

ILEMBE DISTRICT MUNICIPALITY

**INTEGRATED DEVELOPMENT PLAN
2009/2010 ANNUAL REVIEW**

**“iLembe ... a World Class African destination, for
excellent services and quality of life for its people.”**

MAY 2009

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ABBREVIATIONS USED IN THIS DOCUMENT

AsgISA	-	Accelerated and Shared Growth Initiative for SA	IWMP	-	Integrated Waste Management Plan
AOC	-	Aircraft Operating Company	KPA	-	Key Performance Area
BEE	-	Black Economic Empowerment	KPI	-	Key Performance Indicator
CBD	-	Central Business District	KZN	-	KwaZulu-Natal
CBPWP	-	Community Based Public Works Programme	LED	-	Local Economic Development
CDC	-	Community Development Co-operative	LRAD	-	Land Redistribution for Agricultural Development
CHARM	-	Comprehensive Hazard and Risk Management	LUMF	-	Land Use Management Framework
CIF	-	Capital Investment Framework	LUMS	-	Land Use Management System
CIP	-	Comprehensive Infrastructure Plan	MANCO	-	Management Committee
CRA	-	Customer Relationship Assessment	MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
CSC	-	Community Service Centre	MFMA	-	Municipal Finance Management Act No. 56 of 2003
DBSA	-	Development Bank of South Africa	MIG	-	Municipal Infrastructure Grant
DEAT	-	Department of Environment, Agriculture and Tourism	MTCF	-	Medium-term Capital Framework
DFP	-	Development Framework Plan	MTCT	-	Mother-To-Child HIV Transmission
DIMS	-	District Information Management System	MTEF	-	Medium-Term Expenditure Framework
DLTGA	-	Department of Local Government and Traditional Affairs	MTSF	-	Medium-Term Strategic Framework
DMC	-	Disaster Management Centre	NDMF	-	National Disaster Management Framework
DME	-	Department of Minerals and Energy	NHBRC	-	National Home Builders Registration Council
DMF	-	Disaster Management Framework	NSDP	-	National Spatial Development Perspective
DMP	-	Disaster Risk Management Plan	NWMS	-	National Waste Management Strategy
DOE	-	Department of Education	OVC	-	Orphaned and Vulnerable Children
DOH	-	Department of Housing	PA	-	Planning Authority
DOT	-	Department of Transport	PACA	-	Participatory Appraisal of Competitive Advantage
DWAF	-	Department of Water Affairs and Forestry	PGDS	-	Provincial Growth and Development Strategy
EIA	-	Environmental Impact Assessment	PIMS	-	Planning, Implementation and Management System
EMP	-	Environmental Management Procedure	PMS	-	Performance Management System
EPWP	-	Extended Public Works Programme	PMU	-	Project Management Unit
EXCO	-	Executive Committee	PPP	-	Public-Private Partnership
FIFA	-	Fédération Internationale de Football Association, French for International Federation of Association Football	PSEDS	-	Provincial Spatial Economic Development Strategy
GE	-	Gender Equity	PTO	-	Permission to Occupy
GGP	-	Gross Geographical Product	PTP	-	Public Transport Plan
GIS	-	Geographical Information System	RDP	-	Reconstruction and Development Programme
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome	RIDS	-	Regional Industrial Development Strategy
ICT	-	Information Communication Technology	RRTF	-	Rural Road Transport Forum
IDP	-	Integrated Development Plan	RSC	-	Regional Service Centre
IEP	-	Integrated Environmental Programme	SADC	-	Southern Africa Development Community
ISRDP	-	Integrated Sustainable Rural Development Programme	SEA	-	Strategic Environmental Assessment
ISRDS	-	Integrated Sustainable Rural Development Strategy	SDF	-	Spatial Development Framework
			SDBIP	-	Service Delivery and Budget Implementation Plan
			SDP	-	Site Development Plan
			SMME	-	Small, Medium and Micro Enterprise
			TA	-	Tribal Authority

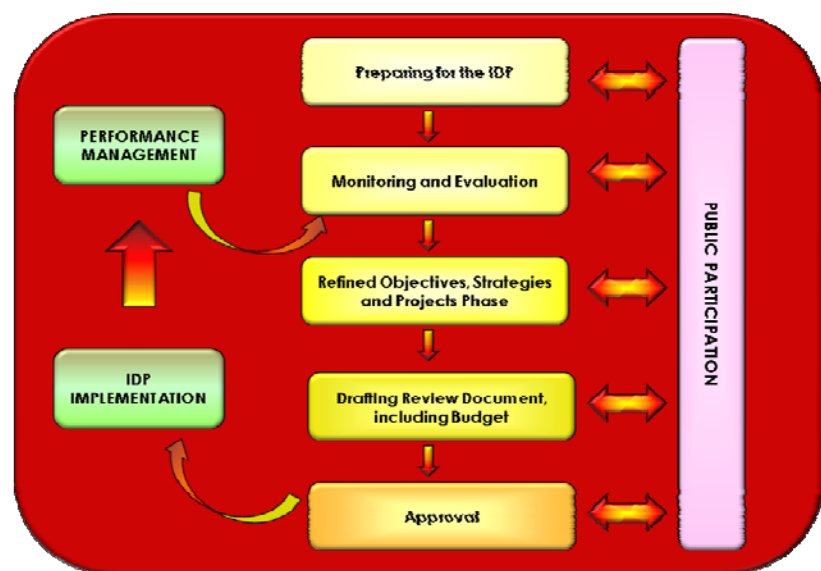
TLC	-	Transitional Local Council
UAP	-	Universal Access Plan
VTC	-	Voluntary Testing and Counselling
WSB	-	Water Services Backlog
WSDP	-	Water Services Development Plan

SECTION A: EXECUTIVE SUMMARY

The IDP has to be reviewed annually in order to:

- Ensure its relevance as the Municipality's Strategic Plan;
- Inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant a Municipality must assess its performance and the achievement of its targets and strategic objectives. The IDP will therefore have to reflect the impact of successes as well as corrective measures to address challenges. The IDP process will address internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of integrated planning.



The IDP, as the iLembe District Municipality's Strategic Plan, informs municipal decision-making as well as all the business processes of the Municipality. The IDP must inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

The IDP process and the Budget process are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible. (*Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001*).

A1. iLembe District Municipality in Context

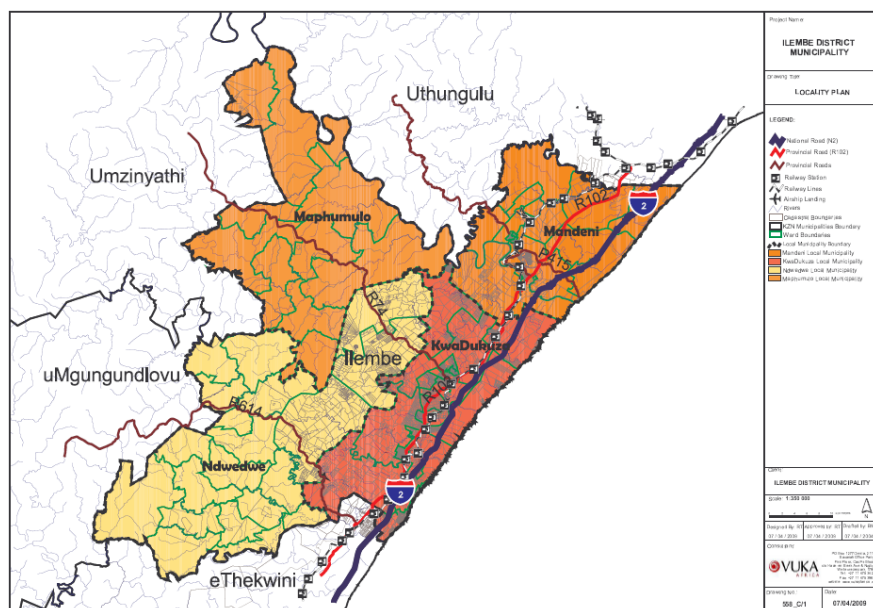
The iLembe District Municipality area (DC29) lies on the east coast of KwaZulu-Natal, between the eThekweni Metro in the south and the Tugela River mouth in the south. At 3 260km², this is smallest of the 10 KZN district municipalities. iLembe District is known as a "Family of Municipalities" constituted by the 4 Local Municipalities of Mandeni, KwaDukuza, Ndwedwe and Maphumulo.

The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipality are the commercial farming hubs of the District. The commercial farming areas of KwaDukuza, Mandeni and Ndwedwe (31% of the iLembe District) are mainly under privately owned sugar cane.

Areas of urbanisation in the District comprise of KwaDukuza/Stanger, Mandeni, the Dolphin Coast and Nkwazi. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, Isithebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni.

Informal settlements with limited facilities or infrastructural services occur on the periphery of the developed areas and within the towns of iLembe. Village centres such as Maphumulo and Ndwedwe in the west and Nyoni and Mbizimbelwa in the north comprise of commercial and service development in the rural areas. They largely exist in association with a magistrate's court, clinic, pension pay point, health, education and welfare office or similar state service. Wholesale commercial activities have expanded and these villages have

emerged as supply centres and transportation hubs to the remote rural areas of iLembe.



A2. The Challenges We Face

The main challenges for the iLembe Municipality in this IDP relate to socio-economic, economic, infrastructure, spatial and housing issues as well as the issues around social facilities and services. The key issues most likely to have a fundamental effect on the long-term economic viability of the District are:

- Optimising on the opportunities presented by iLembe's location between the Durban and Richards Bay, the two most important harbours in Africa.
- Optimising on the opportunities presented by the N2 corridor from Durban to Maputo, which already transports more than 1 million tourists per year through the iLembe District.

- The potential opportunities of the proposed development of the King Shaka International Airport/Dube Trade Port on the southern border of the District.
- The backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas and in the informal settlements.
- Limited availability of bulk water in the District.
- The HIV/AIDS pandemic and its impact on regional demographics.
- Management of investor risk, and where necessary, direct intervention in order to attract international capital.
- The maintenance and preservation of a pristine environment and coastline.
- Land release to facilitate development is of particular concern, particularly with land monopolists such as Moreland.

The iLembe District Municipality has achieved some critical developmental and local economic milestones that are related to the strategies and policies put in place. Although much progress has been made in terms of local economic development within the District and the Local Municipalities, impact on job creation and poverty relief is still limited. Continued infrastructural and institutional support with regard to achieving sustainable settlement and development are required at the district and local municipal level, particularly in respect of addressing continued and looming backlogs.

A3. The Opportunities We Offer

The iLembe District is bordered by economic powerhouses to the north and south. Despite this, the iLembe District features sufficient unique selling points to prosper within its own niche market on the following basis:

- Location between Africa's two great ports, i.e. Durban and Richards Bay and its excellent transport infrastructure.
- Potential to capitalise on targeted spill over from the major initiatives planned for Durban such as the Dube Trade Port.
- Pristine beaches and a relatively unspoilt natural environment, undermines the claim of being "The Jewel of the Kingdom of the Zulu".
- Centrally located to the province's other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZN's natural attractions and two World Heritage Sites.

- International and local recognition and interest in King Shaka and Zulu culture and history. This diverse and rich cultural heritage has potential for growing and broad international appeal.
- Strong cultural and historical links to India, the United Kingdom and Mauritius.
- A sub-tropical climate positions it as an all year round tourism destination.
- A warm ocean provides comfortable bathing all year round.
- Unique quality of the District's agricultural attributes of soil types, climatic diversity and rainfall.

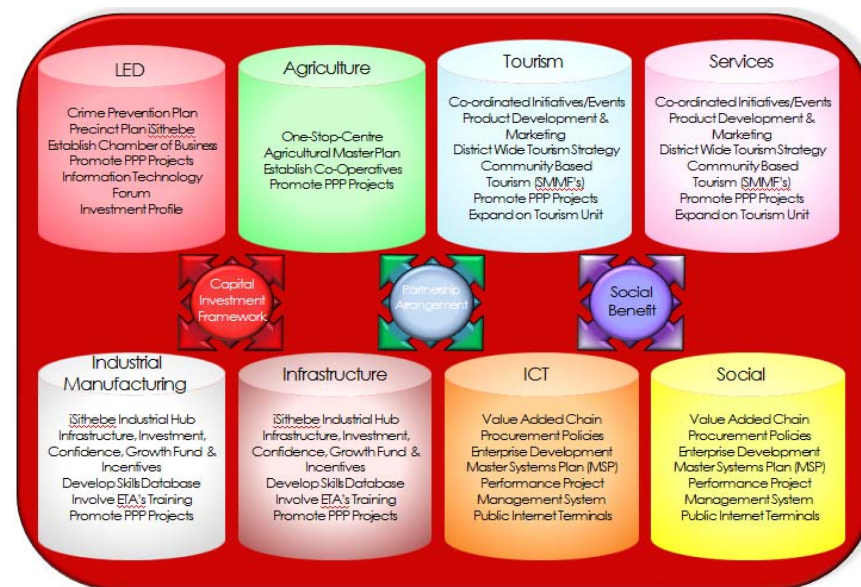
A4. Strategies for Improvement

To address the challenges we face and to maximise on the opportunities within the iLembe District this IDP specifically highlights the following strategic thrusts to which all Municipal plans should contribute:-

- Promoting investment along existing and new identified corridors.
- Promoting investment within defined nodes and specific to the functionality of such nodes.
- Promoting development and investment that contribute to the regeneration and renewal of CBDs.
- Promoting investment and re-investment in existing and identified development zones as priority areas.
- Promoting investment in industrial investment hubs and provide for sufficient, affordable, reliable infrastructure services.
- Introducing incentives that attract development initiatives.
- Encouraging settlement within the rural context along road networks and existing infrastructure.
- Developing a skills database of the District and procurements procedures in accordance with EPWP and AsgiSA principles.
- Establishing a Shared Services Model for purposes on mentoring, training and capacitation.
- Establishing and promoting PPPs.
- Establishing cooperatives to maximise economic opportunities in the agricultural sector.
- Preserving and protecting the natural environment must be preserved and protect and applying conservation management.
- Ensuring the regular maintenance and upgrade of existing infrastructure.
- Promoting Cultural Community Based tourism.
- Promoting integrated tourism development.

- Ensuring sustainable livelihoods through the integrated development of all the assets of the iLembe District, i.e. human capital, social capital, natural capital, physical capital, financial capital and political capital.

On a sectoral basis these Strategic Thrusts have the following applicability:

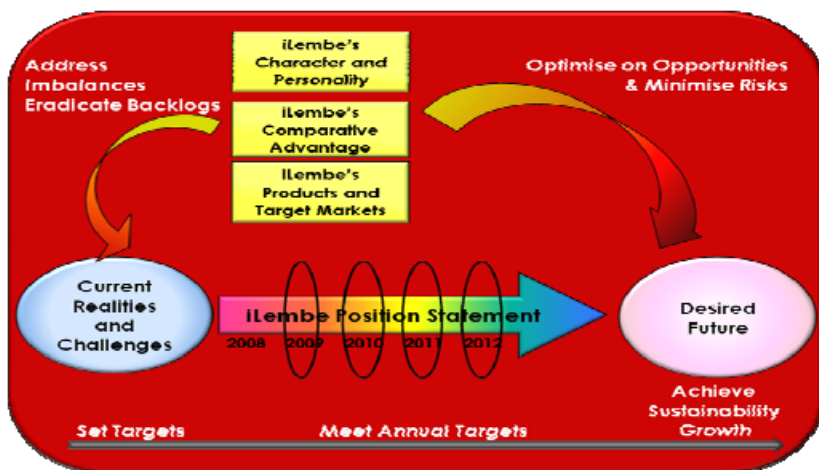


A5. iLembe 5 Years from Now

The future development of the iLembe District is focused on the following perspective:

- **Its character and personality:** iLembe is an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination it needs to make a visual and aesthetic impact on all passers by who will remember iLembe as a place and an experience they enjoyed.

- **Its comparative advantage:** iLembe is strategically located between two of Africa's largest trade ports, i.e. Durban and Richards Bay with the N2 eThekweni-iLembe-uThungulu Corridor, also referred to as a Multi-sectoral Service Corridor, passing through its economic core. This advantage is further strengthened by the proposed Dube Trade Port development on iLembe's southern boundary. These aspects provide for ample opportunity to attract economic investment that will benefit all the communities of iLembe and must be made widely known and propagated to promote iLembe as a prime business and development District. iLembe is also soon to embark on its development and marketing as a prime business and investment hub.



- **Its products and target markets:** iLembe has plenty of products to offer in all the economic growth sectors put forward by the KZN PSEDS, i.e. agriculture, industrial, tourism and services. These need to be clearly defined and promoted to the benefit of all the existing and future inhabitants of iLembe.

To guide the ultimate development of the iLembe District, the following development Vision is pursued:

Vision 2027 :To be a World Class African Destination, with excellent services and quality of life for it's people

The iLembe District Municipality will achieve it's Vision by 2027 subscribing to the following:

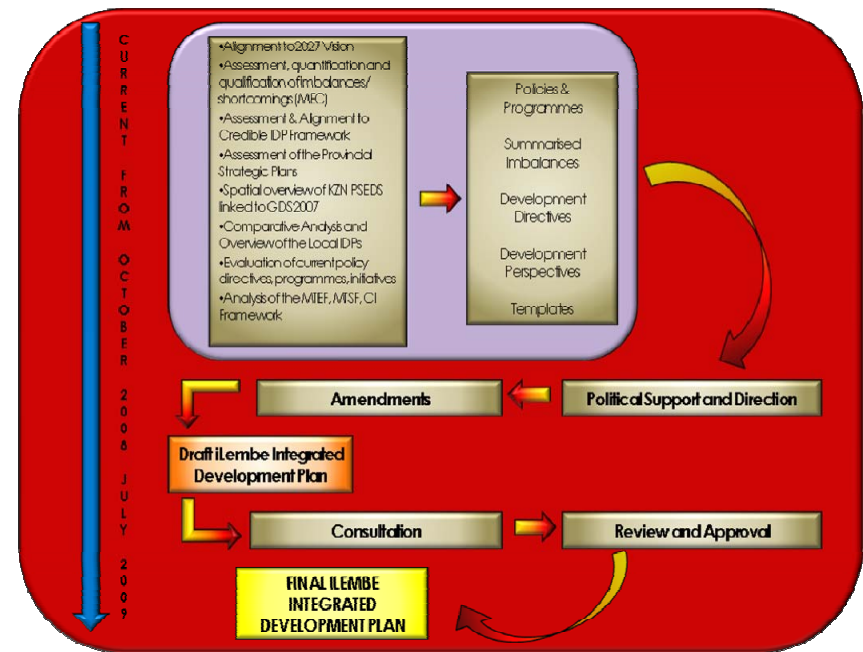


The IDP challenge and key issues that need to be addressed in the iLembe context revolve around the fact that the communities residing in the rural areas are more severely affected by aspects such as poverty and service backlogs than the urban community. Community upliftment and economic empowerment should involve integrated projects of social infrastructure development, environmental management and local economic development. Empowerment programmes should essentially be focused on the rural areas. The general improvement and growth of the economy of iLembe should focus on economic development, job creation, attraction of investment and maintenance of development standards within the urban areas. The spin-offs would ensure the future sustainability of this area and enable the iLembe community to improve their quality of life.

A6. Developing the iLembe IDP

A Comprehensive 2007 – 2012 iLembe IDP was adopted in June 2007 in terms of the Municipal Systems Act, Act 32 of 2000. This 2007 – 2012 iLembe District IDP aimed to align the Local Municipalities' IDPs and ensure cross-sectoral integration and vertical and horizontal alignment in respect of national and provincial government initiatives, strategic directives, policies and procedures, including EPWP, AsgiSA principles within the context of the Credible IDP Framework.

This 2007 – 2012 IDP now needs to be reviewed focussing on previous shortcomings and on an appraisal of the 2007 - 2012 IDP with a view of addressing the MECs comment(s). A Framework / Process Plan to guide the 2009/2010 iLembe IDP Review was considered and approved by the Council in August 2008. This Framework / Process Plan sets out comprehensively the process of Review, including timeframes for achieving certain milestones. It details responsibilities, methodology, mechanism for community participation and mechanism for alignment with other stakeholders. This Framework / Process Plan has also been aligned to the Framework / Process Plans of the iLembe Family of Municipalities and is an important tool in determining and influencing the budgetary processes within the context of the iLembe District IDP as well as the IDPs of the constituent four Local Municipalities and their budgets. The following roadmap is used to navigate the process followed for IDP formulation:



A7. Public Involvement, Participation and Consultation

Within the context of the adopted iLembe Framework/Process Plan, engagement with the general public, organised groupings and other stakeholders have taken on the form of notification (newspaper, ward committees, etc) of the process and progress to the broad public, scheduled IDP Representative Forum Session, One-on-One Sessions with critical Sector Departments, Provincial Sector Alignment Meetings, etc. This process is directly aligned with the Budgetary Process which also includes Ward Level of engagements. **Refer to K23 Public Participation Plan for more detail.**

A8. iLembe “Turn Around” Strategy”

Within the current context and the MEC evaluation letter the following adjustments need to be considered during this review:-

- Additional information with regards to indigent Policy linked to roll-out of Free Basic Services (FBS);
- Funding of the Disaster Management Plan remains a challenge;
- Provide details on economic opportunities linked to Soccer 2010 Events;
- Review backlogs pertaining to basic services and linked to realistic funding strategies;
- Capital Investment Framework noted but need to ensure that internal / external funding is aligned with MTEF’s from Sector Departments;
- Securing of project funding linked to priority programmes and projects;
- Alignment of Organisational Performance Management Framework to the SDBIP which needs to be addressed in coming review; and
- Update and review Spatial Development Framework to align capital investment / expenditure.

Apart from the MEC comments, the iLembe Municipality through extensive strategic planning sessions have formulated and prepared a “Turn Around” Strategy that relates to an Institutional Arrangement/Restructuring Strategy, overall Service Delivery (Basic Services) linked to detailed Action Plan setting out short, medium and long term strategies, etc. The diagram below depicts the process followed to assess the iLembe District Municipality within the context of:-

- Is the iLembe Vision realistic and can the municipality achieve the goals as set out in the said Vision?
- Are the Key Areas of Intervention and Challenges aligned with the overall Strategic Thrust?
- Does the iLembe District Municipality fulfil its mandate in terms of Section 84 Schedule of Functions, and what are the associated challenges?



Refer to section C6 for more details

A9. Auditor's General Report & Finding

As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of the MFMA, my responsibility is to express an opinion on these financial statements based on my audit. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the:

- appropriateness of accounting policies used
- reasonableness of accounting estimates made by management
- overall presentation of the financial statements.

In summary, the Auditor General findings and report expressed a Qualified Opinion with emphasis that the iLembe District Municipality improves its revenue collection in respect of water services charges. Refer to **Addendum L6** for more details.

A10. iLembe Financial Position & Implications

Finance in general, and the availability of funding, both capital and operating, is viewed as the primary constraint for the District and Local Municipalities in achieving their developmental mandate. The iLembe District Municipality is acutely aware of the financial pressures on it and has instituted an entirely new approach to its budgeting, monitoring and financial control procedures. Its position in terms of increasing debt, creditors and unspent grant is considered a critical issue in the future cash management of the Municipality.

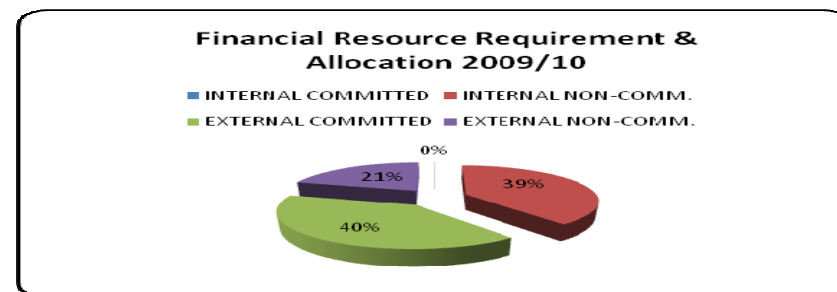
The Municipality is aiming for cash backed operating reserves equivalent to 2 months operating expenditure. The Municipality has formulated a number of strategies to facilitate the actual implementation of this IDP and these include:

- The Municipality will, as part of its ongoing budget process, produce a three-year medium-term strategy and review and amend it as necessary on an annual basis.
- The Municipality will continue to develop a budgetary system that projects at least three years in advance from the forthcoming year. This is in line with the recommendations of the MFMA.
- The Municipality will introduce key performance indicators relating to cash and cash management.
- The Municipality will develop budgetary systems that increase ownership of the budgetary process by departmental heads.
- The Municipality will encourage maximum interest earnings and minimum interest outgoings. It will achieve this by appropriate cash flow forecasting as part of its prudential financial control principles.
- The Municipality will develop an income maximisation strategy.
- The Municipality will produce an Asset Management Plan as part of its annual budgetary processes.

- The Municipality will endeavour to achieve at least two months operating budget in the form of a general reserve backed by cash by 2010. In the interim the Municipality will build accounting and cash balances during a period of low short-term interest rates.
- The Municipality will ensure national, provincial and district priorities are included in the decision framework.
- The Municipality will leverage increased grants from organisations such as the DBSA, the National Lottery and others for major initiatives.
- The Municipality will increase tariffs subject to inflation rate.

The purpose of the Medium-term Expenditure Framework is to set out a three year framework for money planned for capital investment programmes required to achieve the IDP objectives. This is directly linked to the strategic objectives of the iLembe Municipality, thereby linking IDP objectives to an approved Municipal Budget.

A Capital Investment Framework was developed as part of the Financial Plan demonstrating the relationship between what resources are required to meet the challenges as per mandate and the actual budget implications, incorporating the respective MTEF's of the Provincial Sector Departments in an attempt to set the framework for capital investment. It is clear that the need by far over exceed the resource allocation, as well as the ability of the iLembe District Municipality to fulfil its mandate through the allocation of own resources, hence its dependency on external grant funding to deliver services. The diagram below depicts the relationship between the different levels of funding (committed versus non-committed) for the financial year 2009/10 within the context of the Capital Investment Framework.



The table below depicts the Capital Budget per Functional Sector (Strategic Development Role) for the principle 2009/10 iLembe IDP. It can be noted that water and sanitation was regarded as priority and to which most of the iLembe resources are to be allocated.

Functional Sector (Strategic Role)	Total Budget 2009/10	%
Agriculture	21,300,000	0.27
Cemetery & Crematoriums	500,000	0.01
Community Centres	19,300,000	0.24
Disaster Management	34,695,000	0.43
Economic Development	13,150,000	0.17
Education	696,902,646	8.84
Electricity Provision	1,727,405,786	21.91
Environmental Management	750,000	0.01
Finance & IT	16,900,000	0.21
Governance	900,000	0.01
Health	223,200,000	2.83
Housing Development	918,995,978	11.66
Institutional Development	73,250,000	0.93
Manufacturing	-	0.00
Roads & Storm Water & Transportation	259,513,486	3.29
Sanitation Infrastructure	1,401,777,760	17.57
Social Development (Welfare)	-	0.00
Spatial & Land Use Management	135,050,000	1.71
Special Projects	85,830,000	1.09
Sport & Recreation Facilities	40,000,000	0.51
Tourism Development	2,100,000	0.03
Waste Management	900,000	0.01
Water Infrastructure	2,303,888,000	28.88
TOTAL	7,976,308,656	100%

**Priority
Expenditure**

This clearly indicates an alignment of capital investment with key areas of intervention, i.e. the provision of basic services which in the case of iLembe is focussed on water and sanitation as it should be in terms of national and provincial guidelines. A critical factor remains the capacity of the respective service providers to deliver on these requirements.

INTRODUCTION

A new Comprehensive and updated Integrated Development Plan for the iLembe District Municipality, covering the period 2007 to 2012, was adopted in 2007 in terms of the Municipal Systems Act, Act 32 of 2000. This IDP now needs to be reviewed and for the purpose of this 2009/2010 iLembe IDP Review the 2007 - 2012 IDP shall be referred to as the "principal IDP".

The principal IDP undertook a comprehensive review and analysis of the iLembe District Municipality and specifically highlighted economic and infrastructural backlogs, together with the developmental challenges with which the iLembe District Municipality is faced. These serve as the baseline for municipal delivery, monitoring and performance and the principal IDP set out specific objectives and strategies to address these backlogs and challenges. In addition, these have been re-assessed on an annual basis within through the required IDP Review Process.

This iLembe 2009/2010 IDP Review is also done within the context of newly formulated and revised guidelines of the KwaZulu-Natal Provincial Government's Department of Local Government and Traditional Affairs (DLGTA) for the review and assessment of IDPs. These guidelines specifically provide clarification on the contents and format of reviewed IDPs for their subsequent assessment.

A Framework / Process Plan to guide the 2009/2010 iLembe IDP Review was considered and approved by the Council on 28 August 2008. This Framework / Process Plan sets out comprehensively the process of Review, including timeframes for achieving certain milestones. It details responsibilities, methodology, mechanism for community participation and mechanism for alignment with other stakeholders. This Process Plan has also been aligned to the Process Plan of the iLembe Family of Municipalities and it is attached hereto as **APPENDIX K13**.

The MEC evaluation letter dated 23 September 2008 in response to the iLembe District Municipality 2008/2009 IDP submission, commended the Municipality with its efforts, alignment (horizontal and vertical) to achieve a Credible IDP with the exception of additional information required and areas to be improved. Overall the MEC recorded his satisfaction with adjustments to:-

- Additional information with regards to indigent Policy linked to roll-out of Free Basic Services (FBS);
- Funding of the Disaster Management Plan remains a challenge;
- Provide details on economic opportunities linked to Soccer 2010 Events;
- Review backlogs pertaining to basic services and linked to realistic funding strategies;
- Capital Investment Framework noted but need to ensure that internal / external funding is aligned with MTEF's from Sector Departments;
- Securing of project funding linked to priority programmes and projects;
- Alignment of Organisational Performance Management Framework to the SDBIP which needs to be addressed in coming review; and
- Update and review Spatial Development Framework to align capital investment / expenditure.

Apart from the MEC comments, the iLembe Municipality through extensive strategic planning sessions have formulated and prepared a "Turn Around" Strategy that relates to an Institutional Arrangement/Restructuring Strategy, overall Service Delivery (Basic Services) linked to detailed Action Plan setting out short, medium and long term strategies, etc. **(Refer to section C6 for more details)**

The principle IDP identified the following policies and plans as outstanding of which will form part of the focus of the 2008/2010 iLembe IDP Review. The table below depicts a summary status of the respective Sector Plans as part of the 2009/2010 iLembe IDP Review:-

Identified Shortcoming	Current Status
Provincial Sector Department Funding Programme (MTEF)	Partly Incorporated – only certain Provincial Sector Departments were able to provide MTEF
Sector Plan: Integrated Waste Management Plan	Still Outstanding due to budget constraints
Sector Plan: Transportation Infrastructure Plan	Phase 1 complete – incorporated findings of first phase
Sector Plan: Review of Cemeteries Plan	Outstanding due to budget constraints
Sector Plan: Energy Master Plan	Complete – incorporated
Sector Plan: Spatial Development Framework	Currently under review – will form part of next review

Identified Shortcoming	Current Status
Indigent Policy Review linked to Free Basic Services together with an updated database	Current under review – will form part of next Review
Alignment of Municipal Housing Sector Plans	Outstanding due incomplete Local Municipal Housing Plans – will form part of next review

STATE OF THE KZN PROVINCE

In his state of the province address on 18 February 2009, the Premier of KwaZulu-Natal gave a summarised report on all that government had committed itself to deliver in the past five years. Touching on a wide range of issues the Premier sought to explain and justify the policies pursued by government and in many instances attempted to quantify the progress made thus far in implementing these policies and the benefits thereof.

The 24 apex priorities formalised by former President Thabo Mbeki and subsequently adopted by the KZN Provincial Government were used as a guideline and the following programme of action adopted:

- Implementation of Anti-Poverty strategy and Second economy interventions.
- Fighting crime and eradicating corruption.
- Development of Human Capability and quality Education.
- Provincial Infrastructure and Investment Strategy.
- 2010 FIFA World Cup
- Enhancing key areas of International Relations.
- Building the capacity of the state to deliver.
- Agrarian Revolution, Land and Food Security.
- Accelerate the fight against HIV/AIDS and other communicable diseases and promote a healthy lifestyle.
- Patriotism and social cohesion.

Given the confrontational and violent nature of politics in KZN in the past, the period 2004 to 2009 has seen the longest period of peaceful co-existence and political stability in the province. Government has indeed managed to normalise the political landscape and entrench a culture of democracy, which as a result has brought about unparalleled investment, tourism, and delivery in the history of KZN.

The premier made mention of the infrastructure investment projects implemented during his tenure and made reference to some specific projects and their impact on the province, but more particularly the Point Waterfront Development. In this and other projects of its magnitude e.g. Dube Trade Port and King Shaka International Airport, Moses Mabhida Stadium, e t c. Investments of more than R 21 billion of new money have been made, which is

in addition to private sector investments in major economic centres such as Durban, Pietermaritzburg, and Richards Bay.

The socio-economic benefits of these investments to the people of KZN in skills training, employment, infrastructure improvement, health, vocational and commercial opportunities, are of enormous proportions unknown to this province before.

In the period 2007 to 2008 alone KZN accounted for 39.5%(395000) of the 1 million jobs created countrywide, with 89 892 additional jobs already created in the second quarter of the current fiscal year.

Accelerated investment in education has seen enormous improvement on the general state of education in the province. The physical infrastructure of schools was drastically improved in the following:

- 851 schools were installed electricity in the period 2004 to 2008.
- 475 schools were connected with water in the period 2004 to 2008.
- 3342 or 52% of schools in the province declared "no fee schools" benefiting
- 1 170 965 or 43% of learner population. 55% of learner population also benefits from school nutrition programme.
- In an initiative to eradicate illiteracy a total of 180 000 adult learners enrolled in the adult literacy campaign in the period 2007 to 2008, to learn to read, write, and count.

These are indications of a learning society that builds a democratic and prosperous KZN.

Vigorous and improved housing programmes have helped accelerate and enhance housing delivery in KZN. The quality and sizes of houses have improved, and the people's housing project has insured community participation and job creation in these projects. 81.6% of households have access to water, 89.2% have access to sanitation services, and 71.5% households have access to electricity supply.

There are 557 Primary Health Care Clinics and 27 getaway clinics around the province. More than 65million clients visited these, 13 million of which were children under the age of 5. Treatment and management of HIV/AIDS has been rolled out to 205 000patients and prevention of mother to child transmit

ion is available in all hospitals and 98% of clinics and community health care centres.

The success of the indoor residual spraying programme in areas of risk for transmission of malaria has reduced the incidence to less than 1 per 1000 people, and case fatality rate (CFR) to 0.8%. This achievement exceeds by far the Millennium Development Goals to halve malaria morbidity and mortality by 2010. Six development centres have been built at a cost of R62.6 million around the province to service over 32 million Social Grant Beneficiaries. .

The Agrarian revolution meant to improve land and food security has also been progressing well. 100 000 food production starter packs have been distributed to the poor. Each of these can produce 3 tons of food per annum. The department of agriculture has also directly assisted 55 384 farmers acquire and plough over 19 000 hectares of land.

The fight against crime has been intensified throughout communities. More than 1100 crime prevention volunteers have been trained and deployed in 2008 alone. The justice, crime prevention, and security cluster have forged even closer relationships focusing on shared vision to improve the criminal justice system and ensure the full realisation of the human rights of the people.

Several projects were undertaken to commemorate the heritage and identity of KZN. These are meant to strengthen and instil dignity to all diverse components of the KZN citizenry. Through these we will continue to consolidate our common identity and strengthen relations with the rest of Africa and the Diaspora.

Partnerships have been established with many countries in Africa and abroad. The aim being to continue strengthening relations enshrined in co-operative agreements with a focus on value adding programmes, to expand the drive for economic diplomacy, and to support national foreign policy direction.

The premier concluded by confirming that he will not avail himself for the next term. He thanked his family, colleagues and most of all the people of KZN for making his journey worthwhile.

SECTION B: ANALYSIS OF CURRENT REALITIES

B1. Local/Regional Context

The iLembe District Municipality area (DC29) lies on the east coast of KwaZulu-Natal, between the eThekweni Metro in the south and the Tugela River mouth in the south. At 3 260km², this is smallest of the 10 KZN district municipalities. iLembe District consists of four Local Municipalities, i.e. Mandeni, KwaDukuza, Ndwedwe and Maphumulo. The latter two of the four Local Municipalities are both Project Consolidate municipalities.

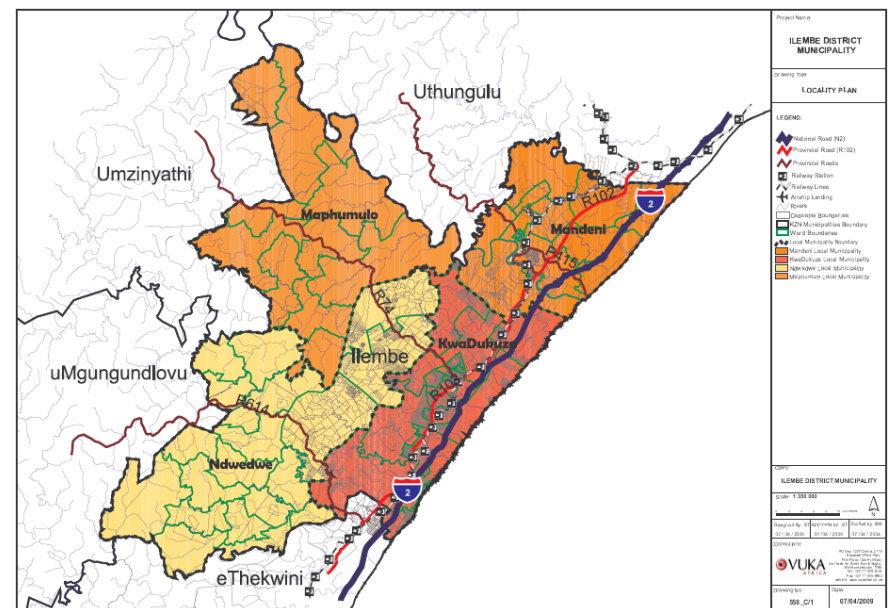
The District is made up of 45 Traditional Authority areas where settlement is controlled by Traditional Authorities according to a traditional land tenure system. These TA areas cover approximately 63% of the total area where the State and the Ingonyama Trust own the majority of the land within Municipality of Maphumulo, the lower reaches of Ndwedwe (69%) and coastal and inland reaches of Mandeni (49%).

These TA areas are generally characterised by subsistence farming activities, harsh topographical conditions and the worst of agricultural potentials. Large areas are under-utilised with traditional settlement patterns and low densities which are not conducive to the provision of infrastructural services. Smaller rural nodes, such as trading stores or clinics are scattered through the TA. Traditional housing dominates, but there is a range of other formal and informal structures proliferating in these predominantly rural areas.

The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipality are the commercial farming hubs of the District. The commercial farming areas of KwaDukuza, Mandeni and Ndwedwe (31% of the iLembe District) are mainly under privately owned sugar cane.

Areas of urbanisation in the District comprise of KwaDukuza/Stanger, Mandeni, the Dolphin Coast and Nkwazi. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, Isithebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni.

Informal settlements with limited facilities or infrastructural services occur on the periphery of the developed areas and within the towns of iLembe. Village centres such as Maphumulo and Ndwedwe in the west and Nyoni and Mbizimbelwa in the north comprise of commercial and service development in the rural areas. They largely exist in association with a magistrate's court, clinic, pension pay point, health, education and welfare office or similar state service. Wholesale commercial activities have expanded and these villages have emerged as supply centres and transportation hubs to the remote rural areas of iLembe.

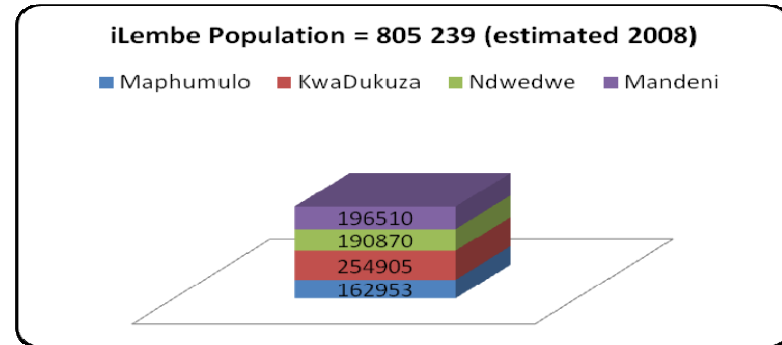
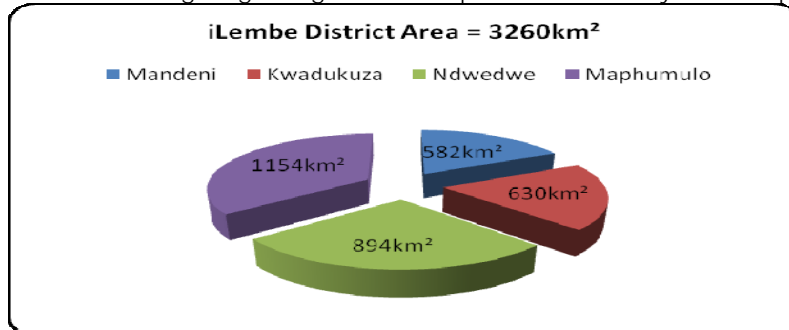


B2. Key Features of the Municipality

The iLembe District is bordered by economic powerhouses to the north and south. Despite this, the iLembe District features sufficient unique selling points to prosper within its own niche market on the following basis:

- Location between Africa’s two great ports, i.e. Durban and Richards Bay and its excellent transport infrastructure.
- Potential to capitalise on targeted spill over from the major initiatives planned for Durban such as the Dube Trade Port.
- Pristine beaches and a relatively unspoilt natural environment, undermines the claim of being “The Jewel of the Kingdom of the Zulu”.
- Centrally located to the province’s other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZN’s natural attractions and two World Heritage Sites.
- International and local recognition and interest in King Shaka and Zulu culture and history. This diverse and rich cultural heritage has potential for growing and broad international appeal.
- Strong cultural and historical links to India, the United Kingdom and Mauritius.
- A sub-tropical climate positions it as an all year round tourism destination.
- A warm ocean provides comfortable bathing all year round.
- Unique quality of the District’s agricultural attributes of soil types, climatic diversity and rainfall.

iLembe District is known as a “Family of Municipalities” constituted by the 4 Local Municipalities of Mandeni, KwaDukuza, Ndwedwe and Maphumulo. The following diagrams give a broad profile of this Family of Municipalities.



B3. Demographic Realities

The Census 2001 population estimate for the iLembe is 560 388 people living in 120 390 households. If population growth figures and the impact of HIV/AIDS are considered the current population is estimated at 805 239 people living in 145 907 households. This is assuming that average household sizes remained relatively constant at an average of 5.52 persons per household.

The table below depicts a comparison between the respective Census Data and that of the Backlog Study undertaken by the iLembe District Municipality as part of its Service Delivery Strategy and Plan, hence more accurate and the basis on which all the Master Planning is done and studies reviewed.

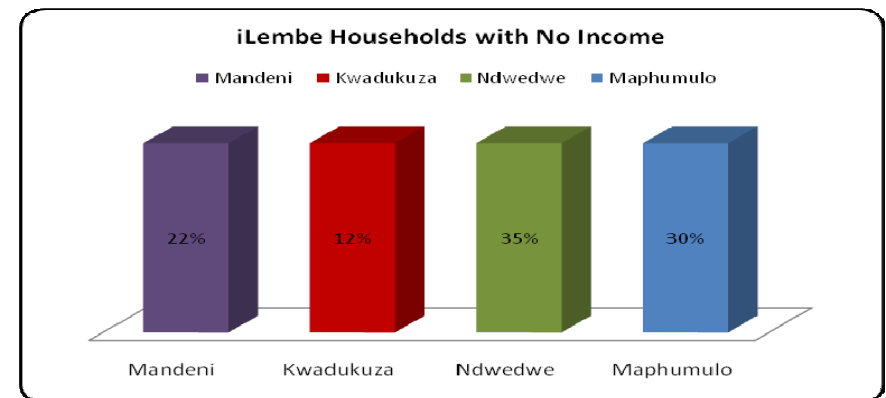
Municipal Area	Census 1996	Census 2001	DWAF 2004	Census 2006	Backlog Study 2007
Mandeni	111 909	128 669	137 129	138 736	131 830
KwaDukuza	131 091	158 582	169 022	179 963	252 053
Ndwedwe	167 404	152 495	162 452	134 754	208 447
Maphumulo	124 703	120 642	128 549	115 045	212 909
iLembe	535 107	560 388	597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

The following demographic characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- With nearly three-quarters (72%) of people under the age of 34 years, the iLembe District has a relatively young population. And with 49% being under the age of 19 years, this poses immense developmental challenges in relation to future education, health, recreation and other social issues, particularly if the impact of HIV/AIDS is added to the equation. A significant number of these children will be orphaned due to the impact of HIV/AIDS and population growth is expected to decline over the next 20 years. This must be taken into account in planning for new services and facilities.
- The mainly Zulu population and ethnicity/culture in rural and tribal areas play an important role in today's education levels and vocational distribution of women in particular. In the past it was not common practice for young girls to attend school. If they did it was only to achieve the most basic level of literacy and numeracy. The legacies of such practices are still evident today.
- Education levels in general and literacy levels specifically provide an indication of the level at which people will be able to engage in current social and institutional systems, i.e. an illiterate person cannot complete basic application forms for pensions etc. on his/her own. The available data indicate relatively low levels of illiteracy in Mandeni and KwaDukuza at 10.2% and 11.8% respectively. Illiteracy in Maphumulo and Ndwedwe are higher at 20.7% and 24.4% respectively. These figures suggest that there is still a need for adult education facilities and programmes. Specific issues relating to education to be addressed include:
 - the quality of education facilities;
 - the infrastructure available at such facilities;
 - the inability of rural areas to attract high quality educators;
 - the subjects offered at schools do not prepare school leavers for the job market; and
 - the lack of coordinated and targeted adult education and literacy programmes.
- A significant number of households are headed by females, particularly in the Maphumulo area. These women are usually more disadvantaged in terms of resources and education.
- At least 14.4% of the population are already infected with HIV/AIDS and it is estimated that up to 1 000 people per year can be added to this figure. This will have a severe impact on the need for social and welfare services in the future.

B4. Socio-economic Realities

The area is characterised by high levels of unemployment and poverty. Income levels are generally low with 27% of all households earning no income.



Compared on an individual basis poverty levels in KwaDukuza are substantially lower with only 12% of households not having an income. This reflects the wealth of Ballito and its surrounds. However, poor levels of education and slow economic growth have had adverse effects on the predominantly rural and traditional areas of Maphumulo and Ndwedwe where 30% and 35% of households, respectively, have no recorded income.

The iLembe District also suffers due to low levels of employment. 29.2% of the iLembe population are economically active. Of this, 52.0% of people are employed leaving a staggering 48.0% of the economically active population being unemployed. This is significantly higher than national averages and translates into only 15.2% of the entire iLembe population currently being employed.

The major and most significant sectors of employment in the iLembe District are manufacturing (35.5%), community service (18.4%), agriculture (13.9%) and wholesale/retail (10.8%). Both the manufacturing and agricultural sectors have declined over the past 5 to 10 years. This decline is attributed to the phasing out of subsidies relating to industries located in Isithebe and the subsequent

closure and/or relocation of industries as well as the generally negative conditions in the agricultural sector, specifically the sugar industry.

The lack of employment in the District and the concentration of opportunities in the coastal corridor and eThekweni Metro area demand that all available opportunities be exploited to their maximum. Agriculture is the primary activity of the rural areas and comprises predominantly subsistence practices. There is a clear need to establish more commercial agricultural pursuits in the rural areas.

The following socio-economic characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- Dependencies are very high with every employed person supporting at least 6 unemployed persons of which 4 are over the age of 15 years.
- Lack of any substantial economic activity in Maphumulo and Ndwedwe.
- Reduction of employment opportunities in specifically the manufacturing and agricultural sectors – even at a national level.
- Involvement of a large percentage of the population in subsistence farming activities.
- Lack of entrepreneurial development opportunities.
- Difficulties involved in accessing job opportunities in neighbouring metropolitan, district and local areas.
- Rural and traditional areas such as Maphumulo and Ndwedwe are the most severely affected by poverty and unemployment.

B5. Spatial Realities

The existing settlement structure is substantially influenced by prevailing topographic conditions, physical access and access to land. Consequently a series of settlement bands parallel to the coast developed. The prevailing settlement structure is also influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east-west linkages and the particular opportunities of the coast.

The main urban and economic settlements of the District are located along the R102 and north-south rail linkage occurring in particular at the main intersections of R102 with the R614 and R74. This includes the development of

Tongaat (located outside of the District) in the south, Groutville, Stanger, Darnall and Mandeni/Isithebe in the north.

Peri-urban settlements have emanated from the urban centres in the District with emerging rural settlements occupying many of the areas west of the commercial agricultural activities. The more inaccessible areas of the west are mostly occupied by a series of low density rural settlements.

Coastal settlements situated in accessible areas along the coast have until recently been relatively small and limited, but increased focus on tourism and associated residential accommodation have resulted in a substantial increase in these developments.

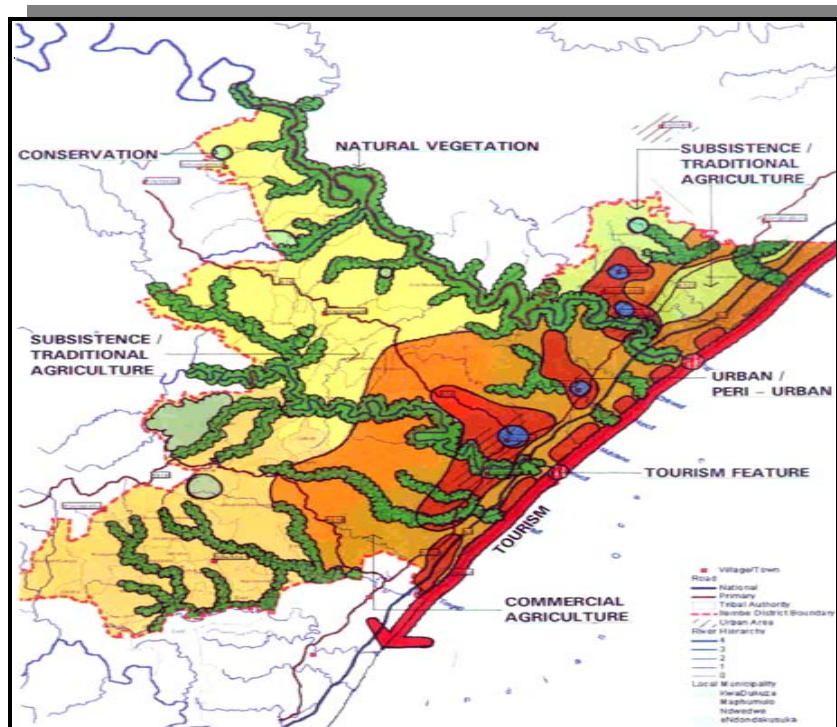
The location and distribution of land uses follow the movement and settlement patterns identified previously and are influenced by the two major east-west linkages.

Physical and social support services and facilities are in general mainly located in the urban centres, including the peripheral centres of Ndwedwe and Maphumulo. The remainder of the area has only limited access to services and facilities and this is in particular problematic in the peripheral semi-rural and emerging areas in the west.

Much of the commercial and industrial development of the District is confined to the areas in the vicinity of the R102/North Coast Rail/N2, in particular in the Stanger and Isithebe areas. Smaller existing commercial and light industrial developments are largely of local significance.

Commercial agricultural activities take up the major portion of the District, substantially located in the flatter eastern parts of the District. Smaller commercial agricultural activities extend into the western parts of the District. Relatively little diversification has taken place and activities relate mainly to the growing of sugar cane. The majority of the agricultural developments in the western parts are traditional subsistence farming activities.

Tourism related activities are concentrated along the coast, extending to some extent into the urban areas along the R102. Tourism opportunities in the western parts of the District, i.e. the scenic and dramatic landscape and rural African environment, are still underutilised.



Source: Extract from iLembe Land Use Management Framework

The following spatial characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

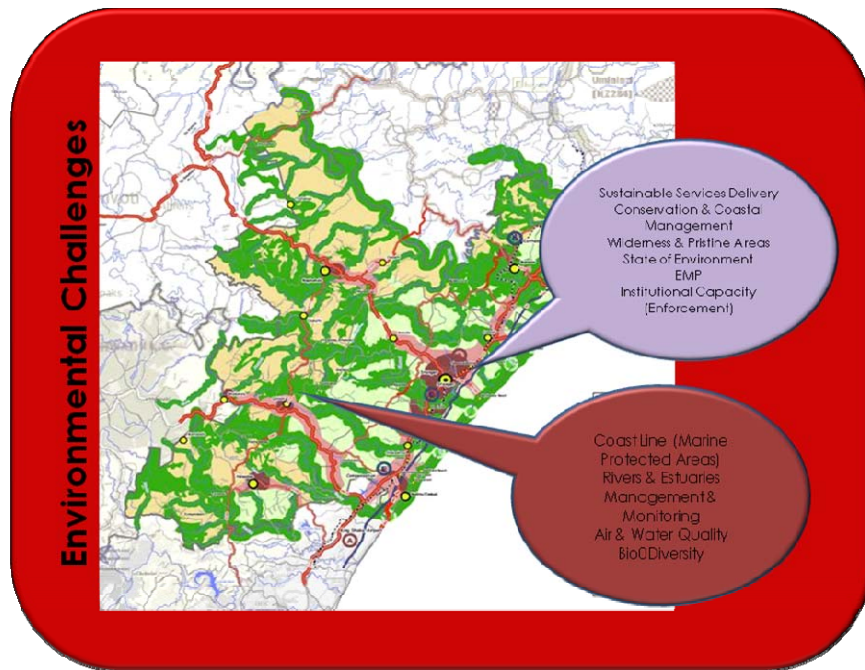
- Ranging from sea level to approximately 1000m above sea level, topographic and conditions that range from flat and softly undulating in the east to steep and fragmented in the west have a significant impact on the existing and future development of the area.
- The presence of traditional settlements in the west of the District is distinctly out of balance with development in the eastern parts with most of the road linkages, urban development and economic activities.

Source: Extract of iLembe Land Use Management Framework

- While the coast offers significant opportunities for tourism, the topographic conditions in the west include substantial areas of dramatic and scenic rural conditions that have largely remained unused.
- The road and rail linkages are substantially influenced by prevailing topographic conditions. Consequently all significant national and regional road and rail linkages are concentrated in the east.
- Regional linkages to the west are limited and no north-south linkage exists in the western part of the District.
- Movement and accessibility has a significant impact on the urban and economic development of the area with most of the urban and economic development taking place in the vicinity of the major linkages in the east and along the coast.
- Since much of the remainder of the flat coastal band is utilised for commercial agriculture, semi-rural and rural settlements are largely confined to the western parts.
- Peri-urban development has taken place in the vicinity of major access corridors and economic development nodes.
- There is a substantial concentration of economic, commercial, manufacturing and industrial activities around the major linkages in the eastern part of the District.
- Coastal activities consist largely of tourism accommodation and related activities, some urbanisation and the remnants of natural coastal vegetation.
- Much of the remainder of the flat coastal band is taken up by commercial agricultural activities.
- The western parts of the District accommodate large expanses of traditional dispersed settlements and associated subsistence agriculture. Significant settlement densification has, however, taken place in the vicinity of major access roads and local nodes throughout the District.

B6. Environmental Realities

The iLembe District is made up of a number of unique natural environments, including the coastal and dune areas in the east, the remaining natural vegetation of the coastal flats, the vegetation of the incisive river valleys and steep topography with its associated fauna in the west. These environments are, however, under threat from a variety of human activities.



The following environmental characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The District accommodates significant remnants of a range of natural environments including coastal dunes and vegetation, the natural vegetation of the mostly incisive series of river valleys, including a series of lagoons, as well as remnants of natural environments in the steep and inaccessible western parts.
- The appropriate identification, conservation, rehabilitation and management of protected areas.
- The appropriate usage and integration of environmental opportunities into wider settlement and development strategies.

- An appropriate forward looking development structure that contributes to protecting, maintaining and developing the various environmental aspects of the District and facilitate their integration into the development of a multi-faceted and unique environment.
- The protection, rehabilitation, integration and appropriate management of the natural resources and their integration into the tourism and urban development.
- Linking the unique environments and opportunities in the west of the District to the established activities in the east.
- Involvement of the affected communities, the creation of an increased awareness of the importance and opportunities in protecting the natural environment ensuring that the communities benefit adequately from the appropriate management and usage of the natural resources.
- Lack of funding for environmental management programmes and projects.

B7. Economic Realities

There are vast differences in wealth across the District, with small developed nodes along the coast contrasted by large areas of extreme underdevelopment in the hinterland. Land uses within these areas are typically urban mixed use with a high level of infrastructural and service development and a provision of social facilities and services to support the resident populations. The following economic characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

Economic Strengths	Economic Weaknesses
<ul style="list-style-type: none"> • It is relatively close to major cities and towns in the province • Location between Africa's two great ports and its excellent transport infrastructure • Potential to capitalise on targeted spill over from the major initiatives planned for Durban • A diverse and rich cultural heritage has potential broad international appeal • International and local recognition • Interest in King Shaka/Zulu culture/history 	<ul style="list-style-type: none"> • Backlog in the provision of basic services in rural areas and informal settlements • Access to available land and the legal framework surrounding such access • HIV/AIDS and its impact on demographics • Management of investor risk and direct intervention to attract international capital • Political differences and issues • Concerns over crime, grime and the maintenance of a pristine environment

<ul style="list-style-type: none"> • Strong cultural and historical links to India, the United Kingdom and Mauritius • Quality of natural endowments, coastline, beaches, climate and environmental control • Centrally located to KZNs other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban • Quality of agricultural attributes of soil types, climatic diversity and rainfall • High concentration of prime agricultural land in the hands of large commercial sugar cane farmers • The N2 corridor from Durban to Maputo, which already transports more than 1m tourists per year through the iLembe Region 	<ul style="list-style-type: none"> • Impediments to SMME development in iLembe include low levels of education and productive skills, lack of access to finance, lack of integration of rural markets into the formal economy, inadequate infrastructure, lack in effective demand and communication • Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered • Lack of adequate and appropriate services • Inappropriate location of some facilities • Dependence on neighbouring economies like Durban and Richards Bay • Economic growth is hampered by income leakages to these established economies
Economic Opportunities	Economic Threats
<ul style="list-style-type: none"> • Isithebe is well placed to participate in the new policy momentum around a proposed multi-modal logistics platform for the Durban-Richards Bay corridor • Rail links between the planned La Mercy Airport and Richards Bay harbour provide economic opportunities with potential for Isithebe to become part of an IDZ • Diversification to high value low mass niche products for export is an important opportunity. The prospects for agricultural diversification into higher-value, lower-mass niche products for export will require advanced regional infrastructure • Increasing investment in high income residential properties in Ballito, Zimbali, etc. • Opportunities exist to create greater labour mobility between the deprived interior and the developed coastline through labour bureaux type arrangements and the promotion of skills within the tourist sector through training, 	<ul style="list-style-type: none"> • Sensitivity of industry in Isithebe to global and national macroeconomic forces • Roads and services need upgrading and regular maintenance to reach tourist attractions - this requires high levels of commitment and resources from municipalities • Political differences between municipalities might impede integrated regional development • Concerns over the rapid growth of residential development and the ability of the infrastructure to cope.

<ul style="list-style-type: none"> learnerships etc. • Opportunities exist to enhance productive participation in agriculture in former homeland areas by promoting out-grower type arrangements as it occurs in the timber and sugar industries • Better coordination of municipal and government efforts in the District to enhance performance 	
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B8. Infrastructure Development Realities

The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe’s urban areas needs upgrading and maintenance.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 38% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- The urban areas have proper water borne sanitation systems, but rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- The bulk of the urban households have access to household electricity. Very few rural settlements have this luxury. Electricity provision at schools and health facilities are especially critical.
- Refuse removal is limited to the urban area. Dumping of refuse has become a major problem, particularly in denser rural settlements. This poses serious environmental problems and risks. Efforts are needed to increase people’s awareness of the advantages of good waste management practices.

B9. Social Services Realities

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

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

The following social services characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- Social facilities are generally under-provided in the iLembe Municipal area and huge backlogs in the provision of these facilities and services are evident. This is especially prominent in rural areas.
- Where facilities have been provided, the effective operation thereof is often hampered by the insufficient provision of engineering services and infrastructure (water and electricity in particular). This is particularly relevant as far as education facilities are concerned.
- Services have been provided in an uncoordinated scattered pattern, which does not support the principal of sustainability.
- Community and welfare facilities and services are needed especially in densely populated rural areas. Facilities include children's homes, AIDS support facilities, pension payout points, frail care facilities, feeding schemes and crime prevention actions and facilities.
- Sports facilities and other recreational facilities are non-existent and can be translated into a plethora of social problems. The provision of such facilities and the sustained maintenance thereof pose a challenge to the District.
- Social facilities and programmes to deal with the HIV/AIDS pandemic and its effects on communities have not been fully rolled out and developed.
- There is an under-supply of cemeteries in the area, especially considering the expected number of HIV/AIDS related deaths over the next 20 years.

Appropriate facilities need to be provided throughout the area with due cognisance of religion, culture and tradition.

- The Municipal area is disadvantaged in terms of the provision of security and emergency services.
- There is a lack of information on social facilities and development, particularly welfare services. There is also limited co-ordination and communication between the Local Municipalities, District Municipality and provincial government, particularly as far as social development and more specifically welfare is concerned.
- Projects and programmes related to the development of Multi-purpose Service Centre have not yet been fully implemented. Lack of funding is the major constraint in this regard.
- In many instances the boundaries of the Local or District Municipalities do not correlate with those of the relevant service providers, causing problems with coordination and provision of services.

B10. Housing Realities

Housing in the rural areas comprises largely of traditional rural dwellings, occurring in dispersed and sparse pockets on TA land. Urban centres are characterised by private residential developments of the well-developed Dolphin Coast that cater for the wealthy minority populous, starkly off-set by surrounding low cost housing and informal settlements. The latter settlements have proliferated over the past few years as hopeful employment seekers flock to the economic hubs of the District.

Delivery of houses to the poorest of the poor is one of the core functions of the Local Municipalities. Significant progress has been made in housing delivery to meet backlogs in the Mandeni and KwaDukuza Municipal areas, which have backlogs of 40% and 30%, respectively. There has, however, been limited progress in Ndwedwe and Maphumulo which both still have a 60% backlog. There is an urgent need for the development of housing plan and housing capacity within these two Municipalities. These housing plans should focus on the facilitation and coordination of housing delivery with due cognisance of the delivery of bulk and link infrastructure.

There are no dedicated Housing Units within Mandeni, Ndwedwe and Maphumulo. Funding for the formulation of Housing Sector Plans for Mandeni, Ndwedwe and Maphumulo have been granted by DOH and the formulation of these Plans are in hand. None of the Local Municipalities are accredited.

The following housing characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

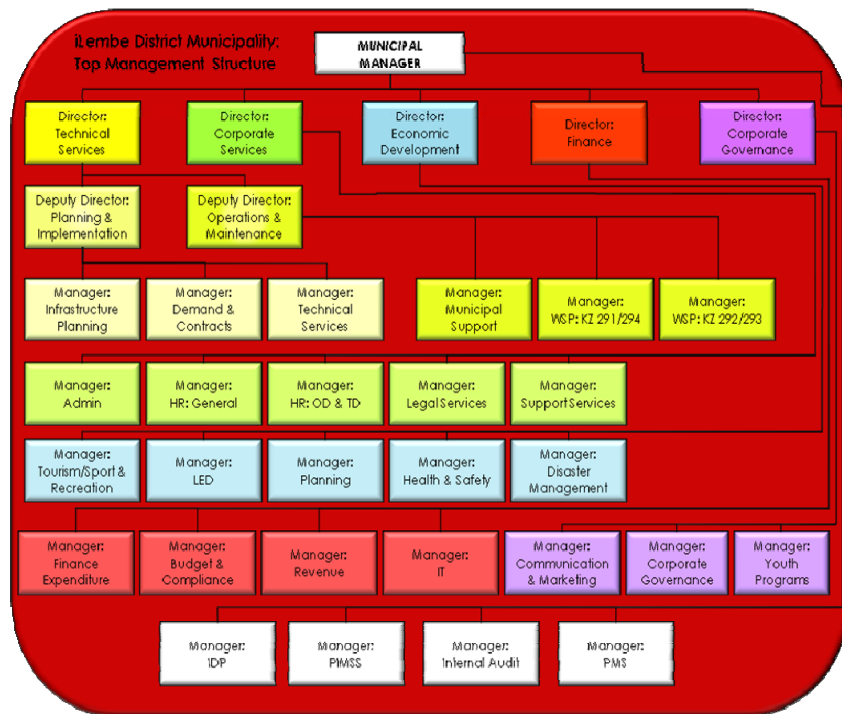
- A lack of land to build houses and where private land is available, the landowners are asking very high prices.
- Some landowners, especially in KwaDukuza are encouraging shack farming as an incoming generating activity. In most of the cases these people are staying in very unfavourable and squalor conditions, with no access to water and basic sanitation.
- The provision of engineering services and infrastructure often hampers the effective development of sustainable human settlements.
- The boom in the property and commercial development along the coast of KwaDukuza has attracted many people, especially from outside the borders of KwaDukuza, in search for employment opportunities. This has resulted in the growing number of informal settlements.
- Upmarket housing is a lucrative market in the certain parts of the iLembe District and characterised by speculation. However, this occurs outside any development framework, resulting in ad hoc development and cost inefficiencies. It has become critical to earmark development boundaries to facilitate more effective and efficient delivery of infrastructure and services.
- The lack of institutional capacity to plan for and manage housing projects.
- The lack of funding and the non-alignment of municipal and government department budgeting processes.
- Municipalities need to have bridging finance for housing projects, as well as counter funding for MIG projects. When combined these represent a large proportion of the Municipal budgets which the smaller Municipalities cannot afford.
- The issue of land reform in the iLembe District is not being dealt with strategically in the District or Local Municipal IDPs or in the Municipal Sector Plans.
- There is often a delay in the approval of housing applications by the DOH.
- Dispersed settlement patterns pose a challenge in housing delivery in the Municipal areas of Ndwedwe and Maphumulo who mainly follow the Rural Housing Process.

B11. Institutional Realities

The District and its four Local Municipalities have relatively well established organisational structures and systems in place. All of the Municipalities have appointed Municipal Managers. Most of the Section 57 positions are filled and apart for Ndwedwe, all Section 57 employees have performance contracts in place. The Municipalities of Ndwedwe and Maphumulo are experiencing capacity constraints and have accordingly been chosen as Project Consolidate beneficiaries. Municipal Action Plans have been prepared and are in the process of being implemented. Ongoing institutional support around issues of planning, project management and financial management are required within these Municipalities.

The current structure of the iLembe District Municipality is reflected in the diagram that follows. This structure put in place is considered to be appropriate for the developmental local government mandate assigned to the District Municipality in terms of the Municipal Structures Act, 1998. With this in mind the Municipality's organisational structure provides for five Directorates that are managed by the Municipal Manager. The District Municipality employ 455 staff members and the five Directorates are:

- Corporate Governance
- Finance
- Technical Services
- Economic Development
- Corporate Services



Within the context of this organisational top structure the current status of these positions are that all are occupied apart from the IDP Manager.

The organisational structure of the iLembe District Municipality is, however, currently under review and a service provider has been contracted for this investigation.

The following institutional characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The integration of the Employment Equity Act and the Skills Development Act on the human resources function of the iLembe District Municipality.
- The development of the skills of the staff of the Municipality is viewed as a key issue to be addressed in future planning activities. These skills must specifically relate to the developmental goals which the council will identify.
- Improving performance management systems by the introduction of an internally designed performance management system and the SDBIP.
- Establishing improved management processes, for example knowledge management, organisational structure and project management.
- Continuing to improve on information provided to decision makers.
- Adjusting the organisation in line with information produced from the performance management system.
- The collection and generation of the relevant District economic data remains a major challenge. At present, there is no systematic and sustained initiative for the collection or updating of economic data. As a result, the District relies on service providers and information is collected on a project-by-project basis.

B12. Financial Realities

The following financial characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- A need exists to develop a comprehensive strategy for maximising the income of the Council.
- Alternative approaches to obtaining development funds (apart from service charges income and conditional grants) need to be investigated.
- Future expenditure budgeting needs to be guided by a clear vision of the funding responsibility of the District Municipality in relation to its allocated functions.
- Introducing new budget processes and procedures and complying with the supply chain management policy.
- Improving the Municipality's cash flow position.
- The introduction of an Asset Management Plan.
- The government policy on free water and electricity.
- The iLembe District Municipality inherited many water and sanitation consumer debtors when they took over these functions. These will need to

be targeted starting with the largest debtors and applying aggressive debt collecting procedures.

- Although interim tariff policies are in place, these need to be refined to be made fair and equitable to all consumers. Funding for this project phase will come from a Transformation Grant and other grants to be received from the DTLGA.
- The smaller Local Municipalities of Ndwedwe and Maphumulo have a very low or no income base and are therefore totally dependent on grant allocations.
- In Mandeni and KwaDukuza the outstanding debt on rates and services owed to the Municipalities is still very high. In Mandeni the bulk of the arrears go as far back as 1996. In many cases the penalty interest is almost as high as the capital balance outstanding. Although every effort is being made to engage and encourage communities to pay their arrears, the area is faced with high unemployment and many poor people.
- The Mandeni Local Municipality indicated that they do not have bridging capital or counter funding, which poses huge limitations on their ability to initiate projects, especially for new housing projects.
- Municipalities are not able to access MTEF and are not able to plan or budget ahead.
- The Project Consolidate Municipalities of Ndwedwe and Maphumulo have identified the urgent need for the development of their rural towns. Large amounts of funding are needed to develop these villages and provide bulk infrastructure that is not covered by identified housing projects. This is linked directly to the financial viability of these villages – once towns are formalised, services can be rendered. This creates a rates base, jobs and other positive economic spin-offs.

B13. Broad Based Community Needs

Regular public meetings of the Local Municipalities with their Representative Forums on matters related to the iLembe District IDP reaffirmed the needs and challenges that emerged from this IDP status quo analysis. These need to be taken up and addressed through the iLembe District IDP and its budget allocations. The priority needs identified during various meetings and Izimbizos are as follows:

Priority Needs Identified	Remarks on Needs
Water Service Delivery and Infrastructure	<ul style="list-style-type: none"> • Particularly in Ndwedwe, Maphumulo and Mandeni • The lack of service • Unreliable source • Expensive and unaffordable fees for water supply
Community Services and Infrastructure	<ul style="list-style-type: none"> • Particularly in Maphumulo and KwaDukuza • Need for clinics • Need for sports facilities • Need for schools that are safe from potential road accidents
Public Transport and Road Infrastructure	<ul style="list-style-type: none"> • Particularly in rural areas • Specifically related to roads and bridges • Safety of small school-going children
Electricity	<ul style="list-style-type: none"> • Particularly in Maphumulo and Ndwedwe where many people have no access to electricity • Unreliable service provision • High fees for electricity installation
Sanitation	<ul style="list-style-type: none"> • Generally an issue in KwaDukuza • Unavailability of toilets in rural area, particularly Mandeni
Economic Development	<ul style="list-style-type: none"> • Unemployment • Political bias when providing assistance to community projects • Sustainability of projects, particularly in Ndwedwe, Maphumulo and Mandeni • Need for providing support to cooperatives
Housing	<ul style="list-style-type: none"> • Particularly in Mandeni • Clarity needed on rural housing programmes • Impact of land reform programmes • Need for speeding up housing delivery programmes
Skills Development	<ul style="list-style-type: none"> • Particularly in Maphumulo • Concerns regarding high illiteracy levels

The overwhelming importance of basic services and infrastructure delivery shows the need for applying the concepts of sustainable human settlements,

robust economic growth and the principles of Expanded Public Works Programmes (EPWP) to the development of the iLembe District. Such an approach will ensure that infrastructure delivery has a meaningful impact on local economies. It will help the iLembe District Municipality to contribute towards the achievement of AsgiSA as espoused by the Presidency. Ultimately, service infrastructure development should be delivered in a manner that takes into account development processes that are taking place beyond the borders of the District.

B14. IDP SWOT Analysis

The diagram below depicts a SWOT Analysis to achieve Partnerships for Sustainable Growth and Development.



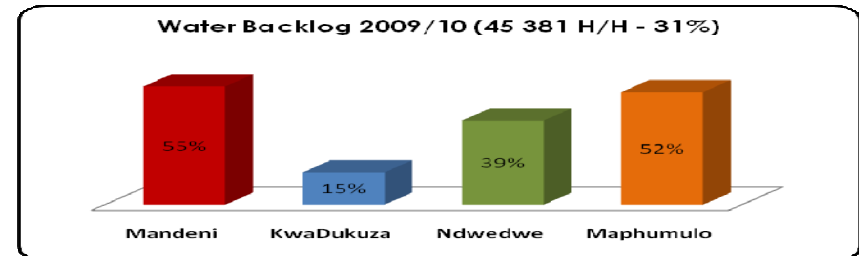
B15. Summary of Backlogs

Clearly the iLembe District is severely backlogged as far as the provision of infrastructure is concerned. Backlogs are estimated to escalate if programmes and projects are not implemented to eradicate these backlogs.

From the analysis of current realities it is clear that the rural and traditional areas of iLembe, i.e. Ndwedwe and Maphumulo, are more severely affected by these backlogs. The topographical features and dispersed settlement pattern of these areas do not make the provision of basic services and infrastructure any easier. The following applies in this regard:

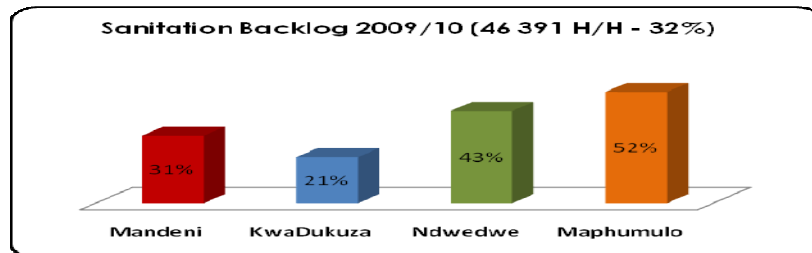
Water Backlogs:

- Current water backlogs stand at 31% or 45 381 households.
- Rural areas are mostly affected in terms of these backlogs.
- The eradication of backlogs is hampered due to a lack of funding.
- To address these backlogs a Water Services Master Plan has been prepared and now needs to be fully implemented.



Sanitation Backlogs:

- Current sanitation backlogs stand at 32% or 46 391 households.
- Rural areas are mostly affected in terms of these backlogs.
- Eradicating backlogs is hampered due to a lack of funding.
- To address these backlogs a Water Services Master Plan, which includes addressing the issue of sanitation, has been prepared and now needs to be fully implemented.



Electricity Backlogs:

- There is limited access to electricity throughout the iLembe District.
- To fulfil the demand for electricity in the District three sub-stations would need to be built at a cost of R70 million.
- The backlog in electricity provision also affects delivery of other services in the District.
- A Free Basic Electricity Policy has been approved and implemented in the District.
- The provision of electricity in rural areas is most problematic due to a range of factors such as access, distribution of population, remoteness, etc.
- Current electricity backlogs stand at 59% or 86 570 households.
- The greatest backlogs are in Ndwedwe (81%) and Maphumulo (85%).
- To address these backlogs an Energy Master Plan has been prepared and now needs to be fully implemented.

Housing Backlogs:

- Current housing backlogs stand at 40% or 58 690 households.
- Land availability and the price of land, particularly land in private ownership tend to hamper efforts to eradicate the housing backlog.
- The availability of bulk infrastructure is a serious stumbling block in effective and efficient housing delivery processes.
- The nature of dispersed settlement areas hinders a smooth housing delivery process, as do a lack of funding and the non-alignment of the allocation of funds for housing.
- The current status of Housing Sector Plans impacts negatively on the allocation of budgets for housing projects.

- iLembe needs to fully participate in the Land Reform process.
- To facilitate a successful housing delivery process specific attention is required to obtain bridging finance and to utilise emerging contractors in the housing delivery process.

B16. Conclusion on IDP Challenges

There are significant imbalances within the iLembe District. There is firstly a mismatch between local policies, priorities and budgetary allocation. There is also a short-term approach that focuses on compliance as opposed to efficient change in development perspectives. The focus must be on establishing local competitive advantages that collectively are aligned with District and provincial goals and targets. The imbalances of the iLembe District can be summarised as follows:

- The focus of the previous 2006/2007 IDP at local and district level fell on services such as water, sanitation, electricity, housing, health, education and welfare. Economic development is focused on poverty alleviation rather than on changing development trajectories and/or the economic base of the District. The Local IDPs do not explore their competitive advantages in relation to that of the District.
- Operational and detail project planning did not materialise in the majority of ID's. A shortfall in the alignment of budgets and detailed project planning has had a negative impact on the implementation of the IDPs.
- Financial viability within the context of the Municipality's capacity, local economic resource potential and associated operating costs is a cause for concern. These factors influence whether identified programmes and projects can in fact be implemented or not. There is further little integration between the IDP and implementation, both vertically and horizontally and specifically in relation to financial allocations and applicable mechanisms.
- Issues such as land development and growth management in relation to needs (backlogs), etc. were mentioned in all IDPs. In most cases, however, very little indication was given of how these aspects would be practically addressed. This raises questions on the prospect that the IDP has on contributing towards a more efficient, more sustainable and more equitable area in terms of access to resources and opportunities.
- Within KwaDukuza, Ballito land development and intensification have a strong focus on the urban environment. There are, however, problems in

that there are substantial inefficiencies, separation of land uses and a fragmented urban forum.

- Local visions are short to medium-term, possibly due to legislative requirements. These need to be directed towards a longer term vision aligned with the Provincial focus.

The main challenges for the iLembe Municipality in this IDP relate to socio-economic issues, economic issues, infrastructure issues, spatial and housing issues as well as the issues around social facilities and services. The key issues most likely to have a fundamental effect on the long-term economic viability of the District are:

- Optimising on the opportunities presented by iLembe's location between the Durban Metro and Richards Bay, the two most important harbours in Africa.
- Optimising on the opportunities presented by the N2 corridor from Durban to Maputo, which already transports more than 1 million tourists per year through the iLembe District.
- The potential opportunities of the proposed development of the King Shaka International Airport on the southern border of the District.
- The backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas and in the informal settlements.
- Limited availability of bulk water in the District.
- The HIV/AIDS pandemic and its impact on regional demographics.
- Management of investor risk, and where necessary, direct intervention in order to attract international capital.
- Political stability which will best be ensured via measurable service delivery and economic opportunity.
- The maintenance and preservation of a pristine environment and coastline.
- Land release to facilitate development is of particular concern, particularly with land monopolists such as Moreland.

The iLembe District Municipality has achieved some critical developmental and local economic milestones that are related to the strategies and policies put in place. Although much progress has been made in terms of local economic development within the District and the Local Municipalities, impact on job creation and poverty relief is still limited. Continued infrastructural and institutional support with regard to achieving sustainable settlement and

development are required at the district and local municipal level, particularly in respect of addressing continued and looming backlogs. The need for this support is most evident in Ndwedwe and Maphumulo where there is revenue base.

During the analysis of current realities a continuous effort was made to offer possible solutions in addressing the issues and challenges that the iLembe Municipality are faced with. These solutions are linked to national and provincial development strategies and targets. The identified key issues and challenges can therefore be addressed by one or more of the following possible solutions presented:

- Implementing appropriate community upliftment and empowerment programmes.
- The roll-out of an HIV/AIDS Programme.
- Providing the necessary facilities that would create an environment where people can meet their basic needs and improve their quality of life.
- Implementing a LED Programme, focussing on employment creation programmes and greater economic diversity.
- Creating a stronger nodal pattern in the Municipal area through the possible development of Batho Pele Service Centres.
- Addressing the organisation and management of human settlement and creating an environment which is conducive to sustainable settlement and living.
- Implementing more appropriate land use management by applying the LUMS.
- Agriculture needs to be promoted to create downstream investment opportunities in the manufacturing sector.
- Developing and implementation of a fully-fledged Tourism Plan.
- Initiating key economic development projects.
- Implement measures that will result in the sustained economic development of the area with focused economic growth strategies for Ndwedwe and Maphumulo.
- Create an enabling environment to stimulate investment interest and confidence and maintain the momentum created. This includes skills training, adult education and increased access to job opportunities.
- Plan and provide time scales for basic engineering service provision to rural areas.
- Maintain and upgrade existing services in urban areas.
- Implementing service delivery plans in respect of all engineering services.

-
- Implementing projects that integrate social, infrastructural and economic development.
 - Providing social facilities and social educational programmes focused on the provision of shelter/place of safety for people in distress (HIV/AIDS, abused women and children) and permanent accommodation for orphans.
 - Delivery of housing through the coordination of Municipal Housing Sector Plans.
 - The provision of Batho Pele Service Centres in the rural areas could address this shortcoming. These centres are one-stop shops for those community services required on a frequent basis. The concentration of social activities may also spur the attraction of economic activities.
 - Continued financial management and discipline.
 - Formulating and implementing a programme of engagement to facilitate more effective co-ordination between the District, Local Municipalities and other service providers in the funding and delivery of services.
 - Formulating and implementing a programme for the more effective targeting and utilisation of external sources of funding.

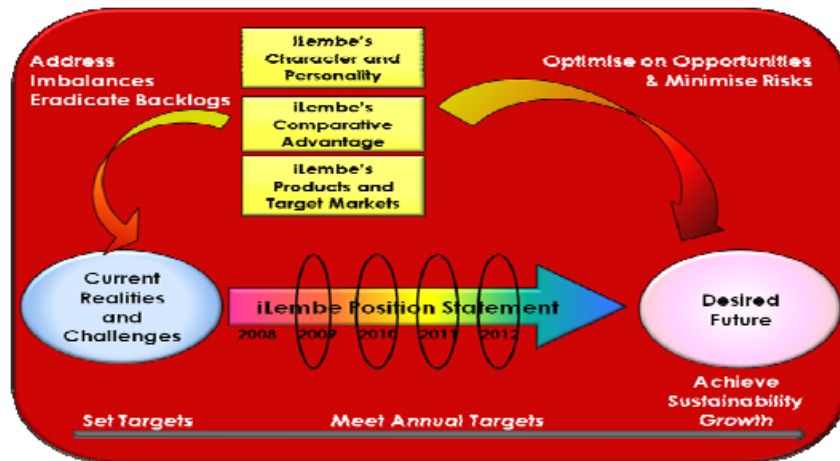
These solutions now come into play in the next section, i.e. the iLembe IDP Strategies where they are synthesised into coherent IDP strategies, objectives, programmes and projects.

SECTION C: THE IDP DEVELOPMENT STRATEGIES

C1. iLembe's Position Statement

The iLembe position statement provides a common perspective that ensures that all planning endeavours are focused on the same aim or destination to achieve the desired future for the District. This position statement creates common ground on which all stakeholders can agree and embrace in their individual or joint efforts to achieving the desired future.

The future development of the iLembe District is focused on the following perspective:



- **Its character and personality:** iLembe is an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination it needs to make a visual and aesthetic impact on all passers by who will remember iLembe as a place and an experience they enjoyed.
- **Its comparative advantage:** iLembe is strategically located between two of Africa's largest trade ports, i.e. Durban and Richards Bay with the N2

eThekweni-iLembe-uThungulu Corridor, also referred to as a Multi-sectoral Service Corridor, passing through its economic core. This advantage is further strengthened by the proposed Dube Trade Port development on iLembe's southern boundary. These aspects provide for ample opportunity to attract economic investment that will benefit all the communities of iLembe and must be made widely known and propagated to promote iLembe as a prime business and development District. iLembe is also soon to embark on its development and marketing as a prime business and investment hub.

- **Its products and target markets:** iLembe has plenty of products to offer in all the economic growth sectors put forward by the KZN PSEDS, i.e. agriculture, industrial, tourism and services. These need to be clearly defined and promoted to the benefit of all the existing and future inhabitants of iLembe.

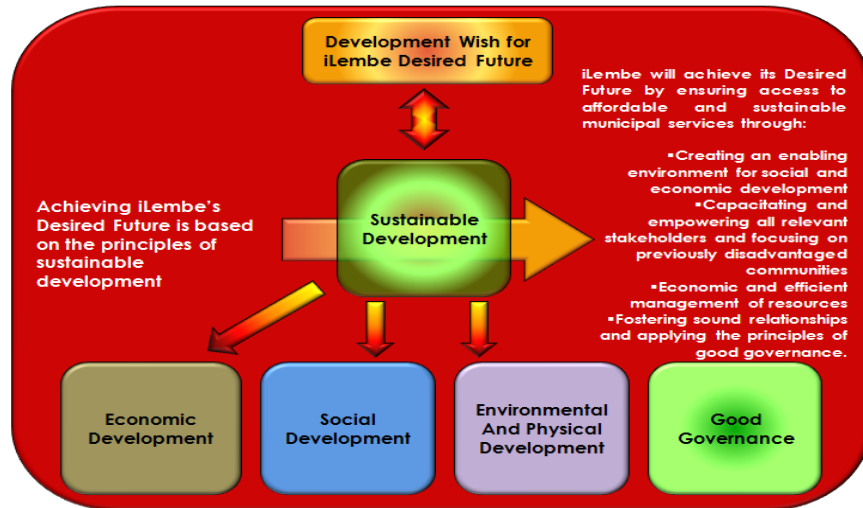
C2. iLembe's Development Vision

The iLembe position statement provides the foundation from which a clarity and agreement can be obtained of the desired future for the District. By explicitly formulating a development wish the iLembe District Municipality can ensure that all planning endeavours are focused on the same aim or destination. It inspires, focuses the attention and mobilises all residents, communities, stakeholders, politicians and officers in creating that desired future.

Ultimately this development wish can be condensed into a more catchy vision statement, but the basics stay the same, i.e.:

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

- Creating functional and institutional harmony with upstream and downstream spheres of government.



A Vision Statement is an essential ingredient in successful comprehensive development planning. Essentially, the statement should reaffirm time-tested policies or values that are generally held as positive development and community trademarks and identify others deemed relevant. Moreover, a Vision Statement should be a reflection of developmental and community aspirations. Through periodic review and refinement, it should help to set parameters for future municipal and community activities.

To guide the ultimate development of the iLembe District, the following development Vision is pursued:



C3. iLembe's Development Thrusts

iLembe has set itself the following strategic objectives and development thrusts as a guide towards achieving its Vision and to create a framework within which strategies, projects, programmes and eventual implementation can occur:

- Promote investment along existing and new corridors.
- Promote investment within defined nodes.
- Promote investment that contributes to regeneration and renewal.
- Promote investment in industrial hubs and introduce incentives.
- Provide sufficient, affordable, reliable infrastructure services.
- Encourage rural settlement along road networks and existing Infrastructure.

- Undertake skills development and maintain an updates skills database within the District, incorporating EPWP and AsgISA principles.
- Establish a Shared Services Centre as a seat of capacity building and fast-tracking of delivery.
- Establish and promote PPPs.
- Establish cooperatives to maximise economic opportunities in the agricultural sector.
- Preserve and protect the natural environment through the application of appropriate conservation management.
- Regularly maintain and upgrade existing infrastructure.
- Promote cultural and community based tourism.
- Promote integrated tourism development.

C4. iLembe's Strategic Development Role

Within a development context iLembe District Municipality has very specific roles, i.e.:



- Balanced approach to fund allocation and identification of strategic projects and programmes.
- Establish and disseminate guidelines and standards for efficient and effective service delivery in an integrated manner.
- Ensure integration of actions that support one another and encourage innovation, coordination and methods of implementation.



- Provide funding for strategic and coordinated service delivery, especially for those services that are the responsibility of the District.
- Through the coordination of the Local IDPs, identify common strategic projects for implementation.
- Create and communicate alternative incentives for service delivery and investment in the District.



- Create mechanisms that will ensure sustainable investment and economic opportunities.
- Develop and provide training for new approach and requirements.
- Establish a Shared Services Centre for coordinated and streamlined administration.
- Identify needs and opportunities for intervention especially in relation to cross-border initiatives.
- Ensure that funding is available and within the budgetary allocation towards training, capacitation, project management, monitoring, evaluation and communication.
- Establish an environment conducive to investment, skills transfer, BEE and service delivery.



C5. iLembe's Development Strategies

To achieve this Vision together with sustainable growth and development within the District, the following Strategies and Objectives are to be explored and invested:

KPA 1: Service Delivery & Infrastructure Development

Objective: To address services backlogs and future growth as well as maintain and upgrade existing infrastructure.

Municipal Action

Achievements to Date

- | | |
|---|--|
| <ul style="list-style-type: none"> • Prepared a Water Services Master Plan. • Prepare an Energy Master Plan. • Prepare Transportation Infrastructure Plan. • Eradicate 15% of the water and | <ul style="list-style-type: none"> • Master Plans have been prepared and backlogs verified. • Master Plans outlined preferred options associated with funding requirements. • Reduced backlogs by 7.5% by |
|---|--|

- sanitation backlogs.
- Improve the Spatial Structure of the District through proper land use management.
 - Coordinate and facilitate the provision of infrastructure towards social services.
 - Establish an Electrification Programme, particularly in KwaDukuza and Mandeni.
 - Maintain and upgrade electrification networks.
 - Provide and upgrade the road network.
 - Provide waste management services.
 - Emergency Water Supply and Management
- delivering water to 6 090 households and sanitation to 2 356 households.
- Partnership with Umgeni Water for bulk water supply.
 - Established regional landfill and transfer sites.
 - Gradually implementing Free Basic Electricity (50kw/h).
 - Implementing Free Basic Water (6kl/m).
 - Implementing Free Basic Solid Waste for the Indigent.
 - Electrification of 1 560 new houses in KwaDukuza.
 - Upgrade in progress of 3 sub-stations in KwaDukuza.
 - General maintenance of roads.
 - General upgrade of sports and recreation facilities.
 - Established a Capital Investment Framework that is linked to the IDP.
 - Upgrade of bulk electricity to the value of R129m in Ndwedwe and Maphumulo.
 - Energy Master Plan linked to Roll-Out and funding requirements.
 - Review of SDF to guide investment along corridors and nodes.
 - Formulated 'turn Around' Strategy linked to Action Plan.

KPA 2: Social and Economic Development

Objective: To stimulate economic development and reverse current trends of decline in diversity thereby enhancing economic growth

Municipal Action

- Prepare the LED Strategy.
- Increase the competitive advantage of the District.
- Act on development opportunities.
- Stimulate and invest in this District as a tourism destination.
- Integrate economies to achieve socio-economic upliftment.
- Focus on poverty alleviation and empowerment.
- Achieve sustainable development by incorporating environmental decision-making tools.
- Align Local Municipal Housing Sector Plans.
- Endeavour to achieve sustainable human settlement in all aspects of development and growth.
- Develop By-Laws for Environmental Health Services.
- Occupational Health Risk Assessment.
- Fire Services linked to Disaster Management Plan.

Achievements to Date

- 4 Sector Plans and a combined LED Strategy have been prepared.
- 12 Lead Projects were identified – 3 each for the economic sectors Agriculture, Tourism, Manufacturing and Services.
- A Regional Development Agency has been established.
- The Growth Coalition has been established.
- The Growth and Development Summit (2007) was held.
- R5m was sourced and secured from Provincial and National funds.
- DEAT seconded an Environmental Specialist to the District.
- Upgrade of Ndwedwe and Maphumulo Villages (NGDP).
- An Incentive Scheme Strategy is currently in progress.
- R35m was allocated towards Corridor Development (DLGTA).
- The Integrated Environmental Development Plan has been approved.
- The Environmental Risk and Hazard Assessment has been undertaken.
- Approved the Coastal Development Plan.
- Approved the Land Use Management Framework.
- Established a SEDA Office.
- Facilitated delivery of low-cost, subsidised housing throughout District.
- Established a Disaster Management Center.
- The regeneration and renewal of

- the KwaDukuza and Mandeni CBDs were initiated and underway.
- Approved building plans to value of R900m, primarily in KwaDukuza.
 - Prepared and adopted Spatial Development Plans to guide future growth.

KPA 3: Good Governance and Public Participation

Objective: To provide systems and mechanisms for accountability and public participation in municipal developmental affairs.

Municipal Action

- Formulate an IDP within the context of the 5-year cycle.
- Establish institutional structures.
- Empower the Municipality and its workforce to champion social and economic change through transparent and cooperative governance.
- Build a culture of good governance.
- Prepare and implement the PMS that is linked to IDPs and the SDBIP.
- Improve Public Participation efforts.

Achievements to Date

- Adopted the iLembe 2007 – 2012 IDP which was rated “Best Family of Municipalities” IDP.
- Established a District HIV/AIDS Council.
- Established a Youth/Gender Sub-Committee.
- Approved a Community Participation Plan.
- Adopted a Communication Strategy.
- Established the PMS and SDBIP.
- Established Sector Alignment Forums for more effective IDP coordination.
- Established a Planning Forum, focusing on coordinate planning initiatives.
- Appointed Audit Committees.
- Established a District Coordinating Forum.
- Established a Traditional House of Leaders with the appropriate Framework Protocol Agreement signed.
- Established and operationalised 66

- Ward Committees.
- Deployed 33 CDWs in the District.
- Established a District Technical Coordinating Committee.
- Employed OSAC Officer.

KPA 4: Municipal Transformation and Institutional Development

Objective: To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.

Municipal Action

- Undertake skills training to improve staff performance.
- Promote innovative leadership.
- Build capacity through sharing of services .
- Develop Strategy to retain critical and scarce skills.
- Develop innovative Leadership.
- Prepare and implement PMS linked to IDP’s and SDBIP
- Develop and review annually the Organisational Structure.
- Optimisation of ICT to improve Business processes.
- Implementation of Employment Equity Plan.
- Undertake Client Satisfaction Survey – link findings to “turn Around” Strategy.

Achievements to Date

- Powers and functions have sufficiently been dealt with at an institutional level.
- Completed the Municipal Annual Report successfully.
- Implementation plans completed for designated groups, i.e. woman, youth and disabled.
- Staff structure currently under review.
- Shared Services allocated to Enterprise iLembe.
- Established 5 ICT Centres through the E-Cooperatives Programme.
- Deployed planning support for township establishment in Ndwedwe and Maphumulo.
- Formulated “Turn Around” Strategy linked to Action Plan.

KPA 5: Municipal Financial Viability and Management

Objective: To manage municipal resources to ensure financial sustainability and affordability.

Municipal Action

- Introduce and provide Development Incentive Schemes
- Stimulate the local economy.
- Undertake a performance based budget that is accurate and realistic.
- Boost investment confidence and interest through sound financial principles and discipline.
- Improve Revenue Collection.
- Develop strategy to improve Billing System.
- Review expenditure on Non-core activities
- Review Indigent Policy
- Improve SCM.

Achievements to Date

- Received a FITCH rating of BB+.
- Employed staff in key financial positions.
- The SDBIP was approved and is continuously being monitored.
- Adopted the Rand for Rand Campaign – considering its continuation
- Data cleansing focusing on revenue enhancement is currently underway.
- The budget has successfully been linked to the IDP, PMS and SDBIP.
- Established Internal Audit Unit

In summary, the following challenges and interventions apply to iLembe District at a strategic level:



C6. iLembe "Turn Around" Strategy"

Within the current context and the MEC evaluation letter the following adjustments need to be considered during this review:-

- Additional information with regards to indigent Policy linked to roll-out of Free Basic Services (FBS);
- Funding of the Disaster Management Plan remains a challenge;
- Provide details on economic opportunities linked to Soccer 2010 Events;
- Review backlogs pertaining to basic services and linked to realistic funding strategies;
- Capital Investment Framework noted but need to ensure that internal / external funding is aligned with MTEF's from Sector Departments;
- Securing of project funding linked to priority programmes and projects;
- Alignment of Organisational Performance Management Framework to the SDBIP which needs to be addressed in coming review; and
- Update and review Spatial Development Framework to align capital investment / expenditure.

Apart from the MEC comments, the iLembe Municipality through extensive strategic planning sessions have formulated and prepared a "Turn Around" Strategy that relates to an Institutional Arrangement/Restructuring Strategy, overall Service Delivery (Basic Services) linked to detailed Action Plan setting out short, medium and long term strategies, etc. The diagram below depicts the process followed to assess the iLembe District Municipality within the context of:-

- Is the iLembe Vision realistic and can the municipality achieve the goals as set out in the said Vision?
- Are the Key Areas of Intervention and Challenges aligned with the overall Strategic Thrust?
- Does the iLembe District Municipality fulfil its mandate in terms of Section 84 Schedule of Functions, and what are the associated challenges?



Once the has been assessed the focus areas (high importance) need to be evaluated against the Financial Implications, Organisational / Institutional Arrangements and undertake a Risk Profile, where after the actions are prioritised and aligned with a “SMART” Action Plan. The Action Plan will outline the Responsibility, Timelines, Budget Implications and Implementation Process. Once the above has been formulated and adopted as the way forward, the “Turn Around” Strategy will influence and be incorporated into the Organisational Performance Scorecard.

The following two schedules (schematic representation) depicts a self assessment / evaluation of the iLembe District Municipality performance against its mandate in terms the Power and Functions of the Municipal Systems and Structures Act. The diagram indicates whether the District performs the function or not, did the Auditor General (AG) Report logged a query, did the MEC during his IDP Evaluation make reference to non-complying or identified areas for improvement, and then lastly internal performance was evaluated against the Organisational Performance Scorecard. In summary the iLembe District Municipality is not fulfilling its mandate, which in turn was queried by the AG. Furthermore, the IDP evaluation by the MEC Panel makes reference to some shortcomings that need to be addressed and to be incorporated as part of this review.

Within the context of the self evaluation (Performance Management Report) the municipality is scoring below average and can be regarded as poor.

iLembe District Mandate versus Performance

Schematic Representation of Powers & Function in terms of Structures & Systems Act: iLembe DM Mandate versus Performance Evaluation

#	Item	IDM Mandate	Perform the Duty	Audit Query (2007)	MEC IDP Evaluation	FMS Scorecard
1	Integrated Development Planning					Fair
2	Potable Water					Fair
3	Bulk Supply of Electricity	X	X			Poor
4	Sewage disposal system					Fair
5	Solid Waste Management		X			Poor
6	Municipal Roads		X			Poor
7	Passenger Transport Services		X			Poor
8	Municipal Airports		X			Unknown
9	Municipal Health					Fair
10	Fire Fighting Services		X			Poor
11	Fresh Produce Markets & Abattoirs		X			Poor
12	Cemeteries & Crematoria		X			Unknown
13	Local Tourism					Fair
14	Municipal Public Works					Fair
15	Grants Management					Poor
16	Taxes, Levies & Duties					Poor

Notes: Section 44 (Section 44) (Mandate) - Legislative Compliance; Performance Evaluation; Organisational Capacity

iLembe District Mandate versus Performance

Schematic Representation of Powers & Function in terms of Structures & Systems Act: iLembe DM Mandate versus Performance Evaluation

#	Item	IDM Mandate	Perform the Duty	Audit Query (2007)	MEC IDP Evaluation	FMS Scorecard
1	Accountability					Poor
2	Community Participation					Fair
3	Financially & Environmentally Sustainable Service Delivery					Poor
4	Equitable Access to Municipal Services					Poor
5	Local Development					Fair
6	Gender Equity					Poor
7	Safe & Healthy Environment					Fair
8	Integrated Development Planning					Fair
9	Performance Management systems					Fair
10	Incremental Improvement					Poor
11	Responsible Financial Management					Poor

Notes: Section 44 (Section 44) (Mandate) - Legislative Compliance; Performance Evaluation; Organisational Capacity

Having considered the impact of such and comparing the strengths, weakness against the current state of affairs as associated risk, the "Turn Around: Strategy was formulated. In summary the strengths to be noted are:-

- Good Strategic Plans in place (Best IDP in province);
- Active participating Councilors;
- Overall Dedication and Commitment;
- Political Stability;
- Good relationship with Private Sector;
- Focused Service Delivery – resource allocation; and
- General Compliance with Legislation.

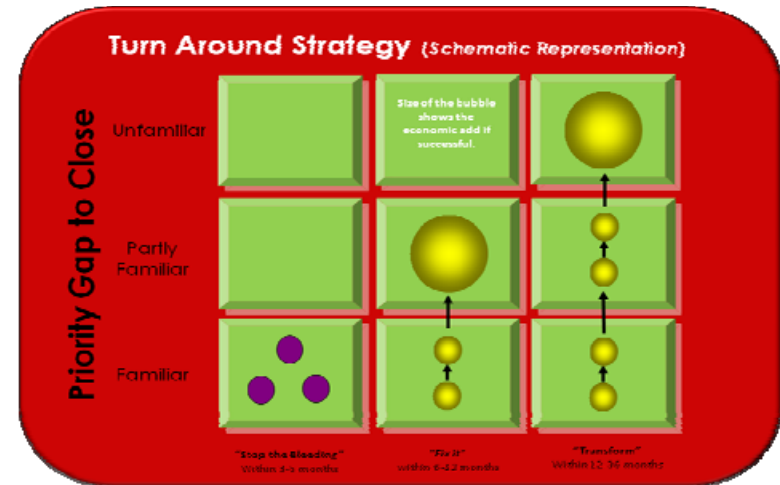
The risk exposure are:-

- Aging Infrastructure;
- Reliance on Grant Funding;
- Revenue Collection;
- Inadequate water as a Resource;
- Water Loss linked to Billing System;
- Ability to respond to Basic Services Delivery; and
- SCM System to be Streamlined.

Although the challenges are discussed in more detail as part of the "Turn Around" Strategy Report a number of solutions are presented but for purposes of this IDP Review, Top 5 Priority Areas were considered and addressed:-

- Financial Viability & Sustainability;
- Aged Infrastructure linked to Water Loss;
- Organisational Review that relates to systems, processes, structure, skills, etc;
- Communication i.e. lack of public participation; and
- Interim Turn Around Management that considers governance matters, setup control procedures and overall management.

The diagram depicts the road map for the "Turn Around" Strategy.



SECTION D: THE SPATIAL DEVELOPMENT FRAMEWORK

The iLembe SDF is currently under review and attached as **ANNEXURE J1**, it serves as a tool for the implementation of the IDP and localised spatial plans and policies, including the LUMS. It also serves to facilitate planning at a higher level by informing district and provincial authorities of the spatial development directives of the iLembe Local Municipality. Furthermore, the broad purpose of the SDF is to provide strategic guidelines and principles in terms of which development initiatives and land use applications can be evaluated. The SDF is guided by the following 5 spatial principles which form the foundation of an appropriate SDF:

- Equality
- Efficiency
- Integration
- Sustainability
- Fair and Good Governance

D1. Movement, Investment and Development Structure

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

- **Primary Development and Investment Corridors:** Consisting of the existing series of east-west provincial roads linking the N2 in the east and the western parts of the District, as well as the R102 west of the N2. The majority of the roads suggested for the establishment of primary corridors are in place.
- **Secondary Development and Investment Corridors:** The major components of the secondary corridors consist of the north-south linkages inland from the R102 and a hinterland north-south linkage connecting Ndwedwe and Maphumulo Villages. The construction of this north-south link road between Main Road 20 (Stanger-Kranskop) in the north and P25 (Tongaat to Wartburg) in the south was identified as an area of intervention in the Presidential Imbizo and has accordingly been included in

the District Projects list. These corridors represent an intermediate structuring element, providing location for development and activities primarily at the local level, but at a higher level than strictly community-orientated activities. Again the proposed corridors are substantially located on an existing road network. However, additional inter-linkages between the individual Local Municipalities would be beneficial for the establishment of greater accessibility in and to the western part of the District. Much of this area is considered underdeveloped and improved accessibility, the establishment of additional interceptor points, together with programmes for improved physical and social services and local economic development, is expected to improve development conditions.

- **Tertiary Access Corridors:** These are not indicated in the District SDF. They are however expected to be identified in the Local SDFs as they are intended to represent the focus for local area development. The interceptor points of the tertiary corridors as well as the tertiary with the secondary corridors will be ideal places for secondary, tertiary and local development nodes.

D2. Development and Activity Nodes

Again, the establishment of a hierarchy of nodes is suggested depending on their function, location and existing development in accordance with the following:

- **District Node:** This node is expected to accommodate the central administrative and service functions serving the entire District. Stanger fulfils this function, accommodating one of the largest urban concentrations within the District. It provides location for much of the economic and industrial development of the area forming the most important centre of the District.
- **Primary Nodes:** These nodes function as the main centre within each of the Local Municipalities, providing the central administrative and service functions for the local area. The towns/villages of Mandeni, Maphumulo and Ndwedwe are the primary nodes together with Ballito/Zimbali, located in the KwaDukuza Municipality, which represents a special case in terms of significant residential, tourism and economic development without accommodating administrative functions. All nodes consist of existing developments located mostly at the interceptor points of primary

and secondary development corridors. Because of their central function within the relevant Local Municipality, these primary nodes are expected to attract a series of other developments, including urban residential development, commercial and economic development, etc.

D3. Natural Structuring Systems

The District SDF highlights the importance of **the coast** in terms of a unique maritime environment and its resulting high level of environmental sensitivity. This includes the specific environments of the series of **river mouths, estuaries and lagoons**, each of which should be addressed individually in terms of their environmental uniqueness and opportunities for integration into recreational and tourism activities, as well as the potentially surrounding built environment. The Local SDFs and potential specific beachfront development frameworks should identify the unique opportunities, constraints and threats relating to the environmental issues versus development pressures on the coast.

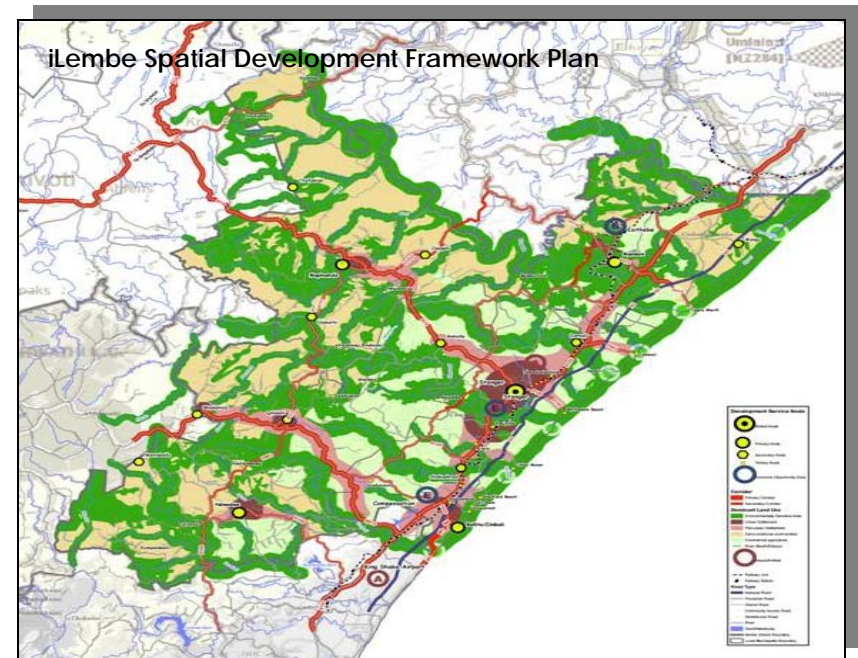
The second important component of the natural structuring system consists of the numerous **major east-west running river valleys**. These represent major topographic barriers and breaks in any development. Many of these valleys contain significant areas of indigenous vegetation and should be utilised, together with relevant tributaries, as a natural green network structuring the landscape. The width of this system depends on local topographic and environmental. Together with local communities and relevant stakeholders appropriate management and maintenance systems should be established and rehabilitation programmes considered.

This approach would also include the appropriate protection, management and rehabilitation of the natural environment within **existing mountain and hill ranges** as well as other unique natural habitats that have been identified. Where possible the variety of components should be integrated and linked into an overall natural system. Particular attention is required regarding the appropriate protection, management and rehabilitation of natural areas, river valleys, areas of natural beauty, etc. in the western parts of the District. These elements will contribute to establishing recreational and tourism opportunities that link into the more traditional beach-orientated activities.

D4. Dominant Land Uses

The District SDF only identifies the major dominant land uses. The information is largely based on information emanating from the Local SDFs. The District SDF does not repeat Local SDF information, but indicates the broad trends, ensuring that there exist similar approaches to land use categories throughout the District and that land uses, where relevant, are appropriately aligned to each other across local municipality boundaries. The following categories are identified in the District SDF:

- **Urban Development:** The extent to which urban development should take place and where it should be located. However, further details need to be established at the local level. This is relevant in particular in relation to development pressures in the coastal strip.



- **Peri-urban Settlement:** Lower density suburban development surrounding urban areas as well as major nodes and corridors and densifying rural settlement around rural nodes and corridors.
- **Rural Development:** Areas covering significant parts of the District consisting largely of traditional settlement areas. The information has been established at the local level and generalised for this District SDF. While the District SDF does not provide any further detail, it should be ensured that the local frameworks establish where future residential growth and potential densification should take place within these rural areas.
- **Agriculture:** Areas covered at present and in future by commercial agriculture primarily. This should not only represent existing areas of agriculture but also potential envisaged changes from agriculture to urbanised development and potentially more efficient agricultural activities in traditional settlement areas.
- **Economic Opportunity Zones:** Areas which either contains substantial existing economic development or areas which, due to their location or other influences, present opportunities for economic development of significance. Areas identified include the existing economic development in the north of Stanger, the existing Isithebe area in Mandeni, a potential area around Shakaskraal and Etete and a potential development area around Compensation, all situated in KwaDukuza.

D5. Integration and Reconstruction

Integration and reconstruction are issues that, while not always related to each other, are of significance in the development of the District. These elements of the SDF can only be represented spatially at the district level to some extent. Appropriate approaches which extend beyond purely physical development need to be established in coordination between District and Local Municipalities.

- **Integration:** This is required to take place at a variety of development levels ranging from provincial to inter-district to local municipal level in terms of land uses and activities, development structuring elements, environmental approaches, etc. At the more detailed level integration is

required in terms of settlement development, related development and the wider living environment as well as the design of settlement, nodal development, utilisation and integration of the natural environment, etc.

- **Reconstruction:** The reconstruction of the District and the Local Municipalities is of great significance if the objective is to go beyond visions and intentions. This requires a greater emphasis on providing improved living conditions in the presently underdeveloped areas of the District, including improved physical and social service provision, local economic development, preservation and appropriate usage of natural resources, etc. Guidance also needs to be provided for a better structuring of growth, creating unique and liveable environments in which the communities can develop themselves. This will obviously have to take place in close cooperation with the relevant communities and their structures.

D6. Finalisation of iLembe's SDF

In finalising the iLembe SDF the following aspects need to be addressed:

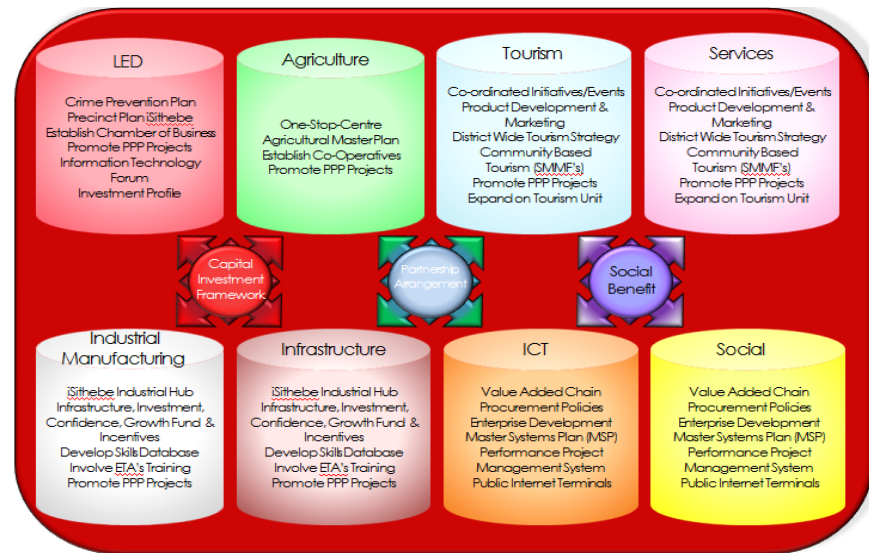
- **Providing Spatial Location for Priority Needs Identified In the IDP:** The SDF is considered as an integral part of the IDP, providing spatial location for development issues identified in the IDP. It appears therefore important that priority programmes and actions identified in the IDP are reflected in the SDF if they have a spatial dimension. As such the identified priority development of primary and secondary nodes, access linkages, areas of community-based agriculture, alternative tourism nodes, etc. are intended to be identified in the SDF with direct linkages to the relevant programmes and projects established in the IDP.
- **Providing Greater Detail on Environmentally Sensitive Areas:** Although a substantial effort has been made during the compilation of the SDF to establish appropriate environmental detail derived from the relevant environmental authorities, little meaningful detail information relevant at the level of the District SDF could be established. While the areas of concern have been identified and included into the SDF, details on the specific locational issues and potential actions required will still have to be established.

-
- **Identifying a Hierarchy of Tourism Nodes:** The development of additional tourism opportunities, both in traditional locations as well as in alternative inland areas, is seen as one of the more important economic development opportunities. The identification of a meaningful hierarchy of tourism opportunities and their integration into the established systems will form part of the SDF. This will, however, still have to be discussed with the local municipalities.
 - **Identifying Areas for Community Based Agriculture:** The provision of meaningful guidance for the development of the dispersed traditional settlement areas is of concern and importance. The approach suggested at the District SDF level is one of acceptance of the existing development in whatever present location (except within flood lines etc), the provision of basic needs to the areas concerned, but it provides for strict limitation to the existing development level. Residential growth should rather take place in the growth areas identified, i.e. areas with good access, proximity to local economic development opportunities, facilities, etc., while the establishment of community-based agriculture should be actively promoted in the remaining rural areas. This matter still needs to be finalised with the relevant Local Municipalities who are expected to provide further guidance on extent and locality.

SECTION E: SECTOR INVOLVEMENT

The iLembe Development Vision is supported by various objectives and strategies to guide decision-making and the allocation of funds. Delivering on the expectations created through this can, however, only materialise if all efforts are focused on the implementation of those projects that would best serve in attaining the objectives.

It is possible to detail projects as a long wish list. This is, however, not the intention of this IDP. There is a critical need to implement projects that would achieve the greatest benefits in the short, medium and longer term within the context of available resources and funding. Specific attention is given to addressing the most critical backlogs in the iLembe Municipality. This IDP therefore identifies projects based on addressing the needs of the iLembe community. One project may satisfy more than one objective and strategy. To fully integrate delivery on this IDP, projects are packaged to reflect their sectoral application and implications, i.e.:

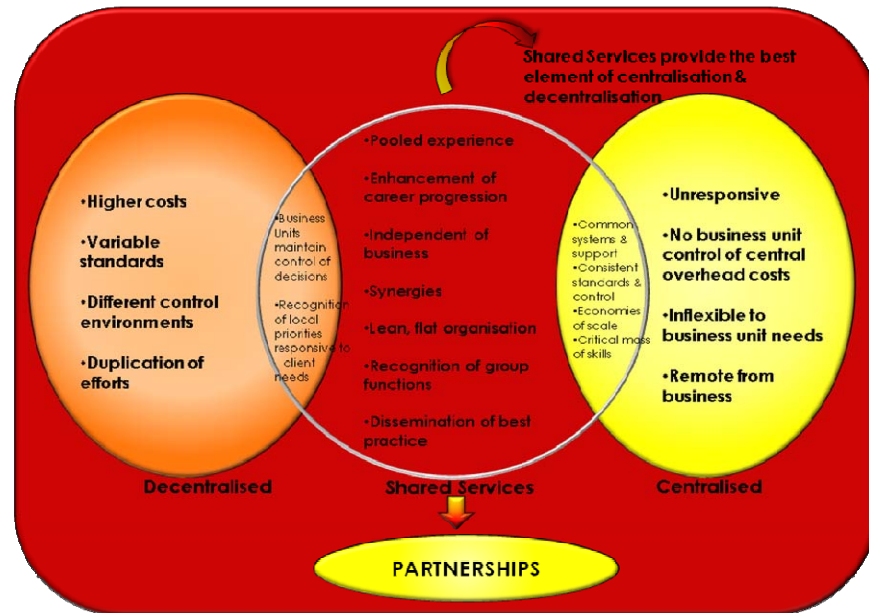


Development Package	Package Content
Infrastructure	<ul style="list-style-type: none"> iLembe as pilot project to meet targets Infrastructure Master Plan, i.e. WSDP, transport, etc. Promote PPP projects Consider incubator programmes (EPWP)
Social Services	<ul style="list-style-type: none"> Integrated service delivery Establish district health councils, mobile units, crisis centres, etc. Sport and recreation facilities Social Master Plan, i.e. safety nets, vulnerable groups, child care, orphanage youth programmes, involve NGOs
Tourism	<ul style="list-style-type: none"> Coordinated initiatives and events Product development and marketing District wide tourism strategy Community based tourism (SMMEs) Promote PPP projects Expand on tourism unit
LED	<ul style="list-style-type: none"> Crime Prevention Plan Precinct plan for Isithebe Establish Chamber of Business Promote PPP projects Information technology forum Investment profile
ICT	<ul style="list-style-type: none"> Value added chain Procurement policies Enterprise development Master Systems Plan, i.e. performance project, management system, public internet terminals, etc.
Agriculture	<ul style="list-style-type: none"> One-Stop centre Agricultural Master Plan Establish cooperatives Promote PPP projects
Industrial/Manufacturing	<ul style="list-style-type: none"> Isithebe Industrial Hub Infrastructure, investment, growth fund and incentives Develop skills database Involve ETAs Training Promote PPP projects
Services	<ul style="list-style-type: none"> Investment guide Shared services Communication strategy

Development Package	Package Content
	<ul style="list-style-type: none"> • Develop convenience centres • Regeneration and renewal • Precinct plans • Procurement strategy (BEE) • Promote PPP projects

These packages satisfy one or more objective and strategy and guide the identification of specific projects. It is critical that projects are implemented to ensure the greatest benefit in the short, medium and long-term. Performance indicators for the Municipality are also linked to these programmes. It is also essential that these packages take due cognisance of current planning and developmental initiatives on a district, provincial and national level.

An important component that links these development packages is the concept of partnerships and shared services.



The guiding principles of shared services are:

- It gives effective to framework for cooperative government.
- It promotes the coordination of activities.
- It ensures the optimal utilisation of resources.

With attributes being:

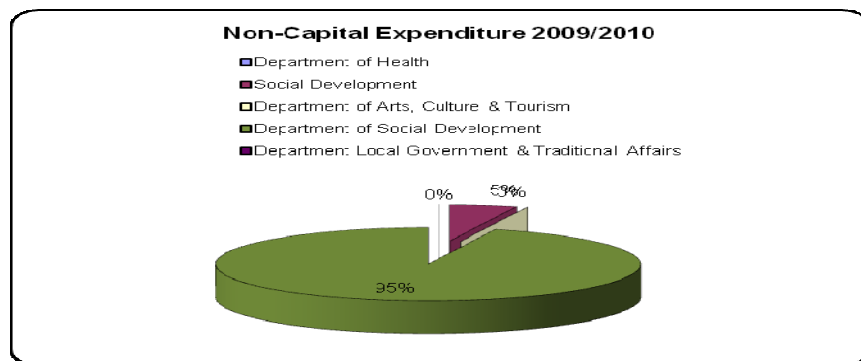
- It is a stand-alone entity.
- It is led by a senior executive.
- It is process orientated focusing on specific activities.
- It prevents duplication.
- It reduces costs.
- It leverages technological investments.
- It focuses on service and support to business partners.
- It results in the centralisation of certain databases, ensuring consistency of data across constituent municipalities.
- It provides for the standardisation of procedures.
- It improves management reporting.
- It improves efficiency and effectiveness in delivery of core functions, specifically municipal service delivery.
- It brings about IT system savings.
- It creates economies of scale.
- It changes the business context and mindset.
- It brings in the best elements of centralised and decentralised operations.
- It allows for municipalities to maintain control of decisions.

Within the context of this IDP it is evident that there are a number of interventions that the District Municipality can provide assistance with at a local level. To this end, support to the Local Municipalities has been identified as a cross-cutting activity that would be ideally facilitated within the concept of shared services with the objective of providing institutional capacity to Municipalities as the need arises.

The non-capital contribution within iLembe District Municipality for period 2009/10 by the various sector departments are as follows:

Non Capital Contribution within iLembe District Municipality for period 2009/10		
Sector Department	Programme	Contributions
Department of Health	Unknown (info Outstanding)	-
	Sub-total	-
Social Development	FAMSA	270,000
	Childline	230,000
	Mental Health Society	2,712,124
	SANCA	520,000
	Mzamo Child Guidance Clinic	835,000
	Sub-total	4,567,124
Arts, Culture & Tourism	Unknown (info outstanding)	-
	Sub-total	-
Social Development	Old Age	30,225,260
	Disable	30,399,990
	War Vets	1,030
	FCG	3,308,880
	CDG	2,149,280
	COMB	-
	GIA	203,280
	CSG	18,660,240
	Sub-total	84,947,960
DLGTA	Unknown (info outstanding)	-
	Sub-total	-
	Total	R89,515,084

The diagram below depicts the percentage allocation per Sector Department towards the respective programmes and initiatives:-



SECTION F: IMPLEMENTATION PLAN

Finance in general, and the availability of funding, both capital and operating, is viewed as the primary constraint for the District and Local Municipalities in achieving their developmental mandate. The iLembe District Municipality is acutely aware of the financial pressures on it and has instituted an entirely new approach to its budgeting, monitoring and financial control procedures. Its position in terms of increasing debt, creditors and unspent grant is considered a critical issue in the future cash management of the Municipality.

The Municipality is aiming for cash backed operating reserves equivalent to 2 months operating expenditure. The Municipality has formulated a number of strategies to facilitate the actual implementation of this IDP and these include:

- The Municipality will, as part of its ongoing budget process, produce a three-year medium-term strategy and review and amend it as necessary on an annual basis.
- The Municipality will continue to develop a budgetary system that projects at least three years in advance from the forthcoming year. This is in line with the recommendations of the MFMA.
- The Municipality will introduce key performance indicators relating to cash and cash management.
- The Municipality will develop budgetary systems that increase ownership of the budgetary process by departmental heads.
- The Municipality will encourage maximum interest earnings and minimum interest outgoings. It will achieve this by appropriate cash flow forecasting as part of its prudential financial control principles.
- The Municipality will develop an income maximisation strategy.
- The Municipality will produce an Asset Management Plan as part of its annual budgetary processes.
- The Municipality will endeavour to achieve at least two months operating budget in the form of a general reserve backed by cash by 2010. In the interim the Municipality will build accounting and cash balances during a period of low short-term interest rates.
- The Municipality will ensure national, provincial and district priorities are included in the decision framework.
- The Municipality will leverage increased grants from organisations such as the DBSA, the National Lottery and others for major initiatives.
- The Municipality will increase tariffs subject to inflation rate.

The purpose of the Medium-term Expenditure Framework is to set out a three year framework for money planned for capital investment programmes required to achieve the IDP objectives. This is directly linked to the strategic objectives of the iLembe Municipality, thereby linking IDP objectives to an approved Municipal Budget.

Up to December 2008 R62.1 million (47%) of the original 2008/09 capital budget has been spent on capital projects. R109,6 million has been received from MIG for 2009/10 for additional water reticulation projects that will be undertaken. The bulk of the capital budget will be financed from the MIG grant and DBSA loan. MIG funding forms a large portion of the external sources of funds granted to the iLembe District Municipality as capital funding. The 2009/2010 MIG and Grants cash flow projections are:

Project Title	Financed From	Amount (R)
Sanitation		
KwaDeda Household Sanitation	MIG	4,997,760
Ndwedwe Ward 16 Sanitation	MIG	3,500,000
Maqumbi Household Sanitation (Maphumulo)	MIG	5,000,000
San Sauci Extension (Bulwer Farm)	MIG	7,500,000
Maurice Perry Sewer Pump Station	MIG	500,000
Lindelani Water Born Sewerage	MIG	10,000,000
Mandeni Ward 16 HH Sanitation	MIG	5,050,000
Water & Sanitation to Schools & Clinics	MIG	2,007,000
Water		
Ozwothini Mlamula Water	MIG	6,500,000
Ozwothini Gcwensa Nodwe Water	MIG	8,000,000
Hlimbithwa Water	MIG	7,000,000
Masomonco Water	MIG	100,000
Nqcebo KwaDukuza Water	MIG	16,050,000
Luthuli Water	MIG	3,500,000
Ndlinde Water	MIG	20,896,240
Macambini Water Supply Phase 2	Grant	8,000,000
Nqcebo/KwaDuluza Water	Grant	13,500,000
Other		
Expanded Public Works programme	Grant	5,646,000
TOTAL CAPITAL		R130,747,000

Capital expenditure is mainly focused on water and sanitation and to a lesser extent on community and social services and are all funded from external sources, i.e. grants and subsidies. The iLembe District Municipality cannot sustain the extension and improvement of infrastructure using loan funds. It is imperative that central and provincial government allocate grant funding for infrastructure and also for the maintenance of existing and new infrastructure to sustain service delivery to the iLembe communities.

The three year Implementation Schedule with committed human and financial resources is attached to this document and **ADDENDUM L1**.

SECTION G: IDP PROJECTS

Various programmes and projects have been identified at a district and local level and by the iLembe Municipality itself to meet the challenges and to improve the quality of life for all resident communities. Detailed information on these programmes and project are included in the Schedule of Projects in **ADDENDUM L2**. These programmes and projects also have financial implications and need to be budgeted for. Moreover, they need to be aligned to the allocation of governmental and provincial funds as well as to the allocation of funds by other external and non-governmental funding agencies.

It is, however, a reality that the needs of the iLembe area and the requirements in terms of delivery of infrastructure, facilities and services far outweigh the availability of internal financial resources. iLembe District Municipality and the four Local Municipalities would therefore have to rely on external funding; more so the Ndwedwe and Maphumulo Municipalities. It is therefore critical that projects be prioritised. The following principles need to guide such a prioritisation process:

- Carry over expenditure from committed projects, critical projects (e.g. implementing projects and actions identified by previous IDPs).
- Legal requirements (e.g. the IDP and Sector Plans).
- Importance versus urgency, i.e. focus on projects that are important rather than urgent (e.g. addressing service backlogs).
- Effective allocation of funds supporting the concept of nodality in service and infrastructure provision.
- Desirability versus sustainability, i.e. focus on projects that are sustainable rather than desirable.
- Investment versus benefit, i.e. greatest impact per Rand spent.
- Community request/need.

This prioritisation needs to be undertaken as a prerequisite for the iLembe Financial Plan and the Capital Investment Programme and Framework. In the assessment of essential and necessary items, the following distinction was made to decide whether an item should be included in the first, second or third year:

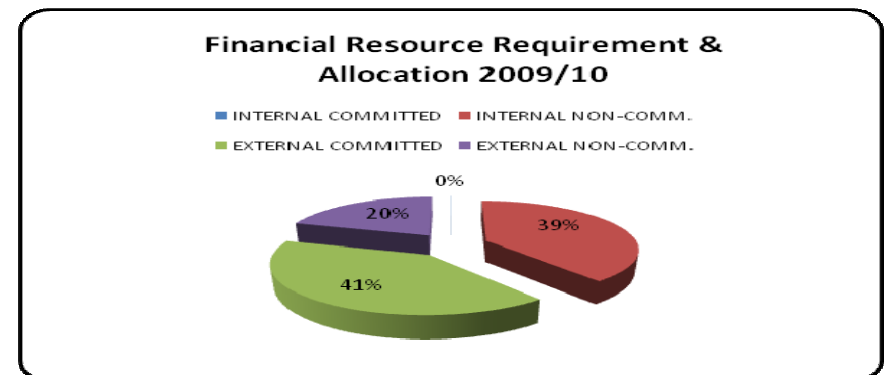
- Consequence of doing nothing: e.g. the consequence of not providing water and sanitation to minimum standards in the short-term is deemed

more severe than the consequence of not providing sport and recreational facilities.

- Importance and urgency: although the provision of social services and engineering infrastructure is rated as urgent, attention to important aspects, such as environmental management cannot be overseen.

Financial resources need to be allocated on an equitable basis and co-ordinate all sectoral input. It is also necessary that a participative process be followed in the prioritisation of projects to ensure transparency and general "buy-in" into the results of such a process. Finally, prioritisation and the allocation of resources must always be guided by the Objectives and Strategies of this IDP in striving to realise the vision of the iLembe community.

A Capital Investment Framework was developed as part of the Financial Plan demonstrating the relationship between what resources are required to meet the challenges as per mandate and the actual budget implications, incorporating the respective MTEF's of the Provincial Sector Departments in an attempt to set the framework for capital investment. It is clear that the need by far over exceed the resource allocation, as well as the ability of the iLembe District Municipality to fulfil its mandate through the allocation of own resources, hence its dependency on external grant funding to deliver services. The diagram below depicts the relationship between the different levels of funding (committed versus non-committed) for the financial year 2009/10 within the context of the Capital Investment Framework.



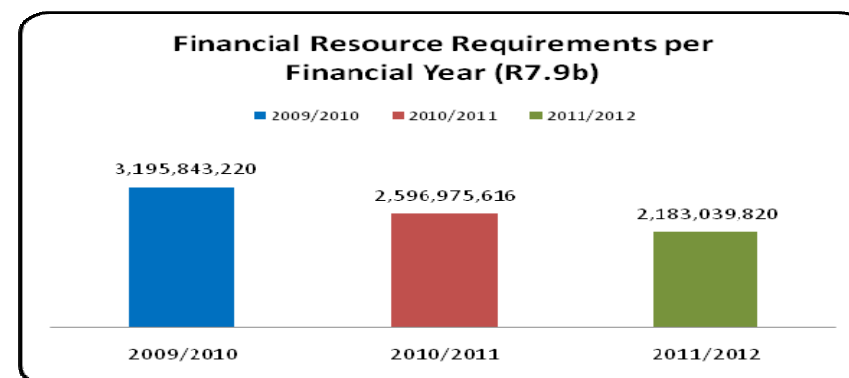
The table below depicts the Capital Budget per Functional Sector (Strategic Development Role) for the principle 2009/10 iLembe IDP. It can be noted that water and sanitation was regarded as priority and to which most of the iLembe resources are to be allocated.

Functional Sector (Strategic Role)	Total Budget 2009/10	%
Agriculture	21,300,000	0.27
Cemetery & Crematoriums	500,000	0.01
Community Centres	19,300,000	0.24
Disaster Management	34,695,000	0.43
Economic Development	13,150,000	0.17
Education	696,902,646	8.84
Electricity Provision	1,727,405,786	21.91
Environmental Management	750,000	0.01
Finance & IT	16,900,000	0.21
Governance	900,000	0.01
Health	223,200,000	2.83
Housing Development	918,995,978	11.66
Institutional Development	73,250,000	0.93
Manufacturing	-	0.00
Roads & Storm Water & Transportation	259,513,486	3.29
Sanitation Infrastructure	1,401,777,760	17.57
Social Development (Welfare)	-	0.00
Spatial & Land Use Management	135,050,000	1.71
Special Projects	85,830,000	1.09
Sport & Recreation Facilities	40,000,000	0.51
Tourism Development	2,100,000	0.03
Waste Management	900,000	0.01
Water Infrastructure	2,303,888,000	28.88
TOTAL	7,976,308,656	100%

**Priority
Expenditure**

This clearly indicates an alignment of capital investment with key areas of intervention, i.e. the provision of basic services which in the case of iLembe is focussed on water and sanitation as it should be in terms of national and provincial guidelines. A critical factor remains the capacity of the respective service providers to deliver on these requirements.

The graph below outlines the financial resources required per financial period to meet the millennium goals / targets (address backlogs) within the context of the Capital Investment Framework.



Of the total capital investment need of R7,9 billion, 46% constitute water and sanitation need to address iLembe District Municipality backlog and to meet the millennium goals of 2014. In the case of Water Infrastructure a total of R2,3 billion is required to address the backlogs of which only R112 million (16%) is secured as committed capital funding, to be received from external sources i.e. MIG, etc. A similar scenario presents itself in the case of Sanitation Infrastructure that represents committed funding of R32,67 million (7%).

In response to the above circumstances and in response to the "Turn Around" Strategy, a high and low road scenario was formulated to assess the financial implications/requirements to address the need/backlog with regards to delivery of basic services namely water and sanitation within both the rural and urban context. The scenarios were based on the following assumptions:

- Total Water Backlog of 55 742 Households (38%)
- Total Sanitation Backlog of 55 742 Households (38%)
- 50/50 Allocation between Urban & Rural Population
- Different Costs allocated towards Urban & Rural Bulk Infrastructure
- Different Costs allocated towards Urban & Rural Bulk Reticulation
- High Road – **iLembe Top-Up Contribution** to eradicate Backlog by 2014
- Middle Road – **iLembe Partial Contribution** to eradicate Backlog by 2014
- Low Road – **iLembe No Contribution** to eradicate Backlog by 2014

- Infrastructure Opex associated with different Type & Level Service Average at 4%
- Human Resource Opex associated with dedicated HR average at 5%
- Opex Knock-On of 9% to meet 100% of Backlogs (Millennium Goal)
- Opex varies towards lesser contribution by iLembe to meet Targets

The following tables demonstrate the different scenarios:-

	Year 1 2009/10	Year 2 2010/2011	Year 3 2011/2012	Year 4 2012/2013	Year 5 2013/2014	Total
High Road Scenario (Water & Sanitation)						
MIG DORA Allocation	104,276,000	85,438,000	100,000,000	110,000,000	120,000,000	519,714,000
iLembe Budget Allocation	64,510,776	83,348,776	68,786,776	58,786,776	48,786,776	324,219,880
	168,786,776	168,786,776	168,786,776	168,786,776	168,786,776	843,933,880
						To meet Target of 2014 100%
						Total Cost per Household 30,280
No of Units (Water)	5,574	5,574	5,574	5,574	5,574	
No of Units (Sanitation)	5,574	5,574	5,574	5,574	5,574	
Accumulative No of Units	11,148	22,297	33,445	44,594	55,742	55,742
Operational Cost (New Infrastructure)	6,751,471	6,751,471	6,751,471	6,751,471	6,751,471	33,757,355 4%
Operational Cost (Human Resources)	8,439,339	8,439,339	8,439,339	8,439,339	8,439,338.80	42,196,694 5%
	15,190,810	15,190,810	15,190,810	15,190,810	15,190,810	75,954,049
						Allocation towards Operational Costs 9%

- iLembe Capital requirement of R324m over next 5 Year – 100% Eradication
- Operation Knock-On of R75,9m over next 5 Years (9%)
- Annual Service Delivery of 5 574 Units per Sector (Water & Sanitation)

	Year 1 2009/10	Year 2 2010/2011	Year 3 2011/2012	Year 4 2012/2013	Year 5 2013/2014	Total
Middle Road Scenario (Water & Sanitation)						
MIG DORA Allocation	104,276,000	85,438,000	100,000,000	110,000,000	120,000,000	519,714,000
iLembe Budget Allocation	32,255,388	41,674,388	34,393,388	29,393,388	24,393,388	162,109,940
	136,531,388	127,112,388	134,393,388	139,393,388	144,393,388	681,823,940
No of Units (Water)	4,509	4,198	4,438	4,603	4,769	
No of Units (Sanitation)	4,509	4,198	4,438	4,603	4,769	
Accumulative No of Units	9,018	17,414	26,290	35,497	45,035	45,035
						Estimated additional 4 Years to address backlog 81%
						Total Cost per Household 30,280
Operational Cost (New Infrastructure)	5,461,256	5,084,496	5,375,736	5,575,736	5,775,736	27,272,958 4%
Operational Cost (Human Resources)	4,095,942	3,813,372	4,031,802	4,181,802	4,331,802	20,454,718 3%
	9,557,197	8,897,867	9,407,537	9,757,537	10,107,537	47,727,676
						Allocation towards Operational Costs 7%

- iLembe Capital requirement of R162m over next 5 Year – 81% Eradication
- Operation Knock-On of R47,7m over next 5 Years (7%)
- Annual Service Delivery of 4 509 Units per Sector (Water & Sanitation)

	Year 1 2009/10	Year 2 2010/2011	Year 3 2011/2012	Year 4 2012/2013	Year 5 2013/2014	Total
	Low Road Scenario (Water & Sanitation)					
MIG DORA Allocation	104,276,000	85,438,000	100,000,000	110,000,000	120,000,000	519,714,000
iLembe Budget Allocation	-	-	-	-	-	-
	104,276,000	85,438,000	100,000,000	110,000,000	120,000,000	519,714,000
						-
No of Units (Water)	3,444	2,822	3,303	3,633	3,963	
No of Units (Sanitation)	3,444	2,822	3,303	3,633	3,963	
Accumulative No of Units	6,887	12,531	19,136	26,401	34,327	34,327
						Estimated additional 8 Years to address backlog
						62%
						Total Cost per Household
						30,280
Operational Cost (New Infrastructure)	4,171,040	3,417,520	4,000,000	4,400,000	4,800,000	20,788,560 4%
Operational Cost (Human Resources)	1,042,760	854,380	1,000,000	1,100,000	1,200,000	5,197,140 1%
	5,213,800	4,271,900	5,000,000	5,500,000	6,000,000	25,985,700
						Allocation towards Operational Costs
						5%

- iLembe Capital requirement of R0 over next 5 Year – 62% Eradication
- Operation Knock-On of R25,9m over next 5 Years (5%)
- Annual Service Delivery of 3 444 Units per Sector (Water & Sanitation)

The challenges now require a concerted effort to procure and source funding to meet the targets, and for iLembe District Municipality to consider different funding structures and mechanisms to align its budget with of its need and "Turn Around" Strategy.

SECTION H: FINANCIAL MANAGEMENT

One of the biggest challenges of the Financial Plan is matching increased service demands with a relatively stagnant revenue basis. This is further aggravated by the challenges of joblessness and HIV-ravaged households where the latter, more than often, are child-headed households. The restructuring of electricity supply also had a severely negative impact on Municipal revenue generation. This process resulted in the loss of revenue and fiscal surpluses that the Municipality was relying on.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the iLembe Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and "pie in the sky". The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

iLembe Municipality is faced with the awesome task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

The iLembe budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the District needs to address its financial challenges on the following basis:

- Further improving the Municipality's image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality's cash flow position.
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers in line with developed 'golden rules'.
- Further enhancing public participation in the next budget cycle.

- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen's expectations.
- Adjusting the organisation in line with information produced from the performance management system.

H1. Operating Revenue and Expenditure Framework

The Table and graphs that follow indicate the expected operating revenue and expenditure for the iLembe Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The "bottom line" is the disposable operating revenue, i.e. the amount that the Municipality would have to allocate in terms of this Financial Plan.

A summary of the 2008/09 budget and draft 2009/10 budget are as follows:

	Operating Budget (R)	Capital Budget(R)
Original 2008/09 Budget	211,383,363	149,721,800
Adjusted 2008/09 Budget	227,421,063	209,683,200
Draft 2009/10 Budget	249,086,395	130,747,000

The reason for the increase in the adjusted capital budget towards the capital budget of approximately R60 million relates to the "Turn Around" Strategy with specific reference to service delivery of R6 million as a Vat Refund, increased DBSA Loan by R5 million as well as MIG carry over from previous years of R19 million.

Below is a summary of expenditure and income by Department in respect of the Operating Budget:

Department	Original Budget 2008/09	Adjusted Budget 2008/09	Draft Budget 2009/10
Expenditure			
Corporate Services	29,422,244	25,406,354	26,384,543
Council General	6,145,000	7,318,549	8,177,951
Finance	6,985,730	9,869,569	10,558,587
Municipal Manager	7,120,223	5,902,174	7,195,890

Department	Original Budget 2008/09	Adjusted Budget 2008/09	Draft Budget 2009/10
Technical Services Overheads	7,521,981	7,343,500	10,538,712
Corporate Governance	3,987,439	4,670,500	4,429,114
Information Technology	3,354,969	4,113,500	4,243,321
LED and Planning	7,498,090	7,417,000	8,526,786
Support Services	1,635,849	1,652,000	1,849,423
Sewerage	20,863,979	24,067,572	25,186,142
Water	101,676,761	108,744,525	126,036,556
Functions	15,176,100	20,915,820	15,959,370
TOTAL EXPENDITURE	211,388,365	227,421,063	249,086,395
Income			
General Income	126,406,000	136,956,000	159,005,000
Council General	0	60,000	0
Sewerage	13,087,963	13,087,963	14,135,000
Water	65,509,403	70,379,100	68,724,396
Functions	6,385,000	6,938,000	7,222,000
TOTAL INCOME	211,388,366	227,421,063	249,086,396

Below is a summary of expenditure and income per category in respect of the operating budget:

Category	Original Budget 2008/09	Adjusted Budget 2008/09	Draft Budget 2009/10
Expenditure			
Salaries	64,914,106	69,893,314	83,623,381
General Expenses	38,717,234	38,365,676	40,573,647
Repairs and Maintenance	8,531,800	15,490,669	18,869,694
Contributions to Provisions	26,145,047	27,795,422	28,800,077
Capital Charges	12,459,078	12,459,078	16,209,078
Contributions to Fixed Assets	645,000	2,020,000	2,141,200
Bulk Purchases	36,100,000	33,242,563	35,237,116
Management Contract	8,700,000	7,238,521	7,672,832
Functions	15,176,100	20,915,820	15,959,370
TOTAL EXPENDITURE	211,388,365	227,421,063	249,086,395

Category	Original Budget 2008/09	Adjusted Budget 2008/09	Draft Budget 2009/10
Income			
General Income	126,406,000	136,956,000	159,005,000
Corporate Governance	0	60,000	0
Council General	0	0	0
Corporate Services	0	0	0
Sewerage	13,087,963	13,087,963	14,135,000
Water	65,509,403	70,379,100	68,724,396
Functions	6,385,000	6,938,000	7,222,000
TOTAL INCOME	211,388,366	227,421,063	249,086,396

Provincial grants have been provided for as per the schedule provided by the KwaZulu-Natal Provincial Treasury and are as follows:

Grant	Allocation 2009/10	Allocation 2010/11
Strategic Support	500,000	467,000
Spatial Development	250,000	0
Development Administration	250,000	0
Municipal Development Information Systems	200,000	300,000
Centre Management Support	500,000	600,000
Local Economic Development Catalyst	2,500,000	1,500,000
Motor Vehicle Licence Fees	85,000	37,000
Provincial Management Assist	100,000	0
Library Building Projects	500,000	5,400,000
Infrastructure	852,000	0
TOTAL	5,737,000	8,304,000

The most significant source of internal income is the income from the water and sanitation services. The collection rate for the water and sanitation services income still requires a lot of improvement to ensure the achievement of the service delivery targets. The iLembe District Municipality is implementing the credit control policy to ensure that this is achieved and that all outstanding debts are collected. During the 2007/2008 financial year the total Municipal debt stood at R122 million and a R64 million provision exists for bad debt. The collection of these outstanding debtors is a priority of the District Municipality

and is receiving the most urgent attention. The Municipality has initiated two interventions to address revenue collection challenges, namely Data Cleansing Exercise and a Rand for Rand Incentive Scheme. The former intervention addresses challenges around the billing system including accuracies thereof whilst the latter endeavours to use the arrears of the past to encourage and reward payment of the current account. The results of this intervention would only be known in December 2009.

H2. Capital Investment Programme and Framework

The Capital Investment Programme and Framework (**ADDENDUM L3**) focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the iLembe Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area – in urgency and in financial terms.

The draft capital budget for 2009/10 totals R130,747 million and is financed from the Municipal Infrastructure Grant (MIG) R109,6 million and Grants of R21,2 million. No internal funds are allocated. The table below depicts a summary of the of the Draft Capital Budget for 2009/10: -

Project Title	Financed From	Amount (R)
Sanitation		
KwaDeda Household Sanitation	MIG	4,997,760
Ndwedwe Ward 16 Sanitation	MIG	3,500,000
Maqumbi Household Sanitation (Maphumulo)	MIG	5,000,000
San Sauci Extention (Bulwer Farm)	MIG	7,500,000
Maurice Perry Sewer Pump Station	MIG	500,000
Lindelani Water Born Sewerage	MIG	10,000,000
Mandeni Ward 16 HH Sanitation	MIG	5,050,000
Water & Sanitation to Schools & Clinics	MIG	2,007,000
Water		
Ozwathini Mlamula Water	MIG	6,500,000
Ozwathini Gcwensa Nodwe Water	MIG	8,000,000
Hlimbithwa Water	MIG	7,000,000
Masomonco Water	MIG	100,000
Ngcebo KwaDukuza Water	MIG	16,050,000
Luthuli Water	MIG	3,500,000

Project Title	Financed From	Amount (R)
Ndlinde Water	MIG	20,896,240
Macambini Water Supply Phase 2	Grant	8,000,000
Ngcebo/KwaDuluza Water	Grant	13,500,000
Other		
Expanded Public Works programme	Grant	5,646,000
TOTAL CAPITAL		R130,747,000

It should, however, be noted that the backlogs have not been spread over a 3 – 5 year timeframe as in the case of the MTEF. This is mainly due to the reluctance of both national and provincial government departments to participate in the IDP process or provide the necessary information. The iLembe Municipality finds neither prudence nor diligence in creating false expectations.

One of the most critical issues related to achieving what has been set out in this IDP and particularly in respect of its Capital Investment Programme and Framework is the availability of resources – financial and human resources. Financial and human resource constraints are of national significance and the question remains that, even if the iLembe District Municipality has access to sufficient financial resources to fund this Capital Investment Programme and Framework, does it have the human resource capacity to give effect to this Capital Investment Programme and Framework? The District's Institutional Plan needs to consider this matter further and give particular consideration to human resource capacity and development.

H3. IDP Projects within Spatial Context

The nodes and corridors within iLembe have been identified as priority investment areas within the District and this is one of the most critical thrusts of this IDP. The IDP projects are spatially represented on the map that follows. It is, however, clear that in many instances public investment is directed to areas outside these identified nodes and corridors.

Spatially it is inevitable that some identified and committed projects fall outside the extent of the IDP corridors and nodes that have been set as the primary strategic thrust areas for investment and development. The fact that iLembe

communities are entitled to basic service provision is acknowledged. However, in the long-term it is critical to rectify this investment pattern and to focus on balancing the iLembe space-economy. This would ultimately result in the optimisation of investment and infrastructure to the long-term benefit and sustainability of the iLembe area.

At this point it is critical to take this matter forward, not by calling a halt to all such projects, but to caution on the potential danger of continuing on this basis and the potential damage this could cause in achieving a credible IDP for iLembe District. This matter must be taken forward and addressed fully in the annual reviews of this IDP to monitor developmental impact and change course, should it be necessary.

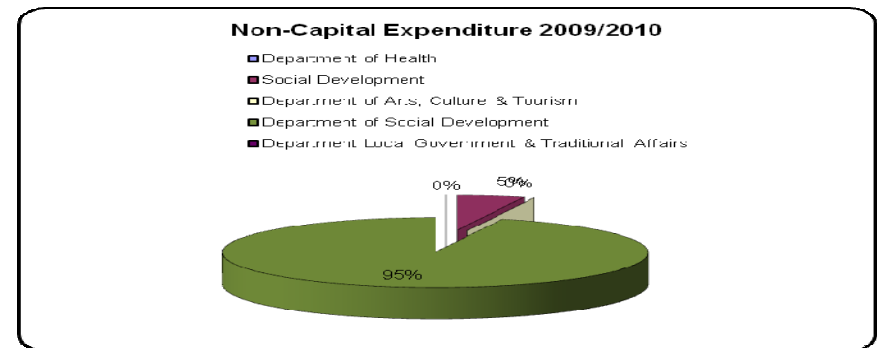
H4. Social Investment

Not all investment into the iLembe District is of a capital nature. Vast amounts are allocated to the iLembe District as social investment, with particular reference to the following:

Non Capital Contribution within iLembe District Municipality for period 2009/10		
Sector Department	Programme	Contributions
Department of Health	Unknown (info Outstanding)	-
	Sub-total	-
Social Development	FAMSA	270,000
	Childline	230,000
	Mental Health Society	2,712,124
	SANCA	520,000
	Mzamo Child Guidance Clinic	835,000
	Sub-total	4,567,124
Arts, Culture & Tourism	Unknown (info outstanding)	-
	Sub-total	-
Social Development	Old Age	30,225,260
	Disable	30,399,990
	War Vets	1,030
	FCG	3,308,880
	CDG	2,149,280
	COMB	-
	GIA	203,280
	CSG	18,660,240
	Sub-total	84,947,960
DLGTA	Unknown (info outstanding)	-

	Sub-total	-
	Total	R89,515,084

The diagram below depicts the percentage allocation per Sector Department towards the respective programmes and initiatives:-



SECTION I: ORGANISATIONAL PERFORMANCE

11. Organisational Performance Framework

The iLembe District Municipality's Organisational Performance Framework is formulated on the following basis:

National KPA	Status	Strategic Objectives	Municipal Action	Baseline	KPI	Type of KPI	Target/ Time Frame	Budget Implication	Responsibility	
Basic Service Delivery	Core	To address services backlogs and future growth requirements in the Municipality and to maintain and upgrade existing infrastructure	Roll-out municipal service delivery to all communities within the iLembe District in the most efficient, effective, affordable and sustainable manner							
			Determine and agree on the functions performed by the various municipalities and service providers							
		To improve spatial structure and definition of urban functions within the iLembe Municipality and to improve access to opportunities in the urban core as well as rural areas	Ensure human settlements that serve people in a way that is different from simply providing housing	■ ■ ■	▶	To be completed as part of the PMS and SDBIP				
			Ensure sustainable land use planning and management							
		Formulate a Land Use Management System								
To coordinate and facilitate the effective provision of Social Services within the iLembe District	Provide accessible social facilities and associated amenities									
	Facilitate awareness and appropriate measures to manage and address HIV/AIDS									
Local Economic Development	Core	To stimulate local economic development to reverse the current trends of decline and lack in diversity of the economy, thereby enhancing economic growth	Develop and diversify the District's economy on a sustainable manner to increase the overall competitive advantage thereof in the three sectors agriculture, manufacturing and tourism							
			Act on the development opportunities originating from the various corridors running through the area, as well as the business zone developments associated with the Dube Trade Port	■ ■ ■	▶	To be completed as part of the PMS and SDBIP				
		Stimulate the development of iLembe as a prime tourist destination								
		Take the necessary steps to ensure that poverty alleviation,								

National KPA	Status	Strategic Objectives	Municipal Action	Baseline	KPI	Type of KPI	Target/ Time Frame	Budget Implication	Responsibility
		To invest in the management of a sustainable environment to deliver on the quality of life	empowerment of women and socio-economic upliftment projects are implemented linked to EPWP & AsgiSA principles						
			Create a safe and secure environment that facilitates investment and visitor (business & leisure tourists) confidence						
			Develop strategic tools to guide decision-making for environmental management and sustainable development	■ ■ ■	▶	To be completed as part of the PMS and SDBIP			
			Establish an integrated environmental management system						
			Conserve areas of environmental, conservation and tourist significance						
Governance and Public Participation	Core	To provide systems and mechanisms for accountability and public participation in the affairs of the Municipality	Establish institutional structures which are fully representative, participative and empowered to champion social and economic change through transparent and co-operative governance	■ ■ ■	▶	To be completed as part of the PMS and SDBIP			
			Ensure transparency, equity and integrity and build a culture of good governance						
			Implement a Performance Management System for the District linked to KPAs as per the IDP						
Municipal Transformation and Organisational Development	Core	To promote institutional structures which are fully representative, participative and empowered to champion social and economic change through and improve the institutional capabilities of the Municipality for service delivery	Enhance institutional capacity through Skill Training & Empowerment to improve staff performance						
			Provide innovative leadership in the District	■ ■ ■	▶	To be completed as part of the PMS and SDBIP			
			Build capacity through the Sharing of Services						
Municipal Financial Viability and Management	Core	To manage the Municipality's resources to ensure financial sustainability and affordability	Provide an Incentive Scheme to encourage development initiatives which are in support of stimulating the local economy i.e. labour intensive						
			Promote Performance Based Budget Plan i.e. accurate and realistic						

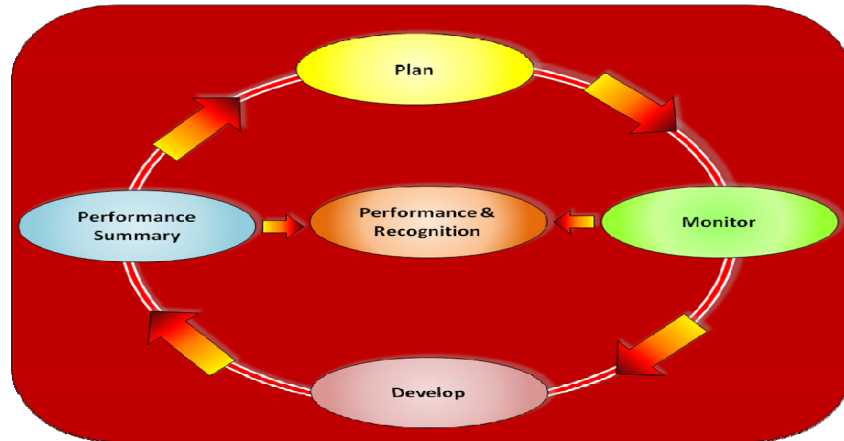
National KPA	Status	Strategic Objectives	Municipal Action	Baseline	KPI	Type of KPI	Target/ Time Frame	Budget Implication	Responsibility
			Consider and promote the establishment of partnership arrangements	■ ■ ■	▶				
			Stimulate investment interest and confidence through sound financial principles and discipline						
TOTAL									

To be completed as part of the PMS and SDBIP

A Half Year Performance Report dated 3 March 2009 was tabled by the PMS Unit Manager and concluded overall improvement and meeting the KPA's as part of the SDBIP. Refer to **Addendum L5** for more details.

12. Organisational Performance Management System

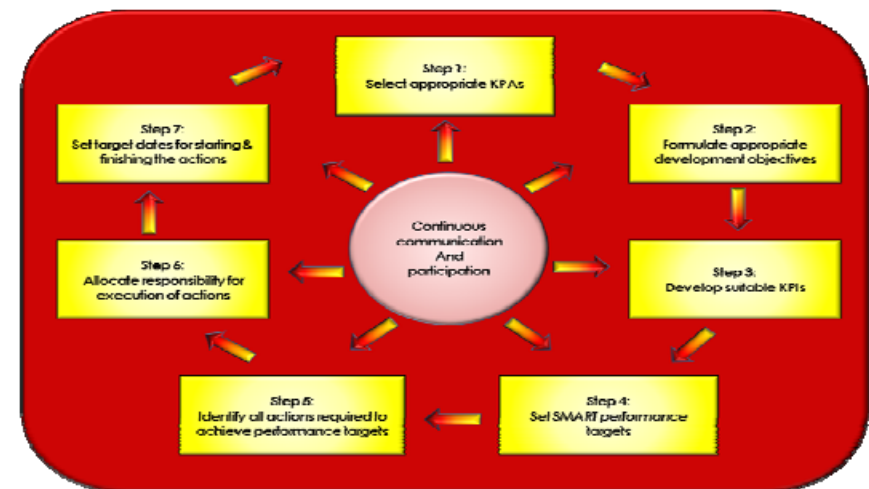
The components of the iLembe PMS are:



- **Plan** – The Municipal Manager and Executive Committee share the responsibility for developing the project related and individual performance standards. All performance standards consist of outcomes (products or accomplishments) and expectations (measurement of outcomes in terms of cost, quality, quantity, time, etc.).
- **Monitor** – The Municipal Manager and Council observe the performance of the Directors and provide feedback throughout the year, not just at the end of the performance cycle. Directors can provide feedback on how well the Municipal Manager and the Council carry out their performance management responsibilities.
- **Develop** – The Municipal Manger has an open discussion with the Directors to identify their training and other needs for improving his or her job performance.

- **Performance Summary** – A narrative description of the Directors' performance, prepared by the Municipal Manager with input from the Directors, is given to each Director in a face-to-face meeting. A performance summary should include: an assessment of the Director's effectiveness in meeting his or her goals and objectives, any recognition received and areas of suggested improvement.
- **Recognition** – The Municipal Manager and Council are encouraged to reward Directors throughout the year for doing their jobs well. Recognition may occur in a number of ways, i.e. verbal praise, cash awards, and time-off awards.

The iLembe IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing a PMS. Essentially developing the iLembe PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role player. The following flow diagram shows a step-by-step approach to setting the performance measures of the iLembe Organisational PMS.



The iLembe PMS does the following:

- Demonstrates how it will operate and be managed from the planning stage up to the stages of performance review and reporting.
- Defines the roles and responsibilities of each role-player, including the local community, in the functioning of the system.
- Clarifies the process of implementing the system within the framework of the IDP process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Links the organisational performance to employee performance.
- Provides for the procedure by which the system is linked with the municipality's IDP processes.
- Show how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes.

The key outputs identified for the iLembe PMS are:

- Assessed reality in terms of existing systems and models.
- Gaps analysed between IDP and PMS requirements.
- Development of a PMS Framework.
- Communication with internal stakeholders and Local Municipalities, i.e. one-on-one input sessions, internal and external workshops with various stakeholders.
- Development of the Municipality and Departmental Scorecard Templates.
- Development of Guidelines for using the Municipality and departmental scorecards.
- Stakeholder input to the draft scorecards.
- Finalised scorecards for Council approval as a performance planning and measurement tool.
- Coaching of iLembe PMS team on completion of scorecards, including workshops with internal stakeholders.

The status of PMS in iLembe, as at the end of March 2009, is captured below in terms of recent achievements to date:

- Service Delivery & Budget Implementation Plans (SDBIPs) in place catering for the inclusion of Activities / Deliverables with associated

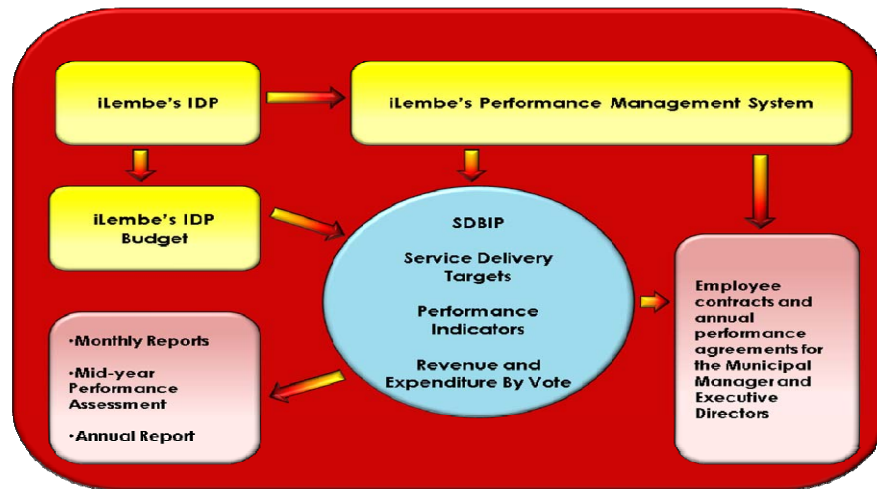
quarterly milestones, SMART indicator setting and realistic targets for the organisation as a whole, the MM and Section 57 Managers

- Monthly high-level summaries of departmental and overall organizational performance for attention of the Municipal Manager, identifying specific KPAs where targets are in real danger of NOT being met – for the Municipal Manager to take remedial action before the end of the financial year
- A quarterly face-to-face performance appraisal and a six-monthly face-to-face performance appraisal for each departmental head, including the scorecard for the Municipal Manager
- Automation of the iLembe PMS using new software, District Information Management Systems (DIMS)
- Introduction of DIMS to selected local municipalities (KwaDukuza and Mandeni initially with Maphumulo and Ndwedwe following)
- Establishment of a district-wide PMS Forum (as a recognised and official inter-governmental forum) that is attended on a monthly basis by provincial DLG&TA representatives
- Appointment and functioning of a joint Financial / Performance Audit Committee (comprising 2 Chartered Accountants; 2 Municipal Performance Specialists; 1 legal expert, 1 ICT expert and 1 additional member with many years experience in local government processes)
- Compilation of a fully credible Annual Performance Scorecard/ Report; and
- Completion of a Customer Satisfaction Survey.

A major challenge anticipated for the forthcoming IDP period (2009/2010) will be cascading the iLembe PMS to lower levels of the staff complement.

13. The iLembe Scorecard and SDBIP

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79.



Refer to **ADDENDUM L4** for iLembe Scorecard and SDBIP.

Put simply the SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIPs. Basically there is a high level SDBIP for the purposes of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the MM), all staff operate under KPIs within the identified KPAs. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPIs. These then form the basis of future monthly and in year reporting. The state of play at iLembe is that the budget is already married to the IDP all that is required is that performance indicators are developed for each vote or capital project. Simple, fast and effective. The major challenge is obtaining buy in and enthusiasm from staff and labour representatives. In a normal budget process the timelines for the IDP, budget and PMS processes would be integrated.

CONCLUSION

This 2009 iLembe IDP Review builds on the foundation of the 2007 – 2012 principal IDP. It reiterates the development rationale with supporting objectives and strategies to guide the development of the iLembe Municipality area. These are ultimately aimed at achieving the development wish for the iLembe area and all its inhabitants, i.e.:

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

A large portion of this IDP Review is dedicated to the financial implications and challenges facing the Municipality in meeting its mandate as caretakers, managers and developers of their judicial area. The demands far outweigh the resources and it is critical that the Municipality:

- Prioritise projects and programmes for implementation in addressing the needs.
- Do proper financial planning which is also based on sound financial and business principles.
- Source appropriate external funds to supplement their own resources.
- Improve and sustain the Municipal income generation.
- Stimulate and grow the economic base of the iLembe area.
- Enter into partnerships to facilitate effective implementation.

This IDP Review also provides feedback on many of the issues that were highlighted as shortcomings in the principal IDP, including progress made in respect of the iLembe Land Use Management Framework, Strategic Environmental Assessment and various Sector Plans that support the IDP.

The necessary actions and projects to achieve the objectives and implement strategies are deliberated with financial implications and requirements set out in detail. The culmination of this entire process is the development of a Spatial Development Framework which is supported by the projects, programmes and a Financial Plan for implementation and guiding the development and future growth of the iLembe area in the strive to improve the quality of life, providing a higher standard of services to the entire community ensuring that this area become as a prime economic generator for tourist development, farming, mining and timber and a service centre for its rural and urban communities.

Ultimately the iLembe District Municipality needs to integrate and align all its efforts with those of its four constituent Local Municipalities as well as national and provincial stakeholders. The effort made in this IDP to align the council budget with those of line function departments goes a long way to addressing the weaknesses of previous development plans. Even though the implementation process may take a number of years and at times seem difficult, the advantages of this process are numerous. Policy makers (councillors) gain clear information about the impact of spending, aiding them in making informed choices.

The results of policy decisions become evident as performance is measured and resource usage is directly related to services produced. Programme managers will work within well-defined expectations and have the flexibility to reform processes and increase efficiency as long as goals are met. The iLembe communities also benefit by being able to determine a clear connection between money spent and services provided.

In conclusion, the iLembe District Municipality IDP is aligned with and incorporates the Millennium Goals as well as the National and Provincial Development Perspectives and Targets. In an attempt to meet these goals and deliver on the set targets as part of addressing the backlogs and future growth within iLembe District, the Capital Investment Framework puts forward a consolidated financial framework that spans over a five year period differentiating between committed and non-committed funds per year. A total of R7,88 billion is required and will be invested over the next three years. It is important to note that only some Provincial Sector Departments participated in the Sector Alignment Session's which influenced the said budget allocation.

Of note is that most of the Provincial Sector Department's Medium Term Expenditure Frameworks with reference to Programmes, Projects and Priorities are as yet non-aligned to any of the IDPs Key Areas of Intervention (Strategic Objectives) within iLembe District. It is our understanding that the Provincial MTEF should deliver on quantifiable Service Delivery Plans. This raises a question whether the Provincial Sector Departments do have a "Plan"?

Financial and human resource constraints are of national significance and the question remains that, even if the iLembe District Municipality has access to sufficient financial resources to fund its Capital Investment Programme and Framework, does it have the skilled human resource capacity to give effect thereto?

SECTION J: ANNEXURES

J1. Detailed Spatial Development Framework

The iLembe SDF, reviewed in April 2007, and as submitted with the 2007 – 2012 iLembe IDP, serves as a tool for the implementation of the IDP and localised spatial plans and policies, including the LUMS. It also serves to facilitate planning at a higher level by informing district and provincial authorities of the spatial development directives of the iLembe Local Municipality. Furthermore, the broad purpose of the SDF is to provide strategic guidelines and principles in terms of which development initiatives and land use applications can be evaluated. The iLembe SDF incorporating the Land Use Management Framework (LUMF) is current under review and will form part of the next revision.

J2. Detailed Disaster Risk Management Framework

iLembe District Municipality has embarked on a detailed Disaster Risk Management Framework (**ANNEXURE J2**) to develop a disaster management strategy based on a multi-agency, multi-sectoral approach to disaster management, with a risk management focus. This Framework has the following KPAs and Objectives:

KPA	Objective
KPA 1: Integrated institutional capacity for Disaster Risk Management in the iLembe District and matters incidental thereto.	To establish integrated institutional capacity within the District to enable the effective implementation of disaster risk management policy and legislation.
KPAs 2, 3 and 4: Risk assessment, risk reduction, response, recovery and reconstruction.	The NDMF provides the objectives for each of the following KPAs: KPA 2, 3 and 4. This Framework should be read in conjunction with the NDMF for details of such objectives. In summary the overall objective of these KPAs is the establishment of a uniform approach to assessing and monitoring disaster risks, implementation of integrated disaster risk management plans and risk reduction programmes and effective and appropriate disaster response and recovery to inform disaster risk

management planning and disaster risk reduction.
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Further detail is also provided in the following aspects of disaster and risk management within the context of the iLembe District Municipality's responsibilities:

- Disaster Management Framework and Implementation Strategy:** The iLembe District DMF is essential to ensure an efficient and effective disaster risk management effort in the district. The DMF must also ensure that all role players in the iLembe District's disaster risk management arena (including government, semi-government and non-government bodies, traditional entities and the private sector) work together in a coherent and coordinated manner to prevent and/or mitigate the occurrence of disasters.
- Municipal Disaster Management Centre:** The focal point of all efforts in disaster risk management lies in the DMC. It must provide direction for implementation of disaster risk management policy and legislation and the integration and coordination of municipal disaster risk management activities and priorities. This is to ensure that national and provincial objectives are achieved. The centre is required to fulfil numerous important disaster risk management functions, namely planning, resource management, reporting, etc. The DMC must ensure that the necessary expertise in the field of disaster risk management, as envisaged by the Disaster Management Act, 57 of 2002, is gained or utilised throughout the disaster risk management implementation process.
- Disaster Management Forums:** The purpose of these forums is to consult and co-ordinate actions pertaining to matters relating to disaster risk management in the District.
- Capacity Building:** The iLembe District Municipality currently has limited capacity in its Local Municipalities to fulfil all functions, specifically regarding more specialised functions such as detailed risk assessments as required by the Disaster Management Act. Capacity, in the form of skills and knowledge transfer, must be built in the District.
- A Memorandum of Understanding:** It is essential that the Municipality establishes a Memorandum of Understanding on disaster risk management planning and implementation for all role players in the Municipal area.

The DMPs must also ensure that the following principles and components are addressed:

- Hazard identification, risk assessment and prioritisation.
- Contingency planning.
- Mitigation, response, recovery and rehabilitation planning, including detailed Standard Operating Procedures and Field Operation Guides for identified hazard.
- A detailed identification and listing of all role players and stakeholders relevant to the iLembe District disaster risk management effort specific to the roles and responsibilities of each of them relevant to each hazard.
- Communication and cooperation mechanisms between role-players and stakeholders.
- Incorporation of this document's approach, policy statements and KPIs.

A detailed Disaster Risk Management Project Schedule for 2009/10 has been prepared and incorporated into the Capital Investment Framework. Refer to Addendum L7 for more details

SECTION K: APPENDICIES

K1. Land Use Management Framework

The iLembe District LUMF forms part of the iLembe SDF and is based on the concept of a Framework Plan was first described in the Land Use Management Systems Manual produced by the then Town and Regional Planning Commission in 2001 and then subsequently reassessed as 'linking elements' in the KZN Provincial Planning and Development Guidelines Document of 2004. It addresses the following aspects:

- Specifies a developmental approach and set of principles.
- Presents the reviewed strategic vision of the District in plan format.
- Provides a framework for integrated development planning.
- Aligns and integrates Local Framework Plans.
- Addresses local development imperatives through generic policy guidelines.
- Determines procedures for consultation between the District and Local Municipalities.
- Provides assistance with the review process of Local IDPs, SDFs and, by inference, Local Framework Plans.

The iLembe LUMF refers to broad land use categories not zones, which are only evident in the land use schemes and detailed management plans. This aspect is a main difference that sets the LUMF and LUMS, containing the Land Use Schemes, apart.

The iLembe LUMF does, however, not address the following issues:

- Detailed planning and development matters addressed by the Land Use Scheme.
- Detailed Statements of Intent for Zones.
- Procedural matters related to individual development applications.
- Specific site related management controls.

It should be cautioned that the iLembe LUMF cannot be expected to address issues of detailed management and implementation because it is by nature a strategic, policy based plan.

Currently, the Local Municipalities in the iLembe District are preparing their individual LUMSs and Land Use Schemes in terms of the requirements of Municipal Systems Act, 2000. It is not possible to translate the broad strategic intentions of the SDF directly into a Land Use Scheme and the Local Municipalities need first undertake additional work either as part of an SDF review or in its own right to produce a Local LUMF for their areas of jurisdiction. They will then prepare a pilot Land Use Scheme for a small portion of the Municipality e.g. pressure point or node where there is the need for land use management intervention to occur.

With integrated planning projects being carried out at both the District and Local Municipal level, it is necessary to highlight the role of the District Council in terms of the SDF Review and District LUMF.

- **Coordination** – where the District sets up appropriate institutional and communication mechanisms to disseminate information to the Local Municipal Councils regarding evolving planning models and best practice for the implementation of the Land Use Management Model.
- **Advisory** – with the preparation of policy guidelines to assist the Local Municipalities with development issues that are common across jurisdictional boundaries.
- **Facilitation** – by providing venues and forums for national and provincial departmental input into the integrated planning process. This is particularly important given that most departments have institutional capacity shortages and do not have time or resources to give their input at the local level.
- **Technical Support** – by providing planning assistance and advice where necessary.
- **Information Technology** – by the provision of appropriate GIS and mapping capability on behalf of the Local Municipalities until they are able to undertake this function for themselves.

This LUMF was adopted in 2007 and currently under review as part of the SDF and set to be completed during 2009/10 financial year.

K2. Land Use Management System

This is not a responsibility of the iLembe District Municipality, but all the Local Municipalities need to formulate LUMSs within the context of their own area of jurisdiction and with due cognisance of the district-wide SDF and LUMF.

K3. Coastal Zone Management Plan

Coastal management is of particular importance in the iLembe District. The coast is an integral part of the economy of the District and the future development of the District is dependent on sustainable management of the iLembe coastal resource. The Coastal Management Plan has been identified as a key project in the IDP and IEP.

A Coastal Zone Management Plan, specific to the KwaDukuza coastline, has been drafted in February 2008 and is attached as **APPENDIX K3**. The KwaDukuza Municipal area is noted as a unique residential location and a tourism hub as a result of a number of significant social and physical factors. One of the key physical factors is the exceptional recreational opportunities and lifestyle associated with the coastal zone that extends between Zimbali in the south and Zinkwazi in the north – some 60 kilometres of diverse coastline that has created some of the most sought after real estate in South Africa.

As such, the coastline of KwaDukuza can be judged to be the mainstay of the tourism and construction industries in the Municipal area, providing jobs for thousands of the Municipality's citizens and powering the economic growth that the Municipality has enjoyed over the last decade.

The National Government, since 1998 has recognised the importance of an integrated approach to managing the coastline of the country and tackling the challenges of coastal management at various tiers of government. Local government has been identified as a key administrative element in the future management of its coastal resources, primarily because of the importance of local government in driving meaningful, "hands on" development at grass roots level. The Coastal Management Bill, expected to be promulgated in 2008 focuses municipalities' attention to the development of coastal management plans. Such management plans will serve to highlight the problems experienced along the coastline of each coastal Municipality and deliver solutions to such challenges.

The current Coastal Zone Management Plan serves to highlight to approach of KwaDukuza to coastal management and the compilation of a coastal management plan for the area.

Key considerations and action for 2008/2009 within the context of this Coastal Zone Management Plan include the following:

- | | |
|--------------------------|---|
| Administration | <ul style="list-style-type: none"> • Strengthen Coastal Management Committee. • Consideration of establishment of "coastal manager position" at senior level to interact on all aspects of coastal management and implement Municipality's obligations in terms of Coastal Management Act. • Review pollution response initiatives with consideration of further training of staff. |
| Planning & Investigation | <ul style="list-style-type: none"> • Identify and establish coastal erosion line for KwaDukuza coastline – urban areas (Zimbali – Tinley Manor, Blythedale Beach, and Zinkwazi). • Undertake research initiative into the economic impact of the March 2007 storm and coastal erosion event. • Compile Coastal Management Plan incorporating <ul style="list-style-type: none"> ○ Shoreline management plan. ○ Coastal pollution response strategy. ○ Bio diversity maintenance proposals. ○ Recreational management plan (update of 2003 document). ○ Policy and Approach to Managing the Impact of Climate Change. |
| Projects | <ul style="list-style-type: none"> • Blue Flag Beach establishment – establishment of one blue flag beach in KwaDukuza. • Re-vegetated shoreline protection initiative x 1. • Promotion of Marine Protected Area in Umvoti District. • Educate ratepayers and public on coastal management issues. • Establish monitoring programme for water quality and other indicators in Municipal area. |

The preparation of an Integrated Environmental management Framework has been budgeted for in the 2009/10 financial year and will incorporate an overall Coastal Zone Management Plan, etc.

K4. Waste Management Plan

DEAT and DWAF developed the National Waste Management Strategy in accordance with the elements of the internationally acclaimed Waste Management Hierarchy which encourages waste prevention and minimisation. The NWMS is based on the principles of sustainability and requires that local authorities develop Integrated Waste Management Plans in accordance with national guidelines for submission to provincial authorities for approval. These plans will subsequently be incorporated into the Provincial Waste Management Plans. In terms of the Municipal Structures Act, 1998, solid waste management is the responsibility of the District Municipality. The iLembe District Municipality has therefore undertaken the responsibility of developing a Waste Management Strategy for its area of jurisdiction.

Within this context the iLembe District Municipality adopted the following principles in the development of the iLembe Waste Management Strategy:

- **Waste Management Systems:** A basic waste management system provides a cleansing function and comprises waste storage, collection, transportation and disposal.
- **Waste Management Hierarchy:** This approach adopts the “cradle to grave” principle, which aims to reduce the impacts of waste through the reduction of waste generation at source by using cleaner production, waste stream through recycling options and hazards associated with waste disposal through appropriate treatment.
- **Best Practicable Environmental Option:** Entails a systematic consultative decision-making procedure where different alternatives are assessed to identify the best options for both the long and short-term in terms of the most benefit, the least damage to the environment and acceptable costs.
- **Proximity and Regional Self Sufficiency:** This principle is focused on both the financial and environmental costs of transportation and disposal of waste.

The goal of the iLembe Waste Management Strategy is to provide a framework for integrated and sustainable waste management practices in the area following the internationally recognised basic elements of waste management and the Waste Management Hierarchy as stipulated in the NWMS. This goal is supported by the following objectives:

- To reduce the waste streams by encouraging prevention and minimisation initiatives such as re-use and recycling.
- To reduce adverse environmental impacts of the waste produced.
- To improve the living environments and the livelihoods of the community through:
 - environmental education and awareness.
 - capacity building and development of entrepreneurship skills.
 - cash generation for the poor through the establishment of buy-back centres.

The iLembe Waste Management Strategy is based on the principles of re-use and recycling as advocated for by the NWMS and includes:

- The establishment of buy-back centres.
- The establishment and encouragement of shallow trench gardening.
- The re-use of other waste types.

The implementation process of this Strategy includes the following key process:

- Capacity building and training is critical to the successful implementation of a recycling system. This is an ongoing process which requires regular review and **capacity building programmes** to change people's perceptions on waste and behaviour in such a way that they can take responsibility for their waste.
- **Roles, responsibilities and communication channels** have to be clearly defined to ensure proper coordination of the Plan within the Municipality.
- Drafting of **policies and waste by-laws** to support the implementation of this Strategy.
- The **provision of the required infrastructure** and resources including selecting, negotiating and securing sites for the buy-back centres, securing funding and drafting tenders documents for the construction of buy-back centres.
- The iLembe Waste Management Strategy will be **piloted** in selected areas. This will be coupled with a monitoring process to identify any shortfalls in the Strategy that can be improved on and successful aspects that can be strengthened.

This Waste Management Plan was adopted in 2007 and to be reviewed. The preparation of an Integrated Waste Management Plan has been budgeted for and set to be completed as part of the 2009/10 financial year.

K5. Water Services Master Plan

The iLembe District Municipality required the compilation of a Bulk Water Services Master Plan to aid in providing a meaningful implementation plan for bulk water and sanitation infrastructure in its area of jurisdiction. Jeffares & Green Consulting Engineers were appointed by the Department of Water Affairs and Forestry to undertake the study and provide scenarios for, and optimal solutions to the water services supply in the area. This study was completed in August 2007 and a copy of the report is attached as **APPENDIX K5**.

The study was based on the population figures obtained from the backlog study undertaken by UWP Consulting Engineers. Population growth figures were obtained from Statistics South Africa records which indicated a 1.82% annual growth rate in population. Levels of service of rural, urban and other were defined and unit per capita consumption figures were assigned to these classes of demand. Appropriate water loss factors were assigned to these supply systems as well and the annual water demand was projected for the 30 year period from 2006 to 2036. From these calculations, the estimated 2036 water demand is 308MI/d for the entire District population.

The project area was divided into eight supply zones based on natural topography and areas of similar characteristics. Each zone was then reviewed for a means of bulk water supply by means of proximity to existing infrastructure, water resources and linkage to other schemes. In this way a total of eight water supply options were derived and reviewed in detail with preliminary design and costing of infrastructure and operations and maintenance costs. A similar exercise was undertaken for the sanitation infrastructure to be provided.

Water Supply Options

The study identified several possible water sources for the area and these were reviewed with the DWAF water resources unit. The outcome of the study identified several water sources as being restricted in their capacity to provide adequate supply in comparison with the demands. However, all of these options were reviewed in completeness.

The study considered each option in terms of the resource availability, the possible location of the abstraction works and treatment facilities as well as the projected operations and maintenance costs for each scheme. Some options were too expensive and would require a large amount of capital and operation and maintenance costs for electricity where high pumping heads and high flows were required.

Consideration was also given to the utilisation of the existing bulk infrastructure in place. This infrastructure would require upgrading to meet the growing demands of the area, but could serve as valuable short term facilities.

Review of Other Proposals for Water Supply

Proposals for the MSW Ngcebo Scheme, Umgeni Water Bulk supply and from Mhlathuze Water were also reviewed as part of the study. It was found that the proposal from Mhlathuze Water was very confined in its area of service and was not ideal in its movement of water from the Tugela River to the Mvoti River area of supply. The Umgeni Water proposal was a more acceptable approach which assisted in the supply to the higher regions in the DM area which then eliminated the need for high pumping costs, as well as by providing bulk infrastructure to the coastal zones where the Mvoti River was very limited in its resource availability. The MSW Ngcebo Scheme is an ideal short-term project for implementation in the north-western part of the DM which can later be linked to other schemes being planned for implementation by Umgeni Water.

Analysis of Options for Water Supply

A matrix of the various options for bulk water supply was devised which took into account the availability of water from the various sources, the capital costs, the O&M costs as well as the unit reference values for each option. Each option was reviewed in terms of the above and ranked in order of highest score to lowest, with the highest scoring option being considered the most favourable.

Recommendation for Bulk Water Supply

The matrix showed that Option 6 as identified in the study was the optimal solution in consideration of the above mentioned factors.

Option 6 utilises the existing Sundumbili water treatment works for the supply to Zones 1 and 2, the existing Mvoti works to supply the Stanger and immediate surrounds of Zone 3, with the Umgeni Water North Coast Pipeline supplying the coastal portions of Zone 3, extending to the Blythedale region; Zone 4 being supplied by a combination of the Umgeni Water Ndwedwe pipeline and the future Wartburg scheme; Zones 5, 6, 7 and 8 being supplied from the Ngcebo Scheme in the short-term but ultimately being supplied by the Umgeni Water extended Wartburg Scheme. Once the Wartburg scheme extension is in place, the connection into the Ngcebo Scheme will enable the decommissioning of the Ngcebo abstraction and water treatment works, as well as the high lift pump stations that will be initially required which in turn will reduce the operation and maintenance costs.

This option is thus recommended for implementation for the bulk water supply.

Sanitation Review

In review of the sanitation needs for the project area, consideration was given to the development corridors in the DM area. Growth along these corridors will require waterborne sanitation systems and have been planned as such. All other out-lying areas where sparse population densities make it unfeasible to provide waterborne sanitation services, are deemed to be served by ventilated pit latrines initially, and depending on factors such as affordability and ground conditions, these systems can be upgraded to septic tank systems. Cost estimates were derived for the implementation of the basic sanitation services as well as for the possible operation and maintenance of these schemes.

This Water Services Master Plan was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document. The Water Services Master Plan will be reviewed as part of this annual review.

K6A. Integrated Transport Plan

The iLembe Integrated Transport Plan is set to be completed during the 2009/2010 financial year and progress in this respect will be reported on in due course.

K6B. Public Transport Plan

As a Planning Authority the iLembe District Municipality is responsible for the formulation of a Public Transport Plan as required by the National Land and Transport Transition Act, 2000. This PTP is a mechanism for the planning, development, management integration and promotion of public transport. Consultation is a key component in the formulation of the Public Transport Plan and in iLembe this is facilitated through the formation of the iLembe District Municipality Passenger Transport Forum where all stakeholders can participate, contribute and give consideration to the progress made in respect of all elements of the iLembe Public Transport Plan.

The vision of the KZN Department of Transport is "Prosperity Through Mobility". This is encapsulated in all aspects of the iLembe Public Transport Plan where the key components are:

Key Issue Identified	Description
Liaison with the Operating Licence Board	For communication between the Operating Licence Board and the respective District Municipality it is essential that the respective Local Municipalities follow a communication structure set out in the PTP, illustrating the steps to be taken during the application and issuing of operating licences. Where an operator applies for an operating licence from one district to another, the support of both district taxi councils should be obtained to avoid conflict.
Liaison with neighbouring Planning Authorities	Liaison with neighbouring Planning Authorities is necessary as there are services across the District's borders to neighbouring areas in Limpopo and long-distance services to other provinces. iLembe must interact with neighbouring PAs to dispose of applications for licences where services are operated across borders.
Implementation of the Current Public Transport Record recommendations	<ul style="list-style-type: none"> As the results of a general oversupply of taxis, no permits should be considered before the compilation and approval of an Operating Licence Strategy. Information on the District's Current Public Transport Record database is used to develop an Operating Licensing Strategy to guide the Operating Licence Board in issuing new permits. This information is also used for developing the PTP which guides the implementation of public transport projects and strategies and provide input into an Integrated Transport Plan.

The iLembe PTP provided for the following action plan towards its implementation:

- Preparation of Operating Licence Strategy:** This will enable the iLembe District Municipality to provide structured and informed responses to the applications for operating licences referred to it by the KZN Operating Licence Board and to achieve a balance between the effective and efficient supply and utilisation of public transport. Research indicated that all existing public transport routes are oversupplied. The iLembe PTP recommends that no additional licences should be awarded in near future unless there is clear evidence that the operating circumstances on these routes have significantly changed.
- Preparation of a Rationalisation Plan:** With the presence of subsidised public transport services, the District Municipality is obligated to prepare a Rationalisation Plan for its entire area of jurisdiction. This will not prevent an agreement that the Local Municipalities will assist with such preparations, provided that the agreement is permissible in terms of applicable local government legislation.

In all the PTP projects identified the following must be taken into consideration:

- Traffic and safety issues.
- Support for the recapitalisation project for taxis.
- All public transport facilities developed must be user-friendly to disabled persons.
- Promoting subsidised transport in areas that do not currently receive public transport subsidies.
- Creating an atmosphere conducive to the implementation of the National Government Recapitalisation project.

The following table provides a summary of costs in terms of the IDM for the first year as well as for the next four year term:

Item	Estimated Cost
Operating Licence Strategy	R 28 151 153
Rationalisation Strategy:	
a) Workers' routes	R 696 743
b) Casual trips (Health and pensioners)	R 550 000
Public Transport Plan	R 35 530 000
Total	R 64 927 896

The PTP will have to be refined and expanded over time, to eventually satisfy both legislative and practical requirements. This will form part of the iLembe Integrated Transport Plan still to be undertaken and as referred to Section K6A previously.

This Public Transport Plan was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document.

K7. Housing Plan

There is no Housing Plan for the iLembe District. There are also no dedicated Housing Units within Mandeni, Ndwedwe and Maphumulo. None of the Local Municipalities are accredited in terms of the Housing Act. KwaDukuza Municipality has established a fully fledged Human Settlement Sub-Directorate whose function involves:

- The creation of an enabling environment for the delivery of housing opportunities.
- Involve the facilitation of development finance.
- Development of housing institutions where necessary.
- Community empowerment programmes and facilitation of social compact agreement.

Although these functions have not yet been achieved, this sub-directorate is continuously attempting to move away from the traditional function of merely providing houses to an integrated human settlement strategy. Both Mandeni and KwaDukuza Municipalities have Integrated Human Settlement Plans in place and are implementing projects successfully.

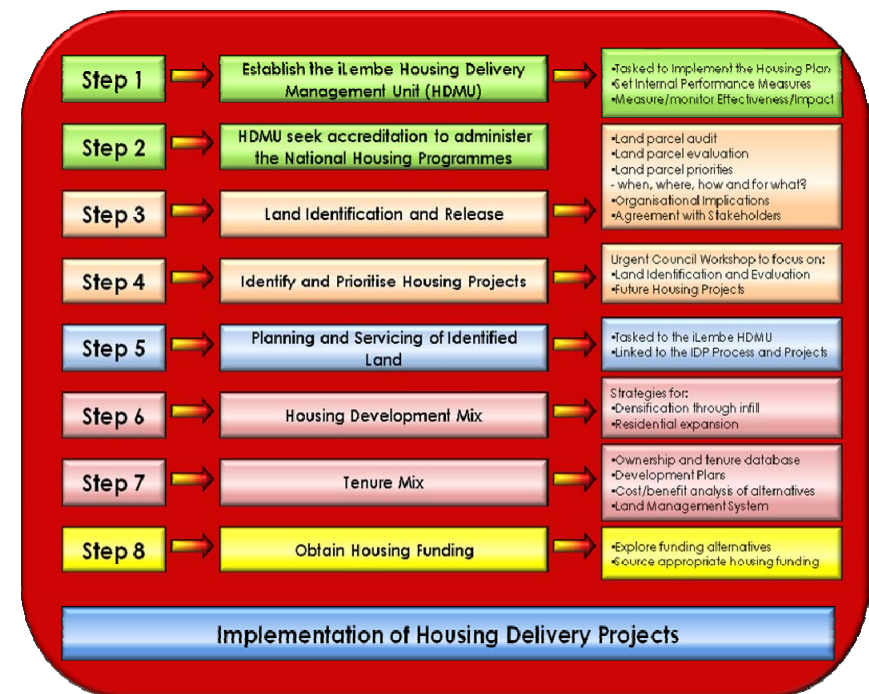
The iLembe IDP highlights specific strategies towards housing delivery and sustainable settlements which need to be taken forward in the Municipal Housing Sector Plans. The objective of developing these Housing Sector Plans are to improve the spatial structure and definition of urban functions within the entire iLembe area, as well as to provide access to the opportunities in the urban core and surrounding rural areas as a vehicle to sustainable settlement.

As far as land reform is concerned the following issues need to be addressed within the context of a Housing Action Plan:

- Align to the District's SDF to the PGDS and NSDP.
- Accelerate the provincial rural housing programme to address housing backlogs.
- Develop a protocol between key stakeholders on the release of land for provision of basic services and housing.
- Address housing transfer challenges, e.g. title deeds.

Within this context and in support of the land reform process an Area Based Land Reform Plan at District Level is currently being prepared. *Progress to be reported on during this annual review.*

There are numerous facets to a Housing Sector Plan and following on from the foundations that were established by the iLembe SDF as well as the SDFs of the individual Local Municipalities, a Housing Sector Plan should delve into the implementation steps that are required to address the demand and at the same time achieve the vision and strategic objectives that focus on the provision of sustainable and viable human settlements throughout the iLembe area. In this regard an 8 step process can be followed in the Housing Delivery Process:



The role of the iLembe District Municipality in this regard would specifically focus on the facilitation and coordination of housing projects within the context of the delivery of bulk and link infrastructure to service such developments.

The Local Municipalities to submit their respective Housing Sector Plans individually in accordance to the prescribed format as provided by the KwaZulu-Natal Department of Housing Manual.

K8. iLembe Energy Master Plan

iLembe District Municipality have appointed NETGroup South .Africa (Pty) Ltd to develop an Energy Master Plan (attached as **APPENDIX K8**) to address the energy needs of the District. The overall objectives set for this Plan are:

- Prepare for anticipated growth in demand for energy due to regional economic development.
- Clear backlog on domestic electricity services.

The specific objectives identified to achieve the overall objectives stated above are:

- Data and information gathering.
- Assessment and analysis of electricity/energy services and backlogs.
- Preparation of electricity/energy needs based on development.
- Alignment of plans.
- Identification of electrical/energy services options.
- Recommendations to iLembe District Municipality.
- Finalisation of the Energy Master Plan.

This integrated study is the first of its kind for the iLembe region and it's associated Local Municipalities and will establish the basis for future development of the energy sector to support the IDP.

The scope of this on focuses on clearing electrification backlogs and forecasting the end state bulk electrical infrastructure to provide an optimal, sustainable bulk supply for anticipated development. It also gives a view on servitudes to be secured at the earliest opportunity for future bulk infrastructure.

It does not take a view on upstream transmission networks or generation capacity. It also does not focus on a lower reticulation level as it assumes short-term detailed reticulation planning will follow as and when required by electrification and developer projects within the proposed substation zones.

The iLembe Energy Master Plan focuses on network expansion and network refurbishment in particular, with reference to the following:

The Network Expansion Plan

The Network Expansion Plan identifies the following projects:

- Phasing of the projects, specifically those related to KwaDukuza and Mandeni Municipalities that were done in consultation with technical representatives from these areas. All existing Eskom projects have been phased based on feedback from Network Planning.
- The sub transmission network expansion projects raised were phased based on load requirements for that timeframe.
- The costing of capital projects was done by using standard equipment cost. These costs were escalated for projects with long lead time before inception.
- The Municipalities and Eskom have given estimated costs for projects already planned.

Network Refurbishment Plan

The Network Refurbishment Plan focuses on the following aspects:

- The substations and networks in the KwaDukuza area are old and due to resource constraints have not been maintained well. The old equipment in use is evident of the ageing network.
- At all the substations, gang links have proved to be problematic due to coastal and industrial pollution.
- Due to the location of Sappi S/S pollution has caused degradation of support and equipment steelwork.
- Hilltop, Collisheen and Shakaskraal S/S have outdoor switchboards. These boards are showing signs of severe corrosion.
- Most substations have vegetation growing in the yards and the stone cover is poor.
- The substation and networks in the Mandeni area are relatively smaller. Only routine maintenance has been carried out on equipment, although a refurbishment plan has been drafted by the Electrical Department for input into this Master Plan.
- The Eskom substations and networks have been well maintained. The refurbishment plans drafted by Eskom have been used as inputs to this Master Plan.

It is estimated that R112.5 million will need to be spent on electrification, expansion and refurbishment projects in the iLembe District. The phasing of

these projects, specifically those related to KwaDukuza and Mandeni Municipalities must be done in consultation within technical representatives from these areas drawing on their knowledge of the networks and priorities.

This Energy Master Plan was submitted with the 2008/9 iLembe IDP and is therefore not attached to this IDP Review document.

K9. Local Economic Development Strategy

The purpose of the 2008 iLembe LED Strategy (attached as **APPENDIX K9**) is to utilise the outcome of the GDS report to formulate and implement a LED Strategy for the next 5 years, to achieve economic growth and development. It aims to bring about higher levels of economic activity in iLembe by placing a great emphasis on the role of the District Municipality in making this possible and in so doing, address those issues addressed by the GDS. The 2008 iLembe LED strategy is also formulated within the context of the relevant national and provincial economically related policies and programmes, the LEDs of the four Local Municipalities as well as the sector specific strategies that have been formulated for this purpose. These are:

- Accelerated and Shared Growth Initiative for South Africa (AsgiSA).
- Regional Industrial Development Strategy (RIDS).
- National Framework for Local Economic Development in South Africa Provincial Growth and Development Strategy (PGDS).
- Provincial Spatial Economic Development Strategy (PSEDS).
- The DPLGs Toolkit for Economic Development.

The process of formulating the 2008 LED Strategy reflects the bottom up approach adopted where the District LED is to build on the Local Municipal LED Strategy. The following Local LED Strategies were consulted:

- KwaDukuza LED
- Maphumulo LED
- Mandeni LED
- Ndwedwe LED

Specific strategies were developed for sectors that constitute the economic pillars of iLembe's economy. The following sector reports also geographically integrate the local LED strategies.

Agriculture	<p>This sector is characterised by two distinct types:</p> <ul style="list-style-type: none"> • Commercial agriculture such as sugar cane farming, along the coastal strip. • Subsistence agriculture in the rural hinterland and inland areas.
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Manufacturing	<p>This sector is characterised by the following types of industries:</p> <ul style="list-style-type: none"> • Primary sector comprises of heavy industries such as sugar and paper mill production in the Isithebe Industrial Estate near Mandeni. • Secondary sector activities include light industries.
Tourism	<p>This sector has consistently grown in iLembe, which offers various varieties of tourism that can be categorised as follows:</p> <ul style="list-style-type: none"> • Cultural and heritage tourism. • Beach tourism. • Nature-based tourism.
Services	<p>This sector includes the following sub sectors:</p> <ul style="list-style-type: none"> • The informal sector. • Wholesale and retail trade. • Transport and storage. • Communication. • Financial and insurance. • Real estate. • Business, community, social and personal services. • Government services.

To address the key challenges and development thrusts identified through an in-depth analysis of iLembe District and its four Local Municipal areas, the following Vision is proposed for LED in iLembe:

“Building a Partnership for Sustainable Growth and Development.”

Specific strategies have been developed within the context of achieving this Vision and for nearly all the core thrusts identified in this LED Strategy. Sector strategies have been developed for Agriculture, Manufacturing, Tourism, and Services. Specific strategies have also been developed for key cross-cutting LED issues in iLembe, i.e. Investment Promotion and Poverty Eradication. The following visions, goals and objectives have been identified in these respective strategies:

AGRICULTURE	
Vision: Increase the Productivity of the agricultural sector and enable it to make use of opportunities that exists in the climate as well as proximity to urban markets and Dube Trade Port.	
GOALS	OBJECTIVES
Goal 1: Coordinate role-players around common focus areas	<ul style="list-style-type: none"> • Improve communication between role-players to prevent duplication and ensure complementarities. • Define the production focus (primary production and agro-processing) – and ensure that it is aligned with other LED initiatives such as the proposed Bio-diesel plant and the Dube Trade Port.
Goal 2: Create an enabling environment for agricultural development	<ul style="list-style-type: none"> • Strengthen support provided to farmers and contractors. • Improve access to markets for agricultural products and value added products. • Address crime that is affecting agricultural development. • Improve access to finance. • Support the existing commercial sector.
Goal 3: Improve access to resources	<ul style="list-style-type: none"> • Improve access to infrastructure (including irrigation). • Improve access to machinery and equipment. • Improve access to inputs.
Goal 4: Improve sustainable access to land and water for agriculture	<ul style="list-style-type: none"> • Improve tenure security for farmer operating on Ingonyama Trust Land. • Facilitate access to freehold land for emerging commercial farmers. • Identify and facilitate access to agricultural land within traditional council areas. • Secure high potential land for agricultural purposes. • Increase environmental awareness and implement best practice examples of sustainable land and water use.
Goal 5: Improve human capacity in the sector	<ul style="list-style-type: none"> • Influence perceptions about the role that agriculture as a business opportunity, focusing on the youth. • Improve the skills base in the sector. • Establish and strengthen institutions / structures. • Take steps to mitigate the effects of HIV/AIDS in the sector.
MANUFACTURING	

Vision: Establish iLembe as the Engine Room of the KZN Industrial Economy	
GOALS	OBJECTIVES
Goal 1: Make the Manufacturing Sector a District Priority	<ul style="list-style-type: none"> • Feature manufacturing sector prominently in IDP Review. • Establish dedicated industry sector capacity in the District.
Goal 2: Attract Industries and Developers to iLembe	<ul style="list-style-type: none"> • Market the Industrial Capacity/Potential of iLembe. • Develop and Market the iLembe Lifestyle.
Goal 3: Make iLembe the new "engine room" of the KZN industrial economy	<ul style="list-style-type: none"> • Develop and implement a detailed industrial development strategy / land release strategy. • Establish a world class industrial estate (i.t.o. SP 9 of National Industrial Development Framework). • Guide industrial / service park development.
Goal 4: Upgrade/Extend Existing Industrial Areas	<ul style="list-style-type: none"> • Using new national policy to develop and implement upgrade support programme. • Facilitate improvement in facilities and working conditions.
Goal 5: Establish Industrial Development Support Programme	<ul style="list-style-type: none"> • Establish SEDA capacity in District. • Establish representative industry forum.
TOURISM	
Vision: Develop the iLembe North Coast into a preferred tourism destination by meeting the demands of both international and domestic tourists through a co-ordinated approach to tourism management, marketing and product development, by building on the District's rich cultural heritage, natural resources, excellent weather, and relaxation favourable lifestyle.	
GOALS	OBJECTIVES
Goal 1: To improve the management of tourism in iLembe.	<ul style="list-style-type: none"> • To develop an iLembe North Coast Tourism office to co-ordinate and facilitate the management, marketing and product development of tourism within the District. • To ensure close co-operation and partnerships amongst key stakeholders of the tourism sector to ensure co-ordinated planning and marketing of the sector. • Assist in the fight against HIV/AIDS in the tourism sector. • Ensure that the tourism industry in iLembe can be benchmarked to assess growth and trends in the sector and that supply is geared towards meeting demand. • Raise awareness of the current and potential impacts of tourism, both economic and social and ensure all services in iLembe are geared towards service excellence.

	<ul style="list-style-type: none"> To ensure that tourists can be assured of their time in the District being safe and free of crime.
Goal 2: Developing an effective, targeted and comprehensive strategy for the marketing of tourism products in iLembe	<ul style="list-style-type: none"> Ensure that the tourism products if iLembe are marketed in a professional targeted manner through the co-ordination role of iLembe District. To ensure alignment of local, district and provincial marketing strategies. To ensure that all potential tourists have easy access to information on tourism offerings within the District To ensure that all tourism signage in iLembe is relevant, directive, and markets the District's tourism. To expand the marketing strategy to target and include new emerging tourism market, in particular, the black middle class.
Goal 3: Ensure that the tourism products on offer in iLembe reflect the diversity of the cultural, historical, natural and beach attractions in the area.	<ul style="list-style-type: none"> Facilitate and co-ordinate the development of new tourism products in the hinterland areas. Ensure that tourism products are of a sufficient standard to create a legacy after visiting the area with specific focus on unique selling point of the "home of Shaka". Increase product offering in iLembe to remove narrow focus on the beach Develop iLembe beaches to high quality levels that meet international tourist demands. Facilitate the participation of local communities in tourism sector.
SERVICES	
Vision: A Services sector that is able to fully support and promote the Agricultural, Manufacturing and Tourism sectors of iLembe's economy	
GOALS	OBJECTIVES
Goal 1: To promote fixed investment in urban and rural development of iLembe -To increase the effective economic development impact of the utilities and construction sector. -To ensure land planning that allows for efficient and effective land development	<ul style="list-style-type: none"> To develop a spatially efficient economic and social facility provision. To provide for a full spectrum of housing types. To ensure that current conflicts that exists between agriculture, tourism and urban development are removed. To increase coordination between the municipality and developers in order to eliminate constraints in the current practice. Capacity building of SMMEs in the construction and service delivery component. Ensure local employment and procurement in service delivery and construction.

Goal 2: To develop and grow the commercial sector	<ul style="list-style-type: none"> To promote and stimulate commercial SMME development.
Goal 3: To develop efficient transportation system in support of effective economic development	<ul style="list-style-type: none"> Develop an efficient passenger and goods transportation system with a focus in rural areas.
Goal 4: To adequately meet the Community and social needs of iLembe	<ul style="list-style-type: none"> To ensure that government and municipal services are well represented and distributed in iLembe.
Goal 5: To develop and grow the ICT sector in the District	<ul style="list-style-type: none"> Position iLembe as a leading district in the provision of Information Communication Technology. To create a conducive environment for ICT development.

The iLembe LED Strategy also identified a number of key anchor projects, both multi-sectoral and sectoral specific. In this respect the following projects are of key importance:

Project Name	Project Details
Multi-Sectoral Anchor Projects	
Coordinate responses to the Dube Trade Port	Enterprise iLembe, through the LED forum should to coordinate the responses of the local municipalities and the private sector to Dube Trade Port initiatives. The purpose of this is to ensure that iLembe has proper and effective guidance that would enable the District to take full advantage of the opportunities presented. This would further ensure that resources are not unnecessarily duplicated by the various stakeholders.
Manage and coordinate 2010 expectations	Initiatives undertaken for 2010 by the District, the local municipalities as well as the public and private sector must be coordinated by Enterprise iLembe in conjunction with the LED forum.
Providing business support through SEDA and FETs/SETAs	Due to the lack of skills and business acumen identified throughout the process, SEDA, FETs and SETAs can provide a vehicle through which supplementary services can be gained.
Facilitate the growth of a Business Chamber	iLembe should facilitate the establishment of a business chamber in all local municipalities and on a district level. The purpose of the chamber is to promote the economic interests of commerce and industry in iLembe and to provide a stimulus for activity and development of the

	iLembe business community.
Agricultural Anchor Projects	
Establishment of an agri desk/One-stop-shop and an agri forum to drive agricultural development in iLembe	Establish a support structure within iLembe District Municipality that facilitates access to information and drives agricultural development with the aim of strengthening the support provided to farmers and contractors with the objective of creating an enabling environment for agricultural development.
Establishment of public/private partnership Plant Nursery project	Establishment of a number of projects producing potted plants and bagged ornamental plants to supply either (1) to landscaping companies involved with office park and housing developments in iLembe or (2) to supply to the export market. The aim being to establish new projects in line with the established focus areas (which should take cognisance of existing opportunities). The overall objective is to coordinate role-players around common focus areas in order to strengthen the emerging agricultural sector.
Establishment of a Medicinal Plant Production and Processing Project	Establishment of a number of projects involved in the production and processing of medicinal plants. The aim being to establish new projects in line with the established focus areas and the overall objective is to coordinate role-players around common focus areas in order to strengthen the emerging agricultural sector.
Establishment of a public private partnership project producing vegetables in tunnels using Hydroponics	Establishment of a number of tunnel production sites that can coordinate production and supply of packaged high value products. The aim being to establish new projects in line with the established focus areas and the overall objective is to coordinate role-players around common focus areas in order to strengthen the emerging agricultural sector.
Manufacturing Anchor Projects	
Industrial Estate Development in iLembe	Industrial estate development opportunities in the iLembe District will be identified, packaged and the implementation of development will be facilitated. The aim being to positively impact on skills development, job creation and income generation in iLembe. The overall objective is to establish a broad long term plan for industrial development in iLembe and to initiate the implementation of the plan.
Industrial Development Incentives and Marketing	The development and marketing of incentive packages for attracting developers and industrialists to iLembe. The aim being to substantially increase levels of employment and income generation in iLembe with the overall

	objective to attract investors, developers and industrialists to iLembe and to ensure the coordinated development of a strong industrial sector.
Establishing an iLembe Industrial Sector Forum	A forum where local government can engage with industry around manufacturing related issues will be established. It will be ensured that all types of manufacturing concerns, ranging from corporate to SMMEs are represented on such a forum. The aim being to ensure that local government has a good understanding of issues impacting on the manufacturing sector and to develop approaches to facilitating the continued growth of the sector. The overall objective is to establish an active industrial sector forum impacting on the nature of industrial development in the iLembe District.
Tourism Anchor Projects	
Develop the iLembe North Coast Tourism office	Develop office as free standing entity with alignment to Enterprise iLembe, for management, marketing and product development of tourism The aim is to grow tourism in iLembe through the establishment of a municipal entity tasked with all District tourism matters, aligned to Enterprise iLembe, The primary roles of iLembe North Coast tourism will be to manage, market and grow the tourism sector within the District as a whole, thereby contributing to the economic development of the local economy as a whole.
Upgrade of King Shaka Heritage Route	The King Shaka Heritage Route is largely fallen into disrepair and does not meet the requirements of an iconic tourism product for the District. Co-ordination of the upgrade and relaunch of the King Shaka Heritage Route to include culturally and or/ historically significant tourism products across the iLembe District. The aim of this is to develop tourism across the iLembe District as a whole that would cater to both domestic and international tourists, that reflects the rich local cultural and historical heritage through a route that is of a sufficient standard to create a legacy for the District.
Services Anchor Projects	
Development of a District Informal Economy Plan	The purpose of this Pre-feasibility plan is to investigate and parameters of the informal economy policy, programmes and status in iLembe. In addition to that is to recommend the structure and format of a District policy and action programmes.
Commercial Retail Node	The purpose of this guide is to develop a pre-feasibility

Development Guide	plan for a commercial node development guide for iLembe District with a focus on Mandeni, Maphumulo and Ndwedwe. KwaDukuza is well established and there is a significant interest from the private sector to invest in the area. KwaDukuza is established in terms of tourism, urban (residential) development, commercial development and some light industries. On the contrary its counterparts which are Mandeni, Maphumulo and Ndwedwe are struggling in attracting investors into their areas. This report will provide necessary background information for a potential investor about these municipalities. It will include guidelines that give direction for an investor who wants to invest in these areas.
Development of Community Digital Hubs	iLembe is characterised by large underdeveloped communities which are disadvantaged because of lack of access to modern information technologies. A number of opportunities exist because of the optic fibre cable connecting Africa, Asia and Europe. South Africa has two landing points in Mtunzini (KZN) and Melkbosstrand (Western Cape). The two cables (SEACOM and EASSy) will start in Mtunzini. Connection to these cables will provide opportunities for sustainable call centre industry and development of ICT Hubs. In addition to that the Provincial government has developed a Digital Hub Strategy which provides opportunities for the development of community digital hubs in local authorities with a focus on disadvantaged areas.

The funding requirements for these projects have been detailed in the iLembe LED Strategy and provisions made for the implementation of priority projects in the 2009/2010 budget.

This LED Strategy was submitted with the 2008/9 iLembe IDP and is therefore not attached to this IDP Review document.

K10. Infrastructure Investment Plan (EPWP Compliant)

The details associated with this Infrastructure Investment Plan was submitted with the 2008/9 iLembe IDP and is therefore not attached to this IDP Review document.

Refer to the iLembe Capital Investment Programme and Framework, Section H3 (**ADDENDUM L3**) for details in respect of the Infrastructure Investment Plan.

K11. Area Based Land Reform Plan

A bid for the preparation of an Area Based Land Reform Plan for the iLembe District was submitted by Maluleke, Luthuli & Associates in January 2007. Overall, these Area Based Plans are seen as critical to the Department of Land Affairs in achieving its land reform targets in an integrated, proactive and sustainable manner within districts and national targets. The Area Based Plan will be an integral part of the IDP, and will serve as a catalyst for land related development. The intention is that this Areas Based Plan will be the primary tool to guide programme and project conceptualisation and implementation within key strategic focus areas.

The direct aims of the proposed Area Based Land Reform Plan for iLembe are:

- To speed up the pace of land reform in the District in order to contribute to and achieve national land reform targets.
- To contribute to enhanced economic development thereby contributing to the targets as set out in AsgiSA.
- To integrate land reform into provincial and municipal development frameworks, i.e. IDPs and SDFs.
- To improve the sustainability of the land reform projects.
- To promote sector alignment within agriculture, LED, integrated sustainable human settlements, tenure security/upgrade linked to the provision of basic services.
- To promote the objectives of intergovernmental relations with municipalities and sector departments.
- To empower communities to participate actively in project formulation and implementation of land reform projects.

Progress in respect of the formulation of this Area Based Land Reform Plan will be reported on in due course.

K12. Organisational PMS

Refer to **Section I** and **Addendum L4 and L5** for more detail.

K13. IDP Process Plan/ IDP Framework Plan

The 2007 – 2012 iLembe IDP has set the scene for a new 5-year cycle of developmental planning and budgeting. Specific goals were set with supporting objectives, strategies and projects/programmes. This forms the basis for financial investment and spending over the next 5 years.

The 2008/2009 iLembe IDP Review will focus on the achievements of the IDM in accomplishing what it has set out to do within the first year of this new planning cycle. It is necessary to measure achievement in terms of backlog eradication and the effective spending of allocated funds. For the IDP to remain relevant a Municipality must assess its performance and the achievement of its targets and strategic objectives. The IDP therefore has to be reviewed annually in order to:

- Ensure its relevance as the Municipality's Strategic Plan.
- Inform other components of the Municipal business process including performance management and institutional and financial planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle.

In the light of this development process, the IDP will reflect the impact of successes as well as corrective measures to address challenges. The IDP process will address internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programmes of integrated planning.

The IDP, as the iLembe Municipality's Strategic Plan, informs Municipal decision-making as well as all the business processes of the Municipality. The IDP must inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

Although the IDP process, Budget process and OPMS Process are three distinct processes, they are integrally linked processes which must be coordinated to ensure that the IDP, the Budget and the OPMS with their related policies are tabled as mutually consistent and credible.

The iLembe Framework/Process Plan (attached as **Addendum L8**) was approved by Council in August 2008 and set the process of this 2009/10 IDP Review officially in motion.

K14. District Health Plan

The burden of diseases experienced by the Province as a result of the socio-economic conditions is also prevalent in the iLembe District. The prevalence of HIV/AIDS and TB is seen mostly in the overcrowded semi-urban and urban parts of the District while the diseases of poverty dominate the rural areas. The majority of diseases in this District are preventable and can be addressed through the introduction of aggressive prevention and promotion campaigns and by promoting healthy lifestyle behaviours.

The priority programmes of this District Health Plan are:

- Children's Health
- Maternal and Women's Health
- Comprehensive Management of HIV/AIDS
- Tuberculosis
- Quality Assurance
- District Hospital Services
- EMRS
- PHC Management and Supervision
- Personal Health Services
- Environmental Health

This District Health Plan was submitted with the 2008/9 iLembe IDP and is therefore not attached to this IDP Review document.

K15. Social Cohesion

This section of the IDP looks at the notion of Social Cohesion within the context of building caring society in solidarity with the poor. A point need to be made that, the notion of Social Cohesion has not been fully examined in South Africa as a policy imperative for the construction of a new society.

In 2004, The Presidency Policy Coordination and Advisory Services, Social Cluster, released a document, *A Nation in the Making*, a discussion document on Macro-Social Trends in South Africa. The document provides some detail analysis in terms of social trends but it is not a Government Policy statement on Social Cohesion.

The Department of Arts and Culture also commissioned Human Science Research Council in 2005 to prepare a report on Social Cohesion and Social justice in South Africa on behalf of the Social Cluster of Cabinet.

Social Cohesion has been defined in the HSRC Report for Department of Arts and Culture. It refers the extent to which a society is coherent, united and functional, providing an environment within which its citizens can flourish. A normative term, Social Justice refers to the extension of principles, enshrined in our constitution, of human dignity, equality, and freedom to participate in all of the political, socio-economic and cultural spheres of society.

Whilst the limitation of the use of Social Cohesion in terms of policy pronouncements, it is widely acknowledged that there are indicators of social processes that are useful in giving an account of the extent of Social Cohesion in society as a whole.

The participation of the people both in national and local government elections, Izimbizo, campaigns, Masakhane, IDP and Budget meetings, social networks and partnerships can be observed and measured in formal agreements such as District Growth and Development Summits.

However, the question of race, class, gender, age and identity remains critical factors in shaping a society united in shaping its own destiny. The case in point is the extent to which minority groups participate in the IDP and Budget process as well as Izimbizo and other social functions that are cultural in nature like King Shaka Celebrations, Diwali, etc.

One key glaring area of concern in terms of participation of minority groups in deepening Social Cohesion is in Sports and Recreation activities like SALGA Games with all its imperfections.

The failure of the minority groups to participate in the IDP and Budget process creates a serious dilemma in terms of pronouncing municipality's IDP credible when in fact certain sections of the population has nothing to say about it. The question of participation of all sections of society in the crafting of the IDP does not only address the issue of deepening democracy, but it also seeks to translate the principle of people's driven- centred development into its logical conclusion in that members of the community irrespective of their political affiliation or religious beliefs to participate in shaping the developmental agenda of the municipality.

The failure of other groups to input in the IDP process deprives the municipalities an opportunity to understand the varying and competing needs of the community, which needs to be addressed within the context of limited resources available to our fiscal.

This is where the cultural diversity should be seen to be appreciated and practiced. In order to give meaning to the IDP, it is critical to strengthen Social Cohesion in order to achieve a range of policy objectives, including meeting service delivery needs.

The success of social cohesion depends on the variety of indicators, among these the family, the school, social movements and organized organizations or formations of civil society.

The role that is played by the family, the school and organisations relates to the norms and values that a society expects a responsible person to behave, in a responsible manner.

The question that arises under what conditions does Social Cohesion occur? Social Cohesion would take place in an environment where the community shares a common feeling of solidarity for those members of the community who are incapacitated to enjoy their constitutional rights due to economic circumstances that are supported by those who are better off.

In other words, members of the community would celebrate the indignity of not having access to constitutionally guaranteed rights of their fellow compatriots on the basis that they do not have the means, which other members could make a meaningful contribution towards the realization of those rights.

Necessarily, Social Cohesion would not be pursued on the basis of cultural or language preferences but rather on the commitment and adherence to the ethical principles and values enshrined in our constitution.

People's commitment to the principles of diversity, equality and social justice are the key conditions for Social Cohesion.

K16. Integrated Environmental Programme

The IDP process requires the generation of an Integrated Environmental Programme the Integration Phase of the IDP. All municipalities are required to formulate an IEP to ensure that environmental considerations are integrated with the final outputs of the IDP. The purpose of the IEP is to provide the municipality with a decision support tool to evaluate its outcomes in terms of its environmental implications. The IEP should contribute to a healthy environment by ensuring that strategic environmental issues are identified, as well as potential environmental requirements for future projects are taken into account during decision making.

iLembe District Municipality entered into a partnership with the Department of Agriculture and Environmental Affairs in the preparation of an IEP. The project was initiated in August 2004 and is now in final draft format. Once it has been circulated for comment and updated it will be submitted to Council for adoption.

The full IEP has detail on the following aspects:

- Main environmental and social informants of the iLembe District Municipality. The important elements, key impacts and key management priorities are identified for water resources, vegetation, coastal resources, fauna, sites of conservation value, cultural resources, municipal capacity and interaction, waste disposal and health.
- Strategic legal and policy guidelines that must be acknowledged or taken into account by the Municipality.
- Environmental issues analysis which was based on a desktop study of documents including the iLembe IDP, iLembe Environmental Management Plan, Local Municipality IDPs and the iLembe Coastal Management Plan. Information on interviews with provincial departments as well as departments both within and outside of the District Municipality, questionnaires to stakeholders, workshops, presentations and field visits is also included.
- Issues were drawn up with a focus on general environmental management, coastal management and institutional issues as identified within the District and Local IDPs. These issues are categorised into specific themes to allow for the determination of a manageable amount of

- corresponding strategies. Themes include legislation, biodiversity, health, cultural and historical assets, socio-economic and coastal management.
- Themes are listed in a framework against the four key components of a Municipality's activities, products and services, i.e. governance, internal activities, services and assisting in the identification and carrying out of environmental protection and conservation responsibilities.
- Environmental health services with a particular focus on:
 - Assessment and monitoring of all food manufacturing.
 - Processing and food handling premises which includes licensing, sampling of foods in terms of the foodstuffs, cosmetics and disinfectants Act.
 - Environmental pollution control (air, noise and water).
 - Public health nuisances.
 - Investigation of communicable diseases.
 - Preventative health education.
 - Tobacco and vector control.
- Strategies for the themes are then identified and their priority noted.
- Finally, projects are identified under each strategy. This includes reference to project performance, whether an EIA is required, project responsibility and the way forward.

The District has also commissioned an assessment on the risks posed by toxic chemicals and substance emitted by industries within the area. The assessment will focus on air pollution, marine, rivers and estuaries and the natural environment. The main output of the assessment will be a list of toxic substances and chemicals to be sampled as well as recommended intervals. The next step would be the appointment of an independent monitor to perform checks and tests at set intervals and report to the District Municipality.

This Integrated Environmental Programme was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document. The preparation of an Integrated Environmental Management Plan (IEMP) has been budgeted for and set to be completed as part of the 2009/10 financial year.

K17. Cemeteries Plan

This Cemeteries Plan was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document.

K18. Gender Equity Plan

The iLembe District Municipality has formulated and adopted a Gender Equity Programme (**APPENDIX K18**). It envisaged that the policy framework will promote local municipalities where women and men have equitable access to opportunities and resources to address and meet socio-economic needs, and improve the quality life of the community.

The principles guiding gender policy are derived from national, regional and international instruments including the Women's Charter for effective Equality (1994), Reconstruction and Development Programme, RDP, (1994), Batho Pele: White Paper on Transforming Public Service Delivery, and South Africa's National Policy Framework for Women's Empowerment and Gender Equality(2002). Enshrined in the South African constitution is the principle of equality. Everyone is equal before the law and may not be discriminated against on the basis of gender, sex, age, disabilities or marital status. It is espouses substantive equality for women and men in social political and economic life.

Mainstreaming has been used extensively in addressing issues of diversity. It refers to the systematic incorporation of considerations into policy, programmes and practices so before decisions are taken an analysis is made of circumstances and effects on women and men.

In iLembe District a Gender Forum was established where all Local Municipalities are represented. This will assist the District to increase the participation of marginalised or target groups.

Gender IDP projects for iLembe for the period 2008 to 2010 are:

- Priority 1: Provide training and awareness in respect of the role that women can play in politics and decision making.
- Priority 2: Educate women about a possible career in politics.
- Priority 3: Encourage accelerated development programmes for women in the public and private sector.
- Priority 4: Investigate scope of the imbalance between men and women.
- Priority 5: Engage pressure groups, e.g. unions to be involved in lobbying and monitoring.

- Priority 6: Constantly advocate, lobby and monitor government for equitable representation

iLembe District Municipality has programmes and plans in place to achieve gender equity at the workplace. One such important instrument to achieve this is the Employment Equity Plan that looks at the advancement of the historically disadvantaged groups as well as the workplace Skills Plan that looks after the training programmes for each of the race and gender groups. The IDP mentions the reviewing of the Human Resources Development Plan, the revision and update of the Employment Equity Plan as well as the Skills Development Plan implementation. These documents will form an important tool for planning, implementing gender equity programmes and monitoring and evaluating progress on the gender equity or and women advancement within the iLembe District Municipality. In order to fulfil the aims and objectives of this plan, the following needs to be undertaken:

- In reviewing the existing human resources plan as envisaged in the IDP, an audit of gender sensitivity of the plan needs to be undertaken to ensure that the reviewed plan is gender sensitive and does not inhibit women advancement.
- Progress achieved in implementing the Employment Equity Plan and the Skills Development Plan should be reported upon and monitored on a regular basis.
- Avenues should be explored on how to increase women representation at council level.
- All policies and procedures of the District should be reviewed to ensure that they are gender sensitive.

K19. Poverty Alleviation Programme

The iLembe Municipality recognises the importance of addressing poverty alleviation through the implementation of a Poverty Relief/Alleviation Programme. In this regard, iLembe relies heavily on the National Department of Public Works' Community Based Public Works Programme to fund social infrastructure investment in the District. The types of projects range from upgrading sanitation facilities at schools to community farms and market stalls.

The relationship between Poverty alleviation, Pro-Poor LED strategies and sustainable economic development needs to be defined clearly. Currently there is no clear distinction between the District's LED Strategy and poverty alleviation strategies and programmes. Certain aspects of the two strategies may overlap, e.g. job creation, income generation, capacity building, investment in productive assets etc., but poverty alleviation programmes may include other socio-economic aspects which fall outside of the ambit of LED, e.g. provision of, social security grants, welfare grants, primary health care and aftercare, food security, HIV-AIDS, clean and green, schools programmes etc. It is suggested that the LED Strategy should seek to alleviate or eradicate poverty and inequality as one of its objectives.

As far as poverty alleviation is concerned, LED initiatives primarily focus on the establishing a job-creating economic growth path, embarking upon sustainable rural economic development and urban renewal, bringing the poor and the disadvantaged to the centre of development with economic market forces playing a crucial role. The commercial viability of projects is critical to the ultimate success of the LED Strategy and the role of government. In this case the iLembe District Municipality must create an environment conducive to thriving business activities.

With the implementation of the District's LED Strategy, its poverty alleviation programme will be expanded. The iLembe District Poverty Alleviation Programme will be more clearly defined in terms of coordination and implementation of national and provincial departmental functions, where localised strategic guidelines for poverty alleviation refer to the following:

- Specific local poverty situations and problems that should be addressed.
- Specific population groups to be taken care of by strategies and programmes.

- Appropriate ways and means of involving disadvantaged groups in the process.

In the process of process of addressing this issue of poverty alleviation specific mention is required of the following programmes and the contribution they would make in this regard:

- **AsgiSA:** This involves government funding selected programmes that are intended to act as catalysts for economic development. The initial spending framework of AsgiSA includes 6 broad categories of government interventions primarily aimed at promoting the country's capacity to meet its development objectives as set in its Millennium Development Goals, i.e. halving poverty and unemployment by 2014. This is not a new economic policy, but rather an initiative comprising strategic interventions to counter the main constraints on economic growth. These government interventions are to take place in a number of selected social and economic areas. From a social point of view, the interventions are expected to bring real opportunities to transform the structures of production, income and ownership in favour of the poorest and most vulnerable social groups. AsgiSA is expected to drive the economy at a higher rate of growth (4.5% from 2006 to 2009, and 6% from 2010 to 2014) while expanding its redistributive benefits towards the majority of South Africans, who are trapped in the second economy. Like many other developmental initiatives, AsgiSA does, however, raise problems related to co-ordination, implementation and monitoring. To maximise the efficiency of this initiative these problems need to be addressed within the context of the IDP process.
- **EPWP:** This is one of South African government's short to medium-term programmes aimed at the provision of additional work opportunities coupled with training. It is a national programme covering all spheres of government and state-owned enterprises. The EPWP is underpinned by 2 fundamental strategies to reduce unemployment. (a) To increase economic growth so that the number of net new jobs being created starts to exceed the number of new entrants into the labour market and (b) to improve the education system such that the workforce is able to take up the largely skilled work opportunities which economic growth will generate.

To ensure the formulation of a relevant and appropriate iLembe IDP the implementation of these initiatives are now called for. The Poverty Alleviation Programme for iLembe needs to take these matters forward in an integrated way, ultimately aimed at the sustainability and growth of the area.

K20. iLembe HIV/AIDS Strategic Plan

HIV and AIDS is one of the main challenges facing our society and is one of the main causes of death in the country. The rate of infection is increasing at a high rate, even though statistics released by the Minister of Health for 2006/2007 indicated a slight decline.

More and more people are getting sick and die due to HIV and AIDS related illnesses. The number of orphans and child headed families is on the increase and is a great cause of concern. Individuals, families and communities are adversely affected by the pandemic as the brunt of the burden of caring for and supporting the infected falls on the families and children of those who are sick. In many instances they have already lost the family breadwinner and therefore have to survive on meagre resources.

The National Strategic Plan has been used as a guide to develop the iLembe HIV/Strategic Plan (attached as **APPENDIX K20**). Within this context the iLembe District Municipality is one of the key institutions that have a critical role to play in the realisation of the National Strategic Plan objectives.

This iLembe HIV/AIDS Strategic Plan is a product of the engagement with all stakeholders and it seeks to provide a coherent and coordinated response to the challenges posed by the HIV/AIDS pandemic. This Strategic Plan is guided by a set of principles derived from the National Strategic Plan which are:

- Provision of supportive leadership.
- Ensuring effective communication.
- Ensuring effective partnerships, including meaningful involvement of people living with HIV and AIDS.
- Promotion of social change and cohesion.
- Ensuring sustainable programmes and funding.

The HIV/AIDS challenge is one of the social problems which the IDP seeks to address. The iLembe District Municipality has through its procurement policy ensured that women, youth and the disabled are given first preference in tenders and job opportunities presented by the implementation of the IDP projects. In implementing these projects, iLembe will ensure the following:

- That women and youth are fully represented in the District HIV/AIDS Forum and are encouraged to take an active role.
- That women are given first preference in job opportunities presented by the municipalities' Local Economic Development programmes and other IDP projects such as the planned Osindisweni Aids Orphan Centre in Mayville.
- That the HIV/AIDS policy is gender sensitive and is responsive to challenges facing vulnerable groups such as women.

The detailed focus of this Strategic Plan is as follows:

Priority Area	Goals	Objectives
Prevention, Education and Awareness	To ensure the reduction of new infection among the youth, women and people living in the rural areas.	<ul style="list-style-type: none"> • To develop and implement prevention, education, awareness programmes and campaigns. • To improve availability and promotion of effective condom use. • To encourage voluntary counselling and testing. • To promote sexual behavioural change. • To reduce the stigma attached to HIV and AIDS. • To improve management of sexual transmitted infection. • To build capacity of local CBOs and NGOs in response to HIV and AIDS.
Treatment, Care and Support for People Living with the Virus	To reduce morbidity and mortality of people living with HIV and ensuring care and support of the infected and affected.	<ul style="list-style-type: none"> • To ensure availability of treatment, care and support. • To create support systems for people living with the virus. • To encourage and support positive living. • To establish, sustain and strengthen the support groups.
Care and Support for Orphans and Vulnerable Children	To create an enabling environment for Orphaned and Vulnerable Children to lead a meaningful life with the support from	<ul style="list-style-type: none"> • To establish an integrated data base for OVC for improved intervention in the plight of OVC. • To mobilise and educate communities to ensure support and care for the OVC.

Priority Area	Goals	Objectives
	the broader society.	<ul style="list-style-type: none">• To facilitate the establishment of Ward Child Care Committees to provide care and support of OVC.• To provide relief systems to support OVC.

K21. iLembe Client Satisfaction Survey (Findings)

Herewith a detail summary of the different levels of satisfaction as findings of the Client Satisfaction Survey Study undertaken throughout iLembe District:-

District-Wide Satisfaction Levels

This section will detail at a district level satisfaction levels, followed by comparatively per local municipality and then at ward level within Local Municipalities. Firstly, a brief snap-shot summary for the district will be provided followed by more detailed illustrations and presentation of the findings.

At a district level water and sanitation satisfaction correlates with access to types of water provision and sanitation type: areas which obtain their water through boreholes, rivers/streams/springs and dams reflect the highest levels of dissatisfaction: in terms of type and quality (smell, colour and ill health experiences). To quantify the total district dissatisfaction towards water provision and quality, this amounts to 51% of respondents. Within this 51% though, it is estimated that approximately 34% are very dissatisfied. Areas which have high percentages of respondents using "homemade" or bushes as their sanitation reflect the highest levels of dissatisfaction amounting to approximately 37%; although there is also dissatisfaction with VIPs in some areas.

Uncommunicated and/or periods and timing of water disruptions are issues of dissatisfaction and these experiences were described by many respondents when asked: their worst experience with water provision. Although there were 35% respondents indicating dissatisfaction with repairs and maintenance, this dissatisfaction relates to longer than 24 hours to do repairs.

Billing and customer care satisfaction for the district was quite positive; although there were certain areas which indicated dissatisfaction with easiness to read and understand statements, and accuracy of meter readings dissatisfaction. Service quality in terms of pay points conveniently located, and "walk in" and telephonic services were quite positive, with low percentages of respondents being dissatisfied.

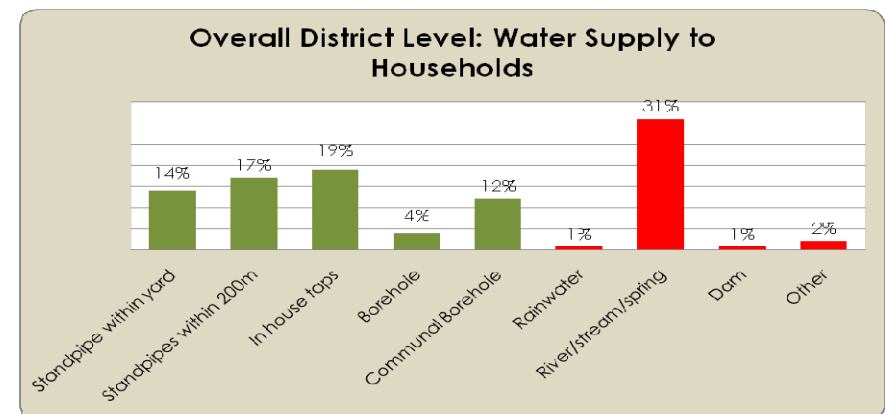
There is a high percentage, 86%, of respondents throughout the district who feel that not enough is being done to ensure their health and safety: this is also evident in the responses to purchasing food that is "rotten", air pollution and water pollution.

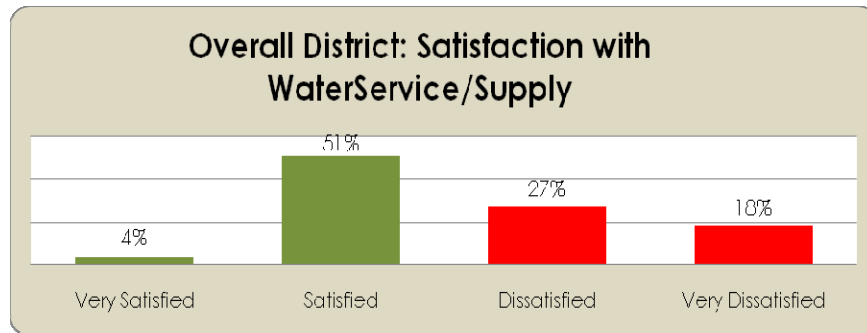
Perceptions and awareness of local economic development measured through the questions that were asked indicate that 96% of respondents throughout the district feel that there are no LED opportunities, and minimal job opportunities and that the municipality is not facilitating an enabling environment for LED.

A high percentage of respondents throughout the district do not know what the Integrated Development Plan is (98%), and 67% do not know the plans for their area. When asked whether their area has a function ward committee 67% of respondents throughout the district indicated that their ward committee was not fully operational and functioning.

Within the district awareness of special programmes is below 35% for each programme type.

Satisfaction Levels – Water Services



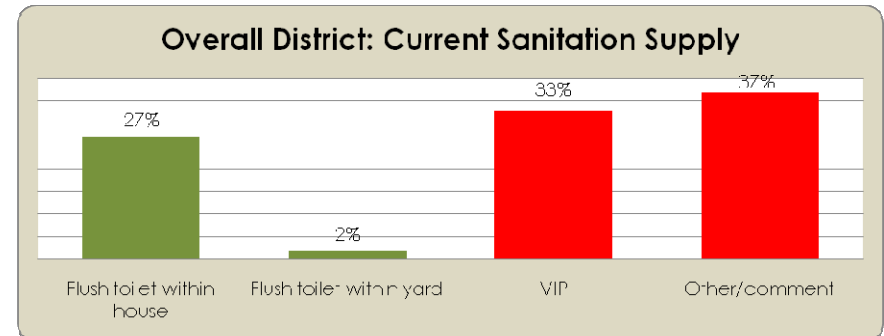


Four percent of the respondents indicated that they were very satisfied with their water supply/services, whilst fifty one percent of respondents indicated they are satisfied with their water supply/service. Therefore satisfaction could be rated at 55%.

Forty Five percent of the respondents are dissatisfied with their water service/supply; within which 18% are very dissatisfied and 27% are dissatisfied. Dissatisfied respondents indicated that they have been promised better water services, have to use water that is unclean and/or does not smell good, have to queue to get water and/or in Maphumulo to share water with livestock in dams, rivers, streams.

Satisfaction Levels – Sanitation Services

The largest percentage of respondents indicated that they either have home-made sanitation and/or use bushes at 37%, followed by 33% of respondents having VIP's and 27% with flush toilets in their homes.



In an attempt to test satisfaction with the quality of sanitation various elements, aspects were questioned such as aesthetics, quality of structure, satisfaction with functioning and challenges with VIP's where respondents utilise VIPs.

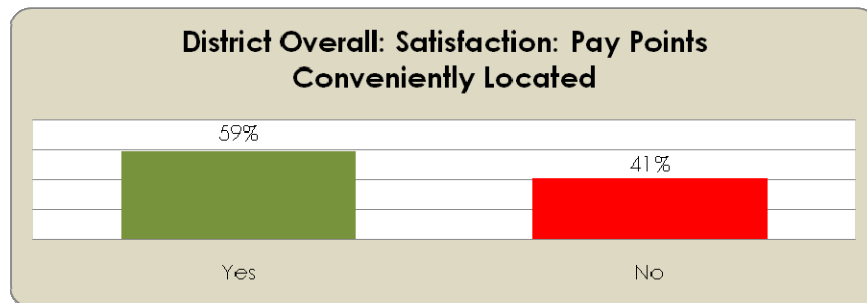
Sixty one percent of respondents are dissatisfied with the aesthetics of the sanitation service they have. Most of these respondents were those who had "home-made sanitation" and a few who had VIPs.

Sixty five percent of respondents are dissatisfied with the structure and quality of structure within which their sanitation service is provided. Most of the respondents expressing dissatisfaction were those who had home-made and a few with VIPs. Issues of quality of materials, gaps between the structure and door and under the door which lets rain water into the VIP were cited as areas of dissatisfaction.

Satisfaction Levels – Billing & Customer Care

Of the 51% respondents, estimated, who are part of the billing process 33% indicated their dissatisfaction with the easiness to read and understand their bills.

Sixty Six (66%) of respondents, who are part of the billing process, indicated their dissatisfaction with the accuracy of meter readings on their monthly statements, and some elaborated to indicate that they did not have faith in the existing system due to errors they had picked up; the extent of the errors and the repetition of errors.



Forty one percent of respondents feel that the pay points are not conveniently located. Although many respondents utilise banks, Checkers and internet payment methods the dominant method of payment is directly to iLembe, especially in Kwadukuza.

Respondents indicated that they paid their accounts as follows:

- ATM;
- Banks: including ANSA and FNB specifically mentioned;
- Checkers and Spar;
- Internet electronic payment;
- iLembe paypoints (majority of payments);
- Post office.

Thirty seven percent of respondents who are currently paying bills indicated that they experience problems paying their bills at the pay points. Most of the responses were not with the actual service at the pay points but with the location and effort it takes to get to the pay points. Although there were a few comments regarding the staff at the pay points being on their telephones and being efficient.

Satisfaction Levels – Environmental Health

An alarming percentage of 40% indicated that they had experienced purchasing food which was either rotten, bad or "off". Thirty six percent, 36%, of respondents indicated they had experienced utilisation of polluted water. Seven percent of the respondents indicated they experienced "bad smelling" or "air that is murky and not clearly visible".

Satisfaction Levels – Disaster Management

When asked about any experience of disaster in the area a few respondents indicated the high tides/flooding which occurred in March 2007, when probed as to iLembe's role in managing the disaster there was uncertainty and lack of awareness of the role of the iLembe Municipality.

Satisfaction Levels – Local Economic Development

Ninety six percent of respondents indicate that there are no LED opportunities available, with only 3% indicating that there are LED opportunities. There were a lot of negative comments in terms of this question which indicate either a lack of awareness of existing opportunities, and/or lack of visible outcomes of any LED interventions.

One respondent indicated:

"I do not know anything about LED since there is no LED in this area"

Respondents who indicated that there were LED opportunities in iLembe, identified the following as the LED opportunities:

- Community development opportunities;
- Cooperatives training programme;
- Employment opportunities for local people in development activities.

Eight nine percent, 89%, of respondents indicated that there are no job opportunities available, with 10% indicating that there were some opportunities which were minimal. The 10% who indicated that there were job opportunities indicated that in development interventions there are job opportunities for the local people.

Awareness of opportunities in the dominant sectors of iLembe were asked: agriculture, tourism, trade, industry and service sectors. Across all sectors there is either a lack of awareness of opportunities and/or from experience limited opportunities, although there is a slight recognition/awareness of agricultural opportunities. Ninety nine percent, 99%, respondents state that there are no tourism opportunities available with 1% indicating that there are tourism opportunities, and the beach as an opportunity for tourism was identified. Ninety four respondents indicated that there are no agricultural opportunities available, with 5% indicating that there are agricultural opportunities and vegetable

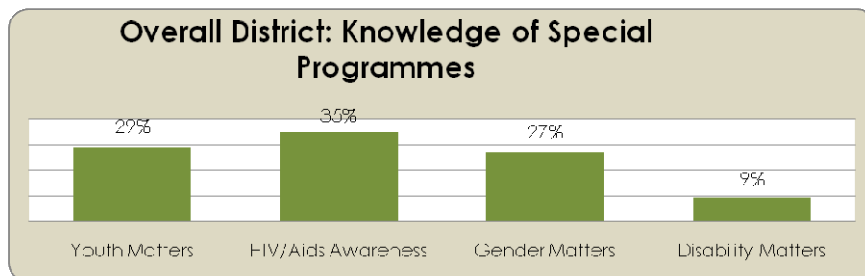
gardening and cane growing being identified as opportunities. Ninety nine, 99%, of respondents indicated that there is no trade, industry, service opportunities available. With one percent indicating otherwise.

Not surprising therefore, ninety four percent, 94%, indicated that the municipality is not providing an enabling environment/support for economic development, with a 6% indicating otherwise. The six percent respondents indicated that Sappi, Isithebe and Sugar Mills provide existing opportunities.

Satisfaction Levels – Public Participation

Ninety eight percent, 98%, of respondents did not know what the Integrated Development Plan is. This was asked, not elaborated and probed.

Fifty four percent, 54%, of the respondents did not ever attend any public participation meetings of Council, with 48% indicating that they did attend some meetings. Of the respondents who indicated that they did attend iLembe public meetings they indicated that these meetings did have participation from youth, women and elderly and were well represented. Sixty seven percent, 67%, of respondents indicated that their areas do not have existing, operational/functional Ward committees. Respondents who indicated that they had operational Ward committees indicated that matters such as crime, housing and other development needs were discussed in the meeting. Sixty seven percent, 67%, of respondents did not know of plans for their area. With 33% knowing what plans there are for their area.



The percentage of knowledge and awareness of special programmes are indicated above, with a higher awareness of HIV/Aids programmes, followed by youth, then gender and disability at a small percentage of 9%.

K22. iLembe Employment Equity Plan

The iLembe District Municipality has drafted an Employment Equity Plan that is currently under discussion and will be finalised in due course. The objective of the Plan is:

- To institute measures designed to create equal opportunity and fair treatment of the designated groups;
- To identify and remove barriers which prevent or hinder the advancement of designated groups;
- To eliminate all forms of unfair discrimination in the employment policies, practices and procedures of the municipality;
- To create a pool of skills and competencies to meet business objectives and challenges of the future;
- To accommodate the disabled, where possible;
- To develop and maintain supportive human resources policies and practices;
- To promote the equitable representation of designated groups at all occupational levels and categories.

Refer to **Addendum L9** for more details

K23. iLembe Public Participation Plan

The iLembe District Municipality has formulated and development of Public Participation Plan linked to programme in support of the adopted IDP Framework / Process Plan to ensure that effective public consultation and participation is achieved. A specific approach was followed with a strong focus on minority groupings. A budget of R3 million was set aside to implement the public participation process plan for the next three years.

Refer to **Addendum L10** for more details

SECTION L: ADDENDUMS

- L1. *Three Year Implementation Schedule*
- L2. *Schedule of Projects*
- L3. *Capital Investment Programme and Framework*
- L4. *The iLembe Scorecard and SDBIP*
- L5. *The iLembe Half Year Performance Report*
- L6. *The Auditor General Report*
- L7. *Disaster Risk Management Project Schedule*
- L8. *The ilembe Framework / Process Plan*
- L9. *The ilembe Employment Equity Plan*
- L10. *The ilembe Public Participation Plan*
- L11. *Presentation Material*