Grant - Sport Facilities	Sports & Recreation	R 57 961	R -	R -	R -	R -	R -	R 57 961
Disaster Relief Grant	National Treasury	R -	R -	R 5 181 500	R -	R 670 099	R -	R 4 511 401
EDTEA Grant	EDTEA Provincial	R 150 000	R -	R -	R -	R -	R -150 000	R -
TOTAL - JUNE 2025		**R 9 028 321**	**R 50 835 000**	**R 56 016 500**	**R 13 407 147**	**R 45 960 857**	**R -150 000**	**R 5 526 817**

C.7.1.1. Roll over of grants

Yes, the Municipality remains committed to ensure that allocated grants are fully utilized within the applicable financial year within the conditions of the grant.

C.7.1.12. Investment Register and ring fencing of grants

With the Investment register we can confirm that all grants are cash backed as the municipality has different call accounts for the conditional grant. When grants are received, they are transferred to the specific call account and only when we realize the expenditure and conditions of the grant are met, a second transfers is done.

Further to that the municipality regularly undertakes cashflow analysis to determine if there is excessive cash on our bank accounts. If there is an excessive cash, we therefore invest those funds with a financial institution that offers a better interest rate. This has assisted the municipality to generate revenue through interest from investments. {Attached Investment Register and Grant Register).

INVESTMENT REGISTER FOR JANUARY 2025

Name of grant	Bank account number	INTEREST RATES	Opening Balance as at 2025/12/01	Re-Investments	Expenditure	interest	bank charges	Closing Balance as at 2025/12/31	TOTAL INTEREST EARNED TO DATE
		%	R	R	R	R	R	R	R
call 1-internal grant	61294217372	7.20	7 500 000.00	103 992 547.95	15 355 641.11	355 641.11	-	96 492 547.95	1 195 569.49
Call account 2 - HOUSING	62028673219	7.20	2 219 718.95	-		10 745.88	-	2 230 464.83	76 227.49
Call account 3-MIG	62812286400	7.20	17 301 583.61	-	449 465.90	82 916.34		16 935 034.05	414 611.05
Call account 5-TMT	62113325882	7.20	571 619.35	2 850.00	-	2 859.14	51.28	577 277.21	19 473.35
Call account 6-INEP	62527527462	7.20	1 131.31	-	-	5.48	-	1 136.79	1 136.79
Call account 7-AR	62538203449	7.20	1 527 665.60	-	-	7 395.58	-	1 535 061.18	90 868.35
Call account 8-Title Deed	62812286963	7.20	1 769 573.37	-	-	8 566.67	-	1 778 140.04	69 440.33
Call account 9-Disaster Recovery	63048438097	7.20	143 665.49	-	-	695.49	-	144 360.98	63 108.07
ABSA BANK	208168-2978	9.78	-		-	-		-	-
NEDBANK	03/7881155450/000038	7.87	-		-	-		-	1 117 029.92
ABSA BANK	208213-3077	7.92	100 000 000.00	-	-	65 095.90		100 000 000.00	3 992 547.95
ABSA BANK	208231-8708	7.36	30 000 000.00			169 380.82		30 000 000.00	320 613.69
FNB-MAIN BANK	52940480587		-			90 772.36		-	227 224.80
TOTAL			161 034 957.68	103 995 397.95	(15 805 107.01)	794 074.77	(51.28)	249 694 023.03	7 587 851.28

C.6.7.6. Priority given to repairs and maintenance.

Aligned to the priority being given to preserving and maintaining the municipality's current infrastructure, the 2025/26 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs & maintenance plan of the Municipality. In terms of the municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance. During the compilation of the 2026/27 MTREF operational repairs and maintenance were identified as a strategic imperative owing to the aging of the municipality's infrastructure.

Budget allocated for repairs and maintenance in 2025/26 is R27,3 million and increases to R28,2 million in 2025/26 financial year. Budget for repairs and maintenance has increased by 3.1per cent when comparing to 2024/25. The increased budget against Repairs and maintenance is part of the municipality's strategy to ensure the management of its asset base and was informed by the Repairs and maintenance plan which will ensure the ongoing health of the municipal asset. Budget allocated will be monitored during the financial year.

The municipality has been budgeting for the repairs and maintenance however the performance against that budget is not fully used as expected. Some of the challenges relates to the procurement, which delays the goods and or services to the Community. The municipality has been spending only 3% which is under the correct norm of 8%, for the past two years which raises concerns for the Municipal Assets. in preparation of the 2026/27 budget the Municipality will make priority in budgeting for the 8% which is a standard norm.

C.6.7.7. Table that reflects Budget R and M ratios:

The actual expenditure for repairs and maintenance is reflected as 4% for 2025/26, 3% in 2024/2025; and 2% for 2023/24 financial years, all these years we are below the norm of 8% in terms of spending. Underspending is due to delays in reviewing and implementing maintenance plan within the municipality. This is one area the municipality needs to prioritizes and improved so as to ensure that we are able to secure the ongoing health of the municipality's infrastructure.

Table that reflects Actual R&M ratios:

REPAIRS AND MAINTENANCE	2023/24	2024/25	2025/26 (current)
	2%	3%	4%
Total Repairs and Maintenance Expenditure	11,636	23,609	32,652
PPE at carrying value	589,480	711,050	761,503
Investment Property at Carrying value	60,544	41,913	41,913

C.7.2. Supply Chain Evaluation

C.7.2.1. 2025/2026 Procurement Plan

Yes, the municipality has developed a procurement plan for 2025/2026 FY, the purpose of this is to improve the municipal turnaround time. This process ensures that the municipality undertakes all the necessary processes within a space of 3 month of issues of tender. The PPPFA Regulation of 2022 empowered the SCM policy to include people living with disabilities, women, and youth to be prioritized in the procurement processes. This is done by the inclusion of these categories in the

Specific Goals points allocation at the evaluation of the bidders' financial offer **(See Attached Consolidated Procurement Plan 2025/2026).** The SCM policy was last reviewed in May 2025 and Section 115 of the MFMA requires the Accounting Officer to implement the Supply Chain Management Policy of the Municipality. Section 79(1} of the MFMA enables the Accounting Officer to develop a system of delegation to ensure SCM efficiency.

The delegations framework is a framework which attempts to improve SCM efficiency. The SCM Section has been tasked with monitoring supply chain performance which includes the delegations and decentralization of the SCM function. This monitoring process undertook a retrospective analysis to determine whether the proper processes have been followe d, and whether the desired objectives were achieved. Some of the issues that have been reviewed are:

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

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

C.7.2.2. Challenges Experienced by SCM – Timeframes

The SCM unit does experience noncompliance with the procurement plan and the timetables set out in the plan by the project managers. The SCM advises all project managers to strive to have those bids that are supply and deliver in nature to be concluded by end of second quarter of the financial year. This is to ensure that successful bidders have enough time to source and deliver and for the Municipality to take advantage of relatively favorable prices from the markets. Goods get more expensive as the year progresses. The drafting of specifications is still a concern for the SCM unit. This is not just applicable to competitive bids but also the other two levels of procurement. The management takes into cognizance the requirements of the policy and SCM regulat ions. Management strives to enforce reasonable cost−effective measures for the prevention of fraud, corruption, favoritism and unfair and irregular practices in the implementation of this Policy.

The SCM policy provides for mechanisms for preferential procurement for companies owned by people living with disabilities, women, and youth. These mechanisms are in line with the PPPFA regulations of 2022.

C.7.2.3. Functionality of Bid Committees

The bid committee's members are appointed by Municipal Managers as per the provisions of the SCM policy on an annual basis. Further to that committed are trained on an annual basis to ensure that they perform their duties as per SCM Regulation and policy. The SCM unit is responsible for advertising the bids after approval by the BSC. It is responsible for closing and opening of bids on the date noted in the bid notice. SCM unit plays secretarial and membership roles in the BEC and BAC. SCM is responsible for drafting letters notifying all bidders of the outcome of the bid. The Bid Committees are given 120 days from bid closure to award of bids. This 120 day includes the 14-day objection period.

The BSC is given a maximum of 14 days from submission of draft bid documents to the approval of the specifications and bid document. The BEC is afforded a maximum of 30 days to evaluate submitted bids. This is subject to the number of bids that closed, and the number of documents submitted. Therefore the 30 days can be stretched to accommodate the volume of work. The BAC is given 10 days from receipt of BEC report to adjudicate and make recommendations.
These timelines are part of the Risk Appetite adopted by Management.

In order to be in line with the provision of the SCM regulations, the quotations must be obtained from at least three or more different providers preferably from, but not limited to, providers whose name

appears on the list of accredited prospective providers of the municipality or municipal entity, provided that if quotation are obtained from providers are not blacklisted. The service provider must be requested to submit the quotation in writing. If it is not possible to obtain at least three quotations, the reasons must be recorded and reported to the accounting officer. This must always be observed to ensure that the process is cost effective, transparent, competitive, fair and equitable.

1. Orders between R30 000 – R200 000 – R 5 870 394.57 as at January 2025
   a. R 3 689 219.85 which equates to 63% awarded to youth–owned businesses
   b. R 2 337 556.35 which equates to 40% awarded to women–owned businesses

2. Orders Less Than R30 000.00 – R 688 632.15 for the month of January 2025
   a. R 358 712.65 which equates to 52% awarded to youth–owned businesses
   b. R 256 278.87 which equates to 37% awarded to women–owned businesses

3. Petty Cash – R 0.00 for the month of January 2025
4. Total bids awarded as at January 2024 equal R 61 984 496.95
   a. R 12 748 334.78 which equates to 73% awarded to youth–owned business
   b. R 2 808 000.00 which equates to 16% awarded to women–owned businesses

C.7.3.1. Deviation From and Ratification Of Minor Breaches Of Procurement Processes

In terms of regulation 36 of the SCM Regulations, the accounting officer is responsible for deciding whether a breach of procurement processes is minor or material. In exercising this discretion, the accounting officer must be guided by:

a) the specific nature of the breach: is it simply technical in nature, not impacting in any significant way on the essential fairness, equity, transparency, competitiveness or cost effectiveness of the procurement process?
b) the circumstance surrounding the breach: are the circumstances justifiable?
c) the intent of those responsible for the breach: were they acting in good faith?
d) the financial implication because of the breach: what was the extent of the loss or benefit?

The guidelines state; whether the resultant expenditure will be irregular is dependent on when the minor breach was identified. If the minor breach was identified before the award of the tender, such an instance should be dealt with purely as a non–compliance matter through the ratification of a minor breach process. There will be no irregular expenditure since no expenditure had been incurred up to that point in time and the accounting officer will be authorized to address the matter conclusively. All reasonable steps have been considered before reported to the Accounting Officer as deviations. The relevant documentation supporting this decision is all maintained for audit purposes. Considering the deviation register there are no expenditure or service procured that may amount to a potential for risk to the municipality that all deviations were purely of a technical nature.

C.7.4. Indigent Management - Indigent Policy

District Indigent support policy was reviewed and adopted, through Vuthela, all five Municipalities across iLembe District have implemented an automated indigent system as from 01 July 2023. Indigent Register is reviewed on an annual basis, and currently the municipality is in a process of consolidating a final register that will be adopted before year end 2024/2025. An outreach program aimed at bringing the services closer to communities has been developed and is currently being implemented, the success of the program relies on the support of ward Councillors and ward committee members. Revenue and Utility Management Solutions {Pty) Ltd {RUMAS) was appointed under the Vuthela iLembe LED project at ILembe District Municipality to supply, manage and maintain electronic Workflow Management Systems for

Indigent Management. The support and maintenance of the contract for years 2 and 3 was vested to the iLembe District Municipality which in turn is responsible for the contract as per the Memorandum of Agreement between the District and the Locals within. The Indigent Management Workflow System project aims to revolutionize the management and application processes for indigent individuals within the ILembe District Municipality community. This initiative is driven by the need to enhance efficiency, transparency, and accountability in delivering essential services to those most in need.

The municipality provides free basic services for indigent households on the following categories: Refuse removal and Electricity. The municipality has made a budget provision of R4 388 942 to subsidize the provisions of these free basic services. Furthermore, the municipality annually review and adopts its indigent policy together with its budget related policies. This ensures the municipality's ability to provide free basic services to the needy citizens, moreover, the municipality reviews its indigent register on an annual basis, to determine the financial needs and use this information for Financial Plan and Budget provision to cater for the cost of providing Free Basic Services to registered Indigents. As a result, the municipality has successfully implemented it Indigent Policy. The tables below reflect the financial plan and budget provision for the cost of providing Free Basic Services to the registered indigent.

Indigent support from the equitable share

Indigent Support	2023/24	2024/25	2025/26
Budget Provision	1,858	1,391	1,600
Actual	1,470	1,484	1,105
% Spent	79%	100%	69%

Free Basic Services from the INEP (Electrification Grant)

Free Basic Services	2023/24	2024/25	2026/27
Budget Provision	7,200,000	7,384,000	9,227,000
Actual	6,575,675	6,420,870	36 632.00
Unspent Grant	624,326	963,130	9,190,368
% Spent	91%	87%	0.40%

Budget for Free Basic Services to its registered indigents

Financial Year	Rebate
2023/24	11 243 672
2024/25	12 147 251
2025/26	13 409 278

It should be noted that, the process of Indigent registration involves several structured steps to ensure accurate identification and effective provision of support to eligible individuals. It begins with outreach and awareness campaigns within the community to identify potential beneficiaries. Interested individuals then complete registration forms, providing necessary personal information such as demographics, household members, and income details. This data undergoes verification through various means, including cross-referencing with existing government databases, site inspections and internal assessments where necessary. Once verified, registered indigents are approved and added to the Indigent Register. Continuous monitoring and periodic re-evaluation ensure that registered individuals continue to meet eligibility criteria.

C.7.4.1. Intercorrelation of the Indigent Support Program with the Municipal LED Strategy

After maintaining a data base of indigent households, particularly child headed households and households headed by people with disabilities, such households are prioritized for Municipal quick win programs as well as the broader Municipal Supply Chain Program. The SCM policy stipulates it specific goals as targeting people living with disabilities, youth and woman. Our indigent register therefor serves as a primary data base to easily identify these individuals. Furthermore, Indigent households headed by physical able individuals who are employable but unemployed are prioritized in employment creation programs such as EPWP and Zibambele, this also serves as an interim poverty alleviation relief while we reskill them through our local Tvet colleges so that they can find better opportunities or become self-employed.

C.7.4.2. Working towards achieving a complete Census reflection indigent household Register

Over the past few years, the Municipality has been devising strategies for enhancing its indigent register to be a mirror image of the statistics SA information. This has not been an easy task because of Spatial planning challenges, lack of economic activities in rural areas as well as Rural- Urban Migration. At least 90% of the Municipal Jurisdiction is supplied by Eskom and the recent Eskom's survey indicates that more than 85% of the Mandeni Consumers have found innovative means to connect themselves illegally.

The above methods defeat our efforts of identifying and registering potential beneficiaries as they turn to be resistant to register formally since they are afraid that we might disconnect their illegally obtained services. For the Municipal area of supply, we intend to engage Council to increase the 50 kwh FBE per month to 5 kwh FBE per Day. We intend to make use of available technologies to control the usage and further encourage our consumers to pay for any additional usage.

C.7.5.1. Revenue Management: Financial And Operational Turnaround Strategy: Revenue

Table showing: Sources of Revenue

Category	Billed Revenue	Collected Revenue	Collection Rate on Current Debtors
Property Rates	57 778 536.01	39 926 768.75	69.10%
Electricity	62 550 237.14	56 656 020.33	90.58%
Refuse Collection	12 379 853.03	3 004 967.91	24.27%
Interest	4 379 026.00	5 706.00	0.13%
Total	**137 087 652.18**	**99 593 462.99**	**148.08%**

C.7.5.2. Enhancement Strategy

The revenue enhancement Strategy aims to increase the municipal revenue and put new actions into place that will assist the municipality in expanding its revenue base. The aim of this strategy is to ensure that the municipality is able to sustain its financial viability. This objective may best be achieved through synchronized increase in revenue and reduction in expenditure patterns.

Objectives of the strategy can be outlined as follows: to increase municipal current revenue base and decrease expenditure without it affecting service delivery, to come up with alternative sources of revenue, to achieve financial sustainability and viability, review current shortfalls and leakages, make proposal on remedial actions, to minimise municipal grant dependency.

C.7.5.2.1. KEY FOCUS AREA IN REVENUE ENHANCEMENT EFFORT

We have identified the following as the key focus areas for revenue enhancement strategy:

The Billing Value Chain- This is of paramount importance for the reason that Mandeni Local Municipality's core function is to offer services, and its main service is provision of electricity, refuses removal and property rates which is non-exchange revenue.

Cost cutting and cost containment measures- Exploring ways of reducing and containing operational costs is

also important. While this is not directly enhancing revenue, this contributes indirectly to revenue enhancement as this promotes operational efficiency. In a way this ensures that future revenue gains are utilized efficiently. Employee cost needs to be controlled by redesigning the organizational structure and eliminating redundant positions. Where possible we have suggested methodologies to achieve this.

Grants, Subsidies and Donations- MLM offers essential services to mainly poor communities. Government enables this through grants and subsidies such as Equitable Share, and The Municipal Infrastructure Grants among others. MLM should therefore ensure that it explores all avenues to maximize grants, subsidies and donations. We have as far as possible focus on this source of revenue.

Minimize distribution Losses- Mandeni Local Municipality has electricity distribution license granted by National Electricity Regulator of South Africa (NERSA) in accordance with the Electricity Act, 1987 (Act No. 41 of 1987) to supply electricity in Mandeni Town. ESKOM is responsible for distributing electricity to other areas which in the main are characterized by illegal connections.
Infrastructure Refurbishment- Distribution losses will continue to negatively affect the revenue enhancement effort. This is due to historical neglect of infrastructure and to continue on the same path may appear cheap in the short term but will prove to be very costly in the long run. The strategy gives a deserved focus on this aspect which will include new meter upgrades for electricity.
Community involvement (Publicity drive) -The communities should be involved as they are the ones responsible for the payment of the services rendered by the municipality. Council to encourage their community to settle their account.
New sources of revenue- MLM needs to maximize its revenue generation by exploring new sources of revenue.

C.7.5.2.2. Intercorrelation of the Revenue Enhancement Strategy with the Municipal LED Strategy

Mandeni Local Municipality is strategically located in an industrial hub, The primary objectives of the Municipal LED strategy are to retain current investment, prevent disinvestment and attract new investment. By so doing the Economy of Mandeni will grow, more people will be employed, and the Local affordability ratio will increase. This in turn will reduce dependency on Free basic services, thereby increasing the Municipal Fiscus, the increasing funds will be repurposed to developing and maintaining infrastructure. On the other hand, the Town could attract more professionals thereby increasing the opportunities of new upmarket housing development and the Municipality will benefit through Property Rates and service charges. Industrial expansion also has a potential of putting in an additional property rates income.

7.5.2.3. Municipal Strategic interventions to improve the current collection rate

Over the past few years, the Municipality has been employing a soft strategy of collection where consumers have been offered incentives to honour their obligations. This has yielded minimum results and had in turn discouraged our loyal and paying consumers, as a result we are currently in the process of implementing a more vigorous approach in line with our Credit Control and Debt Management Policy, we intend to employ the legal means of collection just to restore our dignity as an institution. We embark on this having considered the cost benefit analysis and our proposed approach is at risk, commission base rather than legal fees.

7.5.2.4. Data Cleansing Exercise, Credit Bureau System Based and House to House Visits

The Municipality is currently in the process of cleansing it data base by employing both systematic as well as manual methodologies. The process has started, and we have thus far visited at least 1340 households, and we are confident that by the end of the current financial year we will complete this crucial exercise

7.5.2.5. Municipal Consumer Debt Provision Provision for debt impairment

This has constantly increased over the years because of the entrenched culture of nonpayment for services by the Township Consumers where we don't have a leverage. We have had several campaigns aimed at rehabilitating the debtor, but the overall Economic impact of the area has a negative effect in our collectability ratio. It's worth noting that the Township is populated by migrant labors so as they reach the retirement age they migrate back to their Rural Homesteads, leaving their houses with tenants or sell in the black market without following the proper property sale's

procedure. This phenomenon then results in the Municipal Financial System having the owner that appears in the deeds office as the account holder where else the property is now owned by a different person. Expectedly we will therefore dispatch the wrong Municipal Account to the wrong customer. The current outreach program has since seen an increase in the number of people that are coming forward to apply for our indigent relief.

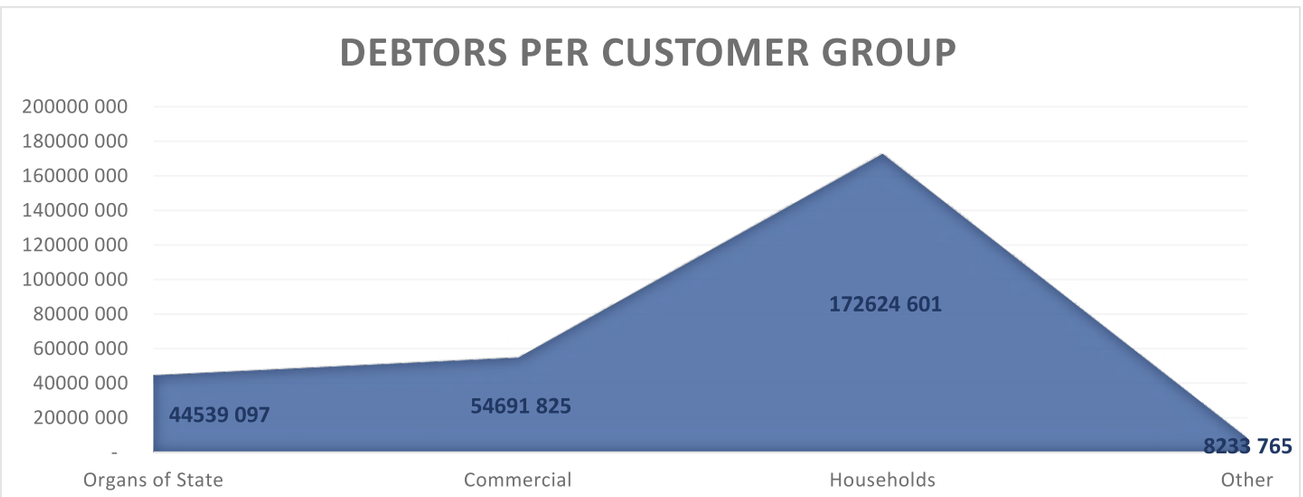
There's an urgent need for the Municipality to embark on a full-blown and ongoing data cleansing exercise, using the manual methods which will be characterized by the door-to-door visits. BTO together with the EDPHS have been on the ground, engaging consumers about the importance of having a tittle deed, this consumer education program is ongoing and will be expanded to include all other important components of Governance.

The municipality will continue doing an awareness campaign for the community to encourage them to pay for their rates and services. The table below reflects the debtors age analysis for the period 1 July to 31 January 2026

C.7.6. DEBT CATEGORY

KZN291 Mandeni - Supporting Table SC3 Monthly Budget Statement - aged debtors - M07 January

Description	NT Code	Budget Year 2025/26											
R thousands		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
Debtors Age Analysis By Income Source													
Trade and Other Receivables from Exchange Transactions - Water	1200	–	–	–	–	–	–	–	–	–	–	–	–
Trade and Other Receivables from Exchange Transactions - Electricity	1300	3 344	739	1 609	1 285	2 049	1 120	488	2 753	13 387	7 696	–	–
Receivables from Non-exchange Transactions - Property Rates	1400	5 153	3 901	3 648	3 512	2 666	15 122	4 780	103 187	141 970	129 267	–	–
Receivables from Exchange Transactions - Waste Water Management	1500	–	–	–	–	–	–	–	–	–	–	–	–
Receivables from Exchange Transactions - Waste Management	1600	1 422	1 183	1 106	952	938	955	5 888	62 323	74 766	71 056	–	–
Receivables from Exchange Transactions - Property Rental Debtors	1700	34	20	14	7	7	(815)	(44)	129	(649)	(717)	–	–
Interest on Arrear Debtor Accounts	1810	455	446	435	469	400	401	2 822	35 074	40 502	39 166	–	–
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	–	–	–	–	–	–	–	–	–	–	–	–
Other	1900	4 658	2	5	6	15	8	15	5 403	10 112	5 447	–	–
Total By Income Source	**2000**	**15 066**	**6 291**	**6 817**	**6 231**	**6 076**	**16 790**	**13 950**	**208 869**	**280 089**	**251 915**	–	–
2024/25 - totals only										–	–		
Debtors Age Analysis By Customer Group													
Organs of State	2200	2 453	1 854	1 811	2 189	1 385	505	1 202	33 141	44 539	38 421	–	–
Commercial	2300	7 715	1 159	1 798	1 284	1 255	13 464	2 186	25 831	54 692	44 020	–	–
Households	2400	4 633	3 117	3 070	2 611	3 289	2 617	9 624	143 664	172 625	161 805	–	–
Other	2500	265	161	139	147	147	204	937	6 233	8 234	7 669	–	–
Total By Customer Group	**2600**	**15 066**	**6 291**	**6 817**	**6 231**	**6 076**	**16 790**	**13 950**	**208 869**	**280 089**	**251 915**	–	–



C. **7.6.1. Annual Collection Rate:**

	2023-24	2024-25	2025-26 January 2026
GROSS DEBTORS OPENING BALANCE	**203,302,527.99**	**236,985,481.35**	**262,266,700.32**
ADD: BILLED REVENUE	126,461,332.22	85,185,297.24	84,580,808.81
LESS: GROSS DEBTORS CLOSING BALANCE	**236,985,481.35**	**262,883,004.0**	**276,825,666.42**
	92,778,378.86	59,287,774.59	70,021,842.71
LESS: BAD DEBT WRITTEN	4,388,492.50		
	88,389,886.36	59,287,774.59	70,021,842.71
DIVIDE BY BILLED REVENUE	126,461,332.22	85,185,297.24	84,580,808.81
	69.89479298	69.60	82.79
RATE	70%	70%	83%

C.7.6.2. Debt-Write Offs

	2023-24	2024-25	2025-26 January 2025
Consumer debt written off	**5,142,595.11**	**3,130,434.50**	
Consumer debtors current bad debt provision	**55,001,168.10**	**15,130,435.00**	**16,038,500.00**

C. 7.6.3. Bad Debt Provision:

2023/2024 -**R 55 001 168.10**

2024/2025 -**R 27 503 832.64**

2025/2026 -**R 16 038 500.00 MID-YEAR**

C.7.6.4. Data Cleansing:

The Municipality initially solicited competitive quotations for the data cleansing exercise. However, prevailing market rates exceeded the original budgetary allocation. In response, the Municipality has reviewed and adjusted its financial plan to accommodate the revised cost projections. A re-advertisement of the project is scheduled for the first half of the new financial year, with the objective of executing and finalizing the data cleansing exercise within the financial cycle. This strategic intervention is essential to enhance the accuracy, integrity, and reliability of the Municipality's financial recor ds and debtor database. However, it should be noted that the municipality has commenced with this exercise of data cleansing which is undertaken by internal staff: Due to the number of households within Mandeni it became clear that this service will have to be co-outsourced for the municipality to be able to fully complete data cleansing exercise.

C.7.6.5. Debt Impairment:

The Municipality confirms that trade and other receivables are measured at net realizable value, with an impairment allowance recognized against receivables deemed doubtful. This allowance is systematically determined based on historical collection trends, debtors age analysis, and expected credit loss models in accordance with applicable accounting standards. The actual write-off of uncollectible debt is executed under the authority of Council, as prescribed in the Municipal Delegations Framework. Write-offs are actioned only after all reasonable collection efforts have been exhausted and objective evidence exists confirming the recoverability of the debt. This ensures prudent financial management and compliance with GRAP standards.

C.7.7. Financial Ratios

The above ratios indicate that the municipality is financially stable and adequately funded to continue with its operations. A ratio of 2.60:0.38c, which is more than an expected ratio of 1.5-2.1, this means all the immediate obligations that the municipality have will be met.

		5.95	2.60
Current Assets	334,235,077	412,811,225	193,303,353
Current Liabilities	77,356,066	69,420,466,	74,244,577

C.7.7. 1. Cost Coverage Ratio

The cash cost coverage of 6months is more than the expected norm of 1-3months, which means the municipality can pay off its liabilities which are due in time and can manage to do so for 6months. The municipal provisions and the capital replacement reserve are cash backed, and the cash and cash equivalents are sufficient to cover outstanding debt.

	8 Month	6 Month	4 Month
Cash and cash equivalents	9 951 795	10 583 189	12 183 073
Unspent Conditional Grants	26 265 036	25 572 603	22 122 630
Overdraft	-	-	-
Short Term Investments	244 970 326	224 449 342	161 034 958
Total Annual Operational Expenditure	331 314 055	443 030 793	487 943 906

C.7.7.2. Capital Expenditure To Total Expenditure

Capital expenditure to total expenditure reveals that the municipality is giving priority to financial health as it prioritizes short-term operational efficiency as it affects the growth of the municipality. The status is 21%, which is slightly above the expected ratio of 10%-20%, but which is still positive, for the year 2025/26.

	27%	25%	21%
Total Operating Expenditure	395,368,742	443,030,793	487 943 906
Taxation Expense	-	-	
Total Capital Expenditure	144,850,041	146,740,000	130 595 842

C.7.7.3. Budget Funding Status

	23/24	24/25	25/26
	94%	91%	93%
Actual Operating Expenditure	301 430 040	418 708 049	273 622 212
Budget Operating Expenditure	320 667 434	461 700 014	292 774 769

	104%	108%	115%
Actual Operating Revenue	353 945 653	477 097 117	304 120 930
Budget Operating Revenue	339 002 365	442 150 384	265 195 861

	100%	106%	67%
Actual Service Charges and Property Rates Revenue	419 682 524	346 722 035	304 120 930
Budget Service Charges and Property Rates Revenue	418 586 998	327 992 289	454 621 503

	91%	92%	63%
Actual Service Charges and Property Rates Revenue	135 324 331	136 168 383	101 968 575
Budget Service Charges and Property Rates Revenue	148 685 021	148 684 132	162 311 692

C.7.7.1 Conditional Grants Cash Backed

The municipality cash back on grants is over 100% in the current year 2025/26. This provides financial security for the Municipality, ensuring that we can meet obligations or cover expenses even if unexpected events occur.

	23/24	24/25	25/26
	8315%	-11735%	116%
Cash and cash Equivalents	905 854	4 119 614	7 935 071
Bank Overdraft		-	-
Short Term Investment	181 073 835	203 861 901	249 694 023
Long Term Investment		-	-
Unspent Grants	30 079 407	8 705 120	22 122 630
Net Assets	671 540 108	752 151 515	1 011 736 503
Share Premium			
Share Capital			
Revaluation Reserve			
Fair Value Adjustment Reserve		3 576 500	
Accumulated Surplus	669 713 266	750 273 090	809 064 176

C.7.7.4. Grant Dependency

The municipalities ratio on Grant Dependency shows that we are indeed a municipality that is relying on the conditional grants' transfers, in the year 2023, a 55% Grant depend over a total capital expenditure, and a heavy 75% in the financial year 2024-25 from 61% from the 2024/25 financial year. We are progressing in terms of our cash flow management. Our Cost coverage is at 6months and 8months in the year 2023-/24 which is more that the expected norm of 1-3months.

Our municipality does monitor the budget on monthly bases and quarterly bases as well, for us not to over commit ourselves which will result in the over spending of the Budget which automatically lead to financial stress and failing to pay our monthly commitment in time. Grant dependency on total revenue is at 28% because our municipality can Fund most of our projects.

Cash and investment management is one of the most important requirements for financial sustainability and must be closely monitored to ensure that a minimum amount of cash is set aside for capital replacement projects or defined purposes. Our municipality does not invest in the cash surpluses to maximise return on investment except for the interest of service delivery.

	2023-24	2024-2025	2025-2026
	64%	67%	69%
Internally generated funds	-92 422 958	84 967 841	90 537 925
Borrowings	0	0	-
Total Capital Expenditure	-144851041	126 072 931	130 595 842

	64%	67%	69%
Internally generated funds	-92 422 958	84967841	90 537 925
Total Capital Expenditure	-144851041	126072931	130 595 842

	43%	41%	49%
Total Revenue	476 253 065	476 134 401	454 621 503
Government grant and subsidies	297 059 542	298 970 658	254 956 400
Public contributions and Donations	0	0	-
Capital Grants	56 570 541	47 148 658	50 527 501

C.7.7.5. Investments

The municipality's cash management and Investment Policy was amended and approved by Council in May 2024. The aim of the policy is to ensure the Mandeni municipality's cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash equivalents required at any point in time and introduces time frames to achieve certain benchmarks. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the municipality's revenue base.

The table below provides an overview of the Mandeni local municipalities Investment register as at January 2026.

INVESTMENT REGISTER FOR JANUARY 2025

Name of grant	Bank account number	INTEREST RATES	Opening Balance as at 2025/12/01	Re-Investments	Expenditure	interest	bank charges	Closing Balance as at 2025/12/31	TOTAL INTEREST EARNED TO DATE
		%	R	R	R	R	R	R	R
call 1-internal grant	61294217372	7.20	7 500 000.00	103 992 547.95	15 355 641.11	355 641.11	-	96 492 547.95	1 195 569.49
Call account 2 - HOUSING	62028673219	7.20	2 219 718.95	-		10 745.88	-	2 230 464.83	76 227.49
Call account 3-MIG	62812286400	7.20	17 301 583.61	-	449 465.90	82 916.34		16 935 034.05	414 611.05
Call account 5-TMT	62113325882	7.20	571 619.35	2 850.00	-	2 859.14	51.28	577 277.21	19 473.35
Call account 6-INEP	62527527462	7.20	1 131.31	-	-	5.48	-	1 136.79	1 136.79
Call account 7-AR	62538203449	7.20	1 527 665.60	-	-	7 395.58	-	1 535 061.18	90 868.35
Call account 8-Title Deed	62812286963	7.20	1 769 573.37	-	-	8 566.67	-	1 778 140.04	69 440.33
Call account 9-Disaster Recovery	63048438097	7.20	143 665.49	-	-	695.49	-	144 360.98	63 108.07
ABSA BANK	208168-2978	9.78	-		-	-		-	-
NEDBANK	03/7881155450/000038	7.87	-		-	-		-	1 117 029.92
ABSA BANK	208213-3077	7.92	100 000 000.00	-	-	65 095.90		100 000 000.00	3 992 547.95
ABSA BANK	208231-8708	7.36	30 000 000.00			169 380.82		30 000 000.00	320 613.69
FNB-MAIN BANK	52940480587		-			90 772.36		-	227 224.80
TOTAL			161 034 957.68	103 995 397.95	(15 805 107.01)	794 074.77	(51.28)	249 694 023.03	7 587 851.28

Auditor General's Opinion

2024/2025 financial year	Comparison between 2024/2025 & 2023/24 financial year
1. The Auditor General (AG) opinion in 2024/2025 (current financial year) was unqualified with findings. This is consistent with the previous year. The unqualified audit opinion came about because of material adjustments to the Annual Financial Statements (AFS) which were subsequently adjusted, non-compliance with Supply Chain Management prescripts and finding on governance.	1. During 2024/2025 financial year, there was a slight improvement since there were ten (10) findings compared to the eleven (11) findings raised in the previous financial year.
2. The following are the ten (10) findings that were reported by the Auditor-General in the auditor's report; a) Irregular expenditure incorrectly disclosed as deviations b) *Awards made to persons whose tax matters were not in order* c) *Suppliers in service of the state* d) *Non-compliant bidders awarded - bidders who did not provide statements of municipal rates* e) *Reasons for deviation not justifiable* f) Irregular expenditure and Unauthorized expenditure not prevented g) *Incorrect computation of Cash-flow statement line items* h) *Misstatements in the disclosed unauthorised expenditure* i) *Misclassification of Interest and inadequate/Pervasive omission in Impairment disclosure* j) *Internal audit did not perform work on loss control, risk management and performance management*	2. There was a great improvement in the audit opinion for 2024/2025 financial year compared to 2023/2024 financial year because of the reduced number of findings. Furthermore, the Auditor-General reported that there was a significant improvement in Supply Chain Management processes compared to prior years.

C.8.1. AG Improvement Plan

1. Section 131 (1) of the MFMA states, inter alia that "A municipality must address any issues raised by the Auditor-General in an audit report. The mayor of a municipality must ensure compliance by the municipality with this subsection.

2. Management has developed a detailed Audit Action Plan for 2024/2025 audit and a total of ten (10) audit findings have been included in the action plan in line with a signed audit report.

3. The Audit-Action plan has been reviewed by internal audit, risk management committee, audit committee and MPAC for adequacy and has been presented to Manco, EXCO and has been

adopted by Council.

4. The Audit action plan has also been reviewed by KZN CoGTA for their input and the areas of improvement highlighted by CoGTA have been incorporated into the audit action plan.

C.7.9. Financial Management & Viability Swot Analysis

BUDGET & TREASURY OFFICE SWOT ANALYSIS	
STRENGHT ▪ Approved policies and by laws ▪ Effective and efficient institutional systems and internal controls ▪ Approved Funded Budget ▪ Positive Cash-Flow ▪ Compliance with legislative requirements. ▪ Regularly update GRAP Compliant Asset Register ▪ Implementation of General and Supplementary Valuation Roll ▪ Regularly review of Indigent Register ▪ Reserves generated from Investments. ▪ Payment of creditors within 30 days as per MFMA ▪ Functioning of Bid Committees ▪ Contracts and Quotations awarded to local businesses, women and youth ▪ Improved credit rating ▪ Fully capacitated with qualified personnel within the department ▪ Strong municipal leadership	**WEAKNESSES** ▪ Low debtors' collection rate which is below the norm of 95 percent ▪ Non-effective Revenue enchantement strategy ▪ Setting of non-cost reflective tariffs ▪ System Intégration ▪ Non implementation of cost containment measures and increase in cost drivers ▪ Repairs & Maintenance budget below the norm of 8 percent ▪ Dilapidated infrastructure Assets ▪ Delays in implementation of the Procurement plan which results in delays in provision of services ▪ Approved Budget Related Policies not fully implemented
OPPORTUNITIES ▪ External support from other Stakeholders ▪ Industrial development to improve property rates income ▪ New and Improved Billing System linked with the Credit Bureau ▪ Continuous update of process to strive for Clean Audit ▪ Benchmark performance against other municipalities	**THREATS** ▪ Non-payment culture of consumers (increases debtors' book) ▪ Increased financial reporting, regulatory requirements and mSCOA reforms on limited capacity. ▪ Inadequate funding for the continued provision of infrastructure for free basic services ▪ Highly diversified income base from low to high income earners ▪ Lack of Sustainable Service Delivery

C.8. identification of Key Challenges

- Not fully implementing cost containment measures
- Setting of cost reflective tariffs for rendering services
- Entrenched Community Culture of nonpayment for Government services which results in increased debtor's book.
- Poor contract management and non-compliance with Section 116 of the MFMA which deals with Contract Management and MFMA Circular 68 which deals with variation of contracts
- Delays in the Implementation of Procurement Plans which results in delays in provision of service delivery
- Monthly assessment of service providers
- Poor Planning by departments which results in late submission of requests that need urgent attention
- Not fully spending conditional grants allocated
- Approved Budget Related Policies not fully implemented
- Failure to prevent Unauthorized, Irregular, Fruitless and wasteful expenditure
- Data Cleansing of debtors database
- Low Debtors Collection rate which is below the norm of 95 percent
- Repairs & Maintenance budget below the norm of 8 percent
- Safeguarding of municipal assets

Section D: Municipal Vision, Goals and objectives

D.1. Long-term vision

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

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

D.2. Mission Statement

Further to the vision statement outlined on the previous page, Mandeni Municipality has developed a mission statement that sets the tone for every decision that the municipality makes in order to achieve its vision. The brief mission statement defines the organization and seeks to set it apart from the other municipalities. Mandeni Municipality will achieve the development vision by following a culture of Batho Pele principles.

CORE VALUES

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

These are the behavior patterns expected from councilors and staff alike and signify the meaning that members of the Mandeni Municipality attach to their actions. They are a way of perceiving and even thinking and feeling. They affect the way people and groups interact with each other, with clients, and with stakeholders.

D.1.1. ALIGNMENT OF OUTCOME 9, PMS ASSESSMENT TOOL WITH MUNICIPAL STRATEGIC ISSUES

NATIONAL KPA's	OUTCOMES 9	BACK TO BASIC	MANDENI STRATEGIC ISSUES
Basic Infrastructure and Service Delivery	Improved Access to Basic Services	Service Delivery: Creating Conditions for Decent Living	- Electricity - Access to roads and stormwater - Telecommunications
			- Community and public facilities
			- Solid waste disposal Housing
			- Land use management systems
Local Economic Development	Local Economic Development Implemented and Cooperatives Supported	Service Delivery	- Local Economic Development - Tourism Planning - Agricultural Development Cooperatives and SMMEs Public Private Partnerships
			- Business Support and Development
Community Services and Social Development	Community Work Program Implemented and Cooperatives Supported	Good Governance and Public Participation	Education - Health Social Security Community Safety - Disaster Management
			- Gender, youth and people with disabilities
			- Sports and Recreation
			- HIV and Aids
			- Community and Public Facilities
			- Land Reform
			- Environmental Sustainability
			- Arts and Culture
			- Cemeteries and Crematoria

			- Expenditure Control
Municipal Institutional Development and Transformation	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	- Batho Pele - Performance Management - Human Resources - Information Technology - Administration
	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	- Integrated Development Planning - Policy Development - Public Participation - Internal Audit - Anti–Corruption Strategy

2026/2027 MUNICPAL STRATEGIC OBJECTIVES			
IDP REF	**STRATEGIC GOAL**	**STRATEGIC OBJECTIVE**	**STRATEGIES 2026/27**
BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT			
BSD 01	Universal access to basic services and infrastructure development by 2030	Improve access to all infrastructure and services	Facilitate access to electricity for all targeted households
BSD 02			Reduce the road infrastructure backlog and maintain the existing infrastructure
BSD 03			Facilitate the reduction of the housing backlog
BSD 04			Provide efficient waste collection and management service to all targeted household
BSD 05	Universal access to basic service delivery and infrastructure development by 2030	Improve access to all infrastructure and services	Facilitate the provision of new community facilities
BSD 06	Providing and facilitating access to social services and facilities	Improve access to all infrastructure and services	Facilitate the provision of new community facilities

GOOD GOVERNMENT AND PUBLIC PARTICIPATION			
GGPP01	To foster a culture of community involvement and good governance in the affairs of the municipality	Ensure participative, transparent and accountable Governance	Improve the public participation processes
GGPP 02			
GGPP 03		Aspire to a healthy, safe and crime-free area	Ensure the municipal contribution to community safety
GGPP 04			Design and implement sports, arts and heritage celebration programmes
GGPP 05		Ensure that all legislated Council structures meetings seat.	Improve the public participation processes
GGPP 06		Implementation of risk mitigation strategies specific to the department	Improve the audit opinion

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT			
MFVM 01	To develop a sustainable and efficient municipality	Ensure a financially viable	Ensure a constant and accurate financial reporting
MFVM 04			Ensure a constant and accurate financial reporting

MFVM 05 **MFVM 06**	based on sound financial management	municipality	Manage and increase the municipal revenue base. Ensure that the municipality acquires goods and services in terms of supply chain regulations

LOCAL ECONOMIC DEVELOPMENT			
LED 02 **LED 03**	Facilitate the creation of job opportunities	Achieve a holistic human development and capacitation for the realisation of skilled and employable workforce.	Improve the community skills base Ensure the empowerment of youth, women and people living with disabilities.
LED 04 **LED 05** **LED 06**			Facilitate the implementation of the EPWP
LED 07			Strategic planning for Local Economic Development

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			
MTID 01			Maintain and improve the municipal policies
MTID 02			Ensure effective and efficient human resource management

MTID 03	Provision of effective, efficient, transparent and accountable leadership	Creating a conducive working environment	Ensure effective and efficient human resource development
MTID 04			Improve performance
MTID 05			Improve information technology and document management systems
MTID 06			Improve municipal services and Infrastructure

SPATIAL RATIONAL ENVIRONMENTAL MANAGEMENT/ CROSS-CUTTING MEASURES			
SREM 01	Promoting and facilitating environmental protection and sustainable spatial planning	CBD Regenaration	Creating government precinct with efficient space for public facilities and services
SREM 02		Ensure an integrated and alligned development planning	Ensure proper development
SREM 03		Facilitate a creation of a disaster-ready community	Provide a framework for the spatial vision and form of Municipality

E.1. IMPLEMENTATION PLAN

The following tables outline the projects and programs the municipality will be embarking on during this term of council. The projects and programs are based on internal and external budgets.

Please refer to annexture folder (Implementation Plan).

Section F: Financial Plan

F.1. 3-year Municipal Standard chart of account budget (*m*SCOA Budget)

Mandeni municipality has compiled its 2025/26 MTREF Budget transacting across all the mSCOA seven segments in Version 6.9 as per MFMA Circular 129. Furthermore, we have ensured seamless integration of the Integrated

Development Plan {IDP}, Service Delivery and Budget Implementation Plan {SDBIP} and Budget facilities into the core financial system as these documents create a point of departure for the transacting.

Mandeni municipality has tabled its mSCOA Final Annual Budget & IDP for 2026/27 MTREF in an mSCOA classification framework and the data string {IDP and Budget} will be uploaded to the LG Database portal on the 28 May 2026, immediately after tabling at a Council Meeting. The municipality has also ensured that our main core system {SAGE Evolution} and all subsystems are integrating seamless.

In view of the aforementioned, following table is a consolidated overview of the proposed 2026/2027 Medium-term Revenue and Expenditure Framework:

Table 4 Consolidated Overview of the 2026/27 & MTREF

KZN291 Mandeni - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Financial Performance										
Total Revenue (excluding capital transfers and contributions)	401,560	420,889	429,670	454,622	463,028	463,028	382,097	475,259	483,258	507,025
Total Expenditure	340,534	395,482	471,165	487,944	504,021	504,021	314,415	504,982	482,068	505,141
Surplus/(Deficit)	61,026	25,407	(41,495)	(33,322)	(40,993)	(40,993)	67,682	(29,723)	1,190	1,884
Transfers and subsidies - capital (monetary allocations)	45,387	55,093	47,668	46,017	59,528	59,528	26,374	55,889	48,209	49,733
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	106,413	80,500	6,173	12,694	18,535	18,535	94,056	26,166	49,399	51,617
Surplus/(Deficit) for the year	106,413	80,500	6,173	12,694	18,535	18,535	94,056	26,166	49,399	51,617
Capital expenditure & funds sources										
Capital expenditure	93,331	139,662	432,380	130,596	126,749	126,749	58,936	117,222	64,642	66,711
Transfers recognised - capital	12,628	51,789	190,436	40,058	51,806	51,806	25,171	48,599	22,424	23,141
Borrowing	0	–	3,881	–	–	–	–	–	–	–
Internally generated funds	80,703	87,873	215,561	90,538	74,943	74,943	33,765	68,623	42,218	43,569
Total sources of capital funds	93,331	139,662	409,878	130,596	126,749	126,749	58,936	117,222	64,642	66,711

The Medium-Term Expenditure Framework proposes a total budget of R 621.5 million for the 2026/27 financial year. It appropriates a total operating expenditure of R 504.4 million and capital expenditure of R 117.1 million. An amount of R107.2 million has been funded from cash backed reserves which has funded Capital Budget Internally of R68.6 million and Depreciation of R 38.6 million.

F.1.1. Implementation of Financial Plan & Expenditure & Challenges.

No	Project Name	Ward	Brief Description	Consultant/ Contractor	Approved MIG Funding	Status/ Progress	Anticipated Date	Challenges / Comments
01	Upgrade of Link Road between Masomonce Bus Route (Ward 10) and Enembe/Isithebe Link Road (Ward 12)	10/12	This project entails the construction of the new scope of work to prioritize the Storm-water, retaining wall, sidewalk and fixing the damaged sections of the road.	**Consultant** Iqhina Consulting Engineers Contractor TBC	R2 000 000.00	Documentation stage	TBC	The new Consultant Iqhina Consulting Engineers has been appointed to deal with the finishing of the project since the previous Consultant Leletu Consulting Engineers pulled out of the project.
02	Construction of a Sports field in Enembe, Ward 5	5	Project Scope: The scope of works is as follows: Construction of a soccer field, Installation of clear view Fencing, Construction of Change rooms and ablution facility as well as the septic tank and Construction of grand stands	Consultant Sivest Consulting Engineers Contractor Sholo Trading	R7 962 614.60	Project Complete	December 2022	Project is at Defect Liability Period ending 14 December 2023.

Total operating revenue of R 473.9 million has increased by 2.6 per cent or R 11.9 million for the 2026/2027 financial year when compared to the 2025/2026 Adjustments Budget. Transfer and subsidies capital is R 55,9 million which has decreased by 6.1 percent or R 3.6 million for 2026/27 financial year.

Total operating expenditure for the 2026/2027 financial year has been appropriated at R 504.4 million and translates into a deficit budget of R 30.5 million, which is in contravention with guideline as per MFMA Circular No.126.

For the 2026/27 Financial year the municipality has undertaken an assessment and implemented cost reflective tariffs for Service Charges: Electricity & Waste Management and resuscitated implementation of cost containment initiatives which have contributed towards reducing the operational deficit budget.

Operational expenditure has increased by 0.01 per cent in the 2026/2027 budget and by 0.05 and 1.6 per cents for each of the respective outer years of the MTREF.

Total capital budget of R 117,1 million has been committed for 2026/2027 however this shows a decrease by 7.6 per cent when compared to the 2025/2026 financial year.

Also, the following macro-economic forecasts were considered when preparing the 2026/27 MTREF municipal budget:

Table 1: Macroeconomic performance and projections, 2024-2029					
Fiscal Year	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Estimate	Forecast		
CPI Inflation	4.6%	4.4%	3.7%	3.3%	3.2%

The ability of the municipality to collect outstanding debt has been considered when estimating the cash flows. At the collection rate of 80 per cent as the municipality will always closely monitor its performance in this regard.

In consideration of its own revenue, the municipality is entering the fourth year of the General Valuation Roll implementation. The tariffs have increased by 3.7% in line with the projected inflation increase, apart from the R 15 000 statutory reduction for residential customers, a further R185 000 reduction is afforded to all residential customers which in essence means a household with a Market Value of R200 000 or less is exempted from Paying Rates.

Having analyzed the local Economic enablers and being motivated by our vision of becoming a sustainable economic hub by 2030, the Municipality further afforded a 40% rebate for Industrial Properties as well as the 80% rebate for Agricultural Properties.

Employee Related Costs and Remuneration of Cllrs

The salary and wage increase for employee related costs is four comma seven five percent (4.75%) with effect from 1 July 2026, in terms of Clause 6.6 of the Collective agreement.

The Remuneration of Councillors and Remuneration of MM and Directors is in accordance with determination by National Minister of Cogta, however the municipality has budgeted for a

proposed increase of four comma one percent (4.1%) percent for Councillors and four comma five percent (4.5%) for MM and Directors.

This increase has been based on the last issued Government Gazette on the Remuneration and Determination of Upper Limits as issued by COGTA.

The employee related costs and remuneration of Cllrs budget is currently sitting at 38% which is within the norm range of 25-40 percent as per MFMA Circular No.71 for 2026/27 financial year.

Asset Management

Given the current challenges of aging and dilapidated infrastructure faced by the municipality, which contributes to high level of losses, the municipality has allocated 49 percent of the capital expenditure towards renewal/ upgrading of the existing assets and 51 percent has been allocated acquire new assets.

Another factor which causes losses is lack of maintenance during the lifespan of the assets which National Treasury encourages the municipalities to allocate at least 8 per cent towards repairs and maintenance as outlined in MFMA Circulars No. 55 and 71. The municipality has allocated a budget of 4.9 percent towards repairs and maintenance which is below the norm as per Treasury guidelines. This is one of the critical areas where the municipality still needs to prioritize so as to ensure that municipal infrastructure does not end up in a dilapidated condition.

2026/2027 PROJECTS

FINAL CAPITAL BUDGET 2026/27	FINAL BUDGET 2026/27		
CAPITAL PROJECTS	BUDGET INCL. VAT	VAT	BUDGET EXC. VAT
COUNCIL			
Procurement of video camera	100 000,00	13 043,48	86 956,52
Procurement of Loud hailer	100 000,00	13 043,48	86 956,52
Installation of YEP Carport, Stalls numbers and Marketing Billboard	500 000,00	65 217,39	434 782,61
Construction of YEP access staircases and amphitheater	500 000,00	65 217,39	434 782,61
SUGGESTION BOX AND POSTERS	100 000,00	13 043,48	86 956,52
Procurement of Vehicle for Political Office Bearers X3	3 200 000,00	417 391,30	2 782 608,70
TOTAL BUDGET PER DEPARTMENT	**4 500 000,00**	**586 956,52**	**3 913 043,48**
TECHNICAL SERVICES			
Nyoni Taxi Route Phase 4	100 000,00	13 043,48	86 956,52
EIA for Upgrade of Dokodweni BEACH Ward 01	138 099,09	18 012,92	120 086,17
Construction of a Community Hall in Ward 08	2 500 000,00	326 086,96	2 173 913,04
Rehabilitation of Internal Roads and Stormwater ward 14	100 000,00	13 043,48	86 956,52
Construction of Khenana Sportfield	4 018 770,66	524 187,48	3 494 583,18
Construction of Hlomendlini sportsfield	100 000,00	13 043,48	86 956,52
Construction of a Sportsfield in Mangqakaza, Ward 1 - Mandeni Municipality	11 953 220,09	1 559 115,66	10 394 104,43
Construction of a Sportsfield in Emthaleni, Ward 2 - Mandeni Municipality	9 733 398,48	1 269 573,71	8 463 824,77
Construction of High Mast Lights in Wards 1,2,6,7,8,13,14 & 15 - Mandeni Municipality	2 475 147,04	322 845,27	2 152 301,77
Rehabilitation of Quartz Road and a portion of Platinum Drive in Mandeni, Ward 4	10 235 313,74	1 335 040,92	8 900 272,82
Construction of a Community Hall in the Ngqofela Area, Ward 09	100 000,00	13 043,48	86 956,52
Construction of a Community Hall in the Machibini Area, Ward 12	100 000,00	13 043,48	86 956,52
Constructon of Mechanical/ Technical Services Building Phase 1	1 409 458,00	183 842,35	1 225 615,65
Rehabilitation of Bumbanani Road in Sundumbili: Ward 13, 14 & 15 - Phase 1	500 000,00	65 217,39	434 782,61
Construction of New Offie Block	44 604 347,83	5 817 958,41	38 786 389,42
Construction of Bus Shelters in various wards- 14 and 15	2 500 000,00	326 086,96	2 173 913,04
Construction of pedestrian bridges in ward 11	1 500 000,00	195 652,17	1 304 347,83
Construction of Khenana Sportfield- Internal	1 108 991,69	144 651,09	964 340,60
Procurement of Airconditioner	400 000,00	52 173,91	347 826,09
Supply and deliver 4 x RMU	900 000,00	117 391,30	782 608,70
Construction of Hlomendlini sportsfield- internal	3 200 000,00	417 391,30	2 782 608,70

Construction of Ezakheni road (Concrete surfacing) Phase 2- Ward 12	1 200 000,00	156 521,74	1 043 478,26
Construction of Othini to Ntsongeni Road (Concrete surfacing) Ward 05	1 200 000,00	156 521,74	1 043 478,26
Construction of Ngcobo ojikayo Road (Concrete Surfacing) Ward 06	1 200 000,00	156 521,74	1 043 478,26
Upgrading of Storm Water at(Masomonco	1 000 000,00	130 434,78	869 565,22
Installation of MV cable - Anderson road Ward 03	300 000,00	39 130,43	260 869,57
Planning for Construction of Community Hall ward 17	308 509,35	40 240,35	268 269,00
Construction of Speed humps(traffic calming) Ward 03,04,13,14,15	100 000,00	13 043,48	86 956,52
Gravel- from P266 to Emachunwini Road in Ward 6	3 008 695,65	392 438,56	2 616 257,09
Gravel Kwamazitapele in Ward 2	3 008 695,65	392 438,56	2 616 257,09
Gravel from R102 to KwaNqqofela in Ward 9	1 486 956,52	193 950,85	1 293 005,67
Gravel from Carwash to Nqofela in Ward 9	1 486 956,52	193 950,85	1 293 005,67
Gravel Grape Vine in Ward 11	3 008 695,65	392 438,56	2 616 257,09
TOTAL BUDGET PER DEPARTMENT	**114 985 255,97**	**14 998 076,85**	**99 987 179,12**

EDPHS			
Construction of Market Stalls	4 000 000,00	521 739,13	3 478 260,87
Construction of Mini Factories at Khenana Phase 2 Ward 10	2 000 000,00	260 869,57	1 739 130,43
Construction of Mini Factories at Khenana Phase 2- GRANT	2 000 000,00	260 869,57	1 739 130,43
Drone (DJI MAVIC 4 DRONE)	60 000,00	7 826,09	52 173,91
TOTAL BUDGET PER DEPARTMENT	**8 060 000,00**	**1 051 304,36**	**7 008 695,64**

COMMUNITY SERVICES			
Greening of open spaces and Municipal facilities	-	-	-
Fencing of Sundumbili Pool	1 495 000,00	195 000,00	1 300 000,00
Procurement of 15 new skips	1 354 999,26	176 739,03	1 178 260,23
Procurement of plant and equipment	60 000,00	7 826,09	52 173,91
Establishment of Waste transfer station Phase 1 - Ward 17	-	-	-
Procurement of quad bike	150 000,00	19 565,22	130 434,78
Procurement of Brushcutters Machines	85 000,00	11 086,96	73 913,04
Procurement of library furniture	100 000,00	13 043,48	86 956,52
Procurement of ICT Equipment Library	85 000,00	11 086,96	73 913,04
Procurement of Library Airconditioners	150 000,00	19 565,22	130 434,78
Construction of Life guard house and IRQ Boat Storage Tugela Mouth Ward 02	1 439 999,64	187 826,04	1 252 173,60
Procurement of essential office equipment (projector, binder, shredder)	50 000,00	6 521,74	43 478,26
Photo Camera for Disaster Unit	60 000,00	7 826,09	52 173,91
Procurement of 3 Rescue Boats	180 000,00	23 478,26	156 521,74
Procurement of Portable Generator - ESDM	50 000,00	6 521,74	43 478,26
Installation of Borehole at Dokodweni Beach	300 000,00	39 130,43	260 869,57

Procurement of Tools & equipment for Fire Rescue (Gas Dectator, Compressor, fire hosepipe, etc)	350 000,00	45 652,17	304 347,83
TOTAL BUDGET PER DEPARTMENT	**5 909 998,90**	**770 869,43**	**5 139 129,47**
CORPORATE SERVICES			
Procurement of Computers and Laptops	350 000,00	45 652,17	304 347,83
Procurement of Office Equipment - Corp and Furniture	500 000,00	65 217,39	434 782,61
Upgrade of servers	500 000,00	65 217,39	434 782,61
TOTAL BUDGET PER DEPARTMENT	**1 350 000,00**	**176 086,95**	**1 173 913,05**
TOTAL CAPITAL BUDGET	**134 805 254,87**	**17 583 294,11**	**117 221 960,76**

CAPITAL PROJECTS PER FUNDING SOURCE	**FINAL BUDGET 2026/27**		
	BUDGET INCL VAT	**VAT**	**BUDGET EXC VAT**
MIG GRANT	41 553 949,10	5 420 080,32	36 133 868,78
DISASTER GRANT	12 000 000,00	1 565 217,39	10 434 782,61
LIBRARY GRANT	335 000,00	43 695,66	291 304,34
EDTEA GRANT	2 000 000,00	260 869,57	1 739 130,43
INTERNALLY FUNDED (RESERVES)	78 916 305,77	10 273 431,18	68 622 874,59
	134 805 254,87	**17 563 294,12**	**117 221 960,75**
CAPITAL PROJECTS PER DEPARTMENT			
EXECUTIVE & COUNCIL	4 500 000,00	586 956,52	3 913 043,48
TECHICAL SERVICES	114 985 255,97	14 998 076,85	99 987 179,12
EDPHS	8 060 000,00	1 051 304,36	7 008 695,64
COMMUNITY SERVICES	5 909 998,90	770 869,43	5 139 129,47
CORPORATE SERVICES	1 350 000,00	176 086,95	1 173 913,05
FINANCE	-	-	-
	134 805 254,87	**17 583 294,11**	**117 221 960,76**

MIG GRANT	41,415,850.01	5,402,067.40	36,013,782.61
DISASTER GRANT	12,000,000.00	1,565,217.39	10,434,782.61
LIBRARY GRANT	335,000.00	43,695.66	291,304.34
EDTEA GRANT	2,000,000.00	260,869.57	1,739,130.43
INTERNALLY FUNDED (RESERVES)	78,916,305.77	10,273,431.18	68,622,874.59
	134,667,155.78	17,545,281.20	117,101,874.58
CAPITAL PROJECTS PER DEPARTMENT			
EXECUTIVE & COUNCIL	4,500,000.00	586,956.52	3,913,043.48
TECHICAL SERVICES	114,847,156.88	14,980,063.94	99,867,092.94
EDPHS	8,060,000.00	1,051,304.36	7,008,695.64
COMMUNITY SERVICES	5,909,998.90	770,869.43	5,139,129.47
CORPORATE SERVICES	1,350,000.00	176,086.95	1,173,913.05
FINANCE	-	-	-
	134,667,155.78	17,565,281.20	117,101,874.58

1.5.1. ilembe 2026/2027 Capital Projects Under Construction & Planning

Table Shows: ilembe District 2026/27 capital budget

WARD	GRANT	PROJECT NAME	COMPLETION	CONTRACT VALUE	PROGRESS and HH
6	MIG	Ndulinde Water Supply - Reticulation	May 2026	R 40 900 000	80% Complete 488 Households
3 & 9	MIG	Macambini Water Supply – Contract 5D	April 2026	R 47 562 244.43	98% Complete 380 Households
10	MIG	Inyoni Housing Development - (Water and San)		R8 000 000	15% Complete
5, 6, 8, 12, 1, 9, 17, 4	MIG	Implementation of 1010 household sanitation (VIP Toilet) in the Mandeni area	March 2026	R17 000 000	1010 Complete

Section G. Annual Operational Plan {SBDIP}

Mandeni Local Municipality develop draft SDBIP after the approval of the IDP & Budget, guided by section 53 of MFMA, the MFMA S53 states that the mayor of the municipality adopts the draft SDBIP within 14 days after the approval IDP and budget, together with draft annual performance agreements for Municipal manager and all senior managers should be prepared it terms of section MFMA section 69{1}{b}

Section 53 of MFMA further states that the mayor should approve the final SDBIP within 28 days after the approval of the IDP & Budget. It further states that after the approval of SDBIP, Municipal manager, senior managers, copies of performance agreements be submitted to Council and the MEC for local governance in the province before the 31st of July of each Financial Year. The municipal should publish in the newspaper the draft SDBIP and final SDBIP as a compliance.

Mandeni Municipality developed a top layer SDBIP which is a strategic document consist of scorecard with all the Key Performance Indicators (KPI's) organizational. The departments develop the departmental scorecards assigning the KPI's to the relevant HOD's, these departmental scorecards are reported and monitored on quarterly basis to provide the status of performance of the municipality, as well promote PMS SMART principle, it is for that reason we have monthly, Mid–year {Sections 72 of MFMA} submitted to both provincial and national treasury and Annual performance report. Submitted to AG before the 31st August in financial year.

Section H: Organizational & Individual Performance Management System

H.1. Introduction

Performance management is a strategic approach to which management equips leaders, managers, employees, and stakeholders at different levels; with a set of tools and techniques to plan regularly, monitor continuously, measure periodically, and review performance of the Organization in terms of indicators and targets for efficiency, effectiveness, and impact. Chapter 6 of the Municipal Systems Act (No.32 of 2000) requires the Municipality to:

- Develop a performance management system; Set targets, and monitor and review performance, based on indicators linked to IDP;
- Publish annual reports on performance for the Organization, staff, the public, and other spheres ofgovernment

Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government. Have the Annual Performance Report audited by the Auditor− General, and Involve the community in setting the indicators and targets, and reviewing the Municipality's performance.

H.2. THE 2001 MUNICIPAL PLANNING AND PERFORMANCE REGULATION STATES THAT:

The PMS must entail a framework that describes and represents how municipal cycles and processes of PMS; including measurement, review, reporting, and improvement will be conducted; and PMS must, interiliac, comply with the requirements of systems the Act relates to the Municipality's employee performance management processes.

The 2025/2026 review IDP, the Municipality has prepared functional and effective organization performance management systems, that address the performance needs of the Municipality; and also serves to promote a culture of performance management, and to administer its affairs in an economical, effective, efficient, and accountable manner, as required by Section 38 of the Municipal Systems Act No. 32 of 2000.

In terms of measuring performance of the Municipality in 2025/2026 , the municipality has reviewed performance management system, and has in place the following documents, that guide the review, implementation, monitoring, and reporting of PMS:

In terms of measuring performance of the Municipality in 2025/2026 , the municipality has reviewed the performance management system, and has in place the following documents, that guide the review, implementation, monitoring, and reporting of PMS: Performance Framework; Organizational Scorecard; and Department Scorecard.

H.1. ORGANIZATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS

The adoption of the 2025/2026 IDP and Budget Review will be undertaken in May 2024, will inform the preparation of the Service Delivery Budget and Implementation Plan, within 28 days after the adoption. The budget will serve as a monitoring tool for the implementation of the IDP, and then prepare performance agreements for section 54 and 56 managers as required by the 2006 Performance Regulation, which will have to be concluded before the end of June 2023.

The municipality will also undertake quarterly reviews during the 2025/2026 FY to monitor performance as per following quarters:

- First quarter: July– September 2024;
- Second quarter: October to December 2024;
- Third quarter: January to March 2025;
- and Fourth quarter: April to June 2025.

H.1.1. 2022/2023 ANNUAL PERFORMANCE REPORT

Organizational performance is evaluated by means of a municipal scorecard {Top Layer SDBIP} at organizational level and through the Service Delivery Budget Implementation Plan {SDBIP} at departmental levels. The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality are implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and Budget. The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned.
- The budget must address the strategic priorities.
- The SDBIP should indicate what the municipality is going to do during the next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP were prepared as described in the paragraphs below and approved by the Mayor. The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

Color	Category
	Total KPI's
	KPI's achieved
	KPI's not achieved

The information that has contributed in preparation of this Annual Performance Report is the quarterly performance reports developed by the Performance Management Unit as a result of monthly reports fro m all departments supported by portfolio of evidences (POE's). This information is verified against the supported evidence and the Internal Audit Unit provides further assurance through their statutory and compliance auditing processes as set out in Section 165 of the MFMA. The monitoring system places responsibility on each department and individual employee to collect relevant data and information to support the monitoring process. Evidence of performance is gathered and presented to substantiate claims of achieving/not achieving performance standards. All portfolios are verified against the reported actual, as

The Overall Performance On Annual Performance Report Of 2022/23 And 2021/22 Financial Years

The 2022/23 Financial Year did not have any major challenges. Hence, the municipality did not acquire natural disaster like the previous financial year. Several projects that were targeted were achieved. Challenges encountered were poor performance by service providers in some catalystic projects, SCM delays, etc. However, there was a consistent debt collection rate of 80% in the 2021/22 and 2022/23 financial year. The municipality performed well in cost coverage ratio sustained, whereby the target was 1:3 months and a stelling performance was achieved through 1:9 months. In terms of compliance, the municipality has submitted section 71 and 72 reports, section 52 (d), submission of senior managers performance agreements, IDP and Budget was also tabled timeously. It is for that reason, that the overal performance of the municipality in the 2022/23 financial year was 80% from 70%. This is a commendable performance. The 2021/22 Financial Year was one the challenging year for the municipality hence it was affected by KZN floods which caused a negative implication on the service delivery and municipal operations. The impact KZN floods resulted in number of people loosing their houses thus reducing the municipal revenue as more and more people could not afford to pay their rates and services hence increasing of debt owed to the municipality. The floods also affected the services delivery projects, where number of projects during 2021/22 financial year were suspended and redirected to the next financial year and also the poor performance by service provider prevailed a service deliver inone the catalytic project DLTC during 2021/22 the municipal overall performance deteriorated as result of these challenges , the municipality managed to get an overall performance of **70%** during 2021/22 financial year. The following graphs illustrate the overall performance of the Municipality measured in terms of the Top Layer (Strategic) SDBIP as at the end of the year that ended 30th of June 2023.

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

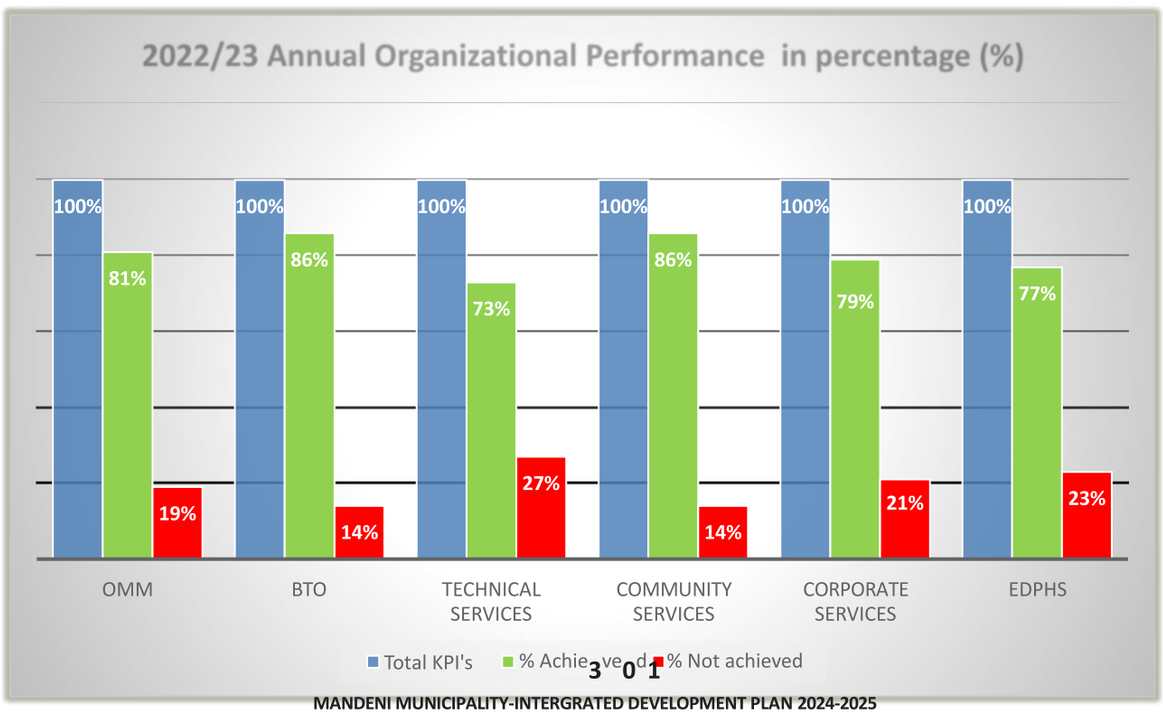
Department	Total KPI's	Achieved	Percentage Achieved (%)	Not Achieved
Office of the MM	77	62	81 %	15
BTO	36	31	86 %	5
Technical Services	44	32	73 %	12
Community Services	36	31	86 %	5
Corporate Services	29	23	79%	6
EDPHS	30	23	77 %	7
Organizational Performance	252	202	*80 %*	50

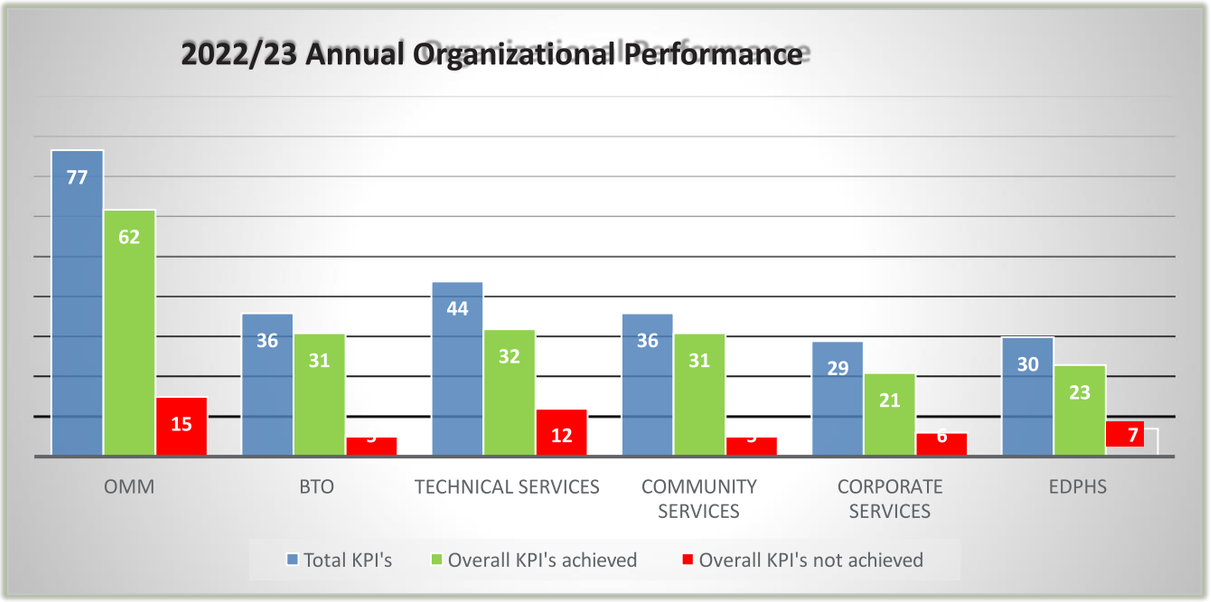
Overall Performance of the Municipality (Top Layer) SDBIP for 2021/22 FY

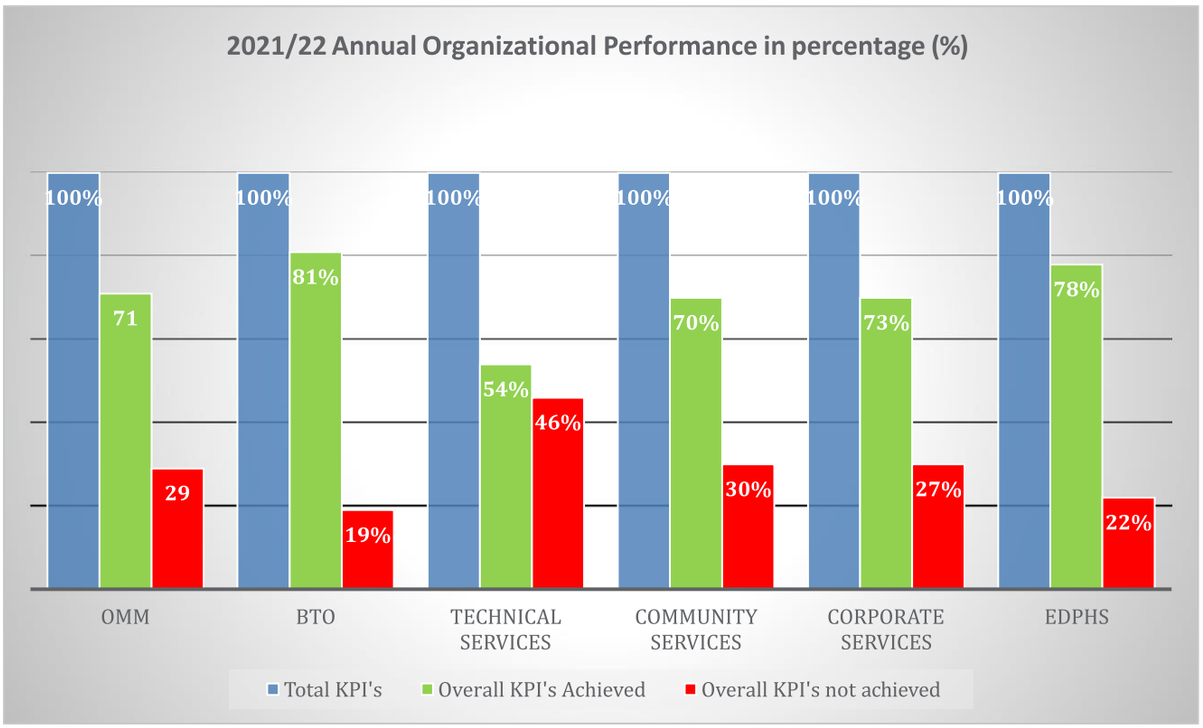
The graph below illustrates the overall performance of the Municipality measured in terms of Top Layer (Strategic) SDBIP at the end of the year ended 30th of June 2022.

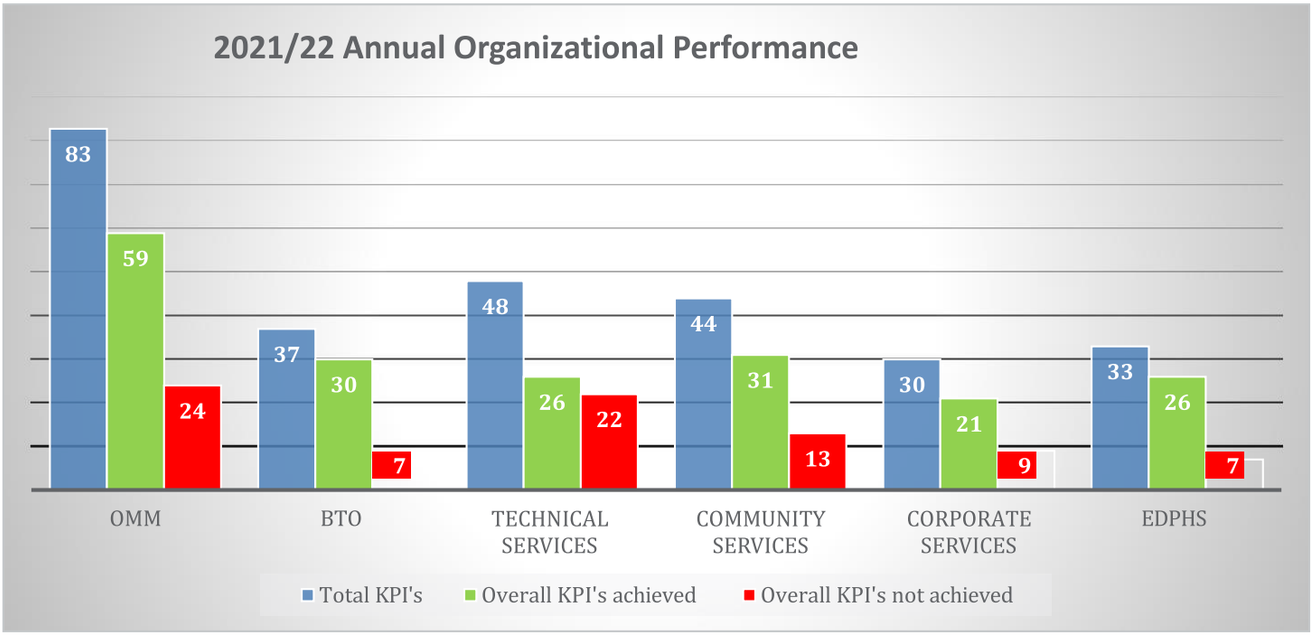
Department	Total KPI's	Achieved	Percentage Achieved (%)	Not Achieved
Office of the MM	83	59	71%	24
BTO	37	30	81%	7
Technical Services	48	26	54%	22
Community Services	44	31	70%	13
Corporate Services	30	21	70%	9
EDPHS	33	26	78%	7
Organizational Performance	275	193	**70%**	82

Comparison of 2022/23 FY and 2021/22 Performance through graph illustration




2022/23 Annual Organizational Performance
77
62
15
36
31
44
32
12
36
31
29
21
6
30
23
7
OMM
BTO
TECHNICAL SERVICES
COMMUNITY SERVICES
CORPORATE SERVICES
EDPHS
Total KPI's
Overall KPI's achieved
Overall KPI's not achieved


2021/22 Annual Organizational Performance in percentage (%)
100%
71
29
100%
81%
19%
100%
54%
46%
100%
70%
30%
100%
73%
27%
100%
78%
22%
OMM
BTO
TECHNICAL SERVICES
COMMUNITY SERVICES
CORPORATE SERVICES
EDPHS
Total KPI's
Overall KPI's Achieved
Overall KPI's not achieved



H1.3. PMS ASSESSMENT TOOL

Mandeni Municipality played an important role in reporting the PMS assessment tool program for both provincial and national COGTA. The Municipality reports on a quarterly basis to the provincial COGTA, and is still in a satisfactory standard, since the feedback received is reflecting as a functional municipality in the ilembe District. The Municipality is working with provincial specialists to improve the issues that put municipalities in a challenged status. Mandeni Municipality also reports B2B on a monthly basis to the national COGTA. The performance is also in a satisfactory standard because the feedback also reflects that the Municipality is fully– functional as well. The reporting is based on the following five pillars:

- KPA 1: Basic Service Delivery
- KPA 2: Financial Viability and Management
- KPA 3: Good Governance & Public Participation
- KPA 4: local Economic Development
- KPA 5: Municipal Transformation & Institutional Development
- KPA 6: Spatial Rational Environmental Management / Cross Cutting Measures

Chapter I: ANNEXURES

I.1. List of municipal policies and By–laws

Policies	Lifespan	Last Adoption Date	Development / Review Status {Draft / To Be Reviewed)
Budget & Treasury Office			
Communication Strategy	2023–2024	End of April 2023	Under review
Asset Loss Control Policy	2023–2024	End of April 2023	Under review
Asset Management Policy	2023–2024	End of April 2023	Under review
Banking and Investment Policy	2023–2024	End of April 2023	Under review
Catering Policy Reviewed	2023–2024	End of April 2023	Under review
Credit Control and Debt Collection Policy	2023–2024	End of April 2023	Under review
Draft Fleet Management Policy	2023–2024	End of April 2023	Under review
Draft Funding and Reserves Policy	2023–2024	End of April 2023	Under review
Draft Indigent Support Policy	2023–2024	End of April 2023	Under review
Draft Insurance Policy	2023–2024	End of April 2023	Under review
Draft Inventory Management Policy	2023–2024	End of April 2023	Under review
Draft Mandeni SCM Policy	2023–2024	End of April 2023	Under review
Draft Rates Policy	2023–2024	End of April 2023	Under review
Draft Tariff Policy	2023–2024	End of April 2023	Under review
Draft Virement Policy	2023–2024	End of April 2023	Under review
Community Services & Public Safety			
Approved Indigent–Pauper Burial Policy 2022 Reviewal	2023–2024	End of April 2023	Under review
Cemetery And Crematoria By–Law	2023–2024	End of April 2023	Under review
Draft Gathering By Law	2023–2024	End of April 2023	Under review
Firearm Policy For Mandeni	2023–2024	End of April 2023	Under review
Animal Keeping Bylaws	2023–2024	End of April 2023	Under review
Pounds By Laws	2023–2024	End of April 2023	Under review
Corporate Services Department			
2022 Draft in Service Training Students And Internship Program	2023–2024	End of April 2023	Under review
2022 Draft Internal Bursary Policy	2023–2024	End of April 2023	Under review
Batho Pele Policy	2023–2024	End of April 2023	Under review
Draft Cell phone Allowance & Telephone Usage Policy 11052022	2023–2024	End of April 2023	Under review
Draft Leave Policy 2021–2022 {1)	2023–2024	End of April 2023	Under review
Draft Overtime Policy 2021–2022	2023–2024	End of April 2023	Under review
Draft Recruitment Policy	2023–2024	End of April 2023	Under review
Standby Allowance Policy 2021	2023–2024	End of April 2023	Under review
Draft Vehicle Allowance Policy	2023–2024	End of April 2023	Under review
HR Strategy	2023–2024	End of April 2023	Under review
ICT Security Policy	2023–2024	End of April 2023	Under review
ICT Master Systems Plan	2023–2024	End of April 2023	Under review
ICT Governance Policy and Charter–Edit	2023–2024	End of April 2023	Under review
ICT Governance Risk and Compliance Management Training and Mentoring Plan	**Under review**	**End of April 2023**	Under review

Economic Development Planning and Human Settlements			
Development Charges Policy			Under review
Land Disposal Policy Revised	2023–2024	End of April 2023	Under review
Informal Traders Policy Review	2023–2024	End of April 2023	Under review
Street Naming & Renaming of Public Facilities Policy	2023–2024	End of April 2023	Under review
Land Use Management Scheme	2023–2024	End of April 2023	Adopted
Office of The Municipal Manager			
Draft Social Media Policy for Mandeni Local Municipality	2023–2024	End of April 2023	Under review
Enterprise Risk Management Policy 2022 2023	2023–2024	End of April 2023	Under review
Mandeni Youth Development Strategy	2023–2024	End of April 2023	Under review
Political Office Bearers Vehicle Policy	2023–2024	End of April 2023	Under review
Infrastructure Development and Technical Services			
Road Maintenance Policy	2023–2024	End of April 2023	Under review
Operation and Usage of Municipal Vehicles	2023–2024	End of April 2023	Under review
Infrastructure Engineering Services Contributions Policies	2023–2024	End of April 2023	Under review
Electricity Procedures	2023–2024	End of April 2023	Under review

I.2. List of Sector Plans

Name of Sector Plan	Life Span	Last Adoption date	Development/Review Status (Draft/To Be Reviewed)
Informal Traders Management and development strategy	2022 –2027	2021	Reviewed
LED Strategy	2021 –2026	May 2021	Reviewed Annually
Disaster Management Plan	2022 –2027	March 2022	Adopted
Spatial Development Framework	2021 –2027	September 2021	Adopted
Spatial Development Plan	2022–2023	May 2022	Adopted
Integrated Waste Management Plan	2021–2022	June 2021	Adopted
Housing Sector Plan	2016 –2017	May 2016	Under review
Tourism strategy/Business Retention Plan	2017 –2019	June 2017	-
Employment Equity Plan	2020–2022	June 2020	To be reviewed
Performance Management Framework	2022–2023	June 2021	Adopted
Roads and Storm water Operations and Maintenance Plan	2017 –2019	March 2017	To be reviewed
Electricity Master Plan			
Workplace skills plan	2021–2022	April 2022	Developed
Integrated Human Resource strategy	2021–2022	June 2021	Developed
Integrated Local Transport Plan	2017 –2019	June 2017	To be reviewed
Community Safety Plan			
Roads Master Plan			

NOTES

NOTES

MANDENI LOCAL MUNICIPALITY

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