



*DRAFT*

# **2016/2017 IDP Review**

*Drought Is A Reality! Let's Save Water...*



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## ABBREVIATIONS USED IN THIS DOCUMENT

BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CBPWP	-	Community Based Public Works Programme
CDC	-	Community Development Co-operative
CHARM	-	Comprehensive Hazard and Risk Management
CIF	-	Capital Investment Framework
CIP	-	Comprehensive Infrastructure Plan
COGTA	-	Co-operative Governance and Traditional Affairs
CRA	-	Customer Relationship Assessment
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DEAT	-	Department of Environment, Agriculture and Tourism
DFP	-	Development Framework Plan
DIMS	-	District Information Management System
DCOG	-	Department of Co-operative Governance
DMC	-	Disaster Management Centre
DME	-	Department of Minerals and Energy
DMF	-	Disaster Management Framework
DMP	-	Disaster Risk Management Plan
DOE	-	Department of Education
DOHS	-	Department of Human Settlements
DSEDS	-	District Spatial Economic Development Strategy
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
ECD	-	Early Child Development
EIA	-	Environmental Impact Assessment
EMF	-	Environmental Management Framework
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
FY	-	Financial Year
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IEP	-	Integrated Environmental Programme
ISEDS	-	iLembe Spatial Economic Development Strategy
IRSDP	-	iLembe Regional Spatial Development Plan
IWMP	-	Integrated Waste Management Plan
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LM	-	Local Municipality
LRAD	-	Land Redistribution for Agricultural Development
LRI	-	Lower Respiratory Infection
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MANCO	-	Management Committee
MEC	-	Member of the Executive Council (Local Government and



		Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MTCF	-	Medium-term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
MTEF	-	Medium-Term Expenditure Framework
MTSF	-	Medium-Term Strategic Framework
NDMF	-	National Disaster Management Framework
NDP	-	National Development Plan
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
NWMS	-	National Waste Management Strategy
OVC	-	Orphaned and Vulnerable Children
PA	-	Planning Authority
PACA	-	Participatory Appraisal of Competitive Advantage
PGDS	-	Provincial Growth and Development Strategy
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public-Private Partnership
PSEDS	-	Provincial Spatial Economic Development Strategy
PTP	-	Public Transport Plan
RDP	-	Reconstruction and Development Programme
RIDS	-	Regional Industrial Development Strategy
R&R	-	Repairs and Renovations
RRTF	-	Rural Road Transport Forum
RSC	-	Regional Service Centre
SADC	-	Southern Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
SONA	-	State of the Nation Address
TA	-	Tribal Authority
TBC	-	To Be Confirmed
TLC	-	Transitional Local Council
UAP	-	Universal Access Plan
VTC	-	Voluntary Testing and Counselling
WSB	-	Water Services Backlog
WSDP	-	Water Services Development Plan

## FOREWORD BY HIS WORSHIP THE MAYOR



I am honoured to present herewith the last Integrated Development Plan (IDP) review of the current Council. This is a significant review. Its significance is based on the fact that it tracks the progress that this Council has made since 2011 following the current Council's very first Lekgotla.

Amidst challenges in the economy, the current and persistent drought conditions that got our region classified as disaster struck, we have been able to obtain clean audit outcomes from the Auditor General in the 2013/2014 & 2014/2015 financial years. We achieved this way earlier than the set time.

We have reduced the backlogs in terms of access to water to 24% and sanitation to 21.7% and implemented a number of water projects such as the Lower Tugela Bulk Infrastructure Project that would be commissioned before the end of the term of the current Council.

The environmental challenges that are as a result of Climate Change require proactive, forward planning and leadership. We held the district Climate Change summit in 2014 and resolved on a number of issues to deal with and mitigate the effects of Climate Change on our people. We proudly launched the Ilembe Disaster Management Centre in 2015 and continue to work hard in ensuring that all Ilembe citizens' environmental rights as enshrined in the RSA constitution are upheld. Since 2011, we have built Ilembe as an institution and laid solid governance foundations. In this regard, we now have well established, properly constituted and functional committees of Council, Intergovernmental Relations Structures, and Legislated Structures such as the District Aids Council, Risk Committee, Ethics Committee, Internal Audit Unit, Enterprise Risk Management Unit, and External Audit Committee that also caters for our Development Agency – Enterprise iLembe.

Ilembe District is one of the fastest growing regions in the Province of KwaZulu Natal, in terms of general population as well as economic growth. Through our Economic Development Agency – Enterprise Ilembe, we continue to implement projects of national importance such as the AgriParks projects, National School Nutrition Project, Agrihubs and create links and partnerships with international organisations i.e. the Swiss State Secretariat for Economic Affairs (SECO) for increased economic growth and stimulation of our local economy.

Our plans are aligned to the National Development Plan "vision 2030", the KZN Provincial Growth and Development Plan as well as the fourteen priority outcomes of Government and outcome 9 that bestows on us a responsibility to be a "Responsive, accountable, effective and efficient local government" in particular. As the current term nears its end, we wish to state, with humility, that we have indeed delivered and met most of the targets that we had set out to achieve. This does not mean that we now stop but that work even harder to consolidate and advance. I therefore wish to invite you to engage in this IDP review process.

Dr Nelson Mandela once said "I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom come responsibilities, and I dare not linger, for my long walk is not ended."

Our long walk is indeed not ended.

**His Worship, the Mayor,**  
*Councillor S.W. Mdabe*

# CHAPTER 1: EXECUTIVE SUMMARY

## 1.1 WHO ARE WE?

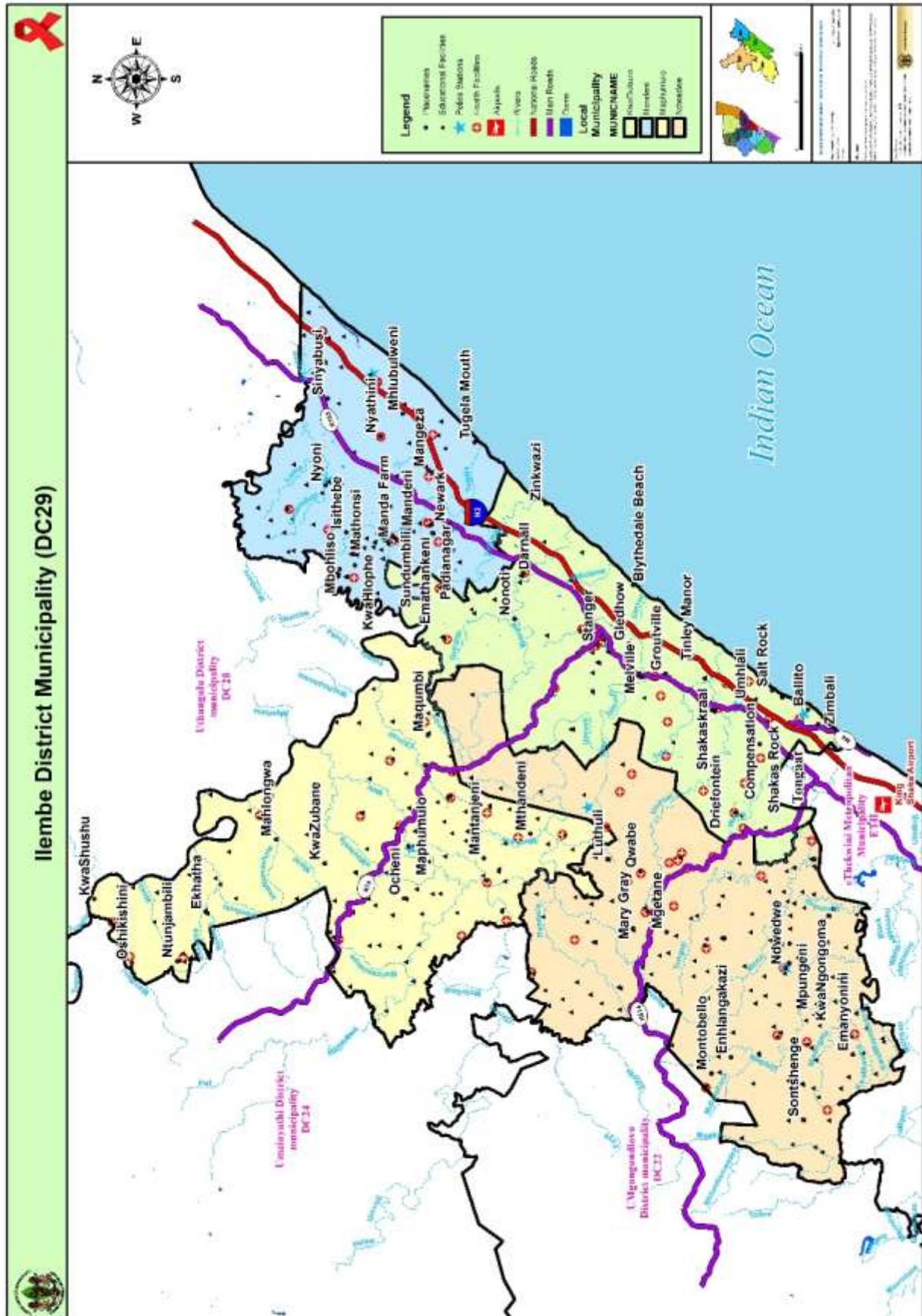
The iLembe District Municipality (DC29) lies on the east coast of KwaZulu-Natal, between eThekweni Metro in the south and uThungulu District in the North. To the West, iLembe is bordered by two Districts; UMgungundlovu and uMzinyathi. At 3 260km<sup>2</sup>, this is smallest of the 10 KZN District Municipalities with a total population of approximately 606,809 (Statics SA 2011). iLembe District is constituted by four Local Municipalities; Mandeni, KwaDukuza, Ndwedwe and Maphumulo.

iLembe is located between two of Africa's busiest ports, Durban and Richards Bay, on the primary economic development corridor in the province, and is therefore well positioned not only to local, but also international markets, the King Shaka International Airport and the Dube Trade Port just a few kilometres from the southern border of iLembe has amplified what was already a prime investment destination. The District is made up of 45 Traditional Authority (TA) 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%).

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, 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.

Despite its strategic location, iLembe faces numerous economic challenges such as the high levels of poverty in the rural inland areas, which contrasts with rapid development along its coastal regions. The District has been proactive in developing Enterprise iLembe, a broad based institution aimed at facilitating local economic development in response to its challenges of high rates of unemployment and correspondingly high levels of poverty.



MAP 1: OVERVIEW OF THE ILEMBE REGION

## 1.2 DEVELOPING THE ILEMBE IDP

A Comprehensive 2012-2017 iLembe IDP was adopted on 20 June 2012 in terms of the Municipal Systems Act, Act 32 of 2000. This 2012- 2017 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, within the context of the Credible IDP Framework.

For the purpose of this iLembe 2016/2017 IDP Review; the 2012-2017 IDP shall be referred to as the "principal IDP". The principal IDP undertook a comprehensive review and analysis of the iLembe District Municipality, specifically highlighted economic and infrastructural backlogs, together with the developmental challenges. These serve as the baseline for municipal service delivery, monitoring and performance that the principal IDP set out specific objectives and strategies to address these backlogs and challenges.

A Process and Framework Plan to guide the iLembe 2016/2017 IDP Review was considered and approved by the Council on 2 October 2015. The Plan sets out comprehensively the process of review, including timeframes for achieving certain milestones. It details responsibilities, methodology, mechanism for community participation and alignment with other stakeholders. The Local Municipalities Process Plans plays an important tool in determining and influencing the budgetary processes within the context of the iLembe District IDP.

Key Elements to be addressed in the IDP Review Process:

- **Incorporation of comments from various Role Players:** The comments received during the previous IDP review from role players will be recorded, considered and incorporated where appropriate to contribute to the incremental improvement of the strategic nature of the IDP.
- **Incorporate comments from Provincial MEC Panel:** The focus is on the strategic influence of the IDP that is the result of the comments received from the Provincial MEC panel on the previous 2015/2016 IDP, the 2016/2017 IDP review will aim to address all the outstanding comments as far as possible.
- **Review & inclusion of new/additional information:** This refers to historical information which might not have been available or accessible before as well as newly statistical, strategy and or research information available. As before the focus is not on generating a cumbersome volume of development information, but merely to evaluate and extract key information. The 2016/2019 Medium Term Strategic Framework outlines the strategic direction for National and Provincial government for the fifth term. In this respect the 2016/17 IDP will have to take into account and action the priorities and targets set for Local Government.
- **Alignment of Sector Plans:** The alignment of both district wide and municipal sector plans and other relevant research studies always forms part of the IDP review process and especially newly available plans will be considered and incorporated.
- **Alignment of IDP with Provincial Programmes & Policies:** Through especially the Provincial Growth and Development Strategy (PGDS), the co-ordination of provincial departmental strategic plans and budgets has been becoming increasingly important. The available Medium Term Expenditure Framework budgets from the various provincial departments will be incorporated within the IDP and budget as far as possible.

## 1.3 DEVELOPMENT CHALLENGES

The development challenges 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 poverty and service backlogs than the urban community.

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.
- 24% 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.
- In the main, 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.
- 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.
- The municipality is currently experience severe drought conditions which further inhibits the ability to provide a sustainable supply of water to residents.
- Funding for bulk infrastructure remains a significant hindrance to the municipality's ability to executive its legislative obligations to citizens.
- Drought conditions – water shortages.



## 1.4 MUNICIPAL VISION

*“By 2027 iLembe District Municipality will be a World Class African Destination, with excellent services and quality of life for its people”.*

The iLembe District Municipality will achieve its Vision by 2027, subscribing to the following process:

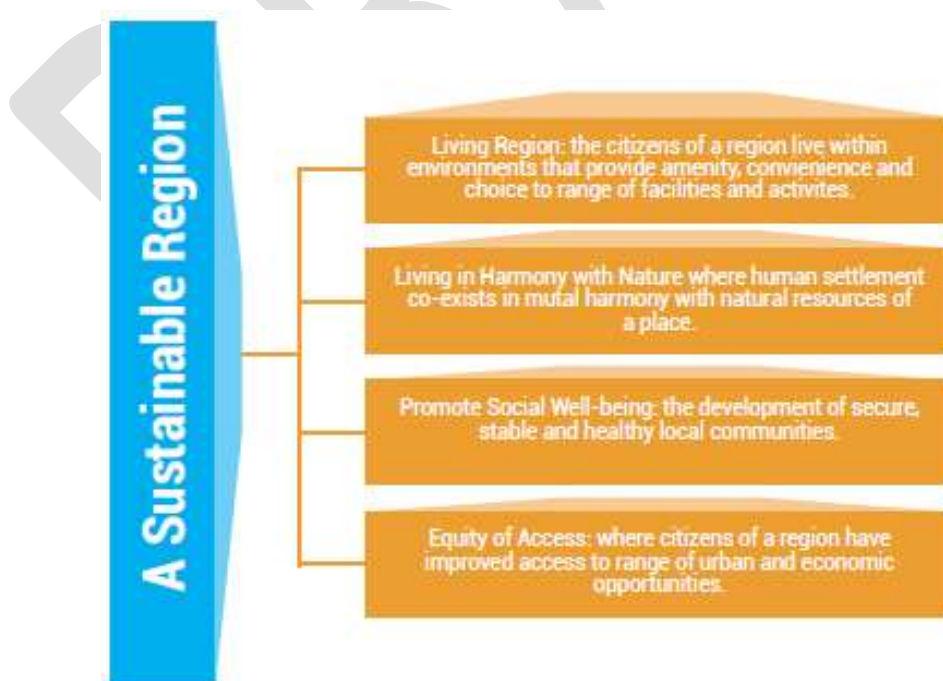


**FIGURE 1: PROCESS TO ACHIEVE ITS VISION**

### LONG TERM DEVELOPMENT VISION IRSDP 2050

The iLembe District Municipality, following comprehensive consultation with its constituent Local Municipalities, adopted its long term development plan, outlining a development trajectory to 2050. This plan is premised on a vision to create a “sustainable region”.

This sustainable region is underpinned by the following five (5) pillars:



**FIGURE 2: 5 PILLARS**

## 1.5 STRATEGIC PLAN TO ADDRESS OUR CHALLENGES



**FIGURE 3: ILEMBE STRATEGIC PLAN**

The above figure represents the strategic planning approach that the iLembe District Municipality has undertaken in developing their 5 year strategic plan. The strategic approach has been informed by the following key government programmes and policies:

### 12 National Outcomes

*Outcome 1: Improve the quality of basic education*

*Outcome 2: A long and healthy life for all South Africans*

*Outcome 3: All people in South Africa are and feel safe*

*Outcome 4: Decent employment through inclusive economic growth*

*Outcome 5: A skilled and capable workforce to support an inclusive growth*

*Outcome 6: An efficient, competitive and responsive economic infrastructure network*

*Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all*

*Outcome 8: Sustainable human settlements and improved quality of household life*

*Outcome 9: A responsive and accountable, effective and efficient local government system*

*Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced*

*Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World*

*Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship*

*Outcome 13: Inclusive and responsive social system*

*Outcome 14: Transforming and unifying the country*

This PDGS provides KZN with a responsive strategic framework for accelerated and shared economic growth through catalytic and development interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.





**FIGURE 4: PGDS GOALS**

The iLembe District Municipality embarked on a Lekgotla that took place in September 2011. At this strategic planning session the newly elected councillors and management were given an opportunity to evaluate all concerns and needs expressed and presented clear responses to some of the common needs and concerns raised.

The table illustrates iLembe 5 Year strategic objectives aligned to the National outcomes as follows:

National Outcomes	KZN Goals	iLembe Strategic Objectives
<b>Outcome 8</b>	<i>4: Strategic Infrastructure</i>	- To ensure access to potable quality water for domestic consumption and support local economic development
<b>Outcome 9</b>		- To ensure continuous and sustainable provision of water services
	<i>1: Job Creation</i>	- To ensure continuous and sustainable provision of sanitation services
		- To establish, regulate and operate a district landfill site
		- To ensure the construction and maintenance of district roads, sports and recreation facilities and to regulate public transportation within the district.
		- Monitor SEMBCORP/ Siza Water Concession contract
		- Create job opportunities through the EPWP.

<b>Outcome 9</b>	<i>6:Governance And Policy</i>	<ul style="list-style-type: none"> <li>- To promote accountability through public participation</li> <li>- To ensure prevention and mitigation against disasters</li> </ul>
<b>Outcome 12</b>		<ul style="list-style-type: none"> <li>- To ensure a sustainable and healthy environment</li> <li>- To ensure coordination of firefighting services serving the district municipality as a whole</li> <li>- To improve the quality of life within the district</li> <li>- To preserve history and heritage</li> <li>- To ensure that the municipality's administration is governed by sound and effective values and principles as outlined in the Constitution of South Africa</li> </ul>
<b>Outcome 4</b>	<i>3:Human &amp; Community Development</i>	ECONOMIC DEVELOPMENT
<b>Outcome 6</b>		<ul style="list-style-type: none"> <li>- To upscale Agriculture development in the district</li> </ul>
<b>Outcome 7</b>		<ul style="list-style-type: none"> <li>- To capitalize on the Tourism potential</li> </ul>
<b>Outcome 10</b>		<ul style="list-style-type: none"> <li>- To increase Manufacturing output within the District</li> </ul>
<b>Outcome 13</b>	<i>1:Job Creation</i>	<ul style="list-style-type: none"> <li>- To increase the Districts' skills base</li> <li>- To ensure Job creation</li> </ul>
	<i>7:Spatial Equity</i>	<ul style="list-style-type: none"> <li>- To create an ICT platform available to everyone</li> <li>- To improve coordination in LED between DM and Local Municipalities.</li> <li>- To ensure integrated planning throughout the district.</li> </ul>
<b>Outcome 4</b>	<i>2:Human Resource Development</i>	HUMAN RESOURCE
<b>Outcome 5</b>		<ul style="list-style-type: none"> <li>- Development &amp; implementation of the HRD policy</li> <li>- Ensure implementation of the annual training plan (WSP)</li> <li>- Support the training of operators to meet DWA classification requirements</li> <li>- Bring in unemployed people into learner ships so that they can be employed later</li> <li>- Support the skills and educational development of councillors that leads to formal qualifications</li> <li>- Ensure a sufficient budget that complies with the provisions of the Skills Development Act (Levy Act)</li> <li>- Ensure full compliance with EEA within IDM</li> <li>- To ensure that disputes are resolved in line with relevant labour relation legislation</li> <li>- To have an updated, approved and populated organogram in all critical need areas of the IDM.</li> </ul>
	<i>1:Job Creation</i>	ICT
		<ul style="list-style-type: none"> <li>- To create and maintain an ICT environment that enables the municipality to achieve its goals and objectives</li> </ul>
<b>Outcome 9</b>	<i>6:Governance and Policy</i>	<ul style="list-style-type: none"> <li>- To ensure sound and credible general financial management principles.</li> <li>- To ensure sound revenue management principles</li> <li>- To ensure sound expenditure management principles</li> <li>- To ensure sound budgeting and compliance principles</li> <li>- To compile a legislatively credible and compliant budget</li> <li>- To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework</li> <li>- To ensure sound and effective asset and inventory principles</li> <li>- To implement and maintain compliant and efficient Financial Management practices that increase financial viability of the municipality</li> <li>- To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.</li> <li>- To achieve a clean audit opinion</li> <li>-</li> </ul>

**TABLE 1: STRATEGIC OBJECTIVES**

## 1.6 HOW DO WE MEASURE OUR PERFORMANCE?

As prescribed in Section 40 of the Municipal Systems Act 2000, Ilembe District Municipality must create mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental, and individual employee levels. Section 34 of the Municipal Systems Act further requires the Integrated Development Plan to be reviewed on an annual basis which should also encompass the review of key performance indicators and performance targets.

The organisational scorecard is submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting takes place in October (for the period July to end of September) January (for the period October to the end of December), April (for the period January to end of March), and July (for the period April to the end of June). The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

The Ilembe District Municipality Key Performance Areas are aligned with those of National Government as follows:

- *Monitoring, Evaluation and Sustainable Environment (Office of the Municipal Manager)*
- *Municipal Transformation and Institutional Development*
- *Service Delivery & Infrastructure Development*
- *Local Economic Development and Social Development*
- *Municipal Financial Viability and Management*
- *Good Governance and Public Participation*

In doing this the Municipality has clearly aligned identified challenges with key performance areas of the municipality as an element of the Performance Management System which includes Service Delivery and Budget Implementation Plan and the individual Performance Plans for Section 57 Management and other Senior Managers. The performance of the Municipality is therefore dependent on the performance of all management. The key performance areas are deliberately aligned with champions, as directors of each directorate in Chapter 6 of the IDP.

## 1.7 SPATIAL STRUCTURE OF THE ILEMBE DISTRICT

The prevailing settlement structure is influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east–west linkages and 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, primarily in KwaDukuza and Mandeni, 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. Physical and social support services and facilities are in general mainly located in the urban centres, including the peripheral centres of Ndwedwe and Maphumulo. 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. Relatively minimal 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.

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.
- 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.
- Topographic conditions influence road and rail linkages substantially.
- Movement and accessibility has a significant impact on the urban and economic development of the area with most of the 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.
- Significant settlement densification has taken place in the vicinity of major access roads and local nodes throughout the District.

*More information on the spatial restructuring of Ilembe is discussed under **Chapter 5** of this document and expanded within the attached draft Spatial Development Framework 2015/16 at **Annexure A**.*

## CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT PRIORITIES

### 2.1 PLANNING AND DEVELOPMENT PRINCIPLES

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMA)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, National Strategy on Sustainable Development)
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMA)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMA)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMA).
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS).

## 2.2 GOVERNMENT PRIORITIES

### 2.2.1 MILLENNIUM DEVELOPMENT GOALS

The United Nations MDGs declaration aims to promote a comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front. It is a critical document whereby all signatory countries and development organizations have committed to aligning themselves with achieving the targets set by 2015.

The goals are as follows:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equality and empower women
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/Aids, malaria and other diseases
- Goal 7: Ensure environmental sustainability
- Goal 8: Develop a global partnership for development.

### 2.2.2 PRESIDENTIAL SPEECH

The State of the Nation Address (SONA) is an opportunity for the President of the republic to take stock of the country's domestic and foreign situation and to chart a common direction that should be taken to enhance our effort to achieve a better life for all.

The President's 9 Point Plan for the economy was quite comprehensive and covered all the major challenges facing South African economy, emanating from the plan the 9 priorities were:

1. Resolving the energy challenge, particularly in Eskom.
2. Revitalising the Agricultural value chain;
3. Beneficiation through adding value to mineral resources;
4. More effective implementation of higher impact industrial policy action plan;
5. Encouraging private sector investment;
6. Moderating work place conflict;
7. Unlocking the potential of SMMEs, cooperatives, townships and rural enterprises;
8. Reform of state owned companies, broad band roll out, water and sanitation and transport infrastructure and;
9. Operation Phakisa – to grow the ocean economy such as the shipping and storage of energy products.

## 2.2.3 BACK-TO-BASICS APPROACH

“SERVING OUR COMMUNITIES BETTER!!”

Government has enforced a back-to-basics approach for the country's 278 municipalities. The back-to-basics approach want to sure that robots work, making sure that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way. Systems to allow national and provincial governments to monitor the performance of municipalities and ensure they respond to crises quicker would be put in place.

It is against this background that the Ministry of Cooperative Governance and Traditional Affairs has pursued the **Back to Basics Approach** to address challenges faced by local government, strengthening municipalities, instilling a sense of urgency towards improving citizens’ lives.

These key performance areas for the Back-to-Basics Approach are premised on the five pillars as follows:



**FIGURE 5: PILLARS OF THE "BACK TO BASICS" APPROACH**

The back to basics action plan as follows:

## 2.2.3 ILEMBE DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

Ilembe District Municipality Council has approved and adopted the DGDP on the 25 February 2016. The DGDP is to translate the Provincial Growth and Development Strategy and Plan into a detailed implementation plan at a district level, inclusive of a detailed activity-level framework with targets and responsibilities assigned to the appropriate local municipality and government departments.

This will enable the province to measure its progress in achieving the accepted growth and development goals. In alignment with the provincial-level focus on the interventions identified in the PGDS-PGDP, the DGDP should propose specific milestones that will have to be achieved in priority sectors in the municipal space.

The objectives of the District Growth and Development Plan are thus rooted in the objectives of the KZN Growth and Development Plan:

1. Set a long term vision (15 year+) and direction for development in the District; this takes as a basis the Ilembe Regional Spatial Development Plan (IRSDP), the plan formally adopted by the District Municipality which has a vision to 2050. The ISRDP builds on five pillars which are congruent with the PGDP framework.
2. Serve as the overarching strategic framework for development in the district and its family of local municipalities applying the 80/20 principle (it is not an inventory of all that we will do);
3. Provide a spatial context and prioritisation (not just what, also where and when);

- 
4. Guide the strategic interventions and resource allocation of the district and other spheres of government, business sectors, organised labour and other role players from civil society that can contribute to development in the district;

---

  5. Establish clear institutional arrangements to secure buy-in and ownership, through a structured consultation process with all development partners;

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  6. One plan for all: ownership and leadership. The district is tasked with the implementation of the District Growth and Development Plan and as such is a "lead stakeholder". The district and its family of municipalities are the custodians of the District Growth and Development Plan;

---

  7. Align and integrate: departmental strategic plans, municipal government IDP's and sector strategies and plans should cohere around the key goals and objectives of the DGDP;

---

  8. Put in place a monitoring and evaluation framework which responds to district priorities and provincial priorities across identified economic, social and spatial parameters.

---

  9. Set up structured consultation within the existing institutional framework. Achieving alignment and integration across the range of government and social partners is necessary and the DGDP recognizes the need for an institutional framework which makes this possible. The existing institutional framework may need to be strengthened and / or expanded to include the range of goals and social partners; and

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  10. Ensure resource commitments and budget alignment: With the agreed set of objectives and targets providing a common platform, the resource commitments of departments and municipal entities will be better leveraged for impact in the district.
- 

**TABLE 2: DGDP OBJECTIVES**

DRAFT



## CHAPTER 3: SITUATIONAL ANALYSIS

### 3.1 DEMOGRAPHIC CHARACTERISTICS

The Statistics SA Census data for 2001 and 2011 have been used for the demographic and the economic information in this section.

#### 3.1.1 POPULATION AND HOUSEHOLD PROFILES

Recent Census results show that the population in iLembe is 606,809 people and is growing at 0.8% per annum. The trend of migration from rural local municipalities of Maphumulo and Ndwedwe to coastal and more urban LMs of Mandeni and especially KwaDukuza is evident. The number of households is 157,692 and is growing at 2.7% per annum. Households in KwaDukuza have grown at a fairly high rate of 4.8% per annum, whereas households in Maphumulo have declined by 1%. Average household size is 3.8 and the percentage of female headed households is 45.8% which is above the national average of 41%, but average for KZN.

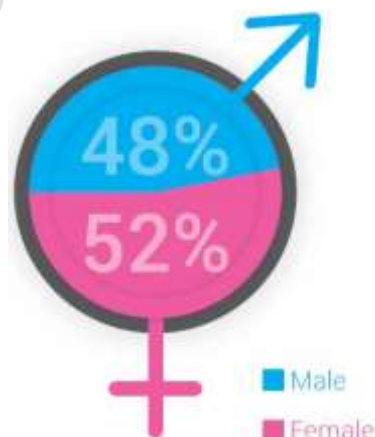
	Population			Households		
	Number	Population Growth (p.a.) (%)	Number	Household Growth (p.a.) (%)	Average Household Size	Female Headed Households %
<b>iLembe</b>	606,809	0.80	157,692	2.7%	3.8	45.8
<b>Maphumulo</b>	96,724	-2.21	19,973	-1.0%	4.8	62.1
<b>Mandeni</b>	138,078	0.81	38,235	2.9%	3.9	48.6
<b>KwaDukuza</b>	231,187	3.20	70,284	4.8%	3.3	36.7
<b>Ndwedwe</b>	140,820	-0.27	29,200	1.4%	4.8	52.8

**TABLE 3: POPULATION AND HOUSEHOLDS NUMBERS**

STATISTICS SA CENSUS, 2011

#### 3.1.2 GENDER PROFILE

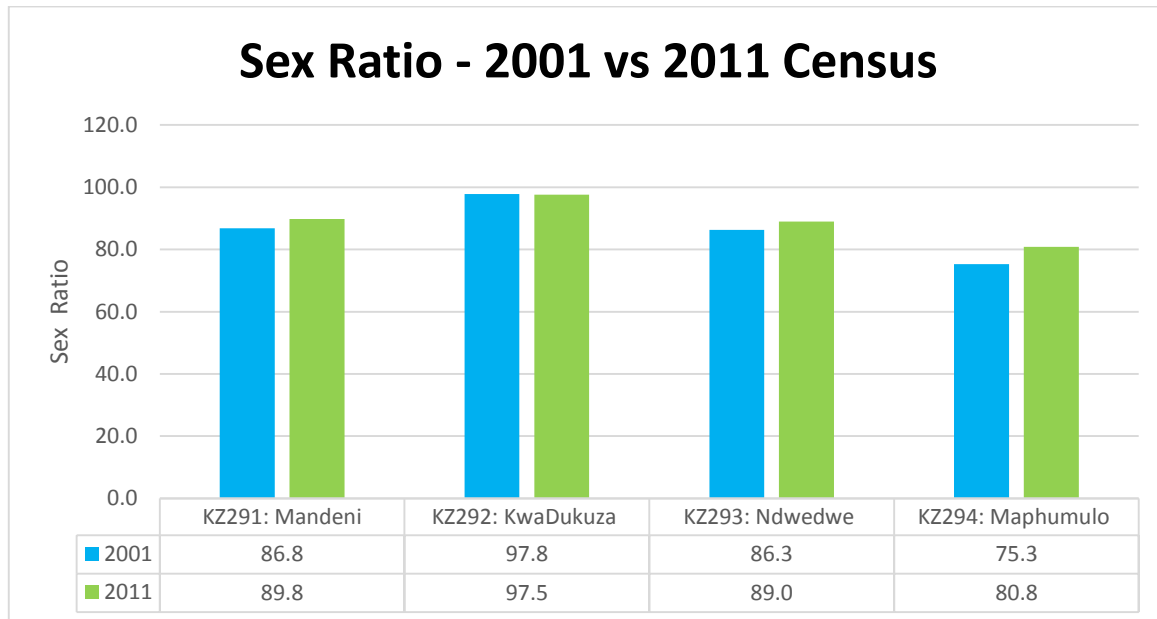
The gender profile of the iLembe is typical of the trend in most other district municipalities in KZN i.e. there are generally a greater number of females (317802) residing in the area as opposed to males (289008).



**FIGURE 6: DISTRICT GENDER PROFILE**

STATISTICS SA CENSUS, 2011

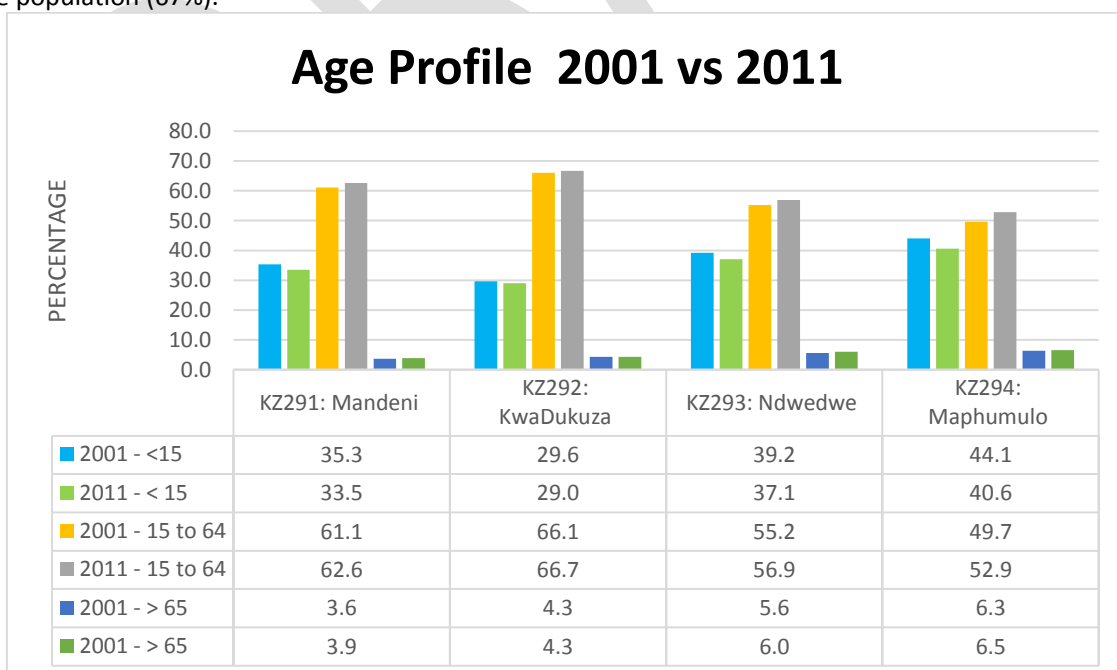
The graph below displays the gender distribution of the local populations. There are 91 males in iLembe for every 100 females. KwaDukuza is the most even at almost 50% each, whereas Maphumulo is the most uneven with only 80.8 males for every 100 females.



**GRAPH 1: ILEMBE GENDER PROFILE**  
STATISTICS SA CENSUS, 2001 & 2011

### 3.1.3 AGE PROFILE

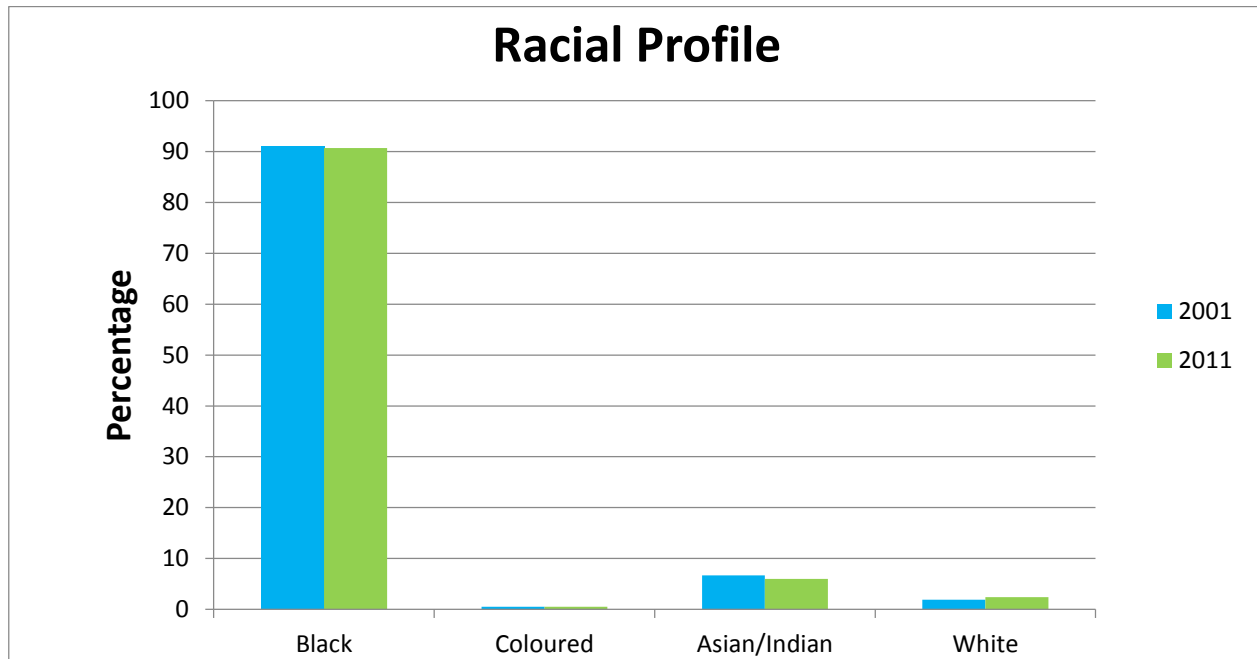
The graph below provides an indication of the age distribution within the district. 34% of the district's population is under the age of 15, 61% is made up of the working age population (15-64), and only 5% are 65 and over. The youngest population is found in Maphumulo (41%) and KwaDukuza has the highest working age population (67%).



**GRAPH 2: AGE PROFILE**  
STATISTICS SA CENSUS, 2001 & 2011

### 3.1.4 RACIAL PROFILE

The graph below displays the split of the population of the district by population group. For the district, Africans comprise over 90% of the total population and the second largest being Asian population (predominately Indian) at 8.3%. The white and coloured population comprises less than 2% of the total. Most of the small white population is resident in KwaDukuza LM. Conversely, Maphumulo has the highest proportion African population (99.9%). In terms of average yearly growth rates, the Black and Asian populations declined slightly over the past 10 years, whereas the coloured and white populations experienced a positive growth rate.



**GRAPH 3: RACIAL PROFILE**

STATISTICS SA CENSUS, 2001 & 2011

### 3.1.5 KEY FINDINGS

- Recent Census results show that the population in iLembe is 606,809 people and is growing at 0.8% per annum, out-migration to coastal LMs persists;
- The number of households is 157,692 and is growing at 2.7% per annum;
- 34% of the population is under the age of 15 years, 62% of the iLembe population falls within the working age bracket (15 – 64 years) and only 5% is over the age of 65 years.
- The number of people over the age of 20 with no schooling has declined by 50% in most cases although in Maphumulo it still remains high with 31% of the population not having received any schooling.

## 3.2 SPATIAL ANALYSIS

### 3.2.1 REGIONAL CONTEXT

Ilembe District Municipality is strategically located along the Primary development corridor of the Province and between two strategic gateway points into the continent i.e. Durban and Richards bay Harbours. To the South of the District is the King Shaka International Airport (KSIA) and the Dube Tradeport. The Aerotropolis, in which the KSIA will be the nucleus, extends well into the jurisdiction of the District, particularly Ndwedwe and KwaDukuza Local Municipalities. Whilst the majority of urban development occurs in Mandeni and KwaDukuza, the towns of Maphumulo and Ndwedwe have been gazetted as formalised towns, which is now serving as a catalyst for economic investment in these areas.

The iLembe District features sufficient unique selling points to prosper within its own niche market on the following basis:

- Pristine beaches and a relatively unspoilt natural environment, underscore the claim of being “The Jewel of the Kingdom of the Zulu”.
- Centrally located to the provinces other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, the Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZNs natural attractions and two World Heritage Sites.
- 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.
- Unique quality of the District’s agricultural attributes of soil types, climatic diversity and rainfall.

#### 3.2.1.1 MUNICIPAL SPLUMA READINESS

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

Municipality	SLA	Bylaw	Delegations	Interim Arrangement
<b>Mandeni</b>	SLA has been finalised and signed by all participating municipalities. Thereafter this agreement will need to be advertised in the Provincial Gazette and in local newspapers.	Adopted and submitted to DRDLR for gazetting	Not adopted	The interim solution to utilise the PDA has been adopted by all municipalities. Prior to the finalization of all SPLUMA requirements, municipalities can still process applications utilizing the KZN PDA.
<b>Maphumulo</b>			Adopted.	
<b>Ndwedwe</b>			Not adopted.	
<b>KwaDukuza</b>	n/a	Published in the KZN Provincial Gazette No. 1467, 13 August 2015	Not adopted	

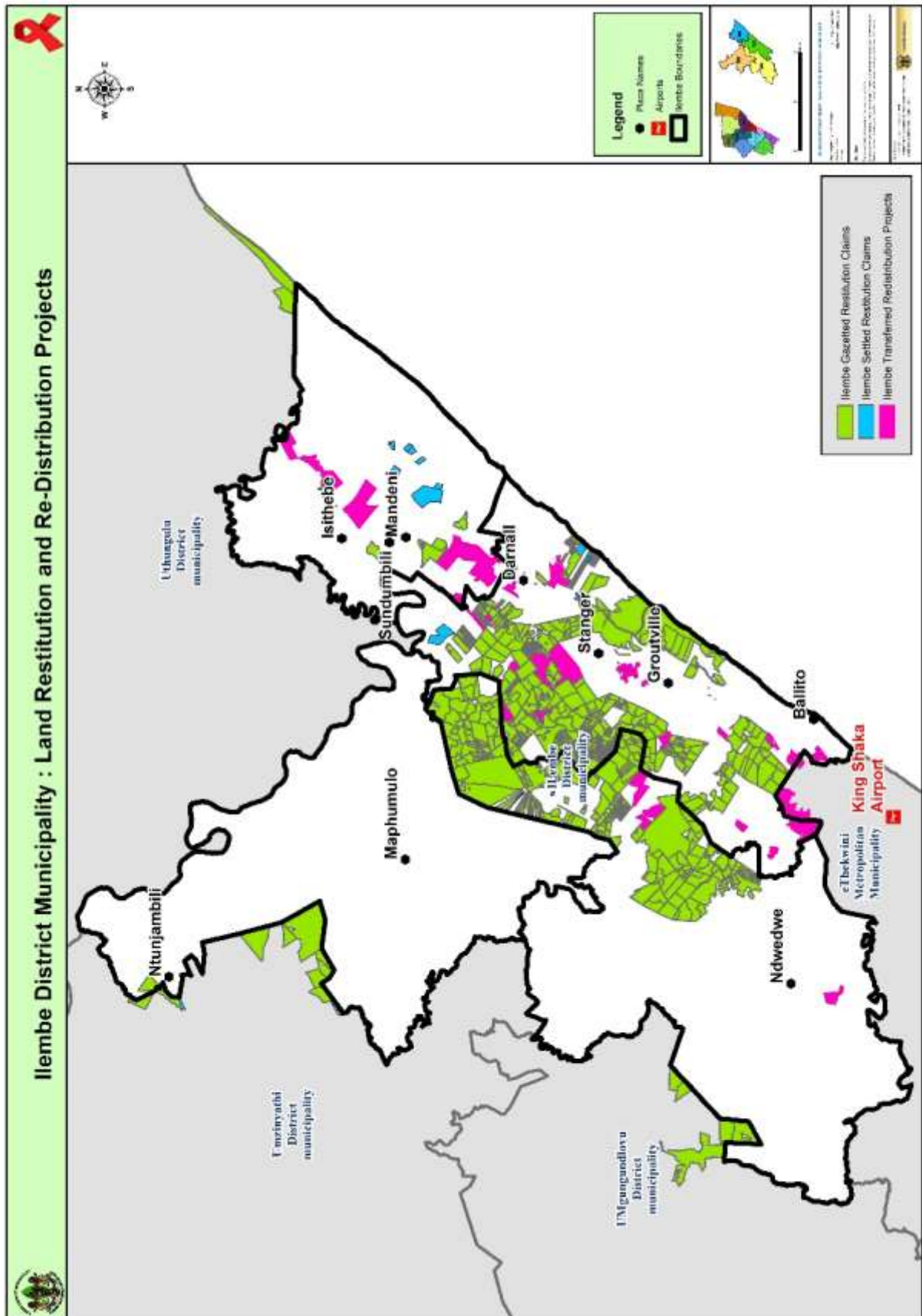
**TABLE 4: STATE OF MUNICIPAL SPLUMA READINESS**

The District has developed a hierarchy of spatial plans to guide and ensure sustainable development. The District plans serve as informants to infrastructure development and provide guidance to Local Municipal spatial planning. The diagram below illustrates the hierarchy of plans:



**FIGURE 6: HIERARCHY OF SPATIAL PLANS**

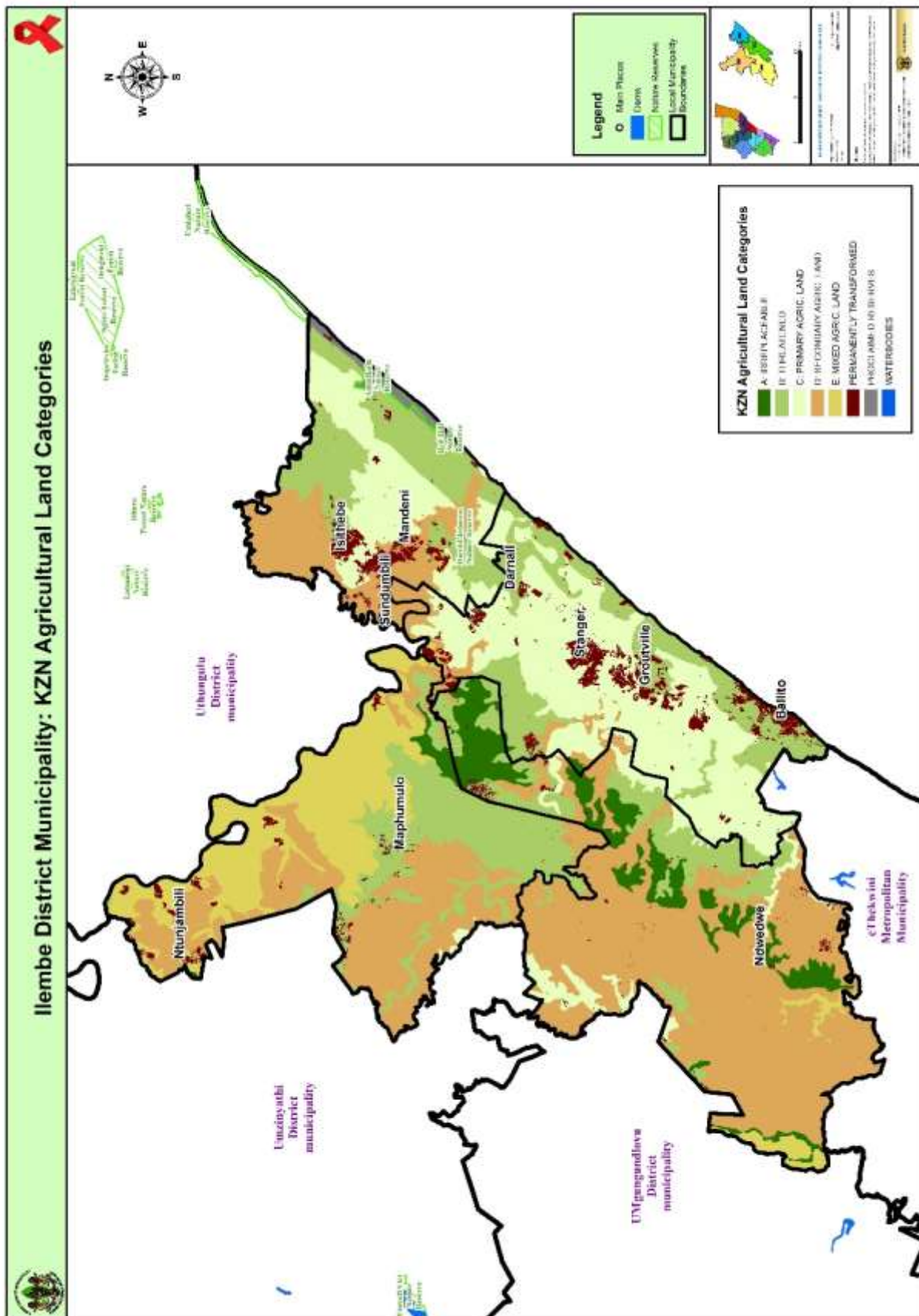
### 3.2.2 LAND RESTITUTION



MAP 2: LAND RESTITUTION



### 3.2.3 LAND CAPABILITY



MAP 3: LAND CAPABILITY

### 3.3 ENVIRONMENTAL ANALYSIS

The iLembe District is well endowed with natural resources in the form of estuaries; rivers; coastal public property; vegetation types; biomes; terrestrial; freshwater ecosystem; coastal forest and dune areas; the remaining natural vegetation of the coastal flats and the vegetation of the incisive river valleys. However, human activities, such as agricultural activities, livestock overgrazing, human settlement and development, invasion by alien species, urbanisation, uncontrolled and unplanned rural settlements, sewerage links and management, sand mining, air pollution by industries, and temperature rise due to climate change, have been identified as the most common driving forces impacting negatively on the District's natural resources.

Section 24 of the Constitution gives the environmental right to all South African citizens, which is to live in an environment that is not harmful to their health and well-being. This suggests that environmental management should be understood in line with the objectives of sustainable development, which is a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs. In practise this definition encompasses the social, environmental and economic pillars.

In light of the aforesaid the District has completed the Environmental Management Framework, in 2013. This tool provides a framework upon where the environmental management within the District and its family of Municipalities is to be consider to meet the objectives of the Section 24 of the Constitution, the National Environmental Management Act, (Act 107) of 1998 and other international policies such as Agenda 21, Millennium Developmental Goals (Goal 7), Rio Declaration on Environment and Development, Statement on Forest Principles, United Nations Framework Convention on Climate Change, and United Nations Convention on Biological Diversity.

The programme of sustainable development should be understood by all stakeholders involved which amongst other things should include the following themes as envisaged in the National Strategy for Sustainable Development:

- Enhancing systems for integrated planning in meeting sustainable development objectives
- Sustaining our ecosystems and using natural resources efficiently
- Responding effectively to climate change
- Towards a green economy
- Building sustainable communities

#### 3.3.1 PROMOTING INTEGRATED PLANNING AND PROCESSES

In order to meet the objectives of sustainable development it is critical to enhance systems for integrated planning which should include issues of effective governance and institutional structures to achieve sustainable development objectives including the Sustainable Development Goals, and other goals and targets. This should include the development of forums from national, provincial and District. To date the District is participating in the following structures:



Structure	Objective Of The Structure	Stakeholders	Meetings
<b>Planning Development Forum</b>	To discuss wide range of issues affecting Planning and Environmental Management.	Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Agriculture and Environmental Affairs, iLembe District, Local Municipalities	Monthly meetings
<b>iLembe District Environmental Management Forum</b>	To discuss all issues on the environmental management such as: <ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Biodiversity management</li> <li>• Waste management</li> <li>• Coastal Management</li> <li>• Air Quality Management</li> </ul>	Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Economic Development, Tourism and Environmental Affairs, iLembe Family of Municipalities	Quarterly
<b>iLembe District Municipal Coastal Committee</b>	To discuss coastal management issues in line with the Integrated Coastal Management Act	Department of Water Affairs, Department of Economic Development, Tourism and Environmental Affairs, iLembe District, Local Municipalities, NGOs, industries and conservancies	Quarterly
<b>Provincial Coastal Committee</b>	To discuss coastal management issues affecting the KZN Province	Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Economic Development, Tourism and Environmental Affairs, iLembe Family of Municipalities,	Quarterly
<b>Provincial Renewable Energy Forum</b>	The forum aims to develop a renewable energy programme and coordinates all renewable energy projects within the KZN Province	Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Energy, Department of Economic Development, Tourism and Environmental Affairs, iLembe and eThekweni Metro	Quarterly
<b>District Disaster Management forum</b>	<ul style="list-style-type: none"> <li>• To discuss the Disaster Management issues within the District including the Local Municipality.</li> <li>• To also align Disaster Management issues with the climate change programme</li> </ul>	Department of Cooperative Governance and Traditional Affairs, Department of Economic Development, Tourism and Environmental Affairs, iLembe District and Family of Municipalities	Quarterly
<b>Lower uMvoti Catchment Forum</b>	To address water quantities, and quality issues within the District	Department of Water Affairs, Department of Agriculture and Environmental Affairs, iLembe District, Local Municipalities, NGOs, industries and conservancies	quarterly meetings

**TABLE 5: ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS**

Furthermore, Section 24 of the Constitution compels government institutions to protect environment for the benefit of all generations. A number of acts and policies haven been developed to give effect to this objective.

Act / Policy	Objective	Municipal role	Status
<b>National Environmental Management Act</b>	Provides a framework for environmental management in South Africa, including provision of the objectives of sustainable development	To develop: <ul style="list-style-type: none"> <li>• Environmental Management Plan</li> <li>• Environmental Management Framework</li> </ul>	The District has completed the EMF and has been approved by the council
<b>NEM: Air Quality Management</b>	To protect the environment by providing reasonable measures for the prevention of pollution & ecological degradation	To develop an Air Quality Management Plan	To be developed by the District
<b>NEM: Biodiversity Act</b>	To provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act 1998	Section 76 (2) (a) states that all organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with section 11 of the National Environmental Management Act.	To be developed by the Municipality
<b>NEM: Waste Act</b>	To manage waste activities within the country and to encourage waste recycling programmes	<ul style="list-style-type: none"> <li>• To manage waste activities within municipal jurisdiction</li> <li>• To provide waste services in an acceptable standards</li> <li>• To develop integrated waste management plan as per section 11 of the Waste Act</li> <li>• To designate a Waste Management Officer</li> </ul>	<p>Ilembe District to finalise its IWMP during the 2016/17 financial year.</p> <p>Designation of WMO to be finalized before the end of 2016</p>
<b>NEM: Integrated Coastal Management Act</b>		To develop the: <ul style="list-style-type: none"> <li>• Estuarine Management Plan,</li> <li>• Coastal Management Programme,</li> <li>• Coastal access plan,</li> <li>• Coastal Planning Scheme,</li> </ul>	<p>The CMP is being finalized by the District</p> <p>Estuaries to be identified needing the attention of the District</p> <p>Coastal Access Plan to be completed by local Municipalities</p>

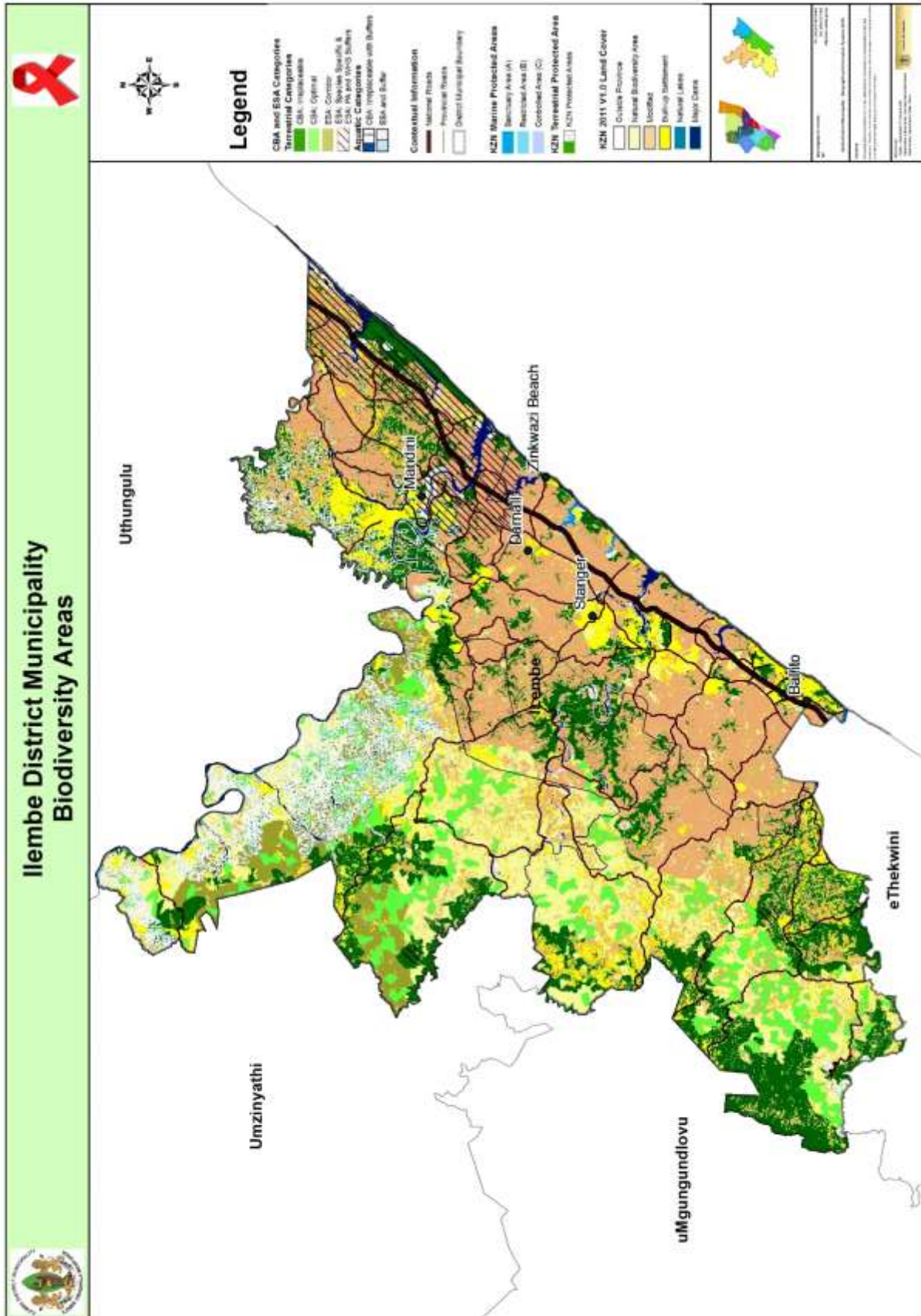
**TABLE 6: ENVIRONMENTAL LEGISLATION**

## 3.3.2 SUSTAINABLE USE OF NATURAL RESOURCES

### 3.3.2.1 BIODIVERSITY MANAGEMENT

The Ezemvelo KZN Wildlife has completed the iLembe Biodiversity Sector Plan (BSP) as a planning tool to manage biodiversity and as a precursor to a bioregional plan, as required by the Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009). This tool is going to assist the Municipality to set out the baseline for the conservation. The plan provides a map of the biodiversity priorities which is identified as **Critical Biodiversity Areas** and **Ecological Support Areas**, with accompanying land use planning and decision making guidelines, to inform land use planning, as well as natural resource management by a range of sectors whose policies and decision impact on biodiversity. The map below illustrates the iLembe Critical Biodiversity Areas and Ecological Support Areas.

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**MAP 4: ILEMBE CRITICAL BIODIVERSITY AREAS AND ECOLOGICAL SUPPORT AREAS**

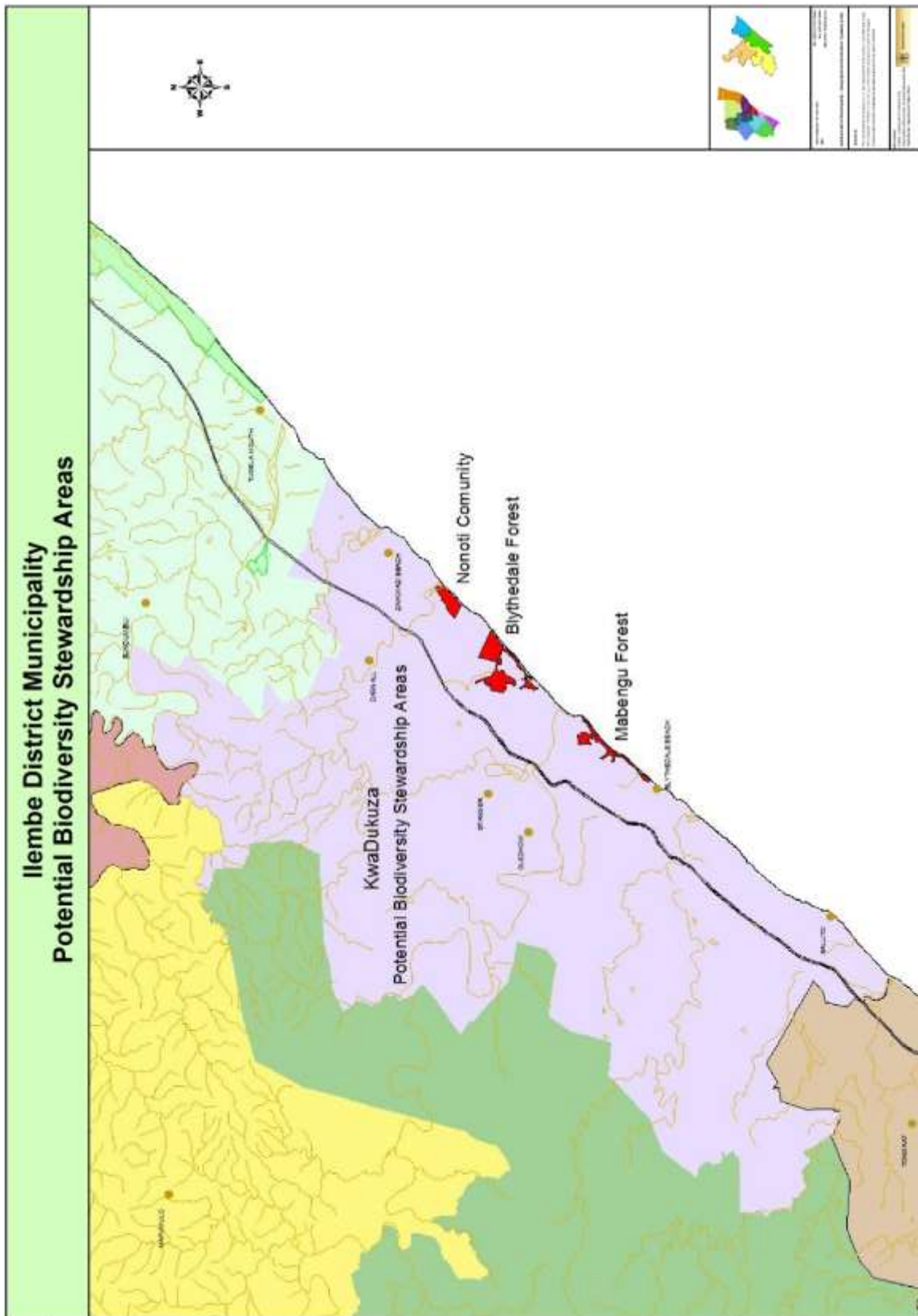
### 3.3.2.1.1 NATURE CONSERVATION

There are three (3) Nature Reserves within the iLembe District, namely: Harold Johansson Nature Reserve, Amatigulu. The Verbara Forest, Rain Farm and Prince's Grant Nature Reserve currently falls under the Stewardship Program of Ezemvelo KZN Wildlife.

It is the intention of the District to contribute to the objectives of the National Protected Areas Expansion Strategy (NPAES) of having 50% of land protected by 2020. The National Protected Area expansion strategy states that protected areas are an important tool for biodiversity conservation, maintaining ecosystem services and adaptation to climate change.

Currently there is only one (1) national protected area expansion priority within District, namely the uThukela priority expansion area. A number of additional areas have been identified as showing conservation value. Such areas will be put under the Stewardship programme, currently there is only a few proposed by Ezemvelo within the District as indicated below.

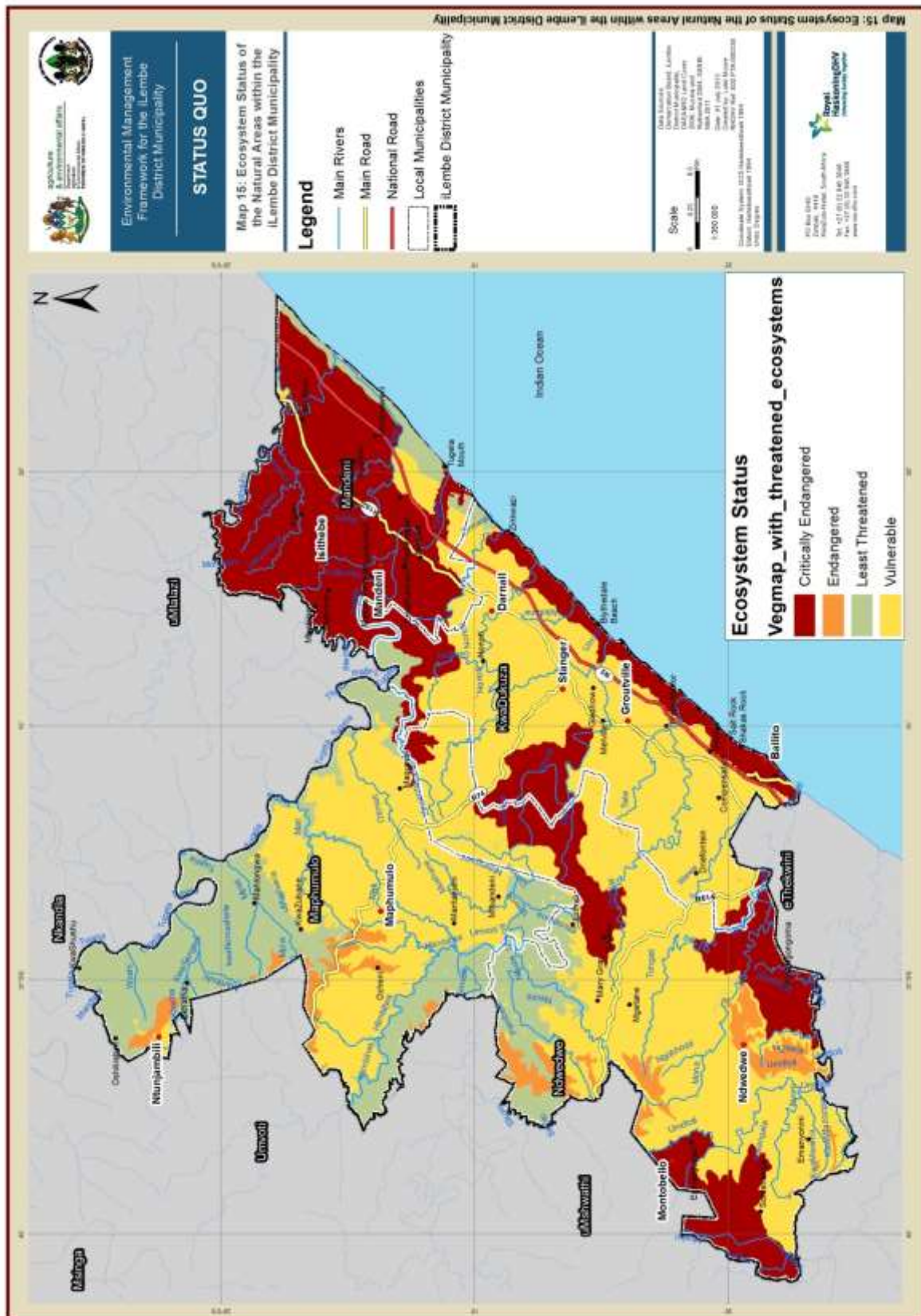
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**MAP 5: PROPOSED STEWARDSHIP WITHIN THE DISTRICT**

Species in details: A number of threatened ecosystem is identified within the District- as illustrated in the overleaf map.





**MAP 6: THREATENED ECOSYSTEM**

Biodiversity summary information per local municipality within Ilembe District Municipality

	<b>Maphumulo Municipality</b>	<b>Mandeni Municipality</b>	<b>KwaDukuza Municipality</b>	<b>Ndwedwe Municipality</b>
<b>Municipal Area</b>	89 591 ha	58 226.3 ha	63 311 ha	115 743.8 ha
<b>Remaining natural areas</b>	71 984 ha (80.3%)	19 703.4 ha (33.8% of municipality)	6 322.5 ha (10% of municipality)	65 422.2 ha (56.5% of municipality)
<b>Areas where no natural habitat remains</b>	17 610.5 ha (19.7%)	38 013.9 ha (65.3% of municipality)	56 753.4 ha (89.6% of municipality)	50 316.8 ha (43.5% of municipality)
<b>Protected areas</b>	None	3 reserves covering 1816ha (3.6% of municipality) - Amatikulu Provincial Nature Reserve, 1476 ha (2.92% of municipality) - Harold Johnson Provincial Nature Reserve, 104ha (0.17% of municipality) - Red Hill Provincial Nature Reserve, 236ha (0.49% of municipality) (Amatikulu and Redhill are also referred to under the name Siyaya Coastal Park which includes Umlalazi NR- which is outside Ilembe)	None	None
<b>Biomes</b>	- Grassland 719.8ha (0.8% of municipality) - Indian Ocean Coastal Belt 22338.9ha (24.93% of municipality) - Savanna 66532.4ha (74.26% of municipality)	- Indian Ocean Coastal Belt 54050.4ha (92.83% of municipality) - Savanna 3749.8ha (6.44% of municipality)	- Indian Ocean Coastal Belt 62385.3ha (98.54% of municipality) - Savanna 839.3ha (1.33% of municipality)	- Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality) - Savanna 68399.5ha (59.1% of municipality)
<b>Vegetation Types</b>	7 - Eastern Valley Bushveld 28936.8ha (32.3% of municipality) - KZN Coastal Belt 22339ha (24.93% of municipality) - KZN Hinterland Thornveld	6 - Eastern Valley Bushveld 3749.8ha (6.44% of municipality) - KZN Coastal Belt 46984.4ha (80.69% of municipality) - Maputaland Coastal Belt 5479.4ha (9.41% of municipality)	6 - Eastern Valley Bushveld 839.2ha (1.33% of municipality) - KZN Coastal Belt 61500.9ha (97.14% of municipality) - Maputaland Coastal Belt 362.1ha (0.57% of municipality)	6 - Eastern Valley Bushveld 10447.3ha (9.03% of municipality) - KZN Coastal Belt 46663.4ha (40.32% of municipality) - KZN Sandstone Sourveld 9900.3ha



	12888.2ha (14.39% of municipality)	- Northern Forest (2.07% of municipality)	Coastal 1203.8ha of	- Northern Forest (0.47% of municipality)	Coastal 298.8ha of	(8.55% of municipality)
	- KZNSandstone Sourveld 3657.8ha (4.08% of municipality)	- Subtropical Lagoons (0.49% of municipality)	Coastal 284.3ha of	- Subtropical Lagoons (0.17% of municipality)	Coastal 105.6ha of	- Midlands Mistbelt Grassland 178.3ha (0.15% of municipality)
	- Midlands Mistbelt Grassland 665.2ha (0.74% of municipality)	- Subtropical Thicket (0.17% of municipality)	Dune 98.5ha (0.17% of municipality)	- Subtropical Thicket (0.19% of municipality)	Dune 117.9ha of	- Ngongoni Veld 47575.3ha (41.1% of municipality)
	- Ngongoni Veld 20900.2ha (23.33% of municipality)					- Scarp Forest 979.1ha (0.85% of municipality)
	- Scarp Forest 203.9ha (0.23% of municipality)					
<b>Threatened Terrestrial Ecosystems</b>	<i>Critically endangered (2)</i>	<i>Critically endangered (2)</i>		<i>Critically endangered (5)</i>		<i>Critically endangered (4)</i>
	- Eshowe Mtunzini Hilly Grasslands - 516.6ha (0.58% of municipality)	- Eshowe Mtunzini Hilly Grasslands - 16053.2ha (27.57% of municipality)		- Eshowe Mtunzini Hilly Grasslands - 440.1ha (0.7% of municipality)		- Eshowe Mtunzini Hilly Grasslands - 269.2ha (0.23% of municipality)
	- Umvoti Valley Complex - 15.2ha (0.02% of municipality)	- North Coast Forest Collective - 201ha (0.35% of municipality)		- Interior North Coast Grasslands - 493.3ha (0.78% of municipality)		- Interior North Coast Grasslands - 4948.5ha (4.28% of municipality)
	<i>Endangered (2)</i>	<i>Endangered (1)</i>		- North Coast Forest Collective - 65.1ha (0.1% of municipality)		- New Hanover Plateau - 7951.1ha (6.87% of municipality)
	- KZNSandstone Sourveld - 1931.4ha (2.16% of municipality)	- KZNCoastal Forest - 14.5ha (0.02% of municipality)		- Northern Coastal Grasslands - 1527.4ha (2.41% of municipality)		- Umvoti Valley Complex - 4294.3ha (3.71% of municipality)
	- Ntunjambili Valley Complex - 773.2ha (0.86% of municipality)	<i>Vulnerable (1)</i>		- Umvoti Valley Complex - 637.6ha (1.01% of municipality)		<i>Endangered (1)</i>
	<i>Vulnerable (4)</i>			<i>Endangered</i>		<i>Endangered (1)</i>
	- Eastern Scarp Forest - 111.8ha (0.12% of municipality)			<i>None</i>		- KZNSandstone Sourveld - 3707.3ha (3.2% of municipality)
	- KZNCoastal Belt - 19059ha (21.27% of municipality)			<i>Vulnerable (1)</i>		<i>Vulnerable (4)</i>
	- Midlands Mistbelt Grassland - 175.4ha (0.2% of municipality)			- KZNCoastal Belt - 3007.2ha (4.75% of municipality)		- Eastern Scarp Forest - 537.5ha (0.46% of municipality)
	- Ngongoni Veld - 14938ha (16.67% of municipality)					- KZNCoastal Belt - 11978.3ha (10.35% of municipality)
						- Midlands Mistbelt Grassland - 147.9ha (0.13% of municipality)
						- Ngongoni Veld - 22873.4ha

				(19.76% of municipality)
<b>Freshwater Ecosystems</b>	<i>Water Management Areas: 2</i> - MVOTI TO UMZIMKULU 35201.8ha (39.29% of municipality) - THUKELA 54389.1ha (60.71% of municipality) <i>Main Rivers:</i> Hlimbitwa, Mvoti and Thukela <i>Wetlands</i> 41 covering 969ha (1.1%)	<i>Water Management Areas: 3</i> - MVOTI TO UMZIMKULU 3630.3ha (6.23% of municipality) - THUKELA 18328.5ha (31.48% of municipality) - USUTU TO MHLATHUZE 32106ha (55.14% of municipality) <i>Main Rivers:</i> Matigulu and Thukela <i>Wetlands</i> 550 covering 1170.7ha (2%)	<i>Water Management Areas: 2</i> - MVOTI TO UMZIMKULU 62702.4ha (99.04% of municipality) - THUKELA 4216ha (6.66% of municipality) <i>Main Rivers:</i> Mhlali, , Mvoti, Nonoti, Thukela and Tongati <i>Wetlands</i> 316 covering 988.1ha (1.6%)	<i>Water Management Areas: 2</i> - MVOTI TO UMZIMKULU 113607.3ha (98.15% of municipality) - THUKELA 2136.8ha (1.85% of municipality) <i>Main Rivers:</i> Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati <i>Wetlands</i> 103 covering 230.9ha (0.2%)
<b>Estuaries</b>	2 - Matigulu/Nyoni Permanently open estuary – good condition - Tugela/Thukela River mouth - fair condition	6 Mdlotane - Temporarily closed estuary - good condition - uMhlali - Temporarily closed estuary - fair condition - Mvoti River mouth - good condition - Nonoti - Temporarily closed estuary - poor condition - Seteni - Temporarily closed estuary - fair condition - Zinkwasi - Temporarily closed estuary - fair condition		

**TABLE 7: BIODIVERSITY SUMMARY PER LOCAL MUNICIPALITY**

### 3.3.2.2 WATER MANAGEMENT (KEY HYDROLOGICAL FEATURES)

Several rivers occur within the District, and they include the AmaTigulu, Thukela, Nyoni, Mhlali, uMvoti, Nonoti, Tongati, Mdloti, Nsuze, Mona, uMhlali, and uMqeku. The District is committed to manage the water quality and quantity of its surface water and groundwater resources in an integrated manner in order to provide for basic human needs, flow requirements within and between catchments and water systems, the protection of human health and economic activity on a sustainable basis. The District falls under two Water Management Areas, namely the Mvoti to Umzimkulu, Thukela and Usutu to Mhlathuze.

It is critical for the Municipality to management these resources. In light with the aforesaid, the District, in partnership with the **ICLEI - Local Governments for Sustainability**, is undertaking the **Local Action for Biodiversity (LAB): Wetlands South Africa**, a programme aiming at conserving wetlands and other natural resources that provide solutions to climate hazards and water shortages. The programme will assist the Municipality and its family of Local Municipalities to build institutional capacity and develop

local policies aiming at integrating biodiversity issues across Municipal Departments and with other planning tools and processes such as IDP, EMF and SDFs. In addition, the programme present opportunities to implement programmes such as Working for Wetlands / water and alien plants clearance which can contribute to the creation of the green jobs for local communities.

### 3.3.2.3 COASTAL MANAGEMENT

The iLembe District Municipality is comprised of two coastal Local Municipalities which are KwaDukuza and the Mandeni Local Municipality. These two local authorities are of distinctly different characters, with KwaDukuza showing high levels of transformation and degradation as a result of extreme development pressure in the coastal zone and the predominance of commercial sugarcane cultivation. By contrast, Mandeni is characterised by more subsistence agriculture and less transformation of natural areas. A large percentage of the coastal area within the iLembe is characterized by commercial agriculture. The iLembe coastal zone is fed by approximately 8 estuarine systems.

The management of coastal resources is governed by the National Environmental Management: Integrated Coastal Management Act, 2008, which aims to promote the integrated coastal management in South Africa. The act encourages the protection of the coastal environment through the development of area-specific policies such as the Coastal Management Programmes (CMPs), Estuarine Management Plans and Coastal Access Plans.

#### 3.3.2.3.1 COASTAL MANAGEMENT PROGRAMMES

The National Environmental Management: Integrated Coastal Management Act, 2008 requires coastal Municipalities to develop Coastal Management Programme (CMPs) to assist in promoting land-uses that are not in conflict with the management of coastal resources. The development of CMPs by the Municipalities within the District are currently underway and the status is as follows:

Municipality	Status of the Plan	Comments
<b>Ilembe District</b>	Preparation of the Vision of the CMP	To be finalised end of 2016
<b>Mandeni Municipality</b>	Completed and approve by council	Completed 2015
<b>KwaDukuza Municipality</b>	Undergoing Public Participation Process	To be completed 2016

**TABLE 8: STATUS OF COASTAL MANAGEMENT PROGRAMMES**

#### 3.3.2.3.2 ESTUARINE MANAGEMENT PLAN

The National Environmental Management: Integrated Coastal Management Act, 2008 requires the authorities located along the coast to develop an Estuarine Management Plan, following the National Estuarine Management Protocol. There are eight estuaries occurring within the District. Therefore eight Estuarine Management plans should be developed within the District Municipality. Three of these plans currently underway for the following areas: Tugela mouth, Zinkwazi, and Nonoti.

#### 3.3.2.3.3 DEVELOPMENT OF THE COASTAL ACCESS PLANS

Coastal Access generally means the ability of the public to reach, use the shoreline of coastal waters, commonly for swimming or any other recreational purposes. Section 18 (1) of ICMA states that each municipality, whose area includes coastal public property, must within four years of the commencement of this Act, make a by-law that designates strips of land as coastal access land in order to secure public

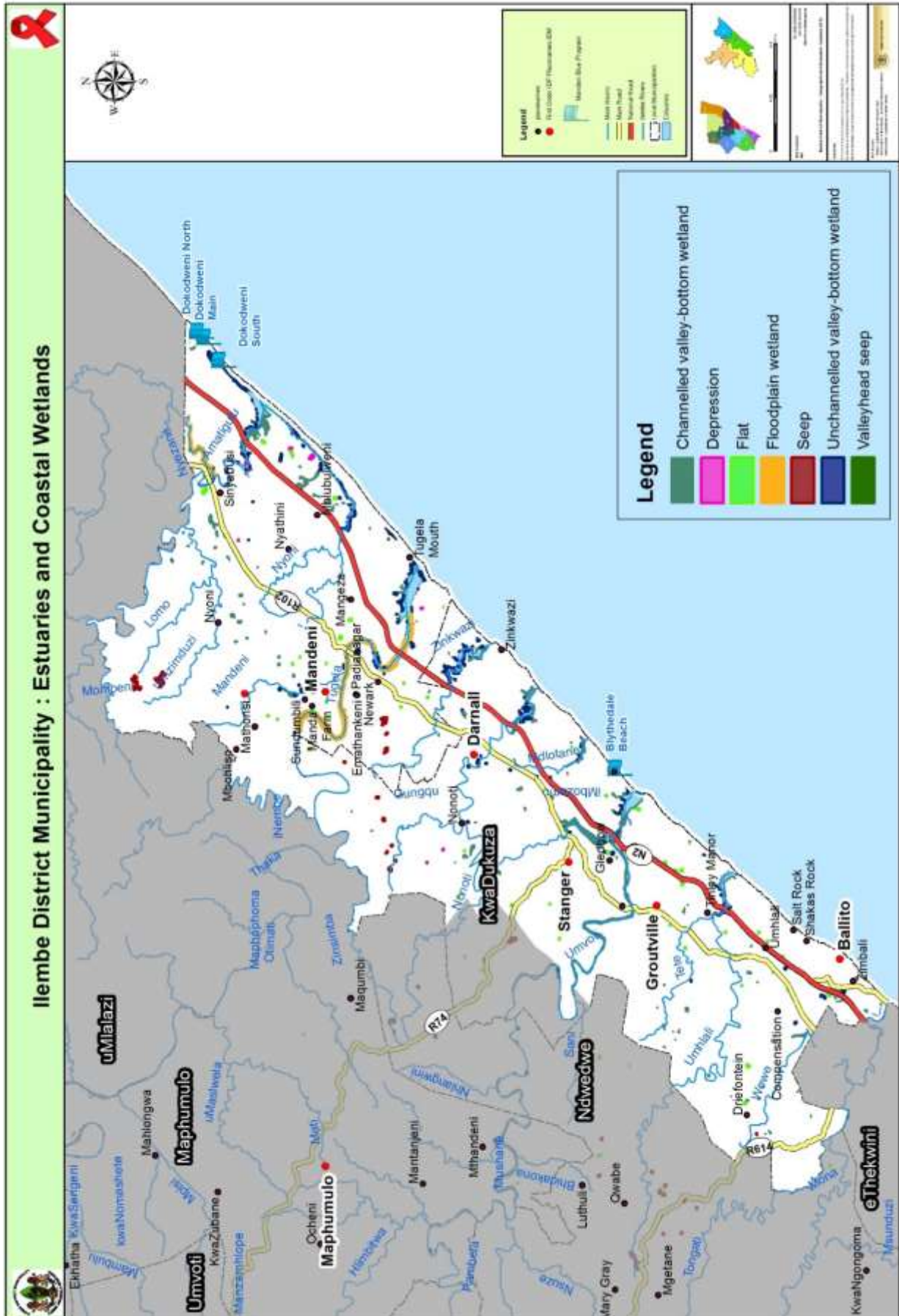
access to that coastal public property. Mandeni and KwaDukuza are finalising their respective plans and which will be sent to the Department of Economic Development, Tourism and Environmental Affairs, once completed.

#### 3.3.2.3.4 IMPLEMENTATION OF COASTAL PROGRAMMES

As way of encouraging the management and protection Municipal coastal resources, the Mandeni and KwaDukuza Local Municipalities in collaboration with the Wildlife and Environmental Society of Southern Africa (WESSA) are implementing the **Blue Flag Beaches** at Dokodweni and Blythedale beaches. It is the intention of the District to increase the number of beaches with the blue flag status. The designation of these beaches as “Blue Flag” will lead to, *inter alia*, the following benefits:

- Improving the management of water resources.
- Improved beach management by introducing life guards and security.
- Clean, safe beaches and well maintained facilities which will attract domestic and international tourists
- Increased business investment as the blue flag brand is an important driver for achieving high standards of cleanliness and security.

Furthermore, through the Expanded Public Work Program, the Department of Environmental Affairs is implementing the Working for the Coast programme which is a programme aiming at assisting coastal Municipalities to better manage coastal resources.



MAP 7: ESTUARIES

### 3.3.2.4 WASTE MANAGEMENT

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. To better perform this function, the NEM: Waste Act (Act No. 59 of 2008) better known as NEM: WA, came into effect, to amongst other objectives, to consolidate all polices and legislation governing waste in South Africa. Municipalities and other government institution are compelled to comply with a number of sections of the Act, which are discussed below:

Section of NEM: WA	Description	Status
<b>Section 11</b>	Section 11 of the Act compels institutions responsible for waste management to develop a tool to manage their waste, which is known as the <b>Integrated Waste Management Plan (IWMP)</b> .	<p>Mandeni Municipality has finalised its IWMP and has been approved by council.</p> <p>Maphumulo has completed a draft IWMP and has been approved by council.</p> <p>KwaDukuza Municipality is in the process of finalising its IWMP.</p> <p>At Ndwedwe the Service provider has been employed to undertake the development of the IWMP.</p> <p>Ilembe District Municipality will develop its IWMP in the 2016/17 FY</p> <p>The status of the Landfill sites:</p> <p>The iLembe family municipalities are using privately owned landfill sites.</p>
<b>Section 10 (3)</b>	For the National Department, Provinces and Municipalities to designate waste management officers (WMOs), to be done in writing, to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act	All LMs have designated WMOs. These designation will now have to be formally communicated to the MEC or Minister, as per the Act.

**TABLE 9: STATUS OF WASTE MANAGEMENT**

#### 3.3.2.6.1 PROVISION OF WASTE SERVICES WITHIN THE DISTRICT

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

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

Local Municipality	Number of Households per Municipality	Number of households receiving waste collection services at least once a week	Number of households whose refuse is collected from a central collection point at least once a week	Number of household with supervised disposal of waste on site	Number of households not receiving waste services	Total number of households with access to waste collection services
Mandeni	38233	28 152	18 078	None	10 081	1351
KwaDukuza	70284	45 312	36 670	None	None	1612
Maphumulo	19972	2036	2036	None	17936	2036
Ndwedwe	29200	4000	Not Applicable	None	4000	4000

**TABLE 10: PROVISION OF WASTE IN THE DISTRICT**

There is a need to develop a strategy to deal with provision of waste management services to all citizens within the iLembe District. Local Municipalities are currently developing strategies aiming at, amongst other things, to extend waste management services to areas which are not currently serviced by Municipalities, notably in rural areas. In addition, some Local Municipalities have finalised and approved their integrated Waste Management Plans (IWMP). It necessary to implement the recommendation as included in the implementation plan of the IWMP.

The iLembe District Municipality is currently working towards the finalisation of the District IWMP. A budget will be confirmed in the next financial year. The District IWMP will have to attempt to coordinate all the waste management activities within the region, including considering issues of waste recycling and disposal.

### 3.3.2.6.2 WASTE MANAGEMENT PROGRAMMES

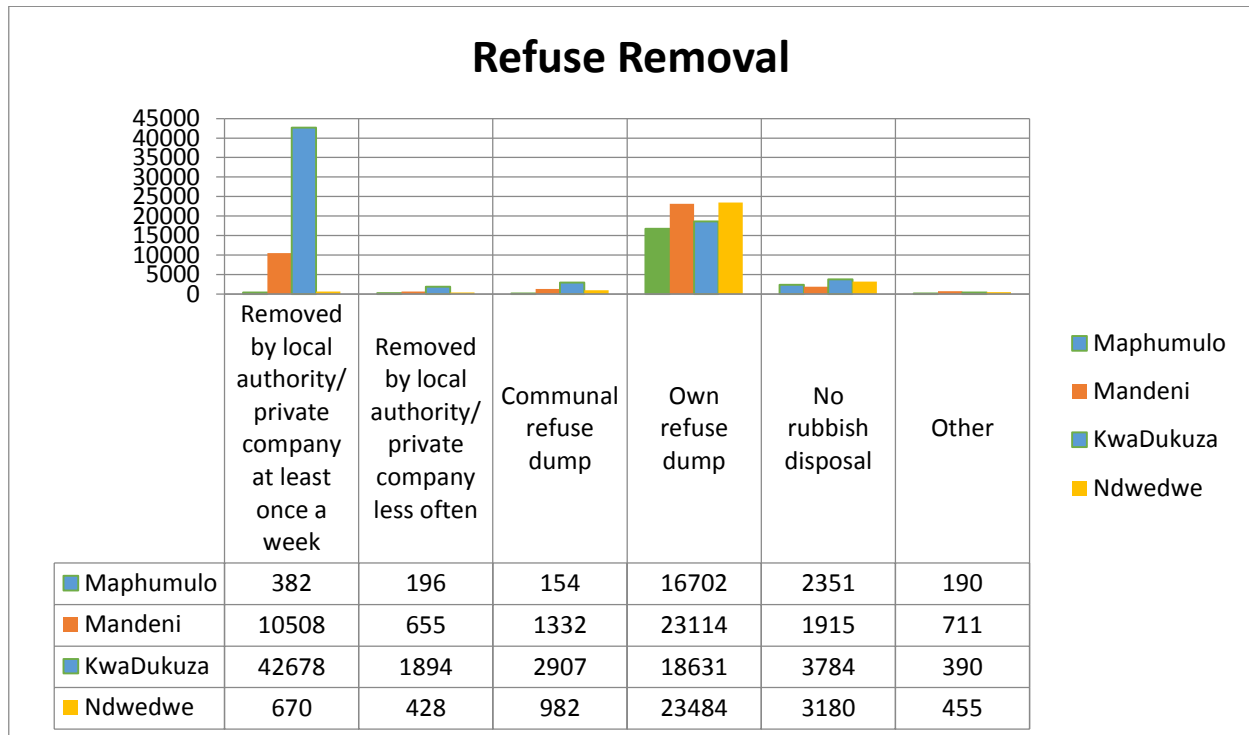
A number of waste related programme have introduced within the District and below is the details of the programme:

Programme	Scope	Allocated Budget
Youth Jobs in Waste Programme	The National Department of Environmental Affairs has introduced the <b>Youth Jobs in Waste Programme</b> to all four Local Municipalities within the District	To be confirmed
Food for Waste	Details to be finalised	To be confirmed

**TABLE 11: WASTE PROGRAMMES**



### 3.3.2.6.3 SOLID WASTE MANAGEMENT



**GRAPH 4: REFUSE REMOVAL**  
SOURCE STATISTICS SA CENSUS, 2011

### 3.3.2.5 MINING WITHIN THE DISTRICT

Mining within the iLembe District can be grouped into **quarry** and **sand mining**. Sand mining mostly is done within our river systems and the most of the affected rivers are uMvoti, uMhlali, Tongathi, AmaTigulu River, and uThukela River.

According to the DMR database, very few mining permits have been issued along the abovementioned Rivers. However, a number illegal sand miners are currently mining along the abovementioned rivers, which present a serious challenge to the District Municipality. The continuing of illegal activities will have detrimental impacts on the river systems including the following:

- Destruction of riparian habitat;
- Effects on floodplain functionality;
- Re-suspension of material leading to deposition in downstream estuarine environment, thereby changing estuarine benthic habitat;
- Influences on turbidity levels in estuarine waters, thereby affecting system productivity; and
- Influences the dynamics of littoral sand drift along the KZN coastline, thereby making the coastline vulnerable to flooding.

Quarry mining, within the Mandeni, is mostly done by the Department of Transport. A number of sites have been identified and most are illegal. The Aggregate and Sand Producers Association of South Africa (ASPASA) has reported in December 2011, two quarry based operations within the iLembe District Municipality. These are Balito Crushers in Balito, Lafarge quarry in Stanger and Umhlali quarry in Umhlali. Primary concerns with aggregate mining operations are dust emissions contributing to local air quality and river and ground water quality.



River	Associated Estuary	No of recorded Sand Mining operations (MER, 2007)	Comments
Tugela	Thukela mouth	3	Presence of large sandbanks presents potential for future sand mining activity
Zinkwazi		Nil observed	
Mvoti		8-10	Each operation has its own access, increased potential for erosion.
Senteni		Nil Observed	
Mhlali	Temporary open/closed estuary	4	
Tongati		5	All located just east of the N2 bridge

**TABLE 12: RECORD OF SAND MINING IN THE DISTRICT**

### 3.3.2.6 AIR QUALITY MANAGEMENT

The main purpose for Air Quality Management is to manage emissions into the atmosphere, improving air and atmospheric quality through the implementation of the National Environmental Management: Air Quality Act, Act 39 of 2004 and other air quality management legislations, policies and systems at provincial level, and supporting Air Quality Management efforts at local, national and international levels.

Therefore, the implementation of Air Quality Management Act requires the development of a provincial Air Quality Management Plan, the declaration of air quality priority areas, processing of atmospheric emission licensing, the establishment and implementation of ambient air quality monitoring systems and emission source inventories.

The act further states that the provincial department should develop and implement an Air Quality Management Plan for the Province. In light with the aforementioned the Provincial Department, Department of Agriculture and Environmental Affairs, has commissioned a study with an intention of developing an Air Quality Management Plan for the KZN Province. Ilembe District has been prioritized by the study.

Another key responsibility is to have District Emission inventory, which is required as a building block for air quality management within the District. Such inventory should include point sources, area sources, and mobile sources. Emissions inventory can be used to:

- Identify significant sources of air pollutants in an area,
- Establish air pollutant emission trends over time,
- Identify regulatory actions to be taken in terms of air quality, and
- Estimate the state of air quality in an area, via the use of atmospheric dispersion modelling.

The Provincial Department of Environmental Management has established an air quality monitoring station at the Mandeni industrial area which measure wind speed, wind direction and ambient concentrations of sulphur dioxide, nitrogen dioxide and particulate matter.

### 3.3.2.7 RESPONDING TO IMPACTS OF CLIMATE CHANGE

The iLembe District hosted two **Climate Change Summits** in the years 2009 and 2014, respectively. A number of resolutions were taken during these summits, the progress on implementing these is presented below:

RESOLUTIONS	ACTIVITIES	PROGRESS TO DATE
The District to conduct a SWOT (PESTEL) analysis for both the District and Local Municipalities, with an intention to confirm the need to move towards a Low Carbon Society	Development of a Low-Emission Climate-Resilient Development Strategy (LECRDS) to include the following: a) Greenhouse Gas Inventory b) Vulnerability Assessment c) Technological assessment	Due to the lack of funds the District has developed a business plan, which has been circulated to various institutions.
The District to understand all key issues that might have an effect on the transition towards low carbon society	Identification of key factors that might affect a transition to a low carbon society	To be covered by the Strategy
The District to develop a Climate Change Programme, which should be aligned with those of the Sector Departments both at a provincial and national level	The District to develop the following: a) Energy efficiency programme b) Alien clearance programme c) Waste recycling programme	To be covered by the proposed strategy
The District to develop a strategy for transition to Low Carbon Society which should take into consideration the existing policies and programmes.	Development of a Low-Emission Climate-Resilient Development Strategy (LECRDS) to include the following: a) Greenhouse Gas Inventory b) Vulnerability Assessment c) Technological assessment	To be covered by the Strategy
The District to develop a Capacity Building Programme, in partnership with key stakeholders, aiming at building community resilience on the impacts of climate change.	Development of a capacity building programme	
Ensure that there are no language barriers on issues of climate change. All communication should be facilitated in a language that is understood by the majority of local communities	Formation of the Climate Change Forum which will include all relevant stakeholders	Currently discussing terms of reference for the forum that will discuss issues of climate change, waste management and other relevant issues
The District to establish IGR structures (District Climate Change Forum or Committee)	Formation of the Climate Change Forum which will include all relevant stakeholders	Finalising the terms of reference
The District to undertake: a) Risk Assessments at a local level to assess risks to inform risk reduction strategies and planning. b) Greenhouse Gas Inventory for the District (including local municipalities) to assist in developing Mitigation programmes.	Development of a Low-Emission Climate-Resilient Development Strategy (LECRDS) to include the following: a) Greenhouse Gas Inventory b) Vulnerability Assessment c) Technological assessment	Addressed above
The District to consider partnering with Research/ Scientific institutions and other international organizations involve in climate change dialogue	Identify a list of Scientific / Research institutions and organisation to partner with	The District is working with ICLEI on the <b>Local Action for Biodiversity (LAB): Wetlands South Africa</b> aiming at conserving wetlands and other natural resources that provide solutions to climate hazards and water shortages.
The District to prioritize the development of policies responding to climate change	Development of: a) Air Quality Management Plan,	Environmental Health is the process of developing an Air Quality Management Plan

	b) Climate Change Response Strategy	
	c) Sugar Cane burning policy / regulation	
<b>The District to participate in all Climate Change events at a provincial, national and international levels.</b>	To attend the local, provincial and national fora dealing with climate change such as the following fora: a) Green economy b) Renewable energy c) VNAMA d) Energy efficiency e) Climate Change programme in Premier's Office f) Climate Change Compact	The District is currently participating in the following: ✓ Green economy ✓ Renewable energy ✓ VNAMA ✓ Energy efficiency ✓ Climate Change programme in Premier's Office ✓ Climate Change Compact

**TABLE 13: RESPONDING TO CLIMATE CHANGE**

### 3.3.2.8 TOWARDS THE GREEN ECONOMY

The iLembe District is plagued by a high rate of unemployment. Therefore, the move towards a green economy is essential in the fight against unemployment and poverty. The designation of the District as the Renewable Energy hub of the Province is key in catalysing the transformation towards a green economy. Below is the list of sectors that can contribute towards this path.

Sector	Subsector	Status	Comments
<b>RENEWABLE ENERGY</b>	<b>WIND</b>	Partly the sector is established, looking into a number of established firms, but there are further opportunities to be explored.  A biodiesel project has been initiated by the iLembe District and aims to establish a biodiesel processing plant, delivering vehicle-grade diesel from used oil (initially) and ultimately from Moringa seed.	South Africa is one of the fastest growing renewable energy markets in the world. The iLembe has been identified as the Renewable Hub. This programme present various opportunities for the iLembe Community. A Renewable Energy Components Hub focusing on the manufacturing of renewable energy and energy efficiency components and services aligned thereto.
	SOLAR PV		
	Biomass combustion		
	Biofuels		
	Small Hydro		
	GO-GENERATION		
	LANDFILL		
OCEANIC			
<b>WASTE RECYCLING</b>	<b>PAPER</b>	Established private sector component, opportunities in private / public cooperation	<ul style="list-style-type: none"> <li>Facilitate improved access to waste (incentives)</li> <li>Develop understanding of waste streams</li> <li>Green procurement</li> <li>Research opportunities for local beneficiation</li> <li>Consider job creation (EPWP type) in sector</li> </ul>
	PLASTICS		
	CANS		
	GLASS		
	E-WASTE		
	TYRE		
	METALS		
<b>NATURAL RESOURCES</b>	<b>Plant wholesale</b>		
	Plant retail		
	Landscaping		

Rehabilitation

<b>OPERATION PHAKISA</b>	<p>Operation Phakisa has been initiated as an integrated programme designed to unlock growth and delivery in the oceans or blue economy as it is famously known. The programme focuses on four areas, which are:</p> <ul style="list-style-type: none"> <li>• Oil and Gas Exploration (OG),</li> <li>• Marine Transport and Manufacturing (MTM),</li> <li>• Aquaculture, and</li> <li>• Maritime Protection and Governance</li> </ul>	<p>The uThukela MPA has been identified to assist the Operation Phakisa within the District.</p>
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**TABLE 14: RENEWABLE ENERGY PROGRAMMES**

### 3.3.2.9 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Several tools do exist that can be used to manage the environment. Such tools include, Environmental Impact Assessments (EIA), Environmental Management Plans (EMP), Environmental Management Systems (EMS), Environmental Management Frameworks (EMF) and Strategic Environmental Assessment (SEA). These tools have different areas of application but are also partly overlapping, which might cause confusion.

SEA is a systematic, on-going process for evaluating, at the earliest appropriate stage of publicly accountable decision-making, the environmental quality, and consequences, of alternative development intentions incorporated in policy, planning or programme initiatives, ensuring full integration of relevant biophysical, economic, social and political considerations. SEA shares much in common with project-level Environmental Impact Assessment (EIA) in that they both aim to minimise the significant environmental impact of a proposed action or development.

According to the Municipal Systems Act (No. 32 of 2000) the Municipal Council is required to compile a SEA as part of the Spatial Development Framework for the Municipal Integrated Development Plan. Therefore, a SEA is more of a decision-making tool to assist decision-makers. SEA seeks to concisely indicate the status quo (current situation) of the environment, issues that threaten or which could threaten the future state of an area, and recommends ways to address these issues and prevent future environmental degradation.

Development of the Environmental Management Framework, on the other hand, is provided for in the Environmental Impact Assessment regulations (2004), written in terms of the National Environmental Management Act (Act 107 of 1998). EMF is a tool to guide development initiatives from an environmental perspective, that is, the main driver behind the development of the EMF is the need to provide environmental support for decision makers in the municipality.

Therefore, the purpose of the EMF is to provide a framework which will inform the Integrated Development Planning (IDP) process and Spatial Development Frameworks (SDF) within the District about the environmental issues.

Therefore it can be concluded that SEA is similar to the EMF in terms of purpose. Hence the iLembe District has finalised and approved the **iLembe Environmental Management Framework** which aim to promote sustainable development within the District. This framework has identified all environmental sensitive features and developed a framework, as management zones, upon which these features are to

be managed for the benefit of future generations. The environmental management zones of the EMF takes into consideration in all decision-making processes including the development of other planning tools such Spatial Development Plans and Land Use Schemes. The EMF also caters for the Mandeni Municipality. The EMF provides a framework for environmental decision making by:

- Providing definite criteria for decision making;
- Providing an objective environmental sensitivity overview;
- Defining and categorisation of environmental, social and heritage resources, economic and institutional aspects;
- Identify sensitive areas spatially; and
- Formulating management guidelines.

### 3.3.3 SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• <b>Planning capacity to deliver</b></li> <li>• <b>Strategic plans for DM &amp; LM</b></li> <li>• <b>Sector Plans for DM &amp; LM</b></li> <li>• <b>Established District level agency that provides effective business and investor facilitation and support to reduce regulatory burden.</b></li> <li>• <b>Established institution or ‘body’ that act as a broker for special projects.</b></li> <li>• <b>Development of EMF for the management of environmental assets</b></li> <li>• <b>Development of Environmental Policies, national for guidance</b></li> <li>• <b>Cooperative governance between spheres of government</b></li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• <b>Inadequate planning to meet Provincial Targets</b></li> <li>• <b>Inadequate financial resources to address spatial planning requirements</b></li> <li>• <b>Lack of available data on Environmental assets of the District</b></li> <li>• <b>Lack of environmental policies and bylaws</b></li> <li>• <b>Limited broadband</b></li> <li>• <b>Fragmented spatial planning</b></li> <li>• <b>Limited number of Economic and Planning staff</b></li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• DM Located between 2 South Africa’s biggest ports</li> <li>• DM Located on provincial corridor one</li> <li>• Good soil conditions</li> <li>• Stable climate conditions</li> <li>• Located within 10km radius of Dube Trade Port</li> <li>• Single Geo-database for the district</li> <li>• Increase the number of protected areas</li> <li>• District has a large number of sites with conservation value</li> <li>• Preserve a sense of place</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Inadequate and aging infrastructure</li> <li>• Environmental degradation</li> <li>• Loss of site of Conservation value</li> <li>• Biodiversity loss</li> <li>• Loss of dunes and coastal forests</li> </ul>

**TABLE 15: SPATIAL & ENVIRON. SWOT**

## 3.4 DISASTER MANAGEMENT

### 3.4.1 MUNICIPAL INSTITUTIONAL CAPACITY

The iLembe District Municipality has a functional District Disaster Management Centre (DDMC) established in terms of Disaster Management Act No. 57 of 2002, and it is situated in No 12 Haysom Road in Stanger. There are various institutional measures that have been established to ensure compliance with disaster management legislation and policies.

Institutional Measures	Remarks
<b>Disaster Management Centre</b>	Fully Functional
<b>Human Resource (Staff)</b>	1X Manager, 2X Officers, 2X field workers, 1X Admin Assistant. As per the approved organogram two more field workers that are still required.
<b>Physical Resources (vehicles)</b>	3X vehicles are available, but specialized (4X4) vehicles are required to be driven on rural terrain.
<b>Disaster Management Policy</b>	Available
<b>Disaster Management Plan</b>	Available and Reviewed Annually
<b>DM Portfolio Committee</b>	Fully Functional
<b>DM Practitioners Forum</b>	Fully Functional
<b>DM Advisory Forum</b>	Fully Functional

**TABLE 16: DISASTER MANAGEMENT INSTITUTIONAL CAPACITY**

### 3.4.2 RISK ASSESSMENT

The District has completed the review of its Disaster Management Plan which was developed in 2009. Core to the review process was a comprehensive Ward Based Risk Assessment process which was conducted with the District and its family of municipalities. The process included a detailed hazard, vulnerability and capacity assessments which culminated in the spatial mapping of all known risks in our local municipalities. Some of the most common hazards that were identified include thunderstorms (accompanied by heavy rainfall, lightning, strong wind, and hail), structural fires and drought which has been declared as a Provincial Disaster. The high number of accidents in N2 and R102 was also noted with great concern. The development of King Shaka International Air Port has also increased the risk of aircraft crashes since there are more aircraft crossing the district then before hence the high level preparedness is critical.

### 3.4.3 RISK REDUCTION & PREVENTION

Once Risk Assessments were conducted, all identified risk were listed and then prioritised with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes. In ensuring prevention and mitigation against disasters, iLembe District has developed relevant Disaster Risk Reduction (DRR) strategies that are implemented on an ongoing basis. Some of the developed DRR strategies included:

- Integrated Development and Service Delivery;
- Ongoing Community Awareness Campaigns and Capacity Building Programmes;
- Implementation Of The Early Warning System (Weather and Climate);
- Land Use Management;
- Protection and effective utilisation of Wetlands;
- Installation of Lightning Conductors and other various methods.

### 3.4.4 RESPONSE & RECOVERY

As required by the disaster management legislation, the District must play its meaningful role as and when incidents are reported. To ensure rapid and effective response to incidents, the District partners with other stakeholders (such as Local Municipalities) to conduct necessary assessments. Assessments are usually conducted to verify the extent of damages and also to determine the assistance required by affected communities. Once assessments are conducted, the District issues Relief Aid to ensure that affected communities are able to temporarily cope with the situation. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, iLembe District continues to prepare and implement Contingency Plan to ensure the high state of readiness during all seasons.

#### 3.4.4.1 OTHER INTERVENTIONS

- **INFORMATION MANAGEMENT AND COMMUNICATION**

As required by the disaster management legislation, iLembe District Disaster Management Centre must act as a conduit and repository for information on disasters and impending disasters within our district. It is in this view that the District has a comprehensive Communication System as per Enabler 1 of the Disaster Management Framework. Currently the system is utilised log, capture and monitor all incidents that are reported within the district and its family of municipalities. Disaster Management Practitioners also conduct damage assessments using Mobile Devices (Tablets), whereby all captured information is stored in a Web Portal of the System for easy access. Staff is being trained on other features of the Communication System, especially usage of the System as a disaster management planning tool. To date, the District is able to print summarised incident reports from the Communication System. The district continues to implement other conventional ways of communication and this includes e-mails, local newspapers, cell phones and reports.

- **EDUCATION, TRAINING, RESEARCH AND PUBLIC AWARENESS**

The issue of building disaster management capacity within the district is of utmost importance. It is in this view that the District continues to implement community awareness and capacity building programmes. The district has also adopted a strategy to partner and collaborated with other disaster management stakeholders to ensure that such programmes are implemented in an integrated manner. One of the main objectives of conducting community awareness campaigns is to ensure that communities exercise risk avoidance behaviour and take precautionary measures as all times.

#### 3.4.5 FUNDING ARRANGEMENTS

The District Disaster Management Centre (DDMC) is in a position to prepare and make budget allocations for the disaster management unit on an annual basis. Currently, budgets have been allocated according to carry out the following key activities:

- Enhancement Of The District Disaster Management Centre (Office Partitioning building more Offices);
- Capacity Building Programmes;
- Community Awareness Programmes;
- Procurement of Emergency Relief Aid;
- Review of the District Disaster Management Plans;
- Support to Local Municipalities and
- Installation of Lightning Conductors.

For specific programmes, the Provincial Disaster Management Centre (PDMC) and National Disaster Management Centre (NDMC) allocate funding. Private organizations or individuals can also donate or sponsor disaster management related activities. The Disaster Risk Management Sector Plan is attached as **Annexure B** for more details.

### 3.4.6 DISASTER MANAGEMENT: SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Good management and institutional arrangement.</li> <li>• Good monitoring and evaluation system</li> <li>• Existence of required or relevant expertise.</li> <li>• Availability of budget.</li> <li>• Developed comprehensive programmes.</li> <li>• Politically buy-in.</li> <li>• Better understanding and integration of disaster risk management issues with the municipal departments and entities.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Insufficient human resource (Stuff)</li> <li>• Lack of specialized vehicles (4X4) suitable for rural terrain.</li> <li>• Lack or Insufficient of financial and human resources to some of the Local Municipalities.</li> <li>• None existence or out-dated disaster risk management plans for Local Municipalities</li> </ul>
External origin (attributes of the environment)	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Employment of more staff.</li> <li>• Completion of the District Disaster Risk Management Centre.</li> <li>• Securing of political buy-in especially at the Local Municipalities.</li> <li>• Sharing of best practices and capacity building obtained from other municipalities, PDMC, NDMC and other institutions.</li> <li>• Development or and review of disaster risk management plans for local municipalities</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of comprehensive understanding of disaster risk management amongst other stakeholders.</li> <li>• Lack of cooperation from other sectors.</li> <li>• Climate change impact (Severe weather events).</li> </ul>

**TABLE 17: DISASTER MANAGEMENT SWOT**



## **3.5 MUNICIPAL TRANSFORMATION & INSTITUTIONAL ORGANISATIONAL DEVELOPMENT**

### **3.5.1 INSTITUTIONAL ARRANGEMENTS**

#### **3.5.1.1 COUNCIL SITTINGS**

The Council of the iLembe District Municipality consists of 30 Councillors, 12 of whom were directly elected to serve on the Council and 18 of whom were nominated by the Local Municipalities to serve on the District Council and membership is made up of:

- 21 African National Congress Councillors;
- 5 Inkatha Freedom Party Councillors;
- 2 Democratic Alliance Councillors; and
- 2 National Freedom Party Councillors.

To ensure compliance with the legislative requirement that the Council meet at least quarterly. However, in order to meet compliance requirements in relation to such issues as Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every month.

#### **3.5.1.2 THE EXECUTIVE COMMITTEE**

The iLembe District Municipality has established an Executive Committee consisting of five Councillors. Although the manner in which the composition of the Executive Committees should be determined is not prescribed by legislation, when establishing the Executive Committee the Council was mindful of the provisions of Section 160(8) of the Constitution of the Republic of South Africa.

In keeping with the requirements of that Section of the Constitution, the Executive Committee was constituted on the basis of proportional representation, giving the following membership:

- African National Congress: 4 Councillors;
- Inkatha Freedom Party Councillors: 1 Councillor

The Executive Committee holds ordinary meetings twice per month with additional special meetings being convened as and when necessary.

#### **3.5.1.3 PORTFOLIO COMMITTEES**

The iLembe District Municipality has established five Portfolio Committees to assist the Executive Committee, these being:

- Finance Portfolio Committee;
- Infrastructure and Technical Portfolio Committee;
- Economic Development and Planning Portfolio Committee;
- Amenities, Safety and Security Portfolio Committee; and
- Local Public Administration and Labour Relations Committee.

The Portfolio Committees meet once per month and the recommendations of the Portfolio Committees are submitted to the meeting of the Executive Committee following the meeting of the Portfolio Committee.

### **3.5.1.4 SPECIAL PURPOSE COMMITTEES AND SUB-COMMITTEES**

The Council has also established a number of Special Purpose Committees and Sub-Committees, including:

- Budget and Audit Steering Committee;
- Local Labour Forum;
- Rules Committee;
- Youth Sub-Committee;
- Task Team re Strike Action;
- Gender Sub-Committee;
- Risk Management Committee; and
- Human Resource Development Sub-Committee.

Some of the special purpose Committees, such as the Task Team re Strike Action, only meet as and when necessary. The others meet on a regular basis to develop strategies and approaches to address challenges in connection with their specific areas of expertise.

### **3.5.1.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)**

The Ilembe District Municipality Council has established a Municipal Public Accounts Committee. The Committee consists of 5 Councillors of the Municipality, who are not members of the Executive Committee. It also reports to the Council, through the Speaker, on any of the financial statements, develops the annual oversight report based on the annual report, initiates any investigation and performs any other function assigned to it by resolution of the Council.

### **3.5.1.6 AUDIT, PERFORMANCE MANAGEMENT AND RISK COMMITTEE**

The Ilembe District Municipality has established a single Financial, Performance Management and Risk Management Audit Committee to perform all of those functions. The Committee is also the Financial, Performance Management and Risk Management Audit Committee for the Municipal Entity established by the Council to handle economic development matters in the District. The Audit Committee operates under a Charter approved by the Council and submits reports on its activities to the Council twice annually. However, to improve communication between the Audit Committee and the Council, the Mayor and the Chairperson of the Municipal Public Accounts Committee have a standing invitation to attend all meetings of the Audit Committee.

### **3.5.1.7 INTERNAL AUDIT CAPACITY AND FUNCTIONALITY**

The Municipality has an Internal Audit Unit which operates in terms of an Audit Plan developed by the Audit, Performance Management and Risk Committee. In the past the Internal Audit Unit has lacked the capacity to address all the matters contained in the Audit Plan and has relied on assistance from the Provincial Treasury to meet the requirements of the Audit Plan. However, the Municipality has made provision for a fully capacitated Internal Audit Unit that reports to the Office of the Municipal Manager.

### 3.5.2 POWERS & FUNCTIONS

District Powers & Functions (Chapter 7, Section 156 Of Constitution)	Executed by iLembe	
	YES	NO
1. Integrated Development Planning	✓	
2. Bulk Water	✓	
3. Bulk Electricity		✓
4. Bulk Sewerage Purification	✓	
5. Solid Waste Disposal		✓
6. District Roads		✓
7. Regulating Passenger Transport		✓
8. Airports Serving District		✓
9. Health Services	✓	
10. Fire Fighting		✓
11. Control Fresh produce markets & abattoirs		✓
12. Cemeteries & Crematoria		✓
13. Tourism	✓	
14. Public Works relating to the above	✓	
15. Grants-receiving & distributing	✓	
16. Impose, Collect taxes & levies	✓	
17. Disaster Management	✓	
18. Accountability	✓	
19. Community participation	✓	
20. Financially & Environmentally sustainable service delivery	✓	
21. Equitable Access to Municipal Services	✓	
22. Local Economic development	✓	
23. Gender Equity	✓	
24. Safe and Healthy Environment	✓	
25. Performance Management Systems	✓	
26. Incremental Improvement	✓	
27. Air Quality Management	✓	
28. Responsible Financial Management	✓	

**TABLE 18: POWERS & FUNCTIONS**

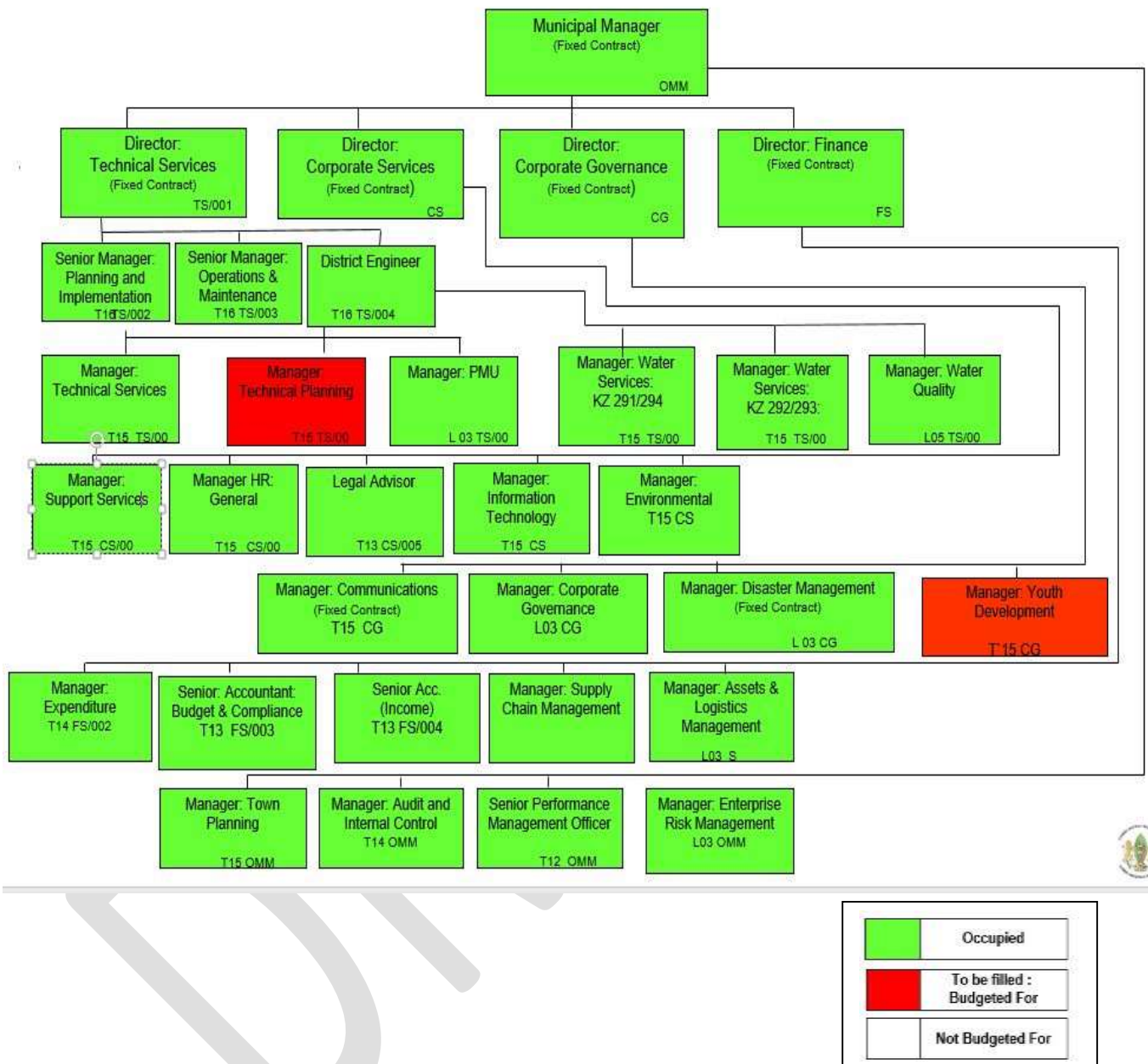
### 3.5.3 ORGANISATIONAL STRUCTURE

The organisational structure as seen below was adopted on the 20th June 2012 and further reviewed in 2015. This structure is considered to be appropriate for the developmental local government mandate assigned to the District Municipality in terms of the Municipal Structures Act, 1998.

The District Municipality has a staff complement of 638 employees and has a current vacancy rate of 12%. The Municipality's organisational structure has four Directorates that are managed and headed by the Municipal Manager as follows:

- Corporate Governance
- Finance
- Technical Services
- Corporate Services

As seen in the below figure there are currently two vacancies at Management level, i.e. Manager Technical Planning and Manager Youth. In terms of Section 57 appointments, all positions have been filled.

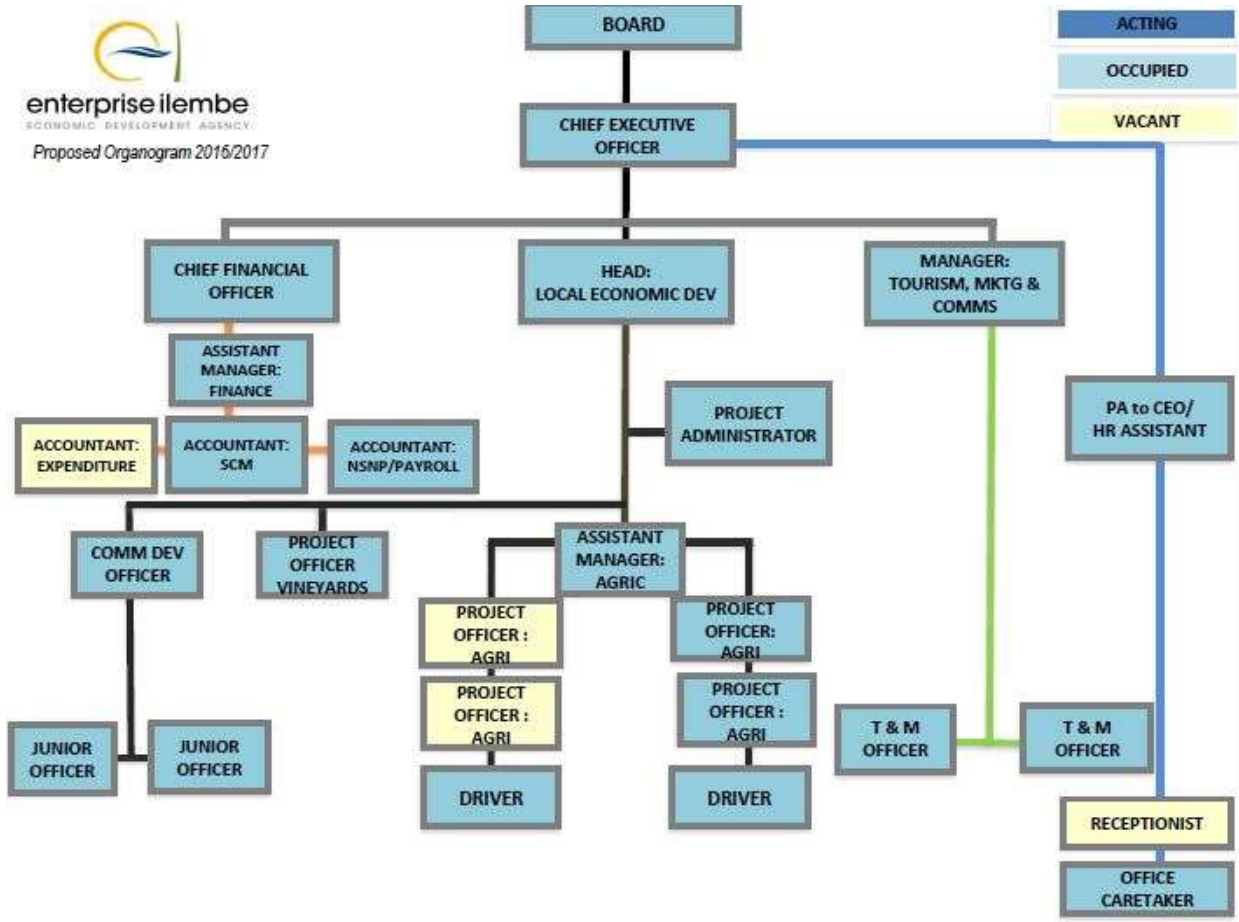


**FIGURE 7: MUNICIPAL SENIOR MANAGEMENT**

### 3.5.3.1 ENTERPRISE ILEMBE ORGANISATIONAL STRUCTURE

According to the MFMA 60(b): The Municipal Manager of iLembe District Municipality is the accounting officer of the municipality and provides guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality, namely Enterprise iLembe.

Enterprise iLembe is the Economic Development Agency for the iLembe District Municipality responsible for Trade and Investment Promotions and Local Economic Development in the iLembe region.



**FIGURE 8: ENTERPRISE ILEMBE STRUCTURE**

### 3.5.3.2 ILEMBE DPSS ORGANISATIONAL STRUCTURE

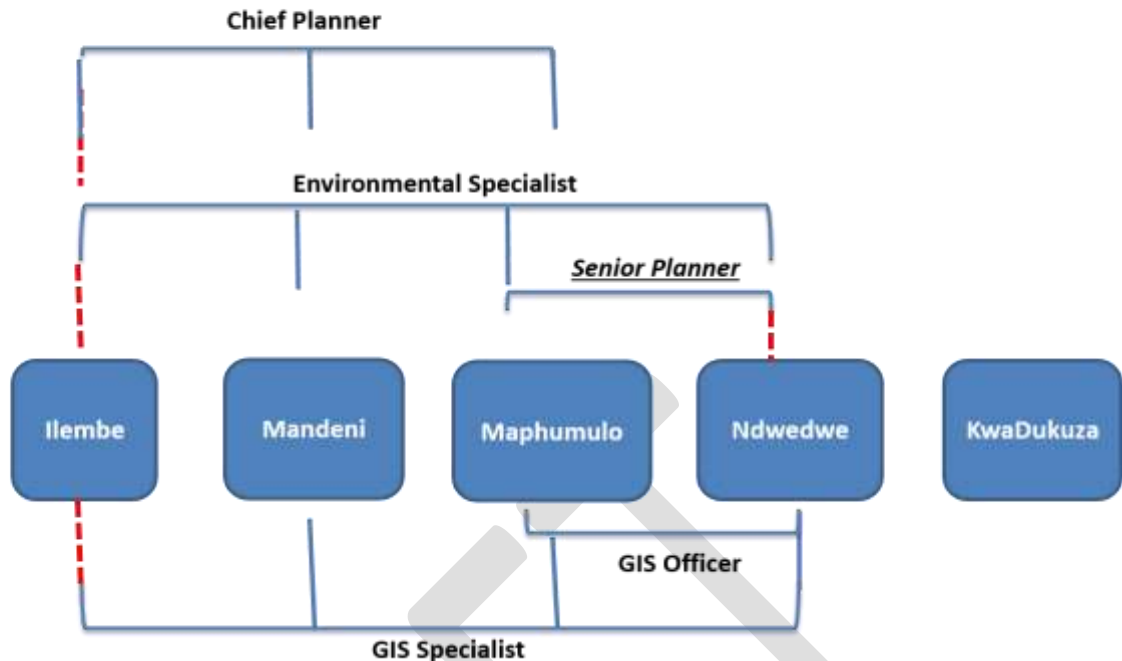
The establishment of the DPSS function is to address the limitations for the development planning function between district municipalities and their constituent local municipalities. The smaller municipalities in the District have limited planning capacity and high turnovers of staff reported.

The aim is for municipalities to share services at District level in order to optimize limited resources and thereby enhance the quality of planning and development services provided in these areas. The new iLembe DPSS business plan was finalised and approved by the respective Municipal Managers at the Technical Support Forum held on the 19<sup>th</sup> June 2015. The new model is influenced by the following changes and amendments.

- Withdrawal of KwaDukuza as a result of the absorption of the Chief and Senior Planner
- Absorption of the Senior Planner and Data Systems Administrator by Mandeni Local Municipality.

As a result, there will be a new senior planner position shared between Ndwedwe and Maphumulo due to the continued capacity constraints from both locals.

## PROPOSED DPSS ORGANOGRAM



**FIGURE 9: ILEMBE DPSS ORGANOGRAMME**

### 3.5.4 HUMAN RESOURCE DEVELOPMENT

- **HR Development Strategy**

Ilembe Family of municipalities has adopted a district wide approach to enhance, develop and align human resource (HR) practices. The iLembe Family HR Strategy was approved on the 5<sup>th</sup> August 2015.

- **Equity Plan**

The Municipality has adopted a 3 year Employment Equity Plan for the period 1/10/2012 to 30/09/2015 that is currently being implemented.

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.

- **Retention Plan**

The Municipality acknowledges the value of retaining staff especially employees with scarce skills and those who possess experience that is required for the Municipality to fulfil its objectives.

The Municipality recognizes that in order for it to be able to retain staff, it is very important to create an environment that encourages staff not only to succeed in their jobs but also to grow and achieve their aspirations.

An **Exit Interview Questionnaire** has been developed to ensure that the reasons for staff leaving the Municipality as known and addressed, this will also form part of the retention strategy, based on the fact that whatever reason that is sighted by employees leaving us, corrective measures are put in place to ensure that it doesn't persist.

The Municipality has developed a Skills Retention Policy. This policy seeks to achieve among others the following goals:

- Identify and address on an on-going basis the causes of staff losses;
- Create a learning environment through skills development initiatives;
- Increasing trust between management and staff;
- Retaining the services of staff deemed to be critical to the operation of the Council.

#### • **Workplace Skills Plan**

The Workplace Skills Plan is developed on annual basis and submitted to the LGSETA by 30 April in order to comply with Skills Development Act and to secure funding from the LGSETA to finance training interventions identified in the Workplace Skills Plan.

Skills planning are central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the iLembe District. The Municipality identifies what skills are required and develop strategies, tasks and schedules to ensure that we build those skills in order to deliver on our Integrated Development Plan objectives. A total of 141 beneficiaries including 7 councillors, 80 officials and 54 unemployed youth have received training in the following learning programmes:

- Municipal Finance Management Programme
- Water Wastewater Learner ship
- Plumbing Learner ship
- Councillor Development Skills Programme
- Computer Literacy
- Primary Agriculture Skills Programme
- Local Economic Development
- Various undergraduate qualifications

Training areas covered a wide range of fields related to municipal administration and delivery of services.

#### • **ABET PROGRAMME**

The Municipality's ABET programme for employees has been identified in the current 2015/16 Workplace Skills Plan.

#### • **EMPLOYEE ASSISTANCE PROGRAMME**

Employment assistance wellness programmes are in place and well-functioning. The EAP is largely preventative in nature focusing on both primary and secondary prevention. It grew out of the traditional Employee Assistance Programme (EAP). It is aimed to improve the individual wellness of employees which includes the promotion of physical, social, emotional occupational, spiritual, financial and intellectual wellness of individuals in the world of work:

- Create an Organisational culture conducive to wellness and comprehensive identification of psycho-social health risk;
- Support Work-Life Balance through flexible policies in the workplace to accommodate work, personal and family needs.



The Employee Assistance Programme within the Human Resources Management Component conducted various awareness talks at each site offices as follows:

Date	Venue	Topics	Service Providers
23,24,26 February 2015 and 04 March 2015	Mandeni Maphumulo Ndwedwe and Stanger Site offices	Financial Awareness Wellness	National Regulator
27 August 2015	iLembe Auditorium	Women's Wellness Day.	National Regulator

**TABLE 19: EAP 2015**

- **Occupational Health and Safety (OHS)**

The health and safety committee is in place. Health and safety representatives have been elected and trained. Health and safety induction have been conducted and is ongoing to employees and contractors. A full health and safety report has been done and forwarded to management for their perusal and action. The present protective clothing issue has also been put on hold due to supply chain management policies. An occupational medical examination is conducted on all new employees.

- **ICT Framework and Strategy**

The current ICT Framework and Strategy is outdated, provision will be made in the 2016/17 financial year to review the strategy.

### 3.5.5 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Access to LGSETA grants</li> <li>• Access to external funding for learner ships e.g. DBSA, Umgeni etc.</li> <li>• The will, on the part of the employees, to be trained</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• A structure that may not be appropriately linked to strategy</li> <li>• Low level of appropriate skills and educational qualification of staff</li> <li>• Absence of higher learning institutions</li> <li>• Lack of succession planning, recognition and incentives</li> <li>• Ineffective management of human resources by municipal departments</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Qualified &amp; well trained employees</li> <li>• Motivated employees</li> <li>• Personal developments plans for ease of reference/ tracking</li> <li>• Increased Support of an Inclusive Growth Path for iLembe and the country</li> <li>• Improved management of human resources</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Staff retention immediately after training interventions</li> <li>• Loss of senior managers due to uncertainty (contractual position vs permanent)</li> </ul>

**TABLE 20: MUNICIPAL TRANSFORMATION & INSTITUTIONAL MANAGEMENT SWOT**

## 3.6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

### 3.6.1 WATER & SANITATION

In 2003 the District became the Water Services Authority and Water Services Provider for the iLembe region. The role of the Technical Services Department is to provide water and sanitation services throughout the district thereby eliminating backlogs.

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, however through grant funding from the Department of Water and Sanitation, particularly MWIG, the municipality is addressing this challenge.
- 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.
- 24% 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.
- 21.71% of the population still do not have access to basic sanitation.
- The urban areas have proper water borne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- Ilembe has been severely hampered by drought which has diminished the Municipality's ability to provide water to all inhabitants.

#### 3.6.1.1 SUMMARY OF BACKLOGS AND ACHIEVEMENTS

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a Six Year Period from 2006/2007 to 2015/16 for Water & sanitation Service Delivery. The current backlogs in terms of water is 24% and sanitation is 22%. Although still relatively high, these figures indicate vast improvement from the 2006/7 baseline.

## WATER

Local Municipality	Population	Households	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
<b>Mandeni</b>	131,830	37,798	25,913	24,081	23,461	23,081	23,031	20,930	20,793	20,741	20,665	20,665	
<b>KwaDukuza</b>	252,053	61,084	13,125	12,225	9,725	9,725	9,725	7,056	6,859	6,613	6,253	6,253	
<b>Ndwedwe</b>	208,447	33,459	15,917	14,236	8,057	7,298	6,255	5,346	4,419	4,419	4,419	4,419	
<b>Maphumulo</b>	212,909	27,606	21,119	20,119	13,221	12,373	11,116	10,369	8,884	8,079	7,160	7,102	
	805,239	159,947											
<b>HH without access to Water</b>			76,074	70,661	54,464	52,477	50,127	43,701	40,955	39,852	38,497	38,439	24.03%
<b>Achievements</b>			400	,413	16,197	1,987	2,350	6,426	2,746	1,103	1,355	58	38,035
<b>HH served</b>			83,873	89,286	105,483	107,470	109,820	116,246	118,992	120,095	121,450	121,508	
													3.90%

## SANITATION

Local Municipality	Population	Households	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
<b>Mandeni</b>	131,830	37,798	12,491	10,691	10,691	9,841	8,167	6,767	5,256	3,786	2,919	2,267	
<b>KwaDukuza</b>	252,053	61,084	12,456	12,456	12,456	12,456	12,311	12,311	12,311	12,311	12,311	12,311	
<b>Ndwedwe</b>	208,447	33,459	22,231	18,061	17,478	14,961	12,660	11,116	9,395	7,995	6,805	6,281	
<b>Maphumulo</b>	212,909	27,606	25,445	21,977	21,977	21,539	19,440	18,040	17,169	15,769	14,579	13,860	
	805,239	159,947											
<b>HH without access to sanitation</b>			72,623	63,185	62,602	58,797	52,578	48,234	44,131	39,861	36,614	34,719	21.71%
<b>Achievements</b>			6,374	9,438	583	3,805	6,219	4,344	4,103	4,270	3,247	1,895	42,383
<b>HH served</b>			87,324	96,762	97,345	101,150	107,369	111,713	115,816	120,086	123,333	125,228	

**TABLE 21: ILEMBE WATER & SANITATION BACKLOGS**

SOURCE: IILEMBE WATER BACKLOG STUDY 2007

The iLembe water and sanitation backlogs will be updated in the new financial year 2016/17.

### 3.6.1.2 PROPOSED REGIONAL BULK WATER SCHEMES FOR ILEMBE REGION

#### MANDENI LOCAL MUNICIPALITY

The **Ndulinde Sub-Regional Water Supply Scheme** fall within wards 5, 6 and 11 of Mandeni Local Municipality. The scheme is intended to provide potable water supply to the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The source of water is Sundumbili Water Works, which is situated on the northern banks of the Thukela River. The scheme was intended to serve a total of 42,752 people residing in some 10,691 households with potable water through communal standpipes at a 200m walking distance radius. The scheme was initially estimated to cost R 116,579,664 and would have been implemented in phases until 2015/2016 financial year when it would have been fully commissioned.

Due to a high rate of illegal connections in the area, the municipality has decided to upgrade the infrastructure from communal standpipes to individual yard connections per household. This has pushed up the cost of the water scheme from R 116,579,664 to R 270,197,304.71. The revised completion date is now 2018/2019 financial year.

The **Macambini Sub-Regional Water Supply Scheme** fall within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide potable water supply in house connections the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The scheme will also augment the current supply from the Mlalazi Water Scheme that is under UThungulu District Municipality who act as a bulk water provider to iLembe DM.

During dry seasons, UThungulu DM is unable to meet iLembe DM's demand and this often results in shortage of water to the community of Macambini. The source of water is the Sundumbili Water Works, which is situated on the northern banks of the Thukela River that has been upgraded from 27M/l/d to 40M/l/d in order to increase the capacity of water works. The scheme will serve a total of 58,480 people residing in some 7,310 households. The scheme is estimated to cost R 544 000,000.00 and will be implemented in phases until 2018/2019 financial year when it will be fully commissioned. However the first household connections will be achieved in 2015/16. Once these two schemes have been commissioned, the backlogs for water in Mandeni will be eliminated.

The **Inyoni Housing Bulk Water and Sanitation Project** falls within ward 10 of Mandeni Local Municipality. The project is aimed at providing bulk water and sanitation to 3,050 sites within the housing project that is currently being implemented by the local municipality. The Bulk Water project will cost R 24,197,304.71 and R 9,367,407.00 for Bulk Sanitation. The project will be completed during the 2018/2019 financial year.

#### KWADUKUZA LOCAL MUNICIPALITY

The **Lower Thukela Regional Bulk Water Scheme** is intended to serve the area of KwaDukuza with potable water supply. The demand for water on the coastal area of KwaDukuza has increased and the currently supply from the Umdloti and Umvoti river systems are insufficient to meet the projected water demand.

The project is implemented jointly by iLembe District Municipality and Umgeni Water and will cater for the:

- current demand,
- future private developments of commercial, industrial and residential nature,
- low income housing developments,
- rural areas currently served as stand-alone schemes, and

- Rural areas that are currently un-served.

The scheme will serve a total of 64,239 bulk connections to commercial and private units, 28,567 low income housing units, the augmentation of bulk to 3,349 rural households and bulk and reticulation to 3,083 rural households without services.

The scheme is expected to cost a total of R 1,283,580,681.00 and is implemented in phases, subject to availability of funding. Subject to funding being made available, this scheme is estimated to be fully commissioned in 2020/2021.

The iLembe District Municipality is also exploring the idea of a desalination plant to augment the above water schemes and to mitigate the impact of the drought that is persistent in the area and to secure future demand.

**The Groutville D Household Sanitation Project** is aimed at providing waterborne sanitation to Chris Hani, Loyds, Ntshaweni, and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Waste Water Works that is owned and operated by iLembe District Municipality.

The total project cost is R 254,888,000.00 and will be funded between iLembe District Municipality and KwaDukuza Local Municipality.

**The Southern Regional Bulk Water and Sanitation Project** is aimed at upgrading the existing bulk water and sanitation bulk and reticulation services to Nkobongo, Shayamoya, Shaka's Head and Etete townships. These areas are currently served through VIP toilets and communal water standpipes however, the VIPs are failing due to the high water table in the area.

The proposed water and sanitation project will accommodate flows from the abovementioned townships in KwaDukuza Local Municipality into the KwaDukuza Waste Water Works and will upgrade the water supply from communal standpipes to individual yard connections. A total number of 7,557 households including the new proposed Etete Phase 4 housing project.

The estimated cost of the project is R 563,134,000.00 and is aimed for completion in 2020.

## **NDWEDWE LOCAL MUNICIPALITY**

**The proposed Umshwati Bulk Pipeline** will be implemented in partnership with Umgeni Water to augment the water supply to Ndwedwe Ozwathini area that is currently being served through borehole supply. These areas fall within wards 4, 5, 6, 8, and 9 of Ndwedwe Local Municipality. The project will be implemented in 3 phases. Phase 1 is already underway from PMB to Swayimane, Phase 2 is from Swayimane to Wartburg and Phase 3 is from Wartburg to Ndwedwe. It is anticipated that the project will be complete by 2018/2019.

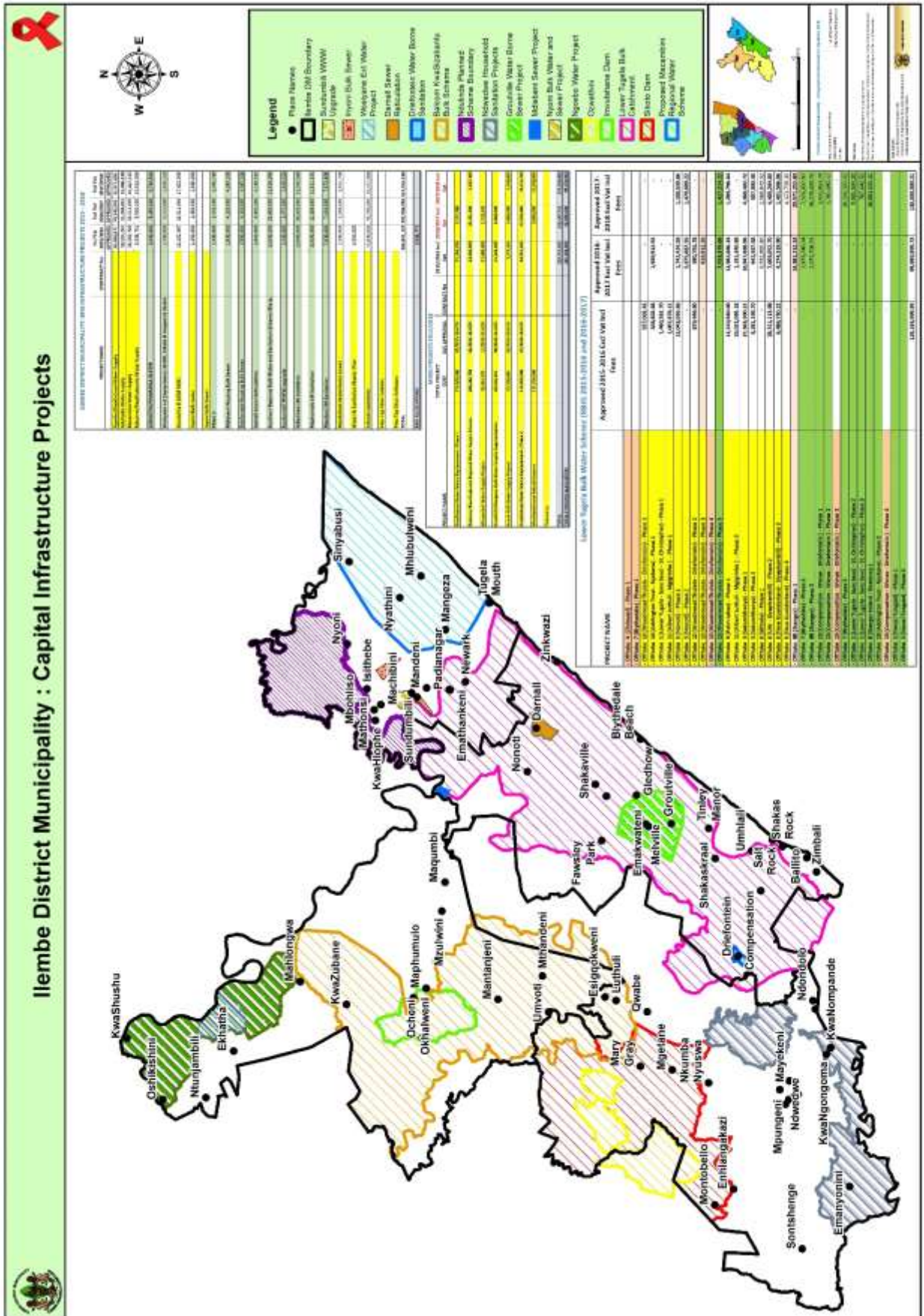
In the interim the municipality has implemented the Nsuze bulk abstraction to augment water supply to the above wards. The Nsuze Bulk abstraction scheme involves a Weir across Nsuze River, Raw water storage, Package treatment plant with a capacity of 1Ml/day, a rising main and tie in to existing reservoirs.

## MAPHUMULO LOCAL MUNICIPALITY

The Balcome / KwaSizabantu Sub-Regional Water Supply Scheme falls within Maphumulo Local Municipality of iLembe DM area. The water scheme will cover wards 3, 5 and 6 of Maphumulo Local Municipality with potable water supply at a level of house connections. The scheme is an extension of the Maphumulo/KwaDukuza Sub-Regional Water Scheme and is extended to cover the areas of Balcome and KwaSizabantu with water supply. The source of water is the Mvotshane River where a dam and purification plant are currently under construction and water will be pumped to a number of storage reservoirs. The Water Supply Scheme will serve approximately 3,532 households (28,256 people) in Balcome and Kwasizabantu areas. The scheme also makes provision for the adjacent Magongo area in Ward 3. The scheme is estimated to cost R 450, 000, 000 and will be implemented in phases until 2018/2019 financial year.

The Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme is co funded by iLembe District Municipality and Umgeni Water, where Umgeni Water will focus on the implementation of the bulk system (including the dam) and iLembe District Municipality will focus on the reticulation networks up to yard connections. The scheme will cover wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme will serve a total of 77,900 people residing in some 17,084 households. iLembe District Municipality will contribute R326, 474,169 towards this scheme. The scheme is expected to be complete by 2018/2019 financial year.

The proposed Water Schemes for the next 3 years in order to eradicate backlogs in the iLembe District Municipality are indicated in the Map below. The water schemes within iLembe region are spatially illustrated by the plan overleaf.



MAP 8: INFRASTRUCTURE PPROJECTS



## 3.6.2 WATER QUALITY MANAGEMENT (BLUE AND GREEN DROP)

### 3.6.2.1 RESULTS OF BLUE AND GREEN DROP (2014 REPORT)

The **2014** results for the **Blue drop** was for the period **1 January 2013 to 31 December 2013**. This was a full audit and evaluated the water supply systems (32 in total) with Ilembe District municipality.

The **Green drop** results was for the period **1 July 2012 to 30 June 2013** and evaluated the wastewater treatment works (WWTW) facilities within Ilembe District municipality. The green drop audits was a partial audit ( progressive assessment tool – PAT) which evaluate the cumulative risk rating (CRR). This evaluates whether the risk of such treatment works has increased or decreased from previous period of assessment (2013).

The audits provide an important tool for municipalities to bench mark themselves against other municipalities as well as determine improvement action plans to better their scores into the future.

#### 3.6.2.1.1 GREEN DROP 2014

There were 12 wastewater facilities that were audited including 2 which are operated and managed by SEMCORP SIZA ( Frasers , Shakaskraal ) and 1 by WSSA (Sundumbili WWTW , which has since 2014 being taken over by IDM).

Frasers, Mandeni and Shakaskraal WWTW produced effluent to the highest standard.

The 2014 results indicated that 7 of the 12 plants assessed had their risk deteriorate from the previous period (2013) indicating an increase in risk being posed by those facilities. All these facilities are under the management of IDM. Of the 7, Maphumulo WWTW, Montebello WWTW and Vukile WWTW were the most serious. In evaluating the requirements to improve the performance of such facilities (by reducing risk), capital investment is required to improve performance.

The capital investment will address the issue of ageing infrastructure, health and safety matters and process quality control measures and this will improve our green drop performance. This investment in identifying and improving the risk abatement measures (Wastewater risk abatement plan - WWRAP) will also contribute to an improvement in our green drop scores.

Operational expenditure that is required is largely driven by staffing costs to man such facilities on a continuous basis rather than being manned during the day only as this system comprises the process control measures.

#### 3.6.2.1.2 BLUE DROP 2014

IDM achieved an overall score of **86.72%** in the **2014** audited results. This was a **minor drop** (1.54%) from the 88.26 % achieved in the 2012 audited results.

The overall risk rating was **39%**, making IDM **the 4<sup>th</sup> best performance within KZN**.

A total of 40 water supply systems were audited in arriving at the 2014 score. This number of supply systems is among the highest by any municipality in the country and poses several challenges for the district. The water supply systems included a variety of supply systems including boreholes, springs, package plants and fully fledged treatment facilities. The audit included plants operated by Umgeni water, SEMCORP SIZA and WSSA.

Of significance was that IDM **retained its blue drop status** (score of 95% and above) for the **Dolphin Coast, Groutville and Ndwedwe systems** as well as making significant strides in its “no drop” criteria. The “no drop” looks at issues of water demand management and water conservation (WDM/WC).

8 /40 supply systems displayed excellent water quality scores. Among the issues that contributed to the slight drop in the blue drop score included:

- Inadequate risk based planning through the water safety plan(WSP)
- Poor microbiological quality of final water especially on smaller plants (poor disinfection)
- Insufficient manning and monitoring of borehole and other smaller plants
- Inadequate incident monitoring system
- Lack of communication to public on water quality performance
- Insufficient water quality sampling of facilities
- Inadequate asset management system

Subsequent to the 2014 audit report, some of the smaller plants like boreholes have been decommissioned and are being supplied by the Maphumulo water works. This will have a positive impact on the blue drop score into the future as some of these decommissioned plants contributed to the lower score.

Furthermore major investment is needed in constructing package plants as a form of supplementary treatment to boreholes as there is minimal treatment of these water supply systems besides disinfection.

Operationally, the current staffing requirements is limited to adequately address the water quality challenges and consideration needs to be given to increasing staffing to address these issues. Training of these personnel can be undertaken internally and through external organizations. Considerations to some security measures at some remote facilities need to be considered as well.

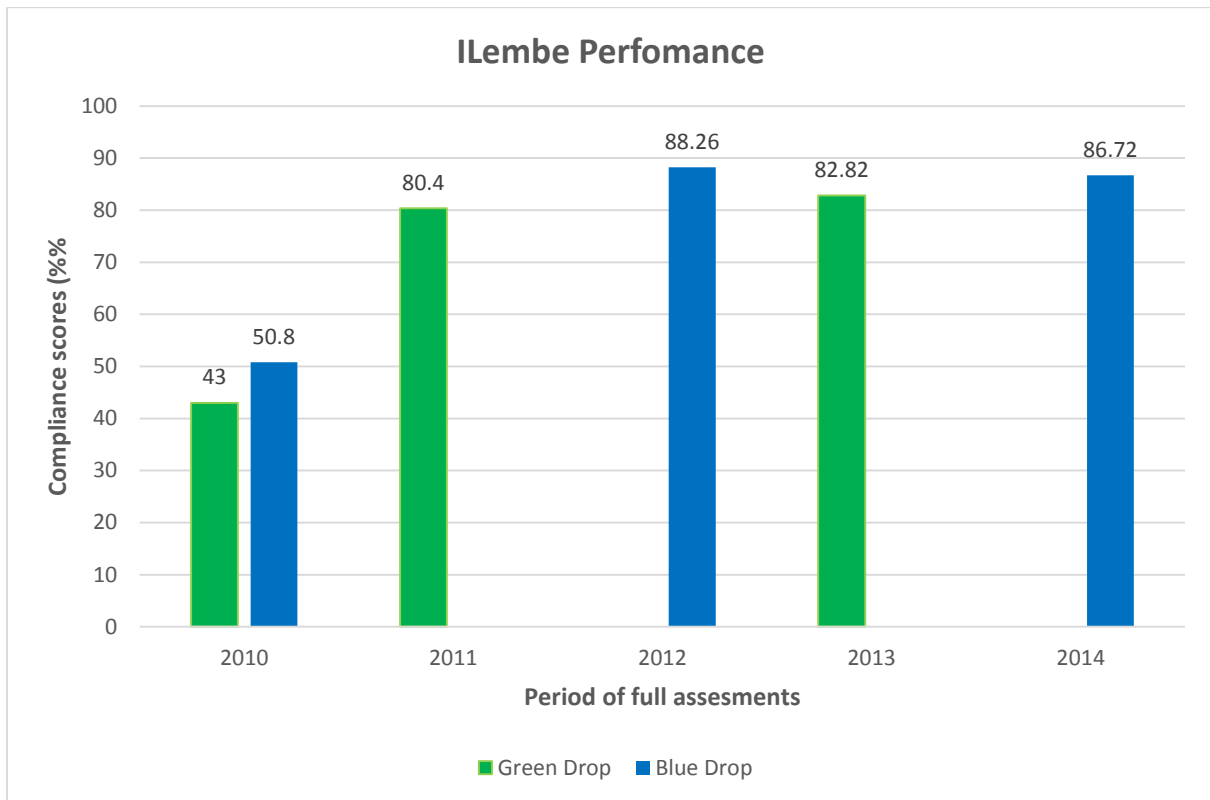
### **3.6.2.2 CHALLENGES TO ACHIEVE BLUE AND GREEN DROP CERTIFICATION**

In assessing the blue and green drop 2014 results and subsequent analysis of the audit findings, some key issues are listed below:

Both water and sewage works need injection of cash to undertake repairs/replace ageing /malfunctioning infrastructure as well as an increase in operational costs to improve on the staffing requirements to better manage the plants

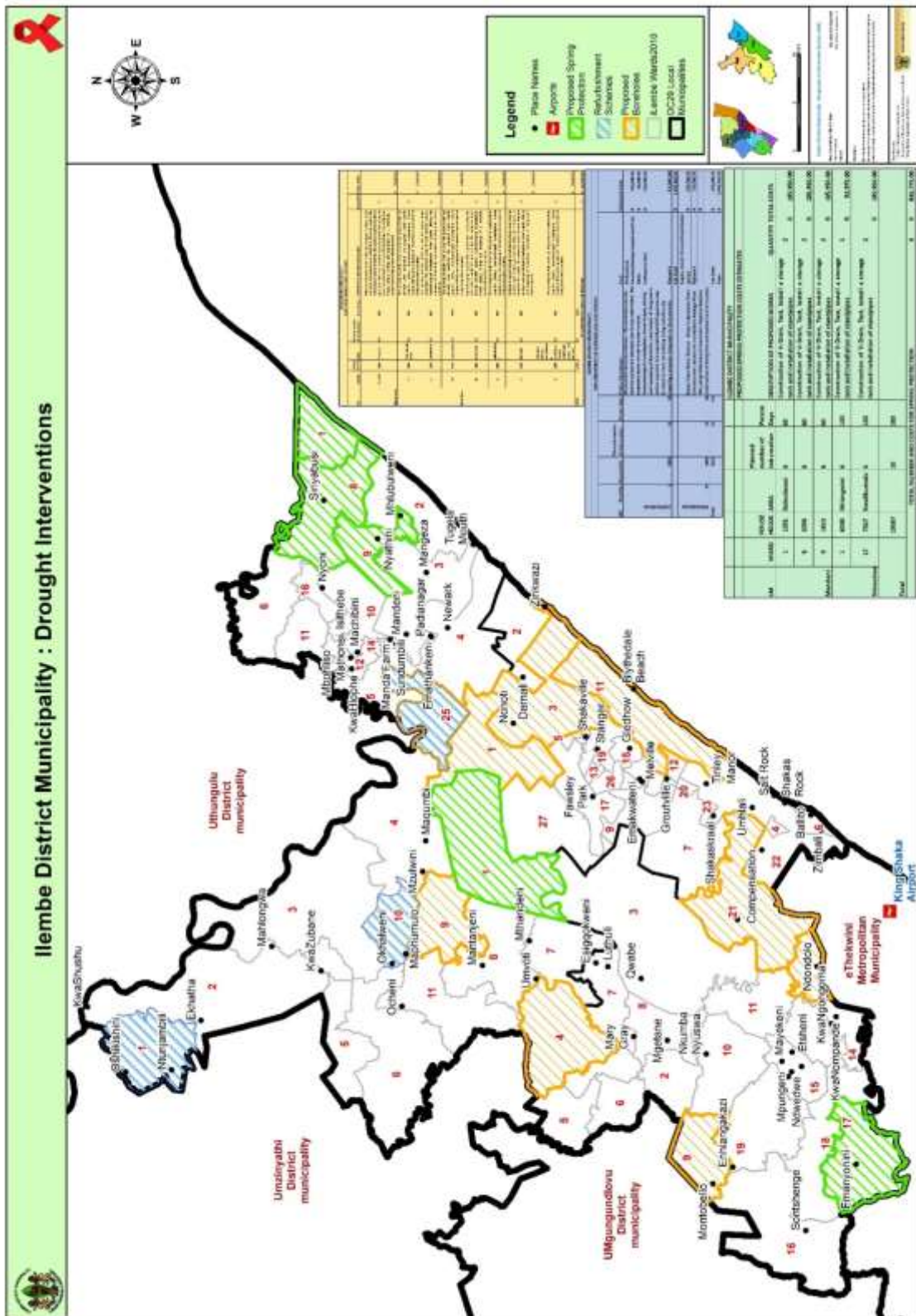
- Laboratory equipment is needed for many water and sewage works within IDM as many treatment works operate without such equipment.
- Water safety plans, risk abatements plans, process audits were done in-house (consisting of IDM officials) and this did reduce some of the impact whereas many other municipalities outsourced this to specialist service providers where specific skills and knowledge are needed.
- The limited sampling programmes within IDM restrict IDM from comprehensively analyzing its water and waste water quality thus possibly placing its citizens of possible health problems due to poor water quality. The new requirements of the SANS 241 places more emphasis on both the frequency and intensity of sampling programmes
- Improvement in asset management systems( currently being undertaken by Finance Department

The challenges highlighted above are being addressed via budgeting specifically for blue and green drop requirements in the coming financial years.



**GRAPH 5: ILEMBE DM BLUE DROP PERFORMANCE 2010-2012**

### 3.6.3 WARDS SEVERELY AFFECTED BY DROUGHT



MAP 9: DROUGHT AREAS

### 3.6.3.1 DROUGHT INTERVENTIONS

KwaZulu-Natal has experienced below-average rainfall, iLembe District is no exception and this is evident in all the major water sources having significantly reduced flows. The Province was subsequently declared a disaster in 2014. The drought conditions are still persisting with the District, having significant negative impacts on consumers and the economy. Below are some of the intervention that have been undertaken in an attempt to minimize the drought impact:

#### 3.6.3.1.1 SHORT - MEDIUM TERM INTERVENTIONS

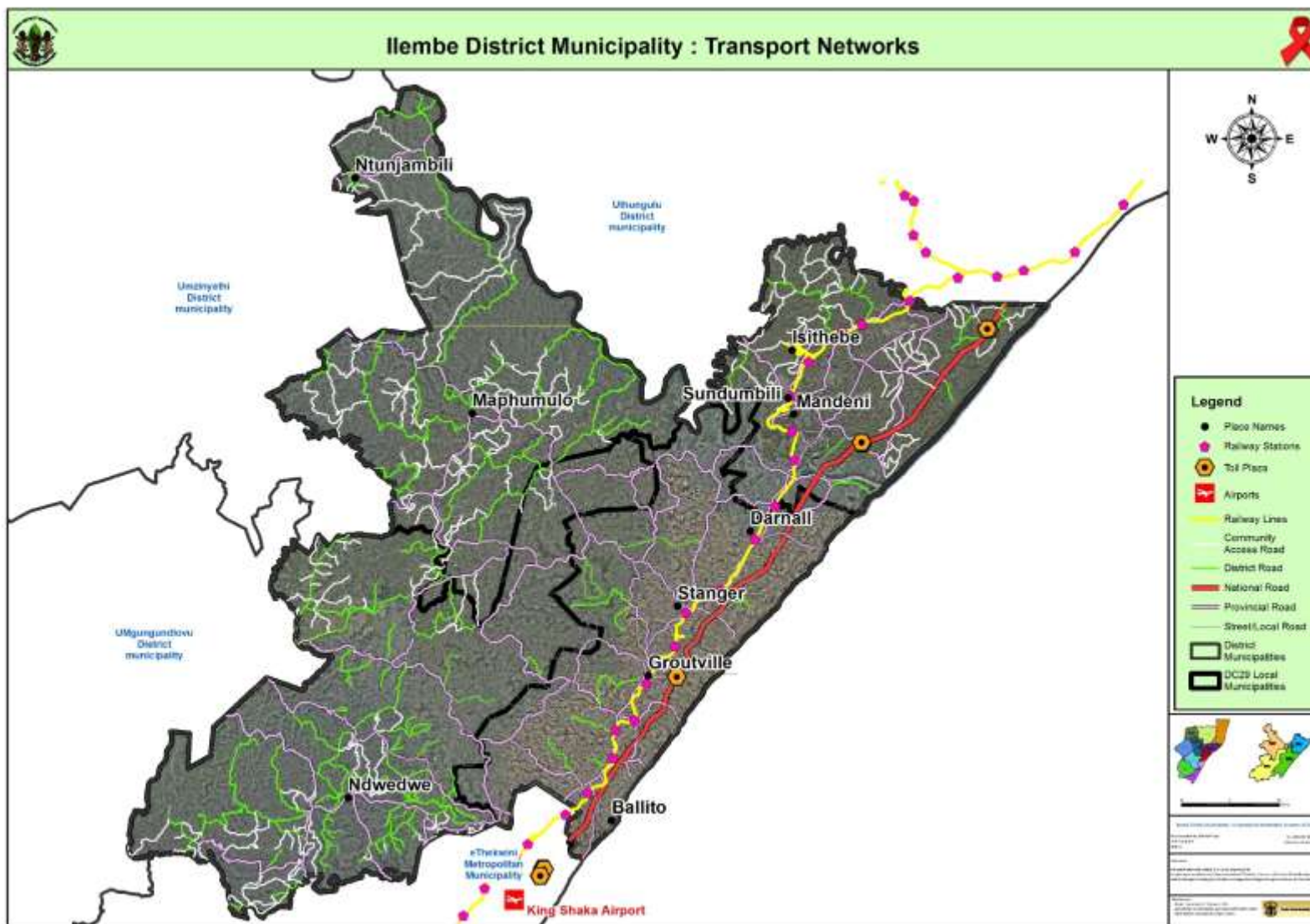
- The first phase of the Lower Thukela Bulk Water Scheme, which includes a 55 Ml/day water treatment plant (WTP) is anticipated to be completed in December 2016. This scheme will supply areas in Mandeni and KwaDukuza Local Municipalities.
- Curtailments as much as 50% are being applied to some areas supplied by the Hazelmere system (areas in KwaDukuza and Ndwedwe).
- The Hazelmere System is being augmented by the uThongathi River Emergency Abstraction Scheme which is transferring water from the uThongathi River via a furrow and pumping to a tributary that flows into Hazelmere Dam. This emergency scheme has a capacity of 8 Ml/day.
- The Hlimbithwa Emergency Abstraction Scheme was constructed in late 2014, pumping water from the Hlimbithwa River to augment the Mvutshane Dam. A supply of 5.5 Ml/day was provided to Maphumulo as a result of this transfer scheme.
- The Mvoti System has been impacted by the illegal sand-mining occurring in the Mvoti River. A short-term mitigation measure was the investigation of up-stream users and the joint collaboration of iLembe Municipality; the Department of Water and Sanitation and the Department of Mineral Resources.
- Restrictors have been installed in some areas within Groutville to curb demand.
- JoJo tanks have been sourced and placed at strategic points within the district and water tankers have been acquired to transport water to areas affected by the drought.
- new boreholes have been sunk to supplement water supply to some areas.
- Some water schemes have been re-commissioned to supplement water supply (Masibamisane, Esidumbini, Wosiyane).
- Communities assisted with water tankers on a daily basis.

#### 3.6.3.1.2 MEDIUM - LONG TERM INTERVENTIONS

The municipality's long term vision is to construct a large-scale desalination plant on the North Coast. Desalination is the removal of salt and other minerals from saline water to produce potable water. The municipality is also investigating the options of recycling water to further supplement water supply. Siza Water, a water service provider for iLembe Municipality has implemented the recycling of water which is provided to car washes and construction contractors as a drought mitigation initiative. Ilembe has made the above short, medium and long term plans to deal with the impacts of climate change. Whilst climate change (the "El Nino Effect") has contributed to the drought, it is acknowledged that the limited implementation of water demand interventions e.g. fixing of leaks has aggravated the severity of the impacts of the drought.

The Transport Infrastructure routes within iLembe region are spatially illustrated by the plan overleaf.





**MAP 10: TRANSPORT NETWORKS**

### 3.6.4 ENERGY

The tables above illustrate energy source used by households for cooking and lighting purposes. It is estimated that only 112573 and 102633 household have a supply of electricity for lighting and cooking purposes respectively.

Energy Source	Mandeni	KwaDukuza	Ndwedwe	Maphumulo
Electricity	96491	196333	35472	20863
Gas	5849	8299	5262	3857
Paraffin	4978	9982	8217	3107
Wood	24649	11028	84395	64480
Coal	565	226	941	866
Animal dung	72	40	94	95
Solar	418	400	233	108
Other	45	370	88	82
Unspecified	615	860	547	443
Not applicable	4127	3329	5138	2598

**TABLE 22: ENERGY SOURCE USED BY HOUSEHOLDS**  
SOURCE: STATISTIC SA CENSUS, 2011

#### 3.6.4.1 ILEMBE RENEWABLE ENERGY HUB

The KZN Provincial Growth and Development Strategy has identified the iLembe District Municipality as the renewable energy hub of the Province. The main focus of this hub will be the manufacturing of renewable energy components i.e. solar panels, solar geysers etc. The hub will not only cater for the domestic markets, but it will also focus on the International distribution of products. The Department of Economic Development, Tourism and Environmental Affairs is currently investigating the most suitable location for the Hub within the District- however, preliminary reports indicate that it will be located either in KwaDukuza or Mandeni Local Municipalities. The key objectives of the hub include, *inter alia*, the following:

- Attracting investment in renewable energy and energy efficiency products and services into the District
- Creating an investor friendly environment
- Leveraging a new, high industry as the driver of the District and the Provincial industrial growth objectives
- Strengthening collaboration between government, industry and business
- Boosting collaborative R&D and product/service innovation to support the development of RE and EE at a local
- Facilitating sector skills development in the RE and EE industry within the District and Province.



### 3.6.5 HUMAN SETTLEMENTS

South Africa's affordable housing programme is making significant impact on the landscape of the country, but the delivery pressures are increasing. In addition, the "Breaking New Ground" (BNG) initiative was launched in September 2004 and it is the guiding principle underpinning the notion of "integrated human settlements".

Notwithstanding that provision of housing remains an important part of human settlements and is now common because liveable human settlements require integrated planning. In line with the notion of integrated human settlements the district has established a Planning and Infrastructure Alignment Committee. The Committee meets to provide technical and planning comment on proposed housing projects. The meetings attempt to provide technical and planning comments to proposed housing projects. The district has set 5 year strategic objectives to culminate in improved access to basic services.

The provision of appropriate accommodation for Ilembe residents will be key for sustainable development in the region. The table below presents the type of main dwelling per Local Municipality.

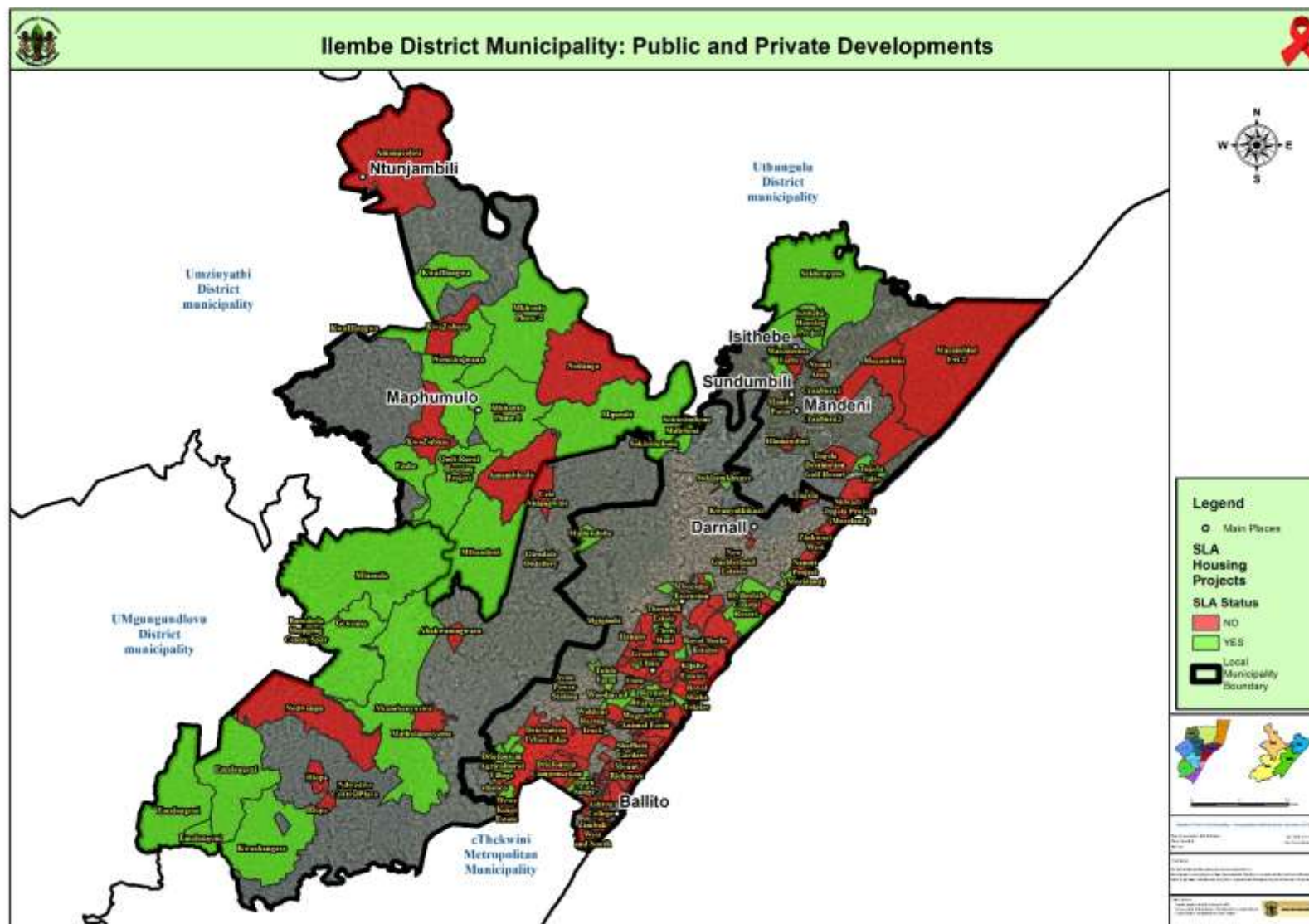
	KZN294: Maphumulo	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	Total
House or brick/concrete block structure on a separate stand or yard or on a farm	6680	20669	50144	12010	89503
Traditional dwelling/hut/structure made of traditional materials	11568	10823	3746	14281	40417
Flat or apartment in a block of flats	1016	765	2718	1576	6074
Cluster house in complex	43	147	891	236	1316
Townhouse (semi-detached house in a complex)	13	120	524	39	696
Semi-detached house	23	23	437	34	516
House/flat/room in backyard	363	456	1645	232	2696
Informal dwelling (shack; in backyard)	118	2857	2383	210	5569
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	67	1842	5384	363	7657
Room/flat let on a property or larger dwelling/servants quarters/granny flat	8	265	494	38	804
Caravan/tent	6	17	58	14	94
Other	69	252	1860	167	2348
Unspecified	-	-	-	-	-

**TABLE 23: TYPE OF MAIN DWELLING**

Source: Statistic SA Census, 2011

The spatial implications of this growth rate are the increase in the number of informal settlements around the established towns and the subsequent pressure this adds on the existing infrastructure. 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. Informal settlements with limited facilities occur on the periphery of the developed areas and within the towns of Ilembe. A large portion of the land falls under the jurisdiction of the Ingonyama Trust.

The planned Public and Private developments within Ilembe region are spatially illustrated by the plan overleaf.



**MAP 11: PUBLIC & PRIVATE DEVELOPMENTS**

### **3.6.5.1 ROLE OF THE ILEMBE DISTRICT MUNICIPALITY**

The iLembe District Municipality's primary role in the housing delivery is co-ordination. The District has established and operationalized a Planning and Infrastructure Forum which meets regularly to discuss planned public and private housing projects. The meetings are attended by representatives from Department of Human Settlement, Department of Agriculture and Environmental Affairs, iLembe District Technical, Legal and Planning Business Units as well as Housing Business Unit of the Local Municipality. Private developers are also invited to present their proposed development projects. The primary purpose of this Forum is to co-ordinate and fast-track housing delivery in the District. The process to enhance housing delivery in the District at these meeting is done using our spatial data to map out our planned housing projects in relation to the District's water and sanitation bulk infrastructure. These processes assist the District and the Local Municipality with the phasing in of services in relation to the local municipal housing delivery programme. In this way early identification of problem areas is identified and discussed and an alternative solution is suggested.

### **3.6.5.2 INFRASTRUCTURE DELIVERY IN THE ILEMBE REGION**

The District has in place a regional bulk infrastructure plan which indicates that by 2015 bulk water supply to the region will be achieved. The current challenges with bulk infrastructure in the region relates to sanitation. The areas of KwaDukuza and Mandeni are rapidly urbanizing with increasing demands on the current infrastructure. In addition, informal areas, like Groutville in KwaDukuza that are formalizing require a higher order level of service than VIP, which is the basic level of service. These areas require water-borne sanitation not only due to increasing densities but also due in this instance to the ground water protocols which indicate a high water table. The challenge for iLembe District Municipality is that additional funding is required to improve this level of basic service. The funding streams from Provincial Government only cover the basic level of service and not high order of service. The impact is that the District is unable to adequately service this urbanizing area which poses a huge environmental challenge and delays improving resident's quality of life.

### **3.6.5.3 PROJECTS TO BE IMPLEMENTED IN THE NEXT 5 YEARS**

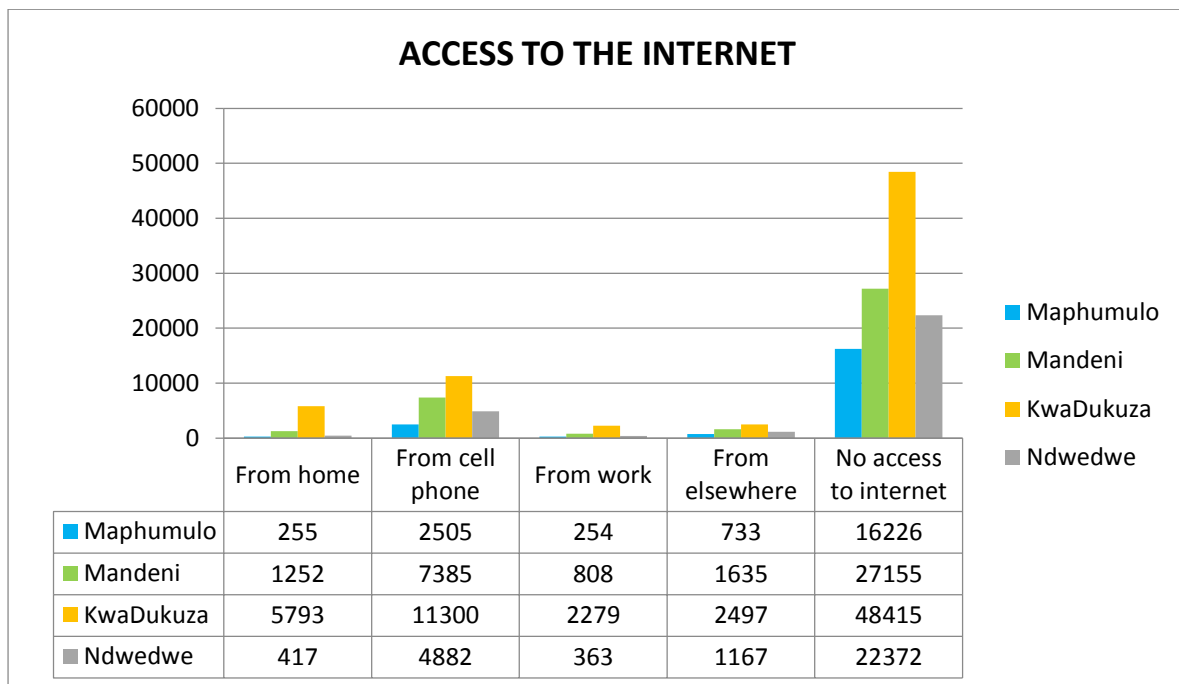
The housing projects as detailed in Chapter 8: Sector Alignment is reflected in both the Department of Human Settlement MTEF and Local Municipalities Housing Sector Plans. The District is requesting the spatial data for these projects to align with their bulk infrastructure plan.

## **3.6.6 TELECOMMUNICATIONS**

All Information on telecommunications infrastructure within the district is difficult to access from the various service providers. However, it is believed that the District is underserved by telecommunication networks. This situation has serious implications for the district, especially in the rural areas, as access to such infrastructure has significant impact on the economic development.

### **3.6.6.1 ACCESS TO THE INTERNET**

The results below show that all the local municipalities have the highest number of people with no access to internet. The main medium for internet access is from cell phones.

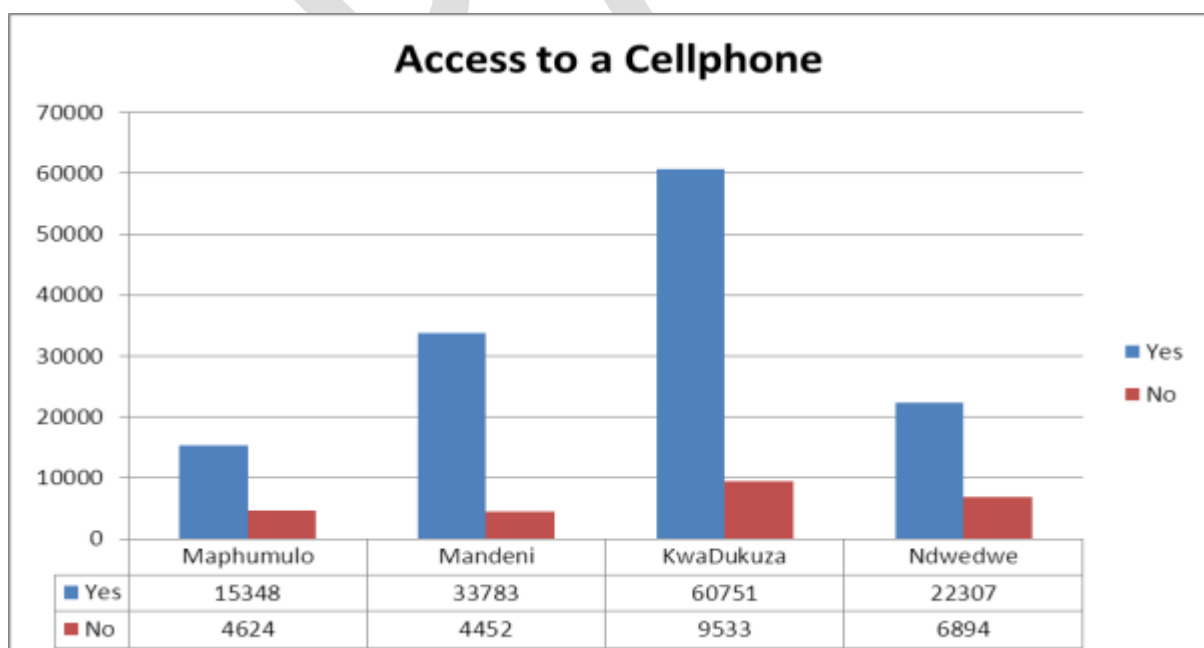


**GRAPH 6: ACCESS TO INTERNET**

Source: Statistic SA Census, 2011

### 3.6.6.2 ACCESS TO CELL PHONES

KwaDukuza Municipality has the highest number of households with access to cell phones. This comes as no surprise as this is the most urbanised LM within the District. Maphumulo Municipality has the least number of people with access to cell phones. It should also be noted that this is the most rural municipality in the District and has the smallest population.

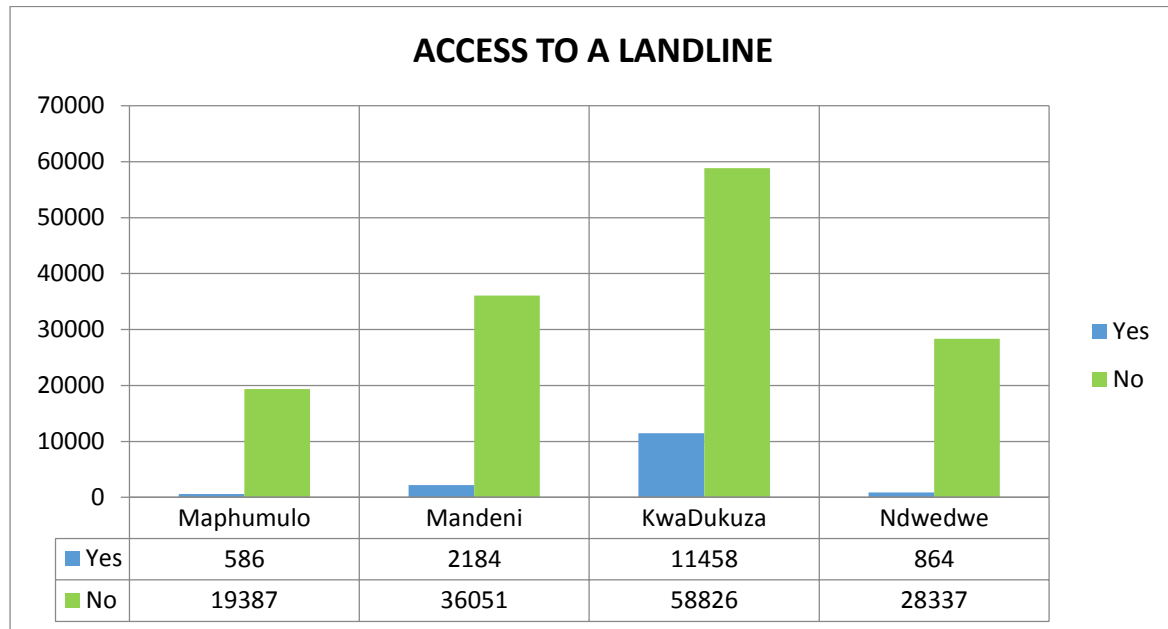


**GRAPH 7: ACCESS TO A CELL PHONE**

SOURCE: STATISTIC SA CENSUS, 2011

### 3.6.6.3 ACCESS TO A LANDLINE TELEPHONE

The graph below displays the highest proportion of households with access to landline telephones in the district is located in the KwaDukuza local municipality with a number of 11458. Conversely, only 586 households in the Maphumulo municipality have access to landline telephones. 142601 households in the district do not have access to a landline telephone.



**GRAPH 8: ACCESS TO A LANDLINE TELEPHONE**

SOURCE: STATISTIC SA CENSUS, 2011

### 3.6.6.4 SERVICE DELIVERY: SWOT ANALYSIS

#### STRENGTHS

- Maintenance plan in place
- Approved By-Laws
- Audit Committee, hence clean audit
- Water Services Development Plan (WSDP)
- Major rivers (Umvoti and Thukela)
- PMU in place

#### WEAKNESSES

- Unfilled Posts
- High Cost per capita
- Lack of Office space
- Lack of Telemetry system
- Sparse Settlement Pattern
- Old infrastructure
- Insufficient bulk Water Sources

#### OPPORTUNITIES

- DM geographical location
- Industrial Development
- Developer's contribution
- Positive publicity

#### THREATS

- Insufficient budget
- Climate Change
- Theft and vandalism
- Negative publicity

**TABLE 24: SERVICE DELIVERY SWOT**

## 3.7 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

### 3.7.1 ENTERPRISE ILEMBE

Enterprise iLembe is the Economic Development Agency of iLembe District Municipality, responsible for **Trade & Investment Promotion** and **Local Economic Development** for the region within these key sectors such as agriculture, tourism, manufacturing and Services. Enterprise iLembe (Pty) Ltd is a private company which is a municipal entity of the iLembe District Municipality – meaning that all the shares of Enterprise iLembe are held by the Municipality. The Municipal Systems and the Municipal Finance Management Acts permit the establishment of a local economic development agency as a possible special purpose organisation to promote the local economy. Enterprise iLembe is special implementation vehicle created by iLembe District for its four municipalities Mandeni, KwaDukuza and Ndwedwe Maphumulo and other stakeholders to achieve their common objectives. As such it should be remembered that an economic development agency does not make policy, it implements it. The mandate for policy making lies with the elected members of Council, not with the agency. It is the role of the agency to implement the local economic development policy set out in the Integrated Development Plan (IDP).

### 3.7.2 LED STRATEGY

iLembe appointed a service provider to review its LED District Strategy. The strategy was approved and adopted by the Council on 7 December 2015. The data in this analysis was sourced from Census 2011 and Quantec 2010.

The purpose of the LED Strategy (attached as **Annexure D**) is to utilise the outcomes of the GDS and GDP 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 2015 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. The process of formulating the 2015 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:

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

#### 3.7.2.1 STAKEHOLDER PARTICIPATION

There were three stakeholder sessions held in representative clusters of the District, which were consulted on the strategy and given a chance to provide input. The stakeholder consultations included workshops with LED personnel, business, and councillors; and proved particularly informative and valuable for the strategy. Feedback from the stakeholder sessions is listed below, in the order in which they were held:

- LED Review Workshop for iLembe District Business Stakeholders: 25<sup>th</sup> June 2013,
- LED Training Workshop for District LED Practitioners: 26<sup>th</sup> June 2013,
- LED Review and Awareness Workshop for District Economic Development Portfolio Councillors: 27<sup>th</sup> June 2013.

### 3.7.3 LED PROFILE

The following section presents the economic analysis which include the economic drivers in the in the municipality reflecting their current performances to the local economic growth and development.

#### 3.7.3.1 MAIN ECONOMIC CONTRIBUTORS

##### 3.7.3.1.1 ILEMBE GVA LEVELS

The tertiary sector contributes the highest to the gross value add (GVA) within the district followed by the secondary sector and lastly the primary sector. Manufacturing contributed the highest to gross value add at 29.17% in 2010 followed by the Finance, Insurance, Real Estate and Business services sector at 19.85%. This, however, changed in 2011 with the latter sector contributing 18.37% and the manufacturing sector 18.18% indicating a decline in the manufacturing fortunes within the period. This has implications on the jobs creation trajectory and policy & planning focus areas: the productive base of the district needs to be supported (agriculture, manufacturing) – only this can ensure sustained growth in services and retail.

The input sectors of electricity, gas and water and transport and communication rose in contribution to gross value add within the period. Electricity, gas and water rose from 0.93 % (2010) to 3% in 2011 and transport and communication rose from 7.21% in 2010 to 12.27% in 2011. This is a healthy growth trajectory but it has to be sustained by serious infrastructure investment over the short term. Expenditure on durable and semi-durable goods declined from 2010 to 2011 while consumption of non-durable goods and services increased in the same period. This could have been a reflection of the national mood as consumers shied away from being tied onto, mostly, interest bearing purchases. The anticipated growth patterns of the different sectors provide a guide for the future allocation of land for the different sectors of the economy and on skills development needs.

Taking cognisance of the anticipated economic development trends, the GVA contribution per sector for the district as illustrated in the table below.

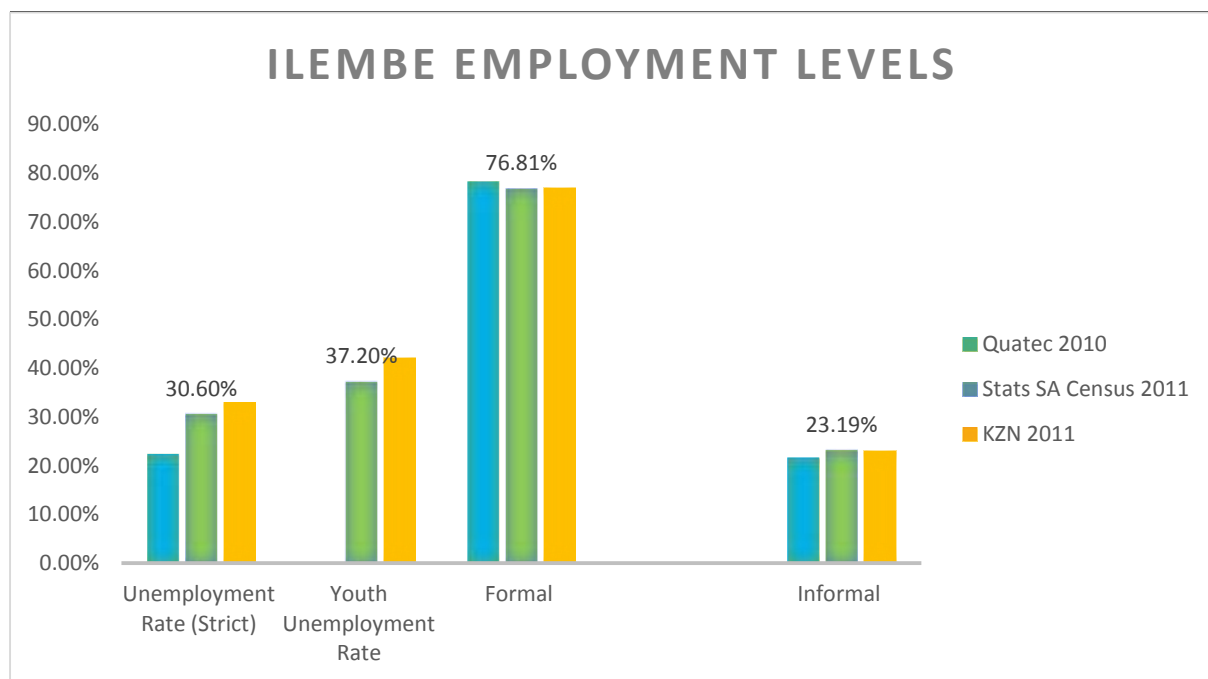
Key Indicator		iLembe		KwaZulu-Natal
		2010	2011	2011
Gross Value Added by Industry (%)	Agriculture, forestry and fishing	9.84%	4.47%	4.47%
	Mining and quarrying	0.83%	2.14%	2.14%
	Manufacturing	29.17%	18.18%	18.18%
	Electricity, gas and water	0.93%	3.00%	3.00%
	Construction	2.83%	4.21%	4.21%
	Wholesale and retail trade, catering and accommodation	14.83%	15.91%	15.91%
	Transport, storage and communication	7.21%	12.27%	12.27%
	Finance, insurance, real estate and business services	19.85%	18.37%	18.37%
	Community, social and personal services	5.08%	7.12%	7.12%
	General government	9.43%	14.32%	14.32%
Expenditure (%)	Durable Goods	10.08%	7.90%	7.79%
	Semi-Durable Goods	13.00%	9.18%	9.09%
	Non-Durable Goods	36.02%	41.75%	40.80%
	Services	40.90%	41.16%	42.33%

**TABLE 25:QUANTEC STANDARDIZED REGIONAL DATASET 2010 & STATISTICS SA CENSUS, 2011**



### 3.7.3.1.2 EMPLOYMENT/ UNEMPLOYMENT LEVELS

While the employment rate for the IDM and the formal/informal sectors are on a par with the province, IDM, has fewer skilled or highly skilled workers than the province. The below graph illustrates formal employment rate was 76.81% in 2011 for iLembe and 76.98% for KZN province. There was a slight decrease in the formal employment in the district coming from a formal employment rate of 78.32 % in 2010. The strict unemployment rate increased in the district from 22.39% to 30.6% in 2011 while the province's strict unemployment rate stood at 33%. The strict unemployment rate does not accommodate the discouraged work seekers and therefore these figures are quite conservative and a different picture could be painted with a broad definition of unemployment.



**GRAPH 9:EMPLOYMENT LEVELS**

The table below provides unemployment rates and youth unemployment rates for the district and LMs. The district's unemployment rate is 31% in general and 37% amongst the youth (15-35). While unemployment is above the national average, it is average for KZN. Youth unemployment is substantially lower than both the national and KZN average (with the exception of Maphumulo and Ndwedwe). Employment and youth unemployment is highest in Maphumulo and Ndwedwe at 49% and 58% respectively.

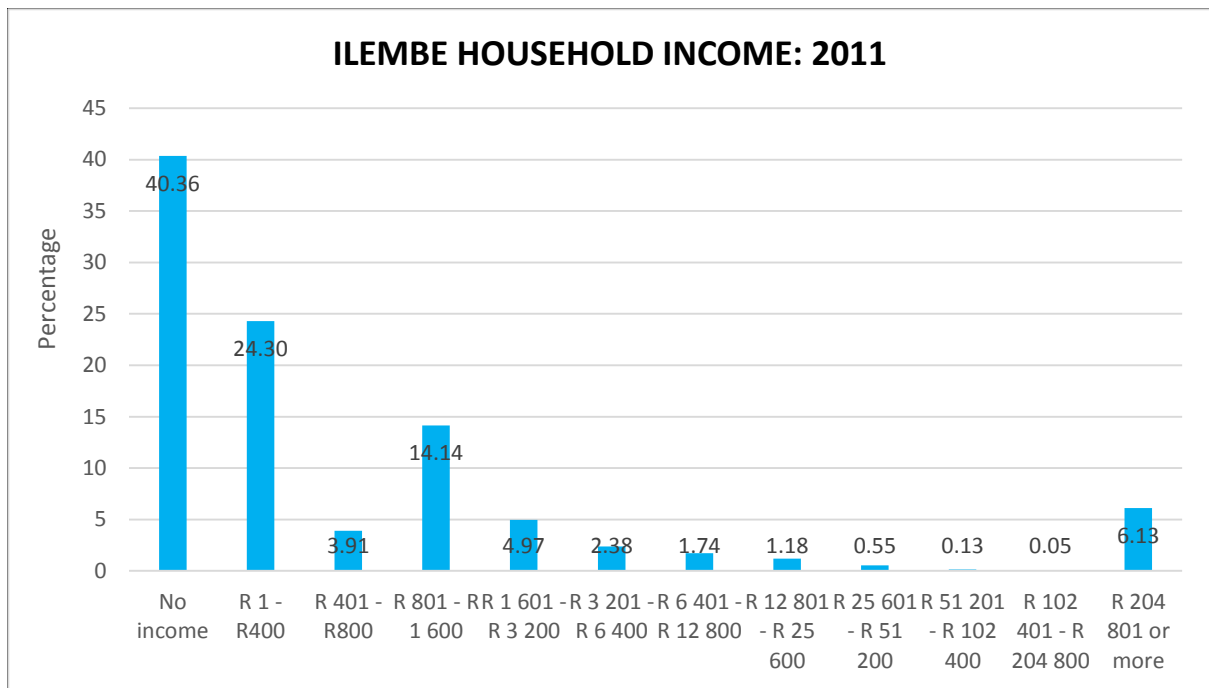
	Unemployment Rate			Youth (15-34) Unemployment Rate		
	2001	2011	% change	2001	2011	% change
<b>ILEMBE</b>	48.0	30.6	-36%	55.8	37.2	-33%
<b>MAPHUMULO</b>	75.9	49.0	-35%	83.3	58.4	-30%
<b>MANDENI</b>	45.1	28.6	-37%	51.5	34.6	-33%
<b>KWADUKUZA</b>	34.3	25.0	-27%	42.6	30.8	-28%
<b>NDWEDWE</b>	67.8	48.7	-28%	76.4	58.3	-24%

**TABLE 26: UNEMPLOYMENT RATE**

SOURCE: STATISTIC SA CENSUS, 2001 & 2011

### 3.7.3.1.3 HOUSEHOLDS INCOME LEVELS

Household incomes in the district are extremely low with about 40% of the households earning no income at all and a majority of population surviving on less than R500 a month. This scenario has potential to perpetuate reliance on social grants which are a vital anti-poverty measure but divert resources from other state responsibilities. Higher incomes for the residents are vital for jumpstarting economic activity in the district.

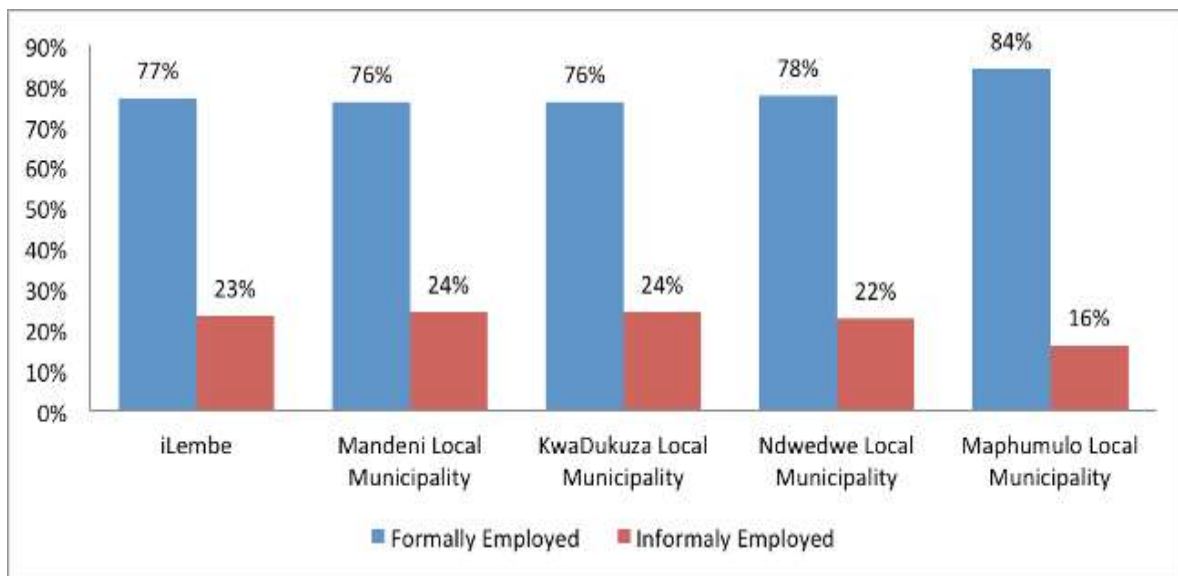


**GRAPH 10 : HOUSEHOLD INCOME**  
SOURCE: STATISTIC SA CENSUS, 2011

### 3.7.1.3 SMMES

South Africa's informal sector is the unofficial part of the economy whereby many people are forced to live out a meagre economic existence through lack of formal job opportunities. This sector of the economy, which evades income taxes and circumvents labour laws, now represents over 30% of SA'S potential workforce and is the fastest growing sector.

The figure below displays the distribution of formal and informally employed persons. In Ilembe, about 23% of the working age population are informally employed, while approximately 77% are formally employed. Within the district, all the local municipalities display a similar trend, however with only 16% informal employment displayed in Maphumulo.



**GRAPH 11: ILEMBE DISTRICT SMME'S**  
Source: Quantec Regional Dataset, 2012

### 3.7.1.4 AGRICULTURE

Sugar is still the main commercial agricultural crop in the District. Due to developments along the on the east coast, land for sugar cane farming is being reduced. To compensate for this loss, Government is supporting the industry in reviving old developing new sugar cane farms in more western areas of the District. These are mainly in the traditional areas of the District. Success of this project can be seen in Ward 7 in Maphumulo. Ilembe District needs to work together with the communities and Provincial Government to ensure that this agricultural development succeeds and contributes to real economic development of the communities, not just as labourers on their land. Supporting agricultural activities include forestry, fruit and vegetable farming, tunnel farming and fresh cut flowers and a number of Agricultural projects has been implemented through Enterprise iLembe:

**VINEYARD AND WINERY PROJECT:** this project is mainly focusing on development of wine production in the north coast, the pilot started in 2010 with three vineyards successfully planted, harvested and processed in a cooperative winery situated in Ballito. For long term sustainability, Enterprise iLembe is developing plans to expand the vineyards and add other wine cultivars to the current Villard Blanc. In addition, a marketing plan that includes turning both the winery and vineyards into a tourist destination is being developed.

**HYDROPONIC TUNNELS PROJECT:** Enterprise iLembe again has establish about 8 hydroponic tunnels projects that are 2500m<sup>2</sup> each spread across all four local municipalities, two in Mandeni, KwaDukuza, Ndwedwe, and Maphumulo. Previously this project mainly focused on high value crops such as patty pants, peppers, and cucumbers. There is now a plan to grow those crops required in the National Schools Nutrition Programme (NSNP) that don't grow easily on open fields in the district. These include tomatoes and onions. In addition, Enterprise Ilembe is raising funding to build an additional 12 new greenhouses which will ensure economies of scale and long term sustainability of this project. Besides the NSNP, the Department of Health and other private sector food manufacturers have approached Enterprise Ilembe to source more vegetables from the District. This will generate more jobs and create a critical mass of agricultural skills in the District.

**NATIONAL SCHOOL NUTRITION PROGRAMME:** A number of farmers and cooperatives have been assisted by Enterprise Ilembe in collaboration with the Department of Agriculture with production inputs and extension services to grow vegetables for this programme. Enterprise iLembe then procures

the vegetables from these farmers, sorts and packages the same for sale to the schools in the district for their feeding scheme. Currently, 15 tons of vegetables per week are sold to schools in the district. This will rise to 30 tons per week (over 1 100 tons per year) once the new Service Level Agreement has been concluded with the Department of Education. Over 800 hectares of new vegetable farms have been developed by 50 new co-operatives creating 1 000 new jobs. This is a big contribution to job creation, poverty alleviation, inequality, and most of all create sustainable communities with the iLembe communities. The objective is to get this project to be completely managed by primary and secondary co-operatives, with Enterprise iLembe only playing an oversight role.

**AGRI-HUBS** Enterprise iLembe established the processing facilities that are currently working as packaging and exchange points for the NSNP. Enterprise iLembe is raising funding to expand this project and include a packaging and freezing centre for those customers needing frozen vegetables.

### 3.7.1.5 TOURISM

In order to ensure that we continue to assist in the development of tourism with the aim to geographically spread the benefits of tourism as well as to encourage transformation in the sector, Enterprise iLembe has been facilitating and implementing the following:

#### **KING SHAKA VISITOR CENTRE UPGRADE**

EI received R400 000 from EDTEA for general upgrades to the King Shaka Visitor Centre. The project commenced in July 2014 and was completed at the end of October 2014, the following was done:

- General landscaping
- Audio Visual
- Curio Shop Upgrade
- Signage

#### **KWADUKUZA CTO ESTABLISHMENT SUPPORT**

As part of ensuring that tourism is driven by the sector as the Tourism Act requires, all local municipalities are required to have a Community Tourism Organisation (CTO) especially in areas where tourism is active. Enterprise iLembe has been working with the KwaDukuza Municipality in assisting them to establish their CTO. An interim committee is in place which includes participation from Enterprise iLembe. A draft constitution is now available and the next step is public consultation before the CTO can be formally established.

- Johnny Makathini Project Support - Ndwedwe
- Blue Flag Beach support – KwaDukuza & Mandeni
- WowZulu MarketPlace Establishment
- Sangweni Integrated Craft Hub Management

#### **TOURISM MARKETING**

Enterprise iLembe continues to profile the iLembe District as a premier holiday destination through various mediums such as exhibitions, events, print and social media and the following has been achieved to date;

- **EI attended the following Exhibitions and Workshops:**
  - The Star Getaway Show – August/September 2014
  - Sports, Events and Tourism Exchange – September 2014
  - Durban International Film Festival – July 2014
  - Sustainable Living Expo – September 2014
  - World Routes 2014 – September 2014
- **Event Support:**

- Dolphin Ultra Marathon – September 2014
  - KZN is Summer Launch – November 2014
  - Tourism Month Launch – September 2014
  - Lilizela Tourism Awards – September 2014
  - iBeach Xperience – December 2014
  - Hlomendlini Cultural Day – December 2014
  - Secela Golf Tournament – August 2014
- **Advertising – Adverts were placed in the following publications:**
- Suid Africa
  - Wild side Magazine
  - SA Golf & Leisure 2014/2015
- **Media Hosting:**
- Gagasi FM – Tourism Month
  - Suid Africa – German Journalist
  - ANN7 – Tourism Month
  - Ukhosi FM – Tourism Month

### 3.7.1.6 MANUFACTURING (INDUSTRIAL)

The district is ideally placed on the Durban-Richards Bay corridor to benefit from manufacturing. Like agriculture, this sector is a leading industry (doing better than the rest of the country with regard to employment) but is also under threat due to national and international market conditions. The strategic importance of creating industrial clusters has been emphasised across South Africa, therefore, specific areas have been identified for industry placement in iLembe. The compensation/ Ballito area north of the new King Shaka International Airport has been identified as a likely economic opportunity zone, especially for light industry, due to its proximity to the Dube Trade port and Durban. KwaDukuza town surrounds has been identified as a site for medium sized industry. Mandeni has been proposed as a development area for heavy industry. It is also the site of the IsiThebe Industrial Estate, which continues to be an effective manufacturing hub, offering cost-effective production space to prospective investors. The Sappi Paper Mill is the largest single manufacturer in Mandeni. Enterprise iLembe has initiated the following project.

**BIO-DIESEL:** Enterprise iLembe has initiated a Bio-diesel project at isiThebe at the isiThebe industrial in Mandeni. The aim is to produce bio fuel through the Moringa plants that have been planted within the iLembe district Municipality and by using used cooking oil. To date the processing facility holds an approved Basic Environmental Impact Assessment, Waste Storage licence and is still awaiting a manufacturing licence. Green Technology Investments was appointed on the 2nd of October 2014 to take over the Biodiesel Processing Facility. Green Technology Investments has accepted the appointment and will commence with work once they have received a lease agreement from Enterprise iLembe. A draft Lease Agreement is being prepared. Ithala bank has also agreed to renew the lease at IsiThebe, this lease will be effective concurrent with the lease for Green Technology Investments.

### 3.7.1.7 SERVICES, RETAIL AND ICT

The SEACOM submarine telecoms cable systems connecting South Africa to the rest of Africa has two landing points – Mtunzini close to iLembe, and the Western Cape. This technology gives iLembe access to high speed internet and makes distribution viable. This cabling allows for Ballito and the North Coast to become an information technology hub. Enterprise iLembe have launched a broadband project

which uses access to the undersea fibre optic cabling to provide fast internet to inland areas within Maphumulo and Ndwedwe. This creates the opportunity to build ICT hubs in rural areas, which gives students access to the internet, provides IT training opportunities and is a useful job search tool.

The District intends to use broadband in schools to broadcast lessons in classrooms by connecting a computer to a projector. Providing this link to rural communities could serve to avoid the low road scenario where a lack of connectivity leads to rural areas becoming poorer, regardless of development in the major coastal nodes.

**BROADBAND PROJECT:** Enterprise iLembe have been involved in discussions around investment on the Broadband connectivity, the two companies that have expressed interest in investing in this field is Intersite and Link Africa. Intersite has expressed interest in investing in infrastructure that will make back haul connectivity possible, through laying of fibre optic cables along the railway lines. Intersite will be working closely with the Municipality throughout this entire process. Link Africa intends on using the municipality's sewer lines for the laying of fibre optic cabling to make end user connectivity possible. The addition of infrastructure will allow for the roll out of the second phase of the broadband project.

### 3.7.1.8 PARTNERSHIP WITH SWISS GOVERNMENT

The Swiss government, through the State Secretariat for Economic Affairs (SECO), has partnered with iLembe District Municipality, KwaDukuza Municipality, and Mandeni Municipality on a programmatic approach for Local Economic Development. The programme is a 57 month long intervention with the overarching purpose of contributing to the improvement of the iLembe District and the quality of life for its inhabitants. The programme comprises a series of interventions to build capacity for the local area for economic activity, job creation and urban development.

The main objective of this programme is as follows: *“To contribute to the improvement of the economic future of the iLembe District and the quality of life of its inhabitants, through sustainable growth of the local economy and the creation of higher, better and more inclusive employment and income generating opportunities.”*

The key partners in the programme are SECO, IDM, Mandeni and KwaDukuza LM, organized business in IDM represented by the iLembe Chamber of Commerce, KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA), National Treasury, the United Nations Industrial Development Organization (UNIDO) and the International Finance Corporation.

The table below gives a more detailed indication of the components and the expected outcomes.

Components	Expected Outcomes
<b>Public financial management</b>	<ol style="list-style-type: none"> <li>1. Empowerment of Municipal Councils that exercise robust oversight of PFM functions, especially in relation to the budget, in year budget reports, risk management, procurement and annual financial statements</li> <li>2. Target municipalities mobilize more revenue through higher efficiency and cooperation</li> <li>3. Improved budgeting for capital investment and maintenance of municipal assets</li> <li>4. Legal, transparent and efficient management of municipal procurement process</li> </ol>
<b>Municipal Infrastructure</b>	<ol style="list-style-type: none"> <li>1. Reduced infrastructure constraints (improved scope and quality of basic infrastructure services)</li> <li>2. Enhanced planning and management of key infrastructure sectors</li> <li>3. Increased planning capacity and financing strategies for an integrated and systematic expansion of (urban) infrastructure, as a basis for sustainable development of regional centres</li> </ol>
<b>Private Sector development</b>	<ol style="list-style-type: none"> <li>1. Improved environment for doing business</li> <li>2. Enhanced access to finance for iLembe SMEs</li> <li>3. Improved access to business and technical skills for iLembe District SMEs</li> </ol>
<b>Value chain development</b>	<ol style="list-style-type: none"> <li>1. SMEs have been integrated into selected value chains and/or clusters, are more productive (reduced waste and inefficiencies) are more eco-efficient (reduced water and carbon footprint), produce better quality products, engage in more sustainable business practices and comply with national/international standards and buyer requirements.</li> </ol>
<b>Partnership and cooperation</b>	<ol style="list-style-type: none"> <li>1. Improved and sustained partnership and capacity for local economic development in the iLembe District</li> <li>2. Improved national and provincial context for LED</li> </ol>

**TABLE 27: KEY PARTNERS IN THE SECO PROGRAMME**

It is anticipated that the inception phase of the programme will commence in during the current calendar year (2016). The value chain development component of the programme has however commenced and is being implemented by UNIDO. The other components will commence once the appointment of the Programme Coordinating Unit has been concluded.

### 3.7.1.9 EXISTING AND FUTURE PROJECTS

The strategic objectives of Enterprise iLembe are:

- Facilitate research that assists with Policy Development and formulation that impacts the mandate of the Agency:
- Influence policy and the regulatory environment for socio economic development and investment.
- Identify, build and co-ordinate partnerships among socio economic stakeholders
- Facilitate the packaging & implementation of projects in existing and new sectors
- Research other potential growth sectors in addition to the current four sectors of main focus.
- Marketing and Promotion of iLembe District as a Tourism, Investment & Business Destination.



The table below illustrates the status of EI LED projects as follows:

No.	Project	Amount	Funding Application To	Project Status
1	King Shaka Tourism Route King Shaka Visitor Centre Upgrade	R400 000	DEDT	Completed
2	LED Strategy & Implementation of Micro Projects	R 1 000 000	DCOGTA	Completed
3	iLembe Broadband Project Master Plan and Business Strategy Plan for Wholesaling	R 1 000 000	IDC	Completed
4	Renewable Energy Project	R370 000	IDC	Completed
5	Schools Nutrition Programme Value Add Implementation System	R700 000	IDC	Completed

**TABLE 28: LED PROJECTS**

The table below illustrates catalytic projects that have been proposed within the District:

No.	Project Name	Brief Description	Required Amount
1	Ballito ICC	4000 delegate convention centre with 198 room 3* or 4* hotel office Park and 640 parking bays	R 1 Billion
2	Ballito Industrial Park	62ha Industrial Park	R 560 Million
3	Blythedale Coastal Resort, Blythedale Beach	5123 Residential opportunities, with 1095 affordable housing opportunities, 40000m2 retail space, 1200 sleeper hotel, water theme park and sports schools	R 15 Billion
4	Compensation Flats & Business Park development	100ha industrial / logistics. 140ha business park offices	R 9 Billion
5	iLembe Techno Park	Electrical and Components Manufacturing	R 2 Billion
6	Wewe Driefontein & Mixed use Development	620ha Driefontein- Wewe Flats Estate (Industrial, Agric & Housing)	Multi Billions
7	Zimbali Lakes	1150 units & hotel Resort + golfing and commercial	R 3 Billion
8	Thukela Health and Wellness centre	Private Hospital Rehab, Step-down facility and residential	R 1.2 Billion
9	KZN RED HUB development	250MW of renewable energy generation	R 5 Billion
10	Sugar Association Renewable Generation Plan	Creation of 900MW of renewable energy generation.	
11	Stanger New Town Centre	Shopping Mall, Government Precinct, commercial Offices	TBD
12	Airport Rapid Rail Transport	Develop fast rail from KDM to Dube Trade/ Airport, gateway/Umhlanga Durban	R 5 Billion +
13	KZN Broadband	Backbone access and infrastructure to all 51 municipalities	R 2.8 billion
14	Nonoti Beach Tourism Resort	Mass Beach tourism Resort	R 400 Million
15	Development of Regional Airports	Local airport as a catalyst for new investments and development in small town	TBD
16	Agri- Processing Hub	Attract international Food Production	TBD
17	Renewable Energy Hub	Location in the Green corridor, south KwaDukuza	TBD
19	Expansion of IsiThebe	New industrial division of IsiThebe - linked to the Richards Bay SEZ	TBD

**TABLE 29: ILEMBE LED CATALYTIC PROJECTS**

### 3.7.1.10 BUSINESS CULTURE

In 2011, the finance, insurance, real estate and business services sector was the 4th largest employer, accounting for 13, 28% of the total number of people employed. Combined with wholesale/retail trade, catering and accommodation, these sectors account for nearly 35% of total employment in Ilembe. As such, these sectors have to be supported and prioritised in terms of their potential to provide employment, generate economic growth, and create job opportunities. In order for the economic potential of these sectors to be maximised, and for PPP to be effective, it is important for local government to have insight into the environment in which business operates.

The iLembe Business Confidence Index identifies regional economic indicators and intelligence to support economic development and promote investment in iLembe. It considers economic and market-related aspects that have a bearing on the business mood in iLembe. The measurement of business confidence is directly related to employment opportunities and labour issues. The more buoyant the economy and the greater the economic optimism, the more likely it is there'll be greater employment opportunities.

Similarly, the more conducive the economic environment is, the better the opportunities there will be for job creation and employment generation. Some of the key areas identified by participants with regard to constraints to business were electricity shortages and resulting load shedding, the water supply crisis and the drought. As such, poor service delivery & infrastructure provision were identified by 34% of respondents as being major issues to business development and growth. Congruent with this, proposed increases to both water and electricity tariffs have also contributed to the significance of this constraint. Similarly, 34.4% of respondents have indicated that Skills Shortages & Other Labour Related Issues are a business constraint. Competition and market size were identified by more than 56% of survey respondents as a business constraint, endorsing the view that certain industry sectors within the region are over-served.

Amongst smaller businesses, (< R1m annual turnover), access to finance was identified as the biggest constraint to business. While there needs to be specific initiatives and targeting of particular sectors for employment generation schemes and job creation, it also remains incumbent on the local municipalities to ensure that the basic services required to affect these opportunities are adequately provided.

Enterprise iLembe is the Local Economic Development agency that aims to promote local development through bringing all sectors together (including Tourism and other service delivery units) to develop a sustainable economy for the region. The activities of Enterprise iLembe are highlighted later in the IDP.

Service delivery and the provision of bulk infrastructure remains at the core of the Municipality's mandate, and there needs to be an acknowledgement that without adequate service, the foundations for basic business opportunities, job creation and economic investment is severely compromised.

### 3.7.1.12 MAIN ECONOMIC AREAS PARTICULAR AREAS OF FOCUS FOR JOB CREATION

According to the *Ilembe District Spatial Economic Development Strategy (2012)*, the main economic activities in the area are:

- Manufacturing, retail, trade and accommodation, finance and business services.
- Total employment has been decreasing on average annually by 1.8% which in part can be explained by the fact that the major economic industries of manufacturing and agriculture are declining nationally.
- Tourism, commercial and property development is booming in the coastal and inland corridor regions.
- The expanded rate of unemployment is higher in iLembe than in KZN largely due to very high unemployment figures for Ndwedwe and Maphumulo (over 80%). This is largely due to the lack of employment opportunities outside of urban nodes (predominantly on the Ingonyama Trust Lands). However, job creation is at the core of iLembe's 5 year service delivery strategy (for a description of this see below in the IDP)
- The highest growth in employment has been in the business services sector and the government sector; and the highest employment is in the trade, catering and accommodation industry.
- Manufacturing and agriculture were previously the two biggest employment sectors, but both have been experiencing a decline nationally. This accounts for iLembe's decline in employment being higher than that of KZN.
- With regards the distribution of sectors by LM, the majority of people in Maphumulo are employed in the government services sector, while the majority of Ndwedwe's population are employed in agriculture and trade. Ndwedwe will, therefore, be more negatively affected by the national decline in employment in the agricultural sector.
- The majority of people in Mandeni are employed in the manufacturing and trade industries, while KwaDukuza experiences a healthy diversification of employment across all industries.
- Mandeni is the only local municipality with more skilled than unskilled people employed. This is mainly attributable to the industrial development within the Isithebe Industrial Estate which attracts a greater number of higher-skilled workers to the area.
- Overall, skills levels in iLembe are congruent with those for the province. Just less than 50% of those employed in iLembe are semi or unskilled workers.

#### Key areas of intervention for various economic sectors

The following areas highlight specific focal points that must be targeted to bolster particular economic sectors, making them more economically viable; susceptible to growth, and act as agents for employment generation and job creation.

#### Agriculture:

- **Substantial investment into infrastructure.** Such as water infrastructure, a road connecting Maphumulo and Ndwedwe, as well as roads giving access to Dube Trade Port.
- **Researching and attracting new global markets.** Mauritius is cited as an example of a country which has recently moved fresh produce supply from Kenya to Australia – there is potential to attract this market and others like it.
- **Capacitating rural farmers so that they may become successful commercial farmers.** This includes mobilisation of farmers associations, mentorships and training opportunities.
- **Encouraging the development of the knowledge economy in agriculture** so that research and innovation can improve efficiency and constantly re-invent the status quo to ensure iLembe remains the first choice supplier of fresh produce.

**Manufacturing:**

- **Increase light service industry base to meet growing local demand** by encouraging development of mini-factories and workshops. This can be done through building incubators and encouraging apprenticeships.
- **Promote medium and large scale industrial development** through Enterprise iLembe.
- **Improved planning and provision of infrastructure.** Particularly, the packaging of correctly zoned industrial land with appropriate electricity and water infrastructure in place.
- **Creation and expansion of agri-processing plants & markets** in order take advantage of new value adding opportunities created by a re-invented agricultural industry.

**Tourism:**

- **Encourage sustainable coastal resort development** through conducting intelligent market research, improving transport infrastructure, and ensuring environmental assessments are adhered to.
- **Develop tourism in the hinterland** by developing attractions along the hinterland routes, and integrating the King Shaka Heritage route into these attractions,
- **Tourism promotion and information distribution** by offering competitive tourism packages and building information centres, map stands and stops on all proposed tourism routes.
- **Provision of support services** that include training colleges, in house training programmes, entrepreneur development, strengthening of tourism bodies, and tour guide development.

**The Green economy:**

- **Increased business connectivity** through improved, innovative infrastructure that is tailored to the business community such as business parks, free internet and increased bandwidth.
- **Establish the North Coast as an ICT Research and Development hub** through vigorous marketing and investment promotion, linking with international ICT meccas, and providing innovation hubs and ICT incubators.
- **Rural ICT development** through building ICT hubs throughout the hinterland which are secure and well-staffed, which provide internet, printing and training services for free.

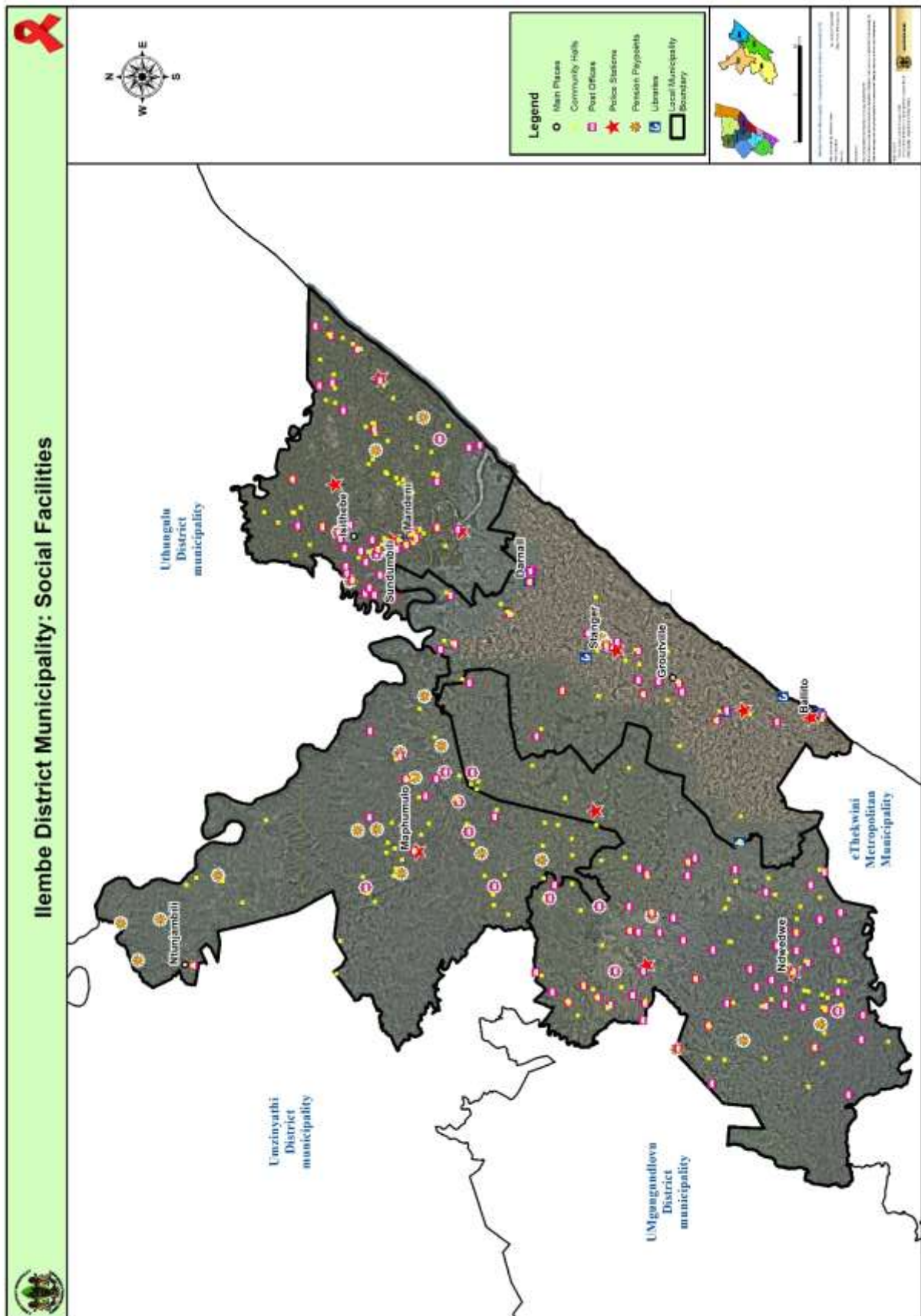
**3.7.4 LED SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <b>Planning capacity to deliver</b></li> <li>• <b>Strategic plans for DM &amp; LM</b></li> <li>• <b>Established District level agency that provides effective business and investor facilitation and support to reduce regulatory burden.</b></li> <li>• <b>Established institution or 'body' that act as a broker for special projects.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Limited broadband</b></li> <li>• <b>Fragmented spatial planning</b></li> <li>• <b>Limited number of Economic and Planning staff</b></li> <li>• <b>Inadequate skills to meet demand of the economy</b></li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• DM Located between 2 South Africa's biggest ports</li> <li>• DM Located on provincial corridor one</li> <li>• Good soil conditions</li> <li>• Stable climate conditions</li> <li>• Located within 10km radius of Dube Trade port</li> <li>• Untapped heritage market</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Inadequate and aging infrastructure</li> <li>• High HIV infection</li> <li>• Environmental degradation</li> </ul>

**TABLE 30: LED SWOT**

The Social Development Analysis map is spatially illustrated.

### 3.8 SOCIAL DEVELOPMENT ANALYSIS



MAP 12: SOCIAL FACILITIES

### 3.8.1 BROAD BASED COMMUNITY NEEDS

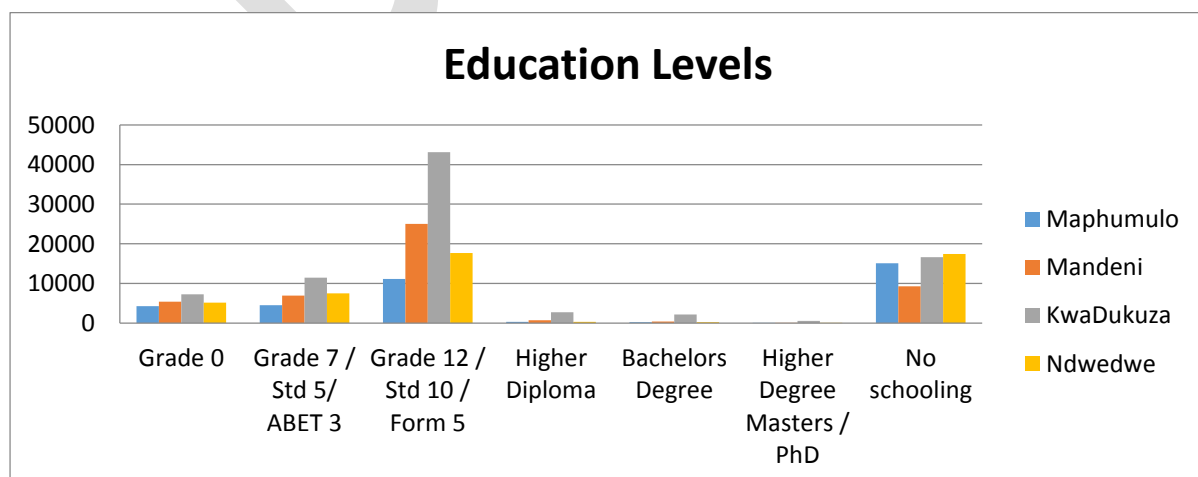
Integrated Development Plan (IDP) public participation meetings were held in the Local Municipalities with their Representative Forums on matters related to the IDP reaffirmed the needs and challenges that emerged from this IDP status quo analysis. These need to be taken up and addressed through the IDP and its budget allocations. The priority needs identified during various meetings and Izimbizos are outlined below.

FOCUS AREA	DISTRICT COMMUNITY PRIORITY NEEDS
<b>Community services, Infrastructure, Electricity, Public Transport and Road Infrastructure.</b>	<ul style="list-style-type: none"> <li>• Road infrastructure requires improvements</li> <li>• Signage required on the roads especially near schools</li> <li>• Lack of public transport and associated facilities e.g. Ranks and shelters etc.</li> <li>• Lack of electricity to the communities</li> <li>• Insufficient Community Halls</li> <li>• Inadequate Grant and Pension payout points</li> <li>• Inadequate Clinic facilities</li> <li>• Sports Fields required</li> </ul>
<b>Socio-Economic Development and Housing</b>	<ul style="list-style-type: none"> <li>• Insufficient provision of Housing</li> <li>• Poor quality of RDP houses</li> <li>• Lack of job opportunities</li> <li>• Insufficient Commercial facilities especially in Rural areas</li> <li>• Programmes on HIV/AIDS required</li> </ul>
<b>Water and Sanitation Infrastructure.</b>	<ul style="list-style-type: none"> <li>• Inadequate water supply in certain areas</li> <li>• Standpipes are available but sometimes do not work</li> <li>• Need for house/yard Water connections</li> <li>• Insufficient Toilet facilities</li> <li>• Vandalism of infrastructure</li> <li>• Need for prepaid meters to prevent wastage of water</li> <li>• Need for desludging of VIP Toilets</li> </ul>

**TABLE 31: COMMUNITY PRIORITY NEEDS**

### 3.8.2 EDUCATION PROFILE

Although the number of people with no schooling has declined in recent years, it remains high in Maphumulo, where 31% of the population have not received any schooling. However, the number of people with higher education has decreased from 3.5% in 2001 to 3.1% in 2011, an alarming indicator of out out-migration of highly skilled workers. The proportion of the iLembe population with matric increased to 26.6% by 2011, a level which is a per cent less than the average for South Africa.



**GRAPH 12: EDUCATION LEVELS**  
STATISTICS CENSUS, 2011

The iLembe Business Confidence Index Reviews of quarters Q1 and Q2 in 2015 show that one of the top two constraints to business in the district municipality is perceived to be skills shortages and other labour-related issues (Q1: 34%; Q2: 29%)<sup>1</sup>. The shortage of skills that are required for an efficient and competitive modern economy can be directly attributed to the low levels of educational provision for and achievement by the population. The 2011 Census determined that only between 1% (Ndwedwe LM) and 5% (KwaDukuza LM) of the population has completed some form of higher education after completion of Grade 12. A further 11% (Maphumulo) to 19% (KwaDukuza) have completed Grade 12. This places a heavy reliance on a less than a quarter of the population to supply the more specialised skills that are necessary to advance iLembe's local economic development.

Pass rates in the National Senior Certificate exams are below average for the province. The pass rate of learners who wrote the NSC exams in the iLembe District in 2014 was 59,2%, a decline from 72,4% in 2013. It was the second lowest in the province. The District's learners achieved the lowest pass rates in the province for accounting (52,3%), business studies (60,4%), economics (53,6%), mathematical literacy (63,5%), mathematics (25,9%) and physical science (45,2%).

There are a total of 445 schools located in iLembe. An analysis at LM level, of the NSC results at the 127 schools where the NSC examination was written, reveals that the top-performing schools (pass rates > 90%, marked green in table) as well as the poorest-performing schools (pass rates < 20%, marked red in table) are spread across all LMs.

Another measure is the actual number of passes being achieved in a school. By this measure, 9 of the highest producers of NSC passes are schools in KwaDukuza, the LM with the smallest number of secondary schools (20), and therefore the LM with by far the highest proportion of top-performing schools. A further indicator is consistency within these top categories, which again points to KwaDukuza, where 7 of the 20 schools achieved either more than a 90% pass rate or more than 100 candidates passing for each of the three years 2012, 2013 and 2014. This initial analysis immediately suggests that educational performance is best in the LM that also performs well in other sectors. The challenge for government (all three spheres) will be to allocate resources most appropriately, without resulting in a negative impact on the high-performing secondary schools.

SCHOOL	LM	Quintile	PASS RATE FOR 2012			PASS RATE FOR 2013			PASS RATE FOR 2014		
			W	A	%A	W	A	%A	W	A	%A
Zakariyya Muslim	KD		21	19	90.5	34	34	100.0	29	29	100.0
Glenhills S	KD	4	129	119	92.2	233	209	89.7	122	112	91.8
Stanger H	KD	4	79	78	98.7	170	166	97.6	137	123	89.8
Stanger S	KD	4	202	174	86.1	206	185	89.8	186	163	87.6
Stanger Manor S	KD	5	209	177	84.7	347	282	81.3	230	190	82.6
Groutville H	KD	3	129	99	76.7	232	196	84.5	200	163	81.5
Banguni SS	KD	3	37	31	83.3	54	44	81.5	60	48	80.0
Qoqulwazi S	KD	2	53	37	69.8	42	29	69.0	51	40	78.4
Darnall S	KD	4	48	34	70.8	95	66	69.5	49	38	77.6
Hulett Combined	KD	1				14	13	92.9	15	11	73.3
Imbuyiselo S	KD	3	48	32	66.7	51	38	74.5	46	32	69.6
Shakaskraal S	KD	4	125	92	73.9	136	110	80.9	101	70	69.3
Nonhlevu S	KD	3	213	119	55.9	230	152	66.1	299	192	64.2
Guzana S	KD	3				17	7	41.2	19	12	63.2
Inkosi Albert	KD	3				45	24	53.3	64	40	62.5
Shekembula H	KD	3	69	33	47.8	93	57	61.3	60	37	61.7
Stanger South S	KD	4	85	69	81.2	131	102	77.9	125	71	56.8
Tshelenkosi S	KD	4	117	75	64.1	168	95	56.5	157	85	54.1
Stanger MI Sultan	KD	5	161	89	55.3	166	92	55.4	200	100	50.0
Mbuyiselo H	KD	3	68	68	100.0	67	59	88.1	94	25	26.6
Mandini Academy	MD	5	40	35	87.5	53	50	94.3	35	35	100.0
Mgandeni H	MD	2	82	37	45.1	62	40	64.5	42	38	90.5
Theo Hlalanathi S	MD	1	35	28	80.0	30	24	80.0	27	24	88.9
Impoqabulungu S	MD	3	155	145	93.5	213	181	85.0	118	99	83.9
Amatigulu H	MD	3	51	24	47.1	33	26	78.8	6	5	83.3



Kwavusumuzi H	MD	3	134	84	62.7	162	127	78.4	184	152	82.6
Thukela S 7	MD	3	94	80	85.1	143	110	76.9	89	70	78.7
Tshana H	MD	3	106	53	50.0	54	50	92.6	51	38	74.5
Sikhonjwa SS	MD	1	37	34	91.9	36	15	41.7	43	31	72.1
Tshutshutshu S	MD	1	64	56	87.5	63	52	82.5	56	40	71.4
Tugela S	MD	5	52	43	82.7	79	65	82.3	114	81	71.1
Mthengeni H	MD	3	119	87	73.1	89	86	96.6	177	117	66.1
Mathubeszwe H	MD	3	293	130	44.4	294	158	53.5	224	128	57.1
Ingobamakhosi S	MD	2	70	33	47.1	52	38	73.1	53	28	52.8
Nkwenkwezi S	MD	3	128	114	89.1	156	138	88.5	184	97	52.7
Amaphuphesizwe	MD	1	56	36	64.3	65	45	69.2	80	40	50.0
Udumo H	MD	3	102	57	55.9	129	58	45.0	142	56	39.4
Sikhuthele H	MD	2	61	32	52.5	60	30	50.0	34	13	38.2
Ndondakusuka SS	MD	3	52	22	42.3	48	19	39.6	43	15	34.9
Isinyabusi H	MD	3	126	79	62.7	185	144	77.8	221	67	30.3
Madlanga JS	MD	2	40	37	92.5	60	13	21.7	36	8	22.2
Somshoko S	MD	3	56	10	17.9	55	14	25.5	31	1	3.2
Mehlomlungu JS	MP	2	49	21	42.9	76	47	61.8	25	23	92.0
Zephania S	MP	2	46	37	80.4	71	47	66.2	30	27	90.0
Vukile H	MP	2	172	159	92.4	197	192	97.5	170	152	89.4
Mzobanzi JS	MP	3	28	28	100.0	27	16	59.3	36	26	72.2
Isibanisezwe S	MP	1	53	53	100.0	56	56	100.0	86	58	67.4
Sakhisizwe H	MP	2	44	35	79.5	54	46	85.2	73	48	65.8
Ezithabeni S	MP	1	56	49	87.5	53	41	77.4	72	44	61.1
Menyezwayo S	MP	1	11	3	27.3	13	12	92.3	18	11	61.1
Phezukomkhono H	MP	1	41	33	80.5	53	37	69.8	63	38	60.3
Ubuhlebembiza S	MP	1	9	7	77.8	9	9	100.0	12	7	58.3
Velangezwi H	MP	1	58	50	86.2	98	49	50.0	66	38	57.6
Ngqokwane H	MP	1	51	29	56.9	29	18	62.1	38	20	52.6
Sipinhlanhla H	MP	1	21	19	90.5	19	12	63.2	23	12	52.2
Ukukhanyakwezwe	MP	1	49	43	87.8	57	50	87.7	84	43	51.2
Jonase H	MP	1	36	24	66.7	27	20	74.1	22	11	50.0
Kranskop H	MP	2	99	58	58.6	145	83	57.2	134	65	48.5
Ndukende S	MP	1	29	26	89.7	23	18	78.3	46	22	47.8
Mbhokaphansi H	MP	1	46	37	80.4	55	44	80.0	56	26	46.4
Masiwela	MP	2	18	16	88.9	14	9	64.3	18	8	44.4
Qwabe S	MP	1	72	35	48.6	73	46	63.0	81	36	44.4
Mqungebe S	MP	2	28	18	64.3	21	20	95.2	38	16	42.1
Sabuyaze H	MP	1	48	37	77.1	89	60	67.4	88	37	42.0
Inhlokozi H	MP	1	22	19	86.4	20	18	90.0	29	12	41.4
Lethuxolo S	MP	1	38	10	26.3	24	10	41.7	27	11	40.7
Macaphuna S	MP	1	18	16	88.9	10	7	70.0	21	8	38.1
Ngcolosi S	MP	2	45	18	40.0	42	36	85.7	43	16	37.2
Hlangabeza H	MP	1	43	19	44.2	63	31	49.2	49	14	28.6
Esiqhohweni JS	MP	1	27	15	55.6	11	5	45.5	27	7	25.9
Mangcengeza JS	MP	1	22	14	63.9	28	17	60.7	37	8	21.6
Hlonono S	MP	1	77	54	70.1	41	40	97.6	74	15	20.3
Thandayiphi JS	MP	1	29	28	96.6	16	11	68.8	30	6	20.0
Ikhusana	MP	1	31	13	41.9	30	24	80.0	47	9	19.1
Umwzangedwa H	MP	1	28	23	82.1	46	33	71.7	50	6	12.0
Inkonjane S	MP	2	18	13	72.2	18	4	22.2	22	0	0.0
Indukwentsha S	N	1	26	16	61.5	44	32	72.7	1	1	100.0
Kwangoza S	N	1	31	13	41.9	34	4	11.8	15	15	100.0
Mzingezwi S	N	1	53	31	58.5	56	48	85.7	16	16	100.0
Simunye S	N	2	23	23	100.0	30	29	96.7	11	10	90.9
Mashiyamahle S	N	2	123	121	98.4	136	135	99.3	68	59	86.8
Our Lady of the	N	2	94	76	80.9	83	74	89.2	53	46	86.8
Sotobe H	N	2	30	14	46.7	24	21	87.5	28	24	85.7
Sisebenzile S	N	3	31	31	100.0	46	42	91.3	53	44	83.0
Gijimani S	N	1	29	21	72.4	29	26	89.7	34	27	79.4
Sinenhlanhla S	N	1	16	14	87.5	24	22	91.7	35	27	77.1
Nombika S	N	3	97	72	74.2	137	56	40.9	75	57	76.0
Qalakahle H	N	2	88	52	59.1	97	66	68.0	93	67	72.0
Gcinimfundo S	N	1	56	37	66.1	47	26	55.3	56	38	67.9
Ngungwini S	N	1	51	45	88.2	38	24	63.2	46	31	67.4

Hloniphani S	N	2	51	41	80.4	77	42	54.5	30	20	66.7
Manaba S	N	2	14	9	64.3	16	5	31.3	12	8	66.7
Lihlithemba S	N	3	103	87	84.5	124	111	89.5	182	120	65.9
Ukuzamakwethu S	N	2	22	21	95.5	12	9	75.0	17	11	64.7
Njubanjuba S	N	2	51	39	76.5	47	37	78.7	60	38	63.3
Chief Ngonyama S	N	2	78	54	69.2	59	38	64.4	73	45	61.6
Qinisani H	N	2	74	56	75.7	92	89	96.7	115	68	59.1
Nqakathela S	N	2	49	32	65.3	46	33	71.7	66	36	54.5
Khanyisa S	N	2	24	22	91.7	33	26	78.8	21	11	52.4
Isifisoethu SS	N	1	56	19	33.9	57	38	66.7	27	14	51.9
Mahlube S	N	2	39	22	56.4	17	14	82.4	18	9	50.0
Wosiyane S	N	1	18	13	72.2	21	6	28.6	18	9	50.0
Ubuhlebesizwe JS	N	1	60	37	61.7	67	55	82.1	69	34	49.3
Khethimfundo S	N	2	40	40	100.0	56	56	100.0	43	20	46.5
Lukhasa S	N	2	19	15	78.9	26	9	34.6	58	25	43.1
Siphiwe S	N	1	25	15	60.0	20	16	80.0	22	9	40.9
Phuzulwazi S	N	1	30	22	73.3	22	5	22.7	16	6	37.5
Siyaphumula S	N	2	46	33	71.7	77	40	51.9	92	33	35.9
Lethithemba S	N	2	23	16	69.6	17	5	29.4	15	5	33.3
Sibonginhlani S	N	1	13	12	92.3	11	10	90.9	12	4	33.3
Zuleka Paruk S	N	1	4	1	25.0	8	2	25.0	6	2	33.3
Ntabinamafutha S	N	2	35	24	68.6	27	16	59.3	37	11	29.7
Ngcongcongonga H	N	1	40	18	45.0	41	17	41.5	56	15	26.8
Mabayana S	N	2	54	36	66.7	46	22	47.8	97	25	25.8
Magudwini JS	N	1	35	15	42.9	24	22	91.7	25	5	20.0
Dumane	N	1	32	32	100.0	24	24	100.0	38	7	18.4
Sondoda S	N	2	6	5	83.3	9	6	66.7	6	1	16.7
AM Moola S	N	2	19	16	84.2	37	24	64.9	40	6	15.0
Sizamiseni S	N	1	20	9	45.0	21	8	38.1	20	3	15.0
Phakathwayo JS	N	2	47	22	46.8	53	27	50.9	42	6	14.3
Uyikhulu S	N	1	17	5	29.4	18	12	66.7	11	1	9.1
Mshiyane H	N	1	19	7	36.8	34	9	26.5	25	1	4.0
Gcinokuhle JS	N	1	9	5	55.6	14	3	21.4	13	0	0.0
Manzini S	N	1	21	12	57.1	20	2	10.0	28	0	0.0

**TABLE 32: PERFORMANCE IN NSC EXAMINATION BY SCHOOL IN ILEMBE LMS**

W= Number of Candidates who wrote; A= Number of Candidates who achieved a pass; %A= Percentage of Candidates who achieved a pass

Source: National Senior Certificate Examination 2014, Department of Basic Education; Field guide for iLembe Municipality

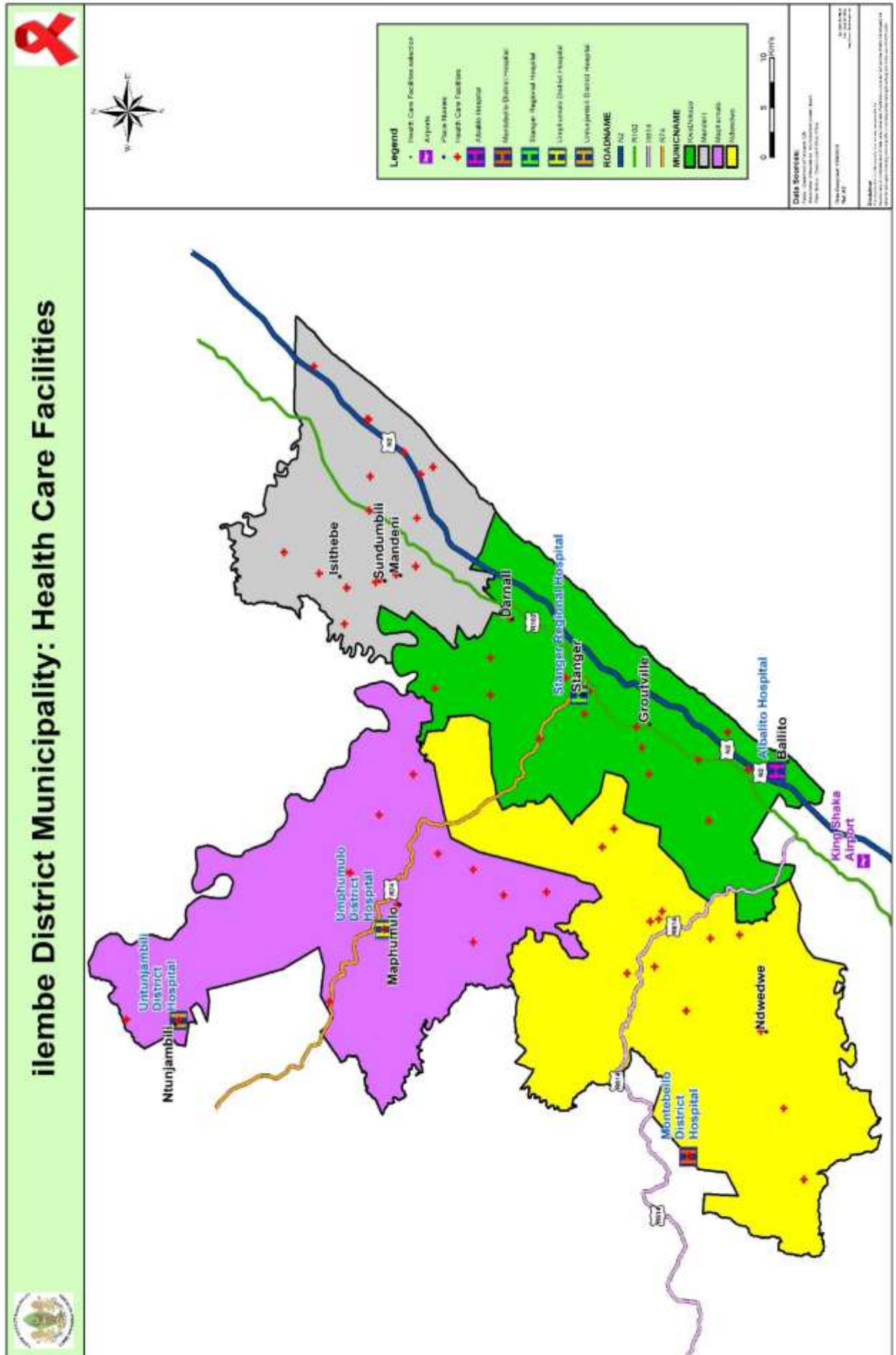
The specific issues relating to education that require attention are:

- 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 that do not prepare school leavers for the job market;
- the lack of coordinated and targeted adult education and literacy programmes.

### 3.8.3 HEALTH PROFILE

The iLembe family of municipalities' falls within the Durban Planning Region of the Department of Health, which comprises of four Health Districts. The health care strategy is hospital-centred for each Health District and these hospitals assume responsibility for the outlying clinics within that Health District from a financial, personnel, referral and support point of view. Mobile clinics augment this health care system and also fall under the auspices of the hospitals. Hospitals are located in Ndwedwe (Montebello Hospital), Maphumulo (uMphumulo Hospital) and Stanger Hospital. The district only has one private hospital in Ballito. In the district there are existing clinics and mobile clinic stops which are associated with local service nodes. There are 55 health care facilities in the DM, spread across the DM. Mandeni and KwaDukuza have 15 health care facilities each; Ndwedwe has 12 and Maphumulo 13. KwaDukuza has the highest population, as expected has the highest population as it is the coastal area and includes major towns with Maphumulo the lowest population within iLembe District as this is inland of the N2 National Road with poor infrastructure with little economic activity.

The overleaf map illustrates the number of Health Care facilities within the iLembe District.



**MAP 13: HEALTH CARE FACILITIES**

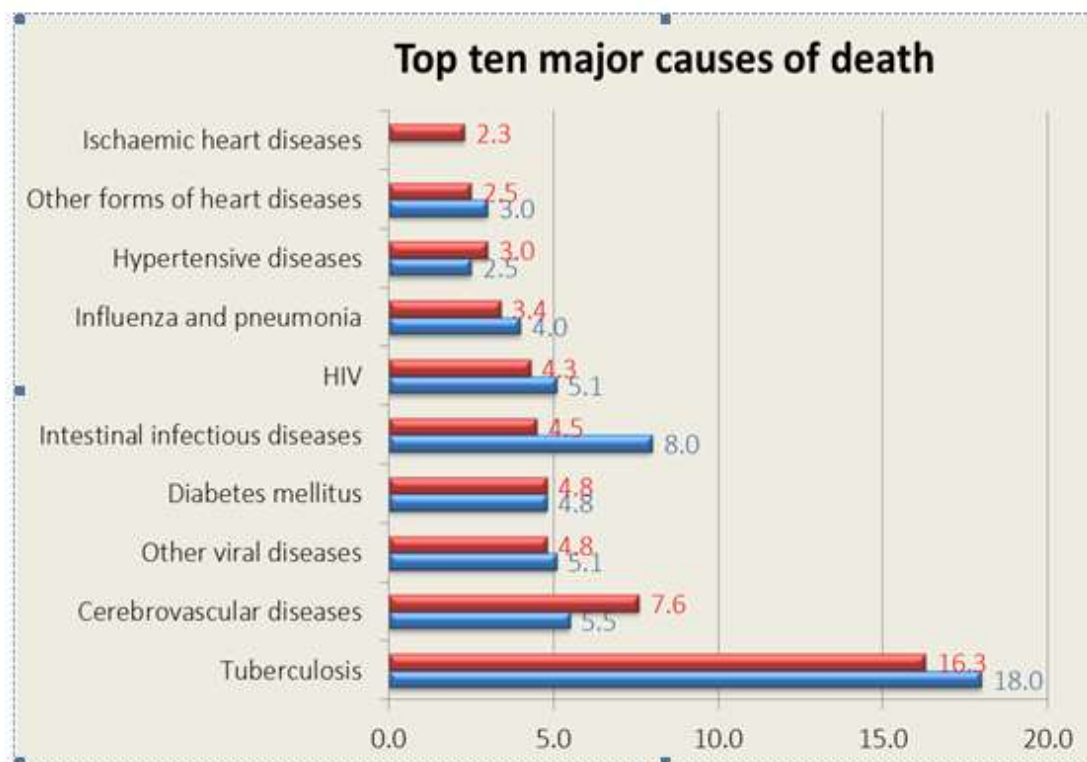
### 3.8.3.1 ILEMBE DISTRICT HEALTH PLAN (DHP) 2014/15

Sub-Districts	Health Posts		Mobiles		Satellites		Clinics		Community Day Centres		Community Health Centres (24 x 7)		Standalone MOU		District Hospitals	Regional Hospital
	LG	P	LG	P	LG	P	LG	P	LG	P	LG	P	LG	P		
Mandeni	-	-	0	1	-	-	0	7	-	-	0	1	-	-	0	
KwaDukuza	-	-	0	2	-	-	0	9	-	-	0	0	-	-	0	1
Ndwedwe	-	-	0	4	-	-	0	7	-	-	0	1	-	-	1	
Maphumulo	-	-	0	3	-	-	0	11	-	-	0	0	-	-	2	
<b>District</b>	-	-	0	10	-	-	0	34	-	-	0	2	-	-	3	1

**TABLE 33: PRIMARY HEALTH CARE (PHC) 2015**

Source: DHS

### 3.8.3.2 EPIDEMIOLOGICAL (DISEASE) PROFILE



**GRAPH 13: TEN LEADING CAUSES OF YEARS OF LIFE LOST IN ILEMBE DISTRICT**

SOURCE: DISTRICT HEALTH BAROMETER 2014/15

Tuberculosis (TB) continues to remain the single main cause of mortality in the district although the data shows that deaths due to TB have decreased. This can be attributed to early detection and treatment using the Gene expert testing. It is noteworthy that the Non Communicable Diseases such as cerebrovascular diseases, diabetes mellitus, hypertension, together, are responsible for about 20% of the deaths in the District therefore the District has to commit more resources with the intention to implement the National Strategic Plan for the prevention and control of NCDs. HIV is still a priority disease to be tackled, even though it is not the cause of death. People living with HIV increase the strain on health facilities.

## 3.8.4 SAFETY, SECURITY AND JUSTICE ISSUES

### 3.8.4.1 FIRE PROTECTION

At iLembe District, only KwaDukuza and Mandeni have established Firefighting services. KwaDukuza performs the function internally, whilst Mandeni have outsourced the Firefighting function to an external Service Provider. The current status quo is that there is no Firefighting service at a District level and this includes Maphumulo and Ndwedwe Local Municipalities. Although the District continue to implement other Firefighting interventions such as firefighting training and community awareness campaigns, there is a strong need to have a fully established Firefighting Service at a District Level. It is in this view that iLembe District has initiated a Draft Conceptual Document in addressing all firefighting issues within the District.

The draft conceptual document will ensure that there establishment of Firefighting service within the District (including Mandeni and Maphumulo), whilst ensuring that there is integration between Disaster Management and Fire Services. The document has detailed information on the resources required for establishment of a Fire Service and this includes financial implications thereof. The document has been developed in consultation with other District Municipalities and other stakeholders that are involved in firefighting services. The document has been presented to all internal and external stakeholders and will be included as disaster management input for future plans of iLembe District.

iLembe District continues to have strategic synergistic relationships with stakeholders such as COGTA and USA 911 Fund towards ensuring that firefighting capacity is enhanced throughout iLembe District. The district is also one of the stakeholders that are involved towards the establishment of the North Coast Fire Protection Association, as it is non-existent at this stage. One of the key stakeholders at this stage is Zululand Fire Protection Association who are sharing some of their best practices.

### 3.8.4.2 SOUTH AFRICA POLICE SERVICES (SAPS)

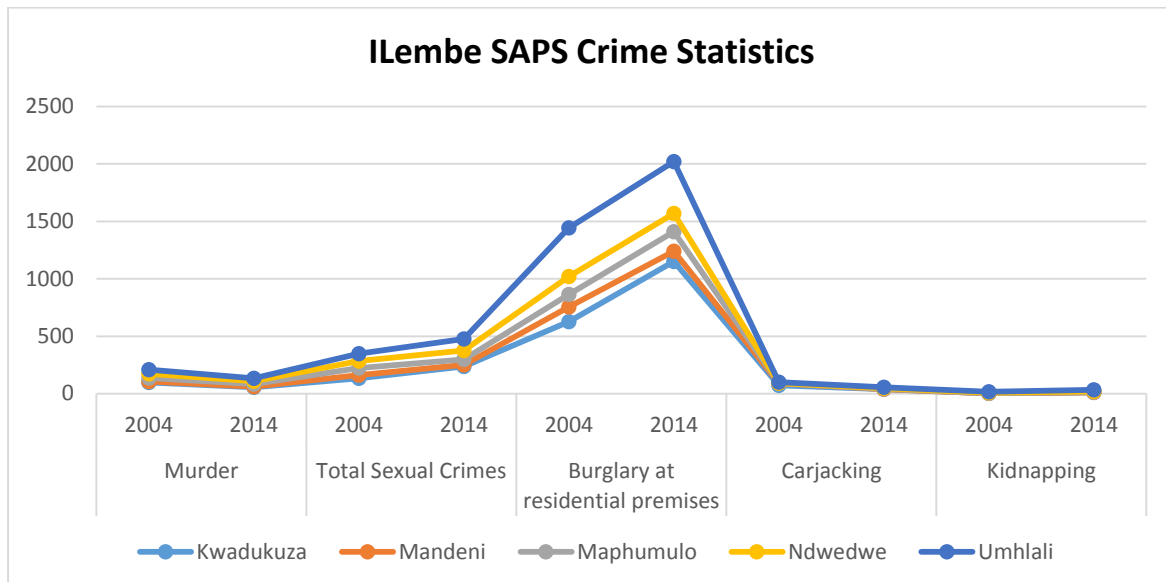
There are nine police stations situated in iLembe. The police stations have large areas and access is difficult for remote rural areas. The status quo has implications for vulnerability to criminal activity which adversely affects the quality of life in communities as well as economic development.

Municipal Area	Police stations
Mandeni	Sundumbili
	Nyoni
	Newark
KwaDukuza	KwaDukuza
	uMhlali
Ndwedwe	Ndwedwe
	Glendale
	Nsuze
Maphumulo	Maphumulo

**TABLE 34: SAPS IN ILEMBE**

According to the iLembe Citizen Satisfaction Survey, 2013, almost a third of respondents (29%) felt that community safety in the District was non-existent and just under a half (45%) of citizens in the survey were either satisfied or very dissatisfied with the community safety service they received.





**GRAPH 14: SAPS CRIME STATS 2004-2014**

SOURCE: CRIME STATISTICS SA

As the above figure above illustrates, with the exception of Sexual Assault crimes and Aggravated Robbery, where there has been an increase in the incidence of these crimes since 2012, the trend shows an encouraging decline in incidents, over the period 2009-2014. However, across most categories of violent crimes (including murder; attempted murder and car high-jacking), KwaDukuza, has a higher number of cases than the other LMs in the District. This is likely to be because of the increased population in this municipality due to in-migration putting pressure on existing policing and social services to deal with social problems. Nevertheless these kinds of crimes have been reducing over the period (between 2009 and 2014) in KwaDukuza.

An increase in some types of crime such as residential burglary and drug-related crimes and driving under the influence of drugs and alcohol increased since 2009 was recorded. Municipalities therefore need to increase services to mitigate/ reduce these types of crime. KwaDukuza and Mandeni have higher incidences of these kinds or crime than other municipalities in the District because of more people moving to these municipalities.

Dissatisfaction with community safety and policing in KwaDukuza is higher than in other local municipalities in the district. Whereas 21% of respondents from this municipality expressed satisfaction with this aspect, 40% expressed dissatisfaction according to the Ilembe Citizen Satisfaction Survey (2013). Given the higher rates of crime in KwaDukuza in comparison to the other LMs in the District, it would seem that resources for population development need to be concentrated in this LM to address the needs of its growing population and the rise in social problems, including crime. The development of an additional police station in KwaDukuza should be considered. Other facilities and resources that need to be bolstered would include, increased social and community services targeting young people and the unemployed as well as increased policing.

### 3.8.5 NATION BUILDING & SOCIAL COHESION

Social cohesion is the degree of social integration and inclusion in communities and society at large, and the extent to which **mutual solidarity** finds expression among individuals and communities. In terms of this definition, a community or society is cohesive to the extent that the inequalities, exclusions and disparities based on ethnicity, gender, class, nationality, age, disability or any other distinctions which engender divisions distrust and conflict are reduced and/or eliminated in a planned and sustained manner. This, with community members and citizens as active participants, working together for the attainment of shared goals, designed and agreed upon to improve the living conditions for all.

Nation-building, on the other hand, is the process whereby a society with diverse origins, histories, languages, cultures and religions come together within the boundaries of a sovereign state with a unified constitutional and legal dispensation, a national public education system, an integrated national economy, shared symbols and values, as equals, to work towards eradicating the divisions and injustices of the past; to foster unity; and promote a countrywide conscious sense of being proudly South African, committed to the country and open to the continent and the world.

Social Cohesion was based on four key pillars i.e. diversity, inclusiveness, access and values” and that it was about celebrating diversity in an inclusive manner, working with common values and making sure that all have equal access to basic services, education, healthcare, justice and housing. In essence, the summit viewed social cohesion as being about ensuring that South Africans relate better to one another, be it as friends, neighbours, family, colleagues or even strangers”. Ilembe District Municipality as a government sphere that is closest to the citizens has a number of programmes that promote social cohesion and nation building. Such programmes include the SALGA Games programmes for the youth, the Golden Games for Senior Citizens of the district. In the area of sports development, the district also continues to assist various sporting confederations with transport, meals, attires and registration fees to partake in both local and International tournaments.

Ilembe District Municipality, in promoting nation building and social cohesion of its citizenry, also supports cultural events such as the annual Umkhosi we Lembe, Eid, Diwali, Reed Dance, Indigenous Games to mention but a few. The various programmes that are being implemented for the vulnerable groups seek to contribute towards nation building and create social cohesion.

### **3.8.6 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS**

#### **3.8.6.1 PROGRAMS FOR PEOPLE WITH DISABILITIES**

- **Sports Day for People with Disabilities**  
The annual District programme was held in July 2015. People with Disabilities participated in different sport codes. The speakers from the Department of Health presented on the importance of the healthy lifestyle.
- **Provincial Summit**  
The summit was held in March 2015 at Pietermaritzburg. The purpose of the Summit was to allow relevant stakeholders to present their plans on programmes for People with Disabilities and to assess progress on the implementation of the previous year’s resolutions, review the employment quota of 2%. Monitoring mechanisms in place to ensure that all government departments achieve the 2% target by the end of December 2016
- **KZN Provincial and National Disability Parliament**  
The Provincial Disability Parliament for 2015 was held in Uthukela District. People living with Disabilities from iLembe District participated in the discussions which included Food Security, Education, Health and Security. The resolutions taken then forms part of the District Programmes to be implemented by the People with Disability Forums.

#### **3.8.6.2 PROGRAMMES FOR WOMEN**

- **Teenage Pregnancy Awareness Campaigns**  
A total of 23 iLembe District Schools were visited during the campaign led by the Ilembe District Municipality in collaboration with Sector Departments such as: Health and Social Development. Whilst the issue of teenage pregnancy was the main topic, presentations also covered the issue of drug abuse, alcohol abuse and other social ills. The following schools were visited and over 10 000 learners were reached:



- Ndwedwe Local Municipality: Hloniphani, Mashiyamahle, Mabayana, Mshiyane
- Mandeni Local Municipality: Mgandeni, KwaVusumuzi, Ifaletu, Wangu, Nodlanga, Somshoko
- KwaDukuza Local Municipality: Lloyd, Aldernville, Shakaskraal, Nyakane
- Maphumulo Local Municipality: Kranskop, Ngcolosi, Khusana, Phakathwayo, Inkonjana, Isibanisezwe, Ukukhanyakwezwe, Mqunegebe, Lethuxolo

- **Take a girl child to work**

30 Young girls were placed in all four Local Municipalities and the District offices during the Take a girl child to work campaign. They were mainly interested on the functionality of the Municipalities. Information on the role of administrators and politicians was clarified which seemed to be a confusion.

- **2015 Women's Parliament**

The iLembe District hosted the 2015 Women's Parliament on the 14-15 August 2015 under Maphumulo Municipality. The purpose of the Women's Parliament is to develop programmes and policies that are responsive to the needs of women, the Office of the Premier annually convenes a parliament where female councillors get an opportunity to deliberate on issues that concern women and influence policies, programmes.

- **KZN Provincial Wonderbag Programme**

The total of 70 women from all local municipalities participated in the training for the manufacturing of Wanderbag, an initiative of the Department of Economic Development, Tourism and Environmental Affairs and the Office of the Premier. The programme intended to assist in empowerment of women and the concomitant eradication of poverty in mainly in rural areas. Those who participated in the programme will then form groups in their local municipalities to continue with the manufacturing of Wonderbag in order to sustain the programme and job creation.

- **Siyaya Emhlangeni and Umkhosi WoMhlanga (Reed Dance)**

iLembe District Municipality hosted the Siyaya Emhlangeni event which translates to “**we are going to the Reed dance**” as a preparatory event for the annual reed dance for the Zulu Maidens.

This cultural event was held at KwaNgcedomhlophe Sport Grounds in Mandeni graced with dignitaries from the Zulu Monarchy, the event was attended by thousands of maidens from all four Local Municipalities of the iLembe District. This has become the annual programme for maidens. The District further supported attendance to the Reed dance by the Maidens from iLembe district.

### 3.8.6.3 PROGRAMMES FOR CHILDREN

- **Crime Awareness Campaign for Learners**

The South African Police Services (SAPS) iLembe Cluster and iLembe District Municipality staged the Crime Awareness Campaign in May 2015 at Otimati School in Maphumulo where Women, boys and girls participated. This program is a result of reported crime cases in the District and so the program has become the annual programme visiting different Local Municipality's.

- **KZN Provincial Children's Day and Parliament**

A total of 8 children from iLembe District Municipality were sponsored to participate in the 2015 Children's Parliament in celebration of the Provincial Children's Day. These children were from the four local municipalities of iLembe District. Two children further participated in the National Children's Parliament.

- **Cultural Day for Early Childhood Developments (ECDs)**

The iLembe District hosted a Cultural Day for children in Creches. Children participated in the competition by displaying their culture.

- **Training for ECD Educators**

The training for ECD educators was held in order to capacitate them on how to handle children with different challenges including illnesses such as HIV/AIDS. The Department of Health and Department of Social Development conducted the training.

### 3.8.6.4 PROGRAMS FOR SENIOR CITIZENS

- **Golden Games**

The Golden Games is a sporting tournament that seeks to encourage senior citizens who are above the age of 60 years to participate in sport and live actively. The 120 senior citizens represented the District at the Provincial Golden Games held at uThungulu District. The National Golden Games 32 senior citizens participated that was held in October 2015 at the North West Province.

- **Senior Citizen's Parliament**

In its attempt to develop programmes and policies that are responsive to the need of the senior citizens, the Office of the Premier convened a parliament with senior citizens and a total of 4 delegates from iLembe district attended the parliament in uMkhanyakude District at Nhlwathi. Discussions were around issues that concerns lives for Senior Citizens.

- **Consultative with the President of the Republic:**

Senior Citizens Forum Members attended the meeting with the President of the RSA at Nkandla on the 28<sup>th</sup> of December 2015. The aim for the meeting was for the President to interact with senior citizens on issues that concerns them and report back on the implementation of the resolutions that was discussed the previous year.

- **16 Days of Activism Campaign for No Violence against Women and Children**

The 16 Days of Activism Campaign for No Violence against Women and Children has been decentralized to all the 11 Districts in the KZN. The Campaign started on the 25 of November to 10 December 2015. The iLembe District Launch was held on the 24<sup>th</sup> of November 2015 at Maphumulo Town Hall then followed by Local Municipal Campaigns under the banner of Sukuma Sakhe.

### 3.8.7 SOCIAL DEVELOPMENT: SWOT ANALYSIS

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>• Dedicated office and Manager in place</li> <li>• Municipalities recognized as a central point for support.</li> <li>• Dedicated budget for Gender, Elderly, People with Disabilities and children</li> <li>• Established District and Local Forums for Special Projects</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>• Insufficient budget of special projects.</li> <li>• No dedicated focal persons for special projects in LM's</li> <li>• Effective coordination &amp; quality management on key programs not effective (district is too wide each program need a dedicated person</li> <li>• Human resource limitations especially in LM's</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• Stable climate conditions</li> <li>• Located within 10km radius of Dube Trade port</li> <li>• Untapped heritage market</li> <li>• Employment opportunities of Disabled people.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• High TB infection</li> <li>• Long queues in pay points</li> <li>• Suitable housing for Elderly and Disabilities</li> <li>• Low number of disabled employed</li> <li>• Increasing a number of raped elderly &amp; children</li> <li>• Shortage of elderly centres/lunch club</li> <li>• Increasing number of Child headed family</li> <li>• Unfunded centre's for elderly &amp; children</li> <li>• Inadequate and aging infrastructure</li> <li>• High HIV infection</li> <li>• Limited participation in development</li> <li>• Environmental degradation</li> </ul>

**TABLE 35: SOCIAL DEVELOPMENT SWOT**

## 3.9 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

### 3.9.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

#### 3.9.1.1 CAPITAL PROJECTS

The table below indicates capital expenditure over the last three financial years:

Capital Projects	2012/2013	2013/2014	2014/2015
	98%	93%	95%
	R294 502 500	R298 668 416	R352 035 792

**TABLE 36: CAPITAL EXPENDITURE IN 3 YEARS**

#### 3.9.1.2 INDIGENT SUPPORT

Since 1994 the South African government has introduced numerous laws, policies and strategies to improve the socio-economic conditions of poor households in South Africa. At the national level there is social assistance in the form of cash grants that target different groups e.g. children, foster children, people with disabilities, older persons and the unemployed. These social grants have been very successful, contributing in large part to combating absolute poverty in the country.

There is also another system that operates at the local government level, relating to the provision of benefits in kind in respect of basic municipal services e.g. water, sanitation, electricity, and refuse removal known as indigent support.

The iLembe District Municipality has an Indigent Policy in place; the indigent support entails:

- Provision of “free basic” sewer services
- Wavering of debt on first time applicants
- Provision of “free basic” water up to 10 kilolitres.

The household income beneficiary threshold qualification for indigent support is R 3 500 per household. The register of Indigent consumers is limited to consumers who have made application and have been approved. However some consumers have not applied even though they qualify for the Indigent Programme. This is mostly due to a lack of knowledge about the programme. In most areas of the District the Revenue Section has a Revenue Desk where consumers are advised of relief programmes available to them and how to access them

**As at 30 June 2015** of the total of 48 513 (2014: 55 784) consumers, 2 516 (2014: 2 516) were registered as indigent with a book debt of R1 891 577 (2014: R3 375 765).

#### 3.9.1.3 REVENUE PROTECTION AND ENHANCEMENT STRATEGIES

Revenue protection and enhancement is key to the sustainability and performance of municipalities. The low rate of collection of revenue continues to undermine the ability of municipalities to deliver services to communities. It is against this background that the district has a Revenue Enhancement Strategy that focuses on ensuring validity, accuracy, completeness and collection of revenue raised on already identified revenue sources as well as exploring other revenue streams. A debt collection strategy is also in place which focusses on customer care and vigorous indigent outreach programmes and putting systems in place and implementing those systems to ensure that whatever monies owed to the municipality is timeously received.

### 3.9.1.4 MUNICIPAL CONSUMER DEBT POSITION

Total debtors book as at **30 June 2015** before write-offs was R 233 375 804 (2014: R188 538 940) (2013: R218 558 563) and debtors with credit balances of R 4 298 986 (2014: R 5 680 841 (2013: R5 084 481). Total write-off was as follows:

- Bad Debt R 23 800 125 (2014: R 21 828 720) (2013: R71 841 200)

Total debtors book after write – offs and debtors with credit balances **R 200 977 705** (2014: R 161 029 379) (2013: R141 632 882). The revenue collection rate as at 30 June 2015 was 55% (2014: 75%) (2013: 68%).

### 3.9.1.5 GRANTS & SUBSIDIES

The unspent grants balance as at 30 June 2015 was R 9 767 521 versus cash and cash equivalents of R 31 863 096 and R 23 475 118 for the 2013/2014 financial year versus cash available of R 44 838 379. All unspent conditional grants are cash backed.

### 3.9.1.6 CURRENT & PLANNED BORROWINGS

The municipality currently has the following borrowings arrangement with the respective banking institutions:

Institution	Principal Debt	Current Loan Balance as at 30 June 2015	Expiry Date
DBSA	R77 267 500.00	R60 476 262	2025
ABSA	R30 000 000.00	R30 787 808	2025

**TABLE 37: BORROWING ARRANGEMENTS WITH BANKS**

The ABSA Loan is only redeemable at the expiry of term loan and is secured by a Zero Coupon Investment held with ABSA which is currently valued at R 21 549 063.00. There is currently no plan in place to secure further borrowings.

### 3.6.1.7 SUPPLY CHAIN MANAGEMENT (SCM)

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy. The Unit has all four elements of the SCM Unit, namely, demand, acquisition, logistics and disposal management.

Prospective suppliers or service providers wishing to do business with the council are on an ongoing basis afforded an opportunity to get registered on the municipality's database of accredited service providers/suppliers. There is an official solely dedicated to performing this function and on a regular basis issue reminders to entities that must update their information or documents. Registration/accreditation is only approved after thoroughly checking and verification of the documents and information submitted with the database application forms. Vendors are required to select at most three areas of specialization/commodities

The Municipality annually holds an emerging contractors/suppliers workshop with the aim of assisting local and emerging companies to successfully participate in the Council's SCM systems. This initiative

was introduced after it was established that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this are; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities. All procurement requests exceeding R30 000 up to R200,000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process.

The Annual Procurement Plan and Procurement Timetable is in place. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

The annual procurement plan includes capital and recurrent operational projects across the Municipality which in terms of their transactional value, are expected to exceed a minimum threshold for going out to tender and those that are often demanded under urgent or emergency cases. To curb the issue of unjustifiable deviations from the normal processes, irregular, fruitless and wasteful expenditure, the Municipality has established panels of service providers. We have been very successful in this regard since most of the services that were often requested under emergency cases are now rendered by service providers on a panel. This has assisted in ensuring that the SCM Unit eliminates all issues of non-compliance with the SCM Policy and has for two consecutive years not had a single audit finding in the AG report.

Furthermore a procurement time table is prepared in consultation with project managers in order to track stages and progress on the procurement processes taking into account key role players.

As part of forward planning and improving turnaround time on the finalisation of bids, all user departments are required to submit annual procurement plans. This document shows procurement timelines and project implementation dates. There is also a procurement timetable in place which tracks timeframes on processing of bids by various role-players in the competitive bidding process.

There are significant improvements on the functioning of the SCM Unit including compliance with the applicable SCM Regulations, this can be witnessed by the clean audit opinion by the Office of the Auditor General with no audit findings on SCM.

Late finalization of bids and baseless objections/appeals remain a challenge and have a negative impact on service delivery. The municipality now refers unresolved objections and appeals to the KZN Provincial Treasury Bids Tribunal.

The following are some of the challenges faced by the SCM Unit:

- Non-compliance with the procurement timetable by the various role players involved in the competitive bidding processes;
- Baseless objections and appeals lodged by unsuccessful bidders resulting in delays in project implementation;
- Poor emerging contractor performance on capital projects;
- Inadequate processes over demand management; and
- Dishonest declaration of interest by companies.

In order to improve on the efficiency/turnaround time, the involvement of Consultants has been eliminated and the technical assessment of bids is now done in-house. However, capacity is still an issue but there are improvements on the quality of the reports and evaluation process. The SCM Policy is currently being reviewed to limit a number of projects that can be awarded to one bidder so as to minimise the risk. There is also a clause that has been added to assist the emerging contractors, big companies will now be compelled to subcontract 30% of the contract value to a local emerging contractor.

### 3.9.1.8 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

The SWOT analysis gives context to the entire 5 Year Plan as seen in the table below:

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Strong and influential financial policies, procedures and practices as evidenced by inputs to MFMA Circular 68, 71 and Compilation of AFS guide from NT</li> <li>• GRAP Compliant AFS</li> <li>• Strong and capable management (Core functions performed internally)</li> <li>• Unified management</li> <li>• Strong balance sheet</li> <li>• GRAP and MFMA Compliant Budgets</li> <li>• Clean audit for the 2013/2014 financial year and Unqualified audit opinion with other matters for the past 4 consecutive years</li> <li>• Intelligent meter project rollout</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Low revenue and debt collection rate.</li> <li>• Grant dependency</li> <li>• Misalignment of indigent registers.</li> <li>• Inadequately capacitated Junior Staff</li> <li>• Ineffective implementation and monitoring of internal controls</li> <li>• Poor customer service</li> <li>• Vulnerable liquidity position</li> <li>• Lack of automated system to implement policies and processes</li> </ul>
<p><b>OPPURTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Expanding our revenue base e.g. provision of bulk electricity and providing services to the affluent areas</li> <li>• Participation in strategic national networking symposiums</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• High unemployment rate</li> <li>• Culture of non-payments by consumers</li> <li>• Performance Management System not cascaded to lower level staff</li> <li>• Skills attraction and retention due low remuneration rate</li> </ul>

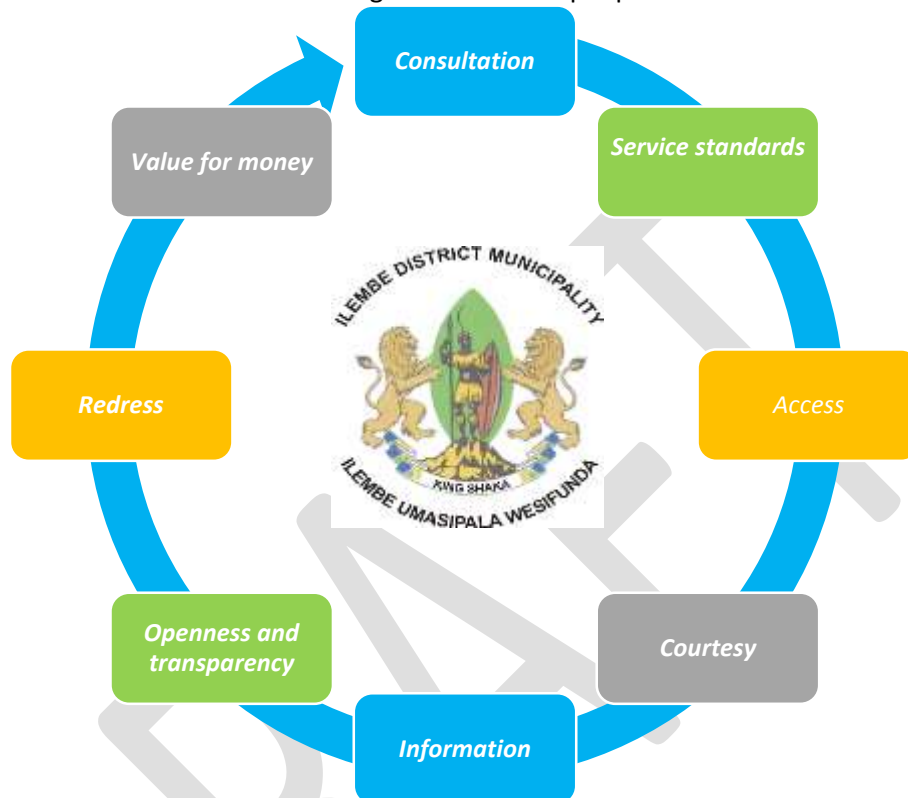
**TABLE 38: FINANCIAL SWOT**

## 3.10 GOOD GOVERNANCE ANALYSIS

### 3.10.1 NATIONAL AND PROVINCIAL PROGRAMMES

#### 3.10.1.1 BATHO PELE PRINCIPLES

The figure illustrates the Batho Pele Principles that iLembe Municipality's administrative and political structures strive to achieve when delivering services to the people:



**FIGURE 10: BATHO PELE PRINCIPLES**

#### 3.10.1.2 OPERATION SUKUMA SAKHE (OSS)

In April 2011, the KZN War on Poverty flagship programme was re-launched in KwaZulu-Natal Province as Operation Sukuma Sakhe (OSS) with the following top five (5) priorities:

- Rural development/agrarian reform and food security
- Creating decent work and economic growth
- Fighting crime
- Education
- Health

Ilembe District Municipality has established a total of 74 war rooms to date, a total of 19 houses have been built and various interventions done to achieve the set OSS objectives. OSS encourages the coordination of comprehensive services of different service providers such as Government Departments, State-Owned Enterprises and Civil Society as it views the delivery of anti-poverty programmes as a collective responsibility.

The OSS services are divided into three priority levels; immediate (non-negotiable services which must be resolved within 90 days); medium (which must be resolved within 91 to 180 days) and long-term (longer than 180 days).



### 3.10.1.3 OSS CHALLENGES

- Some of the War Rooms are dysfunctional due to poor attendance of Sector Departments which leads to the cancellation of scheduled meetings.
- Lack of cooperation from officials.
- Financial constraints in Sector Departments which leads to interventions not being implemented.
- War Rooms Champions do not attend War Rooms
- No physical structure for OSS activities
- Due to the topography and vastness of the wards in some instances does not allow the ward committee members to visit War Rooms.

### 3.10.1.4 OSS ACHIEVEMENTS

- War rooms has been established in all wards.
- Political leaders have clear understanding on how OSS operate and are championing all war rooms
- Local Municipalities are implementing OSS programmes i.e. HIV/AIDS and poverty alleviation.
- The DTT is fully functional with annual programmes are being implemented in all wards
- Sector Departments are represented at the District Task Team of the OSS.
- Civil Society programmes have been aligned to OSS programmes
- Field workers have been appointed to conduct profiling in War Rooms however not all wards have field workers.
- OSS empowerment programmess have been rollout to the community with different life skills.
- Public Service Volunteer week is annually implemented in all wards.

The District Municipality is striving to ensure that all the war rooms are functional and address the issues affecting the communities.

### 3.10.1.5 HIV AND AIDS PROGRAMMES

The link between poverty and HIV/Aids has long been established. Central to the implementation of Operation Sukuma Sakhe in KZN and iLembe District Municipality therefore is the issue of HIV / Aids prevalence.

The District remains one with high number of people affected by HIV Aids and TB. Institutionally and at local levels, there are Community Care Givers (CCGs) who at ward level deal with all the issues pertaining to mandate of the Department of health with HIV / Ids being one of them. The CCGs then report to the Ward Aids Committees, which in turn report to the Local Aids Committee and the District aids committee that is chaired by the District Mayor. The District Aids Committee sit quarterly to deliberate on the reports that are coming from the WACs , LACs and report to the Provincial Council on Aids. A number of awareness campaigns have been rolled out informed by the data that is obtained through household profiling, the Local Aids Committees and the Sector Departments. The HIV/AIDS programmes cover awareness campaigns, treatment and care as well as condom distribution and the promotion of Medical Male Circumcision (MMC).

The “My Life my Future Campaign” that targets learners and all other programmes that are targeted at school going children always entail the issue of HIV/Aids.

### 3.10.1.6 INTERGOVERNMENTAL RELATIONS (IGR)

Intergovernmental Relations (IGR) as provided by the Intergovernmental Relations Framework Act, 2005 stands for ensuring a cooperative and coordinated service delivery within all three spheres of government (National, Provincial and Local government). To ensure specialty and functionality of IGR, the District, as guided by the IGR Act has the following structures classified according to functions and authority as depicted below.

### 3.10.1.7 DISTRICT INTERGOVERNMENTAL STRUCTURES

IGR in the IDM was initially introduced in 2006 and has since developed fully. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the programmes and projects that are inter-reliant as provided by the IDPs. There are 11 IGR structures in the District as illustrated in the table below. These structures are made up of relevant stakeholders from all three spheres of government, government agencies, private entities and Amakhosi.

No.	Name Of The Forum	Chairperson	Frequency
1	DIF - District Intergovernmental Forum (MAYORS')	District Mayor	Quarterly
2	TSF - Technical Support Forum (MMs')	Municipal Manager of Ilembe District Municipality	Monthly
3	3 DAFF - District Area Financial Forum (CFOs)	Municipal Manager of Ndwedwe local Municipality	Quarterly
4	District Government IT Officers Committee (DGITOC)	Municipal Manager of Ilembe District Municipality	Quarterly
5	Disaster Management Advisory Forum (DMAC)	Municipal Manager of KwaDukuza Local Municipality	Quarterly
6	Performance Management System Forum (PMSF)	Municipal Manager of Mandeni Local Municipality	Quarterly
7	Local Economic Development Forum (LEDF)	Municipal Manager of Mandeni Local Municipality	Bi-Monthly
8	District Communicators Forum (DCF)	Municipal Manager of Ndwedwe Local Municipality	Monthly
9	Planning Development Forum (PDF)	Municipal Manager of Mandeni Local Municipality	Monthly
10	Infrastructure Forum (IF)	Municipal Manager of KwaDukuza Local Municipality	Monthly
11	Speakers' Forum	District Speaker	Monthly

**TABLE 39 :DISTRICT IGR STRUCTURES**

All Municipalities are represented to ensure that all resolutions taken are implemented respectively. Furthermore the District plays a coordinating role at the request of the Local Municipalities to source assistance and interventions to mitigate challenges experienced. Municipal functioning, challenges and best practices are discussed at technical sub-fora and escalated to the Technical Support Forum which is made up of Municipal Managers and the Chairpersons of technical sub-fora.

Once the Technical Support Forum has discussed the reports from the sub-fora a consolidated report with recommendations and/or resolutions is then escalated to the District Intergovernmental Forum for further consideration.

### 3.10.1.8 MUNICIPAL STRUCTURES

#### 3.10.1.8.1 WARD COMMITTEES

Ilembe District has 740 ward committee members in the district which are largely functional.

Within the context of the preparation of this IDP process the main roles and responsibilities allocated to each of the internal and external role-players are set out in the following table:

Role-player	Roles and Responsibilities
<b>IDP Rep Forum/Civil Society</b>	<ul style="list-style-type: none"> <li>This forum will represent all stakeholders as follows:               <ul style="list-style-type: none"> <li>Representing the interest of the municipality's constituency in the IDP process;</li> <li>Providing an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government;</li> <li>Ensuring communication between all the stakeholder;</li> <li>Efforts are continuously made to bring additional organisations into the Representative Forum and to ensure their continued participation throughout the process.</li> <li>Monitoring the performance of the planning and implementation process.</li> <li>The representative forum will meet as indicated in the IDP review 2013/2014 Action Plan Programme.</li> </ul> </li> </ul>
<b>IDP Steering Committee</b>	<ul style="list-style-type: none"> <li>Council established a Steering Committee/MANCO which supports the Municipal Manager, the IDP Manager and the Budget Office.               <ul style="list-style-type: none"> <li>Provides terms of reference for the various planning activities.</li> <li>Commissions research studies.</li> <li>Considers and comments on:                   <ul style="list-style-type: none"> <li>Inputs from sub-committee/s, study teams and consultants.</li> <li>Inputs from provincial sector departments and support providers.</li> </ul> </li> <li>Processes, summarises and document outputs.</li> <li>Makes content recommendations.</li> <li>Prepares, facilitates and documents meetings. IDP Steering Committee/MANCO and EXCO meetings are held to facilitate reporting on progress with regard to the IDP process.</li> <li>Assist and support the Municipal/IDP Manager and Representative Forum.</li> <li>Information "GAP" identification</li> <li>Oversee the alignment of the planning process internally with those of the local municipality areas.</li> </ul> </li> </ul>
<b>Government Departments</b>	Engage with Provincial and National sector departments for alignment of programmes with Municipal plans
<b>Councillors, Traditional Councils and Ward Committees etc.</b>	<ul style="list-style-type: none"> <li>Linking the IDP process with their constituencies</li> <li>Organising the public participation meetings/Road Shows</li> <li>Dissemination of Information to communities</li> </ul>
<b>Council</b>	<ul style="list-style-type: none"> <li>Final decision making</li> <li>Approval of the reviewed IDP documentation</li> </ul>

**TABLE 40: IDP STRUCTURES**

#### 3.10.1.8.2 IDP REPRESENTATIVE FORUM

The IDP Representative Forum meetings are convened once every quarter where public representatives and sector departments are invited, this platform is crucial to ensure stakeholder participation and alignment in the IDP process takes place. In addition, broader public engagements are held with the communities of the respective local municipalities. The IDP Public Participation meetings were held October/November 2015 and proposed IDP/Budget /OPMS Road Shows to take place in April/May 2016 are as follows:

Date & Time	Municipality	Venue	Area / Wards / Target Group
17 February 2016, Wednesday 10h00	Mandeni LM	Sibusisiwe Hall	IDP REP FORUM – All wards
17 February 2016, Wednesday 13h00	Mandeni LM	Sibusisiwe Hall	MPAC – All Wards
17 March 2016, Thursday	KDM	KDM Town Hall	Presentation of Draft IDP 2016/17
13 April 2016, Wednesday 10:00 am	Mandeni LM	Sibusisiwe Hall	Traditional Council – All Wards
13 April 2016, Wednesday 17:00	Mandeni LM	Tugela mouth Resort	Tugela Mouth – Ward 3
14 April 2016, Thursday 12:00	Mandeni LM	Machibini Sports Field	Nembe, Dendethu, Machibini, Zakheni, Thuals, Gqumeni - Ward 5, 10 and 12
14 April 2016, Thursday 17:00	Mandeni LM	Mandeni Golf Club	Mandeni Ratepayers – Ward 3
16 April 2016, Saturday 11:00	Mandeni LM	Sibusisiwe Hall	Ward 7, 13, 14 & 15 Sundumbili wards
19 April 2016, Tuesday 12:00	Mandeni LM	KwaMkhize Sports Filed	Ndulinde Area – Ward 6, 11 & 16
22 April 2016, Friday 11:00	Mandeni LM	Multipurpose Centre	Macambini Area – Ward 1, 2, 3, 8 & 9
30 April 2016, Saturday	Mandeni LM	Makhempini Sports field	Isithebe, Nyoni – Ward 10, 11, 12, 16, 17 & 18
05 May 2016, Thursday	Mandeni LM	Hlomendlini Sports field	Hlomendlini, Novas Farm, Highview park – Ward 4
18 May 2016, Tuesday	KDM	KDM Town Hall	Presentation of the Final Draft 2016/17
18 August 2016, Thursday	KDM	KDM Town Hall	Presentation of the Draft IDP, PMS and Budget process plan for the financial year

**TABLE 41 : COMMUNITY PARTICIPATION MEETINGS**

### 3.10.1.9 OVERSIGHT COMMITTEES

To assist in performing the Oversight Role, the iLembe District Municipality has also established the following committees:

#### 3.10.1.9.1 A MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The committee consists of 6 councillors of the municipality, who are not members of the executive committee. The chairperson of the committee is appointed by the council from an opposition party on the council. The functions of the committee include the examination of the annual report of the council and the development of the annual oversight report based on the annual report. The annual oversight report is published separately from the annual report.

### 3.10.1.9.2 THE AUDIT COMMITTEE

The Committee has been set up in accordance with section 166 of the Municipal Finance Management Act, no. 56 of 2003 (Chapter 14, Section 166) and operates within the terms of the Audit Committee Charter approved by the Council of the iLembe District Municipality. The iLembe District Municipality has a functioning Audit Committee. The Audit Committee comprises of 5 independent, external members and is required to meet at least 4 times per annum as per the Audit Committee Charter and submits reports to EXCO and Council twice a year. Additional meetings are called for as the need arises. The in accordance with of the MFMA and operates within the terms of the Audit Committee Charter approved by the Council of iLembe District Municipality.

### 3.10.1.9.3 INTERNAL AUDIT UNIT

The iLembe District Municipality has a functioning in-house Internal Audit Unit. It comprises of 5 employees i.e. Manager: Internal Audit, Audit Supervisor and 2 Internal Auditors. The Internal Audit Unit reports to the Municipal Manager administratively and to the Audit Committee functionally. The Internal Audit Unit has been set up in accordance with section 165 of the MFMA. Internal Audit independently reviews the risks and systems of internal control implemented by management. It conducts its work with its internal audit plan, which is agreed with and approved by the Audit Committee at the start of the financial year.

### 3.10.1.9.4 MUNICIPAL BID COMMITTEES

The Committees have been set up and are functioning. The supply chain activities are performed in line with the provisions of the Municipal Supply Chain Management Policy, Municipal Finance Management Act (No.56 of 2003), Preferential Procurement Policy Framework Act and its 2011 B-BBEE Regulations.

### 3.10.1.9.5 STATUS OF MUNICIPAL POLICIES

The iLembe District Municipality has developed and adopted the following plans, policies and strategies as listed in the table below.

No.	Sector Plan	Completed (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)
1	Integrated Environmental Programme	Y	Y	2006
2	Cemetery Plan	Y	Y	2007
3	Public Transport Plan	Y	Y	2007
4	Gender Equity Plan			2007
5	Local Economic Development Strategy	Y	Y	2015
6	Employment Equity Plan	Y	Y	2009
7	Risk Management Policy and Framework	Y	Y	2012
8	Water Services Master Plan	Y	Y	2008
9	Water Supply and Sanitation Services Implementation Plan	Y	Y	2009
10	Water Services Delivery Plan	Y	Y	201
11	Draft Spatial Development Framework	Y	Y	Awaiting adoption by Council
12	Strategic Environmental Atlas	Y	Y	2010
13	Transport Infrastructure Plan	Y	Y	2010

14	Ilembe Spatial Economic Development Strategy (ISEDS)	Y	Y	2012
15	Disaster Risk Management Plan	Y	Y	2013
16	Ilembe Regional Spatial Development (IRSDP)	Y	Y	2014
17	Environmental Management Framework (EMF)	Y	Y	2014
18	ICT Strategy	Y	Y	2015
19	Disaster Management Plan	Y	Y	2015
20	District Growth and Development Plan	Y	Y	2016

**TABLE 42: ADOPTED MUNICIPAL POLICIES**

### 3.10.1.9.6 MUNICIPAL RISK MANAGEMENT

The MFMA S62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management.

Risk Assessment workshops with management was conducted with an aim of ensuring that management understand the importance of managing risks for the benefit of the Municipality. The Municipality has put in place mechanisms to identify and assess risks and developed specific mitigating strategies, plans or actions should the need arise; and we also record, monitor and review risks continuously.

The Executive Committee has adopted a Risk Management Policy and Framework that enables management to proactively identify and respond appropriately to all significant risks that could impact on municipal objectives.

The Municipality has the Risk Management Committee which is made of the Municipal Manager, Head of Departments and it is chaired by the independent external member. Internal Audit Manager, Enterprise Risk Manager and Manager Legal has a standing invitation. The committee meets quarterly and is functioning. The committee's role is to guide the development and implementation of Risk Management and to review and monitor ERM processes and outputs regularly. The committee brings serious risks to the senior manager's attention, which contributes to a more informed decision-making process.

The top 5 strategic residual risks facing the municipality are as follows:

- Financial Management: Revenue Management
- Financial Management: Supply Chain Management
- Business Process: Intergovernmental Relations
- Water Services: Water and Sanitation Services
- Personnel: Skills Attraction and Retention

The top 5 operational risks facing the municipality are as follows:

- Financial Management: Supply Chain Management
- Business Support: Information Technology
- Water Services: Water Quality
- Financial Management: Fleet Management
- Financial Management: Asset Management

### **3.10.1.9.7 MUNICIPAL BYLAWS**

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered to. Businesses and developments within the municipal area are expected to operate within the municipal bylaws.

- Water Bylaws
- Municipal Heath bylaws
- Air Quality Management Bylaws
- Credit Management Bylaws
- Credit and Debt Control Bylaw
- Cemetery Bylaws
- Waste Management Bylaws
- Public Meetings, Gatherings and Procession By-Law

## **3.11 PUBLIC PARTICIPATION ANALYSIS**

The iLembe District Municipality has a Public Participation Plan Strategy in place. The Public Participation Strategy was developed in line with the KZN Provincial Public Participation Plan. However, the Municipality is planning to review the Public Participation Strategy in the new financial year 2016/17. The plan will ensure that the development is driven by the community.

The Municipality is also planning to conduct a Citizen Satisfaction Survey in the new financial year 2016/17. This will assist the municipality to ascertain the community's level of satisfaction on the services that are being provided by government. This will enhance relations between the municipality and the community.

The Municipality has developed and adopted a Communication Plan. The objective of the plan is to improve communication with the local community as well as other organs of state within the local and provincial spheres of government; enhance accountability, openness, transparency and responsive local government; inform the community of the activities and intentions of the municipality.

### **3.11.1 PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES**

The following are the public participation and communication structures and mechanism exists within the iLembe District Municipality:

#### **3.11.1.1 SPEAKERS FORUM**

The forum consists of the Speaker of iLembe District Municipality and Speakers of all Local Municipalities. The chairperson of the Forum is the Speaker of iLembe District Municipality. In his absence the meeting elects a pro-term Chairperson of the same position. Official responsible for public participation also attend the Speakers Forum.

The main objective of the Forum is to promote and facilitate intergovernmental relations, co-operative government and share cultures of initiatives within the iLembe family of Municipalities, including:

- to seek unity of purpose and co-ordination of effort around the programmes championed in the office of the Speaker in the broader District; and
- to serve as a main structure of the District Wide Ward Committee Forum
- to ensure effective and efficient coordinated Community participation within the District.



### **3.11.1.2 WARD COMMITTEE**

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes.

iLembe District Municipality have elected the wards committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. iLembe District has 740 *Ward Committees Members* within four local municipalities. The ward committees in the district are largely functional with the support they receive from local municipalities, the district municipality and COGTA's Public Participation Department.

Challenges that are being experienced by the local municipalities as they engage with the ward committee:

- Some ward committee members drop out because they receive better jobs elsewhere which leave a vacuum in the committees. The process of replacing them sometimes delays;
- Some members are demotivated feel that the remuneration that they receive from the municipalities is too little as compared to the amount of work that they are engaged with. Through the Speaker's Forum, more funding was accessed from COGTA to address this matter. The iLembe District Municipality also provide travel costs for the attendance of the district meetings.
- The topography and vastness of the wards in some instances does not allow the ward committee members to reach to all the areas.

### **3.11.1.3 COMMUNITY DEVELOPMENT WORKERS**

The iLembe District Municipality has total of 76 wards and the total number of 27 CDWs all trained with learner ships in the district. This is a challenge because a large number of wards are not enjoying the services that are provided by the CDWs. Another challenge is that the CDWs are not available to provide support to the municipalities because of other commitments that they have from COGTA.

### **3.11.1.4 TRADITIONAL LEADERSHIP**

The iLembe District municipality has a total of 35 Amakhosi. The new Local Traditional House was reinstated in June 2012, and is currently led by Inkosi VP Ngcobo he is also the Deputy chair of the provincial house in KZN. There is a healthy working relationship between the Local Traditional House and the iLembe District Municipality. Amakhosi are invited in community activities that are happening in their areas and district activities that will have impact in service delivery in their areas. These activities include IDP Public Participation meetings, conferences and seminars, to mention a few. The iLembe traditional leadership are participating in the municipal portfolio committees and the full council.

### **3.11.1.5 DISTRICT COMMUNICATORS FORUM (DCF)**

The purposes of the District Communicator's Forum are as follows:

- To ensure that government speaks in one voice;
- To promote the development of coordinated and integrated and sustainable programme of communication in the district;
- To foster positive communication environment in the family of municipalities, sector departments and other relevant stakeholders within the district.

### **3.11.1.6 DISTRICT PUBLIC PARTICIPATION FORUM (DPPF)**

The scope of work of the DPPF is oriented towards planning and monitoring of Ward Committees with regard to the establishment and functionality to ensure co-ordination of all support initiatives and programmes by all spheres of Government, stakeholders and outside institutions, in particular to:

- Ensure common and comprehensive understanding of legislation and policies with regards to Public Participation;

- Ensure the establishment of standard practices, policies and programmes with regards to Public Participation;
- Closely cooperate with the Provincial Public Participation Steering Committee (PPPSC);
- Share best practices and case studies in the provincial and national spheres;
- Communicate with Municipalities to inform about the training initiatives and to mobilize for participation;
- Solve emerging problems and/or coordinate with the PPPSC to solve problems; and
- To receive information from PPPSC and follow up programme of implementation.

### 3.11.2 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Effective Speakers Forum</li> <li>• District Communicators Forum</li> <li>• Audit Committee, hence clean audit</li> <li>• Conventional communications tools in place e.g. SMS system</li> <li>• Strong management team</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Poor level of Service delivery by contractors.</li> <li>• Limited human resources to serve 4 local municipalities</li> <li>• Uneven Topography, some areas are not accessible for service delivery and community consultation.</li> <li>• Structures are not capacitated to take over their tasks.</li> <li>• Communication timeframes with community.</li> <li>• Public participation activities are 75% synchronized.</li> <li>• Call centre not functional- calls go unanswered</li> <li>• District Wide Ward Forum to advocate on water and sanitation issues at ward level is not capacitated.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• s (available resource at local ward level)- to assist with reporting</li> <li>• Capacitated employees to be used instead of consultants for institutional memory and limiting expenditure</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Lack of communication with internally and external stakeholders might lead to community unrest</li> <li>• Deviations being a norm for Corp Gov- vetting, change of scope, Communication with LMs not intact</li> <li>• Poor planning &amp; nonexistence of KWANALOGA games business plan- selection of service providers</li> <li>• Councillors' not aware of the SCM policy and processes</li> <li>• Communication through cellphones and radio stations a challenge as it doesn't not reach everyone</li> <li>• Understanding different stakeholder for the various services</li> <li>• Poor road conditions to reach community for communication of public participation.</li> <li>• Lack cooperative approach to Public participation</li> </ul>

**TABLE 43: CORPORATE GOVERNANCE SWOT**

## CHAPTER 4: DEVELOPMENT STRATEGIES

### 4.1 ILEMBE'S VISION



**FIGURE 11: ILEMBE VISION**

Ultimately this Vision can be realized by ensuring that the basic elements are adhered to, which is:

- 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.

## 4.2 ILEMBE DISTRICT DEVELOPMENT STRATEGIES

At the Ilembe District Municipality Strategic Planning session (Lekgotla) held in September 2011 the district responded and aligned to each applicable National Outcome, & PGDS Goals to develop the Ilembe 5 year Strategic Plans.

The table below details Ilembe's 5 Year strategic objectives aligned to the National outcomes, the Key Performance Areas, and the PGDS goals as follows:

National Outcome(s)	Key Performance Area	KZN Goals	iLembe Strategic Objectives
<p><b>Outcome 8: Sustainable human settlements and improved quality of household life</b></p> <p><b>Outcome 9: Responsive accountability, effective and efficient local government system</b></p>	<p>Infrastructure and Basic Service Delivery</p>	<p>4: Strategic Infrastructure</p> <p>1: Job Creation</p>	<ul style="list-style-type: none"> <li>○ To ensure access to potable quality water for domestic consumption and support local economic development</li> <li>○ To ensure continuous and sustainable provision of water services</li> <li>○ To ensure continuous and sustainable provision of sanitation services</li> <li>○ To establish, regulate and operate a district landfill site</li> <li>○ To ensure the construction and maintenance of district roads, sports and recreation facilities and to regulate public transportation within the district.</li> <li>○ Monitor Siza Water Concession contract</li> <li>○ Create job opportunities through the EPWP.</li> </ul>
<p><b>Outcome 9: Responsive accountability, effective and efficient local government system</b></p> <p><b>Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship</b></p>	<p>Good Governance and Democracy</p>	<p>6: Governance And Policy</p>	<ul style="list-style-type: none"> <li>○ To promote accountability through public participation</li> <li>○ To ensure prevention and mitigation against disasters</li> <li>○ To ensure a sustainable and healthy environment</li> <li>○ To ensure coordination of firefighting services serving the district municipality as a whole</li> <li>○ To improve the quality of life within the district</li> <li>○ To preserve history and heritage</li> <li>○ To ensure that the municipality's administration is governed by sound and effective values and principles as outlined in the Constitution of South Africa</li> </ul>
<p><b>Outcome 6: An efficient, competitive and responsive economic infrastructure network</b></p> <p><b>Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all</b></p> <p><b>Outcome 4: Decent employment through inclusive economic growth</b></p> <p><b>Outcome 13- inclusive and responsive social system.</b></p>	<p>Social Economic Development and Planning</p>	<p>3: Human &amp; Community Development</p> <p>1: Job Creation</p> <p>7: Spatial Equity</p> <p>5: Environmental Sustainability</p>	<p>ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> <li>○ To upscale Agriculture development in the district</li> <li>○ To capitalize on the Tourism potential</li> <li>○ To increase Manufacturing output within the District</li> <li>○ To increase the Districts' skills base</li> <li>○ To ensure Job creation</li> <li>○ To create an ICT platform available to everyone</li> <li>○ To improve coordination in LED between DM and Local Municipalities.</li> <li>○ To ensure integrated planning throughout the district.</li> </ul>

<b>Outcome 4: Decent employment through inclusive economic growth</b>	<i>Institutional Development Transformation</i>	<i>2:Human Resource Development</i>	<p>HUMAN RESOURCE</p> <ul style="list-style-type: none"> <li>○ Development &amp; implementation of the HRD policy</li> <li>○ Ensure implementation of the annual training plan (WSP)</li> <li>○ Support the training of operators to meet DWA classification requirements</li> <li>○ Bring in unemployed people into learnerships so that they can be employed later</li> <li>○ Support the skills and educational development of councillors that leads to formal qualifications</li> <li>○ Ensure a sufficient budget that complies with the provisions of the Skills Development Act (Levy Act)</li> <li>○ Ensure full compliance with EEA within IDM</li> <li>○ To ensure that disputes are resolved in line with relevant labour relation legislation</li> <li>○ To have an updated, approved and populated organogram in all critical need areas of the IDM.</li> </ul> <p>1:Job Creation</p> <p>ICT</p> <ul style="list-style-type: none"> <li>○ To create and maintain an ICT environment that enables the municipality to achieve its goals and objectives</li> </ul>
<b>Outcome 9: Responsive accountability, effective and efficient local government system</b>	<i>Financial Viability and Management</i>	<i>6:Governance and Policy</i>	<ul style="list-style-type: none"> <li>○ To ensure sound and credible general financial management principles.</li> <li>○ To ensure sound revenue management principles</li> <li>○ To ensure sound expenditure management principles</li> <li>○ To ensure sound budgeting and compliance principles</li> <li>○ To compile a legislatively credible and compliant budget</li> <li>○ To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework</li> <li>○ To ensure sound and effective asset and inventory principles</li> <li>○ To implement and maintain compliant and efficient Financial Management practices that increase financial viability of the municipality</li> <li>○ To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.</li> <li>○ To achieve a clean audit opinion</li> </ul>

**TABLE 44: ILEMBE 5 YEAR STRATEGIC OBJECTIVES**

## CHAPTER 5: STRATEGIC MAPPING & ENVIRONMENTAL MANAGEMENT

### 5.1 SECTOR PLANS

The District has completed a number of environmental sector plans. Below is a list of completed plans and those under review and compilation:

Sector Plan	Completed (Y/N)	Adopted (Y/N)	Date of Next Review	Status Quo
<b>Environmental Management Framework (EMF)</b>	Yes	Yes	Project completed	The project finalized within 2013/2014 financial year.
<b>Integrated Environmental Programme (IEP)</b>	Yes	Yes	TBC	The Integrated Environmental Programme was developed by iLembe District Municipality in 2006 to manage and protect natural resources.
<b>Biodiversity Management Plan</b>	No	No	To be finalized	As a sector for Ezemvelo KZN Wildlife which will be to manage and protect environmental assets occurring within the iLembe District.
<b>Draft Integrated Waste Management Plan</b>	No	No	TBC	IDM initiated a process of developing an IWMP in 2003, however due to financial constraints this did not materialise. Hence the District is in the process of sourcing funds for the development of its own IWMP.
<b>Air Quality Management Plan</b>	No	No	To be determined by the Provincial Department	In terms of the NEM: Air Quality Act Provincial Department's role is to develop and implement an Air Quality Management Plan for the Province. To, the Department of Agriculture and Environmental Affairs, has commissioned a study to develop an Air Quality Management Plan for the KwaZulu Natal Province. Ilembe District has been prioritized by the study.
<b>Coastal Management Programme (CMP)</b>	Yes	Project completed	Project completed	The District acknowledges its responsibility to develop a coastal management program for its coastal Municipalities such as KwaDukuza and Mandeni Municipality. Both Mandeni and KwaDukuza Municipalities have finalized their respective CMP.
<b>Estuarine Management Plans</b>	No	No	TBC	Estuarine Management Plans have initiated for the Tugela, Nonoti and Zinkwazi Estuaries. Both are still at the assessment stage.

**TABLE 45: STATUS OF ENVIRONMENTAL SECTOR PLANS**

## 5.2 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The KZN Department of Agriculture and Environmental Affairs (DAEA) is responsible for the protection of natural resources within the Province. In performing this function, the Department requires planning tools; the Environmental Management Framework (EMF) is one of such tools required to provide guidance to decision makers. In 2012/13 financial year the DAEA allocated funding of R1.5m to iLembe District Municipality for the preparation of the Environmental Management Framework (EMF). The EMF can be defined as a study that seeks to understand the biophysical and socio-cultural systems of a

Geographically defined area and to reveal where specific land-uses may best be located and to offer performance standards, control zones, for maintaining appropriate use of such land. Hence it has the following objectives:

- To identify the geographical area to which it applies;
- To specify the environmental attributes of such an area (including the environmental sensitivity, extent, interrelationship and significance of the attributes);
- To identify any parts in the area to which those attributes relate;
- To state the conservation status of the area and in those parts;
- To state the environmental management priorities of the area;
- To indicate the kind of activities that would have a significant impact on those attributes and those that would not;
- To indicate the kind of activities that would be undesirable in the area or in specific parts of the areas; and
- To include any other matters important for the better management of the environment in the area.

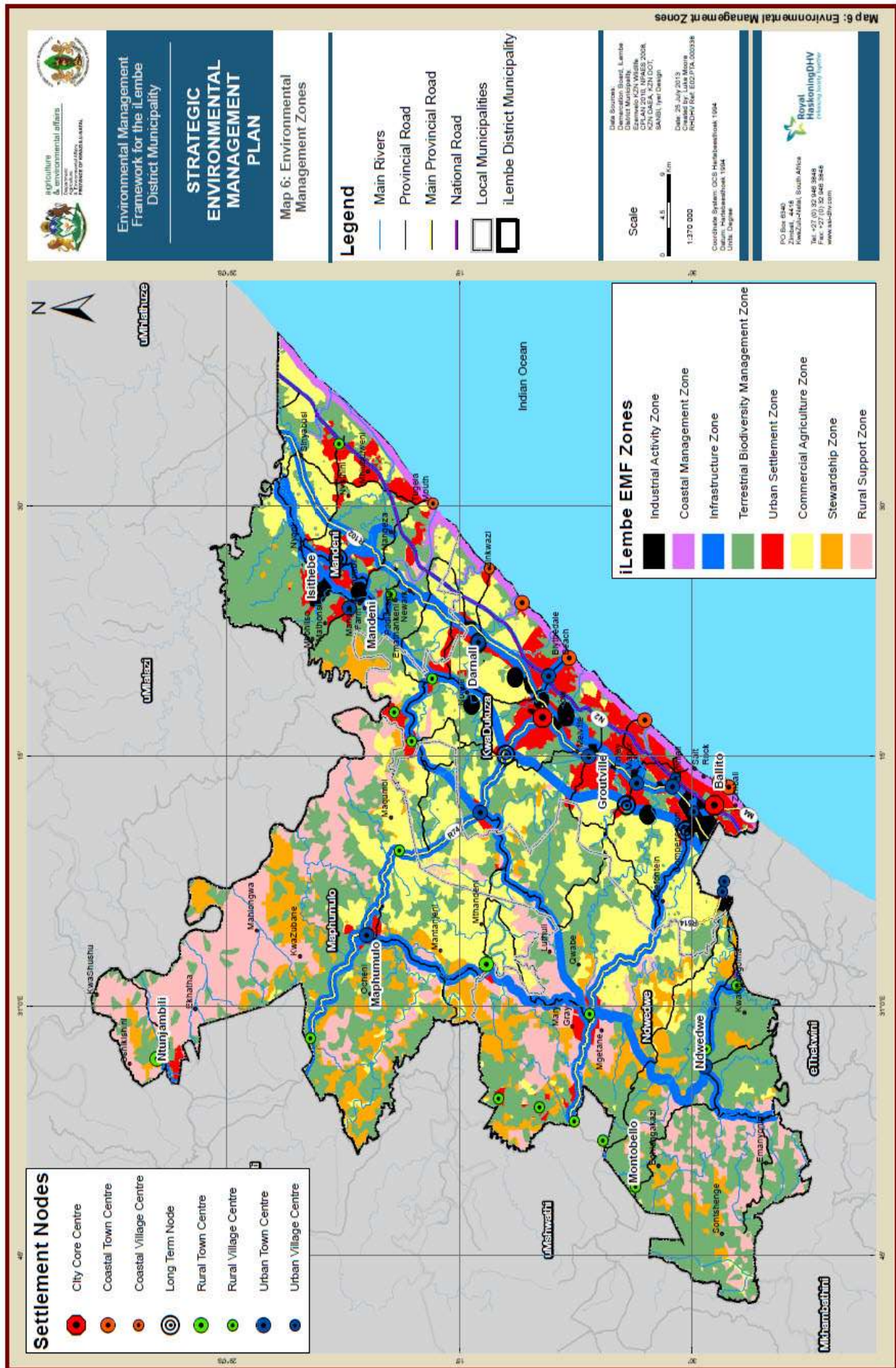
The EMF provides a framework upon which environmental matters should be managed. It also informs other planning tools and processes such as the regional planning, Spatial Development Frameworks (SDF), the open space systems and other planning tools. In addition, it also:

- a) Provides the status quo of environmental resources within the District.
- b) Acts as a vehicle to identify more natural resources and ways for better management of those resources.
- c) Promotes alignment of activities/functions between different organs of the state, through the identification of different regulatory responsibilities and recommending mechanisms for addressing the needs of the relevant authorities.
- d) Provides information to the applicants/proponents with an early indication of the areas in which it would be potentially appropriate to undertake an activity.
- e) Provides information on areas where to undertake certain activities which may be excluded from requiring environmental authorization.
- f) Promotes the co-ordinated management of strategic spatial environmental information about a specific geographic area
- g) Promotes approval of projects that meet the sustainable development objectives.
- h) Assists in achieving integrated development, which takes environmental issues into consideration.
- i) Provides for a vision for an environmental management within the District.
- j) Assists in identify more strategies for conserving environmental resources.

The EMF contains a number of zones that will assist in managing development within the iLembe District. These include: Terrestrial Biodiversity Management Zone, Rural Support Zone, Commercial Agriculture Zone, Stewardship Zone, Coastal Management Zone, Urban Settlement Zone, Industrial Activity Zone and Infrastructure Zone.

These EMF zones are spatially illustrated in the overleaf map.





MAP 14: ENVIRONMENTAL MANAGEMENT ZONES

## 5.2.1 ENVIRONMENTAL PROJECT MATRIX

Focus Area	Strategies	Projects	Ward No.	Budget (R)	Funding Source
<b>Environmental awareness</b>	Provide capacity building programs to all relevant officials and councillors	Environmental Education and awareness Eco-schools Environmental events	District wide	R50000	IDM, DEDTEA
<b>Coastal Management</b>	Provide a direction on Management of Coastal Resources	Finalization of Coastal Management Programme	KwaDukuza	R50000	KDM
<b>Coastal Management</b>	community development and sustainability	Working for the Coast (WFTC)	iLembe coastal strip (KDM, Mandeni)	R8.5 Million	DEA
<b>Management of Coastal Natural Assets</b>	Management of Coastal Public Property	District-wide Coastal Management Programme	iLembe District	R500 000	DEA
<b>Coastal Management</b>	Management of coastal resources	Blue Flag	Both KwaDukuza and Mandeni	R1. 6m	DEDTEA
<b>Waste Management</b>	Development of the IWMPs	IWMPs	iLembe	TBC	iLembe
<b>Waste Management</b>	Management of waste within Municipalities	Youth Jobs in Waste (ending August 2015)	All Local Municipalities	R27m	DEA
<b>Climate Change</b>	Responding to Climate Change	Greening of low Income Homes – 2 Fruit trees per household	All Local Municipalities	R300,000	DEDTEA
<b>Climate Change</b>	Responding to Climate Change	Greening (Compost, &support materials for trees)	All Local Municipalities	R80,000	DEDTEA
<b>Biodiversity Management</b>	Alien Plants clearance programme	Alien Plants clearance programme	Ndwedwe	R1m	Landcare

**TABLE 46: ENVIRONMENTAL MATRIX**

## 5.2.3 ENVIRONMENTAL EDUCATION, AWARENESS PROGRAMMES

Throughout the years environmental education has been best to promote sustainability principles and environmental management. Together with sector departments' such as the DWA, DAEA, Department of Health, WESSA and Environmental Health these initiatives have been gearing towards strengthening the knowledge base of environmental management across all societal groups and sectors.

In addition, the following calendar days will be observed followed to ensure that there are education activities taking place during these environmental special days in the district as a form creating awareness on environmental related matters. These are: Arbour day, Wetlands Week, Water Week, Environmental Week, International Coastal Clean-up, Arbour Month, Weed buster Week, Recycling Day, Marine Month and others.

The Department of Agriculture and Environmental Affairs has been running with environmental awareness program within the District since 2009 to promote green schools and green learning activities focusing on Schools around the District. Although efforts have been made on environmental education and awareness, to date the focus has been on Schools.

It important to include other partners such as the community, Amakhosi and others to focus on:

- Promotion of land stewardship and food growing programs;
- Implementation of local tourism projects;
- Implementation of sustainable production of traditional medicines;
- Implementation of local waste collection/recycling initiatives;
- Implementation of the recommendations of the fishing harbour study
- Supporting alternative business models such as cooperatives and community associations

## 5.3 STRATEGIC MAPPING

The spatial context of the District presents both challenges and opportunities that exists within the district. In terms of the iLembe package of plans; the iLembe Regional Spatial Development Plan, which was adopted in February 2014, is the overarching framework providing the strategic development direction for iLembe and its family of local municipalities. This plan is underpinned by the Environmental Management Framework, which is a spatial environmental plan that guides decision making. The iLembe Regional Spatial Development Plan is informed by the Provincial Growth and Development Strategy and the iLembe District Spatial Economic Development Strategy. The iLembe Spatial Development Framework, which is a legislative obligation in terms of the Municipal Systems Act, was adopted in June 2010. The SDF is currently under review and will take into consideration the spatial vision as illustrated the Regional Spatial Development Plan. The Draft iLembe SDF is provided as an Annexure to this document. It is anticipated that the 2015/16 iLembe SDF will be adopted in July 2015.

### 5.3.1 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The KZN PGDS is the province's strategic framework for accelerated and shared economic growth through catalytic and developmental intervention. The purpose of the KZN PGDS is to:

- Be the primary strategy for KZN that drives growth and development in the Province to 2030;
- Mobilize and synchronize strategic plans and investment priorities of all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners towards achieving the desired growth and development goals, objectives and outcomes;
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;

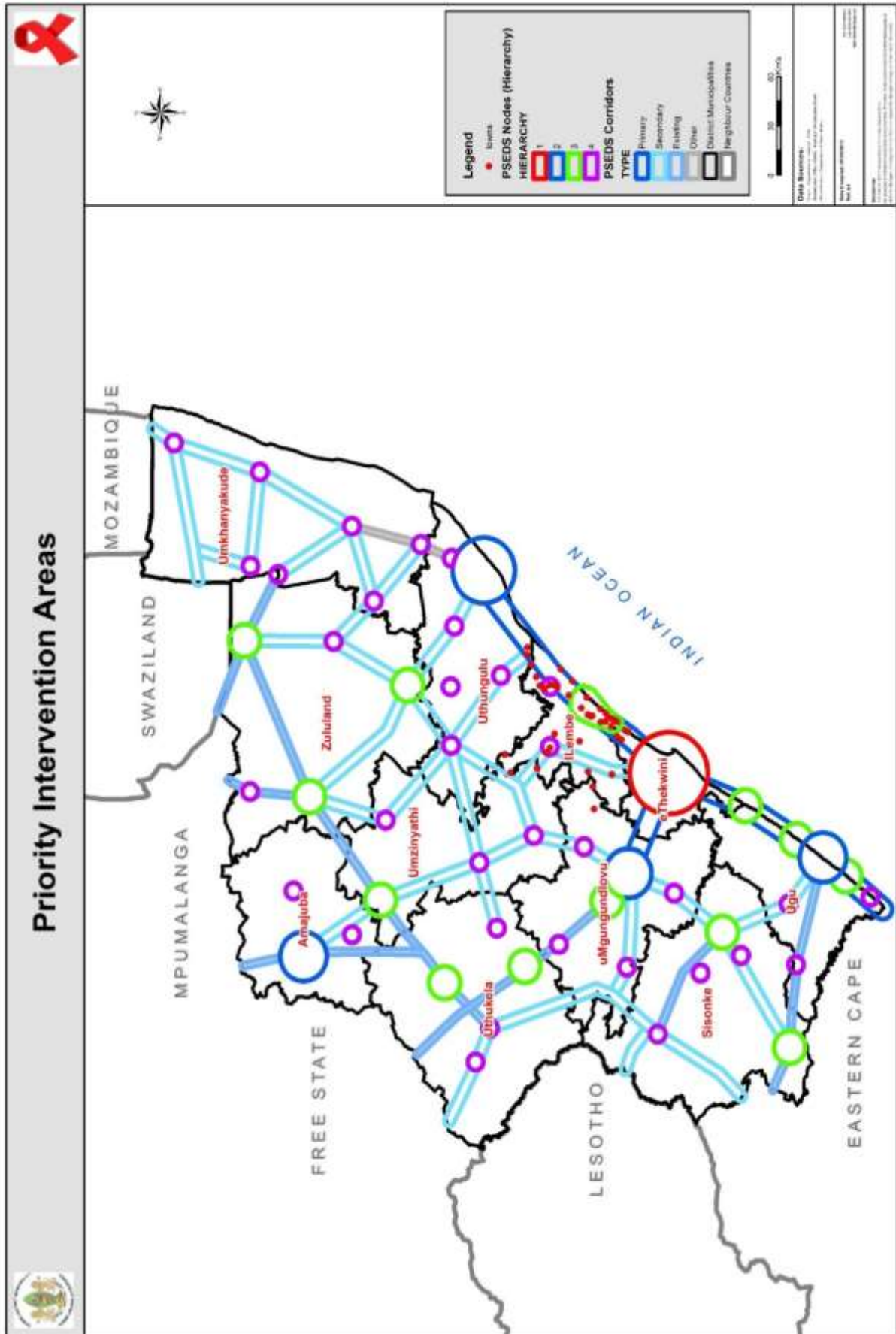
- Develop clearly defined institutional arrangements ensuring decisive leadership, robust management, implementation and on-going reviewing of the growth and development plan.

### 5.3.2 PRIORITY INTERVENTION AREAS

The overleaf map illustrates the areas of intervention as indicated in the PGDS. The town of KwaDukuza is identified as a “Tertiary Node”. In terms of functionality, this node should provide service to the sub-regional economy and community needs. The towns of Maphumulo and Mandeni are classified as a “Quaternary Nodes” which means, in terms of functionality, these nodes should provide service to the local community and respond to community needs. It should be noted that, in line with the PGDS, the towns of Maphumulo and Ndwedwe have been recently formalized and gazetted as formalized towns. The respective municipalities are currently in the process of increasing the infrastructure capacity to be able to accommodate potential developers.

DRAFT



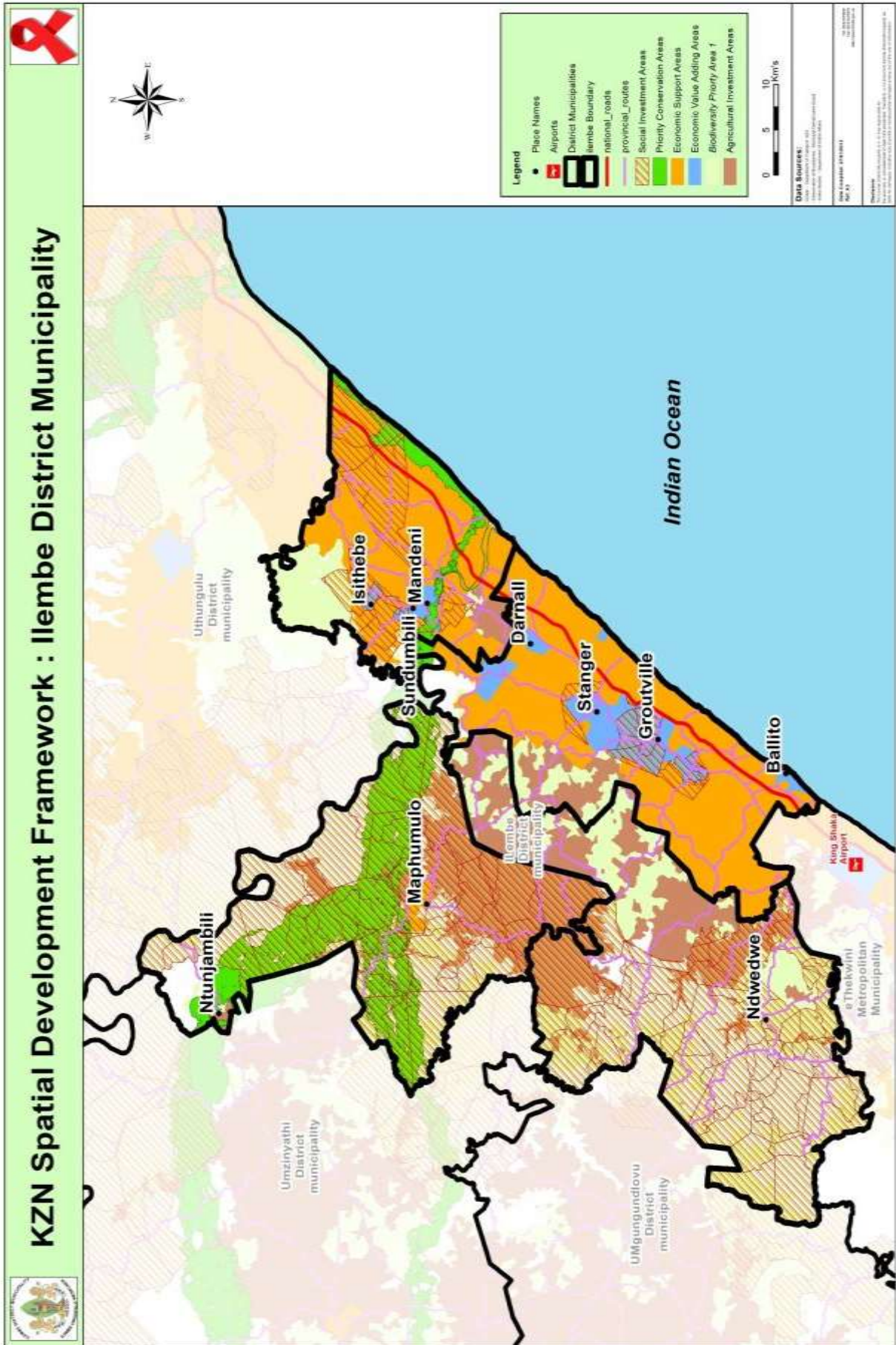


**MAP 15: PRIORITY INTERVENTION AREAS**

### 5.3.3 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The overleaf map illustrates an extract of the PGDS depicting iLembe District Municipality. The broad spatial proposals contained herein are consistent with those contained in the iLembe SDF and the IRSDP, especially relating to the economic potential of the coastal belt i.e. Mandeni and KwaDukuza. The need for greater social investments in the more rural municipalities, i.e. Maphumulo and Ndwedwe, is also indicated.

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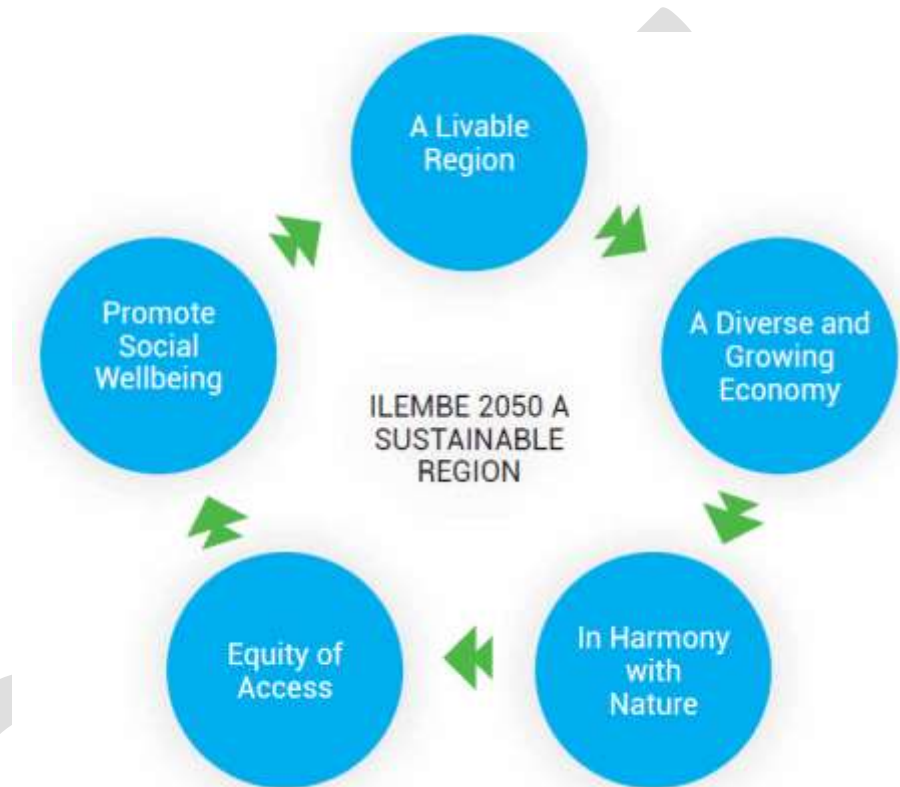


MAP 16:KZN SDF



### 5.3.4 ILEMBE REGIONAL SPATIAL DEVELOPMENT PLAN (IRSDP)

The iLembe Regional Spatial Development Plan (IRSDP) is the principal planning tool of the municipality for guiding long term development and growth. The IRSDP forms part of a package of plans that ranges from municipal wide strategic level plans to detailed local level plans and land use schemes at Local Municipal level. The IRSDP is informed by the NDP as well as the PGDS and is in line with the broad objectives of these two strategic policy documents. As part of the package of plans, the IRSDP is critical in order to give effect to the iLembe Spatial Development Framework and to manage and influence development activities within the entire district. The diagram below illustrates the 5 pillars on which the IRSDP is premised. These are put forward as being essential to achieving sustainability and the desired state.



**FIGURE 12:5 PILLARS OF THE ILEMBE IRSDP**

The above pillars of the IRSDP each have specific key performance indicators and measuring goals (2050 goals) to assist the municipality in measuring the progress of implementing the plan. The goals contained in the plan are linked to the goals contained in the National Development Plan. The KPIs, goals of the IRSDP, and the alignment to the goals of the NDP are illustrated in greater detail on the tables below.

OBJECTIVE	Key Performance Indicators	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
<b>1: A DIVERSE AND GROWING ECONOMY</b>			
1.1	A diverse economy (range of employment opportunities)	10 to 15% contribution (at least) by each of the four key economic sectors	5.4% growth per annum
1.2	Established green economy	10% of GDP generated by green industries	
1.3	An employed workforce	94% of workforce employed (formal and informal sector)	6% unemployment
1.4	livable household incomes	95% of households above household subsistence level	Increase proportion of national income for poor
<b>2: A LIVABLE REGION</b>			
2.1	Choice in activities	100% of households have access to a full range of amenities within 15 minutes travel	Better quality public transport
2.2	Choice in accommodation	100% of households appropriately accommodated	Upgrade all informal settlements
2.3	Choice in movement	80% of population within 5 minute walk from a component of an integrated transport system	Better quality public transport
<b>3: HARMONY WITH NATURE</b>			
3.1	Access to nature	All households have access to an open space resource (active or passive) within one kilometer	Target for land under protection
3.2	Management of key threatened and endangered landscapes	100% of endangered and threatened landscapes under management (otherwise referred to as critical biodiversity areas and ecological support areas)	Target for land under protection
3.3	Green development	By 2025, all new development and existing structures are 40% less carbon intensive than 2010 footprints and all will be 70% less carbon intensive by 2050.	Zero emission building standards
3.9	Control of Alien Invasive	Alien plant infestation is reduced by 50% by 2020 and 100% by 2050.	

OBJECTIVE	Key Performance Indicators	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
3.5	Green Jobs and Employment	10 000 new green jobs created by 2030 and 20 000 new green jobs created by 2050	
3.9	Climate Change Risk Assessment	By 2015 all climate change related risks will be identified, with clear mitigation and adaptation plans in place.	
3.5	Recycling and Waste Minimisation	All waste will be recycled and/or biodegradable such that no waste enters landfill sites by 2050.	Reduction in waste to landfill
<b>4: EQUITY OF ACCESS</b>			
4.1	Access to urban infrastructure	100% off households in settlement areas have access to urban infrastructure (grid or off-grid)	90% access to electricity grid, all access to water
4.2	Ease of access to amenities	80% of population within 15 minute walk from range of amenities (permanent or periodic)	Better quality public transport
4.3	Ease of access to work opportunities	100% of the population will be within an average of 30 minutes travel time to places of employment.	People living closer to work
4.4	Promoting global connectivity	Universal access to ICT and broadband within 15 minutes travel	
<b>5: PROMOTE SOCIAL WELL-BEING</b>			
5.1	Build human capital	All children and young adults have equal access to relevant educational institutions in the District	80-90% of learners 12 years of schooling
5.2	Promote social development (greater levels of equality)	Substantially reduce the levels of inequality in terms of income and access to social services	
5.3	Ensure food security	All households in the District have food security.	

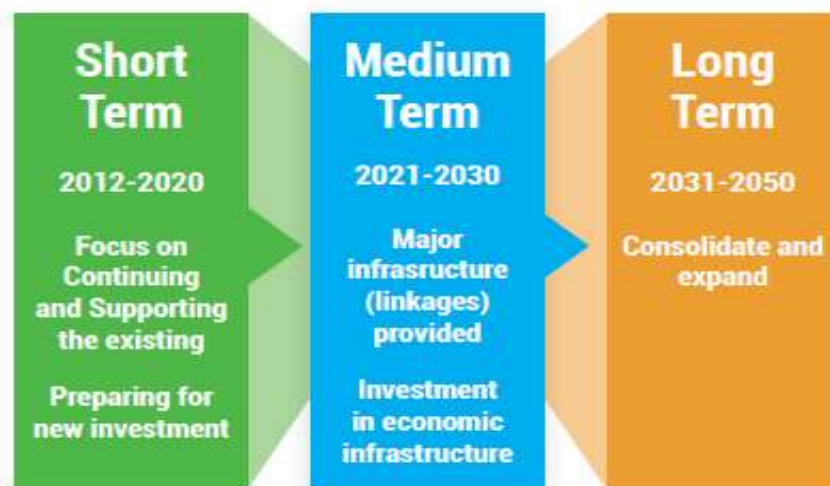
**TABLE 47:ILEMBE ALIGNMENT TO THE NDP GOALS**

## PHASING

Considering the long term development trajectory of the IRSDP (2050), it was critical that a phased approach to implementation was adopted. In this regard, the plan has three phases of development; short-term (present-2020), medium-term (2020-2030), and long-term (2030-2050). The basic approach followed in developing the phasing process was to identify key “drivers” and “triggers” of development that will ensure the long terms vision is realised. In the phasing process drivers and triggers were defined as follows:

- **Driver:** A driver is an activity or a series of activities, whether in a specific sector or across sectors, that can be sustained over an extended period of time and in so making a positive contribution to development in an area in general.
- **Trigger:** A major development event that will be catalytic in nature on sub-regional or regional level. Different types of triggers exist such as specific developments, infrastructure developments, institutional structures or structuring or economic investments.

The diagram below indicates the general focus areas over the short, medium, long term phases of the IRSDP.



**FIGURE 13: IRSDP FOCUS AREAS OVER THE SHORT, MEDIUM, LONG TERM PHASES**

## URBAN GROWTH BOUNDARY

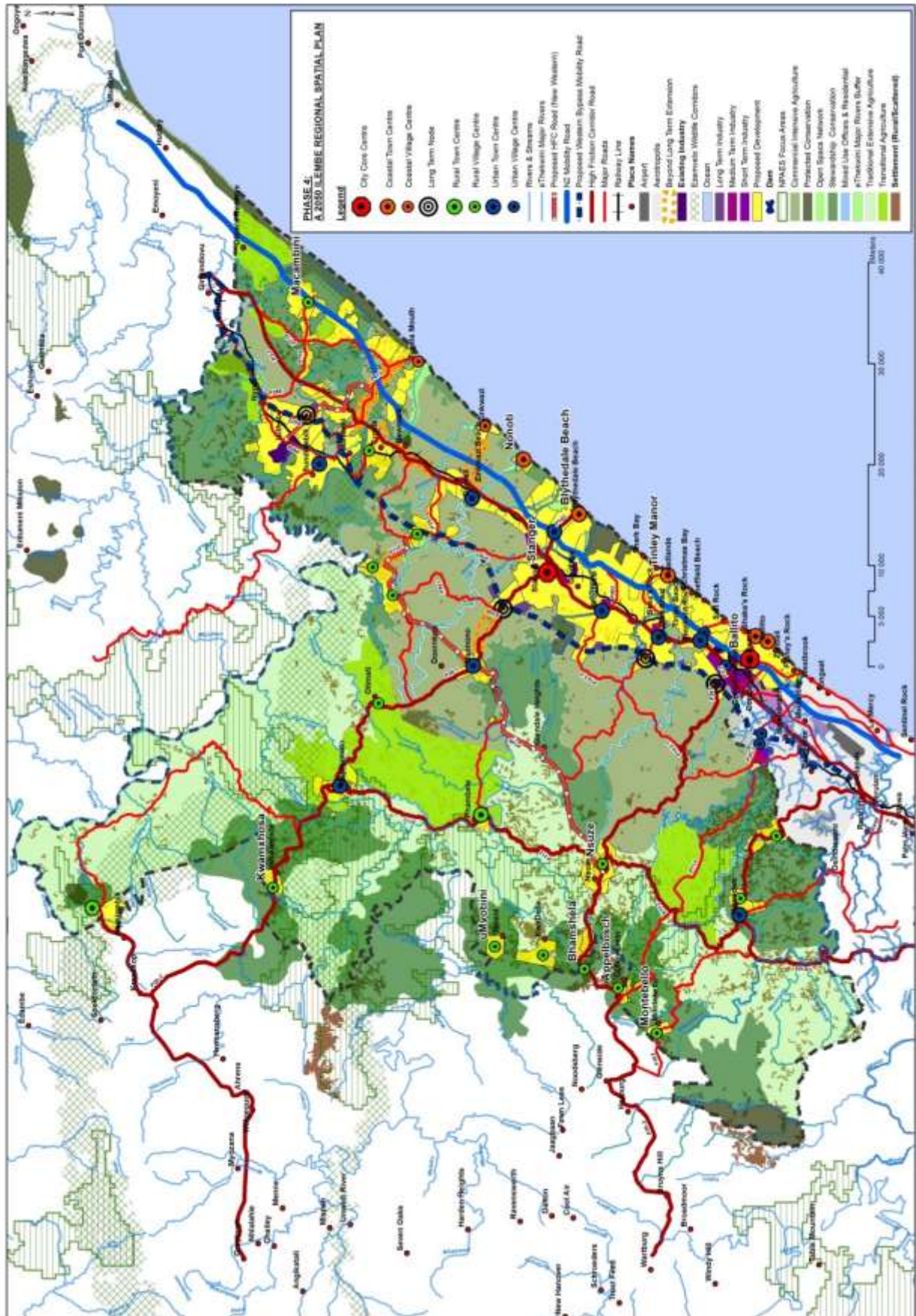
The IRSDP introduces an Urban Growth Boundary which essentially is meant to regulate growth in specific areas. The process of delineating the growth boundary is informed by, inter-alia, the following factors:

- Growth pressure (Anticipated growth must have sufficient capacity within the Urban Growth Boundary)
- Potential for growth deflection (constrained urban edges can push growth elsewhere)
- Projection of high potential agricultural land
- Infrastructure capacity
- Fiscal capabilities and fiscal strength (realistic growth relative to local economic base)

Therefore, based on the above, the plans for iLembe will comprise a series of Urban Growth Boundaries in order to manage growth over the projected time period. As such, there will be an Urban Growth Boundary for the Short-Term; an extended Urban Growth Boundary for the Medium-Term; and a Long-Term Urban Growth Boundary. In addition, the concept embodied in the Regional Plan is that all development, especially residential development, should be compacted within a convenient walking distance of those major roads with public transportation. Consequently the Long-Term Urban Growth Boundary in effect becomes an Urban Edge.

The overleaf map illustrates the long term spatial development vision of iLembe (Vision 2050).





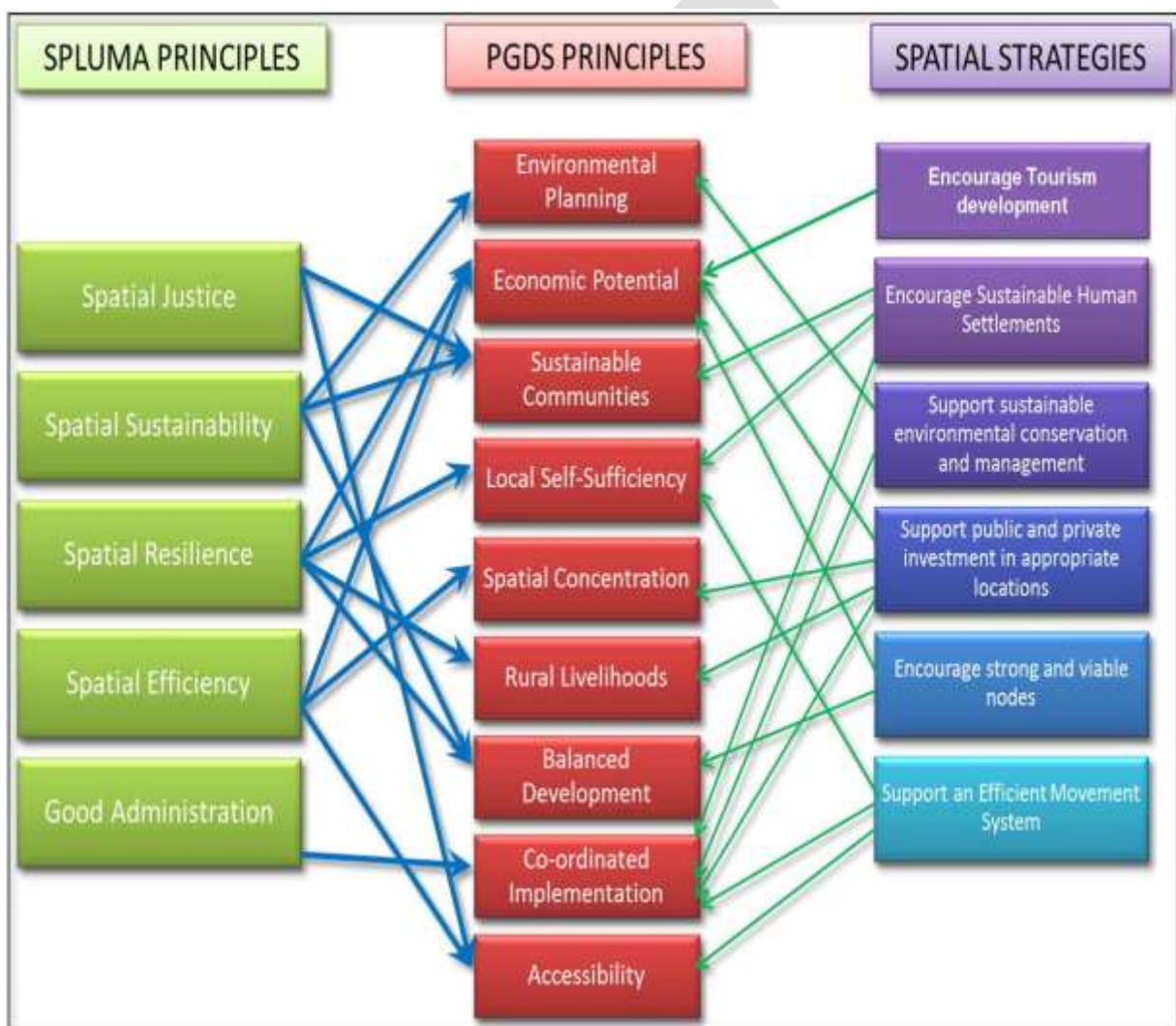
**MAP 17: LONG TERM DEVELOPMENT**

### 5.3.5 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Spatial Development Framework (SDF) is the legislated component of the iLembe’s IDP that prescribes development strategies and policy guidelines. The iLembe Council adopted their reviewed spatial development framework on the 15 June 2010. The SDF serves as the basis upon which the District evaluated all planning applications as well as determines the current and future bulk infrastructure supply. The review of the iLembe SDF has been finalized in the current (2016) calendar year. Below are some of the key policy and spatial issues that have been extracted from the iLembe SDG.

### 5.3.5.1 SPATIAL DEVELOPMENT PRINCIPLES

The diagram below illustrates how the spatial strategies adopted in the iLembe SDF are underpinned by SPLUMA and PGDS principles. This is essential to, inter alia, coordinate actions and investments to ensure maximum positive impact from the investment of resources by different organs of Government. This will also serve to avoid duplication of efforts by different departments and spheres of Government. Ultimately, the spatial strategies seek to ensure the effective utilization of resources, including land, water, energy, finance, natural resources etc.



**FIGURE 14: SPATIAL STRATEGIES**



### 5.3.5.2 PROPOSED NODES

In developing the iLembe SDF, as assessment of Local Municipal SDFs was undertaken, with the objective of highlighting areas of alignment and, where they existed, indicate inconsistencies. A key observation was that Local Municipalities do not have common terminology for their nodes as well as their development corridors. It was therefore necessary that the District SDF developed a nodal hierarchy which would be replicated by Local Municipalities in their subsequent SDF reviews.

The following terminology for nodal development has been proposed:

In developing the iLembe SDF, as assessment of Local Municipal SDFs was undertaken, with the objective of highlighting areas of alignment and, where they existed, indicate inconsistencies. A key observation was that Local Municipalities do not have common terminology for their nodes as well as their development corridors. It was therefore necessary that the District SDF developed a nodal hierarchy which would be replicated by Local Municipalities in their subsequent SDF reviews. The following terminology for nodal development has been proposed:

NODE	DESCRIPTION	IDENTIFIED AREAS
<b>City Core Centre</b>	City Core Centre is the single biggest economic driver of the regional economy. It is the centre of the region's retailing, banking and financial services and the civic and cultural heart of the city.	Stanger Ballito
<b>Urban Town Centre</b>	An urban town centre refers to the commercial or geographical centre or core area of a town. They are traditionally associated with shopping or retail. They are also the centre of communications with major public transport hubs such as train or bus stations. Public buildings including town halls, museums and libraries are often found in town centres.	Maphunulo Ndwedwe Darnall Groutville Sundumbili
<b>Urban Village</b>	An urban village is an urban development typically characterized by medium-density housing, mixed use zoning, good public transit and an emphasis on pedestrian and public space.	Umhlali Compensation Lower Tugela
<b>Coastal Town Centre</b>	Coastal towns are small centres that vary in size and have a population ranging from 3,000 people. Coastal towns offer a range of services and facilities which may include a commercial, retail town centre, suburbs, parks, playing fields and caravan parks. A main street, churches and education institutions as well as medical facilities are also available. While each coastal town has a unique character based on its setting they are in general identified by their visual connections to the landscape and the coast, being located directly adjacent to the foreshore, centrally and conveniently located community facilities and public spaces.	Nonoti Blythedale Tinley Manor Compensation Ballito
<b>Rural Town Centre</b>	The term "rural town center" can refer to historic Main Streets as well as newer developments in which a variety of jobs, housing, retail, and services are concentrated	Ntunjambili KwaMxhosa KwaDeda Otimati Qinisani Montebello Umvoti
<b>Rural Village Centre</b>	Rural Village Centres are areas that have the most potential for evolving into mixed-use centres" with ability to attract and support local commercial development as well as community services and amenities (e.g. schools, community centres, libraries, etc.) and support regular transportation service	Macambini Mdlebeni Gungu

**TABLE 48: TERMINOLOGY FOR NODAL DEVELOPMENT**



### 5.3.5.3 PROPOSED CORRIDORS

One of the major structuring elements determining the existing and future concentration of development, activity and investment in a municipality are the corridors. A mixture and a hierarchy of the mentioned corridors should be provided to facilitate different levels of developmental and movement functions.

Although the main objectives of corridors are to achieve integration, improve access and provide investment opportunities, it should allow for controlled development through the development of local area plans, corridor development plans etc. A corridor development generally exhibits a strong relationship between the transportation route and the surrounding land uses. In this regard, more intensive development and economic activities tend to be concentrated, at least initially, in nodal areas. The spatial framework movement pattern has a hierarchy of corridors, namely, primary, secondary and tertiary. The following corridors are proposed in SDF:

TERMINOLOGY	CORRIDOR DESCRIPTION	IDENTIFIED CORRIDOR
<b>Primary corridor</b>	Corridor with very high economic growth potential within all three sectors which serves areas of high poverty densities.	N2 has been identified as a primary corridor, linking KwaDukuza and Mandeni Local municipalities to the Dube Trade Port And Airport facilities as well as the Durban and Richardsbay ports.
<b>Secondary corridor</b>	A corridor serving areas of high poverty levels with good economic development potential within one or two sectors	The R102, has been identified as a secondary corridor. It provides access to whole of Ilembe and the focus of a number of settlements that have emerged in the area over time. Other secondary corridors Identified includes P387 which links Ballito, Driefontein and Ndwedwe, the Proposed western bypass for easing traffic flow, P711 which links Maphumulo LM to Ndwedwe LM and R74 which links KwaDukuza to Maphumulo and it also extends to Umzinyathi DM. Collectively, these routes are linked to the N2 which provides access to other economic opportunities.
<b>Tertiary corridor</b>	Corridors providing major local linkage and connecting local communities into the primary and secondary corridor system,	R74 from Maphumulo to Umzinyathi via KwaMxhosa is identified as tertiary corridor as it connects Ilembe DM to Umzinyathi DM which is rich in agricultural activities. P387 from Qinisani to Bhamshela is also identified as a tertiary corridor or an agricultural corridor linking Ndwedwe LM to UMgungundlovu which is also identified as an area with high agricultural activities.

**TABLE 49:PROPOSED CORRIDORS IN SDF**

### 5.3.5.4 STRATEGIC INVESTMENT AREAS

The strategic investment area refers to areas that have been identified for targeted investment and improvement. The municipality has identified 3 sectors for strategic investment that can be drivers of economic development, these include the Agricultural sector (including agri-processing) and land reform, the Industrial sector and the Tourism sector.

#### A) Agricultural sector

The impact of the agricultural sector is viewed as the foundation for unlocking the economic potential of the rural areas in the District and the municipal's LED strategy has identified the agricultural sector as one of the 5 key economic drivers. The sector accounts for a large amount of the land use and is predominantly sugar-cane related. In addition to that, the key interventions have been identified and include:

- Identification and secure of high potential agricultural land in traditional council areas
- Establishing Agri-hubs in appropriate locations throughout the District (Linked to Agriparks concept)
- Facilitating market production

The role of the SDF is to identify spatially the agricultural investment areas and in relation to economic opportunities. These are identified per local municipality and illustrated in greater detail in the comprehensive SDF that is annexed to this document.

#### B) Tourism Investment Areas

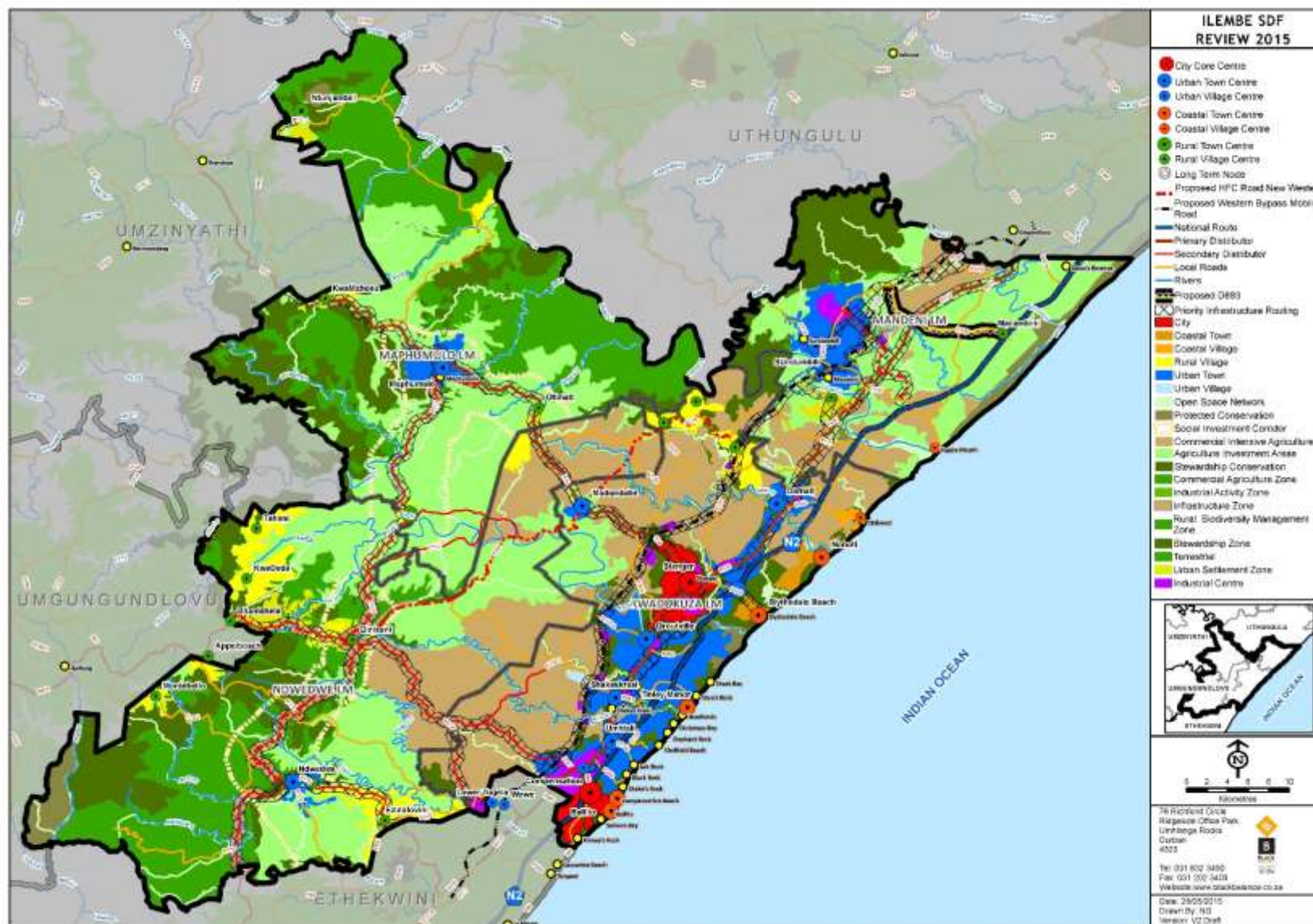
The focus of the municipality is to promote tourism development especially along the nodes and corridor where they would be easily accessible. Therefore, tourism infrastructure and product development should be focused on themed routes and nodes which could include: -

- Wildlife routes, incorporating the mass ecotourism destinations as well as coastal routes.
- Angling Route, incorporating top recreational fishing spots e.g. and other popular fishing destinations.
- Zulu Cultural Heritage Route.

#### C) Industrial Investment Areas

The manufacturing sector in Ilembe has been identified as one of the economic pillars and is divided into two sectors, Primary sector which comprises of heavy industries such as sugar and paper mill production. The Secondary sector activities include light industries and most of these industrial uses are concentrated in KwaDukuza, Isithebe, and Darnall. KwaDukuza is the centre of an extensive sugar cane growing area, and also includes the Sappi Paper Mill. Isithebe, situated in Mandeni is one of the largest industrial estates in the Province, it was set up as a decentralised industrial park. Focal point is the investment in the clothing and textile sector. These encompass a wide range of business opportunities including printing and publishing, paper, plastics, packaging, metal products, chemicals, oils. To further bolster this sector, it is essential for the family of municipalities to devise an incentive scheme for industrial development. The declaration of Isithebe as an Industrial Development Zone will be a catalyst for attracting manufacturing into the area.

The overleaf Map illustrates the Ilembe SDF 2015/16.



MAP 18: ILEMBE DRAFT SDF 2015/16

## CHAPTER 6: ILEMBE BUSINESS UNIT PLAN'S

The iLembe District Municipality strives to achieve internal alignment with each business unit as well as alignment with Provincial and National Departments. In this way the District attempts to act as a single window for implementation, for government's programmes and projects. To achieve this Municipality has aligned key performance areas with the 5 National KPAs.

### KEY PERFORMANCE AREAS OF THE MUNICIPALITY ARE AS FOLLOWS:

- 6.1 Monitoring Evaluation and Sustainable Environment
- 6.2 Transformation and Institutional Development
- 6.3 Service Delivery & Infrastructure Development
- 6.4 Good Governance and Public Participation
- 6.5 Local Economic Development
- 6.6 Municipal Financial Viability and Management

In doing this, the Municipality has clearly aligned identified challenges with key performance areas as an element of the Performance Management System which includes Service Delivery and Budget Implementation Plan and the individual Performance Plans for Section 57 Management and all other Senior Managers. The performance of the Municipality is therefore dependent on the performance of all management. All key performance area is deliberately aligned with champions, as directors of each Section in Chapter 6 of the IDP. In this instance Senior Section 57 Management champion a section aligned with the individual Performance Plan.

Historically the Council has been using the Service Delivery Budget Implementation plan (SDBIP) as a performance management tool for the business. The management team in the forthcoming year will explore the implementation of a performance management tool that is reflective of both the Council and that of individuals within the District. The draft 2016/2017 Score and SDBIP's as attached as Annexure E.

## 6.1 MONITORING EVALUATION AND SUSTAINABLE ENVIRONMENT

### OVERVIEW

The Office of the Municipal Managers Office facilitates the development of the Council's Strategic Framework as well as ensures that the performance management mandate is effectively delivered. Further, the office ensures that the Strategic Framework is monitored and evaluated regularly in order to ensure alignment with the Organisational Performance Plan. The Office of the Municipal Manager is made up of four sub units Planning, Performance Management, Risk Management and the Internal Audit unit.

### CHALLENGES

The Office of the Municipal Manager must balance increasing demands with limited resources and increasing in costs. The Office must also ensure that it has the appropriate skills and capacity to ensure effective service delivery. Further, the office must ensure that the Council's performance is in accordance with National and Provincial Key Performance Areas.

#### Planning and IDP

- Capacity constraints in planning- augmented by the DPSS.
- Environmental legislation – Sector Plans e.g. for the bio-diesel project
- Financial constraints regarding GIS acquisition

#### Performance Management

- Changing perceptions on the purpose of performance management
- Limited resources at local level
- Progress monitoring and evaluation
- Strategy alignments. Check outcomes from National and Provincial.

#### Internal Audit

- Risk management – for Commissions to tackle
- Capacity constraints
- Lack of monitoring risk profiles

#### Enterprise Risk Management

- Capacity constraints
- Inadequate monitoring of risk

### OBJECTIVES

To ensure institutional capacity is sufficient to meet Council's constitutional obligation and to provide sustainable basic services. In addition to ensure that the Region is able to retain and attract existing and new business into the area.

### ILEMBE PLANNING SHARED SERVICES

Ilembe Planning Shared Services has moved beyond the establishment phase. This is due to the fact that all posts as per the organogram have been filled. The Shared Services staff have made a significant impact on the institutional planning, capacity of the district and local municipalities within the family. The key areas of focus for the Shared Services:

- Strategic Planning and Spatial Planning
- Mentoring and Capacity Building
- GIS Capacity and Environmental Management.

The district continues to achieve such high standards largely through the support of COGTA. Following each Department, a detailed table is presented that summarises the five years Implementation Plan for the iLembe District Municipality with committed departmental financial resources.

### **6.1.1 IMPLEMENTATION PLAN**

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

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**IMPLEMENTATION PLAN: MONITORING, EVALUATION AND SUSTAINABLE ENVIRONMENT (MUNICIPAL MANAGER'S OFFICE)**

5 year Objective	Strategic	5 year Key	Baseline	5 year target	Projects	Target for	Progress.	MTEF (2016-2019)			
		Performance Indicator			2016/17	2016/17	(2015/16)	(2016/17)	-2017/18)	-2018/19)	
To ensure integrated planning throughout the district		Number of precinct plan approved	No baseline	2 Precinct Plans approved by Year 2	-	N/A	1 Precinct Plan completed. However support has been provided to LMs in preparation of Precinct plans.	-	-	-	
		Reviewed 2017/18 IDP	2016/17 IDP	IDP annually	Reviewed 2017/18 IDP	Reviewed 2017/18 IDP`	2016/17 adopted	IDP	R300 000	R350 000	R400 000
		Approved strategic Rural nodes	-	2 strategic rural nodes identified and established	-	N/A	The iLembe Rural Nodes Development Framework was completed in 2015/16	-	-	-	
		Approved Regional Spatial Development Plan	Ilembe Spatial	No baseline	IRSDP approved	-	N/A	Adopted 2013.	-	-	-
	Number of projects approved for Small Town Regeneration and Rehabilitation Programme	1 Waste bin2 side walk 3 street lights	2 6 projects approved and implemented	3	Support to LMs in implementing projects	LM Support	The District is providing continuous support to LMs in the implementation of this programme		TBC		
	Number of approved wall to wall schemes by Department of Agriculture	-	4 wall schemes approved in line with Act 70 of 70	3	Coordination of wall to wall schemes	1 wall to wall schemes	The DM is providing technical support to LMs to meet the 2019 deadline.	Salaries	Salaries	Salaries	



	<b>Approved Growth and Development Plan (GDP)</b>	<b>No baseline</b>	<b>GDP aligned with IDM, LMs SDFs, IDPs and Provincial PDGP</b>	-	-	<b>iLembe GDP was adopted in February 2016</b>	-	-	-	
	No of staff employed	7 planning staff	10 staff employed	-	N/A	11 Staff. 5 Permanent staff, 4 Shared Services, and 2 Interns.	Salaries	Salaries	Salaries	
	All LMs with Environment Management Framework	No baseline	1 EMF per LM	-	N/A	1 District wide EMF was adopted in 2014	-	-	-	
<b>To improve the accountability and transparency through credible information from the IDP to public</b>	% progress towards achieving Clean Audit on Performance Management		100%	Review Framework document to ensure legislative alignment and compliance	PMS	N/A	Clean audit achieved.	Salaries	Salaries	Salaries
	% progress towards achieving Clean Audit on Performance Management	No baseline	100%	Implement automated PMS with All the dept.		100%	-	Salaries	Salaries	Salaries
	% progress towards achieving Clean Audit on Performance Management	No baseline	100%	Conduct Impact Assessment study		100%	100%			
	% progress towards achieving Clean Audit on Performance Management	No baseline	100%	Quarterly internal audit review of PMS and performance information.		100%	100%	Salaries	Salaries	Salaries
<b>Operation Sakhe</b>	<b>Sukuma</b>	% progress towards achieving Clean Audit on Performance Management	No baseline	100%	Regular assessment and monitoring of relevant risks.	100%	100%	Salaries	Salaries	Salaries
		% of senior manager's performance agreements with OSS indicators and targets or legacy targets.	100%	100%	Indicators and Target development	100%	100%	Salaries	Salaries	Salaries

**TABLE 50: MONITORING EVALUATION & SUSTAINABLE ENVIRONMENT IMPLEMENTATION PLAN**

## 6.2 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

### OVERVIEW

The Corporate Services Department is to provide professional and appropriate support to the other Business Units of the Municipality. This will in turn ensure that each Business Unit becomes well poised to champion the service delivery processes that they are responsible for.

The department will also reflect on its assigned administrative functions, identify challenges and develop short, medium and long term plans that will serve as the strategic blueprint going forward.

The functions that are performed by the Corporate Services Department are as follows:

- Support Services / Council Support
- Human Resources Management
- Legal services
- Health and Safety
- ICT

### CHALLENGES

Each unit of Corporate Services Department sighted the following challenges and risk:

#### **Support Services**

- Disregard of the Fleet Management Policy by staff.

#### **Human Resources Management**

- Short staffed;
- Office space is a problem; and
- Few trained Presiding and Prosecuting officials
- Delay in SCM processes of which result in LGSETA grants being returned

#### **Legal Services**

- Any delay by other departments in alerting the Unit about litigations against the municipality places the municipality at risk; and
- Lack of access to research tools compromises the work of the Unit.

## Health and Safety

- The resolution of the matter involving the transfer of Provincial Environmental Health Practitioners to the District;
- The restructuring of the Municipal Health Services Organogram;
- To expand Vector Control Services to the entire District; and
- Management to prioritize issues raised by Municipal Health and Safety Committee about lack of compliance with OHS of all municipal buildings in the

## ICT

- SCM processes delays the impact on the delivery of ICT programmes.

## DEPARTMENTAL OBJECTIVES

- To position the department as a strategic hub for human development and growth.
- To be responsive to the needs of other departments insofar as the provision of suitably qualified personnel and administrative support.
- Provide professional administrative support to Council.
- To review the current HR and Administrative Policies thereby ensuring that they serve as enablers to both the municipality and individual staff.
- To continue to develop the HR and administrative systems to ensure best practices within the municipality.
- To develop an organization that is recognized for its excellence through its people, culture, policies and systems working together to achieve its mission and realize the Municipality's vision.
- Provide good working conditions for all staff
- Provide mechanism to ensure good use of Council property such as vehicles amongst others

## 6.2.1 IMPLEMENTATION PLAN

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

**IMPLEMENTATION PLAN: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

5 year Strategic Objective	5 year Key Performance Indicator	Baseline	5 year target	Projects	Target for 2016/17	Total Budget	Progress. (2015/16)	MTEF (2016-2019)		
								(2016/17)	(2017/18)	(2018/19)
<b>To ensure compliance with the HRD policy</b>	Availability of an HRD policy that has been updated annually.	No HRD policy	Approved policy, annually reviewed.	Annual review of policy	Approved HRD Policy	salaries	HRD Policy approved 5 August 2014	salaries	salaries	salaries
	% level of compliance with implementation targets set in the HRD plan of this policy each year.	0% (no policy in place)	100% compliance with applicable targets	Monitor compliance	100%	salaries	Done through WSP	salaries	salaries	salaries
	% level of compliance with Ilembe's Skills Development Policy	100%	100%	Monitor compliance	100%	salaries	Done through WSP	salaries	salaries	salaries
<b>Train illiterate employees on ABET</b>	% implementation of foundational learning qualifications plan (ABET Level 2) for employees	0%	100%	Implementation and monitoring of ABET programme	100%	LGSETA grant	Ongoing. 40 people started this financial year from different local municipalities within the District	LGSETA grant	LGSETA grant	LGSETA grant
<b>Increase access to programmes leading to immediate and high level learning</b>	% of staff who now have a matric equivalent certificate through second chance programmes of IDM	31%	100% of staff have matric equivalent certificate	Implement second chance programmes	100% of staff have matric equivalent certificate	Salaries/L GSETA	ABET level 4.	Salaries/LGS ETA	Salaries/L GSETA	Salaries/L GSETA
	% increase in the number of students entry utilising the FETS	20%				Salaries/L GSETA	46 employees enrolled for Plumbing Trade Test Certificate	Salaries/LGS ETA	Salaries/L GSETA	Salaries/L GSETA
	% Increase in the graduate output, through the NathiMthembu Bursary Fund, in Engineering Sciences	This is for Governan ce issue we are deleting it out –						6 Students. 2 completed. In addition there are 8 external students awarded Civil Engineering	Salaries/LGS ETA/COGTA	Salaries/L GSETA/CO GTA

							bursary funded through LGSETA.			
	% increase in undergraduates obtaining honours level	26% undergraduates	40%				12 employees enrolled for various undergraduate programmes	Salaries/LGS ETA/COGTA	Salaries/L GSETA/CO GTA	Salaries/L GSETA/CO GTA
	increase in honours graduates obtaining research masters level	7 current honours holders	6				The focus has been undergraduate qualification	Salaries/LGS ETA/COGTA	Salaries/L GSETA/CO GTA	Salaries/L GSETA/CO GTA
	increase in Masters graduates for doctoral level	2 current	4%		2%		The focus has been undergraduate qualification	Salaries/LGS ETA/COGTA	Salaries/L GSETA/CO GTA	Salaries/L GSETA/CO GTA
<b>Increase access to occupationally-directed programmes within Ilembe and thereby expanding the availability of intermediate level skills (focus on artisan skills)</b>	Cumulative % of general workers who now have acquired artisan skills and qualification	Not available	60%	Quarterly Motivational Roadshows	60%	Salaries/L GSETA/CO GTA	26% Qualified	Salaries/LGS ETA/COGTA	Salaries/L GSETA/CO GTA	Salaries/L GSETA/CO GTA
<b>Increase employee access to high level occupationally - directed programmes within Ilembe</b>	Coordinated employee wellness programme	Nil	100% of staff trained	N/A	N/A	salaries	Done.	salaries	salaries	salaries
	Coordinated employee wellness programme	Nil	100% monitoring of wellness programme	Monitoring of wellness programme	100%	salaries	Done	salaries	salaries	salaries
	Implemented of SharePoint	Nil	100%	Implementation of SharePoint	100%	salaries	Done	salaries	salaries	salaries

	Munsoft upgraded	Nil	100%	Support and maintenance	100%	salaries	Done	salaries	salaries	salaries
	Migration from Novell to Microsoft Outlook(PHASE 1)	Nil	100%	Support and maintenance	100%	salaries	Done	salaries	salaries	salaries
<b>Support the training of operators to meet DWA classification requirements</b>	Increase of operators that meet the Blue Drop and Green Drop Standards	0	52 operators	Identify operators and initiate training	52	Salaries/L GSETA	52 operators	Salaries/LGS ETA	SETA/LGS ETA	SETA/LGS ETA
<b>Increase number of qualified artisans progressively each year through learner ships</b>	The cumulative number of completed learner ships conducted by IDM	Not measured	200 learner ships completed	Identify Learners and Initiate Training	200 learner ships	Salaries/L GSETA	45. The additional learner ship will be planned in the next financial year	Salaries/LGS ETA/TREASURY	Salaries/L GSETA/TR EASURY	Salaries/L GSETA/TR EASURY
<b>Bring in unemployed people into learner ships so that they can be employed later.</b>	Number of unemployed people entering our learner ship	-	100	Advertise and identify prospective learners	100	Salaries/L GSETA	55. The additional learner ship will be planned in the next financial year	Salaries/Treasury	Salaries/Treasury	Salaries/Treasury
<b>Support the skills and educational development of councillors that leads to formal qualifications</b>	% of councillors enrolled on appropriate development program that elevates their general educational and occupational growth and development ( eg Executive leadership Programme or related qualifications incl matric)	11%	51%		51%	Salaries/L GSETA/CO GTA	6 FET 10 Ex leadership 10 Accredited skills programme	Salaries/LGS ETA/COGTA	Salaries/L GSETA/CO GTA	Salaries/L GSETA/CO GTA
<b>Ensure a sufficient budget that complies with the provision of the Skills Development Act (Levy Act)</b>	% of the Municipality's salary budget actually spent on implementing the municipality's approved work place skills plan	2%	2% maximum	Monitoring and ensuring compliance	2% maximum	salaries	1% due to financial constraints.	salaries	salaries	salaries

<b>Ensure full compliance with EEA within IDM</b>	% of people from EE target groups employed in the three highest level of management	88% compliance	100% compliance	Ensure compliance	100%	salaries	Done	salaries	salaries	salaries
<b>To ensure that disputes are resolved in line with relevant Labour Relations legislation</b>	% of grievances and disciplinary actions that get concluded within agreed policy timelines and without litigation	No baseline	100%	Monitor and ensure compliance with relevant legislation	100%	salaries	Done	salaries	salaries	salaries
<b>To have an updated, approved and populated organogram in all critical need areas of the IDM</b>	% of posts filled	89%	100%	Review and approval by Council	100%	salaries	85%. Financial constrains possess a challenge in filling other positions	salaries	salaries	salaries

**TABLE 51: INSTITUTIONAL TRANSFORMATION AND ORGANISATION IMPLEMENTATION PLAN**

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## 6.3 SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

### OVERVIEW

In 2004 the District became the Water Services Authority and Water Services Provider for the iLembe region. The role of the Technical Services Department is to provide water and sanitation services throughout the district thereby eliminating backlogs.

The functions that are performed by the Technical Services Department are as follows:

- Planning and Development (Technical Services, Project Management and Demand and Contracts Unit)
- Operations and Maintenance (Water Quality and Water Services Unit)

### CHALLENGES

#### Aged Infrastructure

- **Backlogs** (households without access to water and sanitation)
- **Financial Constraints** – The DM does not have sufficient funding to implement all the water and sanitation projects that are required to service the backlogs and cater for the new developments. This is attributed to the fact that the District is mostly rural and tends to rely on Grants to implement projects.
- **Bulk Water Sources** – The development of bulk water sources within the district, especially Dams, has been at the planning stage for a long time. There are only two big rivers that run through the District, namely Thukela and uMvoti. The uMvoti River is at its lowest level due the drought condition that is prevalent in the area. The planning of a dam on uMvoti is being addressed by Water Affairs. The UThukela River is the only river that seems viable as a Regional Bulk Water Source to serve KwaDukuza and Mandeni Municipalities but it is also constrained by upstream abstractions that limit the amount of water that can be used by the DM.
- Skills Migration – Most of the skilled people from the region move to work in urban areas, live in the area with less skilled professional.
- Drought

#### Capital Projects

- Topography
- Lack of basic bulk water service/sources
- Limited funding
- Insufficient power supply
- Global warming and Sparse settlement patterns

#### Operations and Maintenance

- Cable theft and Vandalism in general
- Difficult topography
- Lack of community awareness
- Absence of power supply mostly in rural areas
- Funding
- Mechanical and electrical maintenance/repairs
- Telemetry system
- Unavailability of an effective reporting tool
- Customer services

## DEPARTMENTAL OBJECTIVES

- To provide sustainable infrastructure that will render water and sanitation services;
- To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented within the iLembe District Municipality;
- To ensure the quality of drinking water in the region is improved. To this end the district in consultation with DWAF who regulates the Water Services Act had under gone Blue and Green Drop Assessments.
- In addition, the district has also been assessed in terms the Regulatory Performance Management Services (RPMS) results for both the above tests are awaited by the district municipality from DWAF.

### 6.3.1 Implementation Plan

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

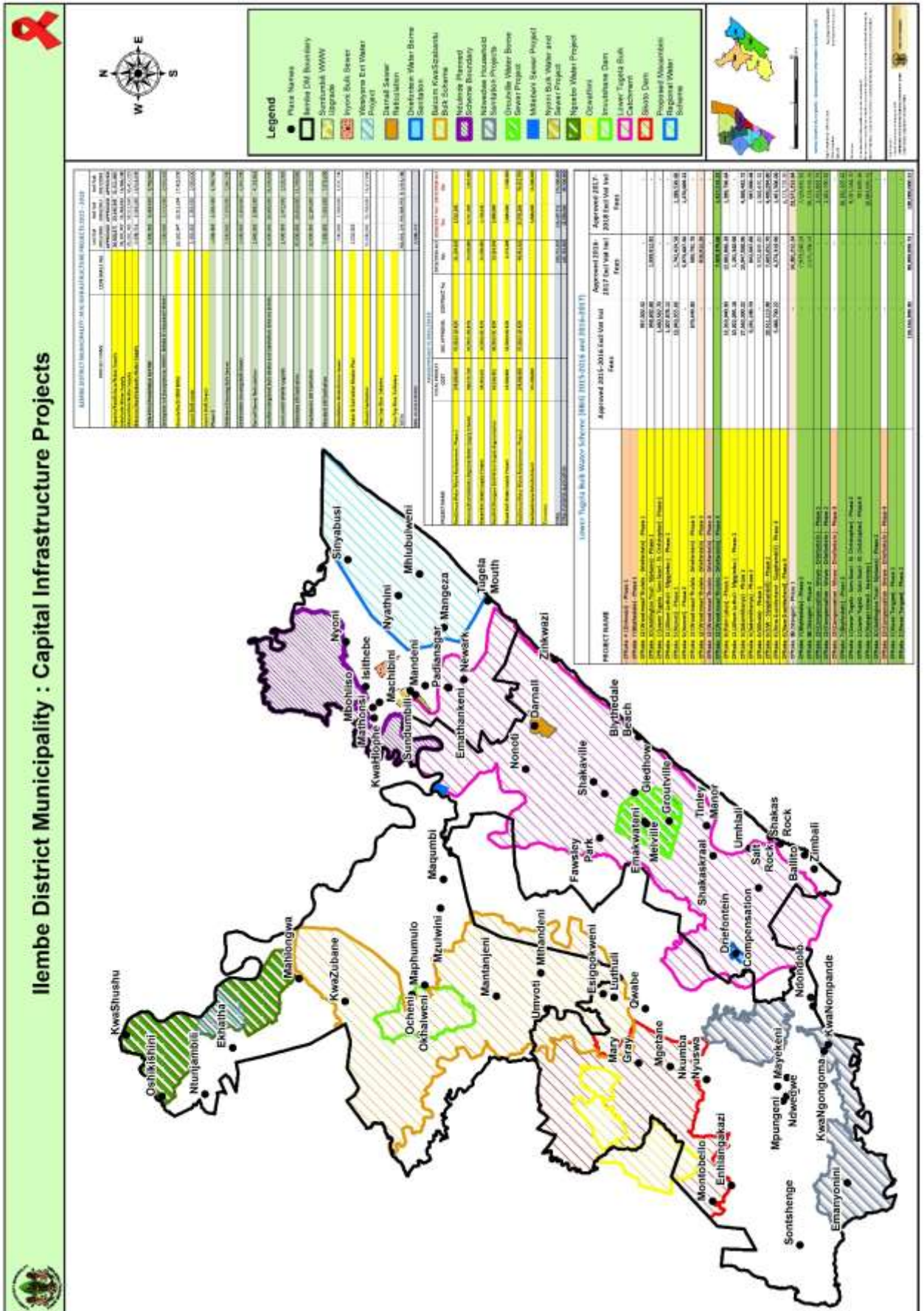
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## IMPLEMENTATION PLAN: BASIC SERVICE DELIVERY

5 year Strategic Objective	5 year Key Performance Indicator	Baseline	5 year target	Projects	Target for	Total Budget	Progress	MTEF (2016-2019)		
				2016/17	2016/2017		2015/16	2016/17	2017/18	2018/19
<b>To ensure access to potable water for domestic consumption and support local economic development</b>	% of backlog	34%	15%	Water projects to be implemented (see table below)	15%	See table below	24%	See table below	See table below	See table below
	% of satisfied customers	60%	100%	Customer satisfaction survey undertaken annually	100%	Implemented by Corporate Governance	75%	Salaries	Salaries	Salaries
	% of infrastructure with full security fencing	-	100%	Security fencing	100%	TBC	Not all of the infrastructure is secured due to funding constraints	TBC	TBC	TBC
<b>To ensure continuous and sustainable provision of water services</b>	% score achieved for Blue and Green drop status	86,72% achieved for blue drop in 2013 and 82,82% achieved in 2012 for green drop	95%	Water Quality Blue and Green Drop reports	12 reports (monthly)	TBC	2012/2013 – 86,72% Water . Results received for 2014 report from DWS in January 2016	Salaries	Salaries	Salaries
	% unaccounted water	35%	30%	Water Conservation and Demand Management	30%	See table below	25%	Salaries	Salaries	Salaries
	% compliance	98%	100%	Develop Telemetry system	100%		Project is currently not being implemented due to Budget constraints	Salaries	Salaries	Salaries
	Obtain technology to monitor water and sanitation response times	N/A	1 Fully operational electronic reporting system	Develop Telemetry system	1 Fully operational electronic reporting system	N/A	Project is currently not being implemented due to Budget constraints	Salaries	Salaries	Salaries
	% standby generators at strategic points	-	30%	Gensets	30%	R12m	Not all points have access to generators due to budget constraints	N/A	N/A	N/A
<b>To ensure continuous and sustainable</b>	% of backlog	35%	17%	Sanitation projects to be implemented (see table below)	17%	See table below	27%	See table below	See table below	See table below

<b>provision of sanitation services</b>										
	% of indigent households with access to basic levels of water, sanitation	68%	100%	Sanitation projects to be implemented (see table below)	100%	See table below	The municipality has an indigent policy and qualifying consumers are registered regularly.	See table below	See table below	See table below
	% of municipality's annual capital budget spent on agreed IDP projects	100%	100%	PMS and SDBIP through submission of quarterly reports	100%	N/A	100% complete	Salaries	Salaries	Salaries
<b>Monitor Siza Water consession contract</b>	Progress in finalisation of this 5 year review of siza water	0%	100%	Monitoring is ongoing	100%	R4m	100% monitored	Salaries	Salaries	Salaries
	% progress in the implementation of siza water 5 year review	0%	100%	Siza Water Monitoring	100%	R6m	100%	Salaries	Salaries	Salaries
<b>Create job opportunities through the EPWP</b>	Number of job opportunities created through water infrastructure and service delivery efforts	3790	12000	Jobs created through Infrastructure projects	12000	Salaries / TBC	2996 jobs created.	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works
	Number of job opportunities created through EPWP	Nil	4000	Number of job opportunities created through EPWP	4000	Dept. of Public Works	2220 jobs created	Dept. of Public Works	Dept. of Public Works	Dept. of Public Works

**TABLE 52: BASIC SERVICE DELIVERY IMPLEMENTATION PLAN**



MAP 19: INFRASTRUCTURE PROJECTS

## 6.4 LOCAL ECONOMIC DEVELOPMENT

### OVERVIEW

Enterprise iLembe is the Economic Development Agency of iLembe District Municipality, responsible for **Trade & Investment Promotion** and **Local Economic Development** for the region within these key sectors such as agriculture, tourism, manufacturing and Services.

The philosophy that drives Enterprise iLembe is built on global best practice principles in Local Economic Development. "Local Economic Development is a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized." This is reflected in the Industrial Development Strategy developed around the District. We think global and act LOCAL. The Local Economic Development (LED) Plan 2008 is being reviewed and will be adopted in the current financial year.

#### Opportunity Identification & Development

Investment opportunities are identified through private sector engagement, public sector and gap analysis. Imperative to Enterprise iLembe pursuing or supporting a project is driven by the Agency Strategy and whether the project idea meets the Agency's Value Statement "Economic Development that will change the lives of our people". Projects must be Specific, Measureable, Achievable, Realistic and within a Timeframe (SMART), and have socio-economic benefits linked to it. Enterprise iLembe has a Project Management Unit that assists in this process, with experienced Project Managers in the key sectors identified.

### CHALLENGES

- Farming in the area was severely impacted and hard hit with Kwa-Zulu Natal experiencing its driest period in 30 years.
- The Tourism sector challenges however continue to be experienced in facilitating and directing investment towards the hinterland and rural areas of the District.
- The Arts & Crafts Sector always face challenges related to fund raising
- Expenditure against allocated budgets is crucial, as these impacts on the new funding approvals
- Securing of further funding for LED projects operational costs.
- Limited number of Economic staff
- Climate change
- Inadequate and aging infrastructure

### DEPARTMENTAL OBJECTIVES

- To nurture new ideas which have commercial potential BUT have high impact potential poverty, jobs and empowerment
- To build partnerships between public sector support institutions and private sector players
- To become an effective finance facilitator for projects
- To build a strong Project Management Unit – so as to be able to bridge 1<sup>st</sup> & 2<sup>nd</sup> economies through catalytic and high-impact projects.

### 6.4.1 IMPLEMENTATION PLAN

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

### IMPLEMENTATION PLAN - LOCAL ECONOMIC DEVELOPMENT

5 year Strategic Objective	5 year Key Performance Indicator	Baseline	5 year target	Projects	Target for	Total Budget	Progress on	Corrective measures
				2016/17	2016/2017		2015/2016	
<b>To upscale Agriculture development in the district</b>	Hectares of farmland utilised for agricultural projects (Open Fields, Vineyards, Agri-Hubs,	10 ha	75 ha	National Schools Nutrition Programme, 12 New Open Fields Farms across DM, Sustain existing Open Fields Farms. Facilitate access to new markets for farmers. Sustainability Plan for Tunnels. Implementation plan for vineyards and winery as well as distribution licence for winery.	75ha	R20m and balance TBC	102,25ha - R 2.6M	Application to other funding institutions for additional funding.
<b>To capitalize on the Tourism potential</b>	NEW: King Shaka Route	New	Route Establishment	Institutionalise (pvt sector) Route	N/A			
	NEW: Develop a District Tourism Strategy	New			N/A			
	Increase in the number of tourists visiting IDM	2.5 million (baseline 1.2mil)	3m (Current number of Tourists to grow by 2%)	Develop tourist guide, support events, advertising, attendance at tourism exhibitions and shows, develop a tourism website.		R3 454 000	R1.020m	Marketing is ongoing: Domestic Tourism Exhibitions in JHB & Cape Town, Indaba in Durban, advertising in various mediums such as german publication Suid Africa, Best of KZN, Wildside Magazine. Supported events to attract tourists such as Dolphin Ultra Marathon, IBeach Festival. Hosted media from Gagasi, Ukhosi, SABC1 and Metro FM. An annual travel guide is also produced and 10000 copies are distributed.



<b>To increase Manufacturing output within the district.</b>	NEW Promote Entrepreneurship	No baseline	5 new factories	1 (Pharmaceuticals/Healthcare)	Factory	5	R8m and balance TBC	R8m TBC	<p>Ei has appointed a technical partner who will be responsible for operationalizing the Biodiesel processing facility. Ei is in the process of finalising the lease agreement with the Technical Partner. Secondly, iLembe District has been named the renewable energy hub by the office of the MEC of Economic Development. EDTEA is in the process of establishing an agency that will ensure that the space in Isithebe is efficiently utilized for the manufacturing of renewable energy components. EDTEA has indicated that this agency will be implemented by 2018. The Agency developed will work closely with Mandeni LM and Ei.</p>
	Identify and package new projects	Entrepreneur Comp							
	Renewable Energy Hub	Feasibility Studies							
	Attract new investment	Facilitate with EDTEA							
		Develop Investor Prospectus Develop Economic Intelligence Reports							
	SLA with learning institutions	No existing facility	Ilembe FET and LED university	Established University	An university by 2015	est	TBC	N/A	<p>There has been involvement with uMfolozi FET collage, however there has been no formal SLA</p>
<b>To ensure the creation of Jobs</b>	Number of SMME & Co-operatives groups registered EL (Enterprise Ilembe)	29	25 SMME groups registered	New Target of 36 co-operatives	25		TBC	35	<p>Funds for the registration process have been raised by the individual cooperative structures.</p>
	Facilitate training for co-operatives and SMMES	4	5 years	6					
	Assist SMMES with funding applications	4		5					
	Support Entrepreneur Competition with iLembe Chamber	1		1					

<b>To create an ICT platform available to everyone</b>	Wireless broadband for the whole IDM	COGTA pilot study	Packing Phase 2 Broadband Project for Funding	-	N/A	R1m and TBC	R1M for phase 1 and R 2.5M for the disaster management infrastructure in 2010	Appointed Intersite, an Entity to PRASA to roll out back-haul/ End user connectivity within the District using railway lines
<b>To improve coordination in LED between DM and Local Municipalities.</b>	Consolidated LED Strategy for the IDM	Uncoordinated LED Strategies	1 LED Strategy per LM and 1 for da District	-	N/A	TBC	Reviewed in 2013	
	SLA between EL and EM, Participation at IGR Platforms	Current between EL and IDM NEW	SLA between EL and IDM	Review SLA with IDM 8 per annum	N/A	R100 000	Not implemented yet	Not implemented yet

**TABLE 53:LED IMPLEMENTATION PLAN**

## 6.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

Section 152(1) of the Constitution of South Africa sets out the objectives of local government of which Ilembe District Municipality is responsible for fulfilling and implementing. Furthermore Section 152(2) requires the municipality to strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1) of the constitution of the Republic of South Africa.

For municipalities to fulfill this constitutional mandate in a financial viable way amongst other things they must:

- Have a functional financial management system which includes rigorous internal controls.
- Cut wasteful expenditure.
- Have SCM structures and controls with appropriate oversight.
- Have Cash-backed budgets.
- Ensure that Post Audit Action Plans are addressed.
- Act decisively against fraud and corruption.
- Ensure that Supply Chain Management structures in place are functional according to regulations.
- Conduct campaigns on 'culture of payment for services' led by councillors.
- Conduct campaigns against 'illegal connections, cable theft, manhole covers' etc.
- Invest in municipal infrastructure development and maintenance.

It is against this background that IDM seeks to be an ideal municipality ***that is successful in delivering or executing its mandate /objective of which it was established for with efficient and effective management of the resources allocated for the mandate/objective.***

Our limited resources have to be prioritized in items of capital and operational budget to ensure and maximize service delivery to the iLembe District community.

In order to meet the needs of the poor and improve the local economy in a sustainable way, much of the Municipality's Capital Budget has been directed towards water and sanitation infrastructure development and maintenance. This is due to the fact that infrastructure development and maintenance plays a vital role in the sustainability of the municipality and of the services it provides to its communities.

IDM is currently highly dependent on grant funding to fund its infrastructure development and maintenance. However, the municipality is also seeking alternative funding sources outside normal government grants to fund its capital projects with international agencies.

Due to an ageing of infrastructure, own revenue generated has been used mainly for repairs and maintenance of the infrastructure and direct costs of providing the water and sanitation services. To address the ageing infrastructure challenges, the municipality has started a programme of replacing water mains in the CDB area which already is yielding the positive result in terms of water losses. The strategy is to roll out the programme to the entire district once the funding has been secured.

The functions that are performed by the Finance Department are as follows:

- Budget and compliance monitoring
- Revenue Management
- Supply Chain Management
- Expenditure Management and
- Assets Management

## CHALLENGES

- The effects of the global slowdown in the world economy has impacted the local economy and affected the revenue and debt collection of the Municipality;
- Inadequate ability to attract/source the appropriate skills or expertise at a junior level;
- Inadequate debt and revenue collection to fund both capital and operational budget;
- Inadequate resources to maintain existing infrastructure at an optimum level;
- Inadequate ability to increase the revenue base as large portion of District is rural;
- Low asset turnover ratio
- Loss of revenue as a result of outsourcing of rights to supply water and sanitation in Western Areas of the District (Ballito, uMhlali etc.);
- Credibility of customer database especially for the rural areas; and
- Lack of effective and efficient meter and delivery of statements in unplanned townships, particularly in the rural areas.

### Budget and Compliance Monitoring

- Low cash collection rate affects implementation of a cash backed budget;
- High dependence on grant funding;
- Unspent conditional grants; and
- Unforeseen circumstances (drought)

### Expenditure Management

- Creditors inconsistently adhering to prescribed requirements;
- Exposure to fraudulent activities ;
- Inadequate cost management function;

### Supply Chain Management

- Late reporting by consultants;
- Unfounded objections and appeals by unsuccessful bidders causing delays in final appointment of successful bidders;
- Inadequate processes over demand management;
- False declarations by suppliers;
- Poor performance by some of the emerging contractors

### Revenue Management

- Quality of billing;
- Placement of meter readers
- Compliance with by-laws;
- Disputed accounts;
- Transfer of properties without relevant certificate of occupation;
- Consumers tampering with prepaid meters which serve as restrictors.

### Asset Management

- Ageing infrastructure assets with inadequate investment plans for replacements
- Minimal repairs & maintenance been done on infrastructure assets due to funding constraints.
- Low asset turnover ratio
- Absence of an electronic infrastructure asset management system from project construction to repairs and maintenance.

## DEPARTMENTAL OBJECTIVES

The following are the strategic objectives of the finance department:

- To ensure sound expenditure, cash flows and liability management principles
- To ensure sound budgeting and compliance principles
- To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework
- To ensure sound and effective asset and inventory management principles
- To ensure sound and credible revenue management, credit control, debt collection and customer care principles
- To maintain clean administration and clean audit
- To ensure sound, effective and efficient financial risk management and internal controls principles

### 6.5.1 IMPLEMENTATION PLAN

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

## IMPLEMENTATION PLAN - FINANCIAL VIABILITY AND MANAGEMENT

5 year Strategic Objective	5 year Key Performance Indicator	Baseline	5 year target	Projects	Target for	Total Budget	Progress.	MTEF (2016-2019)			
				2016/17	2016/17			2015/16	2016/17	2017/18	2018/19
<b>To ensure sound revenue management</b>	Percentage collection rate	65%	90%	Installation of smart meters	90% (75%)	R73m TBC	- Currently 54% - Revised target is 75%	R11.5m	R17m	TBC	
				Water services awareness campaigns							
		Proportion of consumers paying in full vs the number of consumers billed	31%	100%	Same as above	100% (50%)	Same as above	- Actual 31% target is 50%.  revised	Salaries	Salaries	Salaries
		% of hand delivered mail received by consumers	45%	100%	Hand delivery of returned mail	100%	R3,7m TBC	Target met - 75% hand delivered.	Salaries	Salaries	Salaries
		100% accuracy in billing	80%	100%	Maintain clean data by enforcing strict controls over drs masterfile amendments	100%	R11,5m TBC	100% reading rate	Salaries	Salaries	Salaries
					Review and follow on exception reports				Salaries	Salaries	Salaries
		Ratio of external grants vs internal funding	40:60	60:40:00	Implementation of policy	60:40:00	Salaries	60:40:00	Salaries	Salaries	Salaries
		Debt coverage	03:01	05:01	Implementation of the debt management strategy	05:01	Salaries	12:01	Salaries	Salaries	Salaries
<b>To ensure sound budgeting and compliance principles</b>	Credible budget with clearly identifiable revenue resources	Partial compliance with National Treasury circular 42	Full compliance with National Treasury circular 42	Full implementation of NT circular 42	Full compliance	Salaries	Circular 42 fully implemented Revenue sources clearly defined Uncollectable debt provided for Circular 42 fully implemented Revenue sources clearly defined Uncollectable debt provided for	Salaries	Salaries	Salaries	
				Proper implementation of the developed budget template				Salaries	Salaries	Salaries	
				Full Implementation of all other NT Budget Circulars					Salaries	Salaries	Salaries

<b>To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework</b>	% compliance	90%	100%	Enforce strict controls over the implementation of SCM policy and procedures	100%	Salaries	- 100% compliance - A:S(Currently the only challenge is as a result of the engagement of service providers/suppliers owned by persons in the service of the state) - Several measures have been introduced to shorten the turnaround time in the finalization of bid processes within the targets.	Salaries	Salaries	Salaries
<b>To ensure sound budgeting and compliance principles</b>	Cost coverage ratio	04:01	06:01	Implementation of cost reduction strategies	06:01	Salaries	0.3:1	Salaries	Salaries	Salaries
<b>To achieve a clean audit opinion</b>	Unqualified Audit opinion	Unqualified Audit opinion with other matters	Clean Audit	Monitoring the implementation of the operation clean audit and sustainable capacity building strategy	Clean Audit	Salaries	Unqualified Audit Opinion in 2012/13 Clean Audit 2013/14	Salaries	Salaries	Salaries
	% of salary budget to be kept between 35-40% ideally	29%	30%	Continuous training and monitoring	30%	Salaries	32%	Salaries	Salaries	Salaries

**TABLE 54:FINANCE VIABILITY & MANAGEMENT. IMPLEMENTATION PLAN**



## 6.6 GOOD GOVERNANCE & PUBLIC PARTICIPATION

### OVERVIEW

The strategic mission of Corporate Governance is to enable political office bearers to fulfil their constitutional functions and electoral mandate by:

- Providing professional, effective and efficient support services to the three principals (Mayor, Deputy Mayor and the Speaker) in support of their obligations;
- Effectively planning and overall co-ordination and monitoring public participation process through activities of Public hearings and Public meetings;
- Effectively planning and overall co-ordination of interdepartmental, parliamentary, ministerial and royal visits and programmes;
- Ensuring effective functioning of Ward Committees in the district;
- Monitoring and evaluation of programmes, reporting on actual performance against what was planned according to the IDP priorities and SDBIP;
- Liaising with other state departments and Local Municipalities in pursuance of goals and objectives enshrined in the constitution, section 41, Chapter Two, Co-operative Governance and intergovernmental relations Framework Act, 2005;
- Rendering support services, Speech writing, protocol and ceremonial services, as well as communication services to the office of the Mayor, Deputy Mayor and Speaker and Municipal Manager and other Directorates within the municipality.

The functions that are performed by the Corporate Governance Department are as follows:

- Communications, Media, Events and Outreach programmes.
- Public Participation.
- Ward Committees functioning.
- Intergovernmental Relations
- Disaster Management & Call Centre management,
- Speech writing, Civic functions and receptions
- Security management
- Special Projects and Programmes

### CHALLENGE

Corporate Governance

- Public participation is not fully synchronized and is not cost effective within the District Family
- Ward Committees are dysfunctional and need capacity building
- Ward Committees need to upscale input to the IDP and Budget and
- As a District the Municipality is challenged by the need to upscale necessary assistance to the designated groups in terms of procurement and access to opportunities.
- Budget constraints for the vulnerable groups; and
- Lack of Human Resources/ People to deal with the various programmes i.e. HIV/AIDS, Operation Sukuma Sakhe, Youth Programmes for people with disabilities, programmes for women etc. Budget limits – focus on provisional programs.

Public Participation

- Alignment of activities e.g. public participation – local municipalities to come together with the district municipality to undertake public participation; and
- Minority groups not participating.

#### Intergovernmental Forum (IGR)

- Limited human resources which hinder commitment to attend from members.
- Diary synchronization is a challenge
- Budget constraints for the vulnerable groups; and
- Budget limits – focus on provisional programs.

#### Disaster Management

#### **DEPARTMENTAL OBJECTIVES**

- To Provide co-ordination of Government work
- To Provide administrative support to Political Leadership
- To Provide support to women, children and designated groups
- To Establish disaster Management Centre
- To provide support to Councillors.

### **6.6.1 IMPLEMENTATION PLAN**

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

IMPLEMENTATION PLAN: CORPORATE GOVERNANCE													
5 year Strategic Objective	5 year Key	Baseline	5 year target	Projects	Target for	Total Budget	Progress.	MTEF (2016-2019)					
	Performance Indicator			2016/17	2016/17		2015/16	2016/17	2017/18	2018/19			
<b>To promote accountability through public participation</b>	% of people satisfied with our communication		100%	Bi -Annual customer satisfaction survey	100%	R700 000 (Know your Govt programme)	Citizen Satisfaction Survey completed in 2013.	R700 000	TBC	TBC			
				Development of an annual Communication Strategy.		R 3.5M	Draft communication Strategy developed in 2013.	R3.5M	Salaries	Salaries			
				Public participation									
				Communications and Marketing				District Communicators Forum established		Salaries	Salaries		
				Information Dissemination				Newsletter published.		TBC			
				Media Liaison				Ongoing		TBC			
			IDP Roadshow implementation			Salaries	IDP roadshows are conducted as per the IDP Process Plan in partnership with all Local Municipalities.	Salaries	Salaries	Salaries			
	% progress towards achieving Clean Audit		100% Clean Audit	Ensure accountability and transparency	100% Clean Audit	Salaries	Clean audit achieved	Salaries	Salaries	Salaries			
	Availability of a fully functional audit committee whose recommendations are implemented 100%		Available and 100% of its recommendations fully implemented in agreement with all LMs	Ensure functionality of Audit Committee	Available and 100% compliance with DSC recommendations	Salaries	Audit committee is fully functional and shared with Enterprise iLembe	Salaries	Salaries	Salaries			
<b>To improve the alignment of all sector plans and service delivery</b>	Number of sector plans aligned with IDM plans		All sector plans aligned with IDM Plans	Salaries	N/A	Salaries	Salaries	-		-			

<b>To ensure prevention and mitigation against disasters</b>	Risk Reduction Plans (Disaster Risk Management Plans) for the IDM and all LMS	5 RRPs (Disaster Risk Management Plans)	Annual Review of all Disaster Risk Management Plans in complying with the Disaster Management Act.	N/A	R 500 000	3 Disaster Management Plans i.e. iLembe District, Maphumulo and Ndwedwe LM. However Management Plans at Mandeni and KwaDukuza are currently being development.	R500 000.00	TBC	TBC
			Ensuring a fully functional disaster management centre through on-going improvement of the infrastructure, including training and recruitment of disaster management personnel.		7 734 960.97	The DMC has been completed and will be fully operational from June 2015.	N/A	N/A	
	% preparedness of the District in responding to Disasters	80%	Timeous response to incidents as and when they occur, and reporting thereof. On-going workshops with all stakeholders and role-players in contingency them about disaster preparedness	100%	R877 000.00	100% already reached	R877 000.00	TBC	
			Develop and implement the Volunteer Framework		Salaries	The Draft volunteer framework has been developed.	Salaries	Salaries	
			Conduct on-going community awareness campaigns in schools and rural communities. On-going assessments of awareness campaigns, including lessons learnt		R250 000	Ongoing - 100%	R250 000	TBC	TBC
<b>To preserve our History and heritage</b>	Successful hosting of King Shake day, Mandela day and other event of historical important	Successful hosting and improve of hosting heritage events	Heritage day event	Successful hosting and improve of hosting heritage events	R960 000	R580 000 TBC	R960 000	TBC	TBC
<b>Compliance and good Governance</b>	Submission of annual report by due date	Production of annual report		Production and coordination	R100 000	Annual report developed and submitted within deadline	R100 000	TBC	TBC

		within deadline		of annual report					
<b>To improve the quality of life within the district</b>	% reduction of duplicated programmes	10%	Review and implement programme	10%	R1.5 m TBC	100% already reached	R500 000 TBC	R500 000 TBC	
			Align to national and provincial programme			80% integration achieved			
	5% of total budgets saved through coordination	15%		15%	Salaries	100% already reached	Salaries	Salaries	Salaries
	% reduction in poverty	5%	On-going implementation of operational plan	5%	Salaries and financial provision from Sector Department	All departments are on board with OSS Matters Corrective measure Mentoring of war rooms to ensure fully functionality.	Salaries and financial provision from Sector Department	TBC	TBC
	Number of wards where operation Sukuma Sakhe is operational	74 wards	On-going monitoring and evaluation	Monitoring in 74 wards	Salaries	70 Wards are functional	Salaries	Salaries	Salaries
	% of senior manager's performance agreements with OSS indicators and targets or legacy targets.	100%	Operational plan integrated into senior manager agreement	100%	Salaries	As at 2014, Operation Sukuma Sakhe is included as a deliverable only in the MM and the Corporate Governance Directorate Performance agreements. Corrective measure: Engagement with PMS to include OSS in the agreements for all Senior managers.	Salaries	Salaries	Salaries

**TABLE 55: GOOD GOVERNANCE IMPLEMENTATION PLAN**

## CHAPTER 7: FINANCIAL PLAN

### 7.1 OVERVIEW OF MUNICIPAL BUDGET

One of the biggest challenges of the Financial Plan is matching increased service demands with a relatively stagnant revenue base. This is further aggravated by the challenges of joblessness, communicable diseases and ravaged households where the latter, more often than not, are child-headed households.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources. 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 District 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 District Municipality is faced with the enormous 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 district Municipality’s 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 by:

- 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.

#### 7.1.1 THREE YEAR MUNICIPAL BUDGET

Financial viability and management remains one of the key priorities of Council. It remains more critical in the light of the current economic situation, which among other things requires self-sustenance and prudent financial controls. The Municipality’s cash flow situation still needs to improve further. The plan is to build up a working capital reserve of two to three months expenditure of the Municipality in the ensuing years. The budget for the municipality is summarised as follows:

	<b>Operating Budget ( R)</b>	<b>Capital Budget ( R)</b>
<b><i>Draft Budget 2016/17</i></b>	<i>TBU</i>	<i>TBU</i>
<b><i>Indicative Budget 2017/2018</i></b>	<i>TBU</i>	<i>TBU</i>
<b><i>Indicative Budget 2018/2019</i></b>	<i>TBU</i>	<i>TBU</i>

**TABLE 56: MUNICIPAL BUDGET MTEF**

## 7.1.2 OPERATING REVENUE & EXPENDITURE FRAMEWORK

The table that follows indicates the expected operating revenue and expenditure for the iLembe District 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.

A summary of the 2016/2017 budget is as follows:

	<b>Operating Budget ( R )</b>	<b>Capital Budget ( R )</b>
<b>Original 2015/16 Budget</b>	590 998 000	424 487 000
<b>Adjusted Budget 2015/2016</b>	663 399 000	452 944 000
<b>Draft Budget 2016/2017</b>	TBU	TBU

**TABLE 57:SUMMARY OF BUDGET 2016/2017**

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

<b>Department</b>	<b>Original Budget 2015/2016</b>	<b>Adjusted Budget 2015/2016</b>	<b>Draft Budget 2016/2017</b>	<b>Indicative Budget 2017/2018</b>	<b>Indicative Budget 2018/2019</b>
<b>TOTAL INCOME</b>	593,167,000	581 104 000	TBU	TBU	TBU
<i>Corporate Services Directorate</i>	81,601,000	88 282 000	TBU	TBU	TBU
<i>Budget and Treasury Office</i>	56,119,000	48 745 000	TBU	TBU	TBU
<i>Accounting Officer's Office</i>	14,112,000	11 071 000	TBU	TBU	TBU
<i>LED and Planning</i>	37,308,000	34 529 000	TBU	TBU	TBU
<i>Technical Services Directorate</i>	343,893,000	394 204 000	TBU	TBU	TBU
<i>Corporate Governance and Council General( Executive and Council)</i>	57,965,000	58 736 000	TBU	TBU	TBU
<b>TOTAL EXPENDITURE</b>	590,998,000	635 567 000	TBU	TBU	TBU

**TABLE 58:SUMMARY OF INCOME & EXPENDITURE BUDGET BY DEPT.**



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

<b>Category</b>	<b>Original Budget 2015/2016</b>	<b>Adjusted Budget 2016/2016</b>	<b>Draft Budget 2016/2017</b>	<b>Indicative Budget 2017/2018</b>	<b>Indicative Budget 2018/2019</b>
<i>Income</i>	593,167,000	581 104 000	TBU	TBU	TBU
<i>Expenditure</i>	590,998,000	635 567 000	TBU	TBU	TBU
<i>Employee Related Costs</i>	186,176,000	168 806 000	TBU	TBU	TBU
<i>Remuneration of Councillors</i>	8,788,000	8 089 0000	TBU	TBU	TBU
<i>Debt Impairment</i>	37,714,000	44 122 000	TBU	TBU	TBU
<i>Depreciation &amp; Asset Impairment</i>	60,581,000	48 960 000	TBU	TBU	TBU
<i>Finance Charges</i>	10,679,000	11 729 000	TBU	TBU	TBU
<i>Bulk Purchases</i>	40,320,000	78 472 000	TBU	TBU	TBU
<i>Repairs and Maintenance</i>	50,850,000	42 146 000	TBU	TBU	TBU
<i>Contracted Services</i>	53,153,000	78 945 000	TBU	TBU	TBU
<i>Transfers &amp; Grants</i>	36,447,000	42 013 000	TBU	TBU	TBU
<i>Other Expenditure</i>	106,290,000	112 285 000	TBU	TBU	TBU

**TABLE 59: SUMMARY OF INCOME & EXPENDITURE BY TYPE**

The most significant source of internal income is the income from the water and sanitation services. The current budgeted percentage of internal revenue is 33%. 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 its credit control and debt management policy to ensure that this is achieved and that all outstanding debts are collected. The collection of these outstanding debtors is a priority of the District Municipality and is receiving the most urgent attention. The Municipality has initiated the following interventions to address revenue collection challenges, namely data cleansing exercise, changing faulty meters, restriction and/or disconnection of services where applicable, the rand for rand incentive scheme and intelligent meter installation project. These interventions address the challenges around the billing system including the accuracy thereof as well as the use of arrears from the past to encourage and reward payment of the current account.

## 7.1.3 REVENUE GENERATION

### 7.1.3.1 DATA CLEANSING

The objective of data cleansing is to obtain accurate consumer and property data so as to improve quality and accuracy of billing and improving and strengthening the consumer database.

In the 2012/13 financial year a smarter way of metering was looked and agreed to as it was noted that collection was low and revenue was not enhanced. This was done using prepaid metering. One of the requirements before installing the prepaid meter was that, a fieldworker was going to visit each home and collect data. This data will be used to cleanse the system and also enhance our revenue as we would have authentic consumer data information on our system making easy to bill, or collect.

In the 2012/13 financial year a proof of concept agreement was entered into with a data house to do desktop cleansing for the municipality. Exception reports will be produced which will enable the municipality to decide which properties and/or consumers have to be visited to enable verification of their data. Once the initial report has been issued, the data will then be submitted on a regular basis to obtain latest updates.

Another initiative of data cleansing is the fact that during 2012/2013 there was a launch of prepaid metering. Before the prepaid meters are installed, field workers will be visiting each household to collect pivotal information pertaining to each household. That data will then be captured and processed and updated on a regular basis on the financial system therefore improving quality of consumer data and improve quality of carrying out Revenue related functions e.g. Billing, Debt Collection etc.

Another strategy of data cleansing started in 2015/2016. That was in the form of a meter audit. There were students and meter readers who were trained and furnished with devices to collect consumer data and also verify each meter at each household. That data is extracted and populated and updated on the financial system. The data cleansing and meter auditing project will improve the quality of data on the system and also improve the functioning of the section as a whole.

### **7.1.3.2 TRAIN STAFF ON REVENUE RELATED POLICIES**

- There are Credit Control and Debt Collection and Revenue related policies that are adopted by Council and are reviewed on a yearly basis. The aim of the policies is to ensure that Revenue Management, Credit control and Debt Collection is governed by set processes and procedures. It is important that staff is properly trained to enable them to apply and implement such policies.
- A Customer Care and Management Policy was adopted by Council for implementation for the 2014/15 financial year. The policy is aimed at ensuring that whenever consumers raise concerns, they will be attended to efficiently. A structure has been set and adopted in order to enable proper implementation. Training on the financial system took place and Customer Care training aligned to the policy and standard operating procedures are in implementation and also on an on-going basis.
- Staff are trained on a weekly and monthly basis and sometimes on a daily basis on the different aspects of revenue. This may include (queries, policy interpretation...etc)

### **7.1.3.3 BILLING**

Accurate billing for services rendered is a critical element of municipal Revenue Management. If the customer information and billing information is incorrect, the municipality has no fundamental basis to effectively collect revenue efficiently.

The current challenges that affect billing integrity are:

- Human error upon capturing data,
- Replaced meters where there is either no documentation submitted or late submission,
- New connections where there is late submission of documentation,
- Leaks caused by improper plumbing work when relocating meters and when installing meters.
- Non availability of sanitation pipeline map to ensure completeness of sewer revenue.
- Meters not zoned, hence difficult to attend to water loss by area
- Double charging of consumers where there is a prepaid meter installed and a basic charge for a conventional meter raised.

The installation of flow limiters will reduce some of the above challenges in that it enables drive/walk by meter reading thus improving quality and accuracy of readings in a shorter period of time. The new connection and replacement challenges will be sorted by meters being recorded in our financial system when they are received and when they are replaced and or removed and allocated to a property which will enable us to track outstanding documents. Data Cleansing will also enable us to reconcile our data to the local municipal valuation rolls.

### **7.1.3.4 COLLECTION RATE**

Table 60 below illustrates the payment ratio as based on total billings for the year and total receipts for the year. Though the Credit Control and Debt Collection Policy are being implemented, a plateau has been reached in terms of monthly receipts as we are receiving on average about R7.34 million a month.

The municipality is in the process of implementing intelligent/smart meters throughout the entire district which will assist in ensuring that consumers buy water in advance and also restricted consumers receive water up to the free basic service level and nothing more. This will elicit response from consumers and will not increase debt and thus increase collection rate.

There was a high level of tampering with the restrictors and unfortunately it cannot be proved as they are not uniquely identifiable and proving whether it was taken out or not is a great challenge. Therefore a new way of restricting was adopted and that one has a challenge that consumers are not coming forward once they are replaced with the smart meter.

### **7.1.3.5 DEBTORS BOOK**

From Table 61 below it is evident that there is still a challenge of increasing debt and our objective is to first contain the debt and then reduce it. The main challenge as sited above is in the fact that some restricted consumers are still receiving more than the free basic level of water.

A pilot project of prepaid meters was implemented at Lindelani, This enables the municipality to contain the debt as most consumers are limiting their consumption to the free basic level and those that can afford are buying more water before consuming.

The roll out of the intelligent meter project is now in full force and will be rolled out to other areas, prioritizing where there is a high level water usage, low level of payment as well as high pressure or tampering which results in escalating debt. The intelligent/smart meters will be installed and consumers require to be registered in order to purchase water. Indigent consumers will receive the 10 KL allocation as per policy. Consumers with debt will be able to access prepaid meters upon entering into payment arrangements for the outstanding debts in accordance with the Credit Control and Debt Collection Policy. This will assist the municipality to contain the debt as well as reduce debt where payment arrangements are entered into. Currently about 55% of the debt is handed over to attorneys and collection agents. However as litigation is a long process, the impact is not evident at this stage.

The municipality is also in communication with National and Provincial Treasury in regards to various Government Departments debts. We are disconnecting water supply however this poses as a challenge as some are used by the public and lack of water raises high criticism. National and Provincial Treasury have requested invoices and age analysis of Government Departments in arrears especially sewer accounts in order to assist with debt collection. This process is redeeming some rewards in terms of payments however the process is slow. Also the department of Education has ensured that Sec 21 schools show great initiative in reducing their municipal debts.

In the previous financial year Public Works indicated that they are not responsible for sewer charges on properties owned by them and advised tenants to settle accounts which has resulted in an increase of the amounts outstanding for other departments as we had to transfer sewer amounts to the departments who were utilising the properties. This was a challenge for most schools as they are not able to meet current monthly bills as well as paying for the overdue debt thus increasing the debtors' book.

### 7.1.3.6 WATER LOSSES

The Municipality experiences water losses which are as a result of unaccounted for water and water leaks. The extent and cost of these water losses are shown in Table 62 below. It should also be noted that unbilled water also contributes to the increase in unaccounted for water especially in Ndwedwe and Maphumulo. This has become apparent from the Water Loss exercise that Technical Services has been doing in the four Local Municipalities.

To reduce the unbilled water losses due to incorrect meter reading, illegal water connections and unmetered water connections, the supply area is to be zoned into smaller control areas and bulk meters installed. The reading routes will then be aligned to the supply zones and reading of both the individual meters and the bulk meter will be aligned for each zone to facilitate water balancing. Variances will be analysed so as to identify the reason for losses.

The Municipality has embarked on a water loss monitoring exercise where the different areas are being monitored using the bulk meters, so as to identify areas where there are excessive water losses, and when identified a plan of action is put in place to reduce the water losses.

Item	2011/2012	2012/2013	2013/2014	2014/2015
<b>Billing</b>	122 097 108	131 386 366	120 968 288	159 188 062
<b>Receipts</b>	81 675 087	89,085,271	90 628 409	88 002 160
<b>Payment Ratio</b>	67%	68%	75%	55%

**TABLE 60: DEBTORS PAYMENT RATIO**

Item Category	2011/2012	2012/2013	2013/2014	2014/2015
Value of current Outstanding Debtors	169 331 979	212 092 026	189 692 026,92	200 977 705
Value of Debtors aged <30 days	11 698 180	9 080 294	16 724 128,05	11 629 632
Value of Debtors aged 30-60 days	6 807 099	11 782 474	17 925 199,51	7 359 694
Value of Debtors aged 60-90 days	6 888 772	12 243 749	6 805 064,93	6 135 623
Value of Debtors aged 90-120 days	5 682 003	4 796 127	4 559 525,82	6 890 533
Value of Debtors aged >120 days	38 255 923	174 788 830	143 678 109	156 504 460

**TABLE 61: SUMMARY OF DEBTORS BY AGE & VALUE**

Item	2011/2012	2012/2013	2013/2014	2013/2014
Volume of Total Sales for Water	6,970.19MI		TBC	TBC
Value of Total Sales for Water	61,947,261		TBC	TBC
Volume of Free Basic Water	1,481.15MI		TBC	TBC
Value of Free Basic Water	5,198,839		TBC	TBC

**TABLE 62: WATER LOSS/NON REVENUE**

## 7.1.4 SCM - LOGISTICS MANAGEMENT

### 7.1.4.1 STORES MANAGEMENT

The Municipality has its main stores warehouse at KwaDukuza and satellite stores in Mandeni, Ndwedwe and Maphumulo. All stores material are received at KwaDukuza Stores and issued to satellite stores as the need arises. Materials that are required for KwaDukuza area are issued directly to plumbers and contractors from the main store.

Currently only the Main Stores is operating on an on-line system, whilst the Satellite stores are still on a manual system.

Computers have been received in the 2014/15 financial year and currently awaiting network points to be installed by the IT Department, and thereafter stores staff will be trained accordingly. The KwaDukuza Main Store and Mandeni Satellite Stores Building require refurbishment, a matter which is being handled by the Corporate Services Department.

### 7.1.5 ASSETS MANAGEMENT

The Unit is responsible for the management of all Municipal Assets. Asset Management section deals with all classes of assets owned by the municipality. The section ensures that all the Municipality assets are recorded on a Fixed Assets Register. The following functions are performed:

- Conducting physical verification of movable assets on a quarterly basis to ensure the accuracy of the Fixed Assets Register
- Ensuring that all Municipal assets are insured adequately
- Ensuring that all Municipality assets are tagged/barcoded
- Performing Impairment testing on infrastructure assets
- Liaising with Head of Departments to ensure that the safekeeping and safeguarding of assets under their control is prioritised
- Reviewing of useful lives and residual values on an annual basis
- Depreciation of all asset classes

#### CHALLENGES WITH ASSETS SECTION:

- Ageing infrastructure assets with inadequate investment plans for replacements
- Minimal repairs & maintenance been done on infrastructure assets due to funding constraints.
- Low asset turnover ratio
- Absence of an electronic infrastructure asset management system from project construction to repairs and maintenance.

#### PROPOSED SOLUTIONS:

- Finalisation of the Water & Sanitation Infrastructure Master Plan which will detail investment plan to meet current and future water/sanitation demands.
- External grant funding is to be sought to address the minimal repairs and maintenance due to our revenue base being predominantly rural/indigent.
- An Integrated Asset Management System is to be investigated and costed taking into consideration growing municipal assets base.

#### ACHIEVEMENTS:

- Ensuring that all completed projects in prior years were capitalised i.e. recorded on the Asset Register so to ensure all Infrastructure Assets are recorded accurately, including those still in work-in-progress.
- Developing and maintaining working relationships with key Department/Units within the Municipality, especially the Technical Services Department.

## 7.1.6 SUMMARY OF AG REPORT AND RESPONSES

Ilembe District Municipality has previously been receiving unqualified audit reports with other matters. Its strategic objective to achieve clean audit by 2014 as pronounced by National Minister of COGTA and the Auditor General was a success. Ilembe District Municipality has attained clean audit reports for two consecutive years, namely 2014 and 2015 financial years.

### 2014/2015 Audit Outcome

The municipality received a clean audit with following emphasis of matter:

- Materials Water Losses
- Material debt impairment losses
- Material reversal of Impairment of infrastructure assets

### 2013/2014 Audit Outcome

The municipality received a clean audit with following emphasis of matter:

- Materials Water Losses
- Material debt impairment losses
- Material Impairment of infrastructure assets

Material water losses were incurred as a result of illegal connection, main leaks (ageing infrastructure), reservoir outflows and service connection leaks. As a result of restricted inactive accounts, pensioner accounts and deceased consumer accounts the iLembe District Municipality incurred material debt impairment losses. Major infrastructure asset reversal of impairment losses were incurred, highly due to the significant increases in the remaining useful lives of infrastructure assets. These are matters are from time to time monitored at all committee meetings of council including MANCO, EXCO, FPC and Council. The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

### 2012/2013 Audit Outcome

The Auditor General Findings on iLembe District Municipality's 2012/2013 Audit Report can be summarized as follows:

- Irregular Expenditure;
- Material misstatements in the AFS;
- The debt impairment;
- Material Water Losses
- Significant uncertainties regarding implementation of wage agreement;
- Restatement of corresponding figures;
- Transfer of projects to special purpose vehicles;
- Achievement of targets.

### 2011/2012 Audit Outcome

There were two major non-compliance matters raised by the auditor general on the Ilembe District Municipality's 2011/2012 audit report. The first issue was material misstatements on the annual financial statements submitted to AG for audit. AG identified four items i.e. understatement of the provision for bad debts, accruals, fixed assets and incorrect disclosure of revenue relating to the provision of free basic water. The second issue related to failure to prevent irregular expenditure. It is also important to note that although the municipality failed to prevent irregular expenditure, the internal controls implemented were able to detect the irregular expenditure.

## 7.1.7 CAPITAL INVESTMENT FRAMEWORK (CIF)

The Capital Investment Programme and Framework as attached hereto at **Annexure C** 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 of urgency and in financial terms.

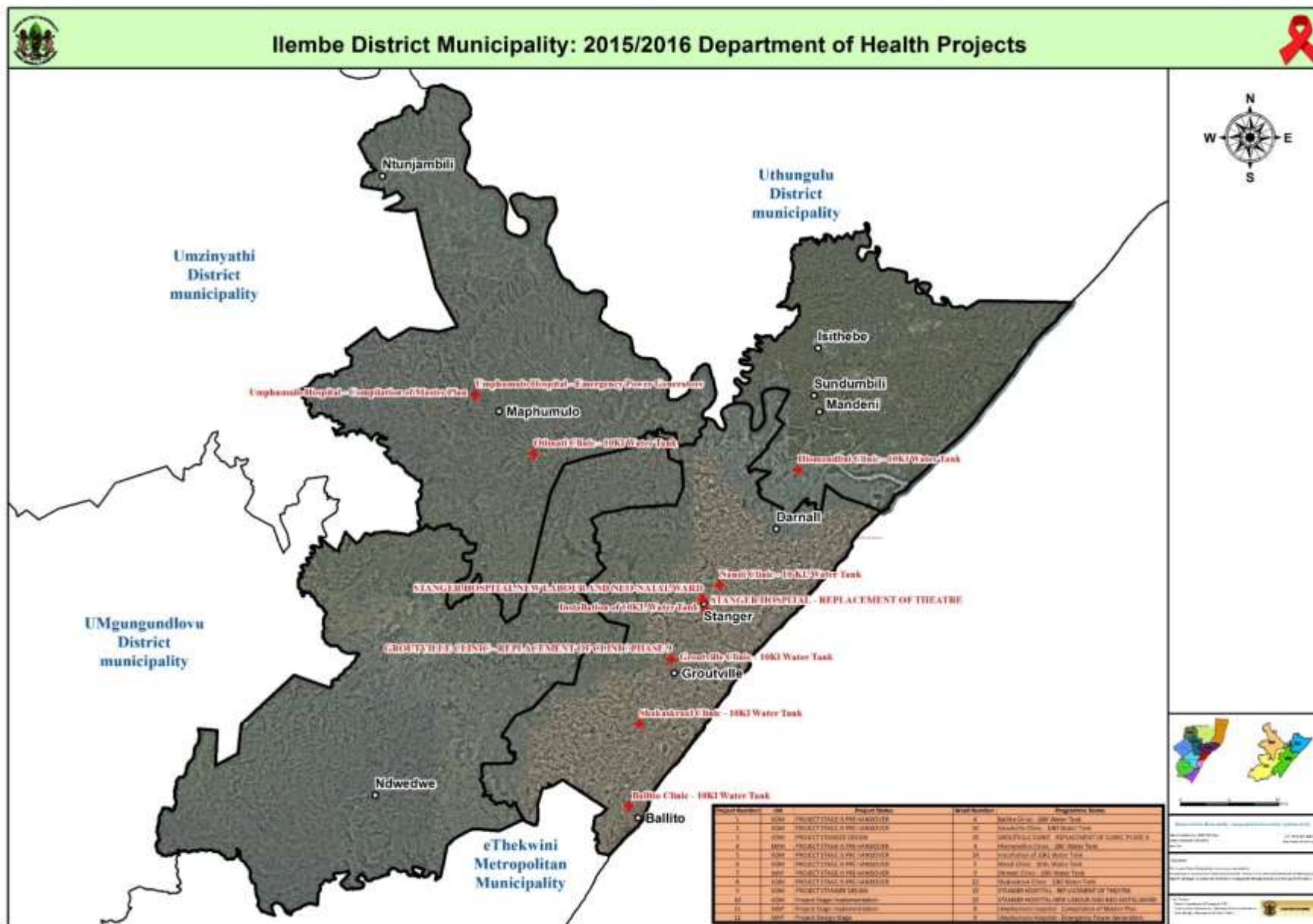
## CHAPTER 8: SECTORAL ALIGNMENT

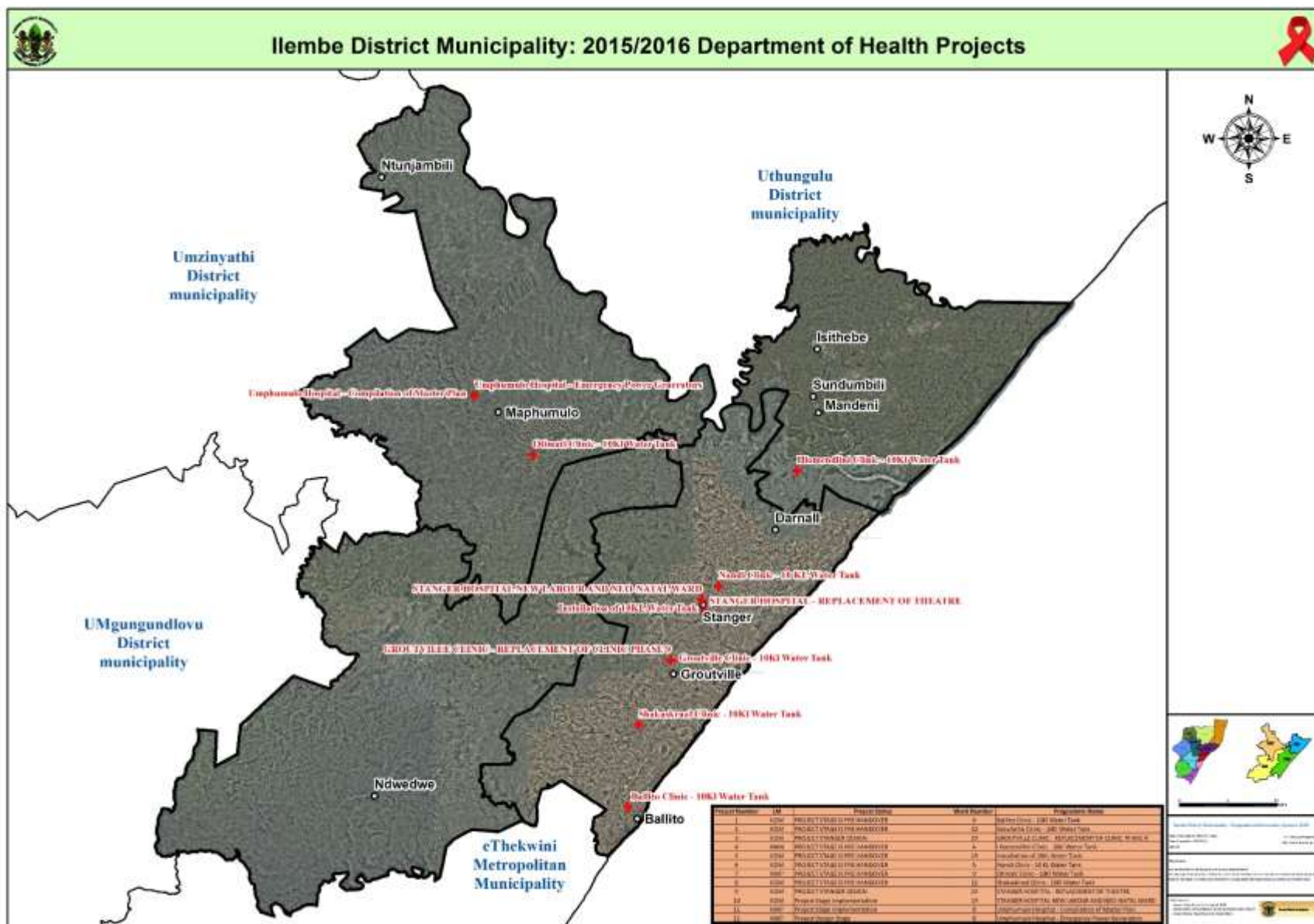
### 8.1 SECTOR DEPARTMENTS MTEF 2016-19

The District has the responsibility to play a coordinated role in the delivery of government's programmes and projects. In an effort to achieve this the District held several Sector alignment meetings bi-annually to coordinate these sector plans.

The Medium Term Expenditure Framework (MTEF) for Sector Departments was presented during various iLembe IGR Sector Alignment meetings. The MTEF has been incorporated into the iLembe District Municipality CIF). The following represents the capital expenditure of these departments in the District over the next 3 years.

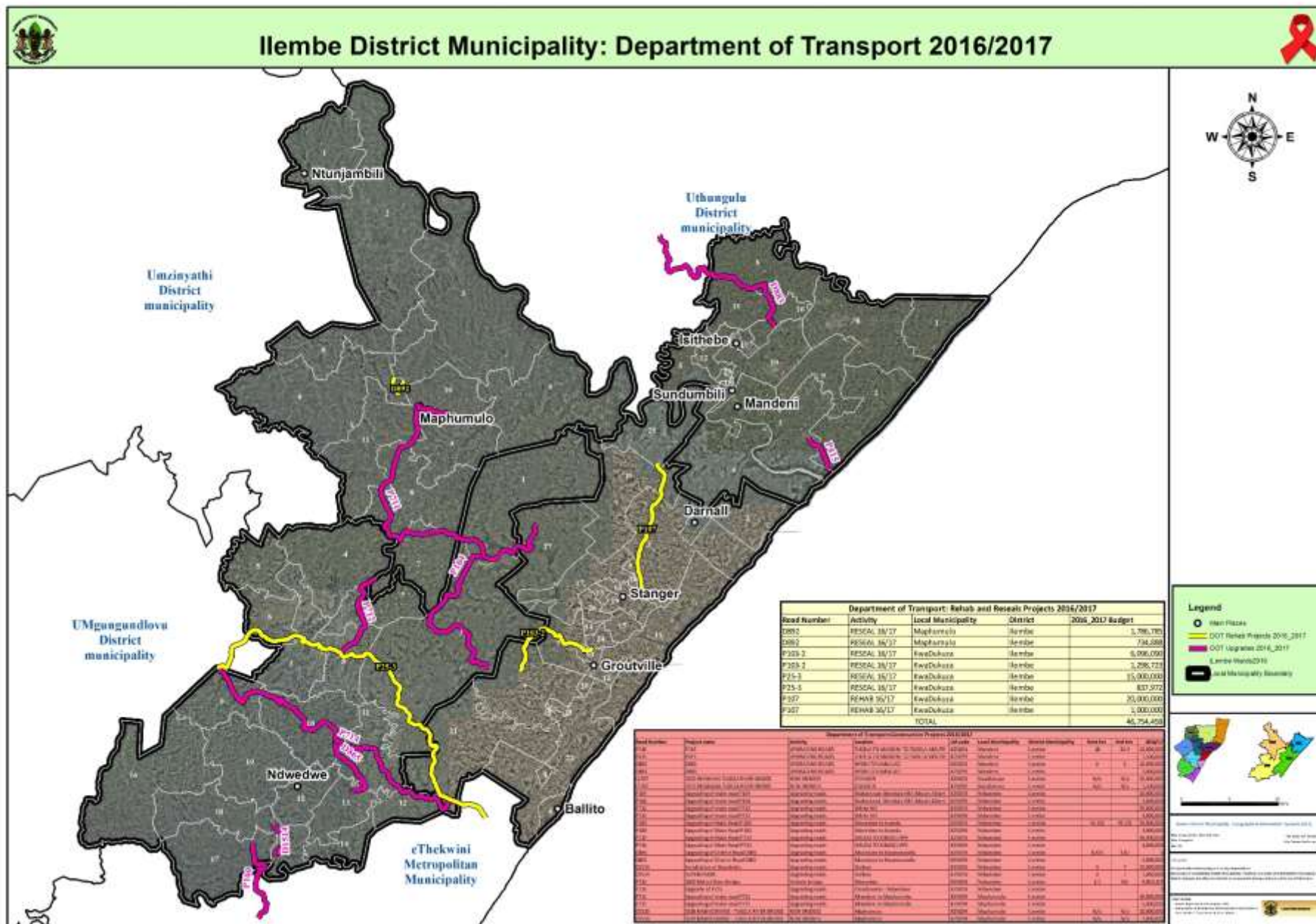




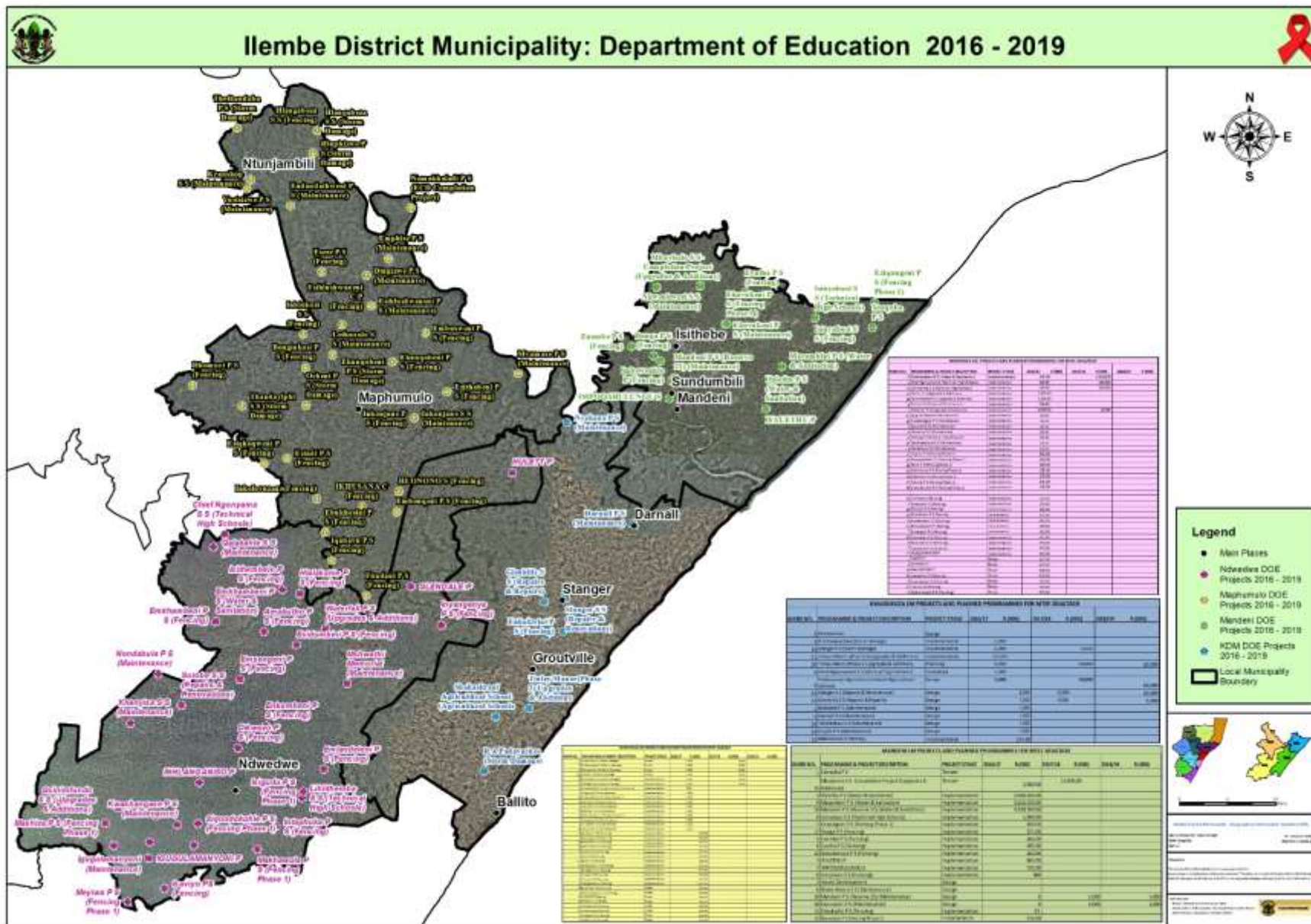


MAP 20: DEPT OF HEALTH



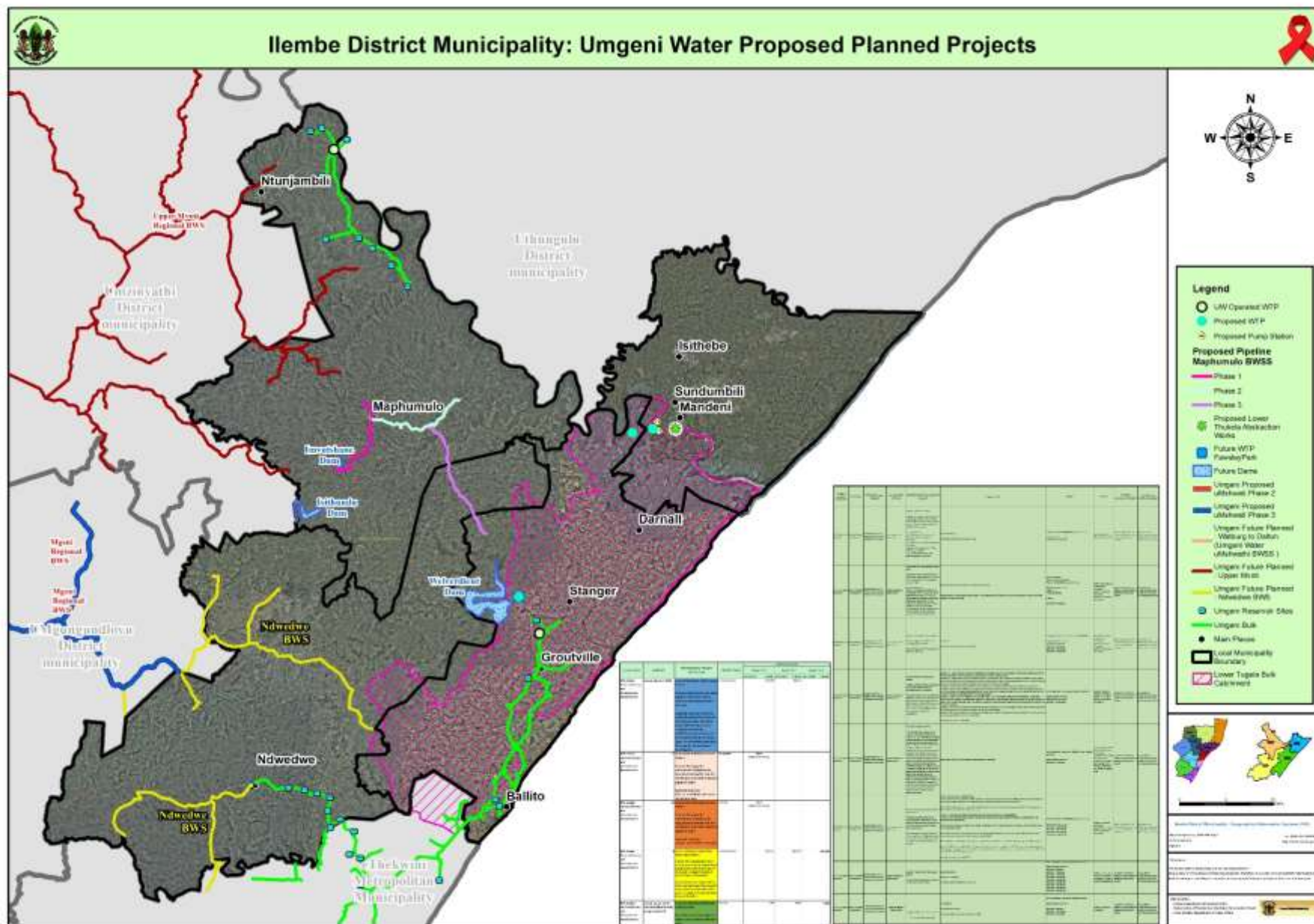


MAP 21: DEPT. OF TRANSPORT

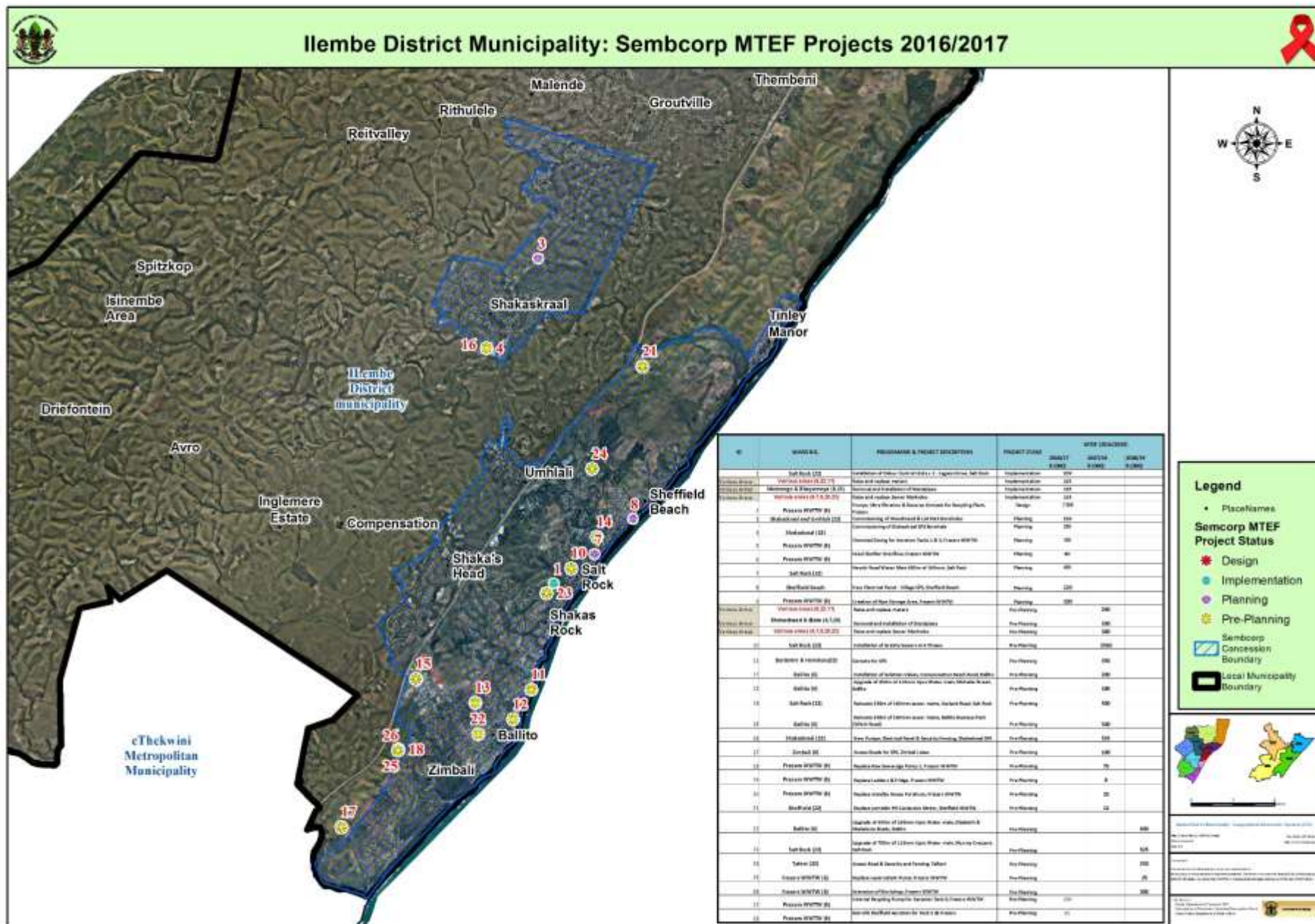


MAP 22:DEPT. OF EDUCATION



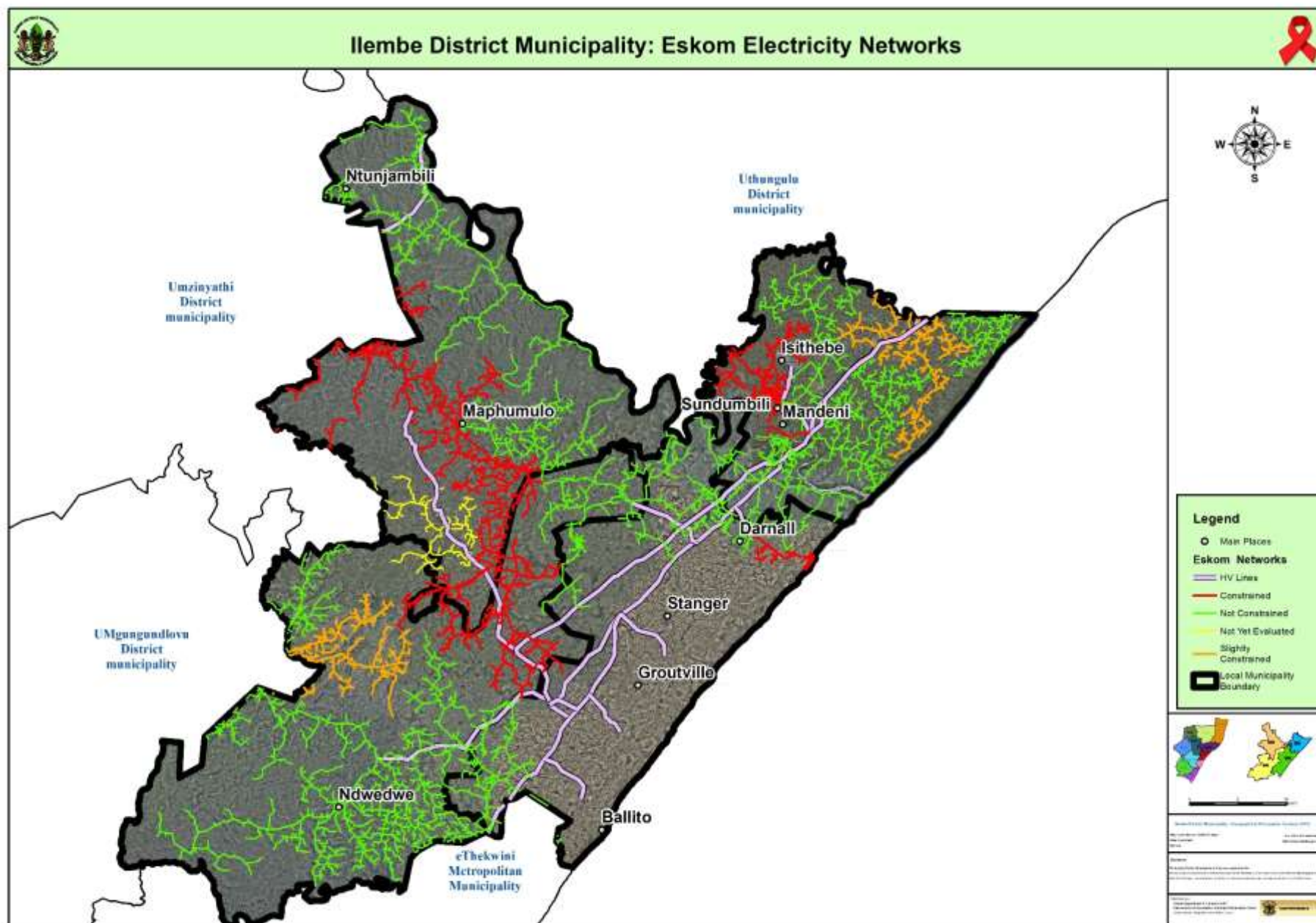


MAP 23: UMGENI WATER



MAP 24: SEMBCORP





MAP 25: ESKOM



## CHAPTER 9: ORGANISATIONAL PERFORMANCE

### 9.1 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001 describes the municipality's performance management system as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed and to determine the roles of different stakeholders.

### 9.2 ILEMBE ORGANISATIONAL PERFORMANCE SYSTEM

The iLembe District Municipality's adopted an Organisational Performance Framework in June 2012 and will be reviewing it on an annual basis.

The Model used by iLembe District Municipality in terms of PMS implementation is as depicted in the diagram below:



FIGURE 15: ILEMBE OPMS

The process of developing an organisational performance management system for the iLembe District Municipality began in 2004 and has vastly improved since then.

The components of the iLembe PMS are as follow:

- **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 Executive Directors and provide feedback throughout the year, not just at the end of the performance cycle. Executive 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 Executive Directors to identify their training and other needs for improving his or her job performance.
- **Performance Summary:** A narrative description of the Executive Directors' performance, prepared by the Municipal Manager with input from the Executive Directors, is given to each Executive Director in a face-to-face meeting. A performance summary should include: an assessment of the Executive 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 Executive 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 players.

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.
- Shows 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.
- 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.
- 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.
- Verification of the Portfolios of evidence before submission to the Internal Auditors for auditing purposes.
- Credible information reported to the public

### 9.3 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. 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 and performance indicators are developed for each vote or capital project.

The municipality embarked on a strategic planning session in September 2011, where a five (5) year strategic plan was developed and included Indicators and targets for the 5 years for each business Unit. It is this strategic document that will form basis of developing the performance tools for the 2015/16 financial year (attached as **Annexure E**).

## CONCLUSION

This review IDP of iLembe District Municipality seeks to simplify IDP rhetoric and focus on the outcome and impact of service delivery. It is imperative to note that for next five years Ilembe District Municipality will upscale service delivery aligned with the call from the President to induce service delivery through methods that ensure employment and reduce poverty levels thus improving quality of life for iLembe residents.

The 2016/2017 iLembe IDP brings a new era on performance based service delivery strategy that incorporates various government tools that focus on performance, alignment, IGR, job creation and “speedy service delivery”. In developing this IDP, iLembe District Municipality ensured that all municipal structures form part of the core that contributed in the production process. The people’s needs set the tone for the next five years; the municipal political structure brought a dynamic oversight to ensure that the people’s needs are a backdrop that informs the prioritization process, which leads to implementation strategies that seeks to induce service delivery.

Job creation is at the core of Ilembe’s 5 year service delivery strategic plans. Enterprise Ilembe Economic Development Agency in partnership with all iLembe family municipalities seek to fast track job creation projects in various economic sectors, i.e. agriculture, tourism, manufacturing and retail/services. As part of a single performance strategy Enterprise Ilembe is at the core of Ilembe’s 5 year service delivery strategic plans that seek to speed up implementation of projects and create more jobs for the Ilembe District citizens.

Eradication of service delivery backlogs is inter alia the driving factor in the next 5 years. Ilembe District has enhanced its partnership with sector departments and government agencies, thorough various forms of engagements i.e. IGR and Sector alignment engagements.

In ensuring that job creation through an accelerated service delivery strategy does not compromise a fragile green environment of Ilembe as whole, the District has adopted its Environmental Management Framework (EMF) and it adheres to all NEMA requirements, in its endeavour to fast track service delivery. The current IRSDP and draft SDF are aligned to the EMF that will create the foundation for more efficient development approval process. Moreover Enterprise iLembe is also in a process of enhancing green economy opportunities in keeping with COP 17 resolutions that put emphasis on more to be done on green economy as part of main stream economics. Biodiesel is one of the many projects that emanate from a number of programmes that Enterprise iLembe has put in place in participating within the green economy sector.

In conclusion iLembe District Municipality is aligning all its strategic plans (5 year plans, LGTAS, KPA directorates business plans) in order to ensure adequate alignment with government programmes on job creation. This is a contribution to the 5 million goal job creation target set by the President of the Republic. Ilembe will surely create an environment for private and international investors to see this vast area as an investment destination that can rival any part of South Africa, Africa and the World.

## **LIST OF ANNEXURES**

**ANNEXURE A: DRAFT SPATIAL DEVELOPMENT  
FRAMEWORK (SDF)**

**ANNEXURE B: DISASTER RISK MANAGEMENT SECTOR PLAN**

**ANNEXURE C: LOCAL ECONOMIC DEVELOPMENT PLAN**

**ANNEXURE D: CAPITAL INVESTMENT FRAMEWORK (CIF)**

**ANNEXURE E: DRAFT SCORECARD AND SDBIP'S 2016/17**