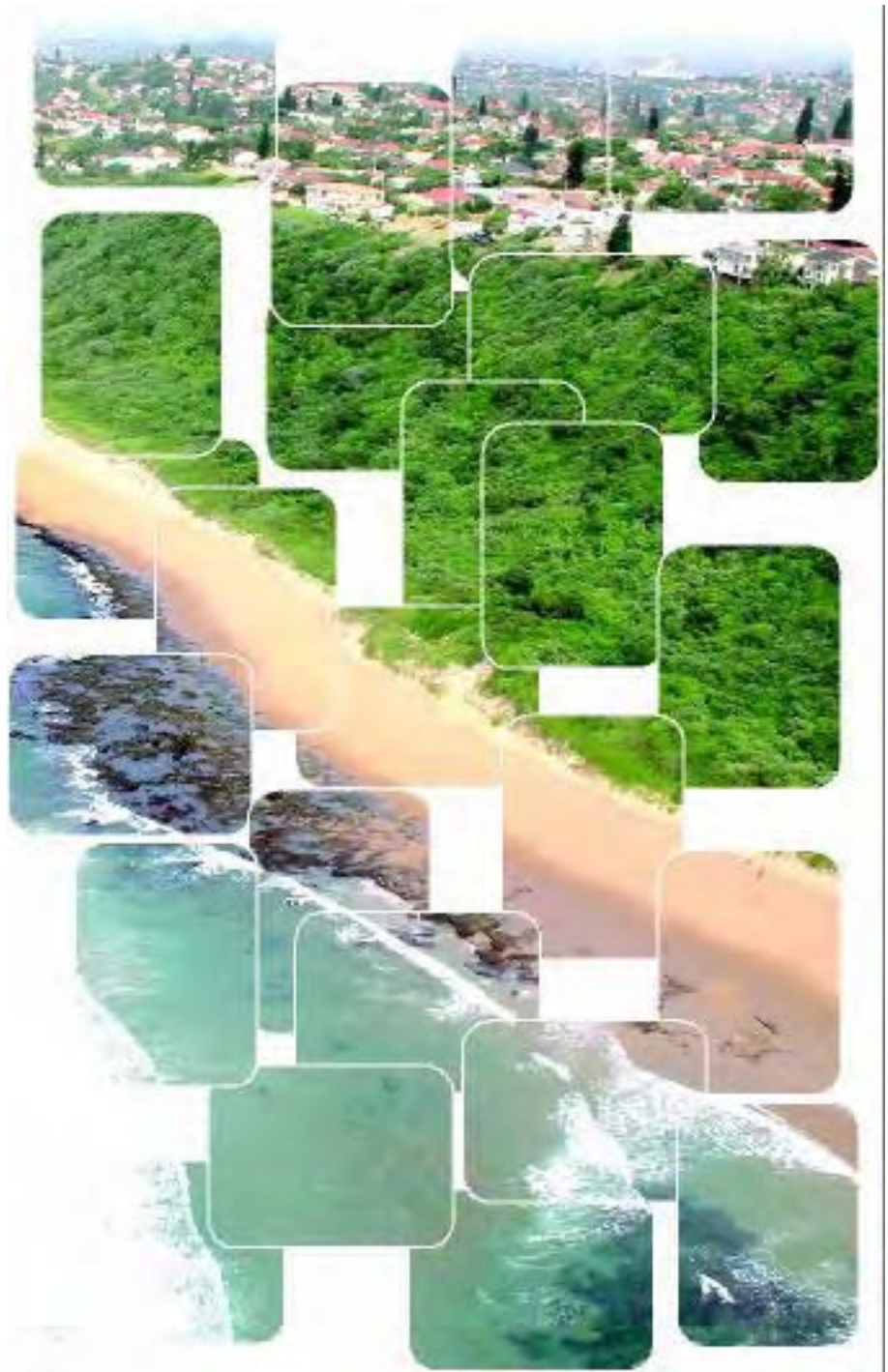


# eThekwini Municipality Integrated Development Plan



**2010 and Beyond**

July 2006

2006-2011

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President Mbeki, in his 2006 State of the Nation address, reminded us of the Honourable Nelson Mandela's historic challenge that was put to us when he

addressed the nation in 1994: "We must, constrained by and yet regardless of the accumulated effect of our historical burdens, seize the time to define for ourselves what we want to make of our shared destiny."

Early during our first term of office (2000-2005), the political and administrative leadership of the eThekweni Municipality, together with all our partners in development from civil society, took time to define how collectively to shape our shared destiny.

With the crafting of a Long Term Development Framework to guide all our actions over twenty years, and a strategic and clear five-year Integrated Development Plan, a sustainable development path was mapped out for our City.

As we enter our second term of office (2006-2011), we have reflected on the progress made to date in addressing our development backlogs, and evaluated our strategic approach to ensure that we are still on track to achieve our Vision of becoming Africa's most caring and liveable city. What we present, in this second round of our City's five year integrated development planning process, is a plan that moves beyond consolidation of basic services towards a concerted effort at poverty reduction through job creation all within a deeply-embedded sustainability framework.

We have retained our Eight Point Plan of Action that will continue to guide our Municipality, but have refined and refocused our strategic programmes, so as to respond more effectively to, and maximize benefits, of key events such

as the 2010 Soccer World Cup. We also publish in this IDP the set of key projects that have been identified for every programme and the total budget per programme. This we believe is important information for our civil society partners who can now begin to fashion their own responses in concert with our strategic programmes and projects.

We are proud to announce that our IDP remains the strategic driver of both our budget and our performance management system. In this way, our strategy drives real development on the ground, and civil society can measure us against targets that are based on strategic IDP programmes.

We look forward to engaging with communities on our IDP in a far more strategic and meaningful way. We hope that, henceforth, our community based planning process becomes the vehicle for participation in the IDP, in order to maximise co-ordination and synergy between the two processes. In addition, we wish to increase the number and depth of our sectoral engagement (for example, with business, aged, youth, women's organisations, differently-abled organisations).

Over and above this process, I wish to encourage every resident, every business, every community and non-governmental organisation to take this opportunity to read, engage with and provide feedback to us on our IDP. For, it is only with your commitment to work together with us, that we can achieve our City's vision.

Looking forward to hearing from you

Councillor Obed Mlaba

# 1.1. Mayor's Foreword

# chapters

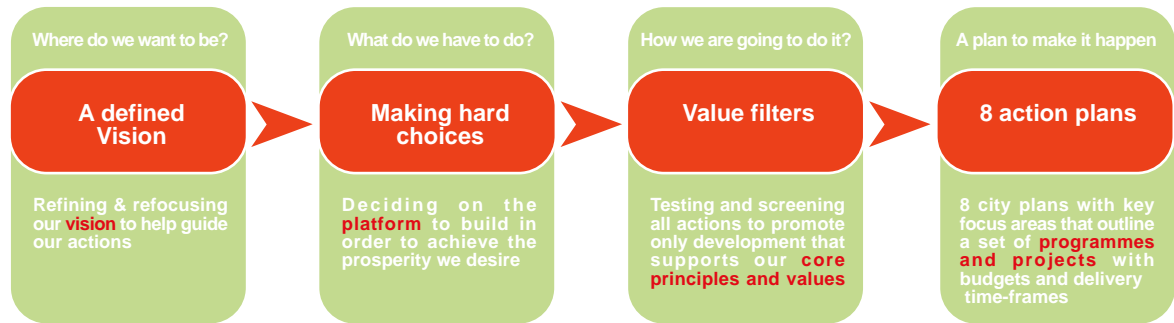


# Our IDP

er one



Strategy



In keeping with the theme of the World Urban Forum held in June 2006, 'Turning Ideas into Action', our second Integrated Development Plan (IDP) for the period 2006-2010 focuses on translating our City Vision into action. This thrust is based on the realisation that, over the last five years, the alignment between vision, strategy and actual delivery has not been optimal.

In this chapter, we outline, in simple terms, precisely how we intend to translate our City Vision into a workable plan that has budgets, timeframes and monitoring mechanisms in order to achieve our five-year 2010 targets. The establishment of this plan takes us halfway to achieving our City Vision.

We begin by re-stating our City's **key development challenges** and the progress that has been made during the implementation of our first IDP.

In response to these challenges, we then outline how we have refined our **City Vision** to be more robust, comprehensible and realistic, and a useful tool to help guide the action of the Municipality, its citizens and key development stakeholders.

Thereafter, the **key choices** that have been made as a result of vigorous debate by City leadership are presented. This is followed by an explanation of how our strategy process **filters** all development actions in order that only those programmes and projects that are consistent with, and support our City's core values and principles, are pursued.

This is followed by a summary of the **City Scorecard** which brings together in a colour-coded matrix, the City's **8 Point Plan** and the respective strategic focus areas. As the name suggests, the Scorecard gives us an indication of all the measures that will be used to help us monitor our performance, using a balanced scorecard approach.

The City's **8 Point Plan** of action, which builds on and embraces the key choices and sets out a clear plan of action that will deliver on the City Vision, is then summarised.

The City Strategy must be and is robust enough to adapt to National strategies for addressing certain priorities. These priorities are expressed in the MDGs and President's address

**Over the past five years,** significant strides have been made to address the key development challenges in the City. While significant progress has been made in all areas, there is still some distance to go towards comfortably addressing the following challenges:

- Low economic growth and high rate of unemployment.
- Access to basic household and community services not optimal.
- Relatively high levels of poverty.
- Low levels of literacy and skills development.
- Sick and dying population affected by HIV/AIDS.
- Exposure to unacceptably high levels of crime and risk.
- Many development practices still unsustainable.
- Ineffectiveness and inefficiency of inward-looking local government still prevalent in the municipality.

Some of the key achievements over the last five years are recorded in Annexure 7 of this document.



# 1.3 Refining our City Vision



By 2022  
Municipal  
Africans  
and live

**To realise this vision, we** believe there are basic elements that all citizens, the business community and visitors must enjoy.

They must:

- Have ease of movement in the city.
- Enjoy a safe environment in all parts of the municipal area.
- Afford what the city offers.
- Enjoy a clean and green city.
- Have access to economic opportunities.
- Enjoy homely neighbourhoods.
- Have access to services, in particular municipal, health And education services.

Achieving the vision as interpreted, will also mean addressing the key development challenges by making key interventions.

With delivery of these, the people of eThekweni should be able to:

- Live in harmony.
- Be proud of their city.
- Feel protected.
- Feel their basic needs are being met.



**Why choices?** In order to achieve our vision, there are a number of key choices we have to make. These choices lead to the creation of structures which support, house and associate other actions and activities ñ the building blocks around which actions take place.

## CHOICE ONE: Improving our port and logistics infrastructure

Improving the City's logistics infrastructure will ensure that we maximise the opportunities presented by the existence of the Port and other enterprises to partner us in increasing economic opportunities. The Port and its environs is the greatest job creating opportunity at present. The improvement of logistical infrastructure will:

- Improve connectivity in the Municipal area.
- Increase the scope and opportunity for learning.
- Increase economic opportunities.

## CHOICE TWO: using land Use Management to increase densities and to reduce sprawl

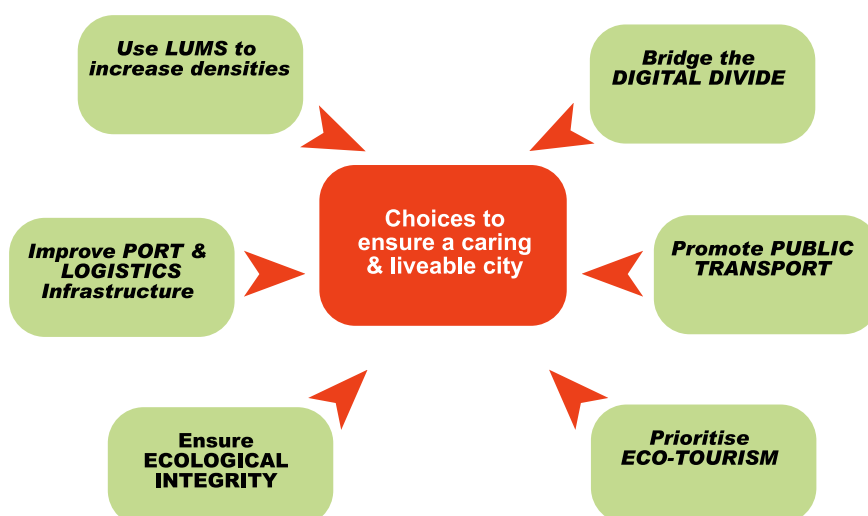
The Municipality is striving to ensure that people are brought closer to where they live, work, study and relax. While the Council is committed to bringing people closer to areas of economic activity, the principle of sustainability will be the driver to ensure that people are living in harmony with the environment.

Using the municipal Spatial Development Framework (SDF), the Municipality is committed to the zoning of land use in order to increase densities and reduce urban sprawl. The SDF will ensure that:

- There is more effective use of facilities.
- The municipality reduces the Need to build new facilities.
- People live closer to amenities And work opportunities.

### Making hard choices

Each bubble represents a choice that has been made over other options



### **CHOICE THREE: Bridging the digital divide**

Over the past three years, the City has extended its telecommunication infrastructure in order to connect all its sites, thereby improving data and voice communication between sites. Moreover, this has reduced the cost of telecommunications for the City. Given the extended network, which comprises a fibre backbone to be complemented by a wireless network, it is now possible to extend the opportunities for improving telecommunications to businesses, citizens and other public bodies. This is critical for economic and social empowerment, providing citizens with opportunities that they have not previously enjoyed.

### **CHOICE FOUR: Good public transport system**

One of the objectives of the 2020 Vision is ease of movement for commuters to and from work, shopping, leisure and school (our specific vision here is that people will not have to take more than two buses, taxis or trains before they reach their destination in eThekweni). If Durban improves its public transport then it will:

- Reduce the need to increase road networks.
- Provide a platform of connectivity between people.
- Reduce pollution by minimising vehicle usage.

### **CHOICE FIVE: Ecological and related tourism**

The natural resources of the City have large economic benefits for tourism and economic development. This choice seeks to develop an innovative, highly effective and measurable marketing plan to grow tourism numbers with the aim of:

- Keeping people active.
- Retaining natural assets and benefiting from the natural environment.
- Keeping people healthy.

### **CHOICE SIX: Ecological integrity**

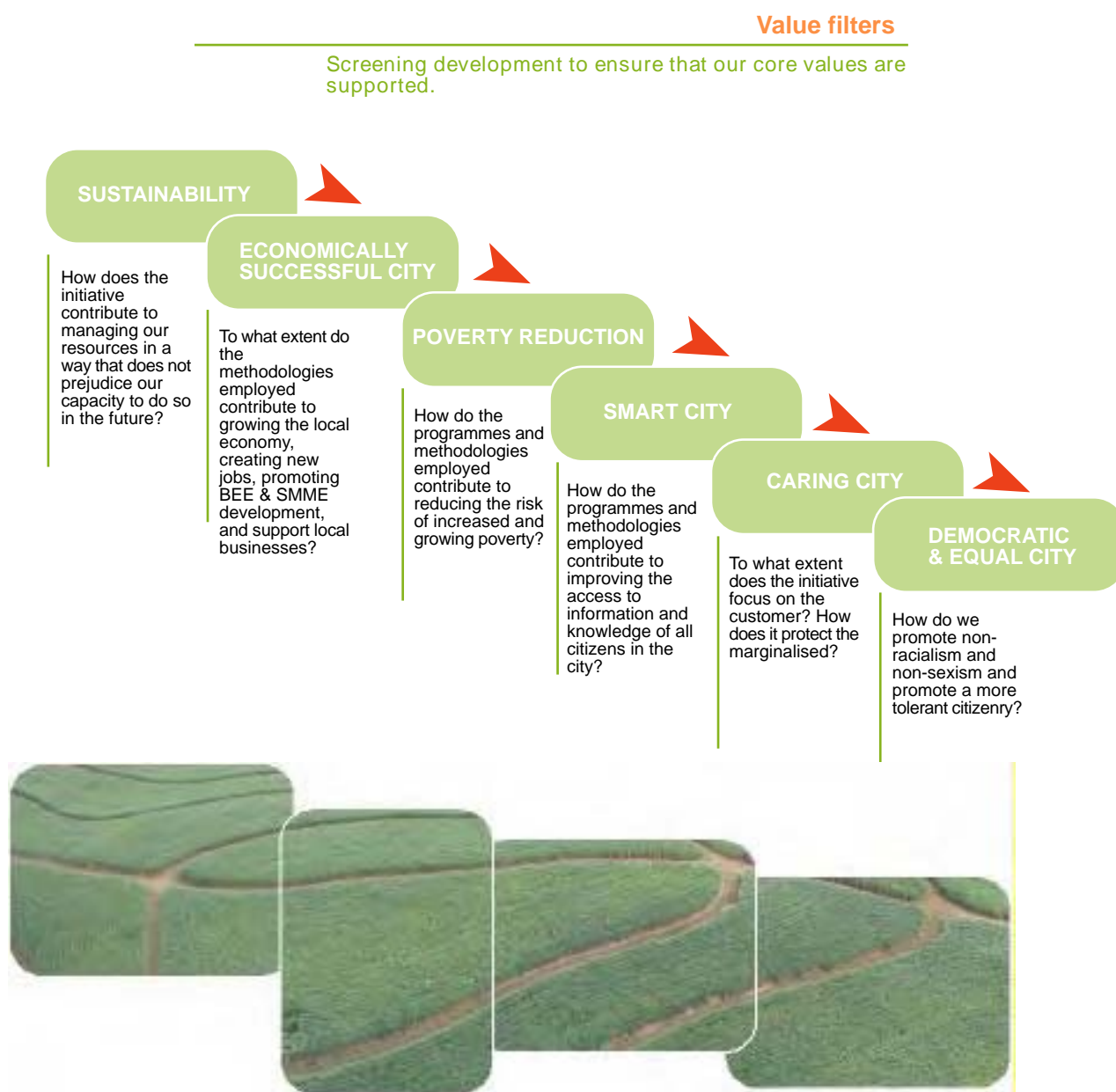
Ecological integrity is ensured by building sustainability into the way we promote economic development, provide infrastructure and services, manage our city finances, involve citizens in decision making, and protect our threatened ecosystems. This includes:

- Decreasing the cost of engineering.
- Retaining an attractive city.
- Reducing the cost associated with natural disasters

The balancing of social, economic and environmental needs of eThekweni will result in the efficient usage of all our resources, and therefore ensure that all forms of development occur within the carrying capacity of our natural environment.

In an attempt to give life and meaning to our City's set of principles and development values that was adopted as part of our first IDP, we have instituted a process that systematically filters every programme, project and initiative in terms of values that the City has chosen.

Filters apply to programmes and projects, as well as to methodologies and the delivery of programmes and projects.



**It is important to note** that our IDP strategy involves making choices ñ not within a vacuum, but within a spatial framework. By connecting actions, resources and expenditure across the metropolitan area, we will unlock sustainable growth, whilst ensuring that we address the inequitable, inefficient and unsustainable consequences of past development patterns.

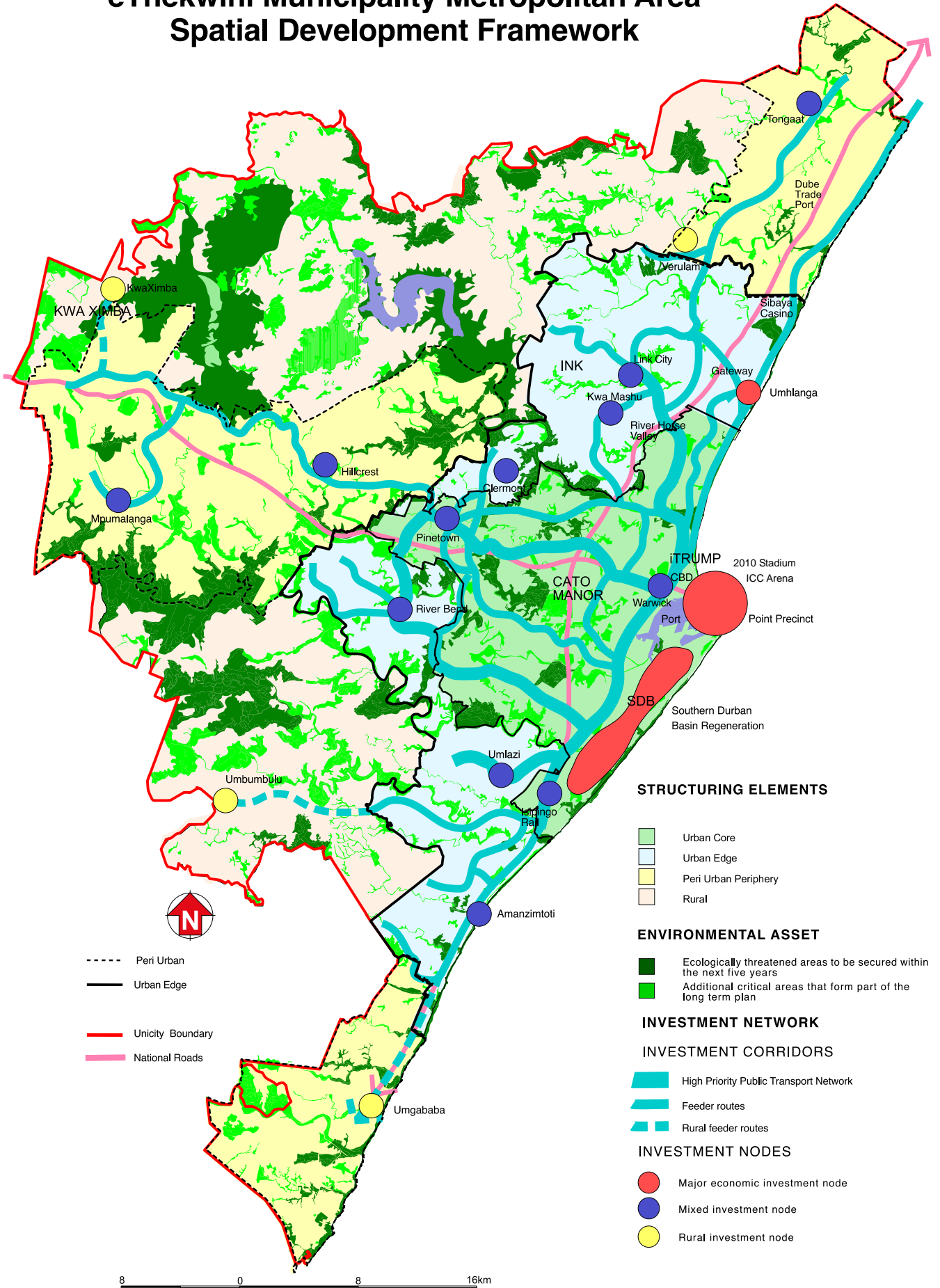
Given our City's unique and diverse spatial landscape, a concerted attempt has been made to interrogate programmes and projects in terms of our value filters, with due regard to the particular locale of the project. Hence a road building programme in impoverished Amaoti, Inanda, will be particularly responsive to how construction methodologies ensure a greater contribution to local economies, whilst development in the outer western areas will be more responsive to issues of environmental sensitivity. This analysis will be done within the context of our overall spatial framework which divides the metropolitan area into an urban core, urban periphery and rural/peri-urban areas.

The importance of acknowledging the unique spatial character of a particular locale has been a key area of learning during the implementation of our City's Area Based Management (ABM) pilot programme.

- iTrump ñ borders the city CBD And surrounds.
- Cato manor ñ located in the Inner city.
- SDB ñ located south of the harbour and constitutes the the city's major industrial complex.
- INK ñ made up of the largest residential area north of the city, but lacking in economic activity to provide jobs to residents north of the umgeni river.
- Rural abm ñ focuses on the enormous rural component of the municipal area.

As each of the five ABMs expedited development in the above strategic areas of the City, bold and innovative approaches were adopted and experimentation with new ways of doing things was encouraged. This strategy is therefore a robust, richly-textured one that embraces achieving different actions in different parts of the city, responding to local need and character, whilst at the same time supporting the strategic intent of the overall spatial framework of the City.

# eThekweni Municipality Metropolitan Area Spatial Development Framework



- Peri Urban
- Urban Edge
- Unicity Boundary
- National Roads

## STRUCTURING ELEMENTS

- Urban Core
- Urban Edge
- Peri Urban Periphery
- Rural

## ENVIRONMENTAL ASSET

- Ecologically threatened areas to be secured within the next five years
- Additional critical areas that form part of the long term plan

## INVESTMENT NETWORK

### INVESTMENT CORRIDORS

- High Priority Public Transport Network
- Feeder routes
- Rural feeder routes

### INVESTMENT NODES

- Major economic investment node
- Mixed investment node
- Rural investment node

# 1.7 The Eight Point Plan

To summarise, the spatial framework's defining features include:

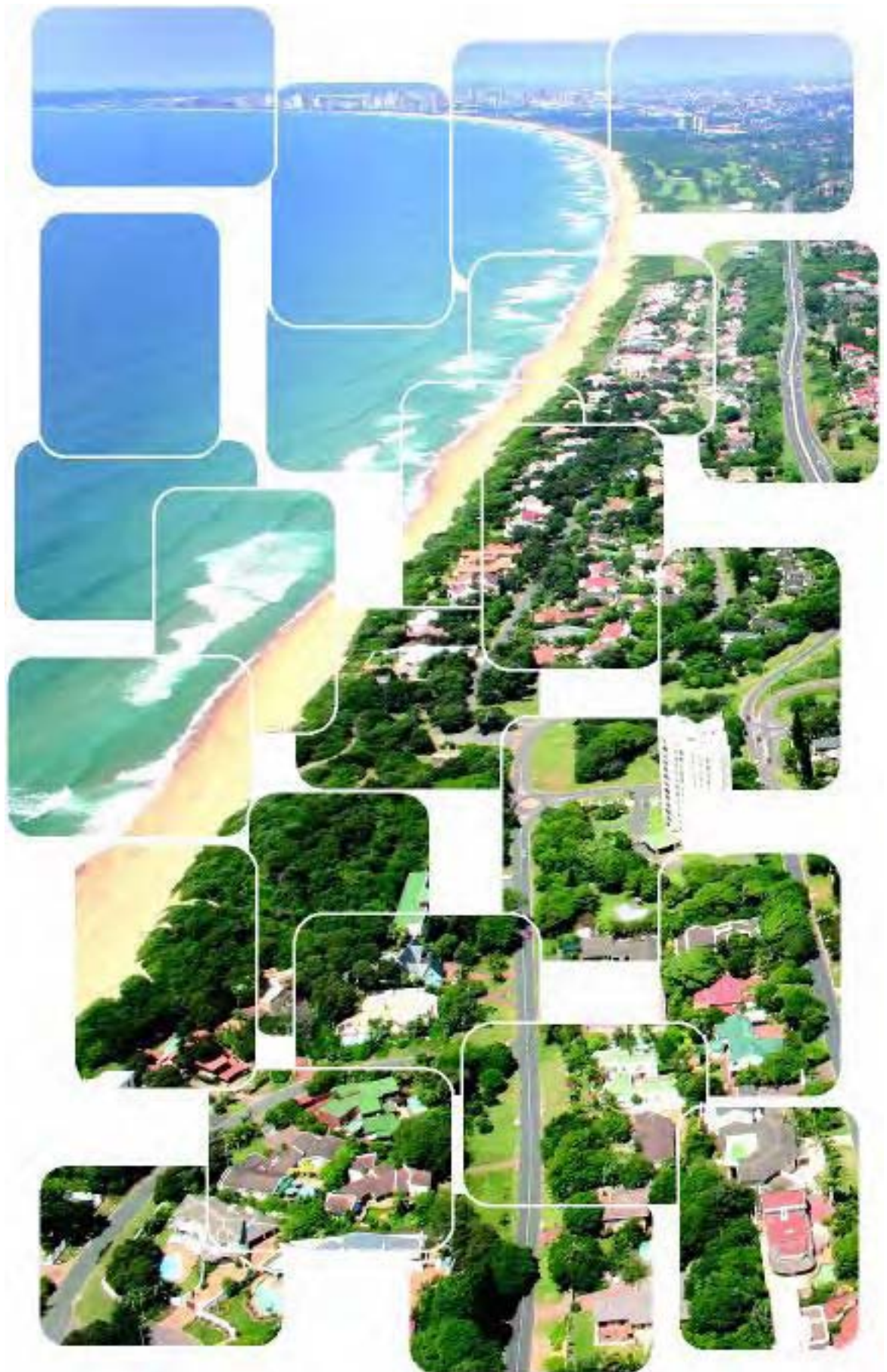
- A compact city model.
- Emphasis on accessibility and convenience in more densely populated urban areas.
- Durban CBD and SDB play dominant roles in terms of jobs and rates.
- Small satellite centres play support roles.
- Support for a high priority public transport network.
- Support for an informal economy at Warwick Junction.
- Infrastructure excess capacities utilised.
- Upper catchment open space area continues to provide free services ñ supports health of core urban area.
- Urban edge concept used as tool to curb urban sprawl, promote compaction and achieve associated efficiencies, secure agriculture and upper catchment environmental assets.
- Urban edge supported by cost surfaces model.

The City's delivery plan is organised into eight separate but related plans. They are interrelated because:

- All the programmes and projects are filtered through a common set of filters listed above.
- the plans, programmes and projects are supportive of each other, to ensure greater impact in delivery. Where contradictions or overlaps are found to exist, these will duly be brought into alignment.

**The 8 Point Plan is listed as:**

- **1** Sustaining our natural and built environment.
- **2** Economic development and job creation.
- **3** Quality living environments.
- **4** Safe, healthy and secure environments.
- **5** Empowering citizens.
- **6** Celebrating our cultural diversity.
- **7** Good governance.
- **8** Financial viability and sustainability.



# 1.8 The City's balanced scorecard

## Eight Point Plan

Sustain our natural & built environment

Economic development & job creation

Quality living environment

Safe, healthy & secure environment

## City scorecard

SERVICE DELIVERY

Develop, manage and regulate the built and natural environment

Support & grow new and existing businesses

Meet infrastructure and service needs

Ensure climate protection & pollution minimization

Provide secondary support to business enterprises

Meet community service backlogs

FINANCIAL PERSPECTIVE

Increase value for money expenditure

Grow and diversify revenue

INTERNAL PERSPECTIVE

Ensure accessibility & promote governance

Create an efficient, effective & accountable administration

LEARNING & GROWING

Improve knowledge management



Empowered citizens

Promoting cultural diversity

Good governance

Financial viability & sustainability

Promote citizen safety

Develop human capital

Create economic opportunities for arts, culture and heritage

Promote health of citizens

Promote the security of citizens

Promote sport and recreation in the city

Budget strategically and sustainably

Support healthy and productive employees

Develop the city as a centre of learning

Over the past few years, the City has been refining its performance management approach. It adopted the **balanced scorecard** approach but customised the four perspectives of the scorecard as follows:

- Service delivery perspective.
- Financial perspective.
- Internal perspective.
- Learning and growing perspective.

Key Performance Indicators (KPIs) will be developed for each of the strategic focus areas in each of the plans as they pertain to the four perspectives. The targets will be set as five year targets to be fully assessed at the end of the lifecycle of this IDP and the end of the current term of office for Councillors. The baselines set will be as of June 2006. The automation of KPIs is underway with financial KPIs already automated together with the City entities, i.e. uShaka and ICC.

# chapters



# implementation

# er two



# ng the IDP

## ➤ Goal

To promote sustainable and integrated social, economic and environmental land use management.

## ➤ Desired Outcome

Sustainable land uses and management systems.

## ➤ Why this plan?

Scientists produce daily evidence that the health of our planet is at risk and will soon be in crisis if humankind continues to deplete its resources at the current rate. At the municipal level, sustaining our natural and built environments means that we must make responsible decisions that balance social, environmental and economic goals.

Our natural systems, or open space assets, provide services that either have no human substitute or that require costly human intervention to substitute. Those services that have no human substitute include clean air, climate stabilisation, rainfall, marine resources and fertile soils. We rely on nature for our most basic needs - air, food and water. All fuel, fibre and construction material is also derived from the natural resource base. In both the urban and rural contexts, low income people are most dependant on these free services, and particularly in rural areas where these services are generally

more abundant. The more protection we offer the natural environment, the more it will offer support to the poor. The open space asset also provides services that, if destroyed or degraded, require costly replacement interventions such as storm water protection measures, mechanised processing of wastes, beach sand replenishment schemes, water purification schemes.

The economic value of eThekweni ecosystem services is estimated at R3, 1 billion per annum (2002 estimate) excluding the contribution to the leisure industry.

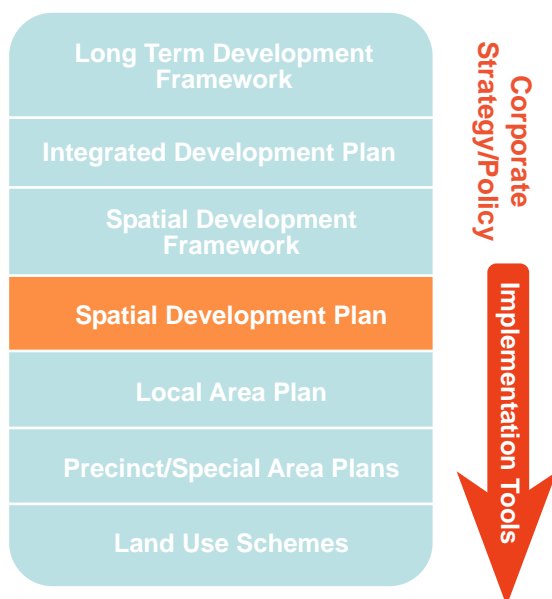
It is important to recognise that certain development cannot work in harmony with the natural asset. In instances such as these, it should be demonstrated that there is nevertheless a net environmental gain as a result of the development proceeding.

## ➤ Strategic Focus Area

Develop, manage and regulate the built and natural environment

In order to meet the basic needs of all citizens, the Municipality is developing and extending its services to residents without access to basic services and facilities. This includes maximising the use and maintenance of existing infrastructure networks. The anchor for this approach will be a strategic plan for multi-functional social, cultural and recreational services and facilities.

## Programme 1: Develop and implement a sustainable & integrated spatial planning system



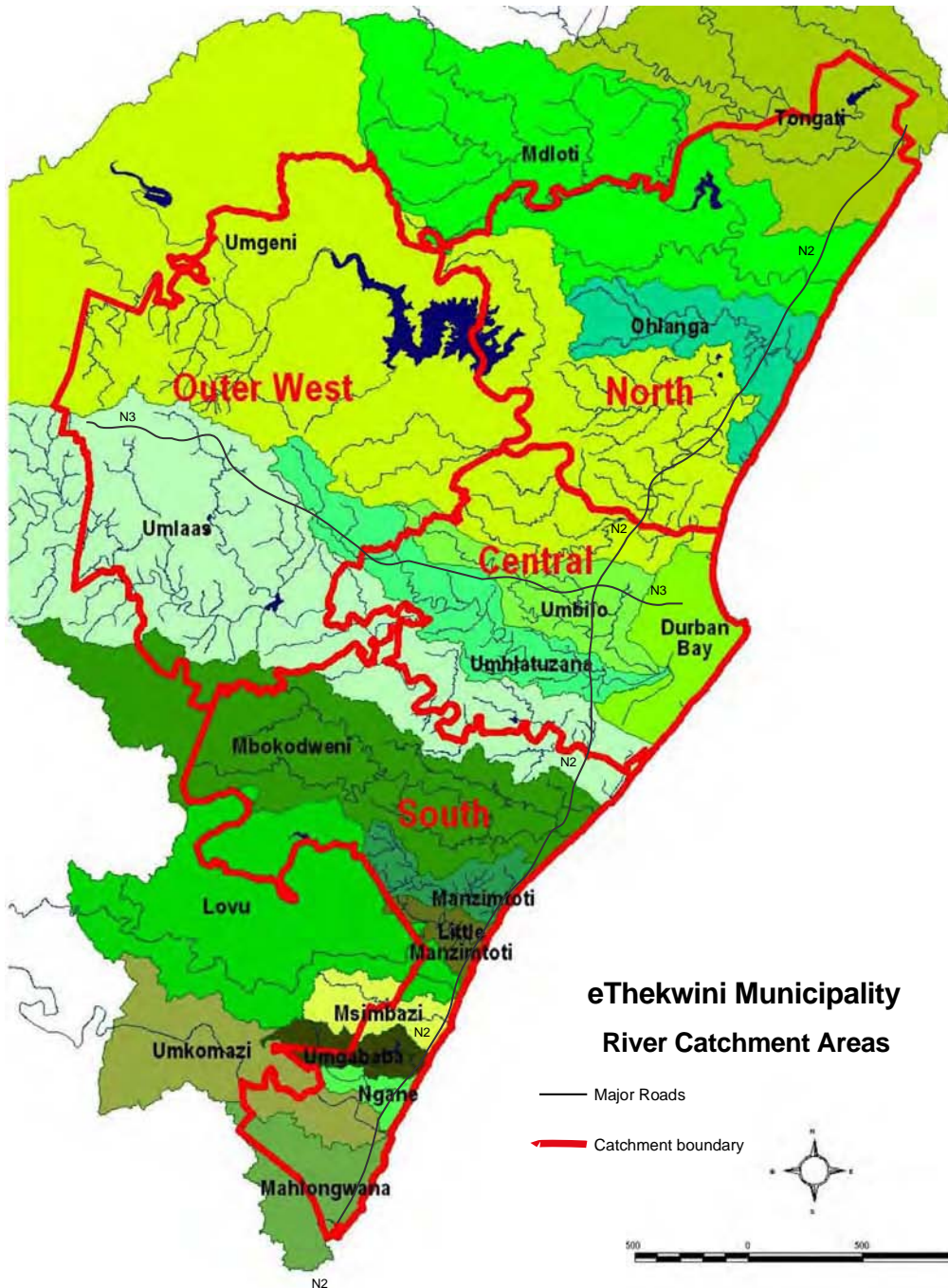
The package of plans being implemented within eThekweni is hierarchical and integrated and shows the move from strategy to implementation.

The Spatial Development Framework (SDF) is the point of integration of strategic municipal spatial strategies in the arena of economics, transport, environment and society.

The Spatial Development Plans (SDPs) cover the municipal area at a greater level of detail than the SDF. The Outer

West SDP has had its first round of public engagement and the North SDP is currently being prepared for a similar engagement. The strategic assessment phase for the South SDP has recently been completed and the SDP covering the central area of the Municipality will commence in the 2006/07 financial year. These SDPs provide guidance as to the nature and intensity of development that can potentially be sustained on the land. The philosophy is that the carrying capacity of land ought not to be exceeded as a result of development. The SDPs are also river catchment-based which entrenches the sustainability ethic being adopted by the Municipality. Infrastructure experts have also been consulted in order to identify major infrastructural implications and impediments. The involvement of planners, environmentalists and engineers in the development of the SDPs reflects the integrated nature of this planning process.

A number of Local Area Plans (LAPs) will be needed to cover an entire SDP area. The LAP carries through the intent of the SDP but responds to the specific nature of the local area. An LAP would consider issues such as the alignment



of local movement systems, the identification of local economic and leisure opportunities, and the more detailed identification of areas for both development and conservation.

Precinct or Special Area Plans will be undertaken for areas within the LAP that require special attention. Florida Road would, for example, be a heritage precinct since it is in high demand for development but has buildings with

architectural heritage merit. Relevant plans would exhibit a high level of detail including architectural theming, landscaping, and street furniture.

We will only attract development in accordance with the SDPs, LAPs and Precinct Plans if we have a supportive Land Use Management System (LUMS). There are numerous aspects to a LUMS including land use schemes, rating policies and endowment policies.

The land use scheme is a critical component and deals with zoning and built form controls. The intent embodied within the package of spatial plans must be translated into the most appropriate zones and controls within the land use schemes. A single land use scheme framework for the whole of eThekweni is currently being developed in order to replace the eThekweni town planning scheme terminology and to ensure that historically under-invested areas, previously not covered by such planning

controls, now have the potential to be brought into the system. The review of out-dated planning/land use schemes will need to be undertaken to ensure alignment with the higher order plans in the hierarchy. Once this is achieved, it will eliminate the conflicts that currently exist between the preferred development path for an area and the development path being dictated by outdated zones and controls embedded within eThekweni planning schemes.

## Programme 2: Develop and implement a coastal management plan

Our coastline is the greatest attraction for visitors to the City and is tremendously popular from a property development perspective. Over the last few years, the importance of the coast to South Africa's economy has been acknowledged and this has raised the profile of this important asset.

The Municipality has drafted a coastal management strategy which identifies 12 strategic objectives:

- Development and implementation of Coastal Management Plans.
- Blue Flag rollout plan.
- Coastal recreation/tourism development plan.
- Event management plans.
- Estuary management plans for each estuary.
- Stormwater and coastal water quality improvements.
- Coastal legislation and bylaw development.
- Coastal education and awareness.
- Sustaining the supply of environmental goods and services.
- Managing development in the coastal zone.
- Sustainable coastal livelihoods programme (poverty relief focused).
- Coastal structures management and coastal engineering.

Work has commenced on elements of this strategy and success has already been achieved in several areas, notably the Blue Flag programme which has our Municipality leading the country, and in the area of Coastal Management Plans (CMPs) with four areas currently

under such planning. Several areas will need more focus, including coastal water quality, which continues to present us with challenges in achieving an international water quality standard for our beaches.

## Programme 3: Ensure the long term sustainability of the natural resource base

eThekweni is committed to ensuring the long term sustainability of the natural resource base through concerted efforts in a number of key areas. The eThekweni Environmental Services Management Plan (EESMP) identifies those environmental service assets that require protection and management. These assets include rivers, wetlands, estuaries, grasslands, forests and coastal zone resources. The total land area falling within the EESMP is in the order of 63 000ha of which much is undevelopable. More than 90% of this total area is in private ownership, and the objective is to increase the amount of land under formal protection, whether by conservation servitudes or other means. To ensure the sustained functioning of ecosystems that provide goods and services, it is essential that we conserve biodiversity. A Biodiversity Strategy and Action Plan is being formulated for this reason.

It is recognised that natural resources are enjoyed by all residents for recreation and are harvested mostly by the lowest income residents as part of their poverty alleviation strategies. There are, however, many instances where the natural resource base is over-exploited for financial gain and the various levels of government must continue to work together to put an end to such exploitative activities. Invasive alien species also pose a significant and growing threat to biodiversity and this requires urgent intervention.

In order to gauge if we are indeed sustaining the natural resource base over time, we need to undertake appropriate research, regulate and manage development, develop relevant policy and implement a monitoring programme of key environmental indicators.





## **Programme 4: Develop and implement an integrated, efficient and effective application and approval system**

Unnecessarily long delays in the approval of development applications can cause landowners to become frustrated and to circumvent proper procedure, thereby acting in an unsustainable manner. If building improvements are undertaken without formal plan submissions it can lead to unsafe buildings, a decline in neighbourhood amenity, and a loss of rates income to Council. Therefore it is in the municipal and public interest that an effective and efficient system that integrates town planning, environment and building control approval and compliance processes be developed and implemented.

Processes are being re-engineered to be more responsive, to improve turn-around times, to enhance the attractiveness of the Municipality from an investment perspective, to enhance citizen confidence in the system, and at the same time to promote development that sustains our natural resource base. An electronic development application monitoring system is being set up to track all development applications through the municipal system, from the submission stage through environment, town planning assessments to completion stage and enforcement of conditions of approval.

Much effort is being put into standardising approval systems across the Municipality in the most effective



## **Programme 5: Develop and implement environmental, land use and transport monitoring systems to minimise the negative impacts in priority areas**

Within the Municipality, there exist areas that fall far short of the achievement of our sustainability targets. These areas must receive priority in terms of being

part of a monitoring programme established to ensure that significant progress is made towards achieving their respective targets.

## Programme 6: Develop and implement a sustainable land use, environment and building control compliance system

Unnecessarily long delays in the approval of development applications frustrates landowners who begin to circumvent proper procedure, thereby

acting in an unsustainable manner. It is thus in the Municipality's interest to develop an effective and efficient system.

### ➤ Strategic Focus Area

Ensure climate protection and pollution minimisation

## Programme 7: Develop and implement municipal pollution reduction and climate protection

The National Climate Change Response Strategy (DEAT 2004) makes the following observations: 'There is now more confidence that global climate change is a threat to sustainable development, especially in developing countries, and could undermine global poverty alleviation efforts and have severe implications for food security, clean water, energy supply, environmental health and human settlements. Acknowledging the overall vulnerability of South Africa to climate change impacts, it will thus be necessary to carry out adaptation measures in this country. The South African Country Studies Programme identified the health sector, maize production, plant and animal biodiversity, water resources and rangelands as areas of highest vulnerability to climate change, and these are the areas that need to be targeted for adaptation measures. With regard to vital industries, the mining and energy sectors are particularly

vulnerable to climate change mitigation measures.'

eThekweni, being a coastal municipality, will be further affected by sea level rise and in this respect certain coastal development and infrastructure will be under threat of damage. eThekweni views the issue of climate change in a serious light and is developing appropriate mitigation and adaptation plans within the context of its climate protection programme. The management of air quality, particularly in the South Durban Basin and other key locations, is a critical component of this work. The Municipality will, wherever possible, promote the reduction in harmful atmospheric emissions, and the priority being accorded to the development of an effective public transport system is also aimed at reducing total vehicle emissions. Finally, we will promote the development of non-polluting and renewable energy sources as a medium to long term

alternative to the current reliance on coal and oil based energy.

Pollution impacts negatively both on ecosystem functioning and on the quality of life of eThekweni residents. Our strategic approach to pollution reduction is inter-sectoral and integrated. Various sectors contribute to pollution such as industry, transport, domestic, public services and agriculture. Our response therefore requires an integrated strategy involving these sectors coupled with better legislation and regulation, improved planning measures to prevent pollution and the pursuit of cleaner forms of production.

In terms of waste generation, we need to tackle the issue at its source, both at the level of every household as well as every manufacturing plant, rather

than simply relying on waste being sent to a landfill site. A culture of recycling must be fostered within our society and more opportunities created for waste recycling in every possible sector. All residents and manufacturers have a role to play.

eThekweni has some highly innovative pollution minimisation and climate protection projects, such as the electricity from methane gas project and our commitment to shift towards cleaner forms of manufacturing. Apart from making a contribution towards climate protection, pollution minimisation will have direct benefits for the quality of life of residents by way of clean, green and healthy living environments. The leisure industry will also benefit because tourism and recreation are often reliant on the clean, green and healthy aspects of the public environment.



î A culture of recycling must be fostered within our society and more opportunities created for waste recycling in every possible sector.î

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Develop, manage and regulate the built and natural environment	1. Develop and implement a sustainable and integrated spatial planning system	Prepare and implement spatial development plans (inclusive of engineering plans)
		Review and update the spatial development framework
		Standardise and review the LUMS schemes
		Extend the LUMS to historically under-invested areas
		Develop guidelines for coastal development and scheme reviews
		Develop and maintain an information data base to support the preparation and implementation of the SDF, spatial development plans and town planning scheme reviews and assessment of applications
		Undertake spatial research and policy development to support spatial development plans and scheme reviews and land use application decisions
		Develop and integrate the costs surfaces model to inform the SDF, spatial development plans and town planning scheme reviews
		Develop and implement outreach, awareness and capacity building programmes
		2. Develop and implement a coastal management plan
	Coastal management and co-ordination	
	Monitor and implement coastal water quality management	
	Implement a sustainable coastal livelihoods programme	
	Develop and implement outreach, awareness and capacity building programmes	
	3. Ensure the long term sustainability of the natural resource base	Revision and implementation of the Environmental Management Policy, including sectoral policy development (eg. energy, river health)
		Ongoing refinement of the EESMP
		Targeted implementation tools for sustaining and enhancing biodiversity (eg. Biodiversity Strategy Action Plan, environmental by-laws and Working for Ecosystems programme)
		Establish and maintain a system to review projects in the CAPMON database
		Land acquisition and rezoning to secure critical environmental assets
		Regular state of the environment reporting
		Development of estuary management plans

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Develop, manage and regulate the built and natural environment	4. Develop and implement an integrated, efficient and effective application and approval system	Implement eThekweni advertising and signage management policy Manage non-compliance and conflicting land uses and activities
	5. Develop and Implement, environment and building control compliance system	Ensure the growth and enhancement of citizen compliance and confidence in the environment, land use and building control management system
Ensure climate protection and pollution minimisation	6. Develop and implement a municipal pollution reduction and climate protection programme	Develop and implement an air quality management plan
		Develop and implement a climate protection programme
		Develop and implement outreach, awareness and capacity building programmes

## ➤ Capital Budget Allocation

Sustaining our natural and built environment	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
	2.0	1.8	2.2



## ➤ Goal

To develop the economic wealth of the eThekweni region for the material well-being of all its citizens.

## ➤ Desired Outcome

Strong economic growth and sustainable job creation.

## ➤ Why this plan?

The most significant and potentially destabilising economic trend in this new millennium (and the last decades of the previous one) is that of increased globalisation. In the face of the opportunities and challenges posed by this new paradigm, nations are moving to integrate their economies with those of their neighbours to create larger and more competitive regional economic blocs.

On the African continent, the African Union has adopted NEPAD as a vehicle to this end. The primary objective of NEPAD is to eradicate poverty in Africa and to place African countries, both individually and collectively, on a path of sustainable growth and development, thereby halting the marginalisation of Africa in the globalisation process. One of the partnership's main priorities is promoting regional integration on the continent, with bridging the infrastructure gap being an important element.

Seen in this context, the economic development of eThekweni as the largest port and largest urban concentration on the eastern coast of South Africa

assumes not only a local, but also a national significance.

Given the globally competitive nature of economics, the City must adopt an economic strategy that is robust enough to accommodate national, continental and international pressures and agendas. This will best be achieved by building upon the strengths and opportunities that the City has. These include being the busiest port in southern Africa, having 98 km of coastline, and subtropical weather that can be exploited for tourist and other economic opportunities.

Another strength that the City possesses is having the second largest manufacturing base in the country. Although manufacturing is relatively strong in the City, the City is also well poised to boost non-manufacturing industries such as agriculture and agri-processing, service industries such as information communication and technology (ICT), and the creative industries. The City has strong tertiary institutions that provide a skills base for these industries.

The following areas have been identified as strategic areas for intervention and prioritised:

- Provision of an efficient and effective infrastructure foundation to facilitate local and international freight and passengers, as well as information and data flows throughout the City.
- Ensuring the integrated delivery of basic services such as water, waste and electricity.
- Growing the first economy and broadening participation in this economy through:
  - Reducing the costs of doing business.
  - Promoting and enhancing trade and investment.
  - Developing an efficient freight and passenger logistics network.
  - Focusing on strategic economic sectors for the promotion of broad based BEE.
- Bridging the economic divide for the second economy through:
  - Informal economy support.
  - Human resource development.
  - Small business and co-operatives support.
  - Procurement, and business area management.
  - Ensuring all residents are able to access the social package, including government grants and subsidies.
  - Enhanced access to financial support (indigence policy).
  - Improved communication and knowledge building opportunities.

## ➤ Strategic Focus Area

### Support and grow new and existing businesses

Specifically, this strategy aims to contribute towards the achievement of the key national targets, namely to seek an annual growth rate that averages 4.5% or higher between 2005 and 2009 and 6% between 2010 and 2014, as per the Accelerated and Shared Growth-SA Initiative (ASGISA). The other aim is to halve unemployment and poverty (the number of people earning less than the indigent grant level) by 2014.

## Programme 1: Adopt a strategic economic development plan for the City

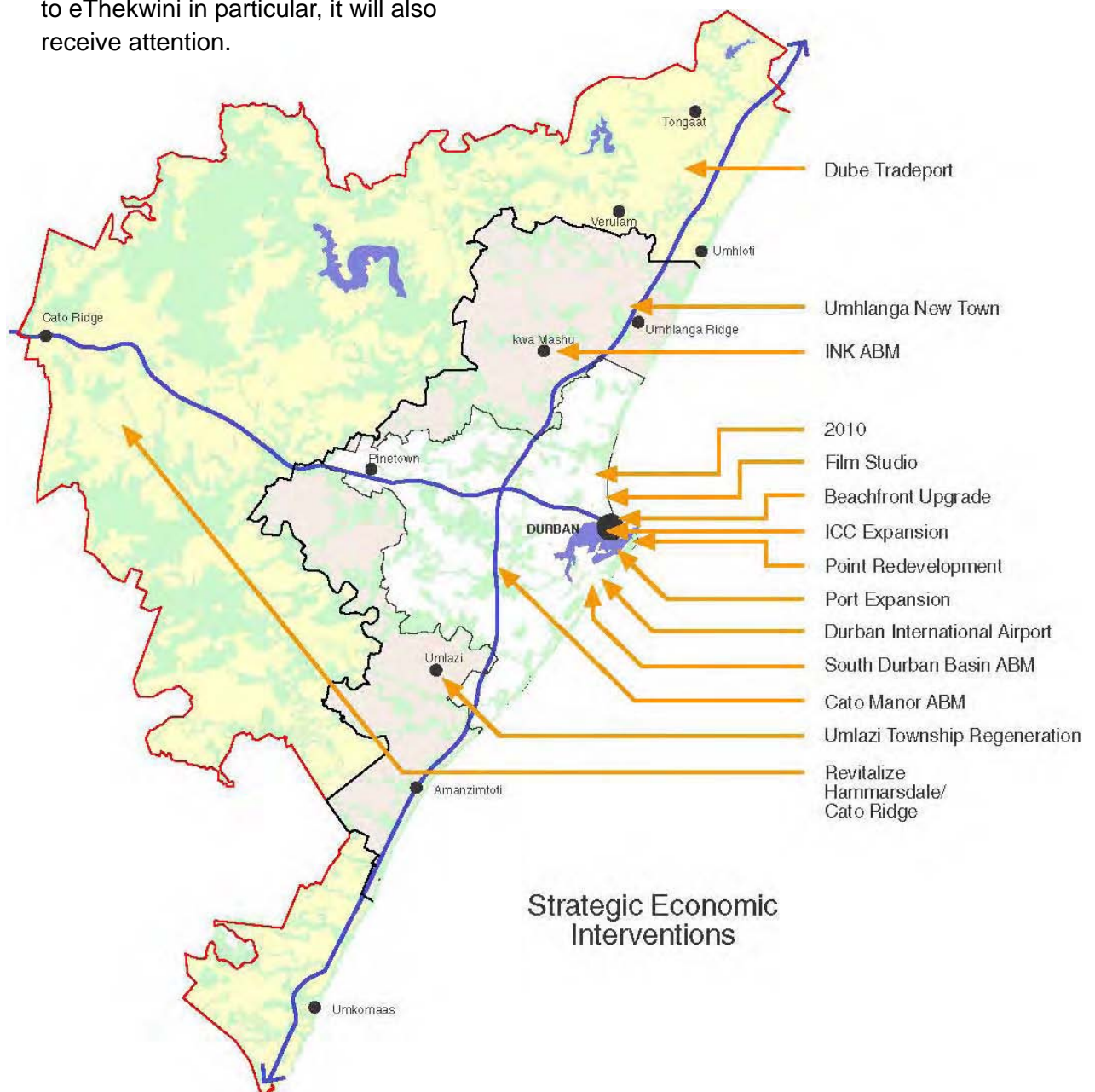
A scenario planning exercise for the City is currently underway that will look specifically at the current, emerging and managed economic growth trends for the City (iDurban at the Apex, beyond a 20/20 vision for the City).

Thereafter, a comprehensive strategic plan will be produced to guide local economic development in the area, as well as directing the construction of the physical infrastructure necessary to support the development.

## Programme 2: Stimulate key sectors that promote economic growth and create jobs through providing support for prioritised sectors

The programme will strive to stimulate economic growth in key activity sectors aligned with the KwaZulu-Natal Industrial Development Strategy, namely the automotive sector, ICT, tourism, agriculture and agri-processing, chemicals, creative industries (crafts, film, TV and music), clothing and textiles, and wood, pulp and paper. Due to the importance of the maritime sector to eThekweni in particular, it will also receive attention.

Different approaches will be followed on a sectoral basis, as some industries are in decline, such as textile and clothing, while others such as the film industry, need to be nurtured as it has great potential but its market penetration is still very limited.





## Programme 3: Support and grow tourism and related industries

The dominant feature of the tourism strategy is to focus on those areas that complement the lifestyle of the City and draw on the strengths of what the City offers.

Coastal tourism, eco-tourism and adventure tourism, by definition, rely on the free goods and services provided by the environment, whether it be shark-diving on the Aliwal Shoal, kayaking the Umgeni River or simply enjoying the solitude of a walk within the Umhlanga Nature Reserve. A great deal of local research will be undertaken or supported to determine the types of attractions, activities and experiences that this sector of tourism demands and how best to utilise these natural assets.

Sporting events have been identified as one of the key strategies in the promotion of the City and Province. However, these events cannot work in isolation and be expected to be the sole means of economic development. They are one component of the overall economic development strategy for a city. To enable eThekweni to maximise the ensuing opportunities and economic benefits, the programme endeavours to form strong alliances with sporting bodies, federations and organisations

(both national and international) to ensure that regular presentations take place, highlighting the City's key assets and facilities to sports bodies and organisations.

The programme seeks to create new sporting events of significant magnitude and profile (e.g. the recent A1 Motor racing championship) that result in new economic opportunities being opened up for local communities. In addition, the programme will attempt to develop and promote existing sporting events that already have significant participation from overseas, into world-class events that are capable of attracting even more visitors.

The key conferencing event as far as eThekweni is concerned is the Indaba, Africa's largest tradeshow, which it is hosting until 2009. This unique situation, where the world's travel trade converges on the City, must be exploited to its maximum. The extensions to the ICC are on the brink of completion and successful 'Indaba's' hosted over the next few years will put the City in a very strong position to secure the Indaba as a permanent annual fixture.



## **Programme 4: Create an integrated procurement management and monitoring system**

The purpose of an integrated management system for procurement is to open the tendering process to all suppliers, regardless of the particular communication media that they may have access to. This system will serve to level the playing field for all suppliers.

Further, in order to give effect to Agenda 21, as adopted by Council, environmental considerations are being included as mandatory specifications in all contracts (where appropriate).

This compels suppliers to follow environmentally friendly and sustainable supply, disposal and recycling methods.

The suppliers database is linked to the Business Support Unit programmes, so that if it is perceived that support for the supplier in terms of skills, or other aspects, is required, some appropriate intervention can be made.

## **Programme 5: Investment facilitation and promotion**

This programme revolves around the following issues:

- Existing business retention and expansion: engagement with large existing businesses will be undertaken in a targeted manner at two levels in order to identify pro-actively measures to expand domestic investment.
- Foreign investor support: a promotions strategy identifying both traditional and established markets with potential to grow foreign direct investment will be developed to focus limited marketing resources. Additional strategy components will include sector research, branding and intelligence, investment development and facilitation, as well as policy advocacy elements.
- Undercapitalised investment development: a process will be established to package the provision of strategic land parcels in the region (similar to the Johannesburg Development Agency, and in keeping with international best practice).
- Targeted incentive strategy: best practice analysis show that financial incentives help to influence geographically desirable patterns of investment into priority geographic zones. Incentives do not replace already competitive packages for investment, but are used as an added motivation where applicable.

## Programme 6: Develop a logistics platform

**Freight plan:** As the City is a transportation hub and gateway to KwaZulu-Natal, a plan is being compiled to ensure the co-ordination and facilitation of the movement of goods by air, rail, road and sea. It includes assessment of network capacities and delivery speeds, as well as information systems needed to link and monitor freight movements.

**Infrastructure for economic growth plan:** Economic growth and development cannot flourish without the necessary infrastructure to carry it forward. An extensive survey will be done to identify gaps in service delivery, and to determine the capacity of networks and strategic facilities in order to eliminate possible bottlenecks and impediments to future economic development.

## Programme 7: Drive the 2010 World Cup soccer event for eThekweni

The impact of the imminent hosting of the World Cup necessitates a focused tourism/economic strategy specific to this event, since it will have major economic implications. The development of iconic buildings, such as a new soccer stadium, will provide a powerful catalyst for destination creation, leading to value creation and thus urban regeneration. The raising of real estate values will provide the opportunity to attract higher value uses (office, residential, retail, leisure) and generate new employment opportunities.

Although the new stadium will be placed on an existing site in proximity to other tourism assets, the influx of tourists will have a major impact on existing transport services (especially public transport) and it will require a huge effort to co-ordinate and upgrade these services to a level where they can meet heightened consumer expectations.

As it is expected that many of the tourists will be visiting eThekweni for the first time, an action plan will come into operation to guide the tourism and bureau services function to ensure favourable impressions and gain value through the creation and projection of place.

Supporting this will be a plan to install new and upgrade existing infrastructure surrounding the project, by converting an area from derelict low value brownfield land to a vibrant neighbourhood with linkages into surrounding areas.

## Programme 8: City/Port Partnership

The development and operations of the Port of Durban and City are interrelated at various levels. To date, port planning and city planning have been undertaken in isolation of one another. To achieve a common vision for the sustainable development of the Port and City in the future, and to ensure their successful co-existence, joint planning is essential.

Transnet has prepared a draft masterplan for the Port of Durban. The plan indicates future spatial port

development requirements to meet the objectives of the National Ports Authority. The eThekweni Municipality has also undertaken various planning initiatives at a precinct level to achieve the City's objectives. These plans are in conflict with each other, and therefore there is an agreement between both parties to implement a joint planning initiative using the current planning work undertaken in each organisation as a basis to formulate a joint plan for the City and the Port.



## Programme 9: Dube Trade Port Implementation Strategy

The development of the King Shaka International Airport and Dube Trade Port, together with its proposed Free Trade Zone, is the most important economic project for the region and is projected to provide between 150 000 to 240 000 direct and indirect job opportunities for the KwaZulu-Natal Province.

The key tasks involves the following:

- A public-private partnership (PPP) approval by National Treasury in terms of national regulation.
- Design of a planning development framework and Land Use Plan, and identification of phased bulk infrastructure requirements, government funding and land contributions at national, provincial and local level.
- Business plan development for key developments.
- A marketing and communications strategy to local and international industry.

Further, a specific land-use strategy that includes Strategic Environmental Assessment and Environmental Impact Assessments (EIAs), will be developed to ensure that environmental concerns have been properly addressed.

## ➤ Strategic Focus Area

Provide secondary support to business enterprise

These programmes are directed at the informal economy and smaller enterprises to provide a way for these businesses to grow and prosper, provide a way for the small trader or craftsmen to legitimise their activities and move up the ladder towards becoming a large trading enterprise, provide employment for many people, and enable businesses to compete on a global level.

## Programme 10: Managing informal trade

The management of the informal economy, especially street trading, is a demanding task involving demarcation of trading areas, the issuing of permits, organising the traders into area committees that feed into a citywide forum, and the ongoing collection of rentals. Coupled with this is the necessary enforcement of regulations and by-laws in conjunction with the Metro Police, as well as negotiations and dispute resolution where the interests of residents, traders and the formal economy come into conflict.

In order to provide a first step up for budding entrepreneurs and traders, a number of local incubator factories and storage facilities have been set up where workshop space or storage is available at a minimal rental. For entrepreneurs showing promise, there is a selection process whereby enterprises can advance to the entrepreneurial support centre, and where additional facilities are available, including training and support.



î In order to provide a first step up for budding entrepreneurs and traders, a number of local incubator factories and storage facilities have been set up.î

# Programme 11: Promote and stimulate entrepreneurship

The Business Development Support Programme is aimed at transferring the basic skills of business management to promising entrepreneurs. SMMEs are specifically targeted and their needs identified in order to provide appropriate support in fields such as standardisation and/or certification of the product, as well as the productivity changes necessary to ensure that a reliable product stream is established, especially with regards to the stringent requirements that are posed by the export market. There is also support in fields such as pricing and labour management, with solid linkages to the relevant SETAs.

A great deal of emphasis will be placed on the Youth Entrepreneurship Programme, again with strong linkages

to the SETAs that provide many referrals from their training programmes.

In the case of women as a vulnerable group, the main empowerment vehicle will be that of information sharing, via workshops, seminars and conferences, making certain that knowledge of their rights and roles in business is well disseminated. In the case of the physically challenged, a more individualised approach will be followed, based on referrals from NGOs, SETAs and various interest groups. Assistance is provided in many ways, inter alia, preferential procurement and the establishment of joint ventures.



î The city is committed to making certain that women have knowledge of their rights and roles in businessî

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Support and grow new and existing businesses	1. Adopt a strategic economic development plan for the city	Develop an economic development strategy for the city
		Timeous provision of economic information
	2. Stimulate key sectors that promote economic growth and create jobs	Automotive industry
		ICT
		Agriculture and agri-processing
		Chemicals
		Indigenous medicine
		Creative industries
		Clothing and textiles
		Renewable energies
		Wood pulp and paper
		Maritime sector
	3. Support and grow tourism related industries	Coastal tourism
		Eco-tourism
		Cultural and heritage tourism
		Sports tourism
		Business tourism
		Events tourism
		Tourism branding
		Customer care
	4. Create an integrated procurement management and monitoring system	e-procurement
	Eco-procurement	
	Supplier management	
	Business support for Council's suppliers and contractors	
	Development of broad based BEE sector incentives	



STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
	5. Investment facilitation and promotion	Create a business friendly environment
		Land use control and business development in R293 townships
		Investment facilitation and promotion
		Existing business retention and expansion strategy
		Foreign investment support
		Targeted incentive strategy
	6. Develop a logistics platform	Freight plan for the city
		Infrastructure for economic growth
	7. Drive the 2010 World Cup soccer event for eThekweni	Economic and tourism strategy for 2010
		Public transport plan
		Tourism bureau services action plan
		Infrastructure plan
		Operational plan
	8. Dube Trade Point	Facilitate in the development of bulk infrastructure
		Participate in the addressing of environmental challenges and planning issues
9. City/Port partnership	Develop and implement a city plan for the port consistent with the plans of the port authorities	
Provide secondary support to business enterprises	10. Manage informal trade	Arts and crafts
		Clothing
Manage markets		
11. Promote and stimulate entrepreneurship	Business development	
	Business to business linkages	
	Vulnerable groups	
	Internal business processes	

## ➤ Capital Budget Allocation

Economic Development and Job Creation	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
	321.130	540.691	637.407

## ➤ Goal

To ensure that all households have access to equitable and appropriate levels of household and community facilities and services, and to facilitate access to home ownership.

## ➤ Desired Outcome

Fully serviced, well maintained, quality living environments.

## ➤ Why this plan?

Providing a quality living environment for citizens is a core mandate of the Municipality. Although substantial progress in extending basic services has been made, the key development challenge of addressing service delivery backlogs within our City remains. Basic services alone do not make for a quality living environment ñ the sustainable provision of community facilities and services is equally important for our neighbourhoods to become total living environments.

A key element of this strategy is to ensure that houses are built closer to existing infrastructure enabling people to live, play and work in their own localities within the Municipality, which will improve accessibility and reduce urban sprawl.

The maintenance of built infrastructure forms an important part of protecting the investment made in our City. A programmed response to maintaining our City's infrastructure will serve to reduce costs in the longer term by replacing neglected infrastructure. This will enable the citizens of eThekweni to improve not only their quality of life, but also result in a safer and healthier environment, thereby ensuring a more secure and productive community. So,

maintenance becomes as important a city focus as delivery of services and facilities. Innovative strategies and the approach of transforming formerly unkempt, diminishing, litter-strewn areas into cleaner and attractive suburbs, has been adopted by the Municipality as part of the 'Cleaning and Greening' concept.

## ➤ Strategic Focus Area

Meet service needs and address backlogs

In order to meet the basic needs of all citizens, the Municipality is developing and extending its services to residents without access to basic services and facilities. This includes maximising the use and maintenance of existing infrastructure networks. The anchor for this approach will be a strategic plan for multi-functional social, cultural and recreational services and facilities.

### Programme 1: Rental housing strategy

The Municipality strives to operate in a manner which is cost effective, efficient and participative in the administration and maintenance of existing housing and hostel stock, and to gear its capacity to facilitate access to home ownership. The Social Housing Strategy is part of a solution to reduce the current housing

backlog while achieving other urban restructuring and economic generation objectives. The aim is to have fully serviced, well maintained, quality living environments to meet the needs of the citizens of eThekweni.

### Programme 2: New housing development

Fundamentally, the delivery strategy adopted by the City is concerned with the concrete realisation of housing opportunities and associated infrastructure to meet a variety of housing sub-markets within the Municipal area. For these reasons the housing delivery programme is adopted

to ensure that all who live in the city are adequately accommodated. This housing programme makes provision for associated services such as water, electricity, roads, stormwater, sanitation, leisure and road naming to be delivered in an integrated manner.



## Programme 3: Address service backlogs

The City is working to meet the backlogs in service delivery by developing and implementing a backlogs strategy with due consideration of the possible impact of higher standards on the City's public housing delivery programme. This strategy will establish new city-wide service and infrastructure delivery standards.

Services that are to be targeted include water, electricity, solid waste, sanitation, roads, and the programme for the greening of the City through planting of street trees and landscaping in key areas. Special attention is to be given to the project to provide street addresses to all houses in eThekweni.

## Programme 4: Infrastructure asset management

It is intended to establish an infrastructure asset management system that will assist with the development of an infrastructure

maintenance policy, including maintenance, refurbishment and replacement of strategic assets to ensure their longevity and sustainability.

## Programme 5: Infrastructure development

The City is preparing an infrastructure development policy and a bulk platform infrastructure plan to meet its social and economic development needs. Economic development in particular requires the provision of a reliable low-

risk set of municipal services upon which investors can confidently build their businesses. The plan will also provide for the environmentally sensitive separation of recyclable materials in the City's solid waste stream.



## ➤ Strategic Focus Area

### Meet community service backlogs

Improved quality of life for eThekweni citizens means that they are able to enjoy and benefit from equitable opportunities to participate in culture, leisure and education, such as are available through social and recreational facilities. Ensuring full service provision of community facilities needs to be closely guided by service standards, and requires necessary operating funds to sustain these facilities on a day to day basis. Proactive provision of community facilities and services is to be underpinned by standards as outlined in the LUMS System. The principles of sustainability, equity, exposure, reinforcement, sharing, multi-functionality, innovation and association, as well as accommodating both homogeneity (groups within our city with specific norms and practices) and heterogeneity (for a great diversity of people within our city) will be applied.

Innovative service delivery models which meet community needs more effectively, and address community service backlogs, will be facilitated through the development of strategic partnerships with government, private and community-based organisations involved in the provision of social services.

## Programme 6: Sustainable supply of community facilities

This programme is to develop and implement a policy on the sustainable supply of community facilities using access modeling and the projects assessment matrix. A policy for the multi-use of facilities by identifying and evaluating options, and a policy for

sustainable management of facilities including community participation in facilities management, are to be undertaken.

## Programme 7: Sustainable public spaces

Developing a sustainable public realm, urban design and streetscape strategy is planned, including a design guide that has economic and social benefits as well as the environmental benefits that protect the natural environment.

A number of greening projects ñ ranging from nodal street landscaping, urban

renewal upgrading, people mover stops and heritage trails ñ are planned and will be implemented throughout the City and rural ABM nodal developments. The sustainable development of a public realm maintenance strategy will furthermore enhance a more productive environment, reducing the maintenance cost to local government.

## Programme 8: Implement an effective public transport system

The overall goal for transport in eThekweni is to implement an effective, efficient, sustainable, safe and secure public transport plan to promote public transport over private transport and to develop a public transport system with services which are customer-focused and needs-driven in both urban and rural areas.

The eThekweni Transport Authority has prepared the first Integrated Transport Plan covering the next five years. The plan sets out key projects which will be targeted as resources are made available.

The programme of building public transport ranks will continue and a number of transport mode interchanges

are being assessed for upgrades. The Warwick Avenue transport node is being replanned and the new design will focus on consolidating and reorganising services and ranks to improve safety and efficiency.

The inner city CBD public transport services are being reviewed to ensure sustainability over the long term. Major investment into the rail system has commenced and the new train sets will improve the quality of commuter train services.

Other strategies that support the development and performance of an effective and sustainable transport system are focussed around the High Priority Public Transport Network (HPPTN) which are:

- Protecting existing employment opportunities.
- Maintaining the quality of high value investment, office, retail, residential and tourist areas.
- Discouraging the development of major employment opportunities outside the HPPTN area.
- Stimulating higher employment and residential densities.
- Renewing areas around major stations and modal interchanges as high density residential, office and retail uses.
- Steering public sector investment (schools, clinics, hospitals and police stations) towards nodes on the HPPTN.

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Meet infrastructure and service needs and address backlogs	1. Rental Housing Strategy	Hostel management
		Rental stock rationalisation strategy
		Social housing strategy
		Financing programme
	2. New integrated housing development	Upgrading informal settlements and relocations
		Financing programme
		Greenfields projects/creation of new residential areas
	3. Address service backlogs	Generate service and infrastructure standards
		Develop and implement a backlogs strategy
		Street addressing and naming backlogs
	4. Infrastructure asset management	Establish an asset management system
		Develop and adopt a maintenance policy
		Infrastructure development policy and model
Meet community services backlogs	5. Sustainable supply of community facilities	Develop and implement a policy on the supply of community facilities
		Develop a policy for the multi-use of facilities
		Develop a policy for sustainable management of facilities
	6. Sustainable public spaces	Develop a public realm urban design and streetscape strategy
		Develop a public realm maintenance strategy
	7. Implement an effective public transport plan for the city	CBD circulatory system
		Finalise People Mover
		Facilitate rail improvements
		Modal interchange rollout

## Capital Budget Allocation

Quality Living Environments	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
	2,028.058	2,080.753	2,193.588

## ➤ Goal

To promote and create a safe, healthy and secure environment.

## ➤ Desired Outcome

All citizens living in a safe, healthy and secure environment.

## ➤ Why this plan?

The safety, health and security of citizens is critical to quality of life. The Constitution asserts the rights of all citizens to be safe, healthy and secure, and government, at all levels, is required to guarantee these rights.

The Municipality has committed itself to creating a caring city, with all citizens, businesses and visitors feeling safe, and sure that their health and security needs are being met.

This plan seeks to highlight the key challenges we face in creating a safe, healthy and secure City, and our intentions for progressively achieving this goal.

Partnerships ñ with citizens, non-governmental organisations, other spheres of governance and other stakeholders ñ will be critical to achieving our goal. This is especially true in cases where the provision of a needed service is, by law, assigned to another level of government.

The plan is presented in four sections outlining four strategic focus areas, covering strategies to address the safety, health and security of citizens, and the safety of municipal assets.

## ➤ Strategic Focus Area

### Promoting the safety of citizens

Crime in South Africa is at a critically high level and the Municipalityís research indicates that crime is the number one issue in all communities in the City. Citizens and businesses feel under threat of crime against their persons and property, which is stressful for people and a risk for business, and in both respects it is an obstacle to development. Very large resources are diverted to private and public efforts at crime prevention and insurance that might otherwise be usefully employed in development of the economy.

The Municipality intends that people and businesses should feel that eThekweni is a safe place to live and that they are not significantly exposed to violence, assault or robbery. Then, the prevailing culture of defensive walking and driving, guarding goods, and barring and locking access will fall away.



Addressing the problem requires a multi-faceted approach, and on-going research into the problem and solutions. The Municipality's strategy for addressing crime is described below in three programmes: effective policing, social crime prevention and designing for safety.

While crime is the number one concern, there are other significant aspects of citizen safety. These include the need for citizens:

- To feel safe while travelling, as drivers, pedestrians, and passengers.
- To be safe from fires.
- To be safe from disasters, and their effects.
- To be safe in the buildings in which citizens live, work and play.
- To be safe while using our beaches and public pools.

The Municipality has developed programmes to address the causes and effects of these threats to a safe environment for citizens.

## Programme 1: Safe from crime: effective policing

A key strategy is the fostering of co-operative relationships between the South African Police Services (SAPS), Metro Police, South African National Defence Force and the community, to ensure that all parties work together to deal with crime and injustice within the City.

Municipal by-laws have been evaluated to maximise the impact of Metro Police on safety and security issues through a highly visible and effective policing service.

The Municipality supports the development of cohesive functioning and well linked communities where social pressures work to limit the acceptability of criminal activity and increase co-operation with policing. This programme also drives general community education on crime prevention, and partnerships between police and community-based organisations in order to increase community involvement in crime reduction.

Measures have been put in place to promote and ensure security conscious environmental design by developers and Council departments as an important way to limit opportunities for criminal activity. Surveillance of public areas, by local residents and workers, and by closed circuit television (CCTV), increases the risk to criminals of being observed and caught, and this reduces crime. Physical design of barriers to movement can also limit crime by reducing access and escape routes. Other measures include clearing bush, overgrown verges and any other place where criminals can shelter.

## Programme 2: Safe while travelling: road and pedestrian safety

This programme sets out what needs to be done to create safer streets for drivers, passengers and pedestrians, and to reduce casualties. This includes changing street layouts, improving law enforcement, and implementing education and training campaigns to change road user behaviour.

The primary objective of the road and safety programme is to develop a clear

and implementable road safety programme for all road users. The programme will include development engineering, education and enforcement plans, and strategies for high frequency accident locations. In improving traffic management, the Municipality will expand, upgrade and improve management of the CCTV network to ensure that there is a mechanism to trace incidents.

## Programme 3: Safe from fire, emergencies and disasters

Uncontrolled fire has a serious impact on the lives of all communities. Citizens, businesses, and public infrastructure are all affected by incidents of fire. Loss of families and friends, the destruction of uninsured property and personal possessions are difficult, if not impossible, to quantify. People living in high density informal settlements, without personal insurance, are particularly vulnerable to the effects of uncontrolled fire.

Through effective fire and emergency services, we aim to ensure that all communities have a sense of confidence that the City recognises its duty of care, and is able to provide an acceptable level of safety.

Our plans to achieve this result include prevention and response. Efforts to prevent fires include community education and awareness, providing appropriate technical advice on fire safety measures to people in the building and construction industry, developing and enforcing fire safety

regulations, and researching and publishing relevant data. To reduce the impact of fires when they do occur, we train and empower community members and ensure that municipal staff are well-trained and prepared to respond quickly to fires. We also work with other agencies whose work helps to prevent fires, and increase response times, for example, roads, road naming, house numbering, water, street lighting, and telecommunications.

The Municipality is concerned about the human suffering and economic loss that result from disasters and is anxious to prevent disasters whenever possible, and to reduce the impact on the lives of citizens when disasters do occur.

Our response is guided by a three phase approach: preventing disasters where possible, responding to disasters when they occur, and assisting communities to recover from the effects of the disaster.

We work to prevent disasters by first developing risk and vulnerability profiles. Once we know our vulnerabilities, we are able to develop effective prevention plans and programmes.

We also have preparedness training programmes. Training communities to understand risks and how to respond to disasters serves a prevention and response function. Training municipal officials in effective disaster response is critical to ensuring that they are able to respond quickly and effectively to disasters when they do happen.

Following a disaster, communities may continue to be affected by physical damage and loss of property caused by the disaster. The Municipality is

developing its disaster relief, rehabilitation, and reconstruction programmes to diminish this impact on people's lives.

The Municipality takes measures to ensure that the public are safe in any building. Within any building there exists the possibility of the building collapsing or suffering from other hazards such as dangerous electrical wiring, rusted and weak handrailings, and faulty lifts and hoists. The building inspectorate ensure that no unsafe building is constructed and they will monitor unsafe conditions in existing buildings. The safety of existing lifts and escalators is monitored by national government's factory inspectors.

## Programme 4: Promoting the safety of municipal assets

The enormous quantity of data stored on the extensive municipal computer infrastructure is a valuable asset that is potentially easily lost through poor management of the infrastructure. This data must be always kept available for use, yet at the same time protected from accidental or malicious modification or destruction. The

municipal information systems staff ensure that the data is well protected from malicious damage by external agents, and that it is safely stored and regularly backed up for retrieval in case of data loss. The same staff also ensure that the requirements of the National Archives Act are met.



## Programme 5: Safe while using beaches and public pools

The City protects its citizens and visitors from drowning, from shark attack when sea bathing, and from minor accidents and injuries while enjoying City beaches and pools. The City also promotes water safety programmes, and teaching

swimming to previously disadvantaged people. Control of shark attacks is undertaken by the independent Sharks Board in liaison with the City.

### ➤ Strategic Focus Area

#### Promoting the health of communities

The Municipality, in accordance with the National Department of Health, embraces the World Health Organisation's definition of health as 'a state of complete physical, mental and social well-being, and not merely the absence of disease or infirmity'. This wide-ranging definition requires a multi-faceted strategy. In addition, different communities need different services to ensure continued and improved well-being, so the Municipality's strategies must address diverse and wide-ranging community needs. Not all communities are the same, and priorities for health services differ.

To achieve our goal, it is essential that we work in partnership with other public and private health service providers, stakeholders, and communities. This reflects the Primary Health Care approach which is the national model for service delivery within the District Health System.

We have identified four critical areas of work to achieve our goal. These are:

- Ensuring that communities have access to a package of clinical health services.
- Protecting individuals from communicable diseases, especially Tuberculosis and HIV, and providing care to those who are infected and affected by disease.
- Protecting communities from environmental health hazards.
- Promoting social and individual wellbeing, with a special emphasis on vulnerable groups.

We are guided by the Constitutional and legal framework for the provision of health services. In 2004, the National Health Act defined the services we must provide directly as primarily environmental health services. For services we do not directly provide, we will focus on developing partnerships and service level agreements to ensure affordable and accessible services. We will continue to provide the services we currently offer, until an effective service agreement is in place with the Province, or other service providers.

## Programme 6: Promoting access to Clinical Health Services

In dealing with the increasing number and complexities of disease that threaten the health of its citizens, the Municipality has adopted a strategy to strengthen and develop a health service particularly in under-serviced areas. Ill health has a significant impact on social, economic and industrial development.

Clinical health services provide both preventive and curative services to communities. For these services to

benefit all citizens, they need to be affordable and accessible. This first level of service must also be integrated with other, more specialised, areas of public health care.

This is done in conjunction with the Provincial health service and NGO partners. The links with the traditional and complementary health sectors are also a key area of focus.

## Programme 7: Protecting communities from communicable diseases

The alarming rate at which communicable diseases, including TB and HIV, are infecting and affecting our citizens has prompted the Municipality to develop strategic initiatives and interventions to address these issues.

The impact of communicable diseases has multiple effects including the suffering of affected citizens and their families, the erosion of family structures, the impact on the economy, and the huge demands placed on health and social services.

Given the magnitude of the challenges, we will develop and strengthen our partnerships with other spheres of government, communities, NGOs and the private sector. In particular, we will work with the KwaZulu-Natal

Department of Health to implement National Government's TB, HIV and AIDS health care plans.

In an effort to promote care, acceptance and protection of human rights, we are committed to supporting community initiatives, and to improving access of people infected and affected by HIV and AIDS to appropriate therapy and support, as part of an effective preventative programme and affordable package for treatment.

## Programme 8: Protecting communities from environmental health hazards

We aim to ensure that the living, working and recreational environments of our citizens promote healthy citizens and communities. This requires a full range of environmental services, including monitoring the quality of the air we breathe and the water we drink. It includes monitoring and controlling the hygienic conditions of buildings, especially where food is prepared; controlling pests, like rats, that carry disease; and providing appropriate and affordable burial and cremation services.

Of particular concern are communities living in close proximity to hazardous industries, and informal settlements affected by inadequate levels of sanitation and clean water supply.

Our challenge is to ensure that all areas and communities receive an appropriate package of environmental health services. It is important for the Municipality to ensure that the basic healthcare needs of poorer communities are addressed.

## Programme 9: Promoting social development programmes

The focus of this programme is to ensure that communities have access to social development programmes that lead to healthy lifestyles. The focus is particularly on vulnerable groups.

This programme includes the implementation and promotion of food

security, community health worker (CHW) programmes, public health campaigns and programmes promoting the health of vulnerable groups. These programmes will be implemented in partnership with other spheres of government and civil society.



î Social development programmes within communities lead to healthier lifestyles.î

## ➤ Strategic Focus Area

### Promoting the security of citizens

Providing for the social security of our citizens is part of creating a caring and liveable city and requires identifying citizens who are particularly vulnerable and marginalised. Certain groups risk greater exposure to vulnerability: women are more vulnerable than men; poor people are more vulnerable than the better off; adolescents are more vulnerable than adults; and young girls are more vulnerable than young boys. Special risk groups include migrants and refugees, especially those uprooted by conflict, and street children. Responding to the interests and specific needs of these groups requires a co-ordinated and integrated approach from all role players.

We have adopted a principle of care, acceptance and protection of human rights by putting an emphasis on protective social and cultural values and practices, with a particular focus on street children and child-headed households.

Community outreach, support, information and development programmes will contribute to the education, empowerment and increased security of citizens and communities. The municipal strategy aims to ensure that vulnerable and indigent citizens feel secure from poverty, exploitation, marginalisation and discrimination.

## Programme 10: Promote security from adversity

Given South Africa's legacy of uneven development, large numbers of the population are still trapped in cycles of poverty. The Quality of Life surveys reveal that Durban is not an exception, as most residents raised concerns about job creation and economic growth as well as the inability of many citizens to acquire the bare essentials needed to live a dignified life.

An estimated 44% of households living in the eThekweni municipal area earn less than R1 500 per month. It is crucial that our Municipality takes action to reduce indigence so that a sustainable development growth path can be realised. For eThekweni, being a caring city means taking care of the poorest families by providing them with access to housing, water, electricity, rates rebates and improving food security programmes. There are a range of ways in which

marginalised or vulnerable groups may experience exploitation. The Municipality has a role in ensuring that vulnerable groups are protected from exploitation. Firstly, this requires developing an understanding of who is vulnerable, and in what ways, and working with role players to minimise these risks.

Many vulnerable groups are prevented from participating fully in society and economy due to prejudice, and other barriers to entry. The Municipality is committed to working with role players to reduce the risk of specific groups being marginalised. In some cases, groups are systematically excluded from participation in the life of the City – either economically or socially. The Municipality is committed to working with role players to identify where and how unjust discrimination takes place in eThekweni, and to addressing it.

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Promote safety of citizens	1. Safe from crime: effective policing	Safe from crime: social crime prevention Safe from crime: designing for safety
	2. Safe while travelling: road and pedestrian safety	Introducing traffic calming measures on school routes
		Eliminate/reduce high frequency accident locations using infrastructural improvements
		Eliminate hazardous locations by conducting road safety audits on a regular basis and implementing remedial measures
	3. Safe from fire, emergencies and disasters	Safe from disasters
		Safe buildings
Promoting the health of communities	4. Promoting the safety of municipal assets	
	5. Safe while using beaches and pools	
	6. Promote access to clinical health facilities	
	7. Protect communities from communicable diseases	
	8. Protect communities from environmental health hazards	
	9. Promote social development programmes.	
Promote the security of citizens	10. Promote security from adversity	Promote security from poverty
		Promote security from exploitation
		Promote security from being marginalised



## ➤ Capital Budget Allocation

Safe, Healthy and Secure Environment	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
	62.460	69.000	59.750



## ➤ Goal

To enable all our citizens to achieve their full potential.  
To become a centre of learning and to provide training for other local authorities.

## ➤ Desired Outcome

Well-developed citizens.  
A learning and training city.

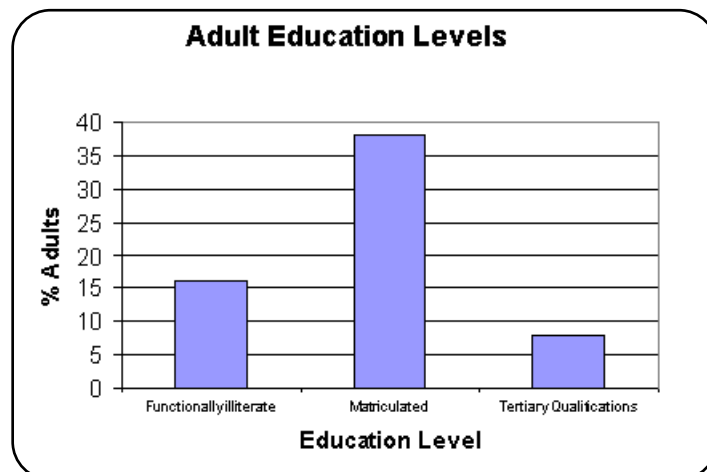
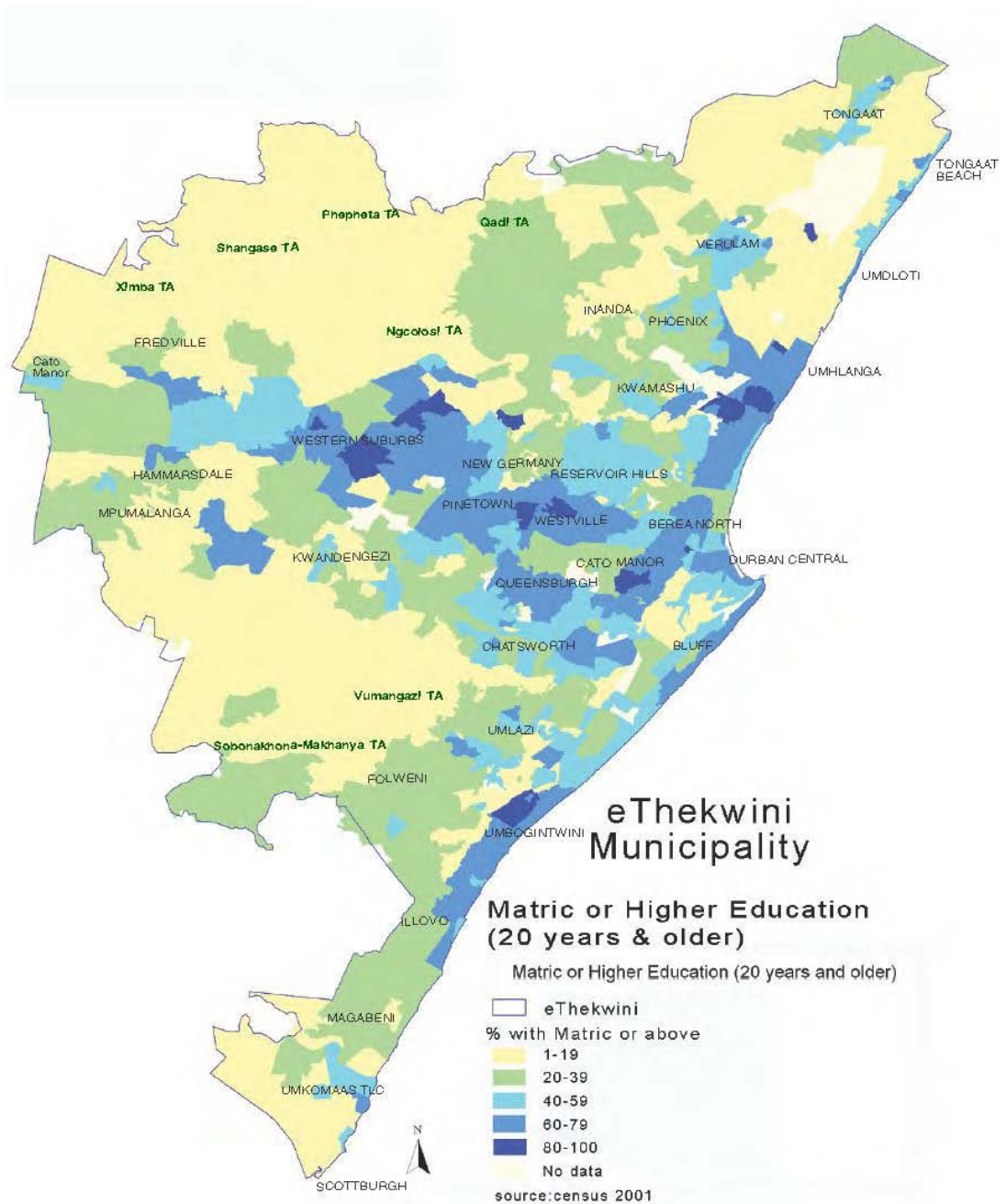
## ➤ Why this plan?

Citizen empowerment demands an increase of consciousness within communities about their role in economic development and job creation. This city's greatest asset is its people. Not enough has been done to protect and harness the capabilities and energies of the City's people. It is of concern that 16% of all adults are functionally illiterate, only 38% of the adult population have matriculated, and only 8% have tertiary qualifications. The map of persons over 20 years with Matric or higher qualifications shows that there is a spatial inequality in educational attainment – the well-developed core of the City has a higher level of education while the townships and rural areas have lower levels. An holistic and integrated approach towards investing in citizens' development has been adopted by the Municipality through community outreach and the development of programmes and information that contribute to the education, empowerment and well-being of citizens.

eThekwini is positioning itself as a Smart and Learning City in order to cope with current and future challenges. The Smart City concept aims to bridge the digital divide in eThekwini and to make

the City a hub of information diffusion, as well as a centre for economic growth and integration. The Learning City approach has two aspects: firstly the Municipality should be a competent, efficient and a learning institution, and secondly, on a broader level, all external stakeholders should have access to learning opportunities.

eThekwini Municipality's infrastructure and ability to provide training for other local authorities, particularly those in Africa, were identified by the United Nations Institute for Training and Research (UNITAR). Hence, eThekwini Municipality, in partnership with the University of KwaZulu-Natal, the Durban Institute of Technology, Mangosuthu Technikon, the Durban Chamber of Commerce and Industry, and UNITAR, established CIFAL Durban. CIFAL Durban is part of a global training network, and its role is to facilitate administrative and technical capacity building for sustainable development and access to basic services such as water, sanitation, waste management, transportation, energy, public health, and information and communication technologies.



## ➤ Strategic Focus Area

### Develop human capital

The Municipality has committed itself to enhancing skills development and overcoming the existing skills gap. Co-ordinated efforts and partnership initiatives with service providers have been adopted to ensure that community outreach, information and development programmes contribute to the education of citizens.

## Programme 1: Address the skills gap in the economy

This programme is externally focused as the Municipality is developing and implementing a strategy that seeks first to highlight skills needs within the

economy and then partnering with service providers to fill this skills gap.

## Programme 2: Improve employability of citizens

Rather than viewing young people as problematic, eThekweni Municipality sees them as assets, as resources that need access to opportunities to enable them to learn and mature. With this understanding, initiatives like Siyaya learnerships have been established to provide graduates with one-year work experience to enable them to secure jobs in their respective careers.

Different approaches will be followed on a sectoral basis, as some industries are in decline, such as textile and clothing, while others need to be nurtured, as is the case with the film industry, which has great potential but at present has a very limited market penetration.

## Programme 3: Raise skills levels of employees

Given the shortage of specialised skills in some of the Municipality's crucial development areas, there has been a drive to up-skilling employees, in order to increase their contributions to the delivery of services. The skills

development programme is an initiative that enables staff to function as part of a chain of interdependent processes delivering one output to customers through training and development.

## ➤ Strategic Focus Area

Develop the city into a smart city

In order to cope with current and future challenges, the Municipality is committed to Durban becoming a Smart City, in which the Municipality is a competent, efficient and learning institution which supports the provision of learning opportunities for external stakeholders. The Smart City concept aims to bridge the digital divide in eThekweni and to become a hub of information diffusion, as well as a centre for economic growth and integration.

### Programme 4: Create and implement a learning city strategy

A steering committee of internal and external stakeholders has been established, and their needs and objectives have been determined. Research on other learning cities such as Dublin, Ireland and Jaipur, India has been completed and is informing a two pronged model of a

learning city: firstly a learning municipality, and secondly, a city where all stakeholders have learning opportunities. The model is to be pilot tested and evaluated before being rolled out on a larger scale.

### Programme 5: Develop and implement a strategy to position the city as a centre of learning

CIFAL Durban was officially launched on 4 October 2004. Topics to be covered during training sessions relate to sustainable development, and include water and sanitation

management, environmental issues, information and communication technology, and human, social and economic development.

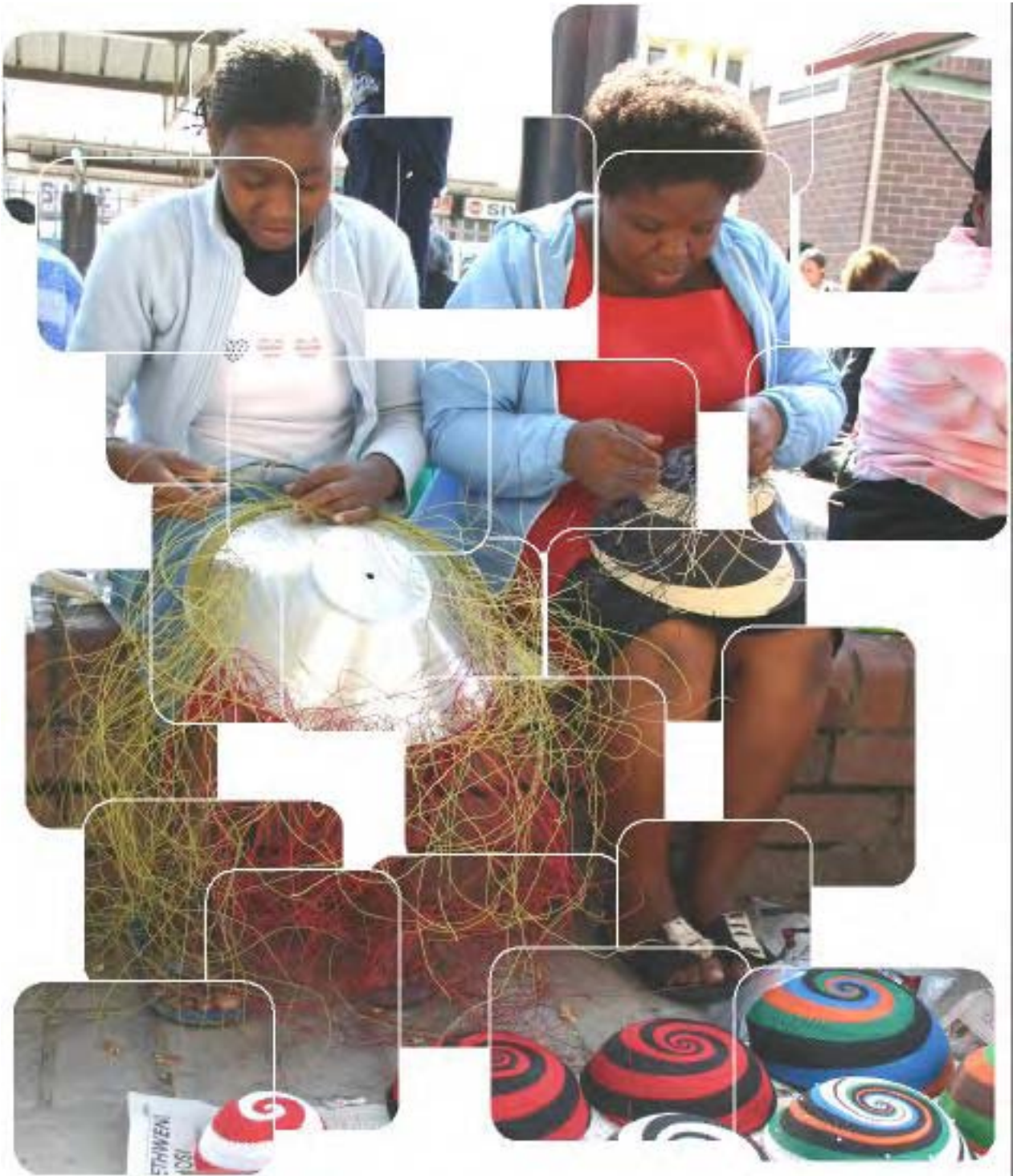
### Programme 6: Bridging the digital divide

Bridging the digital divide will reduce the gap between those who have access to Information and Communication Technology, and those who do not have access for socio-economic or infrastructure reasons.

Bridging the divide is important as it can reduce existing inequalities, which are often based on geographic location, age, gender, culture and economic status.

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Develop human capital	1. Address the skills gap in the economy	Produce a research document highlighting the skills needs within specific sectors in the formal economy
		Undertake skills audits in ABM areas
		Develop and implement strategies to address the identified skills gaps
	2. Improve employability of targeted citizen groups	Implement learnerships programmes
		Facilitate the implementation of ABET & basic business skills programmes for SMMEs
		Develop policy for cooperative education programmes
		Facilitate the support of the provision of mathematics and science in Ethekwini Municipal Area schools
	3. Raise the skills level of employees	Develop a process document in respect of becoming a learning organisation
		Develop a competencies matrix for the Municipality
		Develop a recognition of prior learning policy
		Compile an annual workplace skills plan
		Implement the workplace skills plan
		Implement management development programmes
Design a Municipal induction programme		
Develop the city into a Smart City	4. Create and implement a learning city strategy	Plan and implement CIFAL Durban
	5. Develop and implement a strategy to position the city as a centre of learning	Develop a Learning City model
		Undertake a pilot programme to test the Learning City model
		Investigate central repository for Learning City data
	6. Bridge the digital divide	Install the city wide network infrastructure to provide citizen access to information technology
		Investigate options for the use of low cost multi-media devices
		Implement a mechanism to drive the bridging OF the digital divide



## Capital Budget Allocation

Empowering Citizens	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
no capital projects			

## ➤ Goal

Create the conditions under which sports, arts and culture, and heritage opportunities can be realised for personal growth, community solidarity and economic advantage.

## ➤ Desired Outcome

An environment that supports our sports, arts and culture, heritage, and cultural diversity.

## ➤ Why this plan?

This plan is intended to grow, stimulate and harness the enthusiasm and talents of eThekweni's citizens. Amongst our approximately three million citizens, there is enormous potential: potential for success in the fields of sports, arts and culture; potential for individual growth; as well as for experiencing and embracing cultural diversity.

By stimulating sports, arts and culture, and the heritage of the City and its citizens, there is growth both for individuals and communities. There is also major potential for income opportunities in these fields. An enriched city and community of people, as envisaged in our Vision will inspire others and attract visitors.





## ➤ Strategic Focus Area

Promote sport and recreation within the City

The Municipality's plan for sport is founded on the principle of increasing participation in sport and physical activity as a way of engaging people to keep them healthy and involved in using City sporting facilities. The Municipality will ensure that it develops and enhances many sporting codes so that the City will continue to be South Africa's playground, and talented sports people and people involved in sports development will be able to earn a living from their sports-related activities.

### Programme 1: Create initiatives to promote sporting communities

The primary objective of this programme is to get more people involved in sport and recreation, thereby maintaining our City's playground status and contributing to healthy lifestyles and stress release. The Municipality is committed to all sports codes that the people of eThekweni can participate in and enjoy. A variety of projects are aimed at wellness, teaching sport and general fitness (water safety, keep fit, sport in the park) for individuals and communities. eThekweni's talented sports people are encouraged through special programmes for young champions, as well as competitive

functions such as the eThekweni Games. Encouraging women in sport and offering a disabilities sport programme, as well as a senior citizens' sports day, are planned as part of the City's calendar. A key element of this programme will be to undertake a sporting codes talent identification so that the potential of gifted sports people can be developed.

### Programme 2: Promote and develop the economy of sport and recreation

The primary objective of this programme is to promote the use of sport as a means of generating income by encouraging our citizens, especially the youth, to take part in sports in an effort to reduce crime and ensure healthy and competitive citizens. The starting point is a project to design and

implement a sports city strategy that will underpin a variety of projects to maximise job opportunities in the sports sector.

## ➤ Strategic Focus Area

Create economic opportunities for arts, culture and heritage

This strategic focus area envisages growth in the economy through the development of economic opportunities in arts, culture and heritage. Commitment to the development of arts and culture means that the Municipality will undertake a range of responsibilities including the operation and administration of several museums, historic sites, performing and visual arts centres, financial support for cultural activity and artists, encouraging public art projects in both private and public developments, and assisting a wide range of community arts organisations in accessing and sharing municipal services and facilities. Economic opportunities exist where heritage is conserved and enjoyed by citizens and other visitors. Further, an appreciation of cultural diversity will emerge from heritage activities, and this will also enrich eThekweni's own citizens as well as tourists' experiences.

### Programme 3: Promote an economic environment for arts, heritage and culture

Strategies and projects within this programme are aimed at promoting and providing opportunities for artists in all disciplines to develop their art. The Municipality also recognises that there need to be complementary activities to promote an environment that nurtures and develops an awareness of arts and culture as this will develop a demand for the artists' work.

Projects have been formulated for developing artists (including those with disabilities) as entrepreneurs, and providing gallery space, exhibition opportunities and commercial channels for their work.

Local cultural industries and township technology are also promoted, with holiday programmes that generate educational and cultural experiences for the public, and income for local artists and cultural workers.

Cultural diversity is celebrated through events on special days of cultural and heritage significance; a key project is the Living Heritage and Traditions programmes.

Heritage preservation is recognised throughout the world as a fundamental component of a liveable city – an essential element that provides people with a feeling of security and a sense of belonging in the place where they live. The City has a diverse heritage, and conservation and promotion of it through local history projects and new opportunities for gallery space, as well as museums reflecting transformation and historical revisionism, is enriching for citizens as well as being an income-generator for the City.

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Promote sport and recreation within the City	1. Create initiatives to promote sport in communities	Develop and implement a strategy to increase the level of sporting activity in communities
		Code talent identification across the sports codes
		6 new programmes in all wards
		Support and create sporting events that promote community involvement in sport
		16 sporting events to be organised
	2. Promote and develop the economy of sport and recreation	Design and implement the Sports City strategy
		1 programme to be developed with Strategic Projects
		Maximise job opportunities in the sports sector
		Develop a strategy to promote/provide economic opportunities for sportspeople
Create economic opportunities for arts, culture and heritage	3. Promote an economic environment for arts, heritage and culture	Develop the capacity of artists and organisations to operate businesses
		Create commercial channels for artists
		Offer opportunities in museums and galleries for local history and cultural diversity
		Develop a strategy to encourage cultural facilities and generate economic activity with heritage initiatives
		Holiday programmes that educate and provide economic opportunities
		Promote exhibition opportunities
		eThekwini Living Heritage and Traditions programme
		Promote cultural expressions and industries
		Create a co-operative networking forum

## Capital Budget Allocation

Celebrating our Cultural Diversity	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
	3.200	4.200	5.289

## ➤ Goal

Develop a strong institution to support consultative and participatory local government.

## ➤ Desired Outcome

All citizens embracing and practicing the concepts of good governance.

## ➤ Why this plan?

Governance encompasses the state, but transcends it by including the private sector and civil society organisations. Good governance is, among other things, participatory, transparent, democratic and accountable, and the creation of tools and enablers to ensure that it is practised city-wide is focused in this plan.

At the outset, it is also important to note that the Good Governance Plan, due to the all-encompassing developmental local government imperative, must be seen as a plan that permeates each of the other seven plans. More importantly, whilst the responsibility for overall programme co-ordination and management rests with the Deputy City Manager of the Governance Cluster, every other plan owner, programme driver and project manager must interrogate what good governance is for their respective plans.

In responding to the 'equal and democratic' filter and the 'caring city' filter, the Good Governance Plan's first strategic focus area is constructed

around accessibility of eThekweni's citizens to the Municipality in order to ensure that 'people are constantly put first'. In response to the sustainability filter, two key programmes have been developed around creating a clean and accountable administration and mobilising the organisation for effectiveness.

The third focus area of the Good Governance Plan concerns how the City manages its knowledge, pilots new and innovative way of service delivery, and promotes learning through building knowledge networks on the continent and beyond; these respond to the 'Smart City' and 'Sustainability' filters. Together, this package of programmes attempts to lay a solid foundation for Good Governance in the City.

## ➤ Strategic Focus Area

### Ensure accessible and accountable government

Increasingly in South Africa, and around the world, there is recognition of the value of accessibility, transparency and accountability in governance beyond the traditional domain of financial performance. This ensures that the development targets and measures set for the Municipality's performance emanate from a strong foundation of putting people first.

## Programme 1: Establish coherent internal and external communication

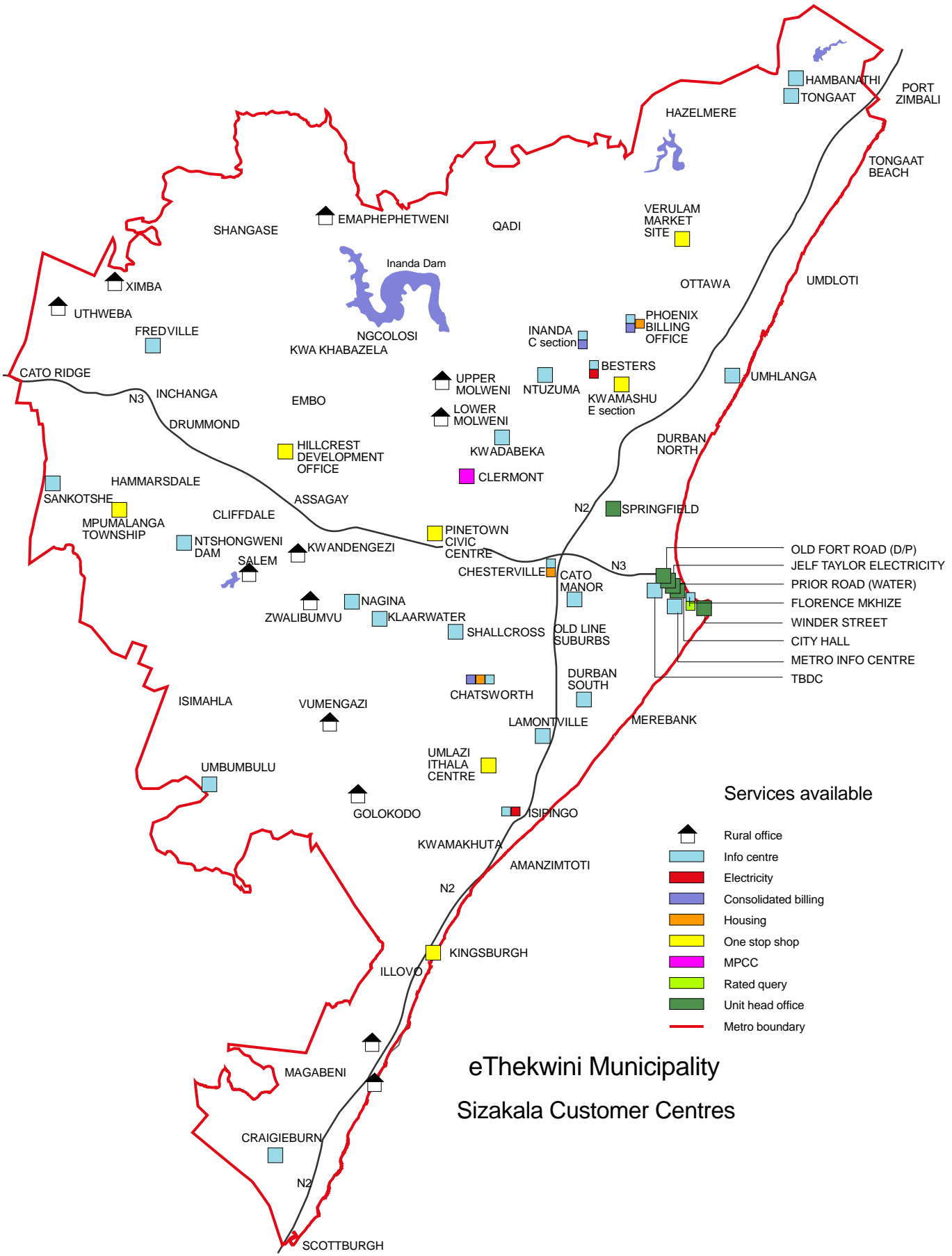
Communication is central to our new organisational culture. The Municipality is committed to ensuring that all citizens and customers are well informed and are partners in the development of the City. The communication programme seeks to devise mechanisms for making local government information (citizens' rights and responsibilities; the Municipality's programmes, policies and processes) available and accessible to all stakeholders. Above all, the programme will ensure the preparation

of clear and comprehensive communication strategies for both internal and external communication firstly to harness the energies of staff to deliver on the Vision and strategy, and secondly to ensure that the local government principles of participation, engagement and information-sharing are given meaning.

## Programme 2: Develop improved customer relations











The establishment of customer services centres represents a shift away from centralised service towards localised administrative orientation. This programme seeks to establish Customer Services Centres that will serve the community where they live without having to travel to a central

point. This, coupled with the development of a Customer Service Policy, Service Standards Charters, and ensuring that the culture of customer care is embedded throughout Council, will ensure that the Municipality will put its customers first.



**eThekweni Municipality**  
**Sizakala Customer Centres**

**Services available**

-  Rural office
-  Info centre
-  Electricity
-  Consolidated billing
-  Housing
-  One stop shop
-  MPCC
-  Rated query
-  Unit head office
-  Metro boundary

- OLD FORT ROAD (D/P)
- JELF TAYLOR ELECTRICITY
- PRIOR ROAD (WATER)
- FLORENCE MKHIZE
- WINDER STREET
- CITY HALL
- METRO INFO CENTRE
- TBDC

## Programme 3: Promote co-operative and inter-governmental relations

The range of critical issues faced by our City mirror South Africa's national and provincial concerns, so dealing with them in a way that is sustainable requires concerted and co-ordinated intervention by all three spheres of government, the private sector and civil society partners. There are few issues that can be dealt with by local government alone. This means that we must align our local government system, organisation, strategy, budget and implementation programmes with those

of other spheres of government. Whilst progress has been made in ensuring alignment, much work still needs to be done in this regard.

## Programme 4: Create mechanisms, processes and procedures for citizens' participation

Present local government policies and legislation put great emphasis on municipalities developing a culture of community participation and the creation of appropriate and relevant community participation mechanisms, processes and procedures. This programme aims at ensuring that communities are part of decision-

making processes within the Council. The programme encourages communities to utilise their strengths and move away from the dependency syndrome. Ward committees and other civil society organisations play a critical role in making this programme come alive.



## ➤ Strategic Focus Area

Create an efficient, effective and accountable administration

Public administration is enjoined by the Constitution to be governed by democratic values and principles including, among others, a high standard of accountability and professional ethics. To this end, the Municipality will put in place and implement a fraud prevention policy and an implementation plan. This will be accompanied by a redeveloped Code of Ethics for municipal staff. These measures will be followed by extensive training that will focus initially on senior management and later be cascaded to the rest of the staff, thus ensuring that all staff are aware of their ethical responsibilities.

### Programme 5: Create a clean and accountable administration

By December 2005, the Municipality will have more than 30 regional one-stop centres in operation which will focus on integrating governance. The City's website has become more interactive. Efficiency and effectiveness

is prioritised, two community courts and one municipal court are in operation to ensure a more integrated focus to creating a safer city and stamping out crime, corruption and anti-social behaviour.

### Programme 6: Mobilise to make the organisation more effective

Leading with a people-centred approach, it is equally important for the Municipality to reposition itself as an efficient and effective municipality in order to maximise the limited resources available to it. With the amalgamation

of six entities into one Municipality, the continued use of old systems and procedures, together with the advent of new technologies, point to a need to re-engineer work processes and systems.

### Programme 7: Improve productivity throughout the municipality

This programme focuses on improving the way Units within the municipality run their businesses in order to improve productivity for the Municipality. The focus is on measuring current

productivity, and on introducing interventions to improve productivity and business processes, and on eliminating wastage.



## Programme 8: Review, develop and implement municipal wide administration policies and systems

Some of the administration policies within the Municipality are outdated and need to be reviewed, whilst some administrative systems have no policies in place. Under this programme, outdated policies will be reviewed, and new policies put in place where there

are none. In other cases, different Units use different policies, and it is crucial that Units within the Municipality should use common policies.

### ➤ Strategic Focus Area

Improve knowledge management

## Programme 9: Knowledge process management

The lack of knowledge management in our City has prompted the development of processes and systems to maintain knowledge to ensure that it is shared, stored and kept for future reference. However, this is a new area within the

Municipality, so we are working with relevant parties to ensure that knowledge management is effective and efficient.

## Programme 10: Co-ordinate and support area based management and development programmes

The City has established Area Based Management and Development structures, which are commonly known as ABMs. An ABM is primarily defined as an institutional mechanism through which the delivery of services can be focused within key areas in the city. ABMs are intended to enable integrated implementation, provide opportunities for experimenting and learning, and

mobilising city resources towards more effective delivery in learning areas. The five ABMs (INK, iTRUMP, Rural, Cato Manor and SDB) present different challenges for integration and local problem solving, as they typify varied spatial, social and economic scenarios. These challenges include urban renewal, local economic development and service provision.

## Programme 11: Raise the skills levels of employees

This programme will contribute towards developing the Municipality to become a learning organisation. It will include

the development of a strategic framework document to guide the implementation of the workplace skills plan.

## ➤ Strategic Focus Area

### Improve knowledge management

A healthy and well-developed human resource base will enable the Municipality to respond effectively and efficiently to its development challenges. Looking after the interests and wellbeing of employees is as critical as looking after that of the community. The Municipality has adopted a strategy for caring for its employees' needs as a way of ensuring sustained service delivery.

## Programme 12: Reduce new HIV/AIDS infections in the workplace

The Municipality is determined to assist infected and affected municipal employees. The programme involves Voluntary Counselling and Testing, and the establishment of support groups where employees can voice their survival strategies.

Co-ordinated planning and interventions within the Council, including effective

implementation of mainstreaming HIV/AIDS awareness in all departments, ensures ongoing implementation of an integrated Council HIV/AIDS workplace policy. Access to HIV/AIDS-related information has also been improved through the updated eThekweni HIV/AIDS website.

## Programme 13: Create a positive organisational climate

As part of transformation and the ever-increasing demand placed on employees to deliver, appropriate Human Resources (HR) practices and rules must be implemented to change

the culture of the organisation, improve employee productivity and ensure the retention of employees.

## Programme 14: Be compliant with occupational health and safety legislation

It is the Municipality's duty to provide an enabling environment for its employees to be productive and oversee effective implementation of the IDP. Against this background, the Municipality has committed itself to

ensuring a healthy and safe work environment for its employees and service providers, as a means of responding to legislative requirements for occupational health and safety.



îA safe and healthy workplace environment is in the interests of both the municipality and its employees. A workplace that is physically and mentally free of disease provides a basis for greater efficiency and productivity.î

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
Ensure accessibility and promote governance	1. Establish coherent internal and external communication	Develop and implement an internal and external communication strategy Centralise and rationalise all communications within council Develop a brand and marketing strategy for brand rollout
	2. Develop improved customer relations	Develop and implement a Customer Care Policy and Strategy
		Develop and implement a corporate customer care training programme
		Develop, implement and maintain the rollout of one stop shops as the primary customer care interface between citizens and the Municipality
	3. Promote co-operative international and inter-governmental relations	Develop and implement a strategy iro inter-municipal relations
		Develop and implement a strategy iro relationship with provincial and national government and statutory bodies
		Develop and implement a strategy iro relationship with global partners including the Sister City programme
		Develop and implement a strategy iro relationships with other stakeholders
		Develop a corporate-wide policy for events
		Develop a plan for events that enhance the City's Core Values, Vision and the 8 Point Plan
	4. Create mechanisms, processes and procedures for citizen participation	Develop and implement a community participation policy
		Establish and support community based structures
		Implement community based programmes
Create an efficient, effective and accountable administration	5. Create a clean and accountable administration	Implement stakeholder participation programmes
		Develop and implement an anti-fraud policy and a response plan
		Rollout of enterprise wide risk management
	6. Mobilise to make the organisation more effective	Build and implement a Municipal Court
		Develop and implement a performance Management System
		Rollout of enterprise wide risk management
		Implement corporate IT solutions to improve efficiencies
		Upgrade and maintain the IT infrastructure backbone
		Implement a strategy to promote the use of GIS as a decision making tool

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS
	7. Improve productivity throughout the municipality	Productivity and business processes improvement project
	8. Review, develop and implement municipal wide administration policies and systems	Develop a set of new customer-focused policies (including archives, entertainment, procurement and protocols)
		Policy review project (including travel, subsistence and hall facility hire)
Improve knowledge management	9. Knowledge process management	Develop and implement a knowledge management strategy
		Create an environment to enable knowledge acquisition, sharing and preservation
	10. Co-ordinate and support area based management and development programmes	Facilitate learning, documentation and dissemination processes
		Co-ordinate programme level inputs, outputs and processes
		Provide a package of support services to area teams and line departments
	11. Develop a municipal wide administration policy and systems	Develop a single messenger system
		Develop Municipal-wide policies for record keeping & archives
		Develop a Municipal wide policy for entertainment
		Develop a new committee structure/system
		Develop and implement a programme for support and training for Councillors
	Develop a policy on centralised procurement of promotional material	
Healthy and productive employees	12. Reduce new HIV/AIDS infections in the workplace	HIV/AIDS Management
		Peer Education Programmes
		VCT Programme
	13. Create positive organisational climate	Develop and implement an organisational culture strategy for the municipality
	14. Be compliant with occupational health and safety legislation	Occupational Health Medical Surveillance
		IOD Management

## ➤ Capital Budget Allocation

Good Governance	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
		202.110	172.610

## ➤ Goal

To reach and present an accurate financial position of the organisation's operations and to ensure its long term financial viability.

## ➤ Desired Outcome

Confidence in municipal financial management.

## ➤ Why this plan?

Over the last two years, the Municipality has been implementing new national government legislation. The legislation is aimed at improving systems and processes to ensure effective, efficient and economic service delivery. Whilst the impact of implementing the new legislation is demanding, this has not negatively impacted on the Municipality's service delivery programmes to meet the needs of

previously disadvantaged communities. In order to fulfill financial, legislative and developmental requirements, much of the Municipality's capital budget has been redirected for new developmental expenditure. It has also extended its existing operating budget over a wider area in order to fulfill developmental goals. The budget re-orienting has resulted in different financial challenges in terms of the following:

- Existing infrastructure has not been maintained at the desired level, i.e. the built environment is not receiving sufficient attention.
- As a result of affordability problems, extending municipal services has resulted in an increase in debtors.
- New capital expenditure has not been aligned with related operating requirements.
- Operating budgets have not been focused to support the development priorities.

In order to remain financially sustainable and align with the City's sustainable development strategy, these financial challenges need to be addressed. The challenge for financial sustainability

amid increasing alignment around the ecological, economic and social parameters of the IDP, means that adjustments need to be made on a regular basis.

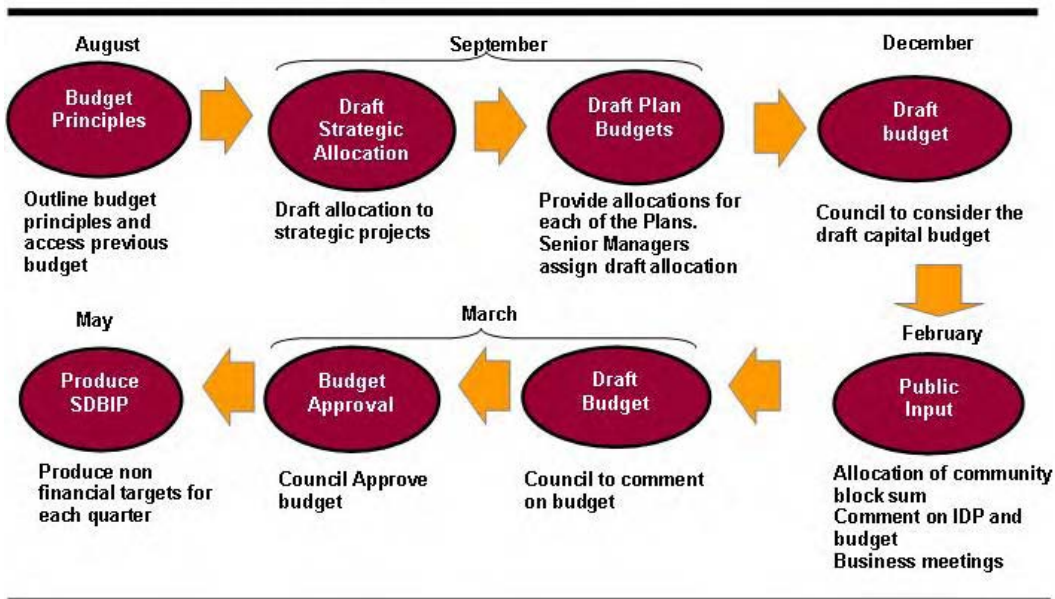
## ➤ Strategic Focus Area

### Budget strategically and sustainably

One of the Council's achievements is aligning its budgeting process with the City strategies and ensuring they are inclusive and participatory. As new strategies are adopted and increasing sustainability pressures are brought to bear on the City's finances, new programmes need to be accommodated.

The Municipality has developed a new methodology based on block sums and splits that are agreed upon after input from City stakeholders. The Council has, in its strategic budgeting, included 'discretionary budgeting' that gives citizens the power to decide expenditure in their own communities.

### Strategic Budget Process



## Programme 1: Produce an annual update of the City's Medium Term Expenditure Framework (MTEF)

While the MTEF sets out a medium term expenditure plan for the Municipality, it must also show the specific intentions of the Council with respect to:

- Clear, affordable development targets (housing, free basic services).
- Development of a 10 year maintenance plan for City infrastructure and services.
- Targeted expenditure to unlock economic development and grow the rates base.

In this regard, a forecasting model has been developed which allows for informed decisions to be made in terms of cash flow, investments, borrowings and long term sustainability of the City.

## Programme 2: Budget according to IDP priorities

The Municipality has committed itself to ensuring that the budgeting process is aligned to the IDP. The strategy to achieve this programme is to ensure that the budget process is aligned to the IDP

so that what gets budgeted is reflected as a priority in the IDP. The programme has given rise to approval of policies and programmes that guide service delivery, for example:

- Infrastructure delivery programme alignment to IDP.
- 10 Year maintenance plan for infrastructure.
- A plan for maintenance and replacement of plant and equipment.

Key to this approach is ensuring that the Municipality focuses its limited resources on the challenges expressed by the people of eThekweni and, most importantly, improving alignment with other spheres of government, including the development of Public Private Partnerships.

government must also find ways to restructure its budgeting, taxing and expenditure streams to support environmental and sustainable strategies. These will include looking at ways to rate environmentally sensitive areas in private ownership and how to fund initiatives that will lead to green and sustainable practices in the future.

In keeping with national policies that explore market-based instruments to support environmental fiscal reform, local

## Programme 3: Implementation of the Municipal Property Rates Act

The new Municipal Property Rates Act was promulgated on 01 July 2005, and will replace all the existing ordinances in respect of rating legislation. The new Act allows four years for implementation, with a major shift in the incidence of

property rates expected in terms of the move to market value. In this regard, the market based valuation roll is in the process of being undertaken. Prior to implementation, consultation will take place with all stakeholders.

## Programme 4: Budget for sustainability

Accountants within each of the six clusters will be trained to act as consultants to the business where they will actively look at cluster operations with a view to identifying savings and improving efficiencies. Wherever possible, benchmarks will be

established and compared to existing operations with a view to improving efficiencies. More importantly, model scenarios will give the Municipality a long term look at financial health and force a change in the way it budgets.



## ➤ Strategic Focus Area

Grow and diversify our revenues

### Programme 5: Effectively manage credit control

The focus of the credit control exercise is to reduce the debt of the Municipality by:

- Developing proactive credit control measures to reduce debt and ensure appropriate sanctions are implemented.
- Implementing new revenue systems to ensure timeous, regular and accurate billing of accounts.
- Maintaining ongoing customer communication in order to promote awareness, foster financial responsibility, and promote a culture of payment.

### Programme 6: Grow revenue streams

A special team will champion the drive to sensitise all Council departments and clusters to identify cost savings and/or revenue generating opportunities in all areas of operation. One source of practical ideas about savings and the increased generation of revenue is the public. In keeping with the spirit of the existing suite of local government legislation, municipalities are obliged to consult on an ongoing basis with the communities they serve. At the budget and IDP consultative meetings, communities will be encouraged to submit their cost saving/revenue generation ideas. These suggestions can then be collated by the Special

Cost Savings Team and subjected to a preliminary evaluation before detailed assessments can take place.

Over the next five years, a concerted effort will be needed to focus on increasing the rates base. Whilst our economic development strategy seeks to increase economic growth by 4-5% over the next few years, this must translate into a growth in the rates base. In evaluating the impact of economic projects, clear opportunities for increasing the rates base should be determined. There will also be a drive to speed up the planning process in order to encourage development.



## Programme 7: Seek alternative sources of funding

In addition to the obvious need to grow the City's revenue by increasing its tax base, other means for securing funding for Council projects must be explored in a variety of ways. Some of the focus areas include government grant funding and project and programme funding,

partnerships with international agencies like the European Union who already contribute to the funding of key projects in the City, and entering into partnerships with the private sector on key projects and programmes.

### ➤ Strategic Focus Area

Value for money expenditure

## Programme 8: Reduce cost to the organisation

The focus here is to ensure that our tariffs are affordable and value for money is being achieved. Accordingly, costs are scrutinised on an ongoing

basis, and targets are then selected and prioritised according to the following ratings:

- Most obvious: here the cost element that is most out of line with the budget needs immediate attention.
- Easiest: a small saving that is quickly reaped with little effort cannot be ignored.
- Worst first: sometimes a cost situation is so critical that it begs for immediate attention e.g. overtime.
- Biggest impact: those cost items that will deliver the biggest long-term savings if reduced e.g. locomotion allowances.

There also needs to be a review of the procurement process in order to speed it up and reduce cost escalation.

## Programme 9: Ensure value for money on expenditure items

The issue of ensuring value-for-money is everybody's responsibility, and does not just lie with a single cluster or department within Council. Today, more than ever, local government management teams face a challenge to control costs, increase citizen

satisfaction and build operational resources that maximise community services.

Each year the Treasury goes through the ritual of preparing a budget for the coming year, and each year they

struggle to find ways of pruning the budget to enable the rates increase to be within acceptable limits. Once the budget has been approved, it then becomes a question of monitoring the spending against the allocated line item budgets, with little critical examination of alternate ways of achieving the same or an enhanced outcome.

maximised with the focus on salaries and wages which comprises more than 32% of the total budget. Partnerships are being explored and various technological initiatives are being undertaken, including a fibre optics band, which has reduced our telephone expenses.

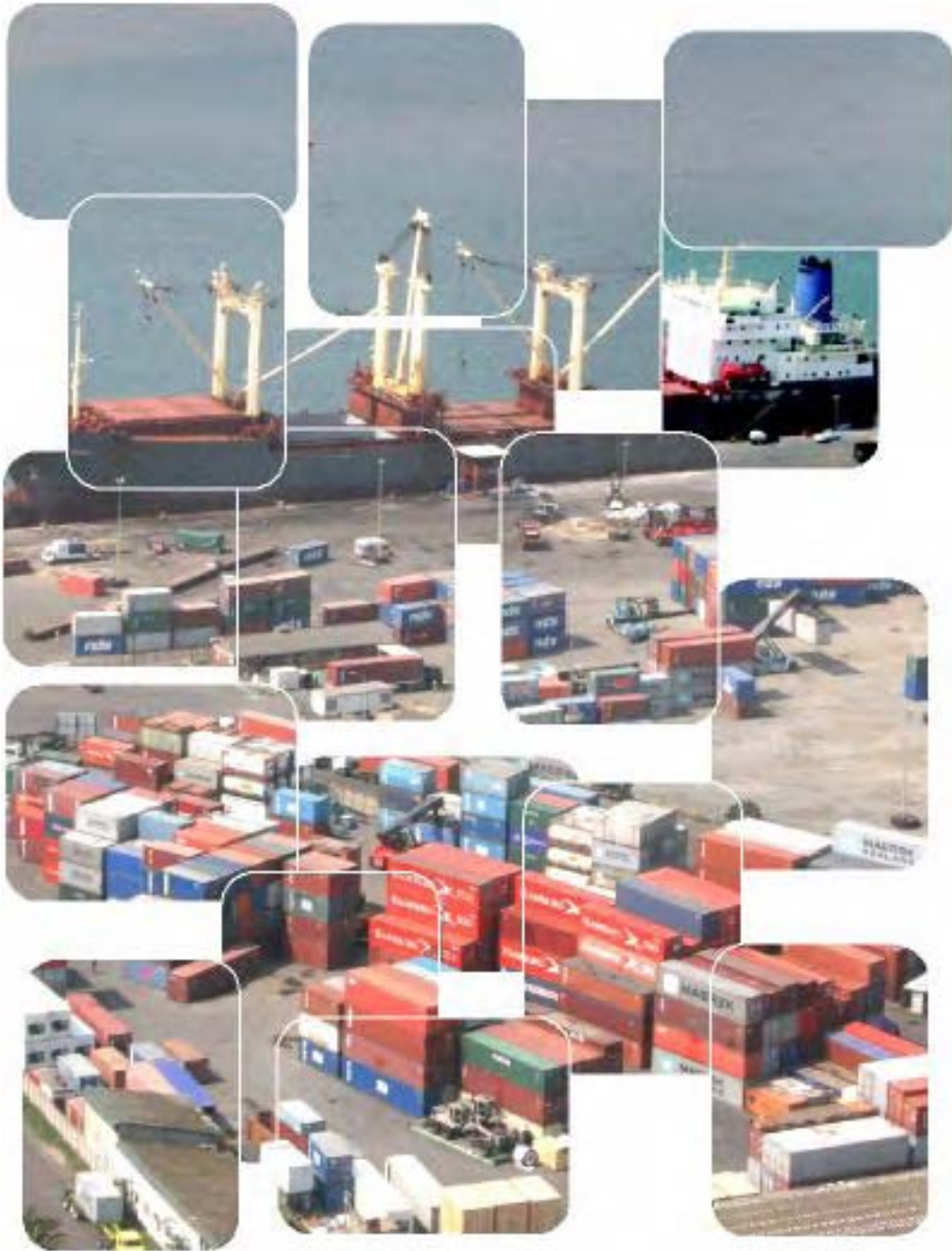
Various initiatives are being undertaken to ensure that value for money is being



îIn addition to the obvious need to grow the tax base, other innovative means for securing funds for Council projects must be explored.î

## Project Matrix

STRATEGIC FOCUS AREA	PROGRAMMES	PROJECTS	
Budget strategically and sustainably	1. Produce and annually update the City's MTEF	Develop a budget for a long term infrastructure maintenance programme (LTIMP)	
		Produce and implement a 5-year affordable CAPEX in line with financial model/strategy	
	2. Budget according to IDP priorities	Review guidelines for the City's strategic budgeting process	
	3. Implementation of Municipal Property Rates Act		Data analysis, preparation and collection
			IT Systems development
			Non-residential valuation
	4. Budget for sustainability		Implement financial model
			Re-align budgets to eliminate cash shortfalls over 10 years
			Credit Control and Debt Management Policy
	Grow and diversify our revenues	5. Effectively manage credit control	Develop and implement a new revenue system
		6. Seek alternative sources of funding	Provide guidance on all existing and proposed government grants
			Investigate non-government funding opportunities, particularly bonds
7. Maximise rates revenue	Enhance the valuation roll base		
Value for money expenditure	8. Reduce cost to the organisation	Reduce cost to the organisation	
		Salaries and allowances expenditure	
		Partnerships	
		Implement a city fibre based PABX system in the council	
	9. Efficient Fleet Management	Value for money -fleet	
		Benchmarking of costs	
		Partnerships	
		Implement a city fibre based pabx system in the council	
	10. Ensure value for money on expenditure items	Value for money audit of fleet - pilot to be rolled out to the rest of the council	
		Benchmarking of costs	



➤ Capital Budget Allocation

Financial Viability and Sustainability	06/07 (Rm)	07/08 (Rm)	08/09 (Rm)
	94.660	70.550	71.183

# chapters



# Implementation

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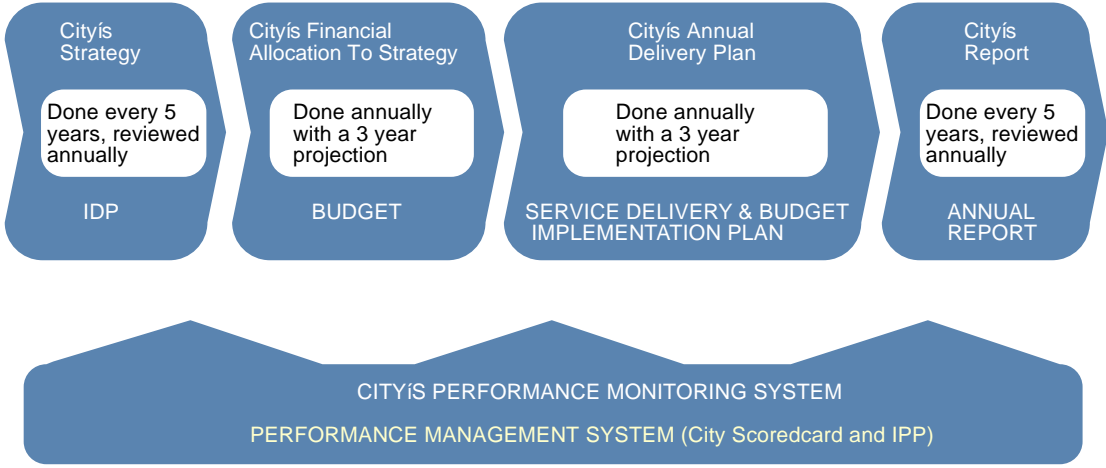


ing the IDP

# 3.1 Introduction

The City's IDP clearly is a strategic document that cannot be read in isolation from the other processes that ensure the IDP is delivered. The diagram below demonstrates that the budget is developed on the IDP, after which a service delivery and budget implementation plan is developed. At this time, the senior management of the city develop their annual Individual

Performance Plans (IPP). The Annual Report records the success or otherwise of the previous years implementation. The organisation's performance is monitored at various levels and within different processes, thereby underpinning the entire cycle.



îThe IDP forms an integral component of city strategy and cannot be read in isolationî





## 3.2 The service delivery landscape

The City scorecard sets the broad five year targets which are assessed annually. Five year targets will be set to coincide with the term of the new office of councilors with the baselines set as of July 2006. The budget is monitored internally on a quarterly basis to ensure maximum expenditure especially of the capital budget. Similarly, the SDBIP produces quarterly targets that are reported on quarterly to ensure implementation of the IDP. The Annual Report provides a collation of the year's activities as recorded by the City scorecard, the budget, and the quarterly targets.

The budget is compiled according to IDP principles and follows a process that prioritises the key projects within the City.

Similarly the SDBIP and the Annual Report are structured for easy reference to the IDP, i.e. according to the programmes and projects of the Eight Point Plan.

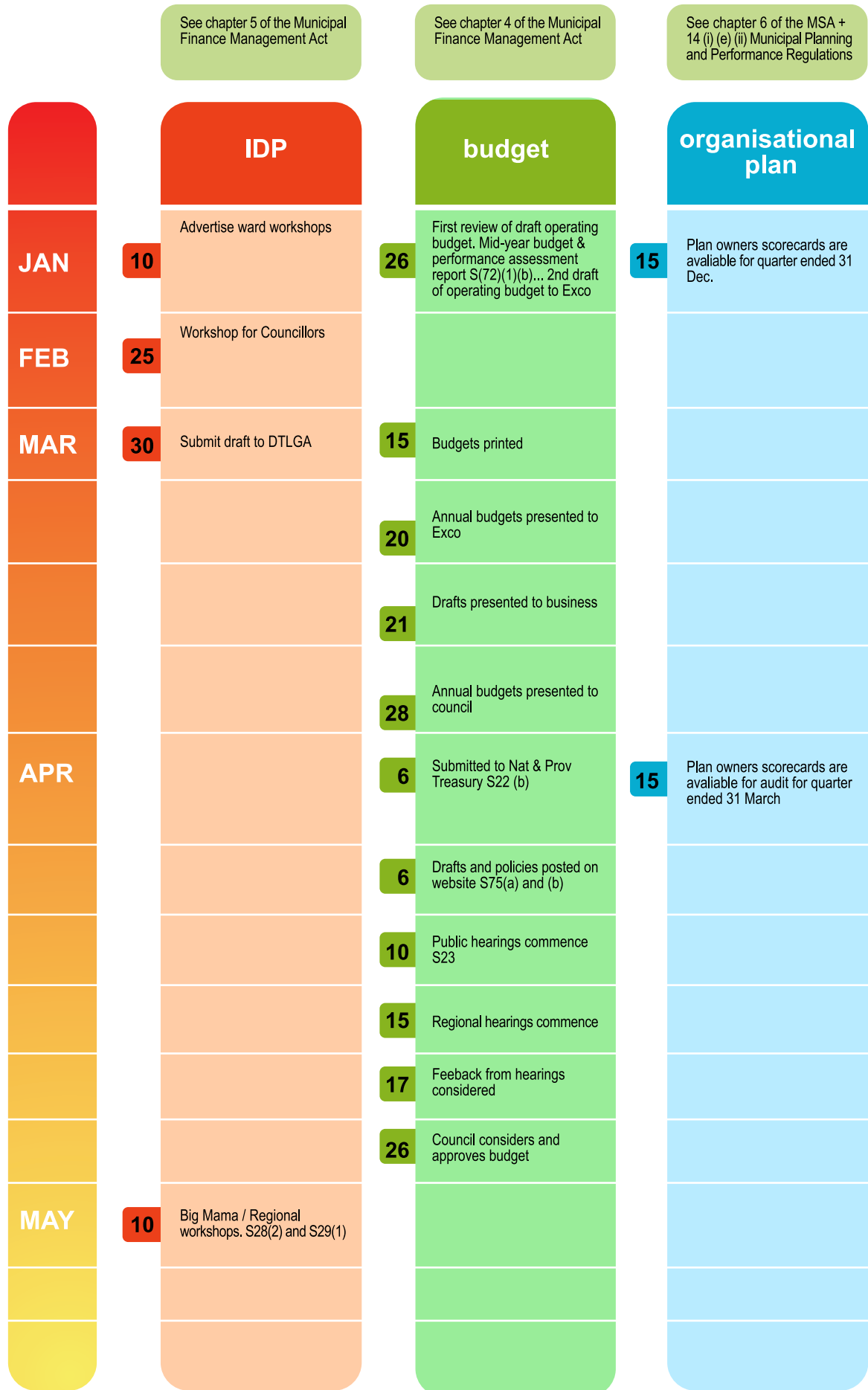
The City scorecard can be read in a balanced scored mode or against the Eight Point Plan of the IDP. The chart below shows the commencement of each of the processes, their timing, the designated public processes associated with each of the processes and the decision making and adoption of each of the processes.

Process	Provincial	National
IDP	DLGTA	DPLG National treasury
Budget		National Treasury Auditor General
SDBIP		National Treasury
PMS		National Treasury Auditor General
Annual Report		National Treasury Auditor General

## 3.3 Departmental Business Plans

There are a number of processes and actions that are not captured in the IDP which take place throughout the Municipality. These are not programme-based initiatives and do not vertically integrate with other initiatives, but are activities that are based in and specific to the workings of the departments concerned. Together with the projects that are contained in the IDP, these activities are captured in the business plans of the various Clusters and departments. The business plan provides the basis for determining not only the performance plans for senior management, but also for the rest of the organisation, as is required by the Municipal Systems Act.

# eThekweni Municipality's Planning Cycle



See chapter 6 of the Municipal Systems Act and sections 53, 69 and 75 of the MFMA

See chapter 7 & 8 of the Municipal Finance Management Act

See section 46 of the MSA and chapters 8 & 12 of the MFMA

## individual performance plan

## quarterly report

## SDBIP

## annual report

**15** Line departments to supply information relating to October to December

**30** Draft framework available

**25** Mayor to table report at Council meeting. S127(2) MFMA

**3** Publish report - invite comments. Submit to AG, PT & DPLG. S127(5) MFMA  
Place on Council's website S75 MFMA

Council to adopt an oversight report on the annual report. S129(1) MFMA

**15** DCM's and Heads to draft performance plans for themselves and their senior Management and submit to the City Manager & Audit

**15** Line Departments to supply information relating to Jan to March

**2** Compile the SDBIP

**6** Submit to NT, PT and relevant MEC

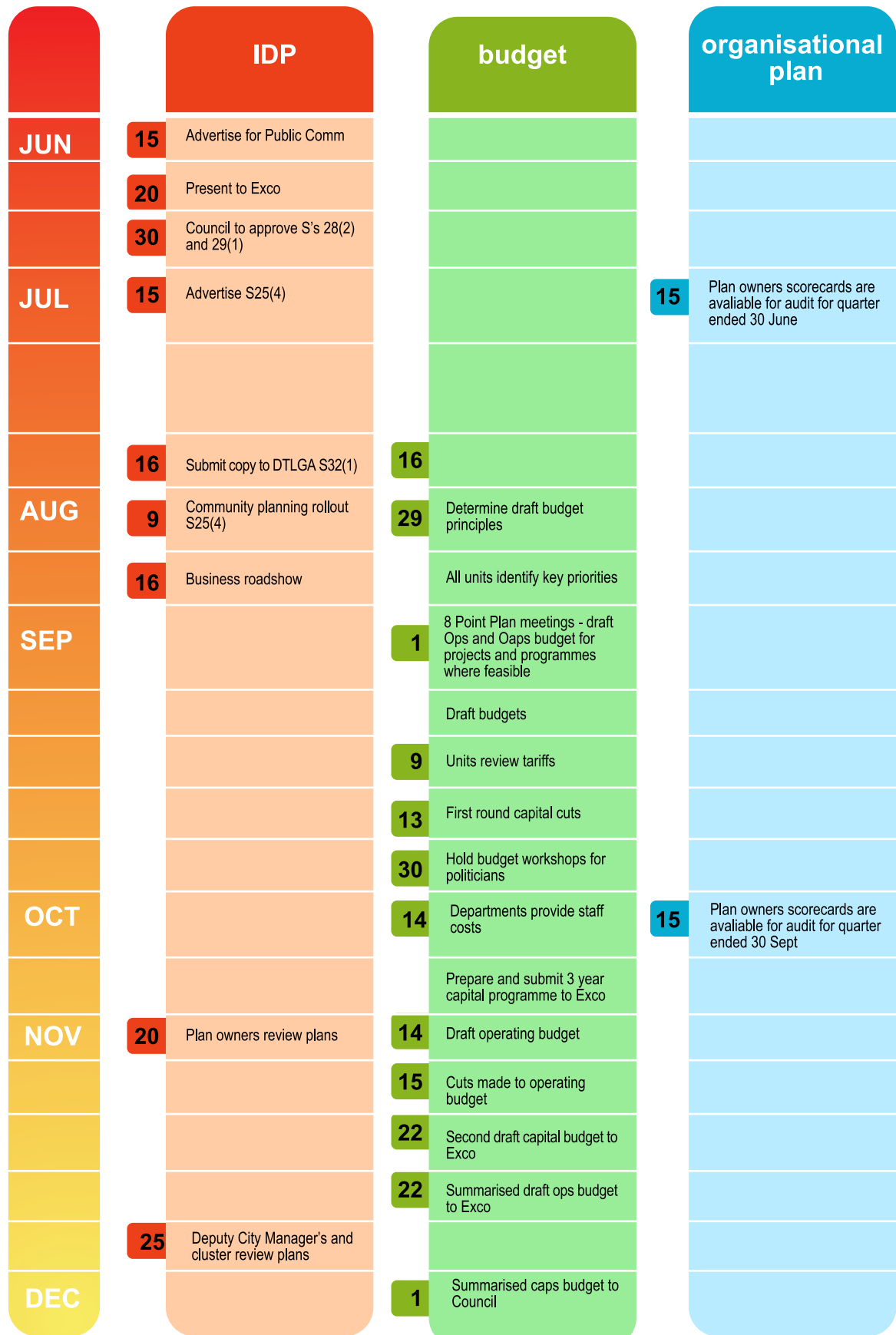
**10** City Manager to submit his performance plan and those of his direct reportees to the Mayor

**10** Submit draft to the Mayor. S69(3)(a)

**28** Mayor to approve S53(c)(ii)

Mayor to make public S53(3)(a)

# eThekweni Municipality's Planning Cycle



### individual performance plan

10 Publish plans in the press

12 Publish individual performance on Council's website and submit such plans to the MEC for LG

### quarterly report

15 Line Departments to supply information relating to April to June

15 Line Departments to supply information relating to July to September

### SDBIP

15 Outline SDBIP

### annual report

1 Clusters provide qualitative output

1 Prepare annual report MFMA S121(1)

5 Circulate draft for comments

20 Final draft prepared

15 Submit final draft to S/MAN

## The People

The eThekweni Metro Area (EMA) is an amalgamation of racial and cultural diversity, with African, Indian and European influences creating a vibrant cosmopolitan society. The EMA currently has an estimated population of just over 3 million and the AIDS scenario projects that the 2020 figure will also be 3 million.

The African community makes up the largest sector (68%) of the population followed by the Indian community (20%), White community (9%) and Coloured community (3%). The age profile reveals that, although the working age group comprises 68% of the population, there is a relatively large youthful population, with 28% under the age

of 19 years.

According to the Municipality's 2004/05 Quality of Life survey, 40% of residents are satisfied with their lives, 30% are dissatisfied and 30% are neutral. Since 2002, satisfaction with life has been constant at 40%, and over the same period, fewer people are dissatisfied and more people are neutral. The survey has identified good personal health and a comfortable lifestyle as being the most important factors that influence satisfaction with life. It is anticipated that life satisfaction will only increase when the current high rate of economic growth results in substantial job creation, which will increase the standard of living.



Levels of life satisfaction vary considerably between racial groups, as seen in the table below. Generally speaking the African population is the least satisfied with life, the Indian population is more satisfied than the Coloureds, and the White population is the most satisfied population.

Year	African %	Indian %	Coloured %	White %
1998/99	29	60	42	75
1999/00	42	71	69	82
2000/01	32	52	68	73
2001/02	21	57	41	83
2002/03	33	50	36	79
2003/04	31	58	30	72
2004/05	26	56	54	85

# The Economy

Durban is South Africa's major port city and the second largest industrial hub (after Gauteng). The City is a key trade gateway for imports and exports because of its access to important trading routes to the east and proximity to the Gauteng mineral-industrial complex.

The City's per capita income of R23 557 per annum, although higher than the South African average, is still significantly less

than that of other emerging economies. This income has declined at a rate of 0.34% in the period between 1990 and 1999, resulting in declining standards of living. The City's economy is currently growing at a rate of 4% pa. One of the central growth challenges is to double per-capita income over the next decade. In order to achieve this, a growth rate of 7.5% is required, and 18 000 new jobs need to be created before 2010, in order to realise the strategic vision.

# The Socio-spatial environment

Because of economic and political factors, the spatial configuration of the EMA forms an inverted 'E' shape with two major national freeways forming the main structuring elements of the geographic space. The N2 runs parallel to the coast, linking the EMA with the northern part of the Province and the Cape region to the south and the N3 links the EMA with the Gauteng region. Areas closer to these national roads tend to be well provided with physical infrastructure and social amenities, while areas on the periphery tend to be poorly

resourced. Most of the historically black formal residential areas, as well as informal and peri-urban areas, are located on the outer periphery. This spatial configuration has resulted in a distinct pattern of inequity and inefficiencies across the EMA. The table below indicates some of the transport-related inefficiencies.

% Average Utilisation		
RAIL 21%	BUS 30%	TAXI 85%

Public Transport Statistics	
Average travel times	46 mins
Average trip lengths	20,3 kms
Transport subsidy <small>(no recent data - need to obtain from Province and SARCC)</small>	(R400M pa)
Public transport use	52%

# Natural Resources

The municipal area is characterised by diverse topography, from steep escarpments in the west to a relatively flat coastal plain in the east. This landform supports a wide variety of terrestrial, freshwater and marine natural ecosystems.

The value of natural services provided by the open space asset (63 114 ha) is estimated to be R3.1 billion (2002 estimate).

The value of basic services (e.g. water, fuel) extracted from the natural resources in rural areas provides an estimated R8 000 per annum in services to each household. This means that if the natural resources were depleted in our rural areas, each household would have to find R8 000 each year to purchase the goods and services that were previously provided free of charge by the natural environment.

## The Needs of the Municipality's Citizens

What residents say they need

Using information collected from households during the Municipality's annual Quality of Life Survey, it is clear that people consider the following as contributing most to a good quality of life:

- Good personal health.
- Sufficient household income to afford a comfortable life style.
- A good family life.
- Being care free and generally happy.
- Feeling safe.

It is important to note that the African sub-sample has identified the following issues in addition to those identified by the sample as a whole:

- Good social connectivity.
- Fulfilling leisure activities.
- Welfare services.
- A steady reduction of development backlogs.

The public amenities that are of greatest importance to people are:

- Health services.
- Police services.
- Education facilities.
- Public transport.
- Libraries.
- Parks or recreational open space.

The problems that are of most concern to residents are:

- Poverty.
- Unemployment.
- Crime and feeling unsafe.
- Health problems.

It is worth noting that a similar picture of needs emerged from the ward workshops held during the previous IDP review process. These workshops confirmed the needs assessment results obtained through the Quality of Life survey.

A spatial analysis of needs shows that many of the communities that are worse off are located in the historically under-invested township areas where a great deal of informal dwelling infill has occurred. In addition, the communities in the rural periphery have the lowest access to services and lowest socio-economic status.



## Business community needs

Of particular concern to large business is certainty around infrastructure investment and the City's planning direction in different parts of the City.

### Summary of Business Needs

- Ensure reasonable business and property rates and rents.
- Drive HIV/AIDS programmes to promote a healthier workforce.
- Ensure equitable economic development of all areas.
- Ensure strategic use of city resources for economic growth and job creation.
- Provide decent facilities for informal traders e.g. Shelters.
- Reduce crime and improve the security situation.
- Upgrade and develop adequate infrastructure.
- Develop commercial and industrial nodes in townships and peri-urban areas.
- Implement recommendations from the Best Practice City Commission.
- Create clean, well maintained environments.
- Promote tourism opportunities.
- Ensure maintenance of facilities, services and infrastructure.
- Provide predictability and efficiency in government processes.
- Facilitate investment by reducing bureaucracy and red tape.
- Provide business support, skills training and access to procurement.

## The needs of vulnerable groups

President Thabo Mbeki made it clear in his State of the Nation address (2005) that our liberty is only possible if no human being feels vulnerable to any act of nature or humankind. The Municipality responded to this by identifying the needs of the following vulnerable groups:

**Youth:** The youth (15-29 years) comprise about 31% of the EMA's population. Issues identified include the need for skills development, access to recreational facilities and sports programmes. The youth are looking for educational funding, job opportunities, socio-political stability, gender issues, small business development and opportunities for effective participation. Education on drugs, alcohol abuse and HIV/AIDS awareness were also listed as important.

**Senior Citizens:** Senior citizens (65 years and older) make up about 4% of the EMA population with pensioners often supporting extended families. Health issues are of particular concern to this group, including the need for affordable hospitalisation, day care, old age homes and health education. Security and safety are a priority issue, with protection against abuse and accessible pension payout points listed as key needs. Discounts for the aged, user-friendly transport, support for NGOs aiding senior citizens, and well-equipped libraries are seen as important to improving the quality of life for the elderly.

## The needs of vulnerable groups (continued)

**Women:** Households where women are the sole supporters have lower life satisfaction due to low income, less work experience and increased responsibilities. Women (52% of the EMA population) seek gender equality, equal opportunity and personal safety. Education on women's rights, skills training programmes, protection against abuse, and access to social support were raised as key issues. Other needs include targeted support for women's groups and working women, crèche facilities, counselling for the abused and HIV/AIDS, health services, child support funds, and access to job opportunities.

**Children:** 27% of the population is under the age of 15. Children were identified as a high-risk group. Issues of particular concern include dealing with street children, AIDS orphans, abused children and the needs of children headed households.

**Disabled people:** It is estimated that at least 44 346 (1%) of EMA residents are disabled. Key issues identified by this group include the need for assistance in accessing State grants, skills training, dedicated public transport for the disabled, and more rehabilitation centres. Accessible payout points, user-friendly public transport and public buildings, specialised educational facilities and disabled sports programmes, together with the need to have information accessible to all, were also highlighted.

Households where women are the sole supporters have lower life satisfaction.



## Low economic growth and unemployment

The welfare and quality of life of all citizens, as well as the ability of Council to meet their needs, is dependent on the ability of our City's economic base to generate jobs and income. eThekweni also faces a severe and worsening unemployment situation with estimates placing unemployment levels between 30% and 40% of the population. Since 1997, there has been a net loss of formal jobs of 1.5% pa (40 000 jobs in total).

## Poor access to basic household services

Substantial progress has been made in extending basic household services to previously unconnected households, with approximately 75% of all households now having access to adequate levels of basic household services. The major backlog areas coincide geographically with existing informal settlements and peri-urban areas. The key development challenge is addressing the service delivery backlogs in the rural areas of the Municipality.

## High levels of poverty

Poverty is about inadequate access to jobs, infrastructure and the full range of opportunities that a person might have. In short, it translates to societal inaccessibility, with a low income merely one aspect of this complex problem. For purposes of measurement, however, income levels are an obvious indicator of poverty. Relatively speaking, 40% of all households in the EMA can be classified as being ultra poor or poor. From a study conducted by Casale and Thurlow (1999), it was found that 20% of households earn less than R1 156pm (classified as ultra poor) and a further 20% of households earn between R1 157pm and R1 834pm (classified as being poor). Poverty is concentrated amongst Africans (67% classified as poor) and Indians and Coloureds (20% classified as poor). Women are three times more likely to fall into the 'extremely poor' category than are men. Children are the most vulnerable to poverty with half of all children in the EMA identified as being poor.

## Low levels of literacy and skills development

eThekweni's greatest asset is its people. Historically, the local government has invested very little in developing its people. It is of concern that 16% of all adults are functionally illiterate, and that while 38% of the adult population has passed matric, only 8% have tertiary qualifications. In terms of employment skills, there is a gap at all levels between the skills required in the workplace and the skills available in the working population. For example, 60% to 70% of information technology graduates from universities in eThekweni leave the area immediately after completing their degrees.

As the Council steps up its involvement in promoting skills development and overcoming this skills gap, this issue poses a new and exciting challenge.

## Sick and dying population affected by HIV/AIDS

KwaZulu-Natal has the highest rate in the country in terms of progression of the pandemic. While Council has, over the past few years, made great strides in attempting to deal with the pandemic, the challenge of maintaining the momentum in addressing the pandemic remains.

## Exposure to unacceptably high level of crime and risk

Ensuring a safe environment remains one of the Municipality's key challenges because it is critical for social development and contributes significantly to investor confidence and economic development in the EMA. Besides crime, if we are to realise the City Vision, the following safety and security issues need to be addressed: high levels of road accidents; susceptibility to air and other types of pollution; slow response times to fire emergencies; poor information on the nature and levels of risk within the EMA; and approximately 9 000 households are subject to flood risk. The municipality must improve information gathering and dissemination techniques in respect of risks to maintain a secure environment.

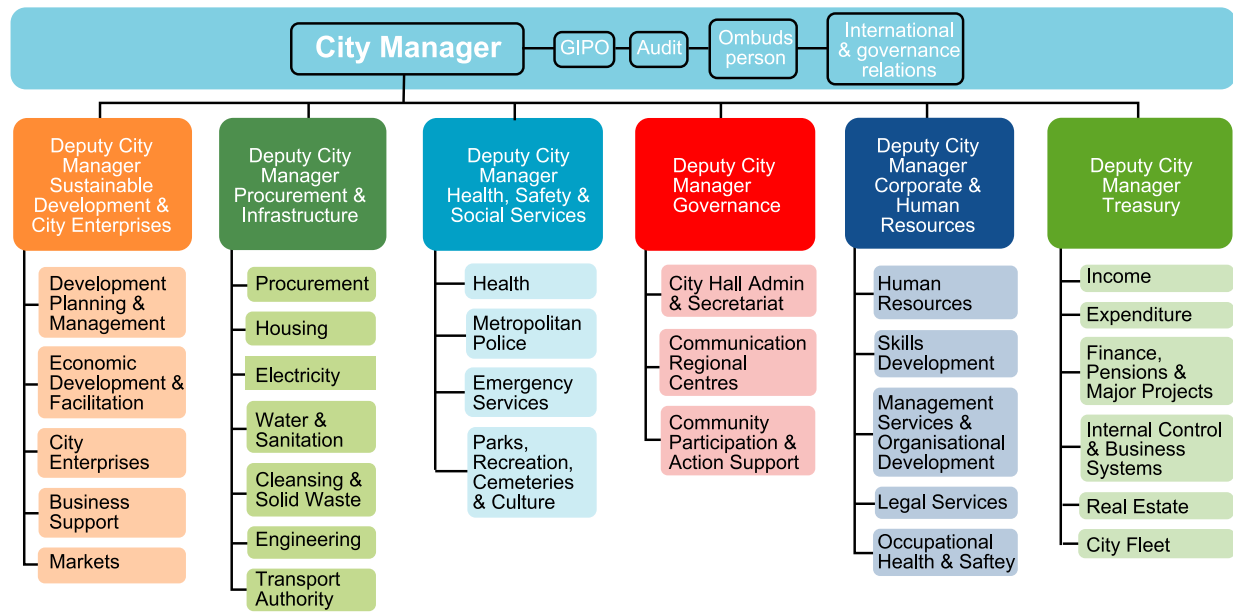
## Unsustainable development practices

If the Municipality is to reverse the history of unsustainable development, then we must build sustainability into the way we promote economic development, provide infrastructure and services, manage city finances, involve citizens in decision-making, protect our threatened ecological spaces and attempt to balance the social, economic and environmental needs of the city.

## Ineffective, inefficient, inward looking local government

Non-developmental and archaic laws and processes are often cited as a stumbling block to customer-focussed service delivery. This approach has led to municipal service units and departments focussing exclusively on their own core functions, delivering their service efficiently but creating inefficiencies by not co-ordinating their work with that of linked departments. The inheritance of a vertical organisational structure, together with an organisational mentality that focussed on discrete sectoral objectives, has contributed to the fragmented and piecemeal nature of Council service delivery. As part of the transformation process and organisational restructuring, the key challenge is to build co-ordination of service delivery into the institutional framework.

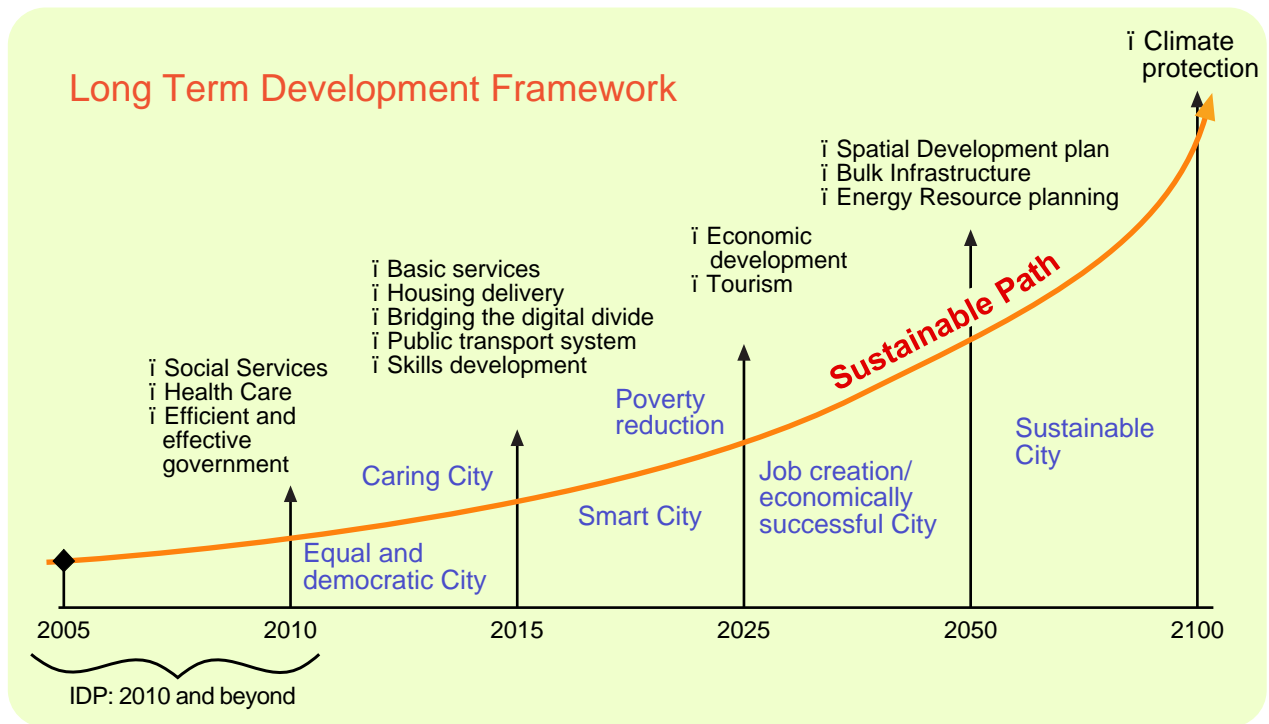
# Approved Organogram Aligned with IDP



“We must build sustainability into the way we promote economic development”

PLAN NUMBER	SUSTAINABILITY	JOB CREATION	POVERTY REDUCTION
PLAN 1 SNBE	<ul style="list-style-type: none"> <li>➤ Catchment based planning</li> <li>➤ Increasing densities</li> <li>➤ Integrated planning</li> <li>➤ Integrated coastal management</li> <li>➤ Focus on renewable energies</li> <li>➤ Pollution reduction</li> </ul>		<ul style="list-style-type: none"> <li>➤ Securing the natural environment as a service to the poor</li> </ul>
PLAN 2 EDJC	<ul style="list-style-type: none"> <li>➤ Supporting clean sectors</li> <li>➤ Developing renewable energy sources</li> <li>➤ Promoting eco-tourism</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting sectors that are labour intensive</li> <li>➤ BEE facilitation</li> <li>➤ SMME promotion</li> <li>➤ Incorporation of eco-strategies for rural areas</li> <li>➤ Creating a business friendly environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Supporting sectors that are labour intensive</li> <li>➤ Support for the growth of SMMEs</li> </ul>
PLAN 3 QLE	<ul style="list-style-type: none"> <li>➤ Densified housing strategy</li> <li>➤ Efficient public transport</li> <li>➤ Greening of the environment</li> <li>➤ Recycling waste</li> </ul>	<ul style="list-style-type: none"> <li>➤ Extended public works programme</li> <li>➤ Labour based preference in contracting</li> <li>➤ Recycling of waste</li> </ul>	<ul style="list-style-type: none"> <li>➤ Effective public transport</li> <li>➤ Promoting the recycling of waste products</li> <li>➤ Social housing strategy</li> </ul>
PLAN 4 SHSE	<ul style="list-style-type: none"> <li>➤ Complete physical and mental approach to well being</li> </ul>		<ul style="list-style-type: none"> <li>➤ Poverty reduction policy and strategy</li> </ul>
PLAN 5 EC	<ul style="list-style-type: none"> <li>➤ Creating a learning city</li> <li>➤ CIFAL programme on sustainability and environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>➤ Bridging the digital divide</li> <li>➤ Improve the employability of citizens</li> </ul>	<ul style="list-style-type: none"> <li>➤ Bridging the digital divide</li> <li>➤ Improve the employability of citizens</li> </ul>
PLAN 6 CCD	<ul style="list-style-type: none"> <li>➤ Sport to promote good health</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting the economy of sports, the arts, culture and heritage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promoting the economy of sports, the arts, culture and heritage</li> </ul>
PLAN 7 GG	<ul style="list-style-type: none"> <li>➤ Knowledge process management</li> <li>➤ Create a clean and accountable administration</li> </ul>		
PLAN 8 FVS	<ul style="list-style-type: none"> <li>➤ Strategic and sustainable budgeting</li> </ul>		

SMART CITY	CARING CITY	DEMOCRATIC & EQUAL CITY
<ul style="list-style-type: none"> <li>➤ Methane to gas from landfills</li> <li>➤ Standard approval system across metro</li> <li>➤ Environmental awareness campaigns</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Renewable energies investigations</li> </ul>	<ul style="list-style-type: none"> <li>➤ Providing support to vulnerable groups for economic benefits</li> </ul>	
<ul style="list-style-type: none"> <li>➤ Developing partnerships to manage community facilities</li> <li>➤ Informed delivery of community services</li> <li>➤ Rainwater harvesting</li> </ul>	<ul style="list-style-type: none"> <li>➤ Upgrading informal settlements and relocations</li> <li>➤ Community participation management</li> </ul>	<ul style="list-style-type: none"> <li>➤ Equitable standards across the municipality with respect to service delivery</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Indigent strategy</li> <li>➤ Awareness campaigns for safety</li> </ul>	
<ul style="list-style-type: none"> <li>➤ Digital divide</li> <li>➤ City as centre of learning</li> </ul>	<ul style="list-style-type: none"> <li>➤ CIFAL programme</li> </ul>	
<ul style="list-style-type: none"> <li>➤ Life-long learning through awareness/education and training programme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Sports, arts, culture and heritage teach human values and promote understanding each other</li> </ul>	<ul style="list-style-type: none"> <li>➤ Access to sport opportunities to the aged, and disabled art programmes for people with disabilities</li> </ul>
<ul style="list-style-type: none"> <li>➤ Make the organisation more effective</li> <li>➤ Mobilise to make the organisation more effective</li> <li>➤ Knowledge process management</li> <li>➤ Improve productivity throughout the municipality</li> <li>➤ Co-ordinate and support ABMDP</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create mechanisms, processes and procedures for citizen participation</li> <li>➤ Develop improved customer relations</li> <li>➤ Healthy and productive employees</li> <li>➤ Create a positive organisational climate</li> <li>➤ Reduce new HIV/AIDS infections in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create mechanisms, processes and procedures for citizen participation</li> </ul>
<ul style="list-style-type: none"> <li>➤ Grow and diversify our revenue</li> <li>➤ Value for money expenditure</li> </ul>		



• A central challenge in running any city is balancing the needs of the present with those of the future. •



